

ecomaginationSM

Driving Innovation and Growth at GE

Bank of America Merrill Lynch Industrials Conference

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imagination at work



Results are preliminary and unaudited.

Caution Concerning Forward-Looking Statements: This document contains “forward-looking statements” – that is, statements related to future, not past, events. In this context, forward-looking statements often address our expected future business and financial performance and financial condition, and often contain words such as “expect,” “anticipate,” “intend,” “plan,” “believe,” “seek,” “see,” or “will.” Forward-looking statements by their nature address matters that are, to different degrees, uncertain. For us, particular uncertainties that could cause our actual results to be materially different than those expressed in our forward-looking statements include: current economic and financial conditions, including volatility in interest and exchange rates, commodity and equity prices and the value of financial assets; potential market disruptions or other impacts arising in the United States or Europe from developments in the European sovereign debt situation; the impact of conditions in the financial and credit markets on the availability and cost of General Electric Capital Corporation’s (GECC) funding and on our ability to reduce GECC’s asset levels as planned; the impact of conditions in the housing market and unemployment rates on the level of commercial and consumer credit defaults; changes in Japanese consumer behavior that may affect our estimates of liability for excess interest refund claims (Grey Zone); potential financial implications from the Japanese natural disaster; our ability to maintain our current credit rating and the impact on our funding costs and competitive position if we do not do so; the adequacy of our cash flow and earnings and other conditions which may affect our ability to pay our quarterly dividend at the planned level; our ability to convert customer wins (which represent pre-order commitments) into orders; the level of demand and financial performance of the major industries we serve, including, without limitation, air and rail transportation, energy generation, real estate and healthcare; the impact of regulation and regulatory, investigative and legal proceedings and legal compliance risks, including the impact of financial services regulation; strategic actions, including acquisitions, joint ventures and dispositions and our success in completing announced transactions and integrating acquired businesses; and numerous other matters of national, regional and global scale, including those of a political, economic, business and competitive nature. These uncertainties may cause our actual future results to be materially different than those expressed in our forward-looking statements. We do not undertake to update our forward-looking statements.

“This document may also contain non-GAAP financial information. Management uses this information in its internal analysis of results and believes that this information may be informative to investors in gauging the quality of our financial performance, identifying trends in our results and providing meaningful period-to-period comparisons. For a reconciliation of non-GAAP measures presented in this document, see the accompanying supplemental information posted to the investor relations section of our website at www.ge.com.”

“Effective January 1, 2011, we reorganized our segments. We have reclassified prior-period amounts to conform to the current-period’s presentation.”

“In this document, “GE” refers to the Industrial businesses of the Company including GECS on an equity basis. “GE (ex. GECS)” and/or “Industrial” refer to GE excluding Financial Services.”

Strategy driving innovation and growth

Big targets Innovation Partnerships

**~\$21B revenue, growing at 15%+
from portfolio of 130
eco products & solutions**

**Environmental
performance**

**Economic
success**

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Commitment in 2005

1. Double R&D in clean energy

2. Grow ecomagination revenue

3. Reduce GE's footprint

4. Communicate and engage

2005–2010 Results

R&D



\$5B

Revenue



\$85B

GHG



22%

Energy Savings



\$130M

Water use



30%

GE recognized as the leading cleantech investor for 2011

- Cleantech Group



Looking ahead – goals for 2015



1. Double R&D to \$10B
2. Expand our focus
3. Grow <2x of GE's growth
4. Further reduce GE's footprint
energy intensity by 50%
water consumption by 25%
GHG by 25%
5. Open up!

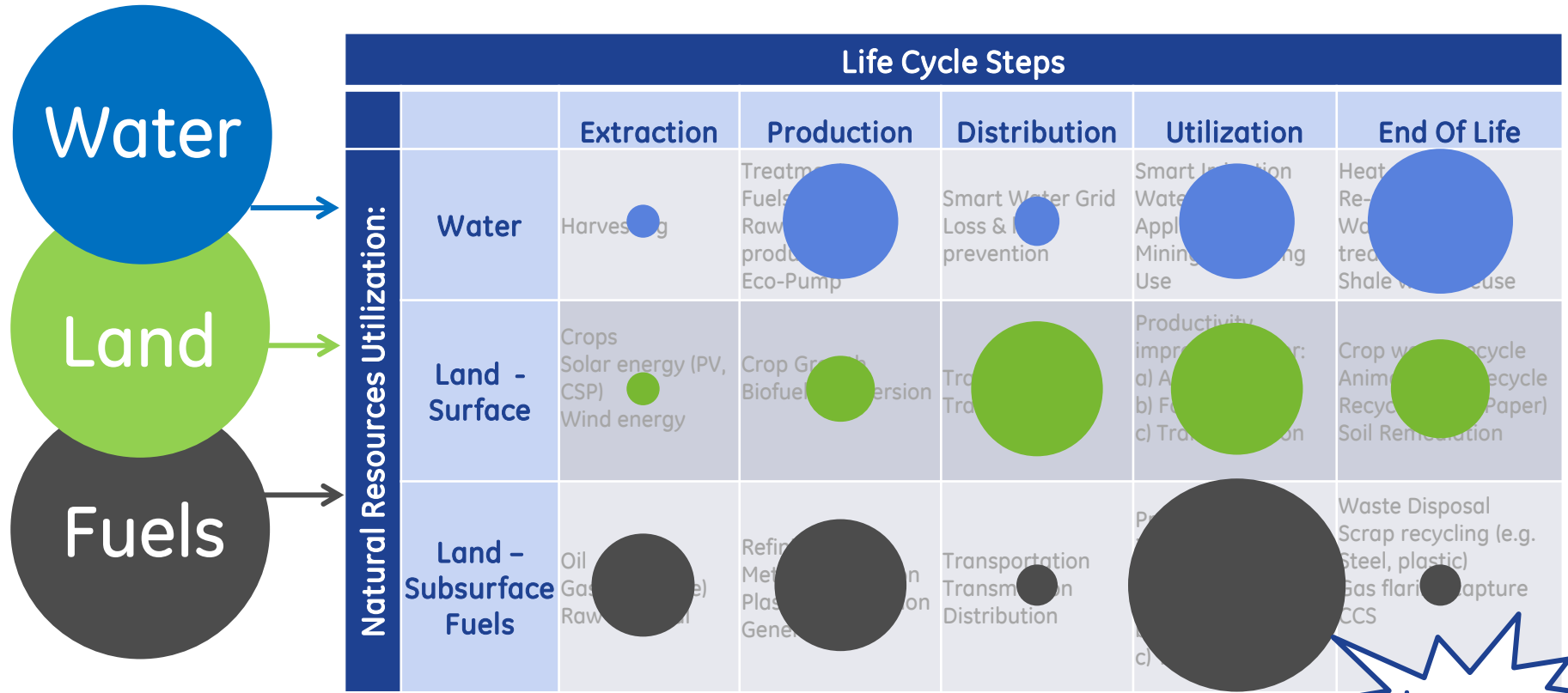
Even more aggressive and broader goals



Why should you care?

- ✓ First 5 years we delivered on commitments
- ✓ Eco portfolio growing - products, solutions, markets and geographies
- ✓ Speed and focus on innovation is going to win
- ✓ Phenomenal opportunities branching off all our core businesses
- ✓ GE well positioned – technology, innovation, scale

Productivity of natural resources – across their life cycle



ecomaginationSM positions GE to address large and growing \$1.5 T annual eco market

Note: \$1.5T annual market sizing per GE analysis

Walk around the company

Healthcare

- Digital X Ray
- Voluson Ultrasound
- WAVE Bioreactor



Transportation

- evolution locomotive
- Trip Optimizer
- Movement Planner



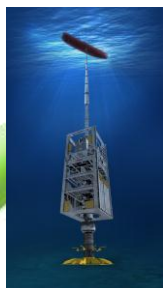
Home & Business Solutions

- LED Light Sources
- High Eff. CFLs
- Smart Appliances



Oil & Gas

- Ibox
- Oregon Waste Heat Recovery Systems
- PGT25+ gas turbines for compression



\$100B+ Eco Revenues (\$21B)

Focused on technology and innovation

Aviation

- GENx
- TrueCourse Flight Management System
- Passport Integrated Propulsion (w/ Bombardier)



Energy

- Flex Efficiency 50
- Wind Turbines
- Jenbacher Alternative Fuel gas engines
- SmartGrid
- WattStation/DuraStation EV charging products

Water

- Zeeweed Membranes
- Pro/Titan Reverse Osmosis
- ABMet – Advanced Biological Metals Removal



Capital

- Environmental Performance Services
- Arden Access
- Australia eco Mastercard



Delivering core technology for NPI

GEnx



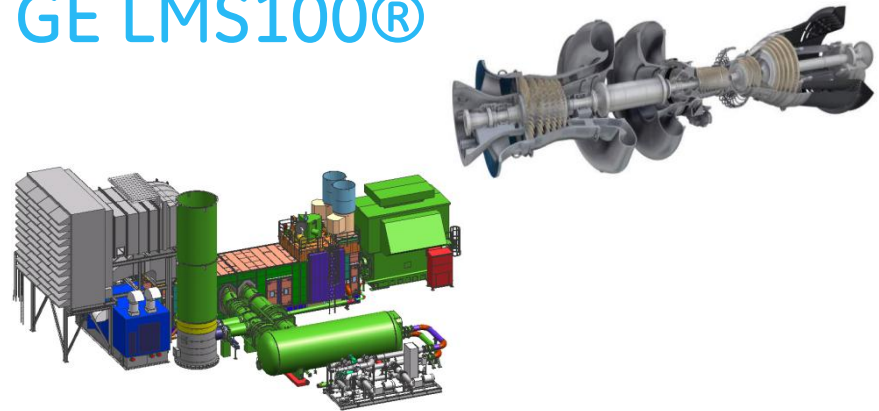
- Improves fuel efficiency by 15% and reduces CO2 by 15%
- Carbon fiber composites, light-weight metal alloys and low NOx combustor
- Fastest selling large jet engine in GE's history

Economically & environmentally advantaged



Aeroderivative gas turbine

GE LMS100®



- 44% simple cycle efficiency
- Flexible gas turbine
 - High part load efficiency
 - 10 minute start
 - High ramping capability
- Technology to enable more wind and solar power on the grid

Back-up power for renewables

Wind



World's most efficient, reliable wind turbine fleet

- \$30B GE revenue since '03
- 17,000+ units ... 27GW+
- 98%+ availability ... ↑13 pts
- Energy capture ↑50%

Global, low cost and innovative



Large scale solar

Utility scale solutions

- Thin film efficiency excellence
- Superior energy capture
- Smarter grid integration
- Proven power electronics
- Faster installation

Commercial rooftop solution

- Lightweight, high eff. thin film module
- Rugged system design with no roof penetration
- Modular and scalable; enhanced inverter portfolio



Building on 100+ years of power generation expertise

Lighting ... real savings for customers



Lighting Solution

- Delivered 400K LED lamps
- Trained 100 store designers
- Developed new edge lit LED products in 2 months

Value

- 7% energy savings per store
- <2 year payback on investment
- Enhanced lighting design & execution by in-house designers



- Illuminating ~1M sq feet of garages and parking lots
- Integrated LED systems with Marriott security cameras
- Advanced 3-D photometric renderings to Marriott engineers

- 70% energy savings
- 2-year payback on investment
- Enhanced safety and security



- 22 Puerto Rico parking lots to LEDs
- Better light-level uniformity
- Now shifting to LED for new parking lot spec in North America
- 48% energy savings
- 75% maintenance cost cut
- 10-year service life
- Enhanced safety and security



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GE's Gas Engines introduces eco qualified Waukesha 275GL+

- Application flexibility
- Power output and better efficiency
- Low emissions
- Easy to use

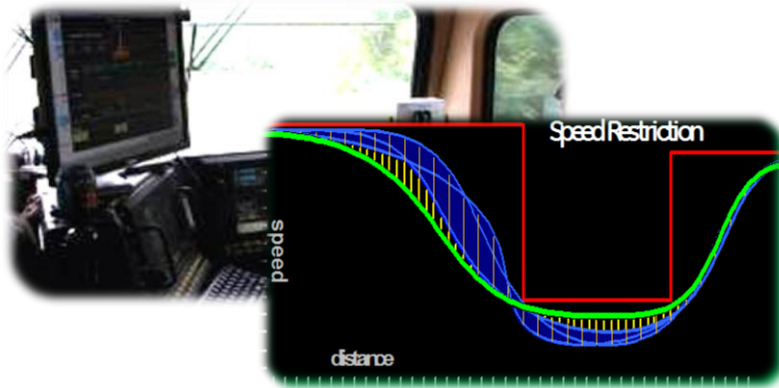


Terrific customer feedback

"... Operationally, the fuel efficiency of the GE Energy's Waukesha 275GL+ provides lower costs to our customers. Environmentally, the 275GL+ helps our customers avoid emissions of over 1,900 metric tons of CO2-equivalent per year. This equates to the annual CO2 emissions of nearly 400 cars on US roads – and this is based on just one engine!"

Software innovation is core to GE

Trip optimizer



Reduce fuel use by an average of 3% to 17% for our customers



Reduced braking...longer life for brakes
Cut NOx emissions by 5 tons per year
Cut CO2 emissions by 66 to 380 metric tons per year

Drives the trip most efficiently for given criteria



imagination at work

New Software Center



- Located in the Bay Area
- Permanent site opens June 2012
- Connecting 5,000 software employees across the company to accelerate innovation
- Adding ~400 new jobs
- Great addition to Michigan & Virginia existing software centers

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Innovation capacity



AMSTC
Ann Arbor, MI



Global Research HQ
Niskayuna, NY



Global Research - Europe
Munich, Germany



China Technology Center
Shanghai, China



Software COE
San Ramon, CA
coming soon



**Brazil
Technology
Center**
coming soon



**John F. Welch
Technology Center**
Bangalore, India

ecomaginationSM challenge

5,000 business plans from 150+ countries
22 investments and commercial partnerships
Seed funding to 10 start-ups and innovators

Launched - July 2010

Phase 1:

Powering the Grid

\$71 million to breakthrough technologies in energy storage, utility security, electric vehicle charging services & energy management software.

Launched - January 2011

Phase 2:

Powering Your Home

\$63 million invested in 10 innovative home energy technology companies as part of GE's commitment to improve household energy efficiency through new technologies.

What's Next ...

Partnerships and Commitments

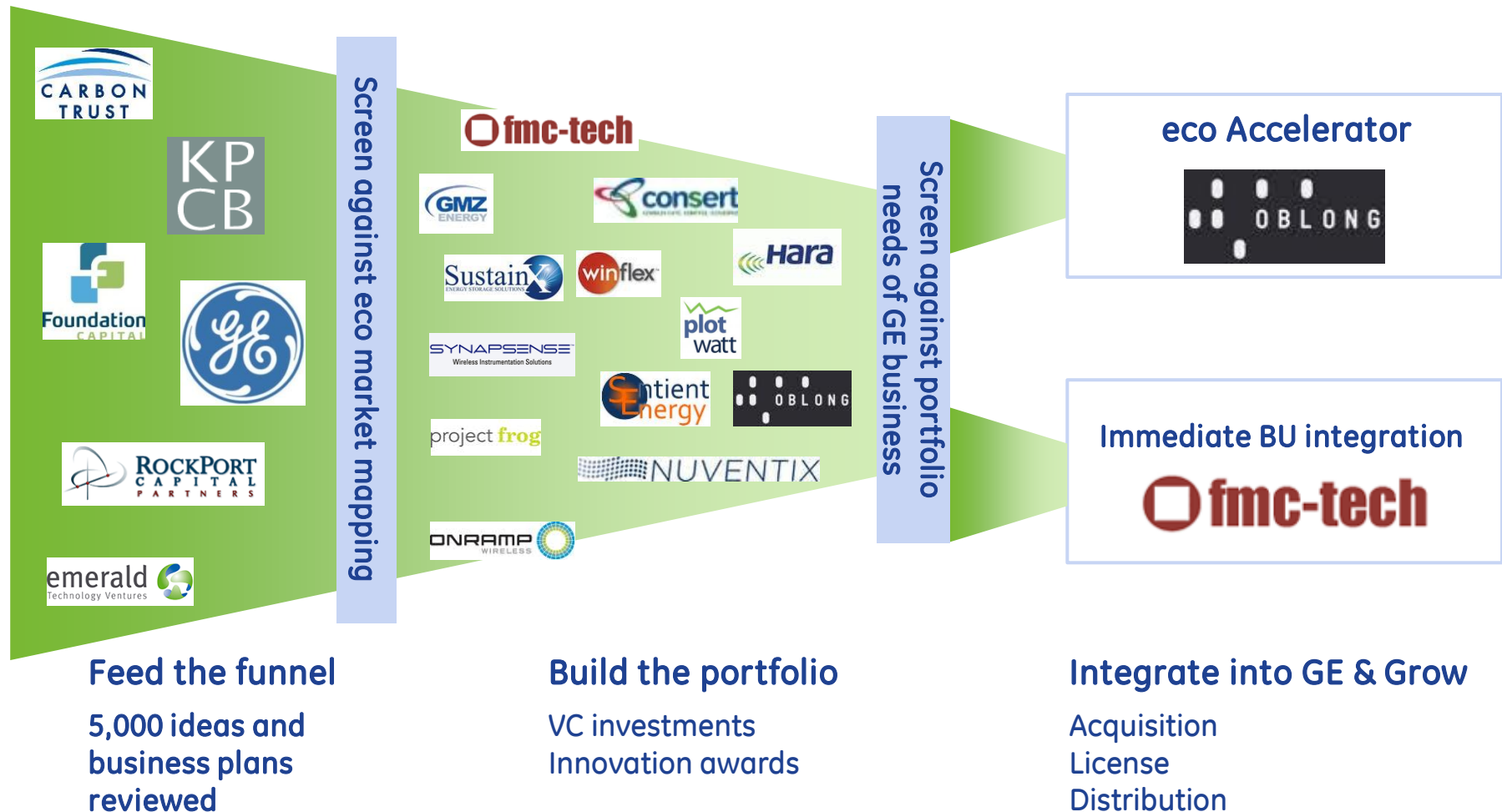
\$20 million for scaling & commercializing ideas, launch region-specific Challenges



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ecomagination innovation challenge

– managing the innovation funnel to accelerate growth



ecomagination in China

~\$360B eco market

China's eco goals (12th Five-year plan)

Energy

Renewable share ↑ 40%+
Natural gas share ↑ 100%

Water intensity

Industrial ↓ 30%

Carbon

↓ 17%

GE well positioned

- ✓ Strategic JV's... Wind JV with Harbin & Aero JV with Huadian
- ✓ Treasure Hunter in key verticals
- ✓ ESCO model Imagination Breakthrough
- ✓ Ecomagination challenge in Gas energy
- ✓ Industrial waste water solutions focus on HPI/CPI
- ✓ Rural water market study, explore new product/solution/business model
- ✓ Low carbon industrial parks feasibility study
- ✓ 3 pilot projects in cities with focus on energy, water and smart grid

GE well positioned to play a critical role



Note: annual market sizing per GE analysis

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17 / Bank of America Conf. 12/2011

ecomagination in Australia

~\$40B eco market



- Resource-based, carbon-intensive
- Biggest exporter of coal, LNG (2020)
- Carbon productivity growth weak
- Unique climate vulnerability
- Politically contentious

Government actions

- ✓ Carbon price passed Nov'11 ... \$23/t CO₂e fixed price Jul'12+, ETS Jul'15+
- ✓ Cleantech funding and finance
- ✓ Targeting 20% renewable share by 2020

GE response

- ✓ Commercial wins ... GENx to Qantas, Sydney Smartcity pilot, Mubida Wind Farm
- ✓ CSIRO/eco partnership
- ✓ Strong advocate for carbon pricing
- ✓ Collaborating with Better Place to deliver complete Electric Vehicle solution

**GE providing thought leadership
and winning commercially**

Summary

- ✓ First 5 years we delivered on commitments
- ✓ Eco portfolio growing - products, solutions, markets and geographies
- ✓ Speed and focus on innovation is going to win
- ✓ Phenomenal opportunities branching off all our core businesses
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It is real ... eco portfolio revenues growing at 2X GE company

Q&A

