Healthcare – summary

• Strong GE Healthcare franchise with global scale & reach ... leveraging breadth & installed base to grow equipment, digital & services

• Market fundamentals strong + improving ... partnering with customers to fulfill demand as procedure volumes ramp

• Driving operational improvements ... using lean and aligning strategic business units to drive accountability

• Growing & investing in Precision Health ... ramping R&D, prioritizing Digital & AI on our Edison™ platform, and targeted acquisitions

Global healthcare franchise uniquely positioned to win in precision health
GE Healthcare – a global leader in large, attractive markets

<table>
<thead>
<tr>
<th>Global markets</th>
<th>Imaging</th>
<th>Ultrasound</th>
<th>Life Care Solutions (LCS)</th>
<th>Pharmaceutical Diagnostics (PDx)</th>
<th>Enterprise Digital Solutions</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market size ’20</td>
<td>$19B\textsuperscript{a)}</td>
<td>$6B\textsuperscript{a)}</td>
<td>$11B\textsuperscript{a)}</td>
<td>$8B\textsuperscript{b)}</td>
<td>$5B\textsuperscript{c)}</td>
</tr>
<tr>
<td>CAGR ’21 - ’24</td>
<td>4-5%</td>
<td>4%</td>
<td>2-3%</td>
<td>4%</td>
<td>10%</td>
</tr>
</tbody>
</table>

Growth drivers

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

$50B global healthcare market\textsuperscript{d)} with consistent mid-single digit growth expected

\textsuperscript{(a)} - Imaging, Ultrasound and LCS markets measured in equipment order $; all others based on revenue $; LCS excludes digital
\textsuperscript{(b)} - X-Ray and MR contrast media and Nuclear Medicine (SPECT & PET)
\textsuperscript{(c)} - ESS markets include Enterprise Imaging, Advanced Visualization and Care Area IT
\textsuperscript{(d)} - Excluding Services
# Healthcare – outlook

<table>
<thead>
<tr>
<th></th>
<th>2020 (excludes BP, organic)</th>
<th>1Q’21A</th>
<th>2021F</th>
<th>2022F</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue:</td>
<td>$17.1B*</td>
<td>7%*a)</td>
<td>LSD/MSD* a)</td>
<td>Growing* a)</td>
</tr>
<tr>
<td>Segment margin:</td>
<td>15.8%*a)</td>
<td>15.4%*a) +270bps</td>
<td>+25 – 75bps* a)</td>
<td>+25 – 75bps* a)</td>
</tr>
<tr>
<td>Free cash flow*:</td>
<td>$2.6B*</td>
<td>Up</td>
<td>Flat to slightly up</td>
<td>Flat up</td>
</tr>
</tbody>
</table>

## 2021
- Imaging, Ultrasound & PDx markets rebounding and procedures stabilizing; services growth
- Targeted inorganic activity and increased R&D spend driven by digital & Edison apps
- Executing on pricing, productivity & structural cost out
- Lean improvements driving FCF conversion* b) >100%

## 2022+
- LSD to MSD market growth and continue to see movement towards Digital solutions
- Expanding R&D investment in Digital & AI
- Organic margin expansion driven by product & service cost out & G&A leverage
- FCF conversion* b) ~100% of net income

* Non-GAAP Financial Measure  
  (a – Organic basis  
  (b - FCF conversion*: segment FCF* / segment net income, adjusted to include non-GAAP restructuring expense

Significant opportunity for value creation with continued operational rigor, investment & innovation
Investing in Precision Health – Customer-driven innovation

**Ultrasound – Voluson SWIFT; V-Scan AIR**

“Voluson Swift is **intuitive to use** and comes with many **options to personalize** the system to your preferences and auto-measurement tools that allow you to **focus on the examination rather than time-consuming adjustments**”

Dr. Ralf Menkhaus, Gynecologist Germany

“With this powerful tool in my pocket I can **perform a complete examination** on my patients and **make decisions quickly right at the bedside**,”

Dr. Yale Tung-Chen, Internal Ultrasound, Spain

**MR – AIR Recon DL**

“... **improves image quality while reducing scan times**, which directly impacts patient comfort. When you can improve the delivery of care and enhance the clinical efficiency of the team, **it’s a win-win**.”

Peter Ferrari, President, Shields Health Care Group – first site to scan with AIR Recon DL

**Edison™ – Command Center**

“... **guides our hospital along the path of automating care delivery** ... our team gathered valuable patient insights from our command center which we’ve been able to apply to managing **reduced length of stay & better patient flow**”

Dr. Peter Chang, VP for care transitions, Tampa General Hospital

**Life Care Solutions – Mural**

“... **allows us to execute our vision of increasing the level of care in community hospitals**, allowing patients across the state of Oregon to receive **the care they need closer to home** ... optimizing ICU capacity in the area”

Joe E. Ness, M.H.A., R.Ph Senior VP and COO of OHSU Healthcare

Innovating for customers ... providing more productive healthcare capacity and better patient outcomes
# Investing in Precision Health – Recent Acquisitions

## Prismatic Sensors AB
- Pioneering photon counting technology using deep silicon-based detectors
- Has the promise to visualize minute details of organ structures, improved tissue characterization, more accurate density measurement & lower radiation dose\(^a\))
- CT equivalent of high-definition color vs black & white TV

## Zionexa
- Scaling biotech Zionexa’s FDA-approved PET imaging agent, Cerianna (fluoroestradiol F-18) & pipeline agents
- Driving Cerianna to be available to 75% of metastatic breast cancer patients in the U.S. by 2023, up from 25%
- Builds GE’s pipeline of oncology and neurology tracers to help physicians personalize treatment

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\(^a\) Technology in development. Not for sale. Not cleared or approved by the U.S. FDA or any other global regulator for commercial availability
Global Healthcare franchise winning in large, attractive markets

Leveraging lean to drive improvements & deliver strong financials

Leading the way in Precision Health in partnership with our customers

Global healthcare franchise uniquely positioned to win in precision health