

IDH Group

Europe's leading dental services group

{my}dentist™
helping the nation smile



Who are we?

9.2 million appointments



3.9 million patients treated

94% of patients would recommend us to friends and family

Shortlisted for **20 dental awards** in 2019

Investment in **600+ new dental chairs, modern autoclaves, and wi-fi** roll out across all practices

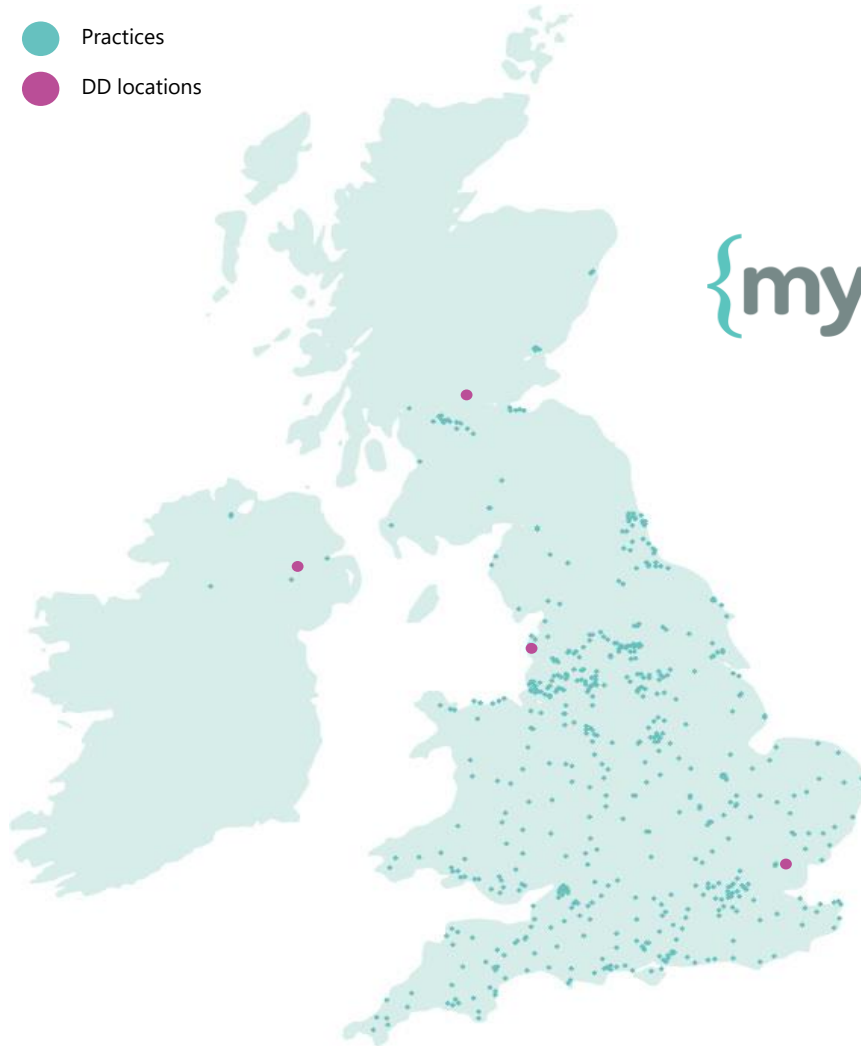
6 CQC notable practices



27,000 products in stock at DD

We are the leading provider of dental services in the UK

- Practices
- DD locations



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- 600+ practices across the UK
- Serving 3.9m patients
- Working with 2,700 clinicians
- Leading provider of services to the NHS
- Unique {my}options affordable private offering growing rapidly in FY20

- One of the largest full service dental support companies in the UK
- Services include consumables, equipment installation, engineering maintenance to {my}dentist and other providers

We operate in the highly attractive UK dental services market

Growth & defensive opportunities

- Base NHS business with evergreen contracts
- Developing unique scale “affordable” private strategy with {my}options
- Strong clinical resourcing and support platform including improved retention
- Integrated single platform – brand, IT systems, processes
- Focus on site by site optimisation

Private dentistry is a key growth opportunity

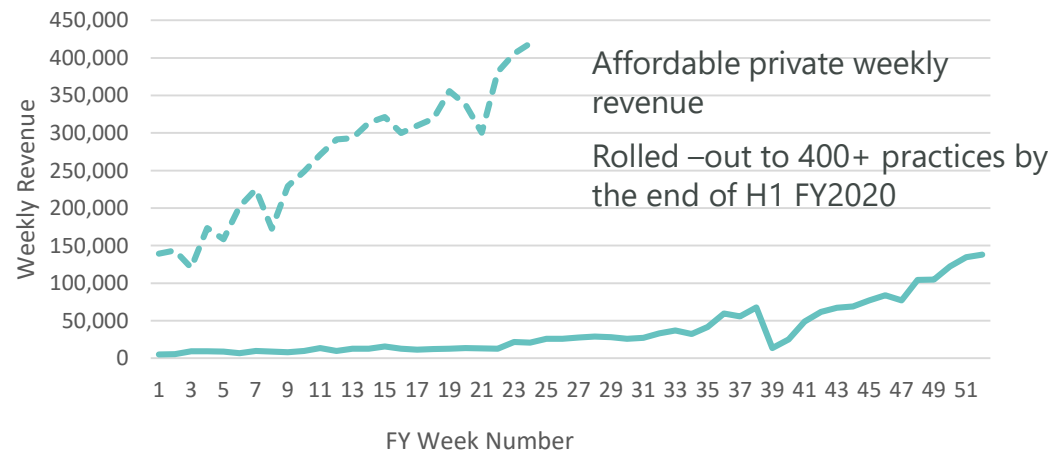
% of total revenue	NHS	Private
UK dental	37%	63%



2016	82%	18%
Q2 2019	73.5%	26.5%

- Significant opportunity to develop private revenue
- Rebalancing revenue toward private in line with overall market
- Market share of private only 1.6% compared to 9.7% of NHS market
- Organic private growth through
 - Roll-out and development of {my}options
 - Private orthodontics and clear aligners
 - Advanced Oral Health Centres hub and spoke implant placing

Acceleration through {my}options



Affordable private fills significant market gap

{my}options
affordable private treatments

get the dental care you have always dreamed of at a price you can afford

SOME OF THE BENEFITS

- Be seen sooner with priority & urgent appointments
- Transparent pricing
- Putting you in control
- Flexible finance options

Ask at reception for more information

{my}dentist
helping the nation smile

www.mydentist.co.uk

Around **25% of {my}options patients didn't have a dentist** before joining

There is a significant gap in the market:

- 50% of NHS practices closed to new patients
- Private dentistry considered unaffordable
- Harder than ever for patients to get access to the treatment they need

Benefits:

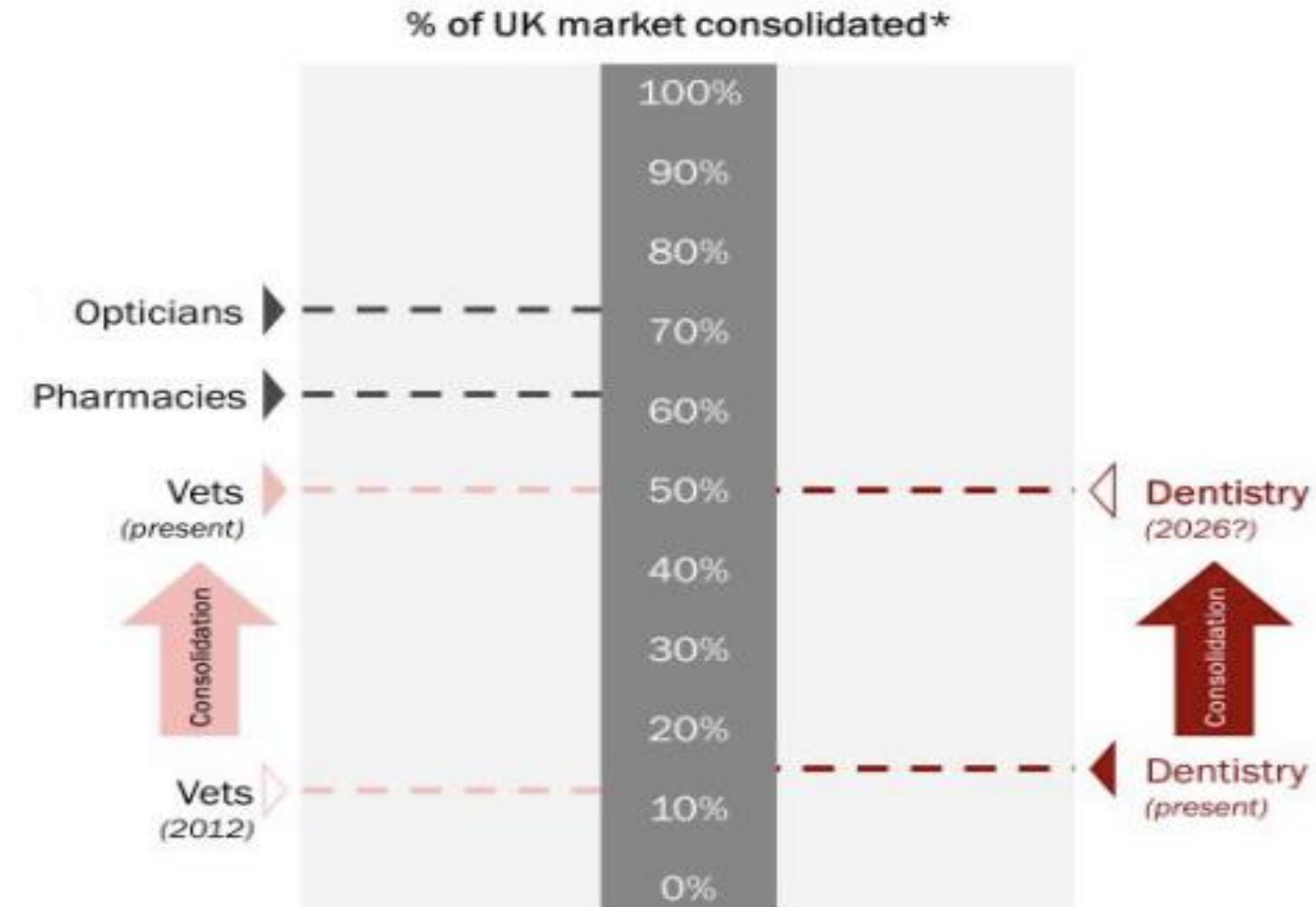
- Growing numbers of clinicians also want to find a better balance between their NHS and private work
- {my}options provides patients with the access they need and clinicians with the careers they want
- Transparent pricing and a fair fee-per-item remuneration model
- Comprehensive range of treatments, flexible, convenient and longer appointments

“ It is the perfect medium for patient choice. It enables me to provide cosmetic dentistry and affordable treatments to patients with more confidence. ”

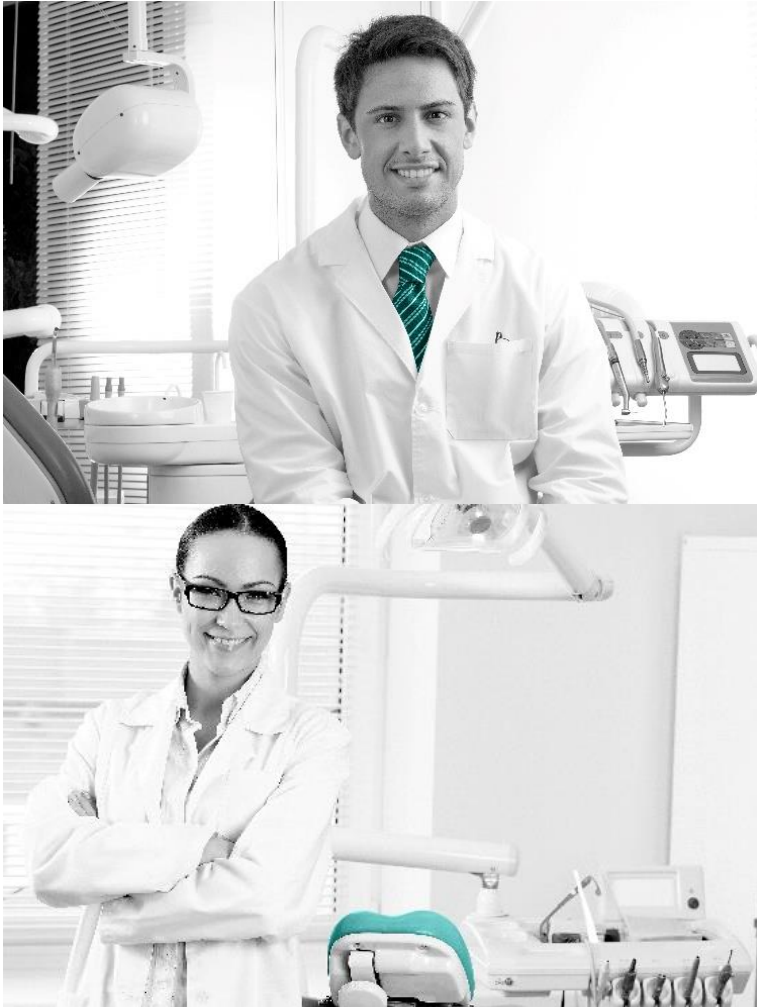
Hani Shegow, Dentist, Blackburn 3

Growth: M&A opportunities

The dental market remains highly fragmented with significant opportunity for consolidation



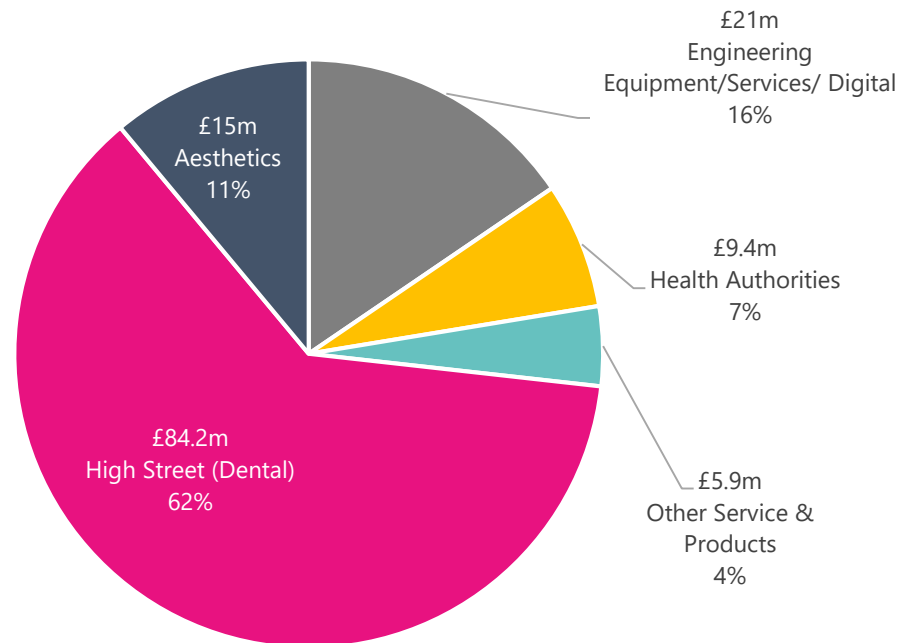
Success in recruitment and retention



- 2,700 clinicians engaged in our practices
- Unique in-house dental training academy – delivered 70,000 hours of CPD last year
- Largest clinical support network of any provider including 400 mentors for new clinicians and team of Clinical Directors and Clinical Support Managers.
- Recruited 100+ new graduate dentists in 2019
- 7,500 staff including 4,000 nurses, 1,000 receptionists
- £2.5m invested in increasing nurse numbers and improving pay and development opportunities
- Invested additional £30m in rebranding and refresh of practices, £20m in new chairs, digital radiography and the latest technology

DD provides all key support services

Revenue - FY19 £135m



Key:

- High Street** - Core business
- Aesthetics** - High Growth
- Engineering** - High Margin
- Health authorities** - High volume low margin
- Other** - Range extension

- DD supplies over 27,000 products to 12,000 dental practices across the UK and the Republic of Ireland
- Market opportunity of £3.1bn including adjacent sectors in primary care, veterinarian and oral health
- Significant investment in customer services through improved support and customer website
- Development of aesthetics through exclusive distribution contract with  GALDERMA
- Own-brand "UnoDent" growth higher than current market share
- Fully independent stand-alone company with contracts across the sector including NHS, Bupa Dental, Portman and the MoD.