



CORPORATE PRESENTATION • NOV/2019

DISCLAIMER

The following material is a presentation of general information regarding the Company. The information herein is summarized and does not purport to be complete, and should not be construed by potential investors as a recommendation. This presentation is strictly confidential and may not be disclosed to any other persons. We make no representations or warranties as to the accuracy, adequacy or scope of the information presented herein, which should not be used as the basis for any investment decisions.

This presentation contains forward-looking statements and information pursuant to Clause 27A of the Securities Act of 1933 and Clause 21E of the Securities Exchange Act of 1934. Said forward-looking statements are merely forecasts and do not represent guarantees of future performance. Investors are cautioned that said forward-looking statements and information are and will be, as applicable, subject to risks, uncertainties and factors related to the business operations and environments of the Company and its subsidiaries, and the actual results of said companies may differ materially from the future results expressed or implied by said forward-looking statements and information.

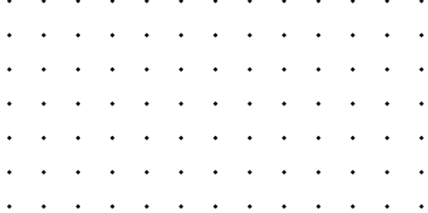
Although the Company believes that the expectations and assumptions contained in said forward-looking statements and information are reasonable and based on the data currently available to its management, it cannot guarantee future results or events. The Company does not undertake any liability for updating any forward-looking statements or information.

This presentation does not constitute any offer, invitation or request to subscribe to or purchase any securities. This presentation and its contents do not constitute the basis of any contract or commitment.



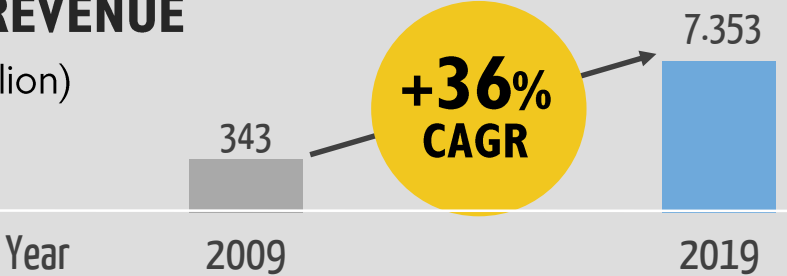
A NEW ERA IS COMING

HISTORY OF CONSTANT EVOLUTION



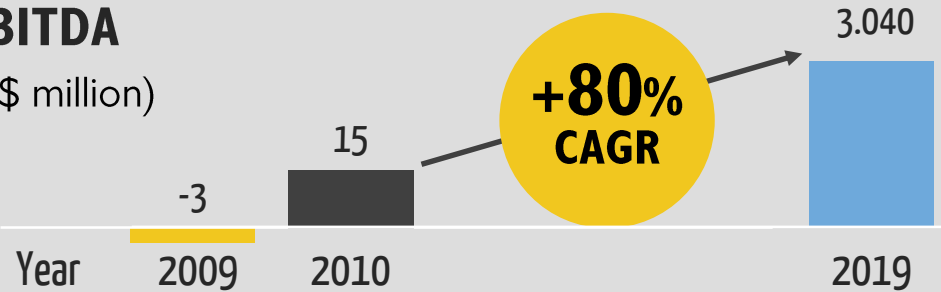
NET REVENUE

(R\$ million)



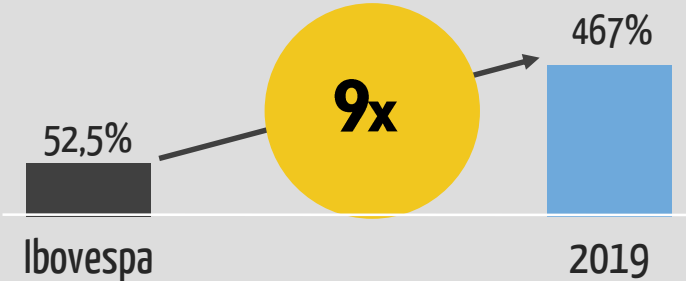
EBITDA

(R\$ million)

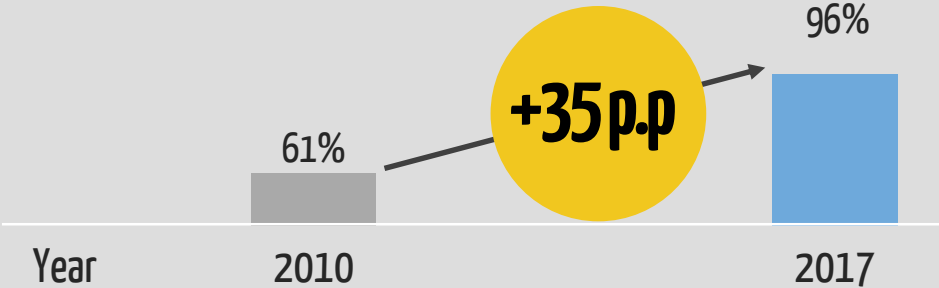


TOTAL SHAREHOLDER RETURN

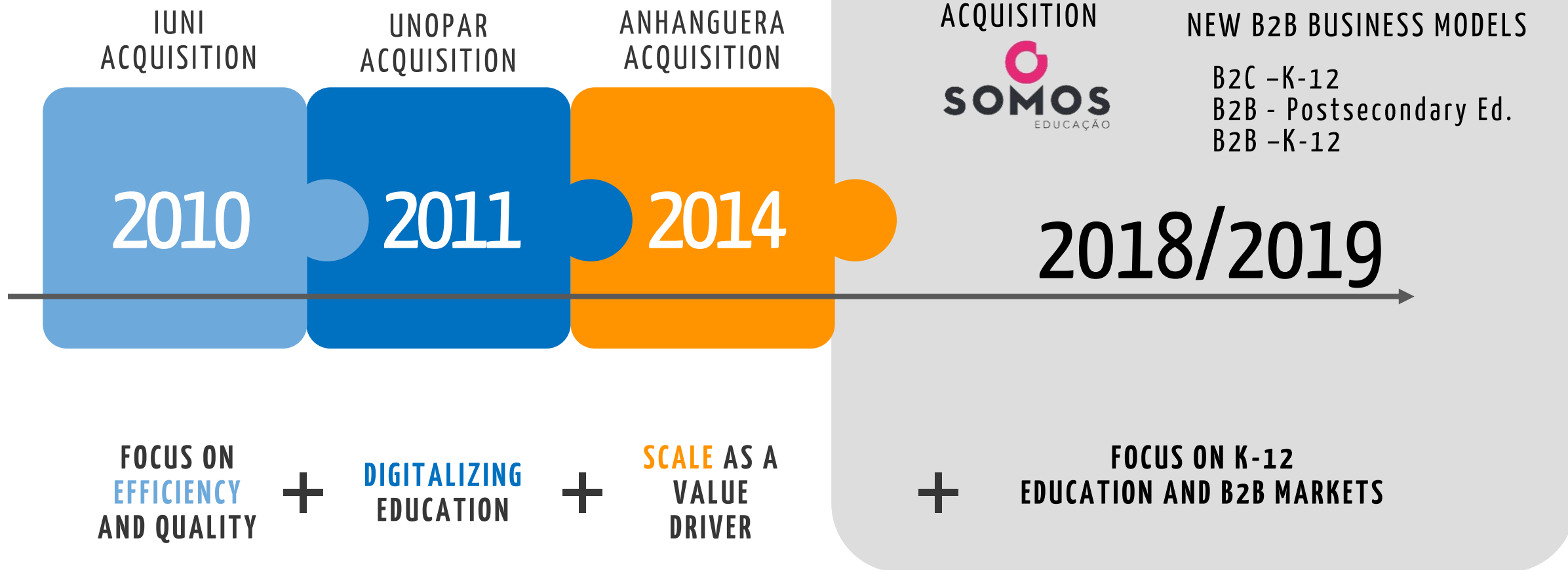
From March 11, 2010 to November 14, 2019



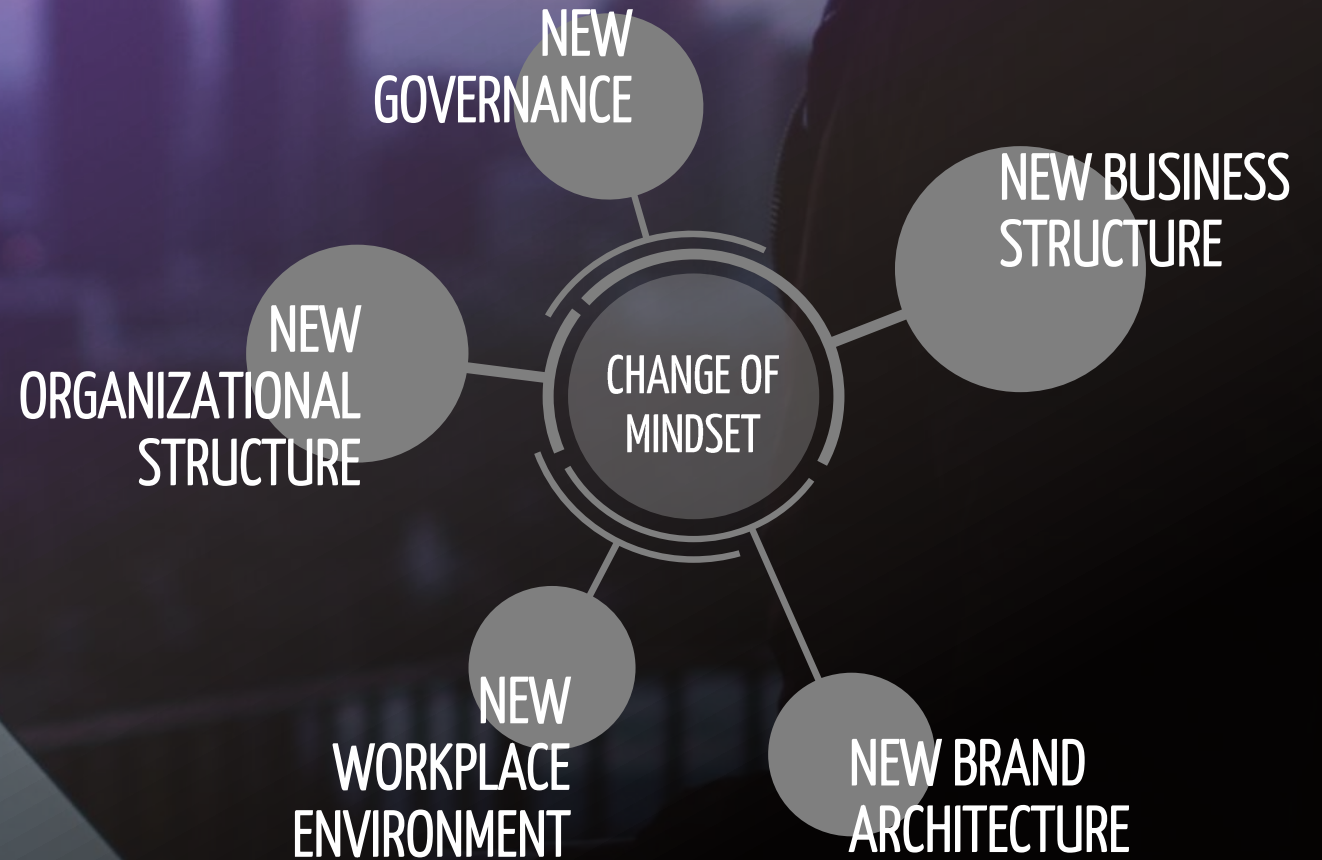
SATISFACTORY IGC



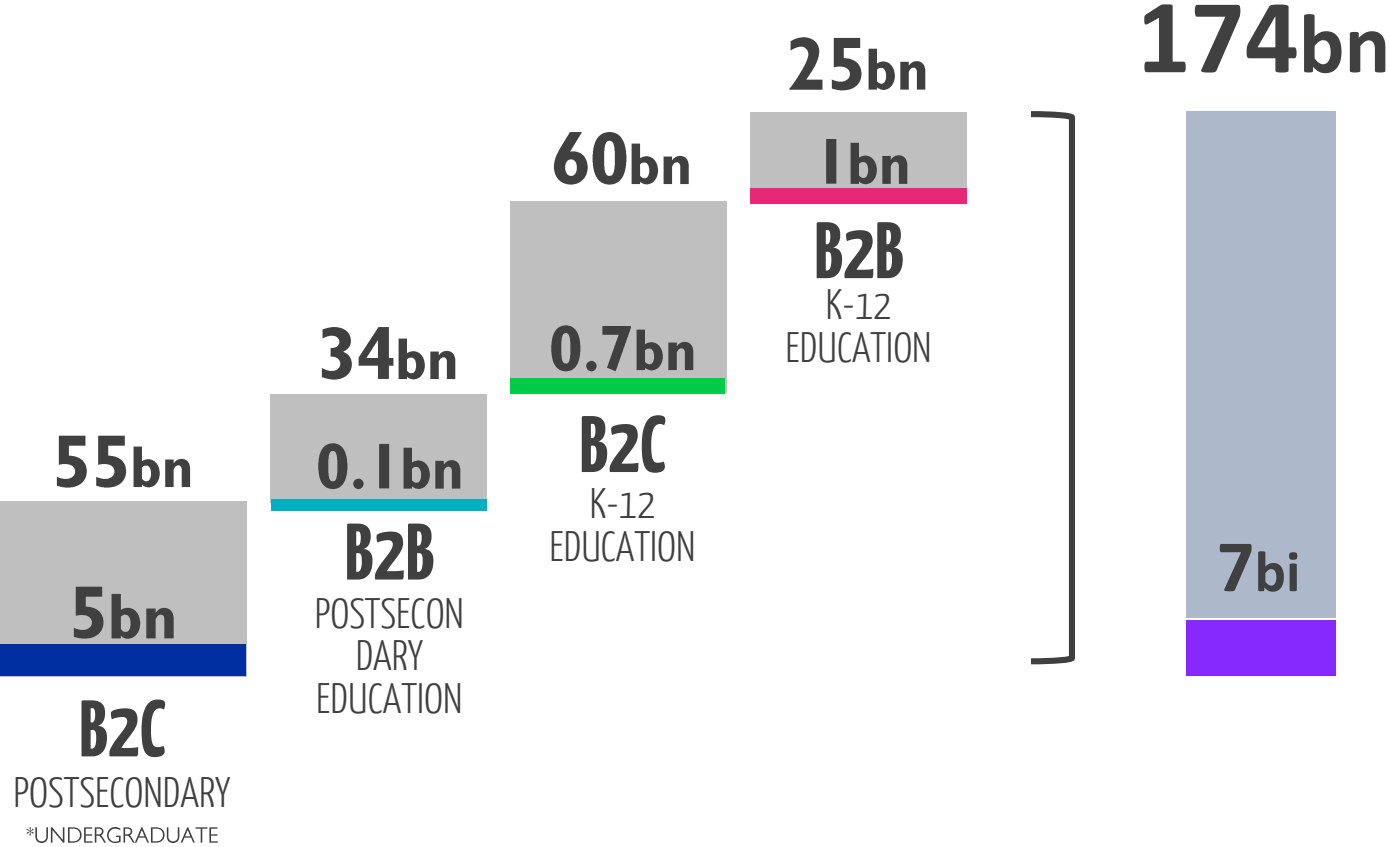
SUPPORTED BY MAJOR DRIVERS, WHICH
ARE KEY TO CREATING VALUE



A DISRUPTIVE CHANGE



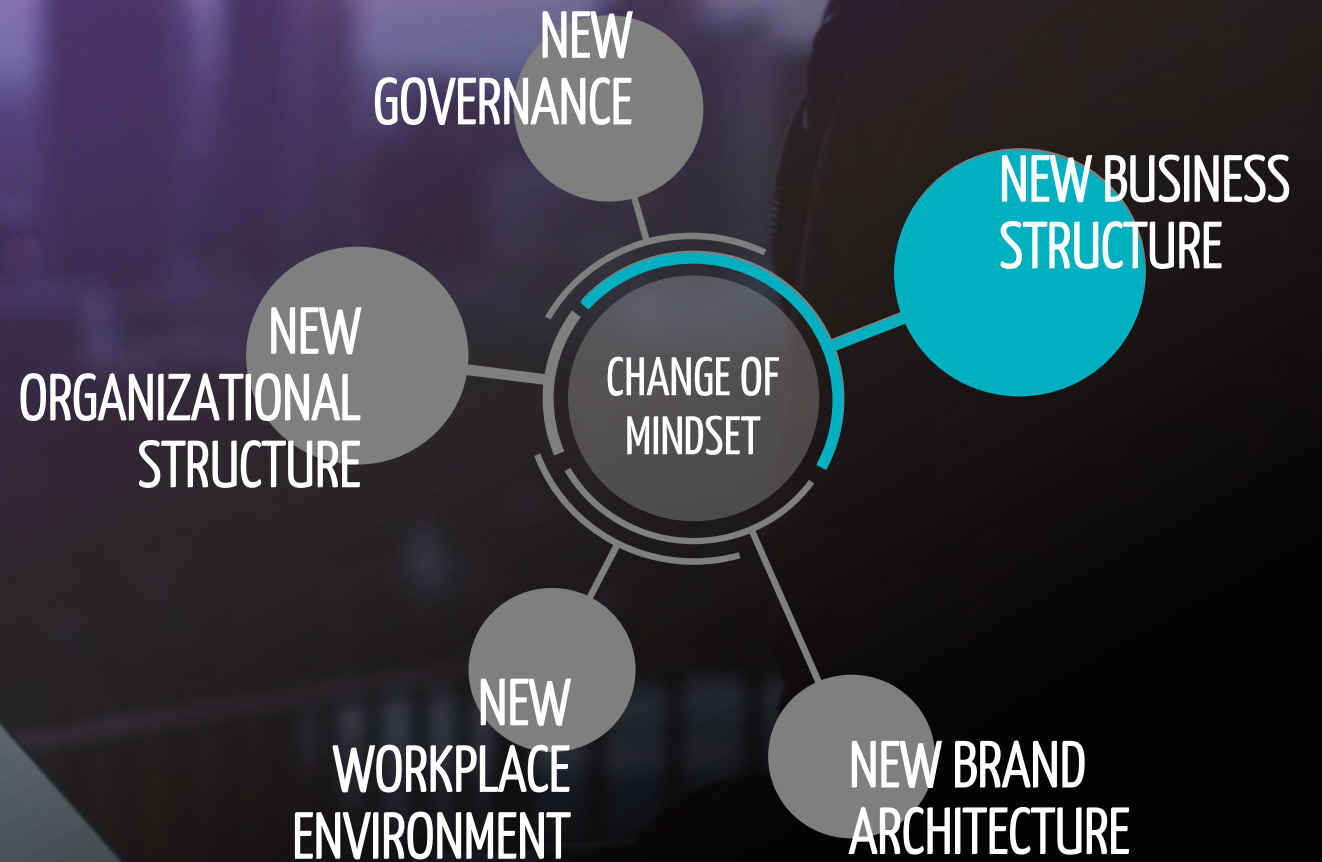
NEW SEGMENTS AND NEW BUSINESS
MODELS ALLOW ACCESS TO A POTENTIAL
MARKET OF R\$174 bn



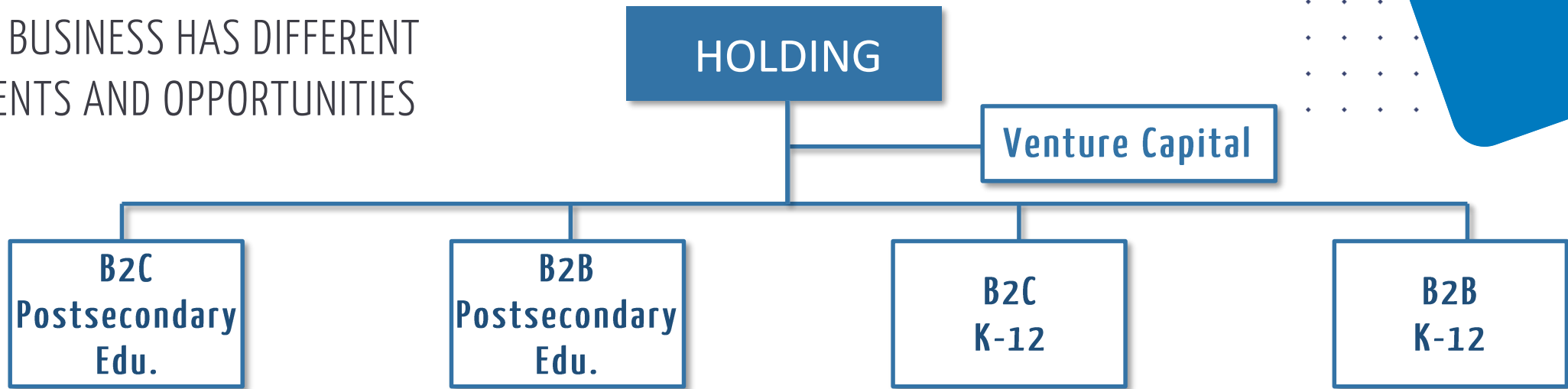
174 bn
total education
market in Brazil



...A NEW MINDSET
REQUIRES A NEW
BUSINESS
STRUCTURE...



EACH BUSINESS HAS DIFFERENT
MOMENTS AND OPPORTUNITIES



Market Size
(R\$ bn)

55

34

60

25

% Penetration

9.1%

0.3%

1.2%

4.0%

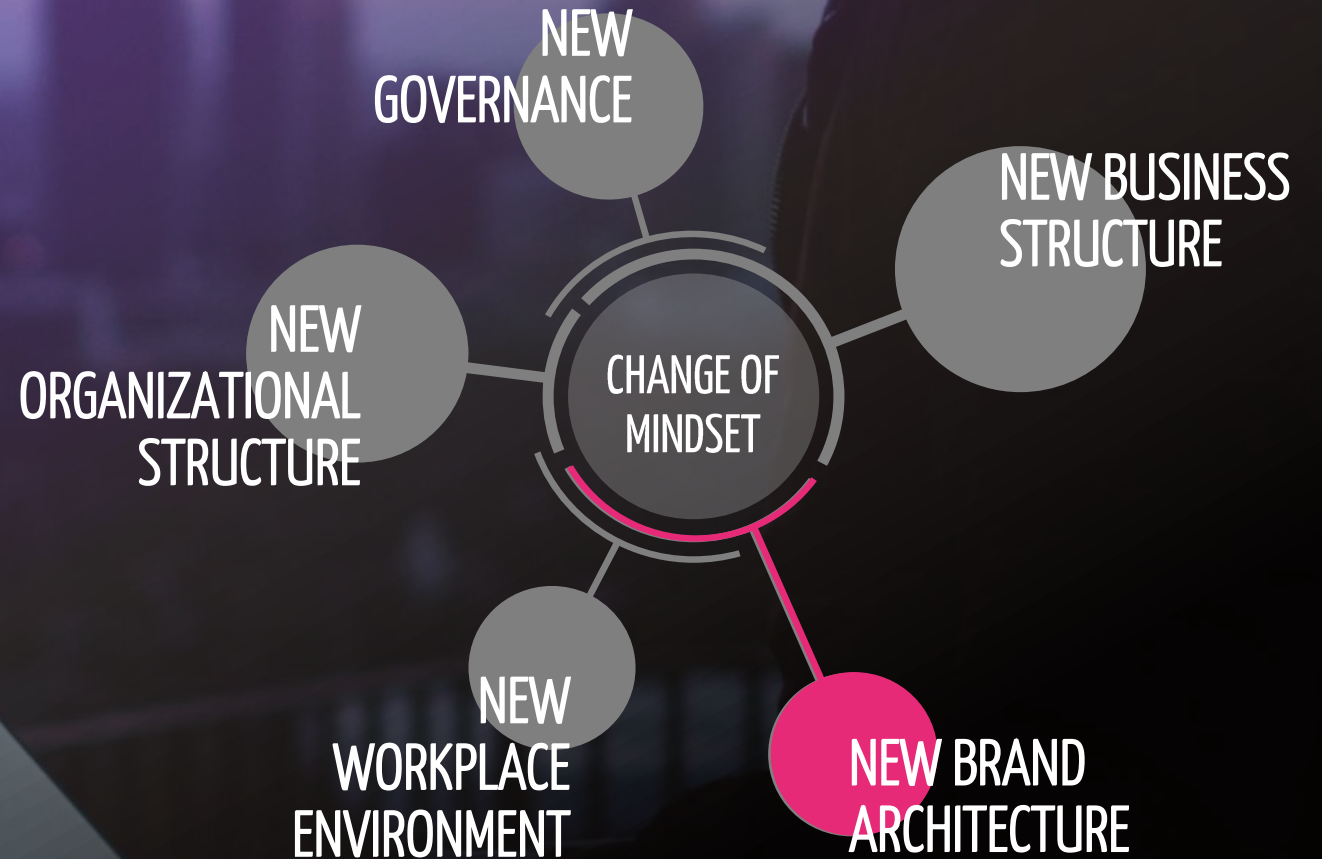
Cash Flow

High Growth

Operational
Excellence

High Growth

AND TO REPRESENT
NEW IDENTITIES,
**A NEW BRAND
ARCHITECTURE**



NEW TICKER

B3 **COGN3**

ADR **COGNY**

As of October 11th

cogna
EDUCAÇÃO

cogna
VENTURES

kroton

PLATOS

SABER

VASTA
EDUCAÇÃO

SOMOS
EDUCAÇÃO

B2C

**Postsecondary
education**

B2B

**Postsecondary
education**

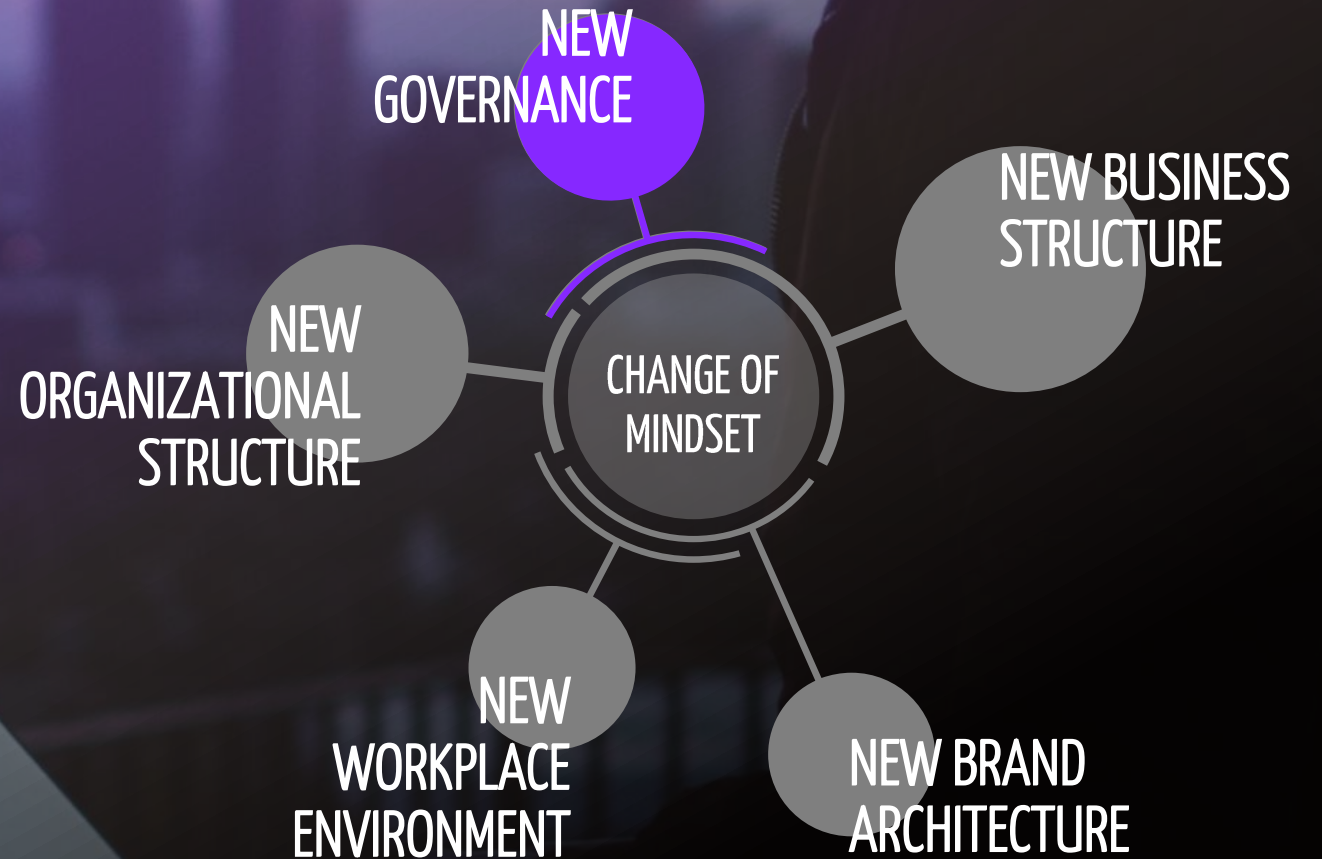
B2C

K-12 Education

B2B

K-12 Education

FOR THIS NEW
STRUCTURE, WE
PROPOSE A NEW
GOVERNANCE
MODEL



BOARD OF DIRECTORS



EVANDO
NEIVA



LUIZ ANTONIO
DE MORAES



WALFRIDO DOS
MARES GUIA



NICOLAU
CHACUR



RODRIGO
GALINDO



JULIANA
ROZENBAUM



THIAGO
PIAU

STRATEGIC COMMITTEES

STRATEGY &
INNOVATION

PEOPLE &
GOVERNANCE

FINANCE & M&A

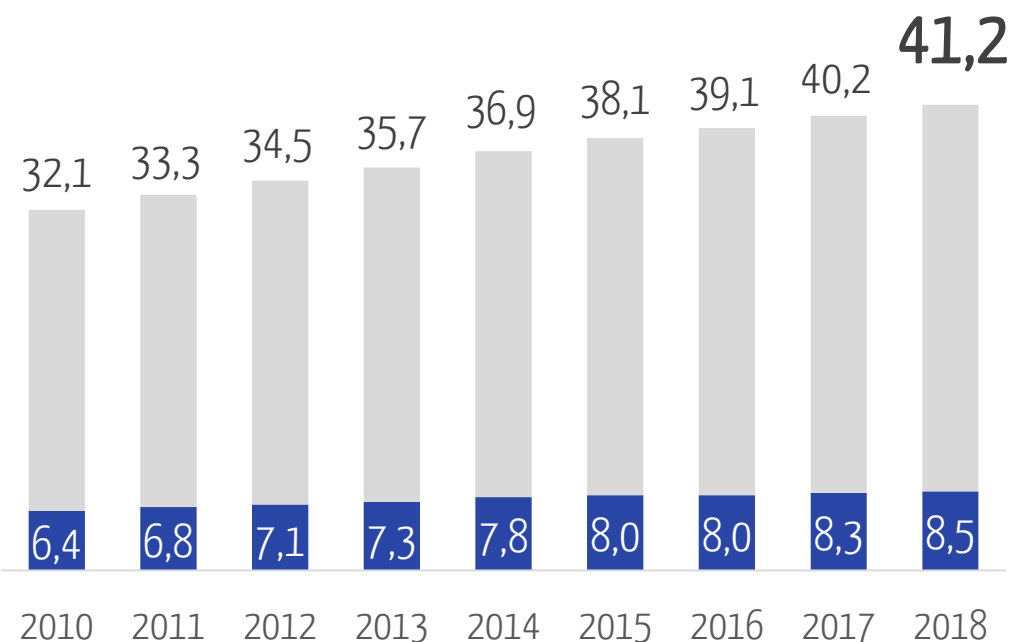
AUDIT & RISKS



B2C POSTSECONDARY EDUCATION

Huge growth potential for the market, proven by latent demand and the number of students enrolled in the latest ENEM editions

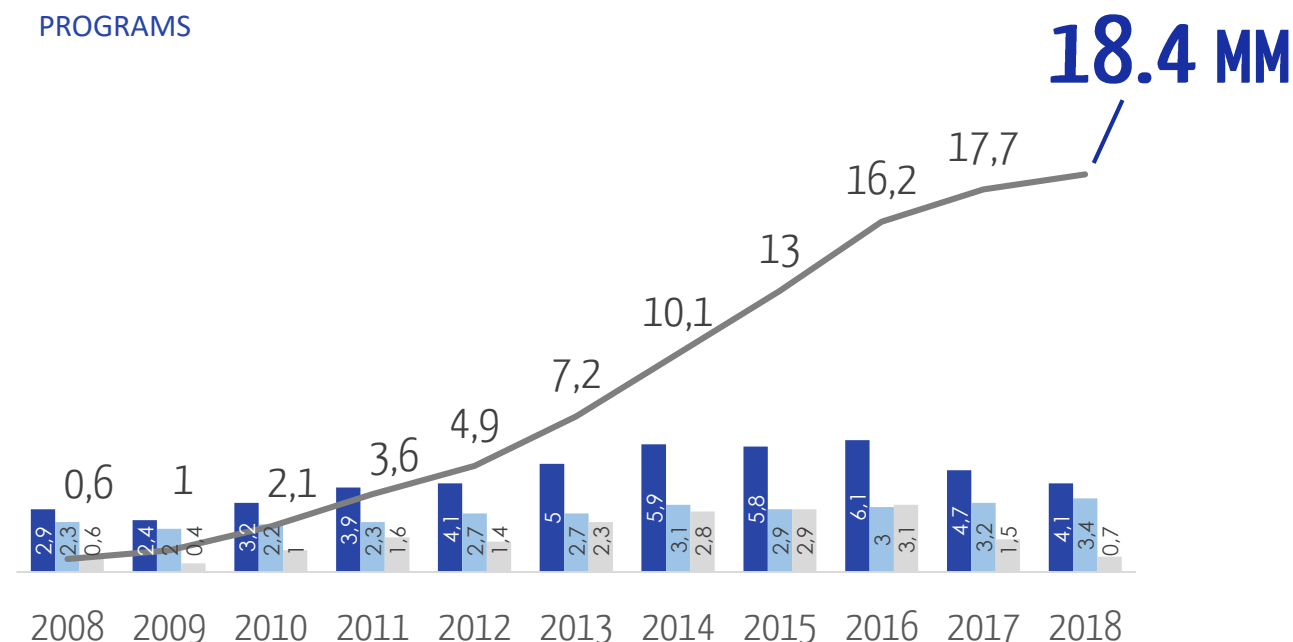
STUDENT BASE IN
POSTSECONDARY EDUCATION VS.
LATENT DEMAND



● Enrollment ● Latent demand

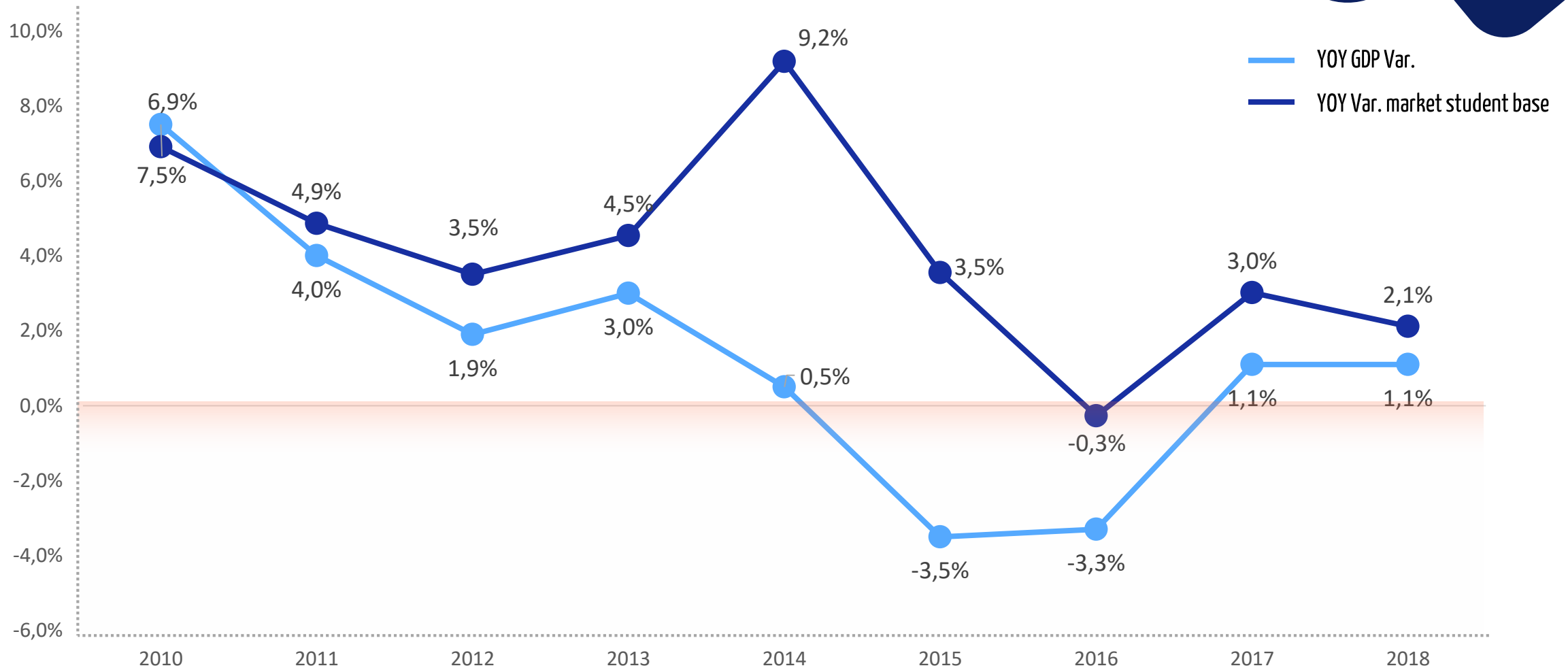
Latent Demand: Population aged 17 to 49 who completed high school (IBGE 2010) plus alumni of Postsecondary (annual Census E.B. INEP), less graduating students of Postsecondary (annual Census E.S. INEP)

NUMBER OF STUDENTS WHO
TOOK THE ENEM AND ARE NOT
ENROLLED IN POSTSECONDARY
PROGRAMS



● Students enrolled in ENEM
● New enrollments in postsecondary programs
● ENEM Prospects
● Cumulative ENEM prospects

If the economy picks up, this latent demand will be activated more intensively, given the influence of GDP growth on student base



Despite the change in the financing model for Postsecondary students in 2015...

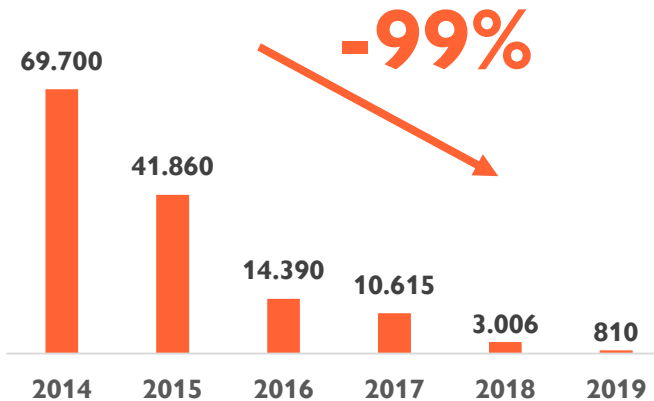


...we managed to maintain our new enrollment numbers, compensating the reduction in FIES students with students paying out of pocket

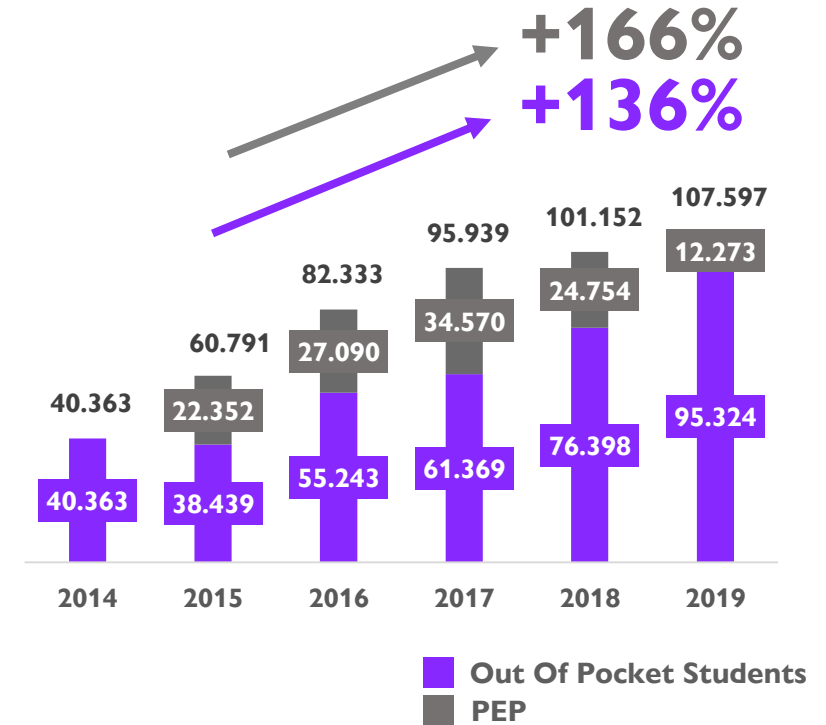
1st semester enrollments
Kroton On-campus (Ex Prouni)



1st semester enrollments
Kroton On-campus (FIES)

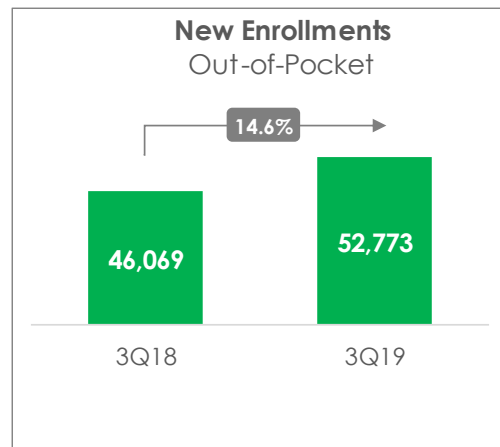
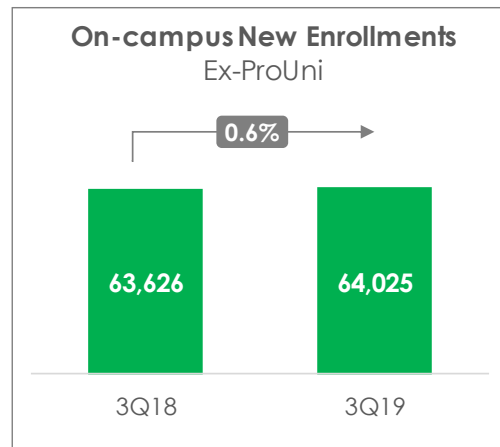


1st semester enrollments Kroton On-campus (Out-of-pocket students + PEP)

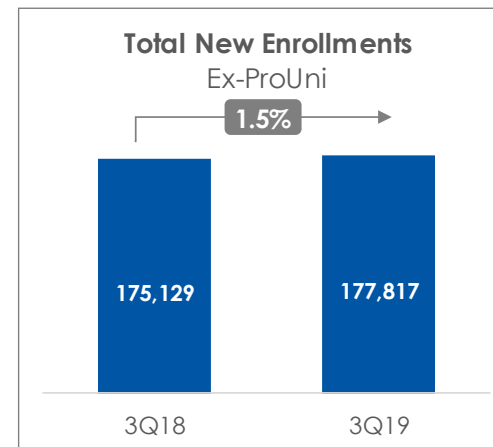
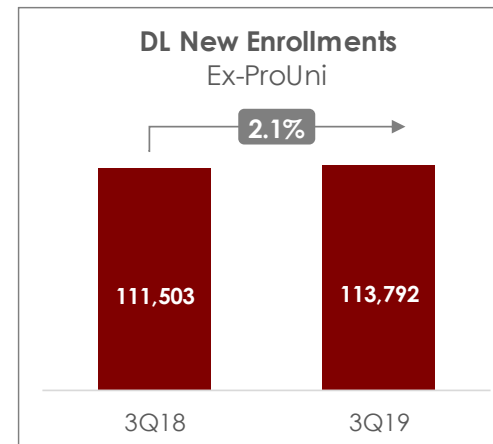


In the 2019.2 cycle, we were able to balance volume, average ticket and cash, delivering growth in enrollments and intake revenue

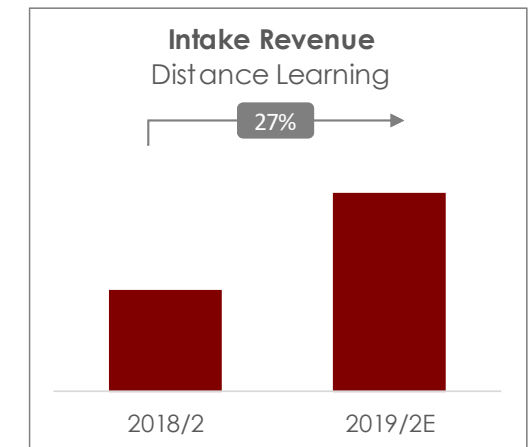
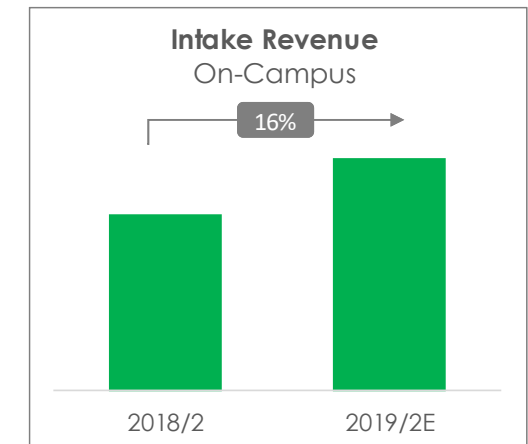
Growth in Enrollments in On-Campus (especially Out-of-Pocket)



Growth in Enrollments in Distance Learning and Total

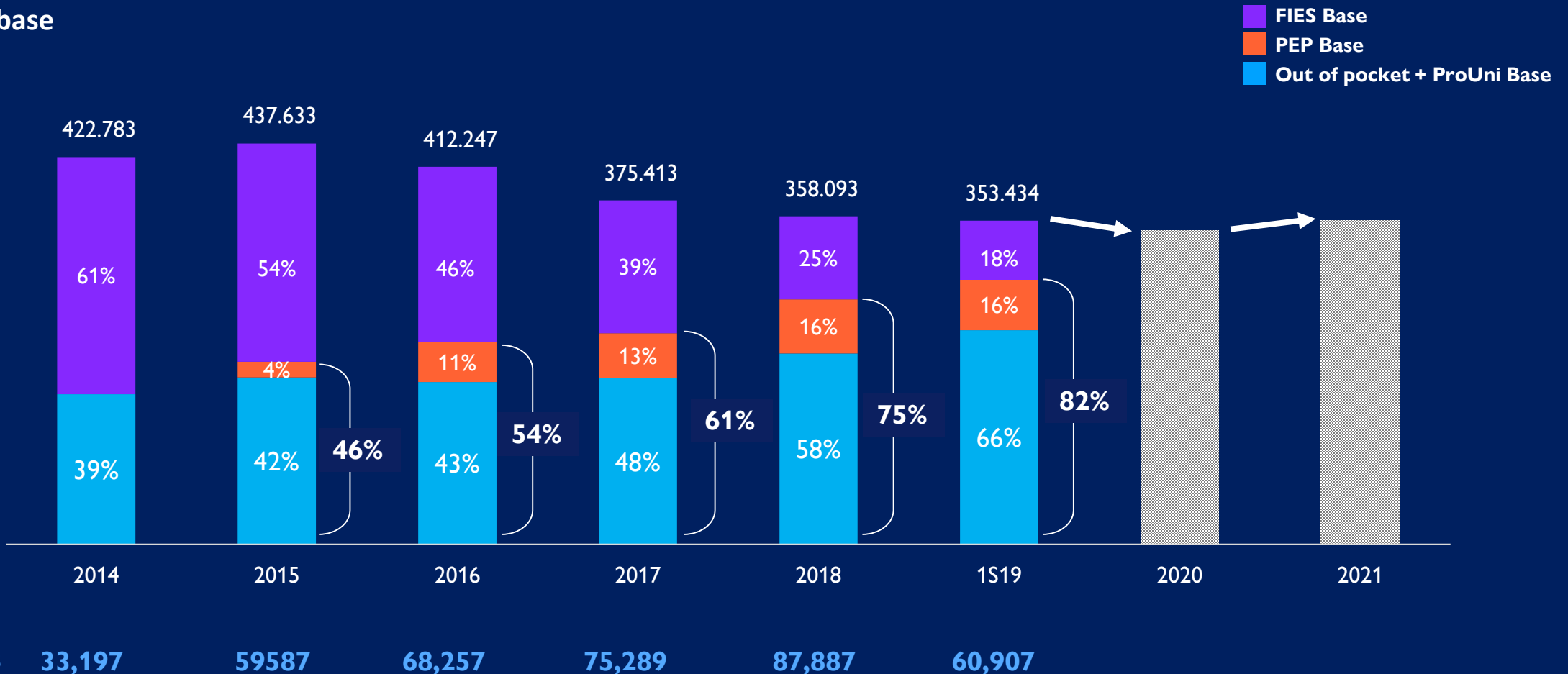


Aligned with Intake Revenue Growth in Both Segments



Although new enrollments have remained stable, the high number of graduation of FIES students significantly impacts our base.
This dynamic ends in 2020

Student base



Kroton is the company best positioned to compete in the current market, with high quality and operational efficiency to seize market opportunities that arise with the better economic scenario



LARGEST AND BEST
DISTRIBUTION NETWORK



COMPREHENSIVE PRODUCT
PORTFOLIO



EXPANSION OF MEDICINE
OPERATIONS



HIGH QUALITY
ACADEMIC MODEL



CONTINUOUS IMPROVEMENT
IN STUDENT EXPERIENCE



BUSINESS OPERATIONS
FOCUSED ON CREATING VALUE

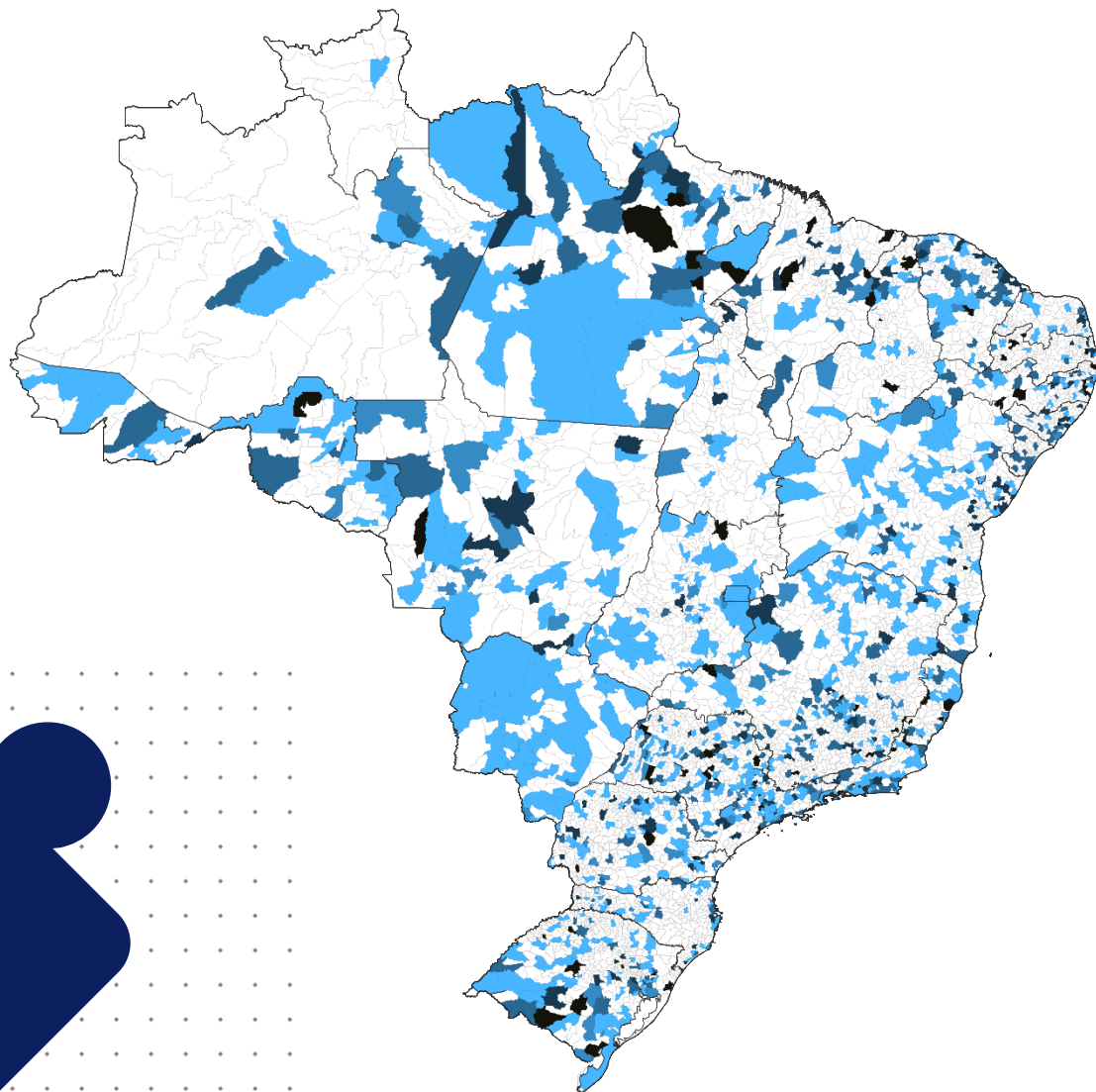


EXCELLENCE IN OPERATIONAL
MANAGEMENT

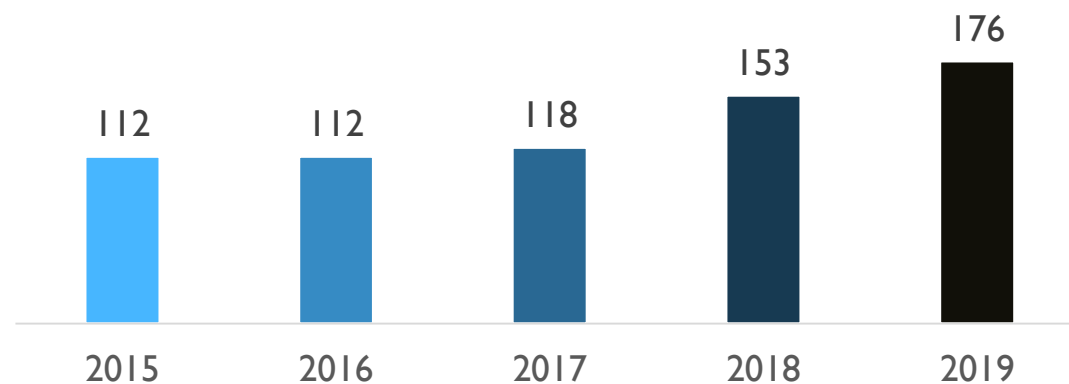


FOCUS ON CASH
CONVERSION

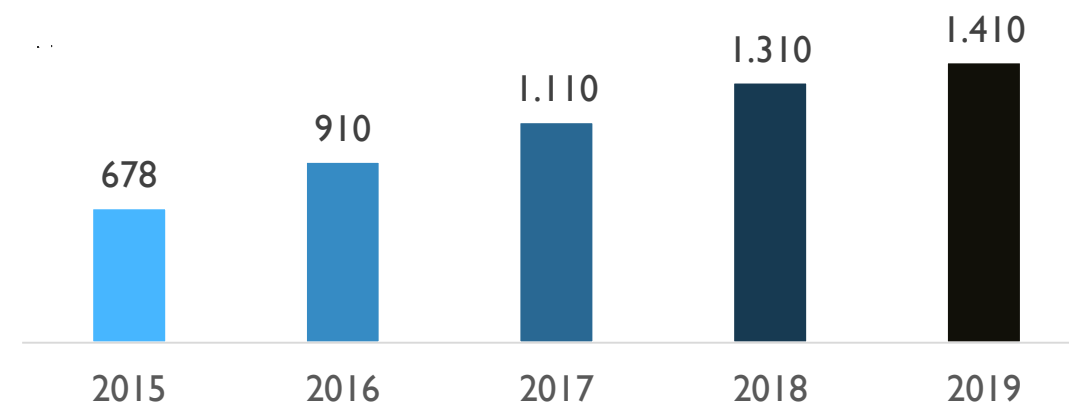
We have the largest distribution network in the market,
with representativeness across the whole country



OWN UNITS

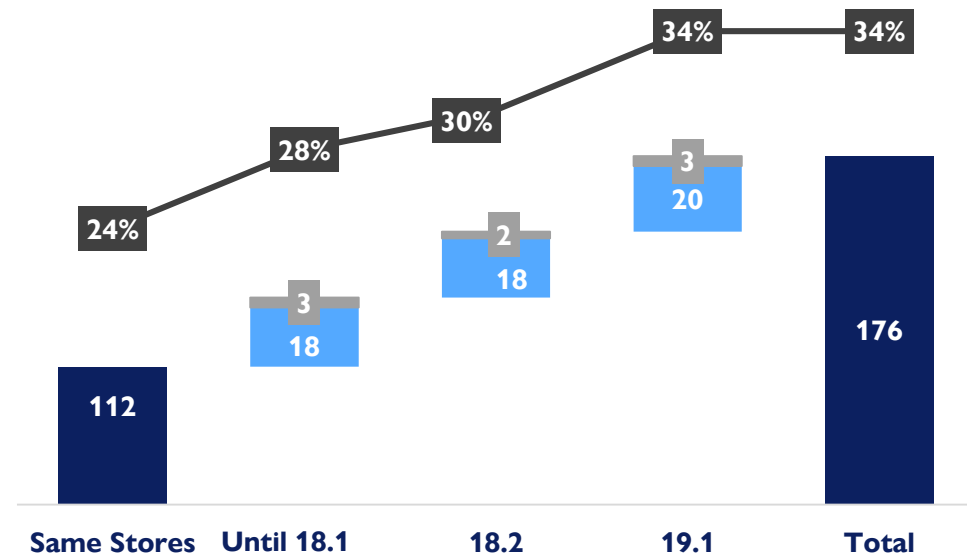


THIRD-PARTY UNITS



We launched 64 new own units that have surpassed projected results, proving the quality in selecting cities and implementing the strategy

OPENING OF NEW UNITS IN POSTSECONDARY EDUCATION GREENFIELDS AND ACQUISITIONS

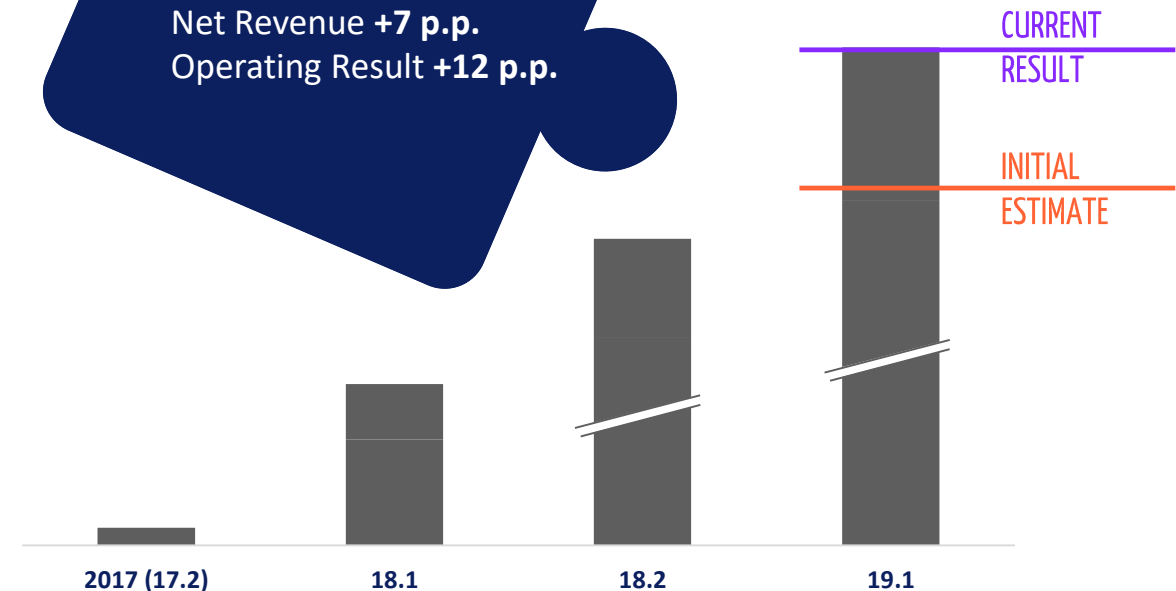


■ Total Campuses
 ■ Greenfields
 ■ M&A
 ■ Latent Demand in cities with Campuses

GRF RESULTS VS. BUSINESS PLAN

Net Revenue +7 p.p.
Operating Result +12 p.p.

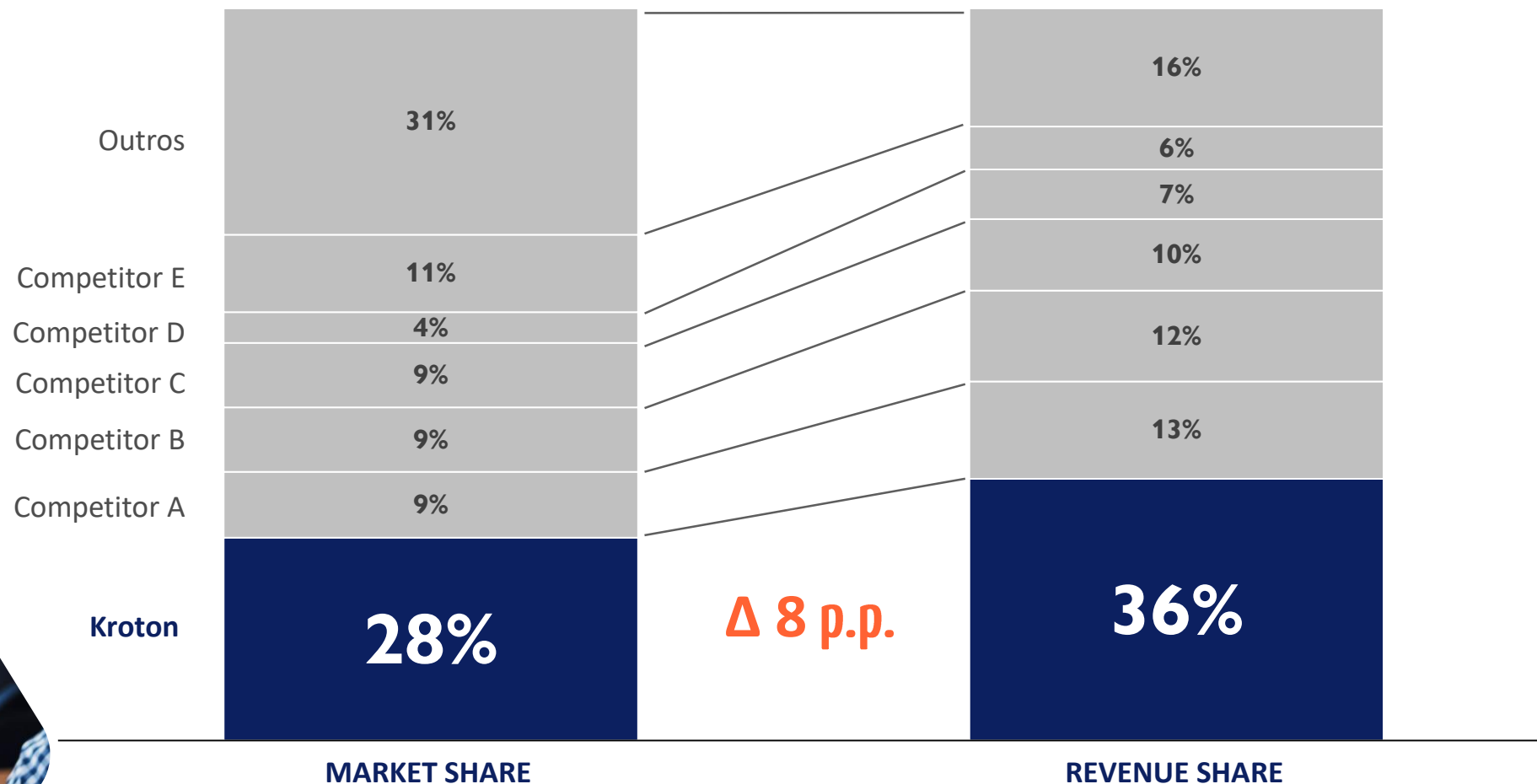
STUDENT BASE OF NEW UNITS



Our network of third-party DL centers continues to grow and, as market leaders, we are focusing on maximizing REVENUE SHARE and not just on MARKET SHARE

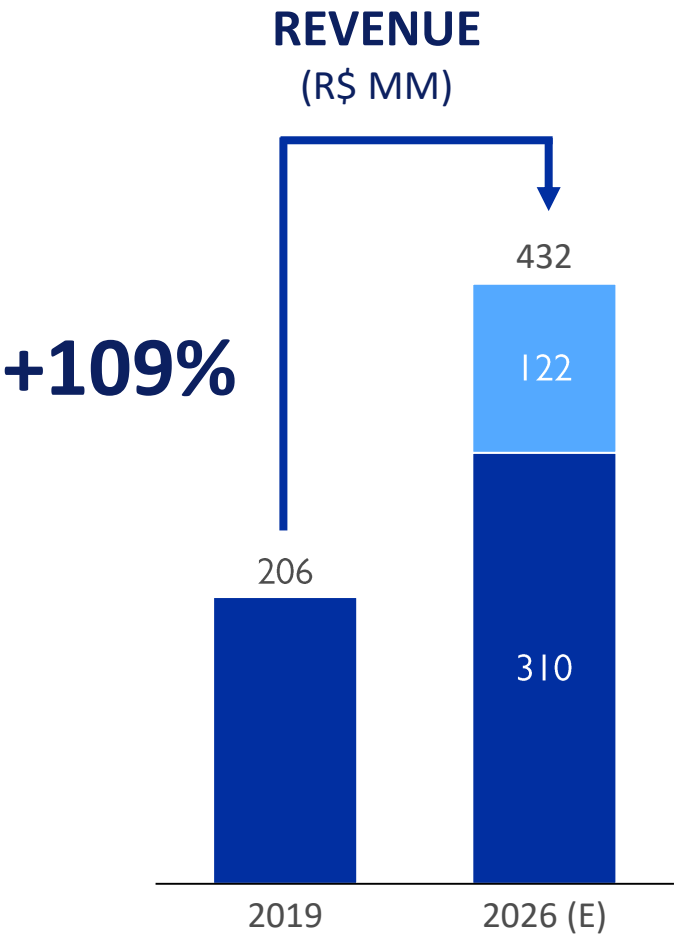
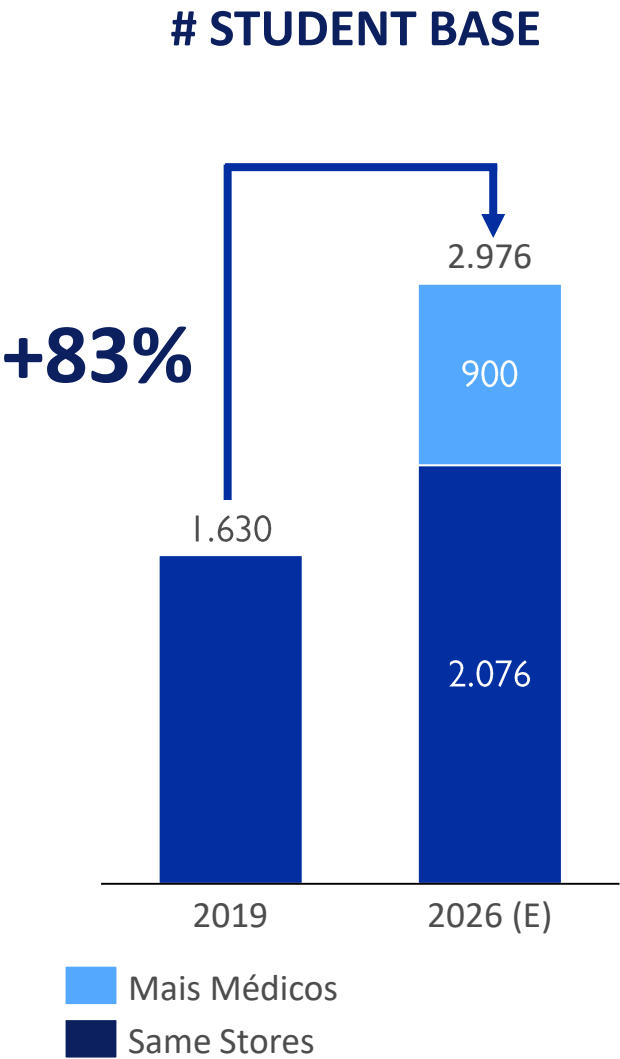
REVENUE SHARE ANALYSIS - DL - 2018

REVENUE SHARE ESTIMATE APPLYING WEIGHTED AVERAGE PRICES OF MARKET.



Source: MEC and Kroton estimates

Our medicine programs offer an opportunity for growing the student base and bring high-quality revenue



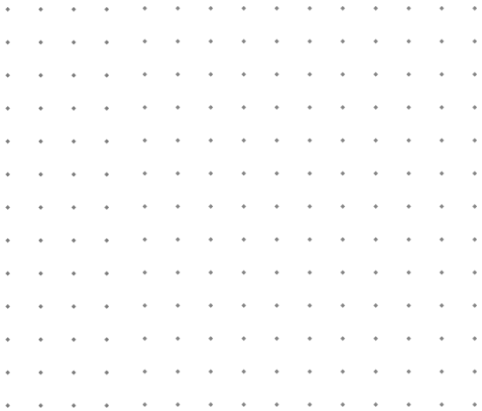
HIGH DEMAND



LOW DROPOUT RATE



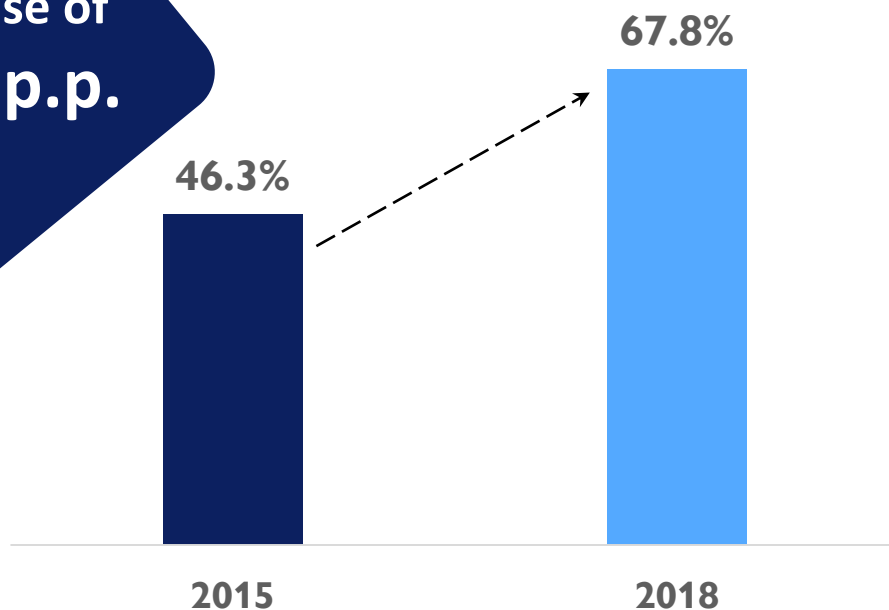
HIGH LTV



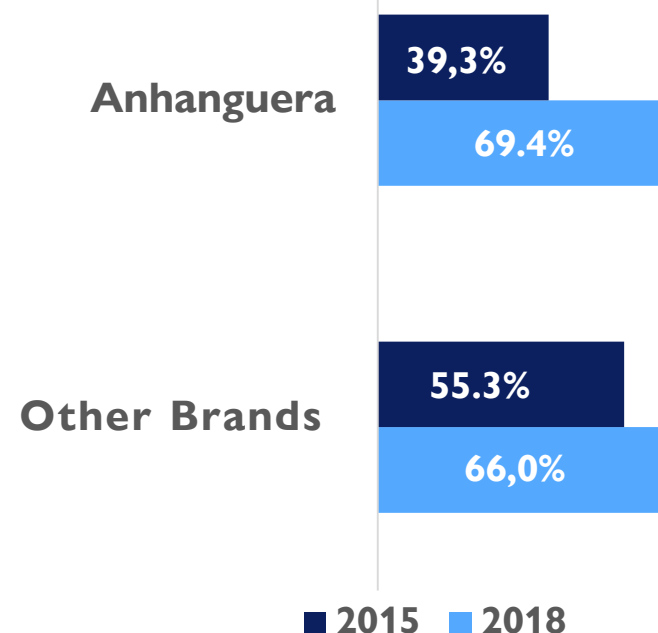
In ENADE, we had an increase of 21.5 p.p. in satisfactory programs. Anhanguera Units made the biggest progress, demonstrating the quality of KLS 2.0

% ENADE SATISFACTORY

Increase of
21.5 p.p.



EVOLUTION

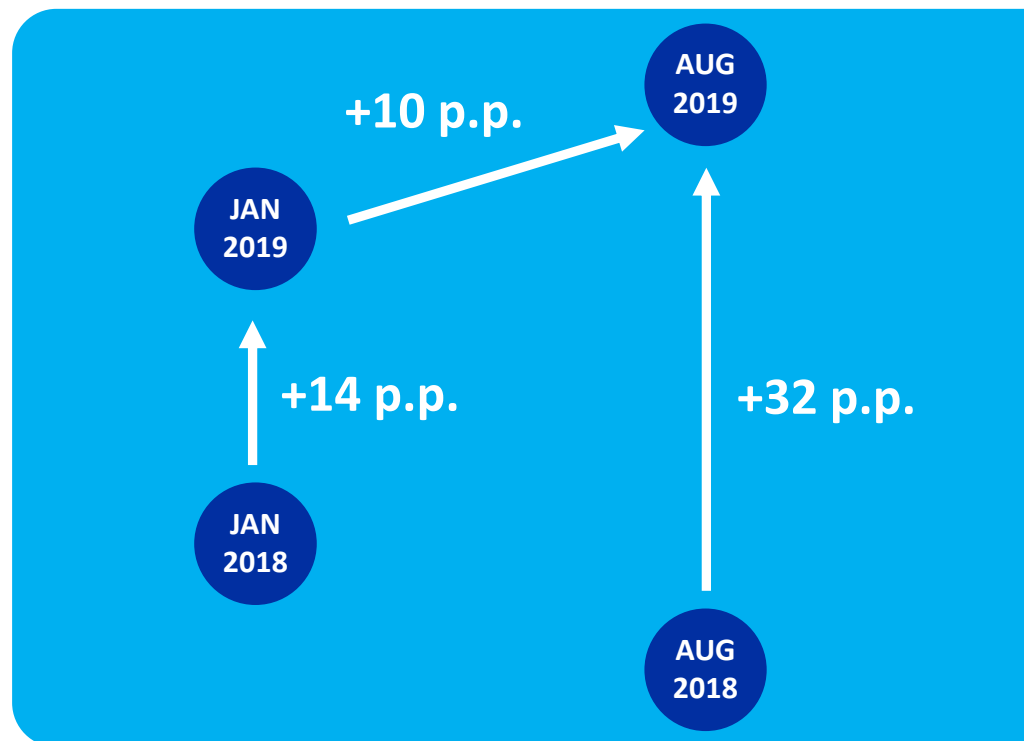


Increase of
30.1 p.p.

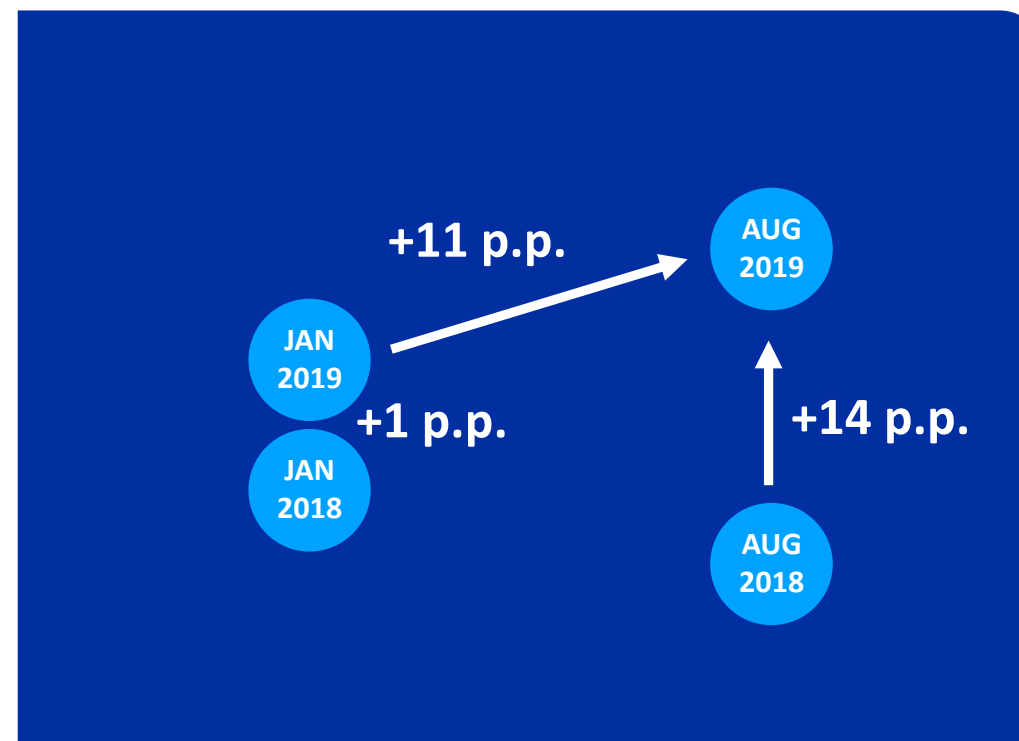
Increase of
10.7 p.p.

Year-over-year increases in NPS reflect ongoing operational improvements and impact of digital transformation

NPS VARIATION OWN UNITS

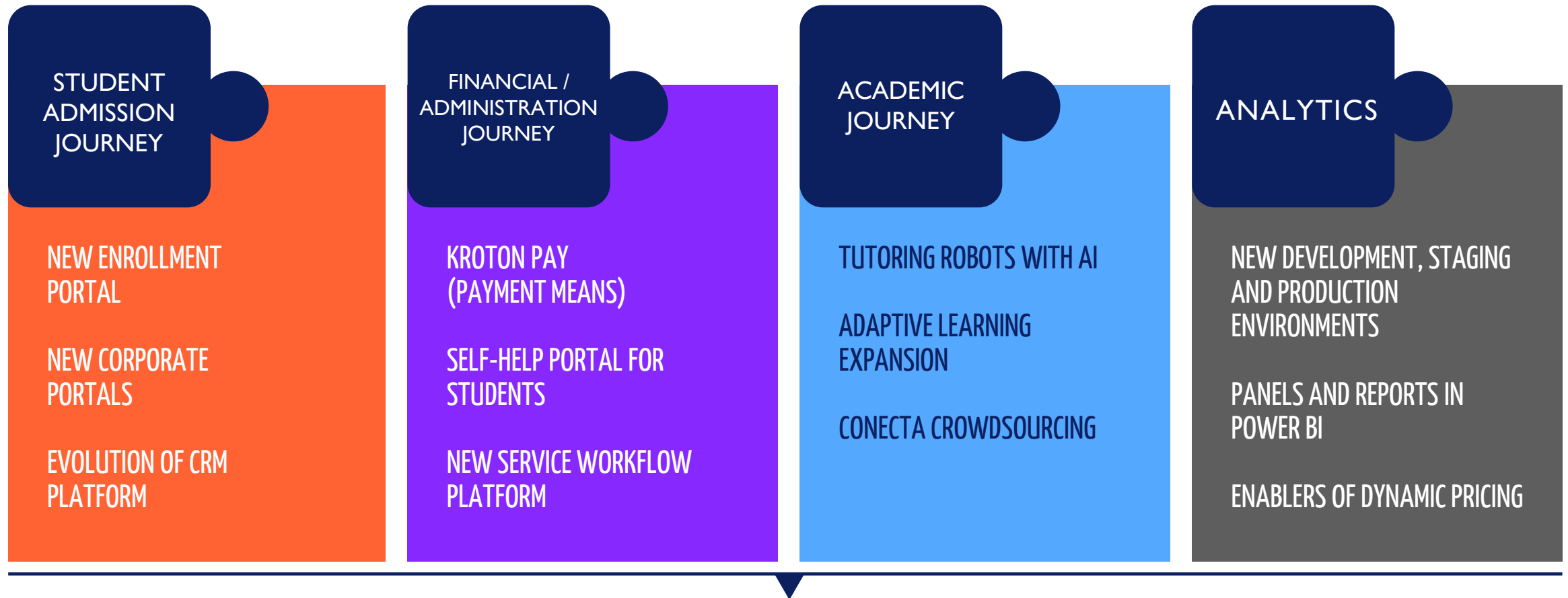


NPS VARIATION THIRD-PARTY UNITS



OWN AND THIRD-PARTY UNITS REGISTERED CONSISTENT AND SIGNIFICANT GROWTH IN NPS THROUGHOUT 2019

Digital transformation is accelerating the delivery of new tools and functionalities



SAFE - AGILE METHODOLOGY: 16 VALUE STREAMS, 63 AGILE TEAMS, 650+ PEOPLE, 951 FEATURES DELIVERED

Positive trend in cash conversion

GREENFIELDS

Operating result better than expected

Downward Capex Need

Maturation with a better operating cash generation

OPERATION

Less need for recurring Capex

Less working capital consumption

PEP

Fewer PEP students vs. out-of-pocket students

More PEP 50, less PEP30

Greater receipts of installment payments

PLATOS

B2B POSTSECONDARY EDUCATION

DIGITAL TRANSFORMATION IMPELLED THE STRUCTURING OF THE DISCOVERY PROJECT, WHICH HAS ALREADY PROVEN SUCCESSFUL, POSITIONING US FOR A NEW MARKET

DIGITAL TRANSFORMATION



DISCOVERY PROJECT

- Segregation and autonomy of teams
- New positioning of Kroton Graduate Programs
- New platform dedicated to the product



RESULTS

- Increase of ~40% in new enrollments
- Growth of ~30% in revenue and EBITDA
- Higher rating from users (NPS)



DISTANCE LEARNING TRENDS

- Format gaining prominence in Brazil
- DL undergraduate education will account for biggest share of enrollments
- Increase in student base (undergraduate and graduate)

B2B_{PS}

POTENTIAL MARKET

- New revenue sources for client institutions
- Market size of ~34bn
- Potential GMV of ~330bn
- 68M+ students with Secondary Education
- + 23M+ students with Postsecondary Education
- 2,000+ Institutions without DL accreditation

OPERATION AS AN INTERNAL PLATFORM (197 IHL)

INTERNAL ESTIMATES INDICATE TAM OF ~R\$330 BILLION, CONSIDERING THE ENTIRE POPULATION WITH SECONDARY AND UNDERGRADUATE EDUCATION

B2B^{PS}

POTENTIAL MARKET

New revenue sources for client institutions



Market size of ~34bn



Potential GMV of ~330bn

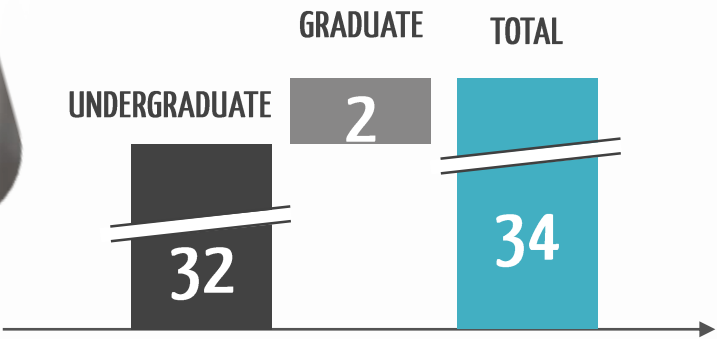
68M+ students with Secondary Education

+ 23M+ students with Postsecondary Education

2,000+ Institutions without DL accreditation

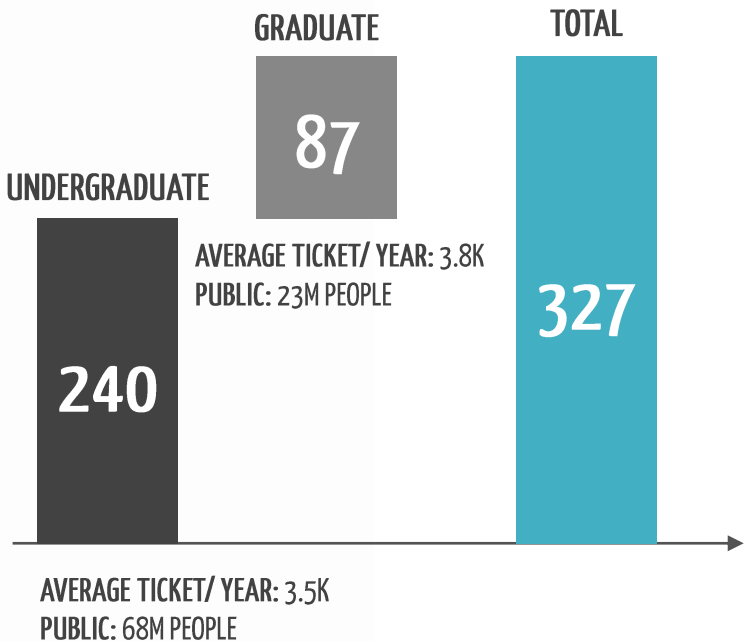
MARKET SIZE

IN R\$ BN



POTENTIAL MARKET

IN R\$ BN



BRAZIL HAS 2,000+ INSTITUTIONS WITHOUT DL ACCREDITATION, WHICH COULD BETTER EXPLORE THE POTENTIAL OF THIS FORMAT IN THEIR REGIONS

B2B^{PS}

**POTENTIAL
MARKET**

New revenue sources for client institutions

• Market size of ~34bn

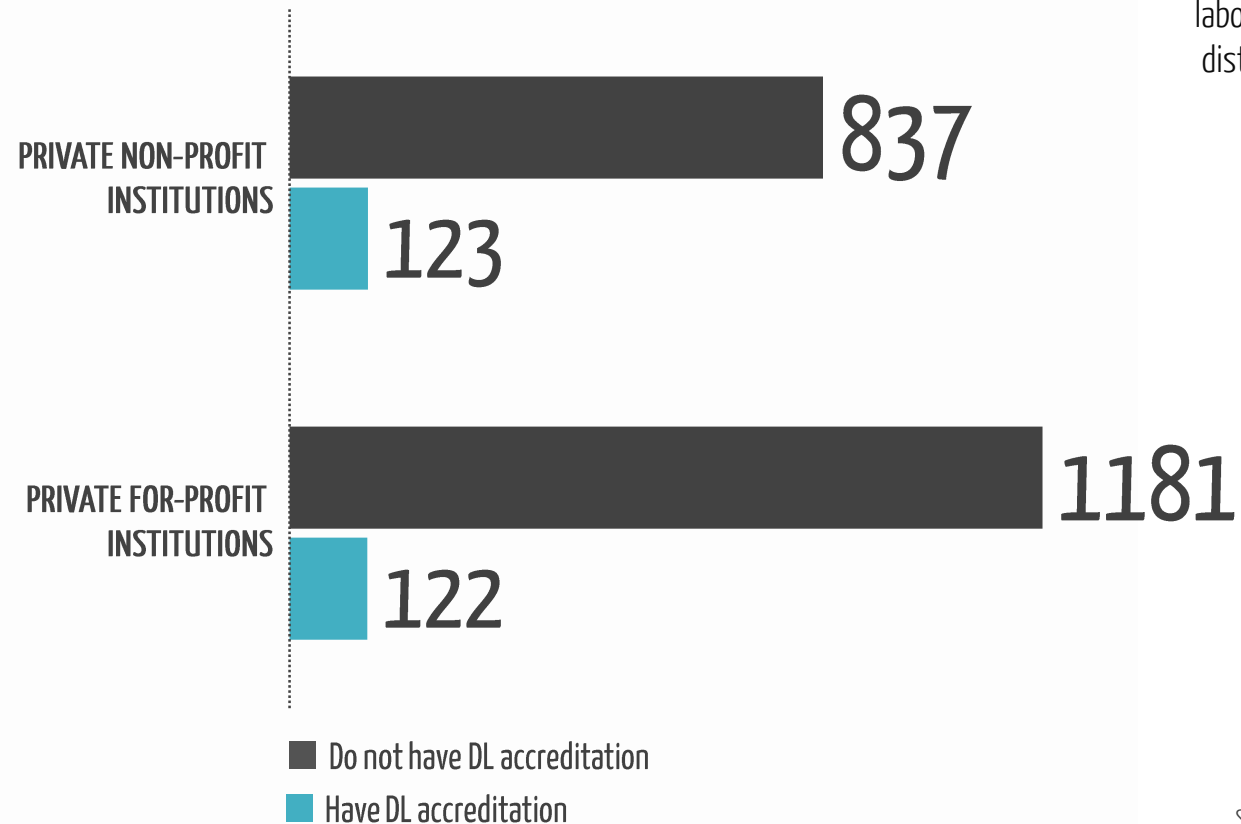
• Potential GMV of ~330bn

• 68M+ students with Secondary Education

• + 23M+ students with Postsecondary Education

• 2,000+ Institutions without DL accreditation

DISTRIBUTION OF PRIVATE INSTITUTIONS WITH AND WITHOUT DL ACCREDITATION



REGIONAL POTENTIAL

Local institutions have greater brand awareness, both among students and the labor market, but lower share in distance learning education

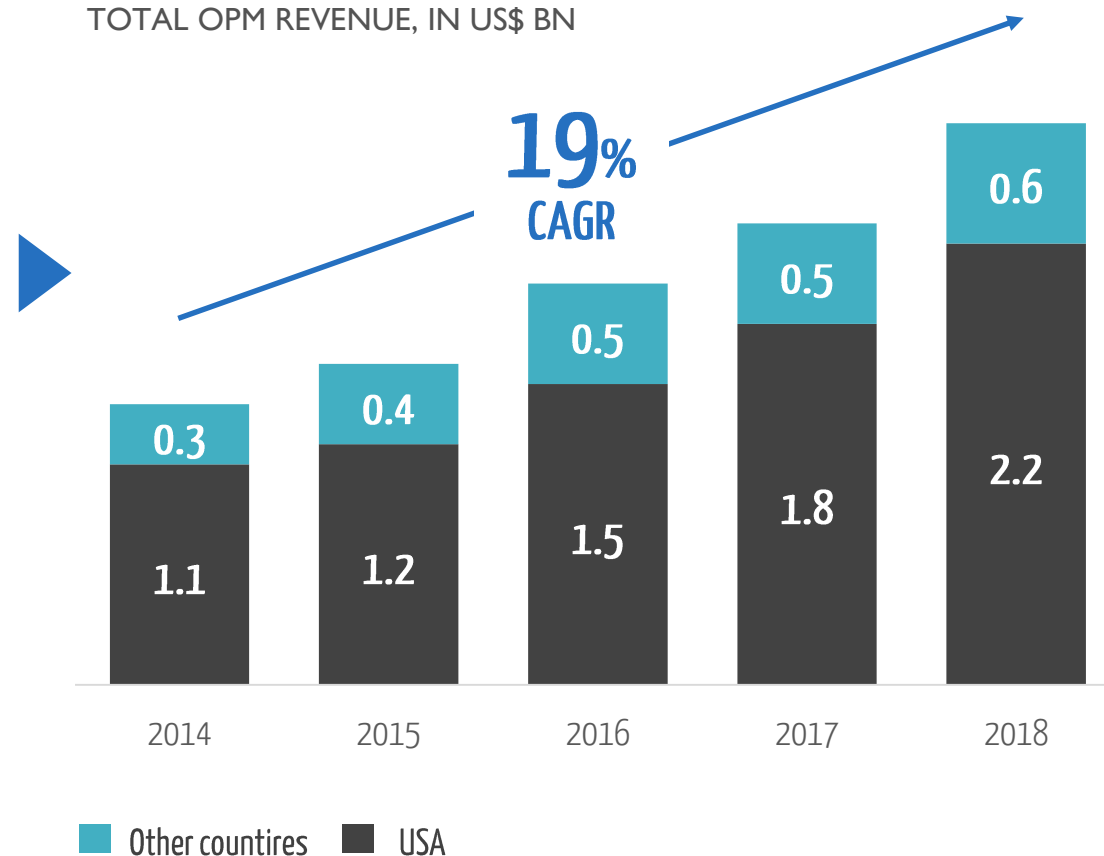
THE POSTSECONDARY B2B MARKET CONSISTS OF 4 LARGE SEGMENTS AND ACCOUNTS FOR ~US\$3 BN GLOBALLY, MOSTLY CONCENTRATED IN THE USA

OPM SEGMENTS AND EXAMPLES

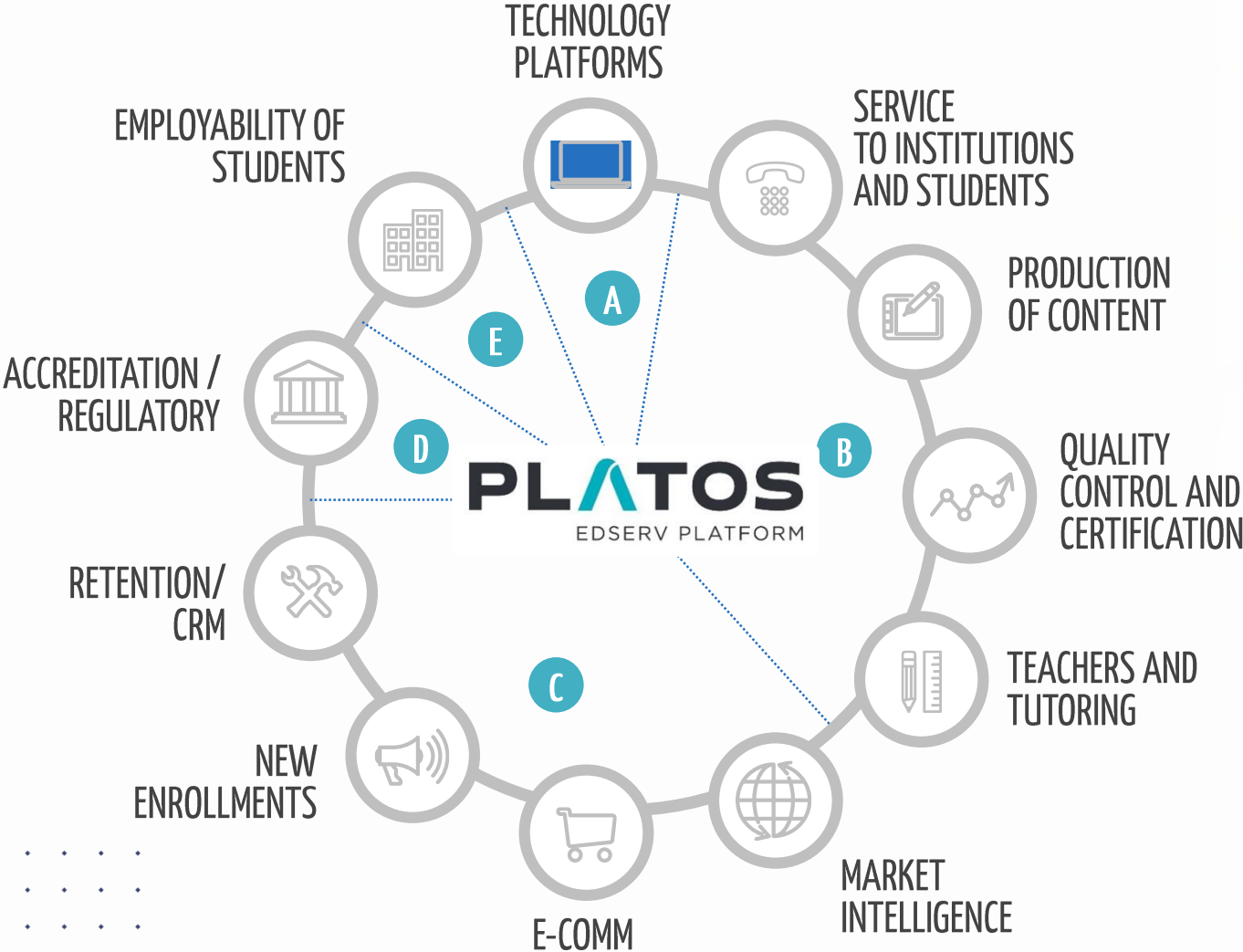


MARKET GROWTH

TOTAL OPM REVENUE, IN US\$ BN



OUR PLATFORM IMPACTS ALL STAGES OF A STUDENT'S ACADEMIC CYCLE, SUITED FOR BOTH GRADUATE AND UNDERGRADUATE EDUCATION

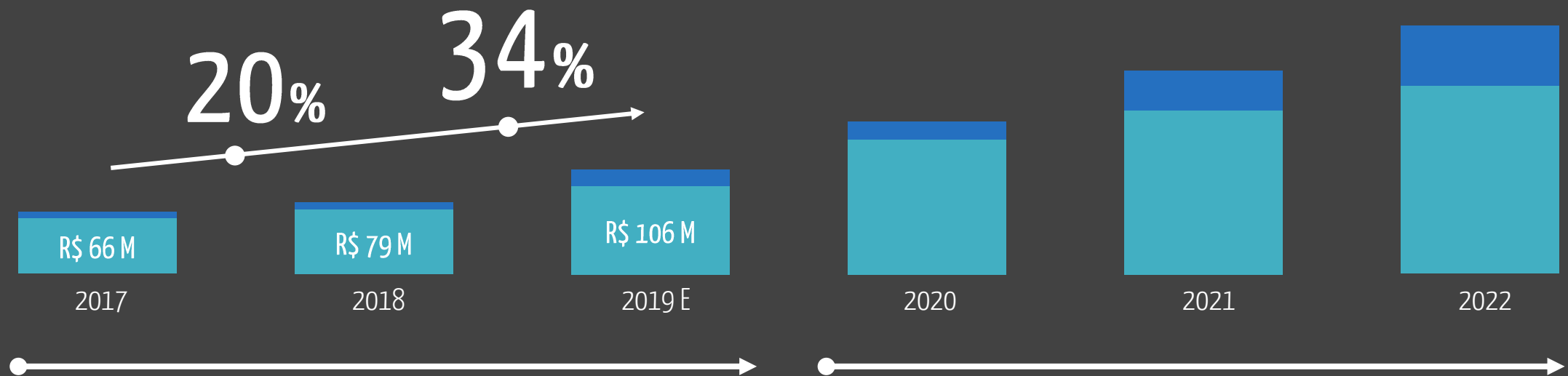


- A** TECHNOLOGY PLATFORM
- B** ACADEMIC CONTENT AND SERVICES
- C** NEW ENROLLMENTS
- D** ACCREDITATION
- E** EMPLOYABILITY



ACCELERATED HISTORIC GROWTH, WHICH WILL BE LEVERAGED BY NEW EXTERNAL CLIENTS STARTING FROM 2020

GRADUATE NET REVENUE



WAVE 1 – EMPHASIS ON INTERNAL CLIENT (KROTON)

Validation of growth thesis for Kroton graduate education
Consolidation of internal PS B2B platform

WAVE 2 – EMPHASIS ON EXTERNAL CLIENTS

Evolution of the technological platform
Conclusion of other services for undergraduate education
Roll-out for more third-party institutions

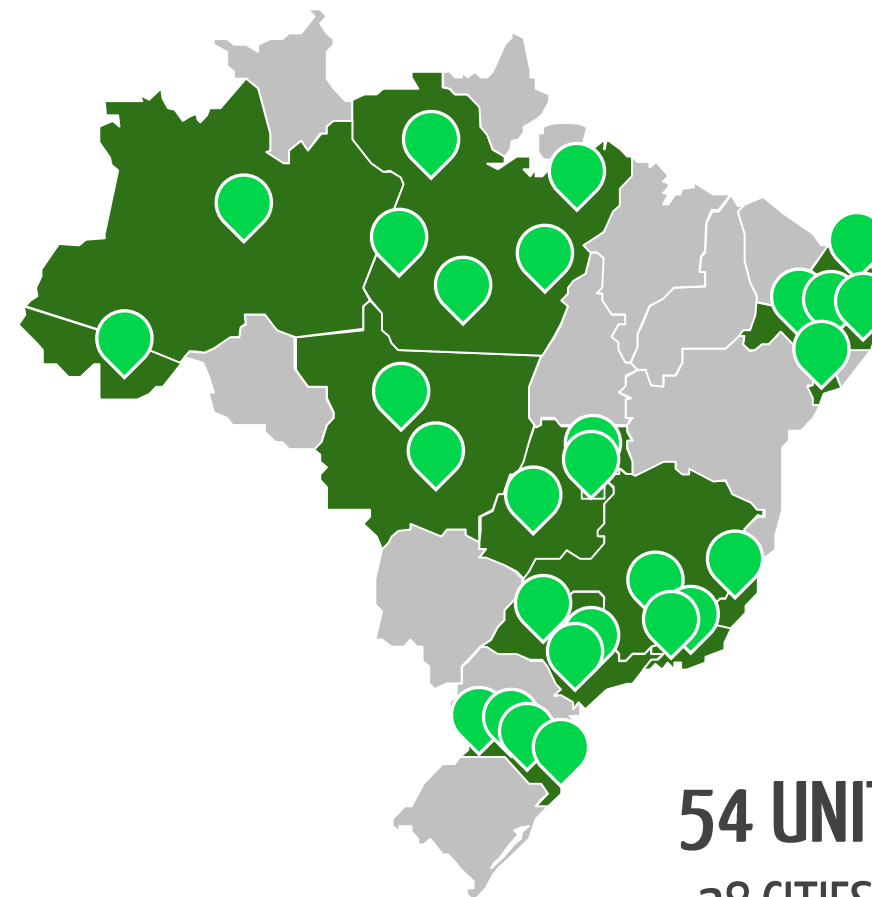
■ Kroton ■ External clients

SABER



B2C K-12

**HIGH QUALITY &
100% COMPLEMENTARY
OPERATIONS
(SABER + SOMOS)**



54 UNITS
28 CITIES &
14 STATES



ACADEMIC
QUALITY

BRAND
REPUTATION

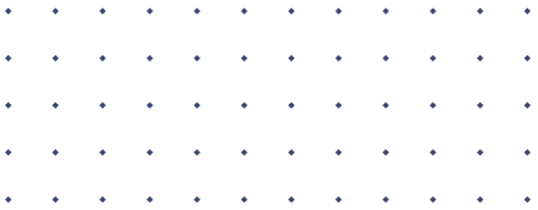
STRONG
COMMERCIAL
EFFORTS

OPERATIONAL
EXCELLENCE

EXECUTION CAPACITY

OUR APPROACH IS TO COMBINE ACADEMIC QUALITY AND BRAND REPUTATION WITH A STRONG COMMERCIAL PRESENCE AND OPERATIONAL EXCELLENCE, BASED ON OUR EXECUTION CAPACITY

OUR SCHOOLS ARE BENCHMARKS IN THEIR REGIONS,
EVIDENCED BY THEIR RESULTS IN ENEM



ENEM
RANKING

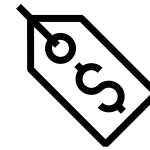


OUR GO-TO-MARKET ENSURES EXCELLENCE IN THE FUNDAMENTAL PROCESSES

EXCELLENCE IN FUNDAMENTAL ACTIONS



ESTABLISHED
COMERCIAL RITES



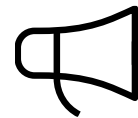
REVISION OF
PRICING MODEL



CREATION
OF PARTNERSHIPS
WITH LOCAL SCHOOLS
AND COMPANIES



DEFINITION
OF CALENDAR OF
EVENTS



FOCUS ON MEDIA
INVESTMENT
(ON AND OFFLINE)



ENCHANTMENT
SET



NEW COMPLEMENTARY PRODUCTS AND SOLUTIONS TO CATER FOR PARENTES' DEMAND TO EXPAND THE KNOWLEDGE OF THEIR CHILDREN

EXPANSION OF THE OFFERING OF COMPLEMENTARY SOLUTIONS

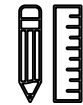
TRADITIONAL ACTIVITIES



ENGLISH/
HIGH SCHOOL



SPORTS



ACADEMIC &
PREPARATORY
ACTIVITIES



ARTS



DANCE



MARTIAL ARTS

INNOVATIVE ACTIVITIES



ROBOTICS /
MAKER



SOCIO-
EMOTIONAL



CODING/
PROGRAMMING




FINANCIAL
EDUCATION



ENTREPRE
NEURSHIP



MEDITATION/
MINDFULNESS



WE SEE THE FUTURE
OF OUR B2C K-12
OPERATION IN 2
MAJOR PHASES

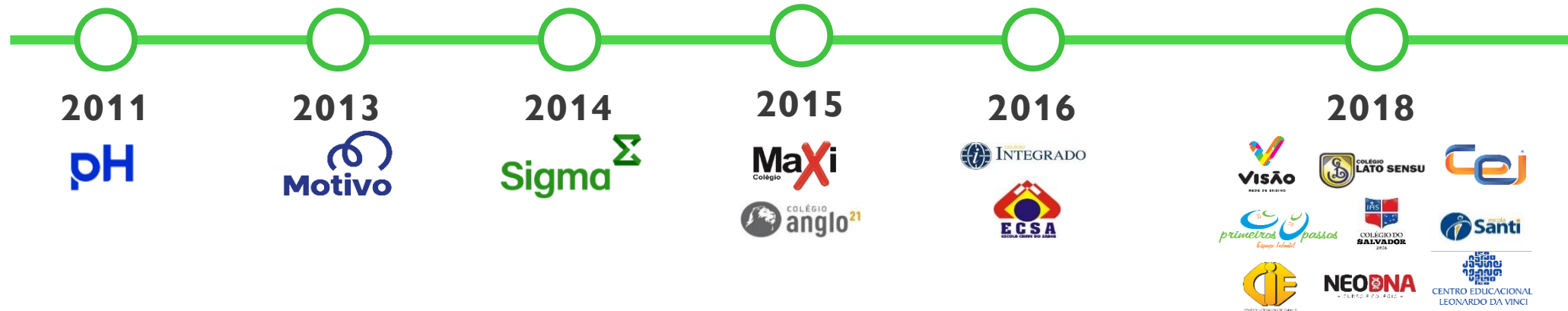
1st PHASE

**OPTIMIZE THE
CURRENT
PLATFORM**

2nd PHASE

**EXPAND VIA
ACQUISITIONS
AND NEW GREENFIELDS**

EXCELLENT TRACK RECORD IN K-12 ACQUISITIONS (33 UNITS ACQUIRED OF 16 BRANDS)...



...AND EXPANSION VIA GREENFIELDS (12 GREENFIELDS OPENED)



SABER



B2G K-12

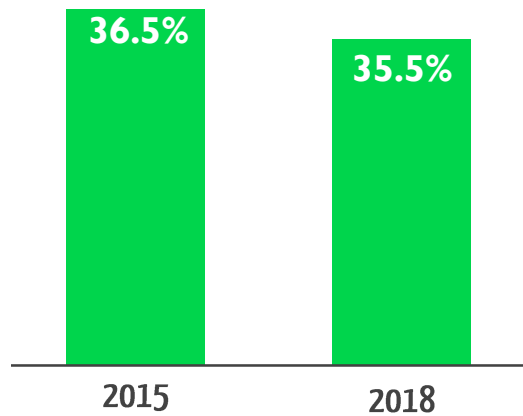


PNLD IS A PROGRAM THAT HAS SPECIFIC OPERATING CHARACTERISTICS

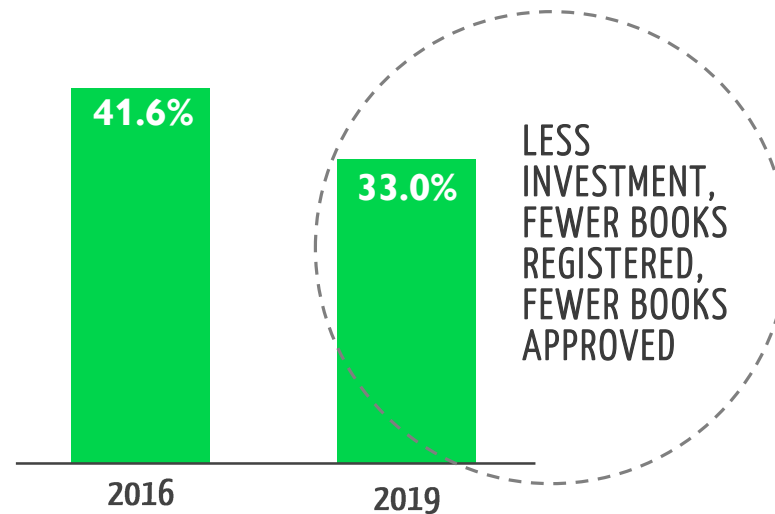
	2015	2016	2017	2018	2019	2020	2021	...
PRE-SCHOOL								POSSIBLE PURCHASE IN 2023
PRIMARY SCHOOL	PURCHASE	REPURCHASE	REPURCHASE	PURCHASE	REPURCHASE	REPURCHASE	PURCHASE	
MIDDLE SCHOOL		PURCHASE	REPURCHASE	REPURCHASE	PURCHASE	REPURCHASE	REPURCHASE	
HIGH SCHOOL			PURCHASE	REPURCHASE	REPURCHASE	PURCHASE	REPURCHASE	

CONSIDERING THIS CYCLICAL MODEL, IT IS EASIER TO UNDERSTAND THE PERFORMANCE AND ACTIONS BEING TAKEN

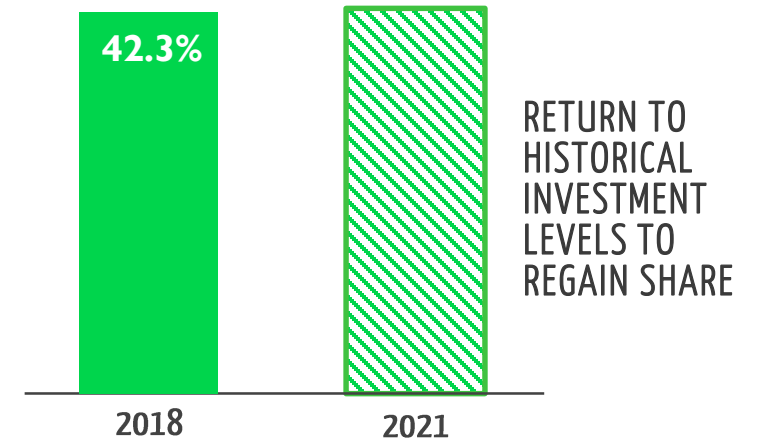
PRIMARY SCHOOL



MIDDLE SCHOOL



HIGH SCHOOL



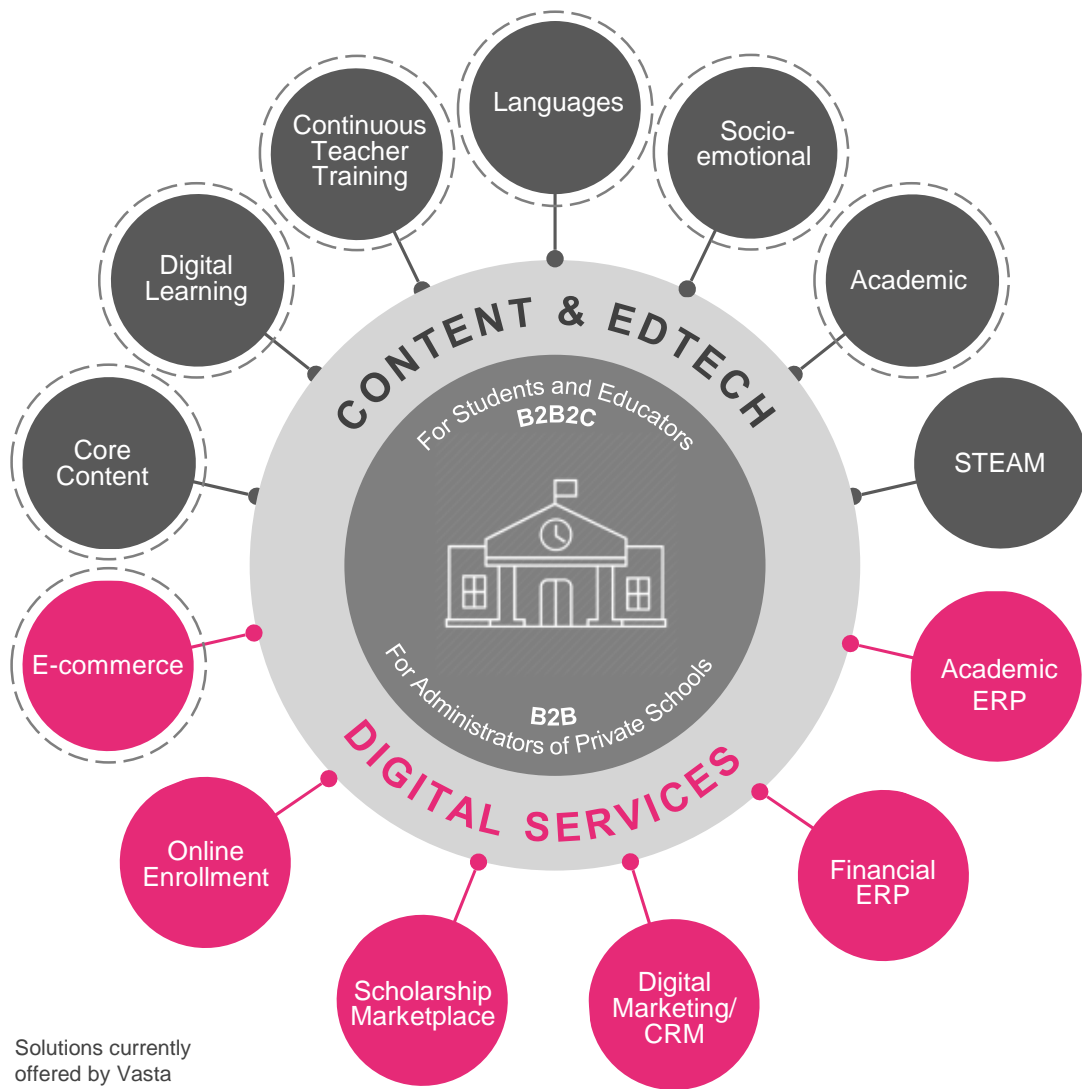


VASTA

EDUCAÇÃO

B2B K-12

We Built The Most Complete and Integrated Platform of K-12 Products and Services



CONTENT & EDTECH PLATFORM (B2B2C)

1 CORE EDUCATION
Multi-brand, powered by technology platform delivering high quality content according to each student's profile

2 COMPLEMENTARY SOLUTIONS
Diversified solutions used both as core curricula and after-school content, transforming the school into the hub for all students' education needs

DIGITAL SERVICES PLATFORM (B2B)

3 DIGITAL SERVICES
Platform offering unified day-to-day administration through a full stack of digital tools and features

Significant opportunities to widen our Digital Services offerings through in-house development, partnerships and disciplined M&A

OUR BUSINESS MODEL CONSISTS OF A PLATFORM AS A SERVICE (PaaS)



SUBSCRIPTION
MODEL



TECHNOLOGY
BASED



RECURRENT
REVENUE



HIGHLY
SCALABLE



ASSET-
LIGHT



HIGH
GROWTH

STRONG AND
SUSTAINABLE
MARKET
FUNDAMENTALS
SUPPORTING
OUR EXECUTION



79% OF ALL BRAZILIAN
FAMILIES CONSIDER
**A HIGH-QUALITY
EDUCATION
THE BEST
INVESTMENT**

COMPETITIVENESS
FOR HIGH QUALITY
POSTSECONDARY
EDUCATION
**INCREASES
DEMAND FOR
PRIVATE K-12**

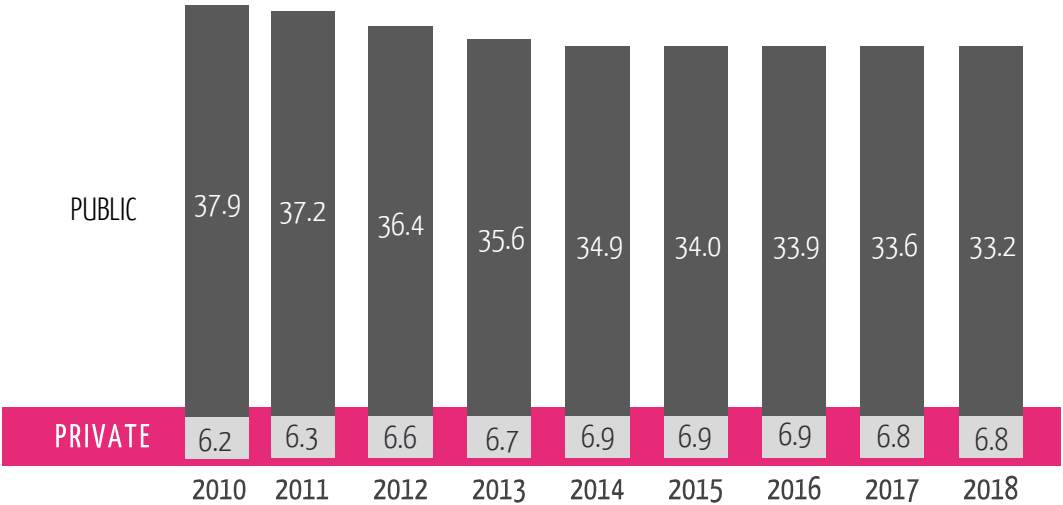
BEHAVIORAL CHANGES
CONTRIBUTES TO
**STUDENTS
STAYING
LONGER
PERIODS IN
SCHOOL**

FAMILIES ARE
MORE LIKELY TO
**PRIORITIZE
SCHOOLS THAT
OFFER 21ST
CENTURY
SKILLS AS A
PROGRAM**

**INCREASING
ADOPTION OF
MANAGEMENT
SYSTEMS**
BY SCHOOLS
ACROSS BRAZIL

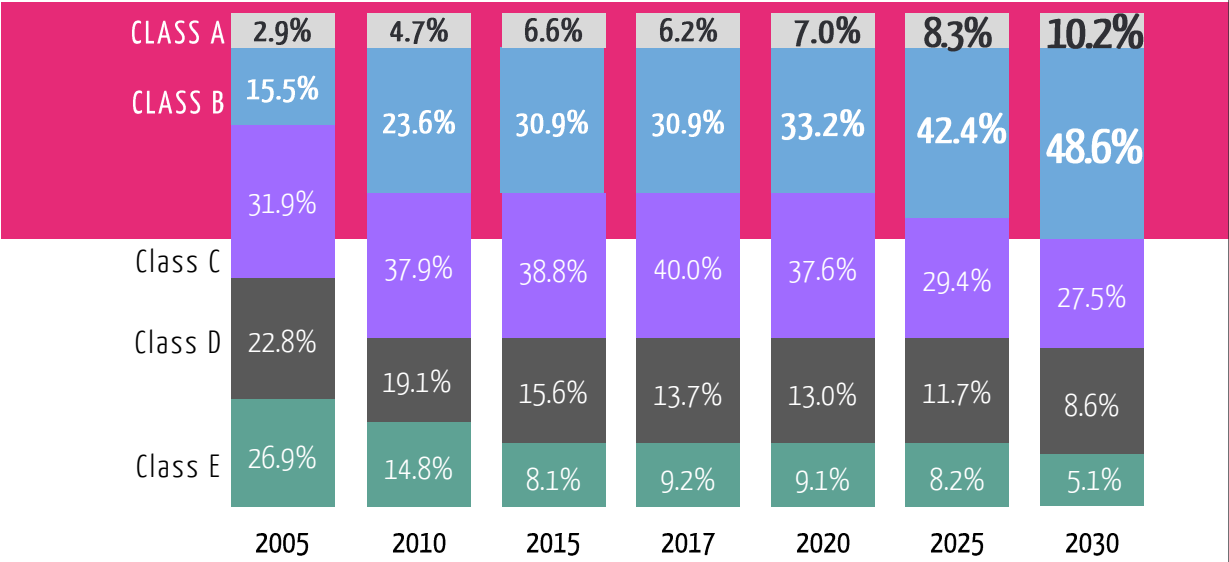
**TECHNOLOGY
AS AN
ENABLER**
OF COST REDUCTION
AND SERVICES
IMPROVEMENT

DEMOGRAPHY IS FAVORABLE FOR PRIVATE K-12,
AND PROJECTIONS POINT TO SIGNIFICANT INCREASE
OF PARTICIPATION OF CLASSES A AND B...



Students enrolled in K-12
Education in Brazil
(in millions of students)

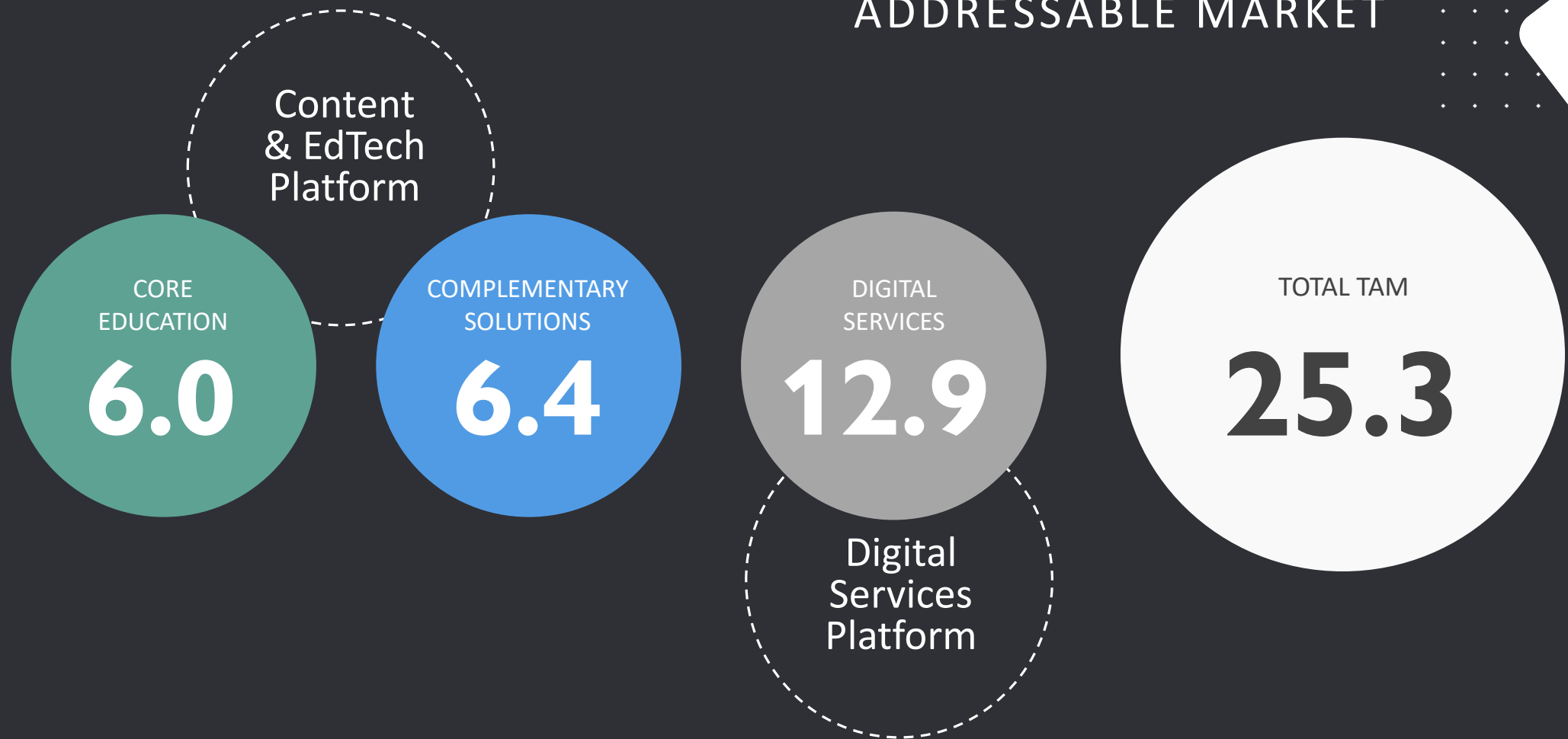
Source: School Census



Participation of the
Brazilian population
by Social Class

Source: IBGE

... ALLOWING US TO REACH
AN EXTREMELY LARGE TOTAL
ADDRESSABLE MARKET



LEARNING SYSTEM OR TEXTBOOK?

A CHOICE OF THE SCHOOL!

METHODOLOGICAL
OPTION

BRANDS

TECHNOLOGICAL PLATFORM
APPLIED TO EDUCATION

BUSINESS MODEL

LEARNING
SYSTEM



TEXTBOOK



SUBSCRIPTION

THE CHOICE OF
METHODOLOGY IS
UP TO THE SCHOOL

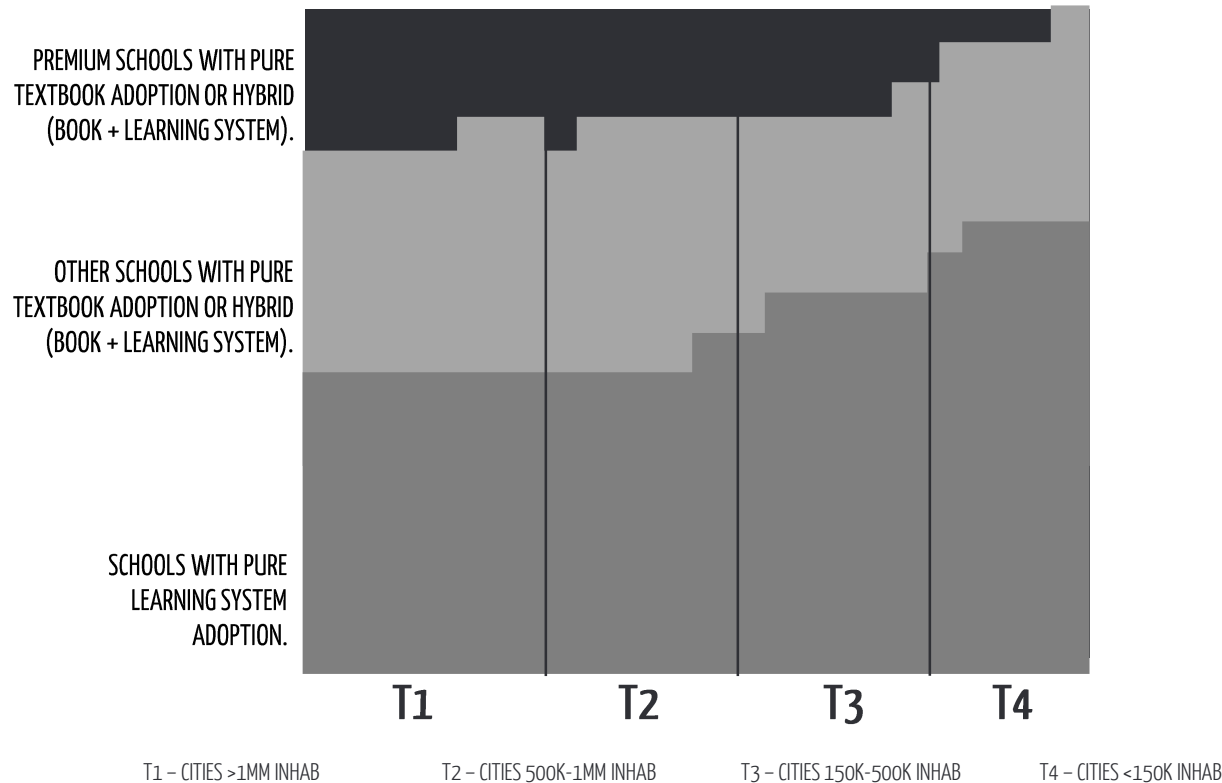
POSSIBILITY OF A
HYBRID OFFER:
SYSTEM + BOOKS

THE
TECHNOLOGICAL
PLATFORM IS
INTEGRATED

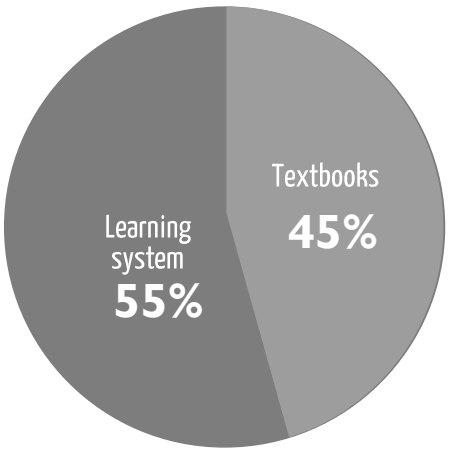
SOMOS PLATFORM

DIVERSIFIED PORTFOLIO, SERVING ALL SCHOOL PROFILES WITHIN THE PRIVATE NETWORK:
LEARNING SYSTEMS, HYBRIDS AND PREMIUM SCHOOLS, WHICH USE TEXTBOOKS

TOTAL MARKET BOOKS, SYSTEMS AND HYBRIDS AS A SHARE OF REVENUE



DIVERSIFIED PORTFOLIO: PAR AND
LEARNING SYSTEMS, WITH DIFFERENT
PEDAGOGICAL CHARACTERISTICS AND
SERVICE LEVELS



THE TEXTBOOK MARKET STILL
REPRESENTS AROUND 45% OF THE
TOTAL NUMBER OF STUDENTS IN THE
PRIVATE NETWORK

PAR OFFER FULLY SERVES THE NEEDS
AND CHOICES OF PREMIUM SCHOOLS
(FLAGSHIPS AND LARGE NETWORKS)
WHO DO NOT ADOPT LEARNING SYSTEMS

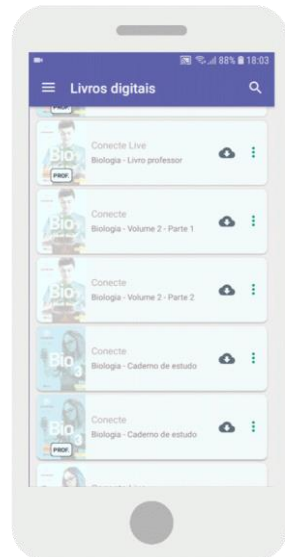
OPPORTUNITIES FOR UP-SELL AND
CROSS-SELL IN SCHOOLS WHERE
WE ONLY SELL SPOT BOOKS

WIDE PORTFOLIO OF BRANDS WITH UNERRING EXCELLENCE IN BOTH DIGITAL AND PRINTED CORE CONTENT

CORE CONTENT

6.0 BN

13%
SOMOS
(PENETRATION)



LEARNING SYSTEMS



STRUCTURED CONTENT & TEXTBOOK



DIGITAL LEARNING & TEACHER TRAINING



**Our students also
benefit from an
integrated platform to
access all the content
and other tools available**

- TECH-ENABLED PLATFORM
- EASY TO INTEGRATE OTHER BRANDS
- POWERFUL SOURCE OF DATA



WE HAVE THE MOST RECOGNIZED BRANDS, WITH UNQUESTIONABLE ACADEMIC RESULTS

BRAND AWARENESS

UNERRING TRADITION IN
THE EDUCATION SECTOR



**+65
YEARS**
OF EDUCATION BACKGROUND

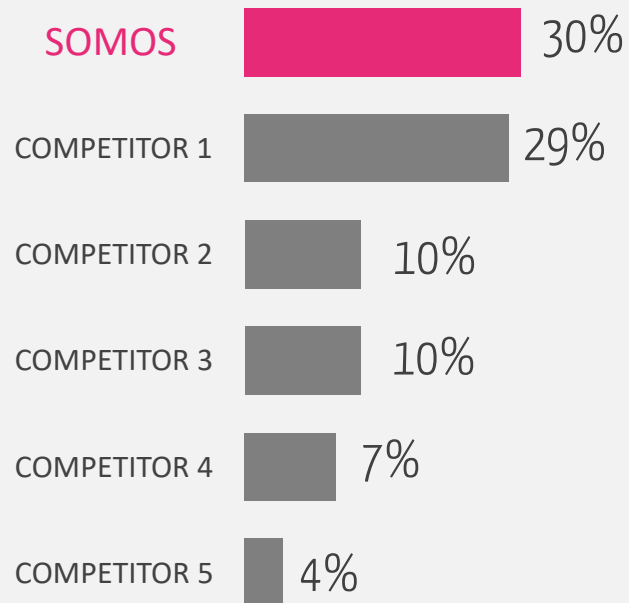
PIONEER IN DEVELOPING THE FIRST
SUBSCRIPTION MODEL IN BRAZIL

WITH SEVERAL AWARDS
RECOGNIZED



102
RENOWNED JABUTI AWARDS
SINCE 1959

HIGHEST AWARENESS
AMONG COMPETITORS



RANKING AMONG PREMIUM SCHOOLS, WITH TUITIONS OF ~R\$ 1.1K. SOURCE:
SURVEY OF SCHOOL ADMINISTRATORS AND TEACHERS

ACADEMIC OUTCOME

UNDISPUTED LEADERSHIP
POSITION IN ENEM



504
SCHOOLS
AMONG THE
TOP 3
BEST RANKED
FROM ITS
MUNICIPALITIES

BRAZIL'S MOST
RENOWNED UNIVERSITIES



+ MAIN
FEDERAL
UNIVERSITIES

IVY LEAGUE
UNIVERSITIES

Yale



WE HAVE THE LARGEST COMPLEMENTARY SOLUTIONS PORTFOLIO WITH A LOW PENETRATION IN A CONSIDERABLE MARKET

COMPLEMENTARY SOLUTIONS

6.4 BN

0.5%

SOMOS
(PENETRATION)

Solutions covering the student's entire journey, offering strong up-sell and cross-sell opportunities



Learning systems in English to develop not only fluency, but also 21st century skills



1st social-emotional educational program in Brazil



WE HAVE THE ONLY INTEGRATED PLATFORM OF DIGITAL SERVICES IN A VERY LARGE MARKET

DIGITAL SERVICES

12.9 BI

0.4%
SOMOS
(PENETRATION)

Ties up the entire school's ecosystem by delivering integrated end-to-end solutions

Cross sell opportunities related to subscription services

Countless benefits including higher intakes, lower dropout and due payments levels



LARGEST MARKETPLACE
EXCLUSIVELY FOR K-12 IN BRAZIL

432 PARTNER SCHOOLS
106k STUDENTS SERVED
167k SKUS



OUR PLATFORM IS INTEGRATED THROUGH TECHNOLOGY AND CUSTOMER CONTACT, SUPPORTED BY A ROBUST SALESFORCE AND UNMATCHED GO-TO-MARKET STRATEGY



LARGEST SALESFORCE AND
CLIENT-DEDICATED TEAM IN
BRAZIL

136
customer
support

PAR, Rede,
Premium,
Complementary

184
salespeople

Commercial,
Specialists,
Inside Sales

100% of the Brazilian
states covered



SPECIALIZED TEAM
SERVING AS THE
SCHOOL'S POINT OF
CONTACT TO
ADDRESS ALL ITS
NEEDS

Customer support

Higher
Retention Enhanced
Awareness

Salespeople

Higher
Revenue Increased
Penetration



INCENTIVES ALIGNED
TO WHAT CREATES
MORE VALUE

Key criteria taken into
account for
compensation

Revenue retention

Cross-sell capacity

Long-term contracts



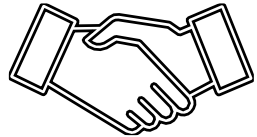
ENDLESS INVESTMENT IN
HUMAN CAPITAL

Constant training
activities

Annual sales conference

Largest area of intelligence and
analytics in content adoption
regarding Brazilian schools

WE ARE READY FOR GROWTH!



INCREASE PENETRATION
OF OUR CURRENT
SERVICES IN EXISTING
CLIENTS (CROSS-SELL
AND UP-SELL)



INCREASE OUR
BASE OF
PARTNER
SCHOOLS



INCREASE QUANTITY
OF PRODUCTS AND
SERVICES WE
OFFER, THROUGH:

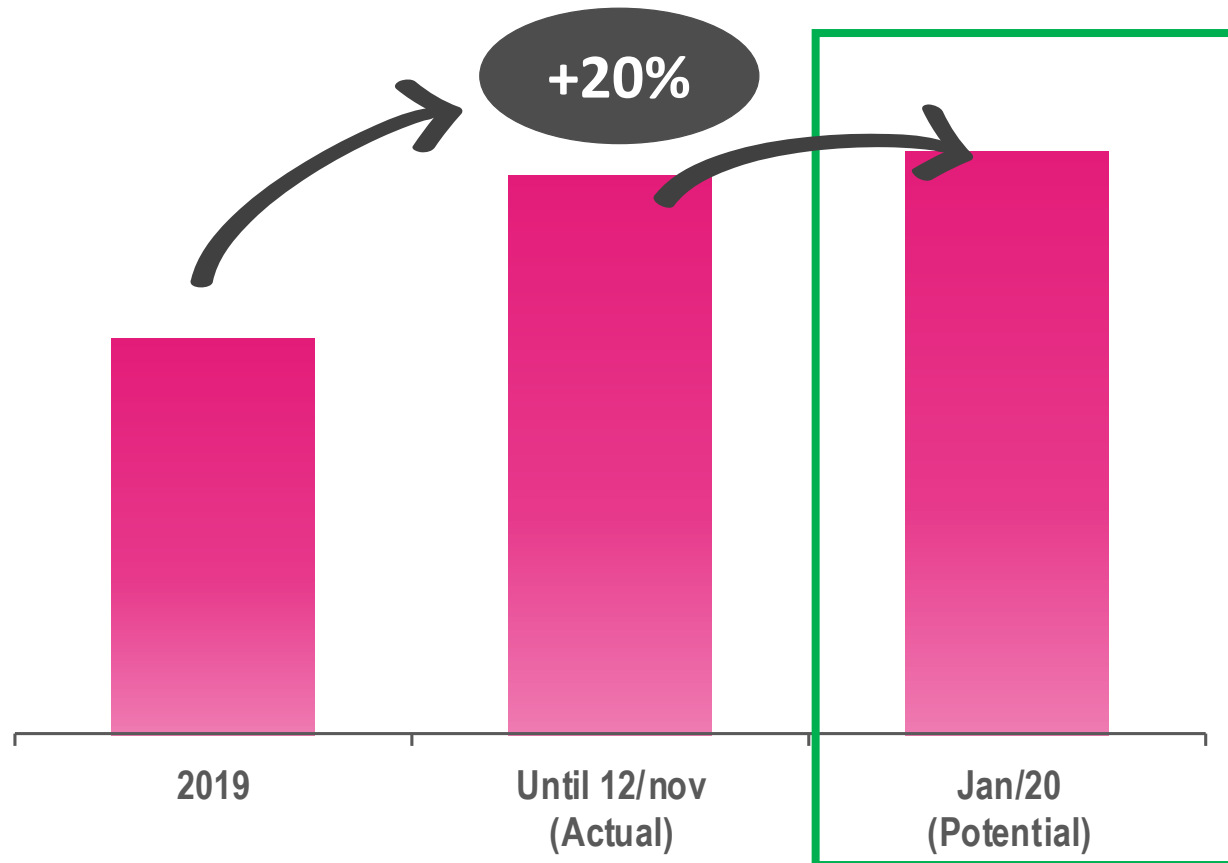
- 1-DEVELOPMENT
- 2-PARTNERSHIPS
- 3-ACQUISITIONS



POTENTIAL FOR
INTERNATIONAL
EXPANSION

VASTA 2020 ACV EXCEEDING EXPECTATIONS, WITH SPACE TO CONTINUE GROWING

Annual Contract Value¹



~90% Vasta EBITDA Subscription Model

Core Content	Languages	Socio-Emotional

- ✓ New go-to-market implemented successfully
- ✓ Expectation of new products and services to be offered during 2020

¹ ACV: sum of annual revenue per student for all students enrolled in our partner schools, in a subscription model



cogna
EDUCAÇÃO



BACKUP

COGNA REAFFIRMS ITS GUIDANCE FOR 2019

R\$ million and %	Cogna Consolidated			Comments
	9M19	Guidance 2019	% YTD	
Net Revenue	5,097	7,353	69.3%	4Q most representative for K-12 Segment
Results				4Q will be positively impacted by: - More robust Net Revenue, mainly in the K-12 segment (largest part of receipts under the 2020 PNLD and part of the 2020 ACV), in addition to revenues from the robust enrollment and reenrollment processes for Postsecondary Education in 2H19 - Continuous capture of synergy and efficiency levers
Adjusted EBITDA	2,048	3,240	63.2%	
<i>Adjusted EBITDA Margin</i>	<i>40.2%</i>	<i>44.1%</i>	<i>-</i>	
EBITDA ¹	1,887	3,040	62.1%	
<i>EBITDA Margin</i>	<i>37.0%</i>	<i>41.3%</i>	<i>-</i>	
Adjusted Net Income ²	720	1,348	53.4%	
<i>Adjusted Net Margin</i>	<i>14.1%</i>	<i>18.3%</i>	<i>-</i>	
Cash Generation After Capex				Greatest part of 2020 PNLD receipts Lower disbursements with Capex and Other Expenses
OCG after Capex	34	800	4.2%	
<i>Conversion (with IFRS 16)</i>	<i>-</i>	26.3%	<i>-</i>	
<i>Conversion (without IFRS 16)</i>	<i>-</i>	<i>31.6%</i>	<i>-</i>	

¹ EBITDA considers interest and penalties on tuition and excludes the impact from Surplus Value of Inventories

² Net income excludes the impacts from Surplus Value of Inventories and Amortization of Intangible Assets

EMPLOYABILITY CHANNEL

For every 3 interviews, 1 student is hired



GROWTH

+635k active students (+52% in 12 months)

+420k job openings (+123% in 12 months)

+29k companies (+53% in 12 months)

PARTNERSHIPS



Hiring process for all new stores carried out exclusively through Conecta



Complementary training for students to work with Huawei technology



Opportunities for students to work as digital consultants for Magazine Luiza

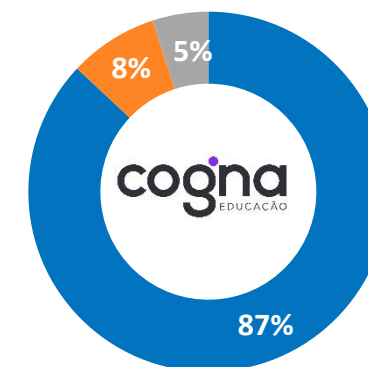
LARGE COMPANIES ADVERTISE OPENINGS ON CONECTA



MOST USERS ARE RE(INTRODUCED) INTO THE JOB MARKET

Profile of new hires

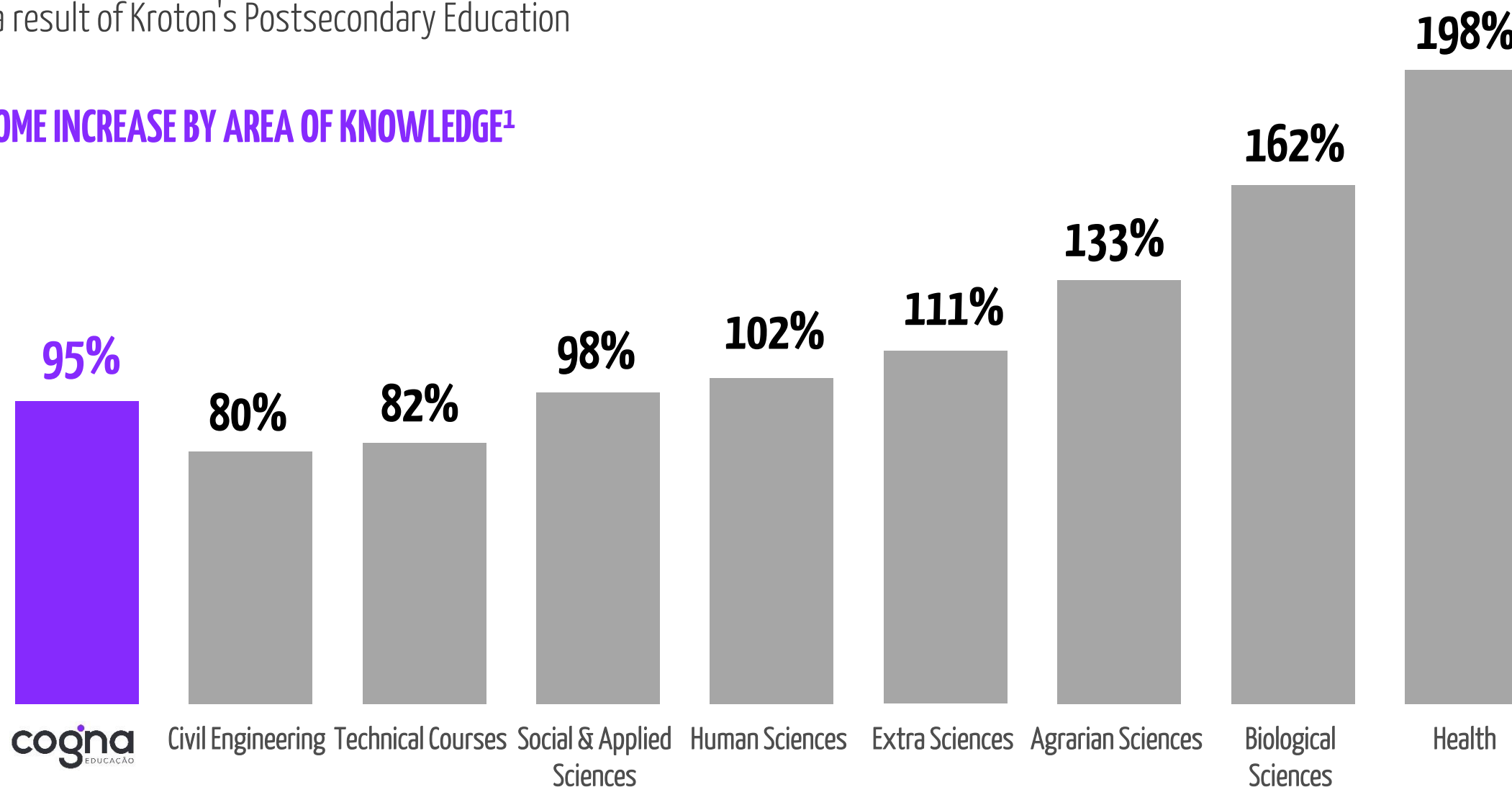
- Changed jobs and increased their income
- Were unemployed or got their first job
- Changed jobs with lower salaries to work in their field of study



STRONG INCOME GROWTH

As a result of Kroton's Postsecondary Education

INCOME INCREASE BY AREA OF KNOWLEDGE¹



¹ Secondary survey with a sample of ~30,000 students carried out by Neoway

BRAZIL'S LARGEST EDUCATION COMPANY

2.3 MILLION STUDENTS¹

kroton 

825k

Undergraduate
students

342k On-Campus
483k DL

PLATOS

41k Graduate
students
9k On-Campus
32k DL

58k Unregulated and
Language Courses

27k LFG Preparatory
Courses

SABER 

36k
students enrolled
in our
54
Own schools and
managed through
contracts

VASTA
EDUCAÇÃO 

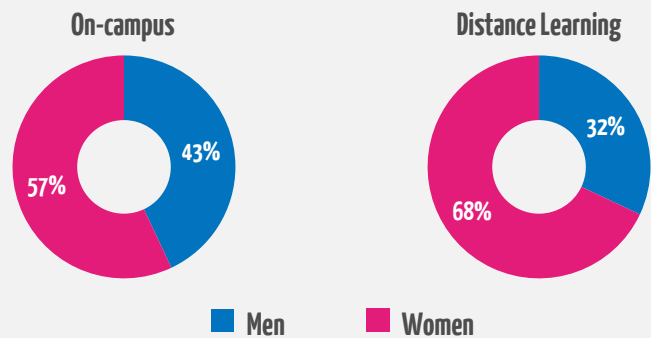
1.2M
students in
private schools
with contracts

134k
Students in
complementary
education

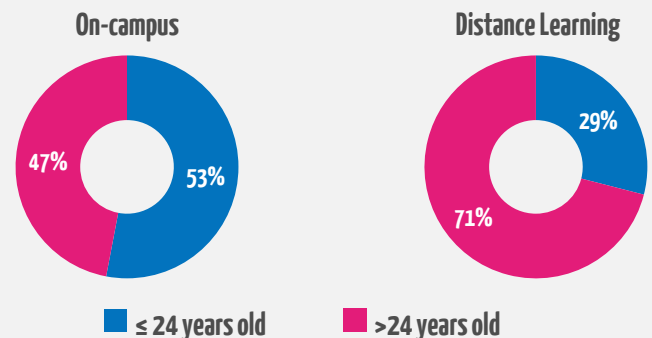
¹ Base date: 3Q19

OUR POSTSECONDARY EDUCATION STUDENTS

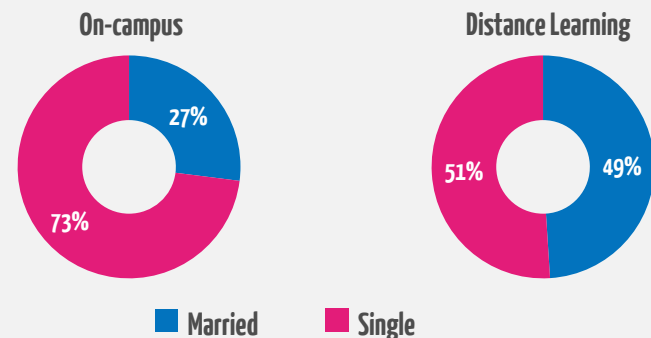
61% are women



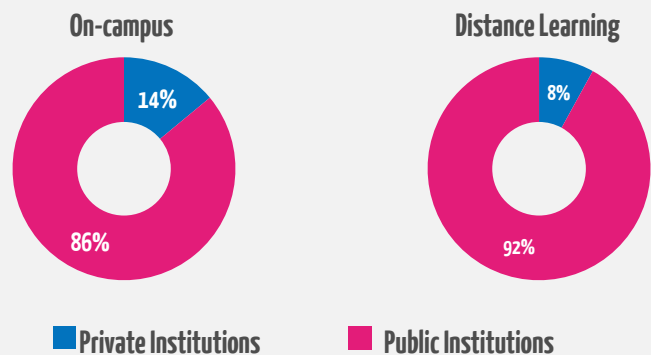
56% over 24 years old



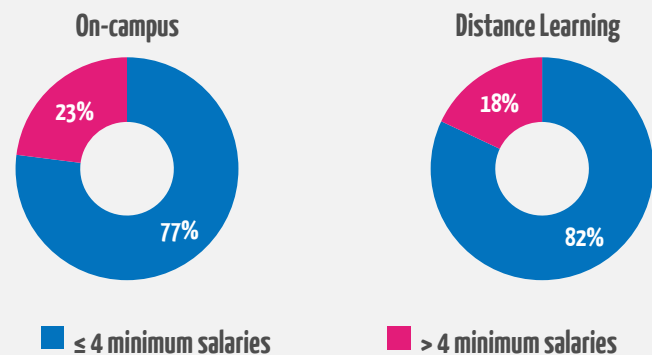
35% are married



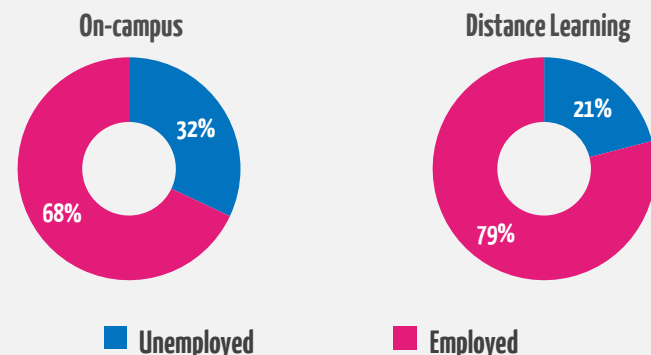
88% come from public schools



79% have a family monthly income of ≤ 4 minimum salaries

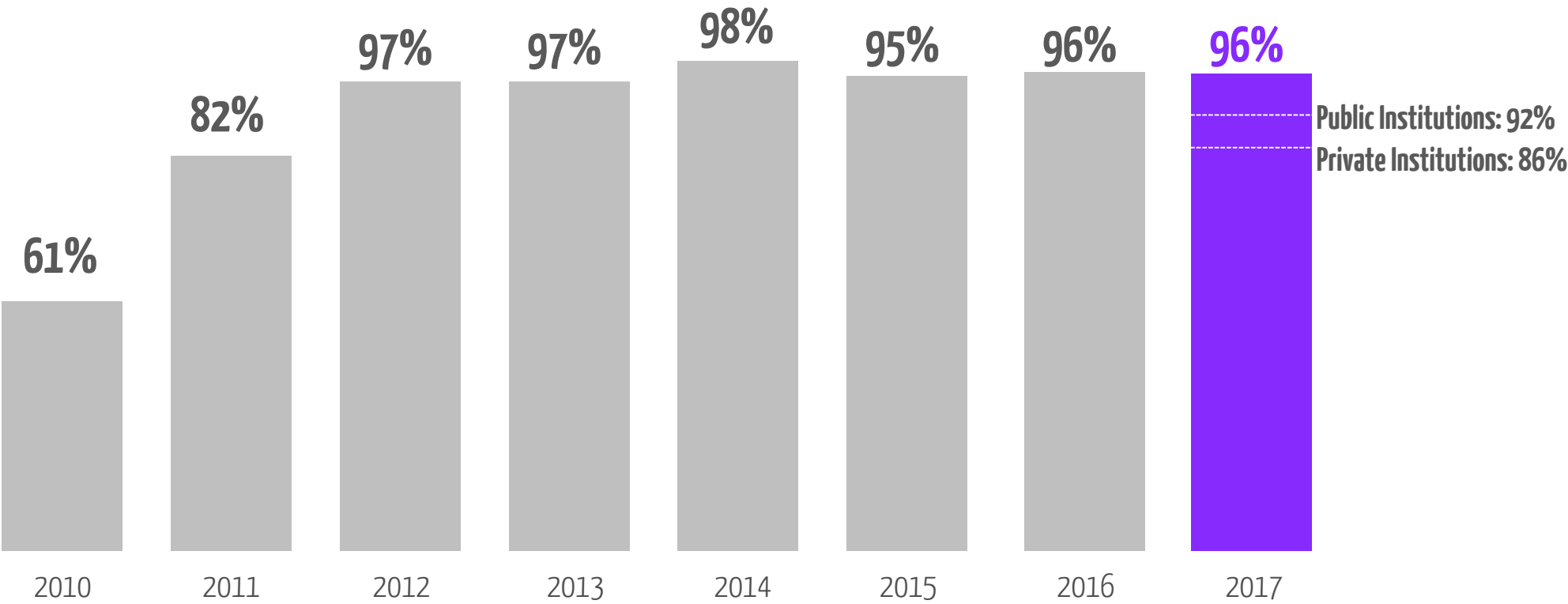


72% are employed



REGULATORY INDICATORS

IGC has sustained satisfactory levels above ~95%



CULTURE OF MERITOCRACY

31,997
EMPLOYEES

12,750 Professors	
1,963 DL Tutors (m ¹)	96 DL Tutors (h ²)
1,225 Program Coordinators	
149 Unit Directors	
13,306 Administrative Employees - Units	
2,508 Administrative Employees - Corporate	

ST Incentive
Bonus

6,821 Participants
All corporate managers in N1, N2 and N3 levels
All unit directors
All program coordinators
↓
Aligned with the company's performance

LT Incentive³
Stock Options/RSU

149 Participants
All corporate managers in N1 level and part of N2
Standard vesting ⁴ : 3 years
↓
Aligned with stock performance

Base Date: Jul 2019
¹ Monthly
² Hourly

³ Considers current and former employees who hold an active SOP/RSU contract
⁴ RSU program only

ir.cogna.com.br



INVESTOR RELATIONS

Carlos Lazar

carlos.lazar@kroton.com.br

Pedro Gomes

pedro.gsouza@kroton.com.br

Ana Troster

ana.mtroster@kroton.com.br