



Investor Presentation

FTI Consulting, Inc.

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, initiatives, projections, prospects, policies and practices, objectives, goals, commitments, strategies, future events, future revenues, future results and performance, expectations, plans or intentions relating to acquisitions, share repurchases and other matters, business trends, new or changes to laws and regulations, including U.S. and foreign tax laws, environmental, social and governance ("ESG")-related issues, climate change-related matters, scientific and technological developments, and other information that is not historical, including statements regarding estimates of our future financial results. When used in this presentation, words such as "estimates," "expects," "anticipates," "projects," "plans," "intends," "believes," "commits," "aspires," "forecasts," "future," "goal," "seeks" 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 future financial results, are based upon our expectations at the time we make them and various assumptions. Our actual financial results, performance or achievements and outcomes could differ materially from those expressed in, or implied by, any forward-looking statements. Further, unaudited quarterly results are subject to normal year-end adjustments. The Company has experienced fluctuating revenues, operating income and cash flows in prior periods and expects that this will occur from time to time in the future. Any references to standards of measurement and performance made regarding our climate change-, ESG- or other sustainability-related plans, goals, commitments, intentions, aspirations, forecasts or projections, or expectations are developing and based on assumptions. Our expectations, beliefs and projections are expressed in good faith, and we believe there is a reasonable basis for them. However, there can be no assurance that management's plans, expectations, intentions, aspirations, beliefs, goals, estimates, forecasts and projections, including any that are ESG- or sustainability-related, will result or be achieved. 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; fluctuations in the price per share of our common stock; adverse financial, real estate or other market and general economic conditions; the impact of any pandemic or public health crisis, including COVID-19, and related events that are beyond our control, which could affect our segments, practices and the geographic regions in which we conduct business differently and adversely; and other future events, which could impact each of our segments, practices and the geographic regions in which we conduct business differently and could be outside of our control; the pace and timing of the consummation and integration of future acquisitions; the Company's ability to realize cost savings and efficiencies; competitive and general economic conditions; retention of staff and clients; new laws and regulations or changes thereto; and other risks described under the heading "Item 1A, Risk Factors" in the Company's Annual Report on Form 10-K for the year ended December 31, 2022 filed with the SEC on February 23, 2023 and in the Company's other filings with the SEC. 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.

FTI Consulting: Experts with Impact

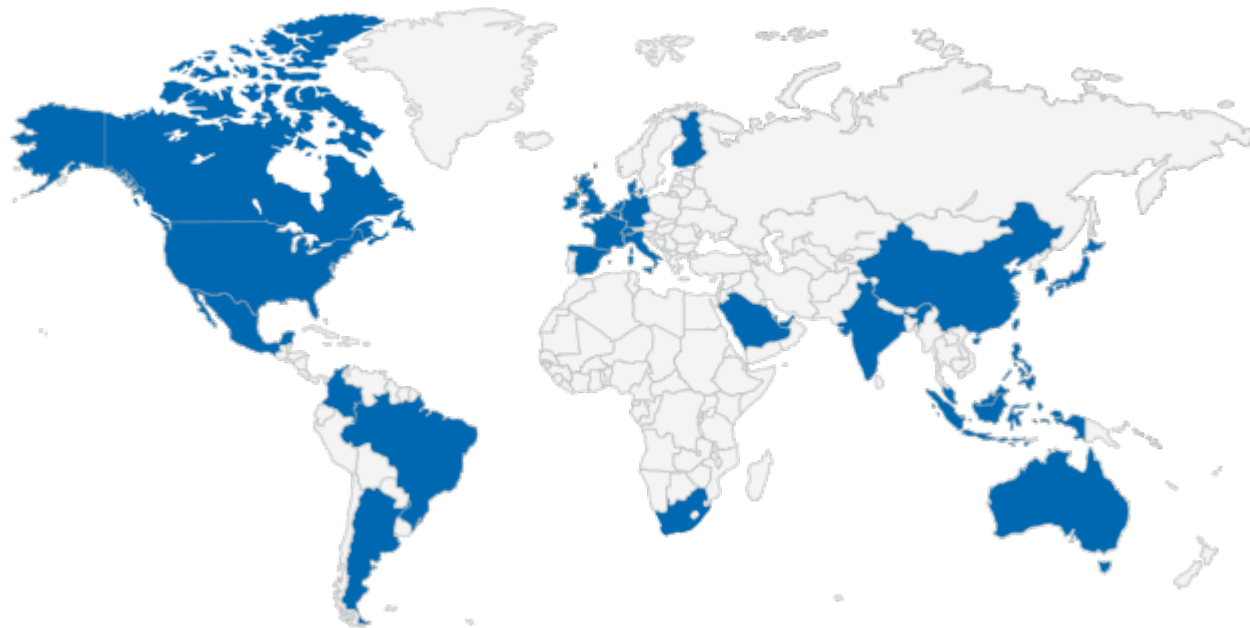
FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes

<p>FCN Publicly Traded</p>	<p>\$6.0B Equity Market Capitalization ⁽¹⁾</p>	<p>1982 Year Founded</p>	<p>7,800+ Employees Worldwide</p>
<p>780 Senior Managing Directors</p>	<p>84 Cities</p>	<p>31 Countries</p>	<p>18 Industry Practice Groups</p>
<p>Adviser to 99 of the world's top 100 law firms</p>	<p>82 of Fortune Global 100 corporations are clients</p>	<p>Adviser to 50 of the world's top 50 bank holding companies</p>	<p>Adviser to 50 of the top 100 firms on the Private Equity International 300 list</p>

⁽¹⁾ All statistics above are as of December 31, 2022, except employees worldwide, equity market capitalization, Senior Managing Directors, cities and countries. Equity market capitalization has been calculated by multiplying the number of total shares outstanding on July 20, 2023, by the closing price per share reported on the New York Stock Exchange for July 27, 2023. Employees worldwide, Senior Managing Directors, cities and countries are as of June 30, 2023.

Our Global Reach

With offices in 84 cities and 31 countries, FTI Consulting has a presence in every major financial center and every corner of the globe, and we successfully serve our clients wherever challenges and opportunities arise.



The Americas

Argentina
 Brazil
 Canada
 Colombia
 Mexico
 United States

Europe, the Middle East, Africa

Belgium
 British Virgin Islands
 Cayman Islands
 Denmark
 Finland
 France
 Germany
 Ireland
 Italy
 Netherlands
 Qatar
 Saudi Arabia
 South Africa
 Spain
 Switzerland
 United Arab Emirates
 United Kingdom


Asia


China
 India
 Indonesia
 Japan
 Malaysia
 Singapore
 South Korea


Australia


Australia


Investment Thesis


- 

Leading global business advisory firm with **strong people** and **strong positions**: corporations, law firms and governments come to us when there is a critical need
- 

Organic growth strategy with an emphasis on profitable revenue growth
- 

Committed to building a profitable business with **sustainable underlying growth**, regardless of economic conditions
- 

Willingness to invest EBITDA in key growth areas where we have a right to win
- 

Healthy balance sheet and **strong cash flows** with a commitment to return capital to our shareholders
- 

Path toward **sustained double-digit year-over-year Adjusted EPS growth over time**

Business Snapshot:

Five Segments, One Purpose

Corporate Finance & Restructuring

- Business Transformation & Strategy
- Transactions
- Turnaround & Restructuring

Strategic Communications

- Corporate Reputation
- Financial Communications
- Public Affairs



Forensic and Litigation Consulting

- Construction & Environmental Solutions
- Data & Analytics
- Disputes
- Health Solutions
- Risk and Investigations

Economic Consulting

- Antitrust & Competition Economics
- Financial Economics
- International Arbitration

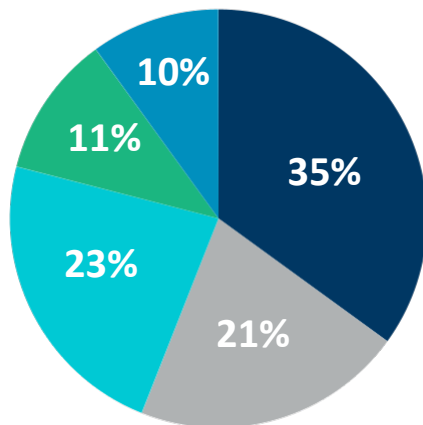
Technology

- Corporate Legal Department Consulting
- E-discovery Services and Expertise
- Information Governance, Privacy & Security Services

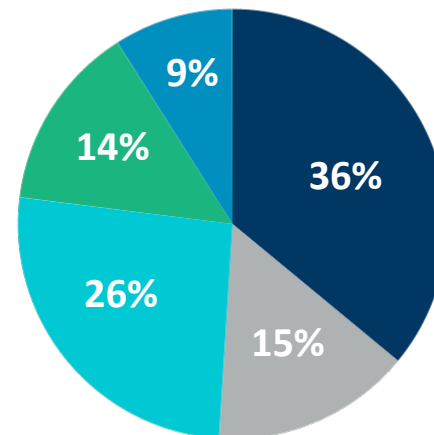
Segment Snapshot:

Segment Revenues and Total Adjusted Segment EBITDA

2Q 2023 Segment Revenues



2Q 2023 Total Adjusted Segment EBITDA ⁽¹⁾



⁽¹⁾ See accompanying financial tables and “End Notes: FTI Consulting Non-GAAP Financial Measures” for the definition and reconciliation of Total Adjusted Segment EBITDA, which is a non-GAAP financial measure, to the most directly comparable GAAP financial measure.

Corporate Finance & Restructuring

Services

- **Business Transformation & Strategy**
 - Enterprise Transformation
 - Environmental, Social and Governance ("ESG") & Sustainability
 - Office of the CFO & Finance Transformation
 - People & Change
 - Revenue & Operations
 - Strategy
 - Technology Transformation
- **Transactions**
 - Diligence
 - Investment Banking & Transaction Opinions
 - Merger Integration & Carve-Out Advisory
 - Strategic Alternatives
 - Valuation
- **Turnaround & Restructuring**
 - Company Advisory
 - Contentious Insolvency
 - Creditor Advisory
 - Dispute Advisory and Litigation Support
 - Interim Management



(in thousands, except percentages and headcount data) (Unaudited)

	2020	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023
Segment Revenues	\$910,184	\$938,969	\$253,329	\$277,067	\$265,370	\$292,807	\$1,088,573	\$299,987	\$300,449
Segment Gross Profit Margin	36.4%	30.5%	34.4%	34.6%	33.6%	33.3%	33.9%	34.1%	31.8%
Segment SG&A	\$118,964	\$133,275	\$35,209	\$42,604	\$39,202	\$46,676	\$163,691	\$49,031	\$47,690
Adjusted Segment EBITDA	\$216,830	\$155,482	\$53,539	\$54,950	\$51,532	\$52,416	\$212,437	\$55,020	\$50,028
Adjusted Segment EBITDA Margin	23.8%	16.6%	21.1%	19.8%	19.4%	17.9%	19.5%	18.3%	16.7%
Utilization	63%	59%	63%	62%	61%	58%	61%	62%	59%
Revenue-Generating Professionals	1,655	1,702	1,757	1,769	1,900	1,946	1,946	2,002	2,043

Corporate Finance & Restructuring (continued)

Segment Offering

Our Corporate Finance & Restructuring segment focuses on the strategic, operational, financial, transactional and capital needs of our clients around the world. Our clients include companies, boards of directors, investors, private equity sponsors, lenders, and other financing sources and creditor groups, as well as other parties-in-interest.

Medium-Term Growth Opportunities

Enhance **Business Transformation and Transactions** capabilities

Grow Restructuring globally

Deeper penetration of key industries e.g., Retail, Healthcare, Telecom, Media & Technology ("TMT"), Industrials, Automotive and Energy

Q2 2023 Key Financial Commentary

- **Revenues** increased \$23.4 million, or 8.4%, to \$300.4 million for the three months ended June 30, 2023, primarily due to higher realized bill rates and demand for our restructuring services, and increased demand for business transformation services, which was partially offset by lower demand for transactions services.
- **Segment gross profit** decreased \$0.3 million, or 0.3%, to \$95.5 million for the three months ended June 30, 2023. Gross profit margin decreased 2.8 percentage points for the three months ended June 30, 2023. The decrease in gross profit margin was primarily due to higher compensation expenses as a percentage of revenues, which included the impact of a 15.5% increase in billable headcount.
- **Adjusted Segment EBITDA** was \$50.0 million, or 16.7% of segment revenues, compared with \$55.0 million, or 19.8% of segment revenues, in the prior year quarter.

Forensic and Litigation Consulting

Services

- **Construction & Environmental Solutions**
 - Asset Lifecycle Management
 - Capital Program Risk Management
 - Cost Analytics and Auditing Services
- **Data & Analytics**
 - Anti-corruption and Anti-money Laundering
 - Dispute Resolutions, Investigations and Remediation
 - Identifying Sanction Breaches and Fraud
- **Disputes**
 - Claims in International Public Law
 - Complex Commercial and Regulatory Disputes
 - Financial Products and Broker-dealer Disputes
 - Industry-specific Disputes (IP, Insurance, Labor)
- **Health Solutions**
 - Business Transformation
 - Investigations, Regulatory and Compliance Risk
- **Risk and Investigations**
 - Accounting Advisory & Restatements
 - Cybersecurity
 - Anti-Bribery & Corruption Investigations
 - Financial Crimes/Anti-money Laundering
 - Export Controls, Sanctions & Trade



(in thousands, except percentages and headcount data) (Unaudited)

	2020	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023
Segment Revenues	\$500,275	\$584,835	\$153,896	\$164,248	\$159,948	\$160,386	\$638,478	\$173,404	\$182,223
Segment Gross Profit Margin	24.5%	29.5%	28.2%	28.4%	30.7%	29.9%	29.3%	29.6%	30.2%
Segment SG&A	\$94,562	\$104,723	\$27,628	\$31,438	\$32,304	\$35,426	\$126,796	\$34,111	\$35,468
Adjusted Segment EBITDA	\$33,374	\$72,545	\$17,257	\$16,707	\$18,162	\$13,819	\$65,945	\$18,611	\$21,080
Adjusted Segment EBITDA Margin	6.7%	12.4%	11.2%	10.2%	11.4%	8.6%	10.3%	10.7%	11.6%
Utilization	51%	56%	55%	56%	53%	51%	54%	55%	57%
Revenue-Generating Professionals	1,343	1,496	1,513	1,509	1,614	1,584	1,584	1,577	1,568

Forensic and Litigation Consulting (continued)

Segment Offering

Our Forensic and Litigation Consulting segment provides law firms, companies, boards of directors, government entities, private equity firms and other interested parties with a multidisciplinary and independent range of services in risk and investigations and disputes, including cybersecurity, and a focus on highly-regulated industries such as our Construction & Environmental Solutions and Health Solutions Services. These services are supported by our data & analytics technology-enabled solutions, which help our clients analyze large, disparate sets of data related to their business operations and support our clients during regulatory inquiries and commercial disputes.

Medium-Term Growth Opportunities

Enhance **Construction & Environmental Solutions, Cybersecurity** and **Data & Analytics** capabilities

Grow overseas businesses e.g., United Kingdom and Hong Kong

Increase utilization in Disputes, Investigations and Health Solutions practices

Q2 2023 Key Financial Commentary

- **Revenues** increased \$18.0 million, or 10.9%, to \$182.2 million for the three months ended June 30, 2023, primarily due to higher demand and realized bill rates for our investigations and data & analytics services.
- **Segment gross profit** increased \$8.3 million, or 17.7%, to \$55.0 million for the three months ended June 30, 2023. Gross profit margin increased 1.8 percentage points for the three months ended June 30, 2023. The increase in gross profit margin was primarily due to a 1 percentage point increase in utilization, which was partially offset by higher contractor costs on several health solutions engagements.
- **Adjusted Segment EBITDA** was \$21.1 million, or 11.6% of segment revenues, compared with \$16.7 million, or 10.2% of segment revenues, in the prior year quarter.

Economic Consulting

Services

- **Antitrust & Competition Economics**
 - Merger & Acquisition (“M&A”)-related Antitrust
 - Non-M&A-related Antitrust

- **Financial Economics**
 - Contractual Claims
 - Rate Setting
 - Securities Litigation & Risk Management
 - Transfer Pricing
 - Valuation

- **International Arbitration**
 - Business Valuations
 - Commercial and Treaty Disputes
 - Economic Damages
 - Litigation Support



(in thousands, except percentages and headcount data) (Unaudited)

	2020	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023
Segment Revenues	\$599,088	\$697,405	\$165,977	\$164,041	\$193,183	\$172,007	\$695,208	\$169,595	\$201,822
Segment Gross Profit Margin	27.5%	27.1%	25.0%	25.6%	27.1%	28.1%	26.5%	22.3%	29.5%
Segment SG&A	\$78,714	\$77,368	\$21,564	\$21,596	\$20,728	\$22,124	\$86,012	\$25,049	\$25,520
Adjusted Segment EBITDA	\$91,432	\$117,186	\$21,195	\$21,646	\$32,913	\$27,336	\$103,090	\$14,193	\$35,523
Adjusted Segment EBITDA Margin	15.3%	16.8%	12.8%	13.2%	17.0%	15.9%	14.8%	8.4%	17.6%
Utilization	68%	72%	72%	70%	67%	63%	68%	68%	69%
Revenue-Generating Professionals	891	921	950	935	998	1,007	1,007	1,031	1,039

Economic Consulting (continued)

Segment Offering

Our Economic Consulting segment, including subsidiary Compass Lexecon LLC, provides law firms, companies, government entities and other interested parties with analyses of complex economic issues for use in international arbitration, legal and regulatory proceedings, and strategic decision making and public policy debates around the world.

Medium-Term Growth Opportunities

Maintain leading position of Compass Lexecon in the U.S.

Grow overseas businesses e.g., EMEA, Australia and Asia

Develop adjacent businesses in the U.S. e.g., International Arbitration, Energy, Healthcare, TMT and Financial Services

Q2 2023 Key Financial Commentary

- **Revenues** increased \$37.8 million, or 23.0%, to \$201.8 million for the three months ended June 30, 2023. The increase in revenues was primarily due to higher realized bill rates, primarily from the recognition of revenues previously deferred and increased demand for our non-M&A-related antitrust, M&A-related antitrust and international arbitration services.
- **Segment gross profit** increased \$17.5 million, or 41.7%, to \$59.5 million for the three months ended June 30, 2023. Gross profit margin increased 3.9 percentage points for the three months ended June 30, 2023. The increase in gross profit margin was primarily due to higher realized bill rates and lower compensation expenses as a percentage of revenues, which was partially offset by a 1 percentage point decline in utilization.
- **Adjusted Segment EBITDA** was \$35.5 million, or 17.6% of segment revenues, compared with \$21.6 million, or 13.2% of segment revenues, in the prior year quarter.

Technology

Services

- **Corporate Legal Department Consulting**
 - Advisory on Governance, Policy, Standards and Execution
 - Advisory on Operational Efficiencies
 - Contract Services
 - Legal Technology Selection and Implementation
 - Subscriptions and Managed Services
- **E-discovery Services and Expertise**
 - Analytics Research
 - Artificial Intelligence & Data Analytics
 - Blockchain Advisory Services
 - Investigations and Digital Forensics
 - Cryptocurrency Disputes and Investigations
 - Digital Asset Advisory Services
 - E-Discovery and Data Compliance Management
 - Managed Document Review and Production
 - M&A-related Second Requests
- **Information Governance, Privacy and Security Services**
 - Data Privacy Program Development and Implementation
 - Data Remediation, Disposition and Protection
 - Data Subject Access Requests
 - Migration of Enterprise Data to Cloud Applications
 - Post-Data Breach Privacy Analysis and Response
 - Regulatory Readiness Advisory and Implementation



(in thousands, except percentages and headcount data) (Unaudited)

	2020	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023
Segment Revenues	\$223,016	\$287,366	\$80,484	\$77,782	\$84,915	\$76,802	\$319,983	\$90,618	\$97,444
Segment Gross Profit Margin	39.7%	38.6%	36.7%	31.1%	36.4%	37.4%	35.4%	40.4%	37.9%
Segment SG&A	\$57,303	\$67,912	\$19,326	\$19,296	\$21,055	\$20,158	\$79,835	\$24,750	\$20,462
Adjusted Segment EBITDA	\$43,013	\$55,739	\$13,363	\$8,365	\$13,213	\$11,757	\$46,698	\$15,366	\$20,087
Adjusted Segment EBITDA Margin	19.3%	19.4%	16.6%	10.8%	15.6%	15.3%	14.6%	17.0%	20.6%
Revenue-Generating Professionals	408	468	496	507	548	556	556	581	589

Technology (continued)

Segment Offering

Our Technology segment provides companies, law firms, private equity firms and government entities with a comprehensive global portfolio of digital insights and risk management consulting services. Our professionals help organizations better address risk as the growing volume and variety of enterprise data intersects with legal, regulatory and compliance needs.

Medium-Term Growth Opportunities

Expand addressable market through new distribution channels for Consulting & Services

Invest in new and adjacent services e.g., Information Governance, Privacy & Security Services and Contract Intelligence

Grow overseas businesses

Q2 2023 Key Financial Commentary

- **Revenues** increased \$19.7 million, or 25.3%, to \$97.4 million for the three months ended June 30, 2023, primarily due to higher demand for investigations and litigation services, which was partially offset by lower demand for information governance, privacy & security services.
- **Segment gross profit** increased \$12.7 million, or 52.3%, to \$36.9 million for the three months ended June 30, 2023. Gross profit margin increased 6.8 percentage points for the three months ended June 30, 2023. The increase in gross profit margin was primarily due to increased profitability of our consulting and hosting services, which was partially offset by the impact of lower margins in our processing services.
- **Adjusted Segment EBITDA** was \$20.1 million, or 20.6% of segment revenues, compared with \$8.4 million, or 10.8% of segment revenues, in the prior year quarter.

Strategic Communications

Services

- **Corporate Reputation**
 - Crisis & Issues Management
 - Cybersecurity & Data Privacy Communications
 - Digital, Analytics & Insights
 - ESG & Sustainability
 - Litigation Communications
 - People & Transformation
- **Financial Communications**
 - Corporate Governance & Shareholder Activism
 - M&A Communications
 - Restructuring & Financial Issues
- **Public Affairs**
 - Government Investigations
 - Government Relations
 - Public Affairs Research & Opinion Polling
 - Public Affairs Support of Business Strategies
 - Public Policy Advocacy



(in thousands, except percentages and headcount data) (Unaudited)

	2020	2021	Q1 2022	Q2 2022	Q3 2022	Q4 2022	2022	Q1 2023	Q2 2023
Segment Revenues	\$228,712	\$267,647	\$69,934	\$71,854	\$72,449	\$72,429	\$286,666	\$73,102	\$82,653
Segment Gross Profit Margin	35.5%	38.2%	41.4%	36.3%	38.3%	35.8%	37.9%	34.6%	35.8%
Segment SG&A	\$44,779	\$50,114	\$13,906	\$15,289	\$15,450	\$16,071	\$60,716	\$16,529	\$18,213
Adjusted Segment EBITDA	\$38,975	\$54,313	\$15,713	\$11,472	\$12,947	\$10,488	\$50,620	\$9,556	\$12,263
Adjusted Segment EBITDA Margin	17.0%	20.3%	22.5%	16.0%	17.9%	14.5%	17.7%	13.1%	14.8%
Revenue-Generating Professionals	770	814	856	877	951	970	970	995	992

Strategic Communications (continued)

Segment Offering

Our Strategic Communications segment develops and executes communications strategies to help management teams, boards of directors, law firms, governments and regulators manage change and mitigate risk surrounding transformational and disruptive events, including transactions, investigations, disputes, crises, regulation and legislation.

Medium-Term Growth Opportunities

Further develop large, complex client relationships

Enhance market share in highly regulated industries e.g., Financial Services, Energy, Healthcare, Industrials and TMT

Leverage FTI Consulting's services and platform to enhance client results

Q2 2023 Key Financial Commentary

- **Revenues** increased \$10.8 million, or 15.0%, to \$82.7 million for the three months ended June 30, 2023, primarily driven by higher demand for our corporate reputation and public affairs services.
- **Segment gross profit** increased \$3.5 million, or 13.3%, to \$29.6 million for the three months ended June 30, 2023. Gross profit margin decreased 0.5 percentage points for the three months ended June 30, 2023. The decrease in gross profit margin was primarily driven by higher compensation expenses as a percentage of revenues, which included the impact of a 13.1% increase in billable headcount.
- **Adjusted Segment EBITDA** was \$12.3 million, or 14.8% of segment revenues, compared with \$11.5 million, or 16.0% of segment revenues, in the prior year quarter.

Second Quarter 2023

Select Awards & Accolades



FTI Consulting named one of **America’s Best Employers for New Grads** by *Forbes* magazine

Forbes



Recognized as a **Top 50 Consulting Firm** by *The Consulting Report*

The Consulting Report



Recognized in 2023 *Chambers* **Crisis & Risk Management, FinTech and Litigation Support Guides**

Chambers



Recognized as the leading provider in *The National Law Journal* **Best of 2023** in the following categories:

- **Cybersecurity Consultant**
- **Corporate Investigations**
- **Contract Lifecycle Management**
- **Demonstrative Evidence**
- **Forensic Accounting Provider**
- **Global Risk & Investigations Consultant**
- **Managed Document Review**
- **Managed e-Discovery and Litigation Support**
- **Technology Assisted Review**
- **Trial Technology “Hot Seat” Provider**

The National Law Journal

Environmental, Social & Governance (“ESG”): *Our Commitment & Progress*

FTI Consulting’s approach to ESG underscores our commitment to being Experts With Impact™ who make a positive difference for our clients and communities.

Environmental

We strive to do our part in addressing climate change and reducing our collective environmental impact.

- Disclose GHG emissions and total energy use (2018-2022).
- Commitment to achieving Net-Zero GHG emissions by 2030 and reduction targets submitted to the Science Based Targets initiative:
 - Reduce our Scope 1 emissions by 50% by 2030.
 - Reduce our Scope 2 emissions by 50% per employee by 2030.
 - Reduce our Scope 3 emissions from business travel by 50% per employee by 2030.
- Reduced total emissions intensity per employee by 21% from 4.90 MT CO₂e in 2019 to 3.85 MT CO₂e in 2022.
- Reduced energy consumption per employee by 23% in 2022 compared with 2019.
- Increased percentage of real estate portfolio, as measured by square footage, powered or offset by 100% renewable energy from 9% in 2021 to 36% in 2022.
- Reduced square footage per employee by 41% in 2022 compared with 2019.

Social

We seek to foster a diverse and inclusive culture and to empower our people to help the world more broadly.

- Publicly disclose workforce gender and ethnicity demographics and published goals to promote diversity & inclusion at all levels of the firm.
- Increased female Senior Managing Directors by 10% in 2022 compared with 2021, working toward our goal of reaching 165 female Senior Managing Directors by 2025.
- Increased historically underrepresented minority (“HURM”) Senior Managing Directors by 21% in 2022 compared with 2021, working toward our goal of reaching 120 HURM Senior Managing Directors by 2025.
- Participant of the United Nations’ Global Compact.
- 32% of employees participated in FTI Consulting’s Corporate Citizenship Program in 2022.
- FTI Consulting professionals provided more than 6,700 hours of volunteer service in 2022.
- FTI Consulting professionals donated more than \$6.1 million in pro bono services in 2022.
- Employee engagement score of 83% job satisfaction in 2022.
- Offered more than 900 talent development trainings in 2022.
- More than 1,490 professionals were promoted in 2022, a record number.

Governance

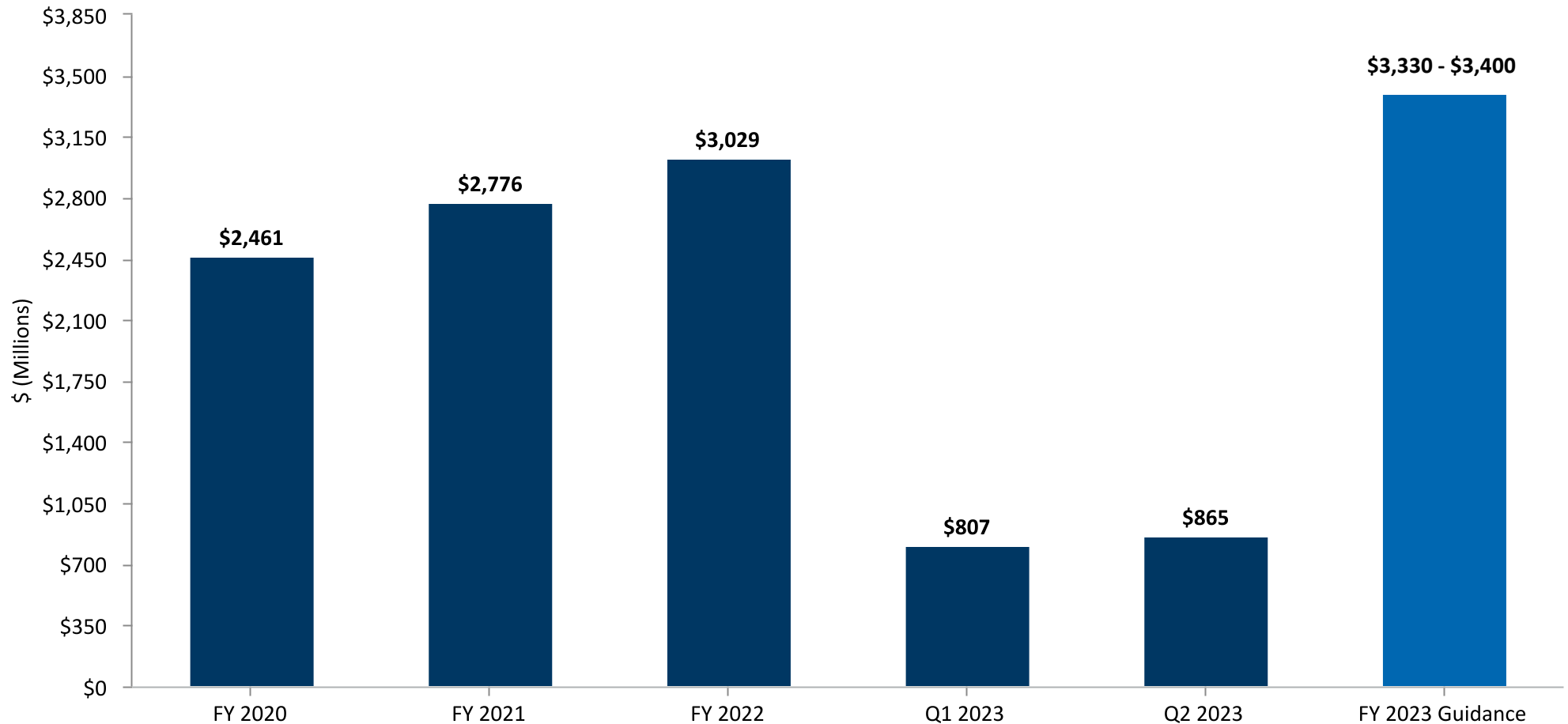
Our approach to corporate governance is informed by principled actions, effective decision-making, and appropriate monitoring of compliance, risks and performance.

- Nominating, Corporate Governance and Social Responsibility Committee of the Board oversees ESG strategy and performance.
- 90% of the Board represents independent directors.
- 30% of directors are female.
- 20% of directors are racially diverse.
- 30% of directors are based outside of the U.S.
- Independent non-employee Chairman of the Board.
- Annual election of directors by majority in uncontested elections, with director resignation policy.
- 100% of FTI Consulting employees completed the Code of Ethics and Business Conduct training in 2022.



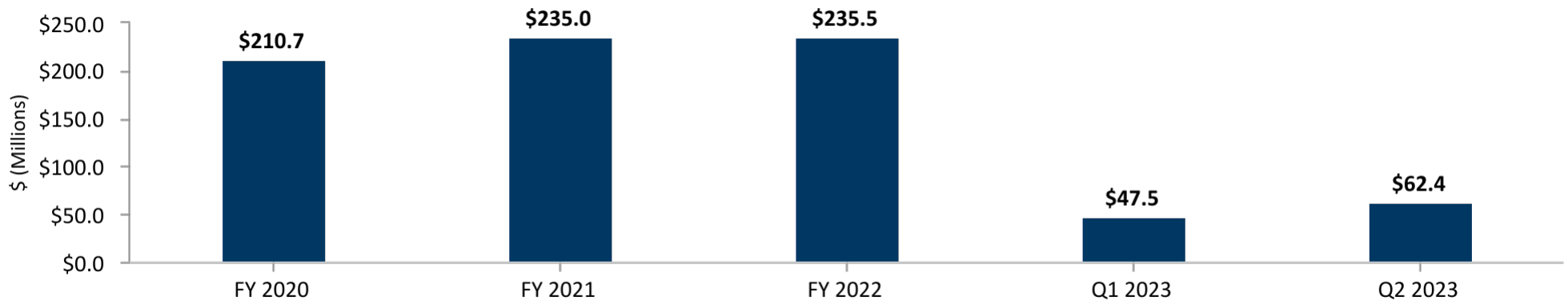
Financial Overview

FY 2020 – Q2 2023 and FY 2023 Guidance: Revenues

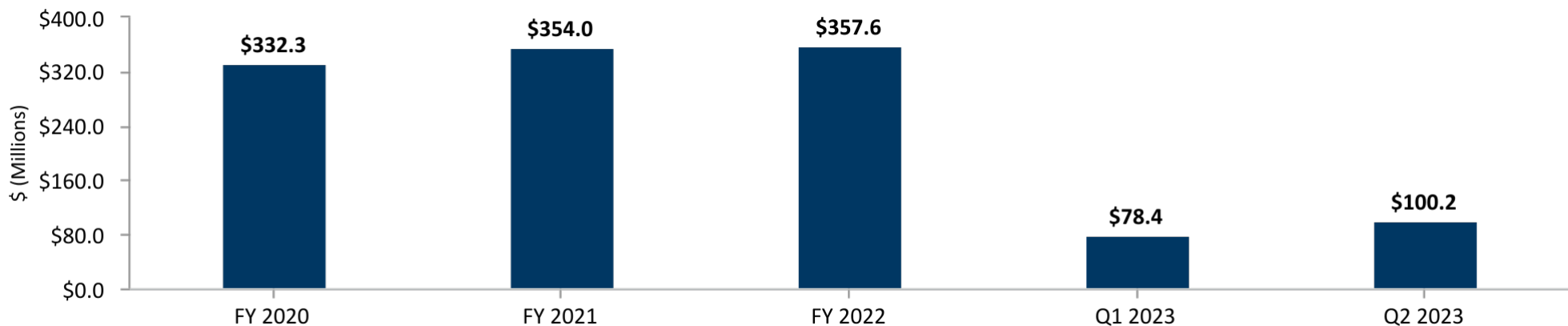


FY 2020 – Q2 2023: Net Income and Adjusted EBITDA

Net income



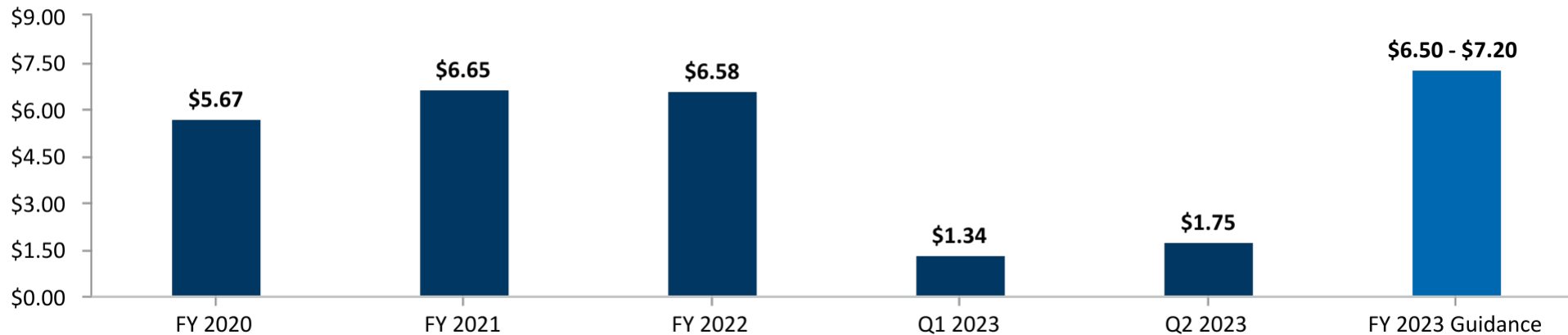
Adjusted EBITDA ⁽¹⁾



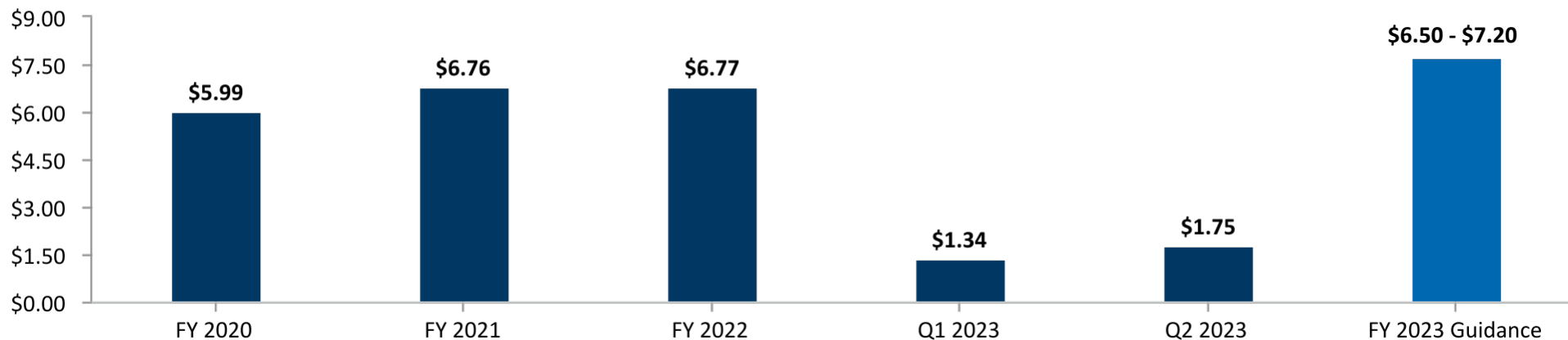
⁽¹⁾ See accompanying financial tables and “End Notes: FTI Consulting Non-GAAP Financial Measures” for the definition and reconciliation of Adjusted EBITDA, which is a non-GAAP financial measure, to the most directly comparable GAAP financial measure.

FY 2020 – Q2 2023 and FY 2023 Guidance: Earnings per Diluted Share and Adjusted Earnings per Diluted Share

Earnings per Diluted Share



Adjusted Earnings per Diluted Share ⁽¹⁾



⁽¹⁾ See accompanying financial tables and “End Notes: FTI Consulting Non-GAAP Financial Measures” for the definition and reconciliation of Adjusted Earnings per Diluted Share, which is a non-GAAP financial measure, to the most directly comparable GAAP financial measure.

Q2 2023, Q1 2023 and Q2 2022: Select Cash Position and Capital Allocation

All numbers in thousands, except for DSO	Q2 2023	Q1 2023	Q2 2022
Cash and cash equivalents	\$ 203,539	\$ 238,539	\$ 255,730
Accounts receivable, net	\$ 1,138,061	\$ 988,144	\$ 905,548
Days sales outstanding (“DSO”) ⁽¹⁾	111	102	102
Net cash provided by (used in) operating activities	\$ (10,994)	\$ (254,206)	\$ 35,047
Purchases of property and equipment	\$ (11,052)	\$ (18,033)	\$ (13,028)
Purchase and retirement of common stock	\$ —	\$ (20,982)	\$ —
Total Debt ⁽²⁾	\$ 340,757	\$ 361,211	\$ 316,222
Free Cash Flow ⁽³⁾	\$ (22,046)	\$ (272,239)	\$ 22,019

- ⁽¹⁾ DSO is a performance measure used to assess how quickly revenues are collected by the Company. 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.
- ⁽²⁾ Total debt excludes the impact of unamortized deferred issuance costs related to our 2.0% convertible senior notes due 2023 (“2023 Convertible Notes”).
- ⁽³⁾ See accompanying financial tables and “End Notes: FTI Consulting Non-GAAP Financial Measures” for the reconciliation and definition of Free Cash Flow, which is a non-GAAP financial measure, to the most directly comparable GAAP financial measure.



Financial Tables Reconciliations of Non-GAAP Financial Measures

Reconciliation of Net Income to Adjusted EBITDA

(in thousands)	Q2 2023	Q1 2023	FY 2022	FY 2021	FY 2020
Net income	\$ 62,395	\$ 47,547	\$ 235,514	\$ 234,966	\$ 210,682
Income tax provision	22,708	14,974	62,235	62,981	51,764
Interest income and other	584	1,342	(3,918)	(6,193)	412
Interest expense	3,022	2,939	10,047	20,294	19,805
Depreciation and amortization	10,104	9,443	35,697	34,269	32,118
Amortization of intangible assets	1,417	2,182	9,643	10,823	10,387
Special charges	—	—	8,340	—	7,103
Remeasurement of acquisition-related contingent consideration	—	—	—	(3,130)	—
Adjusted EBITDA ⁽¹⁾	\$ 100,230	\$ 78,427	\$ 357,558	\$ 354,010	\$ 332,271

⁽¹⁾ See “End Notes: FTI Consulting Non-GAAP Financial Measures” for the definition of Adjusted EBITDA, which is a non-GAAP financial measure.

Reconciliations of Net Income to Adjusted Net Income and Earnings per Diluted Share to Adjusted Earnings per Diluted Share

(in thousands, except for per share data)

	Q2 2023	Q1 2023	FY 2022	FY 2021	FY 2020
Net income	\$ 62,395	\$ 47,547	\$ 235,514	\$ 234,966	\$ 210,682
Add back:					
Special charges	—	—	8,340	—	7,103
Tax impact of special charges	—	—	(1,584)	—	(1,847)
Remeasurement of acquisition-related contingent consideration	—	—	—	(3,130)	—
Non-cash interest expense on convertible notes	—	—	—	9,586	9,083
Tax impact of non-cash interest expense on convertible notes	—	—	—	(2,492)	(2,361)
Adjusted Net Income ⁽¹⁾	\$ 62,395	\$ 47,547	\$ 242,270	\$ 238,930	\$ 222,660
Earnings per common share – diluted	\$ 1.75	\$ 1.34	\$ 6.58	\$ 6.65	\$ 5.67
Add back:					
Special charges	—	—	0.23	—	0.19
Tax impact of special charges	—	—	(0.04)	—	(0.05)
Remeasurement of acquisition-related contingent consideration	—	—	—	(0.09)	—
Non-cash interest expense on convertible notes	—	—	—	0.27	0.24
Tax impact of non-cash interest expense on convertible notes	—	—	—	(0.07)	(0.06)
Adjusted earnings per common share – diluted ⁽¹⁾	\$ 1.75	\$ 1.34	\$ 6.77	\$ 6.76	\$ 5.99
Weighted average number of common shares outstanding – diluted	35,650	35,482	35,783	35,337	37,149

⁽¹⁾ See “End Notes: FTI Consulting Non-GAAP Financial Measures” for the definitions of Adjusted Net Income and Adjusted Earnings per Diluted Share, which are non-GAAP financial measures.

Reconciliation of Net Income to Total Adjusted Segment EBITDA

(in thousands)	Q2 2023
Net income	\$ 62,395
Add back:	
Income tax provision	22,708
Interest income and other	584
Interest expense	3,022
Unallocated corporate expenses	39,026
Segment depreciation expense	9,829
Amortization of intangible assets	1,417
Total Adjusted Segment EBITDA ⁽¹⁾	\$ 138,981

⁽¹⁾ See "End Notes: FTI Consulting Non-GAAP Financial Measures" for the definition of Total Adjusted Segment EBITDA, which is a non-GAAP financial measure.

Reconciliation of Net Cash Provided by (Used in) Operating Activities to Free Cash Flow

(in thousands)	Q2 2023	Q1 2023	Q2 2022
Net cash provided by (used in) operating activities	\$ (10,994)	\$ (254,206)	\$ 35,047
Purchases of property and equipment	(11,052)	(18,033)	(13,028)
Free Cash Flow ⁽¹⁾	\$ (22,046)	\$ (272,239)	\$ 22,019

⁽¹⁾ See “End Notes: FTI Consulting Non-GAAP Financial Measures” for the definition of Free Cash Flow, which is a non-GAAP financial measure.

End Notes: FTI Consulting 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 financial measures are considered not in conformity with GAAP ("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:

- *Total Segment Operating Income*
- *Adjusted EBITDA*
- *Total Adjusted Segment EBITDA*
- *Adjusted Net Income*
- *Adjusted Earnings per Diluted Share*
- *Free Cash Flow*

We have included the definitions of Segment Operating Income 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 as a segment's share of consolidated operating income. We define Total Segment Operating Income, which is a non-GAAP financial measure, as the total of Segment Operating Income for all segments, which excludes unallocated corporate expenses. We use Segment Operating Income 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 Total Adjusted Segment EBITDA, which is a non-GAAP financial measure, as the total of Adjusted Segment EBITDA for all segments, which excludes unallocated corporate expenses. 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 these non-GAAP financial measures, 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 these non-GAAP financial measures, 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 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.



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