

THE ROAD MAP TO 2025

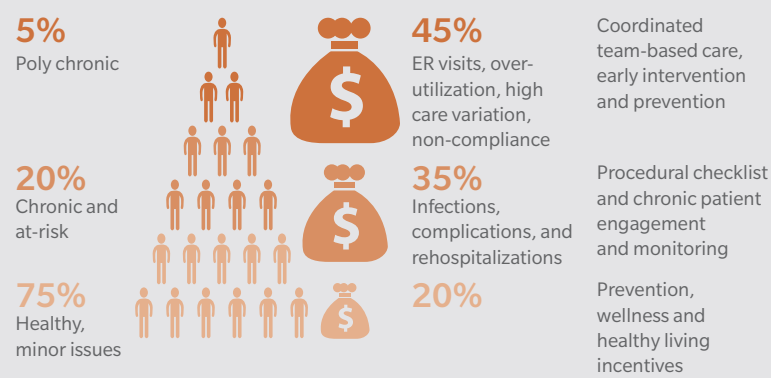
WAVE 1 PATIENT-CENTERED CARE 2010-2016

OVERVIEW

- Health services are redesigned around the patient; helping patients manage their health
- Care teams are patient-focused, multidisciplinary, and include nutritionists, social workers, and coaches
- Care teams are integrated with a shared patient health plan across organizations
- Economic models are population-based and reward value, not volume – and the marketplace competes on total value through risk-based pricing

FROM	TO
Physician-centered	Patient-focused
Transactional, isolating	Care team managed
Sick-care	Health and well-being
Inaccessible	Convenient and 24/7
Patient turnover-volume	Patient health-value
Unwarranted variation	Evidence-based standard

POPULATION HEALTH MANAGEMENT

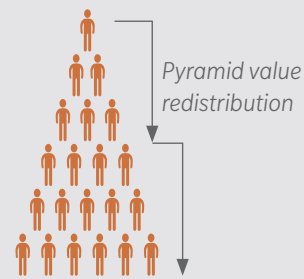


MARSH & MCLENNAN COMPANIES

ECONOMIC MODEL

POPULATION HEALTH ECONOMICS

- Core economic engine: population health and clinical risk management**
- Pricing reflects total services, experience, outcomes
 - Improved health management at the top of the pyramid generates value capture
 - Improved engagement and patient health experience bends trend and promotes retention
 - Health services, like acute care, become “cost centers” or investments in patient well-being

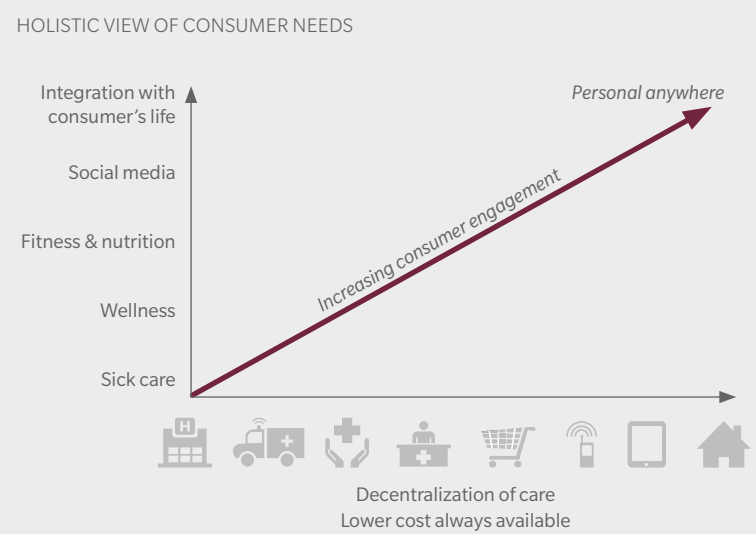


WAVE 2 CONSUMER ENGAGEMENT 2014-2020

- Relevant cost and performance transparency information available via web/mobile enable consumer shopping
- Consumers demand ‘better everything’ and use social media to drive shifts in market share
- Value-based benefits, social platforms, coaching, and gaming combine to boost consumer engagement in health activities
- Population health managers make healthcare easier - convenient, 24/7, web-enabled and personalized

FROM	TO
Uninformed	Informed, shared decisions
Limited engagement	Highly engaged/empowered
Isolated individual	Socially connected
Limited consequence	Financial rewards/incentives
Bricks, office hours	Virtual, mobile, anytime
Physician opinion	Informed shared decisions

PERSONALIZATION OF ENGAGEMENT

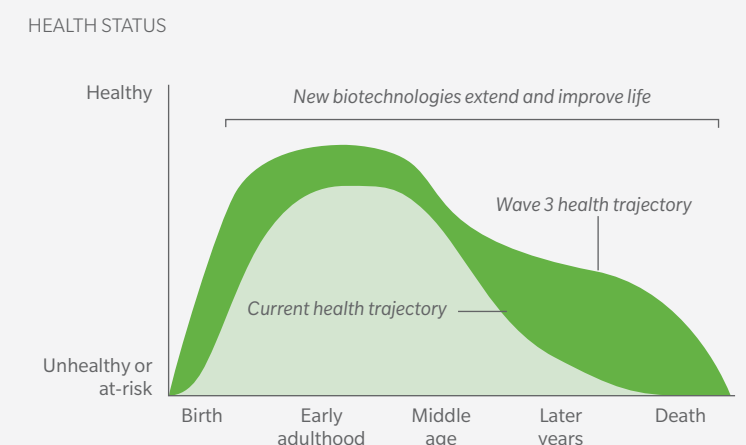


WAVE 3 SCIENCE OF PREVENTION 2018-2025

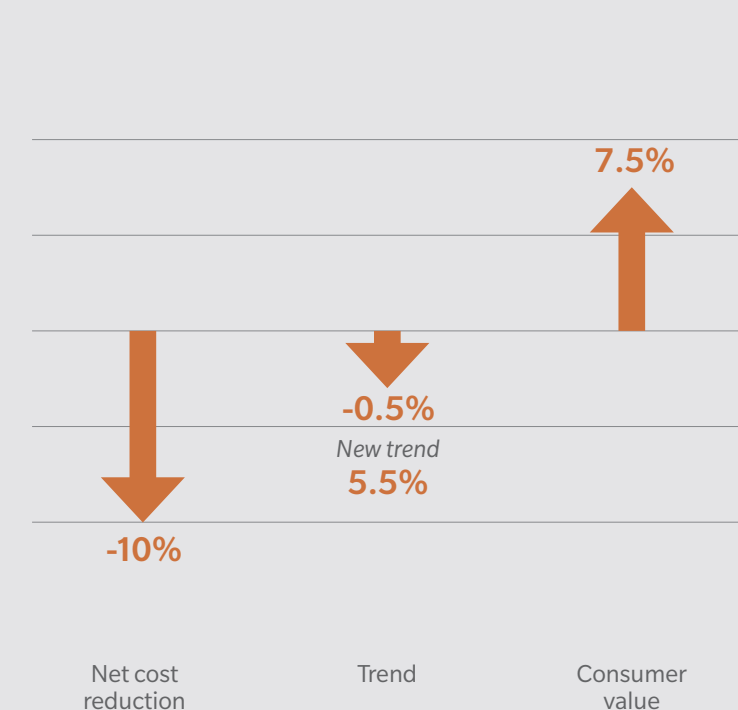
- Low-cost sequencing enables massive discovery of new biomarkers and pathways
- New genomic maps enable health risk predictions and earlier disease detection (10 years)
- Diagnostic accuracy is nearly perfect and treatments are precise, effective, and personalized
- Highly engaged consumers manage how they live through an informed, predictive life plan

FROM	TO
Basic health management	Genome-linked life plan
Symptom treatment	Monitoring and prevention
One-size-fits-all	Personalized therapies
Limited biomarkers	100% accurate diagnostics
Big pharmaceuticals	Tailored gene/microbiome therapies
Medical competencies	Life, social, and ethics competencies

HEALTH TRAJECTORY



PERFORMANCE PROMISE



CONSUMER ECONOMICS

- Core economic engine: clinical risk management and à la carte consumer-paid services**
- Competitive consumer pricing, service mix and performance history drive the initial sale
 - Personalization, consumer experience and health improvement leads to better retention
 - Brand recognition and brand premiums for innovation and distinctive service
 - Consumer lifestyle companies blend “benefit covered” services with “consumer pay” health products



CONSUMER SCIENCE ECONOMICS

- Core economic engine: share of consumer-directed spend for best value services – with a lifetime relationship perspective**
- Lifetime value and well-being models integrating health, well-being, and financial planning
 - Personalized, web-enabled marketplace for best-value therapy based on 100% accurate diagnosis
 - Lifestyle advocacy companies partner consumers with predictive and preventative information to optimize value and well-being



ABOUT OLIVER WYMAN

Oliver Wyman is a global leader in management consulting. With offices in 50+ cities across 25 countries, Oliver Wyman combines deep industry knowledge with specialized expertise in strategy, operations, risk management, and organization transformation. The firm's 3,000 professionals help clients optimize their business, improve their operations and risk profile, and accelerate their organizational performance to seize the most attractive opportunities. Oliver Wyman is a wholly owned subsidiary of Marsh & McLennan Companies [NYSE: MMC], a global team of professional services companies offering clients advice and solutions in the areas of risk, strategy, and human capital. With 52,000 employees worldwide and annual revenue exceeding \$10 billion, Marsh & McLennan Companies is also the parent company of Marsh, a global leader in insurance broking and risk management; Guy Carpenter, a global leader in risk and reinsurance intermediary services; and Mercer, a global leader in human resource consulting and related services.

Oliver Wyman's Health & Life Sciences practice serves clients in the pharmaceutical, biotechnology, medical devices, provider, and payer sectors with strategic, operational, and organizational advice. Deep healthcare knowledge and capabilities allow the practice to deliver fact-based solutions.

Oliver Wyman has recently launched a Healthcare Innovation Center (OWHIC) dedicated to promoting positive change in healthcare. OWHIC will champion innovation by disseminating proven innovations; envisioning market-based solutions to today's and tomorrow's challenges; and establishing a cross-industry community of thought-leaders to share and shape ideas.

For more information, visit www.oliverwyman.com