

(15,211)Proceeds on stock option exercises10,614Â 1,208Â Deposits and other1,106Â (1,332)Net cash used in financing activities(4,873)(67,080)Effect of exchange rate changes on cash and cash equivalents4,696Â 2,645Â Net increase (decrease) in cash and cash equivalents83,122Â (290,540)Cash and cash equivalents, beginning of period303,222Â 491,688Â Cash and cash equivalents, end of period\$386,344Â \$201,148Â Supplemental cash flow disclosuresCash paid for interest\$5,445Â \$10,160Â Cash paid for income taxes and tax credits, net of refunds\$84,554Â \$67,015Â Non-cash financing activities:Issuance of stock units under incentive compensation plans\$2,805Â \$2,274Â See accompanying notes to condensed consolidated financial statements7FTI Consulting, Inc. and SubsidiariesNotes to Condensed Consolidated Financial Statements(dollar and share amounts in tables in thousands, except per share data)(Unaudited)1. Basis of Presentation and Significant Accounting PoliciesThe unaudited condensed consolidated financial statements of FTI Consulting, Inc., including its consolidated subsidiaries (collectively, the "Company," "we," "our" or "FTI Consulting"), presented herein, have been prepared in accordance with generally accepted accounting principles in the United States ("GAAP") and under the rules and regulations of the Securities and Exchange Commission ("SEC") for interim financial information. Some of the information and footnote disclosures normally included in annual financial statements have been condensed or omitted pursuant to those rules and regulations. Certain prior period amounts have been reclassified to conform to the current period presentation. In management's opinion, the interim financial statements reflect all adjustments that are necessary for a fair presentation of the results for the interim periods presented. All adjustments made were normal recurring accruals. Results of operations for the interim periods presented herein are not necessarily indicative of results of operations for a full year. These financial statements should be read in conjunction with the consolidated financial statements and the notes thereto contained in our Annual Report on Form 10-K for the year ended December 31, 2023 filed with the SEC. Note 1 to the Consolidated Financial Statements included in Part II, Item 8, of our Annual Report on Form 10-K for the year ended December 31, 2023 describes the significant accounting policies and methods used in preparation of the Condensed Consolidated Financial Statements in this Quarterly Report on Form 10-Q. In August 2022, the Inflation Reduction Act ("IRA") was enacted into law. The IRA, among other things, includes provisions that permit clean energy tax credits that are transferable to an unrelated third party in exchange for cash payment. When the control of the investment tax credits transfers, the acquired credits are recognized as deferred tax assets and are measured under Accounting Standards Codification Topic 740, Income Taxes. The difference between the purchase price and the tax basis of the purchased credits is recognized as deferred credits. The deferred credits are recognized in income tax expense in proportion to the reversal of the associated deferred tax asset. The amounts paid for the tax credits are presented in the "Cash paid for income taxes and tax credits, net of tax refunds" line in the supplemental cash flow disclosures.2. New Accounting StandardsIn November 2023, the Financial Accounting Standards Board ("FASB") issued Accounting Standards Update ("ASU") 2023-07, Segment Reporting (Topic 280): Improvements to Reportable Segment Disclosures, which expands public entities' segment disclosures by requiring disclosure of significant segment expenses that are regularly provided to the chief operating decision maker and included within each reported measure of segment profit or loss, an amount and description of its composition for other segment items, and interim disclosures of a reportable segment's profit or loss and assets. The ASU is effective for annual periods beginning after December 15, 2023 and interim periods beginning after December 15, 2024, and requires retrospective application to all prior periods presented in the financial statements. Early adoption is permitted. The Company is in the process of evaluating the impact of this new guidance on its consolidated financial statements. In December 2023, the FASB issued ASU 2023-09, Income Taxes (Topic 740): Improvements to Income Tax Disclosures, which expands annual disclosures in an entity's income tax rate reconciliation table and requires annual disclosures regarding cash taxes paid both in the United States ("U.S.") (federal, state and local) and foreign jurisdictions. The amendments in this ASU are effective for annual periods beginning after December 15, 2024. Early adoption is permitted. The Company is in the process of evaluating the impact of this new guidance on its consolidated financial statements.83. Earnings per Common ShareBasic earnings per common share is calculated by dividing net income by the weighted average number of common shares outstanding during the period. Diluted earnings per common share adjusts basic earnings per common share for the effects of potentially dilutive common shares. Potentially dilutive common shares include the dilutive effects of shares issuable upon exercise or vesting of outstanding awards under our equity compensation plans, including stock options and share-based awards (restricted share awards, restricted stock units and performance stock units), each using the treasury stock method. For the three and nine months ended September 30, 2023, we used the if-converted method for calculating the potential dilutive effect of the conversion feature of the principal amount of our 2.0% convertible senior notes due 2023 ("2023 Convertible Notes") on earnings per common share. The conversion feature had a dilutive impact on earnings per common share for the three and nine months ended September 30, 2023, as the average market price per share of our common stock for the period exceeded the conversion price of \$101.38 per share. During the three and nine months ended September 30, 2024, there were no 2023 Convertible Notes outstanding.Â Three Months Ended September 30, Nine Months Ended September 30,Â 2024202320242023Numerator â" basic and dilutedÂ Â Â Net income\$66,466Â \$83,317Â \$230,378Â \$193,259Â DenominatorWeighted average number of common shares outstanding â" basic35,315Â 34,128Â 35,172Â 33,599Â Effect of dilutive share-based awards521Â 515Â 527Â 547Â Effect of dilutive stock options285Â 143Â 296Â Effect of dilutive convertible notesâ"Â 728Â â"Â 1,157Â Weighted average number of common shares outstanding â" diluted35,892Â 35,656Â 35,842Â 35,599Â Earnings per common share â" basic\$1.88Â \$2.44Â \$6.55Â \$5.75Â Earnings per common share â" diluted\$1.85Â \$2.34Â \$6.43Â \$5.43Â Antidilutive stock options and share-based awards19Â 2Â 27Â 5Â 4. RevenuesWe generate the majority of our revenues by providing consulting services to our clients. Revenues are recognized when we satisfy a performance obligation by transferring services promised in a contract to a customer and in an amount that reflects the consideration that we expect to receive in exchange for those services. Performance obligations in our contracts represent distinct or separate services that we provide to our customers. If, at the outset of an arrangement, we determine that a contract with enforceable rights and obligations does not exist, revenues are deferred until all criteria for an enforceable contract are met. Revenues recognized during the current period may include revenues from performance obligations satisfied or partially satisfied in prior periods. This primarily occurs when the estimated transaction price has changed based on our current probability assessment over whether the agreed-upon outcome for our performance-based and contingent arrangements will be achieved. The aggregate amount of revenues recognized related to a change in the transaction price in the current period, which related to performance obligations satisfied or partially satisfied in a prior period, was \$8.8 million and \$16.2 million for the three and nine months ended September 30, 2024, respectively, and \$10.4 million and \$6.6 million for the three and nine months ended September 30, 2023, respectively. Unfulfilled performance obligations primarily consist of fees not yet recognized on certain fixed-fee, performance-based and contingent arrangements. As of September 30, 2024 and December 31, 2023, the aggregate amount of the remaining contract transaction price allocated to unfulfilled performance obligations was \$24.8 million and \$34.6 million, respectively. We expect to recognize the majority of the related revenues over the next 36 months. We elected to utilize the optional exemption to exclude from this disclosure fixed-fee and performance-based and contingent arrangements with an original expected duration of one year or less and to exclude our time and expense arrangements for which revenues are recognized using the right-to-invoice practical expedient. Contract assets are defined as assets for which we have recorded revenues but are not yet entitled to receive our fees because certain events, such as completion of the measurement period or client approval, must occur. The contract asset balance was immaterial as of September 30, 2024 and December 31, 2023.9Contract liabilities are defined as liabilities incurred when we have received consideration but have not yet performed the agreed-upon services. This may occur when clients pay fees before work begins. The contract liability balance was immaterial as of September 30, 2024 and December 31, 2023.5. Accounts Receivable and Allowance for Expected Credit LossesThe following table summarizes the components of "Accounts receivable, net" as presented on the Condensed Consolidated Balance Sheets:September 30, 2024December 31, 2023Accounts receivable:Billed receivables\$824,634Â \$745,371Â Unbilled receivables435,247Â 421,488Â Allowance for expected credit losses(75,406)(64,717)Accounts receivable, net\$1,184,475Â \$1,102,142Â The following table summarizes the total provision for expected credit losses and write-offs:Â Three Months Ended September 30, Nine Months Ended September 30, 2024202320242023Provision for expected credit losses\$8,454Â \$10,159Â \$28,376Â \$21,347Â Write-offs\$11,065Â \$1,974Â \$30,946Â \$11,527Â Our provision for expected credit losses includes recoveries, direct write-offs and charges to other accounts. Billed accounts receivables are written off when the potential for recovery is considered remote.6. Goodwill and Intangible AssetsGoodwillThe table below summarizes the changes in the carrying amount of goodwill by reportable segment:CorporateFinance & Restructuring (1)Forensic and Litigation Consulting (1)Economic Consulting (1)Technology (1)Strategic Communications (2)TotalBalance at December 31, 2023\$540,991Â \$213,415Â \$268,482Â \$96,802Â \$114,879Â \$1,234,569Â Foreign currency translation adjustment1,371Â 1,140Â 271Â 70Â 2,859Â 5,711Â Balance at September 30, 2024\$542,362Â \$214,555Â \$268,753Â \$96,872Â \$117,738Â \$1,240,280Â (1)Â Â Â There were no accumulated impairment losses for the Corporate Finance & Restructuring ("Corporate Finance"), Forensic and Litigation Consulting ("FLC"), Economic Consulting or Technology segments as of September 30, 2024 and December 31, 2023. (2)Â Â Â Amounts for our Strategic Communications segment include gross carrying values of \$311.9 million and \$309.0 million as of September 30, 2024 and December 31, 2023, respectively, and accumulated impairment losses of \$194.1 million as of September 30, 2024 and December 31, 2023.10Intangible AssetsIntangible assets were as follows:Â September 30, 2024December 31, 2023GrossCarryingAmountAccumulatedAmortizationNetCarryingAmountGrossCarryingAmountAccumulatedAmortizationNetCarryingAmountAmortizing intangible assetsÂ Â Â Customer relationships\$29,566Â \$18,649Â \$10,917Â \$27,000Â \$16,640Â \$10,360Â Trademarks9,823Â 8,450Â 1,373Â 9,712Â 7,129Â 2,583Â Acquired software and other901Â 769Â 132Â 888Â 646Â 242Â 40,290Â 27,868Â 12,423Â 37,600Â 24,415Â 13,185Â Non-amortizing intangible assetsTrademarks 5,100Â â"Â 5,100Â â"Â 5,100Â Total\$45,390Â \$27,868Â \$17,523Â \$42,700Â \$24,415Â \$18,285Â Intangible assets with finite lives are amortized over their estimated useful lives. We recorded amortization expense of \$1.1 million and \$3.1 million during the three and nine months ended September 30, 2024, respectively, and \$1.3 million and \$4.9 million for the three and nine months ended September 30, 2023, respectively.7. Financial InstrumentsThe fair values of all financial instruments are estimated to be equal to their carrying values as of September 30, 2024 and December 31, 2023. We estimate the fair value of acquisition-related contingent consideration using either a probability-weighted discounted cash flow model or a Monte Carlo pricing model. These fair value estimates represent Level 3 measurements as they are based on significant inputs not observed in the market and reflect our own assumptions. Significant increases (or decreases) in these unobservable inputs in isolation would result in significantly lower

30.Â 2024202320242023Net income\$66,466Â \$83,317Â \$230,378Â \$193,259Â Add back:Â Income tax provision22,320Â 24,385Â 60,585Â 62,067Â Interest income and other909Â (5,147)(2,581)(3,221)Interest expense1,197Â 4,474Â 6,235Â 10,435Â Unallocated corporate expenses39,321Â 27,589Â 121,736Â 101,349Â Segment depreciation expense10,477Â 9,699Â 30,630Â 28,554Â Amortization of intangible assets1,053Â 1,340Â 3,149Â 4,939Â Total Adjusted Segment EBITDA\$141,743Â \$145,657Â \$450,132Â \$397,382Â 15ItemÂ 2.Managementâ€™s Discussion and Analysis of Financial Condition and Results of OperationsThe following is a discussion and analysis of our consolidated financial condition, results of operations, and liquidity and capital resources for the three and nine months ended September 30, 2024 and 2023, and significant factors that could affect our prospective financial condition and results of operations. This discussion should be read in conjunction with the accompanying unaudited condensed consolidated financial statements and related notes and with our Annual Report on FormÂ 10-K for the year ended December 31, 2023 filed with the United States (â€œU.S.â€) Securities and Exchange Commission (â€œSECâ€). In addition to historical information, the following discussion includes forward-looking statements based on current expectations that involve risks, uncertainties and assumptions, such as our plans, objectives, expectations and intentions. Although we believe that the expectations reflected in the forward-looking statements contained herein are reasonable, these expectations or any of the forward-looking statements could prove to be incorrect, and actual results could differ materially from those projected or assumed in the forward-looking statements.BUSINESS OVERVIEWFTI Consulting, Inc., including its consolidated subsidiaries (collectively, the â€œCompany,â€ â€œewe,â€ â€œourâ€ or â€œFTI Consultingâ€), is a global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. Individually, each of our segments and practices is staffed with experts recognized for the depth of their knowledge and a track record of making an impact. Collectively, FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle, from proactive risk management to rapid response to unexpected events and dynamic environments. We report financial results for the following five reportable segments:Our Corporate Finance & Restructuring (â€œCorporate Financeâ€) segment focuses on the strategic, operational, financial, transactional and capital needs of our clients around the world. Our clients include companies, boards of directors, investors, private equity sponsors, lenders, governments and other financing sources and creditor groups, as well as other parties-in-interest. We deliver a wide range of services centered around four core offerings: Business Transformation, Strategy, Transactions and Turnaround & Restructuring. Our Forensic and Litigation Consulting (â€œFLCâ€) segment provides law firms, companies, boards of directors, government entities, private equity firms and other interested parties with a multidisciplinary and independent range of services across risk and investigations and disputes, supported by our data & analytics technology-enabled solutions, with a focus on highly regulated industries. Our services are centered around five core offerings: Construction, Projects & Assets and Environmental Solutions, Data & Analytics, Disputes, Healthcare Risk Management & Advisory, and Risk and Investigations. Our Economic Consulting segment, including subsidiary Compass Lexecon LLC, provides law firms, companies, government entities and other interested parties with analyses of complex economic issues for use in international arbitration, legal and regulatory proceedings, and strategic decision making and public policy debates around the world. We deliver a wide range of services centered around three core offerings: Antitrust & Competition Economics, Financial Economics and International Arbitration. Our Technology segment provides companies, law firms, private equity firms and government entities with a comprehensive global portfolio of digital insights and risk management consulting services. Our professionals help organizations better address risk as the growing volume and variety of enterprise and emerging data intersects with legal, regulatory and compliance needs. We deliver a wide range of expert and analytics-powered solutions driven by investigations, litigation, antitrust and competition, merger & acquisition (â€œM&Aâ€), restructuring and compliance and risk through three core offerings: Corporate Legal Department Consulting, E-discovery Services and Expertise, and Information Governance, Privacy & Security Services. Our Strategic Communications segment develops and executes communications strategies to help management teams, boards of directors, law firms, governments and regulators manage change and mitigate risk surrounding transformational and disruptive events, including transactions, investigations, disputes, crises, regulation and legislation. We deliver a wide range of services centered around three core offerings: Corporate Reputation, Financial Communications and Public Affairs. We derive substantially all of our revenues from providing professional services to both U.S. and international clients. Most of our services are rendered under time and expense contract arrangements, which require the client to pay us based on the number of hours worked at contractually agreed-upon rates. Under this arrangement, we typically bill our clients for reimbursable expenses, including those relating to travel, out-of-pocket expenses, outside consultants and other outside service costs. Certain contracts are rendered under fixed-fee arrangements, which require the client to pay a fixed fee in exchange for a predetermined set of professional services. Fixed-fee arrangements may require certain clients to pay us a recurring retainer. 16Our contract arrangements may also contain success fees or performance-based arrangements in which our fees are based on the attainment of contractually defined objectives with our client. This type of success fee may supplement a time and expense or fixed-fee arrangement. Success fee revenues may cause variations in our revenues and operating results due to the timing of when achieving the performance-based criteria becomes probable. Seasonal factors, such as the timing of our employeesâ€™ and clientsâ€™ vacations and holidays, may impact the timing of our revenues across our segments. In our Technology segment, certain clients are billed based on the amount of data storage used or the volume of information processed. Unit-based revenues are defined as revenues billed on a per item, per page or another unit-based method and include revenues from data processing and hosting. Unit-based revenues include revenues associated with licensed software products made available to customers via a web browser (â€œon-demandâ€). On-demand revenues are charged on a unit or monthly basis and include, but are not limited to, processing and review related functions. Our financial results are primarily driven by:â€¢ the number, size and type of engagements we secure;â€¢ the rate per hour or fixed charges we charge our clients for services;â€¢ the utilization rates of the revenue-generating professionals we employ;â€¢ the timing of revenue recognition related to revenues subject to certain performance-based contingencies;â€¢ the number of revenue-generating professionals;â€¢ the types of assignments we are working on at different times;â€¢ the length of the billing and collection cycles; andâ€¢ the geographic locations of our clients or locations in which services are rendered. We define acquisition growth as revenues of acquired companies in the first 12 months following the effective date of an acquisition. When significant, we identify the impact of acquisition-related revenue growth. When significant, we identify the estimated impact of foreign currency (â€œFXâ€) driven by our businesses with functional currencies other than the U.S. dollar (â€œUSDâ€). The estimated impact of FX on the period-to-period performance results is calculated as the difference between the prior period results, multiplied by the average FX exchange rates to USD in the current period and the prior period results, multiplied by the average FX exchange rates to USD in the prior period. Non-GAAP Financial MeasuresIn the accompanying analysis of financial information, 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 U.S. (â€œGAAPâ€). Certain of these financial measures are considered not in conformity with GAAP (â€œnon-GAAP financial measuresâ€) under the SEC rules. Specifically, we have referred to the following non-GAAP financial measures:â€¢ Total Segment Operating Incomeâ€¢ Adjusted EBITDAâ€¢ Total Adjusted Segment EBITDAâ€¢ Adjusted EBITDA Marginâ€¢ Adjusted Net Incomeâ€¢ Adjusted Earnings per Diluted Shareâ€¢ Free Cash FlowWe have included the definitions of Segment Operating Income and Adjusted Segment EBITDA, which are GAAP financial measures, below in order to more fully define the components of certain non-GAAP financial measures in the accompanying analysis of financial information. As described in Note 13, â€œSegment Reportingâ€ in Part I, Item 1, of this 17Quarterly Report on Form 10-Q, we evaluate the performance of our operating segments based on Adjusted Segment EBITDA, and Segment Operating Income is a component of the definition of Adjusted Segment EBITDA. We define Segment Operating Income as a segmentâ€™s share of consolidated operating income. We define Total Segment Operating Income, which is a non-GAAP financial measure, as the total of Segment Operating Income for all segments, which excludes unallocated corporate expenses. We use Segment Operating Income for the purpose of calculating Adjusted Segment EBITDA. We define Adjusted Segment EBITDA as a segmentâ€™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 segmentâ€™s ability to generate cash. We define Total Adjusted Segment EBITDA, which is a non-GAAP financial measure, as the total of Adjusted Segment EBITDA for all segments, which excludes unallocated corporate expenses. We define Adjusted EBITDA, which is a non-GAAP financial measure, as consolidated net income before income tax provision, other non-operating income (expense), depreciation, amortization of intangible assets, remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges, gain or loss on sale of a business and losses on early extinguishment of debt. We believe that these non-GAAP financial measures, when considered together with our GAAP financial results and GAAP financial measures, provide management and investors with a more complete understanding of our operating results, including underlying trends. In addition, EBITDA is a common alternative measure of operating performance used by many of our competitors. It is used by investors, financial analysts, rating agencies and others to value and compare the financial performance of companies in our industry. Therefore, we also believe that these non-GAAP financial measures, considered along with corresponding GAAP financial measures, provide management and investors with additional information for comparison of our operating results with the operating results of other companies. We define Adjusted EBITDA Margin, which is a non-GAAP financial measure, as Adjusted EBITDA as a percentage of total revenues. We define Adjusted Net Income and Adjusted Earnings per Diluted Share (â€œAdjusted EPSâ€), which are non-GAAP financial measures, as net income and earnings per diluted share (â€œEPSâ€), respectively, excluding the impact of remeasurement of acquisition-related contingent consideration, special charges, goodwill impairment charges, the gain or loss on sale of a business and losses on early extinguishment of debt. 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 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 Companyâ€™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. Reconciliations of these non-GAAP financial measures to the most directly comparable GAAP financial measures are included elsewhere in this report.18EXECUTIVE

HIGHLIGHTS Three Months Ended September 30, Nine Months Ended September 30, A 2024202320242023 A (dollar A amounts in A thousands, except A per A share A data)(dollar A amounts in A thousands, except A per A share A data)Revenues\$926,019 A \$893,261 A \$2,803,728 A \$2,564,558 A Net income\$66,466 A \$83,317 A \$230,378 A \$193,259 A Adjusted EBITDA\$102,948 A \$118,748 A \$329,942 A \$297,405 A Earnings per common share A diluted\$1.85 A \$2.34 A \$6.43 A \$5.43 A Adjusted earnings per common share A diluted\$1.85 A \$2.34 A \$6.43 A \$5.43 A Net cash provided by (used in) operating activities\$219,374 A \$106,675 A \$79,782 A \$(158,525)Total number of employees8,382 A 8,089 A 8,382 A 8,089 A Third Quarter 2024 Executive HighlightsRevenuesRevenues for the three months ended September 30, 2024 increased \$32.8 million, or 3.7%, to \$926.0 million, compared to the three months ended September 30, 2023. The increase in revenues was primarily due to higher demand and realized bill rates in our Economic Consulting segment and higher demand in our Technology segment, which was partially offset by lower demand and realized bill rates in our Corporate Finance segment. Net incomeNet income for the three months ended September 30, 2024 decreased \$16.9 million, or 20.2%, to \$66.5 million, compared to the three months ended September 30, 2023. The decrease in net income was primarily due to an increase in direct compensation and selling, general and administrative (A SG&A A expenses and an FX remeasurement loss compared to a gain in the same quarter in the prior year, which was partially offset by higher revenues. Adjusted EBITDAAdjusted EBITDA for the three months ended September 30, 2024 decreased \$15.8 million, or 13.3%, to \$102.9 million, compared to the three months ended September 30, 2023. Adjusted EBITDA Margin of 11.1% for the three months ended September 30, 2024 compared to 13.3% for the three months ended September 30, 2023. The decrease in Adjusted EBITDA was primarily due to an increase in direct compensation and SG&A expenses, which was partially offset by higher revenues. EPS and Adjusted EPSEPS for the three months ended September 30, 2024 decreased \$0.49 to \$1.85 compared to \$2.34 for the three months ended September 30, 2023. The decrease in EPS was primarily due to lower net income as described above. Adjusted EPS was equal to EPS for the three months ended September 30, 2024 and 2023. Liquidity and Capital AllocationNet cash provided by operating activities for the three months ended September 30, 2024 increased \$112.7 million, or 105.6%, to \$219.4 million, compared to the three months ended September 30, 2023. The increase in net cash provided by operating activities was primarily due to an increase in cash collections. Days sales outstanding (A DSO A) of 108 days at September 30, 2024 compared to 114 days at September 30, 2023. The decrease in DSO was primarily due to cash collections that outpaced the increase in revenues. Free Cash Flow for the three months ended September 30, 2024 increased \$119.9 million, or 129.6%, to \$212.3 million, compared to the three months ended September 30, 2023. The increase was primarily due to higher net cash provided by operating activities, as described above, and a decrease in net cash used for purchases of property and equipment.19HeadcountThe following table includes the net headcount additions (reductions) by segment and in total for the nine months ended September 30, 2024. Billable HeadcountCorporate FinanceFLC Economic ConsultingTechnology Strategic CommunicationsTotal Non-Billable HeadcountTotal HeadcountDecember 31, 20232,2151,4471,0896289716,3501,6407,990Additions (reductions), net(30)1621810164965March 31, 20242,1851,4631,0916469816,3661,6898,055Additions (reductions), net(18)(6)(15)(6)(9)(32)(14)(18)June 30, 20242,1671,4571,0766629726,3341,7038,037Additions, net1287244562532520345September 30, 20242,2951,5291,1207189976,6591,7238,382Percentage change in headcount from December 31,

20233.6%5.7%2.8%14.3%2.7%4.9%5.1%4.9%CONSOLIDATED RESULTS OF OPERATIONSSegment and Consolidated Operating Results: A Three Months Ended September 30, Nine Months Ended September 30, A 2024202320242023 A (in A thousands, A except A per A share A data) (in A thousands, A except A per A share A data)Revenues A A A Corporate Finance\$341,512 A \$347,560 A \$1,055,493 A \$981,124 A FLC 168,778 A 166,137 A 514,348 A 488,636 A Economic

Consulting222,033 A 193,866 A 657,454 A 565,283 A Technology110,404 A 98,860 A 326,992 A 286,922 A Strategic Communications83,292 A 86,838 A 249,441 A 242,593 A Total revenues\$926,019 A \$893,261 A \$2,803,728 A \$2,564,558 A Segment operating income A A A Corporate Finance\$54,503 A \$64,633 A \$189,615 A \$154,724 A FLC 18,118 A 19,708 A 63,185 A 63,881 A Economic Consulting33,880 A 26,293 A 89,697 A 73,017 A Technology12,524 A 11,481 A 40,600 A 39,803 A Strategic Communications11,188 A 12,503 A 33,256 A 32,464 A Total segment operating income130,213 A 134,618 A 416,353 A 363,889 A Unallocated corporate expenses(39,321)(27,589)(121,736)(101,349)Operating income90,892 A 107,029 A 294,617 A 262,540 A Other income (expense) A A Interest income and other(909)(5,147) A 2,581 A 3,221 A Interest expense(1,197)(4,474)(6,235)(10,435) A (2,106)673 A (3,654)(7,214)Income before income tax provision88,786 A 107,702 A 290,963 A 255,326 A Income tax provision22,320 A 24,385 A 60,585 A 62,067 A Interest income and other909 A (5,147)(2,581)(3,221)Interest expense1,197 A 4,474 A 6,235 A 10,435 A Depreciation and amortization11,003 A 10,379 A 32,176 A 29,926 A Amortization of intangible assets1,053 A 1,340 A 3,149 A 4,939 A Adjusted EBITDA\$102,948 A \$118,748 A \$329,942 A \$297,405 A Reconciliation of Net Income and EPS to Adjusted Net Income and Adjusted EPS: Net Income and EPS were equal to Adjusted Net Income and Adjusted EPS, respectively, for the three and nine months ended September 30, 2024 and 2023. Reconciliation of Net Cash Provided by (Used in) Operating Activities to Free Cash Flow: A Three Months Ended September 30, Nine Months Ended September 30, A 2024202320242023 A (in thousands)(in thousands)Net income\$66,466 A \$83,317 A \$230,378 A \$193,259 A Add back: Income tax provision22,320 A 24,385 A 60,585 A 62,067 A Interest income and other909 A (5,147)(2,581)(3,221)Interest

expense1,197 A 4,474 A 6,235 A 10,435 A Depreciation and amortization11,003 A 10,379 A 32,176 A 29,926 A Amortization of intangible assets1,053 A 1,340 A 3,149 A 4,939 A Adjusted EBITDA\$102,948 A \$118,748 A \$329,942 A \$297,405 A Reconciliation of Net Income and EPS to Adjusted Net Income and Adjusted EPS: Net Income and EPS were equal to Adjusted Net Income and Adjusted EPS, respectively, for the three and nine months ended September 30, 2024 and 2023. Reconciliation of Net Cash Provided by (Used in) Operating Activities to Free Cash Flow: A Three Months Ended September 30, Nine Months Ended September 30, A 2024202320242023 A (in thousands)(in thousands)Net cash provided by (used in) operating activities\$219,374 A \$106,675 A \$79,782 A \$(158,525)Purchases of property and equipment(7,047)(14,199)(21,748)(43,284)Free Cash Flow\$212,327 A \$92,476 A \$58,034 A \$(20,809)Three Months Ended September 30, 2024 Compared with Three Months Ended September 30, 2023Revenues and operating incomeSee A Segment Results A for an expanded discussion of revenues, gross profit and SG&A expenses. Unallocated corporate expensesUnallocated corporate expenses for the three months ended September 30, 2024 increased \$11.7 million, or 42.5%, to \$39.3 million compared to \$27.6 million for the three months ended September 30, 2023. The increase was primarily due to higher compensation expenses, investments related to artificial intelligence (A AI A) capabilities and an increase in legal expenses. Interest income and otherInterest income and other, which includes FX gains and losses, decreased \$6.1 million to a \$0.9 million loss for the three months ended September 30, 2024 compared to a \$5.1 million gain for the three months ended September 30, 2023. The decrease was primarily due to a \$2.5 million FX loss for the three months ended September 30, 2024 compared to a \$2.8 million FX gain for the three months ended September 30, 2023. FX gains and losses, both realized and unrealized, relate to the remeasurement or settlement of monetary assets and liabilities that are denominated in a currency other than an entity's functional currency. These monetary assets and liabilities include cash, as well as third-party and intercompany receivables and payables.21Interest expenseInterest expense for the three months ended September 30, 2024 decreased \$3.3 million, or 73.2%, to \$1.2 million compared to \$4.5 million for the three months ended September 30, 2023. The decrease was primarily due to lower borrowings, which was partially offset by higher interest rates on our borrowings. Our borrowings in the prior year quarter included amounts owed on our 2.0% convertible senior notes due 2023 (A 2023 Convertible Notes A), which matured in August 2023, as well as our borrowings on our senior secured bank revolving credit facility (A Credit Facility A). Income tax provisionOur income tax provision decreased \$2.1 million, or 8.5%, to \$22.3 million for the three months ended September 30, 2024 compared to \$24.4 million for the three months ended September 30, 2023. Our effective tax rate of 25.1% for the three months ended September 30, 2024 compared to 22.6% for the three months ended September 30, 2023. The decrease in the income tax provision was primarily due to a decrease in income before income tax provision, which was partially offset by a higher tax rate related to an unfavorable tax return adjustment as compared to the prior year income tax provision. Nine Months Ended September 30, 2024 Compared with Nine Months Ended September 30, 2023 Revenues and operating incomeSee A Segment Results A for an expanded discussion of revenues, gross profit and SG&A expenses. Unallocated corporate expensesUnallocated corporate expenses for the nine months ended September 30, 2024 increased \$20.4 million, or 20.1%, to \$121.7 million compared with \$101.3 million for the nine months ended September 30, 2023. The increase was primarily due to higher compensation expenses, investments related to AI capabilities and an increase in legal expenses, which was partially offset by lower expenses for corporate initiatives. Interest income and otherInterest income and other, which includes FX gains and losses, decreased \$0.6 million, or 19.9%, to \$2.6 million for the nine months ended September 30, 2024 compared with \$3.2 million for the nine months ended September 30, 2023. Interest expenseInterest expense for the nine months ended September 30, 2024 decreased \$4.2 million, or 40.2%, to \$6.2 million compared with \$10.4 million for the nine months ended September 30, 2023. The decrease was primarily due to lower borrowings, which was partially offset by higher interest rates on our borrowings. Our borrowings in the same period in the prior year included amounts owed on our 2023 Convertible Notes, which matured in August 2023, as well as borrowings on our Credit Facility. Income tax provisionOur income tax provision decreased \$1.5 million, or 2.4%, to \$60.6 million for the nine months ended September 30, 2024 compared to \$62.1 million for the nine months ended September 30, 2023. Our effective tax rate of 20.8% for the nine months ended September 30, 2024 compared to 24.3% for the nine months ended September 30, 2023. The decrease in the income tax provision was primarily due to a favorable tax benefit related to share-based compensation, as a larger number of non-qualified stock options were exercised during the nine months ended September 30, 2024 compared to the same period in the prior year, and a decrease in foreign taxes as compared to the nine months ended September 30, 2023.22SEGMENT RESULTS Total Adjusted Segment EBITDAWe evaluate the performance of each of our operating segments based on Adjusted Segment EBITDA, which is a GAAP financial measure. The following table reconciles net income to Total Adjusted Segment EBITDA, a non-GAAP financial measure, for the three and nine months ended September 30, 2024 and 2023: A Three Months Ended September 30, Nine Months Ended September 30, A 2024202320242023 A (in thousands)(in thousands)Net income\$66,466 A \$83,317 A \$230,378 A \$193,259 A Add back: Income tax provision22,320 A 24,385 A 60,585 A 62,067 A Interest income and other909 A (5,147)(2,581)(3,221)Interest expense1,197 A 4,474 A 6,235 A 10,435 A Unallocated corporate expenses39,321 A 27,589 A 121,736 A 101,349 A Total segment operating income130,213 A 134,618 A 416,353 A 363,889 A Add back: Segment depreciation expense10,477 A 9,699 A 30,630 A 28,554 A Amortization of intangible assets1,053 A 1,340 A 3,149 A 4,939 A Total Adjusted Segment EBITDA\$141,743 A \$145,657 A \$450,132 A \$397,382 A 23Other Segment Operating Data

Three Months Ended September 30, Nine Months Ended September 30, 2024 2023 Number of revenue-generating professionals (at period end): Corporate Finance 2,295 2,251 2,251 FLC 1,529 1,503 1,529 Economic Consulting 1,120 1,085 1,120 1,085 Technology (1) 718 629 718 629 Strategic Communications 997 1,010 997 1,010 Total revenue-generating professionals 6,659 6,478 6,659 6,478 Utilization rates of billable professionals: (2) Corporate Finance 57% 60% 59% FLC 55% 57% 57% 58% Economic Consulting 65% 65% 68% 67% Average billable rate per hour: (3) Corporate Finance \$503 \$514 \$505 \$492 FLC \$388 \$388 \$395 \$384 Economic Consulting \$598 \$559 \$577 \$533 (1) The number of revenue-generating professionals for the Technology segment excludes as-needed professionals, who we employ based on demand for the segment's services. We employed an average of 855 as-needed employees during the three months ended September 30, 2024 compared with 792 as-needed employees during the three months ended September 30, 2023. (2) We calculate the utilization rate for our billable professionals by dividing the number of hours that all of our billable professionals worked on client assignments during a period by the total available working hours for all of our billable professionals during the same period. Available hours are determined by the standard hours worked by each employee, adjusted for part-time hours, U.S. standard work weeks and local country holidays. Available working hours include vacation and professional training days, but exclude holidays. Utilization rates are presented for our segments that primarily bill clients on an hourly basis. We have not presented utilization rates for our Technology and Strategic Communications segments as most of the revenues of these segments are not generated on an hourly basis. (3) For engagements where revenues are based on number of hours worked by our billable professionals and fixed-fee arrangements, average billable rate per hour is calculated by dividing revenues (excluding revenues from success fees, pass-through revenues and outside consultants) for a period by the number of hours worked on client assignments during the same period. We have not presented average billable rates per hour for our Technology and Strategic Communications segments as most of the revenues of these segments are not based on billable hours. 24 CORPORATE FINANCE & RESTRUCTURING Three Months Ended September 30, Nine Months Ended September 30, 2024 2023 (dollars in thousands, except rate per hour) (dollars in thousands, except rate per hour) Revenues \$341,512 \$347,560 \$1,055,493 \$981,124 Percentage change in revenues from prior year -1.7% 23.2% 7.6% 16.6% Operating expenses Direct cost of revenues 231,958 231,500 701,717 667,498 Selling, general and administrative expenses 54,266 50,380 161,829 154,833 Amortization of intangible assets 785 1,047 2,332 4,069 287,009 282,927 865,878 826,400 Segment operating income 54,503 64,633 189,615 154,724 Percentage change in segment operating income A A from prior year -15.7% 29.6% 22.6% 0.2% Add back: Depreciation and amortization of intangible assets 3,416 9,996 10,726 Adjusted Segment EBITDA \$57,919 \$68,094 \$199,611 \$165,450 Gross profit (1) 109,554 \$116,060 \$353,776 \$313,626 Percentage change in gross profit from prior year -5.6% 24.5% 12.8% 10.4% Gross profit margin (2) 32.1% 33.4% 33.5% 32.0% Adjusted Segment EBITDA as a percentage of revenues 17.0% 19.6% 18.9% 16.9% Number of revenue-generating professionals (at period end) 2,295 2,251 2,295 2,251 Percentage change in number of revenue-generating professionals (A A) from prior year 2.0% 9.8% 2.0% 9.8% Utilization rate of billable professionals 57% 60% 59% Average billable rate per hour \$503 \$514 \$505 \$492 (1) Revenues less direct cost of revenues (2) Gross profit as a percentage of revenues Three Months Ended September 30, 2024 Compared with Three Months Ended September 30, 2023 Revenues decreased \$6.0 million, or 1.7%, to \$341.5 million for the three months ended September 30, 2024, primarily due to lower demand for our business transformation & strategy services, which was partially offset by higher demand for our transaction services. Gross profit decreased \$6.5 million, or 5.6%, to \$109.6 million for the three months ended September 30, 2024. Gross profit margin decreased 1.3 percentage points for the three months ended September 30, 2024. The decrease in gross profit margin was primarily due to a 3 percentage point decline in utilization and lower realized bill rates. SG&A expenses increased \$3.9 million, or 7.7%, to \$54.3 million for the three months ended September 30, 2024. SG&A expenses of 15.9% of revenues for the three months ended September 30, 2024 compared with 14.5% of revenues for the three months ended September 30, 2023. The increase in SG&A expenses was primarily due to higher bad debt, infrastructure support, and other general and administrative expenses. Nine Months Ended September 30, 2024 Compared with Nine Months Ended September 30, 2023 Revenues increased \$74.4 million, or 7.6%, to \$1,055.5 million for the nine months ended September 30, 2024, primarily due to higher demand and realized bill rates for our transaction services, higher realized bill rates for our restructuring services and higher demand for our business transformation & strategy services. Gross profit increased \$40.2 million, or 12.8%, to \$353.8 million for the nine months ended September 30, 2024. Gross profit margin increased 1.6 percentage points for the nine months ended September 30, 2024. The increase in gross profit margin was primarily due to higher realized bill rates. SG&A expenses increased \$7.0 million, or 4.5%, to \$161.8 million for the nine months ended September 30, 2024. SG&A expenses of 15.3% of revenues for the nine months ended September 30, 2024 compared with 15.8% of revenues for the nine months ended September 30, 2023. The increase in SG&A expenses was primarily due to higher bad debt, compensation, infrastructure support and business development expenses, which was partially offset by the reversal of expenses for business acquisition liabilities. FORENSIC AND LITIGATION CONSULTING Three Months Ended September 30, Nine Months Ended September 30, 2024 2023 (dollars in thousands, except rate per hour) Revenues \$168,778 \$166,137 \$514,348 \$488,636 Percentage change in revenues from prior year 1.6% 15.9% 5.3% 13.1% Operating expenses Direct cost of revenues 113,500 110,920 345,818 326,992 Selling, general and administrative expenses 36,931 35,285 104,736 97,132 Amortization of intangible assets 229 224 609 631 A 150,660 146,429 451,163 424,755 Segment operating income 18,118 19,708 63,185 63,881 Percentage change in segment operating income A A from prior year -8.1% 34.5% -1.1% 53.4% Add back: Depreciation and amortization of intangible assets 1,873 1,772 5,509 4,980 Adjusted Segment EBITDA \$19,991 \$21,480 \$68,694 \$68,861 Gross profit (1) \$55,278 \$55,217 \$168,530 \$161,644 Percentage change in gross profit from prior year 0.1% 22.7% 4.3% 27.1% Gross profit margin (2) 32.8% 33.2% 32.8% 33.1% Adjusted Segment EBITDA as a percentage of revenues 11.8% 12.9% 13.4% 14.1% Number of revenue-generating professionals (at period end) 1,529 1,503 1,529 1,503 Percentage change in number of revenue-generating A A professionals from prior year 1.7% 2.7% 1.7% 2.7% Utilization rate of billable professionals 55% 57% 57% 58% Average billable rate per hour \$388 \$388 \$395 \$384 (1) Revenues less direct cost of revenues (2) Gross profit as a percentage of revenues Three Months Ended September 30, 2024 Compared with Three Months Ended September 30, 2023 Revenues increased \$2.6 million, or 1.6%, to \$168.8 million for the three months ended September 30, 2024. Acquisition-related revenues contributed \$1.9 million, or 1.1% of the increase. Excluding the acquisition-related revenues, the \$0.8 million, or 0.5%, increase in revenues was primarily due to higher construction solutions and disputes revenues, which was partially offset by lower data & analytics and investigations revenues. Gross profit increased \$0.1 million, or 0.1%, to \$55.3 million for the three months ended September 30, 2024. Gross profit margin decreased 0.5 percentage points for the three months ended September 30, 2024. The decrease in gross profit margin was primarily due to higher compensation expenses as a percentage of revenues, which was largely offset by internal cost recovery related to an initiative to develop AI capabilities for the Company. The related costs are included in our unallocated corporate expenses. SG&A expenses increased \$1.6 million, or 4.7%, to \$36.9 million for the three months ended September 30, 2024. SG&A expenses of 21.9% of revenues for the three months ended September 30, 2024 compared with 21.2% of revenues for the three months ended September 30, 2023. The increase in SG&A expenses was primarily due to higher compensation, legal and marketing expenses, which was partially offset by lower infrastructure support expenses. 26 Nine Months Ended September 30, 2024 Compared with Nine Months Ended September 30, 2023 Revenues increased \$25.7 million, or 5.3%, to \$514.3 million for the nine months ended September 30, 2024, primarily due to higher disputes, construction solutions, health solutions and investigations revenues, which was partially offset by lower data & analytics revenues. Gross profit increased \$6.9 million, or 4.3%, to \$168.5 million for the nine months ended September 30, 2024. Gross profit margin decreased 0.3 percentage points for the nine months ended September 30, 2024. The decrease in gross profit margin was primarily due to higher compensation expenses as a percentage of revenues, which was largely offset by internal cost recovery related to an initiative to develop AI capabilities for the Company. The related costs are included in our unallocated corporate expenses. SG&A expenses increased \$7.6 million, or 7.8%, to \$104.7 million for the nine months ended September 30, 2024. SG&A expenses of 20.4% of revenues for the nine months ended September 30, 2024 compared with 19.9% of revenues for the nine months ended September 30, 2023. The increase in SG&A expenses was primarily driven by higher bad debt, travel and entertainment, compensation, and other general and administrative expenses. ECONOMIC CONSULTING Three Months Ended September 30, Nine Months Ended September 30, 2024 2023 (dollars in thousands, except rate per hour) Revenues \$222,033 \$193,866 \$657,454 \$565,283 Percentage change in revenues from prior year 14.5% 0.4% 16.3% 8.0% Operating expenses Direct cost of revenues 158,193 138,423 476,672 412,547 Selling, general and administrative expenses 29,960 29,150 91,085 79,719 A 188,153 167,573 567,757 492,266 Segment operating income 33,880 26,293 89,697 73,017 Percentage change in segment operating income A A from prior year 28.9% -17.0% 22.8% 1.3% Add back: Depreciation and amortization 1,364 1,463 3,993 4,455 Adjusted Segment EBITDA \$35,244 \$27,756 \$93,690 \$77,472 Gross profit (1) \$63,840 \$55,443 \$180,782 \$152,736 Percentage change in gross profit from prior year 15.1% 5.8% 18.4% 12.4% Gross profit margin (2) 28.8% 28.6% 27.5% 27.0% Adjusted Segment EBITDA as a percentage of revenues 15.9% 14.3% 14.3% 13.7% Number of revenue-generating professionals (at period end) 1,120 1,085 1,120 1,085 Percentage change in number of revenue-generating A A professionals from prior year 3.2% 8.7% 3.2% 8.7% Utilization rate of billable professionals 65% 65% 68% 67% Average billable rate per hour \$598 \$559 \$577 \$533 (1) Revenues less direct cost of revenues (2) Gross profit as a percentage of revenues Three Months Ended September 30, 2024 Compared with Three Months Ended September 30, 2023 Revenues increased \$28.2 million, or 14.5%, to \$222.0 million for the three months ended September 30, 2024, primarily due to higher demand for our M&A-related antitrust services, which was partially offset by lower demand for our non-M&A-related antitrust services. Gross profit increased \$8.4 million, or 15.1%, to \$63.8 million for the three months ended September 30, 2024. Gross profit margin increased 0.2 percentage points for the three months ended September 30, 2024. SG&A expenses increased \$0.8 million, or 2.8%, to \$30.0 million for the three months ended September 30, 2024. SG&A expenses of 13.5% of revenues for the three months ended September 30, 2024 compared with 15.0% of revenues for the three months ended September 30, 2023. The increase in SG&A expenses was primarily driven by higher

compensation, travel and entertainment, infrastructure support and other general and administrative expenses, which was partially offset by lower bad debt expenses. Nine Months Ended September 30, 2024 Compared with Nine Months Ended September 30, 2023 Revenues increased \$92.2 million, or 16.3%, to \$657.5 million for the nine months ended September 30, 2024, primarily due to higher demand and realized bill rates for our M&A-related antitrust, financial economics and non-M&A-related antitrust services. Gross profit increased \$28.0 million, or 18.4%, to \$180.8 million for the nine months ended September 30, 2024. Gross profit margin increased 0.5 percentage points for the nine months ended September 30, 2024. The increase in gross profit margin was primarily due to higher realized bill rates and a 1 percentage point increase in utilization. SG&A expenses increased \$11.4 million, or 14.3%, to \$91.1 million for the nine months ended September 30, 2024. SG&A expenses of 13.9% of revenues for the nine months ended September 30, 2024 compared with 14.1% of revenues for the nine months ended September 30, 2023. The increase in SG&A expenses was primarily driven by higher bad debt, compensation and infrastructure support expenses. TECHNOLOGY Three Months Ended September 30, Nine Months Ended September 30, 2024 2023 2024 2023 2024 (%) Revenues \$110,404 \$98,860 \$326,992 \$286,922 Percentage change in revenues from prior year 11.7% 16.4% 14.0% 18.0% Operating expenses Direct cost of revenues 71,577 61,538 208,096 176,066 Selling, general and administrative expenses 26,303 25,841 78,296 71,053 97,880 87,379 286,392 247,119 Segment operating income 12,524 11,481 40,600 39,803 Percentage change in segment operating income Å Å from prior year 9.1% 16.8% 2.0% 59.2% % Add back: Depreciation and amortization 3,941 3,392 11,376 10,523 Adjusted Segment EBITDA \$16,465 \$14,873 \$51,976 \$50,326 Gross profit (1) \$38,827 \$37,322 \$118,896 \$110,856 Percentage change in gross profit from prior year 4.0% 20.8% 7.3% 30.9% Gross profit margin (2) 35.2% 37.8% 36.4% 38.6% Adjusted Segment EBITDA as a percentage of revenues 14.9% 15.0% 15.9% 17.5% Number of revenue-generating professionals (at period end) (3) 718 629 718 629 Percentage change in number of revenue-generating Å Å professionals from prior year 14.1% 14.8% 14.1% 14.8% (1) Revenues less direct cost of revenues (2) Gross profit as a percentage of revenues (3) Includes personnel involved in direct client assistance and revenue-generating consultants and excludes professionals employed on an as-needed basis. Three Months Ended September 30, 2024 Compared with Three Months Ended September 30, 2023 Revenues increased \$11.5 million, or 11.7%, to \$110.4 million for the three months ended September 30, 2024, primarily due to higher demand for our M&A-related second request, litigation and information governance, privacy & security services, which was partially offset by lower demand for our investigations services. Gross profit increased \$1.5 million, or 4.0%, to \$38.8 million for the three months ended September 30, 2024. Gross profit margin decreased 2.6 percentage points for the three months ended September 30, 2024. The decrease in gross profit margin was primarily due to lower profitability and a decreased mix of our higher margin hosting services and lower profitability of our managed review services, which was partially offset by higher profitability of our processing services. SG&A expenses increased \$0.5 million, or 1.8%, to \$26.3 million for the three months ended September 30, 2024. SG&A expenses of 23.8% of revenues for the three months ended September 30, 2024 compared with 26.1% of revenues for the three months ended September 30, 2023. The increase in SG&A expenses was primarily due to higher compensation, travel and entertainment, infrastructure support, and other general and administrative expenses, which was partially offset by lower bad debt expenses. Nine Months Ended September 30, 2024 Compared with Nine Months Ended September 30, 2023 Revenues increased \$40.1 million, or 14.0%, to \$327.0 million for the nine months ended September 30, 2024, primarily due to higher demand for M&A-related second request, information governance, privacy & security and litigation services, which was partially offset by lower demand for our investigations services. Gross profit increased \$8.0 million, or 7.3%, to \$118.9 million for the nine months ended September 30, 2024. Gross profit margin decreased by 2.3 percentage points for the nine months ended September 30, 2024. The decrease in gross profit margin was primarily due to a decreased mix and lower profitability of our higher margin hosting services and lower profitability of our consulting services, which was partially offset by higher profitability and an increased mix of our processing services. SG&A expenses increased \$7.2 million, or 10.2%, to \$78.3 million for the nine months ended September 30, 2024. SG&A expenses of 23.9% of revenues for the nine months ended September 30, 2024 compared with 24.8% of revenues for the nine months ended September 30, 2023. The increase in SG&A expenses was primarily due to higher compensation, travel and entertainment and infrastructure support expenses, which was partially offset by lower bad debt expenses. 29 STRATEGIC COMMUNICATIONS Three Months Ended September 30, Nine Months Ended September 30, 2024 2023 2024 2023 2024 (%) Revenues \$83,292 \$86,838 \$249,441 \$242,593 Percentage change in revenues from prior year -4.1% 19.9% 2.8% 13.2% Operating expenses Direct cost of revenues 52,851 56,422 159,559 157,304 Selling, general and administrative expenses 19,214 17,844 56,418 52,586 Amortization of intangible assets 39 69 208 239 Å 72,104 74,335 216,185 210,129 Segment operating income 11,188 12,503 33,256 32,464 Percentage change in segment operating income Å Å from prior year -10.5% 2.9% 2.4% -13.7% % Add back: Depreciation and amortization of intangible assets 936 951 2,905 2,809 Adjusted Segment EBITDA \$12,124 \$13,454 \$36,161 \$35,273 Gross profit (1) \$30,441 \$30,416 \$89,882 \$85,289 Percentage change in gross profit from prior year 0.1% 9.5% 5.4% 3.0% Gross profit margin (2) 36.5% 35.0% 36.0% 35.2% Adjusted Segment EBITDA as a percentage of revenues 14.6% 15.5% 14.5% 14.5% Number of revenue-generating professionals (at period end) 997 1,010 997 1,010 Percentage change in number of revenue-generating Å Å professionals from prior year -1.3% 6.2% -1.3% 6.2% (1) Revenues less direct cost of revenues (2) Gross profit as a percentage of revenues. Three Months Ended September 30, 2024 Compared with Three Months Ended September 30, 2023 Revenues decreased \$3.5 million, or 4.1%, to \$83.3 million for the three months ended September 30, 2024, which included a 1.0% estimated positive impact from FX. Excluding the estimated impact from FX, revenues decreased \$4.4 million, or 5.1%. Pass-through revenues contributed \$3.1 million, or 3.6% of the decrease, compared to the same quarter in the prior year. Excluding the pass-through and FX revenues impact, revenues decreased \$1.3 million, or 1.5%, primarily due to lower corporate reputation revenues, which was partially offset by higher public affairs revenues. Gross profit was flat at \$30.4 million for the three months ended September 30, 2024. Gross profit margin increased 1.5 percentage points for the three months ended September 30, 2024. The increase in gross profit margin was primarily due to lower compensation expenses as a percentage of revenues, excluding revenues related to pass-through expenses. SG&A expenses increased \$1.4 million, or 7.7%, to \$19.2 million for the three months ended September 30, 2024, which included a 1.0% estimated negative impact from FX. SG&A expenses of 23.1% of revenues for the three months ended September 30, 2024 compared with 20.5% of revenues for the three months ended September 30, 2023. The increase in SG&A expenses was primarily due to higher bad debt, rent, and outside services expenses. Nine Months Ended September 30, 2024 Compared with Nine Months Ended September 30, 2023 Revenues increased \$6.8 million, or 2.8%, to \$249.4 million for the nine months ended September 30, 2024, primarily due to higher public affairs revenues, which was partially offset by lower corporate reputation revenues. Gross profit increased \$4.6 million, or 5.4%, to \$89.9 million for the nine months ended September 30, 2024. Gross profit margin increased 0.9 percentage points for the nine months ended September 30, 2024. The increase in gross profit margin was primarily due to lower compensation expenses as a percentage of revenues. SG&A expenses increased \$3.8 million, or 7.3%, to \$56.4 million for the nine months ended September 30, 2024, SG&A expenses of 22.6% of revenues for the nine months ended September 30, 2024 compared with 21.7% of revenues for the nine months ended September 30, 2023. The increase in SG&A expenses was primarily due to higher rent, compensation, bad debt, and other general and administrative expenses. CRITICAL ACCOUNTING ESTIMATES Our discussion and analysis of our financial condition and results of operations are based on our condensed consolidated financial statements, which we have prepared in accordance with GAAP. The preparation of these financial statements requires us to make estimates and judgments that affect the reported amounts of assets, liabilities, revenues and expenses, and related disclosure of contingent assets and liabilities. Note 1 to the Consolidated Financial Statements included in Part II, Item 8, of our Annual Report on Form 10-K for the year ended December 31, 2023 describes the significant accounting policies and methods used in preparation of the Condensed Consolidated Financial Statements in this Quarterly Report on Form 10-Q. We evaluate our estimates, including those related to revenues, goodwill and intangible assets, income taxes and contingencies, on an ongoing basis. Our estimates are based on current facts and circumstances, historical experience and various other assumptions that we believe are reasonable, which form the basis for making judgments about the values of assets and liabilities that are not readily apparent from other sources. Actual results may differ from these estimates under different assumptions or conditions. The accounting estimates that reflect our more significant judgments, and which we believe are the most critical to aid in fully understanding and evaluating our reported financial results, include the following: *Revenue Recognition*, *Goodwill and Intangible Assets*. There were no material changes to our critical accounting estimates from the information provided in *Critical Accounting Estimates* in the Management's Discussion and Analysis of Financial Condition and Results of Operations, in Part II, Item 7, of our Annual Report on Form 10-K for the year ended December 31, 2023, or from the information provided in Part II, Item 8, of our Annual Report on Form 10-K for the year ended December 31, 2023. SIGNIFICANT NEW ACCOUNTING PRONOUNCEMENTS See Note 2, *New Accounting Standards* in Part I, Item 1, of this Quarterly Report on Form 10-Q. LIQUIDITY AND CAPITAL RESOURCES Liquidity Our annual cash flows from operations generally exceed our cash needs for capital expenditures and debt service requirements. We typically finance our day-to-day operations, capital expenditures, acquisitions and share repurchases through cash flows from operations. During the first quarter of each fiscal year, our cash needs generally exceed our cash flows from operations due to the payment of annual incentive compensation. We believe that our cash flows from operations, supplemented by borrowings under our Credit Facility, as necessary, will provide adequate cash to fund our cash needs for at least the next 12 months. Our operating assets and liabilities consist primarily of billed and unbilled accounts receivable, notes receivable from employees, accounts payable, accrued expenses and accrued compensation expenses. The timing of billings and collections of receivables, as well as compensation and vendor payments, affects the changes in these balances. Results of operations for our non-U.S. subsidiaries are translated from the designated functional currency to our reporting currency of USD. Revenues and expenses are translated at average exchange rates for each month, while assets and liabilities are translated at balance sheet date exchange rates. Resulting net translation adjustments are recorded as a component of stockholders' equity in *Accumulated other comprehensive loss*. Uncertainties and Trends Affecting Liquidity Our conclusion that we will be able to fund our cash requirements for at least the next 12 months by using existing capital resources and cash generated from operations does not take into account events beyond our control that could result in a material adverse impact on our business, the impact of any future acquisitions or unexpected significant changes in the number of employees or other unanticipated uses of cash. The anticipated cash needs of our business could change significantly if we pursue and complete additional business acquisitions, if our business plans change, if events such as economic, political, social, technological, regulatory, legal, tax, currency, market, competitive, operational, financial, and other factors change, or if we experience any other significant events or circumstances. We believe that our cash flows from operations, supplemented by borrowings under our Credit Facility, as necessary, will provide adequate cash to fund our cash needs for at least the next 12 months. Our operating assets and liabilities consist primarily of billed and unbilled accounts receivable, notes receivable from employees, accounts payable, accrued expenses and accrued compensation expenses. The timing of billings and collections of receivables, as well as compensation and vendor payments, affects the changes in these balances. Results of operations for our non-U.S. subsidiaries are translated from the designated functional currency to our reporting currency of USD. Revenues and expenses are translated at average exchange rates for each month, while assets and liabilities are translated at balance sheet date exchange rates. Resulting net translation adjustments are recorded as a component of stockholders' equity in *Accumulated other comprehensive loss*. Uncertainties and Trends Affecting Liquidity Our conclusion that we will be able to fund our cash requirements for at least the next 12 months by using existing capital resources and cash generated from operations does not take into account events beyond our control that could result in a material adverse impact on our business, the impact of any future acquisitions or unexpected significant changes in the number of employees or other unanticipated uses of cash. The anticipated cash needs of our business could change significantly if we pursue and complete additional business acquisitions, if our business plans change, if events such as economic, political, social, technological, regulatory, legal, tax, currency, market, competitive, operational, financial, and other factors change, or if we experience any other significant events or circumstances.

political and workforce disruptions arise, including any impact of future public health crises, political situations, or economic or business conditions change from those currently prevailing or from those now anticipated, or if unexpected circumstances or other events 31beyond our control arise that may have a material adverse effect on the cash flow or profitability of our business, including material negative changes in the health and welfare of our employees or those of our clients, and the operating performance or financial results of our business. Any of these events or circumstances, including any new business opportunities, could involve significant additional funding and could require us to borrow under our Credit Facility or raise additional debt or equity funding to meet those needs. Our ability to borrow or raise additional capital, if necessary, is subject to a variety of factors that we cannot predict with certainty, including:â€œour future profitability;â€œthe quality of our accounts receivable;â€œour relative levels of debt and equity;â€œthe volatility and overall condition of the capital markets; andâ€œthe market prices of our securities. Any new debt funding, if available, may be on terms less favorable to us than our Credit Facility. See â€œForward-Looking Statementsâ€ in Part I, Item 2, of this Quarterly Report on Form 10-Q, and the information contained under the heading â€œRisk Factorsâ€ in Part I, Item 1A, of our Annual Report on Form 10-K for the year ended December 31, 2023.â€ Cash Flows â€ Nine Months Ended September 30, 2024 2023 Cash Flows(dollars in thousands)Net cash provided by (used in) operating activities\$79,782â€ \$(158,525)Net cash provided by (used in) investing activities\$3,517â€ \$(67,580)Net cash used in financing activities\$(4,873)\$(67,080)Effect of exchange rate changes on cash and cash equivalents\$4,696â€ \$2,645â€ DSO (1)108â€ 114â€ (1)DSO is a performance measure used to assess how quickly revenues are collected by the Company. We calculate DSO at the end of each reporting period by dividing net accounts receivable reduced by billings in excess of services provided, by revenues for the quarter, adjusted for changes in FX rates. We multiply the result by the number of days in the quarter.Nine Months Ended September 30, 2024 Compared with Nine Months Ended September 30, 2023Net cash provided by operating activities of \$79.8 million for the nine months ended September 30, 2024 compared to net cash used in operating activities of \$158.5 million for the nine months ended September 30, 2023. The increase of \$238.3 million in net cash provided by operating activities was primarily due to an increase in cash collections, which was partially offset by an increase in salaries largely related to annual salary increases and headcount growth, and higher annual bonus payments, forgivable loan issuances, operating expenses and income tax payments as compared to the same period in the prior year. DSO was 108 and 114 days as of September 30, 2024 and 2023, respectively. The decrease in DSO was primarily due to cash collections that outpaced the increase in revenues.Net cash provided by investing activities of \$3.5 million for the nine months ended September 30, 2024 compared to net cash used in investing activities of \$67.6 million for the nine months ended September 30, 2023. The increase of \$71.1 million in net cash provided by investing activities was primarily due to a \$24.4 million payment for a short-term investment during the nine months ended September 30, 2023 and the maturity of the short-term investment of \$25.2 million during the nine months ended September 30, 2024. In addition, there was a \$21.5 million decrease in capital expenditures primarily driven by lower spend on leasehold improvements and cloud computing costs as compared to the nine months ended September 30, 2023.Net cash used in financing activities of \$4.9 million for the nine months ended September 30, 2024 compared to \$67.1 million for the nine months ended September 30, 2023. The decrease of \$62.2 million, or 92.7%, in net cash used in financing activities was primarily due to the repayment of the \$315.8 million principal amount of our 2023 Convertible Notes at maturity during the nine months ended September 30, 2023, a decrease of \$21.0 million in payments for common stock repurchases 32under the Repurchase Program and an increase in proceeds on stock option exercises of \$9.4 million, which was partially offset by a decrease in net borrowings of \$285.0â€ million under our Credit Facility as compared to the same period in the prior year.The effect of exchange rate changes on cash and cash equivalents had a favorable impact of \$4.7 million and \$2.6 million for the nine months ended September 30, 2024 and 2023, respectively.For the nine months ended September 30, 2024, cash paid for income taxes and tax credits, net of tax refunds included \$23.5 million of payments for the purchase of tax credits.Principal Sources of Capital ResourcesAs of September 30, 2024, our capital resources included \$386.3 million of cash and cash equivalents and available borrowing capacity of \$900.0 million under the revolving line of credit under our Credit Facility. The \$900.0 million revolving line of credit under our Credit Facility includes a \$125.0 million sublimit for borrowings in currencies other than USD, including the euro, British pound, Australian dollar, Canadian dollar, Swiss franc and Japanese yen.The availability of borrowings, as well as issuances and extensions of letters of credit under our Credit Facility, are subject to specified conditions. Subject to certain conditions, at any time prior to maturity, we will be able to invite existing and new lenders to increase the size of the facility up to a maximum of \$1.2 billion. See Note 8, â€œDebtâ€ in Part I, Item 1, of this Quarterly Report on Form 10-Q for a further discussion of borrowing rates and guarantees under the Credit Facility.The second amended and restated credit agreement entered into on November 21, 2022 (the â€œCredit Agreementâ€) governing the Credit Facility and our other indebtedness outstanding from time to time contains covenants that, among other things, may limit our ability to: incur additional indebtedness; create liens; pay dividends on our capital stock, make distributions or repurchases of our capital stock or make specified other restricted payments; consolidate, merge or sell all or substantially all of our assets; guarantee obligations of other entities or our foreign subsidiaries; enter into hedging agreements; enter into transactions with affiliates or related persons; or engage in any business other than consulting-related businesses. In addition, the Credit Agreement includes a financial covenant that requires us not to exceed a maximum consolidated total net leverage ratio (the ratio of funded debt (less unrestricted cash up to \$300.0 million) to Consolidated EBITDA, as defined in the Credit Agreement). As of September 30, 2024, we were in compliance with the covenants contained in the Credit Agreement. See Note 8, â€œDebtâ€ in Part I, Item 1, of this Quarterly Report on Form 10-Q for a further discussion of the Credit Agreement.Principal Uses of Capital ResourcesFuture Capital RequirementsWe anticipate that our future capital requirements will principally consist of funds required for:â€¢operating and general corporate expenses relating to the operation of our businesses;â€¢capital expenditures, primarily for information technology equipment and information or financial systems, office furniture and leasehold improvements;â€¢debt service requirements, including interest payments on our long-term debt;â€¢compensation to designated executive management and senior managing directors under our various long-term incentive compensation programs;â€¢discretionary funding of the Repurchase Program;â€¢contingent obligations related to our acquisitions;â€¢potential acquisitions of businesses; andâ€¢other known future contractual obligations.Capital ExpendituresDuring the nine months ended September 30, 2024, we spent \$21.7 million in capital expenditures to support our organization, including direct support for specific client engagements. For the remainder of 2024, we currently expect additional capital expenditures to support our organization in an aggregate amount of between \$14 million and \$17 million. Our estimate takes into consideration the needs of our existing businesses but does not include the impact of any purchases that we may be required to make as a result of future acquisitions or specific client engagements that are not completed or not currently 33contemplated. Our capital expenditure requirements may change if our staffing levels or technology needs change significantly from what we currently anticipate, if we are required to purchase additional equipment specifically to support new client engagements, or if we pursue and complete additional acquisitions.Future Contractual ObligationsWe have no future contractual obligations as of September 30, 2024 related to outstanding borrowings under our Credit Facility. For more information on our Credit Facility, refer to Note 8, â€œDebtâ€ in Part I, Item 1. Future contractual obligations exclude any revolving line of credit borrowings or repayments subsequent to September 30, 2024 and prior to the November 21, 2027 maturity date of our Credit Facility. Under our operating leases as described in Note 9, â€œLeasesâ€ in Part I, Item 1, we have current obligations of \$36.2 million and non-current obligations of \$217.0 million.These amounts reflect future unconditional payments and are based on the terms of the relevant agreements, appropriate classification of items under GAAP currently in effect and certain assumptions such as interest rates. Future events could cause actual payments to differ from these amounts.Forward-Looking StatementsThis Quarterly Report on Form 10-Q includes â€œforward-looking statementsâ€ within the meaning of Section 27A of the Securities Act of 1933, as amended (the â€œSecurities Actâ€), and Section 21E of the Securities Exchange Act of 1934, as amended (the â€œExchange Actâ€), that involve uncertainties and risks. Forward-looking statements include statements concerning our plans, initiatives, projections, prospects, policies, processes and practices, objectives, goals, commitments, strategies, future events, future revenues, future results and performance, future capital allocations and expenditures, expectations, plans or intentions relating to acquisitions, share repurchases and other matters, business trends, new, or changes to, laws and regulations, including U.S. and foreign tax laws, environmental, social and governance (â€œESGâ€)-related issues, climate change-related matters, scientific or technological developments, including relating to new and emerging technologies, such as AI and machine learning and other information that is not historical. Forward-looking statements often contain words such as â€œestimates,â€ â€œexpects,â€ â€œanticipates,â€ â€œprojects,â€ â€œplans,â€ â€œintends,â€ â€œbelieves,â€ â€œcommits,â€ â€œaspires,â€ â€œforecasts,â€ â€œfuture,â€ â€œgoal,â€ â€œseeksâ€ and variations of such words or similar expressions. All forward-looking statements, including, without limitation, managementâ€™s financial guidance and examination of operating trends, are based upon our historical performance and our current plans, estimates, intentions and expectations at the time we make them, and various assumptions. Our actual financial results, performance or achievements and outcomes could differ materially from those expressed in, or implied by, any forward-looking statements. Any references to standards of measurement and performance made regarding our climate change-, ESG- or other sustainability-related plans, goals, commitments, intentions, aspirations, forecasts or projections, or expectations are developing and based on assumptions. There can be no assurance that managementâ€™s plans, performance, expectations, intentions, aspirations, beliefs, goals, estimates, forecasts and projections, including any that are ESG- or other sustainability-related, will result or be achieved, and the inclusion of any forward-looking information should not be regarded as a representation by us or any other person that the future plans, estimates, forecasts, intentions, aspirations, beliefs or expectations contemplated by us will be achieved. Given these risks, uncertainties and other factors, you should not place undue reliance on any forward-looking statements. There are a number of risks and uncertainties that could cause our actual results to differ materially from the forward-looking statements contained in, or implied by, this Quarterly Report on Form 10-Q. Important factors that could cause our actual results to differ materially from the forward-looking statements we make in this Quarterly Report on Form 10-Q include those set forth under the heading â€œRisk Factorsâ€ in Part I, Item 1A, of our Annual Report on Form 10-K for the year ended December 31, 2023, as well as in other information that we file with the SEC from time to time. Important factors that could cause our actual results to differ materially from the forward-looking statements we make in this Quarterly Report on Form 10-Q include, but are not limited to, the following:â€¢changes in demand for our services;â€¢our ability to recruit and retain qualified professionals and senior management, including segment, industry and regional leaders;â€¢conflicts resulting in our inability to represent certain clients;â€¢our former employees joining or forming competing businesses;â€¢the enactment of legislation rendering contractual protections against competition by former employees unenforceable;â€¢our ability to manage our headcount needs and our professionalsâ€™ utilization and billing rates and maintain or increase the pricing of our services and

products; our ability to identify suitable acquisition candidates, negotiate favorable terms, take advantage of opportunistic acquisition situations and integrate the operations of acquisitions, as well as the costs of integration; our ability to adapt to and manage the risks associated with operating in non-U.S. markets; our ability to replace key personnel, including former executives, officers, senior managers and practice and regional leaders who have highly specialized skills and experience; our ability to protect the confidentiality of internal and client data and proprietary and confidential information, including from cyberattacks, systems failures or other similar events or outside or internal bad actors, or the use or misuse of social media; legislation or judicial rulings, including legislation or rulings regarding data privacy and the discovery process; periodic fluctuations in revenues, operating income and cash flows; damage to our reputation as a result of claims involving the quality of our services, failures of our internal information technology systems controls or adverse publicity relating to certain clients or engagements; fee discounting or renegotiation, lower pricing, less advantageous contract terms and unexpected termination of client engagements; competition for clients and key personnel; general economic factors, industry trends, restructuring and bankruptcy rates, legal or regulatory requirements, capital market conditions, merger and acquisition activity, major litigation activity, geopolitical disruptions and other events outside of our control; our ability to manage growth; risk of non-payment of receivables; the amount and terms of our outstanding indebtedness; risks relating to the obsolescence, replacement, protection, implementation or operation of our information technology systems, including our enterprise resource planning and other financial systems, and software, proprietary software products, intellectual property rights and trade secrets, which could adversely affect our ability to retain or win clients, conduct business, preserve or enhance our reputation, maintain business continuity or report financial results; risks relating to the adoption and integration of technological innovations such as AI and machine learning; foreign currency disruptions and currency fluctuations between the U.S. dollar and foreign currencies; U.S. and foreign tax law changes, including the enactment of tax legislation, proposed from time to time, into law, which could increase our effective tax rate and cash tax expenditures; physical risks related to climate change, including rising temperatures, severe storms, energy disruptions and rising sea levels, among others, which could adversely impact our ability to conduct business or maintain business continuity, including by affecting our access to our leased office space in affected geographies and the integrity of our information technology systems; our climate change and ESG-related initiatives and goals, including our policies and practices relating to the environment and climate change, sustainability, and diversity and inclusion, if they do not meet or keep pace with current or evolving governmental, investor or other stakeholder expectations and standards or rules and regulations; and fluctuations in the mix of our services and the geographic locations in which our clients are located or our services are rendered.³⁵There may be other factors that may cause our actual results to differ materially from our forward-looking statements. All forward-looking statements attributable to us or persons acting on our behalf apply only as of the date of this Quarterly Report on Form 10-Q and are expressly qualified in their entirety by the cautionary statements included herein. We undertake no obligation to publicly update or revise any forward-looking statements to reflect subsequent events or circumstances and do not intend to do so.

Item A 3. Quantitative and Qualitative Disclosures About Market RiskFor information regarding our exposure to certain market risks, see "Quantitative and Qualitative Disclosures About Market Risk" in Part II, Item 7A, of our Annual Report on Form 10-K for the year ended December 31, 2023. There have been no material changes in our market risk exposure during the period covered by this Quarterly Report on Form 10-Q.

Item A 4. Controls and ProceduresEvaluation of Disclosure Controls and Procedures. An evaluation of the effectiveness of the design and operation of our disclosure controls and procedures (as defined in Rule 13a-15(e) under the Exchange Act), as of the end of the period covered by this Quarterly Report on Form 10-Q, was made under the supervision and with the participation of our management, including our Chief Executive Officer and Chief Financial Officer. Based upon this evaluation, our Chief Executive Officer and Chief Financial Officer have concluded that our disclosure controls and procedures (a) were effective to ensure that information required to be disclosed by us in reports filed or submitted under the Exchange Act is timely recorded, processed, summarized and reported and (b) included, without limitation, controls and procedures designed to ensure that information required to be disclosed by us in reports filed or submitted under the Exchange Act is accumulated and communicated to our management, including our Chief Executive Officer and Chief Financial Officer, as appropriate, to allow timely decisions regarding required disclosure.

Changes in Internal Control over Financial Reporting.There have not been any changes in our internal control over financial reporting during the three months ended September 30, 2024 that have materially affected, or are reasonably likely to materially affect, our internal control over financial reporting.³⁶

PART II
"OTHER INFORMATION"

Item A 1. Legal ProceedingsFrom time to time in the ordinary course of business, we are subject to claims, asserted or unasserted, or named as party to lawsuits or investigations. Litigation, in general, and intellectual property and securities litigation in particular, can be expensive and disruptive to normal business operations. Moreover, the results of legal proceedings cannot be predicted with any certainty and in the case of more complex legal proceedings such as intellectual property and securities litigation, the results are difficult to predict at all. We are not aware of any asserted or unasserted legal proceedings or claims that we believe would have a material adverse effect on our financial condition or results of our operations.

Item A 1A. Risk FactorsThere have been no material changes in any risk factors previously disclosed in Part I, Item 1A, of our Annual Report on Form 10-K for the year ended December 31, 2023 filed with the United States Securities and Exchange Commission ("SEC"). We may disclose changes to risk factors or disclose additional factors from time to time in our future filings with the SEC. Additional risks and uncertainties not presently known to us or that we currently deem immaterial also may impair our business operations.

Item A 2. Unregistered Sales of Equity Securities and Use of ProceedsUnregistered sales of equity securities. None. Repurchases of our common stock. The following table provides information with respect to purchases we made of our common stock during the three months ended September 30,

2024: A Total Number of Shares Purchased A Average Price Paid per Share Total Number of Shares Purchased as Part of a Publicly Announced Program (1) A Approximate Dollar Value of Shares That May Yet Be Purchased Under the Program (in thousands, except per share data) July 1 through July 31, 2024 A \$460,653 A August 1 through August 31, 2024 A \$221.65 A September 1 through September 30, 2024 A \$225.46 A \$460,653 A 10 A (1) On June 2, 2016, our Board of Directors authorized a stock repurchase program (the "Repurchase Program"), which was most recently increased by \$400.0 million to an aggregate authorization of \$1.3 billion on December 1, 2022. No time limit has been established for the completion of the Repurchase Program, and the Repurchase Program may be suspended, discontinued or replaced by the Board of Directors at any time without prior notice. There were no repurchases of shares of our common stock pursuant to the Repurchase Program during the quarter ended September 30, 2024. (2) Includes 347 shares of common stock withheld to cover payroll tax withholdings related to the lapse of restrictions on restricted stock. (3) Includes 9,742 shares of common stock withheld to cover payroll tax withholdings related to the lapse of restrictions on restricted stock.

Item A 3. Defaults Upon Senior SecuritiesNone.

Item A 4. Mine Safety DisclosuresNot applicable.

Item A 5. Other Information(c) Trading plansDuring the quarter ended September 30, 2024, no director or Section 16 officer of the Company adopted or terminated any Rule 10b5-1 trading arrangements or non-Rule 10b5-1 trading arrangements (in each case, as defined in Item 408(a) of Regulation S-K).
(38) Item A 6. Exhibits Exhibit Number Description A 3.1 Articles of Incorporation of FTI Consulting, Inc., as amended and restated. (Filed with the Securities and Exchange Commission on May 23, 2003 as an Exhibit to FTI Consulting, Inc.'s Current Report on Form 8-K dated May 21, 2003 and incorporated herein by reference.) A 3.2 Articles of Amendment of FTI Consulting, Inc. (Filed with the Securities and Exchange Commission on June 2, 2011 as an Exhibit to FTI Consulting, Inc.'s Current Report on Form 8-K dated June 1, 2011 and incorporated herein by reference.) A 3.3 Bylaws of FTI Consulting, Inc., as Amended and Restated Adopted February 20, 2023. (Filed with the Securities and Exchange Commission on February 21, 2023 as an Exhibit to FTI Consulting, Inc.'s Current Report on Form 8-K dated February 20, 2023 and incorporated herein by reference.) A 10.1*Amendment No. 6 dated as of September 30, 2024 to Employment Agreement dated as of December 13, 2013, by and between FTI Consulting, Inc. and Steven H. Gunby. (Filed with the Securities and Exchange Commission on September 30, 2024 as an Exhibit to FTI Consulting, Inc.'s Current Report on Form 8-K dated September 25, 2024 and incorporated herein by reference.) A 14.1 FTI Consulting, Inc. Code of Ethics and Business Conduct, Amended and Restated Effective as of September 26, 2024. (Filed with the Securities and Exchange Commission on September 26, 2024 as an Exhibit to FTI Consulting, Inc.'s Current Report on Form 8-K dated September 24, 2024 and incorporated herein by reference.)
31.1 A Certification of Principal Executive Officer pursuant to Rule 13a-14(a) and 15d-14(a) under the Securities Exchange Act of 1934, as amended (Section 302 of the Sarbanes-Oxley Act of 2002.) A 31.2 A Certification of Principal Financial Officer pursuant to Rule 13a-14(a) and 15d-14(a) under the Securities Exchange Act of 1934, as amended (Section 302 of the Sarbanes-Oxley Act of 2002.) A 32.1 A **Certification of Principal Executive Officer pursuant to 18 U.S.C. Section 1350 (Section 906 of the Sarbanes-Oxley Act of 2002.)
32.2 A **Certification of Principal Financial Officer pursuant to 18 U.S.C. Section 1350 (Section 906 of the Sarbanes-Oxley Act of 2002.)
101 The following financial information from the Quarterly Report on Form 10-Q of FTI Consulting, Inc., included herewith, and formatted in Inline XBRL (eXtensible Business Reporting Language): (i) Condensed Consolidated Balance Sheets as of September 30, 2024 and December 31, 2023; (ii) Condensed Consolidated Statements of Comprehensive Income for the three and nine months ended September 30, 2024 and 2023; (iii) Condensed Consolidated Statements of Stockholders' Equity for the three and nine months ended September 30, 2024 and 2023; (iv) Condensed Consolidated Statements of Cash Flows for the nine months ended September 30, 2024 and 2023; and (v) Notes to the Condensed Consolidated Financial Statements, tagged as blocks of text.
104 The cover page from the Company's Quarterly Report on Form 10-Q for the quarter ended September 30, 2024, formatted in Inline XBRL (included as Exhibit 101). *Management contract or compensatory plan or arrangement. A Filed herewith. **This certification is deemed not filed for purposes of Section 18 of the Exchange Act, or otherwise subject to the liability of that section, nor shall it be deemed incorporated by reference into any filing under the Securities Act of 1933, as amended, or the Exchange Act.
39 SIGNATURES Pursuant to the requirements of the Securities Exchange Act of 1934, as amended, the registrant has duly caused this report to be signed on its behalf by the undersigned thereunto duly authorized. Date: October 24, 2024 A FTI CONSULTING, INC. A A By: A /s/ Brendan Keating A Brendan Keating A Chief Accounting Officer and Controller A (principal accounting officer)
40 Document Exhibit 31.1 Certification of Principal Executive Officer Pursuant to Rule 13a-14(a) and 15d-14(a) (Section 302 of the Sarbanes-Oxley Act of 2002) I, Steven H. Gunby, certify that: I have reviewed this Quarterly Report on Form 10-Q of FTI Consulting, Inc.; Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report; 3. Based on my knowledge, the financial statements and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as

of, and for, the periods presented in this report;4.The registrantâ€™s other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:(a)Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared; (b)Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;(c)Evaluated the effectiveness of the registrantâ€™s disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and(d)Disclosed in this report any change in the registrantâ€™s internal control over financial reporting that occurred during the registrantâ€™s most recent fiscal quarter (the registrantâ€™s fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrantâ€™s internal control over financial reporting; and5.The registrantâ€™s other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrantâ€™s auditors and the audit committee of the registrantâ€™s board of directors (or persons performing the equivalent functions):(a)All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrantâ€™s ability to record, process, summarize and report financial information; and(b)Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrantâ€™s internal control over financial reporting.Date: OctoberÂ 24, 2024Â By:Â /S/ STEVEN H. GUNBYÂ Steven H. GunbyÂ President and Chief Executive OfficerÂ (principal executive officer)DocumentExhibit 31.2Certification of Principal Financial OfficerPursuant to Rule 13a-14(a) and 15d-14(a)(Section 302 of the Sarbanes-Oxley Act of 2002)I, Ajay Sabherwal, certify that:1.I have reviewed this Quarterly Report on Form 10-Q of FTI Consulting, Inc.;2.Based on my knowledge, this report does not contain any untrue statement of a material fact or omit to state a material fact necessary to make the statements made, in light of the circumstances under which such statements were made, not misleading with respect to the period covered by this report;3.Based on my knowledge, the financial statements and other financial information included in this report, fairly present in all material respects the financial condition, results of operations and cash flows of the registrant as of, and for, the periods presented in this report;4.The registrantâ€™s other certifying officer and I are responsible for establishing and maintaining disclosure controls and procedures (as defined in Exchange Act Rules 13a-15(e) and 15d-15(e)) and internal control over financial reporting (as defined in Exchange Act Rules 13a-15(f) and 15d-15(f)) for the registrant and have:(a)Designed such disclosure controls and procedures, or caused such disclosure controls and procedures to be designed under our supervision, to ensure that material information relating to the registrant, including its consolidated subsidiaries, is made known to us by others within those entities, particularly during the period in which this report is being prepared;(b)Designed such internal control over financial reporting, or caused such internal control over financial reporting to be designed under our supervision, to provide reasonable assurance regarding the reliability of financial reporting and the preparation of financial statements for external purposes in accordance with generally accepted accounting principles;(c)Evaluated the effectiveness of the registrantâ€™s disclosure controls and procedures and presented in this report our conclusions about the effectiveness of the disclosure controls and procedures, as of the end of the period covered by this report based on such evaluation; and(d)Disclosed in this report any change in the registrantâ€™s internal control over financial reporting that occurred during the registrantâ€™s most recent fiscal quarter (the registrantâ€™s fourth fiscal quarter in the case of an annual report) that has materially affected, or is reasonably likely to materially affect, the registrantâ€™s internal control over financial reporting; and5.The registrantâ€™s other certifying officer and I have disclosed, based on our most recent evaluation of internal control over financial reporting, to the registrantâ€™s auditors and the audit committee of the registrantâ€™s board of directors (or persons performing the equivalent functions):(a)All significant deficiencies and material weaknesses in the design or operation of internal control over financial reporting which are reasonably likely to adversely affect the registrantâ€™s ability to record, process, summarize and report financial information; and(b)Any fraud, whether or not material, that involves management or other employees who have a significant role in the registrantâ€™s internal control over financial reporting.Date: OctoberÂ 24, 2024Â By:Â /S/ AJAY SABHERWALÂ Ajay SabherwalÂ Chief Financial OfficerÂ (principal financial officer)DocumentExhibit 32.1Certification of Principal Executive OfficerPursuant to 18 U.S.C. SectionÂ 1350(Section 906 of the Sarbanes-Oxley Act of 2002)In connection with the Quarterly Report of FTI Consulting, Inc. (the â€œCompanyâ€) on Form 10-Q for the quarter ended September 30, 2024, as filed with the Securities and Exchange Commission on the date hereof (the â€œReportâ€), I, Steven H. Gunby, President and Chief Executive Officer (principal executive officer) of the Company, certify, pursuant to 18 U.S.C. SectionÂ 1350, as adopted pursuant to SectionÂ 906 of the Sarbanes-Oxley Act of 2002, that to the best of my knowledge:1.the Report fully complies with the requirements of SectionÂ 13(a) or SectionÂ 15(d) of the Securities Exchange Act of 1934, as amended; and2.the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.Date: OctoberÂ 24, 2024Â By:Â /S/ STEVEN H. GUNBYÂ Steven H. GunbyÂ President and Chief Executive OfficerÂ (principal executive officer)Â A signed original of this written statement required by SectionÂ 906 has been provided to the Company and will be retained by the Company and furnished to the Securities and Exchange Commission or its staff upon request.DocumentExhibit 32.2Certification of Principal Financial OfficerPursuant to 18 U.S.C. SectionÂ 1350(Section 906 of the Sarbanes-Oxley Act of 2002)In connection with the Quarterly Report of FTI Consulting, Inc. (the â€œCompanyâ€) on Form 10-Q for the quarter ended September 30, 2024, as filed with the Securities and Exchange Commission on the date hereof (the â€œReportâ€), I, Ajay Sabherwal, Chief Financial Officer (principal financial officer) of the Company, certify, pursuant to 18 U.S.C. SectionÂ 1350, as adopted pursuant to SectionÂ 906 of the Sarbanes-Oxley Act of 2002, that to the best of my knowledge:1.the Report fully complies with the requirements of SectionÂ 13(a) or SectionÂ 15(d) of the Securities Exchange Act of 1934, as amended; and2.the information contained in the Report fairly presents, in all material respects, the financial condition and results of operations of the Company.Date: OctoberÂ 24, 2024Â By:Â /S/ AJAY SABHERWALÂ Ajay SabherwalÂ Chief Financial OfficerÂ (principal financial officer)Â A signed original of this written statement required by SectionÂ 906 has been provided to the Company and will be retained by the Company and furnished to the Securities and Exchange Commission or its staff upon request.