

Corporate Governance Statement

Pacific Smiles Group Limited (“Pacific Smiles” or the “Company”) and the Board of Directors (“Board”) are committed to achieving and demonstrating the highest standards of corporate governance appropriate for the business. The Board continues to review the framework and practices to ensure they meet the interests of security holders.

A description of Pacific Smiles’ main corporate governance practices is set out below. All of these practices, unless otherwise stated, were in place for the full financial year (“Reporting Period”), and they remain current as at 17 August 2021.

The following charters and policies can be found under the “Corporate Governance” section of the Investors tab on the Pacific Smiles corporate website at www.pacificsmilesgroup.com.au.

This Statement reports Pacific Smiles’ compliance with the ASX Corporate Governance Principles and Recommendations (4th edition) (“Principles”) during the Reporting Period.

PRINCIPLE 1 – LAY SOLID FOUNDATIONS FOR MANAGEMENT AND OVERSIGHT

	Corporate Governance Council Recommendation	Compliance	Disclosure
1.1	<p>A listed entity should have and disclose a board charter setting out:</p> <p>(a) The respective roles and responsibilities of its board and management; and</p> <p>(b) those matters expressly reserved to the board and those delegated to management.</p>	Complies	<p>The Board of Directors (Board) has adopted a Board Charter which sets out the way Pacific Smiles is directed and controlled, and in particular the responsibilities, composition and structure of the Board. The ultimate responsibility of the Board is to build sustainable value for shareholders whilst protecting the assets and reputation of Pacific Smiles. Additionally the Board Charter seeks to maintain Pacific Smiles’ corporate governance culture, and in particular the leadership by the Board and senior executives which is critical to Pacific Smiles’ continuing success.</p> <p>The Company has also established the functions and powers delegated to senior management and has set out these functions in its Board Charter. In particular, the Board Charter provides for the delegation to the Chief Executive Officer of the authority and power in respect of the day-to-day management of the business of the Company and outlines the core leadership and strategic roles of the Chief Executive Officer.</p> <p>The Board has established a Nomination and Remuneration Committee which has a charter setting out the membership, authority, duties and responsibilities, reporting obligations, selection and appointment process, review of Committee performance and the claw back policy. This charter seeks to enable Pacific Smiles to attract and retain senior management and appropriately align their interests with those of key stakeholders.</p> <p>The Board has also established an Audit and Risk Management Committee which has a charter setting out the membership, authority, duties, responsibilities and reporting obligations of the Committee. The Audit and Risk Management Committee has the responsibility to maintain free and open communication with the external auditor and Pacific Smiles’ management.</p>
1.2	<p>A listed entity should:</p> <p>(a) undertake appropriate checks before appointing a director or senior executive</p>	Complies	<p>Pacific Smiles has undertaken criminal and bankruptcy checks on all current Directors. Potential new Directors and senior executives will be subject to appropriate screening and background checks prior to appointment or putting forward a candidate for election as a Director. In addition,</p>

	<p>or putting someone forward for election as a director; and</p> <p>(b) provide security holders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a director.</p>		<p>the Company provides shareholders with all material information in its possession relevant to a decision on whether or not to elect or re-elect a Director.</p>
1.3	<p>A listed entity should have a written agreement with each director and senior executive setting out the terms of their appointment.</p>	Complies	<p>Pacific Smiles has entered into written agreements with each of its Directors and senior executives setting out the terms of their appointment. The material terms of all employment, service or consultancy agreements with Directors or other related parties have been disclosed, to the extent required, in accordance with ASX Listing Rule 3.16.4.</p>
1.4	<p>The company secretary of a listed entity should be accountable directly to the board, through the chair, on all matters to do with the proper functioning of the board.</p>	Complies	<p>The Company Secretary is responsible for the day to day operations of the company's secretarial office, including the administration of Board and Committee meetings, overseeing Pacific Smiles' relationship with its share registrar and lodgements with the ASX and other regulators. The company secretary is accountable to the Board through the Board Chair, on all corporate governance matters.</p>
1.5	<p>A listed entity should:</p> <p>(a) have and disclose a diversity policy;</p> <p>(b) through its board or a committee of the board set measurable objectives for achieving gender diversity in the composition of its board, senior executives and workforce generally; and</p> <p>(c) disclose in relation to each reporting period:</p> <p>(1) the measurable objectives set for that period to achieve gender diversity;</p> <p>(2) the entity's progress towards achieving those objectives; and</p> <p>(3) either:</p> <p>(A) the respective proportions of men and women on the board, in senior executive positions and across the whole workforce (including</p>	Complies	<p>The Board has adopted a Diversity Policy which seeks to recognise, utilise and annually review the contribution of diverse skills and talent from its Directors, officers and employees. The Diversity Policy is accessible with the Corporate Governance information via the Investors tab of www.pacificsmilesgroup.com.au.</p> <p>Pacific Smiles recognises that in order to have a diverse workplace, discrimination, bullying, harassment, vilification and victimisation cannot and will not be tolerated. The Diversity Policy outlines that diversity extends beyond gender and includes, but is not limited to issues of age, ethnicity, marital or family status, religious or cultural background, sexual orientation or preference, disability and mental impairment.</p> <p>The Board is responsible for annually setting and reviewing Pacific Smiles' objectives in relation to gender diversity, and where appropriate, other aspects of diversity. The Board has set an objective for gender diversity in relation to Board composition, but has not set specific targets in relation to other employee categories within the organisation. In relation to the composition of the Board of Directors, the Board has set an objective to prioritise female candidates for future Board appointments where other factors are equivalent between prospective Directors.</p> <p>Gender diversity within Pacific Smiles extracted from the Company's report to the Workplace Gender Equality Agency on 30 June 2021 was:</p>

	<p>how the entity has defined “senior executive” for these purposes); or</p> <p>(B) if the entity is a “relevant employer” under the Workplace Gender Equality Act, the entity’s most recent “Gender Equality Indicators”, as defined in and published under that Act.</p> <p>If the entity was in the S&P / ASX 300 Index at the commencement of the reporting period, the measurable objective for achieving gender diversity in the composition of its board should be to have not less than 30% of its directors of each gender within a specified period.</p>		<table style="width: 100%; border-collapse: collapse;"> <thead> <tr> <th style="width: 50%;"></th> <th style="width: 25%; text-align: center; border-bottom: 1px solid black;">Female</th> <th style="width: 25%; text-align: center; border-bottom: 1px solid black;">Male</th> </tr> </thead> <tbody> <tr> <td>Board of Directors</td> <td style="text-align: center;">14%</td> <td style="text-align: center;">86%</td> </tr> <tr> <td>Senior Executives¹</td> <td style="text-align: center;">80%</td> <td style="text-align: center;">20%</td> </tr> <tr> <td>Managers</td> <td style="text-align: center;">95%</td> <td style="text-align: center;">5%</td> </tr> <tr> <td>Other Employees</td> <td style="text-align: center;">93.8%</td> <td style="text-align: center;">6.2%</td> </tr> </tbody> </table> <p>¹ Senior Executives represent the key management personnel, as disclosed in the Company’s Annual Report, excluding the Executive Directors.</p>		Female	Male	Board of Directors	14%	86%	Senior Executives ¹	80%	20%	Managers	95%	5%	Other Employees	93.8%	6.2%
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1.6	<p>A listed entity should:</p> <p>(a) have and disclose a process for periodically evaluating the performance of the board, its committees and individual directors; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	Complies	<p>As stated in the Board Charter and the Nomination and Remuneration Committee Charter, the Nomination and Remuneration Committee will regularly (at least annually) carry out a formal review of the performance of the Board, its committees, senior management and each Non-Executive Director.</p> <p>In June 2021, the Board conducted an internal performance review of the Board, its Committee and Directors.</p>															
1.7	<p>A listed entity should:</p> <p>(a) have and disclose a process for evaluating the performance of its senior executives at least once every reporting period; and</p> <p>(b) disclose for each reporting period whether a performance evaluation has been undertaken in accordance with that process during or in respect of that period.</p>	Complies	<p>The Nomination and Remuneration Committee Charter provides the process for periodically evaluating the performance of its senior executives. Performance evaluations have been completed for the senior executives in relation to the Reporting Period.</p>															

PRINCIPLE 2 – STRUCTURE THE BOARD TO ADD VALUE

2.1	<p>The board of a listed entity should:</p> <p>(a) have a nomination committee which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have a nomination committee, disclose that fact and the processes it employs to address board succession issues and to ensure that the board has the appropriate balance of skills, knowledge, experience, independence and diversity to enable it to discharge its duties and responsibilities effectively.</p>	Does not comply in full	<p>The Nomination and Remuneration Committee provides oversight of Pacific Smiles' remuneration, recruitment, retention and termination policies and procedures for Directors and senior executives.</p> <p>The Committee is comprised of Ben Gisz (Chair, Non-Executive Director), Zita Peach (Independent Non-Executive Director) and Hilton Brett (Non-Executive Director) from 20 November 2020. Ben Gisz is a Non-Executive Director but is not considered to be independent according to ASX guidelines because of his relevant interest in a substantial shareholding of the Company by virtue of his association with TDM Growth Partners Pty Ltd. However, the Board considers that Ben exercises his duties sufficiently independently from management and has the appropriate skills and experience to Chair this Committee effectively.</p> <p>The number of meetings of the Committee and attendances by individual members is disclosed in the Directors' Report in Pacific Smiles' Annual Report. The Nomination and Remuneration Committee Charter is accessible with the Corporate Governance information via the Investors tab of www.pacificsmilesgroup.com.au and is reviewed on annual basis.</p>
2.2	<p>A listed entity should have and disclose a board skills matrix setting out the mix of skills that the board currently has or is looking to achieve in its membership.</p>	Complies	<p>The Board considers that the Directors appointed by Pacific Smiles will add value to the Board as they all have the appropriate skills and expertise relevant to the business. Collectively, the Board has an extensive range of commercial skills and other relevant experience which are vital for the effective governance of the business. Board members, including some who have experience as Directors of other ASX-listed companies, together have a combination of experience in the following areas:</p> <ul style="list-style-type: none"> • marketing • business to consumer • professional services • technology and digital transformation • healthcare (ex dentistry)

			<ul style="list-style-type: none"> • dentistry • multi location rollout • property • private health insurance • work, health and safety • building high performing teams and strong culture • leading a business to 2x PSQ's current size • multiple boards experience • accounting • capital markets / corporate finance • investor relations <p>With guidance from the Nomination and Remuneration Committee and, where necessary, external consultants, the Board will identify candidates and assess nominations of new Directors against a range of criteria including the candidate's background, experience, gender, professional skills, personal qualities and whether their skills and experience will complement the existing Board.</p> <p>Director appointment criteria will be reviewed annually and the Nomination and Remuneration Committee will regularly compare the skill base of existing Directors with that required for the future strategy of Pacific Smiles to enable identification of attributes required in new Directors.</p>																																								
2.3	<p>A listed entity should disclose:</p> <p>(a) the names of the directors considered by the board to be independent directors;</p> <p>(b) if a director has an interest, position, affiliation or relationship of the type described in Box 2.3 but the board is of the opinion that it does not compromise the independence of the director, the nature of the interest, position or relationship in question and an explanation of why the board is of that opinion; and</p> <p>(c) the length of service of each director.</p>	Complies	<p>The following table provides a summary of the required particulars for each Director.</p> <table border="1"> <thead> <tr> <th></th> <th>Length of Service</th> <th>Independent (Yes/No)</th> <th>Reason if No</th> </tr> </thead> <tbody> <tr> <td colspan="4">Non-Executive Directors:</td> </tr> <tr> <td>Alex Abrahams (Founder) (became Non-Executive Director effective 1 July 2017) (Resigned 22 July 2020)</td> <td>18 years</td> <td>No</td> <td>Relevant interest in substantial shareholding and held an Executive position within the last three years</td> </tr> <tr> <td>Simon Rutherford</td> <td>17 years</td> <td>Yes</td> <td>-</td> </tr> <tr> <td>Ben Gisz</td> <td>9 years</td> <td>No</td> <td>Relevant interest in substantial shareholding</td> </tr> <tr> <td>Zita Peach</td> <td>4 years</td> <td>Yes</td> <td>-</td> </tr> <tr> <td>Hilton Brett</td> <td>3 years</td> <td>No</td> <td>Relevant interest in substantial shareholding</td> </tr> <tr> <td>Mark Bloom</td> <td>1.5 years</td> <td>Yes</td> <td>-</td> </tr> <tr> <td>Scott Kalniz (became Non-Executive Director 28 January 2021)</td> <td>7 months</td> <td>Yes</td> <td>-</td> </tr> <tr> <td colspan="4">Executive Directors:</td> </tr> </tbody> </table>		Length of Service	Independent (Yes/No)	Reason if No	Non-Executive Directors:				Alex Abrahams (Founder) (became Non-Executive Director effective 1 July 2017) (Resigned 22 July 2020)	18 years	No	Relevant interest in substantial shareholding and held an Executive position within the last three years	Simon Rutherford	17 years	Yes	-	Ben Gisz	9 years	No	Relevant interest in substantial shareholding	Zita Peach	4 years	Yes	-	Hilton Brett	3 years	No	Relevant interest in substantial shareholding	Mark Bloom	1.5 years	Yes	-	Scott Kalniz (became Non-Executive Director 28 January 2021)	7 months	Yes	-	Executive Directors:			
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			Philip McKenzie (Managing Director and CEO)	3 years	No	Executive
			Although Simon Rutherford has served on the Board for 17 years, the Board has assessed this tenure as part of its determination of independence and does not consider that it interferes, or might reasonably be seen to interfere, with their capacity to bring an independent judgement to bear on issues before the Board and to act in the best interests of Pacific Smiles and its security holders generally.			
2.4	A majority of the board of a listed entity should be independent directors.	Complies	The Board is comprised of seven Directors. Four Directors are considered by Pacific Smiles to be independent. The Independent Directors are: Simon Rutherford, Zita Peach, Mark Bloom and Scott Kalniz. The three Directors who are not considered to be independent add significant value to Board deliberations with their considerable experience and skills. Each of these three Directors brings objective judgement to the Board's deliberations. Furthermore, all Directors are entitled to seek independent professional advice as and when required. Notwithstanding their formal designation as non-independent, the Board considers Ben Gisz and Hilton Brett, in practice, exercises their duties independently from the management and business operations of the Company. Each of the Directors believes that they are able to effectively and appropriately analyse the issues before them in the best interests of all shareholders and in accordance with their duties as Directors.			
2.5	The chair of the board of a listed entity should be an independent director and, in particular, should not be the same person as the CEO of the entity.	Complies	The Chair of the Board, Zita Peach, is an Independent Director. The role of Chair and CEO are exercised by different individuals, being Zita Peach and Philip McKenzie respectively.			
2.6	A listed entity should have a program for inducting new directors and for periodically reviewing whether there is a need for existing directors to undertake professional development to maintain the skills and knowledge needed to perform their role as directors effectively.	Complies	The Board Charter requires that new Directors be briefed on their roles and responsibilities, and the minutes and papers of Board and Committee meetings be made available to them. Time is to be allocated at Board and Committee meetings for continuing education on significant issues facing the Company and changes to the industry and regulatory environments. This includes briefings by senior management and external consultants from time to time. The Board seeks to ensure that there is appropriate training for all Directors enabling them to remain up-to-date and abreast of changes and trends in economic, political, social, financial and legal climates, including governance practices.			

PRINCIPLE 3 – ACT ETHICALLY AND RESPONSIBLY

3.1	A listed entity should articulate and disclose its values.	Complies	The Company's Code of Conduct establishes clear set of values			
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3.2	A listed entity should: (a) have and disclose a code of conduct for its directors, senior executives and employees; and (b) ensure that the board or a committee of the board is informed of any material breaches of that code.	Complies	Pacific Smiles has established a Code of Conduct which provides an ethical and legal framework for all Directors, officers, employees, contractors and certain other individuals in the conduct of Pacific Smiles' business to safeguard the confidence of Pacific Smiles' stakeholders. Pacific Smiles employees are obliged to familiarise themselves with, and comply with, Pacific Smiles' policies, frameworks and processes. The Code of Conduct is available on Pacific Smiles' corporate website at www.pacificsmilesgroup.com.au and are reviewed on annual basis.
3.3.	A listed entity should: (a) have and disclose a whistleblower policy; and (b) ensure that the board or a committee of the board is informed of any material incidents reported under that policy.	Complies	Pacific Smiles has established a Whistleblower Policy which applies to its Directors and employees. The Board is informed of any material incidents reported under that policy.
3.4	A listed entity should: (a) have and disclose an anti-bribery and corruption policy; and (b) ensure that the board or committee of the board is informed of any material breaches of that policy.	Complies	Pacific Smiles has within its Code of Conduct Charter an Anti-bribery and Corruption Policy which applies to its Directors and employees. The Board is informed of any material breaches reported under that policy.

PRINCIPLE 4 – SAFEGUARD INTEGRITY IN CORPORATE REPORTING

4.1	The board of a listed entity should: (a) have an audit committee which: (1) has at least three members, all of whom are non-executive directors and a majority of whom are independent directors; and (2) is chaired by an independent director, who is not the chair of the board, and disclose: (3) the charter of the committee; (4) the relevant qualifications and experience of the members of the committee; and	Does not comply in full	The Board has established an Audit and Risk Management Committee, which has its own charter that is accessible with the Corporate Governance information via the Investors tab of www.pacificsmilesgroup.com.au and is reviewed on annual basis. The Committee is currently comprised of Simon Rutherford (Chair, Independent Non-Executive Director) and Mark Bloom (Independent Non-Executive Director). Details of each Committee members' qualifications, experience and attendance at Committee meetings during the Reporting Period are set out in the Directors' Report in Pacific Smiles' Annual Report. After the Reporting Period Scott Kalniz (Independent Non-Executive Director) was appointed as a member of the Audit and Risk Management Committee. As at the date of the Corporate Governance Statement the Company complies with the recommendation. The Chair of the Audit and Risk Management Committee may invite members of management and representatives of the external auditor to be present at meetings of the Committee and seek advice from external advisers. Each Director has the right to attend a meeting of the Audit and
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	<p>(5) in relation to each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or</p> <p>(b) if it does not have an audit committee, disclose that fact and the processes it employs that independently verify and safeguard the integrity of its corporate reporting, including the processes for the appointment and removal of the external auditor and the rotation of the audit engagement partner.</p>		<p>Risk Management Committee. The Audit and Risk Management Committee will regularly report to the Board about Committee activities, issues and related recommendations.</p>
4.2	<p>The board of a listed entity should, before it approves the entity's financial statements for a financial period, receive from its CEO and CFO a declaration that, in their opinion, the financial records of the entity have been properly maintained and that the financial statements comply with the appropriate accounting standards and give a true and fair view of the financial position and performance of the entity and that the opinion has been formed on the basis of a sound system of risk management and internal control which is operating effectively.</p>	Complies	<p>The Board receives confirmation from both the CEO and the CFO that their declarations for both the interim and full year financial reporting periods, made in accordance with section 295A of the Corporations Act 2001, are based upon a sound system of risk management and internal control and further that the system is operating effectively in all material respects in relation to financial reporting risk.</p> <p>This recommendation has been complied with in full during the financial year ended 30 June 2021 in respect of the Company's financial statements.</p>
4.3	<p>A listed entity should disclose its process to verify the integrity of any periodic corporate report it releases to the market that is not audited or reviewed by an external auditor.</p>	Complies	<p>The Company's board reviews all periodic unaudited report releases to the public through a review process that includes senior management requests for verification of provided information. Once satisfied with content and source of information the board approves the report for release to the public.</p>

PRINCIPLE 5 – MAKE TIMELY AND BALANCED DISCLOSURE

5.1	A listed entity should have and disclose a written policy for complying with its continuous disclosure obligations under listing rule 3.1.	Complies	<p>Pacific Smiles has adopted a Disclosure Policy. The Disclosure Policy establishes procedures to ensure Pacific Smiles complies with its continuous disclosure obligations under the Corporations Act 2001 and the ASX Listing Rules.</p> <p>Pacific Smiles has also adopted a Securities Trading Policy that imposes certain restrictions on officer, employees and related persons trading in the Company's securities.</p> <p>Both the Disclosure Policy and the Securities Trading Policy are reviewed on annual basis and are accessible with the Corporate Governance information via the Investors tab of www.pacificsmilesgroup.com.au</p>
5.2	A listed entity should ensure that its board receives copies of all material market announcements promptly after they have been made.	Complies	All Board members receive copies of the market announcements as soon as they have been released with the ASX.
5.3	A listed entity that gives a new and substantive investor or analyst presentation should release a copy of the presentation materials on the ASX Market Announcements Platform ahead of the presentation.	Complies	The Company issues presentations to the ASX Market Announcement Platform ahead of the presentation.

PRINCIPLE 6 – RESPECT THE RIGHTS OF SECURITY HOLDERS

6.1	A listed entity should provide information about itself and its governance to investors via its website.	Complies	<p>Pacific Smiles' website contains information about the Company which assists an investor in making an informed decision as to whether they should invest in the Company.</p> <p>Additional information about the Company is available on its corporate website at www.pacificsmilesgroup.com.au, including Pacific Smiles' governance policies, which are accessible via the Investors tab.</p>
6.2	A listed entity should have an investor relations program that facilitates effective two-way communication with investors.	Complies	<p>Pacific Smiles has adopted a Shareholder Communications Policy which seeks to promote effective two-way communication with shareholders and other stakeholders and to encourage and facilitate participation at Pacific Smiles' general meetings. Additionally the Shareholder Communications Policy establishes the procedures that are in place to ensure enquiries of shareholders and other stakeholders are dealt with promptly.</p> <p>The Shareholder Communication Policy is reviewed on annual basis and is accessible with the Corporate Governance information via the Investors tab of www.pacificsmilesgroup.com.au.</p>

6.3	A listed entity should disclose how it facilitates and encourages participation at meetings of security holders.	Complies	The Shareholder Communications Policy seeks to encourage shareholder participation at meetings and requires that the Company's auditor be present at the Annual General Meeting to answer any questions that a shareholder may have.
6.4	A listed entity should ensure that all substantive resolutions at a meeting of security holders are decided by a poll rather than by a show of hands.	Complies	At any General Meeting any substantive resolutions will be decided by way of a poll.
6.5	A listed entity should give security holders the option to receive communications from, and send communications to, the entity and its security registry electronically.	Complies	<p>Pacific Smiles encourages shareholders to receive communications from it and its share registry electronically and provides details for shareholders to send electronic communications and to have them actioned appropriately. Relevant contact details are outlined in the Investors section of the Company's website, www.pacificsmilesgroup.com.au.</p> <p>For the reporting period Pacific Smiles used Link Market Services Ltd to administer the security holder register. Link Market Services provides the option for shareholders to receive and send communications electronically.</p>

PRINCIPLE 7 – RECOGNISE AND MANAGE RISK

7.1	<p>The board of a listed entity should:</p> <p>(a) have a committee or committees to oversee risk, each of which:</p> <p>(1) has at least three members, a majority of whom are independent directors; and</p> <p>(2) is chaired by an independent director,</p> <p>and disclose:</p> <p>(3) the charter of the committee;</p> <p>(4) the members of the committee; and</p> <p>(5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual</p>	Does not comply in full	<p>The role of the Audit and Risk Management Committee is to assist the Board in fulfilling its responsibilities for corporate governance and overseeing Pacific Smiles' financial reporting, internal control structure, risk management systems and internal and external audit functions. This includes confirming the quality and reliability of the financial information prepared by Pacific Smiles, working with the external auditor on behalf of the Board and reviewing non-audit services provided by the external auditor to confirm they are consistent with maintaining external audit independence.</p> <p>The Audit and Risk Management Committee provides advice to the Board and reports on the status and management of the risks to Pacific Smiles. The purpose of the Committee's risk management process is to assist the Board in relation to risk management policies, procedures and systems and ensure that risks are identified, assessed and appropriately managed.</p> <p>The Committee comprises of Simon Rutherford (Chair, Independent Non-Executive Director) and Mark Bloom (Independent Non-Executive Director). The number of meetings of the Committee and attendances by individual members during the Reporting Period is disclosed in the Directors' Report in Pacific Smiles' Annual Report. After the Reporting Period Scott Kalniz (Independent Non-Executive Director) was appointed as a member of the Audit and Risk Management</p>
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	<p>attendances of the members at those meetings; or</p> <p>(b) if it does not have a risk committee or committees that satisfy (a) above, disclose that fact and the processes it employs for overseeing the entity's risk management framework.</p>		<p>Committee. As at the date of of the Corporate Governance Statement the Company complies with the recommendation.</p> <p>The Audit and Risk Management Committee Charter is reviewed on annual basis and is accessible with the Corporate Governance information via the Investors tab of www.pacificsmilesgroup.com.au</p>
7.2	<p>The board or a committee of the board should:</p> <p>(a) review the entity's risk management framework at least annually to satisfy itself that it continues to be sound and that the entity is operating with due regard to the risk appetite set by the board; and</p> <p>(b) disclose, in relation to each reporting period, whether such a review has taken place.</p>	Complies	<p>The Board is responsible for overseeing the risk management strategies, policies, procedures and systems of Pacific Smiles, and is supported in this area by the Audit and Risk Management Committee. Pacific Smiles management is responsible for maintaining the Pacific Smiles' risk management framework. Pacific Smiles will regularly undertake reviews of its risk management procedures to ensure that it complies with its legal obligations, including assisting the Chief Executive Officer or Chief Financial Officer to provide the required declaration under section 295A of the Corporations Act 2001.</p> <p>A review has taken place in the reporting period.</p>
7.3	<p>A listed entity should disclose:</p> <p>(a) if it has an internal audit function, how the function is structured and what role it performs; or</p> <p>(b) if it does not have an internal audit function, that fact and the processes it employs for evaluating and continually improving the effectiveness of its governance, risk management and internal control processes.</p>	Complies	<p>Pacific Smiles does not have a formalised internal audit function, but has comprehensive processes for evaluating and continually improving the effectiveness of risk management and internal financial control processes.</p> <p>To evaluate and continually improve the effectiveness of the Company's risk management and internal control processes, the Board relies on ongoing reporting and discussion of the management of material business risks. These processes are implemented, overseen and assessed by the management team, the Chief Executive Officer, the Chief Financial Officer and the Audit and Risk Management Committee.</p> <p>The Audit and Risk Management Committee also ensures that the systems of internal control are operating effectively in relation to reporting financial risks, and that these systems provide an adequate basis for the Chief Executive Officer and Chief Financial Officer to execute their certifications under s295A of the Corporations Act 2001.</p>

7.4	A listed entity should disclose whether it has any material exposure to environmental or social risks and, if it does, how it manages or intends to manage those risks.	Complies	<p>Pacific Smiles is subject to various risk factors, with some of these specific to its business activities and others of a more general nature. Pacific Smiles has not identified any specific, material exposure to the following long term risk factors:</p> <ul style="list-style-type: none"> • environmental sustainability, being the ability of the Company to continue operating in a manner that does not compromise the health of the ecosystems in which it operates over the long term; and • social sustainability, being the ability of the Company to continue operating in a manner that meets accepted social norms and needs over the long term.
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PRINCIPLE 8 – REMUNERATE FAIRLY AND RESPONSIBLY

8.1	<p>The board of a listed entity should:</p> <p>(a) have a remuneration committee which:</p> <ol style="list-style-type: none"> (1) has at least three members, a majority of whom are independent directors; and (2) is chaired by an independent director, <p>and disclose:</p> <ol style="list-style-type: none"> (3) the charter of the committee; (4) the members of the committee; and (5) as at the end of each reporting period, the number of times the committee met throughout the period and the individual attendances of the members at those meetings; or <p>(b) if it does not have a remuneration committee, disclose that fact and the processes it employs for setting the level and composition of remuneration for directors and senior executives and ensuring that such remuneration is appropriate and not excessive.</p>	Does not comply in full	<p>The role of the Nomination and Remuneration Committee is to review and make recommendations to the Board on remuneration packages and policies related to the Directors and senior executives and to ensure that the remuneration policies and practices are consistent with Pacific Smiles' strategic goals and human resources objectives. The Nomination and Remuneration Committee is also responsible for administering short term and long term incentive plans (including any equity plans) and reviewing Pacific Smiles' claw back policy in respect of performance-based remuneration. In addition, the Committee is responsible for reviewing and making recommendations in relation to the composition and performance of the Board and its Committees and ensuring that adequate succession plans are in place (including for the recruitment and appointment of Directors and senior management). Independent advice will be sought where appropriate.</p> <p>The Committee is comprised of Ben Gisz (Chair, Non-Executive Director), Zita Peach (Independent, Non-Executive Director) and Hilton Brett (Non-Executive Director). Ben Gisz is a Non-Executive Director but is not considered independent according to ASX guidelines. However, the Board considers that Ben exercises his duties sufficiently independently from management and has the appropriate skills and experience to Chair this Committee effectively.</p> <p>The number of meetings of the Committee and attendances by individual members during the Reporting Period is disclosed in the Directors' Report in Pacific Smiles' Annual Report.</p> <p>The Nomination and Remuneration Committee Charter is accessible with the Corporate Governance information via the Investors tab of www.pacificsmilesgroup.com.au.</p>
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8.2	A listed entity should separately disclose its policies and practices regarding the remuneration of non-executive directors and the remuneration of executive directors and other senior executives.	Complies	The Nomination and Remuneration Committee Charter is accessible via Pacific Smiles' website. A Remuneration Report has been disclosed with Pacific Smiles' Annual Report, and contains remuneration policies, practices and amounts for each Director and senior executives considered key management personnel.
8.3	A listed entity which has an equity-based remuneration scheme should: (a) have a policy on whether participants are permitted to enter into transactions (whether through the use of derivatives or otherwise) which limit the economic risk of participating in the scheme; and (b) disclose that policy or a summary of it.	Complies	Pacific Smiles has adopted a Securities Trading Policy which restricts key management personnel and other nominated persons from entering into transactions that limit their economic risk in relation to Pacific Smiles securities they hold, which includes equity-based remuneration (such as performance rights) issued under its Performance Rights Plan. The Securities Trading Policy is available on the Company's corporate website at www.pacificsmilesgroup.com.au .

Unless otherwise indicated, Pacific Smiles corporate governance practices were in place for the financial year ended 30 June 2021 and to the date of signing the Directors' Report.

Various corporate governance practices are discussed within this statement. For further information on corporate governance policies adopted by the Company, refer to our website www.pacificsmilesgroup.com.au.