

DIGITAL LEARNING

Jose Aroldo, Vice-President



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Brasil 50 **IBRX 50**

Índice de
Ações com Governança
Corporativa Diferenciada **IGC**

Índice de
Ações com Tag Along
Diferenciado **ITAG**

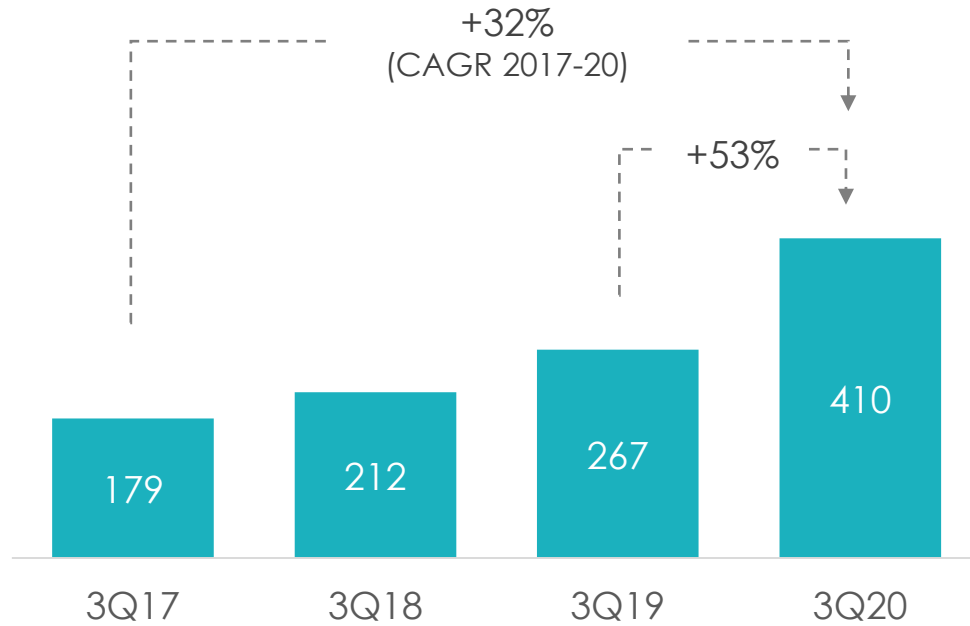
SOLID TRACK RECORD

Accelerated expansion of centers and student base

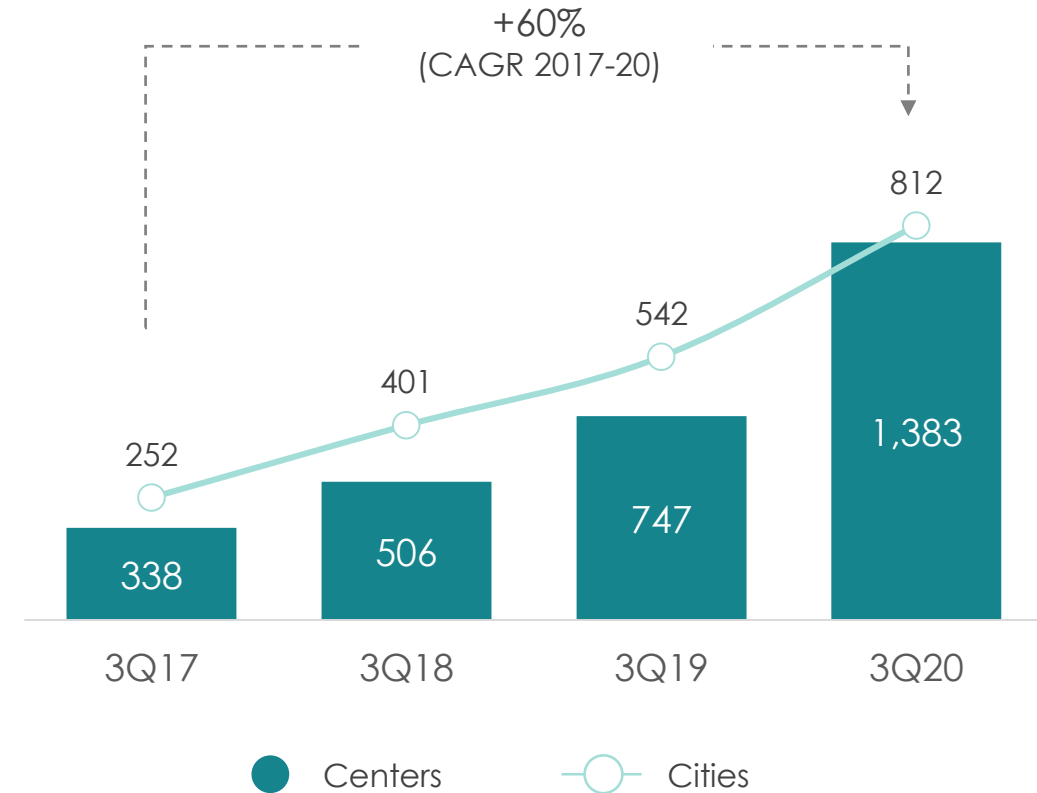
YDUQS

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Digital Learning VP

Student base
(thousand)



Digital learning centers and cities covered
(#)



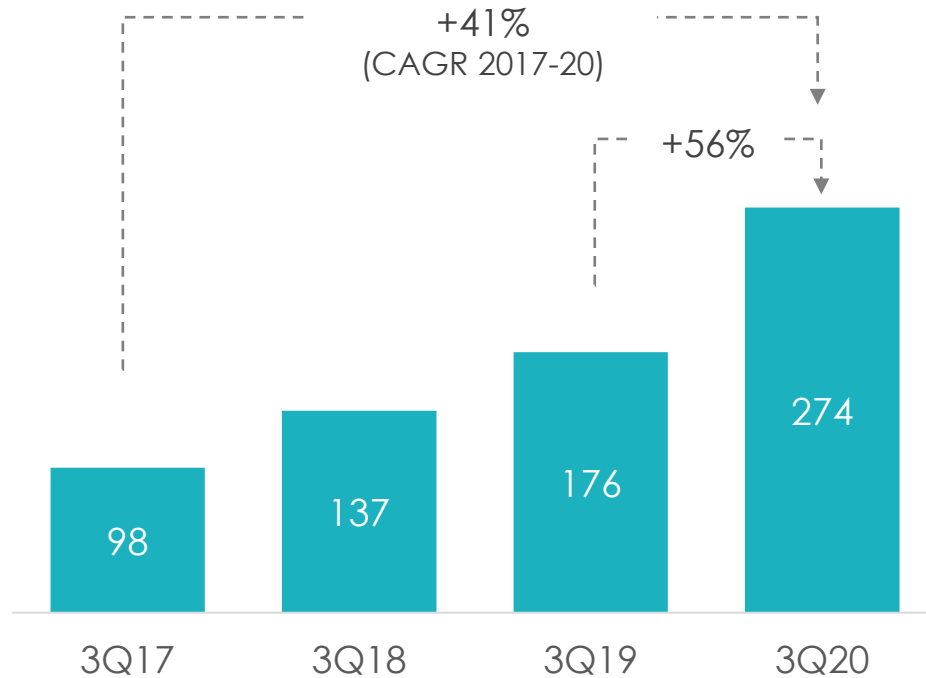
SOLID TRACK RECORD

Followed by consistent financial results

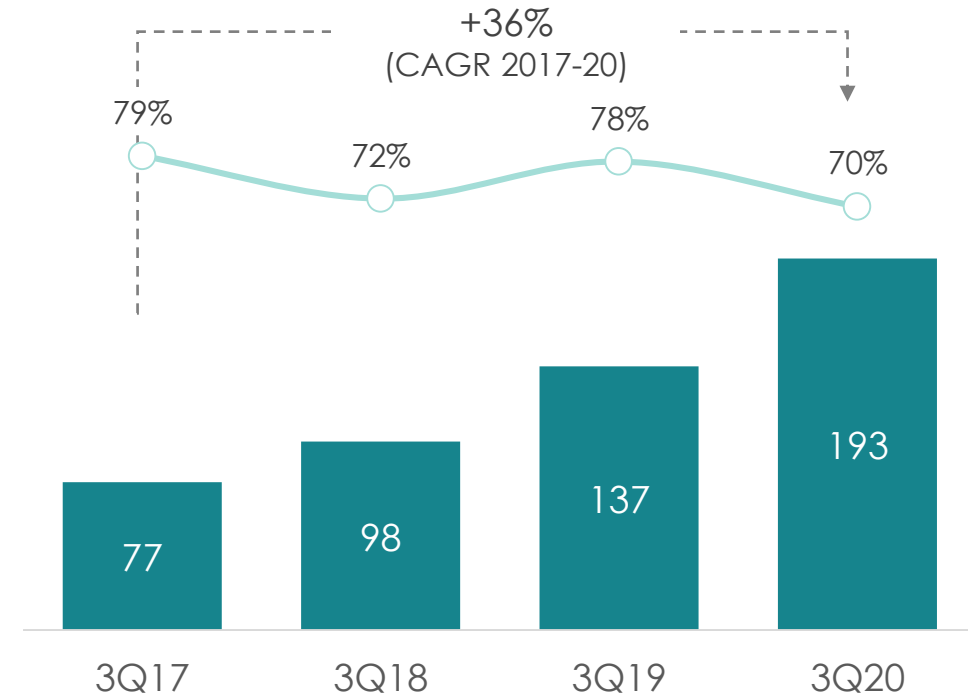
YDUQS

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Digital learning revenues
(R\$ million)



Operational result and margin ⁽¹⁾
(R\$ million; %)



(1) Operational result = Revenues minus costs and expenses (excluding depreciation and corporate personnel expenses)

ROBUST TECHNOLOGY EMBEDDED

Into every aspect of the business



Available on student's hand: fast and intuitive mobile solution both through academic and administrative point of view



Lean structure: low implementation and maintenance costs guarantee partner's profitability



Solid network: NPS of 75



Virtual labs: 9 hybrid courses (Flex) available for all partner's centers with no major additional investment



Monitoring:

High technology to monitor and assist the operation in detail – including partner performance and profitability



Centralized content:

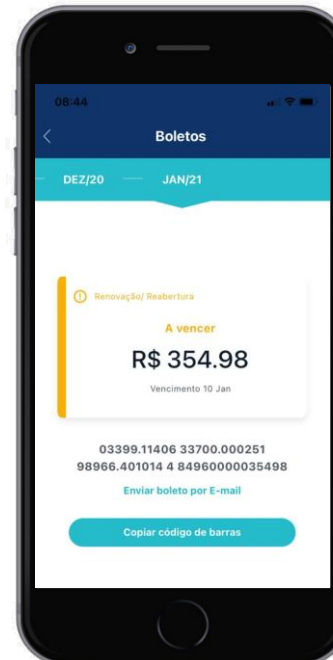
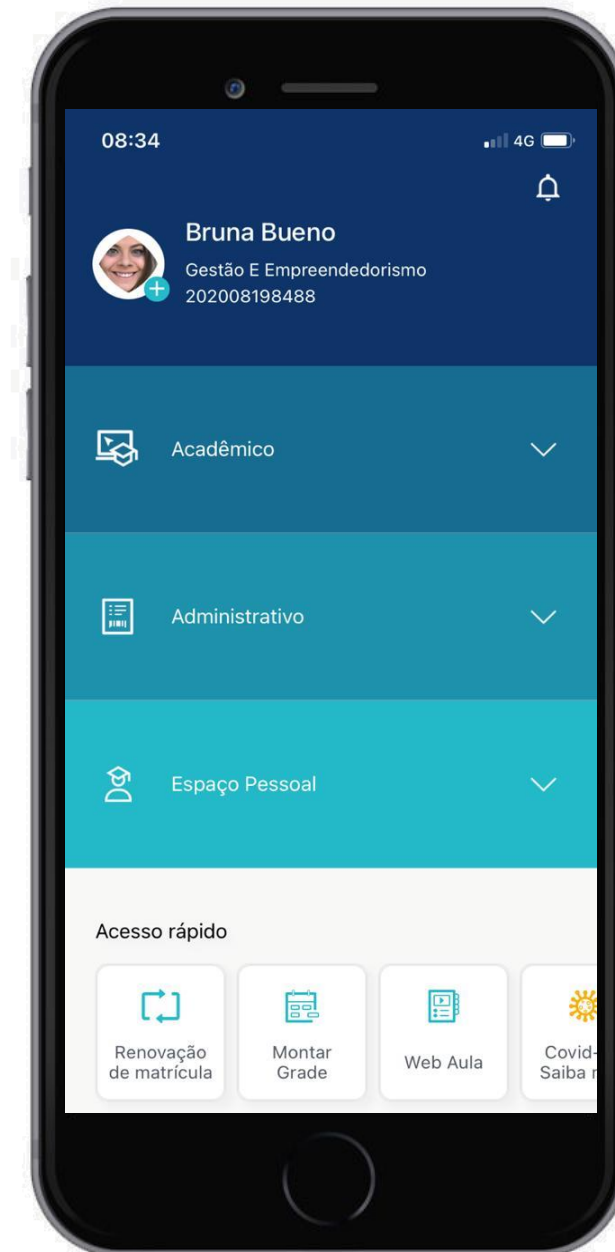
partner acts as the intake manager while customer care, content and academic monitoring are centralized



Adaptability: 13 learning vehicles, modular content and white label. Available on desktop and app

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Digital Learning VP



WIDER USE OF TECHNOLOGY

generating key results

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EnsineMe



+2 p.p.
retention rate
for students with
EnsineMe content



+17 pts
of NPS
vs 2019

2020

56% of freshmen | ~27% of student base

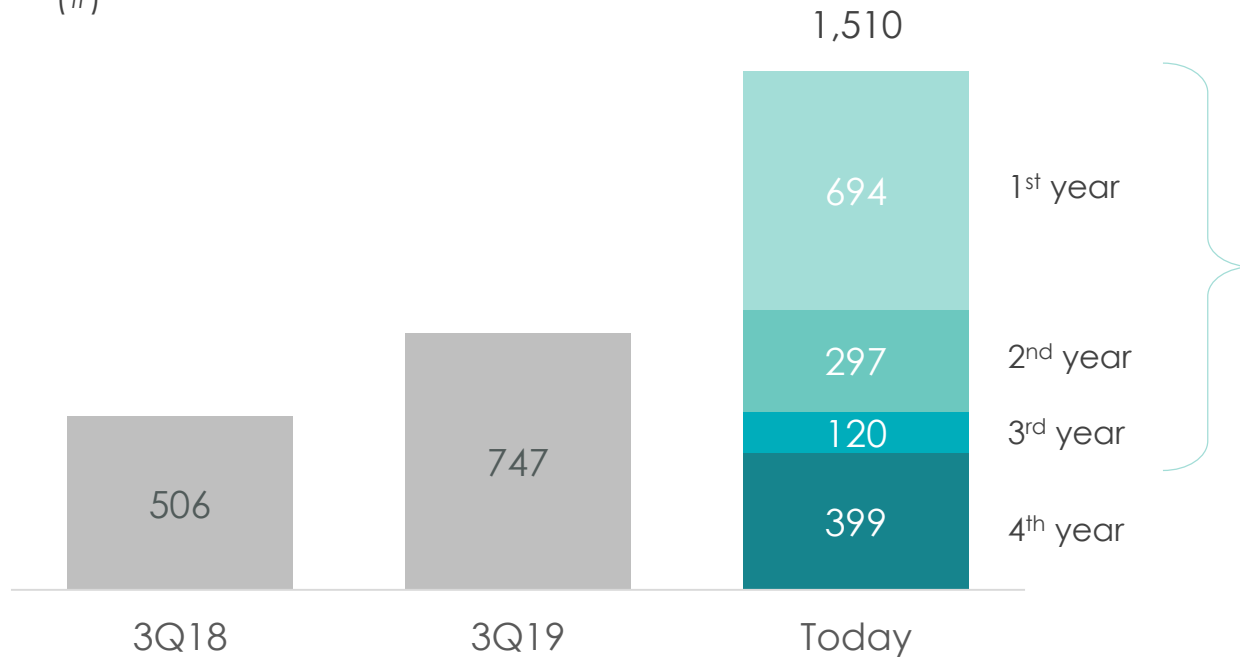
2021

77% of freshmen | ~55% of student base

FUTURE ORGANIC GROWTH

to come from maturing distance learning centers

Number of centers
(#)



74% in
maturation stage

Goals for 2021

➤ **2,000** centers

➤ **1,500** cities

➤ **60%** of centers opened in 2020 from old partners



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2021



- **DL and medicine** following last years' expansion pace
- Stability of the **on-campus ticket**
- **M&A** opportunities
- **Solid cash generation**



- On-campus Intake
- DL ticket

> 2021

- **Inversion in the revenues mix** to 40/60 with increase in the segments of greater margin
- **Technology allowing a new wave** of growth and opportunities
- On-campus growth in strategic regions and value generation with synergies from **M&A**
- New growth front: **Graduate courses and lifelong education**