Transforming Healthcare, Across the Continuum of Care
September 2020
Teladoc Health + Livongo: a Compelling Combination

Creates the **global leader in virtual care** across primary, ambulatory, acute, complex and chronic care

Positions combined company **to lead the market and set the pace** for a rapidly evolving healthcare industry

Establishes a consumer-centric, **whole-person virtual care solution, driving better care for consumers at a lower cost**

**Combines two leading high-growth companies built for scale that have complementary cultures**, are led by an experienced management team, and have a robust integration plan

Delivers **significant financial benefits and value creation for shareholders** through clearly identifiable $500 million in run-rate revenue synergies by 2025 and $60 million in run-rate cost synergies by 2022
Teladoc Health Has a Track Record of Value Creation

Since the 2015 IPO, Teladoc Health Has Invested $2B Acquiring Companies and Launched Dozens of Products and Partnerships

Teladoc Health Annual Revenue (in Millions)

Since the 2015 IPO, Teladoc Health Has Invested $2B Acquiring Companies and Launched Dozens of Products and Partnerships

Teladoc Health’s acquired companies are actively selling into its legacy client base, and every major product we have developed is selling into acquired companies’ legacy client bases
Execution of Teladoc Health’s Strategic Vision Since IPO

Clinical Service
Distribution Channel
Product Enhancement
New International Markets

Clinical Scope

- Text/Chat
- General Medical
- Virtual Primary Care
- Dermatology
- Health System
- Hospital & Health System
- B2B
- Mental Health
- Text-based Mental Health
- Pediatrics
- Mental Health Navigator
- Expert Medical Services
- Pediatrics
- Back-care
- ML-Powered Demand Planning
- Caregiver
- Device Integration
- Lab Testing
- Chronic Disease
- High Acuity Telemedicine
- Nutrition
- Health Assistant
- Global Care
- International
- DTC Partner
- United Kingdom
- France
- Canada
- Medicaid
- Medicare
- Site-based Telemedicine

Distribution & Markets

- IPO
- 2015
- 2016
- 2017
- 2018
- 2019
- 2020

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Teladoc Health’s Industry-Leading Differentiated Assets & Capabilities at Scale

- Multi-specialty physician networks
- Clinical quality
- Global distribution channels
- Comprehensive product offering
- Tech-enabled ops at scale
- Scale-driven ROI
- Data & analytics
- Member engagement
Livongo’s Highly Differentiated AI + AI Offerings Power Its Platform

- Uses technology to transform the experience of living with a chronic condition.
- Creates a consumer-first, data-driven digital health experience that is easy to use and puts the consumer in charge.
- Translates its deep consumer data into actionable and timely signals to improve member outcomes and cost savings.
- Provides a differentiated consumer experience that includes personalized analytics, real-time coaching, hardware and supplies.
- Fully scalable across multiple conditions in the pipeline including CHF and CKD.

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**Aggregate**
- Conditions
- Behavior signals
- Preferences

**Interpret**
- Clinical recommendations
- Potential behavior change

**Iterate**
- Leverage Decision Science to optimize interactions & health decisions

**Apply**
- Livongo devices + Bring Your Own (Alexa, Higi, Apple watches)
- Apps/Web Coaching

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Livongo’s Data-Driven Insights Enable Better Outcomes…
Empowers Members and Strengthens Relationships

<table>
<thead>
<tr>
<th>Diabetes</th>
<th>Hypertension</th>
<th>Weight Management</th>
<th>Behavioral Health</th>
</tr>
</thead>
<tbody>
<tr>
<td>0.8 pts</td>
<td>10 mmHg</td>
<td>7.3%</td>
<td>55%</td>
</tr>
<tr>
<td>Lower HbA1c</td>
<td>Lower Systolic BP</td>
<td>Avg weight loss</td>
<td>Improvement in DASS</td>
</tr>
</tbody>
</table>

Capturing data to provide intelligent insights to providers
Unique model of care that leverages digital, self-management capabilities through nudges
24/7 remote monitoring
Personalized, scalable virtual and live coaching model
Cultivating an intuitive consumer experience and strong client relationships

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…Delivering Proven ROI at Scale and Creating Value for Stakeholders

Select Livongo Value Metrics

113%
2Q20 YoY Growth in Diabetes Members

125%
2Q20 YoY Revenue Growth

+64
Average Member Net Promoter Score (NPS)¹

$1,908
Per Participant per Year Gross Medical Savings in Diabetes²

75%
2Q20 YoY Client Growth

$109M
Record EVA in 2Q20

94%
Client Retention Rate¹
The Combined Company Meets an Unprecedented Market Opportunity…

We are Creating an Entirely New Category of Whole-Person Virtual Care at a Time When the World Needs and Demands It

1 \text{B+} virtual care visits are expected to occur in 2020\textsuperscript{1}

38\%+ \text{CAGR} in telehealth market over the next five years\textsuperscript{3}

$250\text{B+} of current U.S. healthcare spend could be virtualized\textsuperscript{2}

250\%+ \text{YoY} increase in funding for virtual care businesses, with virtual care one of the most prevalent subsectors of healthcare startups 4,5
…And Addresses Accelerated Demand for Virtual Care

**For Consumers**

76% now interested in using virtual care, as compared to 11% prior to COVID-19¹

33% would leave current physician for a provider who offered telehealth access²

Nearly 2/3 want virtual care doctor to partner with existing in-person doctor³

**For Payors / Employers**

80% of large employers believe virtual care will significantly impact the delivery of healthcare in the future⁴

Implementing more virtual care solutions is #1 priority for large employer health initiatives⁴

**For Healthcare Providers**

50 – 175x increase in utilization by health systems, independent practices, behavioral health providers and other providers¹

64% of providers are now more comfortable using telehealth¹

Meaningful easing of regulatory and reimbursement requirements for virtual care, with certain changes becoming permanent beyond COVID-19 pandemic
Livongo Accelerates and Amplifies Teladoc Health’s Key Growth Strategies…

- **STRATEGIES ENHANCED BY LIVONGO**

**Expand footprint and distribution**
- Existing distribution channels
- Product cross-sell/upsell
- Government programs
- Direct-to-consumer
- Global markets leadership

**Clinical services innovation**
- Virtual primary care
- Integrated behavioral health solutions
- Virtual Center of Excellence specialty services
- Chronic care
- Clinical quality leadership

**Accelerate consumer adoption**
- Integrated, intuitive consumer experiences
- Engagement science and surround sound investments
- Virtual first experience
- Expanding access points and modalities

**Broaden role in healthcare delivery**
- Health system use cases
- Insurer scope of services
- In-home solutions
- Integration with local delivery system

Accelerates plan to deliver above-market growth in a rapidly evolving industry and strategic environment
The Combined Company Will Be a Compelling Partner for Clients During an Unprecedented Market Moment in a Rapidly Evolving Industry

Leading provider of virtual health services across the continuum

70M
U.S. lives with access to current Teladoc Health solutions

410k+
Livongo Diabetes members across 1,300+ clients; >30% of Fortune 500 companies use Livongo

175+
Countries with Teladoc Health presence

60
Of top 100 hospitals and health systems using Teladoc and Livongo solutions

10M
Expected Teladoc visits in 2020

750M
Livongo digital interactions by the end of 2Q20

Significant coverage across geographies and segments

Unique combination of broad data access and deep data insights

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Together, Teladoc Health and Livongo Deliver Substantial Value for Shareholders

40% – 45%
Pre-Synergy YoY Revenue Growth in 2021

30% – 40%
Pre-Synergy ’20 – ’23 Revenue CAGR

15% – 18%
Pre-Synergy Adj. EBITDA Margin by 2023
200 – 300bps Annual Expansion

$100M
Run-rate Revenue Synergies by 2022

$500M
Run-rate Revenue Synergies by 2025

$60M
Run-rate Cost Savings by 2022
$121B Combined U.S. TAM for Teladoc Health + Livongo

<table>
<thead>
<tr>
<th>Service</th>
<th>Annual Visits</th>
<th>Treatable via Telemedicine</th>
<th>Average Visit Fee</th>
<th>Incidence</th>
<th>Case Rate</th>
<th>U.S. Physician Care Teams</th>
<th>Average Fee</th>
<th>Patients</th>
<th>PPSY</th>
</tr>
</thead>
<tbody>
<tr>
<td>General Medicine</td>
<td>1.25B</td>
<td>33%</td>
<td>~$50</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Behavioral Health</td>
<td>216M</td>
<td>80%</td>
<td>~$90</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Expert Med</td>
<td>5.1M</td>
<td></td>
<td></td>
<td></td>
<td>~5,500</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hospitals and Health Systems</td>
<td>$28B</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Diabetes</td>
<td>31.4M</td>
<td></td>
<td></td>
<td></td>
<td>$~900</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Hypertension</td>
<td>39.6M</td>
<td></td>
<td></td>
<td></td>
<td>$~470</td>
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</tbody>
</table>

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Empowering Whole-Person Care as a Comprehensive Partner with the Patient and Health System
Delivering Whole-Person Care for Better Health and Cost Outcomes

Annual exam with Teladoc primary care physician; discusses medical history, nutrition and stress

Teladoc physician consults with Claire, reviews lab results, diagnoses high blood pressure

Creates personalized health plan including referral to Livongo hypertension program

Livongo connected blood pressure monitor and cuff are shipped to her home, as part of easy-to-use health kit

Using connected blood pressure monitor and cuff, Claire and her care team monitor her hypertension

For help with a healthier diet, Claire consults a Teladoc nutritionist

Based on the Livongo clinical data Claire shares, Teladoc physician writes Rx for blood pressure medication

Livongo Health Nudges™ encourage Claire to stay on track

For help with a healthier diet, Claire consults a Teladoc nutritionist

Based on the Livongo clinical data Claire shares, Teladoc physician writes Rx for blood pressure medication

Livongo Health Nudges™ encourage Claire to stay on track

Claire diagnosed with sinus infection; Teladoc physician writes Rx and advises on OTC medication risks related to hypertension

To manage stress, Claire consults a Teladoc mental health therapist

With support of care team, ongoing blood pressure monitoring and Health Nudges, Claire achieves target weight and blood pressure; continues healthy habits

Lower medical and healthcare costs

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Powering the Physician of the Future with Information and Insights

Automated workflows silence the healthcare noise — resulting in less time clicking and more time connecting — creating an experience better than an in-person visit.

- Easy to navigate user interface
- Real-time biometrics
- Data-driven recommendations

Together, Teladoc Health and Livongo aim to help providers be informed in real-time, better prepared, and more consumer-centric to deliver better care, and promote better outcomes.
## Competitive Differentiation Creates First Integrated Virtual Delivery System

<table>
<thead>
<tr>
<th>Feature</th>
<th>Teladoc HEALTH</th>
<th>Livongo</th>
<th>Teladoc HEALTH + Livongo</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market leading distribution and position</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Proven total-cost-of-care impact, with demonstrated quality and outcomes</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Leading consumer engagement and marketing approaches</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Scalable, technology-enabled platform</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Largest virtual care delivery network across 450+ specialties</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Global reach, with customers in 175+ countries</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Deep connectivity to in-person care delivery ecosystem</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Automated, one-to-many delivery model across multiple conditions</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Behavioral science-based engine that drives personalized results</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td>Actionable, data-driven clinical insights at scale</td>
<td>✔️</td>
<td>✔️</td>
<td>✔️</td>
</tr>
<tr>
<td><strong>World’s first integrated, proactive virtual delivery system</strong></td>
<td></td>
<td></td>
<td>✔️</td>
</tr>
</tbody>
</table>
Combining Teladoc’s Data Breadth and Livongo’s Insights to Drive Results

Teladoc’s data scale,
with 13M cumulative visits and 82M text messages from 2015 to present...

Livongo’s data insights,
with 750M digital interactions generating biometric and behavioral data that power insights...

Teladoc Health + Livongo
Unmatched combination of scale and insights, driving better experiences and results for individuals:

- Better engagement (right place, time, modality)
- N=1 experiences and recommendations
- Unique client insights
- Increased efficiency via multichannel outreach
- Improved outcomes
- Healthcare cost savings

Aggregate
Interpret
Apply
Iterate
Substantial Revenue and Cost Synergy Opportunities

Cross-Sell of Existing Products
- Sell Teladoc and Livongo products across existing direct-to-employer and health plan relationships
- Expand Livongo into Teladoc Small & Medium Business, Managed Medicaid, and Hospital & Health System segments
- Develop an integrated Behavioral Health product with complementary Teladoc and Livongo assets and distribute within both existing customer bases

Referrals
Increase enrollment and utilization by referring individuals across Teladoc and Livongo products (when they have access to both), and amplify overall engagement and retention

International Sales
Use Teladoc international salesforce to drive sales of Livongo products to international insurers, employers and governments

OpEx Reduction
Reduce run-rate costs by combining the two entities

~20% International sales
~25% Referrals
~55% Cross-sell

$500M in annual revenue synergies by 2025

$60M in annual OpEx synergies by 2022
Cross-Sell Synergies: Keys to Success

How We Help Each Other

Teladoc brings a large, diverse customer base including channels into SMB, MMC, and HHS (care delivery) markets

Livongo adds complementary client relationships with Fortune 500 buyers and channel partners

Together, Livongo and Teladoc offer an unmatched product suite that supports the full spectrum of customer use cases for virtual care

Example Synergy Approach¹:

Livongo into Teladoc Cross-sell Opportunity

NOTE: Does not include Teladoc into Livongo cross-sells, expansion of Livongo into new channels, or integrated Behavioral Health synergy

<table>
<thead>
<tr>
<th>Benefit</th>
<th>Metric</th>
<th>Target by 2022</th>
<th>Target by 2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>Teladoc membership</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Membership overlap</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Non-overlapping covered lives</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cross-sell buy-up rate</td>
<td></td>
<td>+3.0M</td>
<td>+5.1M</td>
</tr>
<tr>
<td>New covered lives with access to Livongo due to cross-sell</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Conversion rate of covered lives to enrollees driven by:</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Prevalence of conditions managed by Livongo</td>
<td></td>
<td>+117K</td>
<td>+250K</td>
</tr>
<tr>
<td>• Current Livongo enrollment rates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>• Current Livongo enrollee churn</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New enrolled Livongo individuals</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

¹Teladoc and Livongo are focused on the following:

- 70M Teladoc covered lives today
- <25% overlap between lives that Teladoc and Livongo have access to today
- +3.0M by 2022 (This represents successful cross-sell to 4% of 2020 Teladoc covered lives)
- +5.1M by 2025
- +117K by 2022
- +250K by 2025 (Number of new lives from cross-sell synergies decrease as overlap between Teladoc and Livongo customers grows)
Cross-Sell Synergies: Path to Realization

The Market is Already Excited About Our Combined Solution

Prior to Closing

• Cross-selling through existing reseller agreement between Teladoc and Livongo

• Intense integration planning to develop best-in-front approach for strategic relationships, joint-marketing materials, and sales education

• Teladoc and Livongo are separate companies until closing, with clear rules of engagement across both organizations

After Close

• Fully-integrated go-to-market approach

• Single portfolio presented to clients

• Integrated offers and bundled pricing

• Best-in-front approach within integrated sales force across all relationships

• Defined cross-selling targets and incentives, consistent with forecasts

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**Referral Synergies: Keys to Success**

**How We Help Each Other**

- **Teladoc** brings its existing base (and the millions of interactions it drives) as a foundation for referrals into Livongo products.

- Teladoc brings an extensive general medicine and specialist provider network that can provide clinical guidance, decision-making, and prescribing for Livongo patients.

- **Livongo** brings a proven capability in engaging the individuals it serves between touchpoints.

- Together, Livongo and Teladoc can provide end-to-end coverage of the virtual services its combined consumers need, amplifying engagement and keeping individuals within the platform.

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**Example Synergy Approach 1:**

**Teladoc to Livongo Referral Opportunity**

**NOTE:** Does not include referrals from Livongo to Teladoc

- **Total Teladoc visits**
- **Membership overlap %**

<table>
<thead>
<tr>
<th>Enrollment rate of Livongo recruitable individuals from visits driven by:</th>
<th>Number of U.S. virtual visits completed each year</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Prevalence of conditions managed by Livongo</td>
<td>21% of Teladoc users self-report having diabetes or hypertension today, consistent with U.S. prevalence for these conditions</td>
</tr>
<tr>
<td>• Rate of successful referrals to Livongo products</td>
<td></td>
</tr>
<tr>
<td>• Current Livongo enrollee churn</td>
<td></td>
</tr>
</tbody>
</table>

**New enrolled Livongo individuals**

- **+13K** by 2022
- **+147K** by 2025
Referral Synergies: Path to Realization

Ana
“My blood sugar is high and I think it’s my meds… but my doctor isn’t available for two weeks!”
Tests blood sugar with Livongo glucometer
Multiple high readings prompts nudge to check in
Coach advises talking to provider about medications
Seamless transfer to Teladoc providers – no additional log-in
Teladoc provider identifies dosing issue and writes a new prescription
Teladoc utilization
“I feel so much better with my new medications – and I didn’t end up in the ER like the last time this happened.”

Judy
“I keep trying to manage my blood pressure but who knows if it works… so why bother taking my medications?”
Sees Teladoc provider about sinus infection
After patient history reveals hypertension diagnosis, provider refers to Livongo
Seamless transfer to Livongo enrollment – no additional log-in and easier sign-up
Receives welcome kit and begins monitoring her blood pressure actively
With ongoing support and access to coaching, blood pressure falls
Livongo enrollment
“It’s reassuring to watch my blood pressure go down as I take my meds. I’m so glad I got the push to sign up.”

Umar
“I feel stressed and anxious and I don’t know why, or how to stop it.”
Asks for help managing stress during virtual PCP appointment
Provider suggests behavioral health support, sets up a therapist visit
Pre-visit, receives a nudge to complete stress management exercise
Completes exercise and logs stress levels in days leading up to visit
Uses exercise results to accelerate treatment in first therapy session
More engagement
“It was great that my doctor could help me with my stress, and give me tools to use therapy effectively.”
International Synergies: Keys to Success

How We Help Each Other

Teladoc brings deep international sales relationships driving 16% of LTM revenue, focused on markets with high-demand for best-in-class, innovative tech solutions.

Teladoc brings local knowledge and supporting infrastructure to address international regulatory requirements for Livongo market entry.

Livongo brings the opportunity to further differentiate Teladoc’s international offering and build an integrated ROI case with Livongo’s longitudinal chronic condition management.

By 2025…

~5%

Livongo international revenue as a portion of Livongo total revenue.
International Synergies: Path to Realization

Europe
Leverage Teladoc sales relationships and existing compliance infrastructure to accelerate market entry

Australia & Canada
Expand in large English-speaking markets with existing Teladoc sales channels and relationships

Southeast Asia
Target English-speaking markets with sophisticated payors and history of using health tech solutions

Middle East
Win on convenience in a high-prevalence region with a track record of preferring tech-enabled health offerings

Brazil
Target smaller, more innovative private payors to establish presence, then expand into larger, government business

In addition to expanding into international payors, Livongo will cover foreign employees of existing US-based multinational employer customers
Significant Additional Synergies Using Integrated Capabilities

**Next-Gen Specialist Care**
Combine medical specialty and chronic condition services to expand offerings and cover new consumer needs with a full-stack solution.

**Virtual Primary Care 2.0**
With integrated virtual primary care and always-on chronic condition support, take risk-based payment and capture greater premium share from payors or risk-bearing providers.

**Hospital-at-Home**
Use critical care provider network, InTouch virtual care delivery platform, and Livongo connected devices to deliver acute services in the home.

**14%**
Percent of total physician and clinical services spend for the U.S. Commercial population from Cardiovascular, Endocrinology, Neurology, Women’s Health, and Orthopedics.

**31%**
Percent of total physician and clinical services spend for the U.S. Commercial population from Primary Care.

**6%**
Percent of hospital care that could be delivered using home-based models.

**SOURCES:** IBM® MarketScan® Commercial Database; Commonwealth Fund; Health Affairs

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## Disciplined Integration Approach

### People
- Develop organization structure, retaining critical talent while rationalizing redundancies
- Implement organizational changes
- Deploy comprehensive change management program, leveraging shared culture and values

### Sales & Marketing
- Identify and implement cross-selling opportunities
- Launch integrated sales team and go-to-market strategy
- Develop integrated brand and market story, reflecting joint ambition
- Expand into international markets with localized offerings

### Product
- Align product packaging and pricing, bundling solutions when appropriate
- Integrate existing product solutions and create unified member experience
- Design care team workflows, train providers, and develop incentives
- Develop new joint products with combined capabilities to offer step-change differentiation

### Data
- Design data architecture for the combined entity
- Migrate and harmonize data architectures
- Deliver personalized insights that drive improved engagement and experiences across all product solutions

### Technology
- Design technology architecture for the combined entity, identifying ways to streamline platforms and vendors
- Align development organizations on shared methodologies, tools, and processes
- Migrate to combined technology infrastructure

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**Confident in ability to execute a multi-faceted integration plan:**

- Undergoing a rigorous planning process
- Leveraging lessons learned and best practices from many previous integrations
- Building on a strong foundation of complementary cultures and shared values
Strong ESG Profile

Empowering more people to live better and healthier lives

Promoting healthy, viable and equitable communities by making high-quality, personalized healthcare a reality for more people globally

Using technology to quickly, safely provide access to medical care and reduce wait times to enable greater effectiveness, with a keen focus on ensuring customer privacy and data security

Making a positive environmental impact by reducing carbon emissions through less frequent patient and physician travel; longer-term providing a reduction in the real estate footprint for hospitals and other facilities

Lowering the cost of healthcare — through remote monitoring, at-home triage and easier access to highly trained professionals — patients prevent more costly care later

Making meaningful progress on addressing long-standing disparities as chronic conditions disproportionately impact underserved communities

Telemedicine combined with the increase in remote monitoring devices promise real strides forward in medical knowledge and identification of conditions before they become symptomatic

Diversity and inclusion is part of who we are — we provide care for people around the world and we reflect the diversity of our membership; additionally we are focused on ensuring a safe and inclusive environment for our employees

Led by a combined Board that brings diverse experience and perspectives, and that leverages an Enterprise Risk Management program, developed under the oversight of the Board
Creating Value for All Stakeholders

• Delivers significant financial benefits and **value creation for shareholders** through substantial revenue synergy opportunities and cost savings

• Provides **consumers with a single access point for whole-person care** regardless of clinical situation, driving better health outcomes, lower costs and consumer experience

• **Reduces costs for payors and employers** with the broadest portfolio of integrated, data-driven virtual care solutions

• Enables **providers to achieve system-wide virtualization** of care and become a critical partner in whole-person care

• Proven, **visionary management team** and talented employees **with shared values**, committed to the combined company’s success
Use of Projections

This presentation includes unaudited financial projections for both Teladoc Health and Livongo with respect to revenue, adjusted gross profit and adjusted EBITDA. Neither Teladoc Health’s independent registered public accounting firm, nor any other independent accountants, have audited, reviewed, compiled or performed any procedures with respect to the projections or expressed any opinion or any form of assurance related thereto. The projections, while presented with numerical specificity, necessarily were based on numerous variables and assumptions that are inherently uncertain and many of which are beyond the control of Teladoc Health’s management. Because the projections cover multiple years, by their nature, they also become subject to greater uncertainty with each successive year. Accordingly, there can be no assurance that the projections will be realized, and actual results may vary materially from those shown. Teladoc Health makes no representation regarding the ultimate performance of Teladoc Health or Livongo compared to the projections and does not undertake any obligation to update or otherwise revise or reconcile the projections to reflect circumstances existing after the date the projections were generated or to reflect the occurrence of future events, even in the event that any or all of the assumptions underlying the projections are shown to be in error. In light of the foregoing, investors are cautioned not to place undue, if any, reliance on the projections included in the presentation.
Certain Disclaimers

Cautionary Note Regarding Forward-Looking Statements

This communication contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995, Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. These forward-looking statements generally include statements regarding the potential transaction between Teladoc Health and Livongo, including any statements regarding the expected timetable for completing the potential transaction, the expected benefits of the potential transaction (including anticipated synergies, projected financial information and future opportunities) and any other statements regarding Teladoc Health’s and Livongo’s future expectations, beliefs, plans, objectives, results of operations, financial condition and cash flows, or future events or performance. These statements are often, but not always, made through the use of words or phrases such as “anticipate,” “intend,” “plan,” “believe,” “project,” “estimate,” “expect,” “may,” “should,” “will” and similar expressions. All such forward-looking statements are based on current expectations of Teladoc Health’s and Livongo’s management and therefore involve estimates and assumptions that are subject to risks, uncertainties and other factors that could cause actual results to differ materially from the results expressed in these statements. Key factors that could cause actual results to differ materially from those projected in the forward-looking statements include the ability to obtain the requisite regulatory approvals (including anticipated tax treatment) and unknown liabilities.

Important Information for Investors and Stockholders

In connection with the potential transaction, Teladoc Health has filed a registration statement on Form S-4 with the SEC containing a preliminary prospectus of Teladoc Health that also constitutes a preliminary proxy statement of each of Teladoc Health and Livongo. This communication is not a substitute for the joint proxy statement/prospectus or registration statement. Investors and security holders are urged to read the joint proxy statement/prospectus and registration statement, as well as any amendments or supplements to these documents, carefully and in their entirety when they become available because they will contain important information.

No Offer or Solicitation

This communication does not constitute an offer to sell or the solicitation of an offer to buy any securities or a solicitation of any vote or approval, nor shall there be any sale of securities in any jurisdiction in which such offer, solicitation or sale would be unlawful prior to registration or qualification under the securities laws of any such jurisdiction.

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Teladoc Health and Livongo have filed or may file with the SEC in connection with the potential transaction a registration statement or for any other document that Teladoc Health or Livongo have filed or may file with the SEC in connection with the potential transaction. INVESTORS AND SECURITY HOLDERS OF TELADOC HEALTH AND LIVONGO ARE URGED TO READ THE JOINT PROXY STATEMENT/PROSPECTUS AND OTHER DOCUMENTS THAT ARE FILED OR WILL BE FILED WITH THE SEC, AS WELL AS ANY AMENDMENTS OR SUPPLEMENTS TO THESE DOCUMENTS, CAREFULLY AND IN THEIR ENTIRETY WHEN THEY BECOME AVAILABLE BECAUSE THEY WILL CONTAIN IMPORTANT INFORMATION. Investors and security holders will be able to obtain free copies of the joint proxy statement/prospectus and other documents filed with the SEC by Teladoc Health or Livongo through the website maintained by the SEC at http://www.sec.gov. Copies of the documents filed with the SEC by Teladoc Health will be available free of charge on Teladoc Health’s website at https://ir.teladochealth.com and copies of the documents filed with the SEC by Livongo will be available free of charge on Livongo’s website at https://ir.livongo.com. Additionally, copies may be obtained by contacting the investor relations departments of Teladoc Health or Livongo.

Teladoc Health and Livongo and certain of their respective directors, certain of their respective executive officers and other members of management and employees may be considered participants in the solicitation of proxies with respect to the potential transaction under the rules of the SEC. Information about the directors and executive officers of Teladoc Health is set forth in its proxy statement for its 2020 annual meeting of stockholders, which was filed with the SEC on April 14, 2020. Information about the directors and executive officers of Livongo is set forth in its Annual Report on Form 10-K for the year ended December 31, 2019, which was filed with the SEC on March 24, 2020, and its proxy statement for its 2020 annual meeting of stockholders, which was filed with the SEC on April 6, 2020. These documents can be obtained free of charge from the sources indicated above.

Additional information regarding the interests of such participants in the solicitation of proxies in respect of the potential transaction are included in the registration statement and joint proxy statement/prospectus and other relevant materials filed with the SEC.

The term “Teladoc Health” and such terms as “the company,” “the corporation,” “our,” “we,” “us” and “its” may refer to Teladoc Health, Inc., one or more of its consolidated subsidiaries, or to all of them taken as a whole. All of these terms are used for convenience only and are not intended as a precise description of any of the separate companies, each of which manages its own affairs.
Endnotes

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1. Demonstrated at Fortune Brands after their Members spent 2 years enrolled in the Livongo for Diabetes solution over a 6-week period in individuals with BP of at least 140/80 in a peer-reviewed study prepared by Livongo and presented to the American College of Cardiology in April 2019; Average reduction in weight for Members who used Livongo’s solution for 12 months as of December 1, 2018; Depression Anxiety Stress Scale improvement shown in 55% of Members from the time of enrollment as of March 31, 2019

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1. As of December 31, 2019.
2. $129 in medical savings plus supply cost savings (assumed to be $1 per test strip, used once a day).

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1. US Virtual Care Visits To Soar To More Than 1 Billion, Forrester. 4/10/2020.
3. Frost & Sullivan research.
4. CB Insights, as of 8/10/2020.
5. Mercom.

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1. Annual visits calculated according to CDC reports from 2011, 2016, and 2017 of ambulatory care visits in the US, which includes visits to physician offices, outpatient hospital visits, ER, and other care locations
2. Based on Teladoc Health’s internal analysis and industry data
3. Data from Teladoc Health’s own business and estimates of visit fee (excludes PMPM and dermatology)
4. Behavioral Health visits from 2018 SAMHSA report on mental illness
5. Incidence of top conditions currently addressed by Expert Medical team; data from American Cancer Society (Cancers), Epilepsy Foundation (Epilepsy), Multiple Sclerosis Foundation (MS), Crohn’s and Colitis Foundation (IBD/Crohn’s/ Colitis), Gastroenterology and Hepatology (Diverticulitis), Best Practices and Research Clinical Rheumatology (RA), US Bone and Joint Initiative (MSK conditions)
6. Based on Teladoc Health estimates of Expert Second Opinion case rate in market
7. Kaiser Family Foundation and American Association of Colleges of Nurses (AACN)
8. Internal estimates based on current pricing and market penetration
9. Endpoints calculated using AHA, CDC, NACHC
10. Number of diabetes patients covered by employer or Medicare and Medicaid sourced from United Health Group
11. Livongo pricing
12. Number of hypertension patients (excluding those with diabetes or ~23.2 M people in US) covered by employer or Medicare and Medicaid sourced from United Health Group
Endnotes

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1. Example synergy calculation approach includes cross-sell of Livongo products into Teladoc only and does not account for the full ~55% of 2025 revenue synergy value attributed to the overall cross-sell opportunity described on page 20. Does not include cross-sell of Teladoc products into Livongo customers, does not include expansion of Livongo into Small and Medium Businesses, Managed Medicaid, and Hospitals & Health Systems, does not include development and distribution of an integrated Behavioral Health product across both customer bases.

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1. Example synergy calculation approach includes referrals from Teladoc to Livongo products only and does not account for the full ~25% of 2025 revenue synergy attributed to the overall referral opportunity described on page 20. Does not include referral of Livongo users to Teladoc products.

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1. Teladoc financial projections for the year ending December 31, 2020 reflects Teladoc’s acquisition of InTouch Health Technologies, Inc., which was completed on July 1, 2020.
2. Adjusted gross profit is a non-GAAP financial measure and consists of total revenue minus total cost of revenue (exclusive of depreciation and amortization shown separately).
3. Adjusted EBITDA is a non-GAAP financial measure and consists of net loss before interest, foreign exchange gain or loss, taxes, loss on extinguishment of debt, depreciation, amortization, stock-based compensation, gain on sale and acquisition and integration related costs.
4. Non-GAAP gross profit is a non-GAAP financial measure and consists of gross profit, excluding (i) stock-based compensation expense, (ii) amortization of intangible assets, and (iii) employer payroll taxes on stock-based compensation.
5. Adjusted EBITDA is a non-GAAP financial measure and consists of net loss adjusted to exclude (i) depreciation and amortization, (ii) amortization of intangible assets, (iii) stock-based compensation expense, (iv) employer payroll taxes on stock-based compensation, (v) acquisition-related expenses, (vi) change in fair value of contingent consideration, (vii) other income, net and (viii) provision for (benefit from) income taxes.
APPENDIX
### Teladoc Financial Projections

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<tr>
<th></th>
<th>2020¹</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$988</td>
<td>$1,338</td>
<td>$1,739</td>
<td>$2,192</td>
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<tr>
<td>Adj. Gross Profit²</td>
<td>609</td>
<td>853</td>
<td>1,116</td>
<td>1,397</td>
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<tr>
<td>Adj. EBITDA³</td>
<td>89</td>
<td>154</td>
<td>244</td>
<td>362</td>
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</table>

### Teladoc Management-Adjusted Livongo Projections:

<table>
<thead>
<tr>
<th></th>
<th>2020¹</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Total Revenue</td>
<td>$351</td>
<td>$567</td>
<td>$892</td>
<td>$1,257</td>
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<tr>
<td>Non-GAAP Gross Profit⁴</td>
<td>266</td>
<td>431</td>
<td>678</td>
<td>957</td>
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<tr>
<td>Adj. EBITDA⁵</td>
<td>37</td>
<td>71</td>
<td>134</td>
<td>229</td>
</tr>
</tbody>
</table>

Source: Preliminary S-4 filed on September 3, 2020. While Teladoc provides limited near-term guidance each quarter, Teladoc does not, as a matter of course, publicly disclose forecasts or projections as to future performance, earnings or other results due to the inherent unpredictability of projections and their underlying assumptions and estimates.