



OFFICIAL TALENT & ORGANIZATIONAL
CONSULTING PARTNER

WE ARE KORN FERRY

**William Blair Human Capital
Conference**

September 16, 2026



Safe Harbor Statement

FORWARD-LOOKING STATEMENTS

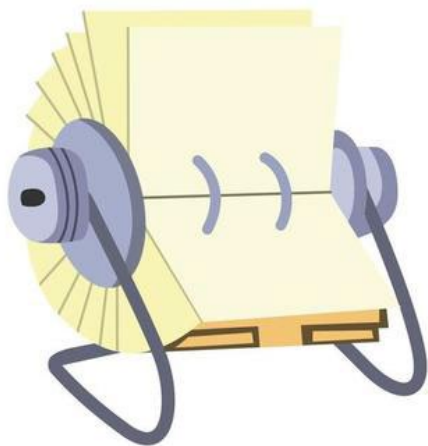
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This presentation includes financial information calculated other than in accordance with U.S. Generally Accepted Accounting Principles ("GAAP"). This non-GAAP disclosure has limitations as an analytical tool, should not be viewed as a substitute for 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 EVOLUTION: FROM MONO-LINE TALENT ACQUISITION LEADER TO TALENT, WORKFORCE & ORGANIZATIONAL PERFORMANCE, AND TRANSFORMATION PLATFORM

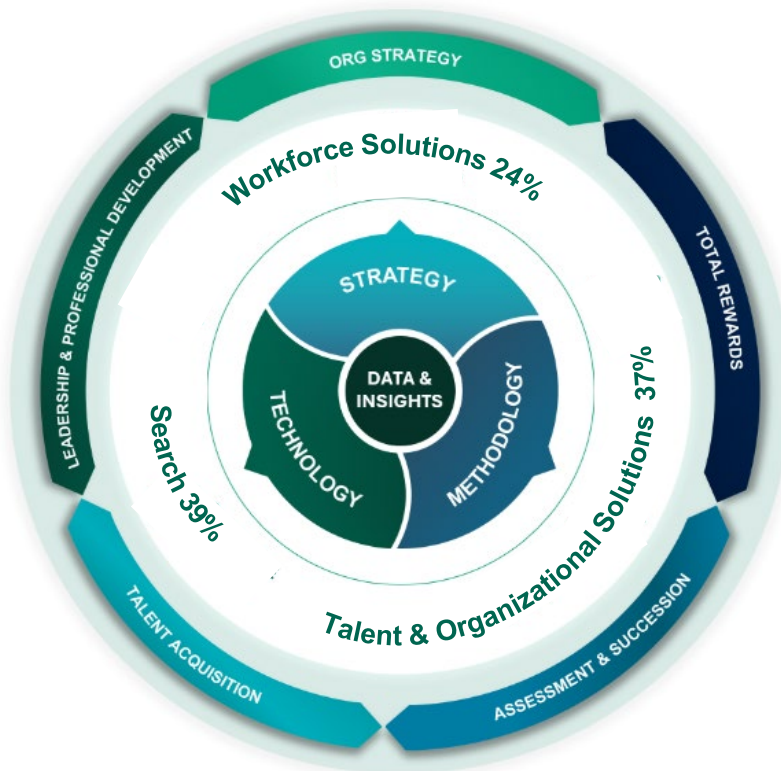


FY2012

~ 80% – 85% Executive Search

“RECRUITERS & ROLODEXES”

PAST



KORN FERRY SUITE OF OFFERINGS

End of Q1 FY27

PRESENT

KORN FERRY EVOLUTION: FROM MONO-LINE TALENT ACQUISITION LEADER TO TALENT, WORKFORCE & ORGANIZATIONAL PERFORMANCE, AND TRANSFORMATION PLATFORM



Founded 1969
50+ years
~9,000 colleagues
100+ offices
50+ countries

—
Search
(Executive and Professional Search)
—
Talent and Organizational Solutions
(Consulting and Digital)
—
Workforce Solutions
(RPO and Interim)



A Global Leader in Talent and Organizational Consulting

~17,000
COLLEAGUES

SHARED BELIEFS
AND VALUES

BROADER
GLOBAL REACH

complementary
geography and
industry coverage

GREATER
CLIENT
IMPACT

More fully addressing
clients' talent and
workforce needs

1 PROFESSIONAL
PLACED
every 90
seconds

EXPANDED
CAPABILITIES

One of the most comprehensive
organizational and talent
solutions portfolios in
the market

Combined firm has greater revenue visibility ->
Estimated Remaining Fees Under Existing Contracts
grows from \$1.9B to \$3.4B

A|M|S

Founded 1996
30 years
~8,000 colleagues
120+ countries
32 Global Capability
Centers & Hubs

—
Recruitment Process
Outsourcing (RPO)
—
Early Careers and
Campus Recruiting
—
Contingent Workforce Solutions
—
Consulting
—
Skills Creation

Profound operational
capability, delivering
technology-enabled talent
solutions at scale

KORN FERRY SUITE OF OFFERINGS

FY27 & Beyond



Financial Outlook

Long-Term Financial Model

- Fee Revenue: Low-double digit growth (includes M&A)
- Adj. EBITDA Margin: 16 -18%
- Growth: 50% Organic and 50% 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 and profitability through diversified revenue streams, proprietary data and IP, and deeply embedded client relationships - transforming talent workforce strategy at scale



OFFICIAL TALENT & ORGANIZATIONAL
CONSULTING PARTNER

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 Olympic Games—bringing in the right talent, building strong leaders, and shaping the structure and culture that will deliver an unforgettable experience for the world.