

ASX ANNOUNCEMENT

3 October 2025

Gary Carroll Resignation & Michelle Dries Appointment

Pacific Smiles Group Limited (ASX: PSQ) (**Pacific Smiles**) advises that it has accepted the resignation of Managing Director and CEO, Mr Gary Carroll, effective 31 October 2025.

The Board would like to thank Mr Carroll for his strong stewardship of the business throughout his tenure and wishes him well for the future. Under his leadership, Pacific Smiles has navigated a period of significant change in both ownership and leadership, demonstrating resilience and delivering meaningful progress. The Company is grateful for his commitment to supporting clinicians and centre staff, and for his focus on continually improving the support and services that enable the delivery of outstanding patient care every day.

Dr Michael Caristo, Chairman of Pacific Smiles said: *"On behalf of the Board, I would like to thank Gary for his steadfast leadership over the past 12 months and for the success the business has achieved under his tenure. His calm hand, structured approach, and empowerment of the team have delivered excellent results. We are grateful for his stewardship of the business during this period."*

Following Mr Carroll's resignation, Pacific Smiles is pleased to announce the appointment of Michelle Dries as Chief Executive Officer, effective 20 October 2025.

Michelle is an experienced senior executive with a strong track record of driving growth and operational excellence across healthcare and consumer businesses in ASX-listed and private equity-owned companies. She was most recently Chief Operating Officer of Greencross Vet Services, leading one of Australia's largest veterinary services networks, and previously held senior roles at Qantas Loyalty and Qantas Insurance. Her earlier career includes strategy consulting at Boston Consulting Group, senior government and university executive roles, and serving as CEO of Early Start.

In accordance with ASX Listing Rule 3.16.4, Pacific Smiles has included the material terms of Ms Dries's contract with Pacific Smiles as an appendix to this announcement.

This announcement has been authorised for release by the PSQ Board of Directors.

ENDS

For further information, please contact:

Investors & Media

Managing Director and Chief Executive Officer

Gary Carroll

P: 02 4930 2000

E: investor.relations@pacificsmiles.com.au

Appendix A: Summary of CEO Remuneration

Position	Chief Executive Officer
Start date	20 October 2025
Remuneration	\$700,000 per annum (inclusive of superannuation)
STI	Eligible for a Short-Term Incentive (STI) of up to 40% of \$700,000 for each financial year, subject to performance criteria determined by the Board (in its sole discretion), paid as cash
LTI	Eligible to participate in the incentive plan in accordance with the terms of that plan, as amended from time to time, at the discretion of the Board
Notice period	6 months written notice
Post employment terms	Non-compete and non-solicitation restrictions apply for up to 9 months and up to 12 months, respectively