



# FTI Consulting, Inc.

## Second Quarter 2020 Earnings Call

## 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, share repurchases and other matters, business trends 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,” “forecasts” 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 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 expectations, beliefs and estimates will be achieved, and the Company’s actual results may differ materially from our expectations, beliefs and estimates. Further, preliminary 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. 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 the COVID-19 pandemic 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 Quarterly Report on Form 10-Q for the quarter ended March 31, 2020 and Annual Report on Form 10-K for the year ended December 31, 2019, filed with the Securities and Exchange Commission (“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.*

## Second Quarter 2020: Financial Review

All numbers in \$000s; except for per share data and percentages

	Q2 2020	Q1 2020	% Variance	Q2 2019	% Variance	Percentage Change in Revenues Excluding the Estimated Impact of Foreign Currency Translation for Q2 2020 vs. Q2 2019
<b>Consolidated Results</b>						
Revenues	\$ 607,852	\$ 604,593	0.5%	\$ 606,119	0.3%	1.6%
Net income	\$ 48,174	\$ 56,747	-15.1%	\$ 64,598	-25.4%	
Earnings per Diluted Share	\$ 1.27	\$ 1.49	-14.8%	\$ 1.69	-24.9%	
Adjusted Earnings per Diluted Share <sup>(1)</sup>	\$ 1.32	\$ 1.53	-13.7%	\$ 1.73	-23.7%	
Adjusted EBITDA <sup>(1)</sup>	\$ 75,797	\$ 83,210	-8.9%	\$ 97,184	-22.0%	
Adjusted EBITDA Margin <sup>(1)</sup>	12.5%	13.8%	—	16.0%	—	
<b>Segment Results</b>						
<b>Corporate Finance &amp; Restructuring</b>						
Revenues	\$ 246,011	\$ 207,749	18.4%	\$ 190,003	29.5%	30.7%
Adjusted Segment EBITDA	\$ 76,264	\$ 48,946	55.8%	\$ 50,492	51.0%	
Adjusted Segment EBITDA Margin	31.0%	23.6%	—	26.6%	—	
<b>Forensic and Litigation Consulting</b>						
Revenues	\$ 106,381	\$ 147,597	-27.9%	\$ 145,870	-27.1%	-25.7%
Adjusted Segment EBITDA	\$ (9,047)	\$ 21,208	-142.7%	\$ 28,241	-132.0%	
Adjusted Segment EBITDA Margin	-8.5%	14.4%	—	19.4%	—	
<b>Economic Consulting</b>						
Revenues	\$ 151,493	\$ 132,138	14.6%	\$ 155,502	-2.6%	-1.6%
Adjusted Segment EBITDA	\$ 21,694	\$ 12,710	70.7%	\$ 23,313	-6.9%	
Adjusted Segment EBITDA Margin	14.3%	9.6%	—	15.0%	—	
<b>Technology</b>						
Revenues	\$ 47,084	\$ 58,723	-19.8%	\$ 55,632	-15.4%	-14.4%
Adjusted Segment EBITDA	\$ 6,435	\$ 14,484	-55.6%	\$ 12,875	-50.0%	
Adjusted Segment EBITDA Margin	13.7%	24.7%	—	23.1%	—	
<b>Strategic Communications</b>						
Revenues	\$ 56,883	\$ 58,386	-2.6%	\$ 59,112	-3.8%	-1.7%
Adjusted Segment EBITDA	\$ 10,034	\$ 8,776	14.3%	\$ 10,474	-4.2%	
Adjusted Segment EBITDA Margin	17.6%	15.0%	—	17.7%	—	

<sup>(1)</sup> See “Financial Tables” and “End Notes: FTI Consulting Non-GAAP Financial Measures” for the reconciliations and definitions of Adjusted Earnings per Diluted Share and Adjusted EBITDA, 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.

# Cash Position and Capital Allocation Snapshot

As of June 30, 2020, March 31, 2020 and June 30, 2019

All numbers in \$000s, except for DSO	As of June 30, 2020		As of March 31, 2020		As of June 30, 2019	
<b>Cash and cash equivalents</b>	\$	304,206	\$	223,063	\$	189,106
<b>Accounts receivable, net</b>	\$	714,918	\$	736,898	\$	743,402
<b>Days Sales Outstanding ("DSO") <sup>(1)</sup></b>		98		104		103
<b>Net cash provided by (used in) operating activities</b>	\$	152,976	\$	(123,562)	\$	47,648
<b>Purchases of property and equipment</b>	\$	(5,663)	\$	(8,236)	\$	(10,508)
<b>Purchase and retirement of common stock</b>	\$	(50,543)	\$	(49,135)	\$	(45,010)
<b>Total Debt <sup>(2)</sup></b>	\$	351,250	\$	366,250	\$	336,250
<b>Free Cash Flow <sup>(3)</sup></b>	\$	147,313	\$	(131,798)	\$	37,140

<sup>(1)</sup> 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 revenue for the quarter, adjusted for changes in foreign exchange rates. We multiply the result by the number of days in the quarter.

<sup>(2)</sup> Total debt excludes the impact of unamortized deferred debt issue costs of \$4.5 million, \$4.9 million and \$6.0 million as of June 30, 2020, March 31, 2020 and June 30, 2019, respectively, and excludes the impact of unamortized deferred debt discount of \$30.9 million, \$33.2 million and \$39.8 million as of June 30, 2020, March 31, 2020 and June 30, 2019, respectively, related to our 2.0% convertible senior notes due 2023.

<sup>(3)</sup> See "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

# Reconciliation of Net Income to Adjusted Net Income and Earnings Per Diluted Share to Adjusted Earnings Per Diluted Share

Three Months Ended June 30, 2020, March 31, 2020 and June 30, 2019

All numbers in \$000s, except for per share data	Three Months Ended June 30, 2020	Three Months Ended March 31, 2020	Three Months Ended June 30, 2019
<b>Net income</b>	\$ 48,174	\$ 56,747	\$ 64,598
Non-cash interest expense on convertible notes	2,255	2,225	2,137
Tax impact on non-cash interest expense on convertible notes	(586)	(579)	(556)
<b>Adjusted net income <sup>(1)</sup></b>	<b>\$ 49,843</b>	<b>\$ 58,393</b>	<b>\$ 66,179</b>
<b>Earnings per Diluted Share</b>	<b>\$ 1.27</b>	<b>\$ 1.49</b>	<b>\$ 1.69</b>
Non-cash interest expense on convertible notes	0.06	0.06	0.05
Tax impact of non-cash interest expense on convertible notes	(0.01)	(0.02)	(0.01)
<b>Adjusted Earnings per Diluted Share <sup>(1)</sup></b>	<b>\$ 1.32</b>	<b>\$ 1.53</b>	<b>\$ 1.73</b>
<b>Weighted average number of common shares outstanding — diluted</b>	<b>37,852</b>	<b>38,190</b>	<b>38,168</b>

<sup>(1)</sup> 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 and Operating Income (Loss) to Adjusted EBITDA

## Three Months Ended June 30, 2020 and March 31, 2020

All numbers in \$000s

### Three Months Ended June 30, 2020

	Corporate Finance & Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Unallocated Corporate	Total
<b>Net income</b>							\$ 48,174
Interest income and other							(2,202)
Interest expense							5,157
Income tax provision							14,470
<b>Operating income (loss)</b>	\$ 73,811	\$ (10,382)	\$ 20,216	\$ 3,432	\$ 8,798	\$ (30,276)	\$ 65,599
Depreciation and amortization	1,038	1,165	1,433	3,003	552	693	7,884
Amortization of other intangible assets	1,415	170	45	—	684	—	2,314
<b>Adjusted EBITDA <sup>(1)</sup></b>	\$ 76,264	\$ (9,047)	\$ 21,694	\$ 6,435	\$ 10,034	\$ (29,583)	\$ 75,797

### Three Months Ended March 31, 2020

	Corporate Finance & Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Unallocated Corporate	Total
<b>Net income</b>							\$ 56,747
Interest income and other							(5,017)
Interest expense							4,861
Income tax provision							16,465
<b>Operating income</b>	\$ 46,664	\$ 19,506	\$ 11,396	\$ 11,589	\$ 7,492	\$ (23,591)	\$ 73,056
Depreciation and amortization	979	1,416	1,270	2,895	586	677	7,823
Amortization of other intangible assets	1,303	286	44	—	698	—	2,331
<b>Adjusted EBITDA <sup>(1)</sup></b>	\$ 48,946	\$ 21,208	\$ 12,710	\$ 14,484	\$ 8,776	\$ (22,914)	\$ 83,210

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

# Reconciliation of Net Income and Operating Income to Adjusted EBITDA

## Three Months Ended June 30, 2019

All numbers in \$000s

Three Months Ended June 30, 2019							
	Corporate Finance & Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Unallocated Corporate	Total
<b>Net income</b>							\$ 64,598
Interest income and other							(2,609)
Interest expense							4,793
Income tax provision							21,313
<b>Operating income</b>	\$ 48,779	\$ 26,779	\$ 21,747	\$ 10,550	\$ 9,132	\$ (28,892)	\$ 88,095
Depreciation and amortization	947	1,174	1,521	2,325	589	681	7,237
Amortization of other intangible assets	766	288	45	—	753	—	1,852
<b>Adjusted EBITDA <sup>(1)</sup></b>	\$ 50,492	\$ 28,241	\$ 23,313	\$ 12,875	\$ 10,474	\$ (28,211)	\$ 97,184

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



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

Three Months Ended June 30, 2020, March 31, 2020 and June 30, 2019

All numbers in \$000s	Three Months Ended June 30, 2020	Three Months Ended March 31, 2020	Three Months Ended June 30, 2019
<b>Net cash provided by (used in) operating activities</b>	\$ 152,976	\$ (123,562)	\$ 47,648
Purchases of property and equipment	(5,663)	(8,236)	(10,508)
<b>Free Cash Flow <sup>(1)</sup></b>	<b>\$ 147,313</b>	<b>\$ (131,798)</b>	<b>\$ 37,140</b>

<sup>(1)</sup> 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 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 Margin, which is a non-GAAP financial measure, as Adjusted EBITDA as a percentage of total revenues.*

*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 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.*



# Appendix

## Second Quarter 2020: Select Geographic Review

### Percentage of Consolidated Revenues

Region	Q2 2020	Q1 2020	Q2 2019
North America	64.3%	66.9%	67.7%
EMEA	28.1%	26.3%	24.7%
Asia Pacific	6.3%	5.6%	6.2%
Latin America	1.3%	1.2%	1.4%

### Revenue Growth

Q2 2020 vs. Q1 2020	Q2 2020 vs. Q2 2019
-3.4%	-4.8%
7.4%	14.2%
13.7%	1.1%
6.3%	-4.5%

## Second Quarter 2020: Select Awards & Accolades



FTI Consulting and Compass  
Lexecon Ranked #1 and #3 in GAR  
100 Expert Witness Firms' Power  
Index  
*Global Arbitration Review*



Ranked #1 on 2Q20  
Bankruptcy League  
Tables  
*The Deal*



Most professionals (30) named to  
*Restructuring & Insolvency  
Advisers 2020* list  
*Who's Who Legal*



Public Affairs  
Consultancy  
of the Year  
*EMEA SABRE Awards*



Named one of the 2020  
Top Places to Work in PR  
*PR News*



Transitioned to the Russell  
1000® Index  
*FTSE Russell*



**Experts with Impact™**