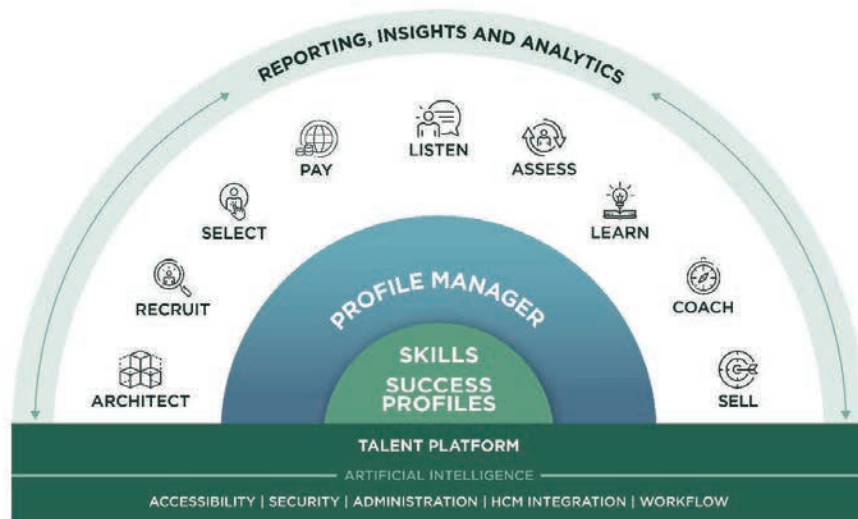


A key enabler of this model is the **Korn Ferry Talent Suite®**—our proprietary technology platform that transforms decades of science and data into real-time insights. More than a delivery system, the Talent Suite embeds IP, data and advanced analytics into client workflows and supports scalable delivery through subscription- and license-based offerings. Products such as Architect, Assess, Pay, Recruit, and Sell can be deployed independently or integrated into broader engagements—enhancing consultant efficiency and client adoption. We continue to invest in this platform, including the integration of generative AI, to extend reach and deepen impact.

Korn Ferry Talent Suite®

A comprehensive talent solution built upon Korn Ferry's research-based intellectual property - including leadership models, success profiles, skills and assessment frameworks. This suite of products leverages data-driven insights and AI to enhance talent decisions, optimize the employee experience and drive organization success.



Go-To-Market Approach

Korn Ferry serves clients through a combination of strategic account partnerships and flexible engagement models designed to meet organizations where they are. At the center of this model is our Marquee and Diamond Accounts Program (the “Program”)—a structured approach to managing long-term relationships with many of the world's most complex organizations.

Clients within the Program are supported by dedicated account leaders who coordinate engagement across Korn Ferry's full portfolio—enabling consistent delivery, deep understanding of client priorities, and early access to new offerings. As of fiscal year-end 2025, our 350 Marquee and Diamond accounts represented approximately 39% of consolidated fee revenue—more than double their contribution at the Program's inception.

Outside the Program, we serve thousands of additional clients worldwide through both project-based and recurring engagements. These organizations range from emerging businesses to global enterprises that engage with us in ways that match their scale, priorities, and pace of growth.

To deliver value at scale across this broad client base, Korn Ferry operates through three primary engagement models:

1. **Custom Engagements** – Tailored consulting and talent acquisition services grounded in proprietary data, behavioral science, and expert advisory.
2. **Embedded Solutions** – Our go-to-market offerings include subscription and licenses that are integrated into client workflows to support continuous improvement.
3. **Subscription and Licensed Products** – Scalable digital offerings from the Korn Ferry Talent Suite that clients use independently to support talent and organizational decisions.

This diversified model allows Korn Ferry to balance project-based work with recurring fee revenues. In fiscal 2025, more than 83% of our assignments were with clients we had served in the prior three years—reflecting strong loyalty and long-term engagement. Supported by a rewards structure that encourages enterprise-wide teaming, this model also drives collaboration across Solution areas: Consulting, Digital, Executive Search, Professional Search & Interim, and RPO. In fiscal 2025, approximately 25% of our consolidated fee revenue came from cross-Solution referrals, up from 14% in 2018 when we began tracking this metric.

Corporate Functions and Global Footprint

Korn Ferry's corporate infrastructure underpins our global consistency, innovation, and ability to scale. Centralized teams spanning finance, legal, HR, technology, marketing, and the Korn Ferry Institute support our Solutions worldwide and help ensure effective, cohesive delivery. In addition, a dedicated AI function advances the responsible integration of emerging technologies, enhancing our platforms, protecting proprietary data, and reinforcing the strength of our Foundational Assets.