

A man and a woman in business attire are looking at a laptop in a modern office setting. The woman is on the left, wearing a dark blue blazer, and the man is on the right, wearing a grey suit and glasses. They are both leaning over the laptop, which is on a dark table. The background features large windows with vertical blinds and a whiteboard.

INVESTOR PRESENTATION

June 2019

HEIDRICK & STRUGGLES

SAFE HARBOR STATEMENT

The following slides may contain forward-looking statements. The forward-looking statements are based on current expectations, estimates, forecasts and projections about the industry in which we operate and management's beliefs and assumptions. Forward-looking statements may be identified by the use of words such as "expects," "anticipates," "intends," "plans," "believes," "seeks," "estimates," "projects," "forecasts," and similar expressions. Forward-looking statements are not guarantees of future performance and involve certain known and unknown risks, uncertainties and assumptions that are difficult to predict. Actual outcomes and results may differ materially from what is expressed, forecasted or implied in the forward-looking statements. Factors that may affect the outcome of the forward-looking statements include, among other things, leadership changes, our ability to attract, integrate, develop, manage and retain qualified consultants and senior leaders; our ability to prevent our consultants from taking our clients with them to another firm; our ability to maintain our professional reputation and brand name; the fact that our net revenue may be affected by adverse economic conditions; our clients' ability to restrict us from recruiting their employees; the aggressive competition we face; our heavy reliance on information management systems; the fact that we face the risk of liability in the services we perform; the fact that data security, data privacy and data protection laws and other evolving regulations and cross-border data transfer restrictions may limit the use of our services and adversely affect our business; social, political, regulatory and legal risks in markets where we operate; the impact of foreign currency exchange rate fluctuations; the fact that we may not be able to align our cost structure with net revenue; unfavorable tax law changes and tax authority rulings; our ability to realize our tax losses; the timing of the establishment or reversal of valuation allowance on deferred tax assets; any impairment of our goodwill, other intangible assets and other long-lived assets; our ability to execute and integrate future acquisitions; the fact that we have anti-takeover provisions that make an acquisition of us difficult and expensive; our ability to access additional credit; and the increased cybersecurity requirements, vulnerabilities, threats and more sophisticated and targeted cyber-related attacks that could pose a risk to our systems, networks, solutions, services and data. We undertake no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise. For more information on the factors that could affect the outcome of forward-looking statements, refer to our Annual Report on Form 10-K for the year ended December 31, 2018, under Risk Factors in Item 1A, and our quarterly filings with the SEC. We caution the reader that the list of factors may not be exhaustive. We undertake no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise.



A premier global professional services firm pioneering the fields of executive search, culture shaping and leadership consulting through an integrated portfolio of leadership advisory solutions

- Strong c-suite value proposition for top organizations around the world, with a wide range of increasingly vital executive talent and human capital solutions
- Modernizing Search as a digital disruptor, with data-driven, tech-enabled solutions leveraging unmatched intellectual property to drive a premium service experience
- Long-term client relationships across a global network that's diverse by industry vertical and geography, with 50+ offices around the world and a balanced mix of domestic and international revenues
- New leadership team committed to driving long-term shareholder value creation

LEADERSHIP TEAM



Krishnan Rajagopalan

PRESIDENT & CHIEF EXECUTIVE OFFICER

Krishnan has been President & CEO since July 2017 and with Heidrick for 18 years. He serves on the Board of Directors and leads the firm's global Management Committee. Previously, Krishnan led Heidrick's global Executive Search division and, before that, he led the firm's Global Technology & Services practice. He has been recognized as one of the "100 Most Influential Executive Recruiters in the World" by Bloomberg Business Week. Previous to joining Heidrick, Krishnan served as a Vice President and Partner at A.T. Kearney.



Mark Harris

CHIEF FINANCIAL OFFICER

Mark has been CFO since February 2018 and is a member of the firm's Executive Committee. Previously, Mark was the CFO and CAO of Hercules Capital, a NYSE listed company. Prior to that, he was the Senior Managing Director, Head of Asset Management and CFO at Avenue Capital Group and before that he was the Corporate Financial Controller and CAO at Hutchison Telecommunication International Limited, a NYSE listed company. Mark is an active Certified Public Accountant in the state of California.



Michael M. Cullen

CHIEF OPERATING OFFICER

Michael has been COO since January 2019 and with Heidrick for over 10 years. Additionally, Michael is a strategic talent adviser for a select group of companies. Prior to becoming COO, Michael held various leadership roles within Heidrick, most recently he was the global practice managing partner for the Technology & Services Practice. Prior to joining Heidrick, Michael was the Head of the Office of Executive Talent at EMC Corporation (now Dell EMC).



Sarah Payne

CHIEF HUMAN RESOURCES OFFICER

Sarah has been CHRO since January 2019 and with Heidrick since 2015. She also serves on the Human Resources and Compensation Committee of the firm's Board of Directors. Previously, Sarah was the Vice President of HR for Heidrick's Global Executive Search business and Vice President of Global Compensation. Prior to joining Heidrick, Sarah led Global Executive Compensation at Bunge, a leading agribusiness company with over \$60 billion in revenues and 35,000 employees globally.



Kamau Coar

GENERAL COUNSEL

Kamau has been GC since February 2018 and with H&S since 2012. He is also a member of the firm's Management Committee. Prior to joining Heidrick & Struggles in 2012, Kamau was a Partner at Ungaretti & Harris LLP in Chicago. Kamau began his legal career at Proskauer Rose LLP in New York.

INVESTMENT HIGHLIGHTS

Highly engaged and results-driven new leadership team committed to shareholder value creation through a digitally disruptive, tech-enabled strategy

Cross-enterprise collaboration on the rise with nascent Consulting practice and other new business adjacencies, driving growth opportunities and greater business diversity

Pursuing global opportunities and market share gains; number of partners, consultants, search confirmations and average revenue per search on the rise

Margin emphasis through an acute focus on productivity, internal adoption of new technology platforms, cost containment and operating efficiencies

New leadership team with a proven, disciplined approach to strategic and accretive acquisitions

Efficient business model driving cash flow; strong and flexible balance sheet with no capital raising needs to support growth

AT-A-GLANCE



Founded in **1953**
by Gardner Heidrick
and John Struggles
in Chicago, IL



1,600+
employees
~430 consultants working
from over 50 locations in
principal cities of the world
and emerging markets



2018 net revenue of
\$716 million

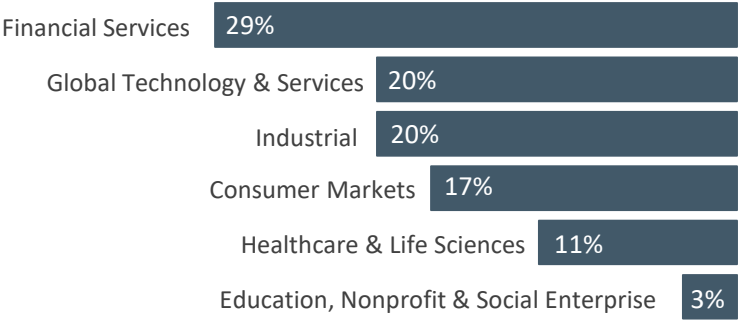


**INTEGRATED
PORTFOLIO**
of leadership
advisory services

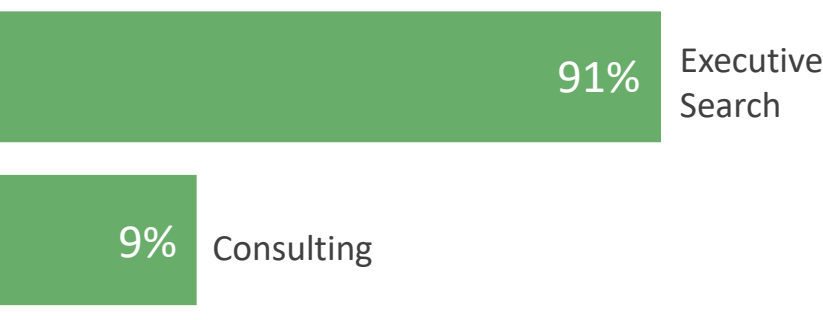


NASDAQ
listed:
HSII
Since 1999

By Industry Practice*



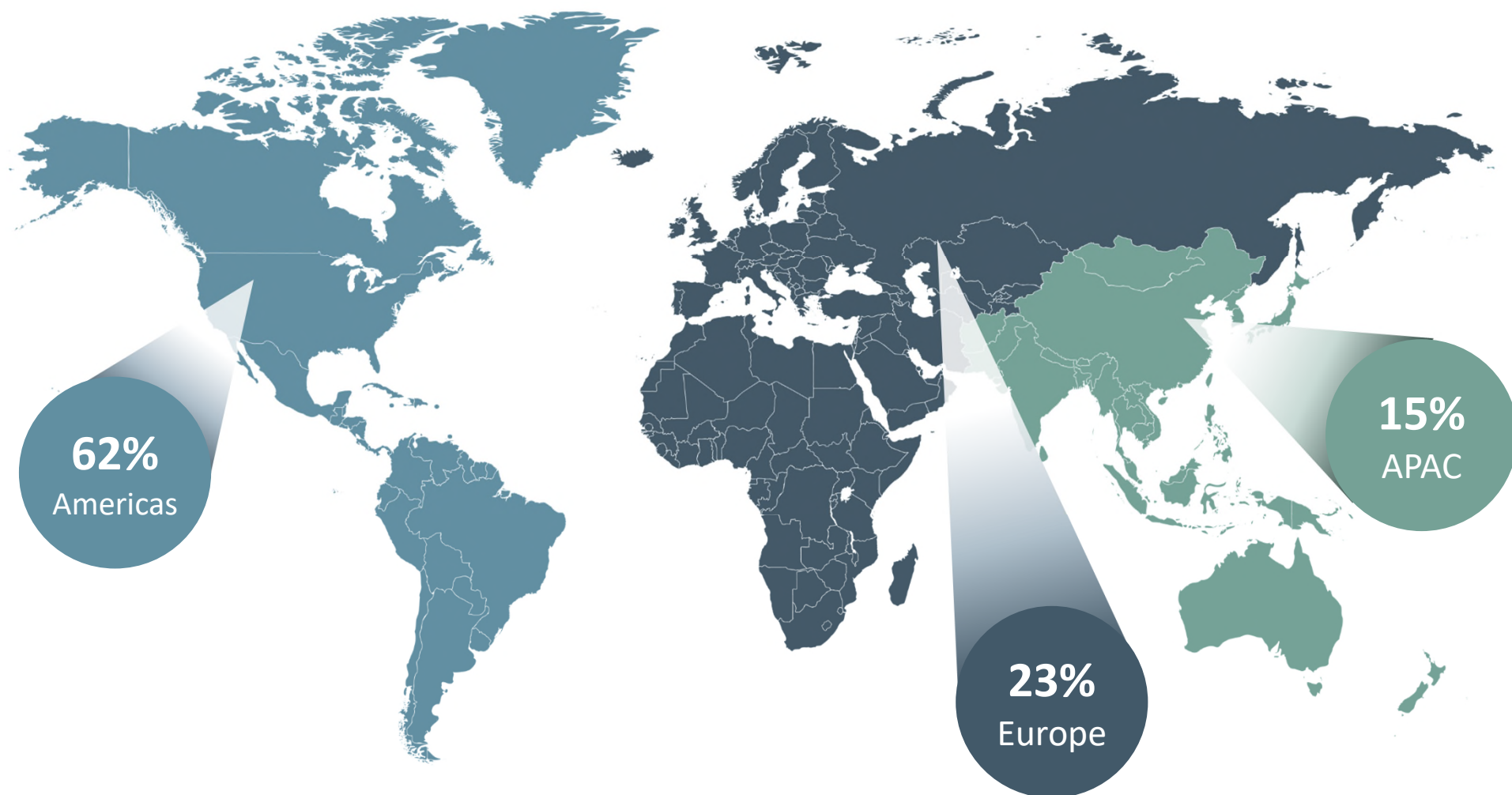
By Service**



* Based on 2018 executive search net revenue

** Based on 2018 net revenue

2018 PERCENT OF REVENUE BY REGION*



* Based on 2018 executive search net revenue

GLOBAL NETWORK TO SERVE OUR CLIENTS

North America

Atlanta
Boston
Calgary
Chicago
Costa Mesa
Dallas
Florham Park
Houston
Los Angeles
Menlo Park
Miami
Minneapolis
New York
Philadelphia
San Francisco
Toronto
Washington D.C.

Europe

Amsterdam
Brussels
Copenhagen
Dublin
Düsseldorf
Frankfurt
Helsinki
Istanbul
Lisbon
London
Madrid
Milan
Moscow
Munich
Paris
Stockholm
Warsaw
Zürich

Asia Pacific

Bangalore
Bangkok
Beijing
Hong Kong
Melbourne
Mumbai
New Delhi
Perth
Seoul
Shanghai
Singapore
Sydney
Tokyo

Our consultants and their teams, working through 50+ offices around the world, have the resources and contacts necessary to conduct a global, multinational, national, or local market search

Latin America

Mexico City
São Paulo

Middle East

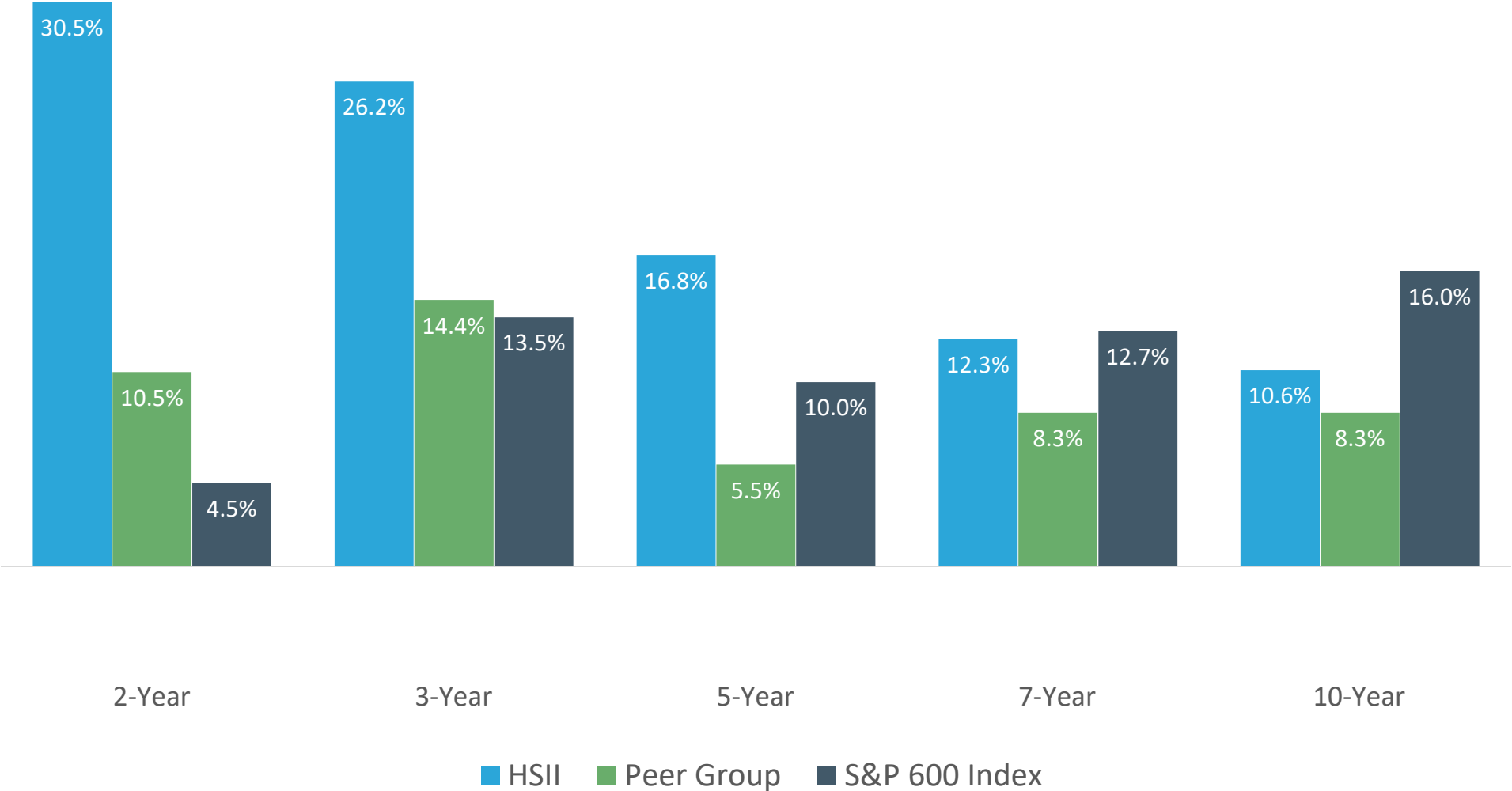
Dubai

Africa

Johannesburg

DELIVERING ON LONG-TERM SHAREHOLDER VALUE

Total Shareholder Return Comparison

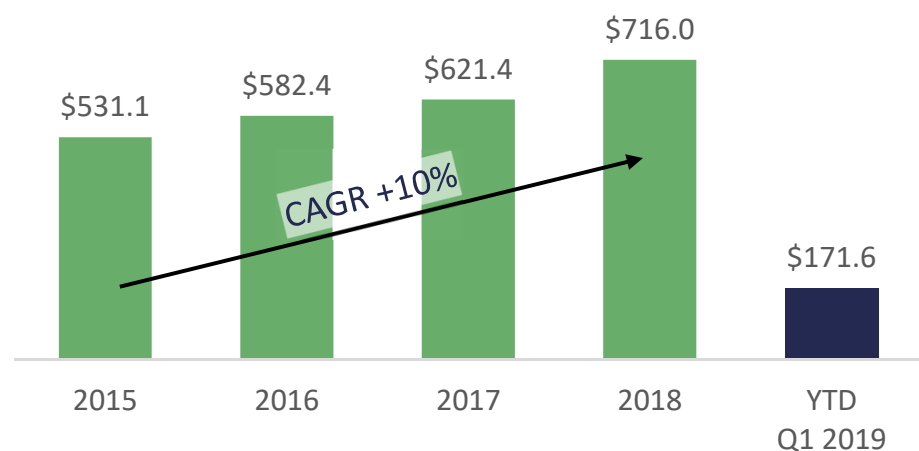


Note: Data as of April 30, 2019 and assumes all dividends are reinvested into the company's stock at market value.

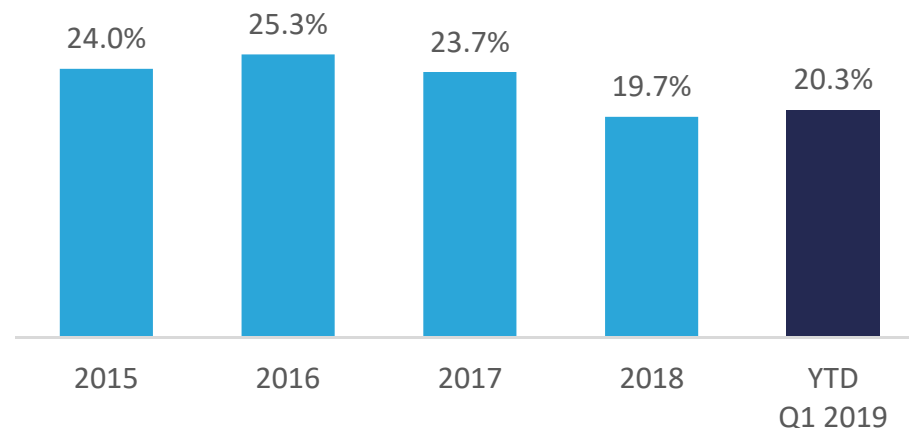
KEY PERFORMANCE HIGHLIGHTS

\$ in millions

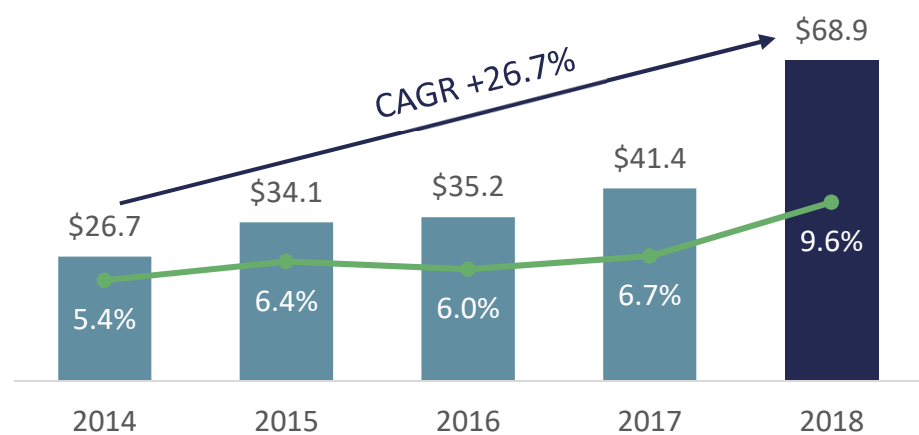
Net Revenue



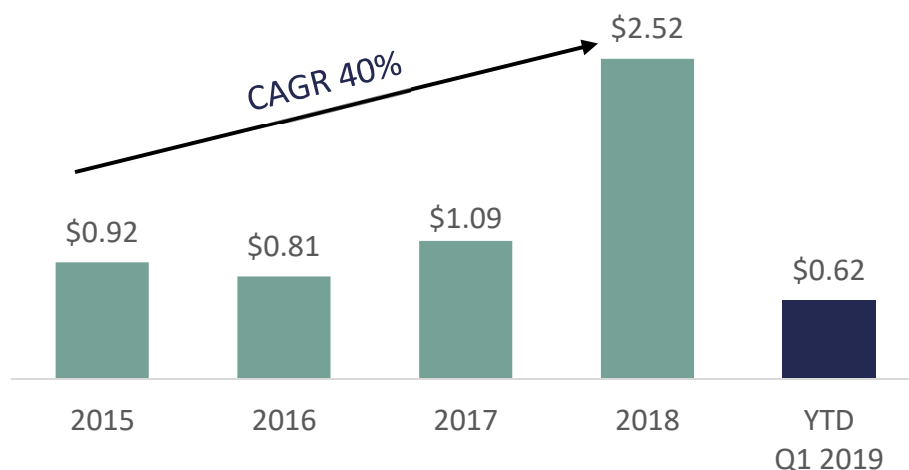
G&A % of Revenue



Adjusted Operating Income and Adjusted Operating Margin



Diluted EPS

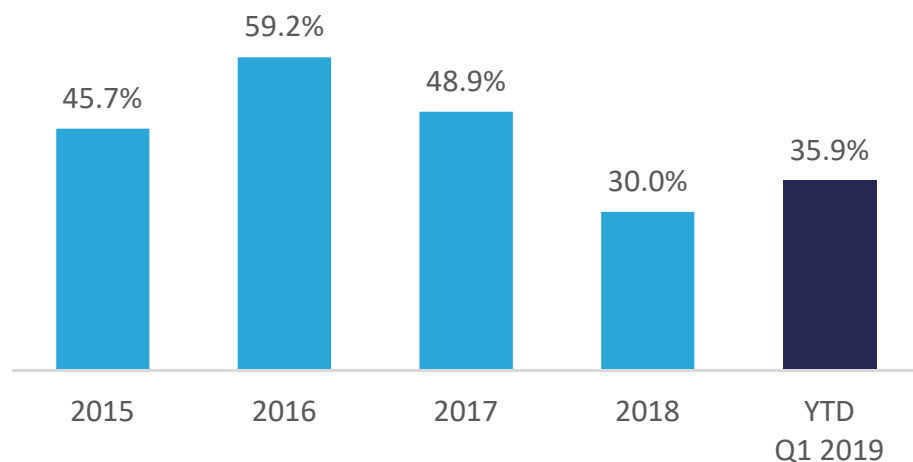


Note: 2017 Operating Income Margin and Diluted EPS have been adjusted for restructuring and impairment charges. Please see our 10-K for more information.

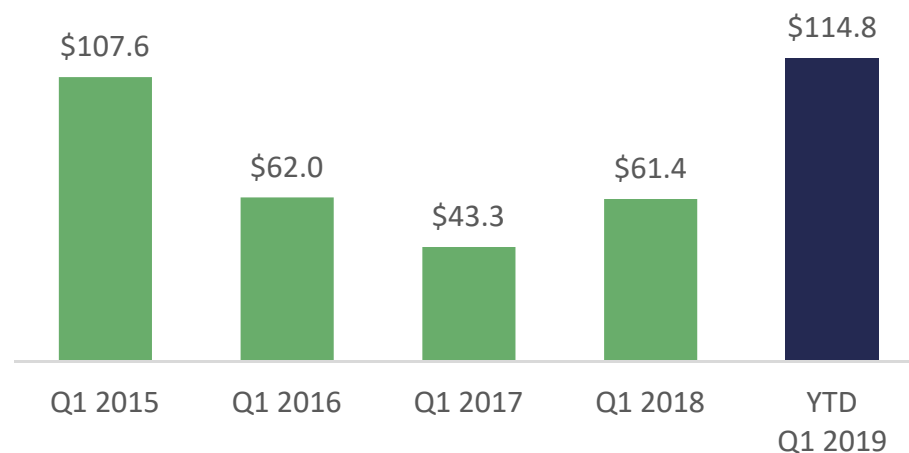
KEY PERFORMANCE HIGHLIGHTS

\$ in millions

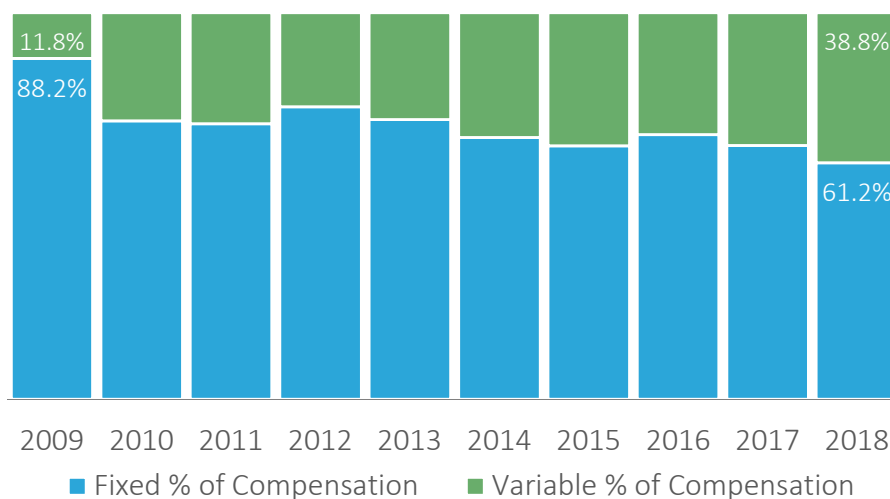
Effective Tax Rate



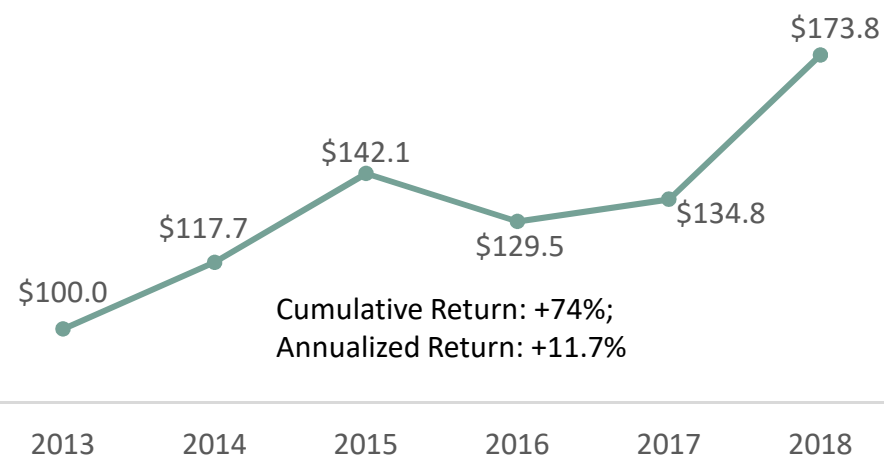
Net Cash at Period End



Fixed vs. Variable Compensation 2009-2018



5-Year Total Shareholder Return

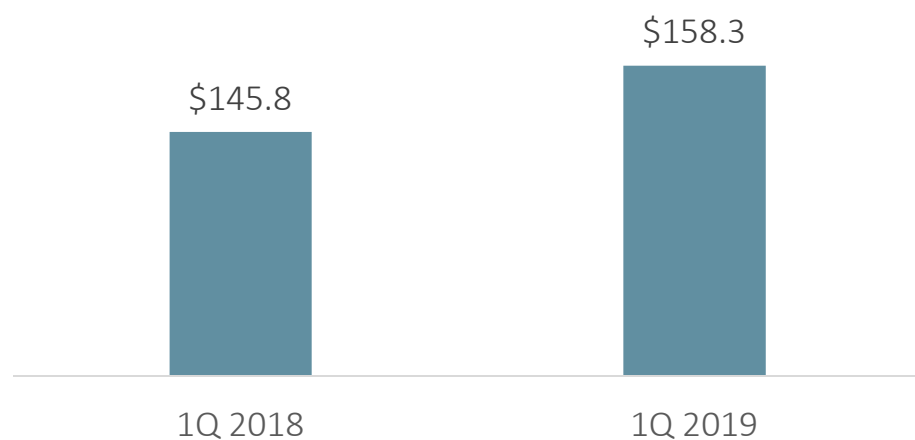


Note: 2017 Effective Tax Rate adjusted. Please see our 10K for more information.

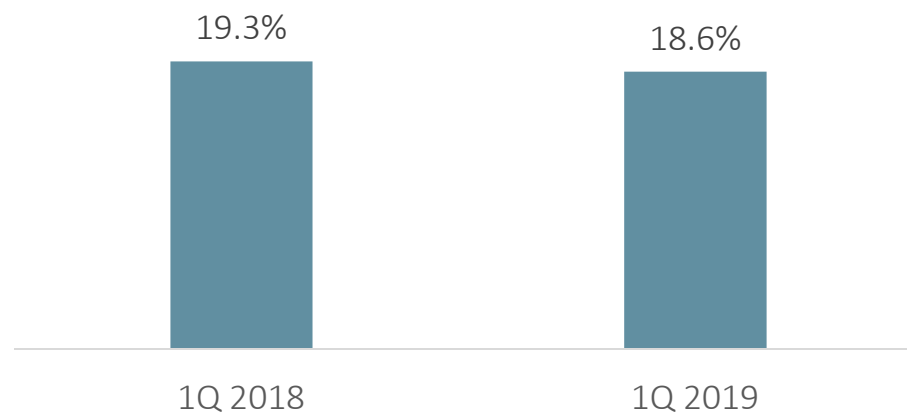
EXECUTIVE SEARCH 1Q 2019 FINANCIAL HIGHLIGHTS

\$ in millions

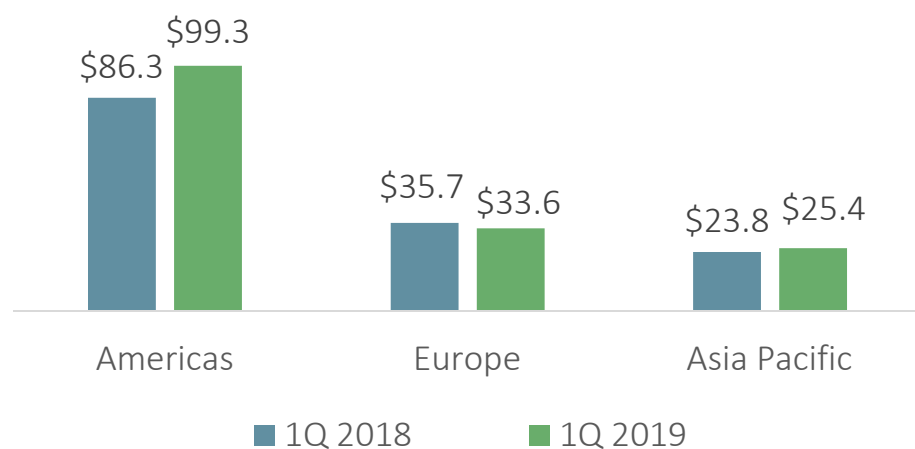
8.6% Growth in Net Revenue



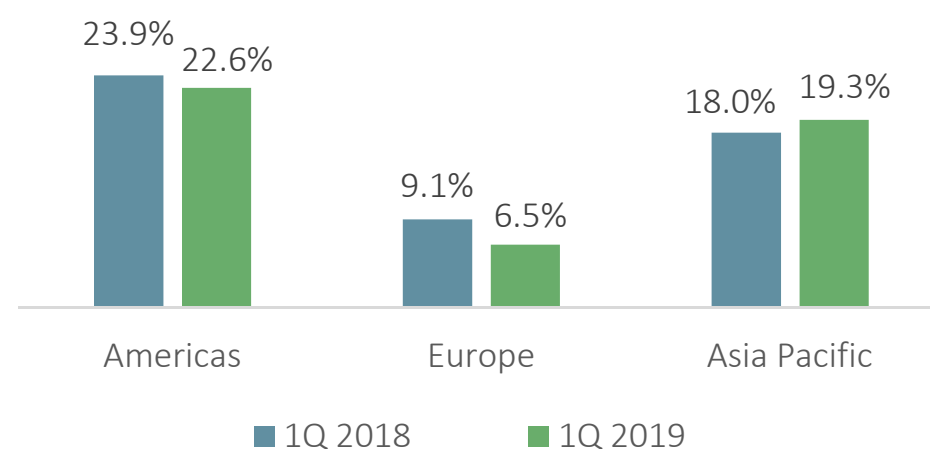
Operating Margin



Good Revenue Growth in Americas and Asia Pacific

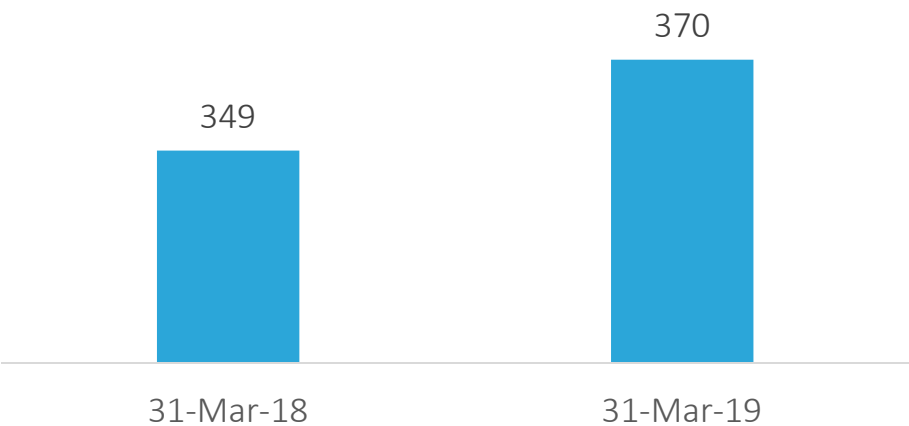


Operating Margin

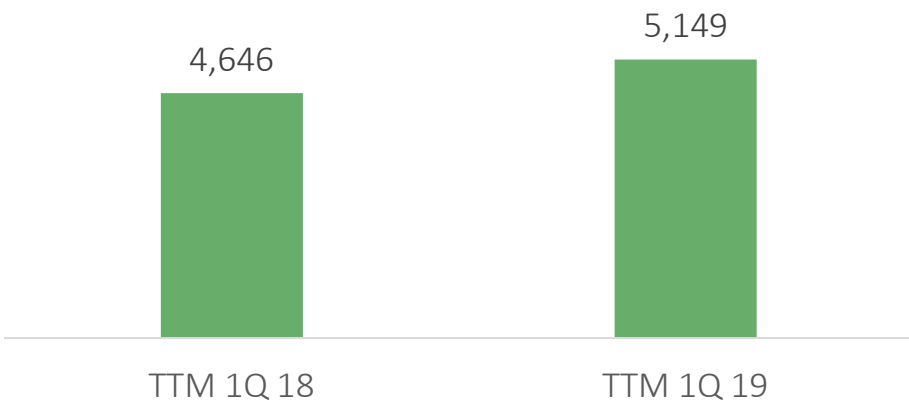


EXECUTIVE SEARCH OPERATIONAL HIGHLIGHTS

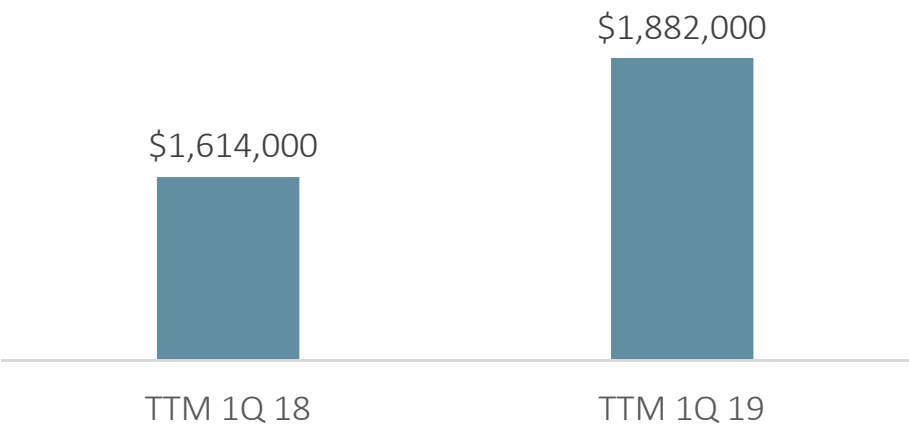
Strategic Growth in Consultant Headcount



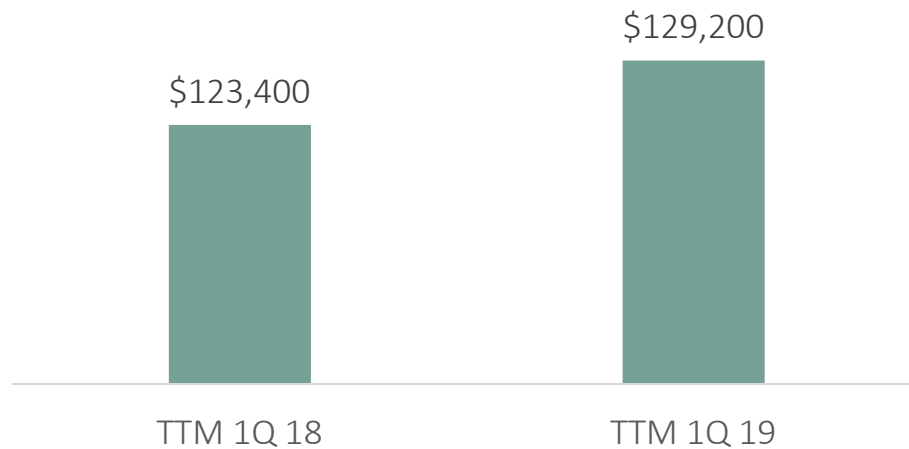
Increase in Executive Search Confirmations



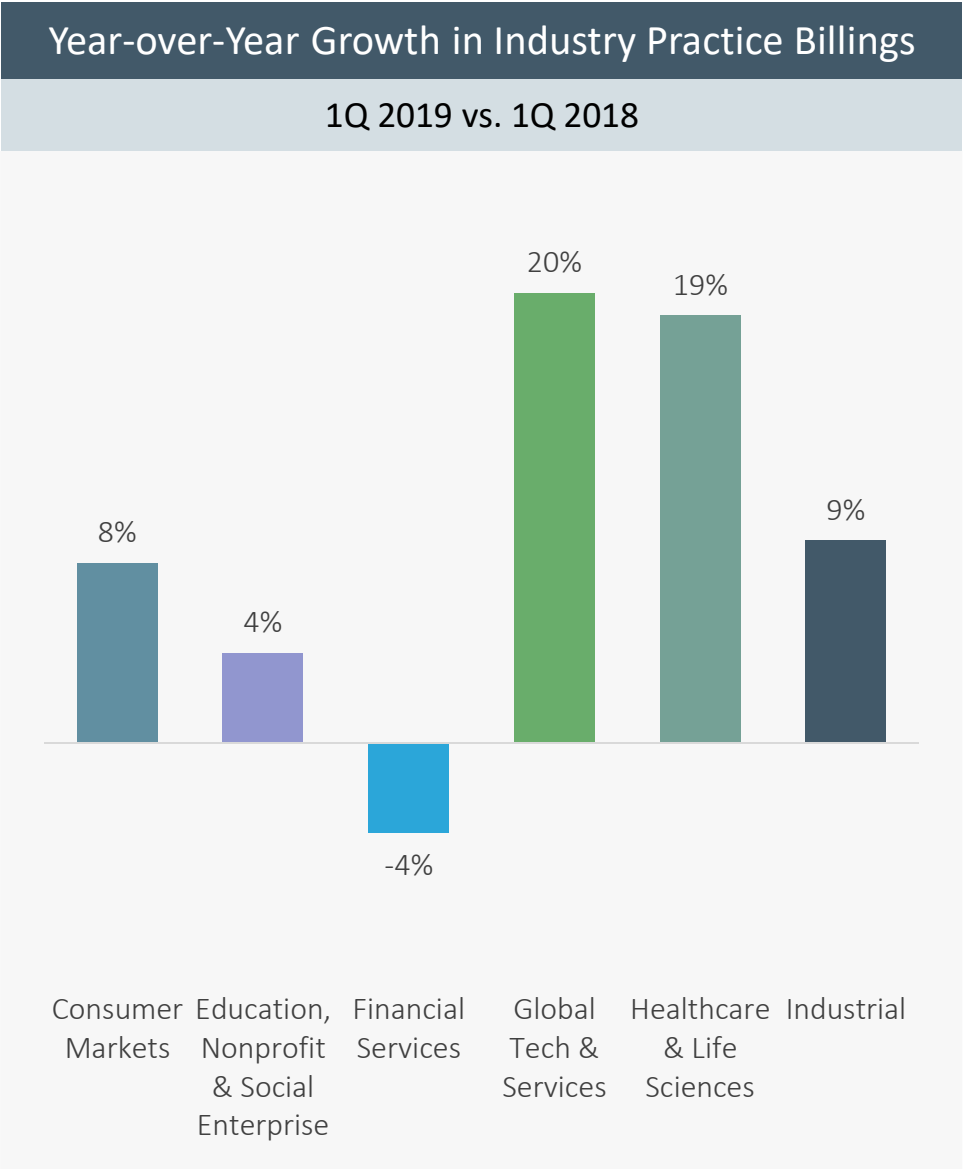
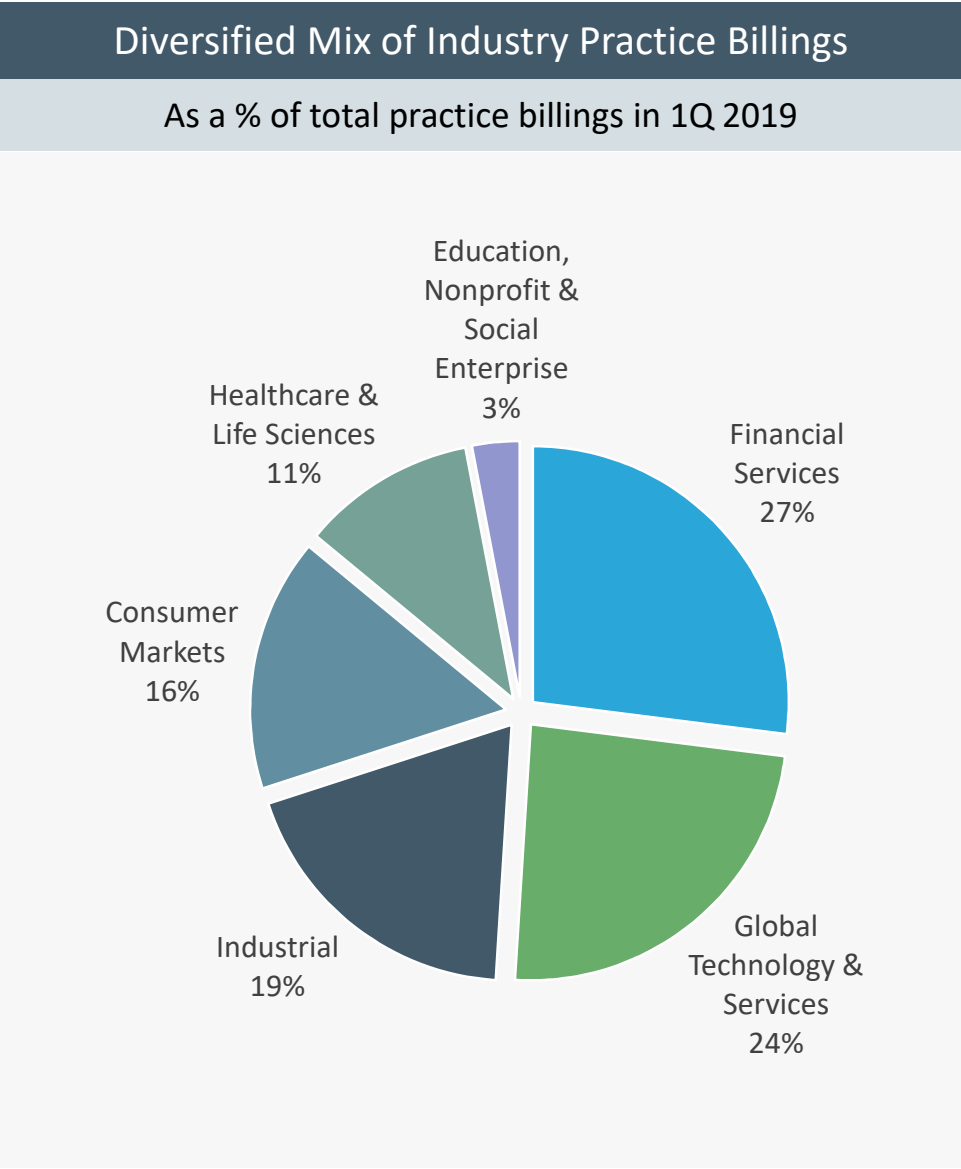
Improving Revenue per Consultant Productivity



Growth in Average Revenue per Executive Search

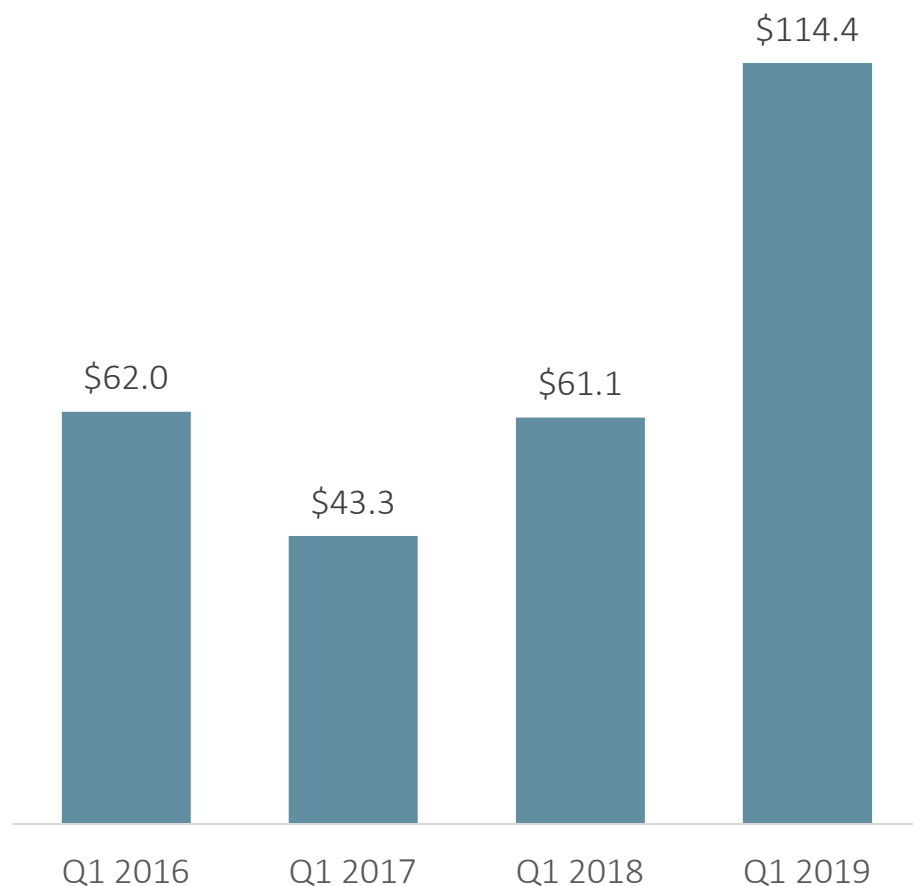


DIVERSIFIED BUSINESS CONTRIBUTES TO GROWTH IN SEARCH



\$289 MILLION OF LIQUIDITY

Net Cash (\$ in millions)



\$175 million Credit Facility

For the Quarter Ended:

March 31,
2018

March 31,
2019

Debt Outstanding

\$12.0

\$0

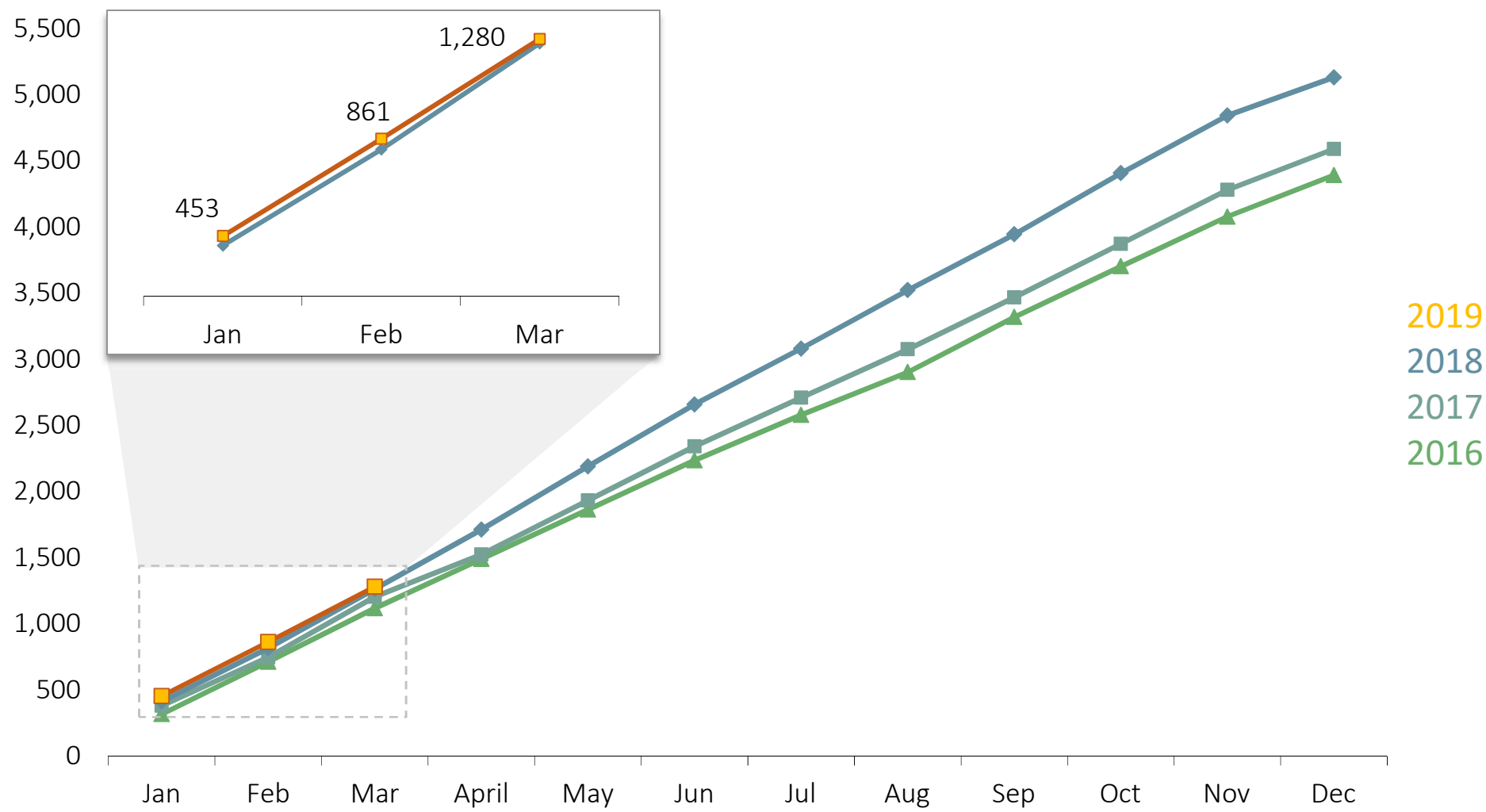
- Strong cash flows generated from operations during first quarter especially in Americas
- No external borrowing even with annual bonus payments in March 2019
- Increased cash dividend to \$0.15/share

HEIDRICK & STRUGGLES

OUTLOOK AND INITIATIVES

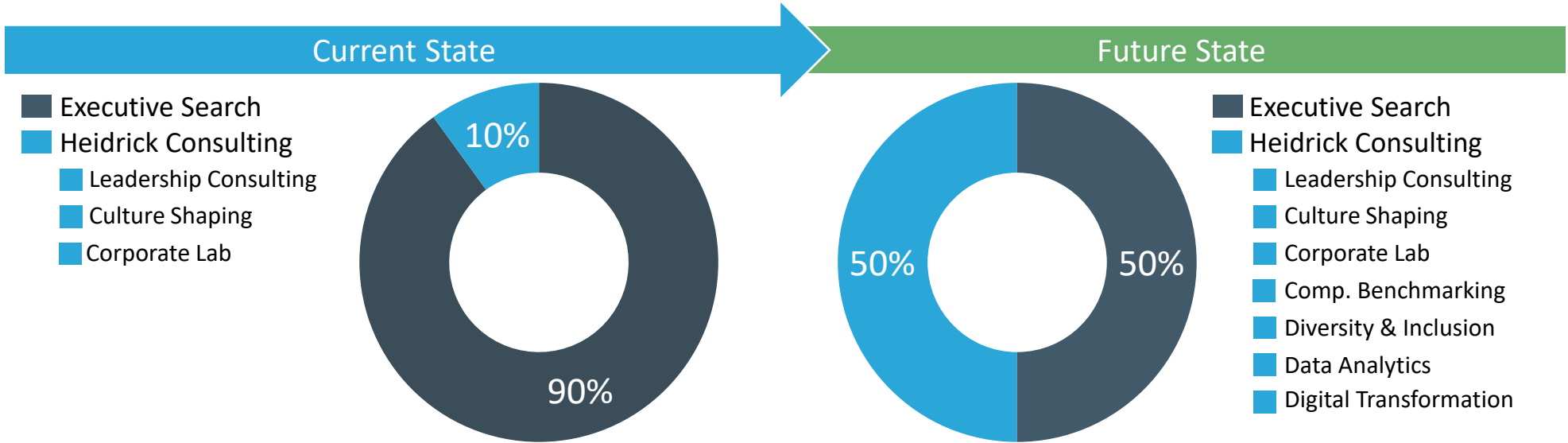
WORLDWIDE CUMULATIVE SEARCH CONFIRMATION TRENDS

Executive Search Confirmations



STRATEGIC SEGMENT LONG-TERM OBJECTIVE

Heidrick Revenue Mix



KEY INITIATIVES IN 2019 SUPPORT ADDITIONAL GROWTH

1

Grow scale and impact of both Search and Consulting

2

Collaborate across the enterprise

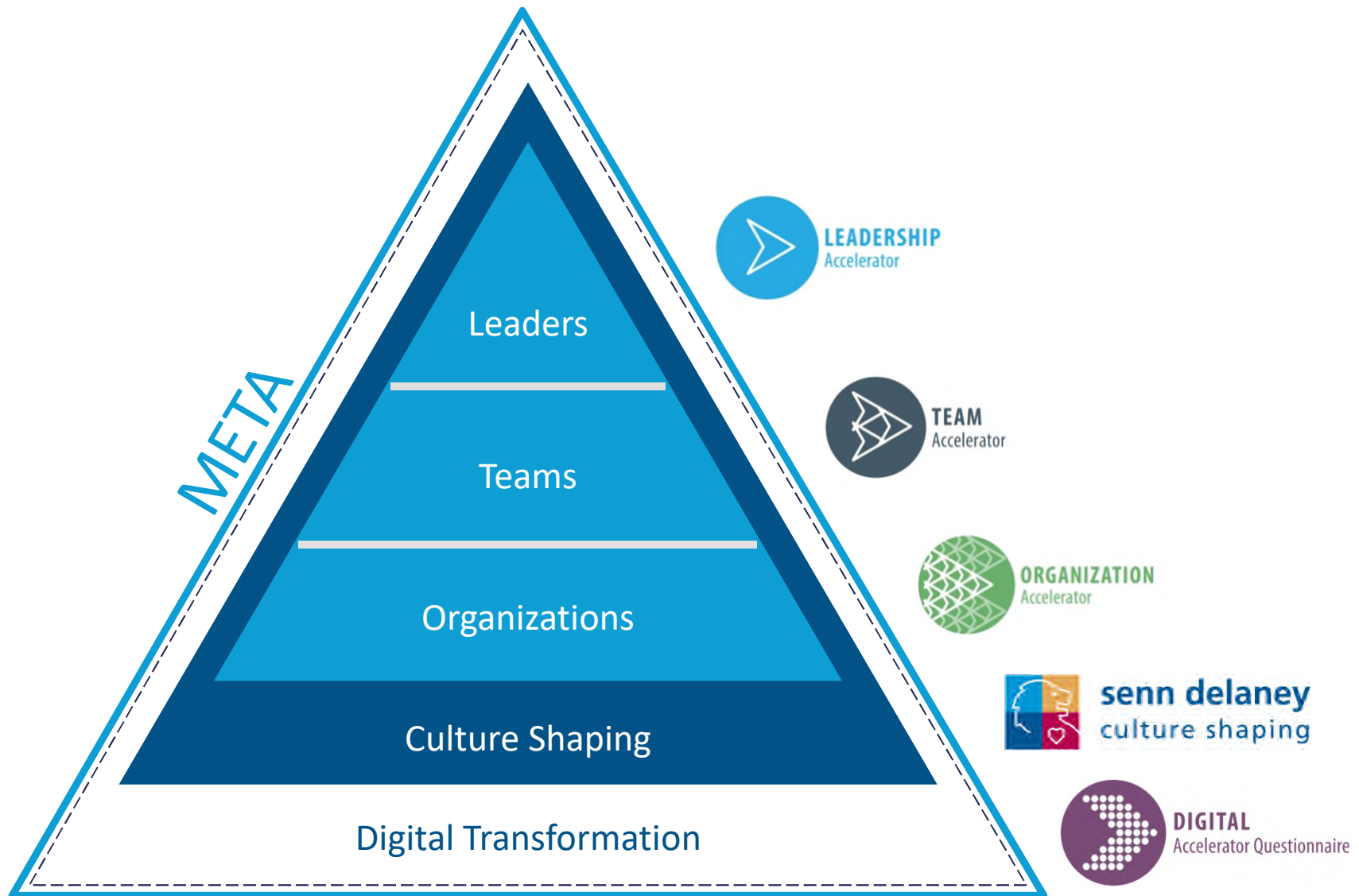
3

Deliver distinctive, data-driven, technology-enabled premium service experience to clients

4

Find accretive opportunities to broaden and enhance service offerings through Partnerships and Acquisitions

HEIDRICK: A LEADERSHIP ADVISOR



HEIDRICK CONSULTING NEW OFFERINGS

CULTURE *Signature*™

Culture Connect 3.5



Simplicity



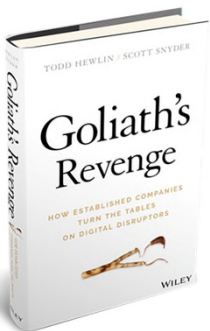
Digital Acceleration Offerings



DIGITAL
Dexterity Questionnaire



DIGITAL
Accelerator Questionnaire



A CLEAR DIFFERENTIATOR

Client Example 1

Assessment Methodology

Efficient Platform








HEIDRICK  CONNECT

LEADERSHIP *Signature*[®]

Search completed in six weeks

CHANGING THE DIALOGUE

Client Example 2

Problem	Solution	Results
<p>CEO Succession (internal + external)</p> <ul style="list-style-type: none"> Four separate advisory firms with different frameworks No future focus No culture component 	<div> <div>Search</div> <div>+</div> <div>Heidrick Consulting</div> </div> <div>  </div> <div>  </div> <div>  </div> <div>  </div>	<ul style="list-style-type: none"> Built assessment and development strategy based on Infinity Framework Integrated META into existing competency model Assessed 23 succession candidates + development plans Assessed 127 high potentials Transfer of Competency for LAQ <div>  </div>

An abstract graphic of a circuit board pattern, featuring a complex network of thin, grey lines that branch and connect various points. Some points are marked with small circles, while others are represented by short, parallel horizontal or vertical lines. The pattern is dense and intricate, resembling a technical drawing of a microchip or a data network map. It is positioned on the right side of the page, partially overlapping a dark grey horizontal band.

HEIDRICK & STRUGGLES

APPENDIX

ADJUSTED EBITDA MARGIN – FIRST QUARTER

We define Adjusted EBITDA as earnings before interest, taxes, depreciation, intangible amortization, equity-settled stock based compensation expense, acquisition-related earnout accretion, restructuring and impairment charges, and other non-operating income or expense.

<i>\$ in millions-- numbers may not foot due to rounding</i>			
	3 months ended March 31,		
	2019	2018	Change
Net Income	\$12.1	\$0.2	\$1.9
Interest, net	(0.8)	(0.2)	
Other, net	(1.6)	0.4	
Provision for income taxes	6.8	2.7	
Operating Income	\$16.4	\$13.1	\$3.3
Adjustments			
Salaries and employee benefits			
Stock-based compensation expense	\$1.3	\$1.8	(\$0.4)
General and administrative expenses			
Depreciation	2.5	2.8	(0.3)
Intangible amortization	0.2	0.4	(0.1)
Earnout accretion	0.2	0.4	(0.2)
Adjusted EBITDA	\$20.6	\$18.4	\$2.2
Adjusted EBITDA Margin (as % of net revenue)	12.0%	11.5%	