# Heidrick & Struggles

CLIENT SERVICE

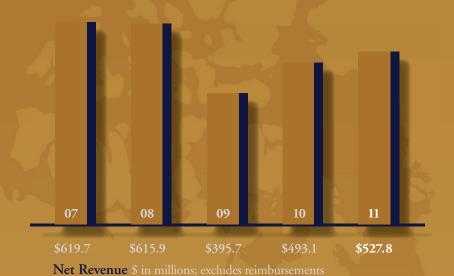
TEAMWORK

INTEGRITY

RESPECT

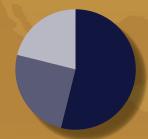
PEOPLE





Year Ended December 31,	2007	2008	2009	2010	2011
Confirmed Searches	5,102	4,812	3,651	4,181	4,274
Productivity (\$ in millions) Annualized Net Revenue per Consultant		\$1.5	\$1.0	\$1.4	\$1.4
Average Number of Consultants	401	413	385	353	376
Average Fee per Executive Search \$1	14,900	\$122,600	\$101,000	\$108,500	\$112,900

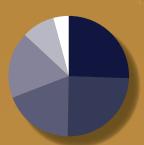
### Diverse Geographic Mix\*



Americas 54% Europe 25% Asia Pacific 21%

\*As a percentage of net revenue for the year endea December 31, 2011

### **Broad Industry Group\***



Financial Services 26%
Industrial 25%
Consumer Markets 19%
Global Technology & Services 17%
Life Sciences 9%
Education & Social Enterprise 4%

\* As a percentage of net revenue for the year ended December 31, 2011

### **EXECUTIVE COMMITTEE**

L. Kevin Kelly Chief Executive Officer

Richard Pehlke Executive Vice President and Chief Financial Officer

Timothy C. Hicks Executive Vice President and Managing Partner, Operations Regional Leader, Americas

Stephen W. Beard Executive Vice President and General Counsel

Valerie Germain Managing Partner, Strategy

### OPERATING COMMITTEE

Includes members of the Executive Committee plus the following:

Alwin Brunner Senior Vice President and Chief Information Officer

Alain Deniau Regional Leader, Europe

Daniel Edwards Global Practice Managing Partner, Financial Services

Jonathan Graham Global Practice Managing Partner, Industrial

Fergus Kiel Regional Leader, Australia and New Zealand

Steve Mullinjer Regional Leader, Asia and Middle Eas

Eric Olson Global Practice Managing Partner, Leadership Consulting

Krishnan Rajagopalan Global Practice Managing Partner, Technology & Services

Luis Urbano Santiago Global Practice Managing Partner Consumer Markets

### SHAREHOLDER INFORMATION

### Annual Meeting

The annual meeting of shareholders will be held on Thursday, May 24, 2012 at 9:00 AM EDT, at the offices of Simpson Thacher & Bartlett LLP, 425 Lexington Avenue, New York, NY 10017

### Stock Transfer Agent and Registrar

For address changes, account consolidation, registration changes, stock holdings and lost stock certificates, please contact:

Computershare / BNY Mellon Shareholder Services 480 Washington Boulevard Jersey City, NJ 07310–1900 866 892–5631

Shareholders can also obtain account information through Investor Service Direct at: www.bnymellon.com/shareowner/isd

Independent Registered Public Accounting Firm KPMG LLP Chicago, Illinois

### **Exchange Listing**

Our common stock has been listed on the Nasdaq Global Select Market, under the Symbol HSII, since our initial public offering in April 1999.

### SEC Filings & Investor Contact Information

Filings with the Securities and Exchange Commission and other investor information are available through our website at www.heidrick.com, or by request to the Investor Relations Department by mail at our corporate headquarters address, by email at investorrelations@heidrick.com, or by telephone at +1 312 496 1774.

### Corporate Governance

Visit the About Us section of our website at www.heidrick.com to see our corporate governance documents including our Code of Business Conduct, Corporate Governance Guidelines, Director Independence Standards, and Charters of our Audit and Finance Committee, Nominating and Board Governance Committee, and Human Resources and Compensation Committee.

## BOARD OF DIRECTORS

Richard I. Beattie \*(2) Chairman of the Board and Chairman Simpson Thacher & Bartlett LLF

John A. Fazio \*(1+)
Former Senior General Practice
Partner
PricewaterhouseCoopers

Mark Foster\*(3)
Former Group Chief Executive
Officer — Global Markets
and Management Consulting
Accenture PLC

Jane D. Hartley \*(3) Chief Executive Officer Observatory Group, LLC

Jill Kanin-Lovers \*(1) (3+)
Former Senior Vice President,
Human Resources and
Workplace Management
Avon Products, Inc.

L. Kevin Kelly Chief Executive Officer

Gary E. Knell \*(2+) (3)
President and
Chief Executive Officer
National Public Radio, Inc.

Robert E. Knowling, Jr. \*(1) (2) Chairman Eagles Landing Partners

V. Paul Unruh \*(1) Former Vice Chairman Bechtel Group, Inc.

\*Independent Director
(1) Member, Audit and
Finance Committee
(2) Member, Nominating and
Board Governance Committee
(3) Member, Human Resources and
Compensation Committee
+ denotes committee chair

# Corporate Headquarters

Heidrick & Struggles International, Inc 233 South Wacker Drive Suite 4200 Chicago Illinois 60606-6303 +1 312 496 1200 www.heidrick.com

### OUR WORLDWIDE LOCATIONS

Through our network of 54 offices around the world, we have the resources and contacts necessary to conduct a global, multinational, national, or local market search. This structure allows us to be as responsive as a boutique firm yet serve our clients with the support of a global partnership.

# Americas Atlanta Boston Chicago Dallas Houston Los Angeles Menlo Park Miami Minneapolis New York Philadelphia San Francisco Toronto Washington, D.C.

Mexico City

São Paulo

### Europe Amsterdam Brussels Copenhagen Düsseldorf Frankfurt Hamburg Helsinki Istanbul Lisbon London Madrid Milan Moscow Munich Paris Rome Stockholm Warsaw Zürich

### Asia Pacific Auckland Bangalore Bangkok Beijing Chongqing Guangzhou Hong Kong Melbourne Mumbai New Delhi Seoul Shanghai Singapore Sydney Taipei Tokyo Wellington

### Africa/ Middle East Johannesburg Dubai

### Safe harbor statement

This annual report contains 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, our ability to attract, integrate, manage and retain qualified executive search consultants; further declines in the global economy and our ability to excut successfully through business cycles; the timing, speed or robustness of any future economic recovery; increased collectibility risk due to financial performance of our clients, social or political instability in markets where we operate, the impact of foreign currency exchange rate fluctuations; unfavorable tax law changes and tax authority rulings; price competition; the ability to forecast, on a quarterly basis, variable compensation accruals that ultimately are determined based on the achievement of annual results; our ability to realize our tax loss carryforwards; the timing of the establishment or reversal of valuation allowance on deferred tax assets; the mix of profit and loss by country; an impairment of our goodwill and other intangible assets; delays in the development and/or implementation of new technology and systems; and the ability to meet and achieve the expected savings resulting from cost-reduction initiatives and restructuring activities. For more information on the factors that could affect the outcome of