

KORN/FERRY INTERNATIONAL

THE MARKET

Now more than ever, talent is a critical component of a company's business strategy. Recognizing that great companies go beyond recruitment and plan for the complete talent life cycle, Korn/Ferry continues to orient itself around the broader talent agenda of its clients. The firm's diversified, integrated offerings attract, deploy, develop, and reward a company's talented people to create a business culture that promotes growth. As a result, Korn/Ferry is not only evolving itself but also transforming an entire industry.

ACHIEVEMENTS

Clients have trusted Korn/Ferry since its inception to help them recruit world-class leadership talent. Building on this heritage, today the firm is a single source for a wide range of talent services.

Korn/Ferry provides exceptional client service and innovative solutions to many of the world's leading organizations, large and small, public and private, nonprofit, government, and academia — including 47 percent of the Fortune 500.

Korn/Ferry reached \$790.5 million in revenue for fiscal year 2012, essentially tying its all-time high result. Fee revenues increased 6 percent over FY 2011, even in a tentative global business environment.

According to Gary D. Burnison, chief executive officer of Korn/Ferry, "Through our differentiated approach, we are firmly positioned to deliver best-of-class services that speak directly to the talent agendas of our clients. Our strategy and offerings are opening doors to new markets, new clients, and new opportunities unseen in our more than 40-year history."

Do you have the right senior leadership to drive your strategy?

With more than 40 years of experience in executive recruitment, Korn/Ferry understands that attracting top talent to your organization is only the first step to long-term human capital success.

Korn/Ferry has developed a host of solutions that go far beyond executive recruitment, solutions designed to help you attract, develop, retain and sustain your talent. From succession planning to executive coaching, performance management to leadership development, Korn/Ferry has the tools to unlock your organization's full talent potential.

Leading organizations worldwide have turned to Korn/Ferry for their talent management needs for more than four decades. Isn't it time you spoke with Korn/Ferry?

KORN/FERRY INTERNATIONAL
www.kornferry.com

THE AMERICAS: ATLANTA, BOSSA, BOSTON, BUENOS AIRES, CALGARY, CARACAS, CHICAGO, DALLAS, HOUSTON, IRVINE, LIMA, LOS ANGELES, MEXICO CITY, MIAMI, MINNEAPOLIS, MONTEVIDEO, NEW YORK, NORTH HAVEN, PHILADELPHIA, PRINCETON, QUITO, RIO DE JANEIRO, SAN FRANCISCO, SANTIAGO, SAO PAULO, STAMFORD, TORONTO, VANCOUVER, WASHINGTON DC, ASIA PACIFIC: AUCKLAND, BANGALORE, BEIJING, GUANGZHOU, HONG KONG, JAKARTA, KUALA LUMPUR, MELBOURNE, MUMBAI, NEW DELHI, SEOUL, SHANGHAI, SINGAPORE, SYDNEY, TOKYO, WELLINGTON, EUROPE: MIDDLE EAST & AFRICA: AMSTERDAM, ATHENS, BARCELONA, BRUSSELS, BUDAPEST, COPENHAGEN, DUBLIN, FRANKFURT, HELSINKI, ISTANBUL, JOHANNESBURG, LONDON, LUXEMBOURG, LYON, MADRID, MILAN, MOSCOW, OSLU, PARIS, PRAGUE, ROME, STOCKHOLM, VIENNA, WARSAW, ZURICH

HISTORY

"When we started this company, Richard Ferry and I were very determined to create the greatest, well-recognized, and respected brand in our space. Over the years, the credibility and power of the brand have exceeded even my expectations."

—AMBASSADOR LESTER KORN,
COFOUNDER OF KORN/FERRY

When Richard Ferry and Lester Korn started Korn/Ferry on November 14, 1969, with a modest \$10,000 investment, a phone, and a secretary, they did not set out to become extraordinary. They set out to accomplish extraordinary things. Forty-three years later, the firm they built from a small Century City, California, office

employs 2,600 professionals in 35 countries around the world.

Through all its growth, Korn/Ferry has held steadfast to its purpose: to attract and cultivate the most talented leaders for its clients. Korn/Ferry has become a trusted advisor by investing time to understand each client's particular requests, attributes, and needs, while finding and nurturing executives who will not only be the right fit for the position but also possess the capability to lead and transform it.

THE PRODUCT

Korn/Ferry provides the following solutions:

Executive Recruitment.

Executive Recruitment, the firm's largest business, focuses on recruiting board-level, chief executive, and other senior executive positions for clients predominantly in the consumer, financial services, industrial, life sciences/health-care, and technology industries. The relationships the firm develops through this business are valuable in introducing its complementary service offerings to clients.

Leadership and Talent Consulting.

Korn/Ferry's comprehensive blend of talent management offerings assists clients with their ongoing assessment, organizational, and leadership development efforts. Services address five fundamental needs: board effectiveness, CEO and senior management effectiveness, leadership development and enterprise learning, organization transformation, and talent portfolio management. Each of Korn/Ferry's solutions is delivered by an experienced team of leadership consultants, a global network of top executive coaches, and the intellectual property of research-based, time-tested

leadership assessment and developmental tools.



1969

With a \$10,000 investment, Korn/Ferry International is founded in Los Angeles by Lester Korn and Richard Ferry.



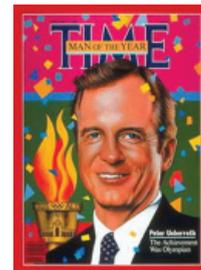
1972

Korn/Ferry's first overseas office opens in Brussels.



1978

In a six-page cover article, *Fortune* magazine cites Korn/Ferry as the leading executive search firm in the world.



1984

Korn/Ferry places Peter Ueberroth to head the 1984 Olympics in Los Angeles. Due to the success of the Games, Ueberroth is named *Time* magazine's Man of the Year in 1984.



1995

Korn/Ferry introduces Searcher, its proprietary software for search execution.

Talent Acquisition Solutions.

Futurestep, a Korn/Ferry company, delivers customized, flexible talent acquisition solutions to meet specific workforce needs of organizations around the world. In addition to being a pioneer in recruitment process outsourcing, Futurestep's multitiered portfolio of services includes talent acquisition consulting services, project-based recruitment, and mid-level recruitment.

RECENT DEVELOPMENTS

One of the key differentiators of Korn/Ferry's Executive Recruitment solution is the inclusion of Search AssessmentSM, its pre-hiring assessment tool, which provides clients with insights into how individual candidates will lead, approach, and solve complex problems, and utilize their emotional/internal resources to deal with challenges, including what motivates them to succeed. Korn/Ferry recently conducted a study of the long-term results of various hiring methods. The results showed that companies using assessments to choose executives were about eight times more likely to get a candidate whom they would not just keep, but soon promote. This is powerful validation of the effectiveness of Korn/Ferry's approach to executive recruiting.

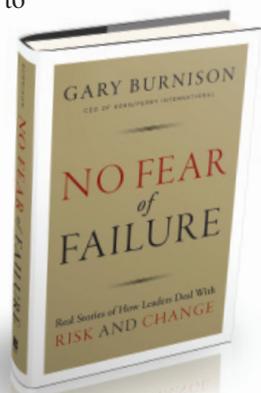
Now in its fifth year, the firm's think tank, The Korn/Ferry Institute, frequently publishes articles, studies, and books that explore global best practices in organizational leadership and human capital development. Its research projects, reports, and papers provide a platform for development of the new ideas and subsequent intellectual property that are positioning Korn/Ferry as the dominant talent management authority. They are also the foundation for informed, consultative conversations with clients.

Similarly, the Korn/Ferry Institute's *Briefings* on Talent & Leadership, the firm's quarterly periodical, is dedicated to offering a fresh and unique perspective on the most pressing issues facing boards and the C-suite today. *Briefings* features the work of world-class journalists, contributions from Korn/Ferry consultants, articles by distinguished authors and academics, and interviews with leading thinkers and innovators. Additionally, the award-winning



magazine can be purchased at leading international airports, selected bookstores and newsstands, first-class airport lounges, and on exclusive corporate aircrafts. Cover stories have profiled people such as Mexican business magnate Carlos Slim, Cirque du Soleil's Daniel Lamarre, and Burberry's Angela Ahrendts.

In 2011 Korn/Ferry launched a new global offering providing boards and CEOs with an innovative approach to executive succession: Korn/Ferry CEO Succession. Created through collaboration with a wide range of board clients for whom Korn/Ferry has assisted with the CEO succession process, the offering serves to drive performance and growth by ensuring that the right leadership is cultivated for the company's short-, mid- and long-term objectives.



PROMOTION

Next to its people, the Korn/Ferry brand is the firm's strongest asset. Since its inception, Korn/Ferry has always maintained an extremely aggressive stance in building its global presence and supporting its vision and ongoing growth through a robust and comprehensive marketing approach.

Korn/Ferry's marketing is at work through its own award-winning and highly regarded publications. Articles in *Briefings* cover timely topics; examples include pieces addressing the Asian and Western leadership attributes of China's foreign executives, as well as challenges to leadership in the health-care and information technology sectors. The journal's focus is not entirely scholarly, however, as the August 2012 was given over to sports.

The company's books include *Breaking Away*, *Elements of Power*, *Elements of Influence*, and *No Fear of Failure*, which reached number two on BarnesandNoble.com, number one in Amazon.com's Business Leadership category, and number seven on *The New York Times*' How-to/Advice listing. Korn/Ferry also present hundreds of thought leadership projects, conferences, and events annually.

BRAND VALUES

Central to Korn/Ferry's brand values are these four beliefs:

- 1. Client-centric.** The clients' perspectives and needs should be the starting point and reference point for all of Korn/Ferry's thinking.
- 2. Long-term perspective.** Lasting solutions are those that align with Korn/Ferry clients' needs, strategy, and culture.
- 3. Broad thinking.** The best solutions ultimately derive from bringing diverse perspectives to bear on the issue, and from thinking laterally.
- 4. Combining the best tools with a human touch.** Leading-edge tools can be powerful aids to great leadership solutions. However, there is no substitute for the human touch to ultimately interpret, filter, and shape the best leadership teams.

THINGS YOU DIDN'T KNOW ABOUT KORN/FERRY

- Korn/Ferry has conducted more successful executive searches globally than any other firm in history: 150,000 so far and counting.
- Korn/Ferry has expanded its global footprint with offices in Johannesburg, South Africa, and Casablanca, Morocco. Additionally, Korn/Ferry opened its fifth office in greater China in Taipei, Taiwan.
- *Briefings* on Talent & Leadership has earned numerous awards from prestigious international competitions, recognizing the publication in the categories of best new magazine and overall content/design.



KORN/FERRY Whitehead Mann

1998

Futurestep is launched in a strategic alliance with *The Wall Street Journal*. Korn/Ferry becomes the first executive search firm to use the Internet to serve the escalating demand for mid-level managers.

1999

Korn/Ferry goes public, listed as KFV, becoming the first executive search firm to list its stock on the New York Stock Exchange.

2006

Korn/Ferry acquires Minneapolis-based Lominger Limited Inc., one of the largest global providers of competency-based leadership development tools for individuals, teams, and organizations.

2008

The firm's new visual brand identity is unveiled to promote its unique approach to talent management, combining the intangibles of leadership (the "art") with research-based, statistically validated assessment tools and development resources (the "science").

2009

Korn/Ferry acquires London-based Whitehead Mann, a leading international talent management firm known for its CEO and board relationships and strong roster of clients throughout Europe.