



Bell Potter Healthcare Conference

19 November 2024



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Introduction to DCA

Doctor Care Anywhere (DCA) Group PLC is one of the UK's largest private providers of telehealth services. We offer private virtual General Practitioner (GP) and Advanced Clinical Practitioner (ACP) appointments, 24 hours a day, 365 days a year via video and phone.

- DCA is a UK-based digital health company that is committed to delivering high-quality, effective and efficient care to its patients, whilst reducing the overall cost of providing clinical services.
- DCA works with health insurers, healthcare providers and corporate customers to connect patients to a range of digitally enabled telehealth services on its proprietary platform.
- DCA was founded in 2013. DCA has a strategic relationship with AXA Health to offer virtual GP services to AXA's customers under the AXA Doctor at Hand brand.

£21.8M

Revenue in
H1 2024

1.1m

Activated lives

389k

Consultations
in H1 2024



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
 - helping to solve health system challenges
- UK digital health sector is forecast to grow at 7-8% pa⁽¹⁾
- The UK health insurance sector, a key source of demand for our services, is also forecast to grow strongly

(1) Source: Statista Market Insights

DCA 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 - mixed clinical workforce Delivered financial turnaround
2024	Expanded our customer base Developing new proposition and revenue model Further workforce restructure Initiating operational transformation Targeting underlying cash neutral in H2
Future	UK market leader in digitally enabled primary care



UK Health system: the challenge



NHS under pressure



“NHS has faced **rising demand for healthcare** from a society in distress”

“Surge in multiple long-term conditions and in mental health needs”



Primary care: “People are struggling to see their GP”

“**Waiting lists** for community services and mental health **have surged**”

“Waiting times for hospital procedures have ballooned”



“Covid-19 pandemic: **The NHS delayed, cancelled or postponed far more routine care** than any comparable health system”

Source: Lord Ara Darzi’s Independent Investigation of the NHS in England, September 2024

Employee sickness absence is rising and costs employers £££

DCA's new propositions aim 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

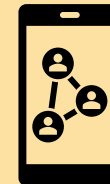
Provides significant opportunities for DCA



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** propositions that focus on the major causes of lost productivity

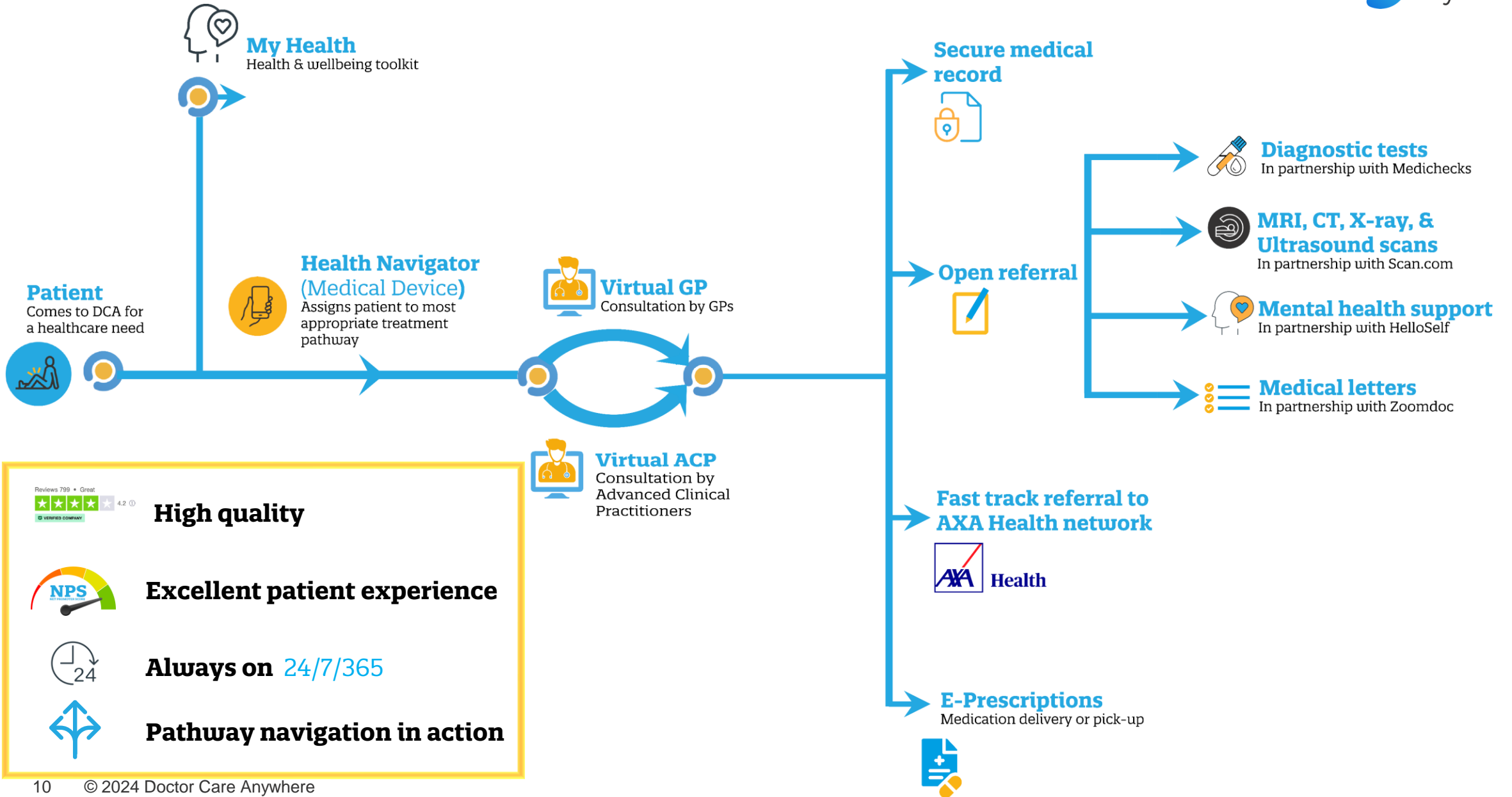


doctor care
anywhere.

Our service



DCA delivers high quality digital health services



Reviews 799 • Great
★★★★☆ 4.2
VERIFIED COMPANY

High quality

Excellent patient experience
NPS

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



2024 focus: expand customer base and propositions

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

Customers



Serve AXA with quality and value



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

Service

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

Develop new Corporate propositions

- Our product and clinical experts design digitally enabled care pathways
- We select the best health & technology partners
- Our technology experts connect the parts
- We curate a great patient experience that delivers quicker and better health outcomes

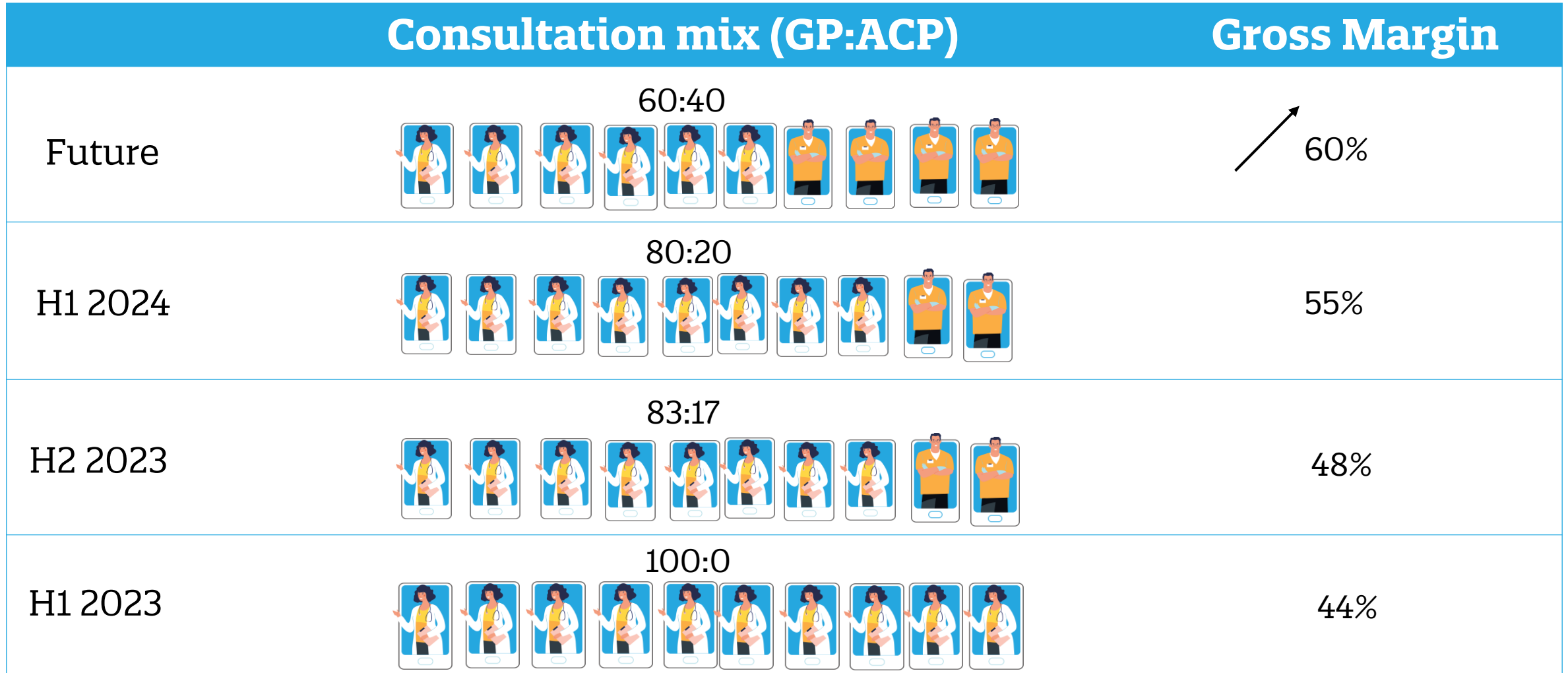
Profit

Financial goals

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

Optimising our workforce management and operations

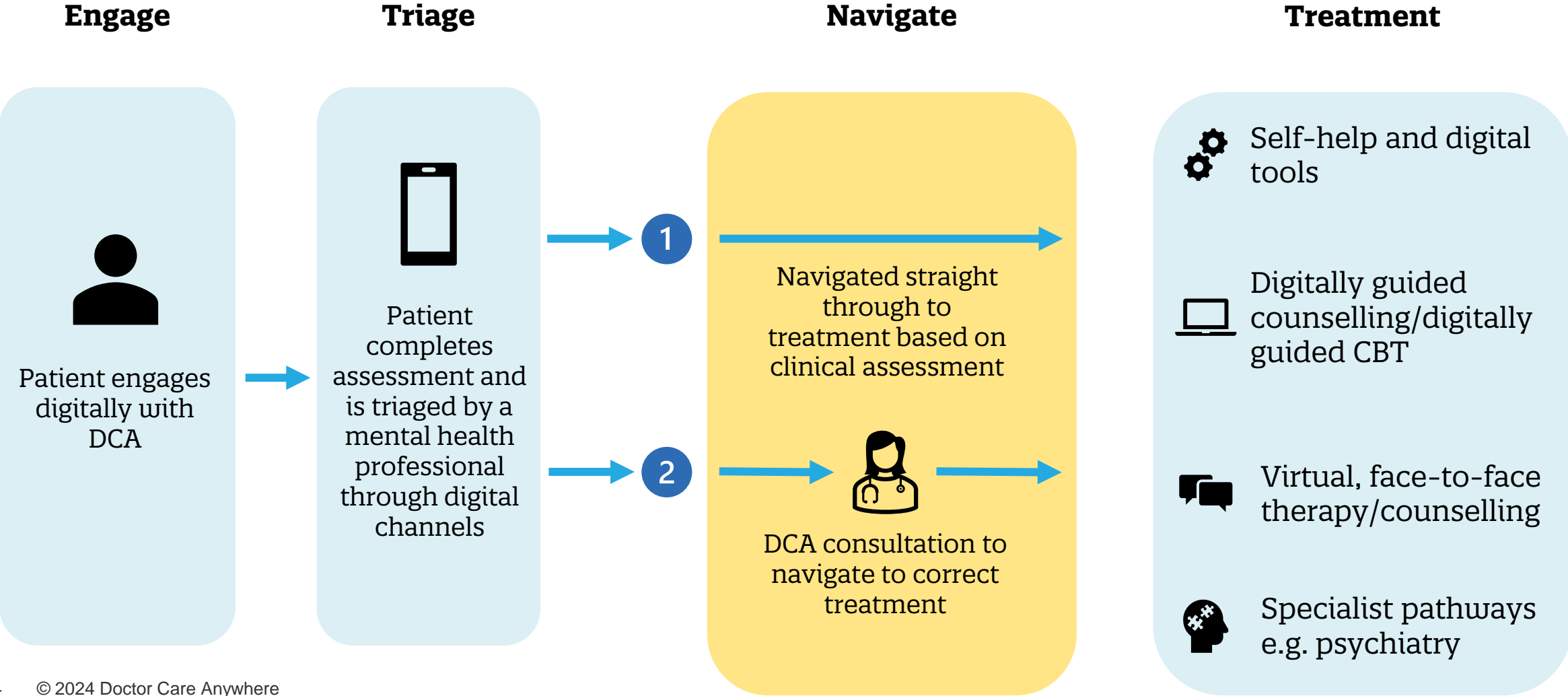
DCA's more flexible clinical workforce drives higher gross margin



New proposition #1: Improving access to mental health services

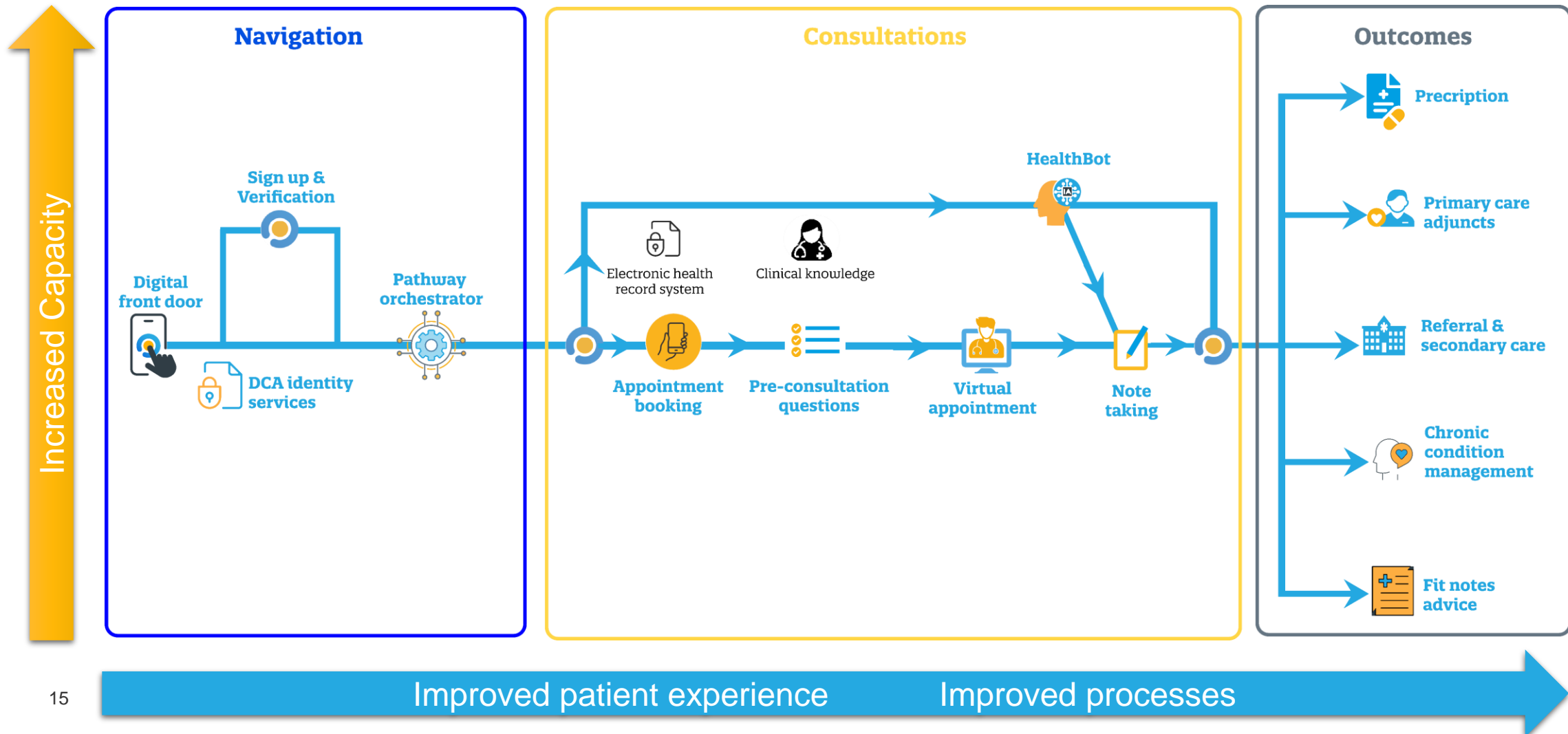


Guiding the patient to the most appropriate treatments based on clinical assessment. Delivered by DCA and its curated digital health partners



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

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





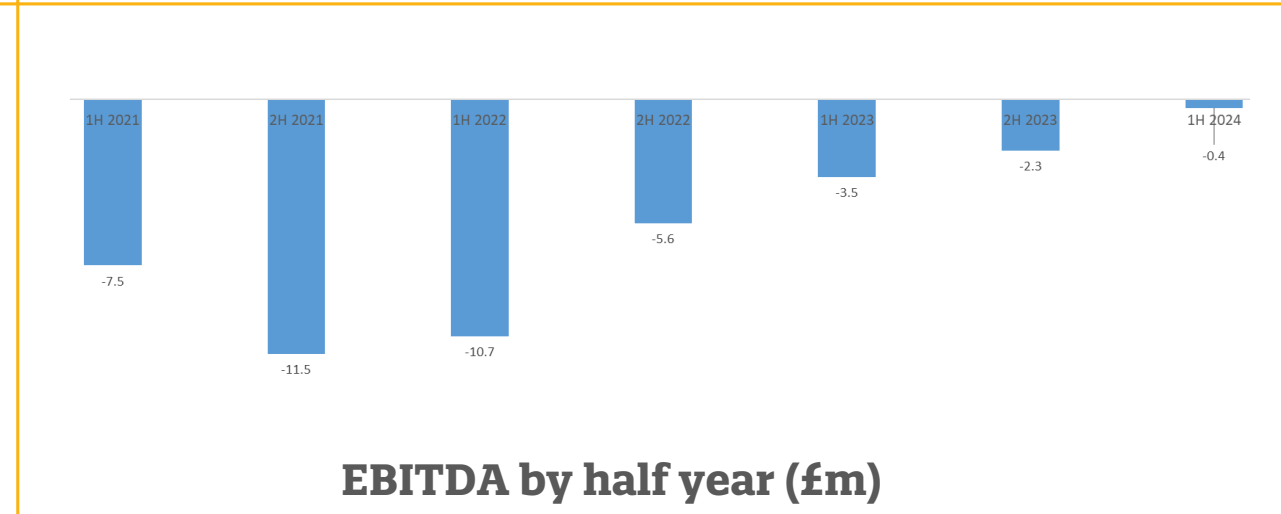
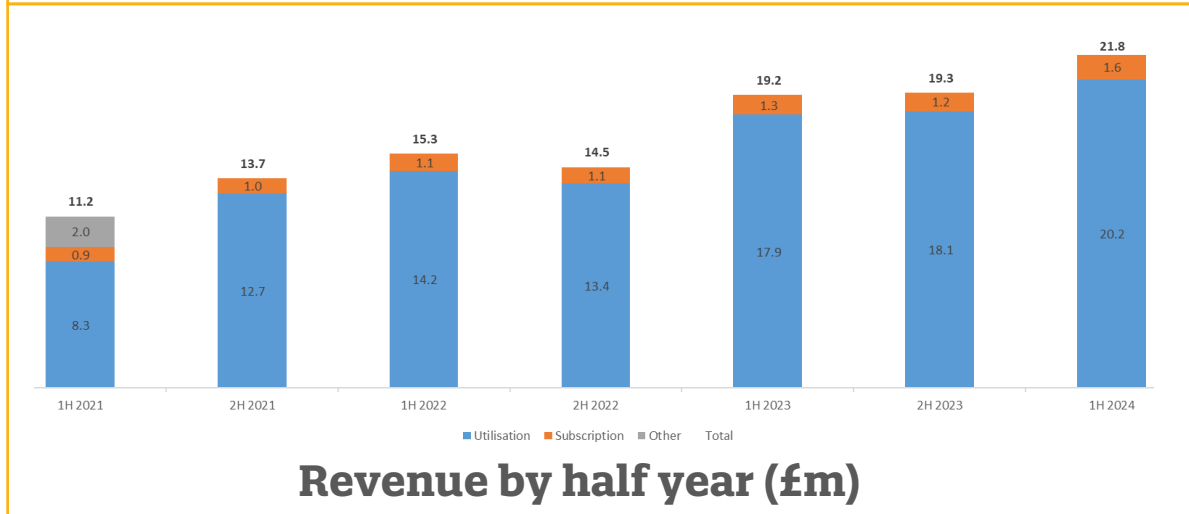
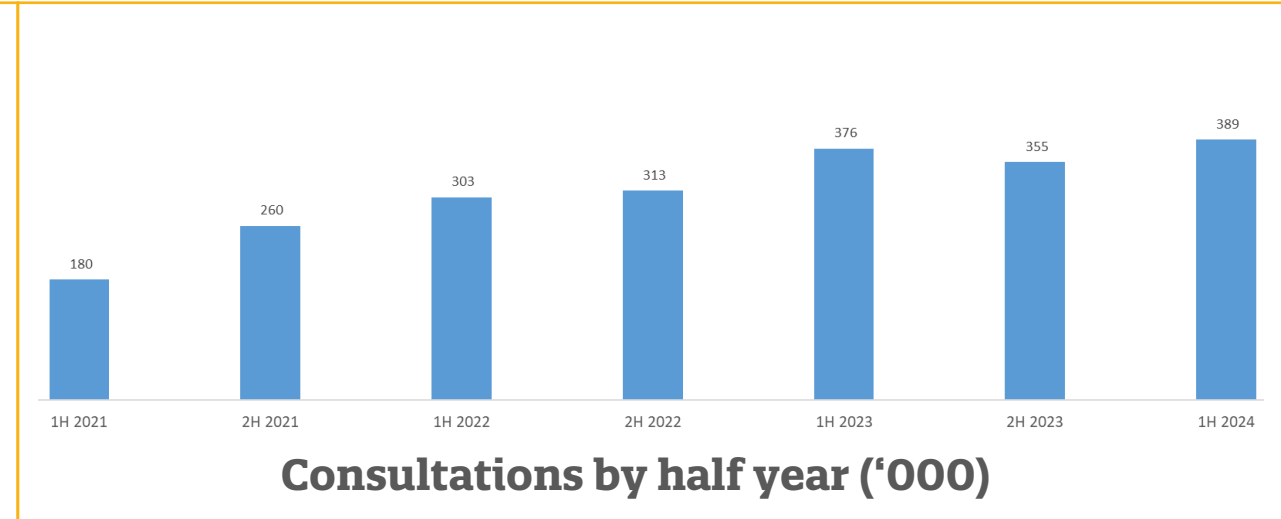
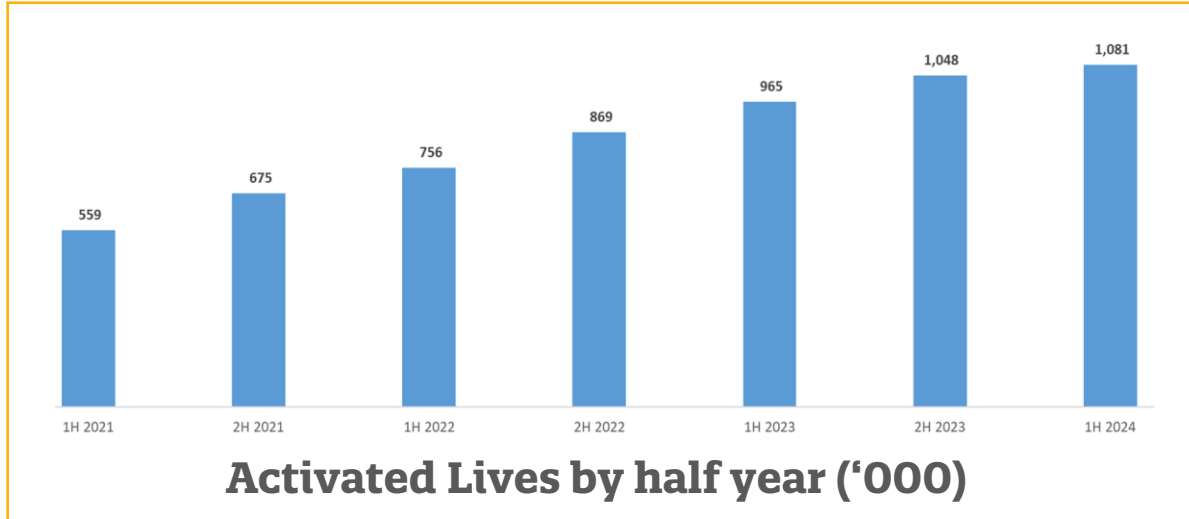
doctor care
anywhere.

**Focus on profitable
growth**



Strengthening financial performance

Growing into profitability



Q3 24 key results

Approaching cashflow breakeven



1.1m

Activated lives

+10% on Q3 23
+2% on Q2 24



162,600

Consultations

-10% on Q3 23
-14% on Q2 24



£(0.2)m

**Underlying
cash outflow**

87% improvement on Q3 23
Breakeven in Q2 24

Market guidance

Gross margin

55-60% by end of 2024

Revenue growth H2 2024 vs H2 2023
(excluding AXA secondary care pathways)

0-5%

Underlying cashflow in H2

Neutral

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 will seize the opportunity

Medium term priorities

- Expand our services and customer base beyond VGP and AXA
- Diversify our revenue model
- Further margin improvement and cost base reduction
- Achieve profitability and cash generation

Financial goals

Medium term ambition (3-5 years)	<ul style="list-style-type: none">• Revenue growth 10%+• EBITDA margin 10-15%
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