

FIRST QUARTER 2016 FINANCIAL RESULTS

April 25, 2016

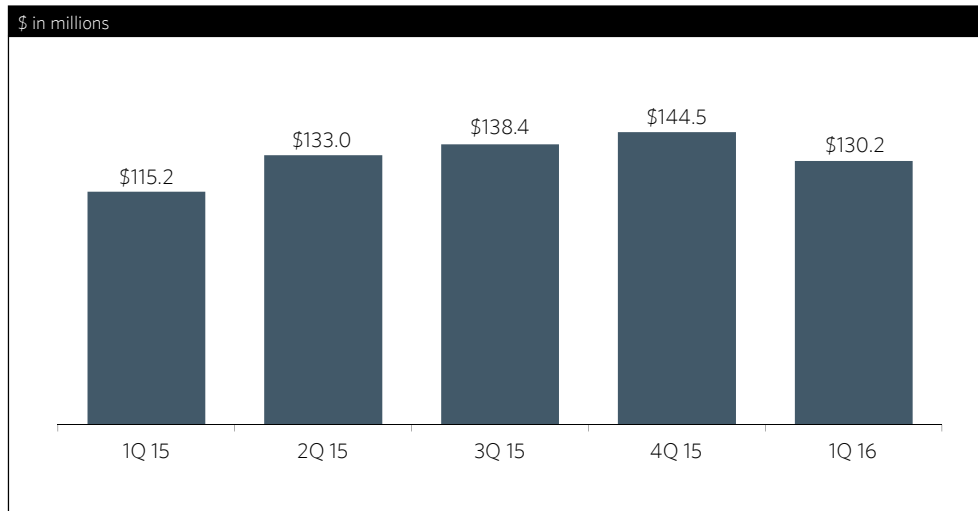
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SAFE HARBOR STATEMENT

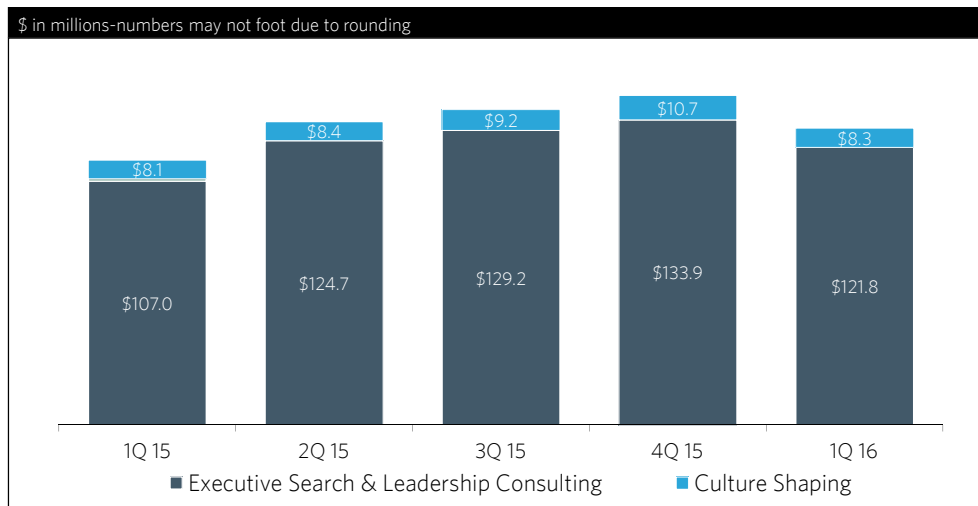
The 2016 first quarter news release, conference call webcast, and the following slides contain forward-looking statements. The forward-looking statements are based on current expectations, estimates, forecasts and projections about the industry in which we operate and management's beliefs and assumptions. 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, manage and retain qualified executive search consultants and senior leaders; our ability to develop and maintain strong, long-term relationships with our clients; declines in the global economy and our ability to execute successfully through business cycles; the timing, speed or robustness of any future economic recovery; 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 utilize our tax losses; the timing of the establishment or reversal of valuation allowances on deferred tax assets; the mix of profit and loss by country; our reliance on information management systems; any impairment of our goodwill and other intangible assets; and the ability to align our cost structure and headcount with net revenue. 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, 2015, 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.



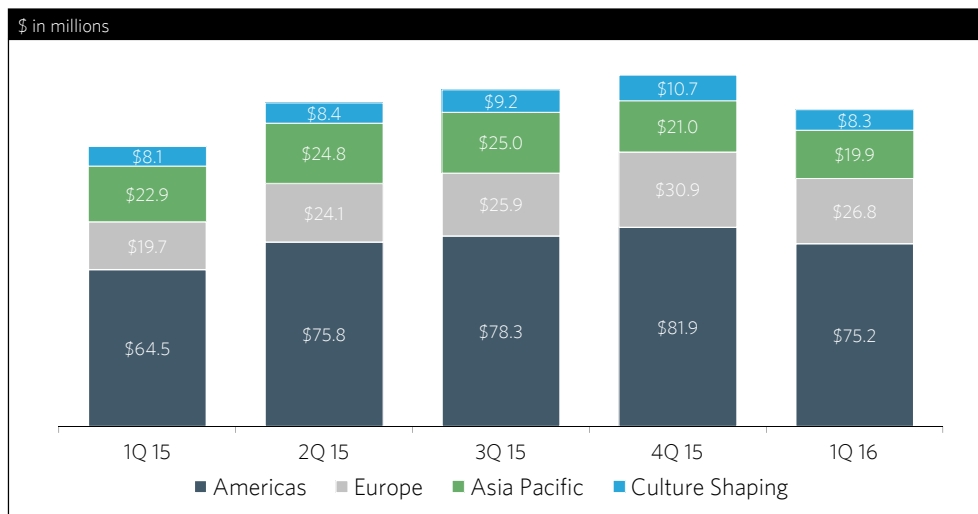
CONSOLIDATED NET REVENUE



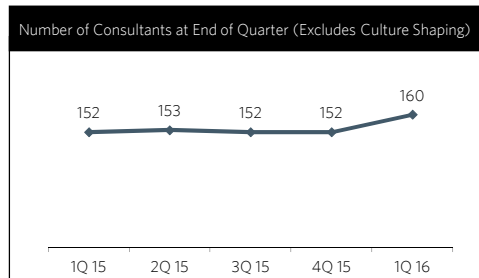
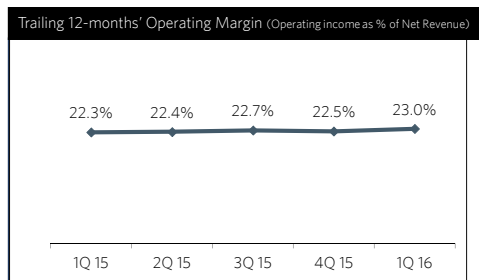
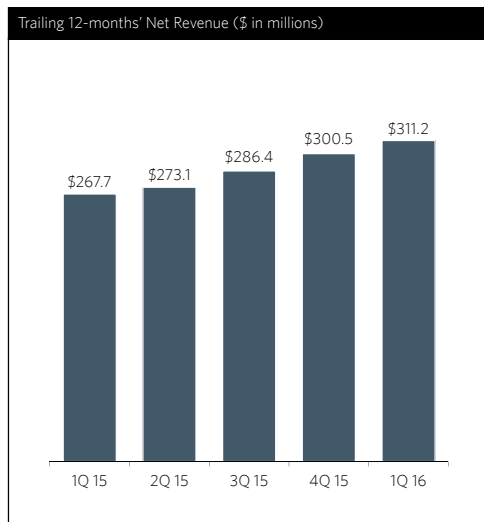
CONSOLIDATED NET REVENUE



SEGMENTED NET REVENUE

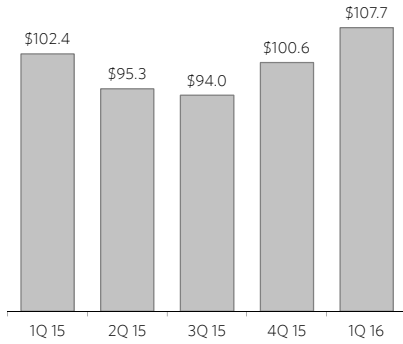


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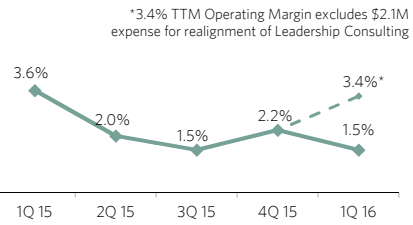


EUROPE

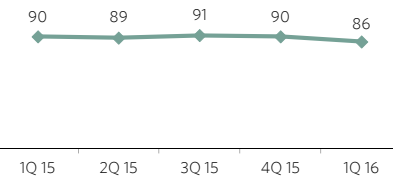
Trailing 12-months' Net Revenue (\$ in millions)



Trailing 12-months' Operating Margin (Operating income as % of Net Revenue)



Number of Consultants at End of Quarter (Excludes Culture Shaping)

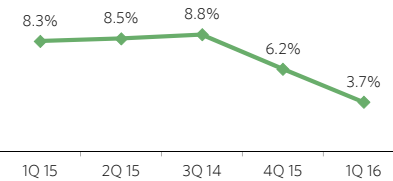


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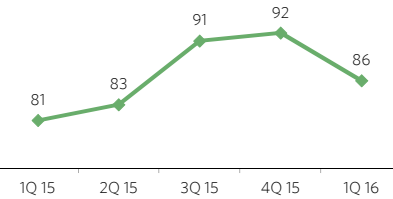
Trailing 12-months' Net Revenue (\$ in millions)



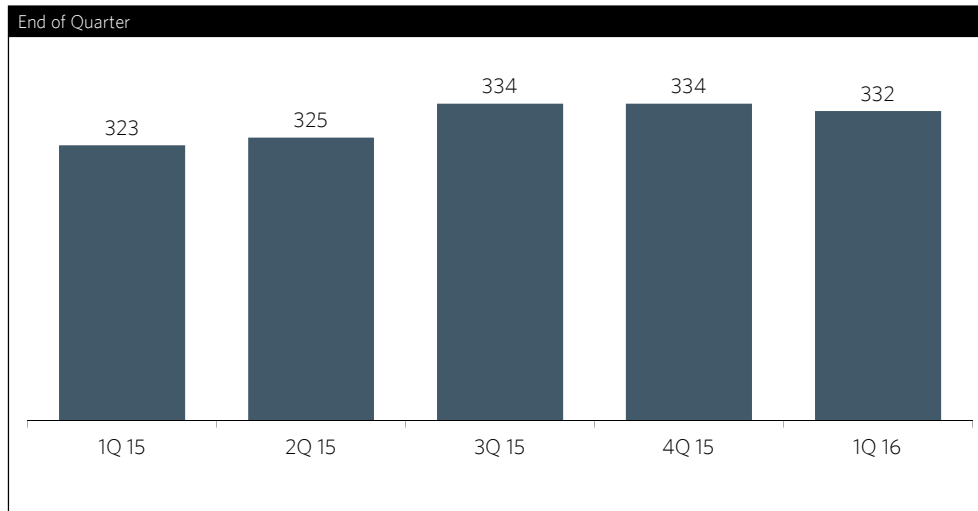
Trailing 12-months' Operating Margin (Operating income as % of Net Revenue)



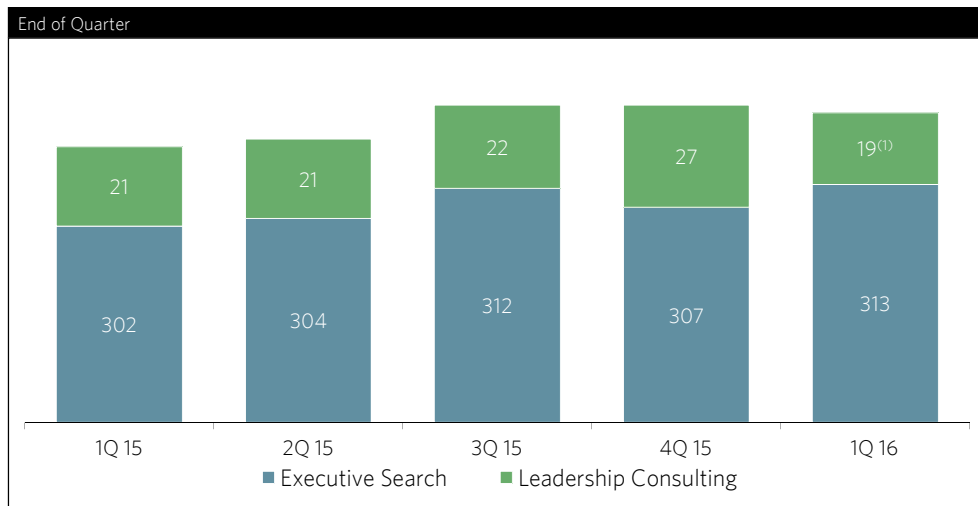
Number of Consultants at End of Quarter (Excludes Culture Shaping)



CONSULTANT HEADCOUNT EXECUTIVE SEARCH & LEADERSHIP CONSULTING

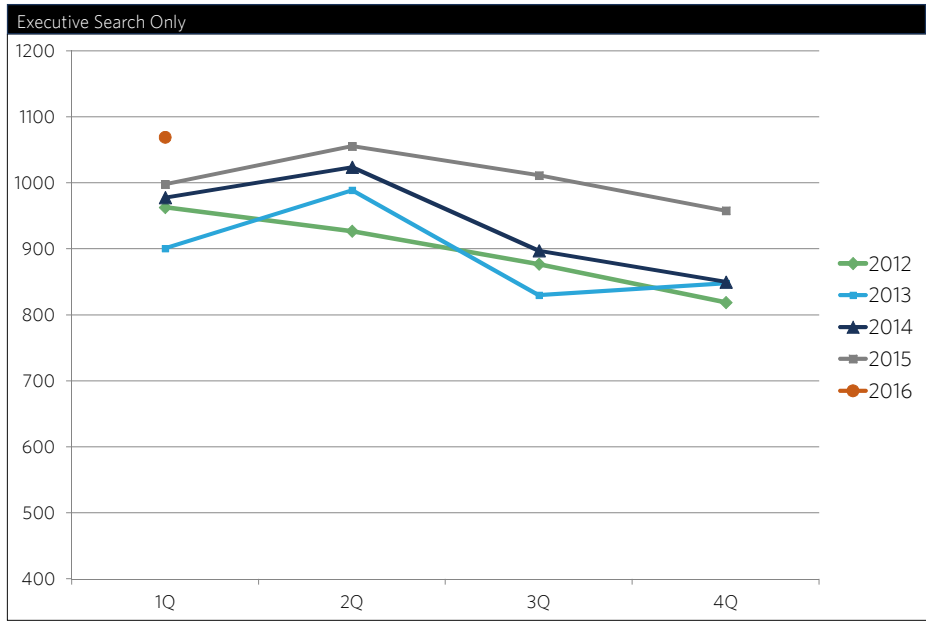


CONSULTANT HEADCOUNT EXECUTIVE SEARCH & LEADERSHIP CONSULTING

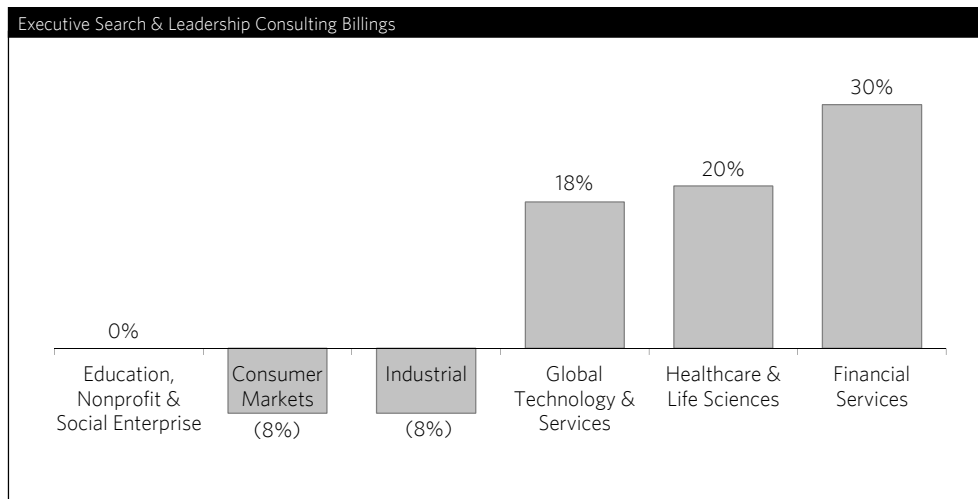


⁽¹⁾Beginning January 1, 2016, Leadership Consulting consultants reflect Partners only.

EXECUTIVE SEARCH CONFIRMATIONS

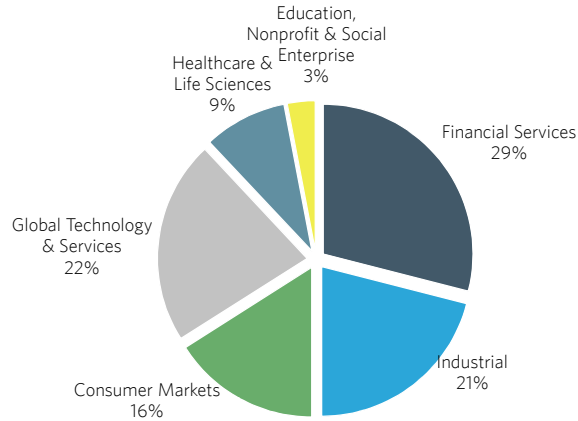


INDUSTRY PRACTICE BILLINGS 1Q 2016 COMPARED TO 1Q 2015



INDUSTRY PRACTICE GROUP MIX OF BILLINGS⁽¹⁾

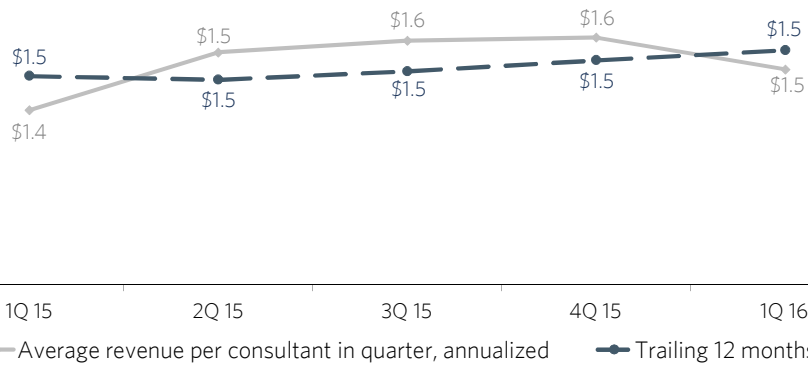
Executive Search & Leadership Consulting Billings



(1) Industry practice billings as percentage of total Executive Search & Leadership Consulting billings in 1Q 2016. Numbers may not add due to rounding.

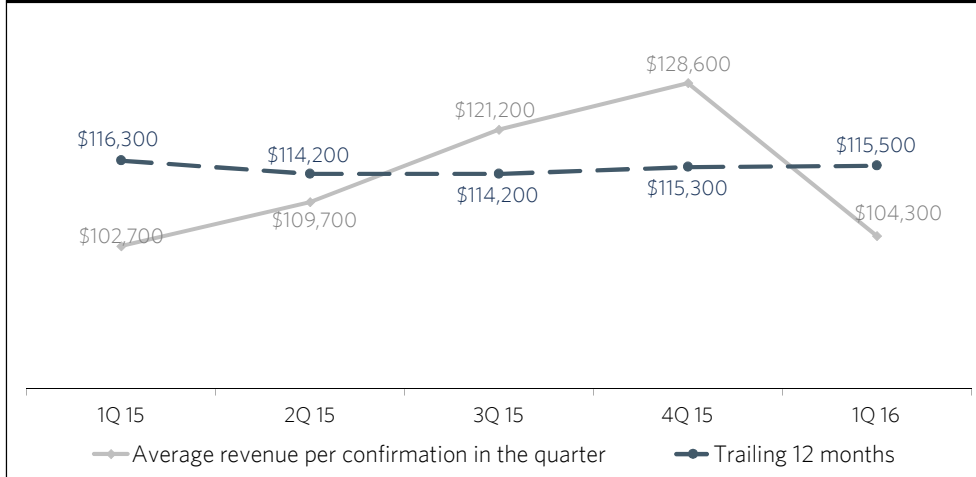
PRODUCTIVITY

Net revenue per Executive Search and Leadership Consulting Consultant (\$ in millions)



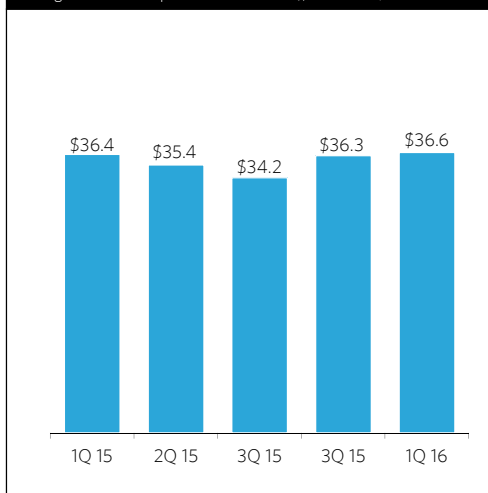
REVENUE PER EXECUTIVE SEARCH

Executive Search Revenue Divided by Executive Search Confirmations

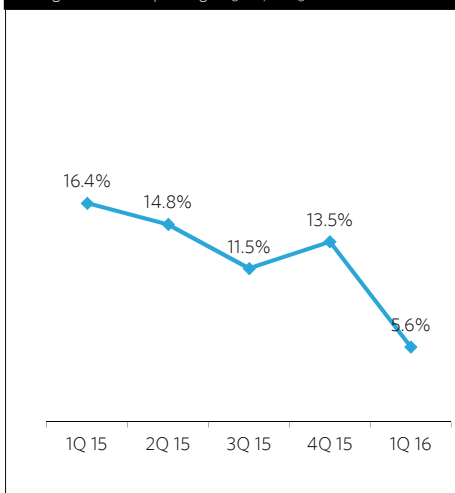


CULTURE SHAPING

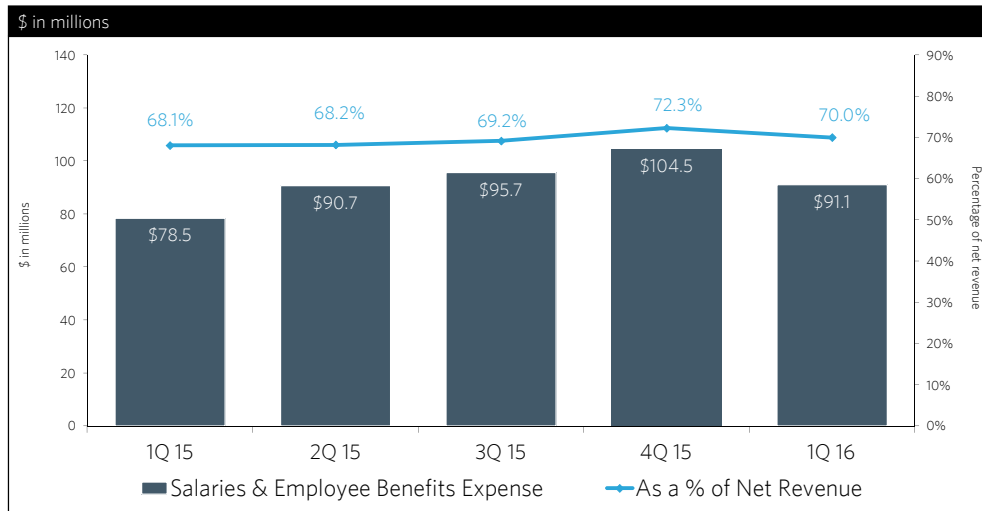
Trailing 12-months' Reported Net Revenue (\$ in millions)



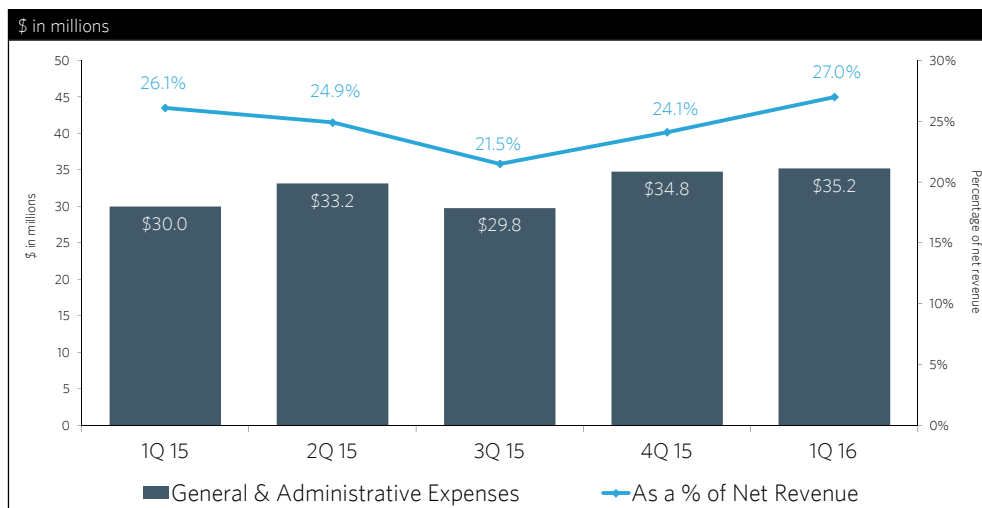
Trailing 12-months' Operating Margin (Operating income as % of Net Revenue)



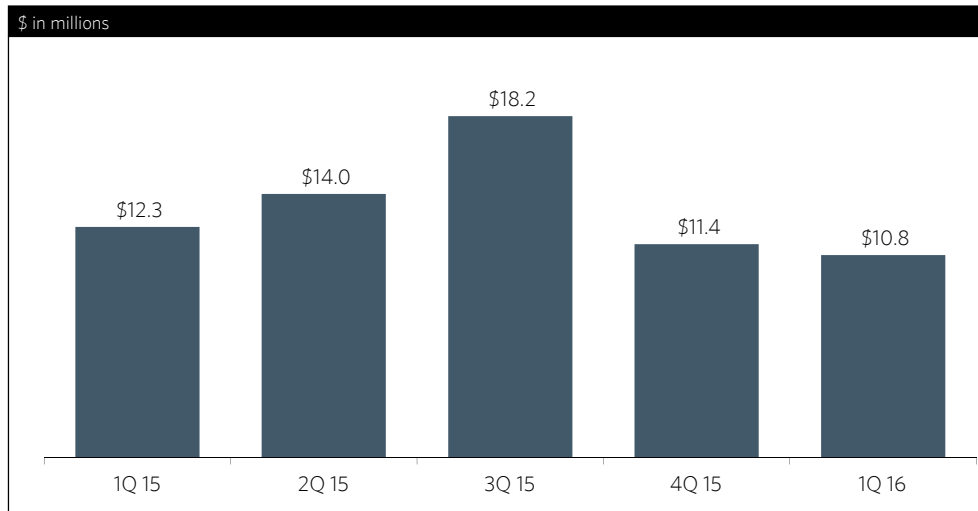
SALARIES & EMPLOYEE BENEFITS EXPENSE



GENERAL & ADMINISTRATIVE EXPENSES

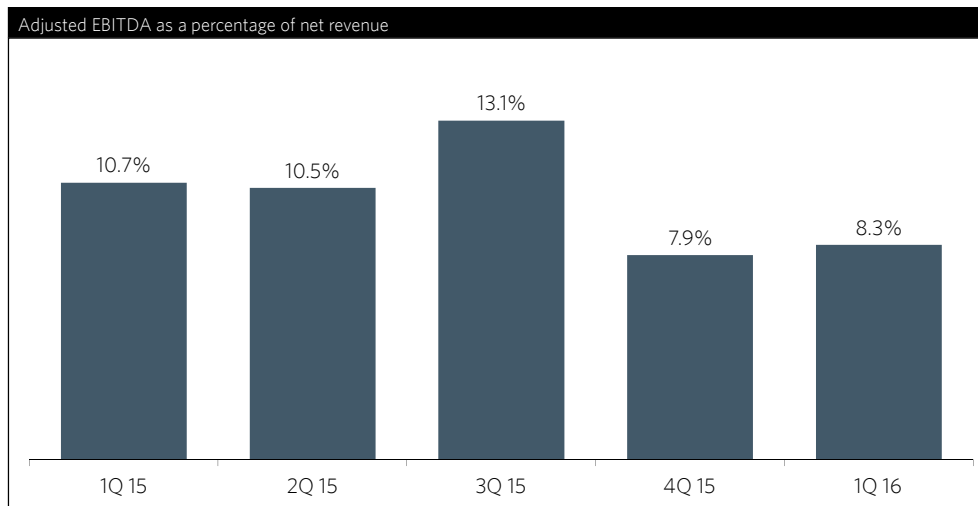


QUARTERLY ADJUSTED EBITDA⁽¹⁾



⁽¹⁾Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures which the company believes are useful to management and meaningful to investors because they provide insight into the ongoing operating results of the company's core business. . A reconciliation to Operating Income is provided on Slide 20.

QUARTERLY ADJUSTED EBITDA MARGIN⁽¹⁾



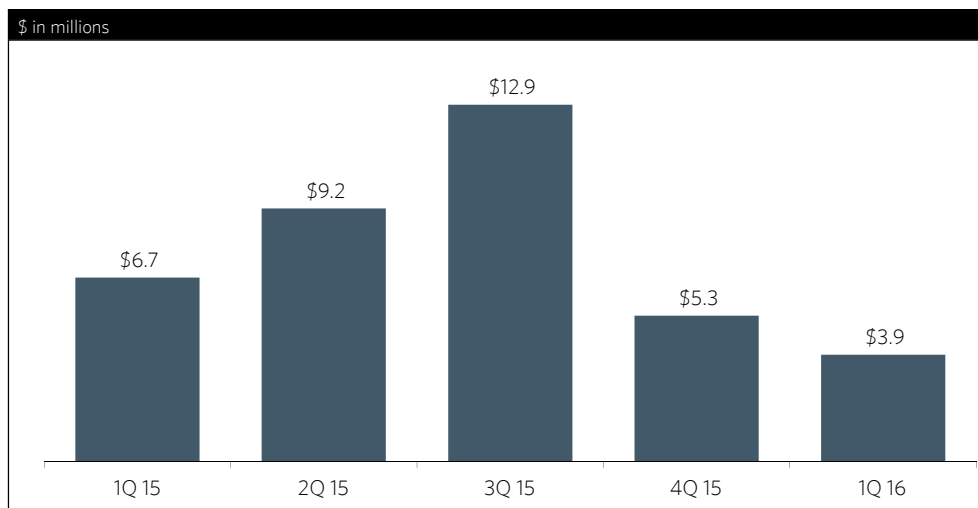
⁽¹⁾Adjusted EBITDA and Adjusted EBITDA margin are non-GAAP financial measures which the company believes are useful to management and meaningful to investors because they provide insight into the ongoing operating results of the company's core business. . A reconciliation to Operating Income is provided on Slide 20.

ADJUSTED EBITDA MARGIN

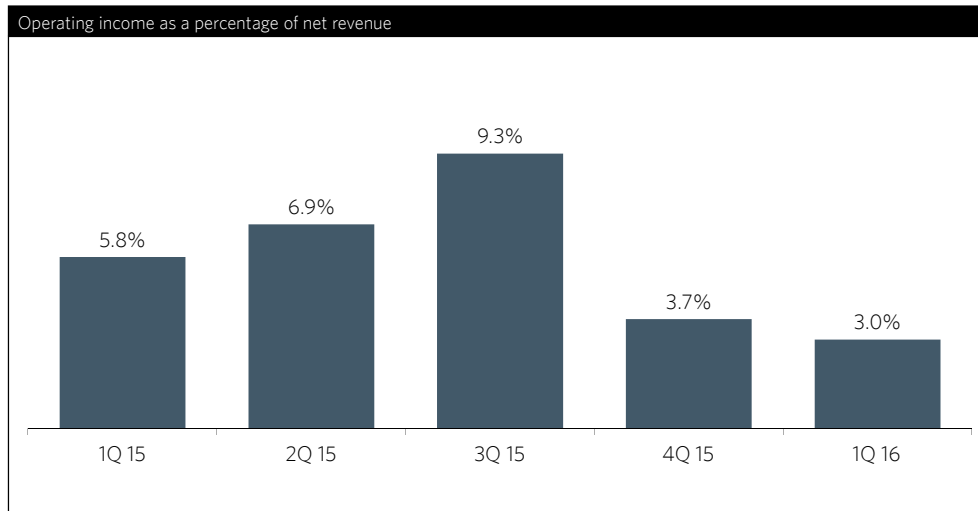
We define Adjusted EBITDA as earnings before interest, taxes, depreciation, intangible amortization, stock-based compensation expense, compensation expense associated with Senn Delaney retention awards, acquisition-related earnout accretion, and other non-operating income or expense.

3 months ended March 31,			
	2016	2015	change
<small>\$ in millions-- numbers may not foot due to rounding</small>			
Operating Income	\$ 3.9	\$ 6.7	\$ (2.8)
Adjustments			
Salaries and employee benefits			
Stock-based compensation expense	1.8	1.0	0.8
Senn Delaney retention awards	1.1	0.5	0.6
General and administrative expenses			
Depreciation	2.3	2.6	(0.3)
Intangible amortization	1.4	1.2	0.2
Earnout accretion	0.3	0.3	0.0
Adjusted EBITDA	\$ 10.8	\$ 12.3	\$ (1.5)
Adjusted EBITDA Margin (as % of net revenue)	8.3%	10.7%	

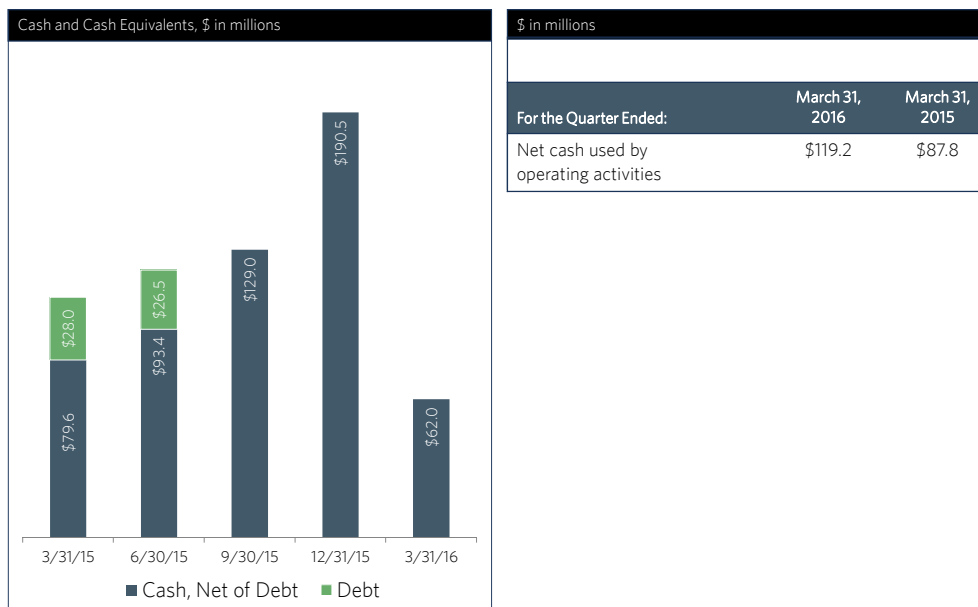
QUARTERLY OPERATING INCOME



QUARTERLY OPERATING MARGIN



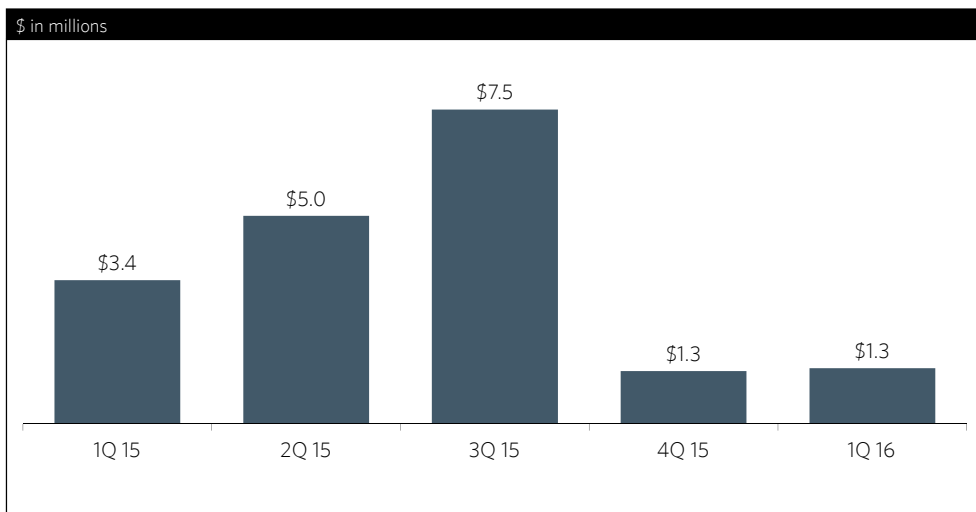
CASH POSITION



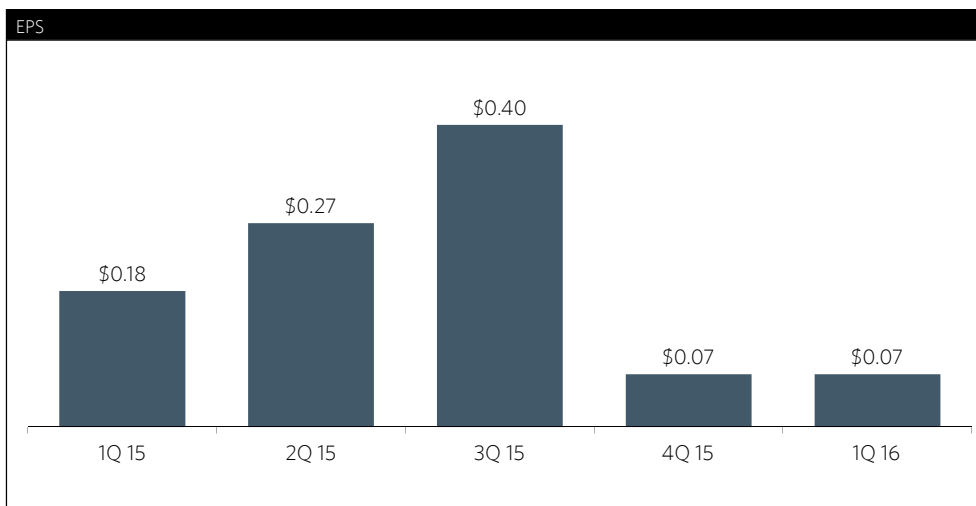
\$ in millions

	March 31, 2016	March 31, 2015
For the Quarter Ended:		
Net cash used by operating activities	\$119.2	\$87.8

QUARTERLY NET INCOME

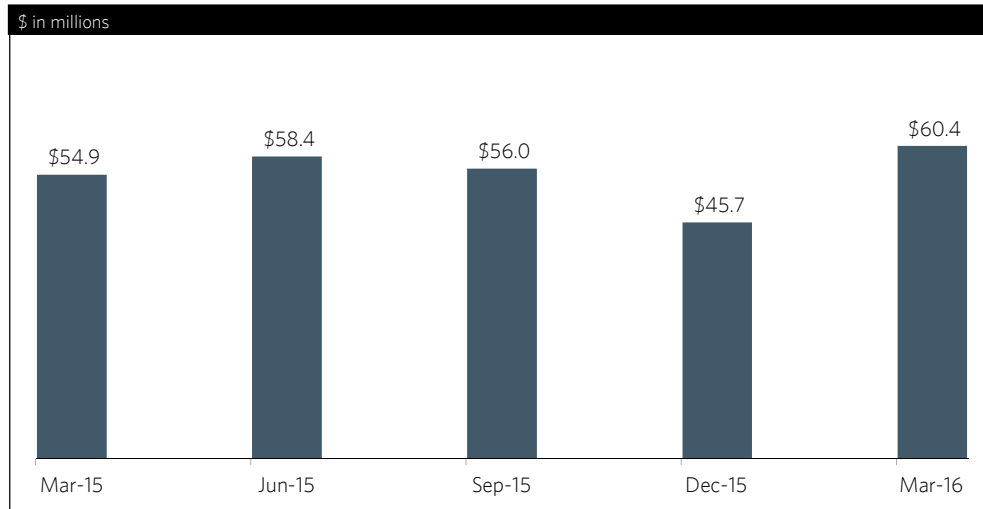


QUARTERLY NET INCOME PER DILUTED SHARE

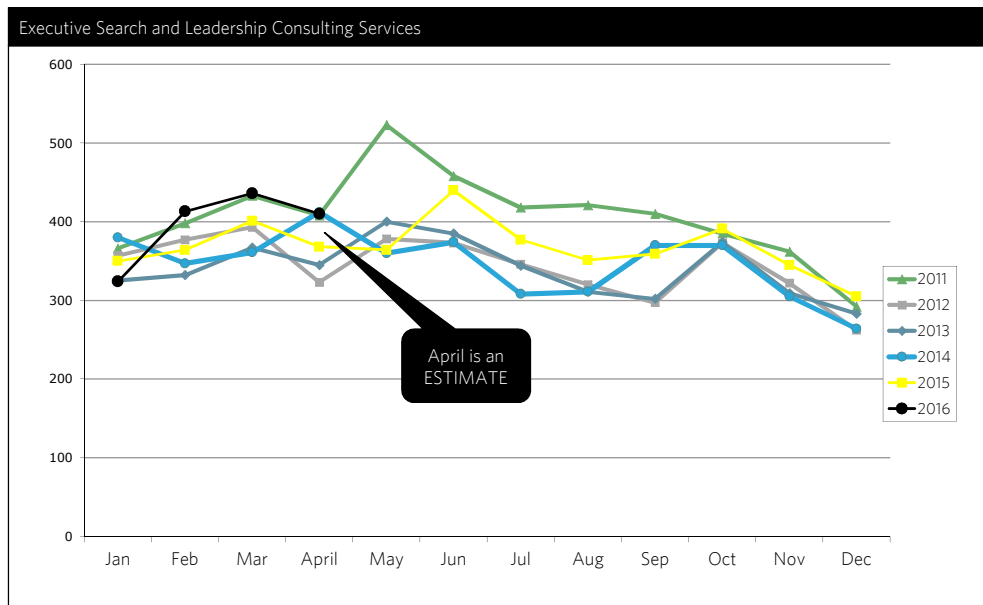


BACKLOG

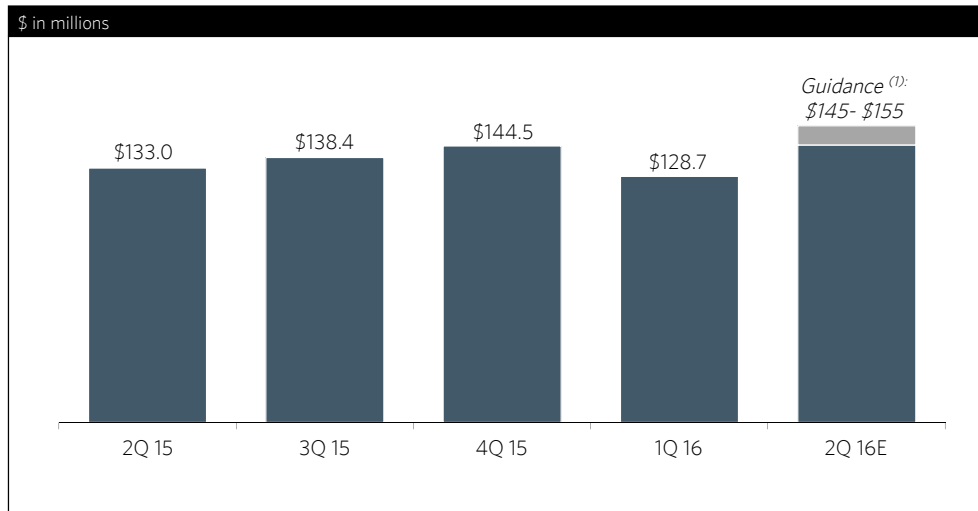
Backlog is comprised of contractual billings for Executive Searches that will be recognized as revenue in the future. It does not include Leadership Consulting or Culture Shaping.



WORLDWIDE MONTHLY CONFIRMATION TRENDS



GUIDANCE: 2Q 2016 NET REVENUE (excludes reimbursements)



⁽¹⁾This forecast is based on the average currency rates in March 2016 and reflects, among other factors, management's assumptions for the anticipated volume of new Executive Search confirmations, Leadership Consulting assignments and Culture Shaping services, the current backlog, consultant productivity, consultant retention, and the seasonality of the business.

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