



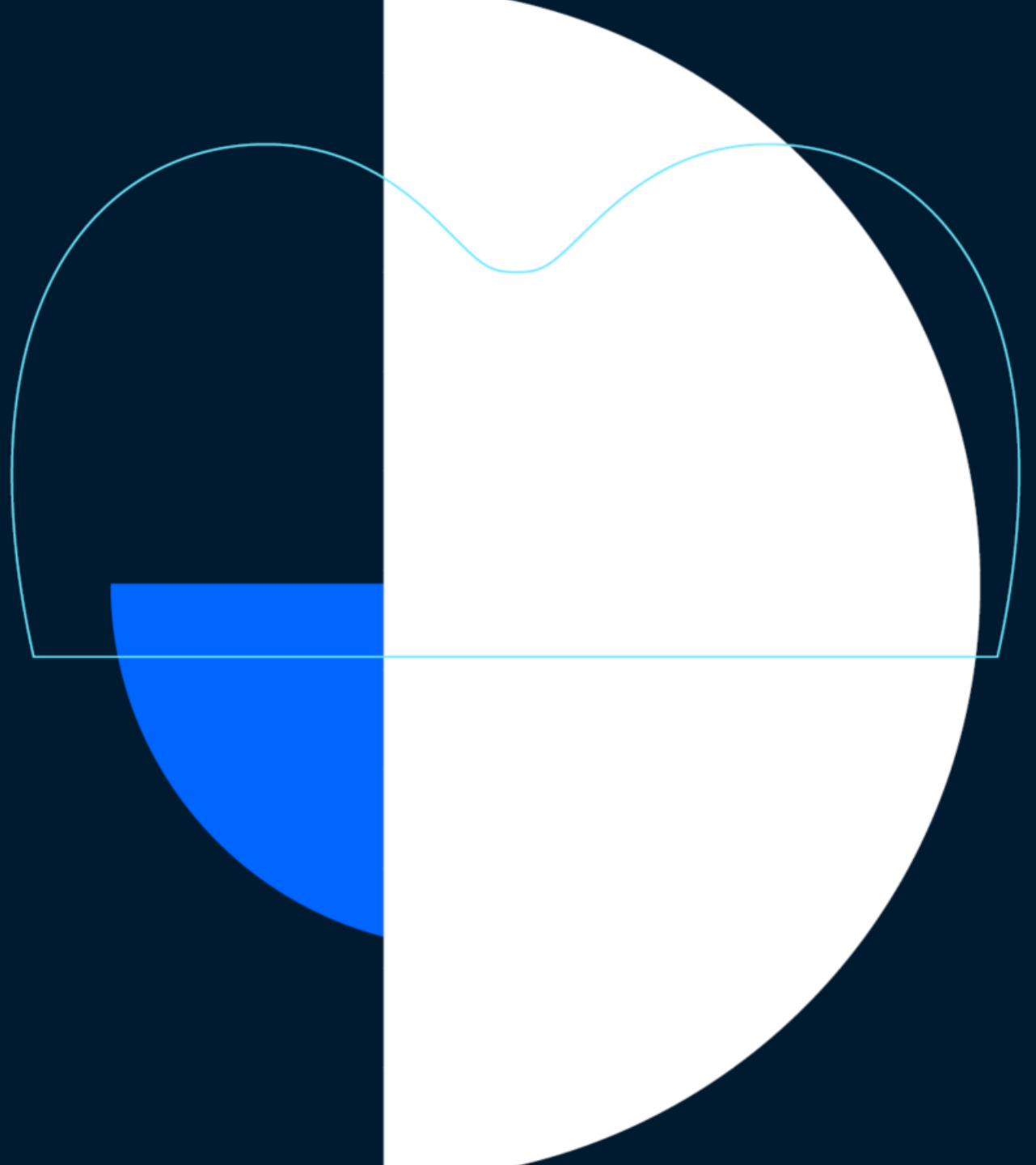
Corporate **Presentation**

October 2020

New growth cycle and value innovation

Index

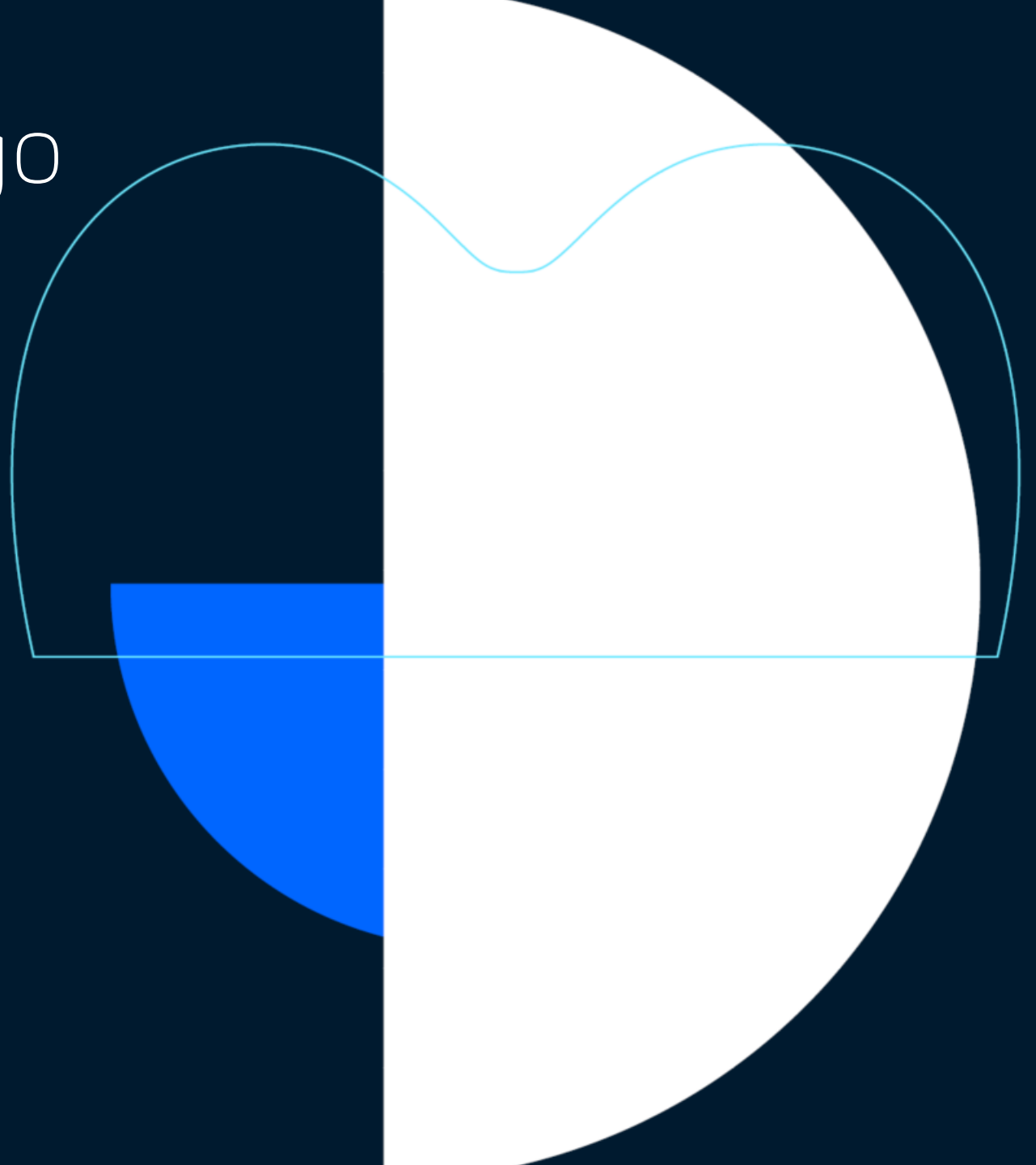
- 1 About Odontoprev
- 2 Dental benefits: an incipient sector in Brazil
- 3 Inside OdontoPrev: strategic competitive advantages
- 4 Financial and Operational Performance
- 5 Capital Markets



Odontoprev new logo

Lightness and Proximity

Our previous tooth symbol, which represents specialization and our commitment with dental care, added with the heart and smile, expresses care and well-being.



A thin, light blue wavy line that spans the width of the slide, starting from the top left, dipping in the middle, and rising towards the right.

About **Odontoprev**

A solid blue semi-circle located in the bottom right corner of the slide.

1



About Odontoprev

Odontoprev, listed in São Paulo since 2006, is the leading dental benefits provider in Latin America, and the largest company in the Brazilian healthcare sector in terms of clients, with more than 7 million members. The company is a member of the Novo Mercado at B3 and a constituent of the FTSE4Good Index, one of 4 Brazilian companies included in the Bloomberg 2020 Gender -Equality Index (GEI) and with quarterly cash dividends payments to shareholders, from more than 30 different countries.

Odontoprev's unique opportunity



- ✓ Largest dental benefits company in Latin America, over 7 million clients;
- ✓ Asset-light business model, with proprietary dental IT platform and exclusive distribution channels;
- ✓ Zero debt, negative working capital needs, low capex requirements, quarterly dividends, 70% payout practice;
- ✓ Chairman # CEO since 1998, professional management team since foundation, 1 share = 1 vote, 100% tag-along rights.



Net revenues, adjusted EBITDA and net income evolution since IPO

2006 - JUL19-JUN20 CAGR

Net revenues

19%
p.y.

Adjusted EBITDA

19%
p.y.

Net income

24%
p.y.

A light blue wavy line that spans the width of the slide, starting from the left edge, dipping down, and then rising towards the right.

Dental **benefits**

an incipiente sector
in Brazil

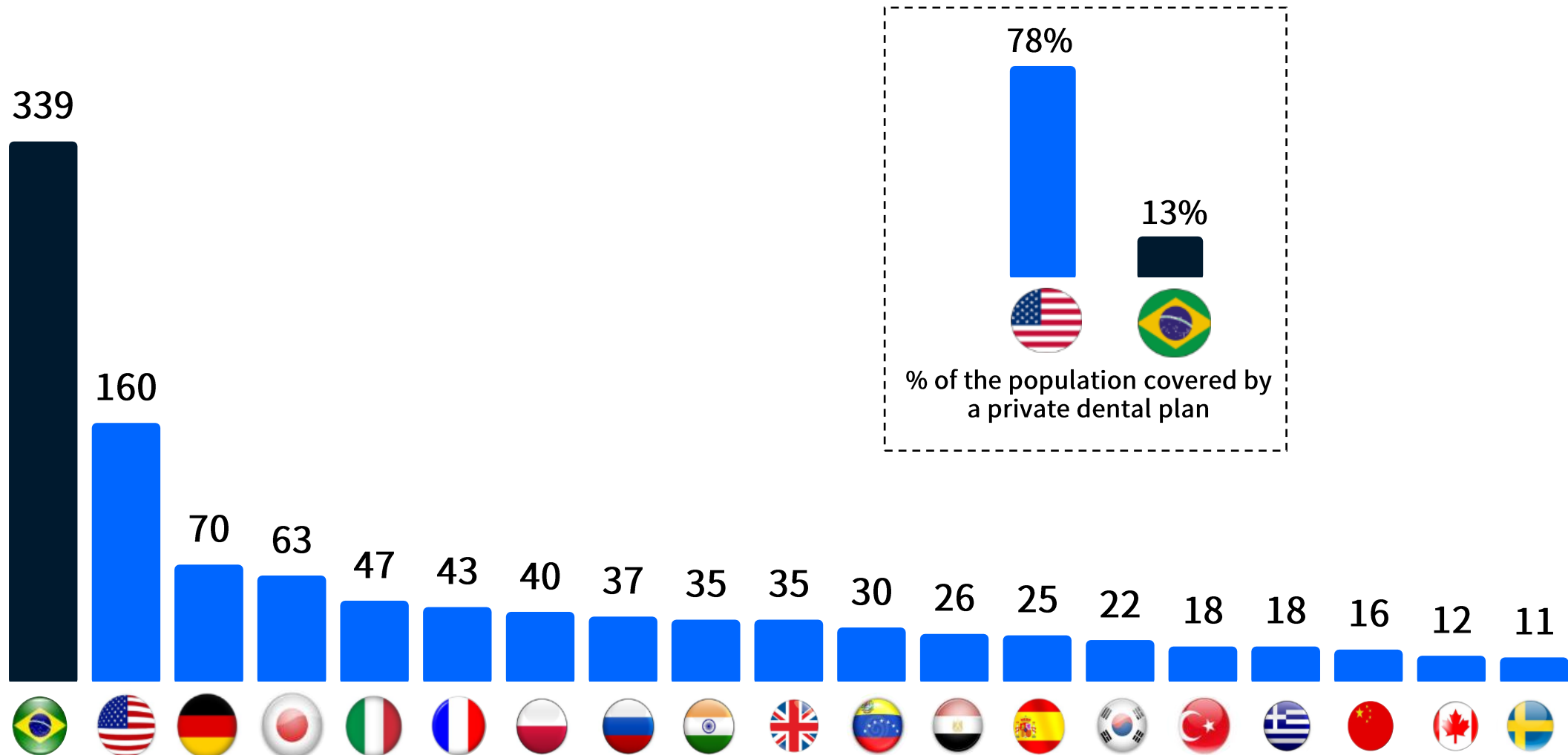
A solid blue semi-circle located in the bottom right corner of the slide. Inside the semi-circle is a large white number '2'.

2



Brazil leads the global ranking of dentists

Number of dentists per country (thousand)



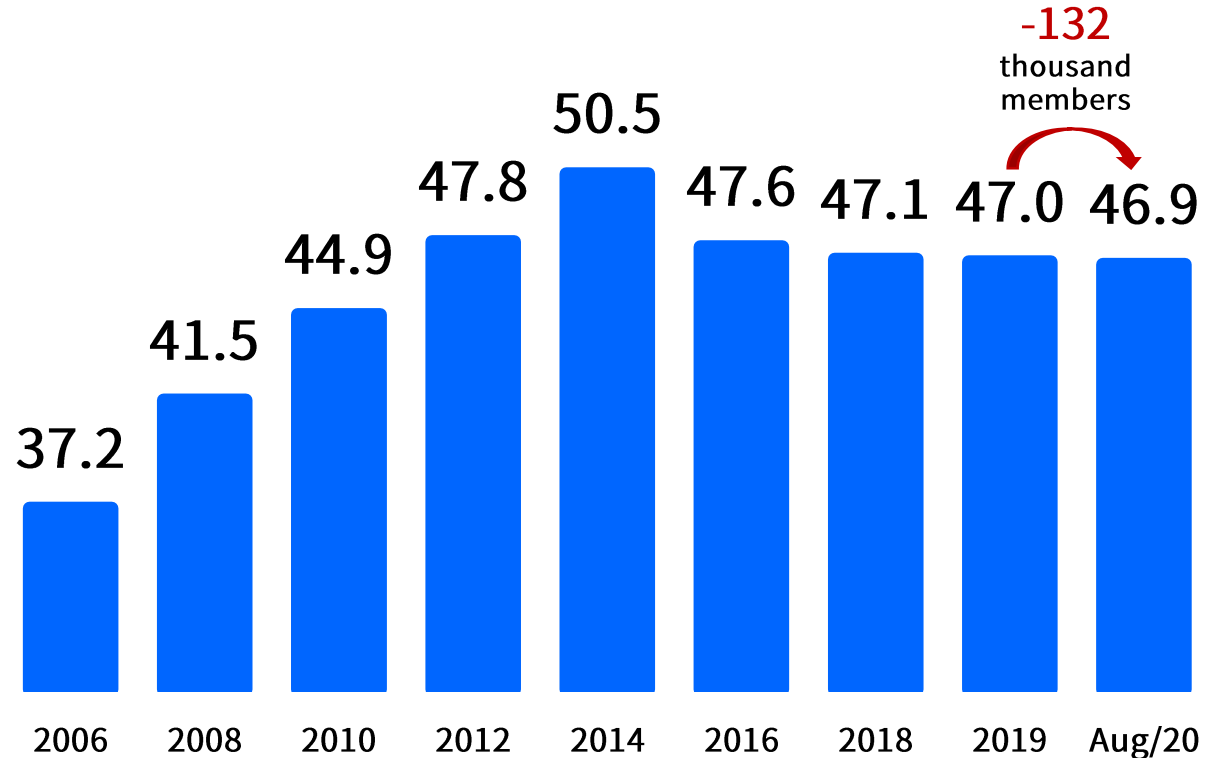
Source: FDI World Dental Federation – The Oral Health Atlas 2009, Federal Council of Dentistry– Brazil (January 2020) and Eurostat 2015-2016



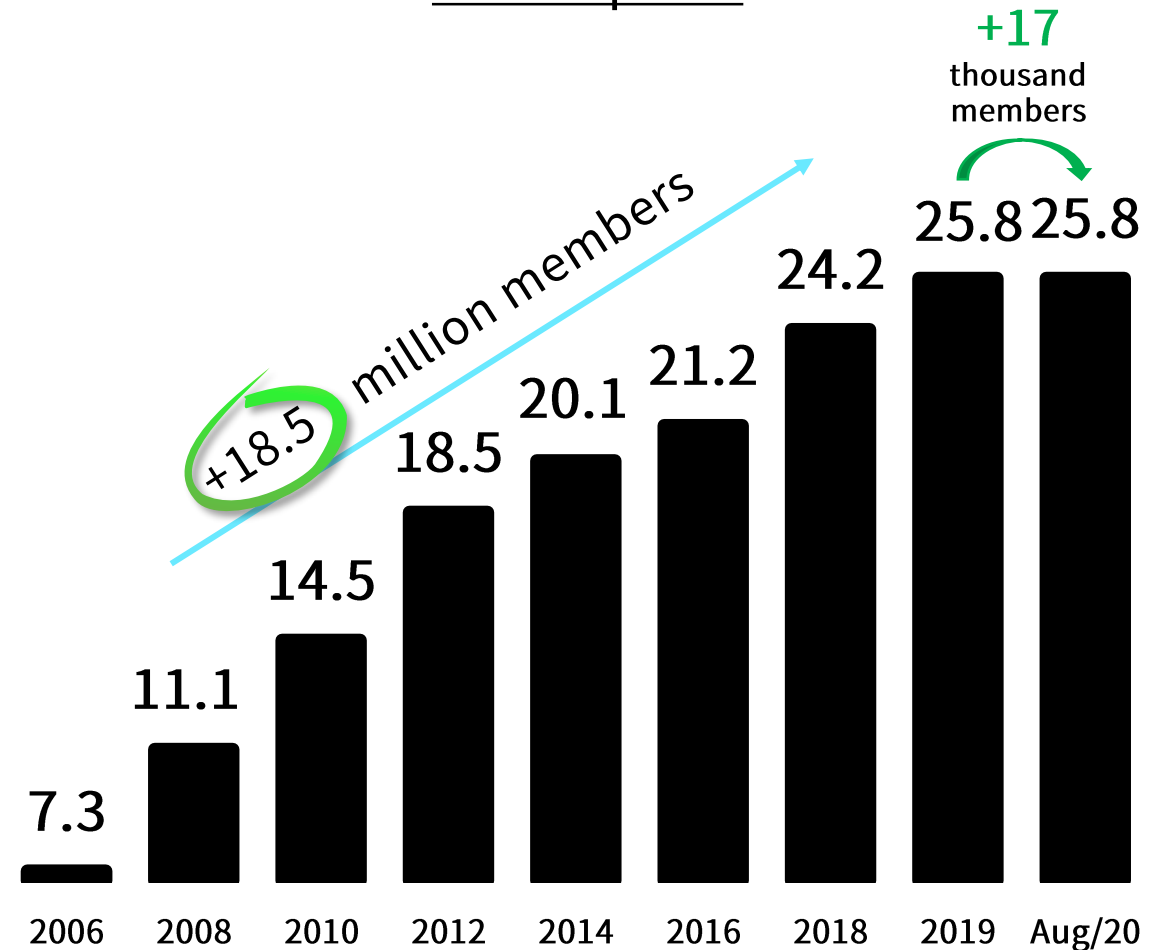
Medical and dental plans membership growth

Million members

Medical plans

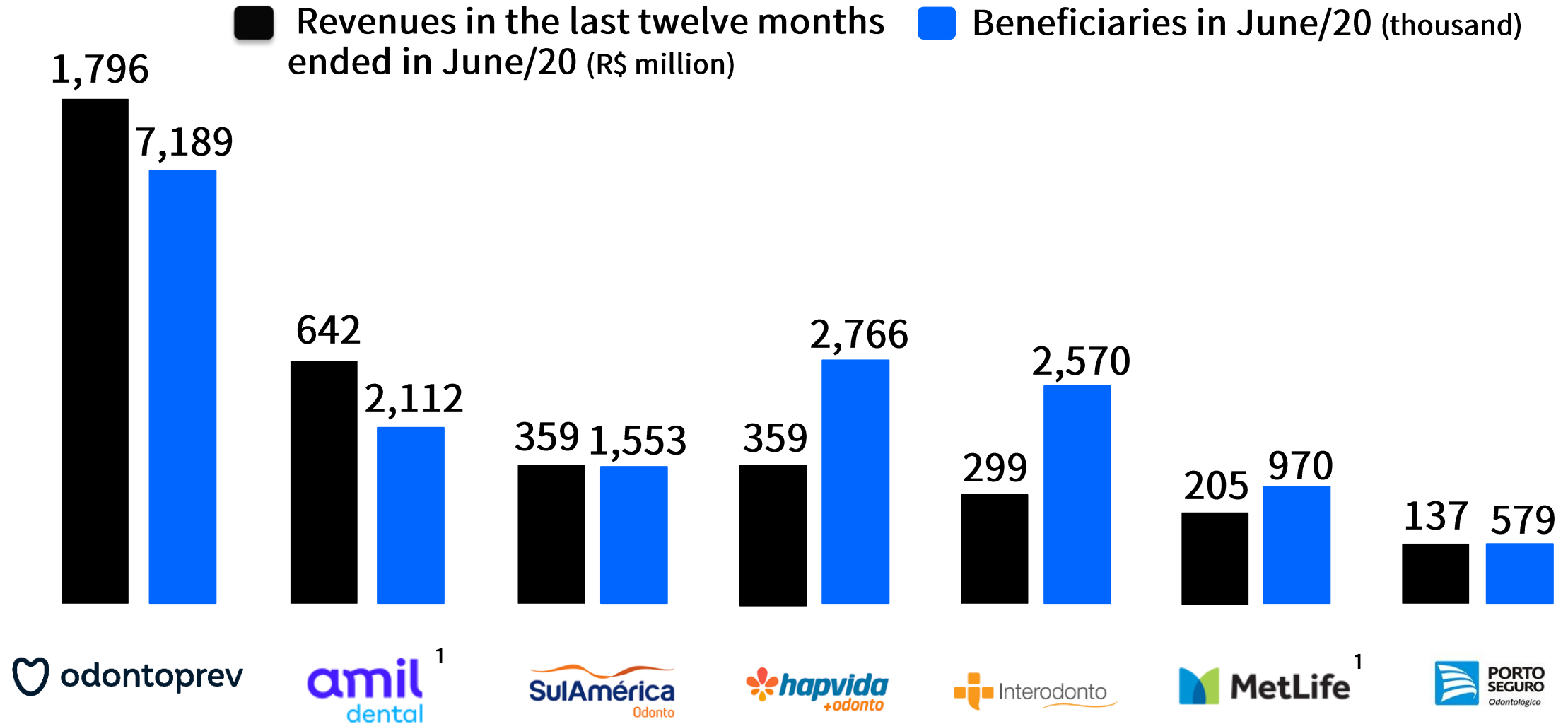


Dental plans





Top dental care players, by annual revenues and number of beneficiaries



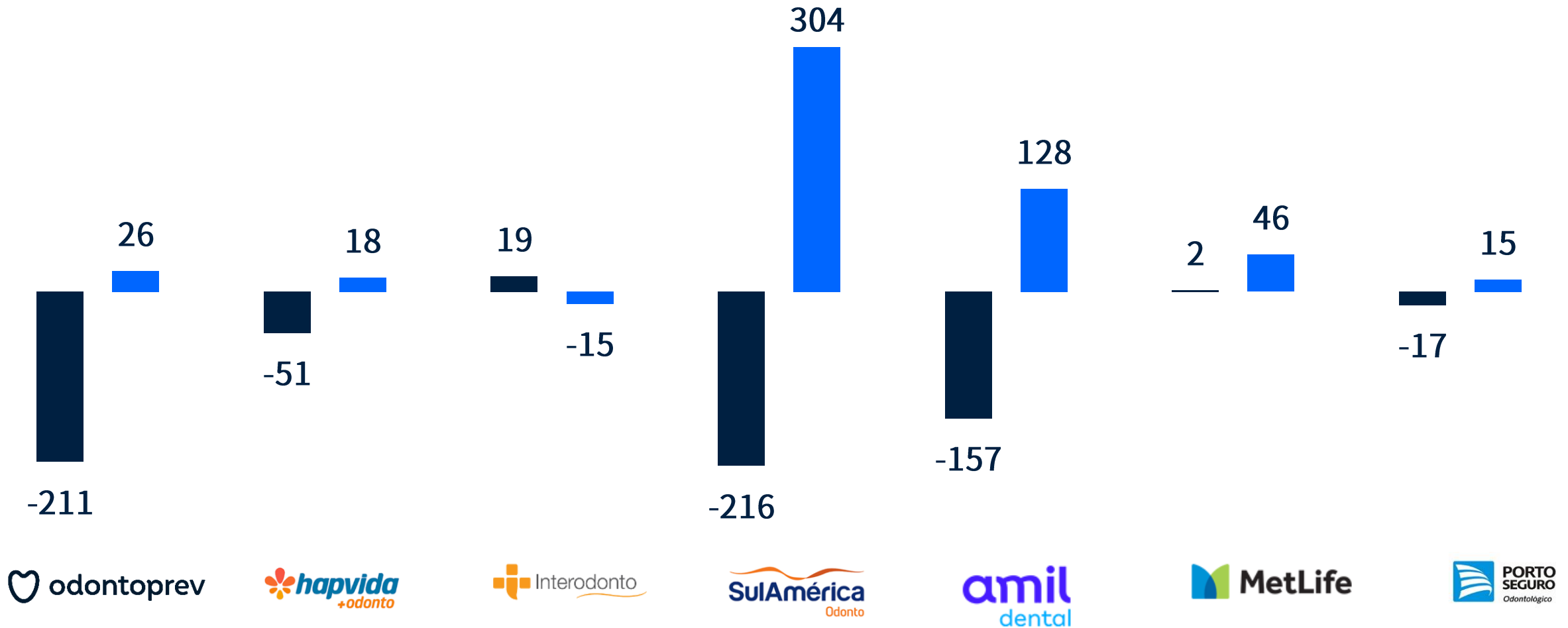
Source: Odontoprev and ANS

¹Aug/20¹



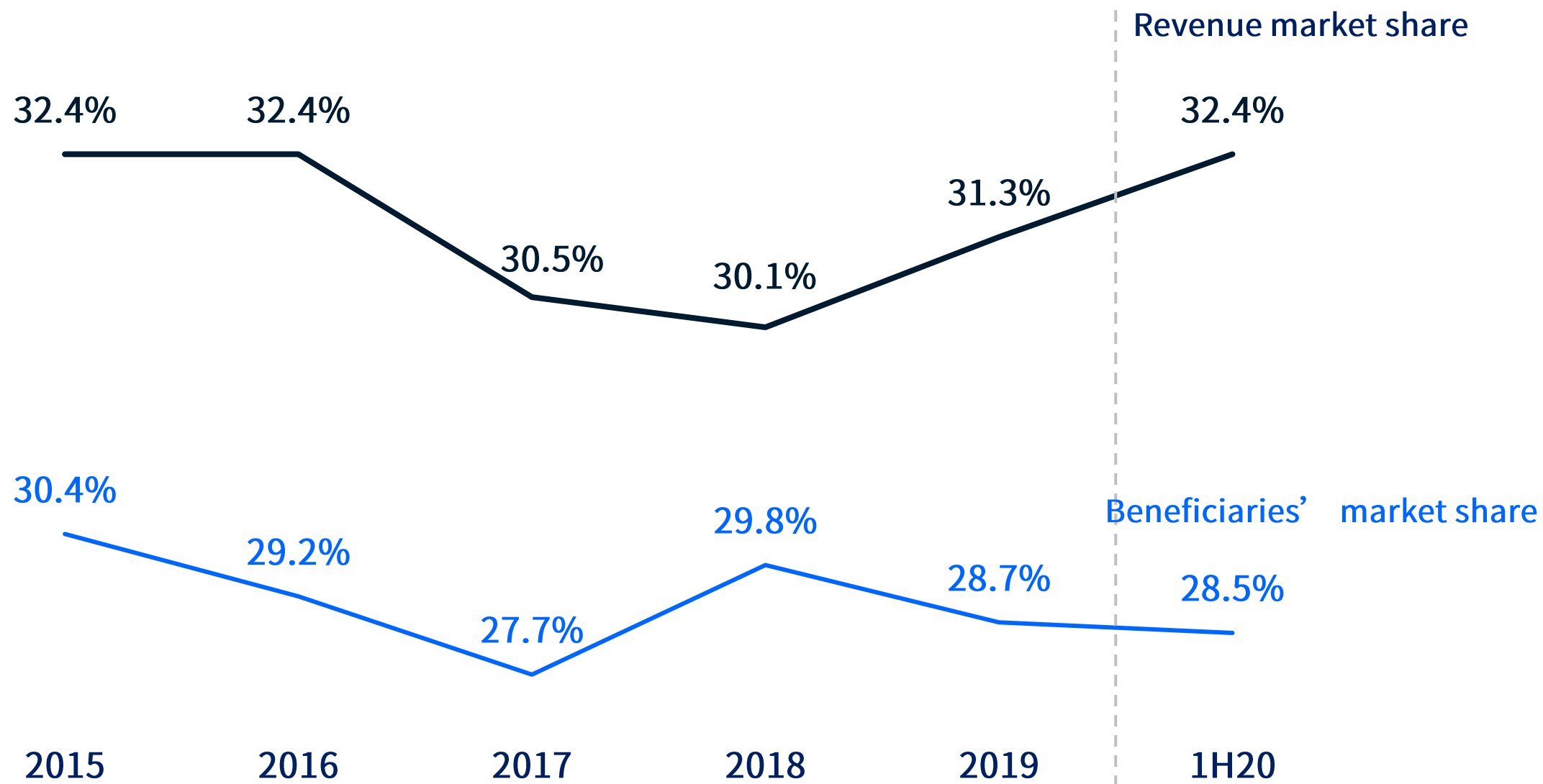
Membership growth in 2020: top dental care players (Thousand lives)

■ 6M20 ■ JUL-AUG20



Source: Odontoprev and ANS

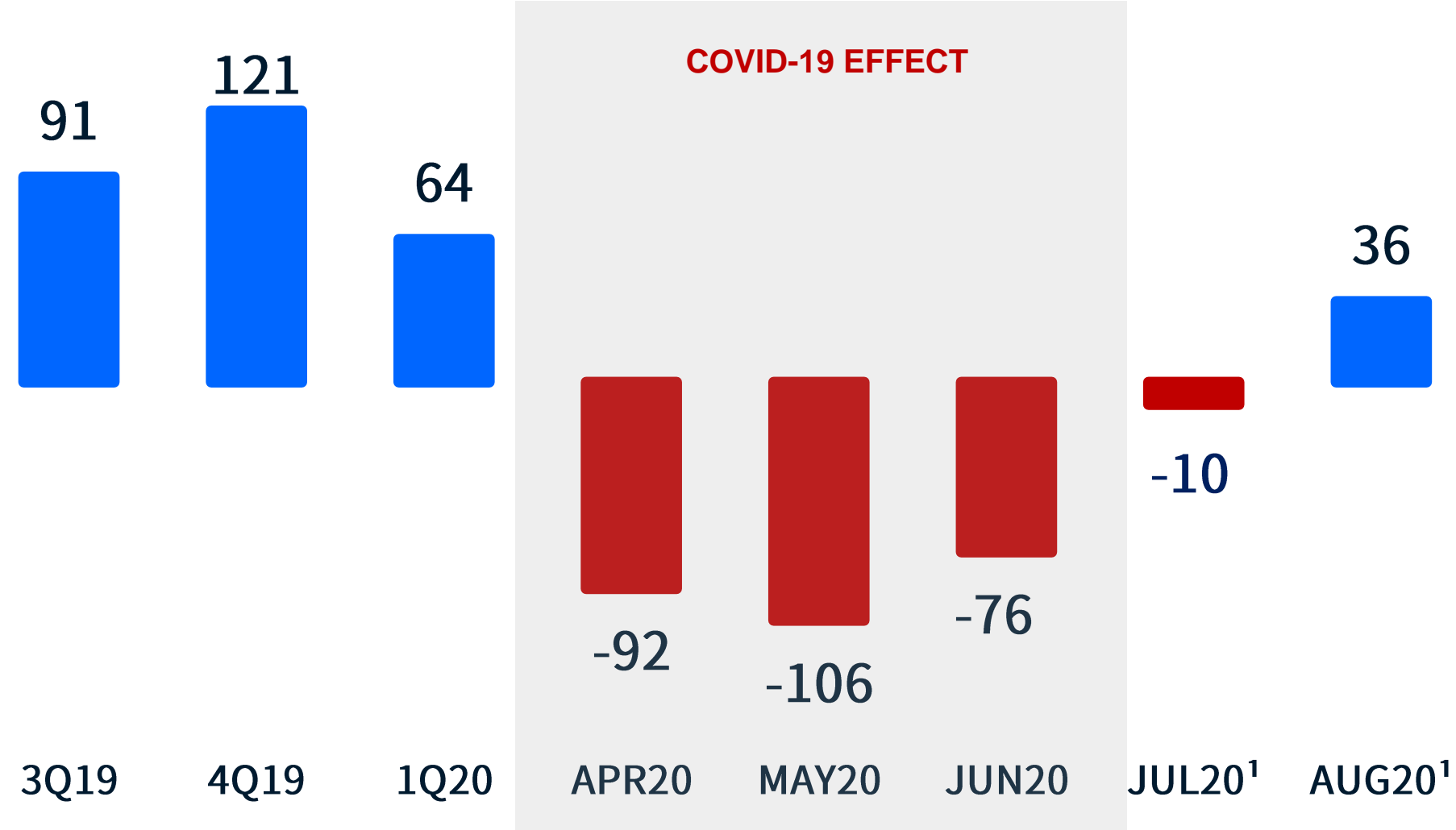
Revenue and beneficiaries market share evolution





Odontoprev net additions: Covid-19 effect

Thousand lives

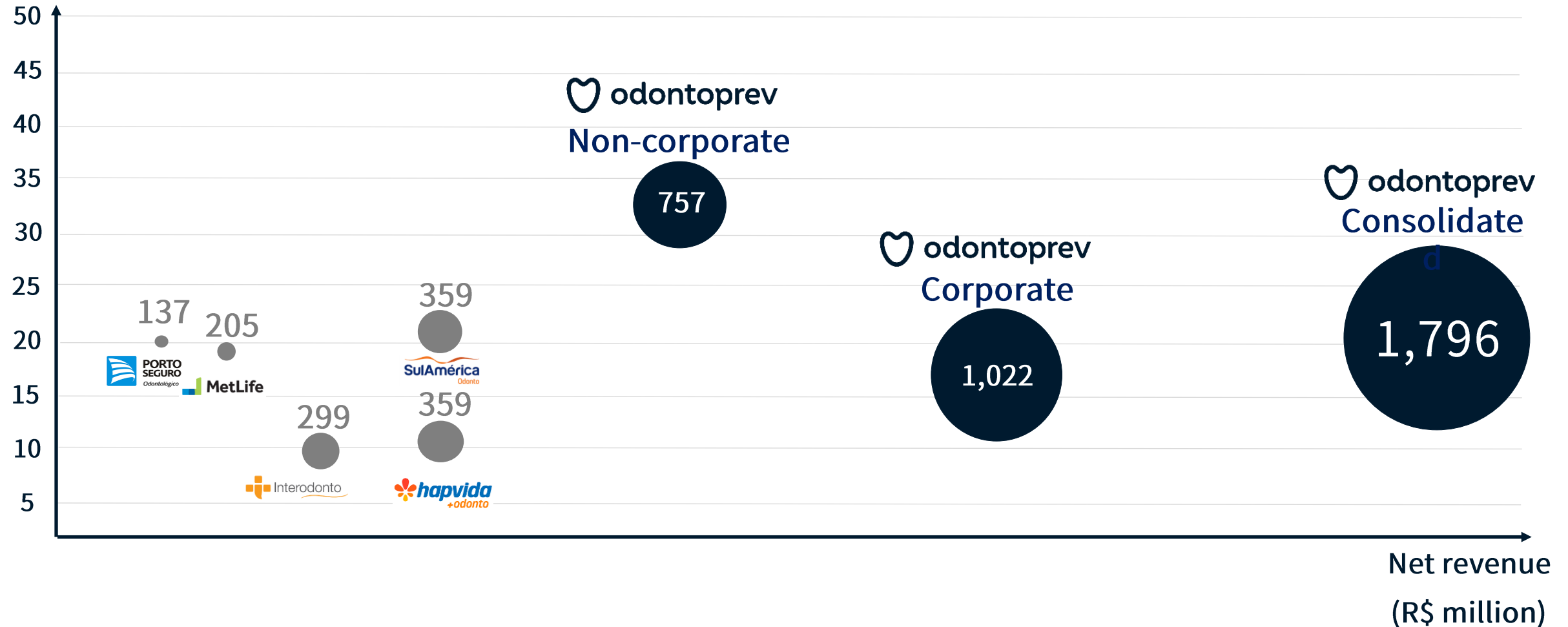




JUL19-JUN20 Net revenue and average ticket

R\$ million

Average Ticket (R\$ / member / month)





Leadership position in each and every region

Key players per region, Brazilian dental benefits (thousand members)



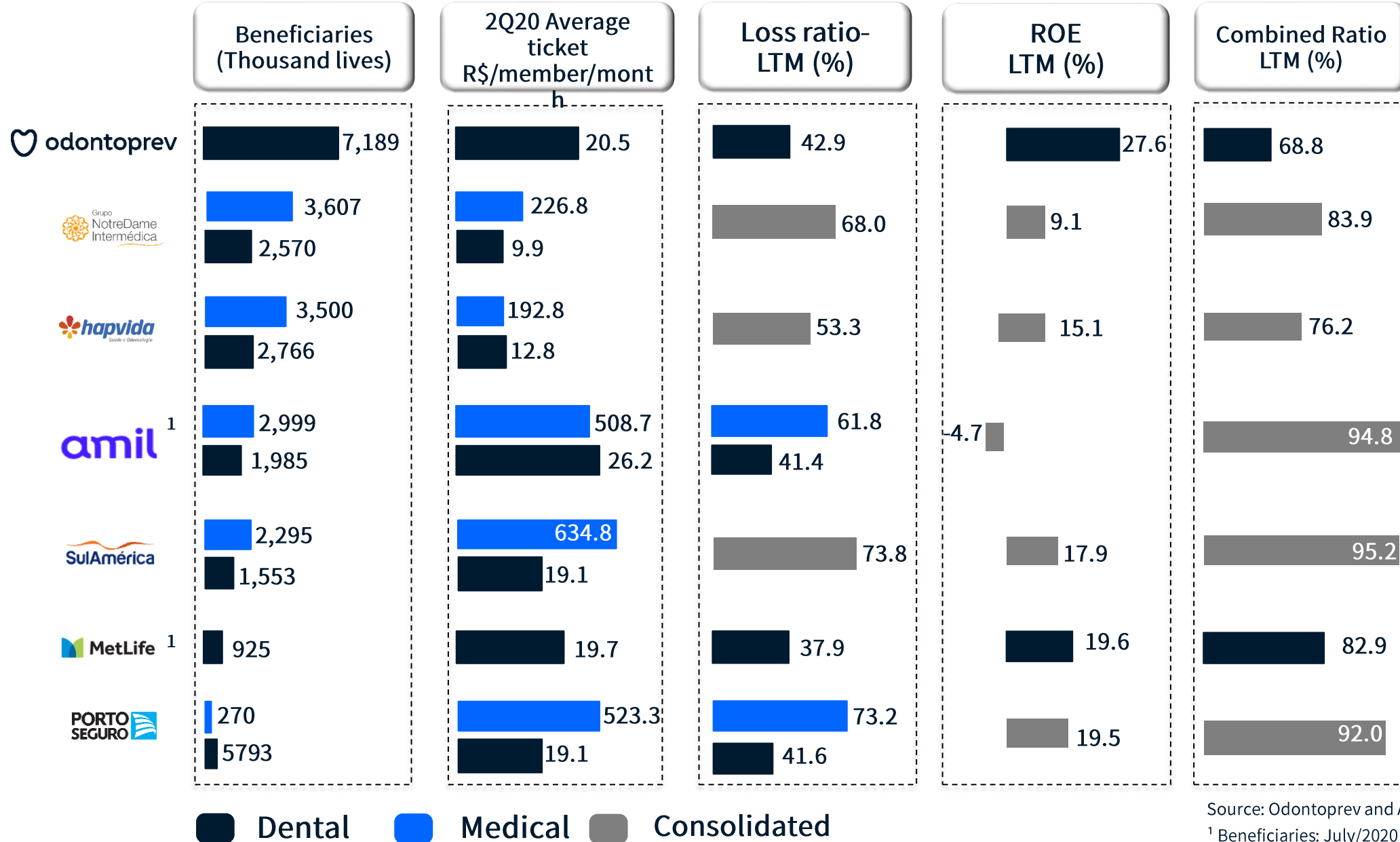
Members Ranking Members Ranking Members Ranking Members Ranking Members Ranking Members Ranking Members Ranking

Southeast	4,143	1st	2,439	2nd	573	6th	1,616	3rd	1,569	4th	728	5th	496	7th
South	693	1st	36	11th	51	10th	241	2nd	116	3rd	102	4th	11	25th
Middle-West	536	1st	33	9th	130	5th	156	4th	183	2nd	58	7th	26	12th
North Northeast	1,854	1st	55	17th	1,739	2nd	419	3rd	244	4th	82	11th	37	20th
Total	7,226	1st	2,563	2nd	2,494	3rd	2,431	4th	2,112	5th	970	6th	570	7th

Source: ANS Aug/20



Key metrics of peer companies, JUL19-JUN20




Source: Odontoprev and ANS ¹

¹ Beneficiaries: July/2020



Odontoprev competitive advantages X Peers

	 odontoprev	Peers
Dental focus	Yes	No
Strategy	Value driven	Volume/Cross-sell
Membership market-share ¹	28%	72%
Revenue market-share ²	53%	47%
Dental as % of revenues	100%	<2% ²
2Q20 Average Ticket (R\$/member/month)	21	16

¹ July/2020 ANS

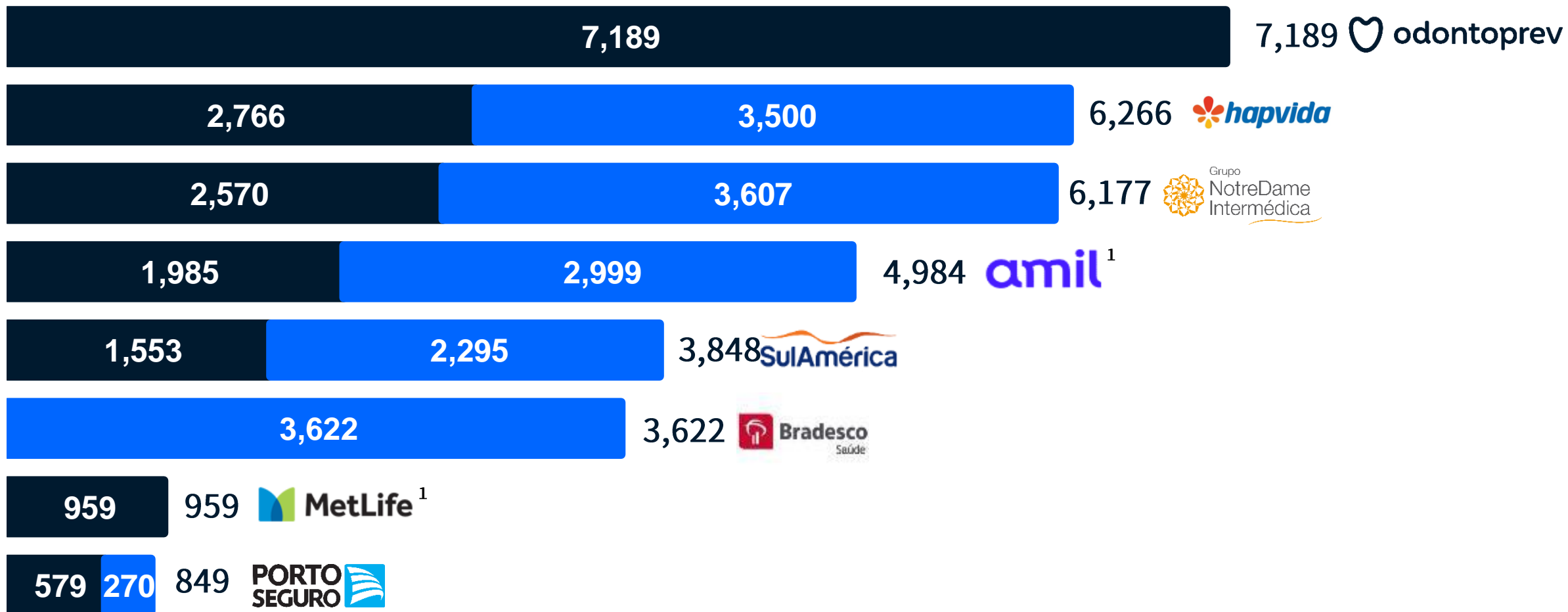
² 1Q20 ANS

Key healthcare players: Odontoprev has the largest membership base



Thousand members

2Q20

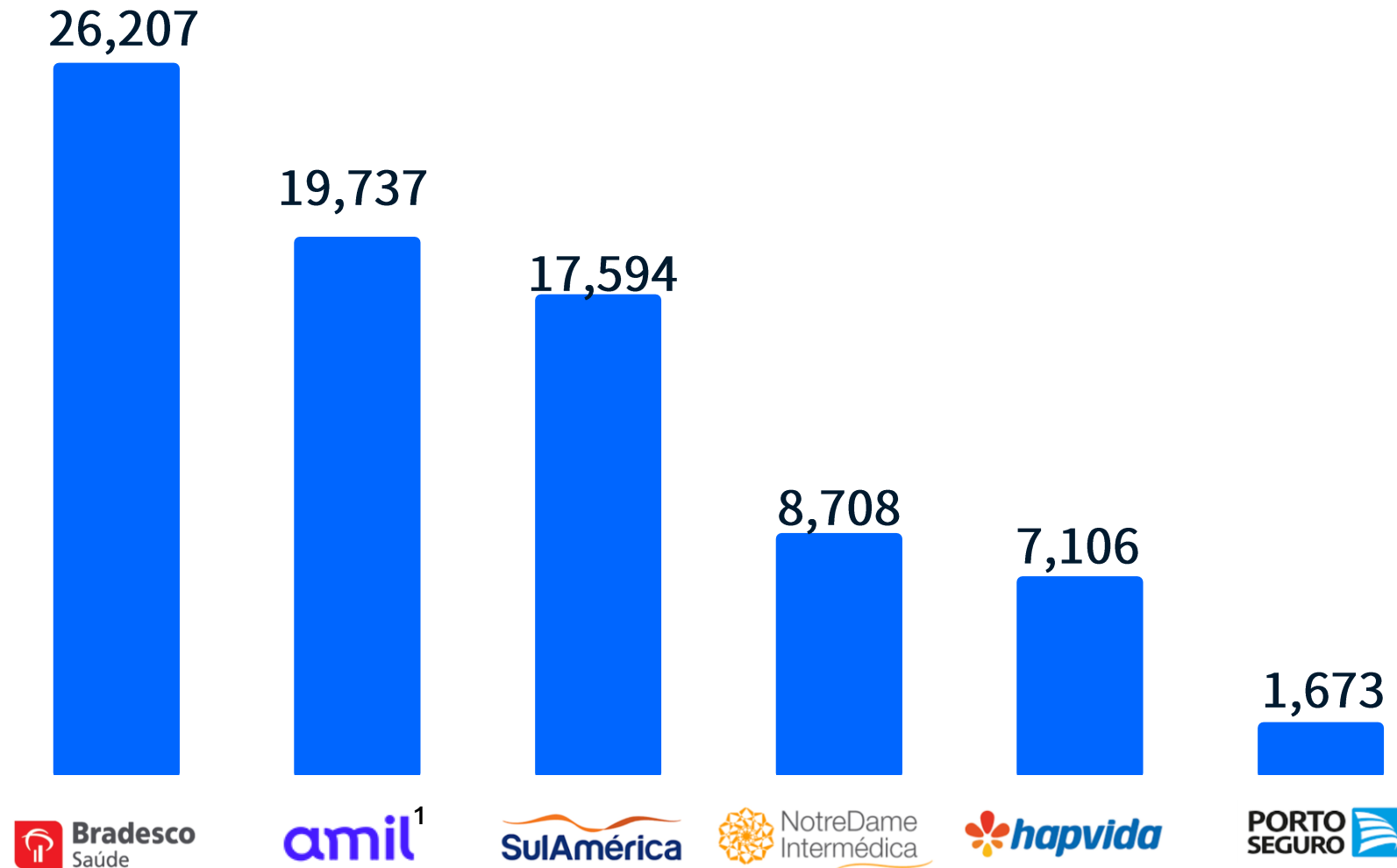


■ Dental ■ Medical



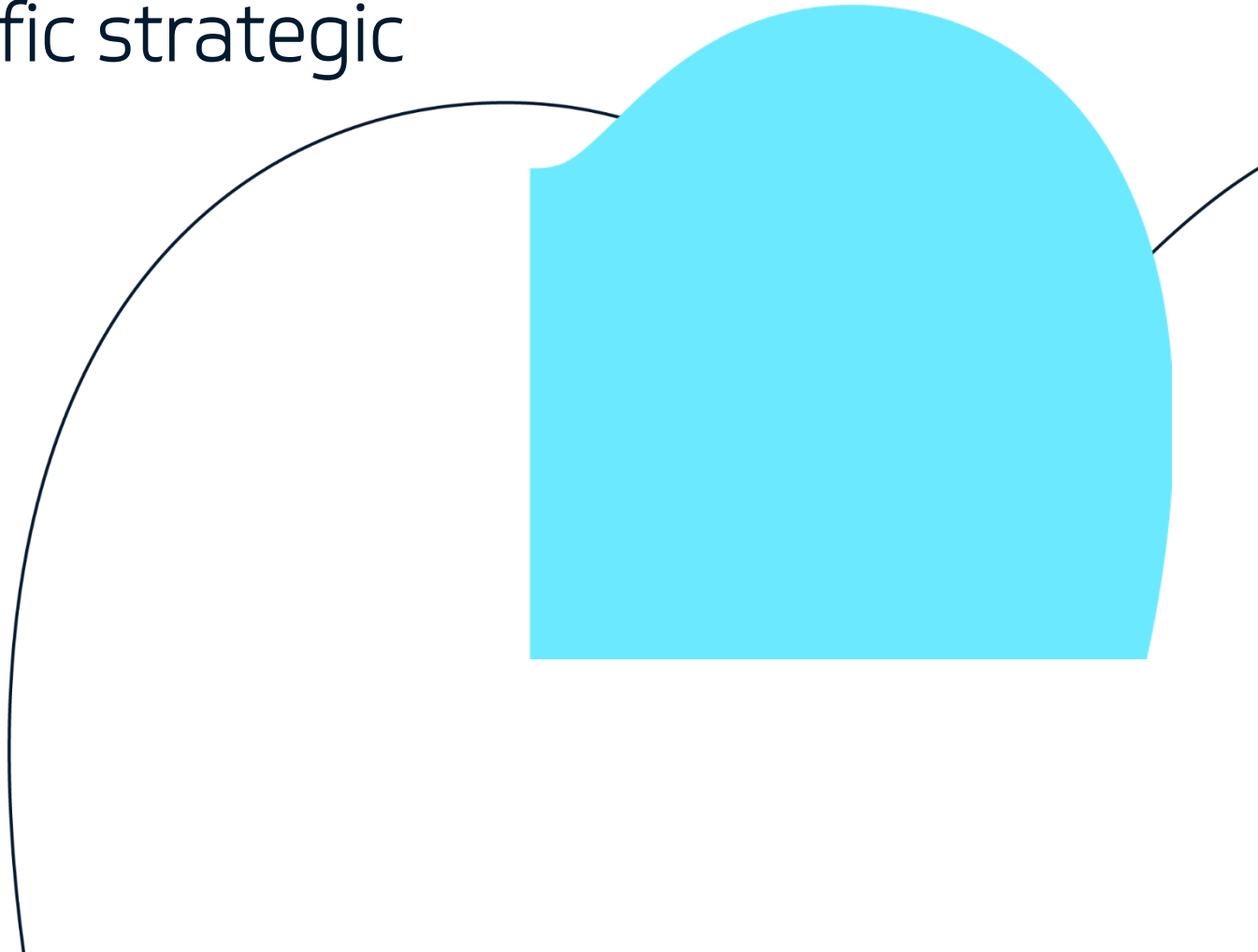
Top Healthcare Medical Players in JUL19-JUN20, by revenues

R\$ million





3 accelerated growth cycles,
over the last decade, by specific strategic
movements



Accelerated sector growth cycles since 2006

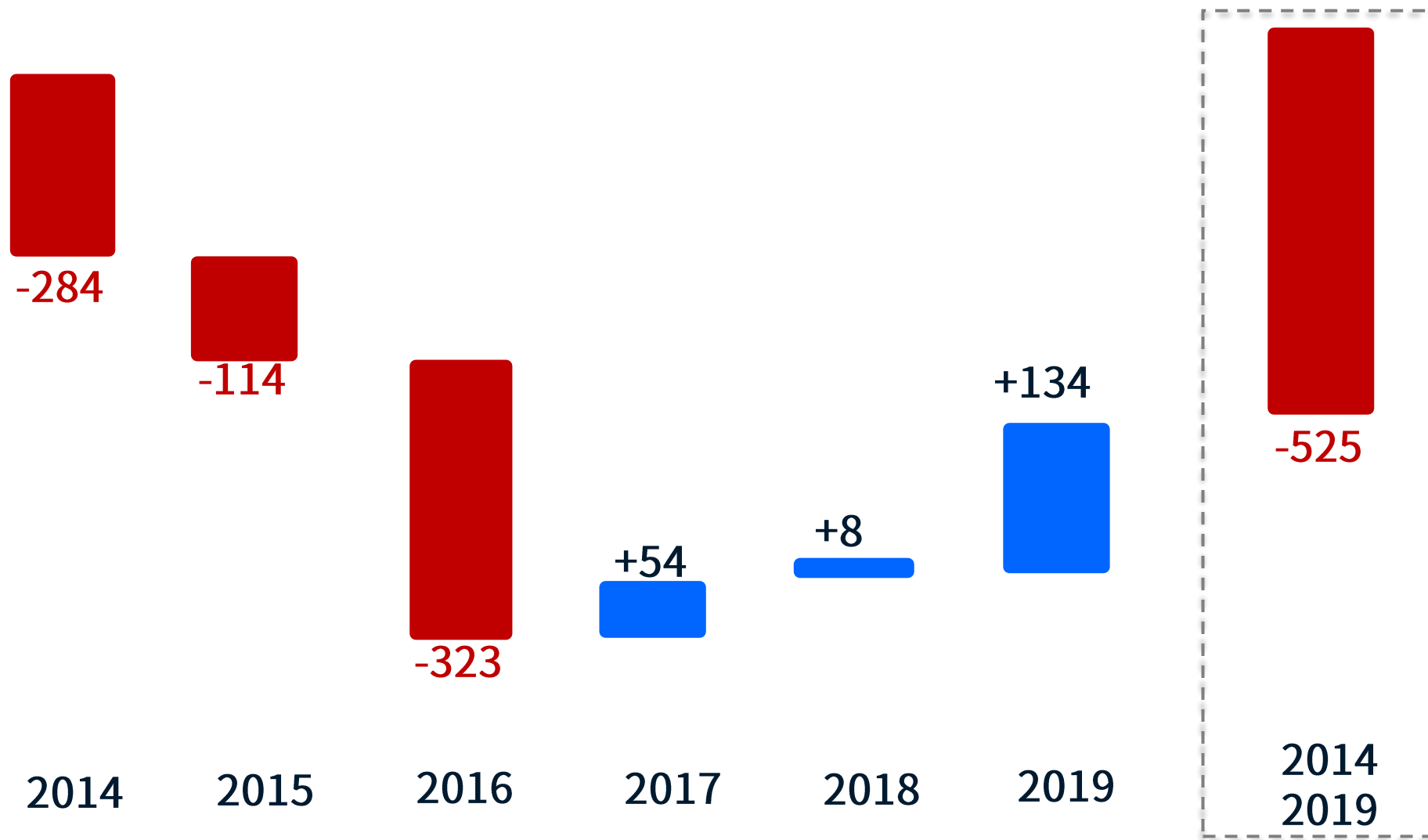


	Period	Players	Membership growth	Strategic movement
Cycle 01	2006 - 2009	 Bradesco Dental	~1 million members	Merger with OdontoPrev
Cycle 02	2010 - 2013		~1 million members	Acquisition by UnitedHealthcare
Cycle 03	From 2014	+  hapvida Bain Capital	~1.6 million members	IPOs

Negative result in Brazil since the acquisition in 2014



Net income/loss (R\$ million)



A light blue wavy line that spans the width of the slide, starting from the left edge, dipping down, and then rising towards the right.

Strategic **competitive advantages**

A solid blue semi-circle located in the bottom right corner of the slide. Inside the semi-circle is a large white number 3.

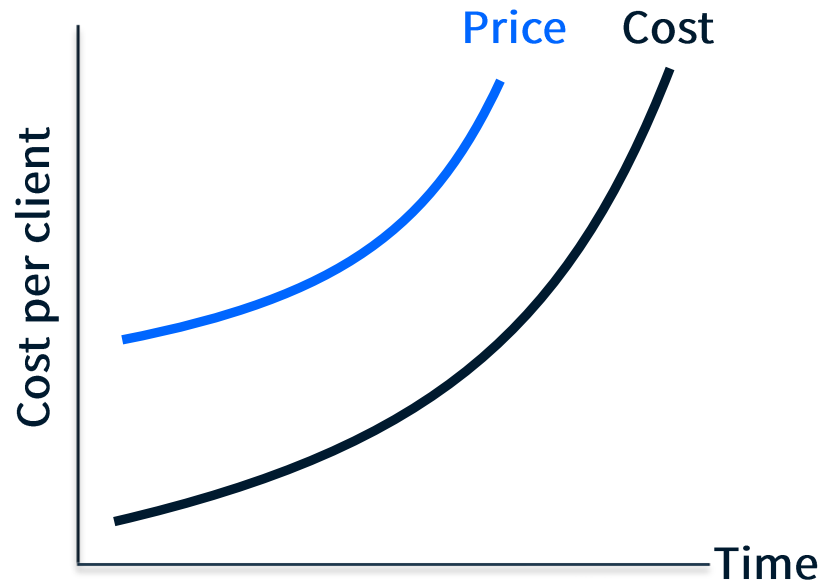
3

Attractive cost dynamics

Over time, Odontoprev dental plans present a price and cost profile...

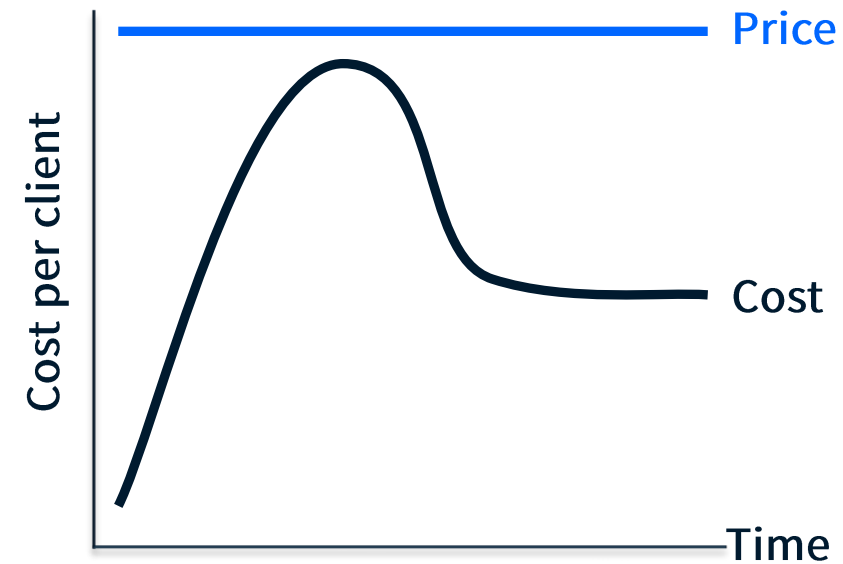


Medical plans



- ✓ Cost increases by medical inflation and better technology
- ✓ Short-term contract: 1 year tenor

Odontoprev plans

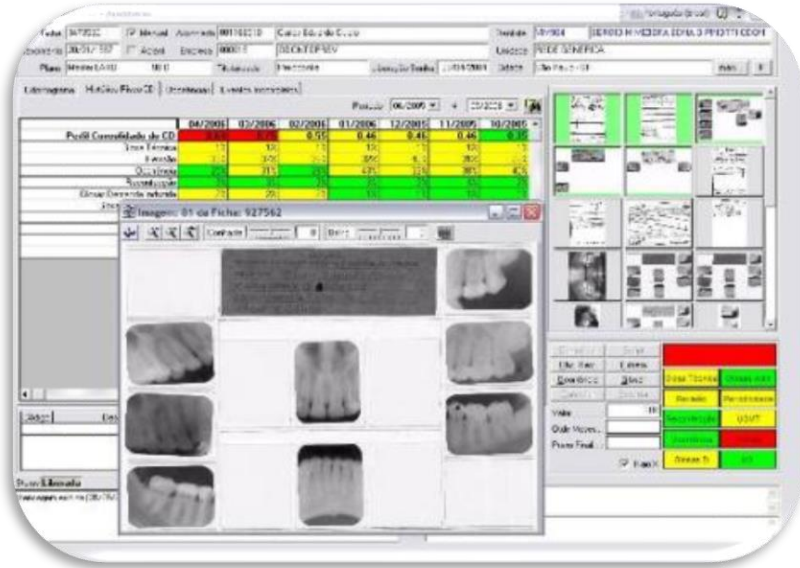


- ✓ Predictable cost evolution due to prevention
- ✓ Long-term contract: 2 year + duration

...predictable and more attractive than medical plans.



Proprietary dental IT Platform allows high quality standards



- ✓ Complete electronic record of all beneficiaries
- ✓ 3 decades of actuarial data
- ✓ Risk management and fraud prevention

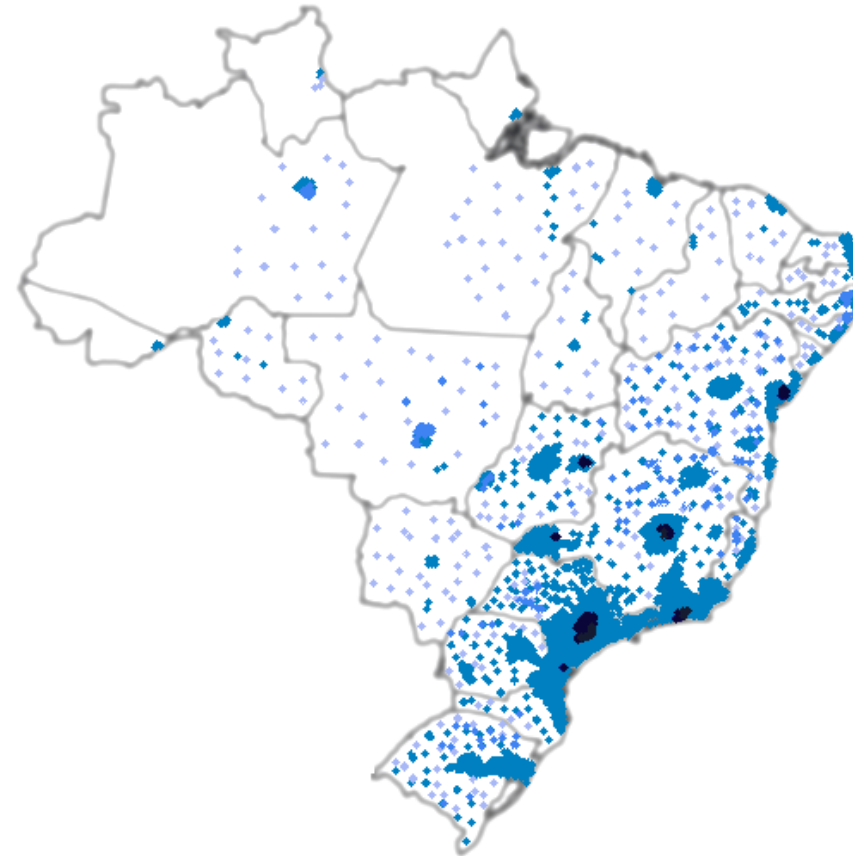


Largest and best dentist network

31,000 dentists at 2,700 cities

National distribution

- ✓ Differentiated academic background
- ✓ Continuous education



A light blue wavy line that spans the width of the slide, starting from the left edge, dipping down, and then rising towards the right.

Financial and
Operational
performance

A solid blue semi-circle located in the bottom right corner of the slide.

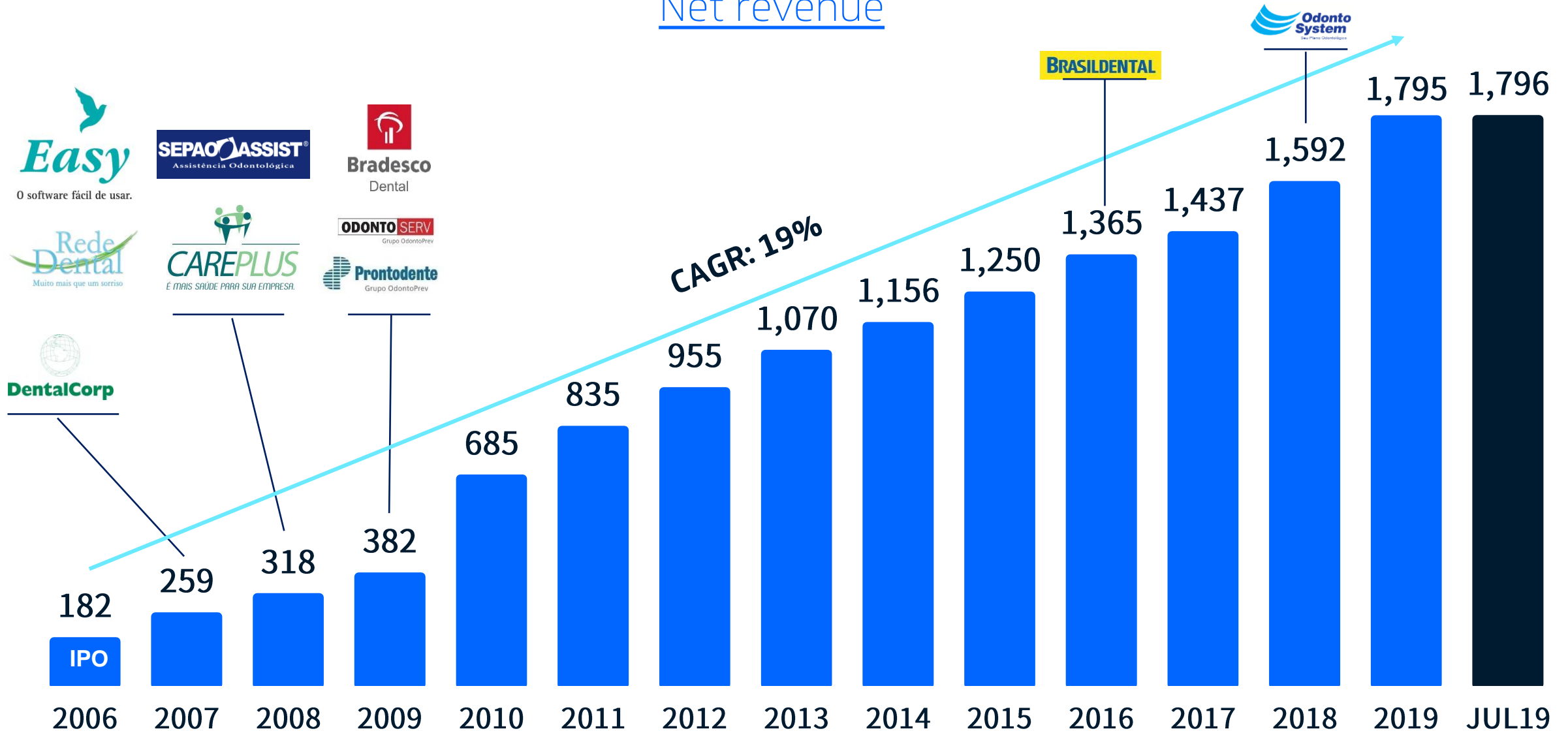
4



Odontoprev: 14 years of sustainable value creation since IPO

R\$ million

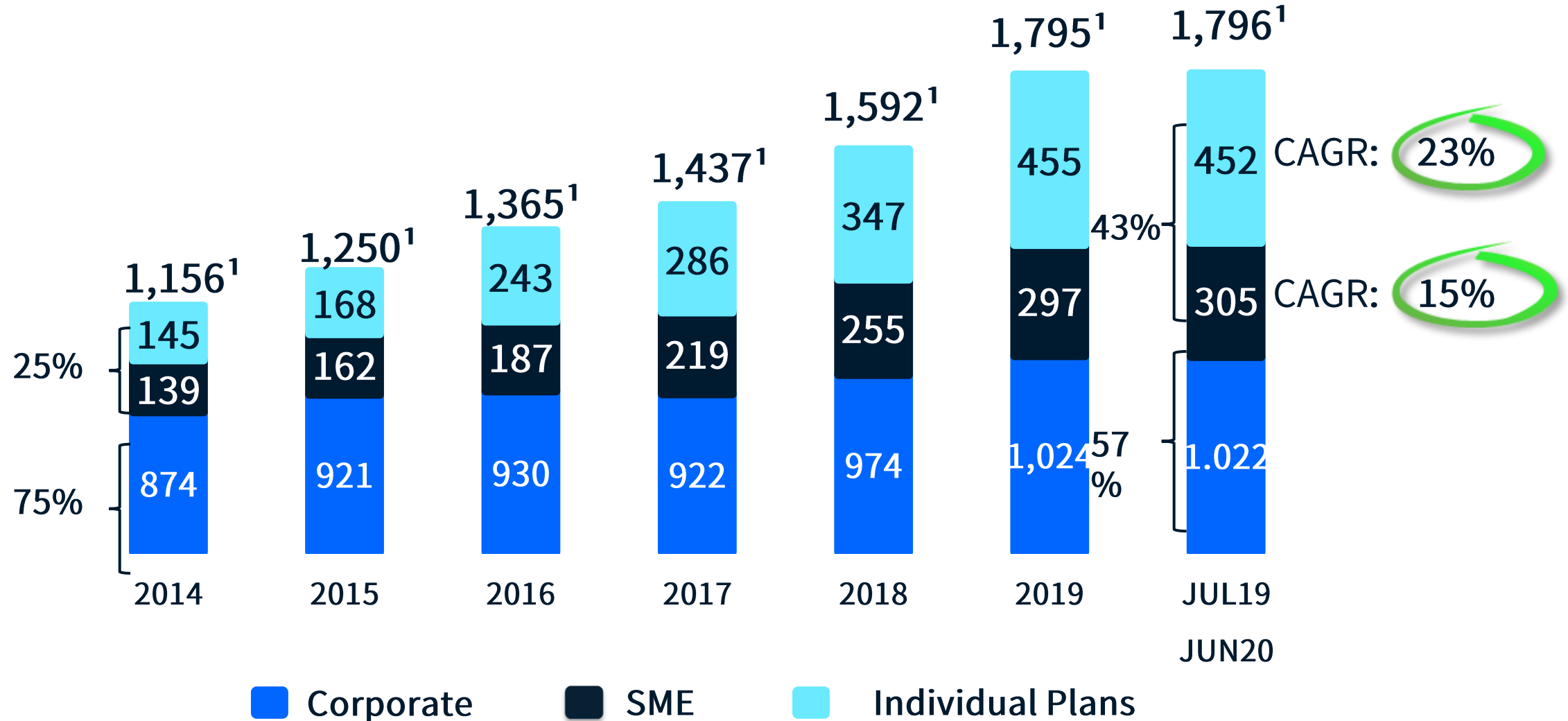
Net revenue



JUN20

Revenues per segment

R\$ million



¹includes sales of services and products



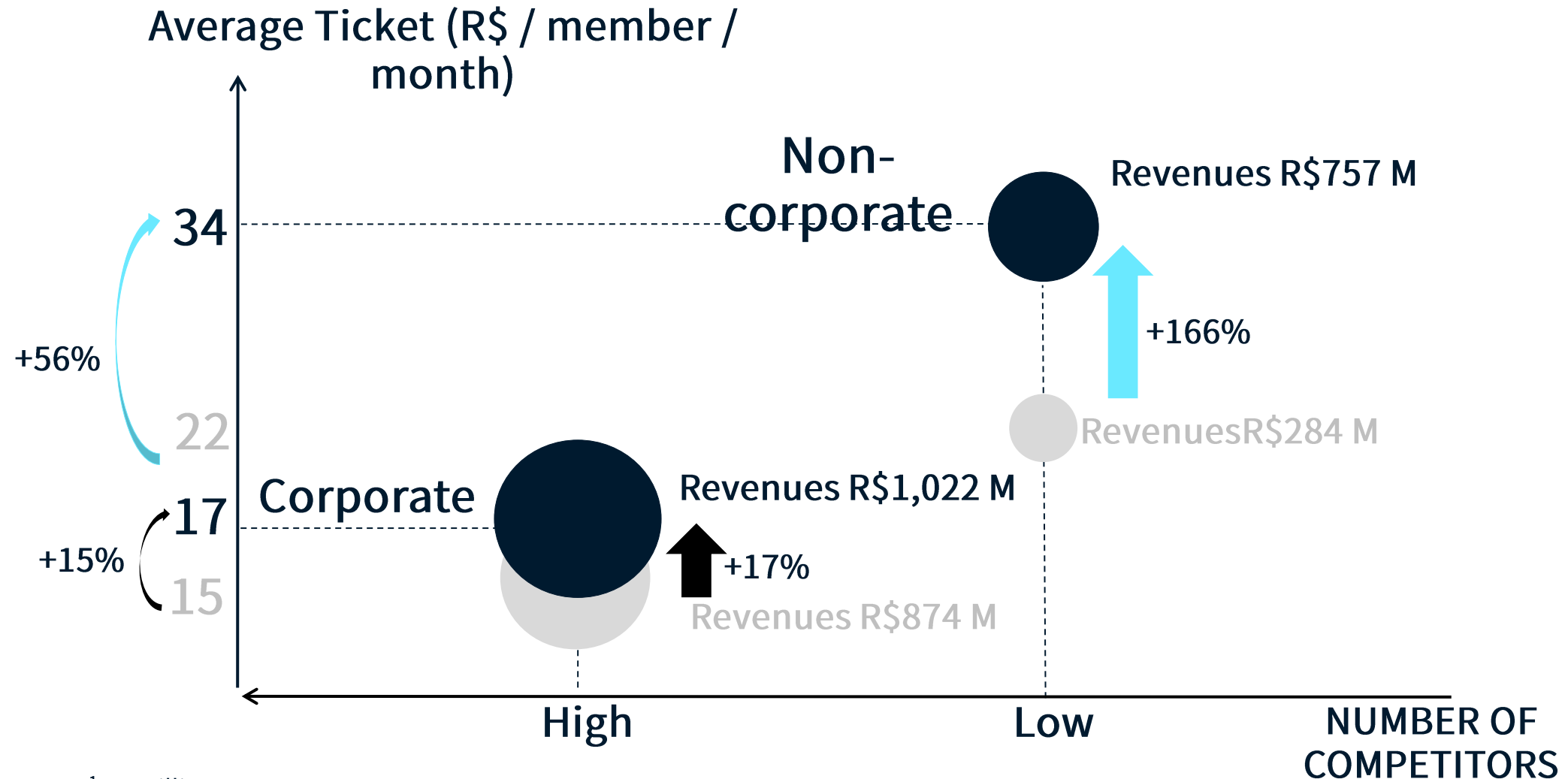
Revenues and average ticket evolution per segment since 2014





Revenues and average ticket per segment

JUL19-JUN20 x 2014



¹ M: million



Two business segments

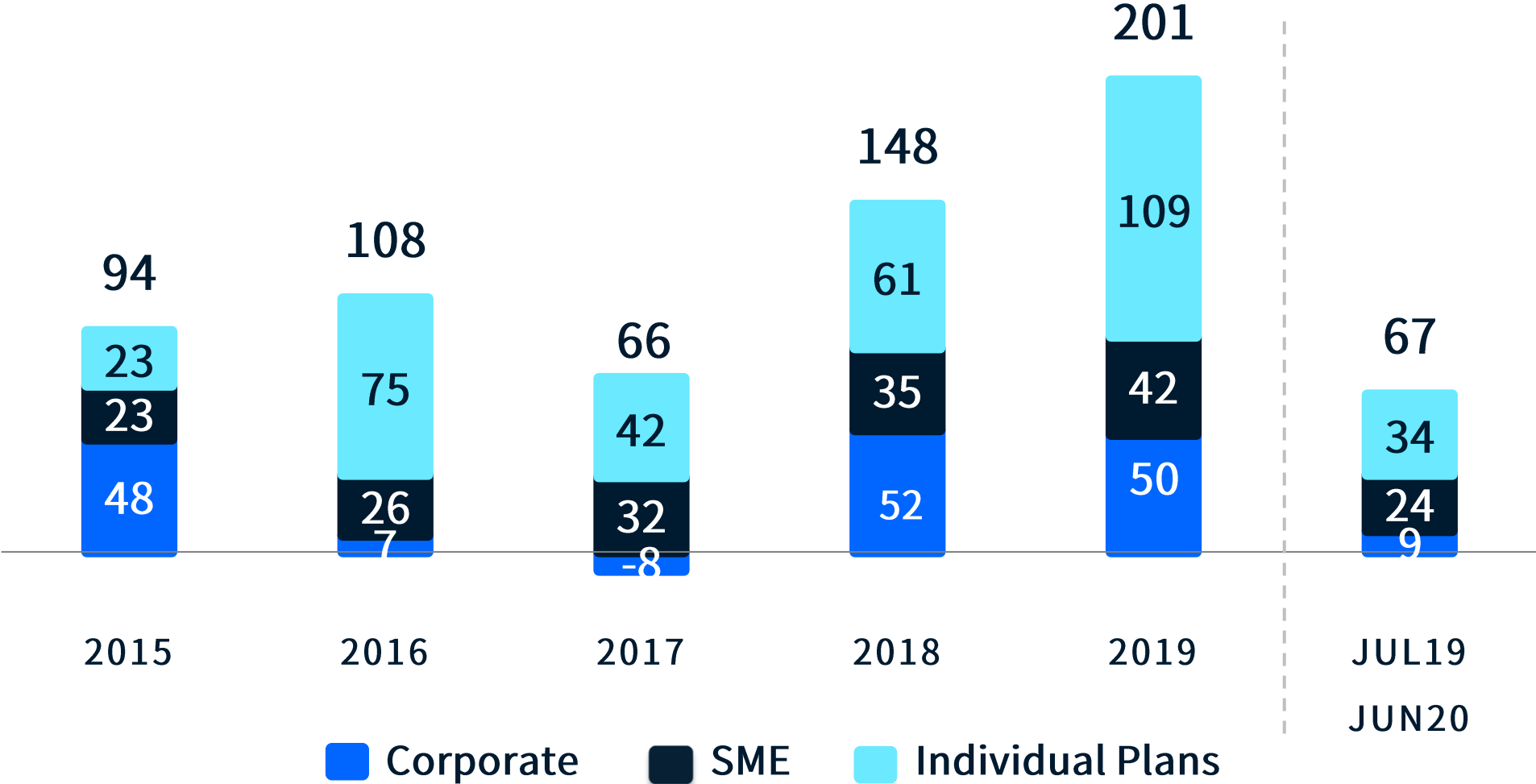
	Corporate	Non-corporate
GDP impact	High	Low
Penetration	+50%	<5%
Growth Potential	Medium	High
Own distribution	Internal + brokers (shareholders)	Retail banks (shareholders)
2Q20 Average ticket (R\$/member/month)	R\$17	R\$34
Barriers to entry	Low	High



Since 2015, SMEs and Individuals are driving incremental revenues

R\$ million

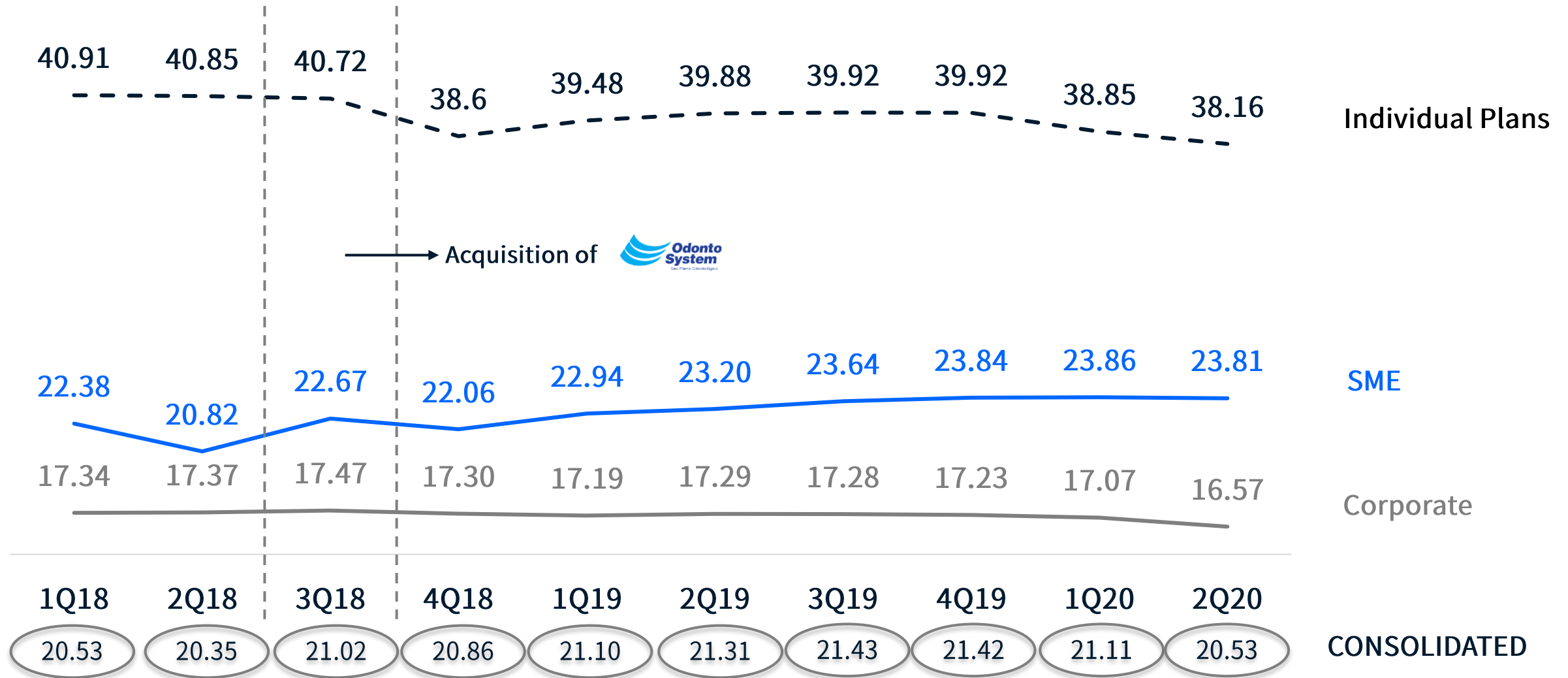
YoY Incremental revenues



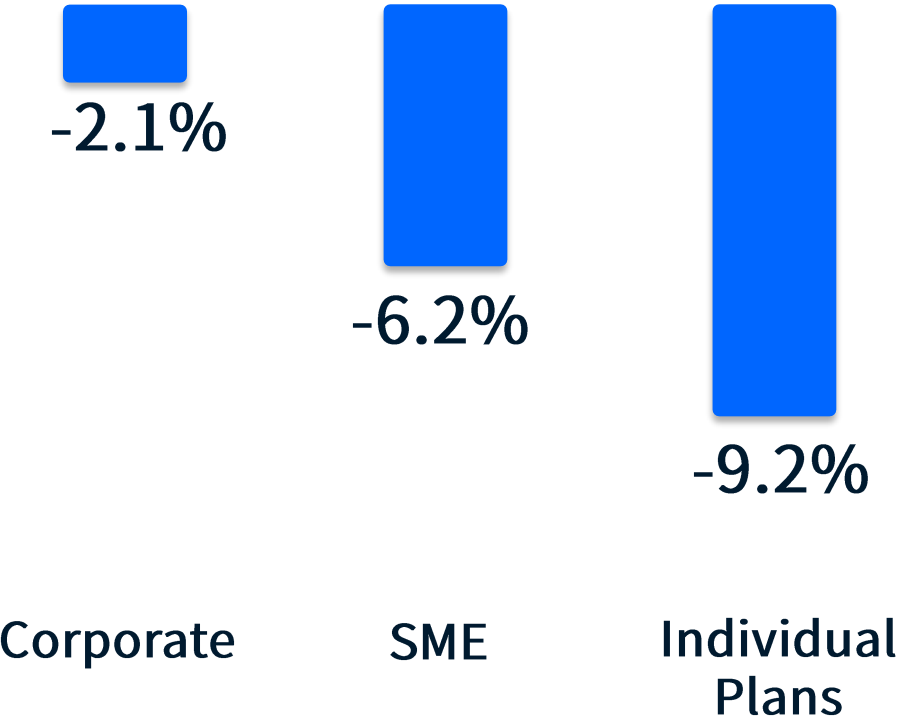


Average ticket: consolidated and per segment

R\$/member/month



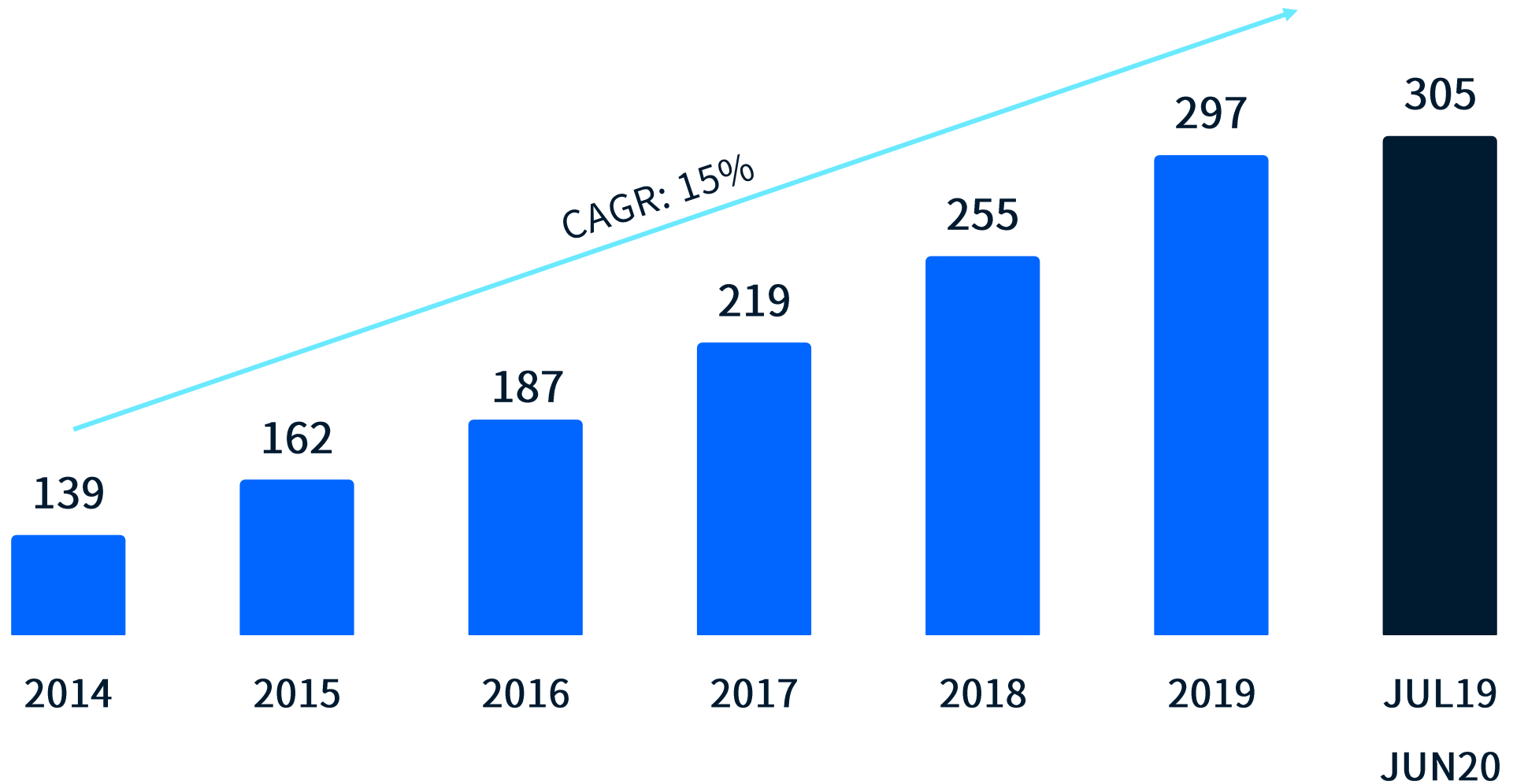
Membership growth in 2Q20, per segment





SME - Revenue growth

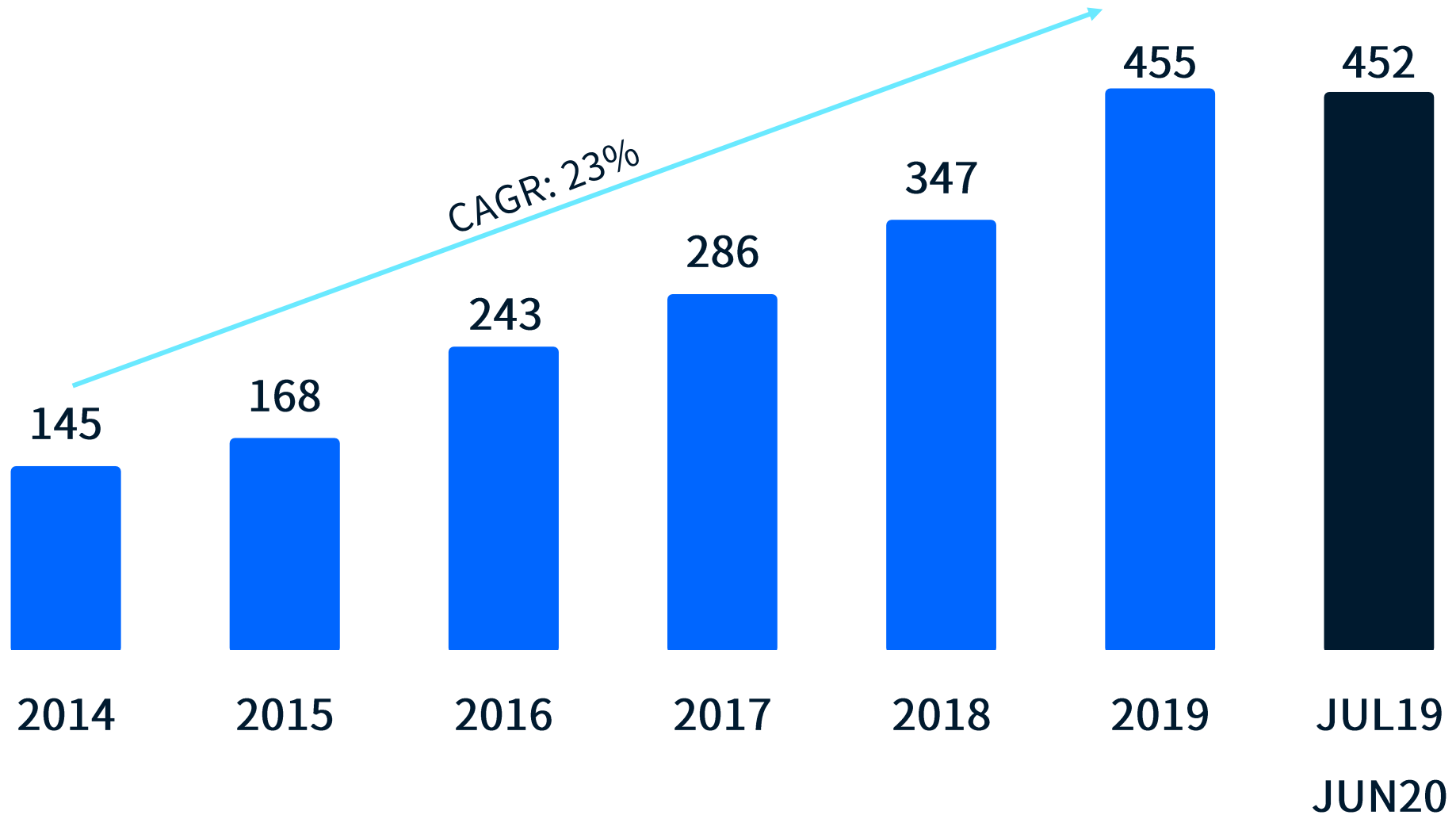
R\$ million





Individual Plans - Revenue growth



R\$ million



CAGR: 23%

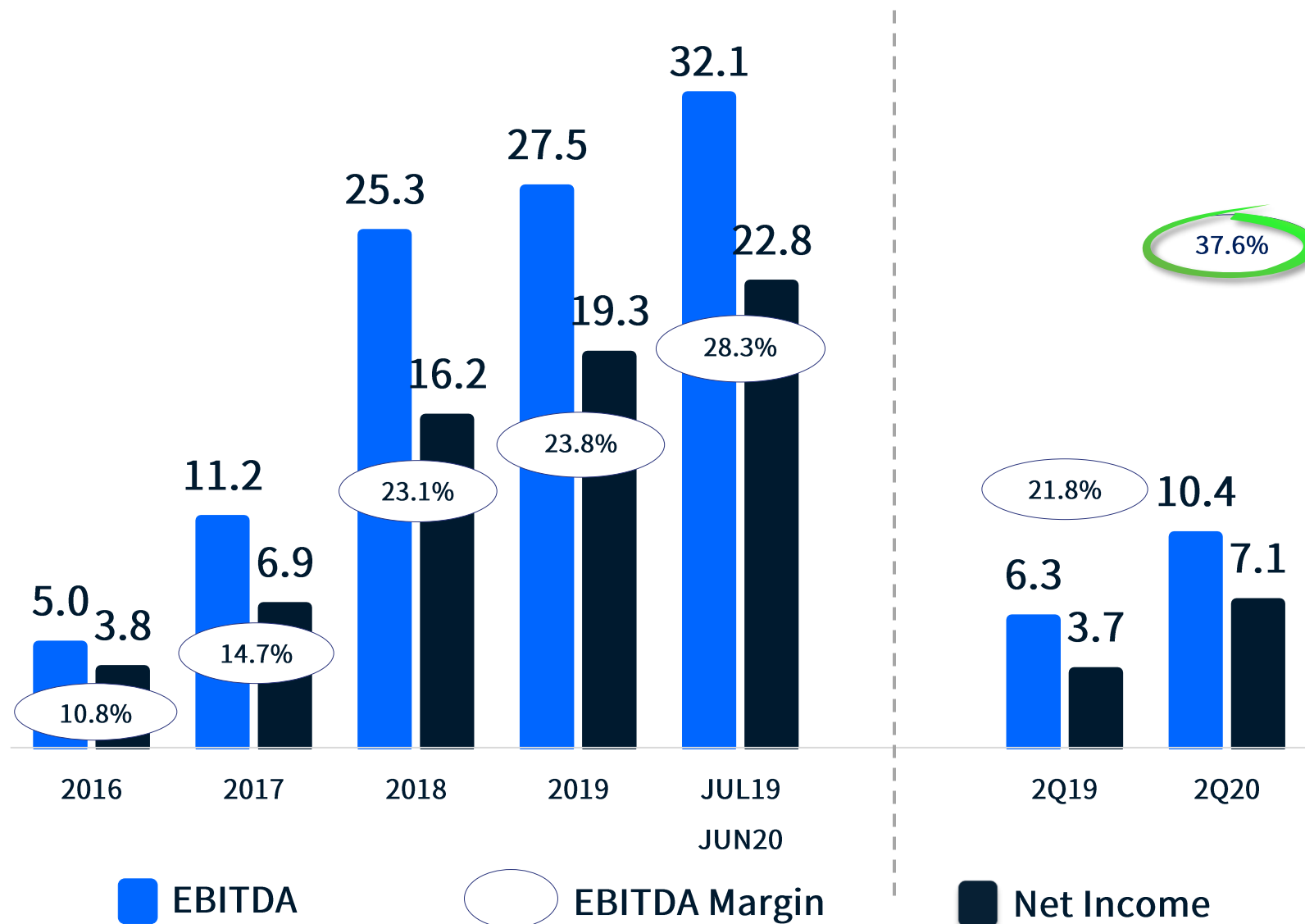


Positive effects of bank channels in Individual Plans

	Retailers	 & 
2Q20 average list price	R\$37.5 to R\$42.5	R\$45.6 to R\$55.2
Acquisition cost	25% to 45%	10% to 15%
Profitability	Lower	Higher

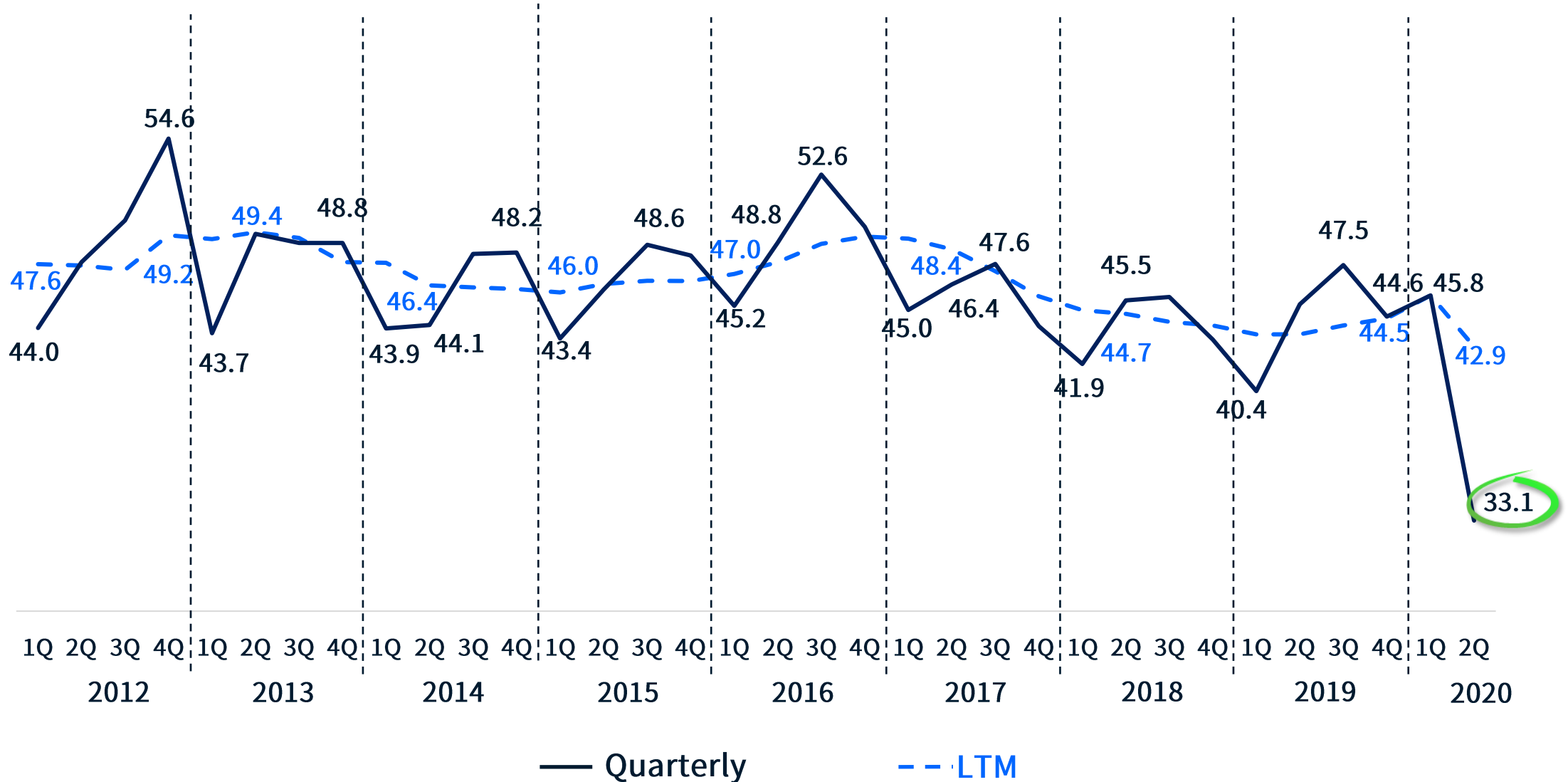


R\$ million and % of Sales



Quarterly and LTM Cost of Services

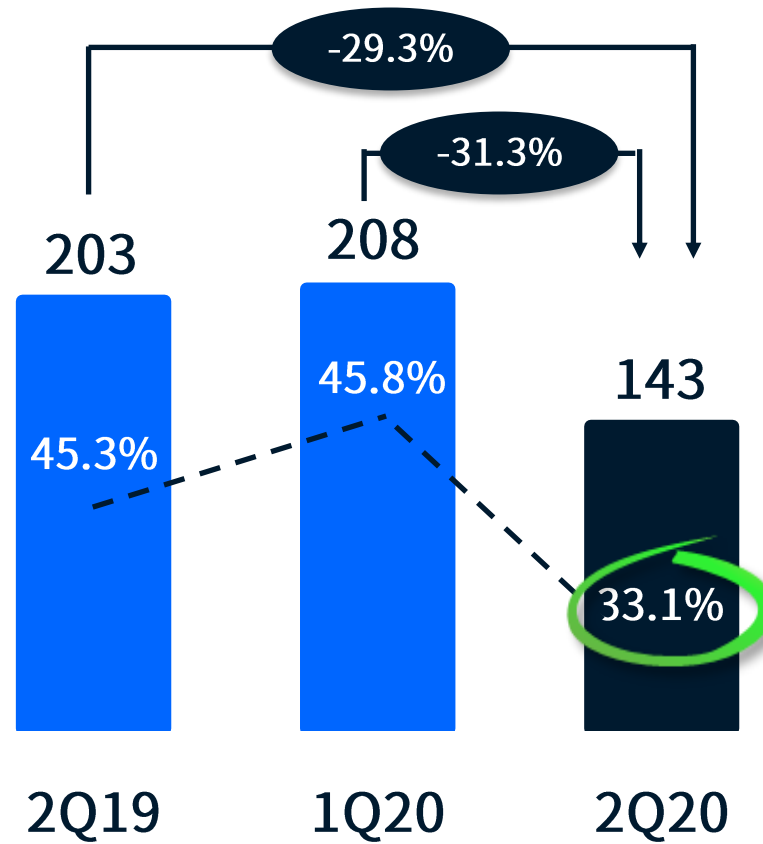
% Sales





Consolidated cost of Services: Covid-19 effect

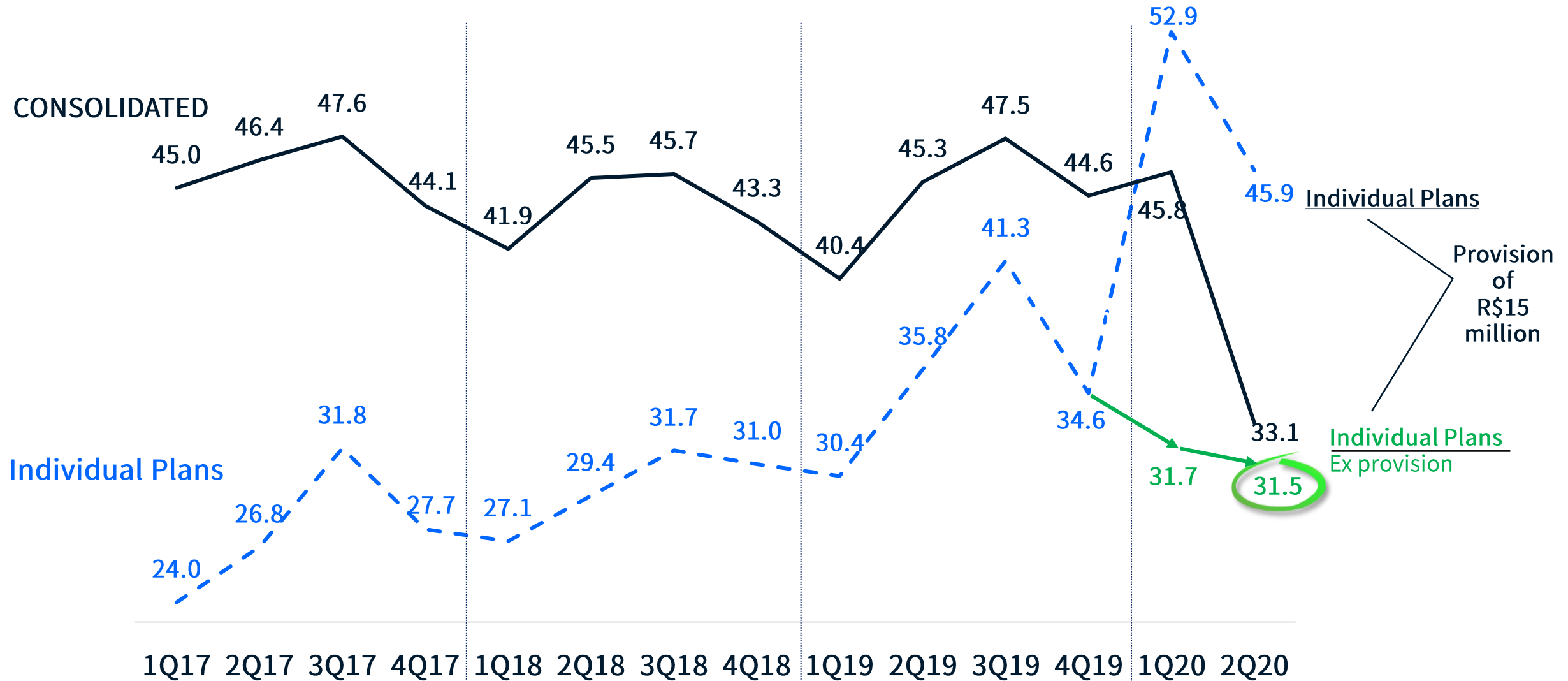
R\$ million and % Sales





Quarterly Dental Care Ratio - Consolidated and individual plans

% Sales





Selling expenses per segment

% of Sales LTM



Corporate

6%



SME

12%



Individual Plans

21%

Own sales

0%

Brokers

10% - 15%

Banks

10% - 15%

Banks

10% - 15%

Brokers

10% - 15%

Online

5% - 7.5%

Banks

10% - 15%

Retailers

25% - 45%

Online

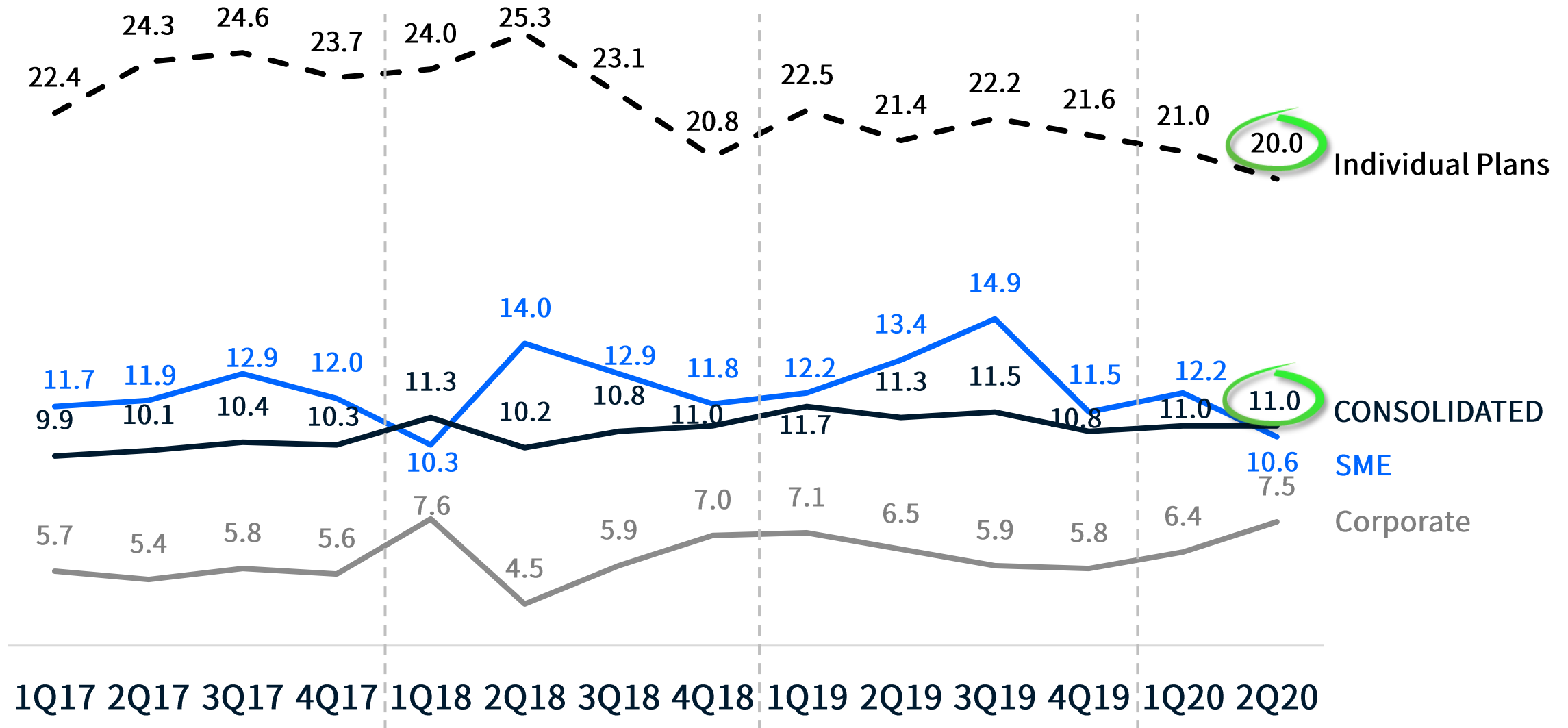
5% - 7.5%

Average
selling
expenses



Selling expenses: consolidated and per segment

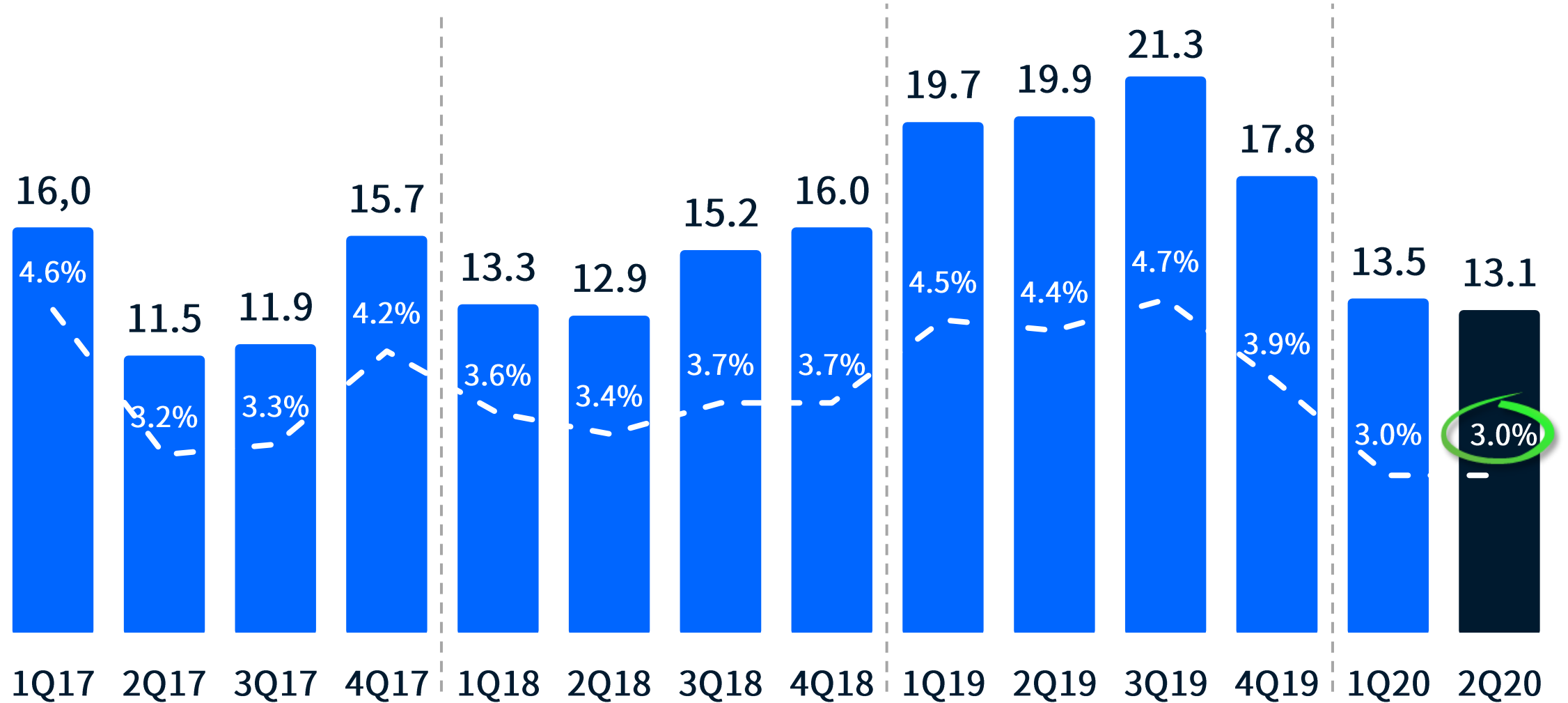
% of Sales





Allowance for doubtful receivables

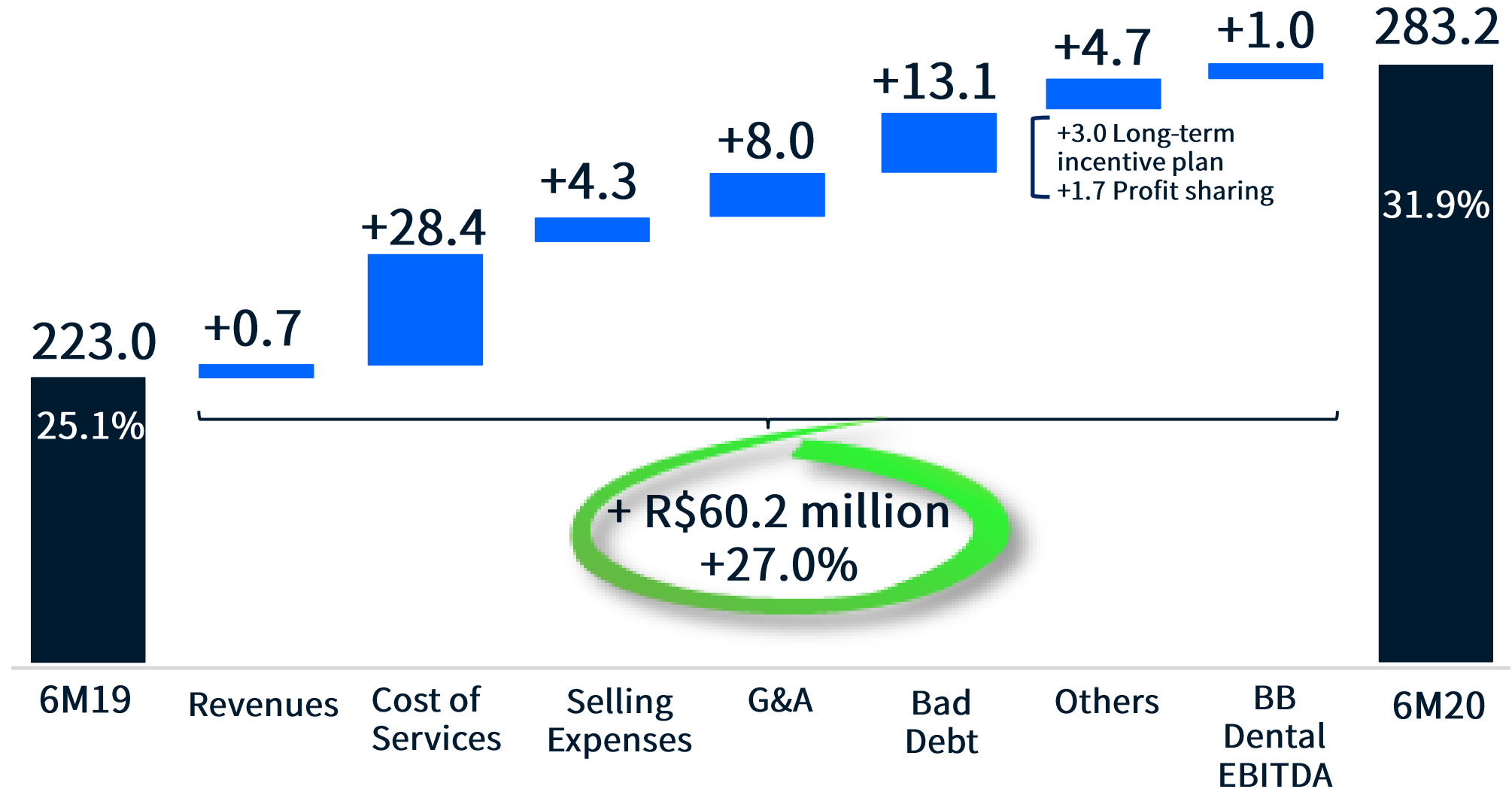
R\$ million and % of Sales





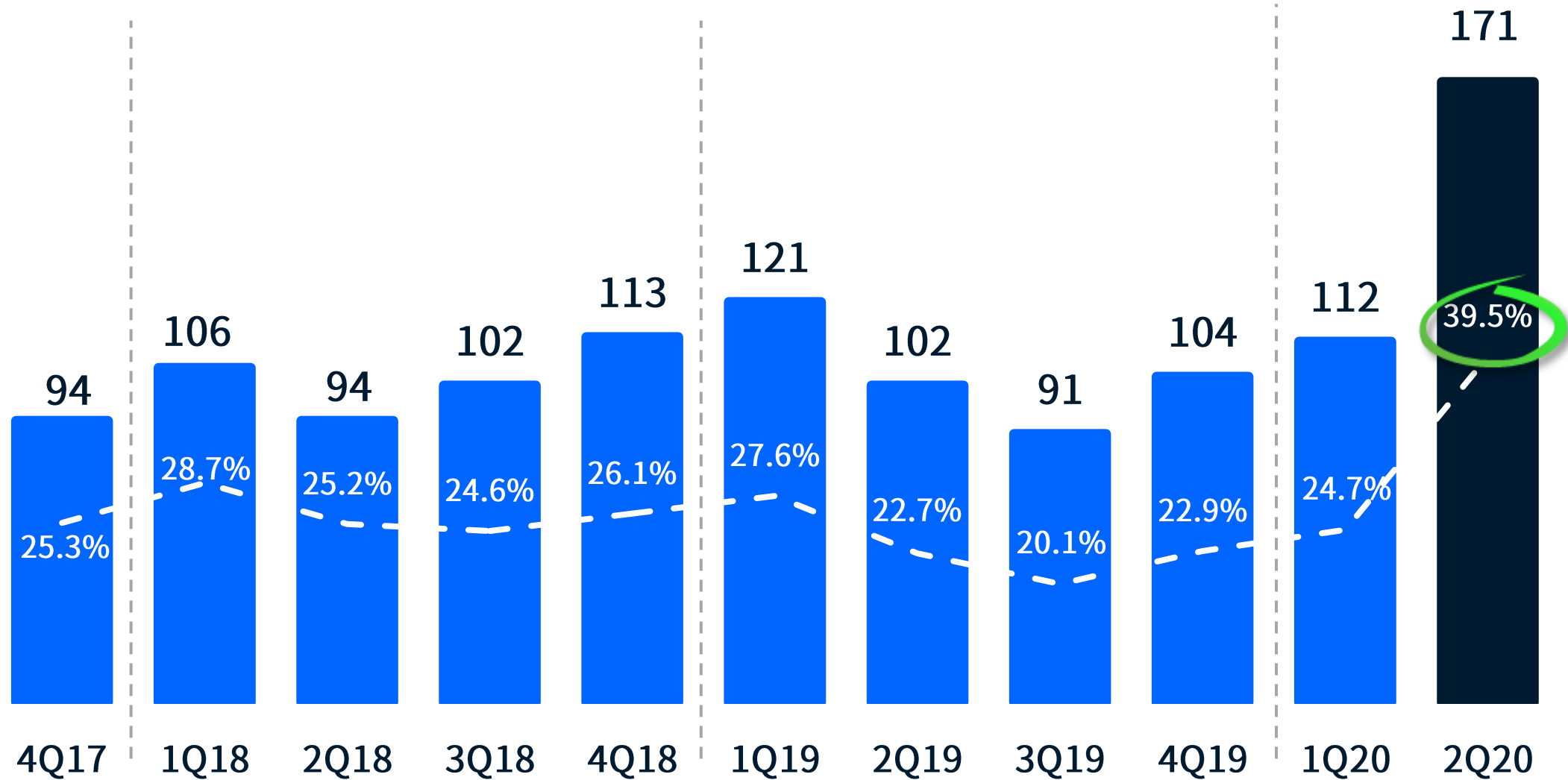
Adjusted EBITDA: 6M20 x 6M19

R\$ million



Adjusted EBITDA

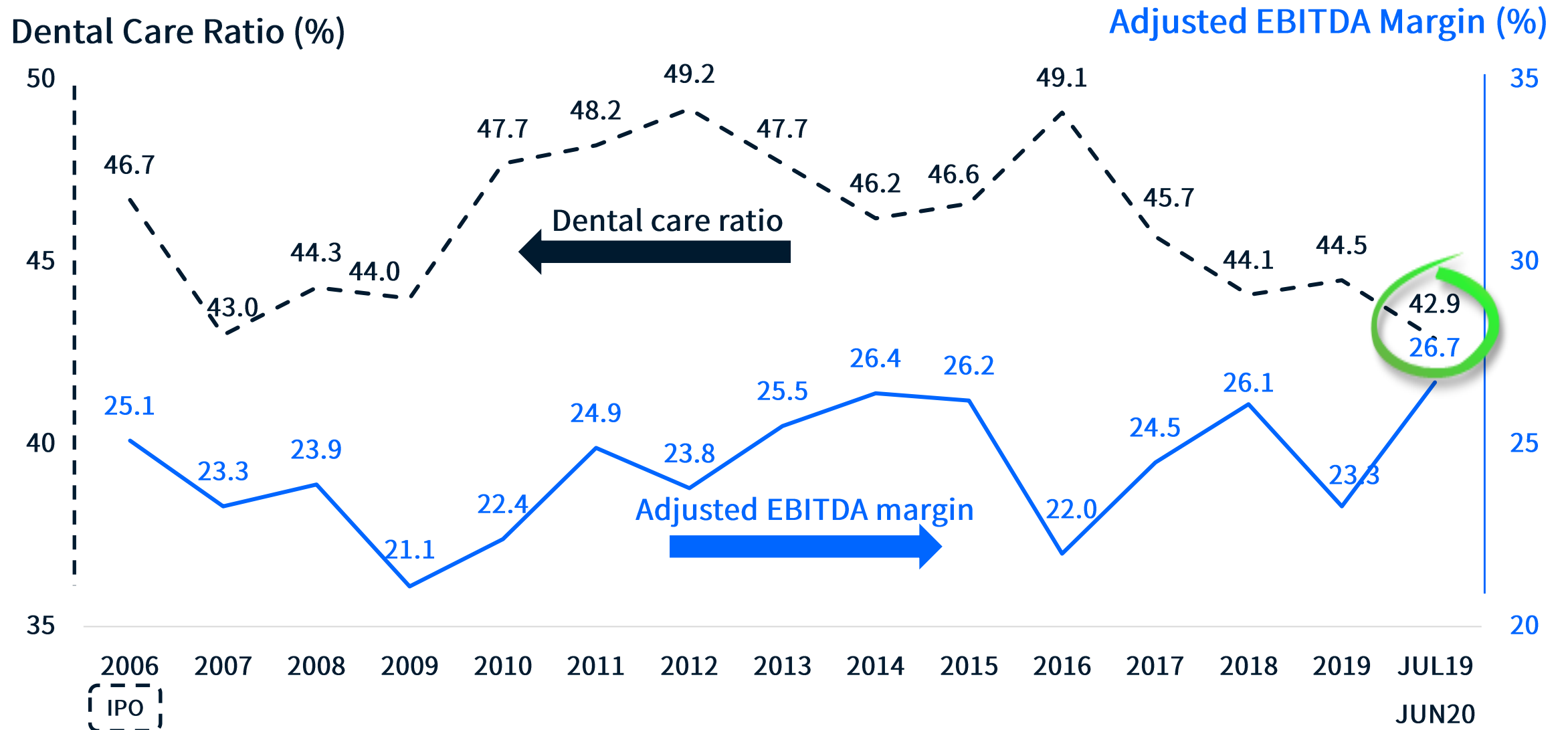
R\$ million and % of Sales





Dental care ratio and Adjusted EBITDA margin since the IPO

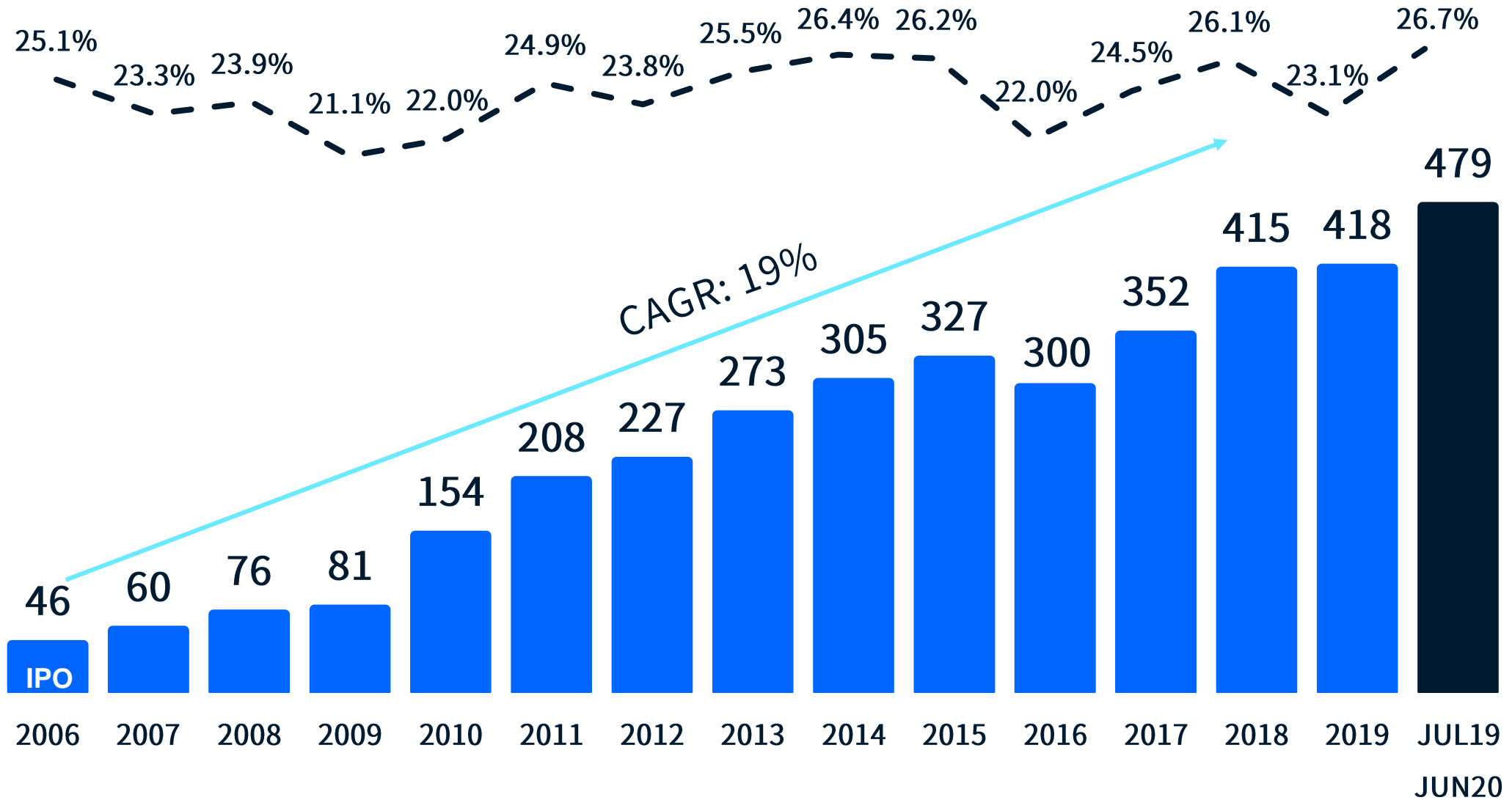
% of Sales





Adjusted EBITDA since the IPO

R\$ million and % of Sales

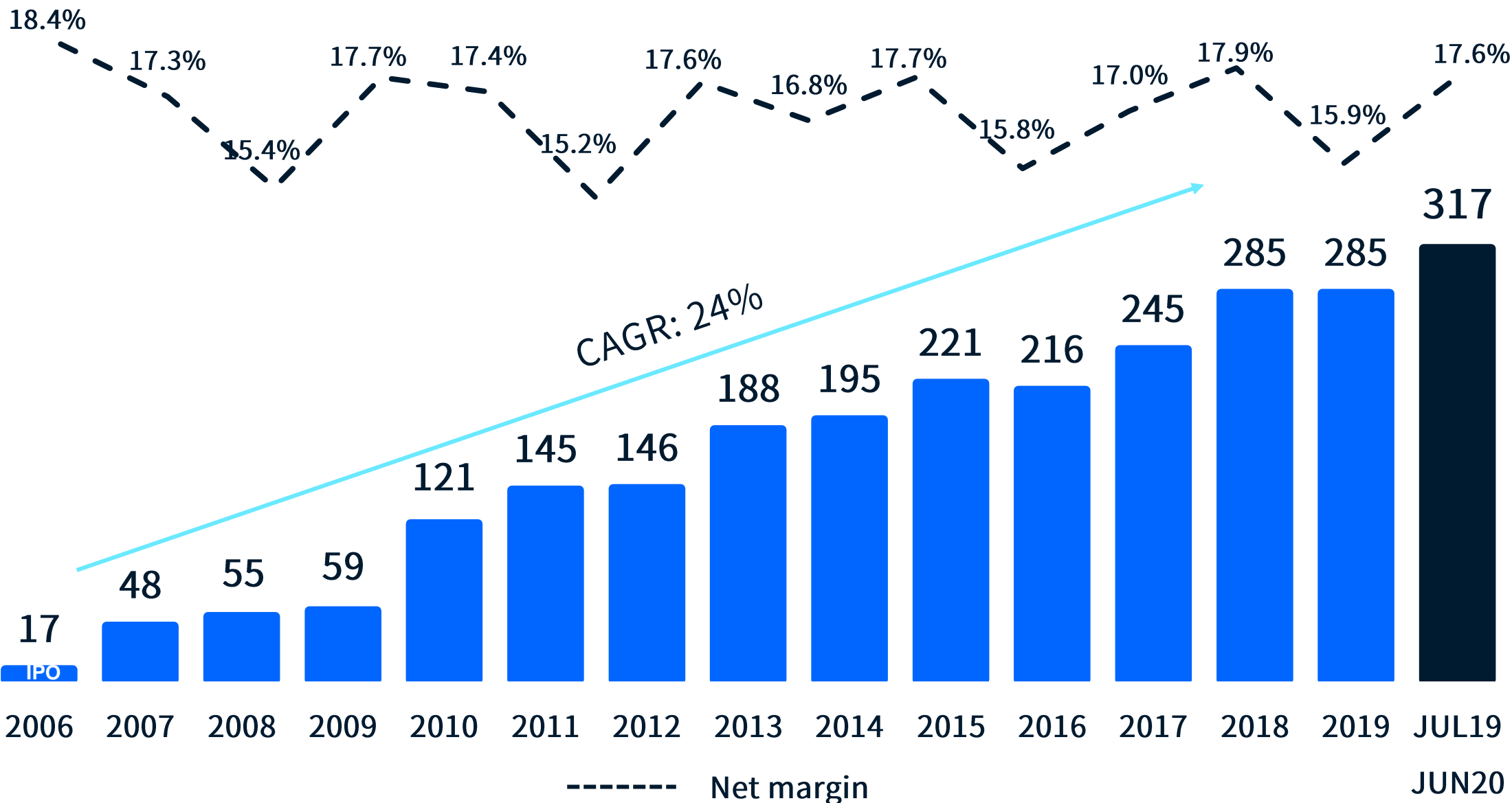


----- Adjusted EBITDA margin

Net Income and net margin since the IPO



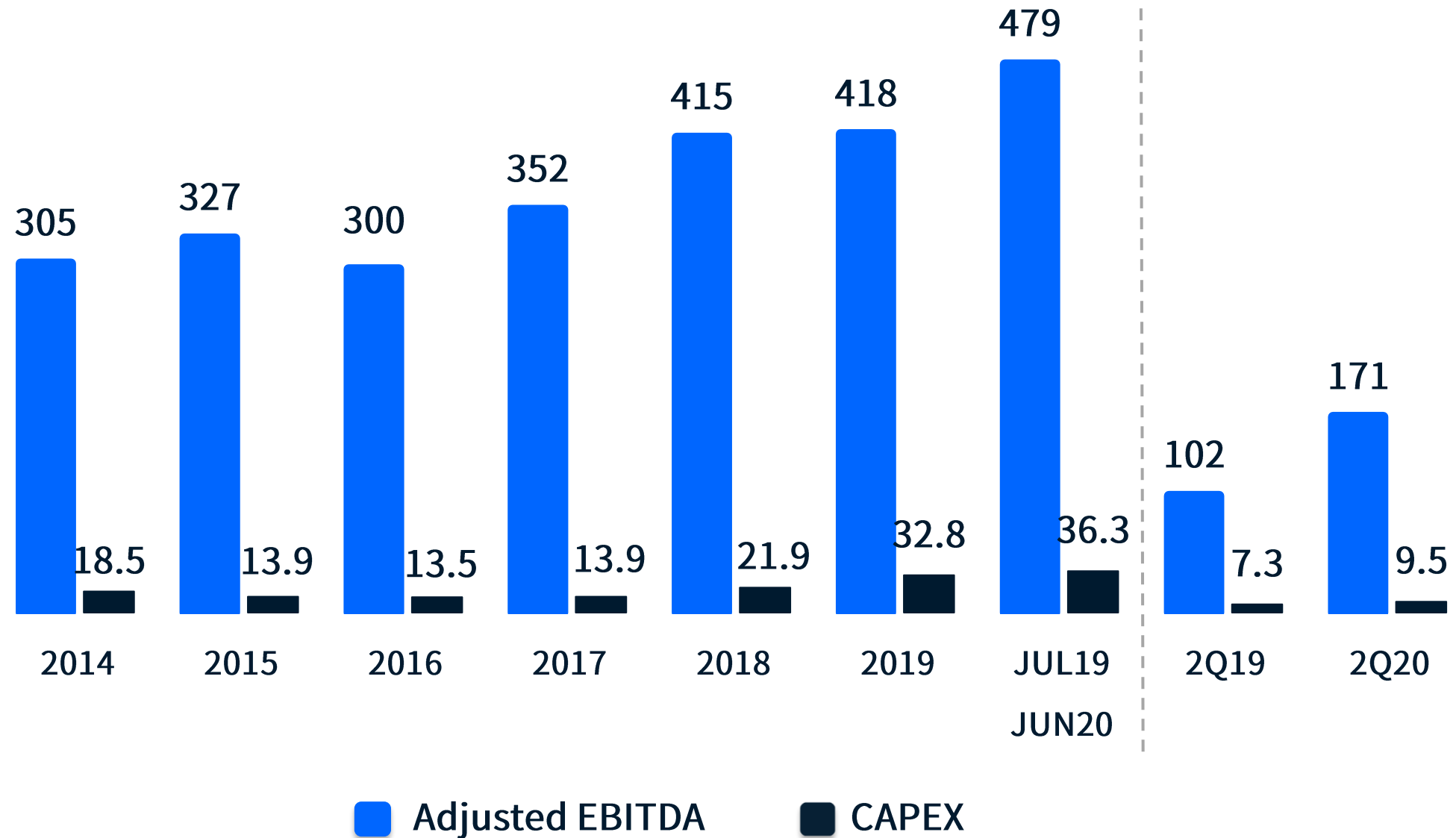
R\$ million and % of Sales





Adjusted EBITDA and CAPEX

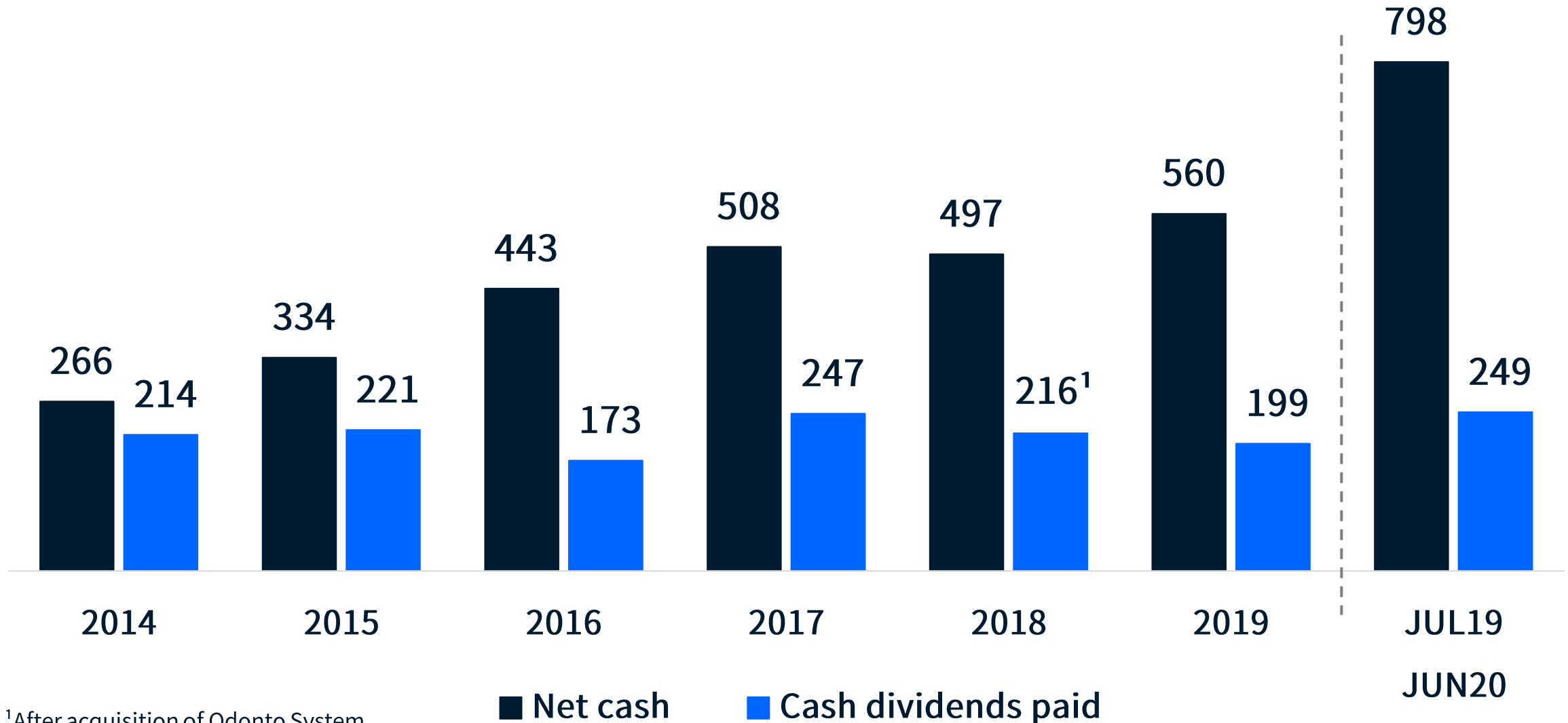
R\$ million





Net cash (zero debt) and cash dividends

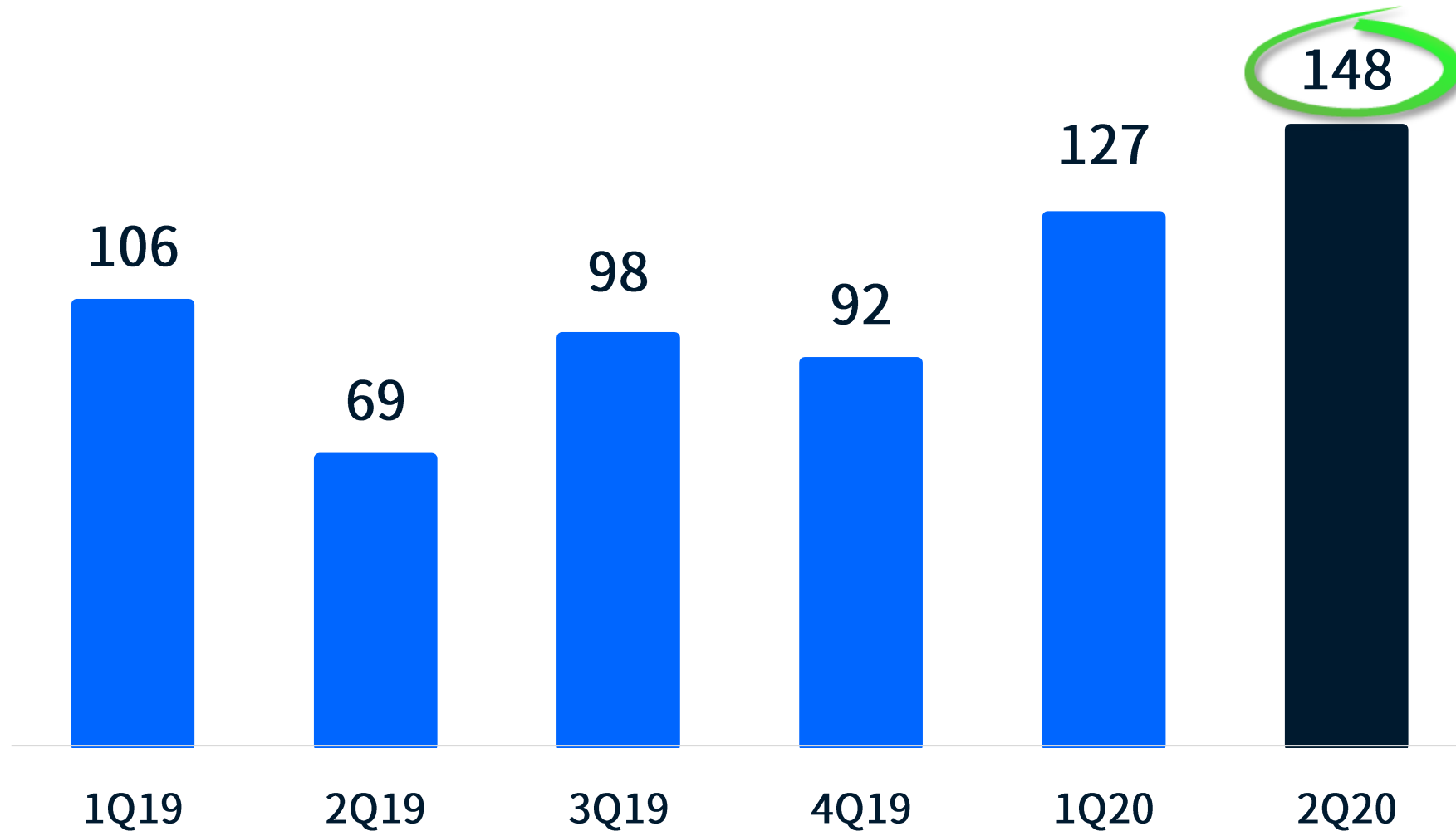
R\$ million





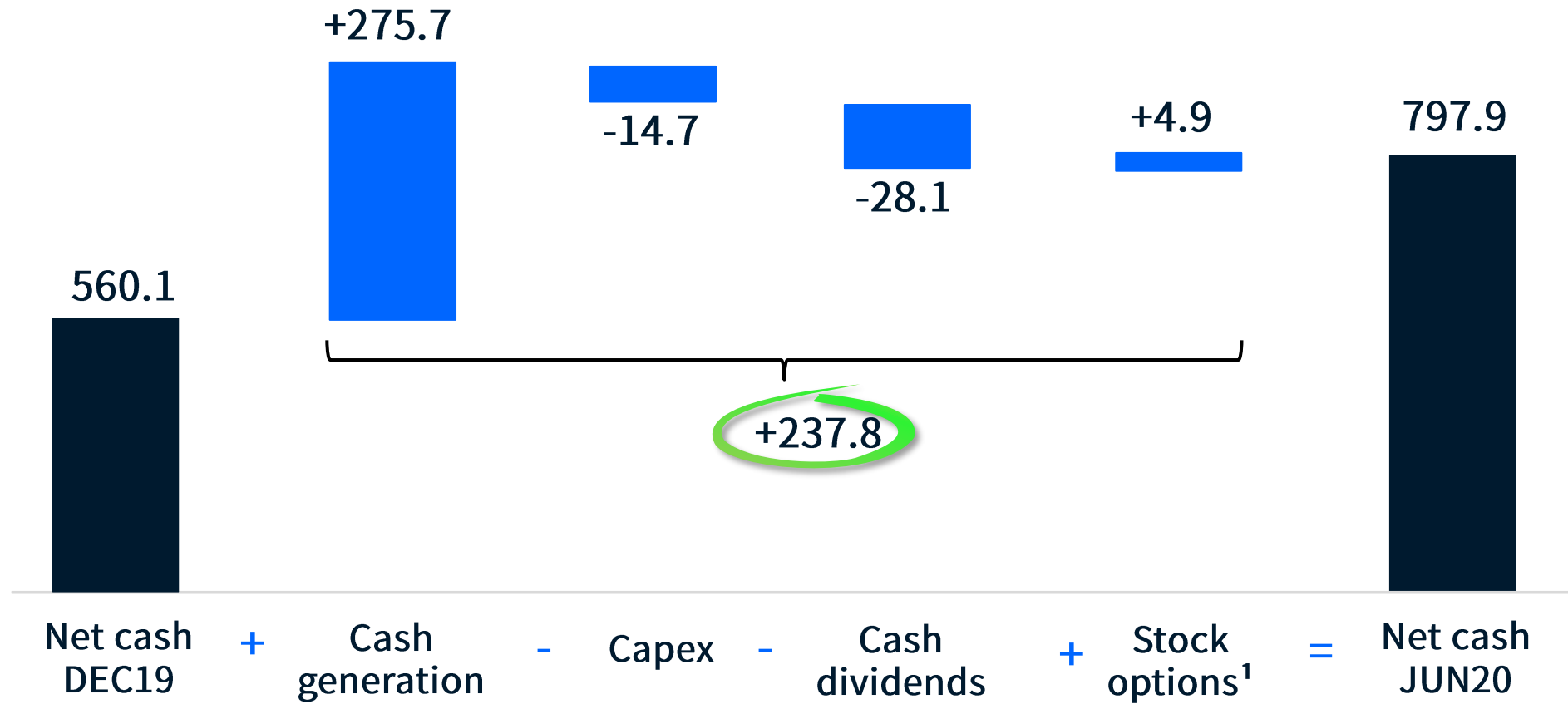
Cash flow from operational activities

R\$ million



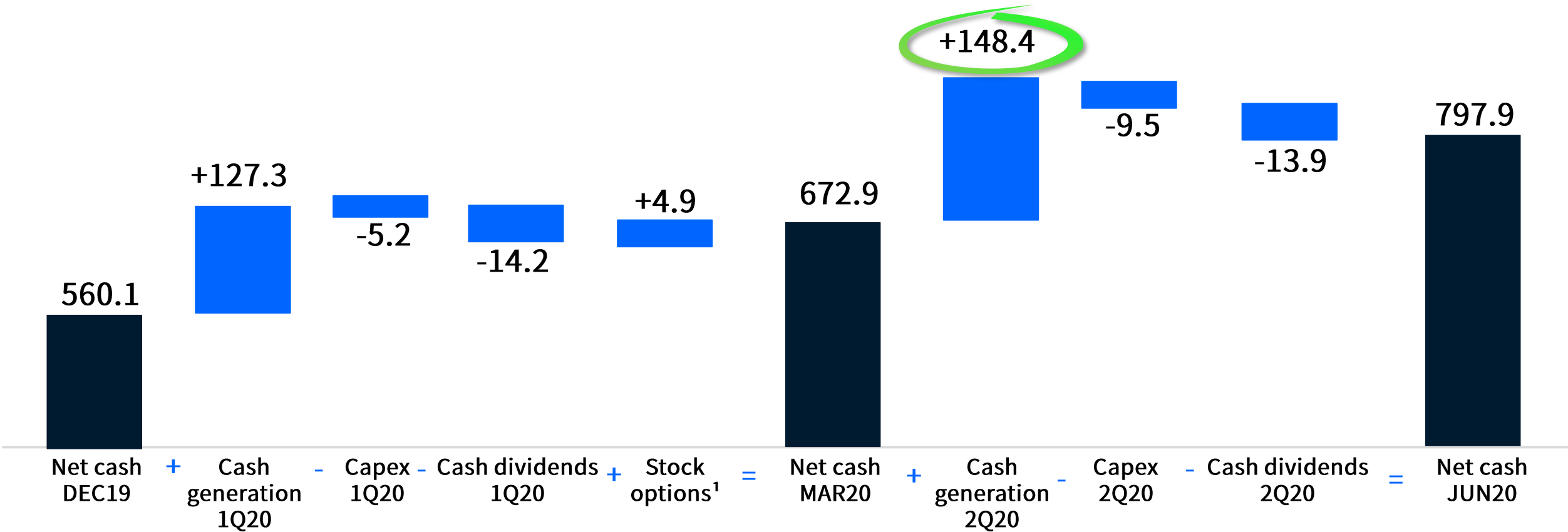
6M20 cash flow

R\$ million



¹ Stock Options Program vesting reimbursements

6M20 Cash flow (R\$ million)



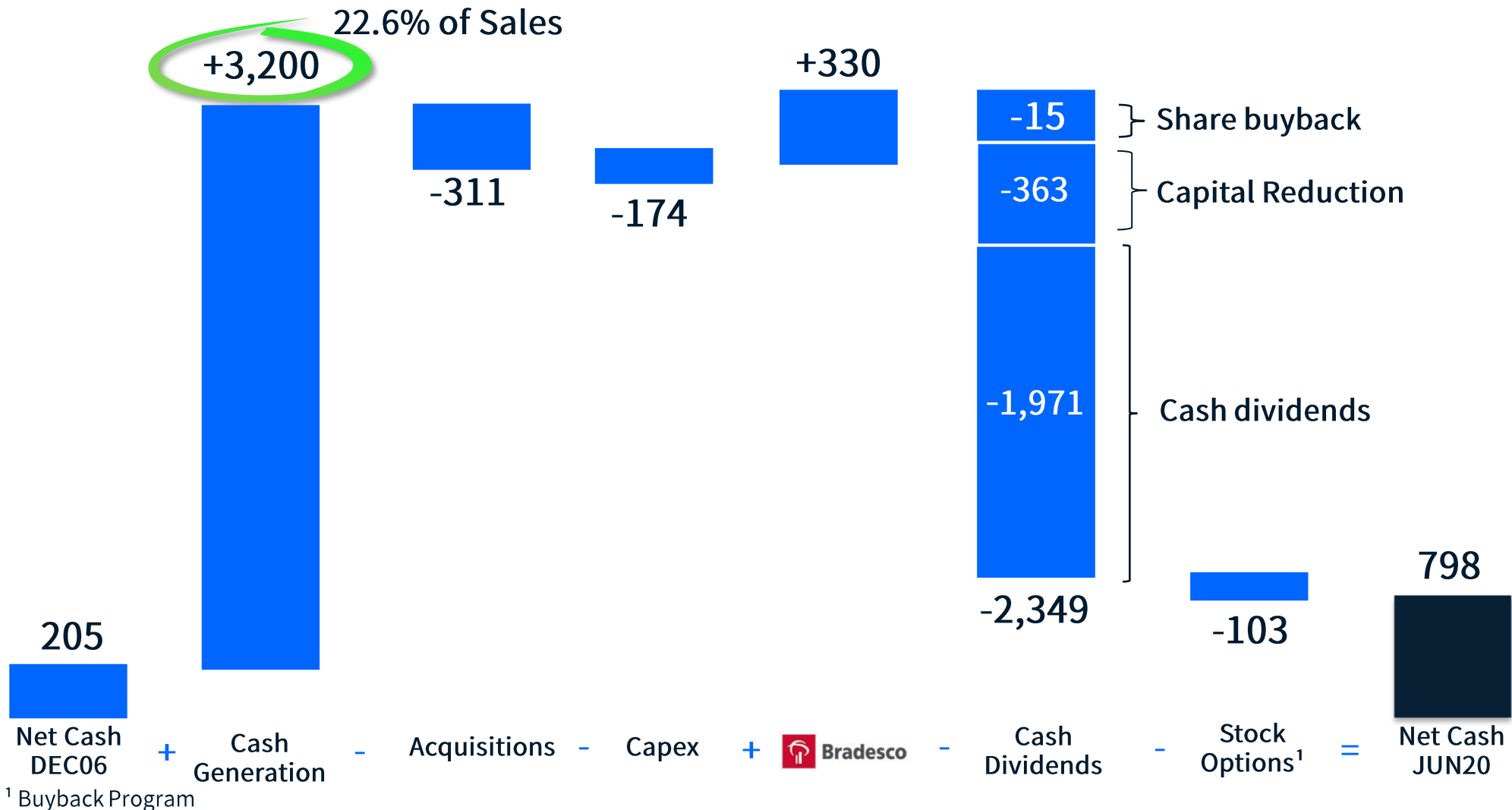
¹ Stock Options Program vesting reimbursements



Cash flow since IPO: dividends our #1 priority

R\$ million

Since the IPO in 2006, Odontoprev business model required CAPEX of R\$174 million, compared to cash generation of R\$3.2 billion. In the period, cash dividends was R\$2.0 billion.



A light blue wavy line that spans the width of the slide, starting from the top left, dipping in the middle, and rising towards the right.

Capital **Markets**

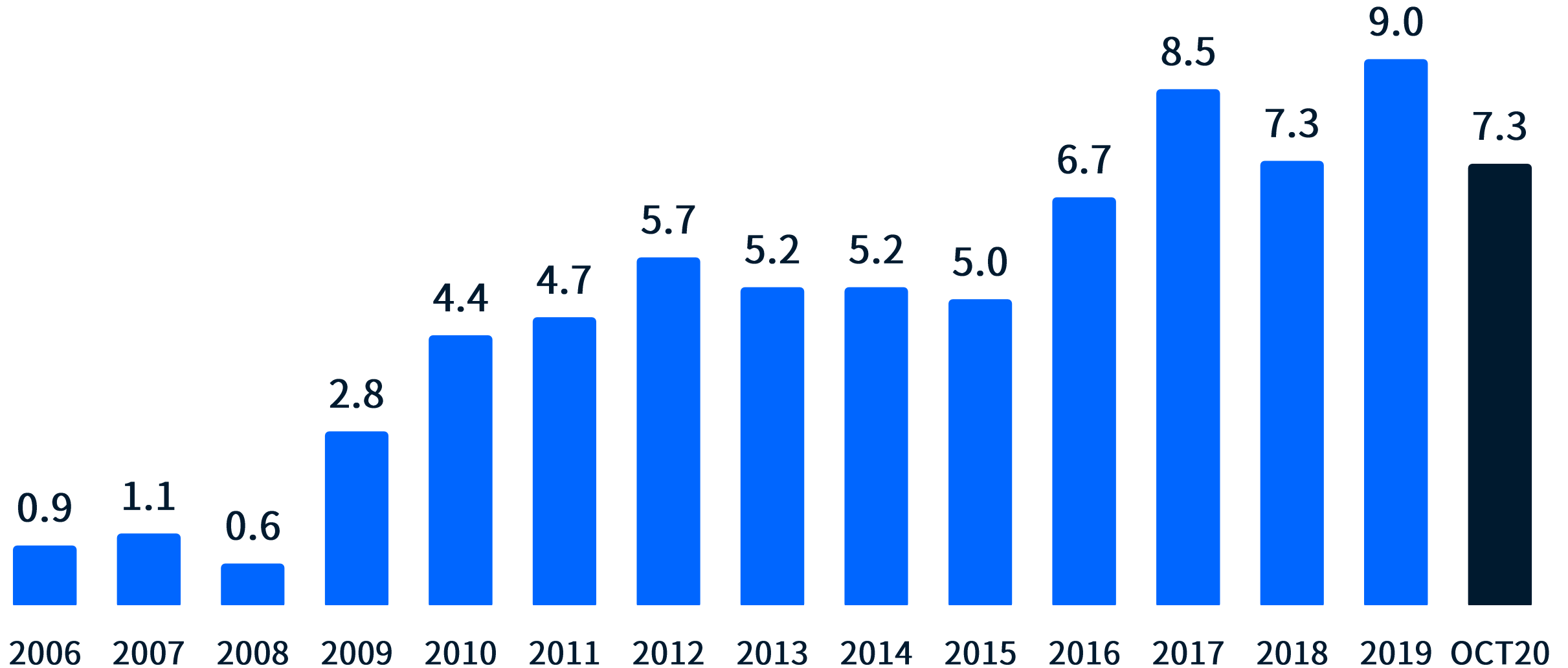
A solid blue semi-circle located in the bottom right corner of the slide.

5



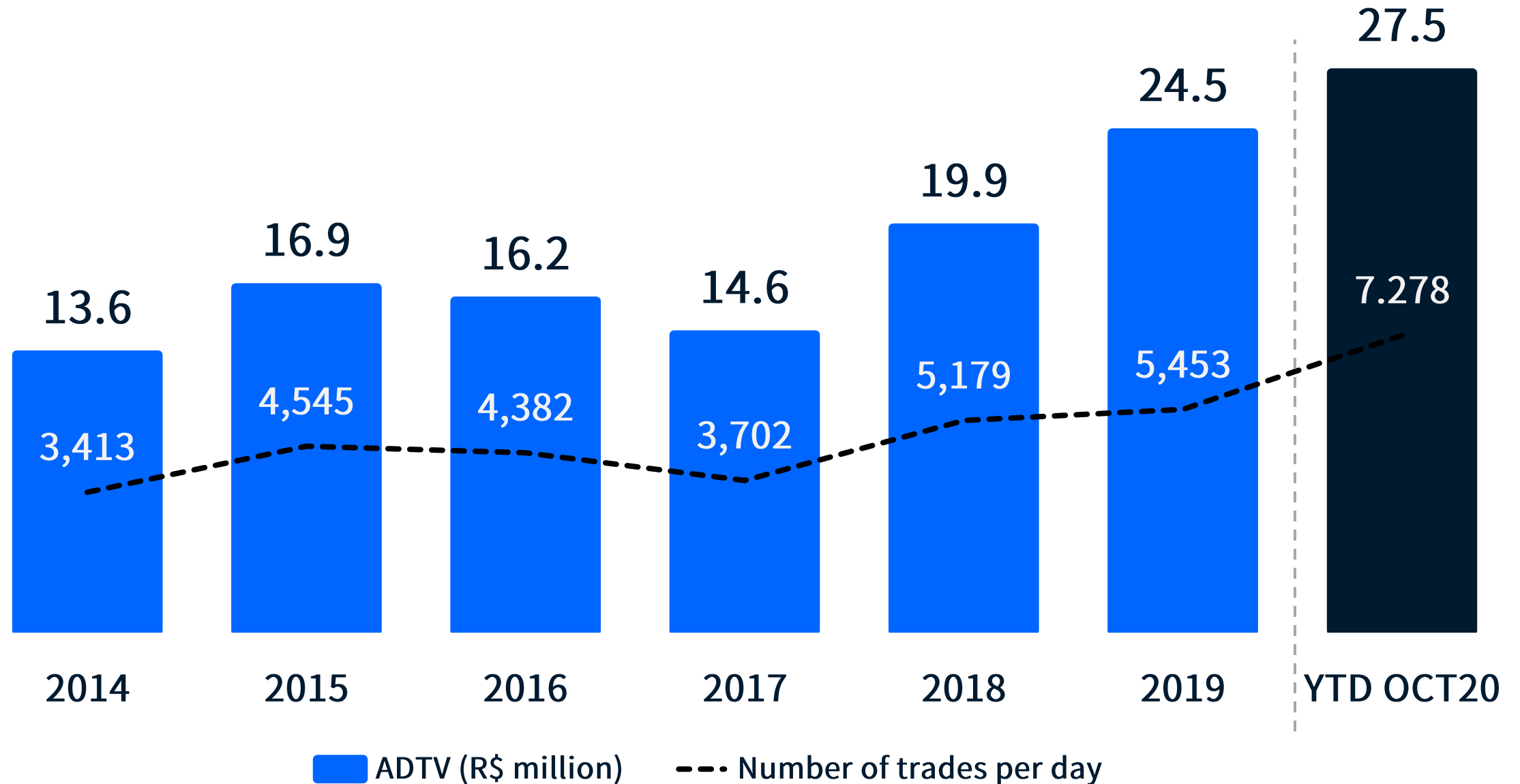
Market cap Evolution

R\$ billion





All-time best liquidity of OdontoPrev shares

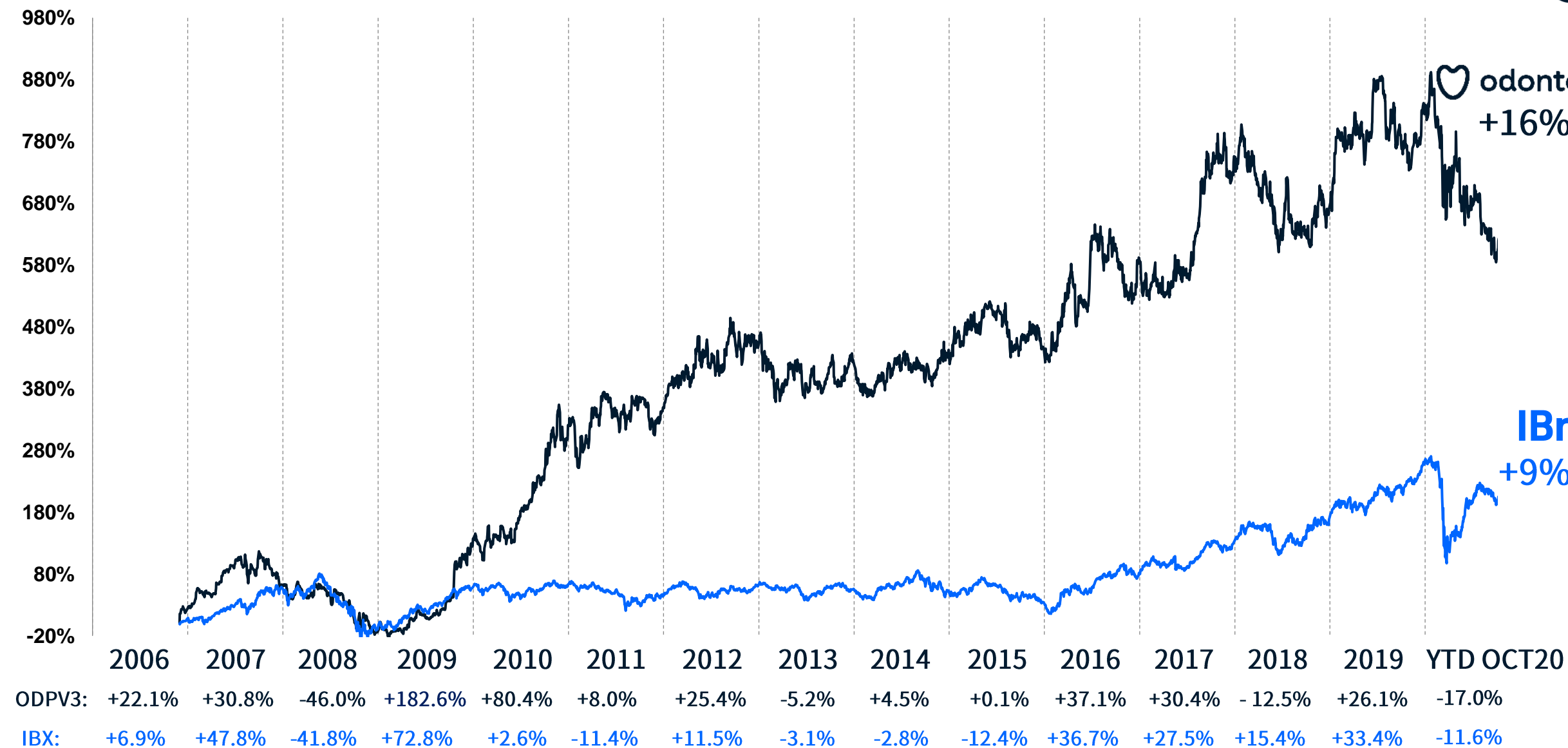


Odontoprev total shareholder return since IPO x IBrX



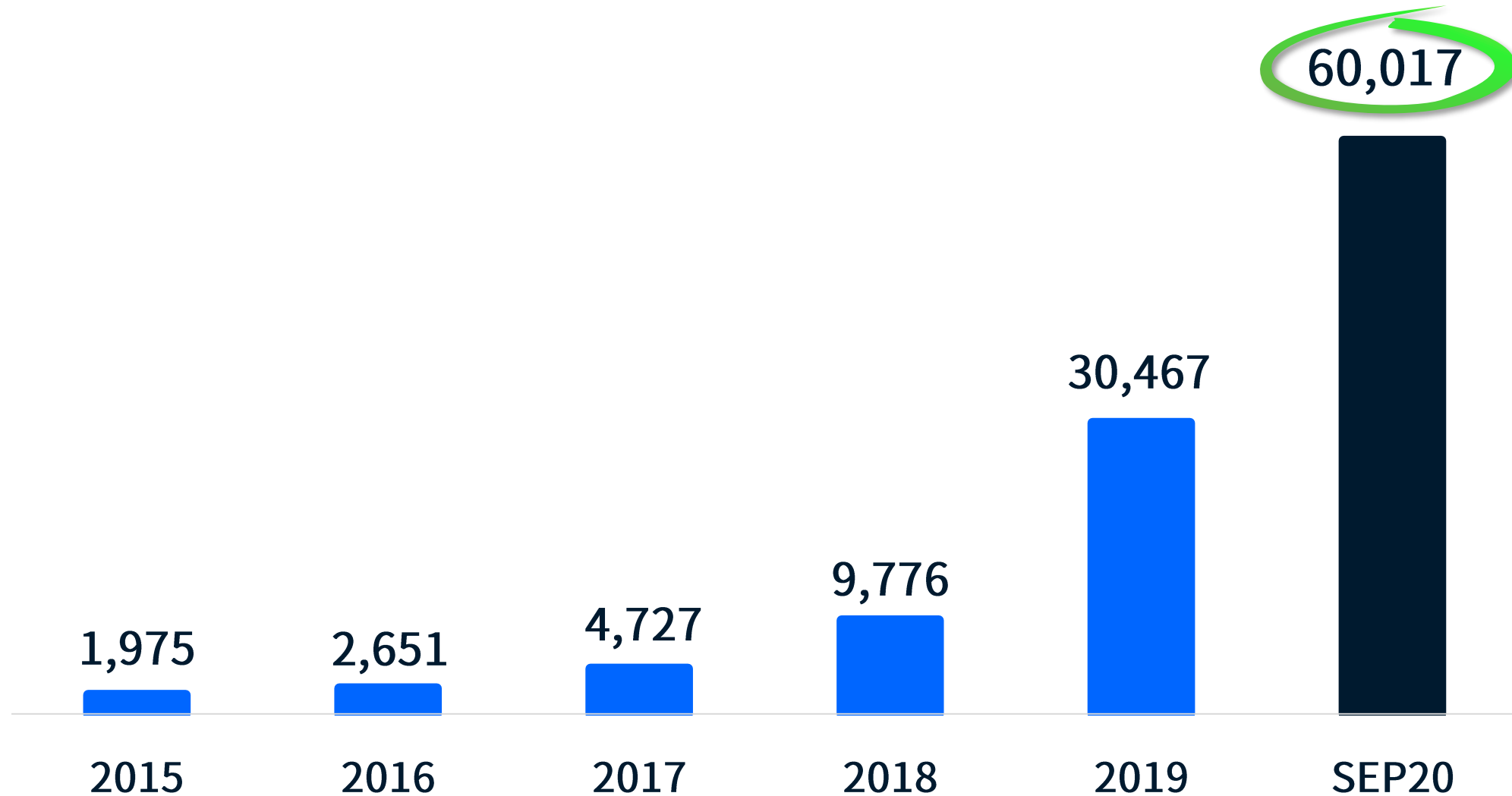
odontoprev
+16% p.y.

IBrX
+9% p.y.





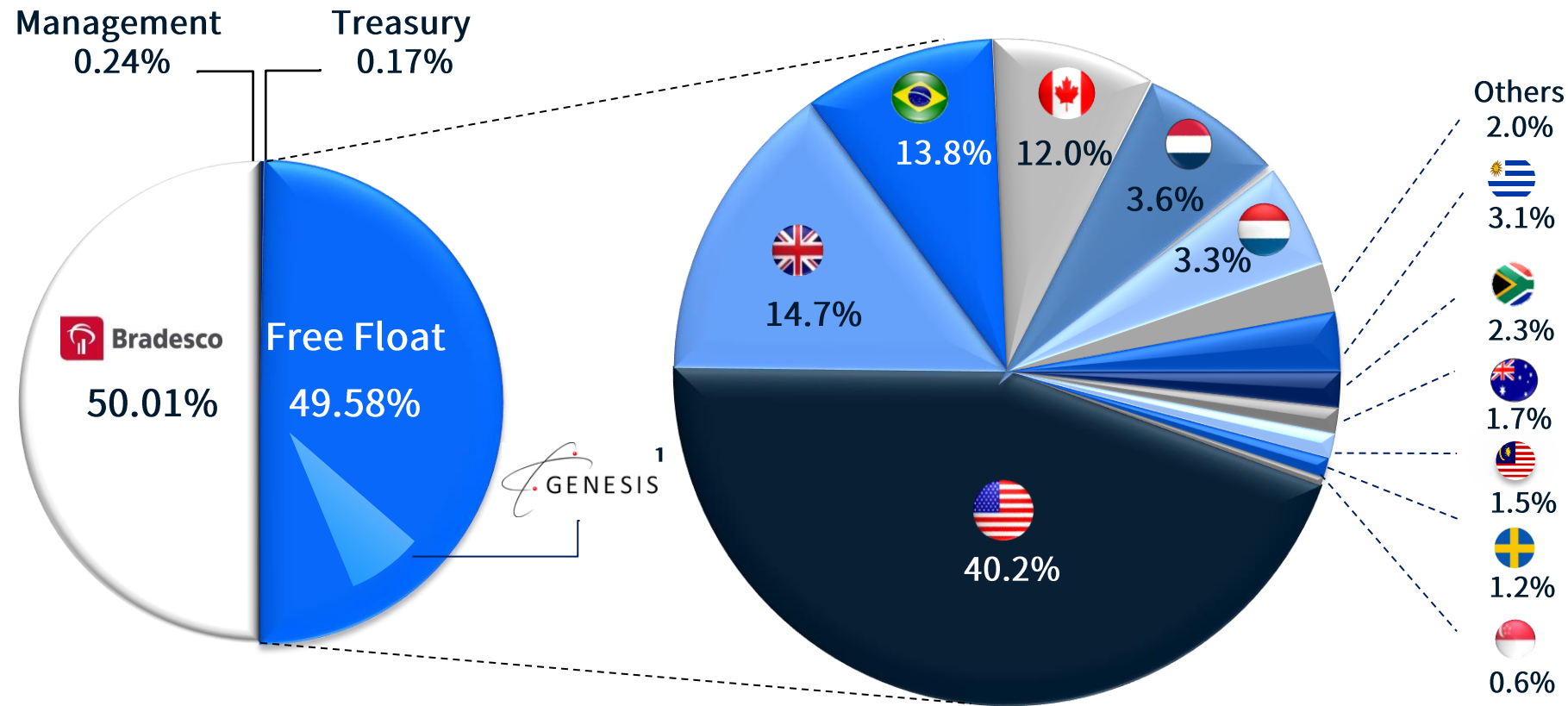
Increasing number of individual investors





Global shareholder structure: investors from more than 30 countries

SEP20

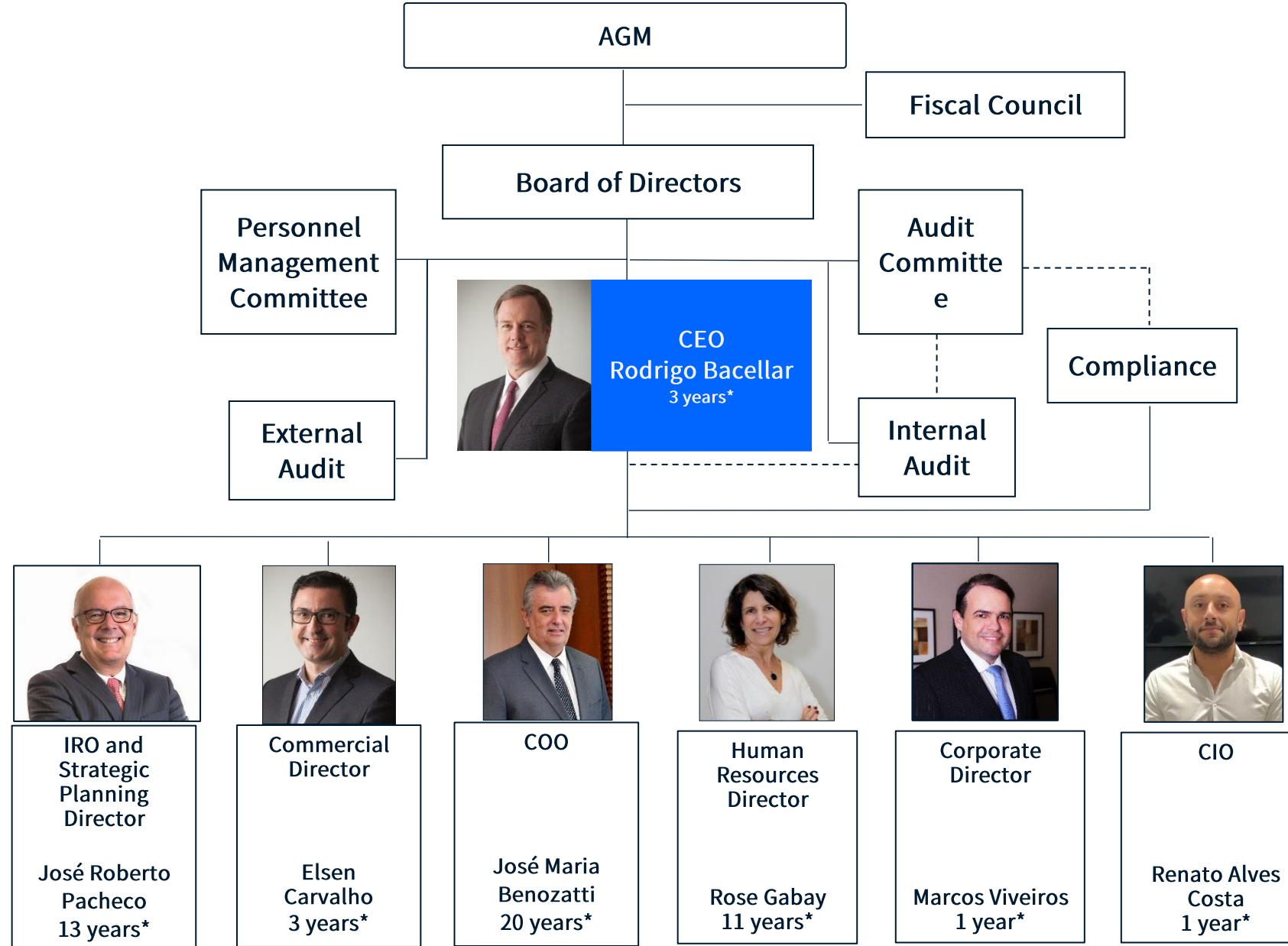


Total Capital
531,294,792 Shares

49% Free float
263,452,916 Shares



Professional management team since foundation in the 80's



* Number of years at Odontoprev

Key metrics for management's compensation



Quantitative goals

- ✓ Revenue growth
- ✓ Incremental EBITDA (R\$)
- ✓ Member expansion

Perception Studies

- ✓ Beneficiaries
- ✓ Dentists
- ✓ HR managers
- ✓ Quality of our services

ESG metrics



In 2Q20, more than 5,000 Personal Protective Equipment (PPE's) were delivered to selected accredited dentists.

Environmental key indicators	2Q19	1Q20	2Q20
Total consumption of electricity (kWh) [GRI-EN3]	211,580	235,613	141,141
Total consumption of water (m³) [GRI-EN8]	2,109	1,906	1,030
Greenhouse gas emissions per scope (tCO2e) [GRIG4-EN15, 16 and 17]	312	142	30
Scope 1 - direct emissions (tCO2e)	11	19	1
Scope 2 - indirect emissions related to purchase of energy (tCO2e)	7	22	13
Scope 3 - indirect emissions from the value chain (tCO2e)	294	102	16
Waste Management [GRI DMA MATERIALS, 301-1, DMA EFFLUENTS AND RESIDUES, 306-2]	2,002	1,948	283
Paper disposal (Kg)	1,022	1,139	187
Plastic disposal (Kg)	967	785	96
Aluminium disposal (Kg)	21	21	-
Glass disposal (Kg)	-	3	-

Personnel key indicators	2Q19	1Q20	2Q20
Total employees	2,141	2,133	2,067
Call Center employees	562	570	542

Total turnover	4.4%	5.9%	3.9%
Turnover without Call Center	4.0%	6.1%	3.3%
Call Center turnover	5.5%	5.4%	5.4%

[GRI G4-LA12]

Gender distribution

% Men	26.0%	26.1%	26.1%
% Women	74.0%	73.9%	73.9%

% Women at Strategic Management	46.9%	46.0%	44.4%
---------------------------------	-------	-------	-------

[GRI G4-LA12]

Functional distribution

Statutory	1.4%	1.1%	1.2%
Strategic Management	3.0%	3.0%	3.0%
Tactical Management	4.3%	4.5%	4.8%
Specialist	19.9%	20.3%	20.7%
Administrative	25.1%	25.8%	26.3%
Back office	46.3%	45.4%	44.1%

[GRI G4-LA12]

Age distribution

< 21 years	6.9%	6.6%	5.2%
21 - 29 years	32.0%	31.1%	30.3%
30 - 39 years	35.5%	36.1%	37.5%
40 - 49 years	18.0%	18.1%	18.6%
> 50 years	7.7%	8.2%	8.4%

Odontoprev as a member of FTSE4Good



In 2020, Odontoprev was confirmed as a FTSE4Good Index Series constituent, for the fourth consecutive year.



Odontoprev included in the Bloomberg 2020 Gender-Equality Index



In 2020, Odontoprev was included in the Bloomberg 2020 Gender-Equality Index (GEI) for the first time.



Award winning IR Team



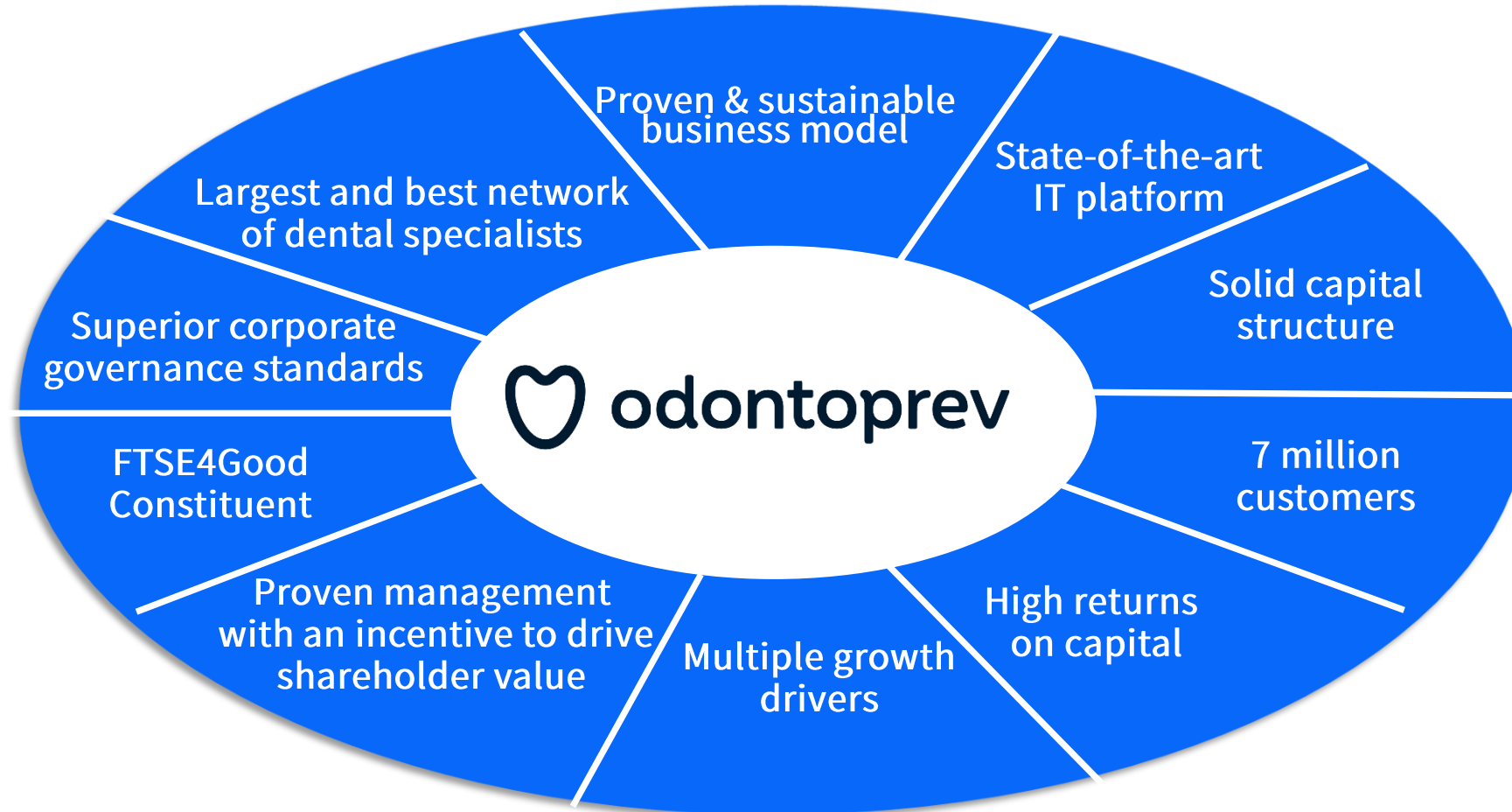
Institutional Investor

Awarded by the Latin America Executive Team / Healthcare

2010 / 2011 / 2012 / 2013 / 2014 / 2015 / 2016 / 2017 / 2018 / 2019 /
2020

... Thank you very much!

Why Odontoprev?



Upcoming IR events



UPCOMING EVENTS		
Date	Broker	Event
Oct 28, 2020		3Q20 Earnings Release
Oct 29, 2020		3Q20 Webcast
Nov 5, 2020		Virtual 2020 Brazil Healthcare Conference
Nov 17-20, 2020		Virtual 10th Annual CEO Forum
Nov 23-25, 2020		Virtual 13th Annual LatAm Conference
Nov 26, 2020		Virtual Safr Healthcare Conference
Dec 1-3, 2020		Virtual UBS Global Emerging Markets One-on-One Conference
Jan 9-7, 2021		Virtual 13th Annual Latin America Executive Conferenc
Jan 11-14, 2021		Virtual 39th Annual Healthcare Conference



Contact Investor Relations



**Jose Roberto
Pacheco**
IRO and Strategic
Planning Director



Stella Hong
IR Supervisor



Catarina Bruno
IR Analyst



Gustavo Tordin
IR Analyst

Corporate Headquarters

Avenida Marcos Penteado de Ulhôa
Rodrigues 939
Torre II / Edifício Jatobá / 14th floor
Barueri . SP. ZIP Code: 06460-040 - BRAZIL
Phone: +55 (11) 4878-8893

E-mail: ir@odontoprev.com.br
www.odontoprev.com.br/ir



Custodian & Market Maker



Independent Auditors



B3 Ticker

Appendix



R\$ million	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	JUN19- JUL20	CAGR
Net Revenues	182	259	318	382	685	835	955	1,070	1,156	1,250	1,365	1,437	1,592	1,795	1,796	18%
Average Ticket (R\$/member/month)	12.25	12.53	12.07	12.80	12.87	13.66	14.33	15.22	16.07	17.04	18.58	19.66	20.43	21.13	21.55	4%
Number of Members (000)	1,492	2,113	2,460	4,175	4,978	5,533	5,976	6,172	6,316	6,409	6,267	6,309	7,230	7,400	7,189	12%
EBITDA	46	60	76	81	154	208	227	273	305	327	300	352	415	418	479	19%
EBITDA Margin (%)	25.1	23.3	23.9	21.1	22.4	24.9	23.8	25.5	26.4	26.2	22.0	24.5	26.1	23.3	26.7	24.3
Net Income	17	48	55	59	121	145	146	188	195	221	216	245	285	285	317	24%
Market Cap	872	1,122	587	2,833	4,443	4,711	5,701	5,223	5,239	5,021	6,694	8,453	7,305	8,963	7,693	18%
ODPV3 Return (%)	22	31	-46	183	80	8	25	-5	5	0	37	30	-13	26	-22	16%
IBX-100 (%)	7	48	-42	73	3	-11	12	-3	-3	-12	37	28	15	33	-5	9%

