

THE GROUP TODAY AT COUNTRY LEVEL



	CANADA
Sites	110
Capacity	10 121
B2C / B2B	

	UK
Sites	83
Capacity	6 789
B2C	

	GER
Sites	32
Capacity	2 120
B2C / B2B	

	USA
Sites	57
Capacity	5 411
B2C	

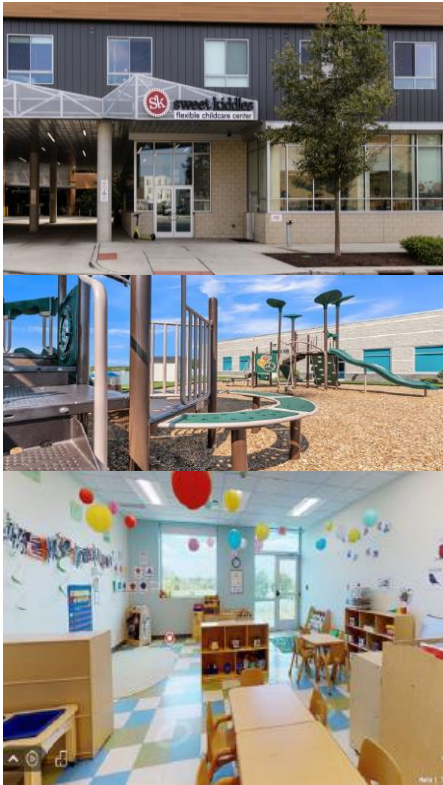
	FRANCE
Sites	809
Capacity	22 357
B2B / B2G / B2C	

FOCUS ON M&A ACTIVITY OVER Q1 2024

Sweet Kiddles



sweet kiddles®
flexible childcare center



- Rationale: Acquisition of a **flexible childcare cluster** in Cleveland, Ohio, located in 7 affluent Cleveland boroughs.
- What is flexible childcare? Parents can choose between:
 - hourly/daily bookings and,
 - weekly packages.➔ But both offers come with a flexible allocation of hours.

Example: on a week, families have the choice of spreading their hours as 4 x 10-hour days, or 3 x 13-hour days, or 5 x 8-hour days.

3 other deals closed during Q1 2024

Under the Sun



NEW JERSEY (NJ), USA

- 3 typical purpose-built schools in New Jersey
- Complements the Apple Hill cluster ➔ **now 6 schools in NJ**
- Schools with a good reputation
- Fun Fact : A swimming pool per school

Puddleducks



BERKSHIRE, UK

- Single nursery operated across two closely located sites in an affluent town in southern England, with a **forest school** in operation

College Town



SANDHURST, UK

- A well established (34 years), Ofsted Outstanding rated nursery near to 2 recent acquisitions (Spencers Wood & Puddleduck) forming a cluster of 3 nurseries, 24 km apart