

30 April 2025



Annual General Meeting – Presentations & Addresses

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, Wednesday 30 April 2025 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 2 April 2025.

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

30th April 2025



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All amounts are in British pounds (£ or GBP) unless otherwise indicated. A number of figures, amounts, percentages, estimates, calculations of value and fractions in this presentation are subject to the effect of rounding. Accordingly, the actual calculation of these figures may differ from the figures set out in this presentation.

Investors should also be aware that certain financial data included in this presentation including EBITDA and measures described as "pro forma", are "non-IFRS financial information" under ASIC Regulatory Guide 230 (Disclosing non-IFRS financial information). The non-IFRS financial information financial measures do not have a standardised meaning prescribed by Australian International Financial Reporting Standards (AIFRS) and, therefore, may not be comparable to similarly titled measures presented by other companies, nor should they be construed as an alternative to other financial measures determined in accordance with AIFRS. Investors are cautioned, therefore, not to place undue reliance on any non-IFRS financial measures included in this presentation.

This presentation may contain forward-looking statements regarding the Company's intent, belief or current expectations with respect to its business and operations, market conditions, results of operations and financial conditions. Words such as 'will', 'may', 'expect', 'indicative', 'plan', 'intend', 'seek', 'would', 'should', 'risk', 'forecast' and similar expressions indicate forward-looking statements which reflect the Company's current views with respect to future events and are subject to change and involve risks, uncertainties and assumptions that could cause actual outcomes to differ materially from the outcomes anticipated. Accordingly, readers should not place undue reliance on forward-looking statements.

Any opinions expressed reflect the Company's position at the date of this presentation and are subject to change. Subject to applicable law, the Company assumes no obligation to update, review or revise any information contained in this presentation, whether as a result of new information, future events or otherwise. Past performance cannot be relied upon as a guide to future performance.

References to Doctor Care Anywhere in this presentation are to the Doctor Care Anywhere Group including the Company and all subsidiaries, unless stated otherwise.

Doctor Care Anywhere Board & Executive Management

Board members		Appointed
John Stier	Chair, independent non-executive director	May 2022 (Chair since March 2023)
Matthew Addison	Non-executive director	October 2024
Sam Shah	Independent non-executive director	January 2025
David Ravech	Non-executive director	April 2015
Laura O’Riordan	Chief Executive Officer	January 2025
Executive team members		
Seema Sangar	Chief Financial Officer	March 2024
Andrew Bellingham	Chief Product & Digital Officer	January 2025

Chair's Address

John Stier, Chair



DCA - A year of growth and progress

- **2024 - Impressive Financial Improvements**
 - Delivered growth vs 2023 across key financial measures
 - Met all market financial guidance
- **A strengthened leadership team**
 - New leadership with decades of experience in healthcare, technology, and operational efficiency
 - Leadership team brings a proven track record of driving growth, innovation, and margin improvements in complex and highly regulated industries.
- **2025 goals**
 - Strengthen and expand current relationships
 - Sign transformational new business
 - Drive continued material margin expansion
 - Accelerate digital delivery to drive scalable growth
 - Continue to develop innovative clinical pathways

Clinician-Led, Product-Driven: Innovating Healthcare Together



The **NEW** leaders that are driving DCA forward

Chairman



John Stier



Non-Executive Director



David Ravech



Non-Executive Director



Matthew Addison



Non-Executive Director



Dr Sam Shah



Chief Executive Officer



Laura O'Riordan



Chief of Staff



Jamie Aspinall



Chief Customer Officer



Zoe Sullivan



Chief Product & Digital Officer



Andrew Bellingham



Chief Financial Officer



Seema Sangar



Chief Operations Officer



Kristien Bateman



Chief Medical Officer



Anushka Mehrotra



Right Time, Right Strategy – Unlocking Opportunity

Laura O’Riordan,
Chief Executive Officer



Annual General Meeting 2025

Welcome & agenda

- Review of 2024: Key Achievements
- Financial Performance Overview
- Strategic Priorities for 2025
- Growth Opportunities
- Closing Remarks



Our winning formula



£39.3m

Revenue +9% BAU on FY23



711k

Consultations in 2024



284k

**Patient Contacts in 2024
98% Call Answered**



650

Employed Staff



3.1m

Eligible lives



24/7

365 Day Operation



+90%

**'Excellent' clinical
quality**



+75

**NPS Score
73% Returning Patient**



10 Years

Market Experience



90s

**Appointment booking
time**

Financial Highlights 2024

Continued improvement in all financial metrics



£39.3m

Revenue (A\$77.1m)

+9% BAU on FY23



**Underlying EBITDA
loss reduced to**

£0.5m (A\$1.0m)

Down from £5.9m in FY23



**£4.4m
(A\$8.6m)**

cash in hand at 31 Dec 2024

Sufficient resources through
to profitability



58%

**Underlying gross
profit margin
up from 46% in FY23**



42%

**Underlying
contribution margin
Up from 28% in FY23**



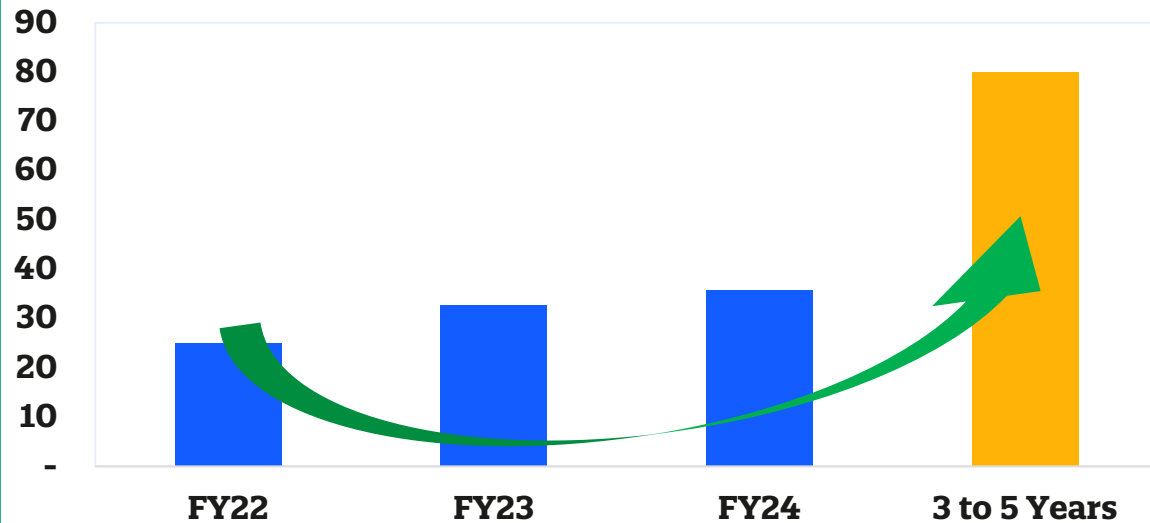
**Underlying cash
generation in
H2 2024**

First time in Company's
history metric achieved

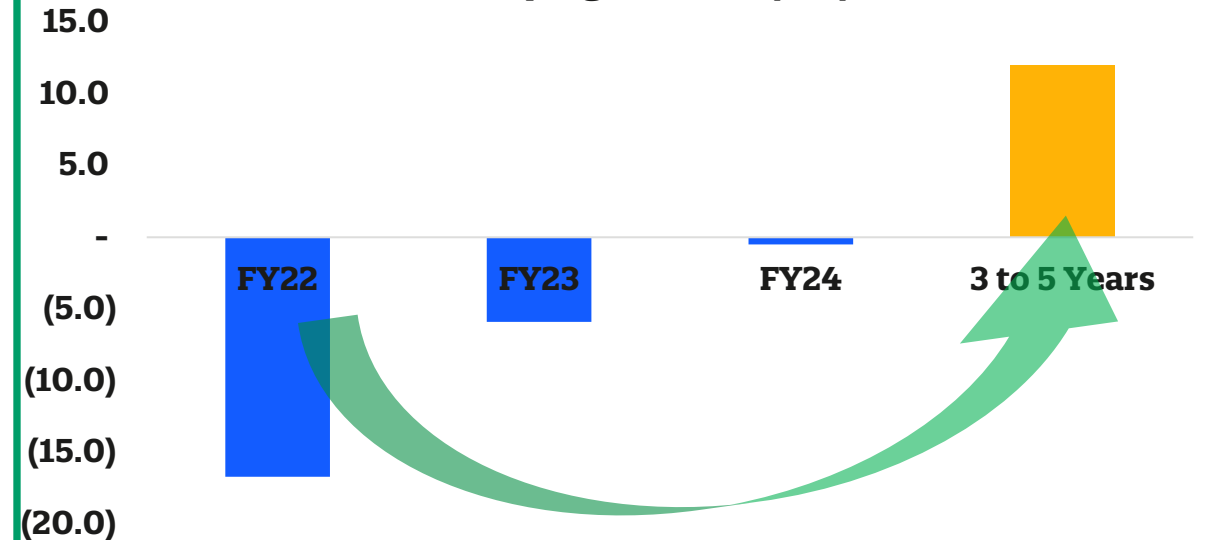
Drive continued growth

Double our revenue and generate at least 15% EBITDA in 3 to 5 years

Annual revenue (£m)*



Underlying EBITDA (£m)



- Aim to at least double our revenue in next 3 to 5 years
- EBITDA margin of at least 15% in same period
- *2022-2024 revenue figures based on BAU revenue

Key Priorities – 3 to 5 years



Strengthen and expand current relationships

Become a more strategic partner to our customers by helping them to delight their users, solve business challenges, improve health outcomes, reduce costs, unlock new service opportunities.



Sign transformational new business

Gain at least a 10% share of UK's £682m virtual health market by accelerating conversion from our strong pipeline of opportunities with PMI's and Corporates and new channels.



Drive continued material margin expansion

Simultaneously growing our top line while continuing to materially reduce our cost of sales and non operating costs.



Accelerate digital delivery to drive scalable growth

Using AI navigation tools and systems integration into customer apps to create seamless and smoother patient journeys.

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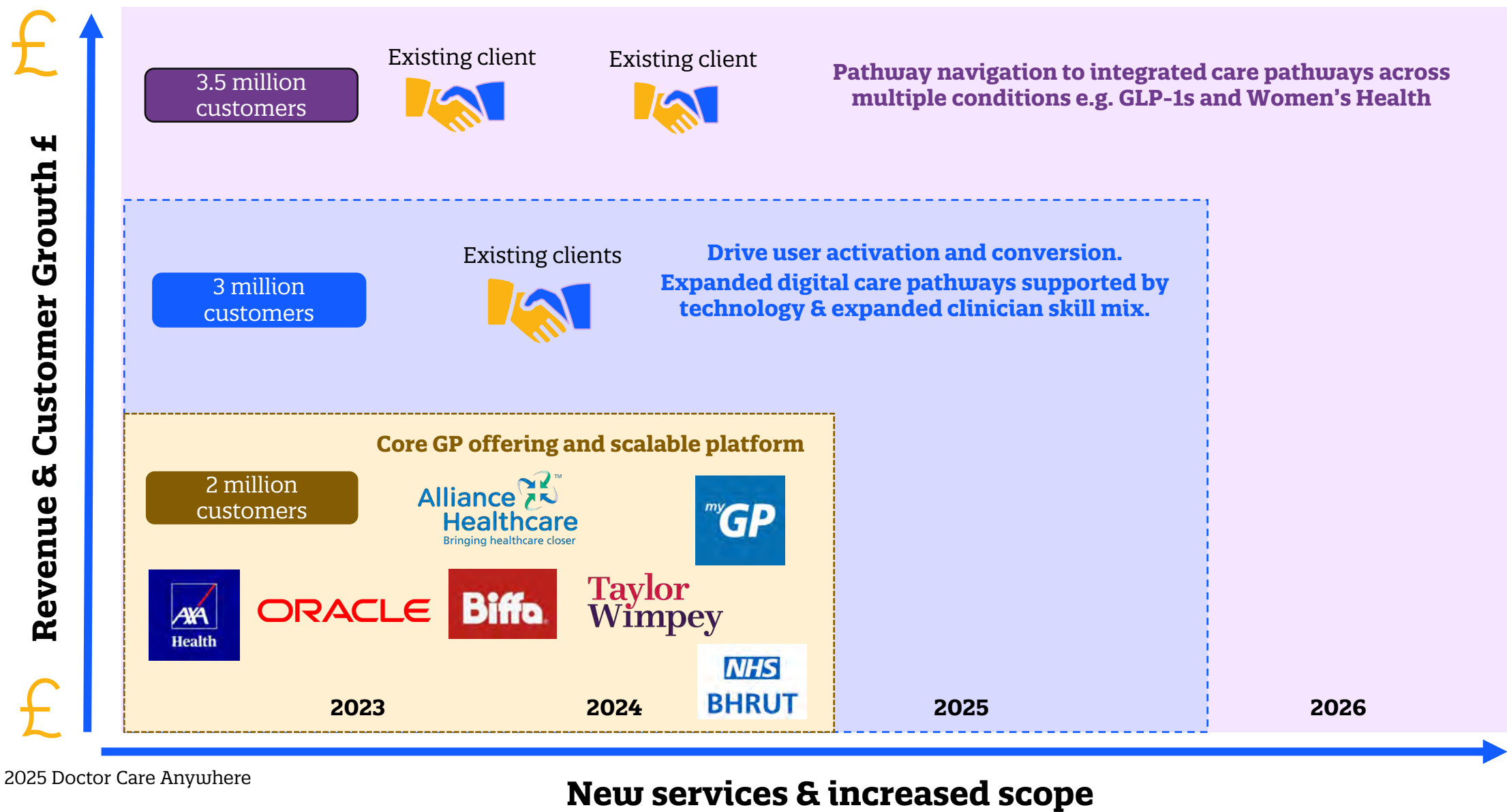


Accelerate digital delivery to drive scalable growth

Using AI navigation tools and systems integration into customer apps to create seamless and smoother patient journeys

Strengthen existing client relationships

New proposition development and service expansion will ignite customer and revenue growth

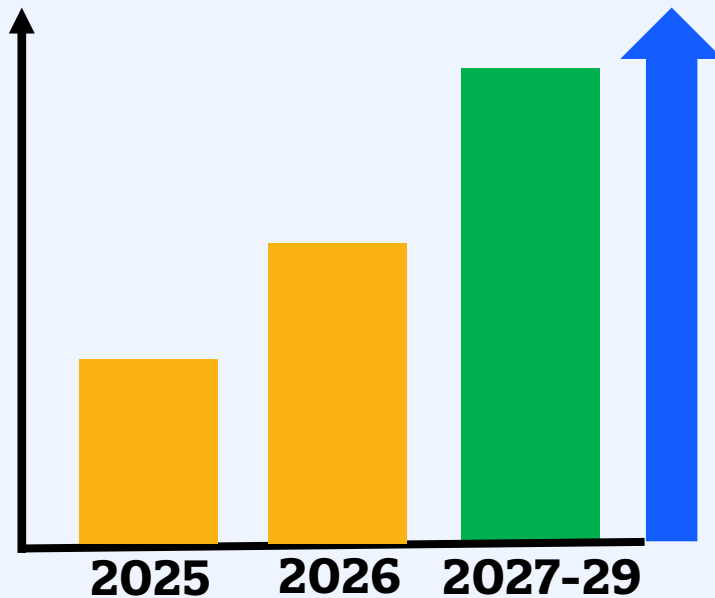


A sustainable business model

Lowering our cost to serve and increasing revenue from existing clients will further increase gross margin

- 3.3m Eligible lives at the end of 2024
- Only 1.2m activated lives, leaving 2.1m as further opportunity
- Average no of consultations per activated life per year of c0.65
- Just an additional 5% of activated lives would generate revenue growth of £1.9m

Increased Revenue

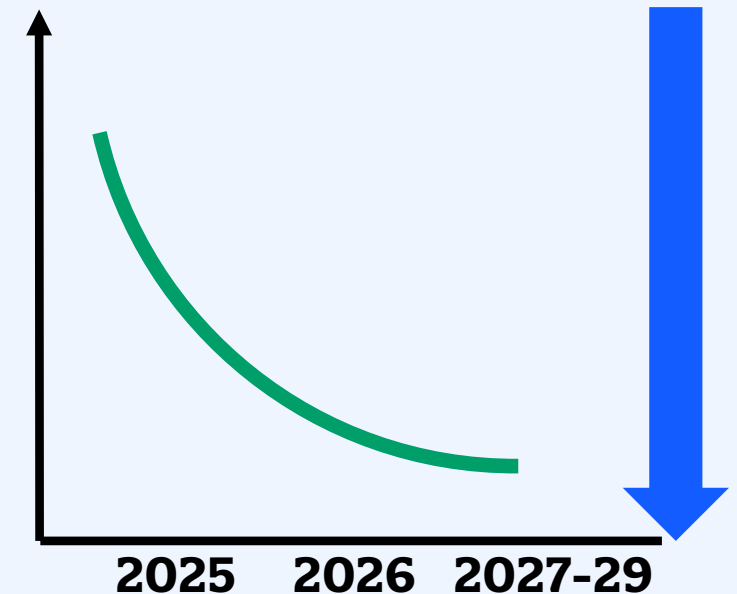


- Increased skills mix
- Reduced appointment times



- ✓ Increased Gross Margin
- ✓ Ability to price more competitively and grow top line faster

Reduced Cost to serve



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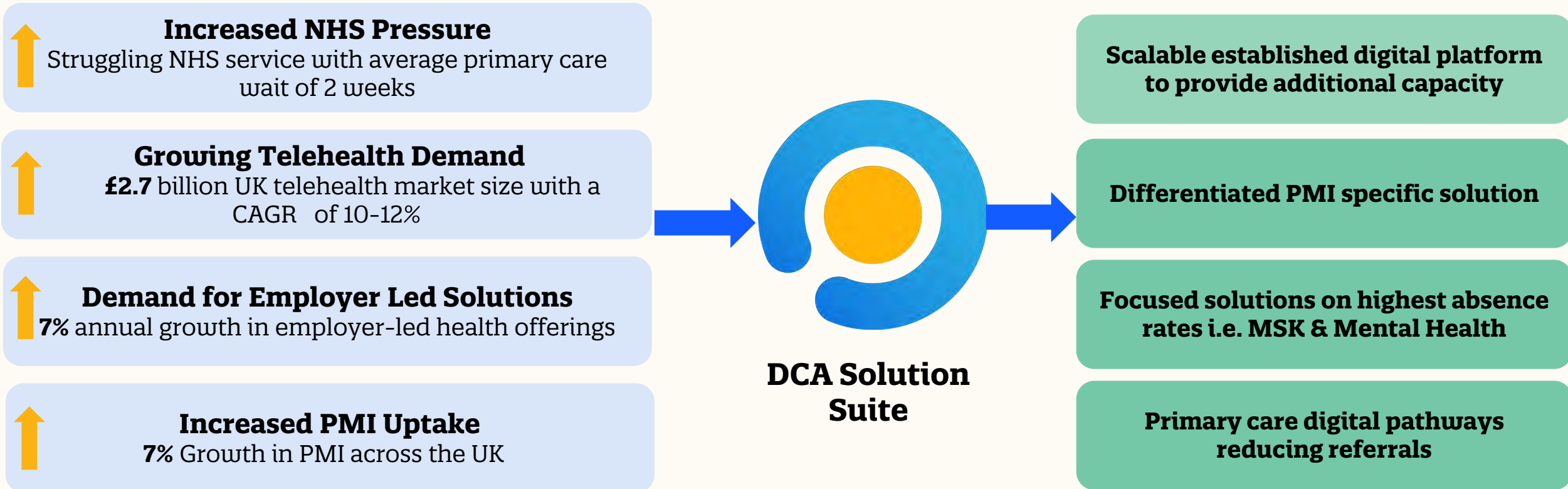


Accelerate digital delivery to drive scalable growth

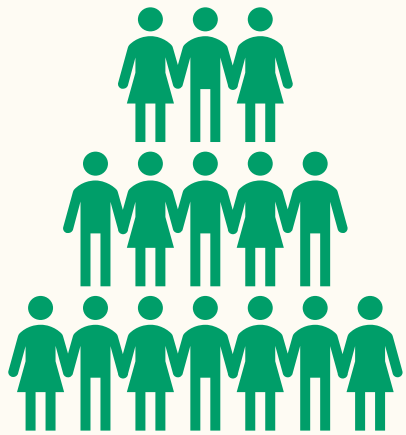
Using AI navigation tools and systems integration into customer apps to create seamless and smoother patient journeys.

In a pressured market, challenges demand solutions.

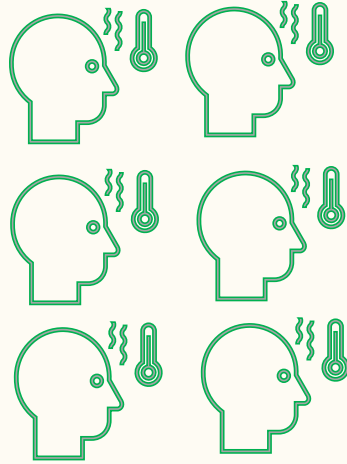
Our business uniquely turns obstacles into solutions and opportunities



DCA's Wide Range of Services = Solution to a Market-Wide Health need

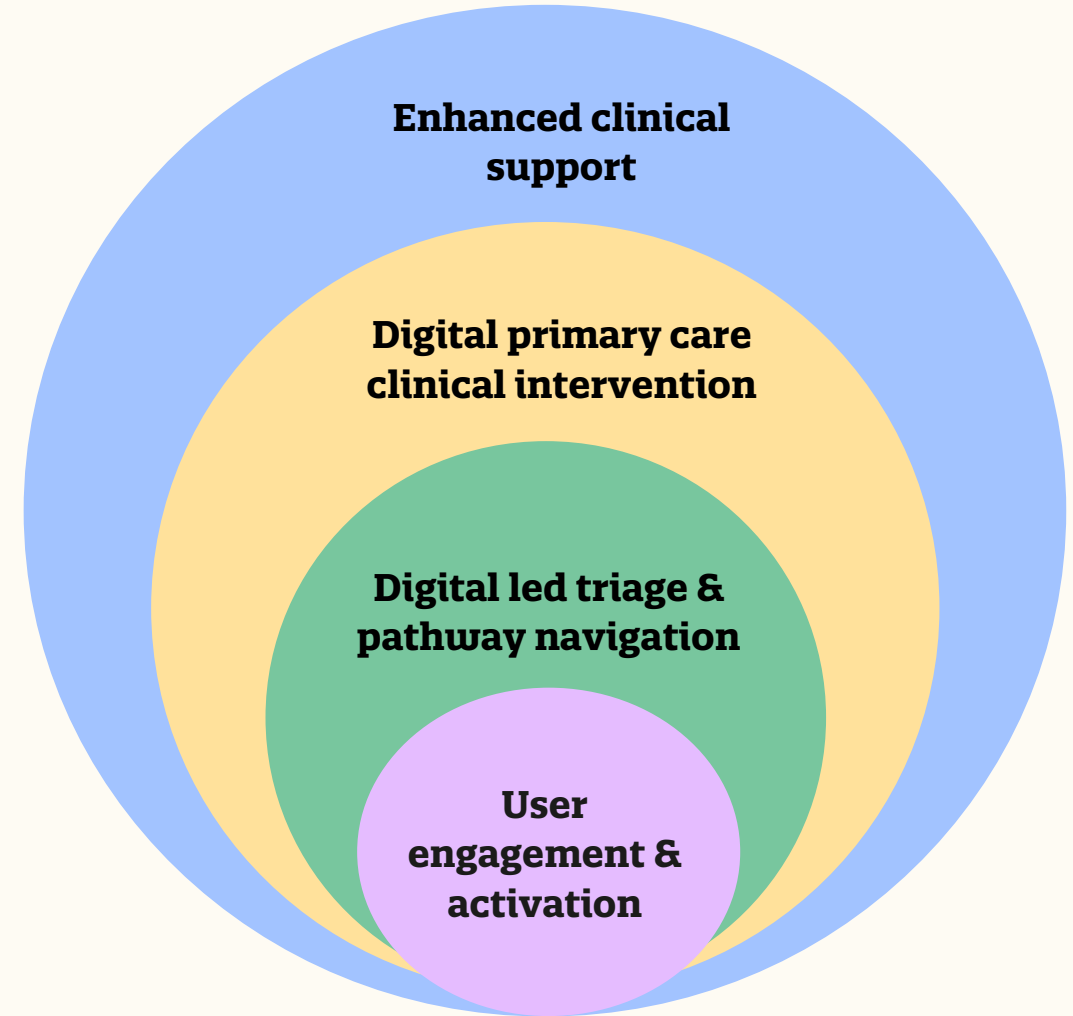


Total population of
68 million
requiring care from
a faltering NHS



31.3 million total working
population employer's
need to support

3.8 million working
population with chronic
health conditions needing
employer's support



DCA Solution Suite

Key Priorities – 3 to 5 years



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Margin expansion 1: Gross Margin

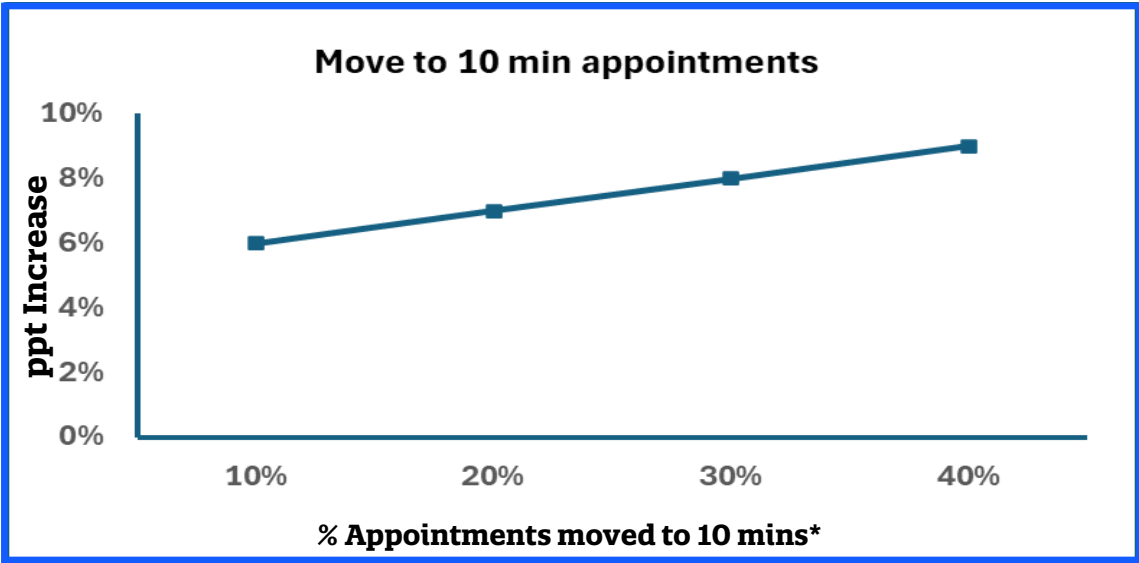
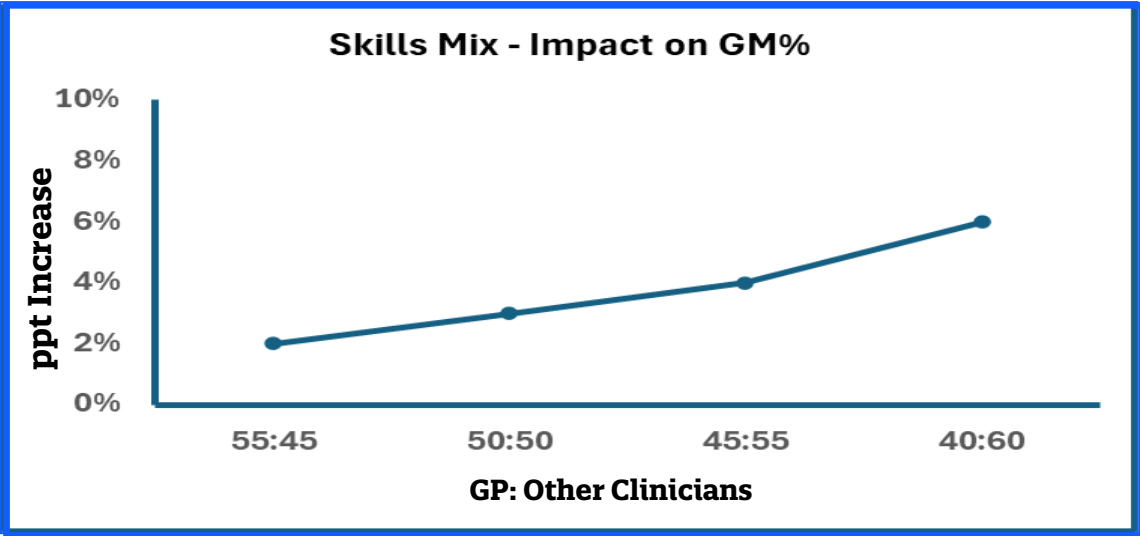


We can further reduce our cost to serve and increase GM %

2024 GM
58%

Increase skills Mix
Currently 60:40

Introduce
10-minute
appointments

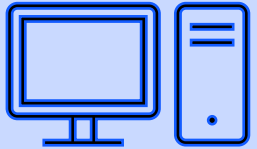


*(using 2024 number as base)

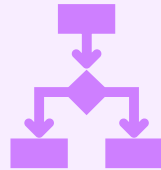
Margin expansion 2: Overheads

Significant opportunity to reduce non-operating costs

**3 to 5 Year Target:
Non operating costs to reduce from c43% to 20% of revenue.**



Improve efficiency and reduce spend by using fewer systems



Simplifying the way we do things.
Automating processes and reducing manual input



Transformation programme completed in Q1 2025, materially reducing run rate spend



Procurement
Reduce 3rd party spend by leveraging economies of scale



Key Priorities – 3 to 5 years



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Accelerate digital delivery to drive scalable growth

Using AI navigation tools and systems integration into customer apps to create seamless and smoother patient journeys

Digital infrastructure to enable business growth

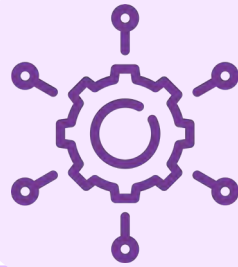
Our platform today has the foundations without additional investment



Security & Governance

- Regulatory Compliance
- User verification
- Data integrity & availability

SAFETY



Flexibility

- Modular care pathways
- Configuration/customisation
- White label or integrated solution

USER NEEDS



Scalability

- Cloud Services
- Process automation/AI
- Digital Pathway navigation

COST



Interoperability

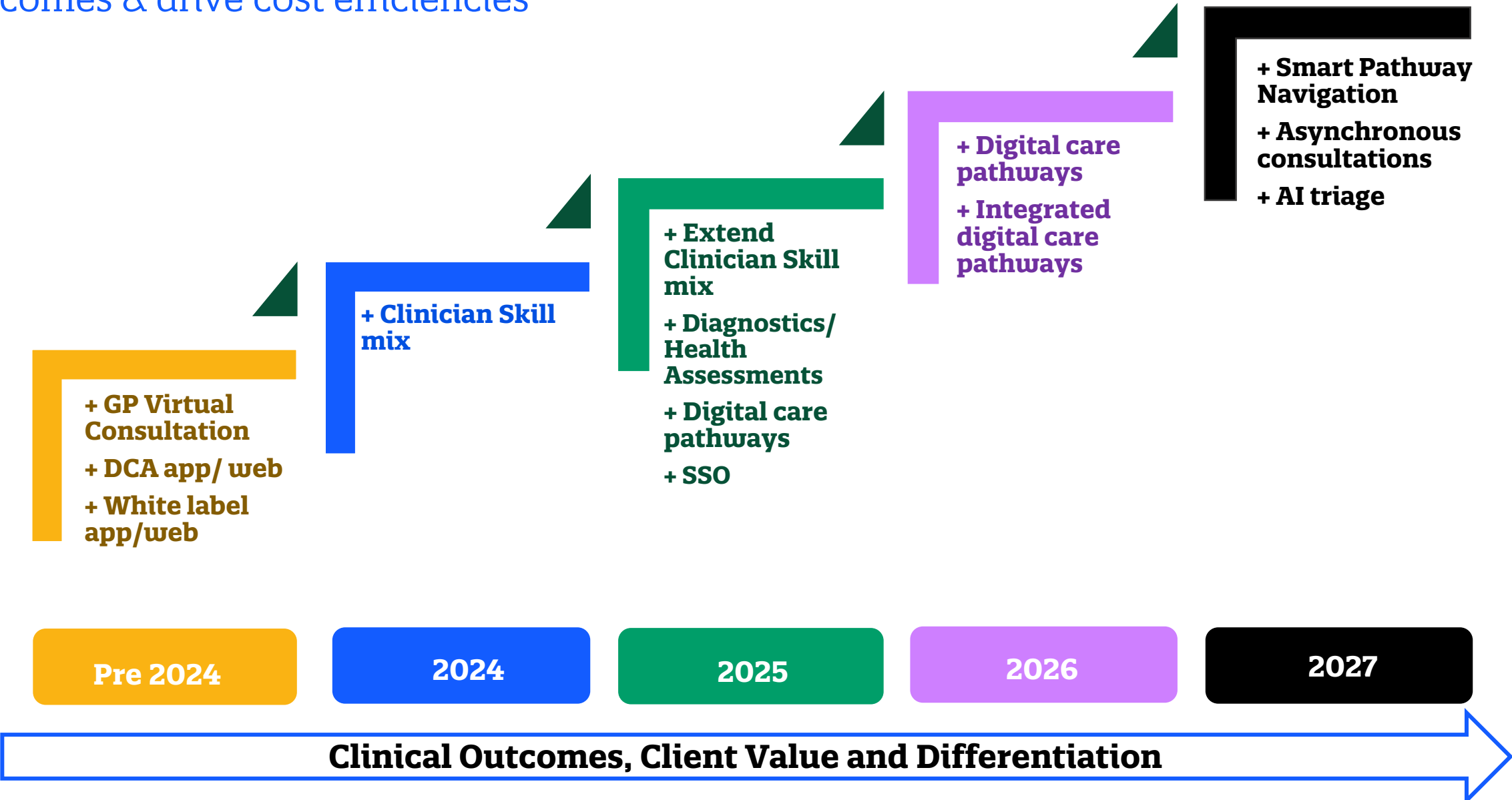
- Open APIs
- Single Sign-On SSO
- Client journey integration

SPEED

Differentiated Digital Care Pathways in Primary Care



Delivering scalable, digital-first managed care solutions that improve clinical outcomes & drive cost efficiencies



Closing comments



A Business Performing, A Market Undervaluing

Proven growth and a sustainable business model. More opportunity to come.

Financial performance

Revenue (£m)

25.0

32.8

35.7

Gross profit margin

42.0%

46.0%

57.0%

Contribution margin

20.5%

28.1%

50.6%

Underlying EBITDA margin

-57.0%

-15.3%

-1.3%

2022

2023

2024

Market performance

Share price (\$AUD)

0.20

0.10

0.07

EV (£m)

20.6

16.5

15.2

2022

2023

2024

- ✓ DCA has significant **growth** opportunity
- ✓ **Efficient, Well-Managed, and Cost-Effective** business model
- ✓ Demonstrated consistent **strong** year on year **financial** progress
- ✓ Our market performance does not reflect our financial performance and future opportunity of this yet!

Thank you for your time



Strengthen and expand current relationships



Sign transformational new business



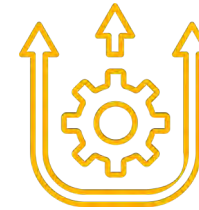
Drive continued material margin expansion



Accelerate digital delivery to drive scalable growth



New invigorated leadership team



Strong organic growth



Sustainable margin & profit improvements



Innovative product roadmap



doctor care
anywhere.