Expanding networks to grow market share

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Strategically Positioned Assets

WHERE WE OPERATE

NETWORK EXPANSION

HOW WE OPERATE

Successful Provider System Model
In-market network

- Transport
- Payor alignment
- Rural FSERs
- Physician relations
- Case management
- Network optimizers
- Rural hospital
- Transfer center
- Patient navigation
- Telehealth
- CRM
- Outreach network
- In-market network
- In-market network
- Hospital
- Multi-specialty clinic
- ASC
- Imaging
- Home health
- Behavioral health
- Hospice
- Clinical affiliations
- Management agreements
- Outreach clinics
- UCC
- FSER
- PCP
- Rural hospital
- Outreach network
Outreach network

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- Rehab
- Clinical affiliations
- Management agreements
- Outreach network

FSER: Federally Qualified Rural Health Clinics
PCP: Primary Care Provider
UCC: Urgent Care Center
ASC: Ambulatory Surgery Center
Network optimizers

- Transport
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- Transfer center
- Patient navigation
- Telehealth
- CRM

2022 Investor Day
Provider network breadth

- **183 hospitals**
- **46,300 medical staff**
- **317 urgent care centers**
- **142 FSERs**
- **148 ambulatory surgery centers**
- **1,463 outreach programs**
- **137 imaging centers**

<table>
<thead>
<tr>
<th></th>
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<tbody>
<tr>
<td><strong>Volumes</strong></td>
</tr>
<tr>
<td>Patient encounters</td>
</tr>
<tr>
<td>41.7M</td>
</tr>
</tbody>
</table>

(1) Includes 22 freestanding endoscopy centers as of 9/30/23.
Network expansion drives growth

+300 bps
IP market share gain
2012-2022

24%
2012

27%
2022

81%
of HCA Healthcare markets are 1st or 2nd inpatient market share leaders
<table>
<thead>
<tr>
<th>Type</th>
<th>Count</th>
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<tbody>
<tr>
<td>Hospitals</td>
<td>7</td>
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<td>FSERs</td>
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<tr>
<td>UCCs</td>
<td>25</td>
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<td>ASCs</td>
<td>13</td>
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<tr>
<td>Clinics</td>
<td>75</td>
</tr>
<tr>
<td>Medical staff</td>
<td>2,900</td>
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</tbody>
</table>
Austin, TX outreach

Access points

111

#1 health system in Austin

Austin market

Affiliated hospitals
FSER
Flight operations
Clinics
Telemedicine sites
Expanding our reach to drive share growth

2012 - 2022

- 1,400+ outreach programs in 500+ locations
- 567 zip codes
- 472 counties

+450 bps
IP in-migration share gain
2012-2022

2012 2022

20.5% 25%
Network optimizers

- Inbound transports: 175K
- Physician relations visits: 455K
- Telehealth visits: 400K
- Navigation encounters: 2.9M

Note: Inbound transports reflects CY 2022; all other TTM 9/30/2023.
Transfer centers

- Inbound transports: 175,000
- Discharge and interfacility transports: 490,000
- Total patient transports: 665,000

Note: Data reflects CY 2022.
Our CapEx pipeline is significant

$5.3 billion in approved projects

- Services growing demand
- Fuels network development
- Addresses occupancy constraints

As of 8/31/2023, includes projects primarily completing in 2024 and 2025.
## Evolution of network asset growth

<table>
<thead>
<tr>
<th></th>
<th>2012</th>
<th>Net gains</th>
<th>2023</th>
<th>Next 2 years*</th>
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<tbody>
<tr>
<td><strong>Hospital</strong></td>
<td></td>
<td></td>
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<tr>
<td>Hospitals (acute)</td>
<td>156</td>
<td>+19</td>
<td>175</td>
<td>+1</td>
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<tr>
<td>Hospitals (BH, IRF)</td>
<td>6</td>
<td>+2</td>
<td>8</td>
<td>+3</td>
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<tr>
<td>Beds in service</td>
<td>36,096</td>
<td>+5,863</td>
<td>41,959</td>
<td>+1,558</td>
</tr>
<tr>
<td>(acute, BH, IRF)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical staff</td>
<td>37,800</td>
<td>+8,500</td>
<td>46,300</td>
<td>+1,900</td>
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<tr>
<td><strong>Outpatient</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FSERs</td>
<td>20</td>
<td>+122</td>
<td>142</td>
<td>+51</td>
</tr>
<tr>
<td>Urgent care centers</td>
<td>18</td>
<td>+299</td>
<td>317</td>
<td>+65</td>
</tr>
<tr>
<td>Ambulatory surgery ctrs(1)</td>
<td>123</td>
<td>+25</td>
<td>148</td>
<td>+9</td>
</tr>
<tr>
<td><strong>Post-acute</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>IP rehab beds</td>
<td>1,121</td>
<td>+999</td>
<td>2,120</td>
<td>+111</td>
</tr>
<tr>
<td>Behavioral beds</td>
<td>2,412</td>
<td>+442</td>
<td>2,854</td>
<td>+168</td>
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</table>

2023 as of 9/30/2023. Figures are approximate.

(1) Includes freestanding endoscopy centers (22 centers at 9/30/23 and 11 at 12/31/12).

*Projected

*Projected Estimates are based on current plans and expectations and are subject to known and unknown uncertainties, including those set forth in Forward Looking Statements. Actual results may vary.
Expanding the network through emergency services

Richard Hammett, President, Atlantic Group
The ER is a vital community asset

Admissions originate in the ER: 3 of 4
IP surgeries originate in the ER: 1 of 2

183 hospitals
142 free standing ERs

1 of 15 ER patients in the U.S. receive care at an HCA Healthcare facility

HCA Florida Blake Hospital

Source: 1) calculated off of reported CDC emergency room visit counts
* Hospital locations as of 9/30/2023
Solid HCA Healthcare ER volume growth with significant market potential

1) TTM through September 2023
2) ER visit opportunity estimated based on 2022 full year market data
Delivering a competitive advantage

- Operational excellence
- ER growth accelerators
- Invest in capacity and access points
- EMS efficiency
- Clinical capabilities
Achieving operational excellence

anchored by...

Performance monitoring
Real-time analytics
Predictive modeling

10 min.
Main hospital ER arrival to greet 2023 YTD

33 min.
Faster discharged length of stay vs. industry average

Structure  Best practices  Leadership development

Source: 1) 2022 Emergency Department Benchmarking Alliance
Creating EMS efficiency

Daily EMS runs ¹
2023 YTD
4,580
Daily EMS runs to HCA Healthcare facilities

Daily EMS runs ¹
2023 YTD
+20%
Growth in daily EMS runs to HCA Healthcare facilities vs. 2019

EMS turnaround time
2023 YTD
9 min.

ER EMS protocols

Emergency Medical Services (EMS) liaisons

ER advanced paramedic protocols

Note: EMS turnaround time = Average EMS arrival to assumption of care at HCA Healthcare emergency rooms
(¹) As of 7/31/2023
Enhancing our clinical capabilities to capture demand

Access points
- 9 hospitals
- 7 free standing ERs
- 2 pediatric ERs
- 1 OB/GYN ER

High acuity programs
- 1 Level I trauma center
- 4 Level III trauma centers
- 1 comprehensive stroke center
- 3 primary stroke centers
- 6 STEMI centers

Nashville market

8 of 10 patients continue to seek care in the HCA Healthcare system
Fueling growth through capital investments

FSER development approach

- Capture demand in rural/outreach markets
- Offload main ER capacity
- Penetrate micro-markets

Advantages

- Speed of deployment
- Tapping into significant unmet need
- Outstanding patient experience
- Unmatched throughput and efficiency

Prior 10-yr. growth

- +2,484 ER beds
- +103 FSER access points

Under development

- +707 ER beds
- +51 FSER access points

Note: ER Bed Additions include both Main Hospital ER and FSER beds
Market spotlight: Ocala, Florida

2012

HCA Florida Ocala

2016 - 2023

Free Standing Emergency Rooms

HCA Florida West Marion

Program development

Level II trauma
Comp stroke
Ground transport
Robotic surgery
Cardiovascular
Neurosurgery/spine

ER Volume

ER visits

2012

2012

2022

2022

+118%

+148%
Expanding clinical capabilities to drive growth

Tim McManus, President, National Group
Strategic approach to care for complex case demand

Service line innovation

 Physician partnership

 Scale and replicate

Corporate support and infrastructure

Capital and technology investment

Increased clinical complexity
Diversified, balanced portfolio of service lines

- Cardiac and vascular
- Gastroenterology
- General medicine
- General surgery
- Neurosciences
- Oncology
- Orthopedics and spine
- Women’s and children’s

~40% revenue from high acuity services

No single service line exceeds 14% of hospital inpatient revenue
Case mix index growth

Case mix index (CMI) growth from 2012 to 2023.

+25% Growth

2023 = TTM ending 9/30/2023
Advanced neuroscience network expansion drives share and acuity

- **Advanced stroke centers**: +281%
- **Market share**: 24.1% to 26.2% (+207bps)
- **Case mix index**: 2016: 26.2%, 2023: 28%

2016

**Denver stroke network**

- **65+ Referring hospitals**
- **#1 Market position**

Creates foundation for complex neurosurgery, epilepsy and brain tumor

2023 = TTM Ending 9/30/2023, program counts as of 9/30/2023, market share as of Q4 2022.
Expansion of trauma programs creates opportunities for adjacent services

**Trauma**

+218% Activations 2013-2023

<table>
<thead>
<tr>
<th>2013</th>
<th>2023</th>
</tr>
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<tbody>
<tr>
<td>16</td>
<td>52</td>
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</tbody>
</table>

**Burn**

<table>
<thead>
<tr>
<th>2013</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>5</td>
<td>16</td>
</tr>
</tbody>
</table>

**Rehab**

+103% Rehab admissions 2013-2023

<table>
<thead>
<tr>
<th>2013</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>56</td>
<td>81</td>
</tr>
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Cardiac & Vascular vertical expansion advances clinical complexity

**Case mix index**

- **2013**: Base cases
- **2023**: Increased cases by +36%

**High acuity volume growth 2016-2023**
- +45% Electrophysiology
- +17% CABG
- +83% Valve
- +495% ECMO
- +286% Transplant and ventricular assisted device

Note: As of TTM 9/30/2023
Joint venture with McKesson supports high acuity cancer care and research

- Expanded access points with over 250 research locations
- Accelerated drug development and expanded trial capabilities
- Clinical trial leader with more than two-thirds of FDA-approved cancer therapies over the last 10 years

Power of partnership

Research

- Partnership with 1,500+ medical oncologists

Cancer care

Transplants and cellular therapies

- 830 in 2013
- 1,020 in 2017
- 1,595 in 2022

+92%
Strong demand growth for high acuity, inpatient services

Adult inpatient portfolio forecast for industry, 2023-2033

Percent growth

-10% 0% 10% 20% 30% 40%

2023 2028 2033

36% Quaternary
25% Tertiary
6% High CMI
3% Medium CMI
3% Shifting Tertiary
-3% Low CMI

Most complex
Least complex

Source: Sg2 Growth Modeling, July 2023
Expanding the network through physician partnership

Erol Akdamar, President, American Group
Physicians are our partners and a key dimension of our operating model.
We have a robust physician workforce for today and tomorrow

**46K**

Medical staff physicians

**A partnership continuum:**
- Employed 19%
- Independent 81%

**With depth and breadth:**
- Specialists 53%
- Primary care 16%
- Hospital-based 31%

**1.1K**

Urgent care providers

**5.2K**

GME residents and fellows
We have a strong value proposition to grow programs and practices
We build industry leading clinical capabilities for our physicians

HCA Healthcare robotics today

- **800** Robots
- **19** Specialties
- **20** Robot platforms

Robotic surgeons: +35%
Surgeries: +44%
...and invest capital and infrastructure to fulfill our aligned vision

Create the world’s destination for endocrine care and research

Incremental physician partnership

10 physicians
Norman Clayman Endocrine Institute

Create a regional destination for heart and spine services

15 physicians
Texas Back Institute
Southwest Scoliosis
Vascular Care of Texas
North Texas Heart Center
...expanding our programs and network to grow market share

90% of patients live >100 miles and 9% outside U.S.

#1 market share position in endocrine services

>90 spine and cardiac physicians

#1 market share position in spine and vascular services
Our urgent care platform consists of 317 clinics and 1,100 primary care providers

<table>
<thead>
<tr>
<th>Key expansions</th>
<th>Today</th>
<th>2014-2022 (CAGR)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Dallas (2014)</td>
<td>3.4M</td>
<td>47%</td>
</tr>
<tr>
<td>24 to 57 centers</td>
<td>1.1K</td>
<td>20%</td>
</tr>
<tr>
<td>Las Vegas (2015)</td>
<td>59 to 76 centers</td>
<td>317</td>
</tr>
<tr>
<td>Florida (2022)</td>
<td>35%</td>
<td></td>
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</tbody>
</table>
... and provides patient access to our comprehensive network

Patients needing follow-up

Patients connected

220K

56%

61%

Timeframe: 2022
Our model ultimately strengthens physician partnership and drives growth

- Payor alignment
- Physician relations
- Case management
- Transport
- Rural hospital

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- Rural FSRs
- FSER
- PCP
- Multispecialty clinic
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2012
2022
2030 target

24%
27%
29%

*2022 market share as of Q4 2022