

Investor Presentation

Q1 2025

TSX: DNTL

Disclaimer

Any graphs, tables or other information demonstrating our historical performance or that of any other entity contained in this presentation are intended only to illustrate past performance and are not necessarily indicative of such entities' future performance. Investors should not assume that the information contained in this presentation is accurate as of any date other than the date given, or where information is stated to be as of a date other than the date given, such other applicable Canadian securities laws, the information contained in this presentation is accurate only as of the date of this presentation regardless of the time of delivery of this presentation. Unless otherwise requires, all references in this presentation to "Dentalcorp", "we", "our", "ours", "us" or similar terms refer to dentalcorp Holdings Ltd. (formerly Dentalcorp Overbite Ltd.), together with its wholly-owned subsidiaries, as well as 100% of the accounts of certain other entities' number of the company as a result of such other entities' contractual relationships with the Company.

Forward-Looking Information

This presentation as well as oral statements made during the course of the oral presentation includes forward-looking information includes, but is not limited to, statements about the Company's objectives, strategies to achieve those objectives, our financial outlook, and the Company's beliefs, plans, expectations, anticipations, estimates, or intentions. Forward-looking information includes words like could, expect, may, anticipate, assume, believe, intend, estimate, plan, project, guidance, outlook, target, and similar expressions suggesting future outcomes or events.

Our forward-looking information includes, but is not limited to, the information and statements under "First Quarter 2025 Highlights" and "Second Quarter 2025 for Revenue, Same Practice Revenue Growth, Adjusted EBITDA Margin, PF Adjusted EBITDA after rent attributable to practices acquired in 2025 and our medium-term expectations regarding Same Practice Revenue Growth and Net Debt / PF Adjusted EBITDA after rent Ratio. Such forward-looking information relating to these metrics are not projections; they are goals based on the Company's current strategies and may be considered forward-looking information under applicable securities laws and subject to significant business, economic, regulatory and competitive uncertainties and contingencies, many of which are beyond the control of the Company and its management.

The purpose of disclosing such forward-looking information is to provide investors with more information concerning the financial results that the Company currently believes are achievable based on the assumptions below. Readers are cautioned that the information may not be appropriate for other purposes. While these targets are based on underlying assumptions that management believes are reasonable in the circumstances, readers are cautioned that actual results may vary materially from those described herein.

Forward-looking statements are necessarily based upon management's perceptions of historical trends, current conditions and expected future developments, as well as a number of specific factors and assumptions that, while considered reasonable by management as of the date on which the statements are made, are inherently subject to significant business, economic and competitive uncertainties and contingencies which could result in actions, events, conditions, results, performance or achievements to be different or materially different from those projected in the forward-looking statements. Forward-looking information is based on many factors and assumptions including, but not limited to, the impact of, and the enrollment of patients in, the CDCP; expectations regarding the Company's business, operations and capital structure; that the Company's acquisition program continues as it has historically, including the Company maintaining its ability to continue to make and integrate acquisitions at attractive valuations including a reduction in acquisition purchase multiples as company's ability to realize pricing increases, materially driven by Provincial fee guides; a continued increase in patient visit volumes through patient recall and insourcing initiatives that drive the expansion of service offerings and frequency of visits to contribute to optimal patient care; the impact of the investments the Company has made in its corporate infrastructure and teams, and the upgrades to its core information technology systems; the Company's ability to mitigate anticipated supply chain disruptions, geopolitical risks, inflationary pressures and labour shortages, and generate cash flow; no changes in the competitive environment or legal or regulatory developments affecting our business; and visits by patients to our Practices at or above the same rate as current visits

Actual results and the timing of events may differ materially from those anticipated in the forward-looking statements. Such risks include, but are not limited to, the Company's potential inability to successfully execute its growth strategy and complete additional acquisitions; its dependence on the integration and success of its acquired dental practices; its dependence on the parties with which the Company has contractual arrangements and obligations; changes in relevant laws, governmental regulations and policy and the costs incurred in the course of complying with such changes; risks relating to the current economic environment, including the impact of any tariffs and retaliatory tariffs on the actual industry; increases in operating costs; litigation and regulatory risk; and the risk of a failure in internal controls and other factors described under "Risk Factors" in the Company's Annual Information Form for the year ended December 31, 2024 and in this presentation. Accordingly, we warn readers to exercise caution when considering statements containing forward-looking information and caution them that it would be unreasonable to rely on such statements as creating legal rights regarding the Company's future results or otherwise, except as required by applicable securities laws. All of the forward-looking information in this presentation is qualified by the cautionary statements herein.

Presentation of Financial Information and Other Information

Unless otherwise specified, all references to "\$", "dollars" or "Canadian dollars" are to Canadian dollars and references to "U.S.\$" and "U.S. dollars" are to United States dollars. Amounts are stated in Canadian dollars unless otherwise indicated. Certain totals, subtotals and percentages throughout may not precisely reconcile due to rounding.

Non-IFRS and Other Measures

This presentation makes reference to certain non-IFRS and other financial measures. Terms by which non-IFRS and other financial measures are identified include, but are not limited to, "Adjusted EBITDA Margin", "Adjusted EBITDA Growth from Acquisitions Completed in Prior Period", "Adjusted free cash flow," "Adjusted free cash flow per Share", "PF Adjusted FBITDA", "Gross Profit Margin", "PF Adjusted EBITDA Margin", "PF Adjusted EBITDA Margin", "PF Adjusted EBITDA Margin", "PF Adjusted EBITDA Growth" and "Same Practice EBITDA Growth" and "Same Practice BITDA Growth" and "Same Practice Bit George Growth". For information on the most directly comparable IFRS measures, a description of how we use these measures and an explanation of how these measures provide useful information to investors, and applicable reconciliations refer to the "Non-IFRS and Other Measures", "Non-IFRS Financial Measures", "Non-IFRS Financial Measures" profile on SEDAR+ at www.sedarplus.ca, which is incorporated by reference into this presentation.

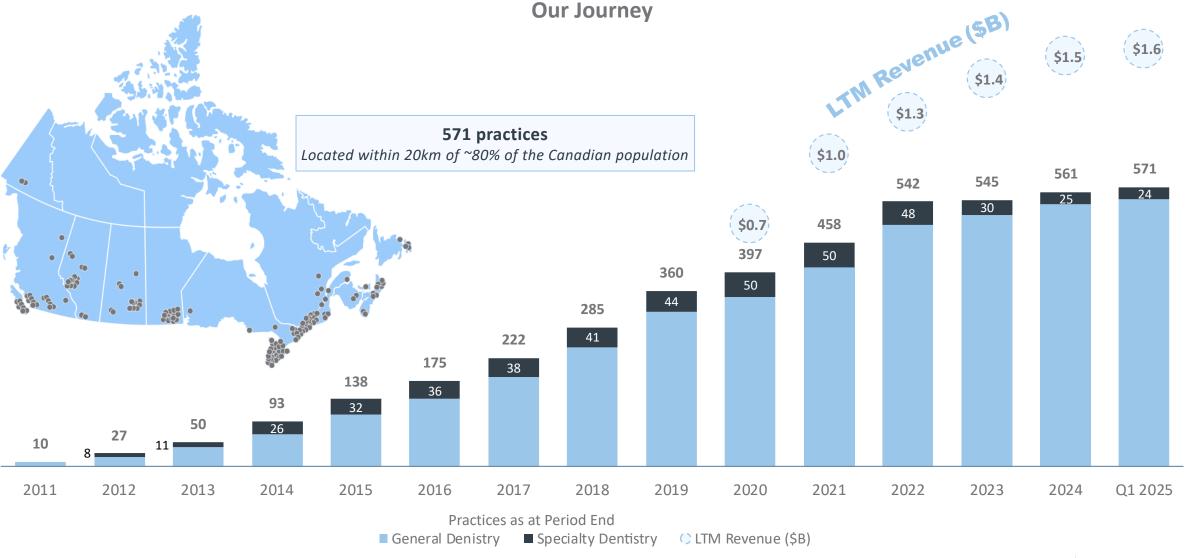
Market and Industry Data

Market data and industry forecasts contained in this presentation have been obtained from industry publications, various publicly available sources and subscription-based reports as well as from management's good faith estimates, which are derived from management's knowledge of the industry and independent sources that management believes to be reliable. Industry publications, surveys and forecasts generally state that the information contained therein has been obtained from sources believed to be reliable. We have not independently verified any of the information from third-party sources nor have we ascertained the validity or accuracy of the underlying economic assumptions relied upon therein. The Company hereby disclaims any responsibility or liability whatsoever in respect of any third party sources of market and industry data or information.





Canada's Largest National Network of Dental Practices



Beyond Brilliant through Frictionless Dentistry

We make dentistry easier for patients and professionals by combining scale, expertise, and technology



Access to top clinicians, ongoing education, and career development



Industry-leading standards and clinical protocols



AI, digital workflows, and automation to enhance efficiency and patient care



Acquirer of choice for independent practice owners¹, with a proven model supporting independent practice owners with business, clinical, and operational expertise



Centralized systems optimize performance and profitability



Investing in mentorship, scholarships, and training programs

Simplifying Dentistry Through Scale, Expertise, and Technology



Delivering Exceptional Care to Our Communities

EXPANDING ACCESS TO CARE

- Commitment to pediatric dentistry, including more than \$500k donated to four of Canada's largest children's hospitals
- Over \$3.7 million of free dental care provided by the Dentalcorp network
- Supporting the Canadian Dental Care Plan (CDCP) and other government programs to improve affordability and accessibility

SickKids









ADVANCING THE PROFESSION

- Developing the next generation of clinicians through mentorship, scholarships, and continuing education.
- More than \$6.4 million donated through academic partnerships
- Over \$1.2 million in tuition reimbursements
- Supporting career growth and skills development within our network













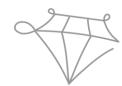
OUR VALUES





Beyond The Status Quo

Brilliant Together





Beyond Excellence

Brilliant Experiences





Attracting, Developing & Retaining Top Industry Talent

How We Win Talent

Winning Recruitment

- Award-winning Recruitment team
- University partnerships drive long term relationships with graduating talent
- Summer job shadowing programs connect top graduating talent to our network
- Scholarships for top students to secure the best graduates

Values-Based Culture

- Purpose & values embedded
- Leadership development
- Diverse and inclusive practices
- Annual culture & engagement survey informs people strategy
- ~90% partner dentist retention rate, since inception in 2011

Training and Development

- Award-winning continuous education program to fuel career growth
- Advanced clinical & practice leadership development for future Partners
- Advanced clinical & practice leadership development for associate dentists, providing them with a clear path to partnership

Optimized Talent Management

- Flexible locations & ability to fill shifts across the network
- Annual performance reviews drive performance culture
- Succession management for key clinical and leadership roles

Our People

- 1,850+ dentists, 2,600+ hygienists, 5,850+ auxiliary dental health professionals across Canada
- Average age of partner dentists of early-40s at the time of acquisition; allowing for continued growth within the practice
- Average age of all dentists across the network is mid-40s
- Partner dentists have a ~90% retention rate since inception in 2011
- 13% voluntarily dentist turnover in 2024; over 50% below the industry average¹

My only regret is that I didn't join 10 years ago. If I did I would have expanded my network and managed more practices than I am now.

Dr. Bill Toews, Partner since '18

I can focus more on what I love about dentistry: my team, my patients, and advancing my skill set.

Dr. Lauretta Gray, Partner since '19

Dentalcorp's leadership development refined my skills in patient care and practice management. Through training, mentorship, and support, I gained the expertise to take on greater responsibilities, guiding my journey to partnership.

Dr. Sunny Sangha, Partner since '24 (joined as an Associate in '22)

I am now fulfilling my dream of practicing the dentistry I love with all the admin, networking, technical and training support to advance my clinical and managerial skill set.

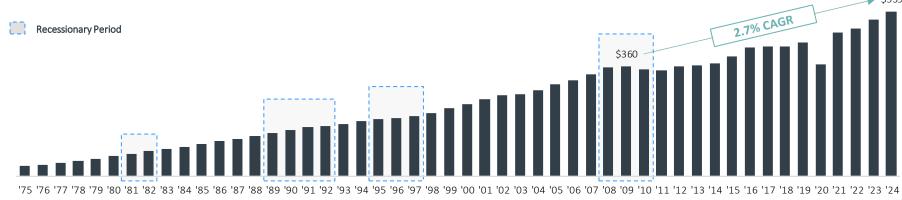
Dr. Adaobi Ilogu, Partner since '25 (joined as an Associate in '21)

Reinforcing Our Position as the Acquiror and Employer of Choice

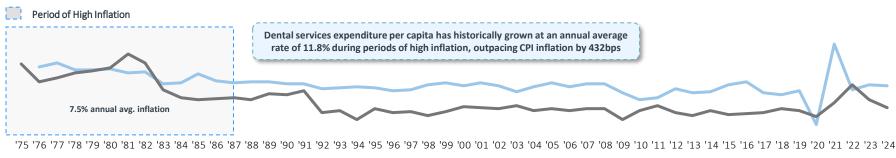


An Essential and Highly Recurring Healthcare Service, Insulated from Economic Cycles and Disintermediation by Technology

CANADIAN DENTAL
SERVICES EXPENDITURE
PER CAPITA¹



CANADIAN ANNUAL AVERAGE CPI INFLATION²



— Annual CPI Inflation

ESSENTIAL HEALTHCARE FOR CANADIANS³

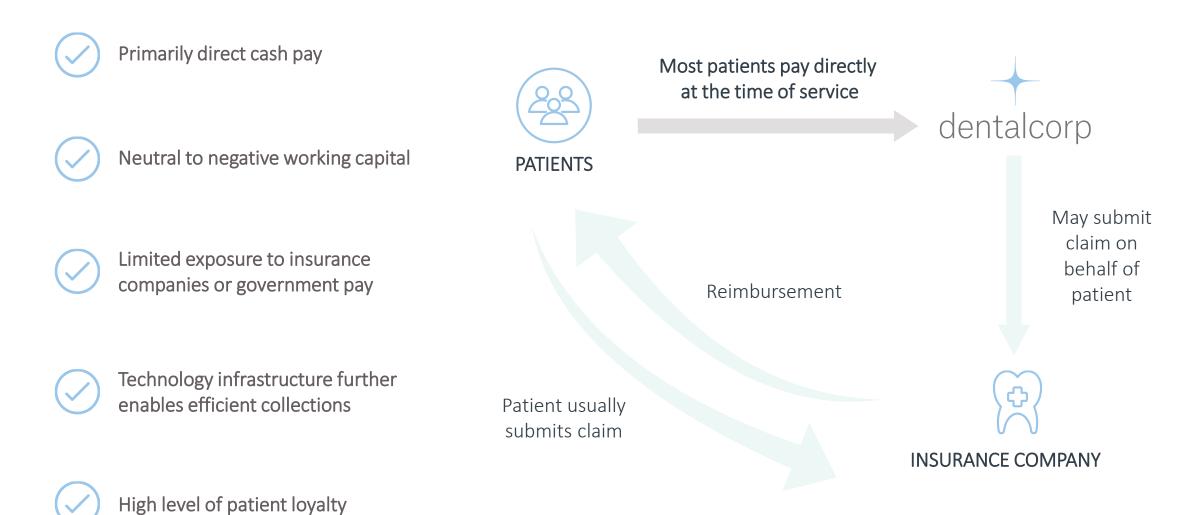
Dental Services Growth per Capita

~70-75% of Canadians see a dentist every year

~90% of Canadian children see a dentist every year

~70% of Canadians have dental insurance

A Differentiated Private, Cash-Pay Model





Balanced Approach to Driving Sustained Growth

ORGANIC GROWTH

4%+ Medium-term target for Same Practice Revenue Growth^{1,2}



- Same Practice Revenue Growth^{1,2} supported by:
 - Expansion of specialty service offerings (e.g., clear aligner orthodontic treatment, implants)
 - Our leading technology stack, including the use of AI for more accurate diagnoses and patient education and patient recall tools, to drive optimal and adequate patient care

OPERATING PRODUCTIVITY

Scaled corporate infrastructure and practice-level efficiencies expected to drive long-tail margin expansion and support a doubling of the business²



- Generally, 10-15%+ increase in Practice-Level EBITDA Margin¹ immediately following acquisition²
- A significant portion of this margin expansion is expected to be driven by ongoing operating efficiencies and our robust technology infrastructure²

ACQUISITIVE GROWTH

Delivered on acquisition strategy, with an average of \$30-\$35 million of annual acquired PF Adjusted EBITDA¹ since 2018

2025 PF Adjusted EBITDA after rent^{1,2} target is \$25 million+



- Strong revenue and practice-level EBITDA¹ growth post-acquisition²
- Historically, visit frequency has increased 10-15% postacquisition (e.g., by using hellodent)



Revenue Growth Engine Powered by the Dentalcorp Advantage

Dentalcorp is one of the few providers with the scale to implement programs that support:



Attracting New Patients

- Sophisticated marketing playbooks including digital optimization of patient journey
- hellodent platform enables patients to search, book and review Dentalcorp practices
- Centralized call center pilot in progress
- Network effect recaptures moving patients at other Dentalcorp practices



Expansion of Service Offerings and Capabilities

- Continued roll-out of the Ortho Acceleration
 Program and new hygiene programs
- Network-wide implant program launched in 2022
- Utilization of Al-driven diagnostic tools to identify treatment needs and drive conversion



Increased Frequency of Visits

- Advanced digital recare and patient engagement platform to drive network-wide recall
- Digitally enabled and automated campaigns to re-activate lapsed patients

4%+ Medium-Term Target for Same Practice Revenue Growth¹ with an Expected 10-15% Increase in Visit Frequency and 0.5-1.0% of Same Practice Revenue Growth¹ Derived from Expansion of Specialty Service Offerings Following Acquisition²



Playbooks to Drive Practice-Level EBITDA Margin¹ Expansion



- Predictive labour management
- Labour sharing across the network creates for economies of scale and network synergies



Procurement

- National vendor consolidation across major spend categories
- Network-wide initiatives to drive optimization
- New practices access preferred supplier pricing from day one



Exclusive Technology Platforms

- Continuous enhancements of internal tools (dc market, dc assist, dc safety)
- Tech-enabled platform driving enhanced user experience and financial efficiencies

Expected Practice-Level EBITDA Margin¹ Increase of 10-15%+ from Date of Acquisition With Long-Tail Upside²



Leveraging Technology to Drive Continued Scalability and Growth



Leading Technology Stack

- Leading tools standard across our practices for:
 - Patient Engagement
 - Procurement
 - Ticketing Support
 - Safety
 - Scheduling and Labour
- Mature back-office SaaS systems already in place:
 - Oracle NetSuite ERP
 - Workday HRIS



Best-in-Class Clinical Artificial Intelligence

- Partnership with VideaHealth to use their AI for radiograph diagnostics expected to lead to¹:
 - Increased detection of dental conditions and better patient outcomes
 - Enhanced clinical consistency across practitioners
 - Better patient education and case acceptance through AI-generated visual aids
- Rapid roll out began in January 2025 with 141 installed at the end of Q1 2025; 350 practices expected to be installed by the end of 2025¹

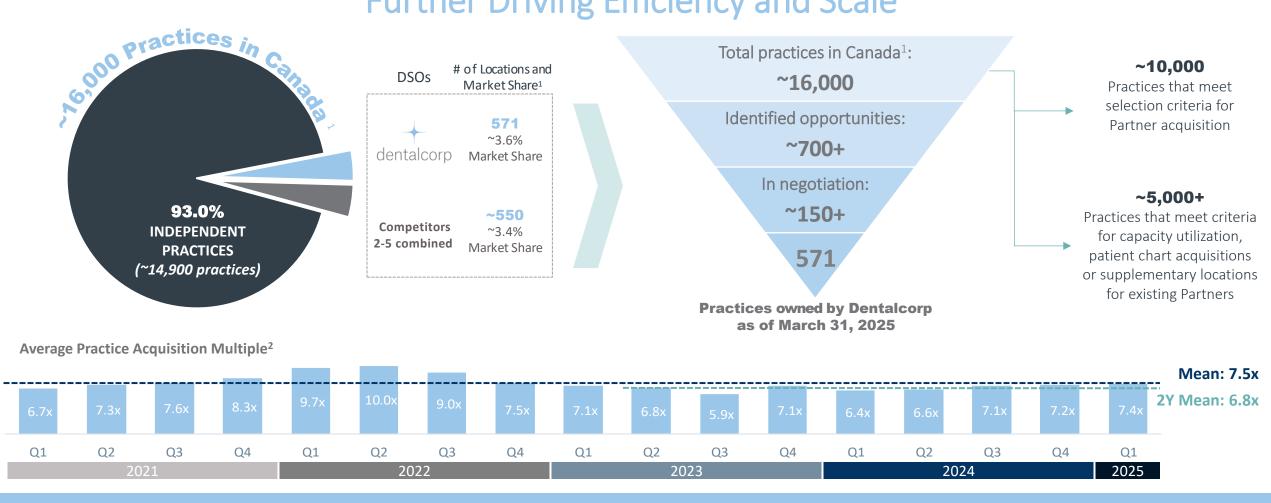


Actionable Data and Insights

- Daily consolidation of data from our entire network into a cloud-based data warehousing platform leading to actionable insights to drive growth in our network
- AI-powered call tracking to analyze patient acquisition channel attribution, enabling optimized strategies and enhanced ROI
- Industry leading visualizations created including dynamic benchmarks that compare practices' key performance Indicators, identifying top-performing and underperforming locations



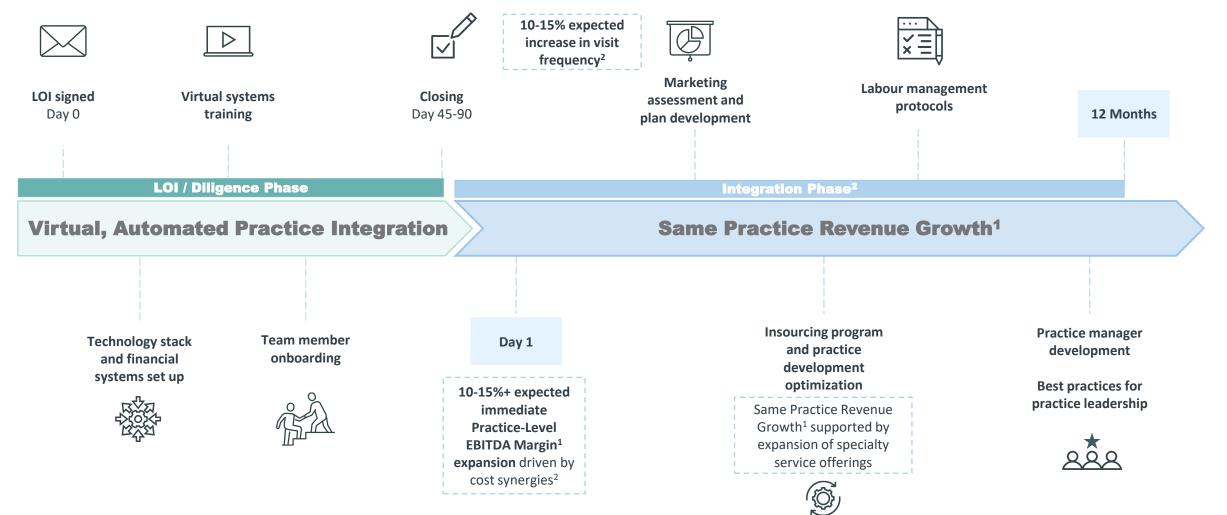
Large Opportunity for Continued Growth through Consolidation, Further Driving Efficiency and Scale



Dentalcorp has the Market Share and Scale to Support Continued Growth and to Maintain its Place as the Industry Leader



Scalable, Repeatable Practice Integration Platform





Dentalcorp by the Numbers

Our people¹

1,850+ Dentists

2,600+ Dental Hygienists, and

5.850 Auxiliary Dental Health Professionals

Our patients¹

2.3M Active Patients 5.6M Annual Patient Visits, and **5.1M** Patient Charts

4%+

Medium-term target for Same Practice Revenue Growth^{3,4}

~92%

recurring patient visits

~93%

5-star Google reviews from our patients

75-80%

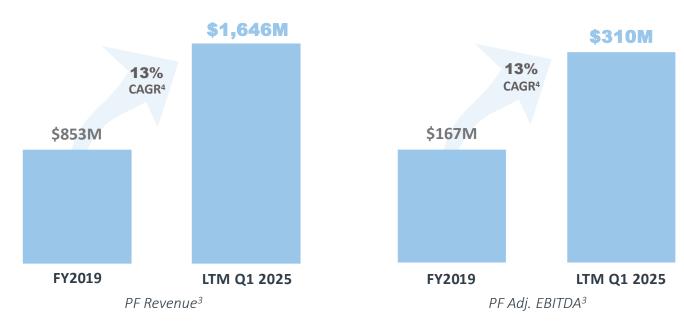
practice-level variable cost

structure

LTM Cash flow from operating activities² of \$200 million LTM Net income (loss) 2 of (\$58) million

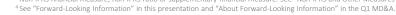
LTM performance²

- PF Revenue³ of \$1.6 billion and PF Adjusted EBITDA³ of \$310 million
- Acquired **37** new Practices, expected to generate **\$30** million in PF Adjusted EBITDA^{3,4}
- Adjusted Free Cash Flow³ of **\$161 million**





³ Non-IFRS financial measure, non-IFRS ratio or supplementary financial measure. See "Non-IFRS and Other Measures" in this presentation and "Overall Performance - Non-IFRS Financial Measures" in the Q1 MD&A which is incorporated by reference herein.





Compelling Financial Profile with Robust and Expanding Margins, Low Capex Requirements, and Capped Interest Rate Exposure

\$2.9M

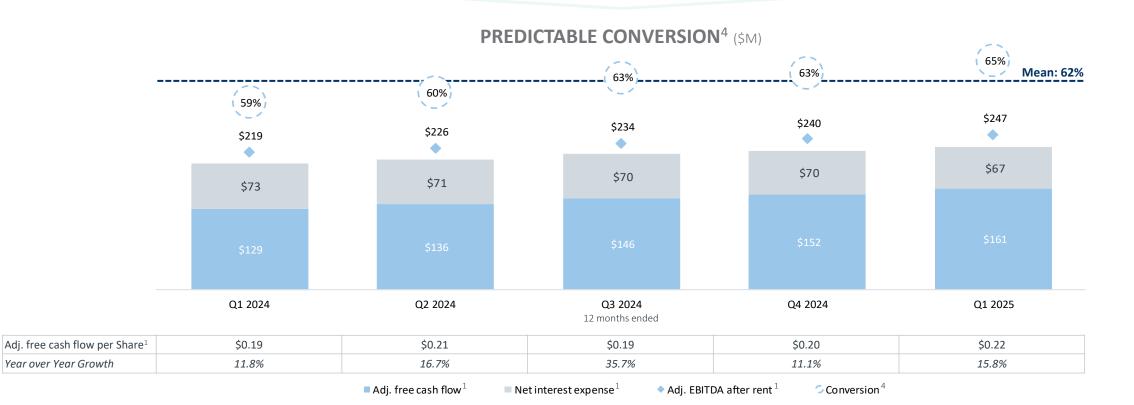
Average Revenue per Practice

22%+

Average Practice-Level EBITDA after Rent Margin¹

4%+

Medium-Term Target Same Practice Revenue Growth^{1,2,3}

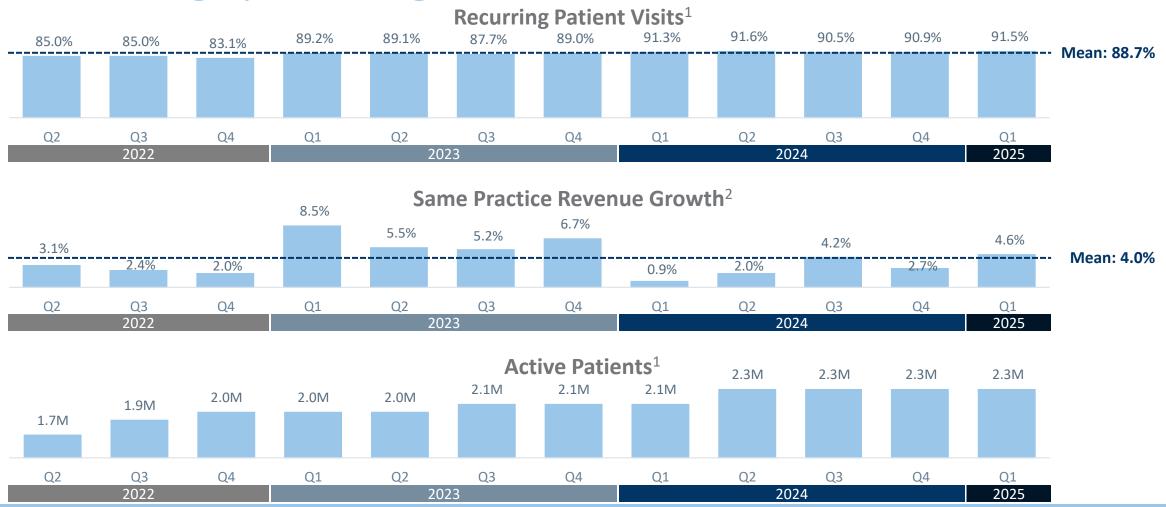




³See "Forward-Looking Information" in this presentation and "About Forward-Looking Information" in the Q1 MD&A.

⁴ Equal to LTM Adj. free cash flow divided by LTM Adj. EBITDA after rent.

Highly Recurring and Sustainable Revenue Growth



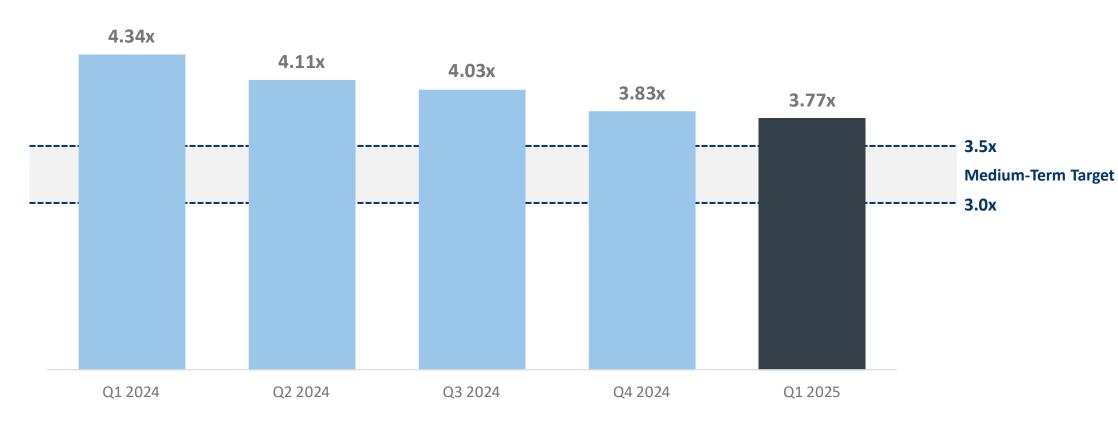
Highly Recurring Revenue at Scale Driving Predictable and Durable Growth



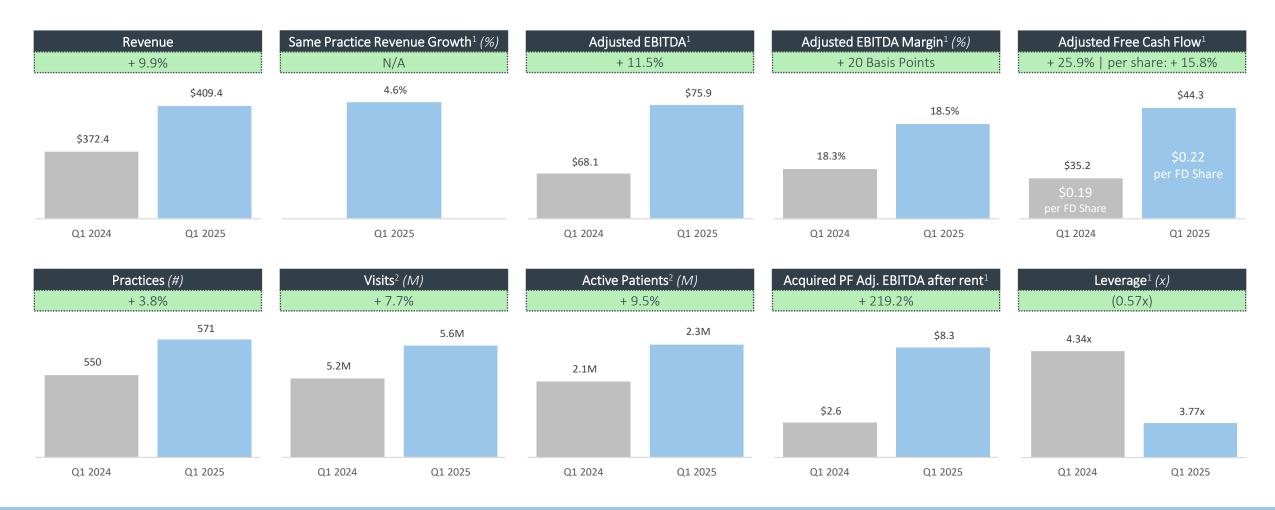
Proven Ability to Deleverage

Capital allocation program and balance sheet management has led to steady deleveraging toward our Medium-Term target range

Net Debt / PF Adjusted EBITDA after rent Ratio (x)¹



Q1 2025 in Review

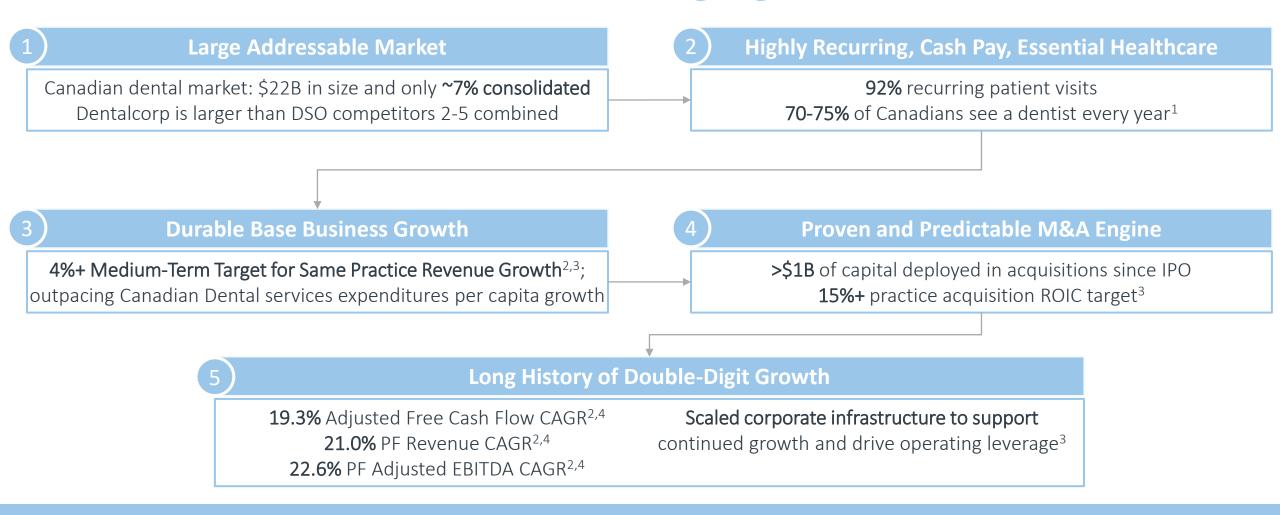


Continued Growth Across All Key Financial and Operational Metrics





Investment Highlights

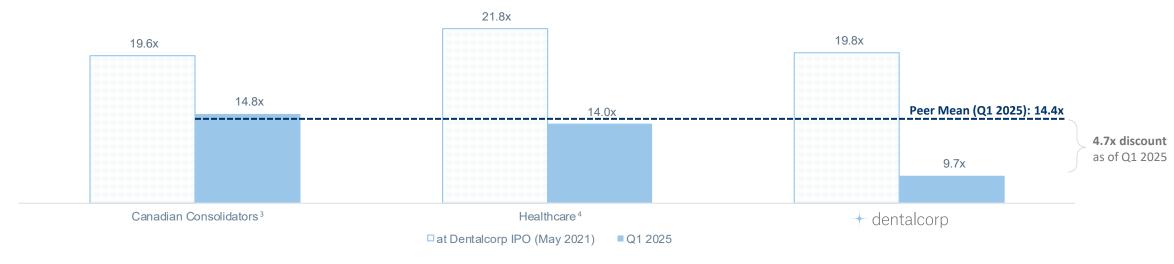


Unique Way to Invest Directly in a Pure-Play Network of Dental Practices

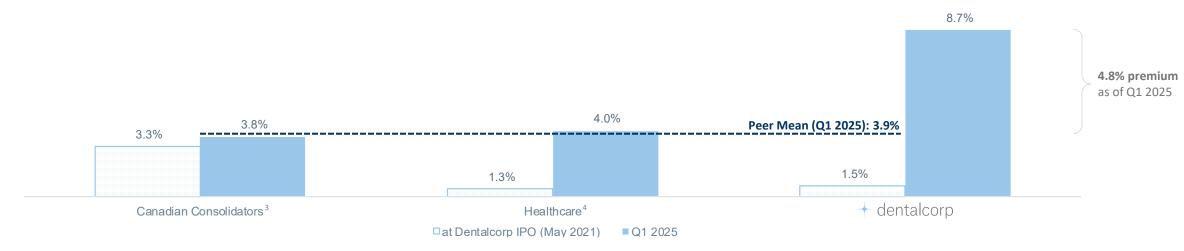


Comparison of Valuation and Free Cash Flow Yield vs. Peers

Trading Multiple (Enterprise Value/LTM Adjusted EBITDA)¹



Free Cash Flow Yield (LTM Adjusted Free Cash Flow/Market Capitalization)²



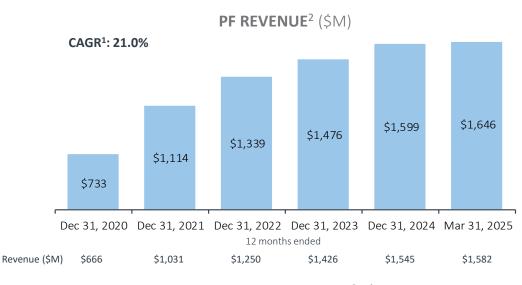


Highly Variable Practice-Level Cost Structure



Long Track Record of Driving Strong Growth





PF ADJUSTED EBITDA AND MARGIN² (\$M) CAGR1: 22.6% 19.4% 19.0% 18.8% 18.8% 18.5% 17.8% \$310 \$300 \$274 \$254 \$216 \$131 Dec 31, 2020 Dec 31, 2021 Dec 31, 2022 Dec 31, 2023 Dec 31, 2024 Mar 31, 2025 Net income (loss) (\$M) (\$157) (\$160)(\$59)(\$58)

12 months ended







Senior Leadership



Graham Rosenberg | Chief Executive Officer & Chairman

- Founded Dentalcorp in 2011
- Serves on the Board of Directors for North York General Hospital Foundation
- CPA, Bachelor of Business Administration and MBA from the Schulich School of Business at York University in Toronto



Nicola Deall | Chief People Officer

- Joined Dentalcorp in 2020
- Proven business leader with experience in high growth and large-scale businesses across financial services and media sectors, including organization development, HR consulting, people strategy, talent acquisition, systems implementation and analytics
- Bachelor of Business from the University of Technology Sydney



Jeff Forbes | Chief Technology Officer

- Joined Dentalcorp in 2022
- Extensive experience in digital strategy and technology implementation, including end-to-end enterprise technology portfolio and other business-facing applications
- Bachelor of Information Systems specializing in ERP systems from St. Francis Xavier University



Jeremy Goldlist | Chief of Staff & Corporate Secretary

- Joined Dentalcorp in 2021
- Experienced professional in areas relating to mergers and acquisitions, deal structuring and commercial transactions
- Bachelor of Commerce from McGill University, JD and MBA from Osgoode Hall Law School and Schulich School of Business at York University



Nate Tchaplia | President & Chief Financial Officer

- Joined Dentalcorp in 2015
- Experienced financial professional having previously worked for an international advisory and consulting firm specializing in valuations, mergers and acquisitions and capital advisory
- CPA and Bachelor of Commerce from McGill University



Martin Fecko | Chief Marketing & Commercial Officer

- Joined Dentalcorp in 2021
- Extensive experience in consumer marketing, brand building, strategic planning, and data-driven insights
- Bachelor of Administrative Studies from York University



Dr. Gary Glassman | Chief Dental Officer

- Joined Dentalcorp in 2016
- World-renowned Endodontist, full-time practicing dentist, global lecturer and on-staff at the University of Toronto, Faculty of Dentistry
- Graduate of the University of Toronto, Faculty of Dentistry and the Endodontology Program at Temple University



Julian Perez | Chief Risk & Compliance Officer

- Joined Dentalcorp in 2018
- Robust legal background, including overseeing a variety of functions with Canada's largest dental regulator, the Royal College of Dental Surgeons of Ontario, including dental malpractice defense, misconduct complaints and investigations
- Bachelor degree from Yale University and a J.D. from Columbia
 University's School of Law

 dentalcorp

Board of Directors



Graham Rosenberg | Chief Executive Officer & Chairman

- Founded Dentalcorp in 2011
- Serves on the Board of Directors for North York General Hospital Foundation
- CPA, Bachelor of Business Administration and MBA from the Schulich School of Business at York University in Toronto



Jeffrey Rosenthal | Lead Director

- Managing Partner and co-founder of Imperial Capital, a mid-market private equity firm
- Board member for several portfolio companies, including Certus Pest Control and Keplr Vision
- Bachelor of Arts in Commerce and Economics from the University of Toronto and MBA the Schulich School of Business at York University in Toronto



Stacey Mowbray | Director

- Served as President of WW International (formerly Weight Watchers) from 2014 to 2019
- CEO and President of Second Cup Limited from 2008 to 2014
- Bachelor of Business Administration from Wilfrid Laurier University and MBA at York University and holds the ICD.D designation



Andrew Taub | Director

- Managing Partner at L Catterton with a focus on the Flagship Buyout Fund
- Director of several L Catterton portfolio companies, including
 JustFoodForDogs, PatientPoint Health Technologies and FYidoctors
- Bachelor of Arts in Finance and Accounting from the University of Michigan and MBA from Columbia Business School



Kevin Mosher | Director

- Executive Chairman at ClearChoice Management Services
- Former CEO of ClearChoice, leading its expansion into a nationwide network of dental implant centres
- Held executive positions at DFINE Inc. (2009-2013) and Nobel Biocare (2004-2009)
- Bachelor of Science in Applied Sciences from the United States Naval Academy



Sandra Bosela | Director

- Global Head of Private Equity, Senior Managing Director and Co-Head of the Private Markets Group at OPTrust
- Previously spent over 12 years at EdgeStone Capital Partners, a mid-market private equity firm
- Honours Business Administration degree from Western University and completed the General Management Program at Harvard Business School



Rajan Shah | Director

- Partner at L Catterton
- Previously Principal at Ontario Teachers' Pension Plan, focused on global opportunities in the consumer and healthcare services sectors
- Bachelor of Accounting and Finance and Master of Accounting from the University of Waterloo
- Chartered Professional Accountant and Chartered Business Valuator in Canada



Robert Wolf | Director

- Served as the CFO of RioCan REIT from its inception in 1994 through 2008
- Since 2008, has served as a director for a number of TSX-listed companies
- CPA, Bachelor of Commerce from McGill University and MBA from the Schulich School of Business at York University in Toronto

