

Annual General Meeting - Presentations & Addresses

29 April 2024

Doctor Care Anywhere Group PLC (ASX:DOC, “Doctor Care Anywhere” or “the Company”) releases the presentations and addresses to be given at its Annual General Meeting (“AGM”) today, Monday 29 April 2024 at 17:00 (AEST) / 08.00 (BST).

Details of how to attend the AGM have been shared with all shareholders, with instructions provided in our ASX release on 5 April 2024.

- ENDS -

This ASX announcement has been authorised for release by the Board of Directors.

About Doctor Care Anywhere:

Doctor Care Anywhere Group PLC is one of the UK’s largest private providers of telehealth services. The Company works with insurers, healthcare providers and corporate customers to connect patients to a range of digitally enabled telehealth services on its proprietary platform. It is committed to delivering the best possible patient experience and clinical care through digitally enabled, joined up, evidence-based pathways.



AGM Presentation

29 April 2024



Doctor Care Anywhere Board & Executive Management



Board members		Appointed
John Stier	Chair, independent non-executive director	May 2022 (Chair since March 2023)
Romana Abdin	Independent non-executive director	September 2020
Dr Ola Spencer	Independent non-executive director	July 2023
David Ravech	Non-executive director	April 2015
Ben Kent	Chief Executive Officer	February 2023
Executive team members		
Seema Sangar	Chief Financial Officer	March 2024
Dr Tim Bray	Chief Medical Officer	November 2021
Luis de Miguel	Chief Digital & Information Officer	September 2023



Chair's Address

John Stier, Chair



Digital health is transforming at pace



DCA has the expertise and the ambition to be the UK market leader in digitally enabled primary care

2023	Launched new operating model Delivered financial turnaround
2024 Goals	Expand our customer base Develop new proposition and revenue model Achieve underlying profitability Strong start in Q1
Future	UK market leader in digitally enabled primary care



2023 Highlights

Ben Kent, Chief Executive Officer



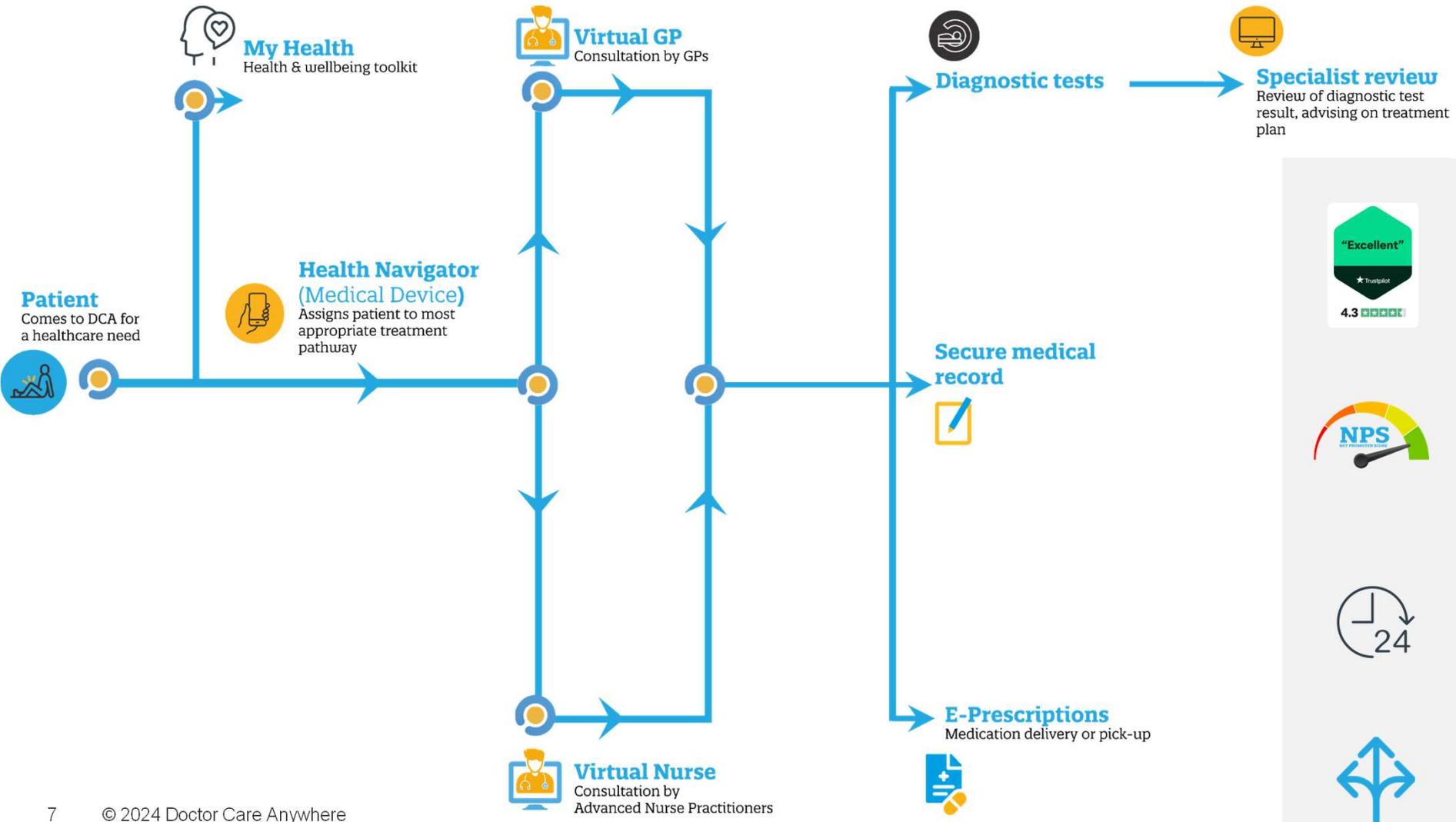
DCA is a digital health business

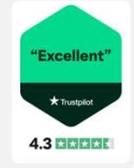
Digital health is growing fast and will help to solve health system challenges

- Rapid growth in adoption of digital health solutions
 - Accelerated by Covid-19 pandemic
 - Advances in technology including AI
- Digital health has big potential benefits
 - increased efficiency, more joined-up care, a better patient journey
 - help to solve health system challenges
- UK digital health sector is forecast to grow at 7-8% pa⁽¹⁾

(1) Source: Statista Market Insights

DCA delivers high quality digital health services



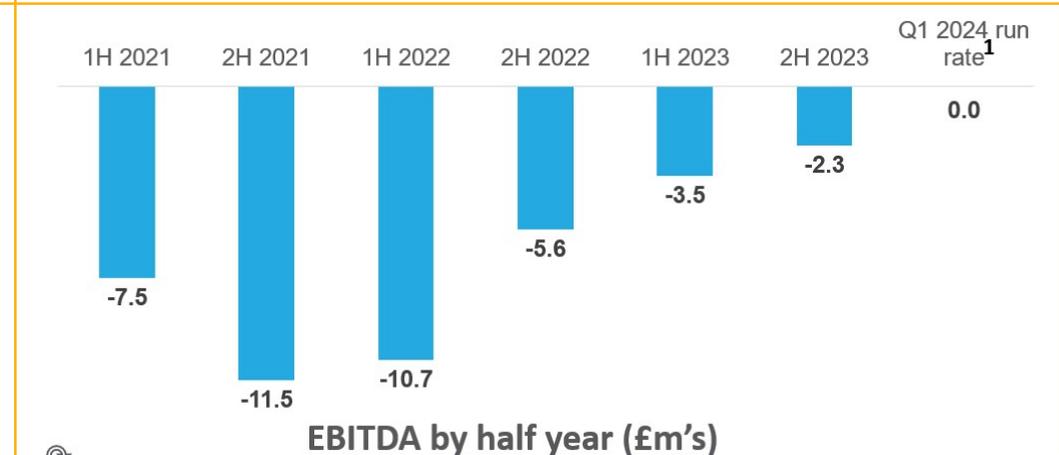
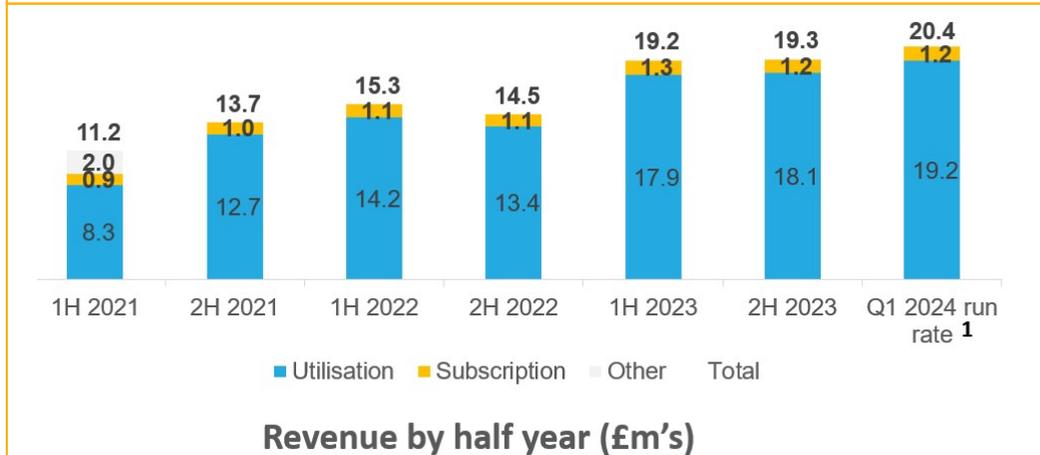
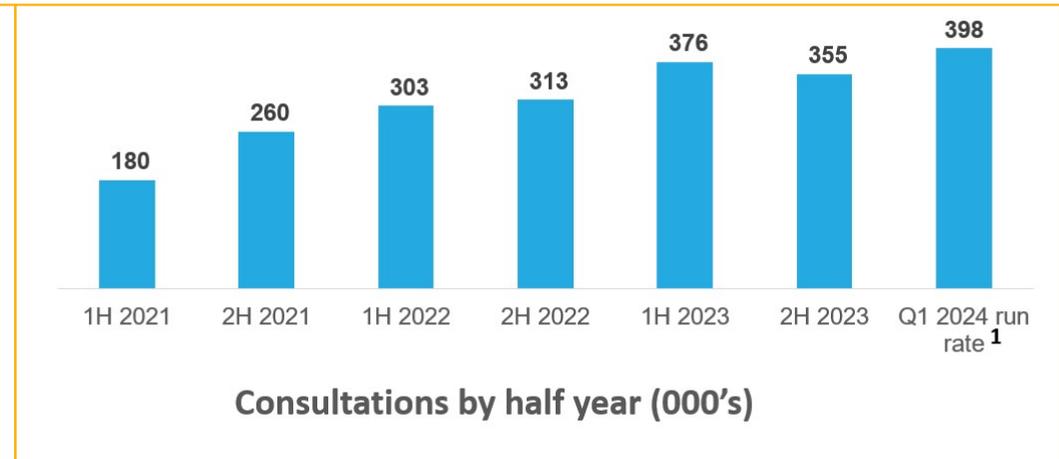
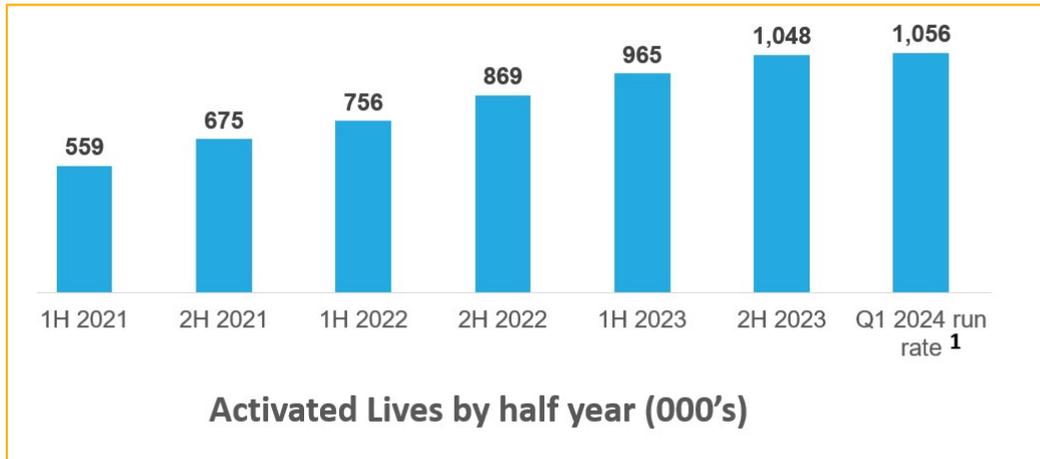
-  **High quality**
-  **Excellent patient experience**
NPS 75+
-  **Always on 24/7/365**
-  **Pathway navigation in action**

DCA sells directly to companies and to distribution partners

delivering digital health services to their employees and members



DCA is growing into profitability



Figures based on the Company's full year and half year audited and reviewed financial statements released on the ASX and certain numbers previously released in the Company's ASX announcements which have been extracted from the Company's management reports.

¹ Q1 2024 values are illustrative of current run rate and calculated as follows:

- Activated lives – Q1 2024 period end value
- Consultations – Q1 2024 consultations x 2
- Revenue – Q1 2024 cash receipts from customers x 2
- EBITDA – Breakeven (as per Q1 2024 achieved guidance) x 2

2023 was a year of transformation and delivery



Q1 results show strong start to 2024



£38.5m

Revenue (A\$72.6m)

+31% on FY22



730,600

Consultations delivered

+19% on FY22

Record volumes in 1Q 2024



535,000

Consultations to returning patients

Demonstrating service quality



46.0%

Gross Profit Margin

Up 4ppt on FY22,
driven by
Mixed Clinical Workforce



£5.9m

EBITDA loss (A\$11.1M)

down 66% vs FY22

Achieved positive EBITDA in Q1



£10.6m

Convertible Loan Note financing

No interest or repayments until Dec 2027. Sufficient cash to support organic growth

2024 Focus: expand customer base and propositions



Use digital health expertise and tight operational control to achieve underlying profitability and cash generation



Serve AXA with quality and value

Enhance our consultation service

- Develop technology platform to enable flexible proposition to meet different customer needs
- Optimise workforce management and operations to increase margins and reduce costs



Win new customers: focus on UK private sector, Corporate needs

Develop new pathway navigation proposition

- Our clinical experts design the pathway
- We select the best health & technology partners
- Our technology experts connect the parts
- We curate a great patient experience

Financial goals

- Diversify DCA revenue model
- Build on underlying profitability & achieve cash generation

We will diversify our revenue model

Our new propositions can create attractive recurring and higher margin revenue



AXA Consultations



Volume/utilisation based



Corporates & other partners



Subscription based

New propositions



Pathway navigation



Subscription/SaaS higher margin revenue



Leveraging DCA's clinical expertise

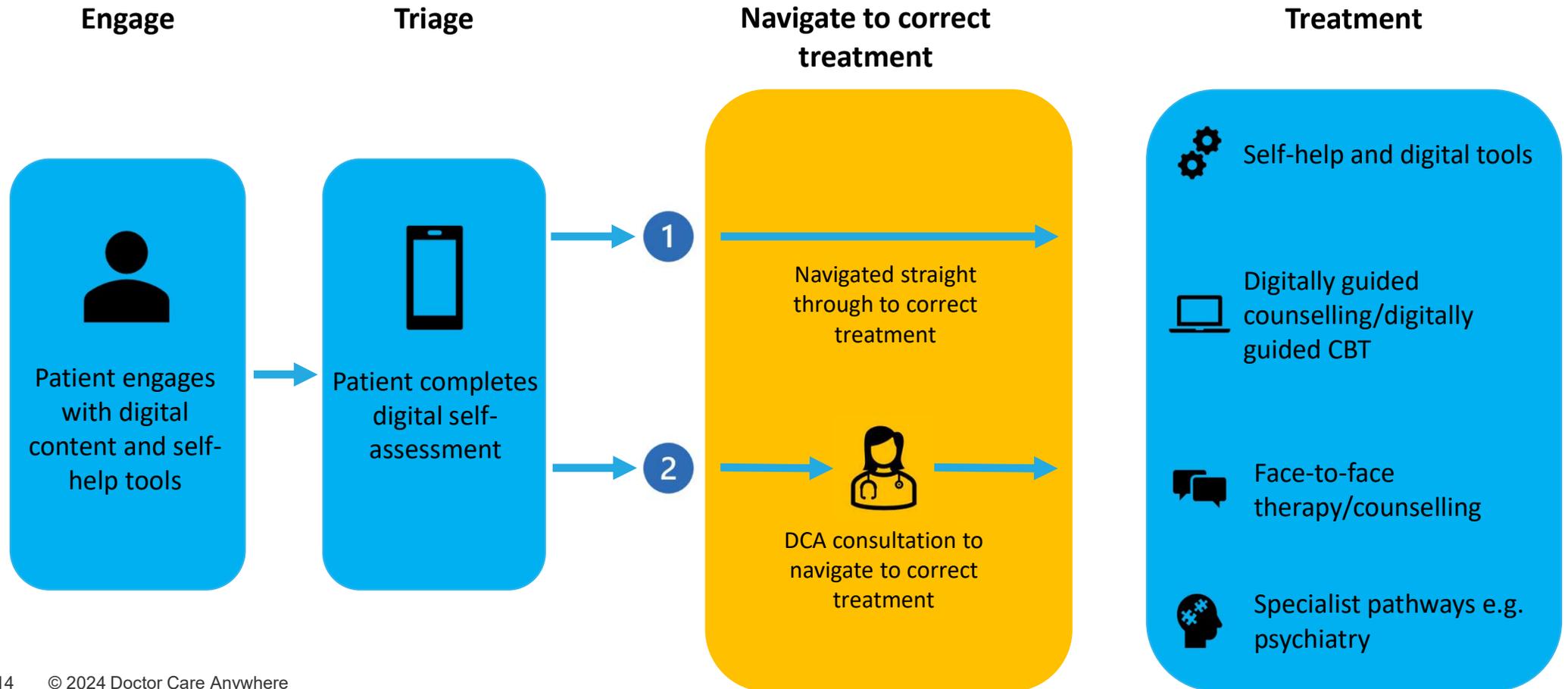
Dr Tim Bray, Chief Medical Officer



Example: Orchestrating mental health pathways



Pathway navigation guides the patient to the most appropriate interventions, by DCA or its digital health partners



DCA is addressing the UK's growing healthcare challenge



The NHS faces unprecedented pressure. Private market participants are well positioned to address unmet needs.

There are 3 main drivers of the pressure



A massive **growth in demand**
NHS waiting list 7.5 million
10 day wait for NHS GP appointment



Significant **supply-side pressures** (e.g.,
capacity, staffing)



Slow and challenging post-COVID recovery,
which is amplified by strikes, inflation, and
labour pressures

These are only likely to be unlocked through



Increased spending from

- UK government
- employers
- self-pay



Significant reform is needed to address
structural challenges in the NHS



A renewed focus on **enhancing efficacy and productivity** to maximise capacity of existing resources

Employee sickness absence is rising and costs employers £££



DCA's Pathway navigation proposition aims to address employers' unmet need

Corporate Health and Wellbeing



- Only 25% of employers offer health cover ⁽¹⁾



- Long term sickness absence has risen to nearly 8 days per year per employee ⁽¹⁾



- Cost to the employer: £1,000 per employee per year

Provides significant opportunities for DCA



Significant headroom for growth



We will **focus on the corporate market**, where there is unmet need and lower customer acquisition cost



We will develop **whole of workforce** pathway solutions that focus on the major sources of lost productivity



Clinical Quality and Innovation



Innovating today, leading tomorrow



Empowering healthcare excellence now



Clinical Excellence and Workforce Satisfaction

- ✓ Highly satisfied clinical workforce
- ✓ Access to diverse and highly qualified clinical workforce



Risk Management and Governance

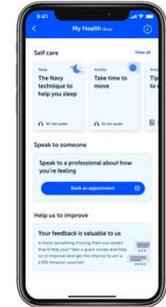
- ✓ Integrated risk and governance
- ✓ Incident management system

Safeguarding is *everyone's responsibility*



Patient-Centred Care and Safety

- ✓ NHS information sharing
- ✓ Safeguarding and clinician assurance



Technology and Patient Wellbeing

- ✓ Technology for patient safety
- ✓ MyHealth wellbeing Platform

DCA is embracing tomorrow's healthcare

Innovating for opportunities ahead

Innovative Clinical Practices for Tomorrow's Healthcare

- Clinical outcome measures
- Diagnostics enhancements
- Clinical logic/Pathway development

Efficiency Redefined: Shaping Tomorrow's Healthcare Landscape

- Workforce capacity management
- Clinician efficiencies
- Billing enhancements

Patient-Centred Care and Safety in Tomorrow's World

- Clinical governance & assurance
- New models of care
- Software as a Medical Device





Enabling digital health through technology

Luis de Miguel

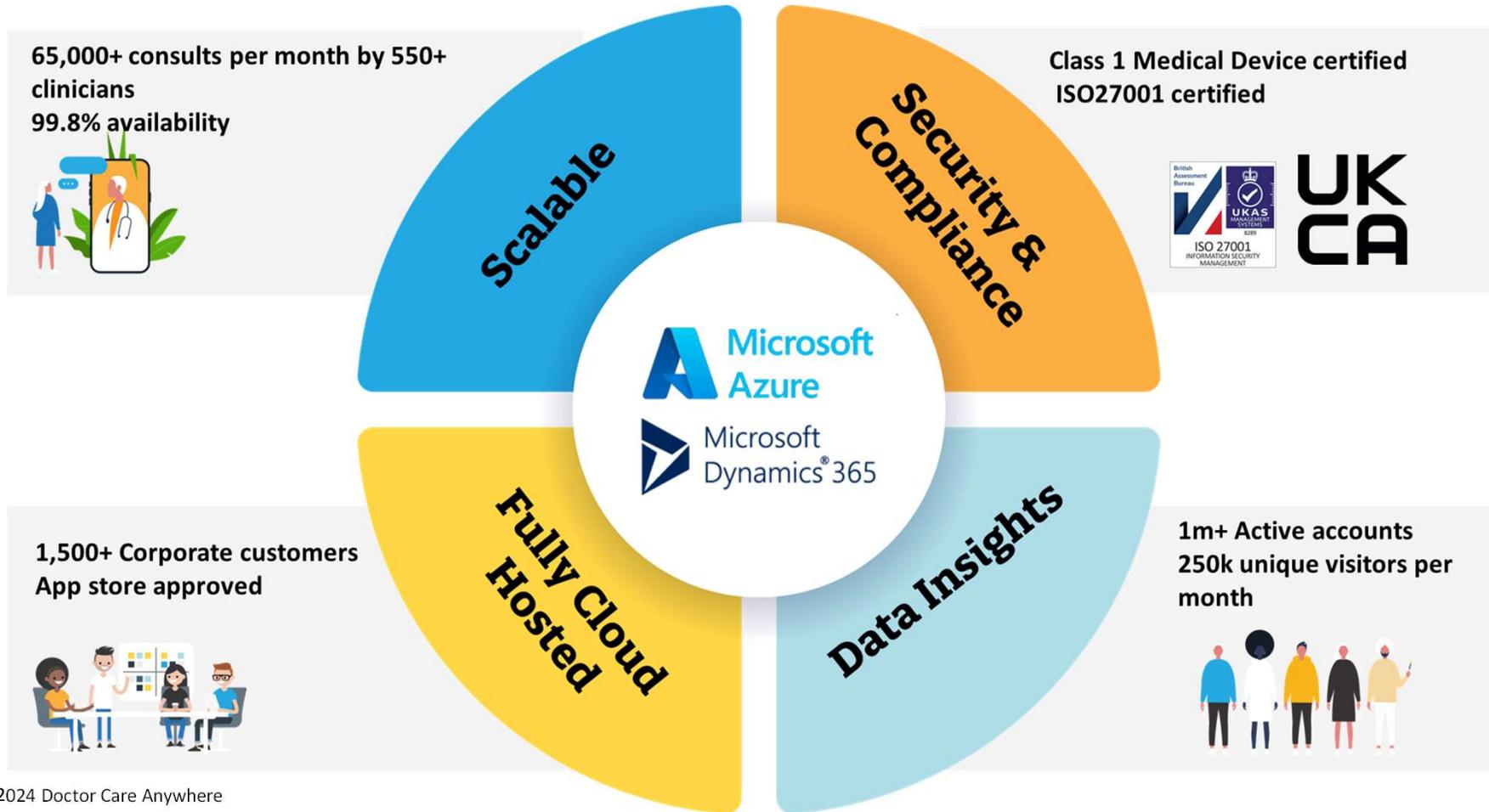
Chief Digital Information Officer



DCA's innovative cloud-native platform



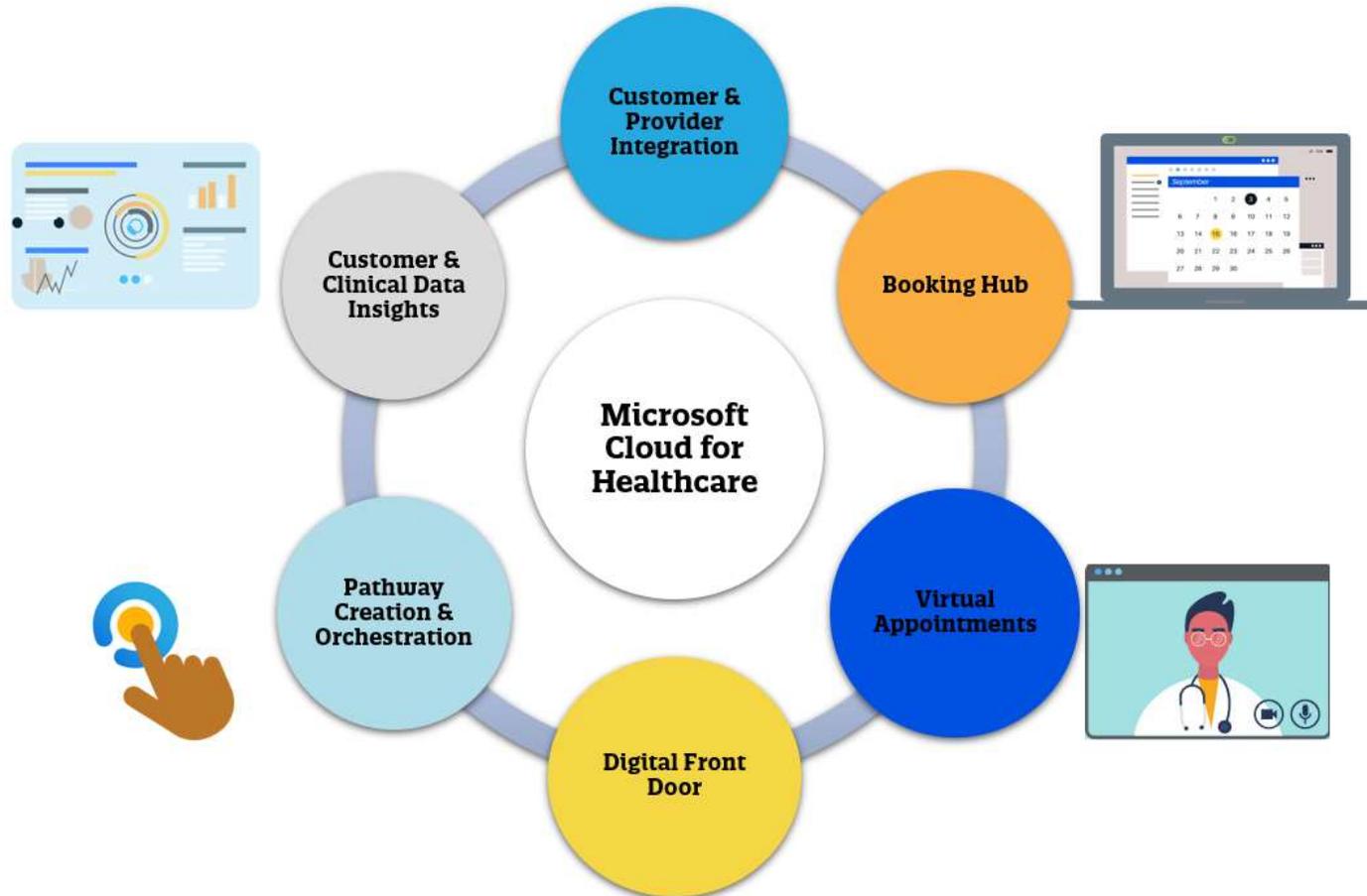
Leveraging our cloud-native technology for scalability, agility and security, in partnership with Microsoft



DCA's tech will drive success through seamless integration, navigation and personalisation

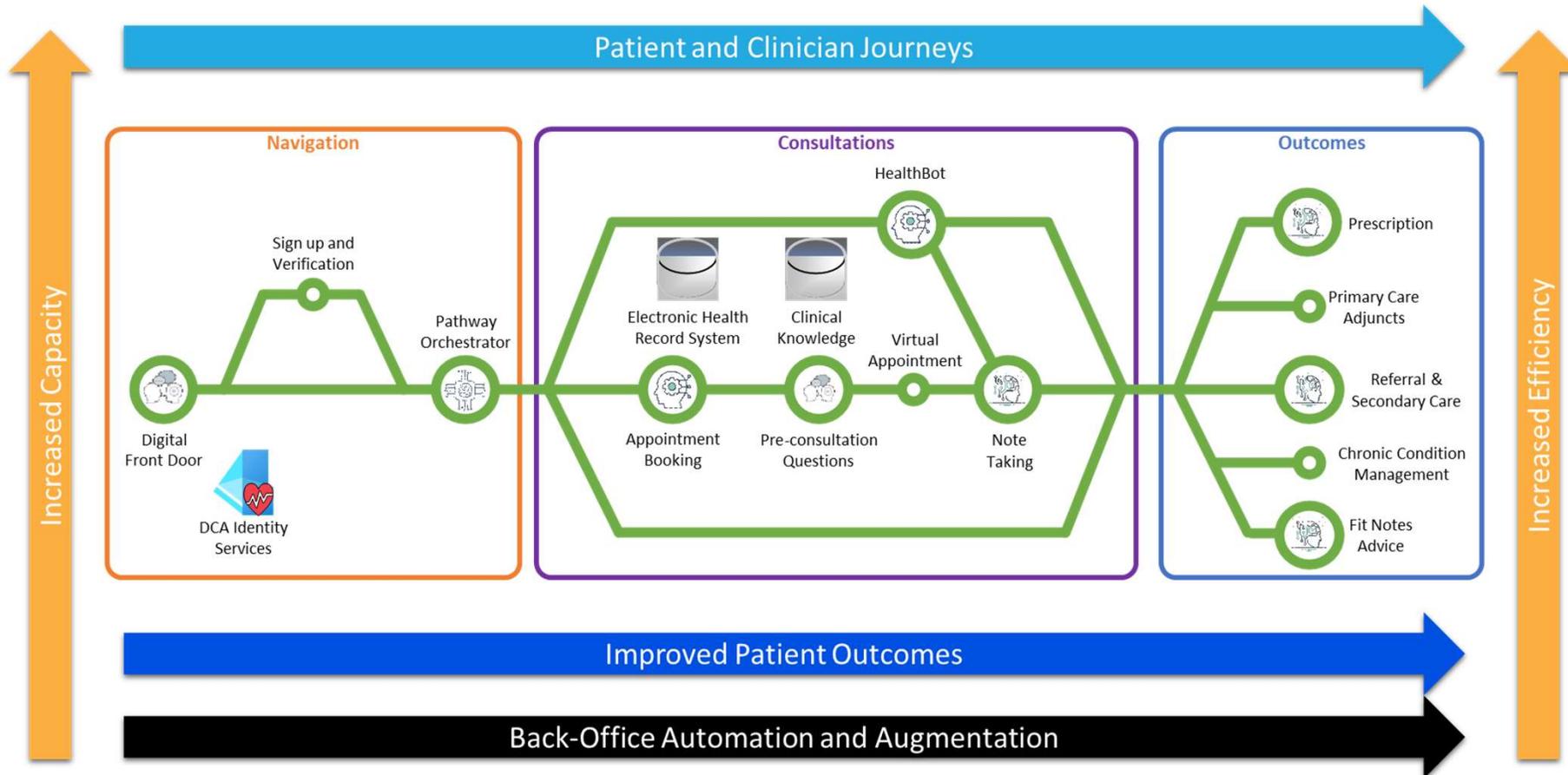


Enhancing patient care with unified digital identities, data insights and integrated healthcare ecosystem



AI-driven healthcare pathways: ensuring optimal patient care at every step

DCA will use AI for process automation, streamlined pathways and enhanced navigation



Technology as DCA's competitive advantage: our strategic vision



Driving innovation with a focus on multi-tenant platforms, integration, advanced analytics, and robust cybersecurity to sharpen our competitive edge

DCA Competitive Advantage

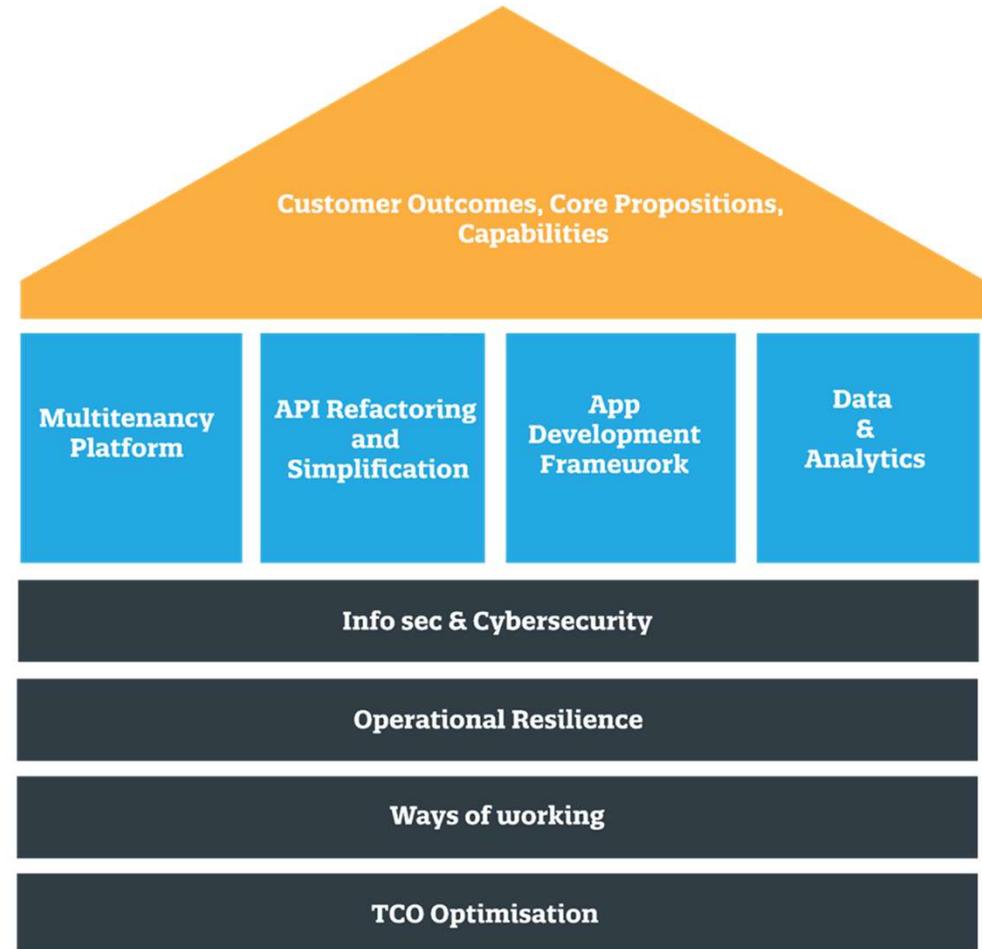
- Technology as a key differentiator

Long-Term Strategic Alignment

- Multitenant platform
- New integration fabric
- Advanced analytics
- Intelligence automation through AI
- Enterprise agility
- Cybersecurity and resilience

Technology Transformation Programme (TTP)

- 8 Comprehensive initiatives
- Spanning the next 3-4 years





Focus on profitable growth

Seema Sangar, Chief Financial Officer



Cost and margin discipline

We will drive through actions to deliver further margin improvement



SaaS like services

- Higher margin revenue. Recurring and scalable
- Automated process reduces cost of sales and operating costs



Cost of Sales

- DCA will continue to develop the mixed clinical workforce model, to reduce cost to serve and increase margins
- A flexible workforce allowing margin protection when volumes fluctuate



Operating & non-operating costs

- Further cost efficiencies through investment in systems and processes
- Reducing manual input through process and system automation



Outlook

Ben Kent, Chief Executive Officer



DCA has the expertise and the ambition to be the UK market leader in digitally enabled primary care



We have built the foundation for growth – now we are focused on seizing the opportunity

2024 Priorities

- Expand our customer base and propositions
- Diversify our revenue model
- Drive margins and cost base
- Build on underlying profitability and achieve cash generation

Financial goals

2024 Market guidance	<ul style="list-style-type: none">• Revenue growth of 5-10% in H1 2024• Underlying cash generation in H2 2024
Medium term ambition (3-5 years)	<ul style="list-style-type: none">• Revenue growth 10%+• EBITDA margin 10%+

AGM Resolutions: Proxy votes cast



Resolution	Votes For	Against	Percentage of votes cast in favour
2	136,168,355	35,290	99.97%
3	136,110,651	174,362	99.87%
4	136,015,940	169,573	99.88%
5	128,147,829	6,385,515	95.25%
6	128,251,252	6,313,151	95.31%
7	128,212,921	6,239,999	95.36%
8	128,359,528	6,199,669	95.39%