

Safe Harbor Statement

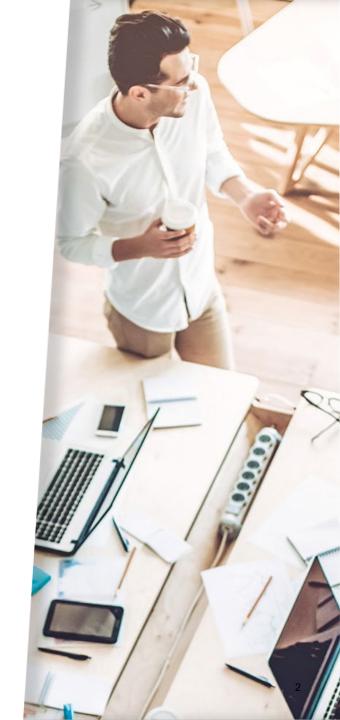
FORWARD-LOOKING STATEMENTS

Statements in this presentation that relate to future results and events 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 18 to 24 for a reconciliation of each of the non-GAAP financial measures included in this presentation to the closest GAAP measure.





Advancing our Strategy to Become the Preeminent Global Organizational Consultancy



Diversifying offerings into fully integrated, scalable and sustainable client engagements:

Intentional shift toward comprehensive organizational consulting is facilitating less cyclical and more predictable and recurring revenue streams with more scalable earnings.



Capitalizing on global leadership in solutions with great relevance today:

Monetizing investments in data and IP. Driving greater Digital subscription engagements and integration with Consulting creates greater differentiation.

Established record of thought leadership and action on Diversity, Equity, & Inclusion, as well as across ESG, provides a competitive edge to support companies in their implementation of best-practice policies.



Driving an integrated go-to-market strategy through our marquee and regional accounts:

Endearing client relationships of scale that deliver less cyclical, more resilient revenue and new business through structured, programmatic account planning in combination with strategic investments in account management talent.





Advancing Korn Ferry as a premier career destination:

Attracting and retaining top talent through continued investment in building a world-class organization aligned to strategy and staffed by a capable, motivated and agile workforce.



Pursuing transformational opportunities at the intersection of talent and strategy:

Proven track record of investing in growth and leveraging a core competency in identifying, acquiring and integrating M&A targets that have the potential to further our strategic objectives and enhance shareholder value.

A Compelling Investment Opportunity, At a Critical Moment, in a Critical Sector







Strengthened Foundation

- Recognized industry leader in with 10,000+ experts strategically positioned in more than 50 countries
- Value-driven capital allocation priorities and strong M&A track record
- Proven management team driving a proven business model
- Significant IP and data moat across expanding digital capabilities
- Continued investing in commercial colleagues including Marquee and Regional account leaders

Solutions Lining Up to Macro Trends

- Rapid emergence of remote work necessitating organizational realignment
- Investor / Corporate emphasis on ESG issues, including global prioritization of Diversity, Equity & Inclusion
- Partnering with Salesforce.com and Microsoft as a new sales channel for the delivery of KF IP, data, and content
- Investing into Pro Search/Interim Staffing in anticipation of shift from career employee to career nomad
- Focus is on large integrated solutions creating more visible and durable revenue

Poised for Growth

- Top-line durability deeper penetration with clients and recurring revenue streams through emergence of subscription, digital and consulting services
- New, sustainable levels of business activities and profitability achieved, poised for future growth
- Strong cash generation and flexible balance sheet capitalize on opportunities in large markets that are currently underserved
- Global reach and unparalleled expertise
- Marquee and Regional account program outperforming the rest of the firm through disciplined account management and planning



Financial Results Continued to Improve in FY'22 Q3 with New Highs for Both Revenue & Earnings

\$681M

+\$205M +43% YoY Fee Revenue

\$138M

+\$42M +43% YoY Adj. EBITDA⁽¹⁾ (Non-GAAP) 20.3%

Adj. EBITDA Margin % (Non-GAAP)

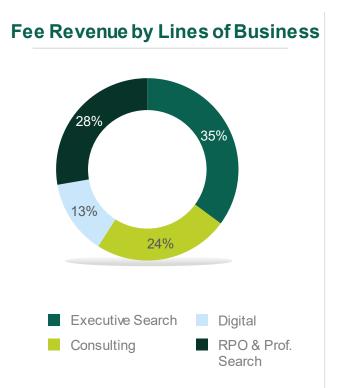
\$1.59

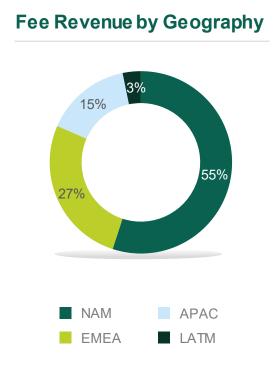
+\$0.64 +67% YoY Adj. Diluted EPS (Non-GAAP)

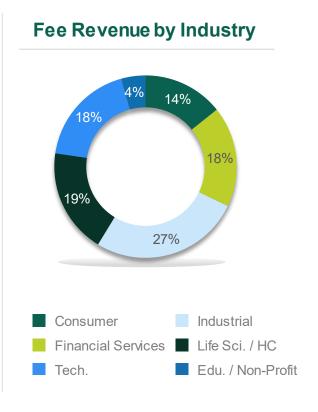


Business Continues to be Highly Diversified Across Lines of Business, Geography and Industry

For the third quarter of FY'22









Diversified Mix of Revenue & Operating Efficiencies Continue to Drive Greater Earnings (\$M)



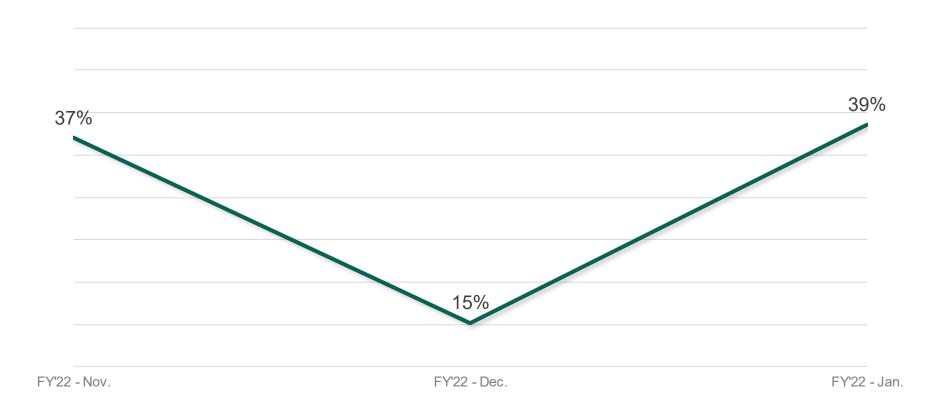






Monthly New Business* - YoY Growth (Excluding RPO) January New Business Rebounded Sharply From a Seasonal Low in December

FY'22 November to FY'22 January



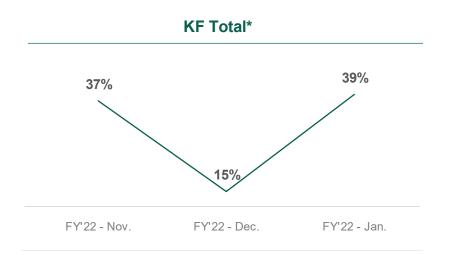
^{*} Confirmations plus upticks and additional placements

See detailed explanation of footnotes on page 16

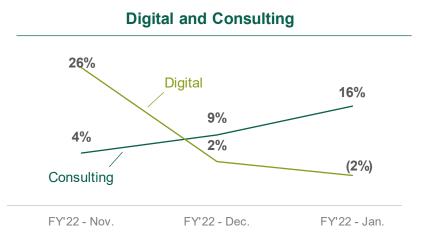


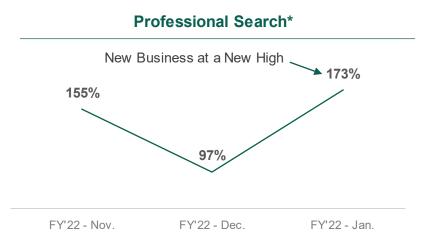
Monthly® New Business* - YoY Growth By Line of Business (Excluding RPO)

FY'22 November to FY'22 January





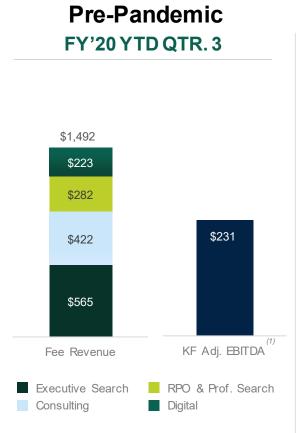






^{*} Confirmations plus upticks and additional placements See detailed explanation of footnotes on page 16

Sustainable Fee Revenue and Strong Execution Driving Greater Earnings & Profitability from Pre-Pandemic Period (\$M)





- Fee Revenue Up 28% from Pre-Pandemic Level to a New High
- Growth Driven by the Co.'s Unique Set of Solutions that Address Major Issues in Today's Workplace
 - Labor Market Dislocation
 - Workforce Digitization / Transformation
 - Environmental, Social & Governance
 - Sales Effectiveness & Customer
 Experience Post COVID
- Adj. EBITDA Up 71% from Pre-Pandemic Level to an All-Time High
 - Adj. EBITDA Growing 2.5x Faster Than Fee Revenue
 - Strong Expense Management &
 Structural Changes Driving Greater
 Long-Term EBITDA Margins in the
 Range of 18% 19% and accelerating
 ROIC



Consulting

24% of Fee Revenue and 17% of Adj. EBITDA in FY'22 QTR. 3

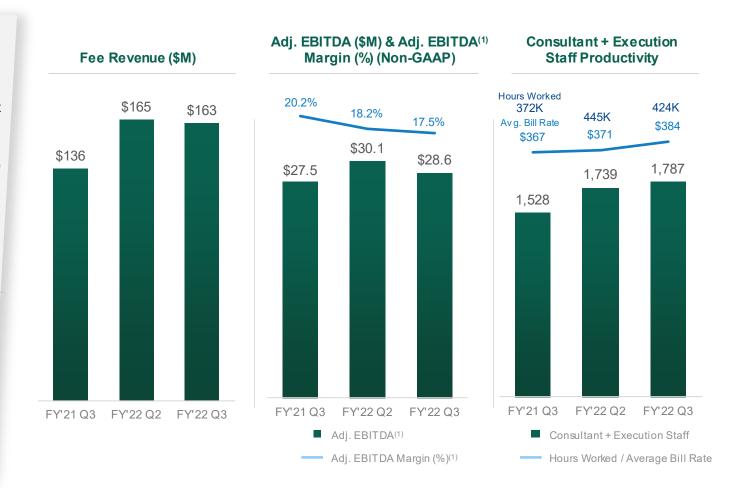


120% YoY

Driven by Leadership Development (+21%), Assessment & Succession (+9%), Rewards & Benefits (+30%) and Organizational Strategy (+26%)

New Business growth +10% YoY and strongest in NAM (+10% YoY) and EMEA (+16% YoY)

Engagements > \$500K +2% YoY Engagement Backlog > \$500K +3% YoY





Digital

13% of Fee Revenue and 17% of Adj. EBITDA in FY'22 QTR. 3



119% YoY

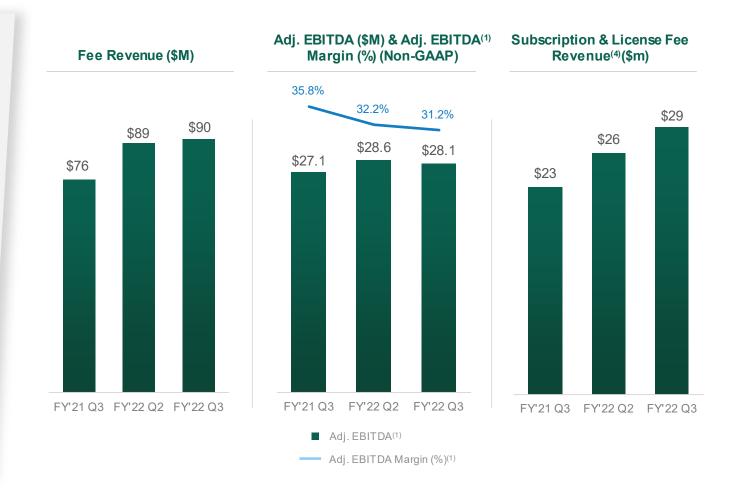
New Business was \$108M (+8%

YoY) – the fifth consecutive quarter above \$100M

Subscription & License New Business was \$39M (37% of Q3 total)

Subscription & License Fee Revenue +26% YoY and +12% sequentially

Accelerated investment spending in both sales and support staff and other growth initiatives





Executive Search

35% of Fee Revenue and 40% of Adj. EBITDA in FY'22 QTR. 3

Global Fee Revenue

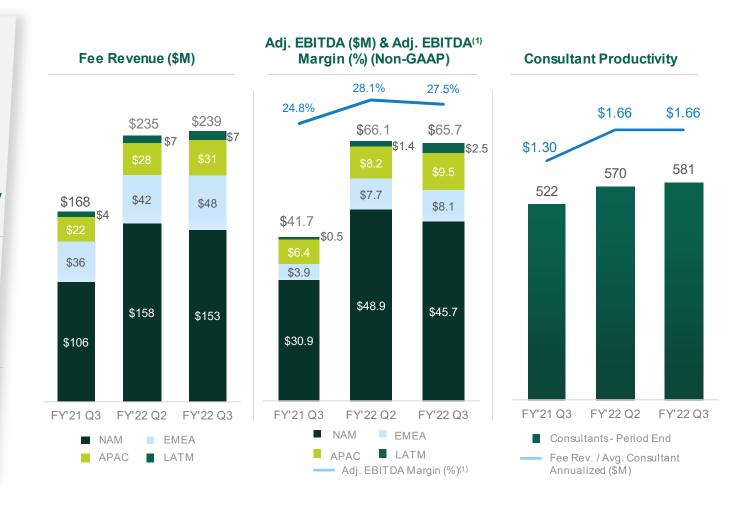
142% YoY

NAM +44%, EMEA +32%, APAC +45% & LATM 67% (Global ES +2% Sequentially)

Global New Business +38% YoY in Q3 and reached a new monthly high in January

Consultant Productivity flat sequentially at \$1.66M annualized with 11 Consultant additions

Number of new Executive Search Assignments = 1,787 (+37% YoY)





RPO & Professional Search

28% of Fee Revenue and 26% of Adj. EBITDA in FY'22 QTR. 3

RPO New Business = \$135M

(\$74M of renewals/extensions and \$61M of new logo clients) **Professional Search New** Business = \$93M (new high) with \$33M generated by the Lucas Group

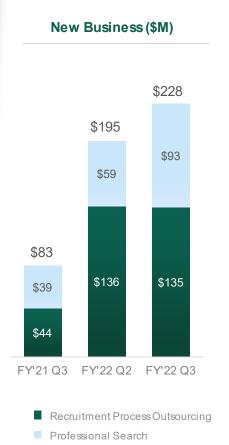
Fee Revenue +98% YoY & +25% sequentially

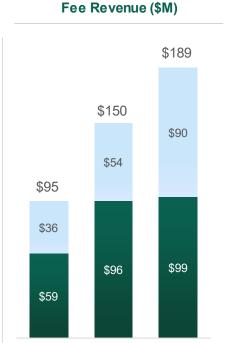
RPO Fee Revenue +67% YoY & +3% sequentially

Professional Search +150% YoY (+58% organic) and +67% sequentially (+5% organic)

Professional Search Avg. Fee per Assignment +34% YoY

Adj. EBITDA⁽¹⁾ +\$24.5M or +125% YoY











FY'22 Q2 FY'22 Q3

FY'21 Q3





Cash & Marketable Securities

Strong Liquidity with \$592M of Investable Cash⁽⁵⁾

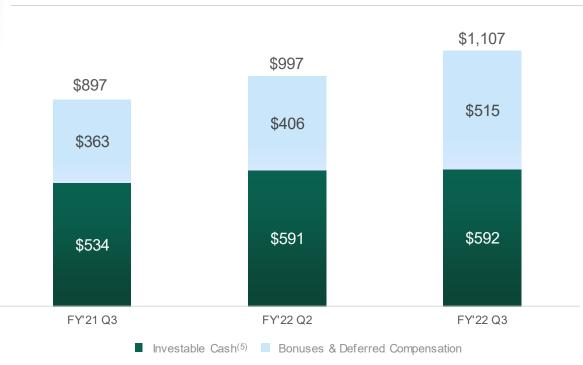
Investable Cash⁽⁵⁾

↑\$58M +11% YoY

796K shares (\$55M) FY'22 YTD

\$20M FY'22 YTD

Cash & Marketable Securities (\$M)



Deployed Approximately \$91M of Investable Cash on Nov. 1 (FY'22 Q3) for the Lucas Group Acquisition



Footnotes

- (1) Earnings Before Interest, Taxes, Depreciation & Amortization Adjusted to Exclude, when applicable, Acquisition / Integration Costs, Impairment of Fixed Assets (Leasehold Improvements), the Impairment of Right-of-Use Assets, Restructuring Charges and Separation Costs.
- (2) Adj. Diluted Earnings per Share Adjusted to Exclude, when applicable, Acquisition / Integration Costs, Impairment of Fixed Assets (Leasehold Improvements), the Impairment of Right-of-Use Assets, Restructuring Charges, Net of Tax.
- (3) Excludes Corporate Adj. EBITDA which was (\$19.3M) in FY'21 Q3, (\$26.1M) in FY'22 Q2 and (\$28.2M) in FY'22 Q3.
- (4) Represents Fee Revenue Derived from Annual Subscriptions and Licenses to KF's Intellectual Property and Data Solutions.
- (5) Investable Cash = Total Cash & Marketable Securities Less Cash & Marketable Securities Reserved for Bonuses & Deferred Compensation
- (6) New Business is Defined as Engagement Awarded in the Month Evidenced by a Signed Contract. Increases or Decreases in Scope on Existing Contracts are Recognized in New Business in the Month Confirmed by the Client.



Appendix

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

Earnings Conference Call March 9, 2022





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

FY'21 Q3; FY'22 Q2; FY'22 Q3

121 Q3,1122 Q2,1122 Q3	Yo	Y	Sequential				
	FY'21	FY'22	FY'22	Incr. / (•	Incr. /	
	Qtr. 3	Qtr. 2	Qtr. 3	\$ / %	%	\$ / %	%
Net Income Attributable to Korn Ferry	\$51.3	\$75.8	\$84.1	\$32.8	64%	\$8.3	11%
Net Income Attributable to Non-Controlling Int.	0.3	0.6	1.0	0.7	233%	0.4	67%
Net Income	\$51.6	\$76.3	\$85.1	\$33.5	65%	\$8.8	12%
Income Tax Provision	21.2	26.1	26.9	5.7	27%	0.8	3%
Income Before Provision for Income Taxes	\$72.8	\$102.5	\$112.0	\$39.2	54%	\$9.5	9%
Other (Income) Loss - Net	(14.9)	(5.1)	7.3	22.2	(149%)	12.4	(243%)
Interest Expense - Net	7.3	6.4	7.0	(0.3)	(4%)	0.6	9%
Operating Income	\$65.2	\$103.8	\$126.3	\$61.1	94%	\$22.5	22%
Depreciation & Amortization	15.7	15.6	16.1	0.4	3%	0.5	3%
Other Income (Loss) - Net	14.9	5.1	(7.3)	(22.2)	(149%)	(12.3)	(243%)
(1) Restructuring Charges	0.8	-	-	(8.0)	(100%)	-	-
(2) Integration / Acquisition Costs	-	1.1	3.2	3.2	-	2.1	191%
(3) Impairment of Fixed Assets	-	1.9	-	-	-	(1.9)	-
(4) Impairment of Right of Use Assets	-	7.4	-	-	-	(7.4)	-
Adjusted EBITDA	\$96.7	\$134.9	\$138.3	\$41.6	43%	\$3.4	3%
Operating Margin	13.7%	16.2%	18.6%	4.9%	-	2.4%	-
Depreciation & Amortization	3.3%	2.4%	2.4%	(0.9%)	-	-	-
Other Income (Loss) - Net	3.2%	0.8%	(1.1%)	(4.3%)	-	(1.9%)	-
(1) Restructuring Charges - Net	0.1%	-	-	(0.1%)	-	-	-
(2) Integration / Acquisition Costs	-	0.2%	0.4%	0.4%	-	0.2%	-
(3) Impairment of Fixed Assets	-	0.3%	-	-	-	(0.3%)	-
(4) Impairment of Right of Use Assets		1.2%			-	(1.2%)	-
Adjusted EBITDA Margin	20.3%	21.1%	20.3%	-	-	(0.8%)	-

⁽¹⁾ Restructuring chages incurred to rationalize our cost structure by eliminating redundant positions as a result of COVID-19

⁽⁴⁾ Costs associated with the impairment of right-of-use assets due to terminating and subleasing some of our office space



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

⁽³⁾ Costs associated with the impairment of fixed assets (leasehold improvements) due to early termination and subleasing some of our office space

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

FY'21 Q3; FY'22 Q2; FY'22 Q3

					Yo	Υ	Seque
		FY'21	FY'22	FY'22	Incr. /	(Decr.)	Incr. / (
		Qtr. 3	<u>Qtr. 2</u>	Qtr. 3	\$	%	\$
Net Income Attrib	outable to Korn Ferry	\$51.3	\$75.8	\$84.1	\$32.8	64%	\$8.3
(1) Restructuring Ch	arges	0.8		-	(0.8)	(100%)	-
(2) Integration / Acq	uisition Costs	-	1.1	3.2	3.2	-	2.1
(3) Impairment of Fix	red Assets	-	1.9	-	-	-	(1.9)
(4) Impairment of Rig	ght of Use Assets	-	7.4	-	-	-	(7.4)
(5) Tax Effect of Adj	ustment Items	(0.3)	(2.2)	(0.4)	(0.1)	33%	1.8
Adjusted Net	Income Attributable to KF	\$51.9	\$83.9	\$86.9	\$35.0	67%	\$2.9
Diluted Earnings	per Common Sh.	\$0.94	\$1.38	\$1.54	\$0.60	64%	\$0.16
(1) Restructuring Ch	arges - Net	0.02		-	(0.02)	(100%)	-
(2) Integration / Acq	uisition Costs	-	0.02	0.06	0.06	-	0.04
(3) Impairment of Fix	ed Assets	-	0.04	-	-	-	(0.04)
(4) Impairment of Rig	ght of Use Assets	-	0.14	-	-	-	(0.14)
(5) Tax Effect of Adj	ustment Items	(0.01)	(0.05)	(0.01)	-	-	0.04
Adjusted Diluted	Earnings per Sh.	\$0.95	\$1.53	\$1.59	\$0.64	67%	\$0.06

Sequ	Sequential								
	Incr. / (Decr.)								
\$	<u>%</u>								
\$8.3	11%								
-	-								
2.1	191%								
(1.9)	(100%)								
(7.4)	(100%)								
1.8	(82%)								
\$2.9	4%								
\$0.16	12%								
-	-								
0.04	200%								
(0.04)	(100%)								
(0.14)	(100%)								
0.04	(80%)								
\$0.06	4%								

⁽⁵⁾ Tax effect on the adjustment items



⁽¹⁾ Restructuring charges incurred to rationalize our cost structure by eliminating redundant positions as a result of COVID-19

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

⁽³⁾ Costs associated with the impairment of fixed assets (leasehold improvements) due to early termination and subleasing some of our office space

⁽⁴⁾ Costs associated with the impairment of right-of-use assets due to terminating and subleasing some of our office space

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

FY'21 Q3

					FY'2	1 Q3				
		Executive Search								
			North		Asia	Latin	Total Exec.	RPO &		
	Consulting	Digital	America	EMEA	Pacific	America	Search	Prof. Search	Corp.	KF
Fee Revenue	\$136.3	\$75.8	\$106.0	\$36.0	\$21.6	\$4.5	\$168.1	\$95.2		\$475.4
Total Revenue	\$136.6	\$76.0	\$106.3	\$36.0	\$21.7	\$4.5	\$168.5	\$96.8		\$477.9
Net Income Attributable										\$51.3
to Korn Ferry										
Net Income Attributable to										0.3
Noncontrolling Interest										0.3
Other Income - Net										(14.9)
Interest Exps Net										7.3
Income Tax Expense										21.2
Oper. Income										\$65.2
Margin (%)										13.7%
Deprec. & Amortiz.										15.7
Other Income - Net										14.9
(1) Restructuring Chgs.										0.8
Adjusted EBITDA	\$27.5	\$27.1	\$30.9	\$3.9	\$6.4	\$0.5	\$41.7	\$19.6	(\$19.3)	\$96.7
Margin (%)	20.2%	35.8%	29.2%	10.9%	29.5%	10.3%	24.8%	20.6%		20.3%

⁽¹⁾ Restructuring charges incurred to rationalize our cost structure by eliminating redundant positions as a result of COVID-19

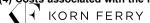


Reconciliation of Consolidated Net Income & Consolidated Operating Income (GAAP) to Adjusted EBITDA (Non-GAAP) (\$M)

•										
FY'22 Q2					FY	'22 Q2				
1 1 22 32				E	Executive S	earch				
			North		Asia	Latin	Total Exec.	RPO &		
	Consulting	Digital	America	EMEA	Pacific	America	Search	Prof. Search	Corp.	KF
Fee Revenue	\$164.9	\$88.6	\$158.2	\$42.4	\$28.3	\$6.6	\$235.5	\$150.5		\$639.4
Total Revenue	\$165.7	\$88.7	\$159.1	\$42.6	\$28.3	\$6.6	\$236.5	\$152.5		\$643.4
Net Income Attributable to Korn Ferry										\$75.7
Net Income Attributable to Noncontrolling Interest										0.6
Other Loss - Net										(5.1)
Interest Exps Net										6.4
Income Tax Expense										26.1
Oper. Income										\$103.8
Margin (%)										16.2%
Deprec. & Amortiz.										15.6
Other Income - Net										5.1
(2) Integ. / Acq. Costs										1.1
(3) Impairment of Fixed Assets										1.9
(4) Impairment of right to use ass	set									7.4
Adjusted EBITDA	\$30.1	\$28.6	\$48.9	\$7.7	\$8.2	\$1.4	\$66.1	\$36.3	(\$26.1)	\$134.9
Margin (%)	18.2%	32.2%	30.9%	18.1%	29.0%	20.8%	28.1%	24.1%		21.1%

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

⁽⁴⁾ Costs associated with the impairment of right-of-use assets due to early termination of the lease agreements



⁽³⁾ Costs associated with the impairment of fixed assets (leasehold improvements) due to early termination of the lease agreements

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

FY'22 Q3					F	Y'22 Q3				
				E	xecutive S					
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO & Prof. Search	Corp.	KF
Fee Revenue Total Revenue	\$162.9 \$163.8	\$90.2 \$90.5	\$152.6 \$153.5	\$47.5 \$47.7	\$31.4 \$31.4	\$7.5 \$7.5	\$239.0 \$240.0	\$188.7 \$190.6		\$680.7 \$685.0
Net Income Attributable to Korn Ferry										\$84.1
Net Income Attributable to Noncontrolling Interest										1.0
Other Loss - Net										7.3
Interest Exps Net										7.0
Income Tax Expense										26.9
Oper. Income Margin (%)										\$126.3 18.6%
Deprec. & Amortiz.										16.1
Other Loss - Net										(7.2
(2) Integ. / Acq. Costs										3.2
Adjusted EBITDA	\$28.6	\$28.1	\$45.7	\$8.1	\$9.5	\$2.5	\$65.7	\$44.1	(\$28.2)	\$138.3
Margin (%)	17.5%	31.2%	29.9%	17.0%	30.1%	33.3%	27.5%	23.4%		20.3%
Adjusted EBITDA - FY'22 Q2	\$30.1	\$28.6	\$48.9	\$7.7	\$8.2	\$1.4	\$66.1	\$36.3	(\$26.1)	\$134.9
Sequential Incr. / (Decr.) - \$	(\$1.5)	(\$0.5)	(\$3.2)	\$0.4	\$1.3	\$1.1	(\$0.4)	\$7.8	(\$2.1)	\$3.4
Sequential Incr. / (Decr.) - %	(5.0%)	(1.7%)	(6.5%)	5.2%	15.9%	78.6%	(0.6%)	21.5%	8.0%	2.5%

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



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

FY'21 Q3; FY'22 Q2; FY'22 Q3

				YoY	7	Sequen	tial
	FY'21	FY'22	FY'22	Incr. / (D	ecr.)	Incr. / (Decr.)	
	Qtr. 3	Qtr. 2	Qtr. 3	<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Cash	\$694.1	\$725.4	\$846.5	\$152.4	22%	\$121.1	17%
Marketable Securities	203.0	271.5	260.7	57.7	28%	(10.8)	(4%)
Cash & Marketable Securities	\$897.1	\$996.9	\$1,107.2	\$210.2	23%	\$110.3	11%
<u>Less:</u>							
ECAP & Bonus Liability	362.8	405.8	515.3	152.5	42%	109.5	27%
Investable Cash	\$534.3	\$591.2	\$592.0	\$57.7	11%	\$0.8	0%



Fee Revenue Growth by Segment and Region – Actual Reported vs.

FY'22 Q3 vs. FY'21 Q3

Constant Currency

	Repo	orted	Const. Curr.		
	\$M	% Grth.	% Grth.		
Executive Search					
North America	\$152.6	44.0%	43.8%		
Europe	47.5	31.9%	36.5%		
Asia / Pacific	31.4	45.4%	47.4%		
Latin America	7.5	66.7%	78.6%		
Total Exec. Search	\$239.0	42.2%	43.5%		
<u>Consulting</u>					
North America	\$73.8	28.1%	28.1%		
Europe	56.2	15.6%	20.6%		
Asia / Pacific	28.1	6.4%	10.2%		
Latin America	4.8	29.7%	37.1%		
Total Consulting	\$162.9	19.5%	22.2%		
<u>Digital</u>					
North America	\$35.0	22.4%	22.0%		
Europe	35.8	12.2%	17.8%		
Asia / Pacific	15.2	21.6%	25.6%		
Latin America	4.0	42.9%	53.8%		
Total Digital	\$90.2	19.0%	22.2%		
RPO & Prof. Search					
North America	\$113.0	158.6%	158.6%		
Europe	40.9	61.7%	66.3%		
Asia / Pacific	29.0	32.4%	34.9%		
Latin America	5.6	30.2%	40.0%		
Total RPO & Prof. Sch.	\$188.7	98.2%	101.2%		
Total KF	\$680.7	43.2%	45.7%		



Thank You



