G8 Education Limited (ASX:GEM)



29 April 2025

Market Announcements Office ASX Limited 20 Bridge Street SYDNEY NSW 2000

Dear Sir/Madam

2025 AGM - CHAIR'S AND MANAGING DIRECTOR'S ADDRESSES & PRESENTATION

Attached are the following documents to be presented at G8 Education Limited's 2025 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

Josie King

Company Secretary

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

For further information, contact:

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2025 AGM - CHAIR'S ADDRESS

Debra Singh

To begin, I will provide you with an overview of the Group's 2024 performance from an operational and strategic perspective and Pejman Okhovat, our Managing Director and 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 Peiman's presentation we will move to the formal items of business.

I would like to welcome Stephen Heath to his first G8 Education AGM as our newest Non-Executive Director. You will hear more from Stephen later in today's meeting.

Reflecting on 2024, as Chair, I can report it was a year focused on building a "fit core" and laying the strong foundations needed for consistent operational execution. Lead by our Managing Director and CEO Peiman, his disciplined approach ensured we continue to deliver high-quality education and care for the children we serve.

The Board continues to have great confidence in his leadership and performance focus, and with the support of his Executive Leadership Team, to executing the strategy and achieving positive outcomes that benefit all our stakeholders, which was clearly delivered in CY 2024 with solid earnings recovery underpinned by improved operational performance for the year.

As we look back on 2024, it was a year marked by significant external pressures—cost-ofliving and inflationary challenges, combined with a high-interest rate environment and tighter financial conditions. It has also been a year of on-going regulator focus for the early childhood education and care sector which is brought with it both challenges and opportunities.

Early childhood education and care is central to the agenda at all levels of Government. One of our most important goals in 2024 was advocating for long-term reforms that create a more equitable and sustainable early childhood education and care sector in Australia.

We've championed measures that entitle every child to access at least three days of care, provided more support for lower-income families, and continued our efforts to push for reforms, including backing the Productivity Commission's key recommendations, to ensure all children get the best possible start in life.

By the end of 2024, we were proud to have more than 41,000 children attending our services each week, supported by over 10,000 passionate team members—all working together to deliver the best possible experience for the children in our care. It has been a privilege to witness the unwavering passion from every member of the G8 Education team, who continue to bring our purpose to life: Creating the foundations for learning for life.

Our commitment to high standards of education and care was reflected in the fact that 93% of our long day care centres are now "Meeting" or "Exceeding" the National Quality Standards, which is 2% above the sector average. Additionally, the launch of 1Place Childcare has proven to be another significant milestone, providing an integrated and accessible compliance management system for our team.

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Importantly, we continue to recognise the benefits of sector collaboration and advocacy. We are a member of Early Learning and Care Council of Australia, and we took a front row seat at the 2024 Early Childhood Australia National Conference as a sponsor and showcasing our collaborative *Digital Literacies@Play* program.

Our focus on child safety remained unwavering. We continued to prioritise key child safety categories, actively gathering and responding to family feedback through our 'always on' feedback channels. Our Net Promoter Score (NPS) also increased to 50 points, reflecting the loyalty of families who trust us to care for their children.

In 2024 we were the first and only large ECEC provider to voluntarily join and take a lead role in multi-employer collective bargaining alongside a number of small providers and Unions. As a result, we were instrumental in landing our nation's first Multi-Employer Agreement (MEA). This outcome recognises the value and significant contributions of our team members working in our centre network, delivering the Federal Government funded 15% award rate pay increase for early childhood education and care workers over a two-year period in the form of the ECEC Worker Retention Payment. Whilst it is early days for our MEA, the first uplift in wages is already having a positive impact on employee engagement and retention.

Our team can be proud to have delivered strong improvements across the G8 Education network in 2024, and they have done so with a firm focus on our purpose.

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

This year we continued to advance our sustainability initiatives and made progress against our ESG strategy to embed ESG principles in alignment with our business objectives and strategic priorities.

In 2024 we continued our progress on First Nations initiatives, with delivery of 100% of our planned deliverables for our Reflect Reconciliation Action Plan and G8 Education became a member of Supply Nation reinforcing our commitment to promote greater economic empowerment for Aboriginal and Torres Strait Islander peoples and communities and working towards Closing the Gap.

Pleasingly, we have continued to strengthen our focus on our environmental sustainability extending our solar panel rollout project, renewing our sustainability linked loan and transitioning 89% of fleet vehicles to hybrid. These initiatives highlight our ongoing commitment to taking proactive measures to reduce our environmental impact.

We are pleased to report that in 2024, we achieved solid financial performance while executing our strategic plan to build a "fit core." We saw improvement across our six key focus areas, including team retention, quality ratings, family experience, and occupancy. Our financial health continued to strengthen, and we recorded a 14.8% increase in statutory Earnings Before Interest and Tax (EBIT) to \$152.8 million, with a Net Profit After Tax (NPAT) of \$67.7 million. This solid performance enables us to continue investing in our people, services, and future growth.

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As Chair, I am proud to share and acknowledge the work that goes on each day, keeping children at the heart of everything 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, to deliver his address.

Thank you for attending today.

Debra Singh Chair

2025 AGM - MANAGING DIRECTOR'S ADDRESS

Pejman Okhovat

Thank you, Debra and good morning everyone.

2024 was a year filled with positive and enriching experiences as we worked hard to build a 'fit core' and to continue to support our families, our team and our 406 centres.

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 in 2024 and conclude with a brief trading update.

2024 Operating Environment

The operating environment for the sector was dynamic and challenging, with external market forces impacting the economy and creating cost of living pressure for families in our centres and on our operating costs.

Although labour market challenges have eased somewhat in recent months, during 2024 our focus remained steadfast on staff retention and engagement, and on key initiatives to continue to invest in and develop our team's capability.

At G8 Education, our core areas of focus continue to be safety and compliance, retention and development of our team, the delivery of quality programs led by Early Childhood teachers and Educational Leaders, creating a great experience for our families, continuing to refine our operations and ensuring we're sustainable for many years to come.

Our efforts in these areas delivered solid improvement year on year, one that we are proud of with the challenging backdrop in mind. These areas remain at the forefront of our evolved strategy as we continue to navigate the current environment and strive forward.

We are committed to further enhancing the quality of the education and care services we provide and enriching the daily experience for our families. We welcome the renewed focus by state Governments on preschool and kindergarten programs, as they align with our

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purpose of creating the foundations for learning through delivering high-quality early childhood education.

Sector Advocacy and Collaboration

We've invested considerable time and resources in being a leading voice within sector discussions, particularly the findings from several key inquiries, including the Productivity Commission's ECEC Inquiry and the multi-employer bargaining process.

In 2024 we welcomed the release of the Productivity Commission's report into the Early Childhood Education and Care sector that included a range of recommendations for reform aimed at providing universal early learning and care access, within the means of all families, for education and childcare for all children up to five years old.

And we applauded the finalisation of the Multi-Enterprise Agreement that includes better conditions and well-deserved increased rates of pay for workers in the Early Education and Care sector (ECEC) with early childhood educators receiving a 10 per cent pay rise in December 2024, with a further 5 per cent increase in December this year.

We embrace these changes and the growing recognition that investing in the sector is an investment in future generations and the broader economy. We will continue to support measures that improve accessibility, affordability, and inclusion for all families. We look forward to continued collaboration with all key government and sector stakeholders to shape a better future for the sector.

Investing in Our Team and Future

Our people are the foundation of our success, and in 2025, we have placed even greater emphasis on strengthening and supporting our team. Attraction, retention, and engagement have been key priorities, and we are proud of the progress made. Employee engagement has increased to 78%, up from 76% last year, placing us above both sector and national benchmarks.

In addition, team retention improved to 77%, and we reduced vacancies by more than 50% compared to the sector average of 22%. These results are a testament to our leadership teams' efforts in creating a positive, supportive work environment.

We are also proud of our Study Pathways program, which saw more than 2,300 team members engage in further education, ranging from Certificate to Bachelor levels, fully funded by G8 Education while they continue to work. Additionally, we launched WonderLab, a new learning platform designed to support the ongoing development and growth of our teams.

Safety and Operational Performance

Moving onto safety and our operational performance. Safety as always remains our number one priority.

We take child protection and safeguarding extremely seriously, demonstrated and underpinned by our robust National Child Protection and Safeguarding Framework and Policy, which guides the practice of all our team members in our 406 centres. These measures are

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designed to ensure that our centres are safe environments, where children are protected from harm, and where they receive the highest standard of education and care.

In line with our commitment to quality, we are proud to report that 93 per cent of our centres are currently "Meeting" or "Exceeding" the National Quality Standards. This achievement is a testament to the hard work, dedication, and professionalism of our team, who are fully committed to providing safe, nurturing, and enriching environments for the children in our care.

We remained focused on operational consistency and delivering exceptional experiences for our families. We performed well in a competitive market and recorded modest year-on-year growth, achieving a 70.7% group occupancy. This reflects our ongoing efforts to create positive family experiences and build trust in our services. Group occupancy has been supported by a positive trend in increased frequency—measuring the average number of days per week a child attends G8 centres.

From a team safety perspective, in 2024, we achieved a 36% reduction in Lost Time Injuries, reinforcing our commitment to a safe and supportive work environment for all.

Strategy and Focus Areas

At G8 Education, we are purpose-driven and guided by our core values, striving to positively impact the lives and minds of thousands of children who attend our services every day. Having delivered a "Fit Core" and great results in horizon 1 of our strategy, we now turn our attention to horizon 2 of our strategy, "Enhancing and Optimising" our organisation. Our evolved strategy is designed with six core focus areas: team, safety and compliance, education and quality, family experience and branding, operating model and financial stability. This phase will focus our efforts in continuing to build our team capability, deliver greater experiences and outcomes for our children and families, consistent operational execution, and improved process and system efficiency.

I'm pleased to report that we have seen a continuation of improving results across majority of these focus areas in early parts of this year such as our team retention, family experience and quality measures of our centres.

Trading Update

The overall performance of G8 Group is dependent on several key factors, including occupancy, cost management, capital management and portfolio optimisation.

As we outlined in February, the start of this year was challenged with later than normal family engagement with the sector and continued cost-of-living pressures resulting in lower occupancy patterns remaining through quarter 1. Our current occupancy as of the week ending 20 April 2025 is a spot occupancy of 64.7%, -3.8% points lower than pcp and YTD Occupancy of 64.1% which is -3.0% lower than pcp. During the months of March and April we have seen improved enquiries and activity from families engaging with our centres.

We remain confident in mitigating the shortfall in current occupancy patterns with our proven track record of cost improvements and efficiency by which the core of the business operates. We also continue to deliver value through our procurement strategy and portfolio optimisation, which will further assist in achieving our financial and strategic goals.

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Notwithstanding the sector occupancy challenges and macro environment, we are confident of delivering earnings growth in H1 2025 compared to H1 2024.

Favourable macroeconomic tailwinds, including easing inflation, interest rate cuts and an increase in CCS at mid-year by the Federal Government are expected to ease cost-of living pressures and in turn support an increase in childcare participation in the second half of CY25 and given this, we remain cautiously optimistic about full year results.

Thanks to team members and shareholders

In conclusion, I want to express my sincere appreciation to our G8 team for their unwavering dedication and compassion in supporting our children every day. Their partnership with families plays a vital role in shaping positive early education outcomes. It is truly a privilege to help lay the foundation for lifelong learning for the next generation of Australian children.

Lastly, I would like to extend my heartfelt thanks to you, our shareholders, for your continued support and for being here with us today.

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Pejman Okhovat CEO & Managing Director

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G8 EDUCATION LIMITED ANNUAL GENERAL MEETING

PROXY SNAPSHOT

TUESDAY 29 APRIL 2025

Proxies at 27/04/2025 12:16

		For —	Open	Against —	Total Valid Available Votes	As a % of Issued Capital	Abstain¹
Resolution 1 REMUNERATION REPORT	Votes Holders Percentage	608,445,753 141 99.52%	802,673 46 .13%	2,136,559 147 .35%	611,384,985	78.29%	308,955 30
Resolution 2 RE-ELECTION OF A DIRECTOR - MS DEBRA SINGH	Votes Holders Percentage	605,633,155 217 99.00%	812,825 47 .13%	5,276,566 69 .86%	611,722,546	78.33%	75,644 34
Resolution 3 RE-ELECTION OF A DIRECTOR - MR STEPHEN HEATH	Votes Holders Percentage	610,486,333 222 99.80%	805,965 46 .13%	410,356 57 .07%	611,702,654	78.33%	95,536 38
Resolution 4 ISSUE OF PERFORMANCE RIGHTS TO MD & CEO	Votes Holders Percentage	605,864,563 106 99.06%	794,780 45 .13%	4,975,157 172 .81%	611,634,500	78.32%	163,690 41
Resolution 5 AMEND THE COMPANYS CONSTITUTION	Votes Holders Percentage	30,040,764 124 5.41%	1,032,527 53 .19%	523,841,699 156 94.40%	554,914,990	71.05%	56,883,200 41

Confidential

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G8 EDUCATION LIMITED ANNUAL GENERAL MEETING

PROXY SNAPSHOT

TUESDAY 29 APRIL 2025

Proxies at 27/04/2025 12:16

		For	<u>Open</u>	Against	Total Valid Available Votes	As a % of Issued Capital	Abstain¹
Resolution 6 PAID PARENTAL LEAVE	Votes Holders Percentage	170,218,676 137 28.34%	1,066,241 50 .18%	429,306,383 159 71.48%	600,591,300	76.90%	11,206,890 24

Securities Selected: GEM

Valid Proxies Lodged:

363

Total Issued Capital: 780,966,683

end of report



DISCLAIMER & NON-IFRS INFORMATION

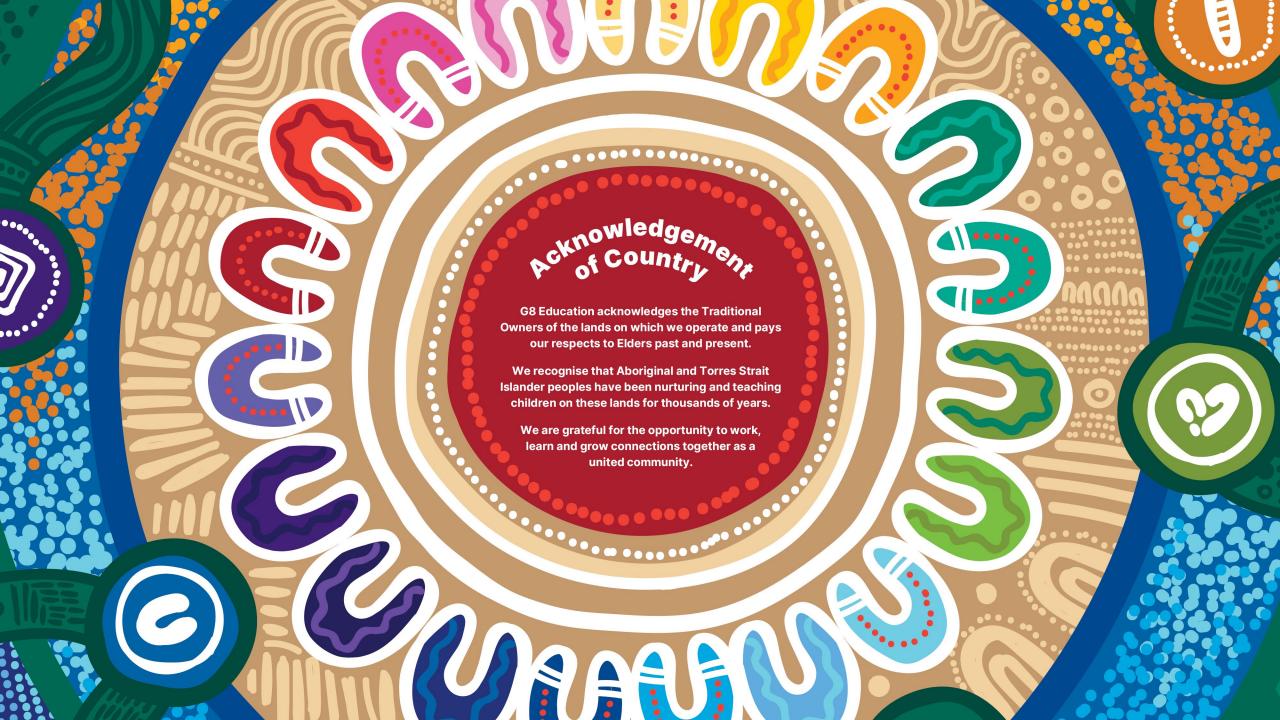
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BOARD OF DIRECTORS



Non-Executive Director & Chair



Managing Director & CEO



Non-Executive Director



Non-Executive Director



Non-Executive Director



Non-Executive Director



Non-Executive Director

CHAIR'S ADDRESS



MANAGING DIRECTOR'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"



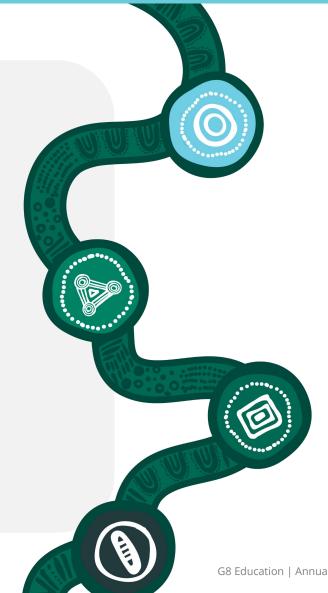
HOW TO VOTE

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 – FINANCIAL STATEMENTS AND REPORTS

To receive and consider the Company's Annual Financial Report, Directors' Report and Auditors' Report for the financial year ended 31 December 2024.

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* (Corporations Act):

"That the Remuneration Report for the year ended 31 December 2024 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 ForVotes AgainstOpen Proxies held by the ChairOpen Proxies held by other Proxy-holders608,445,7532,136,559531,600271,073					
608,445,753 2,136,559 531,600 271,073	Votes For	Votes Against	_	held by other	Votes Abstain
	608,445,753	2,136,559	531,600	271,073	308,955

RESOLUTION 2 – RE-ELECTION OF A DIRECTOR – DEBRA SINGH

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

"That Ms Debra Singh who, having been reelected 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 Singh's background, qualifications and experience appear in the explanatory note to the Notice of Annual General Meeting.



RESOLUTION 2 – RE-ELECTION OF A DIRECTOR – DEBRA SINGH

Votes For	Votes Against	Open Proxies held by the Chair	Open Proxies held by other Proxy-holders	Votes Abstain
605,633,155	5,276,566	541,752	271,073	75,644

RESOLUTION 3 – RE-ELECTION OF A DIRECTOR – STEPHEN HEATH

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

"That Mr Stephen Heath who, having been appointed on 3 June 2024 as a Director in accordance with the Company's constitution, retires as a Director of the Company and being eligible offers himself for re-election as a Director of the Company, be elected as a Director of the Company."

Mr Heath's background, qualifications and experience appear in the explanatory note to the Notice of Annual General Meeting.



RESOLUTION 3 – RE-ELECTION OF A DIRECTOR – STEPHEN HEATH

Votes For	Votes Against	Open Proxies held by the Chair	Open Proxies held by other Proxy-holders	Votes Abstain
610,486,333	410,356	534,892	271,073	95,536

RESOLUTION 4 – ISSUE OF PERFORMANCE RIGHTS UNDER THE 2025 G8 EXECUTIVE INCENTIVE PLAN TO MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

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 716,534 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 4 – ISSUE OF PERFORMANCE RIGHTS UNDER THE 2025 G8 EXECUTIVE INCENTIVE PLAN TO MANAGING DIRECTOR AND CHIEF EXECUTIVE OFFICER

Votes For	Votes Against	Open Proxies held by the Chair	Open Proxies held by other Proxy-holders	Votes Abstain
605,864,563	4,975,157	523,707	271,073	163,690

RESOLUTION 5 – SPECIAL RESOLUTION TO AMEND THE COMPANY'S CONSTITUTION

Resolution 5 is **NOT SUPPORTED** by the Board. This resolution was requisitioned by shareholders holding less than 0.007% of G8 Education Limited shares under section 249N of the Corporations Act.

The Company puts the following resolution as a special resolution:

"To insert into our company's constitution the following new clause 37.1:

Member resolutions at general meeting

The shareholders in general meeting may by ordinary resolution express an opinion, ask for information, or make a request, about the way in which a power of the company partially or exclusively vested in the directors has been or should be exercised. However, such a resolution must relate to an issue of material relevance to the company or the company's business as identified by the company, and cannot either advocate action which would violate any law or relate to any personal claim or grievance. Such a 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 5 - SPECIAL RESOLUTION TO AMEND THE COMPANY'S CONSTITUTION

Votes For	Votes Against	Open Proxies held by the Chair	Open Proxies held by other Proxy-holders	Votes Abstain
30,040,764	523,841,699	551,454	481,073	56,883,200

RESOLUTION 6 – PAID PARENTAL LEAVE

Resolution 6 is **NOT SUPPORTED** by the Board. This resolution was requisitioned by shareholders holding less than 0.007% of G8 Education Limited shares under section 249N of the Corporations Act.

Given that Resolution 5 did pass as a Special Resolution, the Company puts the following resolution as an ordinary resolution:

"Shareholders request that the Board of Directors implement an employer-funded paid parental leave policy for the Company. The policy should be determined by the Board and informed by the WGEA Leading Practice Parental Leave Policy Guide."

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

RESOLUTION 6 - PAID PARENTAL LEAVE

Votes For	Votes Against	Open Proxies held by the Chair	Open Proxies held by other Proxy-holders	Votes Abstain
170,218,676	429,306,383	585,168	481,073	11,206,890

