



**Houlihan
Lokey**

Investor Presentation

January 2026



Disclaimers

Forward-Looking Information

This presentation contains forward-looking statements. All statements other than statements of historical facts contained in this presentation may be forward-looking statements. The words "may," "will," "should," "expects," "plans," "anticipates," "could," "intends," "targets," "projects," "contemplates," "believes," "estimates," "predicts," "potential" or "continue" and other expressions that are predictions of or indicate future events and trends and that do not relate to historical matters identify forward-looking statements. Forward-looking statements involve known and unknown risks, uncertainties and other important factors, that may cause our actual results, performance or achievements to be materially different from any future results, performance or achievements expressed or implied by the forward-looking statements. Important factors that could cause actual results to differ materially from expectations are disclosed under the "Risk Factors" and "Cautionary Note Regarding Forward-Looking Statements" sections of our annual report on Form 10-K for the year ended March 31, 2025, and subsequent filings with the Securities and Exchange Commission (the "SEC"). All written and oral forward-looking statements attributable to us, or persons acting on our behalf, are expressly qualified in their entirety by the cautionary statements. You should evaluate all forward-looking statements made in this presentation in the context of these risks and uncertainties. Because forward-looking statements are inherently subject to risks and uncertainties, some of which cannot be predicted or quantified, you should not rely on these forward-looking statements as predictions of future events. The events and circumstances reflected in our forward-looking statements may not be achieved or occur, and actual results could differ materially from those projected in the forward-looking statements. The forward-looking statements in this presentation are made only as of the date hereof. Except as required by law, we assume no obligation to update these forward-looking statements, or to update the reasons actual results could differ materially from those anticipated in the forward-looking statements, even if new information becomes available in the future.

Non-GAAP Financial Measures

Adjusted pre-tax income, adjusted net income, total and on a per share basis, and certain adjusted items used to determine adjusted net income, are presented and discussed in this presentation and are non-GAAP measures that management believes, when presented together with comparable GAAP measures, are useful to investors in understanding the Company's operating results. The adjusted items included in this presentation as calculated by the Company are not necessarily comparable to similarly titled measures reported by other companies. Additionally, these adjusted amounts are not a measurement of financial performance or liquidity under GAAP and should not be considered as an alternative to the Company's financial information determined under GAAP. For a description of the Company's use of these adjusted items and a reconciliation with comparable GAAP items, see the section of this presentation titled "Reconciliation of GAAP to Adjusted Financial Information." Please refer to our financial statements, prepared in accordance with GAAP, for purposes of evaluating our financial condition, results of operations, and cash flows.



Our Culture

Employee DNA

- Client-centric
- Entrepreneurial
- Collaborative
- Solution Oriented
- Data informed

Firm's DNA

- Global advice with local execution
- Dedicated to exceeding client expectations
- Data driven approach to decision making
- Commitment to innovation
- Community minded

Ownership and Controls

- New York Stock Exchange listed company
- Blue chip institutional ownership
- Broad-based, long-term employee ownership
- Consensual, data driven decision making

Our Product
Knowledge and
Industry Expertise
Deliver Superior
Results

CORE SERVICES

Corporate Finance



Mergers & Acquisitions
Capital Solutions

Financial Restructuring



Debtor and Creditor Restructuring
Liability Management
Distressed M&A

Financial and Valuation Advisory



Financial Opinions
Transaction and Valuation Services
Portfolio Valuation

DEDICATED INDUSTRY GROUPS



Business Services



Financial Services



Industrials



Consumer



FinTech



Real Estate



Energy



Healthcare



Technology

KEY FACTS AND FIGURES



32
Locations
Worldwide

2,723
Global
Employees

341
Managing
Directors

\$2.6B
Revenue¹

Note: As of December 31, 2025.

1. LTM ended December 31, 2025.

Investment Tenets



Track Record of Growth and Profitability

Strong and consistent financial performance.



Lower Revenues and Earnings Volatility Through Economic Cycles

Given our diversified business model, and mix of cyclical, counter-cyclical and non-cyclical businesses, we believe we are less volatile than other investment banking firms.



Strong Growth Prospects

Significant room to grow all three businesses globally through both organic hires and acquisitions.



Long-Tenured Management Team

The average tenure of our Executive Management Team and our 19-person Operating Committee Team is over 25 years.



High Quality, Diversified Revenues

Diversified across clients, industries, geographies, transactions and financial professionals.



Data-Centric Strategy

Focus on leveraging technology and data drives differentiated advice and superior decision making.

Strong Financial Performance



Strong revenue growth with a five-year CAGR of 16%



Fiscal year 2022 experienced record results during extremely bullish market conditions



Adjusted pre-tax income grew at a CAGR of 17% over the same five-year period



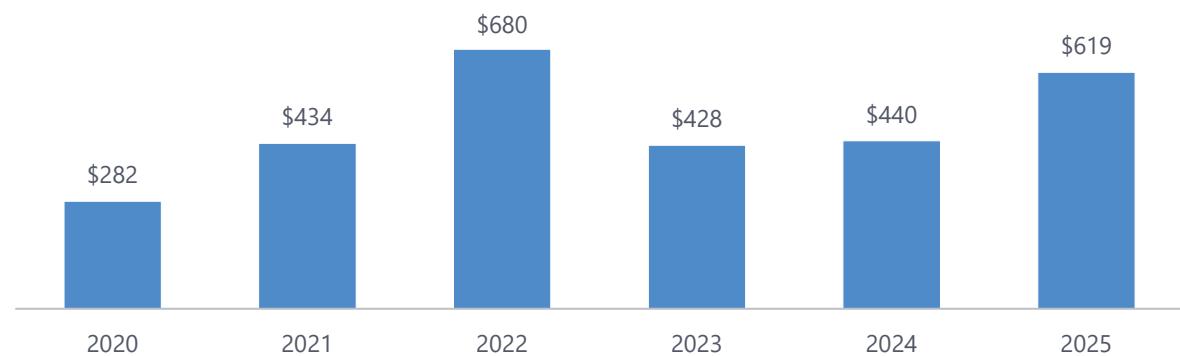
Maintained solid adjusted pre-tax margins throughout, with higher pre-tax margins for fiscal years 2021 and 2022 as a result of temporarily lower non-compensation expenses because of the COVID-19 pandemic

Revenues

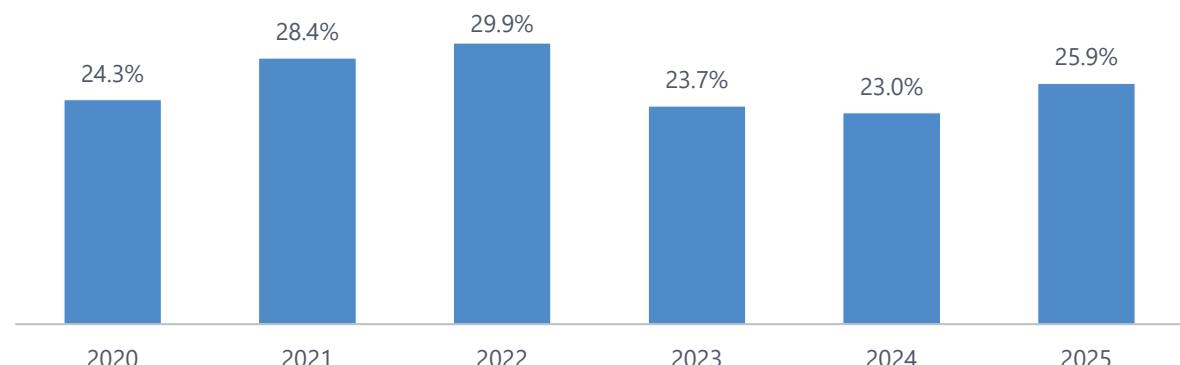
Corporate Finance
Financial Restructuring
Financial and Valuation Advisory



Adjusted Pre-tax Income¹



Adjusted Pre-tax Margin¹



Note: For fiscal years ended March 31. All dollar amounts in millions unless otherwise noted.

1. Adjusted Pre-tax Income and Adjusted Pre-Tax Margin are non-GAAP financial measures. See page 31 for comparable GAAP figures.

Strong Partnership Culture with Experienced Leadership

Deep and Experienced Executive Management Team



Scott J. Adelson
CEO



Irwin N. Gold
Co-Chairman



Scott L. Beiser
Co-Chairman



P. Eric Siegert
Co-Chairman



J. Lindsey Alley
CFO

Long Tenure Results in Collaborative Culture

1

Tenured Management Team

Over 25-year average tenure of our Executive Management Team and our 19-person Operating Committee Team

2

High Retention

12-year average tenure of Managing Directors across all business segments¹

3

No "Star" Culture

No single individual generated more than 2% of revenues²

1. As of December 31, 2025. Excludes Managing Directors from acquisitions.

2. For the fiscal year ended March 31, 2025.

A Culture of Caring

HL has a matching charitable contribution program for active employees, which results in a number of donations to causes around the globe, and a give-a-day program that results in significant participation by our employees in programs local to our offices. Listed below are several of the beneficiaries of our programs:



Market Leader in All Three Business Segments

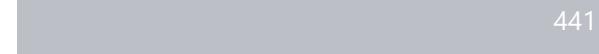
Top Global M&A Firm¹

Investment Banks by Number of Global M&A Deals in CY 2025

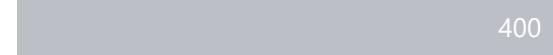
HOULIHAN LOKEY



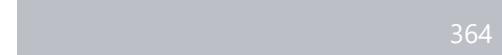
Goldman Sachs & Co



Rothschild & Co



JP Morgan



Morgan Stanley



→ No. 1 U.S. M&A Advisor

→ Leading Capital Solutions Advisor

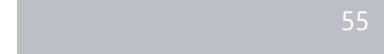
Top Global Restructuring Firm

CY 2025 Global Distressed Debt and Bankruptcy Restructuring Deals

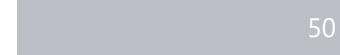
HOULIHAN LOKEY



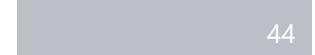
PJT Partners Inc



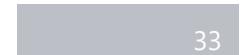
Lazard



Rothschild & Co



Evercore Inc



Morgan Stanley



→ No. 1 Global Restructuring Advisor

→ Advised on 12 of the 15 Largest U.S. Bankruptcies Since 2000

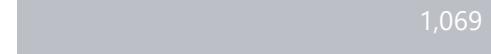
Top Global Fairness Opinion Firm

Global M&A Fairness Advisors: Announced or Completed Deals (CY 2001 to CY 2025)

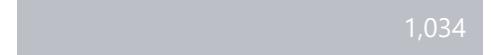
HOULIHAN LOKEY



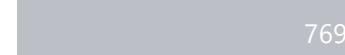
Duff & Phelps, A Kroll Business



JP Morgan



UBS



Morgan Stanley



→ No. 1 Global M&A Fairness Opinion Advisor Over the Past 25 Years²

→ 2,500+ Annual Valuation Engagements

Source: LSEG.

1. M&A ranking excludes accounting firms and brokers.

2. Announced or completed transactions.

No.1

Global
Market-Leading
Advisor Across
Industries

Business Services

HOULIHAN LOKEY

92

Rothschild & Co

50

JP Morgan

47

Oaklins

42

Clearwater

41

Healthcare

HOULIHAN LOKEY

45

Rothschild & Co

43

Goldman Sachs & Co

41

Jefferies LLC

37

Morgan Stanley

32

Consumer¹

HOULIHAN LOKEY

58

Rothschild & Co

58

Oaklins

40

Mizuho Financial Group

30

Goldman Sachs & Co / Lincoln International

29

Industrials¹

HOULIHAN LOKEY

68

Mizuho Financial Group

66

Rothschild & Co

64

Oaklins

59

ICBC

55

Financial Services¹

HOULIHAN LOKEY

66

Goldman Sachs & Co

41

Rothschild & Co

33

UBS

31

Morgan Stanley

28

Technology

HOULIHAN LOKEY

128

Goldman Sachs & Co

116

JP Morgan

112

Morgan Stanley

95

Rothschild & Co

81

Source: LSEG. Excludes accounting firms and brokers.

Note: Advisory rankings based on total number of Global M&A transactions completed in CY 2025.

1. Transactions under \$1 billion in total deal value.

Diversified Across Geography, Client, Industry, Professional and Segment

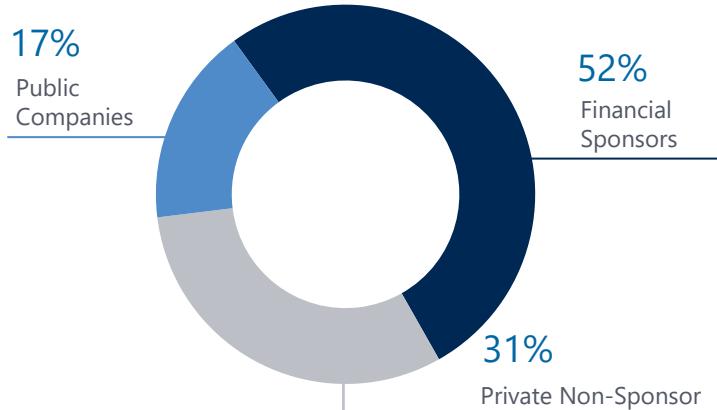
More than
2,000+
clients served annually

2%

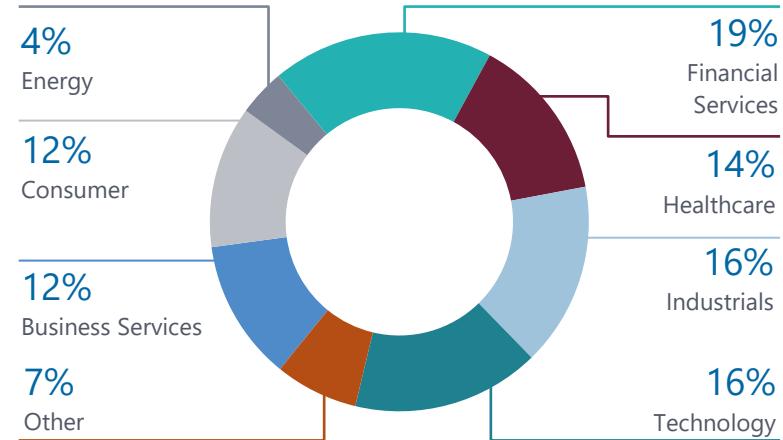
For FY 2025:

- No single transaction fee represented more than 2% of our revenues
- No individual financial professional was responsible for more than 2% of our revenues
- No single employee shareholder owns more than 2% of shares outstanding

Client Mix¹



Industry Mix¹



Segment Mix¹



Geographic Mix¹



1. Based on fee revenues for the LTM ended December 31, 2025.

Comprehensive
Coverage
and Global Scale



AMERICAS

Atlanta	Los Angeles
Baltimore	Miami
Boston	Minneapolis
Charlotte	New York
Chicago	San Francisco
Dallas	São Paulo
Houston	Washington, D.C.

**EUROPE AND
MIDDLE EAST**

Amsterdam	Milan
Dubai	Munich
Frankfurt	Paris
London	Stockholm
Madrid	Zurich
Manchester	

**ASIA-
PACIFIC**

Gurugram	Singapore
Hong Kong SAR	Sydney
Mumbai	Tokyo
Shanghai	

Robust Long-Term Growth Opportunities

We will continue to grow our Managing Director Headcount through:

- 1 Development and maturation of financial professionals
- 2 Targeted hiring of senior industry and product bankers
- 3 Strategic acquisitions and joint ventures
- 4 Use of advanced data and the latest technologies to drive innovation and excellence

Growth will be driven by:

CORPORATE FINANCE

- Adding incremental industry expertise globally
- Continued geographic expansion
- Building out our Capital Solutions platform
- Increasing deal size and deal fees

FINANCIAL RESTRUCTURING

- Growing availability and use of leverage globally
- Continued globalization of financial restructuring advice
- Increasingly complex balance sheets
- Impact from ongoing technology disruption

FINANCIAL AND VALUATION ADVISORY

- Increasingly complex and ever-changing regulatory reporting, valuation and tax environments
- Continued geographic expansion of service portfolio
- Addition of new high-value services and scaling of existing services through targeted senior hires
- Deepening client relationships and wallet share, supported by a complete lifecycle of services

Growth Through Hiring and MD Productivity

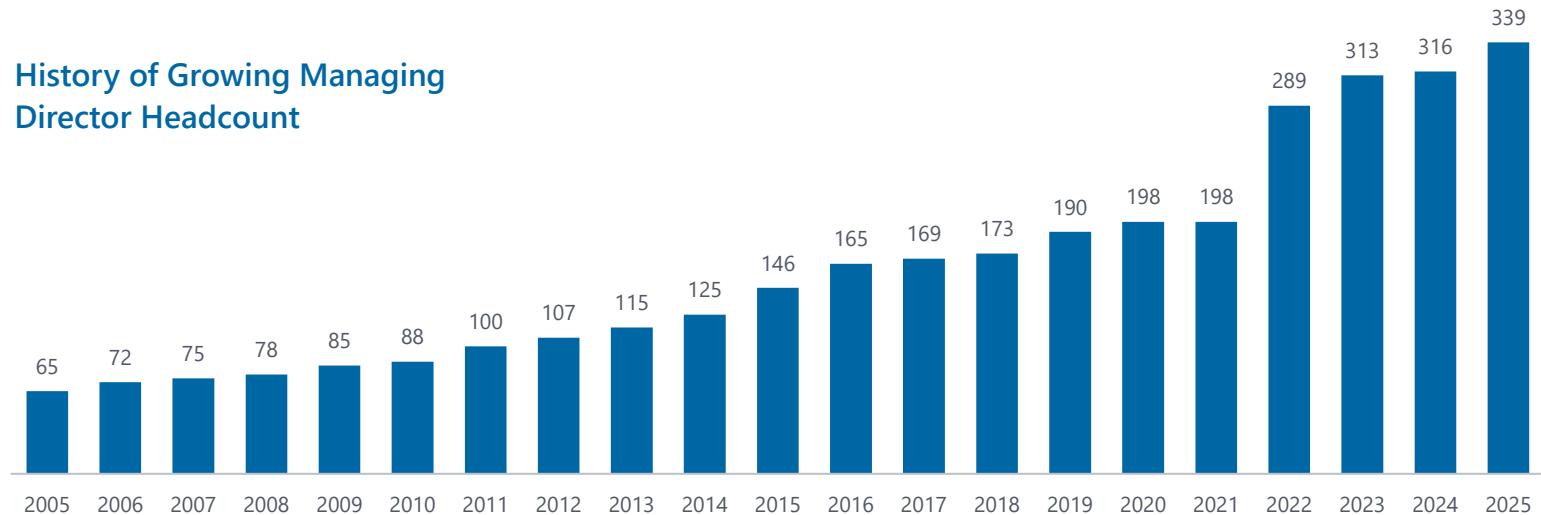


HL has increased its Managing Director Headcount by a CAGR of 9% over the last 20 years through internal promotions, opportunistic hirings, and strategic acquisitions.

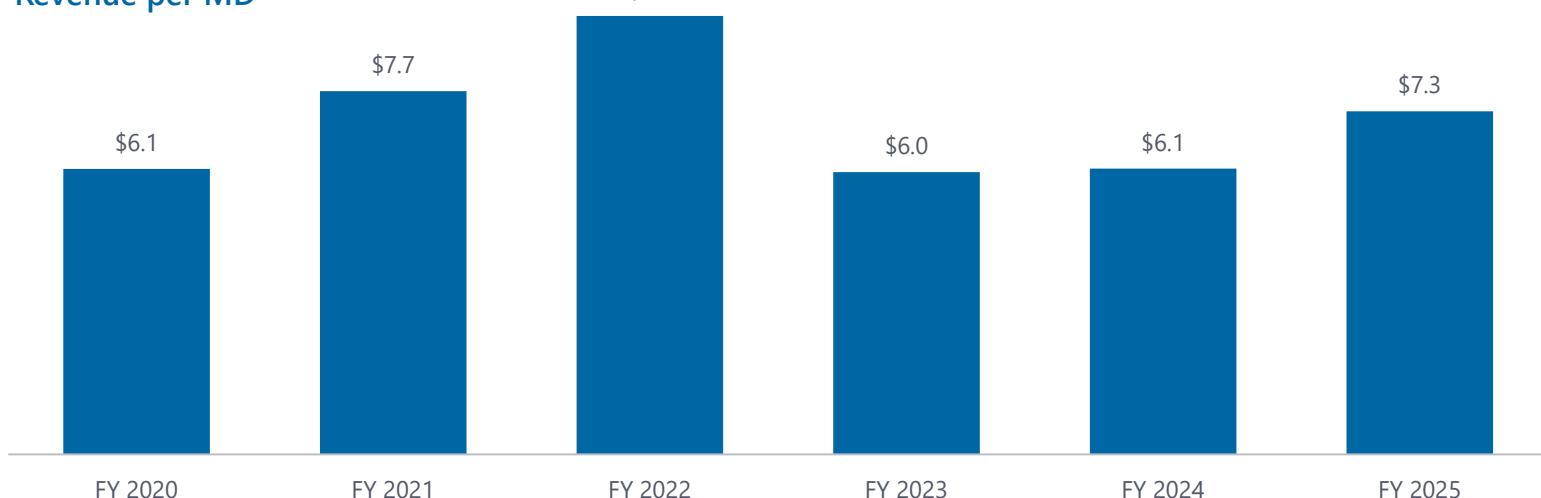


HL has maintained solid MD productivity through the cycles. Productivity increased in FY21 and FY22 due to significantly less travel and more time for deal execution as a result of the COVID-19 pandemic.

History of Growing Managing Director Headcount



Revenue per MD¹



Note: For fiscal years ended March 31. All dollar amounts in millions unless otherwise noted.

1. MD count calculated using the average of the number of MDs at the beginning of the fiscal year and the end of the fiscal year.

Growth Through Acquisitions

- We have made 20 acquisitions over the last 15 years to deepen our industry coverage, expand our geographic reach and add additional service offerings
- HL has used acquisitions as a complement to our organic growth
- We believe that there are hundreds of potential boutique acquisition candidates around the globe that could be a strategic fit
- Our primary acquisition premise is that our global platform, and our breadth of service offerings, industry and private equity coverage will enable sellers to increase the productivity of their bankers and, in many cases, engage with larger clients
- Acquisitions are structured using a combination of upfront consideration and contingent consideration at a multiple that makes the acquisition accretive to HL

Mellum Capital

Real Estate Capital Advisory Business

January 2026

WHA WallerHelms Advisors

Insurance and Wealth Management-Focused Independent Advisory Firm

December 2024

+PSL

Prytania Solutions Limited UK-Based Tech-Enabled Valuation Platform

October 2024

TRIAGO

Global Independent Advisory Firm

April 2024

7MILE ADVISORS

Global Information Technology Services Advisory Firm

December 2023

Oakley Advisory

Telecoms, Technology, Media, & Data-Focused Advisory Firm

February 2023

GCA

Global Technology-Focused Investment Bank

October 2021

Baylor Klein

Household, Beauty and Personal Care Investment Bank

July 2021

MVP CAPITAL

Technology, Media, & Telecom-Focused Investment Bank

August 2020

Freeman & Co.

Financial Institutions Group-Focused Investment Bank

December 2019

fidentiis CAPITAL

Spain-Focused Investment Banking Firm

November 2019

BEARTOOTH ADVISORS

Private Equity Fundraising Advisory Firm

May 2018



Overview of Business Segments

A Houlihan Lokey Model for Growth and Success

HL maintains three primary service lines – Corporate Finance, Financial Restructuring, and Financial and Valuation Advisory.

Our business is diversified across clients, services, industries, professionals, and geographies.

	Corporate Finance	Financial Restructuring	Financial and Valuation Advisory
Core Services	Mergers & Acquisitions Capital Solutions	Debtor and Creditor Restructuring Liability Management Distressed M&A	Financial Opinions Transaction and Valuation Services Portfolio Valuation
Managing Directors ¹	238	59	44
5-Year FY Revenue CAGR ²	19%	9%	15%
LTM December 31, 2025 Revenues / % of Total	\$1,724 / 65%	\$583 / 22%	\$342 / 13%
LTM December 31, 2025 Revenues per MD ³	\$7.2	\$10.0	\$8.0
LTM December 31, 2025 Closed Transactions / Fee Events ⁴	620	151	2,587

Note: All dollar amounts in millions unless otherwise noted. Figures may not tie due to rounding.

1. As of December 31, 2025.

2. Revenue CAGR for the last 5 fiscal years.

3. MD count calculated using the average of the number of MDs at the beginning of the LTM and the end of the LTM.

4. References in this press release to closed transactions should be understood to be the same as transactions that are "effectively closed" as described in our annual report on Form 10-K.

Corporate Finance

Integrated Platform combining
Industry Coverage, Product Expertise,
and Global Reach



PRODUCT SPECIALISTS



Mergers and Acquisitions

Balanced and insightful mergers and acquisitions advice



Capital Solutions

Comprehensive range of debt and equity capital raisings for companies, private equity groups and alternative asset managers

INDUSTRY GROUPS



Business Services



Healthcare



Consumer



Industrials



Energy



Real Estate



Financial Services



Technology



FinTech

Corporate Finance Mergers & Acquisitions

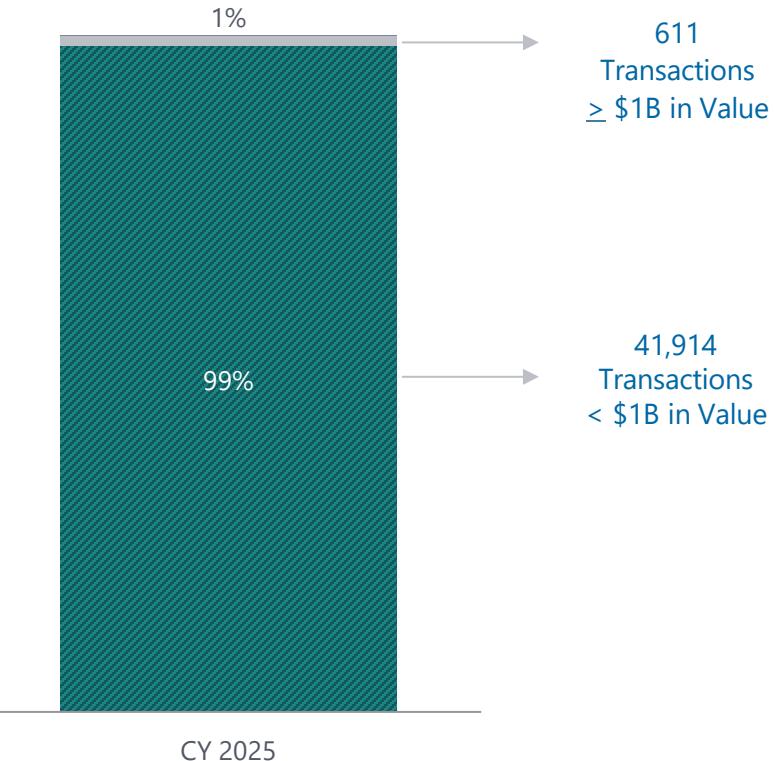
1%

Our market share in the Global mid-cap space is approximately 1%, based on the number of closed Corporate Finance transactions we completed in CY 2025

The mid-cap space is less volatile than the large-cap space, which, when combined with HL's ongoing opportunities to increase its relatively low market share, generally results in less revenue "downside" in weaker M&A markets

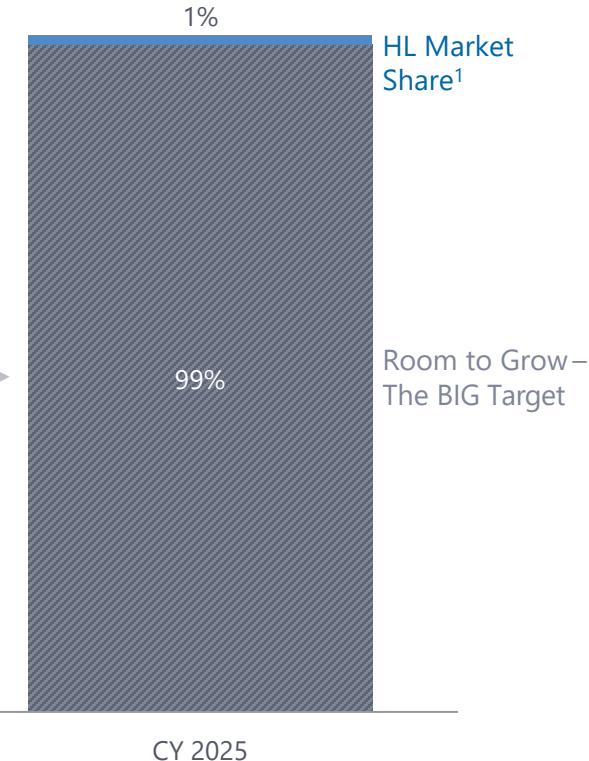
Global Closed M&A Transactions CY 2025

42,525
Transactions



Mid-Cap Transactions

41,914
Transactions



Source: LSEG.

1. Includes capital advisory transactions.

Corporate Finance Capital Solutions

We believe we have one of the largest capital solutions groups at non-balance-sheet banks, raising capital for both sponsors and corporate clients

More than

170

dedicated professionals across 15 offices in six countries as of March 31, 2025

Raised and advised on more than \$23 billion across

~115

transactions in fiscal year 2025

Private Capital Solutions

- Houlihan Lokey is a market leader in placing bespoke capital in the private markets—from senior debt to equity
 - Access capital when traditional markets / providers are inappropriate or unreceptive
- Placement of solution-oriented capital for a wide range of financing needs
 - High-touch, confidential, targeted process
 - Differentiated investor relationships and access to decision-makers
- Financing solutions for companies at various stages of the corporate lifecycle
 - Acquisitions, dividends, refinancings, growth capital and special situations
 - ABLs, secured loans, mezzanine debt, minority and co-investment equity

Capital Solutions Advisory

- Independent advisor on bank commitments as well as equity and debt securities offerings
- Drive competition to optimize positioning, structure / terms and syndication
 - Value-added distribution (anchor investors)
- Evaluate public vs. private market solutions
- Ability in the US to participate in public / syndicated offerings
 - Act as Bookrunner / Co-Manager on securities offerings and Arranger on leveraged loans

Private Funds Advisory

- Long-term partner to GPs, offering an integrated set of solutions and a dedicated team to address their most important strategic decisions
- Raise private capital from institutional and third-party investors for funds and single-asset transactions
- Provide GP- and LP-led liquidity solutions across existing fund investments
 - Single- and multi-asset continuation vehicles, strip sales, LP stakes portfolios and fund-level financings
- Provide strategic advisory regarding stake sales to Partners and Founders of private equity firms

Financial Restructuring



Deepest bench in the industry with 57 Managing Directors and 234 total finance professionals as of March 31, 2025



A true global player, having dedicated resources in 18 offices worldwide and executed transactions in more than 65 countries since 2000



Extensive experience and flexibility to work on large global restructurings as well as mid-cap restructurings for debtors and creditors

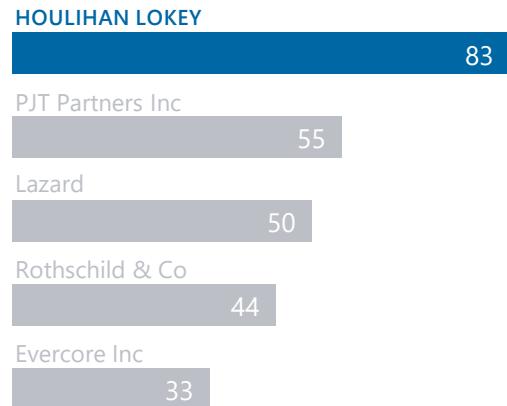


With contracting monetary policies and credit market instabilities, global restructuring activity has elevated and is expected to remain robust for the foreseeable future. We have maintained our market share throughout various economic cycles and continue to execute groundbreaking transactions in nearly all industries and geographies

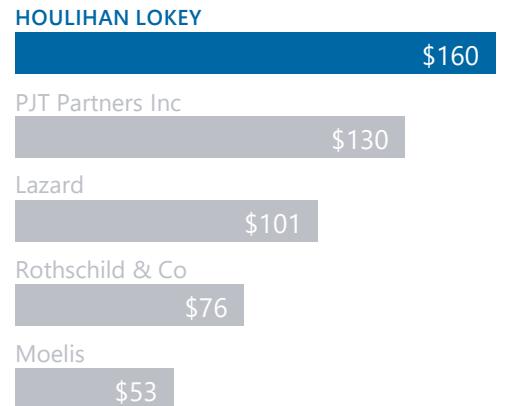
Top Global Restructuring Advisor

2025 Global Distressed Debt and Bankruptcy Restructuring Rankings

By Deal Count



By Deal Value (\$B)



15 Largest Bankruptcies

Advisor in 12 of the 15 Largest U.S. Bankruptcies 2000–2025

	Assets (\$B)
Lehman Brothers Holdings Inc.	691
Washington Mutual Inc. ¹	328
WorldCom Inc.	104
General Motors Corporation	91
CIT Group Inc.	80
PG&E Corporation (Pacific Gas) (2019)	71
Enron Corp.	66
Conseco Inc.	61
Energy Future Holdings Corp.	41
MF Global Holdings Ltd.	41
Chrysler LLC	39
AIG Financial Products Corp.	38
Thornburg Mortgage Inc.	37
Pacific Gas & Electric (2004) ²	36
Refco Inc.	33

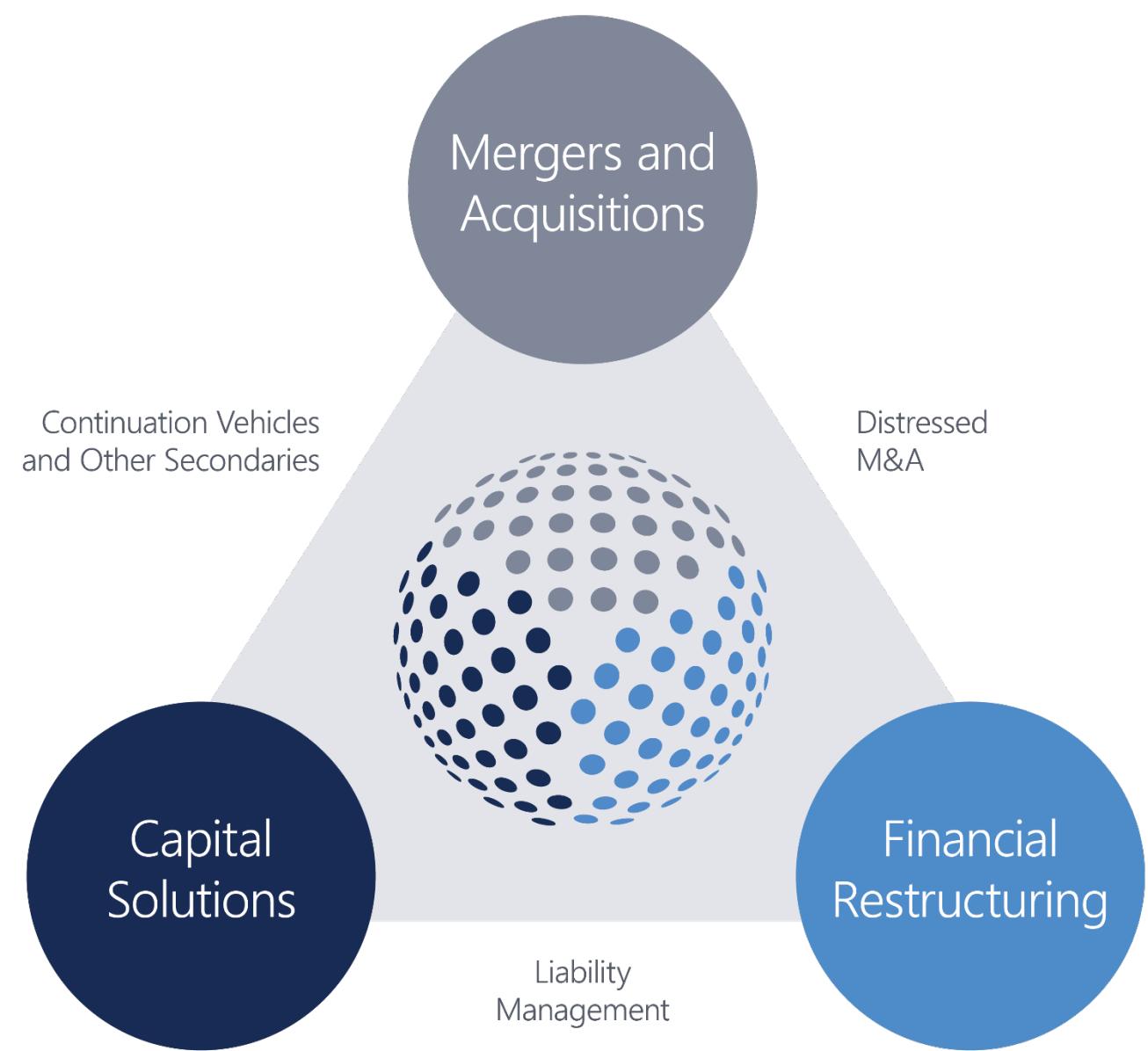
Source: LSEG, BankruptcyData.com and Debtwire. Excludes sovereign debt. Includes corporate bankruptcies (Chapter 11 or Chapter 7).

1. Houlihan Lokey advised certain creditors of the Washington Mutual Receivership.

2. Houlihan Lokey advised a group of noteholders of Pacific Gas & Electric subsidiary National Energy Group Inc.

Our Service Offerings

HL's investment banking service offerings address a wide spectrum of strategic and capital structure objectives

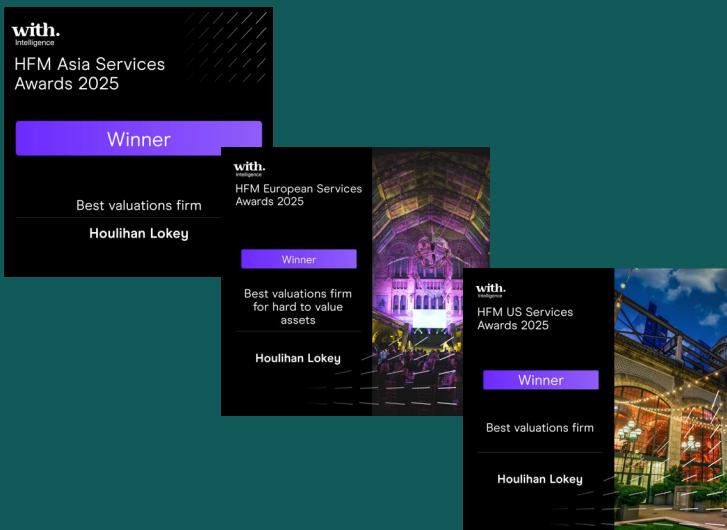


Financial and Valuation Advisory

No. 1 Global M&A Fairness Opinion Advisor Over the Past 25 Years

Awarded the Best Valuation Firm for Hard to Value Assets globally annually for the past 8 consecutive years

Over the past **50 years**, Houlihan Lokey has established one of the largest worldwide financial and valuation advisory practices



Note: As of December 31, 2025. Source: LSEG. Announced or completed transactions.

Services Offered

- **Valuation:** Expert valuation services for illiquid securities to help asset managers with financial reporting
- **Advisory:** Financial reporting, tax, and CFO advisory support, including business valuations, transaction due diligence, data analytics, and M&A accounting
- **Opinions:** Independent fairness, solvency, and valuation opinions for public and private transactions (corporate and fund clients)

Diversified Revenue Stream

- **Market Resilient Portfolio:** Diverse, full-cycle service portfolio balanced to mitigate volatility and perform across changing M&A markets
- **Consistent Growth:** Demonstrated record of consistent revenue and client growth across all market cycles
- **Financial Outperformance:** Realizing above-market revenue and margin growth performance across diverse global business segments and end-markets
- **Massive Addressable Markets:** Operating in massive global and growing addressable markets with substantial runway for continued expansion

Operating Philosophy

- **Premium Brand & Pricing Power:** Extending the HL brand and reputation as a premium provider and leading advisor in complex matters to drive strong pricing power
- **Strategic Fee Mix:** Strengthening fee mix with larger-cap and public clients using value-added transaction driven services. Rapid growth in number of \$1M+ clients
- **Client-Centric Lifecycle:** Client-centric focus, providing recurring and transaction-based services through the client's full lifecycle
- **Innovation & Thought Leadership:** Market thought leader with innovative service offerings, proprietary branded market data, research, indices, and analytical tools
- **Global Operational Leverage:** Technology enabled and diversified professional staff across global geographies enhancing efficiency and scalability

Financial Sponsors Group

Houlihan Lokey has one of the largest Financial Sponsors Groups focused on mid and large-cap funds

Most Active Investment Banks to Global P.E.¹

1	HOULIHAN LOKEY	232
2	Rothschild	189
3	Jefferies	175
4	William Blair	150
5	Morgan Stanley	147

Broad and Deep Financial Sponsor Group

- HL has 30 senior officers dedicated to the financial sponsor community in North America, Europe, and Japan as of FYE 2025
- Coverage of 1,600+ private equity firms, 300+ credit funds and 50+ family offices as of FYE 2025
- Organized geographically to ensure client coverage proximity

In-Depth Data on Buyer Behavior

- Knowledge of and database on financial sponsor preferences and behavior through our relationships and deal flow
- Collect and analyze comprehensive data on industry, size and general market trends

Importance of Our Sponsor Relationships

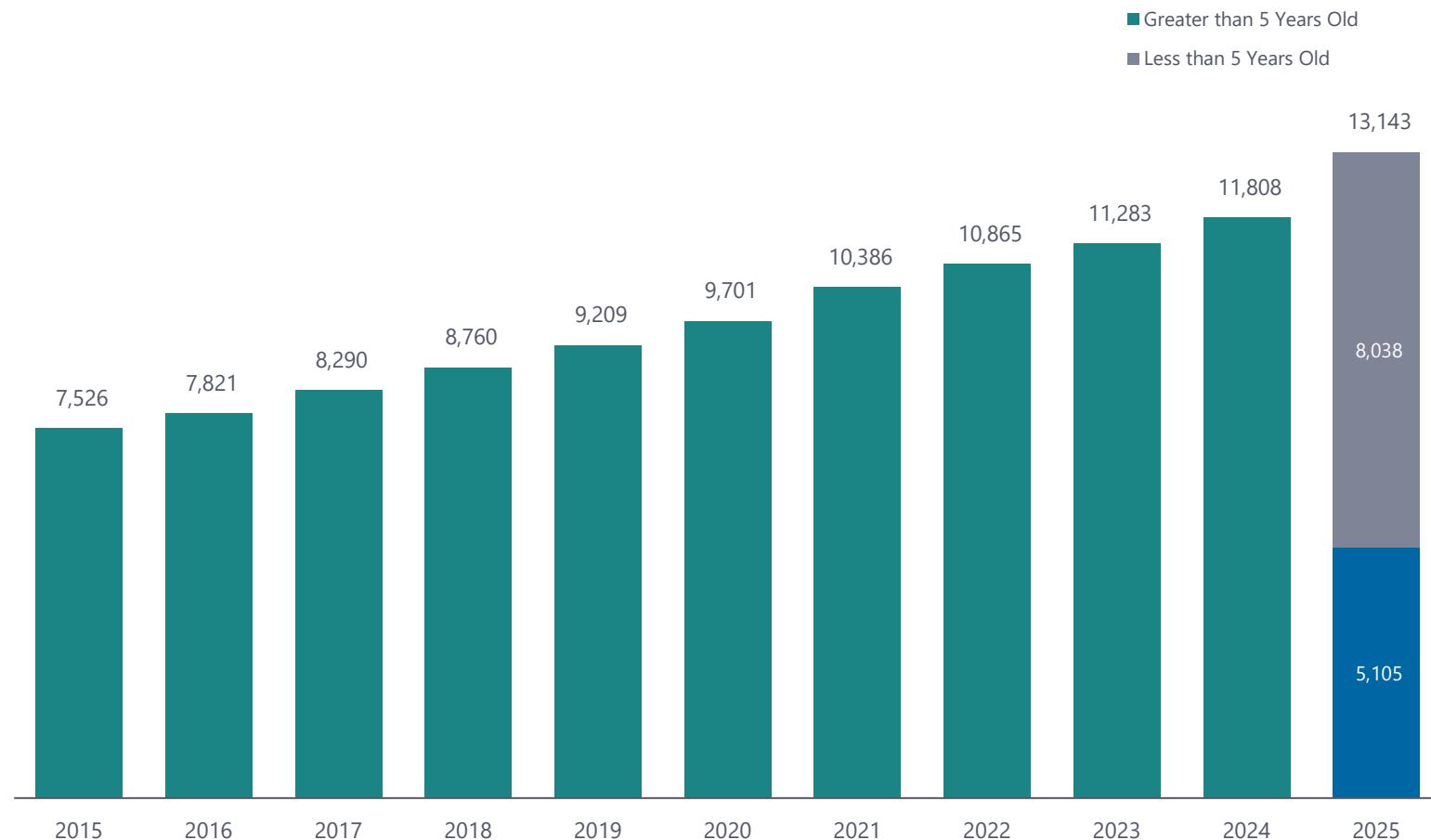
- Each year, we work on hundreds of engagements for private equity groups and their portfolio companies
- Sold over 850 companies to financial sponsors over the last five years
- Buyout firms have approximately \$650 billion of dry powder²
- Provide financial sponsors access to successful solutions – with coverage officers facilitating two-way information flow between sponsors and Houlihan Lokey

1. Represents number of transactions closed for the calendar year-to-date period ended December 31, 2024. Source: The Deal.

2. As of December 31, 2024. US only. Source: Preqin.

Private Equity Portfolio Company Inventory

Current Inventory of U.S. Private-Equity-Backed Companies (2015–2025)



Source: PitchBook as of December 31, 2025.

Given our strong market share serving the PE community, HL is well positioned to benefit from the growing number of portfolio companies held by private equity



Financial Overview

Strong Top-Line Growth and Disciplined Expense

Long history of revenue growth through various market cycles



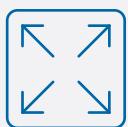
- Resilient business mix consisting of cyclical and countercyclical revenue categories
- Leader in each of our three business segments with ample growth opportunities

Consistent track record of profitability through market cycles



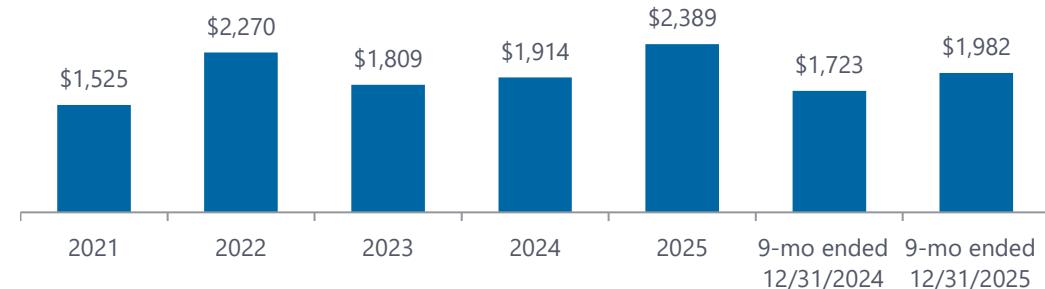
- Maintained double-digit adjusted pre-tax margins through downturns in the economy
- Each business segment is similarly profitable to shareholders

Scalable, capital-light model

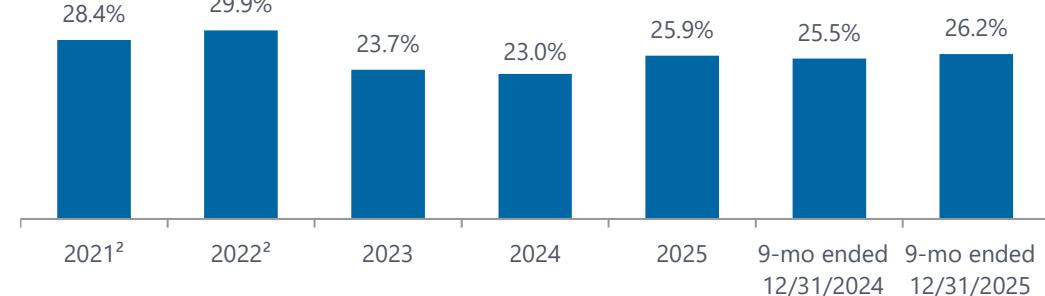


- Minimal capital balance sheet requirements
- Low leverage levels
- Scalable model that can be further leveraged to support top-line growth

Revenues



Adjusted Pre-tax Margin¹



Adjusted Net Income¹

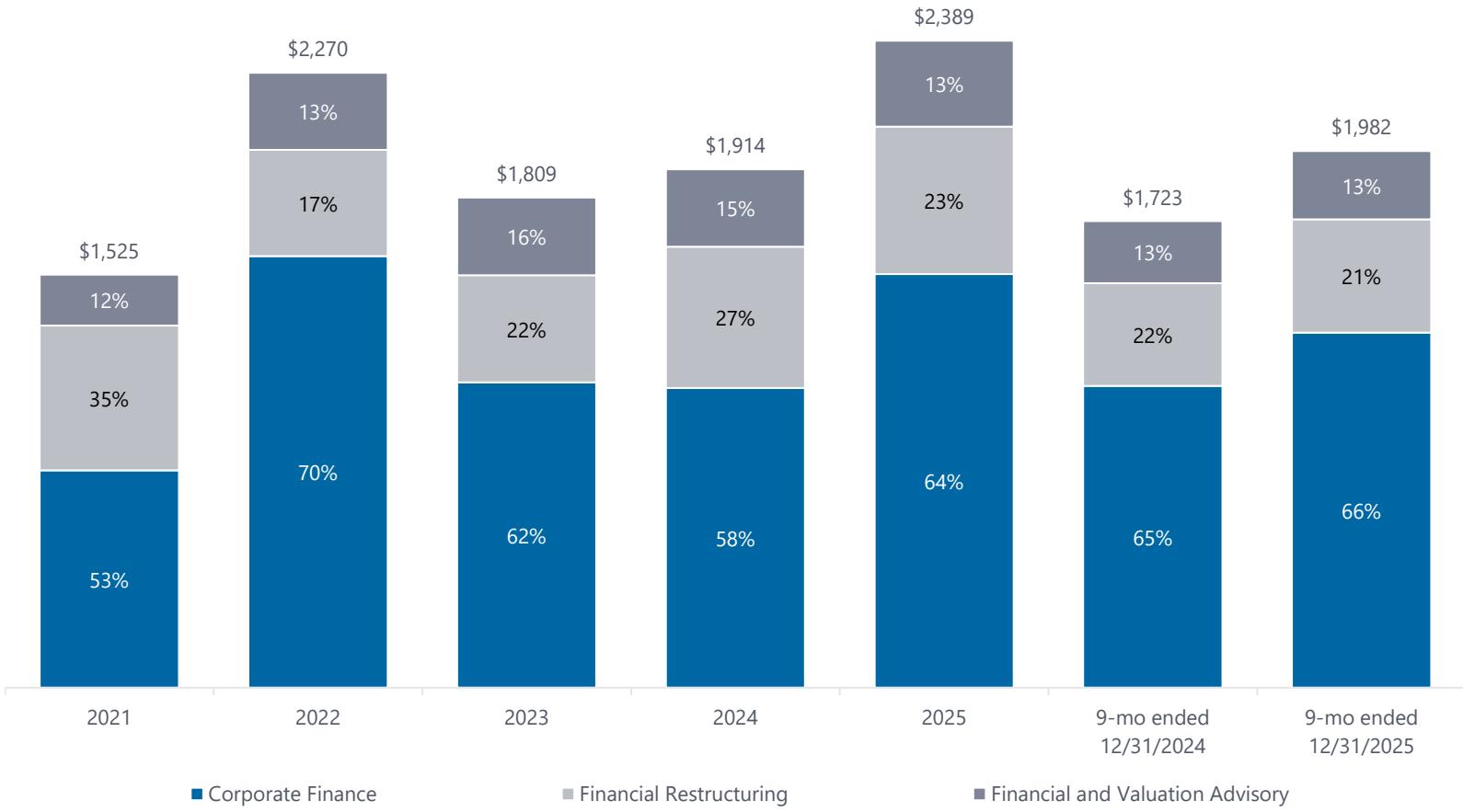


Note: Fiscal year ended March 31. All dollar amounts in millions.

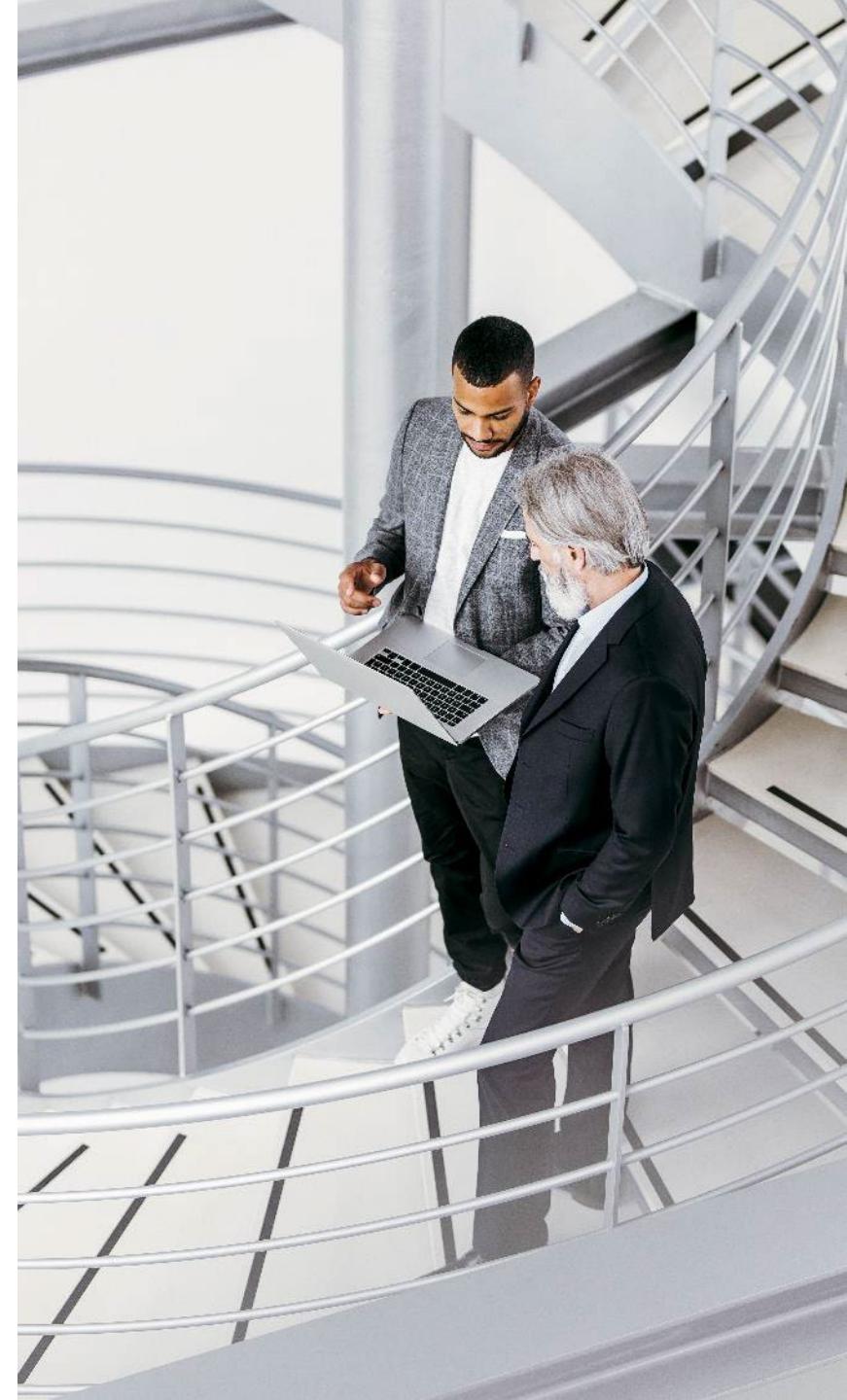
1. See page 30 for a description and reconciliation to the most directly comparable GAAP measures for relative year-to-date periods for fiscal 2025 and 2026. See page 31 for comparable historical GAAP figures and refer to previously filed earnings releases for historical adjustments.
2. Operated at higher margins due to temporarily lower non-compensation expenses as a result of the COVID-19 pandemic.

Business Segment Financials

Revenues By Business Segment



Note: Fiscal year ended March 31. All dollar amounts in millions unless otherwise noted.



Expense, Balance Sheet and Cash Management

Operating Expenses



Compensation

Given our diversified business model and compensation structure, we are able to maintain a tight compensation ratio through market cycles

Non-compensation

We believe our annual non-compensation ratio is among the lowest of our publicly traded peers

Balance Sheet Health



We operate
with extremely low levels of debt

We maintain
a revolver of \$150 million, which has remained undrawn

We generate
a significant amount of cash flow throughout the year

We are focused on
maintaining balance sheet flexibility to enable us to be opportunistic, especially regarding acquisition opportunities

Shareholder Return



We are committed to the following principles:

- Grow our quarterly dividend as the business grows
- When possible, use excess cash to make acquisitions that are strategic as well as accretive to shareholders
- If excess cash accumulates, return it to shareholders in the most efficient manner possible

Reconciliation of GAAP to Adjusted Financials

<i>(In thousands, except share and per share data)</i>	Three Months Ended December 31,		Nine Months Ended December 31,	
	2025	2024	2025	2024
Revenues	\$ 717,072	\$ 634,428	\$ 1,981,873	\$ 1,722,994
Compensation expenses				
Compensation expenses (GAAP)	\$ 458,571	\$ 402,971	\$ 1,274,610	\$ 1,093,724
Less: Acquisition related compensation and benefits ⁽¹⁾	(17,570)	(12,798)	(55,758)	(34,083)
Compensation expenses (adjusted)	441,001	390,173	1,218,852	1,059,641
Non-compensation expenses				
Non-compensation expenses (GAAP)	\$ 97,771	\$ 95,355	\$ 305,392	\$ 267,759
Less: Acquisition related legal structure reorganization ⁽²⁾	(593)	(3,619)	(1,467)	(4,824)
Less: Integration and acquisition related costs ⁽³⁾	(2,169)	(4,668)	(2,169)	(8,222)
Less: Acquisition amortization ⁽⁴⁾	(1,310)	(4,066)	(13,374)	(9,674)
Less: Revaluation of acquisition contingent consideration ⁽⁵⁾	—	—	(17,895)	(828)
Non-compensation expenses (adjusted)	93,699	83,002	270,487	244,211
Operating income				
Operating income (GAAP)	\$ 160,730	\$ 136,102	\$ 401,871	\$ 361,511
Plus: Adjustments ⁽⁶⁾	21,642	25,151	90,663	57,631
Operating income (adjusted)	182,372	161,253	492,534	419,142
Other (income) expense, net				
Other (income) expense, net (GAAP)	\$ (8,918)	\$ (9,016)	\$ (25,880)	\$ (19,569)
Other (income) expense, net (adjusted)	(8,918)	(9,016)	(25,880)	(19,569)
Provision for income taxes				
Provision for income taxes (GAAP)	\$ 53,100	\$ 49,816	\$ 101,889	\$ 103,289
Plus: Impact of the excess tax benefit for stock vesting ⁽⁷⁾	—	—	—	21,921
Less: Non-deductible acquisition related costs ⁽⁸⁾	(1,250)	(1,462)	(3,303)	(1,462)
Less: Reversal of deferred tax asset ⁽⁹⁾	—	—	—	(1,690)
Adjusted provision for income taxes	51,850	48,354	98,586	122,058
Plus: Resulting tax impact ⁽¹⁰⁾	6,615	8,380	12,234	18,525
Provision for income taxes (adjusted)	58,465	56,734	110,820	140,583
Net income				
Net income (GAAP)	\$ 116,548	\$ 95,302	\$ 325,862	\$ 277,791
Plus: Adjustments ⁽¹¹⁾	16,277	18,233	81,732	20,337
Net income (adjusted)	\$ 132,825	\$ 113,535	\$ 407,594	\$ 298,128
Fully diluted shares outstanding				
Fully diluted shares outstanding (GAAP)	68,426,644	68,760,959	68,691,432	68,558,325
Plus: Impact of unvested GCA retention and deferred share awards	172,940	334,677	232,440	454,494
Fully diluted shares outstanding (adjusted)	68,599,584	69,095,636	68,923,872	69,012,819
Fully diluted EPS (GAAP)	\$ 1.70	\$ 1.39	\$ 4.74	\$ 4.05
Fully diluted EPS (adjusted)	\$ 1.94	\$ 1.64	\$ 5.91	\$ 4.32

Notes to Reconciliation of GAAP to Adjusted Financial Information:

(1) Reflects acquisition related deferred retention payments.

(2) Reflects legal and other professional fees associated with the simplification of our legal entity structure that has resulted from acquisitions.

(3) Reflects integration and acquisition related costs, including asset write offs or impairments.

(4) Reflects amortization of intangible assets recognized in purchase accounting from our acquisitions.

(5) Reflects the fair value remeasurement of acquisition-related contingent consideration.

(6) The aggregate of adjustments from compensation and non-compensation expenses.

(7) Prior to fiscal 2026, reflects the exclusion of stock-based compensation tax deductions recognized upon vesting of stock-based awards, where the fair value at vesting exceeded the grant date fair value.

(8) Reflects acquisition-related costs which are non-deductible for income tax purposes.

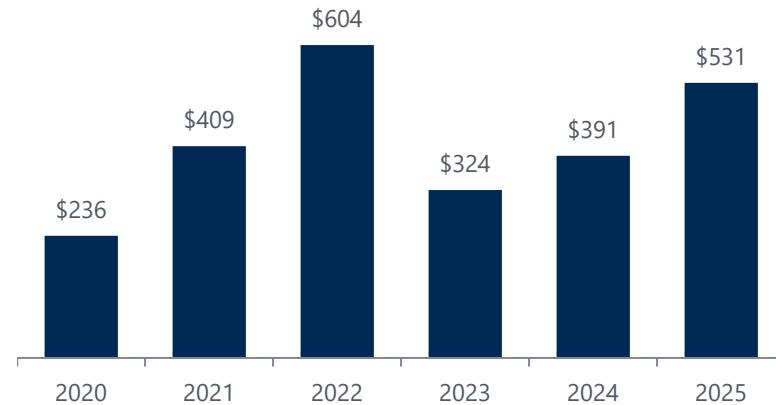
(9) Represents the reversal of deferred income taxes related to non-deductible expenses resulting from the senior management transition in fiscal 2025.

(10) Reflects the tax impact of utilizing the adjusted effective tax rate on the non-tax adjustments identified above.

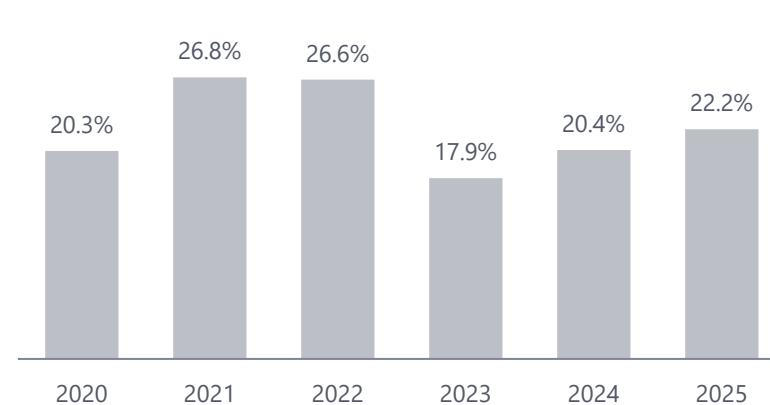
(11) Consists of all adjustments identified above net of the associated tax impact.

Comparable GAAP vs. Adjusted Financial Figures

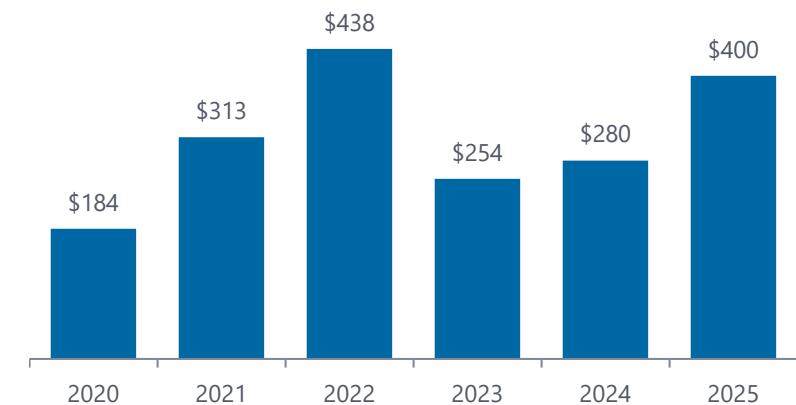
GAAP Pre-tax Income



GAAP Pre-tax Margin



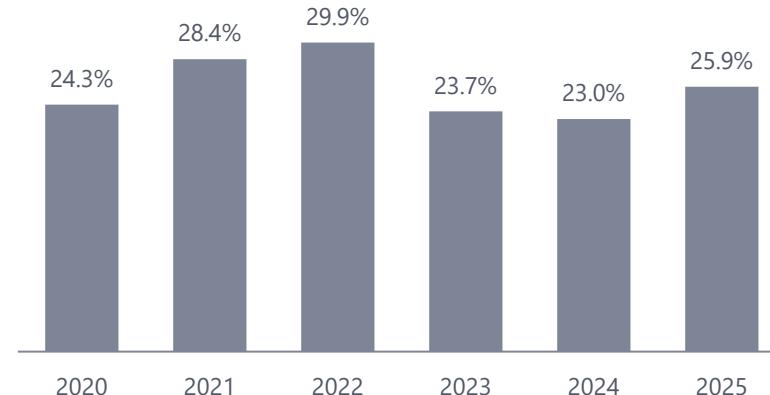
GAAP Net Income



Adjusted Pre-tax Income



Adjusted Pre-tax Margin



Adjusted Net Income



Note: For fiscal years ended March 31. All dollar amounts in millions unless otherwise noted.

Our Vision

We will be recognized globally for providing the finest financial advice and service to our clients and the best place to work for our colleagues.



Our Mission



We help our clients achieve superior outcomes by providing thoughtful, caring advice while acting with honor and integrity



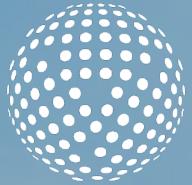
We are strategic in our approach to growth and are committed to creating lasting value for our shareholders



We maintain an intellectually stimulating, fair and fun place to work



We seek to improve our local and global communities through the responsible and direct actions of our firm and its people



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