ASX Announcement

ASX Code: NDO

2024 Full Year Financial & Operational Results

26 February 2025

Nido Education Limited (ASX: NDO) (**Nido** or **Company**) is pleased to announce its financial and operational results for the year ended 31 December 2024.

Group performance summary

Nido has delivered $19.5m NPAT and determined a maiden dividend of 5.8c (35% franked) delivering shareholders a 5.8% yield on the issue price and a 7.4% yield on the current trading price[1].

Financial performance	Dividend
↑ Revenue $166.8m 74% from FY23	Dividend 5.8c Per share
↑ EBITDA* $22.0m from $15.4m loss in FY23	Yield 7.4% On current share price[1]
↑ NPAT* $19.5m from a loss $14.9m in FY23	Franking 35%

** Figures are stated pre-AASB 16*
1 as at 25 February 2025

Group performance

Nido generated $166.8m of revenue in FY2024 and delivered $22m EBITDA (pre-AASB 16).

Performance ($m)	FY24	FY23	Change	
Service revenue	**159.9**	88.5	71.4	81%
Establishment and management fees	**6.9**	7.2	(0.3)	(4%)
Group revenue	**166.8**	95.7	71.1	74%
Service EBITDA	**32.4**	10.2	22.2	218%
Support office costs (net)[1]	**(10.4)**	(25.6)	15.2	59%
EBITDA*	**22.0**	(15.4)	37.4	
Depreciation	**(0.7)**	(0.5)	(0.2)	40%
Net finance costs	**(0.5)**	(1.3)	0.8	(62%)
Profit before tax*	**20.8**	(17.2)	38	
Tax (expense)/benefit	**(1.3)**	2.3	(3.6)	(157%)
Net Profit after Tax*	**19.5**	(14.9)	34.4	

1 Support office costs are stated net of management and establishment fees

Service Based Performance

Services generated $32.4m EBITDA at an average of $611K EBITDA per Service. A healthy performance based on an average occupancy of 78%. This provides Nido with considerable upside. FY2024 fees were an average $164 per day, with a current average fee of $172 per day.

Service performance[1] ($m)	H1	H2	FY24
Service revenue	72.2	84.5	**156.7**
Other Service revenue	1.5	1.7	**3.2**
Total Service revenue	73.7	86.2	**159.9**
Service costs	(61.8)	(65.7)	**(127.5)**
Service EBITDA	11.9	20.5	**32.4**
Half year EBITDA %	37%	63%	**100%**
Average Service EBITDA ($'000)	229	379	**611**
Days of learning ('000)	461	496	**956**
Average daily fee[2] ($)	157	170	**164**
Wage to revenue ratio	59%	55%	**57%**
Service EBITDA %	16%	24%	**20%**

1 Figures are stated pre-AASB 16

2 Average daily fee is net of discounts

FY2024 Overview

Economic Context

In 2024, families across Australia faced significant cost of living pressures, which impacted their child care arrangements. Many parents opted to reduce their children's enrolment days in child care, while others chose to work from home on days their children were not enrolled. This shift reflects the broader economic challenges affecting household finances, leading to a change in child care needs.

Increased Candidate Availability

In late December 2023, Nido experienced a notable increase in the availability of candidates for employment. This surge presented a unique opportunity for recruitment, allowing Nido to expand its workforce in anticipation of a seasonal rise in occupancy.

Seasonal Growth Expectations

Nido has historically observed a significant rise in occupancy rates from April to November. This trend is driven by heightened demand for child care services as families and businesses prepare for the festive season and as children begin to transition to full-time schooling. Many children increase their attendance during this period, adjusting to a routine of attending school five days a week as they leave the Service.

Workforce Management Challenges

Despite expectations, the anticipated seasonal growth in 2024 did not materialise as strongly as in previous years. This discrepancy led to overstaffing issues within Nido, resulting in both financial and operational challenges for the organisation. The cost to Nido in the first half was in the order of $1.2m.

Labour Cost Management

To address the overstaffing situation, Nido's operations team managed wages to better align labour costs with actual occupancy levels and then held wages relatively flat as occupancy increased. This strategic decision was critical for maintaining financial stability during a period of reduced demand.

Sustained Cost Management

The organisation maintained this roster management discipline throughout 2024 and into 2025, demonstrating a commitment to financial responsibility and effective cost management strategies.

Employee Recognition

Amid these challenges, Nido's team members have displayed exceptional dedication and resilience. Their commitment to providing quality education to children and supporting families, even under pressure, is commendable.

In summary

Nido has successfully navigated a challenging economic landscape by adapting its workforce strategy to meet fluctuating demand. Through proactive labour management measures, alongside the remarkable efforts of the Nido team, the organisation is well-positioned to handle ongoing economic uncertainties.

The dedication and professionalism of the team not only fulfils the needs of families but also contributes to delivering value to both the organisation and its stakeholders.

The Year Ahead

How we started

Service-Based EBITDA Growth: Nido has achieved a 40% increase in service-based EBITDA for January compared to the previous year (30% organic and 10% acquisitions). Despite a strong start to the year, February enrolments have been subdued. This trend suggests that families are exercising caution in their decision-making, likely due to ongoing economic pressures, even though enquiries remain robust.

Strategic Adaptation

Nido has approached 2025 with an on that the operating landscape is changing and Nido recognises that operators need to shift away from previously successful strategies. This adaptability will be essential in navigating the evolving market landscape. Nido anticipates that 2025 will bring significant positive changes to the sector, as both major political parties recognise the necessity for substantial investment into the early education sector.

Economic Context

Cost of Living Pressures: Families are expected to continue facing cost of living pressures in 2025, despite stabilising inflation and a recent reduction in official interest rates. These economic conditions will influence families' willingness and ability to commit to enrolments, highlighting the importance of Nido's adaptability to meet their needs.

Recent Government Announcement on the Activity Test

Impact of Changes: The Australian Government's recent announcement regarding amendments to the child care subsidy activity test is expected to significantly benefit families seeking access to child care services. The changes aim to simplify requirements, making it easier for families to qualify for subsidies regardless of their work commitments. This initiative is designed to alleviate some financial burdens associated with accessing child care.

Potential Increase in Demand

With these changes, families may find it more feasible to enrol their children in child care, which could result in increased demand for services as we head into 2026. Nido is strategically prepared to respond to this anticipated rise in enrolments by enhancing service offerings and providing necessary support to families.

Political Landscape

The 2025 election is expected to elevate child care as a key topic in political discussions. With child care being central to campaign themes, there is potential for further policies aimed at reducing access costs for families. Such initiatives could significantly alleviate cost-of-living pressures and create pathways for families to enter or re-enter the workforce. These measures are expected to add considerably to demand.

Nido's Resilience and Strategy

Experienced Team: Nido is equipped with a seasoned, agile, and innovative team of professionals who have successfully navigated various economic and political cycles in the past. This experience positions Nido well to adapt to the evolving landscape and maintain the delivery of quality child care services.

Summary

Nido's proactive approach and strategic positioning provide a solid foundation for future success. The recent changes to the child care subsidy activity test, along with potential policy shifts, will create new growth opportunities. With a dedicated team at the helm, Nido is well-equipped to meet the needs of families and continue delivering value to its stakeholders.

Investor briefing call

Shareholders are invited to participate in a conference call briefing in relation to the Company's 2024 full year financial and operational results. Details of the conference call are as follows:

Date and time: Thursday, 27 February 2025 at 11.00am (Sydney Time)
Participant details All participants must pre-register to join this conference call using the Participant Registration link below. **Webcast Participant Registration Site:** Please click here to register https://nidoeducation.edu.au/webinars/WPGqZe-ndo-cy24-results-briefing

Annual General Meeting

The annual general meeting of the Company will be held at 11:00am (Sydney time) on Thursday, 1 May 2025 and is proposed to be held as a hybrid meeting (in-person and online). Details will be set out in the Notice of Meeting.

The closing date for receipt of nominations from persons wishing to be considered for election as a director of the Company is Friday, 7 March 2025.

Accompanying this announcement is the Nido Investor Presentation in relation to the financial and operational results for the year ended 31 December 2024.

-Ends-

This ASX announcement was authorised for release by the Board of Nido Education Limited.

Investor & Media enquiries

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Managing Director

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About Nido

Founded in 2021, Nido Education Limited is a national owner, operator and manager of long day early childhood education and care services, operating under the Nido Early School brand. Visit: www.nidoeducation.edu.au

2024 Full Year Results

NIDO Education Limited (ASX:NDO)

26 February 2025

Disclaimer

This presentation has been prepared by Nido Education Limited ACN 650 967 703 (**Nido**) (ASX code: NDO) in relation to its financial and operational results for the year ended 31 December 2024 and is for personal use only. Information presented in the presentation is on an aggregate basis, reflecting the Nido group of entities. It contains general information in summary form which is current as of 26 February 2025 and does not purport to be complete and should be read in conjunction with Nido's other periodic and continuous disclosure announcements which are available on Nido's website at nidoeducation.edu.au/announcements. This presentation is not a recommendation or advice in relation to NDO.

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This presentation is authorised for release by the Board of Nido Education Limited.

The Nido Approach

The world we are building for tomorrow starts with the Teachers of today

Our purpose

To create an environment that supports teachers to rise and make a positive impact on the lives of children.

Our vision

To create an environment where people feel happy and fulfilled in their roles, with all our schools delivering quality education that, in the Nido way, meets or exceeds the National Quality Standard.

Our mission

To build the capacity of the world's teachers, so they can deliver quality early education to children in all places, and in all circumstances.

Contents

Butler, WA

Today’s Speakers

Mat Edwards
Managing Director

- Founded Nido Education Limited following the privatisation of the listed Think Childcare Limited (TNK) in 2021

Adam Lai
Chief Executive Officer

- Joined Nido as Chief Executive Officer in February 2025
- Brings extensive experience leading customer-focused, people-driven growth and transformation
- Spent 18 years at PwC Australia, most recently serving as the Managing Partner of NSW

Tom Herring
Chief Financial Officer

- Joined Nido as Chief Financial Officer in April 2021
- Previously held CFO and senior Finance roles across a range of publicly listed and private companies and across a diverse range of sectors

01

Full year Results

Hilbert, WA

Group Performance

Financial performance	Dividend	Capital
↑ Revenue **$166.8m** 74% from FY23	Dividend **5.8c** Per share	Cash conversion **110%**
↑ EBITDA* **$22.0m** from $15.4m loss in FY23	Yield **7.4%** On current share price[1]	Net Leverage Ratio **0.16x**
↑ NPAT* **$19.5m** from a loss $14.9m in FY23	Franking **35%**	Acquisition facility available **$48m** Includes $30m Accordion

Note - Figures and calculations used in this report exclude the impact of non-cash lease costs under AASB 16 – refer to reconciliation in Appendix II

* Figures are stated pre-AASB 16

1. As at 25 February 2025

Profit and Loss

$19.5m NPAT with 7.4% dividend yield[1]

Performance ($m)	FY24	FY23	Change	
Service revenue	**159.9**	88.5	71.4	81%
Establishment and management fees	**6.9**	7.2	(0.3)	(4%)
Group revenue	**166.8**	95.7	71.1	74%
Service EBITDA	**32.4**	10.2	22.2	218%
Support office costs (net)[2]	**(10.4)**	(25.6)	15.2	59%
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Depreciation	**(0.7)**	(0.5)	(0.2)	40%
Net finance costs	**(0.5)**	(1.3)	0.8	(62%)
Profit before tax*	**20.8**	(17.2)	38	
Tax (expense)/benefit	**(1.3)**	2.3	(3.6)	(157%)
Net Profit after Tax*	**19.5**	(14.9)	34.4	

Dividend	FY24
Unfranked	**3.77c**
Franked	**2.03c**
Total	**5.8c**
Payout ratio	**67%**
Yield[1]	**7.4%**

Dividend of 5.8 cents per security

Franking: 35% franked

Ex-dividend: 18 March 2025

Payment: 28 March 2025

1 Based on share price at 25 February 2025
2 Support office costs are stated net of establishment and management fees. FY23 costs included $15.8m of non-underlying IPO costs
* Figures are stated pre-AASB 16

Service EBITDA

Average annual EBITDA per Service of $611k

Service performance[1] ($m)	H1	H2	FY24
Service revenue	72.2	84.5	**156.7**
Other Service revenue	1.5	1.7	**3.2**
Total Service revenue	73.7	86.2	**159.9**
Service costs	(61.8)	(65.7)	**(127.5)**
Service EBITDA	11.9	20.5	**32.4**
Half year EBITDA %	37%	63%	**100%**
Average Service EBITDA ($'000)	229	379	**611**
Days of learning ('000)	461	496	**956**
Average daily fee[2]($)	157	170	**164**
Wage to revenue ratio	59%	55%	**57%**
Service EBITDA %	16%	24%	**20%**

1 Figures are stated pre-AASB 16
2 Average daily fee is net of discounts

Revenue and average daily fee

- Days of learning increased by 8% in the second half delivering a peak occupancy of 80% and an average of 78% for the year
- The average daily fee increased by 8% in the second half to $170 due to the mid year fee review and the lowering of the employee discount from 95% to 50% of gap fee from July

Wages cost and wage to revenue ratio

- First half wages included $1.2m spend on educators recruited ahead of demand to mitigate the risks of capacity constraint
- Rostering and wage control initiatives ensured that wages were flat after the first quarter, with higher revenue in the second half resulting in a lower wage to revenue percentage of 55%

Capital management

Free cash flow has facilitated acquisitions and debt repayments

Cash allocation

Operating cashflow
$25.3m

Capital expenditure
$1.2m

Free cashflow
$24.1m

110% cash conversion

FY24 Acquisitions
$11.1m

Net debt reduction
$1.0m

Consideration deferred from IPO
$8.1m

Incubator loans issued
$4.0m

Net Debt ($m)	Dec 24
Cash	3.5
Drawn from Facility A	(7.0)
Net debt	(3.5)
Net Leverage Ratio	0.16x

Available debt ($m)	Dec 24
Available – Facility A	18.0
Available – Accordion[1]	30.0
Total	48.0

Nido expects to fund acquisitions through debt at long term Net Leverage Ratio of approximately 1.5x

1 The accordion is a debt facility with pre-agreed terms that will be established, subject to credit approval when required

02

Business update

Wandi, WA

FY2024 Service (Centre) Performance

56 owned Services

Service performance	Days sold	Places and fees
↑ Service EBITDA* $32.4m from $10.2m in FY23	↑ Days available 1,231k from 788k in FY23	Licensed places 89 average
↑ EBITDA* per service $611k from $303k in FY23	↑ Days sold 956k from 595k in FY23	Daily fee $164 FY2024 Average, net of discounts
↑ EBITDA* margin 20% from 12% in FY23	↑ Occupancy 78% from 76% in FY23	Child care subsidy rate 72% Average for Nido families

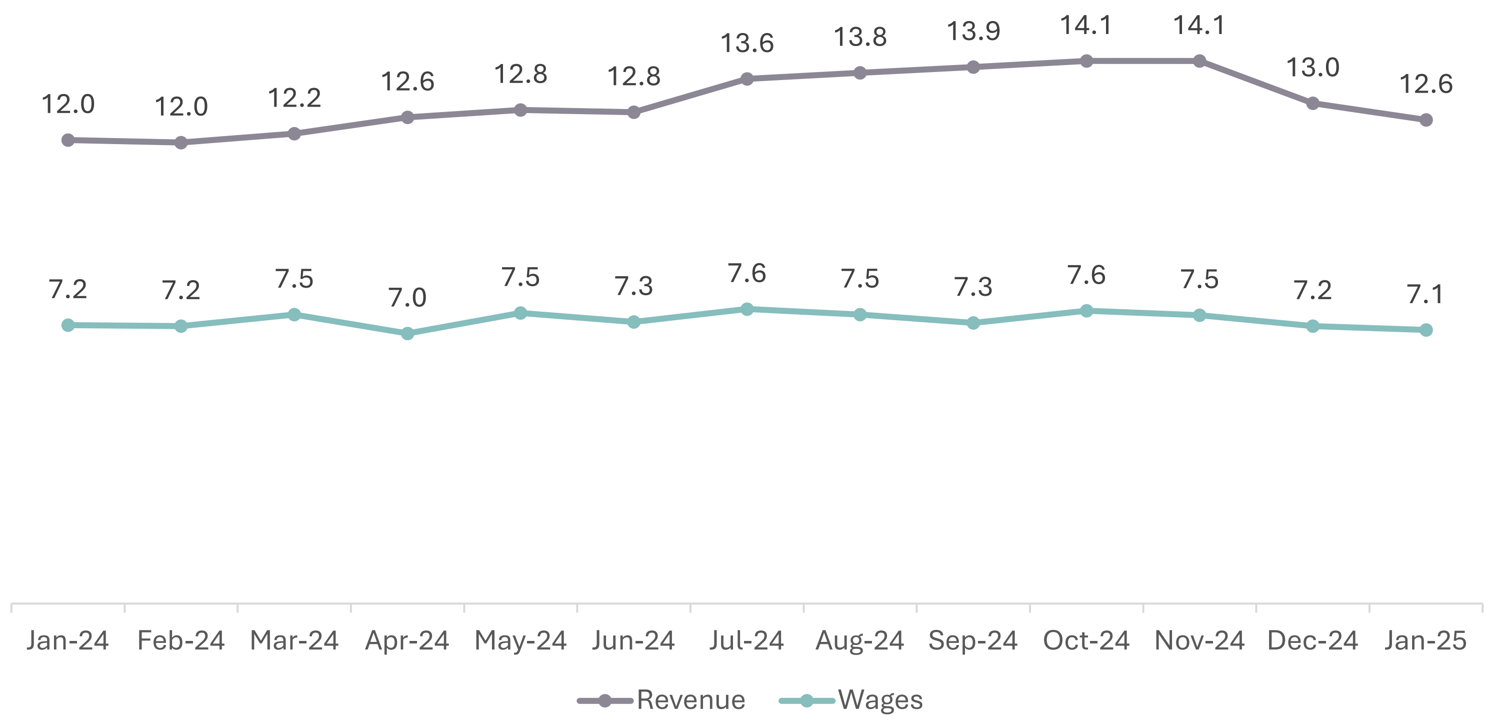
In addition to its 56 owned Services, Nido manages 13 in incubation and 34 for a third party as of 14 February 2025

* Figures are stated pre-AASB 16

Monthly performance

Wages were closely managed delivering wage savings in the second half

Revenue versus wage costs [1] ($m)



FY24 first quarter wage costs included an additional $1.2m for educators recruited ahead of demand

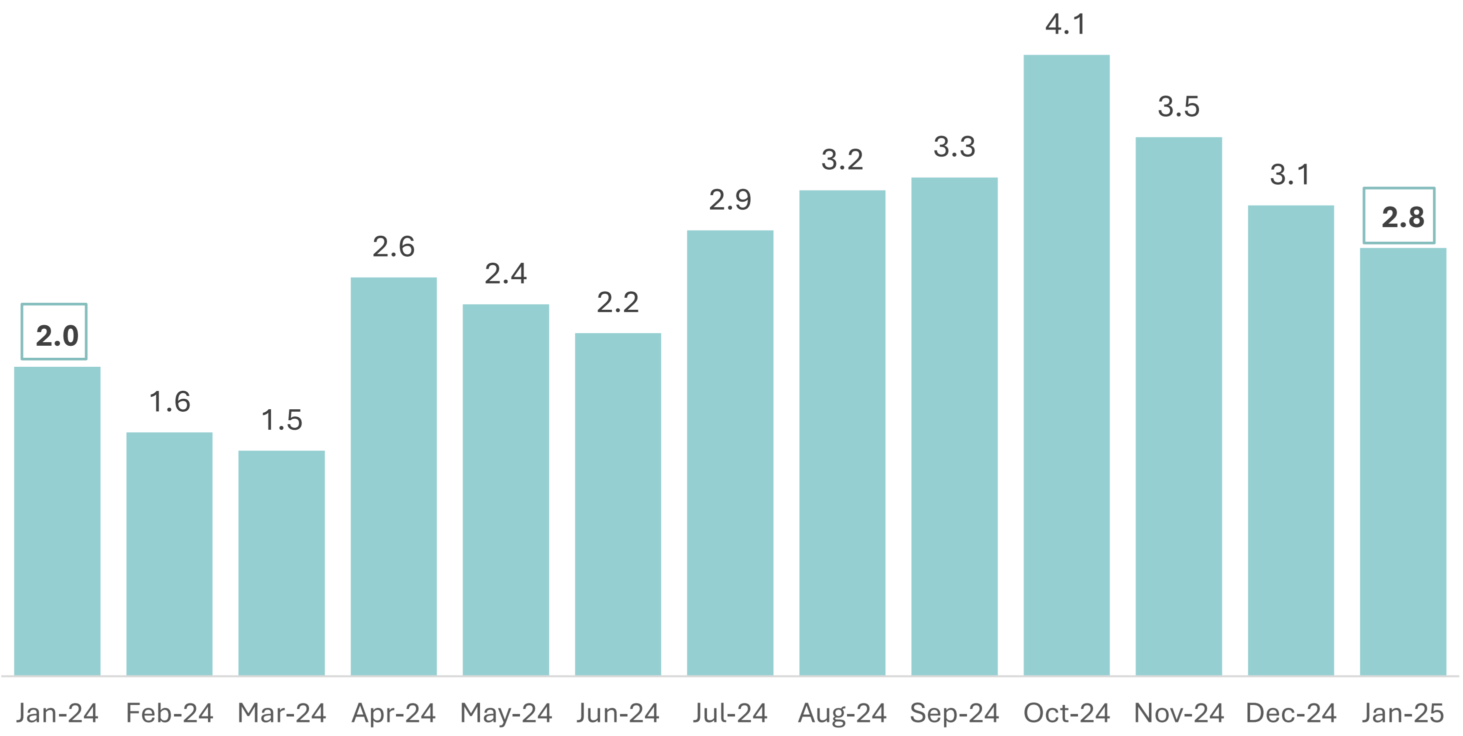
Wages have remained flat since, averaging $7.3m per month despite the mid year wage increase and higher days sold due to rostering and workforce planning processes

1 Figures exclude the 4 Services acquired in September 2024, the impact of award increase on leave liabilities, and have been adjusted to reflect an average of 21.8 days per month.

Service EBITDA*

Service EBITDA* growth trended up in the second half

Monthly EBITDA Jan 2024 –Jan 2025[1]



Service wide operational changes have underpinned sustainable EBITDA growth

January 2025 EBITDA* of $2.8m was approximately $800k higher than January 2024

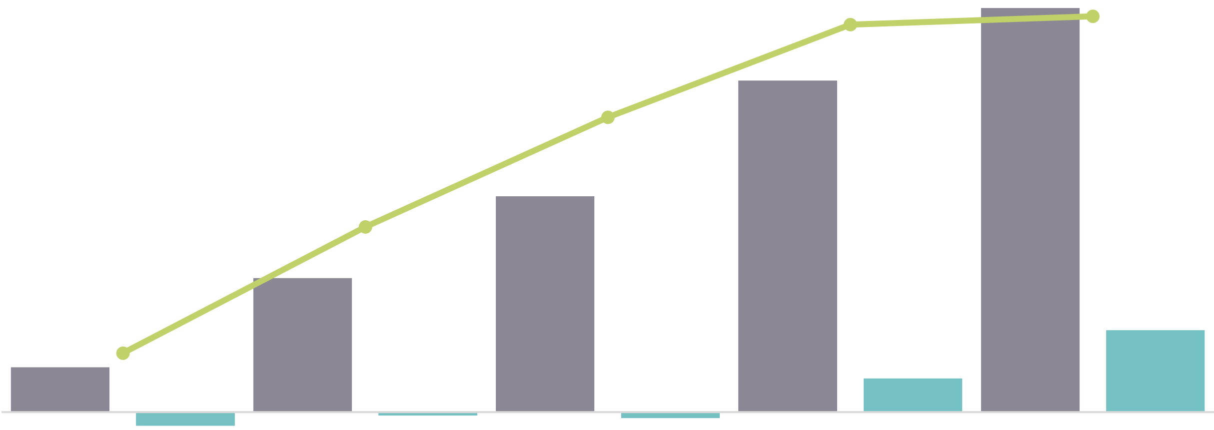
The current average daily fee after discounts is $172 (14 February 2025)

1 Includes contribution from 4 acquisitions completed at the end of September 24

Historical growth

We have a track record of sustainable growth and are well positioned for this to continue

Proforma service performance ($m)[1]



	FY20	FY21	FY22	FY23	FY24
Revenue	17.8	53.1	85.5	131.2	159.9
EBITDA*	-5.4	-1.3	-2.4	13.3	32.4
Avg Services[2]	13	28	41	52	53

The current portfolio of owned services has been developed in just 5 years

Revenue has grown from $18m to $160m and EBITDA has grown to $32.4m in FY24

Future growth is underpinned by increased days of learning and acquisitions

1 FY20-FY24 show the actual Service performance of Nido Services that formed the IPO portfolio (pre and post Nido ownership)

2 Reflects the average number of Services for the year. The average of 53 Services in FY24 is comprised of 52 owned services to September and 56 from October

03

Incubation

Ellenbrook, WA

Incubation

Unique model mitigates risks associated with growth through typical roll up or greenfield strategies

Summary

The typical growth model in child care has been a roll-up, simply acquiring on market from a variety of vendors

Internal greenfield development can take time and may be subject to trade-up risk and operating losses

Incubation gives Nido the ability to acquire proven profitable Services that are purpose built with all locations approved by Nido

Nido's growth comes at a multiple of 4.5x EBIT with an earn out and claw back of up to 10% of the capital invested, further de-risking the acquisition

All the Services are purpose built and managed by Nido from day one, ensuring consistency in the quality and no integration risk post-acquisition

Phases

1. Nido sources and evaluates the site, presents it to the Incubator for approval and negotiates commercial terms
2. The Incubator assesses and approves site, entering into an agreement for lease and lease agreement – taking on ownership and funding requirements
3. Nido undertakes all the work required to prepare the site for licencing and opens the Service. The Incubator pays Nido $250k establishment fee upon opening
4. Nido manages all operational aspects of the Service day to day for a management fee of $120k per year. Nido reports to the Incubator through business intelligence dashboards, giving it full operational visibility
5. Nido exercises its call option to acquire at 4.5x EBIT once performance metrics are achieved, with earn out or claw back settled twelve months post-acquisition

Visit www.nidoeducation.edu.au for more information on Incubation

Incubation model

Incubation strategy

Nido has developed a greenfield incubation strategy to mitigate risks associated with the traditional roll up approach

- A third-party incubator initially owns the Service, funds the development and trade up losses
- Nido manages the development and day-to-day operations
- Once acquisition performance hurdles are met, Nido has a 12-month option to acquire

Purpose built

All Nido's Early Schools are designed by Nido and managed by Nido from site selection through to acquisition

- Services are built to be best in their markets
- The owned portfolio is relatively new with the oldest Services opened in 2019

Consistent growth

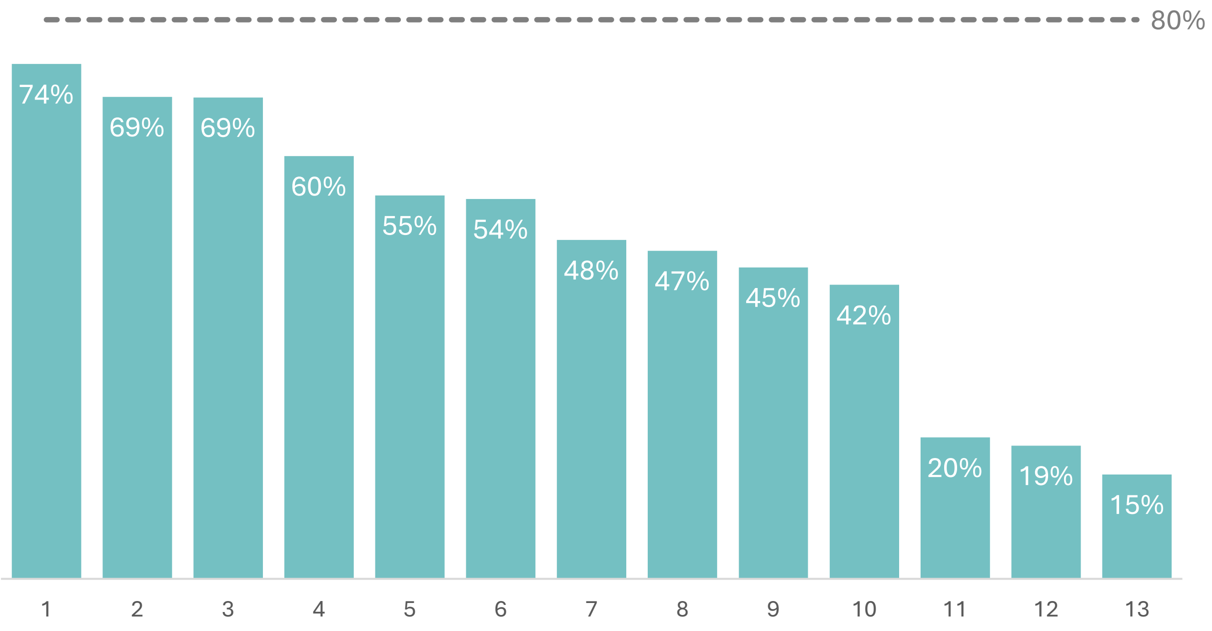
Nido has access to a de-risked acquisition pipeline of 100+ Nido Services over the next 5 years

- Proven performance Services acquired at a discounted 4.5x EBIT
- Acquiring at circa 80% occupancy allows Nido to maintain an average occupancy of at least 80%
- Built with quality and longevity in mind (30+ year leases, including renewal options)

Trade up of Services in incubation

Occupancy is building steadily

Services in incubation - Spot occupancy[1,2]



2025 Acquisitions

Following the 4 Services acquired in September 2024, 13 Services are open in incubation and are trading up steadily towards acquisition metrics

Acquisition metrics

1. Six-month average occupancy of 80%
2. Six-month EBIT per licenced place of $5,500

Incubator funding

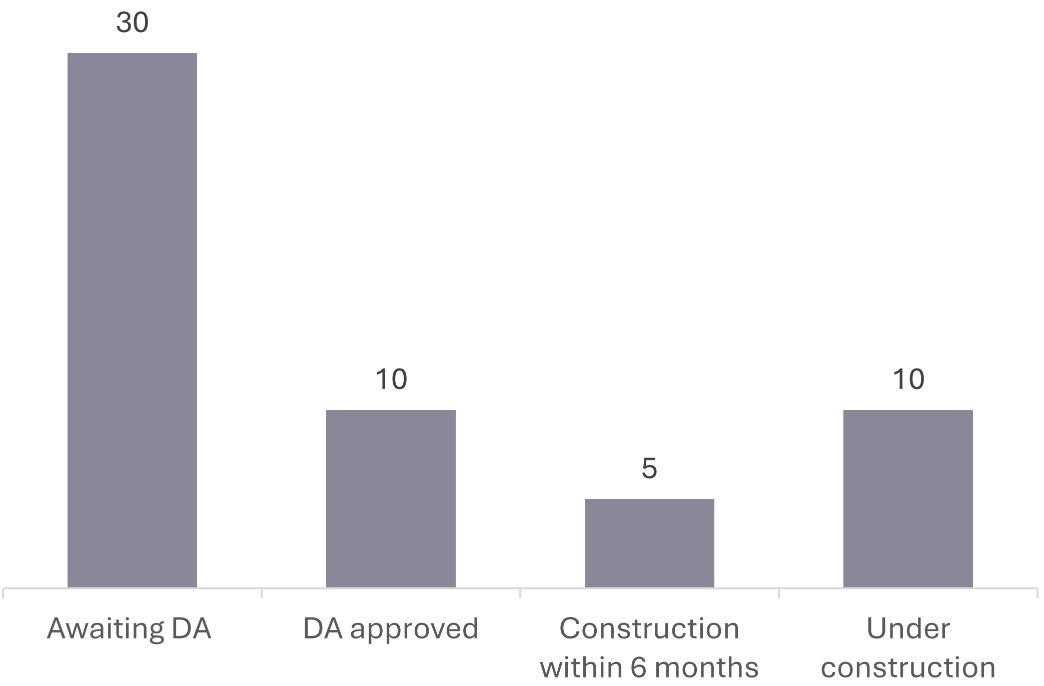
Nido has issued $10m of loans to the Incubator, with the most recent tranche of $4m being issued in February 2024

1 Spot occupancy as 14 February 2025 – Seasonal low point for the year
2 Service occupancy not comparable to previous disclosure as 4 Services have been acquired and new ones opened

Incubation Pipeline

100+ sites are being actively managed

Number of Services expected to open within 36 months



55 Services are expected to open over the next 36 months

Additionally, 50 sites are under Incubator Board review

Nido continues to review between 100+ sites per month and has 50+ sites being considered for approval by the Incubator Board

04

Year ahead

Hilbert, WA

The year ahead

Early signs

Service EBITDA Growth: Nido has achieved a 40% increase in Service EBITDA* for January compared to the previous year (30% organic and 10% acquisitions). Despite a strong start to the year, February enrolments have been subdued. This trend suggests that families are exercising caution in their decision-making, likely due to ongoing economic pressures, even though enquiries remain robust.

Activity Test

Impact of Changes: The Australian Government's recent announcement regarding amendments to the child care subsidy activity test is expected to significantly benefit families seeking access to child care services. The changes aim to simplify requirements, making it easier for families to qualify for subsidies regardless of their work commitments. This initiative is designed to alleviate some financial burdens associated with accessing child care with the effect on demand being felt from the start 2026.

* Figures are stated pre-AASB 16

The year ahead

Political landscape

The 2025 election will elevate child care as a key topic in political discussions. With child care being central to campaign themes, there is potential for further policies aimed at reducing access costs for families. Such initiatives could significantly alleviate cost-of-living pressures and create pathways for families to enter or re-enter the workforce. Nido anticipates that 2025 will bring significant positive changes to the sector, as both major political parties recognise the necessity for substantial investment into early education.

Resilience and strategy

Nido's proactive approach and strategic positioning provide a solid foundation for future success. The recent changes to the child care subsidy activity test, along with potential policy shifts, will create new growth opportunities. With a dedicated team at the helm, Nido is well-equipped to meet the needs of families and continue delivering value to its stakeholders.

Questions

Butler, WA

Appendices

- I Glossary
- II Financial Statements
- III Profit and loss versus Prospectus

Thornlie, WA

Appendix I: Glossary

Term	Definition / Meaning
Prospectus	Nido IPO Prospectus Forecast dated 20 September 2023
EBITDA*	Total Group Earnings before Interest tax depreciation and amortisation before the impact of AASB 16
Service EBITDA*	EBITDA* generated from owned Services
NPAT*	Total Group Net Profit After Tax before the impact of AASB 16
Management fees	Fees for managing Services ($120k per year)
Establishment fees	Fees for opening Services ($250k, recorded upon timing of opening)
Net leverage ratio	Net leverage ratio calculated by net debt / 12 month EBITDA*
Nido Early School	Nido branded quality focused long daycare Services
Average daily fee	Average daily fee net of discounts
Incubators	Owners of greenfield Early schools until acquisition metrics are achieved
NAED	NDO's primary incubator. 100% externally owned by Alceon private equity
Occupancy	Number of children attending per period specified as a percentage of the Service's licenced places

Appendix II: Financial Statements

Consolidated statement of profit or loss and other comprehensive income for the year ended 31 December 2024	31 December 2024 $'000	31 December 2023 $'000
Revenue	163,631	93,372
Other income	3,122	2,259
Expenses		
Employee benefits	103,600	76,829
Occupancy	8,578	4,813
Direct expense of providing services	9,038	6,714
Other	3,270	9,933
Reported EBITDA	**42,267**	**(2,658)**
Depreciation and amortisation	10,833	6,766
Net finance cost	17,566	12,329
Reported Profit/(Loss) before tax	**13,868**	**(21,753)**
Income tax	784	3,648
Reported Net Profit/(Loss) after tax	**14,652**	**(18,105)**
Earnings per share	Cents	Cents
Basic	6.48	(15.84)
Diluted	6.37	(15.84)

EBITDA & NPAT Reconciliations	31 December 2024 $'000	31 December 2023 $'000
Reported EBITDA	**42,267**	**(2,658)**
Lease rental expense (pre-AASB 16)	(20,313)	(12,783)
EBITDA*	**21,954**	**(15,441)**
Reported NPAT	**14,652**	**(18,105)**
Lease rental expense (pre-AASB 16)	(20,313)	(12,783)
Finance cost – leases	17,092	11,033
Depreciation – leases	10,146	6,248
Tax impact	(2,077)	(1,340)
NPAT*	**19,500**	**(14,947)**

Appendix II: Financial Statements

Consolidated statement of financial position as at 31 December 2024	31 December 2024 $'000	31 December 2023 $'000
ASSETS		
Cash and cash equivalents	3,506	25,569
Trade and other receivables	5,913	3,953
Other assets	1,520	1,110
Total current assets	**10,939**	**30,632**
Property, plant and equipment	3,290	2,497
Loan receivable	10,882	6,109
Right-of-use assets	164,229	155,085
Intangible assets	123,612	111,126
Rental bonds	-	9,977
Deferred tax assets	10,854	8,457
Total non-current assets	**312,867**	**293,251**
Total assets	**323,806**	**323,883**
LIABILITIES		
Trade and other payables	3,129	7,035
Income tax payable	1,984	-
Borrowings	-	17,987
Employee benefits	9,487	9,163
Lease liabilities	21,024	18,832
Deferred consideration	1,243	8,141
Total current liabilities	**36,867**	**61,158**
Borrowings	6,391	10,382
Employee benefits	217	119
Lease liabilities	156,652	142,775
Total non-current liabilities	163,260	153,276
Total liabilities	**200,127**	**214,434**
Net assets	**123,679**	**109,449**
EQUITY		
Issued capital	124,999	125,454
Reserves	9,803	9,770
Retained earnings / (deficit)	(11,123)	(25,775)
Total equity	123,679	109,449

Consolidated statement of cashflow for the year ended 31 December 2024	31 December 2024 $'000	31 December 2023 $'000
Cash flows from operating activities		
Receipts from customers and government funding	165,148	95,493
Payments to suppliers and employees	(119,335)	(83,590)
Interest and other finance costs	(17,318)	(11,610)
Net cash from operating activities	**28,495**	**293**
Cash flows from investing activities		
Payments for property, plant and equipment	(1,165)	(351)
Acquisition of subsidiary (net of cash received)	(11,031)	(73,314)
Payment of deferred consideration	(8,141)	-
Loan to related party	(4,000)	(6,000)
Net cash used in investing activities	**(24,337)**	**(79,665)**
Cash flows from financing activities		
Proceeds from shareholders	-	99,564
Payment of transaction costs	-	(10,951)
(Repayment)/proceeds from borrowings	(23,000)	17,023
Repayment of lease principal	(3,221)	(3,006)
Net cash (used in)/from financing activities	**(26,221)**	**102,629**
Net increase in cash and cash equivalents	**(22,063)**	**23,257**
Cash and cash equivalents at the beginning of the period	25,569	2,312
Cash and cash equivalents at the end of the period	**3,506**	**25,569**

Appendix III: Profit and loss versus Prospectus

Shortfall on prospectus due to construction delays as indicated in August 2024

Performance ($m)	FY24	Prospectus[1]	Change	
Service revenue	**159.9**	161.1	(1.2)	(0.1%)
Establishment and management fees	**6.9**	10.5	(3.6)	(34.2%)
Group revenue	**166.8**	171.6	(4.8)	(2.8%)
Service EBITDA	**32.4**	33.6	(1.2)	(3.5%)
Support office costs (net)[2]	**(10.4)**	(6.9)	(3.5)	51%
EBITDA*	**22.0**	26.7	(4.7)	(17.6%)
Depreciation	**(0.7)**	(0.7)	0.0	0.0%
Net finance costs	**(0.5)**	(1.9)	1.4	73.6%
Profit before tax	**20.8**	24.1	(3.3)	(13.6%)
Tax expense	**(1.3)**	(7.2)	5.9	81.9%
Net Profit after Tax	**19.5**	16.9	2.6	15.3%

Service EBITDA

- First quarter wage costs included an additional $1.2m for educators recruited ahead of demand. Subsequently, wage costs have been in line with prospectus forecast

Establishment fees

- Establishment fees were $3.5m lower than the Prospectus due to fees for openings and associated fees being delayed to FY25.

1 Sourced from table 23 (page 98) of the Prospectus 'Adjusted Pro-Forma Income statement' which presented figures pre-AASB 16 and assumed a 30% corporate tax rate. The FY24 tax included $5.4m of tax losses being recognised and is therefore lower than the 30% corporate tax rate.
2 Support office costs are stated net of establishment and management fees.

Thank you

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