

FINANCIALS

Revenue

- Q4: \$481 million (+95% YoY)
- FY 2024: \$1.5 billion (+69% YoY)
- Revenue ex-GLP-1: \$1.2 billion, +43% YoY

Adjusted EBITDA

- Q4: \$54 million (margin >11%, +160% YoY)
- FY 2024: \$177 million (margin: 12%, more than doubled YoY)

Net Income

- Q4: \$26 million
- FY 2024: \$126 million (first full year of GAAP profitability)
 - Includes one-off tax benefit (release of a domestic tax valuation allowance)

Free Cash Flow & Liquidity

- Q4: ~\$60 million
- FY 2024: ~\$200 million
- Cash & Short-term Investments (end of 2024): >\$300 million

Gross Margin

- Decreased ~2 points QoQ in Q4 (due to scaling and pricing actions in GLP-1)
- Expected to recover in Q2 2025 with improved discounts and fulfillment optimization

OpEx

- Marketing: 46% of revenue in Q4 (5 point YoY improvement), but up 1 pt QoQ due to investment/Super Bowl ad
 - FY 2024: 46% (5+ points leverage YoY)
- Improved G&A and operations/support cost ratios: G&A -3 pts, Ops -1 pt YoY in Q4

Subscribers

- Q4 2024: 2.2 million total (+45% YoY)
 - >55% have at least 1 personalized solution
- Growth led by dermatology (men's +55% YoY, women's +100% YoY)

Monthly Online ARPU

- Q4: \$73 (+38% YoY)

GUIDANCE

Q1 2025

- Revenue: \$520–540 million (+87-94% YoY)
- Adj. EBITDA: \$55–65 million (margin: 11% midpoint)
- Note: Q1 is an investment quarter (Super Bowl, pricing actions), margins pressured in Q1, improving through 2025

Full Year 2025

- Revenue: \$2.3–2.4 billion (+56–63% YoY)
- Adj. EBITDA: \$270–320 million (margin: 13% midpoint)

Weight Loss Category

- 2025 weight loss specialty revenue: At least \$725 million (*excludes commercially available semaglutide beyond Q1—could supplement offering depending on regulatory developments*)
- Side note: Majority of future weight loss offering to be oral-based and liraglutide; personalized semaglutide dosages supplement for clinical necessity

Other Assumptions / Long-term

- Margins to improve through 2025 (volume discounts, sterile fulfillment capacity)
- Target EBITDA margin: 20%+ by 2030 (via ongoing marketing leverage, automation, subscriber retention)
- Revenue retention: expected >85% long-term
- Each specialty expected to deliver >\$100 million revenue in 2025
- Continued free cash flow generation expected
- Capex/investment priorities in expanding sterile capacity, automation, lab diagnostics, and domestic supply chain

PRODUCTS & OFFERINGS

Platform & Technology

- Vertically integrated technology stack, 10k+ patient visits/day
- Proprietary closed-loop data set from end-to-end care
- Nearly 0.5M sq. ft. in pharmacies and fulfillment centers (Ohio, Arizona, California)

Core Specialties

- Robust tenured specialties: men's/women's health, dermatology, mental health, cardiovascular support, metabolic health (weight loss)

- Dermatology: rapid growth, especially on women's side
- "Hers" platform is ~30% of business, accelerating via dermatology and mental health
- Ambition to expand to menopause, low testosterone, etc. (enabled by new diagnostics)
- Multi-condition and form-factor personalized treatments are key growth drivers

Weight Loss

- Oral-based GLP-1 option launched Q4 2023 (\$100M+ run rate in 7 months)
- Injectable GLP-1 (semaglutide) launched Q2 2024 (\$225M incremental revenue FY24)
- Liraglutide (daily injectable GLP-1) available mid-2025 (expected similar pricing to semaglutide, scaling to lower cost over time)
- Compounded/personalized semaglutide will continue when clinically indicated, but commercial products limited post-Q1 2025 due to shortage status lifted
- High-touch, holistic care model (provider engagement, lifestyle support) major retention lever
- Frequent provider engagement, high customer satisfaction, strong adherence data
- Price reductions (12-month SKU: \$199 → \$165/mo, Dec 2024) to drive retention and scale

Diagnostics

- Whole body lab testing (recent acquisition, Trybe): comprehensive biomarkers (heart, hormone, liver, thyroid, prostate)
- Core to expanding personalization, new specialties, and multi-condition treatments
- Anticipated launch in H1 or early H2 2025
- Intend to offer at low cost or free for subscribers

Peptide Facility

- New Menlo Park facility (acquired late 2024) for innovation and secure US-based supply chain
- Focus: preventative health, metabolic optimization, cognitive performance, future medication innovations

STRATEGY & INVESTMENTS

Growth Strategy — Path to Tens of Millions of Subscribers

- Expand specialties and indications (e.g., menopause, low T, multi-condition combos)
- Mass expansion of personalized treatments from hundreds to thousands (dosing, multi-condition, side effect mitigation, supplementation, form factor)
- Invest in technology/AI to scale—decision-support for providers, AI-driven follow-up care
- Scale visit capacity: 10k+ per day now; ambitions for 20-40k+ per day as platform grows

Technology / AI

- Central to all offerings: diagnostics (MedMatch), follow-up/long-term care, personalization
- Vision: AI-powered coaches (on-demand therapists, nutritionists, trainers etc.) for all
- Build and validate proprietary models internally, potential to eventually license/co-power legacy healthcare systems
- CTO hire imminent (offer signed)

Infrastructure

- Automation in fulfillment centers to enable scalable, cost-effective delivery of more personalized treatments
- Specific 2025 investments: expanded sterile capacity, Arizona facility, enhanced automation, peptide capabilities
- Further R&D to launch additional specialties/subspecialties

SUPPLY CHAIN

Domestic Capabilities / Infrastructure

- Menlo Park peptide facility acquisition: supports US-based, durable supply chain and innovation in peptides
- Expansion of sterile manufacturing in affiliated (503A/503B) and 3rd party facilities
- Seeks to mitigate supply chain risks for key medications (esp. in weight loss/GLP-1s)

Lab Diagnostics

- Trybe acquisition — in-house, at-home lab testing capacity for whole-body biomarker screening; foundational for platform expansion

CUSTOMERS

Total Subscribers

- 2.2M at end of 2024, adding thousands daily
- Broad growth across core specialties, especially dermatology, mental health, women's health

Retention / Cohort Quality

- 55%+ on at least one personalized solution
- Majority of weight loss subscribers opting for 6+ month plans (drives retention, adherence)
- Long-term retention >85%
- Ongoing maturation of cohort quality and higher ARPU as share of personalized/multicondition/weight loss subscriptions rises

Marketing

- National and specialty-specific marketing (Super Bowl ad), direct-to-consumer focus
- 1-year payback period target on marketing investments

- Ongoing commitment to “voice” in culturally relevant issues/events
- Marketing leverage: 1–3 pt improvement per year expected

Future Expansion

- Goal to reach 10M+ subscribers in 5–6 years via specialty and personalization expansion

REGULATORY & INDUSTRY CONTEXT

GLP-1 Compounding

- Platform will follow FDA guidance: compounded semaglutide to be wound down unless clinical necessity exists (per shortage status and regulations)
- Liraglutide, oral GLP-1, personalized semaglutide remain (where allowed)
- Ongoing compliance and transparency on compounded medication rules; vocal against fear tactics by pharma industry
- Does not create new drugs; focuses on regulatory-allowed personalized compounding
- Works to ensure consumers and providers have transparency, documentation, and access to options

LEADERSHIP & PEOPLE

Team

- ~1,000 employees
- Recent and planned hiring of top tech/executive talent (notably new CTO with deep AI background, announcement imminent)
- Cross-disciplinary leadership recruitment: technology, women's health, operations
- **Founder-led** (Andrew Dudum): emphasizes patience, long-term vision, active role in tech/AI development

CATALYSTS

- Launch/integration of whole body lab testing (Trybe) — H1/H2 2025
- IRL expansion: larger AZ automation/fulfillment facility later in 2025
- Launch of liraglutide offering (mid-to-late 2025)
- Immediate and ongoing: further automation/sterile production capacity, supporting more scalable and personalized fulfillment
- CTO announcement and further build out of AI-driven care/diagnostics platform
- Expansion into new specialties (menopause, low T, etc.) and thousands of personalized SKUs
- Success in driving marketing leverage via national campaigns and new specialties
- Ongoing positive free cash flow and EBITDA margin expansion

End of structured notes.