

Chief Executive Officer's Statement

DEAR SHAREHOLDERS,

As we celebrate Kooth's 25th anniversary, I want to reflect on both our current performance and our long-term trajectory.

For a quarter of a century, Kooth has existed to solve a problem that traditional mental health systems struggle with: reaching people who need help but can't access it.

The core of what we do is simple.

Through digital-first, population-wide services, we make safe and effective mental health support more accessible to everyone.

By enabling children, young people, and adults to improve their mental health and build the skills they need to tackle life's challenges, we help them meet their personal goals - from staying in school to launching a career - and build healthy relationships with friends, family and their communities.

We do this at scale, serving over 20 million people across the US and UK, and backed by a significant body of research that demonstrates the impact of our unique approach.

Across the world, we are facing a crisis where mental health needs are holding a generation back from developing fulfilling relationships, succeeding in learning and employment, and making plans for their future.

This isn't just a personal tragedy. This growing unmet need is generating immense costs for healthcare systems and stunting economic growth. Traditional, face-to-face care is too expensive and inflexible to solve this at scale, and few emerging technologies are proven to be safe, effective, and accessible at the point of need.

This is what sets Kooth apart.

We remain focused on addressing this crisis by leveraging the reach of digital technology to widen access to support, balanced with a steadfast commitment to clinical safety, evidence, and transparency.

Our vision of a future where safe and effective mental health support is accessible to all — without exception — continues to guide our strategy and the pivotal choices we have made this year.



Kooth's performance in 2025

This year we are reporting a decline in year-on-year revenue, which reflects the continued impact of foreign exchange movements and lengthy sales cycles and contract cycles.

While I would have preferred to report revenue growth this year, 2025 follows a period of unprecedented growth in which revenue doubled. As such, our focus has been on sustaining the momentum of that expansion, recognising that building a resilient and scalable business is what will ultimately drive long-term impact for the people using our services, and value for our shareholders.

In our Half-Year Report, we set out our strategic approach: the State Alliance Model.

This requires a focus on securing sustainable, state-wide contracts that generate wider social outcomes. These partnerships enable us to provide support across entire populations, with Kooth platforms embedded in health, education, and other public services.

Subject to complex legislative and budget cycles, these high-profile contracts require front-loading of resources. By their nature, they involve longer lead times and can be sensitive to external macroeconomic factors beyond our immediate control.

Despite their longer development cycles, state contracts provide a launchpad for long-term value. Initial state or regional funding secures universal access, from which we can then layer on more specialised services for other payers, such as health plans, school districts, colleges or employers. This approach effectively diversifies our revenue base, ensuring our growth is both multifaceted and less dependent on a single commissioning partner.

This approach prioritises long-term stability over short-term revenue growth. Our goal is not to be the fastest-growing provider in the market. Instead, we focus on securing the long-term durability of the business, building on a proven record of trust, safety, and evidence of impact.

Against this backdrop, I am pleased to report that we made significant progress in 2025. Our strategic approach is being validated by key contract wins, a maturing evidence base, and the emergence of favourable market tailwinds that support our long-term vision.

In the US, our footprint is evolving as we shift from market entry to established and impactful social infrastructure.

In line with our vision to become deeply embedded in California's behavioural health ecosystem, we invested significant organisational resources to build awareness and achieve integration across the State, exceeding performance targets and with independent evaluation of Soluna demonstrating truly groundbreaking results (detailed further in Strategic Progress).

As an illustration of our growing impact and the importance of system work, in November the Board of Supervisors for Los Angeles - the State's most populous county with a population of 10 million (exceeding that of 40 other states) - passed a motion directing all youth-serving departments in the county to report on how they are promoting and integrating Soluna as a mental health and wellness resource for county youth.

In October, we were pleased to announce the successful renewal of our partnership with the State of New Jersey, one of the largest and most densely populated states in the US. The successful transition of this service between Governor's administrations, with support from the Department of Children and Families, demonstrates the value of our team's work on the ground.

In January 2026, we secured a new state contract in Michigan. As a state with a population of 10 million spread across nearly 97,000 square miles, Michigan presents exactly the challenge traditional services cannot solve: how to reach young people in rural communities as effectively as those in Detroit or Ann Arbor.

Kooth remains a crucial part of the UK's mental health infrastructure

Kooth's market position remains strong in the UK with 14 new contracts and an increasingly diverse pipeline to target new customers, with new services funded by the Department of Work and Pensions to support young people with mental health needs get back into education, employment or training launching across the West Midlands, South Yorkshire and Cambridgeshire and Peterborough Combined Authorities.

The launch of Soluna in the UK in 2026 will allow for greater economies of scale and cross-market development across the business, building upon recent investment and product evolution to serve US audiences. With engineering and regulatory work now well-advanced, this new platform will facilitate closer alignment with evolving NHS and UK Government priorities and policy to strengthen our position in the UK market.

Kooth's future growth is underpinned by robust research, evidence-led innovation and enhancing our capabilities.

Our evolved strategy encompasses more than our commercial model.

We are also focused on expanding the scope of the services we provide - without compromising the safety and effectiveness of the care we deliver. This evolution drove our acquisition of Kismet Health, a specialised paediatric digital health platform that will better enable us to support children under 12

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and their families. Kismet's play-based technology supports even earlier intervention, leveraging digital tools to address mental health issues in partnership with clinicians, parents and caregivers.

While rapid proliferation of unregulated generative AI tools is reshaping the digital mental health market - and mental health itself - the industry is facing growing scrutiny. Trust in our sector is increasingly defined by demonstrable outcomes and safety protocols, a reality that aligns perfectly with Kooth's foundational principles of evidence and clinical integrity.

We welcome this scrutiny, and it is why we continue to invest in robust, independent evaluation of our services, including a research partnership with the world-leading Lab for Scalable Mental Health at Northwestern University, led by Dr Jessica Schleider - which has found significant and sustained improvements in wellbeing across all users. And it is why we formalised our approach to adopting AI across our business and in our services, measuring success in terms of service effectiveness, not simply engagement or growth, and aligning closely and contributing to emerging regulatory frameworks.

Global regulators including the FDA and MHRA have recently stepped up scrutiny of digital mental health tools. In this climate, Kooth's clinical foundation serves as a profound differentiator; our

AI strategy is underpinned not by general-purpose web scraping, but by a hard-to-replicate dataset of over six million safeguarded interactions and 2.5 million clinical case notes. This proprietary data enables us to develop models - such as our risk detection tools that are grounded in real-world clinical pathways.

Outlook: building value through impact

While this report serves to detail our commercial performance, the 'business' of mental health is never abstract. We support people often underserved or overlooked by traditional behavioural or mental health services. Those struggling quietly, waiting too long, or falling between the gaps of fragmented and disjointed healthcare systems.

When these people access the safe, effective care provided through our population-wide services, the outcomes are tangible.

These outcomes drive our work and sustain our business. Services that deliver demonstrable impact become indispensable to the individuals, communities and ecosystems that rely upon them. It is my firm belief - reinforced by Kooth's 25 year heritage - that building these enduring partnerships is the most effective way to secure sustainable, long-term revenue.

In 2025, we had a deliberate focus on discipline and integrity; we strengthened our operational foundations and refined our strategy. This measured approach positions us for continued and significant growth ahead.

This year, we remain laser focused on executing against our State Alliance Model, and are continuing to progress a strong and increasingly diverse pipeline. Meanwhile, we will maintain a high standard of delivery for our existing clients

and progress towards an expected H2 2026 launch of Soluna in the UK which will bring us an enhanced market position in and economies of scale across the business.

We will continue our investment in ethical AI strategy and product development, rooted in clinical best practice, and remain future-focused in seeking opportunities to strengthen service offer and capabilities through strategic partnership or acquisition.

As we maintain our focus on long-term growth, we anticipate that revenue and adjusted EBITDA for 2026 will be in line with current market expectations.

With a robust balance sheet, a strong pipeline, and a quarter-century of evidence and experience at our core, we remain uniquely equipped to break down the barriers to mental wellbeing. The work continues.

Kate Newhouse
Chief Executive Officer
7 April 2026

