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; 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; 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.”
Today’s agenda

<table>
<thead>
<tr>
<th>Overview and strategy</th>
<th>John Rice</th>
</tr>
</thead>
<tbody>
<tr>
<td>Global footprint – investing in growth markets</td>
<td></td>
</tr>
<tr>
<td>• Latin America</td>
<td>Reinaldo Garcia</td>
</tr>
<tr>
<td>• China</td>
<td>Mark Hutchinson</td>
</tr>
<tr>
<td>• Australia &amp; New Zealand</td>
<td>Steve Sargent</td>
</tr>
<tr>
<td>• Middle East, North Africa &amp; Turkey</td>
<td>Khozema Shipchandler</td>
</tr>
<tr>
<td>• Sub-Saharan Africa</td>
<td>Jay Ireland</td>
</tr>
<tr>
<td>Summary &amp; total Company update</td>
<td>John Rice</td>
</tr>
<tr>
<td>Q&amp;A</td>
<td></td>
</tr>
</tbody>
</table>
GE Global Growth & Operations

John Rice
Vice Chairman, GE
President & CEO, GE Global Growth & Operations
Key messages you’ll hear today …

• We are a local player … in markets for over 80 years

• Targeted & focused strategy … investing, building and leading

• Optimize global capabilities … a strategic advantage
  – R&D centers, supply chain excellence, leadership development

• Margins in line with global averages

• Cost out, redeployment opportunity

• Maintaining appropriate risk profile and protecting intellectual property

• Right portfolio for today and tomorrow in key growth markets

Continued double digit revenue and earnings growth
Macro perspective ... plenty of growth in lots of places
Changing economies – top 10

($ trillion, GDP in current U.S.$)

1990

U.S. Japan Germany France Italy UK Canada Spain Brazil China

2011

U.S. China Japan Germany France Brazil UK Italy Russia India

Markets constantly evolving … growth markets ~50% of GDP by 2025

GE Global Investor Day
March 7, 2012
~$4T+ infrastructure fundings globally

Global drive to increase standards of living
Winning in the growth markets

$18B+ of recent wins in the last six months
Next wave of infrastructure spending

Industrial revenues

- 15-20% growth
- $0.2B

Next phase of growth

- Mongolia: $2B
- Myanmar: $78*
- S. Sudan: $100B
- Senior: $1B
- Libya: $33B
- Cameroon: $3B
- Ethiopia: $7B
- Senegal: $1B
- Mozambique: $1B
- Zambia: $1B
- Perub: $28B
- Ethiopia: $7B

* Transportation FYP

GE Global Investor Day
March 7, 2012
Meeting the world’s needs ...

**GE opportunity**

- Distributed power
- Lower cost healthcare
- Financing solutions

---

**~1.4B**

People with no “basics” … healthcare, electricity, water

- Improved access to everything
- Aviation & Transportation infrastructure needs

---

**~3.0B**

New middle class by 2030 … demand increases

- Oil & Gas
- Mining
- Biofuels

---

**~70B tons**

Annual resource “extraction” growing 2B tons per year
GE a leader in global markets
GE today

Industrial revenue*

<table>
<thead>
<tr>
<th></th>
<th>'01</th>
<th>'06</th>
<th>'11</th>
</tr>
</thead>
<tbody>
<tr>
<td>USA</td>
<td>69%</td>
<td>49%</td>
<td>41%</td>
</tr>
<tr>
<td>Developed</td>
<td>13%</td>
<td>24%</td>
<td>22%</td>
</tr>
<tr>
<td>Growth</td>
<td>18%</td>
<td>27%</td>
<td>37%</td>
</tr>
</tbody>
</table>

$62B $73B $93B

Dynamics

• “Recentralized” decision making
• Executing on game changing, local partnerships
• Connecting capital to customers
• Market driven product development
• Global supply chain / local fulfillment excellence ... efficiency

Building leadership in growth markets ...
~50% of revenue within next 10 years

* Excluding NBCU, including GE/GECS elim
Global growth
($ in billions – Industrial revenue ex-NBCU)

Growth markets

<table>
<thead>
<tr>
<th>Resource Rich</th>
<th>Rising Asia</th>
<th>Developed</th>
</tr>
</thead>
<tbody>
<tr>
<td>‘06</td>
<td>‘11</td>
<td></td>
</tr>
<tr>
<td>$15</td>
<td>$24</td>
<td></td>
</tr>
<tr>
<td>$5</td>
<td>$10</td>
<td></td>
</tr>
<tr>
<td>$18</td>
<td>$20</td>
<td></td>
</tr>
</tbody>
</table>

- A&NZ
- Canada
- LatAm
- MENAT
- Russia/CIS
- SS Africa
- China
- India
- ASEAN
- Europe
- Germany
- Japan
- Korea

10% CAGR ~3X GDP
12% CAGR ~1.5X GDP
3% CAGR ~5X GDP

- Growth markets outpacing GDP
- Doubled revenue in 27 countries in 5 years

* Excluding NBCU, including GE/GECS elim
## Growth regions ... strength in ‘12
($ in billions – Industrial revenue ex-NBCU)

<table>
<thead>
<tr>
<th>Growing 20-25%</th>
<th>Resource Rich</th>
<th>Rising Asia</th>
<th>Growing 10-15%</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>’12E V%</td>
<td>’12E V%</td>
<td>’12E V%</td>
</tr>
<tr>
<td>Middle East/North Africa/Turkey</td>
<td>++</td>
<td>Russia/CIS</td>
<td>++</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>++</td>
<td>LatAm</td>
<td>++</td>
</tr>
<tr>
<td>Canada</td>
<td>++</td>
<td>A&amp;NZ</td>
<td>++</td>
</tr>
</tbody>
</table>

1. **Win in Resource Rich** ... grow share ≥ US
2. **Develop Rising Asia** for growth & cost ... partnerships, localization
3. **Plant new flags** ... expand footprint ... grow supply chain
4. **Leverage key capabilities** ... project finance, innovation

*Excluding NBCU, including GE/GECS elim*
Reinvesting for global growth

- $20B+ industrial acquisitions since ’06
- Expanding our footprint ... 57% of acquisition revenues global
- Acquired ~20K+ employees in the global markets

Acquisitions further accelerate global growth
Our strategy ... leading, building, investing
Global growth equation

Benefits

• See new business earlier
• Faster, more responsive to local needs
• Enhance portfolio profitability
• Connect capital to customers
• Simplify the GE cost structure
• Create local leadership pipeline

Approach

• Investing ... products, innovation and localization
• Building ... compliance, talent and financing capabilities
• Leading ... brand, partnerships and R&D

Global

Local

Catalyst for accelerating global growth
Investing
Leveraging global capabilities

**Oil & Gas**
- Breadth of products across sector ... D&S, Subsea, M&C, Turbo, Services
- Operates in ~100 countries
- Localization strategy ... Brazil, Angola, Australia, Indonesia
- China:
  - ~40% of 2016 secured
  - $76B CSA backlog, 75% global
  - 80 manufacturing & service facilities globally
  - 2,000+ customers in 85 countries

**Aviation**
- NAM: 12,000 engines in 2000, 25,900 today, 34,000 in 2016
- EUR: 38% 31% 28% in 2000, 30% 39% 26% today, 46% 28% 34% in 2016

<table>
<thead>
<tr>
<th>Year</th>
<th>NAM</th>
<th>EUR</th>
</tr>
</thead>
<tbody>
<tr>
<td>2000</td>
<td>12,000</td>
<td>38%</td>
</tr>
<tr>
<td>2016</td>
<td>34,000</td>
<td>46%</td>
</tr>
</tbody>
</table>

**Transportation**
- Transnet partnership in South Africa
- Expanding services footprint ... 2011 first Kazakhstan Evo signed
- 40 year partnership in Australia with United Group Limited (UGL)

**Employees**
- ‘06: ~200
- ‘11: ~2,300

**Orders**
- ‘06: $0.2B
- ‘11: $0.7B

CFM is a 50/50 JV between GE & Snema (Engines: ~7,000 in 2000, ~16,000 today & ~22,000 in 2016)

Engine Alliance is a 50/50 JV between GE & Pratt & Whitney (Engines: 0 in 2000, ~120 in today & ~450 in 2016)
Global innovation

**Vscan**

- "Stethoscope of the future"
- Global design, manufactured in China
- Pilot in Indonesia w/ midwives using credit financing
- 4,000 sold to date ... ~80% revenue outside of U.S.
- Broad partnerships
  - Gates Foundation
  - Grameen
  - United Nations
  - Indonesian Bank

**FlexAero™**

- Highest efficiency
  - GT: 50MW ... +42% efficiency
  - CC: >120MW ... +54% efficiency
- <5 minute start-up
- Installation ~65 days
- DLE2.0 technology eliminates water requirement

**Oil & Gas**

- R&D spend
  - ‘03-‘05: $0.4B
  - ‘09-‘11: $1.0B

- 1st subsea compressor
- 1st high pressure CO2 pump
- World’s largest compressor (100MW)
Healthcare example

Investing and ...

Footprint in Brazil, India, China

<table>
<thead>
<tr>
<th></th>
<th>2010</th>
<th>'05 V%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Engineers</td>
<td>1,859</td>
<td>97%</td>
</tr>
<tr>
<td>Manufacturing team</td>
<td>1,913</td>
<td>81%</td>
</tr>
<tr>
<td>Total employees</td>
<td>8,460</td>
<td>120%</td>
</tr>
<tr>
<td>Factories</td>
<td>10</td>
<td>100%</td>
</tr>
<tr>
<td>Sourcing buy ($MM)</td>
<td>584</td>
<td>143%</td>
</tr>
<tr>
<td>ICFC products</td>
<td>32</td>
<td>16X</td>
</tr>
</tbody>
</table>

Double digits across growth regions

Orders

<table>
<thead>
<tr>
<th>Region</th>
<th>'10</th>
<th>'11</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>24%V</td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>24%V</td>
<td></td>
</tr>
<tr>
<td>LatAm</td>
<td>25%V</td>
<td></td>
</tr>
<tr>
<td>India</td>
<td>23%V</td>
<td></td>
</tr>
<tr>
<td>ASEAN</td>
<td>41%V</td>
<td></td>
</tr>
</tbody>
</table>
Global new product development
Value Ultrasound

US
Austria
India
Korea
MENAT
ASEAN

Deep product expertise
30 years of ultrasound software knowledge
Engineering talent
Developed supplier base

Design & development
Manufacturing
Launch markets

Cycle time ↓ 50% ... costs ↓ 35%
Service / supply chain localization

### Haiphong, Vietnam

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>• Phase I investment</td>
<td>• Shipped 400 Wind generators</td>
<td>• Shipped ~2.5x Wind generators</td>
<td>• Ship 50% more Wind generators</td>
<td>• Diversify into Wind electrical components</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Added 2 new wind components @ 20% savings</td>
<td>• Expand local sourcing</td>
<td>• Phase II for other Asia demand</td>
</tr>
</tbody>
</table>

### Perth, Australia

- $100MM multi-biz service facility ... Energy, Transp.
- Localization of service & engineering
- Increases productivity & customer efficiency
- Skills development

### Pune, India

- $200MM multi-product manufacturing ... MCS, O&G
- For local & global distribution
- Design & process engineering co-located
- Product showcase site for GE customers

Access to growth markets while driving lower cost

- World class capability
- Expand capacity
- Cost savings 20%

~$3B orders

~$1B output by 2015 ...
30% cost out

~$18 output by 2015 ...
India “in country for country” & beyond

**Strategy & approach**

- Products meeting India need ... global applicability
- Going beyond design enhancements ... “grounds up” development
- Engineering & local manufacturing ... speed & efficiency
- “Learn by doing” ... customer pilots

**Product funnel**

**Examples**
- Multi-fuel biomass Gasifier
- Reliable power at grid prices
- Clean energy
- Disruptive rural price point ... <$100K
- Access to key diagnostic capability ... true market creation
- ~100GW wind potential
- High & low wind alternatives
- Margin expansion ... 30% lower costs
- Partnering with “East meets West” ... NGO with experience in Vietnam

$40MM investment, $1B revenue opportunity by ’15
Global services capability
($ in billions)

<table>
<thead>
<tr>
<th>Service backlog</th>
<th>2012 footprint expansion</th>
</tr>
</thead>
<tbody>
<tr>
<td>'06</td>
<td>'11</td>
</tr>
<tr>
<td>U.S.</td>
<td>$93</td>
</tr>
<tr>
<td>Global</td>
<td>47</td>
</tr>
<tr>
<td></td>
<td>97</td>
</tr>
<tr>
<td>% global</td>
<td>~50%</td>
</tr>
</tbody>
</table>

- $147B GE service backlog
- Industrial installed base (IB) growing 4% year
- 91 repair/service sites, 38 in growth markets
- ~50% of IB attached to Monitoring & Diagnostics ... software opportunity

"OneGE" approach to footprint strategy ... understand needs of all businesses

<table>
<thead>
<tr>
<th>Region</th>
<th>Location</th>
<th>Repairs</th>
<th>Manufacturing</th>
<th>Distribution</th>
</tr>
</thead>
<tbody>
<tr>
<td>Russia/CIS</td>
<td>Russia</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>MENAT</td>
<td>Saudi</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Iraq</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>UAE</td>
<td>✓</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SSA</td>
<td>Angola</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Nigeria</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>A&amp;NZ</td>
<td>Australia</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
<tr>
<td>Latam</td>
<td>Brazil</td>
<td>✓</td>
<td>✓</td>
<td></td>
</tr>
</tbody>
</table>

Services provide competitive differentiation
Strong GE DNA

Global senior leadership

<table>
<thead>
<tr>
<th></th>
<th>'06</th>
<th>'11</th>
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</thead>
<tbody>
<tr>
<td>~1,200</td>
<td></td>
<td>~1,900</td>
</tr>
</tbody>
</table>

% of total Company

- '06: 28%
- '11: 36%

+9% CAGR

2011 actions

- “Recentralizing” decision-making
- 1,700 mid-management roles added in growth regions ... 96% local
- Recruitment COE’s placed in regions
- Strong employer brand ... global opportunities for employees
- Leadership training ... long term investment into people

Attracting & retaining
Bigger leaders in growth markets (adds in last 12 months)

Canada
- Friesen (CFO)
  - 17 yrs GE (FMP)
  - CAS, Cap., Rail, Special Mtls, AE, HBS

Latin America
- Garcia (CEO)
  - 27 yrs GE (FMP)
  - CAS, HC, Ind. Sys., Lighting
- Garcia (CFO)
  - 15 yrs GE (FMP)
  - CAS, Corp., Energy
- Fama (HR)
  - 18 yrs GE (HRLP)
  - Lighting, Appl., O&G, Corp.
- D Granados (Growth)
  - 11 yrs GE
  - HC, Corp., Int'l
- Bertoni (BD)
  - 11 yrs GE
  - Energy
- Jardim (Legal)
  - 6 yrs GE
  - Int'l

Africa
- Ireland (CEO)
  - 51 yrs GE (FMP)
  - CAS, Plastics, NBCU, Corp.
- Oates-Forney (HR)
  - 13 yrs GE
  - Cap., Energy, C&I, Corp, O&G
- Konditi (CFO)
  - 12 yrs GE
  - CAS, Plastics, Cap., Corp.
- Wanchoo (Growth)
  - 14 yrs GE
  - Healthcare
- Modak (CFO)
  - 26 yrs GE
  - CAS, Appl. Int'l., Cap., Corp

China
- Hutchinson (CEO)
  - 18 yrs GE
  - RE, Cap. Mkt
- Tu (CFO)
  - 15 yrs GE
  - Plastics, Energy
- Liu (Gov't)
  - 8 mo. GE
  - Microsoft

India
- Bresenham (HC)
  - 22 yrs GE (EEDP)
  - Healthcare
- Agarwala (Energy)
  - 3 mo GE
  - TATA 4 years

Australia
- Sargent (CEO)
  - 19 yrs GE
  - Capital
- Cartledge (CFO)
  - 21 yrs GE (FMP)
  - CAS, Plastics, Energy, MCS

MENAT
- Davies (HR)
  - 10 yrs GE
- Shipchandler (CFO)
  - 15 yrs GE (FMP)
  - CAS, Money, AE, Plastics, Corp.
- Khattab (Growth)
  - 4 yrs GE
  - Oil & Gas
  - Schlumberger

300+ years GE experience, 36% Corporate Audit Staff
Connecting capital to customers

Orders supported with financing

<table>
<thead>
<tr>
<th>Today</th>
<th>Future</th>
</tr>
</thead>
<tbody>
<tr>
<td>$6.5B</td>
<td>++</td>
</tr>
</tbody>
</table>

Enhancing capabilities

- Structured finance expertise
- Strong global relationships
- Asset & industry knowledge
- 100+ worldwide experts in 25+ countries
- Leverage GE Capital capabilities

Mark Kleinman, new S&PF GM
- 25 years experience
- Private Equity & Banking
- Former Treasurer JP Morgan

Mongolia - 50MW Salkhit wind farm
- 1st major renewables project in Mongolia

KTZ - national railroad in Kazakhstan
- Contract for new GE diesel loco kits
  - 196 locos

Established track record ... more to come
Leading
Managing risk globally

What keeps us out of trouble

1. Open reporting .... Robust ombuds mechanism

2. Orphans ... eliminating unnecessary orphans and increasing oversight

3. Regulatory excellence ... domain expertise and process

4. Managing third parties/partners ... rationalizing & strengthening process; IP protection

5. Communicating and responding ... constant messages from leadership

Locally: a competitive advantage

Nigeria

- 163MM people
- ’12E GDP: 7%
- ’12 Gov’t Spend: ~$8B
- 143rd on corruption * perception index

- July ‘05: GE Energy bids to Nigerian government...
  “we certify as a condition of our bid that GE shall not authorize, permit or tolerate any improper payment ...”

- Sept ‘05: Order for 18 gas turbines (~$0.4B)

- May ‘09: “Company to Country” MOU - early wins: 25 locomotives with option for 75

- Feb ‘12: Immelt with President Jonathan ... further cooperation

Reputation for integrity is a global GE advantage

* Source: Transparency International
Growth through partnerships

Building strong relationships

- 20-yr partnership, 400 LEAP (CFM) engine order
- Partnering in O&G, PowerGen & Marine
- Evo assembly with KTZ in Kazakhstan’s Astana plant
- Alliance w/ world’s largest iron ore producer
- Investing in Algeria … Algesco & Hamma JVs
- Playing critical role in global O&G projects

Orders & commitments

<table>
<thead>
<tr>
<th></th>
<th>'07</th>
<th>'11</th>
</tr>
</thead>
<tbody>
<tr>
<td>~$1B</td>
<td></td>
<td>$11B</td>
</tr>
</tbody>
</table>

- People … training & education
- Technology … R&D, co-innovation
- Localization … in-country capability
- Growth … long-term success

Established partnerships lead to growth

CFM is a 50/50 Joint Venture between GE & Snecma
Next wave

New relationships accelerating growth

Key wins/commitments

- Government cooperation
- Technical leadership
- Local capabilities
- Healthymagination / Ecomagination

Russia JVs

AVIC

Huadian JV

Saudi MOH

Transnet

Mubadala

'11

$1.3B

5x+

'15F
GE technology + strong partnerships

$10B - $15B opportunity

- Energy, Healthcare JVs announced in Sept 2011
- Assemble, sell, & service GT’s (4.6GW) ... local assembly ‘13
- Production of diagnostic imaging equipment
- $0.5B orders booked to date
The global research advantage

- 5 multi-disciplinary R&D centers ... 4 outside of the U.S.
- ~3,000 GRC research team, ~1,000 global
- ~40,000 GE engineers worldwide, ~22,000 global
- Over $5B R&D spend
- Expanding IP coverage ... global patent apps +88% since ‘08

China Technology Park: Shanghai
- Over 1,200 engineers
- Leading ICFC efforts
- Connected to Innovation Centers

Global Research Europe: Munich
- Over 170 engineers
- Located on tech campus (TUM)
- Clean, distributed energy focus

John F. Welch Technology Center: Bangalore
- Over 4,200 engineers
- First global site ... 1999
- Growing emerging market focus

Brazil Technology Center: Rio de Janeiro (2013)
- Capacity for 400 engineers
- O&G, Transportation focus
- Customer & university relations

Product innovation is everywhere
Extending the brand

Programs offered in 2011

Leadership For Customers (LFC)
- Regional “Train the Trainer” & local delivery
- Leadership skills development
- 55 customers ... 5 growth regions

Global Customer Summit
- Establish GE as a thought leader
- Share insights and best practices
- 145 customers ... 5 growth regions

China Leadership Innovation Session (LIS)
- Provides intact leadership teams critical “time to think” about growth
- 14 businesses, 140 customers
- 4 day session held in Shanghai

China CEO Program
- Focus on 21st Century/Future Workplace Leadership
- 28 CEO’s ... 2-week session

15 years ... over 4,000 global alumni
Globalization complexity

Evolving landscape

- Operations in ~150 countries
- ~9,600 shared servers worldwide
- ~30K enabling function resources in 85+ countries
- ~461 global M&A deals from '01-11
- $3.4B on P&E and software in 2011
- ~80K employees working in growth markets

“One-GE” strength

GE Advantage

Lean

Six-Sigma

Imperatives

- Maximize scale
- Minimize duplication
- Reduce SG&A

Focused on simplifying the structure
# Three year roadmap

## Company strategy

<table>
<thead>
<tr>
<th>Systems</th>
<th>Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ledgers</td>
<td>&gt;75% reduction</td>
</tr>
<tr>
<td>ERPs</td>
<td>&gt;20% reduction</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Structure</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>P&amp;L</td>
<td>Fewer</td>
</tr>
<tr>
<td>Span</td>
<td>Greater</td>
</tr>
<tr>
<td>Layers</td>
<td>Down</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Enabling processes</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Shared services</td>
<td>Up</td>
</tr>
<tr>
<td>Headcount</td>
<td>Down</td>
</tr>
</tbody>
</table>

## Approach & opportunity

- Continued acquisition integration
- World class functional alignment
- IT consolidation ... scale, productivity
- Redeployment ... developed to growth

### Target $1B over ~3 years
Driving profitability

GE margin

<table>
<thead>
<tr>
<th>Year</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>'11</td>
<td>~15%</td>
</tr>
<tr>
<td>'12E</td>
<td>+</td>
</tr>
<tr>
<td>'13F</td>
<td>+</td>
</tr>
</tbody>
</table>

~50 bps/year through 2013

Global strategy

- Growth market margins in line with global average
- Localization of supply chain / manufacturing
- High service mix and local products with higher margins
- Driving simplification
- Total Company 1pt SG&A, $1B improvement over 3 years
Positioned to win ... optimize global and local capabilities
Positioned to win

Opportunities

- **Distributed power**
  - Go where the grid will not

- **Mining / Oil & Gas**
  - Scale & significance

- **Rural, remote healthcare**
  - Access to those in need

- **Transportation**
  - For the new middle class

- **Partnerships**
  - Helping customers grow

Regional focus

<table>
<thead>
<tr>
<th>SS Africa opportunity</th>
<th>Distributed power ... Aero &amp; Gas</th>
</tr>
</thead>
<tbody>
<tr>
<td>LatAm mining &amp; biofuels</td>
<td>A&amp;NZ O&amp;G services</td>
</tr>
<tr>
<td>China rural health</td>
<td>Saudi MOH &amp; beyond</td>
</tr>
<tr>
<td>South Africa wins</td>
<td>LatAm localization</td>
</tr>
<tr>
<td>China Wind JV's</td>
<td>Nigeria CTC</td>
</tr>
</tbody>
</table>

Providing solutions globally & locally
Investing in growth markets

<table>
<thead>
<tr>
<th>Region</th>
<th>Leader</th>
</tr>
</thead>
<tbody>
<tr>
<td>Latin America</td>
<td>Reinaldo Garcia</td>
</tr>
<tr>
<td>China</td>
<td>Mark Hutchinson</td>
</tr>
<tr>
<td>Australia &amp; New Zealand</td>
<td>Steve Sargent</td>
</tr>
<tr>
<td>Middle East, North Africa &amp; Turkey</td>
<td>Khozema Shipchandler</td>
</tr>
<tr>
<td>Sub-Saharan Africa</td>
<td>Jay Ireland</td>
</tr>
</tbody>
</table>
Latin America
Reinaldo Garcia
✓ 27 years GE experience
✓ US, UK, France, Brazil
✓ CAS, H&BS, Energy, Healthcare
### Latin America overview

#### Footprint

<table>
<thead>
<tr>
<th>Macroeconomics</th>
<th>GE footprint</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>'12E GDP:</strong> $6.4T/3.9%</td>
<td><strong># of industrial sites:</strong> 60</td>
</tr>
<tr>
<td>Population: 592MM</td>
<td>Employees: ~19,700</td>
</tr>
<tr>
<td>Gov't spend: ~$1T</td>
<td>First entered: 1896</td>
</tr>
</tbody>
</table>

- **Mexico + CAC**
  - '12E GDP: $2.1T, 4.0%
  - Total pop: 196MM

- **Andean Region**
  - '12E GDP: $1.2T, 4.0%
  - Total pop: 131MM

- **South Cone**
  - '12E GDP: $1.0T, 3.9%
  - Total pop: 68MM

#### Industrial revenue*

- **'06**
  - $3.7B
- **'11**
  - $6.6B

- 12% CAGR

- **Source:** Oxford Economics

*Excluding NBCU, including GE/GECS elim

#### Key Points

- Sustained economic growth ... GDP ~4% driven by domestic demand & services
- Outstanding ‘11 GE performance ... organic revenues +20% ... all industrial businesses showing double digit growth
- Great ‘12 outlook ... strong pipeline and opportunities all across the region ... different strategies & local capabilities
- New Global Research Centre in Rio ... high-tech solutions for GE & their customers
## Macro dynamics drive opportunity

<table>
<thead>
<tr>
<th>Area/Opportunity</th>
<th>Approximate Capex/Invest. (by ’15)</th>
<th>Identified CY spend</th>
<th>GE opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong> O&amp;G</td>
<td>~$225B (Petrobras plan)</td>
<td>~$45B</td>
<td>Full subsea solution</td>
</tr>
<tr>
<td><strong>2</strong> Mining</td>
<td>~$155B</td>
<td>~$28B</td>
<td>Power, water &amp; productivity solutions</td>
</tr>
<tr>
<td><strong>3</strong> Kuntur Project</td>
<td>$13B+</td>
<td>-</td>
<td>Energy plants</td>
</tr>
<tr>
<td><strong>4</strong> Biofuel</td>
<td>~$26B</td>
<td>~$4B</td>
<td>Waste &amp; vinasse treatment &amp; transformation</td>
</tr>
<tr>
<td><strong>5</strong> Wind</td>
<td>~$16B</td>
<td>~$3B+</td>
<td>Wind turbines ... 13 GW</td>
</tr>
<tr>
<td><strong>6</strong> Mega-events</td>
<td>~$46B</td>
<td>~$9B</td>
<td>Infrastructure expansion</td>
</tr>
</tbody>
</table>

### Great opportunities in the region

... ~$50B for GE
Oil & Gas momentum

Regional dynamics

- **Brazil**: Record oil discoveries
  - 30% of global deep water drilling
- **Venezuela**: Largest oil reserves
- **Mexico**: PEMEX reform
- **Argentina**: Shale potential
- **Colombia**: 100+ E&P companies active

Opportunity

- **+2.2k employees**
- **9 new service sites**
- **Broad subsea + enhanced oil recovery & shale play**
- **+ GRC center in Rio**
- **Capacity expansions**
  - $140MM flexible risers
  - $32MM services
  - $16MM x-mas trees
- **+ Competitive advantage**
- **+ Full product suite**
- **+ Localization**
- **+ Service capability**

Oil & Gas production in Brazil

- **Petrobras**: 2.1 mboed '06, 2.6 mboed '11, 4.6 mboed '15F, 7.6 mboed '20F
- **OGX**: (10% CAGR)
- **Others**: (10% CAGR)

Outlook

- **Source**: Petrobras & OGX business plans

 Positioned for Oil & Gas super cycle
Mining in Latin America

Latin America opportunity

• ~27% of global mine exploration
  - Iron Nickel Copper
  - Nickel Coal

• Growing capex

• Energy consumption and environmental concerns increasing

• Remote operations and sustainability ... managing talent constraints and safety of operations

GE solutions

$7B+ opportunity through 2015 in mining products/services

**Power**
- Supply & reliability in remote areas
  - Steam turbines
  - Heavy duty gas turbines
  - Aero deriv. turbines
  - Jenbacher engines

**Water**
- Supply & management/reuse
  - Desalination
  - Dust control
  - Acid mine drainage
  - Mobile water systems

**Productivity**
- Utilization of capital process improvement
  - OHV drives
  - Locomotives
  - Remote monitoring
  - Automation

$7B+ GE opportunity through 2015
Peru ... Kuntur Project

- Peru ... strong growing economy
- Infrastructure expansion ... mining, energy, healthcare

Gas & liquid pipeline system

- Main GE opportunities:
  - Petrochemical ind. complex $400MM
  - Gas & liquid pipelines $250MM
  - Power Gen. $200MM
  - Gas separation plants $100MM
  - Fractionation plant $50MM
  - $1B

- Next steps:
  - Gas certification (June)
  - Project procurement (‘12-‘15)

$13B+ regional spend ... $1B GE opportunity

Kuntur partners

GE Global Investor Day
March 7, 2012
### Next wave: Biofuel

#### Players

**Local**
- Vale
- Petrobras
- raiz\-en
- Tereos
- ETH

**International**
- Shell
- Bp
- Codexis
- Bunge
- solazine

#### Production (B liters)

<table>
<thead>
<tr>
<th></th>
<th>Demand 2010</th>
<th>Supply 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Today</td>
<td>24</td>
<td>28</td>
</tr>
<tr>
<td>Tomorrow</td>
<td>47-52</td>
<td>44</td>
</tr>
</tbody>
</table>

#### GE Oppty

**Waste**
- Generators → Bio-electricity

**Water**
- Purification → P&W

**Waste**
- Gasification system → Biogas → Bio-electricity

**Vinasse**
- MBR/EDR water treatment → Liquid → Water → Methane → Gas engine → Bio-electricity

#### Market Analysis

- **Demand**
  - 2010: 24 B liters
  - 2015: 47-52 B liters

- **Supply**
  - 2010: 28 B liters
  - 2015: 44 B liters

#### Key Points

- **Tomorrow**
  - Large players consolidation
  - Local ... expanding participation, new entrants
  - International ... diversification, new technologies

- **Today**
  - Demand regulation & fuel fleet
  - Supply constrained ... low feed stock availability

#### Opportunity

**4X more GE content ... ~$5B opportunity**
Great products for local needs

**Locomotives**
From Brazil to the world

- 50 years ... 1,300 locomotives
- +50% Brazilian content
- 2011 production 110 locos, 41% of global shipments
- Distribution into LatAm & Africa
- Brazilian Dev. Bank (BNDES) support ... +$0.5B

**Gas Turbines**
Flexibility and efficiency

- Big installed base (+400 GTs) ... large service platform
- Won 18 of 26 GTs bid in LatAm in ’11 ... 100% penetration in Brazil & 69% in Mexico a)
- Localization of Aero GTs packaging & services

**Healthcare**
In country, for country

- First Brazilian plant in Contagem (Minas G.)
- Initial manufacturing of X-ray, CT & mammography
- Future expansion to PET, MRI & MS ... focus on local needs
- ~4x increase in unit volume production from ‘11 to ‘12

a) As of Q3 2011. Source MC Coy database.
Financial outlook

Industrial revenue*  

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>'10</td>
<td>$4.8B</td>
</tr>
<tr>
<td>'11</td>
<td>$6.6B</td>
</tr>
<tr>
<td>'12E</td>
<td>++</td>
</tr>
</tbody>
</table>

Strategy & approach

Strategic GE market

- Well diversified ... businesses & countries
- Regional economic growth continues ... infrastructure focus

Sustainable growth

- Strong teams in place
- Focus on customer “solutions”... mining, off-shore, biofuel
- Expanding GE operations ... localization, key accounts

Great ‘12 and long term outlook

* Excluding NBCU, including GE/GECS elim
China overview

Footprint

<table>
<thead>
<tr>
<th>Macroeconomics</th>
<th>GE footprint</th>
</tr>
</thead>
<tbody>
<tr>
<td>’12E GDP: $12.0T/7.7%</td>
<td># of sites: 50+</td>
</tr>
<tr>
<td>Population: 1.3B</td>
<td>Employees: 17,000+</td>
</tr>
<tr>
<td>Gov't spend: $1.7T</td>
<td>First entered: 1906</td>
</tr>
</tbody>
</table>

- Significant opportunities in infrastructure and healthcare
- Strategic partnerships with national SOE champions: Avic, State Grid, Shenhua
- Increased localization with IP protection
- Global and local innovation capabilities
- Upgraded key leadership roles

Industrial revenue*

- ’06: $3.3B
- ’11: $5.8B

- $3.2B 12% CAGR
- $0.9

- $4.9

*Excluding NBCU, including GE/GECS elim

Source: Oxford Economics

China overview

Europe

- ’12E GDP: $0.8T/3.6%
- Total pop: 7MM

Hong Kong

- ’12E GDP: $0.3T/3.6%
- Total pop: 7MM

Taiwan

- ’12E GDP: $0.8T/3.7%
- Total pop: 23MM

Source: Oxford Economics
Macro dynamics drive opportunity

<table>
<thead>
<tr>
<th>Area</th>
<th>12FYP investment</th>
<th>Identified CY spend</th>
<th>GE opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Energy</td>
<td>Add capacity ~560 GW</td>
<td>~70GW</td>
<td>Gas, wind, Jenbacher, aero, digital energy</td>
</tr>
<tr>
<td></td>
<td>Energy saving ~$520B</td>
<td>~$100B</td>
<td></td>
</tr>
<tr>
<td>Aviation</td>
<td>~$229B</td>
<td>~$45B</td>
<td>Engines, services, avionics systems</td>
</tr>
<tr>
<td>Healthcare</td>
<td>~$180B</td>
<td>~$28B</td>
<td>Equipment, service, IT</td>
</tr>
</tbody>
</table>

~$90B future GE opportunities
Energy

Gas expansion

<table>
<thead>
<tr>
<th>Gas supply (BCM)</th>
<th>'11</th>
<th>'15F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gas supply</td>
<td>170</td>
<td>270</td>
</tr>
<tr>
<td>Gas supply (60%)</td>
<td>102</td>
<td>162</td>
</tr>
</tbody>
</table>

- Significant gas expansion ... additional 20,000km gas pipelines
- ~$7B opportunity for gas turbines ... 3x increase in market size
- ~$2B opportunity for turbo-machinery and compressor

Installed base

- ~180 GE heavy duty GT

- 70 6FA/Bs, 74 9Es and 35 9FAs ~50% of China’s gas generation
- ~70% total service coverage
- ~$1B orders in 2012 for gas turbines and service

Positioned for growth

<table>
<thead>
<tr>
<th>Revenues $(B)</th>
<th>'06</th>
<th>'11</th>
<th>'16F</th>
</tr>
</thead>
<tbody>
<tr>
<td>revenues</td>
<td>$0.9</td>
<td>$2.0</td>
<td>++</td>
</tr>
</tbody>
</table>

- Win on gas and flow businesses
- Partnering with national champions
- Build competitive cost position
- Establish China based businesses

Massive gas opportunities
Aviation

Airline traffic

<table>
<thead>
<tr>
<th>Year</th>
<th>Airports</th>
</tr>
</thead>
<tbody>
<tr>
<td>2010</td>
<td>175</td>
</tr>
<tr>
<td>2015</td>
<td>231</td>
</tr>
</tbody>
</table>

- Leading traffic growth (8%)
- Investing $229B in Aviation
- 31% increase in airports
- 1,000 new airliners (70% announced); 900 BGA planes

Airline fleet

<table>
<thead>
<tr>
<th>In Service</th>
<th>Orders</th>
</tr>
</thead>
<tbody>
<tr>
<td># of engines</td>
<td>Others</td>
</tr>
<tr>
<td>4,484</td>
<td>2,188</td>
</tr>
<tr>
<td>36%</td>
<td>30%</td>
</tr>
<tr>
<td>49%</td>
<td>45%</td>
</tr>
<tr>
<td>14%</td>
<td>24%</td>
</tr>
</tbody>
</table>

- GE & CFM leading in commercial engines
- Won 11/16 recent engine campaigns
  - Recent wins - Cathay $730MM (2 deals), Air China $370MM, CDB leasing $290MM
- $9B service backlog; recent wins - Cathay $2B, Air China $425MM

Invest in the future

C919 – China’s first large aircraft

- Highest GE engine/avionics content on any aircraft
- Game changing partnership with AVIC on Avionics
- Strong domestic demand & international potential
- Sole source engine position

Rapidly growing aviation market ... GE an industry leader
Healthcare ... localize innovation

- 6,400 employees ... 95%+ local leadership
- 10,000+ accounts first visit by GE
- 5 manufacturing, 3 R&D/innovation centers
- ~1,300 design engineers
- 166 product family
- 22,600 installed base

Revenues

<table>
<thead>
<tr>
<th></th>
<th>'06</th>
<th>'11</th>
<th>'16F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenues</td>
<td>$0.6B</td>
<td>$1.4B</td>
<td>++</td>
</tr>
</tbody>
</table>

Local design, local manufacturing

Logic C-series U/S
- 7% cost reduction
- 57% cycle time reduction
- 2% margin increase

Starlight X-ray
- 40% cost reduction
- 50% cycle time reduction
- Hold margin rate at low price

Brivo CT 315/325
- 23% cost reduction
- 25% cycle time reduction
- 9% margin increase
Strategic partnership

Successful partnership

- Gas Turbine Bundle buy
- Over 100 Heavy Duty Gas Turbines ... all under long term service agreements

- Wind Turbine JV
  - Shenyang: Onshore turbines
  - Jiangsu: Offshore turbines & Svc

Expand to new products & new markets

Next wave ... with national champions

- Largest utilities company
  - 2011 revenue ~$260B
- Only civil aircraft maker
  - 2011 revenue ~$40B

- Top 5 power gen company
  - 2011 revenue ~$20B
- Largest coal company
  - 2011 revenue ~$44B

We protect our intellectual property ... play offense & defense

- “Keep what’s important” (don’t transfer everything)
- We have known of our partners for a long time
- Robust legal structure & process around our IP
- Continuously invest to stay ahead

Strong pipeline ... >$10B opportunities by 2020

GE Global Investor Day
March 7, 2012
Financial outlook

Industrial revenue*

<table>
<thead>
<tr>
<th>Year</th>
<th>Non-consolidated revenue</th>
<th>Total revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>'10</td>
<td>$3.8</td>
<td>$4.4B</td>
</tr>
<tr>
<td>'11</td>
<td>$4.9</td>
<td>$5.88</td>
</tr>
<tr>
<td>'12E</td>
<td>$4.4B</td>
<td>$5.8B</td>
</tr>
</tbody>
</table>

Strategy & approach

1. Strong execution
   - Win big projects
   - Boost flow deals

2. China face
   - Strategic partnership
   - Localization

3. Leadership & talent
   - Local leadership
   - Mid-career talent bench

Long cycle businesses driving double digit growth

* Excluding NBCU, including GE/GECS elim
Australia & New Zealand

Steve Sargent

✓ 19 years GE experience
✓ US, UK, Japan, Australia
✓ Capital
**A&NZ overview**

### Footprint

#### Macroeconomics
- '12E GDP: $1.4T/3.0%
- Population: 27MM
- Gov’t spend: ~$30B

#### GE footprint
- # of sites: 74
- Employees: 5,700
- Present since: 1896

---

### Industrial revenue*

- '06: $0.7B
- '11: $2.9B

---

### Great GE market
- 20th consecutive year GDP growth, 2X OECD
- Government debt to GDP 11%
- Stable/secure source for Asia energy needs
- Huge infrastructure investment ~$760B
- $38B China FDI ... #1
- 4th largest fund market ... $1.8T under mgt.
- #1 market for GE O&G, #2 for GE Capital

---

**Minerals & energy source for rising Asia**

* Source: Oxford Economics

* Excluding NBCU, including GE/GECS elim
## Significant A&NZ infrastructure investment

<table>
<thead>
<tr>
<th>Growth dynamics</th>
<th>Approximate Invest/Capex $</th>
<th>Identified CY spend $</th>
<th>Market opportunity</th>
<th>GE opportunity</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Rising Asia urbanization</td>
<td>~$500B</td>
<td>~$100B</td>
<td>• Massive long-term mineral &amp; energy investment</td>
<td>• $3B LNG projects won, $3B+ to go + services</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Largest LNG exporter by ’17</td>
<td></td>
</tr>
<tr>
<td>2 Environmental regulation</td>
<td>~$40B</td>
<td>~$10B</td>
<td>• Price on carbon → ETS; 20% renewables by ‘20 &amp; brown coal to gas transition</td>
<td>• Wind, $16B+ &amp; ~$4B gas</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Leading water treatment regulations</td>
<td>• CSM water treatment</td>
</tr>
<tr>
<td>3 High population growth</td>
<td>~$220B</td>
<td>~$20B</td>
<td>• Population growth #1 in OECD ... +5.8% (’08-’10)</td>
<td>• Healthcare spend up 200 bp to 11% of GDP by ’15</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 84% ↑ domestic air travel since ‘01</td>
<td>• GENX engines, won</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 5% peak increase in energy demand</td>
<td>• Major city LED projects</td>
</tr>
<tr>
<td>4 Mid market financing</td>
<td>~$35B SAS</td>
<td></td>
<td>• Well regulated &amp; capitalized market</td>
<td>• $10B+ incremental commercial finance market</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• European banks retracting ... mid market opportunity for GE Capital</td>
<td></td>
</tr>
</tbody>
</table>

**~$30B opportunity for GE products & services**
LNG & Coal Seam Methane: multi-business, market driven opportunity

~$200B projects under construction

World’s largest LNG exporter by ‘17
- Project additions ... greater than Qatar current total capacity

30% Coal Seam Methane
- $45B of committed CSM projects
- Supported by long-term export contracts with China, Indonesia, Korea, Taiwan and Japan

Significant industry challenges
- 400+ mega litres of water per day

GE equipment on every project

Extensive long term infrastructure investments ... GE sweet spot
GE playing critical role in CSM

($ in billions)

### 5yr equipment market opportunity

<table>
<thead>
<tr>
<th>#</th>
<th>Category</th>
<th>Opportunity (in billions)</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>LNG Facilities</td>
<td>~$2.0</td>
</tr>
<tr>
<td>2</td>
<td>Wells</td>
<td>~$1.0</td>
</tr>
<tr>
<td>3</td>
<td>Nodal Compression</td>
<td>~$0.5</td>
</tr>
<tr>
<td>4</td>
<td>Pipelines</td>
<td>~$0.5</td>
</tr>
<tr>
<td>5</td>
<td>Water Treatment</td>
<td>~$2.0</td>
</tr>
</tbody>
</table>

**Total** $6+

### GE playing a central role

- Industry leading water & salt solutions
- Supported industry on community & government engagement
- Industry partnerships ... built skills and training programs

$6B+ GE equipment & services opportunity
Expanded capabilities in LNG

Ichthys Field

SERVICES
Global Services and Subsea Systems

POWER & WATER
4 Frame 6, 3 Steam Gen

MEASUREMENT & CONTROL
Controls

TURBOMACHINERY
Offshore + LNG
6 Gas Gen, 4 Frame7
10 Compressors

SUBSEA SYSTEMS
XT & Manifolds

Overview

- $70 billion off take agreements
- Inpex Corp (Japan) partnering with Total
- 2 trains ... 8.4MM tons per annum
- Opportunity for expansion
- First production in 2016

 ✓ Complete offering enabled by core + acquisitions

$1B orders won ... additional opportunities exist
Localizing service capability

Growing installed base

GE installed "units"

<table>
<thead>
<tr>
<th>'11</th>
<th>'15F</th>
</tr>
</thead>
<tbody>
<tr>
<td>~1,800</td>
<td></td>
</tr>
</tbody>
</table>

Up ~20% from 2006

Great service annuity

Service revenue as % of total revenue

<table>
<thead>
<tr>
<th>'11</th>
<th>'15F</th>
</tr>
</thead>
<tbody>
<tr>
<td>~25%</td>
<td>~50%</td>
</tr>
</tbody>
</table>

Investments

Perth ... multi-modal services facility

- $100MM investment
- Improved capability
- Cross business
  - Subsea
  - Turbo machinery
  - Power generation
  - Transportation

~$3B orders

Customer partnerships ... filled skills gap

- Skills development
- Government sponsored

Better positioned to compete
Building local wind capability

**Significant opportunity ~$16B**

- Mandated 20% renewables by ’20 ... 14GW new sources ... mostly wind
- Customers want renewable MW, not just a turbine
- Developers require funding and off-take certainty

**Tailored GE’s strategy to customer needs**

- Developed targeted pipeline
- Delivering a turnkey solution ... added local domain experts, prime EPC
- Enhanced retailer/generator partnerships
- Development funding investments
- Turnkey CM > to global
- Strong EFS investment returns ~2% + ROI

**Localized approach driving growth + margin**
Financial outlook

**Industrial revenue***

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>'10</td>
<td>$1.8B</td>
</tr>
<tr>
<td>'11</td>
<td>$2.9B</td>
</tr>
<tr>
<td>'12E</td>
<td>++</td>
</tr>
</tbody>
</table>

67% of '11 revenue

**Strategy & approach**

**Great market for GE**
- Fastest growing developed economy
- Huge infrastructure investment supporting growth in Asia
- Long term investment project & demand

**Well positioned for growth**
- Invested in local capability ... coal seam methane, wind & Perth
- 50% '11 orders tied to local capability
- Solving industry challenges
- Expanding installed base & service revenues

**Invested for double-digit growth in ‘12 & beyond**
MENAT

Khozema Shipchandler

✓ 15 years GE experience
✓ US, UAE
✓ CAS, Aviation
**MENAT overview**

### Footprint

<table>
<thead>
<tr>
<th>Macroeconomics</th>
<th>GE footprint</th>
</tr>
</thead>
<tbody>
<tr>
<td>'12E GDP: $5.1T, 4.1%</td>
<td># of sites: 105</td>
</tr>
<tr>
<td>Population: 703MM</td>
<td>Employees: ~4,200</td>
</tr>
<tr>
<td>Gov't spend: $1.7T(^{a})</td>
<td>First entered: 1930's</td>
</tr>
</tbody>
</table>

- **Algeria**
  - '12E GDP: $0.2T, 4.8%
  - Total pop: 36MM

- **Iraq**
  - '12E GDP: $0.2T, 9.4%
  - Total pop: 33MM

- **Turkey**
  - '12E GDP: $1.0T, 2.2%
  - Total pop: 74MM

- **Egypt**
  - '12E GDP: $0.5T, 3.0%
  - Total pop: 83MM

- **Saudi Arabia**
  - '12E GDP: $0.6T, 5.2%
  - Total pop: 28MM

### Industrial revenue*

- **'06**
  - $5.1B

- **'11**
  - $8.6B

  - **11% CAGR**

* Added ~3,000 employees
* Strong leadership ... 3 VP's, 10 SEB's, 90 EB's
* 2X backlog ... $27B Services
* Forged GE-Mubadala strategic partnership
* Re-entered Iraq; Libya & South Sudan next

---

Source: Oxford Economics

\(^{a}\) Over 5-year period based on government investment plans

* Excluding NBCU, including GE/GECS elim
<table>
<thead>
<tr>
<th>Country</th>
<th>Approximate Capex/Investment $</th>
<th>Identified CY spend</th>
<th>Key GE opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>Saudi</td>
<td>~$385B</td>
<td>~$80B</td>
<td>• 21 GW added electricity production</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 117 new hospitals; 750 primary care</td>
</tr>
<tr>
<td>Gulf</td>
<td>~$300B</td>
<td>~$60B</td>
<td>• Airbus 320neo and Boeing 737 MAX</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• +20 TW/hr electricity generation</td>
</tr>
<tr>
<td>Iraq</td>
<td>~$186B</td>
<td>~$50B</td>
<td>• +1 GW/year power generation</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• +4 million barrels/day oil production</td>
</tr>
<tr>
<td>Algeria</td>
<td>~$286B</td>
<td>~$70B</td>
<td>• +3 GW by ‘13, 40% renewable by 2030</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Healthcare: $1B by ‘14, 172 hospitals</td>
</tr>
<tr>
<td>Turkey</td>
<td>~$300B</td>
<td>~$60B</td>
<td>• +40 GW electricity, 11k km of railway</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• 22 healthcare PPP campus</td>
</tr>
<tr>
<td>Egypt</td>
<td>~$300B</td>
<td>~$50B</td>
<td>• +53 GW power generation by ‘27</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• +7 GW of wind projects</td>
</tr>
</tbody>
</table>

Massive opportunity across region

(a – Government driving privatization of new investments)
## Key markets

($ in billions - Industrial orders)

### Today

<table>
<thead>
<tr>
<th></th>
<th>'06</th>
<th>'11</th>
<th>'12E</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Saudi Arabia</strong></td>
<td>$2.0</td>
<td>$2.2</td>
<td>++</td>
</tr>
<tr>
<td><strong>Turkey</strong></td>
<td>$0.4</td>
<td>$1.0</td>
<td>++</td>
</tr>
<tr>
<td><strong>Gulf</strong></td>
<td>$2.3</td>
<td>$3.3</td>
<td>++</td>
</tr>
</tbody>
</table>

- ~1,000 employees, 10 GE facilities
- Partnerships ... MOH, SEC
- ~600 GE employees 5 facilities
- Partnerships ... TEI, Tulomsas
- ~1,500 employees 20 facilities
- Partnerships ... Emirates, QP

### Next

- **Iraq**
  - $0.8
  - $1.4
  - ++
  - 13% CAGR
- **Egypt**
- **Libya**
- **Pakistan**

- Iraq ... increase oil production & power gen. capacity
- Egypt ... increase power generation capacity
- Libya/S. Sudan ... re-enter in '12, re-build infrastructure

---

(a- Includes: UAE, Kuwait, Qatar)

**Grow 2-3x GDP**
GE products are winning

**Energy**
- Powering 75% Saudi GT’s, generating 30GW electricity
- 18 9E’s powering all 77MM tons of LNG for Qatar
- EMAL II ... world’s largest aluminum smelter w/ 9FA
- 60 9E’s totaling 7.5GW to Iraq Ministry of Electricity

**Aviation**
- Emirates 50x777 ... biggest wide-body Boeing deal
- ~2,000 GE/CFM engines ... $16B services backlog
- Etihad ... multi-engine unit, services, & MRO

**Healthcare**
- Optima MR 450W ... largest installed base in Saudi
- Radiology Information Systems (RIS) in Saudi & Egypt
- Saudi MOH, Al Ilhilal & four 500-bed hospital deals

Bringing new GE technology to region
Saudi healthcare

Orders growth

Focus

- Hospital efficiency ... less cost & complexity
- Women’s health ... early detection
- New products
- Replicate model in Turkey, Russia, & Africa

Healthcare solutions, government partnerships & localization to drive orders growth

$0.2B

'11  '12E
Financial outlook

**Industrial revenue**

- ’06-’11 11% CAGR
- 3%
- ’10: $8.3B
- ’11: $8.6B
- ’12E: ++

**Strategy & approach**

**Great market for GE**
- Huge market opportunity ... $1.7T
- Strong presence ... integrity and reputation opening doors

**Well positioned for growth**
- Market based “solutions” ... Aviation, Energy, Healthcare
- Local capabilities ... innovation centers, service shops & supply chain
- Growing strategic partnerships ... Mubadala, Qatar Inc., Sonatrach, Saudi MOH
- Latest GE technology driving services backlog

* Excluding NBCU, including GE/GECS elim

---

Accelerate double digit growth
Sub-Saharan Africa

Jay Ireland

✓ 31 years GE experience
✓ Netherlands, US, Kenya
✓ CAS, Plastics, IR, NBCU, Asset Mgmt
Sub-Saharan Africa overview

Footprint

Macroeconomics

- '12E GDP: $1.8T/5.2%
- Population: 821MM
- Infra spend: ~$45B

GE footprint

- # of sites: 22
- Employees: ~1,200
- First entered: 1898

Industrial revenue*

- '06: $1.0B
- '11: $1.6B

- 9% CAGR

Sub-Saharan Africa overview

- $90B+/yr infra spend needed to be developed
- Middle class to increase to 528MM by 2030
- 70% of population without electricity
- 10% ↑ in MW capacity needed annually
- Air traffic to grow 6.5%/year through 2020

Source: Oxford Economics

* Excluding NBCU, including GE/GECS elim
Macro dynamics drive opportunity

<table>
<thead>
<tr>
<th>Area/Opportunity</th>
<th>Approximate CAPEX / Investment $B</th>
<th>Identified CY spend</th>
<th>GE opportunities</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Kenya Vision 2030</td>
<td>~$60</td>
<td>~$3</td>
<td>• +5GW</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Rail expansion</td>
</tr>
<tr>
<td>2. Nigeria Vision 2020</td>
<td>~$90</td>
<td>~$8</td>
<td>• Increase to 60GW</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Aging loco replacement</td>
</tr>
<tr>
<td>3. South Africa Development Plan</td>
<td>~$100</td>
<td>~$37</td>
<td>• +40GW</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Rail expansion</td>
</tr>
<tr>
<td>4. Rwanda 2020</td>
<td>~$10</td>
<td>$0.3</td>
<td>• 6 to 35% of pop. with power</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Rail &amp; airport expansion</td>
</tr>
<tr>
<td>5. Ghana</td>
<td>~$12</td>
<td>~$2</td>
<td>• +3GW</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>• Rail expansion</td>
</tr>
</tbody>
</table>

Great need for infrastructure across region
Flag planting works
($ in billions – Industrial revenue ex-NBCU)

<table>
<thead>
<tr>
<th>Last 10 years</th>
<th>Next</th>
</tr>
</thead>
<tbody>
<tr>
<td>Angola</td>
<td>Cameroon</td>
</tr>
<tr>
<td>Iraq</td>
<td>Mozambique</td>
</tr>
<tr>
<td>Algeria</td>
<td>Senegal</td>
</tr>
<tr>
<td></td>
<td>Ethiopia</td>
</tr>
<tr>
<td></td>
<td>Rwanda</td>
</tr>
<tr>
<td></td>
<td>Zambia</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>‘01</th>
<th>‘11</th>
<th>Future Potential</th>
</tr>
</thead>
<tbody>
<tr>
<td>$0.2B</td>
<td>$3.5B</td>
<td>$0.1B</td>
</tr>
</tbody>
</table>

- Local investment in people, resources & facilities
- Establish local GE capabilities
- Company to country

- Infrastructure need and investment
- GE product portfolio
- Stability

* Excluding NBCU, including GE/GECS elim

Establishing local presence
Distributed power

Dynamics

Population without access to the grid

- Weak grid/emergency capacity
- Drought, fuel outage & limited options
- 2.5GW installed base

West Africa: ~209MM
Southern/Central Africa: ~171MM
East Africa: ~196MM

GE installed base

<table>
<thead>
<tr>
<th>Country</th>
<th>Aero Units</th>
<th>Gas Units</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nigeria</td>
<td>29</td>
<td>73</td>
</tr>
<tr>
<td>Angola</td>
<td>19</td>
<td>7</td>
</tr>
<tr>
<td>Other</td>
<td>19</td>
<td>63</td>
</tr>
</tbody>
</table>

* Consists of Gas Recips

Products

Aero
- 13 to 100 MW capability
- Permanent and portable

Gas Recips
- 1 to 4.5 MW capability
- Stationary ... captive power

Diesel Recips
- 1.2 to 3MW capability
- Harsh conditions

Approach

- Quick deployment
- Limited customization / development
- Pre-financed
Other opportunities

### Healthcare
- DI centers & hospital development
- Healthymagination as a strategy
- 25-hospital development programs (Nigeria, Ghana, South Africa)

### Transportation
- Transnet assembly partnership ... 143 locos
- Aging fleet (25 yrs+) ... refurb opportunity
- Significant opportunities ... ~$3B refurb, ~$4B mining & urbanization

### Aviation
- ~200 engines in service ... pipeline ~$0.6B
- Adding ~50 a.c per year ... 120 engines secured
- Fleet renewal & growth ... GECAS leasing opportunity

### Oil & Gas
- Discoveries in east Africa
- 113 HDGT installed base
- Support for IOCs & NOCs
  - Nigeria
  - Angola
  - Ghana
  - Mozambique
  - Tanzania
  - Uganda
- Oil production to double to 9.5Mbbl/d by ‘20

CFM is a 50/50 Joint Venture between GE & Snecma Engine Alliance is a 50/50 joint venture between GE & Pratt & Whitney
Financial outlook

**Industrial revenue**

<table>
<thead>
<tr>
<th>Year</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>'10</td>
<td>$1.4B</td>
</tr>
<tr>
<td>'11</td>
<td>$1.6B</td>
</tr>
<tr>
<td>'12E</td>
<td>++</td>
</tr>
</tbody>
</table>

- **14%**

**Positioning for future**

1. **Develop strategic partnerships**
   - Assembling locomotives locally in partnership with TRE

2. **Becoming more local**
   - Nigeria “Company to Country” ... partner on infrastructure development

3. **Focusing on the next wave ... establishing presence in new markets**
   - Early wins for Healthcare in Senegal and Ethiopia

4. **Early project development & financing drives growth**
   - Substantial funding appetite for Africa ... building out capability in region

* Excluding NBCU, including GE/GECS elim

---

**Significant GE opportunity**
GE Company Update
## 2012 operating framework

<table>
<thead>
<tr>
<th>Operating earnings</th>
<th>2012F</th>
<th>2012 drivers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Industrial</td>
<td>++</td>
<td>✓ Strong global organic growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Energy acquisitions performing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Broad-based strength</td>
</tr>
<tr>
<td>GE Capital</td>
<td>++</td>
<td>✓ Improved losses &amp; impairments</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Real Estate improving</td>
</tr>
<tr>
<td>Corporate -a)</td>
<td>~Flat</td>
<td>✓ ’11 items: NBCU gain &amp; restructuring</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ Total cost ~$3B-a) in ’11 &amp; ’12</td>
</tr>
<tr>
<td>Total operating earnings</td>
<td>++</td>
<td>✓ Industrial CFOA $12-13B before pension contribution of $1B</td>
</tr>
<tr>
<td>CFOA – Industrial</td>
<td>$11-12B</td>
<td>✓ Industrial organic 5-10%, Capital (5)% to flat</td>
</tr>
<tr>
<td></td>
<td></td>
<td>✓ NBCU gain ’11 impact</td>
</tr>
</tbody>
</table>

---

\( ^{-a}) \) Excluding NBCU pretax gain $3.7B in 2011

---

**Strong performance across Industrial & Capital ... 50 bps expansion**
Global growth across all segments

($ in billions – revenue in growth markets)

**Energy Infrastructure**
- '11: $20.6
- '12E: ++
- ~70% of global revenues

**Healthcare**
- '11: $4.1
- '12E: ++
- Localizing ... ICFC projects in pipeline

**Aviation**
- '11: $5.7
- '12E: ++
- Over 2,000 customers in 85 countries

**Transportation**
- '11: $1.9
- '12E: +
- Installed base expansion ... South Africa, Brazil, Indonesia

**H&BS**
- '11: $1.1
- '12E: ++
- Global projects in growth markets

~70% of global revenues
Global revenue growth

($ in billions – Industrial revenue ex-NBCU)

Growth markets

<table>
<thead>
<tr>
<th>Resource Rich</th>
<th>Rising Asia</th>
<th>Developed</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>'11</strong></td>
<td><strong>'11</strong></td>
<td><strong>'11</strong></td>
</tr>
<tr>
<td>$24</td>
<td>$10</td>
<td>$20</td>
</tr>
<tr>
<td><strong>'12E</strong></td>
<td><strong>'12E</strong></td>
<td><strong>'12E</strong></td>
</tr>
<tr>
<td>20-25%</td>
<td>10-15%</td>
<td>0-5%</td>
</tr>
<tr>
<td>++</td>
<td>++</td>
<td>+</td>
</tr>
<tr>
<td><strong>'13F</strong></td>
<td><strong>'13F</strong></td>
<td><strong>'13F</strong></td>
</tr>
<tr>
<td>++</td>
<td>++</td>
<td>+</td>
</tr>
</tbody>
</table>

- **A&NZ**, **Canada**
- **LatAm**, **MENAT**
- **Russia/CIS**, **SS Africa**
- **China**, **India**
- **ASEAN**, **Japan**
- **Europe**, **Korea**, **Germany**

* Excluding NBCU, including GE/GECS elim

Continuing growth market expansion
GE tomorrow ...

Industrial revenue profile*

<table>
<thead>
<tr>
<th></th>
<th>Today</th>
<th>By ~2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Growth</td>
<td>37%</td>
<td>50%</td>
</tr>
<tr>
<td>Developed</td>
<td>22%</td>
<td>15%</td>
</tr>
<tr>
<td>USA</td>
<td>41%</td>
<td>35%</td>
</tr>
</tbody>
</table>

Expansion continues ...

- We are a local player
- Targeted & focused strategy ... investing, building and leading
- Optimize global capabilities
- Margins in line with global averages
- Cost out, redeployment opportunity
- Maintaining appropriate risk profile and protecting intellectual property
- Right portfolio for today and tomorrow in key growth markets

* Excluding NBCU, including GE/GECS elim

Long term shareholder value

* Excluding NBCU
Q&A