### 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): July 30, 2020

# 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.)

555 12th Street NW, Washington, D.C. 20004 (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) П 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)) Securities registered pursuant to Section 12(b) of the Act: Trading Name of each exchange Title of each class symbol(s) on which registered Common Stock, par value \$0.01 per share **FCN New York Stock Exchange** Indicate by check mark whether the registrant is an emerging growth company as defined in Rule 405 of the Securities Act of 1933 (§230.405 of this chapter) or Rule 12b-2 of the Securities Exchange Act of 1934 (§240.12b-2 of this chapter). Emerging growth company  $\square$ If an emerging growth company, indicate by check mark if the registrant has elected not to use the extended transition period for complying with any

new or revised financial accounting standards provided pursuant to Section 13(a) of the Exchange Act.  $\Box$ 

### ITEM 2.02. Results of Operations and Financial Condition

FTI Consulting, Inc. ("FTI Consulting") uses a presentation from time to time in its discussions with investors and analysts (the "Presentation"). The Presentation includes FTI Consulting's past and present financial results, operating data and other information. A copy of the Presentation is furnished as Exhibit 99.1 and has been posted to the FTI Consulting website at www.fticonsulting.com.

### ITEM 7.01. Regulation FD Disclosure

In the Presentation, FTI Consulting uses information derived from consolidated and segment financial information that may not be presented in its financial statements or prepared in accordance with generally accepted accounting principles in the United States ("GAAP"). Certain of these measures are considered "non-GAAP financial measures" under rules promulgated by the Securities and Exchange Commission. Specifically, FTI Consulting has referred to the following non-GAAP financial measures:

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

FTI Consulting has included the definitions of "Segment Operating Income (Loss)" and "Adjusted Segment EBITDA," which are financial measures presented in accordance with GAAP, in order to more fully define the components of certain non-GAAP financial measures. FTI Consulting evaluates the performance of its operating segments based on Adjusted Segment EBITDA, and Segment Operating Income (Loss) is a component of the definition of Adjusted Segment EBITDA. FTI Consulting defines "Segment Operating Income (Loss)" as a segment's share of consolidated operating income. FTI Consulting defines "Total Segment Operating Income," which is a non-GAAP financial measure, as the total of Segment Operating Income (Loss) for all segments, which excludes unallocated corporate expenses. FTI Consulting uses Segment Operating Income (Loss) for the purpose of calculating Adjusted Segment EBITDA. 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. FTI Consulting uses Adjusted Segment EBITDA as a basis to internally evaluate the financial performance of its segments because FTI Consulting believes it reflects current core operating performance and provides an indicator of the segment's ability to generate cash.

FTI Consulting defines "Total Adjusted Segment EBITDA," which is a non-GAAP financial measure, as the total of Adjusted Segment EBITDA for all segments, which excludes unallocated corporate expenses. FTI Consulting defines "Adjusted EBITDA," which is a non-GAAP financial measure, as consolidated net income before income tax provision, other non-operating income (expense), depreciation, amortization of intangible assets, remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges, gain or loss on sale of a business, and losses on early extinguishment of debt. FTI Consulting defines Adjusted EBITDA Margin as Adjusted EBITDA as a percentage of total revenues. FTI Consulting believes that the non-GAAP financial measures, which exclude the effects of remeasurement of acquisition-related contingent consideration, special charges and goodwill impairment charges, when considered together with its GAAP financial results and GAAP financial measures, provide management and investors with a more complete understanding of FTI Consulting's operating results, including underlying trends. 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 financial measures, provide management and investors with additional information for comparison of its operating results with the operating results of other companies.

FTI Consulting defines "Adjusted Net Income" and "Adjusted Earnings per Diluted Share" ("Adjusted EPS"), which are non-GAAP financial measures, as net income and earnings per diluted share, respectively, excluding the impact of remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges, losses on early extinguishment of debt, non-cash interest expense on convertible notes and gain or loss on sale of a business. FTI Consulting uses Adjusted Net Income for the purpose of calculating Adjusted EPS. Management of FTI Consulting uses Adjusted EPS to assess total company operating performance

on a consistent basis. FTI Consulting believes that these non-GAAP financial measures, when considered together with its corresponding GAAP financial results and GAAP financial measures, provides management and investors with an additional understanding of its business operating results, including underlying trends.

FTI Consulting defines "Free Cash Flow" as net cash provided by operating activities less cash payments for purchases of property and equipment. We believe this non-GAAP financial measure, when considered together with our GAAP financial results, provides management and investors with an additional understanding of FTI Consulting's ability to generate cash for ongoing business operations and other capital deployment.

Non-GAAP financial measures are not defined in the same manner by all companies and may not be comparable with other similarly titled measures of other companies. Non-GAAP financial measures should be considered in addition to, but not as a substitute for or superior to, the information contained in FTI Consulting's Consolidated Statements of Comprehensive Income. Reconciliations of Non-GAAP financial measures to the most directly comparable GAAP financial measures are included in the Presentation.

The information included herein, including Exhibit 99.1 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 it 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

- 99.1 2020 Second Quarter Investor Presentation of FTI Consulting, Inc.
- The Cover Page from FTI Consulting's Current Report on Form 8-K dated July 30, 2020, formatted in Inline XBRL.

### **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.

Dated: July 31, 2020 By: <u>/s/ CURTIS LU</u>

Curtis Lu General Counsel





# FTI Consulting, Inc.

Second Quarter 2020 Earnings Call



July 2020



### Cautionary Note About Forward Looking Statements

This presentation includes "forward-looking statements" within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended, which involve uncertainties and risks. Forward-looking statements include statements concerning our plans, objectives, goals, strategies, future events, future revenues, future results and performance, expectations, plans or intentions relating to acquisitions, share repurchases and other matters, business trends and other information that is not historical, including statements regarding estimates of our future financial results. When used in this presentation, words such as "estimates," "expects," "anticipates," "projects," "plans," "intends," "believes," "forecasts" and variations of such words or similar expressions are intended to identify forward-looking statements. All forward-looking statements, including, without limitation, estimates of our future financial results, are based upon our expectations at the time we make them and various assumptions. Our expectations, beliefs and projections are expressed in good faith, and we believe there is a reasonable basis for them. However, there can be no assurance that management's expectations, beliefs and estimates will be achieved, and the Company's actual results may differ materially from our expectations, beliefs and estimates. Further, preliminary results are subject to normal year-end adjustments. The Company has experienced fluctuating revenues, operating income and cash flows in prior periods and expects that this will occur from time to time in the future. Other factors that could cause such differences include declines in demand for, or changes in, the mix of services and products that we offer, the mix of the geographic locations where our clients are located or where services are performed, fluctuations in the price per share of our common stock, adverse financial, real estate or other market and general economic conditions, the impact of the COVID-19 pandemic and related events that are beyond our control, which could affect our segments, practices and the geographic regions in which we conduct business, differently and adversely, and other future events, which could impact each of our segments, practices and the geographic regions in which we conduct business differently and could be outside of our control, the pace and timing of the consummation and integration of future acquisitions, the Company's ability to realize cost savings and efficiencies, competitive and general economic conditions, retention of staff and clients, new laws and regulations, or changes thereto, and other risks described under the heading "Item 1A Risk Factors" in the Company's Quarterly Report on Form 10-Q for the quarter ended March 31, 2020 and Annual Report on Form 10-K for the year ended December 31, 2019, filed with the Securities and Exchange Commission ("SEC") and in the Company's other filings with the SEC, including the risks set forth under "Risks Related to Our Reportable Segments" and "Risks Related to Our Operations." We are under no duty to update any of the forward-looking statements to conform such statements to actual results or events and do not intend to do so.

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# Second Quarter 2020: Financial Review

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

Percentage Change in Revenues Excluding the Estimated Impact of Foreign Currency

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

<sup>(1)</sup> See "Financial Tables" and "End Notes: FTI Consulting Non-GAAP Financial Measures" for the reconciliations and definitions of Adjusted Earnings per Diluted Share and Adjusted EBITDA, which are non-GAAP financial measures, to the most directly comparable GAAP financial measures, and for the definition of Adjusted EBITDA Margin, which is a non-GAAP financial measure.



# Cash Position and Capital Allocation Snapshot

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

All numbers in \$000s, except for DSO		As of June 30, 2020		As of March 31, 2020	As of June 30, 2019
Cash and cash equivalents	\$	304,206	\$	223,063	\$ 189,106
Accounts receivable, net	\$	714,918	\$	736,898	\$ 743,402
Days Sales Outstanding ("DSO") (1)		98		104	103
Net cash provided by (used in) operating activities	\$	152,976	\$	(123,562)	\$ 47,648
Purchases of property and equipment	\$	(5,663)	\$	(8,236)	\$ (10,508)
Purchase and retirement of common stock	\$	(50,543)	\$	(49,135)	\$ (45,010)
Total Debt (2)	\$	351,250	\$	366,250	\$ 336,250
Free Cash Flow (3)	Ś	147.313	Ś	(131,798)	\$ 37.140

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

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

<sup>(3)</sup> See "Financial Tables" and "End Notes: FTI Consulting Non-GAAP Financial Measures" for the reconciliation and definition of Free Cash Flow, which is a non-GAAP financial measure, to the most directly comparable GAAP financial measure.

# Financial Tables





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

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

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

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



# Reconciliation of Net Income and Operating Income (Loss) to Adjusted EBITDA

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

All numbers in \$000s

Three Months Ended June 30, 2020												
		Corporate Finance & Restructuring		orensic and tion Consulting	Economic Consulting		Technology	Strategic Communications		Unallocated Corporate		Total
Net income										\$	\$	48,174
Interest income and other												(2,202)
Interest expense												5,157
Income tax provision												14,470
Operating income (loss)	\$	73,811	\$	(10,382) \$	20,216	\$	3,432	\$ 8,798	\$	(30,276)	5	65,599
Depreciation and amortization		1,038		1,165	1,433		3,003	552		693		7,884
Amortization of other intangible assets		1,415		170	45		-	684		-		2,314
Adjusted EBITDA (1)	\$	76,264	\$	(9,047)	21,694	\$	6,435	\$ 10,034	\$	(29,583)	5	75,797

Three Months Ended March 31, 2020													
		oorate Finance lestructuring		Forensic and gation Consulting		Economic Consulting		Technology	Co	Strategic mmunications	Unallocated Corporate		Total
Net income											,	\$	56,747
Interest income and other													(5,017)
Interest expense													4,861
Income tax provision													16,465
Operating income	\$	46,664	\$	19,506	\$	11,396	\$	11,589	\$	7,492	\$ (23,591)	ŝ	73,056
Depreciation and amortization		979		1,416		1,270		2,895		586	677		7,823
Amortization of other intangible assets		1,303		286		44		-		698	-		2,331
Adjusted EBITDA (1)	\$	48,946	\$	21,208	\$	12,710	\$	14,484	\$	8,776	\$ (22,914)	\$	83,210

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



# Reconciliation of Net Income and Operating Income to Adjusted EBITDA

### Three Months Ended June 30, 2019

All numbers in \$000s

Three Months Ended June 30, 20	19									
		rporate Finance Restructuring	Liti	Forensic and igation Consulting	Economic Consulting	Technology	Co	Strategic ommunications	Unallocated Corporate	Total
Net income										\$ 64,598
Interest income and other										(2,609)
Interest expense										4,793
Income tax provision										21,313
Operating income	\$	48,779	\$	26,779	\$ 21,747	\$ 10,550	\$	9,132	\$ (28,892)	\$ 88,095
Depreciation and amortization		947		1,174	1,521	2,325		589	681	7,237
Amortization of other intangible assets		766		288	45	-		753	_	1,852
Adjusted EBITDA (1)	\$	50,492	\$	28,241	\$ 23,313	\$ 12,875	\$	10,474	\$ (28,211)	\$ 97,184



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

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

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



### End Notes: FTI Consulting Non-GAAP Financial Measures

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

Adjusted EBITDA Adjusted EBITDA Margin Adjusted Net Income Adjusted Earnings per Diluted Share

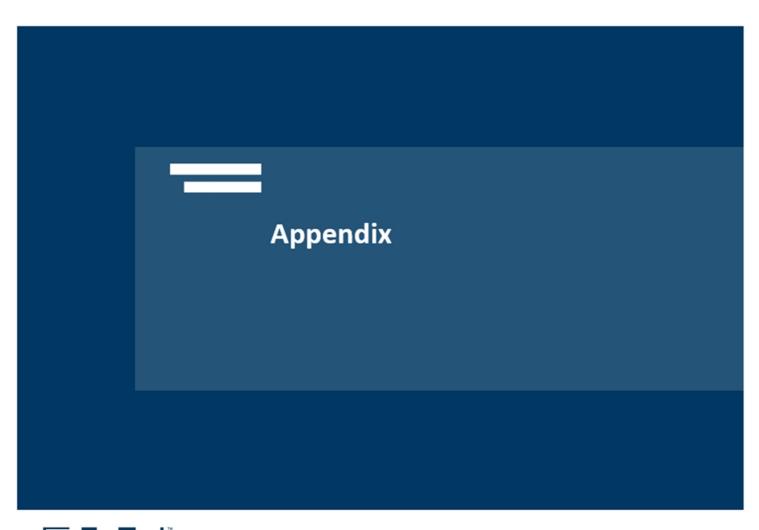
We have included the definitions of Segment Operating Income (Loss) and Adjusted Segment EBITDA, which are GAAP financial measures, below in order to more fully define the components of certain non-GAAP financial measures in this presentation. We define Segment Operating Income (Loss) as a segment's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

We define Adjusted EBITDA, which is a non-GAAP financial measure, as consolidated net income before income tax provision, other non-operating income (expense), depreciation, amortization of intangible assets, remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges, gain or loss on sale of a business and losses on early extinguishment of debt. We believe that this non-GAAP financial measure, when considered together with our GAAP financial results and GAAP financial measures, provide management and investors with a more complete understanding of our operating results, including underlying trends. In addition, EBITDA is a common alternative measure of operating performance used by many of our competitors. It is used by investors, financial analysts, rating agencies and others to value and compare the financial performance of companies in our industry. Therefore, we also believe that this non-GAAP financial measure, considered along with corresponding GAAP financial measures, provide management and investors with additional information for comparison of our operating results with the operating results of other companies.

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

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

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







# Second Quarter 2020: Select Geographic Review

### **Percentage of Consolidated Revenues**

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

### **Revenue Growth**

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



### Second Quarter 2020: Select Awards & Accolades



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

Global Arbitration Review



Ranked #1 on 2Q20 Bankruptcy League Tables The Deal



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



Public Affairs
Consultancy
of the Year
EMEA SABRE Awards



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



Transitioned to the Russell 1000® Index FTSE Russell





# **Experts with Impact**...

