



Sustainability Report 2024

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Message from the CEO

GRI 2-22

Each year, we are challenged to evolve, innovate, and expand the positive impact of our operations.

In 2024, we have once again consolidated our leadership within the dental plans sector and reinforced our commitment to sustainable growth and the transformation of oral health in Brazil.

We remain focused on expanding access to quality dentistry, investing in technology, and strengthening our environmental, social, and governance practices, consistently with the purpose of generating value for all our stakeholders.

We ended the year with 8.9 million beneficiaries, the result of a expansion strategy. In addition, the Company improved its operational efficiency, reflected in an adjusted EBITDA margin of 30.6% and a loss ratio of 38.4%, reaffirming the robustness of our business model.

Our financial strength remains a strategic differential. In 2024, we achieved a net profit of R\$ 534 million, and a payout ratio of 97%, which enabled a record distribution of R\$ 519 million to shareholders.

Moreover, we ended the year with a net cash of R\$ 913 million and zero debt, ensuring flexibility to continue investing in innovation and sustainable growth.

Under the environmental pillar, we maintain our commitment to mitigate our impacts and reaffirming transparency in emissions management. For another consecutive year, we neutralized 100% of our Greenhouse Gas Emissions (GHG) and retained the silver seal of the GHG Protocol inventory, demonstrating our diligence regarding climate issues.

Within the social domain, we intensified our positive impact initiatives. Notable among these is the launch of 'Sorriso indígena' (Indigenous smile), a pioneering



project undertaken in collaboration with NGOs and institutions, with the objective of impacting over 30,000 indigenous individuals by December 2025 through the provision of dental care, as well as training and the dissemination of educational materials. Furthermore, we invested over R\$ 7.3 million in social, cultural, and sports projects through Private Social Investment, benefiting more than 1.2 million people directly and indirectly.

With a dedicated focus on our team, we launched the employee value Proposition in 2024, strengthening our Employer Brand and reaffirming our commitment to attracting, engaging, and retaining talent, consistently guided by active listening and strategic alignment. As a result of this dedication, we were recognized as one of the 150 best companies to work for in Brazil by the GPTW ranking.

The year was also marked by a leadership transition at Odontoprev. Following over eight years at the Company as a Commercial director, I acceded to the position of CEO with a commitment to maintain the strategy to continue sustainable growth.

After a year of achievements and progress, we enter 2025 with the same purpose that has driven us for over three decades: boosting quality dentistry. We are confident in the future, in innovation and in the positive impact of our work.

Enjoy your reading!

Elsen Carvalho,
Odontoprev's CEO.



About the report

GRI 2-3

Odontoprev hereby presents to the market and its stakeholders another edition of its Annual Sustainability Report. This document was collaboratively prepared with the participation of all areas within the Company and compiles the outcomes of its value generation proposition for the period from January 1st to December 31st, 2024.

The development of this document was based on the guidelines of the Global Reporting Initiative (GRI), the Sustainability Accounting Standards Board (SASB), and the International Integrated Reporting Council (IIRC), in addition to aligning with the Principles of the Global Compact, the 2030 Agenda, and the Sustainable Development Goals (SDGs).

This year, in an effort to advance our reporting and anticipate regulatory requirements, we have incorporated, for the first time, the guidelines of the Task Force on Climate-related Financial Disclosures (TCFD) into our content. As a result, we now disclose, in accordance with the framework presented by TCFD, the manner in which the Company manages risks and opportunities associated with climate change.

*Letícia Fernandes (HR analyst) and
César Picerni (Business analyst).*

Reading Tools

Besides the linear reading of the chapters, readers can also browse through specific indicators of interest.

To this end, simply look for the indexes of the adopted guidelines in the “[Annexes](#)” section. The answer to the indicator may be found either directly within the indexes or on the referenced pages.

At each chapter’s opening, we also highlight the material topics covered in the content. In the “[SDG Map](#)” section at the end of this report, we indicate the pages where progress on each of the SDGs relevant to our business is recorded.

Highlights of the year



Operating and financial results

Net revenue of R\$ 2,270 million, representing an annual growth of 6% and adjusted EBITDA of R\$ 694 million, with a margin of 30.6%.

Shareholder remuneration of R\$ 519 million.

8.9 million beneficiaries, with a net addition of 306 thousand lives in 2024.



Beneficiary-centred

We received the 2024 Experience Awards, for outstanding customer experiences.

We won the Top of Mind HR award for the 22nd time.

4.6 in the Odontoprev app evaluation score (rating from 0 to 5).



Sustainability

We were elected by TIME Magazine as the 6th best-rated global company that demonstrates remarkable performance in sustainable growth.

We maintained silver seal of the GHG Protocol inventory.

For yet another year, we have maintained our commitment to neutralize 100% of our GHG emissions.

Launch of the final report of the clean waves on the road Expedition.

For the second consecutive time, we were included in B3's IDIVERSA.

Launch of the "Sorriso indígena" project.

We have won, for the third consecutive time, the Human Rights and Diversity Seal from São Paulo City (SP).



Innovation and technology

95% of CAPEX invested in technology.

Recognized for the 4th time in the 100+ Innovators award with a focus on technology and innovation.



Our team

Odontoprev was recognized in the GPTW ranking as one of the best companies to work for in Barueri (SP) and is among the 150 best in Brazil.

Letícia Fernandes
(HR analyst).

CHAPTER 1

Odontoprev

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Caring for millions of smiles: **About us**

GRI 2-1 | 2-6 | 3-3 Access to quality dentistry

Driven by our purpose of boosting quality dentistry in Brazil, we are a dental care platform and a leading dental plan operator in Latin America.

We are present in approximately 2,500 municipalities across Brazil and have the largest network of dentists in the country, totaling over 27,000 accredited professionals who, on a daily basis, provide quality dental care to approximately 9 million beneficiaries.

Our portfolio comprises brands that have unique characteristics, enabling us to address the needs of diverse audiences in a precise and diversified manner.

With over 800 plans registered, we ensure extensive coverage and a variety of advantages and benefits, providing a comprehensive and satisfactory experience for our beneficiaries, whether they belong to the corporate segment, small and medium-sized enterprises (SME) or individual plans.

Paola Vasconcelos (Apprentice)
and Felipe Hideki (Data
science analyst).





PURPOSE

To promote high-quality dentistry.



VALUES

A healthy ecosystem is one in which everyone wins.

Challenges are opportunities.

Trust is something built each and every day.

Quality is more than just slip service.

Evolving is the way we achieve growth.

Numbers that make us proud



+8.9 million
beneficiaries



We have

+27 thousand
accredited dentists



Present in

+2.5 thousand
Brazilian municipalities



+37
years of trajectory



Guaranteed quality in

100%
of the procedures
performed

A portfolio made for all audiences:

Our Brands



The operation offers nationwide coverage, with multidisciplinary care cells. It also meets the different profiles of beneficiaries, including:

- **Corporate customers**, with tailor-made products;
- **SMEs (Small and Medium-sized Enterprises)**, with pre-formatted products;
- **Individual customers**, through individual and family products, made available through business partners and digital channels.

More info:
www.odontoprev.com.br/



It is the premium version of the Odontoprev brand, created with the aim of offering broader coverage, high standard dental care and excellence for corporate clients. It has an exclusive accredited network, guaranteed by the Prívia quality seal, and offers distinctive solutions, such as plans with special and exclusive service and tools that allow total free choice when using the benefit.

More info:
www.privia.com.br/



Bradesco Dental dental plans are the result of integrating the activities carried out by Bradesco and Odontoprev in the dental care field. Since 2010, through a corporate incorporation, Bradesco Dental has become an Odontoprev operation. Bradesco Dental serves a wide range of clients, including large employers, small companies and individual plans.

More info:
www.bradescoseguros.com.br/clientes/produtos/plano-dental



With a strong presence in the country's North and Northeast regions, it has proven competence and experience in over 30 years in the dental plan market.

It aims to serve both corporate and individual clients, with a focus on offering basic dental services with the best cost-benefit ratio on the market.

More info:
www.odontosystem.com.br/



In 2013, BB Seguridade and Odontoprev created Brasildental, a operator responsible for selling dental plans in the bank's service network. With a nationwide presence, Brasildental has a team specialized in oral health and offers extensive support through various service channels.

More info:
www.bb dental.com.br/



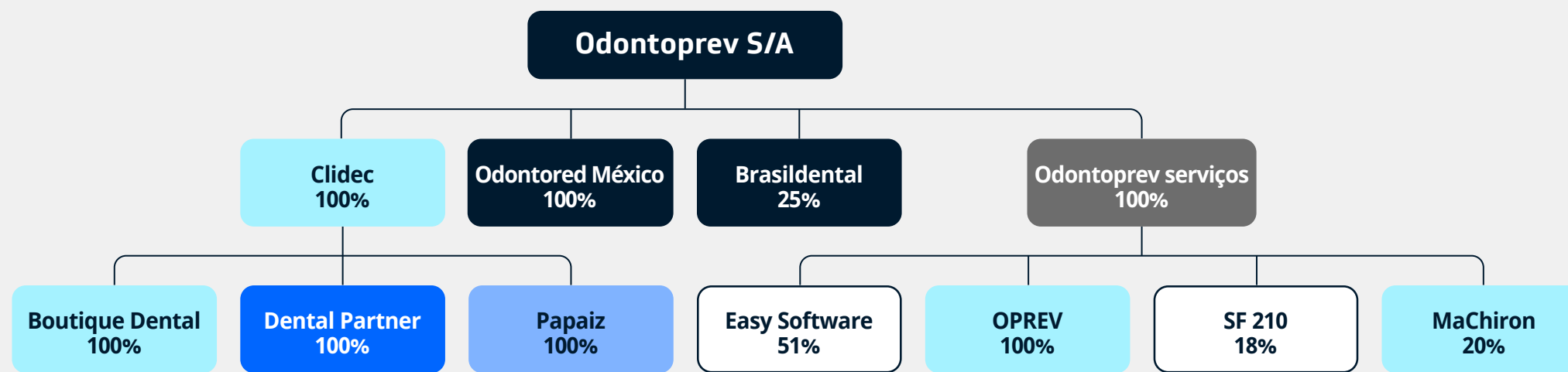
Odontoprev product offered through a private dental care plan operator based in Mogi das Cruzes (SP), acquired in 2021 and incorporated in 2022. Through this transaction, we also acquired Boutique Dental, a group of dental clinics that preferably serves Mogidonto's corporate and individual clients in the Alto Tietê region (SP)*.

More info:
www.mogidonto.com.br/

* At the close of 2024, the Mogidonto brand was discontinued and became incorporated into the Odontoprev brand's product portfolio.

Odontoprev also integrates other strategic business units that play an important role in our dental value chain.

Check out our business organization chart below.



Dental operator
 Service Clinics
 Dental materials
 Radiological imaging
 Management software for clinics
 Other participations



Our competitive advantages

Odontoprev's value proposition is centered on the dental value chain and is realized through a unique model that integrates technology, quality, and care into a comprehensive offering. Learn about the advantages that make the Company a leader in the sector:



Technological proprietary platform

Launched in 1999, the platform has since undergone frequent updates and improvements. Odontoprev is the exclusive owner of this unique tool, which makes it possible to analyze, evaluate and store images and electronic documents of treatments carried out by the accredited network.

The system is also used to audit all procedures carried out by the accredited network, ensuring that our beneficiaries receive a certified quality service.

Find out more about the platform on [page 49](#) and about the dental treatment quality audit process on [page 74](#).



Extensive network of accredited dentists

We have a wide-ranging qualified network throughout the country available to our beneficiaries. We have a partnership with over 27,000 professionals in various specialties, who offer dental care in accordance with the high quality standards set by Odontoprev.

The network is managed dynamically, with the capacity and agility to adapt promptly to new commercial demands.

Find out more about how our accredited network generates value for beneficiaries and society on [page 72](#).



Sales multiplatform

Our dental plans, across the three segments in which we operate, are sold through multiple channels, including exclusive banking channels (Bradesco and Banco do Brasil), in-house teams, independent brokers, online sales, partnerships with department stores, and partnerships with health plans.

The purpose of this approach is to expand our value creation capacity, bringing access to quality dentistry to millions of people.

Check out details of our distribution channels on [page 70](#).



Expansion of segments

The Company was created to serve initially the corporate segment, represented by the sale of dental plans through companies' benefits packages.

With the aim of ensuring the sustainability and continuous growth of the business, Odontoprev began a process of diversifying its customer base, including strategic partnerships with retail stores.

In 2011, we expanded our operations to encompass SME, and, in 2012, we began serving individual clients with individual plans offered through banking channels. This segment represents higher profitability than corporate clients and has increased its share in our portfolio and revenue over the years.

Find out more about the performance of the segments we operate in on [page 44](#).



Plan diversification

One of the key factors in Odontoprev's success has been our ability to offer a wide variety of tailor-made, quality dental plans to meet the different needs of our beneficiaries. We offer over 800 plan options with more than 100 benefit structures, which enables us to attract companies and associations of all types and sizes, as well as individuals, through an appropriate cost-benefit ratio aligned with the beneficiary's profile.

Find out more on [page 61](#).



Renowned after-sales service

We continually develop after-sales service strategies aimed at satisfying our beneficiaries. We use an omnichannel approach, designed to bring greater closeness and engagement, and we maintain regular communication to remind people of the benefits of our plans and encourage their use. We also monitor complaint rates through monthly reports, which allows us to identify the main reasons for dissatisfaction and act proactively to resolve them.

Find out more about our omnichannel service on [page 64](#).



For 37 years, transforming oral care in Brazil

Odontoprev was founded in 1987 with the purpose of facilitating access to quality dentistry among both for dentists and for the population.


At that time, the elevated costs of private dental care excluded a significant portion of the population, while the increasing number of dentists required market expansion to avoid the progressive degradation of the profession.

At the time, the concept of dental plans was gaining strength in Brazil. However, in the midst of an emerging market, it was necessary to stand out from competitors in order to gain scale. To excel, it was understood that the success of the venture would depend on the quality of the product offered, which would only be possible with a degree of specialization and the ability to add value to the offer.

Therefore, a unique and innovative business model was created: a company that exclusively offered dental plans, initially focusing on the corporate market in order to achieve the required scale and ensure its operational viability.

This pioneering vision has allowed Odontoprev to emerge and consolidate itself as a benchmark in the sector, setting the **three core pillars of its business model: a specialized accredited network with a wide range of services, an efficient operation, supported by its own technological platform, and customer satisfaction.**

In 2006, the Company already held 20% of the market share and possessed an extensive accredited network comprising over 12,000 dentists, in addition to **having over twice as many beneficiaries** as the second-placed company in the sector. These factors paved the way for the subsequent step in the company's trajectory: the initial public offering (IPO), which took place that same year.



The name Odontoprev is a combination of the words “odontology” and “prevention”, which represent the Company's main strategic pillars.

Subsequent to the Initial Public Offering (IPO), Odontoprev focused its efforts on growth through strategic acquisitions, with the objective of adding value to its client portfolio and strengthening its operations. The company also sought to diversify its offering by exploring new business expansion opportunities and complementing its corporate base, thereby extending its focus to the SME market and individual (non-corporate) plans.

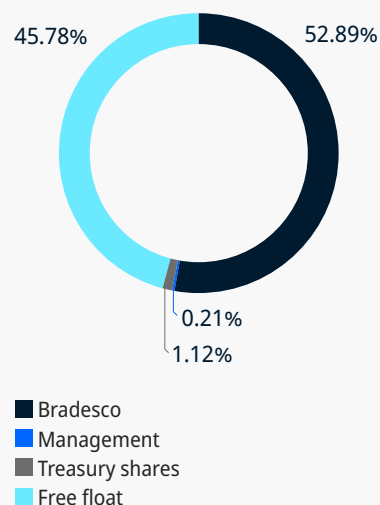
Assosiation with Bradesco

In 2009, Odontoprev and Bradesco joined forces in a strategic partnership, integrating Odontoprev's expertise with Bradesco's broad reach and customer base.

The partnership enabled a joint portfolio of 4.2 million members by the end of 2009, expanding operations in the SME and individual plan segments throughout Brazil.

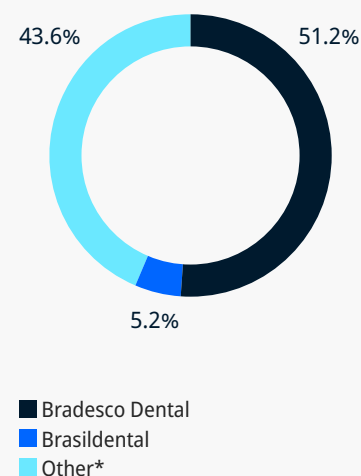
Bradesco is currently the controlling shareholder of Odontoprev, with 52.9% of the shares issued by the Company. In addition, the bank acts as a strategic partner in the distribution of Bradesco Dental dental plans through various sales channels (details on [page 70](#)).

Shareholders*



*On 31/Dec/2024.

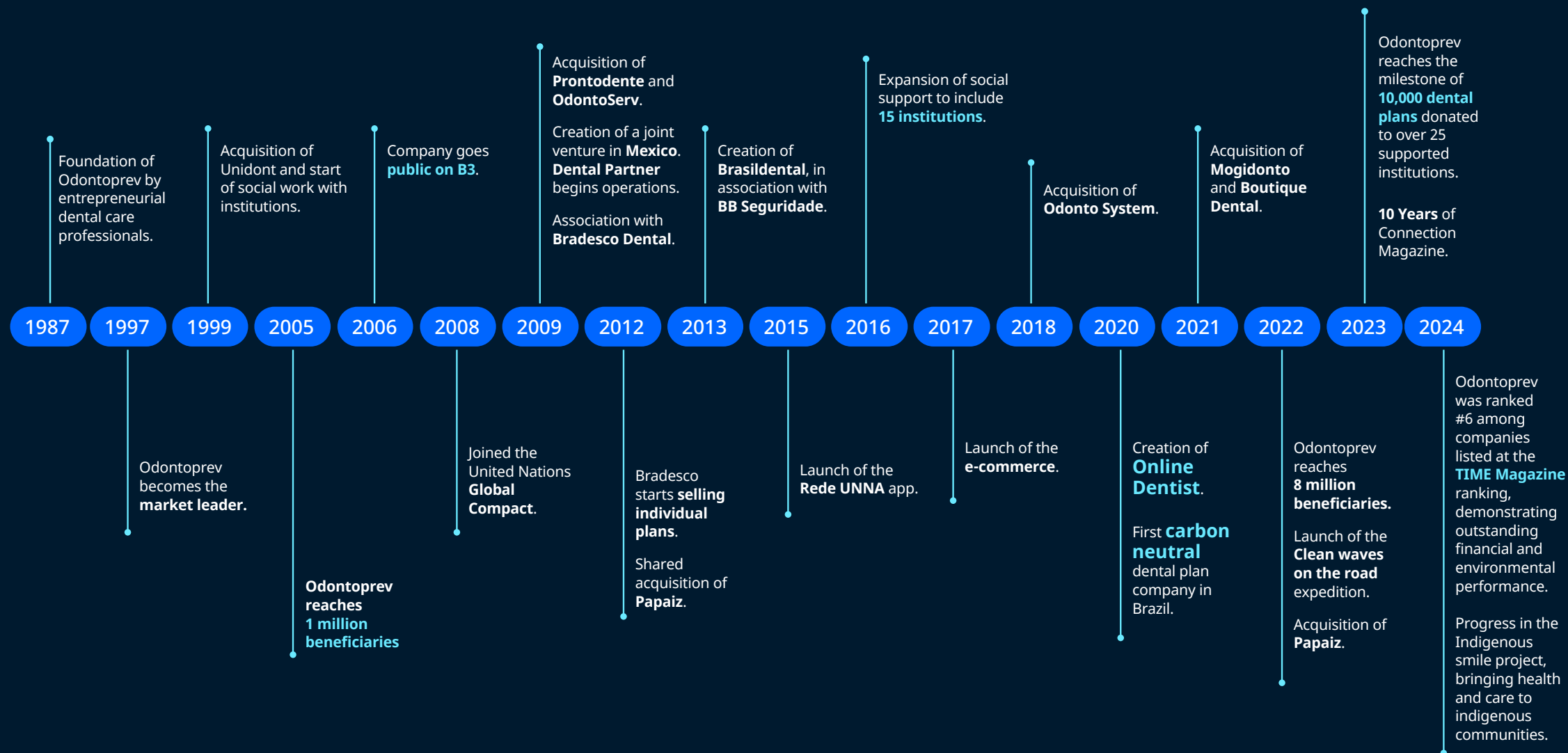
Membership portfolio



*Includes, in Corporate and SME plans, Odontoprev and Odonto System. In individual plans, it also includes retail channels.

In recent years, the Bradesco Dental brand has consolidated its strategic positioning as the best-selling brand in our portfolio, with the addition of 284 thousand new lives in 2024, with emphasis on the SME and corporate segments.

Our history



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Anna Caroline
Lima (Team
leader).



Our value creation strategy

Based on our purpose of boosting quality dentistry, we have structured a value creation strategy that aligns growth with profitability, while reserving quality and sustainability. Its aim is to enable the consistent expansion of the business over time, positively impacting our stakeholders.



Resources

- R\$ 92.5 MI of CAPEX
- R\$ 88 MI invested in technology
- 1,903 employees
- + 2,300 suppliers
- Technological proprietary platform
- National presence in 2.5 thousand municipalities
- Exclusive distribution channels
- Goals and targets aligned with the UN SDGs
- Social impact partnerships
- + 50 thousand shareholders
- Global base of institutional investors in over 30 countries



Results

FINANCIAL

- R\$534 million of net profit
- Net cash of R\$ 913 MI

EMPLOYEES

- 58% women in leadership positions
- Employee satisfaction index: 84%

ACCREDITED NETWORK

- Continued education for the accredited network
- Dental Partner Partnership

SHAREHOLDERS

- Regular distribution of dividends
- Best governance practices, participating in the Novo Mercado (B3)

BENEFICIARIES

- 1 million App users
- Electronic dental records for all beneficiaries

SOCIETY

- Contracts with suppliers that consider environmental and social aspects
- R\$ 7.3 million in Private Social Investment
- Donation of dental plans and oral hygiene kits for socially vulnerable people

ENVIRONMENT

- Neutralizing greenhouse gas emissions
- GHG Protocol inventory silver seal
- 93% of digital Dental Treatment Guides

Strategic Management Team

To ensure that our strategy is implemented effectively, we have the Strategic Management Team (TGE), a multidisciplinary group that brings together representatives from all departments. This team manages the strategic plan by monitoring indicators, initiatives and action plans with a focus on growth, profitability, quality and sustainability.

The monitored indicators assess the health of the business and guide the development of projects and initiatives that drive our

results. Proposals involving investments or new technologies are evaluated by the TGE to ensure strategic alignment. Approved projects undergo quarterly reviews to track progress and adjust plans as necessary.

The results of indicators and projects are extensively communicated throughout the Company via presentations to leadership and corporate communications, thereby ensuring transparency and the engagement for everyone.

Leticia Fernandes (HR analyst).



ESG commitment

GRI 2-12

Our success is directly correlated with the positive impact we generate.

Consequently, our operations are guided by innovation and continuous improvement, consistently balancing economic, social, and environmental aspects to maximize positive impacts.

This commitment is formalized within our **Sustainability Policy**, which has been approved by the Board of Directors and is reviewed at least biennially to monitor the evolution of issues pertinent to sustainability and to incorporate demands from our stakeholders.

Based on the principles of the Global Compact, the 2030 Agenda, and the United Nations Sustainable Development Goals, this policy guides the Company's ESG practices and is applicable to all managers, employees, suppliers, and partners, both within Brazil and abroad.

To access our **Sustainability Policy**, [click here](#).



E

- We are the **only Carbon Neutral dental operator in Brazil**, neutralizing 100% of our greenhouse gas emissions throughout 37 years of operation.
- We have adopted a digital approach as a means of reducing paper use in our operations and minimizing environmental impacts in general.
- We sponsored and supported the **Clean waves on the road expedition** project, which promoted over 170 clean-up campaigns across 308 beaches located in 17 Brazilian states. This initiative benefited from the participation of our employees and resulted in the collection of more than 2 tons of solid waste.

S

- Since the foundation, our business has maintained a strong social commitment to offering **access to quality oral care for all**.
- **Donation of dental plans** and support for causes such as the prevention of oral cancer.
- **Volunteering actions**, education and strategic partnerships with around 40 institutions in recent years.

G

- **We participate in Novo Mercado**, B3 segment for companies that spontaneously commit to good governance practices.
- **Professional and non-family management** since our foundation.
- We are signatories of the **Business Pact for Integrity and Against Corruption**.

TIME

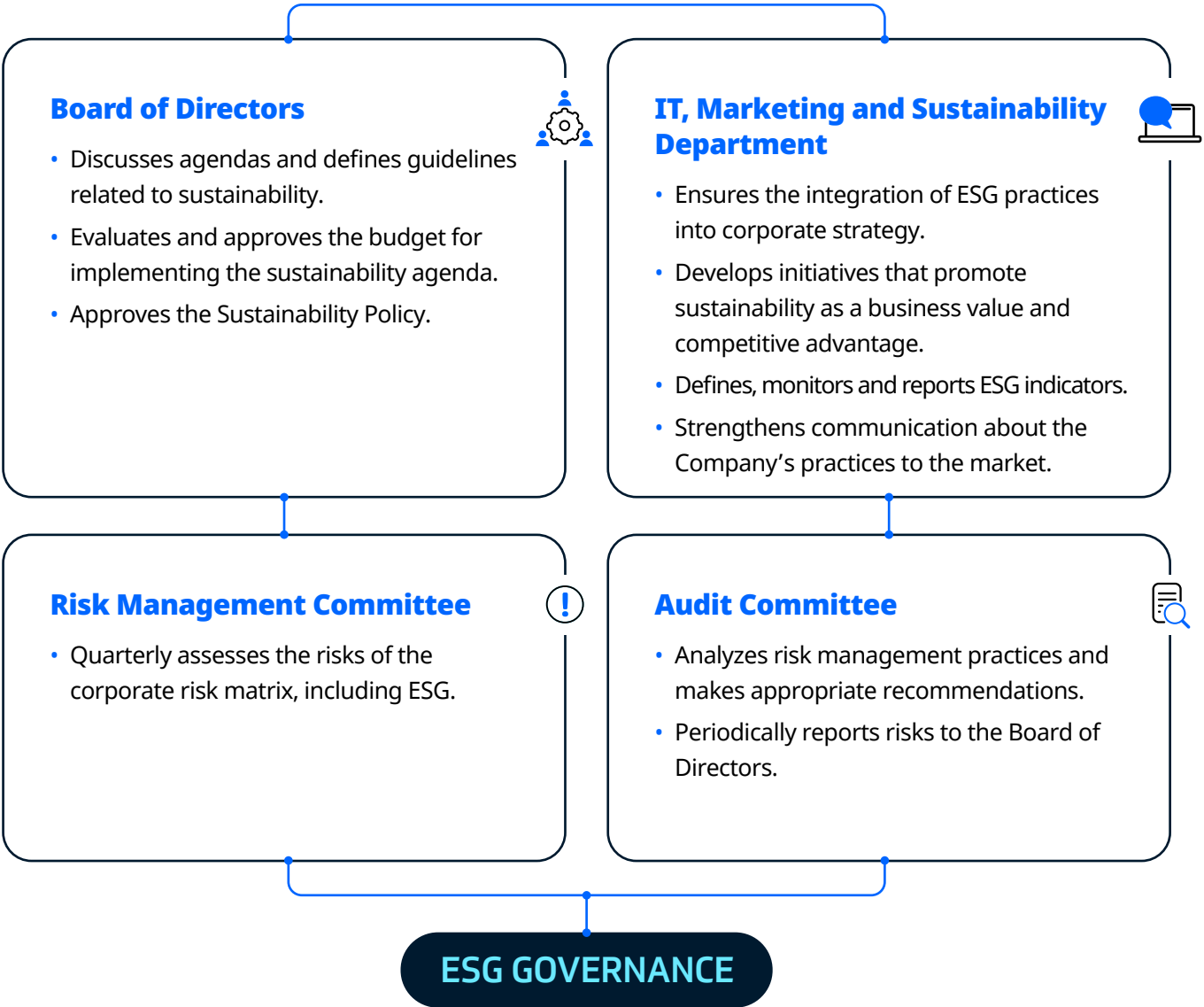
TIME Magazine - World's Best Companies in Sustainable Growth 2025

Odontoprev was recognized at the ranking of TIME Magazine, being the 6th among the 500 companies listed in the "World's Best Companies in Sustainable Growth 2025." This achievement reflects our performance in financial growth, profitability, and sustainability, consolidating the Company as the best placed among Brazilian companies.

*Augusto Bascchera
(Sustainability analyst) and
Thiago Shin (Data science
manager).*

Sustainability governance

GRI 2-12 | 2-13 | 2-14 | 2-23



Global Compact

We have been signatories to the **United Nations (UN) Global Compact** since 2008, reaffirming our commitment to the ten fundamental principles aimed at sustainable development, covering topics such as **human rights, combating corruption and the environment**.

In addition to this commitment, our actions are aligned with the **UN's 2030 Agenda**, which is structured upon 17 Sustainable Development Goals (SDGs). These objectives address critical global challenges, including **poverty eradication, climate change mitigation, and the preservation of natural resources**, thereby strengthening our efforts towards a more sustainable and inclusive future.

Materiality

GRI 3-1 | 3-2

Our materiality matrix is reviewed every two years. The most recent update, conducted in 2023, adheres to the double materiality methodology. This approach enables the assessment of topic prioritization by considering both the financial impact they exert on the business model and the impact the Company has on society and the environment. The review process was structured into four principal stages:

1. Strategic scenario assessment

We analyzed key sustainability mechanisms and frameworks to identify the most pertinent topics for Odontoprev’s operations, considering the perspective of investors and our peers.

2. Stakeholder consultation

Based on the themes identified in the preceding stage, we conducted consultations with our stakeholders to prioritize the most significant topics. These consultations included interviews with internal and external stakeholders, who assessed both the relevance of the themes to ESG management and their financial impact on our business model.

3. Alignment with strategic drivers

We evaluated the synergy between material themes and the Company’s Strategic Planning, verifying alignment with market, peer and stakeholder priorities.



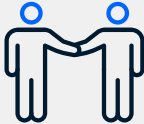


















4. Defining material themes

Based on the cross-referencing of information collected in the previous stages, we define the

material topics and themes that should guide our sustainability strategy.

In addition, we correlated these material topics with the Sustainable Development Goals (SDGs) relevant to the Company’s operations, encompassing a total of nine SDGs with actions directed towards progress on the global agenda.



Material Themes	 Quality dentistry	 Business evolution	 Relationships and trust	 Taking care of employees	 Social and Environmental Impact
Material Topics	Access to quality dentistry Safety and quality of dental care	Ethics, integrity and compliance Technology and innovation Privacy and data security	Customer relations Relationship with the accredited network	Diversity and inclusion in the workplace Employee development Employee health, safety and well-being	Community impact Climate change
Related SDG	 	 	  	    	   

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MATERIAL THEMES:



Ethics, integrity and compliance



Privacy and data protection



Thiago Shin
(Data science manager).

Corporate governance

GRI 2-9 | 2-10 | 2-16 | 405-1 | TCFD Governance 1 and 2

Commitment to best practices

We are a publicly traded company, which negotiates its shares on B3 - Brasil, Bolsa, Balcão. Since the IPO, in 2006, Odontoprev has been a member of the Novo Mercado, B3's special listing segment, which brings participating companies up to the highest standards of corporate governance.

The Novo Mercado segment requires participants to adopt rigorous transparency, equity and accountability practices. This includes the obligation to issue exclusively common shares with voting rights, promote greater participation of minority shareholders, and adopt a clear policy for conflict resolution.

Furthermore, we follow the guidelines of the Brazilian Institute of Corporate Governance (IBGC), which includes, in its Code of Best Corporate Governance Practices, recommendations that are widely recognized as a reference in the market.

By incorporating these practices, we reinforce our culture of integrity and accountability, aligning our decisions with the interests of shareholders. This also assists us in managing risks, optimizing processes, and building trustful relationships that drive the Company's growth over time.



Governance highlights

- Listed on Novo Mercado, a special listing on B3;
- Professional, non-family management team our foundation;
- Board members without executive function;
- Separate CEO and Chairman;
- We are signatories to the Business Pact for Integrity and Against Corruption;
- We do not make financial contributions to political parties;
- We take measures to prevent unfair competition;
- Fixed and equal compensation for all Board members.

Governance structure

Our governance structure comprises the **General Shareholders' Meeting**, the Company's highest deliberative body, in addition to administrative bodies such as the **Board of Directors** (BoD) and the **Executive Officers**.

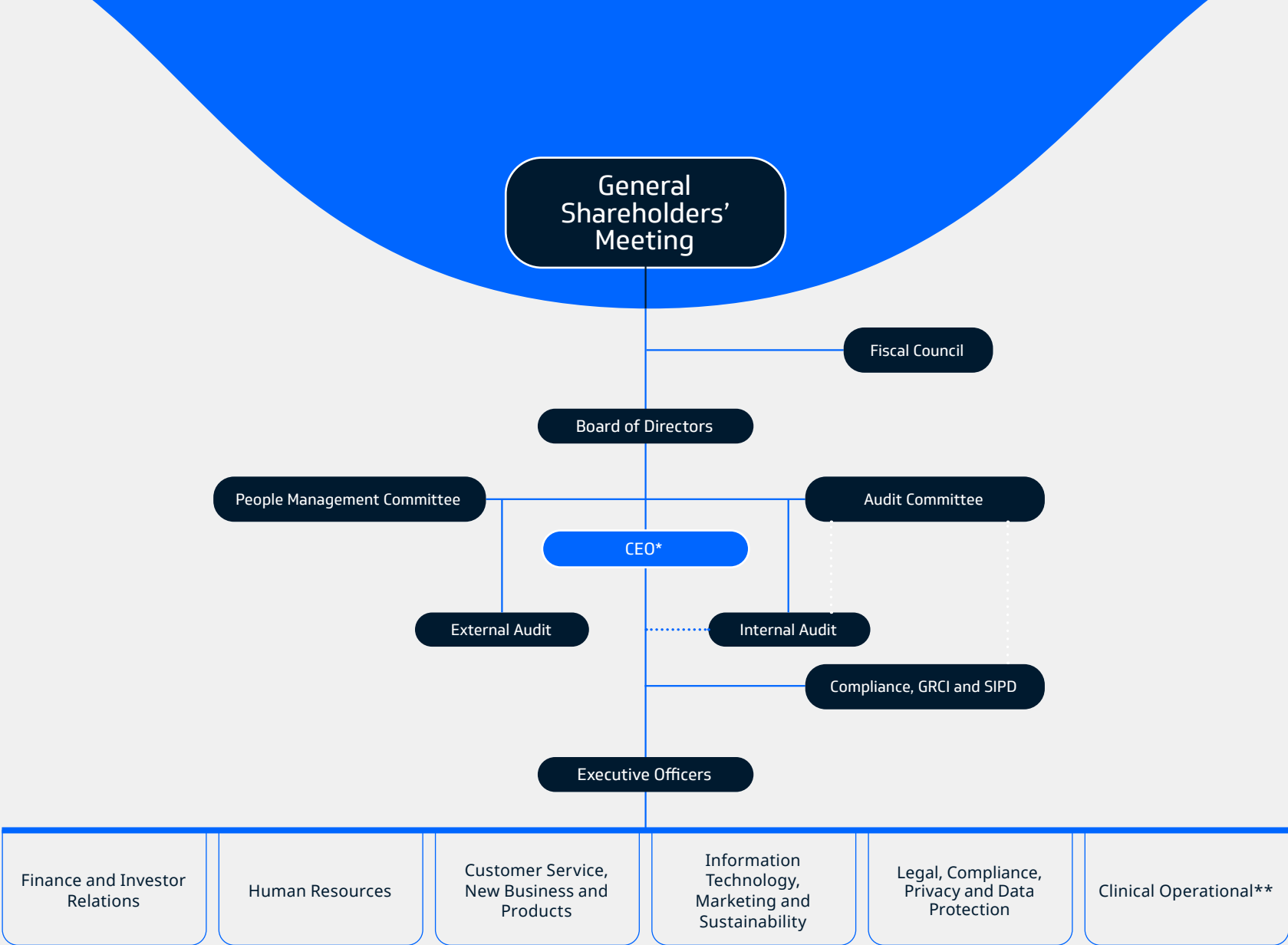
To reinforce transparency and the quality of decisions, we maintain a permanent **Fiscal Council** and advisory **committees that support** the Board of Directors in analyses and deliberations.

We also have **internal and external audits**, as well as dedicated departments for **Compliance, Risk Management and Internal Controls** (GRCI), and **Information Security and Data Privacy** (SIPD), which operate to ensure adherence to rules and regulations, mitigate risks, and safeguard the Company's information.

Change in Odontoprev leadership

In August 2024, Odontoprev informed the market of a change in its leadership. Rodrigo Bacellar Wuerkert resigned from his position as Executive Officer. In his stead, Elsen Carvalho was elected, who also holds the position of Commercial director at Odontoprev since 2017. An economist graduated from UFRJ, with an MBA from Coppead/UFRJ and OPM training from Harvard Business School, Mr. Carvalho has extensive commercial experience and expertise in expansion strategies.

For further information, please refer to the [material fact](#) disclosed by the Company.



**The current CEO also serves as Chief Commercial Officer. **Non-statutory.*

General Shareholders' Meeting

The General Shareholders' Meeting is the Company's highest decision-making body.

At least once a year, the Meeting convenes to address matters pertaining to the sustainability, growth, and business continuity. This includes decisions on increasing or reducing share capital, financial issues, mergers and the election of members of the Board of Directors and Fiscal Council, among others.

Board of Directors

GRI 2-9 | 2-11 | 405-1 | TCFD Governance 1

Odontoprev's Board of Directors is one of the Company's management bodies and is responsible for setting policies and strategies, including defining the Company's purpose and values. It is also responsible for electing and overseeing the management of the executive officers.

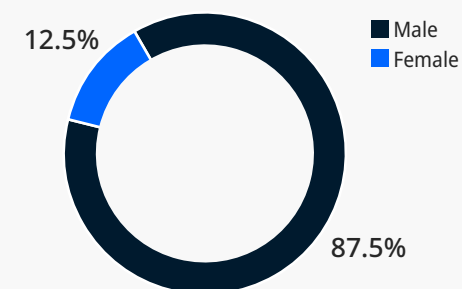
The body is currently made up of eight sitting members (two of whom are independent). All of them are elected by the General Shareholders' Meeting for two-year terms, with an average term of office of 10 years.

In line with best corporate governance practices, the Chairman of the Board of Directors has no executive role in the Company.

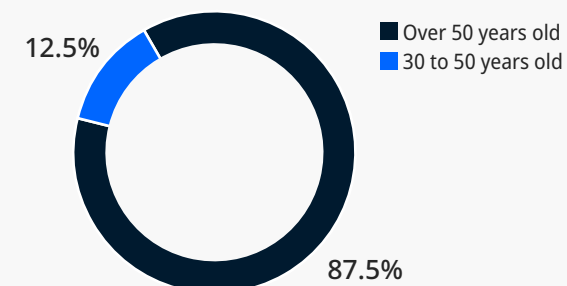
Learn more about the Board of Directors' duties and responsibilities in our [Internal Regulations](#).



Board of Directors composition, by gender



Board of Directors composition, by age group




Nomination and selection of members

The nomination of candidates for the Board of Directors may be made by both the Company’s Management and by shareholders, in accordance with the applicable regulatory provisions.

In order to ensure the quality and integrity of the Board, candidates must have an unblemished reputation and meet the requirements established by the National Supplementary Health Agency (ANS), thereby guaranteeing that members have the necessary qualifications for effective and responsible governance.

In addition to these requirements, the Company seeks a composition of the Board of Directors that is multidisciplinary, valuing the complementarity of its members’ experiences, as well as diversity aspects.


Check out the current composition of the Board of Directors, as well as the professional experience and skills of our members, at the following [link](#).



Board meetings

Board meetings are held on an ordinary basis every three months. However, extraordinary meetings can be called by the Chairman or Vice-Chairman.

In 2024, board members met 12 times, achieving an average attendance rate of 95%, considering effective members.



Read the full text of our [Policy on the Nomination of Members of the Board of Directors, Fiscal Council, Advisory Committees and Executive Officers](#).

Performance evaluation

GRI 2-18

The Board is evaluated annually by the members themselves, who fill in an evaluation form that analyzes the performance of the body as a collegiate body. The process considers aspects such as strategic planning, risk monitoring, sustainability and asset protection.

After compiling the findings into a report, the Chairman of the Board reviews it to determine its advantages and shortcomings. An action plan is created based on this diagnosis to enhance practices and processes, which includes rearranging meeting schedules and agenda priorities.

Critical concerns

GRI 2-16

Critical concerns are brought to the Board of Directors’ meetings, including issues arising from the risk matrix, the whistleblowing channel, compliance and the main points raised in analysts’ reports for reflections on strategy and business conduct.


Executive Officers

GRI 2-9 | 405-1

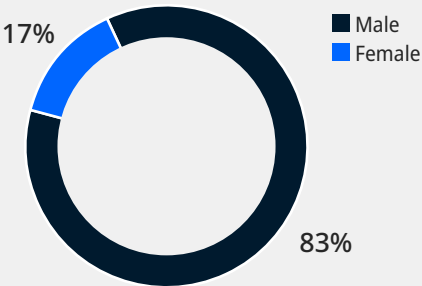
The Executive Officers, together with the Board of Directors, makes up the Company’s management.

In 2024, it was composed of six statutory members and one non-statutory member, with terms of office until November 2025. Its objective is to implement the strategies and policies defined by the Board of Directors, submitting routine reports to the body on the use of resources and business management.

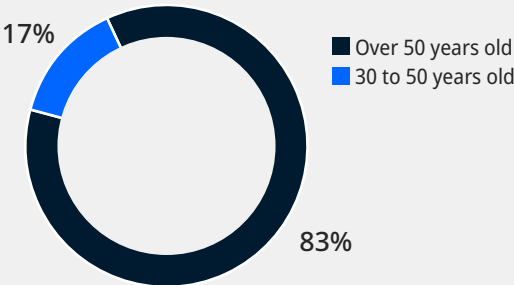
To see the current composition of the **Executive Officers**, as well as the powers and responsibilities of its members, [click here](#).



Executive Officers composition, by gender*



Executive Officers composition, by age group*



*Only statutory directors were considered.

Fiscal Council


GRI 2-9

The Fiscal Council is permanent and acts independently of management and the external audit. Its main function is to supervise the management’s actions and analyze the financial statements, reporting its observations to the shareholders.

To protect the body’s independence, it is forbidden to elect members who are on the Board of Directors, the Executive Officers or the staff of a controlled company or a company in the same group, nor a spouse or relative of our directors.

The body is currently made up of three sitting members and three alternated, elected in 2024.

To see the current composition of the **Fiscal Council**, as well as the powers and responsibilities of its members, [click here](#).



Advisory committees

With the objective of supporting the BoD's members in their decision-making processes, the Company has two committees: the Audit committee (statutory) and the People management committee.

Audit committee

The Audit committee is a permanent, independent and advisory statutory body. Its members have a one-year term and are responsible for verifying the accounting information before it is released, as well as analyzing, recommending and monitoring the risks identified by the Company's second and third line areas, reporting directly to the Board of Directors.

Currently, the body is made up of three members.

For more information on the duties and powers of the **Audit committee**, please refer to the [Internal Regulations](#).



People management committee

The People management committee is an independent, advisory, and permanent body, comprising three members serving a one-year term.

Its primary responsibilities include the supervision and review of the remuneration policies for administrators, the monitoring of the Company's talent attraction and retention programs, as well as advising the Board of Directors on matters pertaining to the election, evaluation, and removal of the Company's officers.

For detailed information on the duties and powers of the **People management committee**, please refer to the [Internal Regulations](#).



Compensation and benefits

GRI 2-19 | 2-20

The Compensation strategies for the members of the Board of Directors, Fiscal Council, Advisory Committees and Statutory Executive Officers are detailed in the Management’s Compensation Policy.

The document establishes fixed and variable compensation, based on market research conducted by an external consultancy, recommended by the People Management Committee and approved by the Board of Directors.

The General Shareholders’ Meeting is responsible for approving the overall annual compensation remuneration of the Company’s managers.

Check out the remuneration components of each Odontoprev governance body below:

Board of Directors

All members are paid the same amount, consisting of a fixed monthly compensation.

Fiscal Council

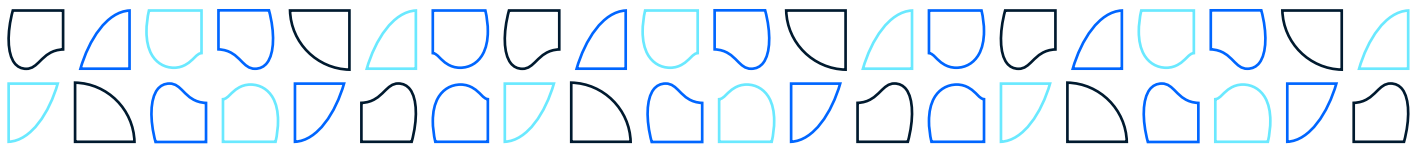
- Fixed monthly compensation.

Advisory Committees to the Board of Directors

- Members of the Audit and People Management Committees are paid a fixed monthly compensation, which is determined by the Board of Directors.

Executive Officers

- Fixed monthly compensation;
- **Short-term incentive:** variable portion linked to the achievement of pre-established annual targets (corporate targets based on financial, operational and ESG-related metrics, concerning stakeholder satisfaction — clients, beneficiaries, dentists and the ANS complaint index — as detailed on [page 67](#)) and to individual performance;
- **Long-term incentive:** variable portion linked to the achievement of three-year goals, with a pre-established vesting period;
- **Benefits:** medical assistance, dental assistance, meal vouchers, life insurance, fuel vouchers, designated vehicle and parking. In addition, the Company offers a private pension plan.



For more information on our Directors’ Compensation Policy, please visit the following, [link](#).



Ethics and integrity

GRI 2-15 | 2-23 | 2-24 | 3-3 Ethics, integrity and compliance

We have documented our commitments to the corporate conduct in our **Code of Ethical Conduct**. The document reinforces principles such as **respect for human rights and appreciation of human beings, adoption of sustainable practices, ethical and transparent action and excellence** with beneficiaries and the accredited network.

The document explicitly states our repudiation of any involvement in illicit transactions, such as the payment or receipt of kickbacks, bribes, or other forms of corruption. Furthermore, it condemns practices such as influence peddling, obstruction of inspections, tax evasion, fraud in public tenders and artificial inflation of contracts, among other similar acts.

Consult the full text of our **Code of Ethical Conduct** via the [link](#).



All our employees, suppliers and partners must read and sign the Code of Ethical Conduct, declaring their knowledge of the Code's guidelines and committing to comply with them.

Business Pact for Integrity and Against Corruption

Odontoprev is a signatory to the Ethos Institute's Business Pact for Integrity and Against Corruption.

This is a voluntary commitment made by public and private companies, which unite to promote a more upstanding market, pledging to implement and encourage actions aimed at eliminating corrupt practices.

In addition to the Code, we also have other tools and mechanisms to guide conduct, including:

- **Anti-Corruption and Other Wrongful Acts Policy**, which reaffirms our repudiation of any act of corruption. In addition, to support the fight against money laundering and other frauds, we have a process for monitoring and evaluating suspicious payments, with periodic reporting to the Compliance team.
- **Related Party Transactions Policy**, which provides the rules to ensure that all decisions and transactions with related parties are made in the best interests of the Company and in a transparent manner for shareholders and the market.
- **Compliance Policy (in-house)**, revised in 2024 and approved by the Executive Officers, this document clarifies and reaffirms the guidelines of Odontoprev's Compliance program, demonstrating a commitment to compliance with laws, industry regulations, and internal standards.

The aforementioned documents are disseminated to the internal public through institutional communications, knowledge briefs, and the corporate intranet, via OdontoNews. For the external audience, we make the documents available on the Company's official webpage and on the investor relations website.

Implementation

GRI 2-9 | 2-11 | 3-3 Ethics, integrity and compliance |
TCFD Governance 1

To implement the corporate guidelines pertaining to ethics and integrity, we rely on the Compliance area, which is responsible for coordinating, monitoring, and managing the Odontoprev Integrity program.

This area reports directly to the CEO and conducts periodic reporting to the Audit committee and the Company’s Board of Directors.

In addition to the Integrity program, **we maintain the Compliance program, which ensures adherence to regulatory standards and internal processes, reinforcing a culture of integrity among employees and partners.** The program includes:

- **Internal and external communications:** Informative briefs, communiqués, and awareness events.
- **Mandatory training:** developed in partnership with the Human Resources team and available at Odontoprev University in an online format.

In 2024, the training provided covered topics such as combating harassment, the code of ethical conduct, risk management and internal controls, sustainability, and initiatives concerning information security and data privacy.

Part of this agenda is mandatory for employees, who must complete training every 24 months and take a final assessment, which requires a minimum of 70% success rate.

The Training department conducts the monitoring of adherence and completion, issuing alerts that inform personnel of pending courses and the remaining timeframe, thereby contributing to ensuring that the entire team remains updated and in compliance with the Company’s directives.

Mandatory training

Subject	Percentage completed (%)	
	2024	2023
Ethical conduct	81.49	82.37
Compliance	88.29	84.82
Combating harassment	67.62	57.90



Compliance Week

In 2024, we held the 3rd edition of **Compliance Week**, an event dedicated to disseminating the **Compliance program** guidelines, as well as the principles of integrity, compliance culture and ethical conduct of Odontoprev.

The program comprised presentations led by Company professionals and external invitees, covering subjects including **combating fraud, preventing harassment**, and the routine operations of the **Compliance program**.

The attendees were also afforded the opportunity to deepen their knowledge and engage in activities and dynamics, such as interactive quizzes, with the chance to compete for prizes and accrue points redeemable at the **Odontoprev University**.

Ethics channel

GRI 2-25 | 2-26

Available to all our stakeholders – management, employees, clients, beneficiaries, accredited network, partners, suppliers, shareholders and external public – the Ethics channel is open to receive complaints and reports about behavior that does not comply with our Code of Ethical Conduct or other corporate guidelines.

Complaints, which can be anonymous, are received by an independent and specialized company. The confidentiality of the information is guaranteed by the Compliance area, responsible for managing the process, and by the Investigation and ethics committee.

Multiple access options



- Portal: [Ethics channel Odontoprev](#);



- Telephone (toll free):
0800 702 9000;



- E-mail:
canal-etico@missaocompliance.com.br;



- 24 hours, 7 days a week.



Handling complaints

Upon receiving the complaints, the **Compliance** department coordinates the investigation, conducting a detailed analysis to verify the accuracy of the reports. This process adheres to a formal protocol, ensuring impartiality in the inquiry and the application of disciplinary measures, where warranted.

Investigated complaints are submitted to the **Investigation and ethics committee**, comprising executives from the **Human Resources, Legal/ Compliance, and Risk Management and Internal Controls** areas, with direct reporting to the **CEO**.

The committee evaluates the cases and, if applicable, issues recommendations for improvements in internal processes, in addition to determining sanctions for those involved, always in an ethical and transparent manner.

Presentations concerning the reports submitted via the Ethics channel are also periodically provided to the Audit committee.

Satisfaction surveys conducted with the Channel users reinforce confidence in the management of the processes and the transparency of the actions. The feedback collected is continuously analyzed and incorporated to further enhance the efficacy and accessibility of the mechanism.

Reports

In 2024, 51 complaints were registered. All of them were investigated and, for those that were found to be justified, action plans were defined for redress and the application of disciplinary sanctions, in line with the decisions of the Company’s Investigations and ethics committee.

Occurrence classification

	2024	2023	2022
Substantiated complaints	16	16	11
Partially substantiated complaints	8	4	0
Unsubstantiated /filed complaints	21	21	15
Ongoing investigation	6	0	0
Total	51	41	26

Nature of occurrences

	2024	2023	2022
Moral harassment	28	22	4
Sexual harassment	0	2	3
Racism/discrimination	2	1	1
Conflict of interests	2	0	0
Fraud/bribery	7	1	0
Inappropriate employee behavior	4	5	13
Irregular employee behavior	4	0	3
Internal rules	0	3	2
Function deviation	1	7	0
Theft	3	0	0
Total	51	41	26



Risk management

GRI 2-16 | 2-24

We have implemented a risk management system, comprised of **processes, mechanisms, and structures capable of identifying, assessing, handling, and monitoring risks associated with the Company's operations**, contributing to the sustainability and financial security of the business.

This process is supported by the Compliance, Risk Management and Internal Controls (GRCI), Information Security and Data Privacy (SIPD), and Internal and External Audit departments, which operate to ensure compliance with the Company's business processes.

To ensure the integrity of the documentation pertaining to the risk matrix, controls, action plans, and assessments, the Company employs a computerized risk management system, which guarantees that all critical routines are duly documented and tracked.



Managed risks can be classified into eight main categories:



1. Strategic



2. Image



3. Legal



4. Subscription



5. Credit



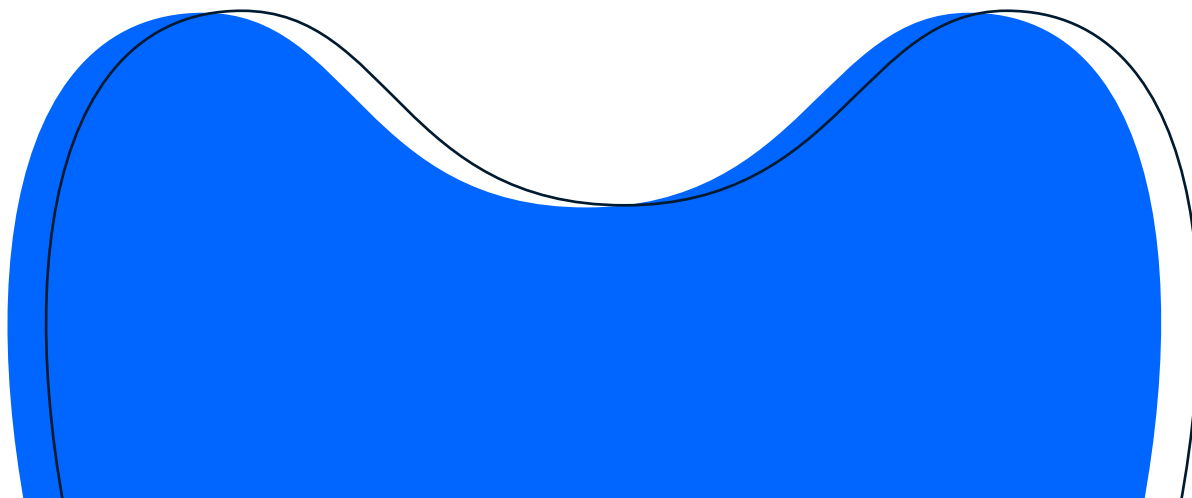
6. Market



7. Liquidity



8. Operational



The ongoing assessment of risks and controls adheres to our corporate policies, which define the risk management guidelines, including the risk matrix, assessment practices, and the theoretical framework employed in the processes.

These guidelines are approved by the Risk committee and are formalized within the **Institutional and internal Corporate Governance, Risk Management, and Internal Controls Policy**, which establishes the concepts, responsibilities, and risk management processes, encompassing their identification and categorization through to evaluation, handling, and monitoring.

To ensure the integrity of the documentation pertaining to the risk matrix, controls, action plans, and assessments, the Company employs a computerized risk management system, which guarantees that all critical routines are duly documented and tracked.

The management system is supported by the Risk management committee, which quarterly assesses the corporate matrix and ensures compliance with current regulations. Furthermore, the Audit committee is responsible for analyzing, recommending, and monitoring risks, reporting directly to the Board of Directors, which oversees the main risks of the corporate matrix presented by the Audit committee.

Business Continuity Program (BCP)

The Company also has a BCP, which plays a fundamental role in risk management. The BCP is reviewed and tested on an annual basis, with documented contingency scenarios and planned resolutions to strengthen organizational resilience, ensuring the continuity of operations during crisis situations.



Training

Our awareness-raising and training program is essential for strengthening the culture of risk management and internal controls.

In 2024, we conducted the **1st Edition of InovaRisco**, a week entirely dedicated to the risk management culture, featuring specific knowledge modules, lectures, and interactive dynamics, promoting engagement and training among employees, managers, and administrators.

During this edition, we held the **Business Continuity Program (BCP) Workshop**, reinforcing our commitment to risk management and organizational resilience.

The event addressed topics such as the importance of the BCP, contingency management, roles, responsibilities, incident alert processes, and the execution of regular testing.

Privacy and data protection

GRI 3-3: Data privacy and security | GRI 418-1 | SASB HC-MC-230a.2 | HC-MC-230a.3

The Privacy and **Data Management Policy and the Information Security Policy** contain the guidelines for processing the data of clients, partners and beneficiaries, in compliance with the General Data Protection Law (LGPD) and other applicable regulations.

These policies address aspects such as classification, access control and incident response, consent management, international data transfer and other aspects related to the confidentiality, integrity and availability of information.

Data management includes detailed documentation in the **Data Inventory** with a record of the types of data processed, collection methods, sharing and retention periods.

Transparency for data subjects is ensured through the **Privacy Portal**, which offers detailed information and tools for exercising their legal rights.

In order to assess progress in data privacy and security, the company sets **goals, targets and indicators** that make it possible to continuously monitor the actions taken, ensuring efficient management and continuous improvement.

Audits and tests are carried out regularly by internal and external teams to verify compliance with regulations and the security and resilience of systems.

In adverse situations, Odontoprev has an **incident response plan**, tested frequently at different executive levels, which is activated to mitigate impacts and preserve operations.

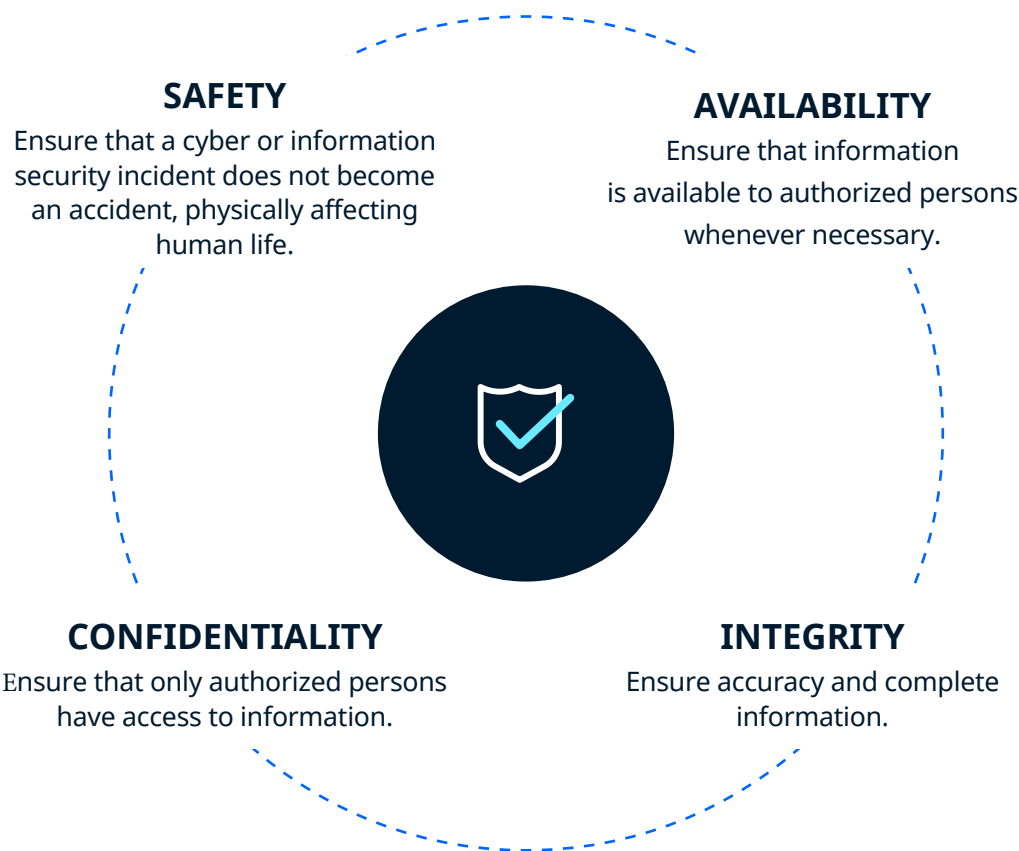
In 2024, there were no complaints about breaches of privacy or loss of customer data. Nor did we face any losses from legal proceedings associated with these issues.

Cybersecurity

GRI 3-3 | SASB HC-MC-230a.1

We have adopted a Cybersecurity and information security risk management program, developed based on internationally recognized standards such as the NIST CSF, ISO 27001, and the CIS Controls.

The program is based on four principles:



With the objective of enhancing awareness regarding cyber risks and strengthening our capacity for incident prevention and response, we continuously invest in the education of our employees so as to cultivate the required understanding of the risks present within the cyber environment that could potentially affect business continuity.

In 2024, we reinforced this area through a phishing awareness campaign, promoting simulated testing and training sessions focused on attack prevention. As part of this initiative, 8,769 test emails were dispatched to our employees, simulating digital fraud attempts.

Investor relations

GRI 2-29

The development of a transparent and trustful relationship with our nearly 50,000 shareholders is highly valued by us. By the end of 2024, Odontprev's market cap reached R\$ 6 billion, with its total capital consisting of over 552 million ordinary shares and institutional investors in over 30 countries.

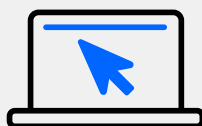
Through our Investor Relations (IR) department, we foster open communication, reinforcing our commitment to accountability and the provision of clear information regarding the Company's financial and socio-environmental performance.

Periodically, we make available documents and reports on our Investor Relations website and on the platform of the Brazilian Securities and Exchange Commission (CVM), ensuring

access to up-to-date data regarding the business conduct.

In addition to the disclosed documents, we have expanded our dialogue with shareholders through mailings, calls, and regular meetings with market analysts and investment funds. We also maintain dedicated service channels to address inquiries and receive suggestions.

Contact IR by e-mail:
ir@odontoprev.com.br



Access the IR website:
<https://ir.odontoprev.com.br>



CHAPTER 4

Performance

Operational and financial performance 44

*Anne Caroline
Xavier (HR
analyst).*

Operational and financial performance

Throughout 2024, we further consolidated our position as a reference in dental plans in Brazil. By combining a business model that values prevention, innovation, and beneficiary experience, we continued to expand our client base and optimize our structure to increasingly deliver value to our stakeholders.

In 2024, net operating revenue presented a growth of 6%, reaching R\$2.3 billion, mainly driven by the expansion of the beneficiary base and in the

consolidated average ticket price, which reached R\$ 21.81 per beneficiary per month.

This growth was accompanied by an efficient cost management, reflected in a dental care ratio of 38.4%, the most efficient ever recorded in the history of Odontoprev.

Confidence in the quality of our services has resulted in the expansion of our portfolio, which has reached 8.9 million beneficiaries, with a net addition of

306 thousand new lives in the year, with particular emphasis on the SME and Corporate segments, which remain strategic drivers of our operations.

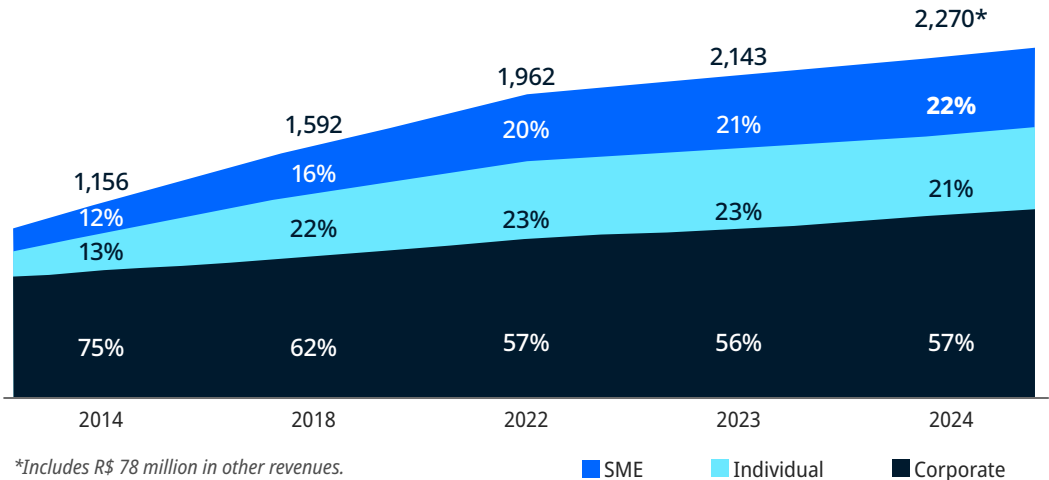
Among the portfolio’s brands, Bradesco Dental reaffirmed its leadership, standing out as the top-selling brand and playing a key role in the Company’s sustainable advancement.

Key business metrics

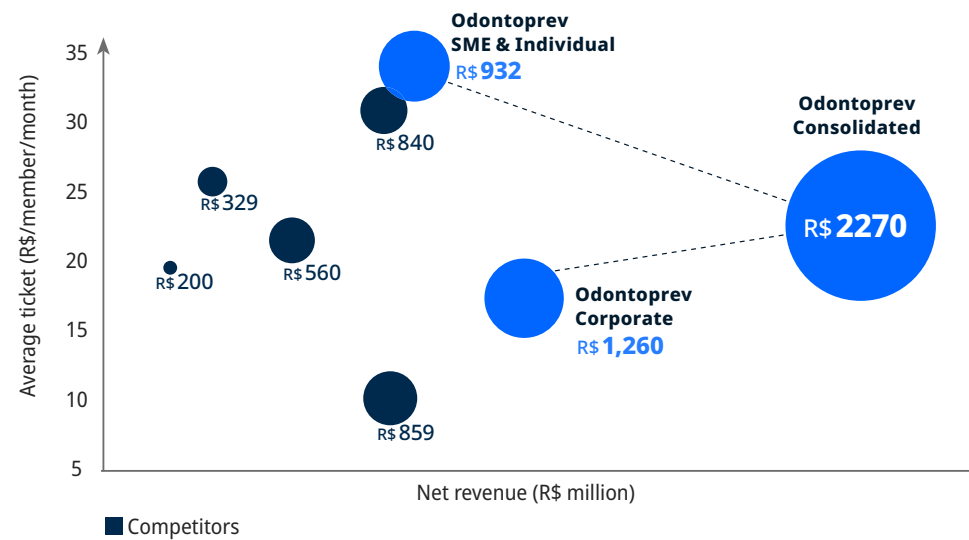
	2024	2023	2022
Net revenue (NOR) (R\$ thousand)	2,269,786	2,142,695	1,961,685
Number of beneficiaries	8,924,269	8,617,993	8,317,964
Average ticket (R\$/member/month)	21.81	21.37	20.72
Cost of services (R\$ thousand)	871,436	849,303	789,345
Dental care ratio (%)	38.4	39.6	40.2
Adjusted EBITDA (R\$ thousand)	694,395	647,383	575,972
Adjusted EBITDA margin (%)	30.6	30.2	29.4
Net income (R\$ thousand)	533,581	536,554	452,171
Net cash (R\$ thousand)	913,403	992,149	795,231

Evolution in the net revenues composition

R\$ million and %NOR



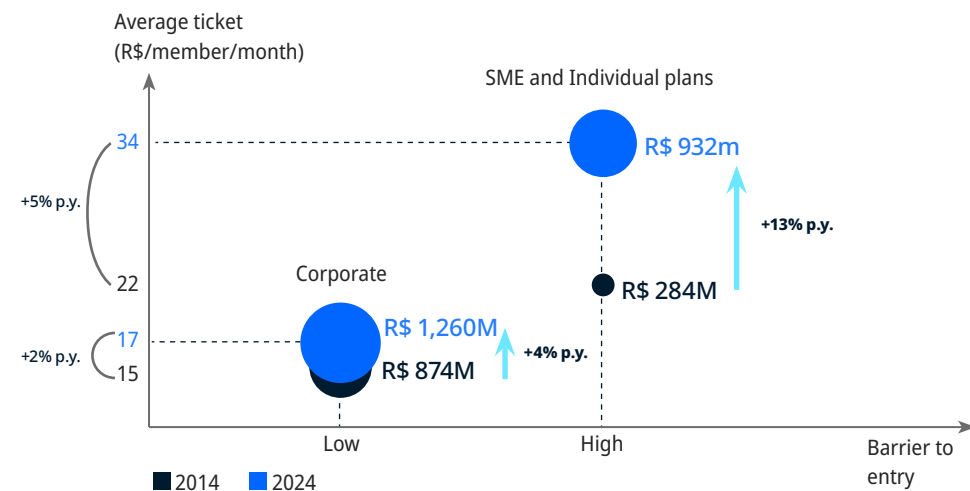
Net revenue and average ticket for dental plans in 2024



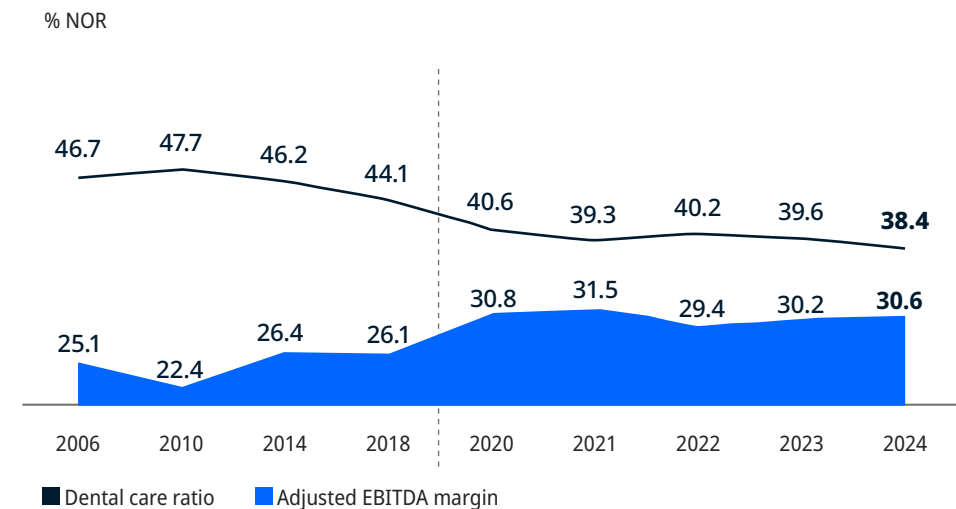
The adjusted EBITDA margin reached 30.6%, reflecting Odontoprev's capacity to maintain balanced costs and expenses. The net profit of R\$ 534 million reinforces the consistency of our results and the robustness of our operating model.

In the same period, we ended the year with a net cash position of R\$ 913 million and zero debt.

Revenue segmentation and average ticket



Dental care ratio and adjusted EBITDA margin since IPO in 2006



Shareholder remuneration

ODPV-1

In 2024, Odontoprev solidified its position as one of the most consistent companies in shareholder return, achieving a payout of 97%. This performance reflects robust discipline in capital allocation, a strong cash position, no debt – characteristics that underpin the Company’s capacity to offer sustained long-term value.

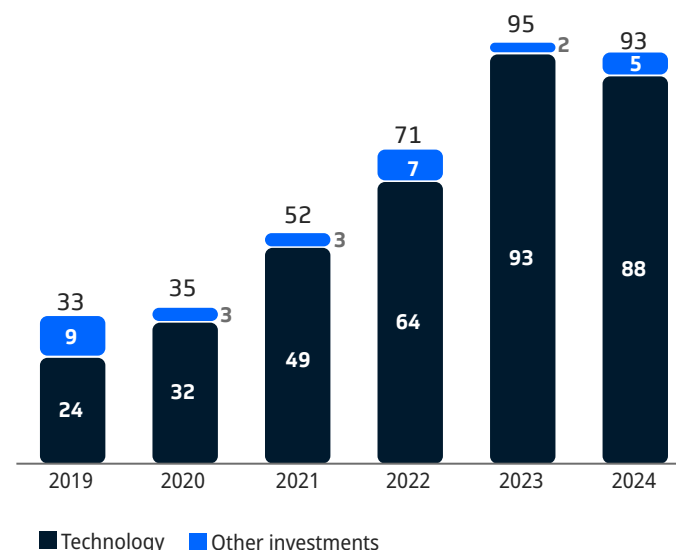
In 2024, shareholder remuneration totaled **R\$519 million** (in the form of dividends, interest on capital and share buybacks).

Investments

In furtherance of our commitment to innovation and digitalization, and with the objective of consolidating our position as a leader in the sector by uniting technology and operational excellence, we invested R\$ 93 million in CAPEX in 2024.

Of this total, 95% was allocated to system development, in addition to the acquisition of software licenses and computing equipment.

CAPEX (R\$ million)



Valorizamos quem faz acontecer.



Isabelle Silva Costa
(Marketing analyst).



To access Odontoprev’s historical operating and financial data, [click here](#).



CHAPTER 5

Technology and innovation

Technology.....	48
Innovation.....	52

MATERIAL
THEMES:



Technology and
innovation

César Picerni
(Business analyst).



Technology

GRI 3-3 Technology and innovation

Technology serves as a catalyst for our commitment to providing quality dentistry to Brazilians. It enables the connection of beneficiaries and dentists to care centered on the individual needs of each user, through digital platforms and integrated systems.

Such integration improves the experience for all parties involved: beneficiaries can schedule consultations, access past records, and assess services

with ease, while dentists use tools that simplify the management of appointments and medical records.

Technology also drives the sustainable growth of our business model, enabling continuous improvement in our technological infrastructure and the optimization of processes, which lead to cost reduction and enhanced efficiency.

In 2024, investments in technology totaled over R\$ 88 million (learn more on [page 46](#)), approximately 95% of the total CAPEX for the year. These amounts were primarily directed towards the enhancement of our infrastructure and the optimization of processes within our proprietary technological platform, thereby enabling significant gains in beneficiary satisfaction.



Proprietary technology platform

Our proprietary technology platform is one of the key pillars that support the excellence of Odontoprev's business model.

Unique within the market, this proprietary technology seamlessly integrates all dental procedures performed by the accredited network, establishing a direct connection between dentists to our internal team of quality management specialists and on-call consultants.

This integration supports the thorough auditing of all treatments performed, thereby assuring transparency, security, and quality of care. Moreover, the platform allows:

- Efficient management of the accredited network, enabling robust logistics and an agile relationship with over 27 thousand dentists;
- Thorough analysis of the procedures performed by each dentist and the monitoring of the quality of services provided;

- Access to a customized electronic health record, establishing a consolidated and accessible history for each beneficiary;
- Management of oral health history, enabling insights into the dental journey of beneficiaries;
- Proactive clinical and behavioral risk management, promoting prevention and reducing impacts for beneficiaries and dentists;
- Strategic actuarial control, ensuring a balanced dental care ratio in our client portfolio;
- Fraud management, contributing to operational integrity (learn more on [page 76](#)).

Over the last year, we have implemented innovations in our technological platform that have strengthened our service and integration capacity. Among the highlights are:

- The launch of an e-commerce platform;
- The creation of a partner integration system, which expanded the reach and accessibility of our services.



Proprietary technology platform highlights

Digital dental record and guide

- **Over 8 MI** Digital Dental Treatment Guide (GTO) processed;
- **Over 26 MI** treatment images processed;
- **Over 1 MI** exam guides in radiology clinics.

Fast Track

- **More than 1,200** annual developments delivered in fast pipelines with greater development autonomy.

Application

- **4.6** score at Odontoprev app rating;
- **Over 1 MI** active app users;
- **Over 5 MI** app accesses/year.

Portals

- **Over 2.75 MI** of accesses to portals;
- **11** portals;
- **6** brands included.

Automation

- **60** Projects;
- **120 thousand** automated hours;
- **10** attended departments.

Data-driven culture

At Odontoprev, the strengthening of a data-driven culture propels efficiency, accuracy, and the democratization of data throughout the Company. Through a robust Data Lake, we consolidate strategic information from various business areas, providing access and centralized governance, in addition to enabling more agile and precise decision-making.

This management reflects the consolidation of data-driven work as an essential strategic component for Odontoprev. Leveraging a robust technological foundation, we are advancing in data governance, ensuring security, confidentiality, quality, transparency, integrity, and availability, in compliance with the LGPD.

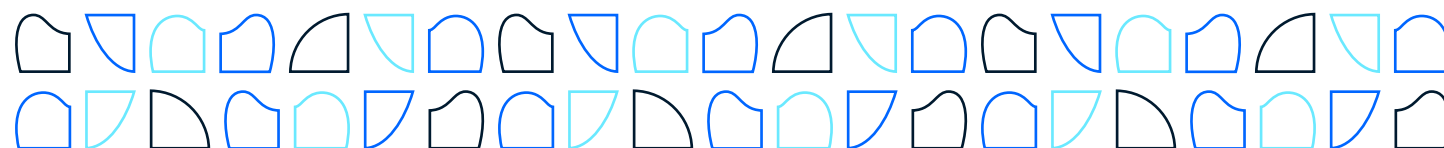
Furthermore, data culture initiatives, such as continuous training and the encouragement of study development, generate increasing strategic value for the Company.

Analytics ecosystem

In 2024, Odontoprev's Analytics ecosystem reached a new level, encompassing 23 areas and involving over 150 professionals.

The expansion of the data ecosystem has enabled greater specialization and the capacity to address complex challenges. In order to strengthen this structure, we have implemented more than 20 Business Intelligence (BI) dashboards across several departments and conducted 8 strategic studies grounded in data science.

These initiatives enhance the analytical maturity of our teams, ensuring decisions are grounded in data and strategic insights, and reinforcing our data-driven culture of experimentation, innovation, and operational excellence.



Implementation of ERP (Enterprise Resource Planning) project

In 2024, we completed the ERP project, a significant milestone in modernizing our financial and governance management. Following over two years of dedicated and collective effort involving various departments, such as Procurement, Accounts Payable and Receivable, Controllership, Accounting, and Commercial, the new system is now implemented and operational.

With the migration to the Cloud platform, we have gained enhanced security, stability, and efficiency in our processes. The new cloud solution centralizes all information within a single system, offering complete traceability and ensuring the continuity of operations.



**Traceability
Reliability
Integrity**



**Operational
efficiency gain**



Business scalability



**Security and speed
in operational and
legal obligations**



**Improved quality
of information**



**Mitigate business
continuity risk**



**+ Core
- Customizations**



High system availability

Innovation

GRI 3-3 Technology and innovation

Being a sector leader requires us to be able to understand and foresee market trends, enabling the development and advancement of products that improve the offering of dental services and the engagement with our stakeholders.

To make this possible, we have a department dedicated to Innovation, whose responsibility includes analyzing market trends and behaviors, thus providing a solid basis for choosing innovative projects and making decisions.

Internally, we cultivate a culture of innovation and intrapreneurship, implementing an annual agenda of programs that foster employee engagement and the encouragement of creativity. This agenda not only stimulates novel ideas but also enables the execution of innovative projects, transforming creativity into tangible solutions. To guide this cycle of engagement, innovation, and execution, we have defined innovation targets that guide new ideas across all business areas.

The next pages show the main programs and initiatives in the area of innovation driven by Odontoprev in 2024.

Ane Caroline Xavier (HR analyst), Felipe Hideki (Data science analyst), Anna Caroline Lima (Team leader), Gabriela Xavier (Internal communication analyst) and Paola Vasconcelos (Apprentice).



Guardians of innovation

Launched in 2024, the Guardians of innovation is a program established to empower Odontoprev employees to lead projects that yield innovative solutions to real challenges encountered by business areas. **This initiative reinforces our commitment to decentralizing innovation, fostering an innovative culture across all areas of the Company.**

In its inaugural iteration, the program spanned 8 months, engaging 22 guardians in more than 30 hours of customized training.

Ten innovation projects were executed, encompassing experimentations with artificial intelligence in the beneficiary collection and relationship journey, automation of financial processes for efficiency gains, and the development of a novel relationship and education journey for the accredited network.



Guardians of innovation award ceremony.

*Renata Slodkevicius (Customer service analyst),
Ana Caroline Goldim (Sales consultant), Leiliane
Patrício (Lawyer) and Emili Lima (Lawyer).*

Participants benefited from personalized support in applying methodologies, resulting in solutions that positively impact our internal processes.

The program is anticipated to be expanded in 2025, thereby reinforcing its role as an engine of transformation and innovation within the Company.



Open innovation hub

The Open innovation hub connects our business departments to the external startup and innovation ecosystem. This initiative facilitates the agile experimentation of solutions and validation of business hypotheses, thereby ensuring enhanced quality and efficiency in outcomes.

Over the past year, we conducted several engagements with startups and tested new technologies, including the integration of artificial intelligence into the provider search process, thus rendering the experience more humanized and simplified.

OdontoPitch

OdontoPitch, Odontoprev's intrapreneurship program, encourages employees to develop innovative solutions aligned with the Company's strategic challenges.

In its fourth iteration, over 90 employees from various departments participated in guided workshops, developing ideas that support revenue enhancement, process efficiency improvement, and the enhancement of customer experience.

A total of more than 100 proposals were submitted and thereafter underwent evaluation by a multidisciplinary committee. This committee assessed criteria encompassing feasibility, business impact, and innovation. Following this assessment, ten ideas were selected, and the originators of these projects participated in development workshops.

The winning project, entitled "Deu match," proposed an innovative solution to connect beneficiaries and network dentists more efficiently, facilitating the experience for both parties and optimizing the utilization of professionals' schedules.



*Fábio Jun Endo (Auditor) and
Thiago Moellas Nicoletti (UX/UI analyst).*





Innovation track + Innovation week

The Innovation track is a program that promotes monthly meetings and open lectures for all employees, addressing innovation and related topics, invariably featuring the participation of external guests who are market references.

In 2024, 10 meetings were held, bringing together more than 350 participants.

The highlights include the lectures on customer centricity in innovation, innovation in business model and the special visit to Casa Oracle, held during the 3rd innovation Week, with a focus on future design.

Inova 360 Newsletter

To promote a culture of innovation among our employees, we offer Inova 360, our monthly newsletter dedicated to innovation content, trends, and events, providing relevant insights and updates on significant topics such as artificial intelligence and a data-driven culture, among others.

*Jéssica Andressa Rocha
Lima Damo (Accounting
supervisor), César Picerni
(Business analyst) and Leticia
Fernandes (HR analyst).*

Value generation

Every year, we conduct the Value generation event, which aims to disseminate the outcomes of all innovation and technology initiatives and projects undertaken within the Company. This action represents Odontoprev's approach to the project lifecycle, which we call the **360° Cycle, connecting all projects to the Company's strategic drivers to foster continuous improvement and business evolution.**

Over the course of a two-day event attended by more than 200 participants, we conducted lectures, facilitated knowledge exchange, and held celebratory moments. In addition to presenting results, we highlighted categories of value generation, such as an increase in ROI and revenue, as well as efficiency gains, recognizing the individuals involved in these highlights.

"Lei do Bem" (Good Law)

The Good Law (Law No. 11.196/2005) is Brazilian legislation that incentivizes technological innovation through the granting of tax benefits to companies undertaking Research, Development, and Innovation (R&D&I) activities.

In 2024, the benefit derived from the Good Law contributed with 7% of the Company's net profit, enabling investments in high-impact technological solutions.

The projects being propelled forward include the Broker application, process automation, the use of artificial intelligence, and the development of digital products and self-service options.





2024 Project & VMO of the year award

In 2024, Odontoprev was a finalist for the Project of the year award, ranking among the top three companies in two categories: VMO of the year and innovative project with Sorria+.

In the “VMO of the year” category, the best Value Management Office structures were evaluated, considering the organization and value management practices in projects.

In the “innovative project” category, the best product, service, or management practice that incorporated innovation through project execution was recognized.

“100+ inovadoras” award in the use of IT

For the third time, Odontoprev has been recognized in the “100+ inovadoras” award, promoted by IT Mídia, which evaluates the foremost initiatives in technology and innovation.

The highlight was the “Refer and earn” project, developed in our internal innovation and intrapreneurship program, OdontoPitch.

AEVO Intrapreneurship Award

Odontoprev won 1st place in the AEVO Intrapreneurship Award in the “Team - transformation” category, recognizing its ability to promote internal innovation and develop solutions with a positive impact.

The winning case was Sorria+, a new business that diversifies the Company’s portfolio, going beyond dental plans. Launched as a new business unit, the digital platform, focused on dentistry and well-being, connects patients and dentists through a digital and fluid journey.

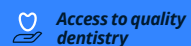


CHAPTER 6

Beneficiary-centered

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MATERIAL
THEMES:



Access to quality
dentistry



Customer
relationship

Jéssica Andressa
Rocha Lima Damo
(Accounting
supervisor).



Beneficiaries' journey

GRI 2-6 | 2-25 | 3-3 Access to quality dentistry | 3-3 Customer relationship | SASB HC-MC-240a.4

We are the largest dental plan operator in Latin America, serving approximately nine million members within a market of thirty-four million beneficiaries with dental plans.

We have adopted a beneficiary-centered strategy, placing the beneficiary at the core of all our endeavors. Our objective is to offer an exceptional experience to the diverse segments we serve, supported by an advanced technological infrastructure, a qualified team, and a network of strategic partners.

We offer omnichannel service to address beneficiary requests, such as the indication of accredited network providers, coverage inquiries, data updates, and the payment of monthly fees. Our applications constitute the most frequently used service and communication channel, providing agility and convenience (learn more in the "[Omnichannel Service](#)" section).

In total, **there are over 27,000 dentists distributed across all regions of Brazil**, in addition to 1,903 dedicated employees, ensuring safety and quality at all points of contact with our beneficiaries.

Giovanna Vera Cruz de Souza and Victoria Carvalho Oliveira - Apprentices (Human resources).





Contracting the service

Beneficiaries from various segments have access to our products and services through the multi-channel platform.

Corporate: a segment of large companies that offer our dental plans as a benefit to their employees. We offer an exclusive and tailor-made service, in direct contact with the Human Resources department of these institutions.

SME: the services offered to small and medium-sized companies are mainly through the exclusive bank channels, as well as partner brokers.

Individuals: individuals have access to our product and service portfolio mainly through distribution partners such as department stores, banking channels and health plans.

All our beneficiaries have access to an app and other digital channels that allow them to search for dentists in the accredited network, check plan coverage, track requests and access several other features.

Wide range of dental plans

The largest range of dental plans on the market.

We offer a wide range of plans with over 800 registered with the National Supplementary Health Agency (ANS), covering all the dental needs of our beneficiaries.

Our plans are diverse, ranging from basic options that include cleaning services and oral health prevention to premium alternatives, specially designed to offer high standard services.

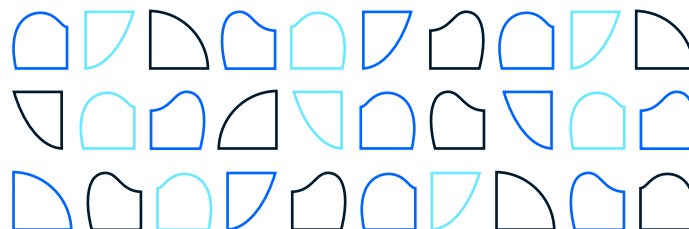
Given the range of plan options and services, we ensure that we provide accurate and clear descriptions of each plan. In this way, we ensure that our beneficiaries and partners fully understand exactly what services are included in the contracted plans.

Besides this, through Odontoprev's different brands and business units, we offer a range of services and products, such as aesthetic treatments, x-ray exams, points-based loyalty programs, discounts at pharmacies and universities, among others.


Improvements in Odontoprev's SME

In 2024, we restructured the portfolio of plans within the SME segment of the Odontoprev brand, with the objective of enhancing the market competitiveness of the products.

The changes encompassed adjustments to the service network, focusing on strategic locations, the inclusion of waiting periods for complex specialties to mitigate adverse selection.



*Samuel Carlos Pessoa
(Risk and control analyst).*



Tudo
começa
com um
sorriso.

Accredited network

Our technological infrastructure connects beneficiaries to a network of more than 27,000 dentists.

After signing up to one of our dental plans, our beneficiaries have access to a wide network spread across all Brazilian states.

Aiming to effectively meet the population's needs, we seek to maintain a diversified network of specialized professionals, strategically distributed to meet the specific demands of each region in which we operate.

We rely on the support of this accredited network to ensure the provision of quality dental procedures, as well as nurturing multi-year relationships.

Quality management

All procedures performed are documented and digitally audited by our quality management dentists.

All documentation pertaining to the services provided is submitted by the accredited network for analysis by our in-house team of dentists specializing in quality management.

This management approach employs proprietary technologies to analyze procedures, monitor non-conformities, and optimize processes, thereby ensuring the highest standards of care and service provision.

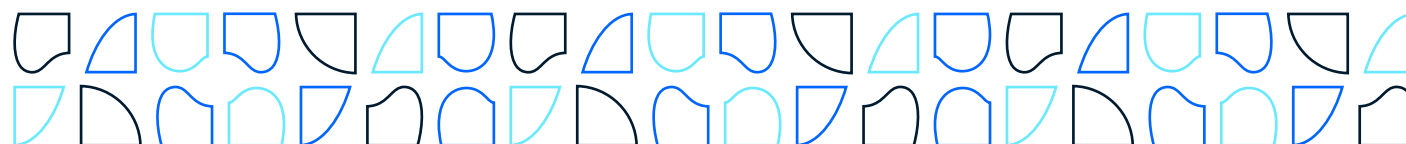
After-sales

After-sales activities aimed at beneficiary retention, surveying of satisfaction indices, and the identification of new business opportunities.

Our after-sales service is aimed at ensuring beneficiaries satisfaction and loyalty through strategic and multi-channel support.

Technology is an essential pillar in this part of the journey. The use of artificial intelligence enables predictive analyses and the provision of personalized solutions, thereby contributing to effective customer retention.

In addition, continuous monitoring of satisfaction and complaint indices is carried out, facilitating proactive actions aimed at improving the beneficiary experience.



Omnichannel service

GRI 3 -3 Customer relationship

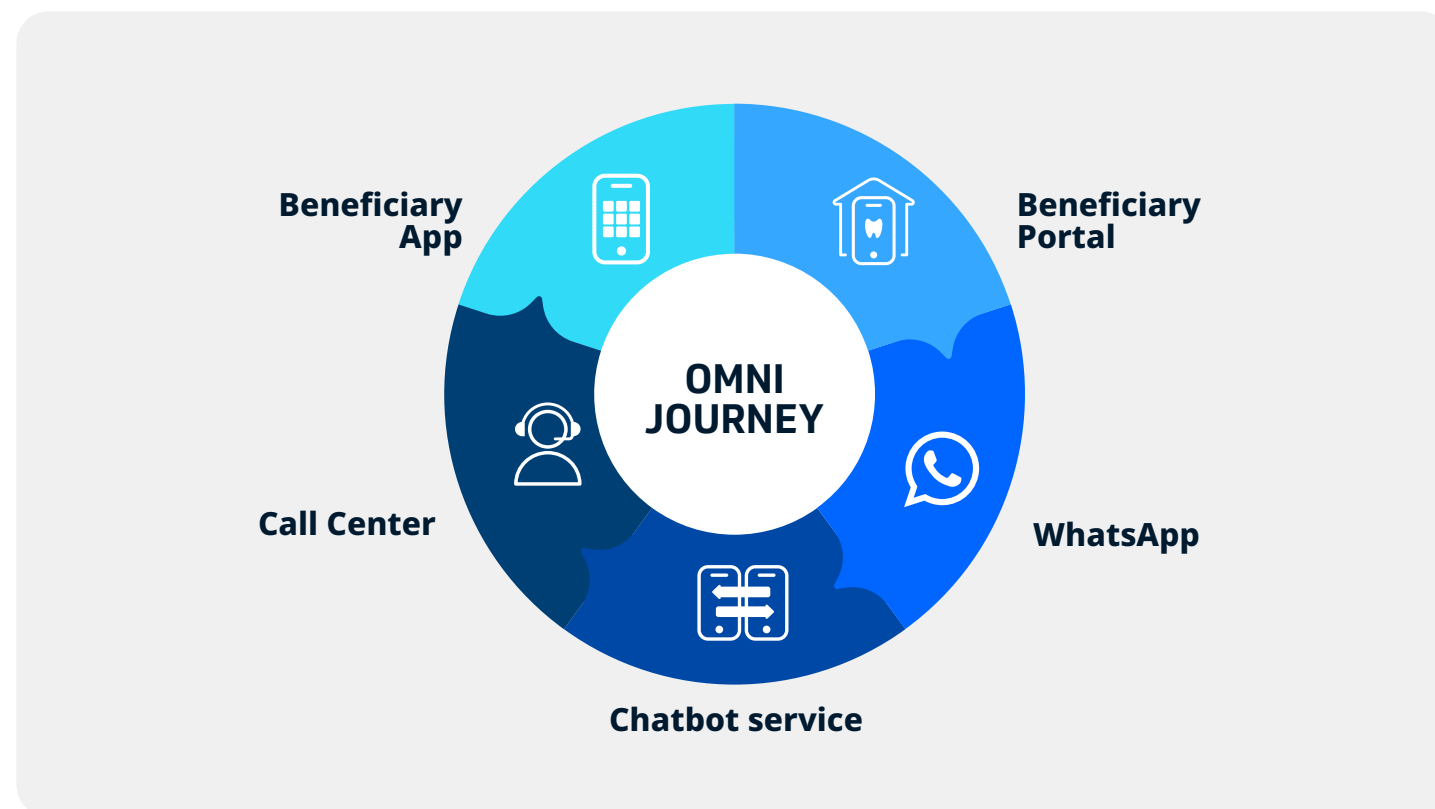
We embrace an omnichannel approach to our customer relationships. This entails the integration of different communication channels into a seamless, unified, and entirely beneficiary-centric experience. This ensures that, regardless of the chosen channel — be it digital, telephonic, or in-person — beneficiaries encounter consistent information, prompt service, and personalized solutions.

To facilitate this seamless omnichannel experience, we use a type of CRM that enables the consolidation of all interactions—call center, WhatsApp, portal, and application—onto a unified platform, thereby providing an integrated and detailed view of the beneficiary's journey, as well as traceability and security.

In 2024, we conducted a comprehensive review of our channels and services with the objective of minimizing friction, thereby rendering each interaction more agile, efficient, and satisfactory. This initiative reinforces our focus on digitalization with resoluteness, prioritizing solutions that address the concerns and anxieties of beneficiaries in a practical and efficient manner.

Over the last year, we have also expanded our digital service via WhatsApp, combining automation and efficiency. Intelligent bots began to resolve simple demands quickly, while more complex cases were integrated into our CRM.

For the SME segment, we developed an exclusive channel, facilitating communication and the resolution of personalized demands for this public. In 2024, we delivered the first phase of the project, which will continue to expand in 2025, further improving the customer service experience.



Award-winning service



HR Top of Mind

In 2024, we were elected, for the 22nd time, Top of Mind in the dental assistance segment at the HR Top of Mind award, consolidating our position as a benchmark among Human Resources professionals.



Experience Awards

We have received the 2024 Experience Awards, which recognize companies based on direct consumer perception. Our highlight was an above-average Net Promoter Score (NPS) in the dental plans category.



Reclame Aqui Award

We were the popular vote winners of the 2024 Reclame Aqui Award in the category of "Health - dental plans - large operations".

Considered the most significant recognition in customer service, reputation and experience in Brazil, this award reflects the public's trust in our partnership, further solidifying our position as the leading company in the national dental sector.



Inclusion and accessibility in customer service

In 2024, we advanced the inclusion and accessibility of our service by implementing service provision in Brazilian Sign Language (Libras) on the Odontoprev portal and application.

Now, individuals who are deaf or have hearing impairments have access to video calls in Libras, conducted by qualified professionals.

Furthermore, beneficiary groups considered vulnerable, such as the elderly and low-income individuals, have been granted priority treatment in our service, with guaranteed responses within 48 hours, thereby reaffirming our commitment to inclusive and humanized service provision.

Complaint mechanism

GRI 2-25

Odontoprev receives customer complaints and administrative inquiries through its proprietary service channels (Customer Service Center and Ombudsman) and captures them from external channels (Reclame Aqui, Procon, and others). These demands are managed by our Integrated Service Center (CIA), which conducts the analysis, forwards them to the responsible department, and provides responses.

To promote continuous improvement, we use the Complaint Index (CI), which carefully classifies all complaints. This process contributes to both service improvement and monitoring.

Additionally, monthly reports, prepared by an independent department, identify the main reasons for dissatisfaction, enabling proactive measures for problem resolution.

Anna Caroline Lima (Team leader), Paola Vasconcelos (Apprentice), Ane Caroline Xavier (HR analyst), Felipe Hideki (Data science analyst) and Gabriela Xavier (Internal communication analyst).



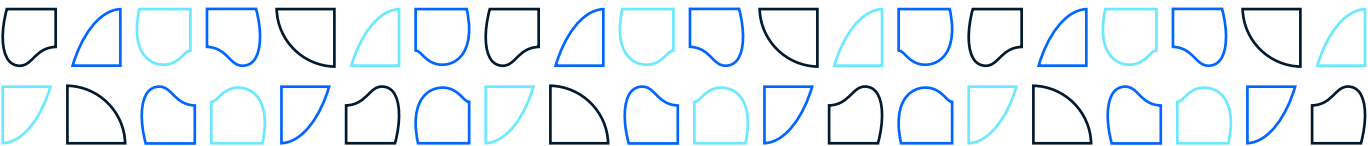
Satisfaction

GRI 2-25 | 3-3 Customer relationship | ODPV-10

In order to meet the demands and expectations of our beneficiaries more efficiently, we have a structure for monitoring and managing satisfaction rates.

Through our relationship channels, we constantly evaluate satisfaction levels, employing tools such as the NPS and the General Satisfaction Index (IGS), based on surveys conducted by independent institutions, anonymously and with no interference from the Company. These metrics allow us to identify opportunities for improvement, whether in operational processes or in direct customer service.

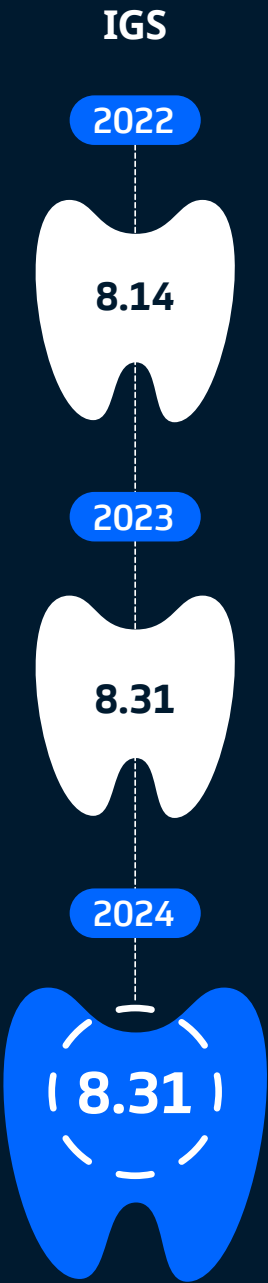
To reinforce the importance of all the Company's departments working together, focusing on the satisfaction of our clients in all segments, including the dental network, the IGS score of these stakeholders (clients, beneficiaries, dentists and the ANS complaint index) is used as a criterion in the Profit Sharing Program (PPR), which covers all the Company's employees, including executive officers.



Indexes

In 2024, our **IGS remained at 8.31**. The **NPS showed a positive trend**, reflecting greater beneficiary satisfaction, especially in relation to the service provided by the accredited network.

In the same period, we saw a **reduction in the Complaint Index, which went from 5.5 to around 3.5**, even in the face of challenges such as the migration of systems.



Loyalty

We operate across two strategic retention fronts: the maintenance of corporate contracts and by providing direct service to end beneficiaries.

Corporate clients

We continuously enhance the management of our corporate clients through a weekly monitoring system, coupled with robust risk and loss control.

Furthermore, we conduct regular meetings with operational and customer service departments to discuss critical demands and implement improvements.

For clients who access our channels with the intention of canceling their plan, we employ artificial intelligence to offer personalized and attractive proposals, aiming to strengthen the relationship.

As a result of the implementation of these actions, we have observed improvements in the retention rate of corporate clients. In 2024, 29% of clients seeking to cancel their plan were retained – a 4-percentage point growth compared to the previous year.

SME and individuals

Among individual clients, we have implemented proactive measures to enhance tenure and satisfaction, encompassing welcome programs and the adaptation of products and additional benefits, which stimulate retention and augment perceived value.

We have also developed initiatives throughout the customer relationship, maintaining regular communication to remind them of the plan's benefits and encourage its utilization.

In 2024, we recorded a four percentage point improvement in the retention rate of clients who expressed an intention to cancel, compared to the preceding year.



Odontoprev App boosting our engagement and loyalty strategy

Odontoprev's apps have surpassed one million active users, with an average rating of 4.5 stars on the primary application marketplace, reflecting their widespread acceptance and user confidence.

Apps have established themselves as an important tool in our engagement and customer loyalty strategy, demonstrating that beneficiaries who actively use them remain as clients for a longer time compared to those who do not.

Proactive action

In 2024, we established the Center of Excellence with the objective of contacting detractor customers (NPS 0 to 6) and addressing their demands prior to their escalation into formal complaints. The initiative aims to proactively and preemptively resolve specific issues and leverage the collected feedback to enhance internal processes.

CHAPTER 7

Our partners

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MATERIAL THEMES:



Access to quality dentistry



Safety and quality of dental care



Accredited network relationship

Gabriela Xavier
(Internal communications analyst).



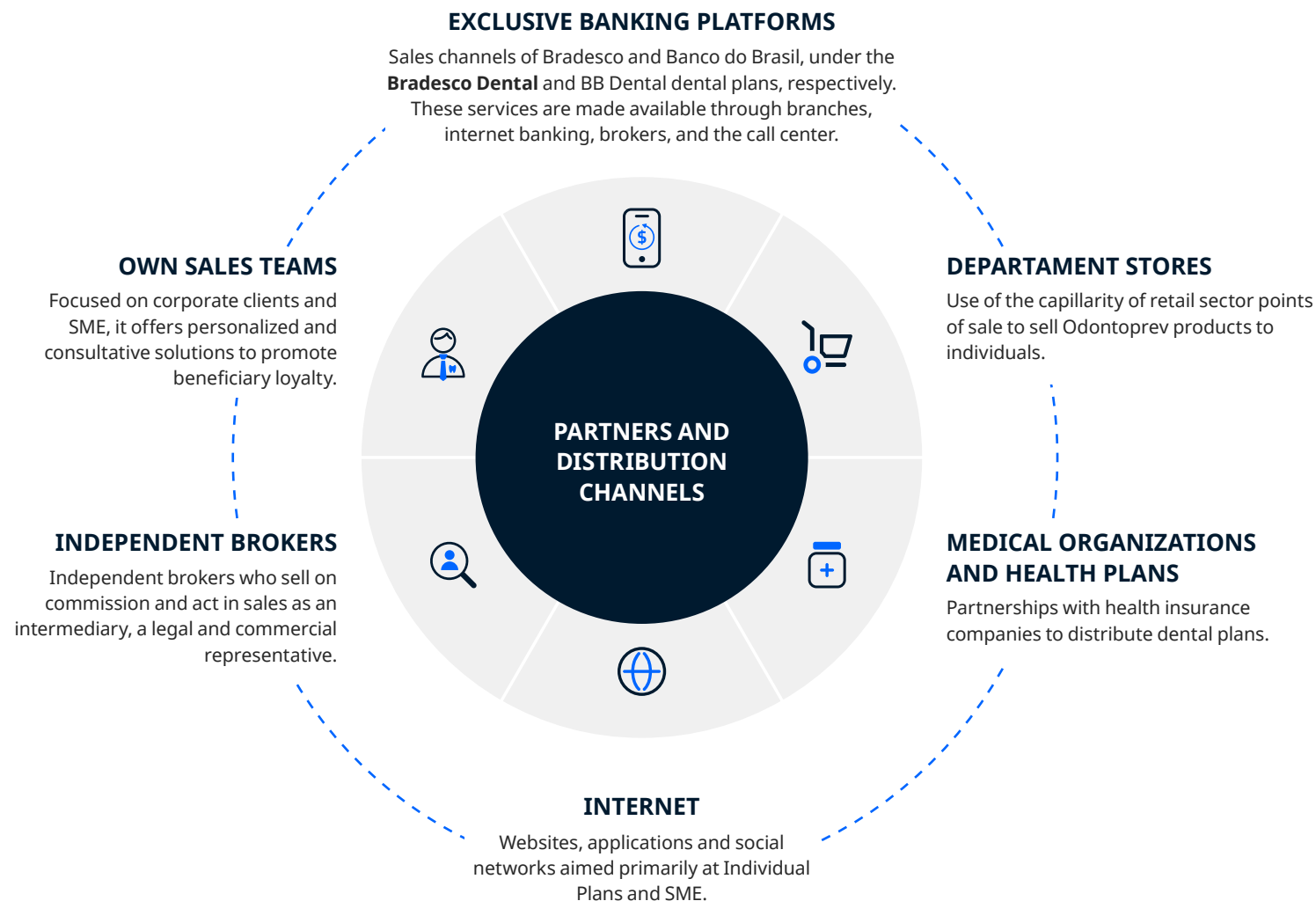
Distribution channels

GRI 2-29

We have adopted an intelligent segmentation strategy for the commercialization of our portfolio with more than 800 dental plans, ensuring accessibility through diverse sales channels such as digital platforms, our own commercial team, and strategic partnerships.

This diversification of distribution channels broadens our market presence and enhances the consumer experience by affording greater flexibility in the selection of contracting methods.

In addition to its direct market presence, **Odontoprev maintains strategic partnerships to enhance the distribution of its dental plans.** Bradesco, our controlling shareholder, stands as one of our principal sales partners, strengthening the capillarity of our product offering through the **Bradesco Dental** brand.





The Bradesco partnership has been consolidated as a strategic pillar for the growth of Odontoprev, contributing significantly to the expansion of the beneficiary base and the augmentation of revenues.

By combining Odontoprev's expertise in the management of dental plans with Bradesco's capillarity and brand strength, the strategy of growing in non-corporate segments, particularly within the SME segment, has proven highly effective. The banking channel facilitates access to dental plans, in addition to driving new enrollments in a scalable manner.

This becomes evident when examining the Company's results: the Bradesco Dental brand already accounts for approximately 80% of the SME client base, firmly establishing itself as the primary driving force behind the segment's growth.

In 2024, this partnership added 284,000 new beneficiaries, further reinforcing Odontoprev's leading position within the sector.

Jéssica Andressa Rocha Lima Damo
(Accounting supervisor).



Odontoprev Partners portal

Our Odontoprev Partners portal offers a comprehensive experience for brokers and commercial partners, encompassing processes from registration and sales management to the monitoring of client portfolios and commission statement inquiries.

In 2024, the portal underwent enhancements to become multi-channel, enabling new business models such as retailers and the cooperative segment, in addition to facilitating differentiated negotiations.

As a result, the portal achieved a Net Promoter Score (NPS) of 78 points and contributed to the expansion of the distribution network, with over 1,000 new points of sale activated in 2024.

Dentists

GRI 2-29 | 3-3 Accredited network relationship

Accredited network

Odontoprev connects its beneficiaries to the largest and most comprehensive network of dentists in Brazil. This encompasses over 27,000 professionals distributed across 2,500 municipalities in all states of the country – equivalent to an average of 331 beneficiaries per dentist, well above the Federal Council of Dentistry’s (CFO) recommendation of one dentist per two thousand inhabitants.

Our extensive network of partner dentists provides coverage across all specialties of Dentistry and ensures access to high-quality treatments, irrespective of location.

To ensure the efficiency and regional balance of the network, we analyze the anticipated service demand across various dental specialties in each municipality. This assessment considers factors such as the number of beneficiaries with different coverage types, the size of the municipality, the availability of providers, and the feasibility of service provision transfer to hub or reference cities.

Evolution of the accredited network

	2024	2023	2022
Beneficiaries (nº)	8,924,269	8,617,893	8,317,964
Beneficiary per dentist ratio*	331	319	308

Marcelo Oricchio
(Dentist) and Bruno
Sorge (Dentist).



Relationship with the accredited network

The accredited network relationship is based on a partnership model, in which dentists have autonomy to manage their schedules and benefit on several fronts, such as:

- **Flexible and personalized compensation**, which values experience, professional qualifications and individual performance.
- **Access to dental supplies** of proven quality, free of charge, through the points program, in which dentists accumulate credits exclusively for services performed, which can be exchanged for materials at the Dental Partner store.
- **Management tools**, such as discounts on the purchase of Easy Dental software, which helps organize digital offices and medical records, in addition to allowing the issuance of detailed reports and statements to optimize the administrative routine of professionals.
- **Virtual medical records with clinical information about beneficiaries** and support from specialists to develop personalized treatment plans.

Continuing education programs, with access to training and qualification programs developed in partnership with renowned professional associations (learn more on [page 78](#)).

Accredited network management

GRI 3-3 Accredited network relationship | 3-3 Safety and quality of dental care

The management of our accredited network is conducted by the Clinical and Operational department, which strategically coordinates and organizes the areas involved in beneficiary care and relationship management, contributing to excellence in the services provided and consolidating the quality standards that constitute our trademark.

This management adheres to the guidelines of the **Accredited Network Management Process Policy**, which sets the rules and procedures to be applied in the management of the network and the operations of the teams, promoting transparency, assertiveness, and safety. The dedicated areas include:



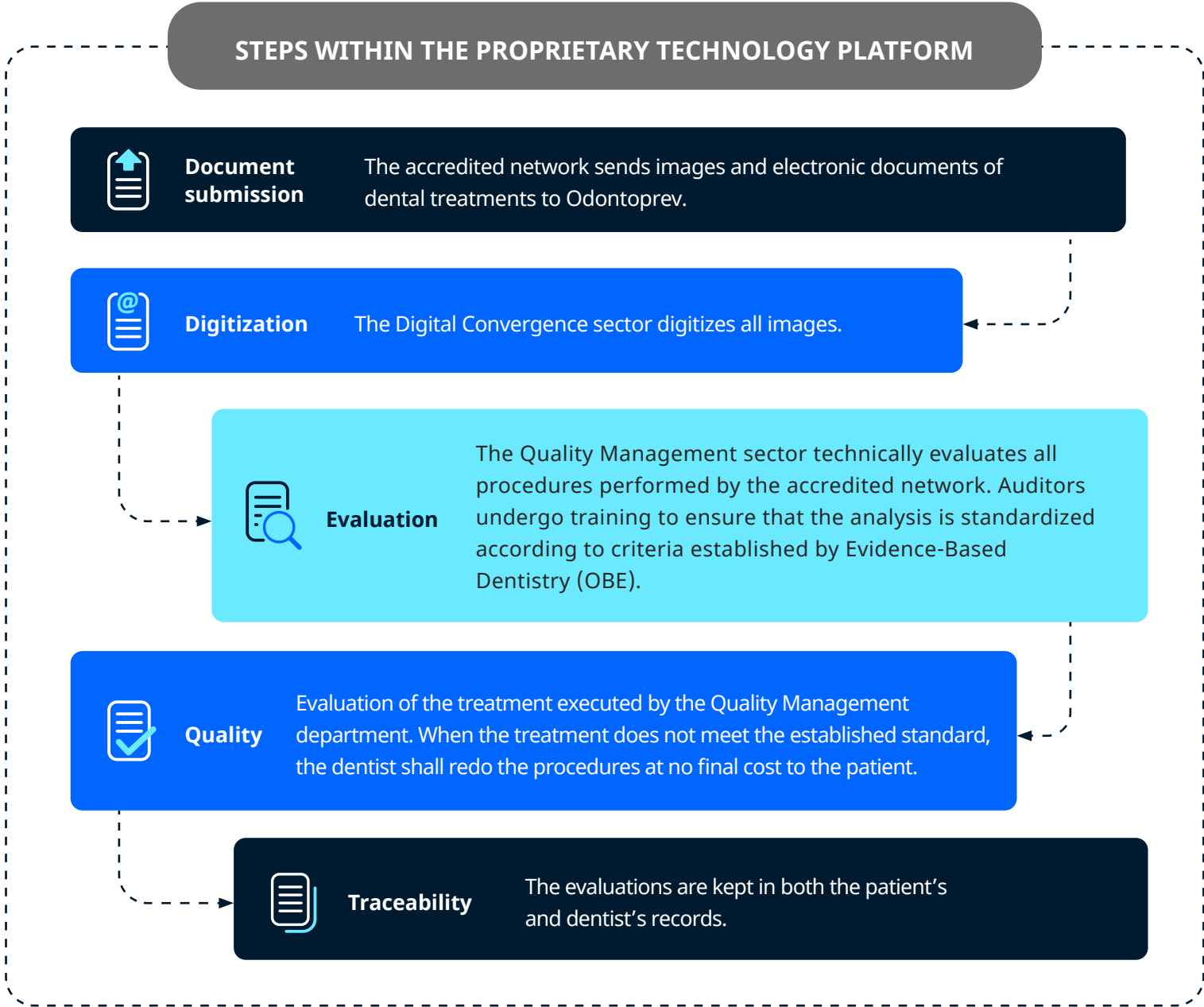
Quality Management

ODPV-11

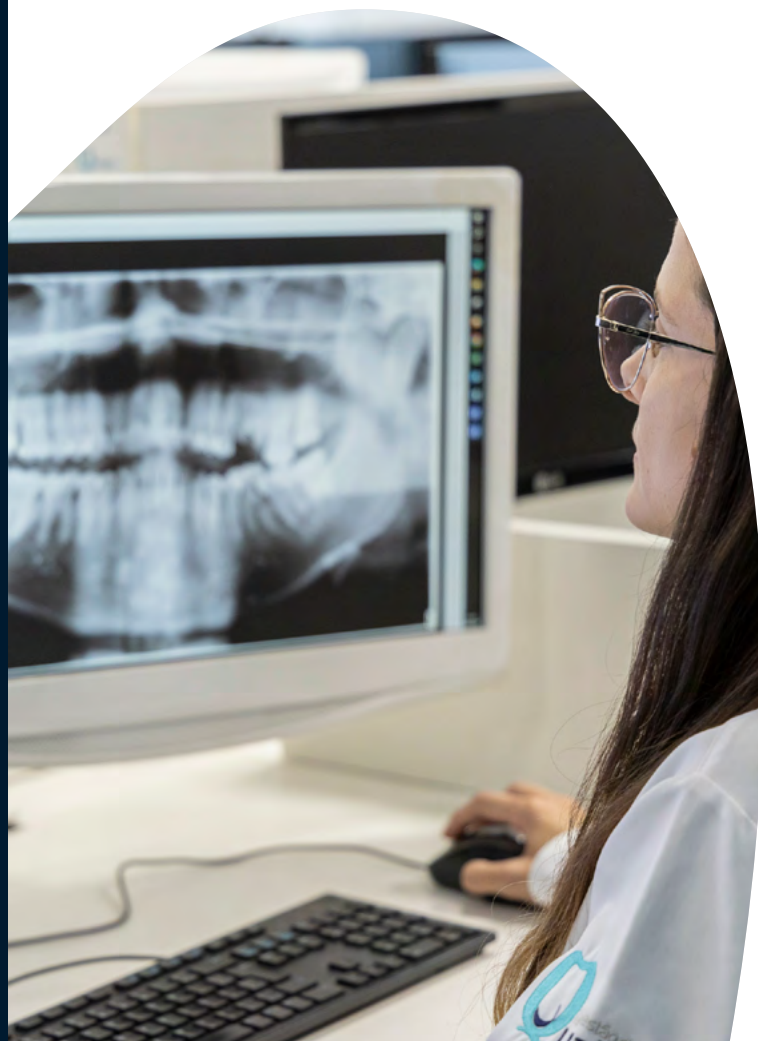
The Quality Management department is composed by dentists, and ensures the excellence of 100% of the dental treatments performed by the accredited network and relies upon clinical analyses conducted by 85 specialists across various areas of Dentistry.

In 2024, an average of over 32,000 dental services were performed daily.

The department is responsible for pre-approving complex procedures and managing payments, monitoring non-conformities, promoting health events and actions to develop the accredited network. Its work is organized into the following stages:



To support excellence in services, we carry out periodic training and evaluations that align the performance of Quality Management dentists with the required criteria.



Process and quality management

The departments of **Accredited Network Management and Process and Quality Management** play a strategic role in ensuring the quality and efficiency of services rendered, operating in the management and monitoring of the accredited network, with a focus on compliance, process improvement, and excellence in beneficiary care.

These activities are guided by the **Quality Management Policy**, updated in 2024, which details the processes of digital convergence, analysis of the documentation generated in dental treatments, and payment to the accredited network and beneficiaries.

Through the monitoring of key indicators, such as the Complaint Index (CI), technical and administrative claim denials, incident aging, and productivity, the department identifies opportunities for improvement and strengthens transparency within the processes.

Brenda Silva (Clinical auditor).

In addition to data analysis, the team conducts regular in-person and virtual visits to provide support to accredited professionals. This proximity allows for an effective balance between dental specialties and ensures the appropriate sizing of the network, ensuring access and quality of care.

In 2024, the department continued to fulfill its strategic role in the alignment of internal processes with prevailing regulations. The department's performance enabled Odontoprev to achieve a result of 94.1% in the internal audit, positioning the Company to pursue the accredited operator seal from the ANS in the first half of 2025.

The department also supported advancements in the standardization of the Company's activities, achieving 99% alignment of departments with the Quality Management System, with documented and updated records. In total, 14 optimization projects were conducted over the past year, three of which have already been completed.



Integrity in dental care

With the objective of ensuring that resources are used responsibly and transparently, thereby deterring practices that contravene our precepts of ethics and integrity, Odontoprev implemented the **Dentist risk score** in 2021. This constitutes an innovative initiative that employs artificial intelligence to map and monitor potential fraud and abuse within the system. By the end of 2023, the model underwent review and enhancement, resulting in more control of claims in 2024.

The system is now available in all municipalities served by the Company, enabling a more precise and agile analysis of the profile of professionals within the accredited network.

This tool establishes new rules for the submission of documentation by dentists, adjusting the requirements based on the performance indicators of each professional. Those with favorable performance records are subject to simpler and less bureaucratic processes, while those deemed higher risk will be subject to more stringent controls.

The project was ranked among the top 5 in the “Processes and technology” category of the National Confederation of Insurers (CNSeg) award.



Carlos Antonio Barboza (IT analyst); Fernanda Aparecida Pereira dos Santos (Human resources consultant) and Victória Liz (Information security supervisor).

Clinical Operational Intelligence (ICO)

The area is responsible for analyzing strategic data pertaining to treatments and the accredited network to develop solutions that optimize dental care, reduce costs, and promote preventive interventions.

On a monthly basis, it provides more than 100 strategic reports to support data-driven decision-making. These reports identify, for example, adjustments necessary to the network, deviations in dental practice, and instances of fraud.

In 2024, the studies and projects undertaken by ICO averted estimated additional costs of R\$ 14 million. Over the period from 2021 to 2024, R\$ 50 million in claims were avoided due to the implementation of the AI-powered **Dentist risk score project**, which utilizes artificial intelligence. This initiative enabled risk analysis across 100% of the municipalities served, resulting in enhanced reliability, fraud prevention, and economies of scale.

Combating and preventing fraud

In 2024, this department supported the intensification of artificial intelligence utilization to enhance the identification of atypical behaviors, increasing efficiency in the detection and prevention of irregularities. To reinforce security, the mandatory validation of employment ties was implemented for new enrollments in higher-risk products.

This department also participated in the development of the booklet “Preventing and Combatting Fraud in Dental Plans”, an initiative undertaken in partnership with sector entities and coordinated by Fenasaúde, with the objective of raising awareness among beneficiaries and providers regarding the impacts of fraud on the sector’s equilibrium.

In addition, it provided specialized training to equip client management teams with the skills to identify commercial fraud and implement preventive measures. To consolidate these efforts, Odontoprev maintains a multidisciplinary working group responsible for coordinating integrated anti-fraud strategies, fostering information exchange among operators, and strengthening mitigation and prevention initiatives.



Development of the accredited network

GRI 3-3 Safety and quality of dental care | ODPV-3

To support and guide our network of accredited dentists, ensuring safety and care in performed procedures, we provide the Patient Safety Manual in digital format. This document consolidates updated information produced by recognized institutions regarding conduct to mitigate the risk of harmful incidents to beneficiaries during dental care.

We also invest in the ongoing training of our partner dentists through educational programs. We offer a range of resources and tools that address both technical and administrative aspects, thus contributing to professional development and the management of dental practices.

On the new accredited professional portal, we provide clinical protocols, brief instructional videos, and educational materials that can be easily accessed. Furthermore, we produce podcasts featuring specialists in oral health, who address and discuss topics pertinent to the field of dentistry.

Throughout the year, content on 27 different topics published on the portal reached more than 40 thousand views.

Promoting good socio-environmental practices among partner dentists

We share the Sustainability Handbook with our accredited network, a document that addresses the Company's sustainability principles and pillars, in addition to providing practical instructions on the sustainable disposal of dental products used in treatments. In this manner, Odontoprev engages and educates its dental value chain regarding the optimal management of environmental impacts.

Conexão magazine

Launched in 2013, Conexão magazine is a quarterly publication created to offer the accredited network updated and highly relevant content regarding dental practices and techniques. The journal covers topics such as industry innovations, scientific research, and Evidence-Based Dentistry.

This journal, produced by an Editorial Board constituted of members from the Clinical Operational Departments of Brazil and Mexico, affords affiliated dentists access to dependable information applicable to clinical practice.

To broaden the publication's reach, the editions are distributed in digital format, with dissemination via marketing e-mail to the entire list of accredited dentists and other professionals in the field. Furthermore, 500 hard copies are dispatched to key partners, in addition to being made available at our headquarters.

To access editions published in 2024, [click here](#).



Consultants

ODPV-4

Odontoprev has its own team of consultants, comprised of dental surgeons, dedicated exclusively to the technical and administrative support of the accredited network.

This group plays an essential role in strengthening partnerships with affiliated dentists by offering support in the management of their practices and in processes related to beneficiary care. Through in-person and virtual visits, the consultants share guidance on service protocols, provide feedback on performed procedures, and analyze indicators such as transfers, disallowances and beneficiary satisfaction.

In 2024, over 12,000 in-person visits and 24,000 virtual visits were conducted, covering accreditation activities and the strengthening of relationships with accredited parties. These initiatives garnered widespread recognition and were highly valued by the network, evidenced by an average score of 9.62 for in-person visits and 9.43 for virtual visits, based on more than 10,000 evaluations on a 10-point scale.

To complement support, Odontoprev also provides a specialized call center, operating 24 hours a day, to provide free assistance to accredited dentists.



Network without borders program

Conducted throughout 2024, the 'Rede sem fronteiras' (Network without borders) program was an initiative directed at beneficiaries of the Bradesco Dental brand and involved the operations team, which visited Bradesco branches to understand the challenges and complaints received directly from plan holders.

The objective was to gain a firsthand understanding of the difficulties and to enhance the management of the accredited network, in addition to existing processes.

Suppliers

GRI 2-6 | 2-24 | 2-29

To support the Company in its purpose of boosting quality dentistry, we rely on a network of suppliers and service providers who contribute their expertise, technologies, and essential inputs to the development of our activities.

Currently, our supplier base comprises 2,351* Brazilian suppliers and four international suppliers, predominantly composed of consultancies specializing in Information Technology (IT), Human Resources (HR), Marketing, and Building Maintenance services.

In 2024, total expenditure with suppliers amounted to approximately R\$ 300 million.

**In addition to the organic growth of our supplier base, which occurs naturally over time, between 2023 and 2024, we recorded a significant increase with the inclusion of the companies Papaiz and Lumax in our management systems.*

Registration and approval

Contracts are conducted through pre-determined, objective criteria, such as competitive bidding or price quotations, in addition to technical qualification, which ensure the optimal cost-benefit ratio and the best and most suitable service provision.

Our supplier approval and registration process is conducted by a third-party partner, which performs audits adhering to specific regulations adapted to the risk and individual characteristics of each applicant.

During the assessments, various public databases are consulted automatically to obtain information regarding probity, compliance with labor

obligations, financial restrictions, government relations, processes related to money laundering, media exposure, and other relevant aspects.

To reinforce our commitment to sustainable practices, all new and active suppliers undergo a socio-environmental questionnaire assessing ESG criteria. Those failing to meet the established standards are deactivated.

In 2024, we progressed in our management practices through the implementation of the Fusion system, which integrated the entire procurement process into a single platform, providing enhanced traceability, transparency, and efficiency in stages such as quotations, negotiations, and contracts.





Paulo Henrique da Silva Nascimento (Project analyst); Jéssika dos Santos Paes (IT management analyst) and Francieli Pereira Soares da Cruz (Actuarial manager).

Management

The monitoring of the performance and evolution of our partners is conducted through the Supplier relationship program, wherein criteria such as efficiency, effectiveness, innovation, and compliance are analyzed.

The program provides us with input to direct evolutionary and corrective actions, as well as to celebrate with the highest-ranked suppliers during an awards event.

In 2024, we expanded our engagement with suppliers through awareness-raising and training initiatives. We launched a Compliance, Safety, and Sustainability guide, which outlines Odontoprev's values and policies, fostering a more aligned and responsible collaboration.

We have also resumed the supplier assessment program for entities already within our established base, evaluating aspects such as quality, innovation, delivery, and ESG practices. A total of 67 suppliers from our base were assessed, representing 55% of total expenditure.

LEARN MORE

We provide our suppliers with educational materials, such as Sustainability and Ethical Conduct Guides for Suppliers.

Paola Vasconcelos
(Apprentice).

CHAPTER 8

Our team

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Diversity and inclusion in the workplace



Employee development



Employee health, safety and well-being





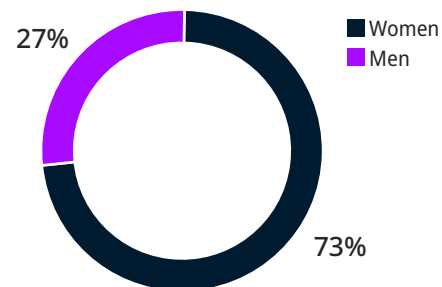
Employee profile

Our team is made up of 1,903 employees, who believe in our purpose and promote, in their daily activities, quality dentistry for both beneficiaries and dentists.

Our management model prioritizes the construction of a welcoming workspace, ensuring that our team feels valued and respected, maximizing a thriving environment with opportunities to accelerate their professional and personal development.

For further details about our team, please refer to the ["Annexes"](#) section.

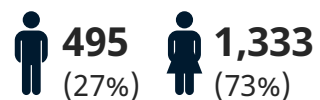
Percentage of employees, by gender



1,903
employees

Total number of employees by employment contract, by gender

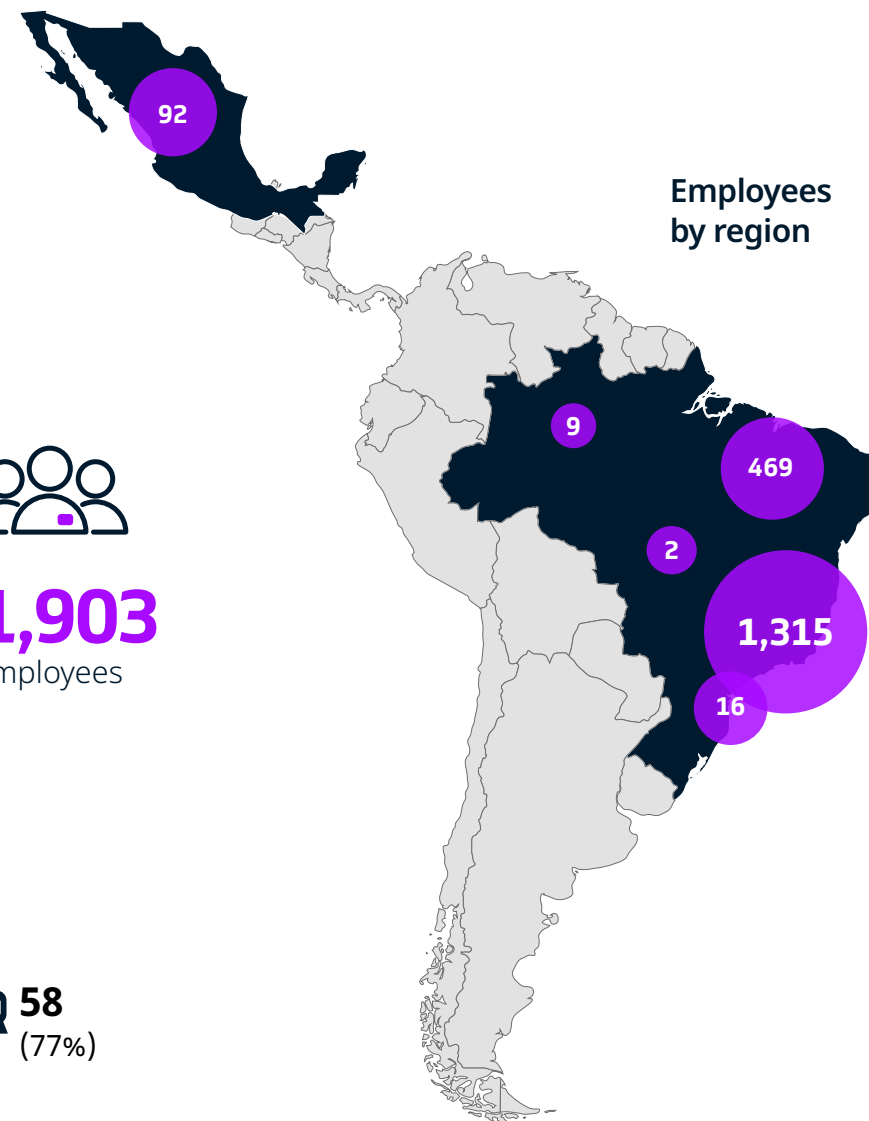
Permanent



Temporary



Employees by region



Organizational culture

In 2024, we launched our Employee Value Proposition (EVP) as part of a structured employer branding strategy. The objective of this initiative was to identify the most striking characteristics of our organizational culture and to ensure that these distinguishing factors are clearly perceived by both internal and external talent.

This process of strengthening our employer brand was a journey of learning and collaboration, based on research, active listening and strategic alignment.

So, to summarize the pillars and attributes of our value proposition, we launched the tagline “Try smiling with us”, which reflects these values and serves as an invitation, whether to attract new talent or to further engage those who are already part of our journey.



We are
officially
**a great place
to work**

Crowning our people management practices, we were honored to achieve the **Great Place To Work (GPTW)** certification. In 2024, we advanced from 15th to 6th place in the general ranking for Barueri (SP) and the surrounding region, in addition to entering the ranking of the 150 best companies to work for in Brazil.

Our cultural attributes



Image, purpose and innovation: we are a solid company, a leader in the sector, with the purpose of bringing a healthy smile to an increasing number of Brazilians and with a strong appetite for innovation.



Collaboration: trust is the foundation of our relationships, and we are always willing to assist, share, and exchange ideas.



Learning: we learn a lot every day. The environment is challenging and super dynamic, and we have access and autonomy to put our ideas into practice.



Respect: here, we can be ourselves and have the security to propose our ideas. The environment is conducive and welcoming, and we have considerable flexibility and autonomy in our daily activities.

Engagement

ODPV-9

At Odontoprev, we endeavor to listen to and comprehend the perceptions of our personnel through annual organizational climate surveys. This instrument assists us in strengthening engagement, enhancing the employee experience, and consolidating a culture based on trust and collaboration.

In 2024, we adopted the Great Place to Work (GPTW) methodology, which allows for broader market comparisons.

Our most recent survey showed high adherence and engagement among employees, reaching 89% of the team, with over 1,300 forms completed and more than 2,200 comments collected, providing significant insights for our advancement.



The results indicated a favorability index of 84%. Our greatest strength lay in the “Pride” dimension, which achieved 85% favorability, demonstrating that our employees recognize and identify with Odontoprev’s purpose and impact within the sector and society.

When asked about the main reasons that make them stay at the company, the team responded that growth and development constitute the primary motivations, followed by the alignment of values and quality of life.



89%

adhesion



+2,200

comments collected



84%

favorability index

Culture in action: initiatives that marked the year



OdontoCast

To strengthen the connection between employees and leadership, we have established OdontoCast, an internal podcast that fosters closer ties between senior leadership and the team through discussions on career development, strategy, and business challenges.

With an 1.5-hour duration, the event is broadcast in a hybrid format and recorded in a dynamic and interactive manner, enabling employees to submit questions, thus enhancing the participatory nature of the experience.

In 2024, four live episodes were broadcast, totaling 1,120 hours of content and registering 831 participations. Satisfaction with OdontoCast reached 4.9, with a 98% approval rate.

All episodes are made available on the Corporate University platform, enabling a broader audience to access the content and be inspired by the discussions.



Liga dos multiplicadores (Multipliers' league)

The Multipliers' league strengthens Odontoprev's internal learning by enabling employees to share technical and behavioral knowledge with their colleagues.

This initiative fosters interdepartmental exchange, enhancing integration and alignment among teams, in addition contributing to the dissemination of the organizational culture and the continuous development of the team.



OdontoKids

In addition to valuing our team within the work environment, we also endeavor to integrate families into this journey. OdontoKids is an annual program that opens the company's doors to the children of our employees, providing a special day of integration and recreation.

With activities aimed at children, the event strengthens the bond between professionals and the Company's culture. In 2024, the program gained a unique feature: employees could work as volunteers in the activities, reinforcing the spirit of collectivity and engagement.



Papo de negócio (Business chat)

The Business chat initiative fosters closer interaction among employees from various departments within Odontoprev, providing a clear overview of the company's strategies, challenges, and results. Conducted live via Microsoft Teams, the session has an average duration of one hour and encourages the exchange of knowledge between teams.

Over the course of one year of the program, we recorded 1,178 participations, more than 10 hours of content made available, and a 97% satisfaction rate.



OdontoNews

Our intranet has been redesigned with new communication strategies, evolving into a more dynamic and integrated corporate social network. Consequently, we have observed an increase in employee adhesion and engagement, enabling them to share projects, interact with colleagues, and access strategic company information more efficiently.

Additionally, we launched DON, a chatbot that allows employees to ask questions on a variety of topics, such as HR, benefits, payroll and development.

Team evolution

GRI 3-3 Employee development | 404-1 | 404-2 | ODPV-18

To foster innovation, quality, and the Company’s growth, we rely on various training and development initiatives, which include training, mentorship, and customized programs designed to strengthen the skills of our team, ensuring that each professional has the necessary tools to evolve and contribute to our purpose.

Our objective is to promote an environment of continuous learning, aligned with the strategic demands of the company and the individual aspirations of each employee.

On an annual basis, we carry out the **Training Needs Diagnosis** (DNT) in order to identify, in collaboration with leadership, the developmental requirements of teams and the demand for training initiatives.

To expand and facilitate access to content and development paths, we have a library of digital content, gathered at the **Odontoprev University**.

Every year, in partnership with leaders, we develop customized training programs, tailored to strengthen specific team skills.

In 2024, 25 departments within the Company were served by this learning model. In addition to specifically addressing the needs of the teams, the execution of these courses resulted in an increase in training hours across the Company, directly reflecting in the qualification of the teams and the value generation for the business.

During the period, 77% of the Company’s employees attended some type of training.

To ensure the effectiveness of the training programs, we conduct an **effectiveness assessment** after 45 days, sending a form via Microsoft Forms to participants and their respective leaders. The objective is to measure the practical application of the acquired knowledge and its alignment with **Individual Development Plans (IDPs)**, assuring the relevance of the training and its direct impact on team performance.

In total, more than 52 thousand hours of training were carried out, totaling an average of approximately 27 hours per employee.

Average training hours

Gender	2024	2023	2022
Men	29.54	19.98	27.93
Women	26.66	19.20	18.10
Functional category			
Executive Officers*	50.57	15.72	25.89
Management/ Superintendence	35.19	25.65	22.77
Supervisory	32.61	29.36	25.03
Administrative	30.44	23.15	24.77
Operational	22.21	14.48	18.70
Apprentice/Intern	53.83	48.42	18.19

*Considers statutory and non-statutory officers.



Training session for leaders.

Leadership development

Developing well-prepared leaders is essential for driving organizational growth, achieving strategic outcomes, and fostering a culture oriented towards innovation. Through programs such as the Leadership Development Program (PDL), the First leadership path, and Mentoring for women, the Company invests in the improvement of key competencies, promoting effective, inclusive leadership aligned with its growth objectives and future vision.

Find out more about the main initiatives implemented in 2024 by Odontoprev, with the aim of preparing employees for new challenges, such as team leadership roles.

Mentoring for women

With the aim of fostering the professional development of female employees in the first leadership level, the Mentoring for women program is one of the actions implemented to support the Company in achieving its goal of having 50% women in leadership positions by 2030 (learn more on [page 99](#)).

Held in partnership with OdontoPlural, the program promotes exchanges with experienced female mentors, offering career guidance and preparing participants to assume strategic positions. In 2024, it involved 18 mentors, including executive officers, superintendents, and managers, as well as 18 mentees.

Leadership Development Program

Odontoprev's Leadership Development Program (PDL) is designed to strengthen the essential competencies for leadership development, contributing to the improvement of the Company's performance and results.

A primary highlight of the program was the lecture delivered by Gabriela Augusto, a consultant in Diversity, Equity, and Inclusion (DE&I) from Transcendemos, a transgender woman, and a LinkedIn Top Voice.

A total of 266 employees participated in the track during 2024.

Leaders who build winning teams

In 2024, we launched the "Leaders who build winning teams" track, aimed at the development of new leaders within the Company. This program prepares employees recently promoted to leadership roles by developing the essential competencies for the effective execution of the function.

With a focus on feedback, Individual Development Plan (IDP) and management methodologies, the training enables participants to take on their new challenges with confidence and excellence.

A total of 25 employees participated in the track during 2024.

Diego Lyra (Expansion and value chain manager).



Performance evaluation

GRI 404-3

At Odontoprev, structured monitoring of employee performance is carried out through the Qulture Rocks platform, which allows monitoring by aligning goals and skills.

Our evaluation model incorporates structured feedback, IDP monitoring, and 1:1 meetings, fostering close alignment between leaders and teams. Furthermore, we conduct 360-degree evaluations and use calibration committees, ensuring transparency and impartiality in the recognition of professionals.

Recognition among colleagues is also encouraged on a daily basis. In 2024, our employees shared 4,674 pieces of feedback and 830 compliments with each other.

Performance evaluation

	2024		2023		2022	
Gender						
Men	381	74%	410	76%	395	78%
Women	1,046	75%	1,069	78%	1,022	84%
Total	1,427	75%	1,479	78%	1,417	82%
Functional category						
Executive Officers*	7	100%	7	88%	7	88%
Management/ Superintendence	71	85%	69	79%	66	78%
Supervision	96	91%	87	95%	82	98%
Administrative	587	93%	479	75%	440	72%
Operational	666	67%	837	83%	822	97%
Total	1,427	75%	1,479	78%	1,417	82%

*Considers statutory and non-statutory officers.

Recognition and appreciation

One aspect of our organizational culture is the recognition of employee performance and dedication. To this end, we have structured initiatives that incentivize excellence and foster professional growth.

We also promote annual awards to recognize outstanding professionals, based on organizational skills, and in 2024, we recognized 15 employees.

In addition, we communicate promotions and movements, whether due to succession, internal opportunities or area restructuring, on a monthly basis on OdontoNews.

Recognition aligned with quality and satisfaction of our stakeholders

As a way of reinforcing our commitment to stakeholder satisfaction and the service provided aligned with our quality standards, we have established that 50% of the targets within our Profit Sharing Program (PPR) shall be based on qualitative indicators. These indicators consider the satisfaction of our key stakeholders — dentists, beneficiaries, and

HR clients — in addition to the complaint index from the National Supplementary Health Agency (ANS). This ensures that team remuneration is directly linked to the perception and experience of these stakeholders, thereby incentivizing the continuous improvement of our services and the strengthening of trust-based relationships with all involved parties.

Employee recognition event.



Health and well-being

GRI 3-3 Employee health, safety and well-being | 403-1 | 403-2 | 403-3 | 403-6

Management

Our **Occupational Health and Safety Policy** establishes the guidelines for mitigating occupational risks and reinforcing safety within Odontoprev's business. In addition, the Risk Management Program (RMP) ensures ongoing monitoring, enabling the identification, investigation, and mitigation of risks that may impact the health and physical integrity of the team.

All mechanisms implemented for managing this issue cover the entirety of healthcare and administrative service activities within Brazil and adhere to the provisions of the Consolidation of Labor Laws (CLT), in addition to other regulatory standards, ensuring compliance with prevacurrent iling laws, decrees, and ordinances.

Reinforcing a culture of prevention, we have the Internal Commission for Accident Prevention (CIPA), and conduct periodic evaluations with occupational health physicians, adhering to regulatory standards such as the Risk Management Program (RMP), the Occupational Health Medical Control Program (OHMCP), and the Technical Report on Workplace Conditions (LTCAT).

Report

We provide mechanisms, which are widely publicized, to enable our employees to report risks in a secure and confidential manner, with protection assured by compliance guidelines and the LGPD. These include:

- Exclusive Service Desk for health and safety assistance;
- Anonymous whistleblowing channel (Ethics channel);
- Exclusive email to contact the Occupational Health and Safety area.

Monitoring

In order to ensure the effectiveness of our actions and the progress of our initiatives, we conduct internal and external audits, monitor labor notifications and provide training, with re-applications when necessary. Furthermore, our Risk Management Program (RMP) and Occupational Health Medical Control Program (OHMCP) monitor the risk level of each activity undertaken within the Company.

The main indicators monitored include:

- Epidemiological profile and climate survey;
- Outpatient complaints and claims controls;
- Satisfaction and use of health services;
- Volume and impact of health and well-being actions.

Vida leve program

The Vida leve program was developed to promote a healthy balance between personal and professional life, and is structured around five pillars: mind, nutrition, body, finances and smile.

Through this approach, we encourage practices that positively impact the health and quality of life of our employees, implementing regular initiatives targeted at each of the pillars. This encompasses informative lectures, bioimpedance measurement sessions to assess body composition, and health campaigns such as Yellow September and Pink October.

In 2024, Odontoprev reinforced its commitment to the well-being and health of its employees through the #MeuLadoAtleta contest, an initiative that promoted sports participation and the olympic spirit among the team.

This initiative encouraged employees to share records of their sporting activities within the OdontoNews group, accompanied by personal narratives and the hashtags #SmileWorthGold and #MyAthleticSide.

In addition to digital engagement, the initiative incorporated incentives such as the awarding of sports kits and the selection of certain narratives to be featured on Odontoprev's social media platforms.



Mind

- Lectures on mental health addressing healthy mind, balanced living, motivation, and self-esteem;
- Awareness campaigns such as White January and Yellow September;
- Encouragement of free access to the psychological support platform (OrienteMe).



Nutrition

- Bioimpedance measurements, with personalized nutritional guidance;
- Encouragement of free use of the nutritional guidance platform (OrienteMe).



Body

- Bioimpedance measurements for monitoring body health;
- Health campaigns such as Blue April, Red June, Golden August, Pink October and Blue November;
- Encouragement of physical exercise with the Wellhub benefit.



Finances

- Lectures on financial education, including financial planning and investments, as well as communications to raise awareness about sports betting.



Smile

- Lecture on oral health;
- Neon July Campaign;
- Information on orthodontic aligners and teeth whitening;
- Dentistry at work.

Benefits

ODPV-7

In addition to conventional benefits such as medical assistance, dental assistance, meal vouchers, life insurance and private pension plans, Odontoprev offers specialized support for maternity and paternity, ensuring greater support and well-being for families.

The initiatives include a lactation room, layette allowance, childcare assistance, and a care guide for mothers and infants, in addition to medical follow-up and guidance materials for parents. Complementing this support, we offer the special assistance for children, an OdontoPlural initiative that provides supplementary financial aid to employees who are parents or legal guardians of children with permanent physical disabilities or autism.

Furthermore, we empower our managers to provide a more supportive return following maternity or paternity leave, and we have expanded childcare allowance for children with disabilities. Additionally, for fathers, we offer an extended paternity leave of 20 days.

Other benefits offered reinforce our commitment to the well-being of employees and their families, including:

- Subsidies for dependents in health and dental plans, mental health services, gym access for dependents, and legal and financial consultations for women.
- Bradesco auto and residential insurance, featuring various coverage options and special conditions for Odontoprev employees, with the possibility of extension to dependents.
- Reduced working hours on Fridays and time off on children's birthdays, allowing more quality family time.

Thaiana Moraes (Administrative assistant) and Augusto Bascchera (Sustainability analyst).



Diversity, equality & inclusion

GRI 3-3 Diversity and inclusion in the workplace | ODPV-05 | ODPV-06

At Odontoprev, we believe that by fostering an inclusive and non-discriminatory environment, we are enriching our culture and strengthening our creative potential, thereby contributing to the advancement of innovation and value generation.

Our commitment to Diversity, Equity, and Inclusion (DE&I) is formalized within our **Sustainability Policy** and the **Code of Ethical Conduct**, which establish

respect for and the valuing of individuals as the core values of the organization.

The documents also underscore our commitment to the non-tolerance of discrimination of any kind.

For further details regarding our diversity indicators, please refer to the "[Annexes](#)" section.

IDIVERSA B3

For the second consecutive time, Odontoprev has been included in the select group of companies comprising the IDIVERSA, B3's index that encompasses entities showing excellence in the application of a diversity agenda by implementing actions that contribute to rendering workplaces more plural and inclusive.

OdontoPlural

To strengthen this agenda, we rely on OdontoPlural, our diversity program, which supports the implementation of strategic actions to foster a more inclusive and diverse environment.

The program develops and executes initiatives focused on the education and awareness of the team, including the sensitization of leaders. It implements actions to enhance diversity and promote equity among our personnel. Furthermore, it ensures the existence of spaces for dialogue and experience exchange, in addition to acting to secure safe and respectful environments, reinforcing communication regarding our reporting channel.

See below the highlights of the program in 2024:

OdontoPlural retrospective





Dialogue groups

Launched in 2023, Odontoprev's dialogue groups strengthen the culture of diversity and inclusion, contributing to the expansion of the sense of belonging and fostering the collective construction of a more collaborative and respectful environment.

In 2024, we took a further step in our inclusion journey with the establishment of the "Odonto Incluir" dialogue group, which joined the existing "OdontoPride", "Sorriso Negro", and "OdontoDelas". The latter underwent a significant evolution: formerly named "Laço de Mães" (Mothers' Bond), the group broadened its scope to include and represent all women within the Company, recognizing and valuing their diverse experiences both within and beyond the corporate environment.

Gabriela Xavier (Internal communication analyst) and Daniela Zagoto (Human resources analyst).



This group is intended to address subjects within the realm of the female experience, encompassing career, maternity, and other challenges and opportunities.



This group is intended to discuss issues such as experiences, challenges and achievements of black people.



This group is intended to discuss issues related to the inclusion of people from the LGBTQIAPN+ community.



This group is intended to discuss issues related to accessibility and inclusion of people with disabilities.

Goals

Currently, women constitute over 70% of our workforce. To ensure that this diversity is also reflected in senior leadership, we have established public targets aligned with the UN Women’s Commitment.

We have already achieved the target of 30% female representation in leadership positions, which was projected for 2025, and we continue to progress towards attaining gender parity (50%) in senior leadership by 2030.

The actions aimed at achieving the public commitments regarding gender equity in leadership are supported by initiatives such as the Mentoring for women program, which is designed to foster the professional development of female employees at the first level of leadership (learn more on [page 89](#)).

Inclusion of PwDs

ODPV-12 | ODPV-13 | ODPV-14

In 2024, we continued to implement strategies and actions focused on ensuring accessibility within the workplace and on attracting and retaining Persons with Disabilities (PwDs). Consistent with prior years, we allocated exclusive positions for PwDs and established hiring targets which, in 2024, were exceeded. As a result, we ended the year with 21 PwD employees, of whom 76% are women and 24% are men.

The Company also provides benefits that promote the accessibility and well-being of its employees, such as chartered transportation for people with disabilities (PwDs), special assistance for employees’ children with disabilities, and priority parking for employees with reduced mobility.

Moreover, we have established the “Odonto Incluir” dialogue group, a forum dedicated to the exchange of experiences wherein employees can share challenges, suggestions, and best practices to render our environment even more inclusive.

PwD employees, by functional category

	2024
Executive Officers*	0
Management/Superintendence	0
Supervisory	1
Administrative	5
Operational	15
Apprentice/Intern	0
Total	21

**Considers statutory and non-statutory officers.*



CHAPTER 9

Positive social impact

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Social investment..... 111

MATERIAL
THEMES:



Felipe Hideki
(Data science
analyst).



Positive impact

GRI 3-3 Impact on communities | ODPV-19 | ODPV-20 | ODPV-21 | ODPV-22 | ODPV-23

Odontoprev was founded with a strong social ethos, established with the aim of democratizing access to quality dentistry in Brazil.

Today, 37 years hence, we continue to propel this objective forward, currently reaching approximately 9 million beneficiaries nationwide.

In addition to maintaining an affordable plan offering, we believe we maximize our positive social impact through the donation of dental plans, and the promotion of events and communications focused on prevention and care.

We also actively engage in voluntary actions and support third-sector institutions through Private Social Investment, whether via direct contributions or through fiscal incentive laws.

Human Rights and Diversity Municipal Seal

For the 3rd consecutive year, Odontoprev was recognized in the 7th edition of the Human Rights and Diversity Municipal Seal of the City of São Paulo, in the category of "Children and Adolescents", due to the positive impact of the "Sorria" (Smile) project. This initiative is purposed to broaden access to quality dentistry for children and adolescents in situations of socioeconomic vulnerability.

To this end, the Company donates dental plans, thereby ensuring access to care within our extensive accredited network. In addition to providing this benefit, Odontoprev closely monitors its utilization and maintains an active communication channel with the benefited institutions.



Social impact highlights



Around **40** institutions supported.



10 thousand dental plans donated.



+298 thousand people directly impacted and **+1.1 million** indirectly impacted.



R\$ 7,3 million in Private Social Investment.

Support to Rio Grande do Sul:



Dental care in Humanitarian shelter centers, via Mobile dentistry;



Collection of **10 tons** of food;



Donation of **4,100** oral hygiene kits;



Fundraising campaign with employees, totaling more than **R\$30,000**.

“Sorriso indígena” (Indigenous smile)

Launched in 2024, the Indigenous smile project reinforces Odontoprev’s commitment to the promotion of oral health and the support of initiatives that expand access to quality care for historically vulnerable populations.

Through its support of diverse institutions and social organizations directly involved in indigenous health, the Company contributes to the strengthening of prevention measures, comprehensive assistance, and health education within territories with a high concentration of native peoples.

Over the past year, this initiative has unfolded through concrete actions such as training, the strengthening of local public policies, assistance to children and the encouragement of healthier and more sustainable dietary practices within the communities.

The following outlines the actions and institutions that constituted the “Indigenous smile” initiative in 2024:

- **Ações do Bem** – In the southern coastal region of São Paulo (SP), we conducted two initiatives in partnership with the institution, encompassing oral health lectures in four villages, the provision of hygiene kits, and the participation of Odontoprev volunteers in special activities, such as the Christmas event.
- **NGO Zoé** – In the state of Pará, we support medical and dental services in Indigenous communities, facilitated by hospital boats and partnerships with local hospitals, ensuring access to specialized healthcare in remote areas.
- **Xingu+Catu** – In partnership with physicians from Hospital Sírio-Libanês, we contribute to the provision of medical consultations across various specialties within the Xingu Indigenous Park and the implementation of emergency actions directed towards indigenous communities affected by natural disasters.

Social action of the Sorriso indígena project.



- **Instituto Suel Abujamra** – Support for the Aldeia em Foco project, aimed at expanding access to eye health for indigenous peoples through in-person consultations, telemedicine, and artificial intelligence.
- **Expedicionários da Saúde (EDS)** – Support for the initiative that delivers medical and surgical care to indigenous communities in isolated areas of the Amazon Rainforest, ensuring access to specialties such as gynecology, ophthalmology, dentistry, and laboratory examinations.
- **Instituto Saúde Sustentável (ISAS)** – Participation in initiatives directed towards the promotion of health and quality of life for traditional peoples, including medical services across various specialties, such as gynecology, pediatrics, dentistry, and cardiology.

Partnership with UNICEF

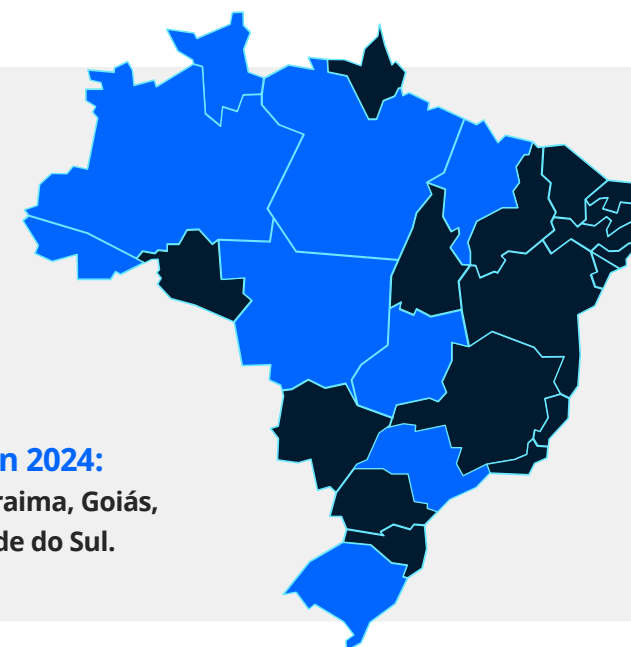
Among the highlights of 2024 is the partnership established with the United Nations Children’s Fund (UNICEF Brazil). In an unprecedented project, Odontoprev and UNICEF have joined forces with the objective of positively impacting the lives of 30,000 indigenous children by 2025, contributing to the efforts to combat child malnutrition and promoting access to healthcare.

This partnership arises within a context in which indigenous children up to 4 years of age face twice the risk of mortality before their first year of life in comparison to other children in Brazil (Núcleo Ciência Pela Infância/NCPI, 2024).

Strengthen public policies related to indigenous health and nutrition

States with actions developed in 2024:

Acre, Amazonas, Maranhão, Pará, Roraima, Goiás, Mato Grosso, São Paulo and Rio Grande do Sul.



Total direct impact:

9,842
indigenous



Total direct impact:

18,966
indigenous



+2,300
oral hygiene kits
donated

Health promotion

We have a dedicated Health promotion area, responsible for developing educational materials, lectures, and initiatives that disseminate information regarding dental care. Our objective is to encourage healthy habits and reinforce the importance of disease prevention, reaching corporate clients, beneficiaries, and the broader society.

To increase the impact of these initiatives, we employ various communication channels, such as [YouTube](#) and [Spotify](#), where we make educational content available in accessible and dynamic formats. Furthermore, our campaigns are reinforced through email, WhatsApp, social media platforms, and the intranet, ensuring the efficient dissemination of information to diverse audiences.

*Health promotion action
at the EcoRun race.*



Educational actions
carried out

+250



People impacted
in the actions

+11 thousand



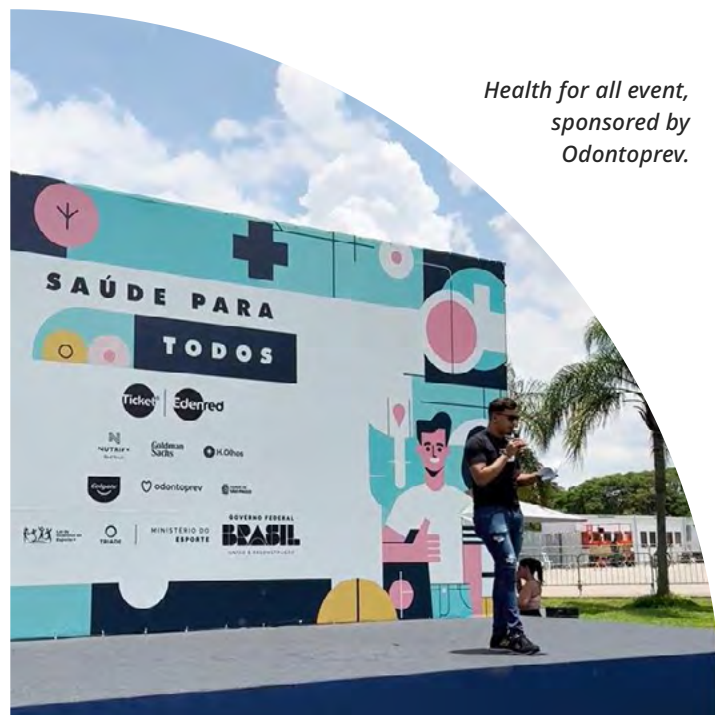
OdontoComunica
Newsletter

+11 thousand
subscribers



People impacted
at the events

+190 thousand



*Health for all event,
sponsored by
Odontoprev.*

The key topics addressed include the importance of oral hygiene, disease prevention, myths and facts concerning dentistry, as well as specific care for the oral health of pregnant women and children. In addition to our presence in the digital sphere, we have also expanded our engagement in in-person events, disseminating knowledge regarding oral health to novel venues such as shows, festivals and street races.



At the “Health for all” event held in Villa-Lobos Park, São Paulo (SP), we reinforced our commitment to promoting oral health through educational activities. With a dentist present, we offered guidance on prevention and care, encouraging healthy habits in an easy and accessible way. The completely free event brought together hundreds of people for a day filled with lectures, quick screenings, and activities for all ages.



*Children's Day activity in
partnership with Rede
Tênis Brasil.*

We also participated in the Eco Run, a race that combines sport and sustainability, promoting responsible practices such as recycling, sustainable mobility, and the conscious use of natural resources. During the event, we conducted interactive activities, including the distribution of gifts, reinforcing the importance of oral health for daily well-being.

Sorriso voluntário program

GRI 413-1 | ODPV-22

Sorriso voluntário (Volunteer smile) is Odontoprev's corporate volunteering program, established to strengthen employee engagement and increase our positive impact on society. Through this initiative, we promote social well-being and foster a closer relationship between the company and the communities in which we operate.

In addition to benefiting society, the program also contributes to the professional growth of our employees, enabling the development of competencies such as leadership, creativity, teamwork, critical thinking, and problem-solving.

Operating under the motto "We do more. We are more.", we seek to increasingly inspire and mobilize people to engage in transformative actions promoted by the program.

In 2024, we supported 9 institutions, with the active participation of 259 employees who dedicated a total of 826 hours to volunteer activities. As a result, we impacted over 17,000 individuals, both directly and indirectly.



Find out more about the actions developed by Sorriso voluntário over the past year:



Testimonials

"I talked about oral health in a village and also mentored young people about their careers. Those were really special times where I got to see what motivates people, share experiences, and help them grow. I'm really grateful for those experiences."

— Dr. Cinthia Umemura, dental surgeon and quality auditor, on key moments at Sorriso voluntário.

"My primary motivation stems from sharing my knowledge with individuals who have limited access to information. I try to change the world a little with each action, sharing knowledge about oral health with empathy, solidarity, and respect. I believe that in doing so, I align with the Company's values."

— Dr. Renata Garcia Martins, dental surgeon and quality auditor, on her motivation and the impact of volunteering on Odontoprev's values.



Gol de cidadania

In partnership with Fundação Gol de Letra, we promoted a day of leisure for children, with activities on oral health, gave out kits and had a chat with a volunteer dentist.

- Volunteers: 3
- Beneficiaries: 315 direct and 451 indirect



Indigenous peoples' day

On Indigenous peoples' day, in partnership with NGO Ações do Bem, we carried out an initiative in indigenous villages in Itanhaém (SP), which included lectures on oral health, the distribution of approximately 170 oral hygiene kits, and the donation of basic food baskets and animal feed.

- Volunteers: 2
- Beneficiaries: 174 indigenous people and 105 animals



International coastal cleanup day

In the latest Clean waves expedition on the road task force, in partnership with Sea Shepherd Brazil, we helped clean up Enseada Beach in Guarujá (SP), raising awareness about ocean preservation and collecting trash. In just 30 minutes, we managed to collect around 7.84 kg of various materials (learn more on [page 117](#)).

- Volunteers: 49
- Beneficiaries: local community and environment



Amarelinho job opening campaign

In partnership with the NGO Cruzando Histórias, we supported the Amarelinho job opening campaign by offering professional training, career guidance, and interviews, as well as referring candidates to job openings.

- Volunteers: 5
- Beneficiaries: 50 candidates



Care journey

Also in partnership with the NGO Cruzando Histórias, we promoted an event focused on female empowerment and well-being, with discussion groups, meditation and lectures on self-care. We also donated 150 oral hygiene kits.

- Volunteers: 3
- Beneficiaries: 168 women



Children's day

In partnership with Instituto Rede Tênis Brasil, we celebrated Children's day with tennis workshops, fun activities about oral health, and a lecture led by a volunteer dentist, making it a day of learning and fun for the kids.

- Volunteers: participation of employees and their children
- Beneficiaries: 65 direct and 260 indirect



Volunteer day

To celebrate Volunteer day, we held a special event at the Barueri Paralympic Institute. The initiative included a lecture about oral health given by a volunteer dentist, as well as several educational and interactive activities.

Some of the dynamics carried out include the “Myths and truths” game, in which people could clear up any questions they had about oral health, and creative workshops, like making teeth with playdough and building mouth models using recycled stuff.

- Volunteers: 7
- Beneficiaries: 150 direct and 600 indirect



Christmas action

In partnership with the NGO Ações do Bem, we extended solidarity to the Nhamandu-Oua village in Itanhaém (SP) through the delivery of Christmas gifts, food baskets, over 200 oral hygiene kits, and pet food.

The event also featured cultural performances, including a sacred chant led by indigenous children and women, as well as a visit to the Prayer House.

To emphasize oral health care, we held a discussion circle led by volunteer dentists.

- Volunteers: 27, including 2 dentists
- Beneficiaries: 201 indigenous people



Career lectures

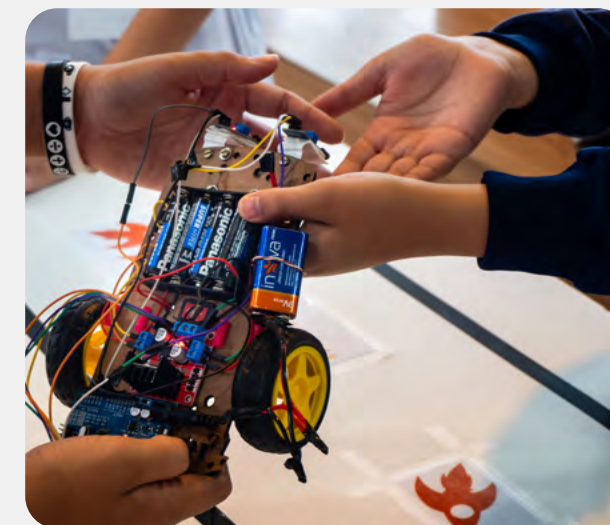
In partnership with the Centro Educacional Assistencial Profissionalizante (CEAP), we held two meetings focused on the professional development of young people.

The first meeting took place at Odontoprev's headquarters, where participants attended lectures given by volunteer employees and had the opportunity to ask questions about career paths.

The second part took place at the CEAP Pedreira headquarters, with a lecture about communication skills led by company volunteers.

Both initiatives aimed to help prepare the young people for the job market.

- Volunteers: 16
- Beneficiaries: 130 direct and 520 indirect



Innovation and science fair

We supported the CEAP Innovation and Science Fair (FECEAP), which had the theme "Science and technology challenges and solutions for the periphery." Besides financial support, two volunteer employees acted as technical evaluators, analyzing student projects in areas like administration, IT, computer networks, robotics, and audiovisual.

- Volunteers: 2
- Beneficiaries: students and academic community

Social investment

ODPV-21

As part of our commitment to corporate social responsibility, we support non-profit organizations through Private Social Investment (PSI). This includes direct financial contributions and the use of tax incentive laws, which help us boost economic growth, strengthen our commitment to social development, and invest in promising athletes.

In 2024, we optimized the budgets available for the Sustainability department and expanded the use of tax incentive laws. This strategy allowed for a significant increase in our PSI compared to the previous year, strengthening our support for various social projects.

We invested over R\$ 5.7 million in social initiatives through incentive laws, directly and indirectly impacting more than 1.1 million individuals.

During the same period, our own contributions reached R\$ 1.6 million, directly benefiting over 14,000 people and indirectly benefiting 50,000 people.

Transparency

In total, more than R\$7.3 million were contributed, including:

- R\$3.7 million linked to the culture incentive law;
- R\$2 million linked to the sports incentive law;
- R\$1.6 million via direct funding.

Food collection at Nômade Festival for victims in Rio Grande do Sul.



CHAPTER 10

Environmental management

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MATERIAL
THEMES



*Augusto
Bascchera
(Sustainability
analyst).*



How we manage

GRI 3-3 Climate Change | ODPV-2

Even though our operation is mostly digital and has a low environmental impact, we're committed to actively working to prevent and lessen any impacts, making our operation more and more eco-friendly.

This commitment is formalized within our **Sustainability Policy**, which establishes guidelines for environmental management, encompassing initiatives for the efficient utilization of natural resources and the reduction and neutralization of Greenhouse Gas (GHG) emissions.

To advance this purpose, we have adopted an approach that integrates technology, sustainability, and innovation, promoting digital transformation projects within the business.



Highlights of our environmental management



Sustainability Policy, guiding actions;



Commitment to the Carbon Neutral project, in neutralizing GHG emissions;



93% of GTOs are digital, contributing to the reduction of paper use;



Reporting of our emissions inventory to the Brazilian GHG Protocol Program, with a Silver seal rating;



We maintained the B- rating in the CDP, demonstrating that the Company carries out coordinated actions on climate issues.

Climate change

GRI 201-2 | SASB HC-MC-450a.1 | TCFD Strategy 1, 2 and 3 | Risk management 1, 2 e 3 | Metrics and goals 1 and 3

The progression of climate change poses significant challenges to both the global economy and public health, including oral health. Pollution, changes in water and air quality, and shifts in dietary patterns directly influence oral and systemic diseases. Consequently, we believe that monitoring climate risks and implementing mitigation measures are essential to ensure the resilience of operations and society as a whole.

In light of this context, we closely monitor the challenges and opportunities presented by the transition to a low-carbon economy, analyzing the regulatory, reputational, and market impacts that may influence the sector. To ensure resilience and adaptation to evolving climate demands, we have structured our socio-environmental risk management, focusing on three principal areas:

- **Physical risks:** extreme weather events, such as floods and storms, can impact the physical structure of offices, electricity and water availability, and even the accessibility of employees and beneficiaries to dental services.
- **Regulatory risks:** the evolution of environmental policies, such as carbon pricing and taxation of GHG emissions, may require adaptations to the business model. To mitigate this impact, Odontoprev monitors regulations and neutralizes its emissions through the acquisition of carbon credits.
- **Transition risks:** changes in the economic and regulatory landscape necessitate continuous adaptation, owing to their influence on internal processes and the company's market competitiveness.

Although climate risks are not yet fully mapped across a structured temporal scale (short, medium, and long term), we have identified that, in the short term, the primary challenges lie in physical risks. In the medium and long term, however, the impacts may encompass changes in oral health patterns, economic fluctuations, and regulatory adaptations.

In 2025, we will advance in the management of these risks by revising our Risk Dictionary to detail climate-related risks and expand governance on the subject. We will also begin to include climate impacts in the strategic reports presented to the Audit committee and the Board of Directors, reinforcing transparency and alignment with evolving regulatory and market demands.

To further strengthen this commitment, we are developing methodologies aligned with the guidelines of IFRS S1 and S2, with the objective of monitoring and presenting short, medium, and long-term targets in future reports.

Monitoring

GRI 305-1 | 305-2 | 305-3 | TCFD Metas e métricas 2

Since 2021, we have been the first health operator to undertake the public commitment of annually neutralizing 100% of our GHG emissions through the Carbon Neutral project. This initiative has already enabled the offset of all historical emissions of the Company since its inception in 1987, totaling 20,932 tonnes of CO₂.

In addition to offsetting, we have monitored our GHG emissions since 2008, including Scopes 1, 2, and 3*. Annually, we report these data to the Brazilian GHG Protocol Program (PBGHG) and the CDP, reinforcing our commitment to the efficient management of corporate emissions.

Scope 1 emissions showed a reduction in 2024, a reflection of the decreased diesel consumption by generators, which are activated solely in instances of power outage. The increase in Scope 2 emissions in 2024 is attributed to the inclusion of the Papaiz business units within our Greenhouse Gas (GHG) inventory. Notwithstanding this, Odontoprev acquired I-RECs (International Renewable Energy Certificates) for all of its units, thus ensuring the neutralization of 100% of its Scope 2 emissions.



GHG Inventory Protocol

We have been awarded the silver seal by the Brazilian GHG Protocol Program, which certifies complete greenhouse gas inventories. The Program is developed by the Center for Sustainability Studies at Fundação Getúlio Vargas, with the objective of engaging companies in the publication of inventories in the Public Emissions Registry.

Emissions (tCO₂e)*

	2024***	2023	2022	2021
Total emissions (Scope 1)	4.48	11.27	-	8.60
Total emissions (Scope 2)	100.23	42.19	5.80	91.00
Total emissions (Scope 3)	508.02	318.32	251.50	218.70
Total**	612.73	371.78	257.30	318.30

**The approach employed for the consolidation of emissions is based on operational control, encompassing all companies controlled by Odontoprev S.A. The inventoried gases include CO₂, CH₄, and N₂O.*
*** This year, biogenic emissions have been reported separately from the total emissions, and their data are presented in the Annexes section (page 134). Due to its relation to the natural carbon cycle, this volume does not generate an impact on the concentration of greenhouse gases (GHG) in the atmosphere.*
****The GHG emission data disclosed in the quarterly Investor Relations (IR) reports are subject to minor variations arising from updates in formulas, calculations, and emission factors established by the Brazilian GHG Protocol Program.*

Energy consumption

GRI 302-1

Electricity consumption at Odontoprev is primarily concentrated in the offices of its business units, where it is utilized to power the corporate and technological infrastructure. As part of our commitment to sustainability and energy efficiency, we have adopted measures to ensure a more eco-efficient operation with a reduced environmental impact.

Since 2022, we have acquired Renewable Energy Certificates (I-RECs), ensuring that 100% of the electricity consumed across our business units originates from renewable sources, such as solar power. In 2023, we further advanced this commitment by obtaining the Renewable Energy Certificate from ENEL (REC Brazil), reinforcing our dedication to reducing our carbon footprint and the responsible utilization of natural resources.

In addition to the adoption of energy derived from renewable sources, we conduct monthly monitoring of environmental indicators, tracking the consumption of energy (as per the table below), water, and waste generation — detailed on [page 134](#).

Energy consumption within the organization (GJ)*

	2024	2023	2022
Non-renewable fuels	6,835.39	151.13	-
Diesel	69.12	151.13	-
Gasoline	514.98	-	-
Natural gas (LPG)	-	-	-
Jet fuel	6,251.29	-	-
Electricity consumption	6,766.34	4,098.82	384.97
Concessionaire	6,766.34	4,098.82	384.97
Total energy consumption	13,601.73	4,249.95	384.97

**The consumption of non-renewable fuel refers to the use of diesel for the powering of the matrix generators in Barueri (SP), which are activated in instances of power outages. This consumption is reported monthly by the condominium and proportionally allocated based on the occupancy of the three floors used by the Company. It also includes the consumption of jet fuel in business travel and gasoline used in freight services and corporate transportation. Conversely, the consumption of electrical energy encompasses its utilization within Odontoprev's offices and business units.*



Clean waves on the road expedition

In 2023, we completed the Clean waves on the road expedition, a pioneering initiative carried out in partnership with Sea Shepherd Brazil, a non-profit marine conservation organization. The project traversed more than 7,000 km of the Brazilian coast, covering 201 municipalities and 306 beaches, from Chuí (RS) to Oiapoque (AP), with the aim of scientifically mapping the profile of waste found on the coast.

In 2024, we launched the report detailing the findings of the unprecedented research conducted during the expedition, which presents a comprehensive overview of marine pollution in Brazil and its impacts. This study represents the most extensive survey on marine debris ever undertaken in the country and reinforces our commitment to the preservation of ecosystems and the environmental agenda.

Research highlights

- 100% of the beaches analyzed contained plastic waste;
- 97% of the beaches exhibited the presence of microplastics;
- 91% of the waste encountered consisted of plastics, with 61% being disposable items;



Clean-up effort with Odontoprev volunteers in Salvador (BA), as part of the Ondas limpas na estrada (Clean waves on the road) project.

- Cigarette butts constituted the majority of the macro-debris collected.

The research adhered to a methodology established by UNEP (United Nations Environment Programme), employing laboratory analyses to ascertain the origin of the microplastics. A total of 16,000 microplastic fragments and 72,000 macro-debris items were analyzed.

The data was also categorized within an interactive digital platform, enabling the public to explore pollution levels by beach, city, and state, facilitating the analysis and visualization of the information.

[Access here.](#)

Odontoprev in SP Ocean Week

Odontoprev participated in SP Ocean Week, highlighting its sponsorship of the Clean waves on the road expedition. The event underscored the significance of concrete actions for ocean preservation and the necessity of collaboration among corporations, institutions, and civil society.

[Access the report with the research details here: https://seashepherd.org.br/ondas-limpas-na-estrada/](https://seashepherd.org.br/ondas-limpas-na-estrada/)

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*Fernanda
Aparecida dos
Santos (HR
consultant).*



Indicator annex

Company information

GRI 2-2

Subsidiary company	% of subsidiary controlled by the company	Included in indicator monitoring	% of the operation included in the indicators
Odontoprev Serviços	100	Yes	100
Clidec	100	Yes	100
Odontored	100	Yes	100
Brasildental	25 (joint control)	No	0

Participation in associations

GRI 2-28

Odontoprev plays a significant role in a number of associations, in which it is a member of internal committees dedicated to discussing issues relevant to the dental sector:

- Fenasaúde (National Federation of Supplementary Health);
- Sinog (National Union of Enterprises of Dental Group);
- IESS (Institute of Supplementary Health Studies).



Beneficiary profile

GRI 2-6 | SASB HC-MC-000.A

Corporate: over 200 beneficiaries, correspond to 6.36 million clients in our portfolio;

SME: between three and 199 beneficiaries, representing 1.61 million clients in our portfolio;

Individual: monthly and annual plans marketed to individuals, represent 957 thousand clients in our portfolio.

Beneficiary history, by brand segment

	2024	% Brand in segment	2023	% Brand in segment	2022	% Brand in segment
Corporate	6,358,620	100%	6,107,844	100%	5,888,572	100%
Bradesco Dental	2,852,631	45%	2,699,292	44%	2,546,508	43%
Brasildental	353,763	6%	356,979	6%	362,494	6%
Others*	3,152,226	50%	3,051,573	50%	2,979,570	51%
SME	1,608,504	100%	1,551,266	100%	1,400,272	100%
Bradesco Dental	1,290,562	80%	1,153,307	74%	1,058,184	76%
Brasildental	46,454	3%	50,812	3%	56,103	4%
Others*	271,488	17%	347,147	22%	285,985	20%
Individual Plans	957,145	100%	958,783	100%	1,029,120	100%
Bradesco Dental	427,105	45%	433,807	45%	445,268	43%
Brasildental	60,298	6%	56,517	6%	66,066	6%
Others*	469,742	49%	468,459	49%	517,786	50%
Total	8,924,269	100%	8,617,893	100%	8,317,964	100%
Bradesco Dental	4,570,298	51%	4,286,406	50%	4,049,960	49%
Brasildental	460,515	5%	464,308	5%	484,663	6%
Others*	3,893,456	44%	3,867,179	45%	3,783,341	45%

*Includes, in corporate and SME, Odontoprev, Odonto System and Mogidonto. Individual plans also include retail channels.

Economic value generated and distributed

GRI 201-1

Economic value (R\$ thousand)

	2024	2023	2022
Direct economic value generated	2,264,465	2,142,695	1,960,117
Revenues	2,264,465	2,142,695	1,960,117
Distributed economic value	1,179,085	1,167,197	966,183
Personnel and charges (employee wages and benefits)	241,976	232,681	193,922
Taxes, fees, and contributions (government payments)	380,652	383,846	304,155
Compensation of third-party capital	22,876	13,920	16,745
Compensation of own capital	533,581	536,750	451,361
Retained economic value	1,085,380	975,498	993,934

Employees

GRI 2-7

Employees, by employment contract

	2024			2023			2022		
	Men	Women	Total*	Men	Women	Total	Men	Women	Total
Permanent	495	1,333	1,828	515	1,318	1,833	472	1,162	1,634
Temporary**	17	58	75	22	51	73	59	33	92
Contracts with no minimum hours	0	0	0	0	0	0	0	0	0
Total	512	1,391	1,903	537	1,369	1,906	531	1,195	1,726

Employees, by employment contract and region

	2024				2023				2022			
	Permanent	Temporary	With no minimum hours	Total	Permanent	Temporary	With no minimum hours	Total	Permanent	Temporary	With no minimum hours	Total
North	9	0	0	9	16	0	0	16	5	0	0	5
Northast	447	22	0	469	416	18	0	434	464	28	0	492
Midwest	2	0	0	2	9	0	0	9	2	0	0	2
Southeast	1,262	53	0	1,315	1,298	54	0	1,352	1,068	63	0	1,131
South	16	0	0	16	27	1	0	28	33	1	0	34
Mexico	92	0	0	92	67	0	0	67	62	0	0	62
Total	1,828	75	0	1,903	1,833	73	0	1,906	1,634	92	0	1,726

*The total number of employees reported does not include BB Dental employees, advisors or contracts managed by third parties. ** For the temporary category, only apprentices and interns are considered, excluding outsourced workers.

Employees, by employment contract

	2024			2023			2022		
	Men	Women	Total*	Men	Women	Total	Men	Women	Total
Full-time*	433	1,045	1,478	401	886	1,287	385	759	1,144
Part time	79	346	425	136	483	619	120	462	582
Total	512	1,391	1,903	537	1,369	1,906	505	1,221	1,726

Employees, by employment contract and region

	2024			2023		
	Full-time	Part time	Total	Full-time	Part time	Total
North	7	2	9	14	2	16
Northast	333	136	469	276	158	434
Midwest	0	2	2	6	3	9
Southeast	1,034	281	1,315	912	440	1,352
South	12	4	16	12	16	28
Mexico	92	0	92	67	0	67
Total	1,478	425	1,903	1,287	619	1,906

*Jobs classified as "full-time" correspond to those with a workload of more than 200 hours per month.

Hiring

	2024		2023		2022	
	Total	%	Total	%	Total	%
Men	144	24%	127	27%	260	63%
Women	445	76%	352	73%	154	37%
Total	589	100%	479	100%	414	100%
Up to 30 years old	324	55%	259	54%	204	49%
From 30 to 50 years old	240	41%	204	43%	196	47%
More than 50 years old	25	4%	16	3%	14	3.4%
Total	589	100%	479	100%	414	100%
North	5	0,8%	2	0,4%	1	0.2%
Northast	101	17%	130	27%	111	27%
Midwest	1	0,2%	1	0,2%	0	0%
Southeast	426	72%	318	66%	293	71%
South	2	0,3%	7	1%	9	2.2%
Mexico	54	9%	21	4%	0	0%
Total	589	100%	479	100%	414	100%

GRI 401-1

Termination

	2024		2023		2022	
	Total	%	Total	%	Total	%
Men	166	28%	288	73%	168	35%
Women	423	72%	109	27%	307	65%
Total	589	100%	397	100%	475	100%
Up to 30 years old	252	43%	147	37%	207	44%
From 30 to 50 years old	290	49%	219	55%	250	53%
More than 50 years old	47	8%	31	8%	18	3.8%
Total	589	100%	397	100%	475	100%
North	8	1%	2	1%	2	0,4%
Northast	129	22%	129	32%	136	29%
Midwest	1	0.2%	0	0%	0	0%
Southeast	420	71%	247	62%	316	67%
South	2	0.3%	4	1%	6	1.3%
Mexico	29	5%	15	4%	15	3.2%
Total	589	100%	397	100%	475	100%

Hiring and turnover in 2024*

	Hires		Turnover	
	Total	%	Total	%
Men	144	28%	166	32%
Women	445	32%	423	30%
Total	589	31%	589	31%
Up to 30 years old	324	58%	252	45%
From 30 to 50 years old	240	21%	290	26%
More than 50 years old	25	11%	47	21%
Total	589	31%	589	31%
North	5	56%	8	89%
Northast	101	22%	129	28%
Midwest	1	50%	1	50%
Southeast	426	32%	420	32%
South	2	13%	2	13%
Mexico	54	59%	29	32%
Total	589	31%	589	31%

*Hiring and turnover rates calculated considering the total number of hires or terminations in the category/total number of employees at the end of the year in the category.

Turnover, by functional category

	Total	%
Executive Officers*	2	33%
Management/ Superintendence	11	13%
Supervisory	11	10%
Administrative	123	19%
Operational	362	36%
Apprentice/Intern	80	107%

*Considers statutory and non-statutory officers.

Diversity of employees, by gender

	2024			2023			2022		
	Men	Women	Total*	Men	Women	Total	Men	Women	Total
Executive Officers*	6	1	7	7	1	8	7	1	8
Management/Superintendence	46	38	84	49	38	87	48	37	85
Supervisory	29	76	105	24	68	92	27	57	84
Administrative	214	420	634	217	424	641	206	402	608
Operational	200	798	998	218	787	1,005	184	665	849
Apprentice/Intern	17	58	75	22	51	73	33	59	92
Total	512	1,391	1,903	537	1,369	1,906	505	1,221	1,726

Diversity of employees, by age group

	2024			2023			2022		
	Up to 30 years old	From 30 to 50 years old	More than 50 years old	Up to 30 years old	From 30 to 50 years old	More than 50 years old	Up to 30 years old	From 30 to 50 years old	More than 50 years old
Executive Officers*	0	3	4	0	2	6	0	2	6
Management/Superintendence	0	60	24	0	58	29	1	58	26
Supervisory	7	78	20	6	70	16	7	65	12
Administrative	128	417	89	128	425	88	121	408	79
Operational	351	564	83	354	578	73	283	501	65
Apprentice/Intern	71	3	1	73	0	0	89	3	0
Total	557	1,125	221	561	1,133	212	501	1,037	188

*Considers statutory and non-statutory officers.

GRI 405-1

Diversity of employees, by race*

	2024	2023	2022
White	1,001	1,020	947
Black	149	134	111
Brown	616	632	581
Indigenous	3	3	2
Asian	25	17	11
Not declared	109	100	74
Total	1,903	1,906	1,726

*Self-declared data.

Diversity of employees, by functional category

	White	Black	Brown	Indigenous	Asian	Not declared
Executive officers**	6	0	1	0	0	0
Management/Superintendence	57	2	11	0	3	11
Supervisory	72	4	23	0	1	5
Administrative	397	19	161	2	15	40
Operational	434	113	391	1	6	53
Apprentice/Intern	35	11	29	0	0	0
Total	1,001	149	616	3	25	109

**Considers statutory and non-statutory officers.

GRI 205-2

Communication on anti-corruption policies and procedures

	2024		2023		2022	
Functional Category	Communicated	Trained	Communicated	Trained	Communicated	Trained
Executive Officers*	7	7	8	8	8	8
	100%	100%	100%	100%	100%	100%
Management/Superintendence	84	74	87	76	85	68
	100%	88%	100%	87%	100%	80%
Supervisory	105	95	92	91	84	81
	100%	90%	100%	99%	100%	96%
Administrative	634	528	641	563	608	432
	100%	83%	100%	88%	100%	71%
Operational	998	729	1,005	815	849	675
	100%	73%	100%	81%	100%	80%
Apprentice/Trainee	75	64	73	58	92	72
	100%	85%	100%	79%	100%	78%
Total	1,903	1,497	1,906	1,611	1,726	1,336
	100%	79%	100%	84%	100%	73%

*Considers statutory and non-statutory.

GRI 405-2

Ratio of base salary and compensation received by women and men by functional category*

Functional Category	2024		2023		2022	
	Base salary	Total compensation	Base salary	Total compensation	Base salary	Total compensation
Management/Superintendence	90%	88%	86%	86%	83%	86%
Supervisory	88%	92%	82%	92%	83%	91%
Administrative	79%	82%	78%	93%	81%	95%
Operational	90%	92%	96%	108%	95%	105%

**The premises have been unified for comparative purposes. Considers only employees hired or transferred from companies incorporated over a year ago, does not consider terminations. It does not take into account apprentices, trainees or those on retirement. Compensation considers actual amounts paid in fixed compensation, benefits and Profit Sharing Program (PPR), target amounts for Long Term Incentives (ILP). Moreover, since there is only one director in the "Statutory" category, we felt it would be sensible to present the salary ratio for this category.*

GRI 401-3

Maternity leave

Employees who took parental leave	38
Employees expected to return to work after the end of their leave	41
Employees who returned to work after the end of their leave	41
Return rate	100%
Employees who returned to work after their leave ended in the previous year	37
Employees who this year completed 12 months of returning to work after the end of their leave	28
Retention rate	76%

Governance bodies

GRI 2-4 | 405-1

Diversity of governance bodies by gender, age and race/color*

	2024				2023				2022			
	Board of Directors	%	Executive Officers	%	Board of Directors	%	Executive Officers**	%	Board of Directors	%	Executive Officers**	%
Men	7	87.5%	5	83%	7	87.5%	6	86%	7	87.5%	6	86%
Women	1	12.5%	1	17%	1	12.5%	1	14%	1	12.5%	1	14%
Total	8	100%	6	100%	8	100%	7	100%	8	100%	7	100%
Up to 30 years old	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
From 30 to 50 years old	1	12.5%	1	17%	1	12.5%	1	14%	1	12.5%	1	14%
More than 50 years old	7	87.5%	5	83%	7	87.5%	6	86%	7	87.5%	6	86%
Total	8	100%	6	100%	8	100%	7	100%	8	100%	7	100%
White	7	87.5%	5	83%	7	87.5%	6	86%	7	87.5%	6	86%
Black	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Brown	0	0%	1	17%	0	0%	1	14%	0	0%	1	14%
Indigenous	0	0%	0	0%	0	0%	0	0%	0	0%	0	0%
Asian	1	12.5%	0	0%	1	12.5%	0	0%	1	12.5%	0	0%
Total	8	100%	6	100%	8	100%	7	100%	8	100%	7	100%

* For the Board of Directors, only effective members were considered. For the Executive Officers, only Statutory Officers were considered. **GRI 2-4. Data has been corrected and adjusted, taking into account the composition of the statutory board of directors.

GRI 405-1

Diversity of governance bodies by gender, age and race/color*

	2024					
	Fiscal Council	%	Audit committee	%	People management committee	%
Men	3	100%	3	100%	2	67%
Women	0	0%	0	0%	1	33%
Total	3	100%	3	100%	3	100%
Up to 30 years old	0	0%	0	0%	0	0%
From 30 to 50 years old	0	0%	0	0%	0	0%
More than 50 years old	3	100%	3	100%	3	100%
Total	3	100%	3	100%	3	100%
White	3	100%	2	67%	3	100%
Black	0	0%	0	0%	0	0%
Brown	0	0%	0	0%	0	0%
Indigenous	0	0%	0	0%	0	0%
Asian	0	0%	1	33%	0	0%
Total	3	100%	3	100%	3	100%

*Only effective members were considered.

Competencies of the Board of Directors*

Members	Competencies									
	Sustainability	Climate Change	Corporate Governance	People Management and Diversity	Risk Management	Health Sector	Accounting and Finance	Strategy	Innovation	Technology and Digital Transformation
Luiz Carlos Trabuco Cappi			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>			
Manoel Antonio Peres	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Octavio de Lazari Junior	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>		
Ivan Luiz Gontijo Júnior	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Samuel Monteiro dos Santos Junior	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Thais Jorge de Oliveira e Silva	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Cesar Suaki dos Santos	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Murilo Cesar Lemos dos Santos Passos	<input checked="" type="checkbox"/>		<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>
Total	7	5	8	8	6	6	8	7	6	6

*Only effective members were considered.

Environmental

GRI 303-5

Water consumption

The reported water consumption refers exclusively to the Odontoprev matrix, which is supplied by Sabesp and by water trucks.

Consumption monitoring is conducted by the condominium management company, which calculates the total volume utilized within the building and performs a proportional allocation among the floors.

Water consumption (mL)

	2024	2023	2022
Total water consumed in all areas	2.39	3.11	2.01
Total water consumed in water-stressed areas	0	0	0
Total	2.39	3.11	2.01

Waste management

GRI 306-3

Odontoprev monitors waste generation based on data from the condominium where its headquarters are located. The calculation is made through a proportional allocation, considering the number of floors occupied by the Company.

The historical series indicates that, with the return to in-person work following the period of 100% remote work during the pandemic, the Company’s waste generation increased, but has stabilized over the past two years.

Waste generated (ton)

Non-hazardous waste	2024	2023	2022
Paper	0.16	1.34	1.54
Plastic	0.01	0.10	0.12
Aluminum/Metal	0.004	0.03	0.03
Glass	0.002	0.02	0.01
Organic	24.03	22.84	10.76
Total	24.21	24.32	12.46

Emissions

GRI 305-1 | 305-2 | 305-3

Emissions (tCO₂e)*

	2024	2023	2022
Biogenic emissions (Scope 1)	0.67	–	–
Biogenic emissions (Scope 3)	10.42	13.30	9.70
Total	11.09	13.30	9.70

**Inventoried gases include CO₂, CH₄ and N₂O. **Scope 3 biogenic emissions include waste generated in operations, transportation and distribution (upstream) and business travel.*

GRI Index

Indicators

Page/Direct answer

Universal Standards

General Disclosures

The organization and its reporting practices

2-1	Organizational details	Pages 8 and 146.
2-2	Entities included in the organization's sustainability reporting	Page 119.
2-3	Reporting period, frequency and contact point	Page 5.
2-4	Restatements of information	Page 131.
2-5	External assurance	No external assurance.

Activities and workers

2-6	Activities, value chain and other business relationships	Pages 8, 59, 80 and 120.
2-7	Employees	Pages 122 and 123.
2-8	Workers who are not employees	Odontoprev has a total of 41 outsourced workers, 34 of whom work in the Facilities department and 7 in administrative areas.

Governance

2-9	Governance structure and composition	Pages 26, 29, 31, 35 and 133.
2-10	Nomination and selection of the highest governance body	Page 26.
2-11	Chair of the highest governance body	Pages 29 and 35.
2-12	Role of the highest governance body in overseeing the management of impacts	Pages 20 and 22.
2-13	Delegation of responsibility for managing impacts	Page 22.

Indicators		Page/Direct answer
2-14	Role of the highest governance body in sustainability reporting	Page 22.
2-15	Conflicts of interest	Page 34.
2-16	Communication of critical concerns	Pages 26, 30 and 38.
2-17	Collective knowledge of the highest governance body	At the Board of Directors meetings, ESG topics are discussed based on updates to ESG report notes and ratings. By doing so, we raise awareness of relevant issues to be considered in future strategic decisions.
2-18	Performance evaluation of the highest governance body	Page 30.
2-19	Remuneration policies	Page 33.
2-20	Process to determine remuneration	Page 33.
2-21	Annual total compensation ratio	In 2024, the highest paid individual in the Company received 30 times the average of the rest of the employees (does not consider new hires, apprentices and interns). During the period, the CEO was changed, which made it impossible to determine item “b” of the indicator, as the data involve different professionals and, therefore, are not comparable.
Strategy, policies and practices		
2-22	Statement on sustainable development strategy	Page 3.
2-23	Policy commitments	Pages 22 and 34.
2-24	Embedding policy commitments	Pages 34, 38 and 80.
2-25	Processes to remediate negative impacts	Pages 36, 66 and 67.
2-26	Mechanisms for seeking advice and raising concerns	Page 36.
2-27	Compliance with laws and regulations	We had no cases of non-compliance with laws and regulations in 2024.
2-28	Participation in associations	Page 119.

Indicators		Page/Direct answer
Stakeholder engagement		
2-29	Approach to stakeholder engagement	Pages 42, 70, 72 and 80.
2-30	Collective bargaining agreements	All our employees are covered by collective bargaining agreements.
Material topics		
3-1	Process to determine material topics	Page 23.
3-2	List of material topics	Page 23.
3-3	Management of material topics: Access to quality dentistry	Pages 8 and 59.
	Management of material topics: Safety and quality of dental care	Pages 73 and 78.
	Management of material topics: Ethics, integrity and compliance	Pages 34 and 35.
	Management of material topics: Technology and innovation	Pages 48 and 52.
	Management of material topics: Data Privacy and Security	Page 40.
	Management of material topics: Customer relationship	Pages 59, 64 and 67.
	Management of material topics: Accredited network relationship	Pages 72 and 73.
	Management of material topics: Diversity and inclusion in the workplace	Page 96.
	Management of material topics: Employee development	Page 88.
	Management of material topics: Employee health, safety and well-being	Page 93.
	Management of material topics: Impact on communities	Page 101.
	Management of material topics: Climate changes	Pages 113 and 114.

Indicators		Page/Direct answer
Material theme: Ethics, integrity and compliance		
Anti-corruption		
205-1	Operations assessed for corruption-related risks	In 2024, 100% of Odontoprev's payment operations were monitored for corruption and money laundering risks through Compliance processes, with no significant risks identified.
205-2	Communication about anti-corruption policies and procedures	Page 129.
205-3	Confirmed incidents of corruption and actions taken	In 2024, we recorded no cases of corruption.
Material theme: Employee development		
Employment		
401-1	New hires and employee turnover	Pages 124, 125 and 126.
Training and education		
404-1	Average hours of training per year per employee	Page 88.
404-2	Employee skill enhancement and career transition assistance programs	Page 88.
404-3	Percentage of employees receiving regular performance and career development reviews	Page 91.
Material theme: Diversity and inclusion in the workplace		
Diversity and equal opportunity		
405-1	Diversity of governance bodies and employees	Pages 26, 29, 31, 127, 128, 131 and 132.
405-2	Ratio of base salary and compensation of women to men	Page 130.

Indicators		Page/Direct answer
Non-discrimination		
406-1	Incidents of discrimination and corrective actions taken	During the period, 100% of complaints or claims related to discrimination were investigated and the applicable corrective measures were taken.
Material theme: Safety and quality of dental care		
Customer health and safety		
416-1	Assessment of customer health and safety impacts of product and service categories	In 2024, the Company did not carry out this type of assessment on its products and services
416-2	Incidents of non-compliance concerning the health and safety impacts of products and services	In 2024, we recorded no cases of non-compliance with laws or voluntary codes relating to the impact of our products and services on health and safety.
Material theme: Data privacy and security		
Customer privacy		
418-1	Substantiated complaints concerning breaches of customer privacy and losses of customer data	Page 40.
Material theme: Employee health, safety and well-being		
Occupational health and safety		
403-1	Occupational health and safety management system	Page 93.
403-2	Hazard identification, risk assessment, and incident investigation	Page 93.
403-3	Occupational health services	Page 93.
403-6	Promotion of worker health	Page 93.
403-8	Workers covered by an occupational health and safety management system	All employees, third parties and visitors are covered by the occupational health and safety system, except executive officers, board members and committee members.
403-9	Work-related injuries	In 2024, there were 10 work accidents, 4 of which were on the way to work. The accident rate was 0.47. The calculation considered 4,224,556 hours worked.

Indicators		Page/Direct answer
Material theme: Community impact		
Local Communities		
413-1	Operations with local community engagement, impact assessments, and development programs	Page 106.
Material theme: Climate change		
Economic performance		
201-2	Financial implications and other risks and opportunities due to climate change	Page 114.
Energy		
302-1	Energy consumption within the organization	Page 116.
Emissions		
305-1	Direct (Scope 1) greenhouse gases (GHG) emissions	Pages 115 and 134.
305-2	Indirect (Scope 2) greenhouse gas (GHG) emissions from energy purchases	Pages 115 and 134.
305-3	Other indirect (Scope 3) greenhouse gas (GHG) emissions	Pages 115 and 134.
Additional content		
201-1	Direct economic value generated and distributed	Page 121.
303-5	Water consumption	Page 134.
306-3	Waste generated	Page 134.
401-3	Parental leave	Page 130.

Company indicators

Indicators		Status/Direct answer
Material theme: Technology and innovation		
ODPV-1	% of CAPEX allocated to innovation	Page 46.
ODPV-2	% of digital medical records	Page 113.
Material theme: Accredited network relationship		
ODPV-3	Continuing education programs for the accredited network	Page 78.
ODPV-4	Number of technical visits to the dentist	Page 79.
Material theme: Diversity and inclusion in the workplace		
ODPV-5	Action plan, with a specific deadline and goals, to increase female representation within the Company and in leadership positions	Page 96.
ODPV-6	Action plan, with a specific deadline, to eliminate compensation differences between men and women	Page 96.
ODPV-8	Average age of members of corporate governance bodies	Board of Directors: average age 68 years. Fiscal Council: average age 65 years. Executive Officers: average age 53 years. Audit Committee: average age 58 years. People Management Committee: average age 61 years. Overall average age: 61 years.
ODPV-12	PwD: total number	Page 99.
ODPV-13	PwD: by gender	Page 99.
ODPV-14	PwD: by functional category	Page 99.
Material theme: Employee health, safety and well-being		
ODPV-7	Family support services or subsidies provided by the company	Page 95.
ODPV-15	Occupational disease data	In 2024, Odontoprev had no occurrences of occupational diseases. The data does not include operations in Mexico, third-party employees and psychosocial risk.

Indicators		Status/Direct answer
Material theme: Customer relationship		
ODPV-10	Beneficiary satisfaction rates	Page 67.
ODPV-11	Number of treatments per day	Page 74.
Material theme: Community impact		
ODPV-19	Number of plans donated	Page 101.
ODPV-20	Number of NGOs supported	Page 101.
ODPV-21	Value of Private Social Investment	Pages 101 and 111.
ODPV-22	Number of people directly and indirectly impacted	Pages 101 and 106.
ODPV-23	Number of social actions carried out	Page 101.
Material theme: Employee development		
ODPV-18	Percentage of employees who received training	Page 88.
Additional content		
ODPV-9	Satisfaction and engagement (participation) rates in the Climate Survey	Page 85.
ODPV-16	Employee turnover (with and without call center)	Excluding call center staff: 23.7%. Including call center staff: 57.7%.
ODPV-17	Turnover by functional category	Page 126.

SASB index

Managed care		Status/Direct answer
HC-MC-000.A	Number of enrollees by plan type	Page 120.
HC-MC-230a.1	Description of policies and practices to secure customers' protected health information (PHI) records and other personally identifiable information (PII)	Page 41.
HC-MC-230a.2	(1) Number of data breaches, (2) percentage involving (a) personally identifiable information (PII) only and (b) protected health information (PHI), (3) number of customers affected in each category, (a) PII only and (b) PHI	Page 40.
HC-MC-230a.3	Total amount of monetary losses as a result of legal proceedings associated with data security and privacy	Page 40.
HC-MC-240a.4	Description of policies and practices regarding client access to coverage	Page 59.
HC-MC-250a.2	Beneficiary retention rate for each type of plan	Due to its strategic nature, Odontoprev does not disclose the retention rate by type of plan in detail. In general terms, there is a high retention rate among corporate clients, with cancellations in SME typically associated with the cessation of the company's operations. For individual plans, retention is higher in the banking channel compared to department stores.
HC-MC-250a.3	Percentage of claims denied that were appealed by customers and ultimately reversed	In 2024, we had no cases of reanalysis at the Ombudsman's Office.
HC-MC-250a.4	Plan enrollee grievance rate	In 2024, the Complaint Index (IR) of our plan beneficiaries, excluding BBDental, did not meet the established target for the year, registering 3.48 compared to the target of 3.30.
HC-MC-450a.1	Strategy to address the effects of climate change on business operations and how specific risks presented by changes in the geographic incidence, morbidity, and mortality of illnesses and diseases are incorporated into risk models	Page 114.

TCFD index

Tema	TCFD indicators	Status/Direct answer
Governance	1. Describe how the Board oversees climate change-related risks and opportunities.	Pages 26, 29 and 35.
	2. Describe the Board's role in assessing and managing climate change-related risks and opportunities.	Page 26.
Strategy	1. Risks and opportunities related to climate change that the organization has identified in the short, medium and long term.	Page 114.
	2. Impacts of risks and opportunities related to climate change on the organization's business, strategy and financial planning.	Page 114.
	3. Resilience of the organization's strategy, considering different climate change scenarios, including a scenario of 2°C or less.	Page 114.
Risk management	1. Processes used by the organization to identify and assess climate change-related risks	Page 114.
	2. Processes used by the organization to manage climate change-related risks.	Page 114.
	3. How the processes used by the organization to identify, assess and manage climate change-related risks are integrated into the organization's overall risk management.	Page 114.
Targets and metrics	1. Metrics used by the organization to assess climate change-related risks and opportunities in accordance with its strategy and risk management process.	Page 114.
	2. Scope 1, Scope 2 and, where applicable, Scope 3 greenhouse gas emissions and related risks.	Page 115.
	3. Targets used to manage climate change-related risks and opportunities, and performance against targets.	Page 114.

Priority SDGs map



Ensure healthy lives and promote well-being for all at all ages.

- Sorriso indígena project..... Page 102
- Health promotion..... Page 104



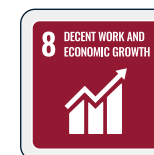
Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

- Continuing education with the accredited network...Page 78
- Employee development programs.....Page 88



Achieve gender equality and empower all women and girls.

- Promote the participation of women in leadership positions.....Page 96
- Valuing diversity with inclusive programs.....Page 99



Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.

- Vida leve programPage 94
- Promote economic development and growth through social support..... Page 101



Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

- Proprietary technology platformPage 49
- ERP project..... Page 51
- Guardians of innovation.....Page 53



Reduce inequality within and among countries.

- Promote access to oral health for vulnerable populations..... Pages 102 and 106



Ensure sustainable consumption and production patterns.

- Promote the efficient use of natural resources, with conscious consumption practices and responsible waste management.....Pages 113 and 134



Take urgent action to combat climate change and its impacts.

- 100% neutralization of greenhouse gas emissions....Page 115



Conserve and sustainably use the oceans, seas and marine resources for sustainable development.

- Clean waves on the road expedition.....Page 117



Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.

- Adherence to the Business Pact for Integrity and Against CorruptionPage 34



Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

- Build strategic alliances with NGOs, the public sector, academia and civil society to expand the reach and impact of social actions Page 101
- Active participation in sector associations ..Page 119

Credits

GRI 2-1

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COORDINATION

Investor Relations
Sustainability

CONSULTING, WRITING, LAYOUT AND TRANSLATION

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