

ONE YEAR INTO BUILDING A 100-YEAR COMPANY

REFLECTIONS ON MY FIRST
YEAR AS CEO

 **DOC**GO[®]



LEADING THE PROACTIVE
HEALTHCARE REVOLUTION



Lee Bai

I recently celebrated my first anniversary as DocGo's Chief Executive Officer. My initial year at the helm has been an epic journey and I wake up every morning looking forward to the incredible opportunities that each day brings.

Over the past twelve months, we have accomplished incredible things together, including transporting over 730,000 patients, facilitating care through more than 820,000 mobile health interactions, and expanding our clinical offering to close over 30 different care gaps for our payer partners. When I consider the scale of our achievements and the opportunities that lie ahead for us, I am convinced that day by day, brick by brick, we are building a 100-year company. Think Coca Cola. Kellogg's. Disney. NFL. And think of the next wave of companies that are well on their way – Amazon. Apple. Starbucks. Uber. Companies that are broadly admired, radically redefine and improve the consumer experience, and completely transform their categories.

I'd like to share my thoughts on what it takes to build a 100-year company, how DocGo is already positioned for success, and why we're the team to realize this goal. Our 100-year company is and will be based on delivering essential care to patients where and when they need it. This is something patients needed 100 years ago, and it something that will still be needed a century from now.

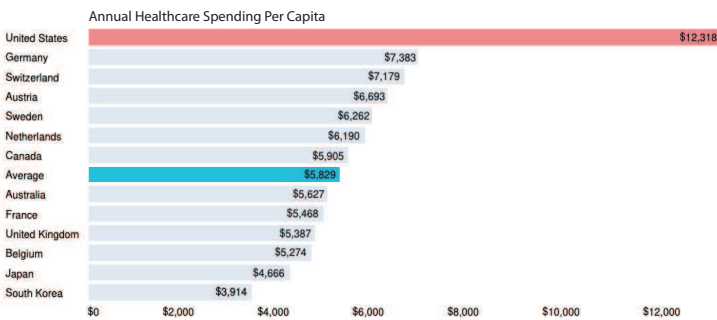


BUILDING A 100-YEAR COMPANY TAKES VISION



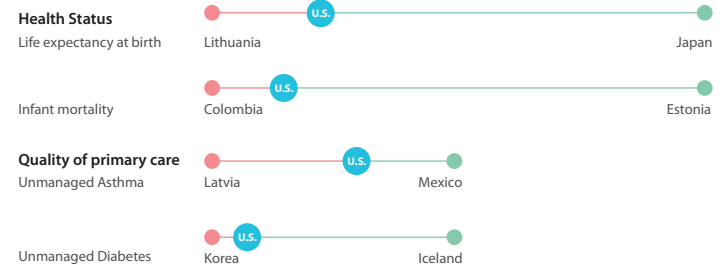
DocGo is leading the Proactive Healthcare Revolution. This ethos is captured in DocGo’s mission to deliver high-quality, highly accessible care to all – a mission that has never been more vital than it is today. Data shows that the U.S. healthcare system is broken – according to The Organization for Economic Co-Operation and Development (OECD) Health Statistics, healthcare spending in America accounted for over 16.5% of our GDP in 2022, which equates to over \$4.2 trillion. Despite the fact that we spend more than any other country, we lag behind in key areas like access to care, health equity, and patient outcomes. According to a recent report by the Commonwealth Fund comparing ten high-income nations, we rank dead last in terms of overall performance. Insurance companies in the US are facing significant challenges, with higher utilization rates and lower quality ratings leading to significant declines in their market valuations.

THE U.S. SPENT 16.5% OF ITS GDP ON HEALTHCARE IN 2022. HEALTHIEST COUNTRIES SPENT NEARLY HALF.



Source: Organisation for Economic Co-Operation and Development, OECD Health Statistics, 2022, January 2024; Peterson-KFF

THE UNITED STATES LAGS BEHIND IN KEY HEALTH METRICS & OUTCOMES



Source: Organisation for Economic Co-Operation and Development, OECD Health Statistics, 2022, July 2022; Peter G. Peterson Foundation

DocGo is bringing needed change to this system, with a proprietary tech platform and vertically-integrated offering of mobile healthcare, medical transportation, and virtual care management. Our proactive care keeps patients from unnecessary hospital visits, improving quality of life, freeing hospitals to focus on patients who truly need a more acute level of care, and generating tremendous savings. In 2023, our programs helped prevent 54,000 unnecessary hospital stays and saved patients and health systems an estimated \$167 million dollars. And as we constantly innovate, launch new services, optimize our care delivery and realize our vision, I know we’ll continue to increase our impact.



BUILDING A 100-YEAR COMPANY TAKES WORLD CLASS TALENT



I used to think that large technology companies had all of the talented, Six Sigma-trained, Mensa-level MBA prodigies – the very best of the best. Having spent over a decade working for Big Tech, I would put our DocGo team up against them any day of the week. I know firsthand that we work harder. We work smarter. We work faster. We do it with more care, we do it with more heart, and we deliver it with better quality.

We continue to add to our prodigious pool of talent and over the past year, we've hired top leaders to bolster our team, including Yong Kim who joined us from CVS, Jen McLean who joined us from City Harvest, and Eiwe Lingfors – our newly-appointed Chief Information Officer – who joined us from Capsule Pharmacy.

In May, we announced the launch of DocGo's Medical Advisory Board, which includes top industry specialists from Harvard Medical School, Mount Sinai Hospital, UT Health, and VillageMD. We also just announced that healthcare visionary Dr. Stephen K. Klasko – former President of Thomas Jefferson University and CEO of Jefferson Health – has joined as the non-executive Chair of DocGo's Board of Directors. These industry luminaries will continue to provide invaluable guidance and perspective to help elevate our clinical offerings and turbocharge our growth.



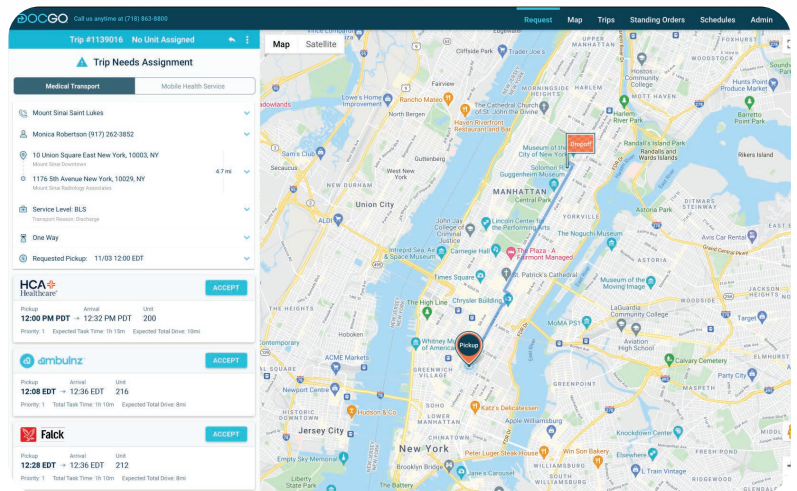
We have been fortunate to hire thousands of highly-skilled professionals across our company over the past year, including many strong contributors in our clinical, operations, and corporate groups. The talent in our company is on display day in, day out, and the dedication and accomplishments of our team always inspires me.



BUILDING A 100-YEAR COMPANY TAKES INNOVATION

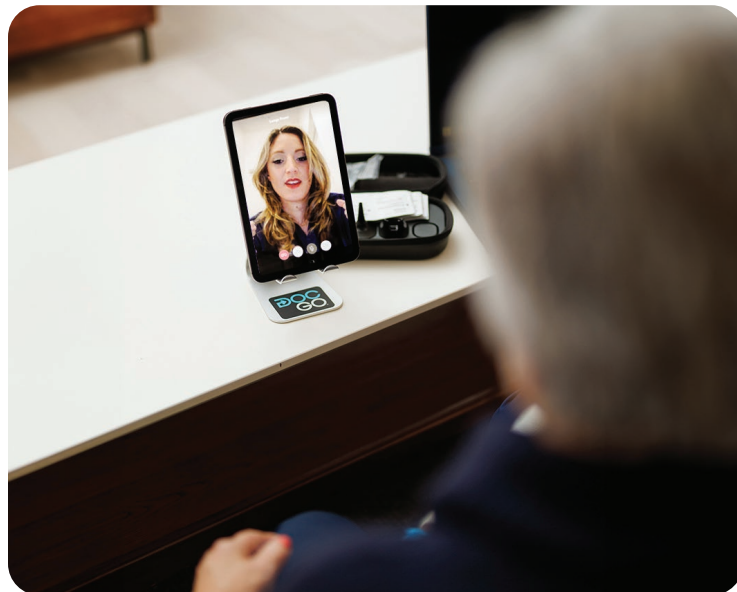


DocGo is rooted in innovation. The company launched with a vision for a different type of medical transportation company – one that was better for patients, for providers, for our partners, and for the planet. We created a proprietary tech platform to increase efficiency and transparency, and rolled out one of the most fuel-efficient fleets in the industry. We expanded our footprint in markets across the US and in the UK. Recognizing the need for population health programs and solutions that increase patient access to treatment, we launched mobile health services that bring care to patients where and when they need it. We built a vertically integrated offering that combines medical transportation, mobile health and virtual care management to offer a turnkey, proactive healthcare solution for our customers and their patients. And we continue to innovate to address issues in the ailing US healthcare system.



A program I'm particularly excited about is our care gap closure programs for payers. At the end of 2023, we were working with a single payer on a list of 2,000 patients who needed care gaps closed. In 2024, we have already received lists totaling many hundreds of thousands of patients from six different payers who require these services. This hockey stick growth is nothing short of staggering, and a testament to the power and potential of our care gap closure offering. The negative impact of declining quality scores on insurance providers is clear evidence of the need for services that help maintain and improve the health of their covered lives. Aging populations further increase the need for payers to raise their quality measures, which can be achieved through our care gap closure programs.

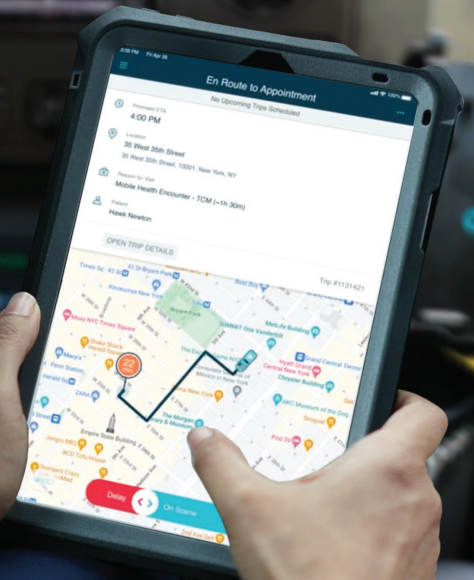
Telehealth is easy - all you need is a phone or a Zoom link. Bringing hands-on care to patients where they are, when they need it? That's a lot more challenging. COVID popularized the use of telehealth and also revealed its Achilles' heel - you can't vaccinate someone over a phone call. You can't collect a blood sample on a video chat. You can't administer a bone density scan via Zoom. To truly unleash the promise and potential of telehealth, you need to send the right level clinician to facilitate care in the patient's home - this is an area where DocGo delivers.



We are rolling out care gap closure programs at scale in California and New York. Patients benefit from convenient delivery of high-quality care, insurers benefit from healthier patients and higher Healthcare Effectiveness Data and Information Set (HEDIS) scores, and DocGo continues to fulfill our mission of bringing high-quality care to all.

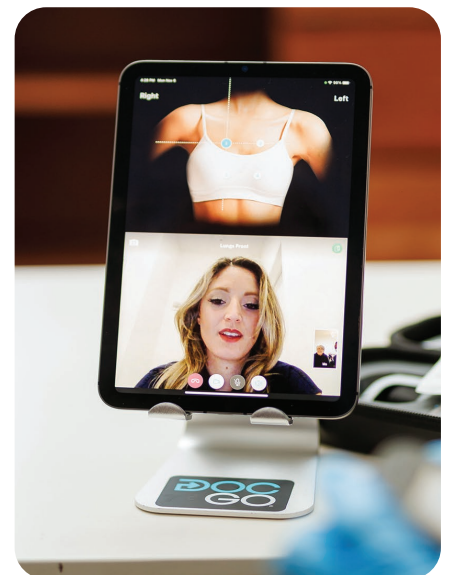
This program is a virtuous cycle where incentives are aligned across the board and everyone benefits. This is both rare and special. Our ability to innovate is a key differentiator that separates DocGo from the pack.

BUILDING A 100-YEAR COMPANY TAKES PROPRIETARY TECHNOLOGY



Our company launched with a vision of leveraging technology to improve care delivery, and our stellar product and development team created a proprietary technology platform to achieve this goal. DocGo's technology offers a best-in-class SaaS transport management solution that leverages Artificial Intelligence to help route mobile health and medical transportation resources in the most efficient manner possible. It is being used today by key institutions like NYC Health + Hospitals and Jefferson Health via robust Epic integrations, and it has the ability to broker and coordinate transportation across an unlimited number of companies which provides our customers with added flexibility.

One of our most transformative recent innovations is our Route Planning software, which has evolved from a reactive, just-in-time tool to one that enables both short-term and long-term scalable planning for mobile health and medical transportation. As we scale our quality care gap closure programs and PCP initiatives, this advanced planning capability has become critical to ensuring efficiency. We now consistently achieve over 90% on-time compliance across markets, underscoring our commitment to both profitability and performance. Coupled with our cutting-edge call center technology – which has decreased booking costs by nearly 89% – and our intuitive booking platform, which returns availability in just 15 seconds while maintaining optimized routes, we've built a streamlined, highly efficient operation.



We have also begun looking at additional healthcare-focused Artificial Intelligence solutions that can further increase operational efficiency and elevate our level of patient care.

With our continued investment in technology, we have undoubtedly laid the foundation for DocGo's continued growth and success.



BUILDING A 100-YEAR COMPANY TAKES RESULTS



DocGo is bringing more care to more people in more ways than ever before. In the last year alone, we performed 1.1 million medical transportation trips and over 820,000 mobile health interactions. As part of this work, we helped our hometown of NYC respond to an unprecedented humanitarian crisis, providing care for thousands of asylum seekers – including families with children – who fled their countries in search of safety and a better life. While our work has been mischaracterized by the media and misused for political gain, I remain extremely proud of our results and stand by our record. Our impact across multiple programs included providing over 100,000 medical and social work appointments, furnishing 1.6 million nights of housing, serving millions of meals, donating over 45,000 hygiene kits and 5,000 winter coats, and helping thousands graduate these programs. Working together with over a hundred nonprofits and community-based organizations, our work improved tens of thousands of lives, and has been likened to ‘a modern-day Ellis Island.’



Over the last four years, we’ve helped NYC manage COVID, mitigate Monkeypox, run an award-winning mobile health program for the unsheltered homeless population, and meet the evolving needs of the migrant crisis. Our partners at NYC continue to call on DocGo because of our proven track record and ability to rapidly deploy innovative, effective solutions. I don’t believe there is another company that is capable of delivering at the speed, scale, and quality of DocGo, and know that we will continue to deliver results for each of our many valued partners.



BUILDING A 100-YEAR COMPANY TAKES GREAT STORIES



We love data. But we also love the individual stories that detail our impact on patient's lives. I have heard countless incredible stories over the past year, and want to share two recent examples that fill me with pride.

In July at one of our NYC humanitarian sites, a DocGo Family Nurse Practitioner (NP) assisted an Ecuadorian family in delivering a new baby. The woman arrived at our clinic at this site in late-stage pregnancy and complained about having had abdominal pain for the past five hours. Our NP immediately called EMS, and sat with the patient to keep her calm and help her focus on breathing. Shortly after this, the woman went into full labor, and started pushing, at which point our NP helped the woman give birth to a healthy baby boy. The child was born by the time EMS arrived – they checked out the baby and mother who were both well, and transported them to a local hospital. Two days later, the mother and her newborn son arrived back at the site and sought out our NP to introduce her to the new baby boy she helped bring into the world.

One more story. In August, following a busy shift, one of our EMS team members was driving home and encountered a multi-vehicle crash with a car engulfed in flames, an occupant ejected into the roadway, and no law enforcement officers on the scene. There were numerous people critically injured, including juveniles. Two victims were already deceased, and there were still two occupants trapped in the burning vehicle. With total disregard for her own safety, our team member exited her vehicle in moderate traffic, dialed 911, described what she needed, put out the flames with a fire extinguisher, assisted getting a man out of the burning vehicle, then put on latex gloves and started triaging multiple patients until local EMS arrived on scene.



She did not have to stop that night – she was off-shift, and chose to risk her personal safety for complete strangers. Her actions saved lives. Her selflessness and ability to work under those chaotic circumstances were extraordinary, and embody the very best of what we have to offer. Our work can have tremendous impact on the lives of the people we care for. We have many stories to prove it.



BUILDING A 100-YEAR COMPANY TAKES PARTNERSHIP



Our customer list alone is a clear measure of our success. Northwell Health, New York City Health + Hospitals, Citi Field, Barclays Center, the UK's National Health Service, Martin Luther King Jr. Memorial Hospital, Jefferson Health, Emblem Health, UC Health, Aetna, United Healthcare, LA Care, Molina, HCA Healthcare, Shepperton Studios, Cigna, the Department of Veterans Affairs, and many others. We earned their business with innovative and quality services, smart strategy and thoughtful pricing, built trust by delivering for them 24x7x365, and continue to grow these relationships by treating them like gold, going the extra mile, never saying 'no,' and always finding a way to overdeliver. We have built a great roster of partners, and by all of us working together, we will continue to grow it.



BUILDING A 100-YEAR COMPANY TAKES THE IDEAL CULTURE



DocGo's culture supports and celebrates the commitment and dedication of our team members. Working together with a positive spirit, we have created a culture of excellence, a culture of Go, a culture of Yes. We are leaned-in and always on. We call each other GoGetters. Over the past year, we have codified our culture around key values: Delivering Proactive Excellence. Prioritizing our Patients and Partners. A Relentless Work Ethic. Being a Career Catalyst. The Pursuit of Perfection. We bring these values to life through our interactions with each other, how we deliver for our customers, and how we care for our patients.

The quality of DocGo's company culture is demonstrated by the fact that DocGo has received two separate awards for workplace excellence – the Great Place to Work Award based on employee votes, and the U.S. News and World Report's Best Companies to Work For award based on independent assessment. Additionally, DocGo enjoys the highest employee satisfaction ratings in the industry on leading career websites by a large margin – a whopping 4.3/5 on both Glassdoor and on Indeed. The quality of our culture is also evident in the messages and feedback I receive directly from many of our team members. Great ideas can come from anywhere, and I welcome you to reach out anytime to share yours.

Building a 100-year company is a monumental task and a labor of love.
I look back at my first year as CEO, and I know we've laid a strong foundation.

I'm excited to see what the next 99 years have in store.

Keep GOing.

Lee Bai

