

INVESTOR PRESENTATION
2019 FULL YEAR RESULTS

26 February 2020



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OVERVIEW OF THINK CHILDCARE GROUP

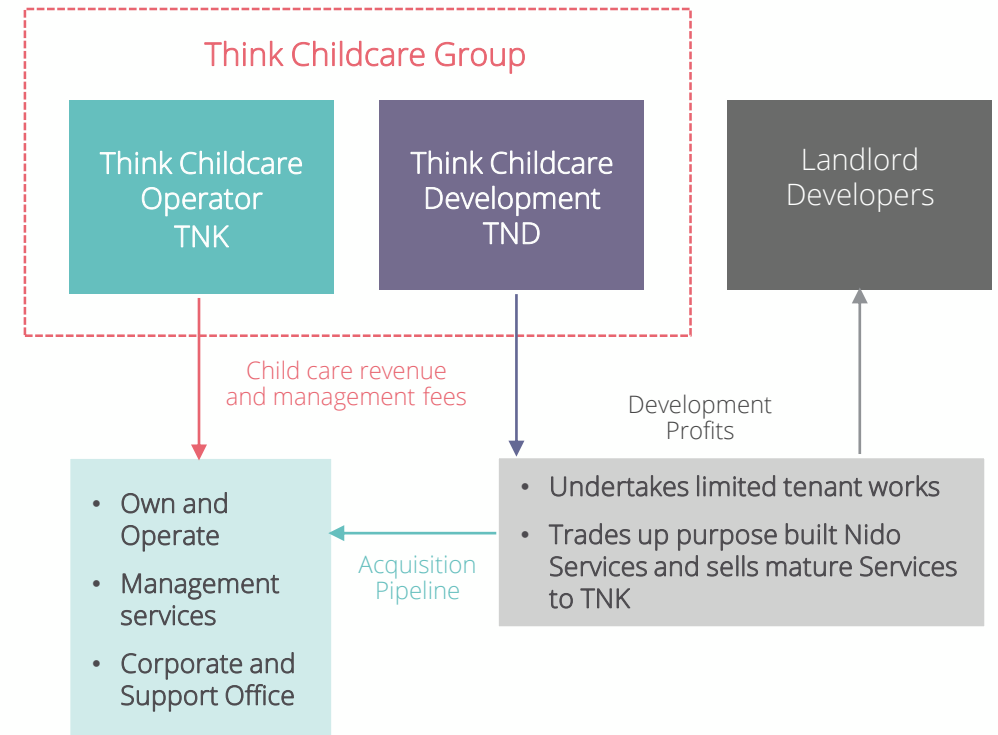
Operator of high-quality child care centres (Services), delivered through an integrated business model

Think Childcare (TNK)

- › Owns and operates predominately mature Services
- › Manages Services on behalf of internal (TND) and external developers of new Services (our incubators)
- › Acquires high performing developed Services from our incubators
- › Invests in high quality corporate and support services

Think Childcare Development (TND)

- › Develops purpose built Services under the Nido brand and operating model
- › Trades up services before selling these to TNK (at 75%+ occupancy at 4 x EBITDA)
- › Has a pipeline of 18 leasehold sites to develop over the coming 30 months



1 HIGHLIGHTS



OPERATIONAL HIGHLIGHTS

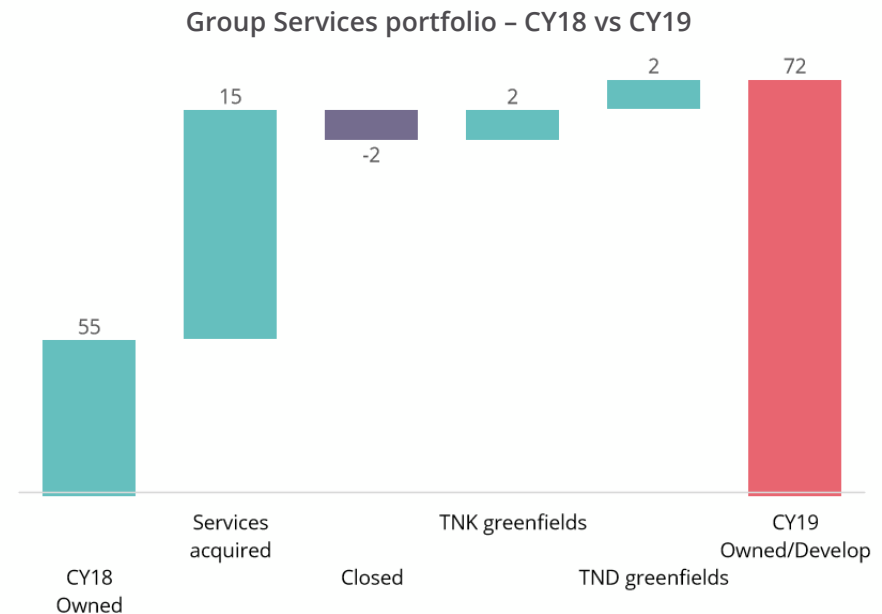
TNK Group delivers on strategic priorities in a challenging environment

Think Childcare (TNK)

- › Licensed places grew 35% to 6,080 in CY19
 - Acquired 15 Nido Services^{1, 2}
 - Opened 2 new greenfield Services
- › Expanded our high-quality team of Executives and Educators
 - Appointed officer roles in Operations, Information, Project Management and Marketing
 - Employed additional 800 Educators to support portfolio growth
- › Executed quality initiatives across the Services and support functions
- › \$5.0m in capital works completed
 - 64% owned Services trade as Nido, remaining expected to complete transition to Nido by 1H20
 - Technology transformation well underway

Think Childcare Development (TND)

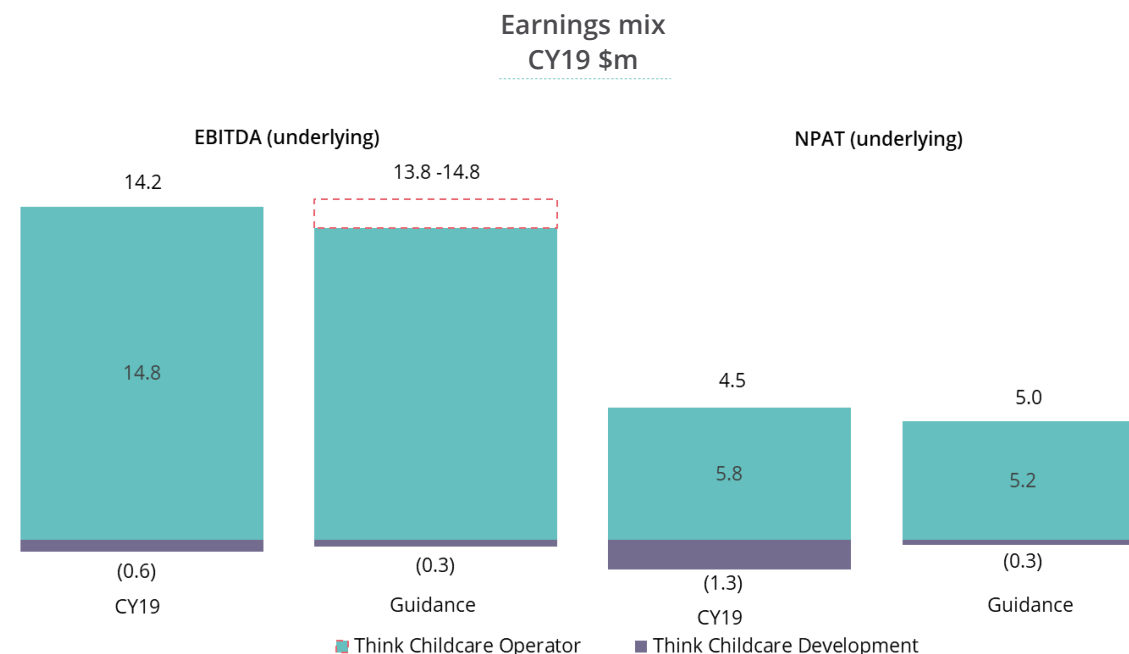
- › Opened 2 new greenfield Services in October
- › Contributed \$0.3m to Group revenue for the period and \$0.6m EBITDA loss resulting from trade up of the 2 Services
- › Initial TND Pipeline³ of 18 Services are expected to trade up and be sold to TNK progressively over the next 30 months
- › Implemented stapled Group structure



FINANCIAL HIGHLIGHTS

TNK like-for-like² outperformed our underlying NPAT guidance and demonstrates resilience and commitment to the delivery of quality Services

- › Underlying EBITDA¹ on a like-for like basis up 38% on pcp to \$14.8m (vs guidance \$13.8m-\$14.8m)
- › Like-for-like underlying NPAT¹ of \$5.8m exceeded guidance of \$5.2m and up 16% on pcp
- › Revenue up 36% to \$110.3m
- › Service performance increased by \$6.2m, 48% on pcp³, primarily driven by:
 - Contribution from CY18 greenfield services (3) \$1.3m
 - Additional \$3.9m from CY18 acquisitions
 - Improved performance of 41 Services cohort \$1.3m
- › Balance sheet strong following \$18.1m capital raise
- › Full year dividend of 7 cents, final dividend of 5 cents (2018: 6.5 cents)



1. Reconciliation of Statutory and Underlying figures included in Appendix
 2. Like-for-like refers to TNK and excludes impact of TND year on year
 3. Prior comparative period

2 BUSINESS OVERVIEW



OUR STRATEGIC OBJECTIVES

To build a best in sector early education offering through clearing a path and providing the platform for our Educators to deliver exceeding quality educational outcomes for children



NIDO DEVELOPED
CURRICULUM WITH A FOCUS
ON QUALITY

› The majority of what we do is through our **people**

NIDO LEARNING, 57,000
COURSES DELIVERED OVER
THE PAST 2 YEARS

› We seek, through our actions, to participate locally with an eye globally, our **community**

ALIGNMENT OF ROLES TO
PEOPLE'S PASSION AND
SKILLS

› We seek to match the quality of our educational experience with our **physical offering**

TRANSITIONING THE THIRD
TEACHER, THE
ENVIRONMENT, TO NIDO
QUALITY

› Building robust systems, a data-analytics platform that supports and informs the business at scale our **operational platform**

POINT OF SALE SYSTEM,
TAKING 7 APPS INTO 1

3 FINANCIAL PERFORMANCE



GROUP INCOME STATEMENT

Like-for-like¹ EBITDA (underlying) growth of 38% YOY achieved

- › Revenue up 36% to \$110.3m
- › Underlying EBITDA on a like-for like basis up 38% on pcp to \$14.8m (vs guidance \$13.8m-\$14.8m)
- › Like-for-like NPAT (underlying) \$5.8m (ahead of guidance of \$5.2m)
- › Management fees contributed \$4.9m to earnings notwithstanding receivership of largest incubator
- › Continued enhancement of Service support platform of \$2.7m
- › Like-for-like EBITDA (underlying) margin broadly in-line on pcp
- › Full year dividend of 7 cents per security, final dividend of 5 cents, is 8% increase on pcp

\$m	CY19			CY18		Like-for-like variance	
	TNK	TND	Group	TNK	TNK	%	
Revenue	110.3	0.3	110.6	80.9	29.4	36%	
Service performance	19.2	(0.6)	18.6	13.0	6.2	48%	
Management fees	4.9	0.0	4.9	4.4	0.5		
Corporate and employee	(9.4)	0.0	(9.4)	(6.7)	(2.7)		
EBITDA (underlying)	14.8	(0.6)	14.2	10.7	4.1	38%	
Scheme implementation and acquisition	(0.7)	(1.3)	(2.0)	(0.0)	(0.7)		
EBITDA (before AASB 16 adjustment)	14.0	(1.9)	12.2	10.7	3.4		
NPAT (underlying)	5.8	(1.3)	4.5	5.0	0.9	16%	
AASB16 Leases	(2.5)	(0.0)	(2.5)	-	(2.5)		
NPAT	3.4	(1.4)	2.0	5.0	(1.6)		
EBITDA (underlying) margin	13%		13%	13%		0%	
NPAT (underlying) margin	5%		4%	6%		-1%	
Dividend per share ²	7c		7c	6.5c	0.5c	8%	

1. Like-for-like refers to TNK and excludes impact of TND year on year

2. Dividend per security excludes the issuance of a Special dividend of 9.9c

LIKE-FOR-LIKE SERVICE PERFORMANCE

Improvement in service margin due to disciplined management

- › On a like-for-like basis, 41 Services cohort increased Service performance by 10%
- › 1.7% lower days of learning due to impact of market conditions and slower than anticipated Nido transition
- › Ongoing wage management partially offset award increases. Lower Service overheads due to procurement initiatives
- › CY19 WALE¹ of 31.9 years with 73% of the portfolio on CPI linked annual reviews, providing a hedge against inflationary risk

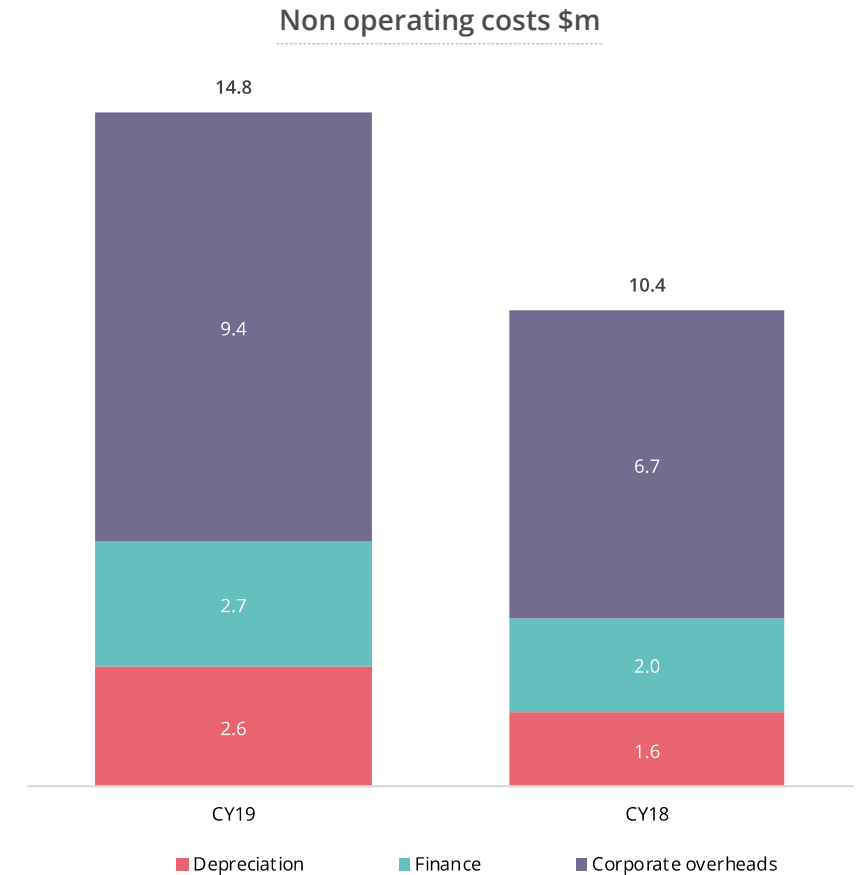
	Like-for-like (41 services cohort)		
\$m	CY19	CY18	Variance
Revenue	72.1	70.1	2.0
Labour	(42.9)	(42.2)	(0.7)
Occupancy	(10.8)	(10.1)	(0.7)
Service overheads	(4.6)	(5.3)	0.8
Service performance	13.8	12.5	1.3
Service margin	19.1%	17.8%	1.3%
Licence places	3,072	3,072	0
Days of learning (000s)	581	590	(10)
Average fee per child per day \$	121.5	115.1	6.4
Base wages child per day \$	57.4	55.8	(1.6)
Rent per licence place \$	2,451	2,365	(86)

1. Weighted average lease expiry including all options- as defined in glossary

NON OPERATING COSTS

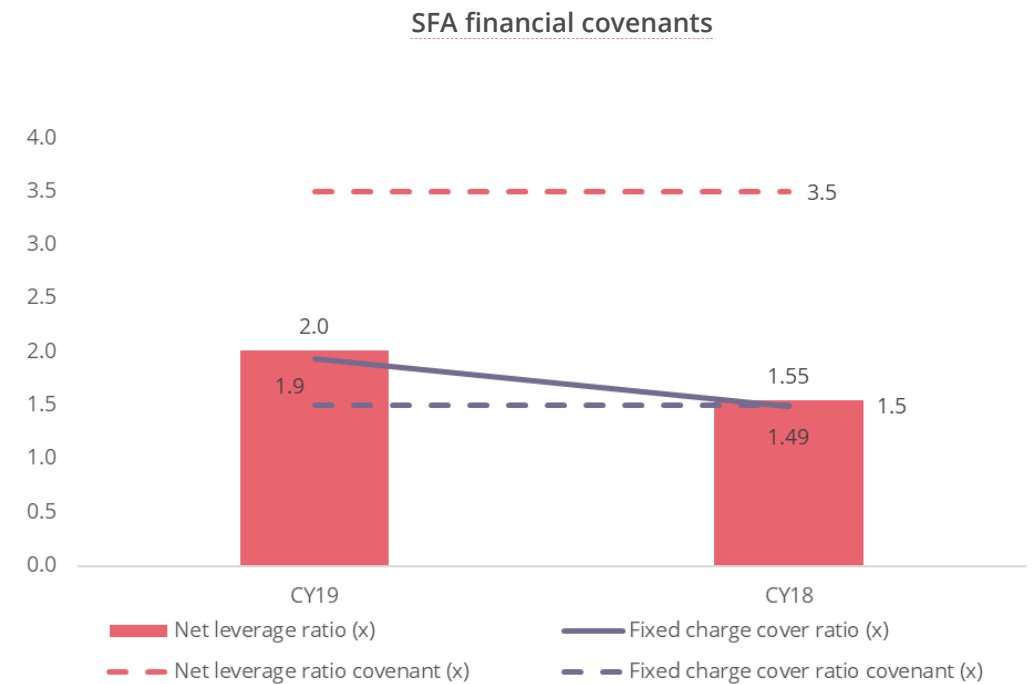
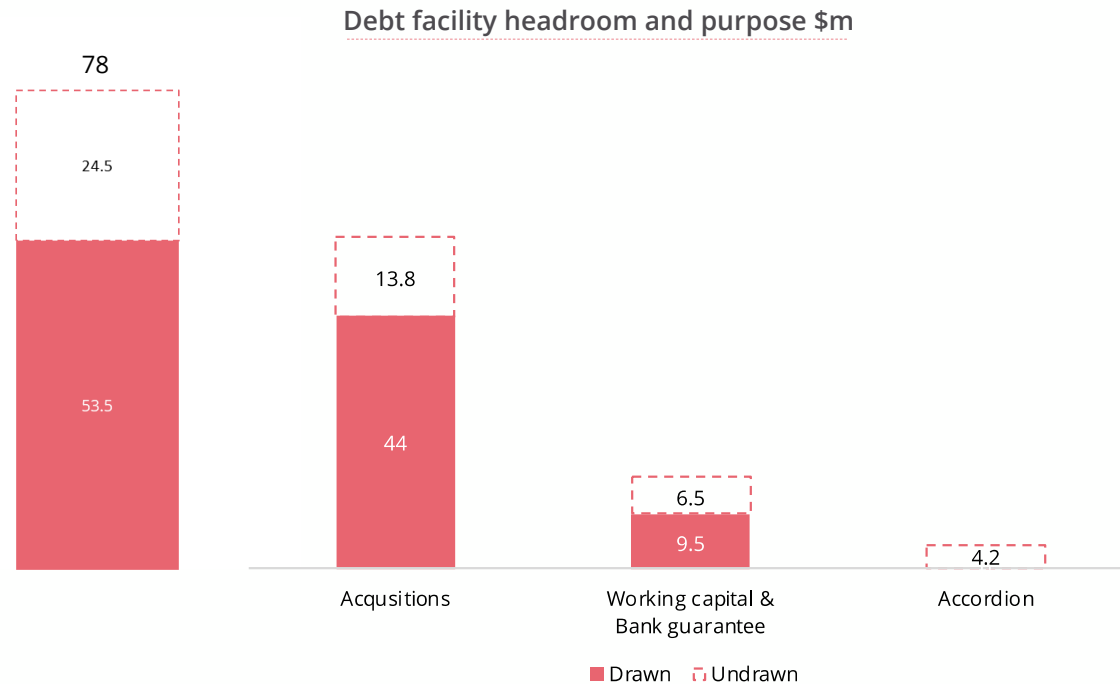
Capital improvement and investment in operating platform

- › Corporate overheads increased by 3.7% per licensed place mainly due to:
 - Full year impact of roles filled in CY18
 - Key strategic roles filled in 4Q19 (e.g. COO, CIO, Project Manager and Head of Marketing)
 - Rewards program implemented to attract and retain talent spanning the business (from Service to executive levels)
- › Finance costs increased mainly due to additional drawdown for acquisitions
- › Depreciation driven by capital improvement program and prior year acquisitions



CAPITAL MANAGEMENT

\$24.5m facility headroom to support growth



- › \$24.5m facility headroom (Term remaining of 3.5 years to June 2023)
- › Healthy facility headroom with covenants maintained at well below SFA¹ obligations
- › Capital raising of \$18.1m which substantially funded our growth strategy, including acquisitions and capital program

GROUP BALANCE SHEET

54% growth in total assets underpinned by strong capital management

\$m	CY19 ¹	CY18
Cash	11.7	3.6
Receivables and other assets	11.4	6.2
Property, plant and equipment	18.7	11.0
Intangible assets	78.1	57.3
Right-of-use asset	-	-
Total assets	119.9	78.0
Borrowings	42.5	26.3
Other liabilities	18.7	13.1
Lease liability	-	-
Total liabilities	61.2	39.4
Equity	58.8	38.6
Total leverage ratio ³	2.0x	1.55x
Fixed cover ratio ⁴	1.9x	1.49x
Interest rate hedge	32%	50%
WALE (in years)	31.9	32.1
Weighted average interest cost ⁵	4.6%	4.7%

- › Strong closing cash providing capacity to fund Initial TND Pipeline², 3.2x on pcp to \$11.7m
- › Total assets growth of 54% vs pcp due to acquisition of 15 Services
- › During the year \$16.0m was drawn down to fund acquisitions and capital investment program
- › \$24.5m available headroom in the debt facility

1. Group balance sheet excludes impact of AASB 16 Leases, ROU Asset \$174.5m and Lease Liability of \$178.1m

2. TNK Group result includes operations and development

3. Leverage ratio = Net debt / EBITDA

4. Fixed cover ratio = EBITDAR (EBITDA + rent expense) / Net interest expense + rent expense

5. Weighted average interest cost = Interest costs / Average debt during the year

GROUP CASH FLOW STATEMENT

Strong cash conversion underpins capital management

\$m	CY19 ¹	CY18
Childcare receipts & other revenue	112.9	85.7
Operating expenses	(85.7)	(72.4)
Interest & finance costs	(1.4)	(2.0)
Income tax paid	(3.7)	(2.3)
Net operating cashflow	22.1	8.9
Acquisitions and earnouts	(24.3)	(15.3)
Nido Transition/Capital expenditure	(7.5)	(6.0)
Net investing cashflow	(31.7)	(21.3)
Borrowings	16.1	6.9
Repayment of lease liability	(13.1)	(0.1)
Shares issued	25.0	11.2
Dividends paid	(10.4)	(2.6)
Net financing cashflow	17.7	15.5
Closing cash	11.7	3.6
Cash conversion ratio ¹	125%	135%

- › Strong cash conversion of 125%
- › \$22.4m acquisition of quality Services, an increase of 59% on pcp
- › \$5.0m invested to elevate quality Service offering
- › Dividends paid includes \$6m Special Dividend applied as part of the scheme implementation to establish TND and underpin the growth of TNK

1. Cash conversion excludes favourable impact of AASB 16

4 OPERATIONS

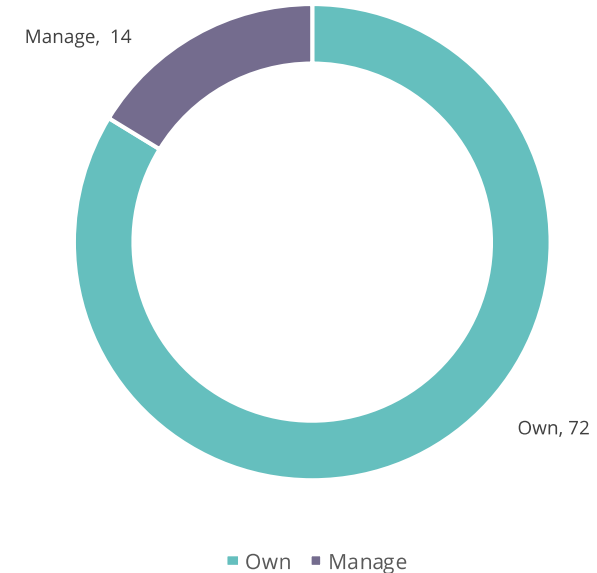


THINK CHILDCARE GROUP PORTFOLIO OVERVIEW

64% of Services owned are under the Nido brand

- › 89% of Group Services have been assessed by the Australian Children’s Education and Care Quality Authority (ACECQA), with 77% meeting/exceeding quality standards compared with the national average of 73%
- › CY20 will see the majority of the remaining portfolio go through capital works to transform the Services to Nido
- › Management will continue to consider the divestment of some Services that we believe will not successfully transition to Nido

Portfolio of trading Services as at 31 December 2019

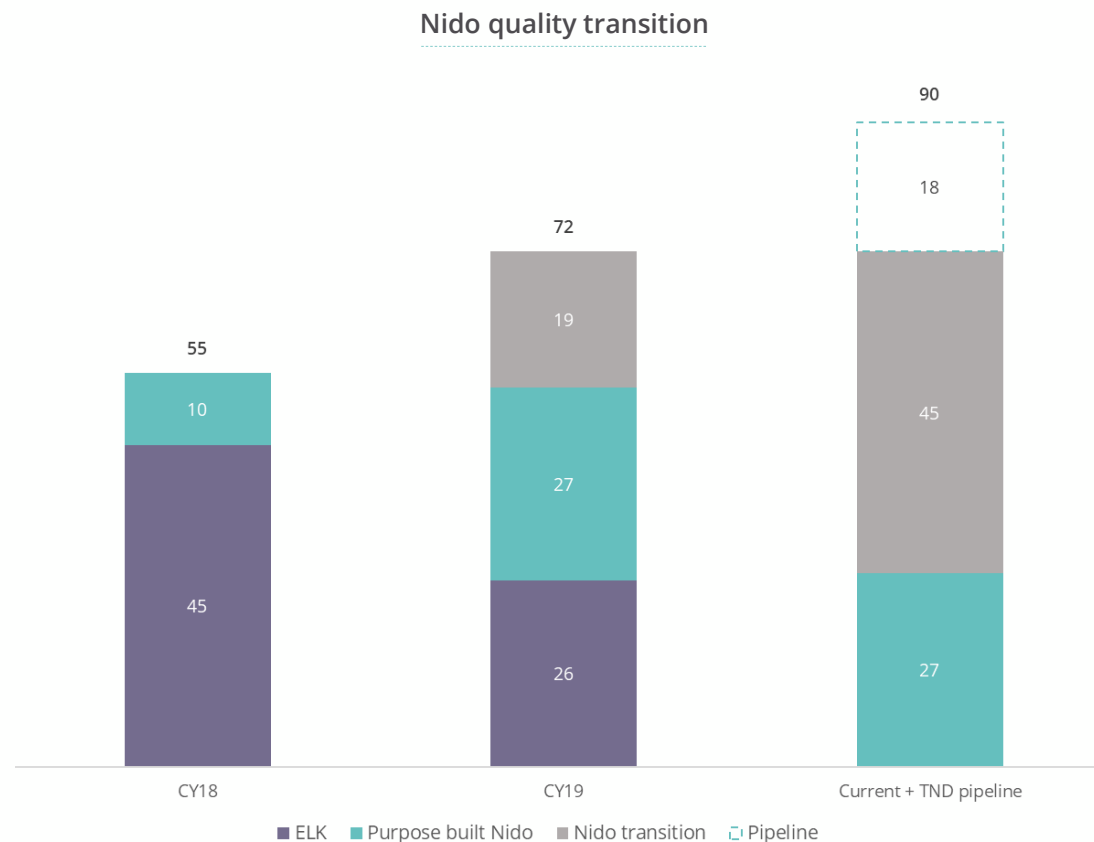


CY19	Services	Licensed places	Average Service size	% of Nido services	Average fees \$
Own	72	6,080	84	64%	120
Manage	14	1,325	95	50%	120
	86	7,405	86		

THINK CHILDCARE GROUP PORTFOLIO OVERVIEW

Quality portfolio with 100% Nido by CY20

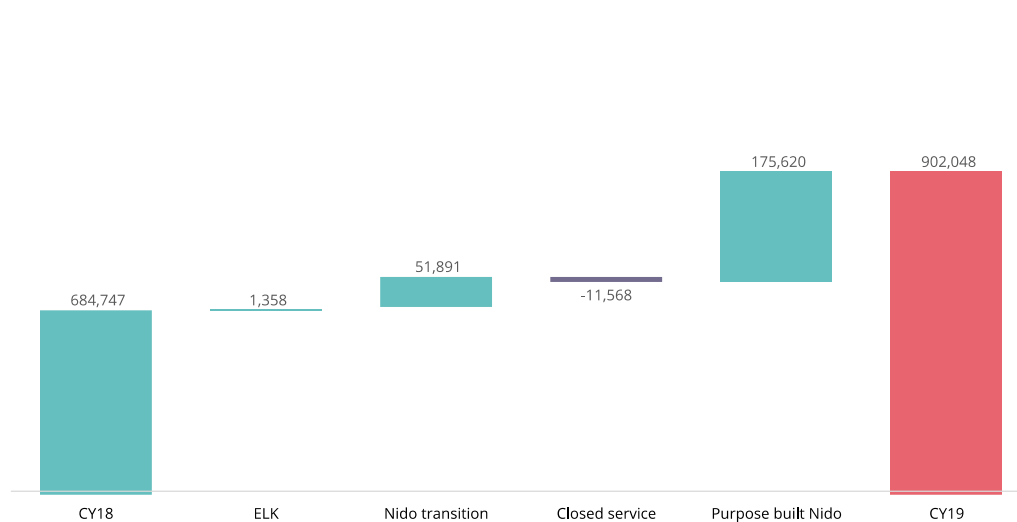
- › Owned Services increased 31% on pcp from 55 to 72 in CY19
- › TNK Group increases number of Services owned to 90 through the development of 18 Services by TND over the next 24 months
- › 50% of portfolio purpose built Nido Services, which have demonstrated a track record of consistently outperforming through quality of education
- › Nido Services are best in their markets and achieve consistent high levels of occupancy
- › We continue to work with our third party incubators (above figures exclude third party incubator developments)



SERVICES OWNED

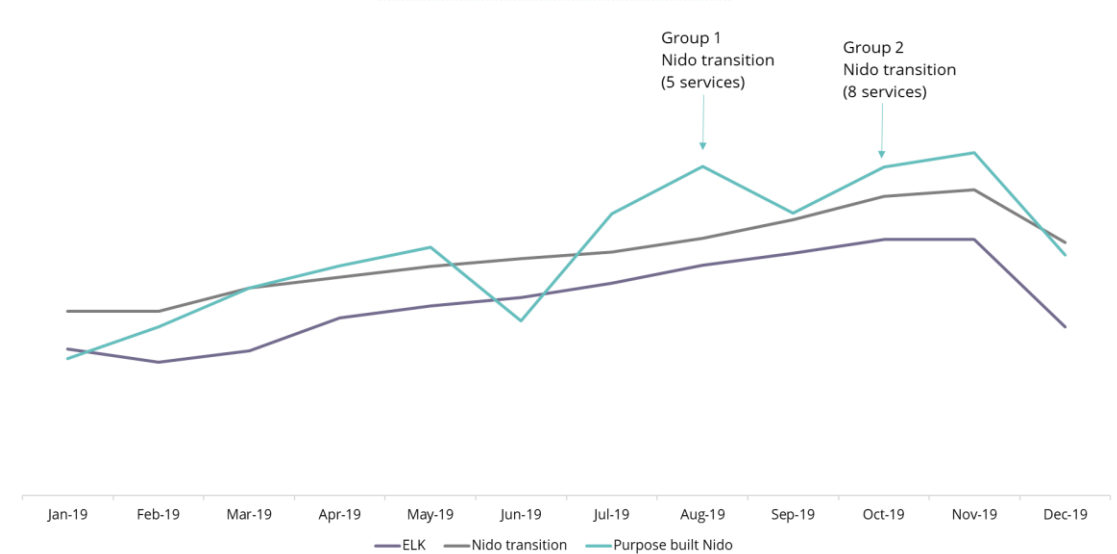
Record growth in days of learning driven by Nido Services

Days of learning CY18 vs CY19



- › Record growth in days of learning delivered by purpose built Nido Services and Services successfully transitioned to Nido

CY19 Utilisation Nido v ELK

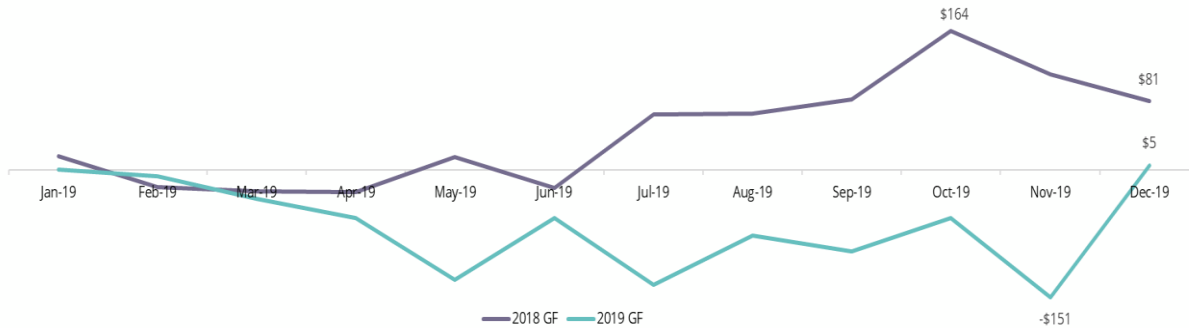


- › Purpose built Nido Services, including greenfield Services, have delivered consistently higher days of learning than ELK Services
- › Following the transition to Nido Group 1 and 2, days of learning increased for each of these cohorts

GREENFIELD SERVICE PERFORMANCE

Greenfield Services opened in CY18 had a positive contribution to earnings in 2H19

Service performance CY18 and CY19 greenfield \$m



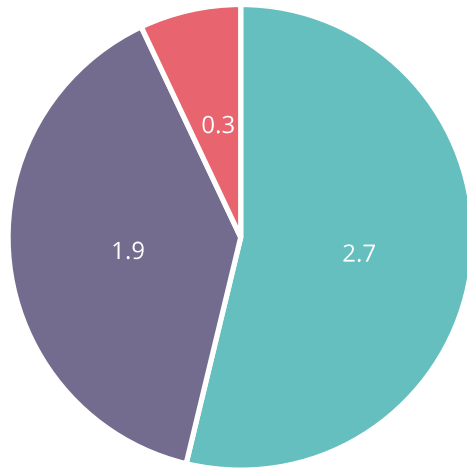
- › CY18 Greenfield Services (3)
 - › contributed \$0.5m to Service performance in CY19
 - › contributed \$0.6m to Service performance in 2H19
- › CY19 Greenfield Services (2) contributed \$0.8m loss



SERVICES MANAGED

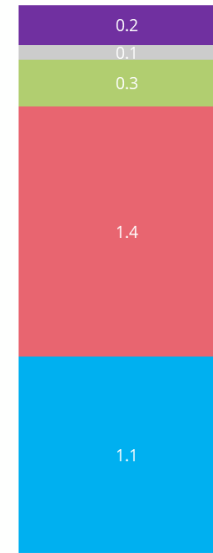
Management fee revenue from diversified incubators

Total Management fees \$4.9m

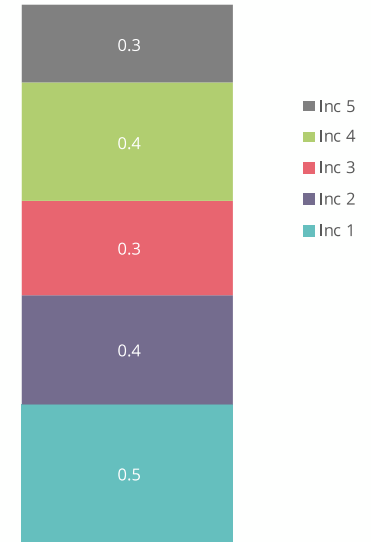


■ Management and other fees ■ Establishment fees ■ Licence fees

Management and other fees \$3.0m



Establishment fees \$1.9m

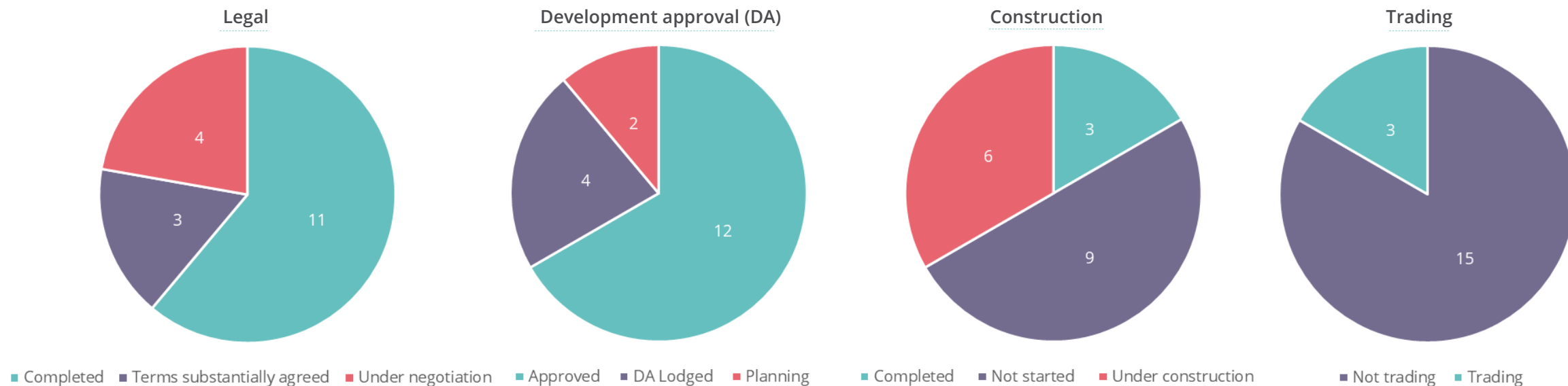


■ Inc 5
■ Inc 4
■ Inc 3
■ Inc 2
■ Inc 1

- › Management and establishment fees are from various incubator partners
- › Strategically partnered with a range of incubators to deliver future pipeline

TND GREENFIELD SERVICE PIPELINE UPDATE

Initial TND Pipeline of 18 Services are expected to trade-up and sold to TNK progressively over the next 30 months



- › The initial TND pipeline is fully funded by proceeds from the special dividend and inter-company loan¹
- › Further, the pipeline is well diversified across stages of development approval, construction and trade-up, only 6 Services awaiting planning approval
- › 3 Services are expected to achieve acquisition metrics and be ready to sell to TNK in 2H20
- › All Services are purpose built Nido and are positioned as best in their market

PROJECT ELEVATE — CY19 PROGRESS

Building our operational platform to support quality educational outcomes

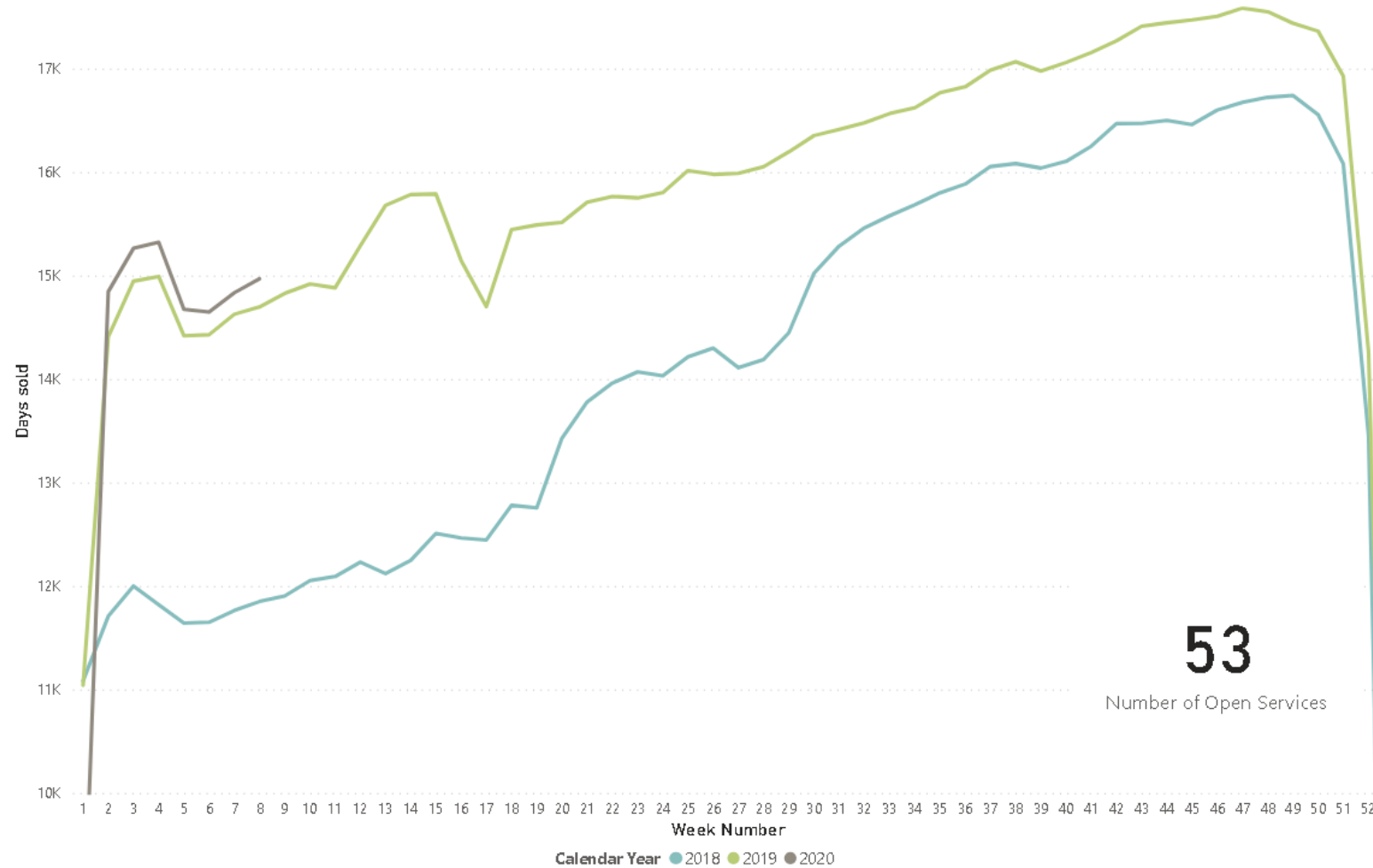
CY19 Achieved 	CY20 Objectives 
<ul style="list-style-type: none"> › Nido Service model implemented as part of transition of ELK services to Nido 	<ul style="list-style-type: none"> › Quality focus through strategic partnerships with education institutions to enhance access to quality Educators
<ul style="list-style-type: none"> › Nido World, digital platform for Group policies, procedures and dashboards 	<ul style="list-style-type: none"> › Continued focus on procurement including rollout of national maintenance contract by 2H20
<ul style="list-style-type: none"> › Collaborative technologies rolled out to provide insight to Operations & Service teams and empower local decision-making 	<ul style="list-style-type: none"> › Embedding new integrated risk and compliance framework
<ul style="list-style-type: none"> › Board approved integrated risk and compliance framework 	<ul style="list-style-type: none"> › Integrated time and attendances and payroll system (replacing legacy systems)
<ul style="list-style-type: none"> › Board approved remuneration and rewards framework to take effect CY20 	<ul style="list-style-type: none"> › Sector leading point of sale rollout (replaces 7 Apps)
<ul style="list-style-type: none"> › Trial successfully completed in preparation for national roll-out in 2H20 of new point of sale system 	<ul style="list-style-type: none"> › Data insight to drive improved ROI marketing spend, family experience
<ul style="list-style-type: none"> › Core systems health and hygiene assessment completed (phase 2 of CY20 technology roadmap) 	

5 TRADING UPDATE



DAYS OF LEARNING

Growth in days of learning for 53 like-for-like owned Services



Data reflects 53 services owned in CY19

- > Whilst it is too early in the year to fully assess the performance for CY20, the early signs are positive
- > Days of learning are up on same period last year, represented by utilisation growth of 1.2% on a like-for like-basis

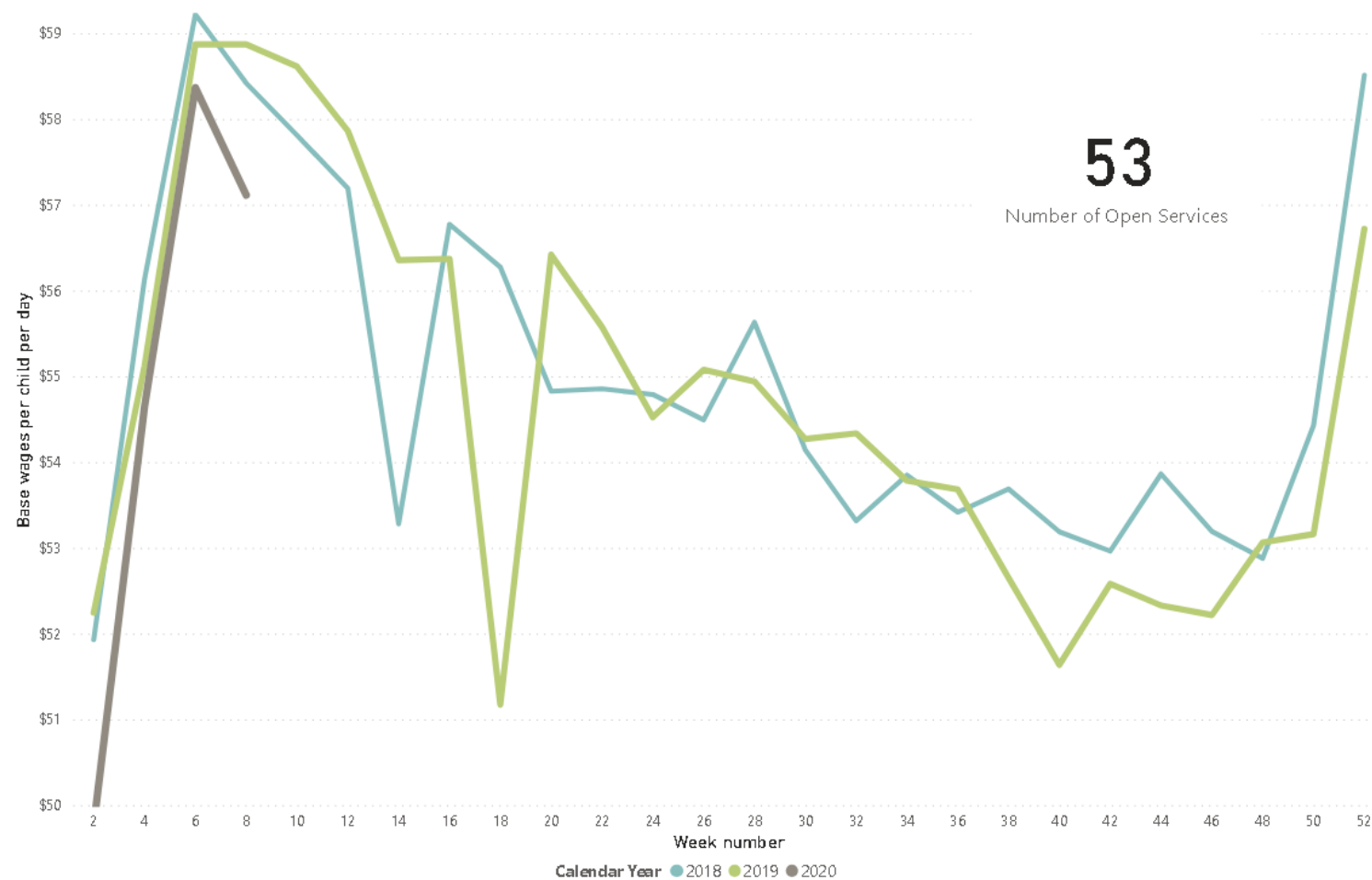
Note 4 days trading week 1 2019 but only 3 days trading week 1 2020

53

Number of Open Services

BASE WAGES

Base wages per child per day 53 like-for-like owned Services



As per days of learning, it is too early in the year to be able to fully assess the wage cost per child per day. However it remains a focus supported by our Service based Administrators

- › Base wages per child per day down on same weeks in CY19 and CY18
- › CY18 July wage increase of 3.0%
- › CY19 July wage increase of 3.5%
- › CY20 July wage increase expected at 3.5%

6 APPENDICES



APPENDIX – RECONCILIATIONS (UNDERLYING TO STATUTORY)

EBITDA and NPAT impacted by AASB 16 and one-off scheme implementation costs

EBITDA reconciliation - underlying to statutory	CY19			CY18	Like-for-like variance	
	TNK	TND	TNK Group	TNK	TNK	%
EBITDA (underlying)	14.8	(0.6)	14.2	10.7	4.1	38%
AASB 16	12.9	0.1	13.1		12.9	
EBITDA (underlying) including AASB 16	27.7	(0.5)	27.2	10.7	17.0	
Earnout				0.5	(0.5)	-100%
Acquisition expenses	(0.7)		(0.7)	(0.5)	(0.2)	44%
Scheme implementation costs		(1.3)	(1.3)			
EBITDA	27.0	(1.8)	25.2	10.7	16.3	-56%

NPAT reconciliation - underlying to statutory	CY19			CY18	Like-for-like variance	
	TNK	TND	TNK Group	TNK	TNK	%
NPAT (underlying)	5.8	(1.3)	4.5	5.0	0.2	5.2
AASB 16	(2.5)		(2.5)		(1.7)	(1.7)
NPAT	3.4	(1.4)	2.0	5.0		5.0

APPENDIX – STATUTORY BALANCE SHEET (INCLUDING AASB 16)

Strong balance sheet with minimal impact of AASB 16

CY19 \$m	TNK	TND	AASB 16 Leases	TNK Group
Cash	8.4	3.3		11.7
Receivables and other assets	10.2	1.2		11.4
Property, plant and equipment	17.7	1.1		18.7
Intangible assets	78.1			78.1
Right-of-use asset			174.5	174.5
Total assets	114.4	5.5	174.5	294.4
Borrowings	42.5			42.5
Other liabilities	17.8	0.9		18.7
Lease liability			178.1	178.1
Total liabilities	60.3	0.9	178.1	239.3
Equity	54.1	4.7	(3.6)	55.2

APPENDIX – STATUTORY CASH FLOW STATEMENT (INCLUDING AASB 16)

Prudent capital management results in strong closing cash

CY19 \$m	TNK	TND	AASB 16 Leases	TNK Group
Childcare receipts & other revenue	112.7	0.2		112.9
Operating expenses	(96.8)	(1.9)	13.1	(85.7)
Interest & finance costs	(1.4)			(1.4)
Income tax paid	(3.7)			(3.7)
Net operating cashflow	10.7	(1.6)	13.1	22.1
Acquisitions and earnouts	(24.3)			(24.3)
Nido Transition/Capital expenditure	(6.4)	(1.1)		(7.5)
Net investing cashflow	(30.7)	(1.1)		(31.7)
Borrowings	16.1			16.1
Repayment of lease liability			(13.1)	(13.1)
Shares issued	19.1	6.0		25.0
Dividends paid	(10.4)			(10.4)
Net financing cashflow	11.9	5.8	(13.1)	17.7
Net increase/(decrease)	4.9	3.3		8.1
Opening cash	3.6			3.6
Closing cash	8.4	3.3		11.7

GLOSSARY

Term	Definition
Cash conversion	Efficiency at which the business converts sales into cash. It is calculated by dividing Net operating cashflow by Underlying NPAT less depreciation (excluding impact of AASB 16)
Days of learning	Number of days attended or charged at our child care Services
EBITDA	Earnings before interest, taxation, depreciation and amortisation as it pertains to the Australian Accounting Standards Board
EBITDA (underlying)	Earnings before interest, taxation, depreciation and amortisation less any costs relating to acquisition, scheme implementation and adjustments due to AASB 16 Leases
EDHOD 11 acquisition	The transaction between TNK and EDHOD on 2 October 2019 where TNK acquired 11 Childcare Services
ELK Child Care Service or ELK	A Child Care Service owned and operated under TNK's original 'ELK' model and branding
Fixed charge cover ratio	Ratio of EBITDAR + rent expense : Net Interest expense + rent expense (as defined in the Syndicated facility agreement)
Group	Think Childcare Group which comprises of Think Childcare Development Limited and Think Childcare Limited
Interest rate hedge cover	Percentage of debt that has been hedged against an adverse interest rate movement
License place	Maximum number of children can attend a Service on one day
Nido Services/Nido	Premium brand for our child care Services
NPAT	Net profit after tax as it pertains to the Australian Accounting Standards Board (AASB)
NPAT (underlying)	Net profit after tax less any adjustments due to AASB 16 Leases

GLOSSARY (CONTINUED)

Term	Definition
Scheme Implementation	Implementation of the Stapling proposal between TNK and TND
Service performance	Operating profit for the business including revenue , net of service level labour, occupancy and service overhead costs.
Special dividend	On 23 December 2019, in accordance with scheme of arrangement approved by the Federal Court of Australia on 12 December 2019 (Stapling Proposal), a fully franked special dividend of \$0.09858225 cents per share (aggregate of \$6 million) (Special Dividend) was paid to Think Childcare Development Limited on behalf of Think Childcare Limited shareholders. In lieu of receiving the Special Dividend in cash, Think Childcare Limited shareholders who held TNK shares received one TND share for each TNK share they held on 20 December 2019.
Third party incubator	A third party that has entered into a Centre Management Deed with TNK. Also referred to as managed services in the context of TNK Group. Who open greenfield Services with sole intent to trade-up the Services to bankable metrics for TNK and for TNK to acquire them
Trade-up	A Service reaching 75% utilisation for a minimum 3 month period
TND	Think Childcare Development Limited (ACN 635 178 166)
TNK	Think Childcare Limited (ACN 600 793 388)
Utilisation	Number of children attending per period specified as a percentage of the Service's licensed places
Weighted average lease expiry (WALE)	Average period in which all leases will expire including exercising all options

7 INVESTOR DIAL IN AND CONTACT DETAILS



INVESTOR CONFERENCE DIAL IN DETAILS

Date: Wednesday, 26 February 2020 at 11am AEDT

Joining the conference

For participants

- › All participants must pre-register to join this conference using the Participant Registration link below.
- › Once registered, an email will be sent with important details for this conference such as the call date and time, as well as a full list of participant dial in numbers to join the call. Also included is a unique Registrant ID. This ID is to be kept confidential and not shared with other participants

Participant Registration Site:

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