



**CURRO**

**CURRO HOLDINGS LTD  
FINAL RESULTS  
31 DECEMBER 2014**





Creating future leaders  
through world class education.

# CURRO'S PURPOSE

Curro believes that the purpose of education is to empower every person to achieve their potential as individuals and members of society.

Education is one of the cornerstones of society, providing the main strategic thrust to the long-term development of South Africa.



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# CURRO'S BUSINESS

- Curro DEVELOPS campuses
- Curro ACQUIRES campuses
- Curro MANAGES campuses
- Curro SUPPLIES ancillary services to campuses



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# CURRO'S BUSINESS



Curro provides independent school education to learners from 3 months to Grade 12.

- Nursery Schools
- Primary Schools
- High Schools
- Teacher Education



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# CURRO'S VISION

Our mission is to make independent school education accessible to a wider group of learners throughout South Africa, reaching

**80 schools by 2020**

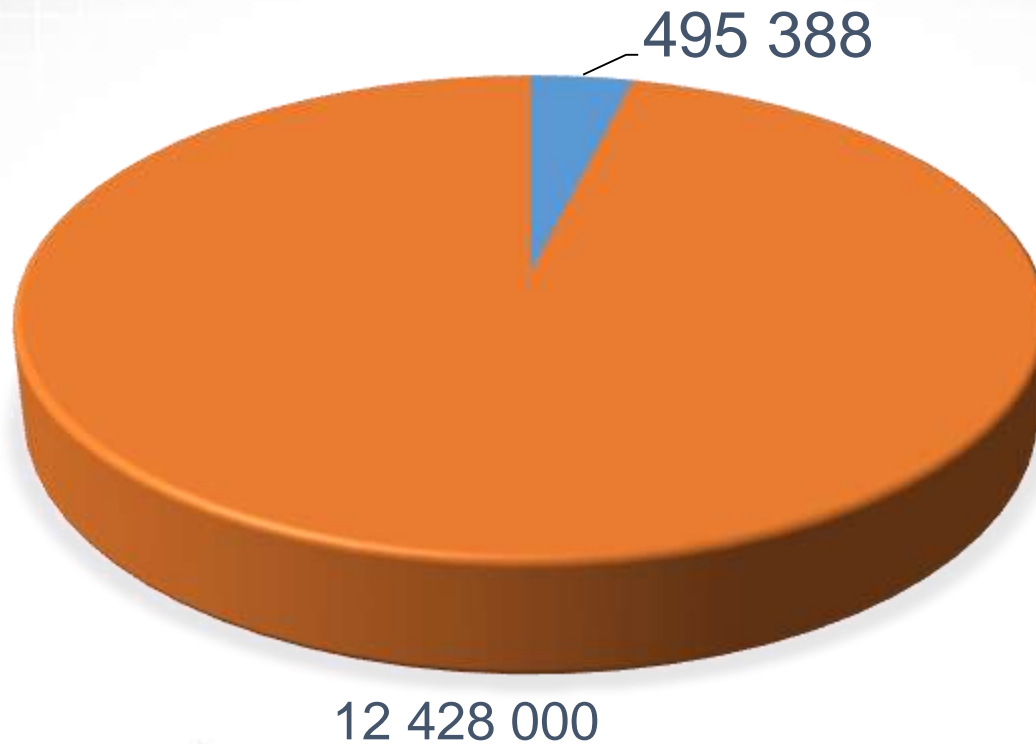
Accommodating 90 000 learners.

Development pace: 7 schools per annum



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# MARKET POTENTIAL

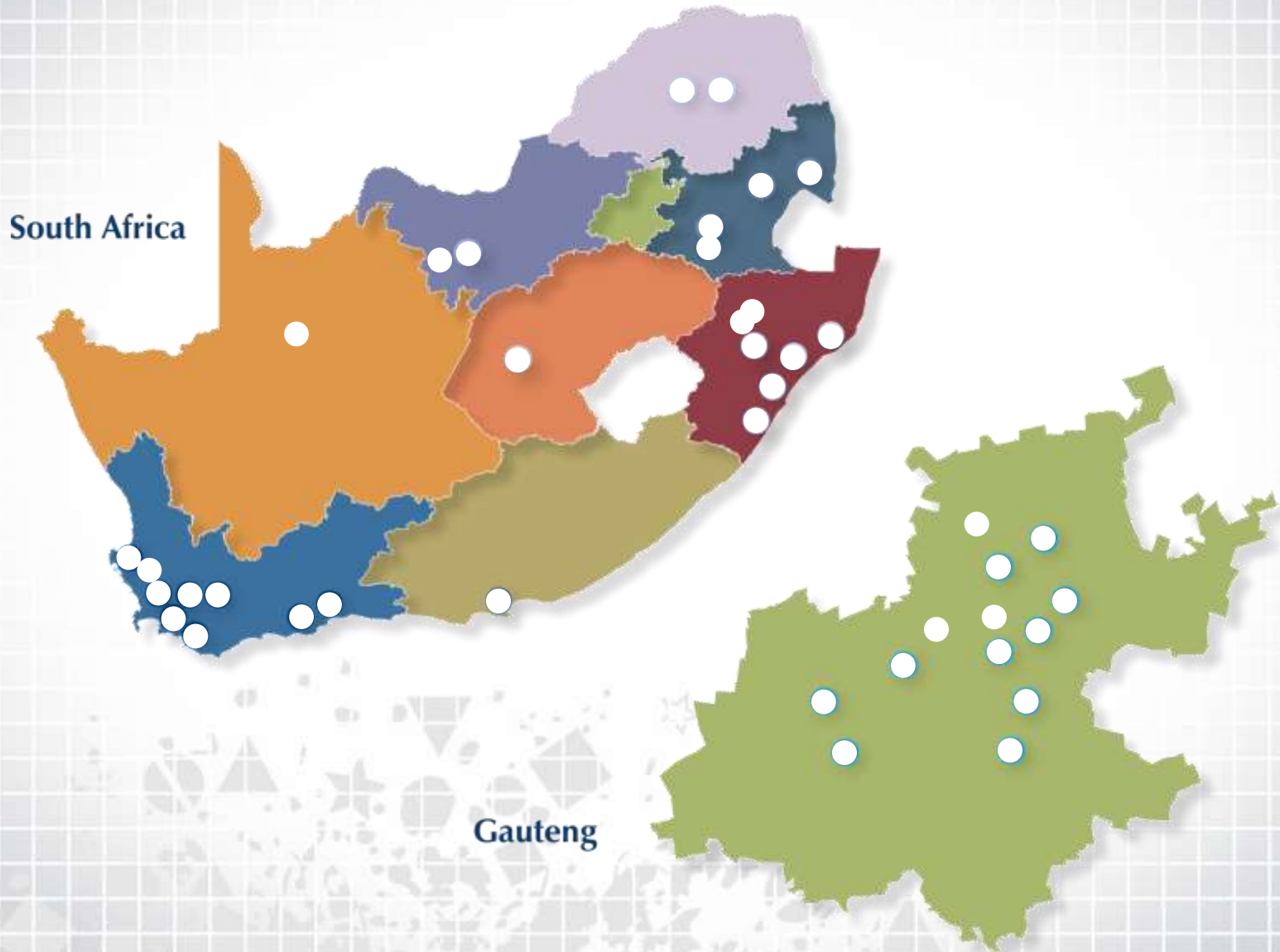


With 90 000 learners in 2020, Curro will still occupy a minute (0,72%) segment of the total school market.



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# CURRO'S NATIONAL FOOTPRINT





# 2014 HIGHLIGHTS

- Largest focused for-profit private school group in South Africa
- 42 campuses; 36 021 learners
- Revenue exceeded R1bn
- 3 acquisitions (Grantleigh, Waterstone College and St Dominics)
- Rights offer raised R600m
- R710 in long term funding
- Corporate credit rating BBB-



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# DEVELOPMENTS DURING 2014

- R650m expansion to existing campuses, including additional classrooms, school halls, sports facilities, swimming pools, Astro Turfs
- Acquisitions: Waterstone College (R130m); Grantleigh Schools (R30m); St Dominics (R12m)
- 7 sites (R100m) in land banking
- 10 New sites develop (R380m)



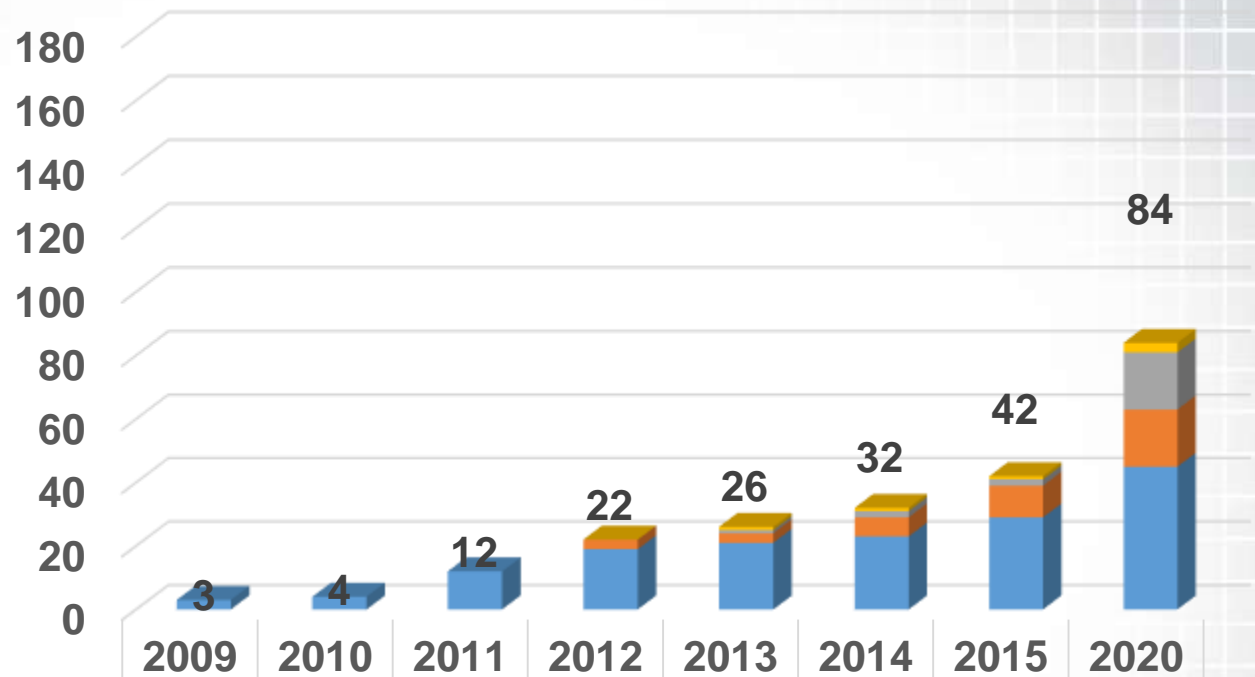
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# DEVELOPMENTS DURING 2014

- **CURRO**  
Brackenfell  
Monaghan  
Secunda  
Kathu
- **MERIDIAN**  
Cosmo City  
Newcastle
- **CURRO ACADEMY**  
Mahikeng  
Soshanguve



# Number of campuses

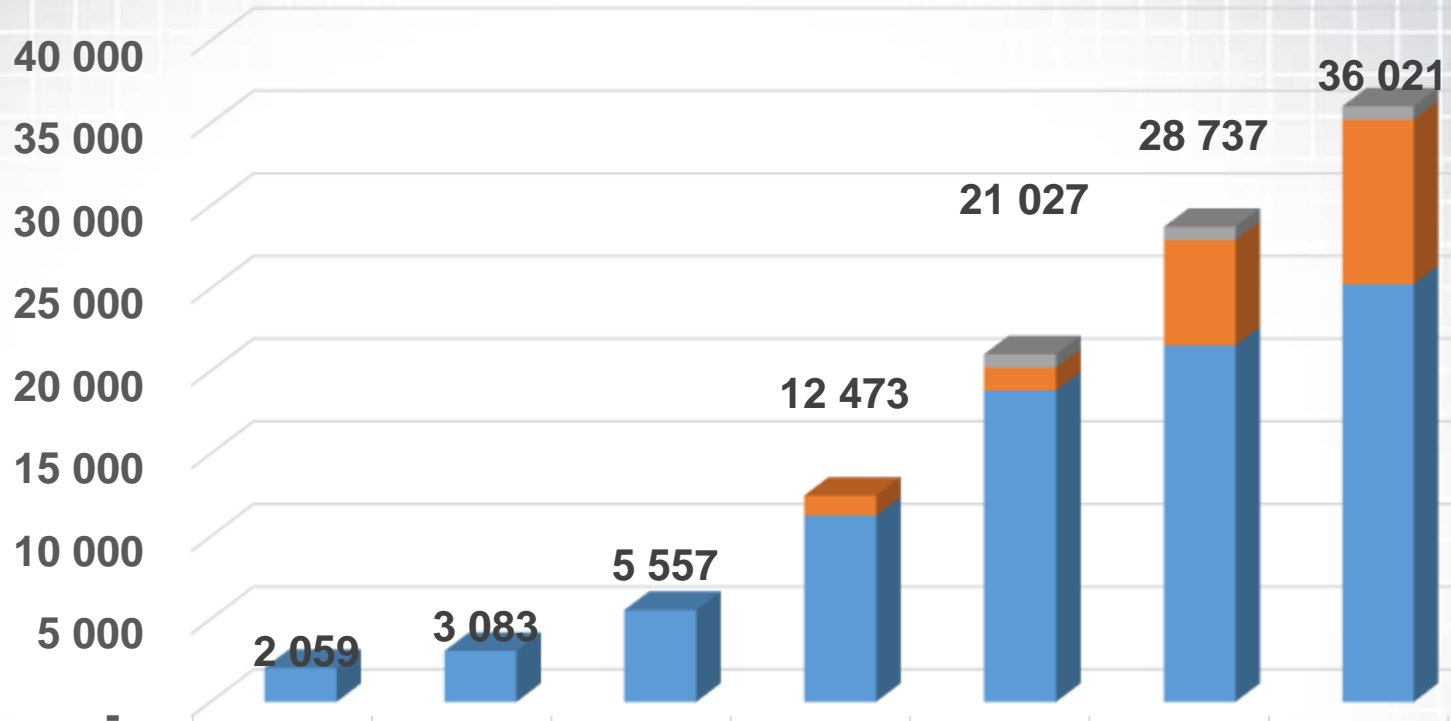


Number of campuses	2009	2010	2011	2012	2013	2014	2015	2020
Number of campuses	3	4	12	22	26	32	42	84
Teachers College				0	1	1	1	3
Curro Castle				0	1	2	2	18
Meridian + Curro Academy				3	3	6	10	18
Curro and Select	3	4	12	19	21	23	29	45



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## Learner numbers

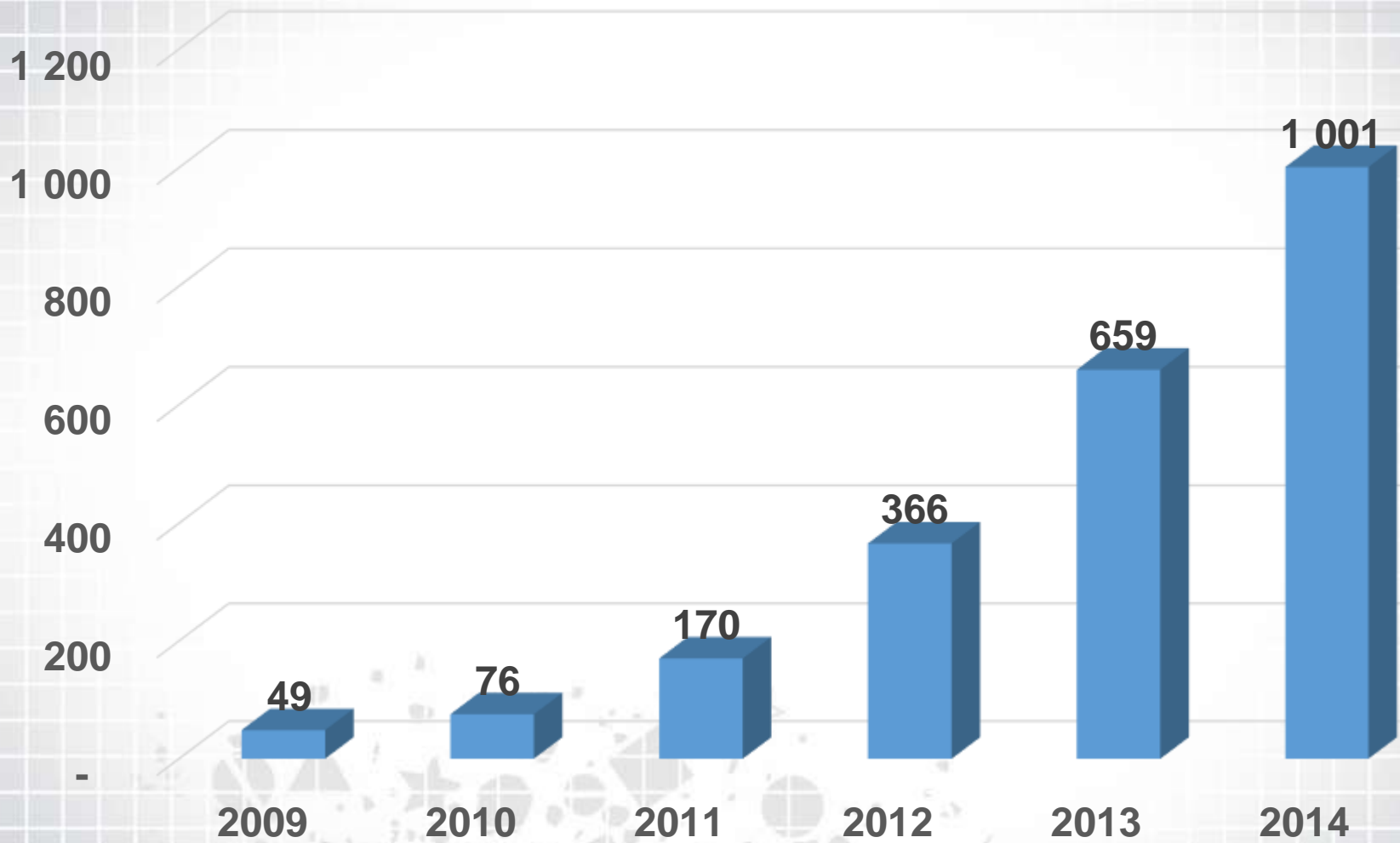


	2009	2010	2011	2012	2013	2014	2015
<b>Learner numbers</b>	2 059	3 083	5 557	12 473	21 027	28 737	36 021
<b>Teachers College</b>					800	800	800
<b>Meridian</b>				1 200	1 401	6 389	9 963
<b>Curro</b>	2 059	3 083	5 557	11 273	18 826	21 548	25 258



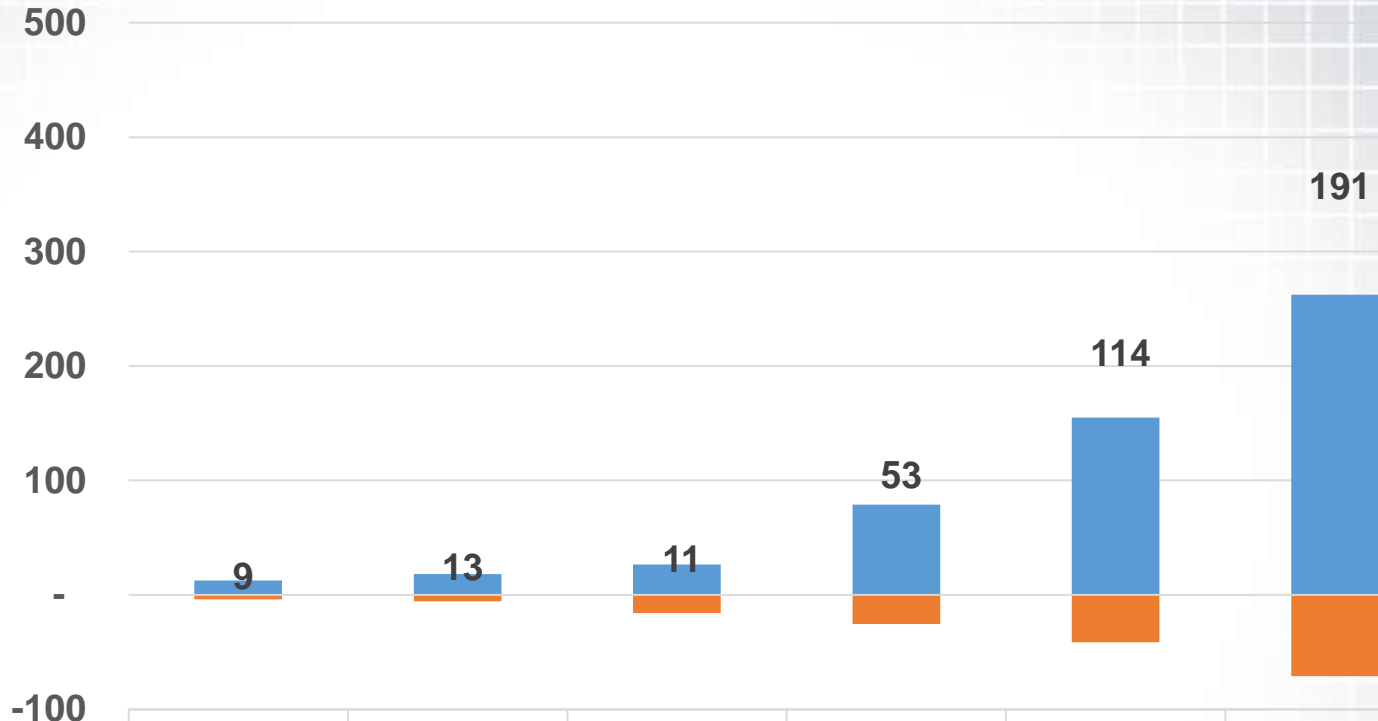
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## Revenue (Rm)



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# EBITDA



	2009	2010	2011	2012	2013	2014
<b>EBITDA</b>	<b>9</b>	<b>13</b>	<b>11</b>	<b>53</b>	<b>114</b>	<b>191</b>
<b>Head office expenses</b>	<b>(4)</b>	<b>(6)</b>	<b>(16)</b>	<b>(26)</b>	<b>(41)</b>	<b>(71)</b>
<b>Schools EBITDA</b>	<b>13</b>	<b>18</b>	<b>27</b>	<b>79</b>	<b>155</b>	<b>262</b>

■ Schools EBITDA    
 ■ Head office expenses    
 EBITDA



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# J-CURVE (CAPACITY UTILISATION)

	2011	2012	2013	2014	2011	2012	2013	2014
	<b>Nr of campuses</b>				<b>Nr of learners</b>			
0-25	4	5	7	7	652	1 316	2 668	1 780
25 - 50	4	6	6	6	1 269	3 107	4 017	4 444
50-75	3	5	8	10	2 461	3 590	6 119	9 096
75-100	1	6	5	9	1 175	4 460	8 223	13 417
	12	22	26	32	5 557	12 473	21 027	28 737
	<b>EBITDA</b>				<b>EBITDA Margin</b>			
0-25	(5)	(6)	(3)	(5)	(29%)	(20%)	(4%)	(9%)
25 - 50	4	10	24	20	11%	12%	21%	18%
50-75	18	32	44	92	23%	27%	21%	27%
75-100	9	43	90	155	26%	35%	38%	32%
	27	79	155	262	16%	22%	25%	26%





# J-CURVE (SCHOOL EVOLUTION)

2013

Number of schools	First year	Learner numbers	EBITDA	EBITDA margin
-	-	-	-	-
4	2013	2 016	10 944	19%
2	2012	1 002	2 034	7%
6	2011	2 962	6 848	8%
2	2010	1 636	8 152	17%
12	2009	13 411	127 010	32%
26		21 027	154 988	25%

2014

Number of schools	First year	Learner numbers	EBITDA	EBITDA margin
4	2014	823	-6 565	-32%
4	2013	3 645	36 975	32%
2	2012	1 362	8 329	17%
6	2011	3 721	24 561	19%
2	2010	1 994	16 852	25%
14	2009	17 192	182 144	30%
32		28 737	262 296	26%



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# J-CURVE (BRANDS AND ORIGIN)

**2013**

Number of schools	Brand	Learner numbers	EBITDA	EBITDA margin
22	Curro	14 638	120 733	22%
4	Meridian	6 389	34 255	32%
26		21 027	154 988	25%

Number of schools	Origin	Learner numbers	EBITDA	EBITDA margin
10	Acquired	10 300	103 044	35%
16	Developed	10 727	51 944	16%
26		21 027	154 988	25%

**2014**

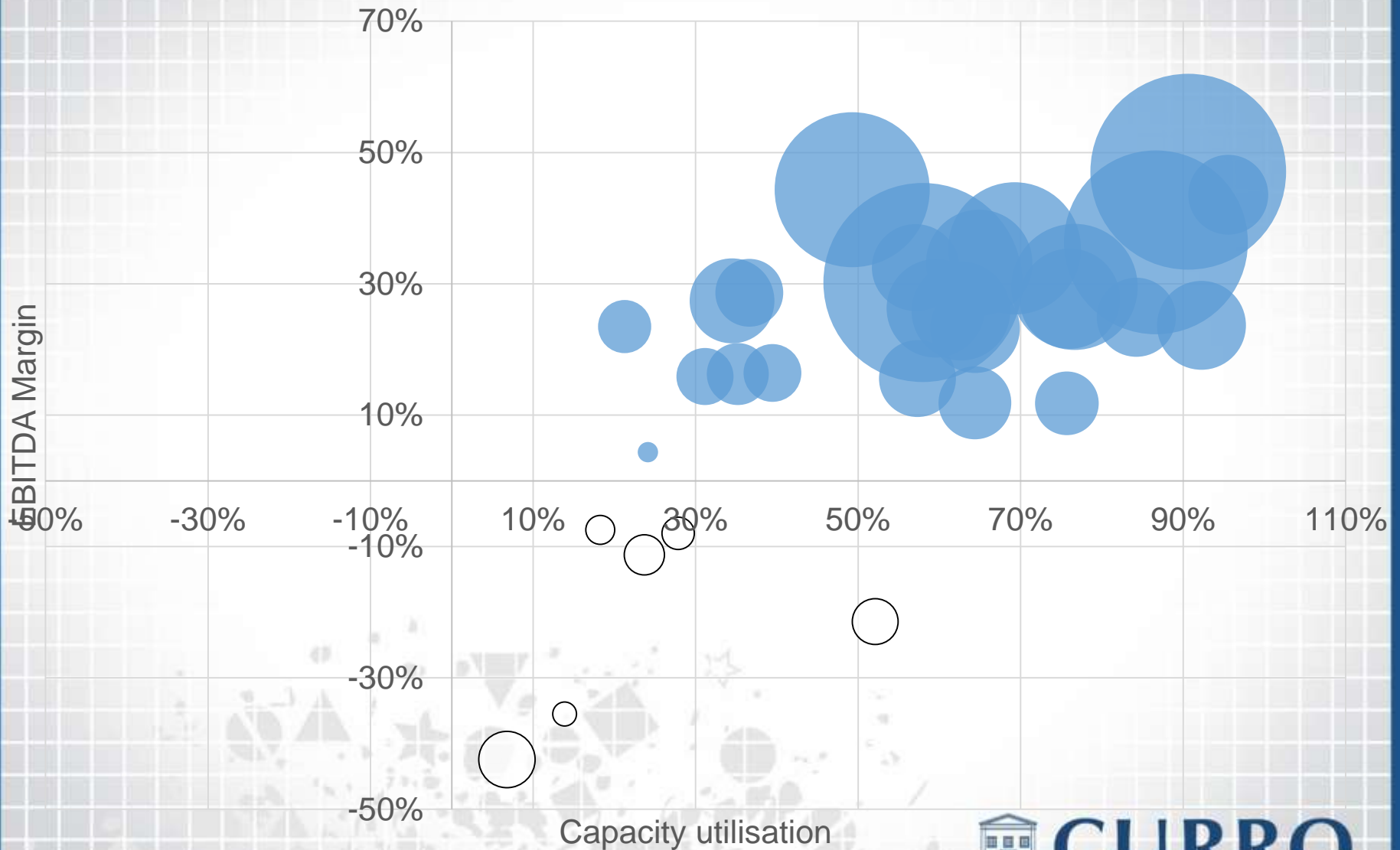
Number of schools	Brand	Learner numbers	EBITDA	EBITDA margin
27	Curro	20 828	219 323	27%
5	Meridian	7 909	42 973	24%
32		28 737	262 296	26%

Number of schools	Origin	Learner numbers	EBITDA	EBITDA margin
12	Acquired	14 422	151 829	30%
20	Developed	14 315	110 467	23%
32		28 737	262 296	26%

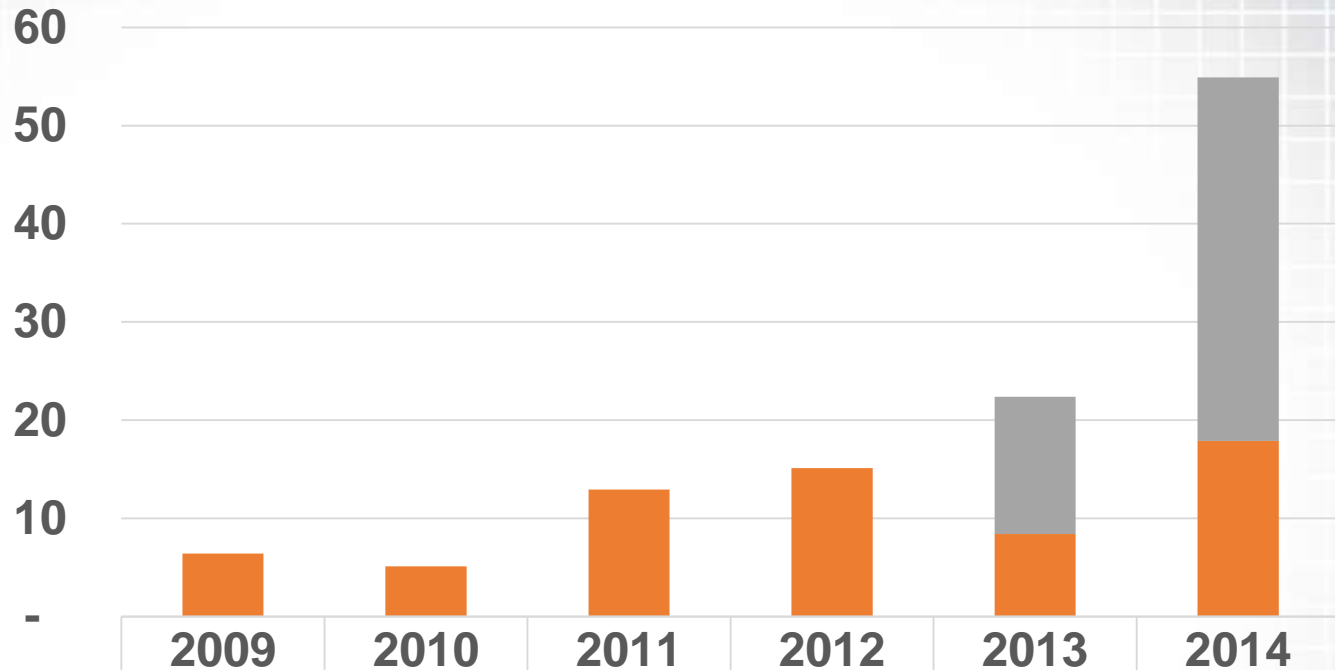


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# EBITDA vs Capacity utilised



## Interest (Rm)



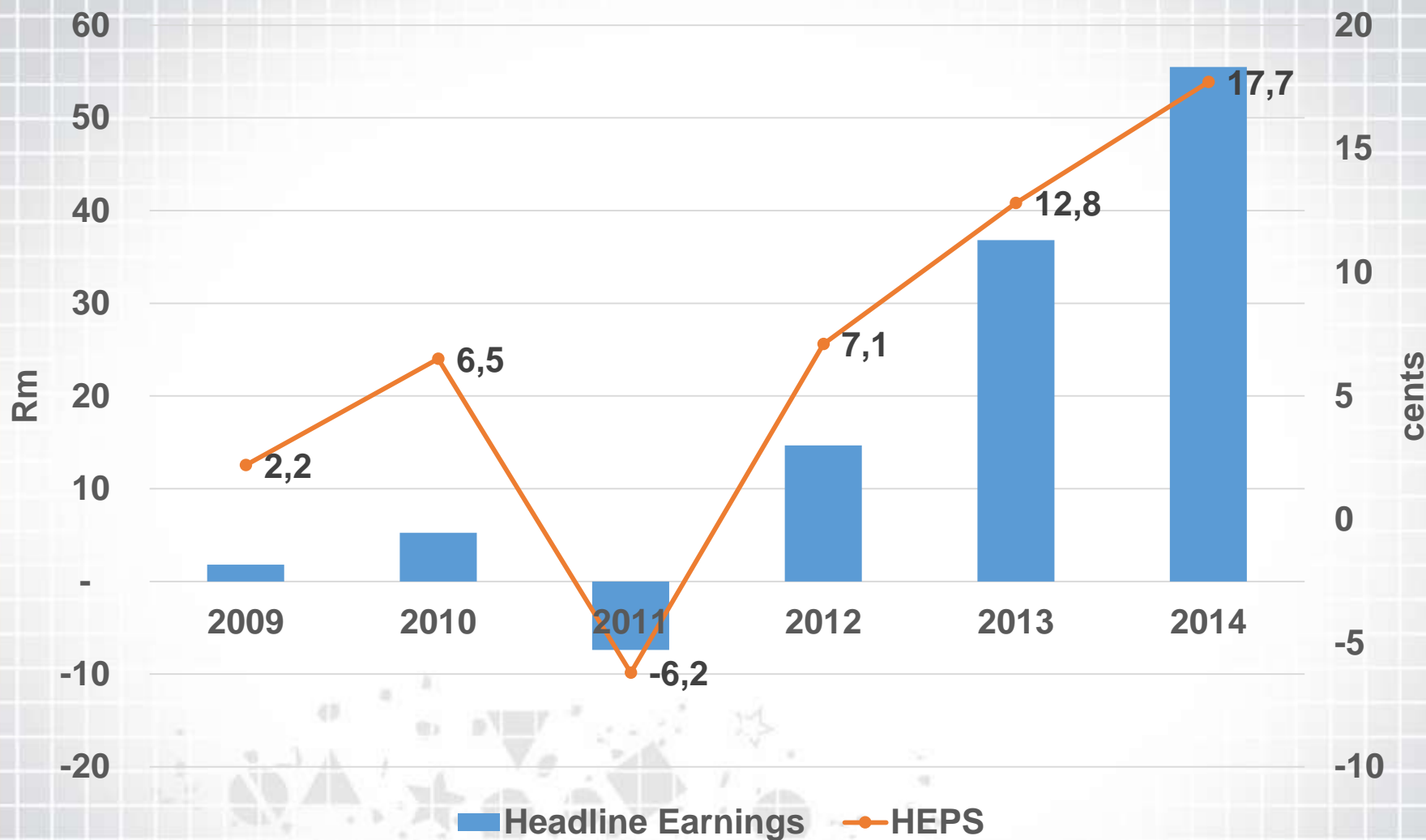
	2009	2010	2011	2012	2013	2014
■ Meridian				-	14	37
■ Curro	6	5	13	15	8	18
Interest expense	6	5	13	15	22	55

■ Curro   
 ■ Meridian   
 Interest expense



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# Headline Earnings



# KEY FINANCIAL HIGHLIGHTS

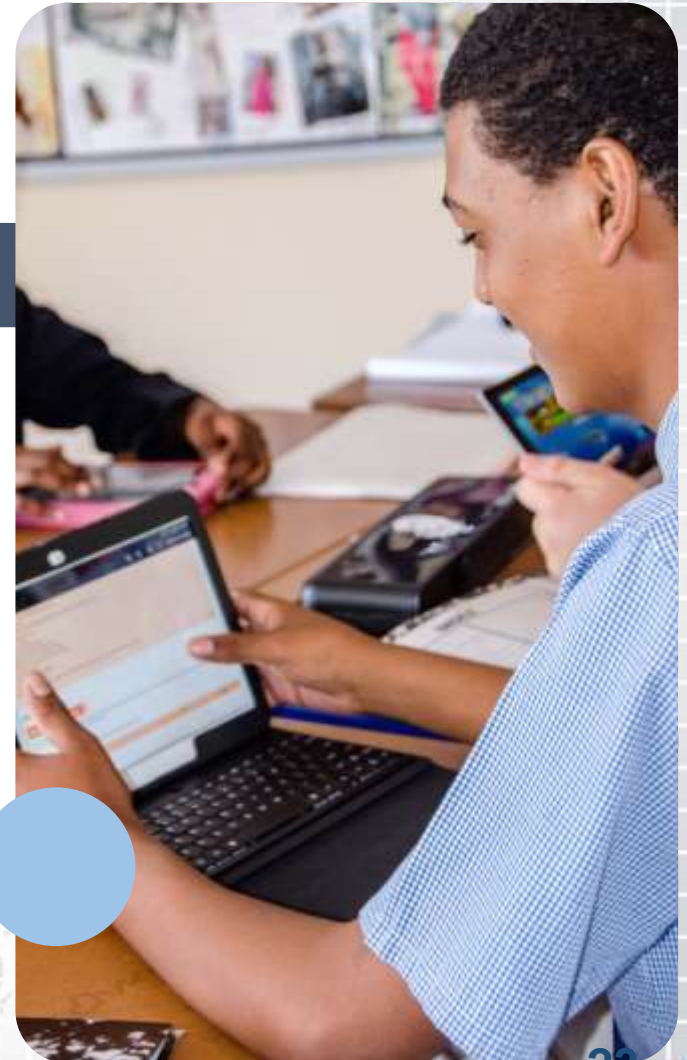
	2013	2014	YoY ('13- '14)	5yr CAGR (2009- 2014)
<b>Number of campuses</b>	26	32	23%	61%
<b>Learner numbers</b>	21 027	28 737	37%	69%
<b>Revenue (Rm)</b>	659	1 001	52%	83%
Schools EBITDA	155	262	69%	83%
Head office expenses	(41)	(71)	71%	80%
<b>EBITDA</b>	<b>114</b>	<b>191</b>	<b>68%</b>	<b>85%</b>
Interest expense	22	55	145%	54%
<b>Headline Earnings</b>	<b>37</b>	<b>56</b>	<b>51%</b>	<b>99%</b>
<b>HEPS</b>	<b>12,8</b>	<b>17,7</b>	<b>38%</b>	<b>52%</b>



# CCEE

The Curro Centre for Educational Excellence aims to:

- Develop and apply the latest trends, i.e. **21st century learning.**
- Monitor quality and ensure standardisation
- Focus on Mathematics, Science and Technology.



# KEY FOCUS AREAS INCLUDE:

- Mathematics
- Science & Technology
- IT
- Reading
- Robotics





# ACADEMIC RESULTS

	IEB		NSC	
	2014	2013	2014	2013
<b>Number of learners</b>	637	380	488	632
<b>Pass rate</b>	99%	100%	90%	92%
<b>University exemption</b>	82%	79%	43%	56%
<b>Ave nr of A's per learner</b>	1.12	1.1	0.7	0.6
<b>Average</b>	65%	65%	56%	56%
<b>Average &gt; 60%</b>	66%	68%	29%	49%
<b>Maths (learners taken and average achieved)</b>	50%/65%	56%/62%	52%/45%	49%/48%



# OVERVIEW OF EXISTING CAMPUSES

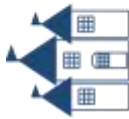
**CURRO**

Select School



**CURRO**

Castles



**CURRO**

Select School



**CURRO**

Castles

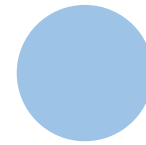


**MERIDIAN**

Schools

**CURRO**

Schools • Skole



**CURRO**

Academy



**CURRO**

Schools • Skole



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Curro Durbanville (Cape Town)  
1998



**CURRO**



Curro Langebaan  
2007



**CURRO**



Curro Hazeldean (Pretoria)  
2009



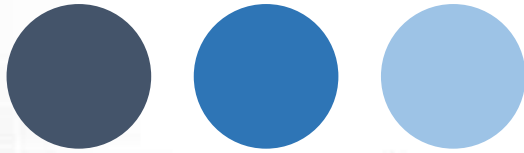
**CURRO**



Curro Roodeplaat (Pretoria)  
2010



**CURRO**



Curro Serengeti (Kempton Park)  
2010 / 2012



**CURRO**



Curro College Hazeldean (Pretoria)  
2011



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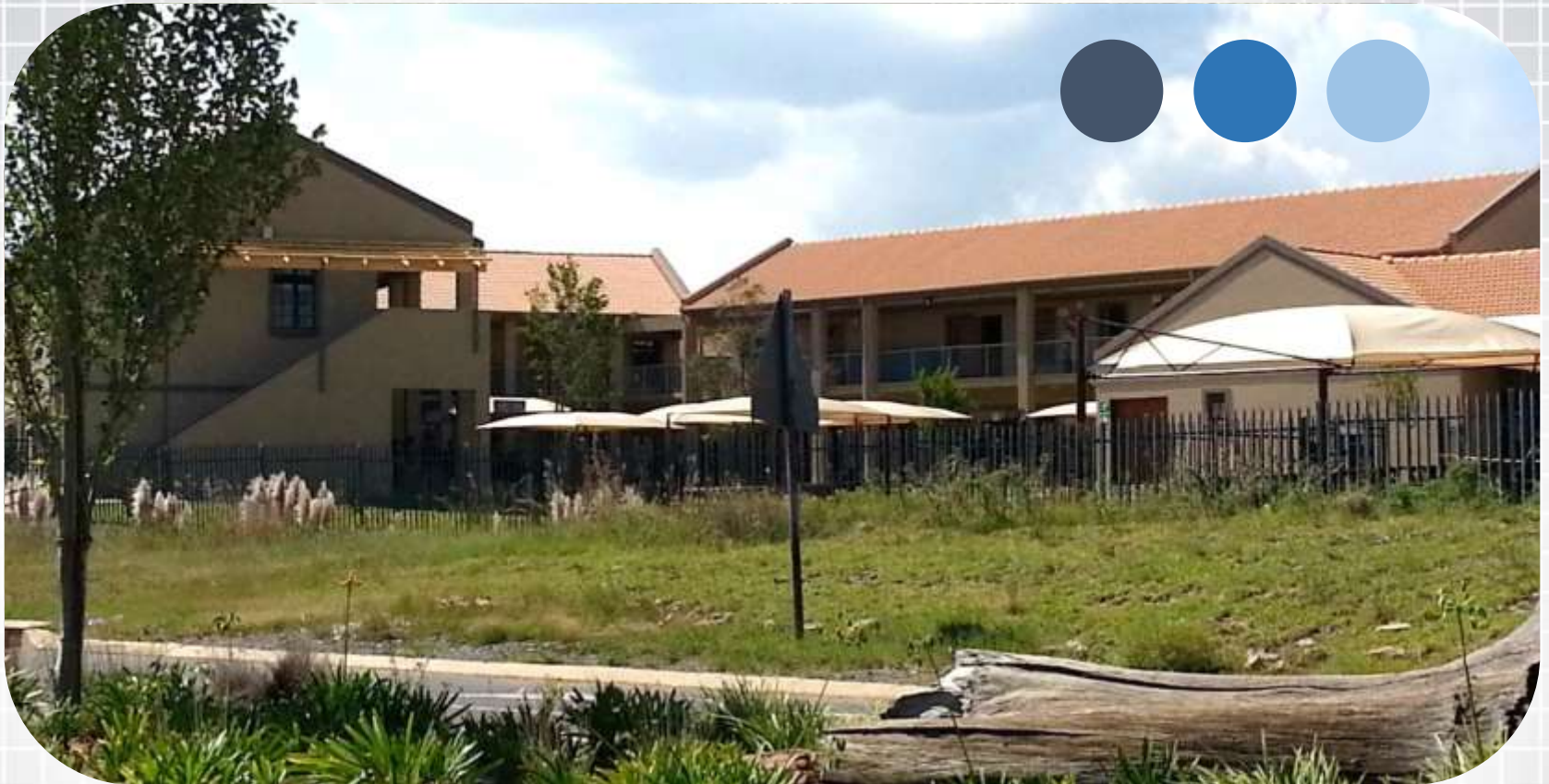




Curro Bankenveld (Witbank)  
2011



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Curro Helderwyk (Brakpan)  
2011



**CURRO**



Curro Hermanus  
2011



**CURRO**



Curro Mossel Bay  
2011



**CURRO**



Curro Aurora (Randburg)  
2011



**CURRO**



Curro Heuwelkruin (Polokwane)  
2011



**CURRO**



Curro Nelspruit  
2012



**CURRO**



Curro Hillcrest (Durban)  
2012



**CURRO**





Curro Bloemfontein  
2012



**CURRO**



Curro Krugersdorp  
2012 & 2013



**CURRO**



Embury College (Durban)  
2012



**CURRO**



Curro Century City (Cape Town)  
2013



**CURRO**



Curro Thatchfield (Centurion)  
2013



**CURRO**



Curro Mount Richmore (Ballito)  
2014



**CURRO**



Curro Westbrook (Port Elizabeth)  
2014



**CURRO**



Meridian Pretoria  
2012



**CURRO**





Meridian Rustenburg  
2012



**CURRO**



**NORTHERN**  
Academy



Northern Academy (Polokwane)  
2012



**CURRO**



Meridian Pinehurst (Cape Town)  
2013



**CURRO**



Meridian Karino (Nelspruit)  
2014



**CURRO**



**NORTHERN**  
Academy



Northern Academy II (Polokwane)  
2014



**CURRO**



# CURRO

## Castles



Rosen Castle (Cape Town)  
2012



# CURRO



# CURRO

## Castles



Curro Castle George  
2014



# CURRO



# CURRO

## Select Schools



**WOODHILL  
COLLEGE**



Woodhill College  
2012



# CURRO





# CURRO

## Select Schools

GRANTLEIGH



Grantleigh Schools  
2014



# CURRO



# CURRO

## Select Schools



WATERSTONE  
COLLEGE

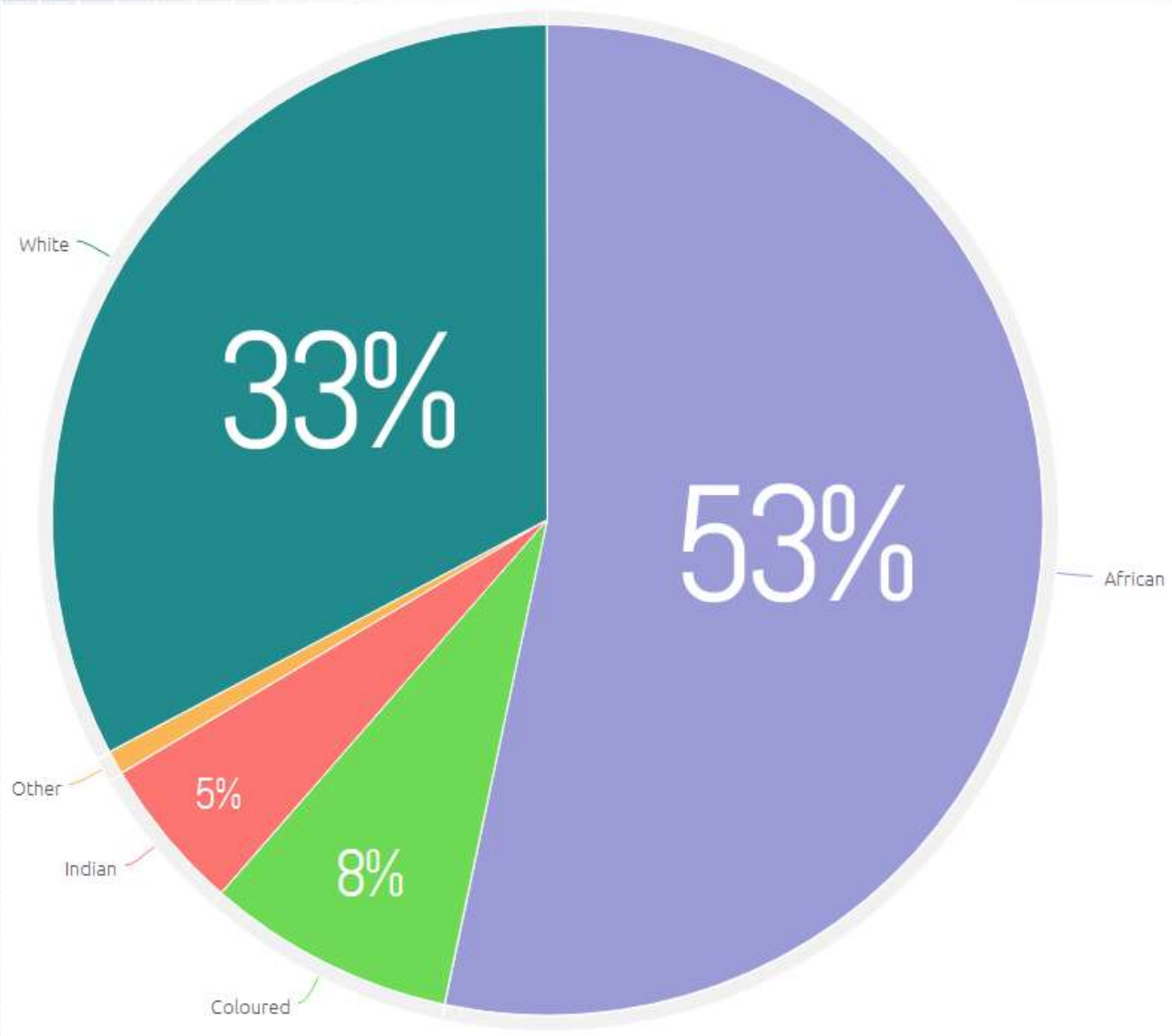


Waterstone College (Johannesburg)  
2014

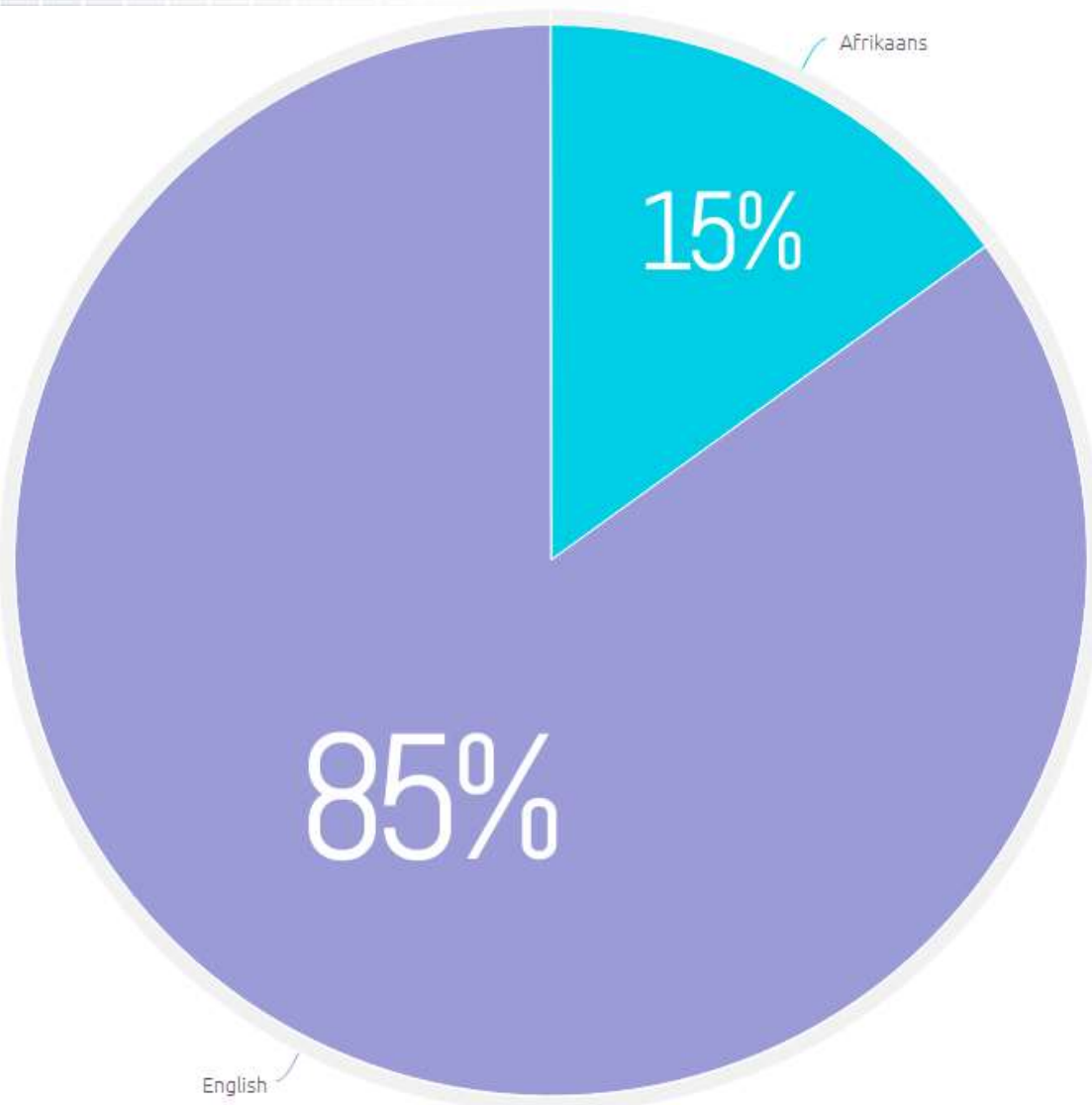


# CURRO

# LEARNERS BY DEMOGRAPHIC REPRESENTAVITY



# LEARNERS BY LANGUAGE



# 2015

- New campuses: Sitari (Somerset West); Waterfall (Midrand); Hillcrest (Durban); Embury College; Meridian Pretoria
- R600m expansion and improvements to existing campuses
- Acquisitions
- Landbanking 10+ sites (R200m+)
- Perform a R740m rights issue
- Raise debt of up to R700m



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# THANK YOU DANKIE

The beautiful thing  
about learning is that  
no one can take it away  
from you.

*BB King*



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