

GE Global Growth & Operations: Germany

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Caution Concerning Forward-Looking Statements:

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

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

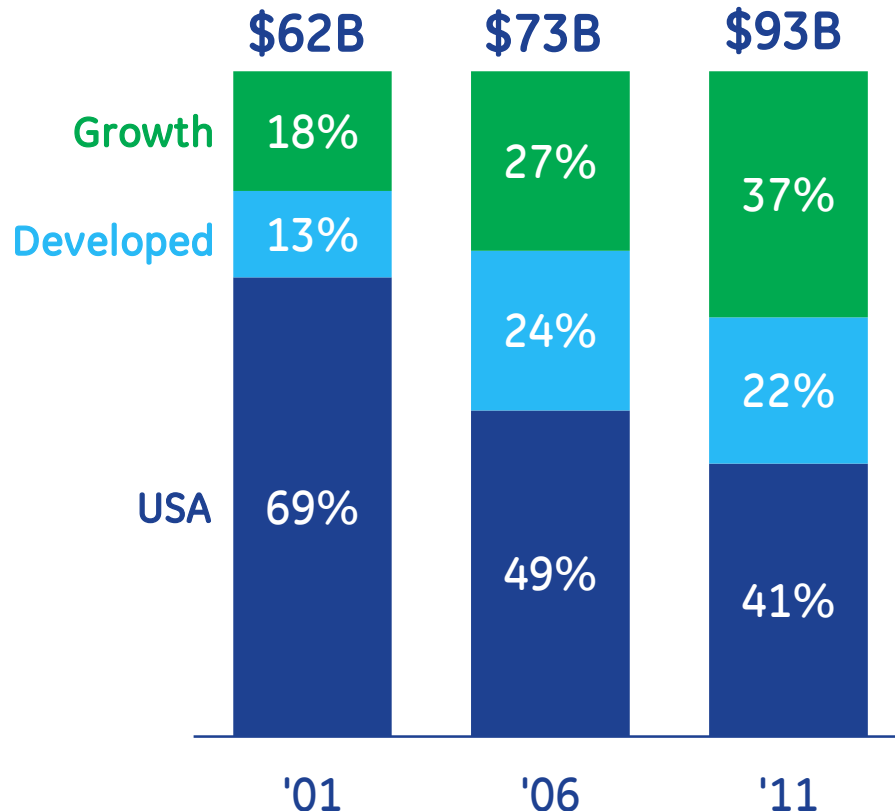
Today's agenda

- **Growth market overview**
- **Europe**
- **Germany**
- **Q&A**

Growth market overview

GE today

Industrial revenue*



* Excluding NBCU, including GE/GECS elim



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

Dynamics

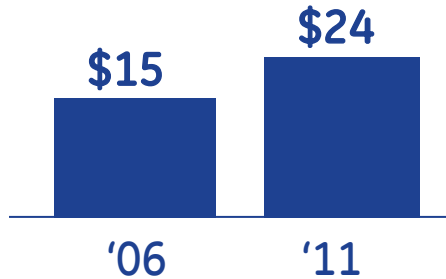
- Localized decision making
- Executing on game changing, local partnerships
- Connecting capital to customers
- Market driven product development
- Global supply chain / local fulfillment excellence ... efficiency

Global growth

(\$ in billions – Industrial revenue *)

Growth markets

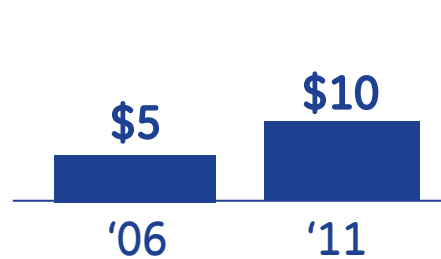
Resource Rich



- A&NZ
- Canada
- LatAm
- MENAT
- Russia/CIS
- SS Africa

10% CAGR
~3X GDP

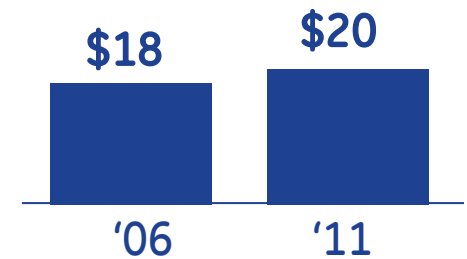
Rising Asia



- China
- India
- ASEAN

12% CAGR
~1.5X GDP

Developed



- Europe
- Germany
- Japan
- Korea

3% CAGR
~5X GDP

* Excluding NBCU, including GE/GECS elim



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

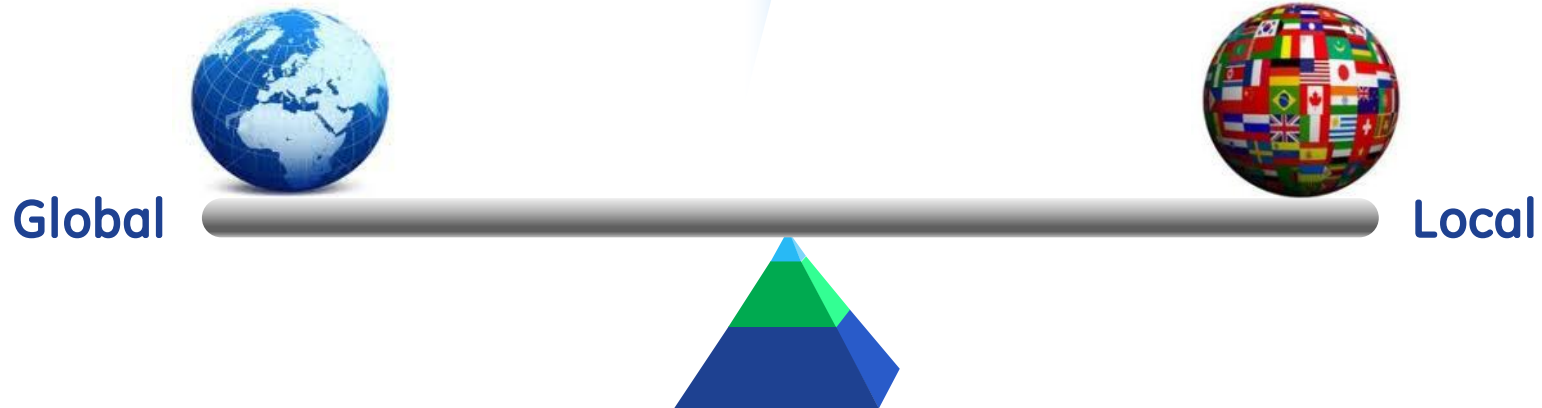
Global growth equation

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



Managing Europe volatility

- Europe Industrial revenues \$16B ... 18% of global
- GE Capital assets \$125B* ... 21% of global ... ~85% secured & stable delinquencies, \$0.2B exposure to focus country sovereign debt
- Varied performance within Europe ... Germany, Central & Eastern, UK showing good order performance versus tougher Southern Europe; Healthcare pressure as expected
- Opportunities to streamline European cost base around systems, process and structure: \$1BN target globally over 3 years
- Market volatility likely to create opportunities for GE Capital to acquire loan & lease portfolios at discount to book

**Despite volatility, our businesses
continue to perform**



* 4Q'11 GECC as reported financing receivables

Reinvesting for global growth

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

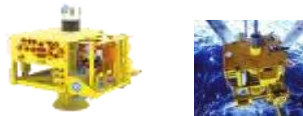
smiths

Acquired: 2007
Avionics
Global revenue: 32%



vetco

Acquired: 2007
Drilling & production
Global revenue: 87%



HYDRIL

Acquired: 2008
Pressure control equipment
Global revenue: 68%



Biacore

Whatman

Acquired: 2006 / 2008
Life Sciences
Global revenue: 65% / 60%



Wellstream

Acquired: 2011
Subsea drilling capability
Global revenue: 96%



Well Support

Acquired: 2011
Enhanced oil recovery
Global revenue: 49%



DRESSER

Acquired: 2011
Compression, flow, M&D
Global revenue: 61%



CONVERTTEAM
THE POWER CONVERSION COMPANY

Acquired: 2011
Power conversion
Global revenue: 80%

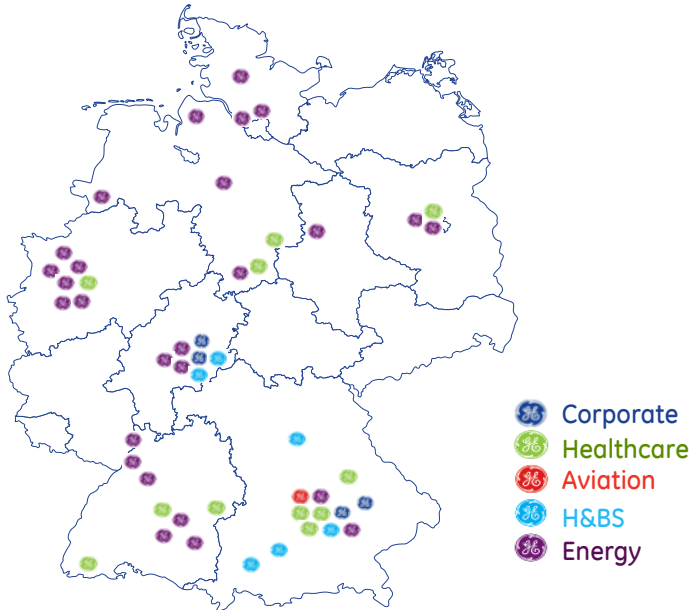


Germany

Germany overview

Footprint

Macroeconomics		GE footprint	
'12E GDP:	\$3.3T/0.8%	# of locations:	70
Population:	81.6M	# of industrial sites:	13
Unemployment:	2.9M	Employees:	~7,300



2012 GDP growth ~1%. .. outperforms the EU average in all macro KPIs



Source: Oxford Economics

Strategic importance

Key market for GE

- 4th largest economy, 20% of European GDP
- Thought leader in technology
- One of the largest renewables market globally
- 1.7T export activity

Growth strategy

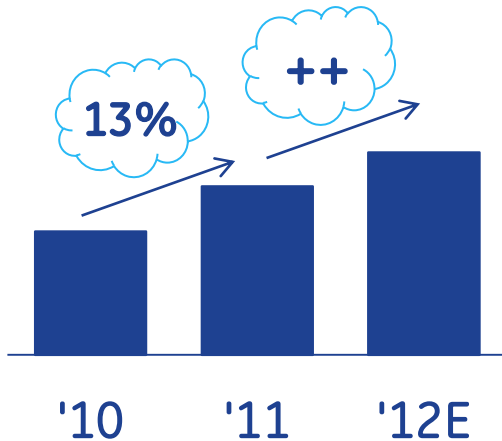
- Focus on underserved segments
- Leverage *Energiewende*/nuclear exit
- Expand technology footprint through Global Research Centre in Munich and launching Customer Innovation Center
- Invest in commercial footprint and brand

Opportunities for GE over next 10 years

	Area	Addressable segments/year	GE opportunities
1	 Energiewende - Gas & renewables - Grid & efficiencies	\$4B	Nuclear exit creates opportunity - Distributed power generation - Wind, including repowering - Smartgrid and utilities
2	 Healthcare	~\$5B	Aging population, increased spending <ul style="list-style-type: none"> • Increasing commercial footprint • Reinforcing academic sector
3	 Manufacturing Chemicals / Food & Beverage	~\$4B	Industrial output and production growth → companies looking for efficiency & productivity solutions
4	 Aviation Engines / Services / Systems	~\$2-3B	Leverage existing installed base to grow services and systems
5	 Capital - Factoring / Equipment Fin. - Aviation financing	~\$300B volume	Continue to be a strong player in the factoring space and build on opportunities to finance GE equipments

Financial outlook

Industrial revenue growth



- Outstanding 2011 results... 13% growth in a difficult environment
- 2012 outlook very positive, expecting double digit growth

Strategy & results

Grow through localization

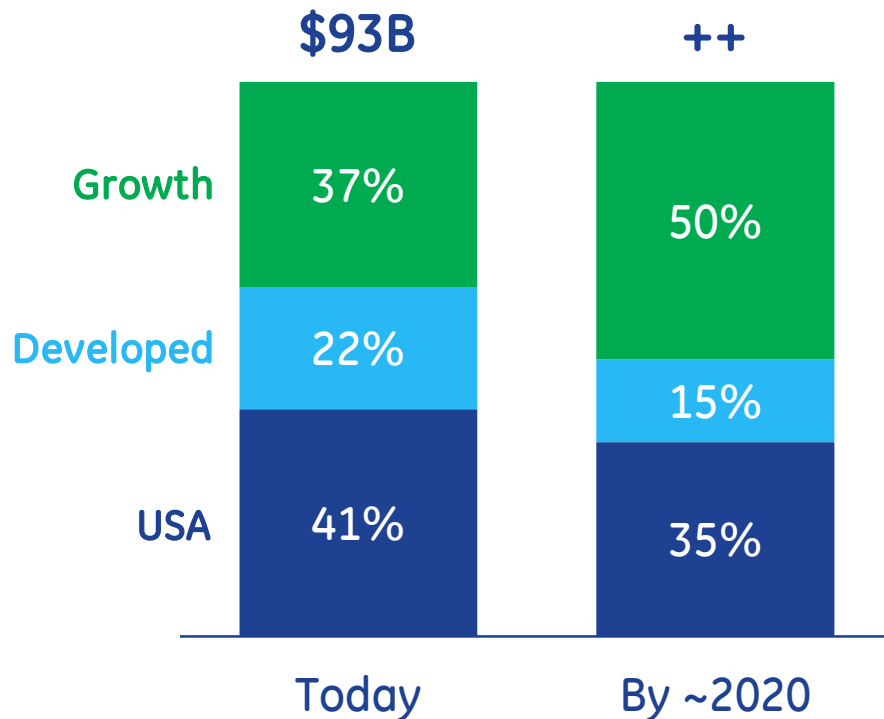
- Adding senior leaders to strengthen local decision making
- Reinforce organization ... commercial and execution capabilities
- Leverage German engineering capabilities ... expand local R&D

Traction building up

- 2011 orders up +18% ... positive trend across the entire industrial portfolio

GE tomorrow ...

Industrial revenue profile*



* Excluding NBCU, including GE/GECS elim



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

Long term shareholder value

Q&A