



FY'25 Q4

Earnings Call Presentation

JUNE 18, 2025



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.

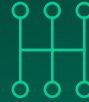


Korn Ferry – A Global Organizational Consulting Firm



STRONG, DURABLE FOUNDATION

- The leading brand in Talent and Organizational Consulting
- ~ 9,200 colleagues strategically positioned in more than 50 countries
- Balanced capital allocation and excellent M&A track record
- Proven management team
- Proprietary and scaled IP and data:
 - Driving an expanding suite of digitized products
 - Enabling 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
- 20-Year fee revenue CAGR of 9% driven by an expanding set of diversified Solutions offerings
- 77% of clients buy 2 or more solutions, 56% buy 3 or more
- Strong “Top-Line” Synergies – 25% of fee revenue generated from cross Solution referrals
- \$1.92 annual dividend with 6 dividend increases in the last 5 years
- Demonstrated track record of share repurchases

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



Monetizing unique and proprietary intellectual property:

+10B data points including:

- +108M assessments
- Compensation data on +28M individuals in nearly 31K companies
- Employee Engagement data on +38M colleagues
- Culture / Engagement benchmarks on 6.8M respondents across 550 organizations
- Over 11,000 individual Success Profiles covering over 30,000 job titles, and management data on 157 countries

Resulting in:

- Digital Solution sales of +\$360M, over 13% of total fee revenue.
- Digitized products that are scaled and integrated into all Solutions and many times embedded in a clients' talent workflows
- 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 4% / 5% YoY CC With Strong Growth in Adj. EBITDA, Adj. EBITDA Margin and Adj. Diluted EPS

Fee Revenue

\$712M

+4% CC YoY

New Business⁽⁷⁾

+5% CC YoY (Excluding RPO)

+3% CC YoY (Including RPO)

Adj. EBITDA

\$121M

+\$9M +8% YoY

Adj. EBITDA⁽¹⁾
(Non-GAAP)

Geographic Region (Fee Revenue & CC Growth)

0%

\$416M
Americas

+9%

\$212M
EMEA

+8%

\$84M
APAC

Industry Group (Fee Revenue & Growth)

Consumer	Technology	Financial Services	Industrial	Life Science / Healthcare	Education / Non-Profit
+0%	+4%	+13%	+4%	0%	(10%)
\$91M	\$104M	\$139M	\$209M	\$126M	\$43M

Solution (Fee Revenue & CC Growth)

+15%	+2%	+5%	(7%)	+1%
\$227M	\$131M	\$93M	\$169M	\$92M
Executive Search	Prof. Search & Interim	RPO	Consulting	Digital

Adj. EBITDA Margin

17.0%

+70 Basis Points YoY

Adj. EBITDA Margin % ⁽¹⁾
(Non-GAAP)

Adj. Diluted EPS

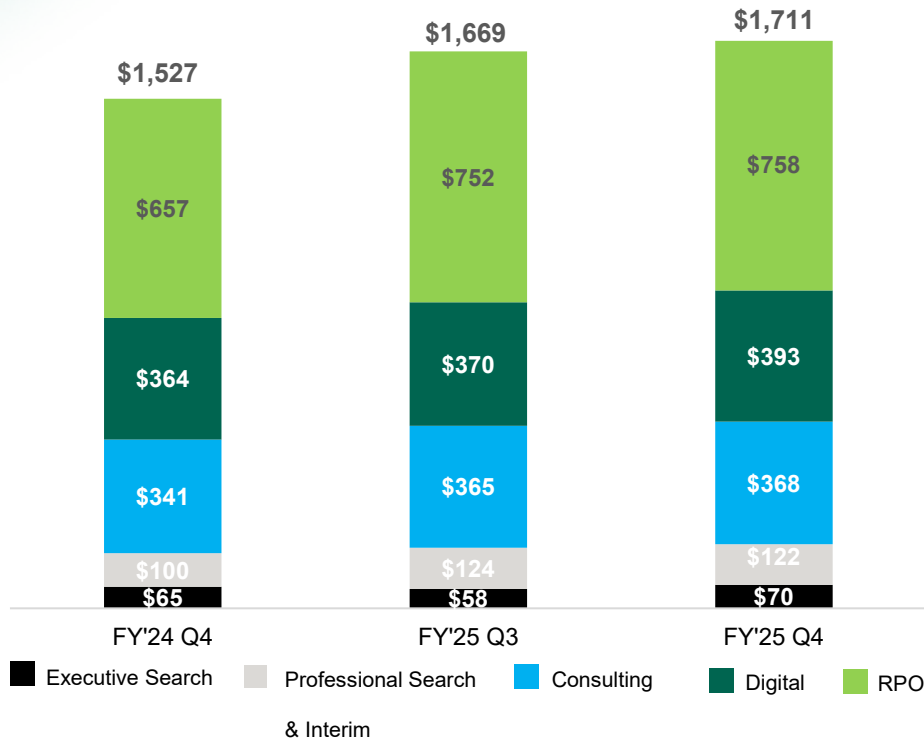
\$1.32

+\$0.06 +5% YoY

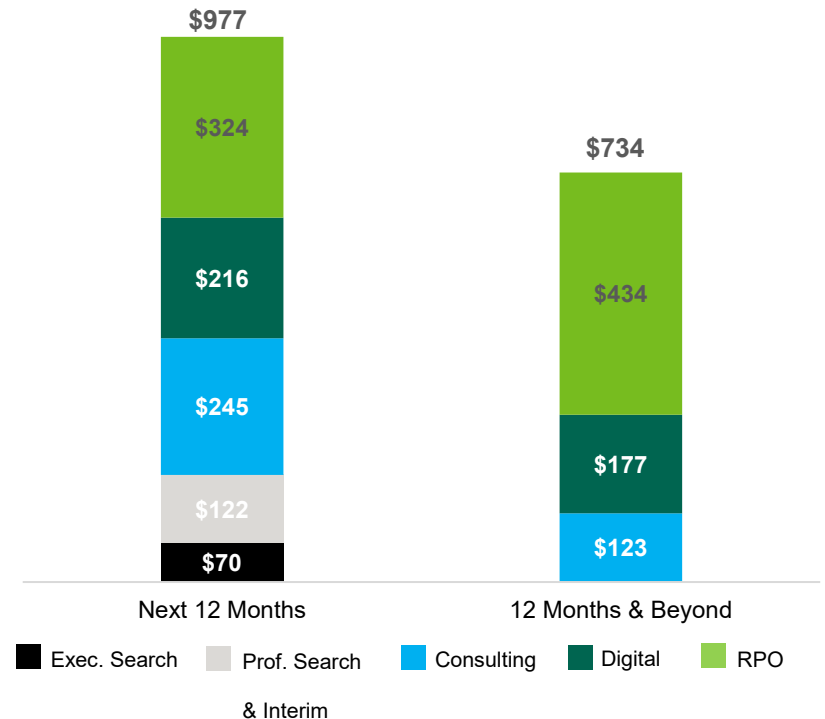
Adj. Diluted EPS⁽²⁾
(Non-GAAP)

Strong Levels of Estimated Remaining Fees Under Existing Contracts

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



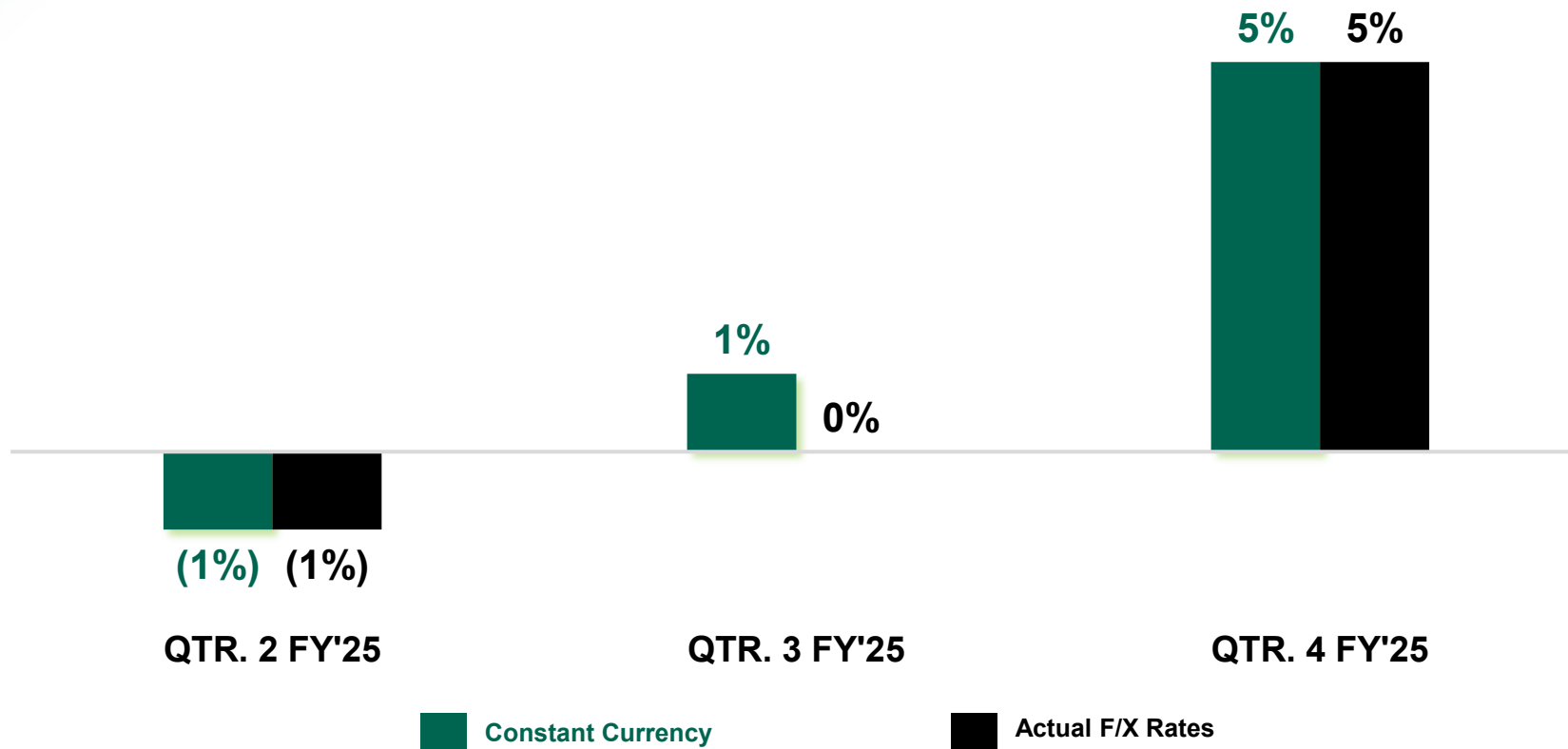
Estimated Remaining Fees Under Existing Contracts - Timing (\$M)⁽⁶⁾



Quarterly⁽⁷⁾ New Business* Growth Trend

+5% YoY CC Excluding RPO and +3% YoY CC Including RPO

RPO Q4 New Business was \$119M, with 77% Coming From New Logos



* Confirmations plus Upticks and Additional Placements

See detailed explanation of footnotes on page 17

Consulting

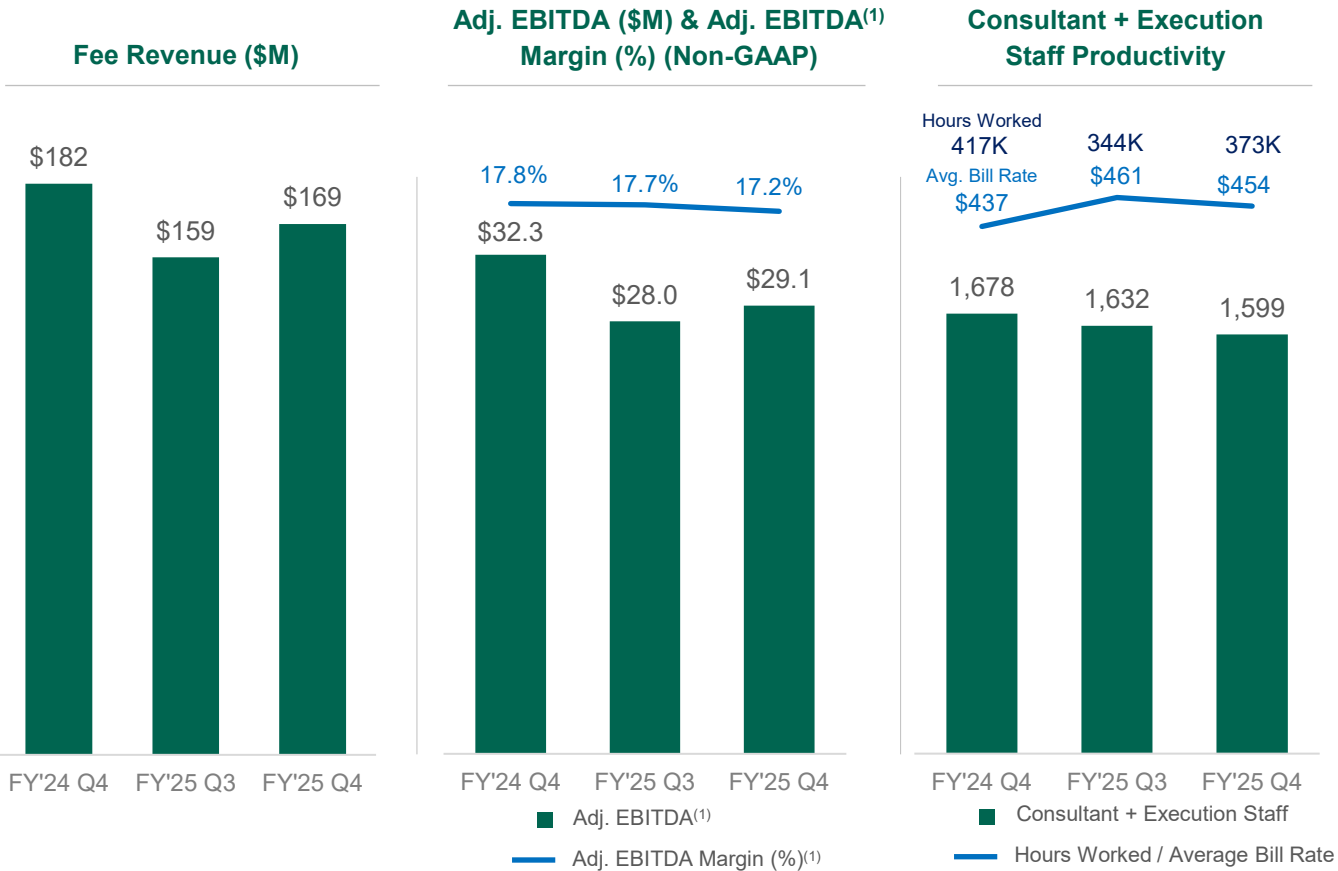
24% of Fee Revenue and 19% of Adj. EBITDA⁽⁸⁾ in FY'25 QTR. 4

Q4 Fee Revenue (7%) YoY CC ((7%) YoY)

Driven by a greater mix of larger longer duration engagements and ongoing slower delivery of backlog engagements (client driven)

Bill Rates +4% YoY

Adj. EBITDA⁽¹⁾ & Adj. EBITDA Margin⁽¹⁾ down 10% and 60 bps respectively YoY



Digital

13% of Fee Revenue and 19% of Adj. EBITDA⁽⁸⁾ in FY'25 QTR. 4

Q4 Fee Revenue

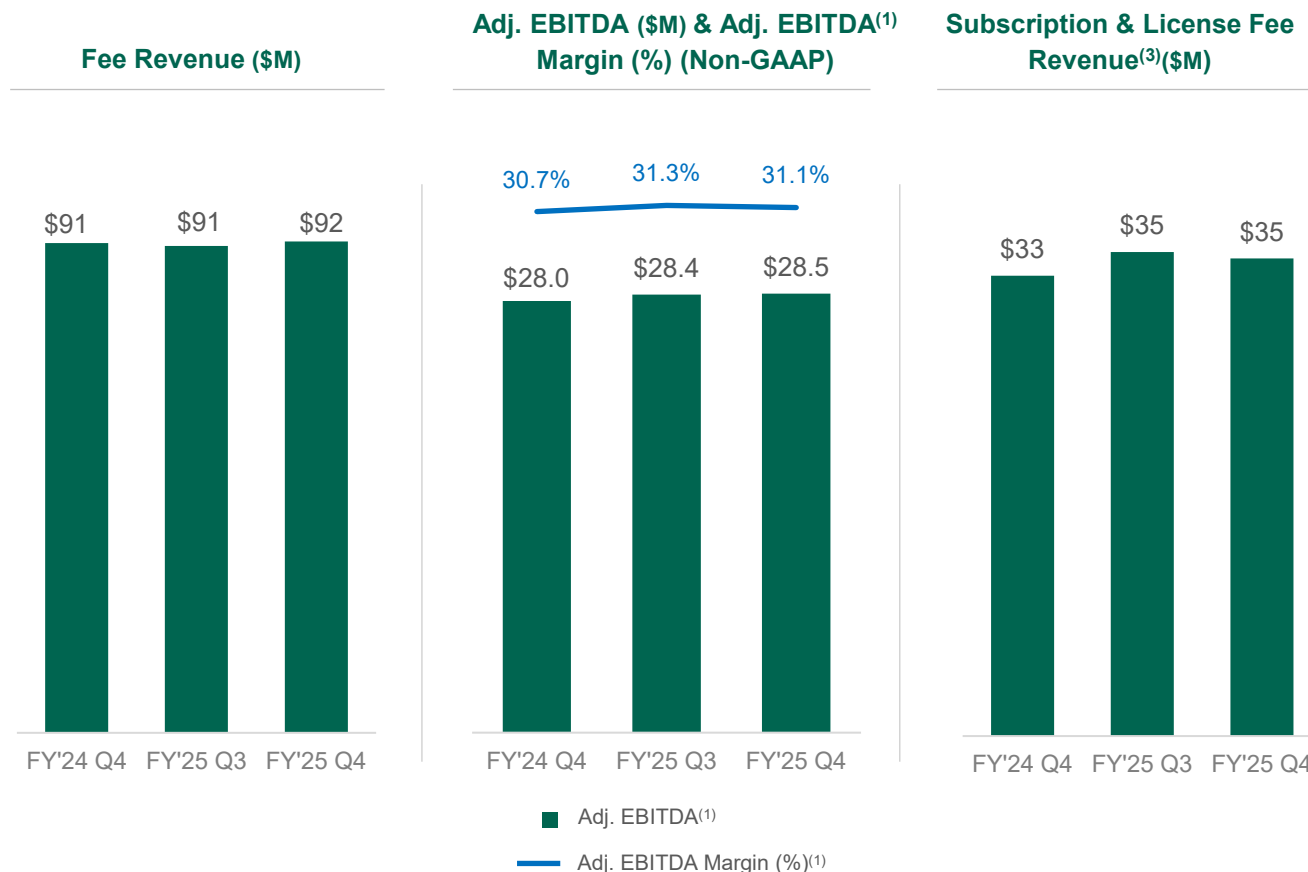
+1% YoY CC

(Essentially Flat YoY)

Total Subscription & License New Business = \$43M (40% of Q4 Total)

Q4 Organizational Strategy and Rewards & Benefits Revenue +5% YoY & +1% YoY respectively

Adj. EBITDA⁽¹⁾ and Adj. EBITDA Margin⁽¹⁾ up 2% and 40 bps respectively YoY



Executive Search

32% of Fee Revenue and 35% of Adj. EBITDA⁽⁸⁾ in FY'25 QTR. 4

Q4 Global Fee Revenue
+15% YoY CC
 (+14% YoY)

Global New Business +13% YoY CC

Number of New Executive Search
 Assignments = 1,738, +10% YoY

Adj. EBITDA⁽¹⁾ & Adj. EBITDA
 Margin⁽¹⁾ up 19% and 100 bps
 respectively YoY

Fee Revenue (\$M)



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



Consultant Productivity



Professional Search & Interim

18% of Fee Revenue and 18% of Adj. EBITDA⁽⁸⁾ in FY'25 QTR. 4

Q4 Fee Revenue

+2% YoY CC

(+1% YoY)

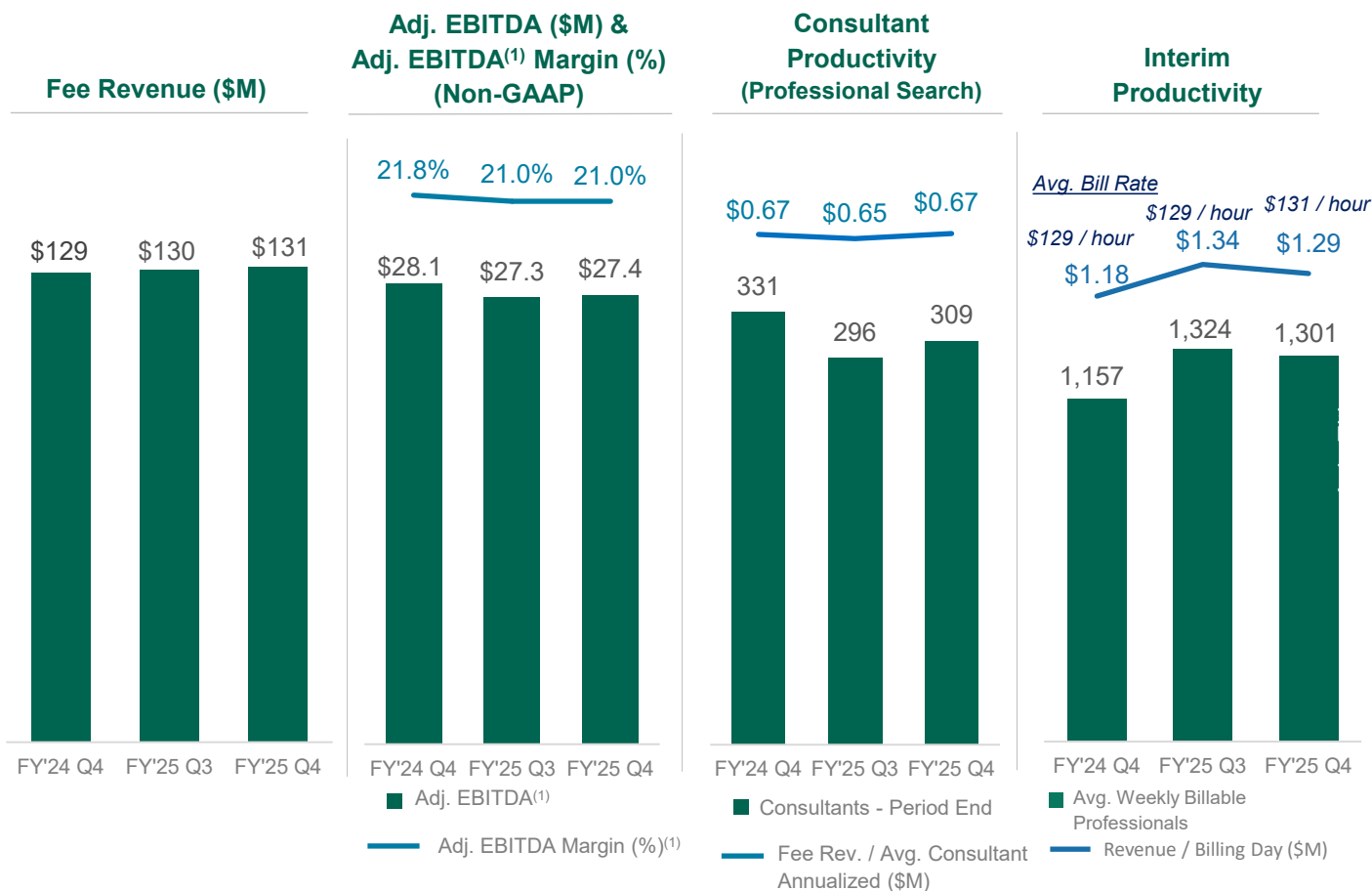
Professional Search & Interim New Business +2% YoY CC (including Trilogy acquisition)

Permanent Placement New Business stable at (7%) YoY & Interim New Business +8% YoY (including Trilogy acquisition)

Interim Avg. Bill Rate = \$131 / hour

Professional Search Consultant Productivity stable YoY at approximately \$670K annualized

Adj. EBITDA⁽¹⁾ & Adj. EBITDA Margin⁽¹⁾ down 2% and 80 bps respectively YoY



Recruitment Process Outsourcing

13% of Fee Revenue and 9% of Adj. EBITDA⁽⁸⁾ in FY'25 QTR. 4

Q4 Fee Revenue

+5% YoY CC

(+4% YoY)

RPO New Business⁽⁷⁾ = \$119M

(\$92M or 77% New Logo Clients and
\$27M of Renewals & Extensions)

**Revenue Under Contract⁽⁵⁾ sharply
higher to \$758M (+15% YoY)**

**Adj. EBITDA⁽¹⁾ & Adj. EBITDA
Margin⁽¹⁾ up 23% and 230 bps
respectively YoY**



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



■ Adj. EBITDA⁽¹⁾
— Adj. EBITDA Margin (%)⁽¹⁾

Americas

58% of Fee Revenue in FY'25 QTR. 4

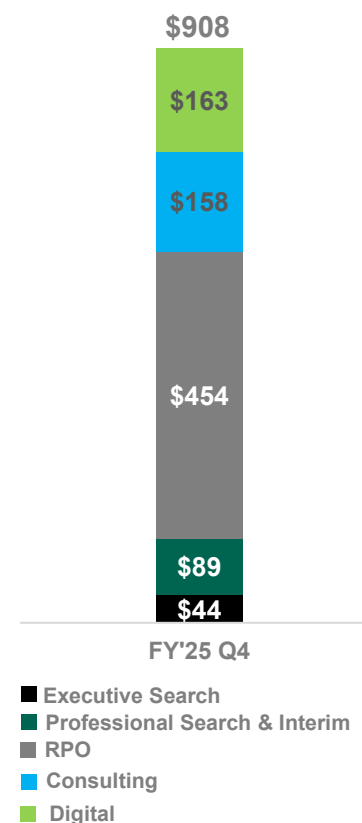
Q4 Fee Revenue

Flat YoY CC

(Essentially Flat YoY)



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



EMEA

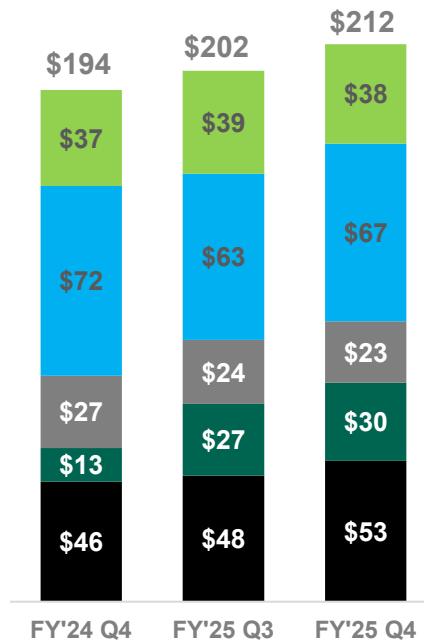
30% of Fee Revenue in FY'25 QTR. 4

Q4 Fee Revenue

+9% YoY CC

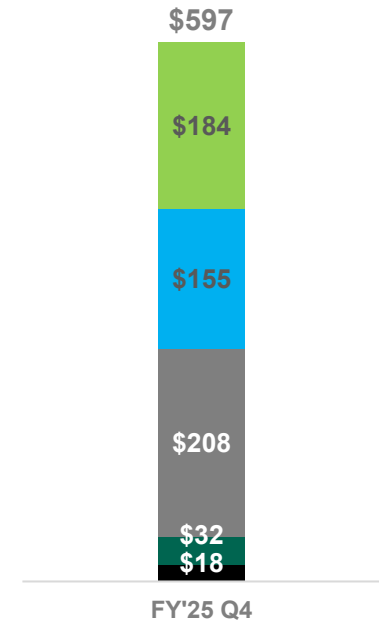
(+9% YoY)

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

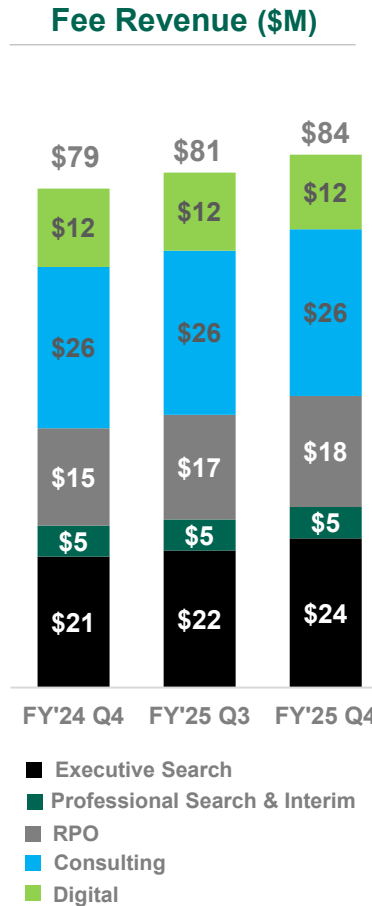
APAC

12% of Fee Revenue in FY'25 QTR. 4

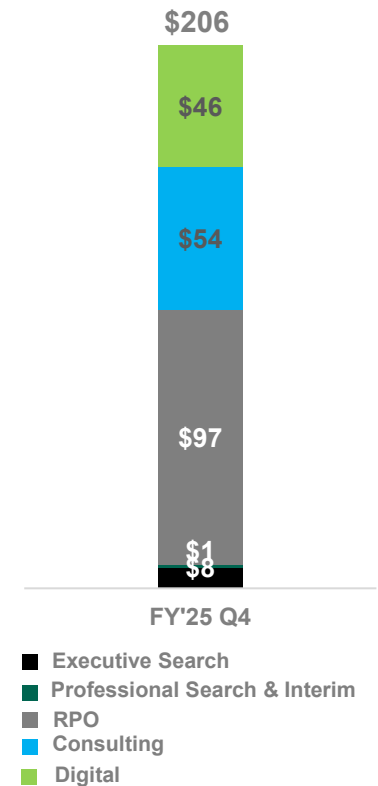
Q4 Fee Revenue

+8% YoY CC

(+7% YoY)



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

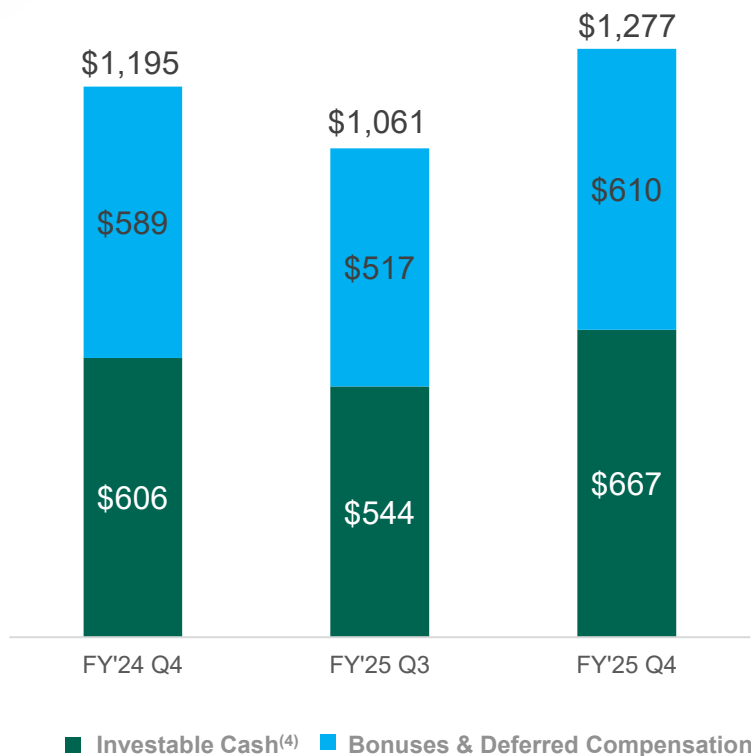


Maintaining a Balanced Approach to Capital Allocation

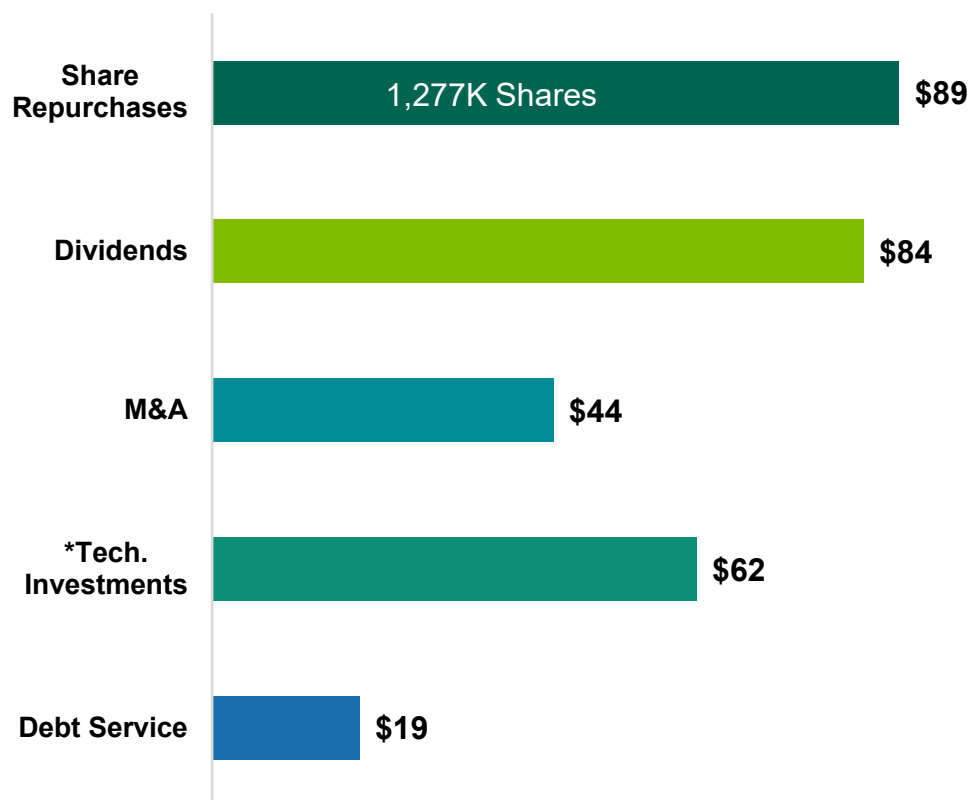
Deployed \$298M of Cash in FY'25 Investing \$44M in M&A, \$62M in *CAPEX, \$19M in Debt Service and Returned \$173M to Shareholders in Combined Dividends and Share Repurchases

Cash & Marketable Securities (\$M)

Strong Liquidity with \$667M of Investable Cash⁽⁴⁾



FY'25 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 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 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 \$ Amount of FY'25 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 (\$32.5M) in FY'25 Q4.



APPENDIX

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

Earnings Conference Call

June 18, 2025



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

FY'24 Q4; FY'25 Q3; FY'25 Q4

	FY'24 Qtr. 4	FY'25 Qtr. 3	FY'25 Qtr. 4	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
				\$ / %	%	\$ / %	%
Net Income Attributable to Korn Ferry	\$65.2	\$58.4	\$64.2	(\$1.0)	(2%)	\$5.8	10%
Net Income Attributable to Non-Controlling Int.	0.4	0.9	0.9	0.5	125%	-	-
Net Income	\$65.6	\$59.3	\$65.1	(\$0.5)	(1%)	\$5.8	10%
Income Tax Provision	20.3	22.8	23.8	3.5	17%	1.0	4%
Income Before Provision for Income Taxes	\$85.9	\$82.1	\$88.9	\$3.0	3%	\$6.8	8%
Interest Expense - Net	4.7	5.5	5.3	0.6	13%	(0.2)	(4%)
Depreciation & Amortization	19.9	20.5	20.5	0.6	3%	-	-
(1) Restructuring Charges	-	1.3	-	-	-	(1.3)	(100%)
(2) Integration / Acquisition Costs	1.8	2.1	1.7	(0.1)	(6%)	(0.4)	(19%)
(3) Impairment of Fixed Assets	-	0.5	-	-	-	(0.5)	(100%)
(4) Management Separation Costs	-	-	4.6	4.6	-	4.6	-
(5) Impairment of Right of Use Assets	-	2.5	-	-	-	(2.5)	(100%)
Adjusted EBITDA	\$112.3	\$114.5	\$121.1	\$8.8	8%	\$6.6	6%
Net Income Attrib. to Korn Ferry Margin	9.4%	8.7%	9.0%	(0.4%)	-	0.3%	-
Net Income Attrib. to Non Controlling Int.	0.1%	0.1%	0.1%	0.0%	-	-	-
Income Tax Provision	2.9%	3.4%	3.3%	0.4%	-	(0.1%)	-
Interest Expense - Net	0.7%	0.8%	0.8%	0.1%	-	-	-
Depreciation & Amortization	2.9%	3.1%	2.9%	0.0%	-	(0.2%)	-
(1) Restructuring Charges	-	0.2%	-	-	-	(0.2%)	-
(2) Integration / Acquisition Costs	0.3%	0.3%	0.2%	(0.1%)	-	(0.1%)	-
(3) Impairment of Fixed Assets	-	0.1%	-	-	-	(0.1%)	-
(4) Management Separation Costs	-	-	0.7%	0.7%	-	0.7%	-
(5) Impairment of Right of Use Assets	-	0.4%	-	-	-	(0.4%)	-
Adjusted EBITDA Margin	16.3%	17.1%	17.0%	0.7%	-	(0.1%)	-

(1) Restructuring changes incurred to align our workforce to eliminate excess capacity resulting from challenging macroeconomic business environment

(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 asset primarily due to software impairment charges in our Digital segment

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

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

FY'24 Q4; FY'25 Q3; FY'25 Q4

	FY'24 Qtr. 4	FY'25 Qtr. 3	FY'25 Qtr. 4	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
				\$	%	\$	%
Net Income Attributable to Korn Ferry	\$65.2	\$58.4	\$64.2	(\$1.0)	(2%)	\$5.8	10%
(1) Restructuring Charges	-	1.3	-	-	-	(1.3)	(100%)
(2) Integration / Acquisition Costs	1.8	2.1	1.7	(0.1)	(6%)	(0.4)	(19%)
(3) Impairment of Fixed Assets	-	0.5	-	-	-	(0.5)	(100%)
(4) Management Separation Costs	-	-	4.6	4.6	-	4.6	-
(5) Impairment of Right of Use Assets	-	2.5	-	-	-	(2.5)	(100%)
(6) Tax Effect of Adjustment Items	(1.3)	(1.6)	(0.5)	0.8	(62%)	1.1	(69%)
Adjusted Net Income Attributable to KF	\$65.7	\$63.3	\$70.1	\$4.4	7%	\$6.8	11%
Diluted (Loss) / Earnings per Common Sh.	\$1.24	\$1.10	\$1.21	(\$0.03)	(2%)	\$0.11	10%
(1) Restructuring Charges	-	0.02	-	-	-	(0.02)	(100%)
(2) Integration / Acquisition Costs	0.04	0.04	0.03	(0.01)	(25%)	(0.01)	(25%)
(3) Impairment of Fixed Assets	-	0.01	-	-	-	(0.01)	(100%)
(4) Management Separation Costs	-	-	0.09	0.09	-	0.09	-
(5) Impairment of Right of Use Assets	-	0.05	-	-	-	(0.05)	(100%)
(6) Tax Effect of Adjustment Items	(0.02)	(0.03)	(0.01)	0.01	(50%)	0.02	(67%)
Adjusted Diluted Earnings per Sh.	\$1.26	\$1.19	\$1.32	\$0.06	5%	\$0.13	11%

(1) Restructuring changes incurred to align our workforce to eliminate excess capacity resulting from challenging macroeconomic business environment

(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 asset primarily due to software impairment charges in our Digital segment

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

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

(6) Tax effect on integration / acquisition costs and impairment of fixed assets and right of use assets, and restructuring charges, net and management separation charges

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

FY'24 Q4

	FY'24 Q4										
	Executive Search										KF
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.	
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
Margin (%)											9.4%
Net Income Attributable to Noncontrolling Interest											0.4
Interest Exps. - Net											4.7
Income Tax Expense											20.3
Deprec. & Amortiz.											19.9
(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 Income (GAAP) to Adjusted EBITDA (Non-GAAP) (\$M)

FY'25 Q3

	FY'25 Q3										
	Executive Search										KF
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.	
Fee Revenue	\$158.7	\$90.8	\$128.3	\$47.8	\$21.7	\$6.8	\$204.6	\$84.7	\$130.0		\$668.7
Net Income Attributable to Korn Ferry											\$58.4
Margin (%)											8.7%
Net Income Attributable to Noncontrolling Interest											0.9
Interest Exps. - Net											5.5
Income Tax Expense											22.8
Deprec. & Amortiz.											20.5
(1) Restructuring Chgs.											1.3
(2) Integ. / Acq. Costs											2.1
(3) Impairment of Fixed Assets											0.5
(4) Impairment of Right to Use Asset											2.5
Adjusted EBITDA	\$28.0	\$28.4	\$37.2	\$7.8	\$4.5	\$1.7	\$51.2	\$12.7	\$27.3	(\$33.2)	\$114.5
Margin (%)	17.7%	31.3%	29.0%	16.4%	20.8%	24.9%	25.0%	15.0%	21.0%		17.1%

(1) Restructuring changes incurred to align our workforce to eliminate excess capacity resulting from challenging macroeconomic business environment

(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 due to software impairment charges for the Digital Segment

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

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

FY'25 Q4

	FY'25 Q4										
	Executive Search										KF
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.	
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
(3) 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%
Adjusted EBITDA - FY'25 Q3	\$28.0	\$28.4	\$37.2	\$7.8	\$4.5	\$1.7	\$51.2	\$12.7	\$27.3	(\$33.2)	\$114.5
Sequential Incr. / (Decr.) - \$	\$1.1	\$0.1	\$1.9	\$1.3	\$0.5	(\$0.6)	\$3.0	\$1.8	\$0.1	\$0.7	\$6.6
Sequential Incr. / (Decr.) - %	3.9%	0.4%	5.1%	16.7%	11.1%	(35.3%)	5.9%	14.2%	0.4%	(2.1%)	5.8%

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

(3) Contractual obligations due upon Executive's death

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

FY'24 Q4; FY'25 Q3; FY'25 Q4

	FY'24 Qtr. 4	FY'25 Qtr. 3	FY'25 Qtr. 4	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
				\$	%	\$	%
Cash	\$941.0	\$779.3	\$1,007.0	\$66.0	7%	\$227.7	29%
Marketable Securities	254.4	281.7	270.0	15.6	6%	(11.7)	(4%)
Cash & Marketable Securities	\$1,195.4	\$1,061.0	\$1,277.0	\$81.6	7%	\$216.0	20%
<u>Less:</u>							
ECAP & Bonus Liability	589.1	516.8	609.7	20.7	4%	92.9	18%
Investable Cash	\$606.4	\$544.2	\$667.3	\$60.9	10%	\$123.1	23%

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

FY'25 Q4 vs. FY'24 Q4			
	Reported		Const. Curr.
	\$M	% Grth.	% Grth.
<u>Executive Search</u>			
North America	\$143.0	14%	14%
Europe	53.5	17%	17%
Asia / Pacific	23.6	14%	16%
Latin America	6.9	(0%)	12%
Total Exec. Search	\$227.0	14%	15%
<u>Consulting</u>			
North America	\$69.8	(13%)	(12%)
Europe	67.5	(6%)	(7%)
Asia / Pacific	26.4	4%	4%
Latin America	5.7	19%	29%
Total Consulting	\$169.4	(7%)	(7%)
<u>Digital</u>			
North America	\$37.5	(1%)	(1%)
Europe	37.8	4%	4%
Asia / Pacific	11.8	(5%)	(3%)
Latin America	4.5	2%	13%
Total Digital	\$91.6	0%	1%
<u>RPO</u>			
North America	\$49.2	14%	15%
Europe	23.4	(15%)	(16%)
Asia / Pacific	17.6	14%	16%
Latin America	3.2	(11%)	4%
Total RPO	\$93.3	4%	5%
<u>Prof. Search & Interim</u>			
North America	\$93.3	(14%)	(14%)
Europe	29.6	133%	132%
Asia / Pacific	5.0	2%	2%
Latin America	2.8	(7%)	4%
Total Prof. Search & Interim	\$130.7	1%	2%
Total KF	\$712.0	3%	4%



THANK YOU

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