

PACIFIC



SMILES GROUP

An introduction to
Pacific Smiles Group Limited.



FOUNDERS MESSAGE

At the time, most said it was radical. Merge three successful and long established Dental Centres into a single company structure.

At the time, a few thought it was visionary. A single company structure from which to springboard to multi-regional and interstate growth.

At the time, we knew it was appropriate. For patients, for dentists, for staff, for owners/shareholders and for all other stakeholders in our commitment to oral health and patient care.

We created Pacific Smiles Group in January 2003 in the beautiful Hunter region of New South Wales to pioneer a new approach to the delivery of dental services to patients.

We replaced a fragmented network of dentist partnerships, (which, along with associateships, was, and still is, very characteristic of the dental services industry) with a single corporate structure to allow dentists to focus on their clinical dentistry without the distraction of also trying to manage the dental centre. The dentists immediately benefited by having more time available for their patients.

We delegated the management of the Dental Centres to Centre Managers who operated within a formal reporting structure. This instantly provided career development paths for our valued Dental Assistants.

We commenced a Central Administration Department which allowed for centralised efficiency of some recurring tasks and which could also provide specialised support to the Dental Centres.

There was no downside. It was a very positive development and as founders, we are very proud now to see the company operating Dental Centres throughout regional and metropolitan New South Wales and Victoria.

While success is certainly attributable to our efficient and effective structure and to the many people who have joined us on this journey over the years, it is the commitment to patient care that has made this company what it is today. As founder dentists, we are absolutely committed to patient care being the number one focus of everything that this company does and we are happy and proud that this priority pervades all decision making by everyone associated with Pacific Smiles Group.

Dr. Alex Abrahams BDS (Syd Uni), AIMM

Dr. Alison Hughes BDS (Syd)



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Our Purpose

We develop and operate Dental and Eye Care Centres that deliver outstanding quality, value and benefits to patients and practitioners.

Our Vision

We will be recognised as an outstanding Australian success story and a market leader in our field.

We will combine professional ethics and care with efficient and effective systems and structures to provide a perfect patient experience (APPEX) at every one of our Centres.

We will delight both practitioners and patients with our range and standard of service.

We will work with government, private health insurers and other third party funders to assure patients of the very best access to care.

We will recognise and reward our employees for their contributions and provide career and professional development structures for them.

We will actively interact with and support the communities in which our Centres operate.

We will operate profitably to ensure our ongoing growth and success.

We will genuinely enjoy what we do.

Core Values

A spirit of adventure, a sense of courage and a relentless desire to do things better were the foundations upon which our vibrant and entrepreneurial organisation was founded. Our continued success will be underpinned by our commitment to our founding principles and the following core values.

Service – Our reason for being is to provide excellent service and care to practitioners and patients.

Mutual Respect – We cultivate an internal culture of genuine care and concern for all stakeholders and mutual respect between all.

Integrity – We display honesty, loyalty and integrity in all our dealings and interactions.

Learning – We are committed to education and professional development of employees and practitioners to create a culture of learning and continuous improvement.

Energy – We recognise that service excellence and superior outcomes rely upon the motivation, commitment and positive energy of many individuals.

Safety – We provide a safe work environment for all. We empower our people to share this value and the responsibility for the health and safety of themselves and others.

Pacific Smiles Group Goals

To develop successful and professional Centres that have a magnetic quality, where practitioners and their patients become long-term customers and are eager to refer friends, relatives and associates.

To meet the needs of both practitioners and their patients more effectively, efficiently and comprehensively than is possible by any other organisation, partnership or individual.

To build long term relationships with all our stakeholders and associates.

To build a network of professional Centres throughout Australia, in regional and urban locations where the vast majority of the Australian population reside, and where growth is expected to be concentrated.

To facilitate continuous quality improvement in all that we do.

To list publicly on the Australian Stock Exchange at an appropriate future time to allow Pacific Smiles Group to undertake further capital investment and develop a higher public and investor profile.

Pacific Smiles Group acknowledges that successful achievement of these goals depends upon the positive contributions of many and we recognise and reward those who contribute to our success.

Pacific Smiles Group Business Model

Pacific Smiles Group provides all of the resources necessary to enable employed and independent practitioners to provide optimal clinical services to patients. *The resources include;*

- Strategically located professional Centres with high exposure, easy patient access and high quality design and fit-out
- Experienced Centre management teams
- Front-office reception services
- Trained clinical support staff
- Sterilisation services
- Electronic patient management systems for booking, charting and invoicing
- Fully equipped and maintained surgeries and consultation rooms
- Stock of required consumable items
- Professional marketing services
- Access to Preferred Provider Agreements with third party payers
- Local community and school based oral health education programs
- Practitioner education and development services

Over and above these resources provided by Pacific Smiles Group to the practitioners, the business model benefits practitioners via the social environment that develops in larger professional Centres. Practitioners who practise from Centres operated by Pacific Smiles Group are able to interact with professional peers based at the same Centre and those within the Pacific Smiles network to enhance their professional working life and their own knowledge base.

Key features of the business model include;

Standard Operating Platform for all Centres

All Centres operated by PSG benefit from an efficient and effective standard Centre operating platform. Consistency of systems, policies and procedures augments the provision of optimal care and customer service to patients and practitioners at all Centres.



A Perfect Patient Experience (APPEX) Training Program

PSG has developed an exclusive in-house training framework for all employees which prepares them to deliver a perfect patient experience to each and every patient who attends one of our Centres. Essentially, a highly customised customer service and patient care program, APPEX training works in well with the PSG standard operating platform.

Fully Owned Registered Training Organisation

Further emphasising its commitment to education and training, Pacific Smiles Group has established a Registered Training Organisation (RTO). Called Pacific Smiles Staffing Solutions the RTO offers a range of training solutions for the dental industry, not just Pacific Smiles Group, for nationally recognised qualifications and short courses such as Dental Implant nursing and infection control. Pacific Smiles Staffing Solutions has also been approved by the NSW Department of Education and Training to delivery training for Dental Assisting Trainees employed in NSW.

Key Strategic Relationships

Pacific Smiles Group has developed important strategic relationships in the industry with major health insurers and suppliers. An exclusive licensing arrangement with nib allows us to operate some of our Centres as nib Dental & Eye Care Centres. There are also special arrangements in place with nib and other private health insurers to benefit patients who visit the Pacific Smiles Dental Centres.

Practitioner Clinical Independence

Practitioners who practise from Centres operated by Pacific Smiles Group enjoy independent clinical decision making subject to professional conduct and best practice requirements.

Most practitioners who practise from professional Centres operated by Pacific Smiles Group are independent operators who provide clinical services to patients in their own name (or in the name of their own company) and with their own Australian Business Number (ABN). They engage Pacific Smiles Group as a service provider to provide a fully serviced facility at which they deliver clinical services and treatments to patients.

Pacific Smiles Group levies a monthly Service Fee for the provision of the serviced facility. The relationship between Pacific Smiles Group and each individual practitioner is documented in a Service and Facility Agreement which both parties sign prior to commencement.

Group Wide Clinical Governance and Risk Management

As a responsible Australian health-care organisation, Pacific Smiles Group has systems and structures in place to maintain a strict focus on clinical governance and risk management. This includes a Dental Clinical Review Committee comprising senior dentists and a Clinical Governance Manager who conducts audits and reports opportunities for clinical advancement. Infection control policies and procedures are compliant with Australian Standards and relevant legislation. Occupational health and safety awareness and training is mandatory for all employees.

Key Benefits to Practitioners

The Pacific Smiles Group business model enables practitioners to;

- Devote their working time to patient treatment
- Retain independence over their clinical decision making
- Operate a practice with no up-front investment in premises, equipment or inventory
- Deliver clinical services to patients in well-maintained, well-managed professional Centres that comply with all applicable legislation and regulations
- Earn substantially more income through efficiency improvements
- Maximise quality-of-life through more personal time
- Participate in an in-house program of practice development and support
- Seek opportunities as Lead Practitioner as new Centres are developed

How Pacific Smiles Group Delivers For Practitioners

Outstanding Employees

Employees of Pacific Smiles Group are professional, competent, friendly and efficient. They recognise practitioners as being a customer in the PSG business model and continually strive to provide outstanding services to them. Pacific Smiles Group recruits selectively and then provides ongoing training and development to keep employees at the forefront of their profession.

Professional Management

All Centres operated by Pacific Smiles Group feature a local on-site Centre Manager. The local Manager's main purpose is to provide excellent customer service to practitioners and patients. The Centre Manager is supported by a Regional Operations Manager and Group Head Office for specialised assistance in the areas of Operations, Human Resources, Marketing, Finance and Corporate Services.

Commitment to Continuing Education For All

Continuing education is of paramount importance in the delivery of health-related services. Pacific Smiles Group's own Registered Training Organisation (RTO) systematically delivers training and education to employees throughout the tenure of their employment. Practitioners benefit from efficient, knowledgeable and friendly staff.

Pacific Smiles Group also encourages independent practitioners to participate in ongoing training and education programs while they practise from our Centres. Pacific Smiles Group provides each practitioner with an annual education rebate against the Service Fee invoice and assists in arrangements for attending external seminars. There are also regular in-house seminars on a variety of topics and structured mentoring by experienced practitioners on a variety of clinical topics and treatments.

Mentoring Programs for New and Experienced Practitioners

Pacific Smiles Group has established an in-house mentoring program with positions each year highly sought by recent graduate dentists. With regular training sessions delivered throughout a year-long program, recent graduate dentists are exposed to the experience and wisdom of highly experienced dentists and specialists in a variety of different fields.

There is also a practice development and support program for experienced practitioners who wish to embark on a program of continuous improvement in their clinical practice. This can be an ongoing program and is delivered twice a year via face-to-face meetings and reviews.

Both these programs are provided completely free of any cost or charge to practitioners who practice from Centres operated by PSG.

Modern Facilities

Dental Care Centres and Eye Care Centres operated by Pacific Smiles Group are strategically located with high exposure, easy patient access and high quality design and fit-out. The use of contemporary designs and colours adds to the appeal of the Centres and to the motivation and enjoyment of those who work there.

Latest Proven Technologies

Pacific Smiles Group invests in proven technology to enhance the diagnostic and therapeutic capabilities of the Centres and the practitioners who practise there. Pacific Smiles Group also invests in information systems to maximise efficiency and accuracy with respect to the operations of the Centres.

Professional Marketing

Pacific Smiles Group engages in substantial marketing of the Centres to build awareness throughout the local community. This includes print media advertising, sponsorship of local sports and cultural events, direct mail campaigns and oral health education programs in local preschools, primary schools and childcare centres.

How Pacific Smiles Group Delivers For Patients

Commitment to A Perfect Patient Experience (APPEX)

Every single employee at Centres operated by Pacific Smiles Group are required to complete a multi-module training course on the delivery of APPEX. It is our aim to ensure that every patient's experience with us exceeds their expectations and is as perfect as a visit can be.

Patient Experience Quality Assurance

Pacific Smiles Group has established a variety of quality assurance systems to track the delivery of APPEX including on-line feedback systems, telephone surveys, patient experience surveys and employee nomination systems where a patient wishes to nominate an employee for providing outstanding service and care. Combined, these quality assurance systems allow us to hear the voice of the patient and customer and maintain our commitment to APPEX.

Accessible Locations and Opening Hours

Our Centres are located in highly accessible locations, close to parking and major transport routes. They open six or seven days a week with some opening selected evenings and public holidays. Many of our Centres have their own car-parking for patients and all of our Centres are wheel-chair friendly.

Patients who are genuinely in pain need priority attention. Every Centre tries to keep some space available in the appointment books every day for urgent care patients.

Array of Services

Patients today want the convenience of all or most required services being available from a single location.

Pacific Smiles Dental Care Centres provide general dentistry such as check-ups, scales and cleans and fillings, specialist dentistry such as orthodontics and niche dentistry such as dental implants and even general anaesthetic (sleep dentistry) procedures at or via most Centres. Denture services and custom mouth guard services are also available.

Some of our Centres have Eye Care Centres on the same site and in some situations, we are located within or adjacent to community health precincts where even more health services are available.

Affordability and Value

For most patients, the most affordable and cost-effective approach to dental care is good dental hygiene, a healthy diet and regular visits to the dentist for check-ups and cleans.

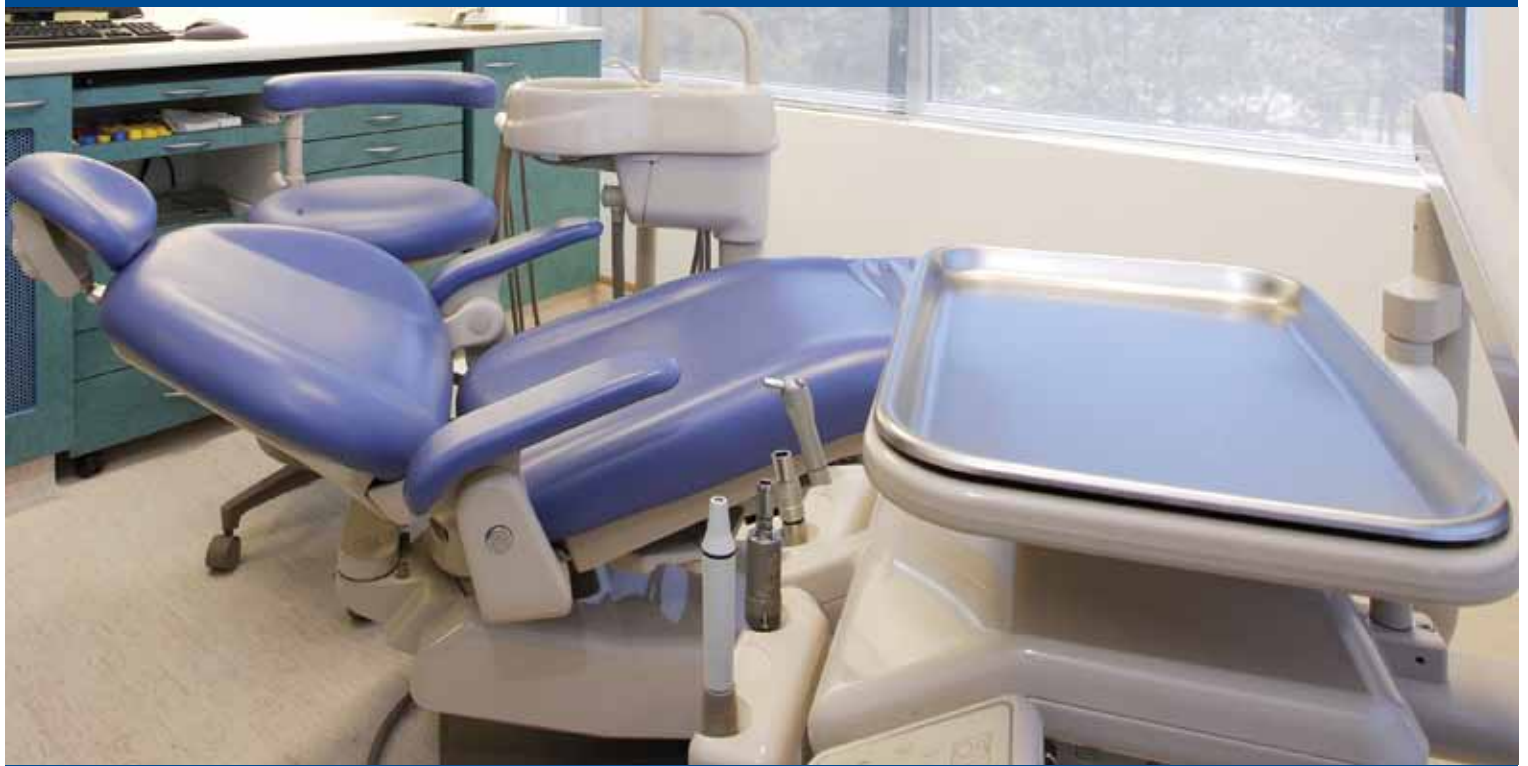
To assist in making those regular visits (and indeed all dental services) as affordable as possible, dentists at our Centres have Preferred Provider Arrangements with major health funds and some participate in government funding schemes such as Veterans' Affairs, Medicare Teen Dental Plan and the Enhanced Primary Care Scheme.

All of the dentists provide written estimates for all treatment plans before treatment commences so that patients are fully informed as to expected fees and charges.

Assurance of Quality, Compliance and Safety

Patients need to feel absolutely safe and secure when they visit the dentist. All of our Centres are compliant with Australian infection control legislation and regulations. Our Centres feature the latest sterilisers and associated equipment for cleaning and processing reusable instruments, and we have strict protocols both in the surgeries and throughout the whole Centre with respect to infection control practices.

All Centres have also invested in digital x-ray systems that minimize radiation exposures to patients when taking x-rays.



Management Structure and Location

Executive Management

- Chief Executive Officer
- Chief Financial Officer
- Practitioner Services Manager
- Human Resource Manager
- General Manager – Operations

Senior and Regional Management

- Regional Consultant Practitioners
- Regional Operations Managers
- Eye Care Business Manager
- Registered Training Organisation Manager
- Finance Manager
- Centre Managers

Clinical Review Committee

- Chairman (Clinical Governance Manager)
- Practitioner Services Manager
- Regional Practitioners
- Lead Practitioners

Central Administration and Group Head Office:

6 Molly Morgan Drive

PO Box 2246

Greenhills NSW 2323

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Pacific Smiles Group Board of Directors



Robert Cameron

BE Min (Hons) MBA Grad. Dip. Geoscience, FAICD, FAIM, FAusIMM

Chairman, appointed in a non-executive capacity in 2003. Bob is the founder and Managing Director of Centennial Coal Company Limited and is the immediate past Chairman of the NSW Minerals Council and the Australian Coal Association. He is also a Director of Port Kembla Coal Terminal Limited, the past Chairman of Maitland Private Hospital Board and Hunter Valley Grammar School.



Dr. Alex Abrahams

BDS (Syd Uni), AIMM

Founder and Executive Director, Strategy and Business Development appointed 2003. Alex has overseen the development of the company from a group of partnerships to an incorporated entity on 1 January 2003. Alex is a Dentist with a special interest in Dental Implants. Alex is a member of the Australian Dental Association. He is also Director of the Trustee of Canyon Property Trust and Director of the Trustee for Key Health Unit Trust.



John Gibbs

B.Bus, M.Bus.(Int. Mkg.), AFAIM

Managing Director appointed in 2008. John commenced employment as General Manager in 2004. He has a background of experience in the establishment and management of private health facilities and the development of private medical markets. He has established new private hospitals for Australian and international investors in the Asia-Pacific region and has participated in redevelopments in Australia. John has undergraduate and postgraduate Business and Marketing Degrees.



Simon Rutherford

B.Comm, CA, FAICD

Non-executive Director appointed in 2003. Simon is a Chartered Accountant and Partner with Lawler Partners. He is the Business Unit Leader of the business advisory division and specialises in strategy, structuring, business sales, mergers and acquisitions. In this role Simon has assisted various companies with listing requirements and initial public offers. Simon is a Director of the Trustee of Canyon Property Trust and is involved with various syndicated investments. He also sits on a number of other Boards and Boards of Management.



Lance Wheeldon

BAppSc

Non-executive Director appointed in 2003. Lance is currently the CEO of Hunter Valley Private Hospital and has extensive experience in multi-site networks in the pathology sector. Lance also has extensive operational experience in the medical and diagnostic industries.

Pacific Smiles Group Executive Management Team



Dr. Alex Abrahams - Founder / Executive Director, Strategy and Business Development
BDS (Syd Uni), AIMM

Alex has overseen the development of the company from a group of partnerships to an incorporated entity on 1 January 2003. Alex is a Dentist with a special interest in Dental Implants. Alex is a member of the Australian Dental Association. He is also Director of the Trustee of Canyon Property Trust and Director of the Trustee for Key Health Unit Trust.



John Gibbs - Chief Executive Officer / Managing Director
B.Bus, M.Bus.(Int. Mkg.), AFAIM

John commenced employment as General Manager in 2004. He has a background of experience in the establishment and management of private health facilities and the development of private medical markets. He has established new private hospitals for Australian and international investors in the Asia-Pacific region and has participated in redevelopments in Australia. John has undergraduate and postgraduate Business and Marketing Degrees.



Jane Coleman - Chief Financial Officer / Company Secretary
B Comm, MBA, CA

Jane has gained extensive finance and corporate governance experience through senior roles with a global Chartered Accounting firm, and within the health and health insurance industries. Jane brings strong technical and commercial skills in financial management, analysis, reporting and compliance to the management team. Jane holds a Master of Business Administration qualification and is an active member of the Institute of Chartered Accountants in Australia (ICAA).



Dr. Alison Hughes - Founder / Practitioner Services Manager
BDS (Syd)

Co-founder of Pacific Smiles Group, Alison's background is in dental assisting and clinical dentistry. After attaining the Certificate of Dental Assisting, Alison went on to graduate from the University of Sydney as a Dental Practitioner in 1992. With over 15 years experience in the dental field, Alison brings both practical and theoretical knowledge of dental practitioner expectations, requirements and solutions. Alison is a member of the Australian Dental Association.



Paul Robertson - General Manager Operations
B.Comm

Paul's career has focused around senior operational management roles in private healthcare facilities. He has managed a number of private hospitals of varying sizes providing a wide range of medical services. In particular Paul has specialised in managing transition and operation of newly acquired facilities. With a background in finance Paul has also overseen group wide corporate functions as well as significant involvement in multi disciplinary project teams.



Vanessa Kitson - Human Resources Manager
BA

Vanessa has 9 years human resource management experience from London, Auckland and Sydney, predominantly in the banking sector. Vanessa's background has been in strategic partnership roles, delivering business focused human resource solutions to dedicated client groups. From New Zealand, Vanessa has a Bachelor of Arts degree in Psychology.

NEW SOUTH WALES

Charlestown

Cnr Smart & Pearson Streets
Charlestown NSW 2290
P: 02 **4943 4299**
F: 02 **4942 1741**
E: charlestown@pacificsmiles.com.au

Erina

Erina Fair, Terrigal Drive
Erina NSW 2250
P: 02 **4363 7300**
F: 02 **4363 7399**
E: erina@pacificsmiles.com.au

Forster

22 South Street
Forster NSW 2428
P: 02 **6555 0800**
F: 02 **6554 6204**
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Gladesville

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Gladesville NSW 2111
P: 02 **9817 4333**
F: 02 **9816 3871**
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Greenhills

8 Molly Morgan Drive
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P: 02 **4934 9000**
F: 02 **4933 8438**
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Morisset

49 Yambo Street
Morisset NSW 2264
P: 02 **4973 7200**
F: 02 **4973 7299**
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North Parramatta

28 Grose Street
North Parramatta NSW 2151
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F: 02 **9890 5111**
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Nowra

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F: 02 **4422 3183**
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Rutherford

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E: rutherford@pacificsmiles.com.au

Salamander Bay

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F: 02 **4919 1300**
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Tuggerah

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VICTORIA

Bairnsdale

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Drysdale

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Melbourne

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Sale

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F: 03 **5143 1265**
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Torquay

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Traralgon

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F: 03 **5175 8799**
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Warragul

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Waurnd Ponds

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The Dental Specialists



NEW SOUTH WALES

The Dental Specialists

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Sydney NSW 2000
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NEW SOUTH WALES

Glendale

593 Main Road
Glendale NSW 2285
P: **1300 345 300**
F: 02 4903 4299

Newcastle

366 Hunter Street
Newcastle NSW 2300
P: **1300 345 300**
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Sydney

Level 10, 333 George Street
Sydney NSW 2000
P: **1300 345 300**
F: 02 9299 9981

Wollongong

104 Crown Street
Wollongong NSW 2500
P: **1300 345 300**
F: 02 4220 1499

VICTORIA

Melbourne

Level 1, 356 Collins Street
Melbourne VIC 3000
P: **1300 345 300**
F: 03 9679 8899

nib Eye Care Centres

NEW SOUTH WALES

Charlestown

190 Pacific Highway
Charlestown NSW 2290
P: **1300 345 300**
F: 02 4943 9397

Morriset

49 Yambo Street
Morisset NSW 2264
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F: 02 4973 7299

Newcastle

366 Hunter Street
Newcastle NSW 2300
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Rutherford

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Rutherford NSW 2320
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Sydney

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Sydney NSW 2000
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Wollongong

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Wollongong NSW 2500
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