OFFICIAL TALENT & ORGANIZATIONAL CONSULTING PARTNER

FY'27 Q1

Earnings Presentation

SEPTEMBER 9, 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 17 to 24 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

- A 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, tenured management team
- Enabled by our technology platform "Talent Suite":
  - Enables the effective and efficient delivery of our Foundational Assets driving unique talent analytics and 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 Capabilities:
  - 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 40% of total Fee Revenues
- 11-Year Fee Revenue CAGR of 10% driven by an expanding set of diversified Solution offerings
- Strong "Top-Line" Synergies – +29% of Fee Revenue generated from business 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
- Closed the acquisition of AMS on September 1st adding approximately $650M of annual Fee Revenue

KORN FERRY

A Unique Strategy Powering Individual and 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 Foundational Assets:

Data and 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 over 30,000 job titles, and management data on 160 countries

Resulting in:

- Digitized products that are scaled and integrated into all Solutions and frequently embedded in a clients' talent workflow
- Defensible "Moat" – predictive data provides unique and differentiated analytics, insights and benchmarks.

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

Loyal scalable client relationships through structured, programmatic account planning and business referrals

Attractive "greenfield" opportunity to drive additional growth as incremental solutions, including our foundational assets, are introduced to existing clients through deeper account penetration

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

Q1 FY27 PERFORMANCE HIGHLIGHTS

Sixth Consecutive Quarter of Fee Revenue Growth, Driving Strong Earnings & Profitability

FEE REVENUE
$756M
+7% YoY
+7% YoY CC

NEW BUSINESS [6]
+12% YoY
+12% YoY CC

GEOGRAPHIC REGION (Fee Revenue & Growth)

Americas	EMEA	APAC
$442M	$228M	$87M
+9%	+4%	+1%

INDUSTRY GROUP (Fee Revenue & Growth)

Consumer	Technology	Financial Services	Industrial	Life Sciences / Healthcare
$94M	$116M	$137M	$282M	$128M
+11%	+10%	+1%	+6%	+9%

SOLUTION GROUP (Fee Revenue & Growth)

Search	Talent & Organizational Solutions	Workforce Solutions
$308M	$259M	$189M
+10%	Flat	+11%

ADJ. EBITDA
$128M
+$8M +7% YoY
Adj. EBITDA[1]
(Non-GAAP)

ADJ. EBITDA MARGIN
17.0%
Flat YoY
Adj. EBITDA Margin % [1]
(Non-GAAP)

ADJ. DILUTED EPS
$1.43
+$0.12 +9% YoY
Adj. Diluted EPS[2]
(Non-GAAP)

See detailed explanation of footnotes on page 15

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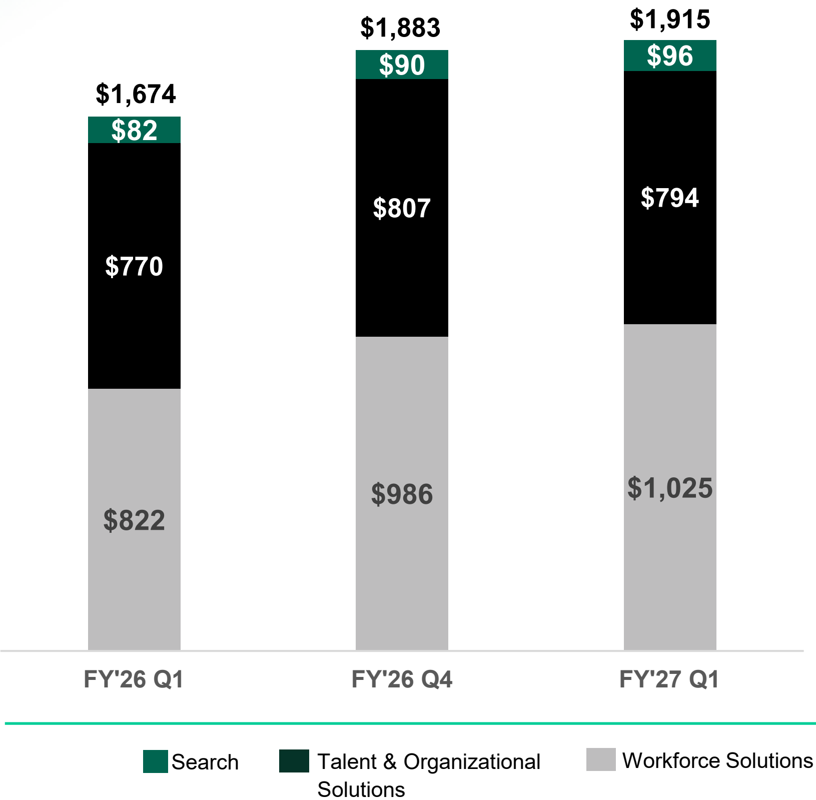
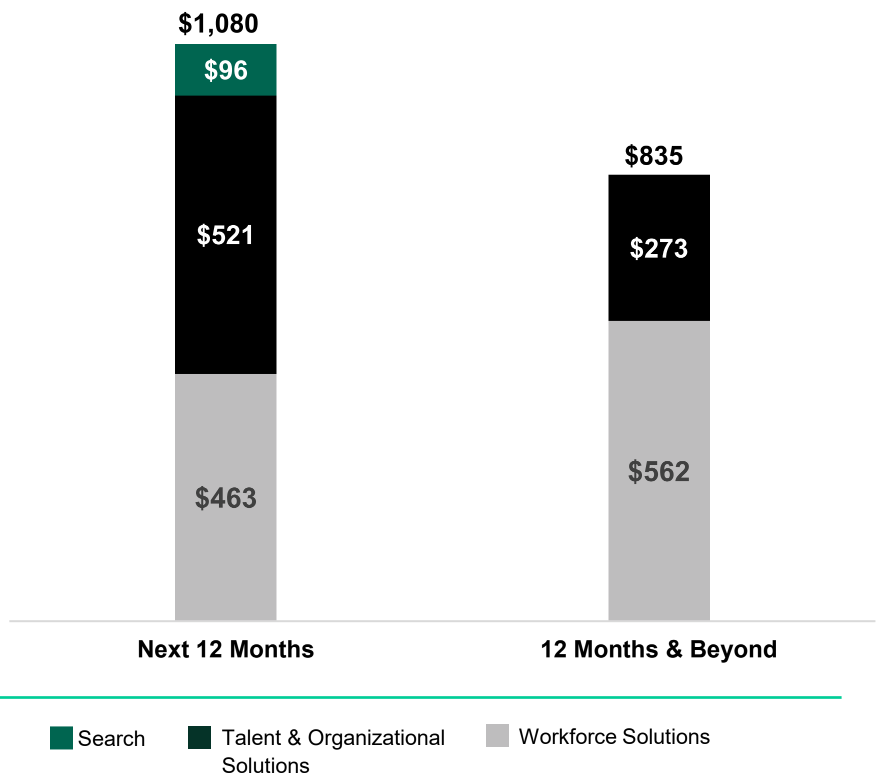
STRONG LEVELS OF ESTIMATED REMAINING FEES UNDER EXISTING CONTRACTS

Estimated Remaining Fees Under Existing Contracts ($M)[4]



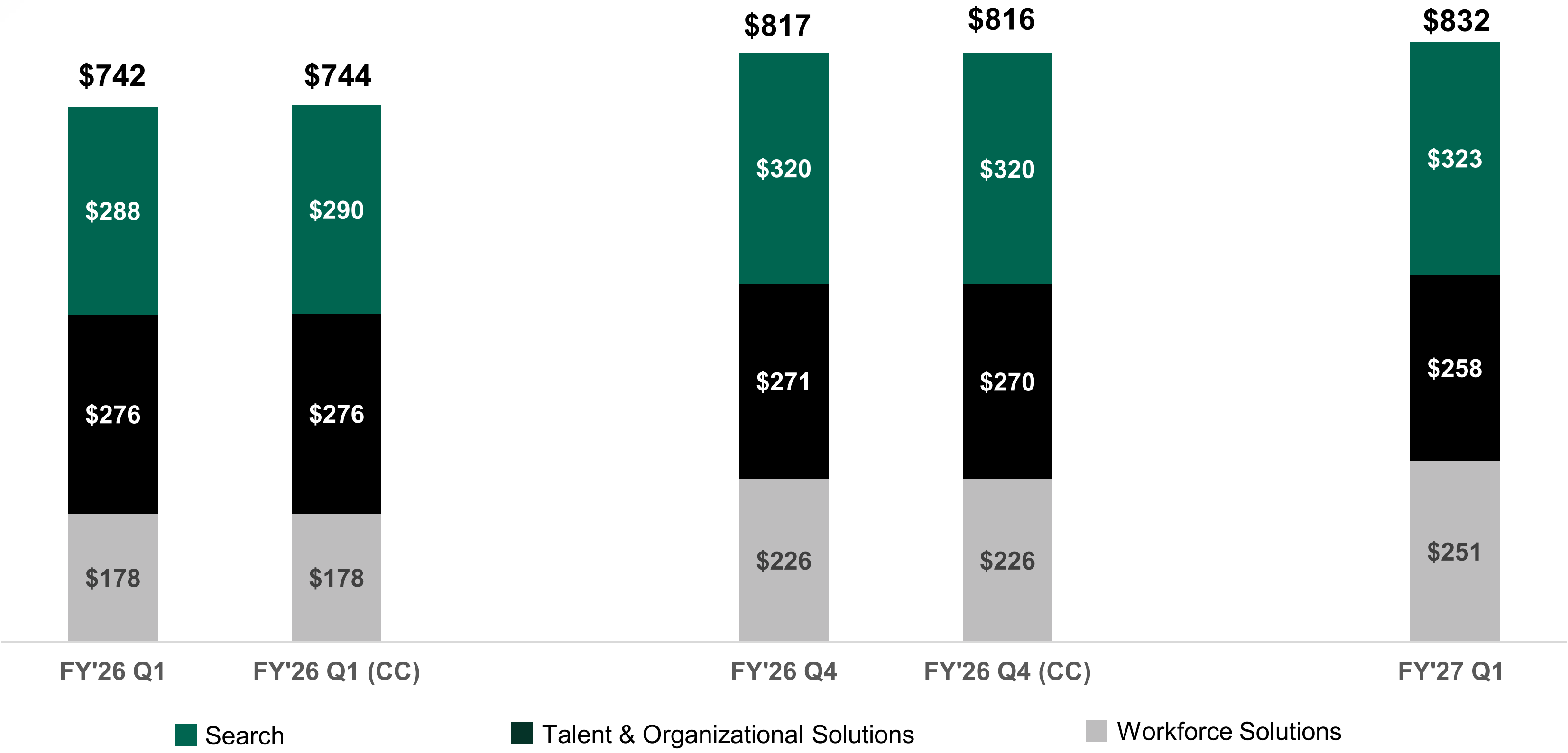
Estimated Remaining Fees Under Existing Contracts - Timing ($M)[5]



See detailed explanation of footnotes on page 15

QUARTERLY NEW BUSINESS[6] TREND

FY'27 Q1 New Business up 12% YoY (+12% YoY CC)



* Confirmations plus Upticks and Additional Placements

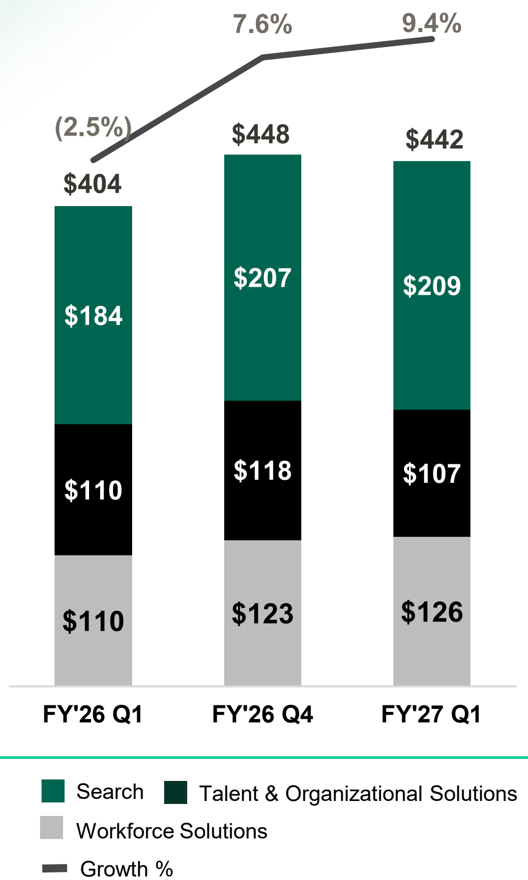
See detailed explanation of footnotes on page 15

AMERICAS

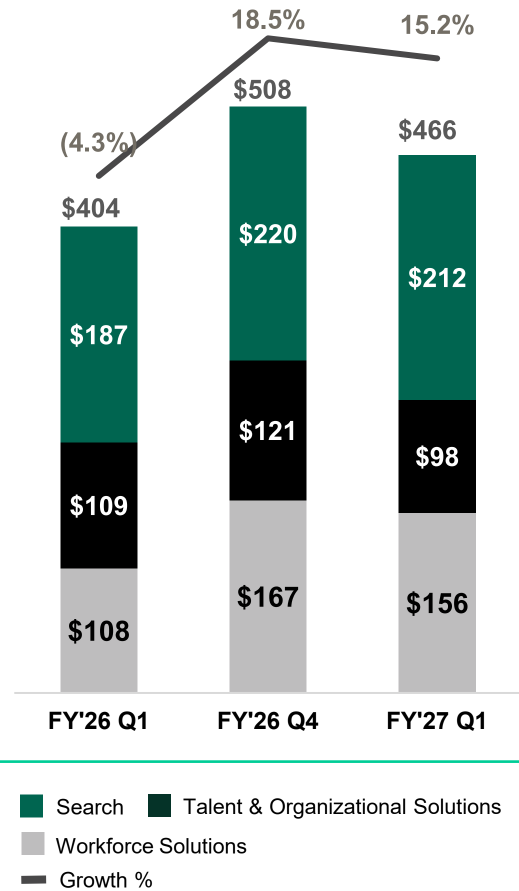
58% of Fee Revenue in FY'27 QTR. 1

Fee Revenue **+9% YoY (+9% YoY CC)**

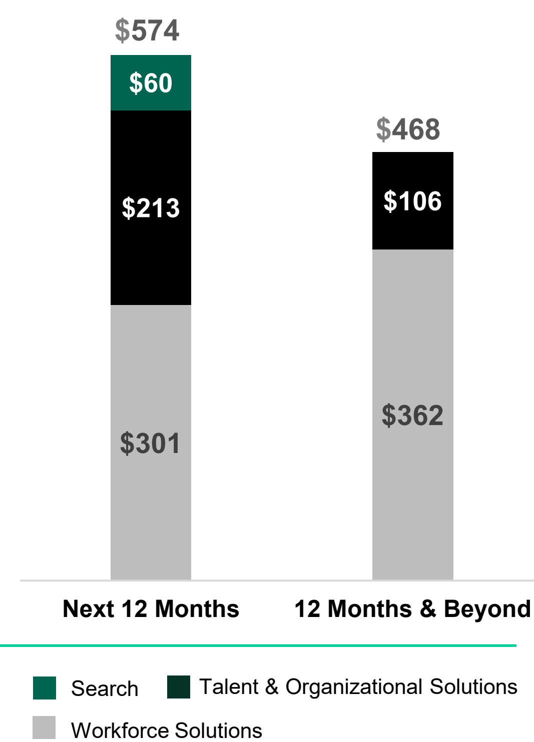
Fee Revenue ($M)



New Business (6) ($M)



Estimated Remaining Fees Under Existing Contracts &Timing (5) ($M)



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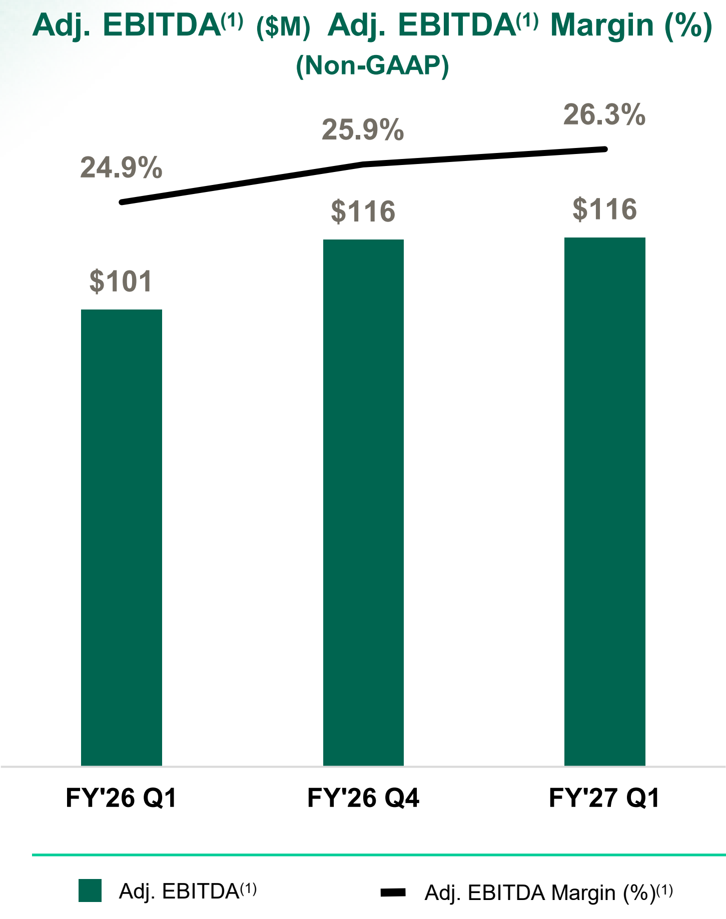
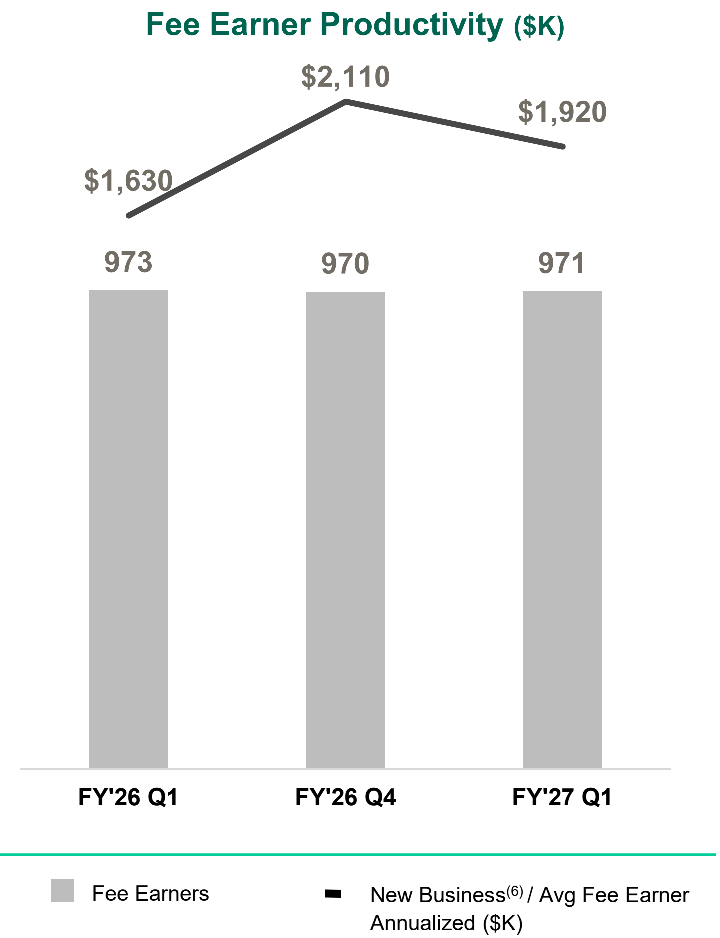
AMERICAS





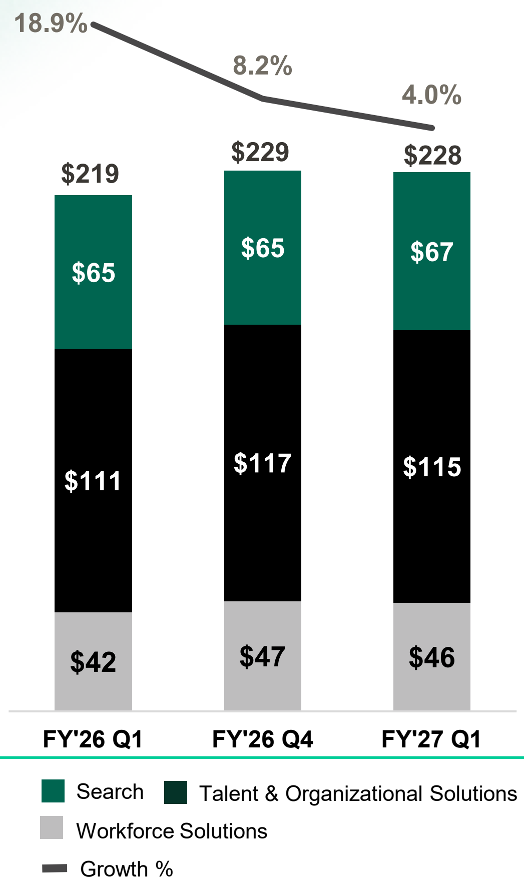
See detailed explanation of footnotes on page 15

EMEA

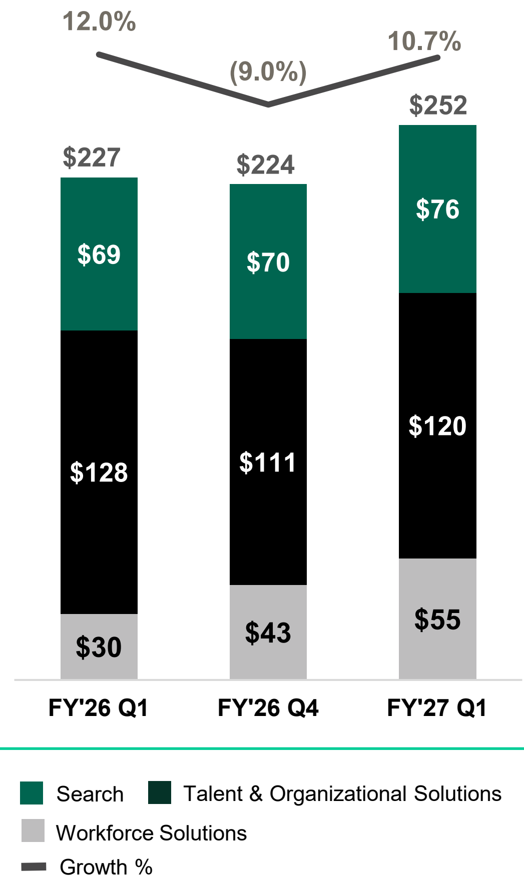
30% of Fee Revenue in FY'27 QTR. 1

Fee Revenue **+4% YoY (+4% YoY CC)**

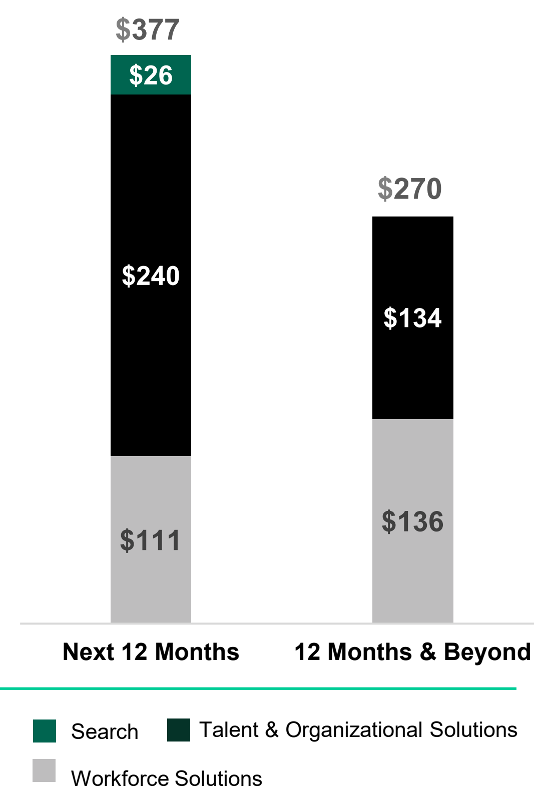
Fee Revenue ($M)



New Business [6] ($M)

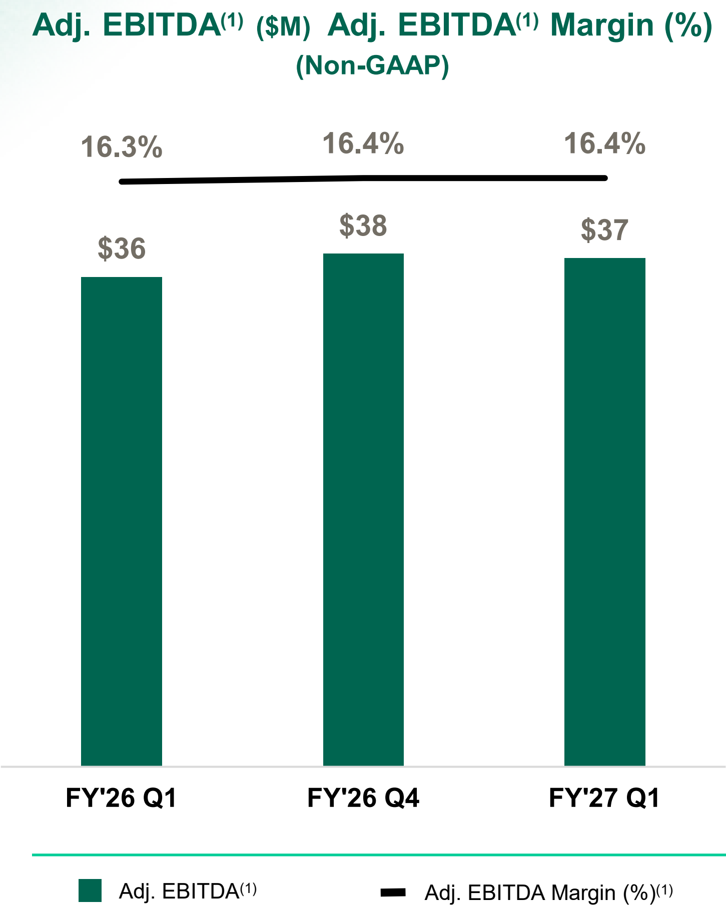


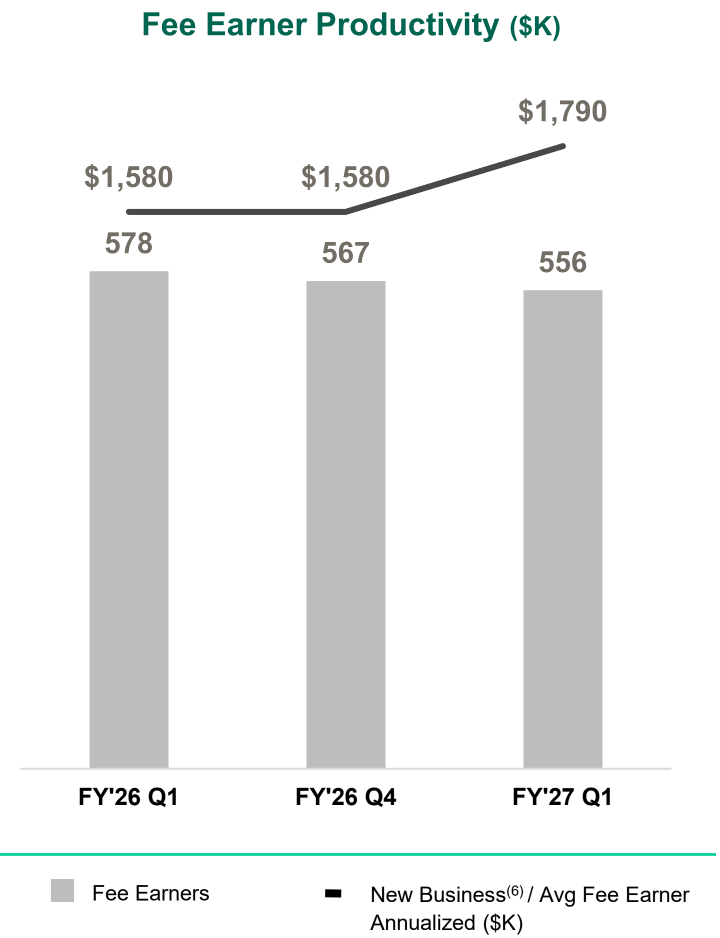
Estimated Remaining Fees Under Existing Contracts &Timing [5] ($M)



See detailed explanation of footnotes on page 15

EMEA





See detailed explanation of footnotes on page 15

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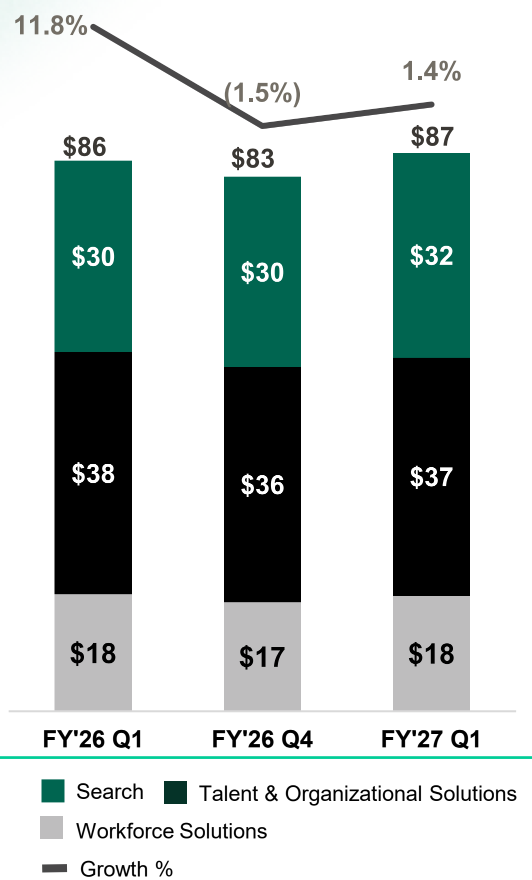
APAC

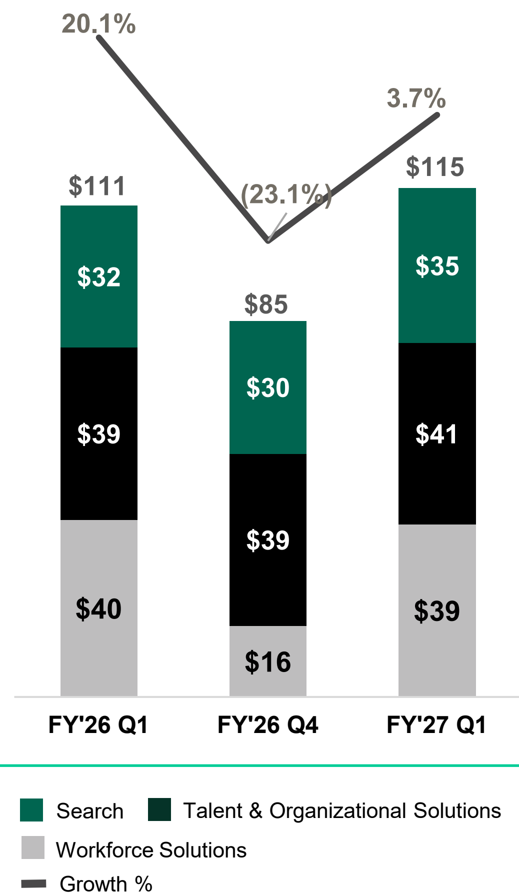
12% of Fee Revenue in FY'27 QTR. 1

Fee Revenue **+1% YoY (+2% YoY CC)**

Fee Revenue ($M)



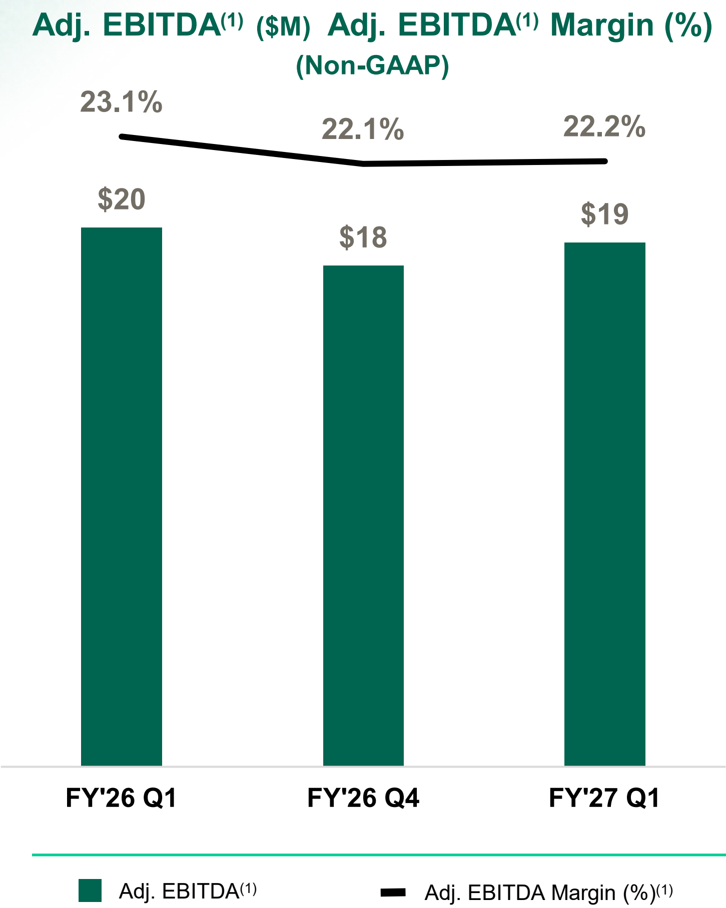
New Business (6) ($M)

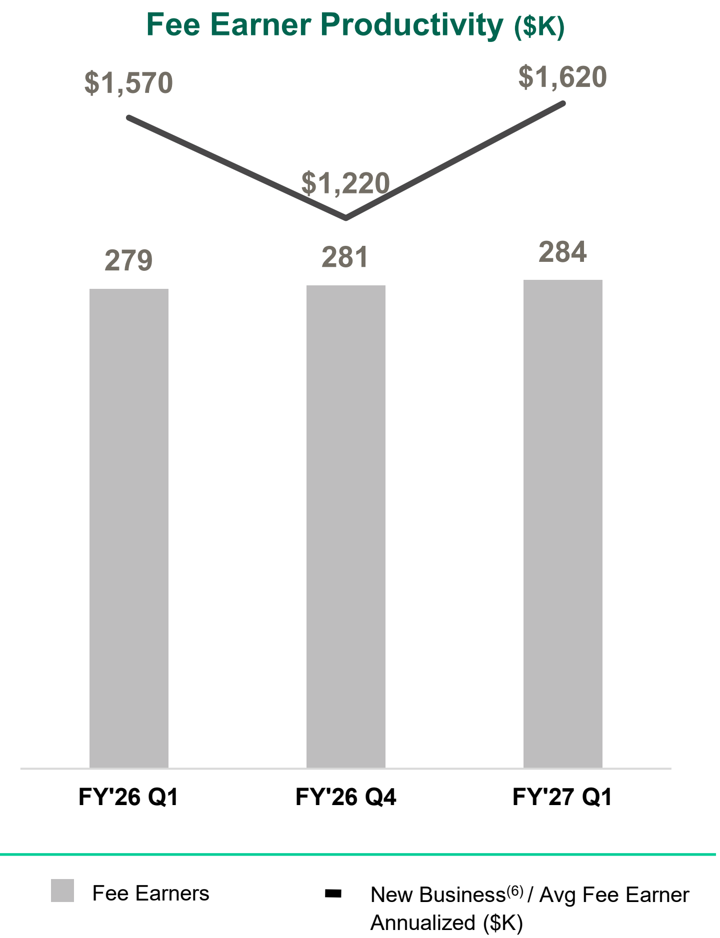


Estimated Remaining Fees Under Existing Contracts &Timing (5) ($M)

See detailed explanation of footnotes on page 15

APAC





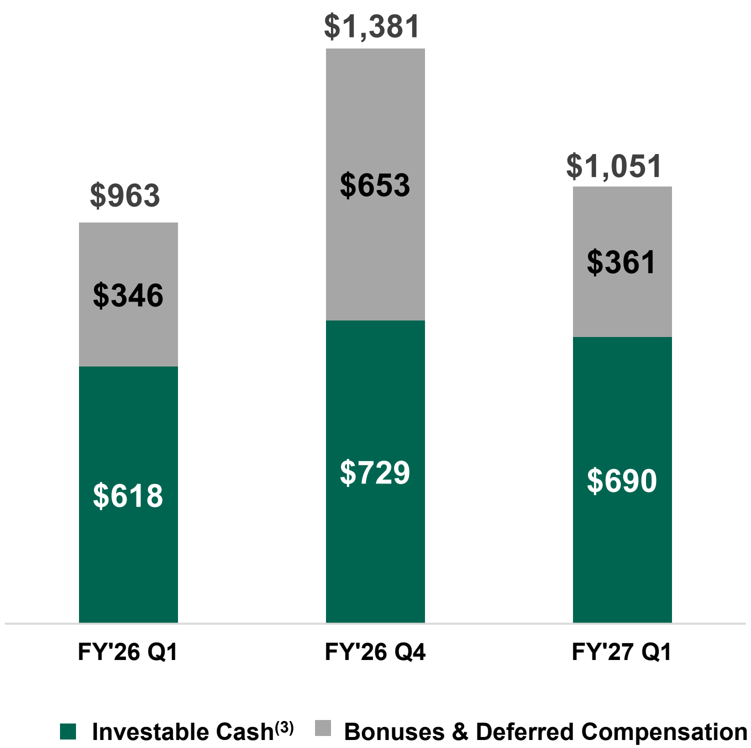
See detailed explanation of footnotes on page 15

MAINTAINING A BALANCED APPROACH TO CAPITAL ALLOCATION

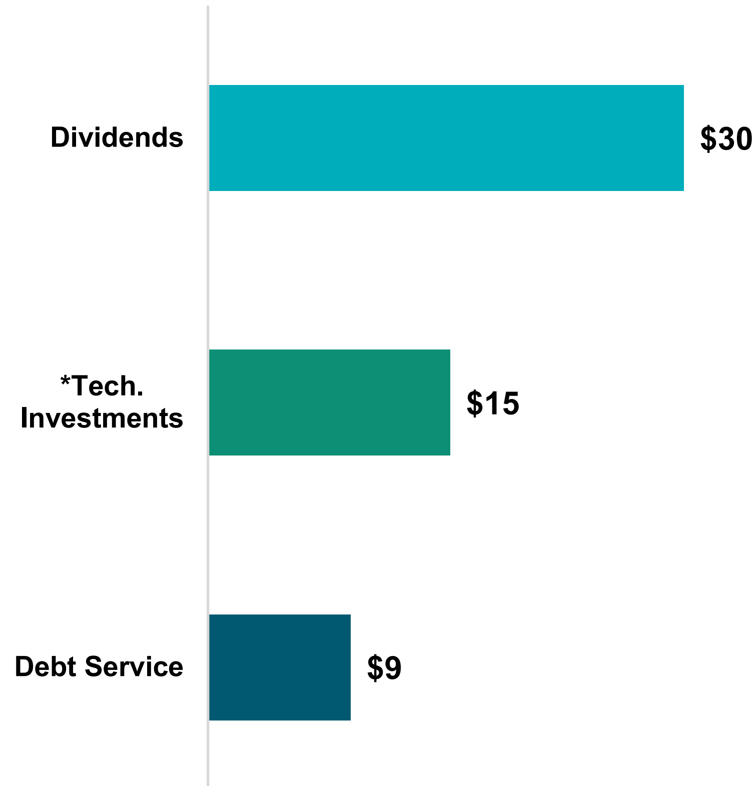
Deployed $54M of Cash in FY'27 Q1 Investing $15M in *CAPEX, $9M in Debt Service and Paid $30M of Dividends

Cash & Marketable Securities ($M)

Strong Liquidity with $690M of Investable Cash(3)



FY'27 Q1 Capital Allocation ($M)



*CAPEX Excluding Leasehold Improvements & Furniture & Fixtures

See detailed explanation of footnotes on page 15

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) Investable Cash = Total Cash & Marketable Securities Less Cash & Marketable Securities Reserved for Bonuses & Deferred Compensation.

(4) 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.

(5) Represents the Estimated timing of the $ Amount of FY'27 Q1 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.

(6) 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.

GUIDANCE ASSUMPTIONS – FY'27 Q2 TO Q4

		FY'27		
		Qtr. 2 *(Sept + Oct)*	Qtr. 3 *(Nov to Jan)*	Qtr. 4 *(Feb to Apr)*
(1)	**Amortization of Intangibles ($M)**	**$7.1**	**$10.6**	**$10.6**
(2)	**Interest Expense - Net ($M)**	**$13.4**	**$15.8**	**$15.8**
	Tax Rate	**27.5%**	**27.5%**	**27.5%**
(3)	**Net Income Attributable to Dividend Participating Shares**	**Approximately 1.5% of Adj. Net Income Attributable to KF**		
(4)	**Wghtd. Avg. Common Shares Outstanding - Diluted (M)**	**54.0**	**55.0**	**55.0**

(1) Amortization of Customer Lists and Tradename Associated with the Acquisition of AMS

(2) Includes Incremental Borrowing Costs Associated with the Firm's New Credit Facility & Outstanding Debt Associated with the Acquisition of AMS

(3) Relates to Dividend Participation Rights Associated with Equity Awards. Should be Deducted from Adjusted Net Income Attributable to KF for Purposes of Calculating Adj. EPS($)

(4) Includes 3.12M Shares Issued in Connection with the Acquisition of AMS

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APPENDIX

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

Earnings Conference Call

September 9, 2026

RECONCILIATION OF CONSOLIDATED NET INCOME (GAAP) TO ADJUSTED EBITDA (NON-GAAP) ($M)

FY’26 Q1; FY’26 Q4; FY’27 Q1

	FY'26 Qtr. 1	FY'26 Qtr. 4	FY'27 Qtr. 1	YoY Incr. / (Decr.) $ / %	YoY Incr. / (Decr.) %	Sequential Incr. / (Decr.) $ / %	Sequential Incr. / (Decr.) %
Net Income Attributable to Korn Ferry	$66.6	$73.1	$69.0	$2.4	4%	($4.1)	(6%)
Net Income Attributable to Non-Controlling Int.	0.8	0.7	0.5	(0.3)	(38%)	(0.2)	(29%)
Net Income	$67.4	$73.8	$69.5	$2.1	3%	($4.3)	(6%)
Income Tax Provision	25.3	29.1	24.6	(0.7)	(3%)	(4.5)	(15%)
Income Before Provision for Income Taxes	$92.7	$102.9	$94.1	$1.4	2%	($8.8)	(9%)
Interest Expense - Net	3.5	5.1	4.3	0.8	23%	(0.8)	(16%)
(1) Depreciation & Amortization	22.7	21.6	22.2	(0.5)	(2%)	0.6	3%
(2) Integration / Acquisition Costs	1.5	-	7.6	6.1	407%	7.6	-
Adjusted EBITDA	**$120.4**	**$129.5**	**$128.2**	**$7.8**	**6%**	**($1.3)**	**(1%)**
Net Income Attrib. to Korn Ferry Margin	9.4%	9.6%	9.1%	(0.3%)	-	(0.5%)	-
Net Income Attrib. to Non Controlling Int.	0.1%	0.1%	0.1%	0.0%	-	0.0%	-
Income Tax Provision	3.6%	3.8%	3.3%	(0.3%)	-	(0.5%)	-
Interest Expense - Net	0.5%	0.7%	0.6%	0.1%	-	(0.1%)	-
(1) Depreciation & Amortization	3.2%	2.8%	2.9%	(0.3%)	-	0.1%	-
(2) Integration / Acquisition Costs	0.2%	-	1.0%	0.8%	-	1.0%	-
Adjusted EBITDA Margin	**17.0%**	**17.0%**	**17.0%**	**0.0%**	**-**	**0.0%**	**-**

(1) Depreciation & amortization includes $2.0M of accelerated depreciation associated with the decision to sunset our digital technology platform in the three months ended July 31, 2025

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

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RECONCILIATION OF CONSOLIDATED NET INCOME & DILUTED EPS (GAAP) TO ADJUSTED NET INCOME & ADJUSTED DILUTED EPS (NON-GAAP) ($M)

FY’26 Q1; FY’26 Q4; FY’27 Q1

		FY'26 Qtr. 1	FY'26 Qtr. 4	FY'27 Qtr. 1	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
					$	%	$	%
	Net Income Attributable to Korn Ferry	$66.6	$73.1	$69.0	$2.4	4%	($4.1)	(6%)
(1)	Accelerated Depreciation of Digital Platform	2.0	-	-	(2.0)	(100%)	-	-
(2)	Integration / Acquisition Costs	1.5	-	7.6	6.1	407%	7.6	-
(3)	Tax Effect of Adjustment Items	(0.9)	0.4	(1.9)	(1.0)	111%	(2.3)	(575%)
	Adjusted Net Income Attributable to KF	$69.2	$73.5	$74.6	$5.4	8%	$1.1	1%
	Diluted (Loss) / Earnings per Common Sh.	$1.26	$1.39	$1.32	$0.06	5%	($0.07)	(5%)
(1)	Accelerated Depreciation of Digital Platform	0.04	-	-	(0.04)	(100%)	-	-
(2)	Integration / Acquisition Costs	0.03	-	0.15	0.12	400%	0.15	-
(3)	Tax Effect of Adjustment Items	(0.02)	0.01	(0.04)	(0.02)	100%	(0.05)	(500%)
	Adjusted Diluted Earnings per Sh.	$1.31	$1.40	$1.43	$0.12	9%	$0.03	2%

(1) Depreciation & amortization includes $2.0M of accelerated depreciation associated with the decision to sunset our digital technology platform in the three months ended July 31, 2025

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

(3) Tax effect on the accelerated depreciation on legacy platform & integration / acquisition costs

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RECONCILIATION OF CONSOLIDATED NET INCOME (GAAP) TO ADJ. EBITDA (NON- GAAP) ($M)

FY'26 Q1

	FY'26 Q1				
	Americas	EMEA	APAC	Corporate	KF
Fee Revenue	$404.1	$219.0	$85.5	-	$708.6
Net Income Attributable to Korn Ferry					$66.6
Margin (%)					*9.4%*
Net Income Attributable to Noncontrolling Interest					0.8
Interest Exps. - Net					3.5
Income Tax Expense					25.3
(1) Deprec. & Amortiz.					22.7
(2) Integ. / Acq. Costs					1.5
Adjusted EBITDA	$100.7	$35.7	$19.8	($35.8)	$120.4
Margin (%)	*24.9%*	*16.3%*	*23.1%*	-	*17.0%*

(1) Depreciation & amortization includes $2.0M of accelerated depreciation associated with the decision to sunset our digital technology platform in the three months ended July 31, 2025

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

RECONCILIATION OF CONSOLIDATED NET INCOME (GAAP) TO ADJ. EBITDA (NON- GAAP) ($M)

FY'26 Q4

	FY'26 Q4				
	Americas	EMEA	APAC	Corporate	KF
Fee Revenue	$447.7	$229.1	$83.0	-	$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	$115.9	$37.6	$18.4	($42.4)	$129.5
Margin (%)	*25.9%*	*16.4%*	*22.1%*	-	*17.0%*

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RECONCILIATION OF CONSOLIDATED NET INCOME (GAAP) TO ADJ. EBITDA (NON- GAAP) ($M)

FY'27 Q1

	FY'27 Q1				
	Americas	EMEA	APAC	Corporate	KF
Fee Revenue	$442.1	$227.7	$86.7	-	$756.5
Net Income Attributable to Korn Ferry					$69.0
Margin (%)					*9.1%*
Net Income Attributable to Noncontrolling Interest					0.5
Interest Exps. - Net					4.3
Income Tax Expense					24.6
Deprec. & Amortiz.					22.2
(1) Integ. / Acq. Costs					7.6
Adjusted EBITDA	$116.4	$37.3	$19.2	($44.7)	$128.2
Margin (%)	*26.3%*	*16.4%*	*22.2%*	-	*17.0%*
Adjusted EBITDA - FY'26 Q4	$115.9	$37.6	$18.4	($42.4)	$129.5
Sequential Incr. / (Decr.) - $	$0.5	($0.3)	$0.8	($2.3)	($1.3)
Sequential Incr. / (Decr.) - %	*0.4%*	*(0.8%)*	*4.3%*	*5.4%*	*(1.0%)*

(1) Costs associated with current acquisition, such as legal & professional fees, and on-going integration expenses

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RECONCILIATION OF CASH & MARKETABLE SECURITIES TO INVESTABLE CASH ($M)

FY’26 Q1; FY’26 Q4; FY’27 Q1

	FY'26 Qtr. 1	FY'26 Qtr. 4	FY'27 Qtr. 1	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
				$	%	$	%
Cash	$684.9	$1,095.4	$800.9	$116.0	17%	($294.5)	(27%)
Marketable Securities	278.4	286.0	250.2	(28.2)	(10%)	(35.8)	(13%)
Cash & Marketable Securities	**$963.3**	**$1,381.5**	**$1,051.1**	**$87.8**	**9%**	**($330.3)**	**(24%)**
Less:							
ECAP & Bonus Liability	345.6	652.6	361.4	15.8	5%	(291.2)	(45%)
Investable Cash	**$617.7**	**$728.9**	**$689.7**	**$72.0**	**12%**	**($39.2)**	**(5%)**

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FEE REVENUE GROWTH BY SEGMENT AND REGION – ACTUAL REPORTED VS. CONSTANT CURRENCY ($M)

	FY'27 Q1 vs. FY'26 Q1		
	Reported		Const. Curr.
	$M	*% Grth.*	*% Grth.*
AMERICAS			
Search	$209.3	*14%*	*14%*
Talent & Org. Solutions	106.9	*(3%)*	*(3%)*
Workforce Solutions	126.0	*14%*	*14%*
Total Americas	$442.1	*9%*	*9%*
EMEA			
Search	$66.8	*2%*	*2%*
Talent & Org. Solutions	115.4	*4%*	*3%*
Workforce Solutions	45.5	*8%*	*8%*
Total EMEA	$227.7	*4%*	*4%*
APAC			
Search	$31.7	*7%*	*8%*
Talent & Org. Solutions	37.0	*(2%)*	*(1%)*
Workforce Solutions	18.0	*(1%)*	*0%*
Total APAC	$86.7	*1%*	*2%*
Total KF	$756.5	*7%*	*7%*

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