

# Crisis Prevention Institute

2021 Investor Day



W E N D E L



**\$572m**

equity invested since 2019

**96.4%**

equity stake

## Global leader in providing crisis management behavior training

- Leading provider of de-escalation training
- Critical tool to reduce workplace violence
- Market opportunity across many countries & sectors
- Large installed base with recurring revenue
- Attractive financial profile
- Growth through market penetration, product expansion, digitalization & globalization
- Strong 2021 results benefiting from recovery & new initiatives

# — Tony Jace – CEO of CPI



Tony Jace has been CPI's CEO since 2009.

Built CPI into leader for workplace violence reduction training. Increased revenues and EBITDA at a double digit CAGR while accelerating the company's expansion into healthcare, international markets & new products, including its digital & e-learning offering.

Prior global management experience with large multinationals including Oracle, CapGemini Ernst & Young & Kimberly Clark.

CPI is a mission driven organization that overachieves the needs of our 3 key stakeholders: customers, employees & owners.

We do this by growing our **societal impact** by providing premium training & content for professionals worldwide.

Our standards of behavior are paramount & focus on customer value, financial stewardship & unparalleled **quality**.

We recognize **loyalty is a reciprocal obligation** to our stakeholders & this common purpose is embedded in our work environment.



WENDEL

# Business model



# CPI

Worldwide leader  
in de-escalation  
& crisis prevention  
training & dementia care  
services

70 Global Professional  
Instructors (GPIs), full-time  
experts employed by CPI



- Most popular programs**
- Verbal Intervention™
  - Safety Intervention™
  - Nonviolent Crisis Intervention®
  - Nonviolent Crisis Intervention® plus Advanced Skills
  - Dementia Capable Care

- Certified Instructors (CIs) are nurses, teachers and other professionals selected by CPI's customers
- CPI requires CIs to renew biennially
- Learners (co-workers of the CI) utilize CPI's workbooks and online training content for their Blue Card certification.
- \* Materials are purchased by their employer from CPI and their certification is on an *annual* basis

## End markets, as % of 2021 sales

Healthcare	<b>c.40%</b>	United States	<b>c.79%</b>
Education	<b>c.40%</b>	Canada	<b>c. 9%</b>
Social Services, Retail, Security & Law Enforcement	<b>c.20%</b>	United Kingdom	<b>c. 8%</b>
		Others	<b>c. 4%</b>

# — As a mission-driven, high social impact organization, ESG is a key lever for growth



CPI promotes workplace safety for all members of its clients' communities – including their employees and the populations they serve

**10 TIPS FOR Managing Defensive Behaviors**

1 Listen with empathy  
Pay attention to person's feelings

2 Stay calm  
Remain rational and

3 Clarify message  
Use both silence and restatement

5 Be aware of your nonverbal communication  
Watch your body position, and

7 Permit venting  
Allow the individual to release energy

9 Maintain nonjudgmental facial expression  
Be aware of your communication

**Guiding Philosophy**

**CARE**  
Respect, dignity, empathy, person-centered

**WELFARE**  
Maintaining independence, choice and well-being

**SAFETY**  
Protecting rights and minimizing harm

**SECURITY**  
Safe, effective, harmonious, and collaborative relationships

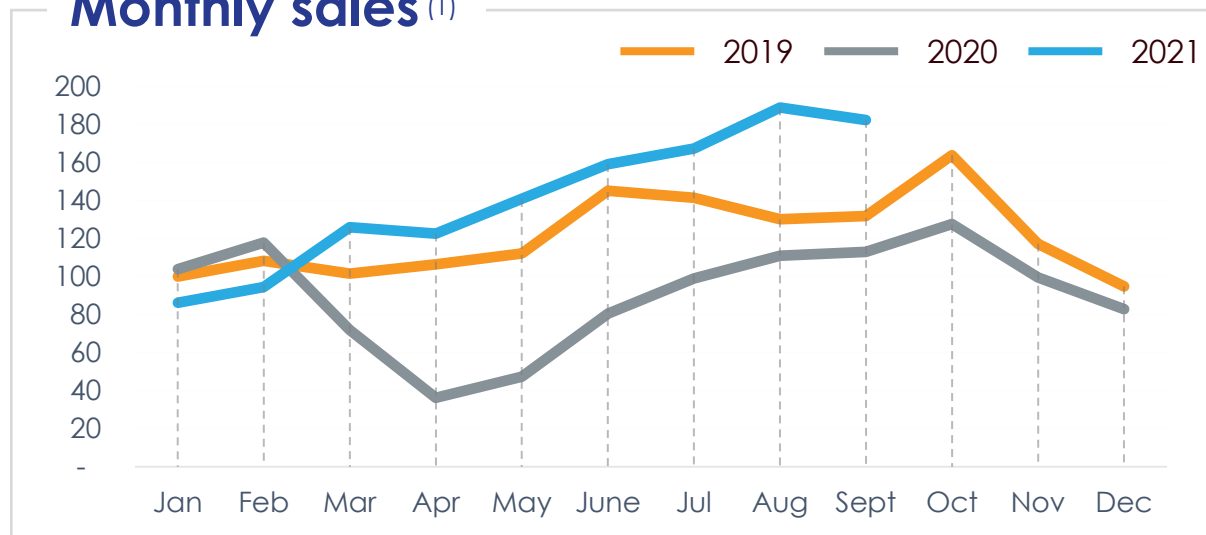
CRISIS PREVENTION INSTITUTE

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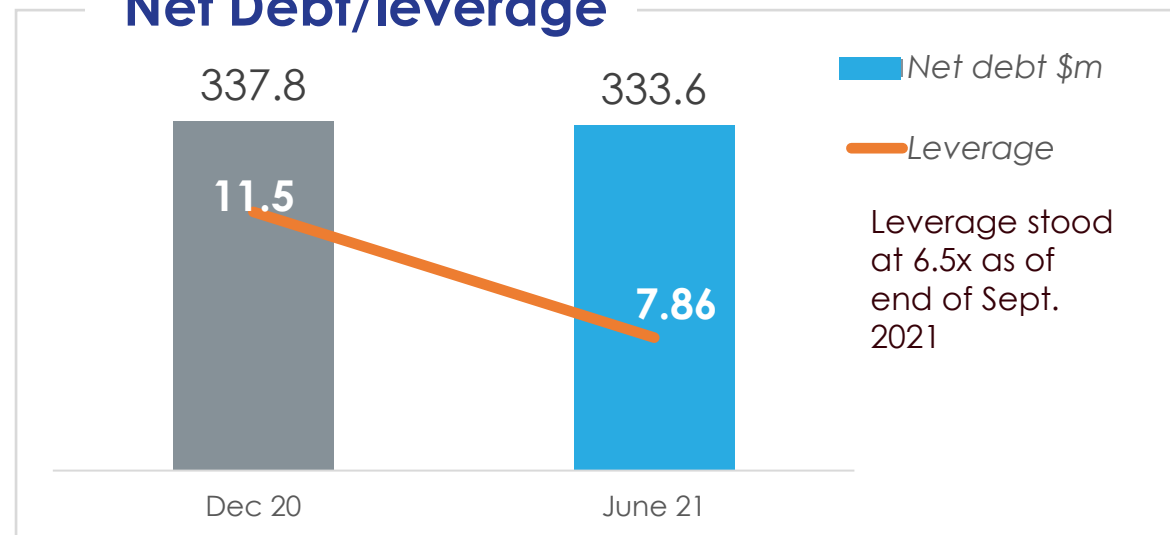
- CPI's services enable its instructors & learners to keep their workplaces safer.  
37,000 Certified Instructors of CPI teach effective ways to prevent, & de-escalate, potentially dangerous situations using safe techniques, which is particularly important when **caring for fragile populations like children with special needs or patients with behavioral challenges**
- As incidents of school, workplace, and public violence continue to rise, **CPI plays a critical role in ensuring the consequences of these events are mitigated**
- Additionally, the use of psychotropic drugs by seniors living with dementia is increasing – **CPI training greatly reduces the need for pharmacological interventions which subsequently increases the life expectancy of these seniors**
- Finally, CPI has a broad suite of initiatives to address climate impact, including **minimizing the number of pages in workbooks/catalogs & optimizing travel for trainers & executives**

# — Outstanding rebound post pandemic confirming the underlying strength of the business model

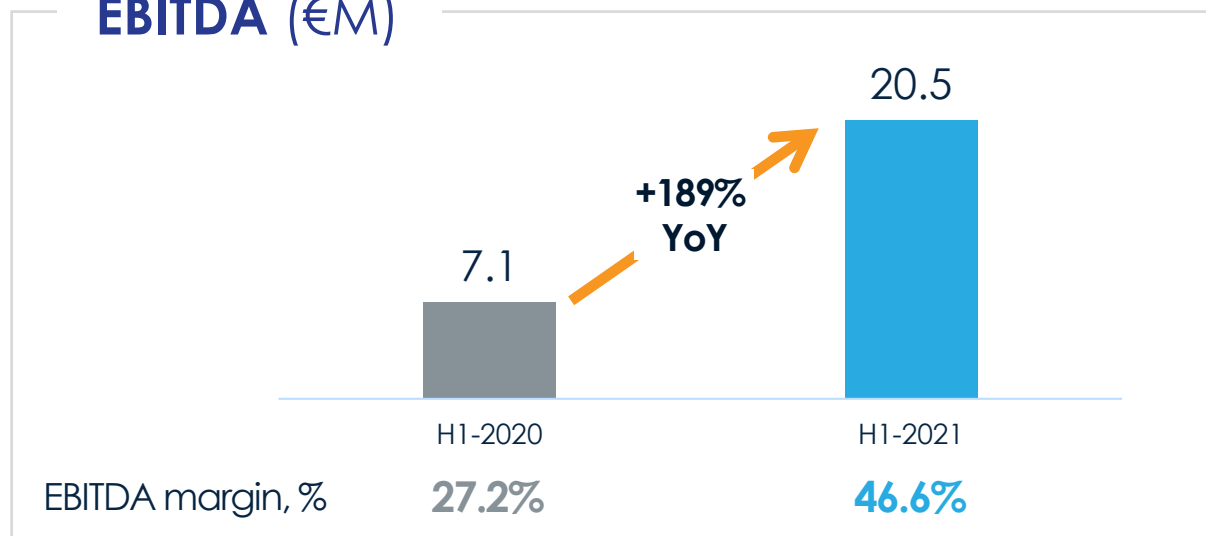
## Monthly sales <sup>(1)</sup>



## Net Debt/leverage



## EBITDA (€M)



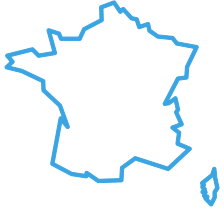
- Significant Wendel and CPI commitment to strategic patience thereby capturing growth as recovery occurs
- Total growth of +68.6% over 9M 2021 compared to 2020 and +17.6% vs. 2019
- Leverage impacted by low 2Q2020 EBITDA
- Historic EBITDA margin in H1 2021 of 46.6%
- Strong cash flow conversion ratio: >90%<sup>(2)</sup>
- Ample liquidity & free cash flow

EBITDA before goodwill allocation entries, management fees and non-recurring items. EBITDA is post IFRS 16 impacts.

(1) Basis 100: January 2019 sales - (2) Free cash flow conversion rate: (Adjusted EBITDA-CAPEX)/ Adjusted EBITDA

# — Accelerating CPI's societal impact through geographic reach & market growth

(1/2)



- Recent, & future, performance, is underpinned by new country expansions (e.g. France) & lengthening our impact chain (eg to include families, not just workplaces)
- Bold decisions made by Wendel & CPI in 2020 best positioned CPI & their customers, to aggressively train staff to be more resilient in the face of volatile conditions; today (& each business day), 4,000 professionals receive CPI training
- Looking forward, CPI has accepted the responsibility (upon feedback from the CIs) to create, & nurture, a deeper professional development relationship amongst the 37,000 instructors world-wide. In 2022 CPI will be unveiling a new '*Certified Instructor Professional Association*' (CIPA) that provides the instructors:
  - Unparalleled professional training & keynotes on a monthly basis (recurring engagement)
  - Highly interactive best practices sharing & messaging backbone
  - '*Easy button*' to gain consultation from CPI professionals when the customer needs it



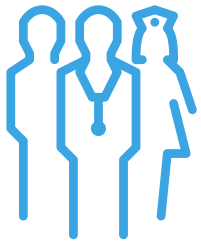
# — Accelerating CPI's societal impact through geographic reach & market growth

(2/2)



Additionally, in 2022, CPI will be:

- Expanding their suite of highly relevant specialty topics to niche markets to better serve their customers & protect CPI's premium positioning in all markets world-wide
- Continuing to accelerate adoption of CPI's digitization offerings
- Advocating & positioning CPI as a driver of staff resiliency & retention within the largest healthcare & education organizations in the world



# — Key takeaways / outlook



**Strengthened Global Leadership** with the attractive / scalable business model, increase in the installed base and nurturing defensible moats (in-person, online and digital offerings)



**Recent events reflect a still large, underserved market with growing demand** to help manage crisis moments in society



**Innovative, mission-driven culture** prepared the markets to quickly renew their training commitments, maintain compliance, and more importantly provide their staff with the skills and techniques to gain resilience, and safety, during challenging times



**Proven societal contribution** in helping reduce workplace violence and protect professionals, patients, customers and their families



**Continued focus on long-term growth** by investing in geographic expansion, new program introductions, digitization, & leveraging the 37,000 strong community of CIs (change agents) world-wide