

Change Healthcare

Inspiring a Better Healthcare System

January 2020

CHANGE
HEALTHCARE

Legal

FORWARD LOOKING STATEMENT:

This presentation includes forward-looking statements that are subject to risks, uncertainties and other factors. All statements other than statements of historical fact are statements that could be deemed forward-looking statements, including information concerning our possible or assumed future results of operations; any statements of the plans, strategies and objectives of management for future operations; any statements regarding product or service developments, extensions or integration; any statements of expectation or belief; any statements regarding general industry conditions and competition; any statements regarding economic conditions; and any statements of assumptions underlying any of the foregoing. Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Given these uncertainties, you should not place undue reliance on any forward-looking statements in this presentation. All forward-looking statements are based on information currently available to Change Healthcare and are qualified in their entirety by this cautionary statement. The statements herein speak only as of the date such statements were first made. Except to the extent required by law, Change Healthcare assumes no obligation to update any such forward-looking statements or other statements included in this presentation.

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In the Company's earnings releases, prepared remarks, conference calls, slide presentations and webcasts, there may be use or discussion of non-GAAP financial measures. The GAAP financial measure most directly comparable to each non-GAAP financial measure used or discussed, and a reconciliation of the differences between the comparable GAAP financial measure and each non-GAAP financial measure are included in this press release after the consolidated financial statements. These non-GAAP financial measures that are calculated and presented on the basis of methodologies other than in accordance with generally accepted accounting principles in the United States of America ("GAAP"). These non-GAAP financial measures should be considered only as supplemental to, and not as superior to, financial measures prepared in accordance with GAAP.

ADOPTION OF NEW REVENUE RECOGNITION STANDARD:

Change Healthcare adopted the new revenue recognition accounting standard Accounting Standards Codification ("ASC") 606 effective April 1, 2019 on a modified retrospective basis. Financial results for reporting periods during fiscal year 2020 are presented in compliance with the new revenue recognition standard. Historical financial results for reporting periods prior to fiscal year 2020 are presented in conformity with the prior revenue recognition standard ASC 605. This presentation and the related press release includes additional information to reconcile the impacts of the adoption of the new revenue recognition standard on the Company's financial results for the three and six month periods ended September 30, 2018. This includes the presentation of financial results during fiscal year 2019 under ASC 605 for comparison to the prior year.

Change Healthcare: Investment Highlights

Leading Independent Healthcare Technology Company Providing Data and Analytics Driven Solutions For Payers, Providers and Consumers



\$3 Billion
Revenue

Highly Diversified Revenue With No Customer More Than 4% Of Revenue



31%
Adj. EBITDA

Strong Margin Profile; Expected To Expand 50-75 Bps Per Year with Strong Free Cash Flow



\$1 Trillion
Market Opportunity

30% of U.S. Healthcare Spending is Waste⁽¹⁾; \$3.6T US Healthcare Market Growing ~5-6% per year



88%
Recurring Revenue

Predictable Revenue Base; 30,000 Customers and 700 Channel Partners



14 Billion
Transactions

Largest Independent Network; Over \$1 Trillion in Claims and \$150 Billion in Payments Distributed

Note: All numbers are approximate.

Note (1): JAMA Study 10.7.19 - "Waste in the US Healthcare System"

Innovating from the Center of the Healthcare Ecosystem

Data and Connectivity

Unique position at the center of the healthcare ecosystem

Unparalleled transaction volume

14B transactions

\$1T in claims

In-the-workflow connectivity

5,500 hospitals

900,000 physicians

Comprehensive Solutions

Serving payers, providers, labs, pharmacies, consumers, others

Software & Analytics



Network Solutions



Technology Enabled Services



Technology Partner of Choice

700 industry-leading partners to drive innovation in healthcare

Google

TIBCO®

Adobe

amazon
web services

Microsoft



HYPERLEDGER

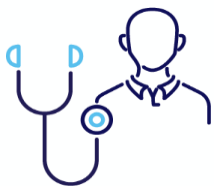
Solutions powered by the **Intelligent Healthcare Platform**

Note: All numbers are approximate.

Delivering Differentiated Value for our Customers



Enhance engagement & access



Improve clinical outcomes

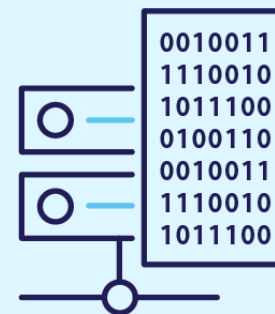


Improve financial outcomes



Software & Analytics:

Solutions across revenue cycle, payment accuracy, clinical decision, value-based payment, engagement, and workflow



Network Solutions:

Leverages our network to enable financial, administrative and clinical transactions, electronic payments, and provides clinical and financial data analytics



Technology Enabled Services:

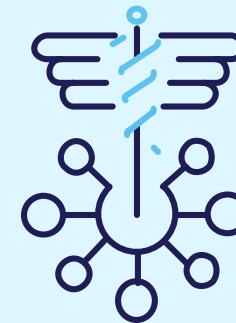
Services to support financial and administrative management, value-based care, communication and payment

Synergies drive innovation for customer value and growth

Well Positioned to Address Industry Tailwinds

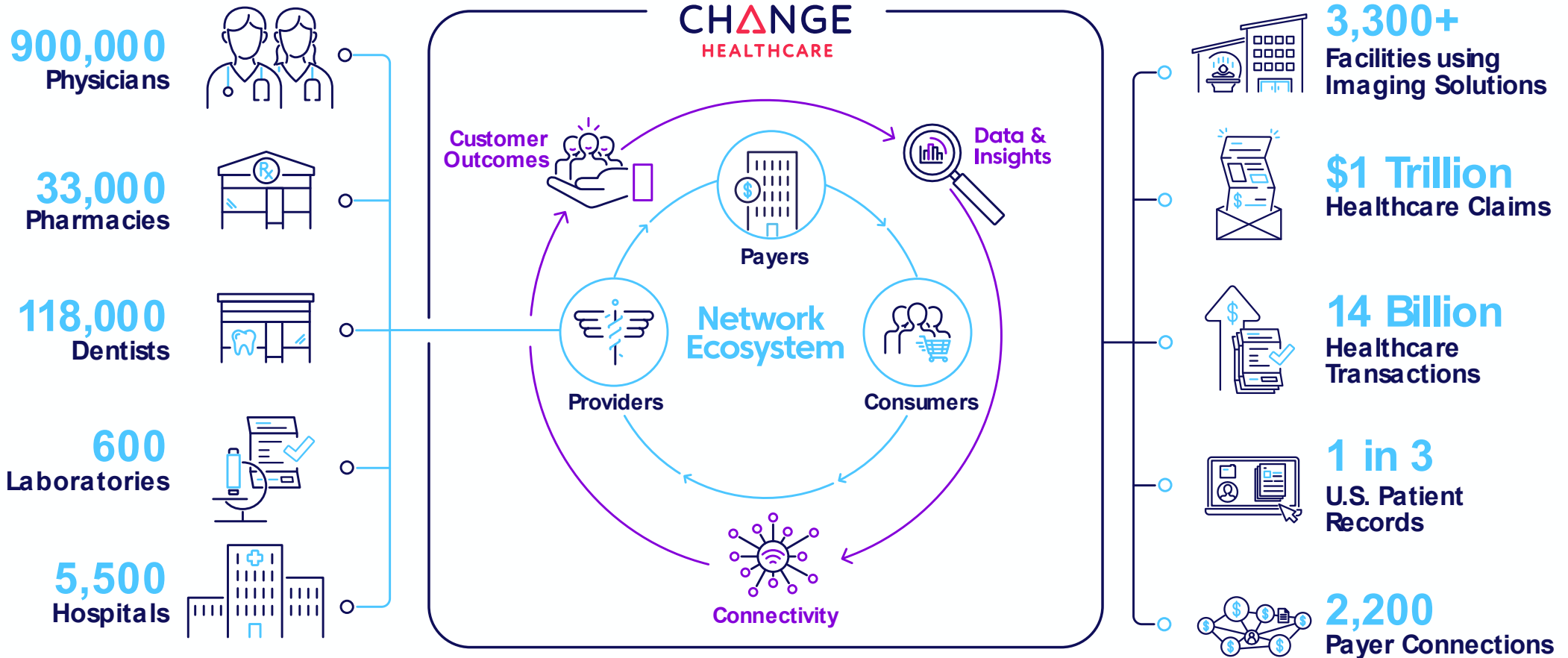


Inspiring a Better Healthcare System



Unparalleled Reach Across Healthcare

One of the largest healthcare financial and administrative networks in the United States



Leading analytics solutions

Pervasive network providing insights

Leading payer and provider relationships

Note: All numbers are approximate.

Offering a Full Suite of Modular Integrated Solutions

Comprehensive suite of solutions allows modular or enterprise delivery / sales

Strategic leverage between solutions

All solutions necessary to solve emerging issues - Change Healthcare is partner of choice

Providers

Technology-Enabled Services

Revenue Cycle Management

Value-Based Services

Consulting

Communication and Payment Services

Payers

Acute

Commercial

Software & Analytics

Ambulatory

Blue Cross Blue Shield

Network & Financial Management

Risk Adjustment & Quality Performance

Consumer Engagement

Clinical Decision Support

Revenue Cycle Technology

Imaging & Clinical Workflow Solutions

Post Acute

Medicare

Intelligent Healthcare Network

Labs

Medicaid

✔ One of the largest financial and administrative healthcare network

✔ Enables a broad set of data and analytics offerings

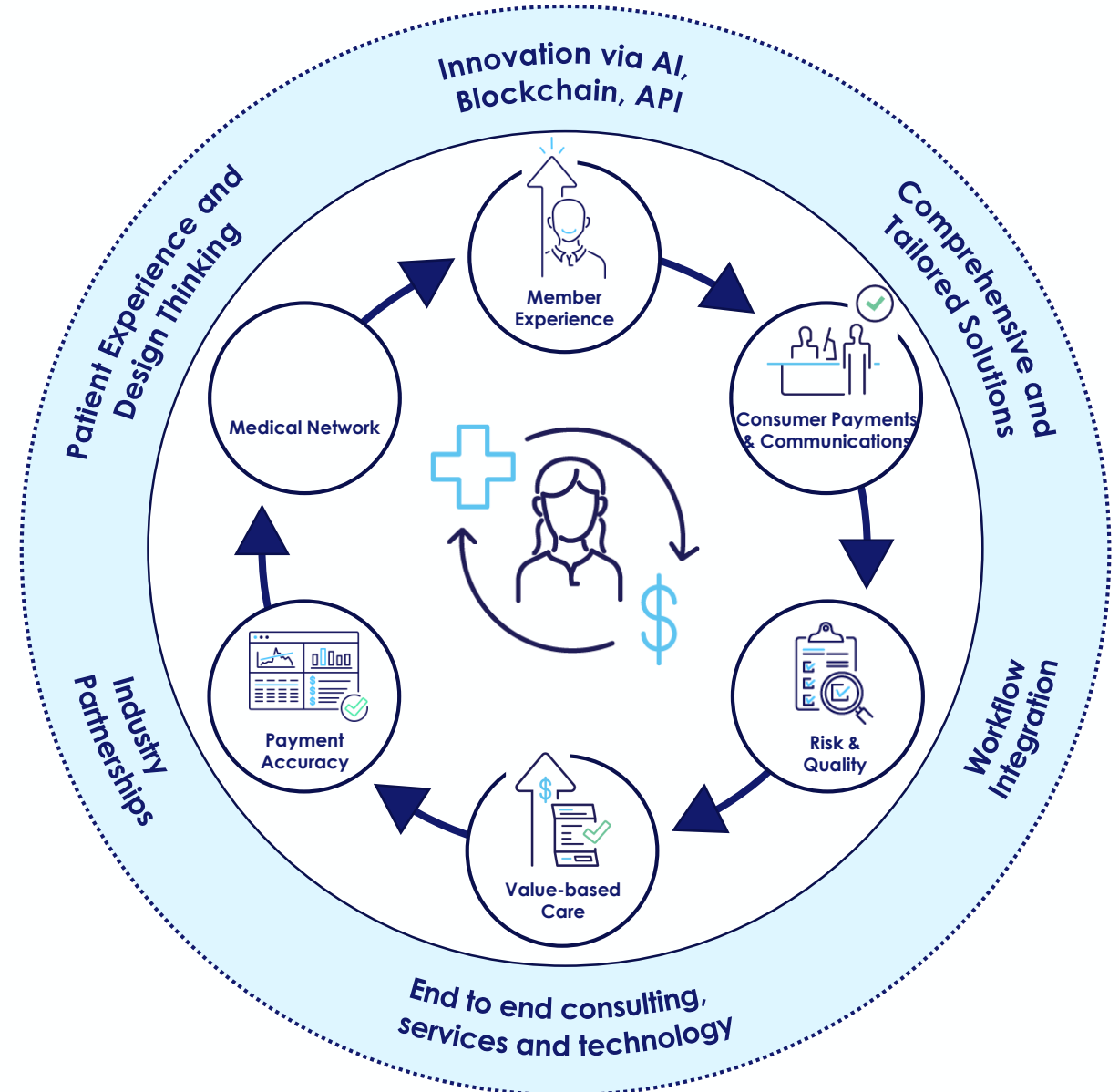
✔ Data platform with modern architecture

✔ Interoperable capabilities and user experience

Other

Other

Our End-to-End Solutions Help Payers Improve Financial, Clinical, and Member Experience Outcomes



Our End-to-End Solutions Help Payers Improve Member Satisfaction, Clinical Care & Revenue Performance

Medical Network

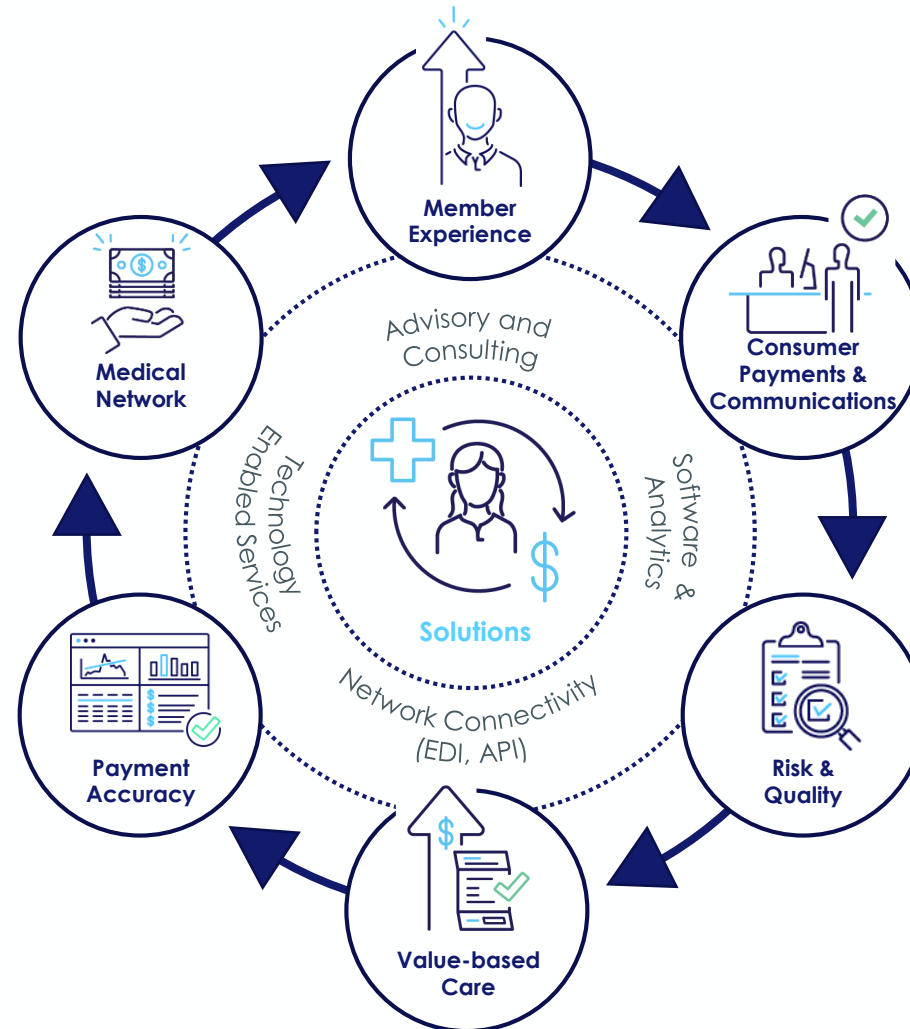
Delivering reliability and optimal impact at every stage of the eligibility and claims continuum

Payment Accuracy

Drive efficiencies earlier, optimize fee for service, and identify opportunities for fee for value with a connected healthcare ecosystem

Value-based Care Solutions

Collaborate with Provider Networks to Achieve the Triple Aim by enhancing the patient experience, improving population health and reducing healthcare costs



Member Experience Solutions

Engage with members so they can increase their understanding of medical costs, locate appropriate funding sources for medical bills, and access easier payment options

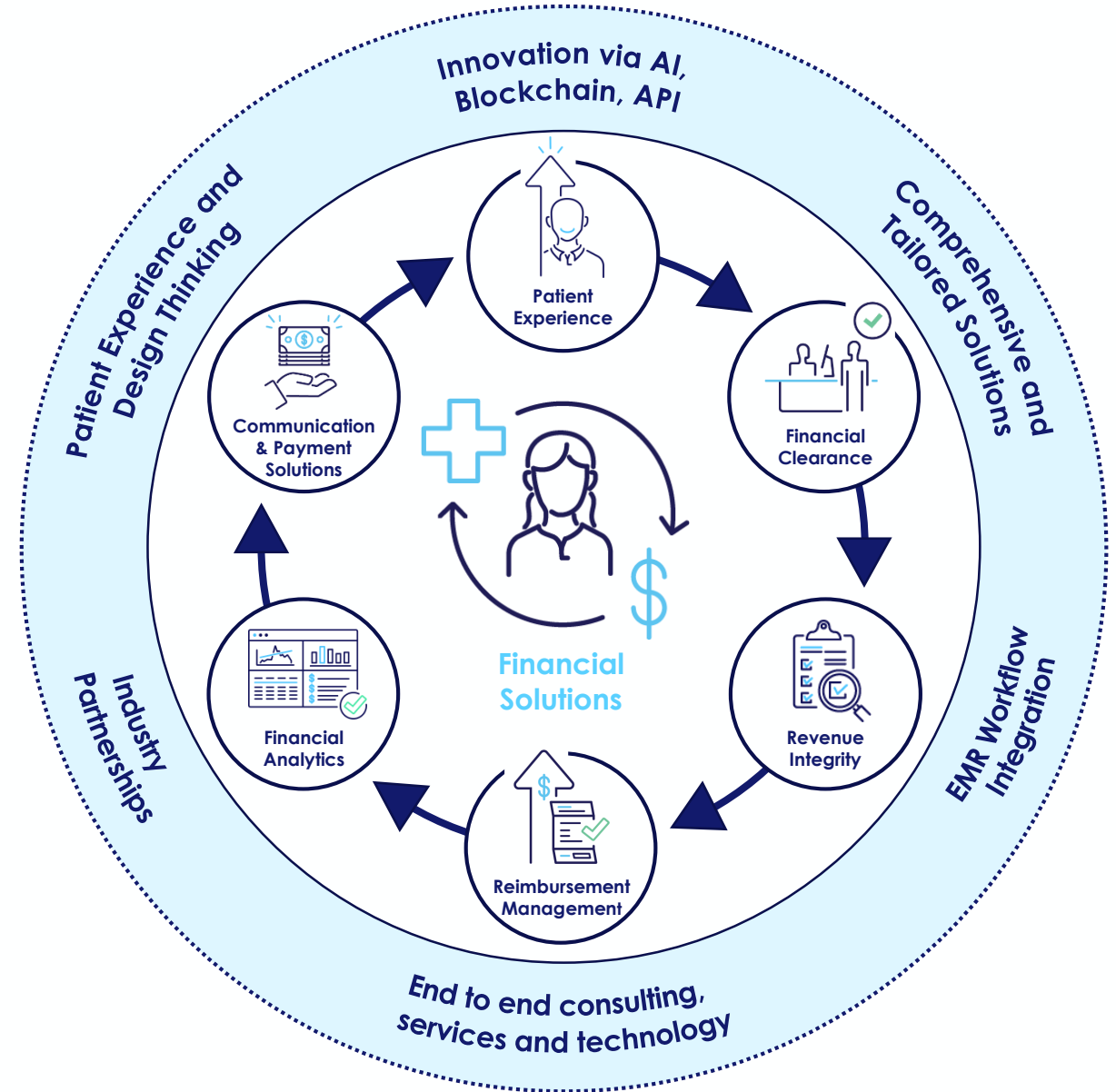
Consumer Payments & Communications Solutions

Simplify the provider payment process with a broad array of payment networks and solutions and improve member communications, member portal engagement, and the member healthcare financial experience

Risk & Quality

Mitigate risk, optimize savings across the claim lifecycle and providing high medical record retrieval and clinical review rates, accuracy, transparency for risk adjustment and HEDIS

Our End-to-End Financial Solutions Help Providers Improve Patient Satisfaction & Revenue Performance



Our End-to-End Solutions Help Providers Improve Patient Satisfaction & Revenue Performance

Communication & Payment Solutions (Experience)

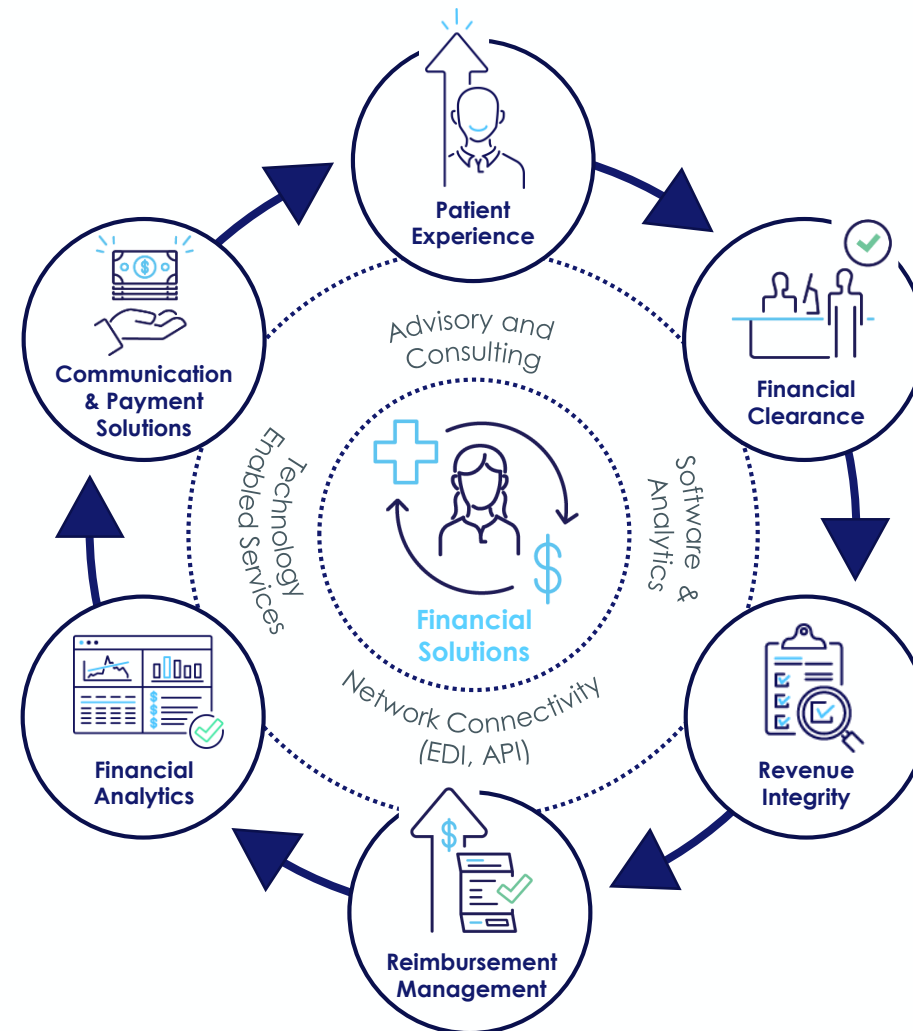
Acquire & retain patients and improve the consumer experience

Financial Analytics Solutions

Access insights across your claims cycle performance, benchmark performance with peers, and quickly address obstacles

Reimbursement Management Solutions

Improve cash flow, mitigate workflow inefficiencies, minimize denials. Our financial and administrative network is the largest in the industry, and we can help you manage daily revenue cycle and business operations more effectively



Patient Experience Solution

Engage with patients at all points of service

Financial Clearance Solutions

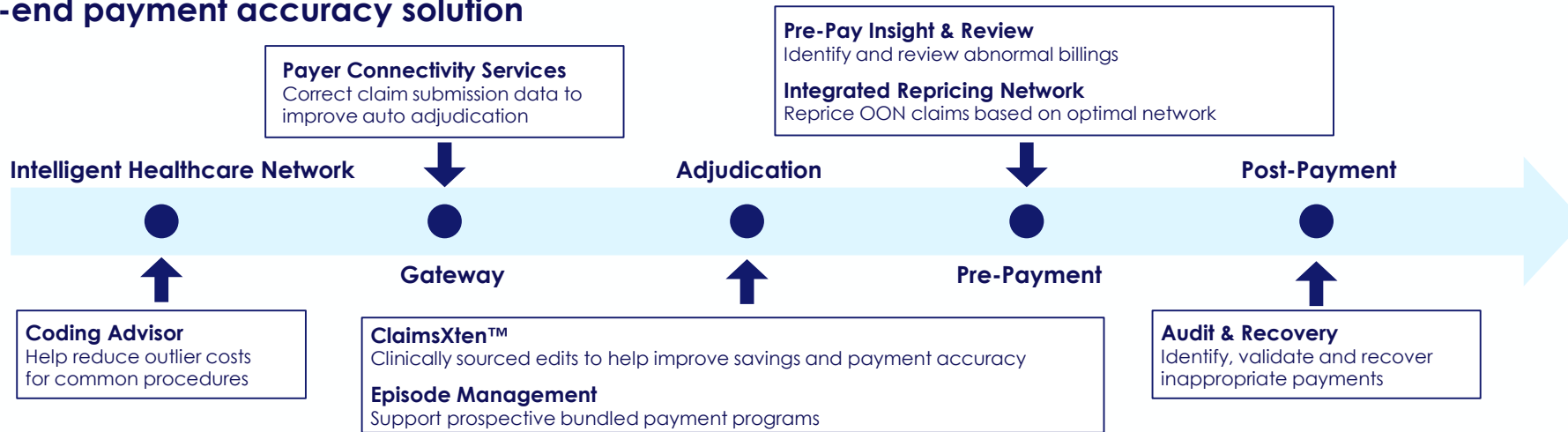
Accelerate reimbursement, reduce denials, and optimize workflows from registration through point-of-service collections

Revenue Integrity Solutions

Meet your compliance obligations, optimize reimbursement, and streamline operations with AI-driven solutions and services

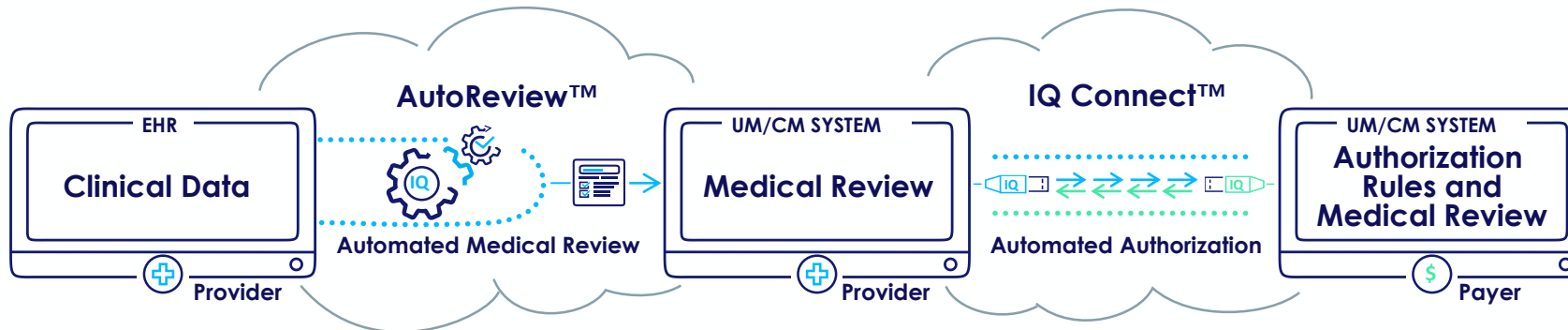
Unique End-to-End Competitive Advantages

End-to-end payment accuracy solution



19 of the top 20 plans use our payment accuracy solutions—20+ claim systems integrations

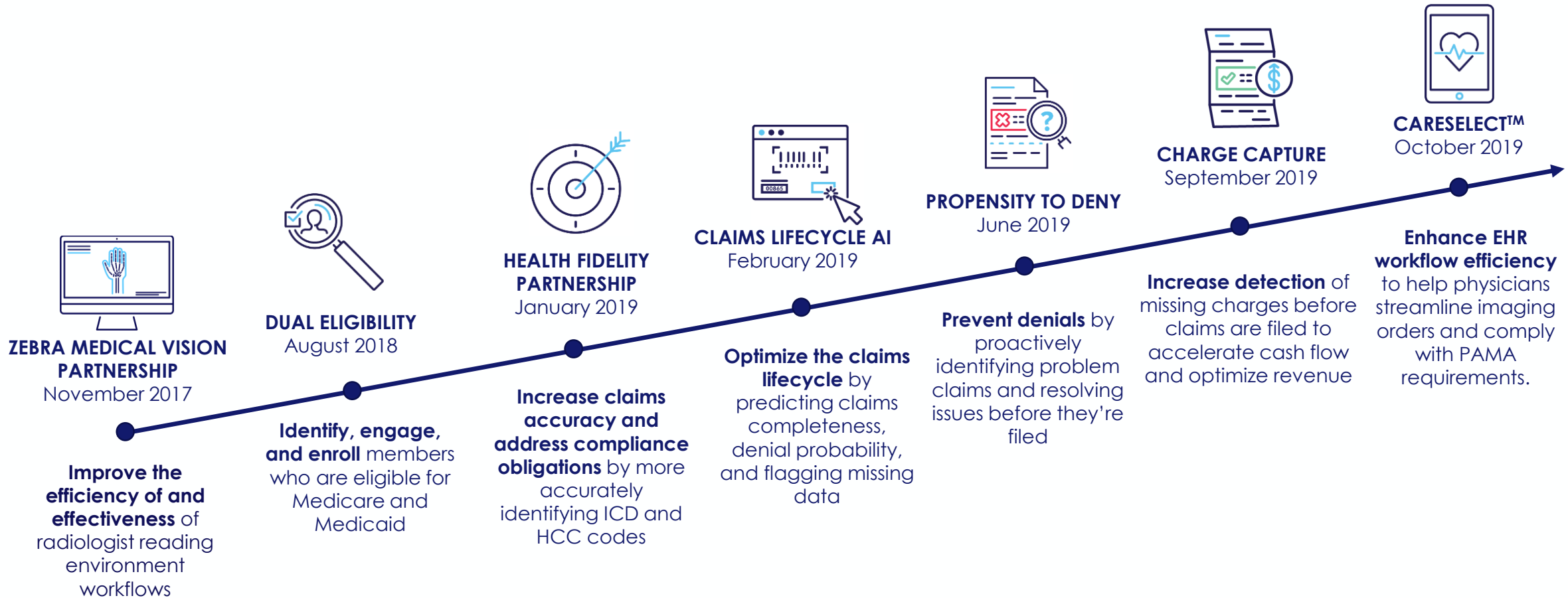
Leveraging InterQual to Build an Ecosystem for Exception Based Utilization Management



InterQual provides clinical decision support to >4,600 hospitals & facilities, plans covering ~100M lives

Administrative Savings | Fewer Denials | Clinicians Focused on Patient Care | Management by Exception

Delivering Innovation and Value Through Artificial Intelligence



Breadth, depth and variety of data

Embedded in the workflow

AI and Healthcare talent

Predictable Financial Model with Multiple Growth Drivers



Multiple Growth Drivers

FY'21 Revenue Growth Guidance 4%-6%
FY'21 Adjusted EBITDA guidance 6%-8%