

Arcam and SLM Solutions acquisitions



September 6, 2016

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This document contains "forward-looking statements" – that is, statements related to future events that by their nature address matters that are, to different degrees, uncertain. For details on the uncertainties that may cause our actual future results to be materially different than those expressed in our forward-looking statements, see <http://www.ge.com/investor-relations/disclaimer-caution-concerning-forward-looking-statements> as well as our annual reports on Form 10-K and quarterly reports on Form 10-Q. We do not undertake to update our forward-looking statements. This document also includes certain forward-looking projected financial information that is based on current estimates and forecasts. Actual results could differ materially.

General Electric Capital Corporation (GECC) has been merged into GE and our financial services business is now operated by GE Capital Global Holdings LLC (GECGH). In this document, we refer to GECC and GECGH as "GE Capital". We refer to the industrial businesses of the Company including GE Capital on an equity basis as "GE". "GE (ex-GE Capital)" and /or "Industrial" refer to GE excluding GE Capital.

GE's Investor Relations website at www.ge.com/investor and our corporate blog at www.gereports.com, as well as GE's Facebook page and Twitter accounts, contain a significant amount of information about GE, including financial and other information for investors. GE encourages investors to visit these websites from time to time, as information is updated and new information is posted.

Imagination at work.

GE is uniquely positioned

Leading today

+

Tomorrow

Premium Industrial businesses

+ Essential ... builds, powers, moves, cures

+ Valuable ... foundation of GE Store

Leadership in analytics & SW for assets

Leadership in next generation manufacturing

New levels of productivity for GE, our customers & the world

Invest \$1.4B to acquire Arcam and SLM Solutions, executing plan to enter additive manufacturing equipment, materials, services, and software business.

- 1 Expands design envelope to substantially reduce product cost
- 2 Enables productive new model for services cost and delivery
- 3 Lead in design and manufacture of highly valued parts
- 4 Enter a fast-growing industry where GE can build a competitive position
- 5 Leverages GE store: key strengths in materials, software, and product design



Value-creating additive strategy

Business model



Lead in equipment



**Leverage GE Store: GRC
+ internal consumption**



**Additional recurring
revenue: services, material,
design, product, software**



Predix as base

\$1B in revenue by 2020

Vertical

**Strong businesses in
big ecosystems**

+

Horizontal

**GE Store (enterprise)
creates competitive
advantage**

+

Digital

**Lead digital transition
for industry**

+

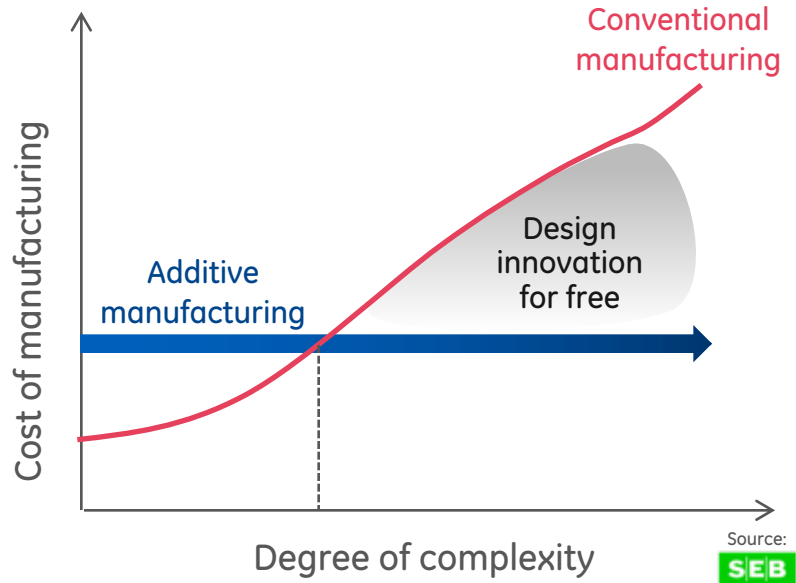
Content

**Create productivity
for our customers**

Sustainable financial model



Additive productivity ... changing entitlements



- Resets Supply Chain cost entitlement
- Unleashes performance and productivity in Design

Our assessment (at maturity)

LEAP



- 25-30% reduction in cost entitlement
- 25% reduction in lifecycle cost

Advanced Turboprop



- 845 parts eliminated
- No structural castings
- Significant weight benefit



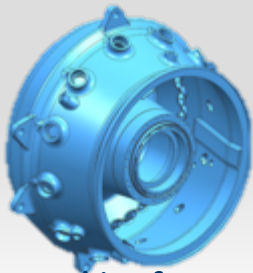
Transformational productivity

Design

Manufacturing

Services

Additive



Turbine frame assembly

1 Digital File

8 Engineers



1 Mfg. sources
&
Inspection Sys.

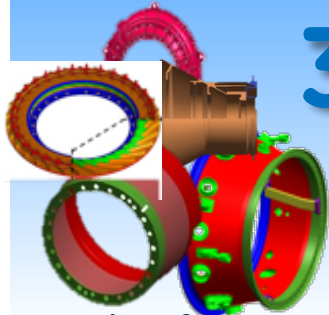
1 data lake
...powering **PREDIX**

1



Repair Source

Conventional



Turbine frame assembly

300 parts

60 Engineers



50+
Mfg. sources

40 data systems

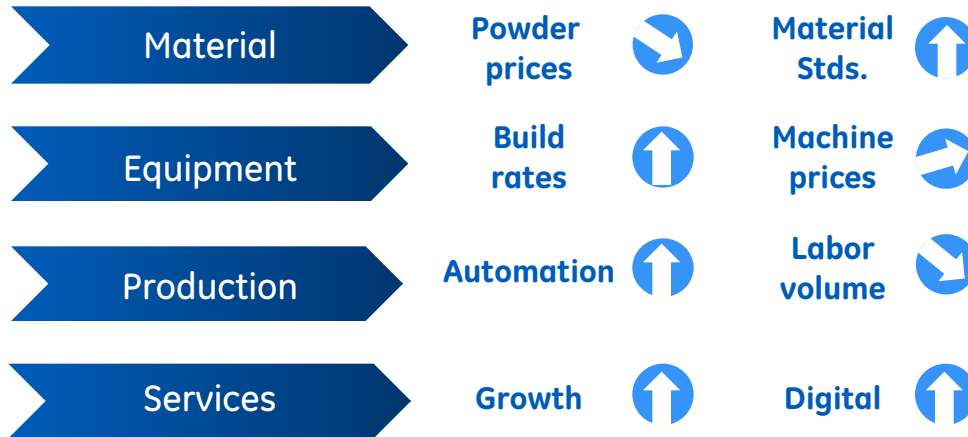


5 Repair sources



Industry drivers

VALUE CHAIN



GROWTH DRIVERS FIT GE

- Standards will drive broader adoption
- Broad GE capability
- Multiple modalities
- Larger machines/more features
- Enables the brilliant factory
- Resets conversion cost productivity
- Utilize Predix
- Application engineering
- Contract manufacturing

INDUSTRY SEGMENTS

Industrial	20%
Aerospace	17%
Automotive	14%
Electronics	13%
Medical	12%
Other	24%

Mainly
markets we
know

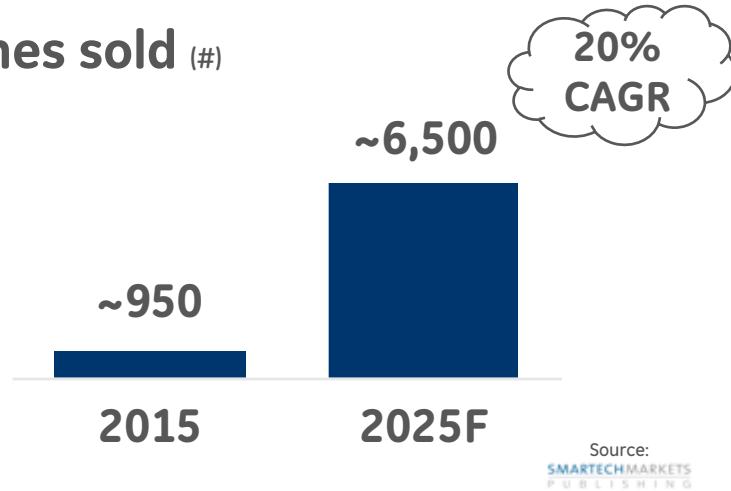
- ✓ Market growth at 30% through 2030*
- ✓ Adoption drivers
 - + Equipment cost & availability
 - + Application engineering
 - + Materials sophistication
 - + Speed & quality

Source:



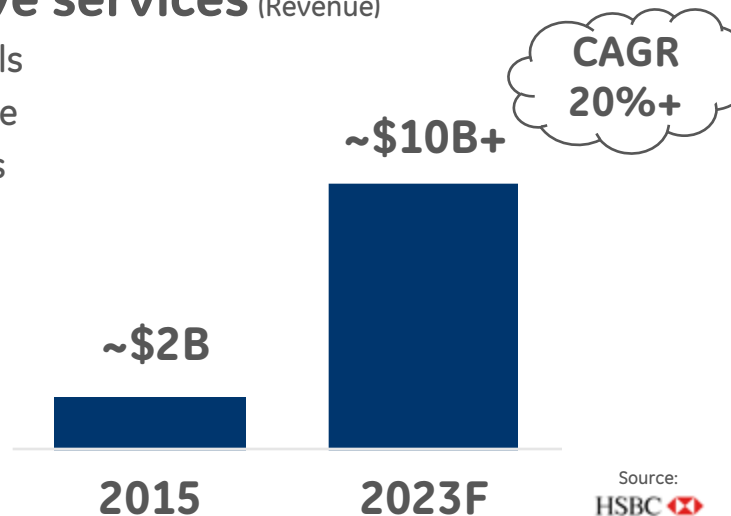
Significant growth potential

Machines sold (#)



Additive services (Revenue)

- ✓ Materials
- ✓ Software
- ✓ Services



Will enter all metal additive modalities

		Entry
Laser powder bed	Largest segment	SLM
Electron beam powder bed	Rapidly developing	Arcam
Laser flowing powder*	Developing	GRC
Cold spray	Developing	GRC
Arc wire*	Developing	GRC

+ Each technology optimizes speed and feature size

+ GE has broadest range in industry

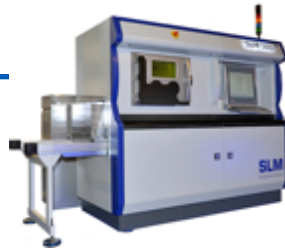
*Types of Directed Energy Deposition

Machine technology

SLM Solutions

Key components

- Laser and scanning head
- Machine/scan control software
- Larger capacity, slower build



Product type

- Single or multiple lasers

HQ: Lübeck, Germany

Employees: ~300

Arcam

Key components

- Electron Beam 'gun' and filament
- Machine/scan control software
- Smaller capacity, faster build



Product type

- High temperature build capability

HQ: Göteborg, Sweden

Employees: ~320

GE domain

- + Deep foundation of material science, metal design
- + Broad experience with laser & coating technologies
- + Integration of controls & system engineering
- + Software optimization and controls
- + Services ... remote diagnostics, upgrades

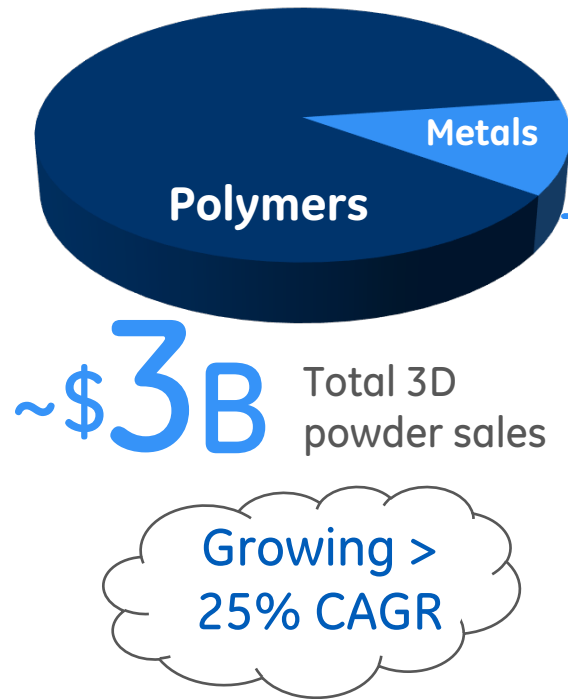


Example: CT Scanner

- ✓ High-tech components, advanced materials
- ✓ Software: analytics, optimization, self-learning
- ✓ Services diagnostics, upgrades



Additive powders

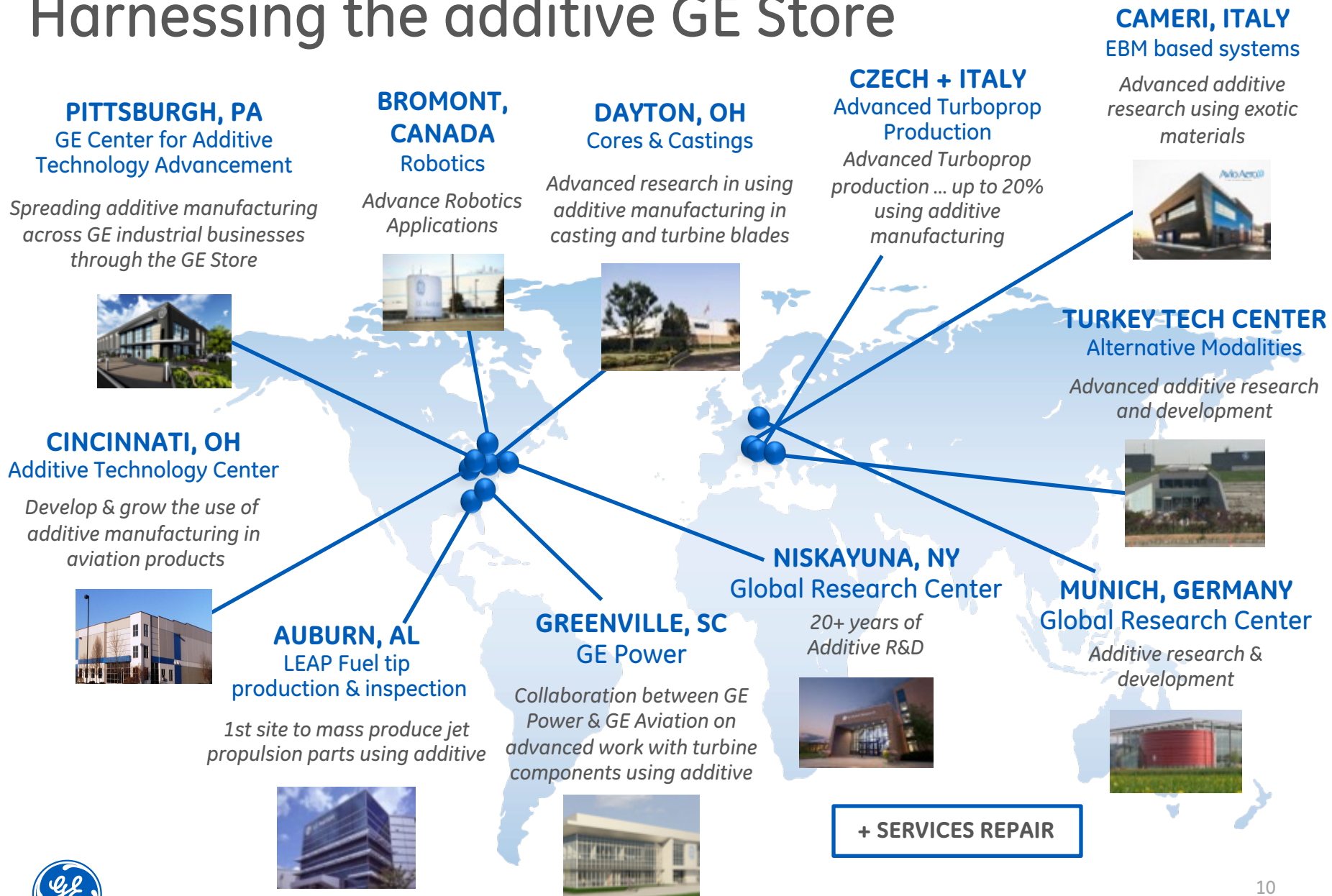


Aerospace	BioMed	Auto	Industrial	GE Potential
Ti64	Ti64	Ti64		50% LOWER COST
HX IN625 IN718	Cobalt Chrome & Nickel		CoCrMo HX IN625 IN718	5X MORE APPLICATIONS
AlSi10Mg	AlSi10Mg	AlSi10Mg		50% LOWER COMPONENT COST
316L GP1	PH1 316L GP1	CX 17-4PH	MS1 PH1 GP1	30% LOWER COMPONENT COST
		Steel		

Source: BCG

- ✓ 6 GE businesses consume powder metal today
- ✓ GE has 346 patents in the material space
- ✓ ~25% of powder metal sold will be additive by 2020

Harnessing the additive GE Store



Differentiating GE additive ... active GRC programs

GE Advanced
manufacturing
investment

~\$1.5B



2010 – 2016E



Productivity ↑

- 6 laser machine head 6x speed
- Next gen laser arrays 20x speed
- Optimized scan path 4x speed + finer tolerances
- Turbine blade tip repair New capability for services
- Distortion analytics & control Increase yield, design speed

Materials ↑

- Physics based process modeling Materials dev. & standards
- Powder recovery/reuse 50% material cost out
- Xmat: combinatorial chemistry Material development and standardization as a service applied to material science

Digital ↑

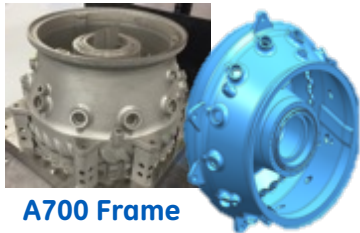
- Brilliant factory Closed loop equipment control & monitoring
Data enabled manufacturing floor
CAD to ship

Acquired Morris
Technology in
2012

The GE market

Aviation

- Advanced turboprop
- Advanced helicopter
- Commercial engine productivity



A700 Frame

Power

- 2016 demo in Greenville
- Entry into service in 2018
- 20% flow savings



HA Shroud

Healthcare

- Refractory metal collimator (CT)
- Multiple applications for direct-write electronics across many product lines



CT Collimator

~1,000

Company
300

Aviation
700

Orders by 2025

Services

- Repair technology step change
- Next-gen tip repair
- New cycle and cost entitlements



Turbine blade tip repair

Oil & Gas

- Architecture simplification
- Performance gain
- Cost reduction



Lean burn
fuel nozzle



Incremental value to GE

MATERIALS AS A SERVICE

Commercializing our
Material expertise

DIGITAL

Commercializing our digital
thread & brilliant factory

PREDIX

PRODUCTIVITY

\$3-5B+ cost-
out opportunity

SAVINGS PER ENGINE



PRACTITIONER

price to cost
Future: ~1,000 machines

NEW PRODUCTS & SERVICES

Equipment technologies &
Application engineering

Substantial incremental profit pool



Business plan & economics



Key metrics

\$1.4B

Price at ~39% premium*

\$3-5B

GE product cost out over 10 years

Achieve historic GE global
share levels

40%+

Revenue CAGR

~1,000

GE machine consumption over next 10 yrs.

No impact on **2018**

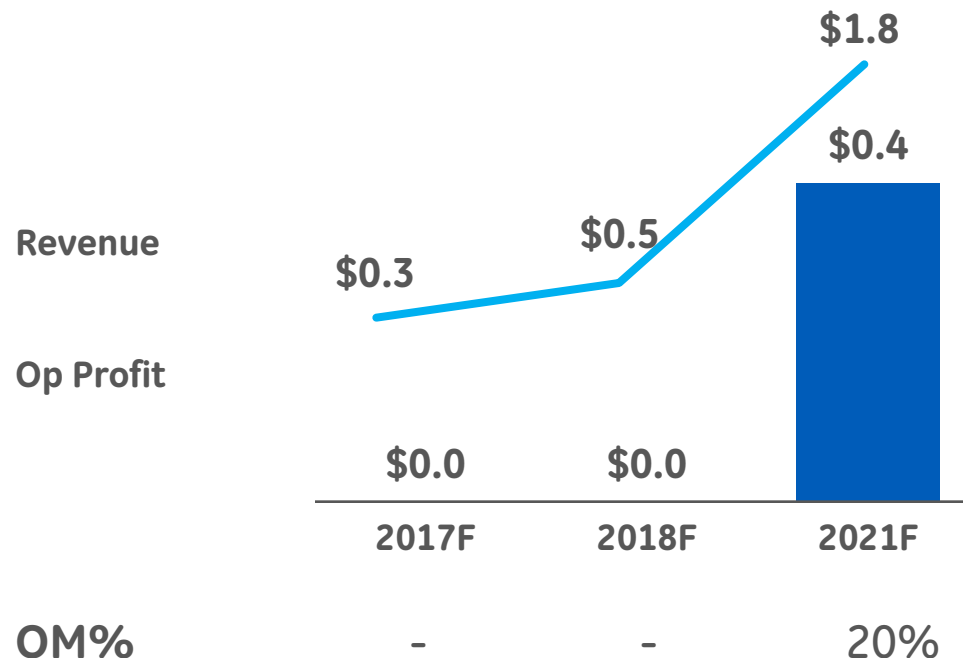


* As of 8/30/2016 stock price of €28.00, spot rate 1.12 USD:Euro, and analyst revenue consensus

* As of 8/30/2016 stock price of SEK 188.50, spot rate 8.53 SEK:USD, and analyst revenue consensus

Pro forma financials

(\$ in billions)



**Return on external sales > 20% ...
plus additional \$3-5B GE product cost out**

Why GE

Fits our strategy

- 1 Leadership in businesses that fit system integration, service, digital business model
- 2 Leverage the GE Store... materials, Predix, GRC, internal consumption
- 3 Builds leadership in the next generation of productivity
- 4 Leverages our investments in organic growth... move quickly in dynamic markets

GE will enter additive manufacturing equipment, materials, services and software business

- Expands design envelope to substantially reduce product cost
- Enables productive new model for services cost and delivery
- Lead in design and manufacture of highly valued parts
- Enter a fast-growing industry where GE can build a competitive position
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Create shareholder value

