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 sovereign debt situations; 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; pending and future mortgage securitization claims and litigation in connection with WMC, which may affect our estimates of liability, including possible loss estimates; 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 flows and earnings and other conditions which may affect our ability to pay our quarterly dividend at the planned level or to repurchase shares at planned levels; GECC’s ability to pay dividends to GE at the planned level, which may be affected by GECC’s cash flows and earnings, financial services regulation and oversight, and other factors; our ability to convert pre-order commitments/wins into orders; the price we realize on orders since commitments/wins are stated at list prices; the level of demand and financial performance of the major industries we serve, including, without limitation, air and rail transportation, power generation, oil and gas production, 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; our capital allocation plans, as such plans may change including with respect to the timing and size of share repurchases, acquisitions, joint ventures, dispositions and other strategic actions; our success in completing announced transactions and integrating acquired businesses; our ability to complete the staged exit from our North American Retail Finance business or the acquisition of the Thermal, Renewables and Grid businesses of Alstom as planned; the impact of potential information technology or data security breaches; 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 includes certain forward-looking projected financial information that is based on current estimates and forecasts. Actual results could differ materially.

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.
Overview

+ Macro environment is improving ... **GE is well-positioned to capture growth** ... on track for 2014 framework

+ **We are executing a strategy** to create a high-value company ... launching Retail Finance IPO in 3Q, accelerating Industrial earnings growth, expanding margins, and balanced capital allocation

+ **Meaningful improvements are underway** that will make the company much better ... investing in Infrastructure leadership, building capability in software & analytics, driving big advantages in technology & globalization, while restructuring to reduce our structural cost; simplification is improving our culture with better execution
GE macro outlook

+ U.S. economy continues to strengthen
  Slightly better ... consumer, rail, power improving ... aviation strong ... healthcare headwinds

+ Europe is improving
  Some geographies growing ... Healthcare is better ... Power still tough

+ Growth markets invest in infrastructure
  China ↑ ... resource rich investing in industrialization ... some volatility ... O&G strong

+ Inflation still tame
  Positive value gap

+ Fiscal/regulatory volatility
  Fiscal challenges ... more regulations everywhere

Positioned for big trends

+ Leadership in infrastructure
+ Growth markets expansion
+ Energy: efficiency + age of gas
+ Global transportation build-out
+ Distributed delivery in Healthcare & Power
+ Merger of physical world with big data
+ Advances in materials & manufacturing
+ Solutions: clean energy/affordable healthcare
# 2014 Operating Framework

<table>
<thead>
<tr>
<th>Market</th>
<th>GE Dynamics</th>
<th>Segment Profit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Power &amp; Water</strong></td>
<td>+ Gas position</td>
<td>$5.0 ++</td>
</tr>
<tr>
<td></td>
<td>+ Wind volume</td>
<td></td>
</tr>
<tr>
<td></td>
<td>+ Simplification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Europe</td>
<td></td>
</tr>
<tr>
<td><strong>Oil &amp; Gas</strong></td>
<td>+ Global demand</td>
<td>2.2 ++</td>
</tr>
<tr>
<td></td>
<td>+ Technology</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Project execution</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- M&amp;C and D&amp;S</td>
<td></td>
</tr>
<tr>
<td><strong>Energy Management</strong></td>
<td>+ Restructuring</td>
<td>0.1 ++</td>
</tr>
<tr>
<td></td>
<td>+ Strong PC backlog</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Short-cycle volume</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Execution</td>
<td></td>
</tr>
<tr>
<td><strong>Aviation</strong></td>
<td>+ Commercial position</td>
<td>4.3 ++</td>
</tr>
<tr>
<td></td>
<td>+ Vertical integration</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Military budget</td>
<td></td>
</tr>
<tr>
<td><strong>Healthcare</strong></td>
<td>+ Emerging markets</td>
<td>3.0 +/++</td>
</tr>
<tr>
<td></td>
<td>+ Simplification</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- U.S. market</td>
<td></td>
</tr>
<tr>
<td><strong>Transportation</strong></td>
<td>+ N.A. locomotives better</td>
<td>1.2 –</td>
</tr>
<tr>
<td></td>
<td>+ Tier 4 leader</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Mining tough</td>
<td></td>
</tr>
<tr>
<td><strong>Appliances &amp; Lighting</strong></td>
<td>+ Housing trends</td>
<td>0.4 ++</td>
</tr>
<tr>
<td></td>
<td>+ Cost focus</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Retail environment</td>
<td></td>
</tr>
<tr>
<td></td>
<td>- Lighting</td>
<td></td>
</tr>
<tr>
<td><strong>Total Industrial</strong></td>
<td></td>
<td>$16.2 ++</td>
</tr>
<tr>
<td><strong>Capital</strong></td>
<td>+ A mid-market leader</td>
<td>$8.3 ~$7B</td>
</tr>
<tr>
<td></td>
<td>+ Vertical alignment</td>
<td></td>
</tr>
</tbody>
</table>
2014 operating framework
($ in billions – except EPS)

<table>
<thead>
<tr>
<th>GE dynamics</th>
<th>Op. profit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Corporate</strong></td>
<td></td>
</tr>
<tr>
<td>+ Simplification (Corporate costs ↓ ~$500MM)</td>
<td>$(3.7)</td>
</tr>
<tr>
<td>+ Social costs</td>
<td></td>
</tr>
<tr>
<td>– Restructuring, lower gains</td>
<td></td>
</tr>
<tr>
<td>($1-1.5B of restructuring costs)</td>
<td></td>
</tr>
<tr>
<td>– NBCU income</td>
<td></td>
</tr>
<tr>
<td><strong>Operating EPS</strong></td>
<td>$1.64</td>
</tr>
<tr>
<td><strong>CFOA</strong>&lt;sup&gt;a)&lt;/sup&gt;</td>
<td></td>
</tr>
<tr>
<td>+ Industrial working capital improvements</td>
<td>$17.4</td>
</tr>
<tr>
<td>– GECC dividends ~$3B</td>
<td></td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td></td>
</tr>
<tr>
<td>+ Industrial segment organic +4-7%</td>
<td>–%</td>
</tr>
<tr>
<td>– GE Capital revenues ... 0-(5)%</td>
<td></td>
</tr>
</tbody>
</table>

Strong start in first quarter ... no change to framework

(a - 2013 excludes NBCU deal-related taxes)
Executing our strategy

Earnings “pivot” to higher value
(Operating EPS)

'13 $1.64
'14E +
'15F +
+ RF gain

% Ind. ~55
~60
~70

Meeting 2014 objectives

G Double-digit Industrial segment growth
+ 4-7% organic growth (1Q +8%)
+ Margin expansion (1Q +50 bps.)

G Capital earnings ~$7B ... return
~$3B cash to parent in ’14 ... target
Retail Finance split-off in ’15

Disciplined & balanced capital allocation

G + 16% dividend increase for ’14; grow in line with earnings
+ $4B+ of Industrial dispositions
+ RF split would reduce shares to 9-9.5B
+ Balance sheet strength/capital ratios & liquidity
+ Improve Industrial ROTC to ~17% by 2016
Positioned to deliver

($ in billions)

**Industrial growth**

<table>
<thead>
<tr>
<th>Year</th>
<th>Margin</th>
</tr>
</thead>
<tbody>
<tr>
<td>'11</td>
<td>14.8%</td>
</tr>
<tr>
<td>'12</td>
<td>15.1%</td>
</tr>
<tr>
<td>'13</td>
<td>15.7%</td>
</tr>
<tr>
<td>'14E</td>
<td>+</td>
</tr>
<tr>
<td>'15F</td>
<td>+</td>
</tr>
</tbody>
</table>

**Focused GE Capital**

(ENI ex. cash)

<table>
<thead>
<tr>
<th>Year</th>
<th>NI</th>
<th>Adj. leverage</th>
<th>Liquidity</th>
</tr>
</thead>
<tbody>
<tr>
<td>'12</td>
<td>$7.3</td>
<td>3:1</td>
<td>$75 B</td>
</tr>
<tr>
<td>'13</td>
<td>$8.3</td>
<td></td>
<td></td>
</tr>
<tr>
<td>'14E</td>
<td>~$7</td>
<td></td>
<td></td>
</tr>
<tr>
<td>'15F</td>
<td>~$5</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1Q'14:

- B1T1C: 11.4%
- Adj. leverage: 3:1
- Liquidity: $75 B

**Momentum on organic growth initiatives** … NPI, services, growth markets

**Sustain margin expansion** … leverage $3B+ restructuring in ’13 & ’14 … hit 17% by 2016

**Fix/sell/exit underachieving businesses**

1. Become smaller & more focused
   + Staged exit of Retail Finance
   + $50B+ of non-core opportunity

2. Win where GE is advantaged … verticals & mid-market

3. Improve portfolio returns and capital efficiency

Gaining momentum
A more valuable GE

What is different about GE

1. Technical leadership enhanced with FastWorks ... more products with higher margins
2. Global capability is ahead of competition ... growth market position accelerates growth & cost out
3. Transformational leadership in analytics opens up new avenues of services growth and margins by delivering superior customer outcomes
4. Simplification is changing our culture ... making GE leaner, faster & more competitive
5. Alstom is an opportunity to accelerate our portfolio transition ... good for GE, Alstom & France

Financial acceleration (EPS)

<table>
<thead>
<tr>
<th>Year</th>
<th>EPS</th>
<th>Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>'14E</td>
<td>+</td>
<td>~60%</td>
</tr>
<tr>
<td>'15F</td>
<td>+</td>
<td>~70%</td>
</tr>
<tr>
<td>'16F</td>
<td>+</td>
<td>~75%</td>
</tr>
</tbody>
</table>

✓ $245B in high-margin backlog
✓ Selling in 170 countries
✓ Foundation of technology
✓ Valuable brand & strong team
✓ Financial strength

Alstom is an opportunity to accelerate our portfolio transition ... good for GE, Alstom & France
1. Technical leadership & FastWorks ($ in millions)

R&D spend

<table>
<thead>
<tr>
<th>Year</th>
<th>R&amp;D Spend</th>
<th>% Rev.</th>
</tr>
</thead>
<tbody>
<tr>
<td>'12</td>
<td>$5.2</td>
<td>5%</td>
</tr>
<tr>
<td>'13</td>
<td>$5.5</td>
<td>5%</td>
</tr>
<tr>
<td>'14E</td>
<td></td>
<td>5%</td>
</tr>
</tbody>
</table>

40k+ engineers

Investments

Next gen products
- HA turbine
- GE9X
- Brilliant Wind
- Revolution CT
- Subsea structures

Gain share

Advanced manufacturing
- Advanced robotics
- Additive manufacturing
- Ceramic matrix composites
- Rapid prototyping and micro factories

Grow margins

Patents

<table>
<thead>
<tr>
<th>Year</th>
<th>Number</th>
</tr>
</thead>
<tbody>
<tr>
<td>'12</td>
<td>5,800</td>
</tr>
<tr>
<td>'13</td>
<td>6,500</td>
</tr>
<tr>
<td>'14E</td>
<td>~7,000</td>
</tr>
</tbody>
</table>

Product breadth
- Value Healthcare
- Marine
- LNG in a box
- Biz jets
- Mining

Fill gaps

Foundation of GE
Broad & deep technical leadership

**T4 locomotive**
- Reduce emissions
- Shipping in 2015
- 2-year lead

**AETD (Fighter)**
- Advanced design
- 25% fuel advantage
- Better range & thrust

**Revolution CT**
- IQ and speed
- Reduces dose
- New procedures

**Power Conversion**
- Integrated system
- Next-gen marine propulsion

**Water Reuse**
- Unconventional fuels
- Technical edge
- Mobile systems

**Electric Power**
- Lower cost
- Boosts efficiency
- Integrated system

**Bio Manufacturing**
- Customer productivity
- Cell therapy
- Capability (Hyclone)

**Advanced BOP**
- 20k performance
- Reliable systems
- Remote monitoring

---

Core markets

New markets
Enterprise capability: Oil & Gas

The GE “store”

SOFTWARE CENTER
Smart BOP & Advanced Controls

MEASUREMENT & CONTROL
Leak Detection & Multiphase Flow Measurement

POWER & WATER
Water Injection & Processing

AVIATION
Valve Coatings & Advanced Materials

TURBO MACHINERY
Pumps & Compressor Technology

HEALTHCARE
Diagnostic Software Imaging

ENERGY MANAGEMENT
Power Transmission & Distribution

GLOBAL RESEARCH CENTER
Flow assurance & Advanced Riser Technology

Leverage company → Oil & Gas solutions

Industry partner
Rio de Janeiro, Brazil
Global Research

Oklahoma City
Global Research
### Faster & lower cost

**FastWorks example**

**7HA gas turbine**

+ Great product ... faster, less cost
  - Best-in-class efficiency ... 61%+
  - Biggest output in 60 Hz H-class
  - NPI acceleration ... 2 years faster
  - ~60% of original development costs
+ 2 new models introduced ... first units shipping in 2016
+ 39 units bid ... strong customer reaction

**Producing lower cost products**

<table>
<thead>
<tr>
<th>GEnx</th>
<th>LEAP</th>
<th>GE9x</th>
</tr>
</thead>
<tbody>
<tr>
<td>+ Advanced materials ... new capability</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Lean labs &amp; rapid NPI</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Accelerate improvements</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Model → test</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Advanced manufacturing ... coatings and additive techniques</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Digital factory ... sensor enabled</td>
<td></td>
<td></td>
</tr>
<tr>
<td>+ Substantial backward integration</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**NPI “on the clock”**

Focus on product margins

---

LEAP is a trademark of CFM International, a 50-50 JV between Snecma and GE
Advantage in growth markets

($ in billions)

**Growth regions**
(Industrial segment revenue)

<table>
<thead>
<tr>
<th>Year</th>
<th>Orders</th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>'10</td>
<td>$29</td>
<td>$27</td>
</tr>
<tr>
<td>'13</td>
<td>$46</td>
<td>$40</td>
</tr>
<tr>
<td>'14E</td>
<td>+/++</td>
<td>++</td>
</tr>
</tbody>
</table>

**Global acceleration**
(2010-2013 AAGR)

- ANZ: +25%
- Russia/CIS: +24%
- S.S. Africa: +21%
- ASEAN: +20%
- LATAM: +19%
- China: +18%
- Canada: +15%
- India: +10%
- MENAT: +7%

**Value creation**

- First mover in localization
- Solutions for new markets
- Consistent investment
- Capability at scale
- Understand & manage risk
- Lower cost sites & structure
Localization for cost + quality

---

**Multi-modal**
- Pune, India
- Dammam, KSA
- Nigeria

**Efficiency**
- Poland
- Mexico
- Haiphong, Vietnam

- hangzhou
- Tianjin

**Localization**
- South Africa (Rail)
- Brazil (AV, P&W, O&G)
- Australia (O&G)

Substantial competitive advantage
Transforming services to accelerate growth

($ in billions)

<table>
<thead>
<tr>
<th></th>
<th>Revenue</th>
</tr>
</thead>
<tbody>
<tr>
<td>'12</td>
<td>$43</td>
</tr>
<tr>
<td>'13</td>
<td>$45</td>
</tr>
<tr>
<td>'14E</td>
<td></td>
</tr>
</tbody>
</table>

**Backlog**
- $157
- $180
- +

**Margins**
- ~29%
- ~30%
- +

- Service backlog at historic highs
- Core fleets continuing to grow ... average 3% across GE
- Industrial internet delivering ... $1.1B+ revenue in ’14 driving $/IB

**How we add value**

- Large, advanced installed base ... domain expertise
  - Gas Turbines
  - Wind Turbines
  - Oil & Gas
  - Commercial Engines
  - Healthcare
  - Locomotives
  - 3,900
  - 22,800
  - 20,700
  - 28,200
  - 1.4 MM
  - 21,500

- Proven track record of technology investments
  - Inspection & Repair Technology
  - Field Service Productivity
  - Predictivity™ tools

- Delivering broad continuum of offerings

**GE Revenue**

(a - Includes CFM and EA engines. CFM is a 50/50 JV between GE and Snecma. EA is a 50/50 JV between GE and Pratt & Whitney.)
Leadership in analytics

Historic + New = Physical + Analytical

Ways to win
1. Service margins
2. Grow $/IB
3. Software sales
4. Customer intimacy

Speaking the customer’s language

Aviation
- ~$10B of inefficiency in fuel, schedule maintenance

Power
- Need flexible operations and grid management
- 1 MPH of ↑ velocity = ~$200MM

Rail

Healthcare
- Efficiency: opex > capex
- ↓ reimbursements

Oil & Gas
- One day of production in LNG = ~$10MM margin

Industrial Internet = “No unplanned downtime + enterprise productivity”
Build vs. buy

Invest in talent

Technical

Bill Ruh (Cisco)

Leadership

+ World-class technical resources

~10,000

✓ Computational & analytics scientists
✓ UI leadership
✓ Platform developers
✓ Cyber security
✓ Software engineers

Businesses

COE

1,000+

Commercial

Kate Johnson (Oracle)

+ Adding commercial capability

✓ Outcome selling
✓ Consultation skills
✓ Solutions architecture

Connected to software ecosystem

Technical partners

Intel, AWS, Cisco, others

Establish favorable & scalable solutions

Strategic alliances

Accenture, Softbank, others

Co-development & go-to-market

Investments

Pivotal, 5 others

Accelerate innovation & financial success

Acquisitions

Wurldtech, API

Build capability to fill gaps & drive internal capability

Advantage to being first
**Execution**

**Predix**

**Build “middleware”**
- Speed
- GE standards
- Collaboration (Softbank)

**Game Changer**

**Capabilities**
- Disruptive and Innovative User Interfaces for Industrial Internet Applications
- Consistent look/feel from desktop to mobile
- Collaboration between mind and machine
- Simple data visualization
- Reusable models
- Search by asset attribute
- Intelligent data mapping to analytics
- Analytic Orchestration
- Push down analytics
- Asset model Integration

**Experience**
- Experience

**Asset**
- Core
- Machine

**Insight**
- Net

**Industrial Cloud**

**Predictivity launches (#)**
(Cumulative)
- ‘12: 9
- ‘13: 24
- ‘14E: 40+

**Predictivity revenue ($MM)**
- ‘13: $845
- ‘14E: $1,100+

6-week release cycles
Analytics = growth & profit

Asset Optimization + $/IB + CSA margins

**Time on wing**
- Full flight data → fewer unnecessary service events
- Better aircraft availability
- Lower GE service costs

**Wind PowerUp**
- Software-enabled platform to increase turbine output
- Up to 5% higher output
- Adjusts speed, torque, pitch & turbine controls

**SeaLytics (BOP Advisor)**
- Monitor performance and plan maintenance of BOPs using predictive analytics
- Higher uptime
- Less unneeded maintenance

**API Workforce**
- Healthcare workforce information exchange
- Process improvement
- Staff scheduling
- Patient classification

**Rail 360°**
- Loco sensors + analytics = optimized rail ops., inventory, and total costs
- Rail car utilization
- Average velocity

**Taleris**
- Helps airlines predict, prevent & recover from operational disruptions
- Better asset efficiency
- Higher fleet utilization

Enterprise optimization + revenue beyond the IB

Real and accelerating
**Lean management**

- **Our goal**: Changes GE’s cost structure to sustain investment while growing margins

**Competitiveness**

- **FastWorks**: Process driven/IT
  - Test + learn
  - Product cost/margin
  - Outcompeting based on speed; everything is “on the clock”

**Commercial intensity**

- **Excellent customer experiences**: better commercial operations, responsiveness, regional speed
  - Every employee feels that markets/customers determine our future

**Digital capability**

- **Fewer ERPs and more networked**: distributed leadership and shared services
  - Administrative scale
  - Accelerating productivity

---

**Leaner + faster + more competitive**
Lean management

What we have learned

- Scarcity drives teamwork & accountability
- Less is more ... people don’t miss things
- Nothing incremental ... everything mainstream

Programmatic

1. Leaner business structures ... SG&A ↓ from 5-15% in the businesses ... fewer layers & P&Ls
2. “Enabling function” cost down 15-20% facilitated by shared services
3. Simpler IT foundation ... ERP reduction on track
4. Corporate costs down ~$500MM
5. Leaner processes ... reducing waste & rework ... improving risk management
## Commercial intensity

### How GE is different

1. Distributed & empowered leadership that is positioned to win in regions
2. Unified in front of customer to drive outcomes
3. Adding talent in systems and technology
4. Retool commercial operations (ITO) with IT tools ... enhancing speed
5. Marketing/commercial finance support targeted share campaigns

### Healthcare model

<table>
<thead>
<tr>
<th>Structure/culture</th>
<th>Talent</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Regions own commercial strategy</td>
<td>✓ Product specialists &amp; solutions architects</td>
</tr>
<tr>
<td>✓ Leaders &amp; decisions in the market</td>
<td>✓ Integrated account management</td>
</tr>
<tr>
<td>✓ ↓ overhead/layers</td>
<td>✓ Focused on C suite</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Tools</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ SFDC, configurator</td>
</tr>
<tr>
<td>✓ Incentives ... common &amp; simple framework</td>
</tr>
<tr>
<td>✓ Commercial learning &amp; development</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Programs</th>
</tr>
</thead>
<tbody>
<tr>
<td>✓ Targeted share gain programs</td>
</tr>
<tr>
<td>✓ Frequent interactions &amp; feedback</td>
</tr>
<tr>
<td>✓ Winning headset</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Information &amp; speed</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Capabilities</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Share gain</th>
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</table>
IT modernization = margins

**Inquiry to order**
- Configuration
- Change management
- On-time delivery

**Field services**
- Expert analytics
- Mobility
- Outage reduction

**Manufacturing**
- Sensors + automation
- Data → productivity
- Supply chain visibility

**Infrastructure**
- ERP
  - 80% by 2016
- Applications
  - 30% by 2016
- Shared services
  - 60% by 2016
- Cloud
  - 60% usage

Simplification is built on tools that drive speed
Accelerate portfolio transition

Achieve stable mix (% operating earnings)

- Specialty Finance 25%
- Infrastructure 75%

Including Alstom

Balanced infrastructure leadership

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<thead>
<tr>
<th></th>
<th>% a)</th>
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</thead>
<tbody>
<tr>
<td>Power &amp; Water</td>
<td>~30</td>
</tr>
<tr>
<td>Energy</td>
<td>~10</td>
</tr>
<tr>
<td>Management</td>
<td>~10</td>
</tr>
<tr>
<td>Oil &amp; Gas</td>
<td>~15</td>
</tr>
<tr>
<td>Aviation &amp; Transportation</td>
<td>~25</td>
</tr>
<tr>
<td>Healthcare</td>
<td>~15</td>
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</tbody>
</table>

- Diversified ... long-term growth
- Capitalizes on industry themes
- Support GE growth & capability
- ... bring technology (electrification)
- Lots of expansion ahead ...
- great GE business
- Technical leadership with accelerating global opportunity
- Leveraging technology and global footprint ... core to GE

Common capability (“Model”)

- Technology + global footprint + brand + installed base + financing

1. Invest in infrastructure growth
2. Unlock value in businesses that don’t fit Infrastructure model ($4B+ dispositions)
3. GE Capital only in businesses with competitive advantage + returns
Alstom Power & Grid update
($ in billions)

Financials (LTM Sept.’13)

- Revenue: $20
- EBIT: $1.3
- EBIT%: 6%

Deal summary
- $13.5B enterprise value
- 7.9x pro forma EBITDA; 4.6x with run-rate synergies
- Immediately accretive; attractive returns
- ~$1.2B cost synergies by year 5
- Targeting to close in 2015

Strategic rationale

1. Service enhancement ... IB +35%
   Value: G → A

2. Gas turbine plant efficiency & project expertise
   Value: G + A

3. Expand renewables
   Value: G + A

4. Enhance growth markets
   Value: G + A

5. Stronger steam & grid businesses
   Value: A → G

6. Good leadership team
   Value: G + A

Strategic opportunity at a fair price ... complementary products in common markets
Deal execution

**France track record**

- **CFM** has been a global aviation leader for decades ... great cooperation, innovation and value creation
- **Thompson/CGR** has been a global healthcare COE for 25 years ... competitive and innovative
- **EGT (Belfort)** has been a global power COE for 15 years ... effective team and competitive cost
- **Power Conversion** global HQ in France, important technology for GE

**Achieve global competitiveness**

- Nuovo Pignone (O&G), Avio (Aviation), Jenbacher (P&W)

**Headcount**

<table>
<thead>
<tr>
<th>Alstom</th>
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<tbody>
<tr>
<td>Total</td>
<td>65k</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Europe (ex. France)</td>
<td>24k</td>
<td></td>
<td></td>
</tr>
<tr>
<td>France</td>
<td>9k</td>
<td></td>
<td></td>
</tr>
<tr>
<td>GE-oil</td>
<td>40k</td>
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</table>

**Invest**

1. European/global power center
2. Grow French jobs
3. Key headquarters & local partnerships

**Cost synergy opportunities**

- Manufacturing & services: ~$400
- Sourcing buy: ~$250
- Technology spend: ~$300
- Support functions: ~$250

Can hit synergies + invest in France

(a - Global headcount for GE P&W and Digital Energy)
Summary

Executive on strategy

- On track for 2014 objectives:
  - Double-digit Industrial segment growth
  - 4-7% organic growth
  - Margin expansion
  - Capital earnings ~$7B + ~$3B cash to parent
  - Disciplined & balanced capital allocation

- Launch Retail Finance IPO in 3Q

Strong & aligned team

- Transitions strengthen execution
- Deep pipeline + external talent
- Enhanced focus on margins & ROIC

Making GE better

1. Technical leadership + FastWorks
2. Global capability > competition
3. Transformational leadership in analytics takes services to next level
4. Simplification is changing our culture
5. Alstom can accelerate our portfolio transformation