

FY'25 Q1 Earnings Call

September 5, 2024



Safe Harbor Statement

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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.

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Advancing our Strategy to Become the Preeminent Global Organizational Consultancy



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

Intentional expansion to a comprehensive organizational consultancy is driving less cyclical and more predictable and recurring fee revenue streams with more scalable and consistent earnings.



Capitalizing on global leadership in solutions with great relevance today:

Monetizing investments in data, content, and IP. Driving greater Digital subscription engagements and integration with Consulting creates unique and differentiated insights and solutions.

Established record of thought leadership and action on burning platform issues including, but not limited to, workforce transformation, cost management or top-line growth initiatives in a challenging economic environment that provide a competitive edge to support companies as they look to solve their most pressing business issues.

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

Enduring client relationships of scale that deliver larger, more predictable and recurring Revenue through structured, programmatic account planning and cross – LOB synergy sales.



Advancing Korn Ferry as a premier career destination:

Attracting and retaining top talent by investing in initiatives that build 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 of 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



FY'25 Q1 Earnings and Profitability Continued to Improve as Consolidated Revenue Growth Stabilized

- Fee Revenue Growth Remained Stable for Consulting and Digital (Flat YoY)
- Executive Search Grew 2% YoY, and Fee Revenue Growth Trends for Professional Search Permanent Placement and RPO Continued to Stabilize
- Adj. EBITDA Remained Strong, Improving 16% YoY to \$111M with an Adj. EBITDA Margin of 16.5% (the Fifth Consecutive Quarter of Profitability Improvement) Driven by both Greater Consultant Productivity and Disciplined Cost Management
- Adj. Diluted EPS Improved 19% YoY or \$0.19 to \$1.18

\$675M (\$24M) (3%) YoY Fee Revenue **16.5**[%]

Adj. EBITDA Margin %⁽¹⁾ (Non-GAAP)

+280 Basis Points YoY

\$111M +**\$16M** +16% YoY Adj. EBITDA⁽¹⁾ (Non-GAAP) **\$1.18** +0.19 +19% YoY Adj. Diluted EPS⁽²⁾ (Non-GAAP)



See detailed explanation of footnotes on page 16

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

For the first quarter of FY'25





Diversified Mix of Revenue & Earnings (\$M)

Consolidated Adj. EBITDA⁽³⁾ Up YoY Driven by Consultant and Execution Staff Productivity and Disciplined Cost Management



Quarterly^{⁽⁷⁾}New Business* - YoY Growth (Excluding RPO)

New Business was Stable YOY Despite Uncertainty for the Near-Term Economic Outlook



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Consulting

25% of Fee Revenue and 20% of Adj. EBITDA⁽¹⁾ in FY'25 QTR. 1



Digital

13% of Fee Revenue and 19% of Adj. EBITDA⁽¹⁾ in FY'25 QTR. 1



KORN FERRY See detailed explanation of footnotes on page 16

Executive Search

31% of Fee Revenue and 34% of Adj. EBITDA⁽¹⁾ in FY'25 QTR. 1



KORN FERRY See detailed explanation of footnotes on page 16

Professional Search & Interim

18% of Fee Revenue and 18% of Adj. EBITDA⁽¹⁾ in FY'25 QTR. 1

Professional Search & Interim New Business Down (14%) YoY

Permanent Placement New Business stable and essentially flat sequentially

Fee Revenue Down (14%) YoY driven by Industry-wide slowdown in demand for Permanent and Interim professional hiring

Interim Avg. Bill Rate = \$133 / hour up 9% YoY

Professional Search Consultant Productivity stabilizing sequentially at approximately \$640K annualized

Adj. EBITDA⁽¹⁾ & Adj. EBITDA Margin⁽¹⁾ up YoY driven primarily by strong cost management



Recruitment Process Outsourcing

13% of Fee Revenue and 8% of Adj. EBITDA⁽¹⁾ in FY'25 QTR. 1

RPO New Business⁽⁷⁾ **= \$104M** (\$20M of New Logo Clients and \$84M of Renewals & Extensions)

Revenue Under Contract⁽⁶⁾ **= \$656M** (with an estimated \$295M (45%) to be recognized in the next 4 quarters)

Fee Revenue (7%) YoY but flat sequentially due in part to an increase in hiring volume by base / backlog clients

Adj. EBITDA⁽¹⁾ & Adj. EBITDA Margin⁽¹⁾ stronger both YoY and sequentially due to greater Execution Staff productivity and strong cost management



Maintaining a Balanced Approach to Capital Allocation

Deployed \$63M of Cash in FY'25 Q1 Investing \$11M in *CAPEX, \$9M in Debt Service and Returned \$43M to Shareholders in Combined Dividends and Share Repurchases

Cash & Marketable Securities (\$M) Strong Liquidity with \$553M of Investable Cash⁽⁵⁾ \$1,195 Share Repurchases \$905 \$589 \$781 **Dividends** \$352 \$300 *CAPEX \$606 \$553 \$481 FY'24 Q1 FY'24 Q4 FY'25 Q1 **Debt Service** Investable Cash⁽⁵⁾ Bonuses & Deferred Compensation

FY'25 Capital Allocation (\$M)

351K Shares

\$23

\$20

*Excludes Leasehold Improvements & Furniture & Fixtures

\$9

\$11

Footnotes

- (1) Earnings Before Interest, Taxes, Depreciation & Amortization Adjusted to Exclude Restructuring Charges, Acquisition / Integration Costs, Impairment of Fixed Assets (Leasehold Improvements) and the Impairment of Right-of-Use Assets, when applicable.
- (2) Adj. Diluted Earnings per Share Adjusted to Exclude Restructuring Charges, Acquisition / Integration Costs, Impairment of Fixed Assets (Leasehold Improvements) and the Impairment of Right-of-Use Assets, Net of Tax, and Non-Recurring Tax Benefit Recorded in Connection with Worldwide Minimum Tax, when applicable.
- (3) Excludes Corporate Adj. EBITDA which was (\$31.1M) in FY'24 Q1, (\$33.4M) in FY'24 Q4 and (\$32.3M) in FY'25 Q1.
- (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) Represents the Estimated Quarter Ending \$ Amount of Assignments Under Contract to be Recognized as Revenue in Future Periods. There is No Guarantee that All Estimated Amounts Will be Recognized as Revenue.
- (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 Obligations Disclosures Completed Each Quarter.



Appendix

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

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Reconciliation of Net Income (GAAP) to Adjusted EBITDA (Non-GAAP) (\$M) FY'24 Q1; FY'24 Q4; FY'25 Q1

	-				Yo			
		FY'24	FY'24	FY'25		Incr. / (Decr.)		(Decr.)
		Qtr. 1	Qtr. 4	<u>Qtr. 1</u>	\$1%	%	\$ / %	%
Net Income Attributable to Ko	orn Ferry	\$46.6	\$65.2	\$62.6	\$16.0	34%	(\$2.6)	(4%)
Net Income Attributable to No	n-Controlling Int.	0.6	0.4	1.7	1.1	183%	1.3	325%
Net Income		\$47.2	\$65.6	\$64.3	\$17.1	36%	(\$1.3)	(2%)
Income Tax Provision		18.4	20.3	22.4	4.0	22%	2.1	10%
Income Before Provision for In Taxes	ncome	\$65.6	\$85.9	\$86.6	\$21.0	32%	\$0.8	1%
Other (Income) - Net		(13.6)	(7.1)	(14.5)	(0.9)	7%	(7.4)	104%
Interest Expense - Net		4.7	4.7	3.9	(0.8)	(17%)	(0.8)	(17%)
Operating Income		\$56.8	\$83.5	\$76.1	\$19.3	34%	(\$7.4)	(9%)
Depreciation & Amortization		19.0	19.9	19.6	0.6	3%	(0.3)	(2%)
Other Income - Net		13.6	7.1	14.5	0.9	7%	7.4	104%
(1) Restructuring Charges		0.4	-	-	(0.4)	(100%)	-	-
(2) Integration / Acquisition Cost	5	4.1	1.8	1.1	(3.0)	(73%)	(0.7)	39%
(3) Impairment of Fixed Assets		0.1	-	-	(0.1)	(100%)	-	-
(4) Impairment of Right of Use As	sets	1.6	-	-	(1.6)	(100%)	-	-
Adjusted EBITDA		\$95.7	\$112.3	\$111.2	\$15.5	16%	(\$1.1)	(1%)
Operating Margin		8.1%	12.1%	11.3%	3.2%	-	(0.8%)	-
Depreciation & Amortization		2.7%	2.9%	2.9%	0.2%	-	0.0%	-
Other Income - Net		2.0%	1.0%	2.1%	0.1%	-	1.1%	-
(1) Restructuring Charges		0.1%	-	-	(0.1%)	-	-	-
(2) Integration / Acquisition Cost	6	0.6%	0.3%	0.2%	(0.4%)	-	(0.1%)	-
(3) Impairment of Fixed Assets		-	-	-	0.0%	-	-	-
(4) Impairment of Right of Use As	sets	0.2%	-	-	(0.2%)	-	-	-
Adjusted EBITDA Margin		13.7%	16.3%	16.5%	2.8%	-	0.2%	-
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(1) Restructuring changes incurred to align our workforce to the challenging macroeconomic business environment arising from persistent inflationary pressures, rising interest rates and global geopolitical uncertainty

(2) Costs associated with current and previous acquisitions, 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 in FY'24

(4) Costs associated with the impairment of right-of-use assets due to terminating 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'24 Q1; FY'24 Q4; FY'25 Q1

				Yo	Y	Sequ	quential	
	FY'24	FY'24	FY'25	Incr. / (,	Incr. / (Dec		
	Qtr. 1	Qtr. 4	Qtr. 1	\$	%	\$	%	
Net Income Attributable to Korn Ferry	\$46.6	\$65.2	\$62.6	\$16.0	34%	(\$2.6)	(4%)	
(1) Restructuring Charges	0.4	-	-	(0.4)	(100%)	-	-	
(2) Integration / Acquisition Costs	4.1	1.8	1.1	(3.0)	(73%)	(0.7)	(39%)	
(3) Impairment of Fixed Assets	0.1	-	-	(0.1)	(100%)	-	-	
(4) Impairment of Right of Use Assets	1.6	-	-	(1.6)	(100%)	-	-	
(5) Tax Effect of Adjustment Items	(1.4)	(1.3)	(0.6)	0.8	(57%)	0.7	(54%)	
Adjusted Net Income Attributable to KF	\$51.5	\$65.7	\$63.1	\$11.6	23%	(\$2.6)	(4%)	
Diluted Earnings per Common Sh. (1) Restructuring Charges	\$0.89 0.01	\$1.24 -	\$1.17 -	\$0.28 (0.01)	31% (100%)	(\$0.07) -	(6%) -	
(2) Integration / Acquisition Costs	0.08	0.04	0.02	(0.06)	(75%)	(0.02)	(50%)	
(3) Impairment of Fixed Assets	-	-	-	-	-	-	-	
(4) Impairment of Right of Use Assets	0.03	-	-	(0.03)	(100%)	-	-	
(5) Tax Effect of Adjustment Items	(0.02)	(0.02)	(0.01)	0.01	(50%)	0.01	(50%)	
Adjusted Diluted Earnings per Sh.	\$0.99	\$1.26	\$1.18	\$0.19	19%	(\$0.08)	(6%)	

(1) Restructuring changes incurred to align our workforce to the challenging macroeconomic business environment arising from persistent inflationary pressures, rising interest rates and global geopolitical uncertainty

(2) Costs associated with current and previous acquisitions, 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 in FY'24

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

(5) Tax effect on the adjustment items



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

FY'24 Q1

		FY'24 Q1										
					Executive Search							
				North		Asia	Latin	Total Exec.		Prof. Sch.	-	
		Consulting	Digital	America	EMEA	Pacific	America	Search	RPO	& Interim	Corp.	KF
	Fee Revenue	\$168.1	\$88.0	\$127.5	\$46.8	\$24.5	\$6.4	\$205.2	\$95.7	\$142.2		\$699.2
	Net Income Attributable											\$46.6
	to Korn Ferry											
	Net Income Attributable to											0.6
	Noncontrolling Interest											0.0
	Other Income - Net											(13.6)
	Interest Exps Net											4.7
	Income Tax Expense											18.4
	Oper. Income											\$56.8
	Margin (%)											8.1%
	Deprec. & Amortiz.											19.0
	Other Income - Net											13.6
(1)	Restructuring Chgs.											0.4
(2)	Integ. / Acq. Costs											4.1
(3)	Impairment of Fixed Assets											0.1
(4)	Impairment of right to use asset											1.6
	Adjusted EBITDA	\$25.2	\$24.3	\$28.8	\$5.6	\$6.3	\$1.7	\$42.5	\$10.5	\$24.3	(\$31.1)	\$95.7
	Margin (%)	15.0%	27.6%	22.6%	12.1%	25.7%	27.1%	20.7%	10.9%	17.1%		13.7%

(1) Restructuring charges incurred to realign our workforce to the challenging macroeconomic business enviornment arising from persistent inflationary pressures,

rising interest rates and global geopolitical uncertainty

(2) Costs associated with acquisitions, 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

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



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

FY'24 Q4

	FY'24 Q4										
			Executive Search								
			North		Asia	Latin	Total Exec.		Prof. Sch.		
	Consulting	Digital	America	EMEA	Pacific	America	Search	RPO	& Interim	Corp.	KF
Fee Revenue	\$182.2	\$91.3	\$125.5	\$45.6	\$20.7	\$6.9	\$198.7	\$89.5	\$129.2		\$690.8
Net Income Attributable to Korn Ferry											\$65.2
Net Income Attributable to Noncontrolling Interest											0.4
Other Income - Net											(7.1)
Interest Exps Net											4.7
Income Tax Expense											20.3
Oper. Income											\$83.5
Margin (%)											12.1%
Deprec. & Amortiz.											19.9
Other Income - Net											7.1
(2) Integ. / Acq. Costs											1.8
Adjusted EBITDA	\$32.3	\$28.0	\$33.1	\$6.8	\$4.2	\$1.3	\$45.5	\$11.8	\$28.1	(\$33.4)	\$112.3
Margin (%)	17.8%	30.7%	26.4%	15.0%	20.5%	18.5%	22.9%	13.2%	21.8%		16.3%

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



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

FY'25 Q1

	FY'25 Q1										
					Executive \$	Search					
			North		Asia	Latin	Total Exec.		Prof. Sch.		
	Consulting	Digital	America	EMEA	Pacific	America	Search	RPO	& Interim	Corp.	KF
Fee Revenue	\$167.9	\$88.2	\$134.8	\$46.0	\$20.6	\$7.3	\$208.6	\$88.5	\$121.7		\$674.9
Net Income Attributable to Korn Ferry											\$62.6
Net Income Attributable to Noncontrolling Interest											1.7
Other Income - Net											(14.5)
Interest Exps Net											3.9
Income Tax Expense											22.4
Oper. Income											\$76.1
Margin (%)											11.3%
Deprec. & Amortiz.											19.6
Other Income - Net											14.5
(2) Integ. / Acq. Costs											1.1
Adjusted EBITDA	\$29.3	\$26.6	\$35.1	\$7.3	\$4.2	\$2.8	\$49.4	\$12.5	\$25.7	(\$32.3)	\$111.2
Margin (%)	17.5%	30.2%	26.0%	15.8%	20.5%	38.2%	23.7%	14.1%	21.1%		16.5%
Adjusted EBITDA - FY'24 Q4	\$32.3	\$28.0	\$33.1	\$6.8	\$4.2	\$1.3	\$45.5	\$11.8	\$28.1	(\$33.4)	\$112.3
Sequential Incr. / (Decr.) - \$	(\$3.0)	(\$1.4)	\$2.0	\$0.5	-	\$1.5	\$3.9	\$0.7	(\$2.4)	\$1.1	(\$1.1)
Sequential Incr. / (Decr.) - %	(9.3%)	(5.0%)	6.0%	7.4%	-	115.4%	8.6%	5.9%	(8.6%)	(3.3%)	(1.0%)

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



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

FY'24 Q1; FY'24 Q4; FY'25 Q1

				YoY	,	Sequential	
	FY'24	FY'24	FY'25	Incr. / (D	ecr.)	Incr. / (Decr.)	
	Qtr. 1	Qtr. 4	Qtr. 1	<u>\$</u>	<u>%</u>	<u>\$</u>	<u>%</u>
Cash	\$562.2	\$941.0	\$633.4	\$71.2	13%	(\$307.6)	(33%)
Marketable Securities	218.8	254.4	271.8	53.0	24%	17.4	7%
Cash & Marketable Securities	\$781.0	\$1,195.4	\$905.2	\$124.2	16%	(\$290.2)	(24%)
Less:							
ECAP & Bonus Liability	300.4	589.1	352.1	51.7	17%	(237.0)	(40%)
Investable Cash	\$480.7	\$606.4	\$553.1	\$72.4	15%	(\$53.3)	(9%)



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

	FY'	25 Q1 vs.	FY'24 Q1		
		orted	Const. Curr.		
	\$M	% Grth.	% Grth.		
Executive Search					
North America	\$134.8	6%	6%		
Europe	46.0	(2%)	(1%)		
Asia / Pacific	20.6	(16%)	(14%)		
Latin America	7.3	14%	24%		
Total Exec. Search	\$208.6	2%	3%		
Consulting					
North America	\$75.4	1%	2%		
Europe	64.7	6%	7%		
Asia / Pacific	22.7	(15%)	(11%)		
Latin America	5.0	(12%)	0%		
Total Consulting	\$167.9	0%	1%		
<u>Digital</u>					
North America	\$36.0	(5%)	(4%)		
Europe	35.6	11%	12%		
Asia / Pacific	11.7	(13%)	(8%)		
Latin America	4.9	4%	21%		
Total Digital	\$88.2	0%	2%		
<u>RPO</u>					
North America	\$42.1	(2%)	(2%)		
Europe	26.3	(19%)	(19%)		
Asia / Pacific	16.7	2%	4%		
Latin America	3.4	(8%)	3%		
Total RPO	\$88.5	(8%)	(7%)		
Prof. Search & Interim					
North America	\$102.4	(14%)	(14%)		
Europe	11.5	(20%)	(19%)		
Asia / Pacific	4.8	(13%)	(11%)		
Latin America	3.0	(12%)	(3%)		
Total Prof. Search & Interim	\$121.7	(14%)	(14%)		
Total KF	\$674.9	(3%)	(2%)		



Thank You



