



Investor Presentation

August 2024



Safe Harbor Statement

Forward-Looking Statements

This presentation includes forward-looking statements within the meaning of the federal securities laws. Forward-looking statements generally relate to future events or our future financial or operating performance. Forward-looking statements in this presentation include, but are not limited to, the following:

- our expectations regarding our business, including our market opportunity, competitive advantage, strategy, investments and long-term vision;
- market trends and our expectations and predictions for our industry;
- our relationships with carriers;
- our marketing strategy in 2024 and beyond, including our marketing spend and the impact of our marketing strategy on our profitability;
- the impact of our branding efforts on operating performance, member retention and marketing efficiency;
- our growth strategy, digital strategy and diversification strategy;
- our financial targets, including those for enrollment margin, revenue, adjusted EBITDA and free cash flow;
- our guidance for total revenue, adjusted EBITDA, operating cash flow and net income (loss);
- our estimates regarding constrained lifetime value of commissions and our expectations regarding churn;
- our evaluation of our balance sheet;
- the success and financial impact of our fulfillment models; and
- other statements regarding our future operations, financial condition, prospects and business strategies.

Our expectations and beliefs regarding these matters may not materialize, and actual results in future periods are subject to risks and uncertainties that could cause actual results to differ materially from those projected. These risks include those set forth in our filings with the Securities and Exchange Commission, including our latest Form 10-Q and 10-K. The forward-looking statements in this presentation are based on information available to us as of today, and we disclaim any obligation to update any forward-looking statements, except as required by law.

Non-GAAP Information

This presentation includes both GAAP and non-GAAP financial measures. The presentation of non-GAAP financial information is not intended to be considered in isolation or as a substitute for results prepared in accordance with GAAP. Definitions and reconciliations of the non-GAAP financial measures included in this presentation to the most directly comparable GAAP financial measures are available in the Appendix to this presentation. Management uses both GAAP and non-GAAP information in evaluating and operating its business internally and as such has determined that it is important to provide this information to investors.

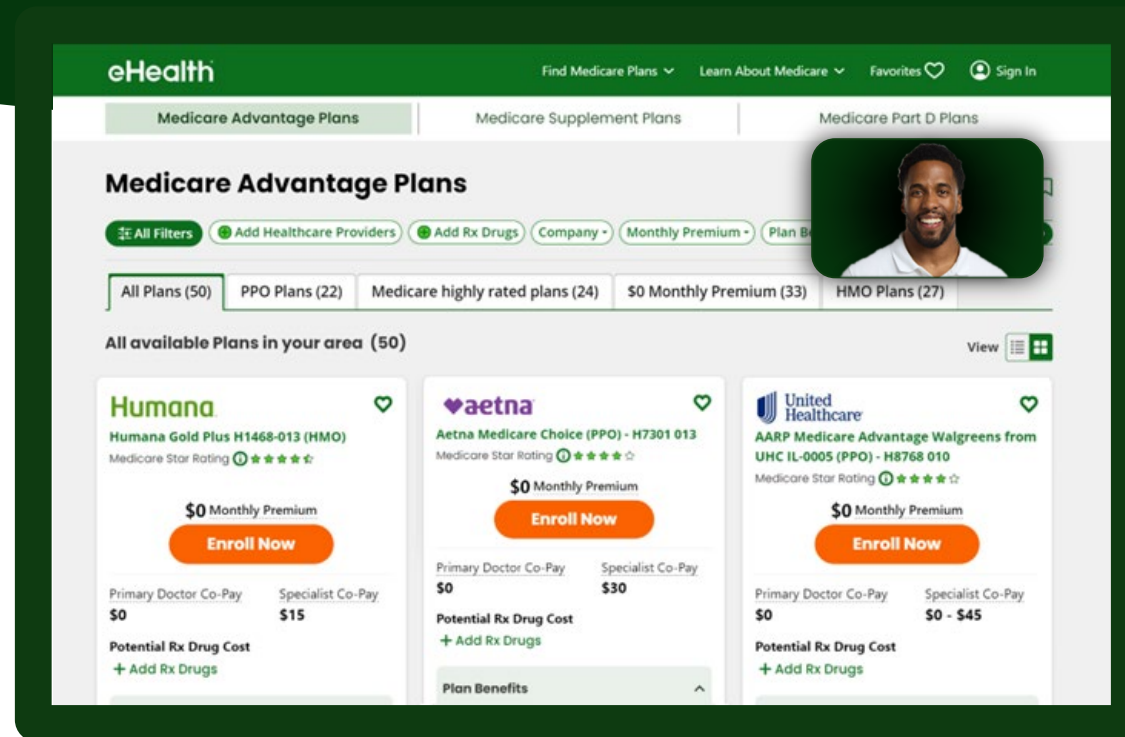
eHealth is a Leading Omnichannel Health Insurance Marketplace

INVESTMENT THESIS

Deliver sustainable EBITDA and cash flow production via:

- ✓ Scaled differentiation in Medicare Advantage
- ✓ Focused Diversification

- Significant value proposition to both **carriers** and **beneficiaries**
- **Differentiated model** expected to drive share growth and sector leadership
- **Completed business transformation** & returned to profitable growth in Q4 '23. Reached positive OCF for TTM ended 3/31/24



- 3-year target of **8-10% revenue CAGR** with margin expansion; Expect to reach positive FCF for TTM ending 3/31/25
- On path to **unlock value** of \$832 million commissions receivable balance
- Poised to become a leader in a **growing industry** with **decreasing competitive capacity**

eHealth Effectuated Critical Operational Changes through Business Transformation

COST RATIONALIZATION

- ✓ Removed more than \$100 million from cost structure and continue to implement targeted cost reductions

SALES PROCESS REBUILD

- ✓ Re-engineered sales training to emphasize fundamental sales skills in addition to Medicare expertise; Introduced 'Sales Mastery University'
- ✓ Substantially boosted tele conversion rates

SET FOUNDATION FOR DIVERSIFICATION

- ✓ Carrier-dedicated platform scaling fast
- ✓ Building capabilities in group, U65, etc.

- ✓ Launched differentiated consumer brand
- ✓ Implemented audience targeting strategy
- ✓ Optimized channel mix
- ✓ Expanded enrollment margins

REDESIGNED MARKETING

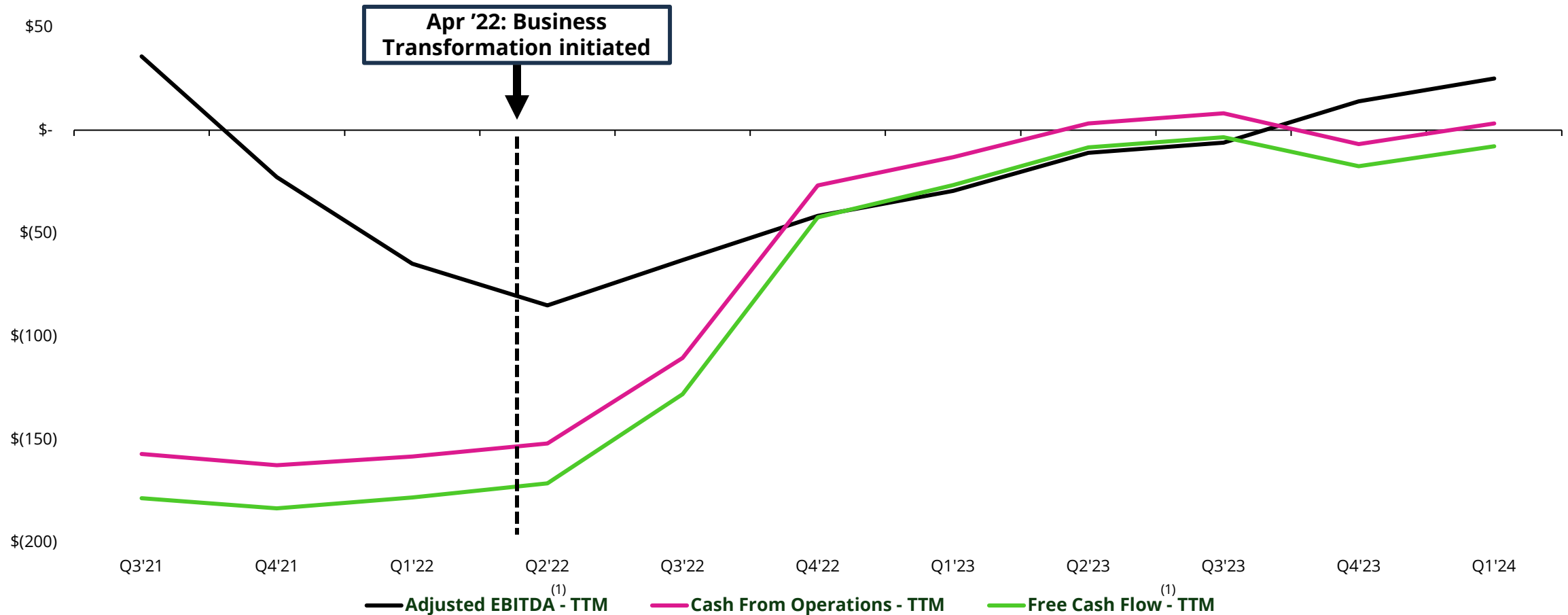
- ✓ Enhanced customer and agent facing technology
- ✓ Added new omni-channel tools to meet beneficiaries on their terms
- ✓ Drove greater online conversions

PLATFORM ENHANCEMENT

- ✓ Launched a comprehensive retention and loyalty program
- ✓ Drove higher lifetime values

RETENTION

Operational Transformation Resulted in Tremendous Improvement in Profitability and Cash Flow



1) Refer to the appendix for definitions of our non-GAAP financial measures and reconciliations to the most comparable GAAP measure

Significant Upside Remains

Building on our Business Transformation success, we will drive sustainable cash flow and profitability

	3-Year Financial Targets
Revenue	➤ 8-10% CAGR ('23-'26)
Adjusted EBITDA⁽¹⁾	➤ 8-10% adjusted EBITDA margin ⁽¹⁾ by '26 ➤ 50-60% CAGR '23 to '26
Cash Flow	➤ Positive free cash flow ⁽¹⁾ by TTM March '25
<u>Substantially improve capital structure</u>	



Operating Levers

Topline Expansion

- Scaling the core business
- Diversifying offering to supplement core Medicare Advantage

Margin Expansion

- Fixed cost leverage
- Expanding enrollment margins (LTV to CAC)
 - Increasing member level retention (LTV)
 - Channel mix optimization; Conversion rate increase; Increased contribution from online unassisted enrollments (CAC)

1) Refer to the appendix for definitions of our non-GAAP financial measures and reconciliations to the most comparable GAAP measure

As Medicare Grows with our Aging Population, Consumers Are Desperate For Real Help.

Consumers feel industry advertising is **not helpful**

Every year new regulations and plans restart the **cycle of consumer confusion and anxiety**

High stakes decision with significant consequence



“ Every year I look at all the garbage that comes in the mail and stuff on TV with old football players and stuff like that. ”

- Medicare Supplement Participant

“ I feel like you must have a master's degree to get the right thing. ”

- Age-In participant

A Transformed eHealth Offers a Solution

Branding

Cohesive & consistent raises performance across all channels

eHealth.
Compare the nation's top* Medicare plans, all in one place.
Compare Now

Switch and save
Over \$1,100 in Yearly Savings

People who compared their current Medicare Advantage plans to newer 2025 plans using eHealth discovered they could be saving an average of **more than \$1,100** per year on medical bills and prescription drugs with a lower cost plan.

See what you can save

Insurance Ad - No Government Affiliation MMB-1874

Advisor Efficiency

Time savings tools that boost training, consumer experience and overall performance

Doctors, Rx & Pharmacy
Thank you for that information Sharon. The next step before we go over the plans that may fit your needs is for us to gather the information about your doctors, prescriptions and pharmacy. This is optional but may help us determine the plan that may fit your needs.

DrRx Import Tool

Automated tool loads drugs & doctors increases accuracy and saves time

Save and continue later
Get a link to pick up where you left off.
Email address*
Send Link

Fewer steps to complete the enrollment saves time

Agent's performance
Agent's performance Find interactions to coach
Last 30 days
Section-wise QA Score
Section-wise QA Score
Section-wise QA Score
Section-wise Instascor

Independent sales advisors answer extra calls during capacity constrained hours

All tool enhances training, oversight and consistency in high quality sales performance

Curated Experience

Meeting consumers how, when and where they like to engage

eHealth Live Advise™
A new way to find your Medicare match!
See how it works!

One way video with an advisor builds trust and confidence in plan selection

Chat with licensed insurance agent
Hi there! If you have questions, our agents are here to help.
Start Chat

Real time chat with licensed advisor

Save and continue later
Get a link to pick up where you left off.
Email address*
Send Link

Personalized online experience with continuous A/B testing for optimal performance

Retention

Ongoing commitment to look out for their needs, from onboarding, plan changes and added Perks

Your application tracker

1 App sent to Carrier
2 Carrier Received App
3 Carrier Processing App
4 App Approved

eHealth application tracker lets consumers know the status of approval each step of the way

MatchMonitor
Annual Notice of Change (ANOC) for 2025

MatchMonitor provides proactive plan comparison and recommendations

Welcome to ePerks!
Special offers and services for our valued customers.

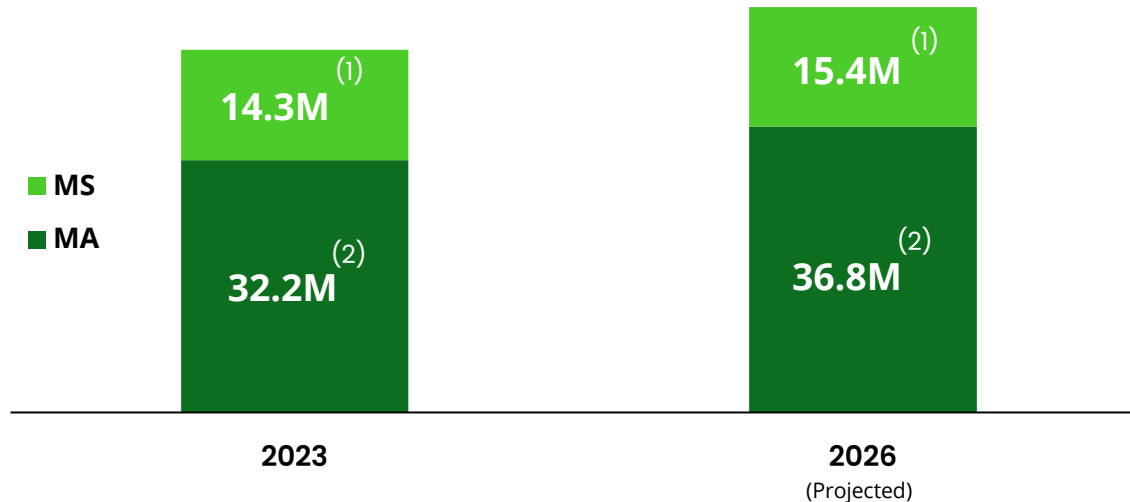
Your ePerks member benefits

- Seamless Start
- eCard
- Planiversary!

ePerks loyalty program helps consumers use their plan, plus discounts on partner products and services

eHealth is Positioned to Lead Industry Growth in Markets with Significant Share Opportunity

Positioned to lead over-65 growth (Total policies, millions of lives)



- ~10K eligible age-ins per day, with significant demand for digital solutions (45% preference age 56-64 vs. 25% age 75+)
- Carriers rely on broker volume to achieve goals
- **eHealth market share is ~4% in MA and <1% in MS**

Significant under-65 growth opportunity

- From 2023 to 2024, Marketplace signups grew by 30% or 5 million lives⁽³⁾
- ICHRA (Individual Coverage Health Reimbursement Arrangement) opportunity estimated to help 11M individuals by 2025⁽⁴⁾
- Low seasonality and different regulatory dynamics
- **eHealth market share is <1% in under 65**

1) Source: 2023 Telos The Future of Medicare Supplement

2) Source: 2023 Medicare Trustee Report (provided by Congressional Budget Office)

3) Source: Kaiser Family Foundation "Another Year of Record ACA Marketplace Signups, Driven in Part by Medicaid Unwinding and Enhanced Subsidies"

4) Source: McKinsey Analysis

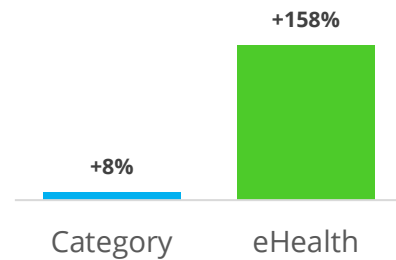


eHealth Differentiation

eHealth rebrand is improving marketing efficiency

“Matchmaker” campaign was integrated across channels and drove unprecedented performance during the 2024 AEP

Total AEP “Medicare” online searches grew 8% YoY, while “eHealth Medicare” search grew 158% YoY⁽¹⁾



eHealth.com visits 5X higher during AEP than prior year



Three months after launch, aided brand awareness through the AEP grew 2x year-over-year, while competitors grew ~10%⁽²⁾



“ I called because your commercial is better than anyone else. ”

- Real eHealth AEP Caller

“ I saw your commercial and thought you could help. ”

- Real eHealth AEP Caller

“ I’m calling for my Medicare match. ”

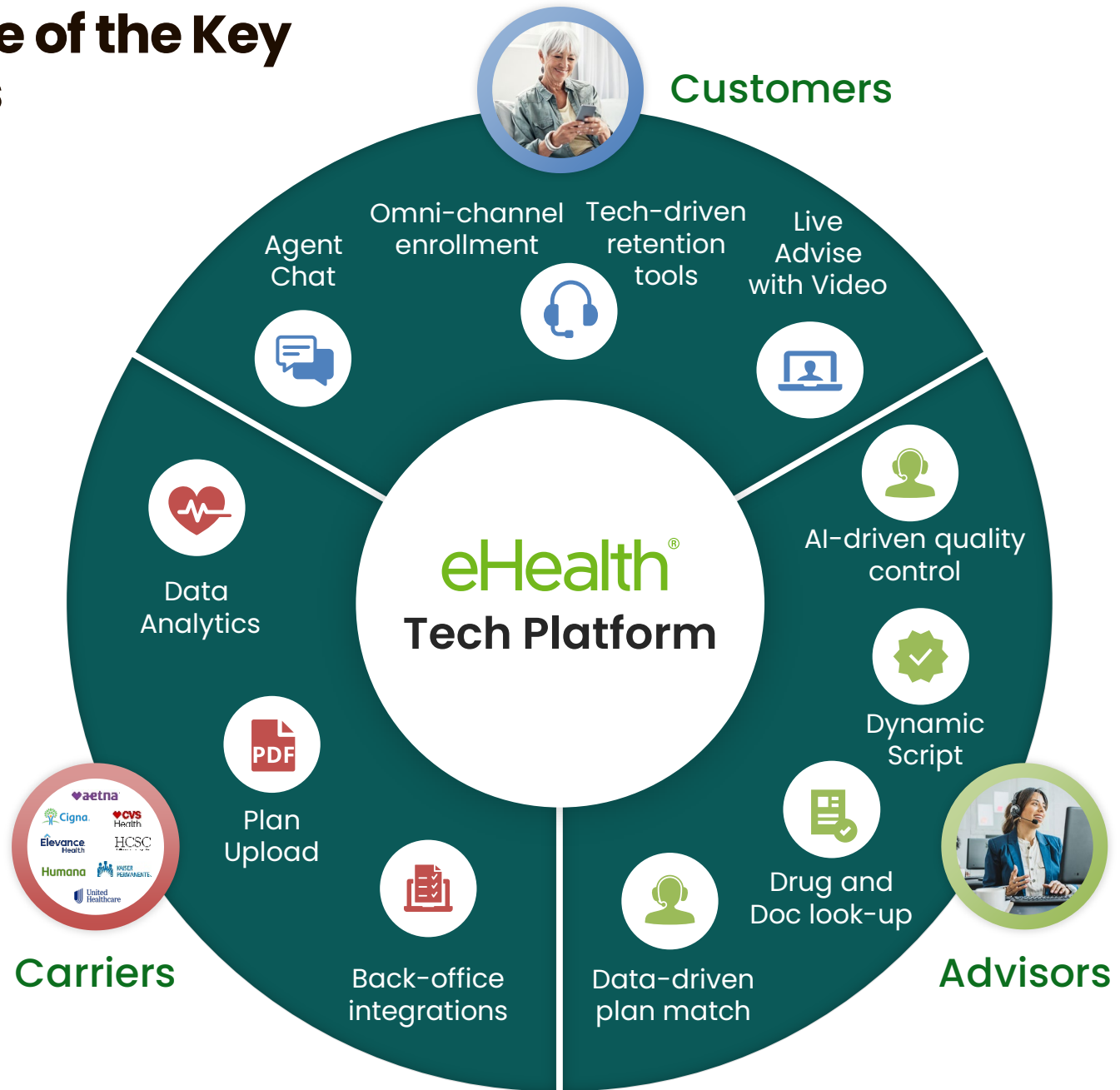
- Real eHealth AEP Caller

1) Source: Google.com search volume data
2) Source: YouGov survey data

Technology Platform as One of the Key Competitive Differentiators

Our Competition:

- Limited functionality & scale
- Basic plan quoting features
- No end-to-end online enrollment
- Bot-driven chat



eHealth Offers Industry Leading Health Insurance Distribution

	eHealth	Publicly-Traded Peers	Carriers
Broad Plan/Carrier Selection	✓	Limited	—
Consumer Advocate/Carrier Agnostic	✓	✓	—
Licensed Advisers	✓	✓	✓
End-to-end online enrollment	✓	—	✓
Innovative Omni-Channel Tools	✓	—	—
Growing Consumer Brand	✓	—	✓
Strength of Commission Receivable	✓	—	N/A
Expanding LTVs	✓	—	N/A



Growth Strategy

eHealth Platform Supports Significant Growth Opportunities Through Scaling MA and Diversification

Agency Model

Medicare Advantage

- Completed Transformation & returned to profitable growth at above-market rates.
- Favorable retention trends drive LTV growth, positive tail revenue & cash flow improvement.
- Positioned for sector leadership driven by superior branding, unique omni-channel model and gold standard customer experience.

Medicare Supplement

- Significant growth opportunity: MS represents ~20% of total US Medicare market, yet eHealth has less than 1% share
- Appeals to a different audience (socio-economic and geographical)
- Alleviates seasonality
- Can be counter-cyclical to Medicare Advantage.

Employer and Individual

- Shifting transformational focus to our E&I segment to reclaim eHealth's leadership in this market
- Drives higher unit margins vs. Medicare Advantage
- Shorter cash payback cycle.
- Opportunities for ancillary cross sales.
- Taps into emerging ICHRA opportunity

Carrier Dedicated Model

Amplify

- Launched in 2023, Amplify augments Medicare agency with white-glove carrier dedicated sales
- Grows revenue without variable marketing investment
- Fee-based BPO revenue creates superior cash flow profile
- Deepens carrier partnerships

Our Growth Strategy is Driving Strong Results

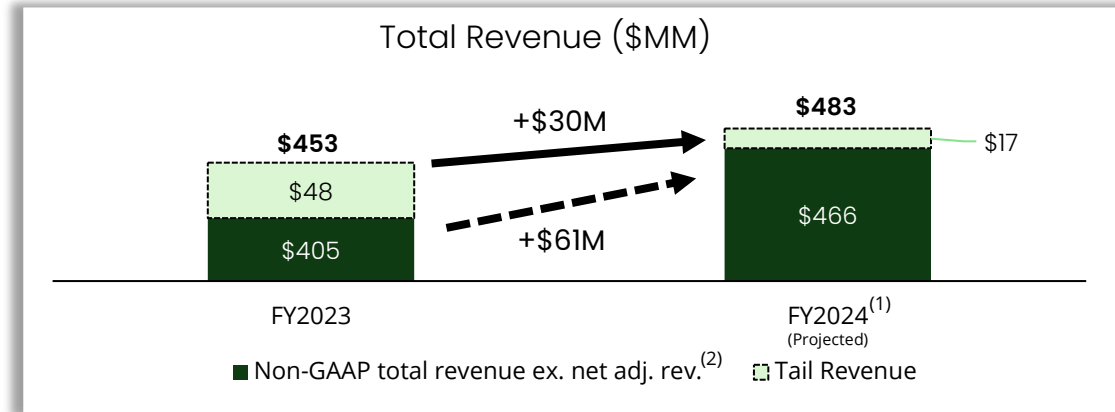
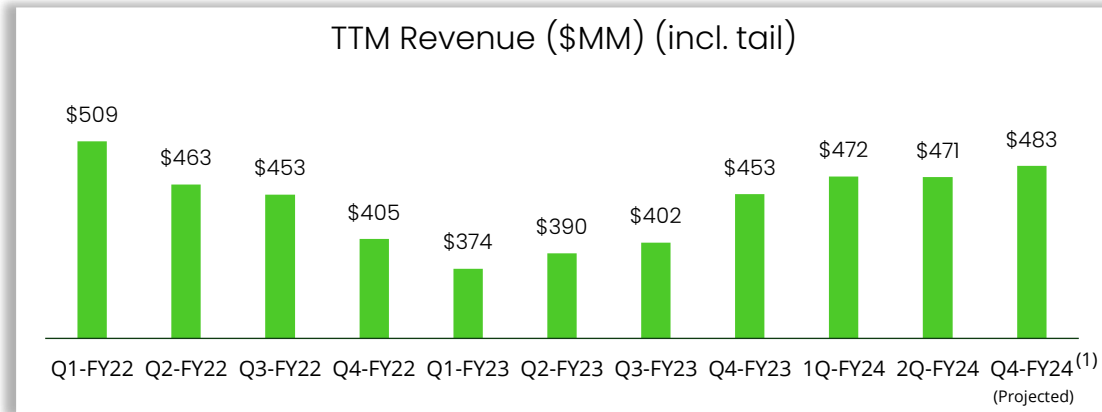
	2-year change (FY21 to FY23)	Updated 2024 guidance	Long-term targets
Revenue	\$85M cumulative decline as we pursued Business Transformation	\$470M – \$495M	8-10% CAGR '23 to '26
Adj. EBITDA⁽¹⁾	\$37M cumulative improvement	\$7.5M – \$25M	8-10% adjusted EBITDA margin⁽¹⁾ by '26 50-60% CAGR '23 to '26
Cash Flow	\$156M cumulative improvement in operating cash flow	Positive free cash flow⁽¹⁾ by TTM March '25	Free cash flow⁽¹⁾ continues to grow

1) Refer to the appendix for definitions of our non-GAAP financial measures and reconciliations to the most comparable GAAP measure

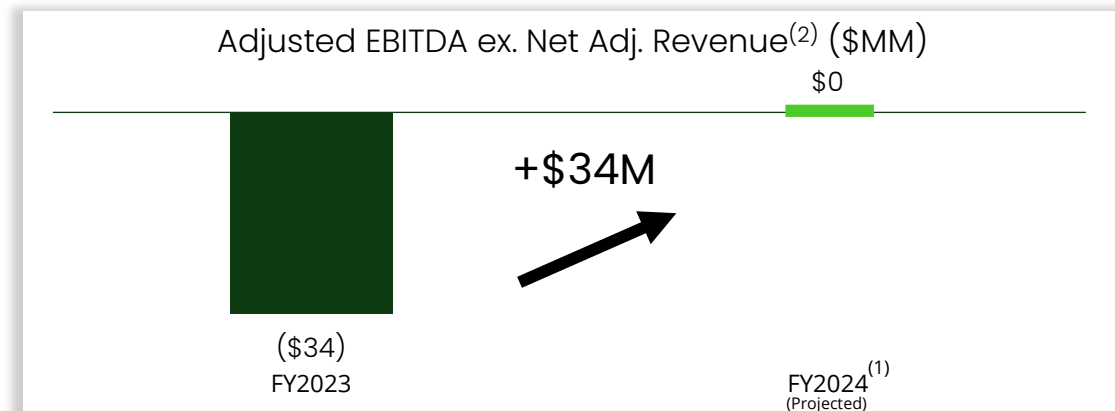
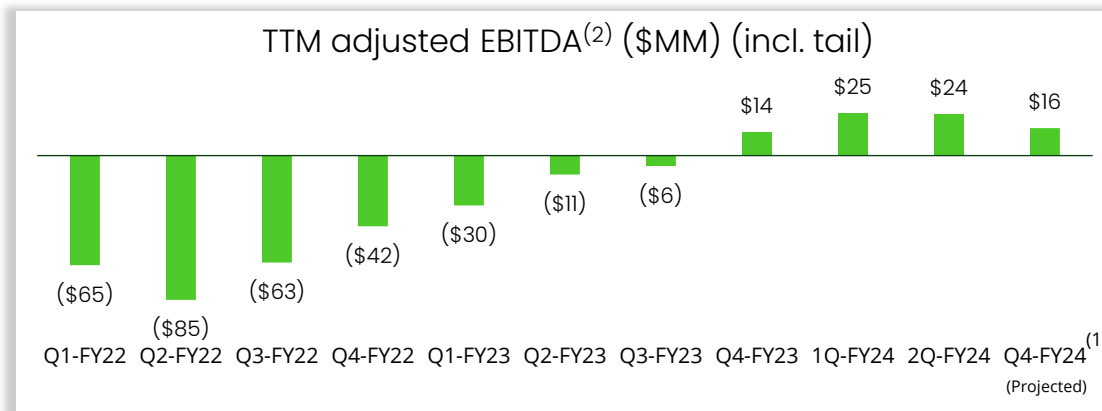


Financial Profile

Business Transformation has Helped eHealth Return to Revenue Growth While Improving Profitability

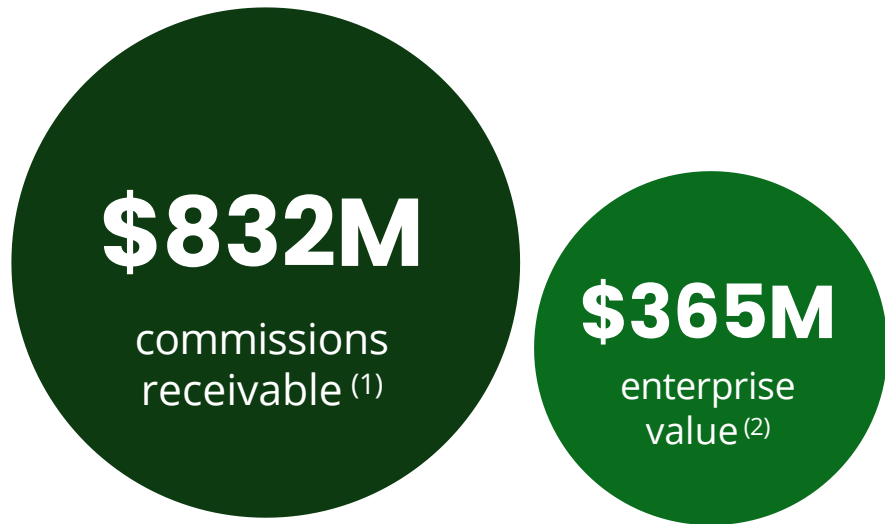


'24 guidance implies significant improvements in revenue and profitability excluding impact of tail revenue



1) Implied by the midpoint of '24 guidance
 2) Refer to the appendix for definitions of our non-GAAP financial measures and reconciliations to the most comparable GAAP measure

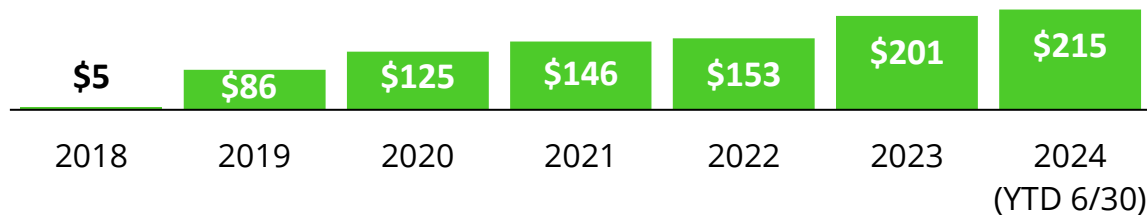
Unlocking Value from our Contract Asset Receivable



EHTH trades at a significant discount to our commissions receivable balance

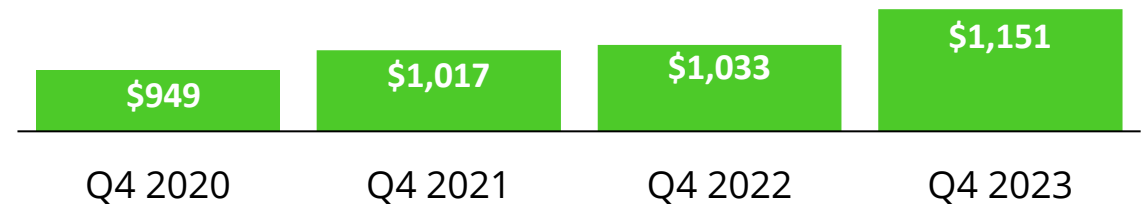
Cumulative tail revenue recognized (\$MM)

Reflects appropriate conservatism of LTV models



MA LTV (\$)

LTV trend points to stabilizing churn



1) Sum of current & non-current commissions receivable, as of 6/30/2024.

2) Enterprise value is calculated as the sum of (i) eHealth's market capitalization using shares outstanding as of 6/30/2024 and stock price as of market close on 8/9/2024, (ii) short-term debt as of 6/30/2024, and (iii) the current accrued value of convertible preferred stock, less cash, cash equivalents & short-term marketable securities as of 6/30/2024.

Key Takeaways

**Our
purpose**



**Expertly guide consumers through their health insurance
and related options, when where and how they prefer.**

**Where we
focus**

Scaled Core
Medicare Advantage agency

Diversification
Amplify, Medicare Supplemental,
Employer & Individual

**How we
win**

**Sustainable competitive
differentiation**

**Focused investment behind
leading innovation**



Appendix

Seasoned senior leadership guides eHealth's growth strategy



Fran Soistman
Chief Executive Officer
& Director
Started Nov 2021



John Stelben
Chief Financial Officer
Started Nov 2022



Michelle Barbeau
Chief Revenue Officer
Started Sept 2022



Ketan Babaria
Chief Digital Officer
Started Jan 2023



Gavin Galimi
General Counsel &
Corporate Secretary
Started Jun 2022



Accelerated eHealth's Transformation via:

- Relentless optimization of cash flow and profitability
- New operating model focused on customer centricity and differentiation
- New organization structure with five General Managers accountable for business diversification
- Overhauled corporate culture with 5pt y/y improvement to 74% employee engagement on 2023 employee survey

Agency

choice

eHealth marketing engine

National & local
market advisors

Online marketplace

Proprietary plan recommendation algorithm

Products: MA, MS, PDP, IFP, SMB, ancillary

Functional impact

- Broker of record model
- LTV-based revenue
- Recurring cash commission payments
- Commissions receivable created
- Flows through reported approval/membership metrics
- Variable cost: marketing and advisors

Two distinct fulfillment models

Amplify

carrier dedicated

carrier demand generation efforts

Dedicated benefit advisors

Expert match with best plan from that carrier

Products: MA, MS, PDP

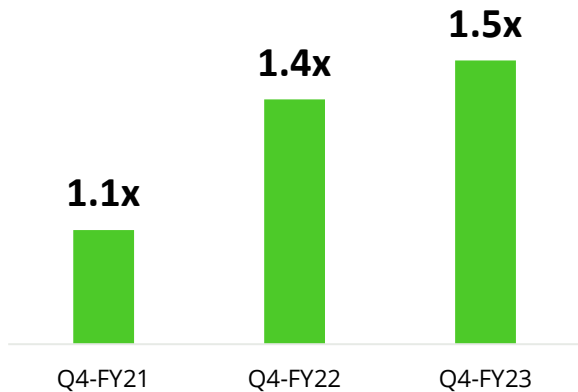
Functional impact

- Evolving from LTV to primarily fee-based revenue model in Q2 (with some broker-of-record)
- Fee-based Revenue
 - Upfront cash payment
 - No commissions receivable created
 - Does not impact enrollment or membership metrics
 - Variable cost: primarily advisors (partially offset by carrier fees)

Our differentiation drives improved agency unit economics

Medicare Advantage

MA LTV/CAC



Audience first marketing

Audience segmentation & targeting, lifted by a strong brand and channel mix optimization drives LTV/CAC growth

Q4 '23 Conversion Rate Performance YoY

Telephonic
+6%
tenured advisors
+11%
new advisors

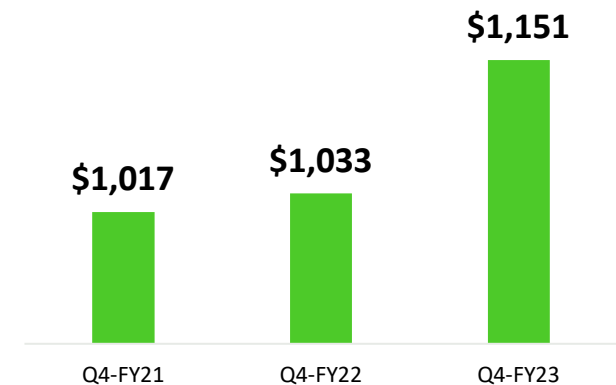
Online unassisted
+20%

Overall telephonic conversion rate decreased slightly y/y; Adjusting for tenure, telephonic conversion rate increased y/y

Expert omnichannel service & sales excellence

Gold standard Sales Mastery University training drives tele-sales performance. Continuous enhancements to online UX result in significant increase in online conversions.

MA LTV



Loyalty and retention

Our valued customers get 1:1 services such as call priority, additional plan check-ups and perks including discounts and offers from our strategic partners.

Non-GAAP Financial Measures

Non-GAAP financial measures within this presentation are defined as follows:

- **Non-GAAP total revenue excluding net adjustment revenue** is calculated by excluding the effect of net commission revenue from members approved in prior periods (“net adjustment revenue”) from total revenue.
- **Non-GAAP net income (loss)** is calculated by excluding net adjustment revenue and impairment, restructuring and other charges, net of tax from GAAP net income (loss).
- **Adjusted EBITDA** is calculated by excluding dividends for preferred stock and change in preferred stock redemption value (together the “impact from preferred stock”), provision for (benefit from) income taxes, depreciation and amortization, stock-based compensation expense, impairment, restructuring and other charges, interest expense, other income (expense), net, and other non-recurring charges from GAAP net income (loss) attributable to common stockholders. Other non-recurring charges to GAAP net income (loss) attributable to common stockholders may include transaction expenses in connection with capital raising transactions (whether debt, equity or equity-linked) and acquisitions, whether or not consummated, purchase price adjustments and the cumulative effect of a change in accounting principles.
- **Adjusted EBITDA excluding net adjustment revenue** is calculated by excluding net adjustment revenue, provision for (benefit from) income taxes, depreciation and amortization, stock-based compensation expense, impairment, restructuring and other charges, interest expense, other income (expense), net, and other non-recurring charges from GAAP net income (loss).
- **Adjusted EBITDA margin** is calculated as adjusted EBITDA divided by revenue.
- **Free cash flow** is calculated as net cash provided by (used in) operating activities reduced by capitalized internal-use software and website development costs and purchases of property and equipment and other assets.

Reconciliation of GAAP to Non-GAAP Financial Measures

Reconciliation of GAAP Net Income (Loss) Attributable to Common Stockholders to Adjusted EBITDA⁽¹⁾ (in millions):

	Trailing Twelve Months												Year Ended
	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	Q2 2024	December 31, 2023
Net income (loss) attributable to common stockholders	\$ (24)	\$ (123)	\$ (162)	\$ (184)	\$ (171)	\$ (119)	\$ (108)	\$ (95)	\$ (96)	\$ (67)	\$ (66)	\$ (72)	\$ (67)
Preferred stock dividends	8	12	17	19	19	19	20	20	21	21	21	22	21
Change in preferred stock redemption value	4	6	9	10	11	11	12	13	15	17	20	21	17
GAAP net income (loss)	(12)	(104)	(136)	(155)	(142)	(89)	(76)	(62)	(60)	(28)	(25)	(30)	(28)
Stock-based compensation expense	28	33	27	24	24	20	20	21	22	23	24	23	23
Depreciation and amortization	16	18	19	21	21	21	22	21	21	20	19	18	20
Amortization of intangible assets	1	1	0	0	0	-	-	-	-	-	-	-	-
Impairment, restructuring and other	3	51	54	55	59	20	15	13	9	-	6	9	-
Interest expense	1	1	2	4	5	8	9	10	11	11	11	11	11
Other (income) expense, net	(1)	(2)	(1)	(2)	(3)	(4)	(6)	(8)	(9)	(9)	(10)	(9)	(9)
Provision for (benefit from) income taxes	0	(21)	(29)	(31)	(28)	(18)	(13)	(7)	1	(2)	(0)	2	(2)
Adjusted EBITDA⁽¹⁾	\$ 36	\$ (23)	\$ (65)	\$ (85)	\$ (63)	\$ (42)	\$ (30)	\$ (11)	\$ (6)	\$ 14	\$ 25	\$ 24	\$ 14

Reconciliation of Net Cash Provided by (Used In) Operating Activities to Free Cash Flow⁽¹⁾ (in millions):

	Trailing Twelve Months											
	Q3 2021	Q4 2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	Q1 2023	Q2 2023	Q3 2023	Q4 2023	Q1 2024	
Net cash provided by (used in) operating activities	\$ (157)	\$ (163)	\$ (158)	\$ (152)	\$ (111)	\$ (27)	\$ (13)	\$ 3	\$ 8	\$ (7)	\$ 3	
Capitalized internal-use software and website development costs	(17)	(17)	(18)	(18)	(17)	(15)	(13)	(11)	(10)	(9)	(9)	
Purchases of property and equipment and other assets	(5)	(4)	(2)	(1)	(1)	(0)	(0)	(0)	(2)	(2)	(2)	
Free Cash Flow⁽¹⁾	\$ (179)	\$ (183)	\$ (178)	\$ (171)	\$ (128)	\$ (42)	\$ (27)	\$ (8)	\$ (3)	\$ (17)	\$ (8)	
Net cash provided by (used in) investing activities	\$ 83	\$ 89	\$ 60	\$ 52	\$ 48	\$ 26	\$ (25)	\$ (43)	\$ (15)	\$ (16)	\$ (2)	
Net cash provided by (used in) financing activities	\$ (16)	\$ (5)	\$ 63	\$ 66	\$ 65	\$ 64	\$ (2)	\$ (1)	\$ (2)	\$ (6)	\$ (7)	

(1) Refer to slide 25 for the definition of non-GAAP financial measures.

Reconciliation of GAAP to Non-GAAP Financial Measures

Reconciliation of GAAP Total Revenue to Non-GAAP Total Revenue Excluding Net Adjustment Revenue⁽¹⁾ (in millions):

	Year Ended December 31, 2023
GAAP total revenue	\$ 453
Net adjustment revenue	(48)
Non-GAAP total revenue excluding net adjustment revenue ⁽¹⁾	\$ 405

Reconciliation of GAAP Net (Income) Loss to Adjusted EBITDA excluding net adjustment revenue⁽¹⁾ (in millions):

	Year Ended December 31, 2023
GAAP net income (loss)	\$ (28)
Net adjustment revenue	48
Impact of taxes on net adjustment revenue	(12)
Non-GAAP net loss ⁽¹⁾	(64)
Stock-based compensation expense	23
Depreciation and amortization	20
Interest expense	11
Other (income) expense, net	(9)
Impact of taxes on net adjustment revenue	(12)
Provision for (benefit from) income taxes	(2)
Adjusted EBITDA excluding net adjustment revenue⁽¹⁾	\$ (34)

(1) Refer to slide 25 for the definition of non-GAAP financial measures.

Guidance GAAP Net Loss Attributable to Common Stockholders to Adjusted EBITDA⁽¹⁾

	<i>(in millions)</i>	
	Full Year 2024 Guidance	
	Low	High
GAAP net loss attributable to common stockholders	\$ (81.5)	\$ (67.0)
Impact from preferred stock	45.0	45.0
GAAP net loss	(36.5)	(22.0)
Stock-based compensation expense	20.0	17.0
Depreciation and amortization	19.0	18.0
Impairment, restructuring and other charges	9.0	9.0
Interest expense	11.0	10.0
Other income, net	(8.0)	(9.0)
Provision for (benefit from) income taxes	(7.0)	2.0
Adjusted EBITDA ⁽¹⁾	<u>\$ 7.5</u>	<u>\$ 25.0</u>

(1) Refer to slide 25 for the definition of non-GAAP financial measures.