

Study Group

Mid-Year Update to June 2023

Study Group is a **leading provider of international education**, committed to increasing global participation in international education and driving success for our university partners and students. Through our work to prepare students for undergraduate and postgraduate study in universities across the world, ensuring they can succeed in their studies and beyond, we play our part with our partners in making a **better world through education**.

Building on our reputation for quality and innovation, we are privileged to work with an unparalleled and diverse portfolio of leading universities, delivering value to them through the global education solutions we provide.

Study Group provides on and off-campus pathways to higher education at undergraduate and postgraduate level through International Study Centres (ISCs) in collaboration with leading universities across the UK, Europe and North America. Through our specialist online education platform, we also enable the delivery of bespoke programmes of executive and medical education by top-ranked universities such as Oxford, ETH Zurich and Johns Hopkins.

Trusted partners in international education and innovation

At the heart of our work is our expertise in educating international students and the trust of our university partners and the students and families committed to global education. The universities we work with trust us to increase their international footprint, improve student diversity and provide assured progression, so they can continue to focus on academic excellence. They also have confidence in us as partners in innovation, engaging with us in strategic discussions about how to enhance digital support or deliver remote learning.

Our relationships with university partners are fundamental to our success. Many of our universities are longstanding partners, and, despite the challenges of our recent operating environment, we are pleased to see a steady stream of contracts being renewed.

We are seeing a return of confidence in the China market and positive indicators of demand more generally. Given sustained high levels of demand for quality international education and the strength of our partner portfolio and extensive agent networks, we are extremely well-positioned as the sector returns to growth. The decision to sell our Australia & New Zealand business is designed to enable us to

rebalance our global partner portfolio towards new world universities and generate sufficient funds to pursue our strategic goals.

The Study Group Board continues to actively monitor the operating environment and to take a flexible approach to planning while encouraging innovation and opportunities for growth.

Organising for success

On 12 May 2023, a transaction to sell Study Group's interests in the pathway colleges associated with the University of Sydney in Australia and the University of Waikato in New Zealand was completed. This followed a public announcement on 1 March 2023, and was effected by a sale of the shares in Study Group Australia Pty Limited and its subsidiaries to Navitas Pty Limited. This one-off opportunity has generated significant funds which the Group has committed to fully reinvest in its UK, Ireland and North American business as well as creating the opportunity for other strategic ambitions.

Our investment in a global admissions capability in Noida, India places us in a strong position to upgrade technology and secure a market leading position for recruitment and admissions. We are committed to ensuring our systems effectively support each stage of the student journey from identifying the right course of study to feedback and progression, benefitting students and our university partners in the process. We have continued to invest in our online education platform company Insendi. Although in relatively early stages of growth, this is an important area of strategic expertise and innovation. We are delighted Insendi has partnerships with many of the world's top universities, including the Blavatnik School of Government at the University of Oxford and the business schools of the University of Melbourne, Johns Hopkins University and Imperial College London. We are in tune with the latest digital innovation around online teaching and AI which will in time transform much of how we teach and learn.

Performance to June 2023

New Student Enrolments (NSE) for the six months to 30 June 2023 were 6% ahead of plan. Revenue and EBITDA were also ahead of plan because of the higher NSEs, continued cost efficiencies across all regions and functions as well as favourable source market mix including growth from China.

New partnerships

2023 has seen us doubling down on our strength in the UK including the rapid development of our successful Cardiff University partnership. We have recently

expanded our 11-year partnership with Royal Holloway, University of London to include the recruitment and admission of international students directly to Royal Holloway's undergraduate and postgraduate programmes, and to take responsibility for supporting its network of international agents in most of the world. This decision reflects longstanding trust and Royal Holloway's commitment to build its global community on campus, expanding international recruitment.

We have also renewed our contracts with longstanding partnerships including The University of Surrey, University College Dublin and University of Strathclyde. This is testament to the strong portfolio of relationships we hold and the value we offer to them.

Looking ahead

Given sustained high levels of international demand for quality international education and the strength of our partner portfolio and extensive agent networks, we are extremely well-positioned as the sector returns to growth. Further renewals and announcements of new partnerships are in the pipeline and expected before the end of the year, including in North America.

The 2022 results were delivered in the face of material headwinds that have now eased off markedly. The Group has a strong market position, a refreshed executive team, and a clearly defined strategy.

The Group seeks to build multi-layered strategic partnerships that deliver significant value. The Group aims to build on its existing strong relationships through better and broader service offerings. We will also continue to add to our global partner portfolio to include wider global partners whilst adding new partnerships to existing regions where we see opportunities to broaden our reach.

The Group aims to develop and deploy novel, outcomes-based, solutions, embracing new and differentiated thinking and better leveraging our existing capabilities, as well as making increased use of data and technology. This can be seen with our "pathfinder" Recruit & Admit solution with University of London, Royal Holloway, where The Group will recruit and admit international students directly to Royal Holloway's undergraduate and postgraduate programmes and take responsibility for supporting its network of international agents in most of the world.

The Group aims to increase the value of its business. We will achieve this through delivering our strategic intents, growing the business with the right organisation and cost base, thereby ensuring sustainable growth and cash generation. That, in turn will enable investment in key business drivers and ultimately a solid return for

shareholders. This strategy will support long term revenue and profit growth as well as increasing the number of students who engage with global education through us.

Changes in the Global Executive Team

Chief Executive Officer

Study Group were pleased to welcome Ian Crichton to the role of Chief Executive in September 2022. Ian is a highly experienced CEO with a diverse international background including leadership roles in blue chip (FMCG) companies, electronics, health, business services and software.

Ian comes to Study Group with a strong commercial track record and experience in driving service transformation through a combination of deep strategic partnering, digital enablement and product development. Having worked in and with the NHS, Ian understands the particular challenges of sectors with significant regulation, the importance of public service and the difference that committed, capable people really can make to other people's lives.

Ian's career has taken him to over 40 countries and prior to Study Group saw him serving as Chief Executive of Servelec, a British health informatics company supplying software to the healthcare, social care and education sectors. Since his appointment, Ian has visited Study Group operations and centres across the world, building excellent working relationships with university leaders, agents, sponsors and staff, and he has taken care to listen and respond to the feedback and success of students.

Chief Financial Officer

In April 2023, Study Group were pleased to appoint Simon Belfer into the role of Chief Financial Officer. Prior to Study Group, Simon spent the last 20 years as a successful CFO at a number of UK entities, gaining experience of a range of sectors, scales and governance structures. Since 2009, he has focused on health and education. His immediately preceding roles were as CFO at Connect Health (physiotherapy services to the NHS) and prior to that he was CFO at Servelec (IT software to the public sector) until their successful exit to The Access Group in August 2021, where he worked with our Chief Executive, Ian Crichton. His earlier CFO experiences include Serco (Healthcare FM), Edinburgh Napier University and NHS National Services Scotland.

After Simon qualified as a Chartered Accountant, he spent many years developing his commercial and skills in a range of finance and operational roles in large-scale food and drink businesses including Guinness, Bass, Burton's Biscuits and Scottish & Newcastle.

Executive Director, Partner Acquisition & Development

July Behl joined us in July 2023. Accountable for partner growth, July will lead the team responsible for growing our pipeline of new university partners, securing new contracts, and supporting Partner Management & Operations as needed in forging deeper relationships and increasing partner value within our existing portfolio. Insights gained from existing and prospective partners will be passed on to the Product team so that we can create market-leading and commercially viable solutions that meet universities' needs better than the competition can.

Executive Director, Admissions

In April 2023, Ravi Singh joined The Group as Executive Director for Admissions. Ravi comes to us with extensive experience in setting up, turning around and leading large shared services operations to drive sustainable growth, within multinationals such as Fiserv, Tata and 3M.

Executive Director, External Affairs

In 2023 Ruth Arnold joined the Executive Team with a remit to build strong relationships between Study Group and the University sector. Ruth previously spent over 20 years working in universities as a Director of Public Affairs and as a policy and strategy consultant to University executive groups. She is also the recipient of a 2020 Professional International Education Award for her 'Outstanding Contribution to the Industry.'