



36th Annual J.P. Morgan Healthcare Conference

January 8, 2018

Jason Gorevic, CEO
Mark Hirschhorn, COO and CFO

Safe Harbor Statement

This presentation contains, and our officers may make, “forward-looking” statements that are based on our management’s beliefs and assumptions and on information currently available to management. These forward-looking statements include, without limitation, information concerning possible or assumed future results of operations, including descriptions of our business plan and strategies. These statements often include words such as “anticipate,” “expect,” “suggest,” “plan,” “believe,” “intend,” “estimate,” “target,” “project,” “should,” “could,” “would,” “may,” “will,” “forecast,” and other similar expressions.

Forward-looking statements involve known and unknown risks, uncertainties and other factors that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. These statements are based on certain assumptions that we have made in light of our experience in the industry and our perception of historical trends, current conditions, expected future developments and other factors we believe are appropriate under the circumstances as of the date hereof. These and other important factors may cause our actual results, performance or achievements to differ materially from those expressed or implied by these forward-looking statements. Such risks and other factors that may impact management’s beliefs and assumptions are more particularly described in our filings with the U.S. Securities and Exchange Commission (the “SEC”), including under “Item 1A.—Risk Factors” in our Annual Report on Form 10-K for the year ended December 31, 2016 and under similar headings in our subsequently filed Quarterly Reports on Form 10-Q, and could cause our results to differ materially from those expressed in forward-looking statements. As a result, we cannot guarantee future results, outcomes, levels of activity, performance, developments or achievements, and there can be no assurance that our expectations, intentions, anticipations, beliefs or projections will result or be achieved or accomplished. The forward-looking statements in this presentation are made only as of the date hereof. Except as required by law, we assume no obligation to update these forward-looking statements, or to update the reasons actual results could differ materially from those anticipated in the forward-looking statements, even if new information becomes available in the future.

This presentation also contains estimates and other statistical data made by independent parties and by us relating to market size and growth and other data about our industry. This data involves a number of assumptions and limitations, and you are cautioned not to give undue weight to such estimates.

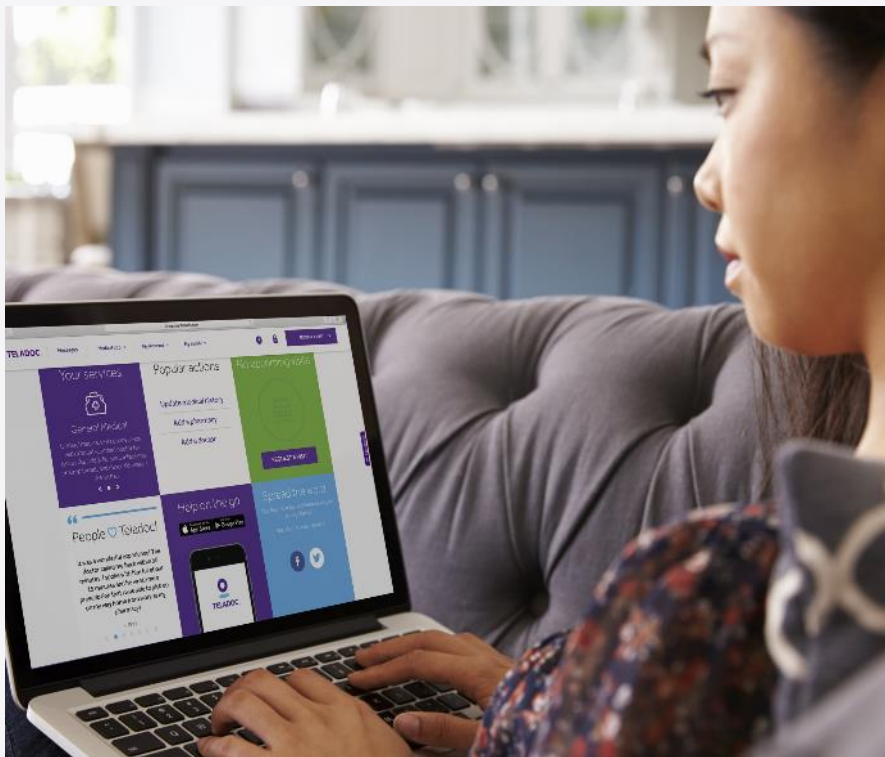
As the Company has not completed its quarter and year-end annual close procedures and the audit of its 2017 financial statements is not complete, the revenue expectations presented in this press release are preliminary, and, therefore, subject to final year-end closing adjustments and may change. The preliminary financial results presented in this presentation are based solely upon information available as of the date of this presentation, are not a comprehensive statement of our financial results or positions as of or for the 2017 fiscal year, and have not been audited, reviewed, or compiled by our independent registered accounting firm.

This presentation may include certain non-GAAP financial measures as defined by SEC rules. We believe that the presentation of such non-GAAP financial measures enhances an investor’s understanding of our financial performance. We use certain non-GAAP financial measures for business planning purposes and in measuring our performance relative to that of our competitors. For additional information regarding these non-GAAP measures, including reconciliations to the most directly comparable financial measure calculated according to GAAP, refer to the Appendix to this presentation and to our Annual Report on Form 10-K for the year ended December 31, 2016 and any subsequently filed Quarterly Reports on Form 10-Q.

Leading the Way in Virtual Care Delivery

At Teladoc, we are transforming how people access healthcare globally.

We provide a new kind of healthcare experience:
one with better convenience, outcomes and value.



Company Highlights

The Only Transformative Virtual Care Delivery Solution

Industry Leader with Strong Competitive Positioning

**TAM increases to \$57BN⁽¹⁻⁷⁾ with Addition of Expert Opinions,
Markets Ripe for Disruption**

Accelerating Utilization Rates Across Populations

Comprehensive Product Suite Tailored to Each Client Segment

- 1) Expert Opinion based on total annual U.S. incidence of Cancer (American Cancer Society), Epilepsy (Epilepsy Foundation), MS (Multiple Sclerosis Foundation), IBD/Crohn's/Colitis (Crohn's and Colitis Foundation), Diverticulitis (Gastroenterology and Hepatology), Rheumatoid Arthritis (Best Practices & Research Clinical Rheumatology); and total annual surgeries for select Musculoskeletal conditions (U.S. Bone & Joint Initiative). Represents top conditions currently addressed by Best Doctors. Does not include several other conditions and diagnoses.
- 2) Based on Teladoc estimates of average case rate for an Expert Second Opinion as currently experienced in the market.
- 3) Ambulatory care as calculated according to a 2010 CDC report of annual ambulatory care visits in the United States per year, including those at primary care offices, ER, outpatient clinics and other settings.
- 4) Other metrics based on Teladoc's internal estimates and industry data.
- 5) Based on Teladoc's estimates for average cost of a telehealth visit (does not include monthly membership fees or premium pricing for products such as dermatology).
- 6) Behavioral Health visits from 2012 Agency for Healthcare Research and Quality report including only outpatient provider offices.
- 7) Total Addressable Market (TAM) represents domestic market only. Does not account for international opportunity.

Teladoc at a Glance

Highlights

74%
Revenue CAGR
(2014-2017E)

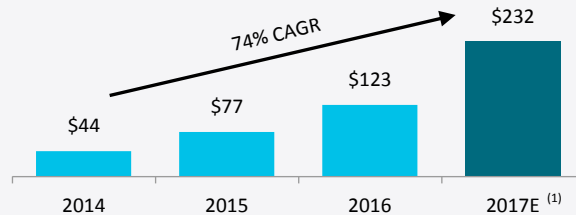
10,000+
Total Clients

300+ Fortune 1000 Clients

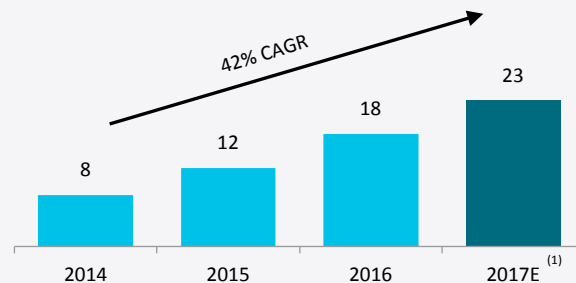
35+
Health Plan
Clients

200+
Hospitals &
Health Systems

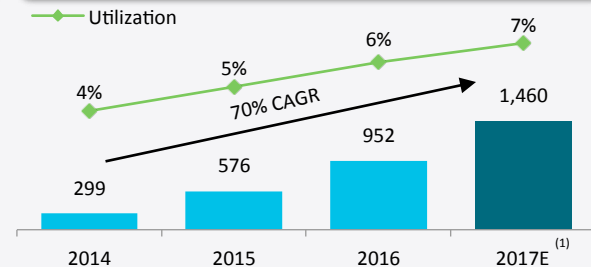
Revenue (M)



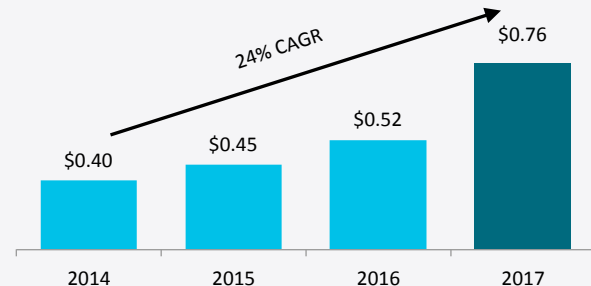
Members (M)



Visits (K)



PEPM



Note: Presented as reported.

(1) Full-year Management Guidance; midpoint of range.

Execution on Growth Strategy

Expand Footprint & Penetration

- ✓ New Accounts & Channels
- ✓ Existing Health Plans
- ✓ Increase Utilization
- ✓ Direct to Consumer
- ✓ International

Expand Specialties

- ✓ Behavioral Health
- ✓ Dermatology
- ✓ Expert Opinion & Specialty Advice
- ✓ STI / HIV Testing
- Diabetes

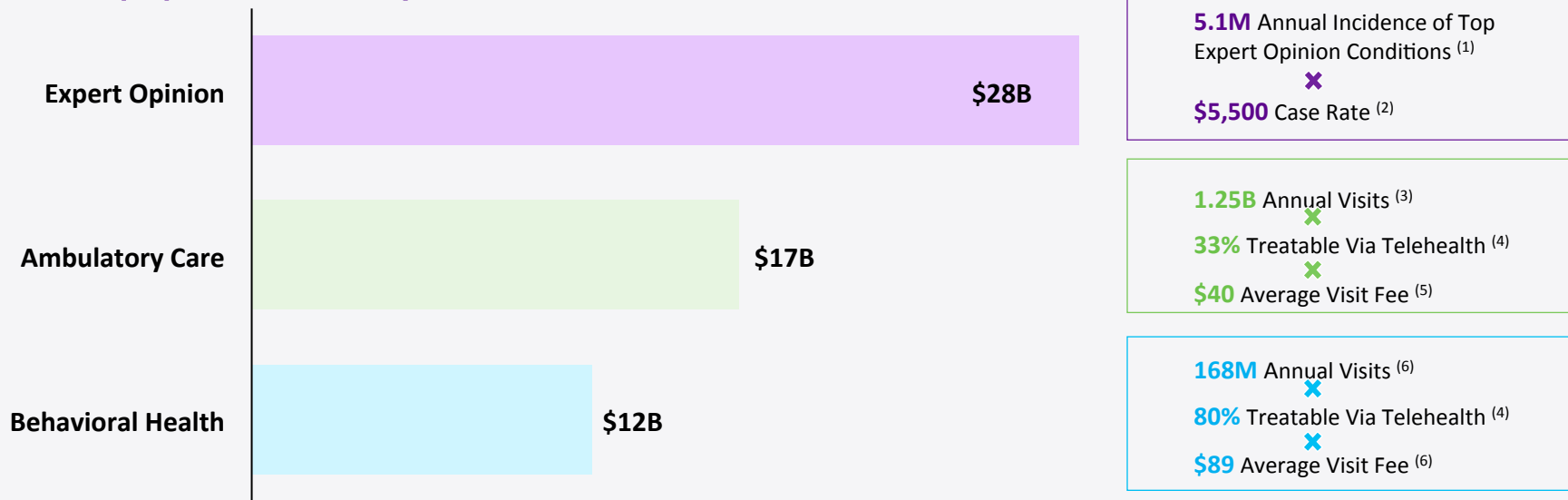
Expand Scope of Products & Services

- Health Kiosk
- ✓ Mobile Apps / Hubs
- ✓ Biometric Devices
- At-Home Tests

Expand Clinical Use Cases

- Home Care
- ✓ Post Discharge
- Wellness, Screening
- Chronic Care

Teladoc TAM Expansion & Significant Penetration Opportunity



Expert Opinion expands TAM ⁽⁷⁾ to ~\$57B
<1% penetration of our telehealth market opportunity ⁽⁸⁾

(1) Expert Opinion based on total annual U.S. incidence of Cancer (American Cancer Society), Epilepsy (Epilepsy Foundation), MS (Multiple Sclerosis Foundation), IBD/Crohn's/Colitis (Crohn's and Colitis Foundation), Diverticulitis (Gastroenterology and Hepatology), Rheumatoid Arthritis (Best Practices & Research Clinical Rheumatology); and total annual surgeries for select Musculoskeletal conditions (U.S. Bone & Joint Initiative). Represents top conditions currently addressed by Best Doctors. Does not include several other conditions and diagnoses.

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(6) Behavioral Health visits from 2012 Agency for Healthcare Research and Quality report including only outpatient provider offices.

(7) TAM represents domestic market only. Does not account for international opportunity.

(8) Penetration statistic applies to general medical visits. Midpoint of 2017 1.425M visit guidance divided by total addressable visits from CDC study.

Broad Client Base and Distribution

10,000+ clients including 300+ of Fortune 1000 companies

35+ Fully-Insured and ASO Health Plans



200+ Hospitals / Health Systems



Global Financial Services



Employers (Direct and via Brokers)



Selective DTC

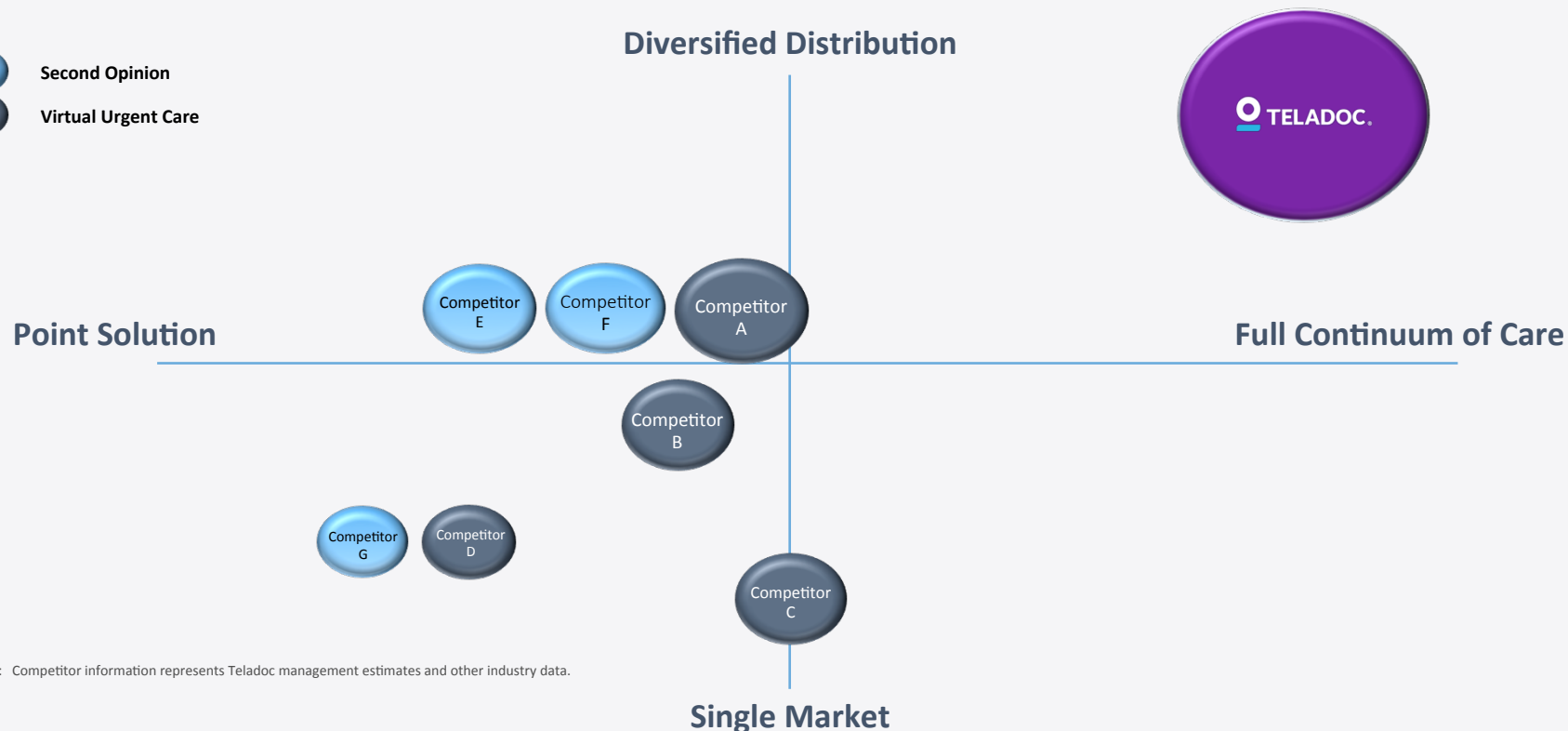


Redefined Competitive Landscape



Second Opinion

Virtual Urgent Care

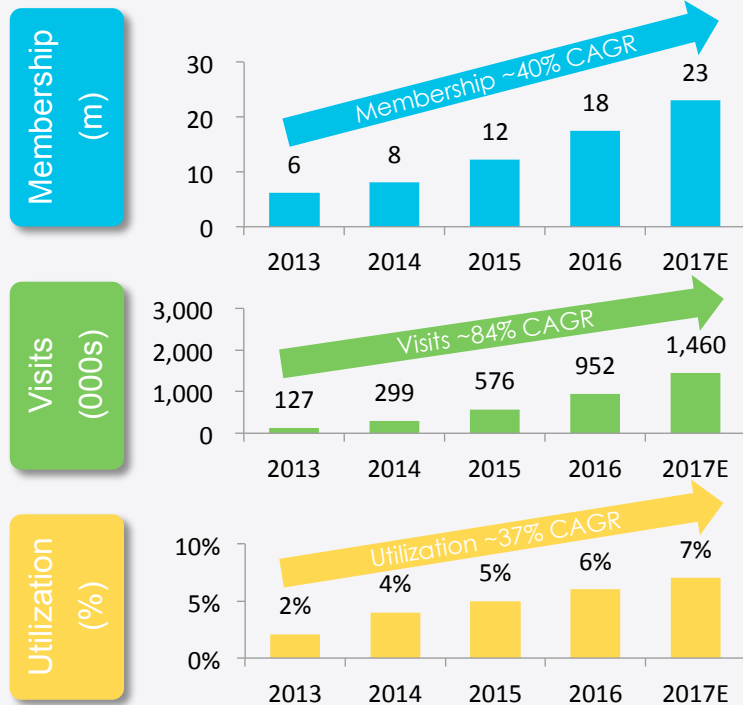


Note: Competitor information represents Teladoc management estimates and other industry data.

Macro Trends Align with Telehealth Adoption

Visits growing faster than membership driven by consumer engagement efforts

TDOC Performance



(1) ComScore, 2016

(2) National Business Group on Health, 2016

(3) American Telemedicine Association, 2016

Teladoc is at a Key Inflection Point



Connected Consumers

80% of adults <50 years own smartphones and are connected ⁽¹⁾



"Must Have" Benefit

9 of 10 large employers offer telehealth in 2016 ⁽²⁾



Legislative Change

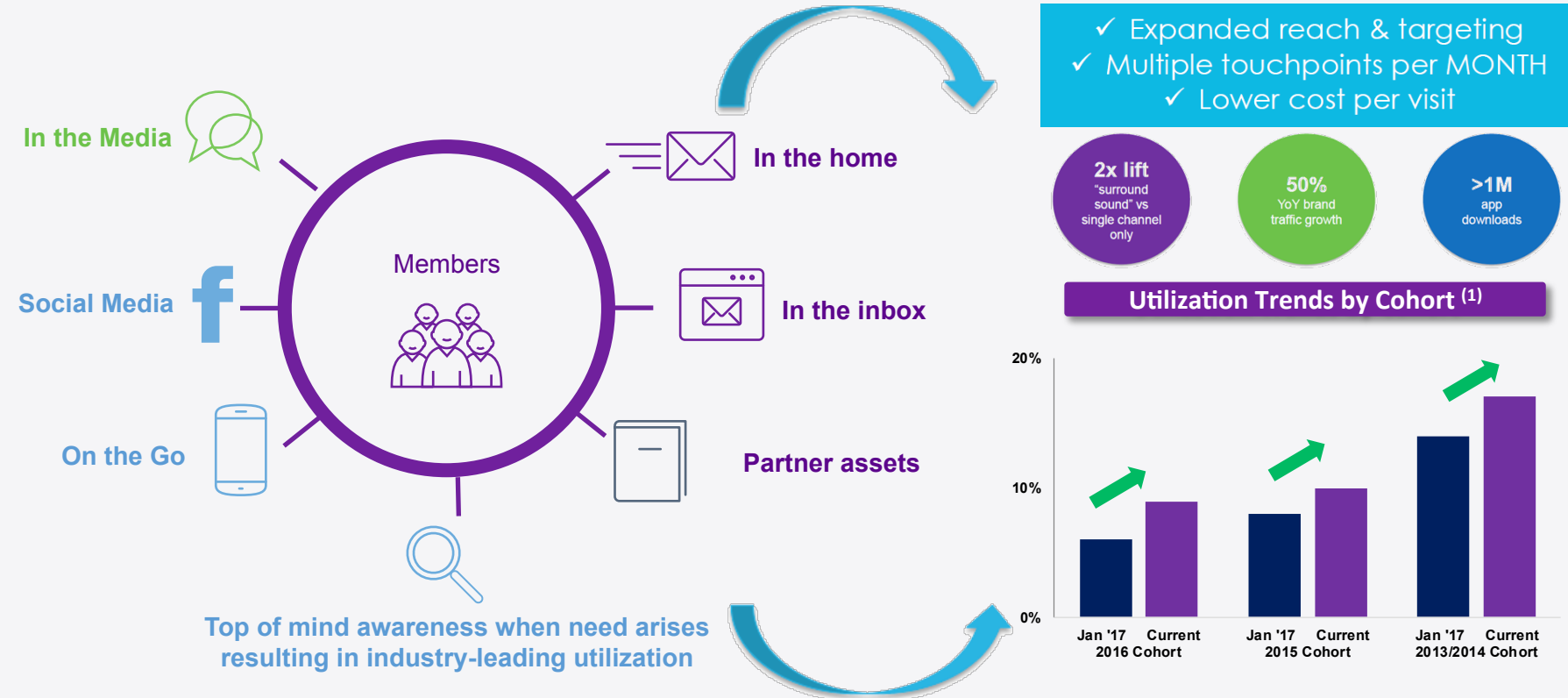
Operating in 50 States + District of Columbia



Increasing Consumer Awareness

Although only 22% of digital health users had conducted a virtual visit, the remaining 78% said they wanted to use it, but either were not offered it or could not find it ⁽³⁾

“Surround Sound” Member Engagement Strategy Yields Tailwinds from Installed Base

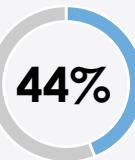


(1) Cohort by calendar year refers to membership base associated with clients on-boarded in given calendar year. Represents clients with 50K or fewer U.S. Paid Members.

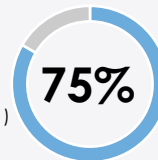
What is Best Doctors?

Best Doctors **identifies** and **solves** the most **complex, critical**, and **costly** problems in health care by combining data analytics and top clinical talent with our highly personal methodology across a global network.

Correct or refined diagnoses⁽¹⁾



Correct or refined treatment⁽¹⁾



97%
Client Retention
Rate

98%
Client
Satisfaction

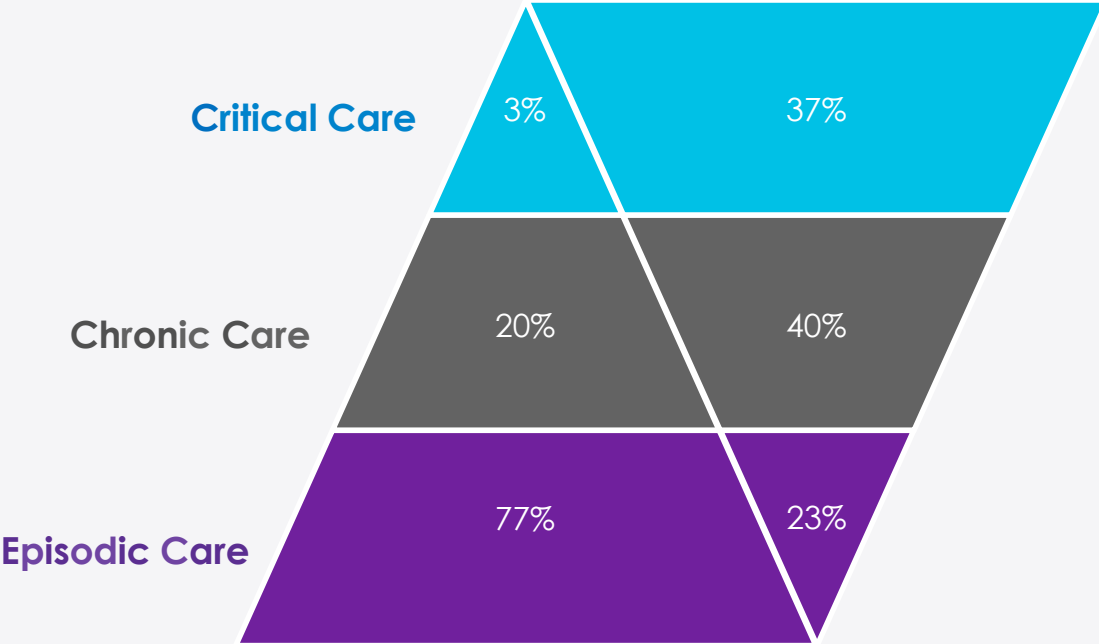
~40%
International
Revenue

2:1+
Customer ROI

⁽¹⁾ Represent total book of business. Changes to diagnoses and treatment plan vary by condition.

Solving the Most Complex & Costliest Cases

Percent of Cost



Best Doctors®



\$36K: Avg. savings / expert review



\$116K: Avg. savings / critical care case



TELADOC®



\$472: Avg. claims savings / visit



\$46: Avg. productivity savings / visit

Percent of Population

Realizing Our Integrated Offering



Access

- Built new dedicated Best Doctors mobile app
- Integrated TD and BD single solution – mobile/web
- Launched integrated experience – ahead of schedule!



Sales and Marketing

- Cross-selling model established and implemented
- Integrated pricing and product packaging launched
- Combined Member engagement campaigns



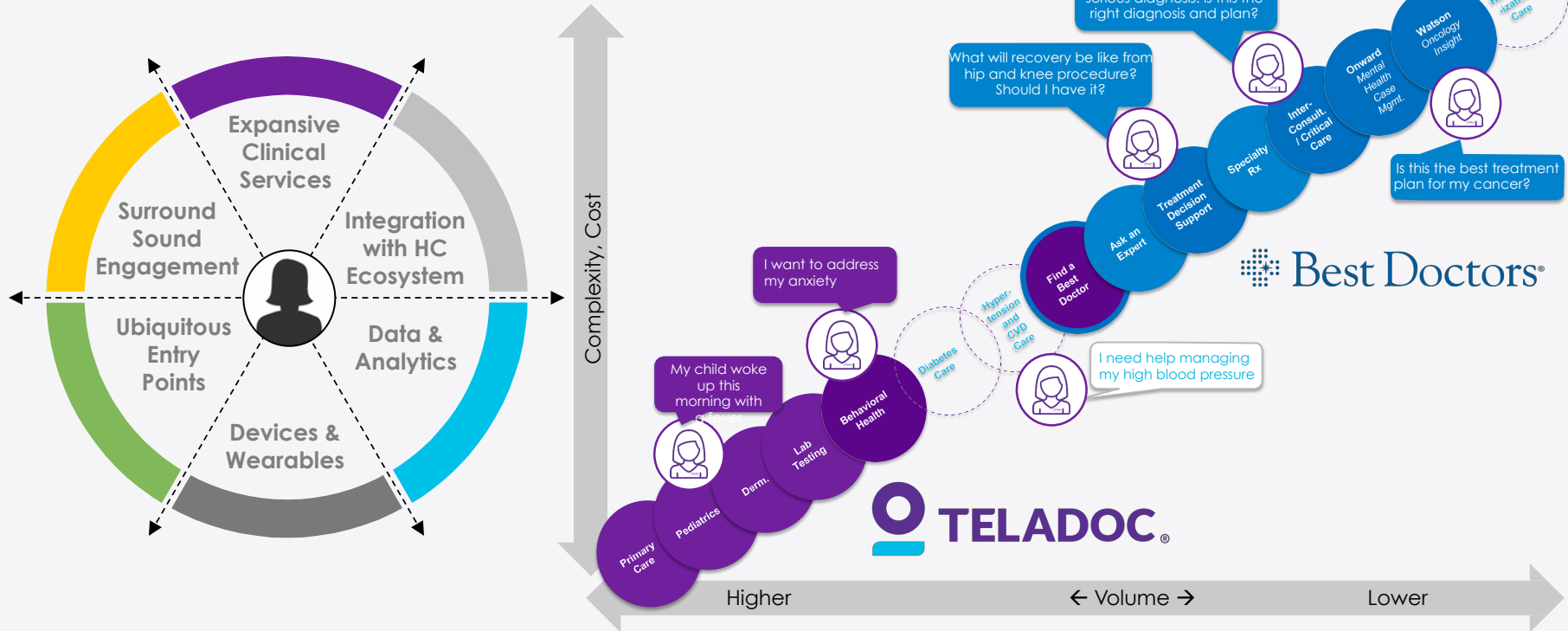
Operations and Service Delivery

- Established integrated operations center in Quincy, MA
- Single access point for Member/Client
- Implemented a global physician relations team
- Centralized fulfillment

Measuring Success

- Increase revenue per Member & Visit
- Positive utilization
- New clients, expanded channels
- Strong client retention
- Cross-sell markets
- New solutions launched
- Member experience & satisfaction

Building a Virtual Healthcare Ecosystem Through Product Portfolio Expansion



Cross-Selling Integrated Solution

Early wins and future opportunities



**Net New
TD and BD Clients**

**Cross-Sell Core
Offering**

**Cross-Sell Add-On
Products**

**Takeaways from
Incumbents**

20+ wins representing several million dollars of revenue

CHANGE
HEALTHCARE



COMPASS
GROUP

MCKESSON



unitedag

\$200mm+ opportunity to cross-sell products in existing U.S. Employers book of business

200m+ figure calculated as (BD U.S. Paid Members without Teladoc access X average Teladoc PEPM) + (Teladoc U.S. Paid Members without Best Doctors access X average Best Doctors PEPM) + (Visit Fees at 5% utilization).

Note: \$200m+ cross-sell opportunity does not account for opportunity in certain large Fully Insured populations (e.g., removes Amerigroup per new definition of U.S. Paid Members).

Membership as of December 31, 2017. U.S. populations only. Reflects no changes to existing pricing for existing contracts. Opportunity excludes upsell services. Reflects core product offering only.

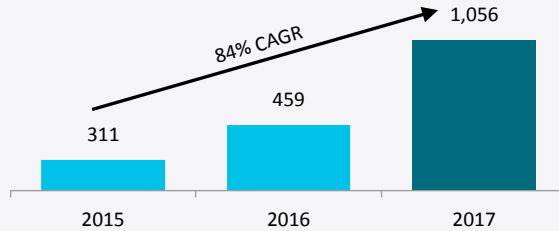
New Business Wins

Momentum across broad spectrum of large partnerships

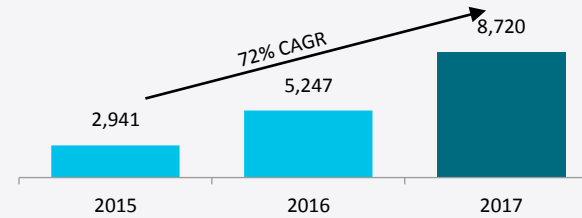


Teladoc : Proven Scalable Results

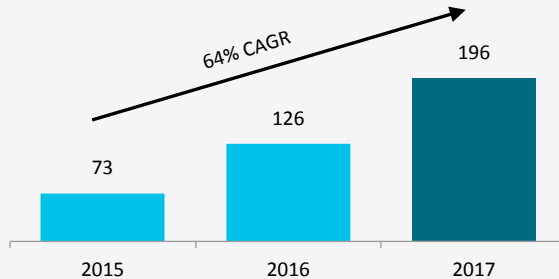
Visits in busiest hour



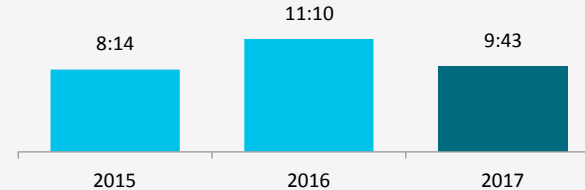
Visits in busiest day



Visits in busiest month (K)



Median response time in busiest month



	Q4 2017 Guidance	Q4 2017 Actual (Unaudited)
Revenue	~\$75 – \$77 million ~103% y-o-y growth	\$76 – \$77 million ~103% y-o-y growth
Adjusted EBITDA	~\$1 – \$2 million ~119%+ y-o-y growth	~\$2 – \$3 million ~131% y-o-y growth
Total Visits (K)	~400K – 450K Visits ~37%+ y-o-y growth	~ 460K Visits ~48% y-o-y growth
Members (M)	~22.6M – 23.0M Members ~30% y-o-y growth	~ 23.2M Members ~33% y-o-y growth
EPS (GAAP)	~\$(0.41) – \$(0.43) per share ~36%+ y-o-y growth	\$(0.66) – \$(0.68) per share ⁽¹⁾ ~114% y-o-y growth

Delivered on Promise of Adjusted EBITDA Breakeven in Fourth Quarter 2017

Note: Q4 2017 key metrics represent preliminary unaudited figures.

(1) EPS impacted by prepayment penalty related to high yield debt extinguishment

	2017 Actual (Unaudited)	2018 Outlook
Revenue	~\$232 – \$233 million ~88% y-o-y growth	\$350 – \$360 million ~52% y-o-y growth
Adjusted EBITDA	~\$(12) – \$(13) million ~67%+ y-o-y growth	\$7 – \$10 million ~169% y-o-y growth
Total Visits (K)	~1,460K Visits ~53%+ y-o-y growth	1,900K – 2,000K Visits ~33% y-o-y growth
Members (M)	~19 M Members (PF) ~31%+ y-o-y growth (PF)	~23 M Members ~20% y-o-y growth
Visit Fee Only (M)	0 Members	~18M Members
EPS (GAAP)	~\$(1.83) per share ~4%+ y-o-y growth	\$(1.47) – \$(1.50) per share ~19% y-o-y growth

+90% Visibility into FY 2018 Revenue

Note: 2017 key metrics represent preliminary unaudited figures and 2017 Members is pro-forma (PF) to exclude 4 million Aetna fully insured members

Teladoc Balance Sheet

Liquidity as of 12/31/17

(\$mm)

Cash and marketable securities	120
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Debt as of 12/31/17

Debt (\$mm)	Rate	GAAP Net Book Value	Outstanding
Senior Debt	~9%	\$0	\$0
Convertible Debt	3%	\$207	\$275

- Balance sheet has been deleveraged with the December 8, 2017 repayment of all Senior Debt
 - Debt covenants have accordingly been removed
 - Income statement and cash flow profile enhanced with the elimination of >\$15mm in annual interest expense
- Ample liquidity maintained with \$120mm of cash and marketable securities on hand

Note: Senior debt was floating rate based on 90 day LIBOR

Execution on Growth Strategy

Expand Footprint & Penetration

- ✓ New Accounts & Channels
- ✓ Existing Health Plans
- ✓ Increase Utilization
- ✓ Direct to Consumer
- ✓ International

Expand Specialties

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- ✓ Dermatology
- ✓ Expert Opinion & Specialty Advice
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Expand Scope of Products & Services

- Health Kiosk
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Expand Clinical Use Cases

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