GE Healthcare
Goldman Sachs Industrials Conference

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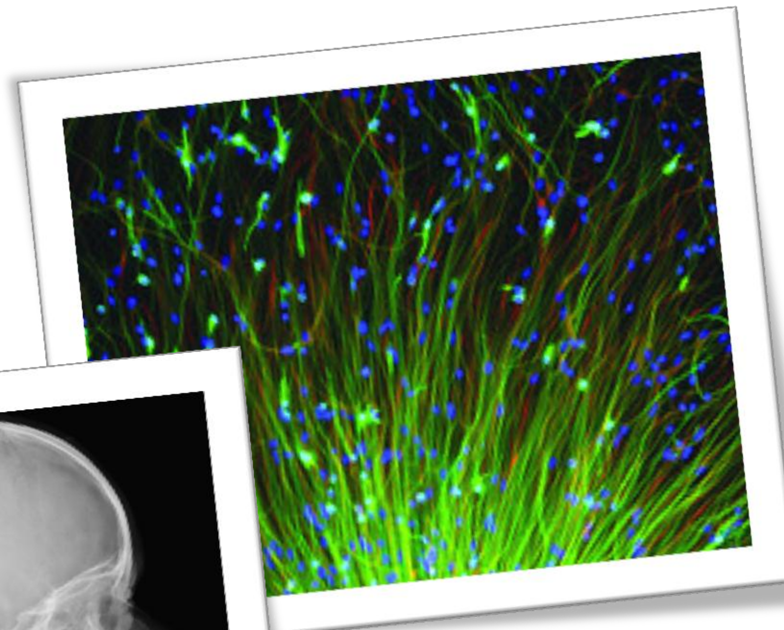
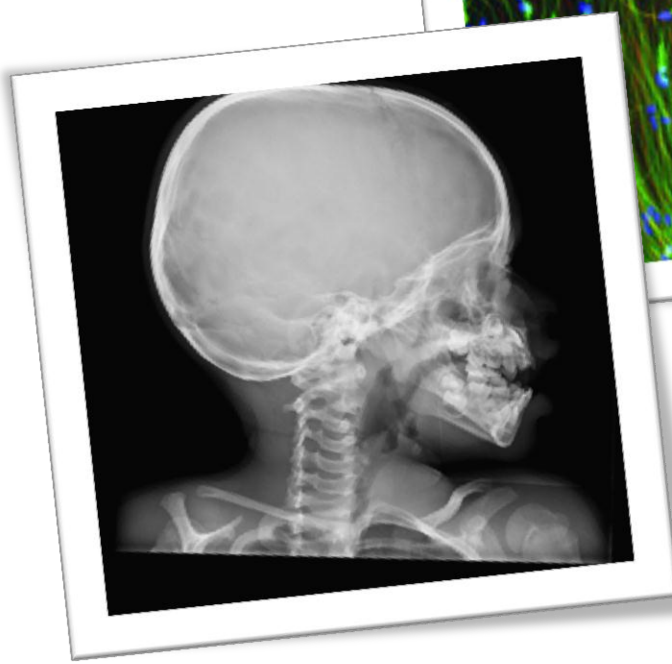
President & CEO, GE Healthcare

November 2, 2011





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Results are preliminary and unaudited.

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); potential financial implications from the Japanese natural disaster; 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 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; 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."

"Effective January 1, 2011, we reorganized our segments. We have reclassified prior-period amounts to conform to the current-period's presentation."

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

$17B broad technology portfolio

Diagnostic & Clinical Equipment
~46% of revenue

Diagnostic imaging

Clinical products

Home health

$7.8B

Information Tech. and Services
~34% of revenues

Electronic medical records (EMR)

Picture Archiving System (PACS)

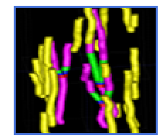
Clinical knowledge solutions

Equipment service solutions

$5.7B

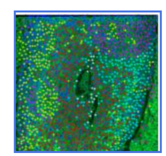
Molecular Medicine
~20% of revenues

Bio-process



Protein & cell sciences

Contrast media



Molecular pathology

$3.3B

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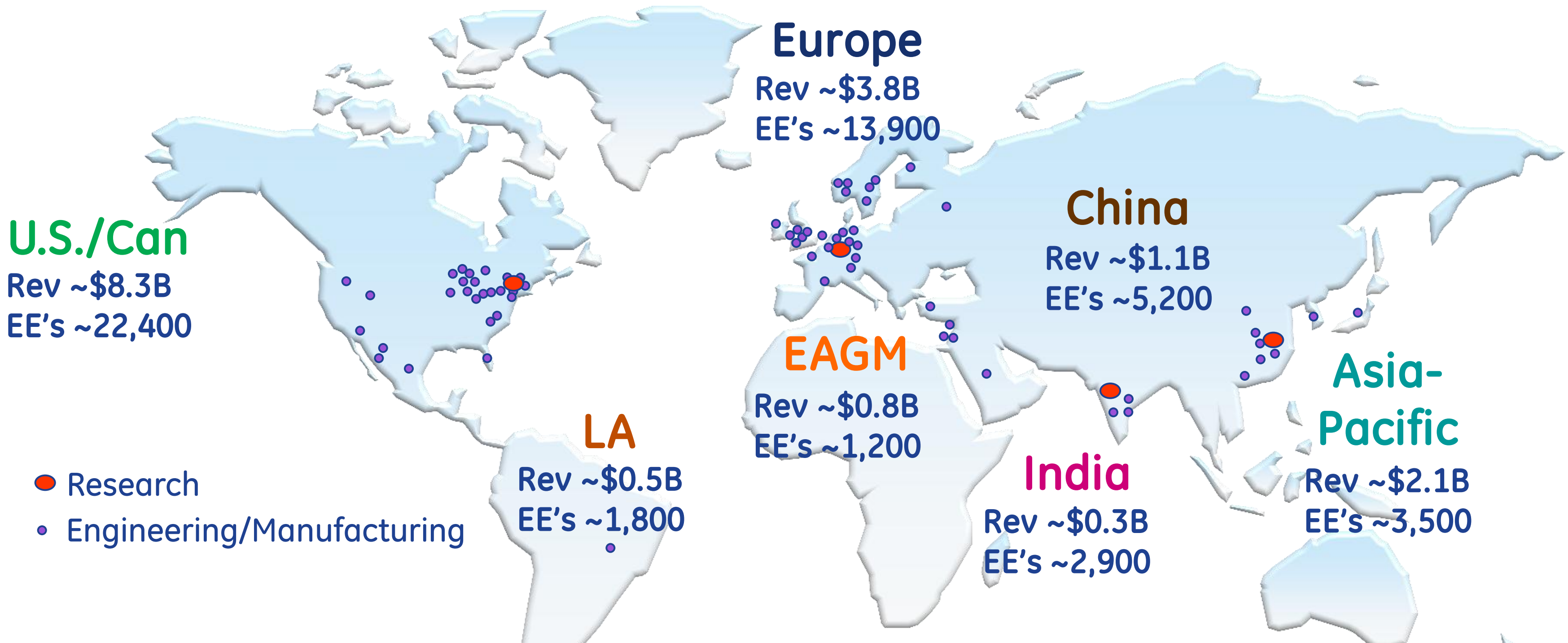
* Revenue represent 2010 results

A global business model … 53% revenue non-U.S.



Global growth drivers

- High-tech infrastructure spending
- Low protectionism
- Fragmented competition
- Low manufacturing capital investment
- Globally translatable technology

Industry characteristics

- High technology and IP
- Highly regulated
- Clinical domain required

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* Revenue, Employees represent 2010 results

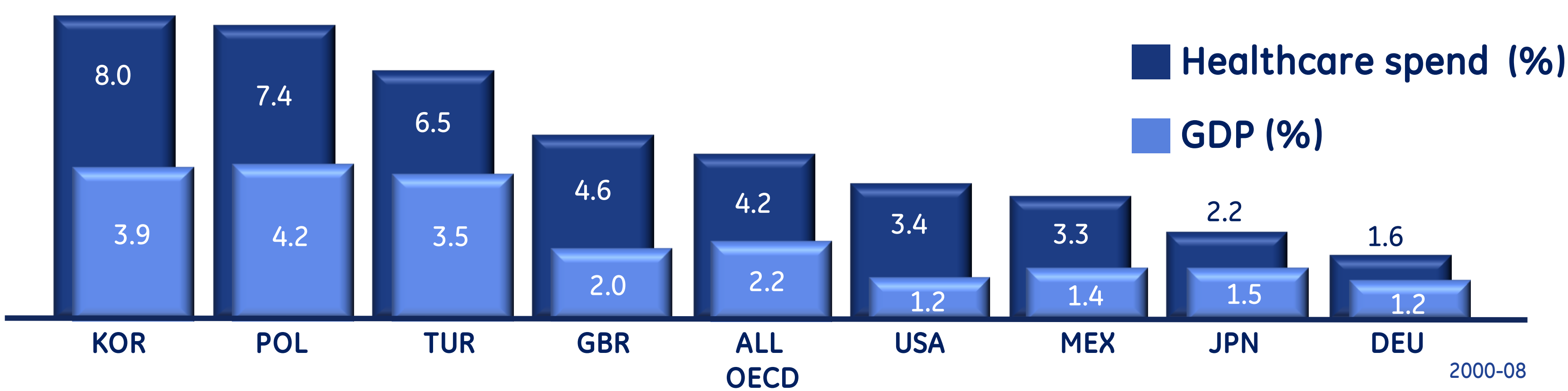
Demographic trends escalating demand

Populations aging

- 2030: the number of people over 65 will
  - **Increase 140%** in developing world
  - **Increase 51%** in developed world
- **48.6%** relative lifetime healthcare expenditure is expended after age 65

Obesity & chronic disease exploding

- **36.6%** of Americans **obese**: an increase of 100% in 30 years
- **Diabetes** to rise **114%** globally from 2010 to 2030: **costs to rise 34%**
- **US:** chronic disease **up 80%** and spending **up 260%** over last 20 years. **Spend to increase 2.5X by 2023**



Healthcare expenditures outpacing GDP growth

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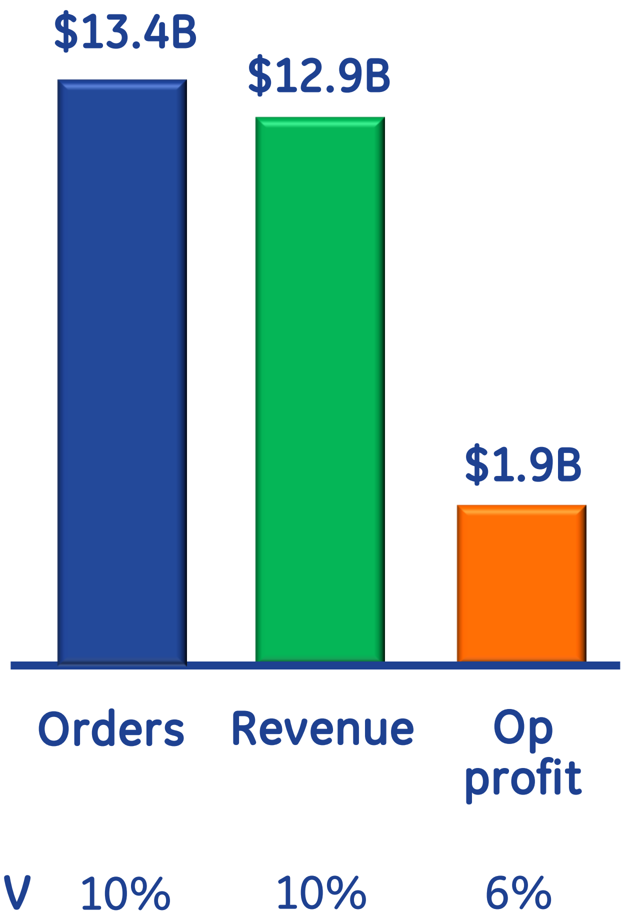
2011 3Q YTD performance



Solid order growth

- ✓ U.S. orders up 4% YTD … trend improving
- ✓ Emerging market orders up 25% YTD
- ✓ Life Sciences Bio-pharma strength
- ✓ 3Q orders +12% … exceeding 1H despite Europe pressure

Short term leverage pressure driven by $0.2B discretionary growth investment bubble

- ✓ Performance Solutions and Home Health
- ✓ Emerging markets footprint expansion
- ✓ Increased R&D spend
- ✓ CM rates stable

Areas of investor interest

- ✓ U.S. & Europe market outlook
- ✓ Emerging market competitiveness
- ✓ Product portfolio mix
- ✓ Scalability of adjacent investments
- ✓ Margin outlook

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Developed market dynamics

U.S. Market ~5%

- ↓ Reimbursement pressures … radiology fee -10%
- ↓ Fed/state budgets tight … 37 states freeze/cut provider pay
- ↑ Aging installed base … ~50% of CT/MR IB over 7 years old
- ↑ Procedures growing 10% '09-'14
- ↑ Innovation driving IB conversion (Low dose CT, Wide bore MR, Digital X-ray)
- ↑ IT incentives launched
- ↑ Strong bioprocess investment (LS BP up 20% YTD)

Europe Market ~-5%

- ↓ Reimbursement pressures in Portugal, France/Germany stable
- ↓ Public budget cuts
- ↑ Service and quality levels remain front page issues in press
- ↑ Aging installed base … ~30% of CT/MR IB over 7 years old
- ↑ Tight IB capacity … WE 1/2 and EE 1/3 of U.S. MR capacity
- ↑ Innovation driving IB conversion (Low dose CT, Wide bore MR, Digital X-ray)
- ↑ Focus on productivity driving HCIT opportunities

Some strong upward market forces despite political and economic volatility

Macro trends in healthcare technology

GE Delivering

1 **Innovation that is clinically and economically relevant**

Broader product portfolios and *In-Country, for-Country* (ICFC) products

2 **The industrialization of healthcare**

Technologies & Solutions to help hospitals run better

AgileTrac™

Performance Management

AssetPlus™

3 **The digitization of healthcare**

Investing in game changing **Healthcare IT (HCIT)** technologies

Omnyx™

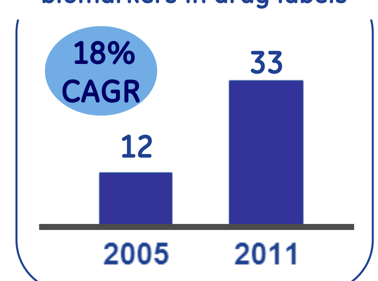
A GE Healthcare and UPMC Venture

4 **Diagnostics and therapy moving to the molecular level**

Molecular diagnostics to detect disease and match the right drug

Life Sciences tools to enable the next generation of bio-therapeutics

FDA-valid genomic biomarkers in drug labels



Investing in our developing market footprint

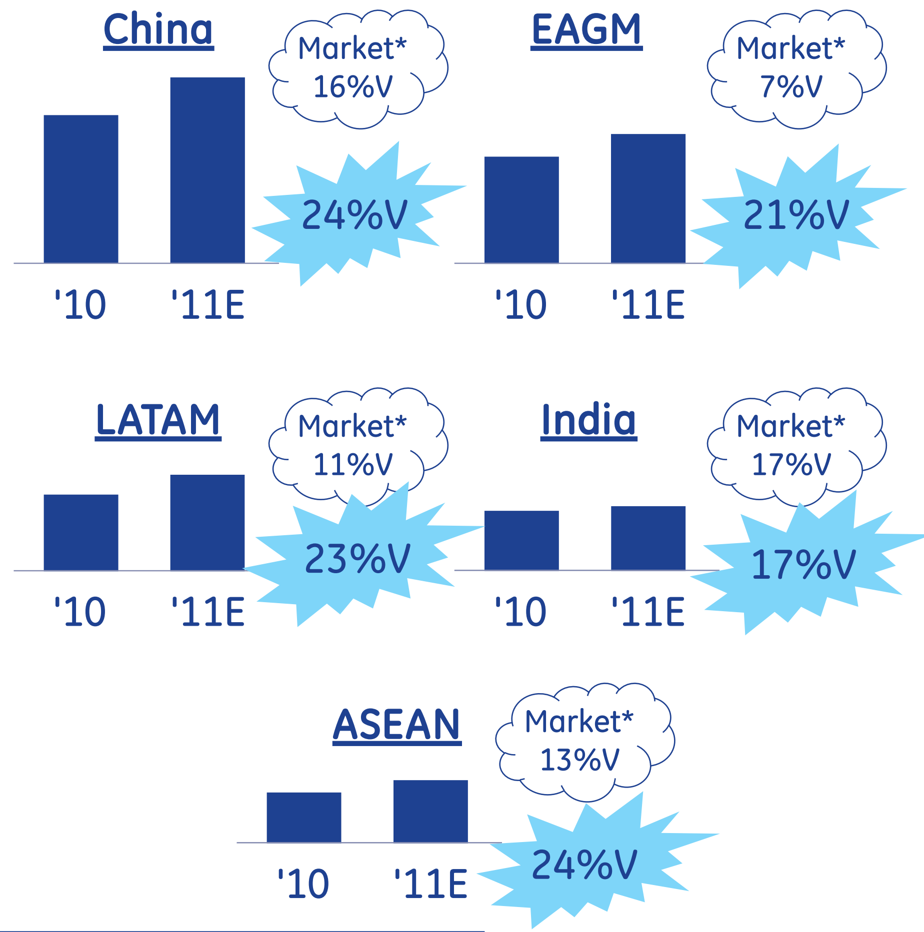
1 Macro Trend

Investing and …

Building footprint in Brazil, India, China

	2005	2010	
Engineers	942	1,859	↑ 97%
Manufacturing team	1,053	1,913	↑ 81%
Total heads	3,833	8,460	↑ 120%
Plants	5	10	↑ 100%
$ Sourced in MM	240	584	↑ 143%
ICFC products	2	32	↑ 1500%

Delivering



$2.2B business growing faster than 20%

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* market growth represents estimates of segment growth

Developing products with clinical & economic relevance … extending a broad portfolio

1 Macro Trend

Guidance		Diagnostic Imaging					Clinical Systems		
Surgery	Intervt'l	CT	X-Ray	MR	MI	U/S	Patient Care Solutions	Life Support	Home Health

Driving to global leadership in every category

Winning in key segments

Optima™ MR450w

2x sales in '11
+14pts CM%

Investing in growth geographies

Brivo™ MR355

4x sales in '11
+4pts CM%

Innovating disruptive technologies

Specialty MR

2x sales in '11
+10pts CM%

Proven model that drives incremental share and accretive CM rates

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%V are estimated '10 to '11 sales

healthymagination… a proven model

Macro Trend 1

Case study: Ultrasound

$0.6B

7 products
0 compact

11 competitors

Avg. price ~$90k

2000

$1.3B

11 products
1 compact

12 competitors

Avg. price ~$75k

2004

$1.8B

19 products
7 compact

14 competitors

Avg. price ~$63k

2007

~$2.1B

26 products
10 compact

22 competitors

Avg. price ~$49k

2011

Market share growth ~2x+

CM rate10%+ growth

- ✓ Leader in global product innovation
- ✓ ~3.5x growth in revenue
- ✓ Expanded CM% while avg. price ↓ 46%

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Innovation that reduces price while increasing CM

Investing in a comprehensive HCIT portfolio

3 Macro Trend

Specialties

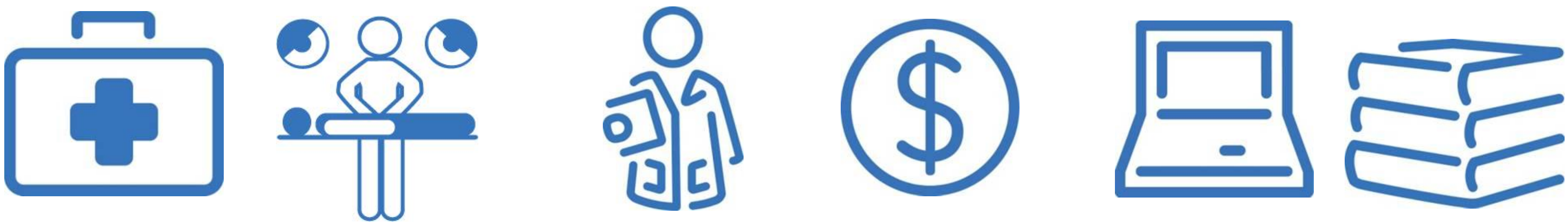
Imaging Pathology | Perioperative Perinatal

Clinical Business Solutions

EMR | Revenue Cycle | Group Management

Connectivity & Decision Support

Health Information Exchange | Qualibria™



Transformational HCIT investments

Omnyx™†

Digital Pathology

$1B segment potential

Qualibria™

Next generation clinical decision support

$2B segment potential

… to support the digitization of healthcare

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† Omnyx™ not cleared or approved by U.S. FDA

Adding growth platforms to strong services business

2 Macro Trend

New global P&L
"Performance Solutions"

Maintenance
~$4B: 4% CAGR

Uptime

- Grew backlog 1.2x vs. '06
- Expanded CM 3 pts vs. '06

Asset Management
~$1B: 8% CAGR

Optimize CAPEX/OPEX

- Expanded services offerings … employ new technology

Knowledge Solutions
~$0.1B+: 40% CAGR

+

AgileTrac™ AssetPlus™ Performance Management

Efficiency, Quality & Safety

- Delivering optimized clinical care
- Becoming the next $B platform

Waste reduction … today a matter of survival

GE's Solutions strategy … distinctive capabilities

Scalable success in forming segment … growth focus

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… to help our customers run more efficiently

Note: CAGR '06-'10

Personalized Medicine

Diagnostics and therapies moving to molecular level

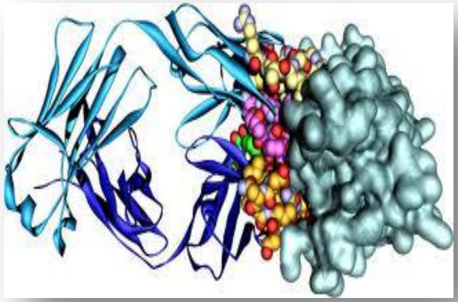
Past

Dx: organ/tissue

Rx: not targeted to individual

Current

Dx: protein & molecular



Personalized medicine

Areas in focus

Precision diagnostics:

- ✓ Molecular Dx
- ✓ Companion Dx
- ✓ PET Tracers

Precision Biotherapies:

- ✓ Recombinant
- ✓ MABs
- ✓ Cellular

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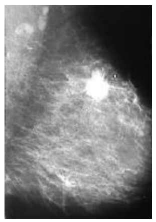
Improved patient outcomes

Example: Breast cancer diagnosis & treatment

4 Macro Trend

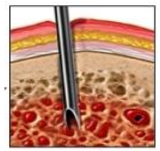
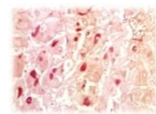
Screening → **Diagnosis** → **Treatment**

Past

Analog imaging

If suspicious

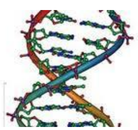



Biopsy & primary stain

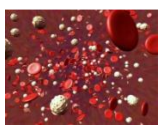
If malignant

"One size fits all" therapy, radiation and/or surgery

Current + Future



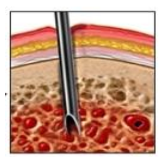
Genetic testing



CTC Test

Screening And Diagnostics

If suspicious



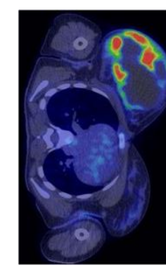
Dx 1
Dx 2
Dx 3
Dx 4

Molecular Pathology

If malignant

Rx 1
Rx 2
Rx 3
Rx 4

Personalized therapy



PET Therapy monitoring

Precision diagnostic & treatment technologies

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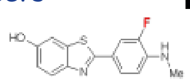
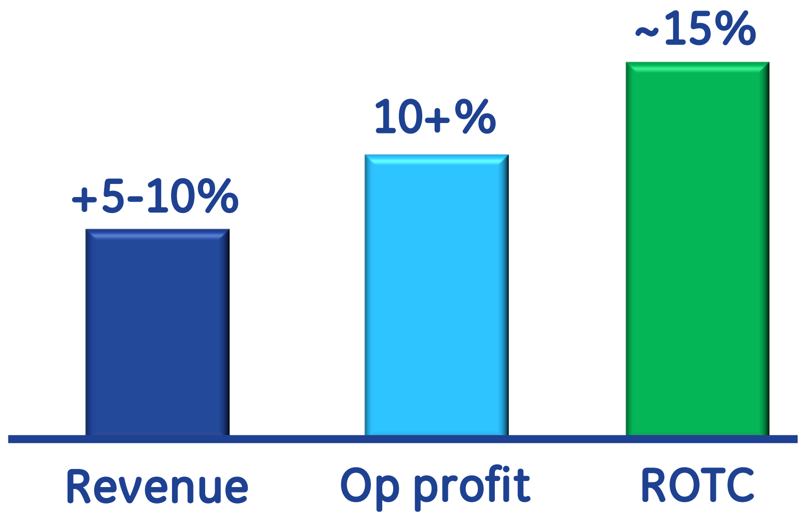
Potential to double $2.4B molecular medicine footprint over next 3-5 years

Diagnostics ← → | Life Science tools ← →

	Molecular	Pathology	Drug discovery	Bioprocess
	$0.7B	$150MM	$0.8B	$0.7B
Hardware	PET / SPECT / cyclotrons	Global Research Center molecular diagnostics (Mohawk)	Cellular imaging Protein purification Protein analysis Scanners	Chromatography ReadyToProcess Filtration
Wetware solutions	In-vivo molecular tracers 	Clarient Insight Dx Mammostrat®	Media Sample prep Cellular assays Cell culture	Bioprocess Media Cell culture
Service	Equipment service contracts (Assurance)	CLARiENT	Equipment service contracts	Equipment service contracts
Software	Image analysis software	Omnyx (A GE Healthcare and UPMC Venture) Pathsite	HCA and scanning software	UNICORN

GE Healthcare vision



Strategies

1. healthymagination … **technologies that address today's healthcare challenges**
2. Investing in our developing market footprint … **to be the leader in tomorrow's biggest regions**
3. Adding growth platforms to our strong Services business … **to help our customers run more efficiently**
4. Developing products with clinical & economic relevance … **to lead in every product segment**
5. Investing in a comprehensive HCIT portfolio … **to enable the digitization of healthcare**
6. Broadening our Life Sciences portfolio … **to enable the next generation of bio-therapeutics**
7. Investing in molecular diagnostics … **to be the leader in the next diagnostic frontier**

Questions

Increase Access

Improve Quality

Reduce Costs

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