WENDEL

2025 Investor Day

Wendel: an investment firm creating long-term value in private markets

Forging growth

December 12, 2025

CRISIS PREVENTION INSTITUTE®

Crisis Prevention Institute (CPI)

CPI

$569m
equity invested since 2019

97.6%
equity stake

$134m in dividends
distributed to Wendel since acquisition

Global pioneer in crisis management behavioral training

- "Gold standard" in large and growing market
- Accredited provider of non-discretionary workplace violence training and continuing education
- Strong brand among healthcare, education and human services customers
- Proprietary content, methodologies and solutions
- Substantial whitespace for growth from further market penetration, product expansion, and digitalization
- 74% increase in revenue and 97% in EBITDA since Wendel's investment

Introduction to CPI’s New CEO

Andee HARRIS joined as the CEO of CPI in August 2025

Andee HARRIS is a proven CEO with over 30 years of extensive experience in technology and professional services across diverse sectors, including Financial Services, Healthcare, Consumer Tech, and Industrials. At the helm of Challenger Inc., a premier sales training and enablement platform, Andee established herself as a dynamic commercial leader known for her strategic acumen and ability to scale businesses.

In September 2024, Andee achieved her third successful exit as CEO when she sold Challenger Inc. to its largest competitor, delivering substantial returns to investors. Previously, she spearheaded HighGround Software, culminating in one of Chicago’s most significant tech exits to Vista Private Equity in 2018.

She also serves as an Adjunct Professor at the Kellogg School of Management, imparting her entrepreneurial insights in the course "Launching and Leading Startups."

Crisis Prevention Institute

2025 Investor Day

Investing *for the long term* 2025

Global leader with attractive business model and loyal installed base

Accrediting provider of non-discretionary workplace violence training and annual continuing education

Programs designed to better identify, de-escalate and safely manage crisis situations and **create a safer workplace**

Deep presence in healthcare and education with higher rates of physical conflict

Regulatory mandate for training in CPI’s core settings

“Train-the-trainer” model supported by **industry’s largest global community** of certified professionals creates powerful network effect and barriers to entry

- Flexible delivery model across classroom, blended and online-only training modalities
- **Diversified customer base** and large group of individuals trained on program with high engagement and loyalty
- **High switching costs** for customers

Global business with 20% of sales outside the U.S.

Headquartered in Milwaukee, Wisconsin and founded in 1980

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

Global Professional Instructors (GPIs) host 2,900+ training sessions annually

41,000+ Certified Instructors (CIs) employed by the end customer

1.8M+ Learners per annum receive a "Blue Card" certification

Leading Provider Addressing Growing Workplace Safety Market

CPI is the “Gold Standard” in crisis prevention training and a thought leader at the forefront of regulatory compliance best practices

CPI

- Continuous investment in evidence-based content
- Highest satisfaction score vs. competitors
- 80% of CIs say they avoid dangerous situations due to CPI’s training

Leading Content and Engagement

Trusted and Recognized Brand

- 45-year reputation of success
- 87% brand awareness vs. 45% for next closest competitor[1]
- Only scaled market participant

- Training and certifying body offering the proprietary Blue Card credential
- Creates common language and culture throughout client organization
- CI status and Blue Card credential hold professional value and are often requested in RFPs

Industry Standard Certification

Large Base of Loyal Customers

- 10,000+ Customers globally
- ~20-year average tenure among Top 500 customers
- 41,000+ CIs, 1.8 million+ Blue Card holders

[1] Pertains to brand awareness compared against other crisis prevention training providers among hospital and k-12 education decision makers.

Rising Violence in Workplaces and Schools…

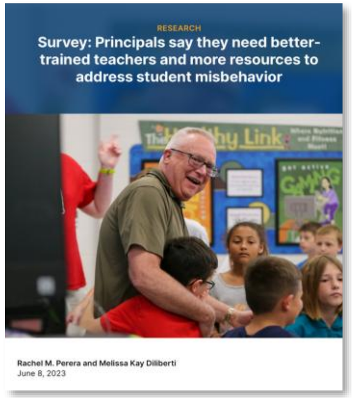
School and workplace violence hurts the development of employees and students and contributes to labor shortages

WORKPLACE VIOLENCE DISPROPORTIONATELY AFFECTS HEALTHCARE…

OSHA®

*"**The rise of violence in the healthcare workplace is a startling phenomenon**. The Occupational Safety and Health Administration (OSHA) agency reported that '[f]rom 2002 to 2013, **incidents of serious workplace violence were four times more common in healthcare** than in private industry on average.' The report also explains the dire costs of this violence, and found that in one hospital system, **violent workplace injuries cost the organization nearly $94,000 that year**…*

…WHILE EDUCATORS FACE GROWING CHALLENGES & DISRUPTIONS



- **Costly to Employers and Insurers**
- **Increases Employee Turnover**
- **Physical and mental health issues**
- **Impact on vulnerable populations**

To combat this violence, Federal and state regulatory mandates are getting increasingly complex and stringent

…Is Fueling Demand for Crisis Prevention Training

INDUSTRY DRIVERS

Mandated Restraint Training
Expanding legislation on policies and training at schools, healthcare facilities, and other social service professions

Increasing Need for Healthcare Workplace Safety Training
Hospital workers are 5x more likely to experience workplace violence (nurses 12x)

Rising Physical & Mental Health Issues in Schools
Rising behavioral disorders, student violence, and autism diagnoses are leading to c.10% growth in the use of restraints in US schools

Emerging Need for CPI Training in New End Markets
Growing incidents of workplace violence across sectors are driving new workplace violence prevention laws and regulations

CPI'S COMPETITIVE POSITIONING

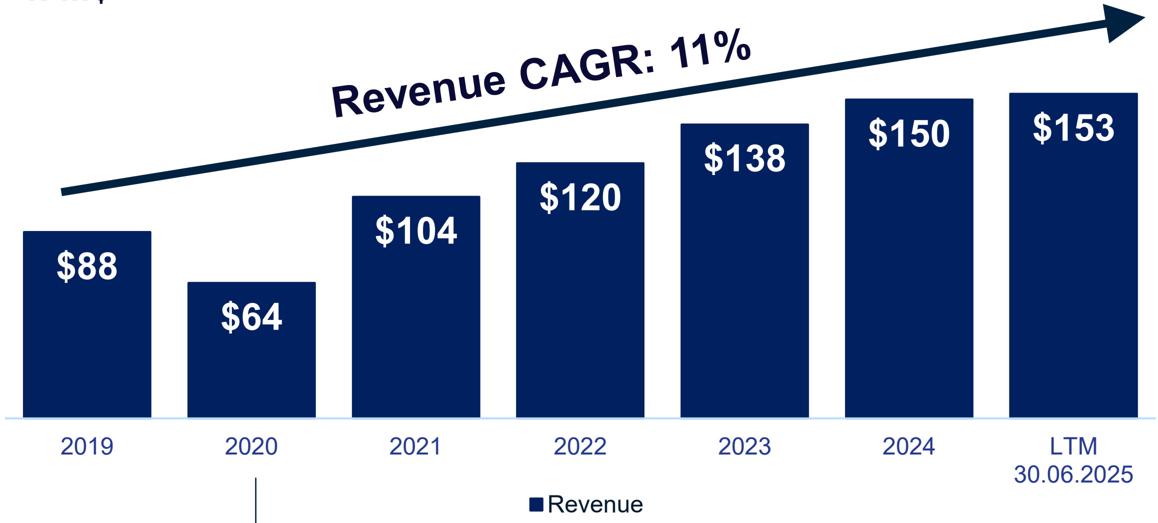
CPI

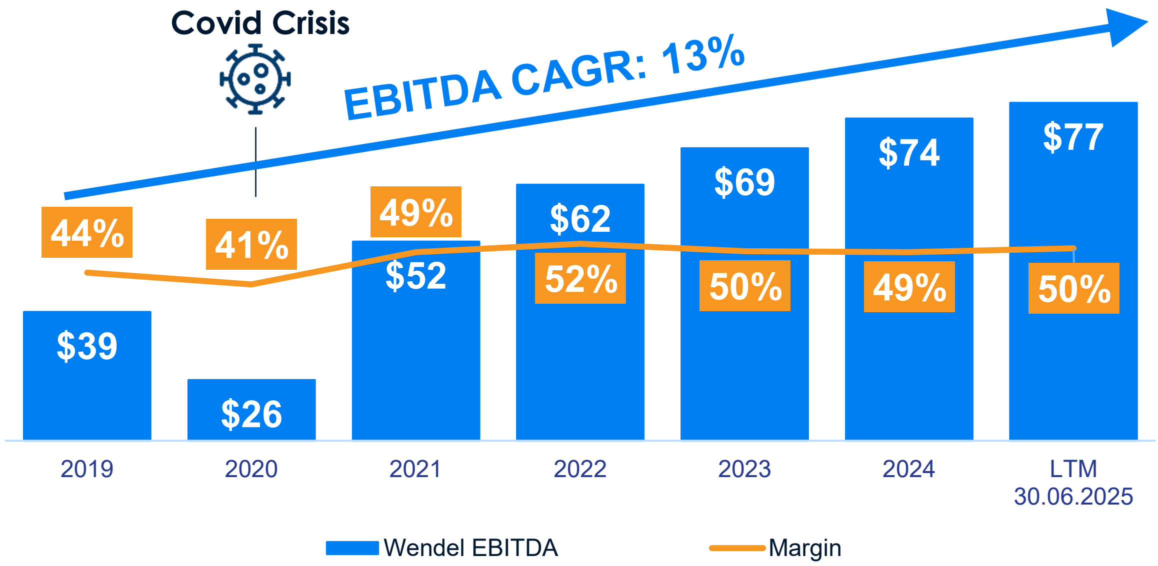
- ✓ Market leader combatting a global societal problem of violent incidents in workplace
- ✓ 4x larger than its closest competitor and with scale to serve national and local customers
- ✓ Plays active role in regulation and policy setting with deep advocacy relationships across all 50 states
- ✓ Innovation and agility in adapting training programs to meet new regulations for specific emergencies

Brand | Scale | Supportive Services | Nexus of Community

Financial Performance Since Wendel's Investment

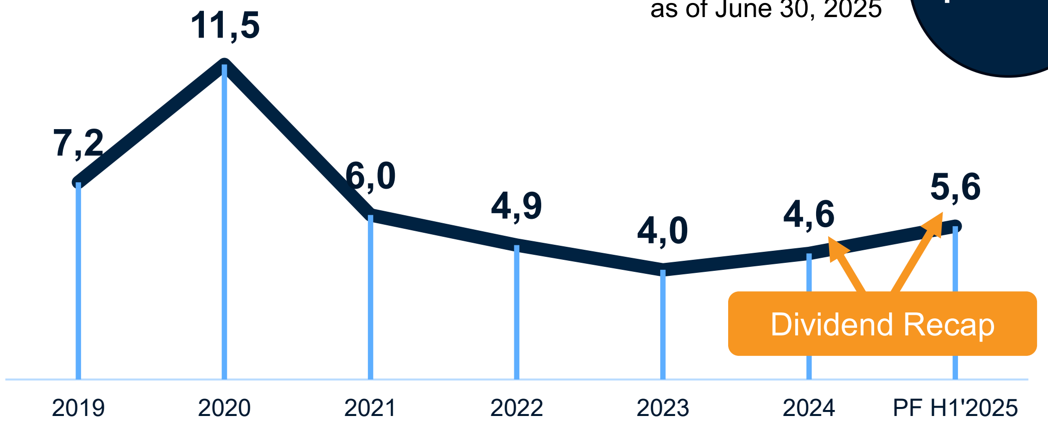
In M$





Net Leverage

Pro Forma Net Debt as of June 30, 2025 **$443m**



Expected run rate EBITDA margins of 45%-50%

Strong **cash flow conversion ratio of >95%**

$134m of cumulative dividends returned to Wendel since 2020 from debt recapitalizations

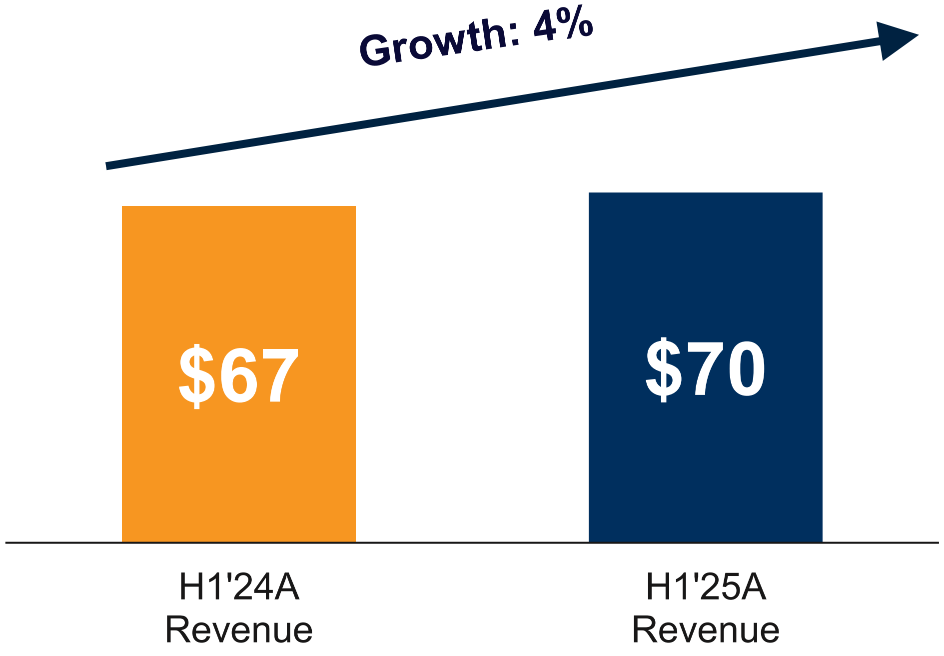
Note: 2025 results exclude discontinued operations from France closure. Leverage calculated per Credit Agreement EBITDA. 2019 EBITDA is pre IFRS 16 due to data availability.

Initiatives since Wendel's investment

	2019	LTM June 2025
Initiative 1: Increase Reach and Penetration Increased share in core markets of Healthcare, Education, Mental Health, and Human Services # of New Annual Certified Instructors	9.7k	11.3k
Initiative 2: New Program Introductions Introduced new programs including Special Topic Renewals and Verbal Intervention New Program (non-NCI): % of Revenue	25%	38%
Initiative 3: International Expansion Expanded global presence, including first acquisition under Wendel's ownership (Verge in Norway) Annual International Revenue ($M)	11	18
Initiative 4: Digitalization Increased share of higher-margin digital and virtual training Digital % of Learner Materials Volume	9%	34%

2025 Performance and Outlook

YTD June 30, 2025



Outlook

- 2025 full year results to be flat
- 5-10% expected growth in 2026 as transformation takes hold
- Current initiatives to produce accelerated growth in 2H 2026
- 2027 return to long-term historical, double-digit growth

YTD 2025 June 30 revenue was +4% YoY

- North America (NA) revenue was +2% YoY
- International revenue was +22% YoY, including scope effects from Verge acquisition

NA revenue impacted by funding and regulatory changes

- Rolloff of post-Covid education stimulus funding
- Pullback in federal grants supporting human services
- Potential Medicaid rate cuts

Customers continued to train staff but limited expansion

Maintained high-40%'s EBITDA margins

Q3 2025 debt refinancing funded return of capital

Expect to resume high single digit growth in 2026

Long Term Vision – To Transform CPI into a tech-enabled provider addressing safety and well-being in school and health systems

Enterprise-Focused Solutions for Healthcare and Education

Expanded Offering of Training, Data, and Analytics

Community-Engagement and Thought Leadership

CPI™

Technology-Based Product and Delivery

More Predictable and Recurring Revenue Model

Customer-First, Performance Driven Culture

Harnessing CPI's trusted brand and relationships to build a scalable, technology-enabled platform for safer workplaces in healthcare and education

Key Initiatives to Execute on Vision

Organization and Commercial Rigor
Implement best practices across the company

Go-To-Market Transformation
Drive precision targeting, process automation, and pipeline management

Product Development and Delivery
Product roadmap aligned with customer insights; Enhance thought leadership content

Technology and Innovation
Improve user experience and make it easier for customers to interact with CPI

Market Expansion and Penetration
Maintain strong in-person delivery; Leverage CPI's gold-standard content and brand trust in adjacent markets

International Development
Focus on key markets

Key Takeaways

Strong global leadership position as the provider-of-choice helping customers in healthcare, education, and human manage crisis moments

Continued focus on long-term growth by investing in new programs, digitization, market expansion, and data-driven B2B engine with deep customer connectivity

Growing behavioral challenges and incidence of workplace violence reinforce CPI's position in an underserved market

Opportunity to build a next-generation safety company, by growing CPI's core training, and adding customized safety, wellness, and compliance offerings

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

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