11 September 2025

# Doctor Care Anywhere Investor Roadshow in Australia

Doctor Care Anywhere Group PLC (ASX:DOC) ("Doctor Care Anywhere" or "the Company") will hold its upcoming investor roadshow in Australia from 15–19 September 2025.

Chief Executive Officer Laura O'Riordan and Chief Product Officer Andrew Bellingham will meet with institutional and retail investors to:

- Present the Company's H1 FY2025 financial results
- Provide an update on the Company's operational performance and growth initiatives
- Outline the strategic priorities driving Doctor Care Anywhere's trajectory in the telehealth sector

Investor Sessions – Bell Potter Offices:

- Sydney – Monday, 15 September at 5:00 PM
- Melbourne – Thursday, 18 September at 5:00 PM

These sessions will allow investors to hear directly from management about Doctor Care Anywhere's pathway to sustainable growth, including market expansion, technology innovation, and operating performance. Attendees will also have the opportunity to ask questions and engage with the Company's strategy for delivering shareholder value.

Register to attend here: Investor Events

A copy of the supporting investor presentation is available on the Investor Hub.

## About Doctor Care Anywhere

Doctor Care Anywhere Group PLC is one of the UK's leading private telehealth providers. The Company partners with insurers, healthcare providers, and corporate clients to deliver care through its proprietary digital health platform. Its growth strategy focuses on scaling services, expanding strategic partnerships, and leveraging data-driven healthcare solutions to improve patient outcomes and deliver long-term value for shareholders.

**- ENDS -**

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

Engage with the Doctor Care Anywhere management team directly by asking questions, watching video summaries and seeing what other shareholders have to say. Navigate to our Interactive Investor hub here: https://investors.doctorcareanywhere.com/announcements

**Subscribe to our news alert service:** https://investors.doctorcareanywhere.com/s/db4283

# Right Time, Right Strategy – Unlocking Opportunity

September 2025

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

# Meet the Team

**Laura O’Riordan**
**Chief Executive Officer**

Laura O’Riordan, a qualified nurse; joined Doctor Care Anywhere from her most recent role as President at eMed (formerly Babylon), bringing extensive leadership experience and expertise in digital healthcare. Her impressive career spans leadership roles at The Good Care Group, Care UK, and Harmoni.

**Andrew Bellingham**
**Chief Product & Proposition Officer**

Andrew has been a qualified pharmacist for over 20 years & has been working in the health tech sector for over 15 years, leading the product development of companies including Ada Health, Lloyds Online Doctor and ICareHealth, all spearheading market first product propositions.

# Our Winning Formula

doctor care anywhere.

**£19.2m**
**Revenue up 1.6% BAU**

**350k**
**Consultations in 1H25**

**650**
**Employed Staff**

**1.2m**
**Activated Lives**

**24/7**
**365 Day Operation**

**+90%**
**'Excellent' Clinical Quality**

**10+ Years**
**Operating Experience**

**90 seconds**
**Appointment Booking Time**

# Financial Highlights 1H25

Breakthrough year for sustainable financial performance

**£19.2m**
**Revenue (A$39.8m)**
**+1.6% BAU vs PCP**

**Underlying EBITDA profit of**
**£2.9m (A$6.0m)**
**Up from £0.0m in PCP**

**£4.8m (A$9.9m)**
**Cash in hand at 30 June 2025**

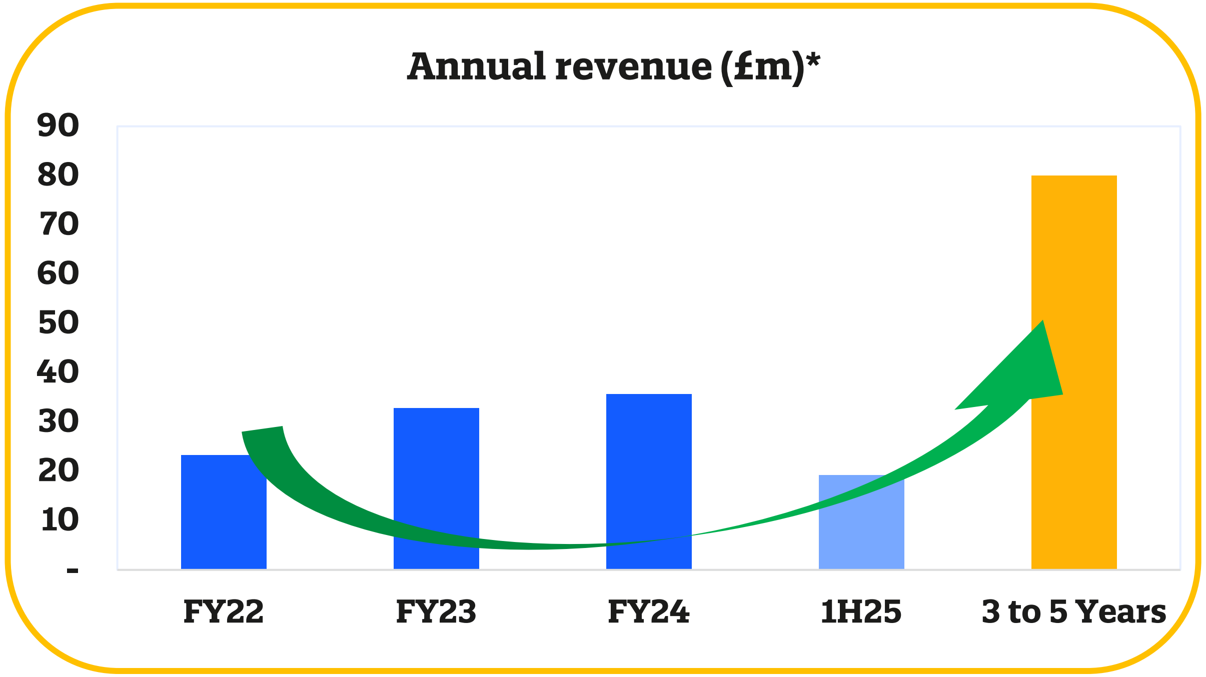
**63%**
**Underlying gross profit margin up from 55% in PCP**

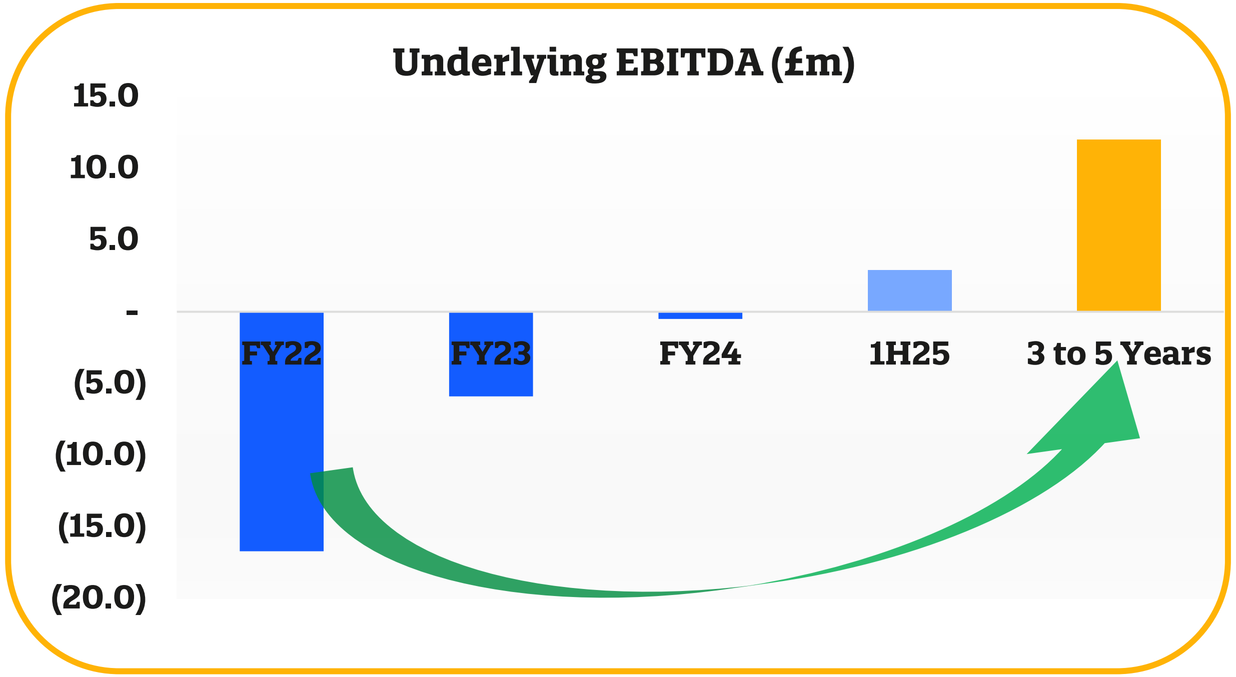
**51%**
**Underlying contribution margin**
**Up from 39% in PCP**

**£0.4m**
**Cash generation in 1H25**

# Drive Continued Growth

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




- 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

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### Strengthen and expand current relationships

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

### Sign transformational new business

Gain at least a 10% share of UK's £6.3 billion ( 8.57 USD billion)  telehealth virtual health market by accelerating conversion from our strong pipeline of opportunities with PMI's,  Corporates and new channels.

### Drive continued material margin expansion

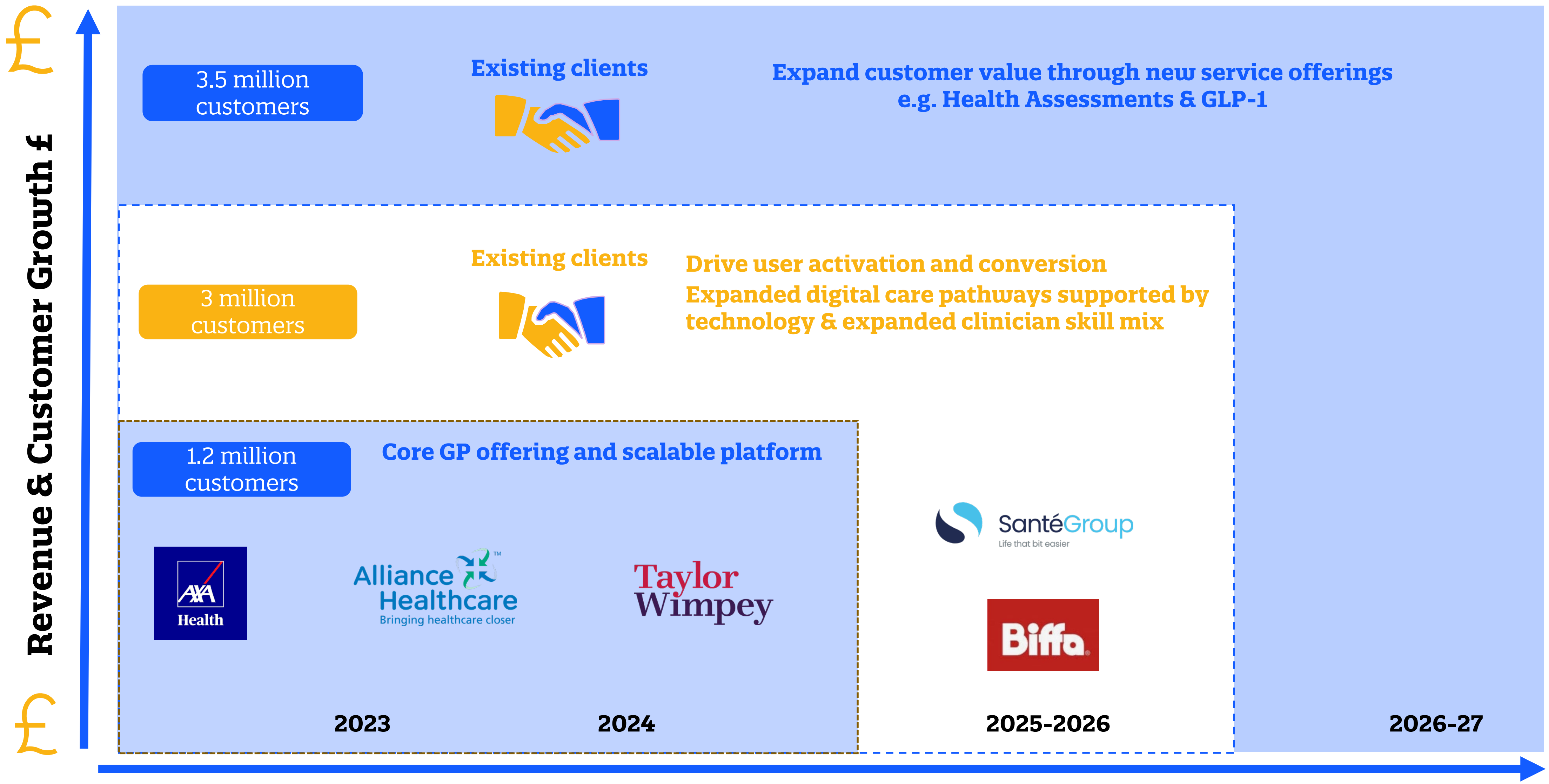
Simultaneously growing our top line while continuing to materially reduce our cost of sales and non operating costs.

### Accelerate digital delivery to drive scalable growth

Transforming primary care with technology driven solutions for value-based care.

# Strengthen Existing Client Relationships

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




New services & increased scope

# Signing Transformational New Deals

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## Our business uniquely turns obstacles into solutions which is driving new deal opportunities

**Increased NHS Pressure**
Struggling NHS service with average primary care wait of 2 weeks

**Growing Telehealth Demand**
**£6.3** billion UK telehealth market size with a CAGR of 10-12%

**Demand for Employer Led Solutions**
**56%** of UK workers accept roles due to employer's supporting their long-term health

**Increased PMI Uptake**
7.6 million adults held a PMI product in 2024 equates to 14% of adult population

**DCA Solution Suite**

**24/7** operation with **100%** of patients seen within **24 hours** (2 hr average wait)

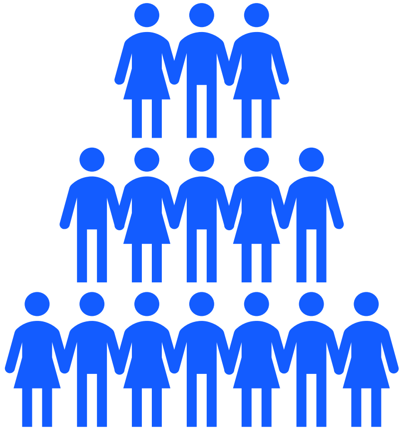
**Scalable** established digital platform that provides **additional capacity** and can offer additional **care pathways**

**Focused** solutions on highest employee absence rates i.e. MSK & Mental Health & **Preventative** care solutions i.e. Health Assessments

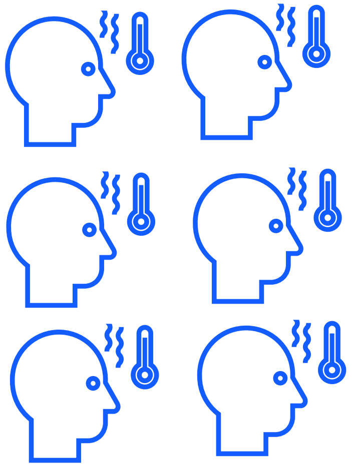
**Differentiated** PMI specific solution focused on driving **desired outcomes**

# DCA's Wide Range of Services

## Solutions to a meet a market-wide health need

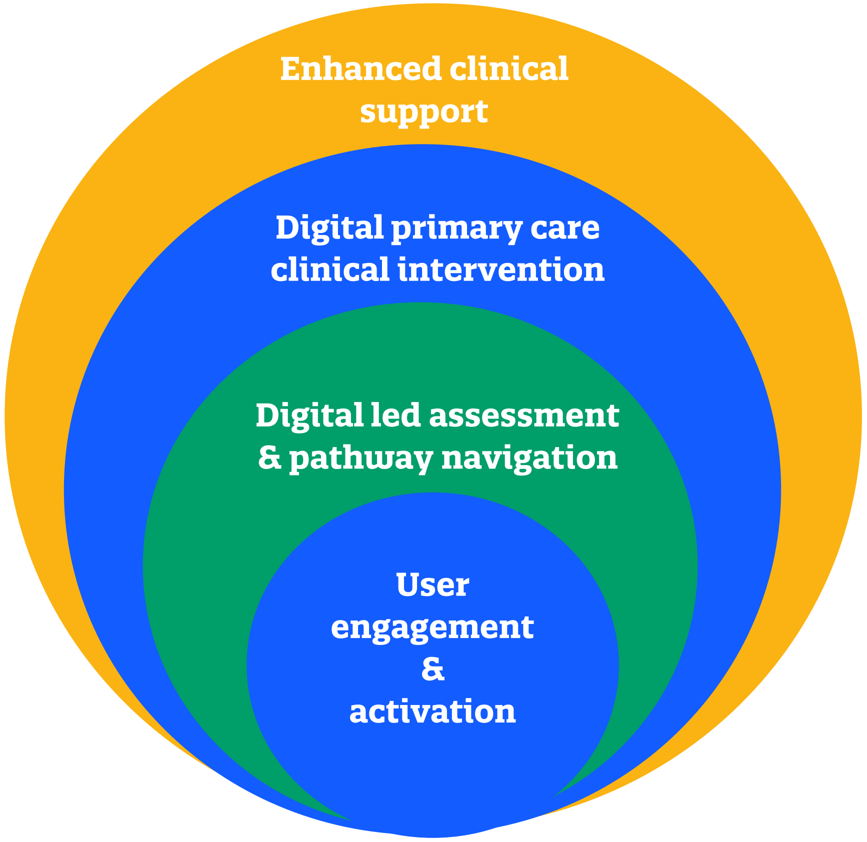


Total population of **68 million** requiring care from a faltering NHS



**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**

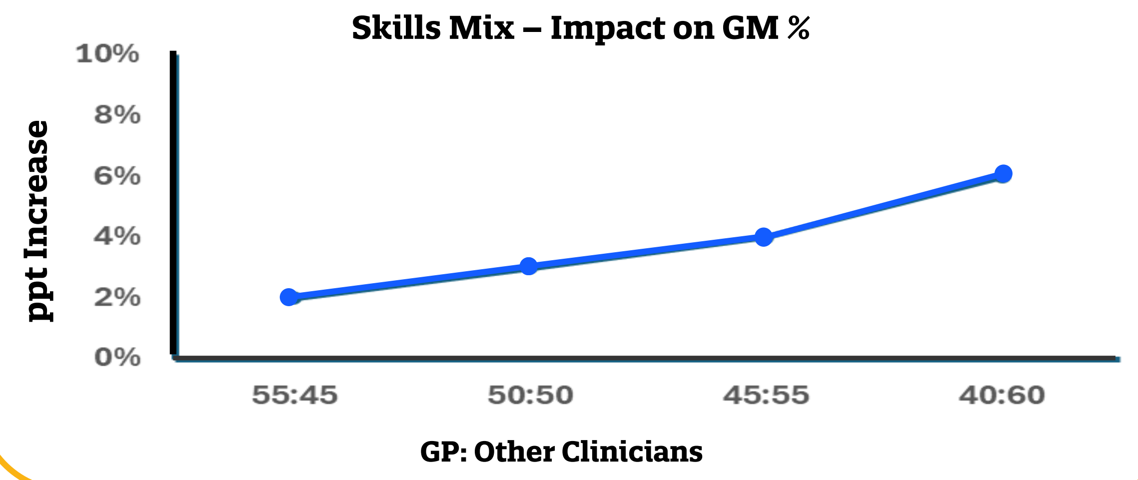
# Margin Expansion 1: Gross Margin

## We can further reduce our cost to serve and increase gross margin %

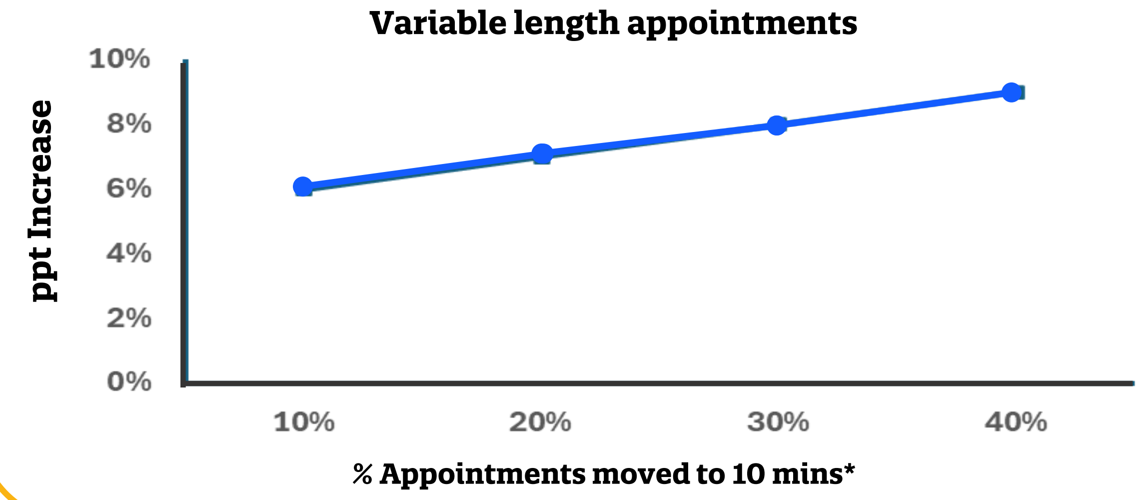
**2024 GM 58%**

**H1 2025 GM 63%**

**Increase skills mix Currently 60:40**




**Varied length appointments**




*(using 2024 number as base)

# Margin Expansion 2: Overheads

## Significant opportunity to reduce non-operating costs

**Targeting a reduction in non-operating costs from approximately 43% to 20% of revenue over the next 3 to 5 years**

**Efficiency**

Reduce spend by system rationalisation

**Simplification**

Automation and AI used to reduce manual input

**Transformation**

Ongoing programme to materially reduce run rate spend

**Procurement**

Reduce 3rd party spend by leveraging economies of scale

# Accelerate Digital Delivery to Drive Scalable Growth

doctor care anywhere.

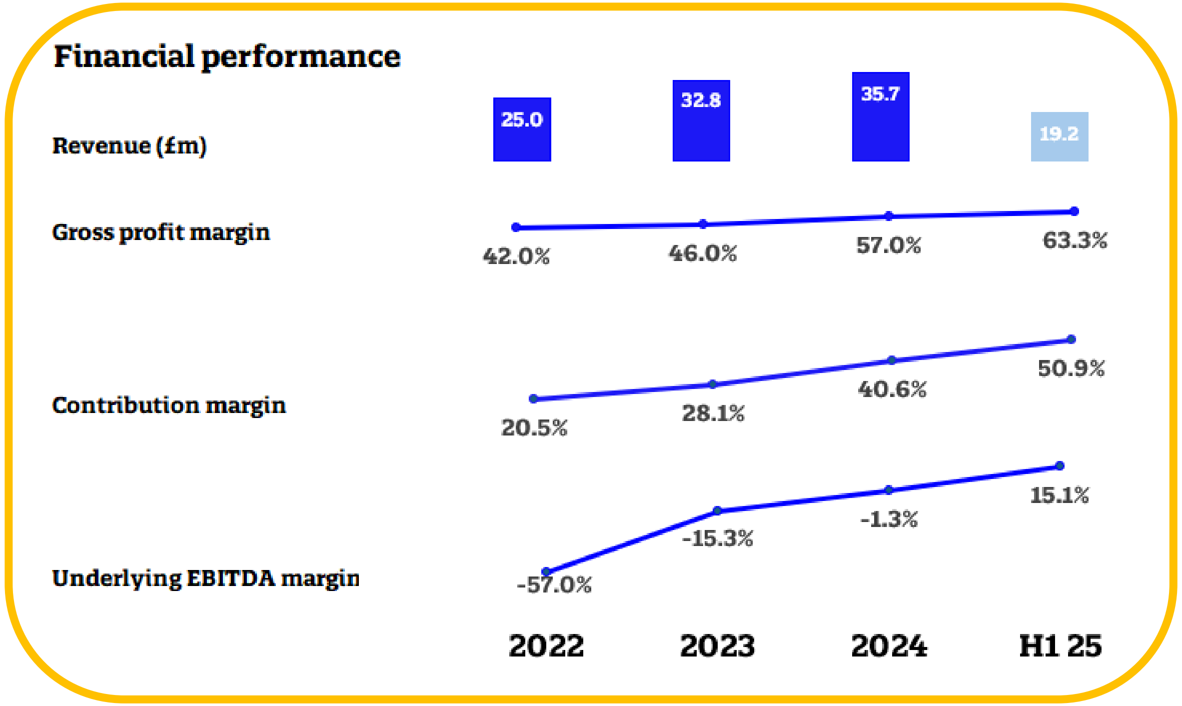
## Product roadmap to transform primary care with technology driven solutions for value-based care

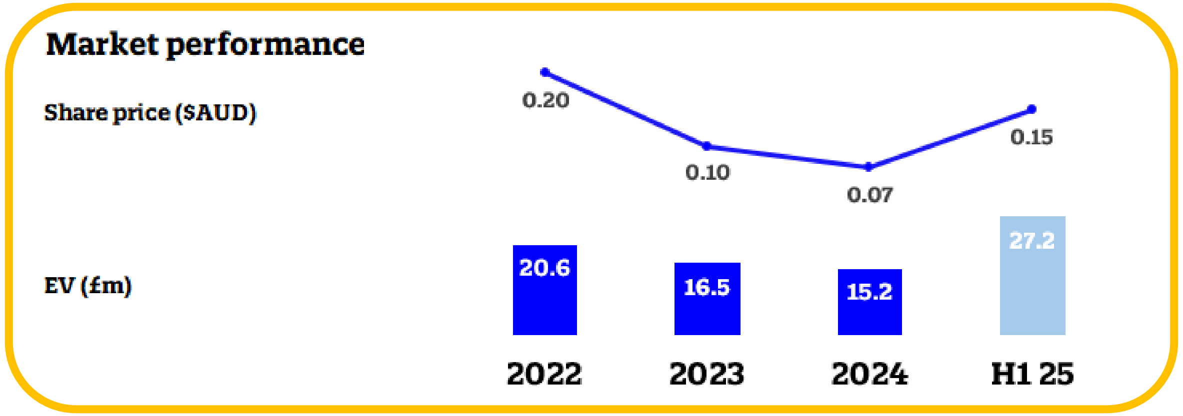
| | H1 2025 | H2 2025 | H1 2026 | H2 2026 |
|---|---|---|---|---|
| **Maximize revenue from core user journey** | ▪ Patient journey continuous improvement | ▪ Pharmacy fulfilment differentiated offer (1 hour delivery)<br>▪ Open referral concierge service | ▪ Asynchronous consultations<br>▪ Variable length appointments | ▪ AI Navigation<br>▪ Pre-approved FastTrack insurance referral |
| **Drive growth from new clinical propositions** | New Care Pathways:<br>▪ AI Mental Health<br>▪ Muscular Skeletal<br>▪ AI Dermatology<br>▪ Diagnostics | ▪ Health Assessments<br>▪ Weight Management Programme (GLp1) | Lifestyle programmes:<br>▪ Women's Health<br>▪ Men's Health | ▪ AI Health Coach<br>▪ AI Patient engagement |
| **Improve efficiency & enable scalability** | ▪ Single Sign On<br>▪ 3rd party API integration | ▪ AI Clinical Scribe<br>▪ AI workforce planning tooling | ▪ NHS Login – patient verification<br>▪ NHS MESH – clinical notes transfer | ▪ GP Connect – access to patient record |

**Clinical Outcomes, Client Value and Differentiation**

# Strong Performance, Unrealised Potential

Executing today, scaling tomorrow — market value yet to catch up




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