



OFFICIAL TALENT & ORGANIZATIONAL
CONSULTING PARTNER

FY'26 Q4

Earnings Presentation

JUNE 23, 2026



Safe Harbor Statement

FORWARD-LOOKING STATEMENTS

Statements in this presentation that relate to goals, strategies, future plans and expectations are based on Korn Ferry's current expectations. You are cautioned not to place undue reliance on such statements. Actual results in future periods may differ materially from those currently expected because of a number of risks and uncertainties. For a detailed description of many of those risks and uncertainties, please refer to Korn Ferry's earnings release and its periodic filings with the Securities and Exchange Commission. These statements are also aspirational and not guarantees or promises that goals or targets will be met. The company undertakes no obligation to update any statements, whether as a result of new information, future events or otherwise. In addition, these statements may be based on standards for measuring progress that are still developing and on assumptions that are subject to change in the future.

NON-GAAP FINANCIAL MEASURES

This presentation includes financial information calculated other than in accordance with U.S. Generally Accepted Accounting Principles ("GAAP"). This non-GAAP disclosure has limitations as an analytical tool, should not be viewed as a substitute for financial information determined in accordance with GAAP, and should not be considered in isolation or as a substitute for analysis of the Company's results as reported under GAAP, nor is it necessarily comparable to non-GAAP performance measures that may be presented by other companies. Please refer to slides 19 to 25 for a reconciliation of each of the non-GAAP financial measures included in this presentation to the closest GAAP measure.

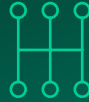


Korn Ferry – A Global Organizational Consulting Firm



STRONG, DURABLE FOUNDATION

- The leading brand in Talent and Organizational Consulting
- ~ 9,000 colleagues strategically positioned in more than 50 countries
- Balanced capital allocation and excellent M&A track record
- Proven management team
- Launched our technology platform “Talent Suite”:
 - Enables the effective and efficient delivery of our Foundational Assets driving unique talent insights
 - Enables the delivery of scaled, integrated talent and organization solutions
- “Brand Permission” – fosters loyal and engaged client relationships



RELEVANT SOLUTIONS ALIGNED WITH CLIENT TALENT NEEDS

- Large Market opportunity - \$450B Addressable Market with demographic shifts driving organizational and talent changes
- Diverse set of integrated Solutions:
 - Organization Strategy
 - Assessment and Succession
 - Talent Acquisition
 - Leadership and Professional Development
 - Total Rewards
 - Board & CEO Services
- Our Solutions synchronize talent and strategy to drive organizational and individual performance
- Broad geographic and Industry footprint: specialized Industry experts that operate in every geographic Region of the world



PROVEN TRACK RECORD - POISED FOR SUSTAINABLE GROWTH

- Loyal, repeat clients of scale - “Marquee & Diamond Accounts” generating almost 40% of total fee revenues
- 10-Year fee revenue CAGR of 8% driven by an expanding set of diversified Solutions offerings
- Strong “Top-Line” Synergies – 29% of FY’26 Q4 fee revenue generated from cross Solution referrals
- 15% annual dividend increase to \$2.20 per share – our 7th dividend increase in the last 6 years
- Demonstrated track record of share repurchases (repurchased 1.8M shares in FY’26)

A Unique Strategy Powering Individual and Client Organizational Performance



Driving fully integrated, scalable and sustainable client engagements:

Intentional diversification into comprehensive, synergistic organizational consultancy solutions that yield less cyclical and more predictable revenue and earnings



“Talent Suite” enables the monetization of unique and proprietary intellectual property:

+12B data points including:

- +115M assessments
- Compensation data on +29M individuals in nearly 31K companies
- Employee Engagement data on +44M colleagues
- Culture / Engagement benchmarks on 7.1M respondents across 500 organizations
- Over 11,000 individual Success Profiles covering more than 30,000 job titles, and management data on nearly 160 countries

Resulting in:

- Digitized products that are scaled and integrated into all Solutions and many times embedded in a clients' talent workflows
- Ability to provide unique and differentiated analytics and insights



Driving an integrated go-to-market strategy through our Marquee and Diamond accounts:

Loyal scalable client relationships through structured, programmatic account planning and cross - solution synergy sales



Pursuing transformational opportunities at the intersection of talent and strategy:

Proven track record of accretive M&A that enhances growth and shareholder value.



Advancing Korn Ferry as a coveted career destination:

Proven record of attracting, promoting, recognizing, and retaining the best talent in the Industry

Q4 Fee Revenue & New Business Up 7% / 2% YoY with Growing Adj. EBITDA and Adj. Diluted EPS

Fee Revenue

\$760M

+7% YoY
+5% YoY CC

New Business⁽⁷⁾

+2% YoY (Excluding RPO)
+4% YoY (Including RPO)

Adj. EBITDA

\$130M

+\$8M +7% YoY
Adj. EBITDA⁽¹⁾
(Non-GAAP)

Geographic Region (Fee Revenue & Growth)

+8%

\$448M
Americas

+8%

\$229M
EMEA

(2%)

\$83M
APAC

Industry Group (Fee Revenue & Growth)

(1%)

\$90M
Consumer

+15%

\$119M
Technology

Flat

\$139M
Financial Services

+11%

\$232M
Industrial

+2%

\$128M
Life Science / Healthcare

+22%

\$52M
Education / Non-Profit

Adj. EBITDA Margin

17.0%

Flat YoY
Adj. EBITDA Margin % ⁽¹⁾
(Non-GAAP)

Solution (Fee Revenue & Growth)

+7%

\$242M
Executive Search

+14%

\$149M
Prof. Search & Interim

+5%

\$98M
RPO

+7%

\$182M
Consulting

(3%)

\$89M
Digital

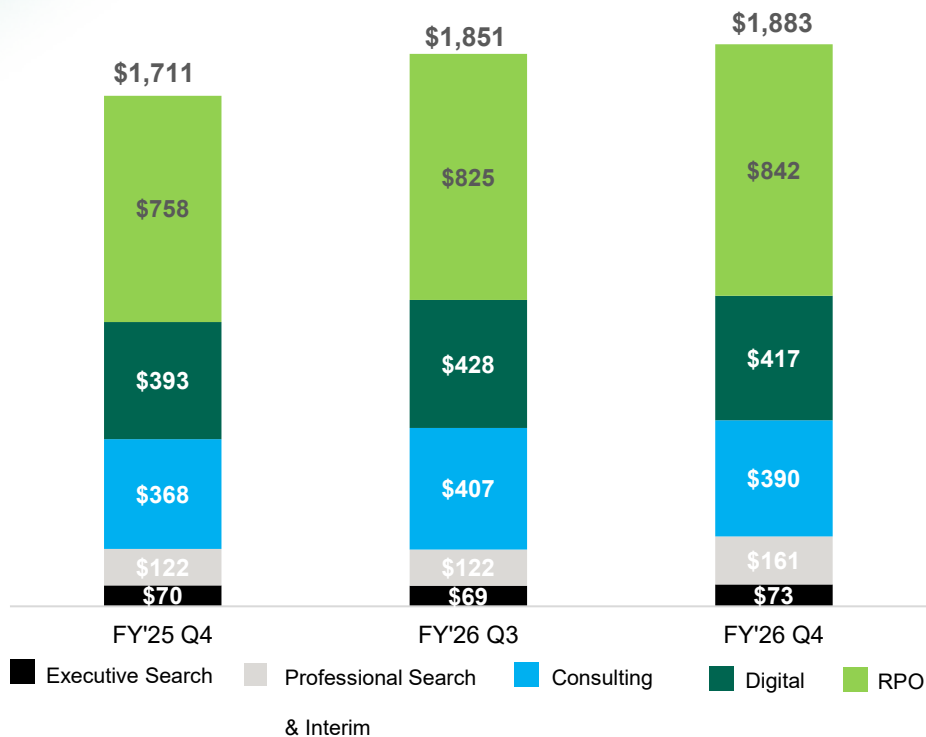
Adj. Diluted EPS

\$1.40

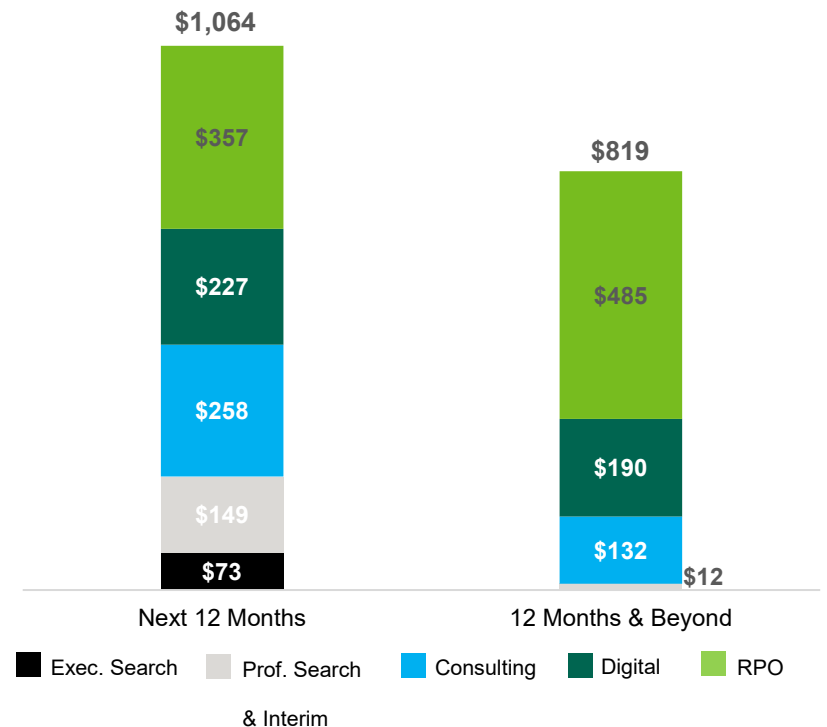
+\$0.08 +6% YoY
Adj. Diluted EPS⁽²⁾
(Non-GAAP)

Strong Levels of Estimated Remaining Fees Under Existing Contracts

Estimated Remaining Fees Under Existing Contracts (\$M)⁽⁵⁾

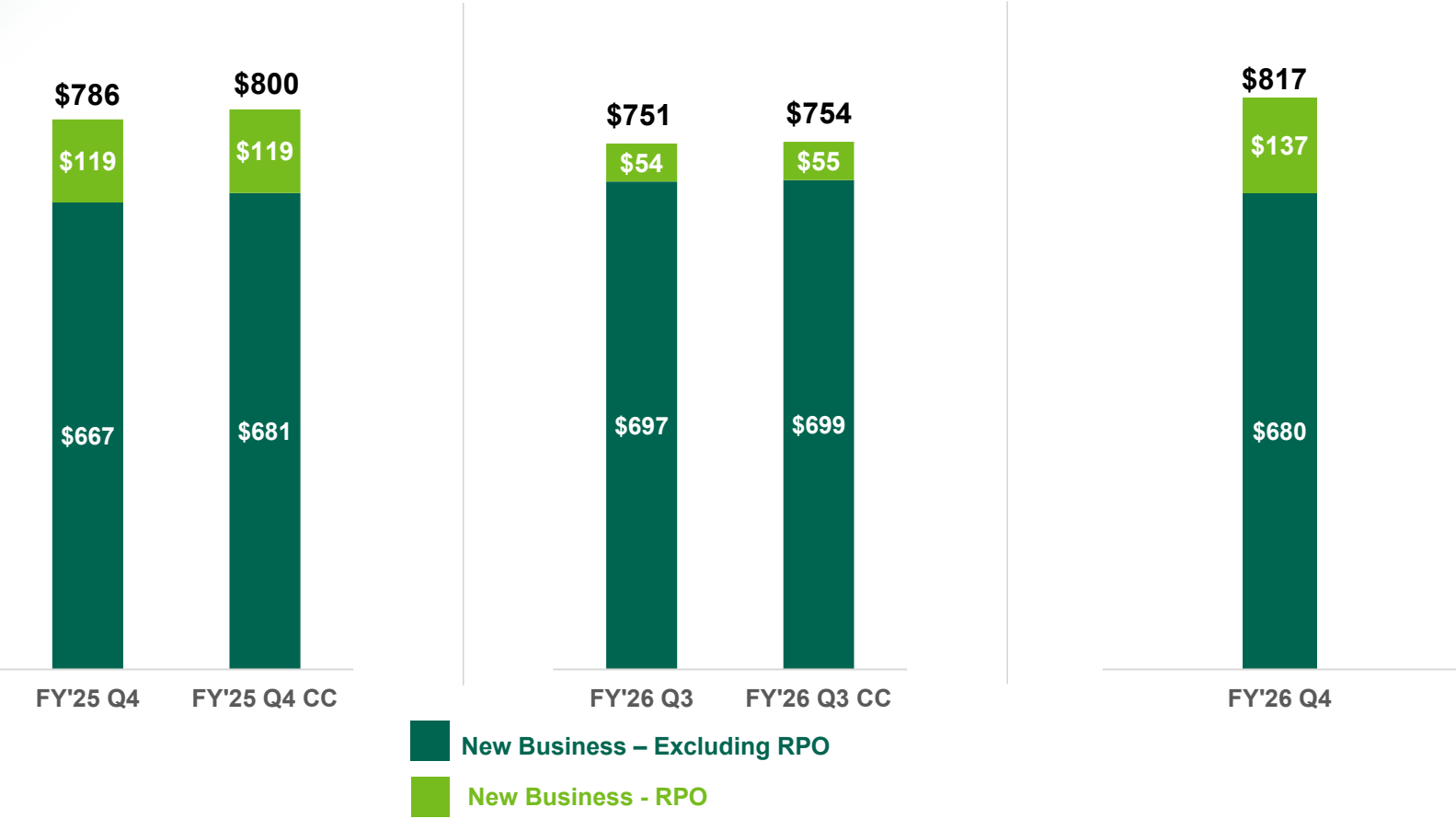


Estimated Remaining Fees Under Existing Contracts - Timing (\$M)⁽⁶⁾



Quarterly⁽⁷⁾ New Business* Growth Trend

RPO Q4 New Business was \$137M, with 74% New Logos



* Confirmations plus Upticks and Additional Placements
See detailed explanation of footnotes on page 17

Consulting

24% of Fee Revenue and 18% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 4

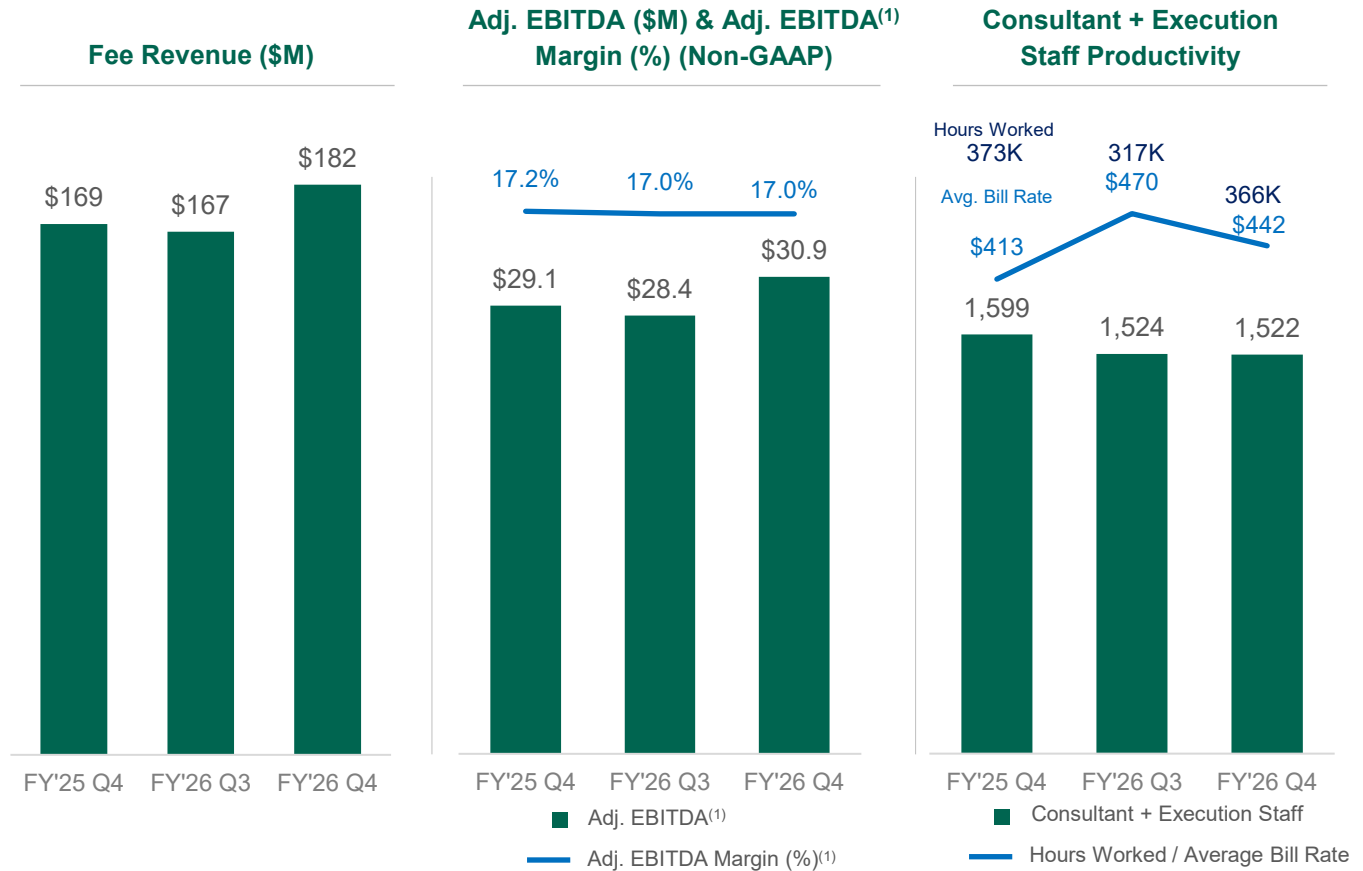
Q4 Fee Revenue

+7% YoY

(+5% YoY CC)

Driven by growth in Leadership Development (+16% YoY) and Assessment and Succession (+7% YoY)

Bill Rate +7% YoY



Digital

12% of Fee Revenue and 16% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 4

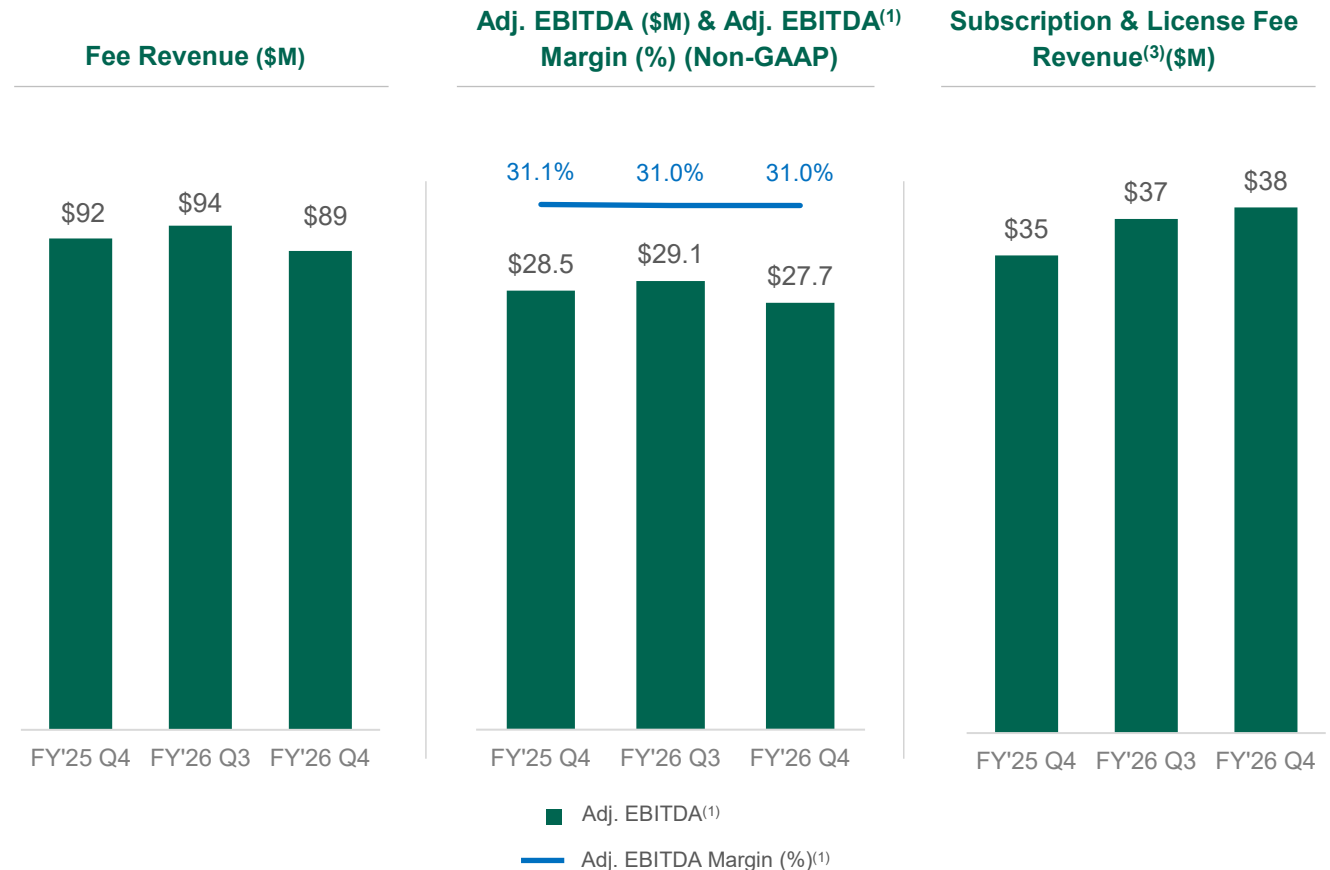
Q4 Fee Revenue

(3%) YoY

((6%) YoY CC)

Subscription & License New Business⁽⁷⁾ = \$38M (44% of Q4 Total)

Subscription & License Fee Revenue +10% YoY



Executive Search

32% of Fee Revenue and 37% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 4

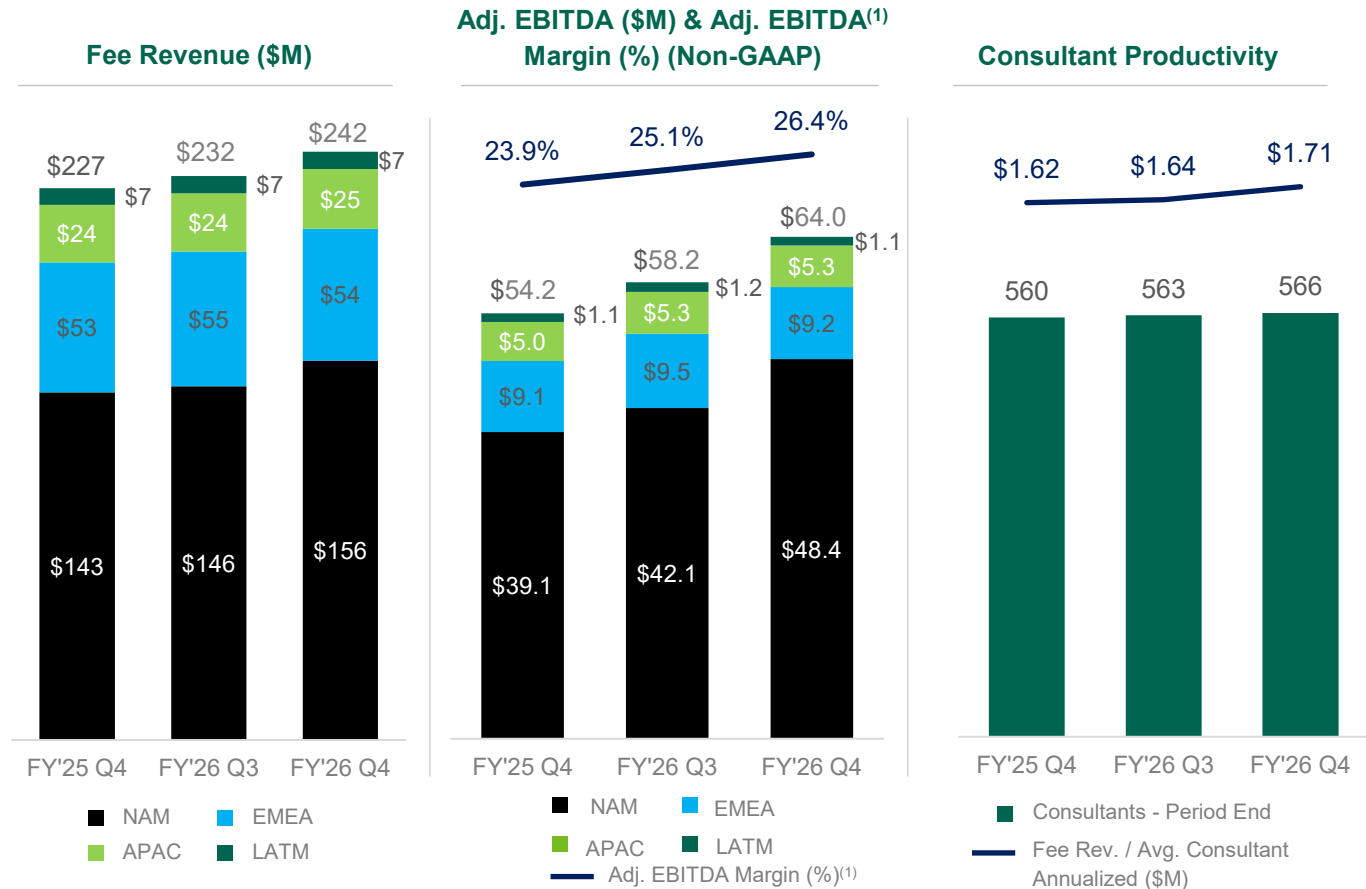
Q4 Global Fee Revenue

+7% YoY

(+5% YoY CC)

Global New Business⁽⁷⁾ +4% YoY

Number of New Executive Search Assignments = 1,712 (Essentially Flat YoY)



Professional Search & Interim

20% of Fee Revenue and 20% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 4

Q4 Fee Revenue

+14% YoY

(+12% YoY CC)

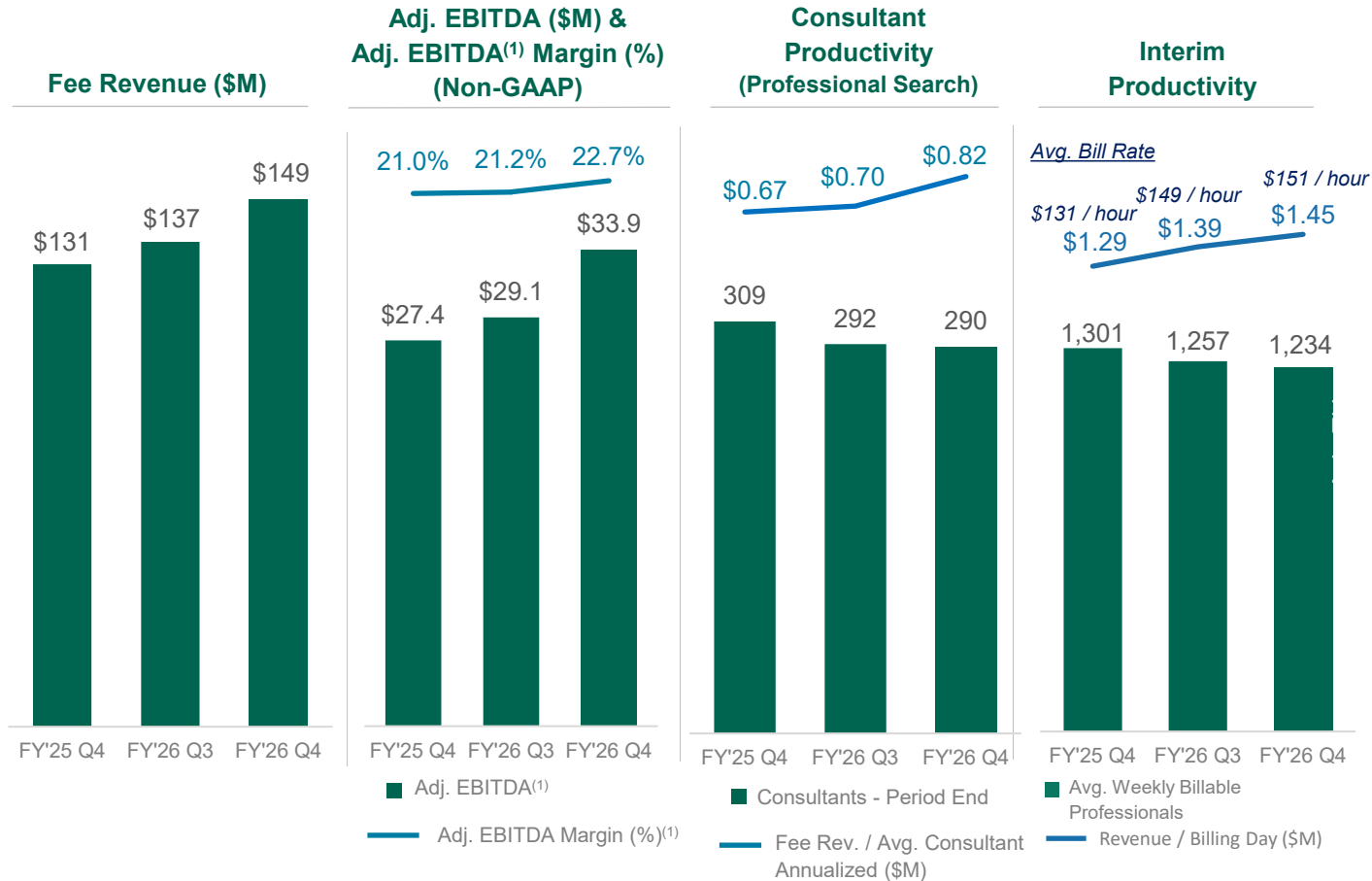
Professional Search & Interim New Business⁽⁷⁾ +13% YoY

Permanent Placement New Business grew +14% YoY & Interim New Business grew +12% YoY

Interim Avg. Bill Rate = \$151 / hour

Professional Search Consultant Productivity up YoY to

approximately \$820K annualized



Recruitment Process Outsourcing

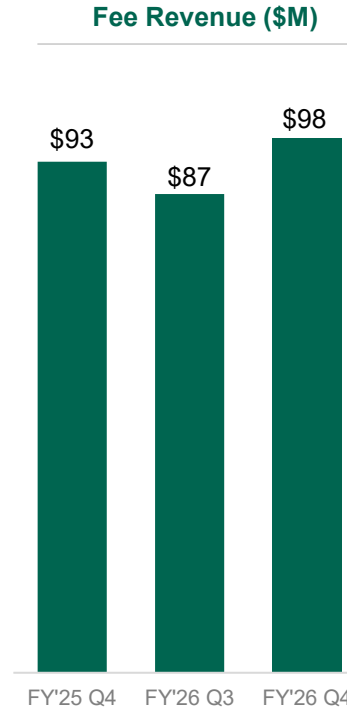
13% of Fee Revenue and 9% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 4

Q4 Fee Revenue

+5% YoY
(+3% YoY CC)

RPO New Business⁽⁷⁾ = \$137M
(\$102M or 74% New Logo Clients and
\$35M of Renewals & Extensions)

**Estimated Remaining Fees Under
Existing Contracts⁽⁵⁾ higher at
\$842M (+11% YoY)**



Adj. EBITDA (\$M) & Adj. EBITDA⁽¹⁾ Margin (%) (Non-GAAP)



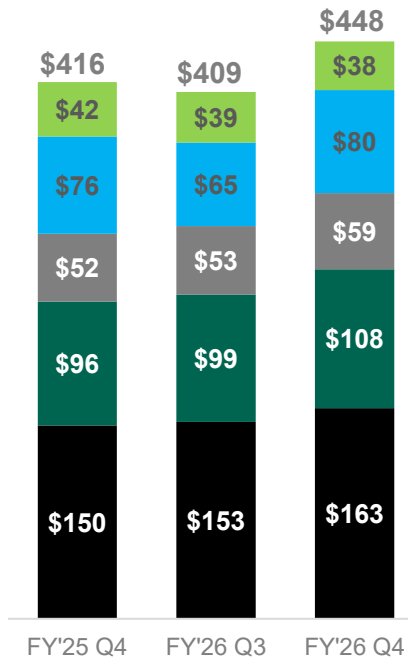
Americas

59% of Fee Revenue in FY'26 QTR. 4

Q4 Fee Revenue

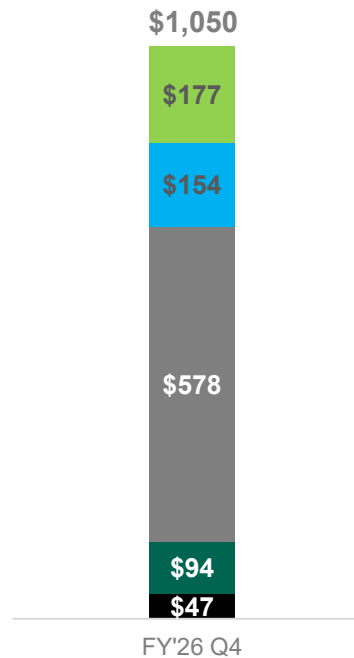
+8% YoY
(+7% YoY CC)

Fee Revenue (\$M)



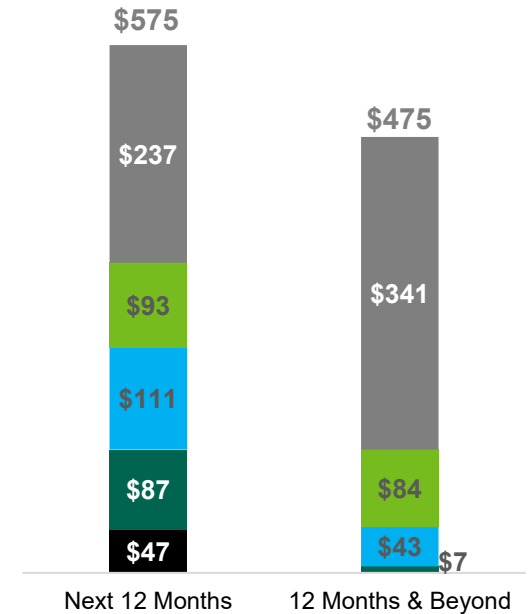
- Executive Search
- Professional Search & Interim
- RPO
- Consulting
- Digital

Estimated Remaining Fees Under Existing Contracts⁽⁵⁾ (\$M)



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

Estimated Remaining Fees Under Existing Contracts - Timing (\$M)⁽⁶⁾



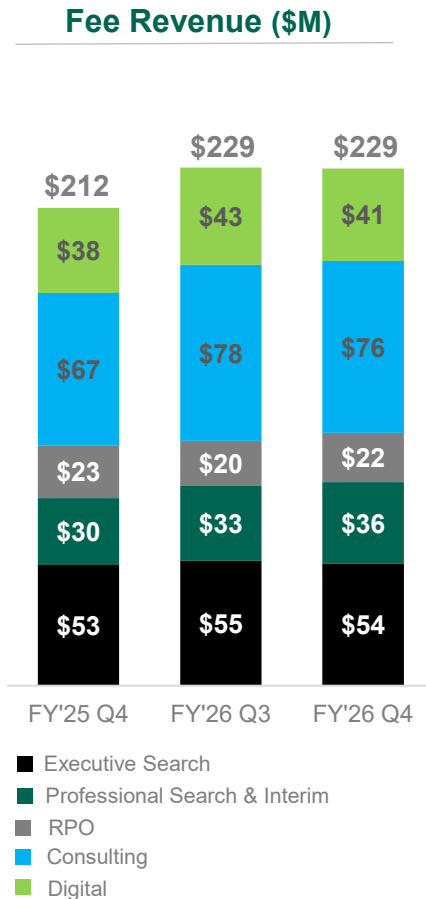
- Executive Search
- Professional Search & Interim
- RPO
- Consulting
- Digital

EMEA

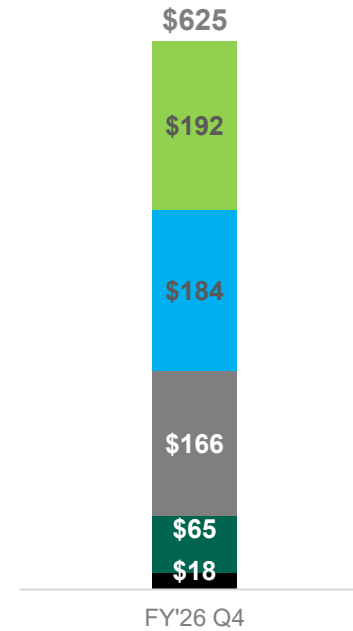
30% of Fee Revenue in FY'26 QTR. 4

Q4 Fee Revenue

+8% YoY
(+3% YoY CC)



Estimated Remaining Fees Under Existing Contracts⁽⁵⁾ (\$M)



Estimated Remaining Fees Under Existing Contracts - Timing (\$M)⁽⁶⁾

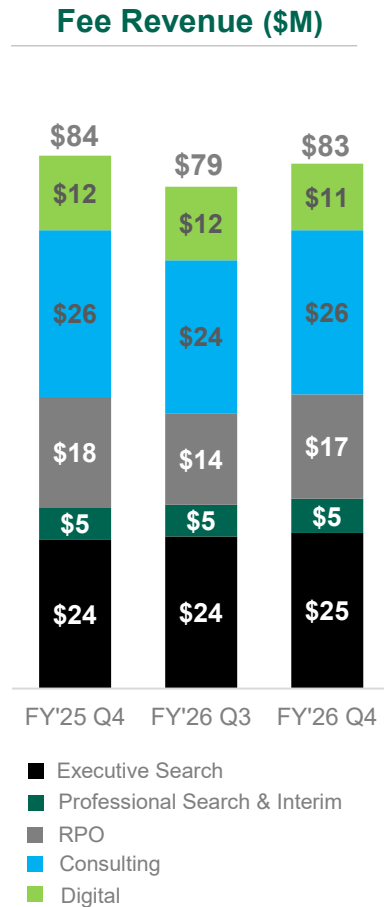


APAC

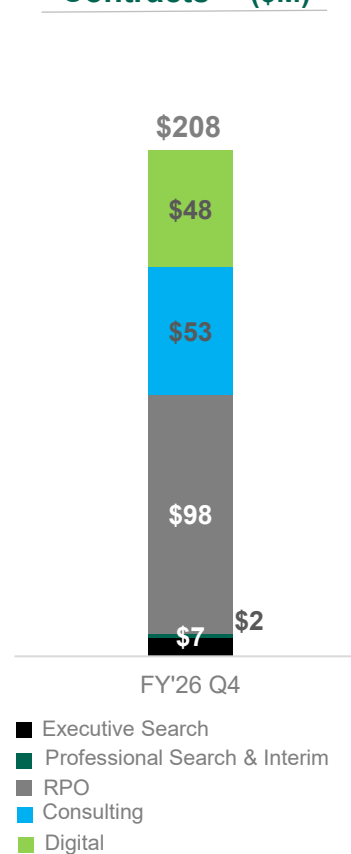
11% of Fee Revenue in FY'26 QTR. 4

Q4 Fee Revenue

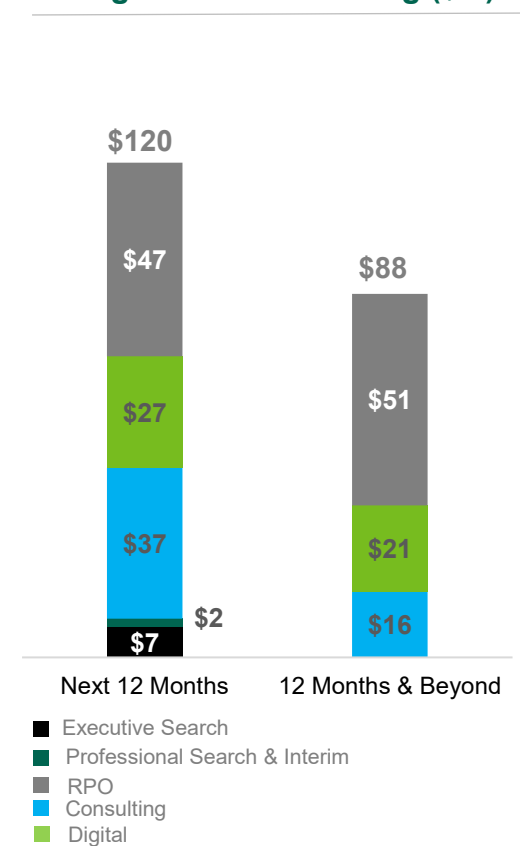
(2%) YoY
((4%) YoY CC)



Estimated Remaining Fees Under Existing Contracts⁽⁵⁾ (\$M)



Estimated Remaining Fees Under Existing Contracts - Timing (\$M)⁽⁶⁾

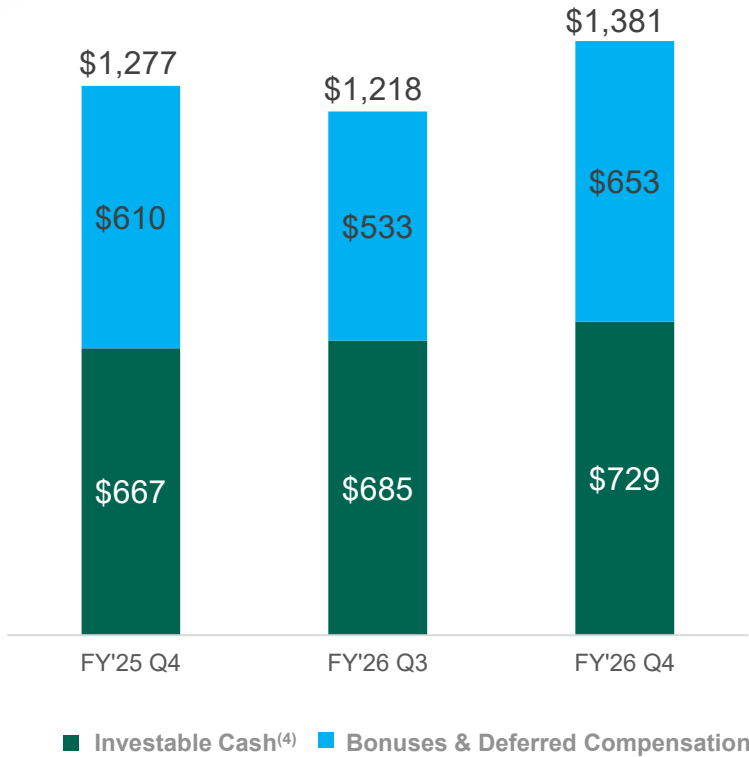


Maintaining a Balanced Approach to Capital Allocation

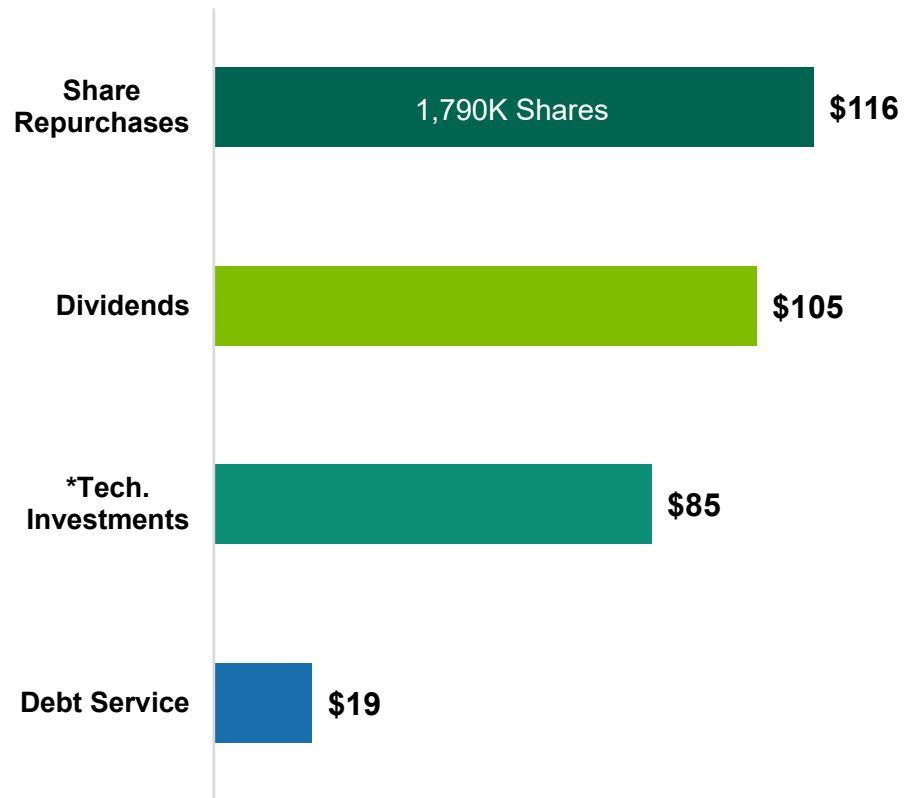
Deployed \$325M of Cash in FY'26 Investing \$85M in *CAPEX, \$19M in Debt Service and Returned \$221M to Shareholders in Combined Dividends and Share Repurchases

Cash & Marketable Securities (\$M)

Strong Liquidity with \$729M of Investable Cash⁽⁴⁾



FY'26 Total Yr. Capital Allocation (\$M)



*CAPEX Excluding Leasehold Improvements & Furniture & Fixtures

Footnotes

- (1) Earnings Before Interest, Taxes, Depreciation & Amortization Adjusted to Exclude Restructuring Charges, Acquisition / Integration Costs, Impairment of Fixed Assets, the Impairment of Right-of-Use Assets, Gain on Modification of Office Lease and Sr. Management Separation Charges, when applicable.
- (2) Adj. Diluted Earnings per Share Adjusted to Exclude Restructuring Charges, Acquisition / Integration Costs, Impairment of Fixed Assets, the Impairment of Right-of-Use Assets, Gain on Modification of Office Lease, Accelerated Depreciation of our Digital Platform and Sr. Management Separation Charges, Net of Tax, when applicable.
- (3) Represents Fee Revenue Derived from Annual Subscriptions and Licenses to KF's Intellectual Property and Data Solutions.
- (4) Investable Cash = Total Cash & Marketable Securities Less Cash & Marketable Securities Reserved for Bonuses & Deferred Compensation.
- (5) Represents the Quarter Ending \$ Amount of Remaining Estimated Fees Under Existing Contracts to be Recognized in Future Periods. There is No Guarantee that All Estimated Amounts Will be Recognized in the Future Periods Identified.
- (6) Represents the Estimated timing of the \$ Amount of FY'26 Q4 Ending Remaining Estimated Fees Under Existing Contracts to be Recognized in Future Periods. There is No Guarantee that All Estimated Amounts will be Recognized in the Future Periods Identified.
- (7) New Business is Defined as Engagements Awarded in the Month Evidenced by a Signed Contract. Increases or Decreases in Scope on Existing Contracts are Recognized in the Remaining Performance Obligation Disclosures completed each Quarter.
- (8) Excludes Corporate Adj. EBITDA which was (\$42.4M) in FY'26 Q4.



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APPENDIX

Reconciliations of Non-GAAP Financial Measures to U.S. GAAP Financial Measures

Earnings Conference Call

June 23, 2026



Reconciliation of Consolidated Net Income (GAAP) to Adjusted EBITDA (Non-GAAP) (\$M)

FY'25 Q4; FY'26 Q3; FY'26 Q4

	FY'25 Qtr. 4	FY'26 Qtr. 3	FY'26 Qtr. 4	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
				\$ / %	%	\$ / %	%
Net Income Attributable to Korn Ferry	\$64.2	\$65.3	\$73.1	\$8.9	14%	\$7.8	12%
Net Income Attributable to Non-Controlling Int.	0.9	0.9	0.7	(0.2)	(22%)	(0.2)	(22%)
Net Income	\$65.1	\$66.1	\$73.8	\$8.7	13%	\$7.6	12%
Income Tax Provision	23.8	26.7	29.1	5.3	22%	2.4	9%
Income Before Provision for Income Taxes	\$88.9	\$92.8	\$102.9	\$14.0	16%	\$10.0	11%
Interest Expense - Net	5.3	5.7	5.1	(0.2)	(4%)	(0.6)	(11%)
(1) Depreciation & Amortization	20.5	23.0	21.6	1.1	5%	(1.4)	(6%)
(2) Integration / Acquisition Costs	1.7	1.6	-	(1.7)	(100%)	(1.6)	(100%)
(3) Management Separation Costs	4.6	-	-	(4.6)	(100%)	-	-
Adjusted EBITDA	\$121.1	\$123.1	\$129.5	\$8.5	7%	\$6.4	5%
Net Income Attrib. to Korn Ferry Margin	9.0%	9.1%	9.6%	0.6%	-	0.5%	-
Net Income Attrib. to Non Controlling Int.	0.1%	0.1%	0.1%	0.0%	-	0.0%	-
Income Tax Provision	3.3%	3.8%	3.8%	0.5%	-	0.0%	-
Interest Expense - Net	0.8%	0.8%	0.7%	(0.1%)	-	(0.1%)	-
(1) Depreciation & Amortization	2.9%	3.2%	2.8%	(0.1%)	-	(0.4%)	-
(2) Integration / Acquisition Costs	0.2%	0.2%	-	(0.2%)	-	(0.2%)	-
(3) Management Separation Costs	0.7%	-	-	(0.7%)	-	-	-
Adjusted EBITDA Margin	17.0%	17.2%	17.0%	0.0%	-	(0.2%)	-

(1) Depreciation & amortization includes \$1.7M in FY'26 Q3 of accelerated depreciation associated with the decision to sunset our Digital platform

(2) Costs associated with previous acquisitions, such as legal & professional fees, retention awards and on-going integration expenses

(3) Contractual obligations due upon Executive's death.

Reconciliation of Consolidated Net Income & Diluted EPS (GAAP) to Adjusted Net Income & Adjusted Diluted EPS (Non-GAAP) (\$M)

FY'25 Q4; FY'26 Q3; FY'26 Q4

	FY'25 Qtr. 4	FY'26 Qtr. 3	FY'26 Qtr. 4	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
				\$	%	\$	%
Net Income Attributable to Korn Ferry	\$64.2	\$65.3	\$73.1	\$8.9	14%	\$7.8	12%
(1) Accelerated Depreciation of Digital Platform	-	1.7	-	-	-	(1.7)	(100%)
(2) Integration / Acquisition Costs	1.7	1.6	-	(1.7)	(100%)	(1.6)	(100%)
(3) Management Separation Costs	4.6	-	-	(4.6)	(100%)	-	-
(4) Tax Effect of Adjustment Items	(0.5)	(0.9)	0.4	0.9	(180%)	1.3	(144%)
Adjusted Net Income Attributable to KF	\$70.1	\$67.7	\$73.5	\$3.4	5%	\$5.8	9%
Diluted (Loss) / Earnings per Common Sh.	\$1.21	\$1.23	\$1.39	\$0.18	15%	\$0.16	13%
(1) Accelerated Depreciation of Digital Platform	-	0.04	-	-	-	(0.04)	(100%)
(2) Integration / Acquisition Costs	0.03	0.03	-	(0.03)	(100%)	(0.03)	(100%)
(3) Management Separation Costs	0.09	-	-	(0.09)	(100%)	-	-
(4) Tax Effect of Adjustment Items	(0.01)	(0.02)	0.01	0.02	(200%)	0.03	(150%)
Adjusted Diluted Earnings per Sh.	\$1.32	\$1.28	\$1.40	\$0.08	6%	\$0.12	9%

(1) Depreciation & amortization includes \$1.7M in FY'26 Q3 of accelerated depreciation associated with the decision to sunset our Digital platform

(2) Costs associated with previous acquisitions, such as legal & professional fees, retention awards and on-going integration expenses

(3) Contractual obligations due upon Executive's death.

(4) Tax effect on the adjustment items

Reconciliation of Consolidated Net Income (GAAP) to Adjusted EBITDA (Non-GAAP) (\$M)

FY'25 Q4

	FY'25 Q4										
	Executive Search										
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.	KF
Fee Revenue	\$169.4	\$91.6	\$143.0	\$53.5	\$23.6	\$6.9	\$227.0	\$93.3	\$130.7		\$712.0
Net Income Attributable to Korn Ferry											\$64.2
Margin (%)											9.0%
Net Income Attributable to Noncontrolling Interest											0.9
Interest Exps. - Net											5.3
Income Tax Expense											23.8
Deprec. & Amortiz.											20.5
(1) Management Separation Costs											4.6
(2) Integ. / Acq. Costs											1.7
Adjusted EBITDA	\$29.1	\$28.5	\$39.1	\$9.1	\$5.0	\$1.1	\$54.2	\$14.5	\$27.4	(\$32.5)	\$121.1
Margin (%)	17.2%	31.1%	27.3%	17.0%	21.0%	16.0%	23.9%	15.5%	21.0%		17.0%

(1) Contractual obligations due upon Executive's death

(2) Costs associated with acquisitions, such as legal & professional fees, retention awards and on-going integration costs to combine the companies

Reconciliation of Consolidated Net Income (GAAP) to Adjusted EBITDA (Non-GAAP) (\$M)

FY'26 Q3

FY'26 Q3											
	Consulting	Digital	Executive Search				Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.	KF
			North America	EMEA	Asia Pacific	Latin America					
Fee Revenue	\$166.9	\$94.0	\$145.5	\$55.3	\$24.1	\$7.0	\$231.9	\$87.5	\$137.0		\$717.4
Net Income Attributable to Korn Ferry											\$65.3
Margin (%)											9.1%
Net Income Attributable to Noncontrolling Interest											0.9
Interest Exps. - Net											5.7
Income Tax Expense											26.7
Deprec. & Amortiz.											23.0
(2) Integ. / Acq. Costs											1.6
Adjusted EBITDA	\$28.4	\$29.1	\$42.1	\$9.5	\$5.3	\$1.2	\$58.2	\$13.6	\$29.1	(\$35.3)	\$123.1
Margin (%)	17.0%	31.0%	29.0%	17.1%	22.1%	17.4%	25.1%	15.6%	21.2%		17.2%

(2) Costs associated with acquisitions, such as legal & professional fees, retention awards and on-going integration costs to combine the companies

Reconciliation of Consolidated Net Income (GAAP) to Adjusted EBITDA (Non-GAAP) (\$M)

FY'26 Q4

	FY'26 Q4										
	Executive Search										
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.	KF
Fee Revenue	\$181.9	\$89.3	\$156.1	\$54.1	\$24.6	\$7.1	\$242.0	\$97.6	\$149.1		\$759.8
Net Income Attributable to Korn Ferry											\$73.1
Margin (%)											9.6%
Net Income Attributable to Noncontrolling Interest											0.7
Interest Exps. - Net											5.1
Income Tax Expense											29.1
Deprec. & Amortiz.											21.6
Adjusted EBITDA	\$30.9	\$27.7	\$48.4	\$9.2	\$5.3	\$1.1	\$64.0	\$15.5	\$33.9	(\$42.4)	\$129.5
Margin (%)	17.0%	31.0%	31.0%	17.0%	21.5%	15.6%	26.4%	15.8%	22.7%		17.0%
Adjusted EBITDA - FY'26 Q3	\$28.4	\$29.1	\$42.1	\$9.5	\$5.3	\$1.2	\$58.2	\$13.6	\$29.1	(\$35.3)	\$123.1
Sequential Incr. / (Decr.) - \$	\$2.5	(\$1.4)	\$6.3	(\$0.3)	-	(\$0.1)	\$5.8	\$1.9	\$4.8	(\$7.1)	\$6.4
Sequential Incr. / (Decr.) - %	8.8%	(4.8%)	15.0%	(3.2%)	-	(8.3%)	10.0%	14.0%	16.5%	20.1%	5.2%

Reconciliation of Cash & Marketable Securities to Investable Cash (\$M)

FY'25 Q4; FY'26 Q3; FY'26 Q4

	FY'25 Qtr. 4	FY'26 Qtr. 3	FY'26 Qtr. 4	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
				\$	%	\$	%
Cash	\$1,007.0	\$938.4	\$1,095.4	\$88.4	9%	\$157.0	17%
Marketable Securities	270.0	280.1	286.0	16.0	6%	5.9	2%
Cash & Marketable Securities	\$1,277.0	\$1,218.5	\$1,381.5	\$104.5	8%	\$163.0	13%
<u>Less:</u>							
ECAP & Bonus Liability	609.7	533.0	652.6	42.9	7%	119.6	22%
Investable Cash	\$667.3	\$685.5	\$728.9	\$61.6	9%	\$43.4	6%

Fee Revenue Growth by Segment and Region – Actual Reported vs. Constant Currency (\$M)

FY'26 Q4 vs. FY'25 Q4				
		Reported		Const. Curr.
		\$M	% Grth.	% Grth.
<u>Executive Search</u>				
	North America	\$156.1	9%	9%
	Europe	54.1	1%	(4%)
	Asia / Pacific	24.6	4%	3%
	Latin America	7.1	3%	(7%)
	Total Exec. Search	\$242.0	7%	5%
<u>Consulting</u>				
	North America	\$74.9	7%	7%
	Europe	76.2	13%	9%
	Asia / Pacific	25.9	(2%)	(4%)
	Latin America	4.9	(14%)	(23%)
	Total Consulting	\$181.9	7%	5%
<u>Digital</u>				
	North America	\$32.7	(13%)	(13%)
	Europe	40.9	8%	2%
	Asia / Pacific	10.5	(11%)	(15%)
	Latin America	5.2	16%	6%
	Total Digital	\$89.3	(3%)	(6%)
<u>RPO</u>				
	North America	\$55.5	13%	13%
	Europe	21.8	(7%)	(9%)
	Asia / Pacific	16.5	(6%)	(7%)
	Latin America	3.7	16%	4%
	Total RPO	\$97.6	5%	3%
<u>Prof. Search & Interim</u>				
	North America	\$105.1	13%	12%
	Europe	36.0	22%	16%
	Asia / Pacific	5.4	8%	4%
	Latin America	2.6	(4%)	(16%)
	Total Prof. Search & Interim	\$149.1	14%	12%
	Total KF	\$759.8	7%	5%



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