General Electric Ecosystem

General Electric Company
1 River Road, Schenectady, NY 12345-6999; and
5 Necco Street, Boston MA 02210 (Executive Offices)
Phone: (617) 443-3000; www.ge.com

Outside Relationships

Regulators

Subjects of General Business Regulation and Selected Regulators

- U.S. and Foreign Copyright Offices (Copyright Claim Registrations)
- U.S. and Foreign Patent and Trademark Offices (Patent and Trademark Registrations)
- U.S. Securities and Exchange Commission (SEC) (Securities Law Disclosure and Financial Reporting Requirements; Anti-Bribery Law)
- U.S. Environmental Protection Agency (EPA) (Regulation of Discharges, Leaks, Emissions, Disposals, Storage of Greenhouse Gases and Other Particulate Matter, Hazardous Waste, and Toxic Substances in the Water, Air and Soil; Superfund Cleanup Requirement for Contaminated Sites)
- U.S. Internal Revenue Service (IRS) and State Tax Authorities (Regulation of Income Taxes, Indirect Taxess Such as Excise/Duty and Sales/Use Taxes, Payroll Taxes, Franchise Taxes, Withholding Taxes, and Ad Valorem Taxes)
- U.S. Department of Labor (DOL) (Wage and Overtime Record-Keeping, Fair Hiring, Serious Injury Reporting to Occupational Safety and Health Administration (OSHA))
- Trade Authorities (Import/Export Controls, Tariffs and Trade Barriers, Restricted Party Transactions and Improper Payments, and Economic Sanctions)
- Fair Trade, Data Security, and Anti-Corruption (Antitrust/ Competition Law, Cyber Security, and Data Privacy and Sovereignty; Anti-Bribery Law)

Power Regulation

- Federal, State, Foreign Regulators and the Energy Industry ((Regulatory Requirements); Performance Standards)
- International Energy Agency (Sustainable Development, CO_2 Emissions Regulation)

Renewable Energy Regulation

- Federal Energy Regulatory Commission (FERC) (Regulation of Hydropower Projects)

Aviation Regulation

- U.S. Federal Aviation Administration (FAA) (Regulation of Civil Aviation and Aircraft Technologies)
- European Aviation Safety Agency (EASA) (Civil Aviation Safety, Inspections, Certifications, Monitoring)
- Other Aviation Regulatory Bodies (International Civil Aviation Organization, National Aviation Regulators)

Healthcare Regulation

- U.S. Food and Drug Administration (FDA) (New Drug and Medical Device Approval and Regulation, Good Manufacturing Practices)

Capital

- Public Debt Holders
- Commercial Banks

Suppliers

Categories of Supply

- Materials
- Steel
- Aluminum
- Plastics
- Glass
- Composite Materials
- Packaging
- Film
- Tape
- Cardboard
- Tech
- Electronic Instruments and Controls
- Medical Equipment and Supplies
- Scientific and Technical Instruments
- Semi-conductors
- Software
- Maintenance and Fabricated Supplies
- Appliances
- Chemicals
- Fuel
- Battery Packs
- MRO Supplies
- Tools
- Ball/Roller Bearings
- Truck Parts

GE utilizes third-party suppliers, contract manufacturers, service providers, and commodity markets to secure raw materials, parts, components and sub-systems used in its products and services

Labor Unions (Covering 6,750 U.S. Employees)

- Local Affiliate of The Industrial Division of the Communication Workers of America (IUE-CWA)
- Local Affiliate of American Federation of Labor and Congress of Industrial Organizations (AFL-CIO)

Customers

- Bond Financing
- Working Capital Financing
- Foreign Currency Derivatives Transactions (Euro, Pound Sterling, Real, and Renminbi)
- Power Products Regulation
- General Business Regulation
- Renewable Energy Regulation
- Sales and Supplies of Raw Materials, Parts, Components, Sub-Systems, and Sub-Assemblies
- Turbine Sales for Small, Mobile Power Plants and Utility-Scale Power Plants
- Sales of Maintenance, Service, and Upgrade Solutions
- Sales of Steam Power (Boilers, Generators, Steam Turbines) and Air Quality Control Systems
- Sales of Power Conversion Systems (Motors, Generators, Automation and Control Equipment and Drives)
- Aviation Industry Regulation
- Medical Device Regulation
- Labor Union Representation and Collective Bargaining Services

Gas Power Customers

- Utilities
- Independent Power Producers
- Industrial Customers

Power Portfolio Customers

- Power Plants
- Utilities
- Independent Power Producers
- Industrial Customers
- Energy Intensive Industries
- Marine Industry
- Oil and Gas Industry
- Renewable Energy Industry
- Mining Industry
- Rail Industry
- Metals Industry
- Test Systems
- Water Industry
- Nuclear Reactors
- Utilities
- Nuclear Fleets

Nuclear Reactor Joint Venture Partners

- Hitachi
- Toshiba

Sales of Advanced Nuclear Reactor Technology Solutions

Nuclear Reactor Technology Joint Ventures

General Electric Company (New York Corporation)

Debt Structure

Debt ($75.067B @ 12/31/2020) — **Credit Ratings: Baa1 (Moody's); BBB+ (S&P)**

GE Industrial

Borrowings Due in 2021: $3.35B; Average Rates: 3.49% - 5.30%	Senior Notes: $37.17B; Average Rates: 2.90%- 3.25% (Maturity 2022-2055)	Subordinated Notes: $1.779B; Average Rate: 3.28% (Maturity 2035-2037)	Other Debt: $435M

GE Capital

Borrowings Due in 2021: $4.46B; Average Rates: 0.81% - 1.72%	Senior Notes: $30.13B; Average Rate: 3.41% (Maturity 2022-2042)	Subordinated Notes: $1889M	Intercompany Payable to GE Industrial: $16.78B;	Other Debt: $582M;

Equity Structure

Equity

Share Buyback Programs *None Authorized*	Preferred Stock *Outstanding:* 5.939M shares	Common Stock *Outstanding:* 8.765B shares *Recordholders:* 365,000

Governance

Board of Directors

- H. Lawrence Culp, Jr.
- Sebastien M. Bazin (F, G)
- Ashton Carter
- Francisco D'Souza (G, M)
- Edward P. Garden (F, M)
- Thomas W. Horton (G, M)
- Risa Lavizzo-Mourey (G, M)
- Catherine Lesjak
- Paula Rosput Reynolds (A)
- Leslie Seidman (A, F)
- James S. Tisch (F, G)

Committees: Audit ("A"); Finance and Capital Allocation ("F"); Governance and Public Affairs ("G"); Management Development and Compensation ("M")

Management Team

- H. Lawrence Culp, Jr. (Chairman and CEO)
- Vic Abate (Senior VP & Chief of Technology Officer)
- Nancy Anderson (VP & Chief information Officer)
- Mike Barber, Chief Diversity Officer
- Linda Boff, Chief Marketing & Communications Officer, VP, Learning and Culture and President, GE Foundation
- Alec Burger, Senior VP, President and CEO of GE Capital and Chairman of GE Capital Aviation Services
- Patrick Byrne, CEO, GE Digital
- Kevin Cox, Chief Human Resources Officer
- Caroline Dybeck Happe, Senior VP and Chief Financial Officer
- John Godsman, Head of Business Development
- Nabil Habayeb, Senior VP, GE and President & CEO, GE Global Growth Organization
- Mike Holston, Senior VP, General Counsel and Secretary
- Daniel Janki, Senior VP, Business Transformation
- David L. Joyce, Vice Chair
- Kieran Murphy, President and CEO, GE Healthcare
- Jérôme Pécresse, Senior VP, GE & CEO, GE Renewable Energy
- Chris Pereira, Chief Risk Officer & Chief Corporate Counsel
- Riccardo Procacci, CEO Avio Aero, & VP & CEO of GE Additive
- John S. Slattery, President & CEO of GE Aviation
- Russell Stokes, Senior VP, GE & President and CEO, GE Power Portfolio
- Scott Strazik, CEO, GE Gas Power
- Jennifer VanBelle, Senior VP, GE & GE Capital Treasurer
- Steve Winoker, VP, Investor Communications, GE

Strategy

- Governance Frameworks
- Risk and Opportunities
- Operational Initiatives for Strategy and Risk

Technology

- Technology Infrastructure
- Product Management
- Global Research
- Engineering

GE Healthcare

- Data Analytics
- Applications and Services

Diversity

- Leadership Accountability
- Metrics
- Inclusion Strategy
- Diversity Strategy
- Diversity Learning
- Mentoring

Legal

- Compliance
- Ethics
- Corporate Secretary
- Environmental Health
- Safety Operations

Finance and Accounting

- Financial Planning Analysis
- Investor Relations
- Controllership
- Internal Audit
- Treasury
- Tax

GE Capital

- Acquisitions
- Applications and Services
- Global Funding and Liquidity
- Treasury Services
- Capital Structure
- Cash Management

Corporate Matters

Business Development and Transformation

- Divestitures
- Portfolio Strategy
- Mergers and Acquisitions
- Partnership Development Initiatives
- Financial Models and Analysis

Human Resources

- Talent Management
- Leadership Development and Learning
- Compensation and Benefits
- Employee Relations and Security

GE International Markets

- Stakeholder Relationships
- Market Business Strategy
- Enterprise Risk
- Technology Partnerships
- Localization
- Human Capital Development

GE Capital Aviation Services (GECAS)

- Commercial Aircraft Financing
- Leasing

Operations

Industrial (2020 Revenue: $73.022B)

Power (2020 Revenue: $17.589B)

Offers products (such as gas and steam turbines), technologies, data-leveraging software solutions, and power generation services to harness resources such as oil, gas, fossil, diesel, nuclear, and water to produce electric power

Products and Services

Gas Power (2020 Revenue: $12.7 Billion)

- GE Gas Turbines
- Heavy-Duty Gas Turbines (a Subset of GE Gas Turbines)
- Aeroderivative Gas Turbines (a Subset of GE Gas Turbines)
- HA-Turbines (a Subset of Heavy-Duty Gas Turbines)

Power Portfolio (2020 Revenue: $4.9 Billion)

- Steam Power Technology (Boilers, Steam Turbines and Generators)
- Air Quality Control Systems
- Power Conversion Technologies (Motors Generators, Automation, Control Equipment and Drives)
- Advanced Reactor Technologies (Reactors, Fuels and Support Services for Boiling Water Reactors)

Competitors

- Siemens
- United Technology
- Honeywell
- 3M
- Emerson
- Philips
- Hitachi
- Schneider Electric

Renewable Energy (2020 Revenue: $15.666B)

Provides clean renewable energy equipment, such wind turbine platforms, hardware and software, and offshore and onshore wind turbines and blades, hydropower and grid solutions, high voltage equipment, and digital services

Products and Services

Onshore Wind (2020 Revenue: $10.9 Billion)

Onshore (100% of Wind Revenue)

- 2/3MW Onshore Wind Turbines; Installed Base
- Wind Turbine Blades
- Digital Wind Farm

Offshore

- Offshore Wind Platform and Turbine (Haliade X-12MV Prototype)

Hydro, Offshore, Wind, Hybrid Solutions (2020 Revenue: $1.2B)

- Battery Energy Storage (Solar, Wind, Thermal)
- Solar + Storage Solutions (WISE, or Wind Integrated Solar Energy, Hybrid Wind Turbines and Solar Panels, Solar Arrays and Storage System)
- Hybrid Electric Gas Turbines
- Wind + Storage (Wind-battery hybrid system)
- Distributed Energy Solutions

Grid Solutions Equipment & Services (2020 Revenue: $3.6 Billion)

- High/Medium Voltage Equipment (Transformers, Transmission, Storage, HDVC)
- Power Electronics & Communications (Capacitors, Reactors, Energy Storage, Smart Grids, Optical Networks)
- Automation & Protection Equipment (Circuit Breakers, Compact Relays)
- Systems, Services and Digital Solutions

Hydro (2019 Other Revenue: $0.9 Billion)

- Large Hydro Power Solutions (Turbines, Generators, Control Systems, Hydro-Mechanical Equipment, Digital Software)
- Small Hydro Power Solutions (5MW Hydro Turbines, Construction, Management, Maintenance)
- Hydro Services (Pumped Storage Technology, Digital Hydro Solutions, Micro Hydro Kinetics, Plant Asset Management)

Competitors

- Enercon
- Sinovel Wind Group
- Siemens Gamesa Renewable Energy
- MHI Vestas Offshore Wind
- Mitsubishi Hitachi Power America
- Vestas
- Suzion Energy
- Nordex

Aviation (2020 Revenue: $22.042B)

Provides jet engines and turboprops for commercial and military airframes, maintenance, component repair, and overhaul services, replacement parts, additive machines and materials, and engineering services

Products and Services

Commercial Jet Engines and Services (37,800 Units) (2020 Revenues: $13.1 Billion)

- Regional Aircraft
- Narrowbody Aircraft
- Widebody Aircraft

Military Engines and Services (26,000 Units) (2020 Revenues: $4.6 Billion)

- Fighters
- Bombers
- Helicopters (U.S Army Apache and Black Hawk)
- Tankers
- Surveillance Aircraft
- Marine Applications
- Maintenance, Component Repair, and Overhaul Services
- Replacement Parts

Engine Systems, Components and Services (2020 Revenues: $4.5 Billion)

- Avionics Systems
- Electronic Power Systems
- Flight Efficiency and Intelligent Operation Services
- Aircraft Structures
- Avio Aero
- Additive Engineering Services (AddWorks Consultancy)
- Additive Machines (Concept Laser and Arcam EBM)
- Additive Materials (Metal Powders from AP&C)

Digital Initiatives (Analytics on Flight Operations, Technical Operations, Advanced Manufacturing)

Competitors

- Rolls-Royce
- United Technology Aerospace (Raytheon)
- Pratt & Whitney (Raytheon)
- Jeppesen (Boeing)
- Collins Aerospace (Raytheon)
- Honeywell
- Safran
- Turbomeca

Healthcare (2020 Revenue: $18.009B)

Provides healthcare technologies in medical imaging, digital solutions patient monitoring and diagnostics, drug discovery, biopharmaceutical manufacturing technologies, and performance enhancement solutions

Products and Services

Healthcare Systems (2020 Revenues: $15.4 Billion)

- Imaging for General Diagnostics (Magnetic Resonance, Computed Tomography (CT) Scanners, Molecular Imaging, X-Ray Systems)
- Ultrasound (High-Frequency Soundwaves, Complementary Software and Services)
- Life Care Solutions (Clinical Monitoring Systems, Acute Care Systems, Complementary Software and Services)

Applications

- General Diagnostics
- Diagnostics Tailored to Various Clinical Settings
- Intensive Care, Anesthesia Delivery, Diagnostic Cardiology, Prenatal Care

Life Sciences (2020 Revenues: $3.6 Billion)

- Bioprocess and Pharmaceutical Diagnostics; Products for Drug Discovery; and Cellular and Gene Therapy Technologies
- Imaging Agents Used in Medical Scanning Procedures (Highlights Organs, Tissue and Bodily Functions)

Applications

- Predict, Diagnose and Treat Disease; Help Increase the Precision of Diagnostic Information to Clinicians
- Aid Physicians in Early Detection, Diagnosis, and Disease Management (via Advanced In-Vivo Diagnostics)

Healthcare Equipment Finance

Healthcare Equipment Financing Services to GE Customers (After 2018)

Competitors

- Medtronic
- Johnson & Johnson
- Baxter
- Abbott
- CardinalHealth
- Boston Scientific
- BD
- Siemens Healthineers
- Philips

Capital (2020 Revenue: $7.245B)

Leases and finances aircraft, aircraft engines and helicopters, provides financial and underwriting solutions, and manages GE's run-off insurance operations.

Services

GE Capital Aviation Systems (GECAS) (2020 Revenues: $3.9 Billion)

Assets (900 Aircraft)

- Narrow- and Widebody Jets
- Regional Jets
- Turboprops
- Freighters
- Engines
- Helicopters
- Materials

Financing Products

- Operating Leases
- Sale-Leasebacks
- Asset Trading and Servicing
- Airframe Parts Management

Energy Financial Services (EFS) (2020 Revenues: $74 Million)

- Financial Solutions
- Underwriting Capabilities

Working Capital Solutions (WCS) (2020 Revenues: $66M)

- Working Capital Solutions (WCS)
- Healthcare Equipment Financing Services to GE Customers (Through 2018)

Run-Off Insurance (2020 Revenues: $2.9 Billion)

- North American Life and Health
- Employers Reassurance Corporation
- Union Fidelity Life Insurance Company
- Electric Insurance Company

Competitors

- Banks
- Finance Companies Associated with Manufacturers
- Reinsurance Companies
- Insurance Companies
- Leasing Companies
- Equity Investors

Capital Contributions

LEAP Engine Sales

Working Capital Services

Property and Casualty Insurance

Smart Wind Turbines, Blades and Platform Sales and Services

Sales of Power and Protection Equipment, Electronics, and Automation

Hydro Turbines, Generators, Turnkey Design, Build & Operating Services, and Asset Management Services

Sales of Commercial Jet Engines

Sales of Military Jet Engines

Joint Venture with Safran Aircraft Engines

Joint Venture with United Tech-nologies

Healthcare Equipment Financing

Sales of General Diagnostics, Ultrasound, Life Care Solutions and Other Healthcare Systems, Software, Equipment and Services

Sales of Imaging Agents

Sales of Bioprocess and Pharmaceutical Diagnostics Products

GE Assumes Long-Term Care Insurance and Life Insurance (Closed to New Business)

Property and Casualty Insurance

GE Assumes Long-Term Care Insurance, Structured Settlement Annuities, and Variable Annuities (Closed to New Business)

- Onshore Wind Power Industry and Offshore Wind Farms
- Power Utilities & Industrial Customers (Oil and Gas, Telecom, Mining and Water)
- Hydro Power Plant Operators
- Commercial Airline Manufacturers
- U.S. Department of Defense
- Airbus & Boeing (Exclusively for Boeing 737 Max)
- LEAP-1B Engine Sales
- Jet Engine Sales
- CFM International (GE – 50% and Safran Aircraft Engines – 50%)
- Joint Venture (GE – 50% and United Technologies / Raytheon – 50%)

Healthcare Systems Customers

- Hospitals, Clinics and Other Healthcare Facilities
- Medical Device Distributors

Bio-Pharmaceutical Industry

Insurance Customers

- Various Re-Insurance Treaties
- GE Employees
- Genworth Financial

Outside Relationships

Customers

Securities Regulation and Stock Exchange Listing/Maintenance Rules

Dividend Distributions

Equity Capital

Professional Services

Financial Services Regulation

Aircraft Leases and Financings

Energy Financial Solutions and Underwriting Services

Healthcare Equipment Financing

Aviation Lease and Financing Customers

- Boeing (Aircraft Manufacturer)
- Airbus (Aircraft Manufacturer)
- 225 Customers in 75 Countries

Energy Financial Services Customers

- Power Projects
- Renewable Energy Projects

Healthcare Equipment Finance Customers

- Hospitals
- Medical Clinics

Suppliers

Professional Firms

- KPMG LLP (Deloitte & Touche for 2021) (Audit Services)
- Harbinger Strategies (Lobbying Services)
- FCB (Advertising Services)
- Clifford Chance (Legal Services)

Capital

Significant Shareholders

- T. Rowe Price Associations, Inc. (8.38%)
- The Vanguard Group, Inc. (6.94%)
- Fidelity Management Group, Inc. (4.39%)
- BlackRock Fund Advisors (4.09%)
- SSgA Funds Management, Inc. (4.01%)
- Institutional Ownership: 62.39%

Regulators

Securities Regulators

- US Securities and Exchange Commission
- New York Stock Exchange

Financial Services Regulation

- Commercial Lending Regulators (Anti-Money Laundering, Licensing of Financiers, Disclosure of Certain Terms, Interest Rates, Limits on Certain Collection Practices)
- Kansas Insurance Department (Primary Insurance Regulator)

Key Company Data (as of 12/31/2020)

Founded in 1892 in Schenectady, NY, General Electric Company is a high-tech industrial company that operates worldwide through four industrial segments (power, renewable energy, aviation, and healthcare) and a financial services segment.

Financial Highlights

Results of Operations

- Sales: $79.6 Billion
- Cost of Sales: $60.421 Billion
- Gross Profit: $19.179 Billion (23.99% Gross Margin)
- SG&A: $12.621 Billion
- Operating Income: $(6.2) Billion
- Net Earnings: $5.546 Billion

Financial Condition

- Total Assets: $253.452 Billion
- Total Liabilities: $216.378 Billion
- Long Term Debt: $70.288 Billion

Cash Flow

- Industrial Free Cash Flow: $606 Million

Share Information

- NYSE Ticker Symbol: GE (8 Series of Registered Notes Under GE Symbols)
- Share Price: $11.70 (2/12/2021)
- Forward Annual Dividend: $0.04 per share
- FY2020 EPS: $0.58 (Trailing 12 Months)
- Market Capitalization: $102.53 Billion

Resources

- Total Employees: 174,000
- Employees by Segment: Power (34,000), Renewable Energy (40,000), Aviation (40,000), Healthcare (47,000), Capital (2,000), and Corporate (10,000)
- Manufacturing Plants: 82 (U.S.) and 149 (34 Non-U.S. Countries)

Recent Developments

Earnings Outlook:
GE's turnaround effort is showing progress with a 2021 Cash Flow outlook of $2.5 Billion to $4.5 Billion, which has exceeded Wall Street expectations.

Baker Hughes:
GE owns 36.8% of the oil field services giant Baker Hughes and plans to completely divest from the slumping company (and industry) by 2023.

Boeing 737 Max Grounding:
GE Aviation and GE Capital Aviation Services deliver LEAP-1B aircraft engines through CFM International exclusively to Boeing for the 737 MAX. Global regulatory authorities (including the FAA) ordered a temporary fleet grounding of the Boeing 737 MAX from March 2019 to December 2020. This order has been lifted.

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