



**Houlihan
Lokey**

Investor Presentation

October 2025



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
Valuation Services
Transaction Advisory Services
Portfolio Valuation

DEDICATED INDUSTRY GROUPS



Business Services



Financial Services



Industrials



Consumer



FinTech



Real Estate



Energy



Healthcare



Technology

KEY FACTS AND FIGURES



33

Locations
Worldwide

2,778

Global
Employees

345

Managing
Directors

\$2.6B

Revenue¹

Note: As of September 30, 2025
1. LTM ended September 30, 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 16-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



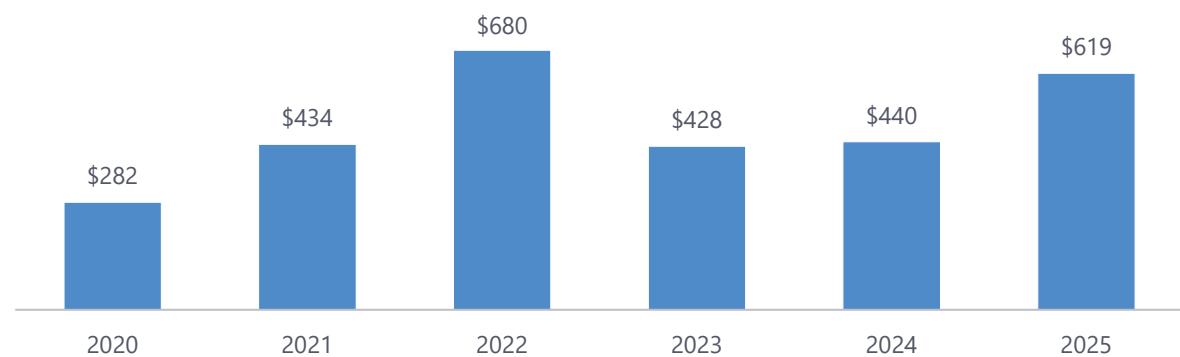
Maintained solid adjusted pre-tax margins throughout, with higher pre-tax margins for fiscal years 2021 and 2022 as a result of temporarily lower non-compensation expenses because of the COVID-19 pandemic

Revenues

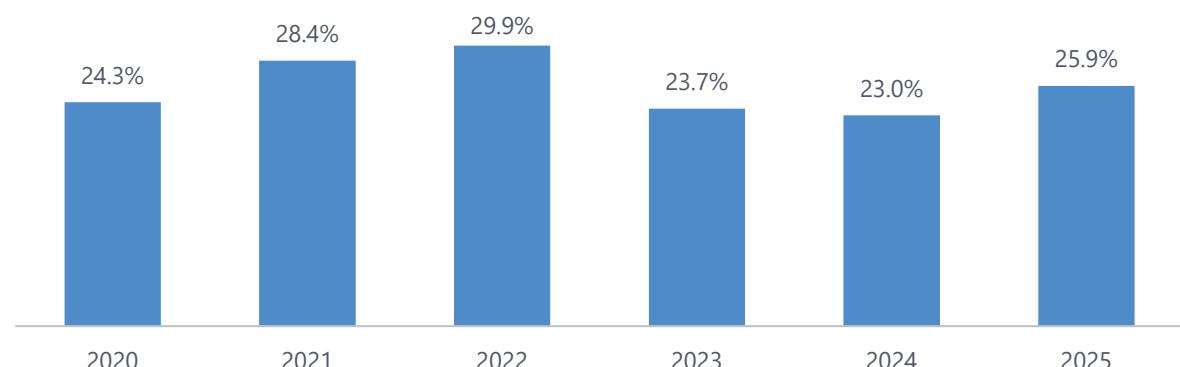
Corporate Finance
Financial Restructuring
Financial and Valuation Advisory



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 16-person Operating Committee Team

2

High Retention

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

3

Strong Loyalty

More than 58% of Managing Directors reached their respective positions through internal promotions¹

4

No "Star" Culture

No single individual generated more than 2% of revenues²

1. As of March 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 2024

HOULIHAN LOKEY

415

Rothschild & Co

406

Goldman Sachs & Co

371

JP Morgan

342

Morgan Stanley

309

→ No. 1 U.S. M&A Advisor

→ Leading Capital Solutions Advisor

Top Global Restructuring Firm

CY 2024 Global Distressed Debt and Bankruptcy Restructuring Deals

HOULIHAN LOKEY

88

PJT Partners

59

Rothschild & Co

48

Lazard

44

Perella Weinberg Partners LP

40

→ 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 2000 to CY 2024)

HOULIHAN LOKEY

1,243

Duff & Phelps

1,045

JP Morgan

1,020

UBS

792

Morgan Stanley

698

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

→ 2,000+ Annual 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

86

Rothschild & Co

62

Goldman Sachs & Co

54

Benchmark International

49

JP Morgan

46

Healthcare³

HOULIHAN LOKEY

35

Rothschild & Co

28

KeyBanc Capital Markets Inc

25

Morgan Stanley

24

Goldman Sachs & Co

22

Financial Services¹

HOULIHAN LOKEY

56

Goldman Sachs & Co

46

JP Morgan

41

Rothschild & Co

40

Morgan Stanley

36

FinTech²

HOULIHAN LOKEY

17

Raymond James Financial

14

The Goldman Sachs Group

14

William Blair & Co

12

Evercore/Jefferies Financial Group/Morgan Stanley

10

Technology

HOULIHAN LOKEY

101

Goldman Sachs & Co

98

JP Morgan

93

Morgan Stanley

81

Rothschild & Co

65

Source: LSEG. Excludes accounting firms and brokers.

Note: Advisory rankings based on total number of Global M&A transactions completed in CY 2024.

1. Excludes banks.

2. Source: Pitchbook Data, Inc.

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

Diversified Across Geography, Client, Industry, Professional and Segment

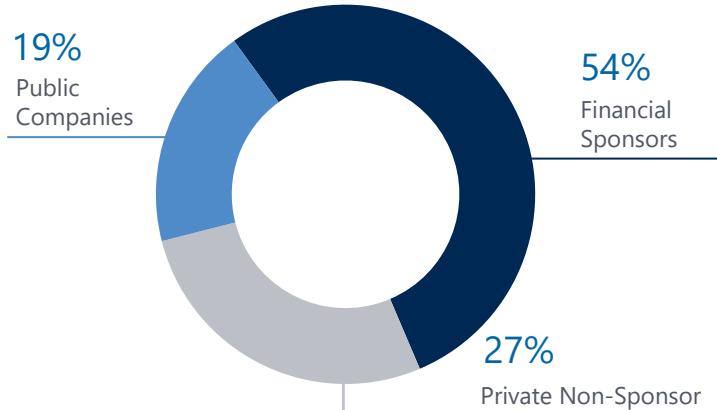
More than
2,000+
clients served annually

2%

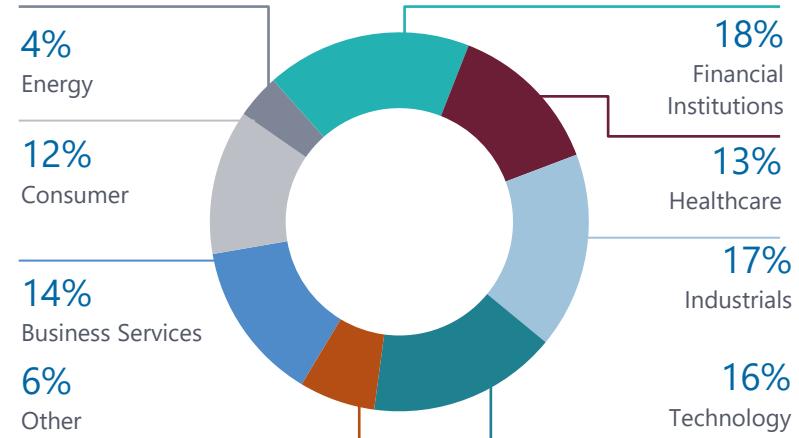
For FY 2025:

- 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

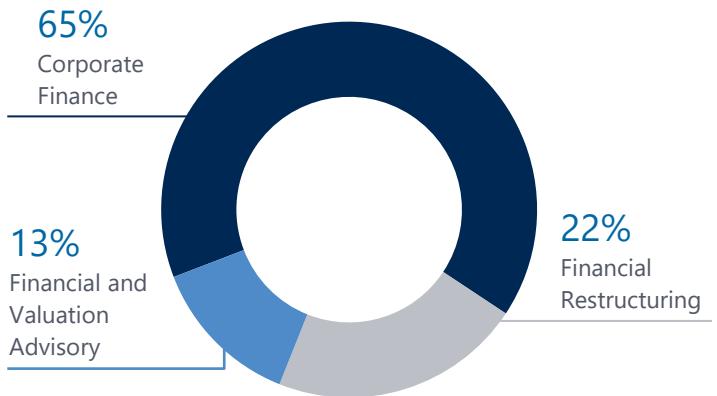
Client Mix¹



Industry Mix¹



Segment Mix¹



Geographic Mix¹



1. Based on revenues for the LTM ended September 30, 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**

Beijing	Shanghai
Gurugram	Singapore
Hong Kong SAR	Sydney
Mumbai	Tokyo

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 walletshare, supported by a complete lifecycle of services

Growth Through Hiring and MD Productivity

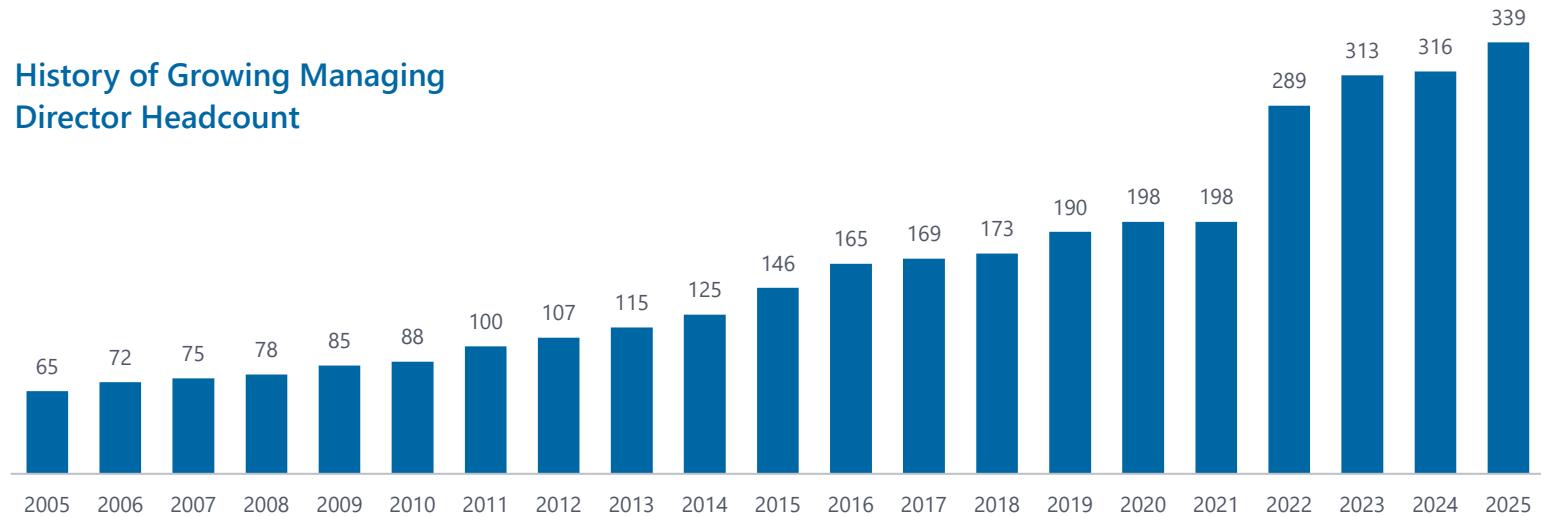


HL has increased its Managing Director Headcount by a CAGR of 9% over the last 20 years through internal promotions, opportunistic hirings, and strategic acquisitions.

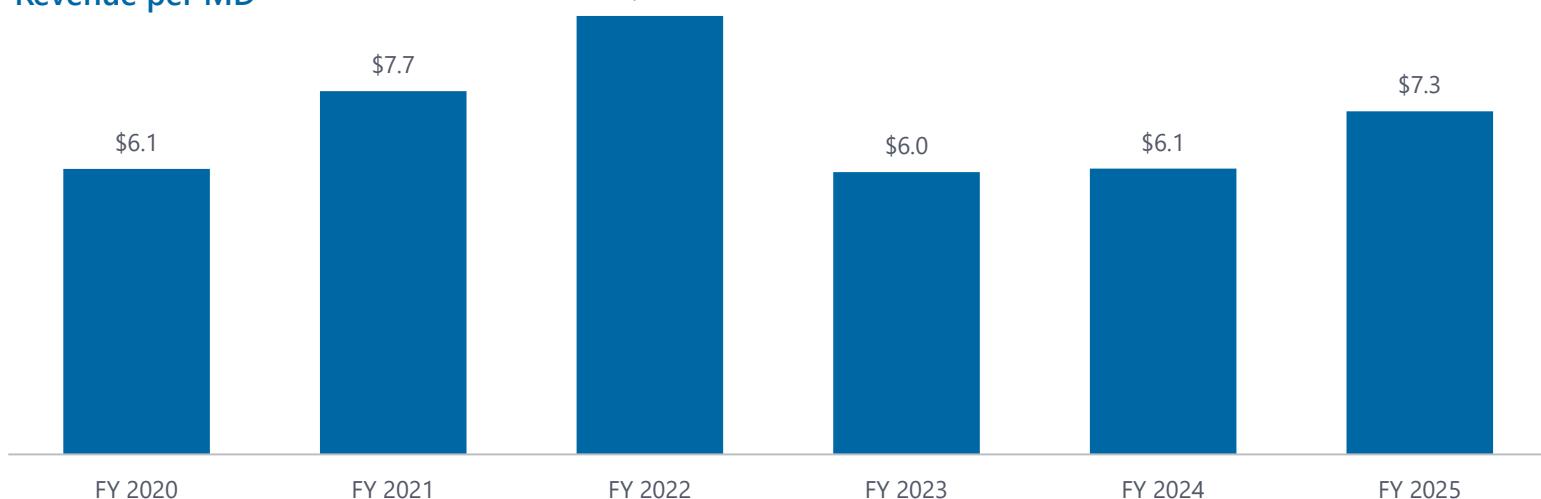


HL has maintained solid MD productivity through the cycles. Productivity increased in FY21 and FY22 due to significantly less travel and more time for deal execution as a result of the COVID-19 pandemic.

History of Growing Managing Director Headcount



Revenue per MD¹

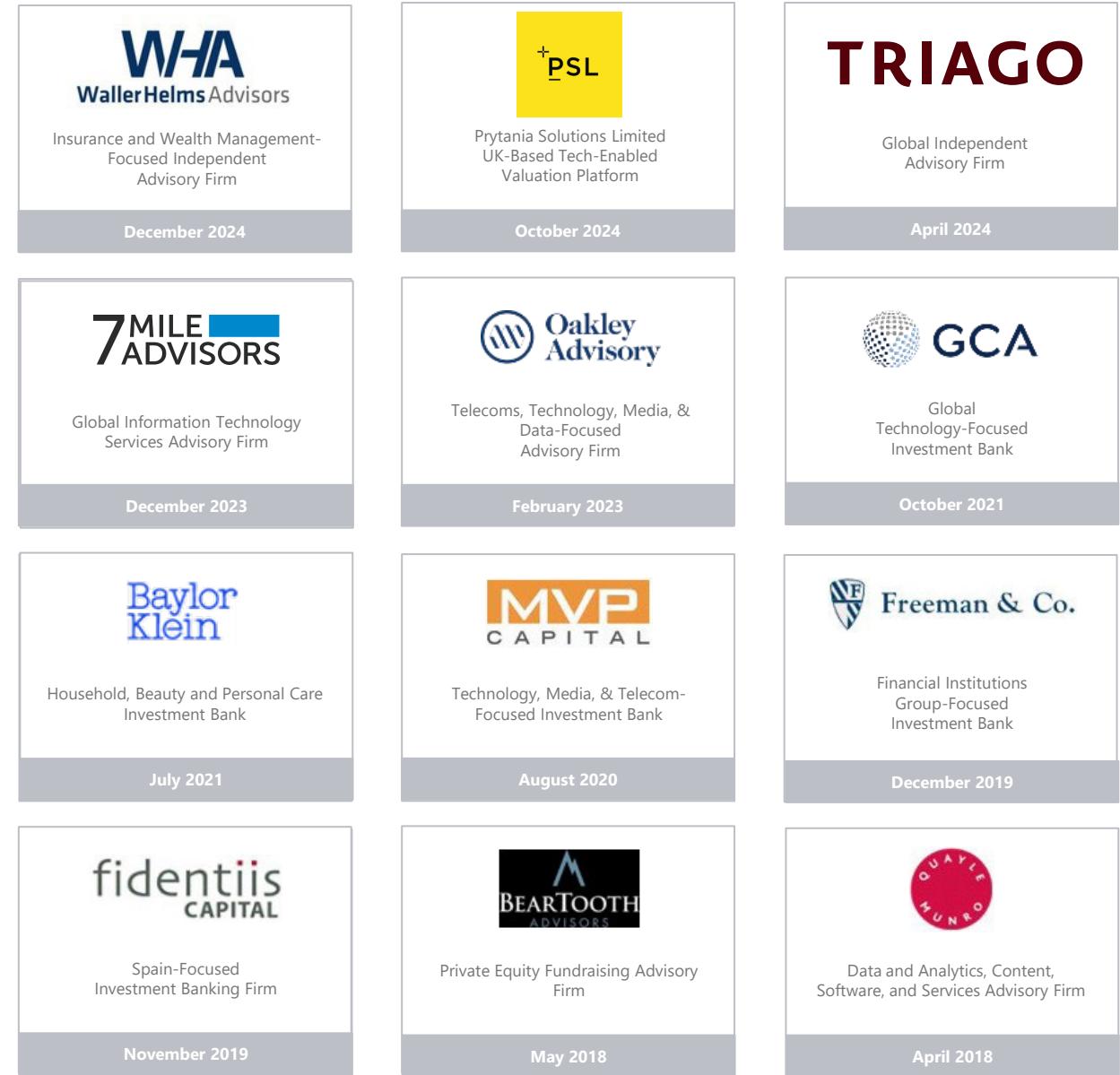


Note: For fiscal years ended March 31. All dollar amounts in millions unless otherwise noted.

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 Recent Acquisitions

- HL has made 20 acquisitions over the last 15 years
- We have made acquisitions to deepen our industry coverage, expand our geographic reach and add additional service offerings
- HL has historically 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 the depth and breadth of our platform enables sellers to engage with larger clients resulting in higher average fees per engagement
- Acquisitions are structured using a combination of up-front consideration and contingent consideration at a multiple that makes the acquisition accretive to HL





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 Valuation Services Transaction Advisory Services Portfolio Valuation
Managing Directors ¹	242	58	45
5-Year FY Revenue CAGR ²	19%	9%	15%
LTM September 30, 2025 Revenues / % of Total	\$1,671 / 65%	\$558 / 22%	\$337 / 13%
LTM September 30, 2025 Revenues per MD ³	\$7.2	\$9.6	\$7.8
LTM September 30, 2025 Closed Transactions / Fee Events ⁴	613	151	2,562

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

1. As of September 30, 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

Houlihan Lokey's Corporate Finance group closes more deals than any other firm anywhere in the world

No.1
Global M&A Advisor¹

No.1
Global Advisor to
Private Equity²

No.1
US M&A Advisor¹

Leading
Capital Solutions Advisor

Market-Leading Advisor Across Industries¹

2024 M&A Advisory Rankings All Global Business Services Transactions

Advisor	Deals
1 Houlihan Lokey	86
2 Rothschild & Co	62
3 Goldman Sachs & Co	54
4 Benchmark International	49
5 JP Morgan	46

Source: LSEG.
Excludes accounting firms and brokers.

2024 M&A Advisory Rankings Global Healthcare Transactions Under \$1 Billion

Advisor	Deals
1 Houlihan Lokey	35
2 Rothschild & Co	28
3 KeyBanc Capital Markets Inc	25
4 Morgan Stanley	24
5 Goldman Sachs & Co	22

Source: LSEG.
Excludes accounting firms and brokers.

2024 M&A Advisory Rankings All Global Financial Services Transactions

Advisor	Deals
1 Houlihan Lokey	56
2 Goldman Sachs & Co	46
3 JP Morgan	41
4 Rothschild & Co	40
5 Morgan Stanley	36

Source: LSEG.
Excludes accounting firms and brokers. Excludes banks.

2024 M&A Advisory Rankings All Global FinTech Transactions

Advisor	Deals
1 Houlihan Lokey	17
2 Raymond James Financial	14
2 The Goldman Sachs Group	14
4 William Blair & Co	12
5* Evercore/Jefferies/Morgan Stanley	10

Source: PitchBook Data, Inc.
*Represents a three-way tie between Evercore Group, Jefferies Financial Group, and Morgan Stanley.

2024 M&A Advisory Rankings All Global Technology Transactions

Advisor	Deals
1 Houlihan Lokey	101
2 Goldman Sachs & Co	98
3 JP Morgan	93
4 Morgan Stanley	81
5 Rothschild & Co	65

Source: LSEG.
Excludes accounting firms and brokers.

Note: Advisory rankings based on total number of Global M&A transactions completed in CY 2024.

1. Source: LSEG. Excludes accounting firms and brokers.

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

Corporate Finance Mergers & Acquisitions

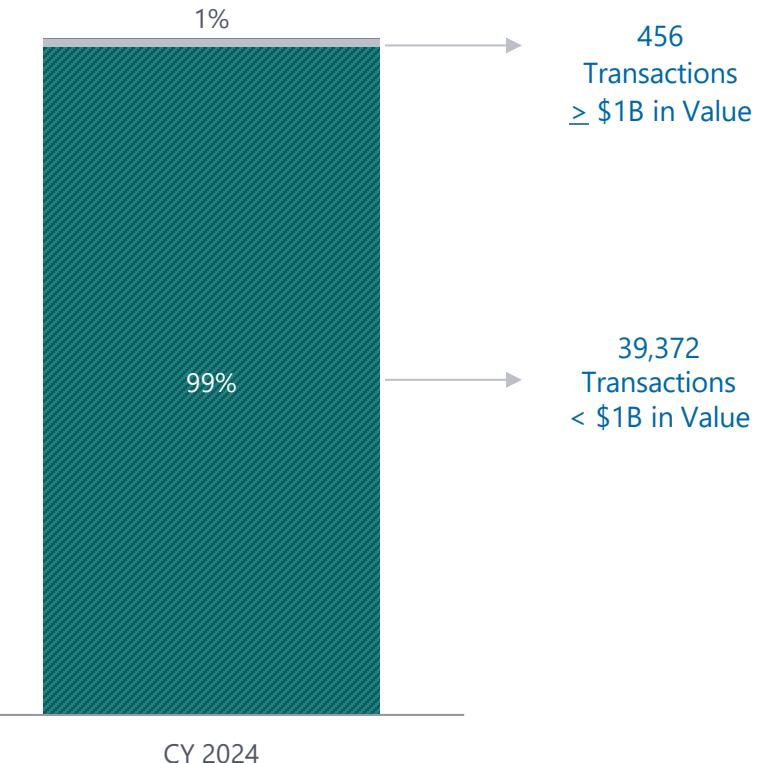
1%

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 2024

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

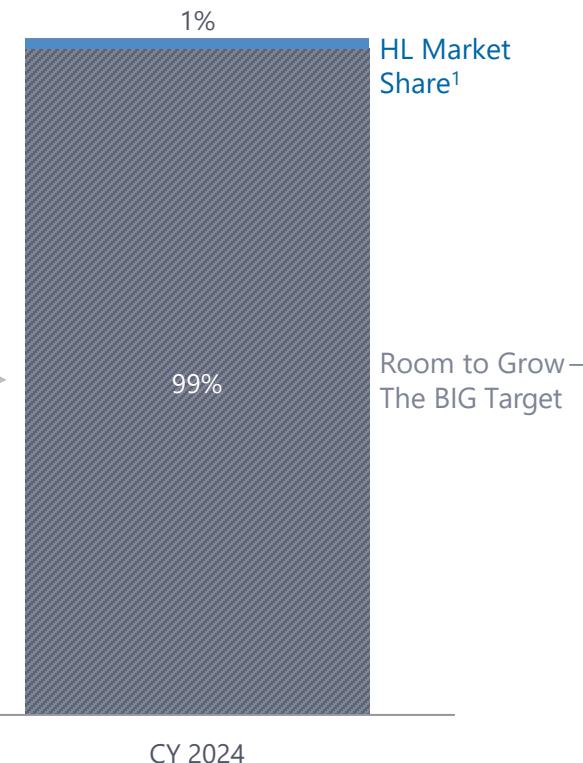
Global Closed M&A Transactions CY 2024

39,828
Transactions



Mid-Cap Transactions

39,372
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 and 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 17 offices worldwide and executed transactions in more than 60 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

2024 Global Distressed Debt and Bankruptcy Restructuring Rankings

By Deal Count

HOULIHAN LOKEY

88

PJT Partners

59

Rothschild & Co

48

Lazard

44

Perella Weinberg Partners LP

40

15 Largest Bankruptcies

Advisor in 12 of the 15 Largest U.S. Bankruptcies 2000–2024

	Assets (\$B)
Lehman Brothers Holdings Inc.	691
Washington Mutual Inc.¹	328
Sunac China Holdings Limited	304
WorldCom Inc.	104
General Motors Corporation	91
CIT Group Inc.	80
PG&E Corp. (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

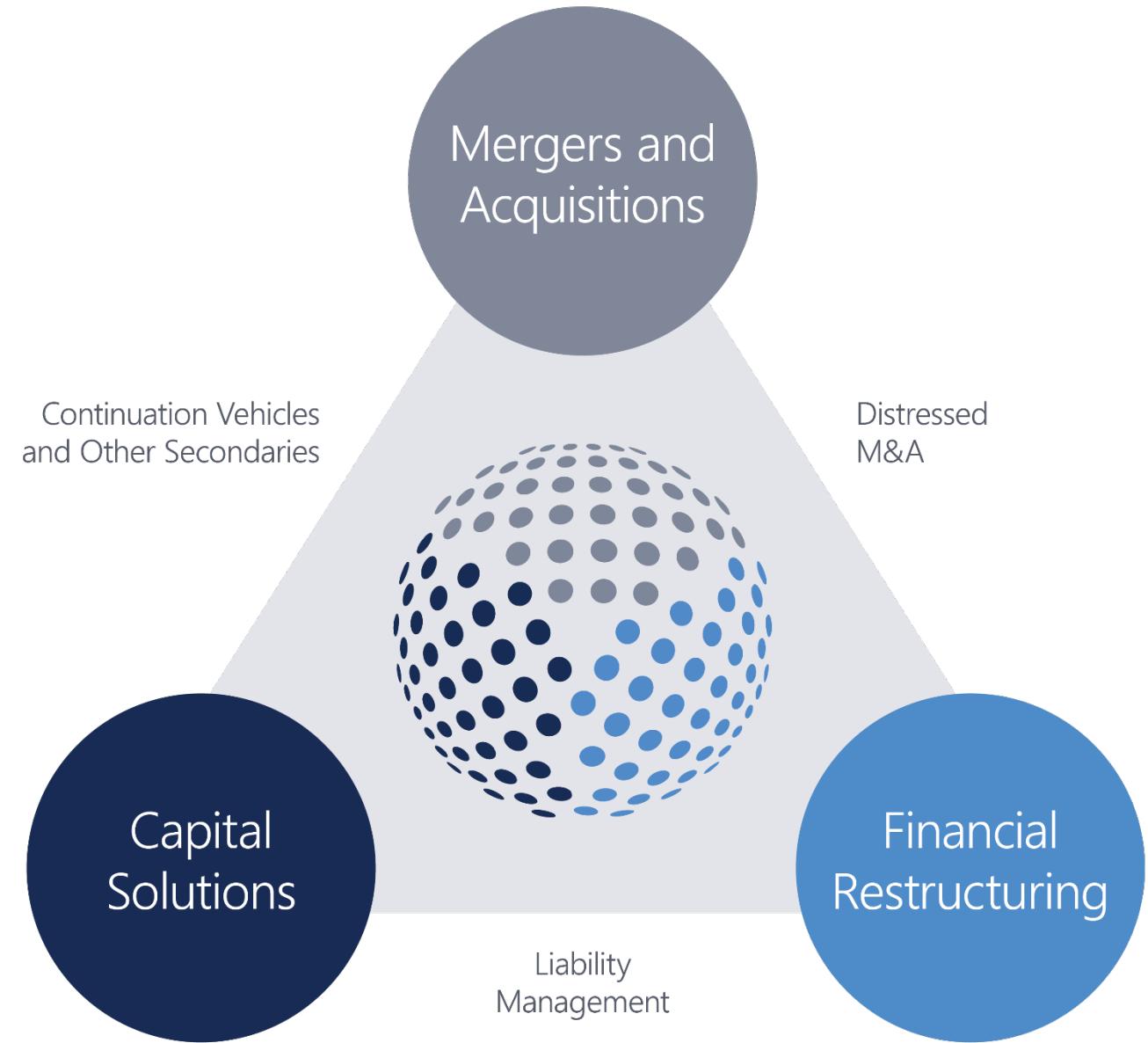
Source: LSEG, BankruptcyData.com and Debtwire. Excludes sovereign debt.

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

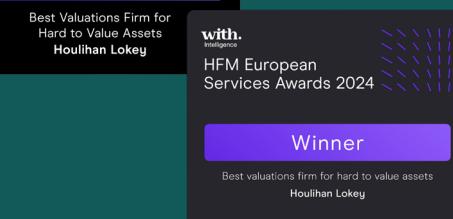
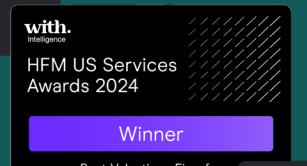


Financial and Valuation Advisory

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

Awarded the Best Valuation firm for Hard to Value Assets Globally for the Past 5 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, 2024. Source: LSEG. Announced or completed transactions.

Services Offered

- Transaction (including Solvency) Opinions
- Portfolio Valuation and Fund Advisory
- Transaction Advisory Services
- Corporate Valuation Advisory Services
- Fund Opinions

Diversified Revenue Stream

- Significant and growing revenues in massive global addressable markets
- Diverse, full-cycle service portfolio balanced to mitigate volatility due to changing M&A markets
- Low client concentration with more than 1,200 unique clients
- Long-standing, sticky clients with over 50% of our FVA business being recurring in nature
- Diverse client base, including corporate clients (public and private), financial sponsors, hedge funds, government agencies and entrepreneurially owned companies

Operating Philosophy

- Extending the HL brand and reputation as a premium provider and leading advisor in complex matters
- Strengthening fee mix with larger-cap and public clients using value-added transaction driven services
 - Rapid growth in number of \$1M+ clients
- Client-centric, providing recurring and transaction-based services through the client's full lifecycle
- Market thought leader with innovative service offering, market indices and analytical tools
- Realizing above-market revenue growth and margin targets

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

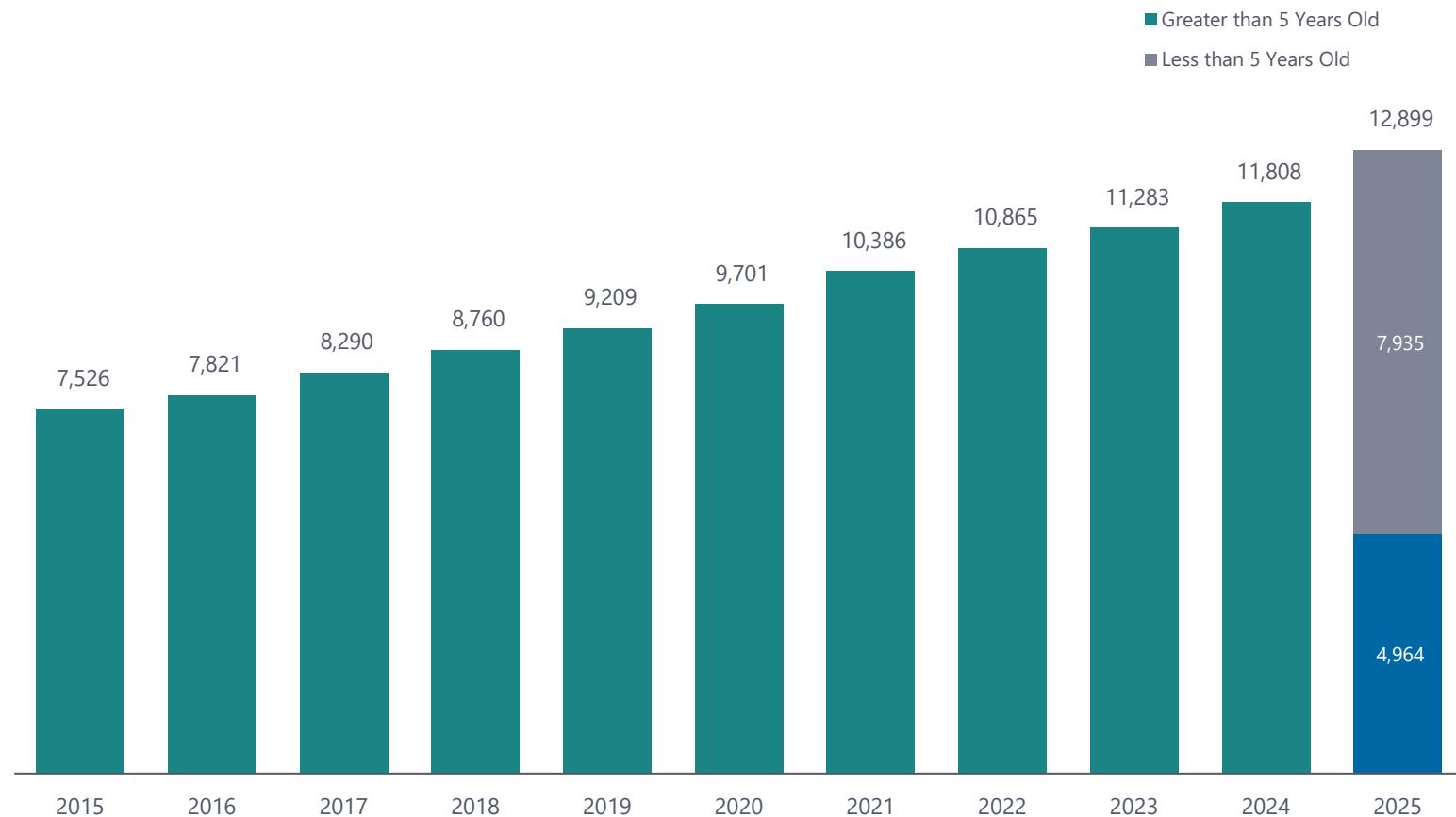
- Each year, we work on hundreds of engagements for private equity groups and their portfolio companies
- Sold over 850 companies to financial sponsors over the last five years
- Buyout firms have approximately \$650 billion of dry powder²
- Provide financial sponsors access to successful solutions – 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 September 30, 2025.



Financial Overview

Strong Top-Line Growth and Disciplined Expense

Long history of revenue growth through various market cycles



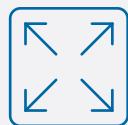
- Resilient business mix consisting of cyclical and countercyclical revenue categories
- Leader in each of our three business segments with ample growth opportunities

Consistent track record of profitability through market cycles



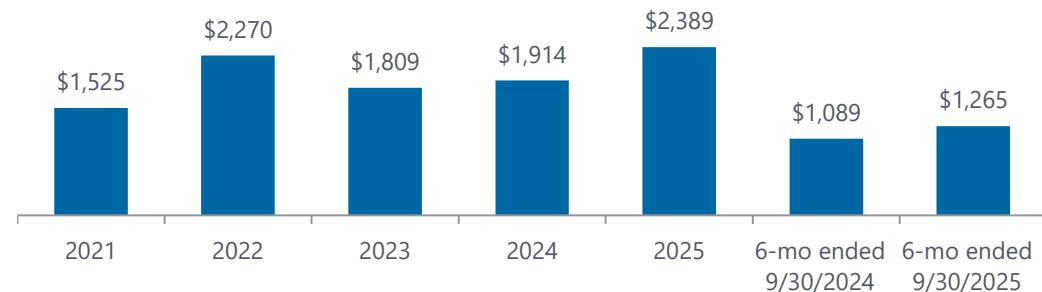
- Maintained double-digit adjusted pre-tax margins through downturns in the economy
- Each business segment is similarly profitable to shareholders

Scalable, capital-light model

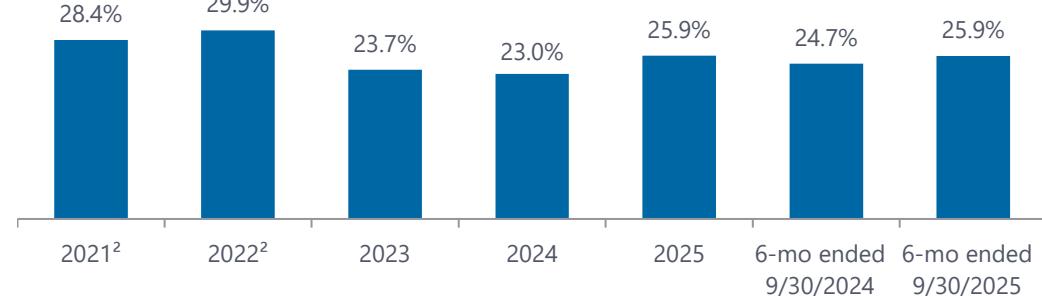


- Minimal capital balance sheet requirements
- Low leverage levels
- Scalable model that can be further leveraged to support top-line growth

Revenues



Adjusted Pre-tax Margin¹



Adjusted Net Income¹

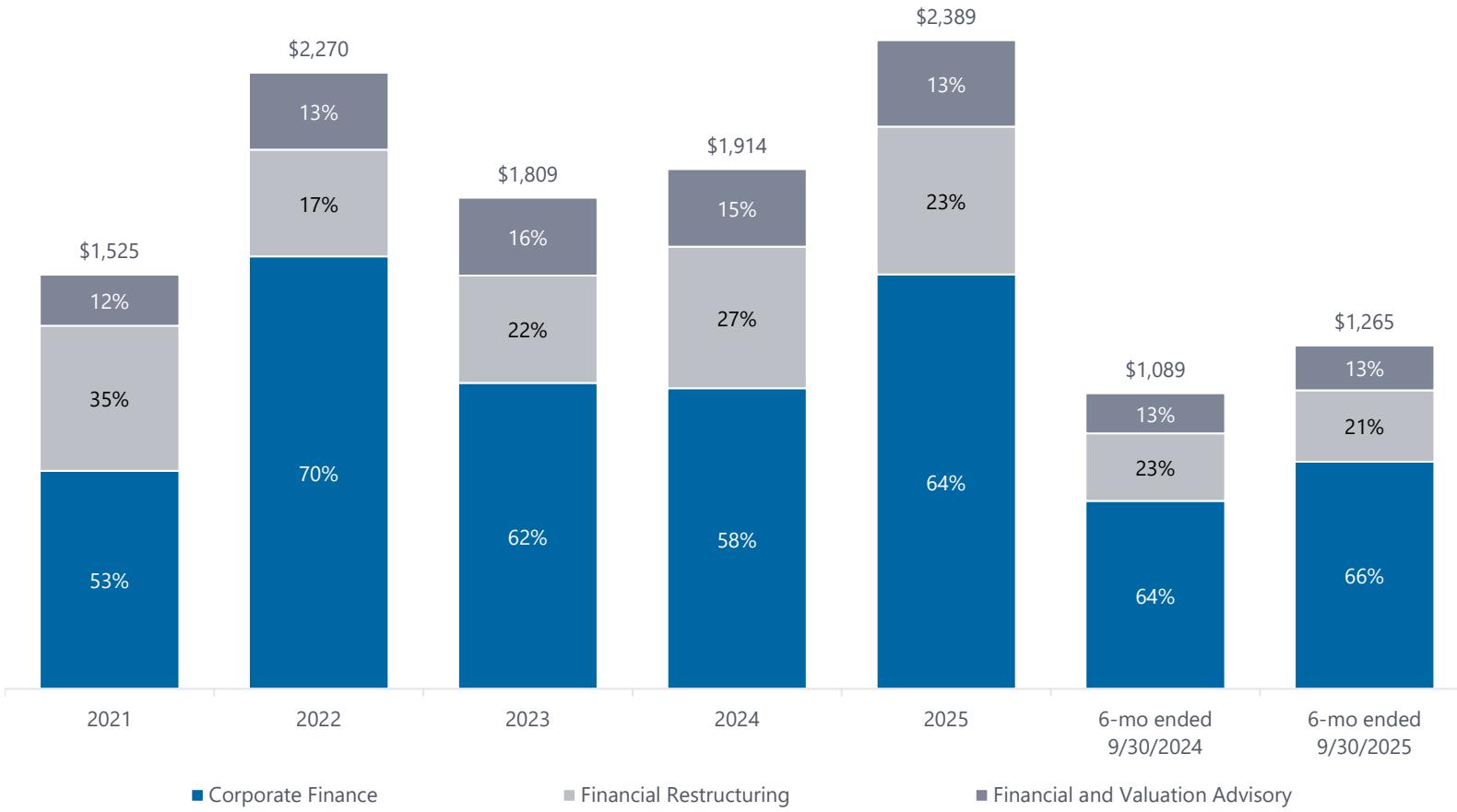


Note: Fiscal year ended March 31. All dollar amounts in millions.

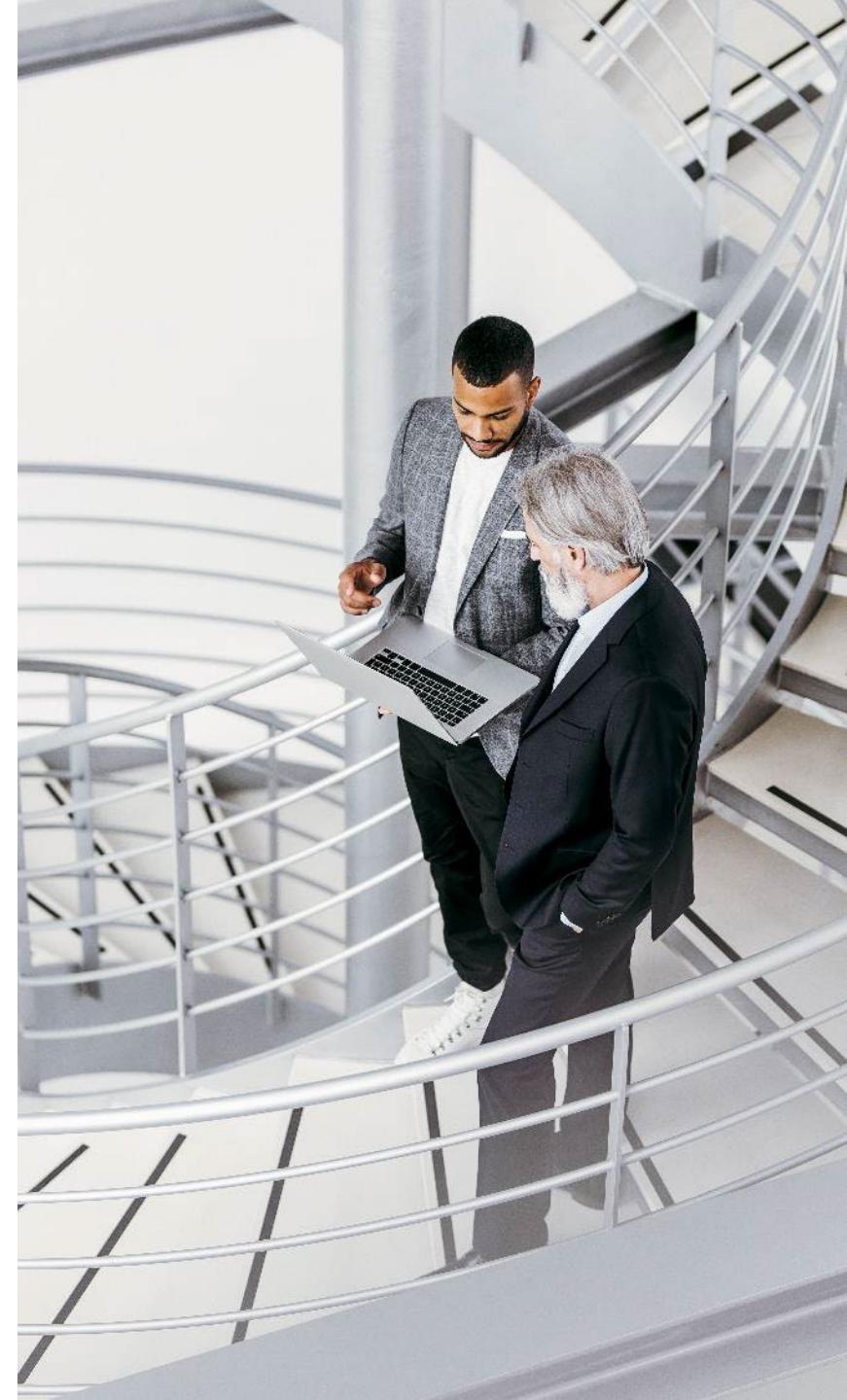
1. See page 31 for a description and reconciliation to the most directly comparable GAAP measures for relative year-to-date periods for fiscal 2025 and 2026. See page 32 for comparable historical GAAP figures and refer to previously filed earnings releases for historical adjustments.
2. Operated at higher 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 September 30,		Six Months Ended September 30,	
	2025	2024	2025	2024
Revenues	\$ 659,452	\$ 574,957	\$ 1,264,801	\$ 1,088,566
Compensation expenses				
Compensation expenses (GAAP)	\$ 423,202	\$ 360,637	\$ 816,039	\$ 690,753
Less: Acquisition related compensation and benefits	(17,640)	(7,038)	(38,188)	(21,285)
Compensation expenses (adjusted)	405,562	353,599	777,851	669,468
Non-compensation expenses				
Non-compensation expenses (GAAP)	\$ 84,909	\$ 83,651	\$ 207,621	\$ 172,404
Less: Acquisition related legal structure reorganization	—	(705)	(874)	(1,205)
Less: Integration and acquisition related costs	—	—	—	(3,554)
Less: Acquisition amortization	(2,590)	(2,067)	(12,064)	(5,608)
Less: Revaluation of acquisition contingent consideration	—	—	(17,895)	(828)
Non-compensation expenses (adjusted)	82,319	80,879	176,788	161,209
Operating income				
Operating income (GAAP)	\$ 151,341	\$ 130,669	\$ 241,141	\$ 225,409
Plus: Adjustments ⁽¹⁾	20,230	9,810	69,021	32,480
Operating income (adjusted)	171,571	140,479	310,162	257,889
Other (income) expense, net				
Other (income) expense, net (GAAP)	\$ (8,712)	\$ (5,419)	\$ (16,962)	\$ (10,553)
Other (income) expense, net (adjusted)	(8,712)	(5,419)	(16,962)	(10,553)
Provision for income taxes				
Provision for income taxes (GAAP)	\$ 48,272	\$ 42,539	\$ 48,789	\$ 53,473
Plus: Impact of the excess tax benefit for stock vesting	—	—	—	21,921
Less: Non-deductible acquisition related costs	(759)	—	(2,053)	—
Less: Reversal of deferred tax asset	—	—	—	(1,690)
Adjusted provision for income taxes	47,513	42,539	46,736	73,704
Plus: Resulting tax impact ⁽²⁾	6,005	3,071	5,619	10,145
Provision for income taxes (adjusted)	53,518	45,610	52,355	83,849
Net income				
Net income (GAAP)	\$ 111,781	\$ 93,549	\$ 209,314	\$ 182,489
Plus: Adjustments ⁽³⁾	14,984	6,739	65,455	2,104
Net income (adjusted)	\$ 126,765	\$ 100,288	\$ 274,769	\$ 184,593
Fully diluted shares outstanding				
Fully diluted shares outstanding (GAAP)	68,591,031	68,422,600	68,760,543	68,450,866
Plus: Impact of unvested GCA retention and deferred share awards	313,996	458,865	349,380	532,840
Fully diluted shares outstanding (adjusted)	68,905,027	68,881,465	69,109,923	68,983,706
Fully diluted EPS (GAAP)	\$ 1.63	\$ 1.37	\$ 3.04	\$ 2.67
Fully diluted EPS (adjusted)	\$ 1.84	\$ 1.46	\$ 3.98	\$ 2.68

1. The aggregate of adjustments from compensation and non-compensation expenses.

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

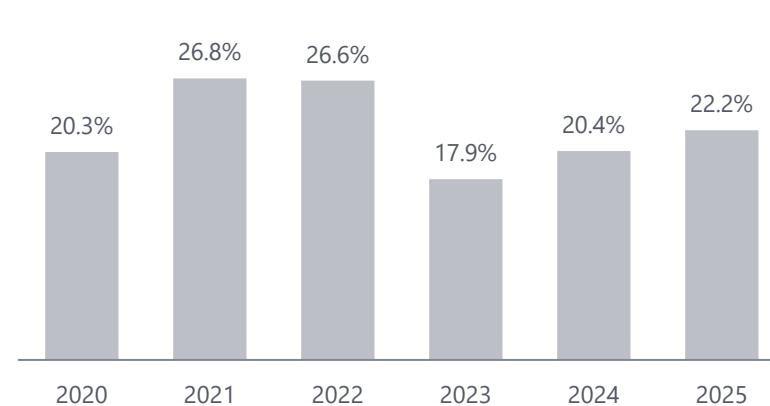
3. Consists of all adjustments identified above net of the associated tax impact.

Comparable GAAP vs. Adjusted Financial Figures

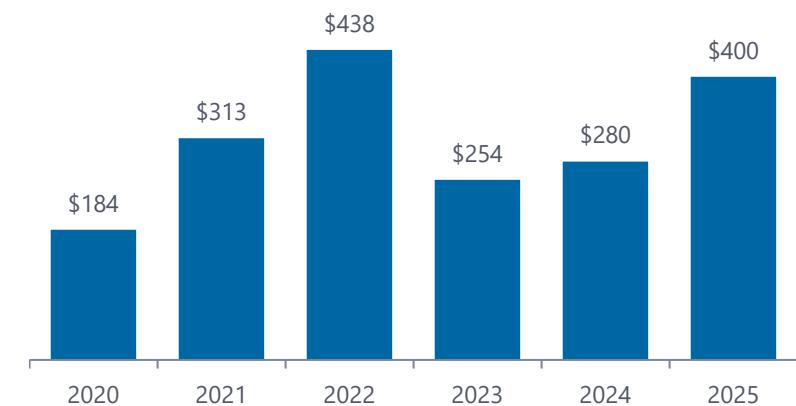
GAAP Pre-tax Income



GAAP Pre-tax Margin



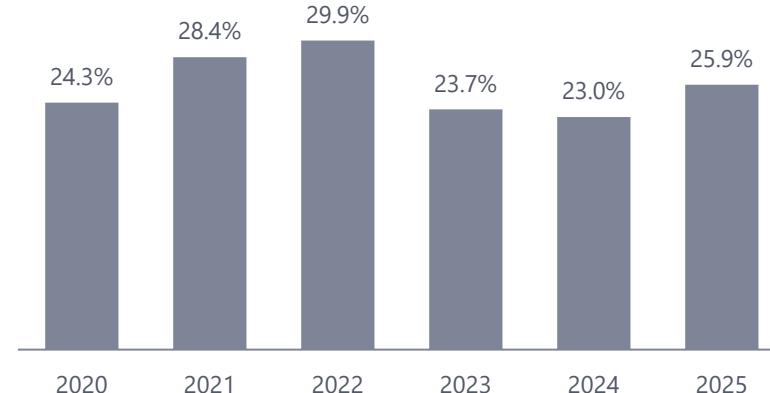
GAAP Net Income



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



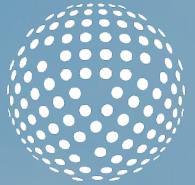
We are strategic in our approach to growth and are committed to creating lasting value for our shareholders



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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