Nido Early School QV1, Perth

THINK
Childcare Limited

TNK 1H18 Investor Presentation

22nd August, 2018

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01 Overview

Nido Early School Woolloongabba, Brisbane

01

Overview

Headwinds in the sector continued into the first half of CY18

- Whilst we expected 1H18 to be a tough trading period with the headwinds in the sector remaining, we didn't foresee that occupancy would remain relatively flat from February through to June. The burden of childcare costs for everyday families has led them to re-enrol in lower numbers than we have previously experienced
- We experienced a decline in year on year (YoY), week on week (WoW) 'days sold' in our 38 centre cohort we owned for the CY17. From the traditional end of the '*dark side of the moon*' (first week in February), to June, we were down 6.17% (approx. average 620 days per week)
- We started to claw back the decline in late May and in August we are down 2% 'days sold' year on year, week on week (approx. 219 days per week). We expect we will further bridge this gap as we complete capital upgrade works, marketing and Educator training
- Revenue whilst down over 1H18 in our 38 centre cohort, we recovered in late May 2018 to an even position, and now in August we are up 6% year on year, week on week ($73,000 per week)
- 18 of our centres faced new competition that negatively impacted performance. We have continued to invest in our centres with a focus on the quality of care, recruitment and training, capital improvement, local and national marketing
- We have completed an aggressive $350k investment into a letter box drop of over 5 million flyers, hitting 729,000 households around our centres owned and managed. The flyers informed our markets on the effect of the new Child Care Subsidy. The campaign delivered an increase in new visitors to websites: 56% increase for Nido Early School and 72% increase for Early Learning & Kinder. We are seeing an increase in enquiry rates and expect this will further bridge the 'days sold' gap

01

Responding to tough trading conditions

Disciplined approach to operations, investment and capital management

1H18 Achieved

100% of families transitioned to CCS, increasing enrolments in July	Secured new $78m banking facility $50m undrawn
Established HR and Education Curriculum team to deliver a scalable quality platform	3 greenfield centres opened and settled 4 centre acquisitions (YTD)*

2H18 Objectives

Greenfield centres achieve breakeven	Complete $4m capital improvement program
Stabilise centre performance and reinvigorate enrolments	Deploy integrated online training platform to 2,200 educators nationally

CY19

Trade-up incubator centres to acquisition metrics	Continue building a best in market community of centres
Greenfield centres trading up and open 4 further greenfield centres	Deploy complete HR platform. Move to a single brand across all centres

- **Child Care Subsidy (CCS):** engaged directly with all families, calculating the impact for them. This has resulted in an uplift in enrolments in July
- **Greenfield sites:** we opened 3 centres which we expect to trade to breakeven by the end of CY18. The full benefit will be achieved in CY19
- **HR and Education team:** we have employed an HR team (5) and appointed a Director of Education with the goal of being the leading service provider in Australia
- **New centre acquisitions:** we completed the acquisition of 4 centres (1 in December 2017)*, 1 on market and 3 from incubators
- **Debt facility re-finance:** we completed a re-finance giving us a 50m undrawn acquisition facility

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The hard facts – 1H18

Top-line growth has not translated into growth in EBITDA and NPAT… yet

+20%

Revenue 35.7m up from 29.7m, prior comparison period (pcp)

- Driven by full year impact of CY17 acquisitions, CY18 acquisitions and higher management fees

-17%

Centre EBITDA 3.9m down from 4.7m pcp

- Driven by underperformance of 2017 Base centres and greenfield centres slower ramp-up

-19%

Underlying EBITDA 2.6m down from 3.2m pcp

- Reflecting lower Centre contribution of 0.8m and higher overhead costs

-73%

NPAT of 0.7m down from 2.7m

- 1H17 NPAT included the reversal of 1.4m earnout not paid
- Lower Centre EBITDA contribution of 0.8m

+340%

Management fees up 1.7m from 0.5m pcp

- Demonstrating the strength of the forward pipeline. 26 centres under management including 4 new centres opened and 9 with DA secured in 1H18

+23%

Increased headcount to +2,200

- Including managed centres, a 23% increase on 31 Dec 17
- Support office headcount including operations is 36

+2

Expanded national footprint

- Satellite offices open in Melbourne and Perth

1.2m

Cost incurred on increased support functions

- HR, Operations, Training, Marketing, Legal and Finance teams saw 12 senior roles appointed in late CY17 and 1H18

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01 Operational overview

Building a foundation to deliver best in market childcare

Redesigning the Financial cornerstone

- Appointed a new CFO and contracted a Commercial Manager
- Rebuilding financial models, stronger wage analysis
- Impactful business management, insight and control

National Quality Framework

- 88% of TNK centres achieved a rating of Meeting or Exceeding NQS*
- Quality care delivers <1% non-compliance breaches across the group in 2017**

Scaling up marketing

- Relaunched strategic marketing capability:
- Consolidated 53 Early Learning & Kinder centre websites into single site
- Created outline of brand strategy and key messages
- Turn key plans for local marketing initiatives

Best in market curriculum

- Appointed Director of Education
- Second conference delegation to Reggio Emilia, Italy

Launched People & Culture capability to support future pipeline

- Developed a national HR framework to support growth
- Key roles appointed
- Employed >500 educators nationally
- People Managers and Educators Manual implemented nationally
- Learning management and HR information management system selected (HRIMS)

Leveraging the Nido intellectual property and brand

- Nido Brand Manager appointed
- Template project plans created
- Pilot program completed
- Transition program under development

* That have received NQS Ratings assessment as at 8 June 2018

** As at 8 June 2018

02 Financial Performance

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02

Operating performance

Higher revenue from Acquisitions and Management fees offset by underperformance of 2017 Base centres and investment in operations

Period $'m	H1-2018	H1-2017	Var.
Revenue	33.9	29.2	4.7
Labour	(21.8)	(18.1)	(3.7)
Direct Operating Expenses	(1.3)	(1.1)	(0.2)
Occupancy costs	(5.5)	(4.1)	(1.4)
CNT Overheads	(1.3)	(1.2)	(0.1)
CNT EBITDA	**3.9**	**4.7**	**(0.8)**
Management fees	1.7	0.5	1.2
Corporate fixed revenue	0.1	0.0	0.1
Other income	-	1.4	(1.4)
HO staff & related costs	(1.8)	(1.1)	(0.8)
Acquisition expenses	(0.3)	(0.2)	(0.1)
Other Corporate overheads	(1.2)	(0.8)	(0.5)
Group EBITDA	**2.3**	**4.5**	**(2.3)**
Add: Acquisition expenses	0.3	-	0.3
Less: Earn-out consideration liability	-	(1.4)	1.4
Underlying EBITDA	**2.6**	**3.2**	**(0.6)**
Depreciation	(0.7)	(0.5)	(0.2)
EBIT	1.6	4.1	(2.5)
Interest	(0.5)	(0.3)	(0.2)
Tax	(0.4)	(1.1)	0.7
NPAT	**0.7**	**2.7**	**(2.0)**
Number of outstanding shares	48.5	-	48.5
Earnings per share (EPS)	**0.01**	-	**0.01**
CNT EBITDA margin	11.5%	16.0%	
Group EBITDA margin	6.4%	15.3%	
CNT labour / revenue	66.3%	64.5%	
CNT occupancy / revenue	16.3%	14.0%	
CNT consumables / revenue	2.9%	2.9%	
Corporate OH / group revenue	9.5%	6.8%	

The operating performance for the first half of CY18 is characterised by:

- 4.7m increase in childcare revenue, primarily driven by 2017 and 1H18 acquisitions
- 0.8m drop in centre EBITDA, driven by the underperformance of 2017 Base centres, and slower ramp-up of greenfield centres
- 1.2m higher fees from managed centres, demonstrating the strength in the future incubator acquisition pipeline; and
- 1.3m higher corporate overheads, representing an investment in human resources, marketing and finance capability to support future growth
- Underlying EBITDA is down 0.6m on pcp after adjusting for Earnout not paid of 1.4m
- Overall centre Wages to Revenue is 66.3% up from 64.5% pcp predominantly driven by lower revenue in 2017 Base centres (plus impact of greenfield centres)
- As a result of tough trading conditions in first half and having regard to CY17 final dividend paid in February of 6 cents, the Board has taken a prudent decision not to pay an interim dividend for 1H18

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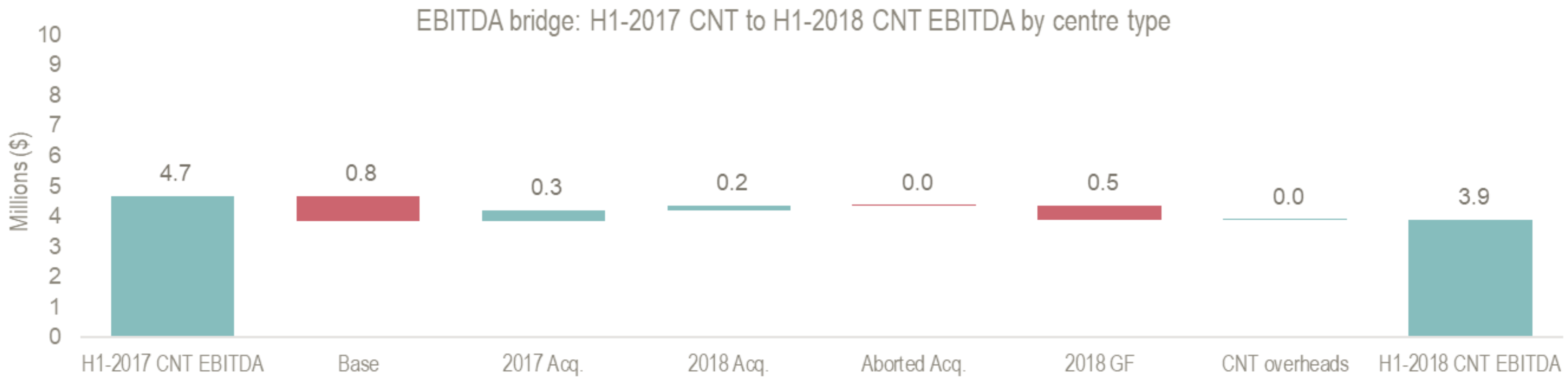
EBITDA bridge - 1H18 and 1H17

Positive contribution of 2017 and 1H18 Acquisitions offset by underperformance of 2017 Base centres and slower ramp-up of Greenfield centres



- 2017 Base centres EBITDA down 0.8m on pcp predominately due to lower enrolments
- Acquisitions contributed 0.5m EBITDA
- Greenfield centre losses amounted to 0.5m for 1H18
- At a centre level January fee increases (net of discounts) were modest and contributed 0.3m to EBITDA for the first half

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02 Balance sheet

Strong net asset position underpinned by disciplined acquisition strategy

	30-Jun-18	31-Dec-17	Var
Cash	3.9	0.5	3.4
Trade & other receivabes	3.4	3.0	0.4
Other	1.8	1.5	0.3
Current assets	9.1	5.0	4.1
Plant, property & equipment	6.7	4.7	2.0
Deferred tax assets	1.3	1.3	0.1
Intangible assets	47.4	43.4	4.0
Other	0.8	0.6	0.2
Non-current assets	56.3	50.0	6.3
Assets	**65.3**	**54.9**	**10.4**
Trade & other payables	6.3	6.5	(0.2)
Employee benefits & other	2.3	2.1	0.2
Contingent and deferred considerations	0.9	0.8	0.1
Current liabilities	9.5	9.4	0.1
Borrowings	20.5	19.4	1.1
Employee benefits & other	0.7	0.7	(0.1)
Non-current liabiliies	21.2	20.2	1.0
Liabilities	**30.7**	**29.5**	**1.2**
Equity	**34.6**	**25.4**	**9.2**
Leverage ratio	*48%*	*75%*	*27%*
Net assets	*34.6*	*25.4*	*9.2*

- 3.9m strong cash position
- Investments in Centres added 6.3m to the balance sheet
- Modest increase in borrowings of 1.0m
- 36% improvement in Net Asset from 25.4m to 34.6m
- 10m capital (net of transaction costs) to strengthen balance sheet
- Leverage ratio improved

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Cashflow

Disciplined management of cash and deployment of funds from equity raised

	1H18	1H17
Operating cashflow		
Childcare receipts	35.6	30.5
Operating expenses	(33.7)	(27.4)
Interest & finance costs	(0.5)	(0.3)
Income tax paid	(0.8)	(0.6)
Net operating cashflow	**0.6**	**2.3**
Investing cashflow		
Property, plant & equipment	(4.0)	(1.7)
Intangibles	(2.5)	(1.0)
Loans & other payments		(0.3)
Net investing cashflow	**(6.5)**	**(3.0)**
Financing cashflow		
Proceeds from borrowings	1.0	1.9
Shares issued net of transaction costs	10.0	
Dividends paid	(1.7)	(1.0)
Net financing cashflow	**9.3**	**1.0**
Net increase/(decrease)	3.4	0.3
Opening cash	0.5	1.8
Closing cash	**3.9**	**2.0**

- Positive cash from operations despite difficult trading conditions and an overpayment of tax of 0.18m
- Capital of 10m raised (net of transaction costs) in March with 6.5m deployed to fund acquisitions and capital improvement program
- Modest increase in borrowings of 1.0m
- Strong closing cash position of 3.9m

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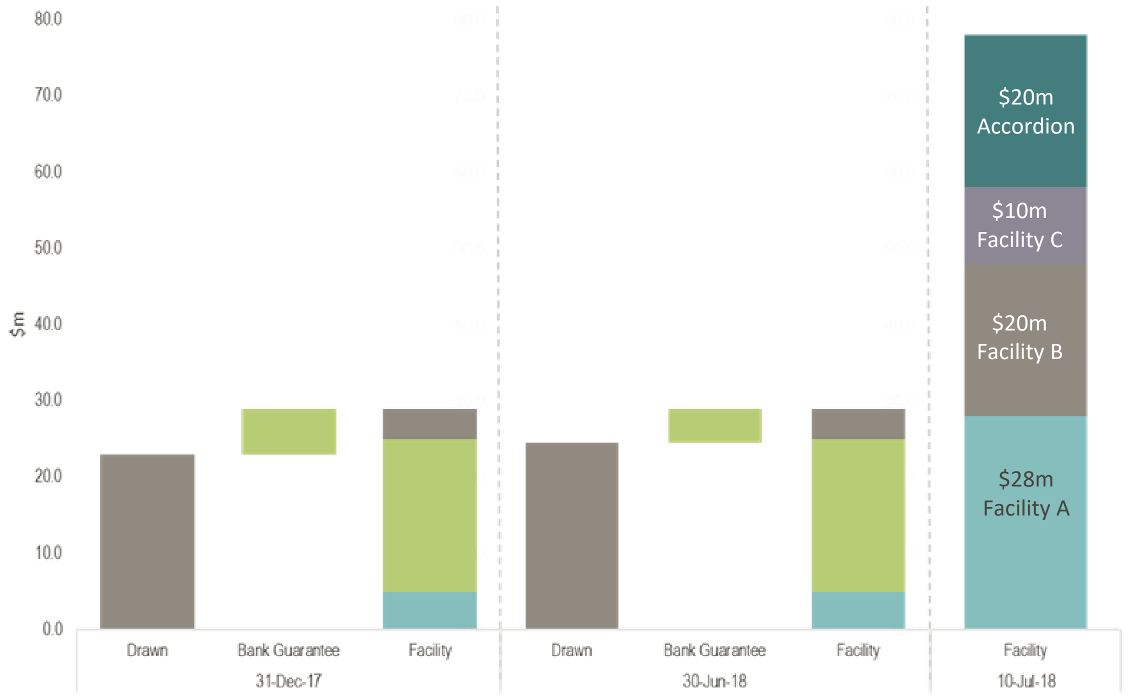
Capital management

Debt facility flexible and better aligned to medium-term strategy

- Syndicated facility offers the ability to diversify and access a broader group of lenders over time
- Headroom increased to 50m including accordion of 20m
- Accordion is an acquisition facility available for draw down prior to October 2021 (subject to separate pricing)
- Facility offers flexibility in pricing at different covenant levels
- Aligned to strategy of acquiring high occupancy centres from various incubator partners, high occupancy centres on market that make strategic sense and developing selected greenfield
- Supports investment initiatives intended to drive synergies and scale benefits by permitting an adjustment to covenant calculations
- Cost of debt is competitive albeit higher (before transitional arrangements). This reflects the benefits of the facility



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03 Operational highlights

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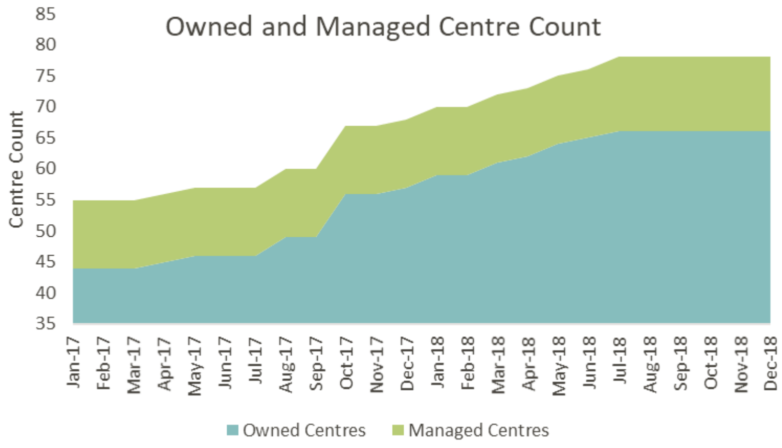
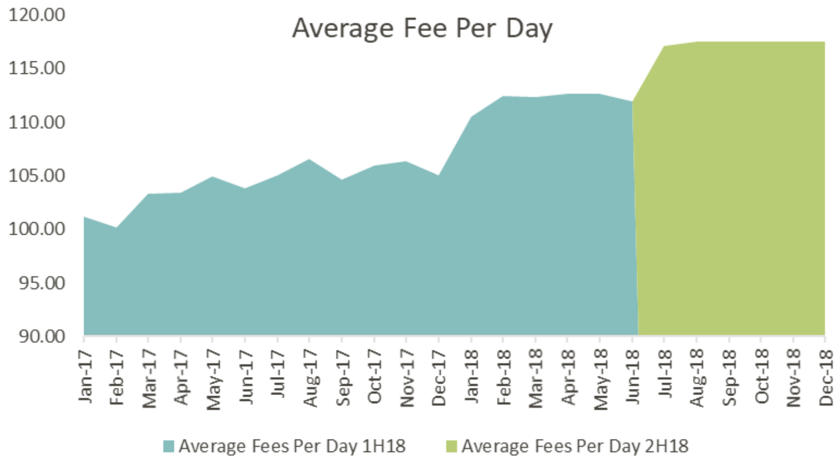
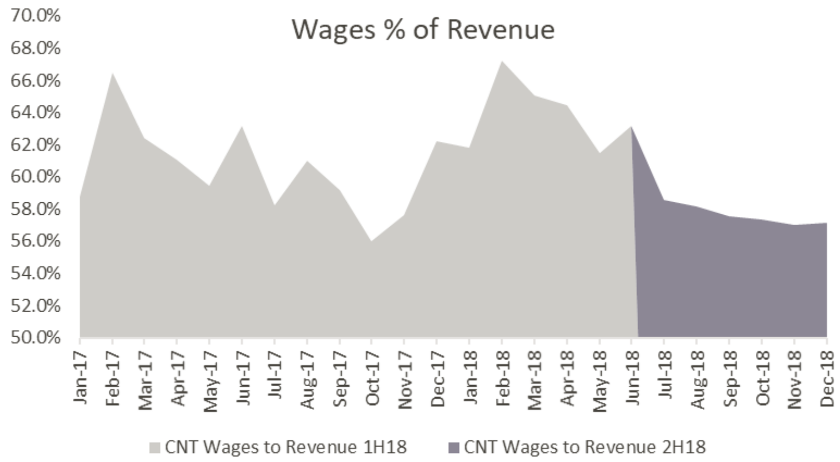
Nido Early School Altona Meadows, Melbourne

03 Operational metrics

Disciplined growth will deliver operational efficiencies in CY19 and beyond







- Average fee per child per day increased by $13 from Jan-17 to Jun-18 across portfolio
- Wages % Revenue expected to decline in 2H18 reflects targeted increase in days sold pcp
- Managed centres represent circa 25% of portfolio, this underpins our future growth through acquisitions of high quality centres
- Growth in greenfield TNK-owned and incubator centre numbers is one of the drivers of our HR platform investment

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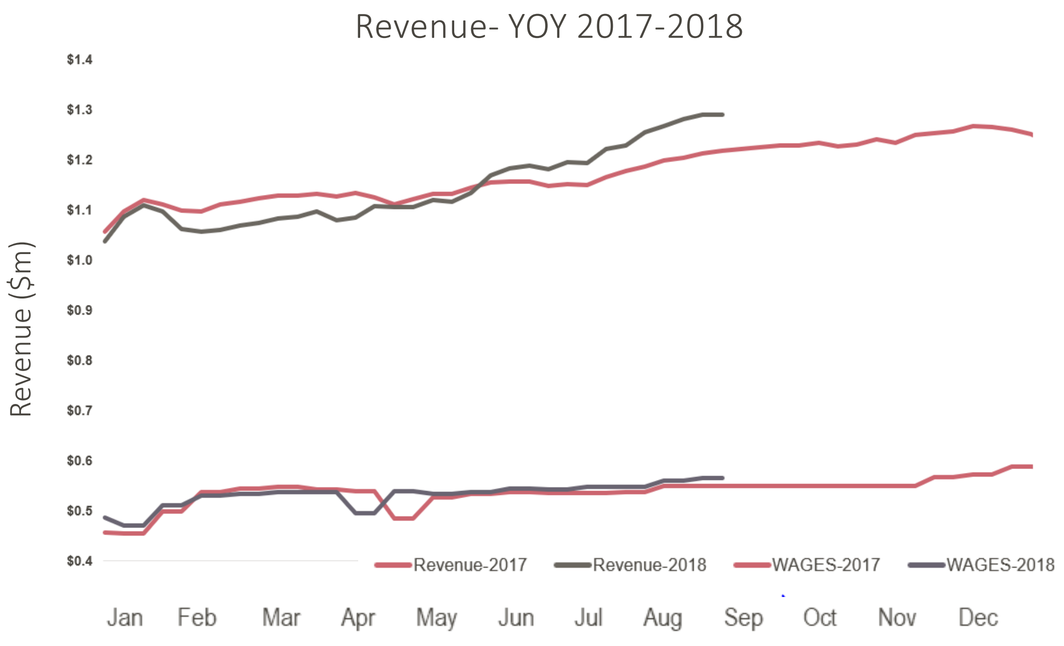
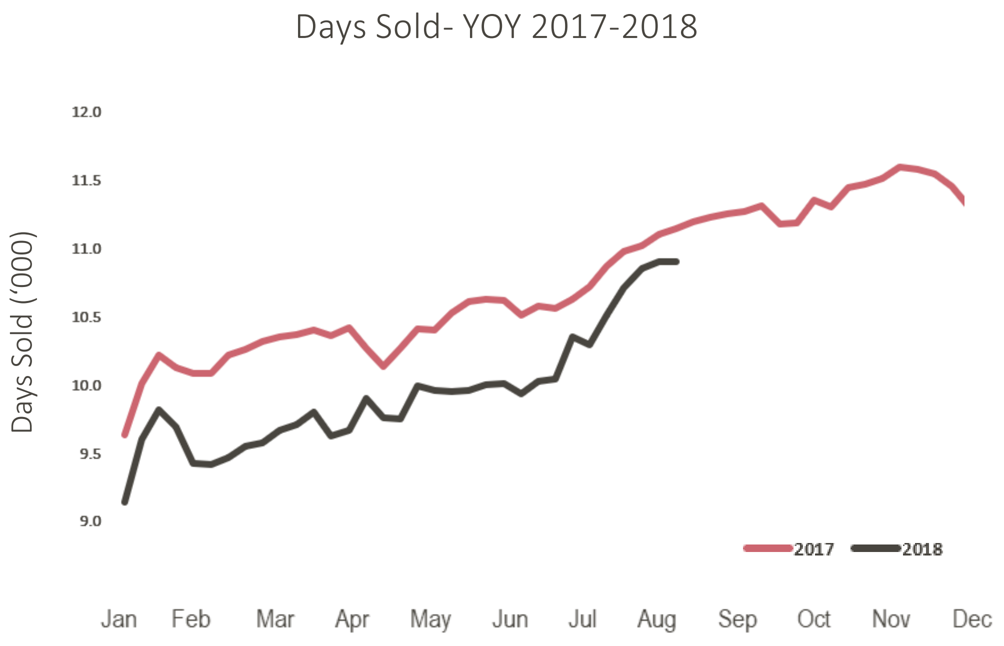
Performance trend - revenue, wages and days sold

38 Centre cohort owned for CY17





- Revenue whilst down over the 1H18 in our in our 38 centre cohort we owned for the CY17 period, we recovered in late May 2018 to an even position, and now in August we are up 6% year on year, week on week ($73,000 per week)
- We experienced a decline in year on year, week on week 'days sold' in our 38 centre cohort. From the traditional end of the '*dark side of the moon*', first week in February, to June, we were down 6.17% (approx. average 620 days per week)
- We started to claw back the decline in late May and in August we are down 2% 'days sold' year on year, week on week (approx. 219 days per week). We expect we will further bridge this gap as we complete capital upgrade works, marketing and Educator training

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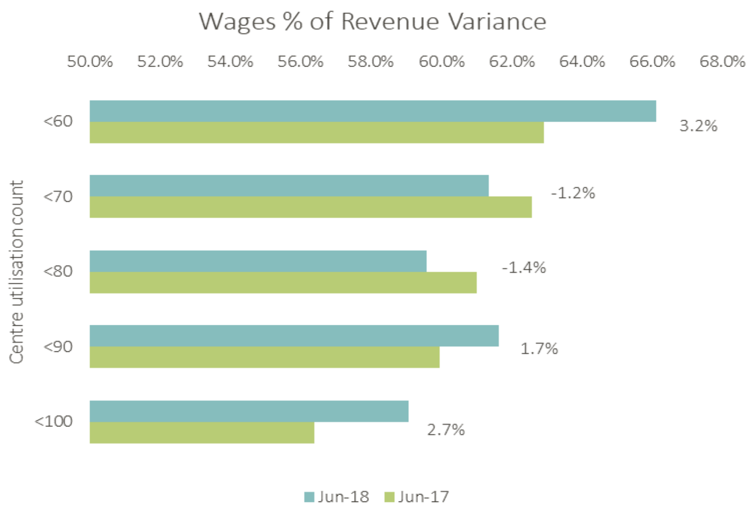
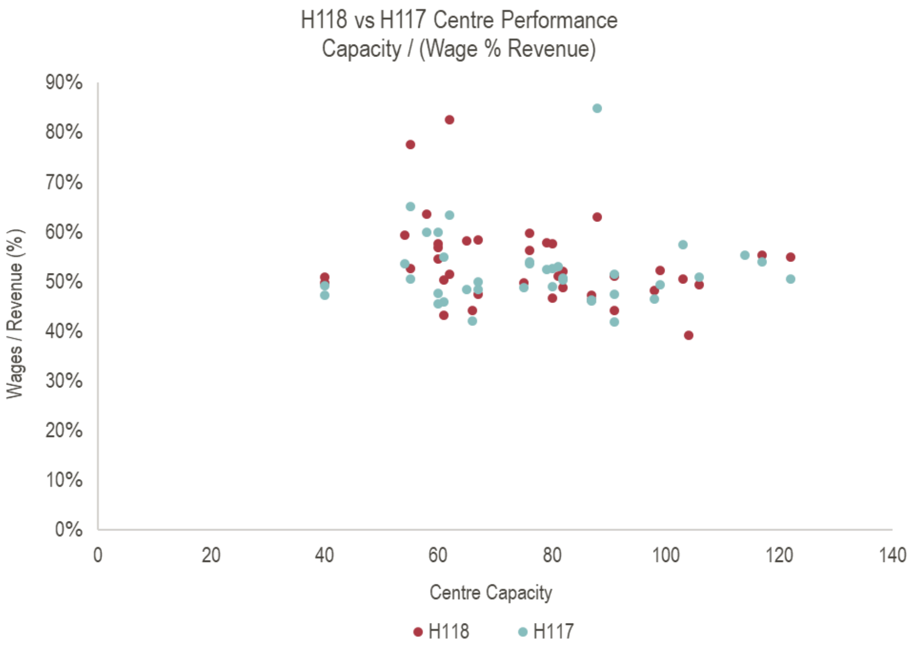
Centre size explains operational performance

Investment strategy to target improved operational performance and achieve economies





- The bar graph shows average Wages % Revenue 1H18 v 1H17 for centres of various sizes
- TNK target strategy is to focus on centres size between >60 <80 places as YoY these centres have demonstrated a lower Wages % Revenue than centres outside this size range
- Centres less than 60 places and greater than 90 places are required to meet additional investment criteria/ hurdles
- Scatter graph shows the capacity profile of TNK centres 1H18 v 1H17 and demonstrates a gradual shift of the portfolio towards target capacity

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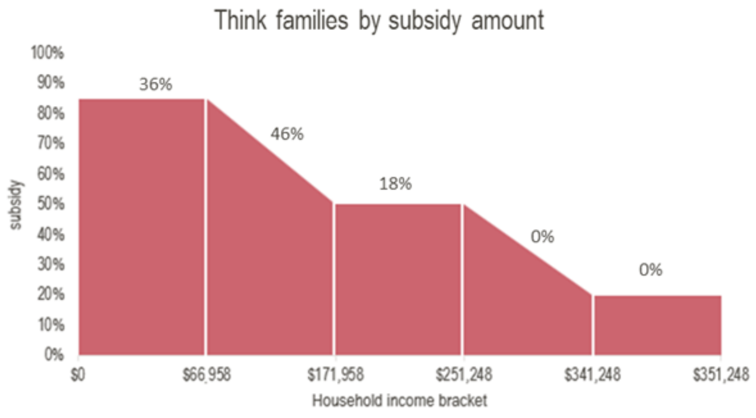
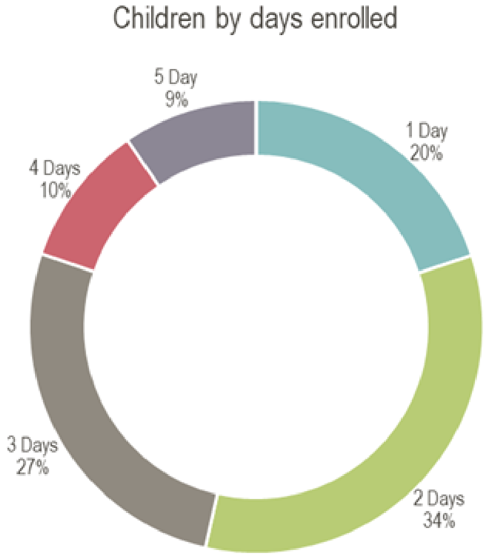
Child Care Subsidy impact and opportunity

CCS entitlement and days enrolled expected to drive organic growth in the number of days sold





- 36% of families qualify for maximum subsidy amount with 46% of families qualify for between 85% and 60% of subsidy
- 54% of families enrol their children for 1 – 2 days. This represents an organic growth opportunity
- TNK has analysed the new CCS effect on every child in our care and communicated this to our families. As a result we were able to work with families in advance of its implementation and capture an early uplift in ‘days sold’
- The marketing team implemented an extensive Child Care Subsidy Campaign targeting currently enrolled families and potential families
- We are seeing an increase in enquiry rates and expect this will further bridge the ‘days sold’ gap

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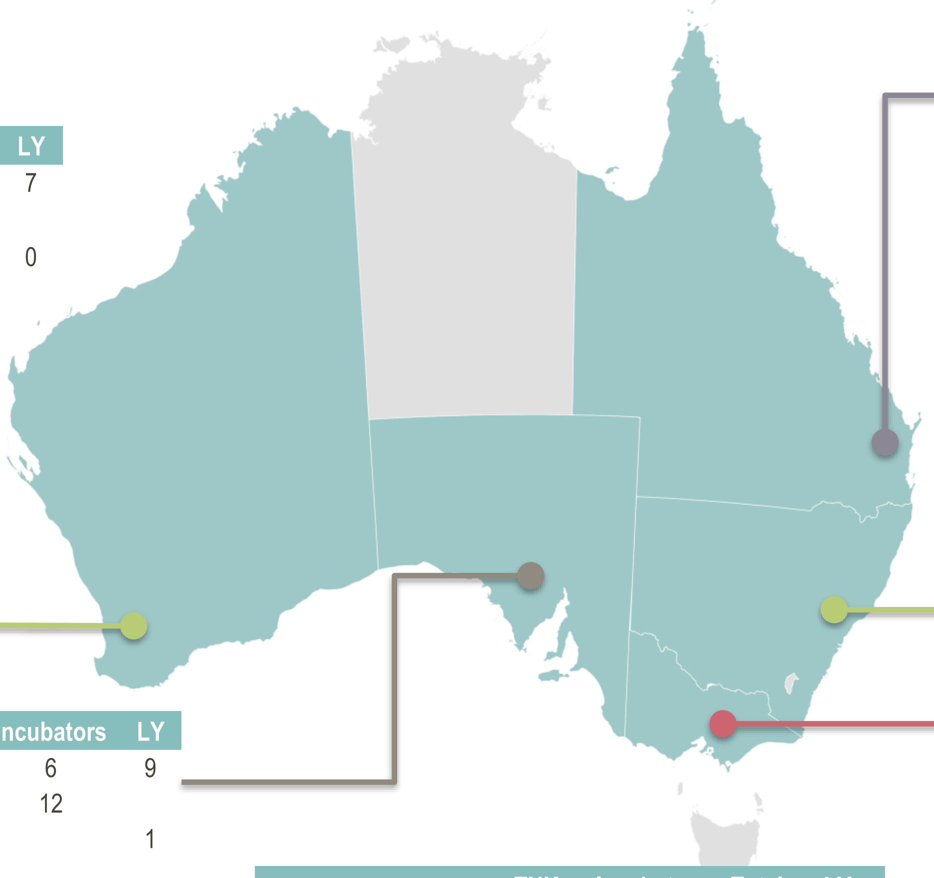
03 National footprint

Disciplined growth in key markets supported by satellite offices in Vic and WA

	TNK	Incubators	LY
Trading	1		0
Pipeline		9	

	TNK	Incubators	LY
Trading	5	6	7
Pipeline	3	21	
Office headcount	8		0



	TNK	Incubators	LY
Trading	6	1	7
Pipeline	1	14	
Office headcount	18		16

	TNK	Incubators	LY
Trading	34	10	39
Pipeline	8	25	
Office headcount	9		9

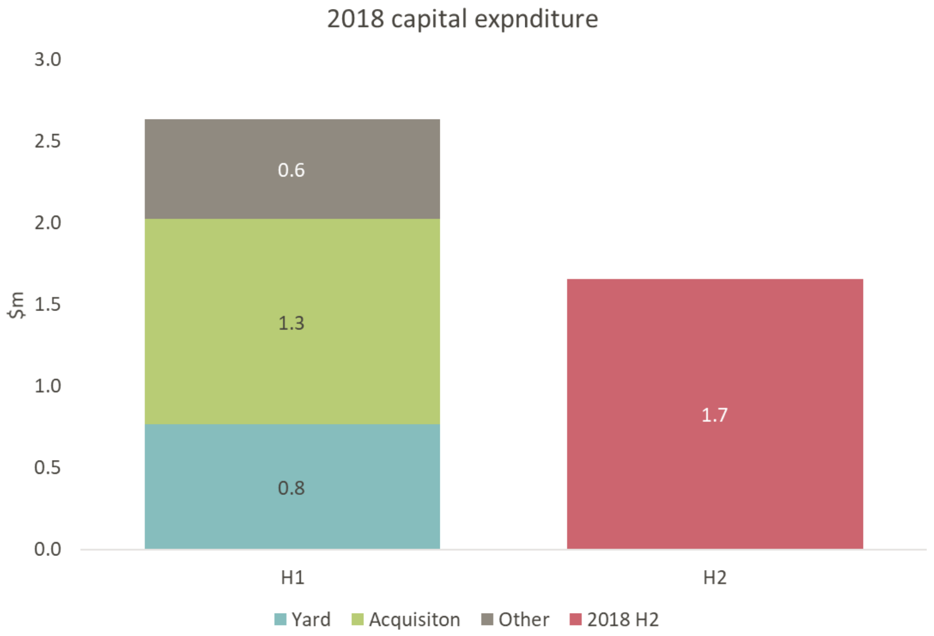
	TNK	Incubators	LY
Trading	3	6	9
Pipeline	1	12	
Office headcount	1		1

	TNK	Incubators	Total	LY
Trading	49	23	72	62
Pipeline	13	81	94	
Office headcount	36			24

03

Capital investment program for CY18 of 4.3m

1H18 spend of 2.7m has delivered 1.3m in new centres with the balance in existing centre improvements



- We are continuing our capital upgrade program with the goal to provide the best physically presented centre in each of our markets and offering a consistency in the presentation across all centres
- Coupled with the high quality of care offered, this will allow us to move to a single brand of premium child care centres

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03 Capital investment program

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04 2018 Outlook

Monash Drive Early Learning & Kinder, Melbourne

04 CY18 looking forward

Headwinds are expected to abate. Investment in operations required to achieve quality

The landscape to operate a childcare centre has changed. We have discussed a ‘flight to quality’ for some time and TNK has continued to invest in the physical environment but more importantly in the quality of care. Regardless of the headwinds we face as a sector, the battle is fought at a centre level, and we are simply the sum of our parts.

We have invested heavily into our ‘People and Culture’ headcount (6) and our e-learning platform. With over 500 Educators already on our ‘Nido Learning’ platform (NLP), we expect to onboard over 2,000 Educators by the end of CY18. The NLP will allow us to deliver consistent standards in onboarding and training across all centres. To share best practices between all centres and continue to develop, test and recruit Educators that are best in market.

TNK have opened 3 greenfield centres YTD. The centres are strategically well located and have been constructed as the best centres in their market. Whilst they also experienced headwinds at opening, they are now experiencing a growth in enquiries and a lift in days sold. We are targeting all of these centres to achieve a breakeven by the end of CY18, with the full trading benefits to be achieved in CY19.

Revised CY18 Guidance

We have faced new competition in 18 of our centres, this initially negatively affected centre performance. Coupled with ‘childcare fee stress’, this has led to a longer period of stagnant growth than the sector has ever experienced or that we anticipated.

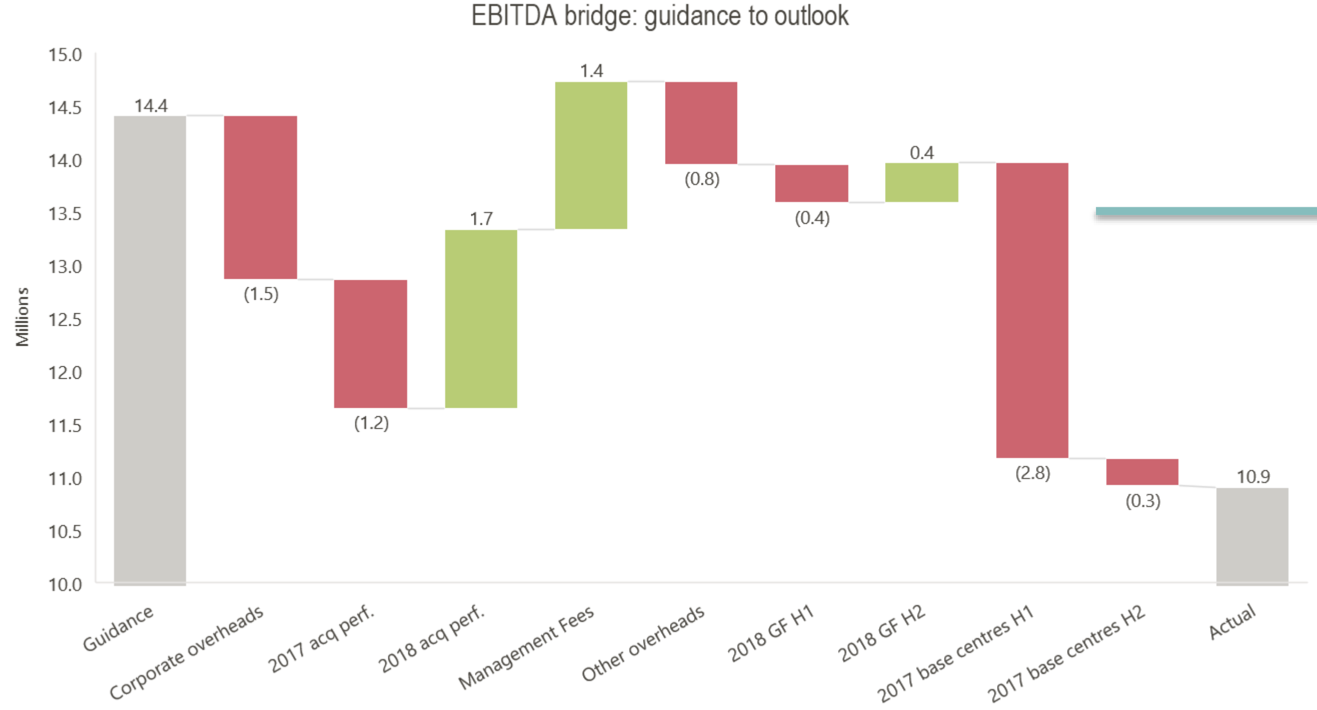
Despite the headwinds we faced, we have remained focused on executing our operational plan. We appreciated this may have an impact on earnings in 1H18 and we expected we would make this up in 2H18.

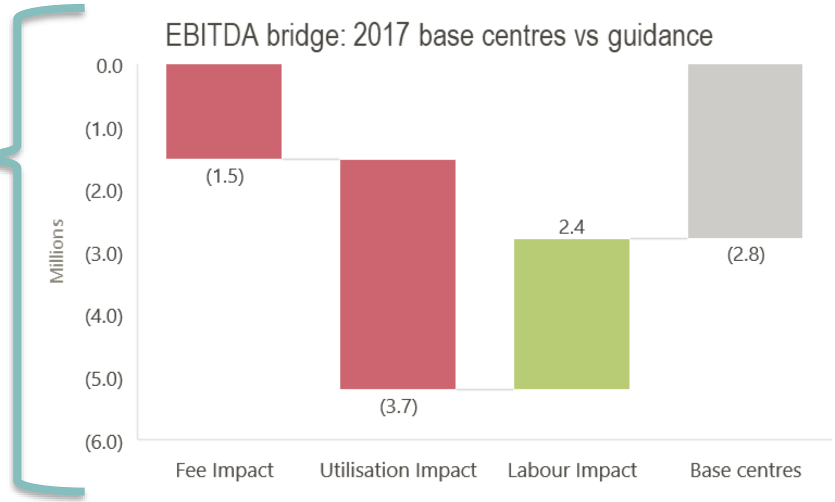
With hindsight, we couldn’t have picked a worse time to increase our investment in corporate functions across marketing, operations, finance and HR and Education (12 senior people) and invest in our operational platform. Whilst performance has improved, it has not occurred in the quantum or time frame we anticipated, and as a consequence we now amend our guidance for the CY18.

- Group EBITDA forecast between 10m and 11m
- NPAT forecast between 4.75m and 5.25m
- EPS forecast between 10c and11c

04 EBITDA bridge: guidance to actuals

Base centre performance in H1 contributing factor to lower EBITDA performance





- 2017 Base centres revenue main contributing factor to overall performance vs guidance. Labour savings associated with lower utilisation forecasts softening overall declines
- Pleasingly, 2018 acquisitions and management fee incomes have, and will continue to, outperform expectations in 2018
- Increases in corp. overhead expenditure in 2018 representing an investment in human resources, marketing and finance capability to support future growth

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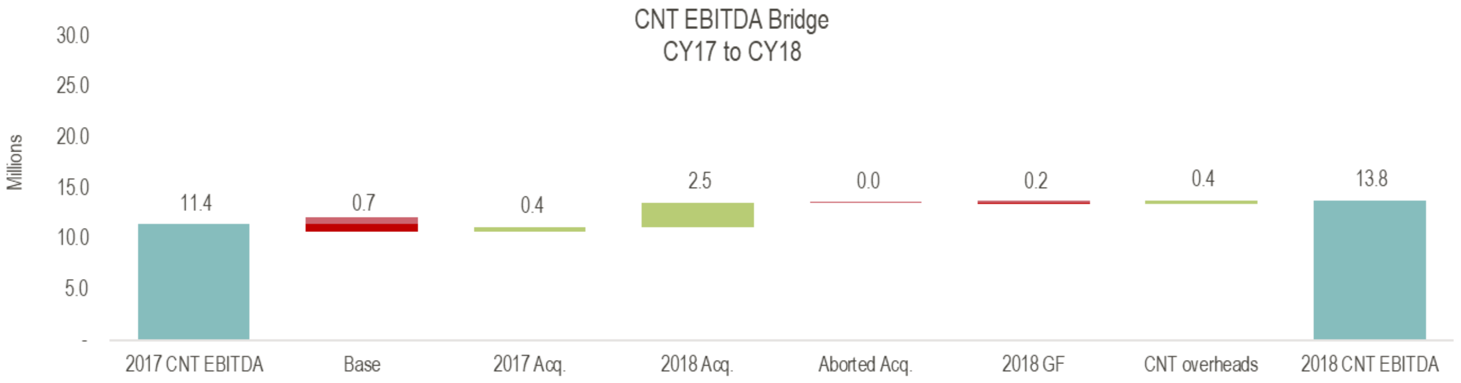
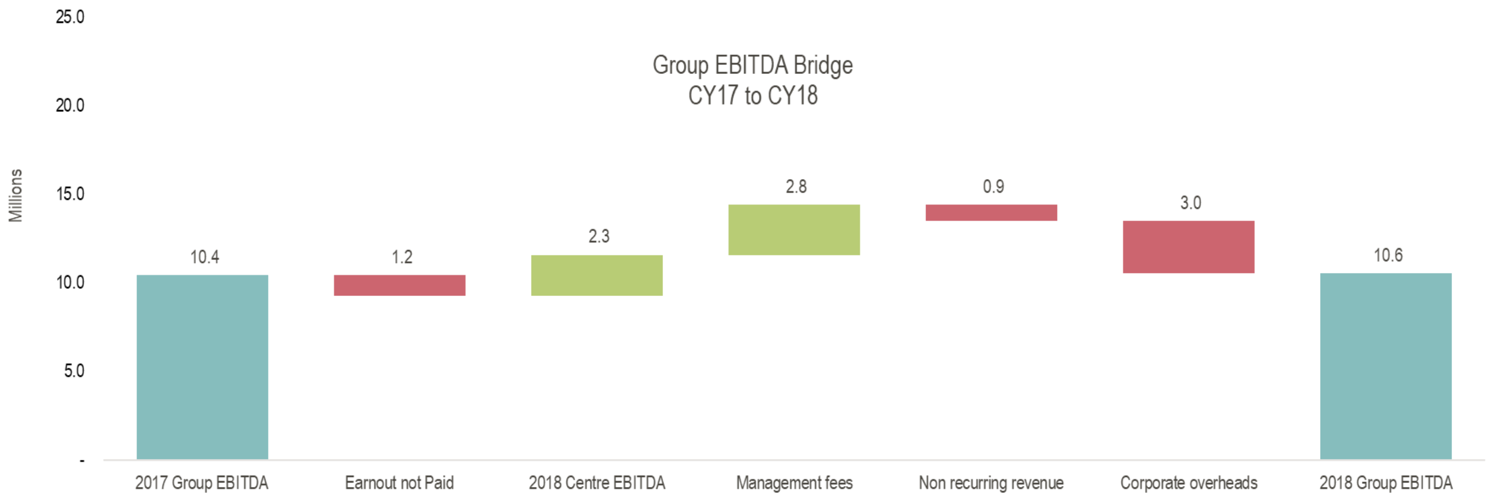
04 EBITDA Bridge CY17 to CY18 - Centre & Group

Acquisitions contribute 2.9m to Centre EBITDA and Base centres underperformance abates





- CY18 Centre EBITDA Outlook of 13.8m is underpinned by 2.9m of contribution from Acquisitions
- 2017 Base centres enrolments expected to continue to improve such that CY18 underperformance and thereby claw back 0.1m of 1H18 underperformance
- CY18 Group EBITDA Outlook of 10.6m is driven by 2.3m higher Centre contribution relative to pcp and 2.8m additional management fees
- Corporate staff and other overheads assumed to grow of 3.9m
- After adjusting for CY17 Earn out not Paid of 1.4m and Non recurring revenue of 0.9m, CY18 Group EBITDA is forecast to be 0.2m up on pcp

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04

Revised CY18 Outlook Group EBITDA between 10m-11m

Reliance on continued uplift in enrolments

Period $'m	2018	2017	Var.	H2-2018	H2-2017	Var.
Revenue	79.9	63.1	16.8	46.0	33.8	12.1
Labour	(49.7)	(38.2)	(11.5)	(27.9)	(20.1)	(7.8)
Direct Operating Expenses	(2.5)	(2.4)	(0.0)	(1.1)	(1.3)	0.2
Occupancy costs	(10.7)	(8.7)	(2.0)	(5.2)	(4.6)	(0.6)
CNT Overheads	(3.3)	(2.4)	(0.9)	(1.9)	(1.1)	(0.8)
CNT EBITDA	**13.8**	**11.4**	**2.3**	**9.9**	**6.8**	**3.1**
Management fees	4.3	1.4	2.8	2.6	0.9	1.6
Corporate fixed revenue	0.1	1.0	(0.9)	-	1.0	(1.0)
Other income	-	1.4	(1.4)	-	-	-
HO staff & related costs	(4.5)	(2.5)	(1.9)	(2.7)	(1.5)	(1.2)
Acquisition expenses	(0.4)	(0.6)	0.2	(0.1)	(0.5)	0.3
Other Corporate overheads	(2.6)	(1.6)	(1.0)	(1.4)	(0.8)	(0.6)
Group EBITDA	**10.6**	**10.4**	**0.1**	**8.3**	**5.9**	**2.4**
Add: Acquisition expenses	0.4	0.6	(0.2)	0.1	0.1	0.1
Less: Earn-out consideration liability	-	(1.4)	1.4	-	-	-
Underlying EBITDA	**11.0**	**9.6**	**1.3**	**8.4**	**6.0**	**2.4**
Depreciation	(1.5)	(1.0)	(0.5)	(0.8)	(0.6)	(0.3)
EBIT	9.0	9.4	(0.4)	7.4	5.3	2.1
Interest	(1.3)	(0.8)	(0.5)	(0.8)	(0.5)	(0.3)
Tax	(2.7)	(2.7)	(0.0)	(2.4)	(1.6)	(0.7)
NPAT	**5.0**	**5.9**	**(0.9)**	**4.3**	**3.2**	**1.1**
Number of outstanding shares	48.5	42.7	5.7	48.5	42.7	5.7
Earnings per share (EPS)	**0.10**	**0.14**	**(0.03)**	**0.09**	**0.08**	**0.01**
CNT EBITDA margin	17.2%	18.1%		21.4%	20.0%	
Group EBITDA margin	12.5%	16.0%		17.0%	16.5%	
CNT labour / revenue	64.3%	62.2%		62.9%	60.2%	
CNT occupancy / revenue	13.4%	13.8%		11.3%	13.6%	
CNT consumables / revenue	2.6%	2.8%		2.3%	2.8%	
Corporate OH / group revenue	9.0%	7.3%		8.6%	7.7%	

- CY18 Outlook of 79.9m Childcare Revenue and 13.8m Centre EBITDA is driven by an improvement in the contribution from the second half of 3.1m at Centre EBITDA. CNT Labour Revenue % is forecast to improve from 66.3% to 62.9% as a result of higher days sold
- CY18 Outlook for Management fees of 4.3m up 2.8m on pcp driven by strength of incubator pipeline
- CY18 Group EBITDA Outlook is forecast to be marginally higher on pcp at 10.6m. Underlying EBITDA is 1.3m higher than pcp
- HO staff & related costs is higher by 1.9m driven by increase in headcount across HR and Education +6, Marketing +2, Finance +2 and Operations +2
- Other Corporate overheads includes the impact of amortisation of establishment costs associated with the debt refinance of 0.3m, increases in occupancy costs associated with satellite offices in Vic and WA and larger space in NSW of 0.2m

THINK Childcare Limited

05 Corporate Details

THINK Childcare Limited

Monash Drive Early Learning & Kinder, Melbourne

05 Board of Directors

TNK Board comprises one executive Director and three non-executive Directors:

Non-Executive Chairman: **Mark Kerr**

- Chairman and Managing Director of Hawthorn Resources Limited
- Director of Contango Income Generator Limited and Alice Queen Limited
- Advisor to public and private boards

Managing Director and Chief Executive Officer: **Mathew Edwards**

- Managing Director of Learning and Education Australia ("LEA") (2008-2014), which owned 12 of the TNK centres
- Formerly LEA's business focused on developing greenfield child care sites and trading up under-performing centres
- Former Director of Australian Daycare Group

Non-executive Director and Remuneration Committee Chair: **Evonne Collier**

- Non-executive Director 1300SMILES, Winson Group, BML Pty Ltd
- Chair of Digital, member of Audit and Risk, HR and Remuneration and Legal and Compliance committees
- 25 years' senior experience with blue chip multinational brands

Non-executive Director and Audit, Risk & Compliance Committee Chair: **Joe Dicks**

- Non-executive Director Campus Living Funds Management Limited, Melbourne Polytechnic
- Board member and Chair of Audit and Risk Committee of Retirement Village Group and Wesley Mission Victoria, board member and Finance Committee Chair of Uniting Aged Care Victoria and Tasmania
- 17 years multi-national experience as Non-Executive Director in Aged Care, Agricultural and Vocational Education Industries. 25 years as founding Partner at PPB Advisory

THINK Childcare Limited

05 Leadership Profiles

Strong governance and operations

Chief Executive Officer, Managing Director - Mathew Edwards

- Managing Director of Learning and Education Australia ("LEA") (2008-2014), which owned 12 of the TNK centres
- Formerly LEA's business focused on developing greenfield child care sites and trading up under-performing centres
- Former Director of Australian Daycare Group
- Extensive experience in business strategy and management of multi-site businesses, CEO and GM experience in publicly listed and private organisations
- Involved in childcare since 2001, Mathew's vision is the empowerment of educators to create inspiring, profitable, sustainable centres where core values, ethics, quality of care and passion for families are the foundation of the business

Chief Finance Officer - Jenny Saliba

- Jenny has extensive experience as CFO across the public and private sectors including financial services, property, education (including RTO) and aged care.
- Jenny holds an MBA and Bachelor of Economics, is a graduate of the AICD and member of the Institute of Chartered Accountants

National Operations Manager - Amanda Mawer

- Amanda has worked in the Early Childhood Sector for 26 years in all parts of the industry, beginning her journey as an education assistant
- Amanda was General Manager of LEA Childcare Services in 2009 and progressed to National Operations Manager at Think Childcare Limited upon listing in 2014

Head Legal Counsel, Joint Company Secretary – Trinh Bui

- Trinh is a member of the Law Society of New South Wales, a Fellow member of the Governance Institute of Australia with over 10 years' experience in governance/ risk management
- Over 5 years at HSBC in the UK focusing on regulatory, legal and operational structuring for fund platforms and implementation of proprietary investment strategies for distribution of fund-linked products and other equity derivatives
- Trinh holds an LL.B and Bachelor of Management. Trinh was admitted to practice as a solicitor and barrister in NSW in June 2001 and as a solicitor in the Supreme court of England and Wales in 2005

THINK Childcare Limited

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Leadership Profiles

Strong governance and operations

People & Culture Manager - Kelly Allison

- Kelly has worked in the HR field for over 10 years, including 6+ years at a senior management level in a range of industries including Emergency Services, Sport, Building and Construction
- 5+ years experience in early education and a mother of four, Kelly has a passion for this industry
- Kelly was involved in developing the first Nido brand and philosophy in 2014
- Holds a Bachelor of Management – Human Resources

Director of Education - Nadia Wilson-Ali

- Nadia has 15+ years experience in the Education Sector in a range of settings such as not-for–profit, primary schools, privately owned and corporate services
- Director of Lockridge Campus, and Professional Learning Consultant with Child Australia
- Child Australia - delivered coaching, mentoring, professional development and quality support to services nationally through an online platform
- Holds a Bachelor of Accounting and Human Resource Management (honours), Advanced Diploma of Children's Services, Graduate Diploma of Education, and Nadia is in the final semester of a Master of Education by Research

Director of Marketing - Michelle Carlin

- An award-winning marketer who specialises in brand strategy, demand generation, leadership and team performance with extensive experience in leading global marketing teams
- Previously the Executive Director of Global Recruitment & Mobility for the University of Sydney
- Michelle was Marketing Director at King's College London, where she implemented a global marketing strategy that saw the team receive a number of awards including UK HEIST Award for Marketing Department of the Year in 2009
- 10+ years experience working for the finance sector, including the Commonwealth Bank and Sydney Futures Exchange

Commercial Manager

- Currently under contract

THINK Childcare Limited

05 Half yearly results briefing

Think Childcare will conduct a post-results conference call briefing at
11.30am AEST on Wednesday, 22nd August 2018.

You can participate via the following:

Date and time	Wednesday 22nd August 2018 at 11.30am AEST	
Dial in details	Australia, Sydney	+61 283733507 or toll free 1800175864
	New Zealand, Auckland	+64 92805280 or toll free 0800444845
	Singapore, Singapore	+65 31580666 or toll free 8006162312
	China, Domestic	4001203169
	Malaysia, Kuala Lumpur	+60 320544056 or toll free 1800816793
	United States, New York	+1 4696669932 or toll free 18558230291
	All other countries	+61 283733550
Conference ID/ Passcode	7093855	

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Corporate Details

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Chief Financial Officer
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TNK believe that the forecasts have been prepared with due care and attention and consider all best estimate assumptions, when taken as a whole, to be reasonable at the time of preparing this presentation. However, the forecasts presented in this presentation may vary from actual financial results. These variations may be material and, accordingly, neither TNK nor its directors give any assurance that the forecast performance in the forecasts or any forward-looking statement contained in this presentation will be achieved.

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Workplace Gender Equality Act 2012 (Act) – Annual Public Report

In accordance with the requirements of the Workplace Gender Equality Act 2012 (Act), on 10 June 2018, Think Childcare Limited lodged its annual compliance report with the Workplace Gender Equality Agency (Agency). A copy of this report is available on the Company's website at www.thinkchildcare.com.au.

THINK Childcare Limited