



# Affinity Education Group

Half Year Results

29 August 2014



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Section 1  
H1 FY2014 Results Highlights




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*We provide a positive environment that allows our children, families and educators to flourish.*



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*With a leadership team who bring decades of experience in the Australian early childhood sector, Affinity Education's child care and high quality education solutions for families are second to none.*



*We provide the highest standard, localised education programs and care solutions for children. Combined with centralised support functions and disciplines of a corporate entity, we can deliver value to our children, families, educators and shareholders.*





# H1 FY2014 Financial highlights

## Affinity Education has delivered on the Pro-forma IPO earnings forecast

- 1 Earnings were delivered through a focus across all business lines
- 2 The margin was above the forecast through a strong focus on earnings delivery
- 3 The revenue variance is primarily driven by lower occupancy volume, however is increasing into H2 FY 2014

\$'000s	Prospectus H1 FY14	Pro-forma H1 FY14	Variance %
Revenue	37,767	35,424	(6.3)%
EBITDA	4,255	4,297	0.1%
EBITDA margin	11.3%	12.1%	7.1%
EBIT	3,845	3,862	0.1%



# H1 FY2014 Financial highlights

The statutory numbers for Affinity Education are materially impacted by successfully completing acquisitions that double the group's size in the first 6 months

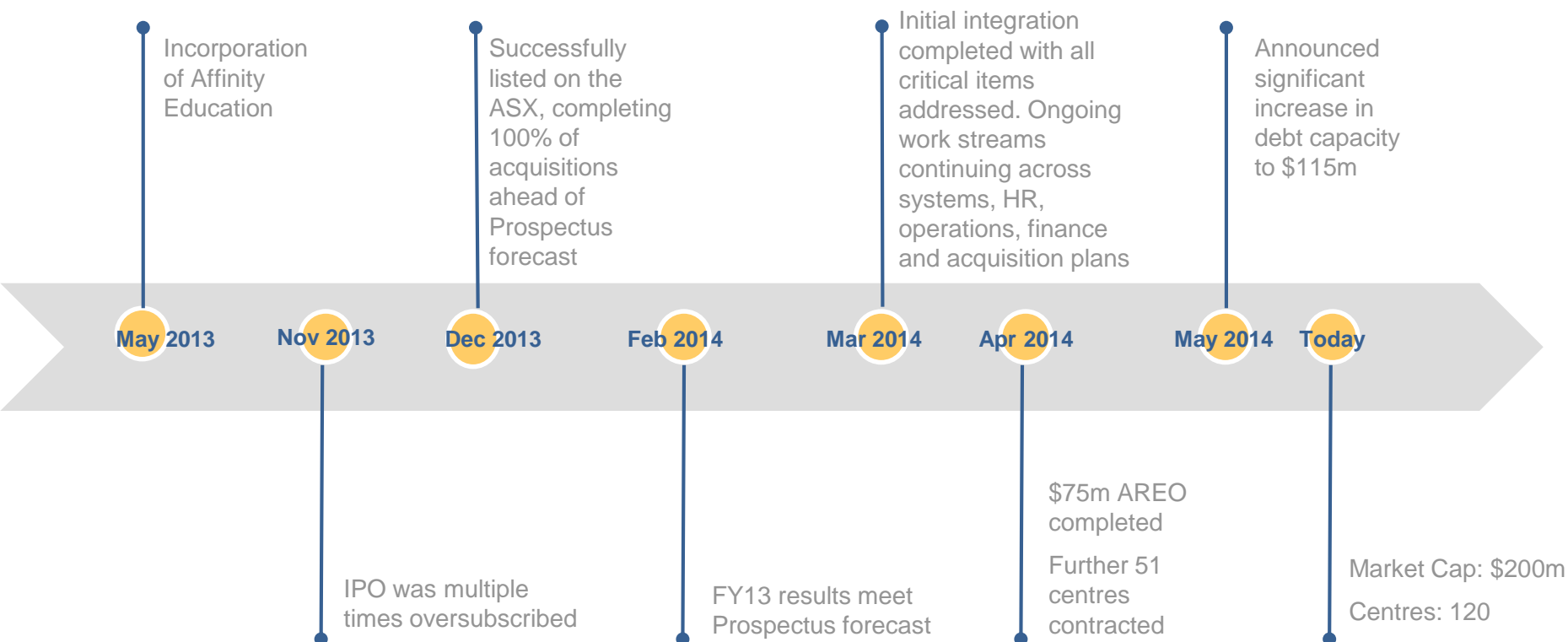
- 1 As at 30 June 2014, the Affinity group included 103 centres including 91 owned and an additional 12 managed, with a further 17 under contract
- 2 Revenue was 1.8% greater than prospectus including contributions from acquisitions
- 3 The NPAT result is impacted by acquisition costs of \$7.8 million, excluding these costs, EBIT would have been \$4.0 million or 30% above the prospectus EBIT of \$3.1 million

\$'000s	Prospectus H1 FY14	Actual H1 FY14	Variance %
Revenue	37,767	38,465	1.8%
EBITDA	3,483	(3,378)	n.m.
EBITDA margin	9.2%	n.m.	n.m.
EBIT	3,073	(3,840)	n.m.
NPAT	2,047	(5,002)	n.m.



# Significant milestones

Affinity has achieved a number of significant milestones since listing in December 2013





# Operational and integration highlights

## Operations continue to improve and integration is continuing in line with expectations

- 1** **Debt capacity** - Debt is expected to be drawn down in the second half in line with the finalisation of further accretive acquisitions
- 2** **KIC transaction** – Successful retention of the management team has ensured continuity of centre performance, with integration progressing well and on plan
- 3** **Systems** – Our ability to further improve system architecture allows staff to put greater focus on delivery of quality care and education programs
- 4** **People** - AFJ is a people driven business and we are undertaking several key initiatives to improve efficiency, professional development and employee retention
- 5** **Integration** - The broader portfolio integration is continuing with key functions now stabilised and improvement programs underway, the new centres are performing well and integrating on plan

## Section 2

### Detailed Financial Information





# Financial performance

1

## Revenue

- Revenue is 1.8% higher than prospectus due acquisition revenue offsetting lower than expected revenue on the IPO centres

2

## Employee, occupancy and direct expenses

- Marginally higher than prospectus due to additional expenses from acquired centres, outweighing the benefits from cost saving initiatives on the IPO portfolio

3

## Integration expense

- Slightly higher than prospectus due to external consultants to improve management reporting

4

## Acquisition expenses

- Expenses incurred from successfully completing acquisitions (stamp duty, agent's fees, legal and consultancy services) and preparing for future acquisitions

5

## Other

- Better than prospectus due to cost control initiatives

\$'000s	Six months to 30 June 2014 Actual	Six months to 30 June 2014 Prospectus
<b>Revenue from continuing operations</b>	<b>38,211</b>	<b>37,767</b>
Employee expenses	24,226	23,434
Building occupancy expenses	5,447	5,616
Direct expenses of providing services	2,814	3,822
Integration expenses	477	400
Acquisition expenses	7,796	-
Other expenses	829	1,012
<b>Total expenses</b>	<b>41,589</b>	<b>34,284</b>
<b>EBITDA</b>	<b>(3,378)</b>	<b>3,483</b>
Depreciation	462	410
<b>EBIT</b>	<b>(3,840)</b>	<b>3,073</b>
Net finance income / expense	37	139
<b>(Loss) / profit before tax</b>	<b>(3,803)</b>	<b>2,934</b>
Income tax expense	1,199	887
<b>(Loss) / profit for the period</b>	<b>(5,002)</b>	<b>2,047</b>



# Financial position

## 1 Cash Balance

- Increase driven by \$3.8m of operating cash inflows and the remaining proceeds from the AREO for the purchase of centres

## 2 Intangibles

- Increase represents goodwill on acquired centres

## 3 Current liabilities

- As at 30 June, \$5.4m related to amounts payable in relation to acquisition expenses

## 4 Total liabilities

- Increased due primarily to balances recognised on acquisitions (employee leave and repairs & maintenance provisions) and an increase family bonds.

## 5 Borrowing capacity

- Strong balance sheet capacity with \$100m of undrawn facility for acquisition purposes and leverage ratio <1% (as at 30 June)

\$'000s	As at 30 June 2014	As at 31 December 2013
<b>Current assets</b>		
Cash and cash equivalents	34,309	3,068
Other current assets	5,475	2,818
<b>Non-current assets</b>		
Intangibles	117,008	62,122
Deferred tax assets	9,374	6,814
<b>Total assets</b>	<b>166,166</b>	<b>74,822</b>
<b>Current liabilities</b>	<b>17,269</b>	<b>8,425</b>
<b>Non-current liabilities</b>	<b>1,563</b>	<b>958</b>
<b>Total liabilities</b>	<b>18,832</b>	<b>9,383</b>
<b>Net Assets</b>	<b>147,334</b>	<b>65,439</b>
<b>Equity</b>		
Issued share capital	161,192	74,295
Retained earnings	(13,858)	(8,856)
<b>Total equity</b>	<b>147,334</b>	<b>65,439</b>

# Cashflow statement



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## 1 Operating cash flows

- Excluding acquisition costs, operating cash flows are \$3.8m, which represents a 85% conversion rate from EBITDA (excluding acquisition costs)

## 2 Borrowings

- Proceeds from borrowings represent amounts received under the finance lease facility for the purchase of computer systems (SAP, Employee Central) and motor vehicles

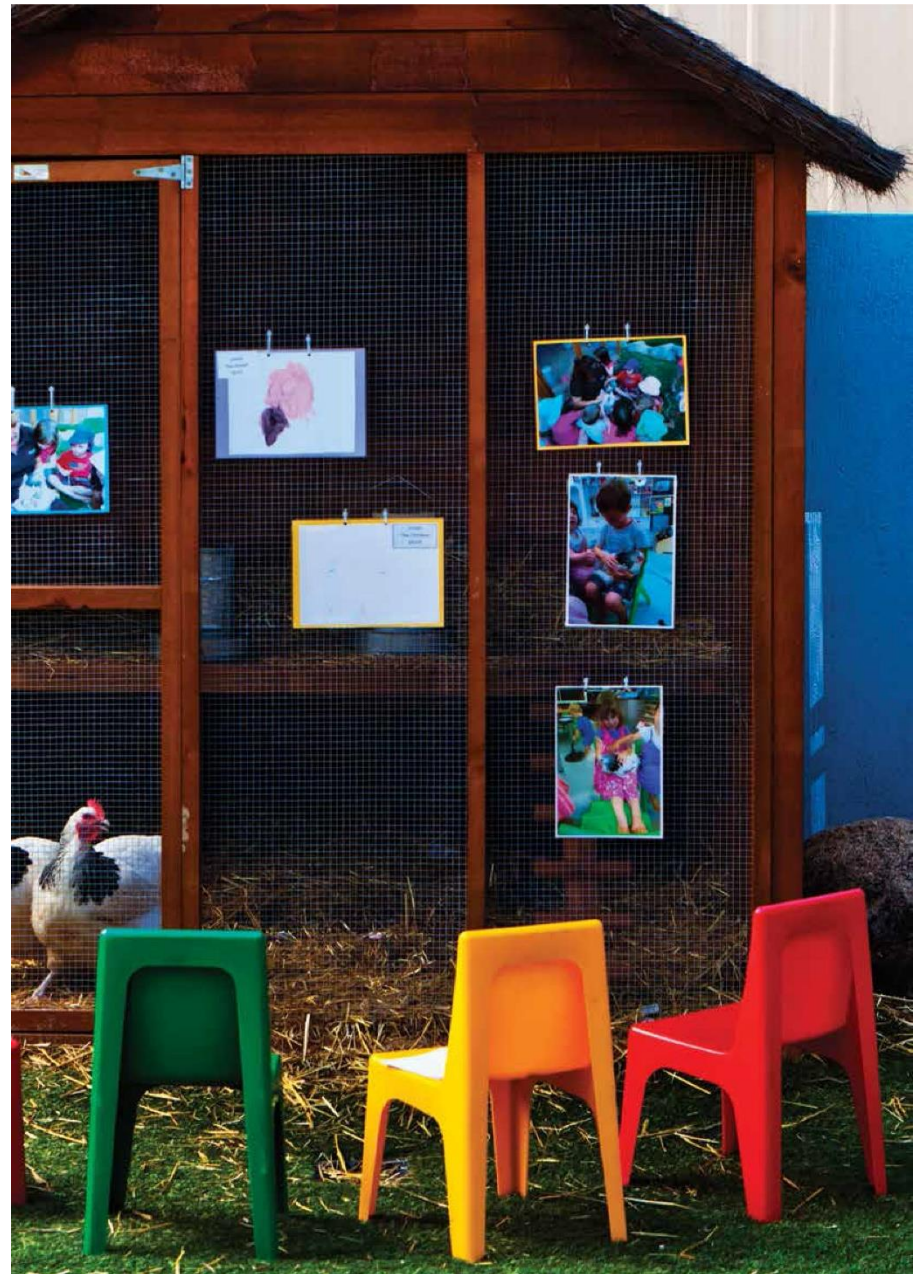
\$'000s	Six months to 30 June 2014 Actual	Six months to 30 June 2014 Prospectus
<b>Cash flows from operating activities</b>		
Receipts from customers	36,862	38,463
Payments to suppliers and employees	(33,135)	(33,051)
Acquisition costs	(3,478)	-
Financing income / (costs)	37	(114)
<b>Net cash flows from operating activities</b>	<b>286</b>	<b>5,298</b>
<b>Cash flows from investing activities</b>		
Payments for purchase of businesses	(41,201)	-
Payments for assets	(419)	(478)
Other investing items	22	250
<b>Net cash flows from investing activities</b>	<b>(41,598)</b>	<b>(228)</b>
Net proceeds from issue of shares	71,983	-
Proceeds / (repayment) of borrowings and lease liabilities	570	(230)
<b>Net cash flows of financing activities</b>	<b>72,553</b>	<b>(230)</b>
<b>Net increase in cash and equivalents</b>	<b>31,241</b>	<b>4,840</b>

### Section 3

## Operational and Integration Updates



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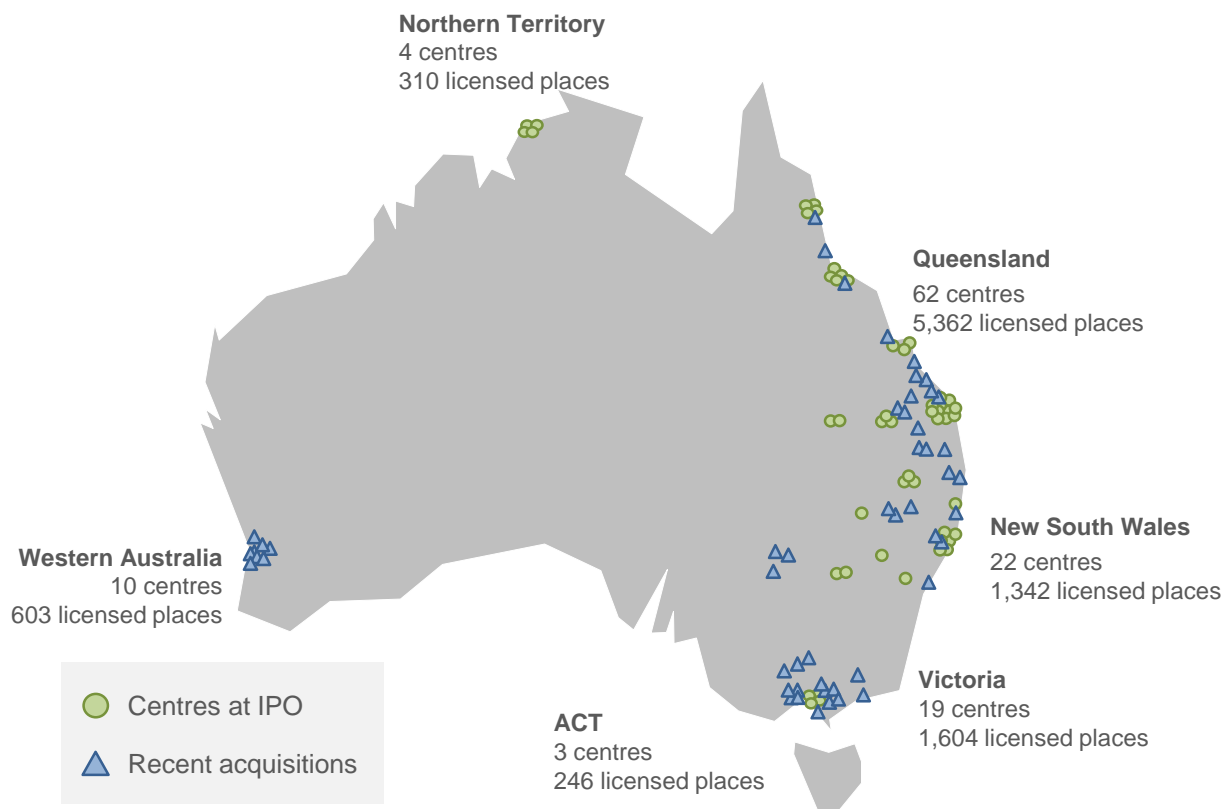


# Portfolio snapshot



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Diversified portfolio of 120 centres including 12 managed centres located across Australia with 9,467 licensed places



(1) Includes 9 centres to be settled in August and September 2014.

# Trading update

## Operations providing strong trends into H2 FY2014

- Performance across the portfolio continues to strengthen, with targeted centre specific actions lifting performance across volume and margin
- Acquisitions are performing in line with expectations
- Causes for revenue variances in H1 FY2014 have been actioned
- Improving trends across key metrics: *Occupancy*, *Average Fee* rates and *Wage to Revenue*

# Operational update



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Strong trends from increased stabilisation and ongoing improvement initiatives increasing performance

- **Occupancy** has continued to increase through strong action and focus from management in a relatively short space of time, currently the prospectus portfolio is sitting around 86%
- Importantly our **Average Fee** rates grew at the same time as occupancy increased, showing that the growth was “*quality*” growth, and not growth achieved by reducing margin
- **Wage to Revenue** continues to trend down with initiatives implemented to continue to strengthen this result in the second half



## Section 4 Growth Strategy and Outlook



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# Growth Strategy and Outlook

Affinity Education will continue to focus on organic growth and a disciplined acquisition strategy targeting earnings accretive acquisitions with strong available debt capacity

## Multiple Sources of Growth

### Strong Acquisition Pipeline

- Focussed on disciplined acquisition strategy targeting earnings accretive opportunities
- Continuing to look at both centre and corporate opportunities
- Accretion, Risk and Pricing continue to be critical acquisition factors
- Affinity Education has gained key insights and learning, improving future acquisition and integration processes

### Strong Organic Growth Opportunities

- Increasing revenue through targeted occupancy and margin strategies
- Increasing the rollout of configured and licensed capacity
- Achieving greater efficiencies in staff structures, reducing wage costs, increasing staff retention & other economies of scale
- Introduction of programs to better deliver value to parents and children

**Highly fragmented market with significant acquisition opportunities continues**

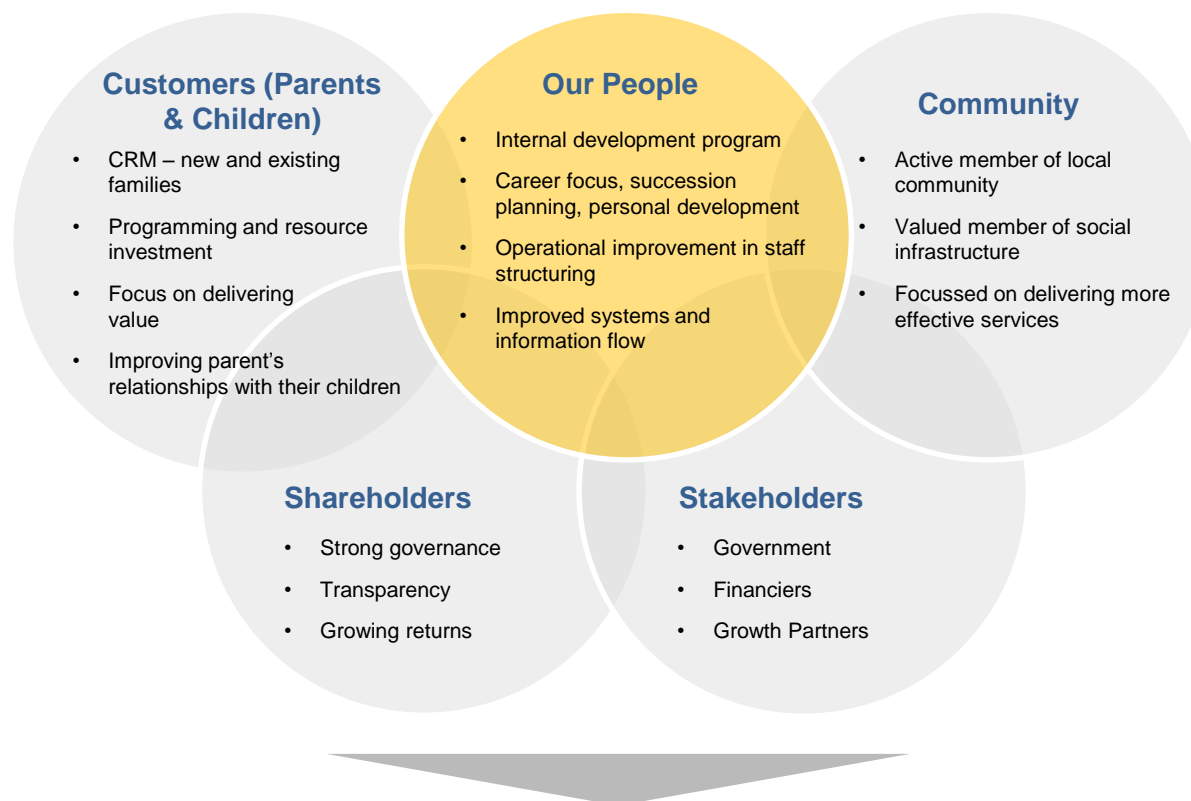
**Strong Acquisition Pipeline going forward**

**Significant balance sheet capacity of \$100m to fund acquisition pipeline**



# Five pillars delivering shareholder returns

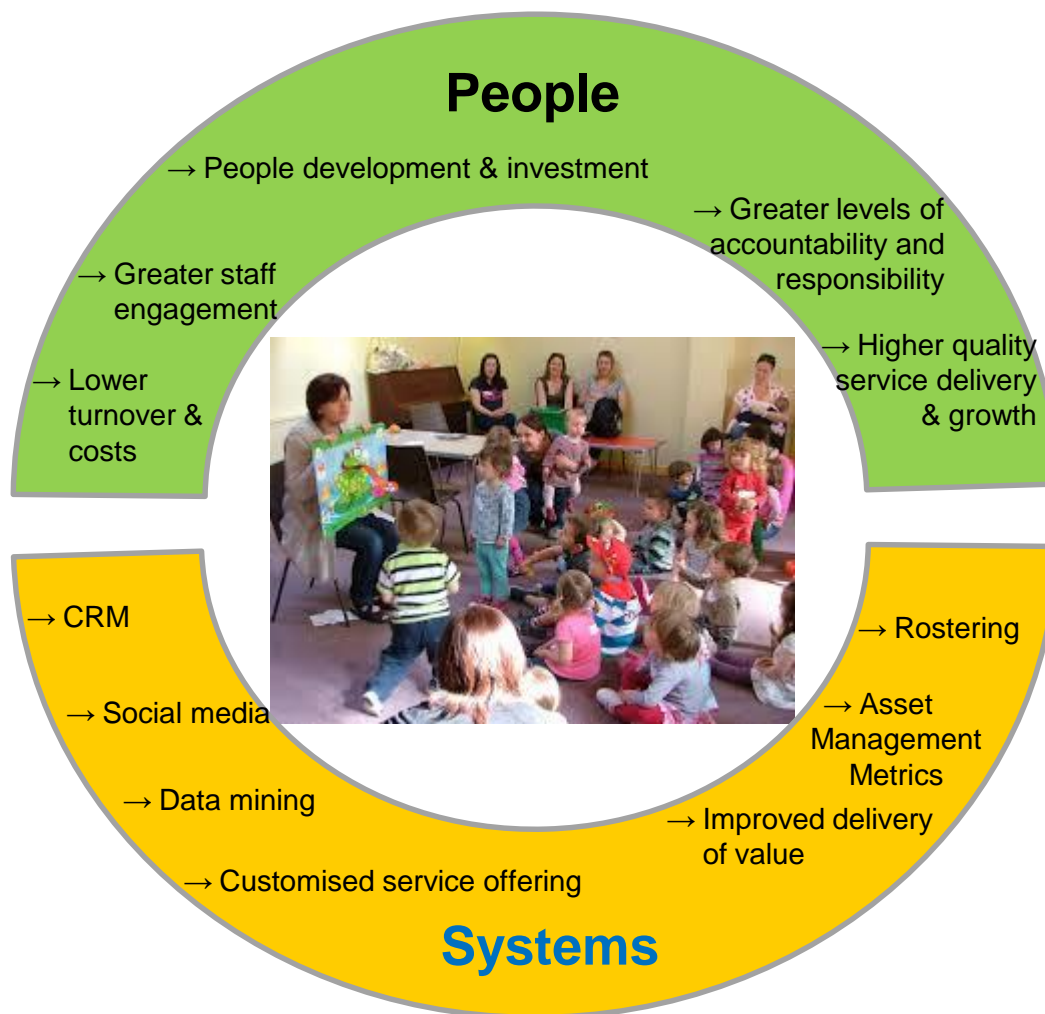
Organic growth driven through a balanced approach across five critical areas



**Delivering growing shareholder returns**

# Customer Centric Business Model

Delivering exceptional customer service will come through investing in our people and our systems





# Productivity Commission draft report

Affinity is closely following the Productivity Commission's recommendations to increase the sector's effectiveness and accessibility to Australian families

- The Productivity Commission released its draft report on *Childcare and Early Childhood Learning* on 22 July 2014
- Affinity welcomes any initiative to make the childcare sector more affordable, flexible and accessible to Australian families
- Key recommendations of the Draft report include:
  - Replacing the current multiple subsidies with a single means and activity tested subsidy, with 30%-90% of fees paid by Government
  - Removing the restrictions on the numbers of child care places for occasional care and centre hours
  - Nannies being eligible for childcare subsidies, subject to minimum qualifications
  - School principals being responsible for schools offering before and after school care
  - Continuation of Government support for access to preschool
  - Removal of payroll exemption for NFPs
- Under the recommendations, the sector will see increased funding allowing a broader range of services covered
- With the establishment of the Affinity Education childcare services platform, we are ideally placed to work with relevant stakeholders to capture potential opportunities, if and when the recommendations are enacted
- Affinity is now a member of the larger operators association (Early Learning and Care Council of Australia) responding to the PC & government.

# 2014 Outlook

Based on current trends Affinity Education maintains its FY2014 pro forma prospectus earnings forecast

- Stronger operational performance coming into H2 FY2014
- Access to significant funding to increase accretive growth in H2 FY2014
- Strong acquisition pipeline going forward
- Continued investment in people and systems to deliver superior customer focussed strategy
- Strengthening platform improving acquisition integration
- The company's policy remains that dividend expectations will be approximately 60% of NPAT



Thank you and Questions

# Corporate information



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