

HEIDRICK & STRUGGLES

Investor Day

DECEMBER 3, 2024

Cautionary Statement Regarding Forward-Looking Information

This presentation contains forward-looking statements within the meaning of the federal securities laws, including statements regarding guidance for the fourth quarter of 2024. 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," "outlook," "projects," "forecasts," "aim" and similar expressions. Forward-looking statements are not guarantees of future performance, rely on a number of assumptions, and involve certain known and unknown risks and uncertainties that are difficult to predict, many of which are beyond our control. Factors that may cause actual outcomes and results to differ materially from what is expressed, forecasted or implied in the forward-looking statements include, among other things, our ability to attract, integrate, develop, manage, retain and motivate 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; our clients' ability to restrict us from recruiting their employees; our heavy reliance on information management systems; risks arising from our implementation of new technology and intellectual property to deliver new products and services to our clients; our dependence on third parties for the execution of certain critical functions; 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; any challenges to the classification of our on-demand talent as independent contractors; the fact that increased cybersecurity requirements, vulnerabilities, threats and more sophisticated and targeted cyber-related attacks could pose a risk to our systems, networks, solutions, services and data; the fact that our net revenue may be affected by adverse macroeconomic or labor market conditions, including impacts of inflation and effects of geopolitical instability; the aggressive competition we face; the impact of foreign currency exchange rate fluctuations; our ability to access additional credit; social, political, regulatory, legal and economic risks in markets where we operate, including the impact of the ongoing war in Ukraine and the conflict in Israel and the Gaza strip, the risks of an expansion or escalation of those conflicts and our ability to quickly and completely recover from any disruption to our business; unfavorable tax law changes and tax authority rulings; our ability to realize the benefit of our net deferred tax assets; the fact that we may not be able to align our cost structure with net revenue; any impairment of our goodwill, other intangible assets and other long-lived assets; our ability to maintain an effective system of disclosure controls and internal control over our financial reporting and produce accurate and timely financial statements; our ability to execute and integrate future acquisitions; and the fact that we have anti-takeover provisions that make an acquisition of us difficult and expensive. We caution the reader that the list of factors may not be exhaustive. For more information on these risks, uncertainties and other factors, refer to our Annual Report on Form 10-K for the year ended December 31, 2023, under the heading "Risk Factors" in Item 1A. The forward-looking statements contained in this press release speak only as of the date of this press release. We undertake no obligation to update publicly any forward-looking statements, whether as a result of new information, future events or otherwise.

Run of Show

Time	Topic	Speaker, Title
08:30 - 08:32	Welcome	Suzanne Rosenberg - VP, Investor Relations
08:32 - 08:45	Section 1	Tom Monahan - Chief Executive Officer
08:45 - 09:00	Section 2	Tom Murray - President
09:00 - 09:30	Section 3	Jenni Hibbert - Global Managing Partner, Go-to-market and Regional Leader, Europe & Africa Sunny Ackerman - Global Managing Partner, Heidrick On-Demand Tom Murray - President
09:30 - 09:45	Break	
09:45 - 10:00	Section 4	Tom Monahan - Chief Executive Officer
10:00 - 10:20	Section 5	Tom Monahan - Chief Executive Officer Steve Bondi - VP & Controller
10:20 - on	Q&A	

Why Heidrick?



We serve a large and growing market powered by critical client needs



We have assembled a world class team and unique capabilities to serve these needs



We meet these needs through competitive and differentiated solution areas—each with rich growth potential



We are increasingly linking these service lines into compelling solutions that create real client value



Our business has intrinsically attractive financial characteristics which we will improve through focused strategies

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A unique platform built to address only the highest value human capital decisions



“Where you have a good executive, you have a good company.”

Peter Drucker

Strong executive teams are key to corporate performance

Corporate Growth Rates by Leadership Rating
(5 Year Revenue CAGR)

Organizations with Top Rated Leaders

22

Organizations with Lower Rated Leaders

10

Source: Heidrick & Struggles Research

DECISIONS ABOUT LEADERS ARE THE SINGLE GREATEST LEVER TO DRIVE CORPORATE PERFORMANCE

Our platform addresses only the highest value decisions, enabling:

- Deep relationship at the top of organization
- Clarity around client goals and priorities
- Opportunity for unrivaled economic impact

Our new leadership team has a clear roadmap for:

- Leveraging this platform for growth
- Creating unrivaled value for clients
- Converting that into unique value for colleagues and investors

Case study: partnering through pivotal strategy & leadership change

Client

Leading global professional services firm with over \$30B in annual revenues and an over 200,000-person workforce

Situation

Brought in during a critical time of change from 2021 to 2024:
from a planned reorganization
→ through a CEO transition
→ to a refocus on growth acceleration

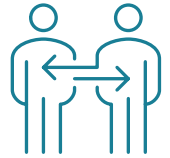
Actions over four years

- Leadership Team Benchmarking & Board/Governance Benchmarking
- Global CEO Succession Planning, Assessment, and Selection
- Top Team Coaching and Acceleration
- Two division CEO succession planning processes
- Multiple game-changing search assignments: Chief Innovation Officer, Chief AI Officer, Chief Technology Officer

Results

1. Successful transition of power to new CEO and formation of new Global Leadership Team
2. Proven and robust leadership succession process put in place and replicated to two other multi-billion divisions
3. Ongoing development of global leadership team through Team and Executive Coaching
4. 100% retention of CEO succession candidates

Illustrating the power of leadership solutions focused on client outcomes



DIFFERENTIATED

- Working at the very top
- Tailored leadership framework
- Go-to search partner



DEEP

- Multiple talent solutions
- Multi-region support
- Global H&S team



DURABLE

- Multi-year partnership
- Critical time of change

Urgent pressure on clients from the supply and demand side

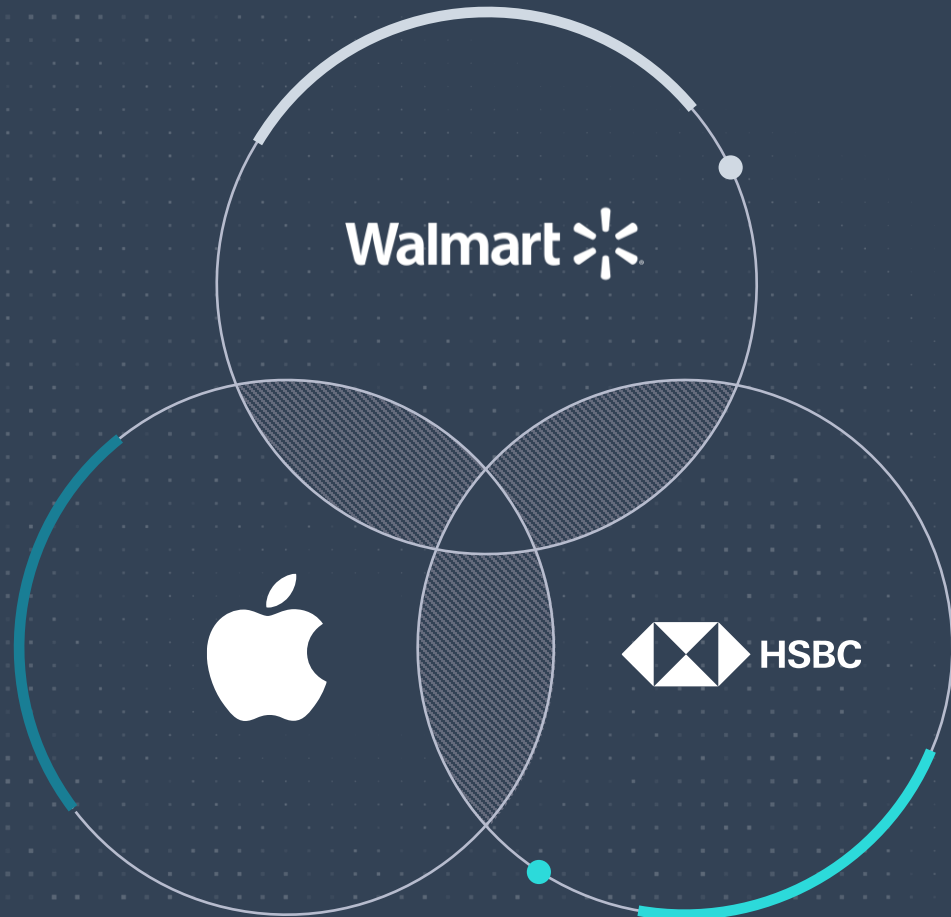
THE CHANGING NATURE OF ORGANIZATIONS AND STRATEGY

- Transforming work around digital and AI based workflows
- Fragmenting and global talent flows and supply chains
- Attracting, engaging and managing an increasingly heterogenous working population
- Blurring boundaries between traditional industry swim lanes – Industrial Tech, Embedded Finance, etc.

THE RAPID EVOLUTION OF LEADERSHIP AND CRITICAL TALENT

- Aging populations in most major markets creating scarcity – and new career dynamics
- Emergence of new work preferences for critical talent
- Divergent demands from leadership and critical talent – remote work mission and purpose, etc.
- Compressing disruption cycles create talent scarcity

Leadership, talent and culture are now enterprise level risks



We seek to promote a diverse and inclusive . . . to build our speak-up culture. . . Our Future Skills curriculum helps provides skills that will help to enable employees and HSBC to be successful in the future. We develop succession plans for key management roles, with oversight from the Group Executive Committee.

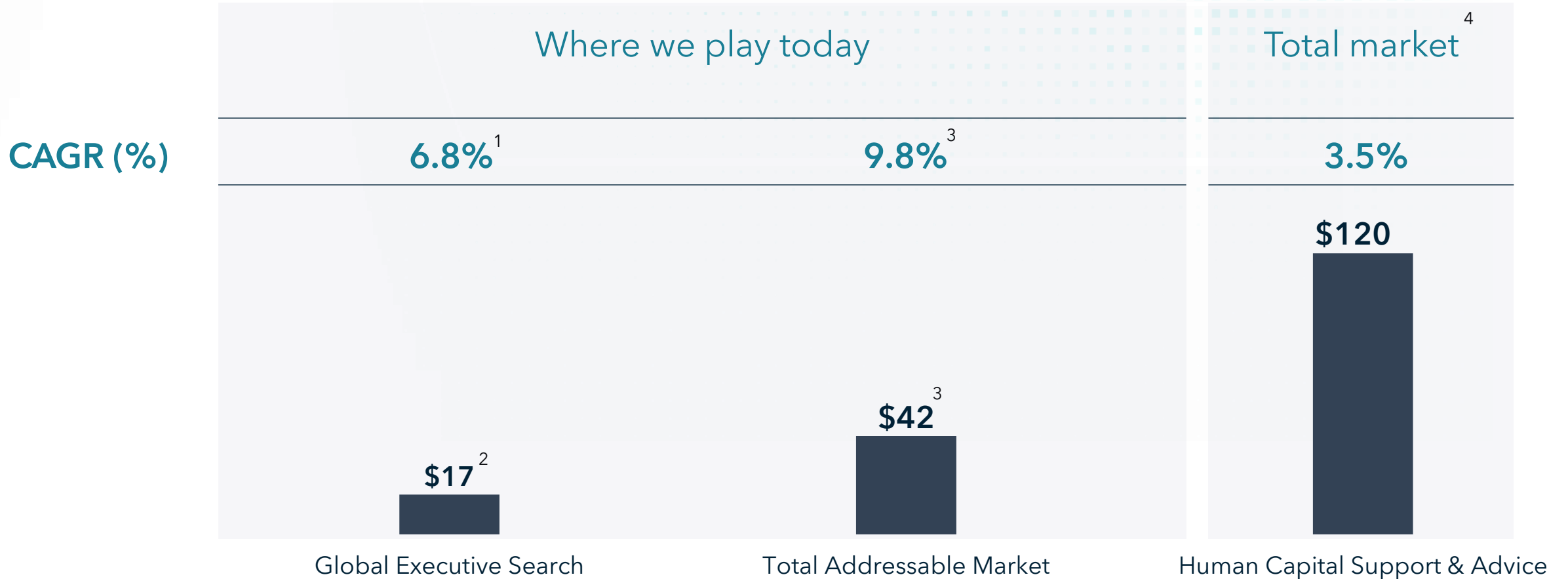
Much of the Company's future success depends on the . . . service of key personnel, including its Chief Executive Officer, executive team and other highly skilled employees . . . The Company believes that its distinctive and inclusive culture is a significant driver of its success.

If we are unable to locate, attract or retain qualified personnel, or manage leadership transition successfully, the quality of service we provide to our customers may decrease and our financial performance may be adversely affected.

In fact, if you look at the 10 largest US-based companies, they reference leadership and talent in their SEC filings 4x more than they did 10 years ago.

Meeting the needs of a vast and growing market

Size of Relevant Markets (\$b)



Sources:

1 Based on 10-year historical growth of global executive search market, based on AESC data

2 AESC data

3 Projected CAGR and other figures reflect management's expectations and are derived from estimates based on various third-party public sources and internal assumptions.

4 Business Insider 2024

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We are increasingly linking these service lines into compelling solutions that create real client value



Our business has intrinsically attractive financial characteristics which we will improve through focused strategies

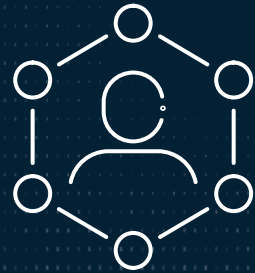
Heidrick & Struggles is an international, premier provider of leadership advisory services

1953

by Gardner Heidrick
and John Struggles
in Chicago



2,000+
EMPLOYEES



500+
ADVISORS

building and leading
client relationships



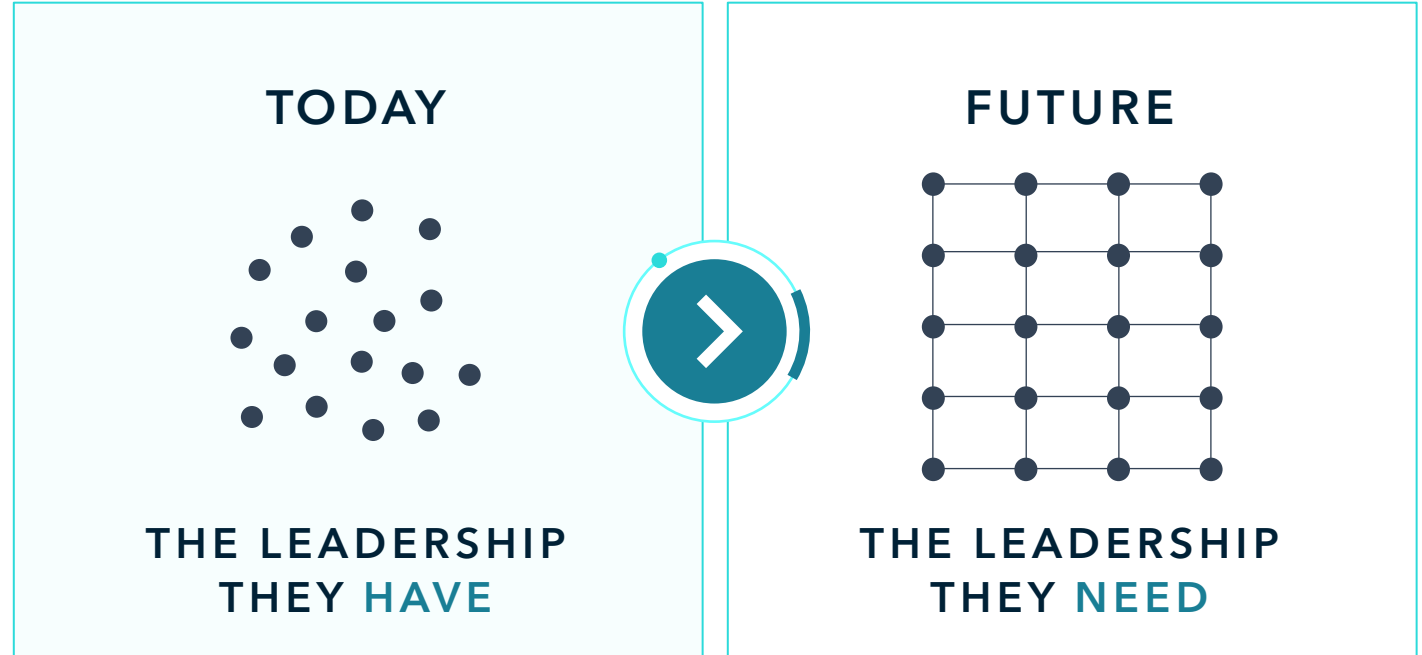
100+
MARKETS

served

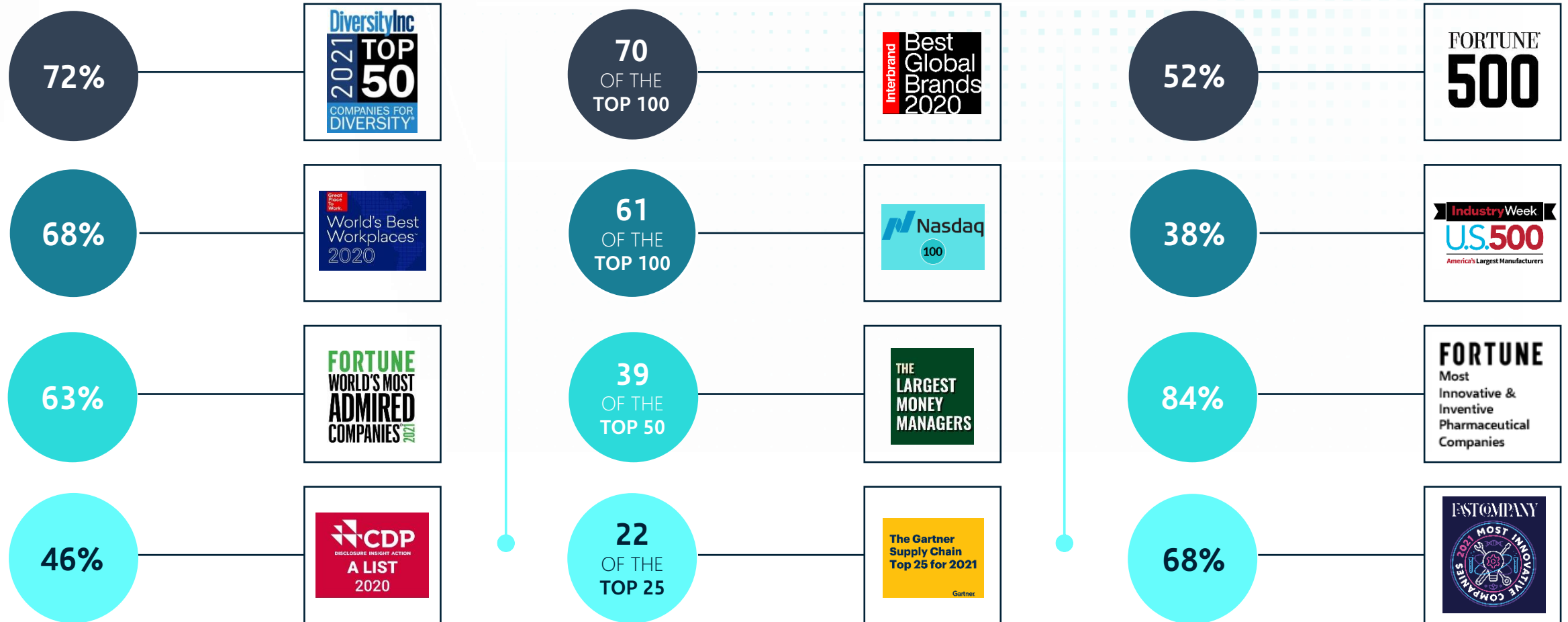


Our leadership advisory approach

Our approach is a blend of search, consulting, and critical talent services to help our clients meet the challenges inherent in leadership risk. We determine the leadership they have and the leadership they need and close the gap between the two.



Blue chip client list confers authority and revenue stability



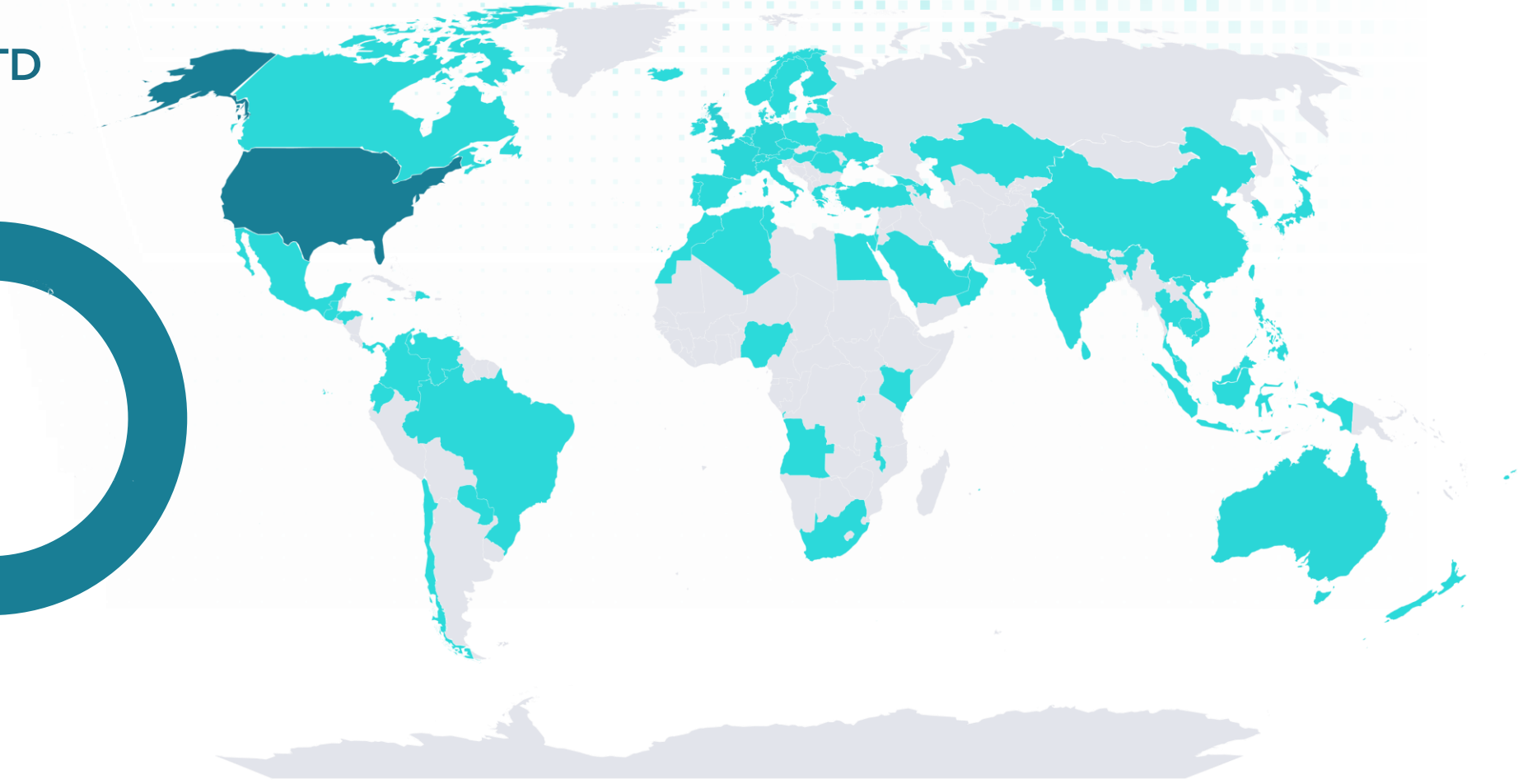
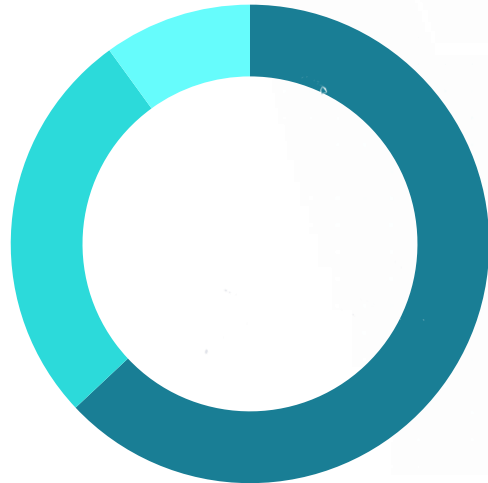
Geographical coverage

\$822M September YTD
2024 Revenue

Americas
\$514M
63%

Europe & Africa
\$224M
27%

APAC & Middle East
\$84M
10%



Case study: global reference

Client

F500 multinational financial services institution and part of the Dow Jones Industrial Average index

Situation

The Company needed to reinvent the way it evaluated its executive talent pipeline for future Partner roles. They asked Heidrick to co-design a broader and more innovative program that aligned with their preexisting leadership framework.

Action

Worked in partnership with the internal team to create a program that included:

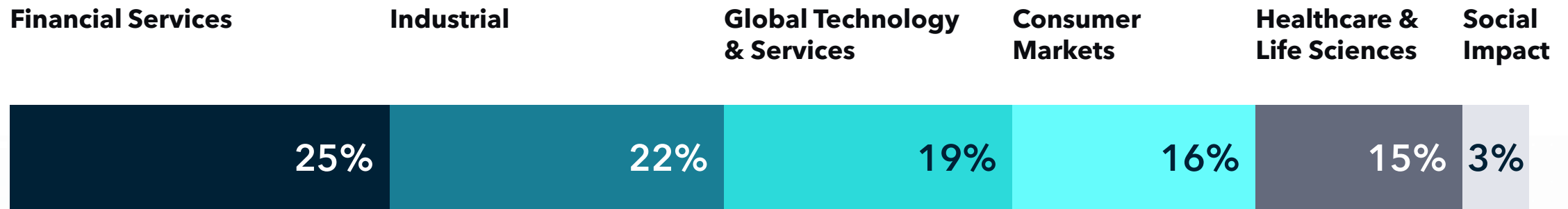
- Line manager interviews, psychometrics, and 360 review feedback sessions
- Fully immersive two-day face to face development program
- One-on-one interviews before final feedback and developmental planning sessions

Result

- Provided key sponsors with confidence that we are identifying and developing a strong group of potential Partners from all parts of the business and all geographies
- The 2021-2024 cohorts includes 214 participants from the US, Europe and APAC
- Provided the client with deep insights into the individual and collective strengths and development areas of its senior talent pipeline
- The pool of potential 'ready now' Partners includes greater representation from minority groups

Depth across all scale industry verticals

Billings by Industry, Sept 2024 YTD



Case study: blurring industry boundaries

Client

\$100B equipment manufacturer, software provider, and services leader in the Industrials sector

Situation

The Company aspired to recruit a Head of Business Transformation to drive a business model shift from one-time purchases to recurring revenue due to broader technology trends in the Industrials sector.

Action

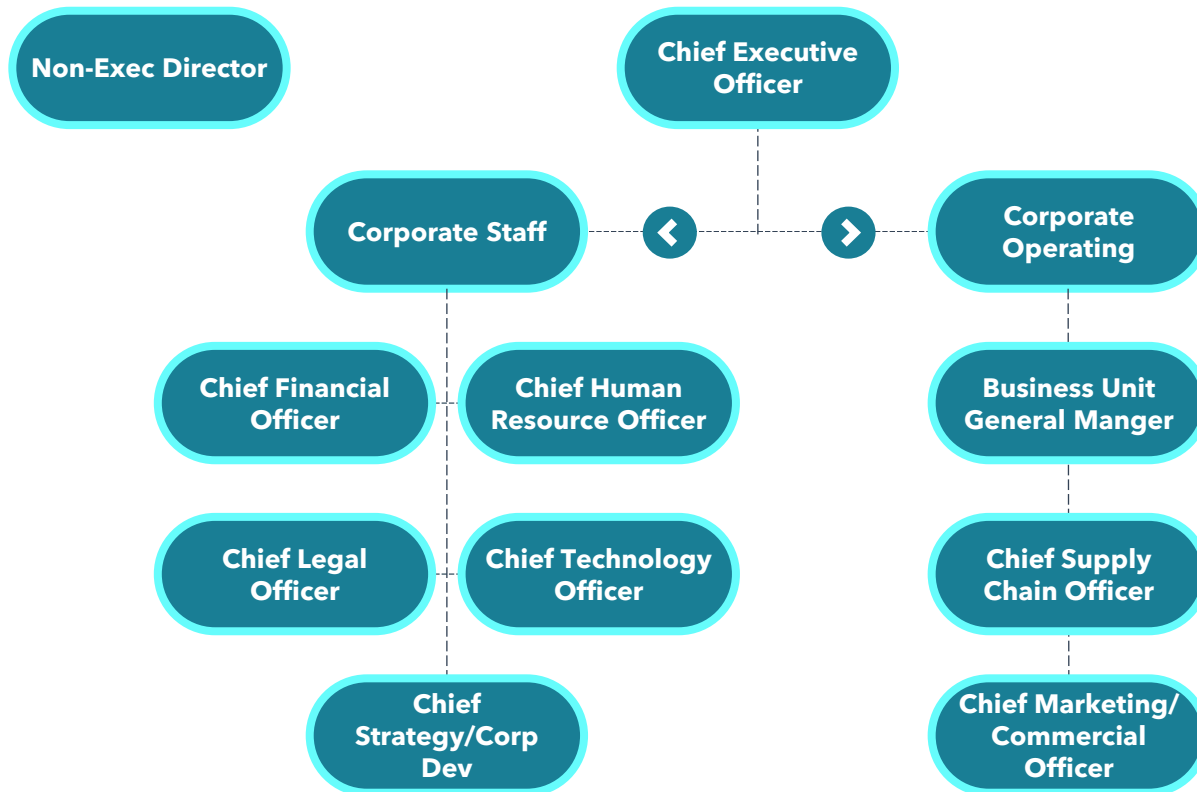
- Assembled cross-industry team from Industrial, Global Technology & Services and Consumer Markets
- Consulted on organizational structures of companies who have undergone similar business model transformations
- Shared perspective on the ideal candidate profile and determined where to look for this talent, crossing traditional industry borders
- Recruited a new leader to build, develop and execute on the new strategy

Result

- Placed the Head of Business Transformation, coming from a completely different industry background but with relevant experience in scaling subscription businesses and managing multi-billion-dollar P&Ls
- Successfully navigated the challenge of recruiting talent cross-regionally due to our intimate knowledge of the Company strategy and culture
- Our placement has built a team and is making good progress on the Company's strategy to implement more recurring revenue structures

Deep expertise in all roles and organizations

275+ Average Searches Confirmed in the Last 12 Months



Our Practice Expertise

- CEO & Board of Directors
- Digital, AI, & Technology Officers
- Financial Officers
- Human Resources Officers
- Legal, Risk, Compliance & Government Affairs
- Marketing, Sales & Strategy
- Supply Chain & Operations

Our Services

- Heidrick Search
- Heidrick Consulting
- Heidrick On-Demand

Case study: keying on success drivers for a C-Level hire

Client

A high growth real-world data and AI business focused on the healthcare sector.

Situation

Having invested heavily in incubating the business and launching with several initial clients, the Company needed C-Suite talent to partner with the founder and scale the business.

Action

- Leveraging a relationship through the Healthcare & Life Sciences practice, Heidrick was initially retained for a Chief Commercial Officer search
- Given the client's unique requirements spanning healthcare domain experience, SaaS, data, and AI, colleagues with relevant domain experience from Global Technology & Services practice were added to the team
- Subsequently, functional product experts were added for the President search and Heidrick On-Demand was brought in to deliver on a highly specialized mandate

Result

- Successfully completed the Chief Commercial Officer search
- Retained to recruit a President, a new role, to continue to professionalize product, operations and delivery at scale
- Engaged Heidrick On-Demand to identify a mission-critical regulatory expert to support the organization on a time-sensitive multi-month engagement related to a client's FDA data audit process

Supporting the work with differentiated technology and proprietary data

- 1 Heidrick Leadership Framework:** A unique leadership model that defines the essential attributes of high performing executives and their ability to mobilize, execute and transform. Core to our executive profiles, assessment methodology and leadership market data.
- 2 Heidrick Executive Assessment Portfolio:** A set of proprietary psychometric, behavioral and 360° assessments designed specifically for measuring an executive's business impact, leadership capabilities, agility & potential, and cultural impact.
- 3 Executive Success Profile & Role Library:** A dynamic and up to date data asset tracking more than 7000 role requirements/success factors for more than 1400 executive roles across sectors, functions, and regions.
- 4 Leadership Data Asset:** Proprietary database on global leadership talent with more than 20 million executive profiles, 4.1 million in-depth Heidrick candidate profiles and 1.2 million resumes.
- 5 One Search AI enabled Candidate Sourcing:** A suite of AI enabled tools, linked to our leadership data that dramatically improves the speed to candidate identification, evaluation, and placement for our clients.
- 6 Success Profile Builder Tool:** A unique tool used to create the optimal success profile for critical roles (CEO and Board) and ensure full alignment on the role across key stakeholders.

Demo: enabling Heidrick Search through AI



Which we also use to differentiate ourselves in the market



HEIDRICK & STRUGGLES SPECIALTY PRACTICES TECHNOLOGY OFFICERS PRACTICE

2024 Global Chief Information Security Officer Organization and Compensation Survey

HEIDRICK & STRUGGLES SPECIALTY PRACTICES TECHNOLOGY OFFICERS PRACTICE

2024 Global Data, Analytics, and Artificial Intelligence Executive Organization and Compensation Survey

HEIDRICK & STRUGGLES FINANCIAL OFFICERS PRACTICE

First-time CFO guide: Advice from Asia Pacific & Middle East CFOs

As part of our global series of CFO conversations, we spoke to 16 chief financial officers across Asia Pacific and the Middle East to ask for their advice to the next generation on what it takes to succeed in the role.

HEIDRICK & STRUGGLES HUMAN RESOURCES OFFICERS PRACTICE HUMAN RESOURCES CONSULTING

How HR can empower a hybrid culture and workplace: Four key focus areas

Interviews with eight HR leaders show how they are addressing four topics key to making hybrid models succeed.

Route to the Top

Today's CEO: The growing importance of character, learning, and leading in a contested world

HEIDRICK & STRUGGLES HUMAN RESOURCES CONSULTING

Aligning culture with the bottom line: Putting people first

A survey of CEOs from nine markets around the world, across sectors, finds that when it comes to improving financial performance, they are more focused on culture's impact on employee mindsets and behaviors as a critical driver of business outcomes.

CEOs are doubling down on linking culture to performance...

- Over half of CEOs rank culture as the number one most important influence on financial performance, up from 7% two years ago.
- Culture is also cited as a top three positive influence on retention, along with compensation and benefits and flexibility in work roles and locations.
- Most also see culture as a driver of success in their business and talent management strategies.

Compared to 2021, when 50% of CEOs viewed culture as a strategic business imperative, in 2023, that number has risen to 59%.

And almost all had worked on culture—87% are doing so currently.

CEOs who say culture is very important or crucial to link culture to strategy to see financial benefits:

- 2023 (%) 59
- 2021 (%) 50

Taken together, all this means that the share of CEOs who indicate their companies are taking an intentional, rigorous approach to culture in relation to financial performance—CEOs we call culture accelerators—has tripled in the past few years.

- 2023 (%) 83
- 2021 (%) 11
- 2023 (%) 35
- 2021 (%) 11

HEIDRICK & STRUGGLES HUMAN RESOURCES OFFICERS PRACTICE HUMAN RESOURCES CONSULTING

Navigating the future workforce: Insights from CHROs in Asia Pacific and the Middle East

People leaders across Asia Pacific and the Middle East share their views on the critical trends shaping the future workforce—and what they are doing to ensure their organizations remain globally competitive and locally relevant.

HEIDRICK & STRUGGLES

Does being in the office full time strengthen our leadership pipeline?

The short answer is no, according to a recent survey of 501 executives from eight countries around the world. Executives working in hybrid models indicate their companies are doing at least as well.

This is one in a series of short insights into steps companies can take to boost their leadership pipeline as a strategic result.

Why many leaders think it matters

Many of today's senior leaders grew up with their immediate managers in the same place, and assumed every day they did their own work would be the same. Examples of leadership were easy to find, for better or worse. Senior leaders could often benefit from casual conversations with more senior leaders. Senior leaders could, the story goes, easily mentor their own juniors, or get on promotion plans.

Today, executives working fully in-office continue to support the view that face time leads to useful connections.

- Our survey found that 23% of senior leaders in companies with a full-time in-office model say they "specifically seek out conversations with senior leaders to discuss the most important challenges in their organization and the ways to address them."
- In addition, 69% of leaders in companies fully led in the office said that "one of the ways to succeed in the role is to have frequent conversations with senior leaders."
- Reporting that compared with 55% of those in a hybrid model.

- Fully in-office: 23%
- Hybrid: 9%
- Fully in-office: 69%
- Hybrid: 55%

How data can improve every aspect of executive leadership development and succession planning

Companies assess their executives about once a year. Most make far less use of this objective, independent data about their leaders than they could. Some, however, are using it to build a competitive edge.

Chief people officers in focus: What new HR leaders need to know

To find out how the HR leadership role is changing and what it takes to succeed as a chief people officer today, we spoke to 70 experienced CPOs around the world to understand the impact of trends such as data and artificial intelligence, the expectations of younger generations, sustainability, competition for talent, and workforce well-being.

HEIDRICK & STRUGGLES HUMAN RESOURCES OFFICERS PRACTICE HUMAN RESOURCES CONSULTING

2024 North American Private Equity Operating Professional Compensation Survey

HEIDRICK & STRUGGLES HUMAN RESOURCES OFFICERS PRACTICE HUMAN RESOURCES CONSULTING

2024 Skills Index

The Year's Most In-Demand and Fastest Rising Independent Talent Skills

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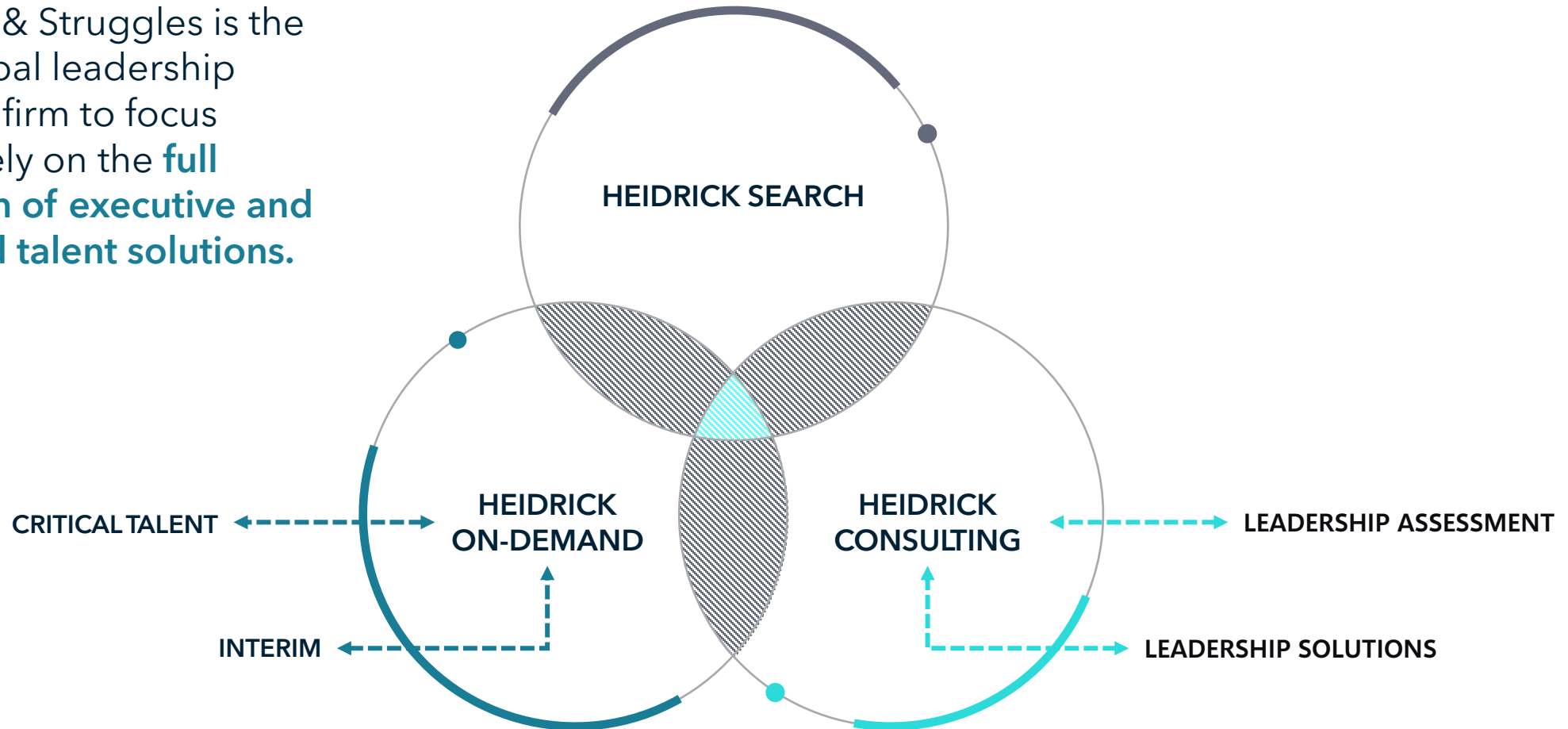
We are increasingly linking these service lines into compelling solutions that create real client value



Our business has intrinsically attractive financial characteristics which we will improve through focused strategies

Strong solution areas against key client needs

Heidrick & Struggles is the only global leadership advisory firm to focus exclusively on the **full spectrum of executive and high-end talent solutions.**



Heidrick Search: a well-honed process for delivering great client outcomes

TIMELINE AND KEY ELEMENTS OF A SEARCH

Entire Potential Candidate Universe

Guided by agreed upon

- Key criteria
- Search strategy
- Candidate calibration



"Long List" Candidates

Interested & qualified as potential targets



"Short List"

Interested & qualified



Finalist(s)

Proprietary Search process, leadership data, and internal enablement tools

LEADING POSITION IN "MUST GET RIGHT" WORK

VALUE TO CLIENT:

- World class partner advice/experience
- Deep knowledge of client and candidate pool
- Industry and functional depth
- Proprietary data, tools, and methods
- Differentiated assessment

ATTRACTIVE ECONOMIC ATTRIBUTES:

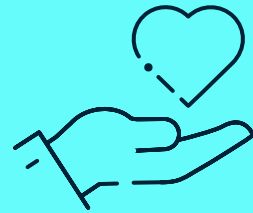
- Short sales cycle - global average of 151 days to complete
- Retainers for confirmed engagements average \$120K globally
- Pricing power due to criticality of decisions
- Low working capital and capex

Heidrick Search: attacking white space areas

By Industry & Function



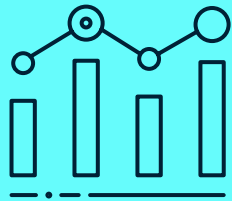
Cybersecurity



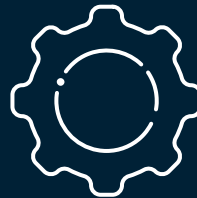
Health Tech



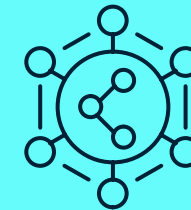
Consumer Tech



AI, Data & Analytics



Industrial Tech



Crypto & Digital Asset

Case study: immediate expertise in a new industry

Client

Leading global automotive supplier of technology and services operating in over 60 countries.

Situation

The Company is shifting their focus from a traditional hardware supplier to a software provider to ensure deep integration into the future of mobility, requiring significant transformation, cross-functional collaboration, and new capabilities.

Action

- Created expansive market mappings to provide a holistic view of best athletes and diverse talent across a variety of functions
- Developed cross-industry and functional teams to recruit best in class talent across manufacturing, industrial, software and services industries
- Strong cultural assessments to ensure alignment with a strong technology-based heritage and the new way of thinking in software development

Result

Select placements:

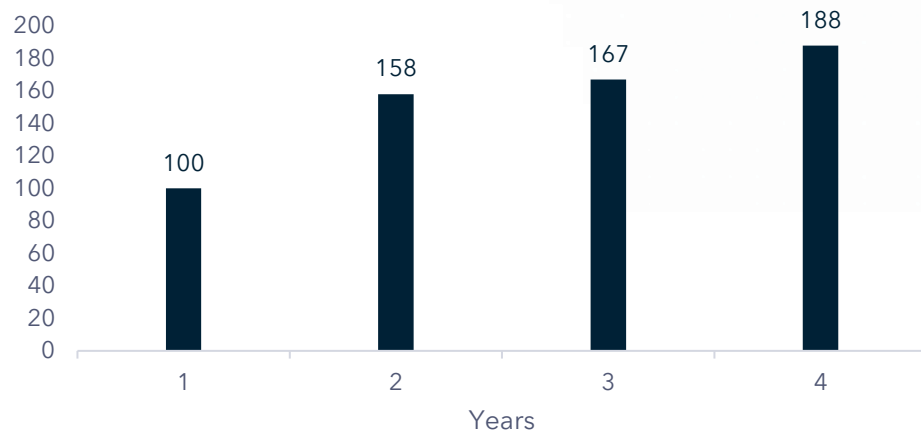
- SVP High Performance Compute
- SVP & GM Business Unit Compute Enhanced
- Chief Technology Officer ADAS

These management team additions provide the leadership that the Company requires to meet the challenges of the future and deliver key technological advancements.

ACCELERATE THE PRODUCTIVITY RAMP OF NEW SEARCH CONSULTANTS

- Better predictive criteria
- Mentoring and development

Indexed billings for early-tenure consultants



SUSTAIN PRODUCTIVITY GAINS OF SENIOR SEARCH CONSULTANTS

- Engage, retain and motivate highest performers
- Find leverage models that extend their impact
 - Coaching tree/future partners
 - Technology tools for client targeting and workflow
 - Marketing and thought leadership support

Heidrick On-Demand: critical talent for critical moments

CORPORATE PERFORMANCE HIGHLY DEPENDENT ON “ONE-TIME” EFFORTS

TRANSFORMATION & CHANGE

De-risking change and supporting in-house teams

SURGES & ACCELERATIONS

Enhancing speed & agility for competitive advantage

GAPS & WEAK SPOTS

Preventing disruption and developing leaders

DRIVING PERFORMANCE BY SUPPLYING ESSENTIAL SKILLS FOR MISSION-CRITICAL EFFORTS

Value to client:

- Rapidly access talent vital to key projects and outcomes
- Align program costs with key work
- De-risk major change initiatives, manage major workstreams
- Support, develop, retain promising leaders
- Ability to adapt, extend, and amplify their leadership teams to excel in a complex environment

Key characteristics:

- Need for critical talent often early signal of longer-term executive and leadership needs
- Complements rather than competes with traditional consulting firms and H&S solution areas
- Supports Heidrick placements and reinforces Heidrick leadership at critical moments

Case Study: impact of critical talent

Client

A F250 Retailer

Situation

Supported an 18-month in-house transformation following the departure of a large consulting firm.

Action

- Built out a TMO to lead the deployment of the transformation plan
- Identified and rapidly deployed 6 to 10 independent consultants to support the transformation office with consulting experience, industry experience, and specific areas of domain and functional expertise
- Consultants led implementation of consulting firm transformation roadmap and embedded in teams to ensure value delivery

Result

The transformation office generated over \$200M in cash enabling successful emergence from bankruptcy and the creation of critical capabilities to sustain the new business.

LEADERSHIP LIQUIDITY DURING TIMES OF TRANSITION, CRISIS, OPPORTUNITY

- Swiftly mobilize key talent for “roles that can’t be vacant” e.g. CISO, CFO, Controller, CHRO
- Resolve issues hampering recruitment e.g., market timing, deal uncertainty, clean-up situations
- Pace investment by using C-Level talent where/when needed e.g., retain options, avoid long-term commitments, and sometimes fractionalize C-Level solutions
- Mobilize leadership and resourcing for high-level workstreams to augment or complement inhouse capabilities (workstream leadership and program/project management)

SOLVING URGENT CLIENT NEEDS AND BRIDGING TO SEARCH IMPACT

Value to client

- Rapid access to proven executives to quickly cover gaps, backfill critical roles, pilot new initiatives, serve as an advisor
- Efficiency from a one stop shop for interim and permanent placements
- Ability to inject expertise or supplement existing leaders through unfamiliar moments
- Ability to explore new roles with confidence before committing to a FT candidate
- Stability, specialization, unbiased perspective, smooth transitions

Key characteristics

- Solves high pain-point problems for clients, earning gratitude and creating deep, durable, differentiated relationships
- Provides deeper insight as to the reality and needs of the client (x-sell search, consulting; follow on projects)

Case study: delivering immediate performance inflection

Client

Global electronics manufacturing services (EMS) provider, specialized in electronics manufacturing and green tech products.

Situation

The semiconductor crisis, Ukraine war, and pandemic impacted the supply chain.

Inventories grew to 9 months, liquidity and customer and investor confidence suffered.

Brought on an Interim CTO to optimize supply chain and restore customer and supplier relationships.

Action

- Evaluation of the current situation
- Work out pain points
- Align on C-Level vision and mission; develop 'SCM Next Level Toolbox' and golden rules
- Use change management practice for workshops and face-to-face coaching
- Release new responsibilities and process across entire organization
- Train people for new SCM methods, the new planning tool and way of acting. Establish weekly routine
- Implement new purchasing organization
- Rollout of SAP-compatible planning software

Result

- Backlog reduced within 6 weeks, +10% increase in sales
- Inventories reduced by EUR 60 million in the long-term
- Sustainable bottleneck management introduced
- Introduction of an S&OP process at 8 locations
- Rollout of SAP-compatible planning software and PowerBI dashboards
- Change management workshops and coaching for process implementation

Heidrick On-Demand: opportunity to grow



Build-up of interim executive offering

- Continue to build out Interim offering in the US married with our COP practice
- Market leadership and integration to search



Partnering with client transformations

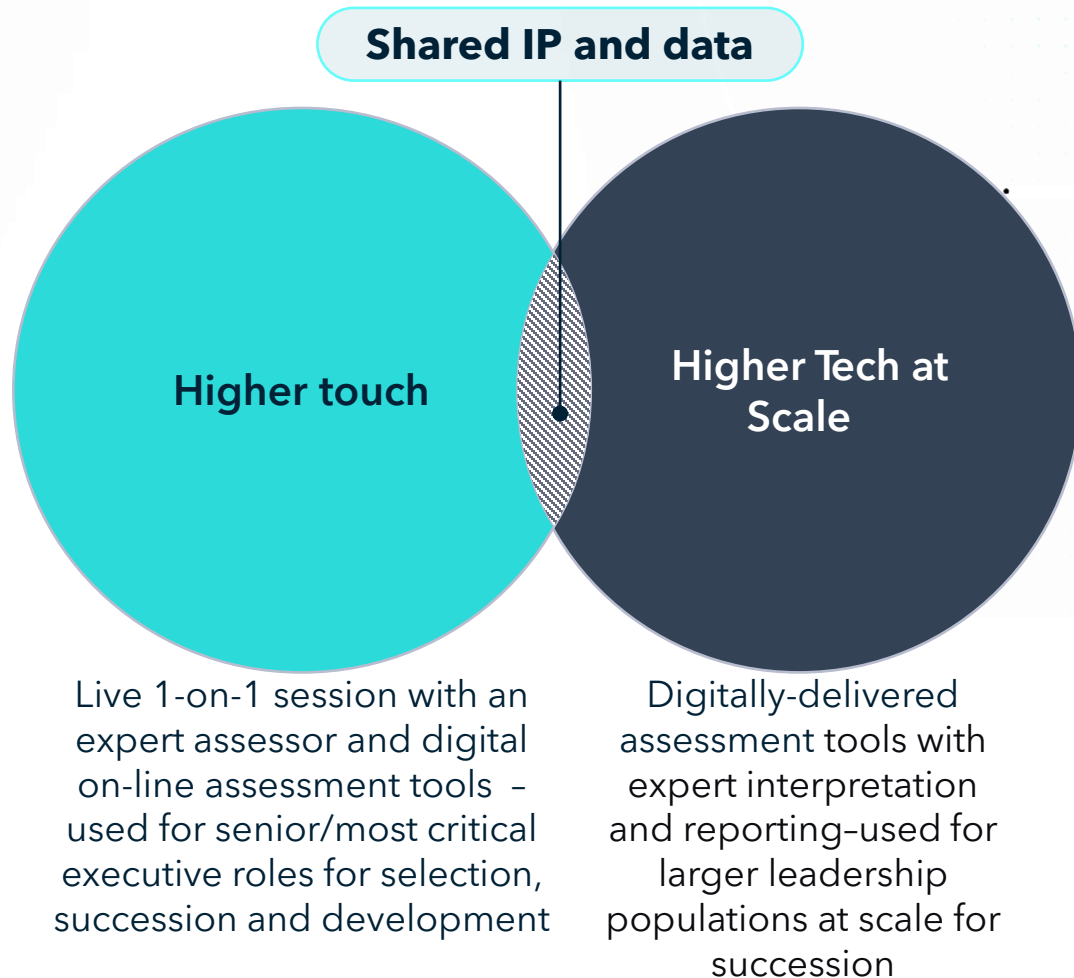
- Continue to find new pockets of demand in client budgets for critical talent- high-frequency, high-value use cases with distinct GTM approaches



Better attachment to Search

- Continue to find synergies with our leading Search business and between the two talent pools given top of house focus

WHAT WE DO



RESULTS IN HIGHER BUSINESS PERFORMANCE

Value to the client:

- Objective, science-backed insight led data that reflects our unique knowledge of the capabilities that lead to executive success and are most sought by clients
- Ability to integrate assessment and support the client's needs in succession planning and coaching and other forms of executive development
- Proprietary IP and ability to integrate third party tools
- Increasing incorporation of AI and technology will expand reach

Key business characteristics:

- Used by clients in most executive hiring and promotion decisions
- Identify next generation talent and invest in individual development
- Scalability and stickiness- clients generally want to simplify/consolidate their assessment solutions

Case study: impact of assessment

Client

F500 global biopharma company.

Situation

The Company recently refined and aligned their purpose across the organization. As a part of this, they seek to reengineer their talent management approach, focused on providing support, feedback, and career prospective for all.

Action

Providing tailored Assessment for Development solutions by business area to increase employee self-awareness and inform succession pipelines for targeted roles, talent development programs, or benchmarking to the external marketplace. Solutions include:

- Leadership interviews and insight delivery
- In-house technical capability profiles benchmarked against the market
- Digital solution at scale: on-demand and automated assessment capability including real-time tracking

Result

- Completed assessments for 100 leaders across 46 countries in 4 months
- Provided individual feedback and aggregate insights about collective strengths and opportunity areas for each business area and cohort
- Accelerated performance in specific business areas by recommending specific actions aligned to strategic priorities
- Increased retention and reduced attrition in highly competitive business areas

EVERY LEADER WE PLACE HAS A PERFORMANCE MANDATE

- Leaders face challenges aligning teams and organizations against mission, purpose, and outcomes
- Organizational structures often need to be redesigned to support transformation
- Critical talent needs are often under-recognized or succession plans do not exist
- Development (including team effectiveness, coaching) is often critical to unlock capabilities necessary to support transformational mandates

LEADING POSITION IN ESSENTIAL CLIENT WORK

Value to client

- Human-capital focus and deep, data-driven knowledge of “what great talent looks like”
- Insights that inform talent decisions and mitigate risk
- Proprietary tools and solutions to help leaders drive change and performance
- Ability to support clients with external talent as well as developing internal talent-- an integrated buy-build solution that many consultancies do not offer
- World class partnership on critical transformation work

Case study: impact of culture/performance

Client

Global semiconductor company

Situation

Through multiple acquisitions, the Company experienced integration challenges such as restructuring and clash of multiple sub-cultures. Heidrick was engaged to define and activate culture to address struggling engagement scores, integration pains, various sub-cultures, and a newly launched strategy.

Action

- ELT Alignment and Ownership
- Articulated New Culture, Values, and Behaviors
- Launched Culture Leadership Program across 1,800+ leaders globally
- Broad Engagement and Localized Activation
- Culture Communications and Reinforcement
- Hardwired Culture into People Processes

Result

- Revenue has been up year over year since engaging Heidrick
- With an intentional focus on a balanced scorecard of financial and human capital metrics, leadership aligned culture work to stock performance and has seen large improvements throughout the engagement



Start of H&S Culture Engagement \$141
Nov 2, 2022

Today \$220 +56%
Nov 12, 2024



Improve linkages to search in three key ways

- Increase “attach” rate of assessment solutions as part of core search offer
- Support success of senior placements by linking our assets to their change agenda
- Leverage our ‘listening organization’ to understand buyer expectations, translate that into client insight, and generate clients’ competitive advantage for them.



Scale our delivery footprint in the U.S.

- **60-70%** of our current consulting capacity is outside the U.S.
- Conversely, **60-70%** of our search volume is in the Americas creating a huge cross-sell opportunity in the world’s largest consulting market

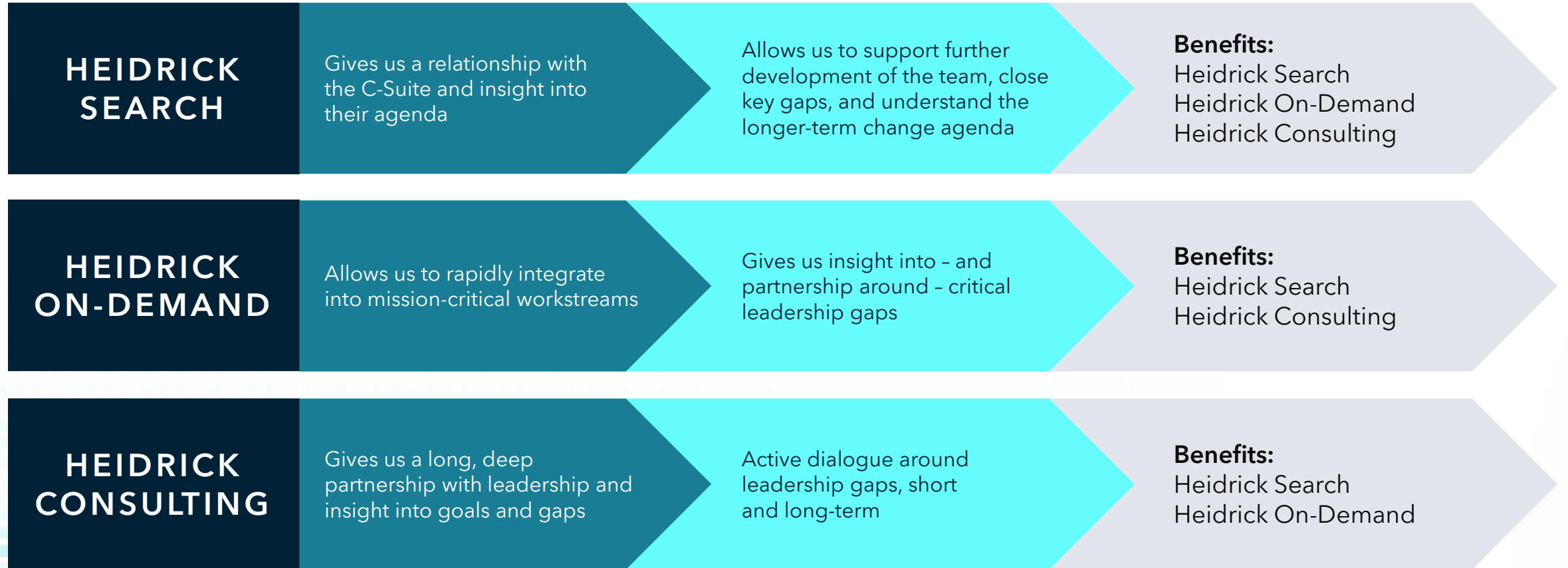


Digitize

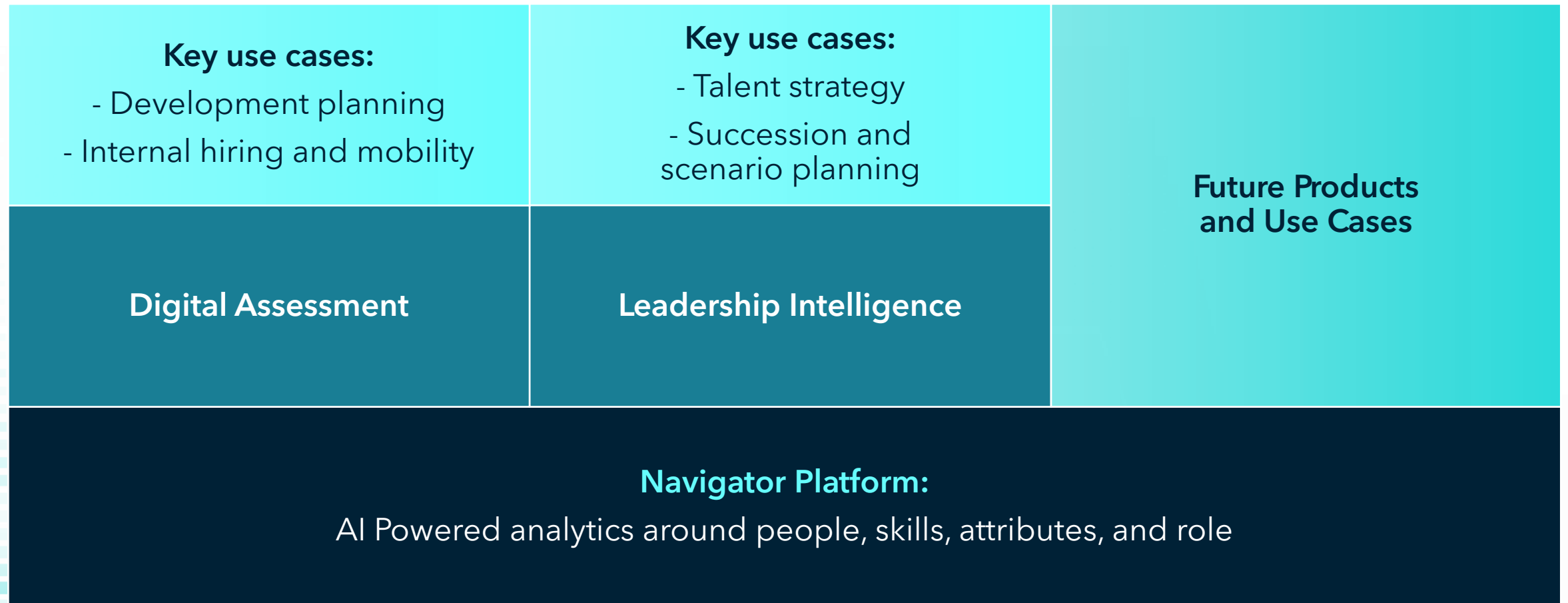
- With two solutions now live on the Navigator platform, leverage the significant opportunity to digitize leadership solutions to improve client outcomes, drive scalability and recurring work

Demo: digital assessment

Each solution area naturally links to the others through client work



Leveraging our digital investment for growth and productivity



Demo: Navigator



Why Heidrick?



We serve a large and growing market powered by critical client needs



We have assembled a world class team and unique capabilities to serve these needs



We meet these needs through competitive and differentiated solution areas—each with rich growth potential



We are increasingly linking these service lines into compelling solutions that create real client value

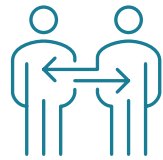


Our business has intrinsically attractive financial characteristics which we will improve through focused strategies

Growing our impact and scale in the era of who and how

CREATING UNRIVALED VALUE FOR CLIENTS

By 2030, H&S aims to grow 1,000 differentiated, deep, and durable client relationships through insight-enabled discovery and enablement of great leadership.



DIFFERENTIATED

Secure C-Suite & Board Primacy



DEEP

Embed in Client Transformations



DURABLE

Create Continuous Engagement

RELENTLESS FOCUS ON A CULTURE OF INCLUSION, COLLABORATION & EXCELLENCE

CONSISTENTLY IMPROVING THE FOUNDATIONS OF "ONE HEIDRICK" WITH CLEAR, CONSISTENT BRAND MESSAGING



Clarifying what we can do for clients



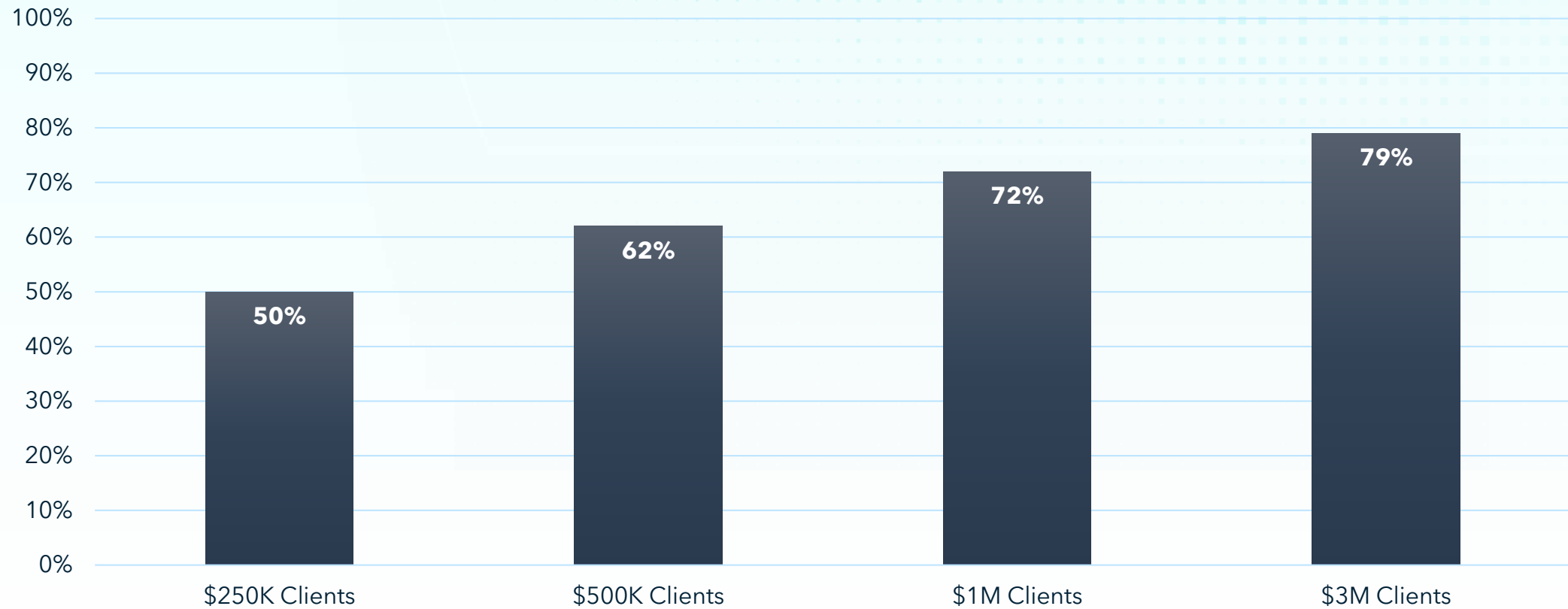
Simplifying how we bring them the best of Heidrick



Amplifying the power of our collective work

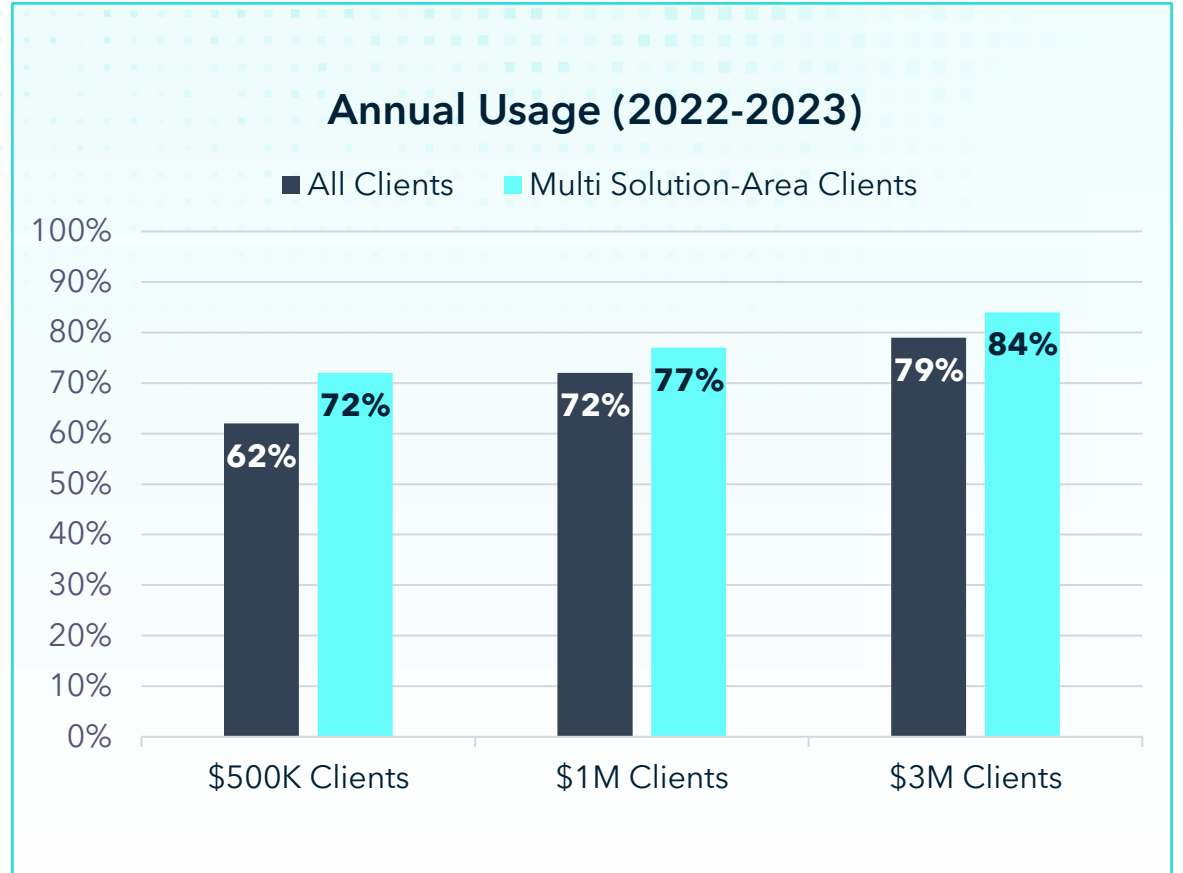
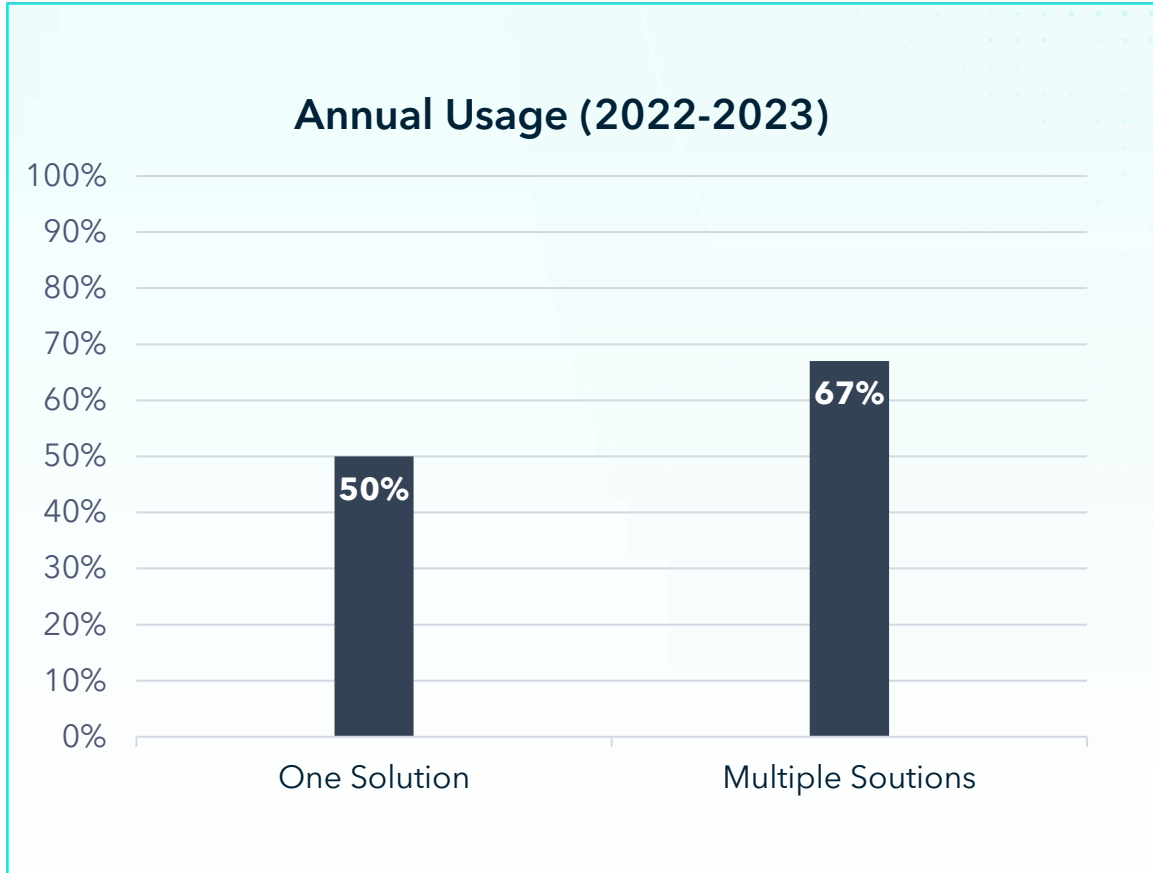
Larger clients become more consistent users...

Annual Usage (2022-2023)



*Annual Usage = percentage of clients that used H&S solutions (billings) in both years

... and multi-service clients become even stickier

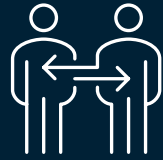


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The power of the high ground

C-Level and board placements give us the ability to partner on a leader's agenda

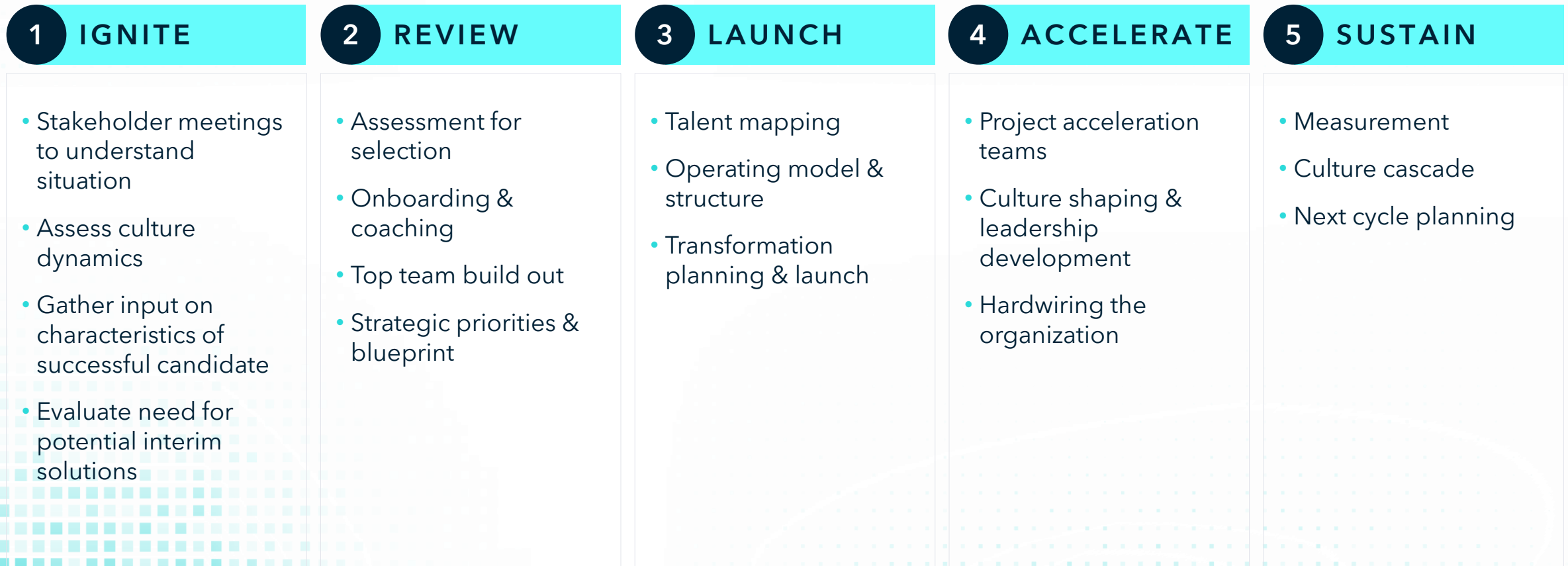
- Take rapid action on priorities (HOD)
- Assess and level up team (HC)
- Upgrade through internal/external promotions (HS)
- Drive lasting performance and culture change (HC)

Also give us clear insight into leadership agendas and mandates

- Fuels thought leadership
- Drives new use cases and new solutions

How Heidrick supports new executive appointments

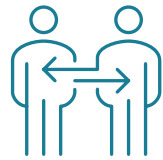
We work closely with clients to create a transformation roadmap to deliver strategy and a culture to accelerate client outcomes.



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Simplifying how we bring them the best of Heidrick



Amplifying the power of our collective work

We focus on human aspects of complex business challenges



BUSINESS TRANSFORMATION

Transforming with agility, leading with purpose

- New Leadership Capability Requirements & Gaps
- Leadership Readiness & Acceleration
- Governance & Business continuity



MERGERS, ACQUISITIONS AND SPINOUTS/CARVEOUTS

Navigating top talent decisions for mergers and acquisitions

- Selection of Best-Fit Talent
- Aligning Development Priorities to Strategy & Culture Fit
- Market mapping of talent



NEW EXECUTIVE APPOINTMENT

How new CEOs can integrate quickly and effectively

- Data-driven decisions tied to business goals
- Awareness of Strengths & Development
- Tailored Development

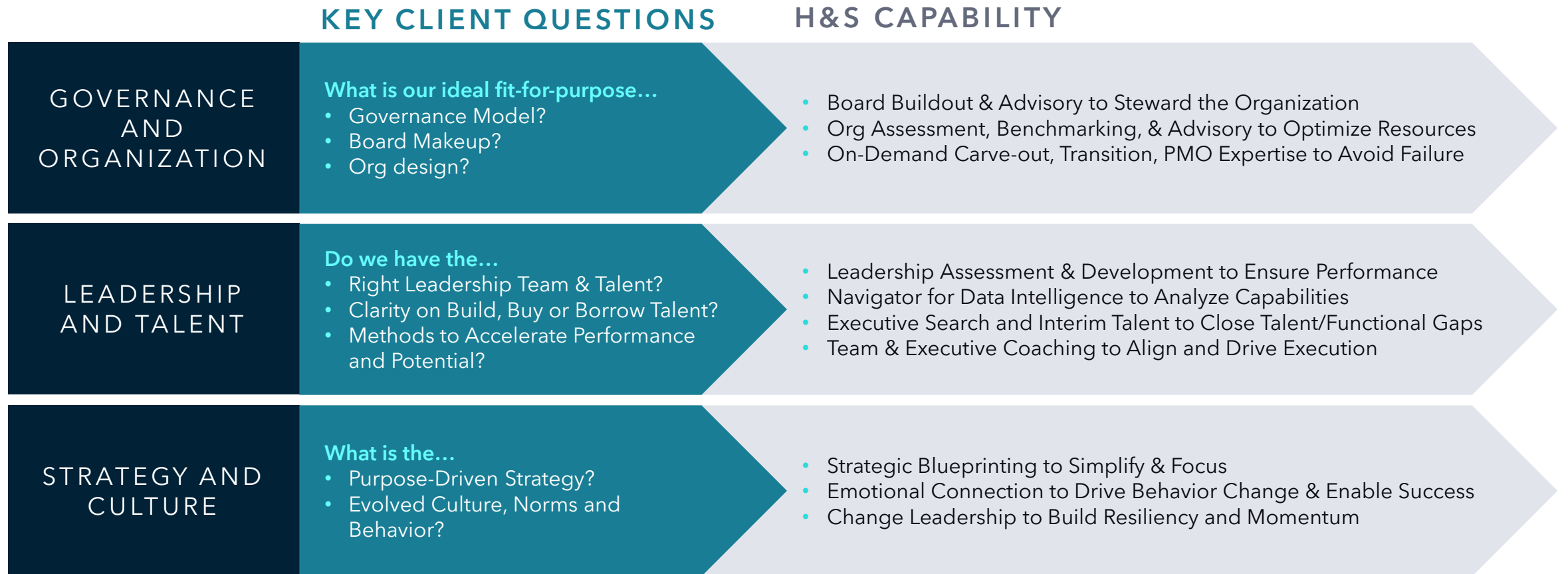


COST OUT/ REORGANIZATION

Why simplicity is the key to accelerating performance

- Complexities of entering new markets
- Simplify & innovate talent processes
- Strategies for innovative & sustainable growth

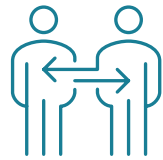
HOW WE SUPPORT CLIENTS DURING CARVE-OUTS



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Amplifying the power of our collective work

Leadership and succession moving from “event” to “always on”

FROM

- Engaging leadership and board in sporadic events
- Reacting to sudden leadership gaps
- Separate “tracks” for strategy and talent
- Subjective dialogues about talent

TO

- Sustained engagement and transparency
- Anticipating and modeling scenarios
- Tight links between leadership and strategy
- Longitudinal data about talent

How Heidrick supports talent pipeline & succession planning

We work closely with clients to create a transformation roadmap to deliver strategy and a culture to accelerate client outcomes.



Why Heidrick?



We serve a large and growing market powered by critical client needs



We have assembled a world class team and unique capabilities to serve these needs



We meet these needs through competitive and differentiated solution areas—each with rich growth potential



We are increasingly linking these service lines into compelling solutions that create real client value



Our business has intrinsically attractive financial characteristics which we will improve through focused strategies



Converting client impact into financial returns

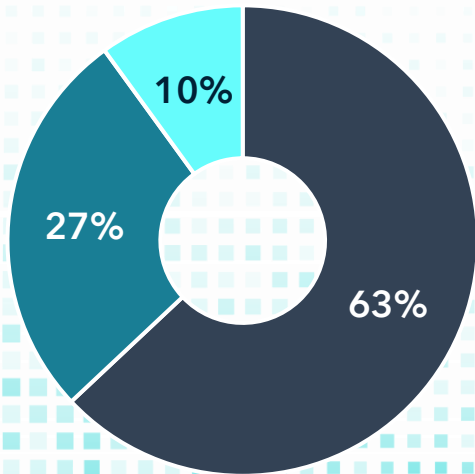
BEYOND IMPACT ON CLIENTS, AND OPPORTUNITIES FOR OUR PEOPLE, HEIDRICK'S MODEL CREATES ATTRACTIVE, SUSTAINABLE ECONOMICS

- **Resilience**
 - Revenue diversified across geography, vertical and – increasingly – solution area
 - Low revenue concentration
- **Revenue and profit durability across economic cycles**
 - Perceived quarterly volatility smooths out when viewed through rolling quarterly lens
 - Variable economics allow for profitability in all “weather” conditions
- **Low capex and net positive working capital**
- **Clear roadmap for organic growth and profitability**

Resilient, diversified revenue profile

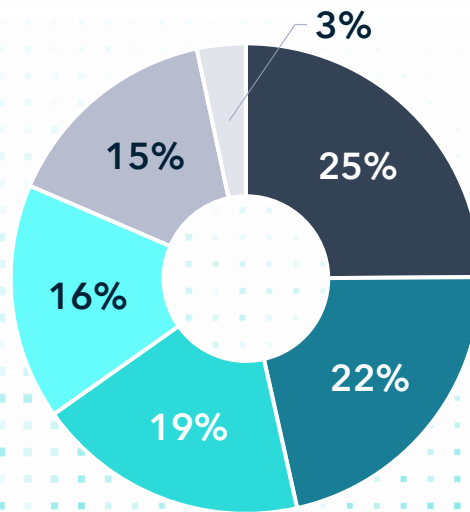
Revenue by geography September '24 YTD

- Americas
- EMEA
- APAC



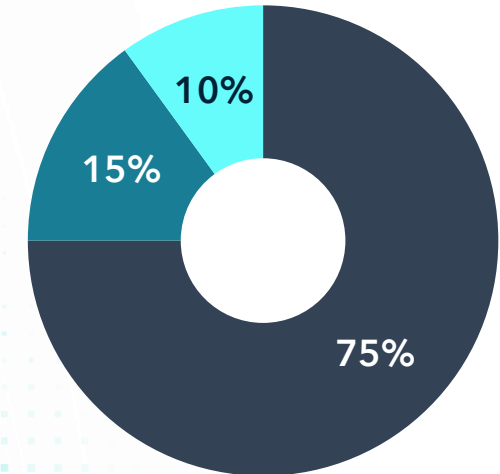
Billings by vertical September '24 YTD

- Financial Services
- Industrial
- Global Technology and Services
- Consumer Markets
- Healthcare and Life Sciences
- Social Impact



Revenue by solution area September '24 YTD

- Heidrick Search
- Heidrick On-Demand
- Heidrick Consulting



Low revenue concentration

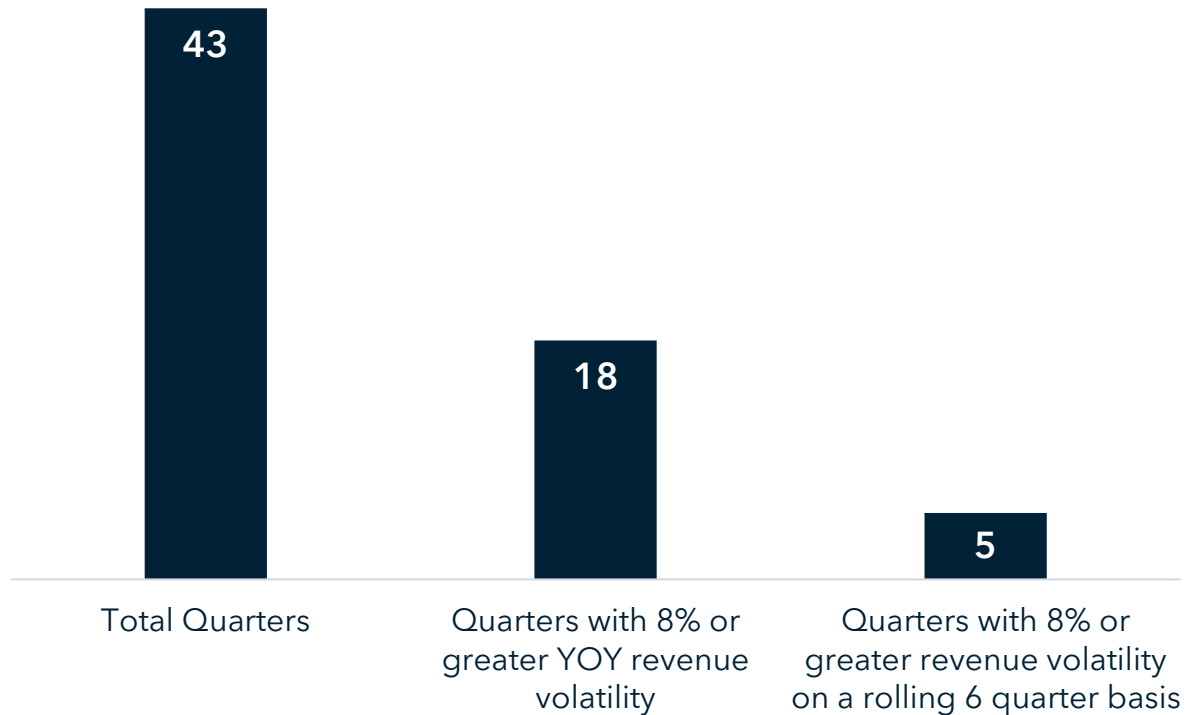
CLIENT COUNT	BILLINGS (trailing 24 months \$M's)	%
Top 5	\$87	5%
Top 10	\$140	8%
Top 100	\$477	26%

DIVERSIFIED AND BROAD MIX OF CLIENTS

- In the past 2 years, only 2 clients have reached 1% of total revenue
 - Top 10 represent 8% of billings
 - Top 100 represent ¼ of billings
- 399 unique clients have billed +\$1M in the last 2 years
 - 76% Heidrick Search
 - 13% Heidrick On-Demand
 - 12% Heidrick Consulting
- 1,476 clients had \$300K or more in billings over last 24 months

Quarterly optics obscure consistent client behavior

Quarterly Revenue Volatility,
Q1 2014 to Q3 2024



WHILE CLIENTS MAY PAUSE OR ACCELERATE WORK...

- A multi-quarter view smooths this out considerably
- Allowing us to plan for talent and cost structures, and
- To stay focused on inevitable client re/de acceleration

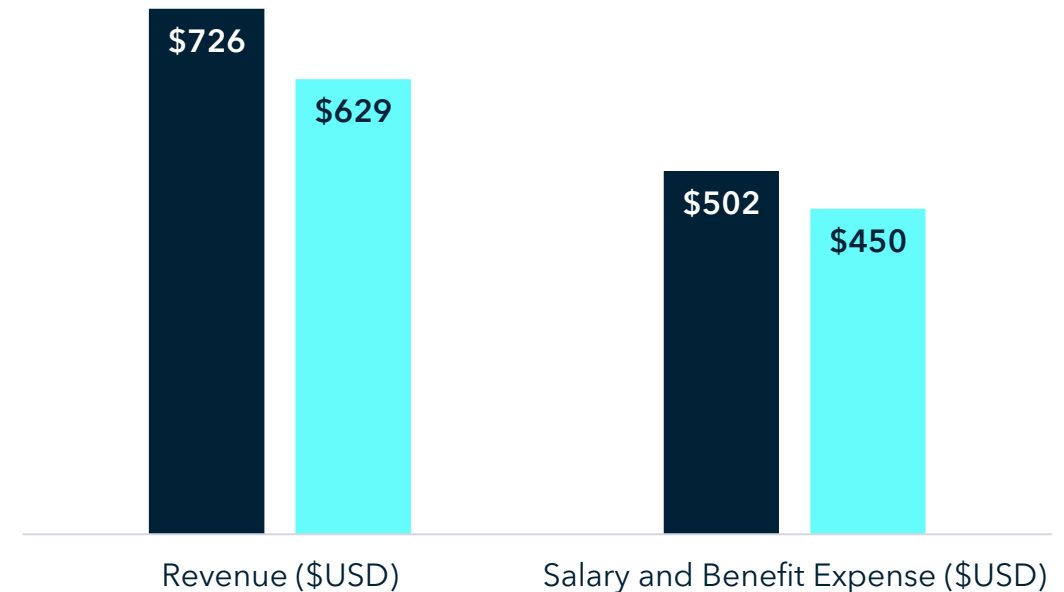
Economic models creates “all weather” profit

The Company has reported consistent profitability since its inception

- Excluding one-time items, Income before Tax has been positive each of the last twenty years except 2009
- This is primarily due to the operating leverage created in the Company’s variable cost structure

Variable cost structure creates durable profit

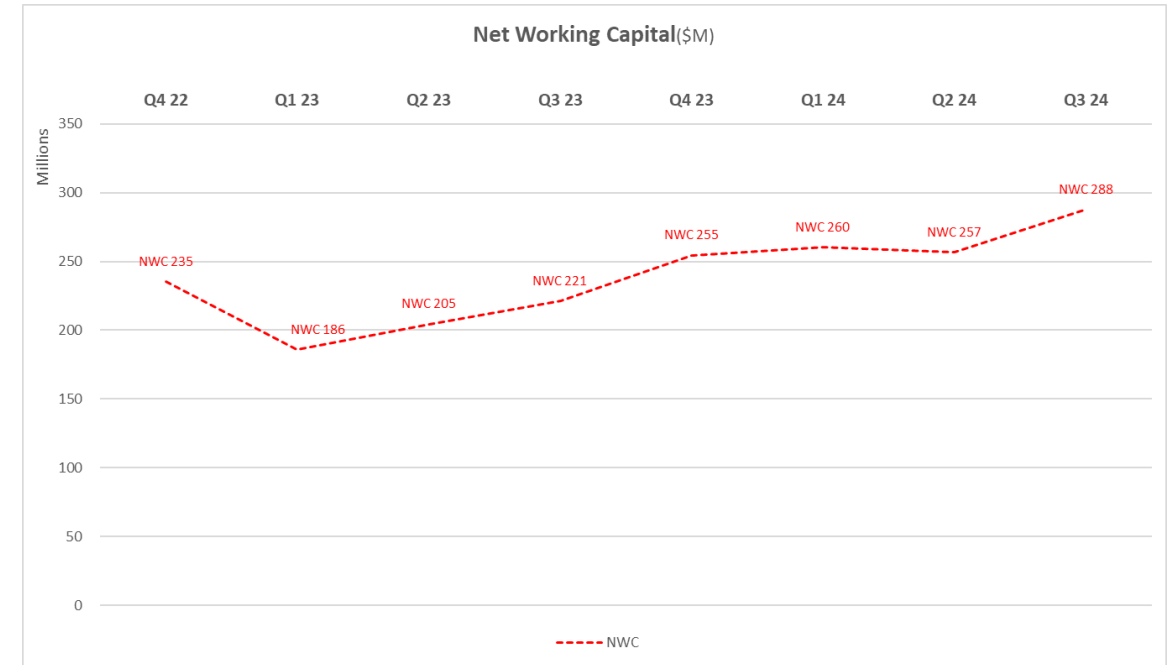
■ 2019 ■ 2020



Capital-light business model

MODEST ONGOING CAPITAL NEEDS:

- Capex averages between 1 and 2% of revenue
- Client payment cycles and bonus timing gives rise to large, positive net working capital balance



Clear capital allocation priorities

NEAR-TERM:

- Still anticipating earnout completions for Atreus and B4Z acquisitions in '26

LONGER-TERM:

- Ample opportunity to invest in the business and return capital to shareholders

USE OF CASH PRIORITIZATION



Multiple drivers of growth and profit



SOLUTION AREA	THROUGH-CYCLE ORGANIC REVENUE GROWTH	LONG-TERM EBITDA MARGIN TARGET RANGE
Heidrick Search	4-6%	24-26%
Heidrick On-Demand	7-11%	7-9%
Heidrick Consulting	8-12%	11-13%

HEIDRICK FOUNDATIONS	CURRENT % OF REVENUE	LT THROUGH CYCLE GROWTH RATE
Global operations support	5-6%	½ of revenue growth rate
R&D	1.5-2.5%	½ of revenue growth rate

In the near to mid term, we are targeting through cycle organic revenue growth of 4-6% and organic EBITDA growth of 5-8% per year.

Opportunities for further acceleration of top and bottom line

OPPORTUNITIES FOR ABOVE-RANGE REVENUE PERFORMANCE

- Obviously, macroeconomic favorability
- Accelerated client demand for “always-on” support
- Faster launching and scaling of new leadership and talent offers
- As always, the ability to add great talent and make them productive in our platform
- Selective accretive acquisitions to bolster client solutions
- Faster ramp of digital assessment and leadership intelligence solutions
- Nearer-term impact of Technology/AI on consultant productivity/value
- Continuing to increase share of highest value work (e.g. CEO search)

OPPORTUNITIES FOR ABOVE RANGE MARGIN EXPANSION

- Faster growth enables us to better leverage shared corporate costs
- Technology or different revenue model allow us to scale consultant productivity
- Continuing higher leverage from our own intellectual property and data sets

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