



Accolade

Capital Markets Day

May 8, 2023





Todd Friedman
SVP, Investor Relations





This presentation contains “forward-looking statements” –that is, statements related to future, not past, events. In this context, forward-looking statements often address our expected future business and financial performance and financial condition, and often contain words such “anticipate,” “believe,” “contemplate,” “continue,” “could,” “estimate,” “expect,” “guidance,” “intend,” “may,” “plan,” “potential,” “predict,” “project,” “should,” “target,” “will,” or “would” or similar expressions. Forward-looking statements by their nature address matters that are, to different degrees, uncertain. For us, particular uncertainties that could cause our actual results to be materially different than those expressed in our forward-looking statements include: our ability to achieve or maintain profitability; our reliance on a limited number of customers for a substantial portion of our revenue; our expectations and management of future growth; our market opportunity and our ability to estimate the size of our target market; the effects of increased competition as well as innovations by new and existing competitors in our market; and our ability to retain our existing customers and to increase our number of customers. Important risks and uncertainties that could cause our actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, the following: (i) changes in laws and regulations applicable to our business model; (ii) changes in market or industry conditions, regulatory environment and receptivity to our technology and services; (iii) results of litigation or a security incident; (iv) the loss of one or more key customers or partners; (v) the impact of COVID-19 on our business and results of operation; and (vi) changes to our abilities to recruit and retain qualified team members. For a detailed discussion of the risk factors that could affect our actual results, please refer to the risk factors identified in our Annual Report on Form 10-K for the fiscal year ended February 28, 2023 and subsequent reports that we file.

This presentation includes non-GAAP financial measures. These non-GAAP financial measures are in addition to, and not a substitute for or superior to measures of financial performance prepared in accordance with GAAP. There are a number of limitations related to the use of these non-GAAP financial measures. For example, other companies may calculate similarly-titled non-GAAP financial measures differently. Refer to the supplemental slides posted on our website and our SEC filings for a reconciliation of these non-GAAP financial measures to the most directly comparable GAAP measures.

Agenda



The Future of Healthcare • Rajeev Singh, Chief Executive Officer

Member-obsessed, Customer-Centric • Ryan McQuaid, Chief Product Officer

Engineered to Care • Dr. Shantanu Nundy, Chief Health Officer

Collaborative • Kristen Weeks, SVP, Corporate Development & Partnerships

Accolade at scale • Steve Barnes, Chief Financial Officer

15-minute break

Customer conversation • Rob Cavanaugh, President

Health Plan partner • Meg Wirth, VP Sales, Health Plans

Open Q&A and reception





Member video





Rajeev Singh
Chief Executive Officer



A decorative graphic on the left side of the slide, composed of various colored shapes: a teal circle at the top left, a dark blue vertical bar, a teal semi-circle, a light orange semi-circle, a yellow vertical bar, a white semi-circle with a teal outline, a blue semi-circle, a teal circle, and an orange semi-circle at the bottom right.

*Building a customer-obsessed,
nationwide healthcare
delivery company*

Today's lineup



Ryan McQuaid



Angela Suthrave



Dr. Shantanu Nundy



Epon Chiang



Kristen Weeks



Steve Barnes



Rob Cavanaugh



Meg Wirth



Every industry has a leader that separates themselves through their single-minded obsession with the customer.



We view every decision we make through a simple lens:



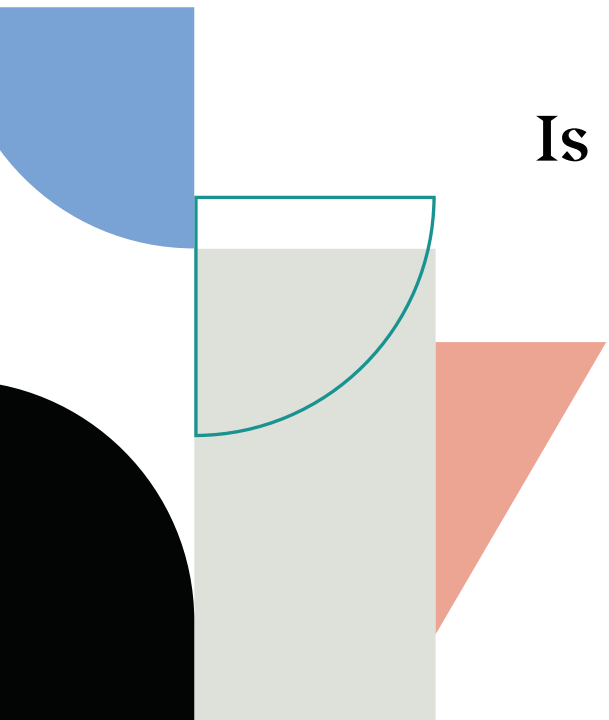
Is it good for the member?



Is it good for the customer?



Can we deliver with high quality?



A differentiated service



**Flawless
experience**

**Clinical
population
health strategy**

Scale

**Ecosystem
collaboration**


Delivering high NPS in all facets



Culture

A circular icon with a teal background showing four hands clasped together in a square formation.

Data

A circular icon with a yellow background showing a pie chart and a bar chart.

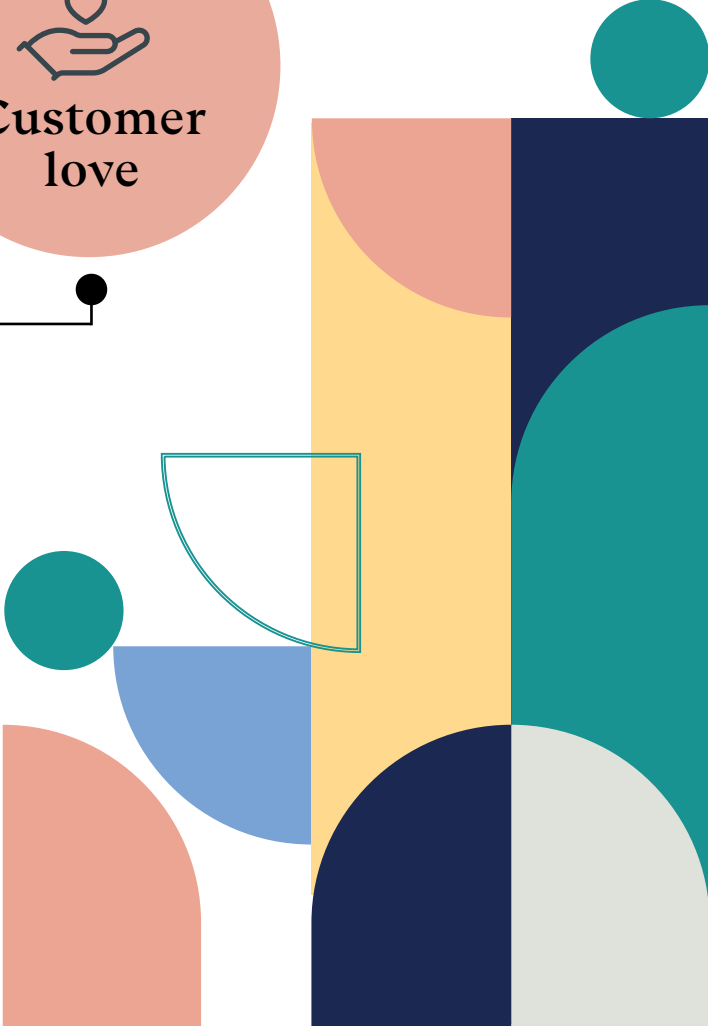
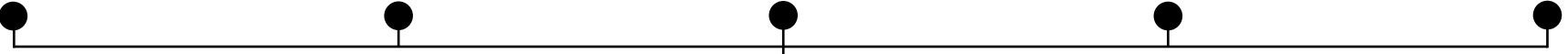
True Health engine

A circular icon with a blue background showing a head profile with a gear and a lightning bolt inside.

Seamless service delivery

A circular icon with a light grey background showing a person's head and shoulders with a plus sign.

Customer love

A circular icon with a salmon background showing two hands holding a heart.

Accolade is Engineered to Care

Predictive Engagement



Proactive Care



Addressing Barriers

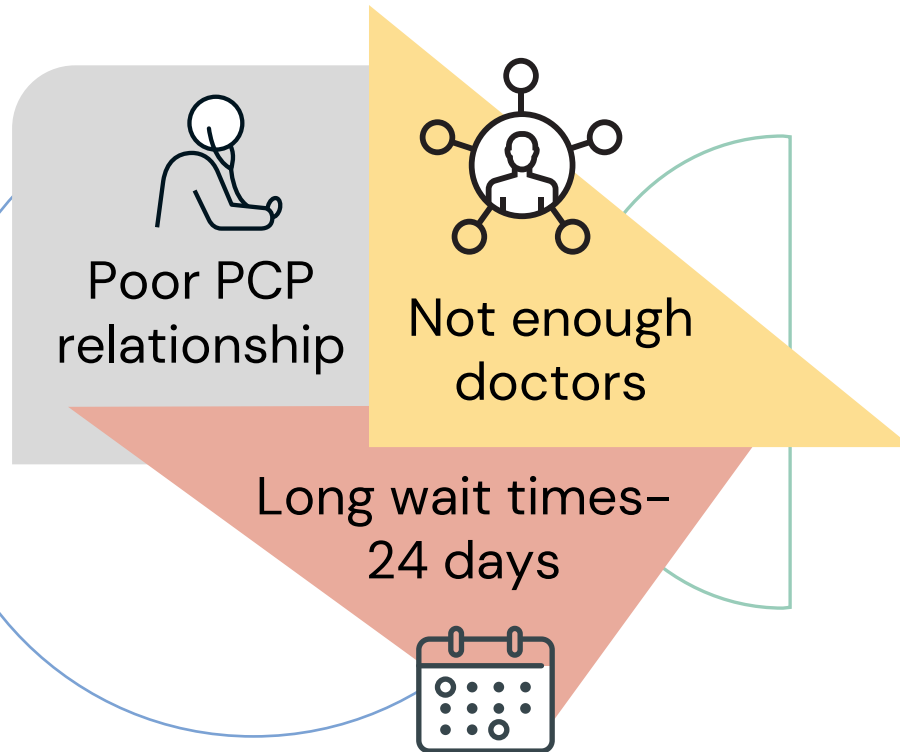


Advocacy-led health and benefits programs empower primary care



Status Quo

Access/Quality/Measurability





Case Study

Accolade clinical strategy addresses macro-problem condition by condition



mounjaro®



trulicity™



OZEMPIC®



wegovy

Customers' Carriers (representative)



Trusted Partner Ecosystem

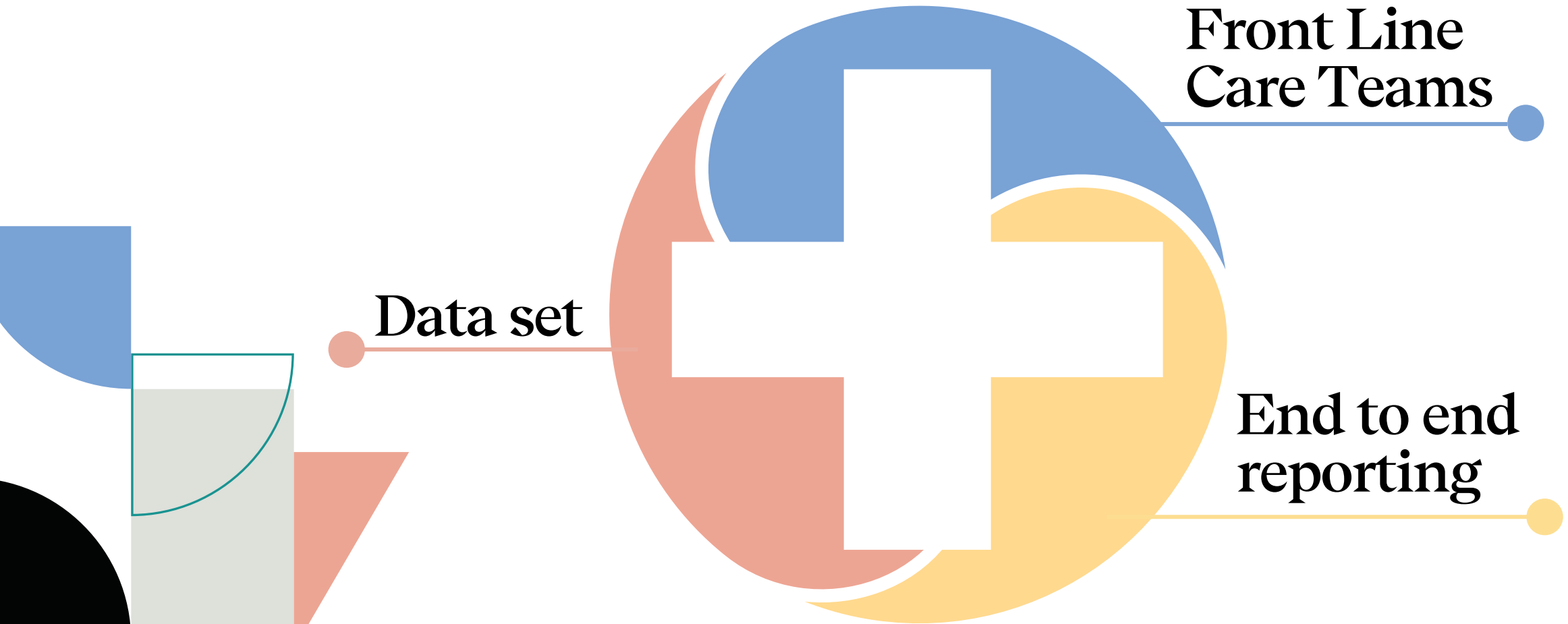
CARROT



Ecosystem



Accolade's Advantages for the Healthcare Ecosystem





Key takeaways

- **Greenfield opportunity**
- **Highly differentiated solution**
- **Advocacy-led benefits program activate primary care**
- **Long term opportunity to build clinical relationships**



Ryan McQuaid
Chief Product Officer



Angela Suthrave
VP, Product Management



Member experience is central to everything we do



Front Line
Care Team



Technology



Healthcare
Ecosystem



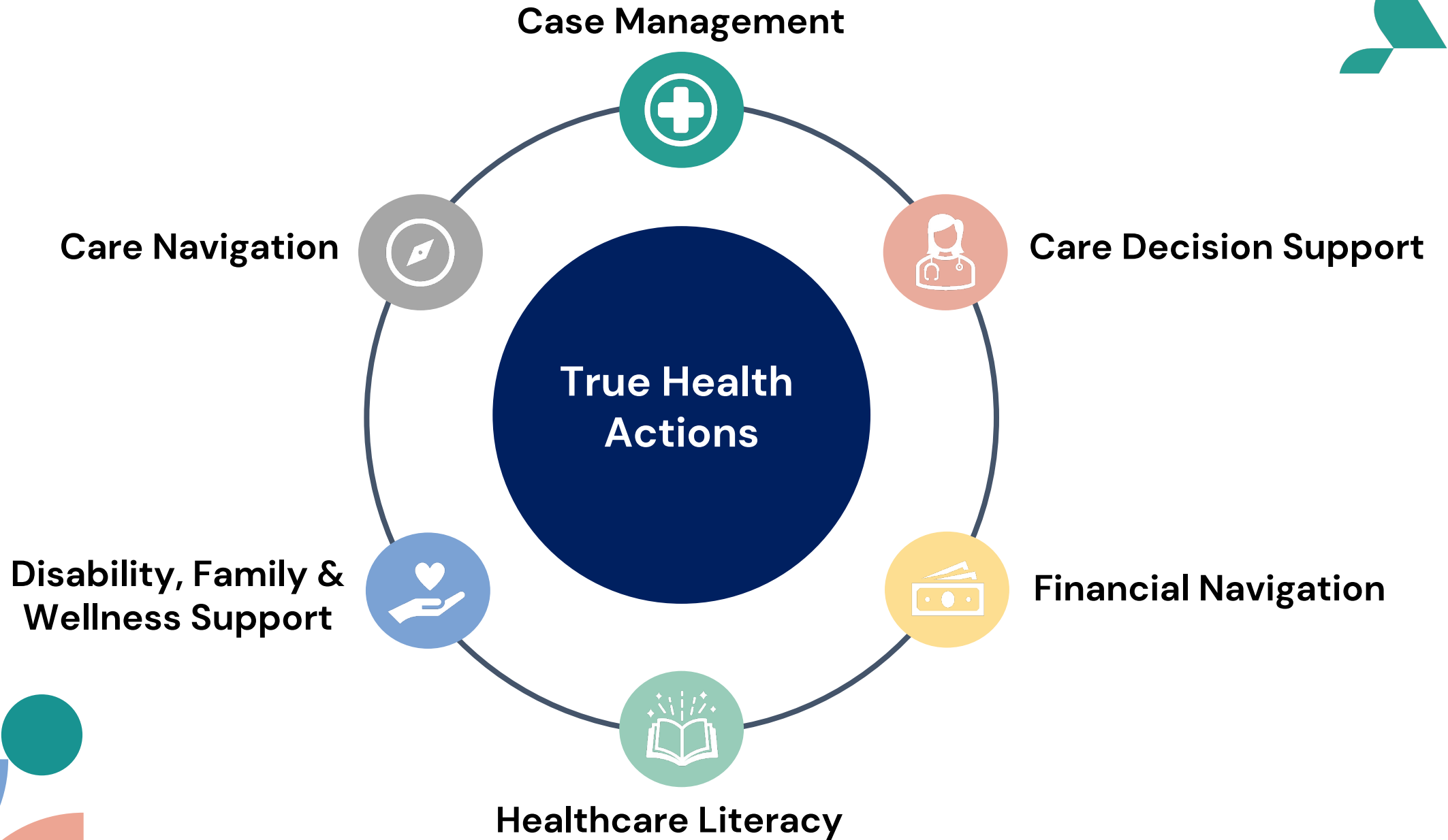
Dashboards



Solutions



Modeling customer satisfaction against NPS leaders, not our industry



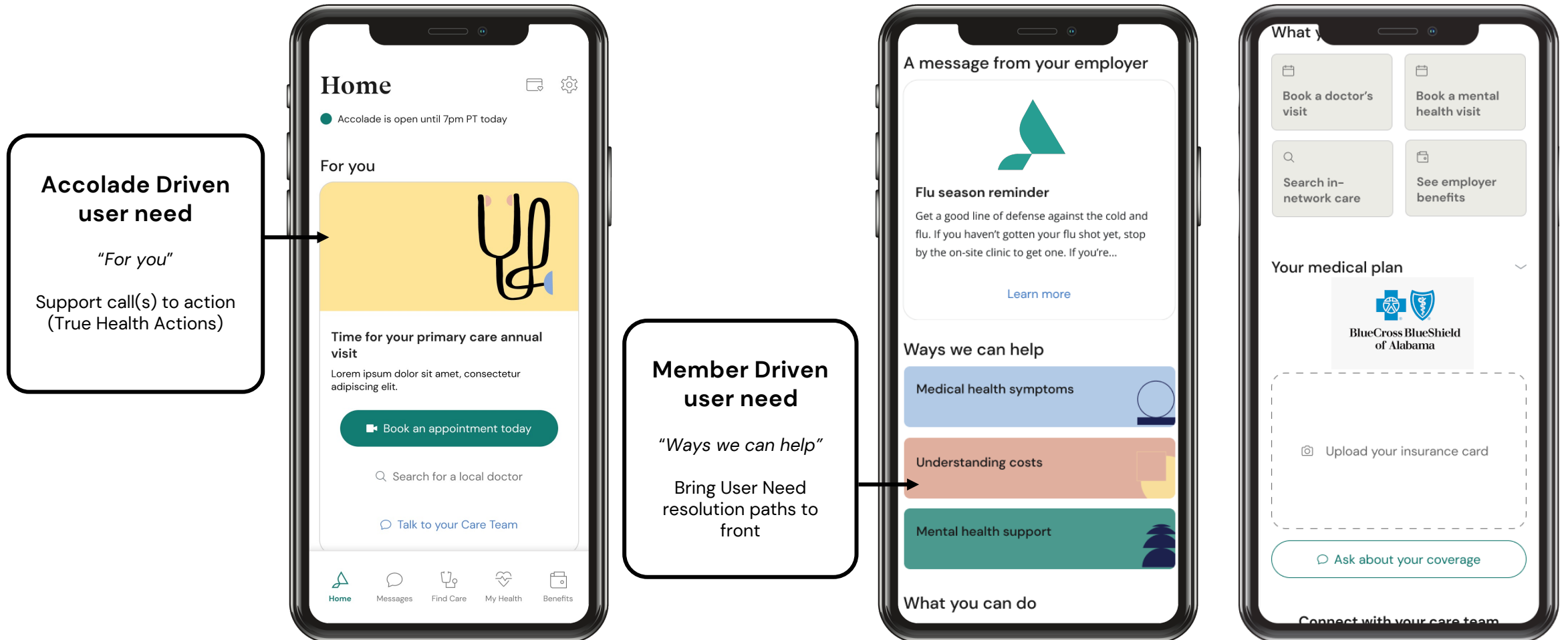
THA Drives Personalized FLCT Experience

- A Concept – Member Health Snapshot
- B Deployed – Alerts
- C Deployed – True Health Action Recommendations

The screenshot displays a member's health dashboard for John Dale (DOB: 03/22/1992). The interface includes a navigation bar with options like 'The Horn & Bulletin', 'HIPAA', 'Actions to Take', 'Profile', 'Benefits', 'Claims', 'Provider', 'Care', 'History', and 'Wrap'. The main content is organized into several sections:

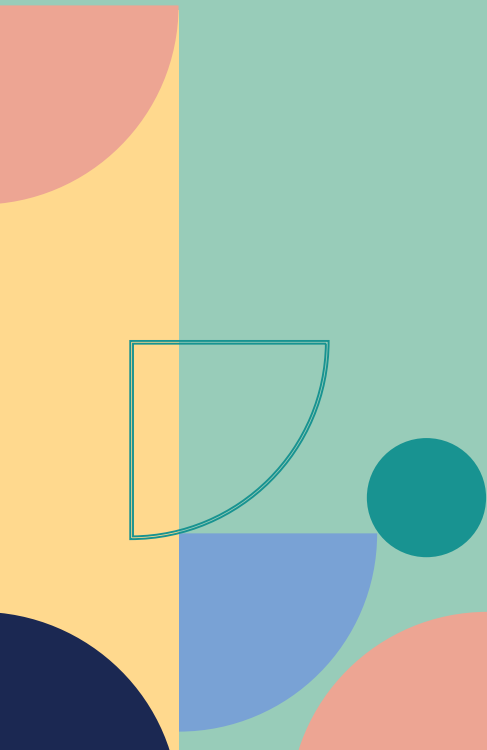
- Need to know:** A yellow box labeled 'Health Snapshot' (A) provides a clinical risk level of 'High Risk', lists chronic conditions (chronic pain, stiffness of right knee, obesity, and osteoarthritis), and notes that 8 different medications were filled in the past 6 months. A 'View more' link is present.
- Alerts:** A section labeled 'Alerts' (B) contains three items: 'OON usage' (This member has recently used an OON provider), 'Unnecessary ER visits' (Educate Member on urgent care and alternatives to emergency room), and 'Preferred language' (Member prefers to primarily speak Spanish).
- True health actions:** A section labeled 'True health actions' (C) lists three recommendations: 'Warm transfer member to Accolade's EMO Intake Coordinator' (Primary Recommendation), 'Enroll member into Musculoskeletal Program (MSK)', and 'Revised Virtual PCP Example (specifically PlushCare)'. To the right of these actions are 'Next step actions' dropdown menus, each with a 'Select' option.
- Member account details:** A sidebar on the right shows registration and login dates (06/26/21, 08/15/22, 08/15/22) and a 'Member forgot password' button.
- Current reasons & tasks:** A bottom section shows 'Benefit question' and 'Open Tasks (2)'. Another section shows 'Unresolved reasons & tasks' with 'Claims question' and 'Open Tasks (1)'.

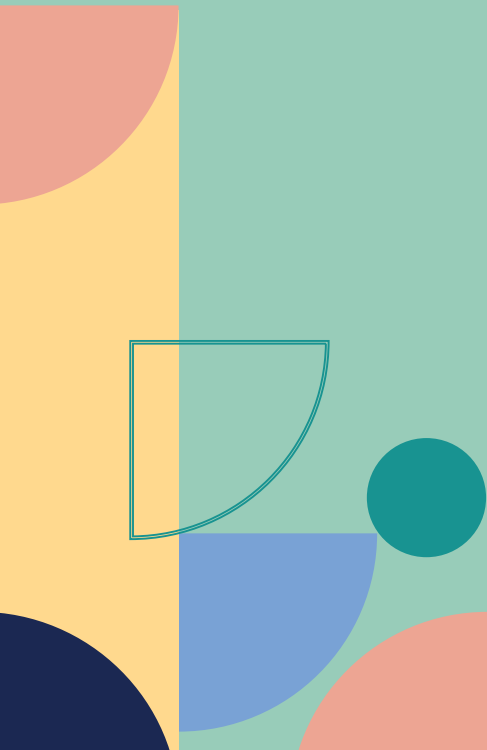
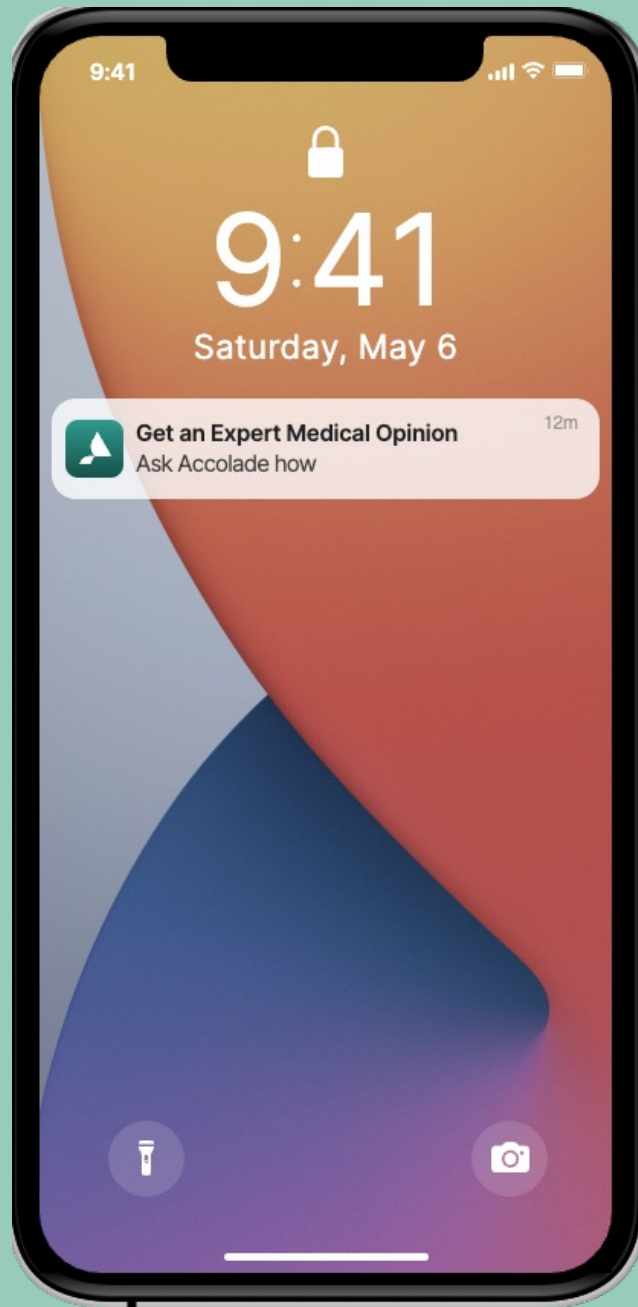
THA Creates a Personalized Digital Experience

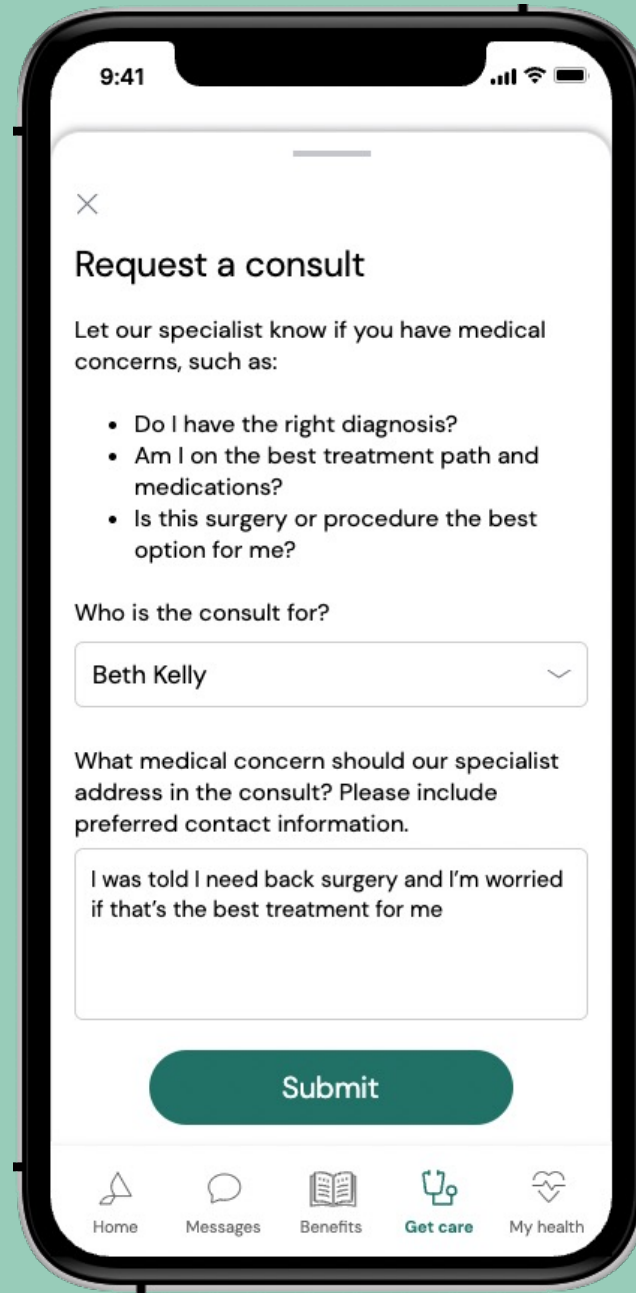
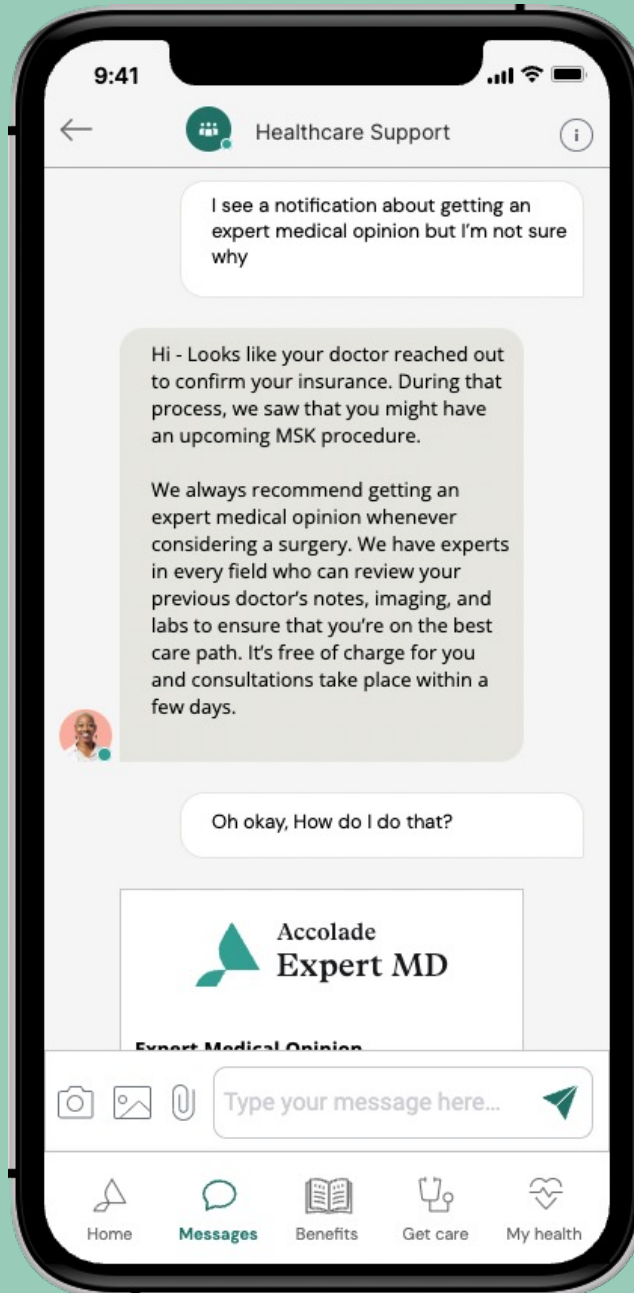
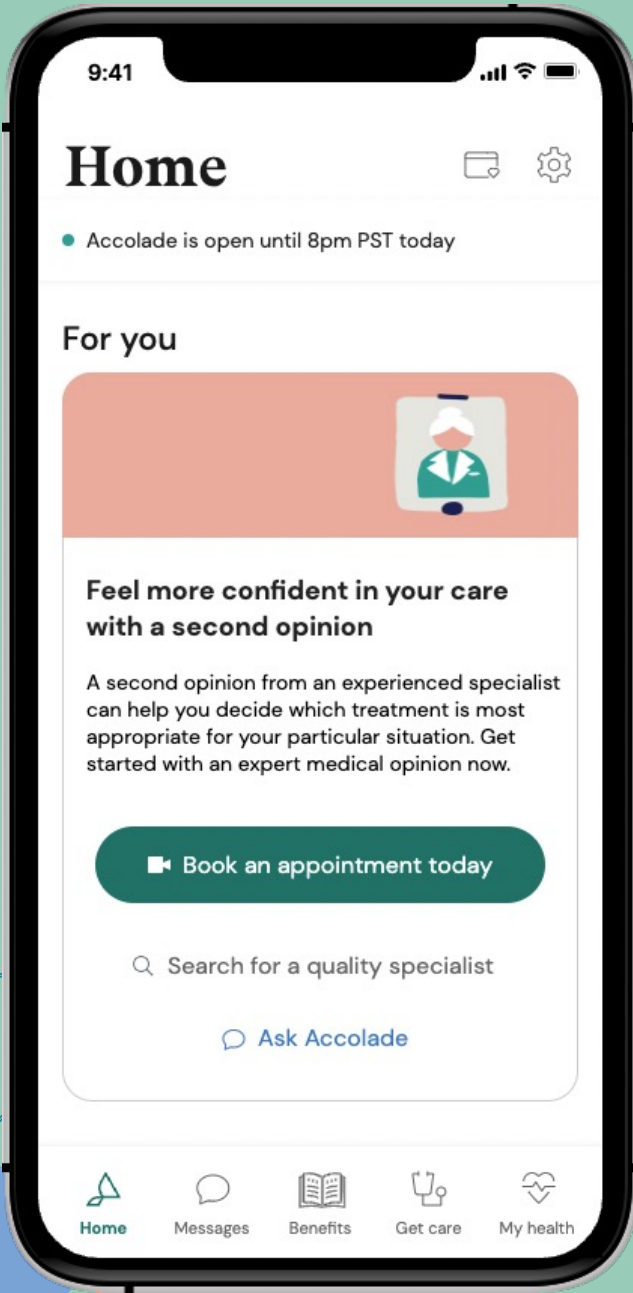


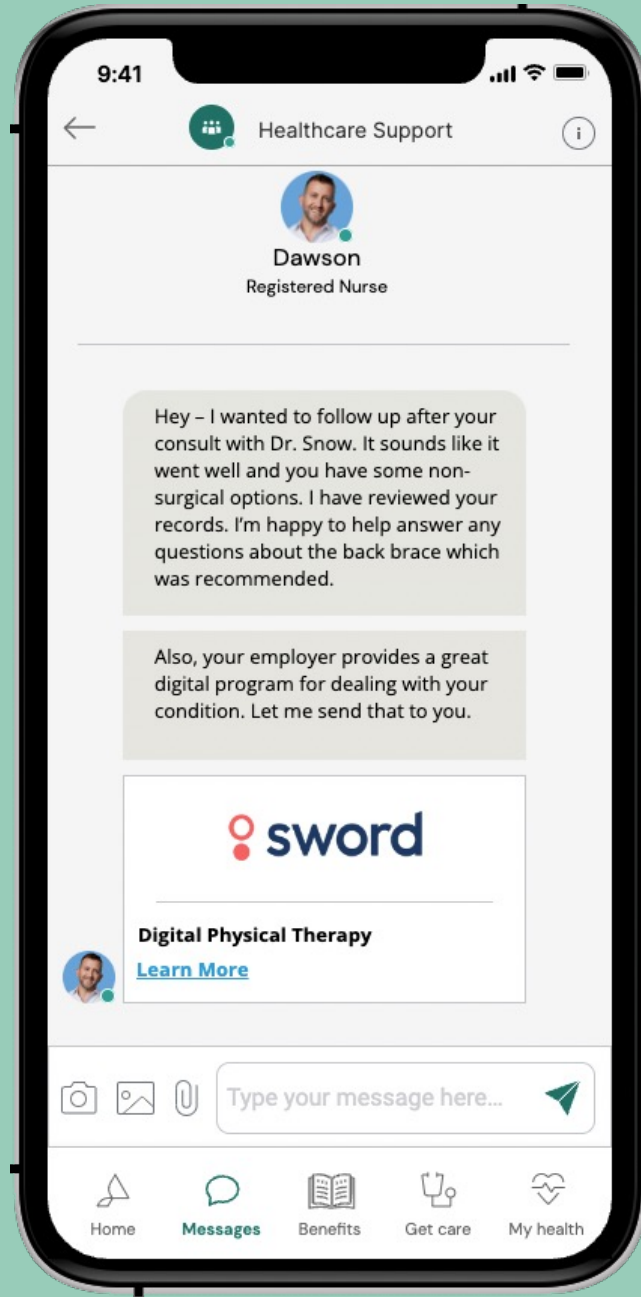
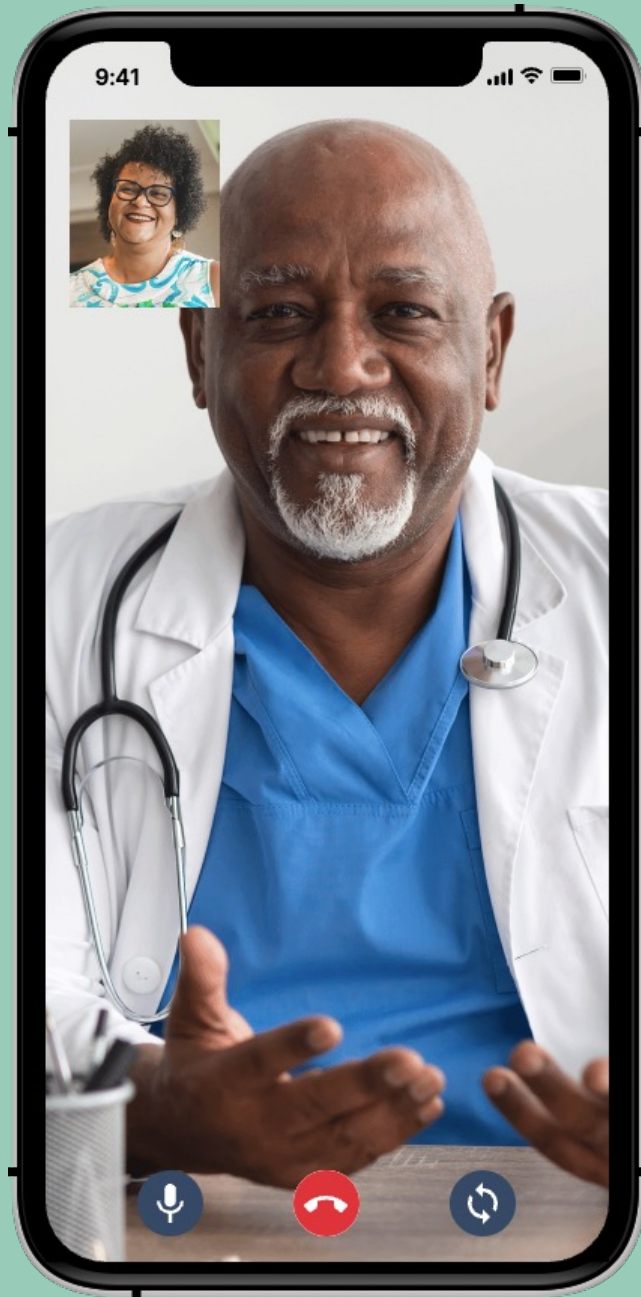
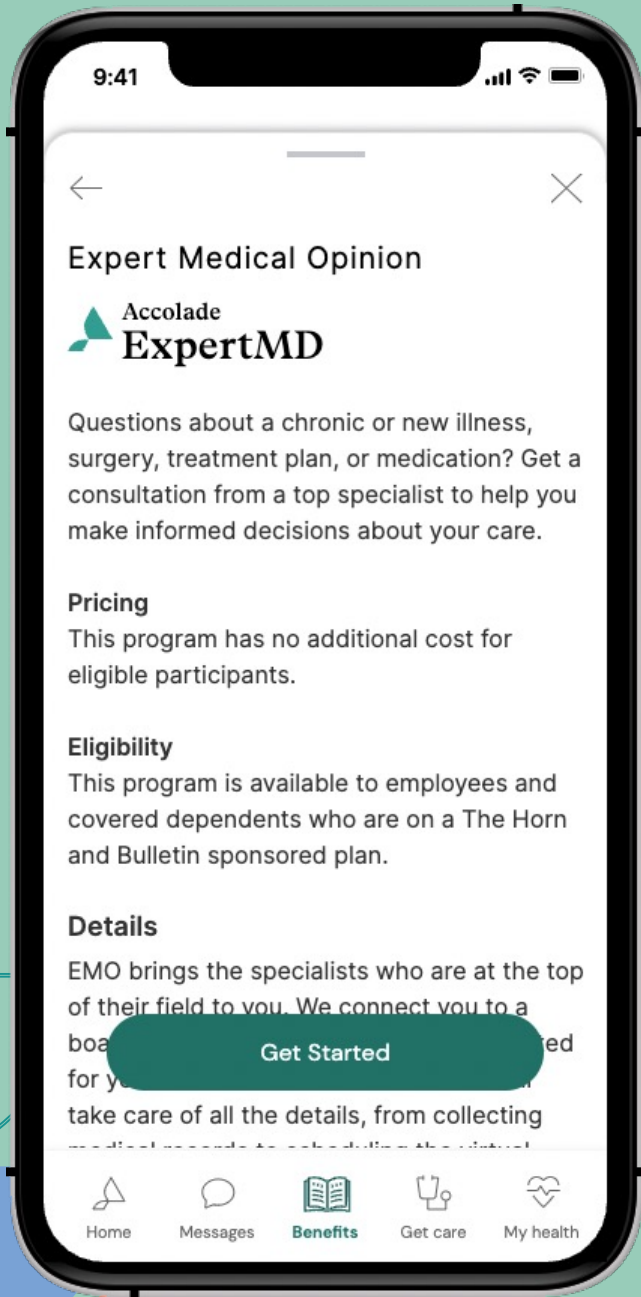


Accolade Product Demo











Accolade True Health Dashboard Demo





True Health Dashboard

True Health Dashboard

Demographics

Population Health

High Cost Claimants

Engagement

Finding Providers

Partner Ecosystem

Clinical Programs

Primary Care/Therapy

Expert Medical Opinion

Satisfaction

Programs

Demographics →

Population Health →

High Cost Claimants →

Engagement →

Finding Providers →

Partner Ecosystem →

Clinical Programs →

Primary Care/Therapy →

Expert Medical Opinion →

Satisfaction →

Share feedback

Report a problem



True Health Dashboard

Demographics

Population Health

High Cost Claimants

Engagement

Finding Providers

Partner Ecosystem

Clinical Programs

Primary Care/Therapy

Expert Medical Opinion

Satisfaction

Programs

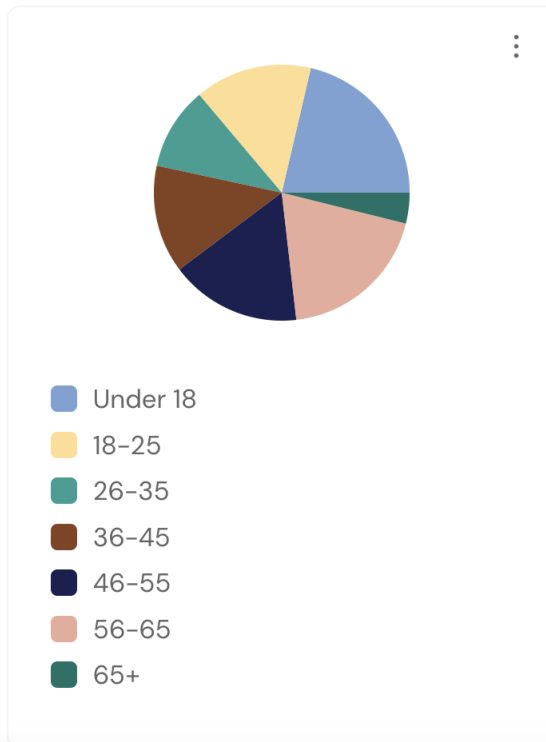
Report a problem

Demographics

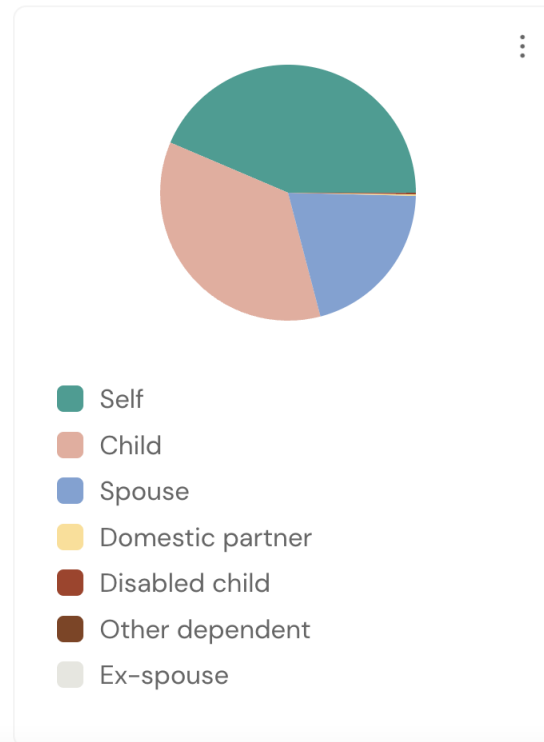
4/2023

Filters

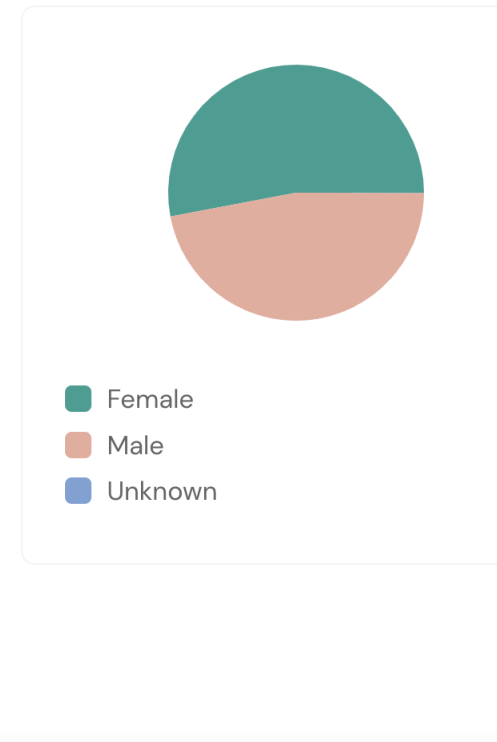
Eligible Members by Age ⓘ



Relationship to Subscriber ⓘ



Gender ⓘ





True Health Dashboard

Demographics

Population Health

High Cost Claimants

Engagement

Finding Providers

Partner Ecosystem

Clinical Programs

Primary Care/Therapy

Expert Medical Opinion

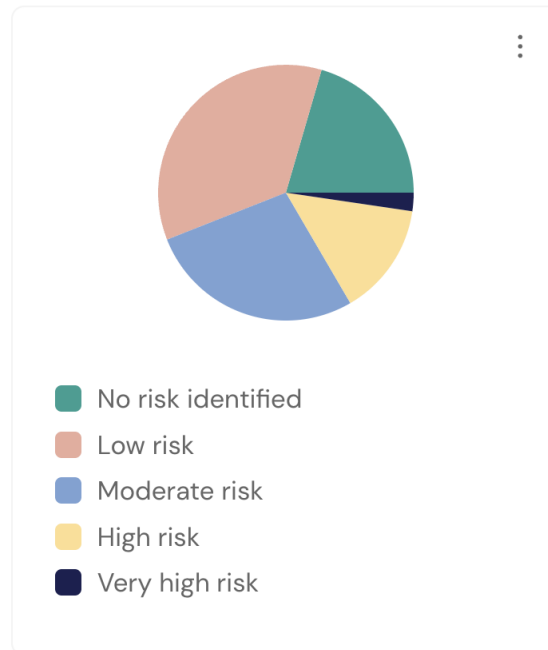
Satisfaction

Programs

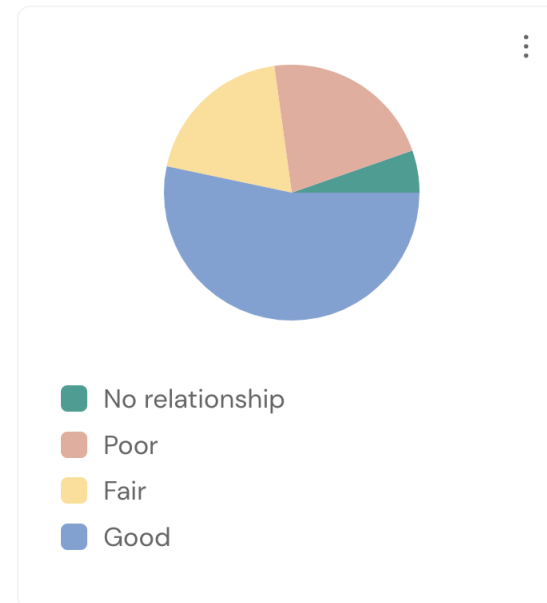
Population Health

4/2023 Filters

Eligible Members by Risk Level ⓘ



Eligible Members by PCP Relationship Sco... ⓘ



Report a problem



True Health Dashboard

Demographics

Population Health

High Cost Claimants

Engagement

Finding Providers

Partner Ecosystem

Clinical Programs

Primary Care/Therapy

Expert Medical Opinion

Satisfaction

Programs

Engagement

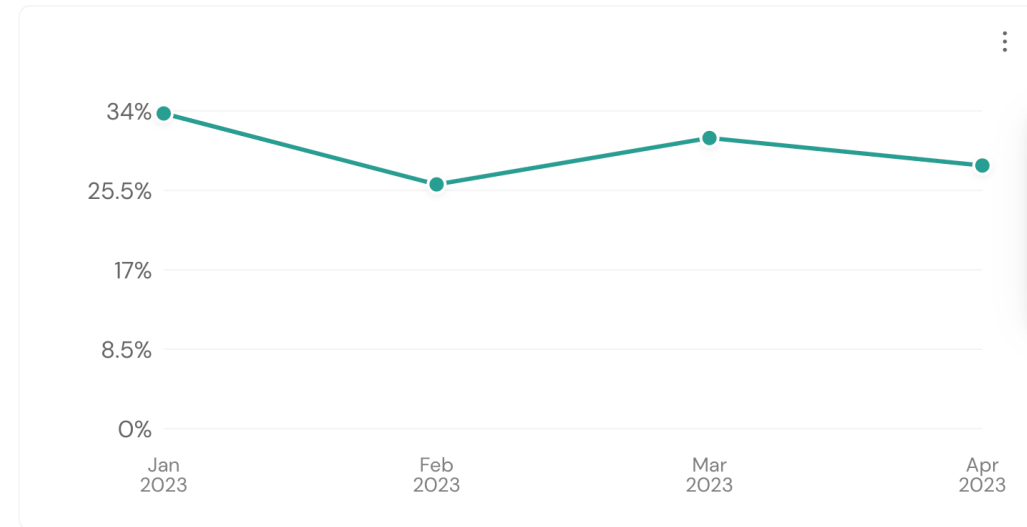
4/2023

Filters

% Total Families Assisted ⓘ

63.2%

Family Engagement Trend ⓘ

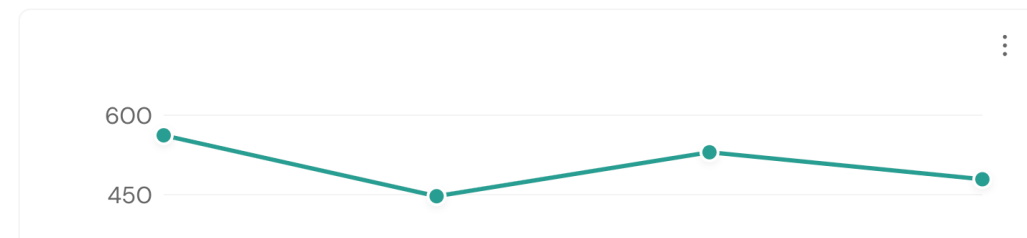


Share feedback

Total Families Assisted ⓘ

1,072

Families Assisted Trend ⓘ



Report a problem



True Health Dashboard

Demographics

Population Health

High Cost Claimants

Engagement

Finding Providers

Partner Ecosystem

Clinical Programs

Primary Care/Therapy

Expert Medical Opinion

Satisfaction

+ Programs

Partner Ecosystem

4/2023 Filters

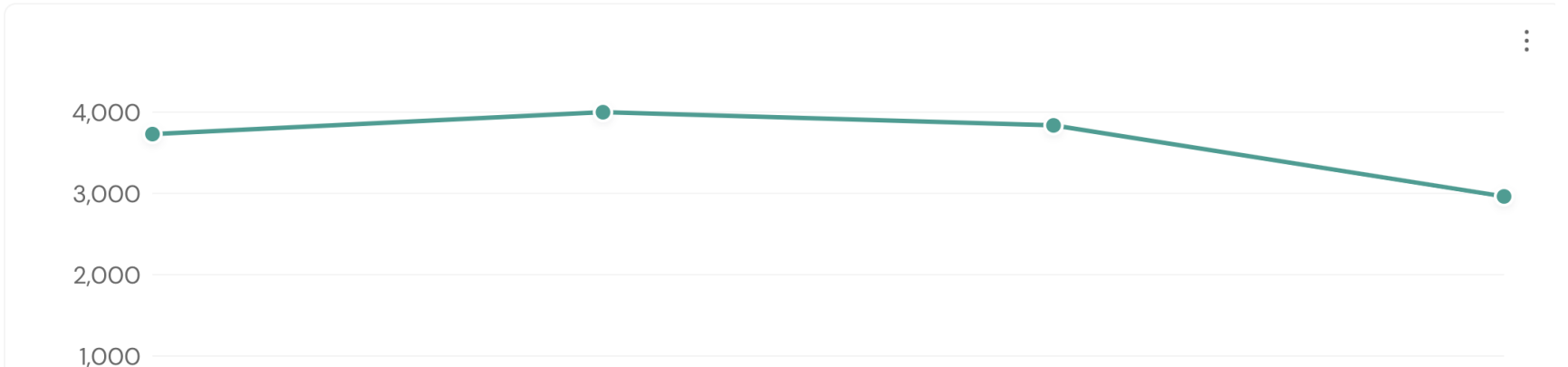
Referrals ⓘ

14,529

Referrals per 1,000 Members ⓘ

26

Partner Programs Referrals Trend ⓘ





Dr. Shantanu Nundy

Chief Health Officer



Epsion Chiang

VP, Clinical Intelligence Analytics



Accolade is Engineered to Care

Predictive Engagement



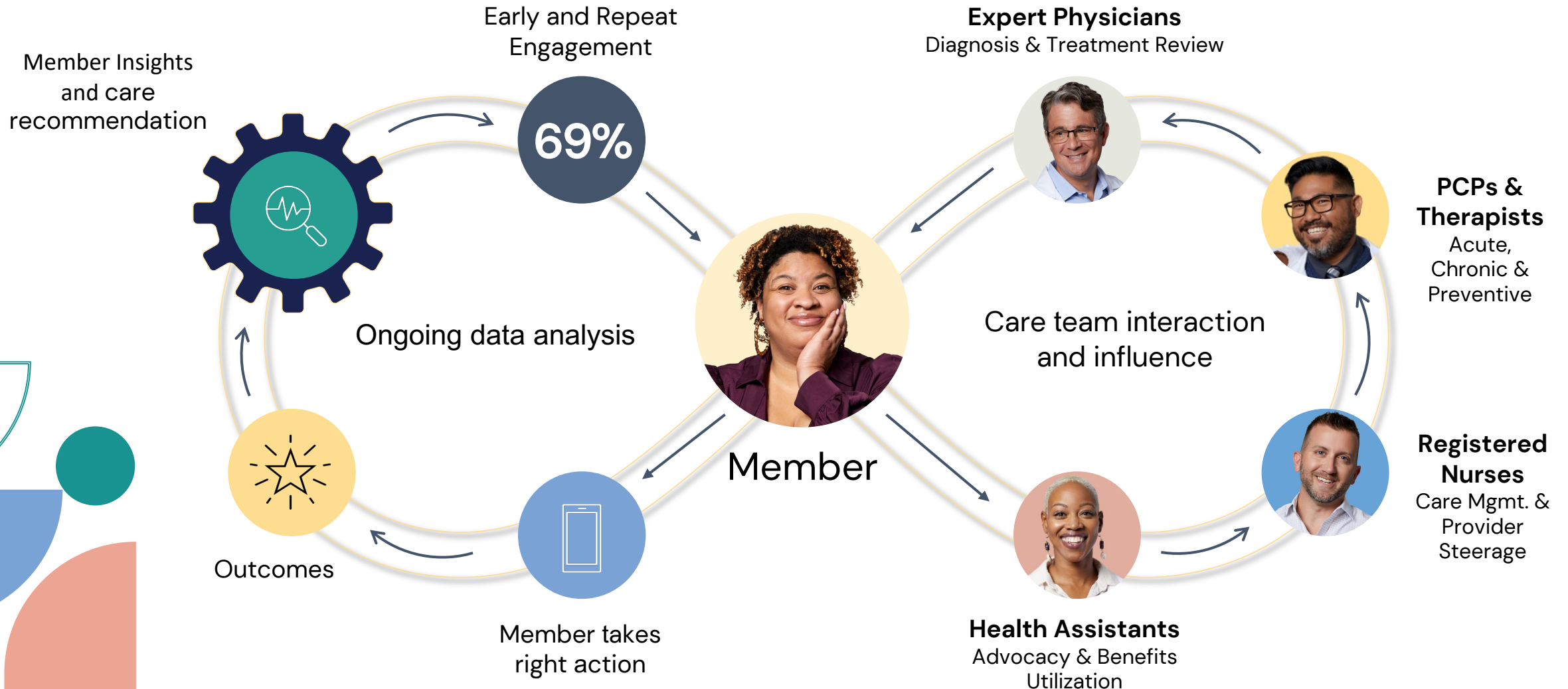
Proactive Care



Addressing Barriers



Engineered to Care Technology and People Deliver



A Nationwide Care Delivery Company



Top Physicians & Medical Experts

- From the top 50 U.S. medical schools
- Average experience of 15 years
- 900+ specialists and experts



Registered Nurses

- Varied experience across medical disciplines
- Average experience of 16 years



Health Assistants

- 66% degreed professionals
- Benefits and claims experts



Extended Care Team

- Claims and Benefits Specialist, Logistics Support, Medical Records Collection



Accolade's clinical strategy is aligned to impact health and cost outcomes



Care we don't need

- Unnecessary specialty care
- Polypharmacy
- Unnecessary ER visits
- Elective surgeries
- Avoidable hospitalization

Care we need

- Primary care
- Mental health
- Physical therapy
- High quality specialists
- Digital health / Health 2.0

Clinical Philosophy in Action



Weight Loss Management Example

Whole person care

We treat obesity along with diabetes, hypertension, depression, and anxiety and combine lifestyle management with pharmacologic management

Technology enabled

All patients interested in pharmacotherapy complete a comprehensive assessment and lab work before initiation

Value-based

Physicians and the practice overall receive no financial incentives from prescribing medications. Physician bonuses are tied to experience and quality of care

Equitable

Patients are screened for SDOH barriers and the practice integrates health coaches and health assistants to find lower cost food options or to assist with prior authorization

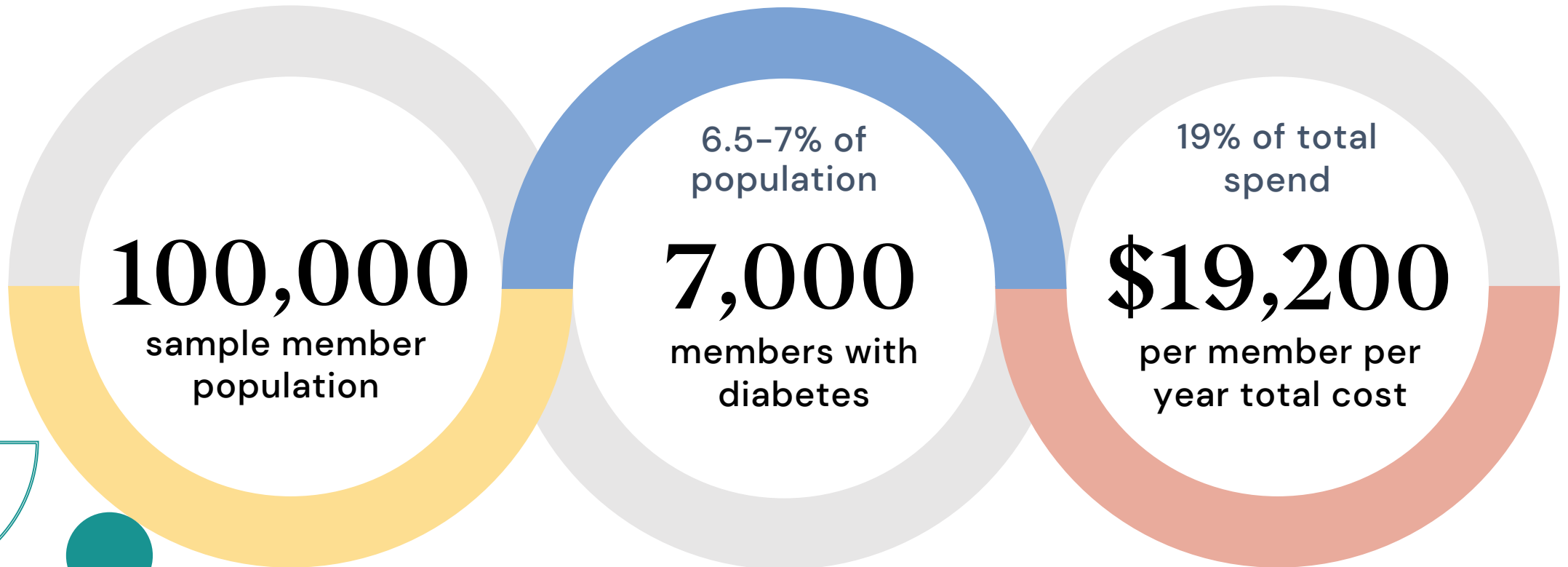
Clinical Strategy Case Study - Diabetes



Diabetes accounts for 19% of total spend



Breaking apart the typical, monolithic labels into clinically meaningful subpopulations with specific needs and outcome goals.



Different risks have different needs

There is opportunity in every segment

*Per Member Per Year total cost



600

\$79,000*

High Risk: Alex

- Numerous medications / frequent insulin
- Multiple IP admits
- Multiple severe comorbidities
- End stage organ damage



2,500

\$22,000*

Moderate Risk: Marjorie

- 1-2 comorbidities
- > 2 oral meds (+/- one insulin injection daily)



3,900




\$6,700*

Low Risk: Curt

- A1C < 8.0%
- No complications
- 1-2 oral medications
- No ED visits or hospitalizations

Accolade personalizes interventions to needs



	Identified goals	True Health Actions	Focused Experience
High Risk 	<ul style="list-style-type: none">↓ Avoidable IP↓ Re-Admissions	<ul style="list-style-type: none">▪ Clinical Programs/UM▪ Nurse Triage	Team-based care
Moderate Risk 	<ul style="list-style-type: none">↓ Avoidable ED↑ Rx Adherence	<ul style="list-style-type: none">▪ Partner Referral▪ Find Care	Proactive Guidance
Low Risk 	<ul style="list-style-type: none">↑ OP Labs / Exams↑ Optimize Benefits	<ul style="list-style-type: none">▪ PCP▪ Engage & Educate	Ease

Member Journey: Alex

High Risk

- Has 4+ chronic conditions
- Has had multiple hospitalizations in the last two years
- Has been identified as high risk and a candidate for Complex Case Management



Diabetes is the most expensive chronic disease in the U.S.

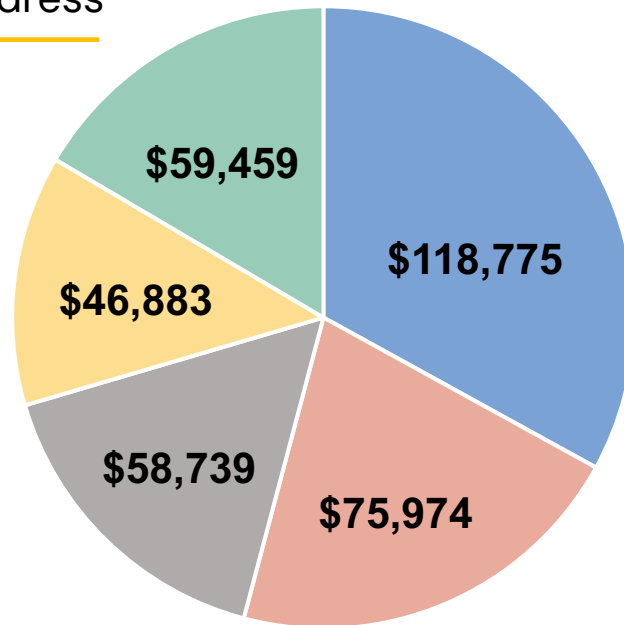


Alex's profile:

60 year-old male

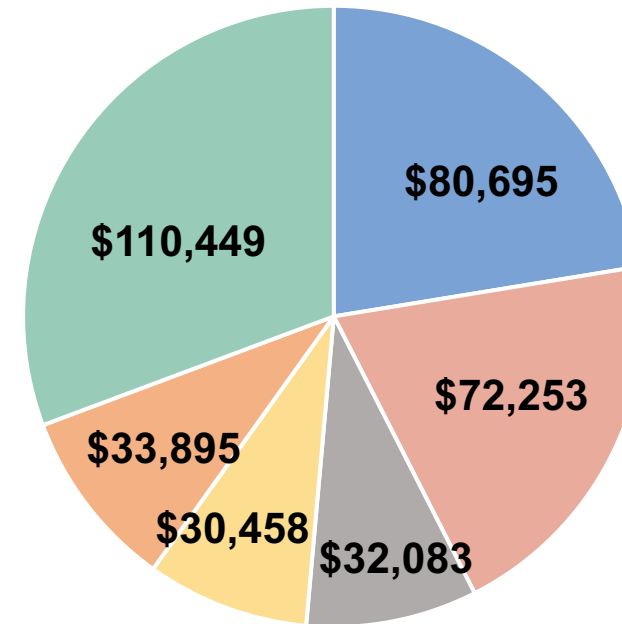
Valid phone, email, & address

Total 19 month spend
\$359,832



Cost by service

- IP
- Imaging/Lab
- OP
- ER
- Others

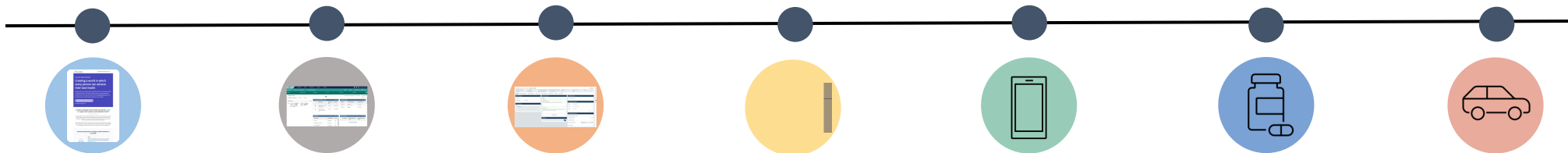


Cost by condition

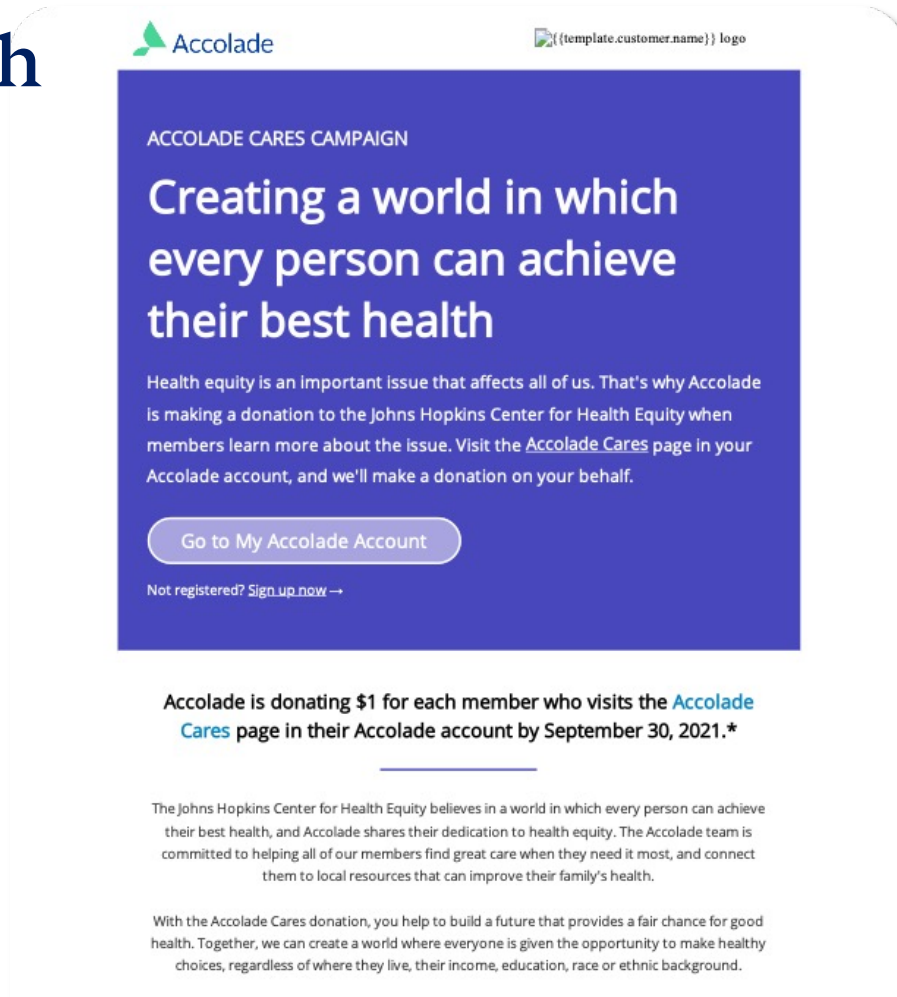
- Diabetes
- Vascular Dz
- Osteomyelitis
- Rx
- Chest Pain
- Other



Longitudinal support when it matters



Send outreach



Accolade {{template.customer.name}} logo

ACCOLADE CARES CAMPAIGN

Creating a world in which every person can achieve their best health

Health equity is an important issue that affects all of us. That's why Accolade is making a donation to the Johns Hopkins Center for Health Equity when members learn more about the issue. Visit the [Accolade Cares](#) page in your Accolade account, and we'll make a donation on your behalf.

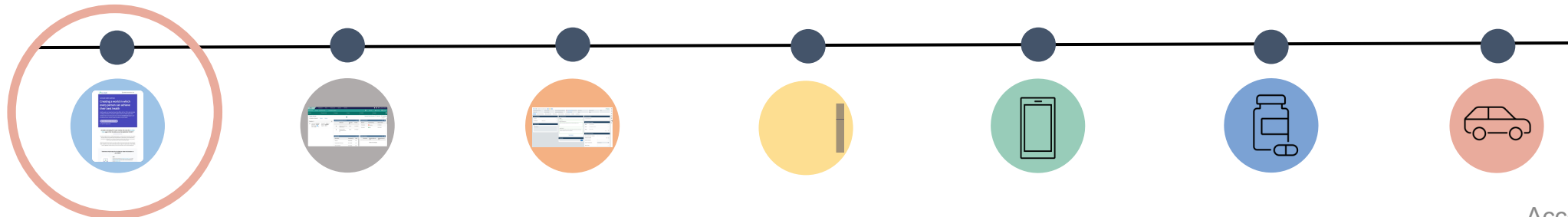
[Go to My Accolade Account](#)

Not registered? [Sign up now](#) →

Accolade is donating \$1 for each member who visits the [Accolade Cares](#) page in their Accolade account by September 30, 2021.*

The Johns Hopkins Center for Health Equity believes in a world in which every person can achieve their best health, and Accolade shares their dedication to health equity. The Accolade team is committed to helping all of our members find great care when they need it most, and connect them to local resources that can improve their family's health.

With the Accolade Cares donation, you help to build a future that provides a fair chance for good health. Together, we can create a world where everyone is given the opportunity to make healthy choices, regardless of where they live, their income, education, race or ethnic background.



Enrolls in complex case management



Jiva | Dashboard | Menu | Memory List | Calendar | Worklists | [Clinician Name]

Agnes Smith (Female) DOB: 03/22/1952 Coverage ID: 5000231 | ENGLISH | Risk Score | 1 Episode

Address | Phone & Email | Coverage | Group | PCP/PCM | Allergies

Member Overview | Generate Clinical Summary | Edit Info | Add Episode

All (Member + Episode) | Member | Episode | More

Episodes (1)

- Start Date : 06/14/2022
Episode ID : 2176295
Episode Type : CM
Status : Open
- Assigned To : Poche, L...
Program : DIABETES
Diagnosis : E11.9

Consolidated Medication List (2)

Medication	Reported By	Fill Date
Metformin HCl ER Oral Tablet Extend...	Claims	04/18/2022
Bydureon BCise Subcutaneous Auto-in...	Claims	04/18/2022

Lab Results

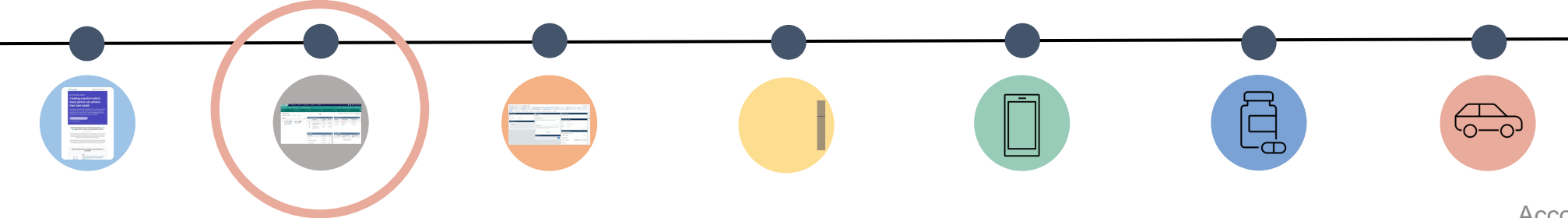
Description	Completed On	Value
Glucose	06/23/2022	135
Fasting Plasma Glucose	05/17/2022	146
Total Cholesterol	03/15/2022	229

Care Reminder(2)

Measure	Day Remaining	Next Due Date
Foot Exam	Overdue	01/05/2022
Eye Exam	267	03/21/2023

Gaps in Care (0)

No Records to Display



Attends Expert Medical Opinion appointment



Test 123 R1189659 02/24/2023 12:18 APP RROI PRS In Progress

(M) TESTMichael Thomas 01/01/1933 (90) monica+michaelthomas@2nd.md +1 281-682-5103 America/Chicago Email, Phone Cyberdyne TEST 77099

(U) Test 123 01/01/1980 (43) monica+test123@2nd.md (123) 213-1231 Phone Sibling

Intake Retrieval Authorization Release Authorization SCN Summary Consult Scheduling Consult Summary Feedback Local Request

Request Regarding

test 123

Peer Physician Please select

Member Request

Demo Request

Member Background

Subject
Back pain

Request Introduction
Intake nurse provides detailed overview of member's health concerns.

Consult Goal
Statement that provides care team and specialist with specifics around what the member is hoping to gain from consultation

[See Full Details](#)

Referred By

[Add](#)

Specialist Suggested

Type specialist name

Major Diagnostic Category

MDC1 Musculoskeletal

MDC2 Joint/Ligament/Tendon

MDC3 Lumbar Spine

View: Q | ☰

Additional Request Details

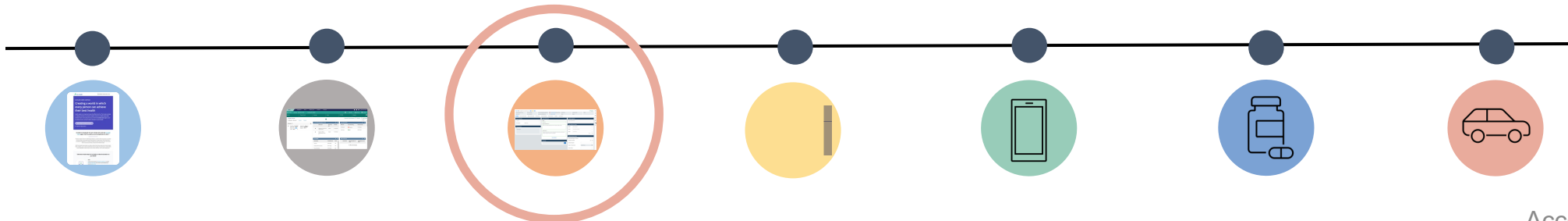
Recommended Surgery / Procedure --

Mandatory Consult No

Inpatient/Outpatient --

Surgery / Procedure Date mm/dd/yyyy

Appeal / Denial --



Talks to specialized health assistant to help with benefits/durable medical equipment



Regarding: Agnes Smith 03/22/1952

Family Group

- John Smith, Male, 60 years old (03/22/1963), Dependant / Spouse
- Fiona Dale, Female, 30 years (11/12/1993), Policyholder / Employee, Delegate for Agnes Smith
- Sarah Dale, Female, 8 years (08/12/2014), Dependant / Child
- Benjamin Dale, Ben, Male, 3 years (05/03/2019), Dependant / Child

Agnes Smith

Need to know

Health Snapshot

Clinical Risk Level: High Risk
Chronic Conditions: Chronic pain, stiffness of right knee, obesity, and osteoarthritis
Medications (past 6 months): 8 different medications filled [View more](#)

Member account details

Date of registration: 06/26/21
Last mobile login: 08/15/22
Last member portal login: 08/15/22

Member forgot password

HIPAA must be verified before button becomes enabled.

True health actions

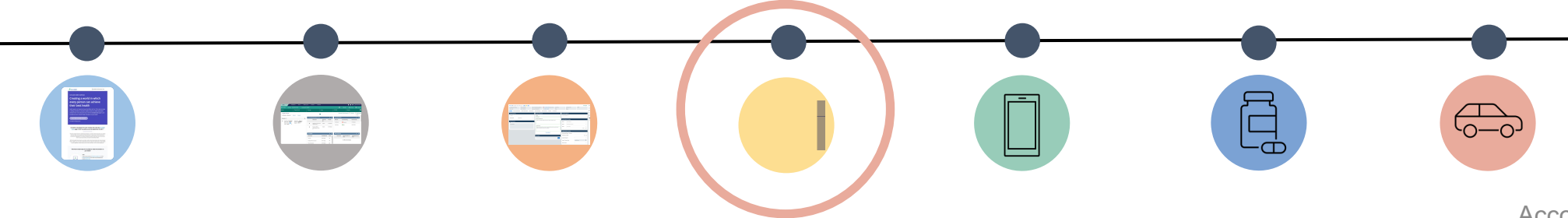
Primary Recommendation

- Enroll member into Complex Case Management Program
- Enroll member into Virta Partner Program

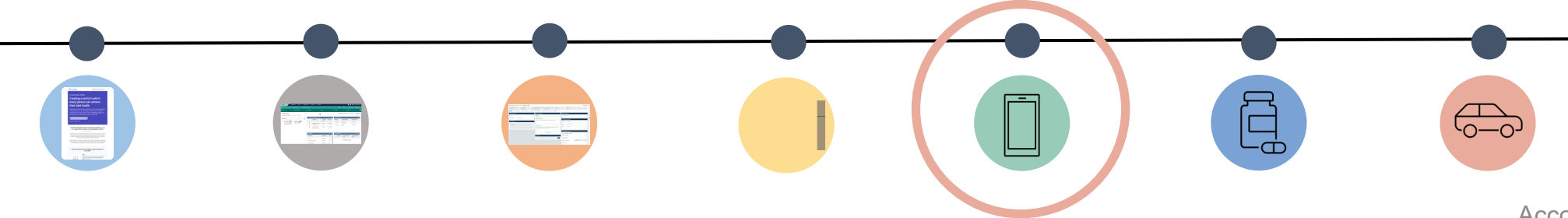
Next step actions

Action outcome: Select

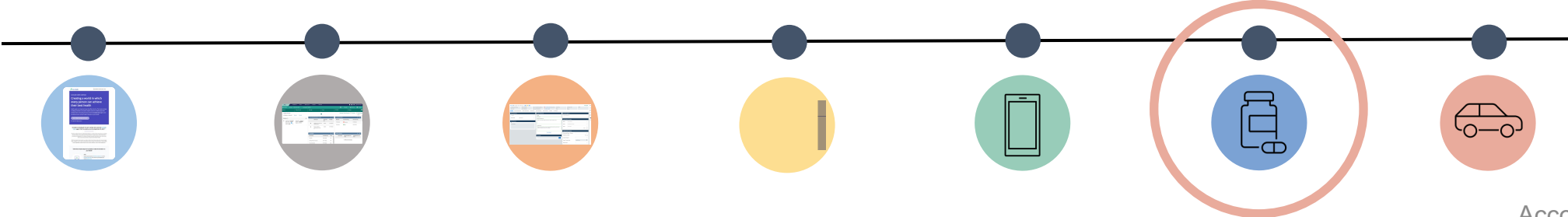
Action outcome: Select



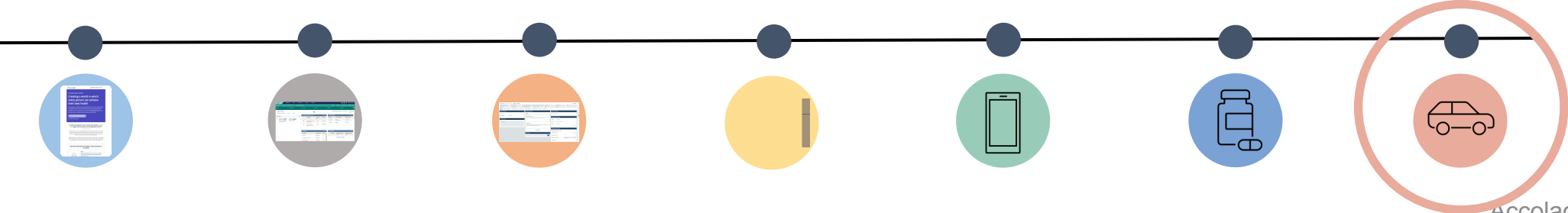
Talks to nurse to prep for procedure



Talks to nurse after discharge

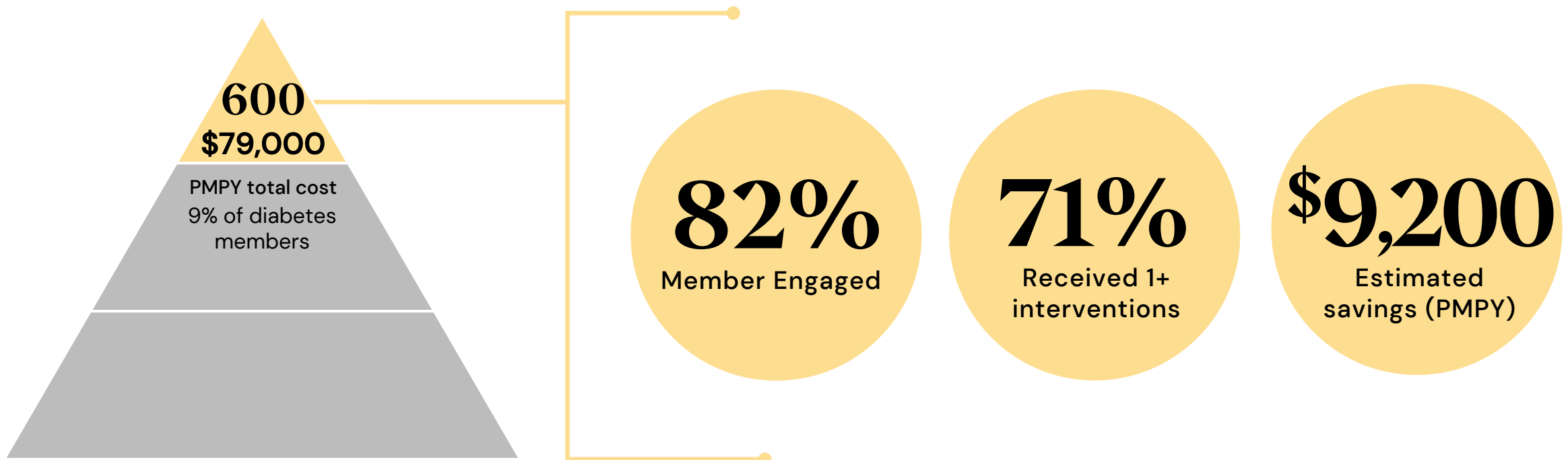


Removes social barrier



High risk outcomes

Clinical strategy case study: Diabetes

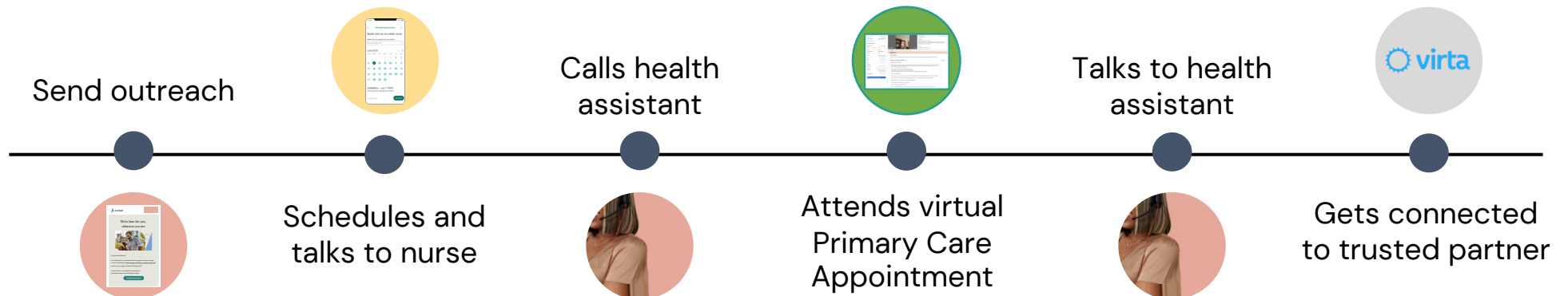


Member Journey: Marjorie

Moderate Risk

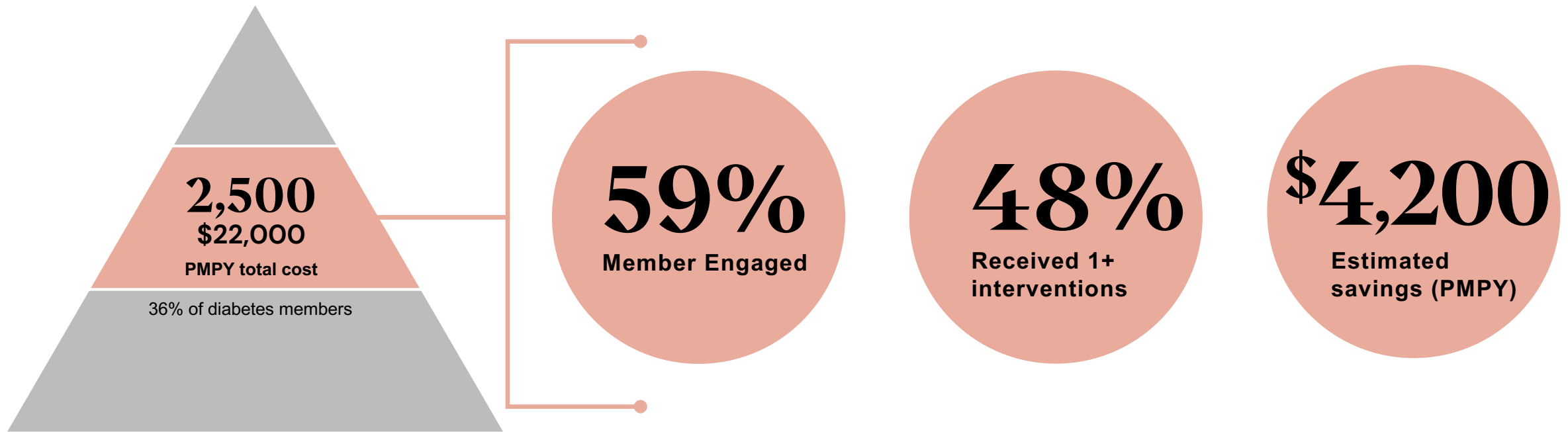
A little bit about Marjorie:

- Mother passed away a year ago
- History of diabetes and is on insulin
- Had a recent fall
- Has been identified as moderate risk and a candidate for virtual primary care

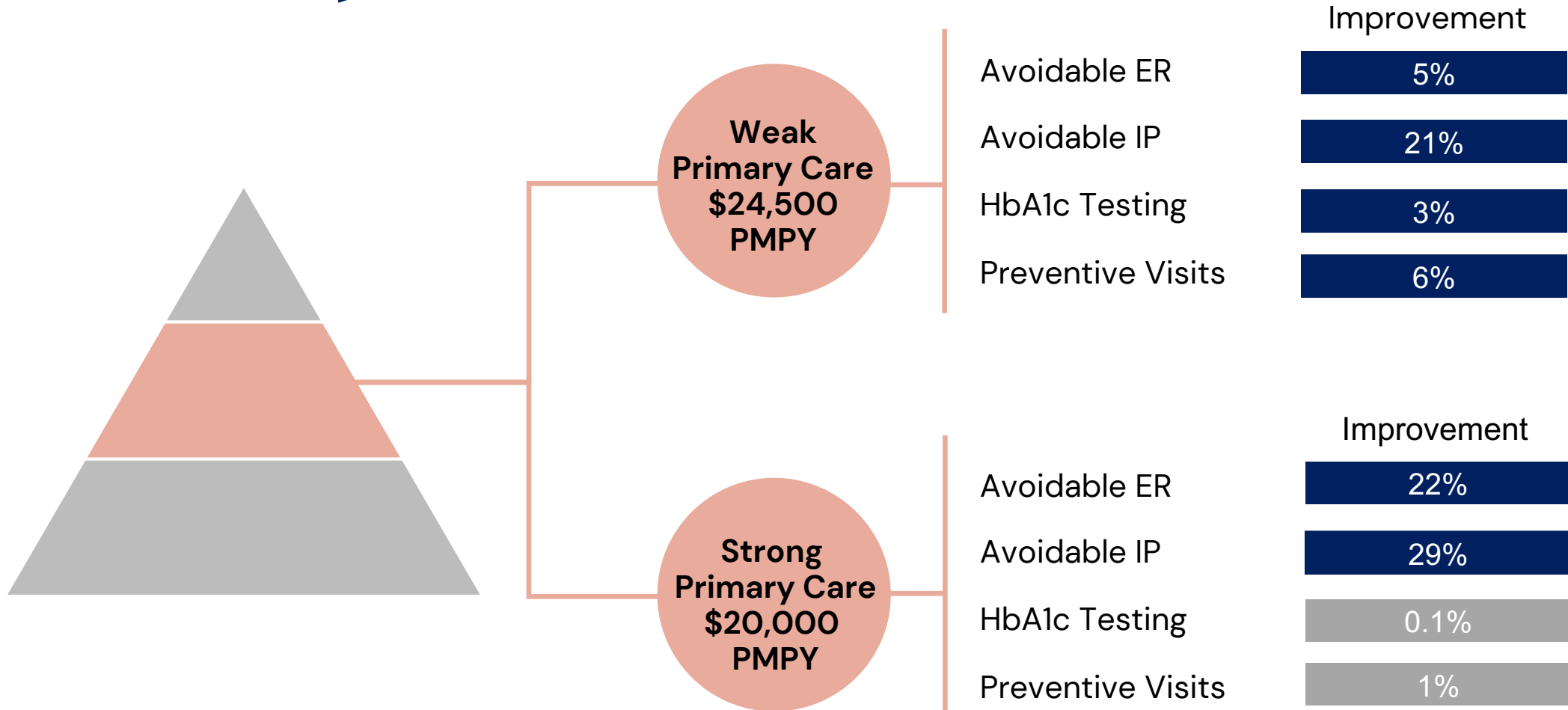


Moderate risk outcomes

Clinical strategy case study: Diabetes



Primary Care decreases costs and increases quality

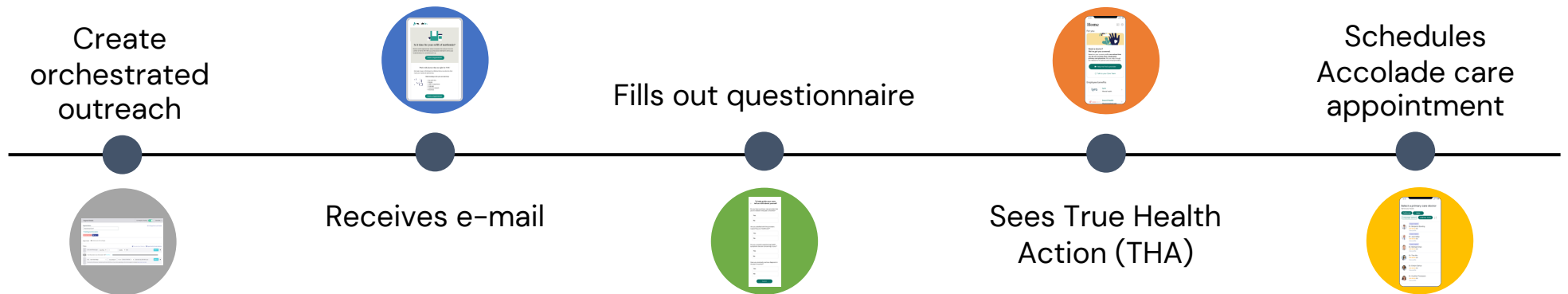


Member Journey: Curt

Low Risk

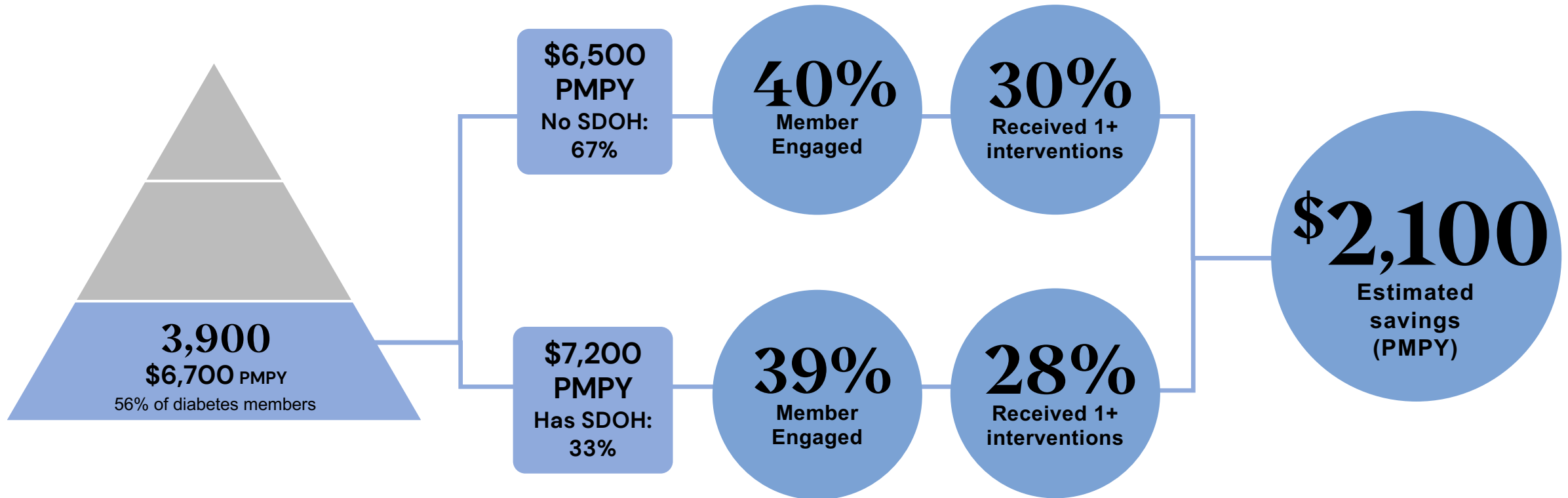
A little bit about Curt:

- Was diagnosed with Type 2 diabetes a year ago
- Transgender Male
- Has been identified as low-risk with a candidate for a virtual primary care visit






Low risk outcomes

Clinical strategy case study: Diabetes

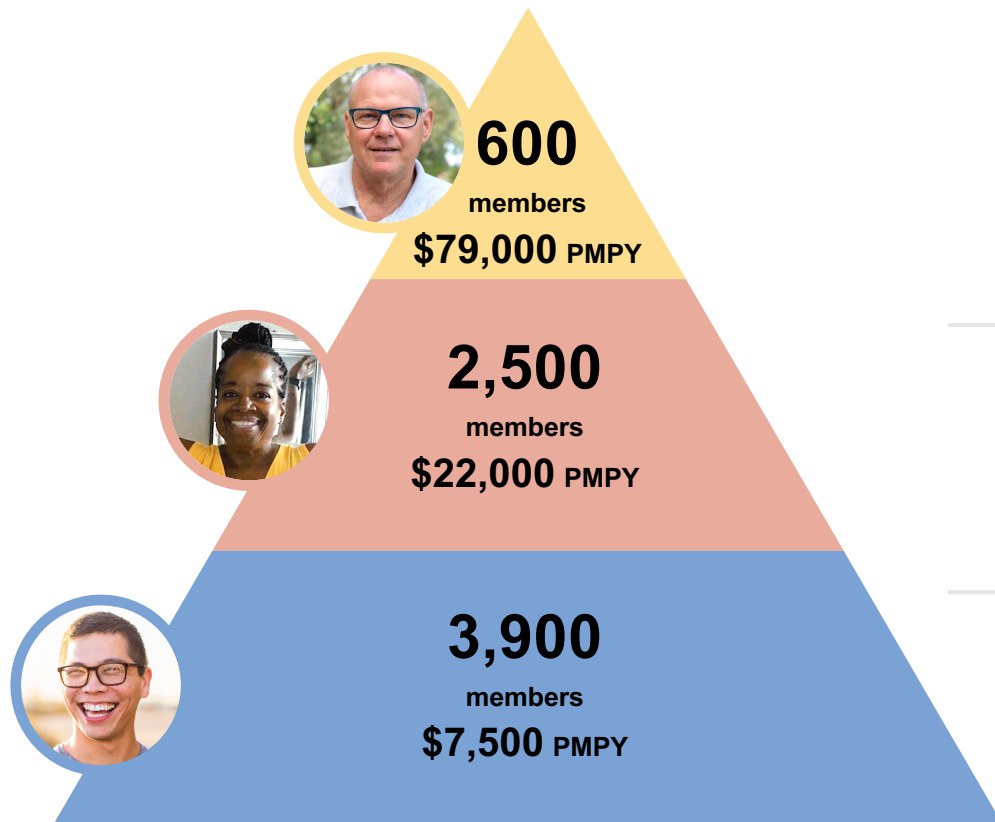


How Accolade delivers



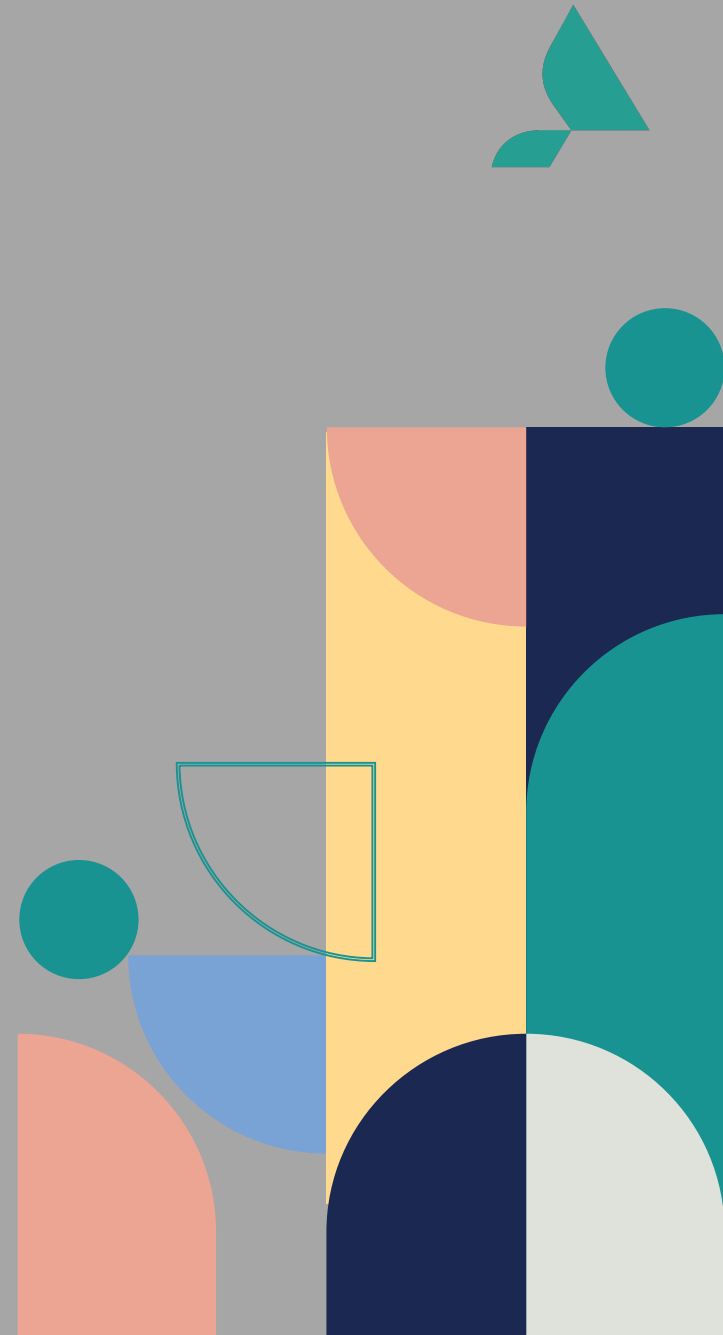
	Identified goals	True Health Actions	Focused Experience
High Risk 	<ul style="list-style-type: none">↓ Avoidable IP↓ Re-Admissions	<ul style="list-style-type: none">▪ Clinical Programs/UM▪ Nurse Triage	Team-based care
Moderate Risk 	<ul style="list-style-type: none">↓ Avoidable ED↑ Rx Adherence	<ul style="list-style-type: none">▪ Partner Referral▪ Find Care	Proactive Guidance
Low Risk 	<ul style="list-style-type: none">↑ OP Labs / Exams↑ Optimize Benefits	<ul style="list-style-type: none">▪ PCP▪ Engage & Educate	Ease

Intervening on the whole population to drive savings...



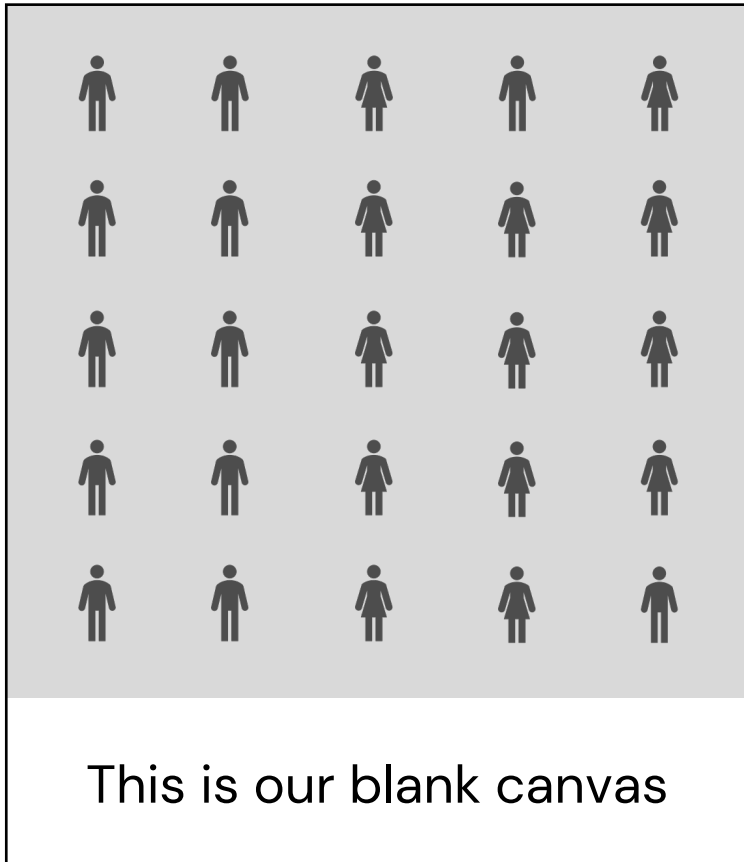
	Engaged	Received 1+ interventions	Estimated savings (PMPY)
Top (Yellow)	82%	71%	\$9,200
Middle (Orange)	59%	48%	\$4,200
Bottom (Blue)	41%	29%	\$2,100

The Data Science Behind True Health Actions



Philosophy behind stratification

Stratification is the convergence of clinical medicine, data science, engineering and art

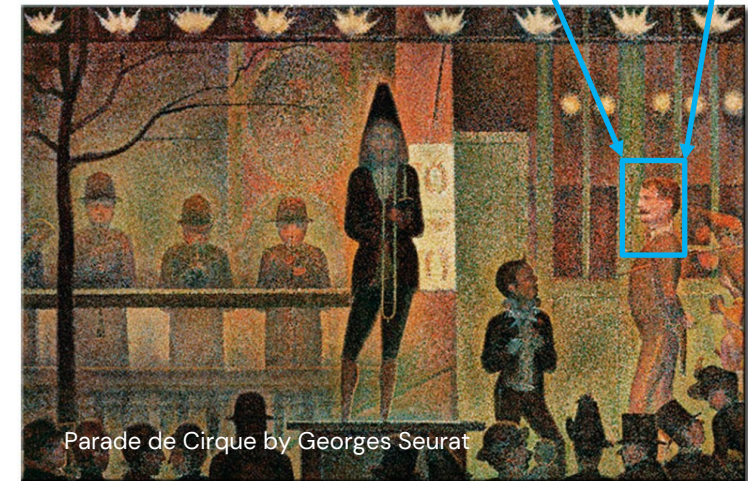
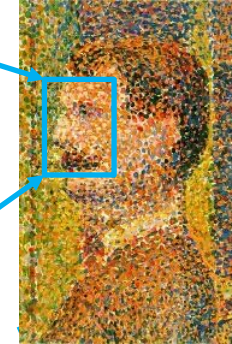


*The more colors,
techniques and
brushstrokes we use
the more meaningful
the portrait*

Member Traits



Member Portrait

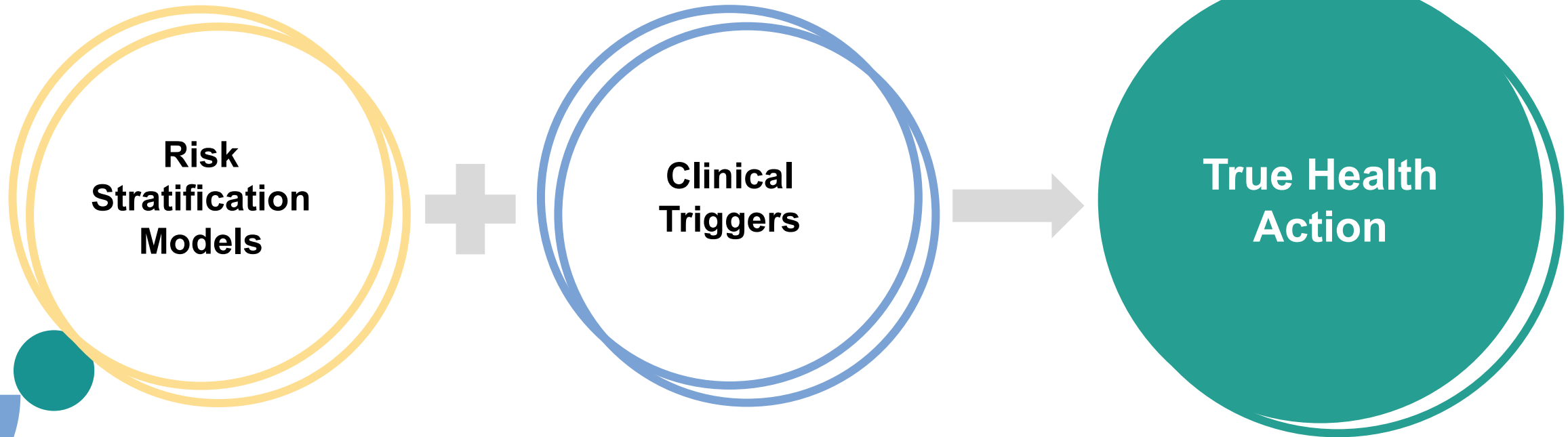


Population Portrait

Approach to THA stratification



Accolade combines clinical triggers with foundational risk stratification models to identify and prioritize members for True Health Actions



Clinical Foundation Score (CFS)



The Accolade Clinical Foundation Score (CFS) is a proprietary clinical risk model that measures each person's clinical burden

Diverse Inputs

Input factors include:

- Age
- Utilization patterns
- Chronic conditions
- Medication diversity
- Specialist history

Foundational

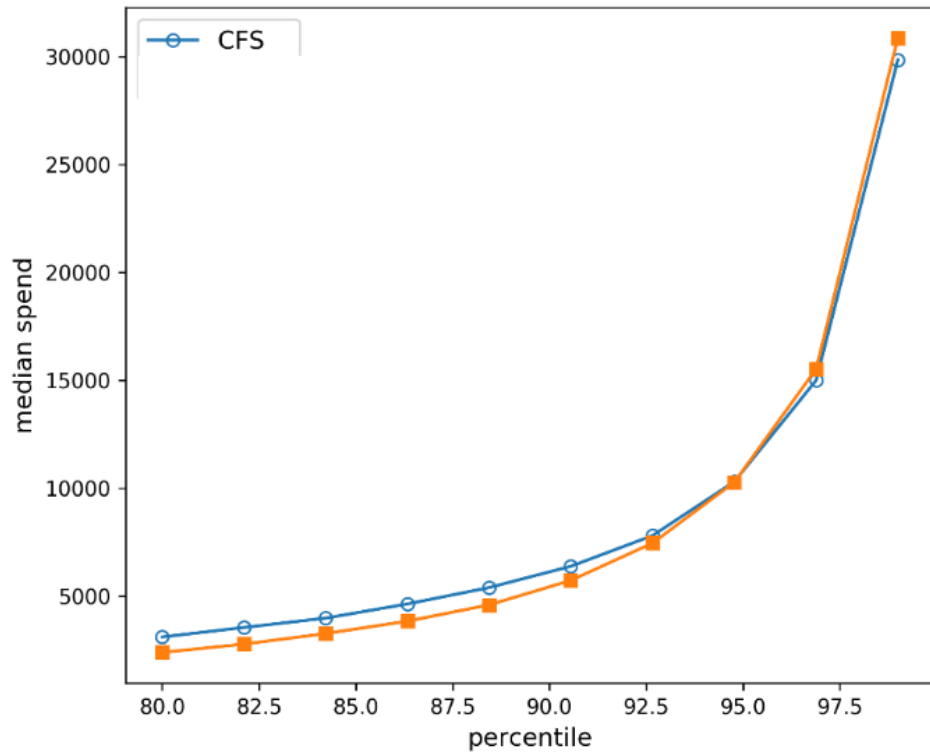
The CFS serves as a foundation upon which additional triggers and models can be layered to create a wholistic, impactable portrait of each individual

Validated

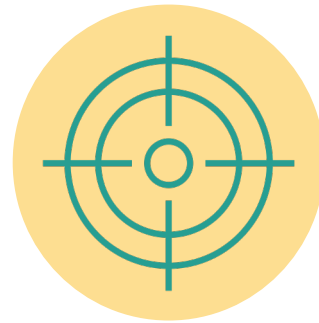
The Clinical Foundation Score is validated to:

- Predict upcoming high cost of care
- Predict risk of readmission
- Have minimal bias in race/ethnicity

Clinical Foundation Score is better at finding upcoming high-cost members with almost no inherent racial bias

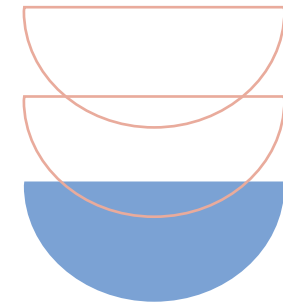


Cost-prediction comparison between CFS model and industry standard cost model



7%
more accurate

Accolade stratification is 7% more accurate than industry models at predicting upcoming 12-month high-cost members



9x
less bias

Our clinical risk models have much lower racial bias compared to an industry model: 29% vs. 3%

Member Example: True Health Action



CFS combined with other models and traits can generate a prioritized set of relevant interventions from a member's history



Meet Jackie

Jackie's Traits

Clinical Risk Index

- Hypertension
- Chronic Back Pain
- Undiagnosed anxiety

Social Risk Index

- Lives in a Health Professional Shortage Area (HPSA)
- Food insecurity

Healthcare Relationship Index

- Weak PCP relationship
- Multiple urgent care visits
- No follow-up after ED visit

True Health Engine

True Health Action

Accolade MSK Partner (SWORD)

- Chronic back pain

PlushCare Virtual PCP Visit

- Uncontrolled blood pressure
- Poor primary care relationship
- Frequent urgent care visits
- Lives in HPSA

PlushCare Virtual Therapy Visit

- Undiagnosed anxiety

Improved Outcomes Across Conditions



Musculoskeletal

AVOIDABLE ER VISITS

57% members engaged
44% received 1+ Interventions



Depression or Anxiety

OUTPATIENT BH VISITS

(per member per year)

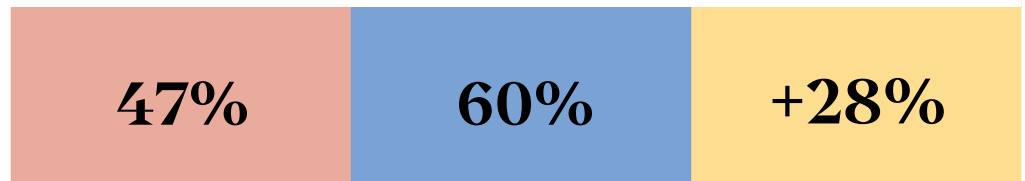
47% members engaged
35% received 1+ Interventions



SDoH Barriers

ANNUAL WELLNESS VISITS

31% members engaged
21% received 1+ Interventions





The Power of Collaboration



Kristen Weeks

SVP, Corporate Development & Partnerships



Trusted Partner Ecosystem Rationale



Leveraging Accolade's core competencies to improve access to and the efficacy of good innovation

Customers

- Motivation to enrich benefits
- Informed perspective
- Simpler procurement, implementation
- Utilization + outcomes; seamless UX

Partners

- Innovation
- Efficient distribution
- Buyer attention
- Member awareness and utilization

Accolade

- Mature go-to-market
- Member engagement
- Claims data + actuarial credibility
- True Health Action investment

Today's Trusted Partner Ecosystem



Musculoskeletal



Diabetes / Metabolic



Pharmacy



Centers of Excellence



Behavioral Health



Health Equity



Gastrointestinal



Fertility Healthcare



Wellness /
Incentives



Financial Advocacy



Benefits Selection

Driving appropriate use of customers' programs is core to our value proposition



Ecosystem Programs

Existing point solutions



Benefit Center Tile



Warm site connections



FLCT training and referrals



Referral reporting



Trusted Partner Ecosystem

Best-in-class solutions where customers enjoy easier purchasing and implementation, enhanced features, and incremental utilization



Partner vetting



Streamlined contracting



Implementation support



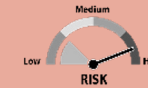
ACCD-managed program eligibility



Billing management



Codeveloped FLCT training



ACCD-generated target outreach files



Find Care promotion



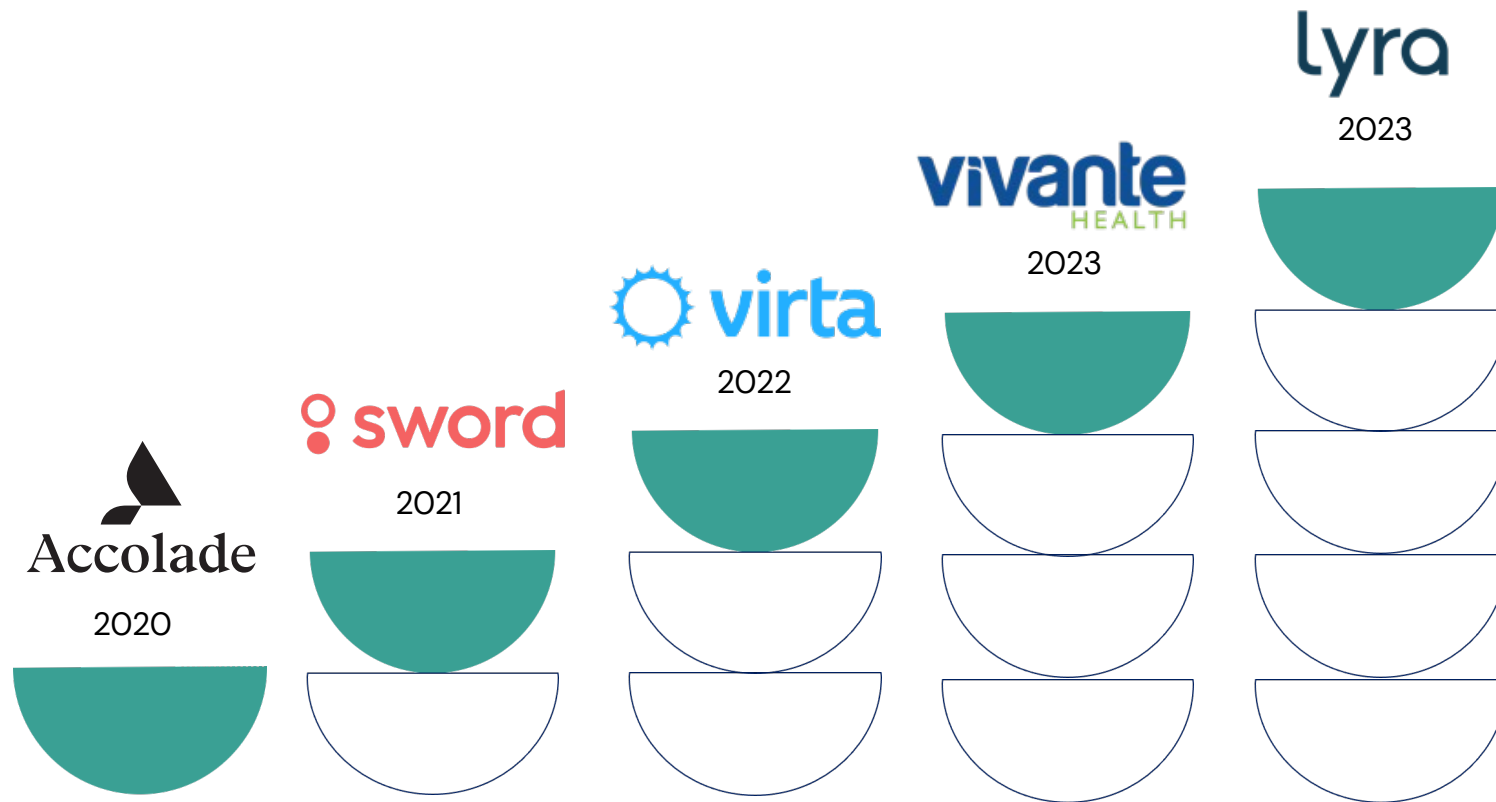
Closed loop reporting

Supporting a comprehensive, integrated benefits strategy



Enterprise Customer

5,000+ EEs, 12,000+ members



"Thank you again for your partnership. This was one of the easier implementations I have participated in."

– Health and Wellbeing Ecosystem Manager

Being a good partner



"THANK YOU! Best partners on the planet at Accolade, hands down. We have so much interest and got so much quality time."

vivante
HEALTH

"Contracting with Accolade accelerated this deal process by roughly 40%."

CARROT

"Thank you to the whole Accolade team for an impeccably run event. From the prep calls, the social events, compelling content, back stage coordination and networking, your team shined at every step...we look forward to working with you all."

 Hinge
Health™

"Working with Accolade shaves off 3-4 months' worth of customer contracting back and forth, like the infosec and contract details – and, of course, member engagement is markedly improved."

 **virta**



Kristen Weeks

SVP, Corporate Development & Partnerships



Sami Inkinen

Founder, Chief Executive Officer



Brad Nations

Chief Growth Officer



Reverse Type 2 Diabetes in 100M People

“Two years ago my A1C was 10.2 and my doctor told me I had a 40% chance of having a stroke or heart attack—I was only 40 years old.

Virta literally saved my life!”

Anne, Virta Member



End-to-end virtual care including primary care, gender-affirming care, sexual and reproductive health care and behavioral health

In-Person Referral Network Navigation and Care Advocacy

Innerspace Platform designed to engage and Inform the Community

DEI Education and **Corporate Equality Index Support**

71%

Avoid care for fear of discrimination

20M+

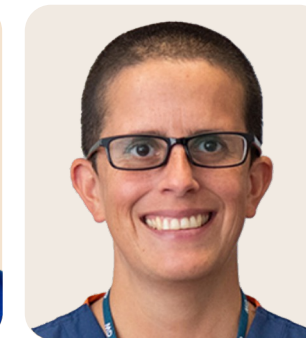
in the community

78%

could not find inclusive care

EXPERT CARE • ACCESS • ADVOCACY

SOLVING THE HEALTH AND WELLNESS NEEDS OF THE LGBTQ+ COMMUNITY.





Kristen Weeks

SVP, Corporate Development & Partnerships



Sami Inkinen

Founder, Chief Executive Officer



Brad Nations

Chief Growth Officer





Steve Barnes
Chief Financial Officer



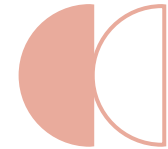
Platform built for Growth, Scale & Profitability



Strategic hub for personalized healthcare driving customer ROI



Growth driven by differentiated revenue mix addressing large TAM



High revenue visibility and customer diversification



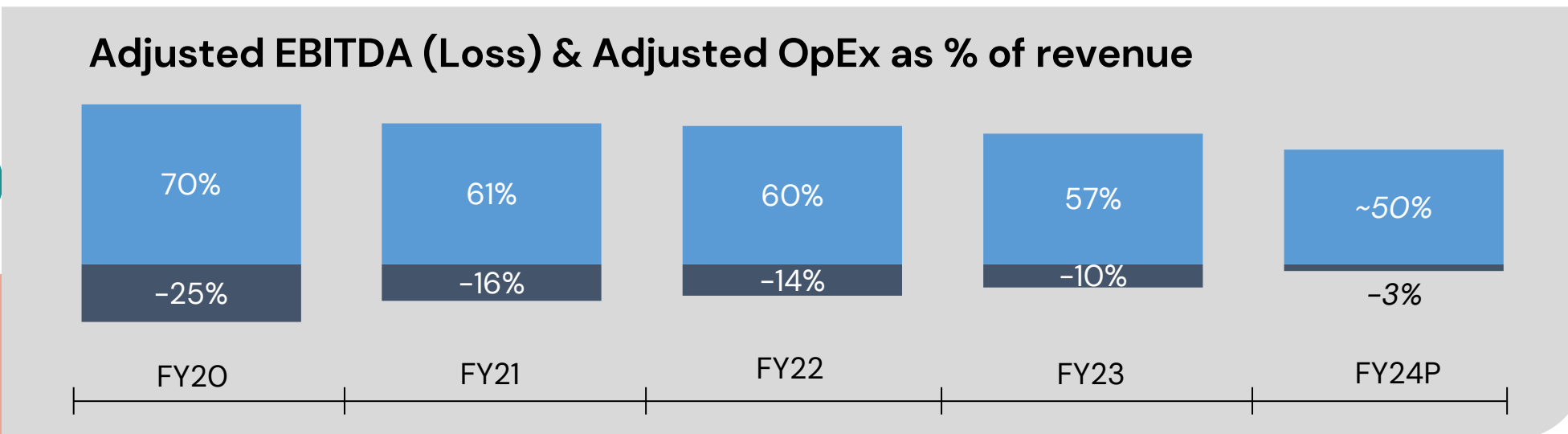
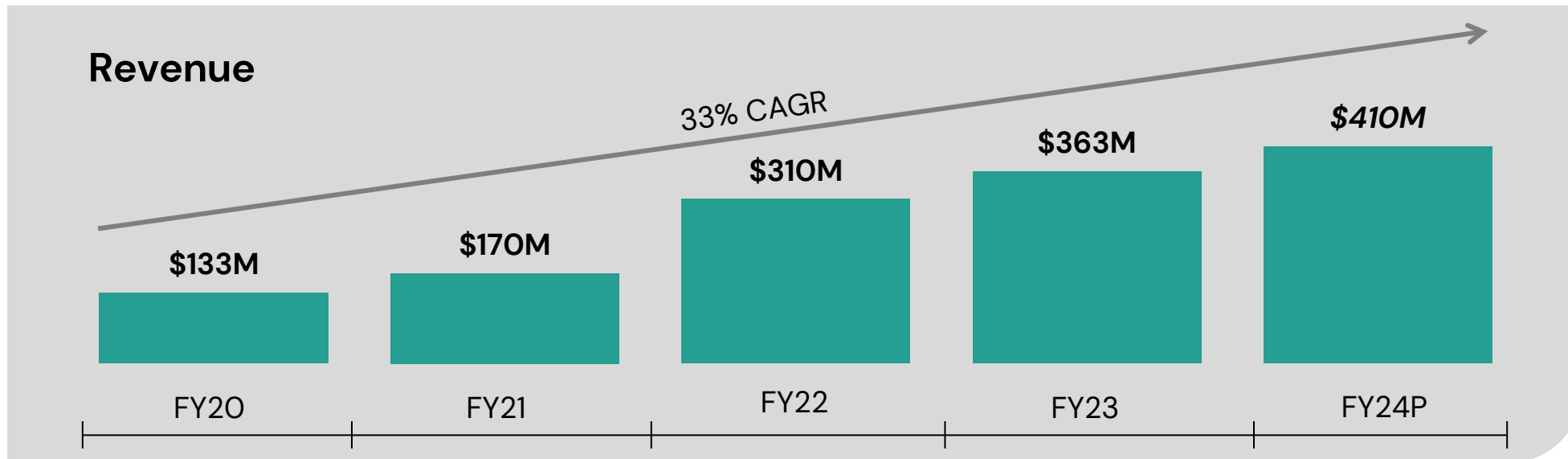
Integrated platform enables scale, utilization, and margin expansion



Clear path to profitability driven by growth, technology, and operating leverage



Consistent growth and progress toward profitability



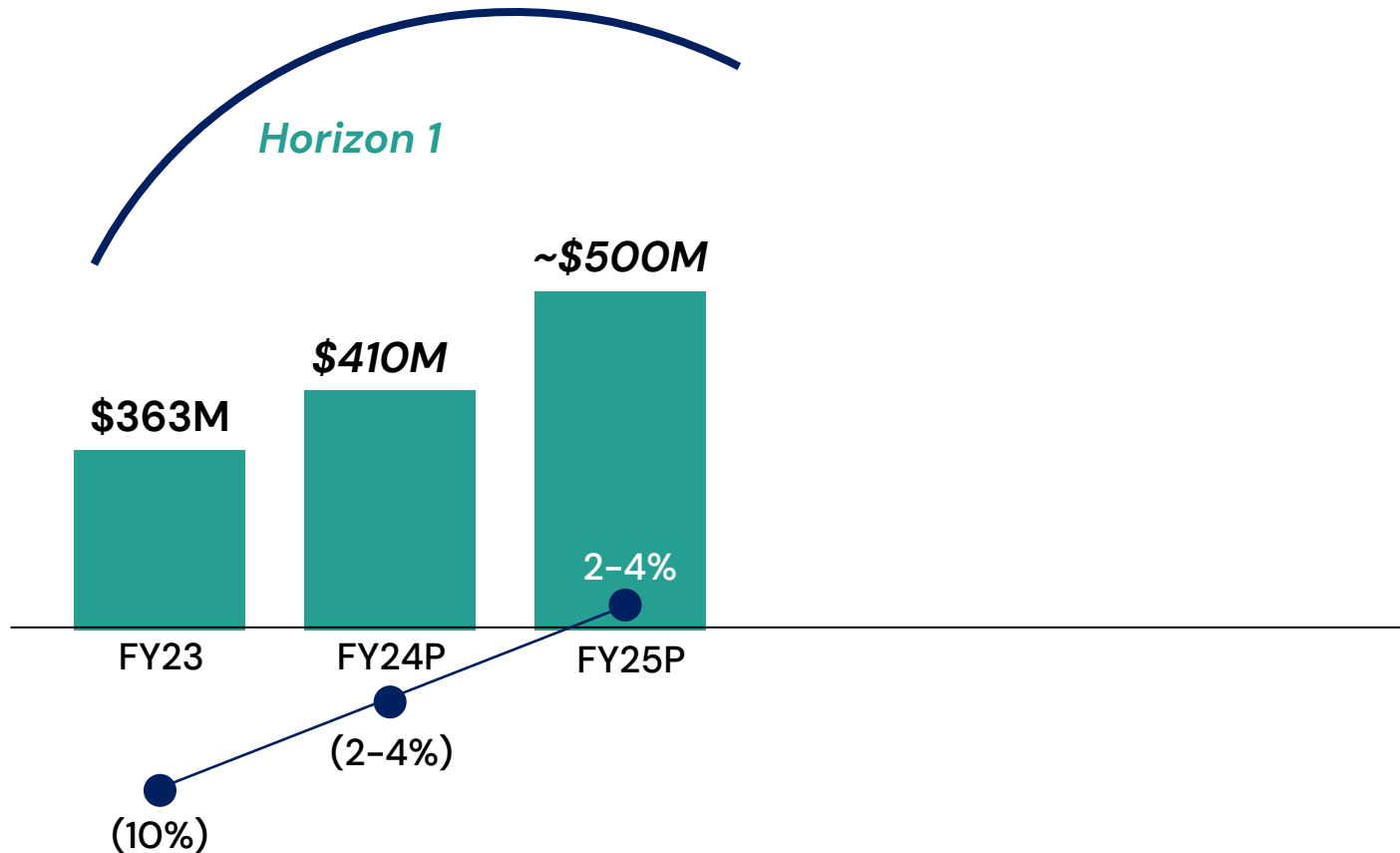
FYE = February

Strong visibility to growth and profitability



Forecasting ~\$500M revenue and 2-4% AEBITDA in FY25

■ Revenue
● AEBITDA



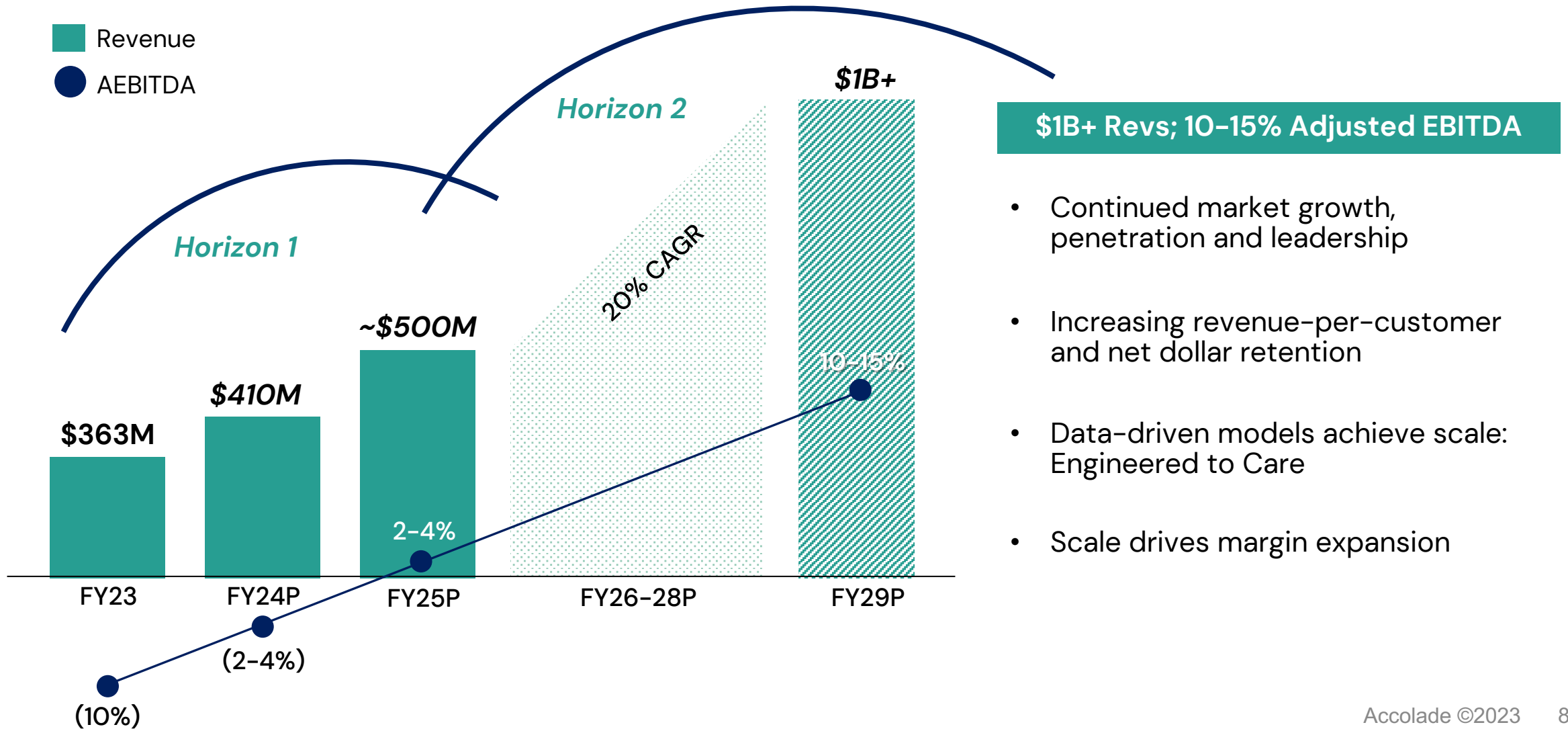
Achieving Positive Adjusted EBITDA

- Integrated healthcare platform
 - Advocacy
 - Primary Care and mental health
 - Expert Medical Opinion
 - Trusted Partner Ecosystem
- Bundled offerings for customers driving growth, margin expansion, and strategic value for customers
- Realizing benefits of strategic cost alignment, One Accolade

Strong visibility to growth and profitability

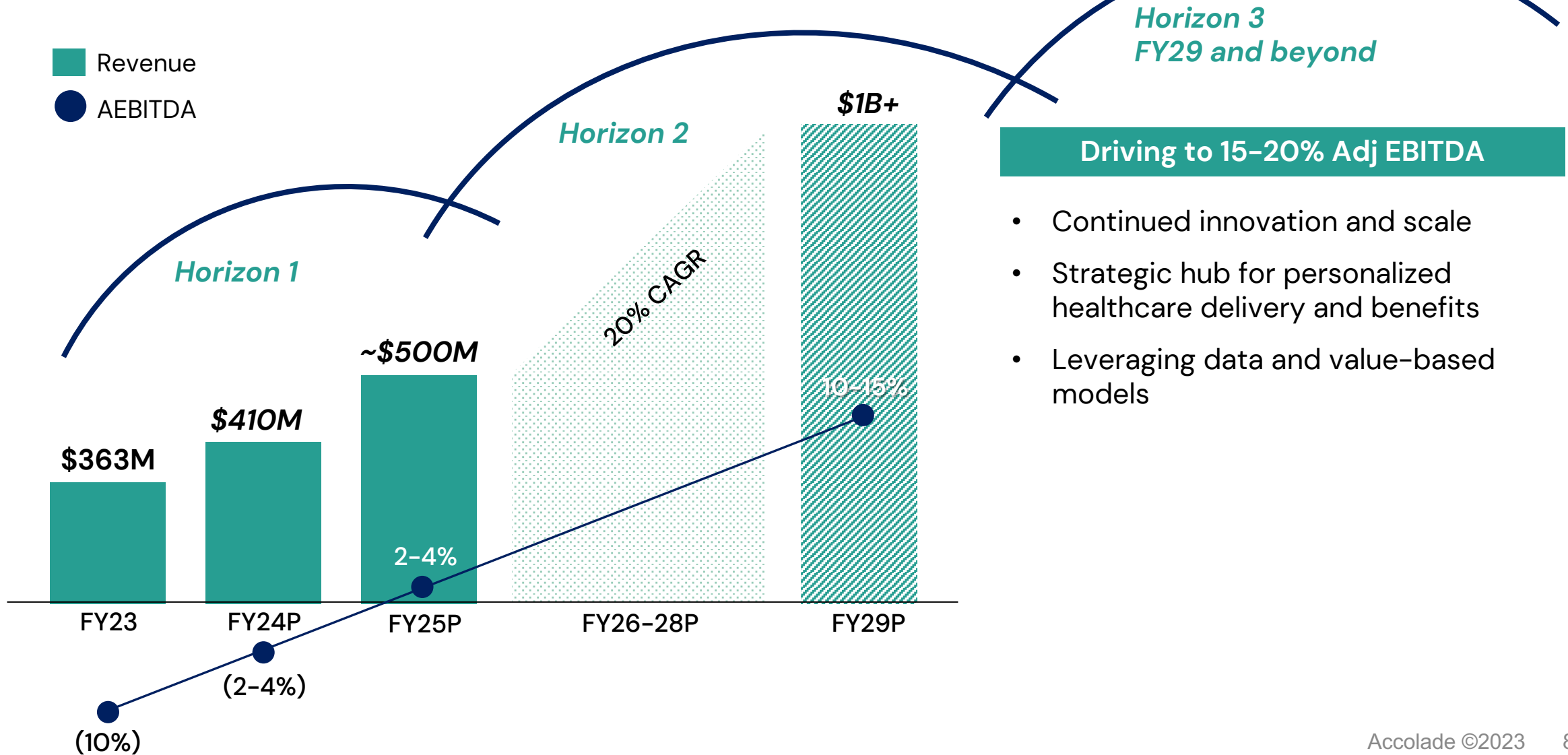


Targeting \$1 billion revenue and 10-15% AEBITDA in FY29



Strong visibility to growth and profitability

Targeting \$1 billion revenue and 10-15% AEBITDA in FY29



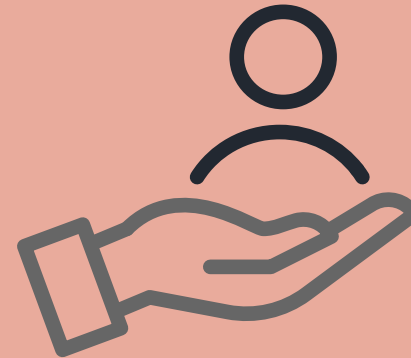
High visibility driven by differentiated, diversified revenue mix and models



Offering



Channel

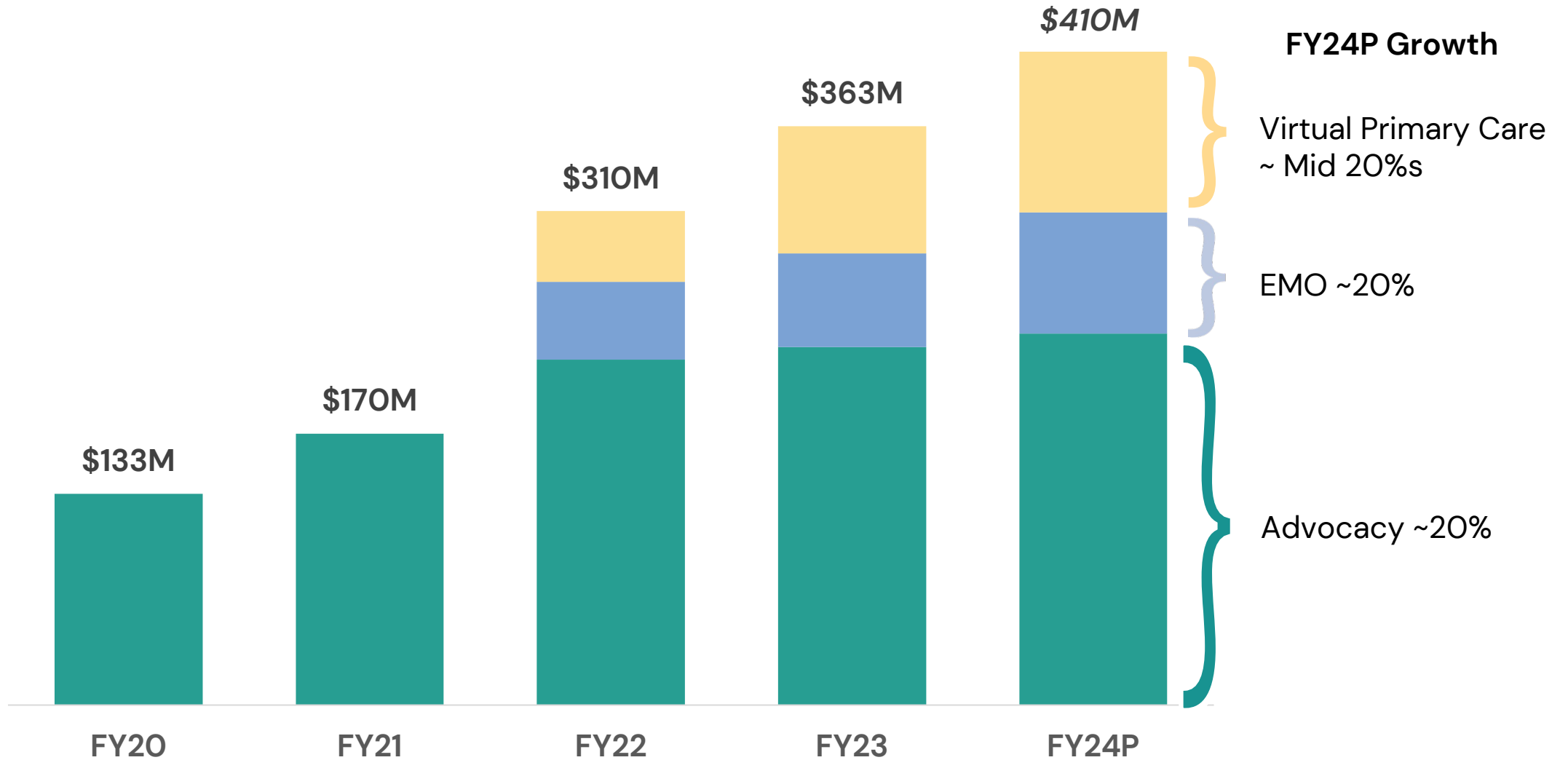


Customer

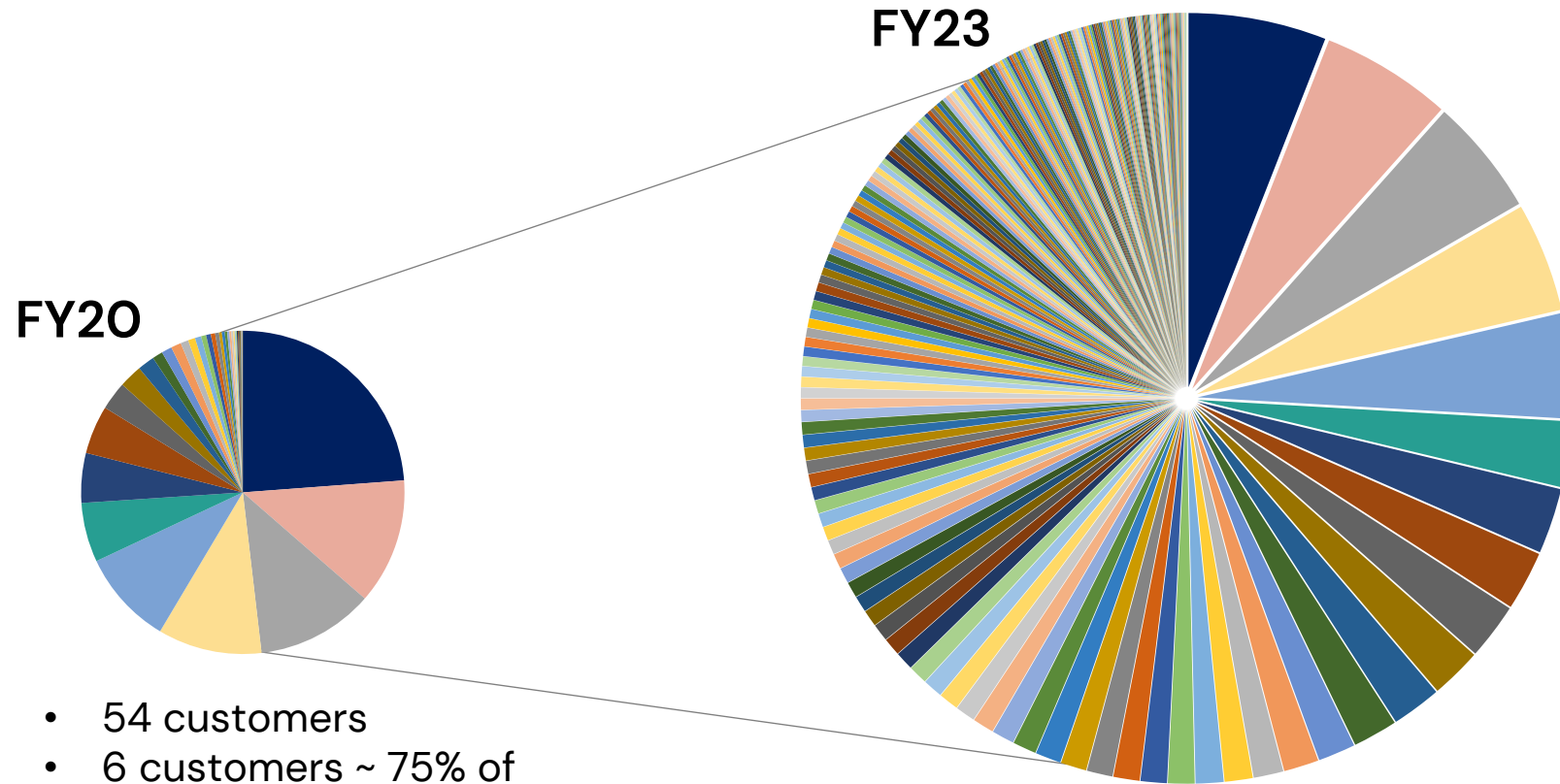


Industry

Revenue diversification by offering



Customer and revenue diversification

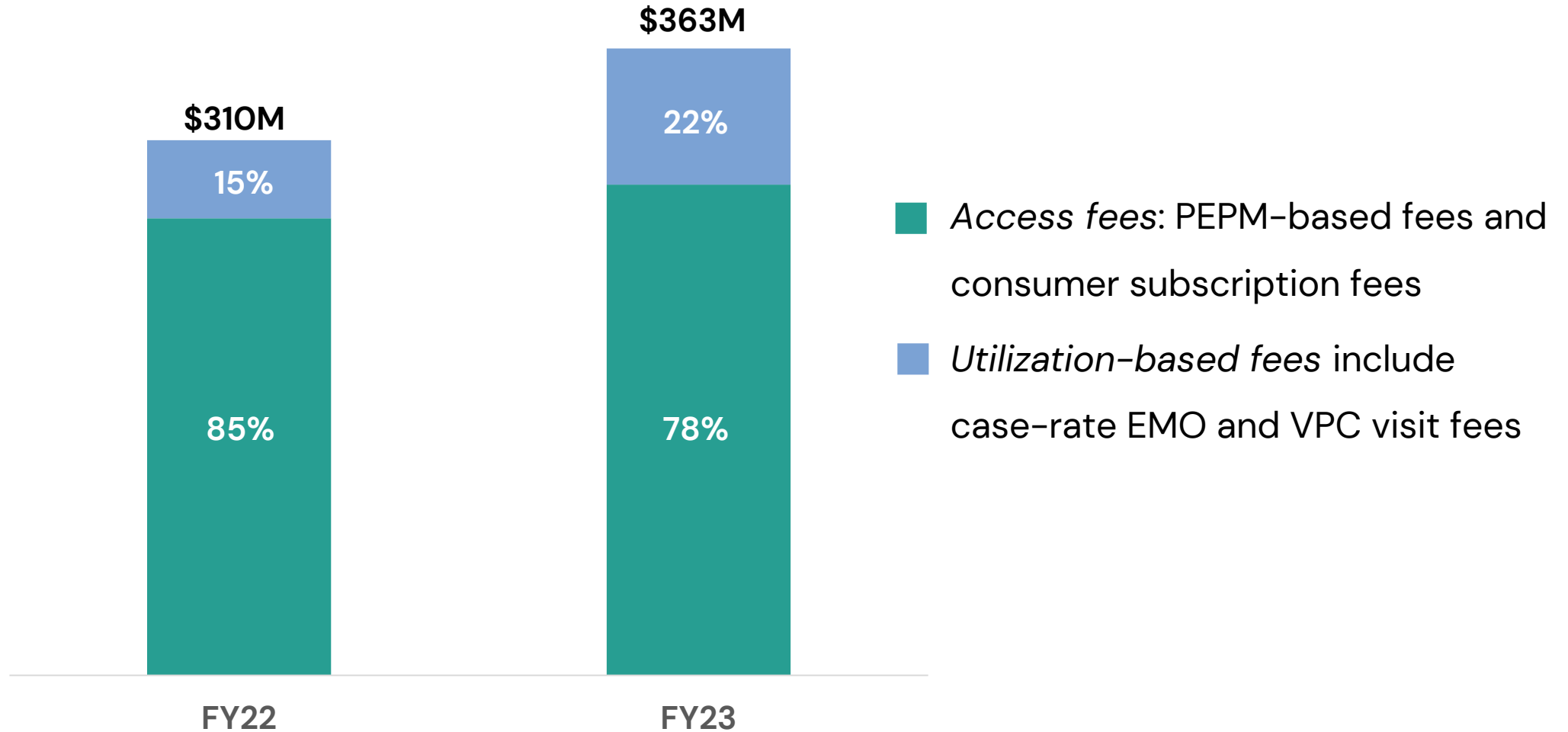


- 54 customers
- 6 customers ~ 75% of revenue

800+ customers

- 200+ Advocacy
- 600+ EMO
- Launched eVPC in past year
- >10% with >1 core offering
- No 5% customer in FY24P
- Broad industry diversification

Access fees & utilization-based revenues



Growth drivers by channel



Commercial

- New customer adds
- Customer cross-sell and expansion
- TPE growth

Health Plan

- Logo growth through HPs/TPAs
- New HP/TPA relationships

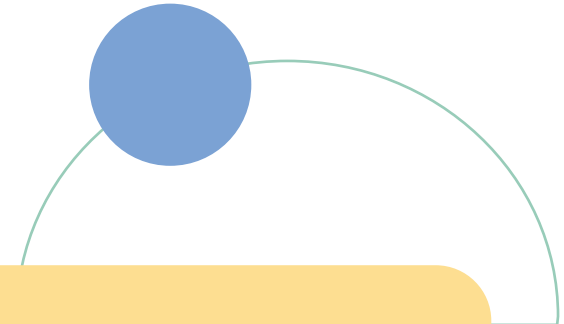
Government

- Growth in TRICARE (T5 and Autism)
- New opportunities

Consumer

- Differentiated VPC platform
- Behavioral health

Revenue Model Visibility



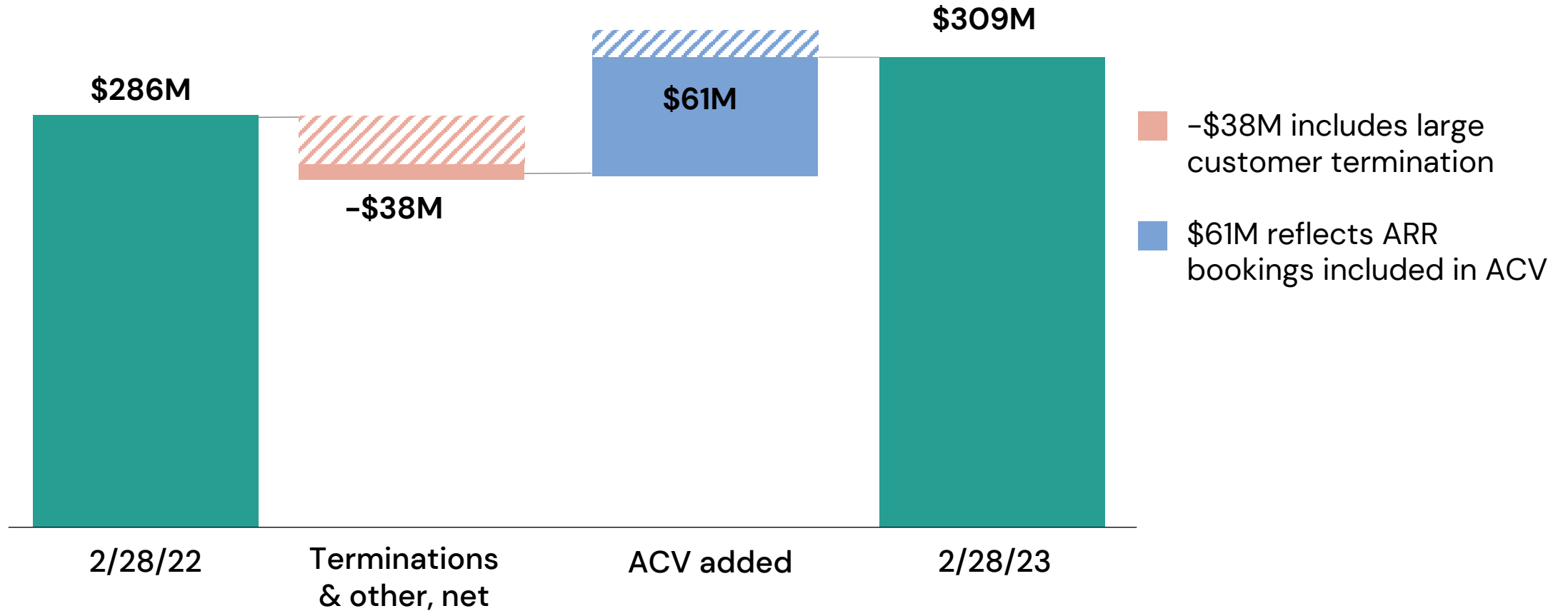
Annual Contract Value (ACV)

Annual Recurring Revenue (ARR)

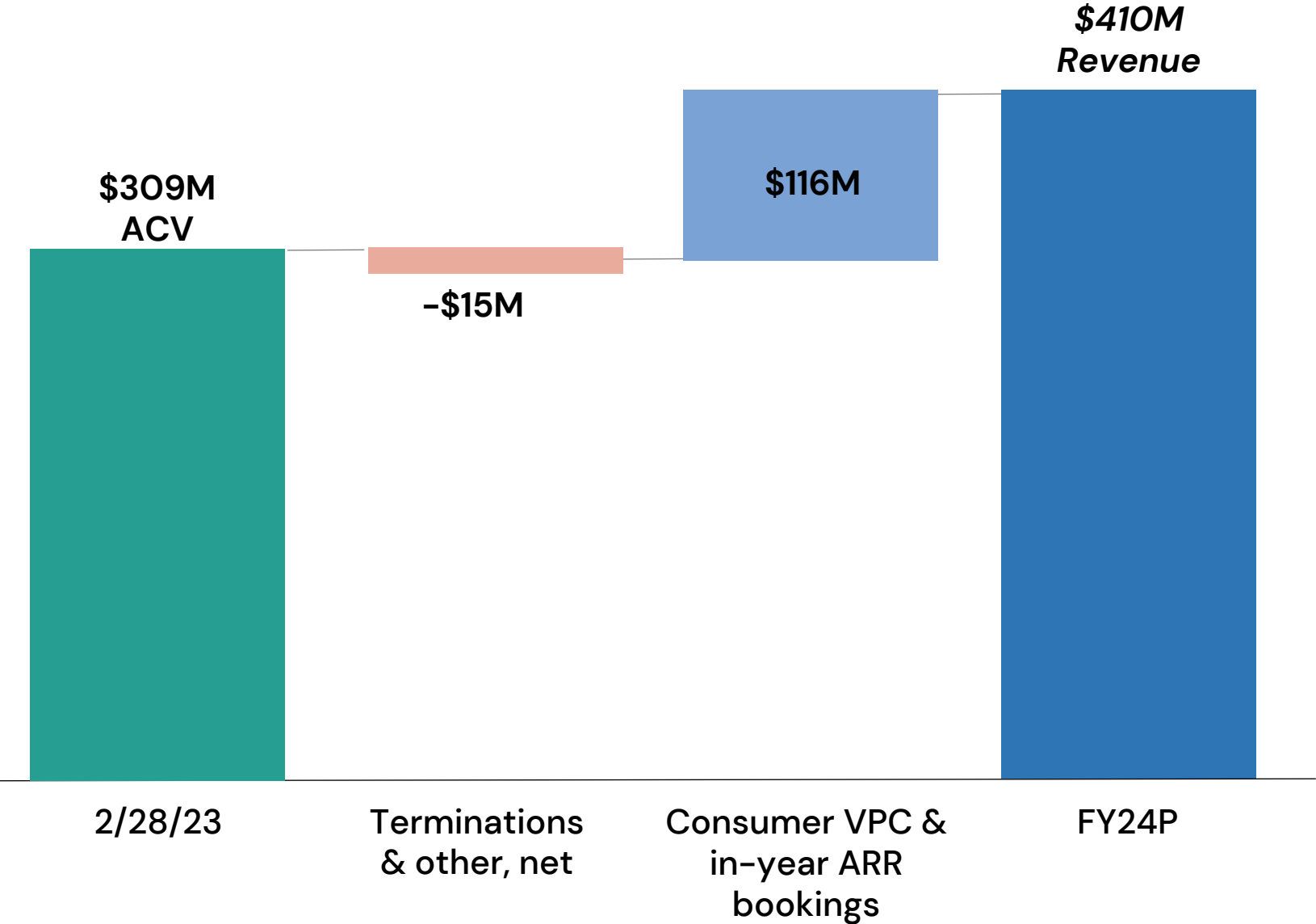
Gross Dollar Retention (GDR)



Annual Contract Value (ACV) Build

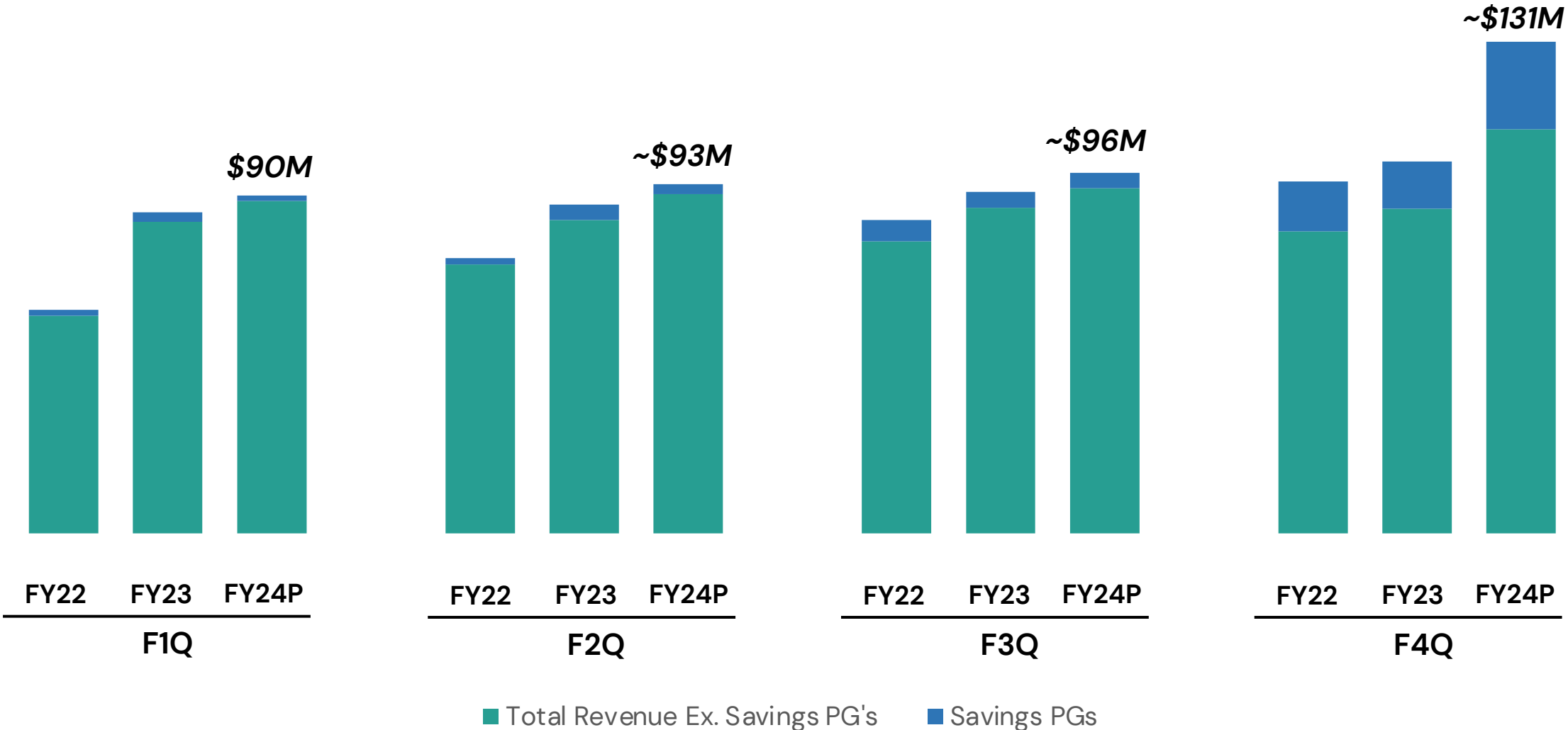


FY24 Revenue Build



Revenue Model

FY24P Quarterly Model on Full Year Guide of \$410M Revenue



Adjusted EBITDA Model

FY24P Quarterly Model on Full Year Guide of \$410M Revenue and (2-4)%
or \$(8)-(16)M AEBITDA



Financial Targets and Goals (Non-GAAP)



Long-Term Goals

Adj. Gross Margin		50–55%
Adj. Operating Expenses	P&T as % of Rev.	13–17%
	S&M as % of Rev.	15–20%
	G&A as % of Rev.	7–9%
Adj. EBITDA Margin		15–20%

Open platform driving scale, utilization, and margins



People

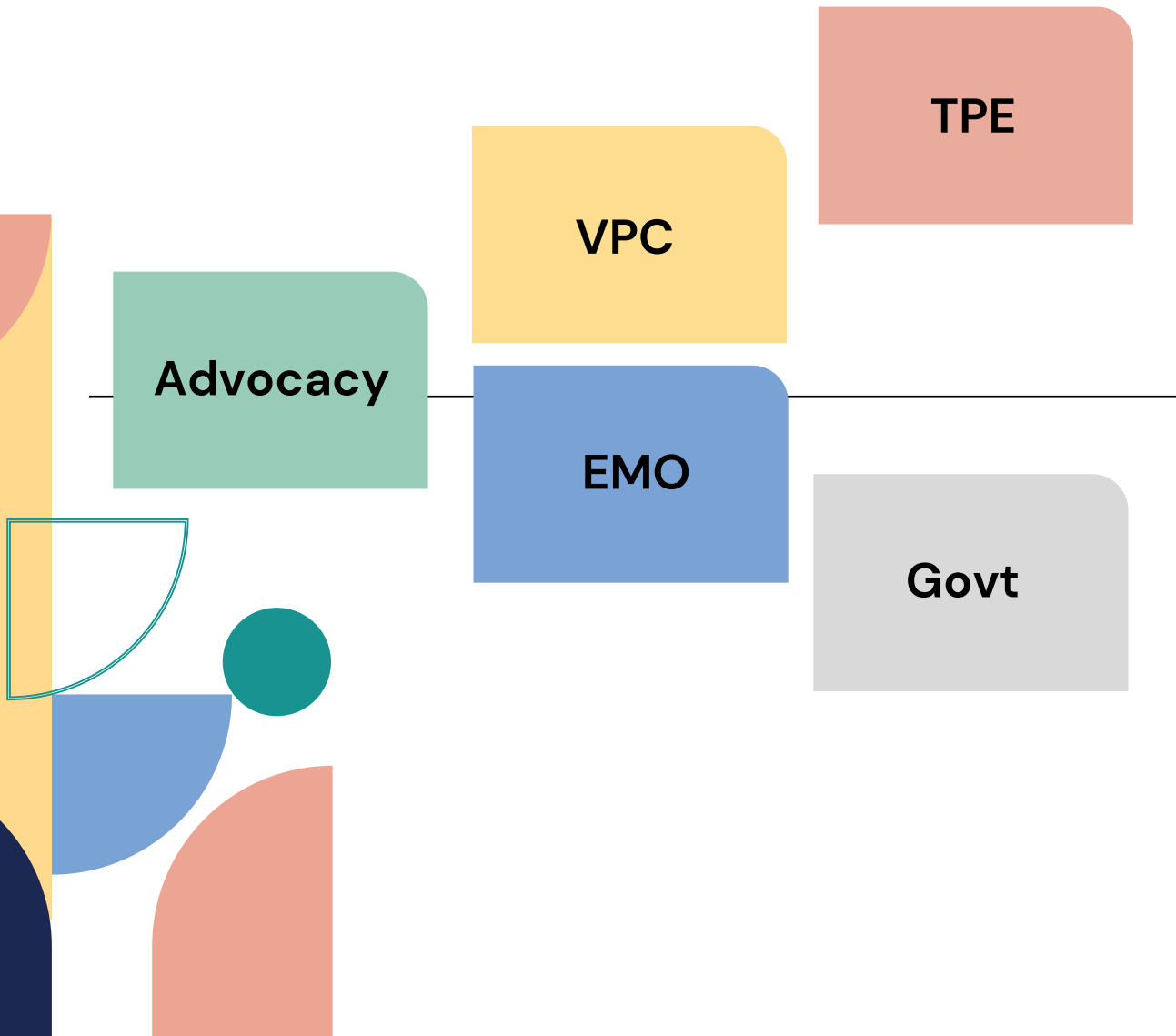


Process



Technology

Gross Margin Drivers

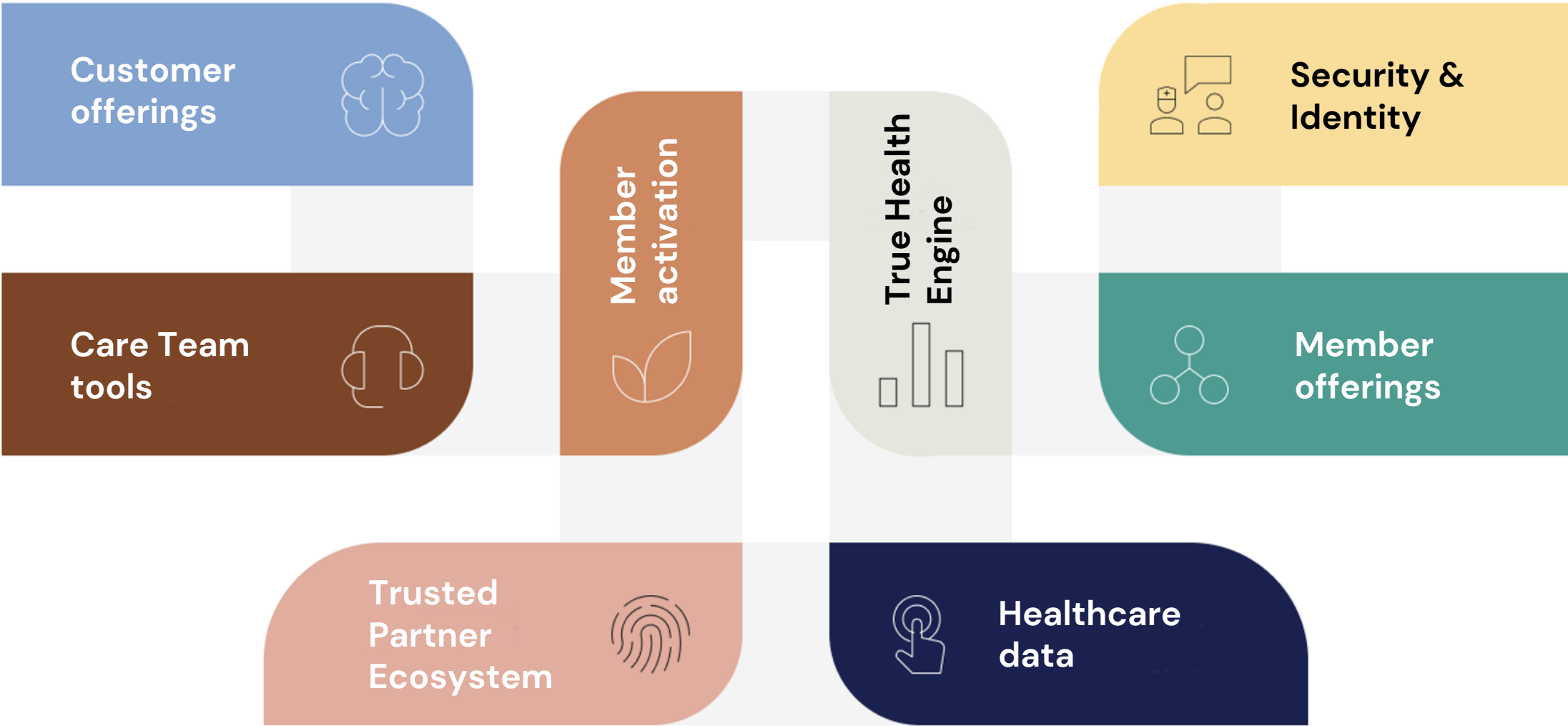


Key GM expansion drivers:

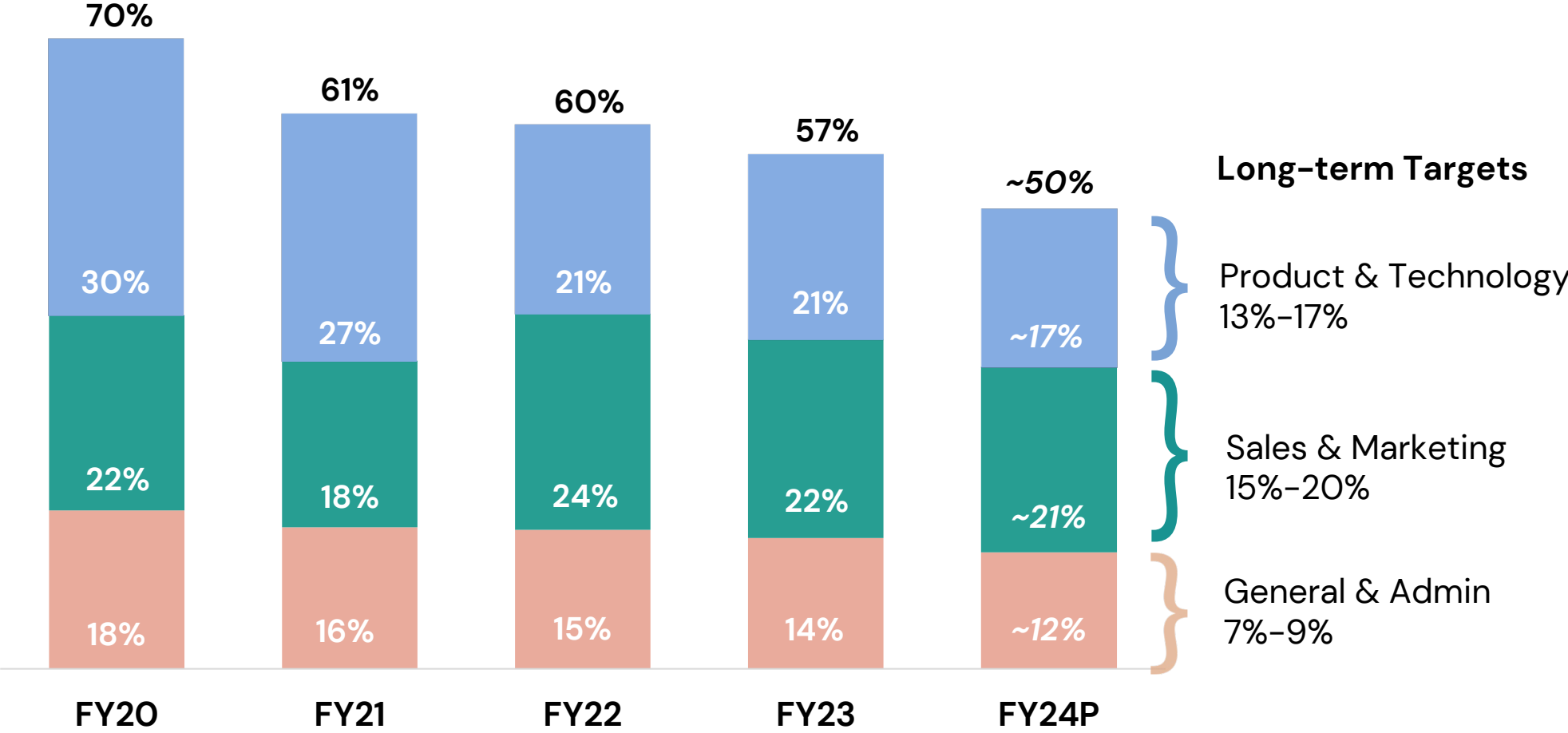
- Integrated platform and care teams
- Offering bundles and revenue models
- Utilization-based revenue
- Technology-enabled scaling

Note: Margin illustration is not drawn to scale

Healthcare Services Platform



Adjusted Operating Expenses



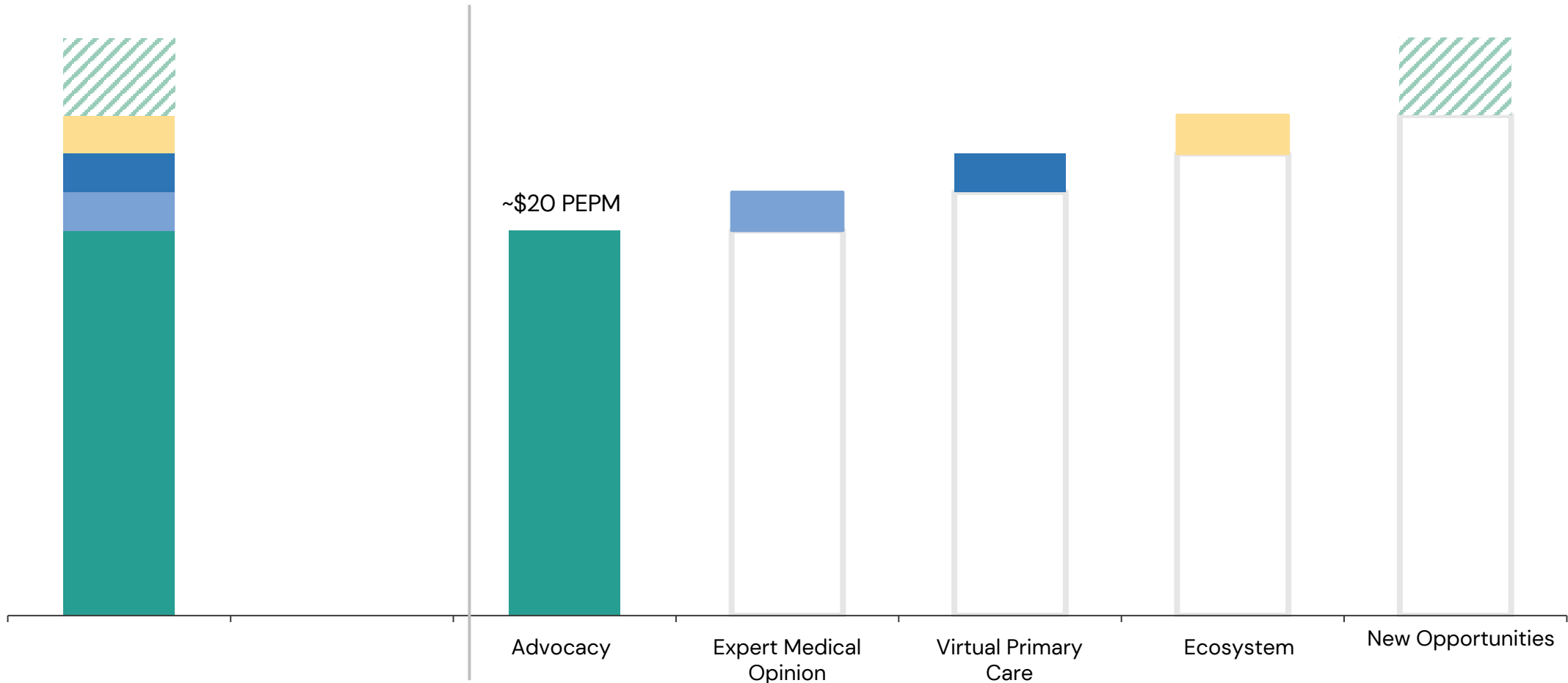
Balance Sheet and Cash Flow



- **\$321 million cash at 2/28/23**
- **\$287.5 million convertible notes due April 2026 @ 0.50% interest per annum**
- **Incremental capital not needed to achieve FCF breakeven**

Model Customer and Unit Economics

Incremental gross margin contribution driven by integrated offerings



Note: Chart is for illustrative purposes only..

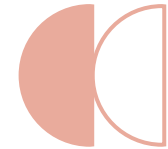
Growth, Scale & Profitability



Highly diversified revenue mix



Expanding margins and operating leverage



One Accolade driving operational efficiencies



Attractive and improving unit economics



Clear vision toward \$1B+ revenue and target financial model





Question and Answer Session





Accolade

Capital Markets Day

May 8, 2023

