

Subsidiaries and Affiliates¹

| Subsidiaries | Jurisdiction |
|---|---------------------------|
| Agensi Pekerjaan Futurestep Worldwide (M) Sdn. Bhd. | Malaysia |
| Avery & Associates, Inc.* | United States, California |
| Continental American Management Corp.* | United States, California |
| Futurestep (Australia) Pty Ltd | Australia |
| Futurestep (Danmark) ApS* | Denmark |
| Futurestep (Espana), S.L. | Spain |
| Futurestep (Hong Kong) Ltd. | Hong Kong, China |
| Futurestep (Italia) S.r.l. | Italy |
| Futurestep (Japan) K.K. | Japan |
| Futurestep (New Zealand) Limited | New Zealand |
| Futurestep (Norge) AS* | Norway |
| Futurestep (Shanghai) Talent Consulting Company Limited | China |
| Futurestep (Singapore) Pte Limited | Singapore |
| Futurestep (UK) Limited | United Kingdom |
| Futurestep (UK) Limited (Ireland Branch) | Ireland |
| Futurestep Germany GmbH | Germany |
| Futurestep Germany GmbH (Austria Branch) | Austria |
| Futurestep Recruitment Services Private Limited | India |
| Guangzhou Korn/Ferry Human Capital Company Ltd. | Guangzhou, China |
| Hay Argentina S.A. | Argentina |
| Hay Consultants India Private Ltd. | India |
| Hay do Brasil Consultores Ltda | Brazil |
| Hay Financial Corporation N.V.** | Curaçao |
| Hay France S.A. | France |
| Hay Group AB | Sweden |
| Hay Group AS | Norway |
| Hay Group B.V. | The Netherlands |
| Hay Group Co., Ltd. | China |
| Hay Group Consulting Limited Liability | Vietnam |
| Hay Group Danismanlik Limited Sirketi | Turkey |
| Hay Group GmbH | Germany |
| Hay Group GmbH (Zweigniederlassung Österreich/Austria Branch) | Austria |
| Hay Group GmbH Frankfurt a.M. (Zweigniederlassung Zurich/Zurich Branch) | Switzerland |
| Hay Group International, Inc. | United States, Delaware |
| Hay Group Intermediary Limited* | United Kingdom |
| Hay Group Investment Holding B.V. | The Netherlands |
| Hay Group Limitada | Chile |
| Hay Group Limited | Hong Kong, China |
| Hay Group Limited | Thailand |
| Hay Group LLC | Qatar |
| Hay Group LLC | Ukraine |
| Hay Group LLC (OOO Hay Group) | Russia |
| Hay Group LLC (Kazakhstan Branch) | Kazakhstan |
| Hay Group Ltd. | South Korea |
| Hay Group Ltda | Colombia |
| Hay Group Management Consultants Ltd (aka Hay Group Ltd.) | Hungary |
| Hay Group Oy | Finland |
| Hay Group Partners Holding B.V. | The Netherlands |
| Hay Group S.A. | Spain |

¹ Note: Korn/Ferry International or one of its Subsidiaries has 100% ownership of the Subsidiaries listed above, except for Korn/Ferry International (M) Sdn. Bhd. (49%), and Korn/Ferry México, S.C. (49%); (Hay Group, S.C. and Hay Group, S.R.L. are wholly-owned subsidiaries of Korn/Ferry México, S.C.).

*Dormant

**To be liquidated/dissolved

| Subsidiaries | Jurisdiction |
|---|----------------------------------|
| Hay Group S.A. | Greece |
| Hay Group S.A. | Peru |
| Hay Group S.r.l. | Italy |
| Hay Group, s.r.o. | Slovak Republic |
| Hay Group Saudi Arabia Ltd. | Saudi Arabia |
| Hay Group Sdn. Bhd. | Malaysia |
| Hay Group Sp. z o.o. | Poland |
| Hay Group UAB | Lithuania |
| Hay Group UK Holdings Limited* | United Kingdom |
| Hay Group Venezuela, S.A. | Venezuela |
| Hay Group, S.C. | Mexico |
| Hay Group, S.R.L. | Costa Rica |
| Hay Management Consultants Ireland Ltd.* | Ireland |
| Hay Management Consultants Limited** | Bermuda |
| Hay Management International B.V. | The Netherlands |
| Hay Management International B.V. (Abu Dhabi Branch) | United Arab Emirates (Abu Dhabi) |
| Hay Management International B.V. (DIFC Branch) | United Arab Emirates (DIFC) |
| Hay Management International B.V. (Dubai Branch) | United Arab Emirates (Dubai) |
| Hay Management International B.V. (Lebanon Branch) | Lebanon |
| HG (Bermuda) Holding Limited** | Bermuda |
| HG (Luxembourg) S.a.r.l. | Luxembourg |
| Hofman, Herbold & Partner Management Beratung GmbH* | Germany |
| Inversiones Korn/Ferry International, C.A. | Venezuela |
| JD, Inc.* | United States, Delaware |
| K/FI Canada Holdings, LLC | United States, Delaware |
| KFI (UK) Limited* | United Kingdom |
| Korn Ferry (Pty) Ltd. | South Africa |
| Korn Ferry (Schweiz) GmbH | Switzerland |
| Korn Ferry (Schweiz) GmbH (Dubai Branch) | United Arab Emirates (Dubai) |
| Korn Ferry AS | Norway |
| Korn Ferry Futurestep Argentina S.R.L. | Argentina |
| Korn Ferry Futurestep (The Philippines) Inc. | The Philippines |
| Korn Ferry GH1 Limited | United Kingdom |
| Korn Ferry Global Holdings (UK) Limited | United Kingdom |
| Korn Ferry Global Holdings, Inc. | United States, Delaware |
| Korn Ferry Global Ventures 2 LP | United Kingdom |
| Korn Ferry Global Ventures LP | United Kingdom |
| Korn Ferry GP Ventures 2 LLC | United States, Delaware |
| Korn Ferry GP Ventures LLC | United States, Delaware |
| Korn Ferry Hay Group Co., Ltd. | Japan |
| Korn Ferry Hay Group Limited | New Zealand |
| Korn Ferry Hay Group Limited | United Kingdom |
| Korn Ferry Hay Group Ltd. / Korn Ferry Hay Group Ltée | Canada |
| Korn Ferry Hay Group NV/SA | Belgium |
| Korn Ferry Hay Group Pte. Ltd. | Singapore |
| Korn Ferry Hay Group Pty Limited | Australia |
| Korn Ferry Hay Group SA | France |
| Korn Ferry Hay Group, Inc. | United States, Delaware |
| Korn Ferry International B.V. | The Netherlands |
| Korn Ferry International NZ Limited | New Zealand |
| Korn Ferry International S.A. | Argentina |
| Korn Ferry International S.A. | Chile |
| Korn Ferry International S.A. | Spain |
| Korn Ferry Limited | Ireland |
| Korn Ferry México, S.C. | Mexico |
| Korn Ferry NL91 B.V. | The Netherlands |

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**To be liquidated/dissolved

Subsidiaries
Jurisdiction

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| Korn Ferry s.r.o. | Czech Republic |
| Korn Ferry SRL | Romania |
| Korn Ferry, S.A. | Portugal |
| Korn/Ferry (Shanghai) Human Capital Consulting Company Limited | Shanghai, China |
| Korn/Ferry (Thailand) Limited* | Thailand |
| Korn/Ferry Canada, Inc. | Canada |
| Korn/Ferry International | United States, Delaware |
| Korn/Ferry International – Colombia (branch) | Colombia |
| Korn/Ferry International - Japan | Japan |
| Korn/Ferry International - Peru S.A. | Peru |
| Korn/Ferry International (Ecuador branch) | Ecuador |
| Korn/Ferry International (H.K.) Limited | Hong Kong, China |
| Korn/Ferry International (Korea) Limited | Korea |
| Korn/Ferry International (M) Sdn. Bhd. | Malaysia |
| Korn/Ferry International (Taiwan) Co. Limited | Taiwan, China |
| Korn/Ferry International (Thailand) Co., Ltd.* | Thailand |
| Korn/Ferry International A/S | Denmark |
| Korn/Ferry International AB | Sweden |
| Korn/Ferry International Budapest Individual Consulting and Service Ltd. | Hungary |
| Korn/Ferry International Consultores Asociados, C.A. | Venezuela |
| Korn/Ferry International Consultoria Ltda. | Brazil |
| Korn/Ferry International Futurestep (POLSKA) Sp. z o.o. | Poland |
| Korn/Ferry International Futurestep, Inc. | United States, Delaware |
| Korn/Ferry International GmbH | Austria |
| Korn/Ferry International GmbH | Germany |
| Korn/Ferry International Holding India* | United States, California |
| Korn/Ferry International Limited | United Kingdom |
| Korn/Ferry International Musavirlik Limited Sirketi | Turkey |
| Korn/Ferry International Oy** | Finland |
| Korn/Ferry International Private Limited | India |
| Korn/Ferry International Pte. Ltd. | Singapore |
| Korn/Ferry International Pty Limited | Australia |
| Korn/Ferry International S.A. | Greece |
| Korn/Ferry International SAS | France |
| Korn/Ferry International S.R.L. | Italy |
| Korn/Ferry International SAS (Belgium Branch) | Belgium |
| Korn/Ferry International Sp. z o.o. | Poland |
| Korn/Ferry International Worldwide, Inc.* | United States, Delaware |
| Korn/Ferry International, Futurestep (Belgium) BVBA | Belgium |
| Korn/Ferry International, Futurestep (Canada) Inc. | Canada |
| Korn/Ferry International, Futurestep (France) SARL | France |
| Korn/Ferry International, Futurestep (Holdings) B.V. | The Netherlands |
| Korn/Ferry International, Futurestep (Holdings) Inc. | United States, Delaware |
| Korn/Ferry Investment India Limited (Mauritius OCB) | Mauritius |
| Korn/Ferry International, Futurestep (The Netherlands) B.V. | The Netherlands |
| Ninth House, Inc.* | United States, Delaware |
| PDI Australia Pty Ltd.** | Australia |
| PDI Hungary Kft. | Hungary |
| PDI Slovensko, sro | Slovak Republic |
| Pearson, Caldwell & Farnsworth, Inc.* | United States |
| Personnel Decisions International Australia Corporation** | United States, Minnesota |
| Personnel Decisions International Corporation (Saudi Arabia branch) | Saudi Arabia |
| Personnel Decisions International Europe Limited | United Kingdom |
| Personnel Decisions International Europe Limited (Abu Dhabi Branch) | United Arab Emirates (Abu Dhabi) |
| Personnel Decisions International India Corporation | United States, Minnesota |
| Personnel Decisions International India Private Limited* | India |

*Dormant

**To be liquidated/dissolved

Subsidiaries
Jurisdiction

| | |
|--|--------------------------|
| Personnel Decisions International Italia SRL** | Italy |
| Personnel Decisions International Scandinavia A.B. | Sweden |
| Personnel Decisions International Singapore Corporation** | United States, Minnesota |
| Personnel Decisions International UK Ltd.* | United Kingdom |
| PT Hay Group | Indonesia |
| PT. Korn/Ferry International | Indonesia |
| PuDe Management Consulting Co. Ltd. | Shanghai, China |
| Sensa Solutions, Inc. | United States, Virginia |
| Talent Q Distribution Ltd. | Malta |
| Talent Q India Private Ltd.* | India |
| Talent Q International Ltd. | Malta |
| Talent Q Limited* | United Kingdom |
| Talent Q Services Limited* | United Kingdom |
| The Whitehead Mann Partnership LLP | United Kingdom |
| Whitehead Mann Limited | United Kingdom |
| WOFE Korn/Ferry (Shanghai) Human Capital Consulting Company Limited | Shanghai, China |
| WOFE Korn/Ferry International Human Capital Consulting (Beijing) Limited | Beijing, China |

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