## Subsidiaries and Affiliates by Region

### North America

**Active Subsidiaries**
- Korn Ferry (CA) Ltd.
- Hay Group S.C.
- Korn Ferry México, S.C.
- Korn Ferry
- Korn Ferry (US)
- Korn Ferry Global Holdings, Inc.
- Korn Ferry GP Ventures 2 LLC
- Korn Ferry GP Ventures LLC
- Sensa Solutions, Inc.

**Jurisdiction**
- Canada
- Mexico
- Mexico
- United States, Delaware
- United States, Delaware
- United States, Delaware
- United States, Delaware
- United States, Virginia

**Inactive Subsidiaries**
- Personnel Decisions International Australia Corporation
- Personnel Decisions International India Corporation

### Latin America

**Active Subsidiaries**
- Hay Argentina S.A.
- Korn/Ferry Futurestep Argentina S.R.L.
- Korn/Ferry International S.A.
- Korn Ferry (BR) Consultores Ltda.
- Hay Group Limitada
- Korn Ferry International S.A.
- Hay Group Ltda.
- Korn/Ferry International Consultores Asociados, C.A. - *Columbia Branch*
- Korn Ferry CR S.R.L.
- Korn Ferry (US)-*Ecuador Branch*
- Hay Group S.A.
- Korn/Ferry International - Peru S.A.
- Hay Group Venezuela, S.A.
- Inversiones Korn/Ferry International, C.A.
- Korn/Ferry International Consultores Asociados, C.A.

**Jurisdiction**
- Argentina
- Argentina
- Argentina
- Brazil
- Chile
- Chile
- Colombia
- Colombia
- Costa Rica
- Ecuador
- Peru
- Peru
- Venezuela
- Venezuela

### Asia Pacific

**Active Subsidiaries**
- Korn Ferry (AU) Pty Ltd
- Hay Group Co., Ltd.
- WOFE Korn/Ferry International Human Capital Consulting (Beijing) Limited
- Guangzhou Korn/Ferry Human Capital Company Ltd.
- Korn Ferry (HK) Limited
- Korn Ferry RPOPS (HK) Limited
- Boca Enterprise Management (Shanghai) Co., Ltd
- Futurestep (Shanghai) Talent Consulting Company Limited
- WOFE Korn/Ferry (Shanghai) Human Capital Consulting Company Limited
- Korn/Ferry International (Taiwan) Co. Limited
- ESI Performance Improvement Limited
- Futurestep Recruitment Services Private Limited

**Jurisdiction**
- Australia
- China
- China, Beijing
- China, Guangzhou
- China, Hong Kong
- China, Hong Kong
- China, Shanghai
- China, Shanghai
- China, Shanghai
- China, Taiwan
- India
- India

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

Inactive Subsidiaries are entities that are dormant or are in the process of being liquidated/dissolved.

*Last Revised: 30 April 2021*
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**Inactive Subsidiaries**

<table>
<thead>
<tr>
<th>Name</th>
<th>Jurisdiction</th>
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<tbody>
<tr>
<td>AchieveForum (AUS) Pty Ltd</td>
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<td>Korn Ferry Hay Group Pty Limited</td>
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<td>Miller Heiman Group (ANZ) Pty Ltd</td>
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<td>PuDe Management Consulting Co. Ltd</td>
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<td>Shanghai Korn/Ferry Human Capital Consulting Company Limited</td>
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<tr>
<td>Personnel Decisions International India Private Limited</td>
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**EMEA**

**Active Subsidiaries**

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<td>Hay Group GmbH Zweigniederlassung Österreich-Austria Branch</td>
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<td>Korn Ferry (AT) GmbH</td>
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<td>Hay Group AS</td>
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<tbody>
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<td>Futurestep (Danmark) ApS</td>
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<td>Futurestep (Norge) AS</td>
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<td>Miller Heiman Group (UK) Limited-Swedish Branch</td>
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<tr>
<td>TwentyEighty Strategy Execution (UK) Limited-Swedish Branch</td>
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<tr>
<td>Personnel Decisions International Europe Limited-Abu Dhabi Branch</td>
<td>United Arab Emirates</td>
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<td>Futurestep (UK) Limited</td>
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