



FY'26 Q2



Earnings Call Presentation

DECEMBER 9, 2025



Safe Harbor Statement

FORWARD-LOOKING STATEMENTS

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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
- 10-Year fee revenue CAGR of 10% driven by an expanding set of diversified Solutions offerings
- 60% of clients with annual spend greater than \$100K buy 2 or more solutions
- 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:

 - FY'25 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

Q2 Fee Revenue & New Business Up 7% / 4% YoY with Growing Adj. EBITDA, Adj. EBITDA Margin and Adj. Diluted EPS

Fee Revenue

\$722M

+7% YoY
+6% YoY CC

New Business⁽⁷⁾

+4% YoY (Excluding RPO)
+4% YoY CC (Excluding RPO)
+24% YoY CC (Including RPO)

Adj. EBITDA

\$125M

+\$8M +7% YoY
Adj. EBITDA⁽¹⁾
(Non-GAAP)

Geographic Region (Fee Revenue & Growth)

+3%	+20%	Flat
\$417M	\$220M	\$85M
Americas	EMEA	APAC

Industry Group (Fee Revenue & Growth)

Consumer	Technology	Financial Services	Industrial	Life Science / Healthcare	Education / Non-Profit
(4%)	+9%	+8%	+13%	+6%	Flat
\$85M	\$104M	\$136M	\$234M	\$119M	\$43M

Adj. EBITDA Margin
17.3%

(10) Basis Points YoY
Adj. EBITDA Margin %⁽¹⁾
(Non-GAAP)

Solution (Fee Revenue & Growth)

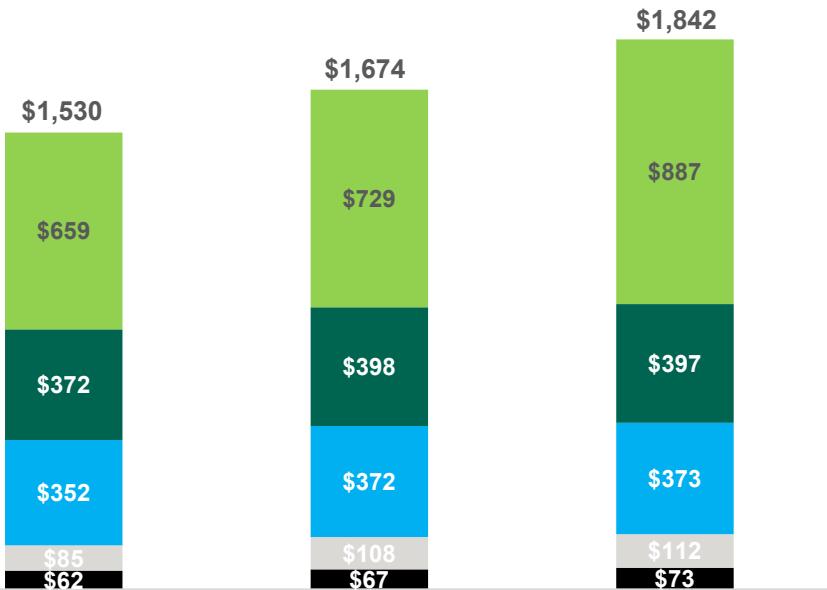
+10%	+17%	+4%	+4%	(2%)
\$226M	\$141M	\$91M	\$173M	\$91M
Executive Search	Prof. Search & Interim	RPO	Consulting	Digital

Adj. Diluted EPS
\$1.33

+\$0.12 +10% YoY
Adj. Diluted EPS⁽²⁾
(Non-GAAP)

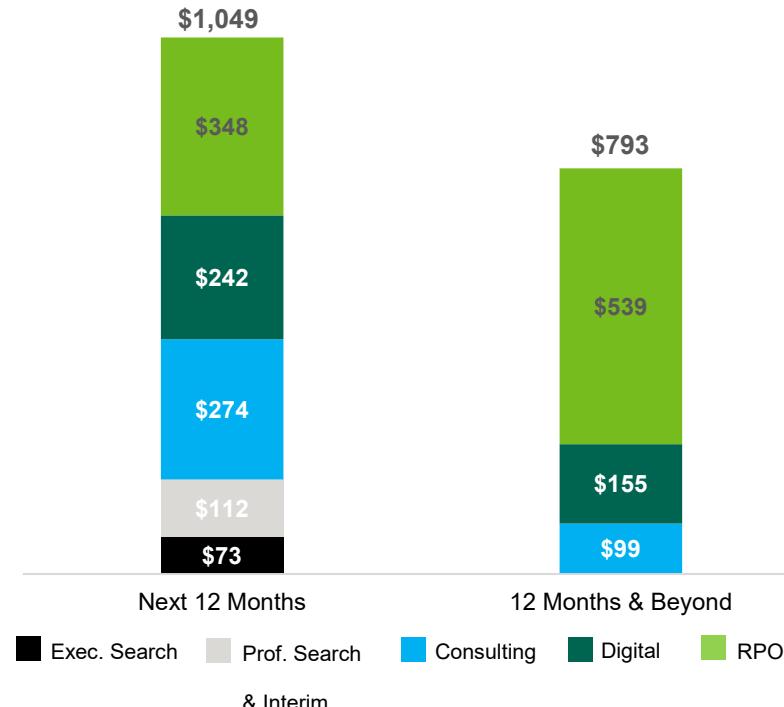
Strong Levels of Estimated Remaining Fees Under Existing Contracts

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



■ Executive Search ■ Professional Search ■ Consulting ■ Digital ■ RPO
 & Interim

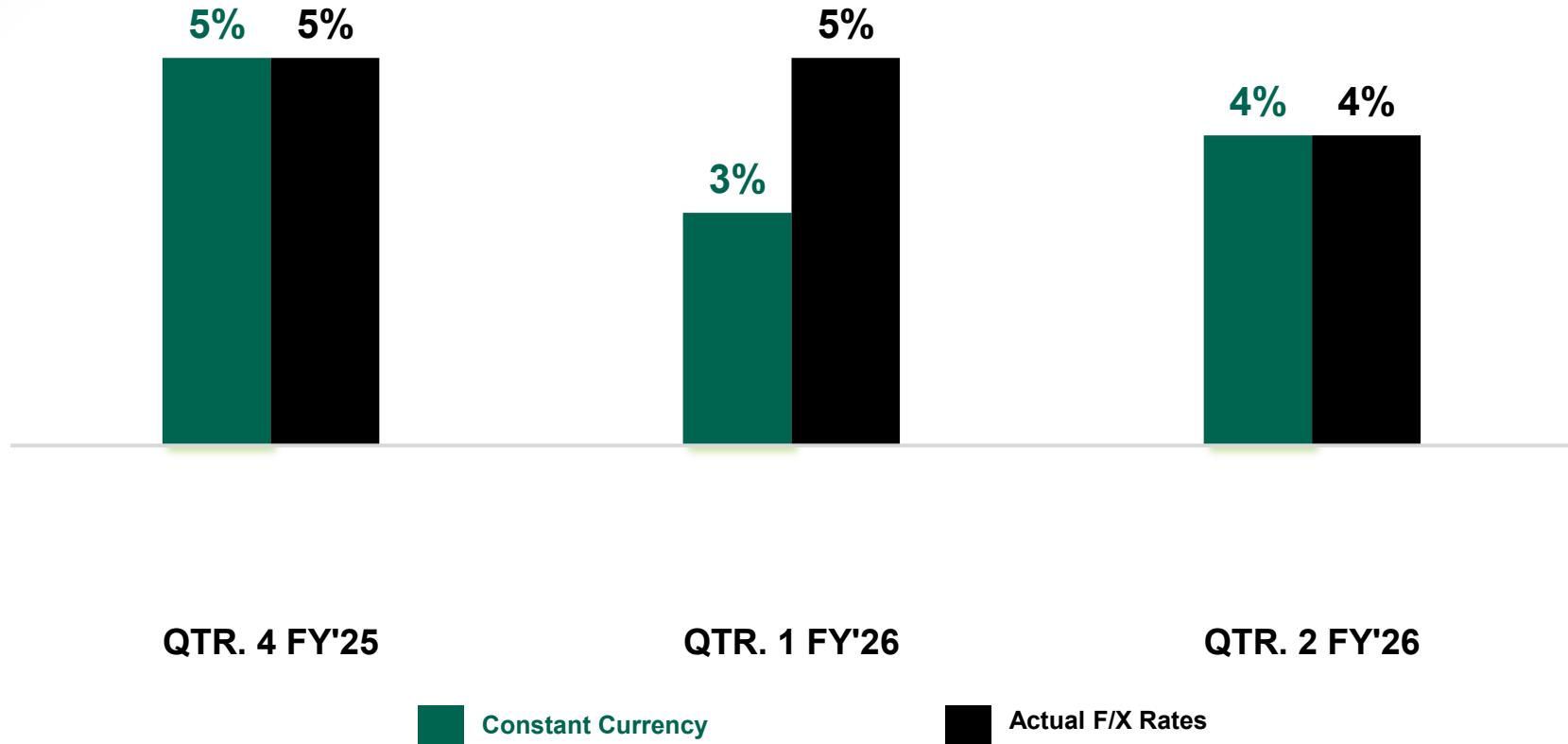
Estimated Remaining Fees Under Existing Contracts - Timing (\$M)⁽⁶⁾



■ Exec. Search ■ Prof. Search ■ Consulting ■ Digital ■ RPO
 & Interim

Quarterly⁽⁷⁾ New Business* Growth Trend

RPO Q2 New Business was \$253M, with 16% 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'26 QTR. 2

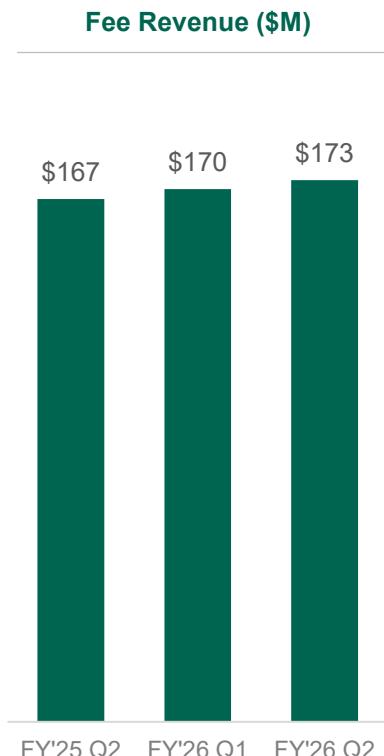
Q2 Fee Revenue

+4% YoY
(+3% YoY CC)

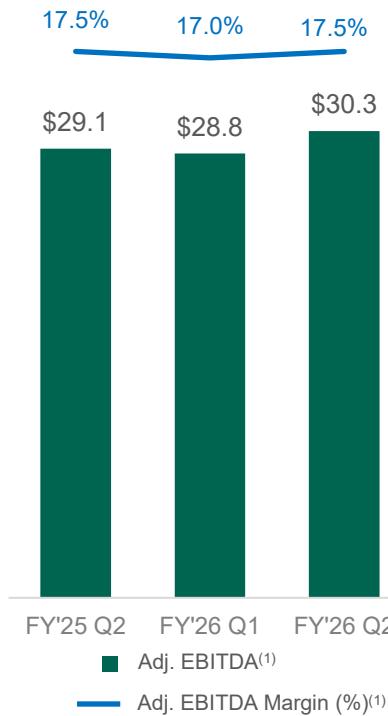
Driven by growth in Organizational Strategy (+8% YoY) and Assessment and Succession (+12% YoY)

Bill Rates +10% YoY

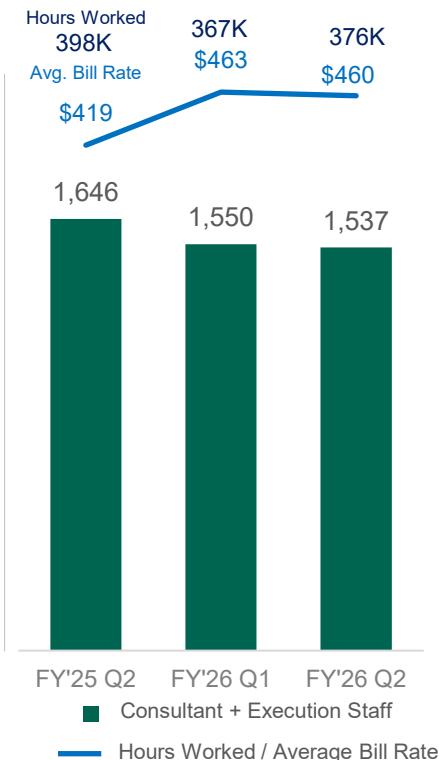
Adj. EBITDA⁽¹⁾ & Adj. EBITDA Margin⁽¹⁾ up 4% and flat respectively YoY



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



Consultant + Execution Staff Productivity



Digital

13% of Fee Revenue and 18% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 2

Q2 Fee Revenue

(2%) YoY

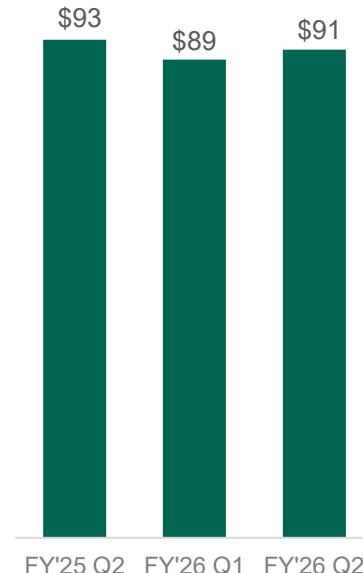
((3%) YoY CC)

Subscription & License New Business = \$40M (43% of Q2 Total)

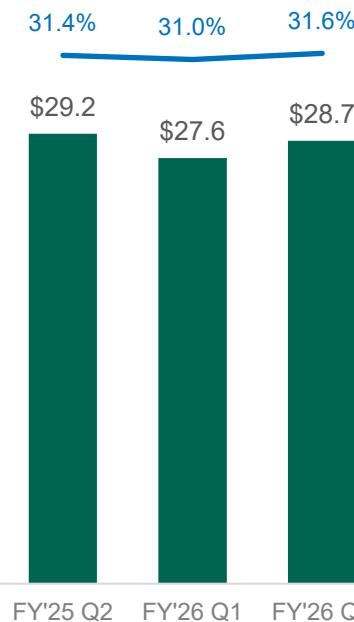
Subscription & License Fee Revenue +5% YoY

Adj. EBITDA⁽¹⁾ and Adj. EBITDA Margin⁽¹⁾ down 2% and up 20 bps respectively YoY

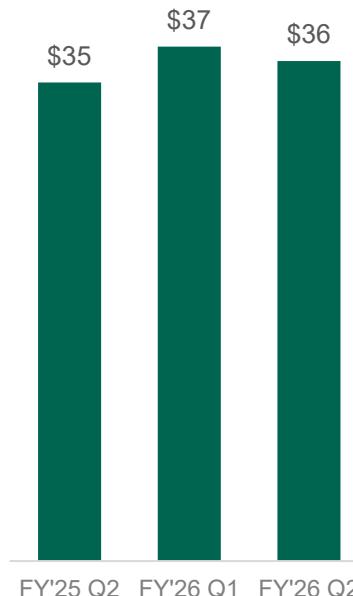
Fee Revenue (\$M)



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



Subscription & License Fee Revenue⁽³⁾(\$M)



Executive Search

31% of Fee Revenue and 36% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 2

Q2 Global Fee Revenue

+10% YoY
(+9% YoY CC)

Global New Business +9% YoY

Number of New Executive Search Assignments = 1,633 (+4% YoY)

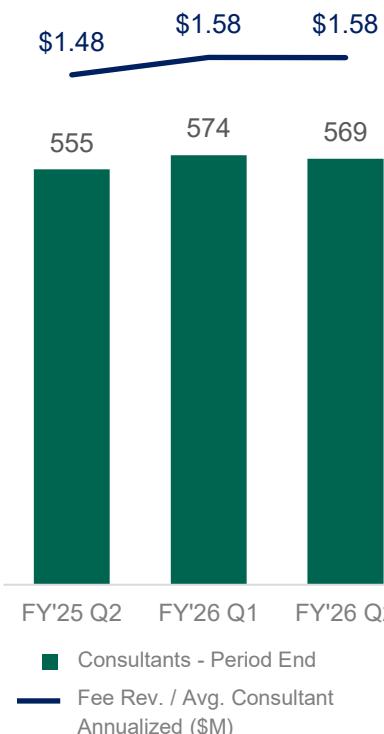
Adj. EBITDA⁽¹⁾ & Adj. EBITDA Margin⁽¹⁾ up 12% and 70 bps respectively YoY



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



Consultant Productivity



Professional Search & Interim

20% of Fee Revenue and 19% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 2

Q2 Fee Revenue

+17% YoY
(+16% YoY CC)

Professional Search & Interim New Business +15% YoY (including Trilogy acquisition)

Permanent Placement New Business grew +4% YoY & Interim New Business grew +24% YoY (including Trilogy acquisition)

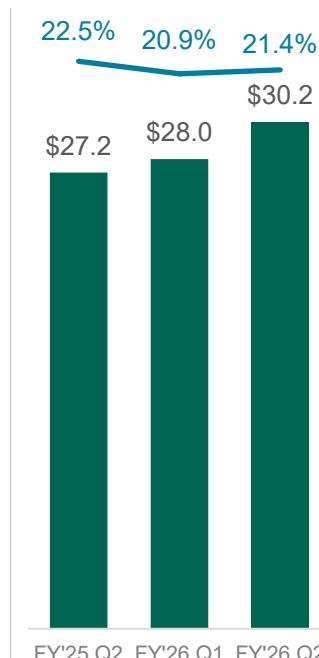
Interim Avg. Bill Rate = \$142 / hour

Professional Search Consultant Productivity up YoY to
approximately \$750K annualized

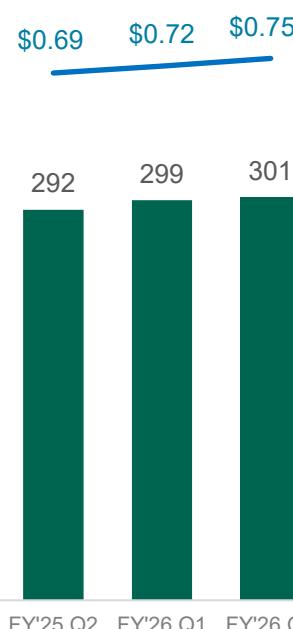
Adj. EBITDA⁽¹⁾ & Adj. EBITDA Margin⁽¹⁾
up 11% and down 110 bps respectively YoY



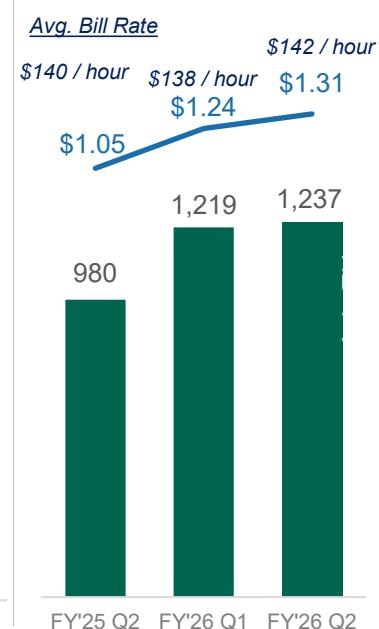
Adj. EBITDA (\$M) & Adj. EBITDA⁽¹⁾ Margin (%) (Non-GAAP)



Consultant Productivity (Professional Search)



Interim Productivity



Recruitment Process Outsourcing

13% of Fee Revenue and 9% of Adj. EBITDA⁽⁸⁾ in FY'26 QTR. 2

Q2 Fee Revenue

+4% YoY

(+3% YoY CC)

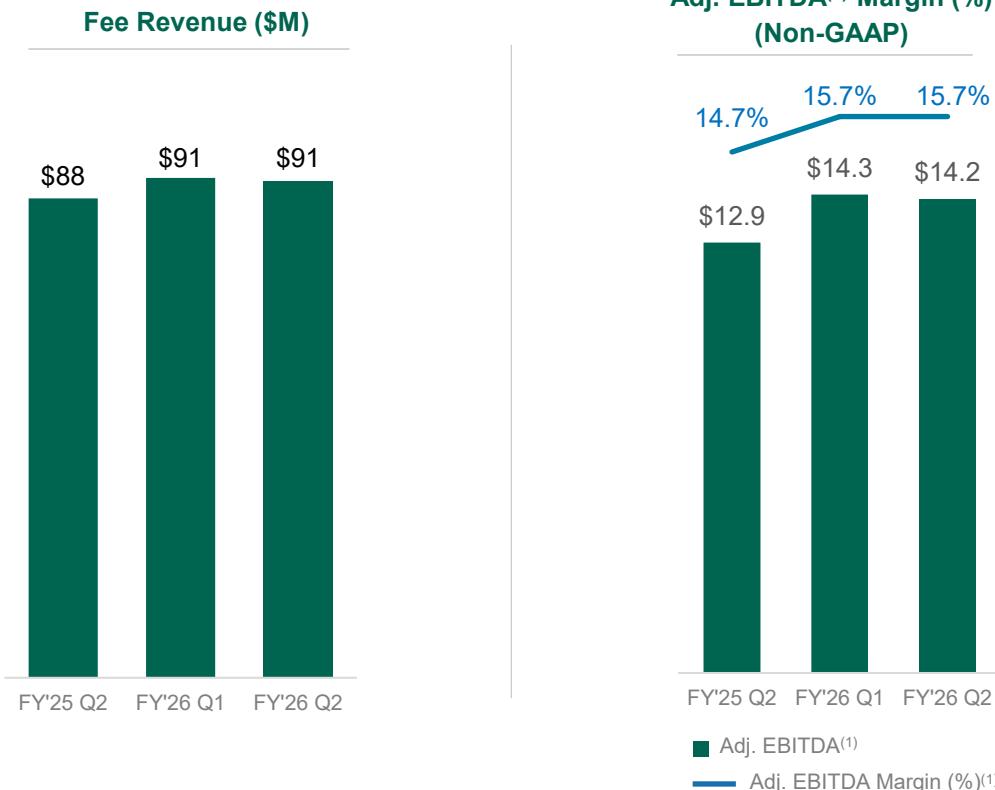
RPO New Business⁽⁷⁾ = \$253M

(\$41M or 16% New Logo Clients and
\$212M of Renewals & Extensions)

**Revenue Under Contract⁽⁵⁾ sharply
higher to \$887M (+35% YoY)**

Adj. EBITDA⁽¹⁾ & Adj. EBITDA

Margin⁽¹⁾ up 10% and 100 bps
respectively YoY



Americas

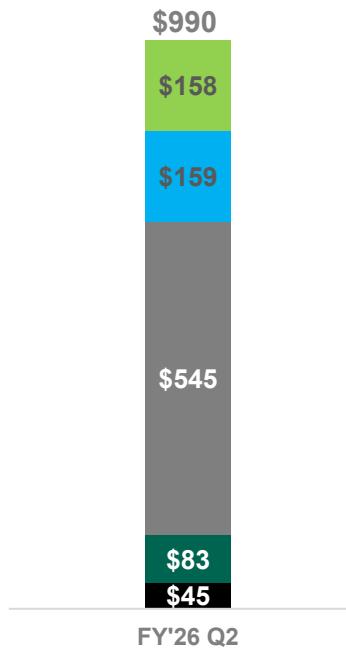
58% of Fee Revenue in FY'26 QTR. 2

Q2 Fee Revenue

+3% YoY
(+3% YoY CC)



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



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



Next 12 Months 12 Months & Beyond

- Executive Search
- Professional Search & Interim
- RPO
- Consulting
- Digital

EMEA

30% of Fee Revenue in FY'26 QTR. 2

Q2 Fee Revenue

+20% YoY
(+17% YoY CC)



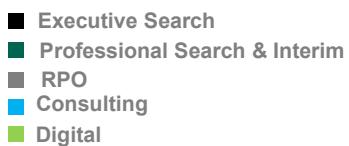
Estimated Remaining Fees Under Existing Contracts⁽⁵⁾ (\$M)



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



Next 12 Months 12 Months & Beyond

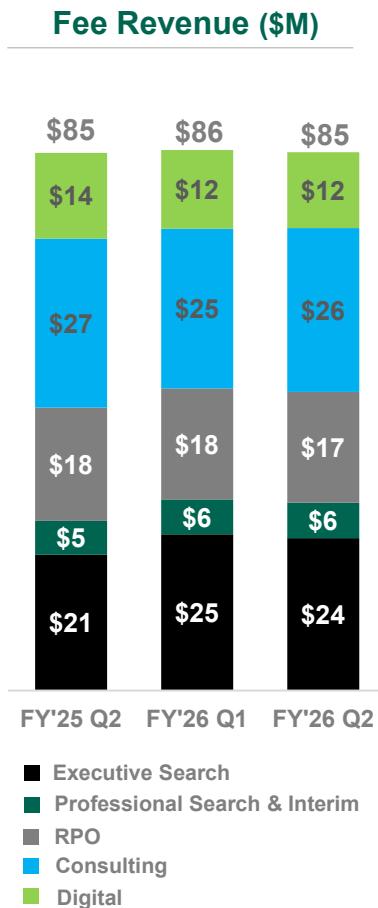


APAC

12% of Fee Revenue in FY'26 QTR. 2

Q2 Fee Revenue

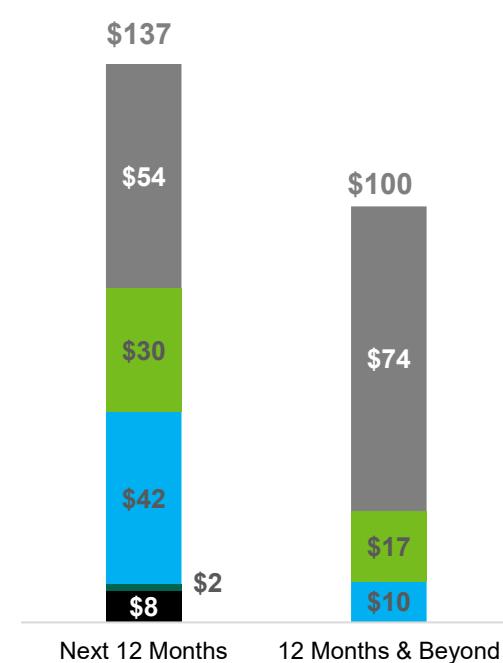
Flat YoY
(+1% YoY CC)



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



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



Next 12 Months 12 Months & Beyond

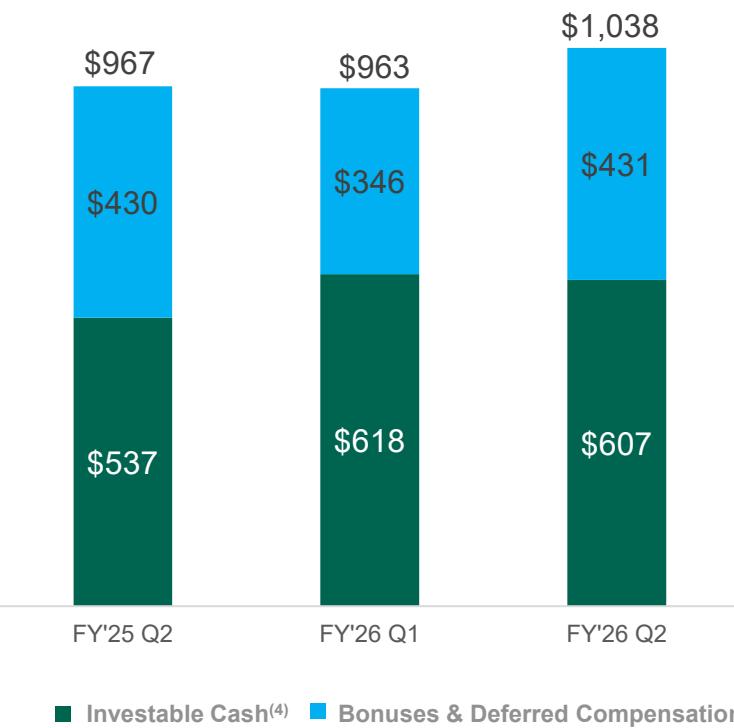
■ Executive Search
■ Professional Search & Interim
■ RPO
■ Consulting
■ Digital

Maintaining a Balanced Approach to Capital Allocation

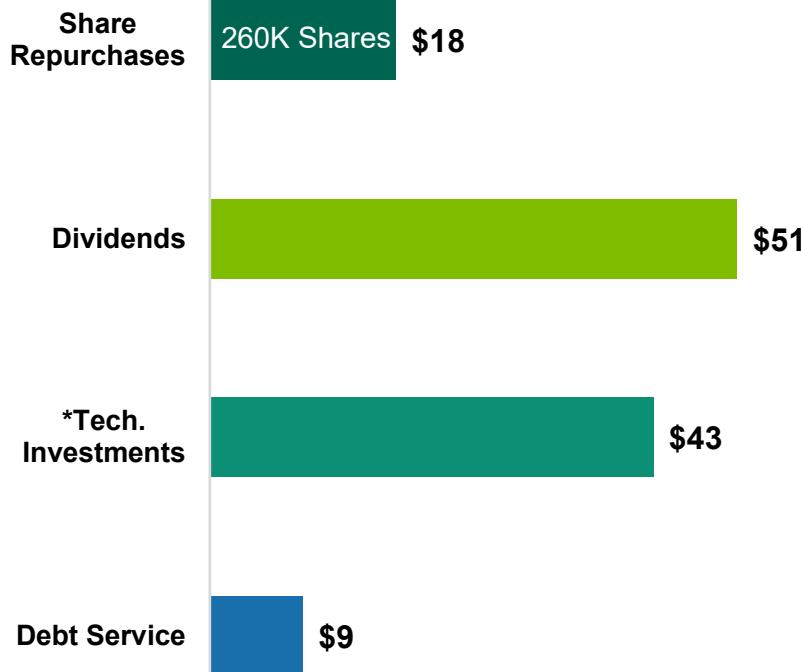
Deployed \$121M of Cash in YTD FY'26 Q2 Investing \$43M in *CAPEX, \$9M in Debt Service and Returned \$69M to Shareholders in Combined Dividends and Share Repurchases

Cash & Marketable Securities (\$M)

Strong Liquidity with \$607M of Investable Cash⁽⁴⁾



YTD FY'26 Q2 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, 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) 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 timing of the \$ Amount of FY'26 Q2 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 (\$36.4M) in FY'26 Q2.



APPENDIX

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

Earnings Conference Call

December 9, 2025



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

FY'25 Q2; FY'26 Q1; FY'26 Q2

	FY'25 Qtr. 2	FY'26 Qtr. 1	FY'26 Qtr. 2	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)	
				\$ / %	%	\$ / %	%
				\$60.8	\$66.6	\$72.4	\$11.6
Net Income Attributable to Korn Ferry				1.5	0.8	1.0	(0.5)
Net Income Attributable to Non-Controlling Int.							(33%)
Net Income				\$62.3	\$67.4	\$73.4	\$11.1
Income Tax Provision				24.9	25.3	26.6	1.7
Income Before Provision for Income Taxes				\$87.2	\$92.7	\$100.1	\$12.9
Interest Expense - Net				5.6	3.5	5.8	0.1
Depreciation & Amortization				19.7	22.7	31.6	11.9
(1) Restructuring Charges				0.6	-	-	(0.6)
(2) Integration / Acquisition Costs				3.9	1.5	1.3	(2.6)
(3) Gain on Modification of Office Lease				-	-	(13.9)	(13.9)
Adjusted EBITDA	\$117.0	\$120.4	\$124.8	\$7.8	7%	\$4.4	4%
Net Income Attrib. to Korn Ferry Margin	9.0%	9.4%	10.0%	1.0%	-	0.6%	-
Net Income Attrib. to Non Controlling Int.	0.2%	0.1%	0.1%	(0.1%)	-	0.0%	-
Income Tax Provision	3.7%	3.6%	3.7%	0.0%	-	0.1%	-
Interest Expense - Net	0.9%	0.5%	0.8%	(0.1%)	-	0.3%	-
Depreciation & Amortization	2.9%	3.2%	4.4%	1.5%	-	1.2%	-
(1) Restructuring Charges	0.1%	-	-	(0.1%)	-	-	-
(2) Integration / Acquisition Costs	0.6%	0.2%	0.2%	(0.4%)	-	0.0%	-
(3) Gain on Modification of Office Lease	-	-	(1.9%)	(1.9%)	-	(1.9%)	-
Adjusted EBITDA Margin	17.4%	17.0%	17.3%	(0.1%)	-	0.3%	-

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

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

(3) Gain on the modification of an office lease where the Co. received lease incentives to shorten the lease term

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

FY'25 Q2; FY'26 Q1; FY'26 Q2

	FY'25 Qtr. 2	FY'26 Qtr. 1	FY'26 Qtr. 2	YoY Incr. / (Decr.)		Sequential Incr. / (Decr.)
				\$	%	
Net Income Attributable to Korn Ferry	\$60.8	\$66.6	\$72.4	\$11.6	19%	\$5.8 9%
(1) Restructuring Charges	0.6	-	-	(0.6)	(100%)	- -
(2) Integration / Acquisition Costs	3.9	1.5	1.3	(2.6)	(67%)	(0.2) (13%)
(3) Accelerated Depreciation of Digital Platform	-	2.0	10.2	10.2	-	8.2 410%
(4) Gain on Modification of Office Lease	-	-	(13.9)	(13.9)	-	(13.9) -
(5) Tax Effect of Adjustment Items	(0.6)	(0.9)	0.5	1.1	(183%)	1.4 (157%)
Adjusted Net Income Attributable to KF	\$64.7	\$69.2	\$70.5	\$5.8	9%	\$1.3 2%
Diluted (Loss) / Earnings per Common Sh.	\$1.14	\$1.26	\$1.36	\$0.22	19%	\$0.10 8%
(1) Restructuring Charges	0.01	-	-	(0.01)	(100%)	- -
(2) Integration / Acquisition Costs	0.07	0.03	0.03	(0.04)	(57%)	0.00 0%
(3) Accelerated Depreciation of Digital Platform	-	0.04	0.19	0.19	-	0.15 375%
(4) Gain on Modification of Office Lease	-	-	(0.26)	(0.26)	-	(0.26) -
(5) Tax Effect of Adjustment Items	(0.01)	(0.02)	0.01	0.02	(200%)	0.03 (150%)
Adjusted Diluted Earnings per Sh.	\$1.21	\$1.31	\$1.33	\$0.12	10%	\$0.02 2%

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

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

(3) Costs associated with accelerated depreciation associated with the decision to sunset our Digital platform

(4) Gain on the modification of an office lease where the Co. received lease incentives to shorten the lease term

(5) Tax effect on integration / acquisition costs, gain on lease modification, restructuring charges, net and accelerated depreciation on Digital platform

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

FY'25 Q2

	FY'25 Q2											KF	
	Executive Search												
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.			
Fee Revenue	\$166.8	\$92.9	\$129.9	\$46.8	\$21.5	\$7.9	\$206.0	\$87.6	\$121.1		\$674.4		
Net Income Attributable to Korn Ferry Margin (%)											\$60.8		
Net Income Attributable to Noncontrolling Interest											9.0%		
Interest Exps. - Net											1.5		
Income Tax Expense											5.6		
Deprec. & Amortiz.											24.9		
(1) Restructuring Chgs.											19.7		
(2) Integ. / Acq. Costs											0.6		
Adjusted EBITDA Margin (%)	\$29.1	\$29.2	\$36.9	\$7.5	\$4.4	\$2.6	\$51.4	\$12.9	\$27.2	(\$32.7)	\$117.0		
	17.5%	31.4%	28.4%	16.0%	20.6%	32.5%	24.9%	14.7%	22.5%		17.4%		

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

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

FY'26 Q1

FY'26 Q1												KF
	Executive Search											KF
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.		
Fee Revenue	\$170.0	\$89.2	\$139.7	\$53.8	\$24.7	\$6.1	\$224.3	\$91.3	\$133.9		\$708.6	
Net Income Attributable to Korn Ferry Margin (%)											\$66.6	9.4%
Net Income Attributable to Noncontrolling Interest											0.8	
Interest Exps. - Net											3.5	
Income Tax Expense											25.3	
Deprec. & Amortiz.											22.7	
Integ. / Acq. Costs											1.5	
Adjusted EBITDA	\$28.8	\$27.6	\$41.2	\$9.1	\$5.5	\$1.5	\$57.5	\$14.3	\$28.0	(\$35.8)	\$120.4	
Margin (%)	17.0%	31.0%	29.5%	17.0%	22.4%	25.2%	25.6%	15.7%	20.9%			17.0%

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

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

FY'26 Q2

FY'26 Q2												
	Executive Search											KF
	Consulting	Digital	North America	EMEA	Asia Pacific	Latin America	Total Exec. Search	RPO	Prof. Sch. & Interim	Corp.		
Fee Revenue	\$172.8	\$91.0	\$142.1	\$51.9	\$24.1	\$7.8	\$226.0	\$90.8	\$141.1			\$721.7
Net Income Attributable to Korn Ferry Margin (%)												\$72.4
Net Income Attributable to Noncontrolling Interest												10.0%
Interest Exps. - Net												1.0
Income Tax Expense												5.8
Deprec. & Amortiz.												26.6
(2) Integ. / Acq. Costs												31.6
(3) Gain on Lease Modicication												1.3
Adjusted EBITDA Margin (%)	\$30.3	\$28.7	\$42.0	\$8.8	\$5.3	\$1.7	\$57.8	\$14.2	\$30.2	(\$36.4)		\$124.8
	17.5%	31.6%	29.5%	16.9%	22.0%	22.2%	25.6%	15.7%	21.4%			17.3%
Adjusted EBITDA - FY'26 Q1	\$28.8	\$27.6	\$41.2	\$9.1	\$5.5	\$1.5	\$57.5	\$14.3	\$28.0	(\$35.8)		\$120.4
Sequential Incr. / (Decr.) - \$	\$1.5	\$1.1	\$0.8	(\$0.3)	(\$0.2)	\$0.2	\$0.3	(\$0.1)	\$2.2	(\$0.5)		\$4.4
Sequential Incr. / (Decr.) - %	5.2%	4.0%	1.9%	(3.3%)	(3.6%)	13.3%	0.5%	0.7%	7.9%	1.7%		3.7%

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

(3) Gain on the modification of an office lease agreement where the Co. received incentives to shorten the lease term

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

FY'25 Q2; FY'26 Q1; FY'26 Q2

	FY'25 Qtr. 2	FY'26 Qtr. 1	FY'26 Qtr. 2	YoY Incr. / (Decr.)	Sequential Incr. / (Decr.)
				\$ <u> </u> %	\$ <u> </u> %
Cash	\$694.9	\$684.9	\$761.6	\$66.7 10%	\$76.7 11%
Marketable Securities	272.6	278.4	276.7	4.1 2%	(1.7) (1%)
Cash & Marketable Securities	\$967.5	\$963.3	\$1,038.3	\$70.8 7%	\$75.0 8%
Less:					
ECAP & Bonus Liability	430.7	345.6	431.4	0.7 0%	85.8 25%
Investable Cash	\$536.8	\$617.7	\$607.0	\$70.2 13%	(\$10.7) (2%)

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

FY'26 Q2 vs. FY'25 Q2		
	Reported	Const. Curr.
	\$M	% Grth.
Executive Search		
North America	\$142.1	9%
Europe	51.9	11%
Asia / Pacific	24.1	12%
Latin America	7.8	(1%)
Total Exec. Search	\$226.0	10%
		9%
Consulting		
North America	\$68.3	(2%)
Europe	72.7	13%
Asia / Pacific	26.0	(3%)
Latin America	5.8	(5%)
Total Consulting	\$172.8	4%
		3%
Digital		
North America	\$31.5	(13%)
Europe	41.9	12%
Asia / Pacific	12.0	(12%)
Latin America	5.7	4%
Total Digital	\$91.0	(2%)
		(3%)
RPO		
North America	\$48.6	14%
Europe	21.0	(11%)
Asia / Pacific	17.5	(2%)
Latin America	3.8	19%
Total RPO	\$90.8	4%
		3%
Prof. Search & Interim		
North America	\$100.3	(1%)
Europe	32.4	189%
Asia / Pacific	5.6	4%
Latin America	2.8	-
Total Prof. Search & Interim	\$141.1	17%
		16%
Total KF	\$721.7	7%
		6%



THANK YOU

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