



OdontoPrev

1Q20

Corporate Presentation

New growth cycle and value innovation



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About OdontoPrev

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 - ABR19-MAR20 CAGR

Net revenues

19% p.y.

Adjusted EBITDA

18% p.y.

Net income

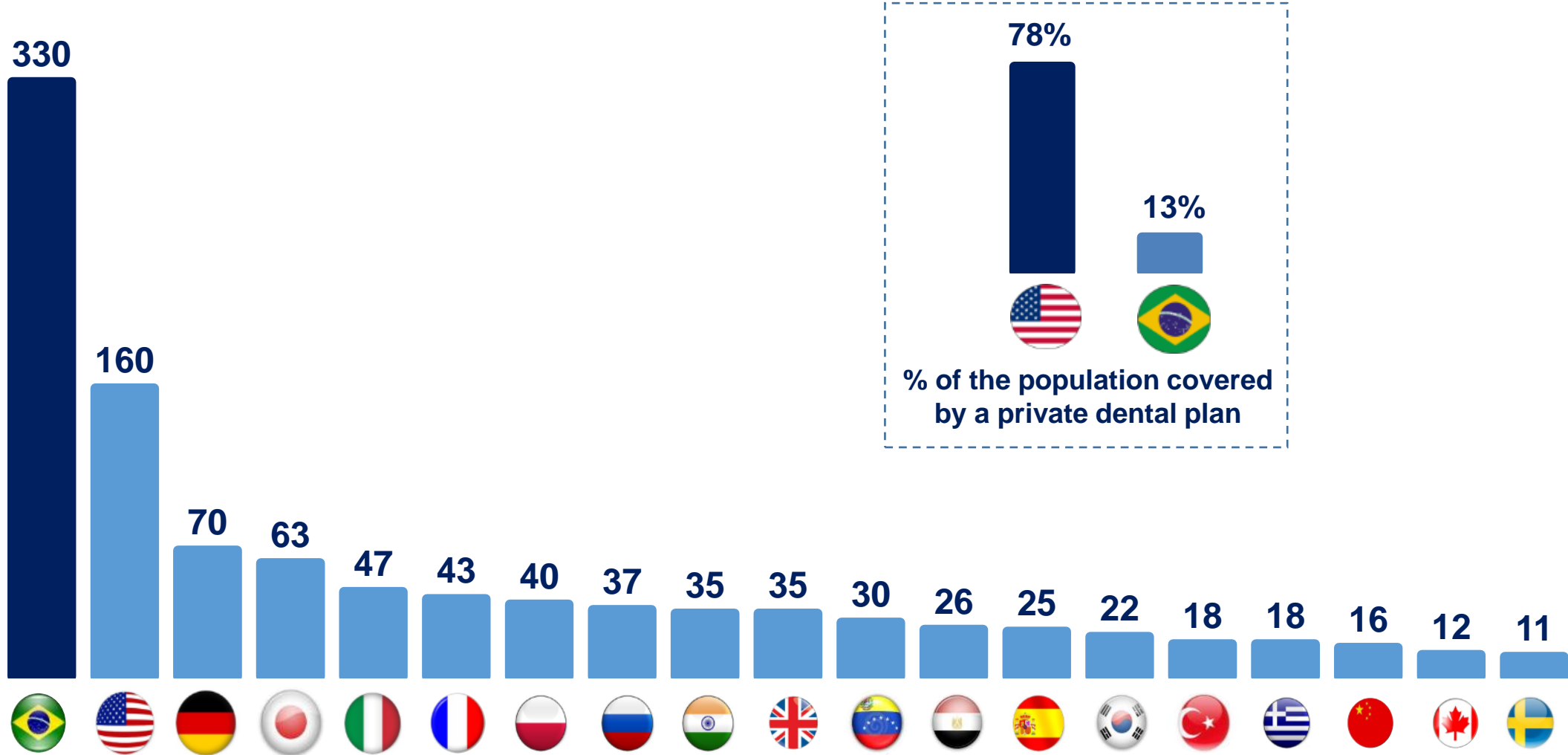
23% p.y.

**Dental benefits:
an incipient sector
in Brazil**

2

Brazil leads the global ranking of dentists

Number of dentists per country (thousand)

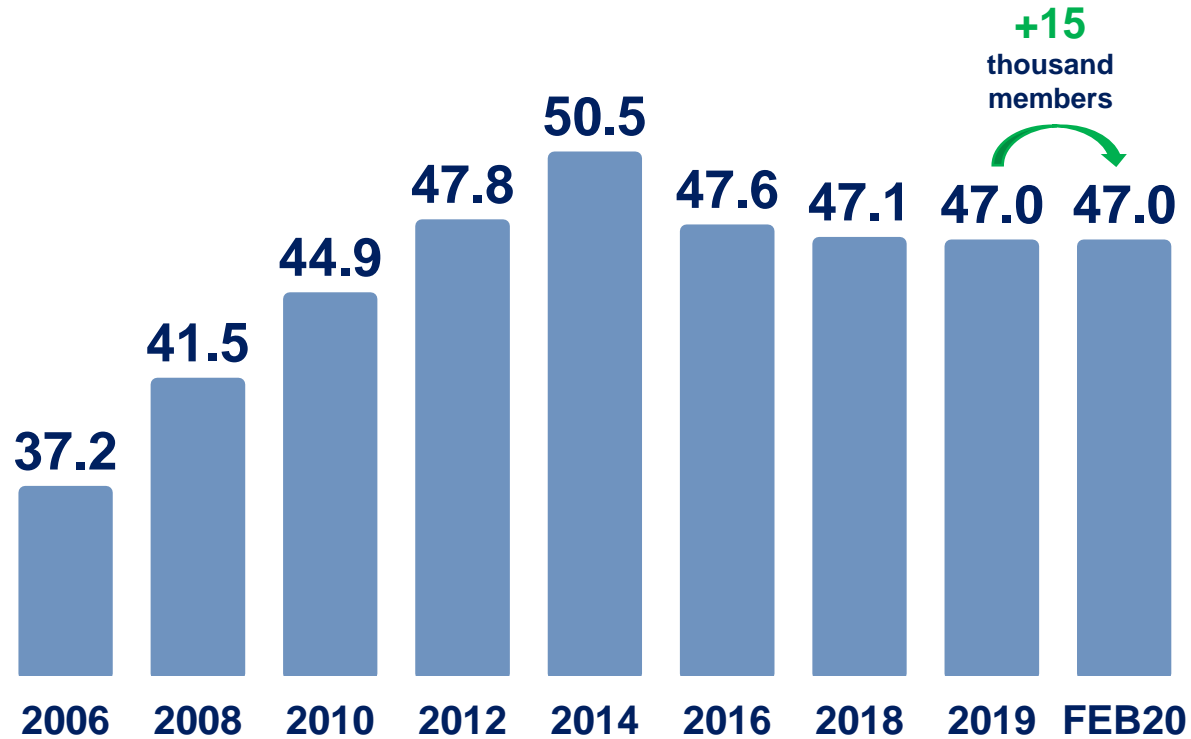


Source: FDI World Dental Federation – The Oral Health Atlas 2009, Federal Council of Dentistry– Brazil (January 2020) and Eurostat 2015-2016

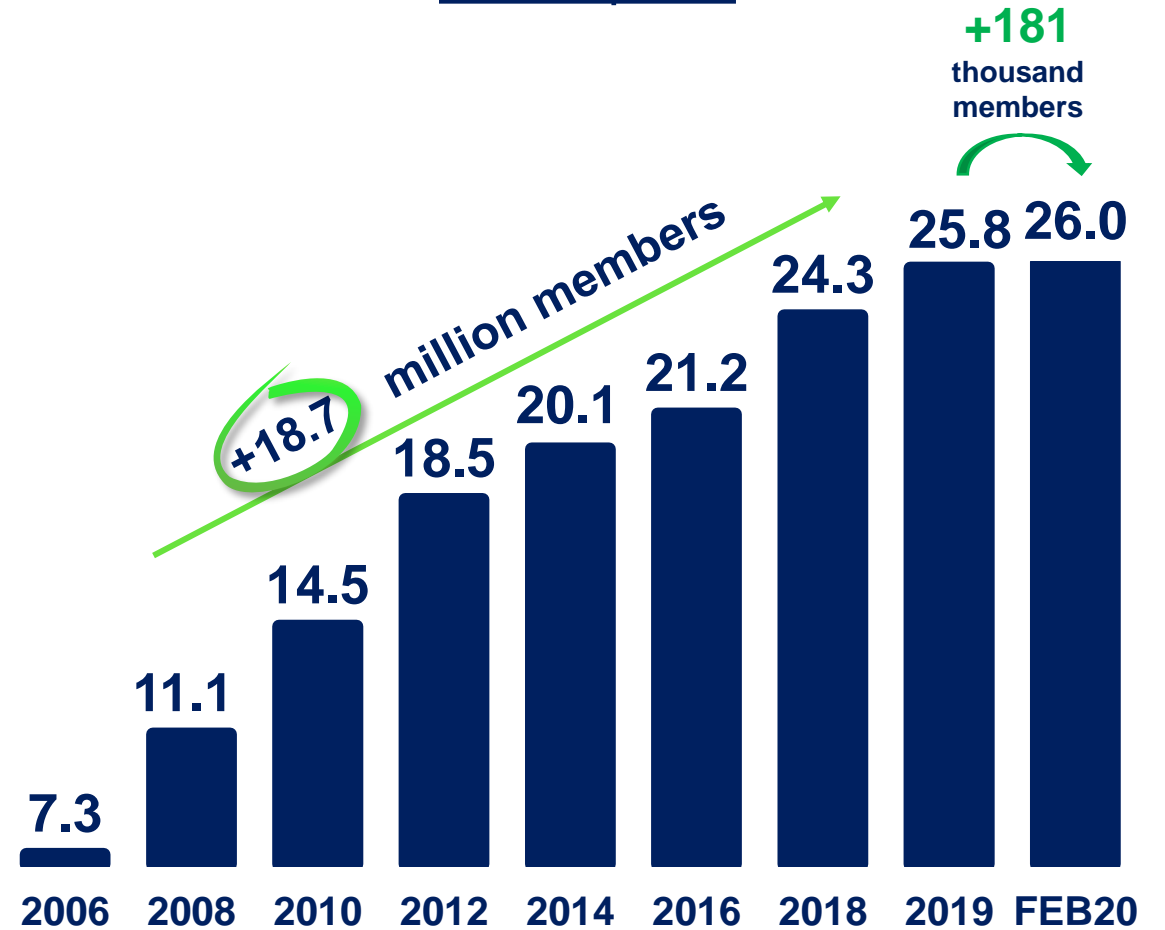
Medical and dental plans membership growth

Million members

Medical plans



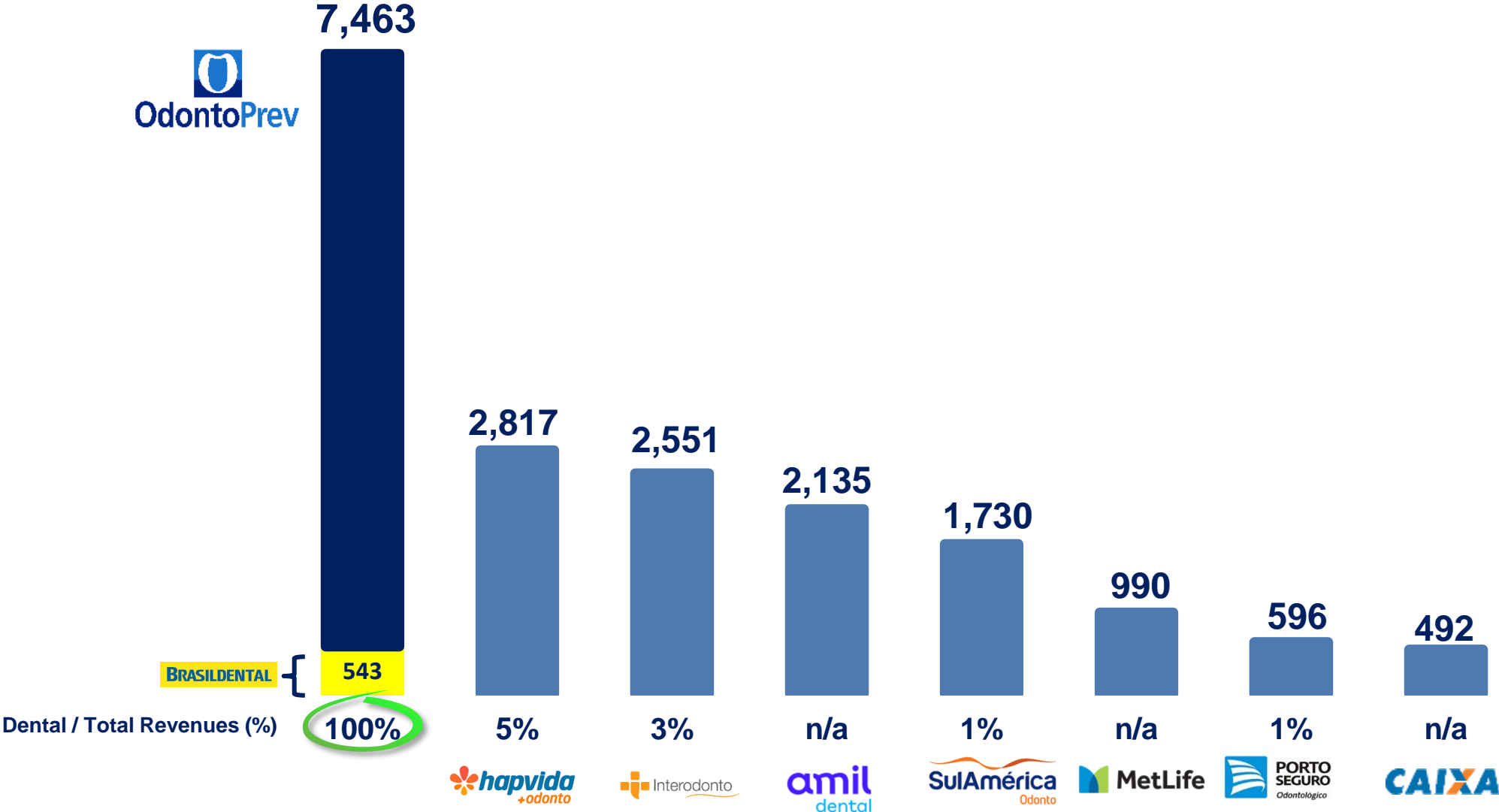
Dental plans



Source: ANS FEB/20

OdontoPrev: market leader since 1998

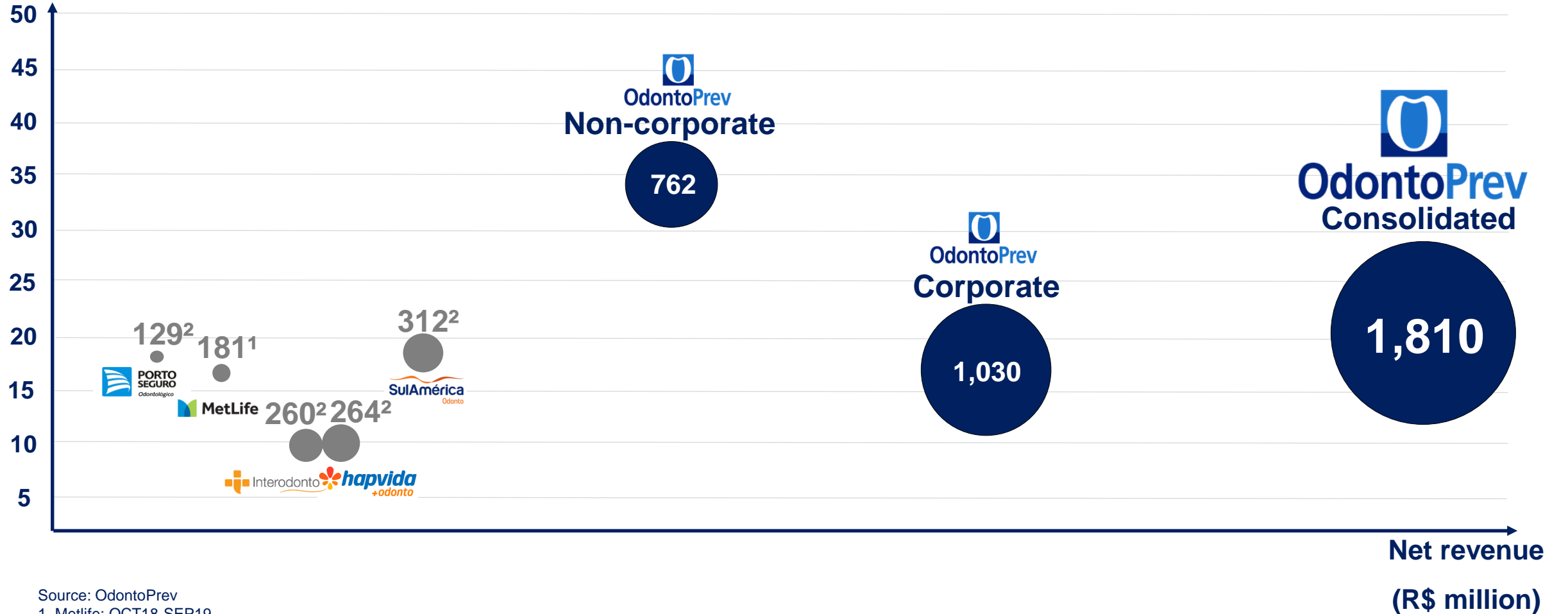
Key players, brazilian dental benefits 1Q20 (thousand members)



APR19-MAR20 Net revenue and average ticket

R\$ million

Average Ticket (R\$ / member / month)



Source: OdontoPrev
 1. Metlife: OCT18-SEP19
 2. Others: 4Q19

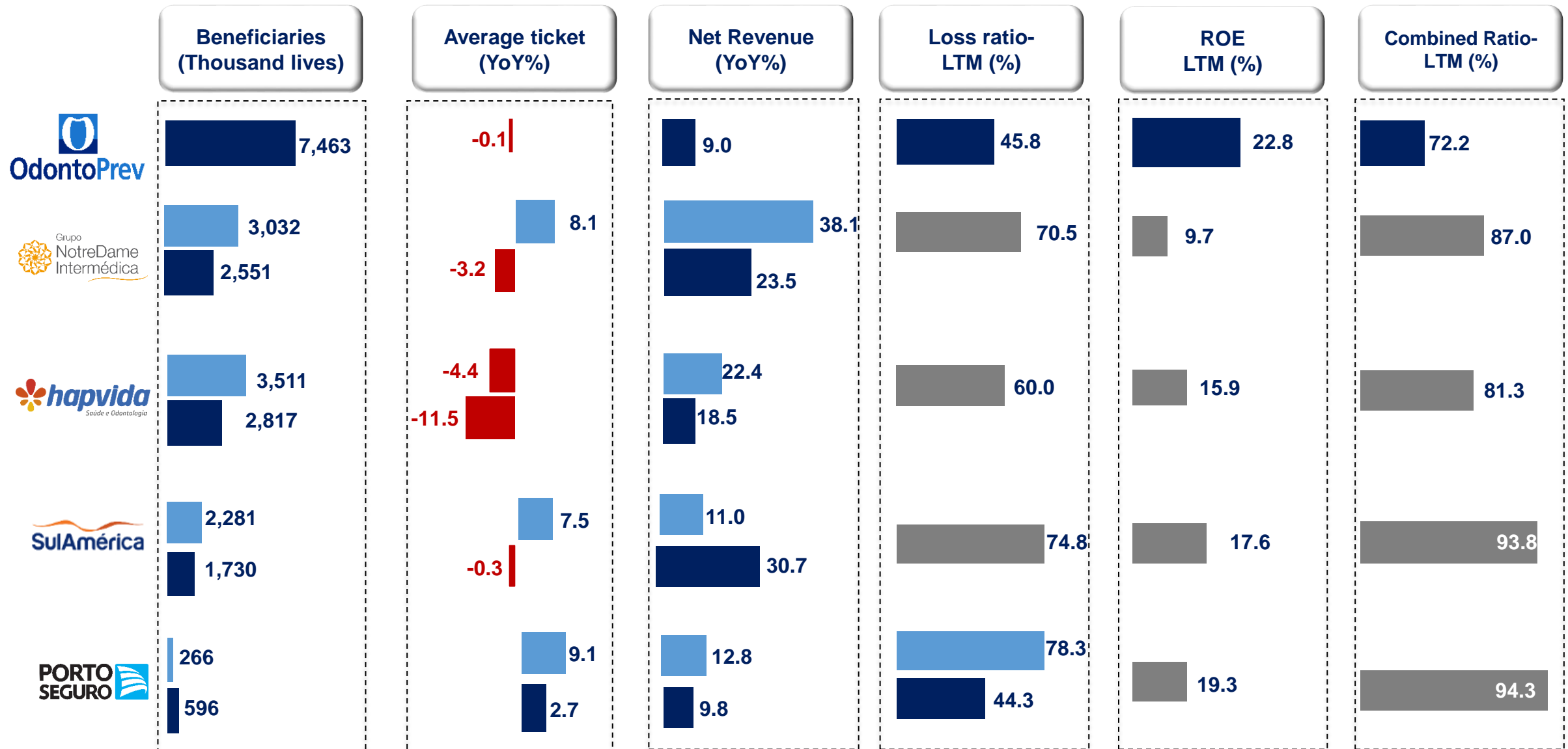
OdontoPrev is the #1 player each and every region

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

										
	Members	Ranking	Members	Ranking	Members	Ranking	Members	Ranking	Members	Ranking
Southeast	4,128	1st	2,300	2nd	1,565	3rd	1,253	4th	85	18th
South	703	1st	51	12th	116	4th	216	3rd	35	13th
Middle-West	529	1st	37	9nd	194	2nd	141	4th	7	18th
Northeast	1,596	1st	55	16th	199	4th	230	3rd	1,274	2nd
North	300	1st	10	11th	36	7th	174	3rd	265	2nd
Total	7,256	1st	2,454	2nd	2,110	3rd	2,014	4th	1,666	5th

Source: ANS Sep19


Key metrics of peer companies, APR19-MAR20



Dental
 Medical
 Consolidated

Source: OdontoPrev
Other companies: 2019

OdontoPrev competitive advantages X Peers

	 OdontoPrev	Peers
Dental focus	Yes	No
Strategy	Value driven	Volume/Cross-sell
Membership market-share	29%	71%
Revenue market-share ¹	47%	53%
Dental as % of revenues	100%	<2% ²
1Q20 Average Ticket (R\$/member/month)	21	15 ²

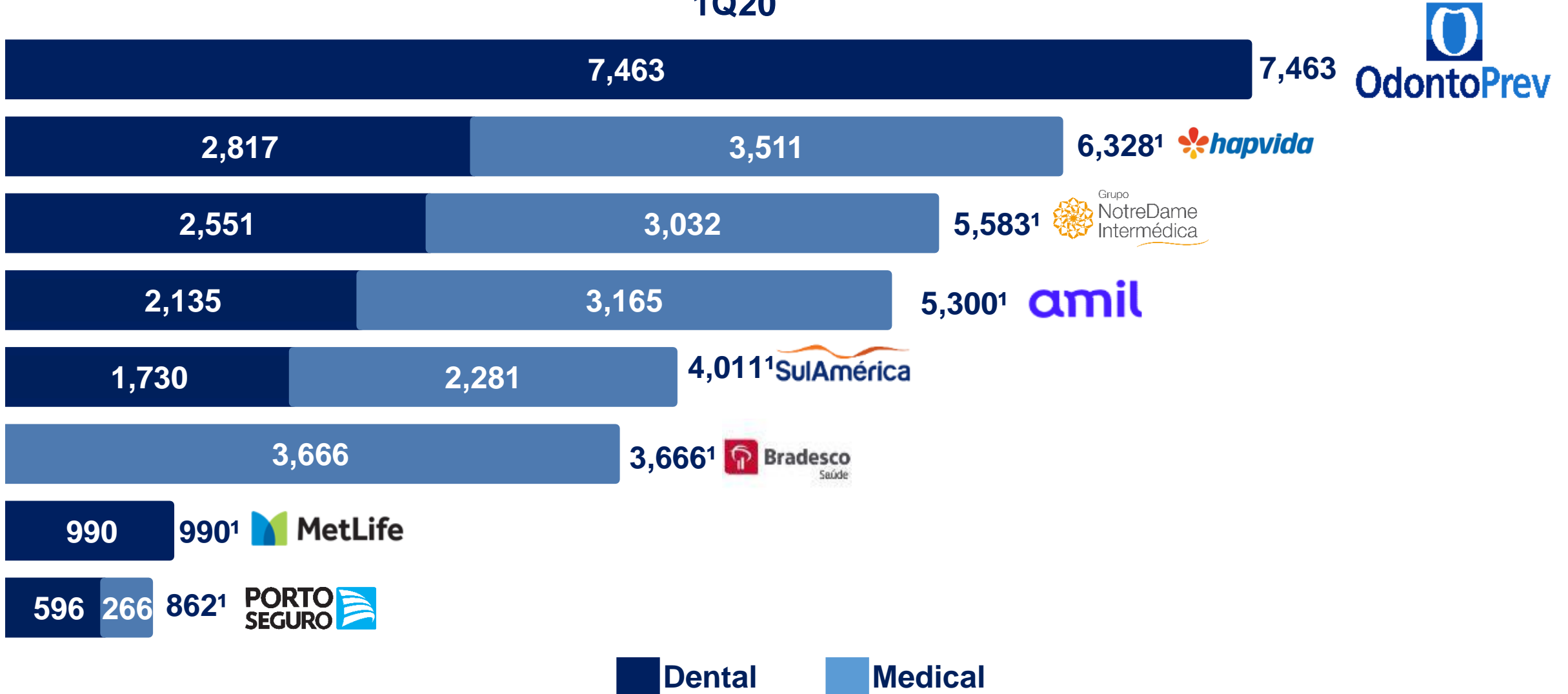
¹ Excludes Amil (United Healthcare), Hapvida and GNDI

²Peer group: 4Q19

Key healthcare players: OdontoPrev has the largest membership base

Thousand members

1Q20



Source: OdontoPrev

1. Others: 4Q19

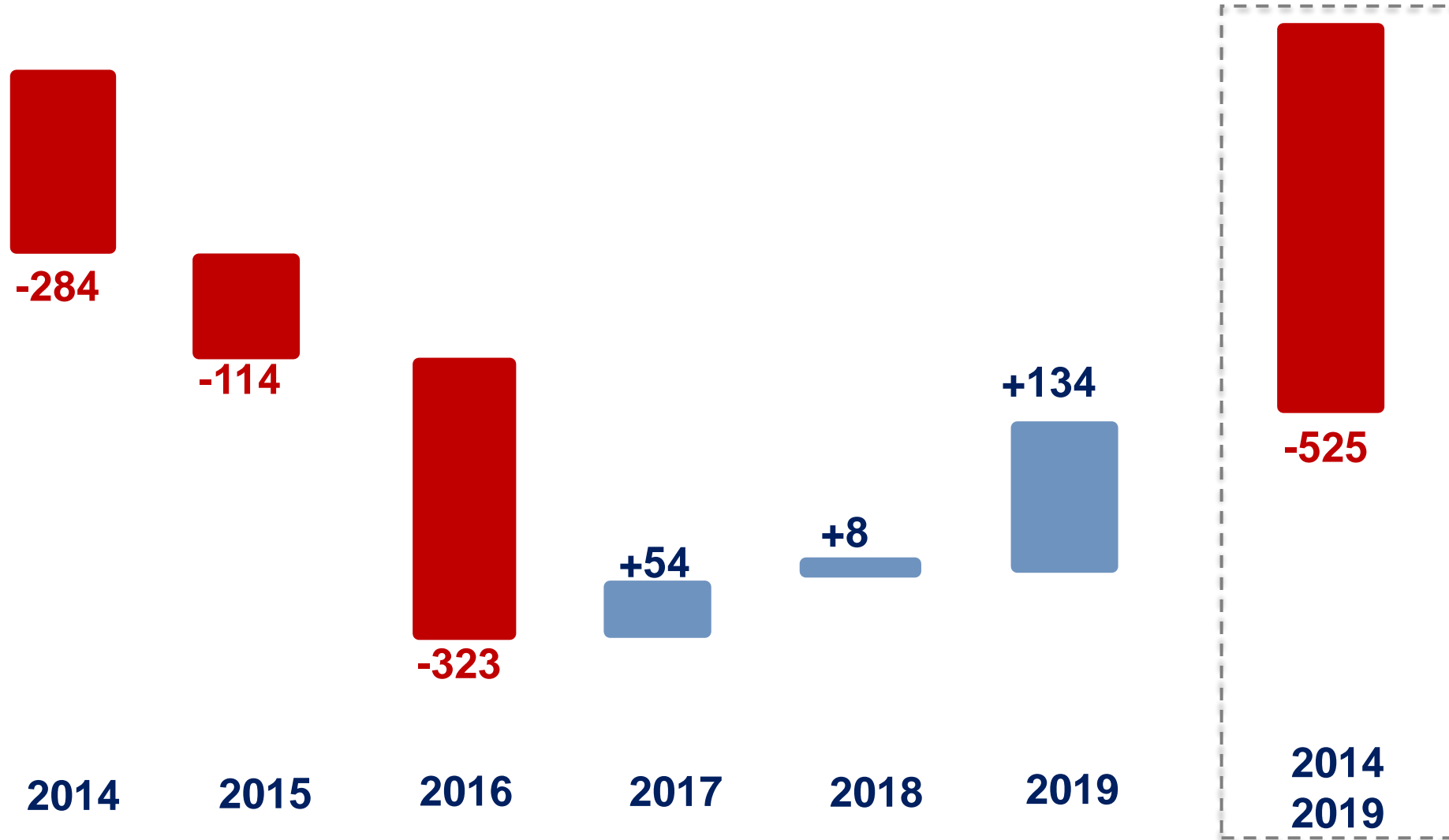
**3 accelerated growth cycles,
over the last decade, by
specific strategic movements**

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	+  havida Bain Capital	~1.6 million members	IPOs

Negative result in Brazil since the acquisition in 2014

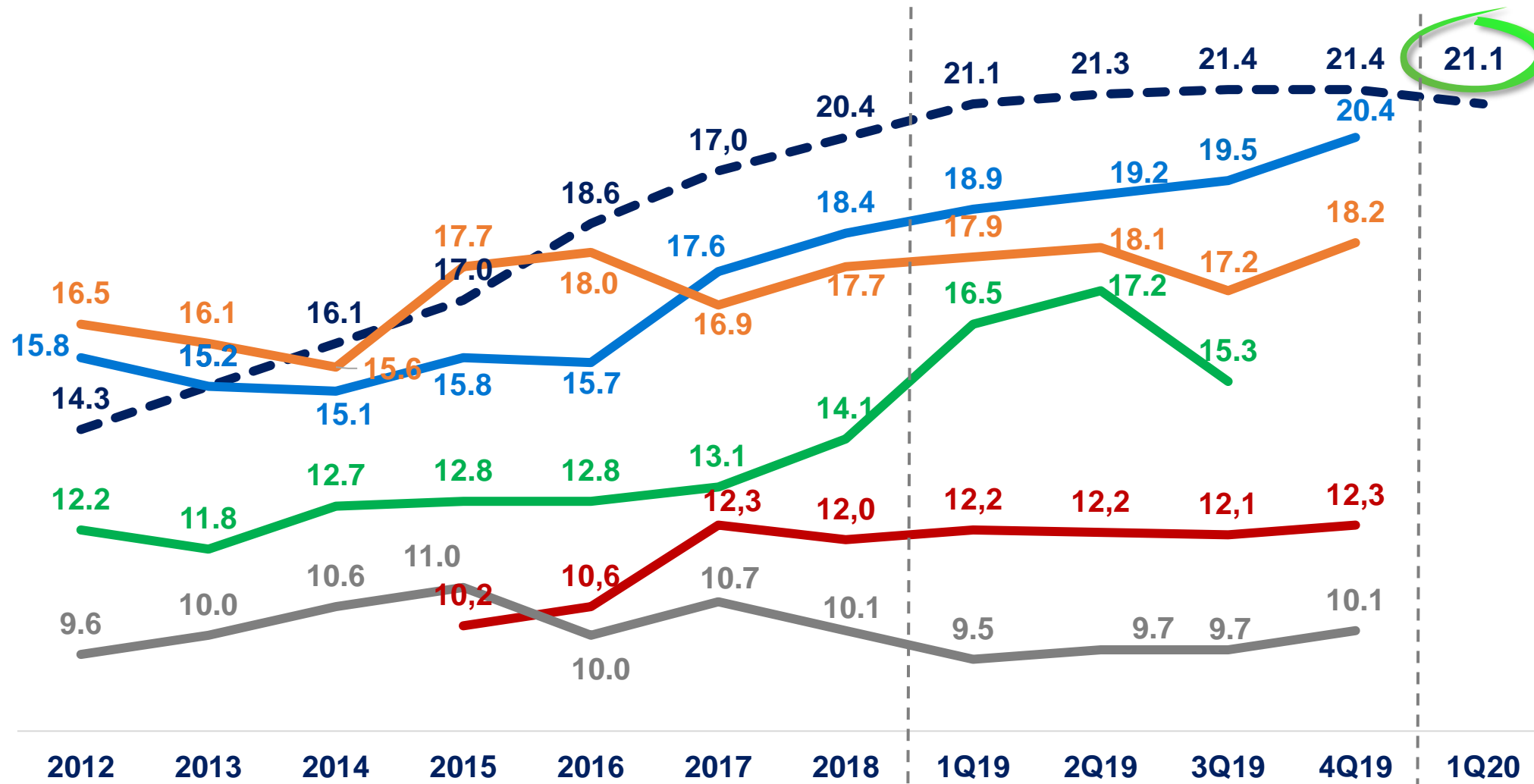
Net income/loss (R\$ million)



Rational pricing + value innovation = premium ticket

R\$/member/month

Average ticket evolution 2012 – 1Q20



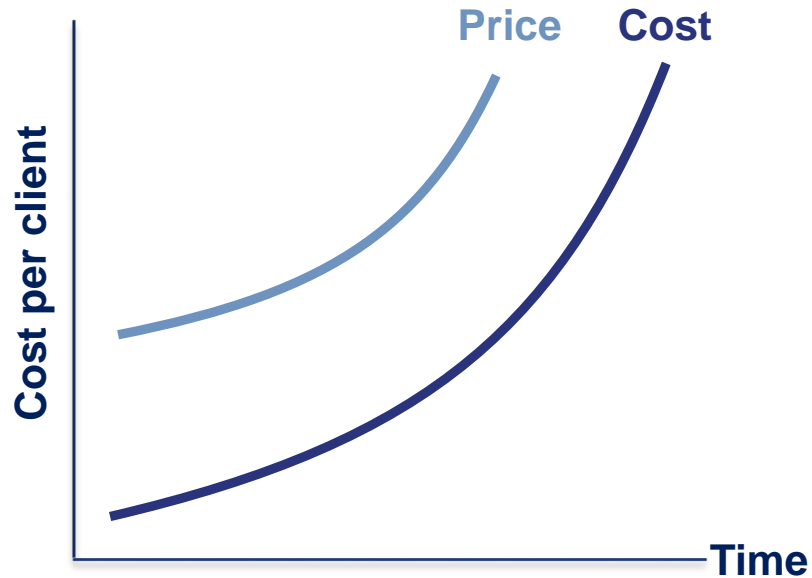
3

Strategic competitive advantages

Attractive cost dynamics

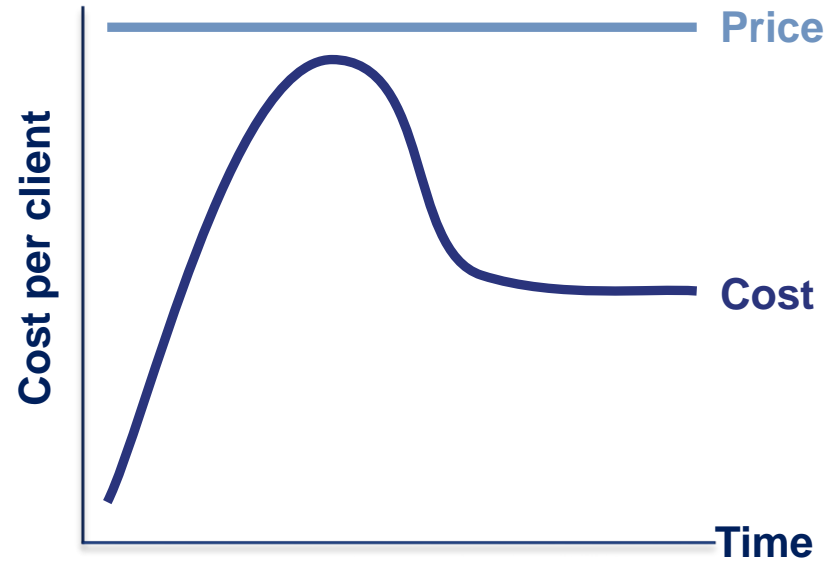
Over time, OdontoPrev dental plans present a price and cost profile...

Medical plans



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

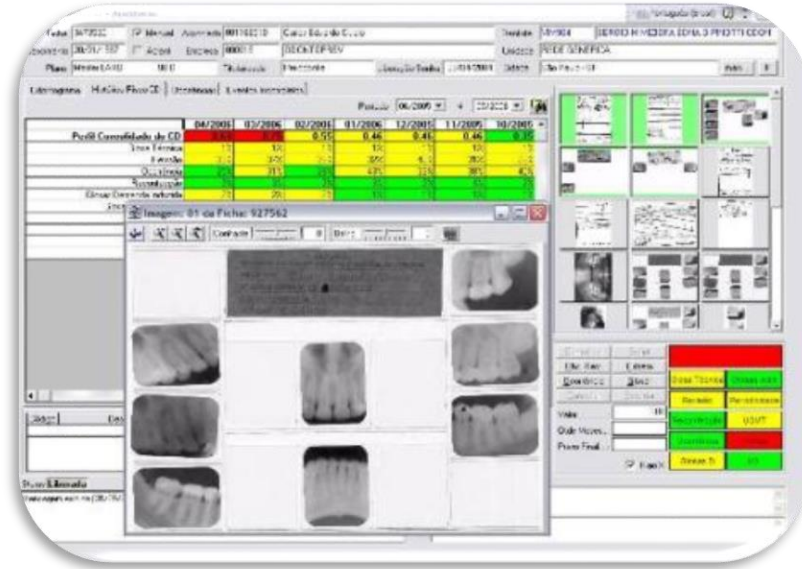
OdontoPrev plans



- ✓ 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

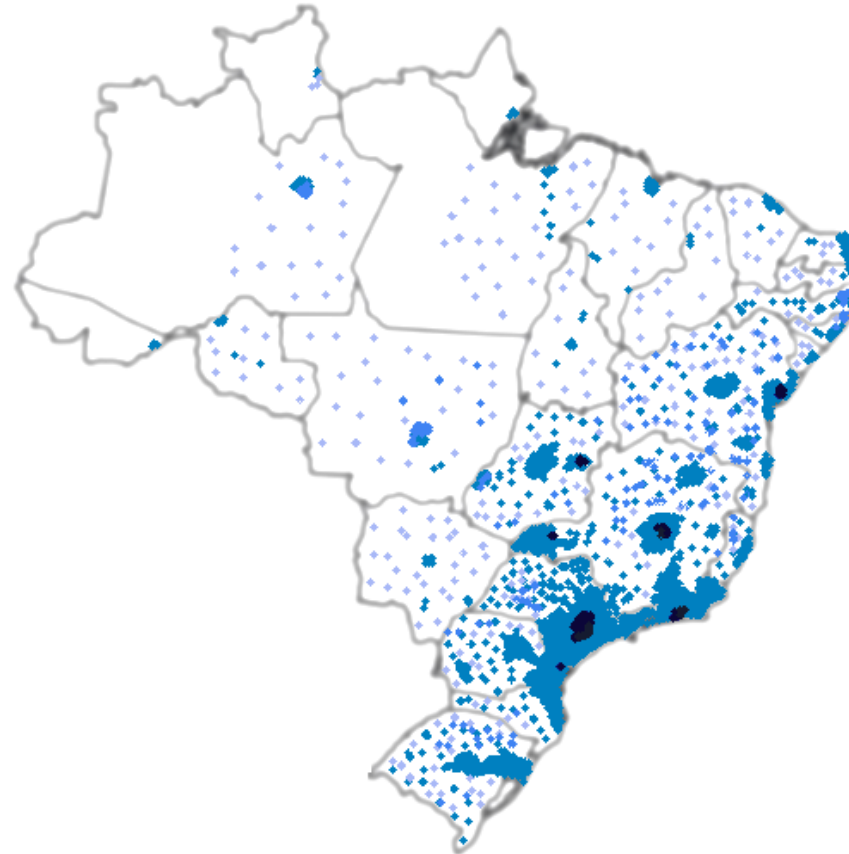


- ✓ Complete electronic record of all beneficiaries
- ✓ 3 decades of actuarial data
- ✓ Risk management and fraud prevention

Largest and best dentist network

31,000 dentists at 2,700 cities

- ✓ **National distribution**
- ✓ **Differentiated academic background**
- ✓ **Continuous education**



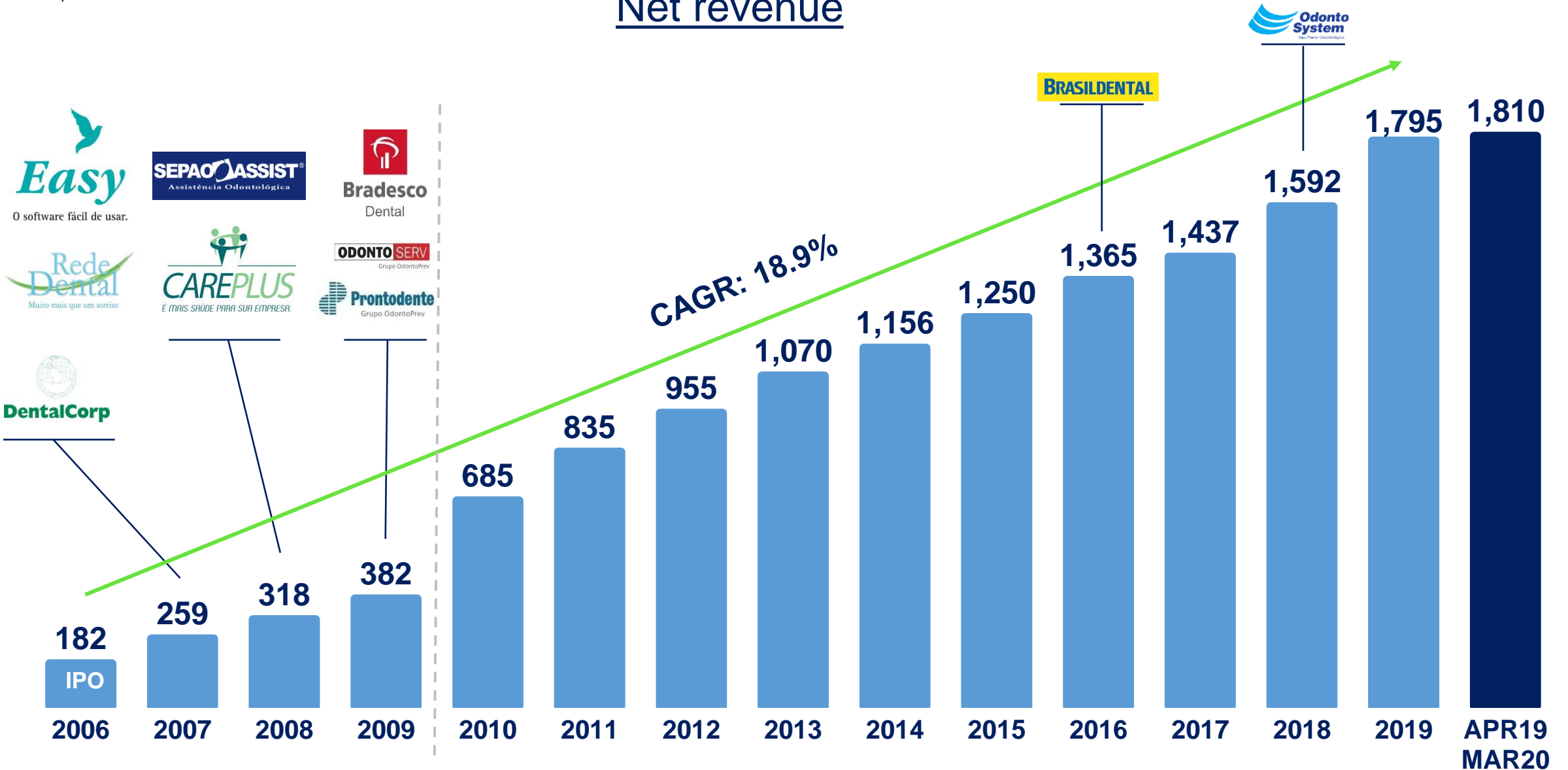
4

Financial and Operational Performance

OdontoPrev: 13 years of sustainable value creation since IPO

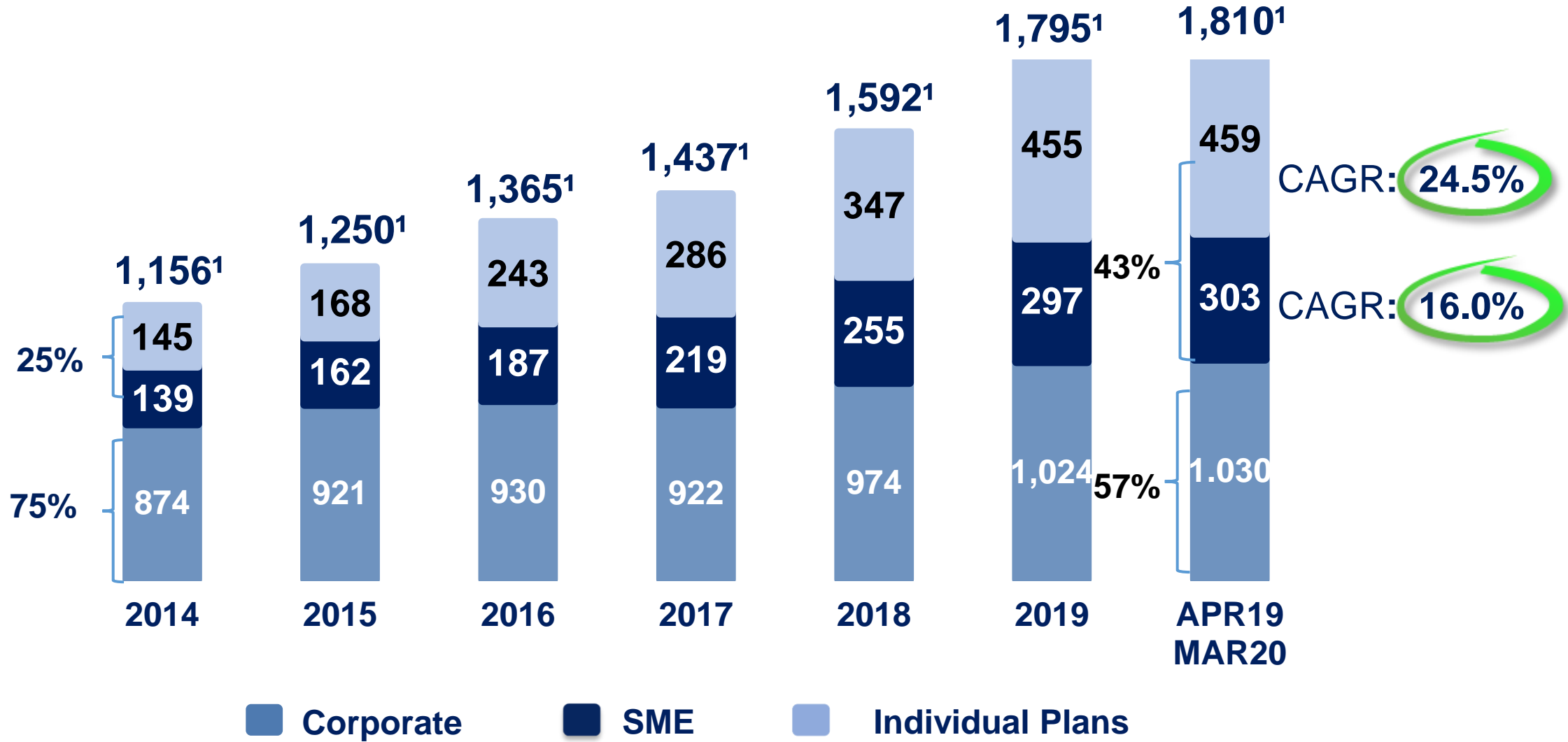
R\$ million

Net revenue



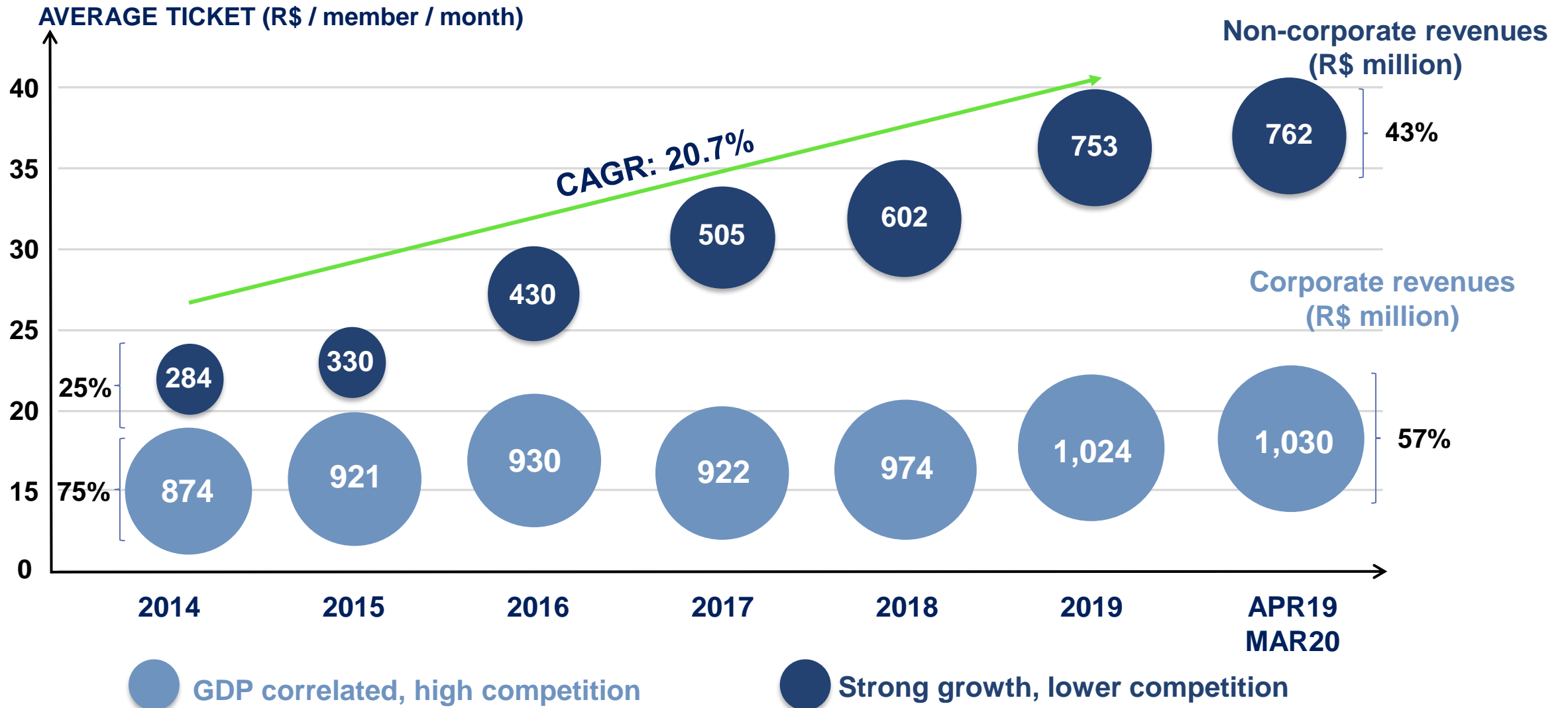
Revenues per segment

R\$ million



¹includes sales of services and products

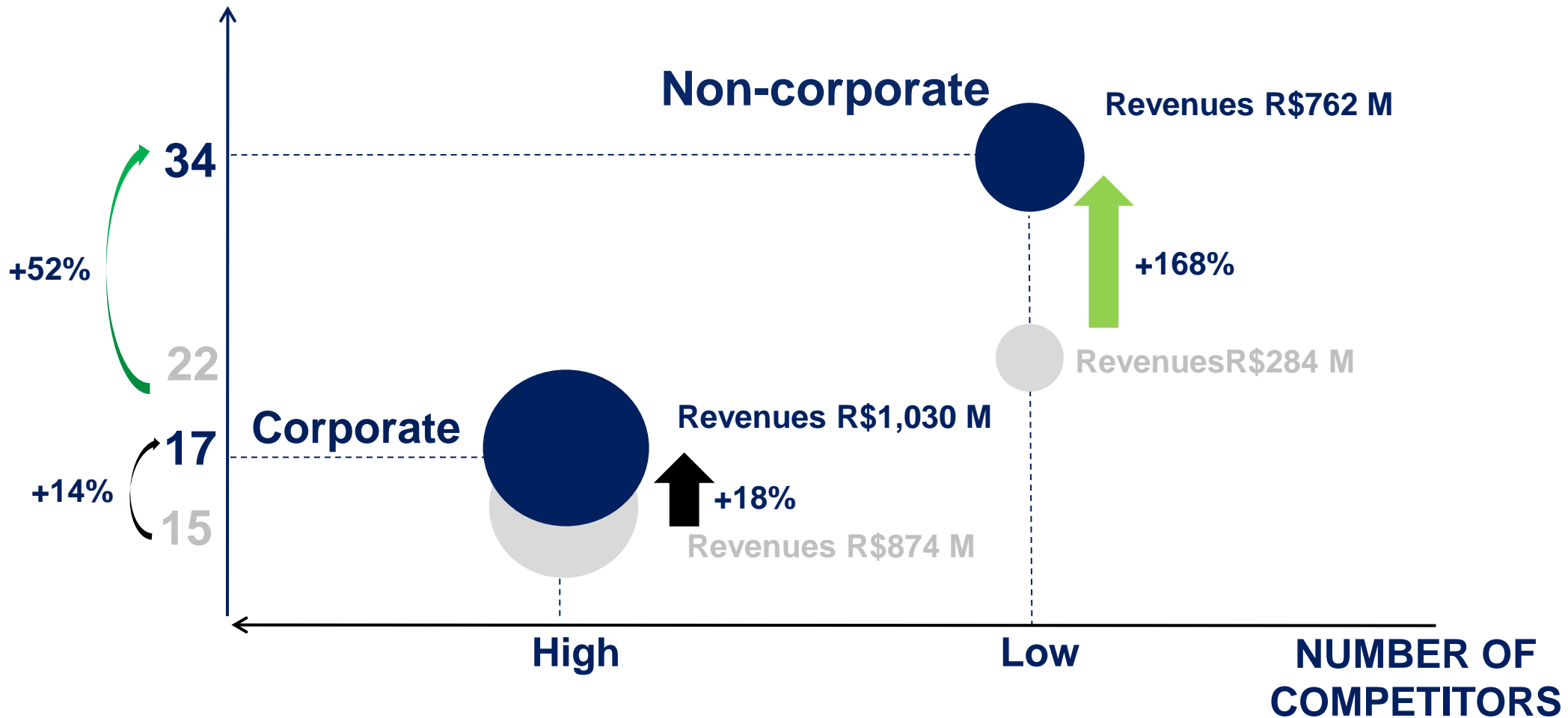
Revenues and average ticket evolution per segment since 2014



Revenues and average ticket per segment

APR19-MAR20 x 2014

Average Ticket (R\$ / member / month)



¹ M: million

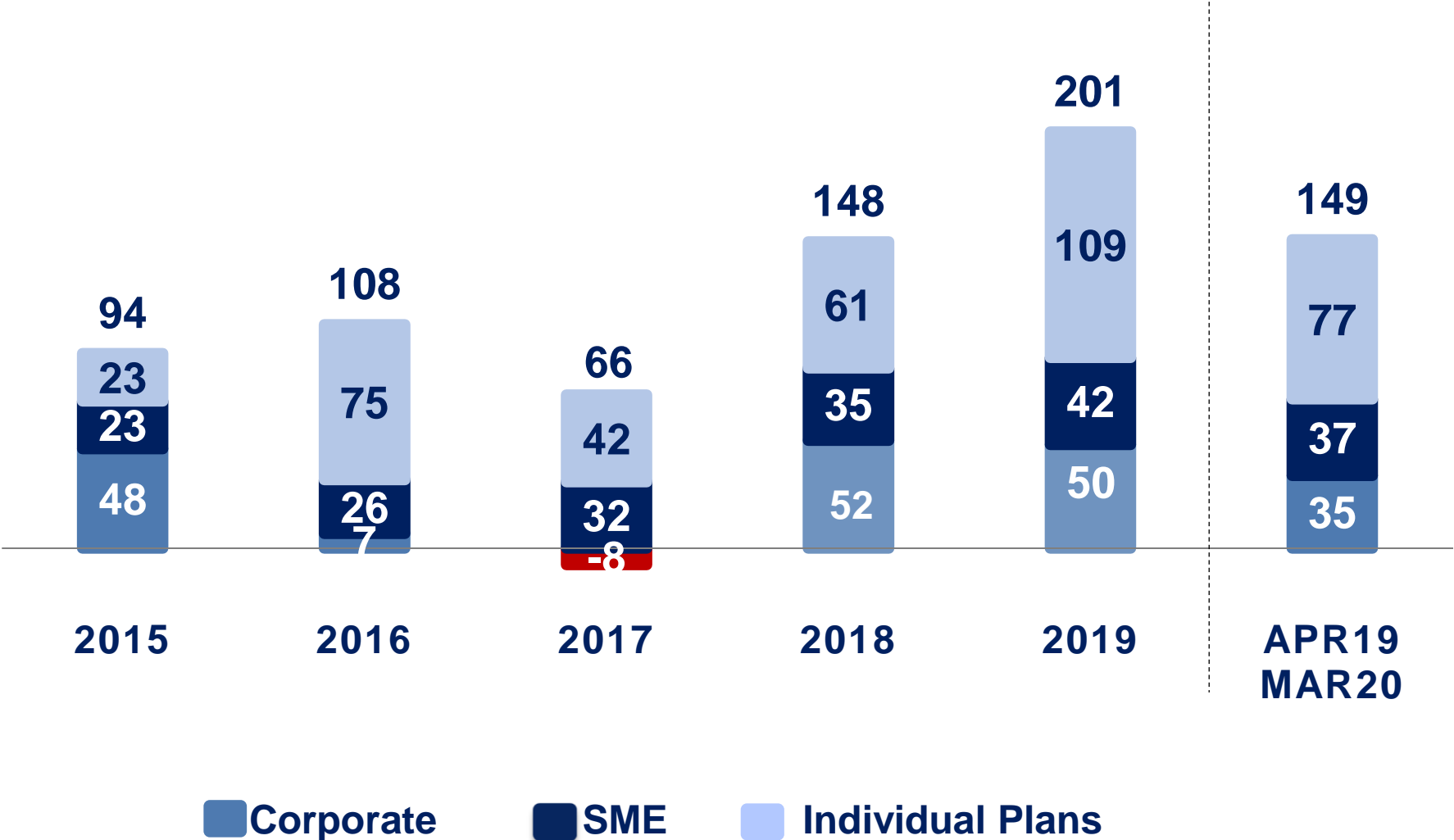
Two business segments

	Corporate	Non-corporate
GDP impact	High	Low
Penetration	+50%	<5%
Growth Potential	Medium	High
Own distribution	Internal + brokers	Retail banks (shareholders)
1Q20 Average ticket (R\$/member/month)	R\$17	R\$33
Barriers to entry	Low	High

Since 2015, SMEs and Individuals are driving incremental revenues

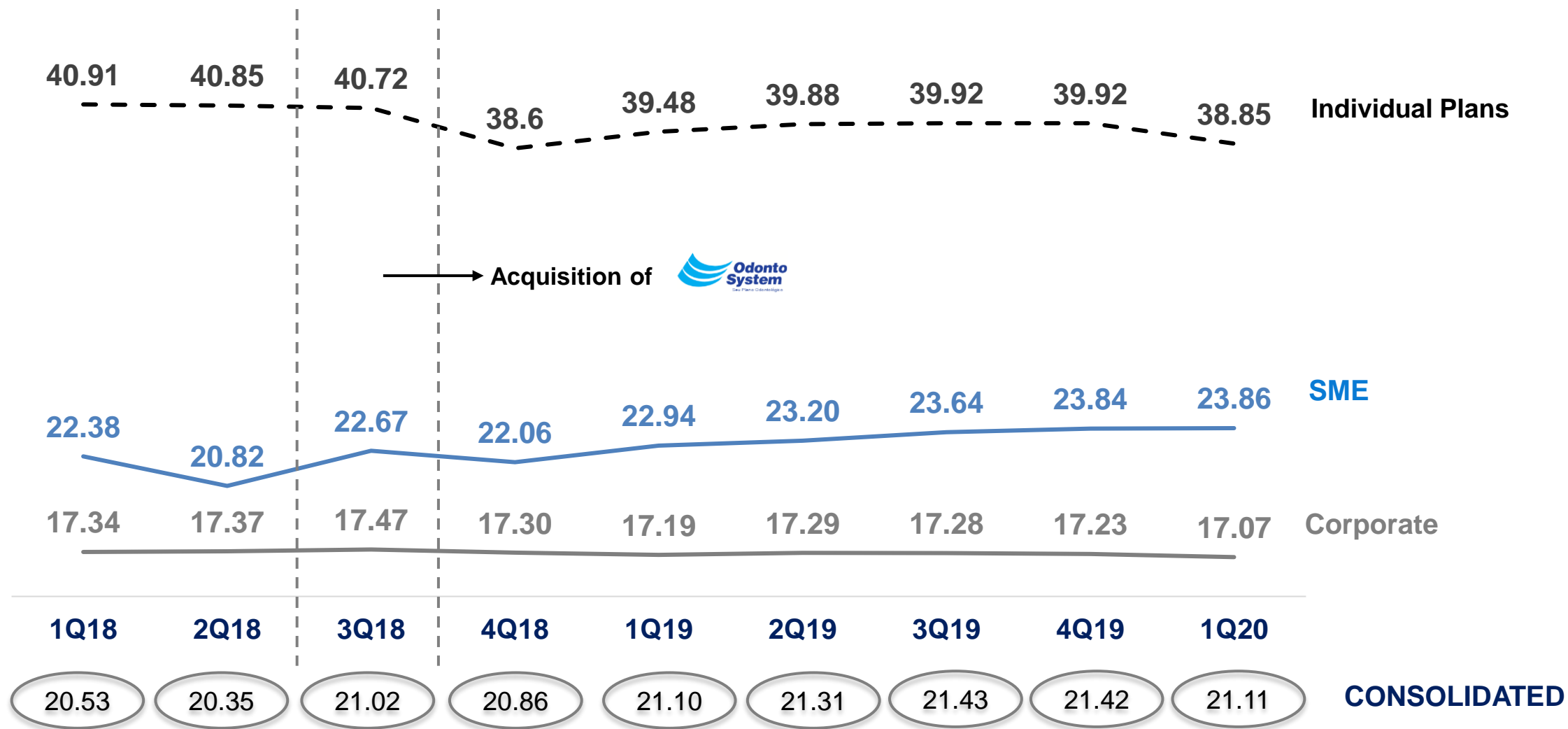
R\$ million

YoY Incremental revenues



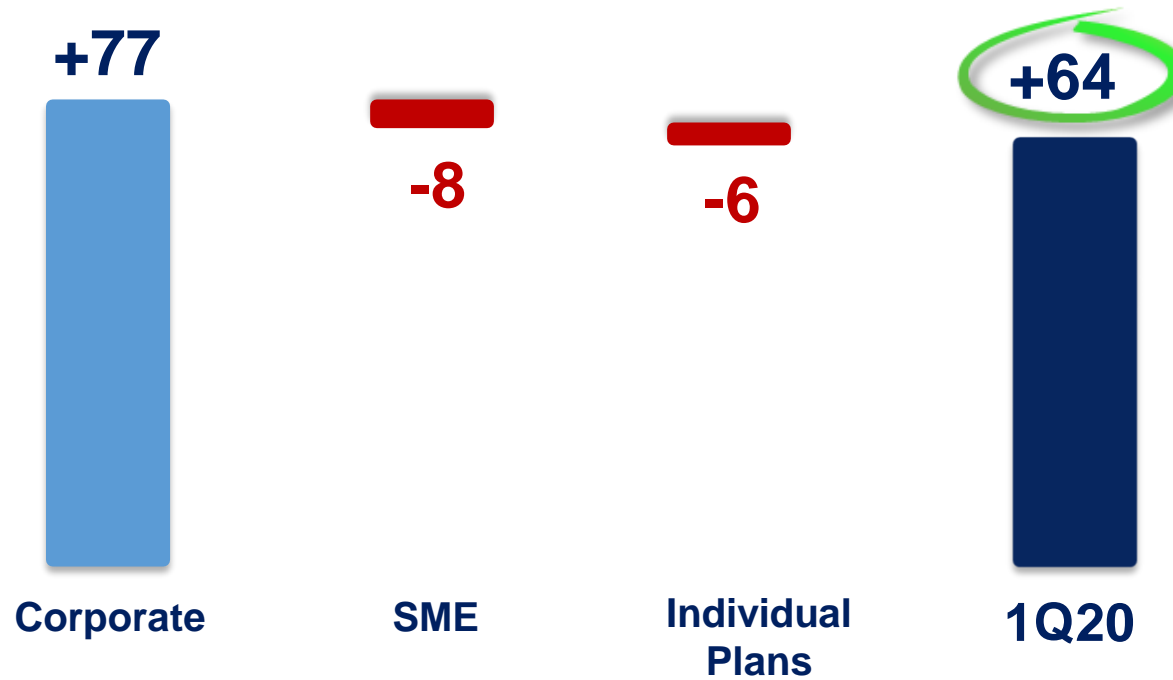
Average ticket: consolidated and per segment

R\$/member/month



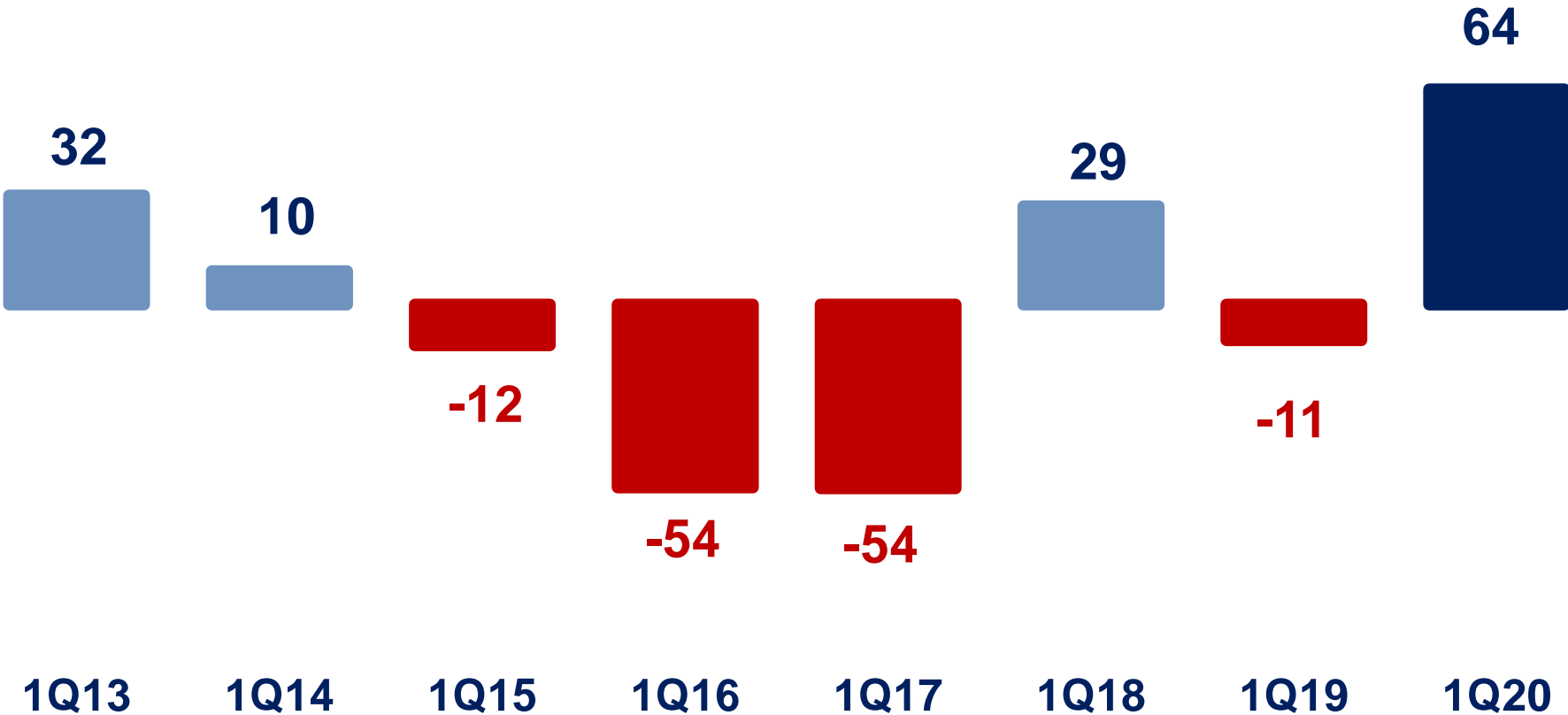
1Q20 net additions per segment

Thousand lives



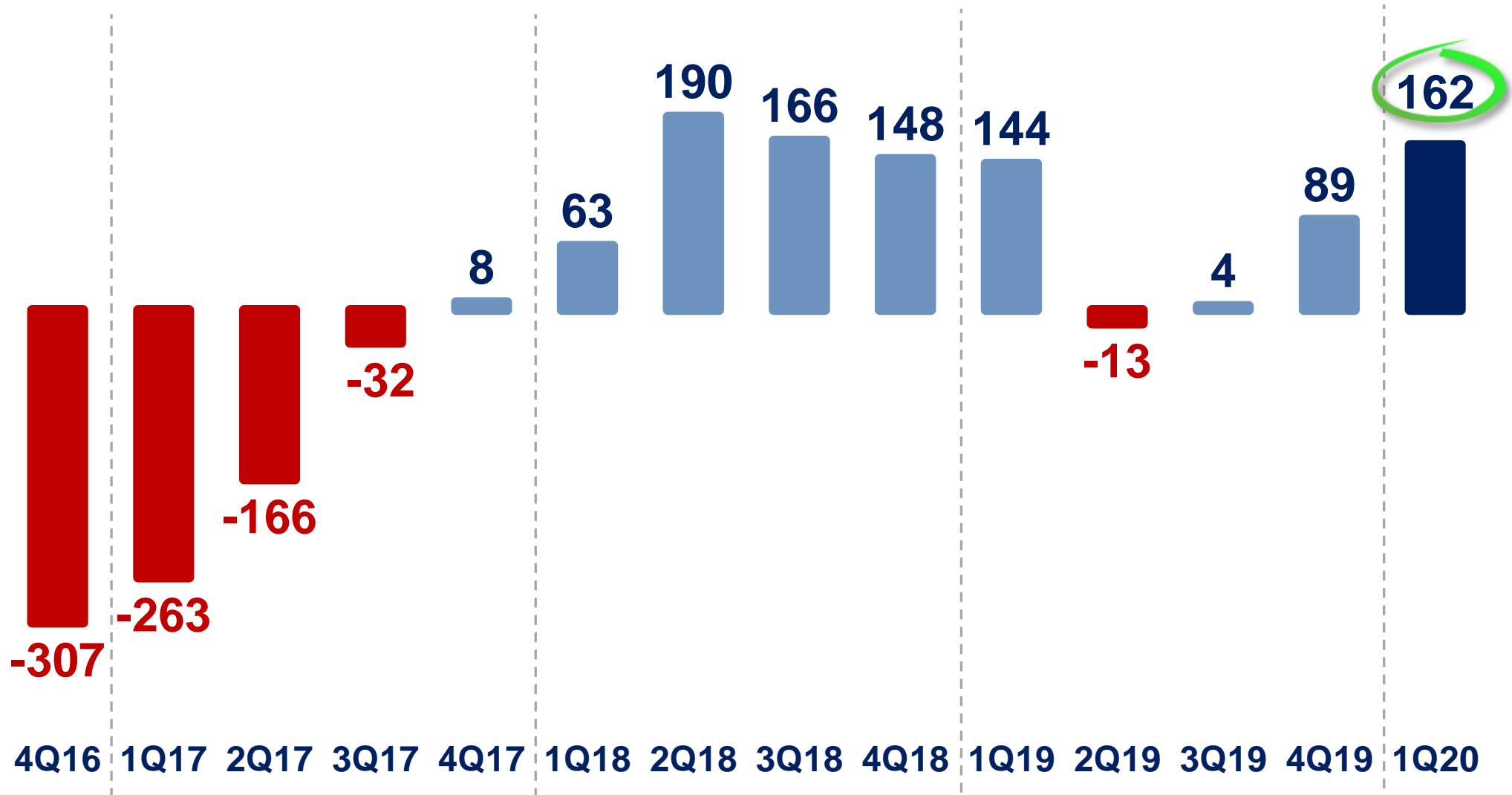
Organic 1Q net additions

Thousand lives



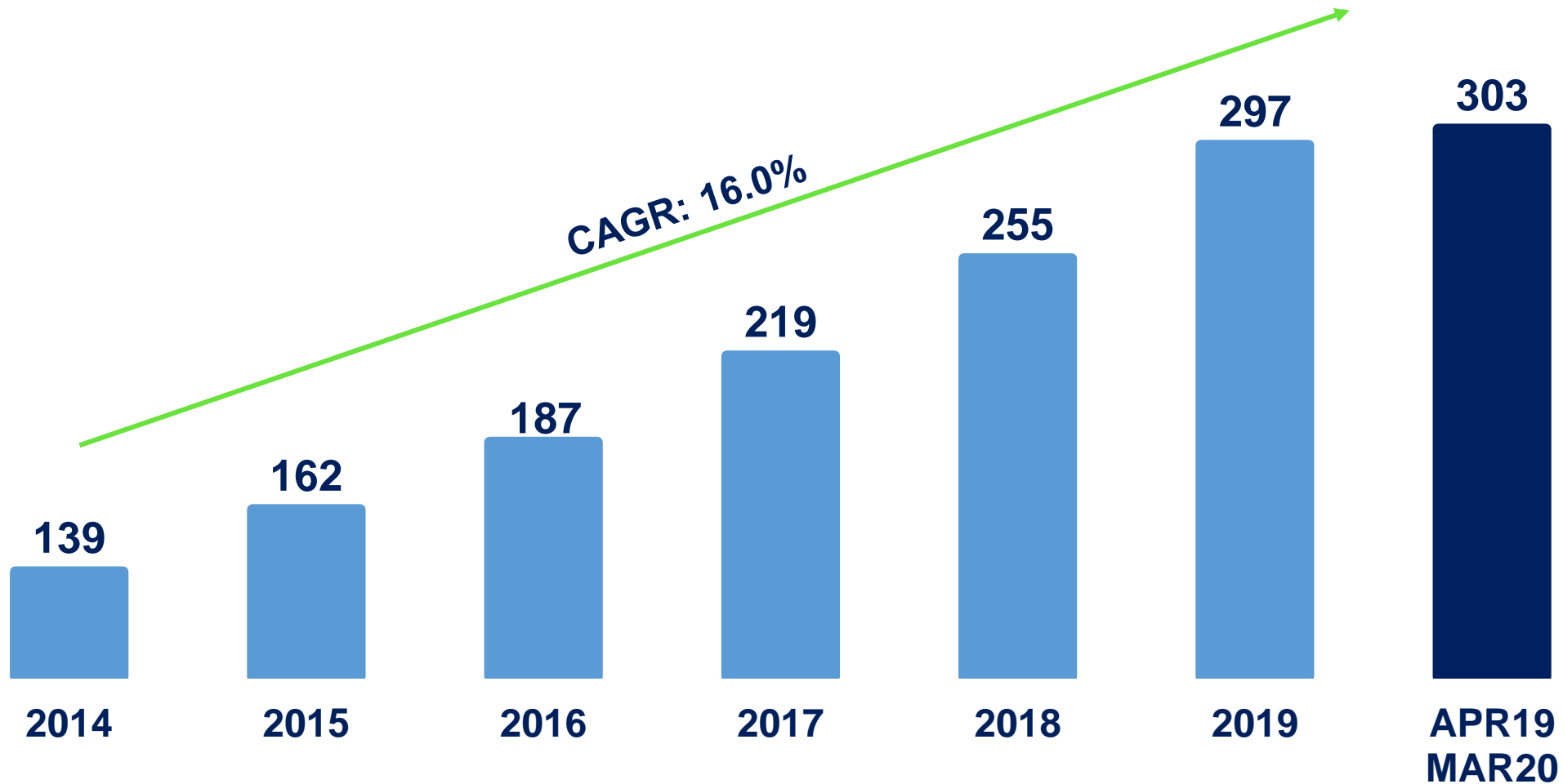
Corporate net additions last twelve months

Thousand lives



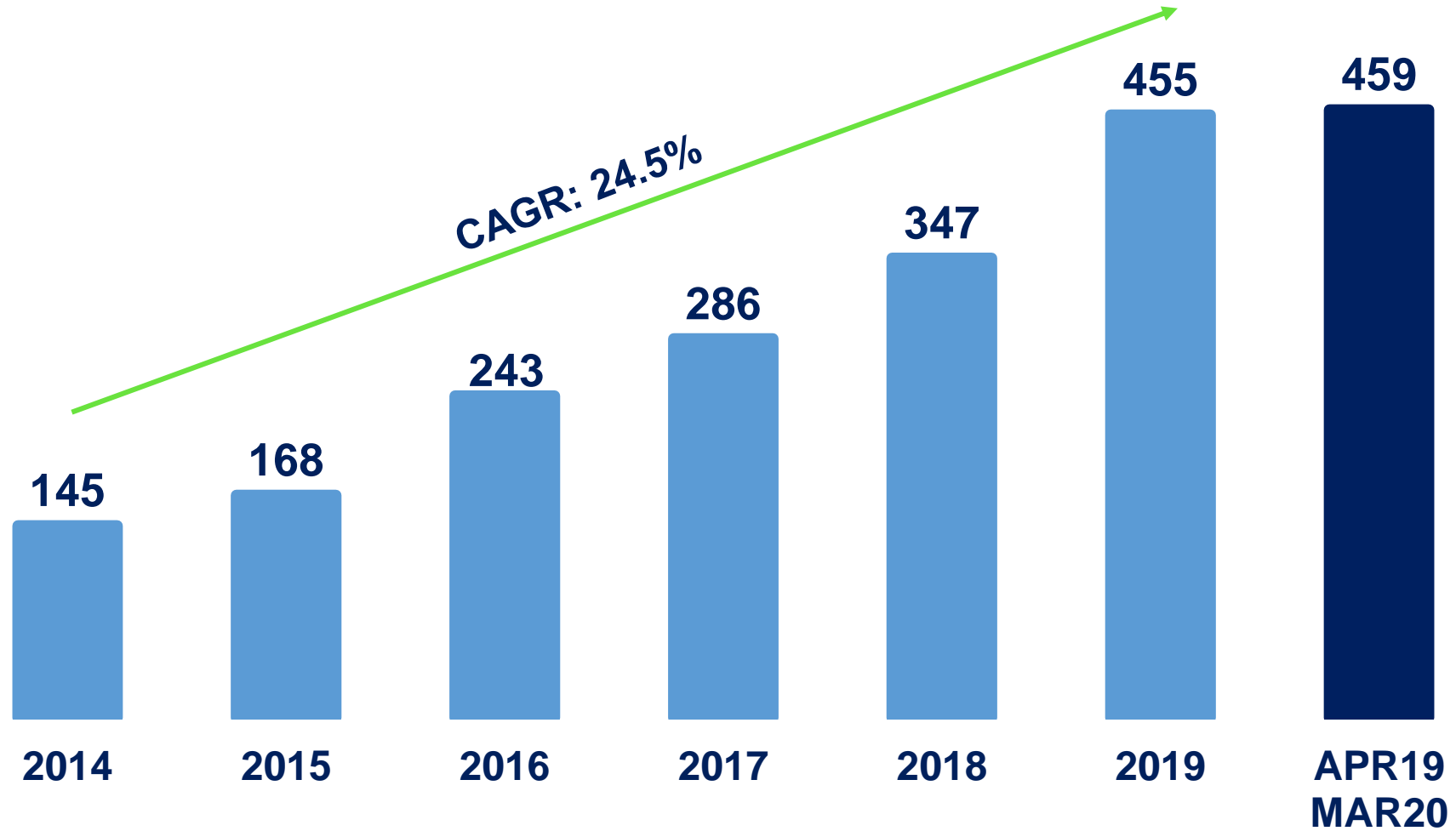
SME - Revenue growth

R\$ million



Individual Plans - Revenue growth

R\$ million

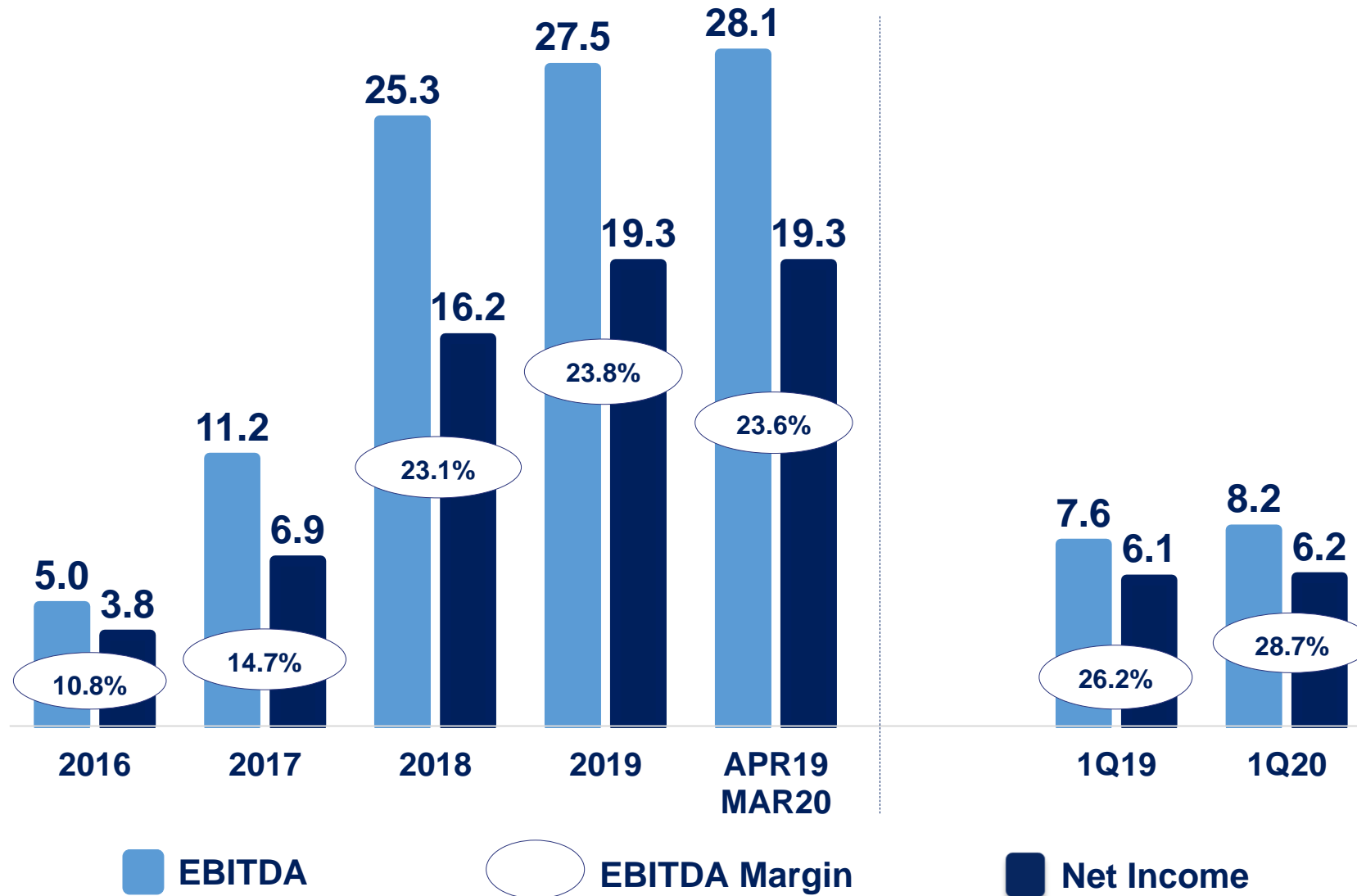


Positive effects of bank channels expansion

	Retailers	 & 
1Q20 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

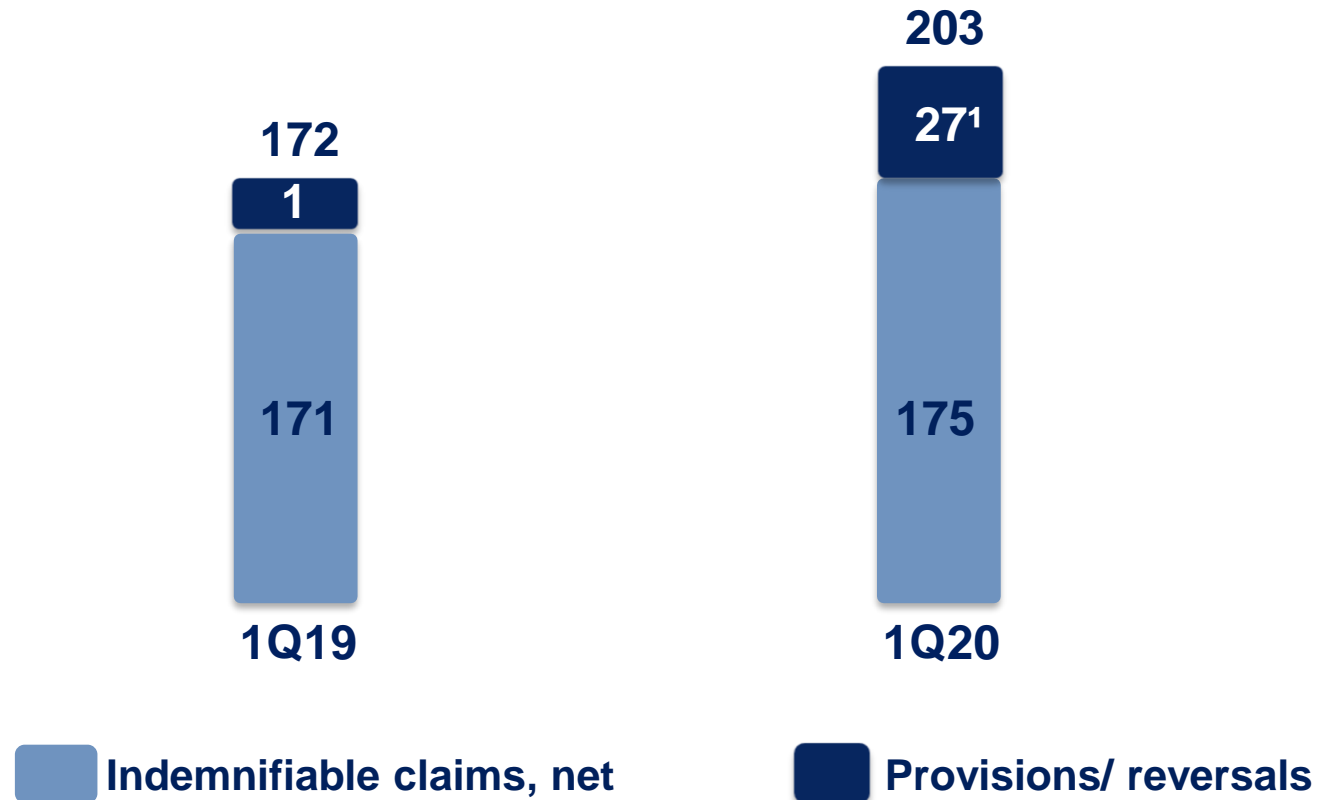
EBITDA and Net Income evolution

R\$ million and % Sales



Cost of services: Indemnifiable claims, net and provisions

R\$ million



¹includes R\$ 23,986 in specific provisions related to individual bank plans of professional free choice

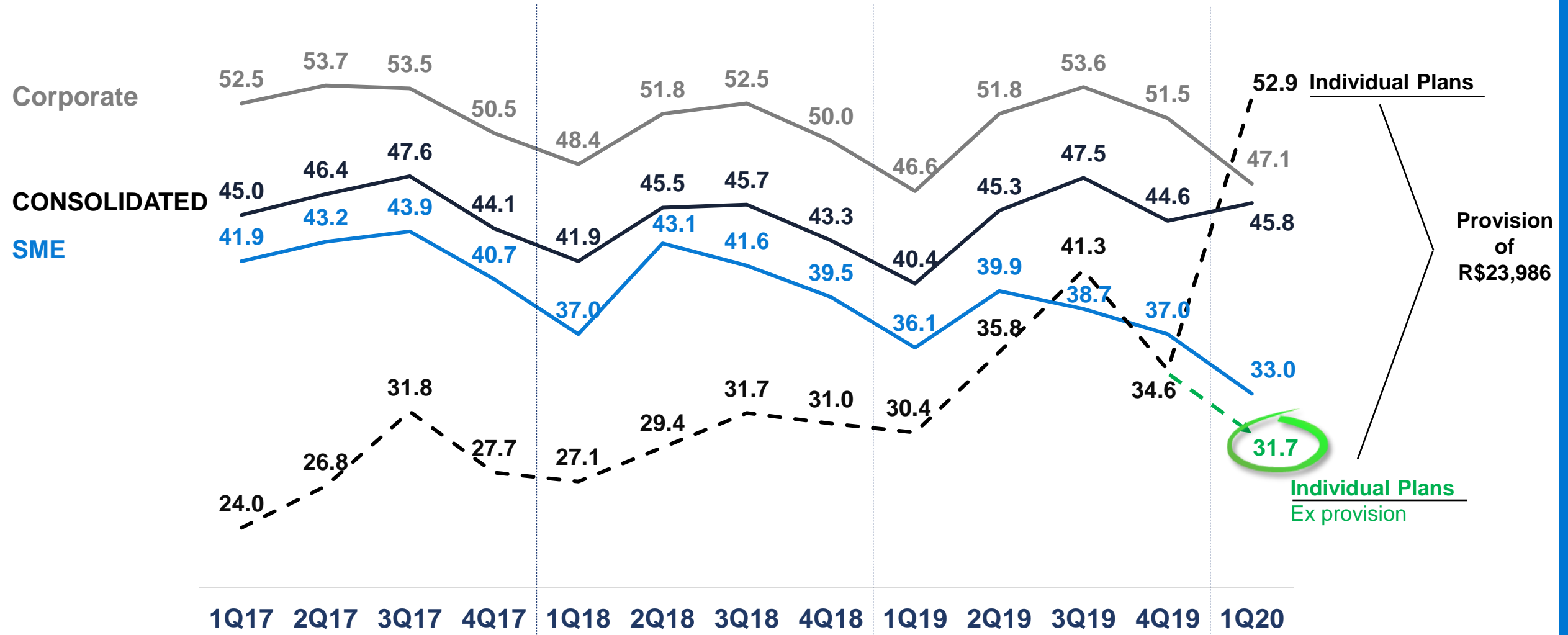
Quarterly and LTM Cost of Services

% Sales



Quarterly Dental care ratio consolidated and per segment

% Sales



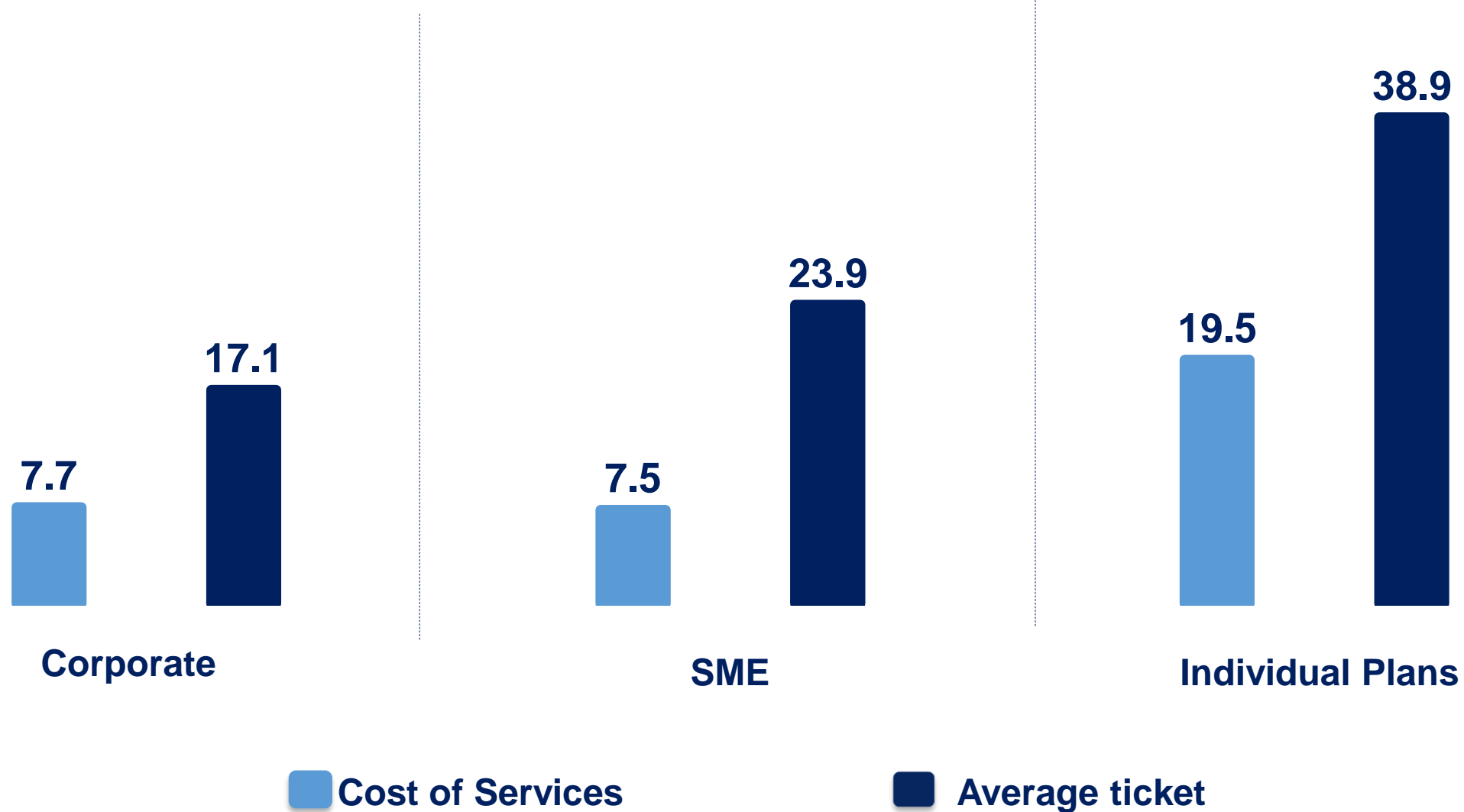
Provision of R\$23,986

Individual Plans Ex provision

Pricing power offsets higher cost of services of Individual Plans

R\$ / member / month

1Q20



Selling expenses per segment

% of Sales LTM



Corporate

Average selling expenses

6%

Own sales	0%
Brokers	10% - 15%
Banks	10% - 15%



SME

13%

Banks	10% - 15%
Brokers	10% - 15%
Online	5% - 7.5%



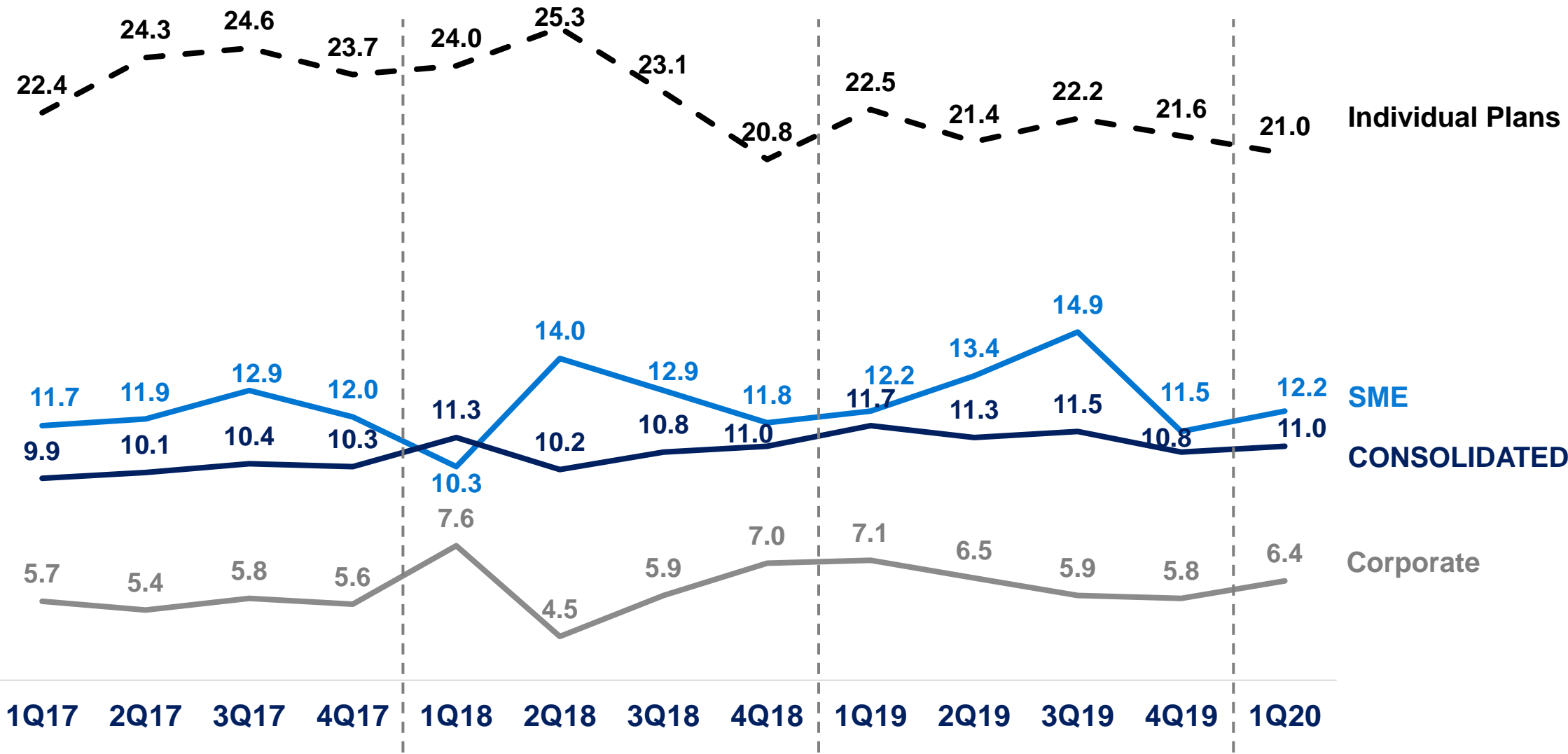
Individual Plans

22%

Banks	10% - 15%
Retailers	25% - 45%
Online	5% - 7.5%

Selling expenses: consolidated and per segment

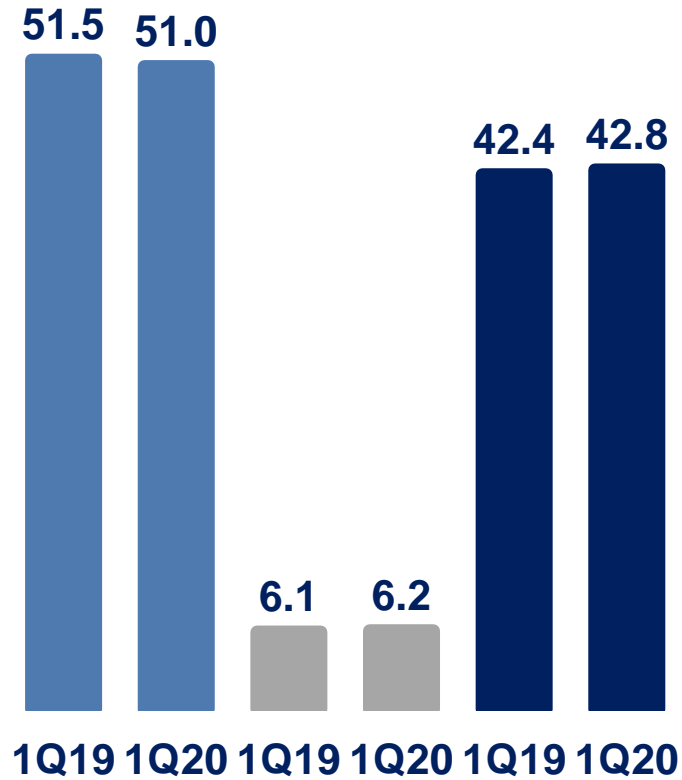
% of Sales



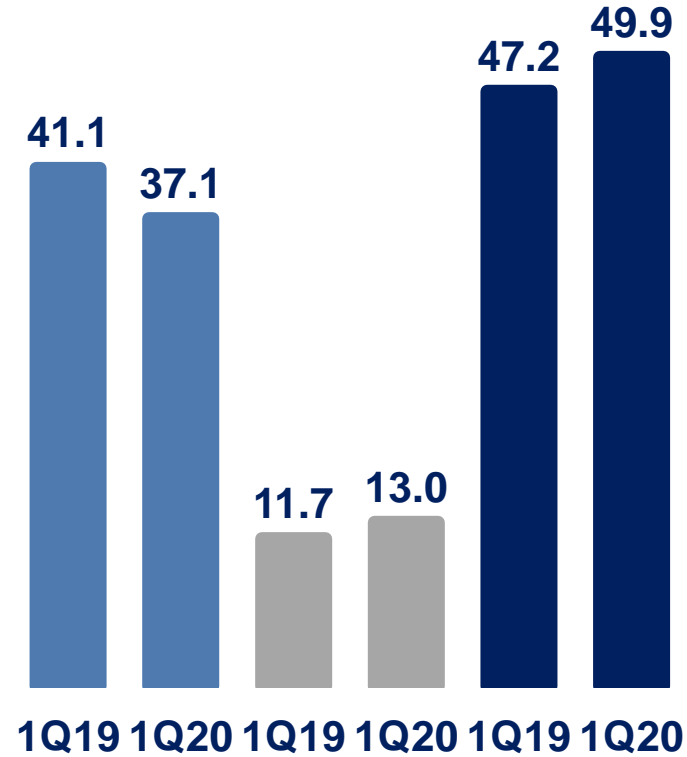
Key metrics by segment

% of Sales

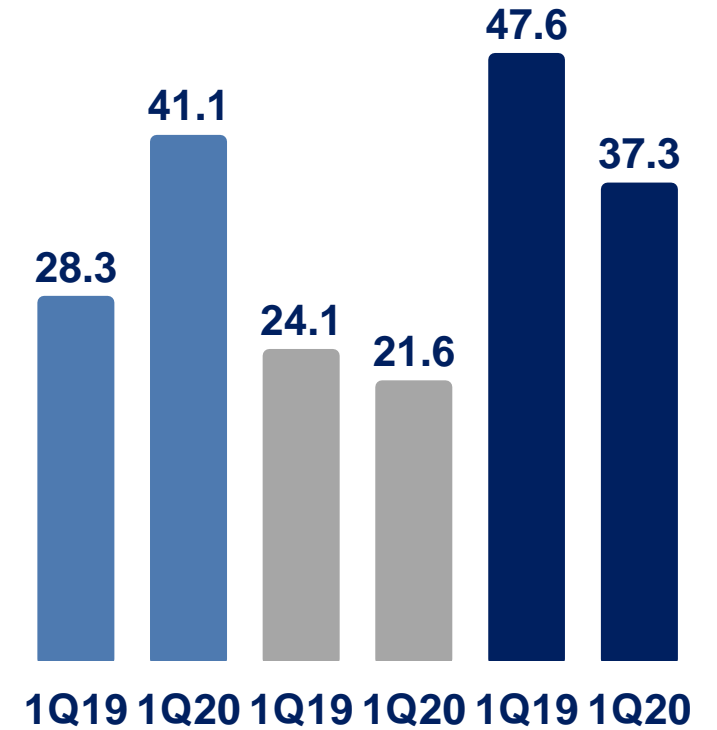
LAST TWELVE MONTHS



Corporate



SME



Individual Plans

■ Cost of services

■ Selling Expenses

■ Contribution margin

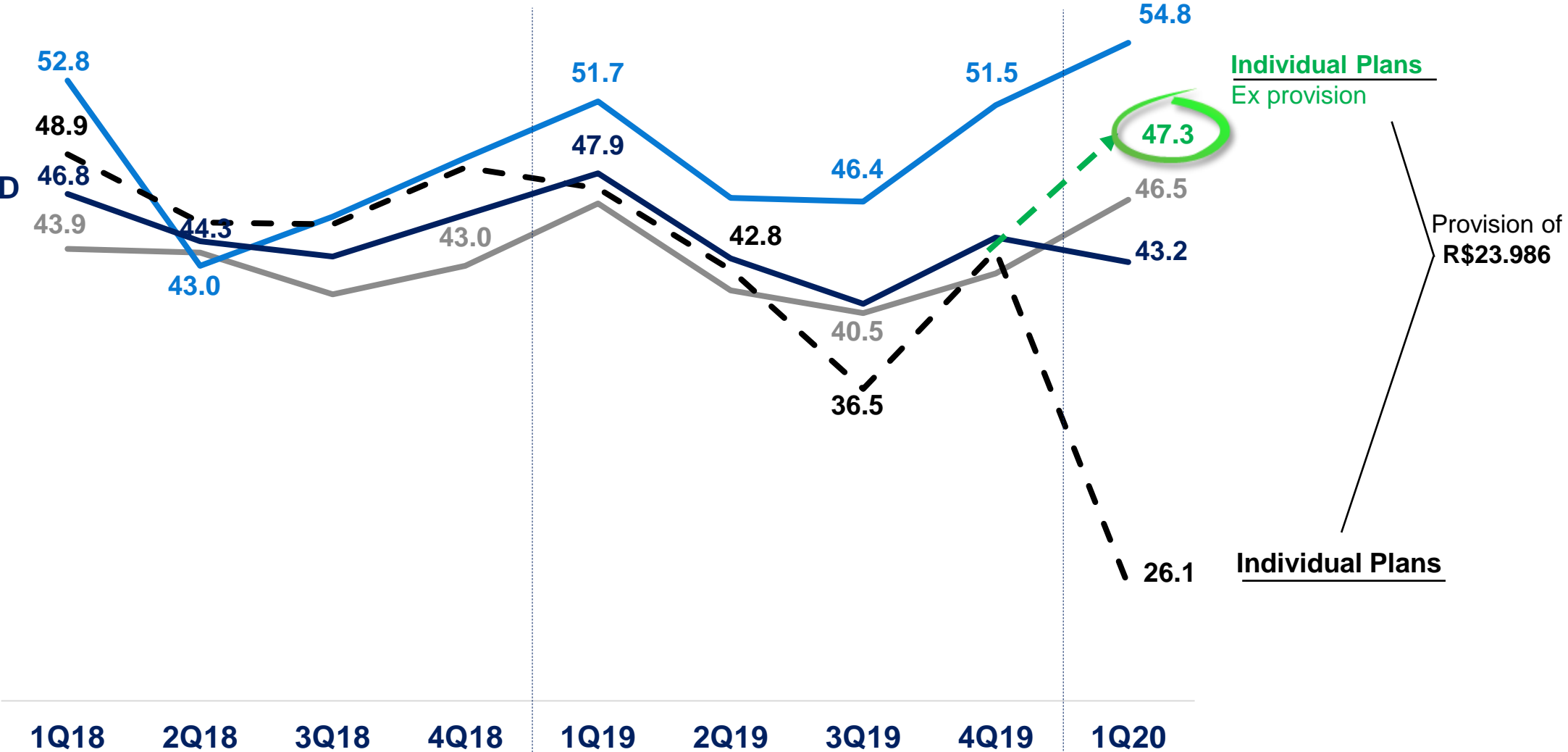
Contribution margin: consolidated and per segment

% of Sales

SME

CONSOLIDATED

Corporate



Individual Plans
Ex provision

Provision of
R\$23.986

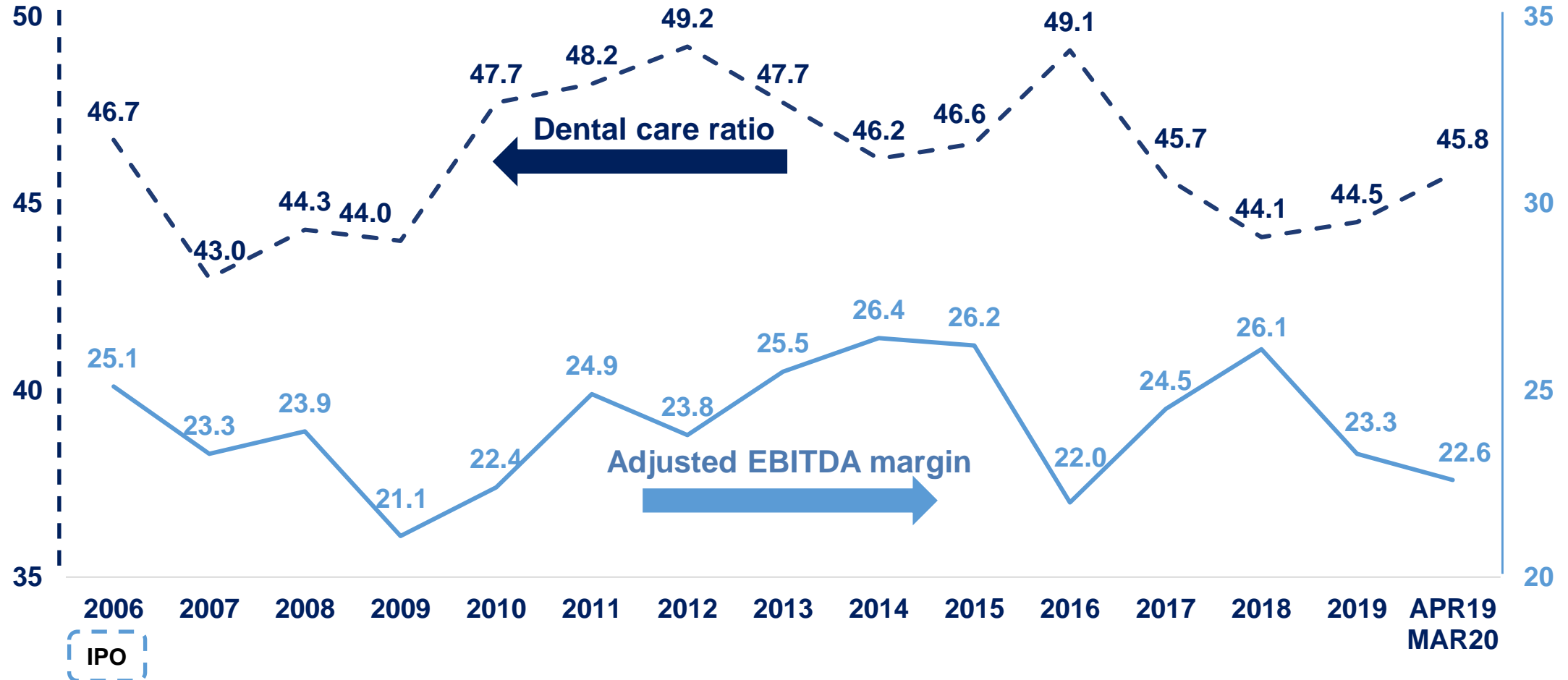
Individual Plans

Dental care ratio and Adjusted EBITDA margin since the IPO

% of Sales

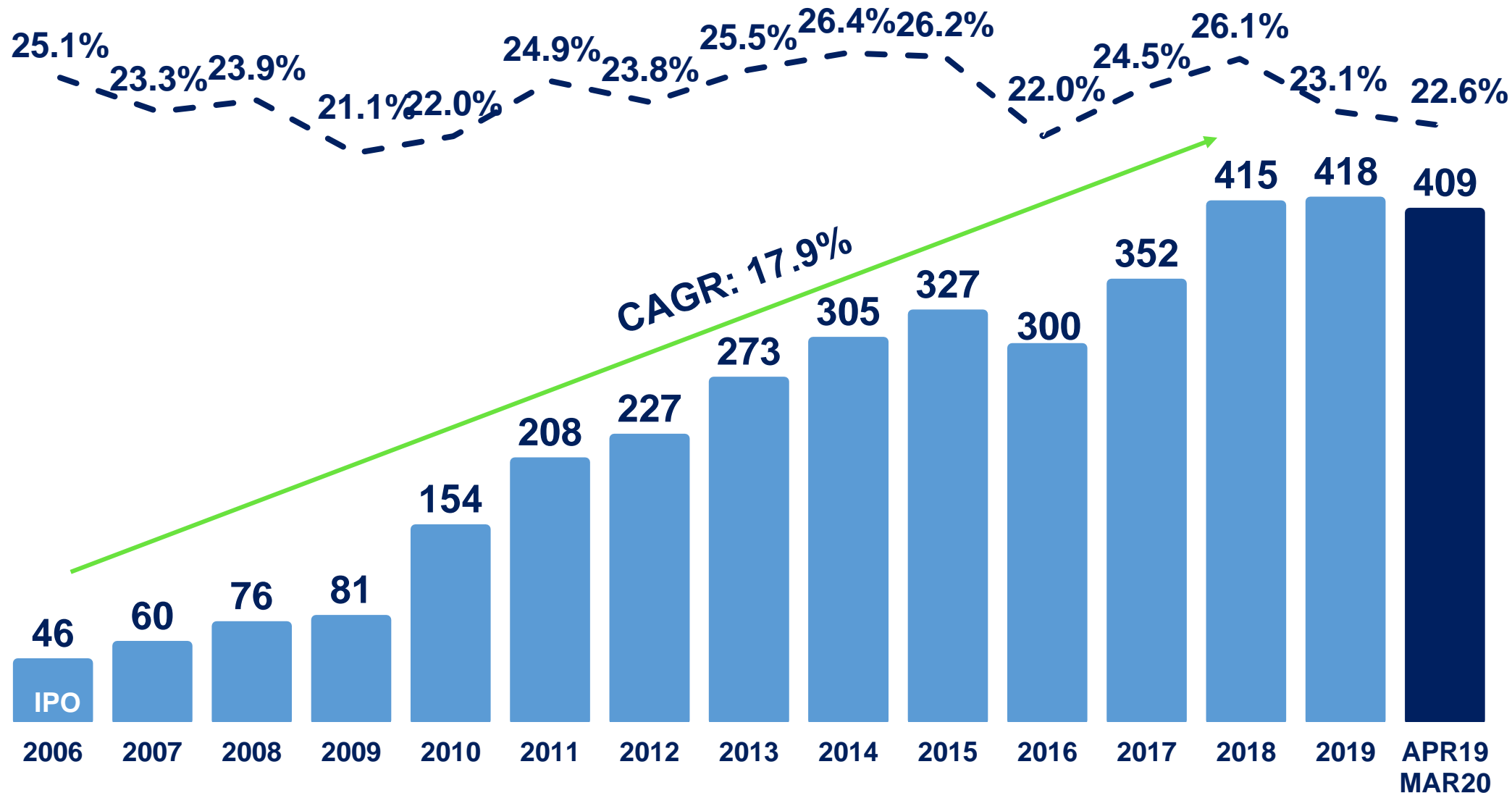
Dental Care Ratio (%)

Adjusted EBITDA Margin (%)



Adjusted EBITDA since the IPO

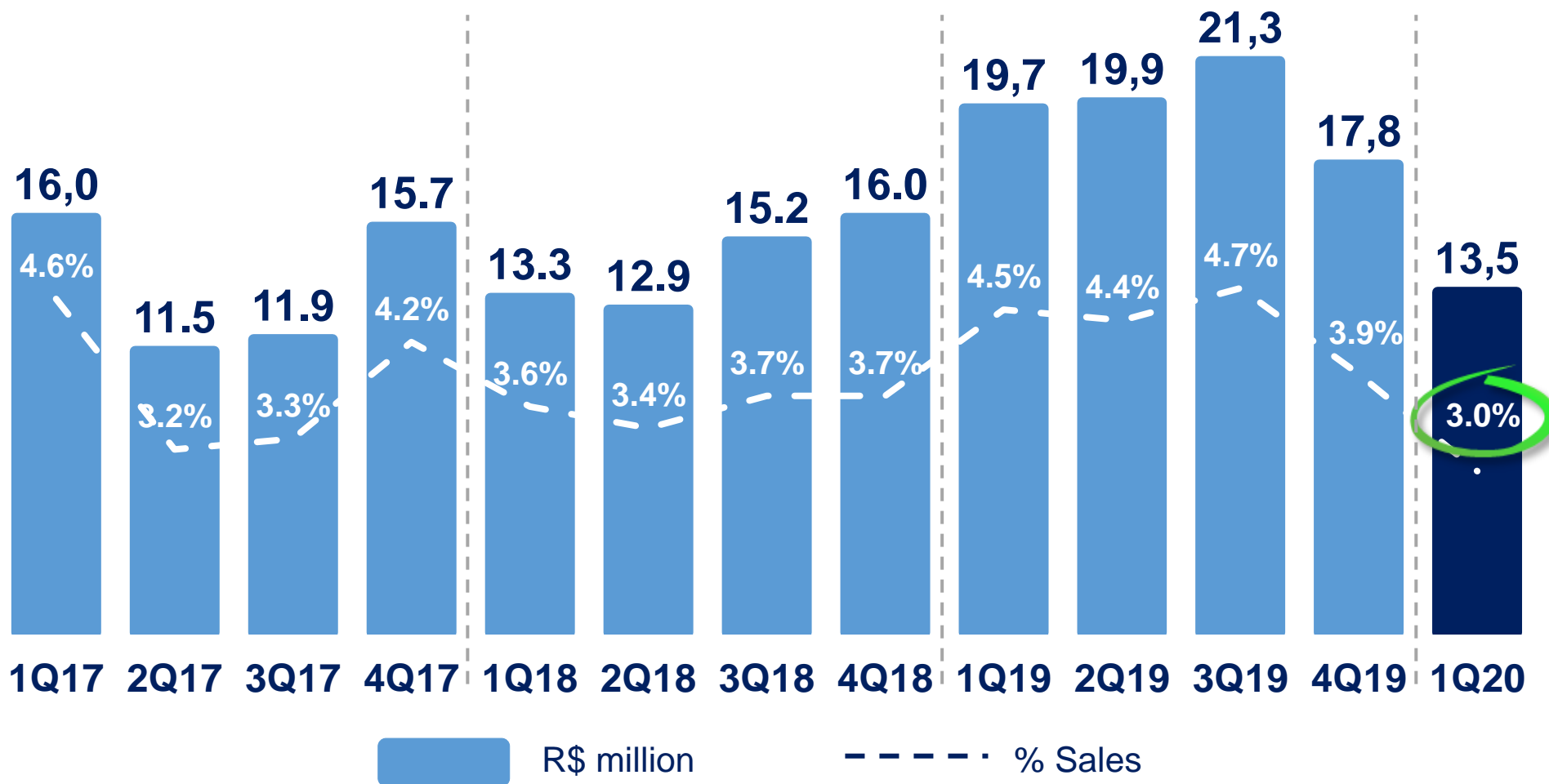
R\$ million and % of Sales



----- Adjusted EBITDA margin

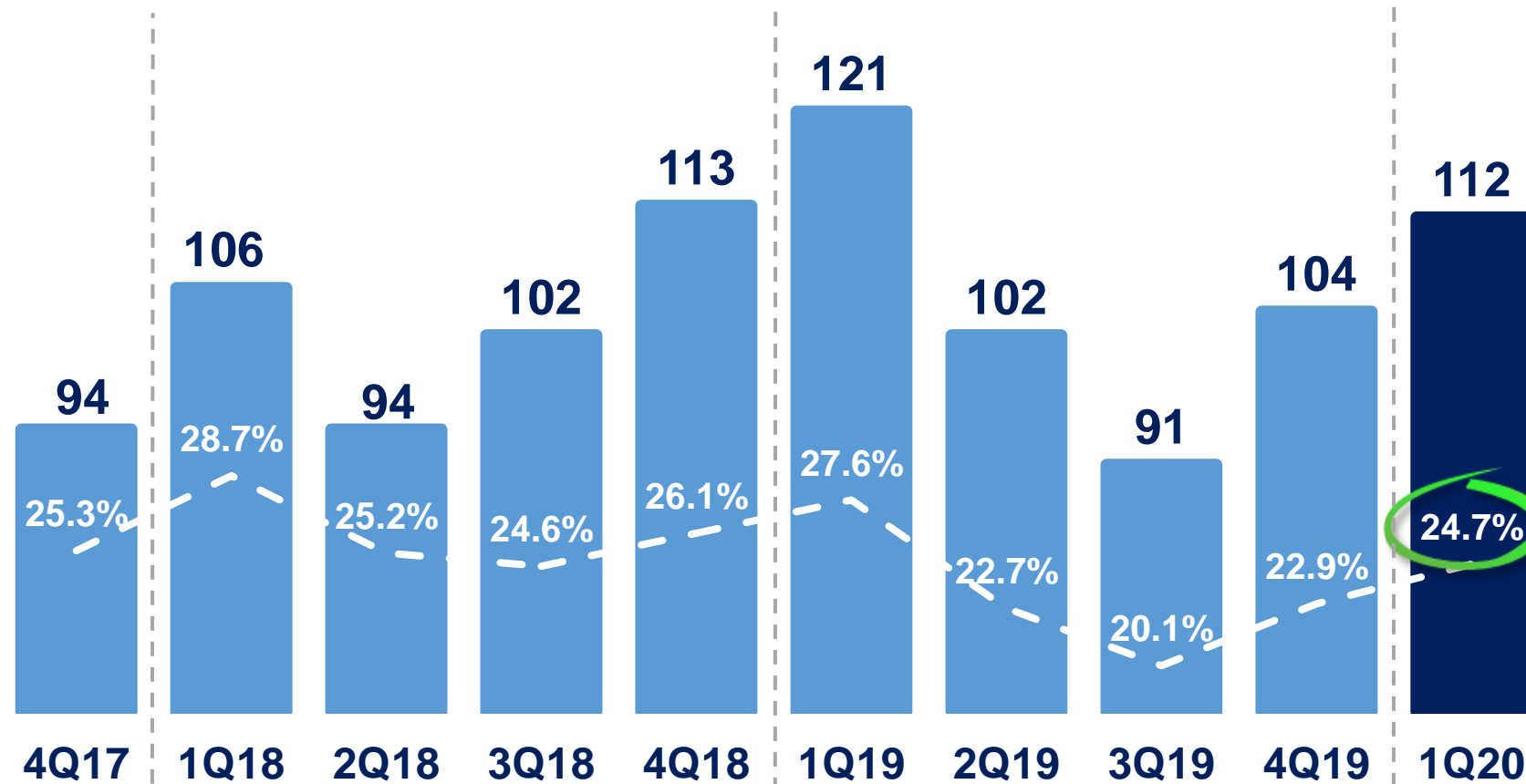
Allowance for doubtful receivables

R\$ million and % of Sales



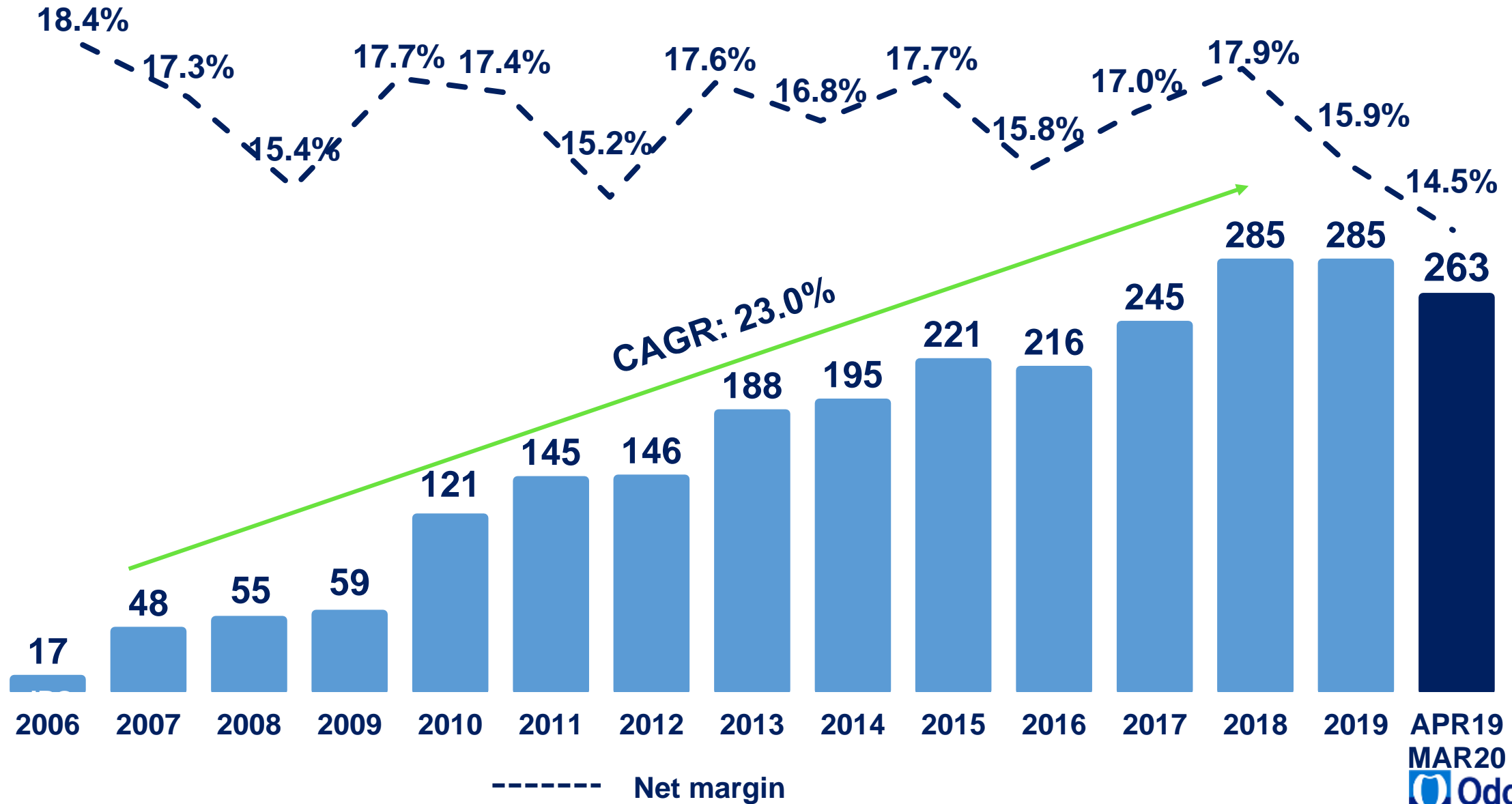
Adjusted EBITDA

R\$ million and % of Sales



Net Income and net margin since the IPO

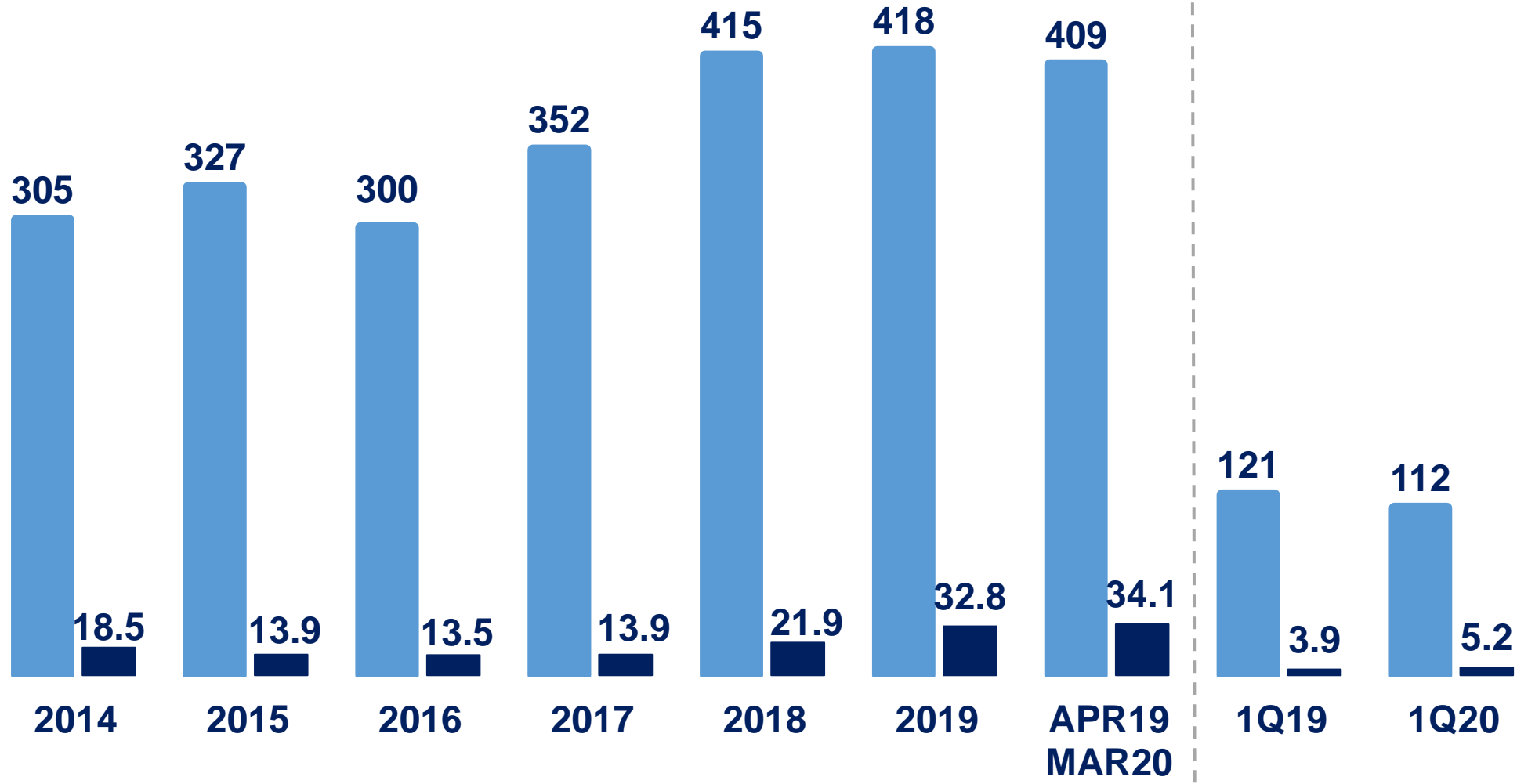
R\$ million and % of Sales



MAR20

Adjusted EBITDA and CAPEX

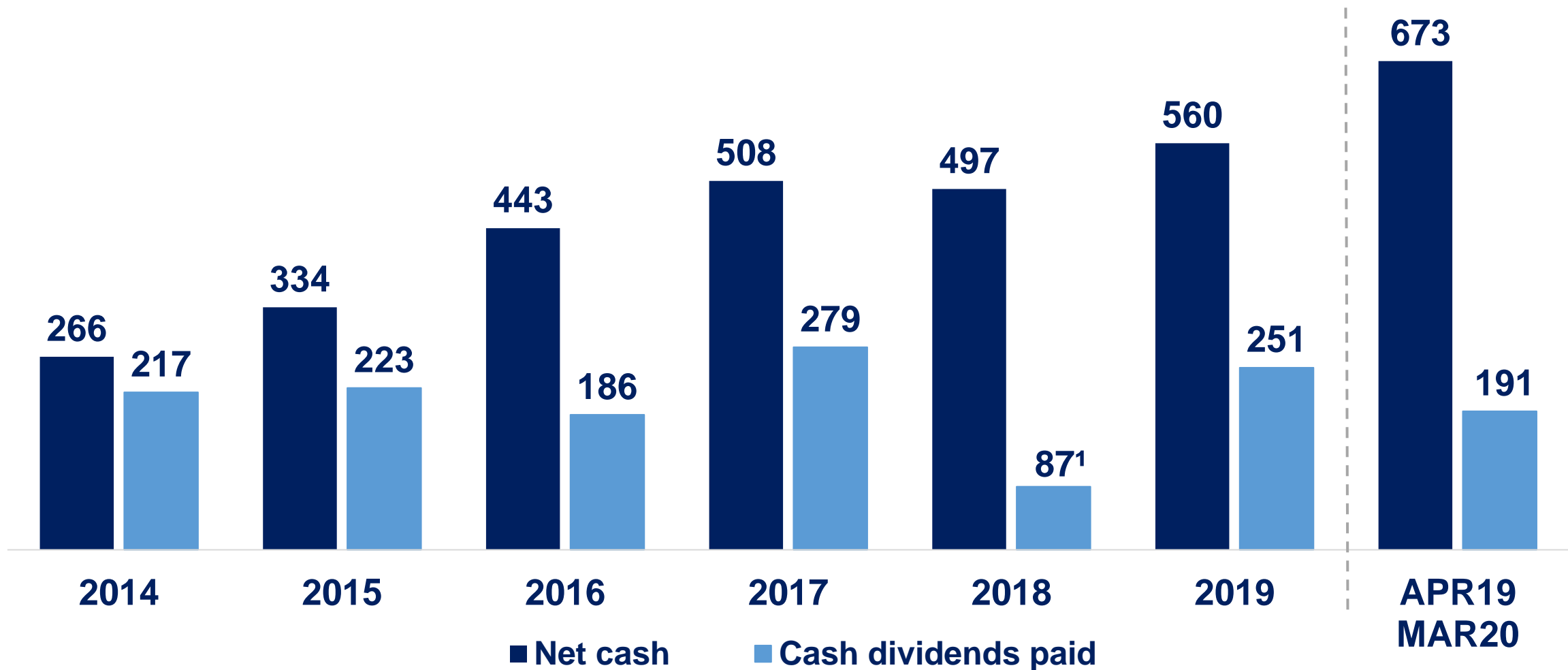
R\$ million



Adjusted EBITDA CAPEX

Net cash (zero debt) and cash dividends paid

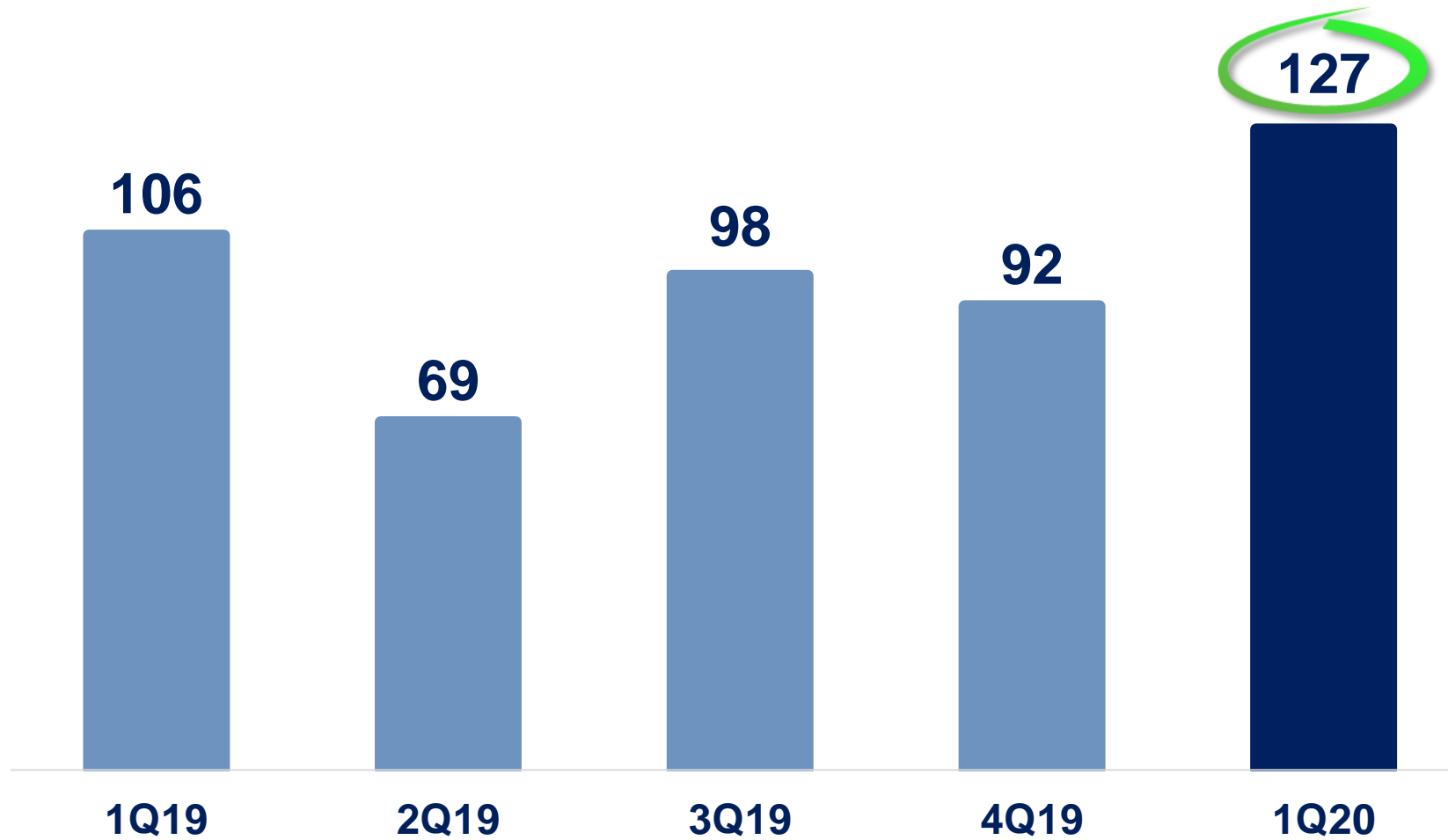
R\$ million



¹After acquisition of Odonto System

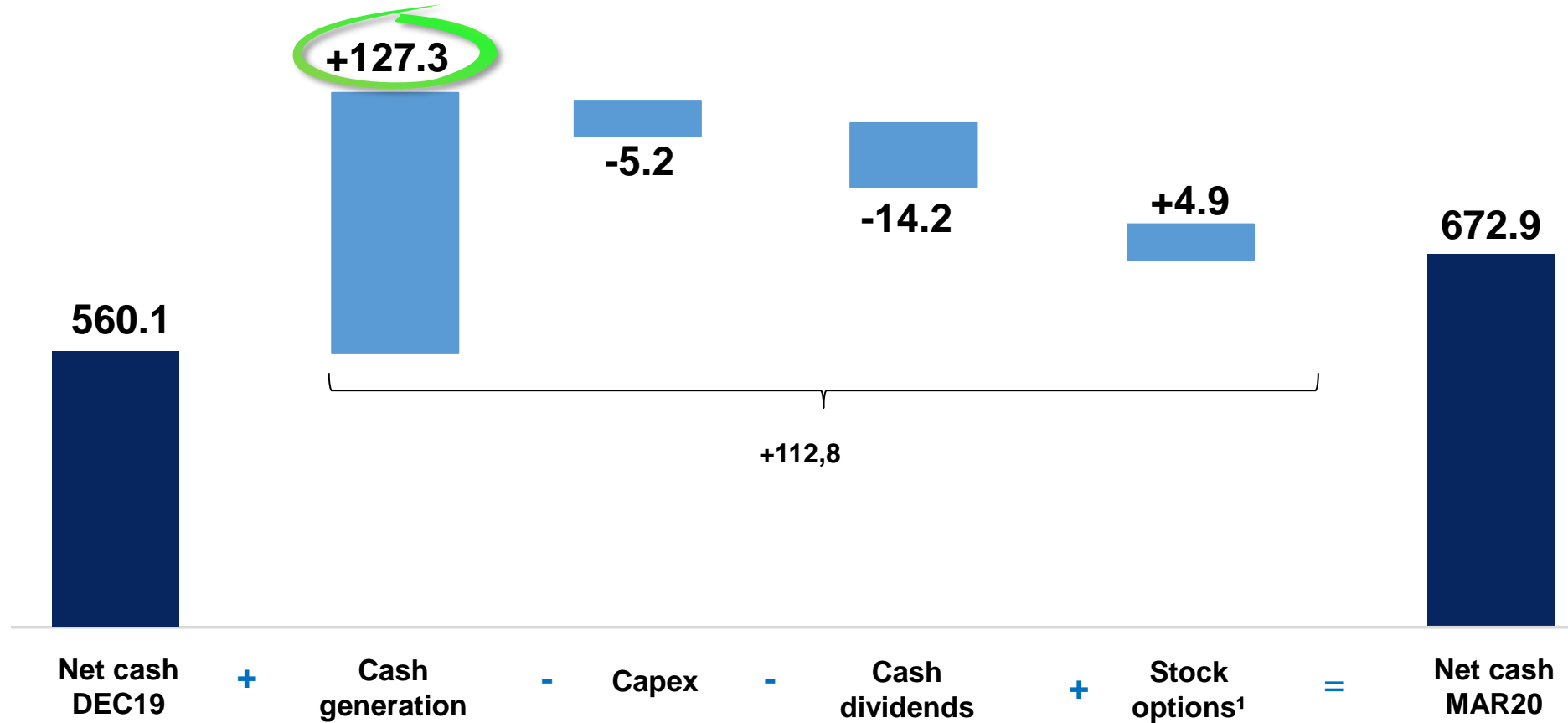
Cash flow from operational activities

R\$ million



1Q20 cash flow

R\$ million

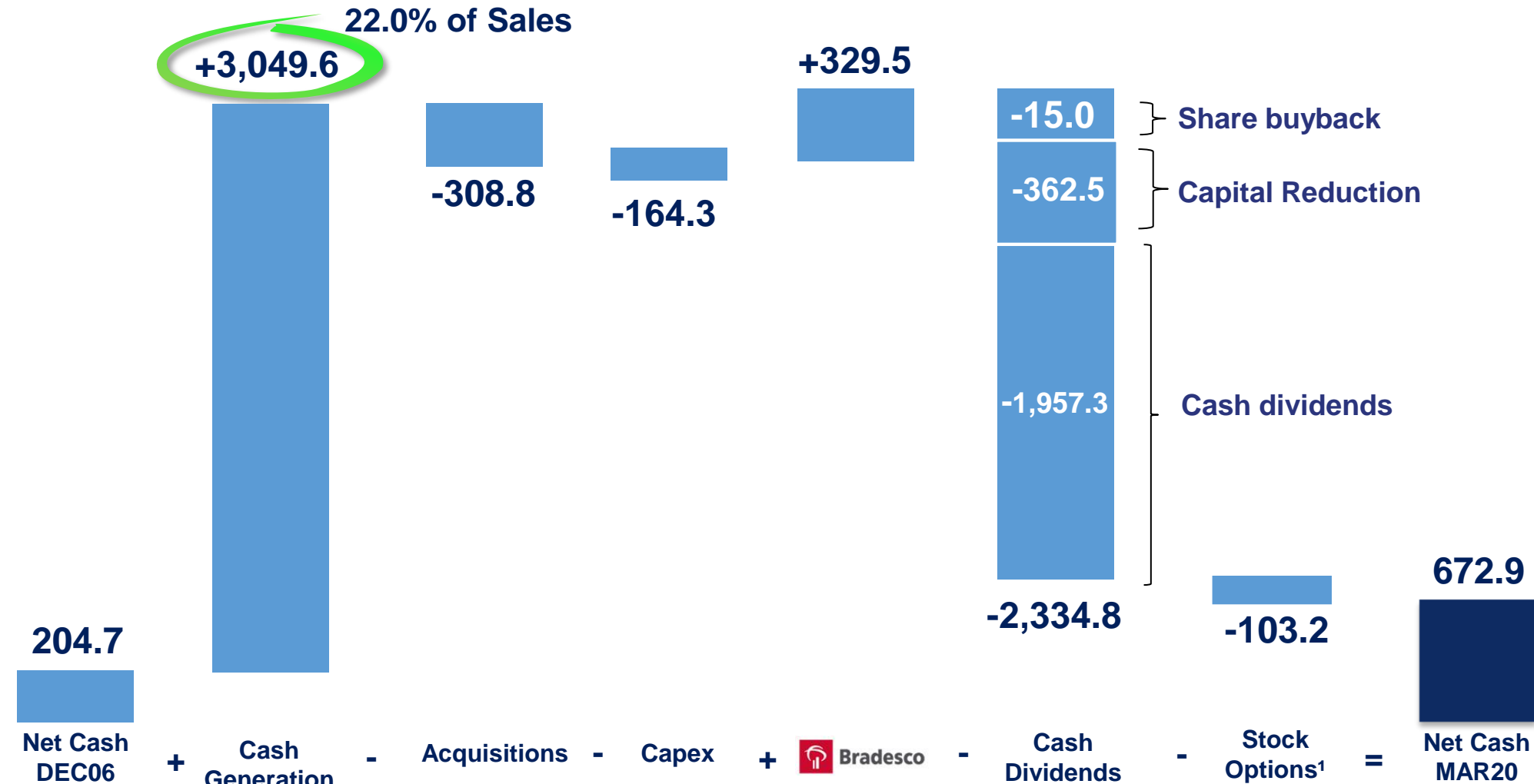


¹ Buyback Program

Cash flow since IPO: dividends our #1 priority

R\$ million

Since the IPO in 2006, OdontoPrev business model required CAPEX of R\$164 million, compared to cash generation of R\$3.0 billion. In the period, cash dividends was R\$2.3 billion.

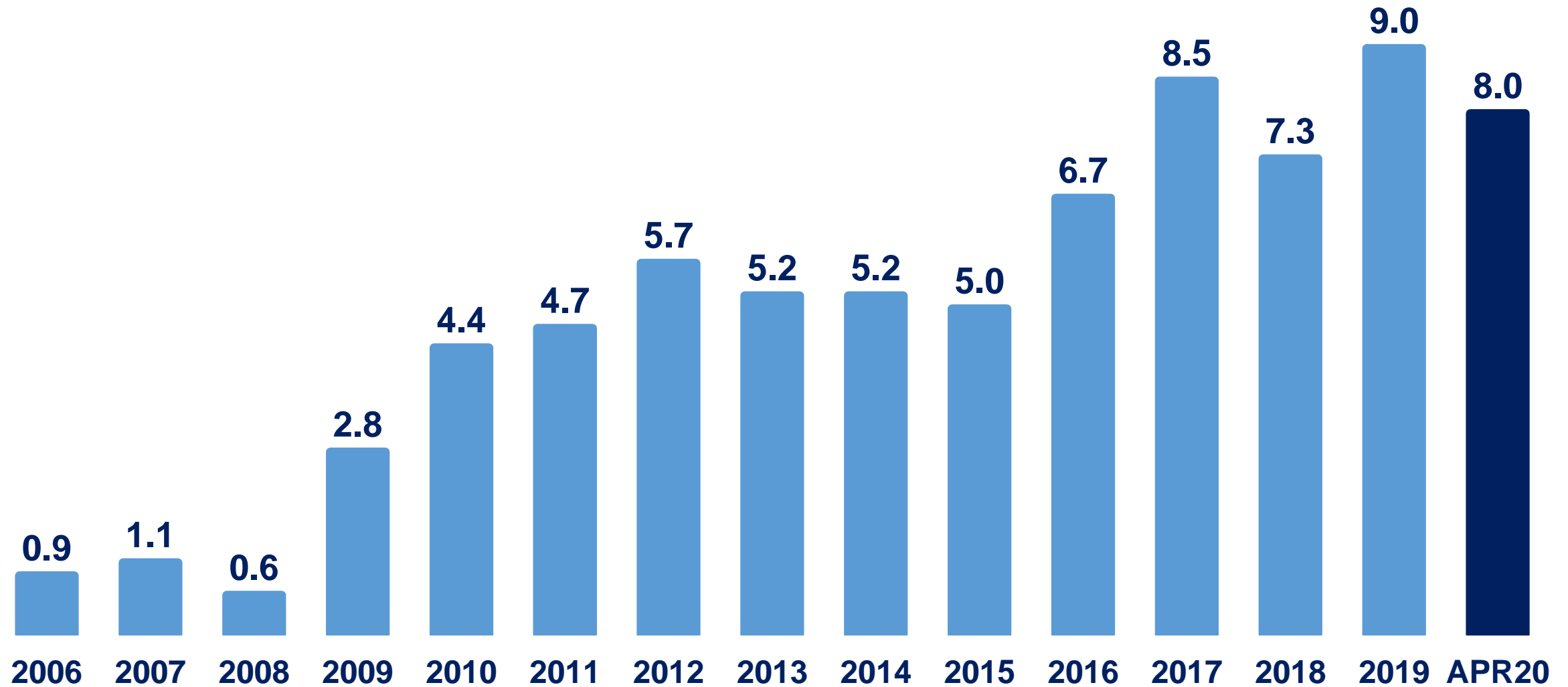


¹ Buyback Program

5

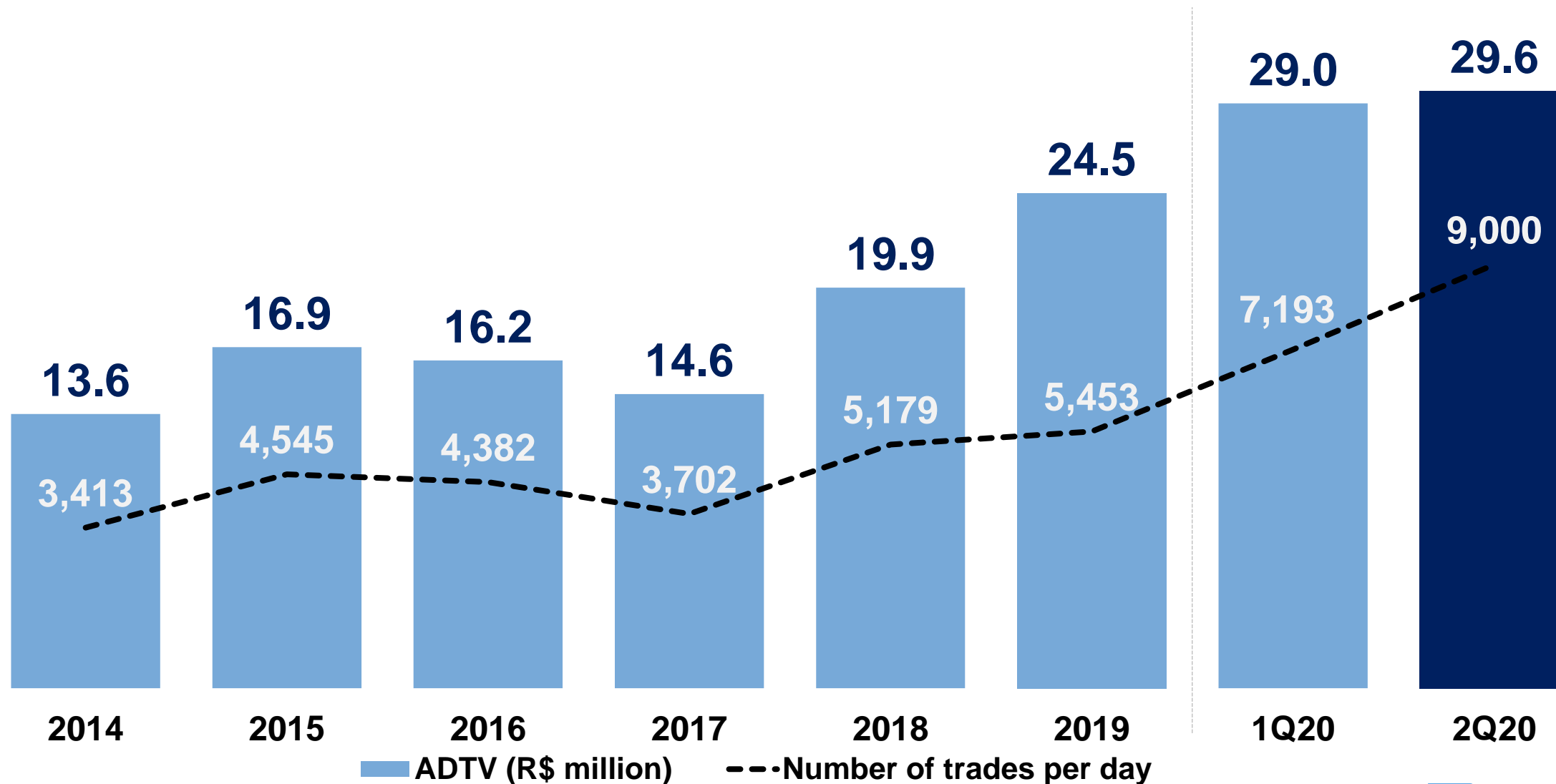
Capital Markets

Market cap Evolution (R\$ billion)

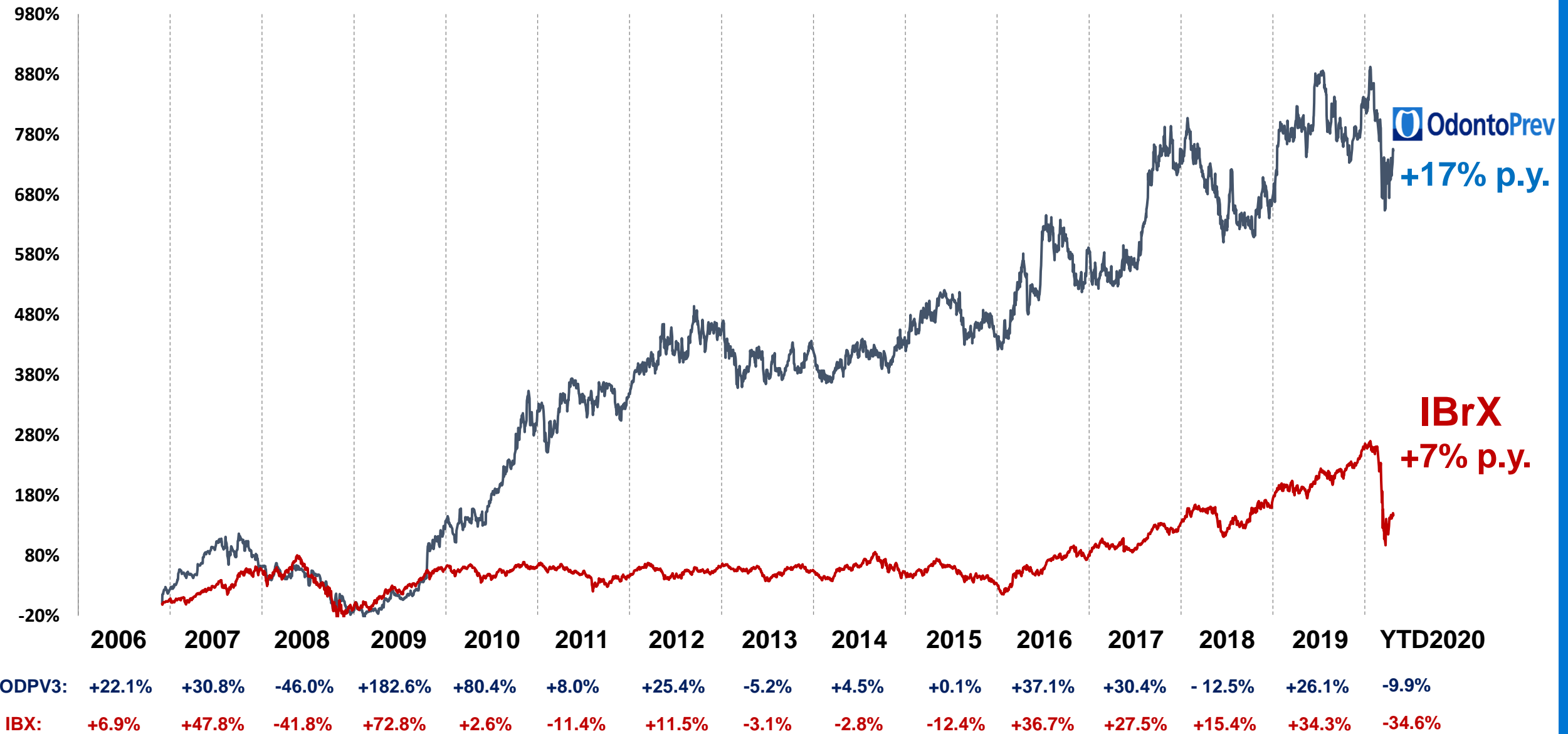


Source: OdontoPrev/ B3 | Last update: 04.24.2020

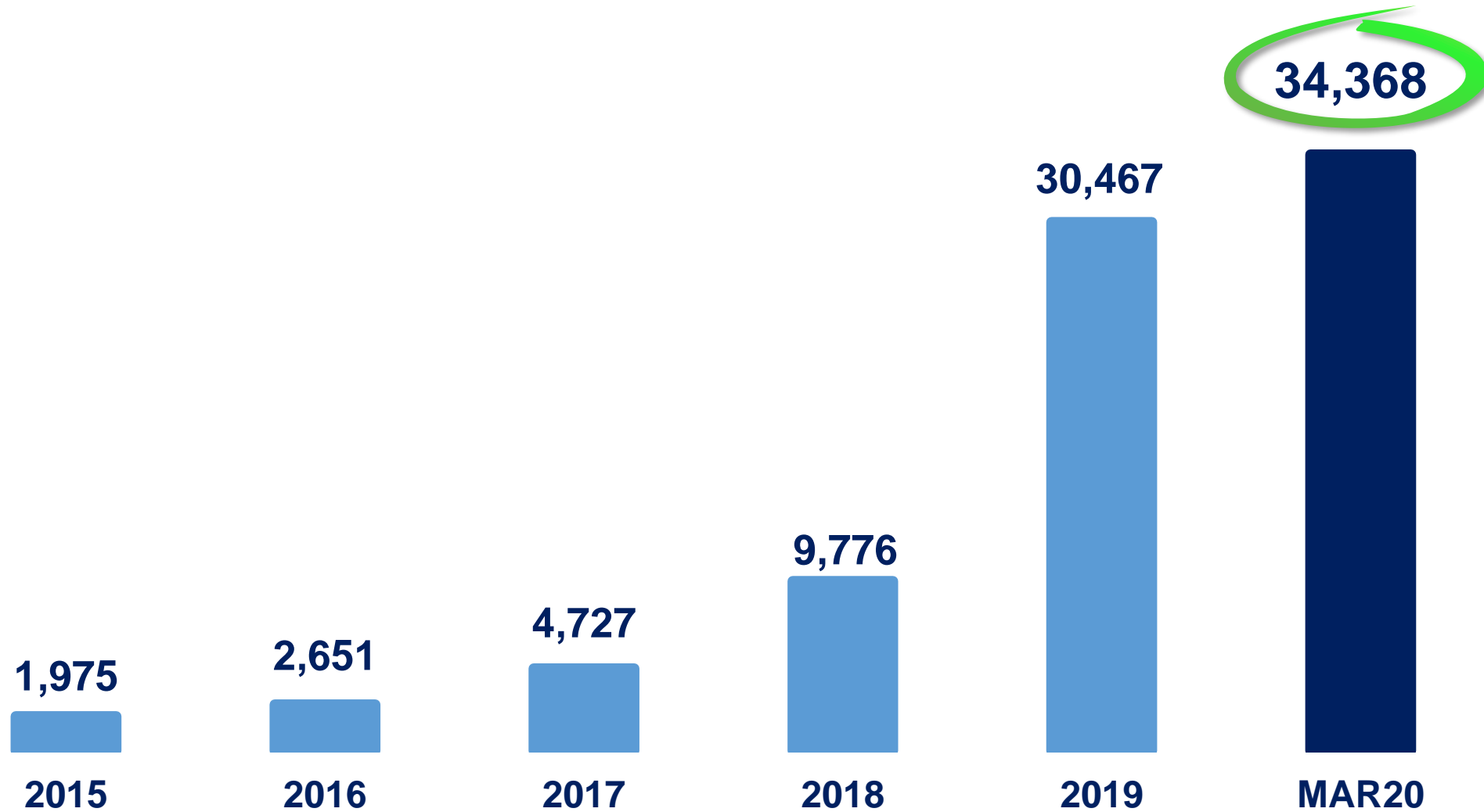
All-time best liquidity of OdontoPrev shares



OdontoPrev total shareholder return since IPO x IBrX



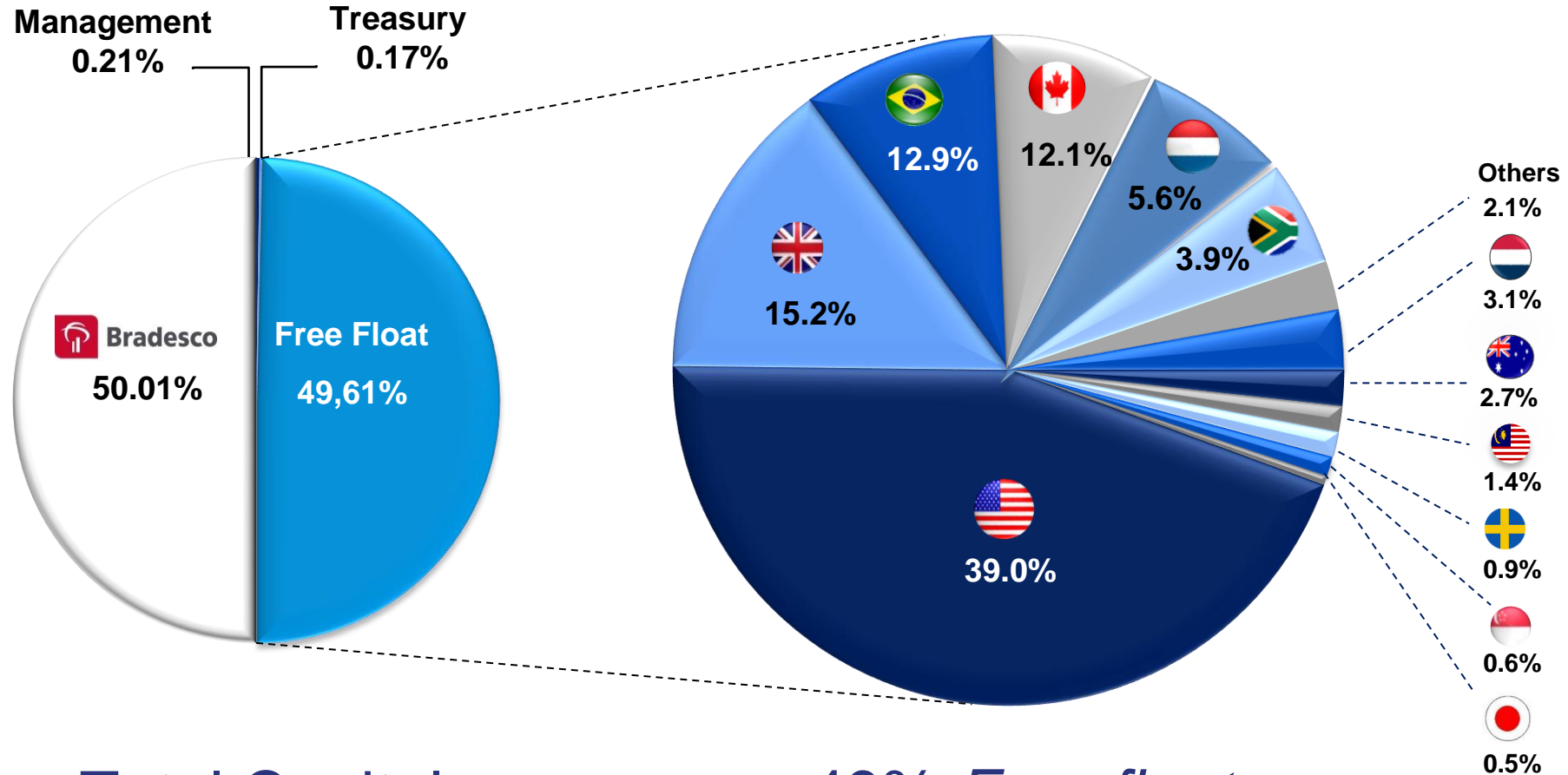
Increasing number of individual investors



Source: B3 | Last update: 03.31.2020

Global shareholder structure: investors from more than 30 countries

MAR20



Total Capital
531,294,792 Shares

49% Free float
263,582,032 Shares

Professional management team since foundation in the 80's



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

Principais indicadores ambientais	1T19	2019	1T20
Consumo total de energia elétrica (kWh) [GRI-EN3]	231,330	879,392	235,613
Consumo total de água (m³) [GRI-EN8]	2,422	7,986	1,906
Emissões de gases de efeito estufa por escopo (tCO2e) [GRI G4-EN15, 16 e 17]	266	996	142
Escopo 1 - emissões diretas (tCO2e)	24	54	19
Escopo 2 - emissões indiretas relativas à compra de energia (tCO2e)	8	46	22
Escopo 3 - emissões indiretas da cadeia de valor (tCO2e)	235	896	102
Gestão de Resíduos [GRI DMA MATERIALS, 301-1, DMA EFLUENTES E RESÍDUOS, 306-2] (Kg)	1,742	7,894	1,948
Descarte de Papel (Kg)	939	4,104	1,139
Descarte de Plástico (Kg)	803	3,656	785
Descarte de Alumínio (Kg)	-	138	21
Descarte de Metal (Kg)	-	4	3

Principais indicadores de gestão de pessoas	1T19	2019	1T20
Funcionários	2,129	2,114	2,133
Funcionários Call Center	562	561	570

Turnover total	7.3%	27.3%	5.9%
Turnover sem Call Center	7.0%	26.3%	6.1%
Turnover Call Center	8.0%	29.9%	5.4%

[GRI G4-LA1]

Turnover voluntário total	1.8%	7.1%	1.5%
Turnover voluntário sem Call Center	1.4%	7.0%	1.6%
Turnover voluntário Call Center	2.8%	7.7%	1.2%

[GRI G4-LA12]

Distribuição por gênero

% Homens	26.2%	25.6%	26.1%
% Mulheres	73.8%	74.4%	73.9%

% Mulheres na Gestão Estratégica	47.8%	47.7%	46.0%
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[GRI G4-LA12]

Distribuição funcional

Estatutário	1.4%	1.1%	1.1%
Gestão Estratégica	3.1%	3.1%	3.0%
Gestão Tática	4.1%	4.3%	4.5%
Especialista	18.9%	19.9%	20.3%
Suporte	25.4%	26.4%	25.8%
Apoio	47.1%	45.2%	45.4%

[GRI G4-LA12]

Distribuição etária

< 21 anos	7.0%	6.8%	6.6%
21 - 29 anos	33.2%	30.7%	31.1%
30 - 39 anos	34.5%	36.3%	36.1%
40 - 49 anos	17.4%	18.2%	18.1%
> 50 anos	7.9%	7.9%	8.2%

OdontoPrev as a member of FTSE4Good

In 2019, OdontoPrev was confirmed as a FTSE4Good Index Series constituent, for the third 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.



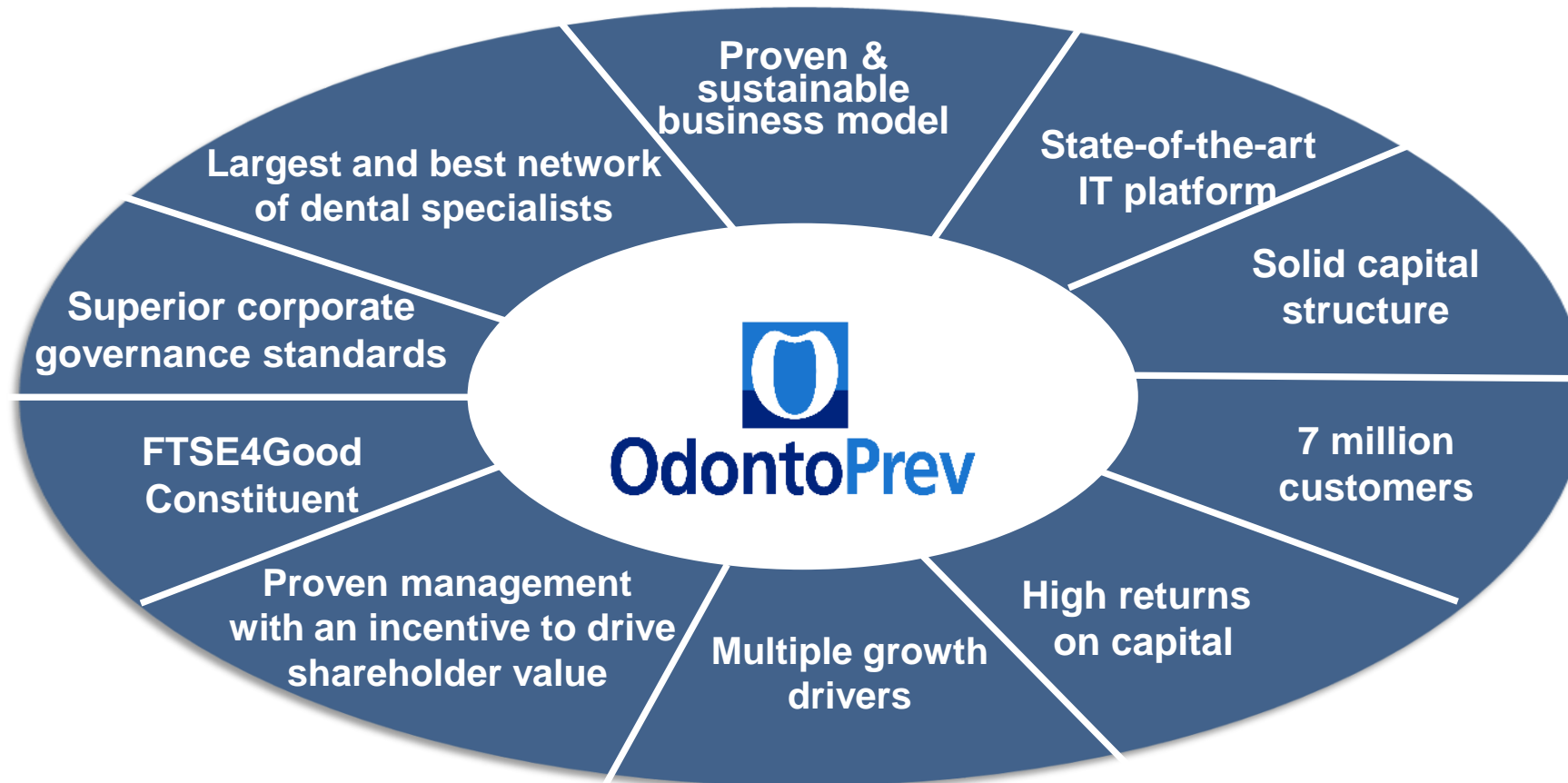
Institutional Investor

Best IR Team in Healthcare sector / Latin America

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

... Thank you very much!

Why OdontoPrev?



Upcoming IR events

Date	Country	City	Broker	Event
Apr 29, 2020				1Q20 Earnings Release
Apr 30, 2020				1Q20 Webcast
Apr 30, 2020			 J. SAFRA	Investor Presentation - Safra (videoconference)
May 4-5, 2020			 BTGPactual	Global NDR - BTG Pactual (videoconference)
Jun 2-4, 2020			 Bank of America Merrill Lynch	BofAML EM Debt & Equity Conference (videoconference)
Jun 24-25, 2020		São Paulo	 citi	13th Citi Brazil Equity Conference
Jul 29, 2020				2Q20 Earnings Release
Jul 30, 2020				2Q20 Webcast
Sep 9-10, 2020		New York	 CREDIT SUISSE	14th Annual LatAm Equities Conference
Sep 14-16, 2020		London	 Morgan Stanley	Morgan Stanley LatAm Conference
Oct 28, 2020				3Q20 Earnings Release
Oct 29, 2020				3Q20 Webcast

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Bradesco

Custodian & Market Maker



pwc

Independent Auditors



B3 Ticker

Appendix

R\$ milhões	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	APR19-MAR20
Net Revenues	182	259	318	382	685	835	955	1.070	1.156	1.250	1.365	1.437	1.592	1.795	1.810
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	21,20
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	7.463
EBITDA	46	60	76	81	154	208	227	273	305	327	300	352	415	418	380
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	21,0
Net Income	17	48	55	59	121	145	146	188	195	221	216	245	285	285	263
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
ODPV3 Return (%)	22	31	-46	183	80	8	25	-5	5	0	37	30	-13	26	-10
IBX-100 (%)	7	48	-42	73	3	-11	12	-3	-3	-12	37	28	15	33	-22