



FTI Consulting, Inc.

36th Annual William Blair Growth Stock Conference

June 14th, 2016



Cautionary Note About Forward-Looking Statements

This presentation includes "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, which involve uncertainties and risks. Forward-looking statements include statements concerning our plans, objectives, goals, strategies, future events, future revenues, future results and performance, expectations, plans or intentions relating to acquisitions and other matters, business trends and other information that is not historical, including statements regarding estimates of our medium-term growth targets or other future financial results. When used in this presentation, words such as "anticipates," "estimates," "expects," "goals," "intends," "believes," "forecasts," "targets," "objectives" and variations of such words or similar expressions are intended to identify forward-looking statements. All forward-looking statements, including, without limitation, estimates of our medium-term growth targets and our future financial results, are based upon our expectations at the time we make them and various assumptions. Our expectations, beliefs, projections and growth targets are expressed in good faith, and we believe there is a reasonable basis for them. However, there can be no assurance that management's expectations, beliefs, estimates or growth targets will be achieved, and the Company's actual results may differ materially from our expectations, beliefs, estimates and growth targets. The Company has experienced fluctuating revenues, operating income and cash flow in prior periods and expects that this will occur from time to time in the future. Other factors that could cause such differences include declines in demand for, or changes in, the mix of services and products that we offer, the mix of the geographic locations where our clients are located or where services are performed, adverse financial, real estate or other market and general economic conditions, which could impact each of our segments differently, the pace and timing of the consummation and integration of past and future acquisitions, the Company's ability to realize cost savings and efficiencies, competitive and general economic conditions, retention of staff and clients and other risks described under the heading "Item 1A Risk Factors" in the Company's most recent Form 10-K filed with the SEC and in the Company's other filings with the SEC, including the risks set forth under "Risks Related to Our Reportable Segments" and "Risks Related to Our Operations." We are under no duty to update any of the forward looking statements to conform such statements to actual results or events and do not intend to do so.



A Leader Among Leaders

FCN

Publicly traded

\$1.75BLN

Equity market capitalization⁽¹⁾

1982

Year founded

4,600+

Total employees worldwide

420+

Senior Managing Directors

99

Offices in 99 cities around the globe

16

16 specialized industry practice groups

2 Nobel Laureates

10/10

Advisor to world's top 10 bank holding companies

92/100

Advisor to clients of 92 of the world's top 100 law firms

48/100

48 of global 100 corporations are clients





About FTI Consulting

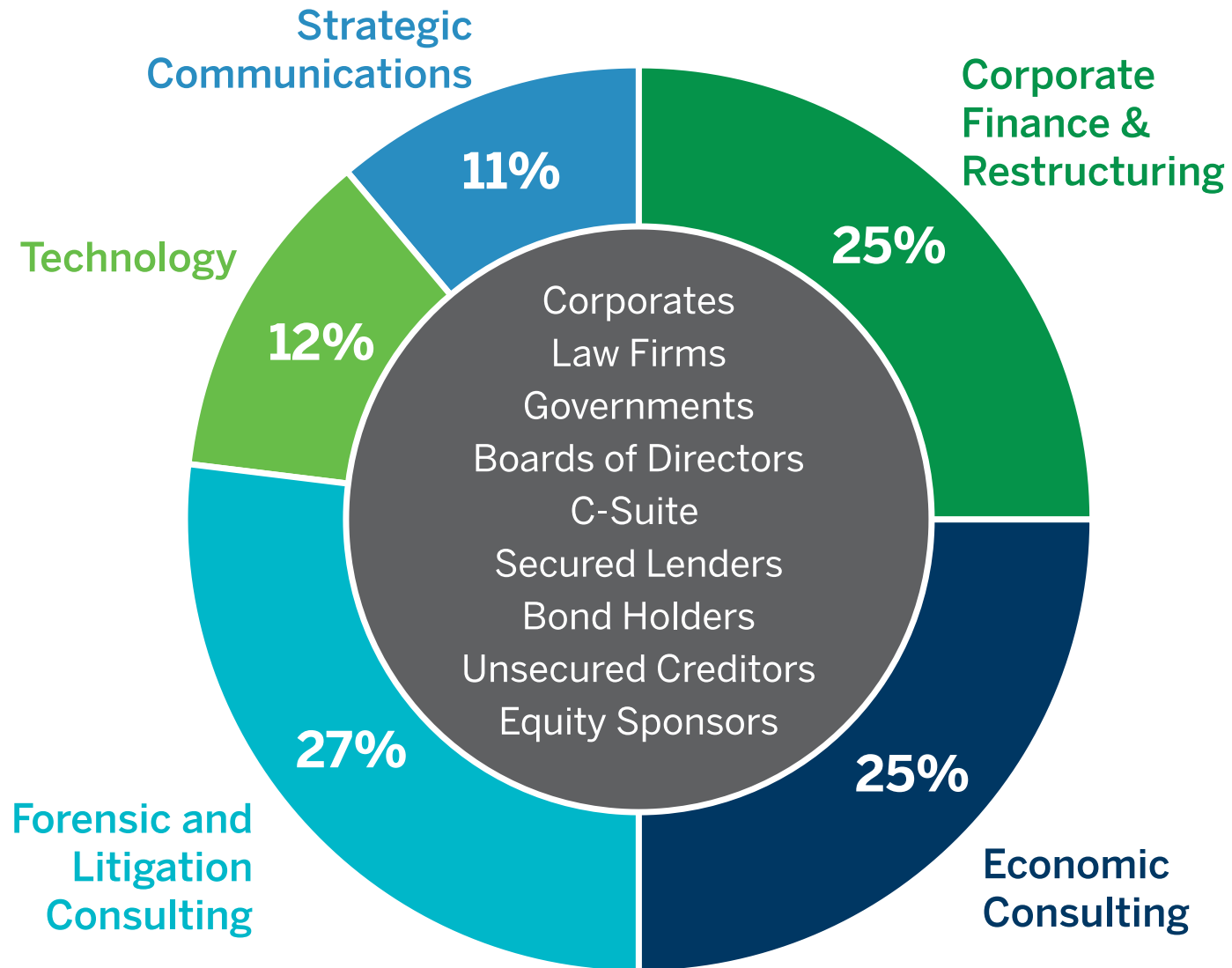
We are a **global business advisory firm** dedicated to helping our clients protect and enhance enterprise value in an increasingly complex legal, regulatory and economic environment.



FTI Consulting Has Phenomenal Clients



Balanced And Diversified Portfolio Of Businesses



Percentages represent fiscal 2015 revenue contribution by business segment.

Chapter 1: Incredible Success Story (1996 – Year End 2005)

Market Cap from \$44 million to **\$1.1** billion

From 109 billable professionals to more than **1,000** billable professionals



From \$30.6 million in revenues to **\$539.5** million in revenues



2005 year end closing price of **\$27.44**




From 9 offices in the U.S. to **25** offices in **3** countries



17 acquisitions to build a balanced and diversified portfolio of businesses





Chapter 2: Continued Top-Line Growth, But Diminishing Shareholder Returns (2006 – 2014)

Date

1/3/2006

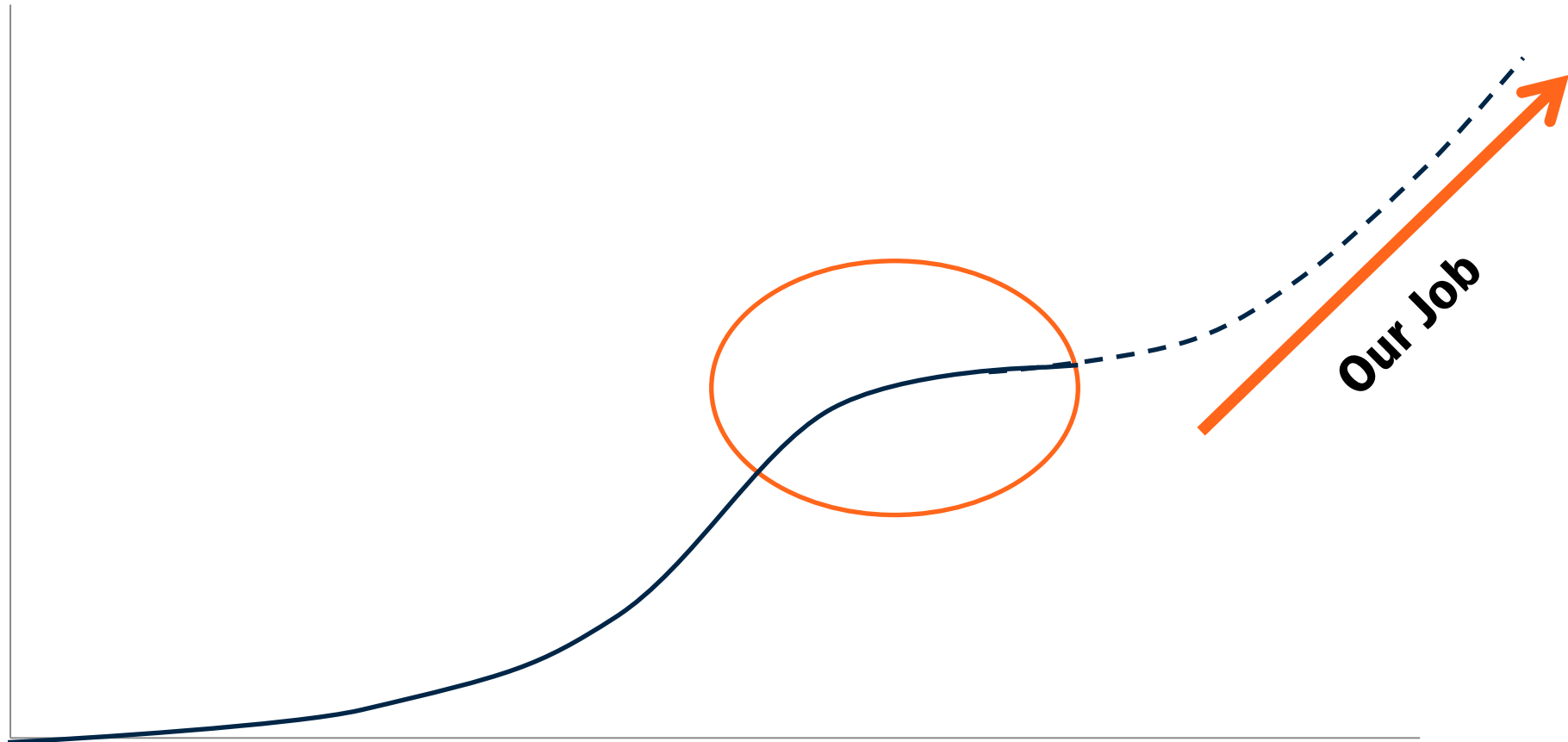
2/20/2014

Stock Price

\$27.54

\$29.62

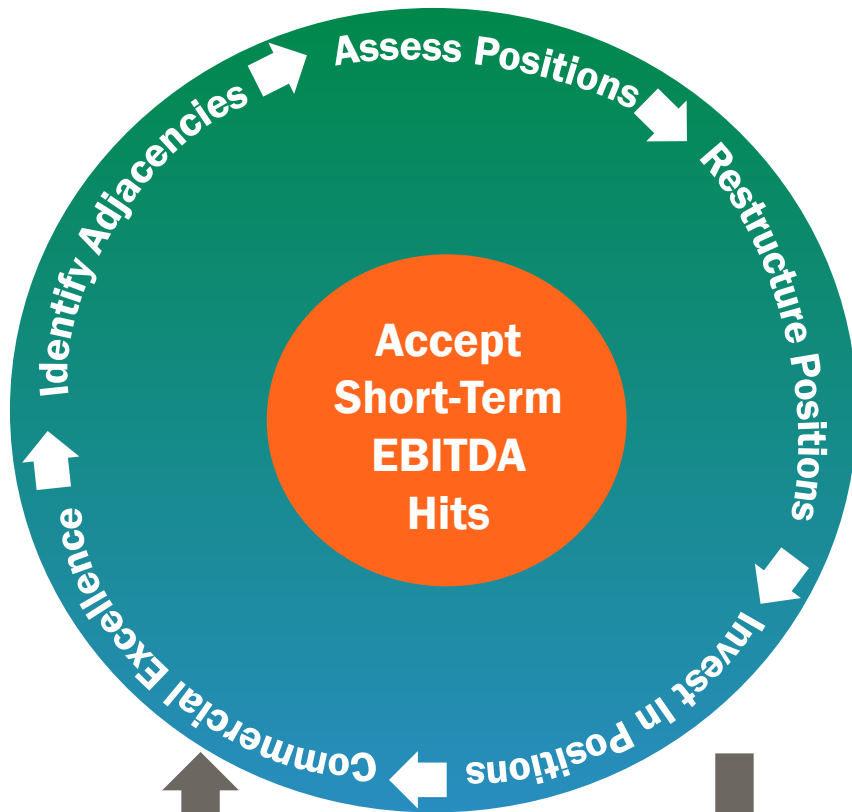
Our Experience Is Not Atypical



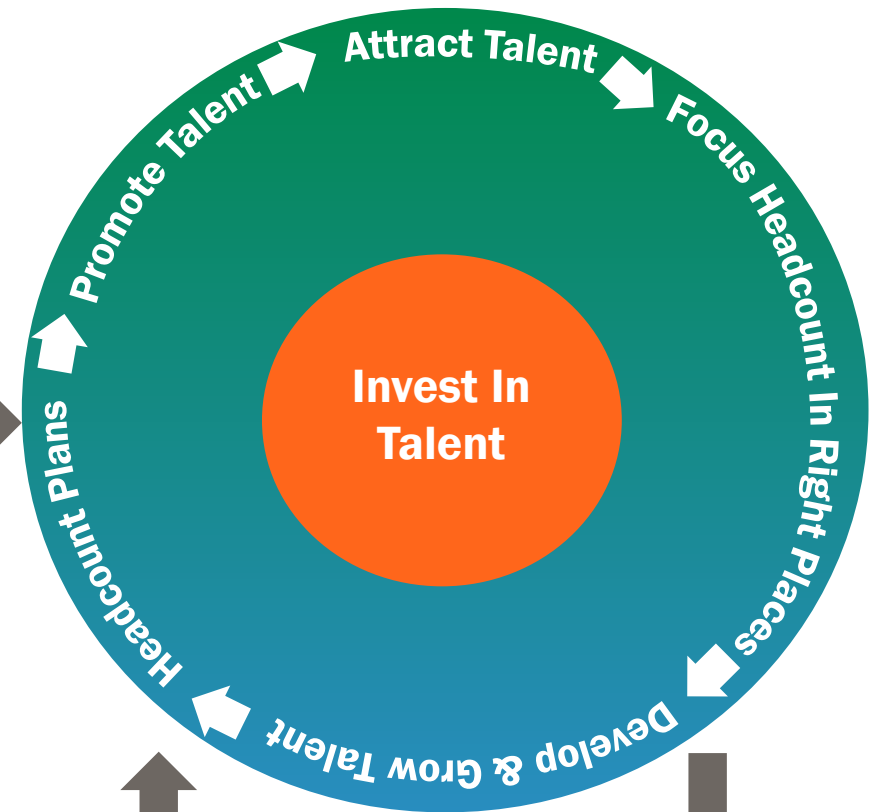
Truly great companies need to (and do) retool along the way

What Is Organic Growth?

Creating Winning Businesses



Winning With People



Deploy Capital

Case Study: Strategic Communications

- ✓ Closed offices/reduced footprint in geographies that were underperforming
- ✓ Exited less profitable businesses and client matters
- ✓ Counseled out underperforming senior professionals

- ✓ Invested behind higher margin and more specialized offerings
- ✓ Invested in headcount and attracted talent in higher margin businesses
- ✓ Improved leverage by adding junior professionals

48% improvement in Adjusted Segment EBITDA⁽¹⁾ from 2013 to 2015
(with top-line growth of 2%)

450 basis point improvement in Adjusted Segment EBITDA Margin⁽²⁾ from 2013 to 2015

8.1% increase in total billable headcount from Q1 2015 to Q1 2016

(1) Improvement in operating profit over this period is not meaningful given the impairment charge recorded in 2013. See accompanying Non-GAAP Financial Measure Definitions and Data Reconciliations for the definition and reconciliations of Adjusted Segment EBITDA to the most directly comparable GAAP measure and the definition of Adjusted Segment EBITDA Margin.

(2) Adjusted Segment EBITDA for 2015 and 2013 divided by revenues of \$190.0 million and \$186.2 million, respectively.

Making Real Progress...

Revenues grew organically by **10%**⁽¹⁾ cumulatively from 2013 to 2015

2015 Adjusted EPS⁽²⁾ increased **12%** year-over-year

Net headcount⁽³⁾ increased **7%** year-over-year in 2015 – **98%** was below SMD level

Total debt decreased by **\$211** million, reducing leverage from **3.38** to **2.43**⁽⁴⁾

Revolving line of credit increased to **\$550** million and maturity date extended through **2020**

Authorized a **\$100** million stock repurchase program

But Still Huge Upside Potential

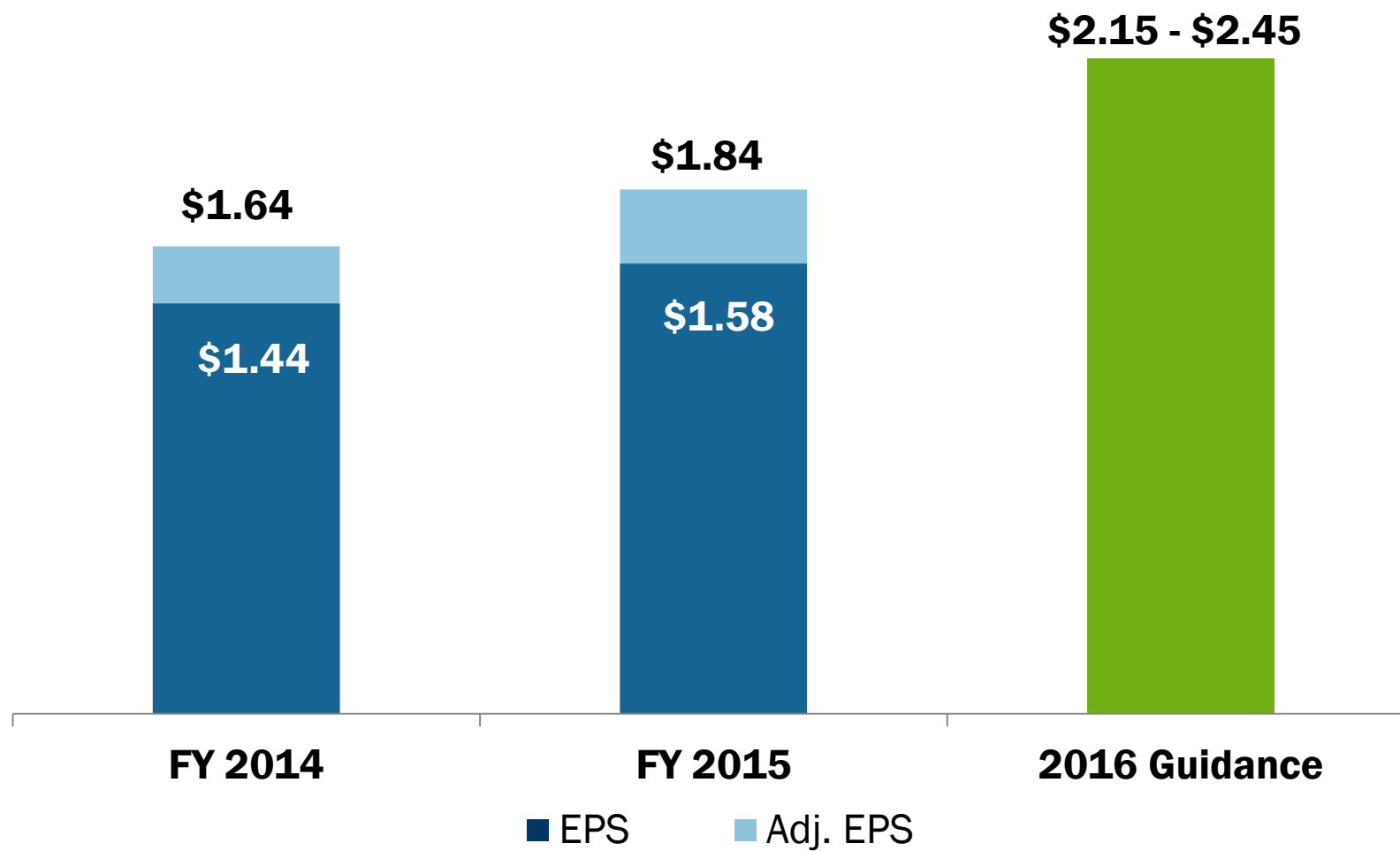
(1) Excluding foreign currency translation.

(2) See accompanying Non-GAAP Financial Measure Definitions and Data Reconciliations for the definition and reconciliations of Adjusted EBITDA to the most directly comparable GAAP measure.

(3) Excludes divestitures.

(4) Total debt divided by Adjusted EBITDA.

Adjusted EPS (FY 2014 - FY 2016)



(1) See accompanying Non-GAAP Financial Measure Definitions and Data Reconciliations for the definition and reconciliations of Adjusted EPS to the most directly comparable GAAP measure.

Q&A

Appendix



Non-GAAP Financial Measure Definitions And Data Reconciliations

We define Adjusted Net Income and Adjusted Earnings per Diluted Share (“Adjusted EPS”) as Net Income and Earnings Per Diluted Share, respectively, excluding the impact of remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges and losses on early extinguishment of debt. We use Adjusted Net Income for the purpose of calculating Adjusted EPS. Management uses Adjusted EPS to assess total company operating performance on a consistent basis. We believe that this measure, when considered together with our GAAP financial results, provides management and investors with a more complete understanding of our business operating results, including underlying trends, by excluding the effects of remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges and losses on early extinguishment of debt.

We define Segment Operating Income (Loss) as a segment’s share of consolidated operating income (loss). We define Total Segment Operating Income (Loss) as the total of Segment Operating Income (Loss) for all segments, which excludes unallocated corporate expenses. We use Segment Operating Income (Loss) for the purpose of calculating Adjusted Segment EBITDA (Loss). We define Adjusted EBITDA as consolidated net income (loss) before income tax provision, other non-operating income (expense), depreciation, amortization of intangible assets, remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges and losses on early extinguishment of debt. We define Adjusted Segment EBITDA as a segment’s share of consolidated operating income (loss) before depreciation, amortization of intangible assets, remeasurement of acquisition-related contingent consideration, special charges and goodwill impairment charges. We define Total Adjusted Segment EBITDA as the total of Adjusted Segment EBITDA for all segments, which excludes unallocated corporate expenses. We define Adjusted EBITDA Margin as Adjusted EBITDA as a percentage of total revenues. We define Adjusted Segment EBITDA margin as Adjusted Segment EBITDA as a percentage of a segment’s share of revenue. We use Adjusted Segment EBITDA to internally evaluate the financial performance of our segments because we believe it is a useful supplemental measure which reflects current core operating performance and provides an indicator of the segment’s ability to generate cash. We also believe that these measures, when considered together with our GAAP financial results, provide management and investors with a more complete understanding of our operating results, including underlying trends, by excluding the effects of remeasurement of acquisition-related contingent consideration, special charges, and goodwill impairment charges. In addition, EBITDA and Adjusted EBITDA are common alternative measures of operating performance used by many of our competitors. It is used by investors, financial analysts, rating agencies and others to value and compare the financial performance of companies in our industry. Therefore, we also believe that these measures, considered along with corresponding GAAP measures, provide management and investors with additional information for comparison of our operating results to the operating results of other companies.

Non-GAAP financial measures are not defined in the same manner by all companies and may not be comparable to other similarly titled measures of other companies. Non-GAAP financial measures should be considered in addition to, but not as a substitute for or superior to, the information contained in our Consolidated Statements of Comprehensive Income (Loss).

The following schedules reconcile Non-GAAP measures in this presentation to the most directly comparable GAAP measures.

Reconciliations Of Net Income To Adjusted Net Income And Earnings Per Share To Adjusted Earnings Per Share

In thousands, except for per share data

	2015	2014
Net income (loss)	\$66,053	\$58,807
Add back:		
Special charges, net of tax	-	9,637
Loss on early extinguishment of debt, net of tax	11,881	-
Remeasurement of acquisition-related contingent consideration, net of tax	(1,120)	(1,718)
Adjusted Net Income	\$76,814	\$66,726
Earnings (loss) per common share – diluted	\$1.58	\$1.44
Add back:		
Special charges, net of tax	-	0.24
Loss on early extinguishment of debt, net of tax	0.28	-
Remeasurement of acquisition-related contingent consideration, net of tax	(0.02)	(0.04)
Adjusted earnings per common share – diluted	\$1.84	\$1.64
Weighted average number of common shares outstanding – diluted	41,729	40,729

Reconciliation Of Net Income And Operating Income To Adjusted EBITDA

In thousands

	2014	2009
Net income	\$58,807	\$139,843
Interest income and other	(4,670)	(8,408)
Interest expense	50,685	44,923
Loss on early extinguishment of debt	-	-
Income tax provision	42,604	81,825
Operating income	\$147,426	\$258,183
Depreciation and amortization of intangible assets	49,510	53,465
Special charges	16,339	-
Remeasurement of acquisition-related contingent consideration	(2,723)	-
Adjusted EBITDA	\$210,552	\$311,648

Reconciliation Of Net Income And Operating Income To Adjusted Segment EBITDA And Adjusted EBITDA

In thousands

Year Ended December 31, 2015	Corporate Finance & Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Unallocated Corporate	Total
Net income							\$66,053
Interest income and other							(3,232)
Interest expense							42,768
Loss on early extinguishment of debt							19,589
Income tax provision							39,333
Operating income	\$85,207	\$58,185	\$57,912	\$22,832	\$21,723	(\$81,348)	\$164,511
Depreciation and amortization	2,835	3,860	3,562	15,390	2,070	3,675	31,392
Amortization of other intangible assets	3,550	2,222	1,232	788	3,934	-	11,726
Remeasurement of acquisition-related contingent consideration	(1,491)	-	(376)	-	-	-	(1,867)
Adjusted EBITDA	\$90,101	\$64,267	\$62,330	\$39,010	\$27,727	(\$77,673)	\$205,762
Year Ended December 31, 2013	Corporate Finance & Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Corporate	Total
Net loss							(\$10,594)
Interest income and other							(1,748)
Interest expense							51,376
Income tax provision							42,405
Operating income (loss)	\$58,594	\$68,211	\$86,714	\$38,038	(\$72,129)	(\$97,989)	\$81,439
Depreciation and amortization	9,929	6,100	5,479	22,601	7,048	4,338	55,495
Special charges	10,274	2,111	11	16	66	25,936	38,414
Goodwill impairment charge	-	-	-	-	83,752	-	83,752
Remeasurement of acquisition-related contingent consideration	(11,614)	(1,941)	-	-	-	-	(13,555)
Adjusted EBITDA	\$67,183	\$74,481	\$92,204	\$60,655	\$18,737	(\$67,715)	\$245,545

Reconciliation Of Net Income And Operating Income To Adjusted Segment EBITDA And Adjusted EBITDA

In thousands

Year Ended December 31, 2008	Corporate Finance & Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Unallocated Corporate	Total
Net income							\$118,946
Interest income and other							(8,179)
Interest expense							45,105
Income tax provision							76,135
Operating income	\$94,304	\$72,328	\$54,952	\$48,420	\$43,976	(\$81,973)	\$232,007
Depreciation and amortization of intangible assets	5,743	6,091	3,898	15,356	8,078	5,695	44,861
Adjusted EBITDA	\$100,047	\$78,419	\$58,850	\$63,776	\$52,054	(\$76,278)	\$276,868

Critical Thinking at the Critical Time TM