



Corporate Presentation June/2019

New growth cycle and value innovation



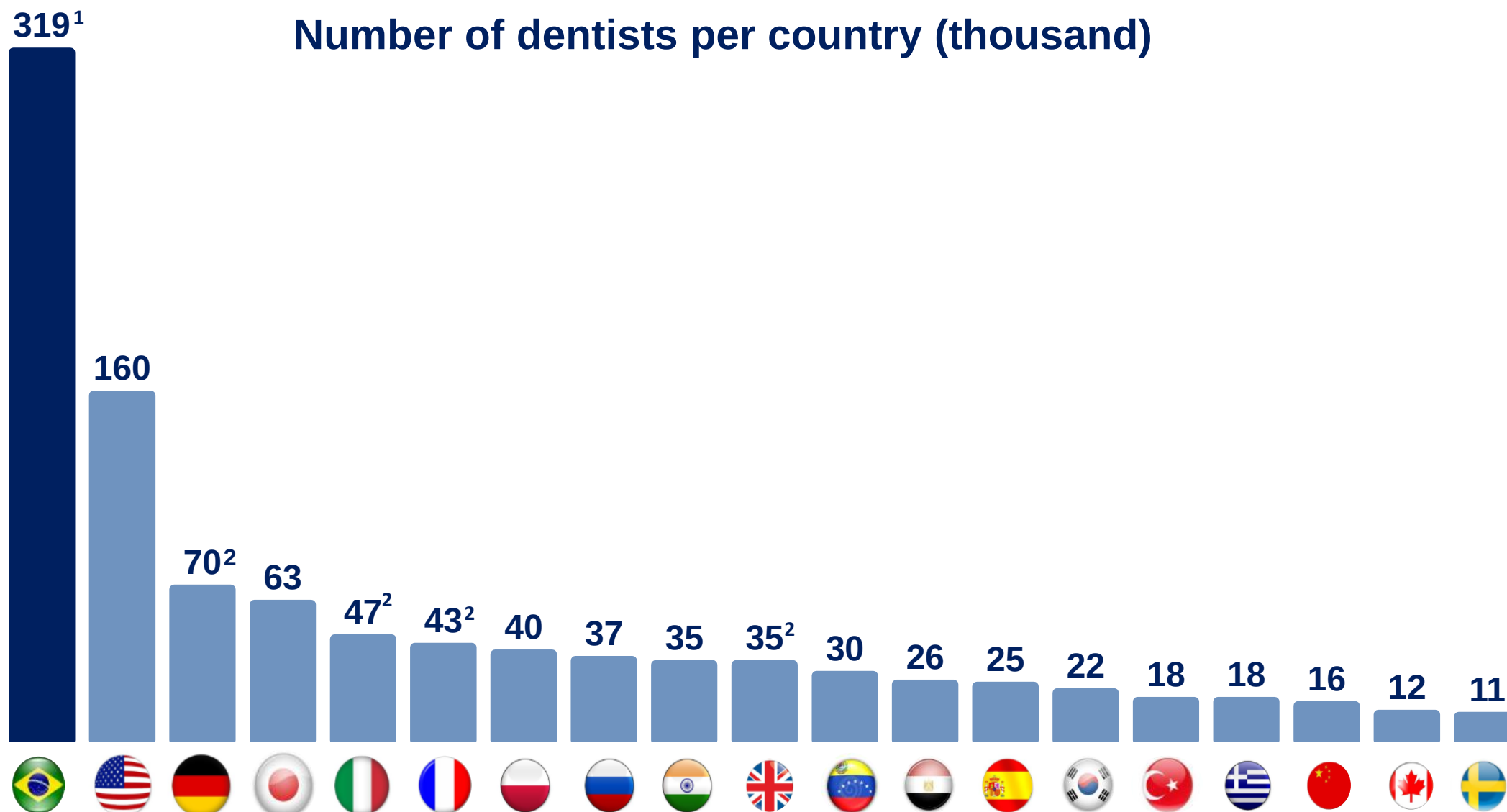
Index

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

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

1

Brazil leads the global ranking of dentists



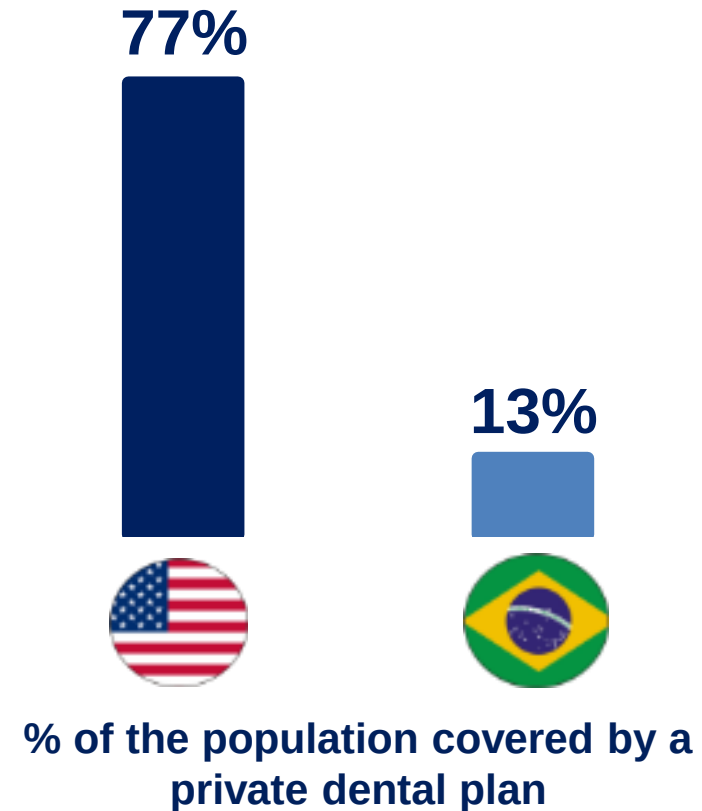
Source: FDI World Dental Federation – The Oral Health Atlas 2009

¹ Federal Council of Dentistry– Brazil (May 2019)

² Eurostat 2015-2016

Brazilian dental benefits opportunity

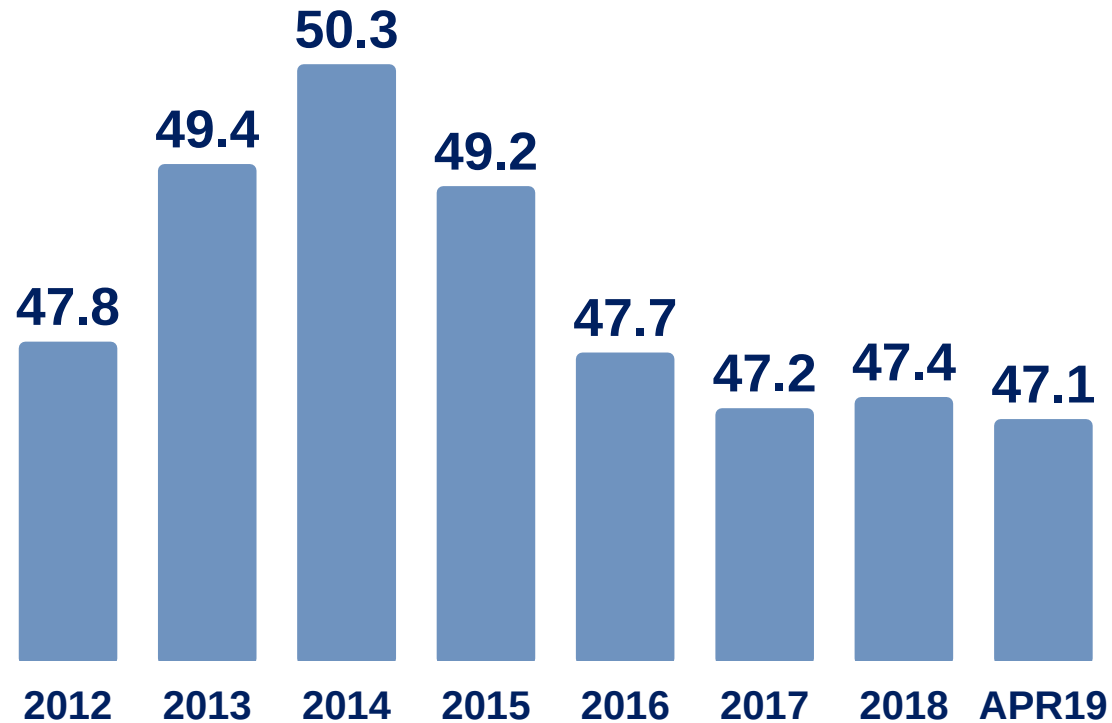
Although the number of dentists in Brazil is second to none in the world, only 13% of brazilians are covered by a private dental plan



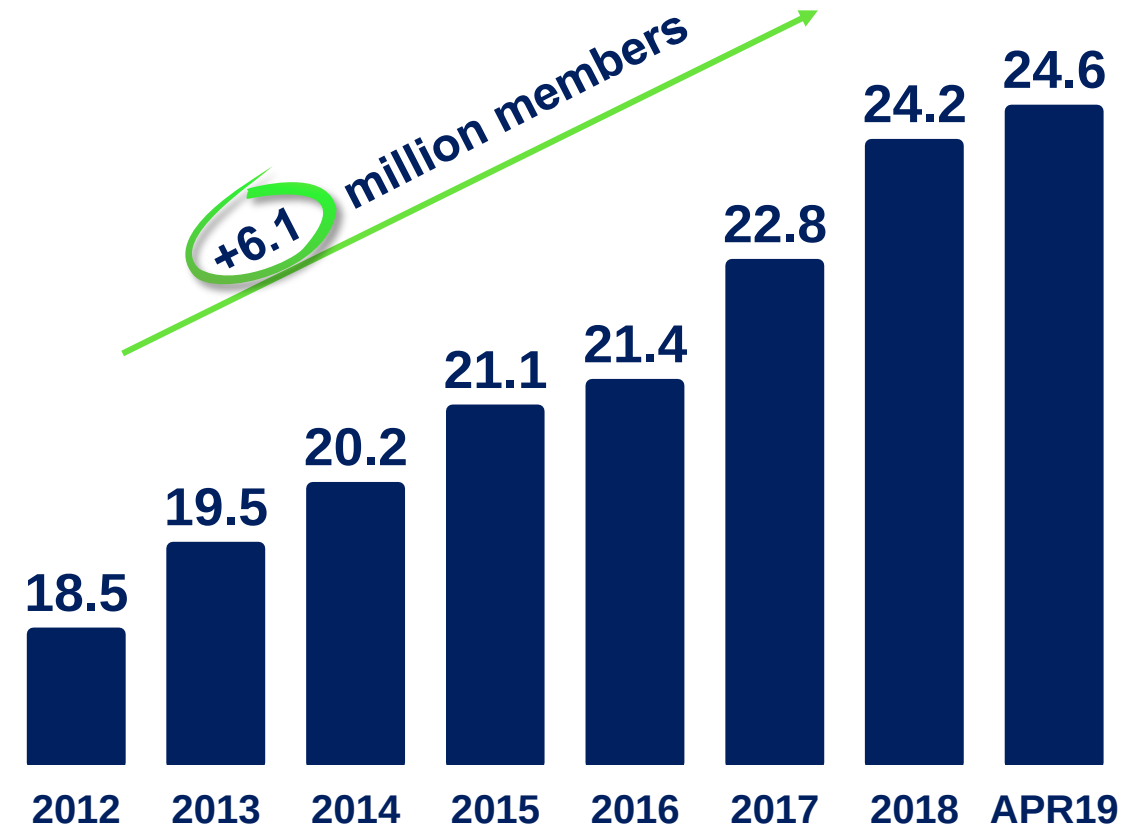
Medical and dental plans membership growth

Million members

Medical plans



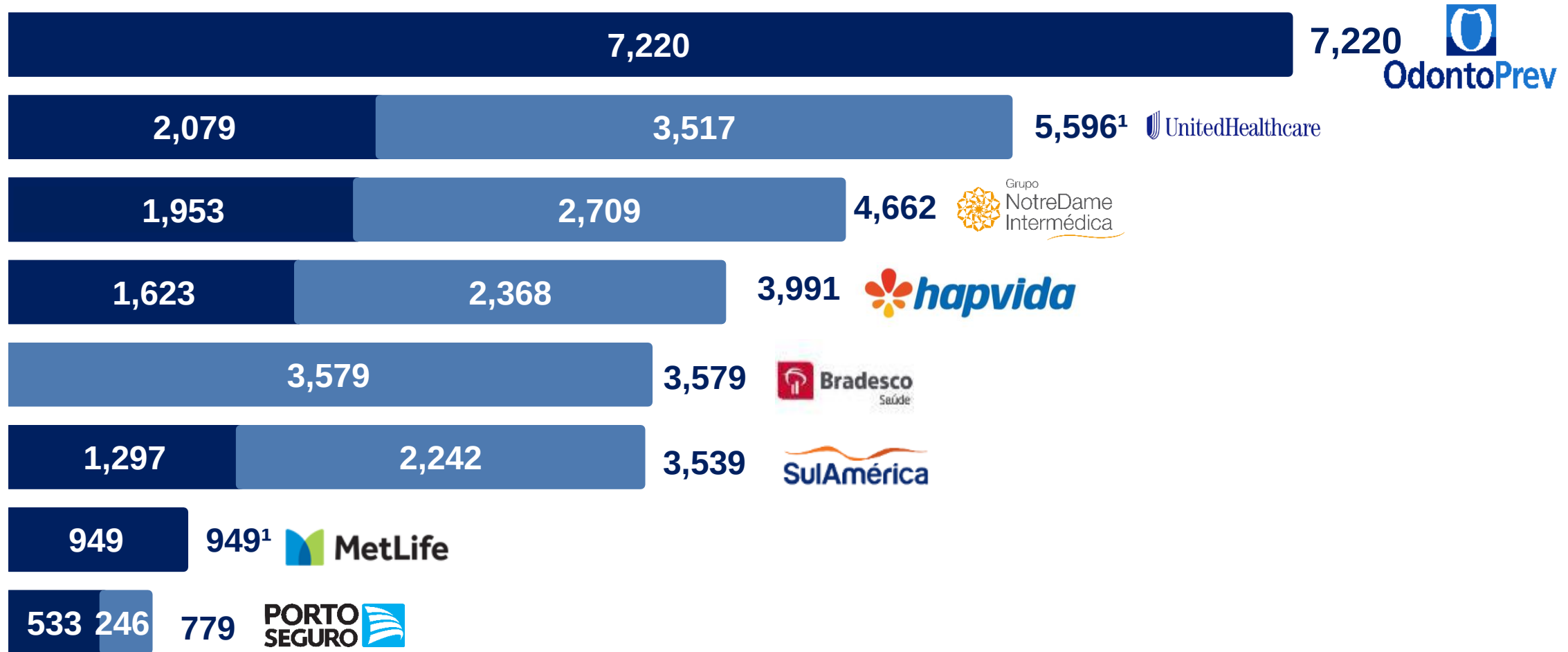
Dental plans



Key healthcare players: OdontoPrev has the largest membership base

Thousand members

1Q19



Source: OdontoPrev.

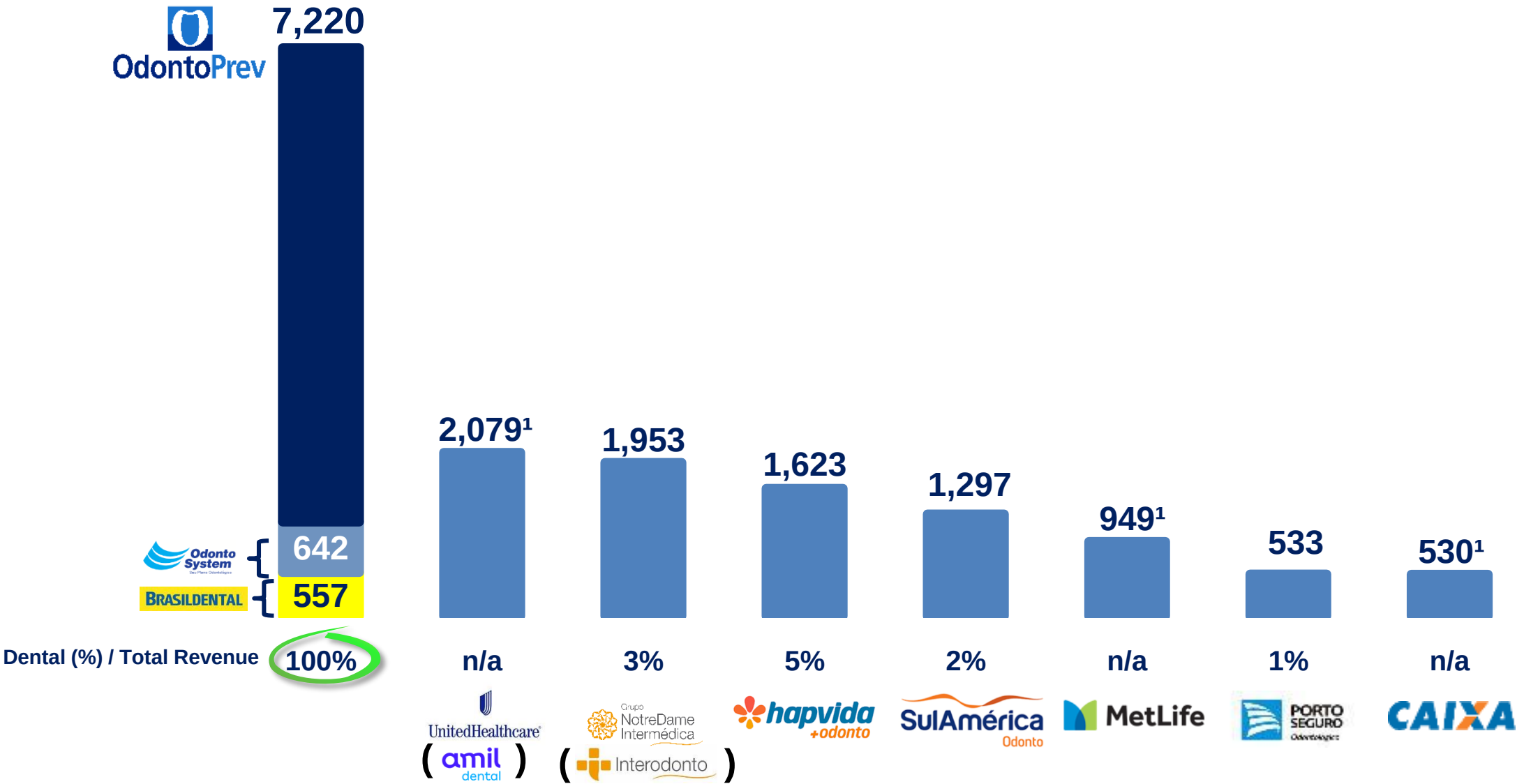
¹ ANS APR19

Dental

Medical

OdontoPrev: dental benefits market leader since 1998

Key players, brazilian dental benefits 1Q19 (thousand members)



Ranking of operators by region

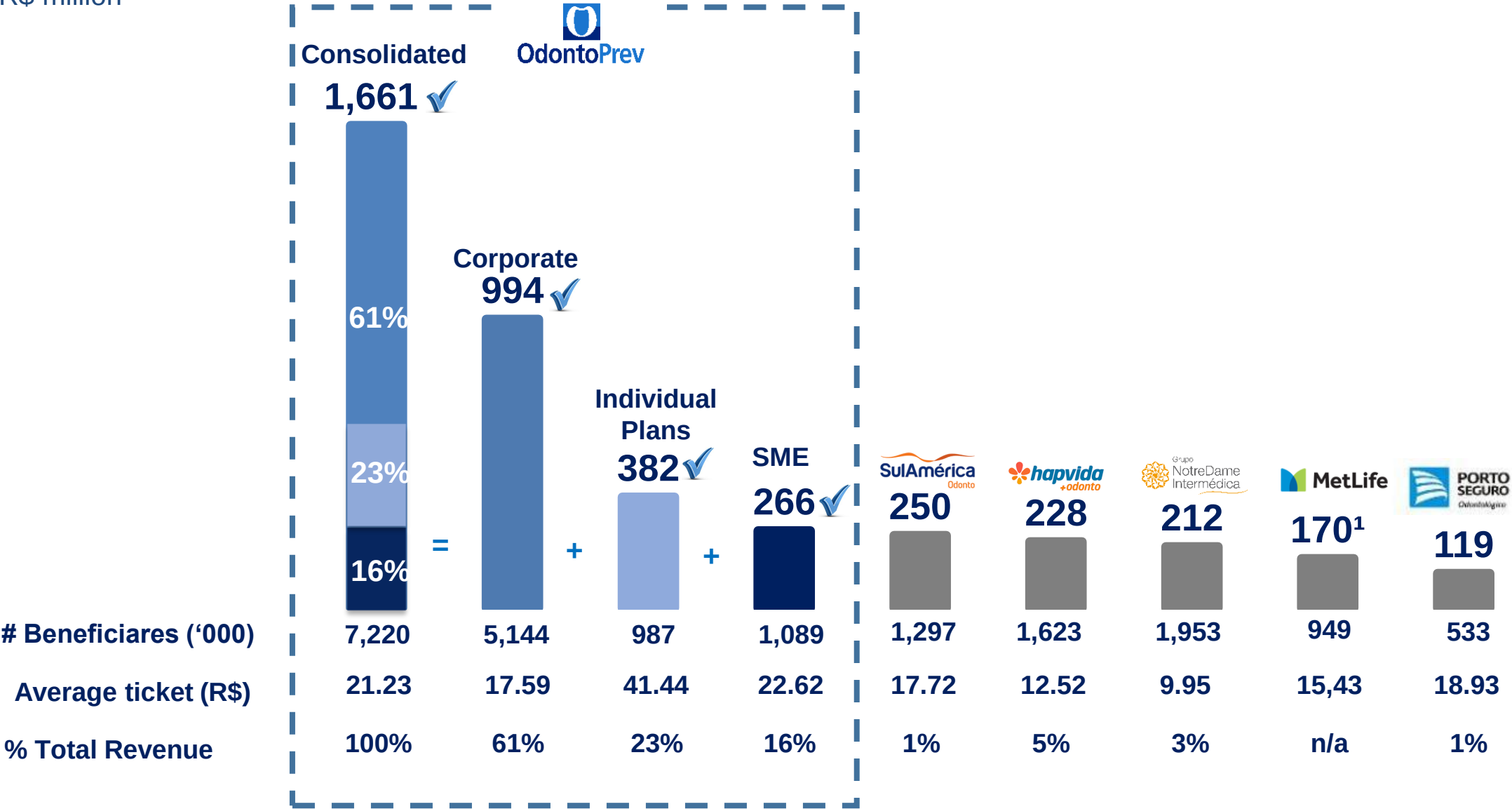
Key players per region, brazilian dental benefits (thousand members)

										
	Members	Ranking	Members	Ranking	Members	Ranking	Members	Ranking	Members	Ranking
Southeast	4,042	1st	1,538	3rd	1,828	2nd	150	18th	933	4th
South	694	1st	120	4th	49	12th	42	13th	160	3rd
Middle-West	524	1st	194	2nd	34	11th	12	14th	66	6th
Northeast	1,610	1st	190	3rd	54	16th	1,248	2nd	157	4th
North	291	1st	33	8th	6	18th	257	2nd	78	6th
Total	7,161	1st	2,075	2nd	1,971	3rd	1,709	4th	1,394	5th

Source: ANS Mar/19

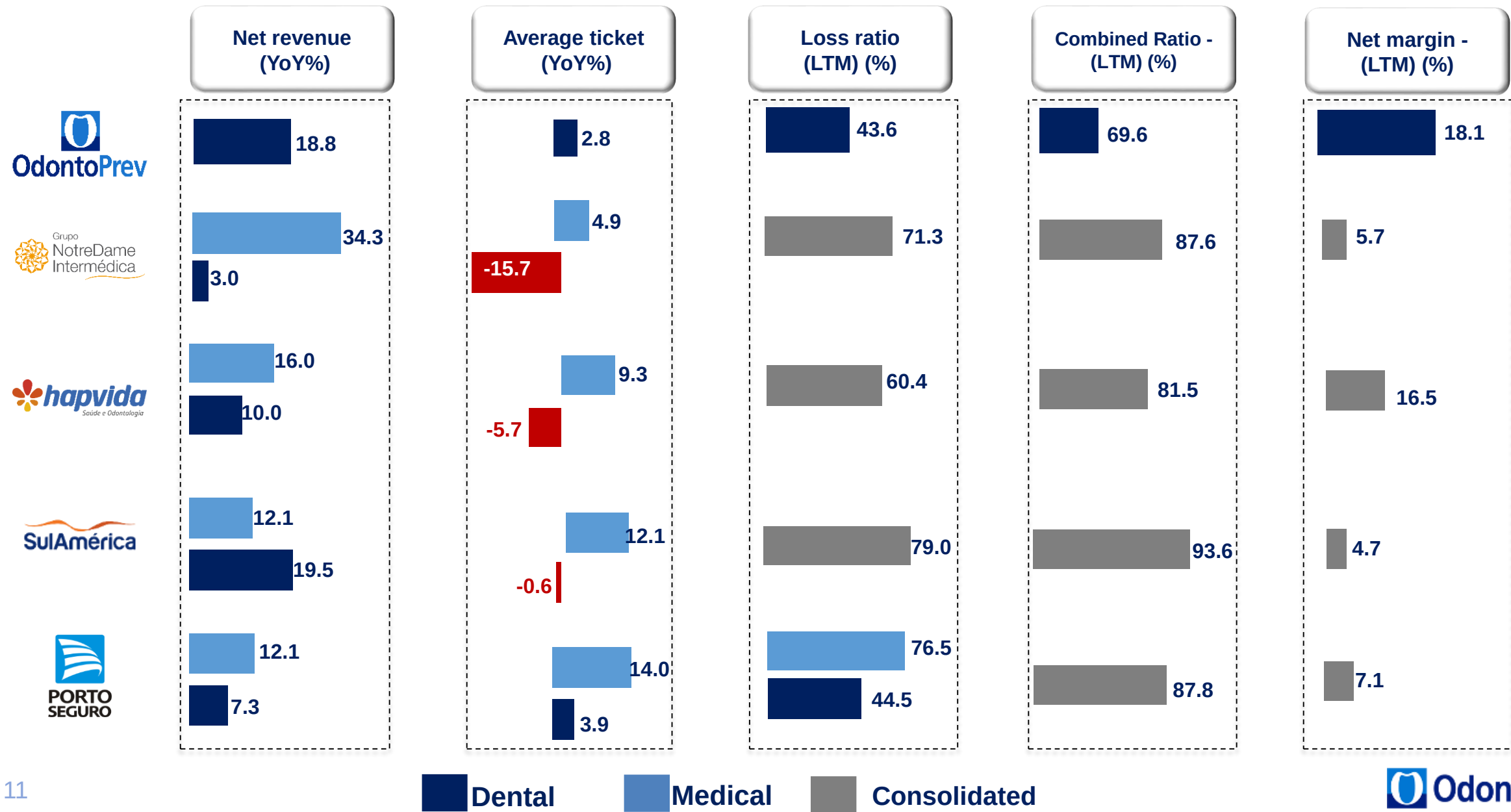
APR18- MAR19 Net revenue and average ticket

R\$ million



Source: OdontoPrev
¹ ANS

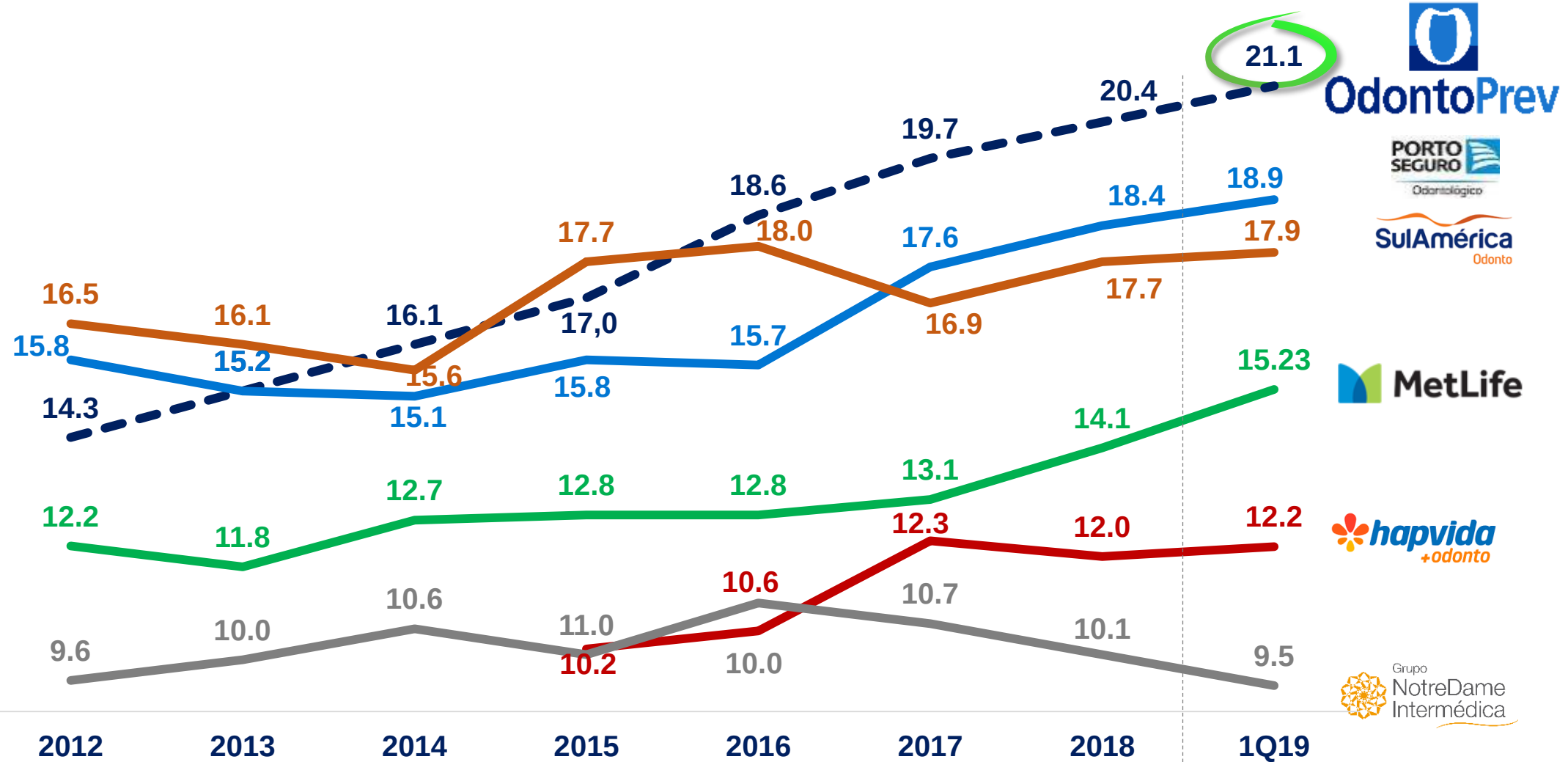
Key metrics of peer companies, 1Q19



Leading the industry with price discipline and exclusive product mix

R\$/member/month

Average ticket evolution 2012 – 1Q19



OdontoPrev



OdontoPrev competitive advantages X Peers

	 OdontoPrev	Peers
Dental focus	Yes	No
Strategy	 Value driven	Volume/Cross-sell
Membership market-share	30%	70%
Revenue market-share ¹	47%	53%
Dental as % of revenues	 100%	<2% ²
1Q19 Average Ticket (R\$/member/month)	22	14 ²

¹ Excludes Amil (Uneted Healthcare), Hapvida and GNDI

²Peer group: Porto Seguro, SulAmérica, GNDI and Hapvida

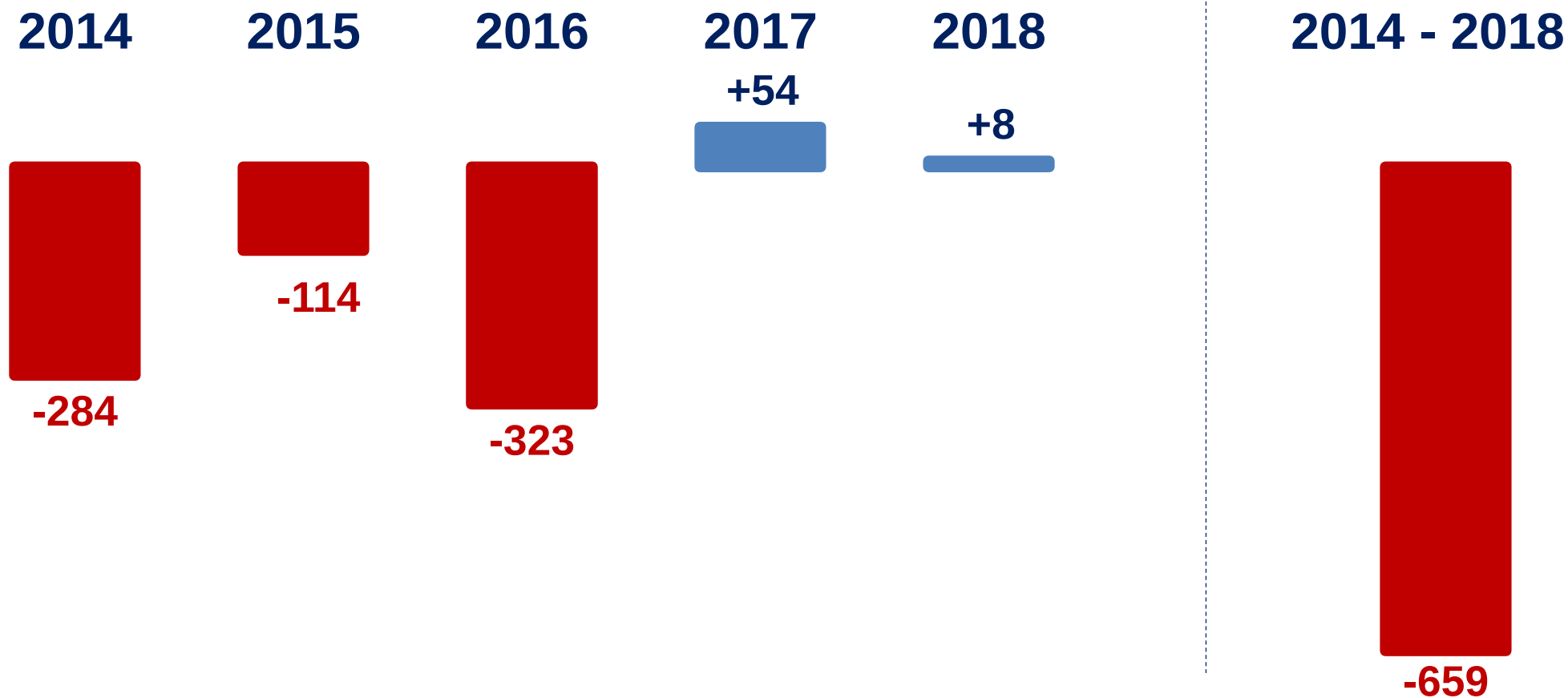
**3 accelerated growth cycles,
over the last decade, by
specific strategic movements**

Accelerated sector growth cycles since 2006

	Period	Players	Membership growth	Strategic movement
Cycle 01	2006 - 2009	 Bradesco Dental	~1 million members	Merger with  OdontoPrev
Cycle 02	2010 - 2013		~1 million members	Acquisition by  UnitedHealthcare®
Cycle 03	From 2014	 + 	~1.5 million members	IPOs

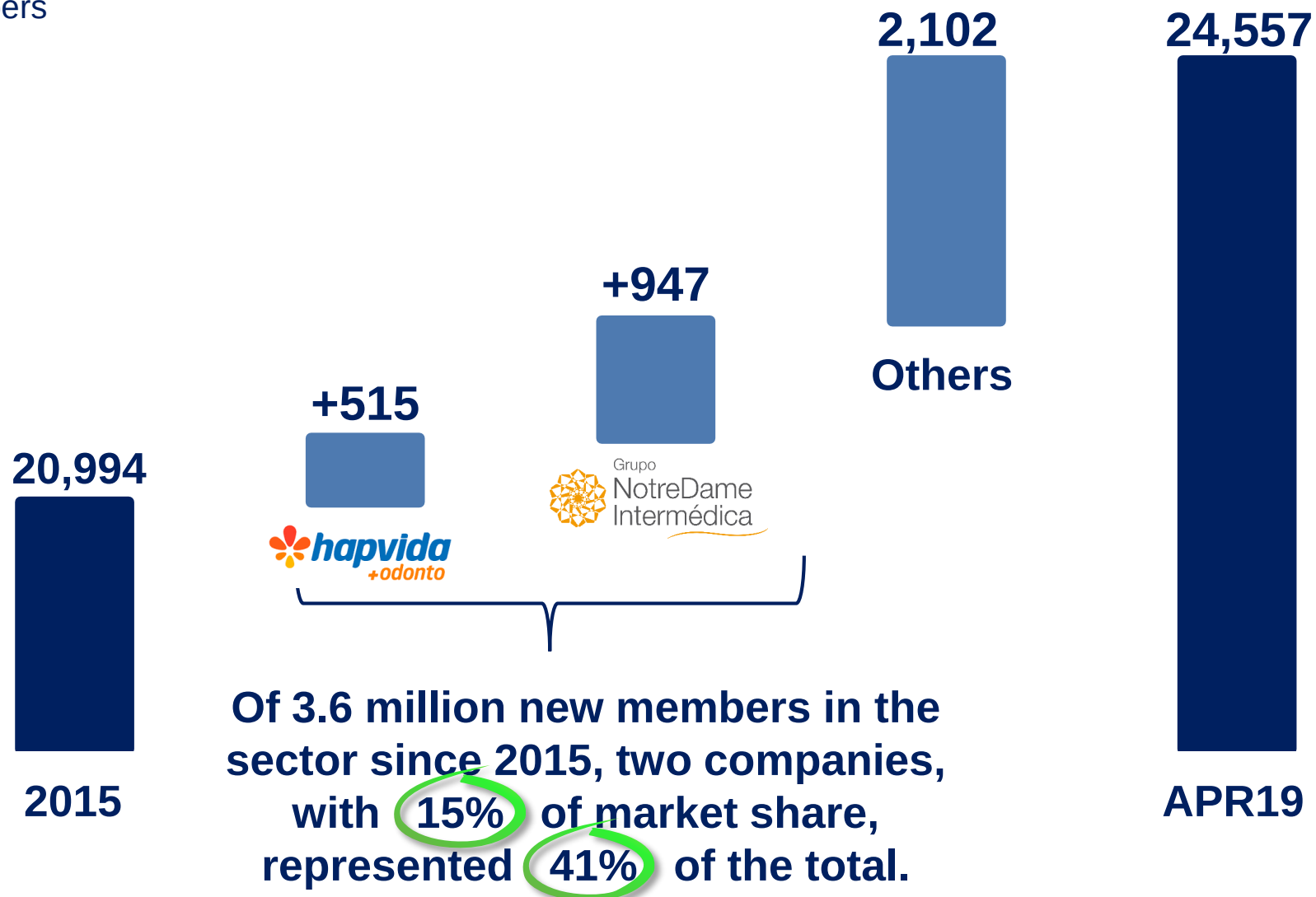
Negative results since the acquisition of **amil** in 2014

Net income/loss (R\$ million)



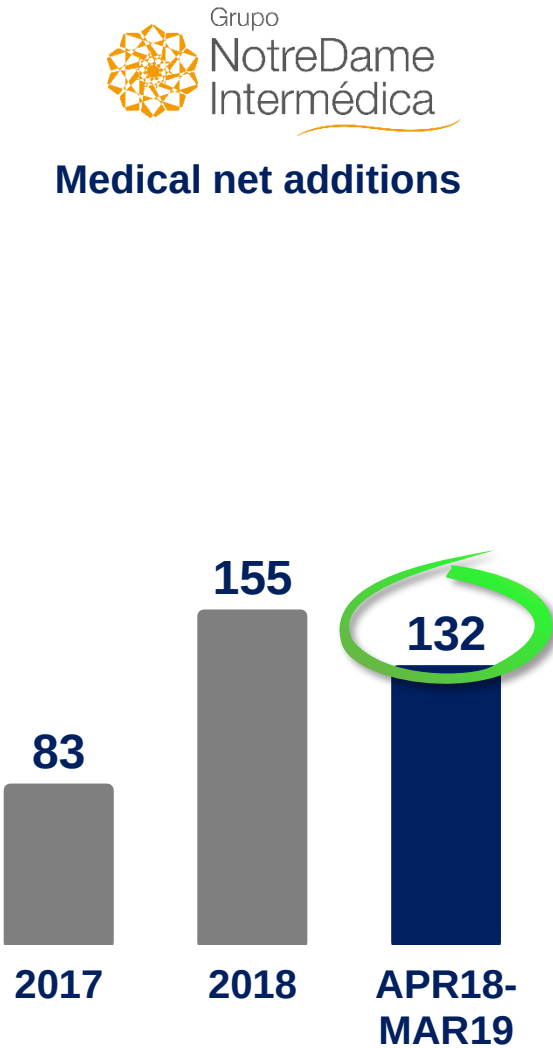
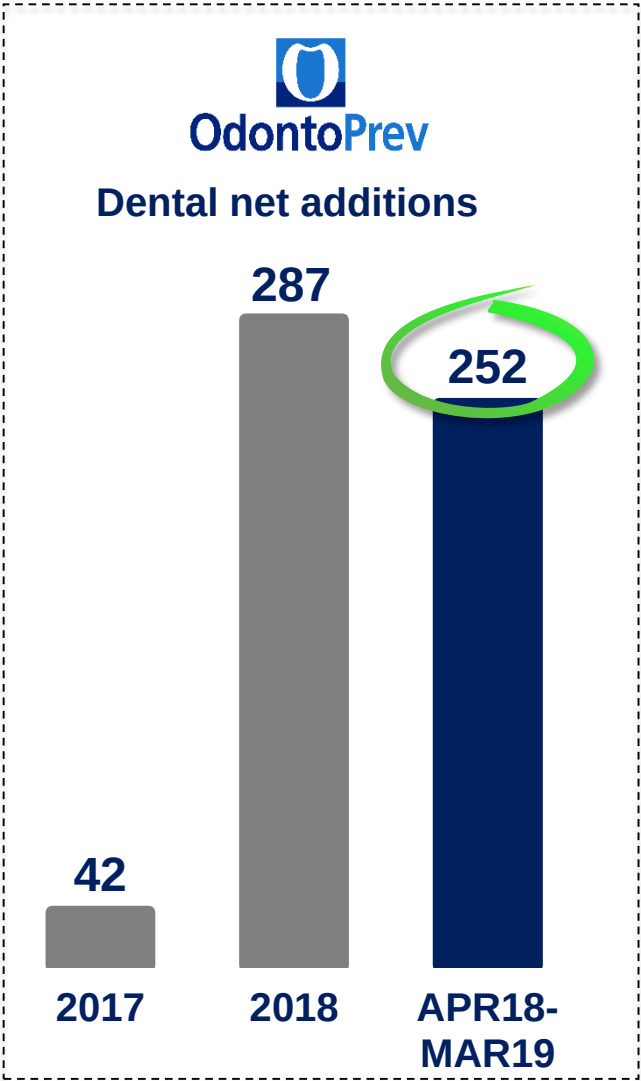
Dental plan segment growth since 2015

Thousand members



Core business membership organic growth

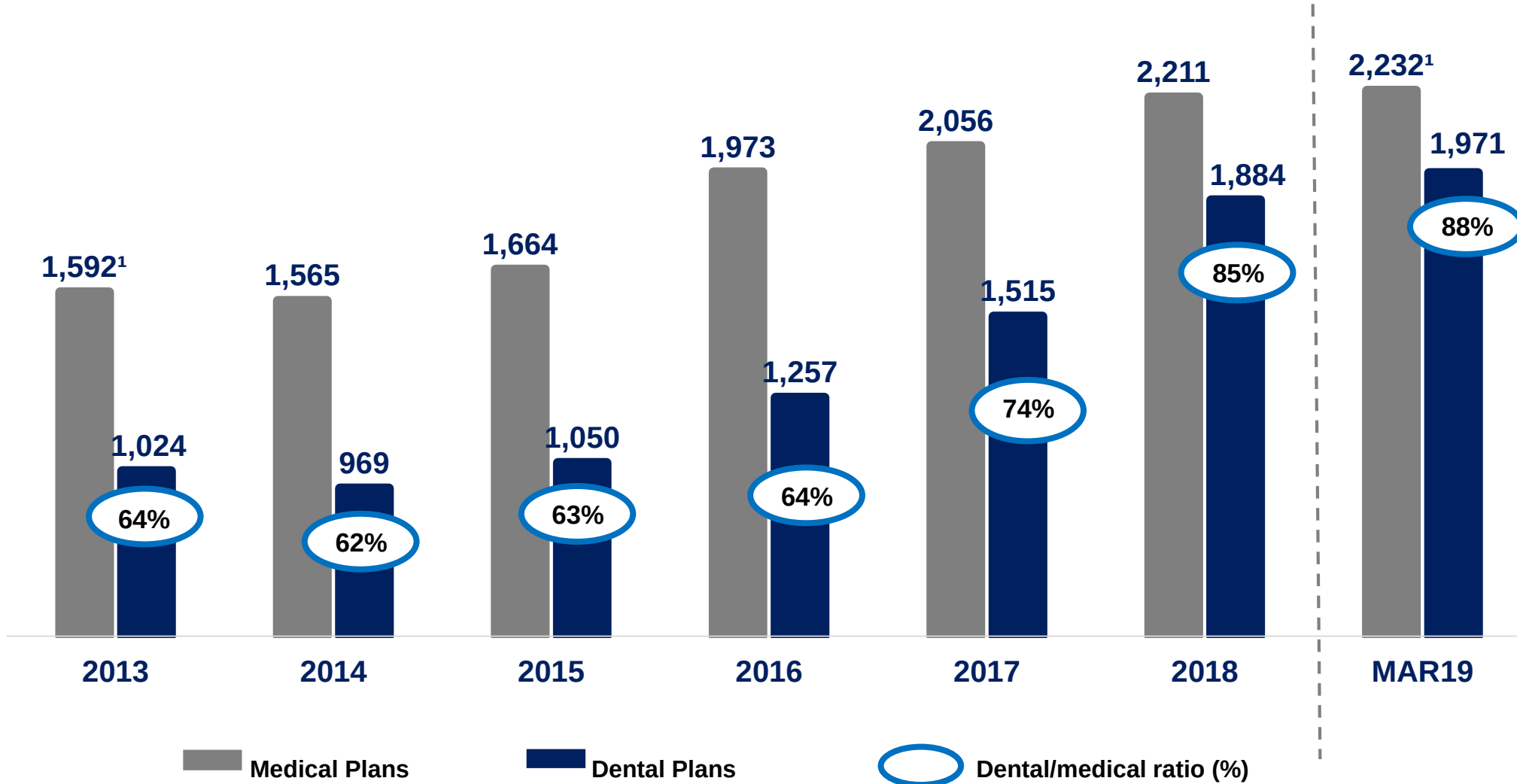
Thousand members



Source: OdontoPrev
GNDI and Hapvida: medical only

Dental/medical ratio grew from 64% to 88% since 2013

Thousand members

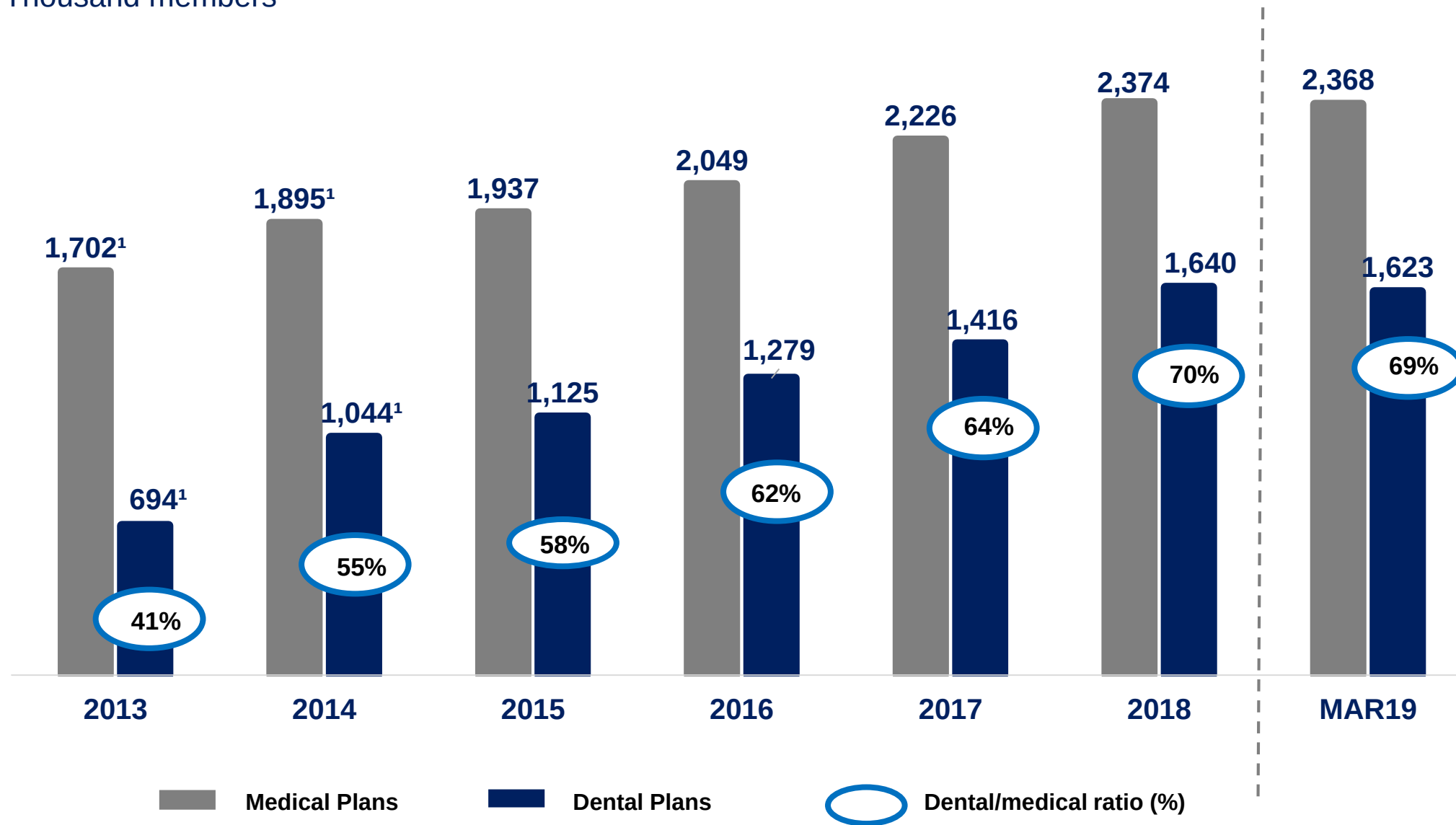


Source: OdontoPrev

¹ Excluding GreenLine members

Dental/medical ratio grew from 41% to 69% since 2013

Thousand members

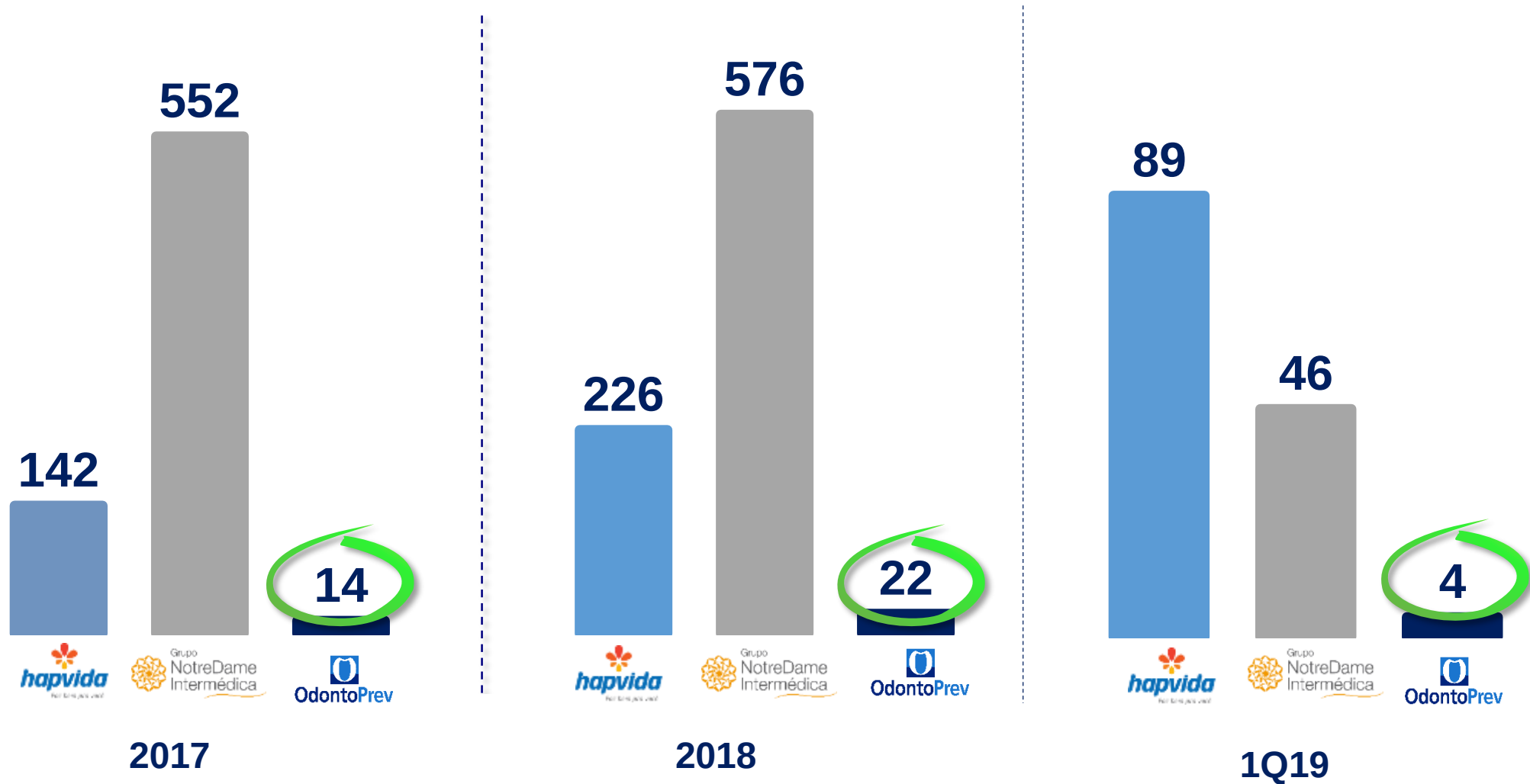


Source: OdontoPrev

¹ ANS Sala de Situação

Low and predictable capex requirements

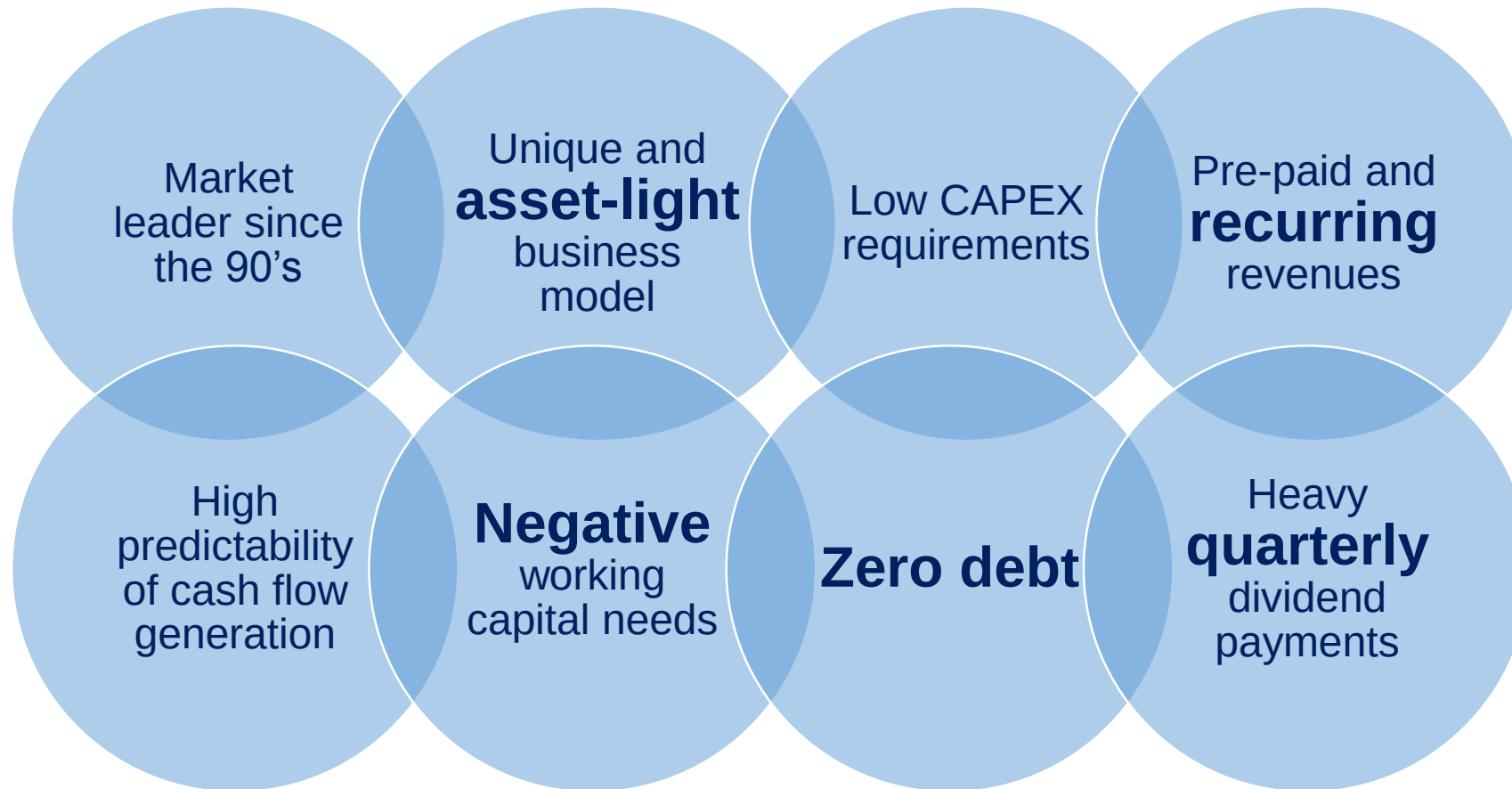
R\$ million



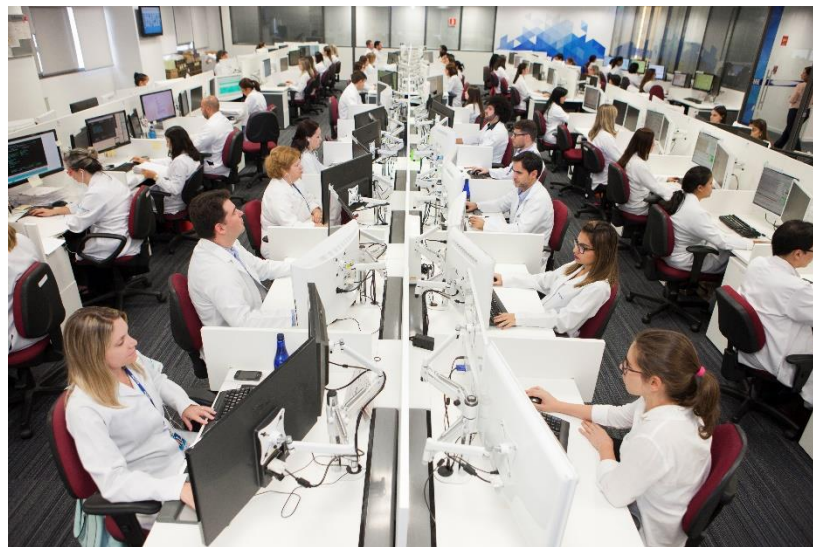
2

**Strategic
competitive
advantages**

OdontoPrev's unique business model



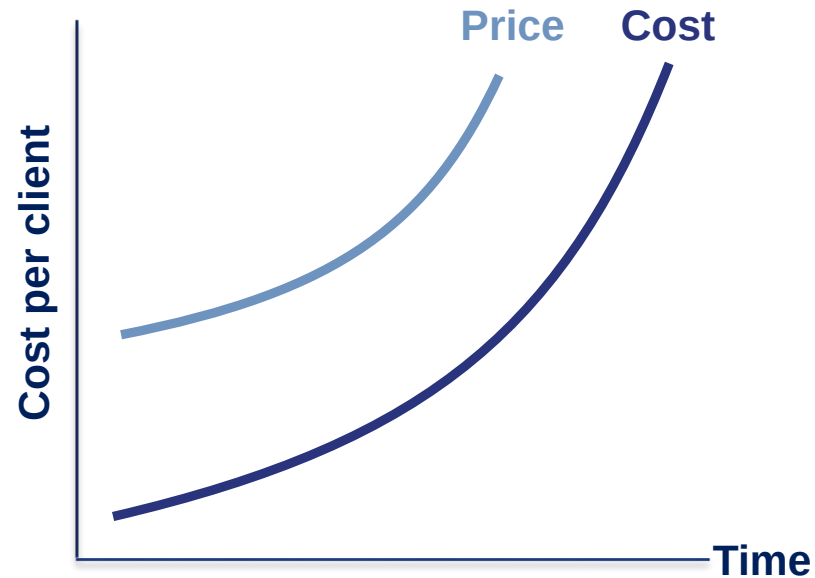
Positive cash flow generation every day



Attractive cost dynamics

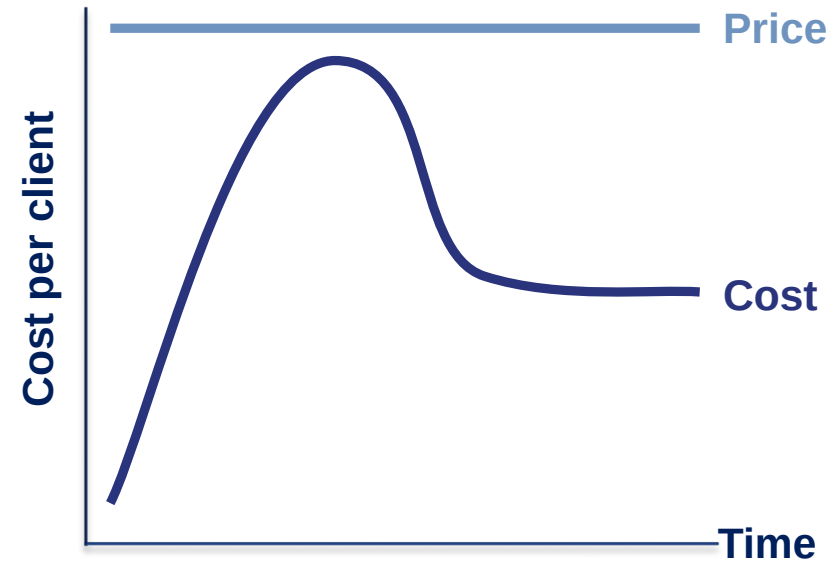
Over time, OdontoPrev dental plans present a price and cost profile...

Medical plans



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

OdontoPrev plans



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

... predictable and more attractive than medical plans.

Proprietary dental IT Platform: indicators-driven decisions



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

The largest bancassurance platforms in Brazil



Clients

+ 71 million

+ 40 million

National footprint



Exclusivity



20 years

48% of branches & 52% of brazilian bank accounts

3

**Financial
and
Operational
Performance**

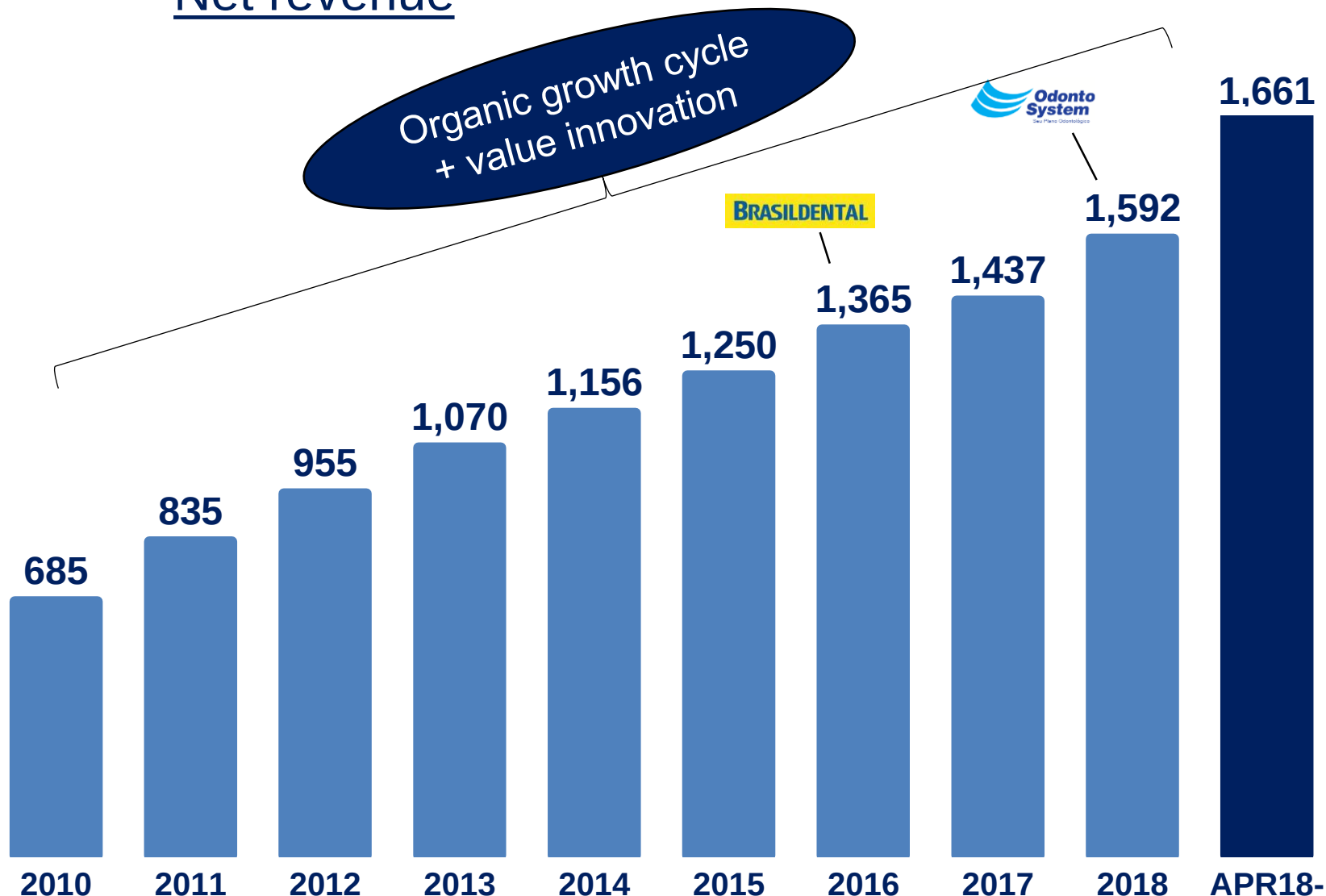
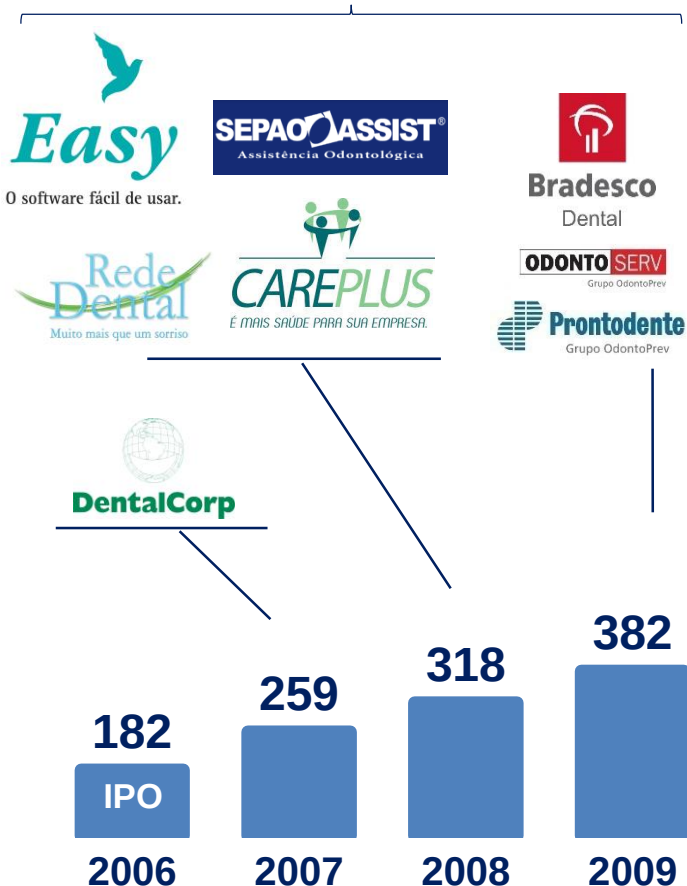
OdontoPrev: 12 years of sustainable value creation since IPO

(R\$ million)

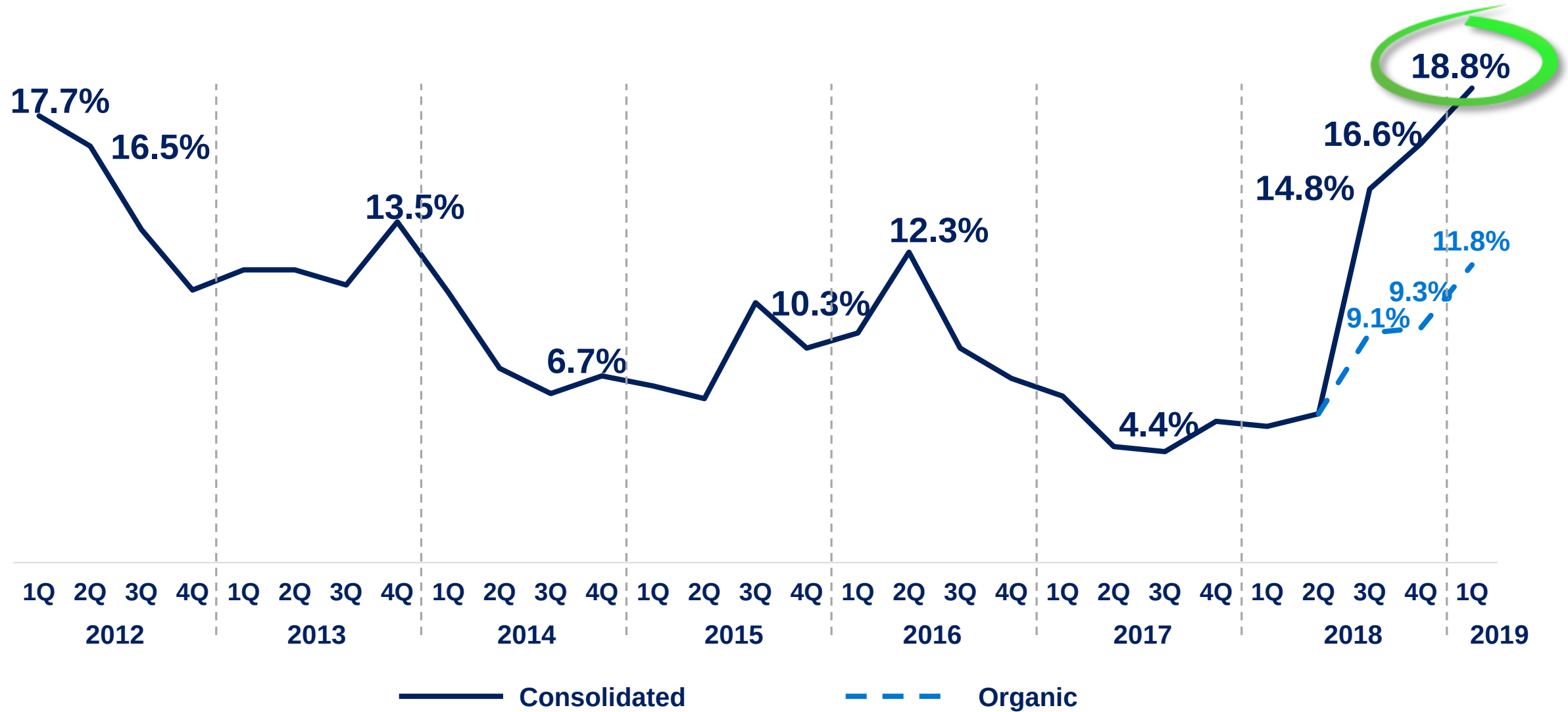
Net revenue

M&A cycle

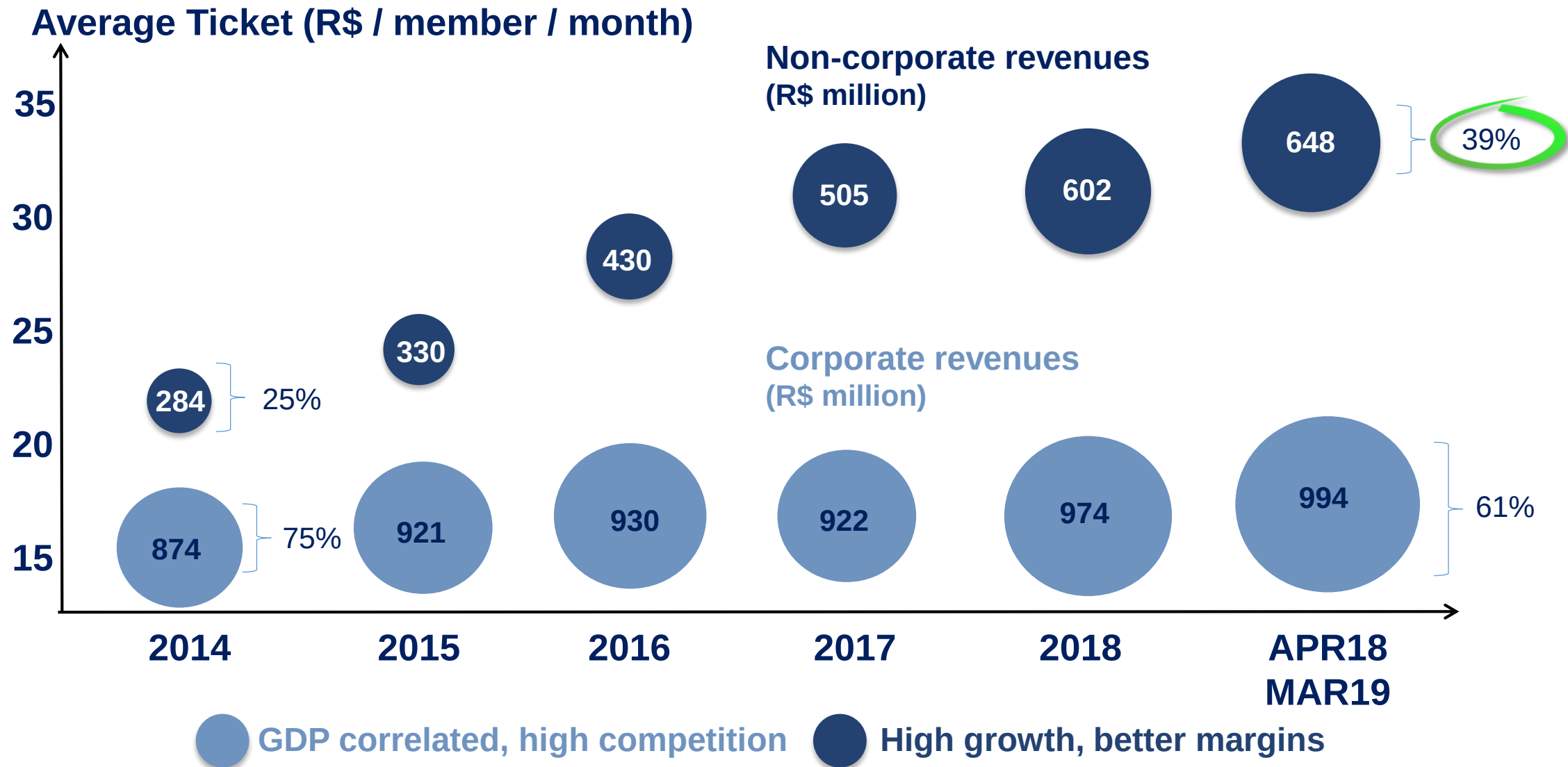
Organic growth cycle
+ value innovation



Net revenue annual growth

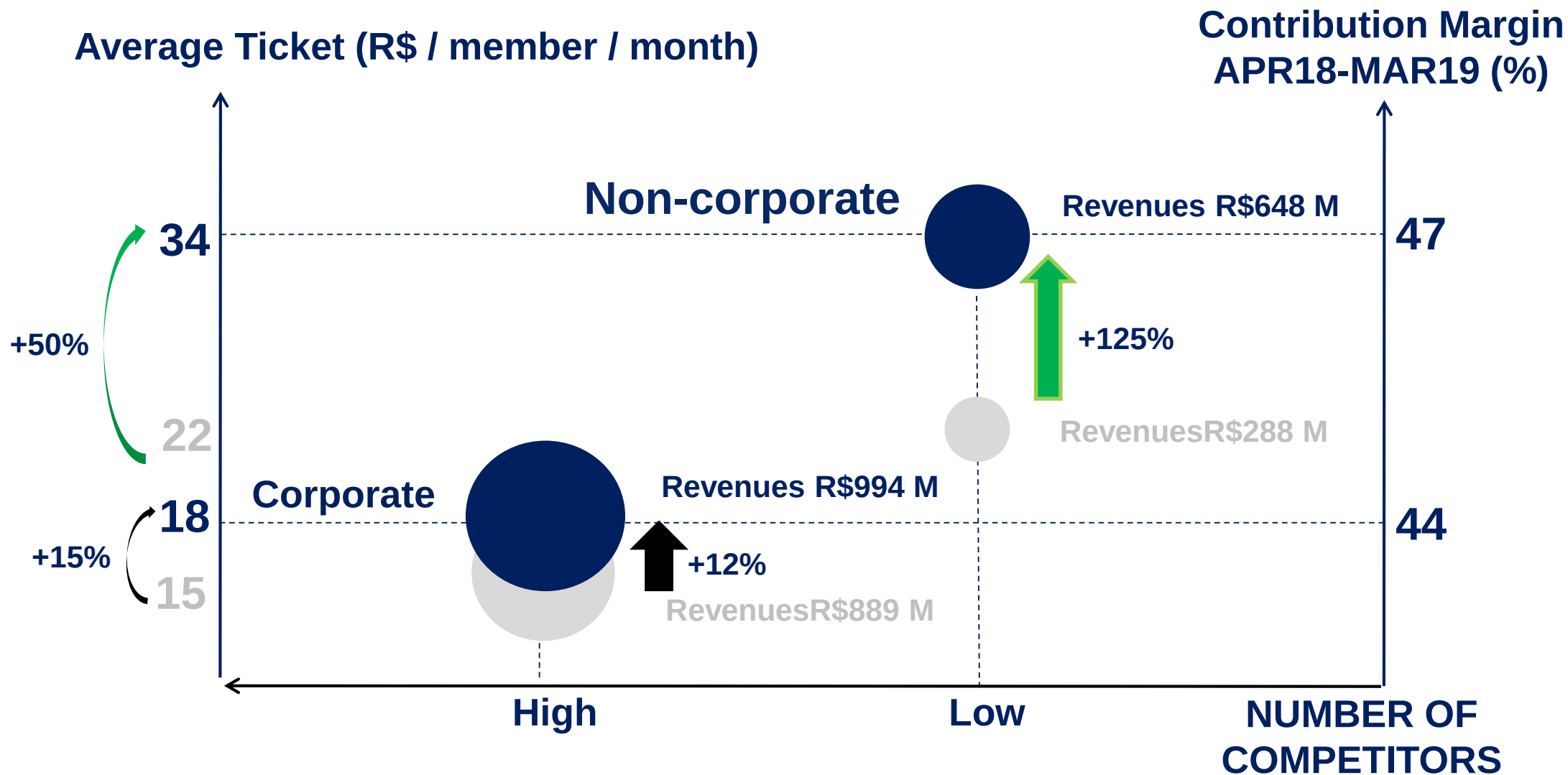


Revenues and average ticket evolution per segment since 2014



Revenues, average ticket and contribution margin per segment

APR18-MAR19 x APR14-MAR15

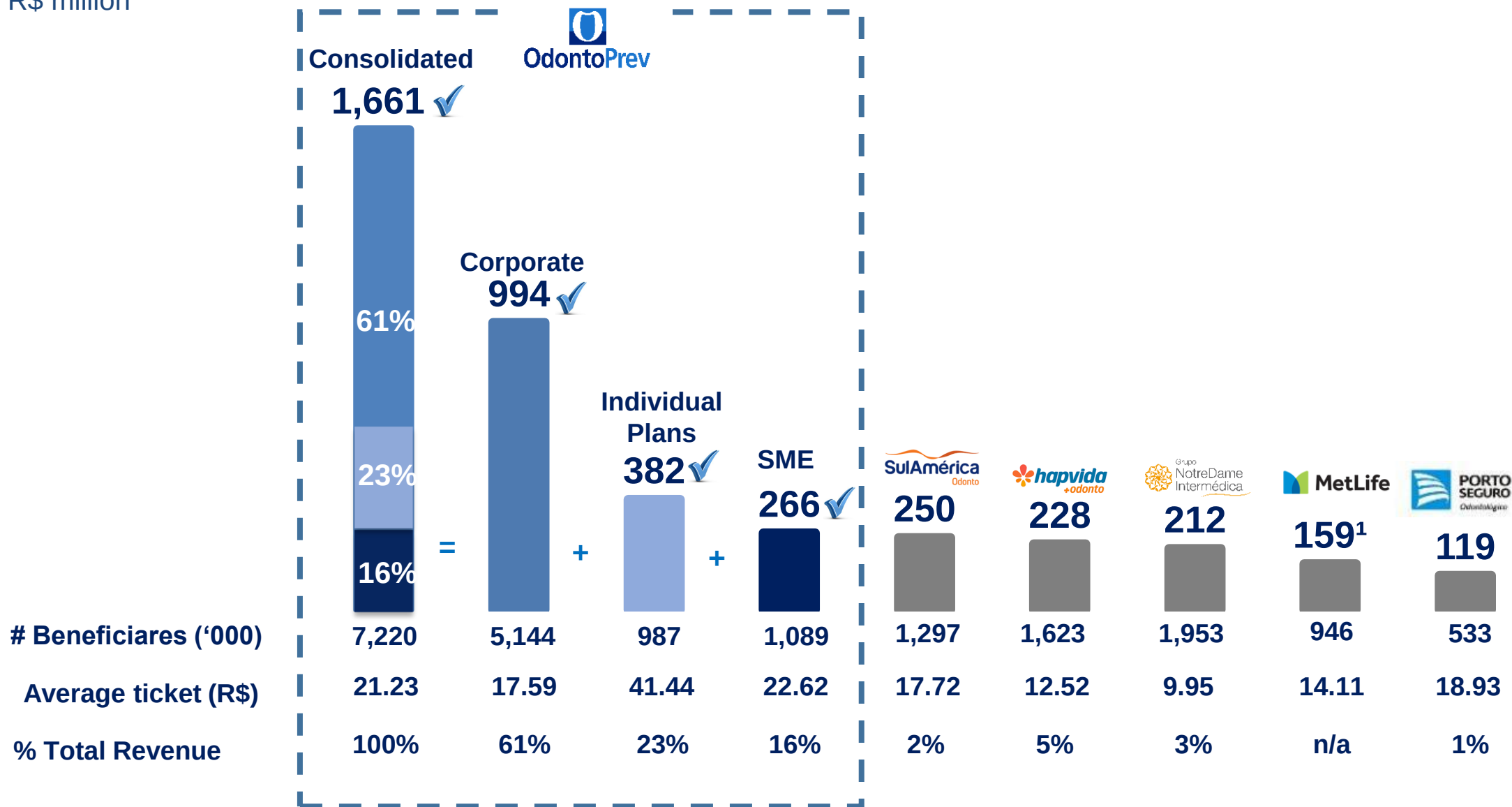


¹ M: million

Contribution Margin: Net Revenue (-) Cost of Services (-) Selling Expenses

APR18- MAR19: Net revenue and average ticket

R\$ million

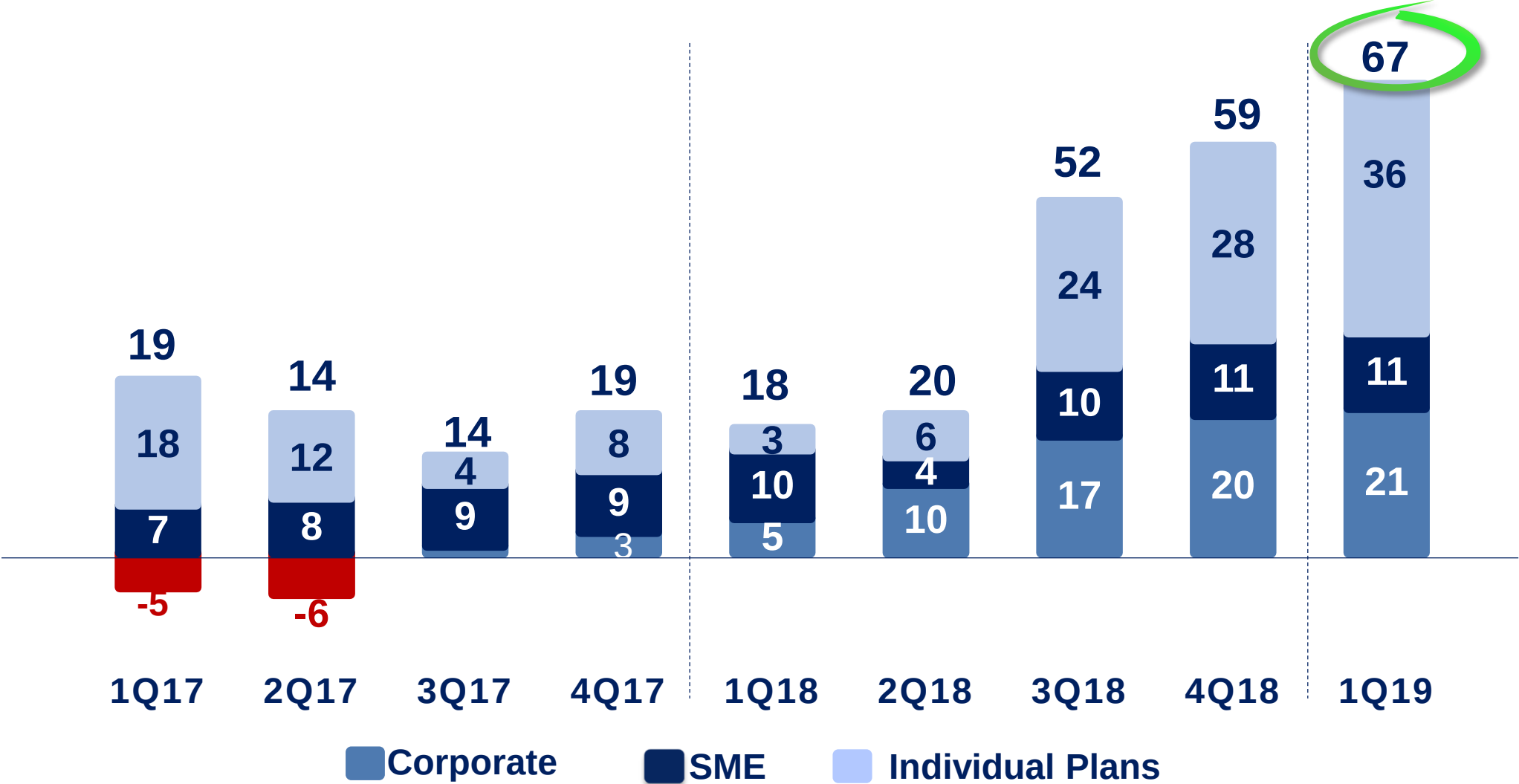


Source: OdontoPrev

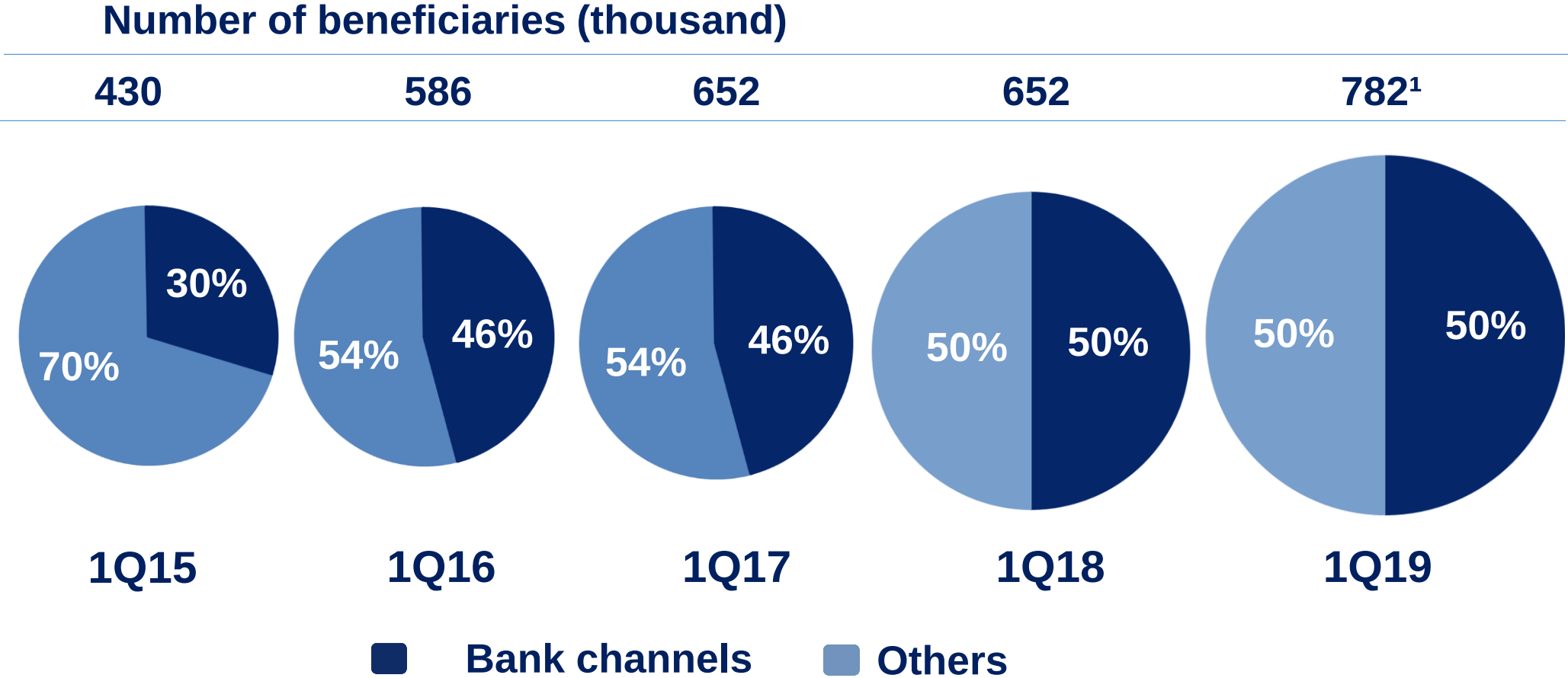
¹ 2018

Incremental revenue per segment (YoY)

R\$ million



Individual bank customers becoming more important

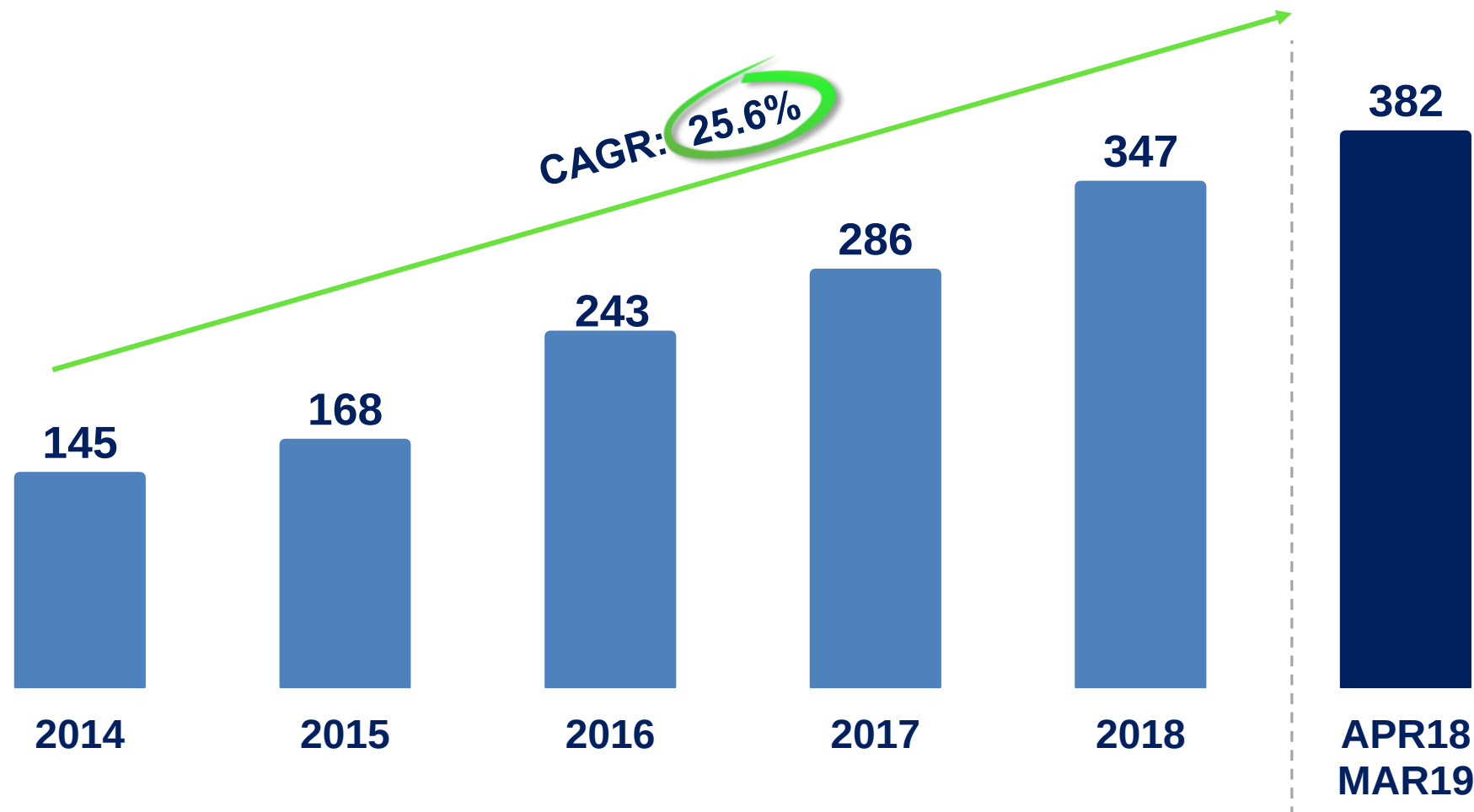


Positive effects of the bank channels expansion

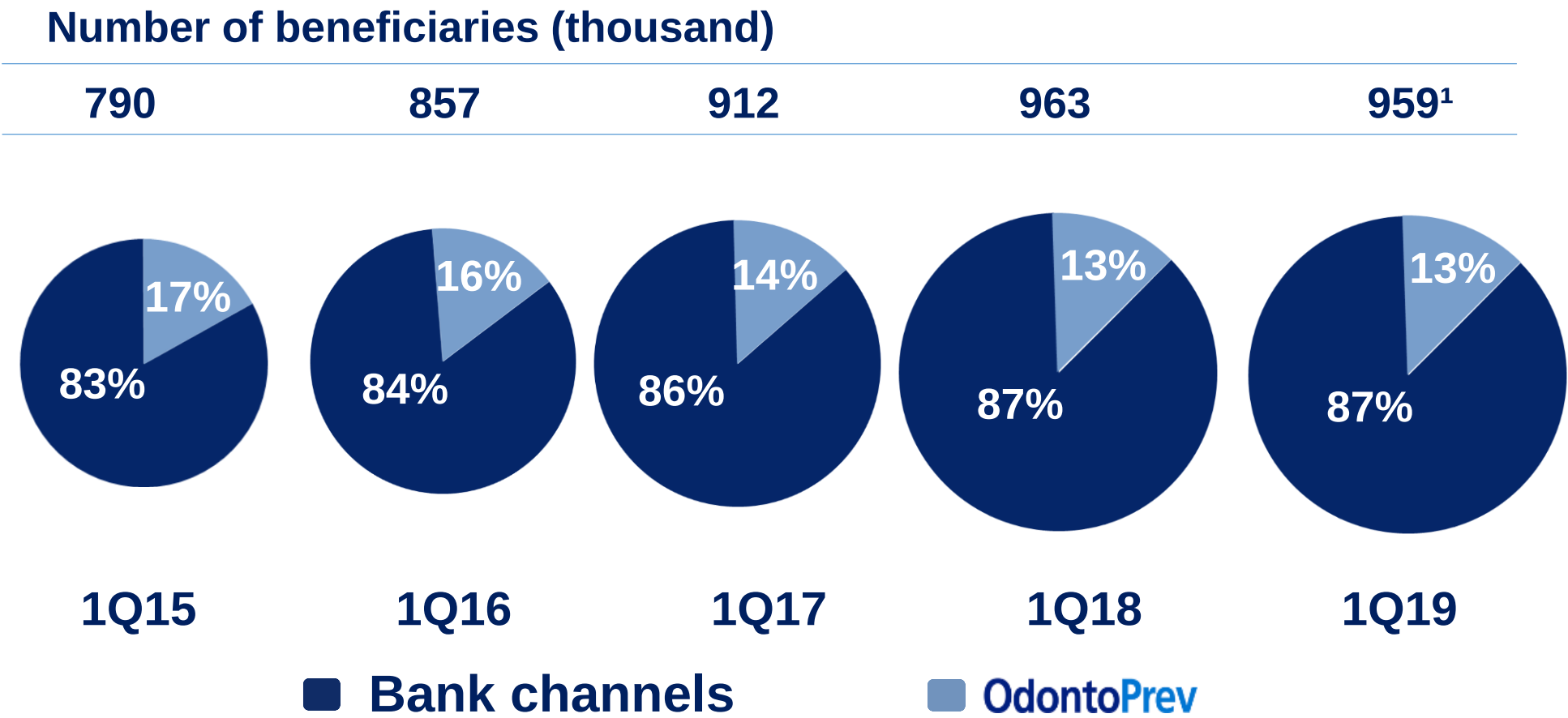
	Retailers	 & 
1Q19 average list price	R\$37.5 to R\$42.5	R\$45.6 to R\$55.2
Acquisition cost	25% to 45%	10% to 15%
Profitability	Lower	Higher

Individual Plans revenues

R\$ million



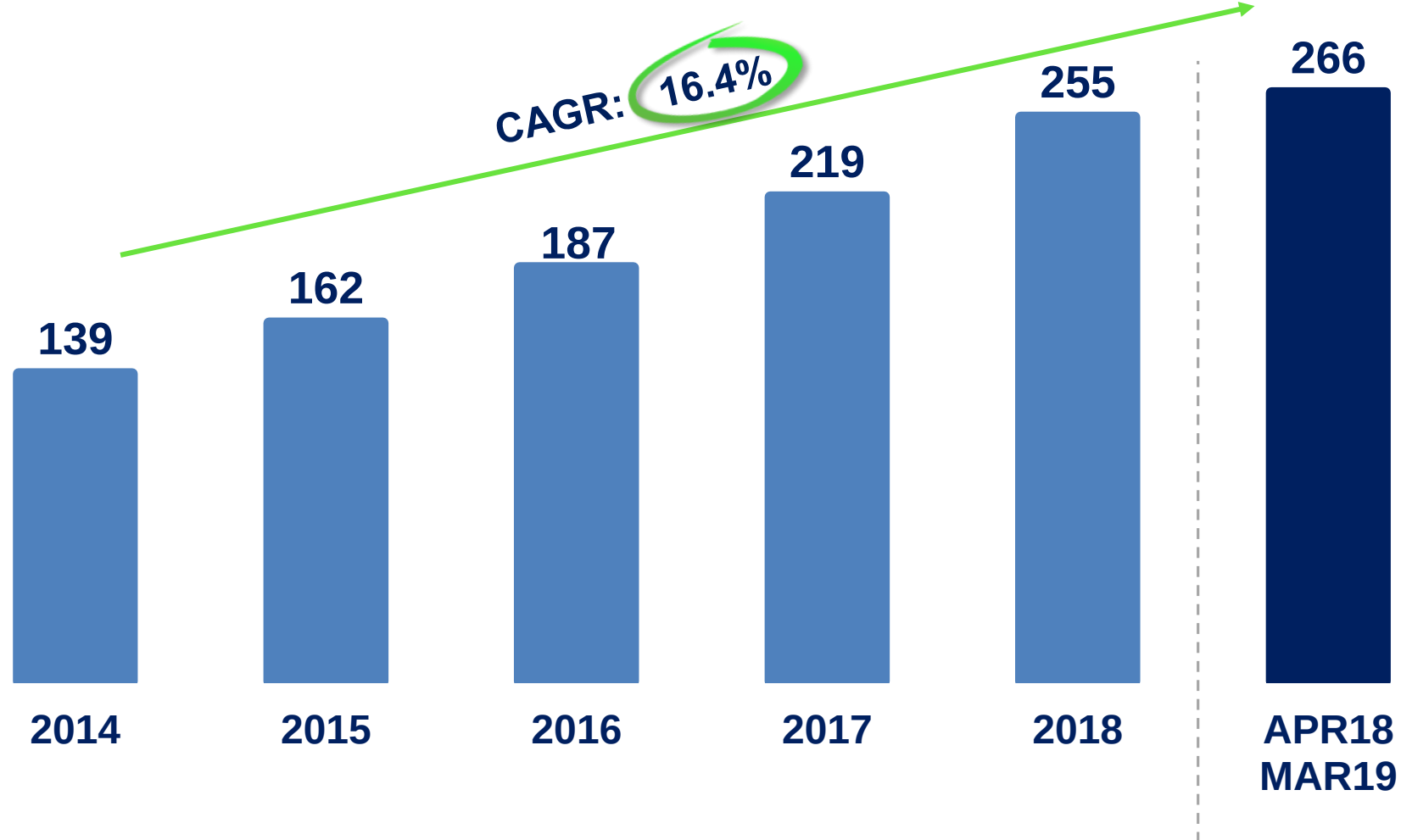
Breakdown of SME lives



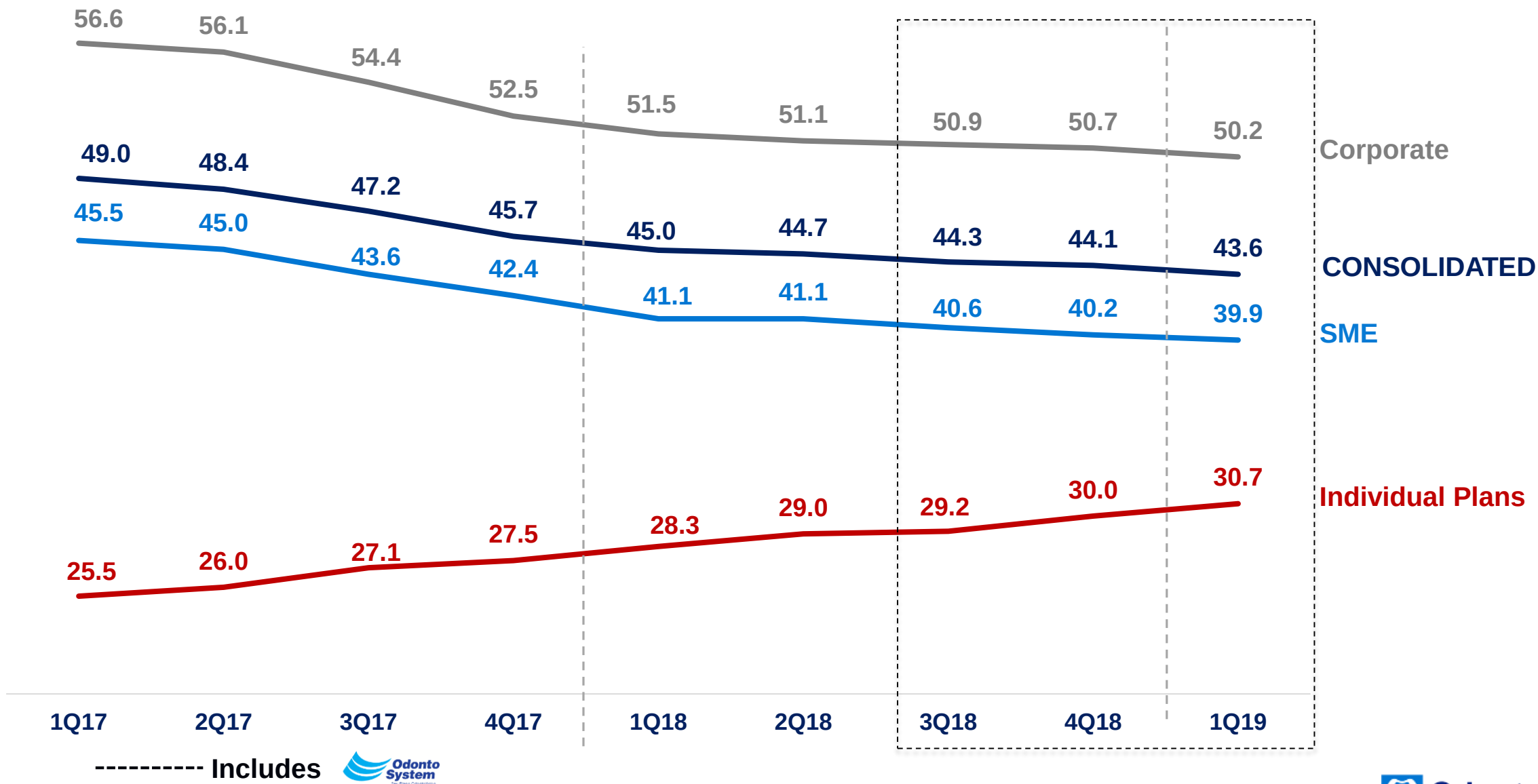
¹Excludes Odonto System

SME revenues

R\$ million



Dental care ratio – consolidated and per segment



Selling expenses per segment

% of Sales



Corporate

Average
selling expenses

7%

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



SME

12%

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



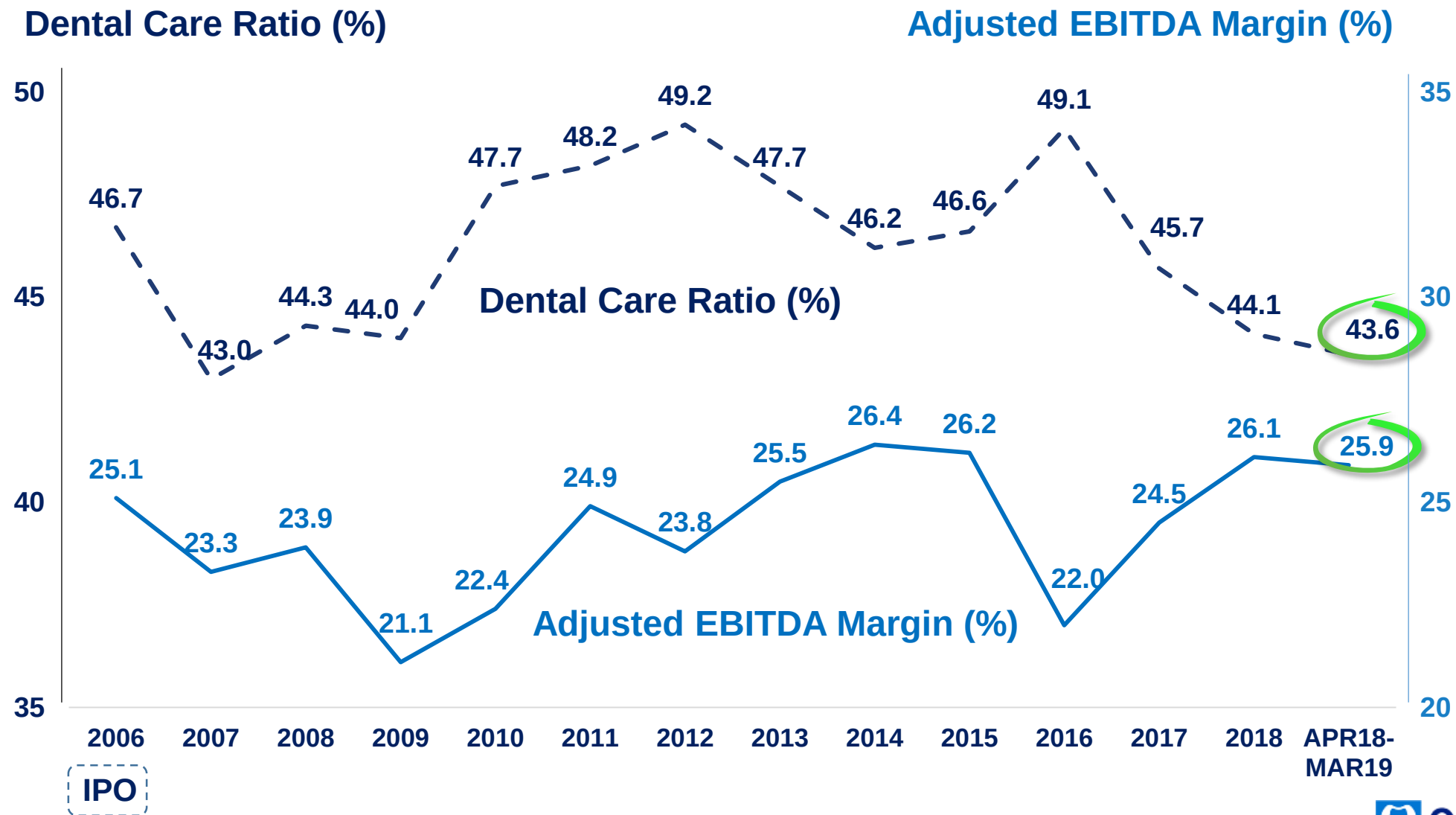
Individual Plans

23%

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

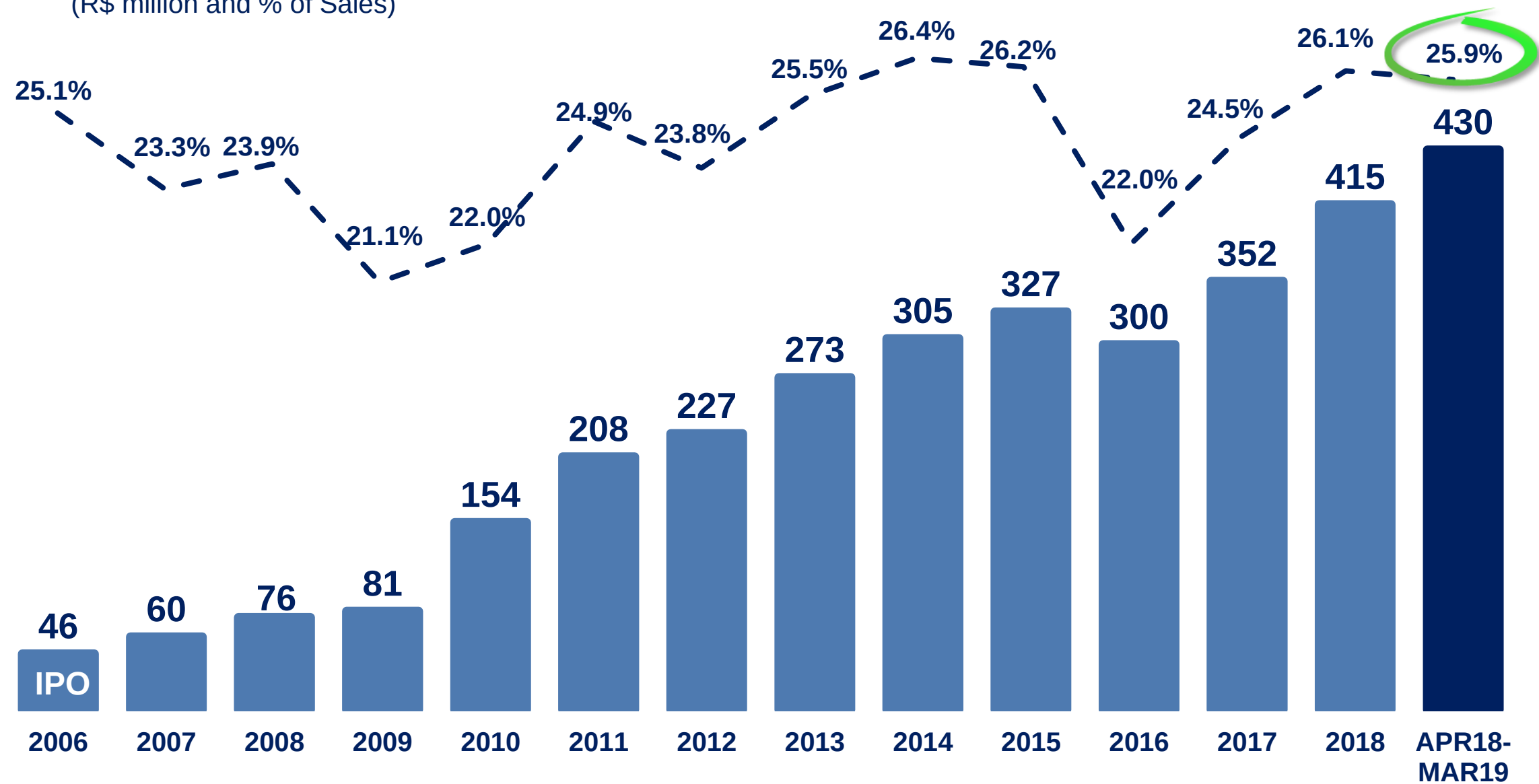
Dental care ratio and Adjusted EBITDA margin since the IPO

% of Sales



Adjusted EBITDA since the IPO

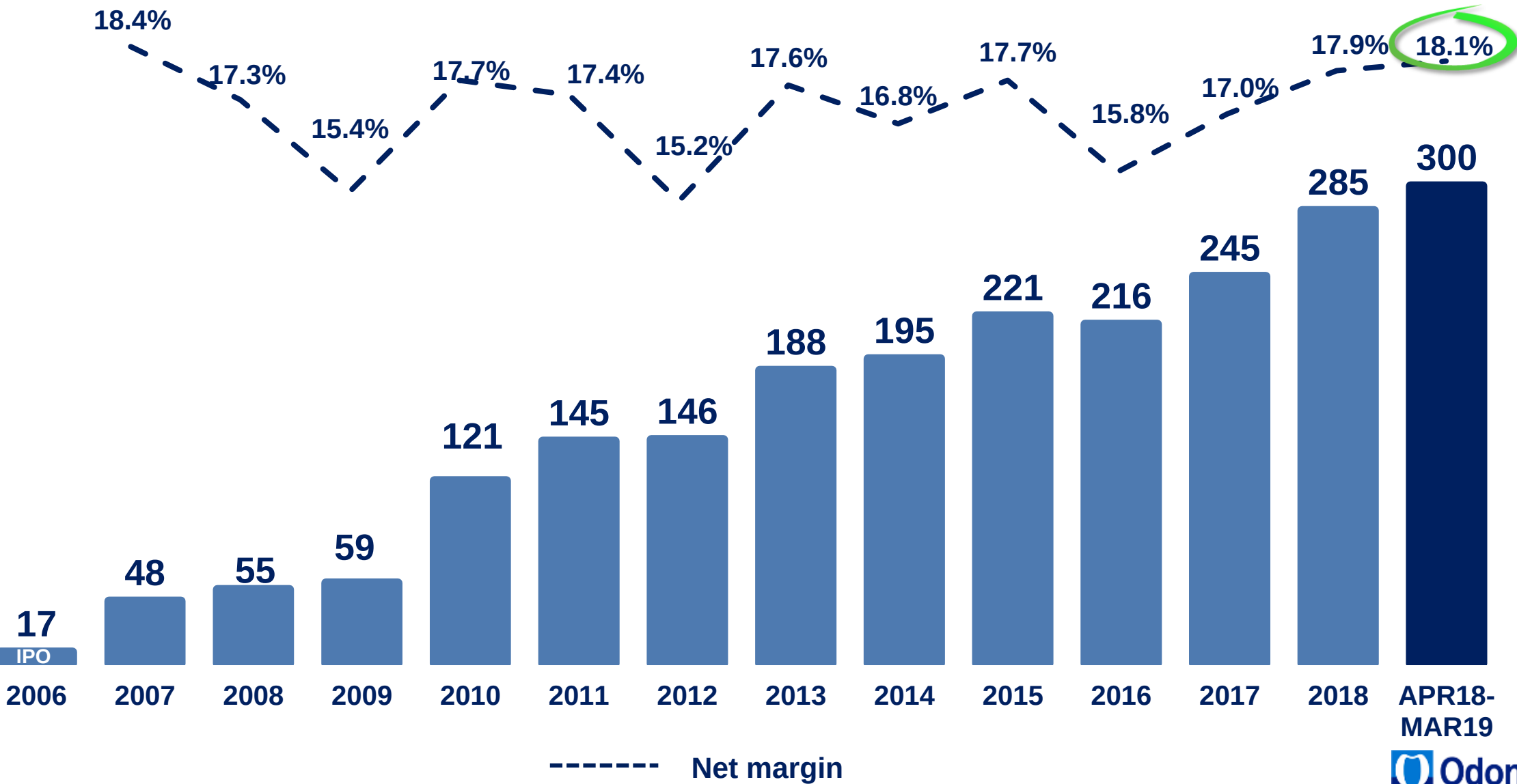
(R\$ million and % of Sales)



----- Adjusted EBITDA margin

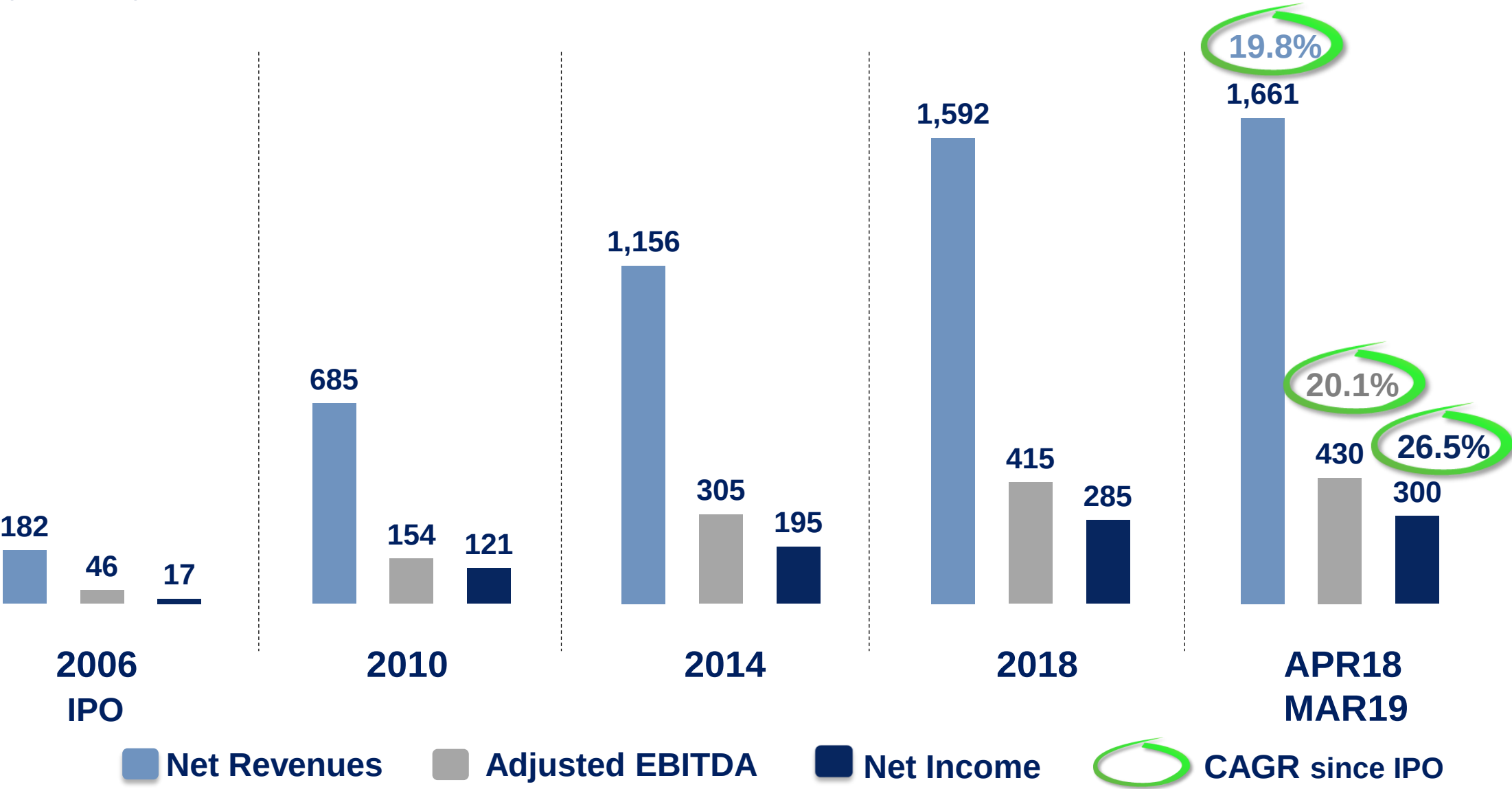
Net Income and net margin since the IPO

R\$ million and % of Sales



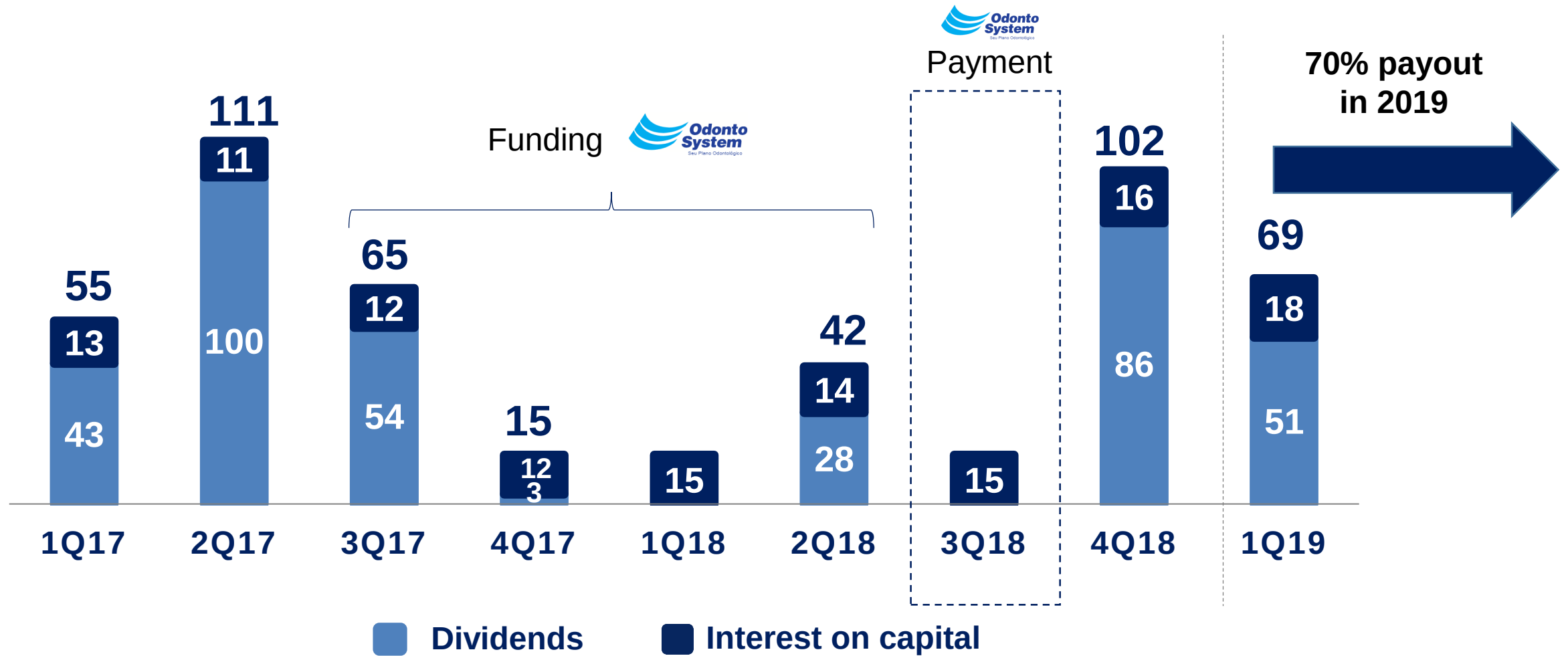
Net revenues, adjusted EBITDA and net income evolution since the IPO

(R\$ million)



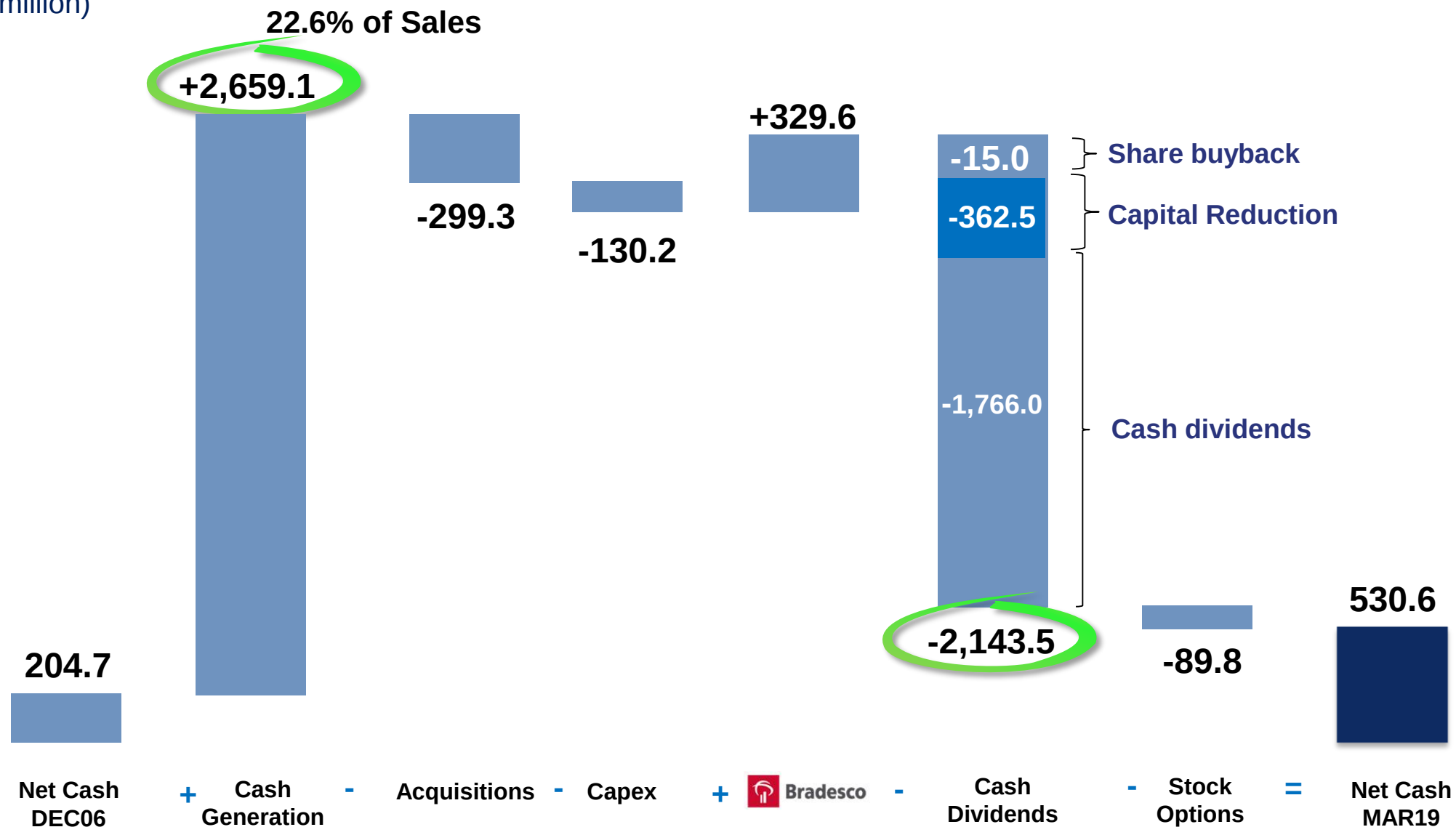
Investor friendly capital allocation (R\$ million)

Acquisition of Odonto System paid in 3Q18. Payout to increase from 2019



Cash flow since IPO: dividends our #1 priority

(R\$ million)

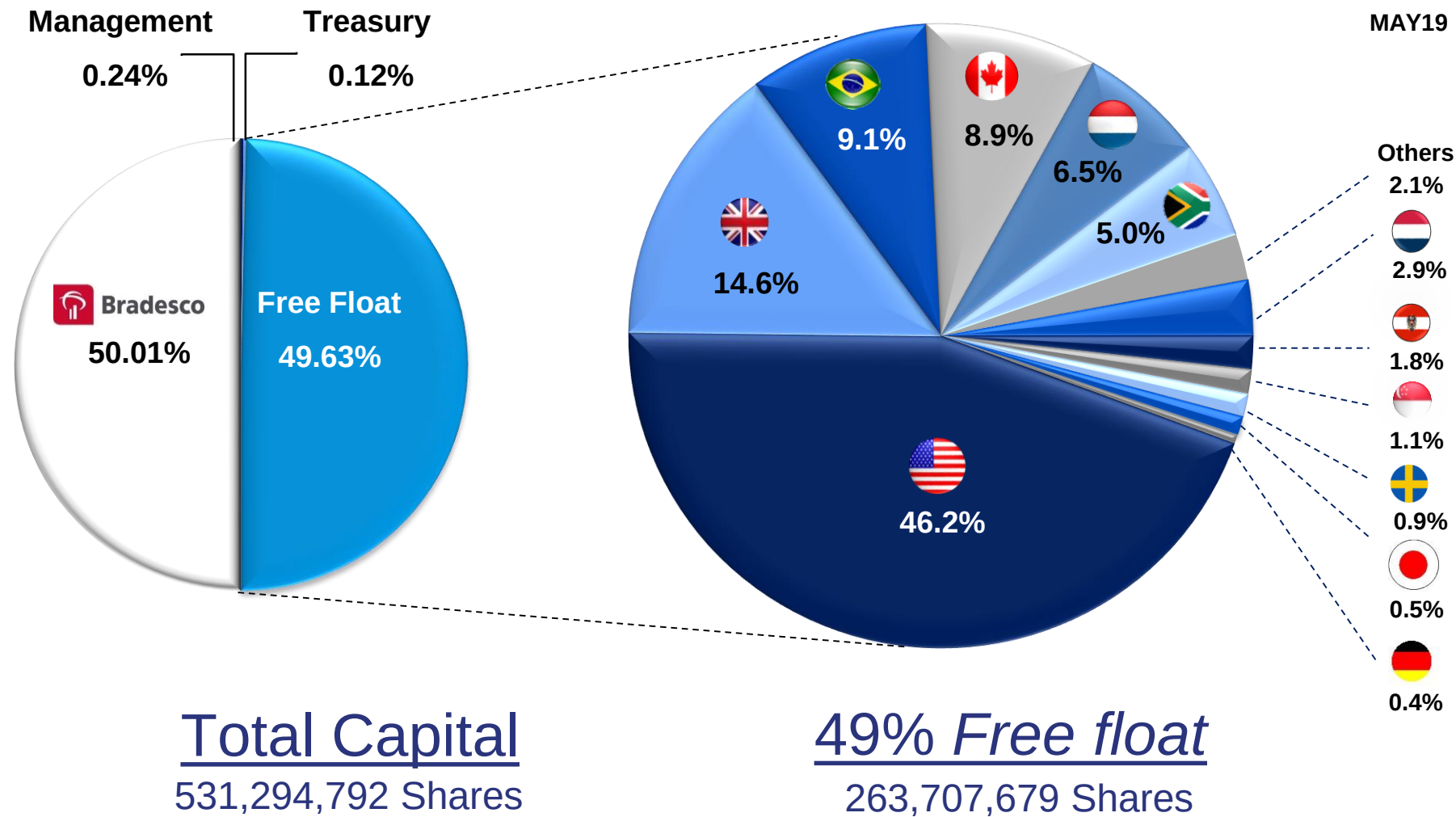


- ✓ **Dental-only company, #7 player in Brazil;**
- ✓ **642 thousand beneficiaries: 54% non-corporate;**
- ✓ **Payment on 08/07/18 of R\$179 million;**
- ✓ **1Q19 : Net revenues of R\$25.8 million, average ticket of R\$14.5 and loss ratio of 29.1%;**
- ✓ **Acquisition price of 9x 2017 adjusted EBITDA.**

4

Capital Markets

Global shareholder structure: investors from 32 countries



EGM of May 03rd, 2019 elected new Bradesco Board Members

OdontoPrev Board of Directors (NEW)		
Name	Position	Position at Bradesco
Luiz Trabuco	Chairman	Chairman
Manoel Peres	Vice-Chairman	CEO of Bradesco Healthcare
Octávio de Lazari	Member	CEO
Vinícius Albernaz	Member	CEO of Bradesco Insurance
Ivan Gontijo	Member	Managing Director Bradesco Insurance
Samuel Monteiro	Member	Board Member Bradesco Healthcare
Cesar Suaki	Independent member	-
Murilo Passos	Independent member	-

Superior Corporate Governance Standards

- ✓ Professional management, no family members, since foundation;
- ✓ Chairman # CEO since 1998, 1 share = 1 vote, 100% tag along rights;
- ✓ Board of Directors without executive functions;
- ✓ Disclosure of minimum, average and maximum executive compensation, every board member with same remuneration;
- ✓ 3 CEOs since the foundation in 1987, and 1 IRO since the IPO in 2006.

Key metrics for management's compensation

Quantitative goals

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

Perception Studies

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

OdontoPrev as a member of FTSE4Good

In 2018, OdontoPrev was confirmed as a FTSE4Good Index Series constituent, for the second consecutive year.



Feedback from the Street



**“High ROIC on secular trend”
“The only Company in LatAm with an IT competitive advantage”**

Morgan Stanley

“One of the world’s best emerging markets business models”

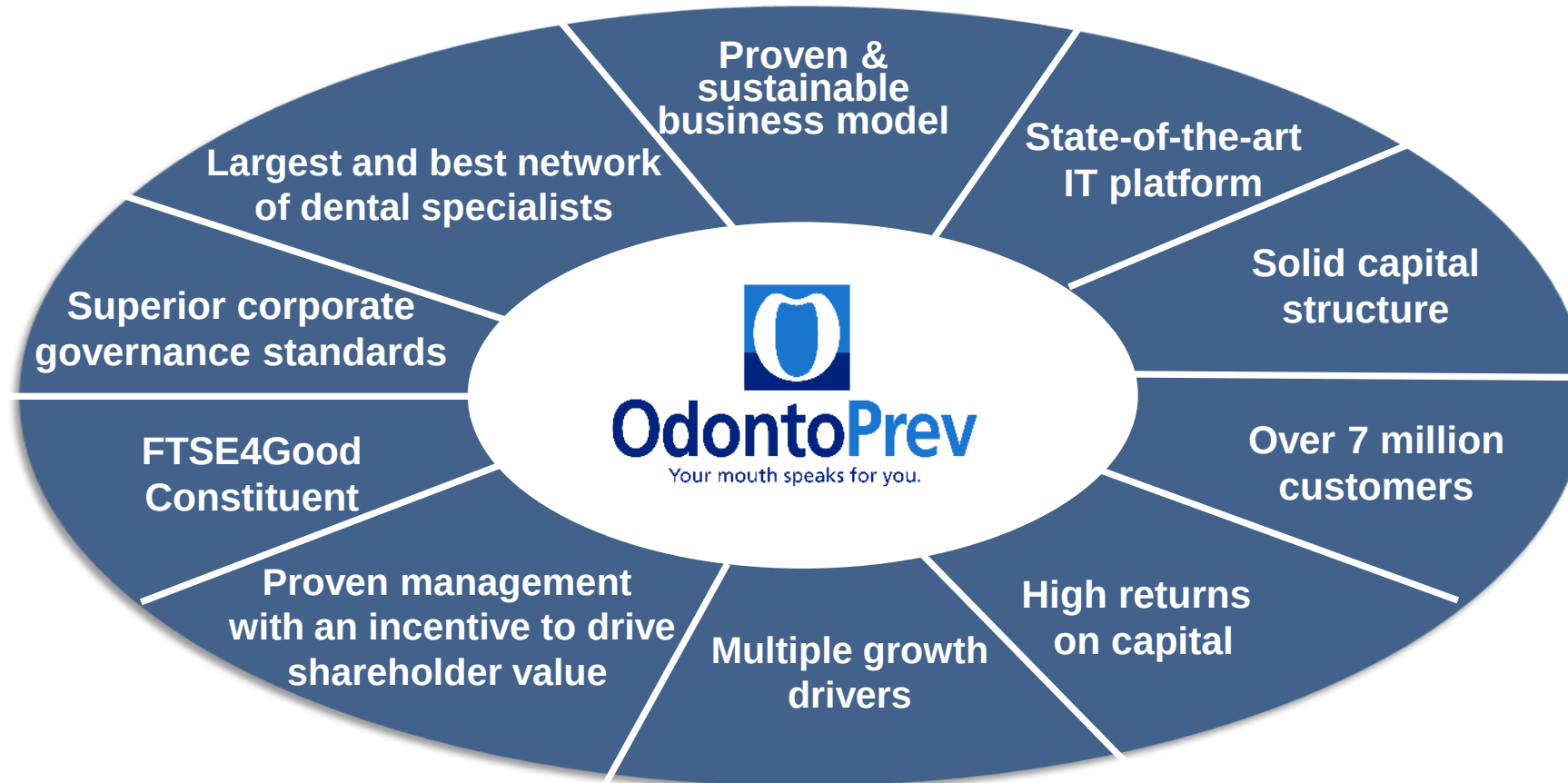


“Strong fundamentals stand out on current environment. We believe that high multiples are supported by: 1) strong FCF generation; 2) balance sheet with no debt; 3) dividend yield and 4) high earnings visibility.”

Upcoming IR events

Date	Country	City	Broker	Event
Jul 02, 2019		São Paulo		NDR Citibank
Jul 04-05, 2019		Santiago		NDR Citibank
Aug 1, 2019				2Q19 Earnings Release
Aug 2, 2019				2Q19 Webcast
Aug 2, 2019		São Paulo		Investor Presentation
Aug 14, 2019		São Paulo		20th Annual Conference
Aug 20, 2019		São Paulo		BZ Consumer & Healthcare Check-Up
Sep 9-10, 2019		London		Morgan Stanley Conference
Sep 11, 2019		New York		Morgan Stanley 17th Annual Global Healthcare Conference
Sep 12, 2019		Toronto		NDR Credit Suisse
Sep 13, 2019		Montreal		NDR Credit Suisse
Sep 16, 2019		Chicago		NDR Credit Suisse
Sep 17, 2019		New York		NDR Credit Suisse
Sep 18, 2019		New York		BTG Pactual 10th Latin American CEO Conference
Sep 30, 2019		São Paulo		NDR BTG Pactual
Oct 30, 2019				3Q19 Earnings Release
Oct 31, 2019				3Q19 Webcast
Oct 31, 2019		São Paulo		Investor Presentation
Nov 6, 2019		São Paulo		Healthcare Day Presentation
Nov 19-20, 2019		New York		Bradesco BBI's 9th CEO Forum
Nov 25-26, 2019		London		Itaú BBA's 12th Annual Latam Conference
Jun 2-4, 2020		Miami		BofAML EM Debt & Equity Conference

Why OdontoPrev?



Award winning Investor Relations team



Jose Roberto Pacheco
IRO and Strategic
Planning Director



Stella Hong
IR Supervisor



Darcio Nunciatelli
IR Analyst



Heriane Silva
IR Assistant

Corporate Headquarters

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

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



Bradesco

Custodian & Market Maker



pwc

Independent Auditors



B3 Ticker