



CEO Presentation – AGM

David Buckingham – Managing Director and Chief Executive Officer

15 November 2018



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Disclaimer



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Market fundamentals for growth

Growth outlook is strong – favourable sector dynamics



- **Initiatives already in place to position Navitas to be able to deliver significant additional financial value for shareholders**

- New leadership team and organisational focus
- On track to achieve the financial forecasts implied by our 2020 growth targets

EBITDA Forecasts ¹ \$m	FY19	FY20
Continuing Businesses ²	148 - 153	165 - 175

- 5 new partner contracts signed in FY16-18 to deliver growth in FY20-21
- 8 new partner contracts already signed or expected to be signed in FY19
- Refocused C&I business will deliver improved profitability

- **Medium term forecast of \$200m EBITDA in FY21**

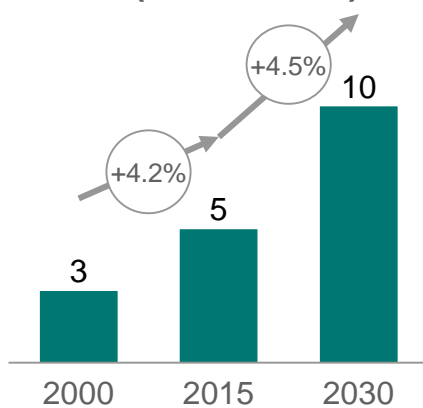
- **Longer term target to exceed \$250m EBITDA in FY23**

Note 1: These forecasts are based on the assumptions outlined in subsequent slides

Note 2: Continuing Business EBITDA includes proportionate share of EBITDA from joint ventures and excludes results of discontinued operations and all costs associated with responding to the BGH Consortium proposal. Discontinued businesses include Health Skills Australia, SAE colleges in Los Angeles, San Jose, Oxford and Jakarta.

Favourable sector dynamics

Global education and training expenditure (USD trillion)



To place education expenditure in context....

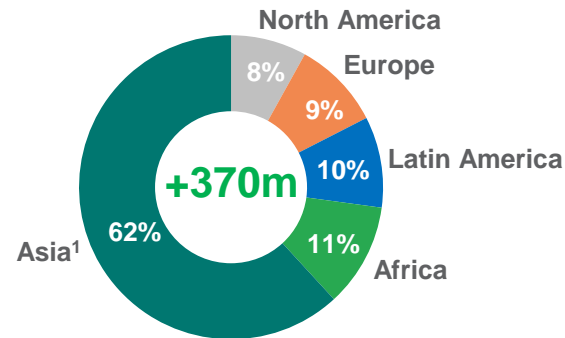


Software market



Media & Ent. Industry

Population with post secondary education (2015 → 2030, millions)

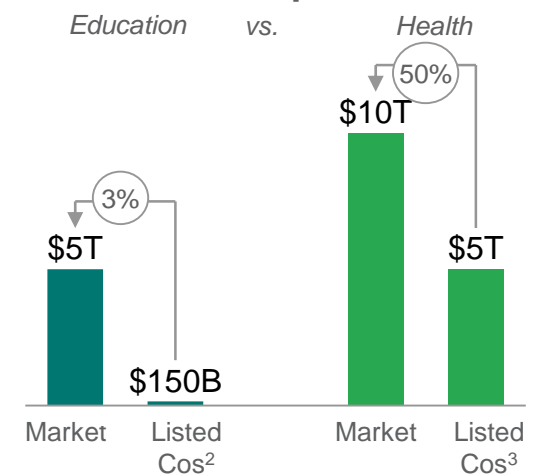


To meet Higher Education demand....



Universities need to be built every day, for the next 20 years

Significant upside for private education providers



We believe that the private sector will play an increasingly important role in the changes to the Higher Education sector

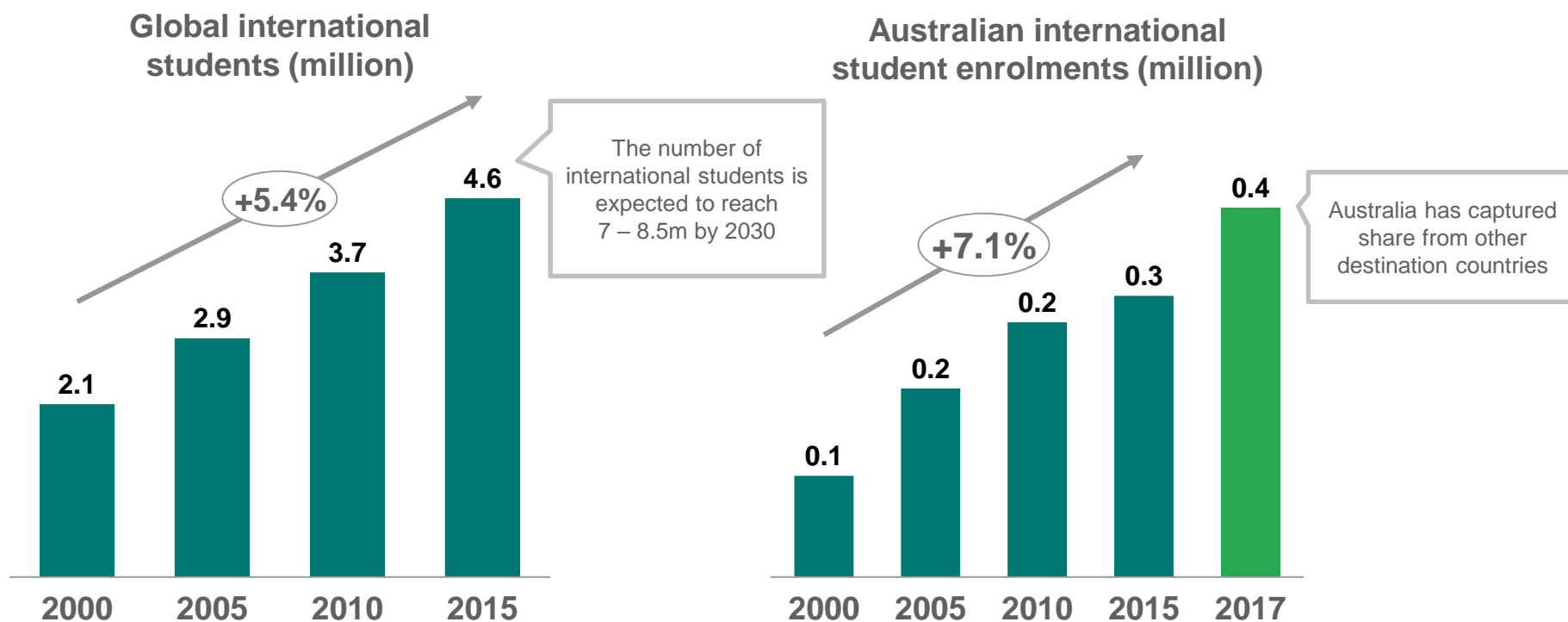
Source: HolonIQ; Goldman Sachs; GSV; IBS Capital; Citi; BASA; Wittgenstein Centre

¹ Includes Oceania

² HolonIQ Education Index

³ S&P Global 1200 Healthcare index

With attractive growth trends in international education



Navitas – differentiated global position in the sector



Scale



**OVER 7,000
EMPLOYEES**

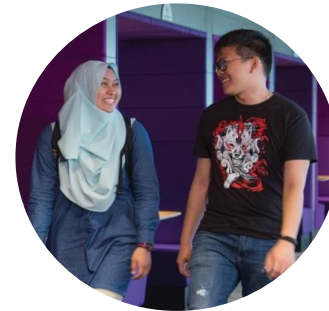


120 COLLEGES

Geographical Diversification



**PRESENCE IN
33 COUNTRIES**



**80,000
LEARNERS**

Sector Leader



**\$1.8B¹ MARKET
CAPITALISATION**



**38 UNIVERSITY
PARTNERSHIPS**

Market Reach



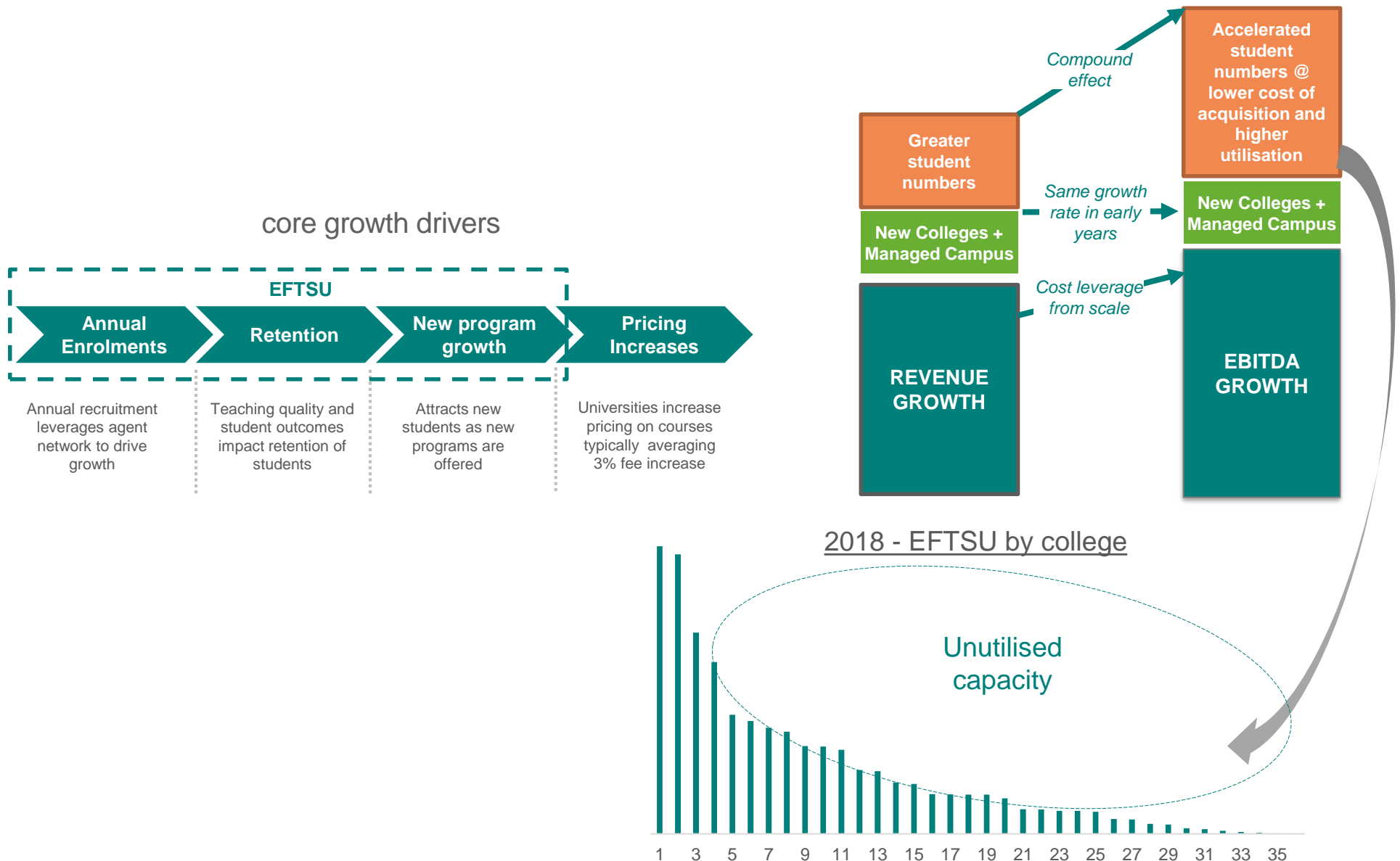
**9 UNIVERSITY
PRODUCT LINES**



**8 STUDENT
FACING BRANDS**

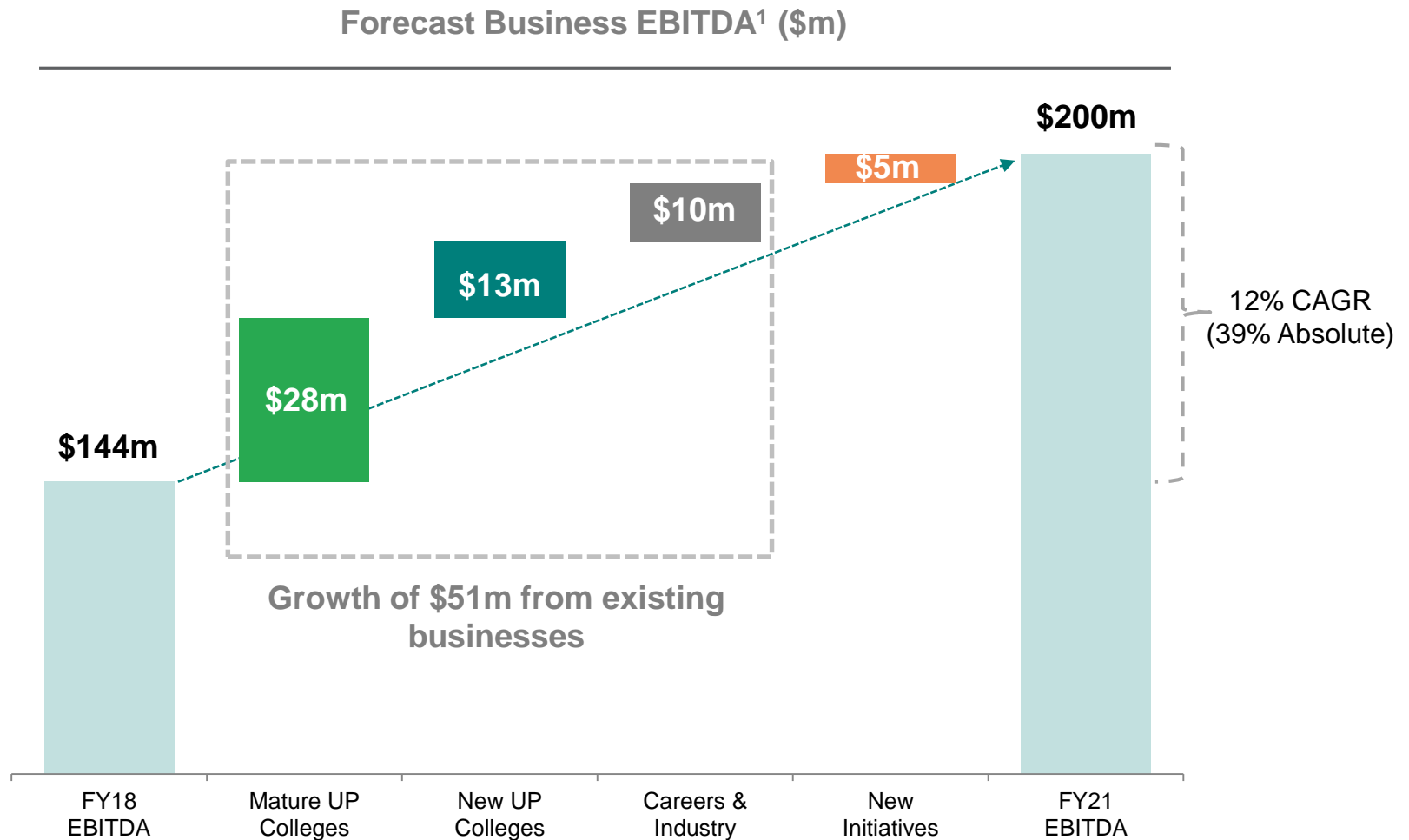
¹ As at 12 November 2018

Business model attributes drive compounding effect



Growth outlook

Strong growth from existing business delivers \$200m EBITDA by FY21*

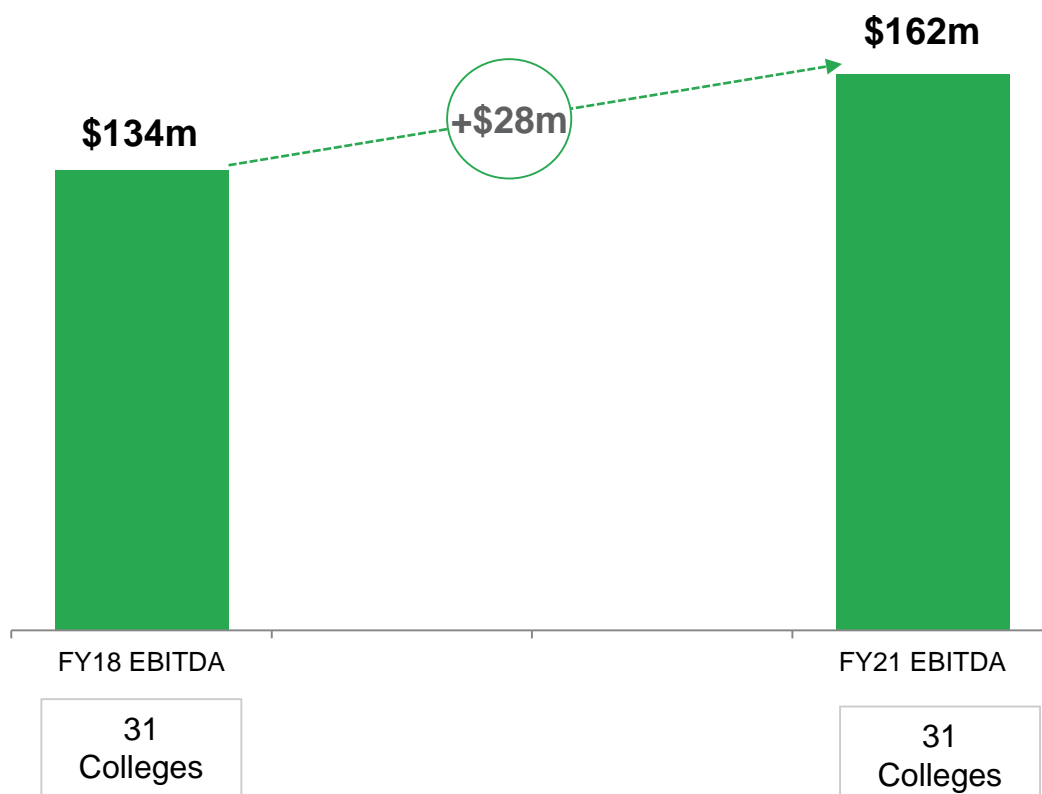


¹ EBITDA includes pro forma share of JV EBITDA

* See slide 24 in Appendix, with respect to key assumptions and risks

3 year growth of 21% from established UP colleges*

Forecast EBITDA (\$m)



Key assumptions

- No change to current immigration status across key markets
- 3.3% p.a. student EFTSU growth
- 2.0% p.a. course pricing growth
- +1.0% EBITDA margin improvement to 23%
- No loss of existing college contracts

Assumptions Validation

- 5.2% CAGR in EFTSU over FY12-18
- Annual pricing growth of 3.3% over FY12-18
- EBITDA margin improved from 23% in FY11 to 24% in FY14 before impact of Macquarie loss
- Only 1 UP contract lost since 2004 (see Appendix)

¹ EBITDA includes pro forma share of JV EBITDA

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New colleges will add a further \$13m EBITDA growth*



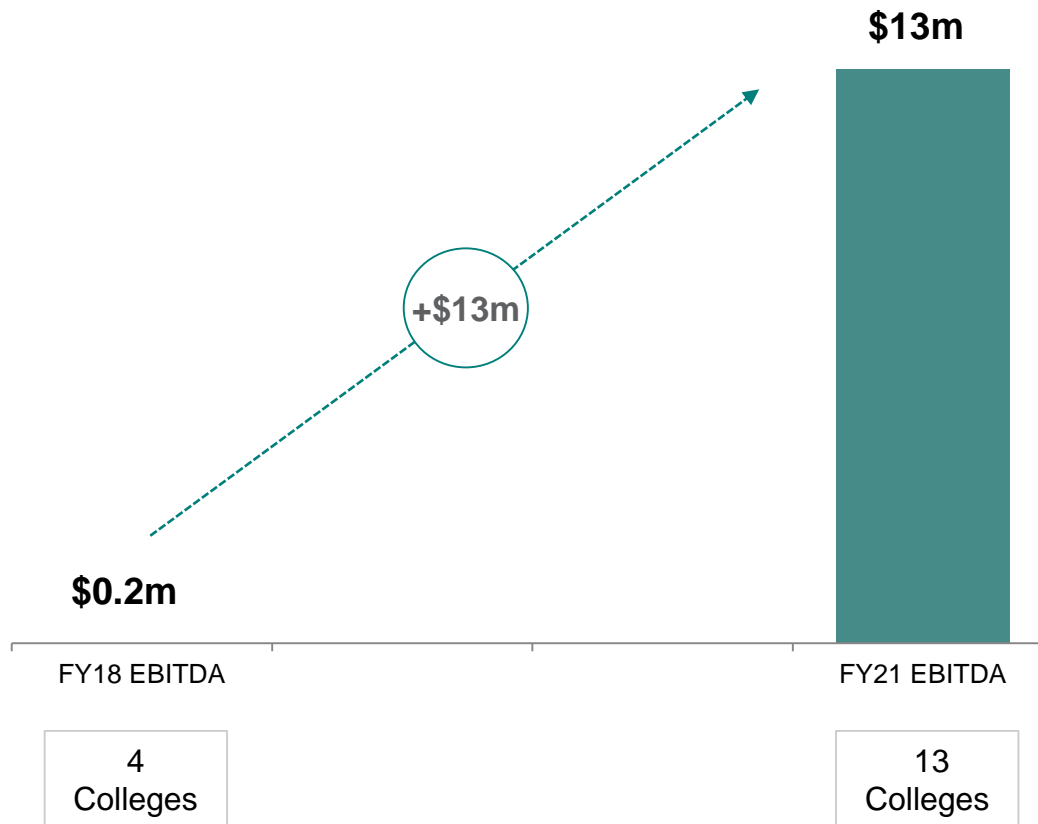
Forecast EBITDA (\$m)

Key assumptions

- No change to current immigration status across key markets
- 7 new partners signed since FY15
- 6 more new partners to sign in FY19
- The above new contracts deliver ~10% of total forecast EFTSU growth by FY21

Assumptions Validation

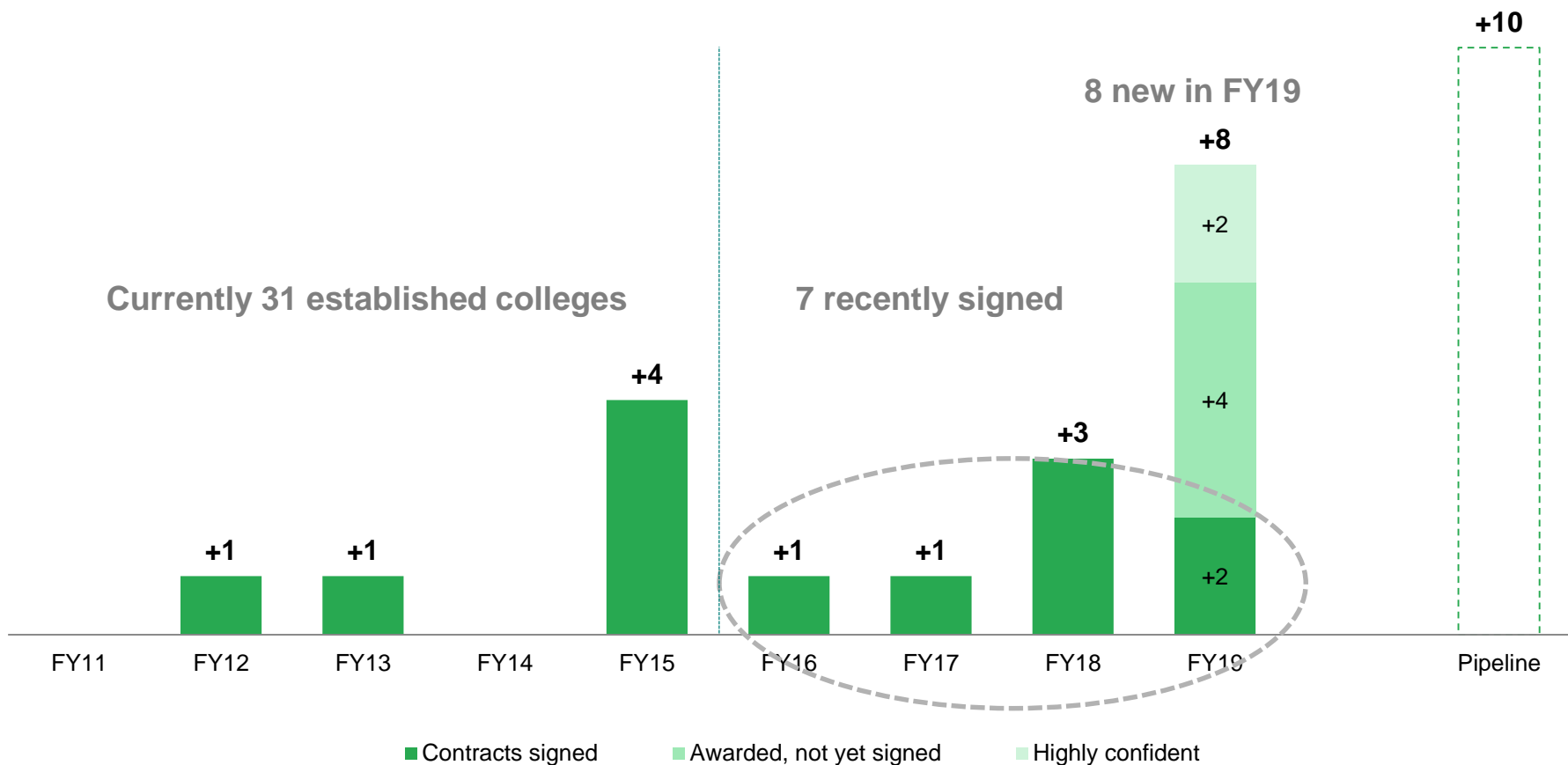
- See overleaf for new partner pipeline and historic run rate
- Assumed growth rates based on historic and recent performance profile of prior new colleges now reaching 4 year maturity



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Step change in new partners will drive additional increase in students and revenues

Contract wins through time



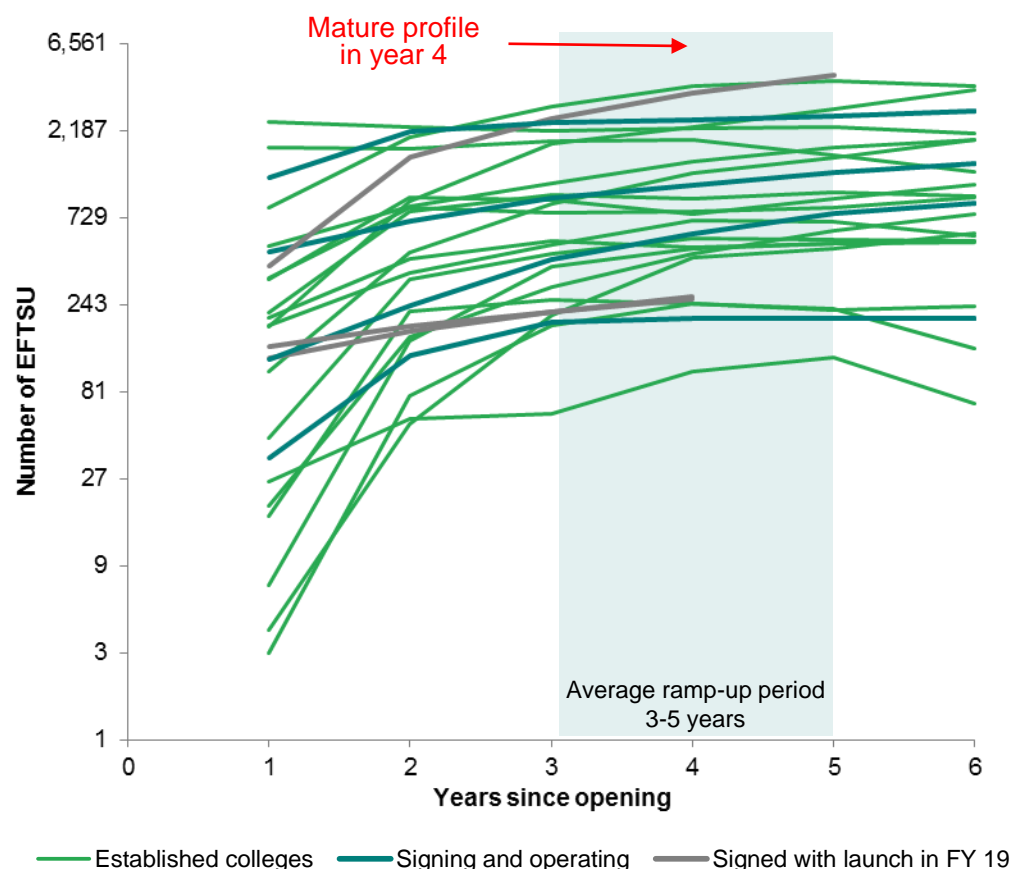
Goal is to target new partners that compliment our portfolio in each market

New signed colleges add EBITDA of \$17m after 4 years



Four recently opened colleges still in ramp up and three newly signed colleges expected to deliver EBITDA of over \$17m p.a. once they reach maturity after 3-5 years

Average ramp-up profile across portfolio



New Colleges	FY18 EBITDA	EBITDA forecast in Year 4
<u>Launched</u>		
Western Sydney City Idaho Virginia College Richard Bland College	\$0.1m	\$8m
<u>Pending launch</u>		
Murdoch Dubai Twente Hague	Nil	\$9m
7	\$0.1m	\$17m

Further 6 colleges expected to be signed in FY19 to deliver additional growth beyond FY21

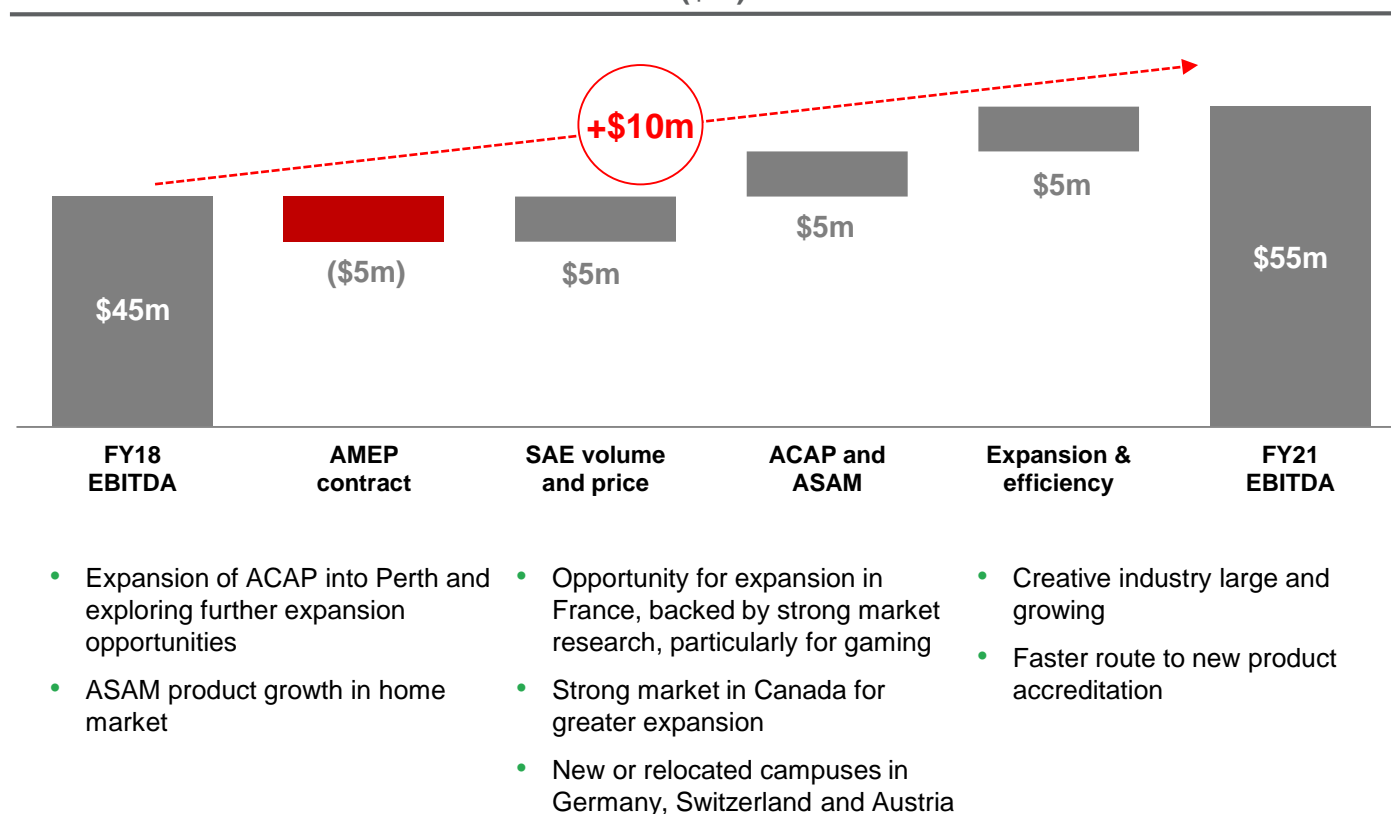
Growth in Careers and Industry division*

Navitas has rationalised the C&I business which is now well positioned for growth through geographic and product expansion. C&I expected to contribute an additional \$10m of EBITDA in FY21

C&I restructuring program

- C&I rationalisation program includes
 - Closure of two sub scale SAE US colleges on West Coast
 - Closure of Health Skills Australia
 - Closure of SAE Oxford
 - Conversion of SAE Indonesia into a licensed operation
 - Closure of campuses in Singapore and Europe (Ljubljana, Rotterdam and Istanbul)
- Investigation of a divestment of all SAE US colleges

C&I EBITDA (\$m)



* See slide 24 in Appendix, with respect to key assumptions and risks

Other initiatives

- **Transformation Partner strategy – examples**

- 3 existing managed campuses
- Direct entry recruitment in US colleges
- On-line recruitment pilot in UK
- Work-integrated-learning solutions in Australia

- **UP sales and marketing initiatives**

- Direct channel and agent incentive program

- **Cost efficiency**



**\$5m growth
expected from
these initiatives
by FY21**

Outlook beyond 2021 – targeting to exceed \$250m EBITDA by FY23*

Existing business at current growth compounds to significant further value

Growth	EBITDA	Key assumptions
FY21 Forecast	\$200m	<ul style="list-style-type: none"> As set out in this presentation
Established UP Colleges	\$20m	<ul style="list-style-type: none"> Stable student migration conditions in major markets 3.3% EFTSU growth and 2% pricing growth per annum 31 Colleges retained 23% EBITDA margin maintained
New UP Colleges Continuing to Mature	\$30m	<ul style="list-style-type: none"> Maturing of recently signed colleges Contribution from 6 new partners - 4 awarded but not yet signed contracts + 2 highly confident (refer slide 14) Additional contract wins from pipeline beyond FY19 (refer slide 14)
C&I Division Growth	\$5m	<ul style="list-style-type: none"> Volume and price growth Campus expansion
FY23 Target	>\$250m	

* See slide 24 in Appendix, with respect to key assumptions and risks

Summary

Growth outlook is strong – favourable sector dynamics



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- New leadership team and organisational focus
- On track to achieve the financial forecasts implied by our 2020 growth targets

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- **Medium term forecast of \$200m EBITDA in FY21**
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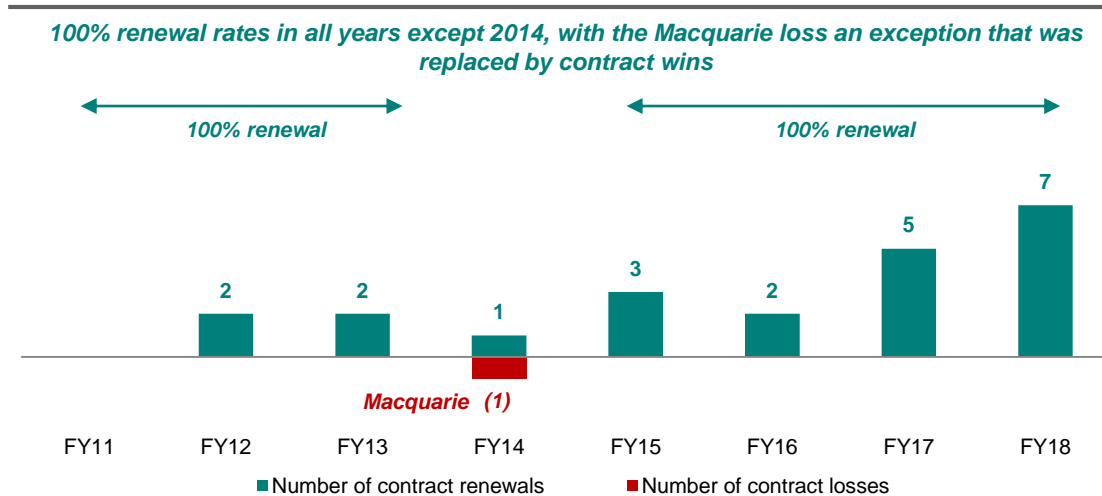
Appendix

100% UP contract renewal rate since Macquarie



Navitas has achieved a 100% contract renewal rate since Macquarie and over the last two years has renewed contracts representing ~\$93m (~65%) of FY18 EBITDA^{1,2}

Historical UP contract renewal profile²



Contract renewals (\$m FY18 EBITDA)

~\$93m of FY18 EBITDA renewed across 10 contracts in the last two years, ~65% of FY18 EBITDA



Commentary

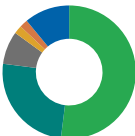



















- 100% UP contract renewals since Macquarie, with a structured approach to renewals mitigating risk of loss:
- History of delivering student outcomes (demonstrated through high student retention and progression rates)
- Partnership health continuously monitored
- Proactive process commences ~18 months before renewal
- Range of business models offered

¹ EBITDA including associates.

² Excludes contracts not re-tendered by Navitas.

Upcoming renewals well positioned with strong scores across all key performance metrics




Performance metrics

Key metrics	Macquarie	College 1	College 2	College 3
Student concentration by source country				
Change in EFTSU (% p.a., as at balanced scorecard vs. 4 years prior)	(6%) 	+7% 	+5% 	+4% 
Pass rates	73% ¹ 	78% 	89% 	83% 
Staff turnover (% of current staff who have been with the group for >1 year)	78% 	100% 	100% 	100% 
Performance culture (Performance review completion rate)	31% 	95% 	100% 	100% 

 Australia
  China
  Hong Kong
  Vietnam
  South Korea
  Canada
  India
  All other

Feedback from partners (FY19 Survey)

- 1 “They keep me informed of new programs and their expectations on a regular basis. I can also contact them freely and they are **responsive and professional** in their feedback.”
- 2 “We have been able to work very constructively with Navitas and ‘College 1’ on the renewal of our partnership agreement.”
- 3 “We’ve always found them **proactive**, we have no trouble getting engagement both locally and at senior levels when issues have arose; it’s a **respectful collaboration**.”
- 4 “Both parties work collaboratively for a mutual and best outcome. Friendly staff who make things happen.”
- 5 “A long standing partnership - working very well. We get immediate responses and they are **very client focused**.”
- 6 “We work well with their team. **Highly strategic in their approach. Working on new initiatives**. Quality of students is good. Would like greater volume of students.”
- 7 “Over all it has been a successful partnership that is **gaining traction and increasing enrolments**.”
- 8 “It was a **seamless transition** and the relationship has continued positively despite the change of leadership.”

 Good performance
  Average performance
  Underperformance

¹ Pass rate for the financial year ending 30 June 2014.

Summary of key forecast assumptions and risks



Forecast EBITDA key assumptions

Established College growth in University Partnership division

- No change to current immigration status across key markets
- 3.3% p.a. student EFTSU growth
- 2.0% p.a. course pricing growth
- +1.0% EBITDA margin improvement to 23% by FY21
- No existing contract loss
- 23% EBITDA margin maintained in FY22 and FY23

New university partnership growth

- No change to current immigration status across key markets
- Contribution from 6 new partners to be signed in FY19 in line with commercial terms agreed to date (4 awarded but not yet signed contracts + 2 highly confident)
- 7 Recently signed contracts and 6 new contracts in FY19 deliver ~10% of total forecast EFTSU by FY21
- Additional contract wins from pipeline beyond FY19

Careers & Industry division growth

- Steady volume and pricing growth in SAE
- US SAE business not sold
- Relocation of Vienna campus
- Expansion of ACAP (new Perth campus launched in 2019) and ASAM footprint and products (+\$5m EBITDA growth)
- Expansion into new markets and efficiency gains (+\$5m EBITDA growth)
- No material contract loss in AMEP

A detailed description of the risks of an investment in Navitas shares, and that may affect Navitas' performance, is set out on pages 11 and 12 of Navitas' 2018 Annual Report