

### **Growth Track Record**

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ACQUISITION OF STRONG REGIONAL BRANDS









ACCELERATING ORGANIC EXPANSION











OTHER BUSINESSES



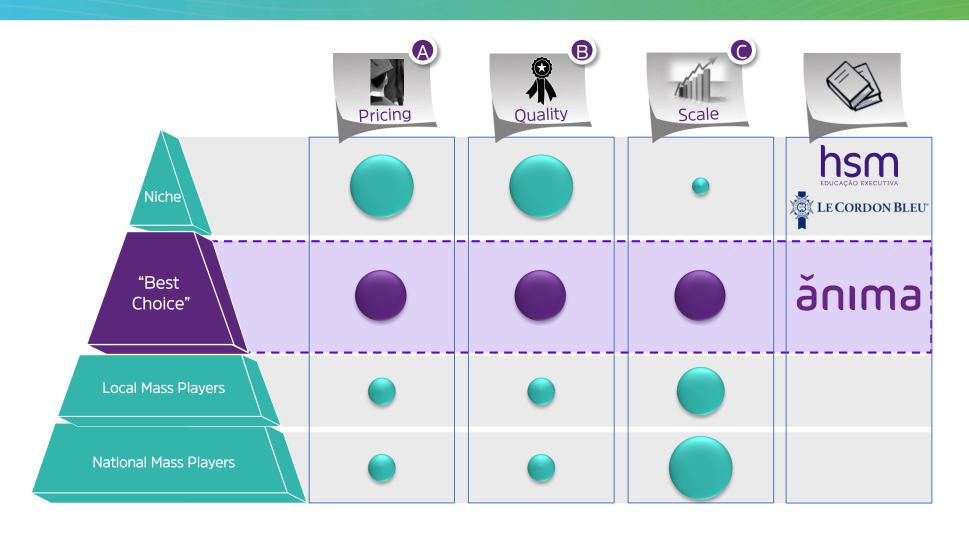




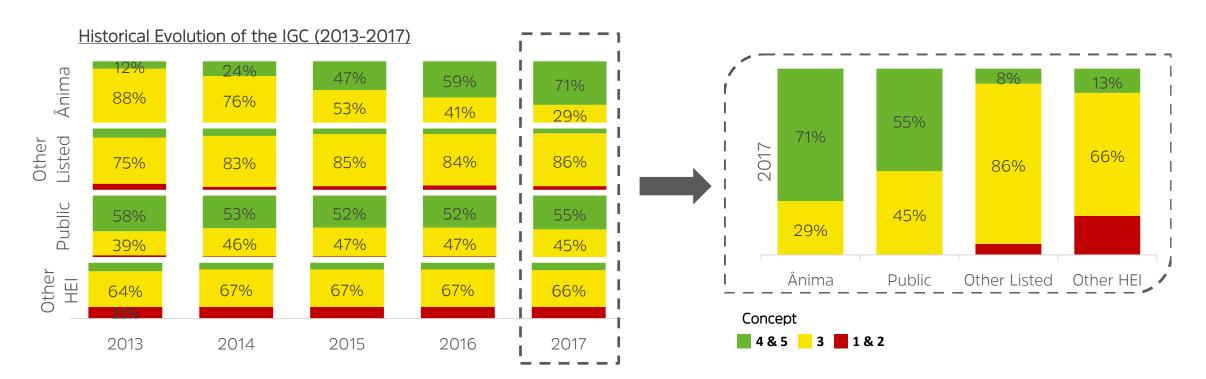
As innovators in learning and sustainable development, our mission is to <u>transform the country through</u> <u>education</u> while recognizing our diverse community as a central asset.

### DIFFERENTIATED MARKETING POSITIONING

Strong value proposition for students who seek high quality and affordable post-secondary education



### Academic Quality – IGC



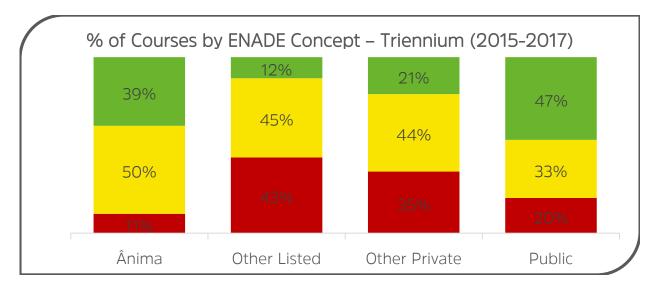
- The latest results, which pertain to 2017 and were published by INEP/MEC at the end of 2018, <u>REINFORCE OUR SUPERIOR</u>

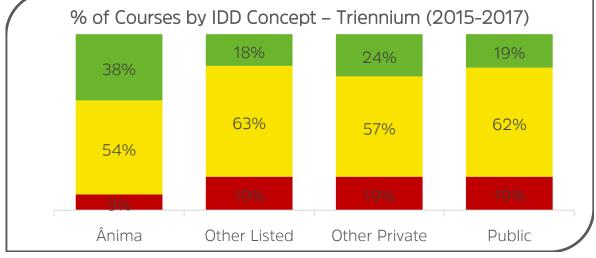
  ACADEMIC RESULTS and confirm the effectiveness of our academic model and OUR COMMITMENT TO QUALITY.
- In the IGC, 71% of our courses were ranked with concepts between 4 and 5 (+12 pp vs. 2016), significantly superior to the Other Listed and private institutions.

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### Academic Quality - ENADE and IDD 2017







**ENADE**: National Student Performance Examination evaluates the performance of graduating students through a standardized test.

**IDD**: Determines the real value added by post-secondary education by measuring the impact of academic practices in students' development.

#### Concept

4 & 5 3 1 4 & 2

- The most recent indicators related to ENADE and IDD have confirmed our <u>SUPERIOR ACADEMIC RESULTS</u> and explain the GREATER ADDED VALUE OF OUR TEACHING PRACTICES.
- The results position us with <u>AN ADVANTAGE</u> when compared to other private institutions, listed and unlisted, and even better-positioned when compared to public institutions.

### 3 Strategic Pillars

#### E2A

#### <u>Anima's Learning Ecosystem:</u>

High-quality academic model with large-scale transformative power.

- Hybrid model
- Competencies development (implemented as of beginning of 2018)
  - Contents
  - Skills
  - **Attitudes**
- Advantages:
  - Positions Ânima to benefit from developments in education and technology
  - Profitability gains (mature campuses)



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#### <u>Journey of Ânima Students:</u>

Builds a lasting relationship in which we serve as an ongoing resource for learning opportunities throughout the students' lives.

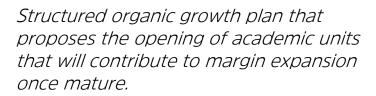
- Custom-made path
- Focus on life project, personal goals and career (continued education)



- **Platforms**
- Processes (enrollment update via web and mobile; entrance exams campaign; intake; entrance)

#### <u>Q2A</u>

#### Organic Expansion Plan:



- Hybrid model accelerates the growth project
- As of July'16 23 mature units (UNA. UniBH, USJT, and UniSociesc).
- Number of units doubled (in 2 years)
  - 47 units: 22 organic and 2 acquired in 2018
- Positive outlook:
  - Intake and financial results
  - Performing in line with business plan
  - +9.300 students by the end of 2018 (units maturing)



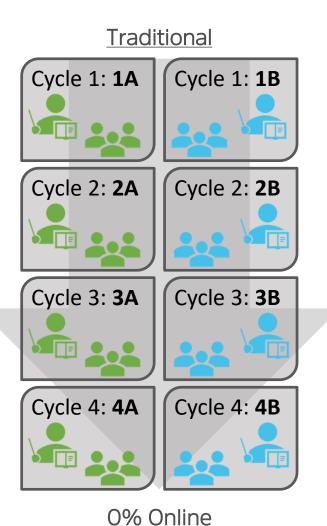


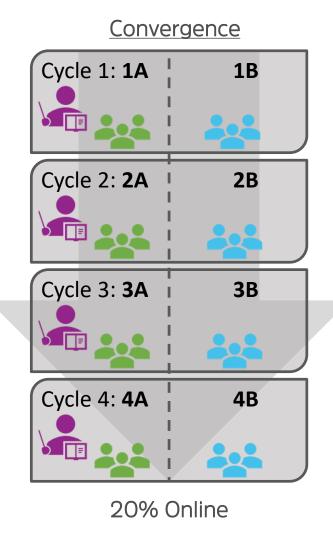
### Curricular Evolution: Traditional X Convergence X E2A

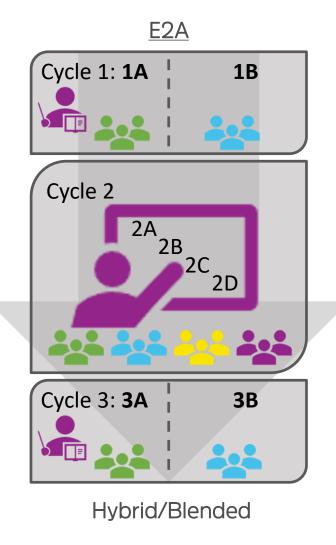




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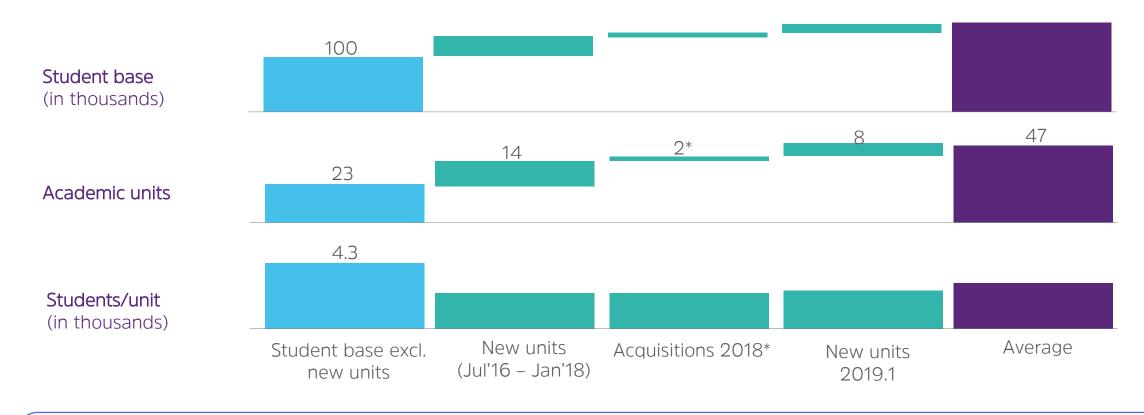






## Organic Expansion (\*\*)

■ Well-structured organic growth plan (Q2A): 22 New units as of Jul '16, of which 8 in 2019.1;

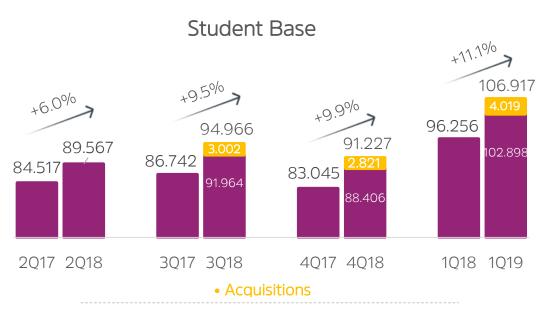


- In line with business plans, units opened from July'16 onward are delivering a positive performance, despite being cash consumers in the initial years of operation.
- For 2020, we have decided to focus on the maturation of the units already open as well as take a deeper look at acquisitions that may accelerate our organic expansion, such as the ones made throughout 2018 (CESUC, Faculdade Jangada, and Faced).

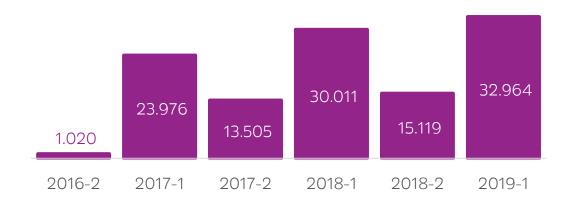
<sup>\*</sup> CESUC in Catalão and Faculdade Jangada in Jaraguá do Sul, where we already had operations

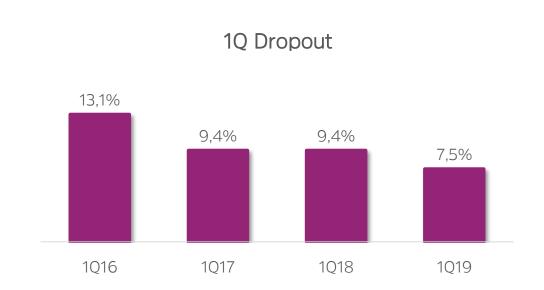
### Student Base: Undergraduate (\*)





Student Financing – Total Intake



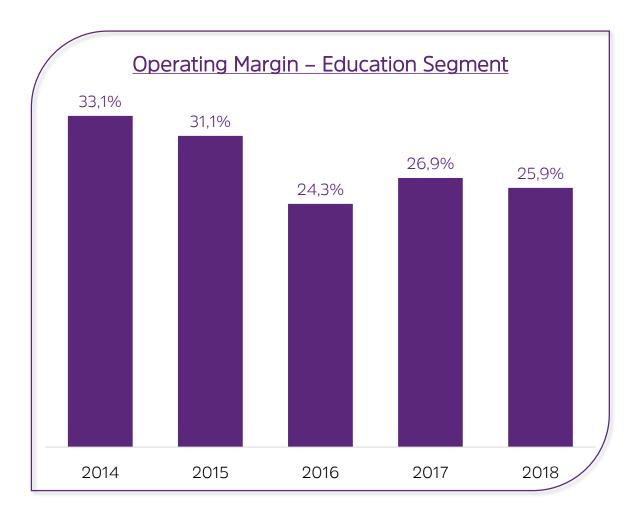


Continuous growth in the undergraduate student base, with +10.7 thousand students and +11.1% in 1Q19 vs. 1Q18 (+6.6 thousand students and +6.9%, excluding the acquisitions made in 2018).

In addition to growth in intake, we achieved a 7.5% dropout rate in 1Q19 (+1.9pp vs. 1Q18).

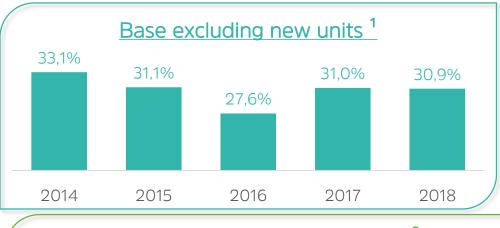
### Breakdown of results - Education segment | -

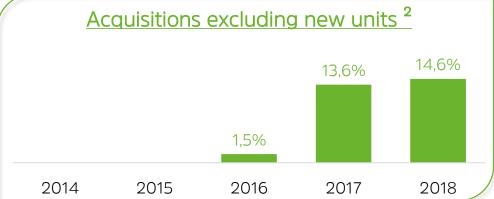


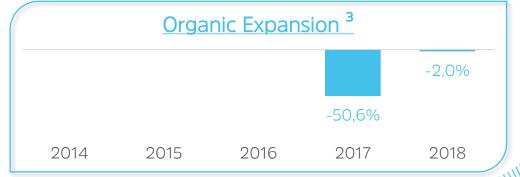




<sup>&</sup>lt;sup>2</sup> Considers acquisitions made in 2016 (UniSociesc in Feb. '16, Una Bom Despacho in Jul. '16, Una Uberlândia in Oct. '16) and in Jul. '18 (CESUC, Faculdade Jangada)







<sup>&</sup>lt;sup>3</sup> Considers units of Sete Lagoas (Jul. '16), Catalão (Oct. '16), Divinópolis (Feb. '17), Pouso Alegre (Mar. '17), Nova Serrana (Apr. '17), São Bento do Sul (Jan. '17), Itajaí (Jul. '17), Itajaí (Jan. '18), Jataí (Jan. '18), Jabaquara (Jan. '18), Santo Amaro (Jan. '18), Paulista (Jan. '18), Palácio Avenida (Jan. '18), Jaraguá do Sul (Jan'. 18), Vila Leopoldina (Jan. '19), Santana (Jan. '19), São Bernardo do Campo (Jan. '19), Guarulhos (Jan. '19), Cubatão (Jan. '19), Florianópolis Continente (Jan. '19), Conselheiro Lafaiete (Jan. '19), Itumbiara (Jan. '19).

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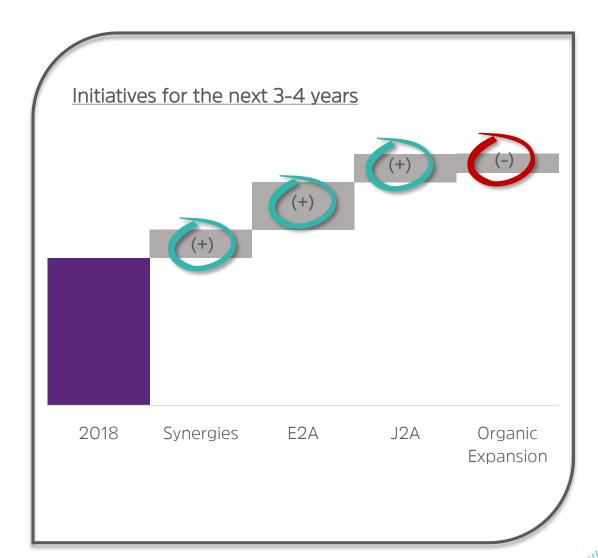






Pipeline of initiatives being implemented and which to continue to be developed in terms of productivity gains.

- Synergies of the acquisitions held in 2016;
- ☐ Execution of the competence-based curriculum. E2A. positions us to take advantage of rapid changes in the sector brought about by the prevalence of hybrid models;
- Improvement of commercial department tools;
- **J2A:** Transforming our processes and relationships with students in order to provide an experience that delivers quality in line with our current standards of academic excellence and improves retention rates.
- Organic expansion plan, Q2A, doubled the number of units in the last 2 years



### Composition of the Board of Directors

### Original Shareholders

Daniel Faccini Castanho

Marcelo Battistella Bueno

Mauricio Nogueira Escobar

Gabriel Ralston Correa Ribeiro

Ignácio Dauden Martinez

Átila Simões da Cunha

Ricardo Cançado Gonçalves de Souza

Rodrigo Rossetto Dias Ramos

Fabricio Ghinato Mainieri

Leonardo Barros

Board of Directors	
Daniel Castanho	Chairman
Daniel Goldberg	Vice-Chairman
Marcelo Magalhães	Independent Board member
Silvio Genesini	Independent Board member
Antonoaldo Neves	Independent Board member
Osvaldo Barbosa de Oliveira	Independent Board member
Gabriel Ralston Correia Ribeiro	Board member
Maurício Nogueira Escobar	Board member

Management	
Marcelo Battistella Bueno	CEO
André Tavares Andrade	CFO
Atila Simoes da Cunha	New Business VP
Ricardo Cançado Gonçalves de Souza	Operations VP
Rodrigo Rossetto Dias Ramos	Risk and Compliance Management
Marina Oehling Gelman	IR and Institutional Relations Officer

Shareholders		
Ignácio Dauden Martinez	Shareholders	
Fabricio Ghinato Mainieri	Shareholders	
Leonardo Barros Haddad	Shareholders	

### FINAL CONSIDERATIONS

On our 15th anniversary, the key enablers of our success are: strategic map review and new governance

We have a clear understanding of the challenges ahead, and we are working to accelerate plans that are on track while adjusting those that are not.

We continue to provide our students with high-quality education while remaining deeply committed to delivering relevant, growing, and sustainable results to our shareholders in the long term.

# **DISCLAIMER**

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