

ASX Announcement

G8 Education Limited
(ASX:GEM)



7 May 2024

Market Announcements Office
ASX Limited
20 Bridge Street
SYDNEY NSW 2000

Dear Sir/Madam

2024 AGM – CHAIR’S AND MANAGING DIRECTOR’S ADDRESSES & PRESENTATION

Attached are the following documents to be presented at G8 Education Limited's 2024 Annual General meeting (**AGM**) being held today:

1. Chair's Address;
2. Managing Director's Address;
3. AGM Proxy Results; and
4. AGM Presentation Slides.

The results of the AGM will be communicated to the ASX shortly after conclusion of the AGM.

Yours sincerely

Tracey Wood
Chief Legal, Quality & Risk Officer
G8 Education Limited

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

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2024 AGM – CHAIR'S ADDRESS

Debra Singh

Good morning everyone and welcome to G8 Education's 2024 AGM.

I would like to begin by acknowledging the Jagera people and the Turrbal people as the Traditional Custodians of Meanjin (Brisbane), the lands on which we are conducting our meeting today. We respect their spiritual relationship with their country, and we pay respects to their elders' past and present. I extend that respect to any Aboriginal and Torres Strait Islander people joining us today.

To begin, I will provide you with an overview of the group's 2023 performance from an operational and strategic perspective and Pejman Okhovat our CEO will provide an update on the market operating environment, the progress in relation to execution of the group's strategic focus areas and the group's trading performance for the year to date. Following Pejman's presentation we will move to the formal items of business.

This is my first AGM as Chair. Firstly, I want to thank and acknowledge the former Chair, David Foster, who will be retiring from the Board following today's meeting.

Let me express how delighted I am to be the new chair of G8 Education. I've been on the Board as a Non-Executive Director since November 2021, and was appointed Chair in November last year.

I'm extremely passionate about the sector and the advantages of providing early education to children and the positive impacts this has on their start in life. It has been a privilege to be part of a team that is dedicated to making a positive impact by providing quality early education and care to children and families attending our centres.

I'm also a Non-Executive Director on the Kids' Cancer Project board which has been a passion project of mine for more than eight years. Its purpose is to help more children survive cancer through science and research. I also serve on the ASX listed Shaver Shop Group board. I have over 40 years' experience in operations, Human Resources and change management, and I have extensive experience as a CEO and Group CEO.

As your new Chair, I am committed to ensuring G8 Education continues to help shape the lives and minds of thousands of children attending our services every day while creating a fun, inspiring and safe place where all children thrive.

Reflecting on 2023, I can report it was a transformational year led by our new CEO Pejman. Since taking on the role in January 2023, he has established a clear direction for the future of G8 Education and is continuing to build on our strategic foundations. Whilst not from the sector, he has extensive experience that he has applied to transition with ease and has formed an excellent executive team around him.

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The Board has great confidence in his disciplined approach to executing the strategy and achieving positive outcomes that benefit all our stakeholders, which was clearly delivered in CY 2023 with solid earnings recovery underpinned by improved operational performance for the year.

Inflation, interest rates and cost of living pressures for families dominated national discussion, while workforce shortages continued to challenge our sector. It has also been a year of intensified regulator focus for the early childhood education and care sector which has brought with it both challenges and opportunities.

Early childhood education and care is central to the agenda at all levels of Government, including changes to the childcare subsidy that benefit families with many receiving more subsidy and others who were previously not eligible becoming eligible. This is great news for the sector making early childhood education more accessible for families. We will continue to work with Government to ensure we can provide the best care and the best start to life with the best resources to the 45,000 children in our centres every week.

As a Group, we are focused on delivering on our purpose “to create the foundations for learning for life” while improving our business capability to continuously find better ways to execute.

During the year we narrowed our focus on addressing the challenges in our sector including our team retention, lower agency usage and reduced vacancies. Whilst sector challenges around the availability of staff remain, as a business we are pleased to have continued to alleviate the impact within our network.

I’m pleased to report progress continues to be made towards improving the experience for G8 families. Our ‘Always on’ customer voice surveys, implemented earlier in the year, continues to provide us with a regular, centre-specific feedback loop that our teams respond to, allowing improvements in our families’ experience.

Additionally, the decision to shift the external call centre in-house has significantly improved our responsiveness to new family enquiries. This has also been an important element to increasing frequency as they support our families to navigate the very complex CCS affordability improvements.

Importantly, we continue to recognise the sector benefits of collaboration. We are a member of the Early Learning and Care Council of Australia, and we took a front row seat at the 2023 Early Childhood Australia National Conference as a Gold Sponsor of the event.

Our team can be proud to have delivered strong improvements across the G8 network in 2023, and they have done so with a firm focus on our purpose, creating the foundations for learning for life.

Amongst our highlights for 2023 was a solid improvement in Quality, with 90% of services meeting or exceeding the National Quality Standards. This is up from 89% a year earlier and whilst it appears marginal, this is the result of a continued focus on embedding and improving quality practices in our operations.

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Our ESG commitment reflects our dedication to fostering positive change and contributing meaningfully to a sustainable and inclusive future.

One of our goals this year was the development of our inaugural Reconciliation Action Plan (RAP) which was endorsed and published by Reconciliation Australia in December 2023. We are immensely proud of this achievement and eager to share and embed our Reflective RAP with our wider community as we realise our vision for Reconciliation – Walking together. Learning together. Growing together.

Pleasingly we have continued to strengthen our focus on our environmental sustainability with the launch of our solar power initiative and a nappy recycling program pilot. These initiatives highlight our commitment to taking proactive measures to reduce our environmental impact.

Throughout 2023 we reviewed and updated our disclosures related to climate risks and opportunities. We continued our Task Force on Climate-related Financial Disclosures (TCFD) pathway in anticipation of mandatory climate-related financial disclosures in Australia, particularly having regard to the new climate disclosure standards issued by the International Sustainability Standards Board.

The Group's financial performance during 2023, reflects solid earnings growth compared to the prior year driven by higher revenues and margins.

We continued to assess our capital expenditure throughout the year as we built better capability in delivering major capital works, resulting in lower-than-expected capex, assisting in continued positive cashflow and building a solid balance sheet.

From a statutory perspective, net profit after tax increased 53% to \$56.1m after including non-operating items as detailed in the Annual Report.

Pleasingly this disciplined approach resulted in both halves delivering growth year on year. The strength of our balance sheet is reflective of our operational discipline and focus, and will ensure our long-term sustainability and strength in our operations which will benefit all of our stakeholders.

G8 Education has a renewed and clear strategic focus that is centred around developing a “fit core” through our 6 focus areas of team, quality, education and inclusions, customer branding, operating model and financial stability.

While our strategy has been refreshed, our purpose of creating the foundations for learning for life, remains the same, along with our vision, values and strong ESG commitment.

Under Pejman's leadership, we have seen early signs of our renewed strategy delivering successful results – with these being achieved in each of the six focus areas. The Board and I are focused on overseeing the delivery of a “fit core” for our business as our operational execution and rigour in cost and capital control remain firmly in our sights.

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I'd now like to provide a brief update on our employee wage remediation program. This is well progressed with over 95% of team members having been fully remediated, and an outreach and advertising process continuing to connect with the remaining former team members. We are continuing to engage with the Fair Work Ombudsman in connection with the matter.

The shareholder class action proceedings which were filed against the Company in late 2020 have been settled, subject to Court approval, with the decision to settle made by the Board in the best interests of our shareholders. There will be no P&L impact to the Group's expected 2024 financial results.

As Chair, I share that it's heartwarming to see the work that goes on each day, keeping children at the centre of all we do, and we sincerely thank all our team members for their passion and dedication to the families and children in our care.

I would also like to thank you, our shareholders, for your continued commitment and support of G8 Education.

I will now hand over to our Managing Director and Chief Executive Officer, Pejman Okhovat, to deliver his address.

Thank you for attending today.

Debra Singh
Chair

2024 AGM – MANAGING DIRECTOR'S ADDRESS

Pejman Okhovat

Thank you, Debra and good morning, everyone.

I'd also like to acknowledge the traditional custodians of the lands we're on today, the Jagera people and the Turrbal people as the Traditional Custodians of Meanjin (Brisbane).

Since joining G8 Education 15 months ago, I have had an enriching and positive experience as I've learnt about the Early Childhood sector, and importantly about G8, and our dedicated team, by visiting over a quarter of our network and seeing first hand the amazing work our team do every day to support our families in our 430 centres. I have worked hard and at pace to understand, plan and implement a set of strategies and initiatives that will grow our organisation over multiple horizons.

As Debra outlined, I'm going to provide you with an update on the operating environment, the progress in relation to the execution of the group's strategic focus areas and the group's trading performance for the year to date.

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Current macro environment

The long term outlook of the sector in our view remains positive with continued bipartisan government support towards universal access to early childhood, economic benefits of increased female work participation and net growth in migration.

At the same time in 2023 the sector's operating environment remained dynamic with heightened inflation impacting our economy and putting pressure on operating costs, cost of living and a tough labour market.

Group's activities saw G8 navigate this environment well through focus on occupancy, cost management, improved retention of our team and the delivery of high quality programs leading to improved results for our families, team and shareholders.

G8 Education, along with the sector, remains focused on engaging constructively with Government and Regulators to ensure the right settings are in place for families and sector participants. Multiple inquiries and potential reforms, including potential multi-employer bargaining reforms, remain a significant focus this year and will require careful navigation.

The Group welcomes these changes and the growing recognition that investing in the sector is an investment in our future generations and our economy. The Group remains supportive of measures that improve accessibility, affordability and inclusion for all families.

We have invested significant time and resources in being a leading voice in our sector discussions, including the recently released findings from the ACCC Child Care Inquiry, the draft report from the Productivity Commission's ECEC Inquiry, New South Wales IPART ECEC Review and report and the South Australian Royal Commission report - ensuring we continue to advocate for better – for our centre team members as well as for the children and families in our care.

The findings and recommendations from these inquiries continue to be further developed and we look forward to working alongside all key government and sector stakeholders for a better future.

Our strategic focus

At G8 Education, we are purpose led, guided by our values and proud to help shape the lives and minds of thousands of children attending our services every day while creating a fun and inspiring place where all children thrive. Aligned with this is our renewed strategy and path forward.

To deliver on our strategy and achieve our strategic objectives, the Group has developed a phased approach focused on creating a fit core over the near term before enhancing the core and then pursuing attractive growth opportunities. We have six focus areas of team, family experience, quality, education and inclusions, operating model and financial stability that will translate into consistent operational execution, improving efficiency of processes and systems, management of costs and assets, and building capabilities.

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I'm pleased to report, we're already delivering early results that will achieve a stable and capable team, delivering high quality service every day, better educational programs for children, and an improved experience for families, children and our stakeholders.

For example, we were able to increase our team retention by 4% on the prior year to 74% with Teacher retention increasing 12% and reduce our team vacancies by 25%. This was achieved by focusing on ongoing employee education and other workplace factors including the health and well-being of our people.

As a result, there are no capped centres due to team shortages within our G8 network and our usage of agency has significantly reduced. Occupancy continues to be supported by the positive trend in increased frequency – which measures the average number of days per week that a child attends G8 centres.

Our first horizon, which is the focus for CY24, provides a near term emphasis that is directed towards delivering improvements in family experience, team stability and engagement, operating model efficiency and optimising our centres to deliver a “fit core” early learning and care business. This is underpinned by our purpose of creating the foundations for learning for life, while placing the child at the heart of everything we do.

These positive results have been achieved through targeted strategic initiatives including a Family experience program, targeted learning and development programs for our people and enhanced discipline for our business as usual activities. Aligned with our values, we will continue to innovate and bring our passion for early education into our centres for our families and future generations.

Looking beyond CY24 out to CY26 and onwards, our focus will graduate to horizon 2, enhancing our core and horizon 3 that will focus on growth.

Trading Update

With respect to our YTD performance to April 2024, we have continued the solid start to the year.

From a Group occupancy perspective, the occupancy improvement year on year has been maintained with April YTD¹ occupancy 1.1% pts above pcp and from a Spot perspective 1.3%pts above same week last year.

We continue to see strong performance in cost management particularly in wage rostering and usage of agency, with current usage levels well below prior year. These positive outcomes are driven by our strong performance in filling vacancies and improving team retention which have continued through quarter 1.

Portfolio optimisation has progressed albeit slower than initially expected due to regulatory and landlord approvals. To date, 17 centres have been exited, reflecting statutory EBIT after lease interest losses of \$1.1m. The divestments have occurred on a commercial multiple of 1.5x of the CY23 pre-AASB16 losses of \$3.7m, for a cash outflow of circa \$5m. There remains 8 centres to be divested in the Genius deal and a further 6 will be progressed outside of the Genius deal.

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Looking ahead, the Group will continue to be purpose led and pursue its strategic objectives by focusing initially on a “fit core”, where G8 demonstrates improved operational execution including disciplined capital allocation framework, focus on optimisation of the existing network and disciplined cost management principles. This will pave the way for our next strategic horizon where we aim to enhance and grow our core.

Thanks to team members and shareholders

In closing, I would also like to acknowledge and thank our G8 team for the dedication and compassion they provide to our children as they partner with families to support children’s early education outcomes. It is a privilege to create the foundations for learning for life for the next generation of Australian children.

And finally, I would like to thank you, our shareholders, for your ongoing support and for attending today.

Pejman Okhovat
CEO & Managing Director



2024 ANNUAL GENERAL MEETING PROXY VOTING RESULTS

RESOLUTION	VOTES FOR	VOTES AGAINST	VOTES OPEN	TOTAL	ABSTAIN
Resolution 1 Remuneration Report	557,229,361 89.13% 150 holders	66,989,104 10.71% 180 holders	975,218 0.16% 66 holders	625,193,683 77.23% of issued capital	397,772 34 holders
Resolution 2 Re-election of Margaret Zabel	621,591,654 99.36% 260 holders	3,076,557 0.49% 78 holders	944,199 0.15% 65 holders	625,612,410 77.28% of issued capital	209,129 28 holders
Resolution 3 Election of Toni Thornton	622,561,429 99.51% 264 holders	2,136,485 0.34% 74 holders	920,199 0.15% 64 holders	625,618,113 77.28% of issued capital	203,426 28 holders
Resolution 4 Increase in Non-Executive Director Fee Cap	618,403,755 99.12% 88 holders	4,597,884 0.74% 243 holders	915,761 0.15% 63 holders	623,917,400 77.07% of issued capital	1,674,055 31 holders
Resolution 5 Issue of Performance Rights to CEO/MD	622,068,696 99.49% 104 holders	2,250,608 0.36% 232 holders	954,208 0.15% 66 holders	625,273,512 77.24% of issued capital	317,943 23 holders

ANNUAL GENERAL MEETING

G8 Education Limited (ASX:GEM) | 7 May 2024



G8 Education^{ltd}



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This presentation may contain certain "forward-looking statements". The words "expect", "should", "could", "may", "predict", "plan" and other similar expressions are intended to identify forward-looking statements. Indications of, and guidance on, future earnings and financial position and performance are also forward-looking statements.

Forward-looking statements, opinions and estimates provided in this presentation are based on assumptions and contingencies which are subject to change without notice, as are statements about market and industry trends, which are based on interpretations of current market conditions. Forward-looking statements including projections, guidance on future earnings and estimates are provided as a general guide only and should not be relied upon as an indication or guarantee of future performance. Actual results, performance or achievements may vary materially for many projections because events and actual circumstances frequently do not occur as forecast and these differences can be material. This presentation contains such statements that are subject to risk factors associated with the industry in which G8 operates which may materially impact on future performance. Investors should form their own views as to these matters and the assumptions on which any forward-looking statements are based. G8 assumes no obligation to update or revise such information to reflect any change in expectations or assumptions. The inclusion of forward-looking statements in this presentation should not be regarded as a representation, warranty or guarantee with respect to its accuracy or the accuracy of the underlying assumptions or that G8 will achieve, or is likely to achieve, any particular results.

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Acknowledgement of country

G8 Education acknowledges the Traditional Owners of the lands on which we operate and pays our respects to Elders past, present and emerging.

We recognise that Aboriginal and Torres Strait Islander peoples have been nurturing and teaching children on these lands for thousands of years.

We are grateful for the opportunity to work, learn and grow connections together as a united community.

G8 EDUCATION

BOARD OF DIRECTORS



Debra Singh
Chair & Non-Executive Director



Pejman Okhovat
Managing Director & CEO



Julie Cogin
Non-Executive Director



David Foster
Non-Executive Director



Antonia Thornton
Non-Executive Director



Peter Trimble
Non-Executive Director



Margaret Zabel
Non-Executive Director



CHAIR'S ADDRESS



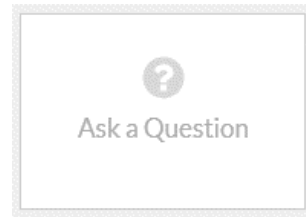
MANAGING DIRECTOR & CEO'S ADDRESS



PROCEDURAL MATTERS

HOW TO ASK QUESTIONS

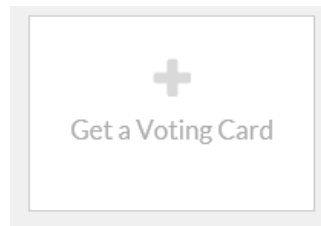
1. Click “**Ask a Question**”



2. Select the **item of business** from the drop-down menu and type your question in the space provided
3. Once you have typed your question, click “**Submit Question**”

HOW TO VOTE

1. Click **“Get a Voting Card”**



2. Enter your Shareholder Number (SRN/HIN) or Proxy Number and click **“Submit Details and Vote”**
3. Fill out your voting card for each item of business
4. Click **“Submit Vote”** or **“Submit Partial Vote”**



BUSINESS OF MEETING

ITEM 1 – ANNUAL REPORTS

To receive and consider the Company's Annual Financial Report, Directors' Report and Auditors' Report for the financial year ended 31 December 2023.

There is no vote on this item.



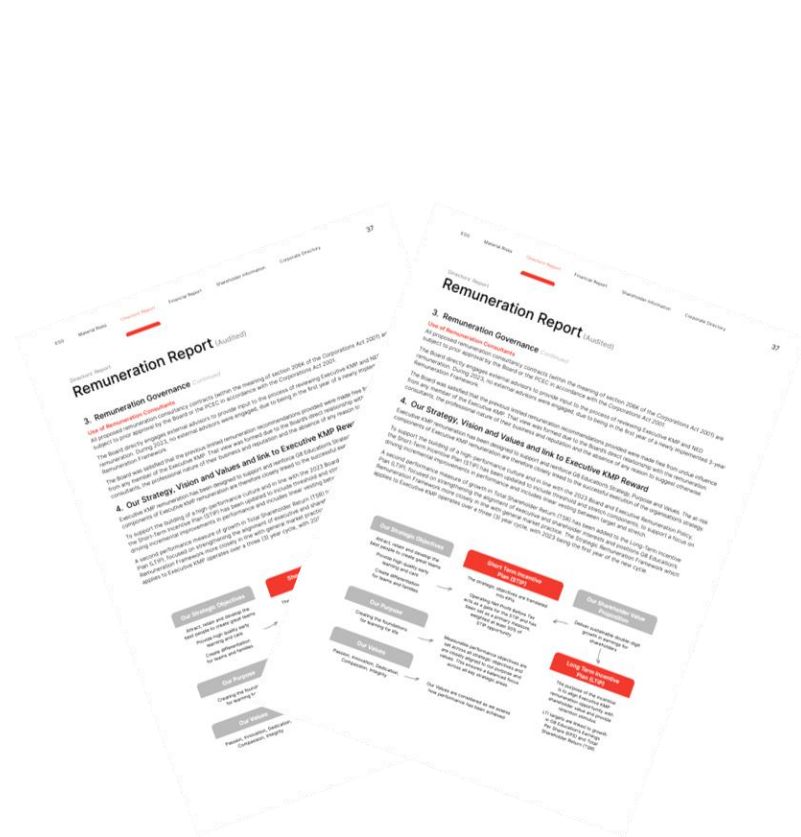
RESOLUTION 1 – REMUNERATION REPORT

To consider and, if thought fit, pass the following resolution as a non-binding ordinary resolution in accordance with section 250R(2) of the *Corporations Act 2001* (Cth) (**Corporations Act**):

‘That the Remuneration Report for the year ended 31 December 2023 be adopted.’

Please note that the vote on this Resolution is advisory only and does not bind the Directors or the Company.

An explanatory note and voting exclusions appear in the Notice of Annual General Meeting.



RESOLUTION 1 – REMUNERATION REPORT

Votes For	557,229,361 (150 holders)	89.13% ¹
Votes Against	66,989,104 (180 holders)	10.71%
Open Proxies held by the Chair (to be voted at Chair's Discretion)	801,176	0.13%
Open Proxies held by other Proxy-holders (to be voted at that Proxy-holder's discretion)	174,042	0.03%
Votes Abstain	397,772	-

1. Percentage Total Valid Available Votes

RESOLUTION 2 – RE-ELECTION OF A DIRECTOR – MARGARET ZABEL

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

‘That Ms Margaret Zabel who, having been re-elected on 19 May 2021 as a Director in accordance with the Company’s constitution, retires as a Director of the Company and being eligible offers herself for re-election as a Director of the Company, be elected as a Director of the Company.’

Ms Zabel’s background, qualifications and experience appear in the explanatory note to the Notice of Annual General Meeting.



RESOLUTION 2 – RE-ELECTION OF A DIRECTOR - MARGARET ZABEL

Votes For	621,591,654 (260 holders)	99.36% ¹
Votes Against	3,076,557 (78 holders)	0.49%
Open Proxies held by the Chair (to be voted at Chair's Discretion)	770,157	0.12%
Open Proxies held by other Proxy-holders (to be voted at that Proxy-holder's discretion)	174,042	0.03%
Votes Abstain	209,129	-

1. Percentage Total Valid Available Votes

RESOLUTION 3 – RE-ELECTION OF A DIRECTOR – TONI THORNTON

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

“That Ms Antonia Thornton who, having been re-elected on 27 April 2022 as a Director in accordance with the Company’s constitution, retires as a Director of the Company and being eligible offers herself for re-election as a Director of the Company, be elected as a Director of the Company.”

Ms Thornton’s background, qualifications and experience appear in the explanatory note to the Notice of Annual General Meeting.



RESOLUTION 3 – RE-ELECTION OF A DIRECTOR – TONI THORNTON

Votes For	622,561,429 (264 holders)	99.51% ¹
Votes Against	2,136,485 (74 holders)	0.34%
Open Proxies held by the Chair (to be voted at Chair's Discretion)	746,157	0.12%
Open Proxies held by other Proxy-holders (to be voted at that Proxy-holder's discretion)	174,042	0.03%
Votes Abstain	203,426	-

1. Percentage Total Valid Available Votes

RESOLUTION 4 – INCREASE IN THE NON-EXECUTIVE DIRECTOR FEE CAP

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

“That, for the purpose of Listing Rule 10.17, Article 50(a) of the Company's Constitution and for all other purposes, the maximum aggregate annual amount of Directors' fees that may be paid by the Company to all of its non-executive Directors be increased by \$250,000 from \$1,100,000 to \$1,350,000.”

An explanatory note and voting exclusions appear in the Notice of Annual General Meeting

RESOLUTION 4 – INCREASE IN THE NON-EXECUTIVE DIRECTOR FEE CAP

Votes For	618,403,755 (88 holders)	99.12% ¹
Votes Against	4,597,884 (243 holders)	0.74%
Open Proxies held by the Chair (to be voted at Chair's Discretion)	741,719	0.12%
Open Proxies held by other Proxy-holders (to be voted at that Proxy-holder's discretion)	174,042	0.03%
Votes Abstain	1,674,055	-

1. Percentage Total Valid Available Votes

RESOLUTION 5 – ISSUE OF PERFORMANCE RIGHTS TO CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

To consider and, if thought fit, to pass the following resolution as an ordinary resolution:

“That approval be given:

(a) for the purposes of Listing Rule 10.14 and for all other purposes, to the grant of 755,347 Performance Rights to the Company's Managing Director and Chief Executive Officer, Mr Pejman Okhovat; and

(b) for the purpose of section 200E of the Corporations Act, to the giving of a benefit to the Company's Managing Director and Chief Executive Officer, Mr Pejman Okhovat, in connection with any vesting of those Performance Rights on the cessation of Mr Okhovat's employment with the Company or a related body corporate of the Company,

in each case under the G8 Executive Incentive Plan and on the basis described in section 2.6 of the Explanatory Statement.”

An explanatory note and voting exclusions appear in the Notice of Annual General Meeting.

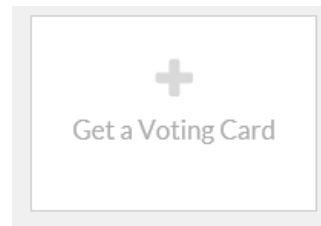
RESOLUTION 5 – ISSUE OF PERFORMANCE RIGHTS TO CHIEF EXECUTIVE OFFICER AND MANAGING DIRECTOR

Votes For	622,068,696	99.49% ¹
Votes Against	2,250,608	0.36%
Open Proxies held by the Chair (to be voted at Chair's Discretion)	780,166	0.12%
Open Proxies held by other Proxy-holders (to be voted at that Proxy-holder's discretion)	174,042	0.03%
Votes Abstain	317,943	-

1. Percentage Total Valid Available Votes

HOW TO VOTE

1. Click **“Get a Voting Card”**



2. Enter your Shareholder Number (SRN/HIN) or Proxy Number and click **“Submit Details and Vote”**
3. Fill out your voting card for each item of business
4. Click **“Submit Vote”** or **“Submit Partial Vote”**

ANNUAL GENERAL MEETING

G8 Education Limited (ASX:GEM) | 7 May 2024

