

GE Works April 2014

Imagination at work

"I find out what the world needs, then I proceed to invent it."

– Thomas Edison



GEWORKS ATGE ATGE WEPUTOUR IDEAS TO WORK TAKING THEM OFF THE PAPER OUT OF THE LAB AND INTO THE WORLD

ALL SHARING A BELIEF THAT THINGS CAN BE MADE TO WORK BETTER IT'S WHY WE GET UP IN THE MORNING IT'S WHY WE COME TO WORK **EVERY DAY** TO BUILD CURE POWER AND MOVE THE WORLD WE ARE AT WORK MAKING THE WORLD WORK BETTER

Our business units

Energy Management 5% / \$7.6 B



Oil & Gas 12% / \$17.0 B



Power & Water 17% / \$24.7 B



Healthcare 12% / \$18.2 B



Aviation 15% / \$21.9 B



Transportation 4% / \$5.9 B



Capital 30% / \$44.1 B



Appliances & Lighting 5% / \$8.3 B



~\$146 Billion Revenue in 2013

\$16.9 B Operating Earnings



Key statistics

- About 307,000 employees worldwide
- Operating in more than 170 global locations
- Rated AA+ with stable outlook by S&P
- Only current DJIA company in original index



Our culture

We invest in **people** and develop global leaders in a high-integrity environment.

We **perform** with excellence focused on organic growth, productivity and risk management. Building competitive advantage



Simplification



Growth Market Advantage



Technical Leadership



Better Service Through Analytics



Simplification

Make GE faster, smarter, and more efficient



Growth Market Advantage

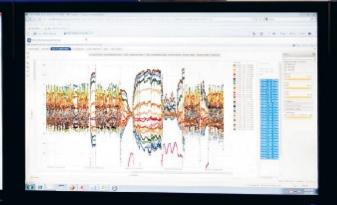
Build custom solutions to match our global scale with real local relevance

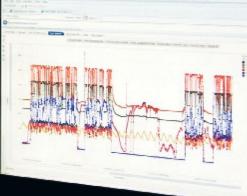
Better Service Through Analytics

Invest in the Industrial Internet to drive customer value through the use of analytics











Technical Leadership

Continue to invest in R+D to generate big technical solutions



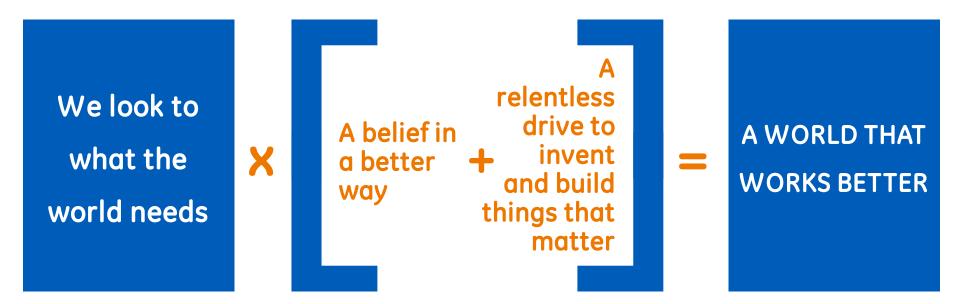
At work in the world

"GE is an essential 21st century company. We make things that very few people in the world can do."

- Jeff Immelt



The GE equation





GE Works

GE works on things that matter. The best people and the best technologies taking on the toughest challenges. Finding solutions in energy, health and home, transportation and finance. Building, powering, moving and curing the world. Not just imagining. Doing. GE Works.





OIL &

GAS

ENERGY MANAGEMENT

POWER &

WATER



HEALTHCARE

AVIATION

TRANSPORTATION

CAPITAI

IGHTING



GE water technologies purify enough water to satisfy the daily needs of 39 million people around the world.

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GE Healthcare technology helps doctors save nearly 3,000 lives each day.

Every 2 seconds, a GE-powered aircraft takes off.



Since 2010, GE filed more than 35,800 patents.

11



1

110

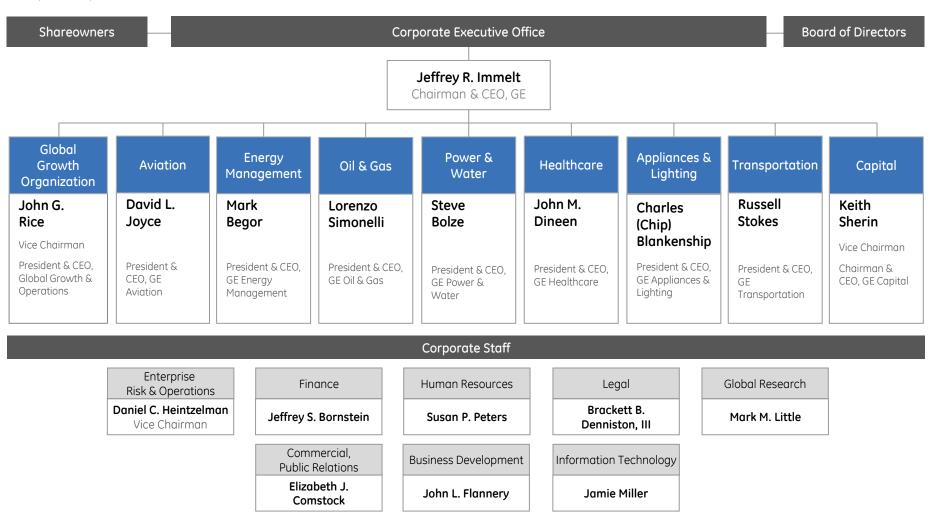


Appendix



Company Organization Chart

Updated April 2014





GE is consistently ranked as one of the world's leading corporations:



BRANDZ Most Valuable Global Brands



FAST COMPANY World's Most Innovative Companies WORKING MOTHER Best Companies for Working Mothers

WORKING

100 BEST

COMPANIES 2013

 WORLD'S MOST

 THICAL

 COMPANIES

 WWW.ETHISPHERE.COM



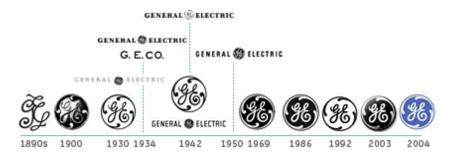
FORTUNE World's Most **ADMIRED** Companies (§

ETHISPHERE World's Most Ethical Companies BARRON'S 2103 Most Respected Companies FORTUNE World's Most Admired Companies



Over 100 years of brand building

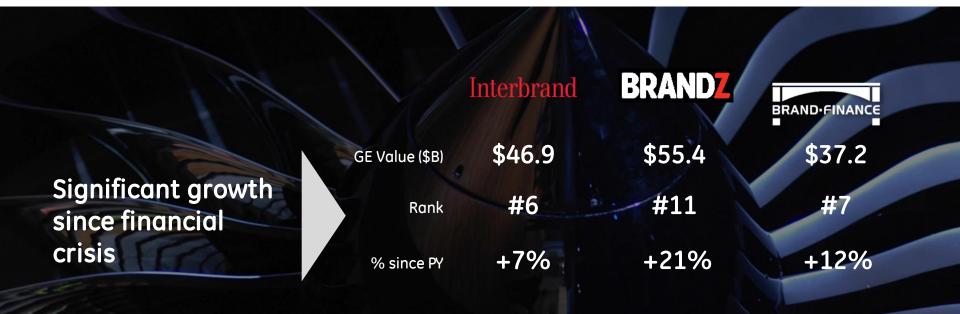
- 2012 GE Works
- 2009 healthymagination
- 2005 ecomagination
- 2003 imagination at work
- 1980s+ We Bring Good Things to Life
- 1970s Progress for People Men Helping Man
- 1960s+ Progress is Our Most Important Product
- 1950s We've Got A Patent on Progress
- 1940s You Can Put Your Confidence in General Electric
- 1930s+ Live Better Electrically
- 1920s Initials of a Friend...GE
- 1915 Largest Electrical Manufacturer in the World
- 1916 The Guarantee of Excellence on Goods Electrical







Value Growth



"Building capabilities in predictive software products, Big Data and analytics, and advanced manufacturing, the GE brand is stretching into new territories."



Our integrity

GE received the highest rating from Governance Metrics International joining 33 other global companies out of more than 3,000 rated.

GE was named one of the World's Most Ethical Companies by Ethisphere for the past 8 years.



The Spirit and the Letter A personal commitment by every GE employee to follow our code of conduct.



Our innovation

From Thomas Edison's first commercially viable light bulb to the first X-ray machines, we've continued to redefine what's possible for the world. Our recent developments include:



Evolution Series locomotive



Discovery CT750HD



MAC 400 compact ECG



GEnx jet engine



V-scan



2.5 MW turbine



LEAP-X engine



Investing globally in R&D

$\label{eq:43B} \begin{array}{l} \mbox{was invested in Research \& Development} \\ \mbox{over the last decade.} \end{array}$



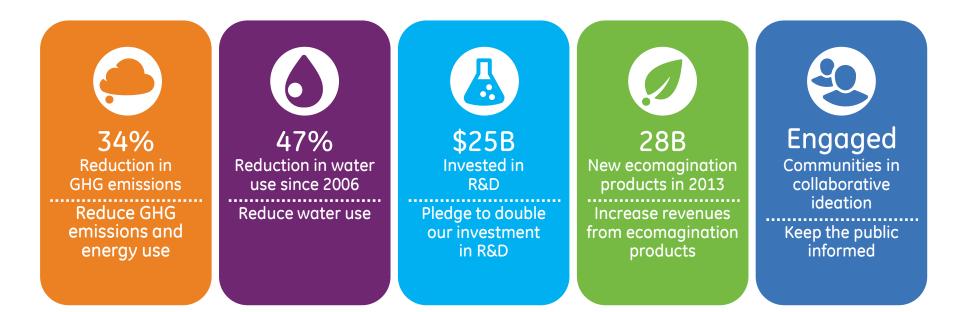
35,800 patents were generated by this content since 2000.



Development dollars also fuel our **ecomagination** and **healthymagination** efforts and Imagination Breakthroughs that stimulate growth across GE businesses.



ecomagination



Launched in 2005, ecomagination is more than a corporate sustainability program. Core to our business strategy, it considers our value chain, delivers solutions to our customers and provides increased productivity in a volatile world.



healthymagination



Invest in R&D

65 healthymagination products and solutions that meet quality, access, or affordability metrics

More than **\$3 billion** in R&D investment



Partner for Innovation

Cancer: Open Innovation Challenge to activate ecosystem to speed innovations for triple negative breast cancer, resulted in over 500 ideas from 40 countries.

Cities: GE created a collaborative effort in Cincinnati with employers, hospitals, physicians, insurers, and community officials to improve health. The program expanded to Louisville, KY and Erie, PA.



Invest and Grow Innovation

GE Ventures healthymagination Fund works to help start-ups accelerate to commercialization

At the end of 2012, 11 companies were in the healthymagination Fund portfolio.



Employee Health

HealthAhead is how we live healthymagination within GE.

By the end of 2012, more than **400** of GE's largest sites were HealthAhead certified—half of these sites are outside of the United States.

The result is that we've positively impacted twothirds of our global employee population



Keep the public informed

Improved transparency via an annual report, and a Web site.

Engaged communities in collaborative ideation and partnerships

Healthymagination is our \$6 billion strategy for taking on one of the toughest challenges: global health. We work to increase quality, access and affordability of health.



Growth values

External focus



Clear thinker



- Connects effectively with a broad group of stakeholders
- In tune with outside customers and environment, sees around corners
- Educated on global issues, curious about the world
- Embraces ambiguity and uncertainty, is adaptive
- Connects strategy to purpose and communicates in a way that inspires
- Decisive, uses knowledge, experience, network, instinct

Inclusiveness

- Welcomes opposing thoughts and ideas, listens and is humble
- Works collaboratively, respects individuals and cultures
- Drives engagement and commitment

Imagination & courage



- Generates innovative ideas and makes it happen
- Encourages risk taking and learns from success/failure
- Challenges bureaucracy and non valueadd work, drives speed and simplicity



- Domain depth, credibility built from experience and results
- Continuously develops self and
 passionate about developing others
- Leverages technology to win

Always with unyielding integrity.



Industrial Internet Positioning

Let's lead the world's next productivity revolution by connecting intelligent machines with people at work

Software

Cloud

Intelligent Machines

Connect the world's most intelligent machines, GE and others



Big Data & Analytics Combine the power of big data, big analytics, and industry physics



People at Work

Connect people any place, any way, and any time for intelligent operations

Sensors

Controls

A WORLD THAT WORKS BETTER, FASTER, SAFER, CLEANER AND CHEAPER

The Look of a Simpler Company

At GE, we think simpler is better. Simplification means quicker execution and closer collaboration with customers. It's a focus on efficiency, speed and market impact. With fewer layers and more field empowerment, we're putting accountability where it matters. We're bringing new ideas to market at a faster pace. And we are increasing customer intensity throughout the Company, so that all of us—from commercial teams to enabling functions—are aligned with market success.

4X

Improved Customer Response Time

Aviation: FastWorks – related overhaul projects

Oil & Gas: FastWorks – related Measurement & Control projects

Simplification Goals & Drivers

30pts Increase in Shared Services

80%

Fewer P&Ls (Enterprise Resource Planning systems)

45% Smaller HO



30%

Fewer P&Ls (Profit & Loss centers)

10%+ Lower

Lower Indirect Spend 30%+ Reduction in NPI Cycle (New Product Introductions)

50%+ Field Approvals

50% Reduction in Deal Cycle

A Great Team

Our culture is about providing everyone who works at GE with opportunities to exercise their responsibility, integrity, and creativity while growing themselves, their careers, and our business.

41,000 PEOPLE HIRED IN 2013 **\$1B** INVESTED IN LEARNING PER YEAR 97% SENIOR LEVEL RETENTION ACROSS GE

15% MORE LEADERS OUTSIDE THE U.S. IN THE LAST 5 YEARS

GE's global leadership institute in Crotonville, N.Y. The Crotonville campus hosts thousands of GE employees and customers each year. Thousands more attend Crotonville leadership courses around the world.



