

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

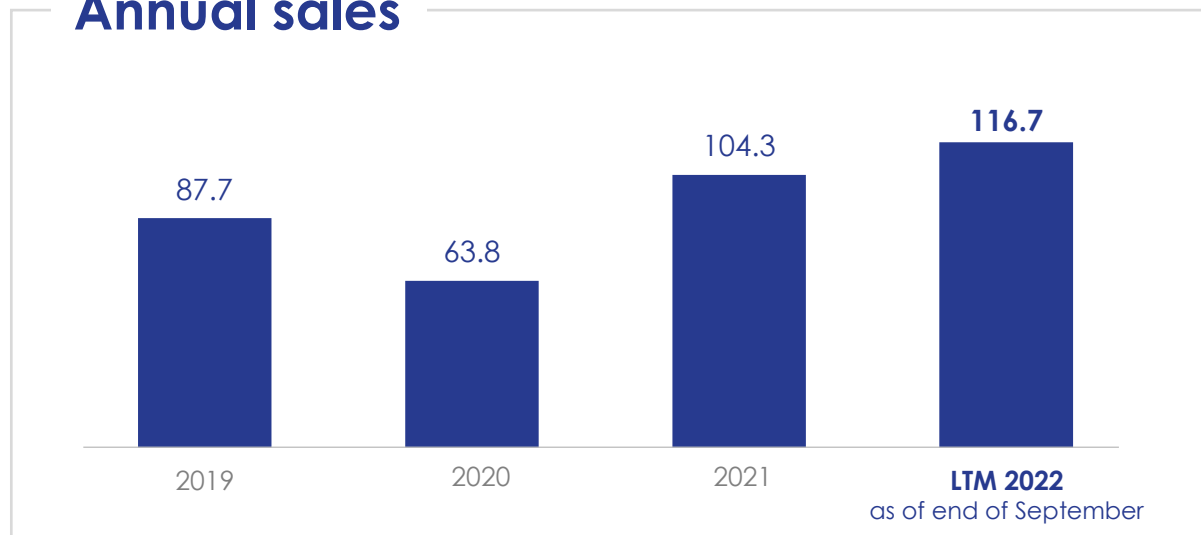


- Within their own organizations, CIs then train Learners, who receive a "Blue Card" certification
- Customers purchase Learner Materials on an annual basis that provide Blue Card holders with an education refresh, thereby maintaining Blue Card certification



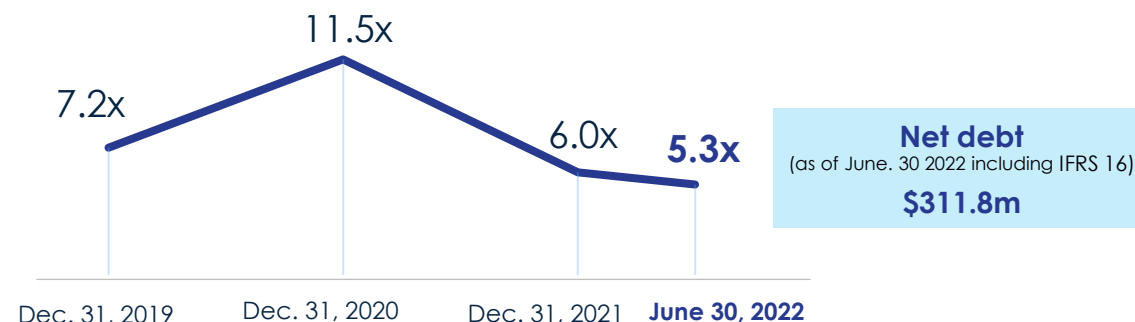
Financial performance since Wendel's investment

Annual sales



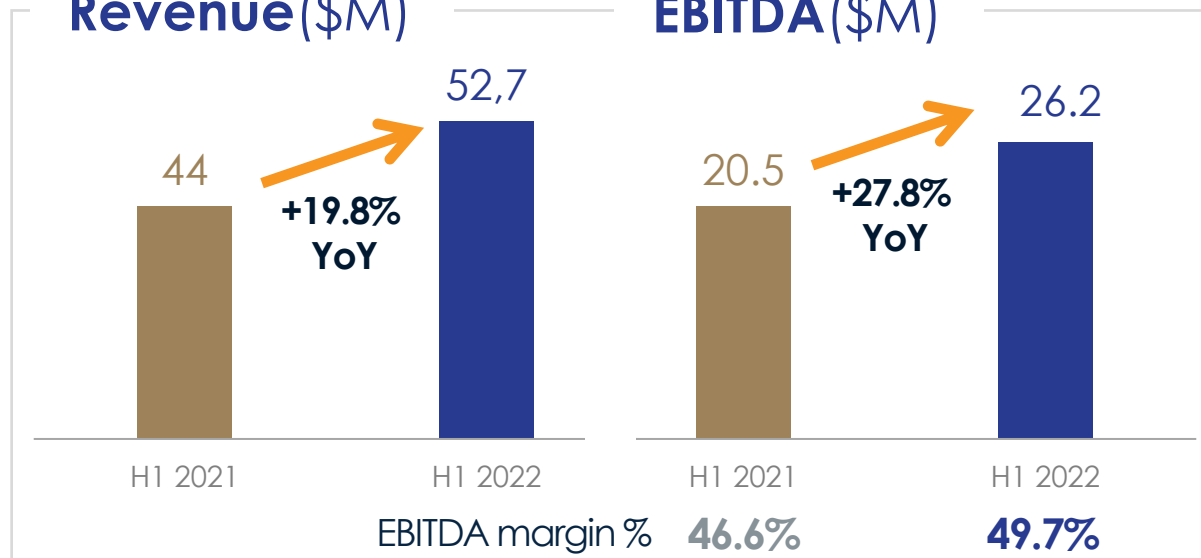
Leverage

(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