



OFFICIAL TALENT & ORGANIZATIONAL
CONSULTING PARTNER

WE ARE KORN FERRY

Investor Presentation

SUMMER 2026



Safe Harbor Statement

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Korn Ferry –Global Talent & Organizational Consulting

Powering Performance And Transforming Workforce Strategy At Scale

Differentiated, Data-Driven Talent Platform

We have over **12B talent and organization datapoints**, combined with over 50 years of intellectual property, content, and behavioral science to **uniquely leverage secular trends** in the labor market.

Talent Suite

Data-based technology platform enabling delivery of scaled, integrated talent and organizational solutions



Data

Collected through our end-to-end client and candidate interactions versus scraped from the web



Unified Assets Across Solutions

Executive Search | Professional Search & Interim | Consulting | Digital | RPO



Embedded into Clients' Talent Workflows

Deep client relationships | Recurring Revenue | High margin growth

Target High Value Talent Spend

Talent Acquisition | Assessment & Succession | Total Rewards | Org Strategy | Leadership & Professional Development



We Are Korn Ferry

Value Creation: What Differentiates Us From The Rest

Proprietary Data & Science:

- We have conducted over 115M assessments and have engagement data from 44M employees. We've created 11K success profiles covering 30,000 job profiles. We use our own data, intellectual property and insights, backed by behavioral science to place candidates and guide clients – because to Know What Good Looks Like, data can't be “good enough”.

Synergistic Solutions:

- 350 Marquee & Diamond accounts generate ~40% of total Fee Revenue, with 75% using three or more solutions
- Increased Client spend: Top 1K Clients with 2 solutions avg. \$350K Fee Revenue; Top 500 Clients with 3 solutions avg. \$3M Fee Revenue
- As of Q3 FY26, 27% of our total fee revenue came from cross-solution collaboration, up ~ 200bps from FY25

End-to-End Talent Partner:

- Diversified revenue mix: More consistent through cycles, not fully reliant on expansion cycle but experiences upside tied to cyclical hiring recoveries

Better Visibility:

- Strong Backlog: 40 – 45% of Estimated Remaining Fees Under Existing Contracts (Future Fee Revenue) is projected to be recognized *after* the next 12 months, with a weighted average of 24 months

Market Opportunity & Strengths

~\$450B Addressable Market with Demographic Shifts Driving Organizational and Talent Changes

Secular Tailwinds

- Workforce Transformation
 - AI Disruption
 - Leadership Gaps
- Skills-Based Hiring Shifts

Korn Ferry Competitive Advantages

- Global Scale & Brand; Local Partner of Choice
- Proprietary intellectual property, content, and behavioral science
 - Deep C-Suite and Board Relationships
- Integrated offering across Talent Lifecycle; much more than a typical “Staffing Model”

AI Is An Opportunity For Korn Ferry, Not A Headwind

- Demand for Advisory around AI Disruption and placement of new AI-related roles
- AI helps us more effectively translate our proprietary data into actionable insights, making our own data even more valuable and increasing our competitive differentiation
- RPO client relationships viewed as highly advisory, with expanding scope and types of work
- Improving internal AI efficiencies building additional tailwind

Korn Ferry – By the Numbers

Financial Snapshot

Q3 FY'26 TTM	FY'25	FY'25 10-Year CAGR
\$ 2.9B Fee Revenue	\$2.7B Fee Revenue	10% Fee Revenue
\$489M Adj. EBITDA ⁽¹⁾	\$455M Adj. EBITDA ⁽¹⁾	11% Adj. EBITDA ⁽¹⁾
17.1% Adj. EBITDA Margin	16.8% Adj. EBITDA Margin	10% Adj. EBITDA Margin

Macro Uncertainty: Our Bill Rates Grew

	<u>FY'26 YTD</u>	<u>FY'25</u>	<u>FY'24</u>
Consulting Avg. Hourly Bill Rate	\$464	\$439	\$420
Interim Avg. Hourly Bill Rate	\$143	\$133	\$126

Premium Bill Rates Driven by Top-Tier Engagements

(1) Earnings Before Interest, Taxes, Depreciation & Amortization Adjusted to Exclude Restructuring Charges, Acquisition / Integration Costs, Impairment of Fixed Assets and the Impairment of Right-of-Use Assets, when applicable.

Financial Outlook

Long-Term Financial Model

- Fee Revenue: High-single digit growth
- Adj. EBITDA Margin: 16 -18%
- Growth: 60% Organic and 40% M&A
- Strong cash flow generation
- Balanced approach to Capital Allocation
- History of returning capital to shareholders through company buybacks and dividends

We deliver durable growth through diversified revenue streams, proprietary data and IP, and deeply embedded client relationships - transforming workforce strategy at scale



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Korn Ferry is a global consulting firm that powers performance. We unlock the potential in your people and unleash transformation across your business—synchronizing strategy, operations, and talent to accelerate performance, fuel growth, and inspire a legacy of change. That's why the world's most forward-thinking companies across every major industry turn to us—for a shared commitment to lasting impact and the bold ambition to *Be More Than*.

As the Official Talent & Organizational Consulting Partner of LA28, Korn Ferry is powering the nearly 5,000 people who power the Olympics Games—bringing in the right talent, building strong leaders, and shaping the structure and culture that will deliver an unforgettable experience for the world.