



GE Healthcare

UBS Healthcare Conference | May 24, 2022

Enabling precision health focused on patient and customer



Leading innovator enabling personalized and precision health through integrated clinical care, connected technology, and data across patient journey

Improving lives in the moments that matter, for both patient and caregiver

MARKET NEEDS

Health system efficiency & access

- Demand for efficiency & flexibility where care is delivered
- Cost-effective products to increase access

Improved outcomes

- Specific data insights to make informed decisions
- Advancements in diagnostics, monitoring, & therapeutics

Digitization of health

- More precise diagnostics, better interoperability, improved workflow
- Seamless integration of artificial intelligence to improve outcomes

Underpinned by more resilient, sustainable practices and products, while growing access to care

Industry leader in \$75B+ global healthcare sector with strong secular tailwinds



Business Segments



Imaging
\$10B



Ultrasound
\$3B



Life Care Solutions
\$3B



Pharmaceutical Diagnostics
\$2B

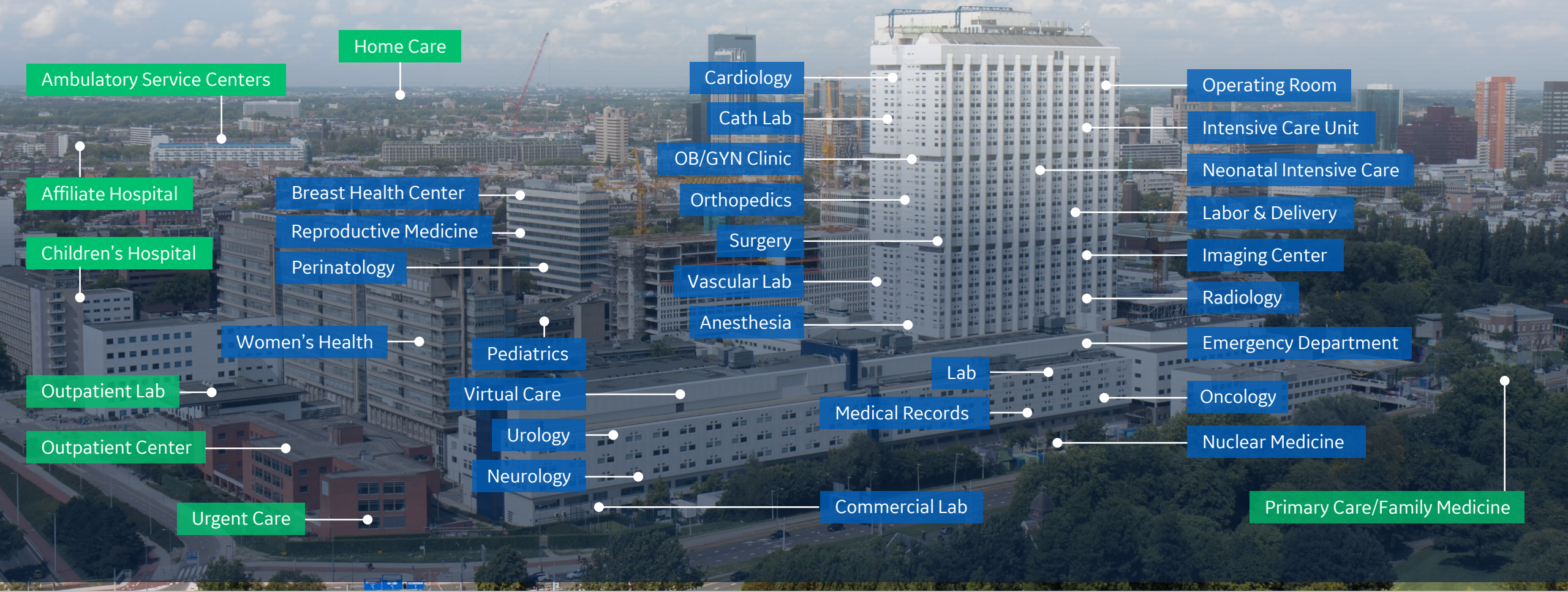
FY21 Revenue^{-a)}

Enterprise Digital Solutions^{-b)}
\$1B

Service & Repair^{-c)}
\$6B

(a) – Healthcare Systems includes Imaging, Ultrasound and Life Care Solutions (LCS)
(b) – Represents total Digital revenue included in HCS Imaging, Ultrasound and Life Care Solutions figures above.
(c) – Service & repair revenue included in HCS Imaging, Ultrasound and Life Care Solutions figures above

Where we deliver care along the patient journey



GE's unique strengths

Unrivaled customer access

- Major dept's in & out of hospital
- Addressing major disease states
- Deep engagement with KOLs

Technology leader

- A leader across modalities
- Digital/AI integration

Strong growing franchise

- Long-term partnerships
- Best-in-class service

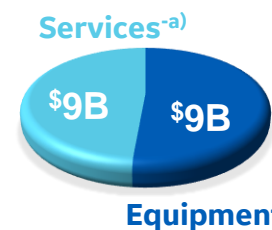
Tackling major care areas

- Cardiology
- Oncology
- Neurology

In Hospital

Community

GE Healthcare: 2021 by the numbers



1B+ Patients served



48K Employees



\$18B Revenue
50% recurring



160 Countries served



55% Revenue from outside U.S.



4M+ Installed base



16.7% Reported margins



>100% FCF conversion* -b)



~\$1B R&D

* Non-GAAP Financial Measure: See GE IR website for reconciliations

(a- Service, PDx and Digital

(b- FCF conversion*: segment FCF* / segment net income, adjusted to include non-GAAP restructuring expense

Outlook: Accelerating growth across continuum of care



	2022E	LONG-TERM OUTLOOK
GE REVENUE GROWTH^{*-a)}	LSD-MSD	MSD
GE PROFIT MARGIN	25-75 bps OMX ^{*-a)}	High teens to 20%
GE FCF CONVERSION^{*-b)}	>100%	100%+

Healthcare plans to deliver MSD revenue growth^{*-a)} over the long term while expanding margins

*Non-GAAP Financial Measure: See GE IR website for reconciliations

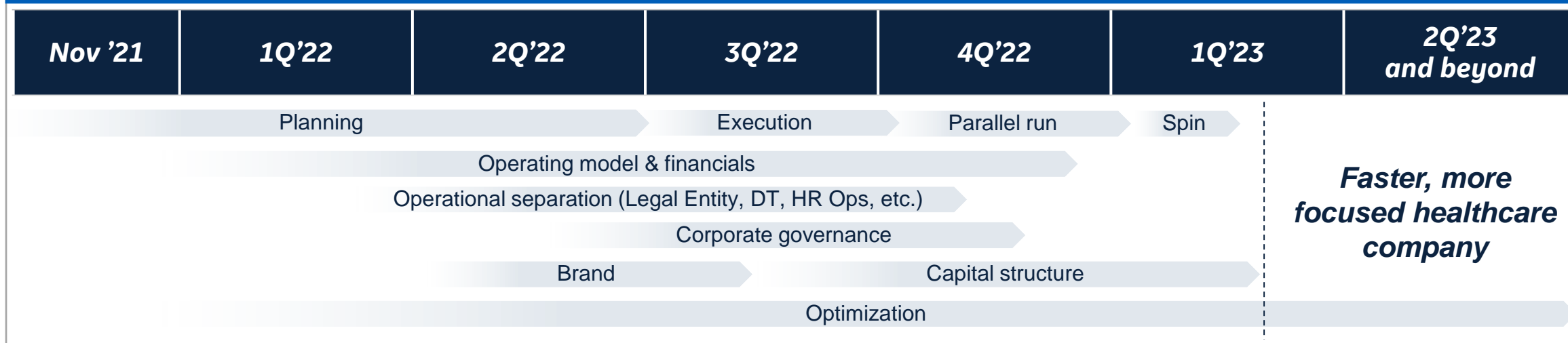
(a- Organic basis

(b- FCF conversion*: segment FCF* / segment net income, adjusted to include non-GAAP restructuring expense

Healthcare: Spin plans



SPIN MILESTONES



OPERATING APPROACH

- 95% of company 100% focused on day-to-day business performance
- Dedicated Separation Management Office driving workstreams ... Transforming what makes sense

- Key decisions to be made during process: Operating model, operational separation, capital structure, brand, corporate governance ...
- Business and regional segment details, stand-alone costs and capital structure available closer to spin

Healthcare: Key messages



GLOBAL FRANCHISE DRIVING PRECISION HEALTH INNOVATION

- At nexus of care pathways ... integrated tech, solutions, data complemented by higher-margin services
 - Powerful secular growth drivers: aging population, chronic disease, emerging markets
 - Trusted partner with strong global presence
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DRIVING OPERATIONAL PERFORMANCE USING LEAN

- Focus on fundamentals to accelerate top & bottom-line growth
 - Increased investment in pipeline and R&D productivity
 - Margin expansion leveraging lean and continued strong FCF* generation
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PLANNED SPIN-OFF ENABLES GROWTH ACCELERATION ON BOTH TOP AND BOTTOM LINE

- Optimized organization ... enables speed, agility, customer focus
- Focused investments in markets where we lead with expansion into higher-value franchises
- Strong global franchise, favorable market fundamentals, tuck-in M&A

* Non-GAAP Financial Measure: See GE IR website for reconciliations