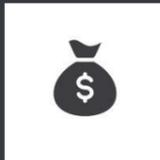


## Our Five Focus Areas of Value Creation

Area of Focus	Material Issue	How We Deliver Value	Value Created	How We Measure Value
 <p><b>Our Customers and Practice Support</b></p>	Understanding our customers (the dental practitioners), responding to their requirements in a timely manner. Designing and delivering innovative customer driven solutions that will enhance a practitioner's and a patient's experience with automation and AI capability and adaptability across all sites	Embedding processes of continuous improvement based upon our own and customer insights identified through market research, data generation and consistent interactions	Enhanced processes and systems, better reporting and operational management, building the Practice brand and reputation that allows the practitioner greater freedom to clinically evolve and practice, generating higher patient volumes	Customer satisfaction and advocacy tracked, recorded and reported. Action project plans that are developed to deliver continuous improvements in the customer's experience supporting delivery of clinical services that drive additional volume in acquisitions and patients
 <p><b>Our People</b></p>	Retaining, attracting and developing diverse talent. Ensuring we have appropriate team structures to support clinical activity levels and capabilities across all Practice sites and Head Office to deliver desired results	We retain, attract, support and educate diverse talent by building an organisation wide culture of collaboration and continuous learning, where successes are recognised and people rewarded. We invest in the development of leaders and our equity holders at Practice level	Capable and motivated people committed to the long-term success of our entire business. Effective succession planning and leadership transitions supporting business continuity that can reduce risks. Diversity of thought and experience that can support innovation, knowledge sharing and better decision making	<p><b>Earn Outs /Equity</b></p> <ul style="list-style-type: none"> <li>Systems should support earn out payment receipt and enhanced equity wealth creation at liquidity;</li> </ul> <p><b>Retention of Key Talent</b></p> <ul style="list-style-type: none"> <li>Refined transaction process with the organisation benefitting from its investment in leaders and workforce capabilities;</li> </ul> <p><b>Succession Strength</b></p> <ul style="list-style-type: none"> <li>Demonstrates depth of capable talent ready to progress;</li> </ul> <p><b>Leadership Focus</b></p> <ul style="list-style-type: none"> <li>Dentists fee generation;</li> <li>Scope of service expansion.</li> </ul>
 <p><b>Financial Management</b></p>	Delivering equity holder / investor returns at all levels. Maintaining strong capital management systems to support on-going investment in our pipeline. Effective use of debt and equity to grow the business model	We deliver returns for our equity holders and adopt a prudent approach to capital management with a view to maintaining strong profitability and a balance sheet that can support the business through any market cycle. We deploy in-depth revenue and cost analysis at every level within our Practices and Head Office	Facility fees and ownership returns across all of our Practice sites that demonstrate an EBITDA margin in excess of 20%. Expense rationalisation to agreed benchmark levels	<ul style="list-style-type: none"> <li>EBITDA margin / Profit after Tax;</li> <li>Return on Equity invested;</li> <li>EBITDA multiple at Exit;</li> <li>New patients, value of treatment plans, chair utilisation levels;</li> <li>Fees generated per practitioner;</li> </ul>
 <p><b>Sustainability and Growth</b></p>	Managing and optimising our performance in the context of challenges including competition, negative sentiments, escalating multiples, market control, community expectations, availability of Practice stock that suits our business model	Integrate strategies to achieve our goals, underpinned by our operating performance and reputation. Creation of acquisition pipelines and targeted responses to potential vendors that fulfil their aspirations professionally and personally	Recognised leadership in growth parameters inclusive of Practice site numbers, financial metrics, customer satisfaction, operating systems and reputation for support. Demonstration of sustainable earnings pre and post liquidity event	Growth in revenue and EBITDA supported by: <ul style="list-style-type: none"> <li>Motivated practitioners (satisfaction ratings);</li> <li>Number of practitioner equity holders (within the Group);</li> <li>Practice conversion numbers per annum (acquisitions);</li> <li>Annual EBITDA growth both organically and via enhancements made</li> </ul>
 <p><b>Education and Training</b></p>	The development of comprehensive training, development and mentoring programmes that have an ability to upskill practitioners and staff that results in: <ul style="list-style-type: none"> <li>Higher levels of patient conversions;</li> <li>Higher value of treatment plans;</li> <li>Wider scope of service provision and offerings.</li> </ul>	We are committed to continuous education pathways that will develop our teams to achieve their desired professional and personal aspirations whilst also delivering higher levels of service to a practitioner's patients, resulting in enhance quality and fiscal performance growth. Our goal is to hold educational seminars to pair effectively with professional mentoring programmes	Training not only educates but makes our people feel valued and cared for. The organisation achieves consistency, quality, reliability and efficiencies through education. It contains the potential for patient leakage preserving our income levels and ability to undertake higher levels of case work	<ul style="list-style-type: none"> <li>Number of training sessions delivered and courses attended;</li> <li>Monitoring CPD points attained;</li> <li>Scope of service expansion through advertisement and conversion;</li> <li>Team satisfaction surveys;</li> <li>Financial performance upgrades.</li> </ul>