



GE Healthcare

Goldman Sachs Investor Meeting

November 3, 2016

Caution Concerning Forward-Looking Statements:

This document contains "forward-looking statements" – that is, statements related to future events that by their nature address matters that are, to different degrees, uncertain. For details on the uncertainties that may cause our actual future results to be materially different than those expressed in our forward-looking statements, see <http://www.ge.com/investor-relations/disclaimer-caution-concerning-forward-looking-statements> as well as our annual reports on Form 10-K and quarterly reports on Form 10-Q. We do not undertake to update our forward-looking statements. This document also includes certain forward-looking projected financial information that is based on current estimates and forecasts. Actual results could differ materially.

This is GE Healthcare

IMPACT

Leader in Imaging – 1MM+ Installed Base

- 16K+ Scans every minute

Leader in China & Emerging Markets

Leader in Data & Analytics

- 230MM exams; 124K assets under management

Leader in Life Sciences

- Presence in biologics

AT SCALE

'15A

'16E

Revenue

\$18B

+

Op Profit

\$2.9B

++

OP%

16.3%

+

FCF Conv.

126%

=/-

GE Healthcare in context

Big opportunity

- \$7T global market
 - ~10% of global GDP
- Core long term growth
 - Aging demographics
 - Chronic disease
 - Emerging market access
- Critical infrastructure
 - Lynchpin of economy
 - Politically important
- \$3T market cap
 - 12%+ of equity market

GE store

- Technology
- Digital platform
- Industrial “know how”
 - Cost out
- Leverages and enhances brand
- Opens doors around the world

Essential global industry ... strong GE fit



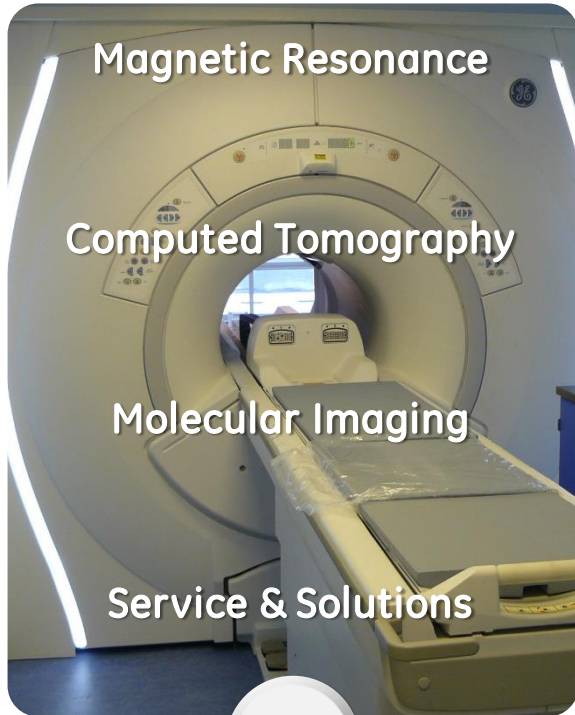
A leading healthcare solutions provider

Diagnostic imaging & service

Mobile diagnostics & monitoring

IT & digital solutions

Life Sciences



\$8B



\$4B



\$2B



\$4B



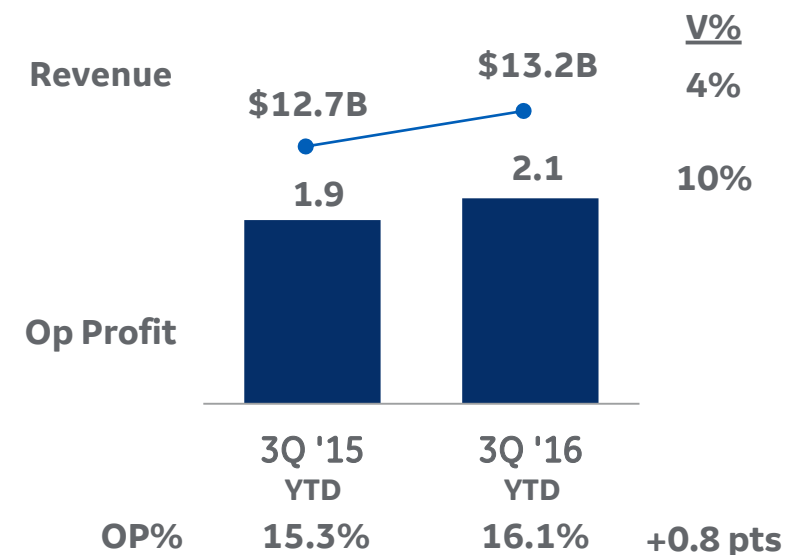
GE Healthcare: Year-To-Date

Strategic priorities

- 1 Margin expansion**
 Sourcing at scale, brilliant/lean factories, digital services
- 2 World-class imaging**
 Distributed imaging ... aligned to market needs
- 3 Growth in emerging markets**
 GE as partner of choice to grow access to affordable care
- 4 Expand Life Sciences**
 Enable next generation of therapies & pharma productivity
- 5 Digital growth**
 Mobile & cloud-based apps, product & system-wide solutions
- 6 Cash & cost out**
 Rigorous cash mgmt & disciplined capital controls

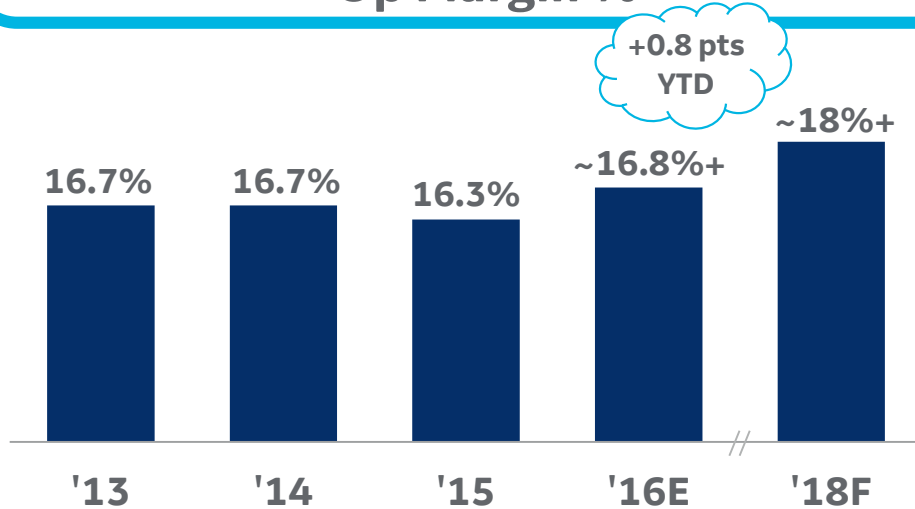
YTD Performance

	<u>TY'15</u>	<u>1Q'16</u>	<u>2Q'16</u>	<u>3Q'16</u>
Orders	(3)%	1%	3%	6%
Revenue	(4)%	3%	4%	5%
Op Profit	(5)%	7%	11%	10%



1 Margin expansion

Op Margin %



Metrics

Brilliant Factories	5 → 60
ERPs	48 → 4
VCP Invest	\$150-200MM
Dual Sources	28% → 50%
Service Margin	Up 2 pts

Progress YTD

Delivered product cost savings of \$290MM through 3Q ... on track to exceed \$350MM goal

- Invested 2x in engineering to take material cost out
- 90 mfg lines lean-certified by year-end ... 60% of total

On track to reduce single/sole sources by (5) pts and increase LCC spend by +6 pts by year-end

- Investing to increase competition within supply base

Service revenue growth accelerating ... up 3% YTD

- Increased material and labor productivity 2X vs. '15

Accelerated restructuring ... invested \$300MM YTD

- Increasing shared service penetration
- Localize engineering/software, reduce spans/layers

On track for 3X historical cost out



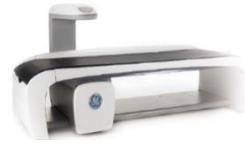
2 World Class Imaging

Diagnostic Imaging

Women's Health



Seno
~\$100k-500k



Lunar
~\$20k-200k

General Imaging



Revolution CT
~\$0.2-3MM



SIGNA MR
~\$0.5-10MM

Molecular Imaging



Discovery
~\$0.2-3MM



Ultrasound

General Imaging & Women's Health

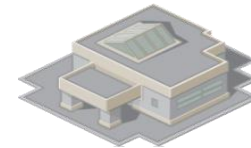


Vivid
\$25-200k



Voluson
\$25-150k

New Users



Clinics + POC + Guidance



LOGIQ
\$25-200k

Primary & Distributed



Compact



Tablet
\$7-75k



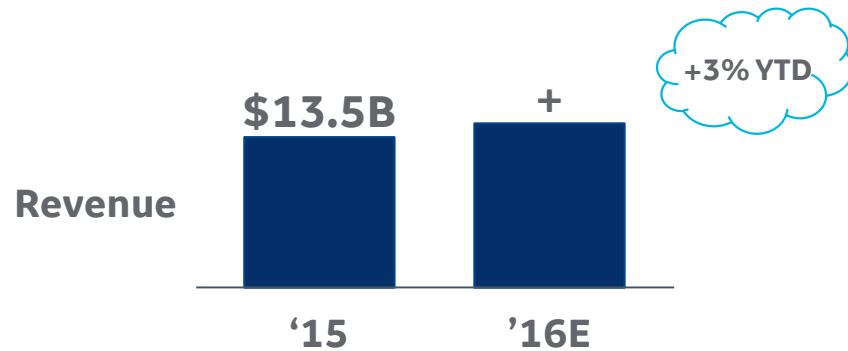
Pocket-Sized

Market-backed new product introduction ... Launching new products at 2X historical rate



3 Leader in market solutions

Developed markets ~75%



- U.S. growth returning
- Focus on outcomes ... opportunity exists in solutions, ex. Temple University Health System
- Solid growth in Europe platform
 - 6 consecutive quarters of organic orders growth
 - Eastern Europe double digit growth

Emerging markets ~25%

	Revenue Growth	
	'09 - '15	'16 YTD
China	↑ 70%	++
M.East/ Africa	↑ 80%	+ / ++
LATAM	↑ 80%	-
India	↑ 35%	++
ASEAN	↑ 90%	++

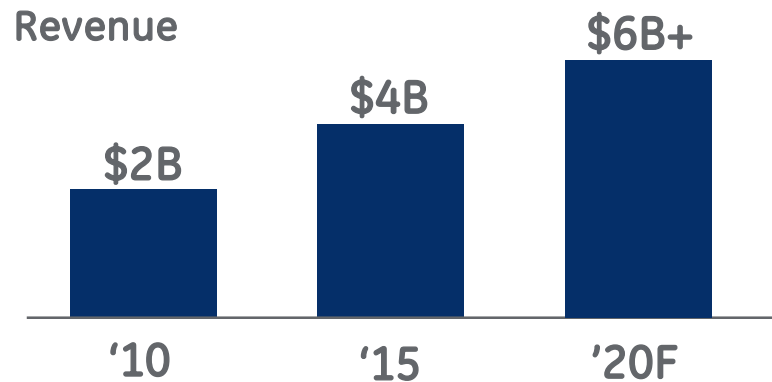
+13% YTD

Diverse markets ... customized approach



A capable emerging markets foundation

Delivering growth



- ✓ >30 EM products launched
- ✓ Accretive gross margin rate
- ✓ Attracting new buyers

Driving disruptive, affordable innovation

- ✓ Product design → Affordable technology
 - FastWorks... rapid & iterative
 - Ground up vs. "de-feature"
 - >30% cost out minimum
- ✓ Localization: Product, production, service



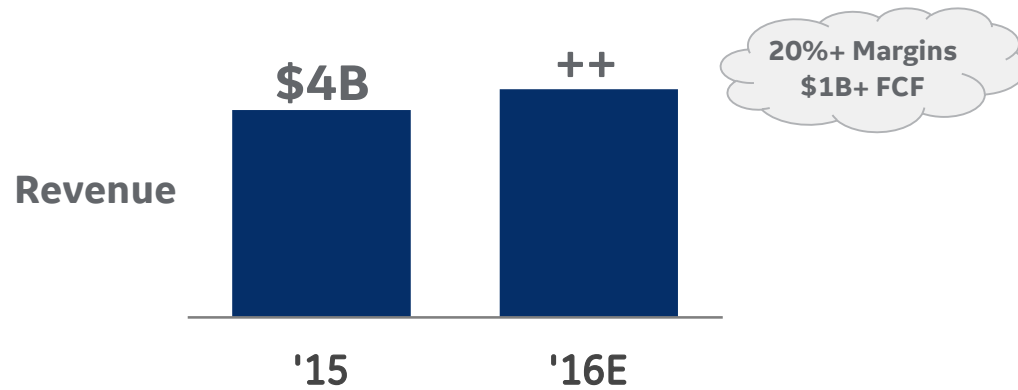
4x More affordable
2x Smaller footprint
Simple User Interface → Intuitive & easy

Proven profitable growth



4 Life Sciences

2015 financials



Wing-to-wing offering

Software and Services

Cell Culture
Media & Sera

+

Cell
Processing

+

Bio-Reactors
for cell growth

+

Chromatography
Media & Equipment



Critical solutions for biopharmaceutical companies

- Creates flexible, productive capacity
- Highly regulated production process
- Equipment + consumables business model

Leverages GE's strengths

- GRC ... product pipeline
- Growth markets ... China
- Services model ... GE "know how"
- M&A leverages GE footprint / brand

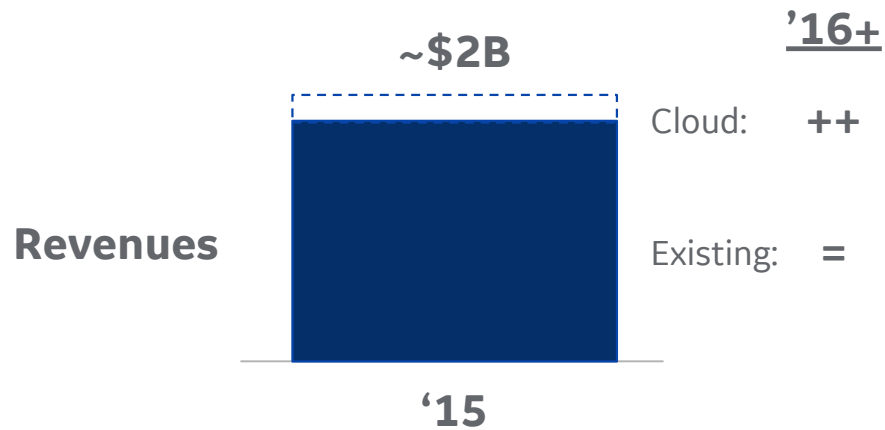
Key Wins Year-to-Date

- Bioprocess rev. up 23% ... 1st "KUBio" facility + Pfizer
- Acquired Biosafe ... leader in Cell Therapy tools & consumables
- Announced plans to open first "BioPark" in Ireland

Robust business model with high returns



5 Digital growth



- + Deep installed base/customer relationships
- + Leader in Radiology imaging
- + Gaining share in enterprise imaging & financial management
- Multiple platforms

Recent progress

- 1 Rapidly improving Imaging product suite:
 - 3 new Imaging releases YTD, offering better interoperability & mobile ... order funnel ↑ 15%
 - Advanced Workstation growth internationally
- 2 Value-based care building momentum:
 - Growth in DenialsIQ, built on Predix™
 - Acquired Caradigm™ (from MS) April 1st ... named a leader in enterprise Population Health⁽¹⁻
- 3 Investing in cloud-based data & analytics platform
- 4 New leadership team ... Charles Koontz, CDO, with new key external hires

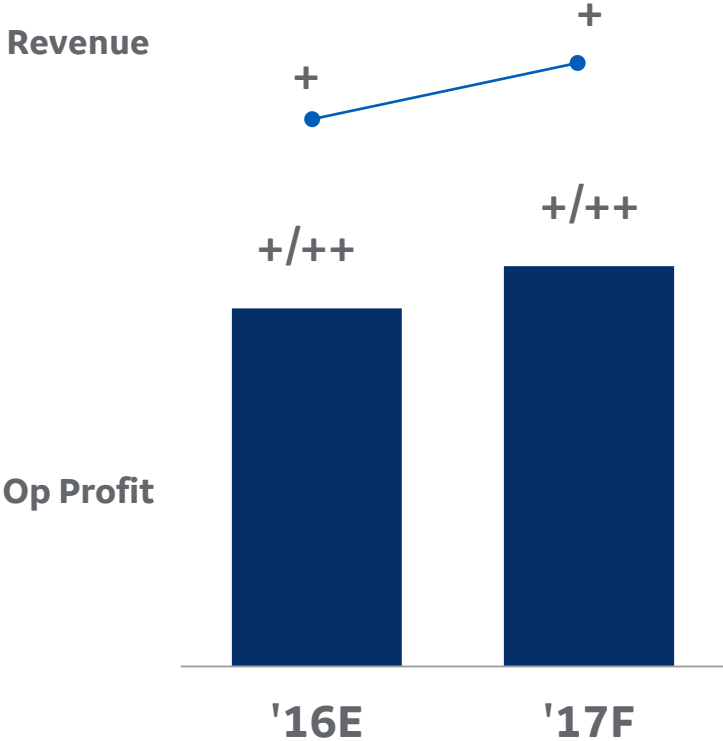
Improving customer productivity & patient outcomes



⁻¹Industry reports from: IDC MarketScape, 2016; Chilmark, 2016; KLAS, 2016

Summary

- ✓ Franchise business ... tech, digital, service
- ✓ Investing for margin expansion
- ✓ GE Store key competitive advantage
- ✓ Digital platform opens new path
- ✓ Leader in market solutions
- ✓ Disciplined capital allocation



All in for Investors



