

Korn Ferry (KFY)

Target Pricing

Date:
Ticker: KFY
Company Name: Korn Ferry
Exchange: NYSE
Analyst: Kenneth Gannon

Currency: USD (\$mm)
Fiscal Year End: 2026
Report Date 8/13/2026

DISCLAIMER: This financial model is prepared for informational and educational purposes only. It does not constitute investment advice or a recommendation to buy or sell any security. All projections are estimates based on publicly available information and involve significant uncertainty.

KORN FERRY, INC. | CONSOLIDATED STATEMENTS OF INCOME (\$ in Thousands)

Source: Korn Ferry 10-K, Fiscal Year Ended April 30, 2026 (SEC EDGAR)

	FY 2026	FY 2025	FY 2024	YoY Chg(2026 vs 2025)
FEE REVENUE BY SEGMENT				
EXECUTIVE SEARCH				
North America	583,394.0	535,921.0	506,927.0	
EMEA	215,134.0	194,088.0	184,516.0	
Asia Pacific	97,527.0	87,337.0	85,863.0	
Latin America	28,049.0	28,862.0	28,937.0	
Total Executive Search	924,104.0	846,208.0	806,243.0	9.2%
PROFESSIONAL SEARCH & INTERIM				
Fee Revenue	561,077.0	503,515.0	540,615.0	
Total Professional Search & Interim	561,077.0	503,515.0	540,615.0	11.4%
CONSULTING				
Fee Revenue	691,654.0	662,708.0	695,007.0	
Total Consulting	691,654.0	662,708.0	695,007.0	4.4%
DIGITAL				
Subscription / License Revenue	148,600.0	137,700.0		
Professional Services	214,923.0	225,830.0		-0.048297392
Total Digital	363,523.0	363,530.0	366,699.0	0.0%
RPO				
Fee Revenue	367,111.0	354,127.0	354,107.0	
Total RPO	367,111.0	354,127.0	354,107.0	3.7%
Total Fee Revenue	2,907,469.0	2,730,088.0	2,762,671.0	6.5%
Reimbursed Out-of-Pocket Expenses	31,172.0	30,998.0	32,834.0	0.6%
Total Revenue	2,938,641.0	2,761,086.0	2,795,505.0	6.4%
COST STRUCTURE				
Compensation and Benefits	1,867,005.0	1,758,024.0	1,844,164.0	6.2%
% of Revenue	63.53%	63.67%	65.97%	
General and Administrative	247,727.0	258,488.0	259,039.0	-4.2%
% of Revenue	8.43%	9.36%	9.27%	
Reimbursed Expenses	31,172.0	30,998.0	32,834.0	0.6%
% of Revenue	1.06%	1.12%	1.17%	
Cost of Services	319,150.0	285,075.0	300,015.0	12.0%
% of Revenue	10.86%	10.32%	10.73%	
Depreciation and Amortization	98,844.0	80,287.0	77,966.0	23.1%
Restructuring Charges, net	0.0	1,892.0	68,558.0	-100.0%
% of Revenue				
Total Operating Expenses	2,563,898.0	2,414,764.0	2,582,576.0	6.2%
BELOW-THE-LINE ITEMS				
Operating Income	374,743.0	346,322.0	212,929.0	8.2%
Other Income, net	33,705.0	18,953.0	30,681.0	77.8%
Interest Expense, net	-19,998.0	-20,363.0	-20,968.0	1.8%
Income Before Taxes	388,450.0	344,912.0	222,642.0	12.6%
Income Tax Provision	107,630.0	93,836.0	50,081.0	14.7%
Net Income	280,820.0	251,076.0	172,561.0	11.9%
Net Income Attr. to Noncontrolling Interest	-3,386.0	-5,014.0	-3,407.0	32.5%
Net Income Attributable to Korn Ferry	277,434.0	246,062.0	169,154.0	12.8%
Net Income Margin (%)	9.4%	8.9%	6.1%	
EARNINGS PER SHARE				
EPS — Basic	\$5.33	\$4.69	\$3.25	13.6%
EPS — Diluted	\$5.22	\$4.60	\$3.23	13.5%
Basic Shares (000s)	51,428	51,778	51,038	-0.7%
Diluted Shares (000s)	52,519	52,806	51,432	-0.5%
SEGMENT ADJUSTED EBITDA (Non-GAAP Reference)				
Executive Search	237,353.0			
Professional Search & Interim	121,156.0			
Consulting	118,413.0			
Digital	113,129.0			
RPO	57,658.0			
Corporate (Unallocated)	-149,904.0			
Consolidated Adj. EBITDA	497,805.0	463,866.0	408,204.0	7.3%
Adj. EBITDA Margin	17.1%	17.0%	14.8%	0.1%

* Digital subscription/license split: FY2026 explicitly disclosed; FY2025 implied from +7.9% growth rate. FY2024 sub-split not disclosed — total Digital only. Adj. EBITDA by segment disclosed for FY2026 only.

SALES DRIVERS				
	FY 2026	FY 2025	FY 2024	YoY Chg(2026 vs 2025)
EXECUTIVE SEARCH				
Total Fee Revenue (\$000s)	924,104	846,208	806,243	9.21%
New Engagements Opened	6,500	6,300	—	3.17%
Avg. Fee per Engagement — N. Am. (YoY Δ)	6.0%	2.0%	—	
PROFESSIONAL SEARCH & INTERIM				
Total Fee Revenue (\$000s)	561,077	503,515	540,615	11.43%
Fee Revenue per Consultant (\$000s)	741	637	—	16.33%
Avg. Bill Rate — Interim (\$/hr)	145	133	—	9.02%
CONSULTING				
Total Fee Revenue (\$000s)	691,654	662,708	695,007	4.37%
Avg. Bill Rate (\$/hr)	458	439	—	4.33%
Billable Staff (year-end)	1,522	1,599	—	-4.82%
DIGITAL				
Total Fee Revenue (\$000s)	363,523	363,530	366,699	0.00%
Subscription / License Revenue (\$000s)	148,600	137,700	—	7.92%
Subscription Revenue Growth (YoY)	7.9%	5.1%	—	—
RPO				
Total Fee Revenue (\$000s)	367,111	354,127	354,107	3.67%
New Business Won (\$000s)	543,900	533,400	—	1.97%
New Logo Mix (% of new business)	43.0%	58.0%	—	—
	437237.14			
PORTFOLIO / CROSS-CUTTING				
Cross-Solution Referral Rate	27.0%	25.0%	—	—
Client Retention Rate	82.0%	83.0%	—	—
Consolidated Fee Revenue (\$000s)	2,907,469	2,730,088	2,762,671	6.50%
Consolidated Adj. EBITDA Margin	17.1%	17.0%	14.8%	—

Source: KFY 10-K FY2026 & FY2025 — MD&A, Note 12 (Segments), Business Description. N/D = not disclosed for that year. Adj. EBITDA is non-GAAP.

	FY 2026	FY 2025	FY 2024
Other Income, Net Component			
Gain on Marketable Securities	31939	17105	29848
Gain on Cash Surrender Value -- COLI Policies	11557	11597	8803
FX Gains / (Losses) & Other	(9,791)	(9,749)	(7,970)

KORN FERRY (KFY) — CONSOLIDATED BALANCE SHEETS

As of April 30 | \$ in thousands

	April 30, 2026	April 30, 2025
CURRENT ASSETS		
Cash and Cash Equivalents	1,095,445	1,006,964
Marketable Securities	38,914	36,388
Receivables Due from Clients, net	573,350	565,255
Income Taxes and Other Receivables	75,410	38,394
Unearned Compensation	64,421	61,649
Prepaid Expenses and Other Assets	58,437	41,488
Total Current Assets	1,905,977	1,750,138
NON-CURRENT ASSETS		
Marketable Securities, non-current	247,132	233,626
Property and Equipment, net	191,531	173,610
Operating Lease Right-of-Use Assets, net	170,986	152,712
Cash Surrender Value of Life Insurance, net	289,058	252,621
Deferred Income Taxes	113,207	144,560
Goodwill	950,636	948,832
Intangible Assets, net	45,858	70,193
Unearned Compensation, non-current	118,592	106,965
Investments and Other Assets	31,799	27,967
Total Assets	4,064,776	3,861,224
CURRENT LIABILITIES		
Accounts Payable	49,682	58,884
Income Taxes Payable	19,573	23,079
Compensation and Benefits Payable	570,242	530,473
Operating Lease Liability, current	28,111	38,573
Other Accrued Liabilities	314,402	304,589
Total Current Liabilities	982,010	955,598
NON-CURRENT LIABILITIES		
Deferred Compensation and Other Retirement Plans	510,774	477,770
Operating Lease Liability, non-current	164,899	131,762
Long-Term Debt	398,565	397,736
Deferred Tax Liabilities	5,723	5,981
Other Liabilities	23,902	20,238
Total Liabilities	2,085,873	1,989,085
STOCKHOLDERS' EQUITY		
Common Stock & Additional Paid-in Capital	284,370	364,425
Retained Earnings	1,761,063	1,588,274
Accumulated Other Comprehensive Loss, net	(72,827)	(86,243)
Total Korn Ferry Stockholders' Equity	1,972,606	1,866,456
Noncontrolling Interest	6,297	5,683
Total Stockholders' Equity	1,978,903	1,872,139
Total Liabilities and Stockholders' Equity	4,064,776	3,861,224

Source: Korn Ferry 10-K, FY2026 (Fiscal Year Ended April 30, 2026)

KORN FERRY (KFY) — CONSOLIDATED STATEMENTS OF CASH FLOWS

Fiscal Years Ended April 30 | \$ in thousands

	FY2026	FY2025	FY2024
OPERATING ACTIVITIES			
Net Income	280,820	251,076	172,561
Depreciation and Amortization	98,844	80,287	77,966
Stock-Based Compensation Expense	47,682	47,961	39,970
Provision for Doubtful Accounts	16,262	20,676	20,715
Gain on Marketable Securities	(31,939)	(17,105)	(29,848)
Gain on Modification of Office Lease	(13,907)	-	-
Gain on Cash Surrender Value of Life Insurance	(11,557)	(11,597)	(8,803)
Deferred Income Taxes	31,821	(6,404)	(32,309)
Impairment of Right-of-Use Assets	-	2,452	1,629
Impairment of Fixed Assets	-	509	1,575
Change: Deferred Compensation	42,765	41,462	65,402
Change: Accounts Payable and Accrued Liabilities	36,046	(1,976)	(54,712)
Change: Receivables Due from Clients	(24,357)	(33,243)	7,872
Change: Income Taxes and Other Receivables	(21,513)	5,711	13,669
Change: Prepaid Expenses and Other Assets	(16,949)	7,997	(239)
Change: Unearned Compensation	(14,399)	(9,454)	7,923
Change: Income Taxes Payable	(4,576)	(5,349)	2,617
Change: Other	(851)	(8,641)	(2,027)
Net Cash Provided by Operating Activities	414,192	364,362	283,961
INVESTING ACTIVITIES			
Purchase of Property and Equipment	(89,899)	(62,484)	(55,147)
Proceeds from Sales/Maturities of Marketable Securities	53,007	41,921	46,000
Purchase of Marketable Securities	(36,922)	(39,453)	(45,768)
Premium on Company-Owned Life Insurance Policies	(28,383)	(28,440)	(15,185)
Proceeds from Life Insurance Policies	3,479	7,359	16,272
Cash Paid for Acquisitions, net of Cash Acquired	-	(44,442)	-
Dividends Received from Unconsolidated Subsidiaries	-	40	-
Net Cash Used in Investing Activities	(98,718)	(125,499)	(53,828)
FINANCING ACTIVITIES			
Dividends Paid to Shareholders	(104,645)	(83,632)	(54,391)
Repurchases of Common Stock	(115,710)	(88,819)	(53,162)
Payments of Tax Withholdings on RSUs	(19,206)	(17,351)	(10,732)
Proceeds from Employee Stock Purchase Plan	7,516	7,868	8,347
Dividends Paid to Noncontrolling Interest	(3,656)	(3,038)	(4,496)
Principal Payments on Finance Leases	(2,071)	(1,631)	(1,776)
Payments on Life Insurance Policy Loans	(653)	(4,127)	(123)
Net Cash Used in Financing Activities	(238,425)	(190,730)	(116,333)
RECONCILIATION			
Effect of Exchange Rate Changes on Cash	11,432	17,826	(16,819)
Net Increase in Cash and Cash Equivalents	88,481	65,959	96,981
Cash and Cash Equivalents, Beginning of Year	1,006,964	941,005	844,024
Cash and Cash Equivalents, End of Year	1,095,445	1,006,964	941,005
SUPPLEMENTAL CASH FLOW INFORMATION			
Cash Paid for Interest	24,773	25,249	24,992
Cash Paid for Income Taxes, net of Refunds	89,770	106,900	72,124

Source: Korn Ferry 10-K, FY2026 (Fiscal Year Ended April 30, 2026)

Summary Outputs Inputs and Assumptions

GENERAL

- First year of forecast in financial model:	2027
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DEPRECIATION

- Depreciation Methodology Used:	Straight Line
- Years remaining for depreciation of existing assets:	4 years
- Years used for depreciation of new assets:	8 years

EQUITY

Stock Price - 08/13/26	\$83.11
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Taxes

- Tax Rate for DCF Model	27.71%
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Long Term Growth

- The long Term Growth Rate for Terminal Value is	3.00%
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Total Shares Outstanding

- Total Diluted Shares Outstanding (000's)	52519.00
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OTHER ASSUMPTIONS		2027	2028	2029	2030	2031
Purchase of Property and Equipment	000's	\$90,000	\$92,500	\$94,000	\$95,000	\$95,000
Working Capital Days						
Accounts Payable	days	57	60	62	60	60
Income Taxes Payable	days	70	72.5	75	75	75
Compensation and Benefits Payable	days	110	110	110	110	110
Other Accrued Liabilities	days	47	47	47	46	46
Receivables Due from Clients, net	days	72.5	73	73.75	73.5	73
Income Taxes and Other Receivables	days	8	8.5	7.75	7.9	8
Unearned Compensation	days	8	8	8	8	8
Prepaid Expenses and Other Assets	days	7	6.8	6.9	7	7
Reimbursed Out-of-Pocket Expenses	000's	31484	31799	31799	31799	31799
Restructuring Charges, net	000'S	0	0	0	0	0
Gain on Marketable Securities	000's	25000	25000	25000	25000	25000
Net Income Attr. to Noncontrolling Interest	000's	-3500.0	-3500.0	-3500.0	-3500.0	-3500.0
Gain on Cash Surrender Value -- COLI Policies	000's	11550.0	11550.0	11550.0	11550.0	11550.0
FX Gains / (Losses) & Other	000's	-9750.0	-9750.0	-9750.0	-9750.0	-9750.0
Interest Expense, Net	000's	-19980	-19800	-19700	-19550	-19475

KFY Scenarios

Scenario Switch

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(1 = Base Case, 2 = Best Case, 3 = Worst Case)

		Projected Assumptions				
EXECUTIVE SEARCH	2026A	2027	2028	2029	2030	2031
New Engagements Opened Growth		2.00%	1.80%	1.75%	1.80%	2.00%
Base Case		2.00%	1.80%	1.75%	1.80%	2.00%
Best Case: +0.5%		2.50%	2.30%	2.25%	2.30%	2.50%
Worst Case: -1%		1.00%	0.80%	0.75%	0.80%	1.00%
Avg. Fee per Engagement (YoY Δ)		2.50%	2.50%	2.50%	2.50%	2.50%
Base Case		2.50%	2.50%	2.50%	2.50%	2.50%
Best Case: +1%		3.50%	3.50%	3.50%	3.50%	3.50%
Worst Case: -1%		1.50%	1.50%	1.50%	1.50%	1.50%
PROFESSIONAL SEARCH & INTERIM	2026A	2027	2028	2029	2030	2031
Organic Growth Rate		2.50%	2.50%	2.50%	2.50%	2.50%
Base Case		2.50%	2.50%	2.50%	2.50%	2.50%
Best Case: +0.5%		3.00%	3.00%	3.00%	3.00%	3.00%
Worst Case: -1%		1.50%	1.50%	1.50%	1.50%	1.50%
CONSULTING	2026A	2027	2028	2029	2030	2031
Bill Rate Growth		3%	3%	3%	2%	2%
Base Case		3.00%	2.80%	2.50%	2.10%	2.00%
Best Case: +1%		4.00%	3.80%	3.50%	3.10%	3.00%
Worst Case: -1%		2.00%	1.80%	1.50%	1.10%	1.00%
Billable Staff	1522.00	1500.00	1485.00	1450.00	1460.00	1455.00
Base Case		1500.00	1485.00	1450.00	1460.00	1455.00
Best Case: +10%		1650.00	1633.00	1595.00	1606.00	1600.00
Worst Case: -10%		1350.00	1336.00	1305.00	1314.00	1309.00
DIGITAL	2026A	2027	2028	2029	2030	2031
Subscription Revenue Growth		6.50%	6.15%	5.95%	5.50%	5.45%
Base Case		6.50%	6.15%	5.95%	5.50%	5.45%
Best Case: +0.5%		7.00%	6.65%	6.45%	6.00%	5.95%
Worst Case: -1%		5.50%	5.15%	4.95%	4.50%	4.45%
Professional Services Revenue Growth		-5.00%	-4.50%	-4.40%	-4.25%	-4.00%
Base Case		-5.00%	-4.50%	-4.40%	-4.25%	-4.00%
Best Case: +1%		-4.00%	-3.50%	-3.40%	-3.25%	-3.00%
Worst Case: -1%		-6.00%	-5.50%	-5.40%	-5.25%	-5.00%
EXPENSES	2026A	2027	2028	2029	2030	2031
Compensation and Benefits		64.50%	64.30%	64.25%	64.00%	64.00%
Base Case		64.50%	64.30%	64.25%	64.00%	64.00%
Best Case: -0.5%		64.00%	63.80%	63.75%	63.50%	63.50%
Worst Case: +1%		65.50%	65.30%	65.25%	65.00%	65.00%
General and Administrative		8.50%	8.65%	8.75%	8.80%	8.80%
Base Case		8.50%	8.65%	8.75%	8.80%	8.80%
Best Case: -0.5%		8.00%	8.15%	8.25%	8.30%	8.30%
Worst Case: +1%		9.50%	9.65%	9.75%	9.80%	9.80%
Reimbursed Expenses		1.25%	1.25%	1.25%	1.25%	1.25%
Base Case		1.25%	1.25%	1.25%	1.25%	1.25%
Best Case: -0.25%		1.00%	1.00%	1.00%	1.00%	1.00%
Worst Case: +0.25%		1.50%	1.50%	1.50%	1.50%	1.50%
Cost of Services		10.85%	10.75%	10.70%	10.65%	10.75%
Base Case		10.85%	10.75%	10.70%	10.65%	10.75%
Best Case: -0.5%		10.35%	10.25%	10.20%	10.15%	10.25%
Worst Case: +1%		11.85%	11.75%	11.70%	11.65%	11.75%

Revenue Schedule									
Revenue		2026A	2025A	2026A	Projected				
					2027	2028	2029	2030	2031
	Executive Search	806243	846208	924104	966130.7	1008130.0	1051416.6	1097100.6	1147018.7
	Professional Search & Interim	540615	503515	561077	575103.9	589481.5	604218.6	619324.0	634807.1
	Consulting	695007	662708	691654	702106.1	714547.4	715148.9	735202.6	747338.5
	Digital	366699	363530	363523	362435.9	362980.8	364396.8	366263.7	369358.1
	Subscription Revenues	-	137700	148600	158259.0	167991.9	177987.4	187776.8	198010.6
	Professional Services	-	225830	214923	204176.9	194988.9	186409.4	178487.0	171347.5
	RPO	354107	354127	367111	376288.8	385696.0	395338.4	405221.9	415352.4
	Reimbursed Out-of-Pocket Expenses	32834	30998	31172	31483.7	31798.6	31798.6	31798.6	31798.6
Net Revenue		\$2,795,505.0	\$2,761,086.0	\$2,938,641.0	\$3,013,569.1	\$3,092,634.3	\$3,162,317.8	\$3,254,911.4	\$3,345,673.4
					2.55%	2.62%	2.25%	2.93%	2.79%

Costs of Production Schedule									
Operating Costs		2026A	2025A	2026A	Projected				
					2027	2028	2029	2030	2031
	Compensation and Benefits	1844164	1758024	1867005	1943752.0	1988563.8	2031789.2	2083143.3	2141231.0
	General and Administrative	259039	258488	247727	256153.4	267512.9	276702.8	286432.2	294419.3
	Reimbursed Expenses	32834	30998	31172	37669.6	38657.9	39529.0	40686.4	41820.9
	Cost of Services	300015	285075	319150	326972.2	332458.2	338368.0	346648.1	359659.9
	Depreciation and Amortization	77966	80287	98844	107718.8	124906.3	125000.0	130937.5	136875.0
	Restructuring Charges, net	68558	1892	0.0	0.0	0.0	0.0	0.0	0.0
Net Operating Expenses		2582576	2414764	2563898	2672266.0	2752099.1	2811388.9	2887847.5	2974006.0

Depreciation Schedule									
(\$ Millions)									
		2026A	2025A	2026A	Projected				
					2027	2028	2029	2030	2031
Years Remaining on Existing Assets:		4							
Depreciation Years on New Assets:		8							
Depreciation to Existing Assets					\$102,093.8	\$102,093.8	\$102,093.8	\$102,093.8	\$102,093.8
CAPEX									
2027	\$90,000.0				5,625.0	11,250.0	11,250.0	11,250.0	11,250.0
2028	\$92,500.0					11,562.5	5,781.3	5,781.3	5,781.3
2029	\$94,000.0						5,875.0	5,875.0	5,875.0
2030	\$95,000.0							5,937.5	5,937.5
2031	\$95,000.0								5,937.5
Total Depreciation					\$107,718.8	\$124,906.3	\$125,000.0	\$130,937.5	\$136,875.0

Working Capital Schedule									
(\$ Millions)									
		2024A	2025A	2026A	Projected				
					2027	2028	2029	2030	2031
Days per Year	(days)	366	365	365	365	366	365	365	365
Income Statement Items									
Net Revenue	(000's)	2795505.0	2761086.0	2938641.0	3013569.1	3092634.3	3162317.8	3254911.4	3345673.4
Cost of Services	(000's)	300015.0	285075.0	319150.0	326972.2	332458.2	338368.0	346648.1	359659.9
Income Taxes Expense	(000's)	50081.0	93836.0	107630.0	98188.1	98025.2	100932.8	105445.0	106741.2
Compensation and Benefits	(000's)	1844164.0	1758024.0	1867005.0	1943752.0	1988563.8	2031789.2	2083143.3	2141231.0
Operating Expense (ex-DA & Restructing)	(000's)	2436052.0	2332585.0	2465054.0	2564547.3	2627192.8	2686388.9	2756910.0	2837131.0
Days In									
Accounts Payable	(days)		75.4	56.8	57.0	60.0	62.0	60.0	60.0
Income Taxes Payable	(days)		89.8	66.4	70.0	72.5	75.0	75.0	75.0
Compensation and Benefits Payable	(days)		110.1	111.5	110.0	110.0	110.0	110.0	110.0
Other Accrued Liabilities	(days)		47.7	46.6	47.0	47.0	47.0	46.0	46.0
Receivables Due from Clients, net	(days)		74.7	71.2	72.5	73.0	73.8	73.5	73.0
Income Taxes and Other Receivables	(days)		5.1	9.4	8.0	8.5	7.8	7.9	8.0
Unearned Compensation	(days)		8.1	8.0	8.0	8.0	8.0	8.0	8.0
Prepaid Expenses and Other Assets	(days)		5.5	7.3	7.0	6.8	6.9	7.0	7.0
Account Balances									
Accounts Payable	(000's)		58884.0	49682.0	51061.4	54501.3	57476.2	56983.2	59122.2
Income Taxes Payable	(000's)		23079.0	19573.0	18830.6	19417.6	20739.6	21666.8	21933.1
Compensation and Benefits Payable	(000's)		530473.0	570242.0	585788.3	597655.8	612320.0	627796.6	645302.5
Other Accrued Liabilities	(000's)		304589.0	314402.0	330229.4	337371.8	345918.6	347446.2	357556.2
Receivables Due from Clients, net	(000's)		565255.0	573350.0	598585.6	616836.9	638961.5	655441.1	669134.7
Income Taxes and Other Receivables	(000's)		38394.0	75410.0	66050.8	71823.5	67145.1	70448.8	73329.8
Unearned Compensation	(000's)		61649.0	64421.0	66050.8	67598.6	69311.1	71340.5	73329.8
Prepaid Expenses and Other Assets	(000's)		41488.0	58437.0	57794.5	57458.8	59780.8	62423.0	64163.6
Net Working Capital	(000's)		(210239.0)	(182281.0)	(197427.9)	(195228.8)	(201256.0)	(194239.5)	(203956.1)
Change in Working Capital	(000's)			\$27,958.0	(\$15,146.9)	\$2,199.2	(\$6,027.2)	\$7,016.5	(\$9,716.6)

WACC CALCULATION — Korn Ferry (KFY)

1. EQUITY CAPITAL STRUCTURE			
Current Price	\$84.01		
Market Capitalization (000's)	4,412,121.2		
1. DEBT CAPITAL STRUCTURE			
4.625% Senior Unsecured Notes	400,000.0	4.63%	
Total Financial Debt (000's) [Senior Notes only]	400,000.0		
Cash & Cash Equivalents (000's)	1,095,445.0		
Net Financial Debt (000's)	-695,445.0		
Total Capital (000's) [Equity + Financial Debt]	4,812,121.2		
Equity Weight (E / V)	91.7%		
Debt Weight (D / V)	8.3%		
2. COST OF EQUITY (CAPM)			
Risk-Free Rate (Rf)	4.67%		
Equity Risk Premium (ERP) (As of 08/13/26)	4.28%		
Beta (5-year monthly, levered)	0.98		
Cost of Equity [Rf + β × ERP]	8.87%		
3. COST OF DEBT (Senior Notes)			
4.625% Senior Unsecured Notes	4.63%		
Pre-Tax Cost of Debt (weighted avg coupon)	4.63%		
Effective Tax Rate	27.71%		
After-Tax Cost of Debt [Kd × (1 - t)]	3.34%		
4. WACC			
WACC = (E/V) × Ke + (D/V) × Kd(1-t)	8.41%		
5. SCENARIO INPUTS SUMMARY			
	Bear	Base	Bull
WACC	8.41%	8.41%	8.41%
Net Financial Debt (\$mm)	-695,445.0	-695,445.0	-695,445.0

FREE CASH FLOW PROJECTIONS (\$MM)							
Base	Projected						
	2025	2026	2027	2028	2029	2030	2031
Revenue	2761086.0	2938641.0	3013569.1	3092634.3	3162317.8	3254911.4	3345673.4
% Growth		6.4%	2.5%	2.6%	2.3%	2.9%	2.8%
Gross Profit	2761086.0	2938641.0	3013569.1	3092634.3	3162317.8	3254911.4	3345673.4
% Margin	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Operating Expenses	2414764.0	2563898.0	2672266.0	2752099.1	2811388.9	2887847.5	2974006.0
Operating Income (EBIT)	346322.0	374743.0	341303.0	340535.2	350928.8	367063.9	371667.4
% Margin	12.5%	12.8%	11.3%	11.0%	11.1%	11.3%	11.1%
Other (Expense) Income	18953.0	33705.0	33050.0	33050.0	33050.0	33050.0	33050.0
Interest Expense, Net	-20363.0	-19998.0	-19980.0	-19800.0	-19700.0	-19550.0	-19475.0
EBT (Pre -Tax Income)	344912.0	388450.0	354373.0	353785.2	364278.8	380563.9	385242.4
% Margin	12.5%	13.2%	11.8%	11.4%	11.5%	11.7%	11.5%
Income Tax Expense	93836	107630	98188.1	98025.2	100932.8	105445.0	106741.2
Net Income	246062	277434	252684.9	252260.0	259846.1	271619.0	275001.1
% Margin	8.9%	9.4%	8.4%	8.2%	8.2%	8.3%	8.2%
NOPAT			246736.3	246181.2	253695.0	265359.5	268687.4
+ Depreciation & Amortization			107718.8	124906.3	125000.0	130937.5	136875.0
- Capital Expenditures			90000.0	92500.0	94000.0	95000.0	95000.0
- Change in Net Working Capital			-15146.9	2199.2	-6027.2	7016.5	-9716.6
Unlevered Free Cash Flow			279602.0	276388.3	290722.2	294280.5	320279.0
% Margin			9.3%	8.9%	9.2%	9.0%	9.6%

Best	Projected						
	2024	2025	2027	2028	2029	2030	2031
Revenue	2761086.0	2938641.0	3113019.2	3224310.4	3327250.4	3457827.0	3587766.0
% Growth		6.4%	5.9%	3.6%	3.2%	3.9%	3.8%
Gross Profit	2761086.0	2938641.0	3113019.2	3224310.4	3327250.4	3457827.0	3587766.0
% Margin	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Operating Expenses	2414764.0	2563898.0	2702420.2	2807532.5	2893272.3	2999205.0	3116514.7
Operating Income (EBIT)	346322.0	374743.0	410598.9	416777.9	433978.1	458622.0	471251.3
% Margin	12.5%	12.8%	13.2%	12.9%	13.0%	13.3%	13.1%
Other (Expense) Income	18953.0	33705.0	33050.0	33050.0	33050.0	33050.0	33050.0
Interest Expense, Net	-20363.0	-19998.0	-19980.0	-19800.0	-19700.0	-19550.0	-19475.0
EBT (Pre -Tax Income)	344912.0	388450.0	423668.9	430027.9	447328.1	472122.0	484826.3
% Margin	12.5%	13.2%	13.6%	13.3%	13.4%	13.7%	13.5%
Income Tax Expense	93836	107630	117388.3	119150.2	123943.7	130813.5	134333.5
Net Income	246062	277434	302780.6	307377.7	319884.4	337808.5	346992.8
% Margin	8.9%	9.4%	9.7%	9.5%	9.6%	9.8%	9.7%
NOPAT			296832.0	301298.9	313733.4	331549.1	340679.1
+ Depreciation & Amortization			107718.8	124906.3	125000.0	130937.5	136875.0
- Capital Expenditures			90000.0	92500.0	94000.0	95000.0	95000.0
- Change in Net Working Capital			-10586.5	702.6	-7897.0	5529.9	-11997.1
Unlevered Free Cash Flow			325137.2	333002.6	352630.4	361956.6	394551.2
% Margin			10.4%	10.3%	10.6%	10.3%	11.0%

Worst	Projected						
	2024	2025	2027	2028	2029	2030	2031
Revenue	2761086.0	2938641.0	2905500.9	2943469.9	2972173.5	3019287.7	3062979.2
% Growth		6.4%	-1.1%	1.3%	1.0%	1.6%	1.4%
Gross Profit	2761086.0	2938641.0	2905500.9	2943469.9	2972173.5	3019287.7	3062979.2
% Margin	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
Operating Expenses	2414764.0	2563898.0	2674728.8	2721046.7	2746457.0	2786401.1	2833828.2
Operating Income (EBIT)	346322.0	374743.0	230772.1	222423.2	225716.5	232886.7	229151.0
% Margin	12.5%	12.8%	7.9%	7.6%	7.6%	7.7%	7.5%
Other (Expense) Income	18953.0	33705.0	33050.0	33050.0	33050.0	33050.0	33050.0
Interest Expense, Net	-20363.0	-19998.0	-19980.0	-19800.0	-19700.0	-19550.0	-19475.0
EBT (Pre -Tax Income)	344912.0	388450.0	243842.1	235673.2	239066.5	246386.7	242726.0
% Margin	12.5%	13.2%	8.4%	8.0%	8.0%	8.2%	7.9%
Income Tax Expense	93836	107630	67562.7	65299.3	66239.5	68267.7	67253.4
Net Income	246062	277434	172779.4	166873.9	169327.0	174618.9	171972.6
% Margin	8.9%	9.4%	5.9%	5.7%	5.7%	5.8%	5.6%
NOPAT			166830.8	160795.2	163176.0	168359.5	165658.9
+ Depreciation & Amortization			107718.8	124906.3	125000.0	130937.5	136875.0
- Capital Expenditures			90000.0	92500.0	94000.0	95000.0	95000.0
- Change in Net Working Capital			-28321.9	4380.1	-3494.5	9180.4	-6736.7
Unlevered Free Cash Flow			212871.5	188821.3	197670.4	195116.5	214270.6
% Margin			7.3%	6.4%	6.7%	6.5%	7.0%

DCF VALUATION SUMMARY			
Parameter	Bear Case	Base Case	Bull Case
DISCOUNT FACTORS			
WACC	8.41%	8.41%	8.41%
Terminal Growth Rate (TGR)	3.0%	3.0%	3.0%
PRESENT VALUE OF UFCFs (\$mm)			
2027	196,359	257,914	299,917
2028	160,664	235,173	283,345
2029	155,147	228,181	276,772
2030	141,264	213,058	262,055
2031	143,098	213,894	263,496
Terminal Value	4,080,097	6,098,688	7,512,964
PV of Terminal Value	2,724,838	4,072,927	5,017,433
% Terminal Value of Total EV	77.4%	78.0%	78.4%
ENTERPRISE VALUE & EQUITY VALUE (\$mm)			
Enterprise Value (EV)	3,521,370	5,221,147	6,403,017
Less: Net Debt / (+ Net Cash)	(695,445)	(695,445)	(695,445)
Equity Value	4,216,815	5,916,592	7,098,462
Diluted Shares Outstanding (mm)	52,519.0	52,519.0	52,519.0
Implied Share Price	\$80.29	\$112.66	\$135.16

Multiples Valuation — Korn Ferry (KFY)	
KFY 2027 BASE CASE INPUTS	
Revenue (000s)	3,013,569.1
EBITDA (000s)	449,021.8
EBIT (000s)	341,303.0
Net Income (000s)	252,684.9
EPS	\$4.81
Diluted Shares (000s)	52,519.00
Net Financial Debt (000s)	-695,445.0
Current Share Price	\$84.01

PEER COMPANY DATA		MARKET DATA (\$mm)							TRADING MULTIPLES				KFY IMPLIED PRICE			
Company	Ticker	Mkt Cap	EV	NTM Rev	NTM EBITDA	NTM EBIT	NTM Net Inc	NTM EPS	EV / Revenue	EV / EBITDA	EV / EBIT	P / E	via EV/Rev	via EV/EBITDA	via EV/EBIT	via P/E
Heidrick & Struggles International, Inc.	HSII	1,226.8	873.5	1,311.5	140.5	112.7	85.1	\$4.05	0.7x	6.2x	7.8x	14.4x	\$51.46	\$66.38	\$63.62	\$69.38
Kforce Inc.	KFRC	1,045.7	1,159.7	1,444.2	83.6	78.1	54.8	\$3.09	0.8x	13.9x	14.9x	19.1x	\$59.32	\$131.78	\$109.80	\$91.74
Robert Half Inc.	RHH	4,288.2	4,222.7	5,531.8	545.5	484.2	198.6	\$1.97	0.8x	7.7x	8.7x	21.6x	\$57.04	\$79.42	\$69.91	\$103.89
TriNet Group, Inc.	TNET	3,131.4	3,725.0	4,996.5	516.6	429.3	226.8	\$4.89	0.7x	7.2x	8.7x	13.8x	\$56.02	\$74.89	\$69.63	\$66.43
Barrett Business Services, Inc.	BBSI	794.3	780.9	1,378.4	91.3	82.7	53.3	\$2.03	0.6x	8.6x	9.4x	14.9x	\$45.75	\$86.35	\$74.64	\$71.74
Mean									0.7x	8.7x	9.9x	16.8x	\$53.92	\$87.77	\$77.52	\$80.64
Median									0.7x	7.7x	8.7x	14.7x	\$56.02	\$79.42	\$69.91	\$71.74
High									0.8x	13.9x	14.9x	21.6x	\$59.32	\$131.78	\$109.80	\$103.89
Low									0.6x	6.2x	7.8x	13.8x	\$45.75	\$66.38	\$63.62	\$66.43

KFY VALUATION SUMMARY — PEER MEDIAN IMPLIED PRICE									EV/Rev	EV/EBITDA	EV/EBIT	P/E
Peer Average Multiple									0.7x	8.7x	9.9x	16.8x
KFY Implied Share Price (vs. 2027)									\$53.92	\$87.77	\$77.52	\$80.64
Current Share Price									\$84.01	\$84.01	\$84.01	\$84.01
Implied Upside / (Downside)									-35.8%	4.5%	-7.7%	-4.0%

PREMIUM / DISCOUNT RATIONALE												
		TABLE 1: EV / Revenue										
		0.60x	0.67x	0.75x	0.82x	0.89x		EV/Rev	EV/EBITDA	EV/EBIT	P/E	
	Bear	2905500.93	\$46	\$50	\$54	\$59	\$63	Minimum	\$46.24	\$53.15	\$43.90	\$38.60
	Base	3013509.07	\$47	\$52	\$56	\$60	\$65	Maximum	\$66.27	\$104.91	\$95.05	\$101.46
	Bull	3113019.16	\$49	\$53	\$57	\$62	\$66					

TABLE 2: EV / EBITDA						
	6.19x	6.97x	7.7x	8.51x	9.29x	
Bear	338490.86	\$53	\$58	\$63	\$68	\$73
Base	449021.79	\$66	\$73	\$79	\$86	\$93
Bull	518317.69	\$74	\$82	\$90	\$97	\$105

TABLE 3: EV / EBIT						
	6.98x	7.85x	8.72x	9.89x	10.46x	
Bear	230772.11	\$44	\$48	\$52	\$55	\$59
Base	341303.04	\$59	\$64	\$70	\$76	\$81
Bull	410598.94	\$68	\$75	\$81	\$88	\$95

TABLE 4: Price / Earnings						
	11.73x	13.20x	14.67x	16.13x	17.60x	
Bear	3.29	\$39	\$43	\$48	\$53	\$58
Base	4.81	\$56	\$64	\$71	\$78	\$85
Bull	5.77	\$68	\$76	\$85	\$93	\$101

Investment Summary — Korn Ferry (KFY)

KFY Current Price\$83.11

VALUATION SUMMARY											
Metric	DCF Worst Case	DCF Base Case	DCF Best Case	EV / Revenue	EV / EBITDA	EV / EBIT	P / E	Margin of Safety	Target Price (DCF)	Multiples	
Implied Share Price	\$80.29	\$112.66	\$135.16	\$53.92	\$87.77	\$77.52	\$80.64	10%	\$99	\$74.96	
Upside / (Downside) vs Current Price	(3.4%)	35.6%	62.6%	(35.1%)	5.6%	(6.7%)	(3.0%)		19.12%		

BASE CASE — REVENUE & EBITDA SUMMARY (2027–2031) — DCF					
Metric	2027	2028	2029	2030	2031
Revenue (000's)	3,013,569	3,092,634	3,162,318	3,254,911	3,345,673
Revenue Growth %	2.5%	2.6%	2.3%	2.9%	2.8%
EBITDA (000's)	449,022	465,441	475,929	498,001	508,542
EBITDA Margin %	14.9%	15.1%	15.1%	15.3%	15.2%
UFCF (000's)	279,602	276,388	290,722	294,281	320,279

TRADING MULTIPLES — (2027–2031)						
	2027	2028	2029	2030	2031	
EV / Revenue	1.5	1.5	1.6	1.6	1.6	
EV / EBITDA	10.0	9.7	10.9	10.4	10.2	
EV / EBIT	13.2	13.2	14.8	14.2	14.0	
P / E	20.6	20.6	20.0	19.1	18.9	