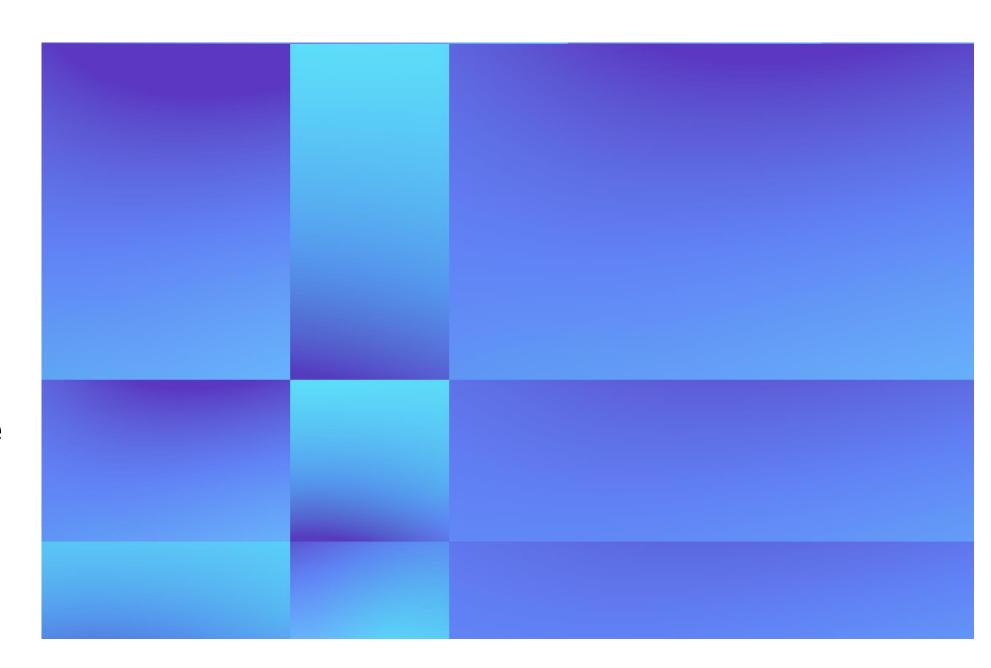
PJT Partners 6th February 2024



Who We Are





Notices and Disclaimers

Forward-Looking Statements

This presentation contains forward-looking statements within the meaning of Section 27A of the Securities Act of 1933, as amended, and Section 21E of the Securities Exchange Act of 1934, as amended. Forward-looking statements include certain information concerning future results of operations, business strategies, acquisitions, financing plans, competitive position, potential growth opportunities, potential operating performance improvements, the effects of competition and the effects of future legislation or regulations. Forward-looking statements include all statements that are not historical facts and can be identified by the use of forward-looking terminology such as the words "believe," "expect," "opportunity," "plan," "intend," "anticipate," "estimate," "predict," "potential," "continue," "may," "might," "should," "could" or the negative of these terms or similar expressions.

Forward-looking statements are neither historical facts nor assurances of future performance. Instead, they are based only on the Company's current beliefs, expectations, and assumptions regarding the future of its business, future plans and strategies, projections, anticipated events and trends, the economy, and other future conditions. Because forward-looking statements relate to the future, they are subject to inherent uncertainties, risks, and changes in circumstances that are difficult to predict, many of which are outside the Company's control. The Company's actual results and financial condition may differ materially from those indicated in the forward-looking statements. Therefore, you should not place undue reliance upon any of these forward-looking statements. Important factors that could cause the Company's actual results and financial condition to differ materially from those indicated in the forward-looking statements include, among others, the following: (a) changes in governmental regulations and policies; (b) cyberattacks, security vulnerabilities, and internet disruptions, including breaches of data security and privacy leaks, data loss, and business interruptions; (c) failures of the Company's computer systems or communication systems, including as a result of a catastrophic event and the use of remote work environments and virtual platforms: (d) the impact of catastrophic events, including business disruptions. pandemics, reductions in employment and an increase in business failures on (1) the U.S. and the global economy, and (2) our employees and our ability to provide services to our clients and respond to their needs; (e) the failure of third-party service providers to perform their functions; and (f) volatility in the political and economic environment, including as a result of inflation, elevated interest rates, and geopolitical conflict.

Any of these factors, as well as such other factors discussed in the "Risk Factors" section of the Company's Annual Report on Form 10-K for the year ended December 31, 2022 filed with the United States Securities and Exchange Commission ("SEC"), as such factors may be updated from time to time in the Company's periodic filings with the SEC, accessible on the SEC's website at www.sec.gov, could cause the Company's results to differ materially from those expressed in forward-looking statements. There may be other risks and uncertainties that the Company is unable to predict at this time or that are not currently expected to have a material adverse effect on its business. Any such risks could cause the Company's results to differ materially from those expressed in forward-looking statements.

Non-GAAP Financial Measures

This presentation contains certain non-GAAP financial measures. A "non-GAAP financial measure" is defined as a numerical measure of a company's financial performance that excludes or includes amounts so as to be different than the most directly comparable measure calculated and presented in accordance with generally accepted accounting principles in the United States of America ("GAAP") in the statements of operations, financial condition or cash flows of the company.

These measures should not be considered substitutes for, or superior to, financial measures prepared in accordance with GAAP. Management believes the following non-GAAP measures, when presented together with comparable GAAP measures, are useful to investors in understanding the Company's operating results: Adjusted Pretax Income; Adjusted Net Income; Adjusted Net Income, If-Converted, in total and on a per-share basis (referred to as "Adjusted EPS"); Adjusted Compensation and Benefits Expense and Adjusted Non-Compensation Expense. These non-GAAP measures, presented and discussed in this presentation, remove the significant accounting impact of: (a) transaction-related compensation expense, including expense related to Partnership Units with both time-based vesting and market conditions as well as equity-based and cash awards granted in connection with the spin-off from Blackstone Inc. ("Blackstone") and acquisition of CamberView Partners Holdings, LLC ("CamberView"); (b) intangible asset amortization associated with Blackstone's initial public offering ("IPO"), the acquisition of PJT Capital LP, and the acquisition of CamberView; (c) impairment of Camber View's former leased space; and (d) the net change to the amount PJT Partners has agreed to pay Blackstone related to the net realized cash benefit from certain compensation-related tax deductions. Reconciliations of the non-GAAP measures to their most directly comparable GAAP measures and further detail regarding the adjustments are provided on pages 27 and 28 of this presentation. For additional information about our non-GAAP financial measures, see our filings with the SEC.

Disclaimers

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Presentation of Information

All facts, metrics and other information provided herein are presented as of December 31, 2023 unless otherwise stated. Copyright © 2024, PJT Partners Inc. (and its affiliates, as applicable).



PJT Partners is a Premier, Global, Advisory-Focused Investment Bank

Strategic Advisory

- > M&A Advisory
- > Capital Markets Advisory
- > Shareholder Advisory

2015

NYSE: PJT Listing

\$4bn+

Market Capitalization¹

\$1bn+

2023 Revenues

Restructuring & Special Situations

- > Liability Management
- > In-Court Bankruptcy
- > Out-of-Court Restructurings

380+

Clients

60+

Countries

11

Offices Globally

PJT Park Hill

- > Private Equity
- > Real Estate
- > Alternative Credit/Hedge Funds
- > Private Capital Solutions

115

Partners Globally

25+ Years

Avg. Partner Experience

1,000+

Employees



Why PJT Why Now

A Firm That's Resilient

- > Balanced business model allows for growth in most market environments
- > Breadth of capabilities

Strong Future Growth Prospects

- > Significant market share growth opportunities
- > Further integration across businesses to drive growth

Secular Tailwinds

- > Business disruption and dislocations increase need for strategic advice
- > Receptivity to pure play, advisory-focused firms

Disciplined Management

- > Prudent expense management
- > Consistent approach to capital priorities

Proven Track Record

- > Success in attracting best-in-class talent
- > Significant revenue and earnings growth since spin

Aligned with Shareholders

- > Unwavering focus on the long term
- > ~40% employee ownership



Financial Overview



Note: % growth figures are YoY.
(1) Figures are shown 'as adjusted'; see reconciliations on page 28.



What We're Building



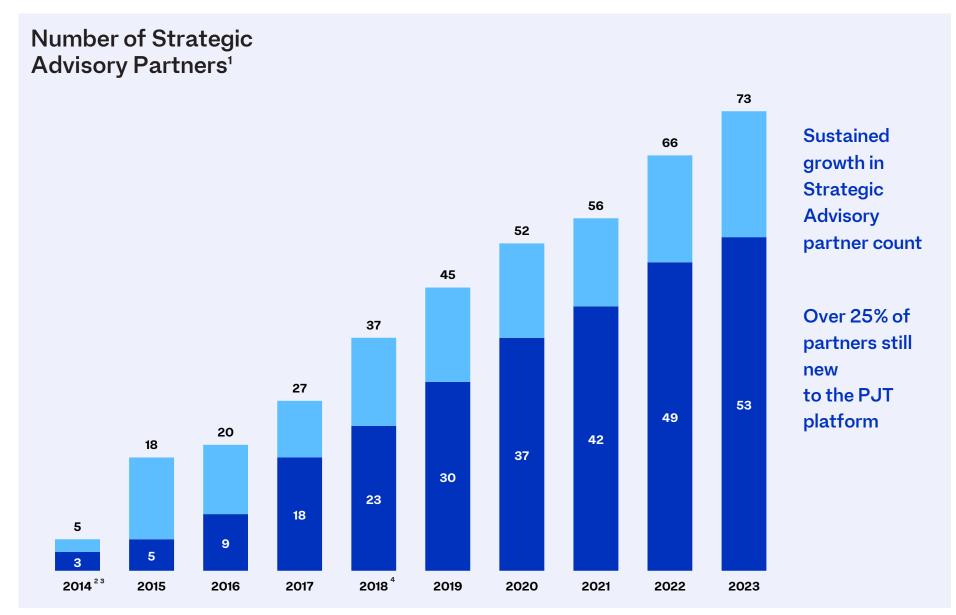
⁽¹⁾ Figures are shown 'as adjusted'; see reconciliations on page 28. GAAP Pretax Income was -\$6mm in 2015 and \$178mm in 2023. GAAP Diluted EPS was -\$0.17 in 2016 and \$3.12 in 2023.

⁽²⁾ Adjusted EPS shown from 2016, as FY 2015 did not have a published adjusted EPS figure.



Long-Term Growth Driven by a Growing Roster of Experienced Practitioners

of Strategic Advisory Partners with >2 years on PJT platform



⁽¹⁾ Partner counts are as of period end.

⁽²⁾ As of 10/1/14

⁽²⁾ As to 10 / 1/11.
(3) Inclusive of individuals from Blackstone Advisory Partners that became part of PJT Partners post spin.

⁽⁴⁾ Inclusive of individuals from CamberView Partners that became part of PJT Partners post acquisition.



Why Clients Choose Us

The Cap	pabilities and People You Need	The Importance of Every Client				
	 Mergers & Acquisitions Capital Markets Advisory Complex Investor Matters Board Advisory Activism Defense 	√ Partners in success				
Strategic Advisory	> ESG Transition> Geopolitical and Policy Advisory	√ Advice is our North Star				
Restructuring & Special Situations	 > Liability Management > Out-of-Court Restructurings > In-Court Bankruptcy > Specialty Financings > Cross-border Reorganizations > Mass Tort Liability Resolutions > Distressed M&A and Asset Sales 	√ Focused on you				
		√ Working better together				
PJT Park Hill	 > Private Equity > Real Estate > Alternative Credit/Hedge Funds > Private Capital Solutions 	√ Collaboration with impact				



PJT is Built from the Ground Up to Be Different





Employer of Choice

Recruiting for values; valuing diversity

Fostering a culture of continuous improvement

Aligning compensation incentives to reward the "right thing"

Giving voice to employees through frequent engagement

Commitment to mentoring, development and advancement



What Our Employees Are Saying About Us

Doing the Right Thing

Commitment to Excellence

Culture of Collaboration

Client Exposure

Diversity Focus and Awareness



People working together to do the **right thing for clients** and the firm.

Great firm culture of collaboration and respect; firm hires people who **fit well within culture** we are trying to create and maintain.

Working alongside smart and engaged colleagues who care about our clients.

I feel that my **contributions are valued** and I am always presented with opportunities to **make an impact**.

Managers and management care about their employees and show concern and support.

The firm has great **diversity** and **career opportunities** for employees.

My team members are incredibly knowledgeable and eager to mentor, which has made my experience tremendous.

Being part of a **collaborative culture** with a clear ambition to continue to grow this **differentiated platform**.

The **PJT culture** and **spirit of excellence** is the best I have encountered in investment banking.

The ability to have a **seat at the table** and have **responsibilities** way **beyond your title**.

The **brand** is so strong that juniors are able to gain **tremendous deal experience**.

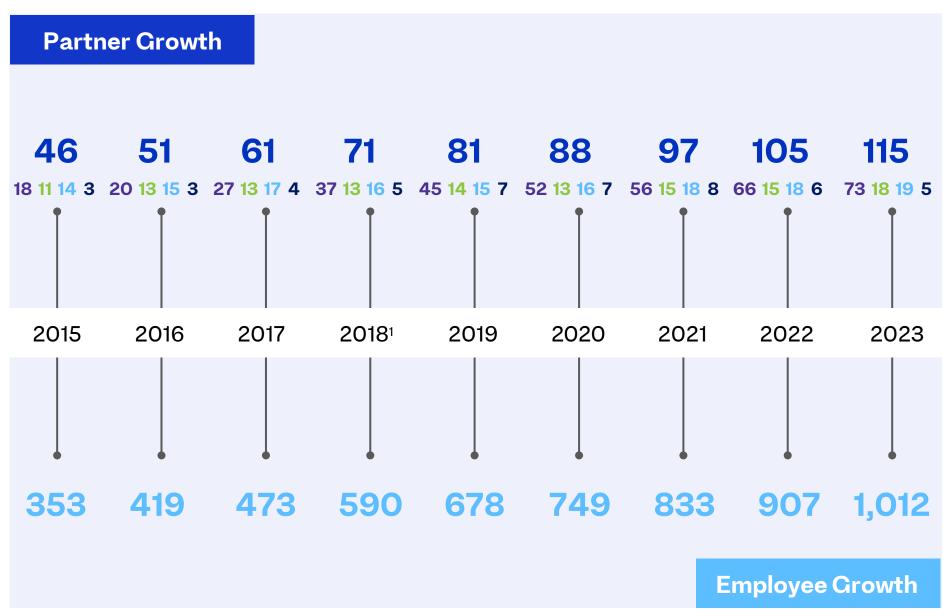
I really like that PJT already has a very strong culture of respect...diversity, inclusion, [and] wellbeing.





Premier Destination for Talent

- Strategic Advisory
- Restructuring
- PJT Park Hill
- Corporate



Note: Figures are as of period end.
(1) Inclusive of individuals from CamberView Partners that became part of PJT Partners post acquisition on 10/1/18.



PJT Partners Gives Back

\$7.9mm+ total firm giving1

350+



INNOCENCE

PROJECT

New York Cares

imentor















SOUTH SHORE YMCA



























BABY 2BABY











Sunrise













global organizations supported across our communities1



































LDF







We See Our Reputation as Defined by Your Results

Strong Legacy
New Energy

One Firm

Many Capabilities

Thinking Ahead Getting Ahead

Long-standing Trusted Advisor Relationships

Character, Content,
Collaboration

Focus on Today's Opportunities Forging Tomorrow's

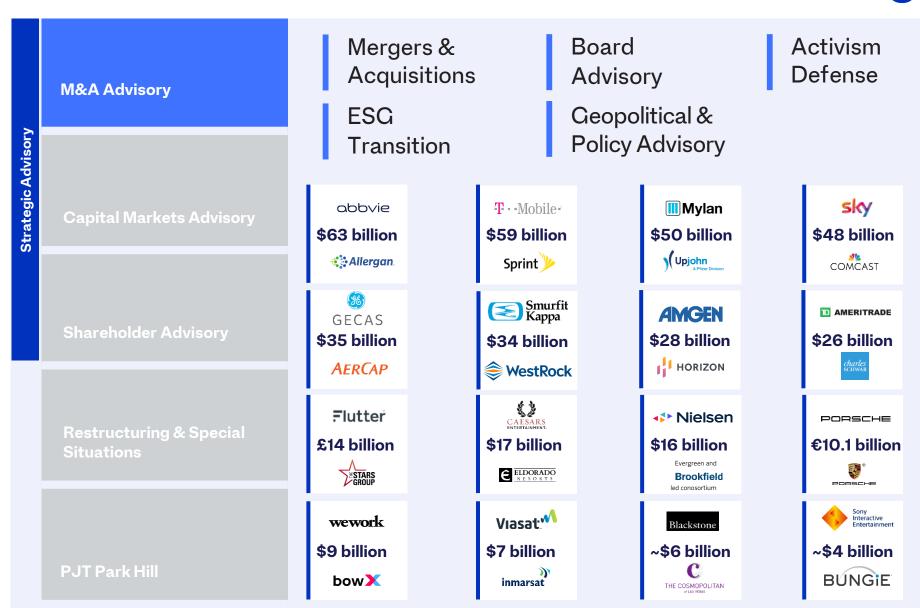


Our Businesses



Strategic Advisory
Advises Many of the
World's Most
Consequential
Companies on
Strategic Objectives

Every client is important, large and small





Strategic Capital Markets Provides Differentiated Capital Raising and Independent Advice in Public and Private Markets Across the Entire Capital Structure





PJT Camberview
Brings Decades of
Investor Experience
to Deliver Advice
Like No Other

Strategic Advisory **Shareholder Advisory** Restructuring & Special

Governance Advisory

Successfully build relationships and engage with voting teams at large institutional investors and proxy advisors Strategic Investor Relations

Design strategies to deliver enhanced public market valuations and target the right shareholders Complex & Contested Situations

Develop strategies to proactively mitigate and navigate shareholder activism and other complex investor situations

290+

Global public company clients

55+

Fortune 100 clients

\$19tn+

Aggregate market cap of Shareholder Advisory clients

Advised on:

13,500+

Client engagements with

550+

Investors

425+

Complex proxy votes and campaigns

135+

Activism preparedness and defense mandates

Note: Shareholder Advisory statistics are cumulative since inception of the business. Campaigns include activism, M&A, Say-on-Pay, shareholder proposals, and Director Against. Market Cap data reflects data for clients at the time of engagement with PJT.



We Are the Go-To Trusted Advisor in Situations of Financial Distress

Over 500 clients around the world have turned to PJT for restructuring and special situations advice





Capital raised

Investor

relationships

Structured

Solutions

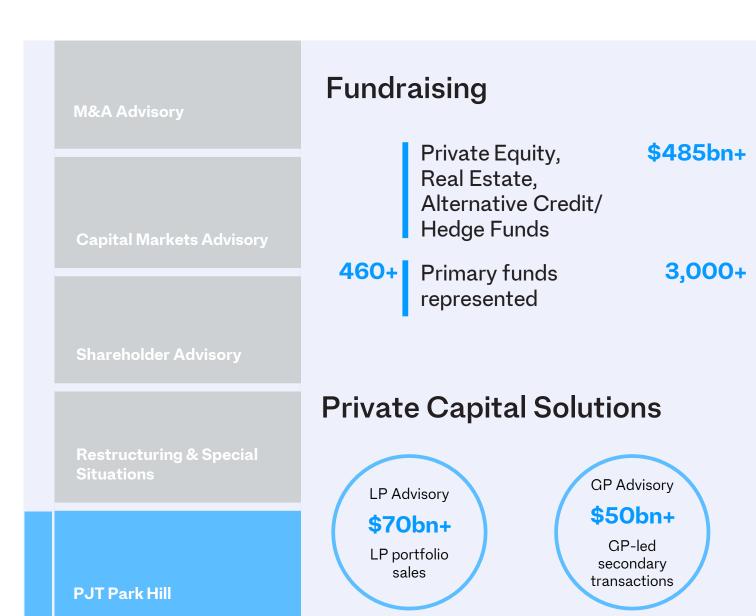
\$2bn+

Structured

products

PJT Park Hill is a Leading Global Advisor and Placement Agent to Alternative Asset Managers

Our platform is built on vast experience and deep expertise across asset classes



Note: Statistics since inception of businesses



Market Leadership in Alternative Asset Management

Private Equity



- > Buyouts
- > Growth equity
- > Special situations
- > Distressed
- > Infrastructure
- > Impact / energy transition

Real Estate



- > Opportunistic & value-add
- > Core / core+
- > Debt & credit
- > Programmatic JVs
- > Portfolio recaps & direct co-investments
- > Local operators & operating platforms
- > Real assets & REadjacent strategies

Alternative Credit / Hedge Funds



- > Private & public credit
- > Public equity
- > Royalties
- > Quantitative strategies
- > Structured credit / equity
- > Special situations

Private Capital Solutions



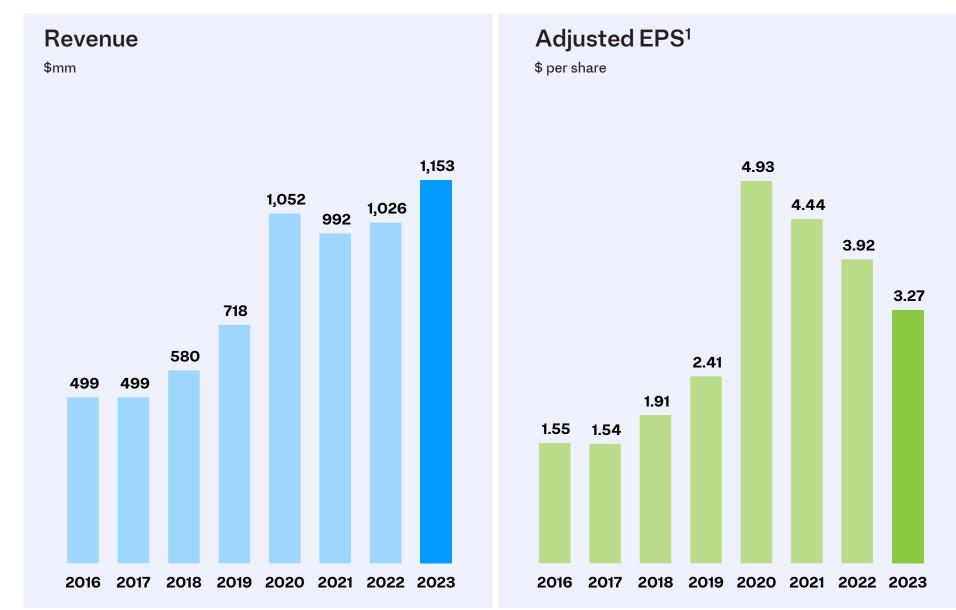
- > GP liquidity solutions
 - Single & multi asset
 - Asset strip sales
 - Tender offers
- > LP portfolio solutions
- > NAV based financing
- > Preferred equity
- Collateralized fund obligations



Our Financials



Financials





Capital Priorities and Disciplined Financial Management

Capital Priorities

- ✓ Invest in our business
- ✓ Offset dilution Approximately \$1bn used to repurchase 17.4mm shares and share equivalents^{1,2}
- ✓ **Dividends**Approximately
 \$149mm used to pay
 dividends¹

Operational Oversight

- ✓ Disciplined expense management
- ✓ Strong cash position

Alignment

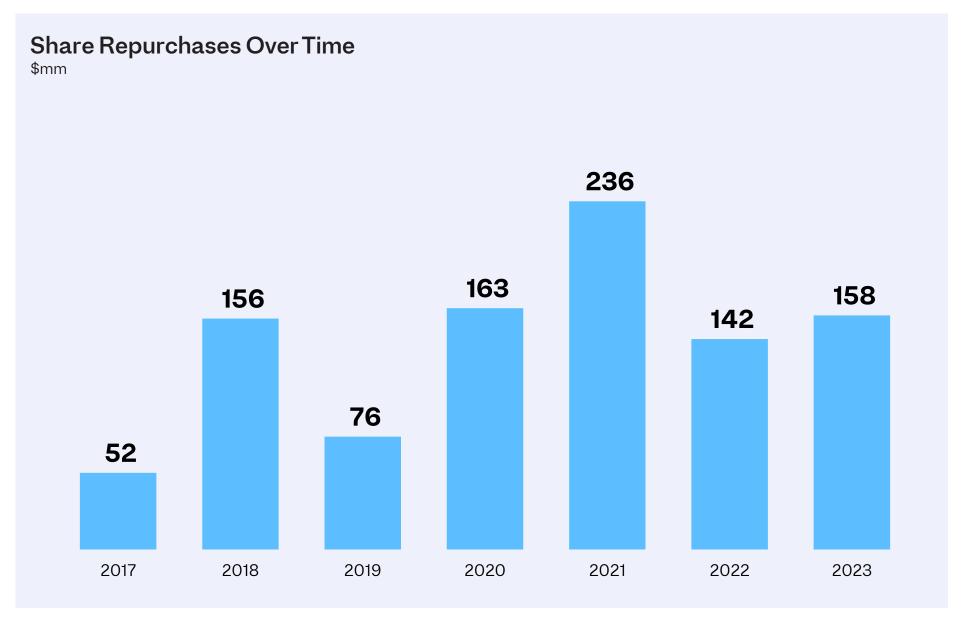
- ✓ Significant stock based component of compensation ~40% employee ownership
- ✓ Senior management awards tied to shareholder value creation

⁽¹⁾ Since spin-off on 10/1/15 to 12/31/23.

⁽²⁾ Includes open market repurchases, exchanges and net share



Cash Returned to Shareholders through Repurchases¹

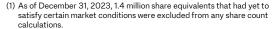


⁽¹⁾ Includes open market repurchases, exchanges and net share settlements.



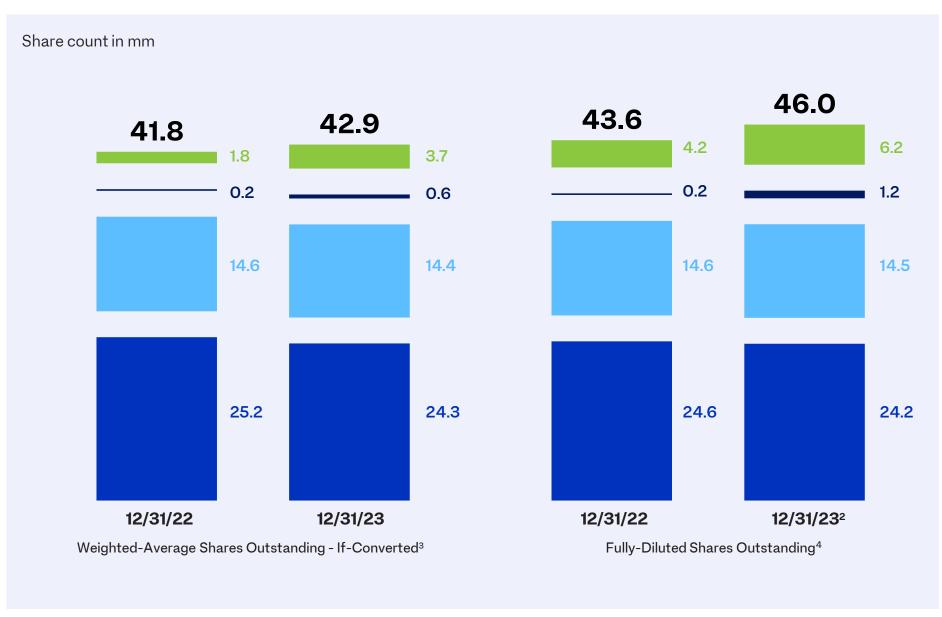
Share Count¹

- Class A Common Shares
- Vested Holdings Units
- Unvested Holdings Units
- Unvested RSUs



⁽²⁾ Fully Diluted 12/31/23 Vested Holdings Units include ~6.2 million shares held by current and former Blackstone partners.

⁽⁴⁾ Assumes all Partnership Units and unvested RSUs have been converted to shares of the Company's Class A common stock. Included in Class A Shares are Vested, Undelivered Shares.



⁽³⁾ Weighted average for the three months ended 12/31. Assumes the conversion of all Partnership Units, including Partnership Units that achieved certain market conditions as of the date those conditions were achieved, to Class A common stock, as well as all unvested RSUs converted under the treasury stock method to Class A common stock.



GAAP Statements of Operations

Amounts in millions, except per share data

	3 Months E	nded 12/31,	12 Months Ended 12/31,									
	2023	2022	2023	2022	2021	2020	2019	2018	2017	2016	2015	
Revenues												
Advisory	\$290.6	\$230.8	\$1,026.6	\$823.5	\$762.7	\$872.3	\$571.8	\$451.6	\$386.3	\$377.6	\$286.0	
Placement	\$28.3	\$43.4	\$102.6	\$192.9	\$216.7	\$162.2	\$133.2	\$111.0	\$102.8	\$115.0	\$114.1	
Interest Income and Other	\$9.6	\$5.8	\$23.9	\$9.1	\$12.5	\$17.8	\$12.7	\$17.7	\$10.2	\$6.9	\$5.9	
Total Revenues	\$328.6	\$280.0	\$1,153.2	\$1,025.5	\$991.9	\$1,052.3	\$717.6	\$580.2	\$499.3	\$499.4	\$405.9	
Expenses												
Compensation and Benefits	\$232.3	\$180.2	\$805.4	\$669.1	\$640.0	\$683.4	\$502.2	\$424.5	\$391.5	\$381.0	\$315.2	
Total Non-Compensation Expense	\$44.6	\$39.7	\$170.2	\$154.9	\$132.5	\$120.9	\$133.3	\$114.3	\$97.7	\$103.9	\$96.7	
Total Expenses	\$276.9	\$220.0	\$975.6	\$824.0	\$772.5	\$804.3	\$635.4	\$538.7	\$489.2	\$484.9	\$411.9	
Income (Loss) Before Provision (Benefit) for Taxes	\$51.7	\$60.0	\$177.6	\$201.5	\$219.4	\$248.0	\$82.2	\$41.5	\$10.1	\$14.5	(\$5.9)	
Provision (Benefit) for Taxes	\$6.2	\$13.9	\$31.9	\$36.7	\$29.5	\$35.5	\$18.4	(\$1.0)	\$38.4	\$9.4	\$0.2	
Net Income (Loss)	\$45.5	\$46.1	\$145.7	\$164.8	\$190.0	\$212.4	\$63.8	\$42.6	(\$28.3)	\$5.1	(\$6.2)	
Net Income (Loss) Attributable to Non-Controlling Interests	\$20.6	\$21.5	\$63.9	\$74.2	\$83.8	\$94.9	\$34.2	\$15.4	\$4.2	\$8.1	(\$13.8)	
Net Income (Loss) Attributable to PJT Partners Inc.	\$24.9	\$24.6	\$81.8	\$90.5	\$106.2	\$117.5	\$29.6	\$27.2	(\$32.6)	(\$3.0)	\$7.6	
Net Income (Loss) Per Share of Class A Common Stock — Basic	\$0.98	\$0.97	\$3.24	\$3.61	\$4.25	\$4.80	\$1.23	\$1.23	(\$1.73)	(\$0.17)	N/A	
Net Income (Loss) Per Share of Class A Common Stock — Diluted	\$0.87	\$0.95	\$3.12	\$3.51	\$3.99	\$4.40	\$1.21	\$1.16	(\$1.73)	(\$0.17)	N/A	
Weighted-Average Shares of Class A Common Stock Outstanding — Basic	25.4	25.2	25.3	25.1	25.0	24.5	24.0	21.9	18.9	18.3	N/A	
Weighted-Average Shares of Class A Common Stock Outstanding — Diluted	43.5	27.0	41.9	26.6	42.4	43.1	25.0	24.3	18.9	18.3	N/A	



Summary of GAAP to Adjusted Financial Information

Amounts in millions, except per share data

	3 Months E	Ended 12/31,	12 Months Ended 12/31,								
	2023	2022	2023	2022	2021	2020	2019	2018	2017	2016	2015
Revenues											
Advisory	\$290.6	\$230.8	\$1,026.6	\$823.5	\$762.7	\$872.3	\$571.8	\$451.6	\$386.3	\$377.6	\$286.0
Placement	\$28.3	\$43.4	\$102.6	\$192.9	\$216.7	\$162.2	\$133.2	\$111.0	\$102.8	\$115.0	\$114.1
Interest Income and Other	\$9.6	\$5.8	\$23.9	\$9.1	\$12.5	\$17.8	\$12.7	\$17.7	\$10.2	\$6.9	\$5.9
Total Revenues	\$328.6	\$280.0	\$1,153.2	\$1,025.5	\$991.9	\$1,052.3	\$717.6	\$580.2	\$499.3	\$499.4	\$405.9
Compensation and Benefits Expense											
Compensation and Benefits- US GAAP Basis Adjustments:	\$232.3	\$180.2	\$805.4	\$669.1	\$640.0	\$683.4	\$502.2	\$424.5	\$391.5	\$381.0	\$315.2
Transaction-Related Compensation Expense (1)	-	(\$0.0)	_	(\$11.8)	(\$14.9)	(\$14.7)	(\$41.9)	(\$52.6)	(\$71.3)	(\$65.8)	(\$36.9)
Compensation and Benefits- As adjusted	\$232.3	\$180.2	\$805.4	\$657.4	\$625.2	\$668.7	\$460.3	\$371.9	\$320.2	\$315.2	\$278.3
Non-Compensation Expense											
Non-Compensation- US GAAP Basis Adjustments:	\$44.6	\$39.7	\$170.2	\$154.9	\$132.5	\$120.9	\$133.3	\$114.3	\$97.7	\$103.9	\$96.7
Amortization of Intangible Assets (2)	(\$1.2)	(\$1.2)	(\$4.9)	(\$6.5)	(\$7.8)	(\$7.8)	(\$7.7)	(\$3.7)	(\$2.4)	(\$8.9)	(\$10.9)
Spin-Off-Related Payable Due to Blackstone ⁽³⁾ Impairment ⁽⁴⁾	(\$0.0)	(\$0.0)	(\$0.1)	(\$0.8)	(\$0.2)	(\$0.6)	(\$0.5)	(\$1.1) (\$0.3)	(\$3.0)	(\$4.1)	-
Non-Compensation- As adjusted	\$43.3	\$38.5	\$165.1	\$147.6	\$124.5	\$112.6	\$125.1	\$109.1	\$92.3	\$91.0	\$85.7
Pretax Income											
Income (Loss) Before Provision (Benefit) for Taxes- US GAAP Basis	\$51.7	\$60.0	\$177.6	\$201.5	\$219.4	\$248.0	\$82.2	\$41.5	\$10.1	\$14.5	(\$5.9)
Adjustments:											
Transaction-Related Compensation Expense (1)	-	\$0.0	_	\$11.8	\$14.9	\$14.7	\$41.9	\$52.6	\$71.3	\$65.8	\$36.9
Amortization of Intangible Assets (2)	\$1.2	\$1.2	\$4.9	\$6.5	\$7.8	\$7.8	\$7.7	\$3.7	\$2.4	\$8.9	\$10.9
Spin-Off-Related Payable Due to Blackstone (3)	\$0.0	\$0.0	\$0.1	\$0.8	\$0.2	\$0.6	\$0.5	\$1.1	\$3.0	\$4.1	-
Impairment ⁽⁴⁾	_	_	_	_	_	_	_	\$0.3	_	_	_
Income Before Provision for Taxes- As adjusted	\$53.0	\$61.3	\$182.7	\$220.5	\$242.3	\$270.9	\$132.3	\$99.2	\$86.8	\$93.3	\$41.9
Adjusted Taxes ⁽⁵⁾	\$6.7	\$13.8	\$32.8	\$40.0	\$35.1	\$38.8	\$22.0	\$16.5	\$45.5	\$19.3	\$1.7
Net Income- As adjusted	\$46.3	\$47.5	\$149.9	\$180.5	\$207.2	\$232.2	\$110.2	\$82.7	\$41.3	\$74.1	\$40.2
If-Converted Adjustments											
Less: Adjusted Taxes (5)	(\$6.7)	(\$13.8)	(\$32.8)	(\$40.0)	(\$35.1)	(\$38.8)	(\$22.0)	(\$16.5)	(\$45.5)	(\$19.3)	N/A
Add: If-Converted Taxes (6)	\$11.7	\$16.1	\$46.3	\$57.3	\$54.1	\$67.1	\$33.7	\$22.7	\$28.1	\$35.8	N/A
Adjusted Net Income, If-Converted	\$41.3	\$45.2	\$136.4	\$163.3	\$188.2	\$203.9	\$98.5	\$76.5	\$58.7	\$57.5	N/A
Adjusted Net Income, If-Converted Per Share	\$0.96	\$1.08	\$3.27	\$3.92	\$4.44	\$4.93	\$2.41	\$1.91	\$1.54	\$1.55	N/A
Weighted-Average Shares Outstanding, If-Converted	42.9	41.8	41.7	41.7	42.4	41.4	41.0	40.1	38.0	37.2	N/A



Notes to Financials

- 1. This adjustment adds back to GAAP Pretax Income (Loss) transaction-related compensation expense for Partnership Units with both time-based vesting and market conditions as well as equity-based and cash awards granted in connection with the spin-off from Blackstone Inc. and the acquisition of CamberView.
- 2. This adjustment adds back to GAAP Pretax Income (Loss) amounts for the amortization of intangible assets that are associated with Blackstone's IPO, the acquisition of PJT Capital LP on October 1, 2015 and the acquisition of CamberView on October 1, 2018.
- 3. This adjustment adds back to GAAP Pretax Income (Loss) the net change to the amount the Company has agreed to pay Blackstone related to the net realized cash benefit from certain compensation-related tax deductions. Such amounts are reflected in Other Expenses in the Condensed Consolidated Statements of Operations.
- 4. This adjustment adds back to GAAP Pretax Income (Loss) on the impairment on CamberView's former leased space.
- 5. Represents taxes on Adjusted Pretax Income, considering both current and deferred income tax effects for the current ownership structure.
- 6. Represents taxes on Adjusted Pretax Income, assuming all Partnership Units (excluding the unvested Partnership Units that have yet to satisfy market conditions) were exchanged for shares of the Company's Class A common stock, resulting in all of the Company's income becoming subject to corporate-level tax, considering both current and deferred income tax effects as well as return to provision adjustments. This tax rate excludes a number of adjustments, including the tax benefits of the adjustments for transaction-related compensation expense, amortization expense and tax benefit recorded pursuant to the CARES Act.

Amounts presented in tables above may not add or recalculate due to rounding.