



JP MORGAN 40TH ANNUAL HEALTHCARE CONFERENCE | JANUARY 2022

GE Healthcare

Peter Arduini | Chief Executive Officer

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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 <https://www.ge.com/investor-relations/important-forward-looking-statement-information> 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.

NON-GAAP FINANCIAL MEASURES:

In this document, we sometimes use information derived from consolidated financial data but not presented in our financial statements prepared in accordance with U.S. generally accepted accounting principles (GAAP). Certain of these data are considered “non-GAAP financial measures” under the U.S. Securities and Exchange Commission rules. These non-GAAP financial measures supplement our GAAP disclosures and should not be considered an alternative to the GAAP measure. The reasons we use these non-GAAP financial measures and the reconciliations to their most directly comparable GAAP financial measures are included in our SEC filings and earnings materials, as applicable.

GE’s Investor Relations website at www.ge.com/investor and our corporate blog at www.gereports.com, as well as GE’s Facebook page and Twitter accounts, contain a significant amount of information about GE, including financial and other information for investors. GE encourages investors to visit these websites from time to time, as information is updated and new information is posted.



OUR VISION

Leading innovator enabling **precision health** by integrating clinical care and data across the patient journey

PURPOSE

Improving lives in **moments that matter**

MARKET NEEDS

Health system efficiency

- Demand for efficiency and flexibility where care is delivered
- Requires more precise diagnostics, better inter-operability and improved workflow

Digitization of health

- Clinicians need specific insights from clinical data to make informed decisions
- Requires strong capability in clinical AI, analytics to address needs

Improved Outcomes

- Improving patient outcomes, leveraging AI, advancements in image-guided surgery, therapeutics

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

Solutions for Precision Diagnostics, Therapeutics, and Monitoring



BUSINESS LINES



Imaging

- MR
- CT
- MI
- X-Ray
- Women's Health
- Image-Guided Therapies



Ultrasound

- Women's Health
- Cardiovascular
- General Radiology
- Point of Care
- Primary Care
- Surgical Navigation



Life Care Solutions (LCS)

- Patient Monitoring
- Anesthesia & Respiratory
- Cardiology
- Maternal Infant Care
- Clinical Accessories
- Virtual Care Solutions



Pharmaceutical Diagnostics (PDx)

- Contrast Media
- Molecular Imaging Agents



Enterprise Digital Solutions

- PACS
- Digital Health Platform Services
- Vendor Neutral Archive
- Advanced Visualization



Services

- Equipment service – maintenance, repair
- Remote fix
- Large global reach
- Builds longer-term customer relationships

Offerings

We are a leader in the market segments where we compete



Global markets

Imaging

Ultrasound

Life Care
Solutions
(LCS)

Pharmaceutical
Diagnostics
(PDx)

Enterprise
Digital
Solutions

Services

Market size '21^{-a)}

\$22B

\$7B

\$8B

\$10B

\$5B^{-b)}

\$24B

Market CAGR '21 - '24^{-a)}

MSD

MSD

LSD

MSD

LDD

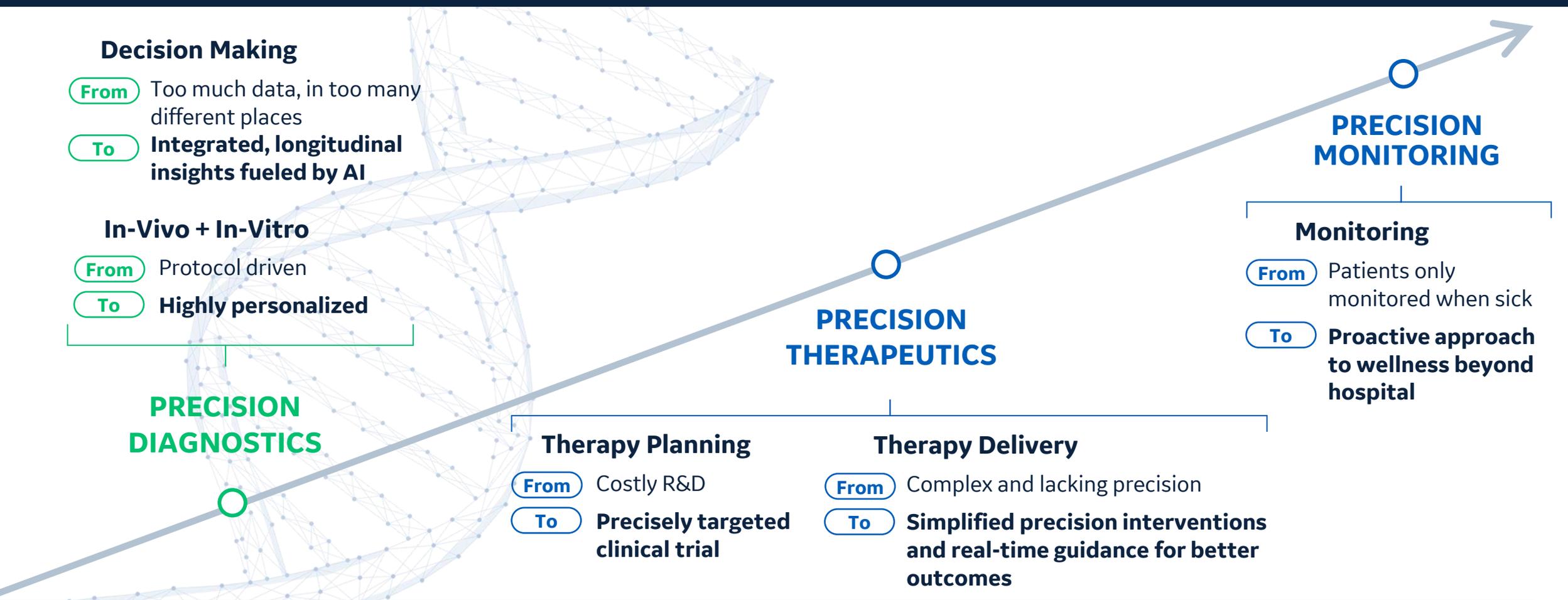
LSD

Market growth drivers

- Persistent need for better care, delivered more precisely and efficiently
- Growth of middle class and aging populations creates demand for more capacity
- Governments and private sector prioritizing healthcare investment driving demand
- Digital and AI application to healthcare challenges gaining momentum
- Contrast use growth in developing markets, molecular imaging agents use expanding

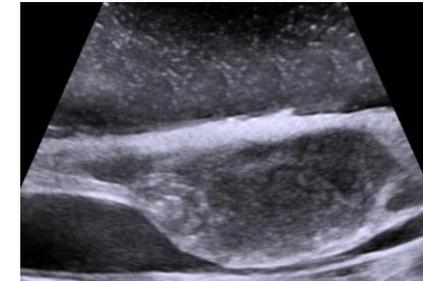
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Leading positions in \$75B+ global healthcare market with MSD market growth

GE Healthcare strategically positioned across care continuum to deliver precision health



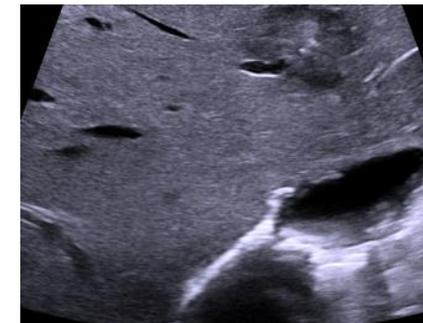
Creating new possibilities for healthcare, integrating products and solutions across care pathways, fueled by AI

BK Medical | A renowned leader in intraoperative ultrasound/surgical navigation



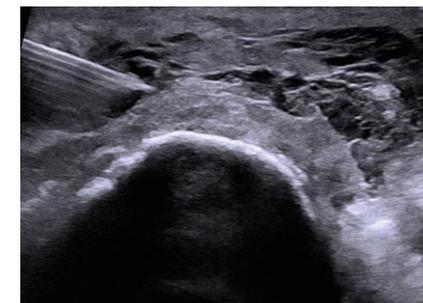
Neurosurgery and spine

Pioneer in real-time intraoperative imaging platform for neurosurgery



General Surgery

BK is widely adopted for intervention



Urology

Continuous surgical guidance and advanced visualization

Investing in digital capabilities that drive growth



ON-DEVICE AI

AIR™ Recon DL: Deep-learning MR application – enables system upgrade

- Sharper images, easier interpretation
- Shorter scan time, higher throughput

Critical Care Suite: AI-powered X-ray

- Assists with assessing endotracheal tube placement
- Helps detect pneumothorax (collapsed lung)

LOGIQ™ E10 Series: AI-equipped ultrasound

- Reduces key-strokes
- Delivers images faster than prior model**

FOR WORKFLOW

Command Center: integrated data for hospitals

- Tampa General: \$40M in efficiencies; reduced average length of stay***

Mural Virtual Care: clinical intelligence

- Monitoring care in ICU and Labor & Delivery to allow faster interventions

SOPHiA Genetics collaboration: better decisions based on data

- Goal of integrating radiomic and genomic data to improve oncology workflow

FOR THE ENTERPRISE

True PACS: cloud-native radiology system

- Ease of viewing from anywhere, anytime¹

Vendor Neutral Archive: secure clinical data storage at scale

Advanced Visualization: boosting productivity across radiology

- 55 clinical apps across care areas empowered by AI and advanced analytics

Enabling third-party apps in our workflow

200+ AI and analytics apps, including third-party

INTEGRATED ON AN INNOVATIVE DIGITAL HEALTH PLATFORM



- Connecting data across devices
- Enabling 3rd party developers to easily build and deploy algorithms
- Helping clinicians improve throughput & outcomes with predictive AI/analytics
- More efficient workflow to eliminate steps, rework, costs, and reduce burnout

**As compared to the LOGIQ E9.

*** <https://www.ge.com/news/press-releases/tampa-general-hospital-and-ge-healthcares-carecomm-saves-40-million-cuts-20000>

¹Only in the US and where the internet is available.

Introduced ~70 new products in 2021



FEATURED

AIR Recon DL; SIGNA™ Family

Pioneering, deep-learning based image reconstruction; three new SIGNA MRs.

Revolution™ Apex

Scalable CT platform with advanced capability, on-site upgrade, among the fastest rotation.

Enterprise Imaging in the Cloud

Imaging solutions moving to the cloud – subscription based, lower cost vs. on-premise.

AMX™ Navigate | LOGIQ E-10; Vscan Air™ | Allia™ IGS 5 and 7 | Digital Expert Access

Computed Tomography

- Revolution™ APEX Platform
- Revolution™ Ascend
- Effortless Workflow
- CT Clinical Applications

Imaging Solutions

- Edison™ Imaging 360
- Imaging Protocol Manager 2.0
- Digital Expert Access
- Intelligent Protocolling
- Liver Suite (Filing TBD)

Interventional

- Allia™ IGS 7³
- Liver ASSIST Virtual Parenchyma⁴
- Allia™ IGS 5⁵

Magnetic Resonance

- AIR™ Recon DL
- SIGNA™ Hero⁶
- SIGNA™ Artist Evo
- SIGNA™ Prime⁷
- SIGNA™ PET/MR MotionFree Brain⁸
- AIR™ Coils for 1.5T and 3.0T
- SIGNA™ Premier Return to Sports

Molecular Imaging

- StarGuide™
- Discovery™ MI Gen 2
- MyoSPECT™
- Xeleris™ V

Surgery

- OEC 3D
- OEC Elite CFD
- OEC One CFD

Women's Health

- Senographe Pristina™ with new IQ Suite
- SenoBright with Serena Bright

X-ray

- AMX™ Navigate
- Definium™ Tempo Pro/Plus
- Critical Care Suite 2.0

Healthcare IT

- Enterprise Imaging in the Cloud
- Edison™ Digital Health Platform
- DoseWatch™
- Edison™ AI Orchestrator
- Edison™ True PACS
- Oncology Solutions
- Radiology Oncology Portfolio
- One-Stop Breast Clinic

Ultrasound

- LOGIQ™ E10 Series
- LOGIQ™ E10
- LOGIQ™ P10
- LOGIQ™ S8 XDclear™ 2.0+

Ultrasound

- Invenia™ ABUS 2.0
- Vscan Air™
- ViewPoint™ 6
- Voluson™ E10
- Vivid™ E95
- Venue™ Family
- Versana Premier™

LCS

- CARESCAPE R860 BT
- Carestation 750
- MAC 7
- MAC VU360 v1.02
- CHA Anesthesia, CHA Critical Care (Spring'21)
- Giraffe PT Light Meter

LCS

- ResusView
- B850, B650, B450 V3.2 and CARESCAPE ONE
- CSCS v3.0
- OnWatch Network Edge

Services

- OnWatch™ Predict
- MyGEHealthcare

Contrast Media

- Visipaque Flip Top Cap on +PlusPak
- UlrichINJECT CT Motion™
- Iodine Recycling Program

Innovation driving growth

Reach and capability in precision health solving critical patient and clinical challenges

- Strong, global precision health franchise focused on innovation driven growth ... Command Center in 300+ hospitals ... 200+ Digital apps
- Goal to drive operational improvements with continued growth and margin expansion, higher FCF* generation
- Accelerating growth across continuum of care with focused organic investment and strategic M&A
- 47K employees ... \$17B backlog^{-d)} ... 4M+ installations, serving 1B+ patients and executing 2B+ procedures/year

'20 Revenue: \$17B^{-a,c)}

Services^{-e)}



Equipment

Long-term through the cycle

Market growth	MSD ^{*-a)}
Operating margin	High teens to 20% ^{*-a)}
FCF* conversion ^{-b)}	100%+

* Non-GAAP Financial Measure

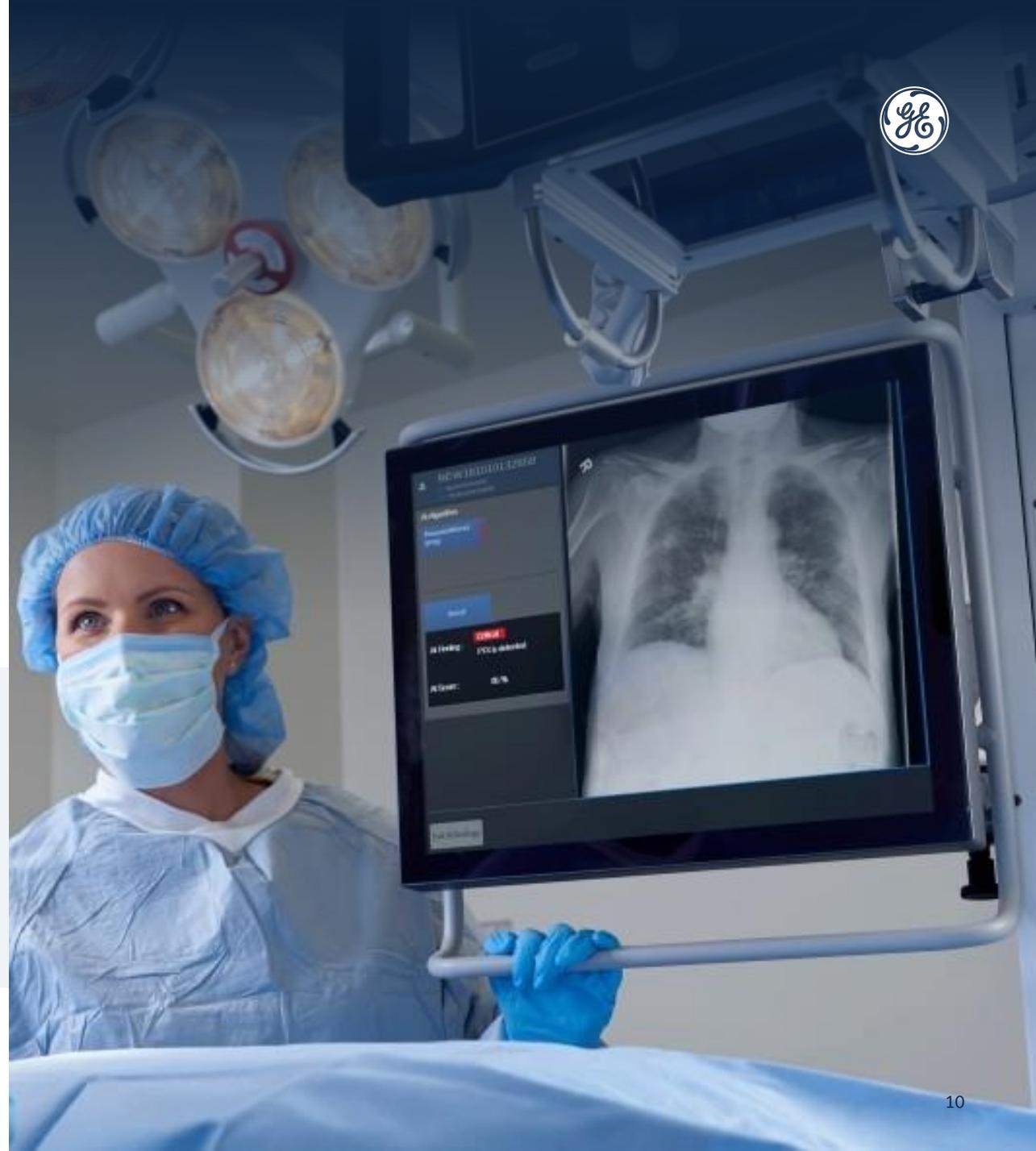
(a - Organic basis

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

(c - Excludes BioPharma

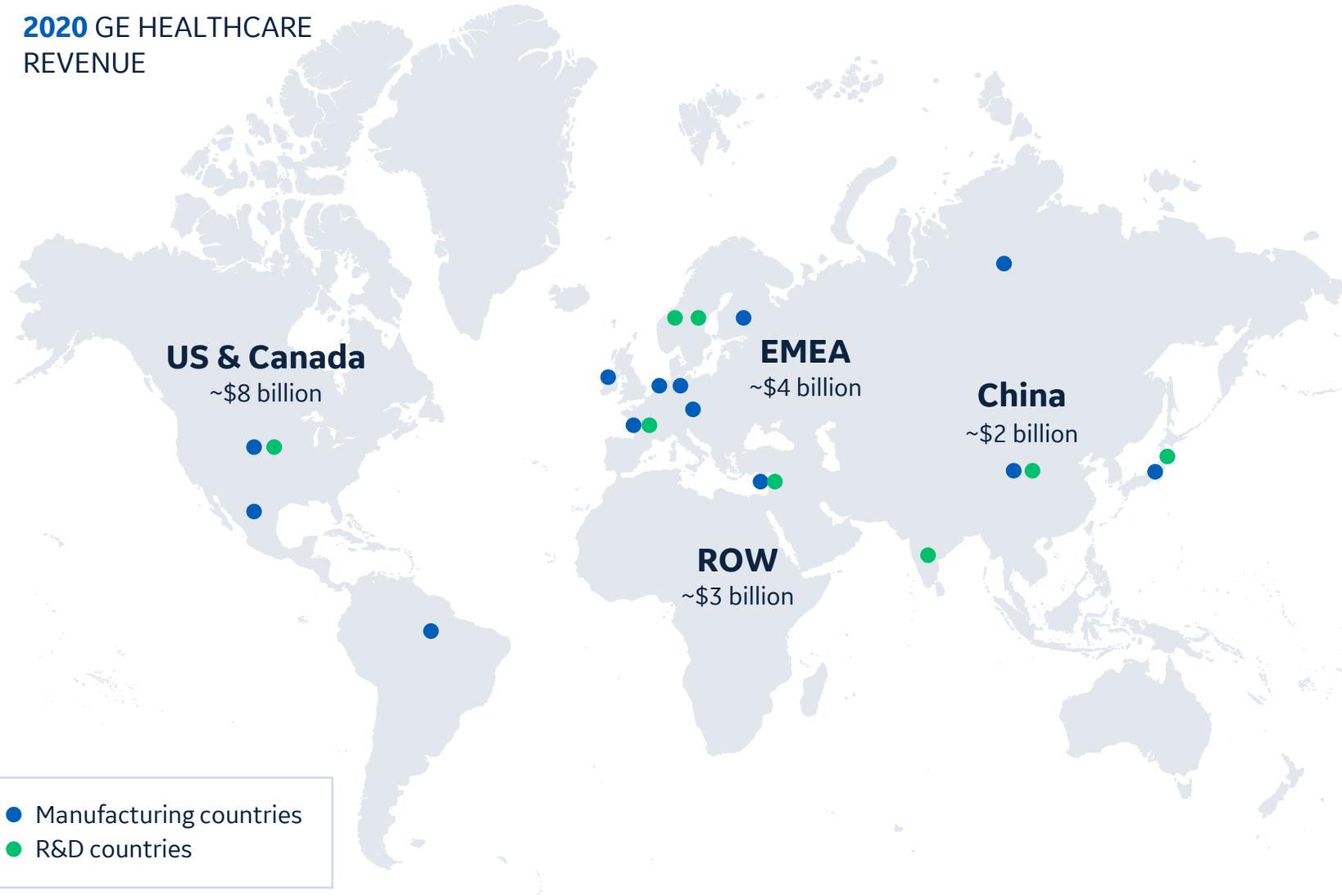
(d - As of year ended 2020

(e - Service, PDX and Digital



Trusted partner with strong global presence

2020 GE HEALTHCARE
REVENUE



2020 GE HEALTHCARE

LOCAL, GLOBALLY

Global sales force >**10,000**;
1,500 channel partners to
expand our reach; and
8,000 field engineers

INTEGRATED SUPPLY CHAIN

**Strong global commercial
regions** with 41
manufacturing sites
delivering quality products
and enabling world-class
customer experience

INNOVATION CLOSE TO CUSTOMERS

R&D at 25 locations

Accelerating growth



GROWTH TRENDS

	2019	2020	Long-Term Through Cycle
Reported Revenue^{-a)} (\$B)	\$16.7	\$17.2	Growing
Organic Revenue Growth*	+3%	+4%	MSD
Operating Margin^{-a)}	13.6%	15.6%	High teens to 20%* ^{-b)}

STRATEGIC THEMES

- **Care Pathways** ... integrated and intelligent workflow
- **Digital & AI** ... leading tech to improve patient care
- **Established & Emerging Markets** ... leading position
- **Lean** ... standardization across org drives growth & margin expansion
- **NPI** ... growing \$1B+ annual cash R&D investment
- **Partnerships** ... with customers and industry
- **M&A** ... attractive adjacencies complementary to core

History of growth and organic margin expansion ... strategy focused on accelerating momentum.

* Non-GAAP Financial Measure
 (a) - Ex- BioPharma
 (b) - Organic basis



GE to form three industry-leading global public companies focused on growth sectors of healthcare, aviation, and energy. Strategic rationale: long term value creation.

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Enables us to move faster on the world's most urgent needs ... future of flight, precision health, energy transition.

- Industry-leading** ... three well-capitalized, investment grade companies with seasoned leadership teams
- Greater focus** ... deeper operational focus, accountability and agility to meet customer needs
- Capital allocation** ... tailored decisions in line with distinct strategies and industry-specific dynamics
- Strategic and financial flexibility** ... to pursue growth opportunities through investment cycles
- Governance** ... dedicated boards of directors with deep domain expertise
- Talent** ... Business and industry-oriented career opportunities and incentives
- Investor base** ... distinct and compelling investment profiles, appealing to broader and deeper investor bases

Summary



- **Strong GE Healthcare franchise with global scale and reach** ... leveraging breadth and installed base to grow equipment, digital and services opportunity
- **Market fundamentals strong + improving** ... entering fast-growing adjacencies, positioned to increase market share in attractive growth markets
- **Collaboration** ... across clinical settings with industry and technology leaders and enterprise customers
- **Driving operational improvements** ... lean priorities, optimizing infrastructure and teams for fast decision-making and accountability
- **Investing in Precision Health** ... ramping R&D, prioritizing Digital and AI on Edison platform, and executing on strategic acquisitions
- **Accelerating precision health** ... across continuum of care

