CARE BUSINESS GROUP

THE CONTINUITY OF CARE PATHWAY

When an NDIS provider can't be sold the usual way.

An earn-out acquisition pathway for NDIS businesses in, or heading into, formal insolvency. Participants keep their supports, and the estate realises value from a business few buyers will touch.

THE POSITION YOU'RE IN

A disability service in your hands is a different kind of asset.

The buyer pool is thin

Few buyers will pay cash for an NDIS provider carrying compliance risk, and an appointee can't realistically give warranties.

Participants can't wait

If supports stop, people living with disability go without care. That sits beside your duties to creditors, and it doesn't pause for a sale process.

Time works against the estate

Each week of delay puts participant continuity and staff retention at risk, and with them most of what the business is worth.

Standard deal structures don't fit

A conventional buyer wants a clean balance sheet and enforceable warranties. A distressed provider rarely has either.

THE PATHWAY

An earn-out, built for NDIS businesses

Care Business Group acquires the business with no upfront purchase price. The estate is then paid a percentage of the revenue actually received for the transferred participants, every month, for three years.

The acquiring entity is Therapy Care Pty Ltd, a registered NDIS provider since 2016. Because the buyer already holds the registration, participants can move across without waiting on anyone's application.

WHAT IT MEANS FOR THE ESTATE

A realisation from a business that would usually return nothing.

No price to negotiate

With no purchase price there's no valuation stand-off, so Completion moves at the pace a formal appointment needs.

Paid monthly for 36 months

The Transfer Fee is a percentage of Paid Revenue, reported and paid monthly. The percentage is agreed case by case after due diligence.

No commission drag

No commission is payable to the appointee. Where a broker or adviser made the introduction, their commission is paid by us and isn't deducted from the estate's Transfer Fee.

Nothing further asked of you

Once the deed is signed, reporting and payment run from our side. The appointee carries no ongoing obligation.

What Paid Revenue means

Revenue actually received from the NDIA, plan managers or self-managed participants for the transferred participants, excluding GST and excluding referrals into other Care Business Group services. It's reconciled at participant level, so the estate can see exactly what each payment is based on.

Indicative structure only. Final terms depend on due diligence into the specific business, its participants and its compliance position, and are agreed in a transfer deed.

HOW A TRANSITION RUNS

From first call to participants supported, in weeks.

1

WITHIN TWO BUSINESS DAYS

Initial call

The scope of the appointment, participant numbers, funding mix and worker arrangements. Under a confidentiality agreement if you prefer.

2

FIRST WEEK

Gearing check, in writing

We test whether the business can carry the earn-out and the cost of delivering supports, and tell you in writing whether we're proceeding and why.

3

ABOUT FIVE BUSINESS DAYS

Due diligence

Participant plans, registration groups, audit and incident history, worker arrangements, and any SIL or accommodation commitments.

4

TERMS

Transfer deed and consent

The earn-out schedule, treatment of workers, records handover and a participant communication plan. Participants hear first from the people they already know, and we only make contact once they've given permission.

5

COMPLETION

Participants and workers move across

Into the registered group brand that serves their area, with notice to plan managers and the NDIS Commission as required. A local service manager leads the region, and our transition team steps back once the handover is done.

6

36 MONTHS

Earn-out paid

Paid Revenue reported and the Transfer Fee paid to the estate every month.

Indicative timing. It varies with the size of the participant base and the state of the records.

THE BUYER

A care group with registered providers already on the ground.

Care Business Group is a family of NDIS and care businesses. Participants transfer to the group brand that already delivers their kind of support in their area, rather than into a head office that's never worked there.

REGION	WHO SUPPORTS PARTICIPANTS
Western Sydney and South West Sydney	Therapy Care: core supports, therapy, group programs. Registered NDIS provider, est. 2016.
Newcastle and the Hunter	Therapy Care for core supports, and Assist Disability Services for support coordination and behaviour support.
Brisbane and the Gold Coast	Spic N Span: home, garden and daily living supports.
Anywhere else in Australia	We look at every NDIS business, wherever it is. Areas where the group already delivers move fastest.

Done before, and recently

An earn-out acquisition of an NDIS provider completed in April 2026 (Trusted Care), with participants supported across Western Sydney and Wagga Wagga.

Care businesses only

The group buys NDIS and care businesses and nothing else, so the process is built around participant plans, compliance history and SIL from the first conversation.

Consent comes first

We never contact a participant before they've agreed to it. The vendor's team makes the first call, and our letters and service agreements follow.

One integration framework

Every acquisition takes one of three routes: absorb into a sister brand, keep it standalone, or co-brand through a phased merge.

WHAT WE'D NEED TO MOVE QUICKLY

The first-week checklist

- [ ] Participant list with funding type, plan dates and the supports each person receives
- [ ] Registration groups held, audit status and any conditions on registration
- [ ] Workers: employees or contractors, and which award applies
- [ ] SIL, SDA or accommodation commitments currently in place
- [ ] Outstanding claims, and supports delivered but not yet billed
- [ ] Open incidents, complaints or NDIS Commission correspondence

> **Incomplete records aren't a blocker**
>
> Distressed businesses rarely hand over a clean data room. We can work from partial records and rebuild the participant position. We just need to know early.

Talk to us about a business in your hands

A first call costs the estate nothing and tells you quickly whether the pathway fits the appointment.

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