



CURRO

CURRO HOLDINGS LTD DEC 2015 FULL YEAR RESULTS

Feb 2016



DID YOU KNOW?

- Largest (for profit) private school group in Africa and significant globally.
- We educate 41 864 learners from 3 months to Grade 12
- 80% of learners pays <R4 000 pm, 30% of learners pay <R2 000 pm.
- We train 1 000 educators. CPD 4 000.
- Curro learners representative 66% PDI.
- Parallel medium (English 85%: Afrikaans 15%).
- We maintain a matric pass rate of 99%.
- We employ 4 350 staff of which 2 637 are educators.
- We have more than 110 schools nationwide.



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CURRO'S PRODUCTS

	Ave Fees (per month) (R)	Ages (yrs)	Max class size	Curricular	
				Balanced	Academic
Curro schools	3 300	3 - 18	25	x	
Curro Select schools	4 800	3 - 18	25	x	
Meridian / Curro Academy schools	1 600	5 - 18	35		x
Curro Castle nursery schools	2 700	0 - 5	25	x	
Embury Institute for Teacher Education	3 300	18 +	70		x



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OVERVIEW OF EXISTING CAMPUSES



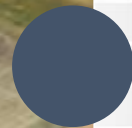
CURRO



Curro Durbanville (Cape Town)
1998



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Curro Langebaan
2007



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Curro Hazeldean (Pretoria)
2008



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7



Curro Roodeplaat (Pretoria)
2010



CURRO



Curro Serengeti (Kempton Park)
2010 / 2012



CURRO



Curro Aurora (Randburg)
2011



CURRO



Curro Bankenveld (Witbank)
2011



CURRO



Curro College Hazeldean (Pretoria)
2011



CURRO



Curro Helderwyk (Brakpan)
2011



CURRO



Curro Hermanus
2011



CURRO



Curro Heuwelkruin (Polokwane)
2011



CURRO



Curro Mossel Bay
2011



CURRO



Curro Bloemfontein
2012



CURRO



Curro Hillcrest Christian Academy
(Durban) 2012



CURRO



Curro Nelspruit
2012



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Embury College (Durban)
2012



CURRO



Curro Krugersdorp &
Curro Castle Krugersdorp
2012 & 2013



CURRO



Curro Century City (Cape Town)
2013



CURRO



Curro Thatchfield (Centurion)
2013



CURRO



Curro Mount Richmore (Ballito)
2014



CURRO



Curro Westbrook (Port Elizabeth)
2014



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Curro Brackenfell &
Curro Castle Brackenfell (Cape Town)
2015



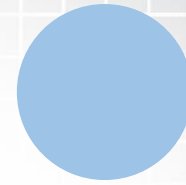
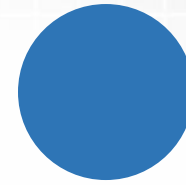
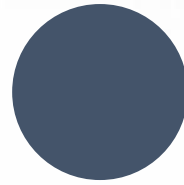
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Curro Kathu
2015



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Curro Monaghan (Lanseria)
2015





Curro Secunda &
Curro Castle Secunda
2015



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Curro Hillcrest High School (Durban)
2016



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Curro Sitari (Somerset West)
2016



CURRO



Curro Academy Soshanguve
2015



CURRO

Academy
Schools



Curro Academy Mahikeng
2015



CURRO
Academy
Schools



Meridian Pretoria
2012

 **MERIDIAN**

Schools
34



Meridian Rustenburg
2012

 **MERIDIAN**
Schools
35



Meridian Pinehurst (Cape Town)
2013



NORTHERN

Academy



Northern Academy (Polokwane)
2013

 **MERIDIAN**

Schools
37



NORTHERN

Academy



Northern Academy College II (Polokwane)
2014



MERIDIAN

Schools



Meridian Karino (Nelspruit)
2014



Meridian Cosmo City
2015

 **MERIDIAN**

Schools
40



Meridian Newcastle
2015

 **MERIDIAN**

Schools
41



Rosen Castle (Cape Town)
2012



CURRO

Castle
Nursery Schools
Kleuterskole



Curro Castle George
2014

 **CURRO**
Castle
Nursery Schools
Kleuterskole
43



Curro Castle Durbanville
2015



CURRO

Castle
Nursery Schools
Kleuterskole
44



CURRO

Castle
Nursery Schools
Kleuterskole

Curro Castle Douglasdale
2016



Curro Castle Bryanston
2016



CURRO

Castle
Nursery Schools
Kleuterskole



Curro Castle Waterfall (Midrand)
2016

 **CURRO**
Castle
Nursery Schools
Kleuterskole



CURRO

Select Schools



Woodhill College (Pretoria)
2012



CURRO



CURRO

Select Schools

GRANTLEIGH



Grantleigh Schools (Kwambonambi - KZN)

2014



CURRO



CURRO

Select Schools



WATERSTONE
COLLEGE



Waterstone College (Johannesburg)
2014



CURRO



CURRO

Select Schools



St Dominics Newcastle
2015



CURRO

Select Schools

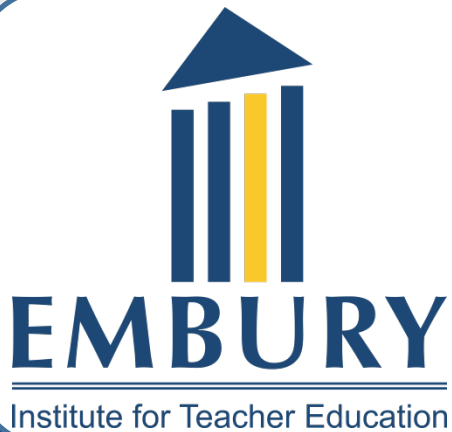


Windhoek Gymnasium
2015



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TEACHER TRAINING CAMPUS

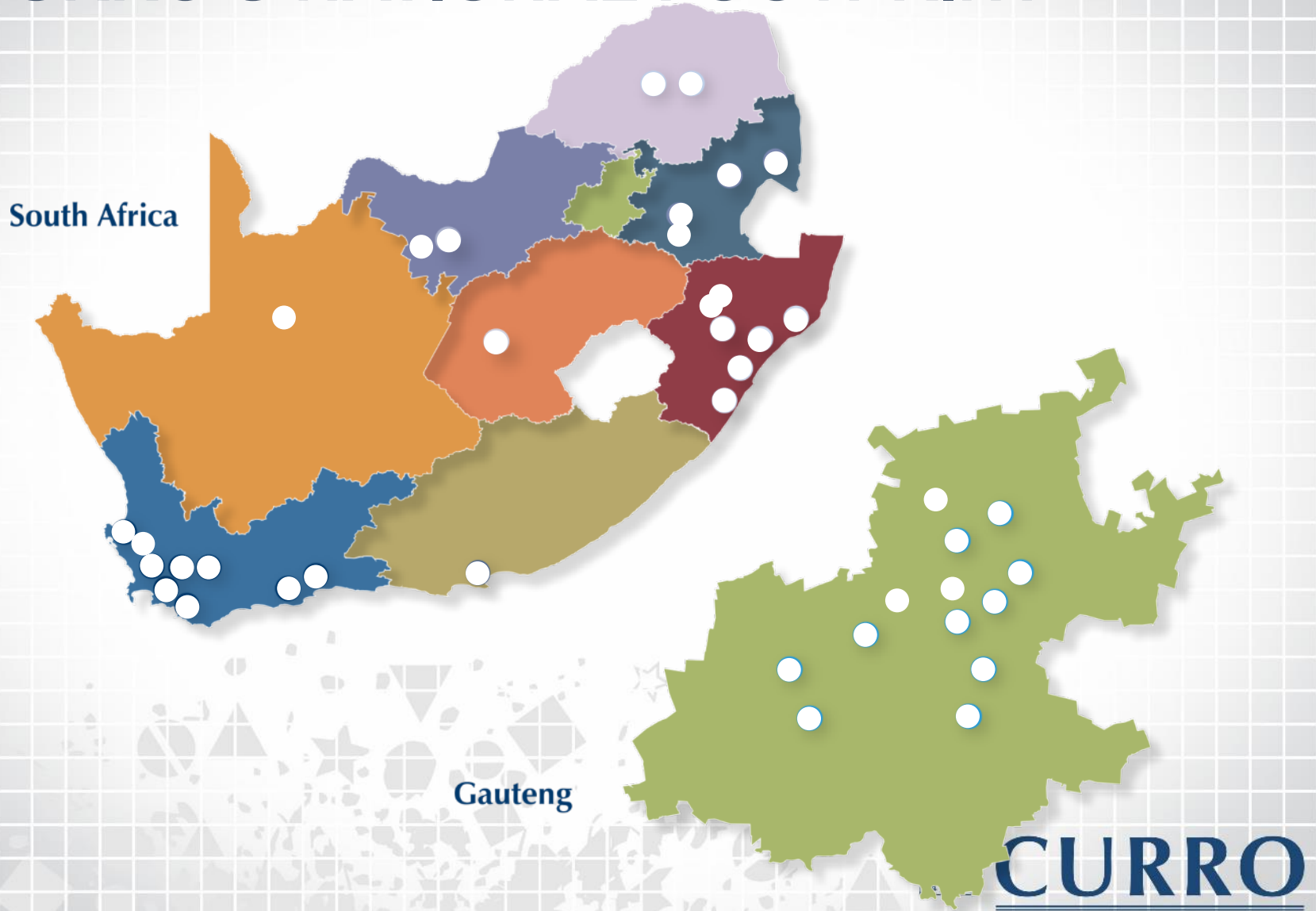


Embury Institute for
Teacher Education
(2013)



CURRO

CURRO'S NATIONAL FOOTPRINT



OPERATIONS



OUR CORE PRODUCT

- Curriculum
- Facilities
 - Primary focus of the parent



MATRIC RESULTS

	IEB		NSC*	
	2014	2015	2015	2015
Number of learners	637	724	488	707
Pass rate	99%	99%	90%	98%
University exemption	82%	82%	43%	57%
Ave nr of A's per learner	1.1	1.1	0.7	0.6
Average > 60%	66%	69%	29%	43%



CURRO CENTRE FOR EDUCATIONAL EXCELLENCE (“CCEE”)

- 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 programmes
- 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 CURRICULUM

- Rapidly changing world
- Core skills required: Communication, Collaboration, Critical thinking/problem-solving and Creativity/innovation
- Modern methodology
 - Engaged learners (not passive)
 - Meaningful content that is applicable
 - Resourcefulness and resilience
 - Assessment – part of learning cycle (not separate)



FOCUS

- Enhancement of literacy levels
- Coding is the new literacy
- Mathematics, Engineering, Science and Technology, Entrepreneurship



EMBURY INSTITUTE FOR TEACHER EDUCATION

- Heading towards Curro Institute for higher education
- Expansion of Durban campus
- New campus at Waterfall Estate (Johannesburg)
- Acquire campus at Montana (Pretoria)
- Growth in accredited courses (Bcom, BSc, BA)
- **Distance learning opportunity**

AN ADDITIONAL GROWTH STORY

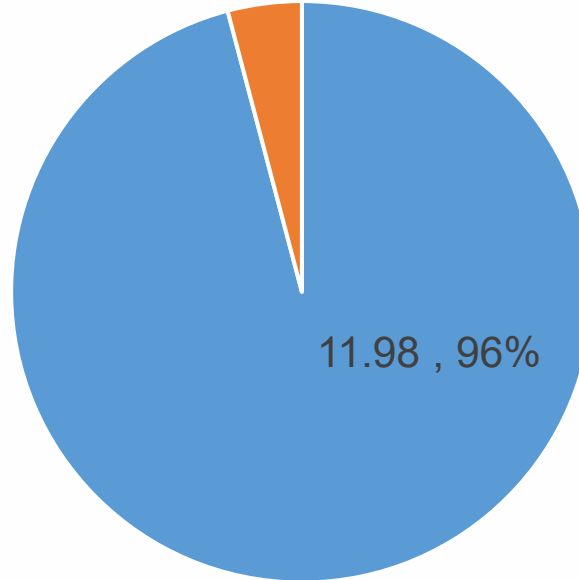


CURRO

MARKET POTENTIAL

Learners (m)

0.51 , 4%



■ Government schools ■ Private schools

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



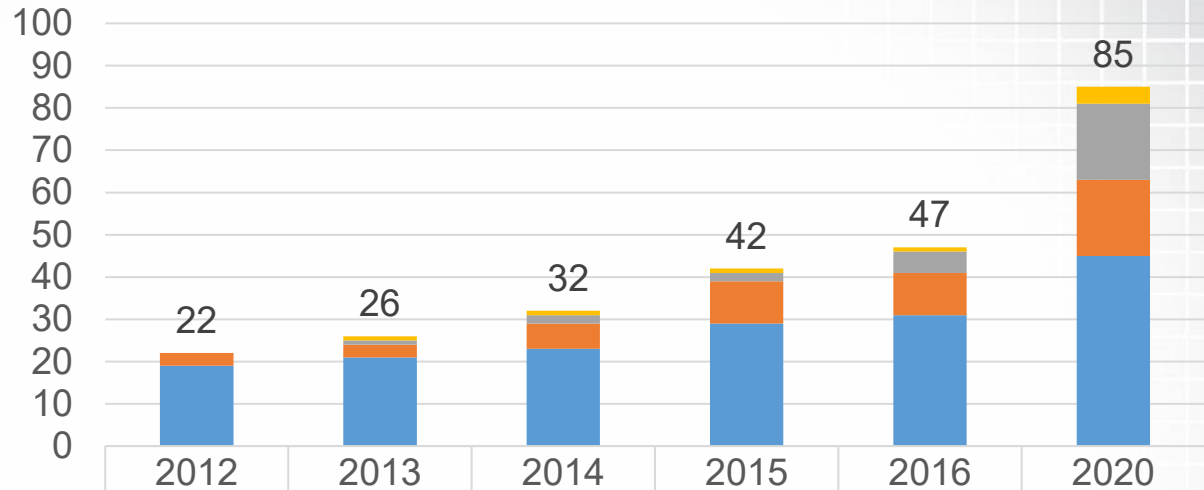
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WE ARE:

**FOCUSED to have 80 campuses (200 schools)
by 2020**



CAMPUSSES



Number of campuses	22	26	32	42	47	85
Teachers College	0	1	1	1	1	4
Curro Castle	0	1	2	2	5	18
Meridian + Curro Academy	3	3	6	10	10	18
Curro and Select	19	21	23	29	31	45

42 campuses = 101 schools

85 campuses = 210 schools / phases of education



CURRO

PIPELINE (Confirmed)

	2016	2017	2018	2019
Campuses				
Open	47	56	67	72
Additions	9	11	5	
Schools				
Open	112	128	150	166
Additions	16	22	16	



CURRO

2016 NEW DEVELOPMENTS

- Curro
 - Waterfall Primary (Primary School)
 - Rivonia (Castle and Primary School)
 - Century City (High School)
 - Krugersdorp (High School)
- Curro Academy
 - Clayville (Primary and High School)
 - Bergtuin (Primary and High School)
- EITE
 - Durban (2600 capacity)
 - Waterfall (1400 capacity)
 - Montana (800 capacity)



2016 DEVELOPMENTS

- R450m of total investment into existing campuses
 - Classrooms, additional land, sports facilities (swimming pools and astro turfs) and cultural facilities (halls and auditoriums)
- 13 campuses more than R10m
 - Aurora, Bankenveld, Bloemfontein, Grantleigh, Hillcrest, Monaghan, Northern Academy, Pinehurst, Roodeplaat, Thatchfield, Waterstone, Cosmo City, Embury



ACQUISITIONS

Implemented

- Windhoek (Namibia)

Due Diligence

- 900 learners - Gauteng
- 600 learners - North West

ALWAYS IN THE OFFING



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FINANCIALS



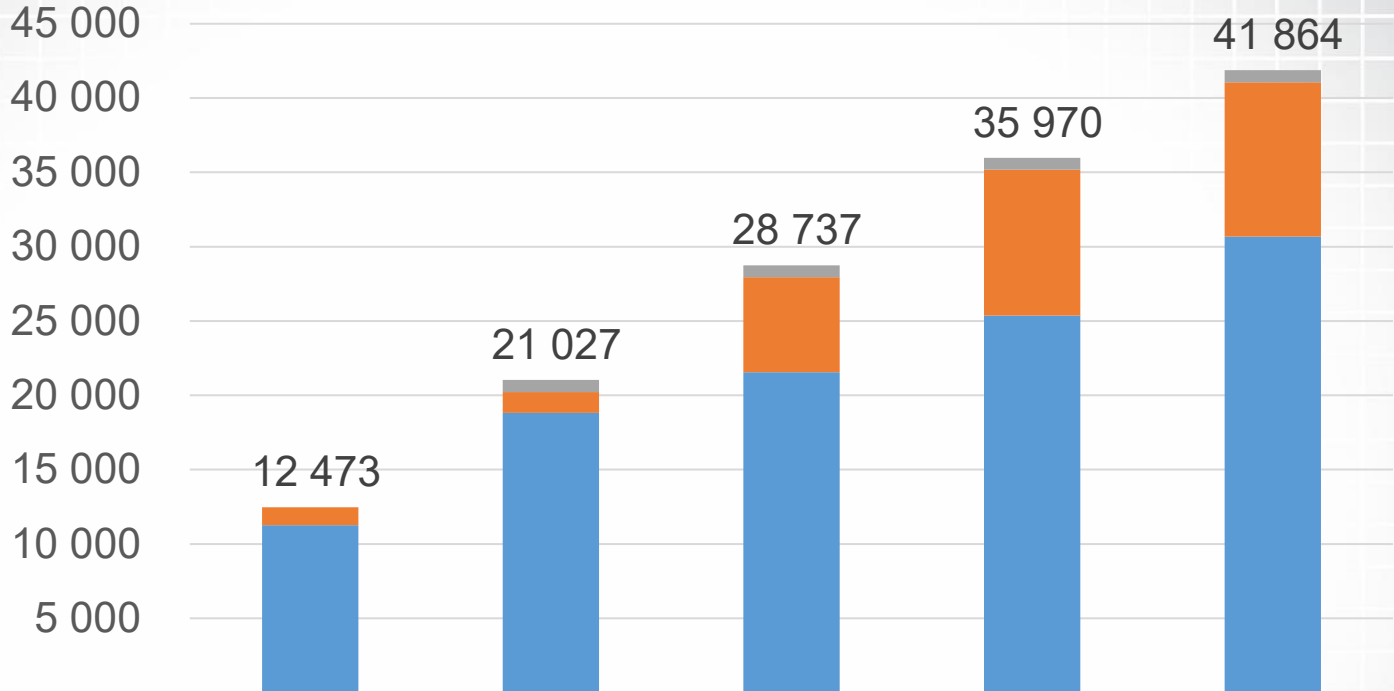
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SUMMARY FINANCIALS

	2014	2015	% change (2014- 2015)
Number of campuses	32	42	31%
Learner numbers	28 737	35 970	25%
Revenue Full year (Rm)	1 001	1 384	38%
Schools EBITDA	262	382	46%
EBITDA - Full year	191	292	53%
Interest expense	55	91	66%
Headline Earnings - Full year	56	100	80%
HEPS - Full year	17.2	28.7	67%



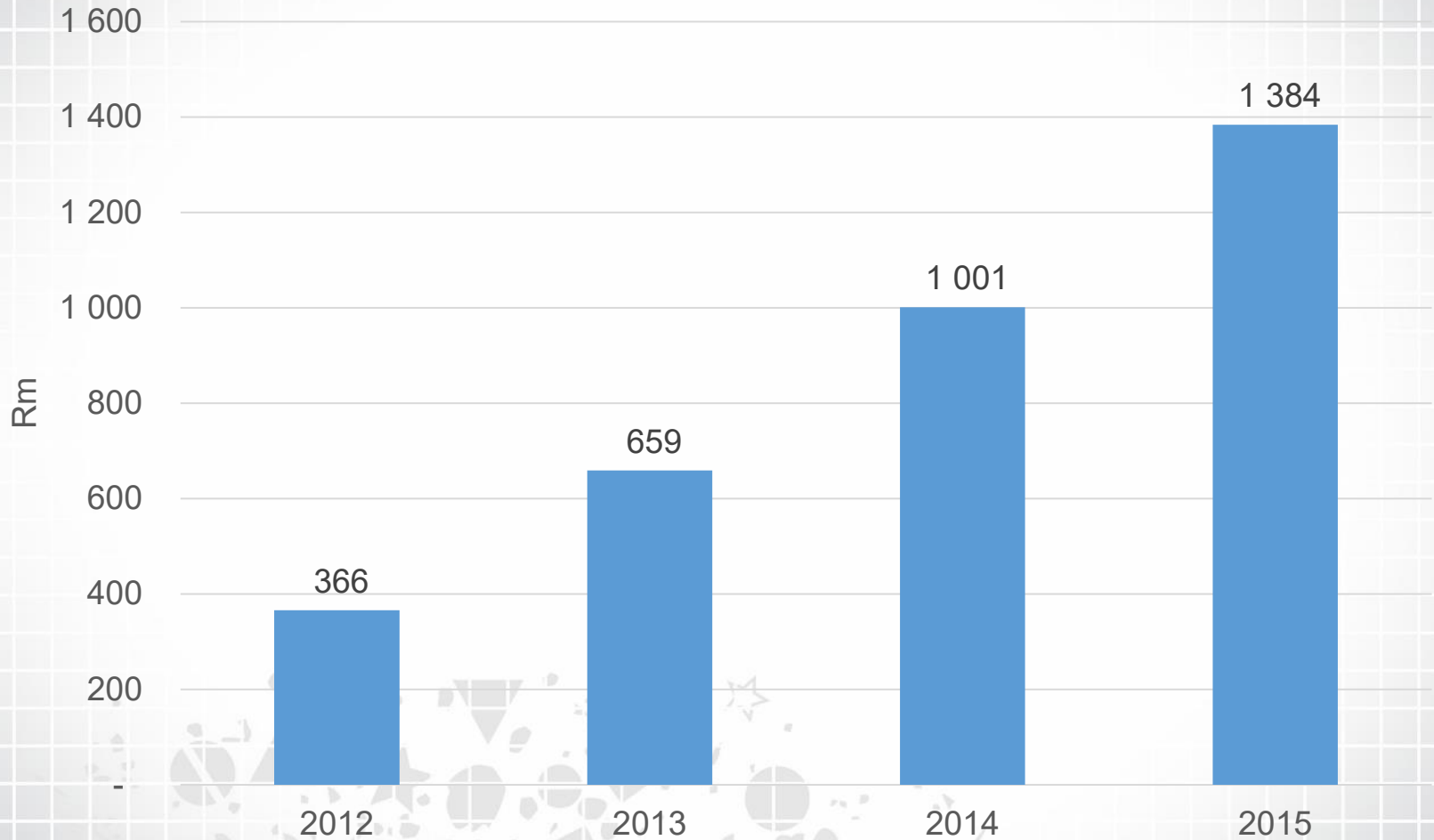
Learner numbers



	2012	2013	2014	2015	2016
Learner numbers	12 473	21 027	28 737	35 970	41 864
Teachers College		800	800	800	800
Meridian	1 200	1 401	6 389	9 797	10 381
Curro	11 273	18 826	21 548	25 373	30 683

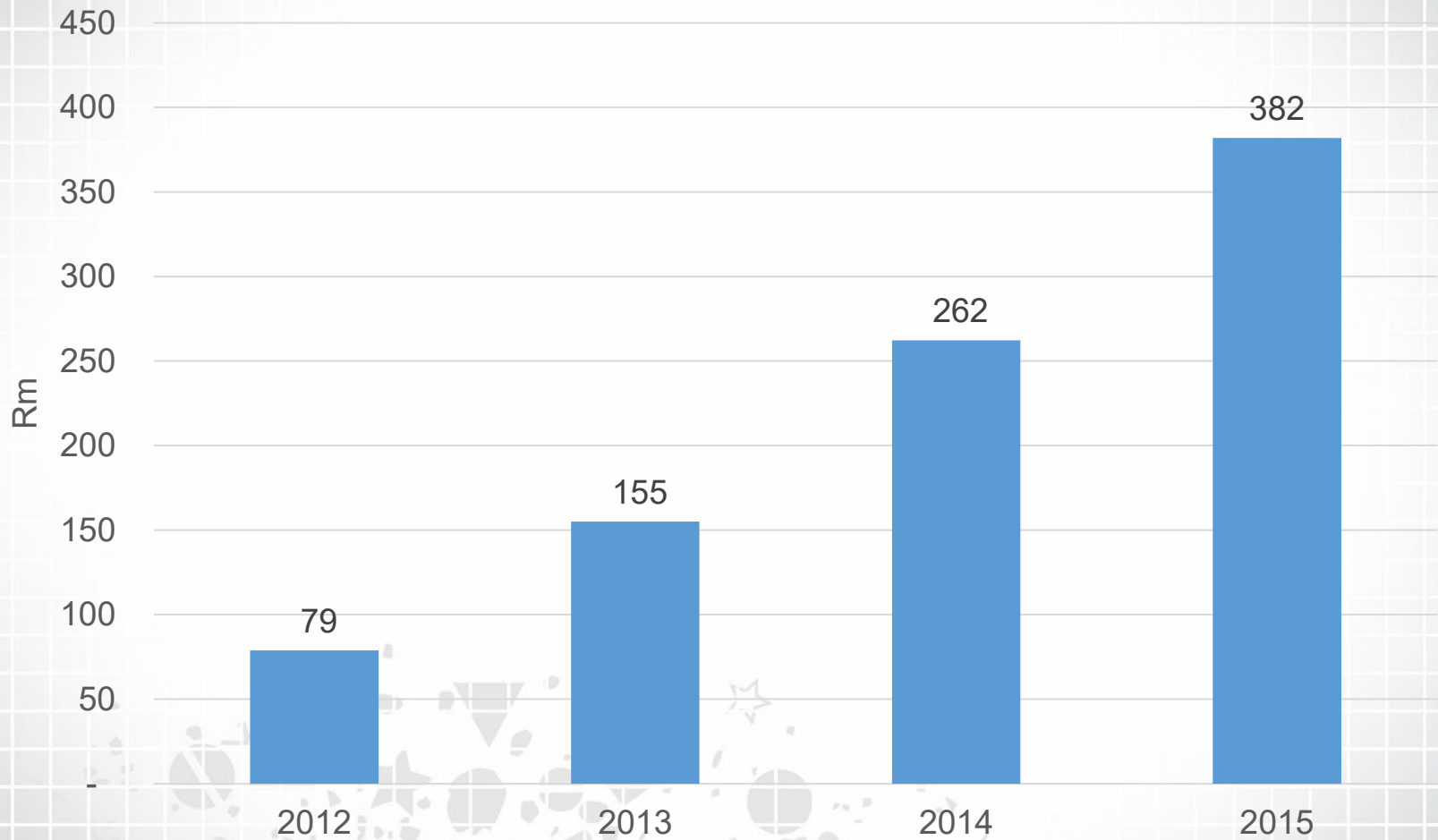


REVENUE



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EBITDA SCHOOLS



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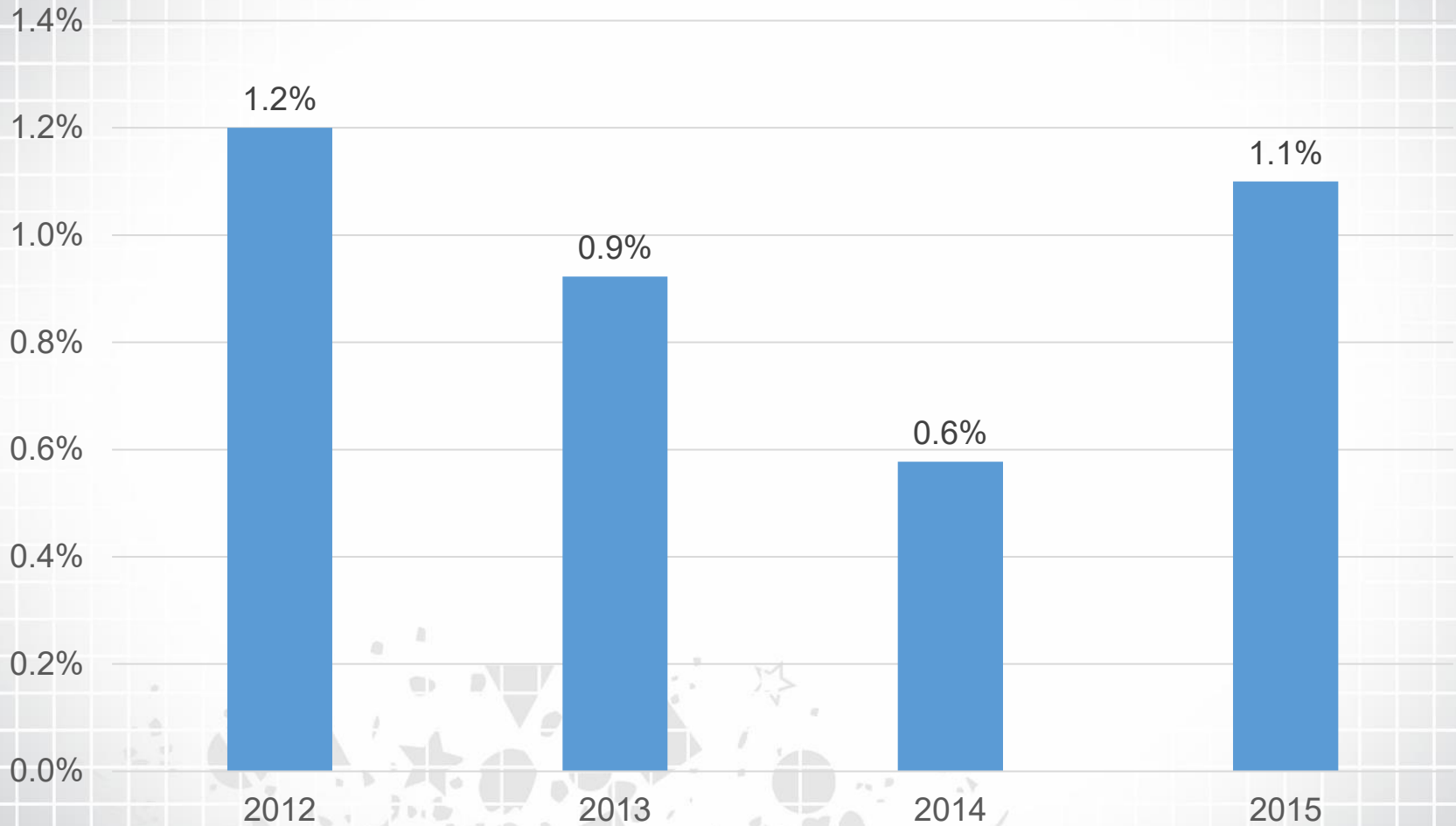
J-CURVE (SCHOOL EVOLUTION)

	Number at 31 Dec		Learner numbers (Dec)			Growth		Schools EBITDA			Growth		EBITDA margin		
	Schools	Campuses	2013	2014	2015	13/14	14/15	2013	2014	2015	13/14	14/15	2013	2014	2015
Developed schools	29	74	10 577	14 645	20 694	38%	41%	52	111	170	113%	54%	16%	23%	23%
2009 and before	3	8	2 961	3 100	3 332	5%	7%	24	31	35	28%	14%	26%	28%	27%
2010	2	6	1 636	1 994	2 120	22%	6%	8	17	24	107%	42%	17%	25%	29%
2011	6	16	2 962	3 721	4 337	26%	17%	7	25	40	259%	62%	8%	19%	23%
2012	2	6	1 002	1 362	1 618	36%	19%	2	8	15	309%	82%	7%	17%	23%
2013	4	11	2 016	3 645	4 922	81%	35%	11	37	66	238%	79%	19%	32%	37%
2014	4	8		823	1 271		54%	-	(7)	1		(110%)		(32%)	2%
2015	8	19			3 094			-	-	(10)					(13%)
Acquired schools	13	27	10 450	14 092	15 276	35%	8%	103	151	212	47%	40%	35%	30%	33%
2012 and before	8	17	6 050	6 483	6 851	7%	6%	76	97	121	27%	24%	34%	36%	38%
2013	2	3	4 400	5 690	5 779	29%	2%	27	45	53	70%	16%	38%	29%	30%
2014	2	5		1 919	2 046		7%		9	35		288%		12%	28%
2015	1	2			600					4					17%
	42	101	21 027	28 737	35 970	37%	25%	155	262	382	69%	46%	25%	26%	28%



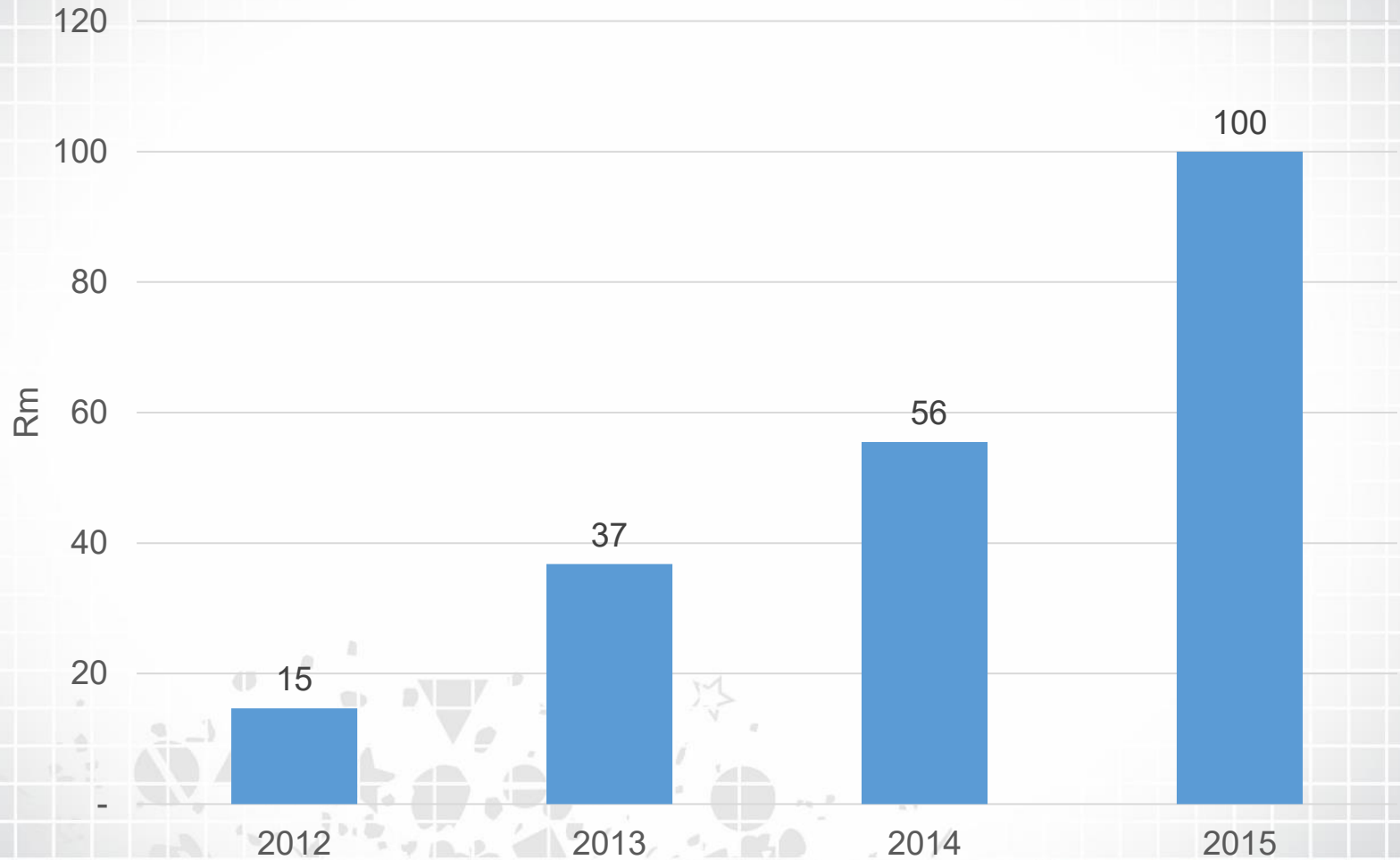
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BAD DEBT AS % OF TURNOVER



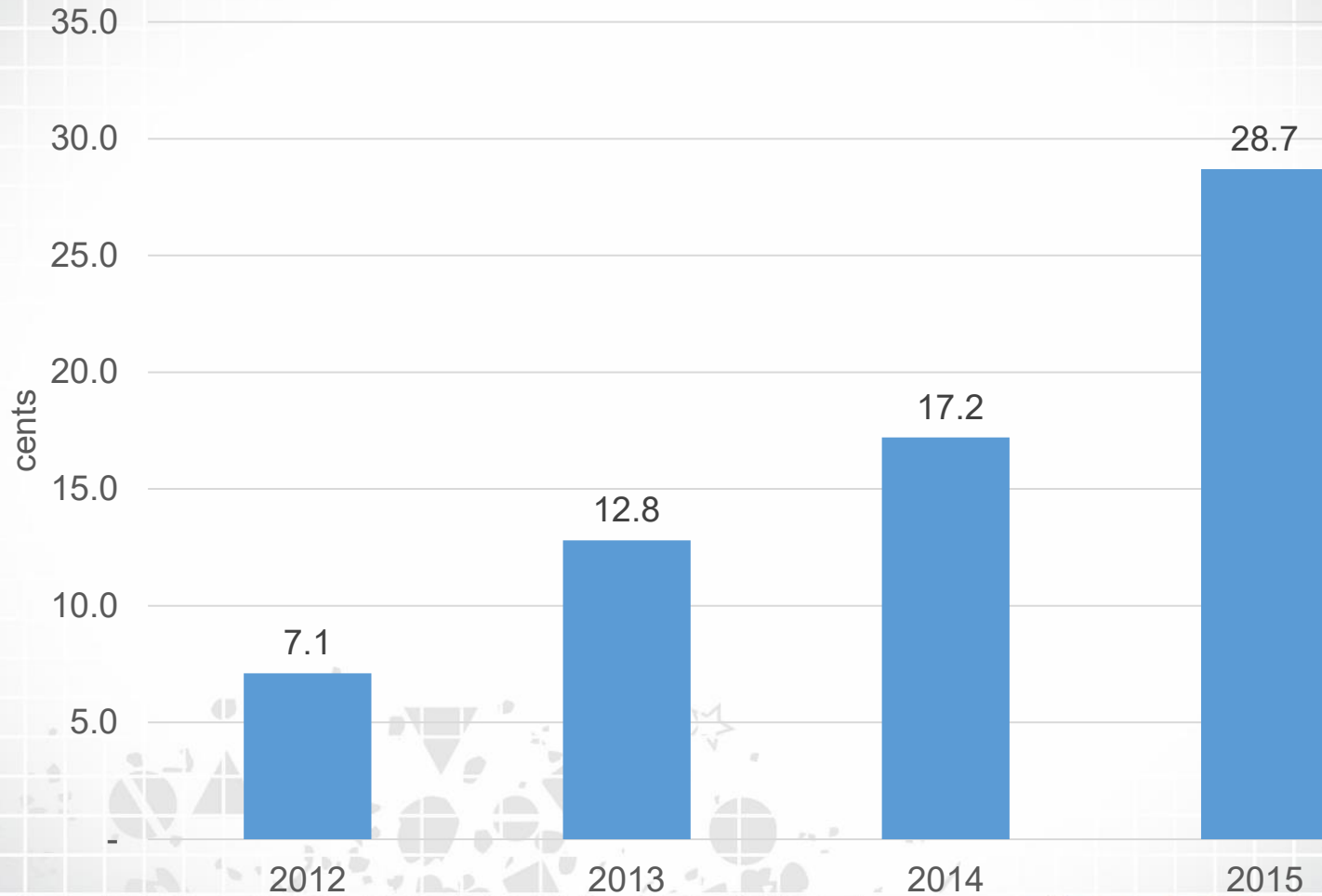
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HEADLINE EARNINGS



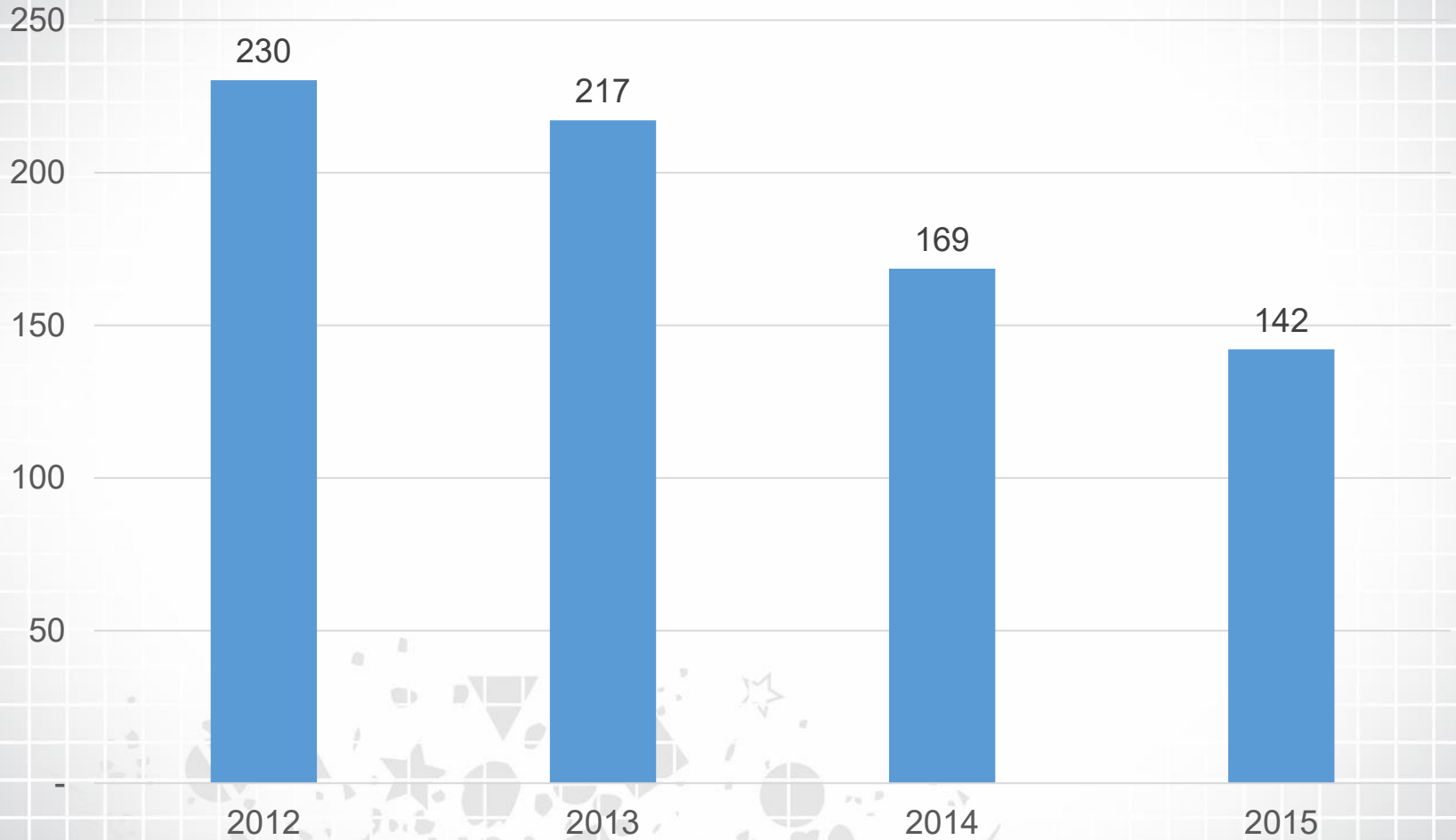
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HEADLINE EARNINGS PER SHARE



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PE RATIO



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2015: INVESTMENTS

	Rm
Investments	
Expansion and improvements to existing campuses	638
New campuses (Hillcrest, Sitari, Douglasdale, Bryanston, Waterfall)	369
Acquisitions	15
Total	1 022
Funding	
Cash generated	204
Rights issue (net)	725
Debt	93
Total	1 022



BALANCE SHEET

Balance sheet	Dec-13	Dec-14	Dec-15
Non current assets	2 515	3 813	4 796
Current assets	118	259	283
	2 633	4 072	5 079
Equity	1 563	2 211	3 081
Liabilities	874	1 561	1 750
Interest bearing	755	1 395	1 561
Other	119	166	189
Current liabilities	196	300	248
	2 633	4 072	5 079
Debt/Equity	48%	63%	51%
Ave Debt/EBITDA	4.4	5.6	5.1

Rights issue (R1 bn)

- Fund acquisitions
- Development of Institute of higher education.
- Accelerated learner growth development of facilities
- Land banking
- Conservative gearing/Interest rate hedge.



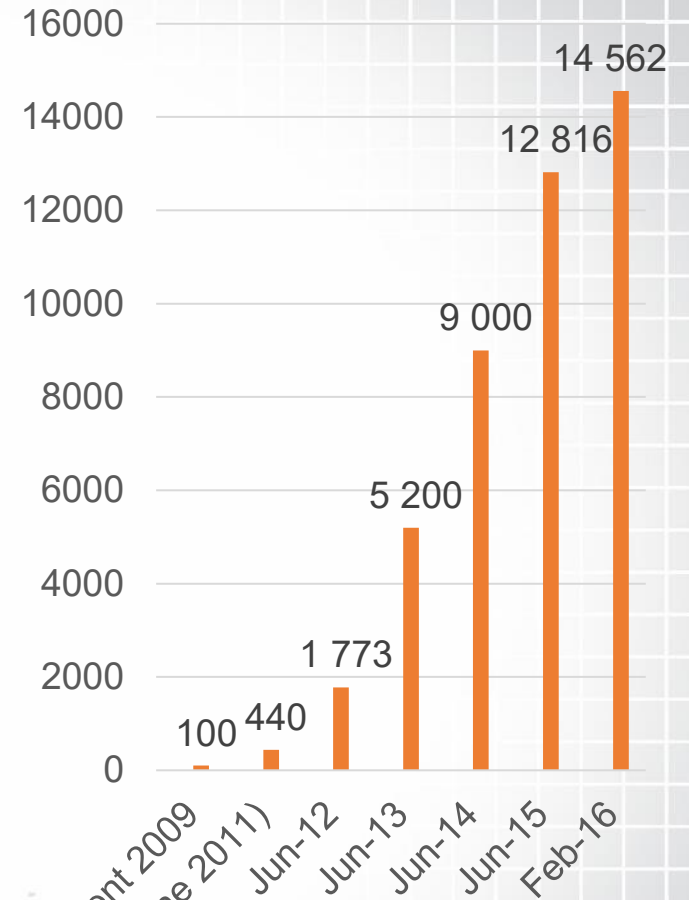
COMPETITIVE ADVANTAGE

- Demand for product
- Value for money offering
- Brand/reputation
- Capital base (Strong Balance sheet)
- Knowledge base
- Development team
- Ample opportunities
- Very cash generative
- Significant supportive shareholder





Market cap (Rm)



CAGR of 53% since listing
June 2011

PSG investment 2009
Listing (June 2011)
Jun-12
Jun-13
Jun-14
Jun-15
Feb-16



CURRO

Raising “game**CHANGERS**”

Play it. Dream it. Live it.

