### SECURITIES AND EXCHANGE COMMISSION

WASHINGTON, D.C. 20549

### FORM 8-K

CURRENT REPORT
Pursuant to Section 13 OR 15(d)
of the Securities Exchange Act of 1934

Date of Report (Date of earliest event reported): June 16, 2014

### FTI CONSULTING, INC.

(Exact Name of Registrant as Specified in Charter)

Maryland (State or other jurisdiction of incorporation) 001-14875 (Commission File Number) 52-1261113 (IRS Employer Identification No.)

1101 K Street NW, Washington, D.C. 20005 (Address of principal executive offices) (Zip Code)

Registrant's telephone number, including area code: (202) 312-9100

(Former name or former address, if changed since last report)

Check the appropriate box below if the Form 8-K filing is intended to simultaneously satisfy the filing obligation of the registrant under any of the following provisions:

Written communications pursuant to Rule 425 under the Securities Act (17 CFR 230.425)

Soliciting material pursuant to Rule 14a-12 under the Exchange Act (17 CFR 240.14a-12)

Pre-commencement communications pursuant to Rule 14d-2(b) under the Exchange Act (17 CFR 240.14d-2(b))

Pre-commencement communications pursuant to Rule 13e-4(c) under the Exchange Act (17 CFR 240.13e-4(c))

### ITEM 7.01. Regulation FD Disclosure

The brochure and investor presentation (the "Investor Presentation") furnished as Exhibits 99.1 and 99.2, respectively, and incorporated herein by reference, are being used at the Investor Day of FTI Consulting, Inc. ("FTI Consulting") on June 16, 2014 and may be used by FTI Consulting in various other presentations to investors from time to time. FTI Consulting will host its Investor Day at the New York Stock Exchange. The webcast of FTI Consulting's Investor Day will be available through FTI Consulting's website at <a href="https://www.fticonsulting.com/investor-day">www.fticonsulting.com/investor-day</a> on June 16, 2014 and the webcast will remain available for replay for 30 days.

The Investor Presentation includes Non-GAAP financial information. FTI Consulting defines "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. FTI Consulting defines "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. Although Adjusted EBITDA and Adjusted Segment EBITDA are not measures of financial condition or performance determined in accordance with U.S. generally accepted accounting principles ("GAAP"), FTI Consulting believes that they can be useful operating performance measures. FTI Consulting uses Adjusted Segment EBITDA to internally evaluate the financial performance of its segments because it believes it is a useful supplemental measure which reflects current core operating performance and provides an indicator of the segment's ability to generate cash. FTI Consulting also believes that these non-GAAP measures, when considered together with its GAAP financial results, provide management and investors with a more complete understanding of its operating results, including underlying trends, by excluding the effects of special charges, remeasurement of acquisition-related contingent consideration and goodwill impairment charges. In addition, EBITDA is a common alternative measure of operating performance used by many of FTI Consulting's competitors. It is used by investors, financial analysts, rating agencies and others to value and compare the financial performance of companies in FTI Consulting's industry. Therefore, FTI Consulting also believes that these measures, considered along with corresponding GAAP measures, provide management and investo

FTI Consulting defines "Adjusted Net Income" and "Adjusted Earnings per Diluted Share," or "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. FTI Consulting uses Adjusted Net Income for the purpose of calculating Adjusted Earnings per Diluted Share. Although Adjusted Earnings per Diluted Share is not a measure of financial condition or performance determined in accordance with GAAP, FTI Consulting uses Adjusted Earnings per Diluted Share to assess total FTI Consulting operating performance on a consistent basis. FTI Consulting believes that this measure, when considered together with its GAAP financial results, provides management and investors with a more complete understanding of its 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.

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 FTI Consulting's Consolidated Statements of Comprehensive Income.

Adjusted Earnings per Diluted Share, or Adjusted EPS, Adjusted EBITDA, and Adjusted Segment EBITDA, for all periods presented have been calculated based on the updated definitions adopted for each of these non-GAAP measures beginning with the quarter ended March 31, 2014, which excludes the impact of remeasurement of acquisition-related contingent consideration. Accordingly, the amounts shown in the Investor Presentation may differ from the amounts presented in FTI Consulting's historical SEC filings.

Reconciliations of Adjusted Earnings per Diluted Share, or Adjusted EPS, Adjusted EBITDA, and Adjusted Segment EBITDA, in each case to the most directly comparable GAAP financial measures, are included in the Investor Presentation furnished as Exhibit 99.2 to this Current Report on Form 8-K.

The information included herein, including Exhibits 99.1 and 99.2 furnished herewith, shall not be deemed to be "filed" for purposes of Section 18 of the Securities Exchange Act of 1934, as amended (the "Exchange Act"), or otherwise subject to the liabilities of that section, nor shall they be incorporated by reference into any filing pursuant to the Securities Act of 1933, as amended, or the Exchange Act, regardless of any incorporation by reference language in any such filing, except as expressly set forth by specific reference in such filing.

### ITEM 9.01. Financial Statements and Exhibits

(d) Exhibits

Exhibit No.	Description
99.1	Brochure delivered at FTI Consulting, Inc.'s Investor Day on June 16, 2014
99.2	Investor Presentation presented at FTI Consulting, Inc.'s Investor Day on June 16, 2014

### **SIGNATURES**

Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, FTI Consulting, Inc. has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized.

FTI CONSULTING, INC.

Eric B. Miller Executive Vice President, General Counsel and Chief Risk Officer

### EXHIBIT INDEX

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# FTI CONSULTING INVESTOR DAY

JUNE 16, 2014

NEW YORK STOCK EXCHANGE

CRITICAL THINKING AT THE CRITICAL TIME"



# **Welcome to**

# FTI CONSULTING'S INVESTOR DAY



INVESTOR DAY FTI Consulting, Inc. 1

### Our People

### We have great people and great reach.

FTI Consulting's integrated approach to protecting and enhancing enterprise value requires exceptional talent. We employ world-renowned industry experts in their respective fields, who serve as trusted advisors to our clients and mentors to our employees.

With more than 4,200 employees located on six continents, in 26 countries and in 97 offices, our collective expertise spans a wide range of geographies and businesses, which fuels our ability to develop multi-disciplinary solutions for client opportunities and challenges. Our people are experts in more than 80 different disciplines and specialize in 16 diverse

### Our goal is to attract, acquire and retain the most talented people.

Clients choose FTI Consulting because of the depth and expertise of our people. When stakes are high and someone needs totally committed teams with world-leading expertise, they turn to FTI Consulting.

Our diverse team of professionals includes forensic accountants; former chief executives and political leaders; Nobel Laureates; former FBI, FTC, FCC, DOJ and SEC professionals: cyber security experts: top-ranking economists; certified turnaround professionals; interim management professionals; corporate investigation specialists; banking and securities professionals; certified public accountants; chartered financial analysts; and corporate, financial and crisis communications specialists.

### We hire the best talent and continue to invest in their ongoing development.

We are dedicated to investing in our people. FTI Consulting employees are supported throughout their career development, through educational and thought leadership initiatives including: New Hire Orientation, New Director School, FTI Consulting University, Managing Director Leadership Forum and Executive Leadership Forums.

This commitment to development and personal growth is the engine behind building a great professional services firm.

When you hire the best and brightest it is easy to develop your people into future leaders. This is why I chose to spend the latter part of my career at FTI Consulting people want to work with leading industry experts on the most critical and complex cases. 77

Joining FTI Consulting (from

our clients and professionals

with an established and broad

global platform. We believe FTI

Consulting is the ideal partner to

- David Power, Senior Managing Director,

expand our delivery of services,

analytical tools and expertise

Forensic & Litigation Consulting

internationally.77

Distinct International) provided

- Freddie Reiss, Senior Managing Director, Corporate Finance/ Restructuring

### 66

Because I worked with a lot of consulting firms in my past roles, I saw things that did work and things that didn't work. FTI Consulting just felt different, not only in the types of services that it offers, but also in how it provides these services to its clients. After meeting the people at FTI Consulting, I knew that FTI also attracted smart, dedicated professionals, and I wanted to be a part of that. ""

- Ellen Smith, Senior Managing Director, Economic Consulting



nsulting Firms Spotlight Awards

# FTI Consulting Facts

10/10 Advisor to the world's top 10 bank holding companies

95/100 Advisor to 95 of the world's top 100 law firms

55/100 Advisor to over half of the world's 100 largest companies

6 Continents

26 Countries

97 Offices

4,200+ Employees

450+ Senior Managing Directors

500+ Managing Directors

16 Industries

INVESTOR DAY FTI Consulting, Inc. 3

# Protecting and Enhancing Enterprise Value

FTI Consulting, Inc.

INVESTOR DAY

The FTI Consulting service model provides a single source that addresses the interrelated issues that can affect enterprise value. Our goal is not just to address challenges but to anticipate them, surround them and deliver sustainable solutions that range from the immediate to the long-term.

GOVERNANCE	COMPLIANCE	LIABILITY
PERFORMANCE	ENTERPRISE VALUE	REPUTATION
FINANCE	INFORMATION	

### **GOVERNANCE**

Internal controls/Board advisory/Investigations/International due diligence/Corporate integrity

### COMPLIANCE

Regulatory compliance/Antitrust disputes/Public policy/Bribery Act

### LIABILITY

Litigation consulting/Dispute consulting/Enterprise risk management/Electronic evidence discovery/

### REPUTATION

Corporate, financial and crisis communications/Public affairs/Issues management/Corporate branding

### INFORMATION

Global e-discovery services/Cost-effective document review and productions/Secure preservation and collection of sensitive data/Litigation readiness consulting/Ringtail® and Attenex® software

### **FINANCE**

Capital solutions/Transaction advisory services/Creditor advisory services/Valuation consulting

### **PERFORMANCE**

Business economics/Interim management/Operational improvement/Turnaround and restructuring/ Marketing consulting

INVESTOR DAY FTI Consulting, Inc. 5

# Our History

rom our beginnings in a small warehouse, we have grown to one of the pre-emiport consulting. of the pre-eminent consulting firms in the world. FTI Consulting has been a trusted advisor during some of the most memorable events in recent history, including landmark celebrity legal cases, international crises and disputed presidential elections. Our founders were pioneers who created solutions at the intersection of law, communications and technology, and today our teams of world-leading experts in their fields provide critical thinking about wide-ranging and far-reaching business and economic issues.



Forensic Technologies International is founded by Dan Luczak in a small warehouse in Annapolis, MD.

The state of Illinois hires the firm to determine the cause of a central telephone office fire and make recommendations to prevent future disasters.

### 1989

Forensic Technologies International lands a product defect case in the construction industry that elevates the firm's reputation as a provider of complex technical investigations and litigation services.

### 1995

The company provides courtroom graphics and jury consultation for the O.J. Simpson murder trial.

### 1996

Forensic Technologies International goes public in May of 1996. Trading under the ticker symbol FTIC, the firm raises \$11.1 million on the NASDAQ, becoming one of the first public litigation-support services companies.

Forensic Technologies International acquires LWG, which provides consulting services to property and casualty insurance claim adjusters and attorneys. The acquisition also expands the company's presence into Canada.

Forensic Technologies International changes its name to FTI Consulting, Inc.

The firm expands its investigation and research capabilities with the acquisition of S.E.A., Inc., and enters the financial disputes business with the acquisition of Klick, Kent and Allen, Inc. The company also acquires Kahn Consulting, a turnaround, restructuring, bankruptcy and forensic accounting practice.

FTI Consulting begins trading on the New York Stock Exchange under the ticker symbol FCN.

The company enters the Technology business, specializing in e-discovery solutions.



The firm provides trial graphics and courtroom presentation technology for the landmark Bush v. Gore case to resolve the disputed presidential election results.

The company makes a major move into the corporate restructuring business with the acquisition of the business recovery services practice of PricewaterhouseCoopers.

The firm assists in the bankruptcy cases of Enron, WorldCom and Adelphia Communications.

The company acquires the economic consulting firm Lexecon, the Dispute Advisory Services business from KPMG and Ten Eyck Associates, which specializes in Securities and Exchange Commission investigations and litigation.

The company has grown to 1,000 professionals located in 24 major U.S. cities and London.

Acquisition of litigation technology software firm Ringtail Solutions Group ("Ringtail") adds operations in Australia, the UK and the U.S.

The company develops its first five-year plan to double revenues from approximately \$427 million to \$1 billion in the next five years.

The company acquires global strategic communications firm Financial Dynamics ("FD"), diversifying the company's consulting capabilities and providing it with a significant presence outside the U.S.

The firm acquires International Risk, Ltd. forming the Global Risk and Investigations team in Asia.

The firm's Technology segment plays a substantial role in the Major League Baseball steroids investigation and acquires G3 Consulting Ltd., expanding its UK technology client base.

FTI Consulting enters the Latin American market with the acquisition of Holder International.

FTI Consulting achieves revenues of \$1 billion - two years ahead of its five-year

The company aids the investigation into the oil-for-food program bribery scandal tied to the Saddam Hussein regime.

### 2008

Lexecon and Competition Policy Associates ("COMPASS"), two of the premier economic consulting firms in the world, combine to form Compass Lexecon.

FTI Consulting acquires Attenex Corporation, a leading e-discovery software provider, and Strategic Discovery, Inc., a provider of litigation discovery and records management services.

### 2009

FTI Consulting helps track down the ill-gotten gains of Bernard L. Madoff, and serves on many of the largest, highest-profile corporate restructurings of the year, including Lehman Brothers, General Motors and CIT Group.

### 2010

The firm acquires FS Asia Advisory Limited, significantly expanding the company's corporate finance, restructuring and turnaround capabilities in Asia.

FTI Consulting acquires various operations of LECG, adding approximately 200 professionals in Europe, Latin America and the U.S.

The company employs more than 3,800 people, including economists and government, corporate and financial professionals from around the world. Thirty percent of the professionals reside outside the U.S.

### 2012

FTI Consulting has grown from 75 employees and \$6 million in annual revenues in 1992 to a global enterprise with more than 3,800 employees in 24 countries and \$1.58 billion in annual revenues.

With more than 4,200 employees in 26 countries, 26 percent of revenues are generated outside of North America.

On January 20th, Steven H. Gunby becomes FTI Consulting's President and Chief Executive Officer, bringing more than 30 years of strategic, operational and performance improvement experience in global management consulting to FTI Consulting.



# Corporate Finance/Restructuring

### SEGMENT OVERVIEW

Our Corporate Finance/Restructuring segment focuses on strategic, operational, financial and capital needs of businesses around the world. Our professionals address the full spectrum of financial, operational and transactional challenges facing our clients, which include companies, boards of directors, investors, lenders and creditors all seeking expertise in guiding companies through the value creation lifecycle. We advise and implement on a wide range of services, including restructuring, insolvency, litigation support, interim management, capital market advisory, post-acquisition integration, valuations, tax planning as well as financial management and performance improvement solutions. Among our core strengths is our deep industry expertise with dedicated teams specializing in the Healthcare, Real Estate, Energy, Retail and Consumer Products, and Telecom, Media and Technology sectors.

Our Corporate Finance/Restructuring services are offered through a global network of 47 offices in 14 countries.

### CORPORATE FINANCE/ RESTRUCTURING SERVICES

- Bankruptcy Support Services
- Interim Management
- Investment Banking
- · Litigation Support
- · Office of the CFO
- Performance Improvement
- · Private Equity Advisory
- Restructuring/Turnaround Services
- Transaction Advisory Services
- Valuation & Financial Advisory Services

### AWARDS AND ACCOLADES

- Ranked as #1 Crisis Management Firm by The Deal Pipeline consecutively for the last seven years
- FTI Consulting honored with seven M&A Advisor Turnaround Awards in 2014, including engagements for American Suzuki Motors Corporation, Ahern Rentals, Arcapita Bank B.S.C.(c), Hostess Brands, Inc., Orchard Supply Hardware Stores, Residential Capital LLC and AES Eastern Energy, L.P.
- FTI Consulting recognized with three M&A Advisor Awards in 2013 for Residential Capital LLC, Ahern Rentals and American Suzuki Motors Corporation

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# BRINGING BACK AMERICA'S SNACK.

Situation: Numerous challenges force the iconic Hostess Brands, maker of Twinkies and Wonder Bread, into bankruptcy

After emerging from bankruptcy in 2009, Hostess Brands continued to struggle with a wide range of challenges. Against the backdrop of industry overcapacity. adverse consumer trends in white bread and snack cakes, rising commodity prices, unsustainable debt loads and legacy labor and pension funding costs, Hostess burned through \$250 million in cash in just three years. Eventually, the company re-entered bankruptcy in January 2012 and later sought federal bankruptcy court permis sion to cease operations in November 2012 after an extended nationwide strike.

### FTI Consulting Role: Breathing new life into America's most famous snack

FTI Consulting was engaged to provide interim management support and assist with the development and assessment of a turnaround plan to allow Hostess to overcome financial and operational challenges. The turnaround plan included cost-saving, revenue generation and restructuring measures to maximize profitability and resolve operational inefficiencies

The FTI Consulting team worked closely with operations-level employees and Hostess' management team to review the underlying operating and financial assumptions of the turnaround plan; discuss its associated execution risks and analyze its financial implications.

Union opposition to the turnaround plan and the ensuing employee strikes resulted in 36 production facilities being shuttered. Hostess could no longer fill customer orders or sell product at its retail stores: this cut off its access to the funding needed to operate the business. To capture the brand's

significant value, Hostess, FTI Consulting and other advisors opted to auction the company in pieces.



### **GETTING SNACK CAKES** TO SELL LIKE HOT CAKES **AGAIN**

FTI Consulting and Hostess' other advisors focused their efforts on developing a sales process, which included auctioning separate collections of brands and assets. This created opportunities for many different buyers to enter the process.

The various auctions raised nearly \$1 billion. a value that was more than twice the highest bid that Hostess had received before re-entering bankruptcy. Actual dollar recoveries to pre-bankruptcy lenders were in excess of two times original expectations. Certain plant locations re-opened within 30 days under new ownership, and the majority of the iconic cake and bread brands returned to the shelves within two months.

### RECOGNITION

- FTI Consulting was named the Distressed M&A Deal of the Year (Over\$1 Billion) at the 8th Annual M&A Advisor Turnaround Awards in 2014
- · FTI Consulting's work on Hostess was honored by the D CEO 2014 Mergers and Acquisition Awards for Large Deal of the Year
- FTI Consulting was a finalist for the Association of Management Consulting Firms 2014 Spotlight Award for Operational Performance

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The FTI Consulting team exhibited dedication, expertise and technical know-how throughout the restructuring process at Hostess Brands. Whether it was assuming and quickly adapting to interim management roles or rolling up their sleeves with the management team on the Turnaround Plan, FTI Consulting's involvement with Hostess contributed to the efficient and timely wind-down and the successful asset sale process. Few project teams have the analytical depth, strategic insight and sound business judgment that the FTI Consulting team showcased on this engagement.

- Richard Seban ormer Chief Operating Officer, ostess Brands, Inc.



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# Forensic & Litigation Consulting

### SEGMENT OVERVIEW

The Forensic & Litigation Consulting segment provides corporations, governments and law firms around the globe with the industry's most complete range of multidisciplinary, independent dispute advisory, investigative, data acquisition/analysis and forensic accounting services. Our professionals combine end-to-end capabilities with unmatched qualifications when clients face high stakes litigation, arbitration and compliance investigations and regulatory scrutiny.

Our Forensic & Litigation Consulting services are offered through a global network of 50 offices in 18 countries.

### FORENSIC & LITIGATION CONSULTING SERVICES

- · Business Insurance Claims
- Compliance, Monitoring and Receivership
- · Construction & Environmental Solutions
- · Dispute Advisory Services
- Financial & Data Enterprise Analytics
- · Financial Services
- Forensic Accounting & Advisory Services
- · Global Risk & Investigations Practice
- · Government Contracts
- Health Solutions
- Insurance
- · Intellectual Property
- Trial Services

### **AWARDS AND ACCOLADES**

 Most professionals by firm named in Global Arbitration Review's list of "The International Who's Who of Commercial Arbitration" for four consecutive years (2011-2014)



### Situation: What to do when Uncle Sam bets against your business

PokerStars was the largest online poker site in the world with more than 50 million registered users when the U.S. government came knocking on April 15, 2011, a day now known as Black Friday within the online poker community.

In one day, the federal government shut down three of the most popular online poker websites in the world: PokerStars, Full Tilt Poker and Absolute Poker/
UltimateBet. This action was launched after civil and criminal cases were filed against the companies and some of their directors, accusing them of violating federal bank fraud and money laundering statutes. As a result, these multibillion-dollar enterprises suddenly faced the very real prospect of having to fold.

### FTI Consulting's Role: Help persuade U.S. government to unfreeze and restore PokerStars' operations and reputation

Faced with the worldwide closure of its business, PokerStars quickly reached a "domain name use agreement" with the U.S. government to allow the site to re-open worldwide. In return, the company agreed not to allow play from the U.S. for "real money." In addition, it accepted the appointment of FTI Consulting as an independent monitor to ensure compliance.

To support PokerStars, a team of multi-regional FTI Consulting professionals, with expertise across numerous business segments and practices within the firm, employed a four-pronged approach focused on technology, finance,

### A WINNING **HAND**.

accounting and investigative research. This strategy ensured strict compliance with PokerStars' obligations and ultimately led to PokerStars adopting and implementing recommendations beyond the obligations set forth by the federal government.



### A WINNING HAND

Over the course of the 12-month monitorship, the steps and refinements recommended by FTI Consulting allowed PokerStars to demonstrate its comprehensive commitment to its compliance obligations, and helped pave the way for a settlement that included the dismissal of all civil charges in July 2012. Notably, of the three poker websites that were seized by the government on Black Friday, PokerStars is the only business still operating. This follows an agreement with the U.S. Department of Justice that allowed PokerStars to acquire Full Tilt Poker, a former competitor that faced an investigation over shortfalls in its player accounts.

### RECOGNITION

- Finalist for the 2013 Association of Management Consulting Spotlight Awards for Change Management
- Finalist for the 2013 Association of Management Consulting Spotlight Awards for Finance and Risk Management



As chief outside counsel to PokerStars, I worked closely with FTI Consulting's independent monitoring team, and participated in all discussions and meetings with the team over the course of the 12-month monitorship. FTI Consulting's expertise, judgment, discretion and advice were integral to the enhancement of PokerStars' compliance protocols. PokerStars respected and implemented many of FTI Consulting's recommendations, which were reached through deliberative and substantive discussion and consultation with both counsel and the professionals at PokerStars. FTI Consulting worked hard to gain the trust of PokerStars, and their consultancy and integrity helped to pave the way for the resolution of the outstanding civil case in July 2012.

- Gil White Outside Counsel to PokerStar



### Contact

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### Health Solutions

### PRACTICE OVERVIEW

ur Health Solutions practice provides consulting and advisory services that help clients optimize their short-term and longterm performance, and prepare for and respond to strategic, operational and financial challenges in the healthcare and life sciences industries. Our Health Solutions professionals provide a broad range of services focusing on operational services, such as clinical and performance effectiveness and improvement; regulatory services, including the development, implementation and management of compliance programs and dispute resolution; advisory services, such as M&A; management services, such as turnaround services and the interim management of hospitals, health systems and other types of healthcare organizations; and process improvement services, such as strategy, planning, revenue growth and fee reimbursement advisory services.

### **HEALTH SOLUTIONS SERVICES**

- · Clinical Operations
- · Financial Advisory Services
- Managed Care/Government Health Insurance Programs
- · Performance Improvement

### **AWARDS AND ACCOLADES**

• Tenth Largest Hospital Management Consulting Practice in the U.S. by revenues as ranked by Modern Healthcare's 8th Annual Management Consulting Firms Survey in September 2013

# WHAT TO DO WHEN THE HOSPITAL HAS THE HEADACHE?

### Situation: Surviving in an everchanging industry

The healthcare industry in the U.S. is undergoing a game-changing transition as the combination of cost pressures and healthcare reform drive significant challenges.

The North Shore-LIJ Health System, an award-winning health organization comprised of 16 hospitals, grew rapidly through acquisition over the past several years. This rapid growth resulted in disparate practices, guidelines and reporting metrics across their Perioperative Services, which manage care for surgical patients before, during and after their procedures. Because Perioperative Services represent as much as 50 percent of the health system's total annual revenues, identifying opportunities for improved efficiencies, outcomes, growth and strategic decision-making was critical for North Shore-LIJ.

Transforming North Shore-LIJ's operations would require enterprise-wide integration, an aligned strategic vision and a shared operational platform. North Shore-LIJ needed a partner they could rely on to deliver industry-specific insight, expertise and processes.

### FTI Consulting's Role: Delivering transformational leadership

To begin this transformation, FTI
Consulting performed a comprehensive
evaluation, which included interviewing key
stakeholders, observing processes and
identifying both strategic and operational
enablers and issues. Following this assessment, FTI Consulting defined a two-phased,
24-month plan to improve safety, quality,
satisfaction, profitability and efficiencies
significantly across the health system.

Phase one of this process focused on laying the foundation for a centralized, enterprise-wide Perioperative Services model. It created an integrated body to provide consistent direction, support, business intelligence tools and communications across the company.

Phase two called for the deployment of FTI Consulting experts into North Shore-LIJ Health System's facilities to identify hospital-specific challenges and opportunities; provide hands-on implementation support and guidance and educate Perioperative leadership and managers to ensure the successful adoption of best practices.

# UTCOME

### MEASUREABLE RESULTS, COST SAVINGS AND IMPROVED PATIENT CARE AND SAFETY

The customized model yielded measurable performance improvement, enhanced efficiencies, better communication and collaboration, enterprise-wide reporting, and enriched patient care for North Shore-LIJ Health System. It also generated measurable quantitative results including:

- A 15 percent reduction in annual supply costs in physician high-preference categories of spinal and total joint replacement surgeries, achieved through pricing negotiations and vendor consolidation;
- Site-level implementation efforts resulting in a 14 percent improvement in on-time starts across the health system's 16 hospitals just six months following execution; and
- The implementation of more than 30 foundational policies, guidelines, forms and tools that have been accepted by medical boards throughout the health system.

### RECOGNITION

 Winner of the 2014 Association of Management Consulting Firms Operational Performance Spotlight Award



The FTI Consulting team has been the best I have seen in my professional career. They create custom solutions, hold your hands to make improvements, and do not walk away after giving you advice and a manual.

 Chief of Bariatric Surgery at Lennox Hill Hospital



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# **Economic Consulting**

### SEGMENT OVERVIEW

ur Economic Consulting segment provides law firms, companies, government entities and other interested parties with analysis of complex economic issues. We help these clients with legal, regulatory and international arbitration proceedings; strategic decision making; and public policy debates in the U.S. and around the world. We deliver sophisticated economic analysis and modeling of issues arising in M&A transactions, complex antitrust litigation, commercial disputes, international arbitration, regulatory proceedings and a wide range of securities litigation. Our statistical and economic experts help clients analyze complex economic issues, such as the economic impact of deregulation on a particular industry or the amount of damages suffered by a business as a result of particular events. Our professionals regularly provide expert testimony on damages, rates and prices, valuations (including valuations of complex derivatives), competitive effects and intellectual property disputes. They also provide analyses and advice relating to antitrust and competition cases, regulatory proceedings, business valuations and public policy.

Our Economic Consulting services are offered through a global network of 27 offices in 10 countries.

### ECONOMIC CONSULTING SERVICES

- Antitrust & Competition Economics
- · Business Valuation
- · Intellectual Property
- International Arbitration
- · Labor & Employment
- Public Policy
- Regulated Industries
- Securities Litigation & Risk Management

### AWARDS AND ACCOLADES

- Named one of the 20 Best Economics Firms in the World by Global Competition Review for nine consecutive years (2006-2014)
- Most professionals by firm named in Global Arbitration Review's list of "The International Who's Who of Commercial Arbitration" for four consecutive years (2011-2014)
- Named Global Competition Review's Economist of the Year in 2014, 2012 and 2011
- Global Competition Review's Matter of the Year: US Airways/American Airlines merger
- Global Competition Review's Behavioral Matter of the Year – Americas: Defense of Visa/MasterCard before Competition Tribunal

# ECONOMETRICS PROVE THE PRICE IS RIGHT



### Situation: Securing antitrust clearance for a contested merger

OfficeMax and Office Depot announced a proposed merger in February 2013, attracting a great deal of public attention. Sixteen years earlier, when Staples and Office Depot attempted to merge, the transaction was challenged by the U.S. Federal Trade Commission ("FTC"), and blocked by the U.S. District Court in Washington, D.C. The potential combination of the second and third largest office supply superstore chains in the U.S. again raised the specter of antitrust-based rejection. Would history repeat itself?

### FTI Consulting's Role: Dispelling the concerns of the past through rigorous econometrics

Compass Lexecon, a subsidiary of FTI Consulting, was retained by OfficeMax to advise its board of directors on the transaction and provide in-depth economic analysis of the proposed merger.

The 1997 FTC v. Staples antitrust case helped to pioneer the application of large-scale, complicated econometrics in antitrust cases. In 2013, advanced econometrics were once again in the spotlight. However, a great deal had changed in the market since then, with consumers increasingly purchasing office supplies

from big box stores and online retailers. Econometric modeling would need to account for these new realities.

Compass Lexecon professionals, working closely with both OfficeMax's and Office Depot's counsel, performed sophisticated and detailed econometric analyses of the deal. They substantially expanded the econometric modelling used in the earlier attempted merger, taking into account competitive retail price effects of the transaction and the merging parties' pricing.

### UTCOME

# TRAILBLAZERS IN AN INCREASINGLY COMPLEX ECONOMY

On November 1, 2013, the FTC provided regulatory clearance by deciding unanimously to close its seven-month investigation of the proposed merger between OfficeMax and Office Depot. The Compass Lexecon analysis, which found no systematic evidence that the merger would result in higher retail prices, was presented to the FTC and ultimately cited as one of the main reasons to allow the merger to close.

OfficeMax and Office Depot finalized their merger on November 5, 2013, creating a company serving consumers and businesses in 59 countries, employing approximately 66,000 associates and generating 2013 proforma revenues of \$17 billion.

### RECOGNITION

Global Competition Review's Merger
 Control Matter of the Year – Americas

The econometric analysis reflects the new competitive dynamics in the industry and shows that the proposed merger is unlikely to result in anticompetitive price effects. All of the econometrics, none of which assumed or depended on any particular definition of a relevant product or geographic market, indicate that the merger is unlikely to lead to anticompetitive price increases.

- Federal Trade Commission



### Contacts

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### Technology

### SEGMENT OVERVIEW

ur Technology segment is a leading provider of software, services and consulting for e-discovery and information management. We assist corporations, law firms and government agencies worldwide with internal, regulatory and global investigations, early case assessment, litigation and joint defense, antitrust and competition investigations, including pre-merger notification "Second Request", and the secure management, analysis and use of critical corporate information. We provide a comprehensive suite of software and services to help clients locate, review and produce electronically stored information ("ESI") including e-mail, computer files, voicemail, instant messaging and financial and transactional data.

Ringtail® software and Acuity® managed review are used for e-discovery and document review in litigation and secure information management. Ringtail can be deployed either on-premises or as a service (SaaS) or on-demand as a hosted solution through us or our network of third-party service providers.

Technology software and services are offered globally through 23 offices in five countries.

### **TECHNOLOGY SOFTWARE** & SERVICES

- · E-discovery Software and Services
- Computer Forensics and Investigations
- · Discovery Consulting

### AWARDS AND ACCOLADES

- Member of the "Leaders" Quadrant in Gartner's "Magic Quadrant for E-discovery Software" Report
- Ringtail® Software-as-a-Service e-discovery product named a Trend-Setting Product of 2013 by KMWorld magazine in September 2013
- · Recognized as an industry leader in legal software and service offerings in the May 2014 National Law Journal reader rankings
- · Recognized by The National Law Journal for "Best Predictive Coding Solution"
- Named to KMWorld magazine's 100 Companies That Matter in Knowledge Management list in March 2014



# AWARD-WINNING E-DISCOVERY CLEARS MERGER FOR TAKEOFF.

Situation: Fulfill Department of Justice "Second Request" inquiry in a fast, defensible and cost efficient manner

The U.S. Department of Justice ("DOJ") required Goodrich Corporation to collect and review millions of documents in a condensed timeframe as part of a "Second Request" related to its proposed multibillion-dollar acquisition by United Technologies Corporation. Under the Hart-Scott-Rodino Antitrust Improvements Act, the DOJ can impose these Second Requests if it suspects that a merger or acquisition may result in less competition.

To comply, Goodrich had to collect and manage millions of documents from around the globe in a fast, defensible and cost-efficient manner. Global e-discovery capabilities were essential to meet the complex analytical, multi-lingual, regulatory and industry specific requirements of the request and complete the proposed multi-billion dollar transaction.

### FTI Consulting's Role: Boots on the ground, sophisticated workflow and industry-leading technology solutions

FTI Consulting's ability to integrate a variety of services in a secure environment across borders and in remote locations was critical to successful collaboration with Goodrich and Jones Day. Our expert team was retained to ensure that global data privacy requirements were met and that data was collected in a defensible and reliable manner.

FTI Consulting deployed technology solutions that were vital to ensuring timely compliance with the Second Request. Using Ringtail® software with predictive coding and advanced analytics, and Acuity® managed review services for multi-lingual U.S. attorneys, the FTI Consulting team collected, processed and prioritized 5.4 million documents.

# UTCOME

### ON TIME, ON BUDGET AND \$1 MILLION IN SAVINGS

Of the 5.4 million documents collected, 700,000 documents were ultimately reviewed and 480,000 documents were produced for the DOJ on time. The 4.7 million documents eliminated by processing and predictive coding significantly reduced the cost of review compared to traditional linear review methodologies. Ultimately, the innovative Acuity® workflows saved Goodrich an estimated \$1 million in e-discovery costs, by FTI Consulting's calculations.

Today, Goodrich is a subsidiary of United Technologies Corporation, one of the world's largest suppliers of technologically advanced aerospace and defense products servicing customers in the commercial aerospace, defense and building industries.

### RECOGNITION

 Jones Day's Antitrust & Competition Law Practice received the top commendation of "Standout" for their work on Goodrich's merger with United Technologies Corporation, which "created new standards in the use of computer-assisted review from the Financial Times in antitrust investigations".





### Contacts

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INVESTOR DAY FTI Consulting, Inc. 17

# Strategic Communications

### SEGMENT OVERVIEW

ur Strategic Communications segment provides advice and consulting services relating to financial and corporate communications and investor relations, reputation management and brand communications, public affairs, business consulting and digital design and marketing. We believe our integrated offering which includes a broad scope of services, diverse sector coverage and global reach - is unique and distinguishes us from other strategic communications consultancies.

Our Strategic Communications services are offered through a global network of 35 offices in 16 countries.

### STRATEGIC COMMUNICATIONS SERVICES

- · Corporate Communications
- Creative Engagement and Digital Communications
- Crisis Communications
- Employee Engagement and Change
- · Financial Communications
- · Litigation Communications
- M&A Communications
- · Public Affairs
- Restructuring and Financial Issues
- · Shareholder Activism and Proxy
- · Strategy Consulting and Research

### **AWARDS AND ACCOLADES**

- #1 Communications Advisor in Mergermarket League Tables of PR Advisors in Global M&A by deal volume in 2013
- 2013 M&A Advisor Award for Consumer Deal of the Year for the American Suzuki Motor Corporation
- Named 2013 M&A PR Firm of the Year by the Americas M&A Atlas Awards
- Named 2014 Strategic Communications Firm of the Year in Belgium by Corporate INTL magazine
- The Holmes Report 2013 Asia-Pacific SABRE Awards Winner in the "Industrial/Manufacturing" category for SapuraKencana Petroleum Berhad



### Situation: A tragic explosion and oil spill create the ultimate crisis communications challenge

The Deepwater Horizon oil rig, located in

the Gulf of Mexico, exploded on April 20, 2010. Tragically, 11 crewmen were killed. The rig eventually sank, unleashing not only the largest oil spill in history, but also - in an era of proliferating media channels - one of the most sustained global media events to date. The Deepwater Horizon rig was owned by Transocean and under contract to BP p.l.c. at the time

In the days following the explosion, Transocean faced an unprecedented challenge. Coworkers and families were dealing with missing and fallen employees; countless lawsuits and government investigations were launched; the company faced a tsunami of outraged investors; and many began to question whether Transocean would survive.

### FTI Consulting's Role: Manage a crisis aggressively or it will manage you

Within 48 hours of the explosion, Transocean engaged FTI Consulting. Our crisis communications team - with deep energy sector, corporate and financial communications, and public and government affairs experience - worked closely with Transocean's management team and its internal and external counsel. Together we developed and executed an aggressive, fact-based communications strategy designed to inform, effectively and accurately, the multiple stakeholders impacted by this catastrophe.

The strategy included direct, 24/7 media relations engagement; government relations; preparing testimony for Congressional Oversight and other hearings; internal communications to support morale and employee retention; investor relations to support critical shareholder engagement; and litigation communications to support and enhance Transocean's



### DIRECT, RAPID, ALL-ENCOM-PASSING ENGAGEMENT RESULTS IN BALANCED, ACCURATE COVERAGE

The crisis communications strategies employed by FTI Consulting on behalf of Transocean were successful in helping to manage the fallout from the incident across all of the company's stakeholders. For example, thousands of media inquiries were addressed and the communications strategy of direct engagement set the record straight with leading media outlets, including "60 Minutes", "Anderson Cooper 360", The New York Times, The Wall Street Journal and Bloomberg BusinessWeek. The resulting media treatment of Transocean was more favorable and accurate than the coverage received by other parties involved, which were vilified in the press worldwide

### **Epilogue: Activism nearly** derails the recovery

Two weeks after Transocean settled with the Department of Justice in early 2013 on matters related to the Deepwater Horizon incident, Carl Icahn became Transocean's largest shareholder, seeking a \$4.00 per share dividend. FTI Consulting worked closely with Transocean to ensure Mr. lcahn's short-term strategy would not negatively impact the company's longterm asset strategy or derail its operational and financial progress. At its annual meeting of shareholders, Transocean successfully defeated Mr. Icahn's proposals, receiving 75 percent shareholder support for its dividend policy.

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FTI Consulting's work was without parallel. Our victories were your victories... I am glad to have served with you.

- Mike Talbert



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Global Energy & Natural Resources Sector Leader +1.202.346.8826 brian.kennedy@fticonsulting.com

INVESTOR DAY FTI Consulting, Inc. 19

### Global Locations

### **NORTH AMERICA**

### **Executive Office**

1101 K Street NW Suite B100 Washington, DC 20005 +1.202.312.9100

### Corporate Office

909 Commerce Road Suite 1400 Annapolis, MD 21401 +1.800.334.5701

### Canada

Toronto Vancouver

### **United States**

Annapolis Atlanta Baltimore Boston Brentwood Charlotte Chicago Coral Gables Dallas

### Denver Great Neck Houston Indianapolis

Los Angeles McLean Miami Morristown New York Oakland Pasadena Philadelphia Phoenix Pittsburgh

Princeton Red Bank Rockville Roseland Saddle Brook San Francisco Santa Barbara Seattle Tucson Walnut Creek Washington, DC

Wayne West Palm Beach Winston-Salem

### ASIA PACIFIC

### Regional Headquarters

Level 22, The Center 99 Queen's Road Central Hong Kong +852.3768.4500

### Australia

Brisbane Gold Coast Melbourne Perth Sydney

Japan Tokyo

### Philippines

Portland

### Singapore China

Guangzhou Hong Kong Shanghai

### India

Mumbai New Delhi

### Indonesia

### **EUROPE** MIDDLE EAST **AFRICA**

### Regional Headquarters

200 Aldersgate Aldersgate Street London EC1A 4HD +44.20.3727.1000

### **EUROPE**

Belgium

France

### Germany

### Ireland

### Russia

Moscow

### Spain Madrid

### United Kingdom

Stirling

### MIDDLE EAST

### Qatar

### **United Arab Emirates**

Abu Dhabi Dubai

### AFRICA

### South Africa

Cape Town Johannesburg

### LATIN AMERICA

### Regional Headquarters

804 Douglas Road Miami, FL 33134 +1.305.714.4600

### Argentina

Buenos Aires

### Brazil

Rio de Janeiro São Paulo

### Colombia

Bogotá

### Mexico

Mexico City

### Panama

Panama City

### CARIBBEAN

### **British Virgin Islands**

Tortola

### Cayman

George Town



FT I

1101 K Street NW Suite B100 Washington, DC 20005 + 1.202.312.9100

NYSE: FCN

CRITICAL THINKING AT THE CRITICAL TIME"

### About FTI Consulting

FIT Consulting, Inc. is a global business advisory firm dedicated to helping organizations protect and enhance enterprise value in an increasingly complex legal, regulatory and economic environment. FIT Consulting professionals, who are located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges in areas such as investigations, Irigation, mergers and acquisitions, regulatory issues, reputation management and restructuring.

www.fticonsulting.com

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# FTI Consulting Investor Day

New York Stock Exchange

June 16, 2014



# Opening Remarks

Mollie Hawkes, Director of Investor Relations



### 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 2014 financial results, our medium-term growth targets or other future financial results. When used in this press release, words such as "anticipates," "aspirational," "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 2014 financial results, our medium-term growth targets or other future financial results, are based upon our expectations at the time we make them and various assumptions. Our medium term growth targets do not represent forecasted future results or financial guidance; rather, they reflect our medium-term growth objectives, developed on the basis of a comprehensive review of our businesses and reflecting our plans for the future. 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.



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# Taking FTI Consulting to the Next Level

Steven H. Gunby, President and Chief Executive Officer



### Key Message For Today

Strong confidence in our medium-term prospects

Strong businesses with strong people

Confronting the reality of the last few years

Making concrete changes that are grounded in those realities

Real people owning the changes with accountability Delivering \$2.50+ adjusted EPS by 2016

- Major organic growth where we are strong
- Aggressive action where we are challenged
- Supported by disciplined cross-company capabilities



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Time	Presentation	Presenter	
11:00 a.m. – 12:00 p.m.		Registration and Lunch	
12:00 – 12:05 p.m.	Opening Remarks and Introductions	Mollie Hawkes, Director of Investor Relations	
12:05 – 12:45 p.m.	Taking FTI Consulting to the Next Level	Steven H. Gunby, President and Chief Executive Officer	
12:45 – 1:00 p.m.	Corporate Finance/Restructuring	Robert J. Duffy and Kevin Lavin, Global Co-Leaders, Corporate Finance/Restructuring	
1:00 – 1:15 p.m.	Economic Consulting	John Klick, Global Leader, Economic Consulting	
1:15 – 1:30 p.m.	Forensic & Litigation Consulting	Neal A. Hochberg, Global Leader, Forensic & Litigation Consulting	
1:30 – 1:45 p.m.	Strategic Communications	Edward J. Reilly, Global Leader, Strategic Communications	
1:45 – 2:00 p.m.	Technology	Seth A. Rierson, Global Leader, Technology	
2:00 – 2:15 p.m.	Break		
		Rod Sutton, Chairman of Asia Pacific	
		Frank Holder, Chairman of Latin America	
		Kenneth J. Barker, Global Leader, Health Solutions Practice	
2:15 – 2:55 p.m.	Driving the Business Across/Beyond the Segments – Some Examples	Carlyn Taylor, Telecom, Media & Technology Practice Leader and Global Industry Leader	
		Jeffrey S. Amling, Head of Marketing and Business Development	
		Adam S. Bendell, Senior Vice President - Strategic Development	
		Roger D. Carlile, Executive Vice President and Chief Financial Officer	
2:55 – 3:20 p.m.	Financial Discussion	Roger D. Carlile, Executive Vice President and Chief Financial Officer	
3:20 – 3:55 p.m.	Questions and Answers	FTI Consulting Executive Team	
3:55 – 4:00 p.m.	Closing Remarks	Steven H. Gunby, President and Chief Executive Officer	





# Key Messages

Great company	<ul><li>Strong positions</li><li>Great people</li></ul>
Recognize that the past few years have not lived up to	<ul> <li>Performance of the first 15 years</li> <li>Your expectations</li> <li>Our expectations</li> </ul>
Making concrete changes	<ul><li>Address weaknesses, but at least as important</li><li> build on our strengths</li></ul>
plans grounded in reality	<ul> <li>Clear-sighted assessment of where we have the Right to Win</li> <li>Specific initiatives</li> <li>Clear accountabilities</li> </ul>
Supported by a major upgrade in companywide capabilities	<ul><li>Support from the center for rigor and discipline</li><li>Specific initiatives</li></ul>

Transitioning to the next stage of FTI's success





# We Are A Great Company With Proven Successes, Powerful Positions And Strong People









Advisor to the world's top 10 banks and holding companies

Advisor to 95 of the world's top 100 law firms

GOODRICH

Advisor to over half of the world's 100 largest companies #1 crisis management firm in The Deal league tables for 7 consecutive years Named leading
Antitrust
Economics Firm by
Global Competition
Review

Former Chairman of the FDIC Former Chief Economist of the SEC

Former Federal
Prosecutor for
the Southern
District of NY



Former Chairman of the SEC Two Nobel Laureates

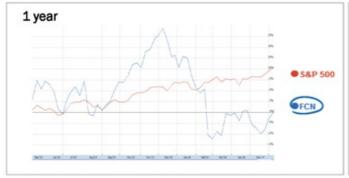
Former Chief Economist at the FCC & FTC Former SEC communications Director and DOJ Spokesperson



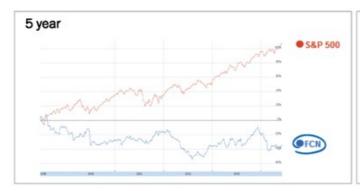
For the biggest most complicated events in corporate life, organizations call on FTI



# Though We Outperformed For Many Years, Performance Recently Has Not Met Your (Or Our) Expectations











Not acceptable. We are going to change this.



### We Are Making Concrete Changes In Every Segment...

#### Corporate Finance/Restructuring

- Reinforce core positions, e.g. TMT, Retail, company-side, interim management
- Drive new businesses where we have the right to win, e.g., Office of the CFO, carve out
- Rationalize cost structure, e.g., compensation, Detroit, Philippines
- Driving overseas bets to fruition

#### Forensic & Litigation Consulting

- Reinvestment behind core areas of strength, e.g., FAAS, FEDA...
- Growing key regions where we have a right to win, e.g., Latin America Construction
- Investing behind people to expand key businesses, e.g., Insurance, Cyber Security...

#### **Economic Consulting**

- Continue driving Compass Lexecon
- Expansion of International Arbitration, Energy, Center for Healthcare Economics and Policy

#### Technology

#### Increased investment in sales and marketing

 Ongoing investment to stay leading edge with respect to the most complicated, major corporate events

#### **Strategic Communications**



- Reinforce Financial and Corporate Communications, continued expansion of Public Affairs
- Focus on EBIT improvement





### ...But Also Major Changes Across Segments...

#### **Industry strategies**

- Health Solutions
- Substantial other cross-segment industry based alignments, e.g., Energy, Insurance with Distinct...

Regional strategies that reflect unique needs and positions, e.g.,

- Asia: contentious insolvency; linkages with FLC and TECH through FCPA; uniquely placed to assist in crossborder transactions
- Latin America: international arbitration, CF/R, Construction Solutions
- Major bets in Europe to change our competitive position in CF/R

# Leveraging intellectual capital created

- Learnings from the mortgage backed securities modeling
- Patent valuation for transactions
- Systematic process for identifying IP we can leverage

Upgrading our key cross-segment processes

- Client service processes, e.g., marketing of success stories, client coordinating partners
- Enhanced, disciplined approach to cost and effectiveness, e.g., real estate
- Quality, disciplined HR processes
- Effective, disciplined new business/innovation processes, e.g., M&A
- Other core processes





# More Broadly, A Number Of Key Themes

Disciplined assessment of where we have the Right to Win
Organic growth
Acquisitions, but only where they make sense and following a disciplined process
Willingness to invest EBITDA
but also relentless focus on where we have been spending in a way that doesn't drive the business
Accountability
Discipline

Figuring out how to win and grow...even when markets are down





## We Are Also Making People Changes

### We will be adding some key roles

- Chief Human Resources Officer
- Analytical change talent at the center
- ....
- We will also be rotating some roles/some changes in organizational structure
- Will be looking at other opportunities, e.g., delayering...

More details to come





### How Are We Managing The Transformation Process?

Support the best parts of our businesses boldly; retool/fix other parts of our businesses

Build the core capabilities and disciplines to allow us to drive the businesses

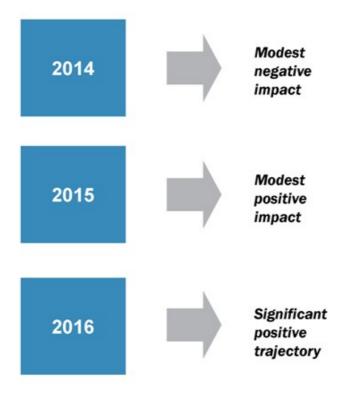
also go beyond

- What have we done?
- Aspirational 2016 EBITDA goals established for each segment
- Set of initiatives and investments needed to meet goals agreed to with each segment
- How are we tracking our progress?
- Quarterly business strategy reviews to track progress and adapt plans
- Cross-company initiatives with explicit owners, deliverables and measurement process
- Investments and hiring to strengthen key functions
- Executive Committee meetings every 6-8 weeks to review progress against initiatives





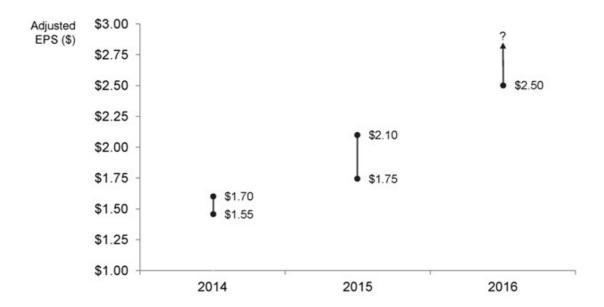
# What Do We Expect This To Yield?







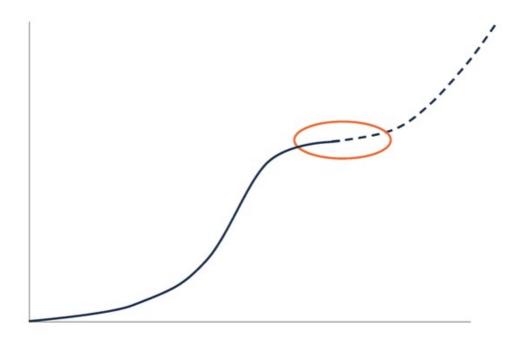
# One View Of The Next 3 Years - Targets/Financials







# What Do We Think This Can Yield - More Holistically





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



## Key Message For Today

Strong confidence in our medium-term prospects

Strong businesses with strong people

Confronting the reality of the last few years

Making concrete changes that are grounded in those realities

Real people owning the changes with accountability Delivering \$2.50+ adjusted EPS by 2016

- Major organic growth where we are strong
- Aggressive action where we are challenged
- Supported by disciplined cross-company capabilities





# Corporate Finance/Restructuring

Robert J. Duffy and Kevin Lavin, Global Co-Segment Leaders

### Making A Difference For Our Clients

Boards of **Directors** 

**Equity Sponsors** 

Management

Secured Lenders

**Bondholders** 

Unsecured **Creditors** 

#### Restructuring

- Company Advisory
- Interim Management
- Creditor & Lender Advisory
- Capital Structure
- Litigation Services

#### **Business Transformation**

#### Non-Transaction Related

- Office of the CFO
- Liquidity & Working Capital
- Performance Improvement
- Interim Management

#### Transaction-Related

- Merger Integration & Carve-outs
- Transaction Advisory Services
- Valuation
- Capital Markets Advisory

### Company and **Interim Management**







#### **Creditor and Lender Advisory**







#### **Business Transformation**



\$5B Global Plastics, **Latex and Rubber** Manufacturer







## Snapshot Of Our Business

Restructuring 65% of revenues	Business Transformation 35% of revenues	725+ Revenue Producing Professionals
<b>14</b> Countries	<b>47</b> Offices	Over <b>150+</b> interim/permanent operating positions filled by FTI professionals <b>100+</b> C-Suite roles <b>30+</b> Chairman/CEO positions <b>55+</b> CFO positions

**#1** crisis management firm in The Deal league tables of crisis management firms for seven consecutive years (2007-2014)

TMA Turnaround and Transaction of the Year winner in October 2013

Honored by the Global M&A Network with **6 Turnaround Atlas Awards** for excellence and outstanding achievements in the global restructuring, special situation M&A and turnaround markets in July 2013



### Financial Performance

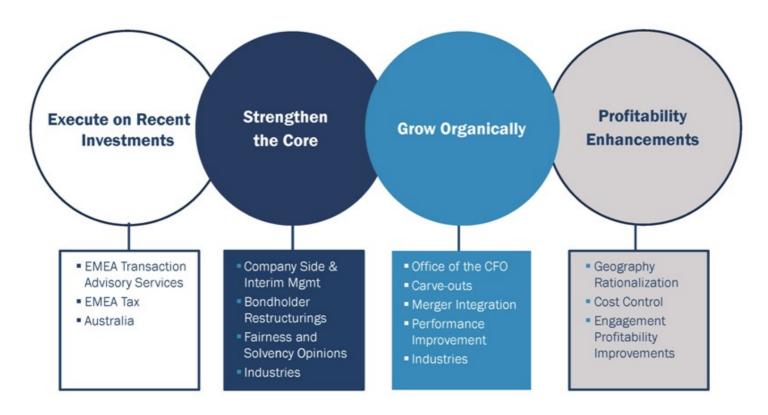


- Revenue CAGR of -4.0% between 2009 and 2013
  - Recession impact on results from 2009 through 2012 when large projects like Lehman, GM and others ended
- EBITDA CAGR of -19.5% between 2009 and 2013
  - Margin impact from growth of business transformation products and practices outside of the U.S.
- Impact of investments in 2013 and 2014



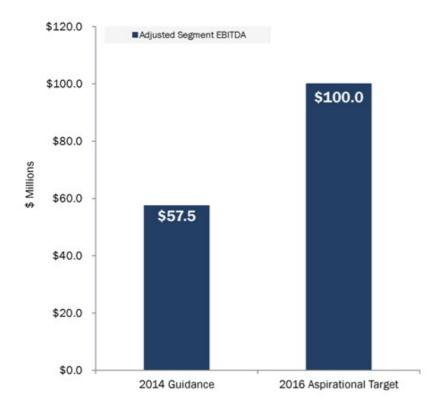
The healthcare and life sciences practice of the Corporate Finance/Restructuring segment was reclassified in 2013 as the Health Solutions practice within the Forensic and Litigation Consulting segment and the Company reported reclassified financial results for the years ended 2010 through 2012 in its Current Report on Form 8 K filed with the SEC on May 21. 2013. The 2009 Revenue and Adj. EBITDA presented in this Table for the Corporate Finance/Restructuring segment has been reclassified from \$514.3M to \$449.7M and \$172.3M to \$159.9M, respectively.

### Where We Are Going





# **Aspirational Targets**



### **Medium-Term Growth Catalysts**

- Execute on Recent Investments
- Strengthen the Core Practice
- Grow Organically
- Profitability Enhancements





# **Economic Consulting**

John Klick, Global Segment Leader



### **Indicative Success Stories**



















### Our Economists Are The Most Experienced In The Business

2 former Chief Economists from the

SEC

6 former Deputy Attorney Generals for Antitrust of the

DOJ

120+ (§

Former Chief
Economist from the

FTC

2 former Chief Economists from the

**FCC** 

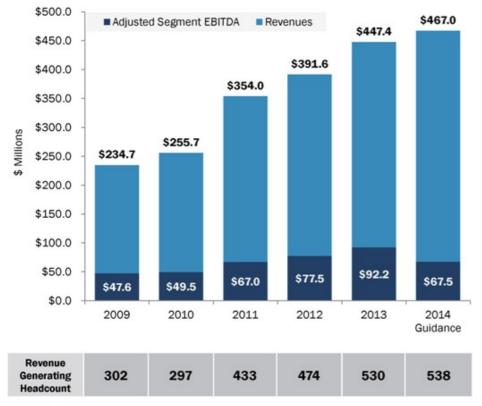
2 Nobel Prize
Winners in
Economics

Global Competition Review's Economist of the Year in 2014, 2012 and 2011

**Most professionals by firm** named in *Global Arbitration Review's* list of "The International Who's Who of Commercial Arbitration" for four consecutive years (2011-2014)



### **Financial Performance**



#### Revenue CAGR of 17.5% between 2009 and 2013

- Acquisition of certain practices of LECG effectively doubled our rate of revenue growth in 2011
- Benefitted from litigation arising out of the financial crisis, and a number of large M&A engagements in 2011 and 2013

# ■ EBITDA CAGR of 18.0% between 2009 and 2013

- Substantial focus throughout 2011-2013 and on integrating the LECG acquisition in EMEA and improving profitability in EMEA
- For 2014, after a slow start to the year we expect mid-single digit revenue growth
- 2014 EBITDA step-down reflects, among other things, extended employment agreements through 2023 with senior client services professionals





## Medium-Term Growth Catalysts



- Increase market share
- Better differentiate from low-price competitors
- Move closer to emerging markets



Regulatory Practices

- Increase market share
- Targeted group hires and acquisitions
- Continue to integrate engineering expertise



Healthcare Economics and Policy

- Apply skills used in market-leading M&A practice to emerging business and regulatory challenges
- Potential clients (employers, state/regional governments and communities)



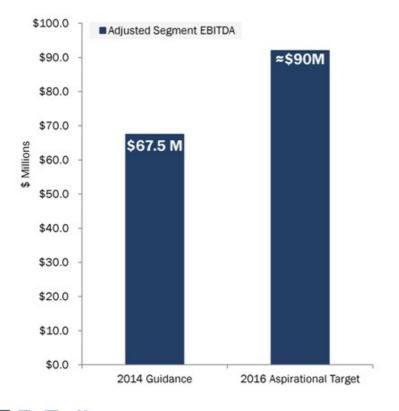
Continue to Expand Cross-Segment Collaboration

Energy, healthcare and restructuring

In summary, these initiatives involve **selling what we already do** to a higher percentage of potential buyers, **leveraging what we already do** into adjacent service offerings and geographical markets, and **taking even more advantage** of internal sales channels.



## **Aspirational Targets**



#### **Medium-Term Growth Catalysts**

- High level of confidence we will execute effectively across the range of Economics Segment initiatives
- Assuming key markets remain stable, expecting adjusted segment EBITDA to grow at a compound annual growth rate in the low- to mid-teens over the 2014 to 2016 period





# Forensic & Litigation Consulting

Neal A. Hochberg, Global Segment Leader



### Engagement Highlights - Receiverships And Monitorships



#### **PokerStars**

- Multi-disciplinary expertise:
   Investigations, Data Analytics, Finance and Accounting
- Global, readily-deployable professionals
- Expertise in risk mitigation and regulatory compliance protocols
- Ability to instill confidence and trust to forge collaborative, productive relationships



#### **Michael Kenwood Group**

- Multi-disciplinary expertise:
  - Investigations, Data Analytics, Finance and Accounting
  - Technology, including software
  - Corporate Finance
- Large numbers of readily-deployable professionals
- Deep expertise with complex financial investigations (e.g., Madoff, Stanford)





## Snapshot Of Our Business

### Receiverships, Monitorships & Trusteeships







### **Global Investigations**





### **Dispute Advisory Services**





### **Regulatory Services**







Financial Services Practice



Health Solutions



### Financial Performance



- Revenue CAGR of 4.4% between 2009 and 2013
  - 2012 revenue decline reflects a number of actions that responded to market conditions
- EBITDA CAGR of -4.3% between 2009 and 2013
  - EBITDA declined as percentage of revenue due to market pressure on rates and the cost of investment in new geographies
- 2014 reflects heightened demand for all products and industries, although Health Solutions is impacted by flat growth and declining EBITDA



The healthcare and life sciences practice of the Corporate Finance/Restructuring segment was reclassified in 2013 as the Health Solutions practice within the Forensic and Litigation Consulting segment and the Company reported reclassified financial results for the years ended 2010 through 2012 in its Current Report on Form 8.K filled with the SEC on May 21, 2013. The 2009 Revenue and Adj. EBITDA presented in this Table for the Forensic and Litigation Consulting segment has been reclassified from \$300.7M to \$365.3M and \$76.4M to \$88.8M respectively.



### Medium-Term Growth Opportunities



Build on Strong Foundation of Highly Skilled Professionals

- Focus on organic growth within our global platform
- Aggressively pursue key hires and tuck-in acquisitions to strengthen our product and industry offerings



Target Profitable Industry Opportunities

- Continue to develop and grow our global insurance consultancy
- Add key Construction Solutions resources to expand our focus in the heavy industrial sector
- Expand our global financial crimes capability



Continue to Enhance Regional Presence

- Add FAAS, FEDA, GRIP and select industries' resources in Asia, Europe, Middle East and Africa
- Enhance Insurance consultancy outside of North America and Europe



Utilize Technology as a Differentiator

- Deploy Innovations in Data Visualization
- Continue to expand Financial & Enterprise Data Analytics global footprint

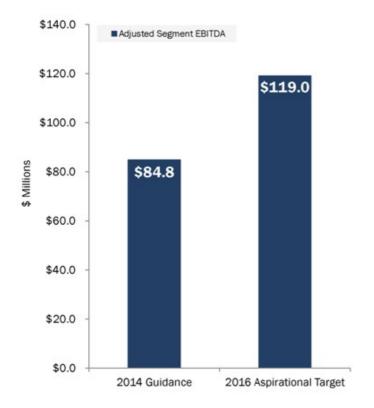


Respond to Changing Market Needs

- Cyber Security Solutions
- Consumer Finance Protection



### **Aspirational Targets**



#### **Medium-Term Growth Catalysts**

- Expand service offerings to serve market needs – e.g., cyber-security and consumer finance protection
- Pursue high margin industry focus opportunities – e.g., enhance global insurance consultancy and construction focus on heavy industrial sector
- Utilize technology as a market differentiator – e.g., innovations in data visualization, and Financial & Enterprise Data Analytics
- Expand presence in Europe, the Middle East and Africa, and in Latin America and Asia
- Continue to invest in organic growth and evaluate key hires and acquisitions that offer specific target growth opportunities
- Continue to develop new service lines to meet evolving health care system needs





# Strategic Communications

Edward J. Reilly, Global Segment Leader



### **Evolution Of The Strategic Communications Segment**



Crisis management that led to a multifaceted brief



US\$8.6 billion acquisition of





Global public affairs and issues management

Complex Issues

Cross-Border

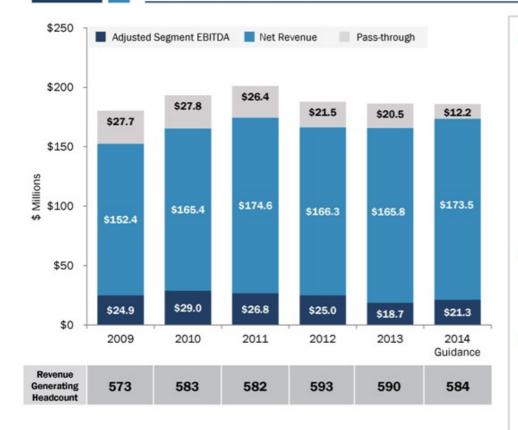
Multi-Practice and Expertise

Specialized Expertise

Broad, Deep, Sustained Relationships



### **Financial Performance**



#### Revenue CAGR of 0.8% between 2009 and 2013

- 2009-2012 characterized by low levels of M&A and capital activity
- 2010-2013 included significant investment in the portfolio of services
- 2014 gross revenue forecast to be marginally down on 2013
- Underlying net revenues forecast to be up 5% in 2014
- 40% decline in low-margin pass-through revenue in 2014 (largely from US digital communications clients)

# ■ EBITDA CAGR of -6.9% between 2009 and 2013

- EBITDA improvement of 14% in 2014, reflecting higher net revenues and improved underlying profitability
- Asia Pacific is returning to profitability following a challenging 2012 - 2013 impacting overall segment performance





### A Snapshot Of Our Business







### Our Medium-Term Growth Plan Is Aligned With Market Trends

#### **Intersection of Market Forces and Public Policy**



**More Activist Legislative and Regulatory Environment** 



#### **More Empowered Stakeholders**

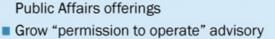


**Comprehensive Communications** & Stakeholder Engagement Strategy

F T I



**Corporate Reputation** & Compliance



Integrate Financial Communications and

- Continue building-out high-value Financial Communications services (e.g., corporate governance counsel, proxy advisory and activism defense)
- Establish reputation management as an essential discipline around high-level, complex issues affecting multiple stakeholders
- Further strengthen cross-border M&A advisory capabilities



Stakeholder Management & New Market Entry



"Permission to Operate" Advisory



of investors anticipate an increase in cross-border shareholder activism

FTI Consulting Global Investor Survey, February 2014



of investors of investors say the regulatory or political environment is important to their investment decision





### Our Team Is Made-Up Of Industry-Leading Experts

### The New Hork Times

Two-time Pulitzer Prize Nominated Reporter



Attorney General for Western Australia

#### **Deutsche Bank**

Managing Director, Senior Pharma Analyst



International Communications Advisor and Spokesperson to three Economy, Finance and Industry Ministers of the French Government



Vice President, Communications at Royal Dutch Shell



US Congressman, Member of House Appropriations Committee

# THE SUNDAY TIMES

Two Business Editors



National Security and Defense Presidential Advisor in Colombia

# South China Morning Post

**Executive Editor** 



Director of Communications at the US Securities and Exchange Commission

#### **Deutsche Bank**

Global Head of Communications and Marketing for Global Banking



Press Secretary for US Vice President Joseph Biden



Head of Group Marketing and Communications, Asia Pacific



Press Secretary for the US House Minority Leader (now Speaker)

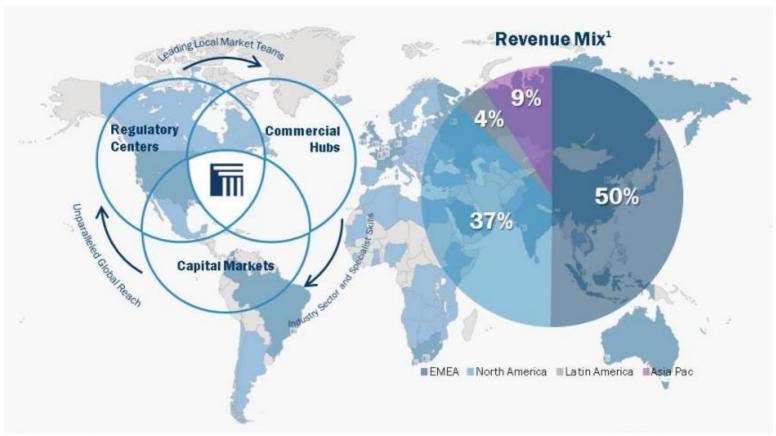


Head of London Office





# Our Global Network Is A Competitive Differentiator





¹Q1 2014.

## **Aspirational Targets**



### **Medium-Term Growth Catalysts**

- Diversify and sharpen offering to lessen dependence on capital markets activity
- Pursue growth in areas of opportunity – e.g., high-value financial issues, public affairs, and reputation management challenges
- Improve our ability to be retained as an advisor on issues and 'events'
- Enhance human capital initiatives and performance management
- Leverage cross-segment opportunities
- Employ rigorous financial discipline and pursue operational efficiencies





# Technology

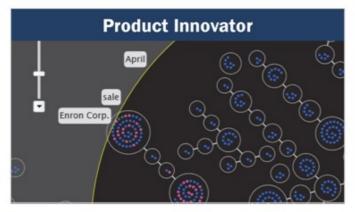
Seth A. Rierson, Global Segment Leader



# Technology Overview: "Finding a Better Way"











### **Financial Performance**





### Revenue CAGR of 4.5% between 2009 and 2013

- 2011 revenue growth was driven by large, unique product liability and IP matters and cross-border FCPA projects
- Despite the continued wind down of large projects topline growth was driven by global investigations, second requests, and new corporate clients

### EBITDA CAGR of 1.5% between 2009 and 2013

- 2012 EBITDA decline reflects the resolution of several large multi-year projects, price competition and investments in business development
- 2014 revenue growth is expected to be driven by increasing demand for global investigations and second requests
  - 2014 projection for flat EBITDA reflects increased investment in business development and R&D









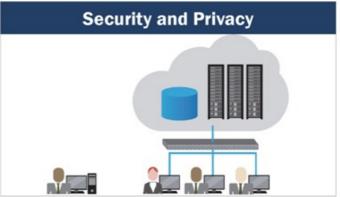
Created new standards in the use of computer-assisted review of antitrust investigations to allow Goodrich to merge with United Technologies Corporation. 77





# Current Trends Play To FTI Technology Strengths











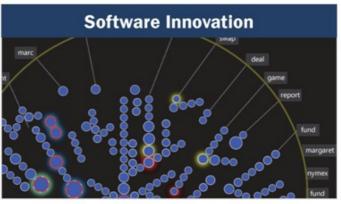


# Investing To Win Tomorrow's E-Discovery Market



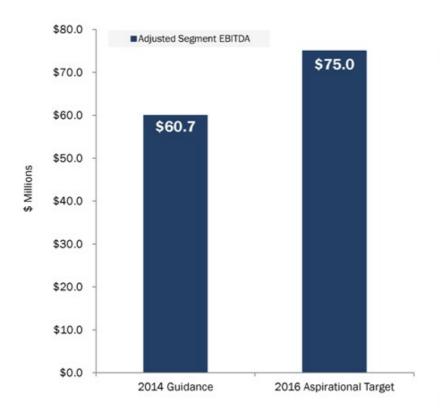








## **Aspirational Targets**



### **Medium-Term Growth Catalysts**

- Data volume and variety
- Increased importance of security and data privacy
- Global e-discovery requirements
- Cost of review
- Expanded presence outside of North America
- Analytics and visualization to support corporate compliance and e-discovery requirements





Driving the Business Across/Beyond the Segments



20 Offices

545 Employees

### **Key Business Hubs**

Hong Kong - Singapore - Tokyo - Sydney

### Macroeconomic Backdrop

- Attractive positions in key Asian markets
- Strong demand for forensic accounting and advisory services
- Softness in the restructuring market
- Growing mining and agribusiness industry

#### **Key Initiatives**

- Primarily assisting western MNCs in emerging markets
- Develop a global Contentious Insolvency practice
- Organic growth in forensic accounting and advisory services
- Develop a true operational turnaround service line
- Industry initiatives: mining, agribusiness and construction















# Latin America

11 Offices

249 Employees

### **Key Business Hubs**

São Paulo - Mexico City - Buenos Aires - Bogotá

### Macroeconomic Backdrop

- Dichotomy between Pacific Alliance and Atlantic countries
- FDI flows should remain strong although commodities boom slowing down in tandem with China growth prospects
- Mining, energy (oil and gas), infrastructure and banking best opportunities for growth

### **Key Initiatives**

- Expanding a thriving Construction Solutions practice
- Increase headcount of Corporate Finance/Restructuring in primary markets (Brazil, Mexico)
- Continue growing core GRIP and FAAS practices
- Investing resources in cross-segment initiatives (international arbitration)







### 260+ PROFESSIONALS WITH \$114 MILLION IN REVENUES IN 2013

### **OUR PEOPLE**

FORMER C-SUITE EXECUTIVES

**BIG DATA EXPERTS** 

**EPIC CERTIFIED SPECIALISTS** 

FORENSIC ACCOUNTANTS

STATISTICS EXPERTS

EXPERIENCED PHYSICIAN & NURSES

40% FORMER HOSPITAL STAFF

### WHAT WE DO

PERFORMANCE IMPROVEMENT

**PAYOR COMPLIANCE** 

**CONVERGENCE & M&A** 

**INVESTIGATIONS** 

BUSINESS ANALYTICS & SYSTEMS IMPROVEMENT

SYSTEMS OPTIMIZATION

CLINICAL RESEARCH & COMPLIANCE

### WHO WE SERVE

**HOSPITALS & PHYSICIANS** 

ACADEMIC MEDICAL CENTERS & UNIVERSITIES

**PAYORS** 

PHARMACY, DEVICE &
BIOTECH MANUFACTURERS

WHOLESALE PHARMACY DISTRIBUTORS

PHARMACY CHAINS

CLINICAL RESEARCH ORGANIZATIONS





### Perioperative Services: North Shore-LIJ Health System

### MEASURABLE RESULTS, COST SAVINGS AND IMPROVED PATIENT CARE



15% reduction in annual supply costs

14% improvement in on-time starts

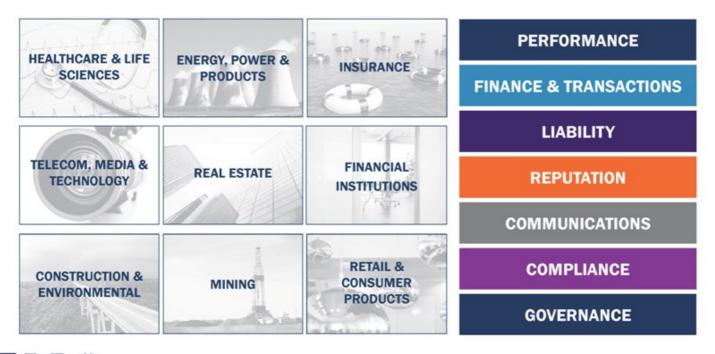
30+ policies, guidelines, forms and tools adopted





### Holistic Offering Delivers Unmatched Industry Solutions

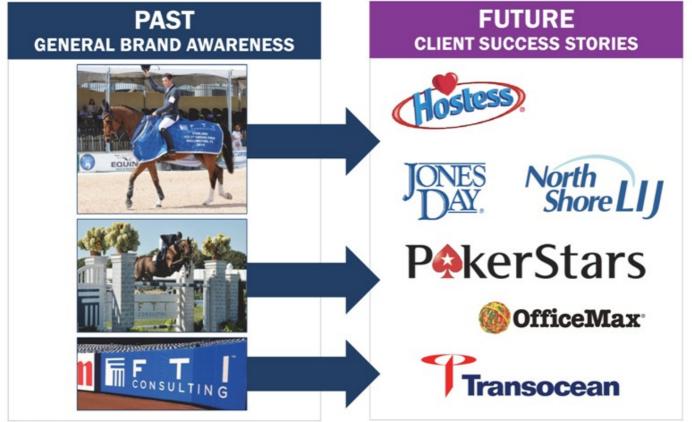
# FUNCTIONAL CAPABILITIES + GEOGRAPHIC REACH + INDUSTRY EXPERTISE = HOLISTIC SOLUTIONS







# Marketing Our Successes







# Leveraging Our Intellectual Capital





### We Are Taking A Hard Look At Our Global Infrastructure

We are undertaking an analysis of our global infrastructure - taking a hard look numerous functions:

**HUMAN RESOURCES** 

INFORMATION TECHNOLOGY

**FINANCE & ACCOUNTING** 

**REAL ESTATE** 

MARKETING & BUSINESS
DEVELOPMENT

We are looking at each of these functions through three lenses

Stopping activities that are unnecessary or don't enable our growth goals Starting activities that are necessary to support our growth goals Performing necessary activities in the most efficient manner can











# Opportunities for Cost Savings

- Implement cloud-based e-mail archiving and storage
- Renegotiate data communications contracts
- Optimize internal helpdesk services
- Outsource disaster recovery to a fully managed service

# Opportunities for Quality and Flexibility Improvements

- Redesign the data center & service hosting model towards cloud and third-party managed services
- Redesign and transform each IT service and strategy to modern technologies to improve capability and flexibility





# Financial Presentation

Roger Carlile, EVP and Chief Financial Officer



- Second Quarter 2014 Guidance Update
- Full-Year 2014 Guidance Introduction
- 2014 Mid-Term Growth Target
- ....And How Do We Get There





Revenues: \$445.0 million – \$450.0 million Adjusted EPS: \$0.49 – \$0.55





Revenues: \$1.73 billion - \$1.77 billion Adjusted EPS: \$1.55 - \$1.70



### Medium-Term Growth Targets

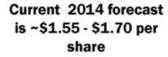


### **Medium-Term Earnings Catalysts**

- Growing organically in businesses in which we are already strong and have a right to win
- Continuing growth of our recent investments in products such as TAS and Tax as well as key industry groups such as Health Solutions, Energy, Power & Products, Insurance, Construction and others
- Improving the results of business which are challenged at the gross margin level
- Addressing our infrastructure with a goal of improving quality and flexibility while reducing costs



### How Do We Get There?



Segments have identified \$125 -\$145 million in 2016 Adjusted Segment EBITDA improvements ...

... along with certain cross-segment and infrastructure initiatives not yet quantified...

... assuming realization rate of ~50% by 2016 ...

Results in Adjusted EPS of no less than \$2.50 per share by 2016





# Questions & Answers

FTI Consulting Executive Team



# Closing Thoughts

Steven H. Gunby, President and Chief Executive Officer

# Agenda

Time	Presentation	Presenter
11:00 a.m. – 12:00 p.m.		Registration and Lunch
12:00 – 12:05 p.m.	Opening Remarks and Introductions	Mollie Hawkes, Director of Investor Relations
12:05 – 12:45 p.m.	Taking FTI Consulting to the Next Level	Steven H. Gunby, President and Chief Executive Officer
12:45 – 1:00 p.m.	Corporate Finance/Restructuring	Robert J. Duffy and Kevin Lavin, Global Co-Leaders, Corporate Finance/Restructuring
1:00 – 1:15 p.m.	Economic Consulting	John Klick, Global Leader, Economic Consulting
1:15 – 1:30 p.m.	Forensic & Litigation Consulting	Neal A. Hochberg, Global Leader, Forensic & Litigation Consulting
1:30 – 1:45 p.m.	Strategic Communications	Edward J. Reilly, Global Leader, Strategic Communications
1:45 – 2:00 p.m.	Technology	Seth A. Rierson, Global Leader, Technology
2:00 – 2:15 p.m.		Break
		Rod Sutton, Chairman of Asia Pacific
		Frank Holder, Chairman of Latin America
		Kenneth J. Barker, Global Leader, Health Solutions Practice
2:15 – 2:55 p.m.	Driving the Business Across/Beyond the Segments – Some Examples	Carlyn Taylor, Telecom, Media & Technology Practice Leader and Global Industry Leader
		Jeffrey S. Amling, Head of Marketing and Business Development
		Adam S. Bendell, Senior Vice President – Strategic Development
		Roger D. Carlile, Executive Vice President and Chief Financial Officer
2:55 – 3:20 p.m.	Financial Discussion	Roger D. Carlile, Executive Vice President and Chief Financial Officer
3:20 – 3:55 p.m.	Questions and Answers	FTI Consulting Executive Team
3:55 – 4:00 p.m.	Closing Remarks	Steven H. Gunby, President and Chief Executive Officer





## Key Message For Today

Strong confidence in our medium-term prospects

Strong businesses with strong people

Confronting the reality of the last few years

Making concrete changes that are grounded in those realities

Real people owning the changes with accountability Delivering \$2.50+ adjusted EPS by 2016

- Major organic growth where we are strong
- Aggressive action where we are challenged
- Supported by disciplined cross-company capabilities





Appendix



### Adjusted Net Income And Adjusted EPS

We define Adjusted Net Income and Adjusted Earnings per Diluted Share 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 Earnings per Diluted Share. Management uses Adjusted Earnings per Diluted Share 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 the remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges and losses on early extinguishment of debt.





### Adjusted EBITDA And Adjusted Segment EBITDA

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. Amounts presented in the Adjusted EBITDA row for each segment reflect the segments' respective 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 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 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 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. Adjusted EBITDA and Adjusted Segment EBITDA are not defined in the same manner by all companies and may not be comparable to other similarly titled measures of other companies. These 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.





# FTI Consulting, Inc. And Subsidiaries Non-GAAP Financial Reconciliations

	Years Ended December 31,						
	2013	2012	2011	2010	2009		
Adjusted EPS:							
Net income (loss)	\$(10,594)	\$(36,986)	\$103,903	\$65,984	\$139,843		
Add back:							
Special charges, net of tax	23,267	19,115	9,285	32,733	-		
Goodwill impairment charge	83,752	110,387	-	-	-		
Loss on early extinguishment of debt, net of tax	-	2,910	-	3,019	-		
Remeasurement of acquisition-related contingent consideration, net of taxes	(12,054)	(5,228)	(9,953)	-	-		
Adjusted Net Income	\$84,371	\$90,198	\$103,235	\$101,736	\$139,843		
Earnings (loss) per common share – diluted	\$(0.27)	\$(0.92)	\$2.39	\$1.38	\$2.63		
Add back:							
Special charges, net of tax	0.59	0.47	0.21	0.69	-		
Goodwill impairment charge	2.14	2.74	-	-	-		
Loss on early extinguishment of debt, net of tax	-	0.07	-	0.06	-		
Remeasurement of acquisition-related contingent consideration, net of taxes	(0.30)	(0.13)	(0.23)	*	-		
Impact of denominator for diluted adjusted earnings per common share	(0.07)	(0.06)	-		-		
Adjusted earnings per common share – diluted	\$2.09	\$2.17	\$2.37	\$2.13	\$2.63		
Weighted average number of common shares outstanding – diluted	40,421	41,578	43,473	47,664	53,127		
Normalized Operating Cash Flow:							
Net cash provided by operating activities	\$193,271	\$120,188	\$173,828	\$195,054	\$250,769		
Shift in timing of annual bonus payments	(25,200)	25,200	-	-	-		
Normalized Free Cash Flow	\$168,071	\$145,388	\$173,828	\$195,054	\$250,769		





	Corporate Finance/ Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Corporate	Total
Year Ended December 31, 2013							
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 of intangible assets	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





	Corporate Finance/ Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Corporate	Total
Year Ended December 31, 2012							
Net loss							\$(36,986)
Interest income and other							(5,659)
Interest expense							56,731
Income tax provision							40,100
Loss on early extinguishment of debt							4,850
Operating income (loss)	\$80,970	\$45,809	\$71,992	\$33,642	\$(97,298)	\$(76,079)	\$59,036
Depreciation and amortization of intangible assets	8,835	6,487	4,478	20,447	7,218	4,546	52,011
Special charges	11,332	8,276	991	3,114	4,712	1,132	29,557
Goodwill impairment charge	-	-	-	-	110,387	-	110,387
Remeasurement of acquisition- related contingent consideration	(5,222)	(6)	-		-	-8	(5,228)
Adjusted EBITDA	\$95,915	\$60,566	\$77,461	\$57,203	\$25,019	\$(70,401)	\$245,763





	Corporate Finance/ Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Corporate	Total
Year Ended December 31, 2011							
Net loss							\$103,903
Interest income and other							(6,304)
Interest expense							58,624
Income tax provision							49,224
Operating income (loss)	\$66,591	\$74,831	\$60,890	\$57,917	\$19,066	\$ (73,848)	\$205,447
Depreciation and amortization of intangible assets	8,902	6,215	4,045	19,094	7,735	4,962	50,953
Special charges	9,440	839	2,093	7:	-	2,840	15,212
Remeasurement of acquisition- related contingent consideration	(8,991)	(962)	-	-		-	(9,953)
Adjusted EBITDA	\$75,942	\$80,923	\$67,028	\$77,011	\$26,801	\$(66,046)	\$261,659

(in thousands, except per share data) (unaudited)





	Corporate Finance/ Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Corporate	Total
Year Ended December 31, 2010							
Net loss							\$65,984
Interest income and other							(4,423)
Interest expense							50,263
Income tax provision							41,407
Loss on early extinguishment of debt							5,161
Operating income (loss)	\$89,861	\$62,759	\$39,180	\$27,569	\$11,602	\$(72,579)	\$158,392
Depreciation and amortization of intangible assets	9,730	7,447	3,634	20,876	8,325	5,232	55,244
Special charges	8,561	6,196	6,667	15,913	9,044	4,750	51,131
Adjusted EBITDA	\$108,152	\$76,402	\$49,481	\$64,358	\$28,971	\$(62,597)	\$264,767





	Corporate Finance/ Restructuring	Forensic and Litigation Consulting	Economic Consulting	Technology	Strategic Communications	Corporate	Total
Year Ended December 31, 2009							
Net loss							\$139,843
Interest income and other							(8,408)
Interest expense							44,923
Income tax provision							81,825
Operating income (loss)	\$150,092	\$83,290	\$43,650	\$37,410	\$16,455	\$(72,714)	\$258,183
Depreciation and amortization of intangible assets	9,794	5,520	3,917	19,721	8,486	6,027	53,465
Litigation and settlements	-	-	-	-	-	250	250
Adjusted EBITDA	\$159,886	\$88,810	\$47,567	\$57,131	\$24,941	\$(66,437)	\$311,898





Critical Thinking at the Critical Time ™