



CURRO

CURRO HOLDINGS LTD Interim Results JUNE 2015



DID YOU KNOW

- We educate 36 000 learners from 3 months to Grade 12
- We train 1 000 educators
- Curro learners representative 66% PDI
- Parallel medium (English 85%: Afrikaans 15%)
- We maintain a matric pass rate of 99%. In 2015 there are 1 500 matrics.
- We employ 3 917 staff of which 2 462 are educators. 1 292 of our staff are black
- We have more than 100 schools nationwide.



CURRO'S PRODUCTS

	Ave Fees (per month) (R)	Ages (yrs)	Max clas size	Curricular	
				Balanced	Academic
Curro schools	3 000	3 - 18	25	x	
Curro Select schools	4 500	3 - 18	25	x	
Meridian / Curro Academy schools	1 400	5 - 18	35		x
Curro Castle schools	2 400	0 - 5	25	x	
Embury Institute for Teacher Education	3 000	18 +	70		x



CURRO

OUR CORE PRODUCT

- Parents send their children to schools to learn
- Curriculum is the heart of any school
 - What should be taught?
 - How should the content be taught?
 - Why is the selected content relevant?



CURRO CENTRE FOR EDUCATIONAL EXCELLENCE

- Develop and innovate the South African curriculum to reflect world-class best practices
- Build the capacity of our educators
 - Intensive professional development
 - Subject heads
 - Induction programs
- Extensive research
 - In the process to publish our first on-line journal on 21st Century teaching and learning
- Tablets replaced many “modern methodologies” and brought the classroom much closer to the learners’ frames of reference: makes inspiring teaching easier



21ST CENTURY TEACHING & LEARNING

- Essential to ensure the future of our learners as adults in this rapidly changing world of work
- Promote the skills of Communication, Collaboration, Critical thinking/problem-solving and Creativity/innovation ... in all lessons
- Through 21st Century methodology
 - Train educators to use maximum engagement during their lessons
 - Promote deep meaningful learning
 - Create learners who are resourceful and resilient
- To ensure that learning is an integral part of teaching and not purely for assessment (there are very effective assessment strategies other than tests and exams)



LITERACY

- Basic literacy skills are crucial
 - Learners are matched to literacy levels which allow them to optimally develop their reading skills
 - Teach reading comprehension skills to learners from age 10 which allow our learners to fully utilize and develop their literacy skills. This is unique in South Africa.
- Coding is the new literacy
 - Added coding to our IT curriculum to add to our learners' coding skills that are already taught in the Robotics curriculum in Grades 2 to 6



WE FOCUSED ON “STEM”

- For the past four years we focused on Science, Technology, Engineering and Mathematics (STEM)
 - Satellite, nanotech, robotics
- Promote a problem-centred approach in Mathematics
- From 2016 we will also include the Commercial subject, Entrepreneurship in our curriculum



EMBURY INSTITUTE FOR TEACHER EDUCATION

- Heading towards Curro Institute for higher education
- Second campus at Waterfall Estate (Johannesburg)
- Growth in accredited courses
- **Distance learning opportunity**

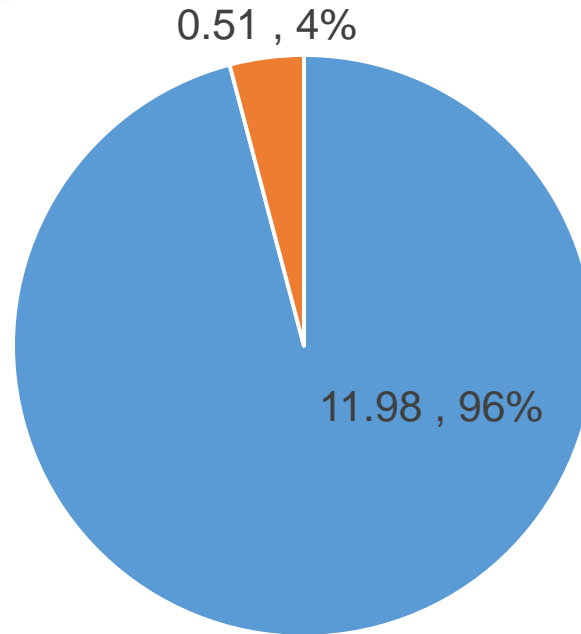
AN ADDITIONAL GROWTH STORY



CURRO

MARKET POTENTIAL

Learners (m)



■ Government schools ■ Private schools

With 90 000 learners in 2020, Curro will still occupy a small (0,72%) segment of the total school market.



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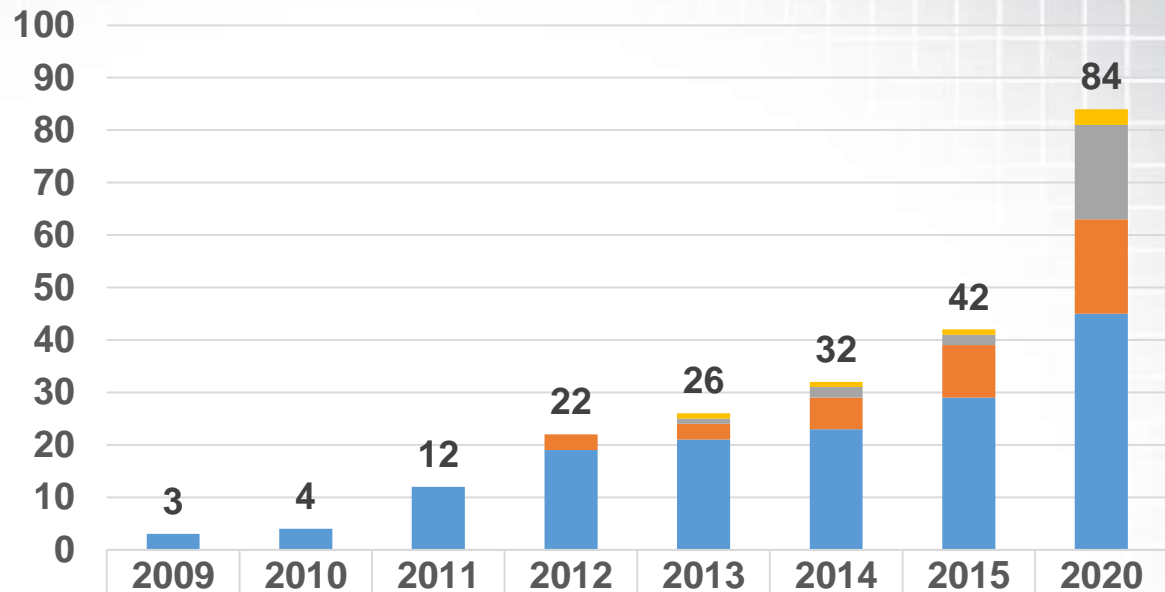
WE ARE:

FOCUSED to have

**80 campuses
(200 schools)
by 2020**



Number of campuses



Number of campuses	2009	2010	2011	2012	2013	2014	2015	2020
Number of campuses	3	4	12	22	26	32	42	84
Teachers College				0	1	1	1	3
Curro Castle				0	1	2	2	18
Meridian + Curro Academy				3	3	6	10	18
Curro and Select	3	4	12	19	21	23	29	45

42 campuses = 100 schools

84 campuses = 210 schools / phases of education



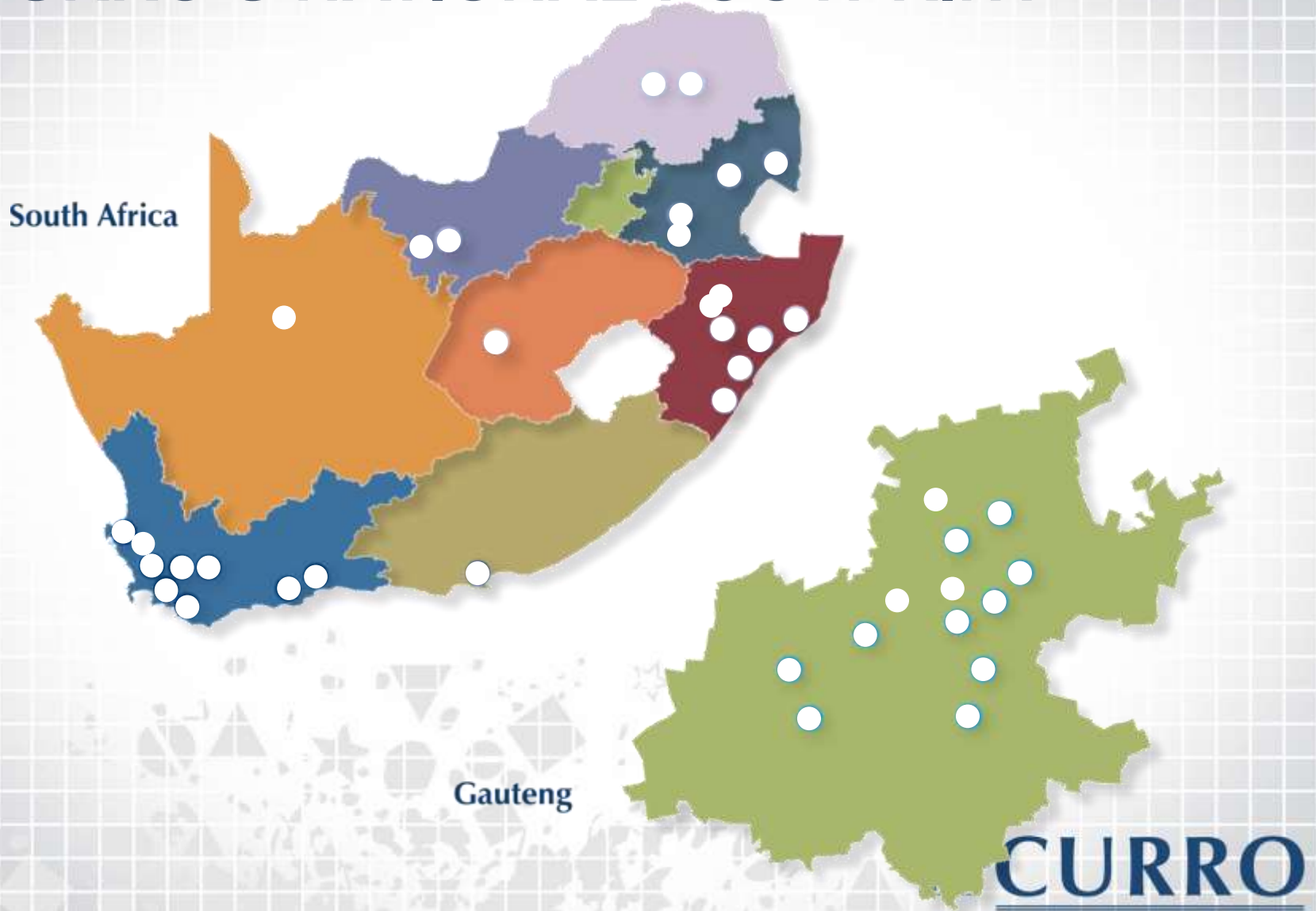
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PIPELINE (Confirmed)

	2015	2016	2017	2018	2019
Campuses					
Open	42	49	57	66	71
Additions	7	8	9	5	
Schools					
Open	101	112	126	143	159
Additions	11	14	17	16	



CURRO'S NATIONAL FOOTPRINT



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2015 NEW DEVELOPMENTS

- Curro schools
 - Sitari Country Estate (Somerset West, Western Cape)
 - Waterfall Estate (Midrand, Gauteng)
 - Hillcrest high school (Durban, KZN)
- Curro Castle nursery schools
 - Douglasdale (Johannesburg, Gauteng)
 - Bryanston (Johannesburg, Gauteng)
- Embury Institute for Teacher Education
 - New campus in Durban, KZN



2015 DEVELOPMENTS

- R600m of total investment
 - Classrooms, additional land, sports facilities (swimming pools and astro turfs) and cultural facilities (halls and auditoriums)
- 13 campuses more than R10m
 - Bankenveld, Embury School, Grantleigh, Hazeldean, Hillcrest primary school, Krugersdorp, Langebaan, Nelspruit, Mossel Bay, Port Elizabeth, Serengeti, St Dominic's, Waterstone



ACQUISITIONS



St Dominic's



Newcastle

(2015)

(Group 3 – Grade 12)



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2015: CAPITAL PROGRAM

	Rm
Investments:	
Expansion and improvements to existing campuses	600
New campuses:	400
Landbanking 10+ sites	250
Total	1 250
Acquisitions	In the offering
Funding through:	
Cash generated	Increasing
Rights issue (net)	725
Debt	Low gearing



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GEARING

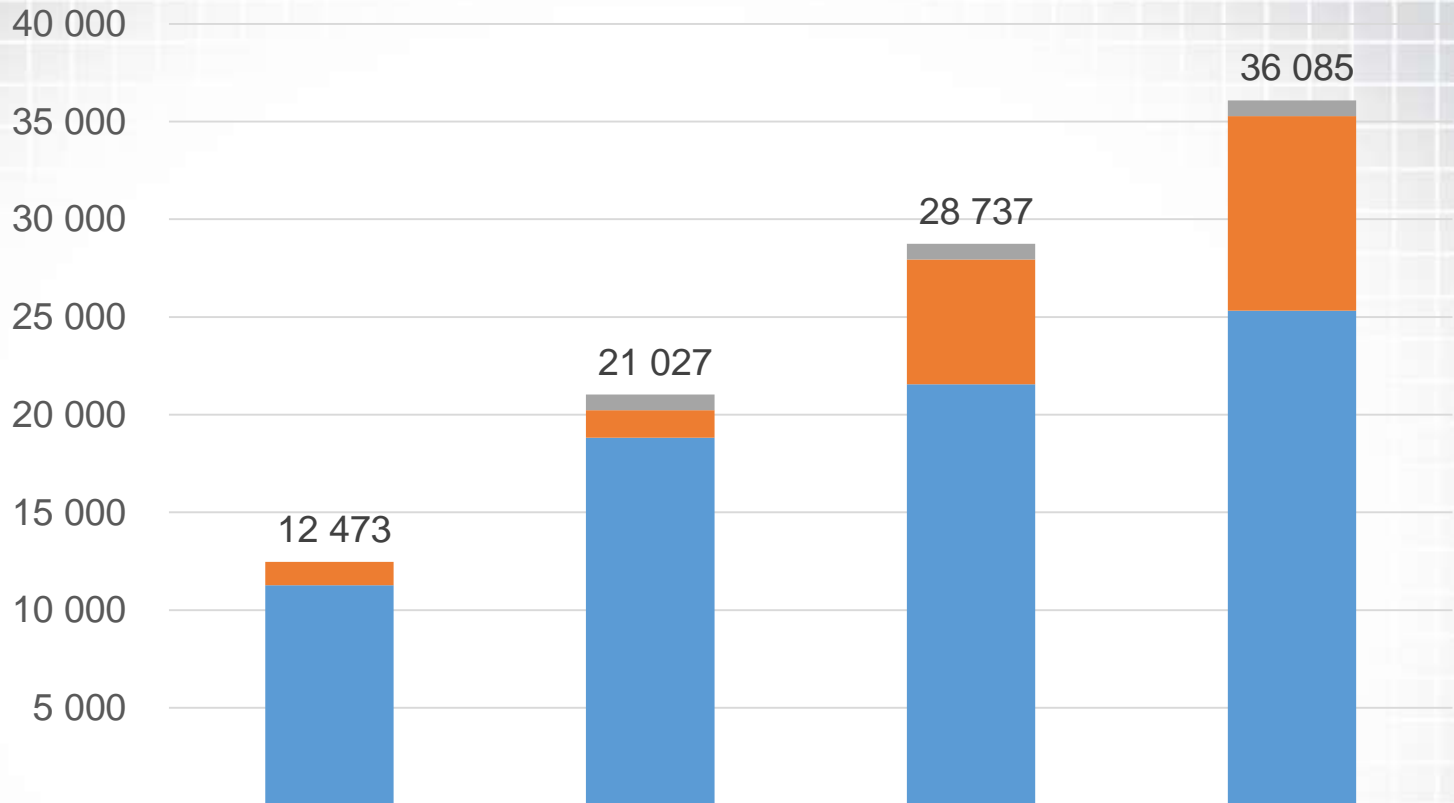
Balance sheet	Dec-14	Jun-15	Dec-15*
Net debt (Rm)	1 225	720	1 546
Curro	721	216	1 016
Meridian	504	504	530
ISCR Ratio (>1.75x)	2.1	1.8	2.8
Curro	2.8	3.4	4.3
Meridian	1.1	0.9	1.1
Property Value/Net debt (>1.3)	2.7	5.0	2.8
Curro	4.0	14.3	3.7
Meridian	0.9	1.0	0.9

* Forecasted

- Total gearing is relatively low
- Meridian gearing is high
 - Ring-fenced structure
- Curro gearing low



Learner numbers

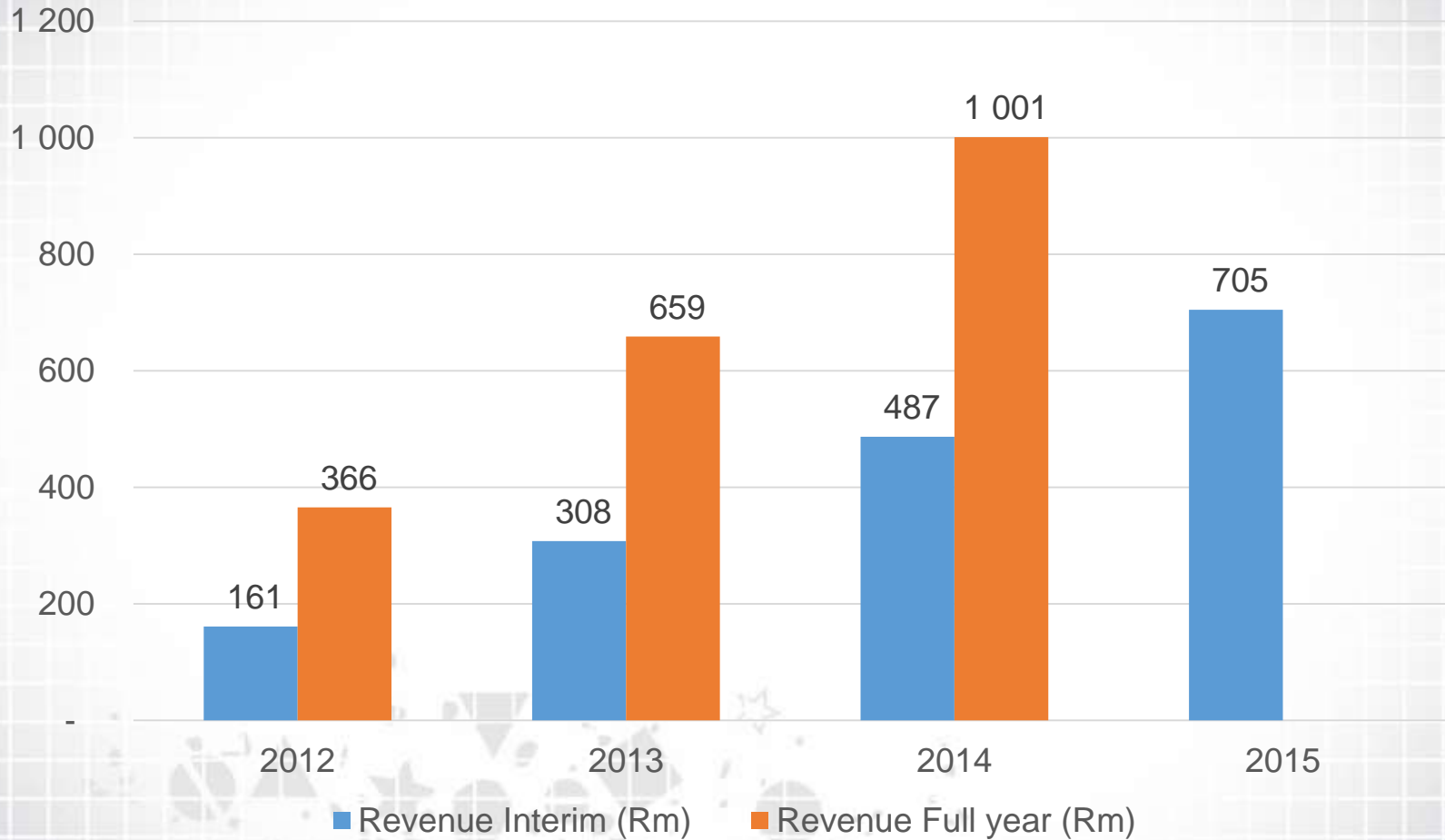


	2012	2013	2014	2015
Learner numbers	12 473	21 027	28 737	36 085
Teachers College		800	800	800
Meridian	1 200	1 401	6 389	9 963
Curro	11 273	18 826	21 548	25 322

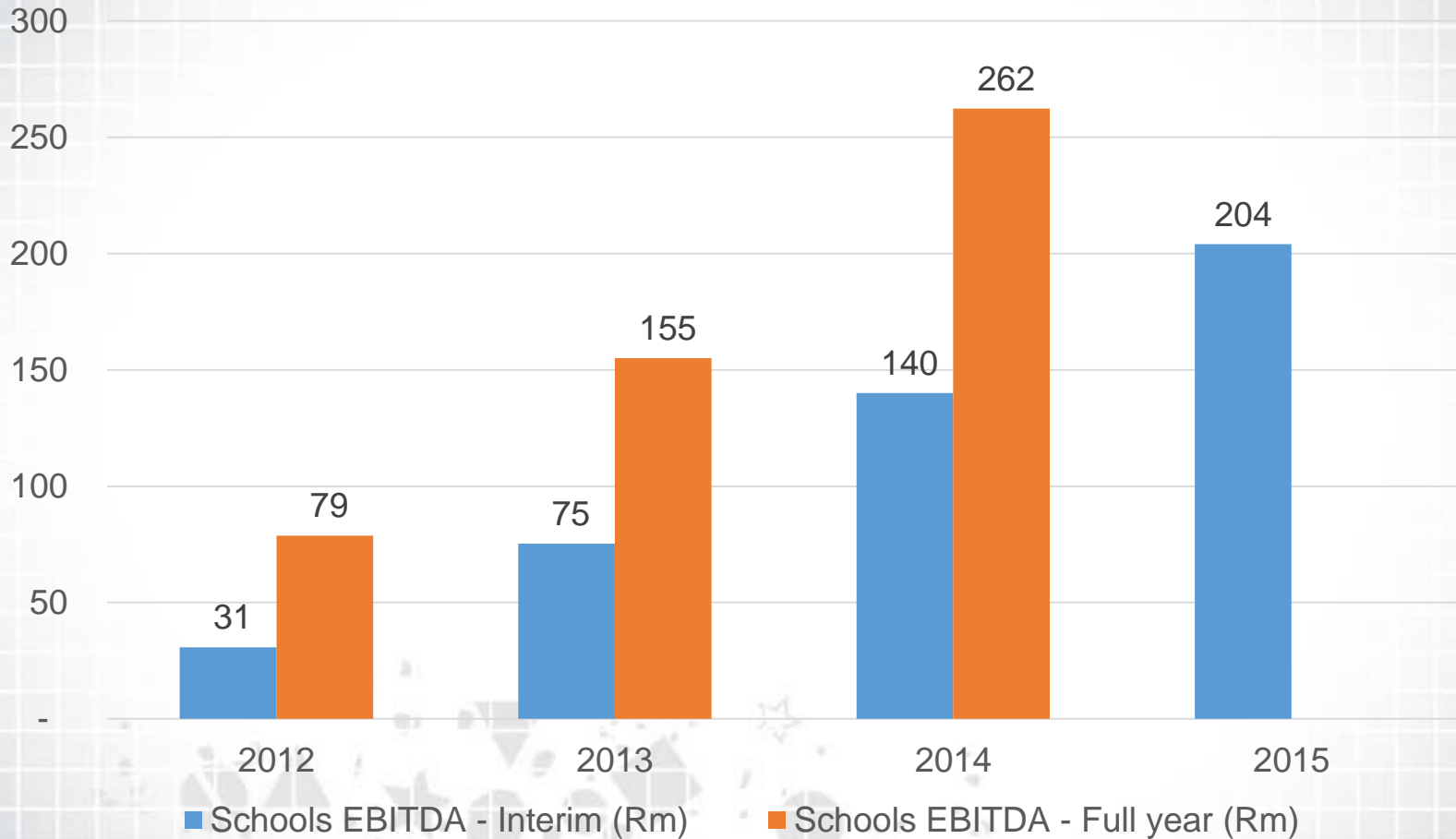


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REVENUE



EBITDA SCHOOLS



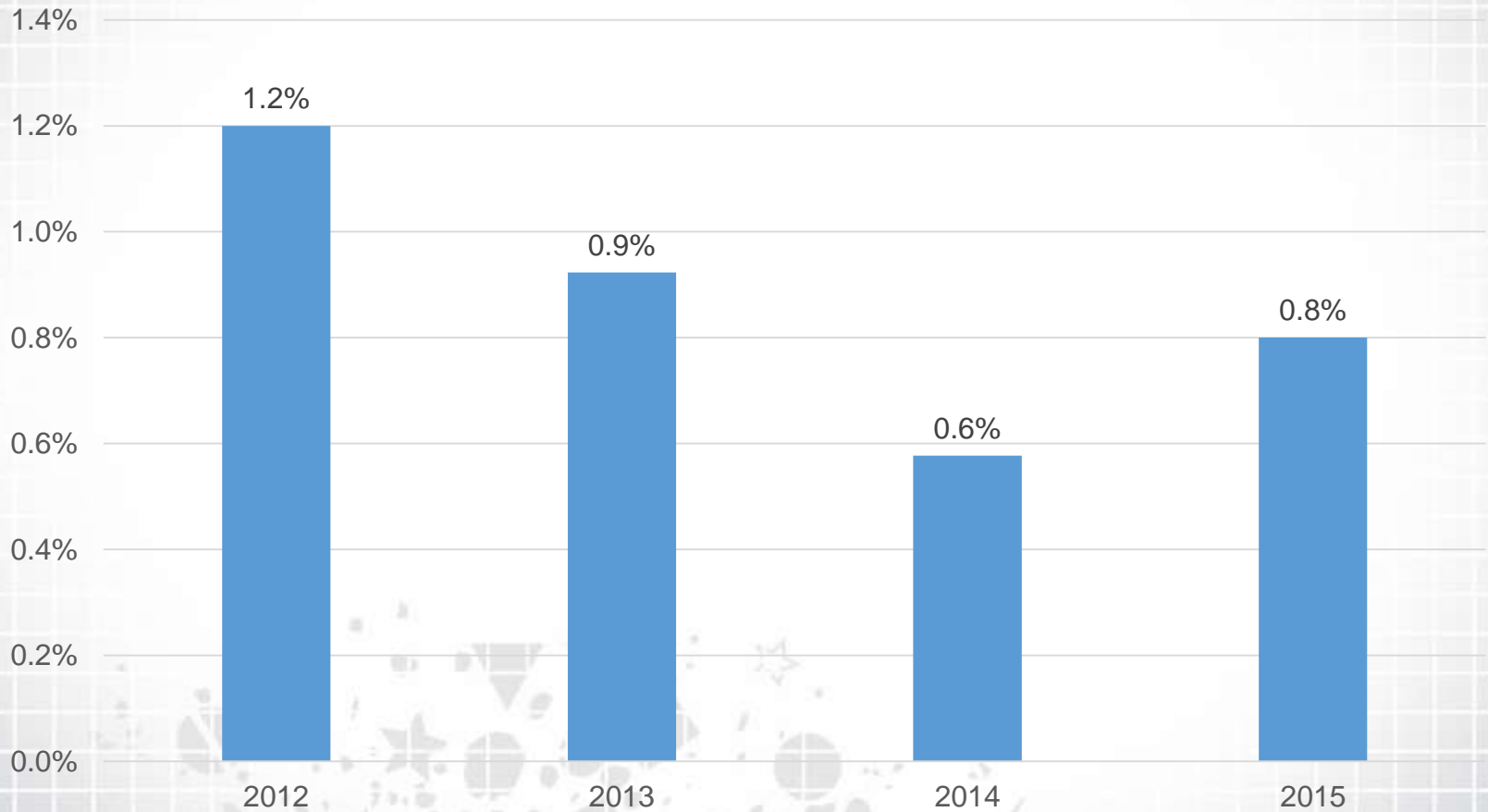
J-CURVE (SCHOOL EVOLUTION)

First year	# of camp uses	Learner numbers					EBITDA R million					EBITDA margin		
		Jun-13	Jun-14	Δ	Jun-15	Δ	Jun-13	Jun-14	Δ	Jun-15	Δ	Jun-13	Jun-14	Jun-15
2009 and before*	12	14 169	15 360	8%	15 998	4%	65	92	42%	113	23%	32%	34%	35%
2010	2	1 640	1 999	22%	2 131	7%	4	9	155%	12	34%	15%	26%	29%
2011	6	2 961	3 720	26%	4 382	18%	3	14	419%	20	46%	6%	22%	23%
2012	2	1 006	1 351	34%	1 599	18%	1	4	428%	8	68%	6%	19%	23%
2013	4	2 132	3 643	71%	4 918	35%	3	20	467%	33	68%	13%	35%	37%
Jun-13	26	21 908	26 073	19%	29 028	11%	75	139	85%	186	33%	24%	29%	32%
Acquired	3		2 027		2 066	2%		4		19	435%		14%	30%
2014	4		799		1 267	59%		(3)		1	Na		(27%)	5%
Jun-14	33	21 908	28 899	32%	32 361	12%	75	140	86%	206	47%	24%	29%	31%
Acquired	1				600					3				23%
2015	8				3 124					(5)				(14%)
Jun-15	42	21 908	28 899	32%	36 085	25%	75	140	86%	204	45%	24%	29%	29%

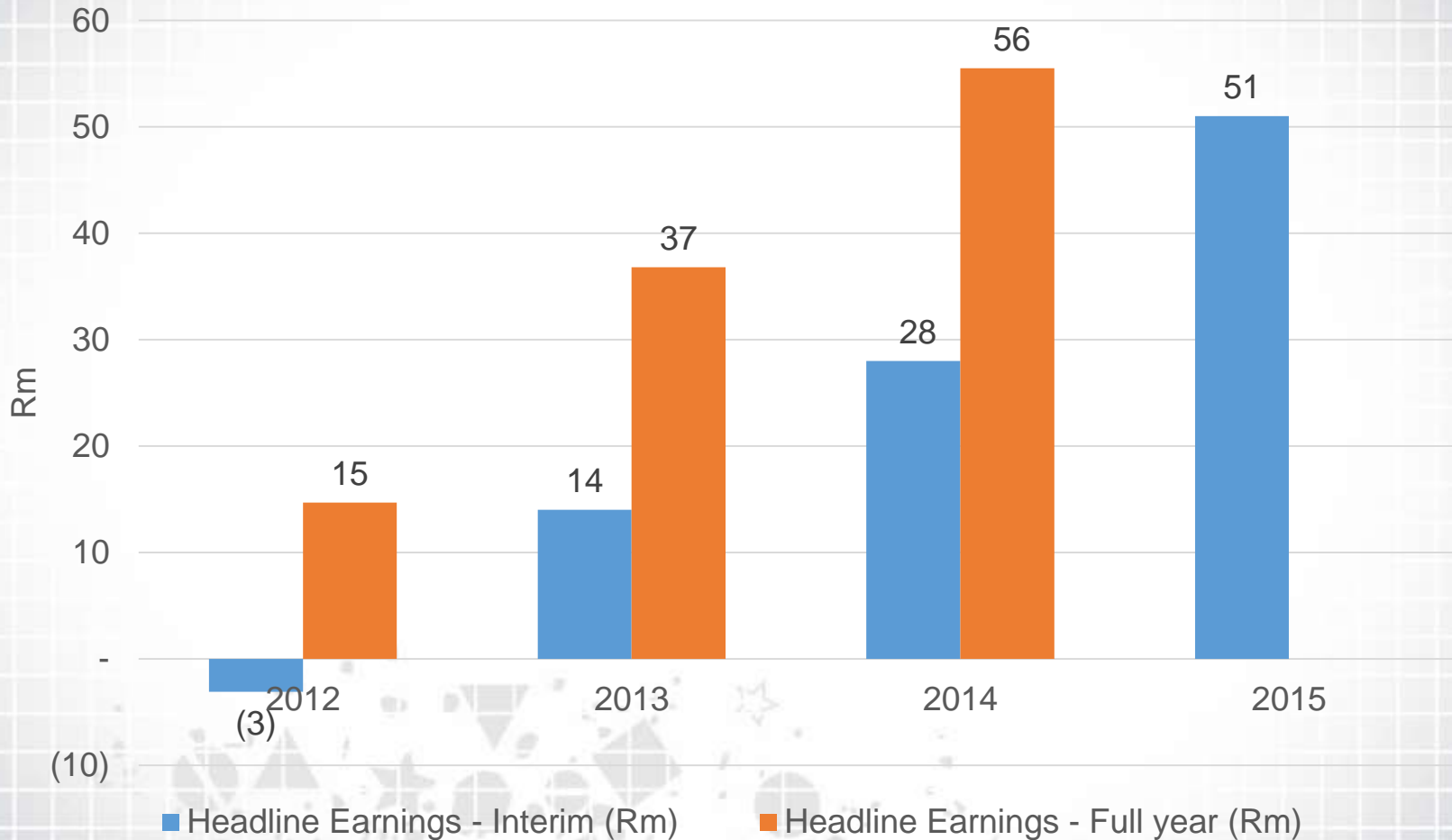


BAD DEBT AS % OF TURNOVER

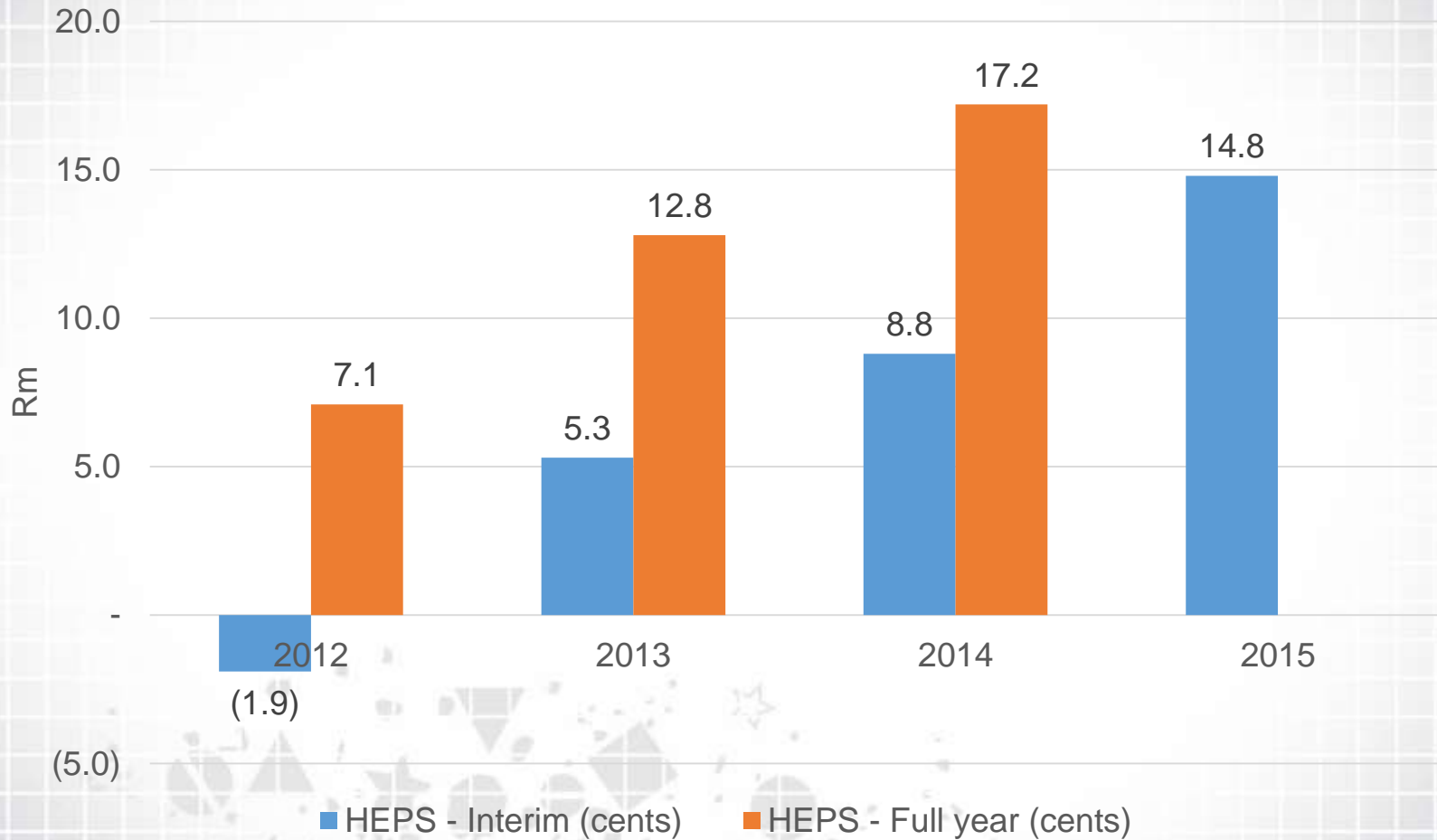
Bad debts



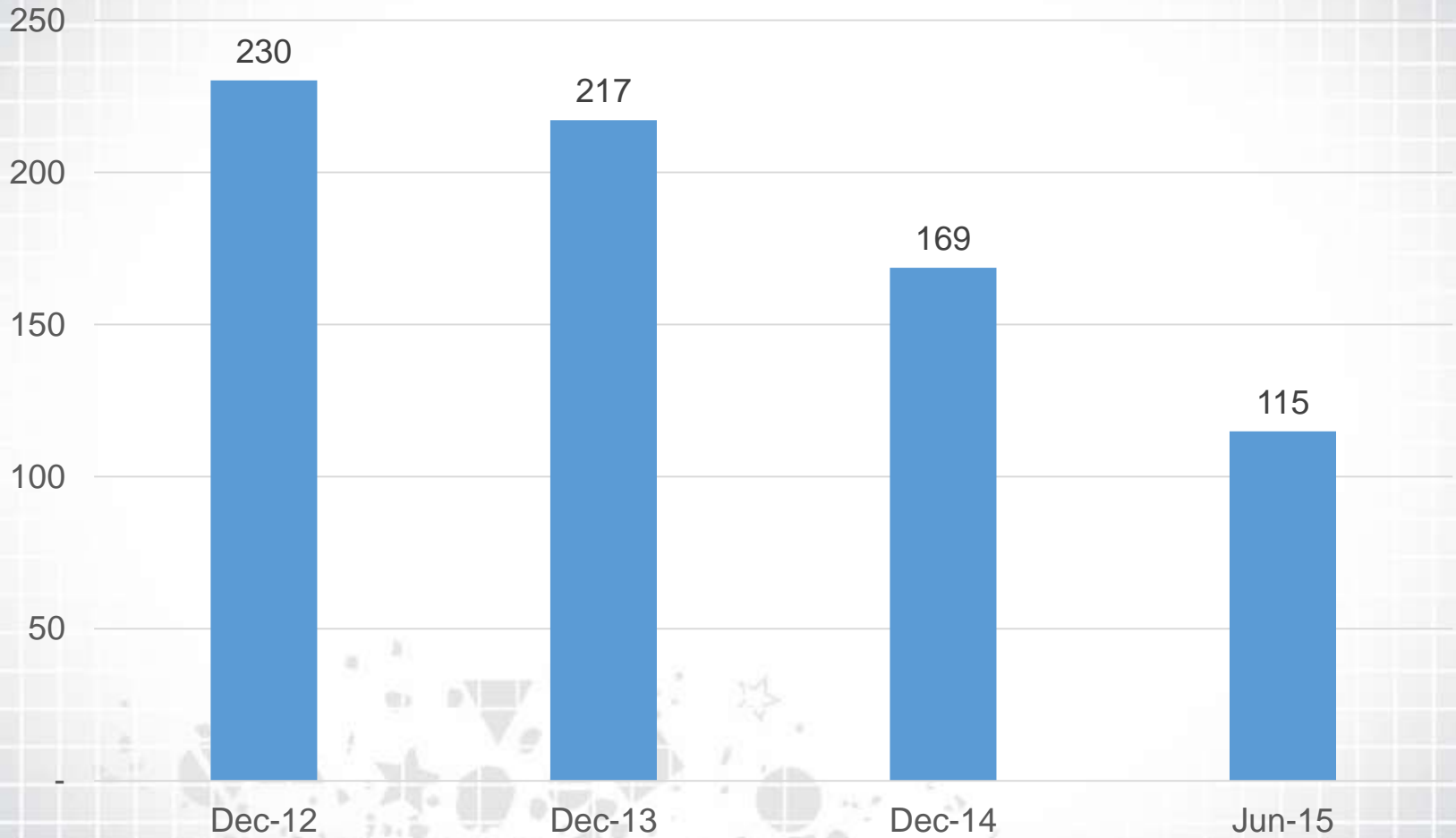
HEADLINE EARNINGS



HEADLINE EARNINGS PER SHARE



PE RATIO



* June 2015 annualised



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TRANSACTION WITH ADVTECH

- Leadership
- Best practices both companies
- Continental champion
- Scale benefits
- Curro successes with acquisitions
 - Woodhill, Aurora, Grantleigh, Waterstone
- Not at all costs



CURRO

INCIDENTS

Boy raped in initial forensic team to investigate primary school gang rape

2015-07-06 19:13

SOUTH AFRICA Friday 6 February 2015 - 10:

Ahmed Areff, News24



Sex assault shock at top Cape school

July 24 2015 at 07:13am
By Warda Meyer

Cape Town - A music teacher at the prestigious Reddam House private school, where the children of Cape Town's wealthiest are being educated, has been charged with sexually assaulting several young boys at the school.

The teacher, who cannot be named due to the nature of the charges, stands accused of fondling at least six boys, aged 9 and 10, while giving them music lessons.

The posh Reddam House Group is internationally renowned, having educated the late Princess Diana's nieces and daughters of Earl Spencer.

Informed sources say up to 10 young boys may have been victims, but only six opted to push ahead with the charges.

Confirming the arrest, police spokesman Captain FC van Wyk said the 32-year-old suspect was arrested



Education MEC Panyaza Lesufi. (File:)

CURRO

INCIDENTS

- Managed by policies
- Staff disciplined if not acting within policy
- Continuous training and reaffirm



COMPETITIVE ADVANTAGE

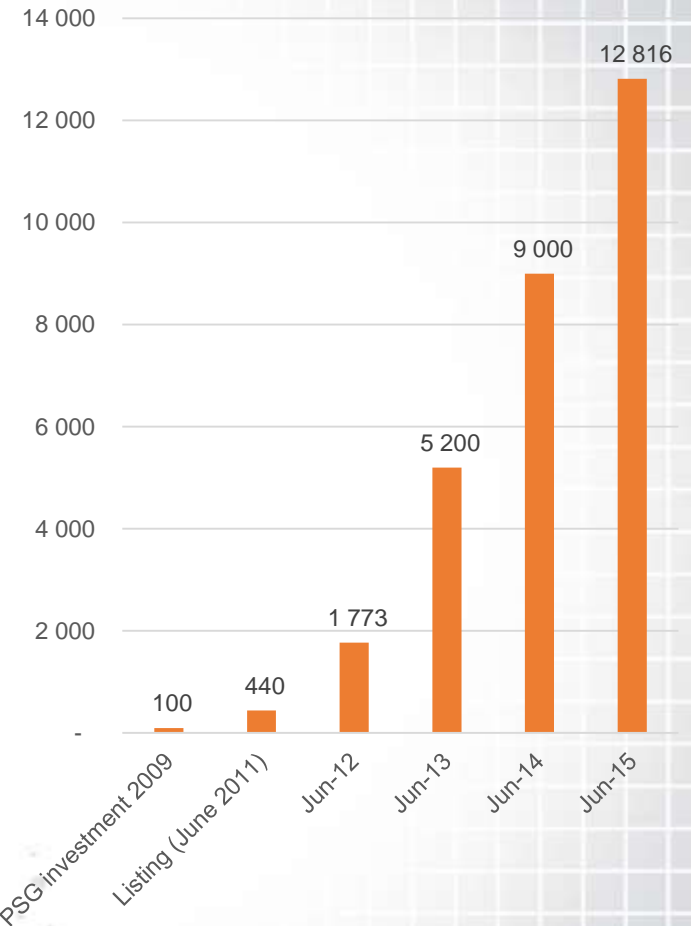
- Demand for product
- Value for money offering
- Brand/reputation
- Capital base
- Knowledge base
- Development team
- Ample opportunities



Share price (c)



Market cap (Rm)



CAGR of 59% since listing
June 2011



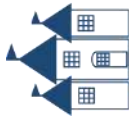
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OVERVIEW OF EXISTING CAMPUSES

CURRO
Select School



CURRO
Castles



●  **CURRO**
Castles

CURRO
Select School

● **MERIDIAN**
Schools



CURRO
Schools • Skole



CURRO
Schools • Skole



● **CURRO**
Academy



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CURRO CAMPUSES



Curro Durbanville (1998)
(Castle & Grades R – 12)



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CURRO CAMPUSES



Curro Langebaan (2007)
(Castle & Grades R – 12)



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CURRO CAMPUSES



Curro Hazeldean (2009)
(Castle & Grades R – 7)



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CURRO CAMPUSES



Curro College Hazeldean (2011)
(Grades 8 – 12)



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CURRO CAMPUSES



Curro Roodeplaat (2010)
(Castle & Grades R – 12)



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Creating future leaders
through world class education.

CURRO CAMPUSES



Curro Bankenveld (2011)
(Castle & Grades R – 12)



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CURRO CAMPUSES



Curro Serengeti (2010)
(Castle & Grades R – 12)



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CURRO CAMPUSES



Curro Helderwyk (2011)
(Castle & Grades R – 12)



CURRO

CURRO CAMPUSES



Curro Hermanus (2011)
(Castle & Grades R – 12)



CURRO

CURRO CAMPUSES



Curro Mossel Bay (2011)
(Castle & Grades R – 12)



CURRO

CURRO CAMPUSES



Curro Aurora (2011)
(Castle & Grades R – 12)

CURRO CAMPUSES



Curro Heuwelkruin (2011)
(Castle & Grades R – 12)



CURRO

CURRO CAMPUSES



Curro Nelspruit (2012)
(Castle & Grades R – 12)



CURRO

CURRO CAMPUSES



Curro Hillcrest (2012)
(Castle & Grades R – 10)



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Curro Bloemfontein (2012)
(Castle & Grades R – 12)



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EMBURY

College



Name change pending (2012)
(Castle & Grades R – 12)



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Curro Century City (2013)
(Castle & Grades R – 7)



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CURRO CAMPUSES



Curro Thatchfield (2013)
(Castle & Grades R – 10)



CURRO

CURRO CAMPUSES



Curro Krugersdorp (2013)
(Castle & Grades R – 7)



CURRO

CURRO CAMPUSES



Curro Mount Richmore (2014)
(Castle & Grades R – 9)



CURRO

CURRO CAMPUSES



Curro Brackenfell (2015)
(Castle & Grades R – 5)



CURRO

CURRO CAMPUSES



Curro Kathu (2015)
(Castle & Grades R – 9)

CURRO CAMPUSES



Curro Monaghan (2015)
(Castle & Grades R – 1)



CURRO

CURRO CAMPUSES



Curro Secunda (2015)
(Castle & Grades R – 5 & 8)



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CURRO SELECT CAMPUSES



(2012)
(Group 4 – Grade 12)



CURRO

CURRO SELECT CAMPUSES



(2014)
(Group 4 – Grade 12)



CURRO

CURRO SELECT CAMPUSES



(2014)
(Group 5 – Grade 12)



CURRO

CURRO SELECT CAMPUSES



(2015)
(Group 3 – Grade 12)



CURRO

MERIDIAN CAMPUSES



Meridian Rustenburg (2012)
(Grades R – 12)



CURRO

MERIDIAN CAMPUSES



(2012)
(Grade 1 – Grade 12)



MERIDIAN CAMPUSES



Meridian Pinehurst (2013)
(Group 1 – Grade 10)



CURRO

MERIDIAN CAMPUSES



Meridian Karino (2014)
(Grade R – Grade 11)



CURRO

MERIDIAN CAMPUSES



Meridian Cosmo City (2015)
(Grade RR – Grade 10)

MERIDIAN CAMPUSES



Meridian Newcastle (2015)
(Grade RR – Grade 10)



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CURRO ACADEMY CAMPUSES



Curro Academy Mahikeng (2015)
(Grade RR – Grade 10)



CURRO

CURRO ACADEMY CAMPUSES



Curro Academy Soshanguve (2015)
(Grade RR – Grade 10)



CURRO

CURRO CASTLE CAMPUSES



(2012)
(Group 1 – Grade R)



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CURRO CASTLE CAMPUSES

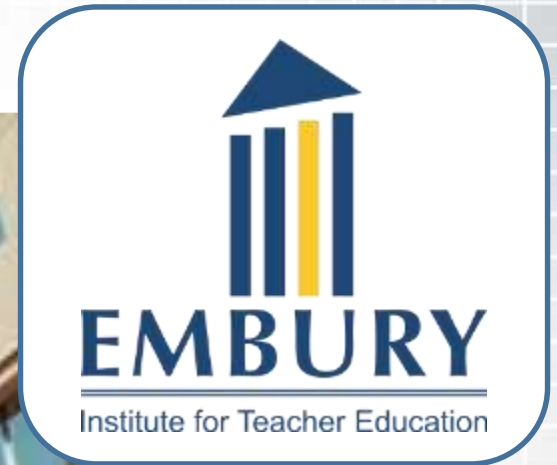


Curro Castle George (2014)
(Group 1 – Group 5)



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TEACHER TRAINING CAMPUSES



Embury Institute for
Teacher Education (2013)