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

<table>
<thead>
<tr>
<th>Business Segments</th>
<th>FY21 Revenue&lt;sup&gt;a)&lt;/sup&gt;</th>
</tr>
</thead>
<tbody>
<tr>
<td>Imaging</td>
<td>$10B</td>
</tr>
<tr>
<td>Ultrasound</td>
<td>$3B</td>
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<tr>
<td>Life Care Solutions</td>
<td>$3B</td>
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<tr>
<td>Pharmaceutical Diagnostics</td>
<td>$2B</td>
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<tr>
<td>Enterprise Digital Solutions&lt;sup&gt;b)&lt;/sup&gt;</td>
<td>$1B</td>
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<tr>
<td>Service &amp; Repair&lt;sup&gt;c)&lt;/sup&gt;</td>
<td>$6B</td>
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</tbody>
</table>

<sup>a</sup> Healthcare Systems includes Imaging, Ultrasound and Life Care Solutions (LCS)

<sup>b</sup> Represents total Digital revenue included in HCS Imaging, Ultrasound and Life Care Solutions figures above.

<sup>c</sup> 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
- Breast Health Center
- Reproductive Medicine
- Perinatology
- Cardiology
- Cath Lab
- OB/GYN Clinic
- Orthopedics
- Surgery
- Vascular Lab
- Anesthesia
- OB/GYN Clinic
- OB/GYN Clinic
- Anesthesia

Community
- Ambulatory Service Centers
- Affiliate Hospital
- Children’s Hospital
- Outpatient Lab
- Outpatient Center
- Urgent Care
- Home Care
- Pediatrics
- Virtual Care
- Urology
- Neurology
- Commercial Lab
- Lab
- Medical Records
- Operating Room
- Intensive Care Unit
- Neonatal Intensive Care
- Labor & Delivery
- Imaging Center
- Radiology
- Emergency Department
- Oncology
- Nuclear Medicine
- Primary Care/Family Medicine
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

$9B Equipment

$9B Services

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

<table>
<thead>
<tr>
<th>GE REVENUE GROWTH*^-a)</th>
<th>2022E</th>
<th>LONG-TERM OUTLOOK</th>
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<tbody>
<tr>
<td>GE PROFIT MARGIN</td>
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<tr>
<td>GE FCF CONVERSION*^-b)</td>
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- LSD-MSD
- MSD

- GE REVENUE GROWTH:
  - High teens to 20%

- GE PROFIT MARGIN:
  - 25-75 bps OMX*^-a)
  - >100%

- GE FCF CONVERSION*^-b):
  - LSD-MSD
  - High teens to 20%
  - MSD
  - 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

<table>
<thead>
<tr>
<th>Nov ’21</th>
<th>1Q’22</th>
<th>2Q’22</th>
<th>3Q’22</th>
<th>4Q’22</th>
<th>1Q’23</th>
<th>2Q’23 and beyond</th>
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<tbody>
<tr>
<td>Planning</td>
<td>Execution</td>
<td>Parallel run</td>
<td>Spin</td>
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<tr>
<td>Operating model &amp; financials</td>
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<td>Operational separation (Legal Entity, DT, HR Ops, etc.)</td>
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<tr>
<td>Optimization</td>
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Faster, more focused healthcare company

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

No plans shall be finalized and/or implemented until the completion of appropriate engagement with works councils and/or other employee representatives as required in accordance with local law
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

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

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