



{idh} group
helping the nation smile

ANNUAL REVIEW FY2020

{my}dentist®
helping the nation smile



CONTENTS

IDH Group in numbers	1
Chief Executive's review	2
Group Clinical Director's Review	3
{my}dentist	4
DD	5
Supporting our communities	6
Gender diversity	7
Summary of financial performance	8
Executive Team and Board of Directors	9
Strengths	10





IDH GROUP IN NUMBERS

94%

of patients would recommend us to a loved one

597
practices

27,000 products supplied by DD to **12,000** dental practices

4m
patients

8.8m
products shipped by DD

Shortlisted in **21**
prestigious industry awards

More than **3,000**
clinicians

£62m
EBITDA

98% of DD customers satisfied



TOM RIALL
CHIEF EXECUTIVE OFFICER
{idh} group
helping the nation smile

“Throughout the 2020 financial year, both {my}dentist and DD have consolidated their positions as two of the leading dental businesses in the country. We have a clear plan to build on this success in the future, attracting and retaining a record number of clinicians and supporting more patients than ever in a growing market.”



From building the leading affordable private dentistry brand in the country, to transforming our customer service in DD; growing recruitment of new clinicians to the highest levels on record, to winning new business with major partners like Galderma and BUPA, the last 12 months have been among the most significant in our history and demonstrate the fundamental strengths of both {my}dentist and DD.

Over the last 12 months, we have continued to improve the quality of care we provide to patients, we have supported clinicians to grow the careers that are right for them, we have transformed the customer service offered by DD, we have built an outstanding platform for future growth and, despite the disruption of the COVID-19 pandemic from the start of March, we ended the financial year at the top end of our guidance, with EBITDA of £62.1m.

This would not have been possible without the outstanding teams we have in place across both businesses and, on behalf of the board, I would like to thank everyone across the Group for their continued commitment and hard work.

SUPPORTING MORE PATIENTS TO GET ACCESS TO HIGH-QUALITY, AFFORDABLE PRIVATE DENTISTRY

The UK dental market is estimated to be worth £74 billion and is growing every year, particularly through private and cosmetic treatments such as implants, clear aligners, whitening and facial aesthetics. Private cosmetic dentistry is forecast to grow at around 14% per year over the next 5 years, which is why both {my}dentist and DD have developed particular strengths in this area.

In DD, the growth of facial aesthetics and the contract with Galderma has demonstrated the ability of the business to support this growth market, while in {my}dentist, the development of {my}options, and the early success of {my}smile, our safe, convenient and affordable approach to clear aligners, has helped us to create the country's leading high-quality, affordable private dental care brand.

We have also seen significant growth in our network of Advanced Oral Health Centres, our specialist hubs providing advanced dental treatments, like implants, and offering patients the latest technology. Full year like-for-

like private revenues in the 14 Advanced Oral Healthcare Centres we have now launched were up 28% during the last financial year.

It was at the beginning of the 2020 financial year that we also took the decision to create our new orthodontic division, {my}orthodontist. Overnight, this created the largest orthodontic business in the country with 36 practices and a combined EBITDA, before central costs, of just less than £10m. Bringing this specialist division together has ensured that our practices get the support they need to grow and build expertise in this field, particularly in the private adult orthodontic space.

As a result of all of these initiatives, like-for-like private growth up to the end of February, before the impact of the pandemic took hold, was 19.4%. Our proven ability to grow private, however, isn't just good for patients who want access to high-quality affordable care, it has also allowed our clinicians to build the careers that are right for them. In the 2020 financial year, the average {my}dentist clinician was able to grow their private revenues by more than 25%.

SUPPORTING CLINICIANS TO BUILD THE CAREERS THAT ARE RIGHT FOR THEM

A recent survey showed that 80% of dentists want to find a better balance between their NHS and private work (1). Our ability to support clinicians in growing their private careers, while maintaining the security and stability that comes with having an NHS contract with a large provider, is one of our greatest strengths and is a key reason why we have seen such sustained growth in our ability to attract clinicians and to keep our dentist turnover rate at historically low levels.

Our approach has always been to listen to the views of our colleagues and put their health and safety, as well as that of our patients, first. I am proud that this has continued during the COVID-19 pandemic and, as a result, I believe our reputation across the sector has continued to improve.

In a recent survey conducted since lockdown restrictions began to be lifted, 89% of clinicians said that larger groups of practices were best placed to manage during periods of instability and financial downturn (2). More significantly, in the five key areas that clinicians say are most important to them – income, quality and retention of nurses, quality of equipment, materials, and communication – {my}dentist's reputation has improved markedly in the last two years. Indeed, when non-{my}dentist clinicians were asked for their view of large dental providers, the reputation of {my}dentist had improved by more than any other organisation in the period since 2018, a great testament to the approach we have taken to supporting our clinicians and helping to build careers.

(1) Survey of 512 clinicians carried out in September 2018 by LEK

(2) Survey of 1,004 clinicians carried out in June 2020 by LEK

THE CHANGING FACE OF UK DENTISTRY

The UK dental market remains highly fragmented, with nearly 80% of dental practices on the high street being run by independent owners. {my}dentist is the largest dental care provider with a 5% market share. The COVID-19 pandemic is only likely to accelerate an existing trend for consolidation, with a growing number of practice-owners and clinicians recognising the benefits of being part of a larger group with greater security and the resources to support clinicians in growing their careers.

This is particularly true of {my}dentist. Our industry-leading legal, HR, IT, marketing and compliance teams offer clinicians the support they need, whilst also ensuring we can operate efficiently and productively. All {my}dentist practices have been integrated onto a single R4 platform under one brand with the same high standards, consistent operating procedures and compliance management process, and all benefitting from our shared service centre.

This process of integration has also taken place at DD, which was rebranded from Dental Directory earlier in the year. The transformation of DD has included bringing together a series of sub-brands, launching a new e-commerce platform, automating warehouse operations, and putting in place a new contact centre focussed on dramatically improving customer service. Within the year, the average call answering time at DD has fallen to under 6 seconds and customer satisfaction has reached 98%.

This transformation has had a real impact on the ability of DD to win new business too. DD has now won or extended contracts with NHS Scotland, the Ministry of Defence, BUPA, and Galderma. As a result, DD's organic adjusted EBITDA grew by 66.1% in the financial year.

A STRONG, RESILIENT PLATFORM FOR FUTURE GROWTH

The UK dental market is undergoing significant change, with growing unmet demand and significant opportunities for consolidation. This makes IDH Group uniquely well-positioned to build on its success in the future.

There will, of course, be challenges relating to COVID-19, but we are already returning to routine dentistry and the combination of our resilient, evergreen NHS contract base, along with the success of our affordable private proposition, means that we are well-placed to weather the current storm and to emerge from the pandemic stronger than before.

The 2020 financial year has been one of the most significant in the history of IDH Group. Both {my}dentist and DD have demonstrated the fundamental strength of their models, their resilience and their ability to grow, including through new products and services that are transforming how dentistry is delivered in this country.

We have a clear plan to build on this success in the future, allowing us to continue supporting more patients than ever in a growing market, and we have an outstanding leadership team, with a proven track-record, to deliver it.





NYREE WHITLEY

GROUP CLINICAL DIRECTOR



The care we provide to our patients is at the heart of everything we do, and I am proud that, over the last 12 months, we have made further progress in improving the services we offer across both {my}dentist and DD as we continue to build our business around the needs of our patients and customers.

Nothing matters more than the safety and wellbeing of our patients and colleagues. That's why, throughout the pandemic, our focus has been on following all government guidelines and putting in place a comprehensive chain of protective measures – from screens at reception desks to all of the appropriate personal protective equipment – to ensure everyone in our practices is looked after.

Even before the pandemic, {my}dentist has always been a leader in health and safety and I am proud that, for the sixth consecutive year, we were awarded a RoSPA Gold Medal for demonstrating the highest health and safety standards. Gold medals are presented to organisations sustaining the high standards of the gold level over consecutive years, which is a real testament to our commitment to constantly improving patient care.

That same commitment can also be seen in our approach to compliance and clinical quality. In the 2020 financial year, of the 32 practices inspected by the CQC in England, every single one was found to be meeting all standards. This compares to around 80% of all dental practices nationally, which demonstrates

again, our focus on improving the services we provide and ensuring that our practices are safe, well-led and caring.

Our clinical standards remain some of the best in the industry, but we have also been determined to improve our patient journey and ensure our patients receive the best possible experience with us.

That is why we have continued to increase the amount of feedback we receive from patients and have ensured that this is a central part of the weekly reviews across all of our practices. Between April 2019 and February 2020, before the pandemic began affecting appointments, we collected more than 280,000 pieces of patient feedback, 44% more than the same period the year before. At the same time, the number of patients who would recommend our services to a loved one if they needed care has stayed at record high levels of more than 94% on average. Our public reviews from patients on nhs.uk have also continued to improve with our average rating improving by 25% in the 2020 financial year.

There is still much more that we want to do to continue improving patient satisfaction, but I am proud of these achievements and believe they represent the very best of what {my}dentist is about. I am also extremely proud that the hard work of all of our colleagues has been recognised by our peers across the sector.



In the 2020 financial year, we were shortlisted for no fewer than 21 external industry awards, more than any other provider, and more than in any other year in our history. It is an enormous honour to even be nominated, but to have reached the final in so many categories – from Dental Nurse of the Year, to Best Young Dentist of the Year, Best Practice, Best Hygienist, Best Community Initiative and Service and Repair Company of the Year – speaks volumes about the quality of care we provide and our reputation across the industry.

None of this would be possible without the leadership of all of our clinicians and practice teams. Indeed, what sets both {my}dentist and DD apart is our focus on listening to clinicians and acting on their feedback – whether as colleagues helping us to support our patients, or as direct customers of DD. In {my}dentist, we have gathered extensive feedback to better understand how we can support clinicians. Our most recent Great Place to Practise Clinician Survey showed that more clinicians than ever were satisfied with the materials and equipment we were providing; 25% more clinicians would recommend {my}dentist as a place to work this year compared to last; and the proportion of clinicians who thought they could develop their potential with us had increased to its highest levels on record.

This improvement has seen us reduce our clinician turnover rates to historic low levels, whilst continuing to attract more dentists to join our practices than ever before.

This has been the result of the hard work of our entire leadership team. Over the last two years, we have:

- Invested more than £4.5m in improving the salaries of our practice support staff who make such a significant difference to the working lives of our clinicians;

- Created the largest clinical support network of any dental provider in the country, with more than 400 private and NHS mentors;
- Increased the number of Peer Reviews and engagement events we hold with internal and external clinicians to share best practice and keep colleagues updated;
- Developed a clinically-led approach to materials so that dentists have the right supplies to treat patients;
- Invested in industry-leading legal and patient support teams so clinicians can focus on patients not paperwork;
- Brought in new technology and equipment, rolled out high-speed broadband across our practices, replaced over 300 dental chairs, and purchased 400 new autoclaves.
- And we have continued to develop our in-house dental training academy, delivering 70,000 hours of CPD during the year, and helping more clinicians grow their careers in innovative new treatments like clear aligners.

Similarly, at DD, we have made a series of changes to improve customer service and ensure that clinicians have the products and services they need. That's why 98% of customers have rated us highly, with 93% of customers saying we are as good or better than any of our competitors.

There is a lot to be excited about in dentistry right now. With new technologies, an evolving workforce, revolutionary new treatments, and more patients than ever wanting access to high-quality, affordable dental care, UK dentistry is changing faster than ever before. And with our clear plan, and outstanding network of clinicians offering world-class care, IDH Group is not just a part of this change, it is helping to lead it.

• DD and {my}dentist shortlisted in 21 industry awards

• RoSPA Gold Medal winner

• 36% fall in GDC cases

• 44% more patient feedback collected

• 94% of patients would recommend us to a loved one

• 100% of practices meeting all standards in CQC inspections

• 98% of DD customers satisfied

{my}dentist[®]

helping the nation smile







STEVE MELTON MANAGING DIRECTOR

{my}dentist[®]
helping the nation smile

Dentistry in the UK is going through a period of unprecedented change. New technologies are changing how we are delivering care, treatments are becoming more and more focussed on what patients want, and clinicians are increasingly looking to combine the stability and support of an NHS contract with the opportunity to grow the career that is right for them. In every area, {my}dentist is helping to lead this change and transform how dentistry is delivered for the future.

Over the last 12 months, we have turned {my}options into one of the most successful affordable private dental brands in the country; we have invested in new, innovative treatments, like {my}smile, our safe, convenient and affordable approach to clear aligners; we have transformed our patient journey, improving feedback scores and the quality of care we are providing; we have supported our colleagues and patients throughout the pandemic, demonstrating



{my}dentist[®]
helping the nation smile

our strength, resilience and stability; and we have supported our clinicians to build their careers, growing their private revenues by more than 25% in a year and resulting in historic low levels of dentist turnover.

None of this has happened by accident: it is the result of having a clear purpose, a plan to help us deliver it, and an outstanding team to put it into practice.

So, what is our purpose? Put simply: we want to ensure more patients than ever before get access to the high-quality, affordable, and individual oral healthcare that they need.

Right now, more than 16 million people do not have a dentist; a growing number of practices across the country are closed to new NHS patients; and the costs of private dentistry have never been greater. At the same time, the demands of patients are changing, with cosmetic treatments like implants, whitening, and clear aligners becoming increasingly popular.

Our approach has been to stay focussed on what our patients actually want – outstanding care in a convenient location at an affordable price. And the reaction we have seen has been overwhelming.

When we first launched {my} options at the beginning of the 2020 financial year, we knew there would be high demand from patients who were stuck between NHS care that was difficult to access and private treatment that many people found unaffordable.

In the first full year of {my} options, we treated more than 80,000 patients across 484 practices. The strength of the demand was so clear that we brought forward the full roll out, and supported more clinicians to get involved in offering it. But what is particularly interesting is where these patients are coming from.

Our latest research shows that, of the patients we saw through {my} options, more than 80% were new to {my} dentist. Of those, 28% didn't previously have a dentist at all. Of the 18% of patients who

already attended a {my} dentist practice, 80% were transferring from NHS care. {my} options is offering patients access that simply wasn't there before, as well as giving NHS patients the option of a more comprehensive range of treatments. It's doing all of this without cannibalising existing private revenues and supporting our clinicians to grow their careers.

Across the entire dental sector, clinicians want to find a better balance between their NHS and private work, and {my} options is doing precisely that.

It's also often a spring board for patients into other private treatments they may not have considered before, like implants. Our Advanced Oral Health Centres, which specialise in implants, have continued to grow over the last 12 months, benefitting from our hub and spoke model of local referring practices, and our investment in the latest dental technology, like intraoral scanners.

The support we are offering to clinicians in providing a secure platform from which to grow their careers has put us in a strong position to continue recruiting new

clinicians in the future. Over the full 2020 financial year, we have added a net additional 163 clinicians in practice. The number of dentists moving on from our practices to other roles has also remained at historic low levels throughout the year and I am pleased to say that our pipeline of dentists waiting to join us continues to be well over 200. Since we have started to return to routine dentistry, this pipeline has expanded and we have already made more than 130 offers in the first six months of FY21 to clinicians who want to join the business.

During the 2020 financial year, {my} dentist has demonstrated how it is leading the changes that are taking place in the sector and that it has the strength, resilience and stability to not only weather the current coronavirus crisis, but to emerge from it stronger than before. We have now laid solid foundations from which to continue growing, supporting more clinicians to build the careers that are right for them, helping patients to get access to the affordable care they need, and transforming how dentistry is delivered for the better.

“Over the last 12 months, {my} dentist has proved how dentistry can be done differently in the UK.”



Supporting our clinicians and communities through the pandemic

Throughout the COVID-19 pandemic, our first priority has been the safety and wellbeing of our patients, clinicians and staff. That's why we acted quickly, ahead of government guidance, to suspend routine treatments at the start of the pandemic and to make sure that our vulnerable and extremely vulnerable colleagues were protected.

From 8 June, practices in England were able to start returning to routine dentistry, first providing non-aerosol-generating procedures to patients and prioritising those in most need. A similar approach was taken in Wales, Scotland and Northern Ireland, with all practices across the country starting to reopen again from July.

At all times, we have followed the official government guidance to make sure that our colleagues and patients were protected. We made the right investments to develop a comprehensive chain of protective measures, including putting in place protective screens, hand sanitiser stations, high-volume aspiration, and all of the enhanced personal protective equipment and processes needed to make sure our colleagues and patients were looked after.

But we also ensured we supported our NHS clinicians financially. As much as this has been a health crisis, it has also been an economic one, and we have tried to be as open and transparent as possible about the approach we have been taking in passing on NHS payments to clinicians as appropriate. Even before we knew what abatement the NHS in England would apply to contract-holders, we confirmed to NHS clinicians that we would pass on payments to them based on what they would have been likely to have received if there wasn't a pandemic.

At the same time, we were continually looking for other ways to support clinicians, keeping in regular touch with practices and colleagues to share the latest guidance and information, and even opening up the {my}dentist Academy, our in-house training centre, so that during the pandemic, our training materials could be accessed by all clinicians across the UK at no cost.

Our clinicians and practice teams, in turn, continually went the extra mile to support their patients and their communities: from delivering prescriptions to simply calling elderly patients for a chat to ease the loneliness of social isolation.



Tom Riall, {my} dentist Chief Executive, said: *“Throughout these uncertain times it has been truly heart-warming to see our colleagues’ community spirit.”*

“I am incredibly proud of all of them for not only keeping practices open to provide vital telephone triage and emergency support, but also proactively looking after those who are vulnerable. In these tough times we really could not ask for more.”

A handful of examples of community support from our colleagues across {my} dentist are below. The team has also been sharing stories, thanking their colleagues and keeping in touch via a new {my} dentist Facebook group which attracted nearly 3,000 members in two weeks:

- **Looking after the elderly in East Lancashire.** After social distancing rules were announced, {my} dentist practices in East Lancashire decided to make sure none of their elderly or vulnerable patients were lonely. They got in touch for a chat, and gave practical help by running errands and shopping for essentials.
- **Supplies for young patients in hospital.** During the COVID-19 outbreak visiting in hospitals was reduced. {my} dentist Crickhowell put together a hamper of toiletries and activity packs for children and young patients at their local hospital to help them pass the time.

- **Reading to residents in Newtown.** Rhian Slaymaker, treatment co-ordinator from {my} dentist New Road, New Town, decided to continue her voluntary work with a local nursing home by recording herself reading to them. Rhian often reads to the residents, so by recording herself she could continue while keeping everyone safe. Meanwhile, the practice in Newtown also donated oral health products and kids activity sheets to the local food bank, and delivered prescriptions to people unable to leave their homes.
- **Donating hand sanitiser to the NHS.** At the start of the lockdown, with the majority of practices closed to patients, {my} dentist’s procurement team was able to donate 300 bottles of urgently needed hand sanitiser to the NHS. These were split between Manchester Children’s Hospital and Bolton NHS Foundation Trust.
- **Delivering food parcels.** Access to food has been difficult for the most vulnerable. {my} dentist Stroud decided to supply care packages to the homeless, and offered themselves up as a rest stop for emergency services to refill their travel mugs with tea and coffee. Meanwhile, {my} dentist practices in Dukinfield and Hull have supported local care homes and charities to make sure elderly residents have enough to eat.
- **Shopping for soft foods.** Chaitanya Kallisetty, a dentist from {my} dentist in Welshpool, was so worried about one of his elderly patients being able to eat while they awaited a new denture that he went on a shopping trip to make sure they were well-stocked with soft foods and wouldn’t have to leave the house.
- **A thank you to the team.** {my} dentist Halifax Crescent, Doncaster, walked in to a surprise on 6 April when a local resident’s child decided to say thank you to the practice team by drawing a huge rainbow and message on the wall outside. They were not the only practice to display a rainbow as many practice teams displayed their own works of art to bring a smile to the local community.



{my}dentist is transforming how dental care is delivered

We take a deeper look at some of the projects and initiatives that are changing how dentistry is delivered in the UK





Our high-quality affordable approach to private dentistry

The {my}options brand launched at the start of the 2020 financial year as {my}dentist's high-quality, affordable approach to private dental care. With half of all NHS practices in the UK being closed to new patients, it was designed to bridge the gap for those who experience difficulties in accessing a dentist, but for whom the high costs of private treatments are out of reach.

Under {my}options, patients can have a check-up and benefit from a full range of dental treatments that are, on average, one-third lower than full private treatment. Patients also have greater access with a choice of early morning and evening appointments, plus the support of a treatment co-ordinator where applicable. After a successful trial in 20 practices, the brand was quickly rolled out across the UK thanks to demand from both patients and clinicians. By the end of the year, more than 80,000 patients had benefited from {my}options, and more than 2,600 clinicians had got involved across 484 practices.

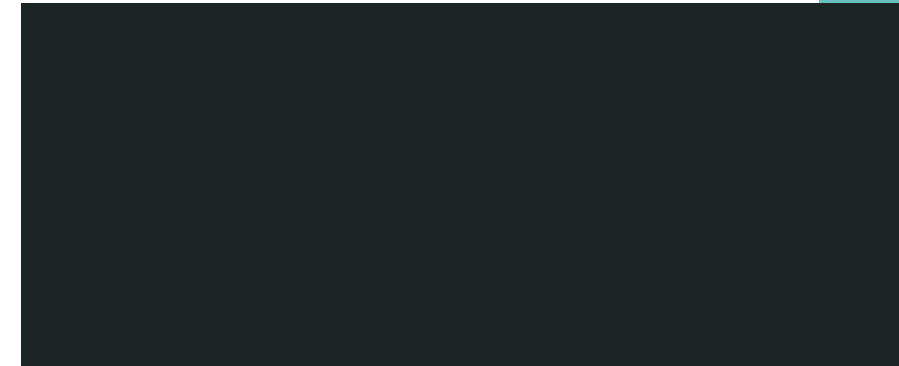
Hayley Travers is a clinician at {my}dentist Oakham and one of the first to offer {my}options. She said: "*{my}options creates a more enjoyable experience for everyone. We're able to offer a longer initial consultation where we can build rapport with the patient and fully explain the different treatment options to them, I feel more fulfilled in my career and the wider team is happier because we're able to treat a greater number of patients.*"

"I had previously considered leaving NHS dentistry and pursuing a career in purely private dentistry for a better work life balance. {my}options is a game changer and allowed me to continue offering NHS care while complementing that with private."

Developing a genuinely affordable approach to private dentistry is solving two problems that are critical for the future of dentistry: it is allowing dentists to grow the careers that are right for them, whilst ensuring that more patients than ever before get access to the affordable care they need. {my}options has already shown how much demand there is from patients and clinicians for a new approach to affordable private dentistry. There is a long way to go, but it has the potential to shape the future of dentistry for a generation.

Advanced Oral Health Centres

our specialist dental hubs



Our advanced oral health centres (AOHCs) are our centres of dental excellence, developed around some of our leading clinicians and dental teams.

These practices act as regional, internal referral hubs where surrounding satellite practices can refer patients for more complex treatments, such as dental implants and orthodontic treatment. To support clinicians in these practices, we have invested in a fully digital workflow, including CBCT scanners and intraoral 3D scanners, which help in the planning of advanced treatments.

Practices benefit from a bespoke marketing plan including digital advertising, local media and events for both patients and external clinicians. To date, we have launched 14 Advanced Oral Health Centres in England and Wales and expect to see further growth and expansion over the coming years. The AOHC model has already proved popular with clinicians and patients, and in the 2020 financial year, these practices saw a 28% increase in private revenues.

The AOHCs were among the first of our practices to trial virtual appointments which were offered for the first time during lockdown. Initial results of this have been extremely encouraging with clinicians able to make better use of diaries by seeing patients for first consultations outside core surgery time, only making face-to-face appointments once the patient is sure they want to proceed.



Our Centres

- Putney, London
- Wincobank, Sheffield
- Wigan, Greater Manchester
- Oliver's House, Tyne & Wear
- Peel Street, Barnsley
- St Ives, Cambridgeshire
- Newtown, Powys
- Wimbourne, Dorset
- Earl Royd, Keighley
- Stevenson Square, Manchester
- Eastgate Street, Gloucester
- Barrack Street, Norwich
- Gosforth, Newcastle upon Tyne
- Formby, Liverpool



A new pilot programme to offer patients safe, convenient and affordable clear aligners

{my}smile is our latest brand launch and focuses on clear aligners to provide safe, convenient and affordable teeth straightening. If patients have more complex needs, we are also able to offer the full spectrum of orthodontic treatments. Interest in clear aligners, and orthodontics in general, is growing fast in the UK with the number of treatments completed in 2019 increasing significantly and showing no signs of slowing.

As the UK's largest network of dental practices, we wanted to ensure we offered the right support to all of our patients and were recognised as a major provider of clear aligners with a brand that appeals to a younger demographic wanting outstanding quality, safe care, in an affordable and convenient way.

The {my}smile brand was developed at the end of 2019 and launched in six trial practices in the North East and Sheffield in February 2020. We designed a very different patient journey for {my}smile, recognising the expectations of our audience. Patient attraction primarily involves digital marketing campaigns plus two retail pods located in the intu Metrocentre, Gateshead, and Meadowhall, Sheffield, where shoppers can pop in to learn about teeth straightening.

Patients have an initial conversation, either virtually or in person with practice treatment co-ordinators or the pod teams and, if teeth straightening is right for them, a consultation is booked with a clinician for a digital scan so that they can visualise their new smile. Although {my}smile was only live for five weeks before the UK lockdown we received more than 400 enquiries from people interested in the treatment.

The venture is a partnership with Straumann Group, which owns the Clear Correct aligner brand, which we supply to patients affordably, bringing safe, clinically-led teeth straightening into the reach of a greater audience. We now have 350 clinicians across the UK trained to provide Clear Correct which means that we can now roll out the brand to further locations across the UK.

{my}smile
teeth straightening





INVESTING IN NEW HIGH STREET LOCATIONS CLOSE TO PATIENTS

In the 2020 financial year, we launched two new practices in West Yorkshire as part of our approach to ensuring we have modern, outstanding-quality practices in strategic locations. Our new practice in Halifax is the result of a merger of three previous dental practices into one modern and fully accessible practice. Situated in the centre of Halifax, the practice has 13 surgeries making it the biggest in {my}dentist's network, and it has capacity to support up to 40,000 patients per year.

The location, within a former restaurant in the Broad Street Plaza leisure development, was chosen as it offers improved accessibility for patients. Situated next to a bus station and with a car park as part of the development, it is easy to get to for patients in a wide catchment area. Plus, with all surgeries on one floor and extended opening hours between 8am and 8pm, it offers greater flexibility of appointments.

It also offers a much better environment for patients and staff, with digital signage, a large and comfortable waiting area and extensive breakout and changing areas for staff. The practice is fully-equipped for the future with space to expand and add a further five surgeries as required. With greater capacity, we were able to launch the new practice with {my} options. NHS access is limited in West Yorkshire so {my} options has been important in encouraging more people than ever to see a dentist.

The complexities of merging the three practices was managed by a team with representatives from key departments including property, facilities, IT, HR, marketing and compliance as well as the regional team on the ground, who met weekly during the project period of approximately six months. The practice was officially opened by The Mayor of Calderdale, Councillor Dot Foster and {my}dentist Chief Executive, Tom Riall.



AFTER

INVESTING IN NEW TECHNOLOGY TO TRANSFORM CARE

The way that people seek information about their dental treatments is changing. More than ever, people want to access expert advice to find out if a treatment is right for them without having to visit a dental practice first.

To match this patient demand, we recently launched a “teledentistry” trial in select practices around the UK. The aim of the trial is to use our existing video conferencing technology to allow patients to have an initial video consultation with a dentist for private treatments including dental implants, teeth straightening, teeth whitening and more. Consultations can be arranged at a time to suit both patient and clinician and ensure that surgery time is maximised for treatments rather than an initial non-clinical discussion.

For patients who then choose to undergo teeth straightening treatment, we are working with our strategic partner, Straumann, to provide patients with DenToGo. This is one of the world’s first mobile orthodontics monitoring solutions and combines software for both patient and clinician to use, as well as hardware the patient uses to take clinical photographs that guide their treatment. This results in fewer appointments in practice as patients are closely monitored remotely.

The availability of virtual appointments is being promoted digitally via both social media and paid search advertising. Although the trial is in its early stages, it is showing fantastic results already.



Ashleigh Richard, our Practice Manager at {my}dentist St Ives, said:

“We had two virtual dental implant consultations, which resulted in treatment booked to the value of £24,000. It definitely works. This is the future of dentistry and DenToGo virtual check is a brilliant tool to add. Surgery time is cut down, less staff are needed and turnaround time is greatly reduced. Patient feedback is brilliant.”

Dr Sara Belo from {my}dentist Wimborne, added:

“DenToGo is definitely here to stay, as it was not only a lifesaver during the pandemic but also now allows me to treat patients that live abroad or those that find it difficult to come to the practice every 4–8 weeks for a review appointment! I have managed to monitor my patients every step of the way during the pandemic and I look forward to continuing to do so even when we get back to the new normal.”





PAUL ADAMS MANAGING DIRECTOR



During the 2020 financial year, DD strengthened its position as a full-service provider of dental supplies, equipment and business services and continued to expand in the medical beauty sector. DD now supplies over 12,000 dental practices and 5,000 beauty clinics across the UK and ROI. Customers can be confident they can get what they need along with unrivalled customer service.

Despite being founded over 45 years ago, and having grown to be one of the leading dental supply companies in the country, we have never been content to rest on our laurels. In the last 12 months, we have transformed how our business works to ensure we are always focussed on what our customers want.

Our vision is to become the first choice for clinical treatment solutions in the UK. That means offering outstanding customer service across a full range of services and products. During the 2020 financial year, we took the decision to rebrand Dental Directory to DD, bringing together many of our smaller brands in one place. That was part of our approach to making it easier than ever for customers to get access to the services they need.

We are now the only company in the UK to offer consumables, equipment and aesthetic solutions to the dental and beauty markets. But we also support practices with all of the streamlined services they need to run successfully, from training and compliance to equipment servicing and maintenance. Despite our long and trusted track-record, DD is firmly a business of innovation.

The first step in that process has been to establish our approach to providing the best possible customer experience. DD's offering has been broken down into six core ranges including supplies, equipment and digital technology, servicing and repairs, specialist, services and beauty medical and non medical products.

The result has been a series of changes that have dramatically improved our customer service and product offering. In the last financial year, we have launched a new customer-friendly, market-leading e-commerce platform, new contact centre facilities, and a new CRM system.

The performance of the customer call centre is now market-leading with calls being answered in fewer than six seconds on average and 95% of calls being answered in under 10 seconds. Our engineering first-time fix rate has improved to 82%. Our new pricing model has improved margin whilst offering better promotions and

an overall customer proposition.

With the Galderma contract win, DD moved into a market leading position as No 1 in the medical beauty sector across the UK and ROI. Also, during the year, DD moved to become No 1 in the provision of engineering services to dentists across the UK and ROI. As a result, our supplier relationships have improved. Our aim is to become No 1 in the supply of products to dentists during this coming year and then become market leader across every sector we serve. And in the 2020 financial year, we recorded our highest ever number of products dispatched in a single day, when more than 53,000 products were shipped on 3 February.

All of this has also been reflected in what our customers think of us. In our latest research, 98% of our customers were satisfied, with 93% of customers saying we are as good or better than any of our competitors.

This transformation has had a real impact on the ability of DD to win new business. We have now won or extended contracts with NHS Scotland, the Ministry of Defence, Portman, BUPA, and Galderma, where we are now the sole-preferred distributor for its aesthetics portfolio in the UK and Ireland, delivering over £45m of incremental sales value. At the same time, our engineering business is now 50% larger than it was the previous year and we are on track to increase our number of engineers from 35 to 100. Collectively, this has resulted in organic adjusted EBITDA growing by an unprecedented 66.1% in the financial year.

Our ambition is to continue being a sector disruptor, uniting our full-service offering and becoming the leading partner to dental professionals and medical beauty practitioners anywhere in the UK and ROI.

Whilst there is still a lot to do, we have continued to move in the right direction during the 2020 financial year and are laying strong foundations to continue building on this success in the future.



WORKING WITH OUR COMMUNITIES

Charity partnerships

Four years ago, our colleagues chose Cancer Research UK as the charity they wanted to support. Since then, colleagues across {my}dentist have raised over £300,000 for the charity. We're extremely grateful to all of our teams for their fundraising efforts which included both personal and team challenges.

Earlier this year, our colleagues chose Dementia UK as our new charity partner. The charity was chosen in a national vote, open to the entire {my}dentist team, from a list of five national charities with a link to oral health.

People with dementia often suffer from severe oral health problems, either because they struggle to take care of their mouths and teeth, or because they can't communicate that they are having pain or discomfort. More than a third of our team voted for Dementia UK and we are looking forward to raising vital funds for them.

Meanwhile, we continue to also support Bridge2Aid which trains rural health workers in developing countries with emergency dental skills. We support financially, donating £12,000 in FY19/20, as well as practically by funding two of our team to visit Bridge2Aid projects and provide the necessary training. Once equipped with dentistry skills, the rural health workers can provide their remote communities with access to dentistry for the first time, helping them out of pain.

£12,000
raised for Bride2aid
this year

Supporting the environment

{my}dentist's Green Forum meets monthly to develop and implement initiatives that reduce waste and energy usage across our practices. Due to the nature of the treatment we provide, dentistry has historically generated a lot of waste. However, the forum has made key progress in the last year to reduce our environmental impact that includes:

- Increased reliance on video conferencing via Microsoft Teams to reduce travel
- Reduced number of paper letters sent to patients by 1 million
- Environmental training included in all staff inductions
- Environmental audit of 20% of the estate
- Greater use of low-power LED lighting.

Oral Health Promotion

In the 2020 financial year, our teams organised more than 70 'Kid Club' events across the UK with the aim of educating children on their oral health. We take our responsibility for prevention seriously and practices have access to an extensive range of exclusive {my}dentist created materials that help them run classes with local schools, nurseries and community groups. These sessions aim to deliver oral health education in a fun way, demonstrating both how to care for teeth and how to make smart dietary choices that should help prevent future problems.

more than
70 Kid Club
events in the UK

GENDER DIVERSITY information

Gender of Directors and employees as at 31-03-20.

	Female	Male	Total
Exec	2	6	8
Functional Director	6	16	22
Director of Region	1	3	4
Head of Department	9	11	20
Senior Manager	23	23	46
Other	6,232	605	6,837
Total	6,273	664	6,937

Age ranges by gender

Age range	Female	Male	Total
under 20	177	10	187
20-29	2,153	169	2,322
30-39	1,811	197	2,008
40-49	981	149	1,130
50-59	815	103	918
60 and over	336	36	372
Total	6,273	664	6,937

Since 31 March 2020, two further members of the Executive Team have been appointed. Biographies for the eight existing Executive Team members, as well as Nilesch Pandya and Jeremy Perkin, can be found later in this document.



Summary of financial performance

In the table below, you will find a summary of IDH's financial performance together with the Key Performance Indicators (KPIs), both financial and non-financial. These KPIs are fundamental to the IDH business and focus on the drivers of value that will enable and inform the management team to achieve each division's business plans, strategic aims and objectives.

The results for the year demonstrate that the group's strategy is successfully improving underlying operational financial results. There was significant increase in adjusted EBITDA in both the DD and {my} dentist divisions. This growth was delivered through to the end of February 2020 with March 2020 significantly impacted by the lockdown measures implemented to slow the spread of the COVID-19 outbreak.

FINANCIAL KPIs

Year ended 31 March	2020 *		2019	
	£m	% revenue	£m	% revenue
NHS revenue	347.1	57.8	358.3	62.7
Private revenue	119.3	19.9	103.8	18.1
Non dental practice revenue**	134.1	22.3	109.8	19.2
Total revenue	600.5	100.0	571.9	100.0
Gross profit	257.6	42.9	254.2	44.4
EBITDA before non-underlying items	76.2	12.7	58.1	10.2
Rental Charge	(14.1)	(2.4)	-	-
Adjusted EBITDA	62.1	10.3	58.1	10.2
Operating loss	(83.4)	(13.9)	(40.0)	(7.0)
Net bank and bond debt	569.8		561.2	
Cash generated from operations***	78.3		37.6	
Cash generated from operations net of interest paid***	36.8		(3.0)	

*IFRS 16 "Leases" was adopted for the 2020 group statutory accounts and increases reported EBITDA as rental payments are classified as a financing transaction rather than an operating expense. Adjusted EBITDA reflects performance before IFRS 16 adjustments.

**After elimination of intra-group sales.

***Prior year comparatives have been restated for the classification of contingent consideration.

Year ended 31 March	2020	2019
Like for like private revenue growth	16.0%	6.5%
Like for like private revenue growth pwd*	15.6%	5.7%
£/UDA annual contract uplift	2.42%	1.67%
Overheads as a percentage of revenue ¹	30.5%	34.6%
Number of practices	597	603
Employees (average number) ²	6,875	7,140
UDA delivery (% of total contract)	81.4%	85.7%
Net debt to EBITDA	7.47	9.66
Pro-forma EBITDA ³	£61.3m	£59.4m
Net debt to pro-forma EBITDA	7.56	9.44
Total UDAs delivered (million) ⁴	10.1	10.8

*per working day

1. Overheads as a percentage of revenue represents administrative expenses, plus distribution costs, less depreciation, amortization and non-underlying items.
2. Employees – clinicians are self-employed, therefore excluded.
3. Pro-forma adjusted EBITDA represents the estimated EBITDA of the group after adjusting for the full year ownership effect of acquisitions or disposals completed during the year ended 31 March 2020.
4. UDA – Units of Dental Activity, measures set by the NHS Regions as part of the contract terms. The UDA delivery % shown above is stated after temporary and permanent handbacks agreed in-year. FY2020 figures include a top up of 326,000 UDAs from the NHS for March 2020, from the suspension of routine dentistry to year-end. This amount reflects historical delivery in March 2019.



Management defines net debt as all external bank and bond debt, and therefore this excludes any shareholder loan notes and preference shares. The closing net external bank and bond debt as of 31 March 2020 was as follows:

EXTERNAL BANK AND BOND DEBT

Year ended 31 March	2020 £m	2019 £m
Senior secured fixed rate notes	275.0	275.0
Floating rate notes	150.0	150.0
Second lien notes	130.0	130.0
Super Senior Revolving Credit Facility (SSRCF)	98.2	25.0
Less cash at bank	(76.2)	(9.0)
Total	577.0	571.0
Less unamortised issue costs and discount	(7.2)	(9.8)
	569.8	561.3

The SSRCF was drawn down in full during March 2020 to ensure liquidity was available while restrictions were placed on normal activities due to COVID-19. This £73.2m drawn was repaid in September 2020, plus a further £5m.



Financial REPORTING

The group reported its financial performance regularly for the year ending 31 March 2020, through the publication of financial statements for each quarter. The Chief Executive Officer, Chief Financial Officer and Director of Group Finance also held quarterly conference calls with investors including a Q&A session. Management has also met with investors where requested.

There are no ongoing quarterly covenant measures that require compliance reports for the fixed or floating rate notes. The covenant requirements of the SSRCF require quarterly reporting to the banking group, in line with the information provided to bondholders, but also include one reporting covenant

that measures amounts drawn under the SSRCF in relation to earnings before interest, depreciation, amortisation and exceptional items (EBITDA). The covenant is only measured when 35% or more of the SSRCF is drawn at the quarter end.

The group prepared its financial statements in accordance with International Financial Reporting Standards as adopted by the European Union (IFRS). A more detailed review of our financial performance, as well as the principal risks and uncertainties of the group, are set out in the statutory accounts of Turnstone Equityco 1 Limited, the holding company for IDH, and are available on our website: www.mydentist.co.uk

Group EXECUTIVE TEAM



TOM RIALL
Chief Executive Officer,
IDH Group

Tom Riall joined Integrated Dental Holdings as Chief Executive Officer on 8 May 2017. He is the former Chief Executive Officer of Priory Group having held the position from April 2013 to December 2016 and led Priory through its successful sale to Acadia Healthcare Services. Just prior to his appointment, he had served as Chief Executive of Serco's global services business since June 2012, and prior to that its Civil Government and Home Affairs divisions having joined the business in 2005. Serco is a UK listed company that provides a variety of services and products relating to defence, home affairs, aviation, and transport. Tom has completed the Advanced Management Programme at Harvard Business School, holds an MBA from the City University Business School and a BA from Durham University.



NILESH PANDYA
Chief Financial Officer,
IDH Group

Nilesh Pandya joined Integrated Dental Holdings as Chief Financial Officer on 12 October 2019. He was previously Chief Financial Officer of TDR Group owned International Car Wash Group Limited, where he led the successful sale of the group to Roark Capital Group following an acquisitive growth strategy in the US. Prior to this, he was Chief Financial Officer of Investcorp Technology Partners owned Skrill Holdings, where he led with the management team the organic and inorganic growth and subsequent sale of the group to CVC. Nilesh has also held senior positions with M&S Foods, HSBC Investment bank and began his career with KPMG. He has a degree in Politics, Philosophy and Economics from Oxford University and is a member of the Institute of Chartered Accountants in England and Wales.



DR NYREE WHITLEY
Group Clinical Director,
IDH Group

Nyree Whitley has more than 20 years' experience of clinical practice and was formerly a Regional Clinical Director at {my}dentist until becoming Group Clinical Director in 2017. Nyree qualified from Guy's Hospital in 1996 and, since then, has held posts in primary and secondary dental care, as a Postgraduate Dental Tutor for the Welsh Deanery, a Clinical Reviewer for the National Clinical Assessment Service (NCAS), an associate Dento-legal Advisor and Local Dental Advisor for Dental Protection and is still a practicing dentist.



DR JULIAN PERRY
Group Commercial
Director, IDH Group

Julian Perry joined Integrated Dental Holdings in January 2018 as Group Commercial Director. Dr. Perry has over 30 years' experience in dentistry, including more than 20 years in multi-site ventures. Prior to IDH, he held a series of roles with Oasis Dental Care, now BUPA Dental, including Group Clinical Director and Director of Acquisitions. Dr. Perry played a key role in the successful turnaround and sale of Oasis Dental Care to BUPA in November 2016. Julian also continues to work part time as a practicing clinician with a special interest in implant dentistry.



ROB PILLING
Group Director of
Strategy, IDH Group

Rob Pilling is the Group Director of Strategy for Integrated Dental Holdings and joined the Group in January 2009. He worked closely with the IDH management team during the sale of the business to the Carlyle Group and Palamon in 2011 and has worked extensively in the acquisitive growth and strategic planning within the group thereafter. He was previously a Senior Manager at BDO Stoy Hayward, a global firm of accountants and advisors across 154 countries. His role was primarily working on UK national turnaround business solutions and he also worked on a number of corporate finance matters. Prior to this, Rob worked in accountancy roles for the card retailer, Birthdays plc which was later acquired by Clinton Cards. Rob is a member of the Chartered Institute of Management Accountants.



JEREMY PERKIN
Director of Group Finance,
IDH Group

Jeremy Perkin is the Director of Group Finance and joined Integrated Dental Holdings in December 2008 as Financial Controller of the legacy IDH business. Prior to joining our team, Jeremy held a series of roles with KPMG LLP including the role of Senior Manager in Audit. He has a degree in Economics and Politics from the University of Bath and is a member of the Institute of Chartered Accountants in England and Wales.

Non-Executive BOARD



TOM MUIR
Group Director of
Communications, IDH Group

Tom Muir joined Integrated Dental Holdings as Group Director of Communications in August 2017. He was previously Group Director of Corporate Affairs at the Priory Group, the UK's leading provider of mental healthcare and specialist education services and, before that, Head of Communications for Circle Partnership, the employee co-owned hospital group. He has worked as a Senior Political Adviser at the Conservative Party and was a Global Emerging Markets Research Analyst for Japanese Investment Bank, Nomura. Tom has a first-class degree from Cambridge University in History and Management Science.



STEVE MELTON
Managing Director,
{my}dentist

Steve Melton joined Integrated Dental Holdings in October 2017 as Managing Director of the {my}dentist division. Steve has more than 30 years' experience at Board level across retail, consumer, and healthcare. Most recently, he was Chief Executive at Circle Health, the AIM-listed, employee co-owned hospital group. Prior to this, he was Supply Chain Director for Argos, and held a variety of leadership positions in Scottish Courage, Asda and internationally with Unilever. He graduated with a first-class degree in Chemical Engineering from Queen's College, Cambridge University.



NICKY WALSH
Director of HR, {my}dentist

Nicky Walsh is the Director of HR. She joined Integrated Dental Holdings in January 2015 as Head of HR before being appointed Director of HR in June 2016. Her career in HR spans over 20 years across a number of sectors including retail, financial services, housing and commercial vehicle contract hire. Prior to joining Integrated Dental Holdings, Nicky worked in senior HR management roles at Phones 4U, the mobile phone retailer, and HBOS.



PAUL ADAMS
Managing Director, DD

Paul Adams joined Integrated Dental Holdings on 30 April 2018 as Managing Director of the DD division. He has more than 25 years' experience in FTSE100 and private equity companies across consumer products, retail, technology, financial cash management and healthcare sectors, including the manufacture and supply of pharmaceutical and medical device products. Paul has strong operations experience, having been Chief Operating Officer of Talaris Ltd, a global cash management company, then owned by private equity house, Carlyle, the current co-owner of the group. In 2012, he became CEO of Talaris, taking the business through a successful sale to Glory Ltd later that year, where he continued as Chief Executive. Most recently, Paul was CEO of Redeem Group Ltd. He has an MBA from Westminster University and is co-author of The Little Black Book of Change published by John Wiley & Sons in 2016.



ALAN BOWKETT
Non-Executive Chairman

Alan Bowkett joined the Board as non-executive Chairman on 21 March 2017. He has been Chair of a number of international companies inter alia, Avio Spa, Diaverum AG, Metzeler BV, Euromedic BV and Acordis BV. In the UK he was Chair of FTSE 250 housebuilder Redrow and CEO of Berisford plc from 1992-99. Currently, in addition to his IDH role, he is Chair of Cambridge Education Group and Ontic Ltd. From 2009 - 2015, he was Chairman of English Premier League side Norwich City Football Club. Alan holds an MBA from London Business School and a BSc(Econ) from University College London.



BARRY COCKROFT
Non-Executive Director

Barry Cockcroft joined our Board in 2015 as a Non-Executive Director. Barry is a qualified dentist and initially spent more than 25 years in general dental practice where he also represented Coventry, Warwickshire and Solihull on the General Dental Services Committee of the British Dental Association, ultimately becoming the Vice-Chairman of the Committee. In 2002 he joined the Department of Health as Deputy Chief Dental Officer, and was appointed Chief Dental Officer in 2006 and retired in 2015. During this time, he provided clinical and professional advice to NHS England, the Department of Health and Health Education England and contributed to the development of dental care in the United Kingdom. He was awarded a CBE in 2010 as well as honorary fellowships by the University of Central Lancashire, the Faculty of Dental Surgery in England and the Faculty of General Dental Practice and an honorary doctorate in dental science by the University of Plymouth.

Shareholder REPRESENTATIVE



OLIVER BUTLER
Non-Executive Director
Carlyle Group

Oliver Butler is an Associate Director at The Carlyle Group advising on buyouts, privatizations and strategic minority investments for Carlyle Europe Partners. Since joining Carlyle in 2010, Oliver has been actively involved with Carlyle's investment in current portfolio companies PA Consulting and Praesidiad as well as prior investments in Talaris and Holland & Barrett (through the investment in NBTY). Oliver was also a member of the transaction teams that executed Carlyle's investment in RAC and Addison Lee. Prior to joining Carlyle, Oliver was with Greenhill & Co. Inc. in London. Oliver received a B.A. with honours in natural sciences from Cambridge University.



KARTHIC JAYARAMAN
Non-Executive Director

Karthic Jayaraman is a Partner at TPG Capital based in London, where he co-leads the platform's healthcare group. Prior to joining TPG, Karthic served as a Managing Director/ Partner at The Carlyle Group and was a Co-Head of Carlyle Global Partners. Before that, he worked at Credit Suisse in investment banking and at Schlumberger as a field engineer. Karthic received his bachelor's degree in mechanical engineering from The University of Sydney and his MBA from Harvard Business School.



OUR STRENGTHS

PATIENT FIRST

Our patients come first. It's as simple as that. Their oral health, the quality of care they receive, the experience they get when they're with us - nothing matters more. We treat our patients like they're one of the family. So, whatever they need and wherever they are, we're proud to always deliver high-quality, affordable, individual care.

COMMUNITY MATTERS

We're at our best when our team feels like a family and we are connected to the communities we serve.

A PLACE TO GROW

No matter your role, we aspire to have the right career structure in place for you to grow and progress. With resources like dentistry's only in-house Academy at your fingertips, a career with {my}dentist really can last a lifetime.

ALTOGETHER BETTER

We work as one-team - both clinical and operational - to support our patients. With the largest network of local practices in the UK all working together, we can offer our teams everything they need: from marketing, HR and referrals, to access to the right materials, equipment and clinical support.

SURPRISINGLY BRILLIANT

We're not some faceless corporate. Get to know us and you quickly realise how much power you have to get things done as part of a great local team. With brilliant people who are trusted to get on and do their jobs, and one shared goal, you'll be surprised at what can be achieved.

RESTLESSLY AMBITIOUS

We always strive to improve. We may be the market leaders, but we're never satisfied. We are restless in our pursuit of quality, innovation and the best care. We haven't always got everything right, but we learn from our mistakes. Everyone has a voice, and everyone can make a difference.



{idh} group
helping the nation smile

Turnstone EquityCo 1 Limited (Company no. 07496756)
Registered office:- Europa House,
Europa Trading Estate, Stoneclough Road,
Kearsley, Manchester M26 1GG
Tel: 01204 799799
www.mydentist.co.uk