



Global Industrials Conference

GE Healthcare

John Dineen
President & CEO
March 18, 2014

Imagination at work.

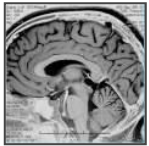
Caution Concerning Forward-Looking Statements:

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 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; 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, 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; 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 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.



A Leading Healthcare Solutions Provider

Diagnostic & clinical equipment



Diagnostic imaging



Clinical products



Molecular imaging

\$9.5B

Information technology & services



Clinical and administrative



Departmentals



Connectivity & knowledge solutions



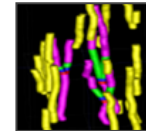
Equipment service solutions

\$6.0B

Molecular medicine



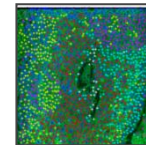
Bio-process



Protein & cell sciences



Contrast media/PET tracers



Molecular pathology

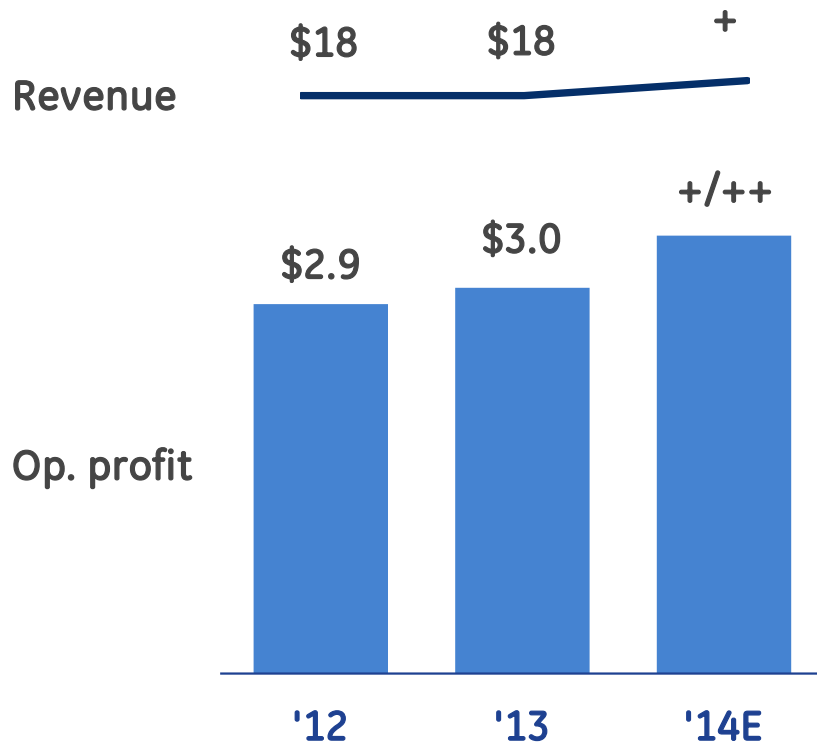
\$3.7B

\$19B global orders ... broad technology portfolio



GE Healthcare outlook

(\$ in billions)



Strategic imperatives

healthymagination™ - technologies that address today's healthcare challenges

- Developing products with clinical & economic relevance
- Adding software enabled growth platforms
- Investing in emerging market footprint
- Investing to broaden molecular medicine portfolio
- Reducing costs through simplification

A leading healthcare solutions provider



Environment

Global themes

- Consumer demographics driving demand up
- Multi-speed world ... with premium and value demands
- Technology-driven, highly-regulated markets with limited protectionism
- Providers driving for efficiency & quality
- Precision/molecular medicine becoming mainstream

Major segments

	<u>'13 Orders</u>	<u>Growth '11-'13</u>	<u>Future</u>
Developed markets Equipment + services	\$10B	–	+
Emerging markets Equipment + services	\$4B	++	++
Bioprocess	\$1B	++	++
HCIT ^{a)}	\$1B	+	++

Overall trends favorable ... demands shifting dynamically



Expanding portfolio to expand global reach and address economic challenges

PREMIUM



Revolution CT

~\$2MM

PERFORMANCE



Optima CT 660

~\$1MM

VALUE



Brivo 385

~\$0.5MM

SUPERVALUE



SVCT India

~\$0.2MM

CT

Ultrasound



Voluson 10

~\$200k



Invenia

~\$100k



Venue 50

~\$50k



Vscan

~\$10k



*General price points for segments – not actual GE prices

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Investing in emerging market capabilities

Investing in local footprint

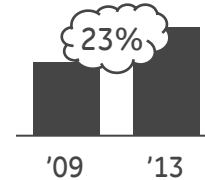
	'09	'13	CAGR
Headcount	9,500	15,400	13%
Engineers	1,700	2,800	13%
Mfg. plants	12	17	9%
ICFC products	3	17	54%



Delivering growth



China

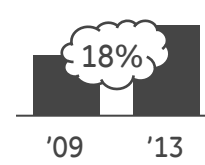


Building a \$5B business

- Local capabilities on par w/ U.S. & EU
- Global COE for value products



EAGM

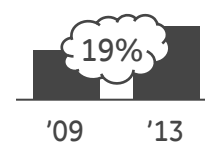


Company-to-country focus

- Aligned with MOH priorities
- Select localization in key regions



LATAM

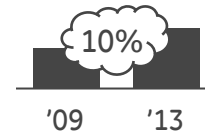


Solid path to growth

- Expand coverage & service
- Mfg. localization in Brazil



India

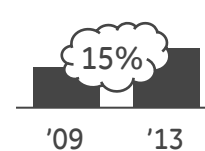


Introducing disruptive NPI

- Private driven ... low govt. funding
- Local R&D teams drive innovation



ASEAN



Accelerate growth to meet demand

- Countries investing in HC systems
- Expand coverage & svc. capability

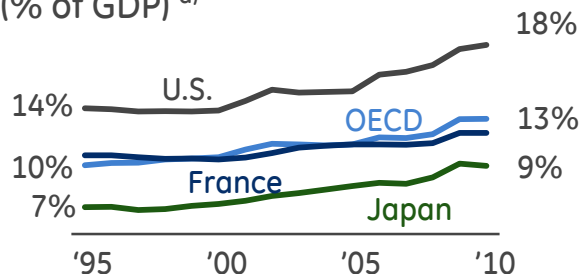
~\$5B business growing ~20%



Addressing developed market needs

Underlying dynamics

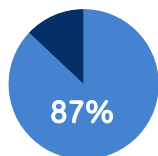
① Rising health expenditure (% of GDP)^{-a)}



② Consolidation to larger providers



③ Focus on quality and cost^{-b)}



Hospital will participate in some form of accountable care

Investing in offerings that help customers

Flexible service offerings catering to customer needs

- Tiered offering based on customer in-house capabilities
- More outsourcing solutions

Enhancing account management processes and tools

- Strategically aligning resources by account
- Shifting to consultative selling skills

Building out solutions capabilities

- Asset optimization tools
- Process optimization and safety tools (dose & hand hygiene)
- Labor optimization tools

Partner of choice



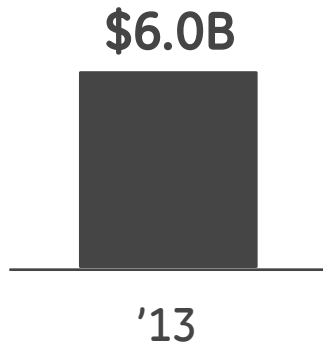
(a- Data source: The World Bank

(b- % of respondents with "Likely/Very Likely by 2016", Source: ACHE/Thomson Reuters Futurescan, Scope: U.S.

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Services + software + solutions

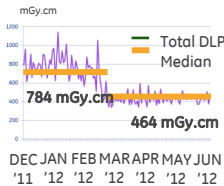
Services + IT + Solutions



Key growth drivers:

- Strong customer relationships globally
- Powerful analytics focused on productivity and safety
- Expanding Healthcare Partners team
- More emphasis on customer cost, workflow & quality

Offering examples



DoseWatch™

Measure and optimize dose



API Healthcare®

Workforce planning & optimization



Caradigm™

Data-backed clinical decision support



Enterprise Imaging

Reinvent imaging workflow & access



Investing in Solutions capabilities



Finnamore acquisition

Tripling consulting capabilities in U.K.



Saudi MOH partnering

Solving customer needs with GE solutions



Readmissions reduction

7% reduction through surveillance



OR optimization

Connecting portfolio to deliver complete solutions

Strong customer engagement driving growth

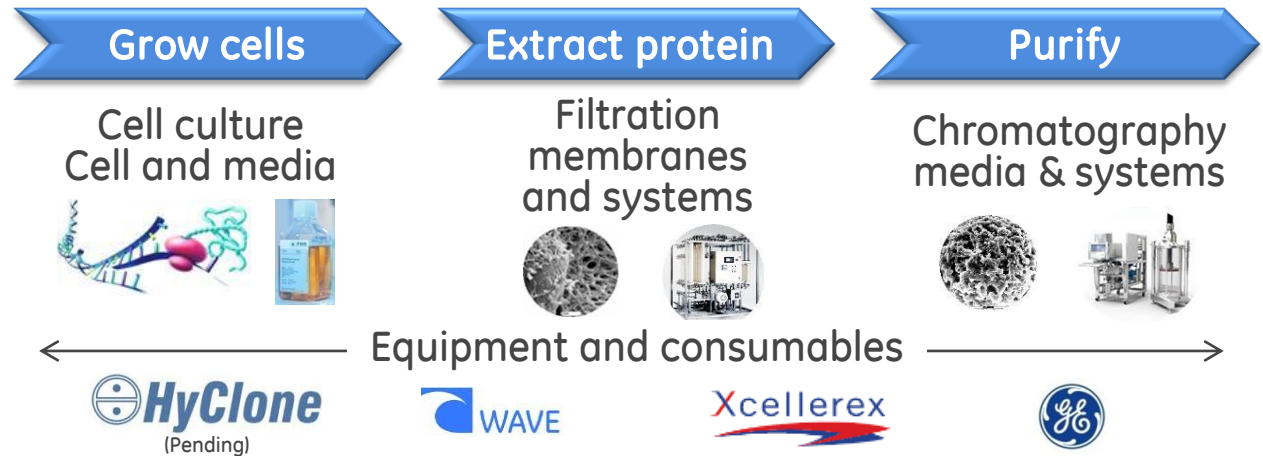


Life Sciences

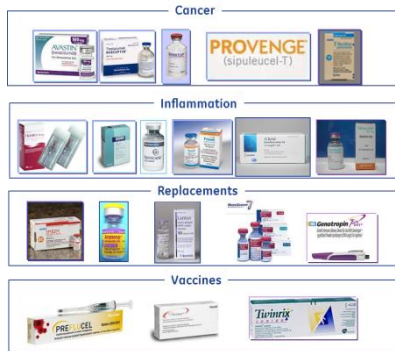
Investing along the value chain



Bioprocess production facility



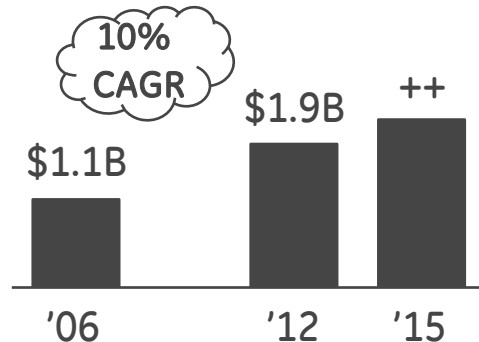
GE used in 90% of MAb therapies



Major customers



Life Sciences sales growth



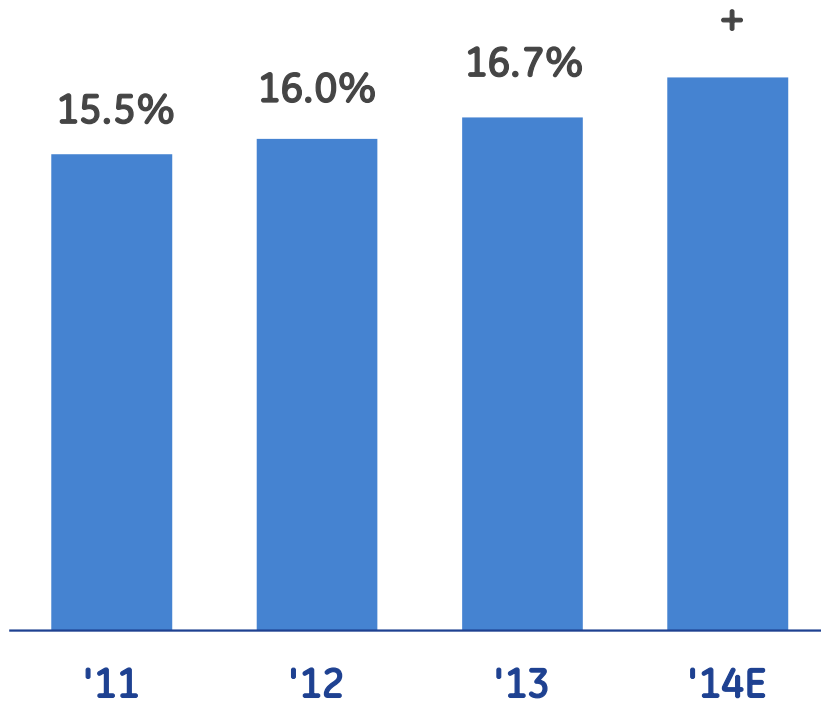
Next steps: Cell Therapy



Well-positioned for future stage when cell therapy moves into clinical settings



Driving margin



Key drivers

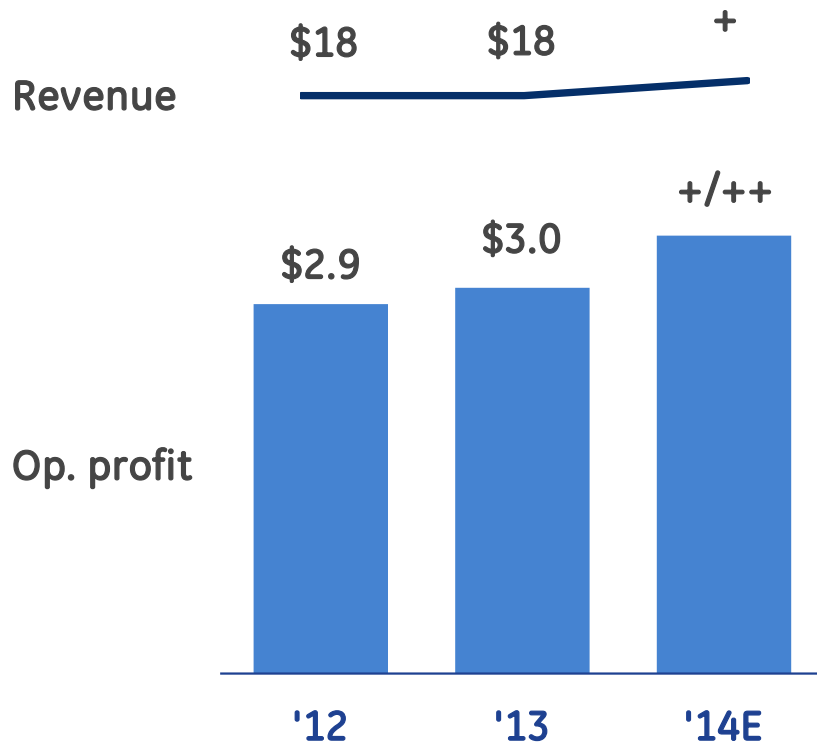
- ✓ **Structural simplification**
 - Increasing shared service penetration
 - Exiting low-margin, non-core product lines
- ✓ **Footprint reduction in developed regions**
 - Eliminating mid-tier structures
 - Expanding span of management teams
- ✓ **Maximizing value gap**
 - Dedicated focus on variable cost out
 - Optimizing global supply chain footprint
- ✓ **Product cost improvement**
 - Launch NPIs with expanded CM rates
 - Engineering focus on material cost out
- ✓ **Services margin accretion**
 - Grow value-added SW enabled offerings
 - Increase material and labor productivity

Achieve margin accretion through NPI, VCP & simplification



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(\$ in billions)



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