

Measuring success



imagination at work

General Electric Company

3135 Easton Turnpike
Fairfield, CT 06828-0001
United States

Phone: 203-373-3476

www.ge.com

NYSE: GE

**Chairman of the Board &
Chief Executive Officer**

Mr. Jeffrey R. Immelt

Revenues

\$152.4 Billion

Employees

300,000+

ROI Study Highlights

- ROI of 406% in 5 years
- IRR of 59% in 5 years

Strategic Benefits

- Enhanced Security
- Improved Flexibility
- Increased Automation
- Increased Visibility

Study Scope

- Corporate Treasury Payments activity only
- Does not include receipts
- Does not include Business Unit Cash & Financial Management Activity

GE Corporate Treasury moves to global banking industry solution SWIFTNet — 406% ROI to be realized

Executive Summary

GE is a diversified technology, media and financial services company dedicated to creating products that make life better. From aircraft engines and power generation to financial services, medical imaging, television programming and plastics, GE employs more than 300,000 people worldwide in over a dozen operating segments and it operates in more than 100 countries. In order to run its businesses GE makes millions of payments each year, many of which must be made within a specific time frame to meet contractual obligations with its customers and suppliers.

GE Corporate Treasury serves over 4,000 business units within the GE family of companies, spanning some 20,000+ bank accounts with nearly 200 banks around the globe. Every day, GE Corporate Treasury manages billions of dollars – money that must be collected from customers and paid to vendors around the globe, in over a dozen foreign currencies. For GE, availability, reliability, security and control are paramount to get the job done.

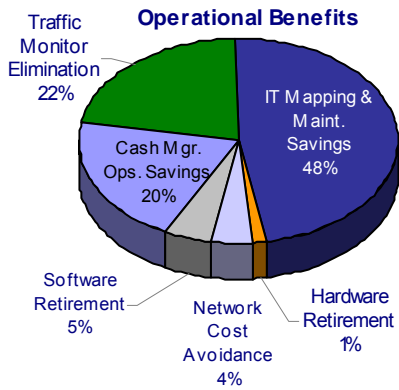
In 2004, GE Corporate Treasury, like most large multi-nationals, was wrestling with multiple banking relationships and connections to execute their cash management (payment and receipts) strategies. Scaling to handle the volume and demands of its growing business, GE would have required an increase in headcount to process more than the current 50% level of treasury volume. IT (Information Technology) was spending a significant amount of resources to maintain multiple systems and connection points. Each connection was different—systems, processes, and data (quality, availability and timeliness) impacting GE's ability to quickly assemble a view of its current cash positions. IT was in an endless cycle of break-fix, work-arounds and updating and maintaining various security protocols.

To overcome these challenges, GE made the decision to use SWIFT, and its SWIFTNet Corporate-to-Bank (C2B) solution to provide GE with a simple, secure and reliable communications platform to transmit financial messages to and from GE's banks around the globe. SWIFT serves 7,800 financial institutions in more than 202 countries.

With SWIFTNet, GE is able to create one window from its internal Treasury Workstation, (GE WebCash) directly to its banks. The SWIFTNet solution allows GE to replace its existing fragmented approach, comprised of point-to-point, EDI VANS (Value Added Networks) and proprietary bank connections to one single, reliable, integrated non-repudiated platform. Since the implementation began, GE Treasury has realized enormous benefits from the combination of SWIFTNet and GE WebCash.

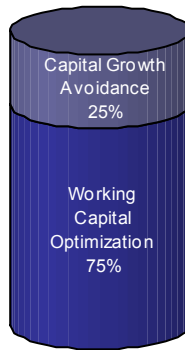
GE is experiencing increased reliability, enhanced security and controllership, which translates into an impressive financial Return On Investment (ROI) of 406% over five years.

Benefits



Thoughtware Worldwide's analysis shows GE Corporate Treasury will generate \$10.5 million in net benefits over five years from its investment in SWIFTNet. More importantly, GE achieves a positive return from its investment in SWIFTNet based on the operational benefits alone

Financial Benefits



Beyond the operational benefits, GE Corporate Treasury will achieve long term benefits from increased visibility and availability of its cash around the globe. This translates into improved cash management and reduced borrowing by optimizing the use of its idle cash

Break Even Analysis

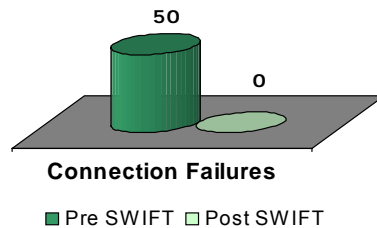


Bank-wide adoption and support of SWIFT's FileAct, delayed GE's realization of benefits for the first years of its investment. As banks adopt FileAct, GE continues to increase its benefits realization

Operational Impact

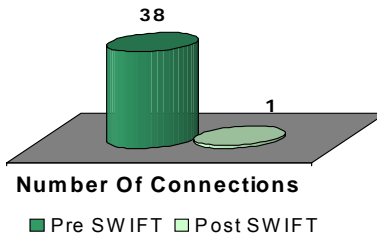
Improved Reliability

By implementing SWIFTNet, GE Corporate Treasury has reduced the number of connection failures. Pre-SWIFTNet, the average connection failure was 50 times per year, with SWIFTNet no connection failures have occurred



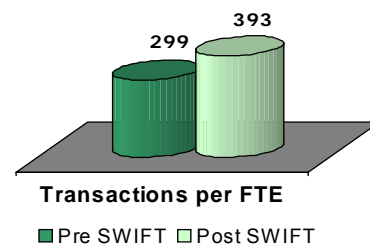
Simplification

Before implementing SWIFTNet, GE Corporate Treasury dealt with over 100 banks with 38 proprietary software connections. With SWIFTNet fully implemented the number of connections will drop to one



Operational Efficiency

By implementing SWIFTNet, the Treasury Operations team can increase the activity volume per resource by 31%



Future Benefits

"Standards Need to Become Standards"

Full automation and Straight Through Processing (STP) can not be achieved without standards. SWIFTNet enables rich data capture and transmission making STP possible

ERP Integration

Extending SWIFTNet to support other financial messaging requirements, will increase the quality and transparency of its recording, reporting and reconciliation of transactions translating into optimized working capital

Availability and Support

In the 24x7, global, multi-currency world, connectivity, support and availability are paramount to running a successful enterprise. By moving to standards, like SWIFTNet, all participants can reallocate resources to more value-added activities

About the Value Measurement Series

This study is one of a series of investigations into the costs and business returns of SWIFTNet investments. It is intended to serve business executives and managers who are evaluating investment options to improve the way they conduct Cash and Treasury Management. This case study is based on original research and analysis conducted by Thoughtware Worldwide, LLC, an independent research and consulting firm. Thoughtware Worldwide's research included on-site interviews with members of GE Corporate Treasury and reviews of company financial and planning documents. Information contained in the publication has been obtained from sources considered reliable, but is not warranted by Thoughtware Worldwide, LLC, or S.W.I.F.T.. © 2005 All rights reserved. For more information about this study, please visit: ThoughtwareWorldwide.com or contact your local SWIFT office