

Investor Presentation

May 2019



Cautionary Note about Forward-looking Statements



This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended (the "Exchange Act"). The Private Securities Litigation Reform Act of 1995 provides a "safe harbor" for forward looking statements. Forward-looking statements are not statements of historical facts, but rather reflect our current expectations concerning future events and results. We use words such as "expects," "intends," "believes," "may," "will," "should," "could," "anticipates," "estimates," "plans" and similar expressions to indicate forward-looking statements, but their absence does not mean a statement is not forward-looking. Because these forward-looking statements are based upon management's expectations and assumptions and are subject to risks and uncertainties, there are important factors that could cause actual results to differ materially from those expressed or implied by these forward-looking statements, including, but not limited to, those factors set forth under Item 1A – Risk Factors of our most recent Form 10-K and those other risks and uncertainties detailed in our periodic reports and registration statements filed with the Securities and Exchange Commission ("SEC"). We caution that these risk factors may not be exhaustive. We operate in a continually changing business environment, and new risk factors emerge from time to time. We cannot predict these new risk factors, nor can we assess the effect, if any, of the new risk factors on our business or the extent to which any factor or combination of factors may cause actual results to differ from those expressed or implied by these forward-looking statements.

If any one or more of these expectations and assumptions proves incorrect, actual results will likely differ materially from those contemplated by the forward-looking statements. Even if all of the foregoing assumptions and expectations prove correct, actual results may still differ materially from those expressed in the forward-looking statements as a result of factors we may not anticipate or that may be beyond our control. While we cannot assess the future impact that any of these differences could have on our business, financial condition, results of operations and cash flows or the market price of shares of our common stock, the differences could be significant. We do not undertake to update any forward-looking statements made by us, whether as a result of new information, future events or otherwise. You are cautioned not to unduly rely on such forward-looking statements when evaluating the information presented in this presentation.

Investment Data

Exchange:	NYSE (GPX)
Business:	Custom Training & Performance Improvement
Web Address:	www.gpstrategies.com
Headquarters:	Columbia, Maryland USA



Common Shares Outstanding – Fully Diluted	16.7 million
Market Capitalization @ \$15.00 per share	\$250 million
Large Recurring Revenue Stream	
Acquisition of TTI Global recently completed	
Reorganization with new President and Chief Sales Officer	

Corporate Contacts:

Scott Greenberg, CEO	443-367-9640
Adam Stedham, President	443-367-9916
Michael Dugan, CFO	443-367-9627

Investor Relations:

Ann Blank, VP, Investor Relations	443-367-9925
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Custom Learning & Performance Improvement Company

Over \$500 Million in Revenue



New Leadership Team

- New leaders in several key positions



Sticky, Long-Term Customer Revenue Streams

- 60% average revenue from multi-year contracts
- Additional 30% of annual revenue from existing customer renewals
- Q4 2018 – Signed multi-year agreements with largest automotive and financial services clients (27% of revenue)



Diversified Client Base

- Government and commercial customers
- Good penetration in seven different commercial industries
- Five strategic focus industries



Blue Chip Customer Base

- 123 of Global 500 companies
- Governments including US & UK



Global Footprint

- More than 75 global offices



High Free Cash Flow

- 50% of 2017 adjusted EBITDA converted to FCF
- Low capital intensity (2016-2018 average annual fixed asset and software capital expense: \$4M)



Strong History of Acquisition

- Over 30 acquisitions since 2007

Our Business Today

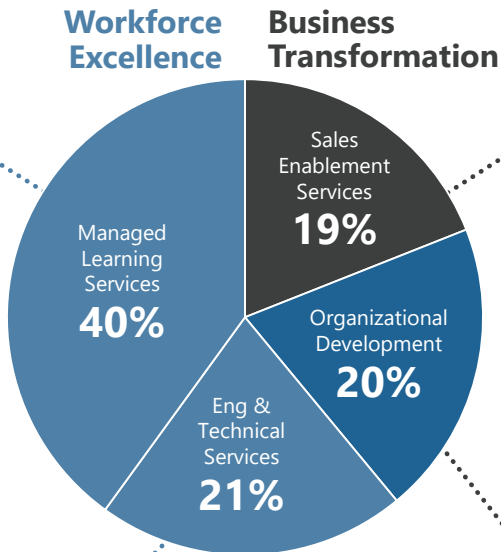
WORKFORCE EXCELLENCE

Managed Learning Services

CORE SERVICES	EXAMPLE CLIENTS
▪ Outsourced training	▪ HSBC
▪ Content development	▪ Bank of America
▪ Content delivery	▪ Rockwell Automation
▪ Learning administration	▪ Skills Funding Agency
▪ Apprenticeship skills	

Engineering & Technical Services

CORE SERVICES	EXAMPLE CLIENTS
▪ Engineering	▪ US Army/CDTF
▪ Operational readiness (plant launch)	▪ Leonardo
▪ Operational and process excellence	▪ AES Corporation
▪ Asset performance management	
▪ Technical skills development	
▪ Technical documentation and publications	



BUSINESS TRANSFORMATION

Sales Enablement Services

CORE SERVICES	EXAMPLE CLIENTS
▪ In-dealership sales training	▪ General Motors
▪ Custom owner publications	▪ Hyundai
▪ Owner glove box portfolios	▪ Fiat Chrysler
▪ Remarketing training	
▪ Product and service technical training	

Organizational Development

CORE SERVICES	EXAMPLE CLIENTS
▪ Performance consulting	▪ Mastercard
▪ Human capital management	▪ SAP
▪ Enterprise technology adoption	▪ BMS
▪ Leadership training and coaching	
▪ Change management	



Organization Growth — Customers

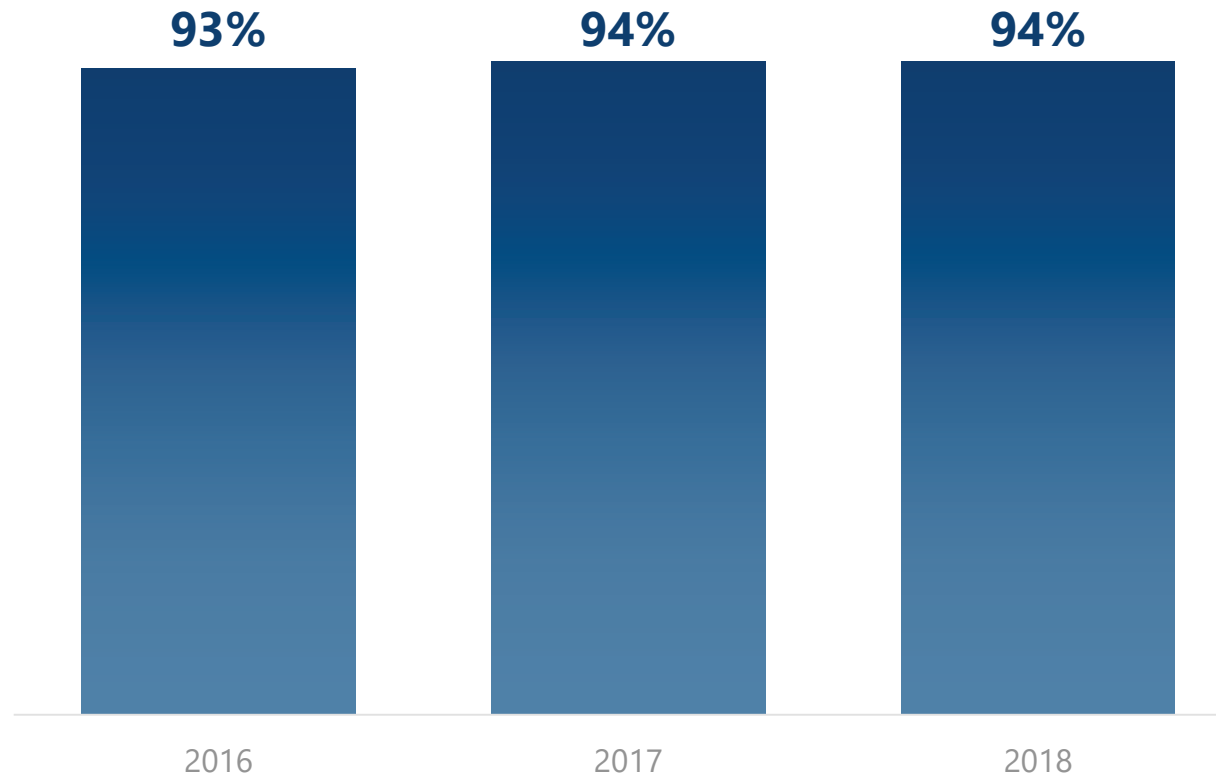
145 Fortune 500
Customers

123 Global 500
Customers

Sticky Long-Term Customer Revenue Streams

Strong Client Retention

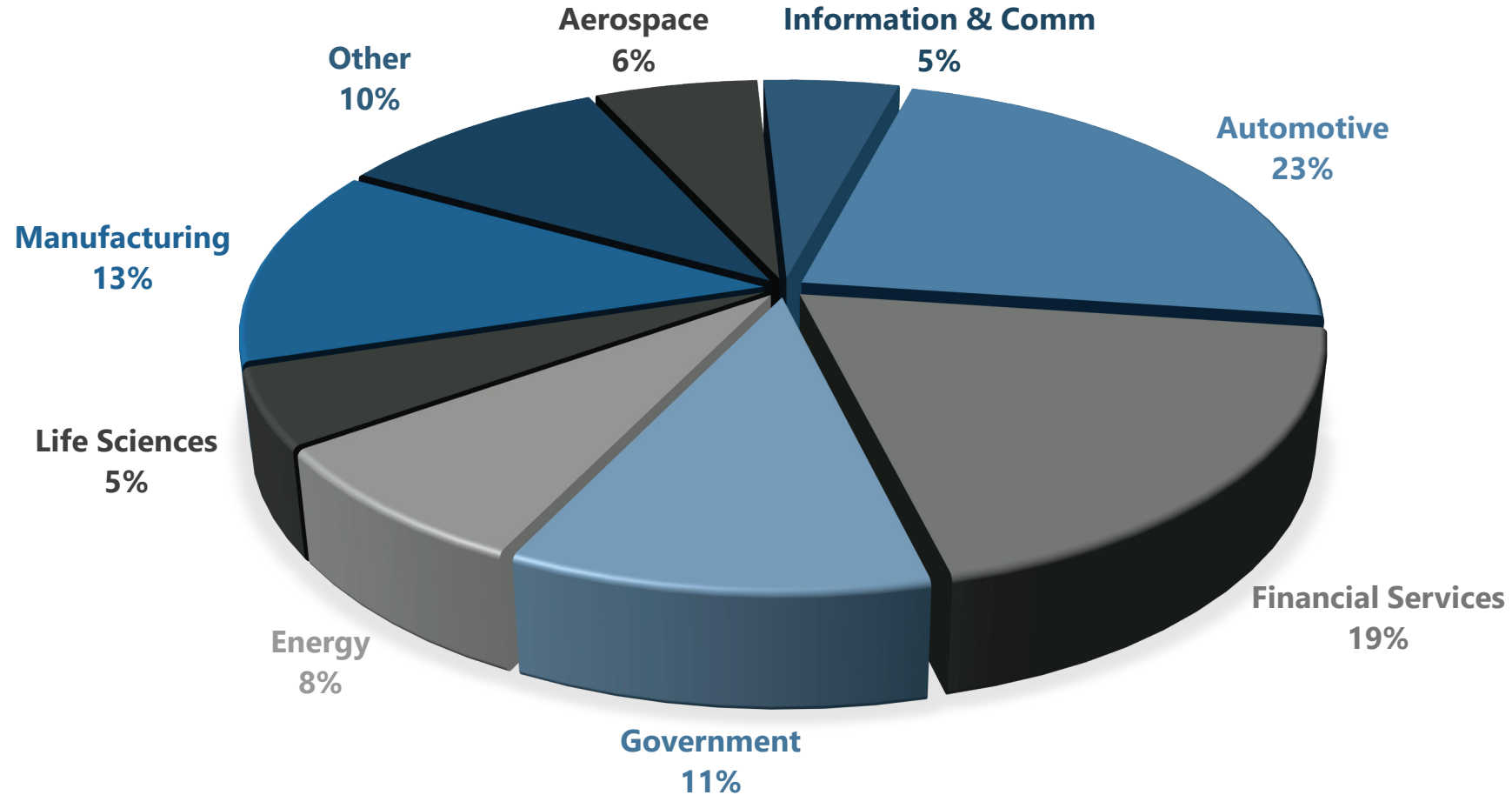
Annual Revenue Retention Within Top 30 Customers



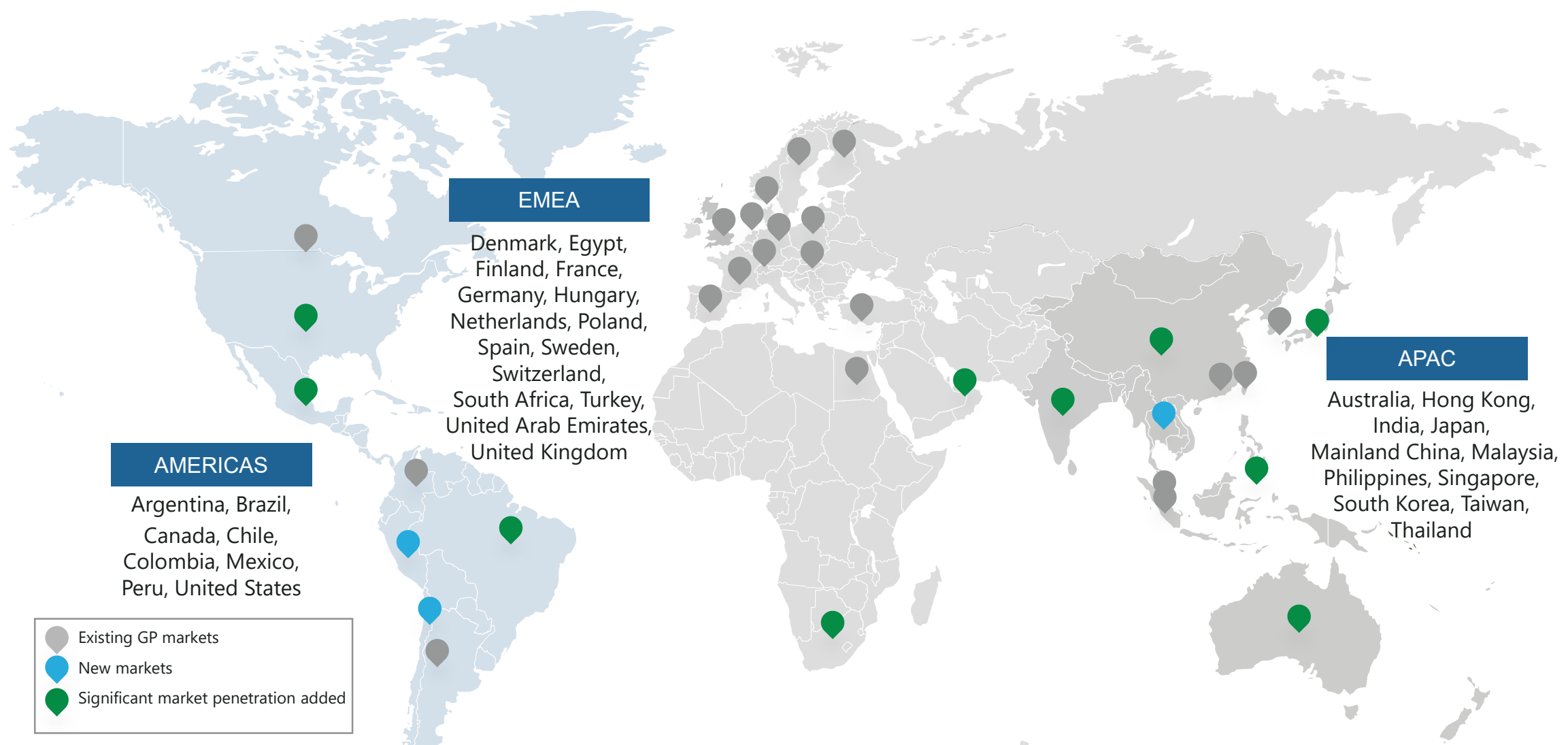
Top 30 customers accounted for 62% of total revenue in 2018

Diversified Client Base

Revenue by Client Industry



Global Footprint



GP Strategies Awards & Recognitions

We have received accolades on the journey to excellence for both the company and our clients.

★ 2018 Brandon Hall Group

Gold	Best Advance in Custom Content HSBC
Gold	Best Advance in Custom Content Citi
Gold	Best Use of Games or Simulations for Learning Gulfstream
Silver	Best Advance in Unique HR or Workforce Management Technology Gerdau
Silver	Best Use of Mobile Learning Major Automotive Company
Silver	Best Unique or Innovative Sales Training Program Major Automotive Company
Bronze	Best Advance in Sales Enablement and Performance Tools (SEP) Major Contact Lens Manufacturer
Bronze	Best Use of Social Collaborative Learning Merck
Bronze	Best Advance in Unique Learning Technology Major Automotive Company
Bronze	Best Advance in Competencies and Skills Development Paycor
Bronze	Best Unique or Innovative Talent Management Program Altria
Bronze	Best Program for Sales Training and Performance Major Automotive Company

★ 2018 Best Places to Work Bloomington

6th Best Place to Work in Bloomington, Indiana | [Inaugural Year](#)

★ 2018 Chief Learning Officer Magazine

Gold	Business Impact Major Automotive Company
Gold	Business Partnership Major Automotive Company
Silver	Excellence in Blended Learning Bristol Myers Squibb
Bronze	Excellence in Partnerships Bristol Myers Squibb

★ 2018 eLearning Industry Content Development Award

Top 10 High Value eLearning Content Provider by [eLearningIndustry.com](#)

★ 2018 SAP Quality Award

Silver	Nordic and Baltic Countries
Bronze	Nordic and Baltic Countries

★ 2018 Training Industry, Inc.

Top 20 Content Development Company | [8th Consecutive Year](#)
Top 20 Gamification Company | [5th Consecutive Year](#)
Top 20 Health & Safety Training Company | [2nd Consecutive Year](#)
Top 20 IT Training Company | [7th Consecutive Year](#)
Top 20 Leadership Training Company | [6th Consecutive Year](#)
Top 20 Learning Portal/LMS Company | [9th Consecutive Year](#)
Top 20 Sales Training Company | [11th Consecutive Year](#)
Top 20 Training Outsourcing Company | [15th Consecutive Year](#)

★ 2017 Chief Learning Officer Magazine

Silver	Excellence in Learning HAVAS
Bronze	Excellence in Learning MasterCard

★ 2017 Training Industry, Inc.

Top 20 Assessment & Evaluation Company | [Inaugural Year](#)

★ 2017 CIO Review Award

20 Most Promising Gamification Technology Solution Providers

★ 2017 GM Supplier of the Year

Performance, Quality, and Innovation

★ 2017 Engineering New Record | ENR Top 500 Design Firms

★ 2017 Innovation Award | [Future Learning 2020 Summit](#)

★ 2016 Training Industry, Inc.

Top 20 Workforce Development Company | [5th Consecutive Year](#)

★ 2016 Deere & Company

"Partner-Level Supplier" Recognition | [7th Consecutive Year](#)

Growth Strategy



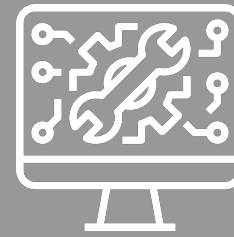
Focus on Margin Expansion

- International expansion
- Key industry focus
- Increase share of wallet with existing customer base



Recharge Organic Revenue Growth

- Hired Chief Sales Officer
- Redesigned Account Management
- Increase share of wallet with existing customer base



Turn Around Declining Business Units

- Technical Services business
- Organizational Development business



Focused Acquisition Activity

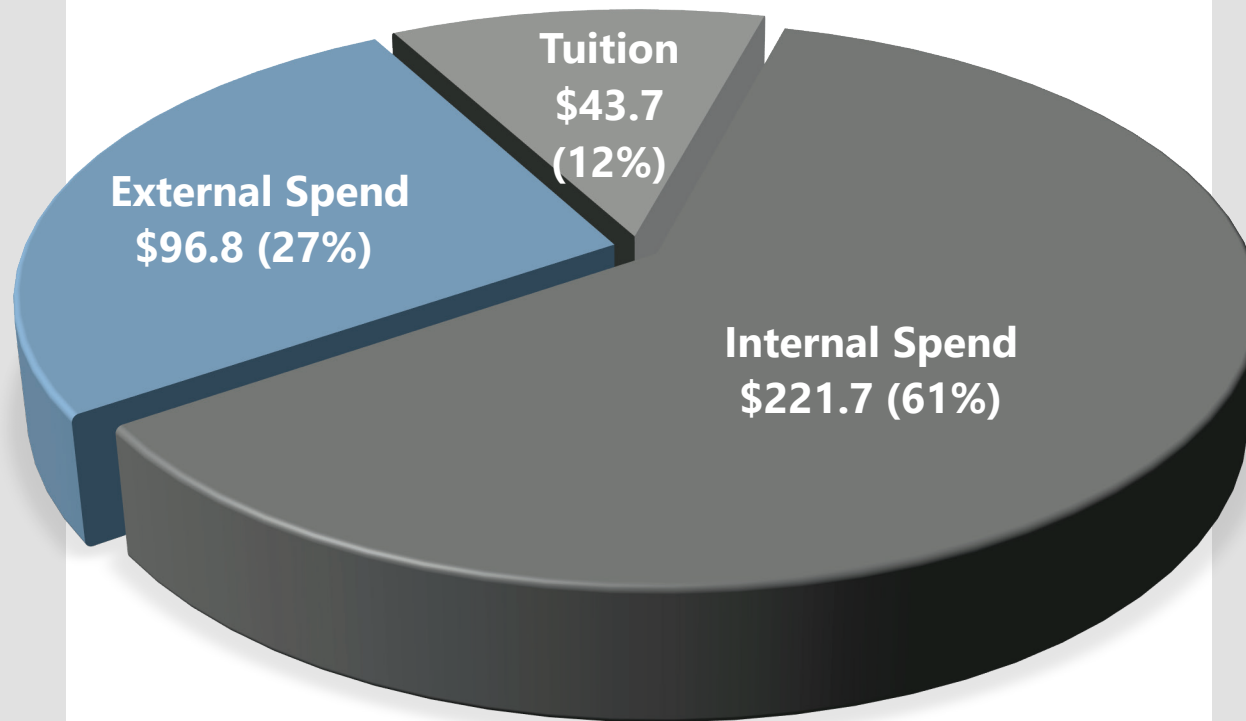
- Strategic acquisitions in 2018
- TTI integration in 2019
- Disciplined process

Large Global Corporate Training Market

\$362.2 BILLION (2017)

Trends Influencing External Spend:

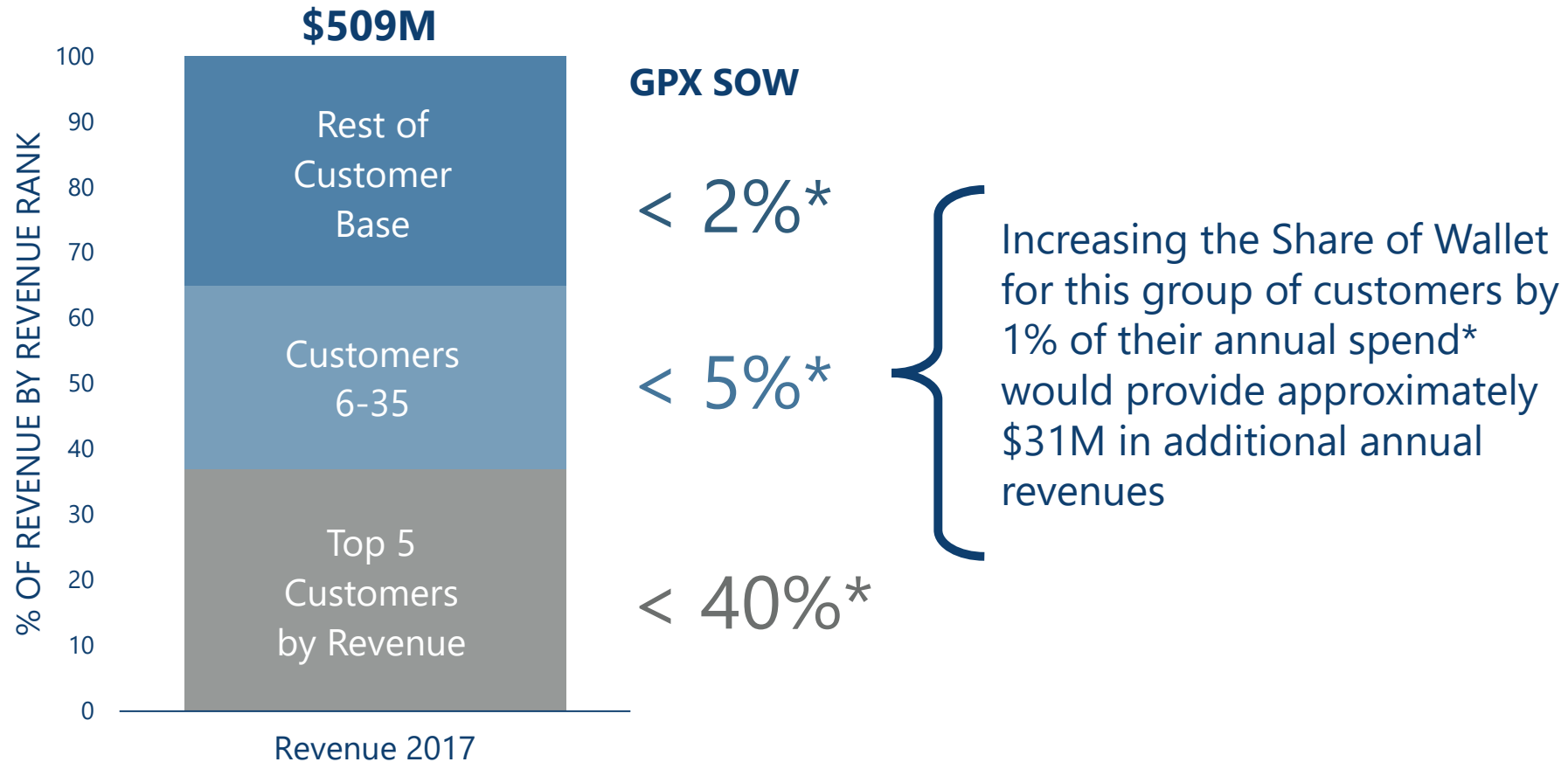
- Compliance
- Leadership development
- Sales training
- Mobile learning
- Outsourcing
- Software adoption services
- Capital projects
- Centralized governance



Drivers to Acquire Internal Business:

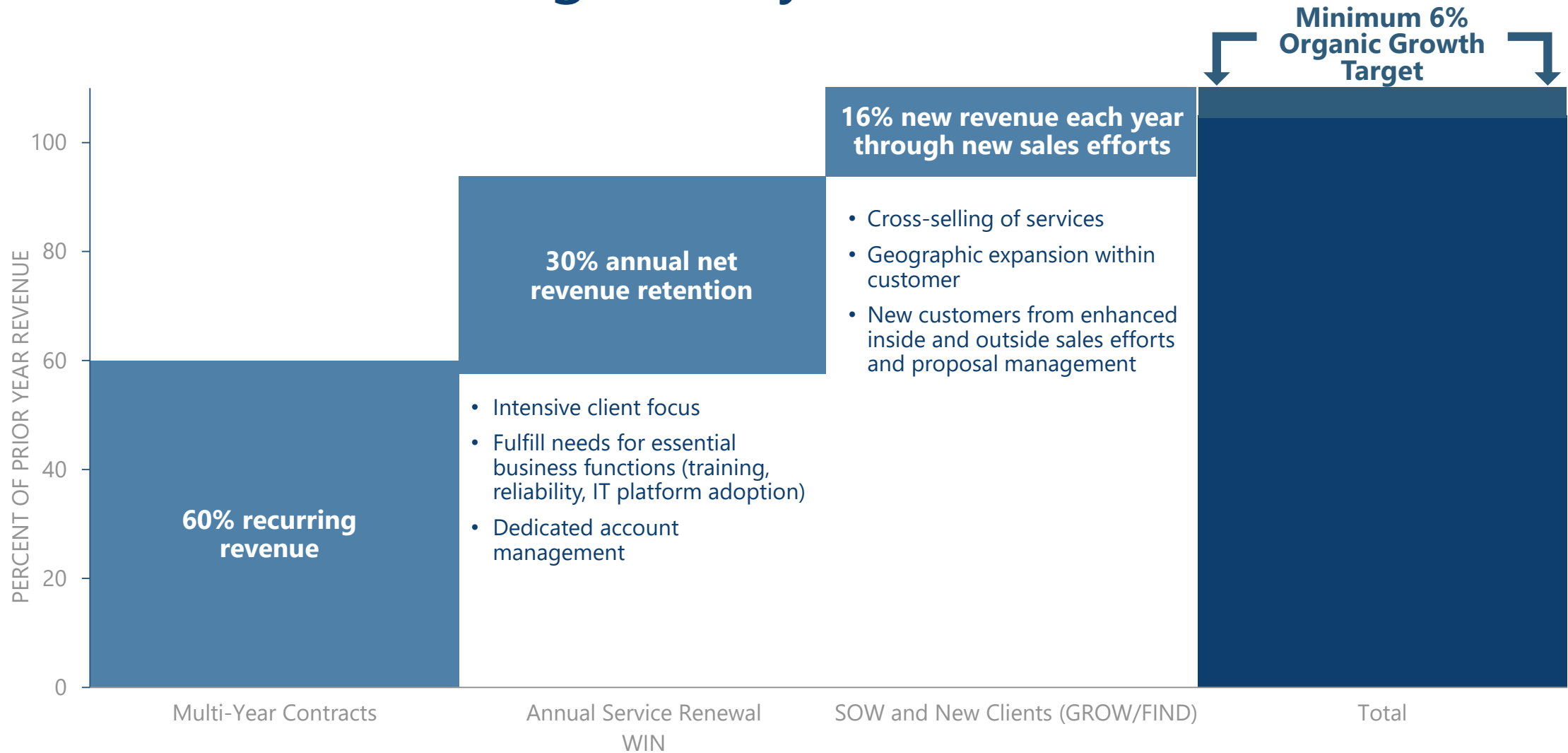
- Cost savings
- Automation
- Variable cost model
- Off-shoring
- Shared processes
- Innovation

Increase Share of Wallet (SOW)



Significant opportunity to gain SOW across a majority of our customer base

How We Grow Organically



Acquisition Has Been a Key Strategy Across All Practices

▶ A serial, disciplined acquirer ▶ Approximately 30 acquisitions since 2009 ▶ Acquisition summary by practice • Managed Learning Services – Design & development – (7) – Job skills – (6) • Engineering & Technical Services – Lorien – Milsom • Organizational Development – RWD – BlessingWhite – Maverick • Sales Enablement – Sandy – TTI Global	Consolidation ▪ RWD (2011)	Rollup ▪ Option Six (2009) ▪ Martonhouse (2010) ▪ UK Skills Funding Academy of Training (2010) ▪ Ultra Training (2011) ▪ Beneast (2011) ▪ Information Horizons (2012) ▪ Prospero (2013) ▪ Jencal (2016) ▪ YouTrain (2017) ▪ Hula (2018)	
	Expand Service ▪ Sandy (2007) ▪ Milsom (2009) ▪ PerformTech (2009) ▪ Bath Consulting Group (2010) ▪ Blessing White (2012) ▪ Asentus (2012) ▪ Roving Dynamics (2012) ▪ Lorien (2013) ▪ Maverick (2016) ▪ McKinney Rogers (2017) ▪ IC Axon (2018) ▪ TTI Global (2018)	Expand Footprint ▪ Communication Consulting (2011) ▪ Effective -People (2014) ▪ Emantras (2017) ▪ CLS (2017) ▪ TTI Global (2018)	
	Acquired Businesses Cluster by Value Creation		

Growth-Focused Acquisition Strategy

We have established a baseline evaluation criteria that will keep us focused on our core business and drive higher margin growth:

Core Strategic Fit Opportunities Only

High-Margin Businesses: Minimum 15% Gross Margin

EPS Accretive After Implementation Period

20% Cash ROI Within 3 Years

Strong FINANCIAL POSITION



Strong incremental operating margins

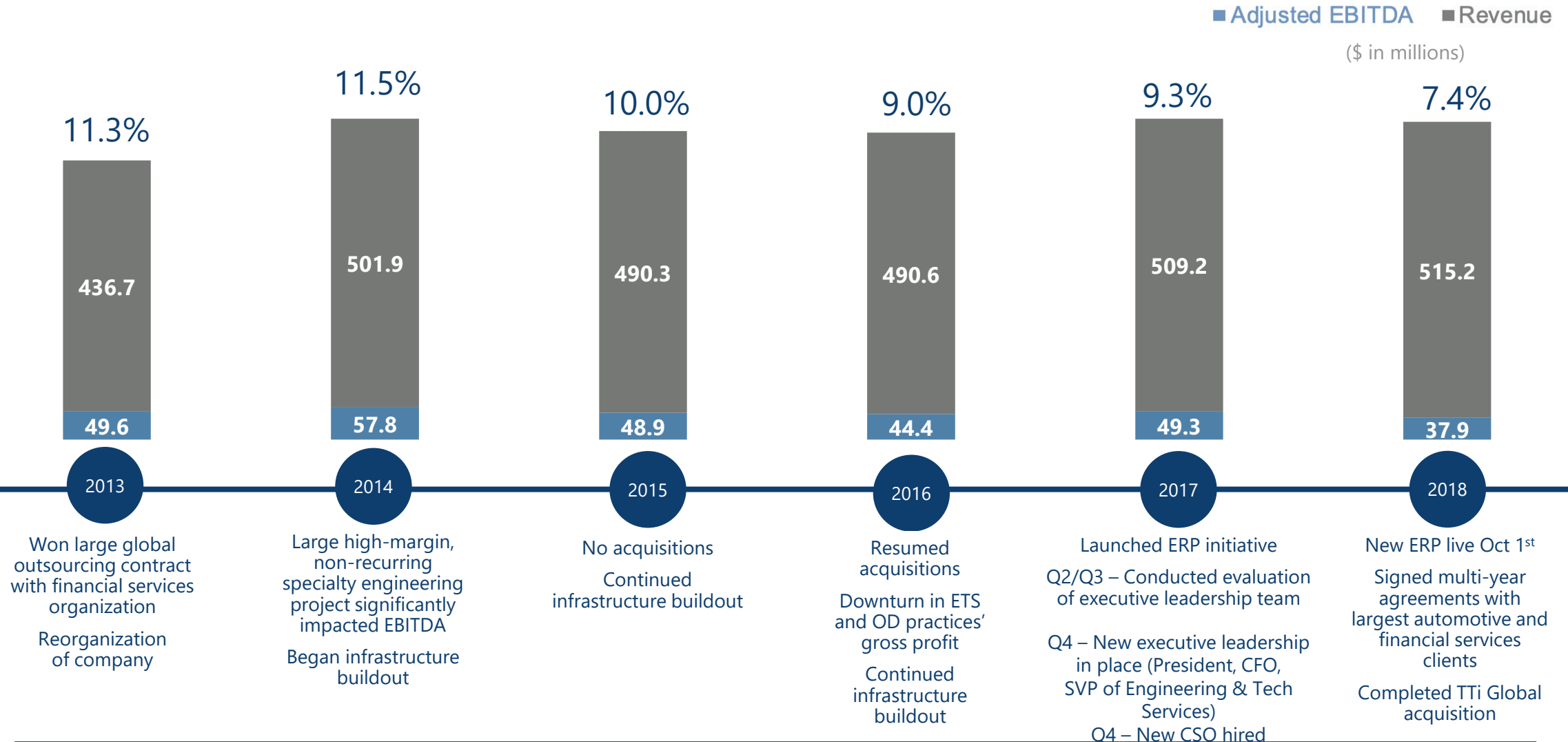
Variable cost structure

Strong cash flow

Recurring client base

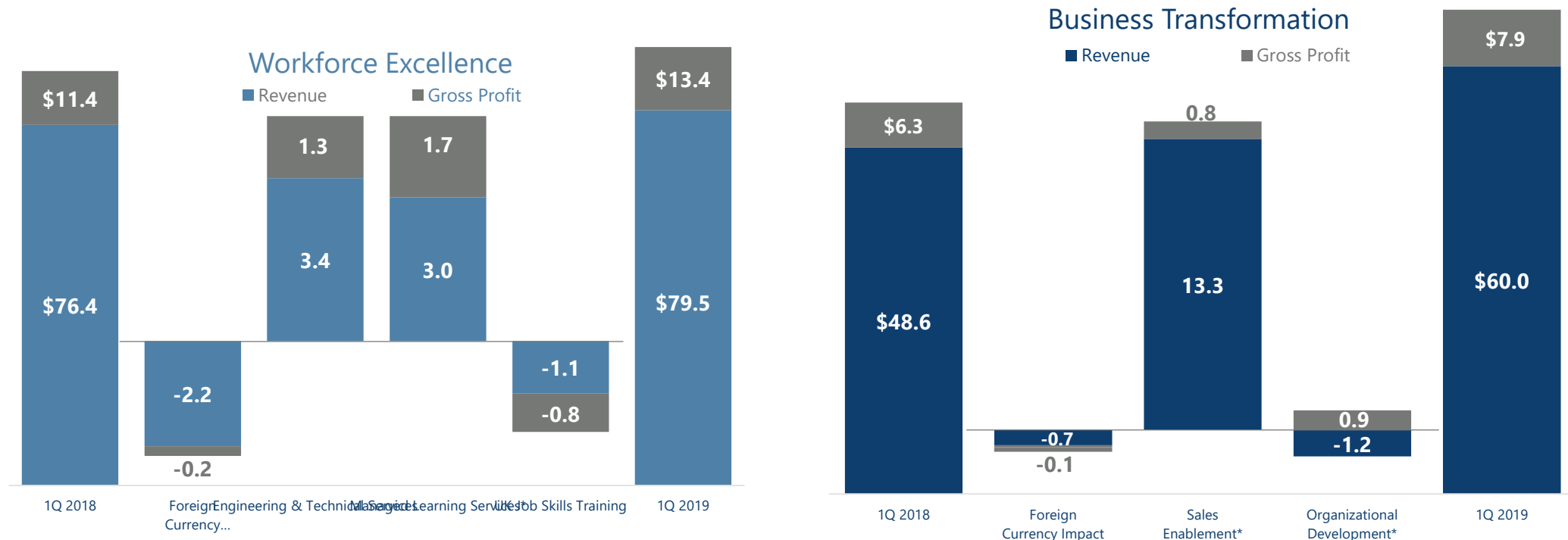
Backlog visibility

Revenue & Adjusted EBITDA Trending



Revenue & Gross Profit by Segment – First Quarter

(\$ in millions)	Quarter ended March 31, 2018			Quarter ended March 31, 2019			Revenue	Gross Profit
	Revenue	Gross Profit	% of Revenue	Revenue	Gross Profit	% of Revenue	Change	Change
Workforce Excellence	76.4	11.4	14.9%	79.5	13.4	16.9%	3.9%	18.1%
Business Transformation	48.6	6.3	13.0%	60.0	7.9	13.1%	23.5%	24.4%
TOTAL	125.0	17.7	14.1%	139.5	21.3	15.3%	11.5%	20.4%



Q1 2019 Earnings Summary

(\$ in millions, except
per share data)

	Q1 2019	Q1 2018
Net income	\$0.3	\$2.6
Earnings per share – diluted	\$0.02	\$0.16
Adjusted EPS (1)	\$0.16	\$0.16
Adjusted EBITDA (1)	\$8.8	\$8.1

(1) The terms Adjusted EBITDA (earnings before interest, income taxes, depreciation and amortization) and Adjusted EPS are non-GAAP financial measures that the Company believes are useful to investors in evaluating its results. For a reconciliation of these non-GAAP financial measures to the most comparable GAAP equivalents, see the Non-GAAP Reconciliations, along with related footnotes, in the Appendices to this report.

Balance Sheet

Significant Drivers

- **Debt net of Cash – up \$5.0M**
- New system has had an impact on billings especially in Jan/Feb as teams focused on year end close / audit
 - Jan/Feb billings averaged \$37M/month
 - Mar/April billings averaged \$61M/month
 - Seeing stabilization back to normal in this area but will take 30-60 days to flow through to cash
- New lease accounting standard –
 - Results in grossing up Operating Lease Assets and Liabilities

(unaudited)
(\$ in thousands)

	December 31, 2018	March 31, 2019
Cash	\$ 13,417	\$ 8,427
Accounts receivable	107,673	101,170
Unbilled revenue	80,764	83,350
Prepaid expenses & other	19,048	25,454
Total Current Assets	220,902	218,401
Property, plant & equip.	5,859	5,831
Operating lease assets	-	29,273
Goodwill & intangible assets, net	197,057	197,176
Other Assets	10,920	10,784
Total Assets	\$ 434,738	\$ 461,465
Accounts payable	93,254	92,156
Deferred revenue	23,704	18,100
Current portion lease liabilities	-	9,402
Total Current Liabilities	116,958	119,658
Long-term debt	116,500	116,607
Long-term portion lease liabilities	-	23,653
Other Non-Current Liabilities	14,711	11,833
Stockholders' Equity	186,569	189,714
Total	\$ 434,738	\$ 461,465

Cash Flow & Debt Highlights

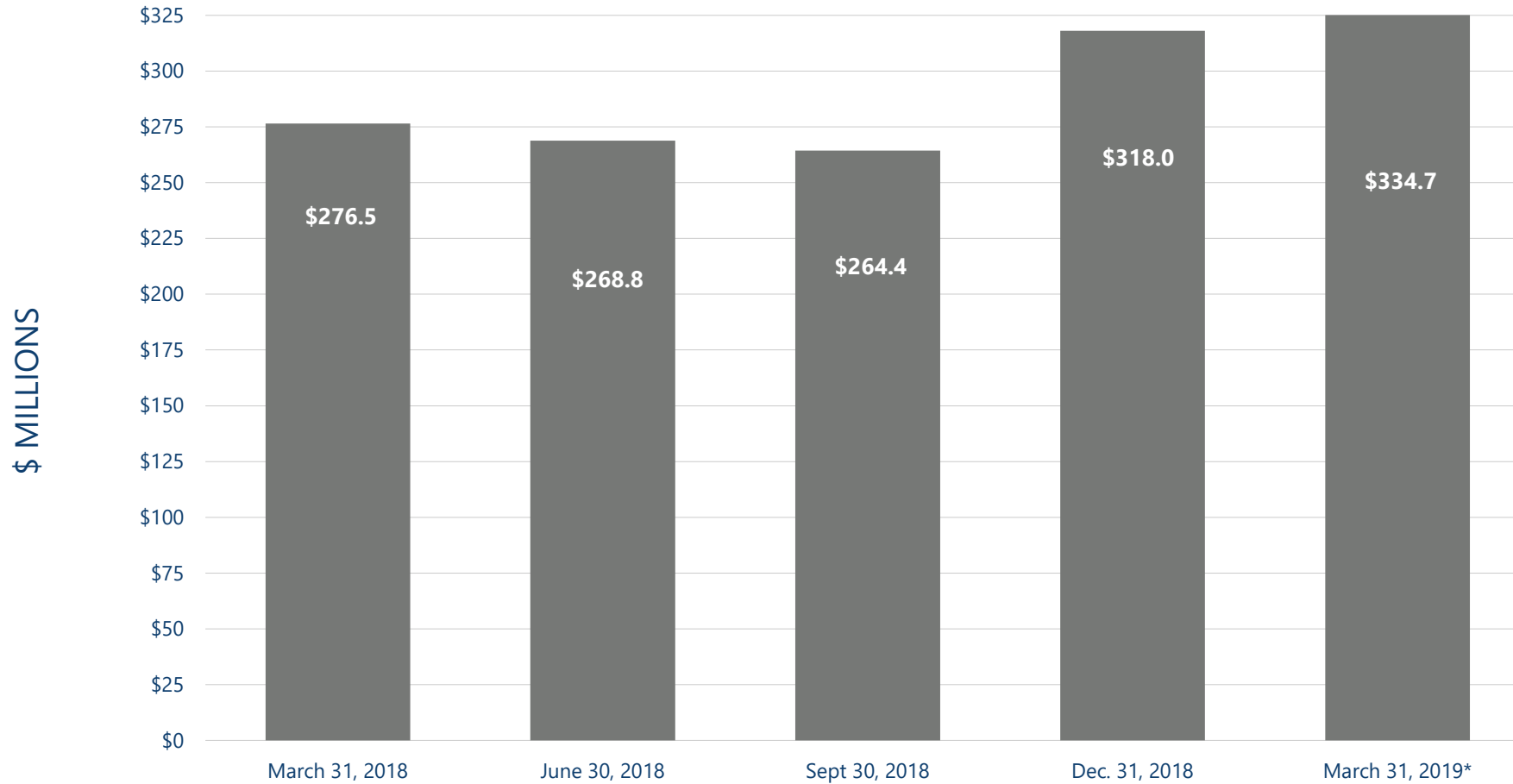
The Company has historically generated strong net cash flow from operating activities.



New Credit Agreement entered into December 2018.



Backlog Trending



*Includes \$33.3 million in backlog from the TTI Global acquisition completed in December 2018.

Long-term Growth Targets

Focus on High Growth and High Margin Opportunities

- Expand globally: Asia-Pacific, Latin America, EMEA
- Strengthen leading-positions in target industries
- Reignite growth in organizational development segment
- Reignite growth in technical services revenue in energy and government segments

Target 6% Organic Revenue CAGR

Metrics (Targets)

- 90% net revenue retention
- 10% Share Of Wallet (SOW) growth annually
- 6% new customer revenue annually

Tactics

- Account management and planning (SOW, cross-selling)
- New account development (inside sales, outside sales, proposal management)
- Find, Win, Grow sales model

Target 8% Annual Revenue Growth from Acquisitions

Strong Acquisition Track Record

- Build Scale
- Core practice areas: organizational development services (leadership, HCM, platform adoption)
- Expand geographically
- Target key industries

Financial Criteria

- Minimum 15% gross margins
- EPS accretive in 1 year
- 20% cash ROI within 3 years





Appendix

GP Strategies Non-GAAP Reconciliation – Adjusted EBITDA⁽¹⁾

	Years ended December 31,					
(In thousands)	2018	2017	2016	2015	2014	2013
Net income	9,836	12,891	20,247	18,789	27,098	23,756
Interest expense	2,945	3,132	1,568	1,381	833	366
Income tax expense	4,927	6,798	9,787	10,834	15,725	14,732
Depreciation & Amortization	7,921	6,974	6,462	7,865	9,758	8,617
EBITDA	25,629	29,795	38,064	38,869	53,414	47,471
<u>Adjustments:</u>						
Non-cash stock compensation	4,310	6,314	6,015	6,059	4,823	3,673
ERP system implementation costs	4,037	4,916	-	-	-	-
Restructuring charges	2,930	3,317	-	1,551	-	-
Severance expense	515	-	-	-	-	-
Loss on a contract w/ oil & gas client	-	4,383	-	-	-	-
Foreign currency loss (gain)	2,298	334	170	2,042	950	87
Loss (gain) on change in fair value of contingent consideration	(4,438)	(1,620)	136	371	(1,392)	(1,676)
Legal acquisition costs	1,680	459				
Loss on divested business	956	1,368				
Adjusted EBITDA	37,917	49,266	44,385	48,892	57,795	49,555

(1) Adjusted earnings before interest, income taxes, depreciation and amortization (Adjusted EBITDA) is a widely used non-GAAP financial measure of operating performance. It is presented as supplemental information that the Company believes is useful to investors to evaluate its results because it excludes certain items that are not directly related to the Company's core operating performance. Adjusted EBITDA is calculated by adding back to net income interest expense, income tax expense, depreciation and amortization, non-cash stock compensation expense, gain or loss on the change in fair value of contingent consideration and other unusual or infrequently occurring items such as restructuring charges. Adjusted EBITDA should not be considered as a substitute either for net income, as an indicator of the Company's operating performance, or for cash flow, as a measure of the Company's liquidity. In addition, because Adjusted EBITDA may not be calculated identically by all companies, the presentation here may not be comparable to other similarly titled measures of other companies.



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We're at our best when helping our clients achieve their best.

Making a meaningful impact on the world together.

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