

Crisis Prevention Institute

2022 Investor Day



Investing *for the long term*

2022





\$569m

equity invested since 2019

96.3%

equity stake

Global leader in providing crisis management behavior training

- Acquired for \$910 million in December 2019
- Global leader and “gold standard” in large, growing market
- Resilient “train the trainer” business model
- Attractive financial profile
- Substantial growth opportunities via market penetration, product expansion, digitalization & globalization
- Mission-driven culture aligns with Wendel’s ESG initiatives
- Strong financial performance since Wendel’s investment
- 33% increase in revenue and 51% in EBITDA since acquisition
- De-risked balance sheet with 5.3x leverage ⁽¹⁾

— Tony Jace (CEO) and Susan Driscoll (President)



Tony Jace has been **CPI's CEO since 2009** and has built CPI into **leader for workplace violence reduction training**.

In that time, CPI has 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.



Susan Driscoll is **President of CPI** and has been with the company since 2017, focusing on **growth initiatives including new product design & development and digital expansion**.

She has extensive experience in both healthcare and higher education training.



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

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

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

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

— Increasing, global school, workplace and public violence



"The **cost to organizations is staggering**. [...] The **loss of productivity and morale** that sweeps through an organization after a violent incident; and the **public relations impact** on an employer when news of violence reaches the media. [...] Every year, approximately **two million people throughout the country are victims of non-fatal violence at the workplace.**"



"According to the European Working Conditions Survey, **6 million workers in the European Union** are exposed in one year to workplace violence. If **verbal violence** is included, then the number exposed to violence is likely to **exceed 30 million**. France, Denmark and Belgium are among those countries which are on the higher than average side of this violence." ⁽¹⁾



Costly to Employers and Insurers



Increased Employee Turnover



Physical & mental health issues



Social Inequity



Impact on vulnerable populations

— CPI's de-escalation programs improve safety and reduce violent workplace incidents



- **Pioneered de-escalation training 40+ years ago** with a focus on people caring for vulnerable populations in healthcare (c. 30% of revenue) and education (c. 35% of revenue)
- Program designed to **better identify, de-escalate** and **safely manage crisis situations**
- **Regulatory mandate** for such training in CPI's core settings
- **Expanded programs** to support broader populations and industries
- **Increasingly global** with 20% of sales outside the U.S.
- **Positive ESG impact** is central to CPI's mission and long-term growth
- Core strategies to **reduce environmental impact**, including **digital learning**

— CPI's Leadership and Reach Supported by the Train the Trainer Model

 **CPI provides intense training to certify customer staff who in turn train their colleagues**

80 Global Professional Instructors (GPIs)



Train

38,500+ Certified Instructors (CIs)



Train

1.4M+ Learners (per annum)



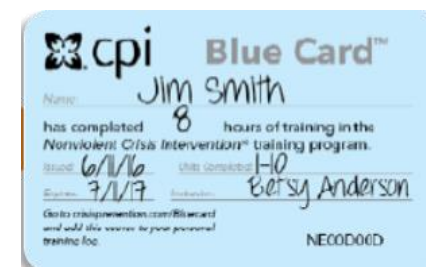
- **CPI's 80 GPIs** are full-time trainers employed by CPI who teach CPI's proprietary curriculum.
- **GPIs host c. 2,000 training sessions** per year



- **GPIs train Certified Instructors ("CIs")**, who receive instruction on a recurring basis: initial certification course and bi-annual certification Renewals

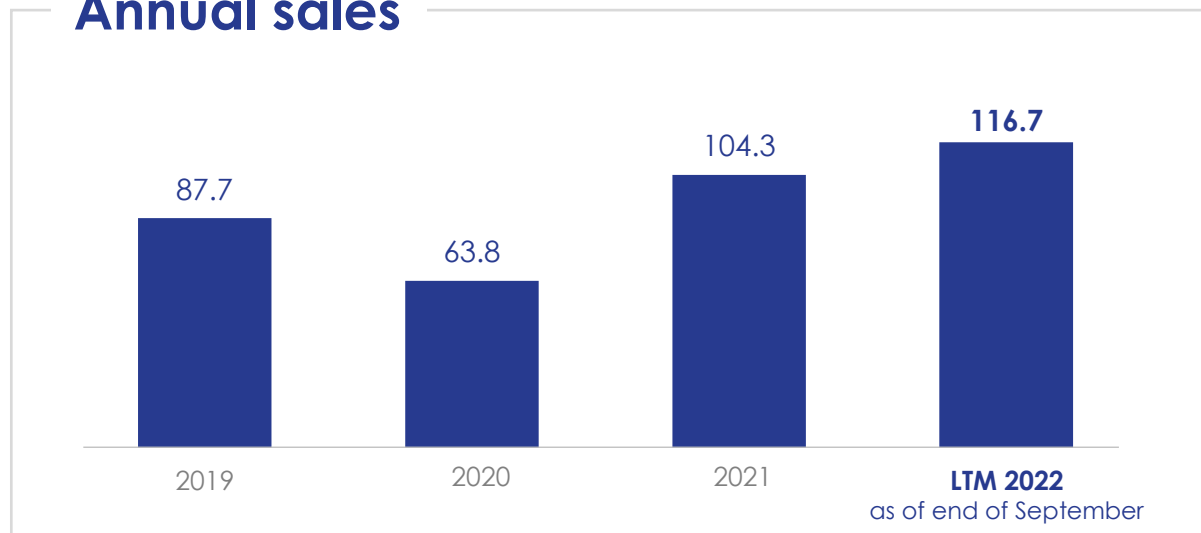


- **Within their own organizations, CIs then train Learners**, who receive a **"Blue Card"** certification
- **Customers purchase Learner Materials on an annual basis** that provide Blue Card holders with an education refresh, thereby maintaining Blue Card certification



Financial performance since Wendel's investment

Annual sales



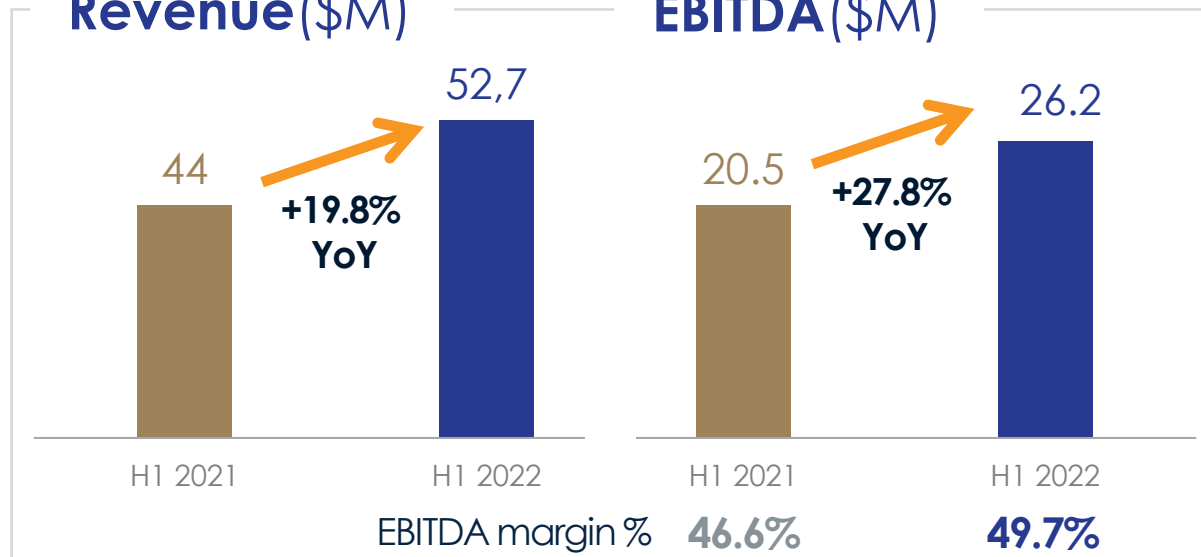
Leverage

(end of 2019 and end of June 2022⁽¹⁾)



Revenue (\$M)

EBITDA (\$M)



- **Growth** within core health and education customers
- Introduction of **specialty programs**
- Growth in **digital** and virtual training
- Strong **cash flow conversion ratio of >95%**⁽²⁾
- **Healthy and improving balance sheet**

Notes: EBITDA before goodwill allocation entries, management fees and non-recurring items. EBITDA is post IFRS 16 impacts.
(1) As per credit documentation (2) Free cash flow conversion rate: (Adjusted EBITDA-CAPEX) / Adjusted EBITDA

— Key Growth Initiatives since Wendel's investment



Initiative 1: Increase Reach and Penetration

Increased share in core markets of Healthcare, Education, Mental Health, and Human Services

2019

LTM Sept 2022

of New Annual Certified Instructors

9.9k

13.2k



Initiative 2: New Product Introduction

Introduced new programs including Verbal Intervention and programs like the Uber partnership

New products: % of revenue

20%

30%



Initiative 3: International Expansion

Expanded global presence and built new markets in France and UAE

Annual International Revenue (\$M)

\$11

\$14



Initiative 4: Digitalization

Increased share of higher-margin digital workbooks that minimize carbon footprint

Digital % of Learner Materials Volume

10%

34%



— Key takeaways / outlook



Strengthened Global Leadership with the attractive / scalable business model, increases in the install base, and defensible moat



Continued focus on long-term growth by investing in geographic expansion, new program introductions, digitization, & leveraging the 38,500 member community of CIs world-wide



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



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



Innovative, mission-driven culture providing customers with the skills and techniques to promote workplace safety during challenging times

Q&A



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