

FTI CONSULTING, INC.
SELECTED FINANCIAL DATA
(Unaudited)

(All numbers in \$000s, except for per share data, DSO and percentages)

| | Q2 2021 | Q1 2021 | FY2020 | Q4 2020 | Q3 2020 | Q2 2020 | Q1 2020 | FY2019 | Q4 2019 | Q3 2019 | Q2 2019 | Q1 2019 | FY2018 |
|---|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|
| CONSOLIDATED | | | | | | | | | | | | | |
| Revenues | \$ 711,486 | \$ 686,277 | \$ 2,461,275 | \$ 626,581 | \$ 622,249 | \$ 607,852 | \$ 604,593 | \$ 2,352,717 | \$ 602,218 | \$ 593,106 | \$ 606,119 | \$ 551,274 | \$ 2,027,877 |
| Y/Y Growth Rate ⁽¹⁾ | 17.0% | 13.5% | 4.6% | 4.0% | 4.9% | 0.3% | 9.7% | 16.0% | 19.3% | 15.6% | 18.4% | 10.7% | 12.2% |
| Q/Q Growth Rate ⁽²⁾ | 3.7% | 9.5% | N/A | 0.7% | 2.4% | 0.5% | 0.4% | N/A | 1.5% | (2.1)% | 9.9% | 9.2% | N/A |
| Direct Costs | \$ 490,722 | \$ 468,424 | \$ 1,672,711 | \$ 440,274 | \$ 417,179 | \$ 413,011 | \$ 402,247 | \$ 1,534,896 | \$ 418,672 | \$ 380,892 | \$ 386,266 | \$ 349,066 | \$ 1,328,074 |
| Y/Y Growth Rate ⁽¹⁾ | 18.8% | 16.5% | 9.0% | 5.2% | 9.5% | 6.9% | 15.2% | 15.6% | 23.1% | 13.2% | 16.9% | 8.7% | 9.3% |
| Q/Q Growth Rate ⁽²⁾ | 4.8% | 6.4% | N/A | 5.5% | 1.0% | 2.7% | (3.9)% | N/A | 9.9% | (1.4)% | 10.7% | 2.6% | N/A |
| SG&A | \$ 133,930 | \$ 126,546 | \$ 488,411 | \$ 112,422 | \$ 122,102 | \$ 126,928 | \$ 126,959 | \$ 504,074 | \$ 133,032 | \$ 127,951 | \$ 129,906 | \$ 113,185 | \$ 465,636 |
| SG&A (as % of revenues) | 18.8% | 18.4% | 19.8% | 17.9% | 19.6% | 20.9% | 21.0% | 21.4% | 22.1% | 21.6% | 21.4% | 20.5% | 23.0% |
| Y/Y Growth Rate ⁽¹⁾ | 5.5% | (0.3)% | (3.1)% | (15.5)% | (4.6)% | (2.3)% | 12.2% | 8.3% | 12.6% | 8.9% | 10.2% | 0.9% | 7.8% |
| Q/Q Growth Rate ⁽²⁾ | 5.8% | 12.6% | N/A | (7.9)% | (3.8)% | (0.0)% | (4.6)% | N/A | 4.0% | (1.5)% | 14.8% | (4.2)% | N/A |
| Operating income | \$ 83,980 | \$ 88,506 | \$ 282,663 | \$ 70,938 | \$ 73,070 | \$ 65,599 | \$ 73,056 | \$ 305,595 | \$ 48,200 | \$ 82,138 | \$ 88,095 | \$ 87,162 | \$ 226,005 |
| Y/Y Growth Rate ⁽¹⁾ | 28.0% | 21.1% | (7.5)% | 47.2% | (11.0)% | (25.5)% | (16.2)% | 35.2% | 7.6% | 43.8% | 42.5% | 40.0% | 107.9% |
| Q/Q Growth Rate ⁽²⁾ | (5.1)% | 24.8% | N/A | (2.9)% | 11.4% | (10.2)% | 51.6% | N/A | (41.3)% | (6.8)% | 1.1% | 94.5% | N/A |
| Net income | \$ 62,782 | \$ 64,496 | \$ 210,682 | \$ 55,589 | \$ 50,172 | \$ 48,174 | \$ 56,747 | \$ 216,726 | \$ 29,061 | \$ 60,422 | \$ 64,598 | \$ 62,645 | \$ 150,611 |
| Y/Y Growth Rate ⁽¹⁾ | 30.3% | 13.7% | (2.8)% | 91.3% | 17.0% | (25.4)% | (9.4)% | 43.9% | 22.5% | 36.3% | 48.1% | 60.9% | 39.5% |
| Q/Q Growth Rate ⁽²⁾ | (2.7)% | 16.0% | N/A | 10.8% | 4.1% | (15.1)% | 95.3% | N/A | (51.9)% | (6.5)% | 3.1% | 164.1% | N/A |
| Adjusted EBITDA ⁽³⁾ | \$ 92,308 | \$ 99,468 | \$ 332,271 | \$ 82,347 | \$ 90,917 | \$ 75,797 | \$ 83,210 | \$ 343,900 | \$ 58,284 | \$ 92,343 | \$ 97,184 | \$ 96,089 | \$ 265,703 |
| Adjusted EBITDA Margin ⁽³⁾ | 13.0% | 14.5% | 13.5% | 13.1% | 14.6% | 12.5% | 13.8% | 14.6% | 9.7% | 15.6% | 16.0% | 17.4% | 13.1% |
| Y/Y Growth Rate ⁽¹⁾ | 21.8% | 19.5% | (3.4)% | 41.3% | (1.5)% | (22.0)% | (13.4)% | 29.4% | 8.6% | 37.0% | 34.3% | 32.9% | 38.4% |
| Q/Q Growth Rate ⁽²⁾ | (7.2)% | 20.8% | N/A | (9.4)% | 19.9% | (8.9)% | 42.8% | N/A | (36.9)% | (5.0)% | 1.1% | 79.1% | N/A |
| Earnings Per Diluted Share ⁽⁴⁾ | \$ 1.77 | \$ 1.84 | \$ 5.67 | \$ 1.57 | \$ 1.35 | \$ 1.27 | \$ 1.49 | \$ 5.69 | \$ 0.76 | \$ 1.59 | \$ 1.69 | \$ 1.64 | \$ 3.93 |
| Y/Y Growth Rate ⁽¹⁾ | 39.4% | 23.5% | (0.4)% | 106.6% | (15.1)% | (24.9)% | (9.1)% | 44.8% | 24.6% | 39.5% | 48.2% | 57.7% | 42.9% |
| Adjusted Earnings Per Diluted Share ⁽³⁾⁽⁴⁾ | \$ 1.74 | \$ 1.89 | \$ 5.99 | \$ 1.61 | \$ 1.54 | \$ 1.32 | \$ 1.53 | \$ 5.80 | \$ 0.80 | \$ 1.63 | \$ 1.73 | \$ 1.63 | \$ 4.00 |
| Y/Y Growth Rate ⁽¹⁾ | 31.8% | 23.5% | 3.3% | 101.3% | (5.5)% | (23.7)% | (6.1)% | 45.0% | (3.6)% | 63.0% | 51.8% | 56.7% | 72.4% |
| Weighted average number of common shares outstanding - diluted | 35,374 | 35,063 | 37,149 | 35,484 | 37,086 | 37,852 | 38,190 | 38,111 | 38,126 | 37,938 | 38,168 | 38,219 | 38,318 |
| Balance Sheet/Cash Flow | | | | | | | | | | | | | |
| Cash and cash equivalents | \$ 256,875 | \$ 233,421 | \$ 294,953 | \$ 294,953 | \$ 304,658 | \$ 304,206 | \$ 223,063 | \$ 369,373 | \$ 369,373 | \$ 258,470 | \$ 189,106 | \$ 179,241 | \$ 312,069 |
| Accounts receivable, net | \$ 846,121 | \$ 798,516 | \$ 711,357 | \$ 711,357 | \$ 762,760 | \$ 714,918 | \$ 736,898 | \$ 693,372 | \$ 693,372 | \$ 739,463 | \$ 743,402 | \$ 656,127 | \$ 554,608 |
| Days Sales Outstanding ("DSO") ⁽⁵⁾ | 102 | 97 | 95 | 95 | 104 | 98 | 104 | 97 | 97 | 108 | 103 | 97 | 93 |
| Net cash provided by (used in) operating activities | \$ 125,558 | \$ (166,584) | \$ 327,069 | \$ 186,092 | \$ 111,563 | \$ 152,976 | \$ (123,562) | \$ 217,886 | \$ 141,020 | \$ 131,304 | \$ 47,648 | \$ (102,086) | \$ 230,672 |
| Purchases of property and equipment | \$ (19,724) | \$ (8,001) | \$ (34,866) | \$ (9,203) | \$ (11,764) | \$ (5,663) | \$ (8,236) | \$ (42,072) | \$ (15,046) | \$ (6,365) | \$ (10,508) | \$ (10,153) | \$ (32,270) |
| Free Cash Flow ⁽⁶⁾ | \$ 105,834 | \$ (174,585) | \$ 292,203 | \$ 176,889 | \$ 99,799 | \$ 147,313 | \$ (131,798) | \$ 175,814 | \$ 125,974 | \$ 124,939 | \$ 37,140 | \$ (112,239) | \$ 198,402 |
| Payments for acquisition of businesses, net of cash received | \$ (9,833) | \$ — | \$ (25,271) | \$ — | \$ (25,271) | \$ — | \$ — | \$ (18,791) | \$ — | \$ (18,791) | \$ — | \$ — | \$ — |
| Purchase and retirement of common stock | \$ — | \$ (46,133) | \$ (353,593) | \$ (177,761) | \$ (76,154) | \$ (50,543) | \$ (49,135) | \$ (105,797) | \$ (27,848) | \$ (11,056) | \$ (45,010) | \$ (21,883) | \$ (55,738) |
| Total debt ⁽⁷⁾ | \$ 416,250 | \$ 486,250 | \$ 316,250 | \$ 316,250 | \$ 341,250 | \$ 351,250 | \$ 366,250 | \$ 316,250 | \$ 316,250 | \$ 316,250 | \$ 336,250 | \$ 316,250 | \$ 316,250 |

N/A - Not applicable

⁽¹⁾ Y/Y Growth Rate is the percentage increase or decrease of Revenues, Direct Costs, SG&A, Operating income, Net income, Adjusted EBITDA, Earnings Per Diluted Share or Adjusted Earnings Per Diluted Share compared to the same period in the prior year.

⁽²⁾ Q/Q Growth Rate is the percentage increase or decrease of Revenues, Direct Costs, SG&A, Operating income, Net income or Adjusted EBITDA compared to the prior sequential period.

⁽³⁾ See "RECONCILIATION OF NET INCOME TO ADJUSTED EBITDA AND EARNINGS PER DILUTED SHARE TO ADJUSTED EARNINGS PER DILUTED SHARE" and "END NOTES: NON-GAAP FINANCIAL MEASURES" for the reconciliations and definitions of Adjusted EBITDA and Adjusted Earnings Per Diluted Share, which are non-GAAP financial measures, to the most directly comparable GAAP financial measures and for the definition of Adjusted EBITDA Margin, which is a non-GAAP financial measure.

⁽⁴⁾ The sum of the quarterly Earnings Per Diluted Share and Adjusted Earnings Per Diluted Share amounts may not equal the annual amounts due to changes in the weighted average number of diluted common shares outstanding during each quarterly period.

⁽⁵⁾ DSO is a performance measure used to assess how quickly the Company collects accounts receivable. We calculate DSO at the end of each reporting period by dividing net accounts receivable reduced by billings in excess of services provided, by revenues for the quarter, adjusted for changes in foreign exchange rates. We multiply the result by the number of days in the quarter.

⁽⁶⁾ See "END NOTES: NON-GAAP FINANCIAL MEASURES" for the definition of Free Cash Flow, which is a non-GAAP financial measure. The reconciliation of Free Cash Flow to the most directly comparable GAAP financial measure is not separately presented, as the components of the reconciliation are presented above.

⁽⁷⁾ Total debt excludes the impact of unamortized deferred issuance costs and unamortized deferred debt discount related to our 2.0% convertible senior notes due 2023.

FTI CONSULTING, INC.
SEGMENT SELECTED FINANCIAL DATA
(Unaudited)

(All numbers in \$000s, except for percentages)

| SEGMENT | Q2 2021 | Q1 2021 | FY2020 | Q4 2020 | Q3 2020 | Q2 2020 | Q1 2020 | FY2019 | Q4 2019 | Q3 2019 | Q2 2019 | Q1 2019 | FY2018 |
|--|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|------------|
| CORPORATE FINANCE & RESTRUCTURING | | | | | | | | | | | | | |
| Revenues | \$ 230,971 | \$ 226,203 | \$ 910,184 | \$ 219,809 | \$ 236,615 | \$ 246,011 | \$ 207,749 | \$ 723,721 | \$ 181,054 | \$ 191,698 | \$ 190,003 | \$ 160,966 | \$ 564,479 |
| % of Total Revenues | 32.5% | 33.0% | 37.0% | 35.0% | 38.0% | 40.5% | 34.3% | 30.7% | 30.1% | 32.3% | 31.2% | 29.2% | 27.8% |
| Adjusted Segment EBITDA | \$ 40,174 | \$ 37,439 | \$ 216,830 | \$ 35,405 | \$ 56,215 | \$ 76,264 | \$ 48,946 | \$ 160,735 | \$ 24,798 | \$ 48,084 | \$ 50,492 | \$ 37,361 | \$ 121,660 |
| Adjusted Segment EBITDA Margin | 17.4% | 16.6% | 23.8% | 16.1% | 23.8% | 31.0% | 23.6% | 22.2% | 13.7% | 25.1% | 26.6% | 23.2% | 21.6% |
| FORENSIC AND LITIGATION CONSULTING | | | | | | | | | | | | | |
| Revenues | \$ 150,746 | \$ 150,821 | \$ 500,275 | \$ 127,193 | \$ 119,104 | \$ 106,381 | \$ 147,597 | \$ 577,780 | \$ 150,262 | \$ 142,651 | \$ 145,870 | \$ 138,997 | \$ 520,333 |
| % of Total Revenues | 21.2% | 22.0% | 20.3% | 20.3% | 19.2% | 17.5% | 24.4% | 24.6% | 25.0% | 24.1% | 24.1% | 25.2% | 25.7% |
| Adjusted Segment EBITDA | \$ 18,002 | \$ 29,432 | \$ 33,374 | \$ 7,622 | \$ 13,591 | \$ (9,047) | \$ 21,208 | \$ 104,435 | \$ 17,369 | \$ 27,008 | \$ 28,241 | \$ 31,817 | \$ 96,821 |
| Adjusted Segment EBITDA Margin | 11.9% | 19.5% | 6.7% | 6.0% | 11.4% | (8.5)% | 14.4% | 18.1% | 11.6% | 18.9% | 19.4% | 22.9% | 18.6% |
| ECONOMIC CONSULTING | | | | | | | | | | | | | |
| Revenues | \$ 183,306 | \$ 169,273 | \$ 599,088 | \$ 160,479 | \$ 154,978 | \$ 151,493 | \$ 132,138 | \$ 592,542 | \$ 153,054 | \$ 141,715 | \$ 155,502 | \$ 142,271 | \$ 533,979 |
| % of Total Revenues | 25.8% | 24.7% | 24.3% | 25.6% | 24.9% | 24.9% | 21.9% | 25.2% | 25.4% | 23.9% | 25.7% | 25.8% | 26.3% |
| Adjusted Segment EBITDA | \$ 30,699 | \$ 26,579 | \$ 91,432 | \$ 31,308 | \$ 25,720 | \$ 21,694 | \$ 12,710 | \$ 84,112 | \$ 17,346 | \$ 19,413 | \$ 23,313 | \$ 24,040 | \$ 69,955 |
| Adjusted Segment EBITDA Margin | 16.7% | 15.7% | 15.3% | 19.5% | 16.6% | 14.3% | 9.6% | 14.2% | 11.3% | 13.7% | 15.0% | 16.9% | 13.1% |
| TECHNOLOGY | | | | | | | | | | | | | |
| Revenues | \$ 78,646 | \$ 79,459 | \$ 223,016 | \$ 58,624 | \$ 58,585 | \$ 47,084 | \$ 58,723 | \$ 215,584 | \$ 51,533 | \$ 57,083 | \$ 55,632 | \$ 51,336 | \$ 185,755 |
| % of Total Revenues | 11.0% | 11.5% | 9.1% | 9.4% | 9.4% | 7.7% | 9.7% | 9.2% | 8.5% | 9.6% | 9.2% | 9.3% | 9.2% |
| Adjusted Segment EBITDA | \$ 18,518 | \$ 21,598 | \$ 43,013 | \$ 10,155 | \$ 11,939 | \$ 6,435 | \$ 14,484 | \$ 45,688 | \$ 7,804 | \$ 12,286 | \$ 12,875 | \$ 12,723 | \$ 27,387 |
| Adjusted Segment EBITDA Margin | 23.5% | 27.2% | 19.3% | 17.3% | 20.4% | 13.7% | 24.7% | 21.2% | 15.1% | 21.5% | 23.1% | 24.8% | 14.7% |
| STRATEGIC COMMUNICATIONS | | | | | | | | | | | | | |
| Revenues | \$ 67,817 | \$ 60,521 | \$ 228,712 | \$ 60,476 | \$ 52,967 | \$ 56,883 | \$ 58,386 | \$ 243,090 | \$ 66,315 | \$ 59,959 | \$ 59,112 | \$ 57,704 | \$ 223,331 |
| % of Total Revenues | 9.5% | 8.8% | 9.3% | 9.7% | 8.5% | 9.4% | 9.7% | 10.3% | 11.0% | 10.1% | 9.8% | 10.5% | 11.0% |
| Adjusted Segment EBITDA | \$ 13,501 | \$ 10,398 | \$ 38,975 | \$ 11,738 | \$ 8,427 | \$ 10,034 | \$ 8,776 | \$ 44,544 | \$ 9,877 | \$ 12,644 | \$ 10,474 | \$ 11,549 | \$ 42,918 |
| Adjusted Segment EBITDA Margin | 19.9% | 17.2% | 17.0% | 19.4% | 15.9% | 17.6% | 15.0% | 18.3% | 14.9% | 21.1% | 17.7% | 20.0% | 19.2% |

FTI CONSULTING, INC.
SELECTED OPERATING DATA
(Unaudited)

| SEGMENT | Q2 2021 | Q1 2021 | FY2020 | Q4 2020 | Q3 2020 | Q2 2020 | Q1 2020 | FY2019 | Q4 2019 | Q3 2019 | Q2 2019 | Q1 2019 | FY2018 |
|---|----------------|----------------|---------------|----------------|----------------|----------------|----------------|---------------|----------------|----------------|----------------|----------------|---------------|
| CORPORATE FINANCE & RESTRUCTURING | | | | | | | | | | | | | |
| Revenue-Generating Headcount (as of period end) | 1,632 | 1,684 | 1,655 | 1,655 | 1,608 | 1,362 | 1,248 | 1,194 | 1,194 | 1,177 | 1,011 | 982 | 948 |
| Average Billable Rate ⁽¹⁾ | \$ 456 | \$ 462 | \$ 468 | \$ 472 | \$ 460 | \$ 494 | \$ 456 | \$ 452 | \$ 455 | \$ 449 | \$ 475 | \$ 443 | \$ 433 |
| Utilization ⁽²⁾ | 59% | 59% | 63% | 52% | 64% | 71% | 69% | 67% | 59% | 70% | 68% | 70% | 66% |
| FORENSIC AND LITIGATION CONSULTING | | | | | | | | | | | | | |
| Revenue-Generating Headcount (as of period end) | 1,399 | 1,367 | 1,343 | 1,343 | 1,371 | 1,326 | 1,393 | 1,351 | 1,351 | 1,326 | 1,212 | 1,194 | 1,153 |
| Average Billable Rate ⁽¹⁾ | \$ 344 | \$ 357 | \$ 335 | \$ 340 | \$ 337 | \$ 327 | \$ 342 | \$ 337 | \$ 343 | \$ 336 | \$ 340 | \$ 342 | \$ 331 |
| Utilization ⁽²⁾ | 60% | 60% | 51% | 51% | 48% | 46% | 58% | 63% | 59% | 61% | 65% | 67% | 64% |
| ECONOMIC CONSULTING | | | | | | | | | | | | | |
| Revenue-Generating Headcount (as of period end) | 884 | 890 | 891 | 891 | 880 | 810 | 810 | 790 | 790 | 764 | 712 | 715 | 708 |
| Average Billable Rate ⁽¹⁾ | \$ 524 | \$ 494 | \$ 494 | \$ 529 | \$ 502 | \$ 508 | \$ 466 | \$ 500 | \$ 509 | \$ 512 | \$ 524 | \$ 511 | \$ 519 |
| Utilization ⁽²⁾ | 75% | 75% | 68% | 65% | 66% | 73% | 68% | 75% | 72% | 70% | 79% | 77% | 69% |
| TECHNOLOGY ⁽³⁾ | | | | | | | | | | | | | |
| Revenue-Generating Headcount (as of period end) | 429 | 423 | 408 | 408 | 394 | 386 | 374 | 361 | 361 | 348 | 323 | 315 | 306 |
| STRATEGIC COMMUNICATIONS ⁽³⁾ | | | | | | | | | | | | | |
| Revenue-Generating Headcount (as of period end) | 771 | 778 | 770 | 770 | 766 | 761 | 755 | 728 | 728 | 719 | 672 | 658 | 641 |

⁽¹⁾ Average billable rate per hour is calculated by dividing revenues (excluding revenues from success fees, pass-through and outside consultants) for a period by the number of hours worked on client assignments during the same period.

⁽²⁾ We calculate the utilization rate for our billable professionals by dividing the number of hours that all of our billable professionals worked on client assignments during a period by the total available working hours for all of our billable professionals during the same period. Available hours are determined by the standard hours worked by each employee, adjusted for part-time hours, U.S. standard work weeks and local country holidays. Available working hours include vacation and professional training days but exclude holidays. Utilization rates are presented for our segments that primarily bill clients on an hourly basis.

⁽³⁾ We have not presented an average billable rate per hour or utilization for our Technology and Strategic Communications segments as most of the revenues of these segments are not based on billable hours.

FTI CONSULTING, INC.
RECONCILIATION OF NET INCOME TO ADJUSTED EBITDA AND EARNINGS PER DILUTED SHARE TO ADJUSTED EARNINGS PER DILUTED SHARE
(Unaudited)

(All numbers in \$000s, except for per share data)

| | Q2 2021 | Q1 2021 | FY2020 | Q4 2020 | Q3 2020 | Q2 2020 | Q1 2020 | FY2019 | Q4 2019 | Q3 2019 | Q2 2019 | Q1 2019 | FY2018 |
|---|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|------------------|------------------|------------------|------------------|-------------------|
| CONSOLIDATED | | | | | | | | | | | | | |
| Net income | \$ 62,782 | \$ 64,496 | \$ 210,682 | \$ 55,589 | \$ 50,172 | \$ 48,174 | \$ 56,747 | \$ 216,726 | \$ 29,061 | \$ 60,422 | \$ 64,598 | \$ 62,645 | \$ 150,611 |
| Interest income and other | 912 | (1,034) | 412 | 4,291 | 3,340 | (2,202) | (5,017) | (2,061) | 3,680 | (2,973) | (2,609) | (159) | (4,977) |
| Gain on sale of business | — | — | — | — | — | — | — | — | — | — | — | — | (13,031) |
| Interest expense | 5,294 | 4,797 | 19,805 | 4,636 | 5,151 | 5,157 | 4,861 | 19,206 | 4,835 | 4,832 | 4,793 | 4,746 | 27,149 |
| Income tax provision | 14,992 | 20,247 | 51,764 | 6,422 | 14,407 | 14,470 | 16,465 | 71,724 | 10,624 | 19,857 | 21,313 | 19,930 | 57,181 |
| Loss on early extinguishment of debt | — | — | — | — | — | — | — | — | — | — | — | — | 9,072 |
| Depreciation and amortization | 8,604 | 8,161 | 32,118 | 8,462 | 7,949 | 7,884 | 7,823 | 30,153 | 7,770 | 8,080 | 7,237 | 7,066 | 31,536 |
| Amortization of intangible assets | 2,854 | 2,801 | 10,387 | 2,947 | 2,795 | 2,314 | 2,331 | 8,152 | 2,314 | 2,125 | 1,852 | 1,861 | 8,162 |
| Special charges | — | — | 7,103 | — | 7,103 | — | — | — | — | — | — | — | — |
| Remeasurement of acquisition-related contingent consideration | (3,130) | — | — | — | — | — | — | — | — | — | — | — | — |
| Adjusted EBITDA ⁽¹⁾ | \$ 92,308 | \$ 99,468 | \$ 332,271 | \$ 82,347 | \$ 90,917 | \$ 75,797 | \$ 83,210 | \$ 343,900 | \$ 58,284 | \$ 92,343 | \$ 97,184 | \$ 96,089 | \$ 265,703 |
| Earnings Per Diluted Share ⁽²⁾ | \$ 1.77 | \$ 1.84 | \$ 5.67 | \$ 1.57 | \$ 1.35 | \$ 1.27 | \$ 1.49 | \$ 5.69 | \$0.76 | \$1.59 | \$ 1.69 | \$ 1.64 | \$ 3.93 |
| Loss on early extinguishment of debt | — | — | — | — | — | — | — | — | — | — | — | — | 0.23 |
| Tax impact of loss on early extinguishment of debt | — | — | — | — | — | — | — | — | — | — | — | — | (0.06) |
| Special charges | — | — | 0.19 | — | 0.19 | — | — | — | — | — | — | — | — |
| Tax impact of special charges | — | — | (0.05) | — | (0.05) | — | — | — | — | — | — | — | — |
| Remeasurement of acquisition-related contingent consideration | (0.09) | — | — | — | — | — | — | — | — | — | — | — | — |
| Non-cash interest expense on convertible notes | 0.07 | 0.07 | 0.24 | 0.06 | 0.06 | 0.06 | 0.06 | 0.23 | 0.06 | 0.06 | 0.05 | 0.05 | 0.08 |
| Tax impact of non-cash interest expense on convertible notes | (0.01) | (0.02) | (0.06) | (0.02) | (0.01) | (0.01) | (0.02) | (0.06) | (0.02) | (0.02) | (0.01) | (0.01) | (0.02) |
| Gain on sale of business | — | — | — | — | — | — | — | — | — | — | — | — | (0.34) |
| Tax impact of gain on sale of business ⁽³⁾ | — | — | — | — | — | — | — | (0.06) | — | — | — | (0.05) | 0.18 |
| Adjusted Earnings Per Diluted Share ⁽¹⁾⁽²⁾ | \$ 1.74 | \$ 1.89 | \$ 5.99 | \$ 1.61 | \$ 1.54 | \$ 1.32 | \$ 1.53 | \$ 5.80 | \$0.80 | \$1.63 | \$ 1.73 | \$ 1.63 | \$ 4.00 |

⁽¹⁾ See "END NOTES: NON-GAAP FINANCIAL MEASURES" for the definitions of Adjusted EBITDA and Adjusted Earnings Per Diluted Share, which are non-GAAP financial measures.

⁽²⁾ The sum of the quarterly Earnings Per Diluted Share and Adjusted Earnings Per Diluted Share amounts may not equal the annual amounts due to changes in the weighted average number of diluted common shares outstanding during each quarterly period.

⁽³⁾ For Q1 2019, represents a discrete tax adjustment resulting from a change in estimate related to the accounting for the Ringtail e-discovery software and related business divestiture.

FTI CONSULTING, INC.
RECONCILIATION OF SEGMENT OPERATING INCOME (LOSS) TO ADJUSTED SEGMENT EBITDA
(Unaudited)

(All numbers in \$000s)

| | Q2 2021 | Q1 2021 | FY2020 | Q4 2020 | Q3 2020 | Q2 2020 | Q1 2020 | FY2019 | Q4 2019 | Q3 2019 | Q2 2019 | Q1 2019 | FY2018 |
|---|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|--------------------|
| CORPORATE FINANCE & RESTRUCTURING | | | | | | | | | | | | | |
| Segment Operating Income | \$ 40,103 | \$ 34,299 | \$ 205,029 | \$ 32,182 | \$ 52,372 | \$ 73,811 | \$ 46,664 | \$ 152,948 | \$ 22,478 | \$ 46,007 | \$ 48,779 | \$ 35,684 | \$ 115,124 |
| Depreciation and amortization | 1,317 | 1,253 | 4,485 | 1,359 | 1,109 | 1,038 | 979 | 3,858 | 1,037 | 964 | 947 | 910 | 3,428 |
| Amortization of intangible assets | 1,884 | 1,887 | 6,455 | 1,864 | 1,873 | 1,415 | 1,303 | 3,929 | 1,283 | 1,113 | 766 | 767 | 3,108 |
| Special charges | — | — | 861 | — | 861 | — | — | — | — | — | — | — | — |
| Remeasurement of acquisition-related contingent consideration | (3,130) | — | — | — | — | — | — | — | — | — | — | — | — |
| Adjusted Segment EBITDA | \$ 40,174 | \$ 37,439 | \$ 216,830 | \$ 35,405 | \$ 56,215 | \$ 76,264 | \$ 48,946 | \$ 160,735 | \$ 24,798 | \$ 48,084 | \$ 50,492 | \$ 37,361 | \$ 121,660 |
| FORENSIC AND LITIGATION CONSULTING | | | | | | | | | | | | | |
| Segment Operating Income (Loss) | \$ 16,492 | \$ 28,006 | \$ 23,899 | \$ 6,046 | \$ 8,729 | \$ (10,382) | \$ 19,506 | \$ 98,648 | \$ 15,895 | \$ 25,534 | \$ 26,779 | \$ 30,440 | \$ 91,262 |
| Depreciation and amortization | 1,286 | 1,252 | 5,191 | 1,403 | 1,207 | 1,165 | 1,416 | 4,635 | 1,187 | 1,188 | 1,174 | 1,086 | 4,237 |
| Amortization of intangible assets | 224 | 174 | 800 | 173 | 171 | 170 | 286 | 1,152 | 287 | 286 | 288 | 291 | 1,322 |
| Special charges | — | — | 3,484 | — | 3,484 | — | — | — | — | — | — | — | — |
| Adjusted Segment EBITDA | \$ 18,002 | \$ 29,432 | \$ 33,374 | \$ 7,622 | \$ 13,591 | \$ (9,047) | \$ 21,208 | \$ 104,435 | \$ 17,369 | \$ 27,008 | \$ 28,241 | \$ 31,817 | \$ 96,821 |
| ECONOMIC CONSULTING | | | | | | | | | | | | | |
| Segment Operating Income | \$ 29,204 | \$ 25,232 | \$ 85,690 | \$ 29,774 | \$ 24,304 | \$ 20,216 | \$ 11,396 | \$ 78,201 | \$ 16,022 | \$ 17,943 | \$ 21,747 | \$ 22,489 | \$ 64,052 |
| Depreciation and amortization | 1,495 | 1,347 | 5,382 | 1,342 | 1,337 | 1,433 | 1,270 | 5,734 | 1,280 | 1,426 | 1,521 | 1,507 | 5,607 |
| Amortization of intangible assets | — | — | 325 | 192 | 44 | 45 | 44 | 177 | 44 | 44 | 45 | 44 | 296 |
| Special charges | — | — | 35 | — | 35 | — | — | — | — | — | — | — | — |
| Adjusted Segment EBITDA | \$ 30,699 | \$ 26,579 | \$ 91,432 | \$ 31,308 | \$ 25,720 | \$ 21,694 | \$ 12,710 | \$ 84,112 | \$ 17,346 | \$ 19,413 | \$ 23,313 | \$ 24,040 | \$ 69,955 |
| TECHNOLOGY | | | | | | | | | | | | | |
| Segment Operating Income | \$ 15,340 | \$ 18,559 | \$ 30,869 | \$ 7,227 | \$ 8,621 | \$ 3,432 | \$ 11,589 | \$ 35,022 | \$ 4,942 | \$ 9,094 | \$ 10,550 | \$ 10,436 | \$ 14,912 |
| Depreciation and amortization | 3,178 | 3,039 | 11,867 | 2,928 | 3,041 | 3,003 | 2,895 | 10,666 | 2,862 | 3,192 | 2,325 | 2,287 | 12,405 |
| Amortization of intangible assets | — | — | 1 | — | 1 | — | — | — | — | — | — | — | 70 |
| Special charges | — | — | 276 | — | 276 | — | — | — | — | — | — | — | — |
| Adjusted Segment EBITDA | \$ 18,518 | \$ 21,598 | \$ 43,013 | \$ 10,155 | \$ 11,939 | \$ 6,435 | \$ 14,484 | \$ 45,688 | \$ 7,804 | \$ 12,286 | \$ 12,875 | \$ 12,723 | \$ 27,387 |
| STRATEGIC COMMUNICATIONS | | | | | | | | | | | | | |
| Segment Operating Income | \$ 12,198 | \$ 9,120 | \$ 31,639 | \$ 10,244 | \$ 5,105 | \$ 8,798 | \$ 7,492 | \$ 39,174 | \$ 8,483 | \$ 11,343 | \$ 9,132 | \$ 10,216 | \$ 37,250 |
| Depreciation and amortization | 558 | 539 | 2,456 | 776 | 542 | 552 | 586 | 2,476 | 694 | 619 | 589 | 574 | 2,302 |
| Amortization of intangible assets | 745 | 739 | 2,806 | 718 | 706 | 684 | 698 | 2,894 | 700 | 682 | 753 | 759 | 3,366 |
| Special charges | — | — | 2,074 | — | 2,074 | — | — | — | — | — | — | — | — |
| Adjusted Segment EBITDA | \$ 13,501 | \$ 10,398 | \$ 38,975 | \$ 11,738 | \$ 8,427 | \$ 10,034 | \$ 8,776 | \$ 44,544 | \$ 9,877 | \$ 12,644 | \$ 10,474 | \$ 11,549 | \$ 42,918 |
| UNALLOCATED CORPORATE EXPENSES | | | | | | | | | | | | | |
| Operating Loss | \$ (29,357) | \$ (26,710) | \$ (94,463) | \$ (14,535) | \$ (26,061) | \$ (30,276) | \$ (23,591) | \$ (98,398) | \$ (19,620) | \$ (27,783) | \$ (28,892) | \$ (22,103) | \$ (96,595) |
| Depreciation and amortization | 770 | 731 | 2,737 | 654 | 713 | 693 | 677 | 2,784 | 710 | 691 | 681 | 702 | 3,557 |
| Amortization of intangible assets | 1 | 1 | — | — | — | — | — | — | — | — | — | — | — |
| Special charges | — | — | 373 | — | 373 | — | — | — | — | — | — | — | — |
| Adjusted Segment EBITDA | \$ (28,586) | \$ (25,978) | \$ (91,353) | \$ (13,881) | \$ (24,975) | \$ (29,583) | \$ (22,914) | \$ (95,614) | \$ (18,910) | \$ (27,092) | \$ (28,211) | \$ (21,401) | \$ (93,038) |
| Adjusted EBITDA ⁽¹⁾ | \$ 92,308 | \$ 99,468 | \$ 332,271 | \$ 82,347 | \$ 90,917 | \$ 75,797 | \$ 83,210 | \$ 343,900 | \$ 58,284 | \$ 92,343 | \$ 97,184 | \$ 96,089 | \$ 265,703 |

⁽¹⁾ See "END NOTES: NON-GAAP FINANCIAL MEASURES" for the definition of Adjusted EBITDA, which is a non-GAAP financial measure.

FTI CONSULTING, INC.
END NOTES
NON-GAAP FINANCIAL MEASURES

In this presentation, we sometimes use information derived from consolidated and segment financial information that may not be presented in our financial statements or prepared in accordance with generally accepted accounting principles in the United States ("GAAP"). Certain of these measures are considered "non-GAAP financial measures" under the Securities and Exchange Commission ("SEC") rules. Specifically, we have referred to the following non-GAAP financial measures in this presentation:

- *Adjusted EBITDA*
- *Adjusted EBITDA Margin*
- *Adjusted Net Income*
- *Adjusted Earnings per Diluted Share*
- *Free Cash Flow*

We have included the definitions of Segment Operating Income (Loss) and Adjusted Segment EBITDA, which are GAAP financial measures, below in order to more fully define the components of certain non-GAAP financial measures in this presentation. We define Segment Operating Income (Loss) as a segment's share of consolidated operating income. We use Segment Operating Income (Loss) for the purpose of calculating Adjusted Segment EBITDA. We define Adjusted Segment EBITDA as a segment's share of consolidated operating income before depreciation, amortization of intangible assets, remeasurement of acquisition-related contingent consideration, special charges and goodwill impairment charges. We use Adjusted Segment EBITDA as a basis to internally evaluate the financial performance of our segments because we believe it reflects current core operating performance and provides an indicator of the segment's ability to generate cash.

We define Adjusted EBITDA, which is a non-GAAP financial measure, as consolidated net income 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, gain or loss on sale of a business and losses on early extinguishment of debt. We believe that this non-GAAP financial measure, when considered together with our GAAP financial results and GAAP financial measures, provide management and investors with a more complete understanding of our operating results, including underlying trends. In addition, EBITDA is a common alternative measure 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 this non-GAAP financial measure, considered along with corresponding GAAP financial measures, provide management and investors with additional information for comparison of our operating results with the operating results of other companies. We define Adjusted EBITDA Margin, which is a non-GAAP financial measure, as Adjusted EBITDA as a percentage of total revenues.

We define Adjusted Net Income and Adjusted Earnings per Diluted Share ("Adjusted EPS"), which are non-GAAP financial measures, as net income and earnings per diluted share ("EPS"), respectively, excluding the impact of remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges, losses on early extinguishment of debt, non-cash interest expense on convertible notes and the gain or loss on sale of a business. 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 these non-GAAP financial measures, when considered together with our GAAP financial results and GAAP financial measures, provide management and investors with an additional understanding of our business operating results, including underlying trends.

We define Free Cash Flow, which is a non-GAAP financial measure, as net cash provided by (used in) operating activities less cash payments for purchases of property and equipment. We believe this non-GAAP financial measure, when considered together with our GAAP financial results, provides management and investors with an additional understanding of the Company's ability to generate cash for ongoing business operations and other capital deployment.

Non-GAAP financial measures are not defined in the same manner by all companies and may not be comparable with 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 Condensed Consolidated Statements of Comprehensive Income and Condensed Consolidated Statements of Cash Flows.