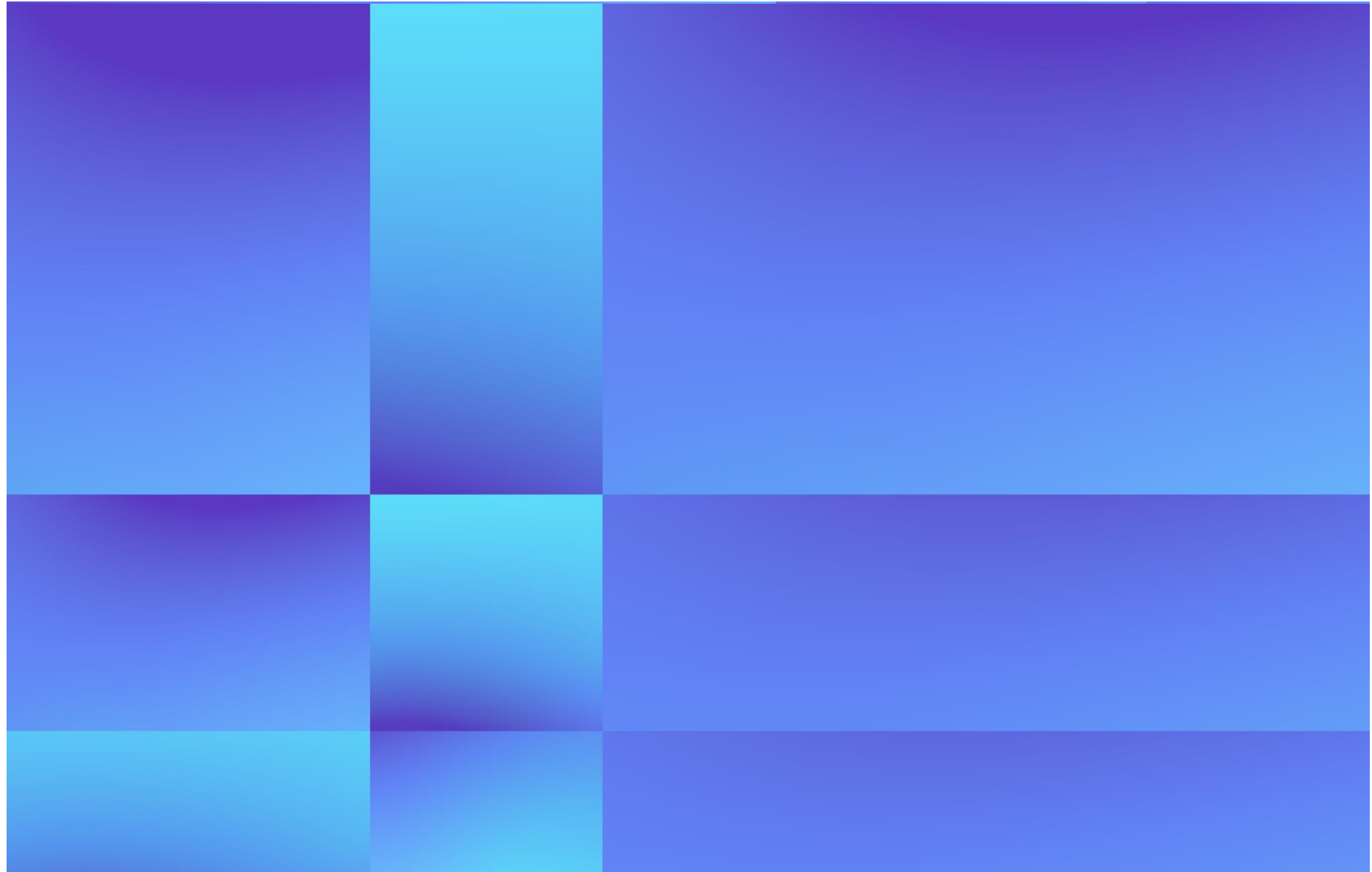




Who We Are



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, rising interest rates, international conflict, and recent events affecting the financial services industry.

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 CamberView’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 28 and 29 of this presentation. For additional information about our non-GAAP financial measures, see our filings with the SEC.

Disclaimers

This document is “as is” and is based, in part, on information obtained from other sources. Our use of such information does not imply that we have independently verified or necessarily agree with any of such information, and we have assumed and relied upon the accuracy and completeness of such information for purposes of this document. Neither we nor any of our affiliates or agents, make any representation or warranty, express or implied, in relation to the accuracy or completeness of the information contained in this document or any oral information provided in connection herewith, or any data it generates and expressly disclaim any and all liability (whether direct or indirect, in contract, tort or otherwise) in relation to any of such information or any errors or omissions therein. Any views or terms contained herein are preliminary, and are based on financial, economic, market and other conditions prevailing as of the date of this document and are subject to change. We undertake no obligations or responsibility to update any of the information contained in this document. Past performance does not guarantee or predict future performance.

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Presentation of Information

All facts, metrics and other information provided herein are presented as of June 30, 2023 unless otherwise stated. Copyright © 2023, 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

Restructuring & Special Situations

- > Creditor
- > In-Court
- > Out-of-court

PJT Park Hill

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

2015

NYSE: PJT Listing

\$3bn+

Market Capitalization¹

\$1bn+

LTM Revenues

400+

Clients

60+

Countries

11

Offices Globally

110

Partners Globally

25+ Years

Avg. Partner Experience

920+

Employees

(1) As of 6/30/23

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

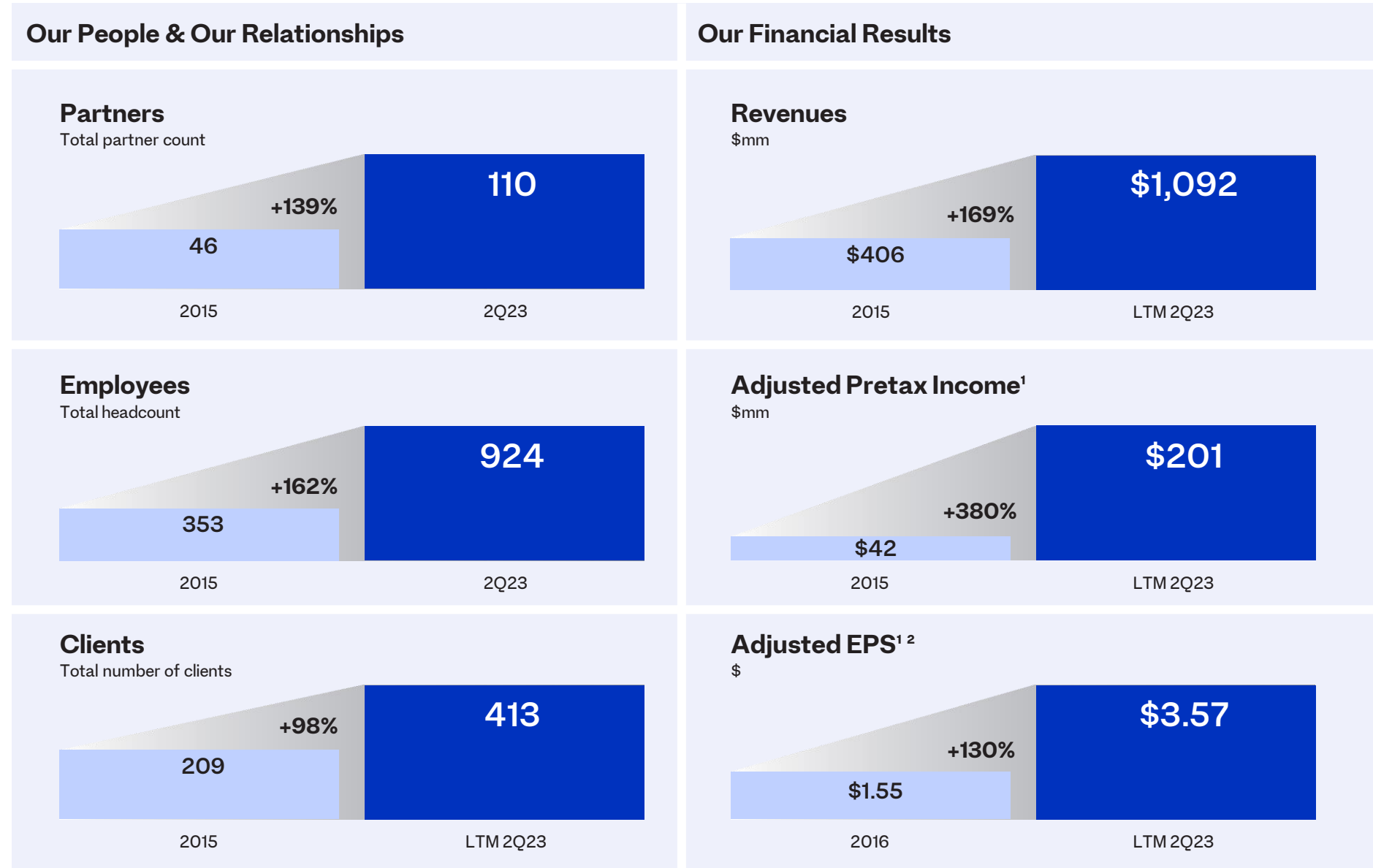
Financial Overview

	Second Quarter 2023	First Half 2023	Latest Twelve Months 2Q23
Revenue	\$346mm +49%	\$546mm +14%	\$1,092mm +7%
Pretax Income			
GAAP	\$54mm +24%	\$83mm -11%	\$191mm -12%
Adjusted ¹	\$55mm +13%	\$86mm -18%	\$201mm -16%
EPS			
GAAP Diluted	\$0.86 +16%	\$1.53 -12%	\$3.30 -15%
Adjusted ¹	\$0.99 +13%	\$1.52 -19%	\$3.57 -18%

Note: % growth figures are YoY.

(1) Figures are shown 'as adjusted'; see reconciliations on page 29.

What We're Building



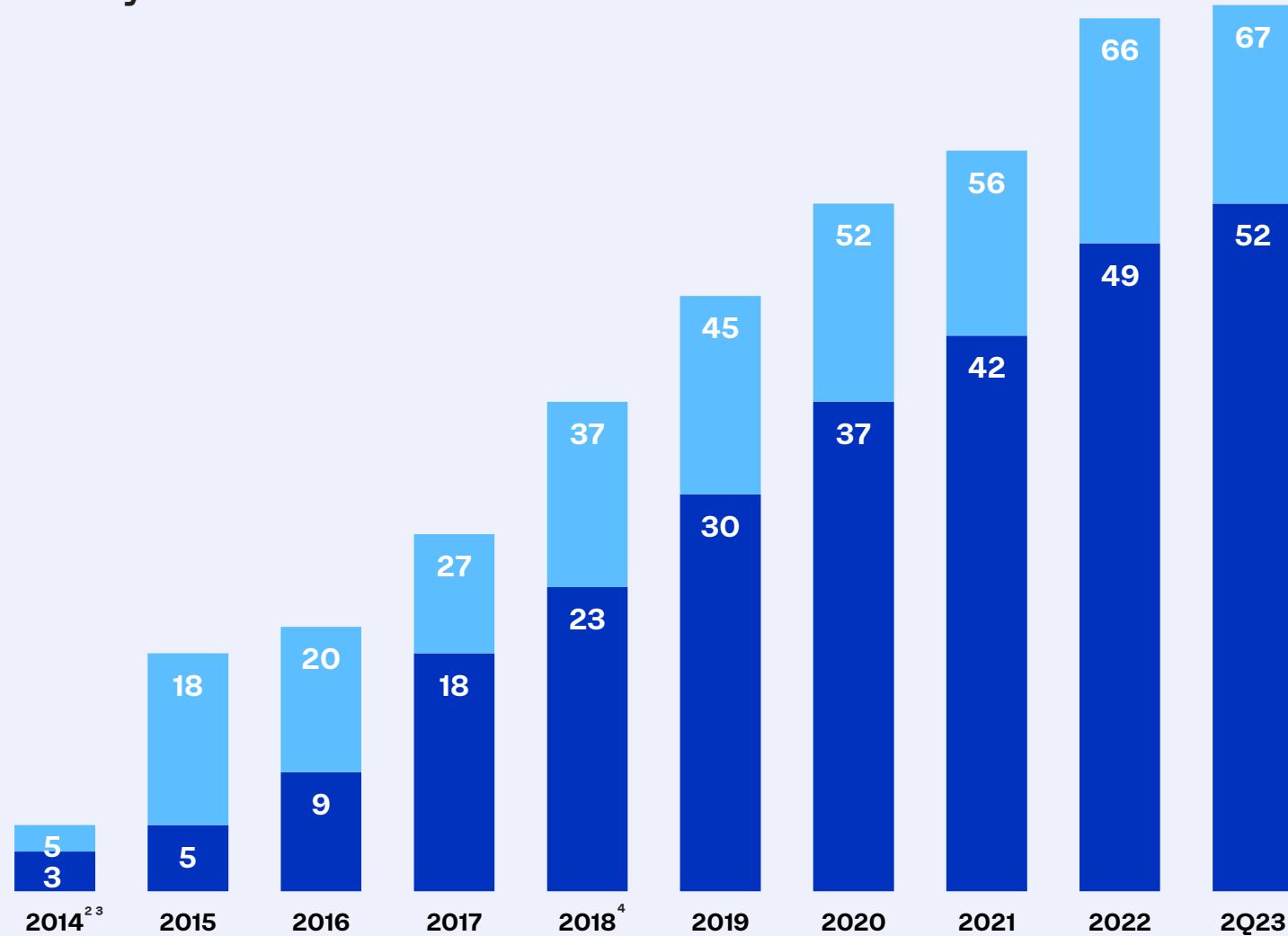
(1) Figures are shown 'as adjusted'; see reconciliations on page 29. GAAP Pretax Income was -\$6mm in 2015 and \$191mm in LTM 2Q23. GAAP Diluted EPS was -\$0.17 in 2016 and \$3.30 in LTM 2Q23.

(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

Number of Strategic Advisory Partners¹



Sustained growth in Strategic Advisory partner count

Over 20% of partners still new to the PJT platform

(1) Partner counts are as of period end.
 (2) As of 10/1/14.
 (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



PJT is Built from the Ground Up to Be Different

Big Firm Capabilities

Global reach

Collaboration & teamwork

Brand recognition

Complex transaction flow

Cross-product capabilities

Focus on talent development



Small Firm Feel

Partnership culture

Concentration of top practitioners

Entrepreneurial at all levels

Opportunity for meaningful impact

Advice is the main event

Commitment to excellence

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**.*

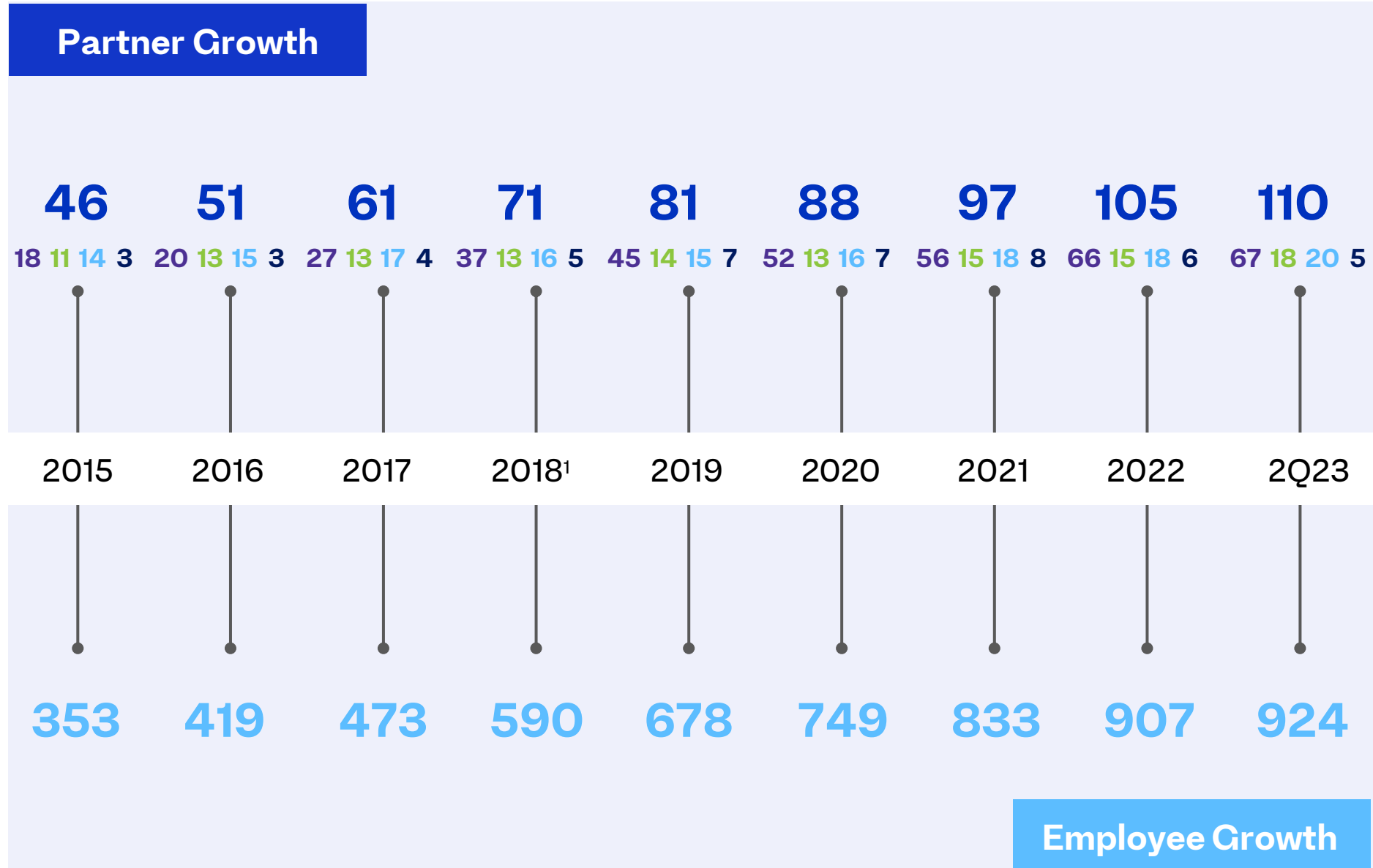
*The **brand** is so strong that juniors are able to gain **tremendous deal experience**.*

*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.

Employee Growth

PJT Partners Gives Back

\$6mm+
total firm giving¹

290+
global organizations supported across our communities¹



(1) Cumulative since 2020 through 6/30/23.

Our Sustainability Objectives

People

- > Attract and retain the best people
- > Expand our diversity efforts
- > Create a culture that's a client differentiator

Business

- > Advise clients across an array of strategic and shareholder ESG matters

Governance

- > Promote a culture of appropriate risk management
- > Foster an inclusive culture from the Board level down

Community

- > Invest in and support our communities

Environment

- > Better measure our environmental footprint across our operations
- > Continue to refine our GHG data collection and reporting methodology

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**

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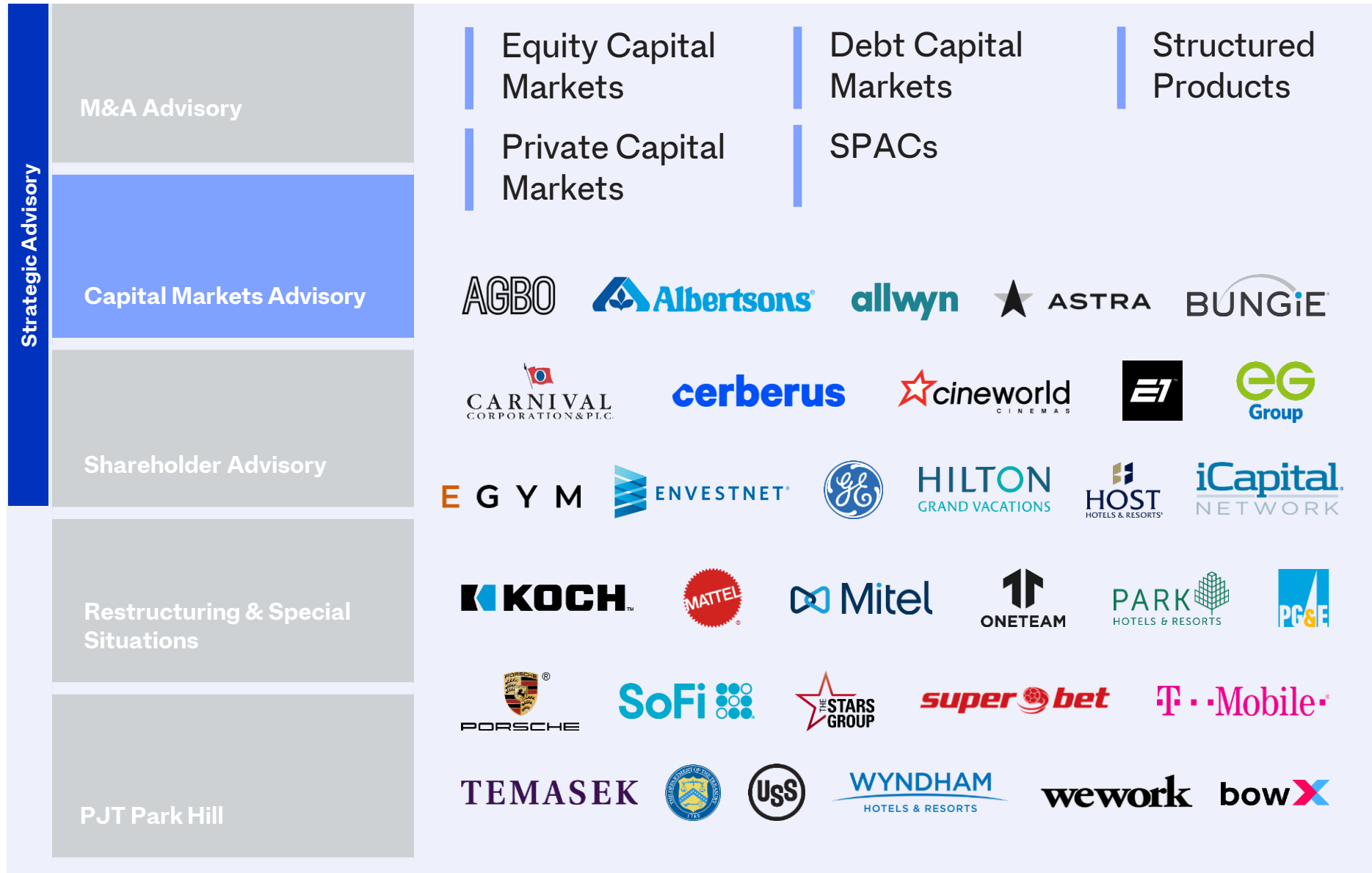
Our Businesses

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

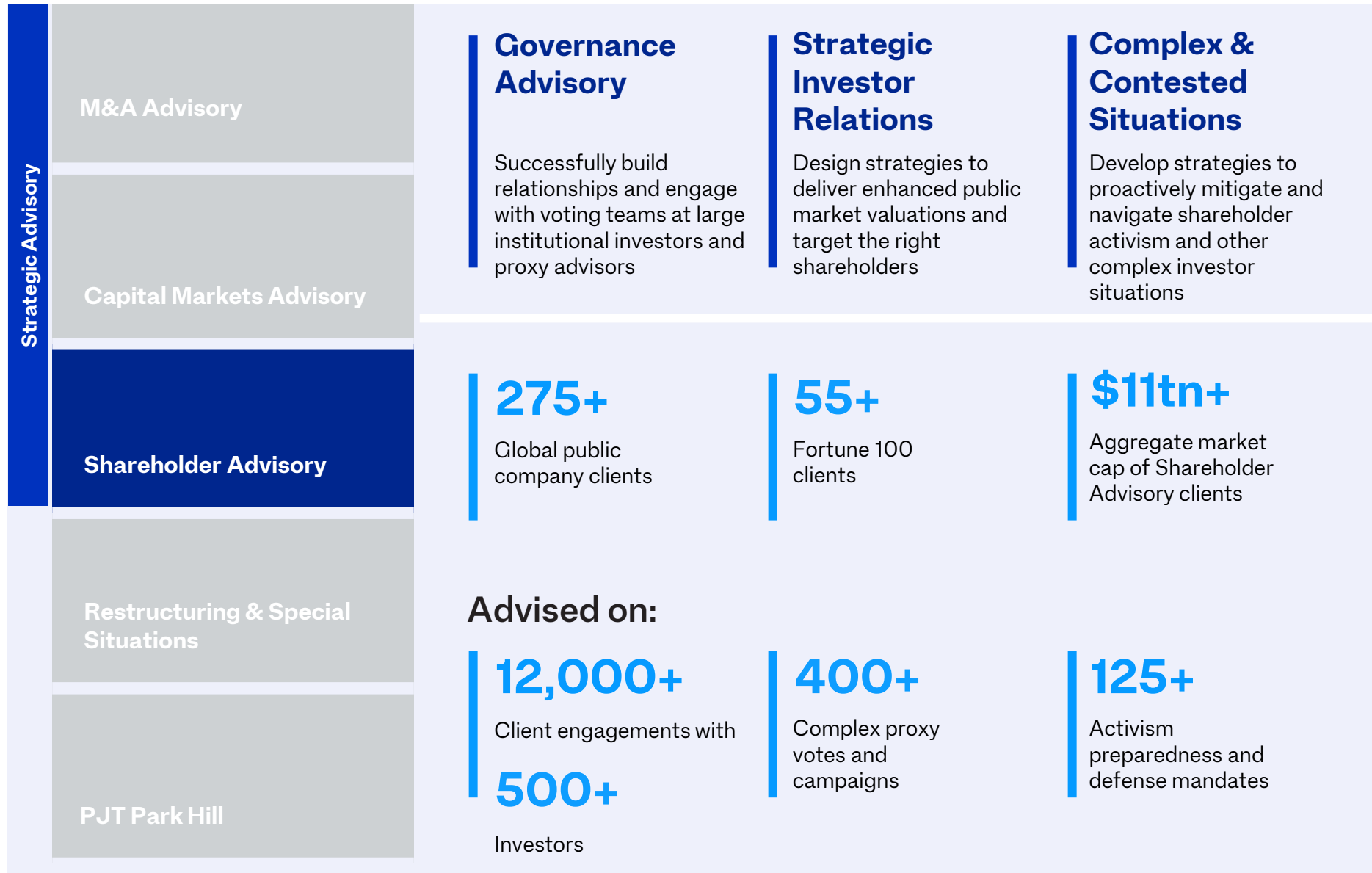
Every client is important, large
and small

Strategic Advisory	M&A Advisory	Mergers & Acquisitions	Board Advisory	Activism Defense
	Capital Markets Advisory	ESG Transition	Geopolitical & Policy Advisory	
	Shareholder Advisory	\$63 billion 	\$59 billion 	\$50 billion \$48 billion
	Restructuring & Special Situations	\$35 billion 	\$28 billion 	\$26 billion \$21 billion
	PJT Park Hill	£14 billion 	\$17 billion 	\$16 billion \$10.1 billion
		\$9 billion 	\$7 billion 	~\$6 billion ~\$4 billion

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



Note: Shareholder Advisory statistics are cumulative as of 6/30/23; includes situations prior to combination of CamberView Partners with PJT Partners; Campaigns include activism, M&A, Director Against, Say-on-Pay and shareholder proposals

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

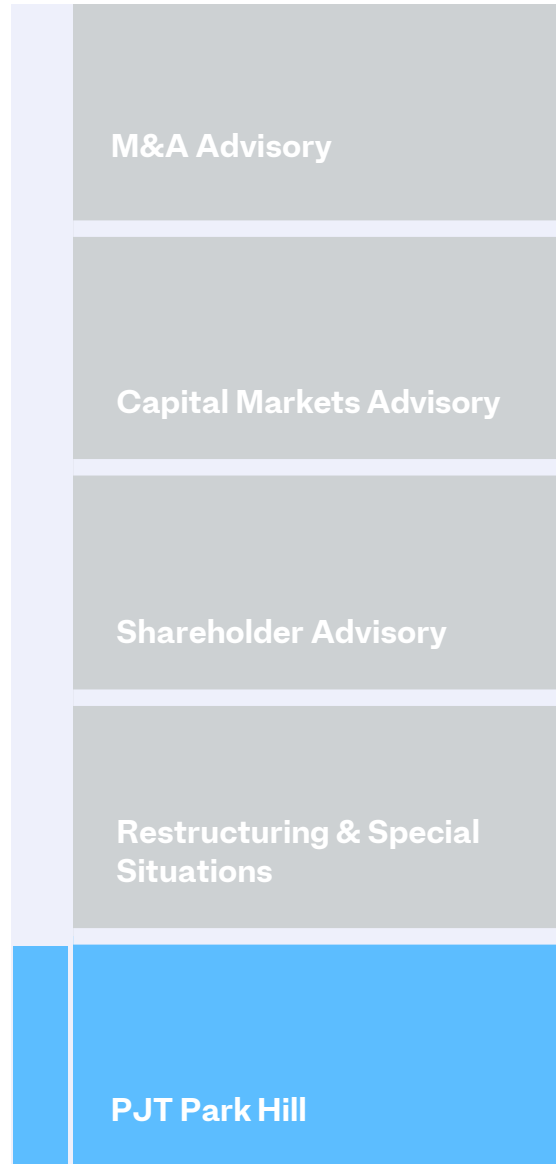
Over 500 clients around the world have turned to PJT for restructuring and special situations advice

M&A Advisory	 <p>2020, 2021 & 2022 IFR's Restructuring Advisor of the Year</p>
Capital Markets Advisory	<p>#1 U.S. Announced 1H23 restructurings¹</p> <p>#1 Worldwide Announced 1H23 restructurings¹</p>
Shareholder Advisory	
Restructuring & Special Situations	
PJT Park Hill	

(1) Based on Refinitiv number of deals announced from 1/1/23 to 6/30/22.

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



Fundraising



Private Capital Solutions



Note: Statistics since inception of businesses.

Market Leadership in Alternative Asset Management

Private Equity

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

Alternative Credit / Hedge Funds


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

Real Estate

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

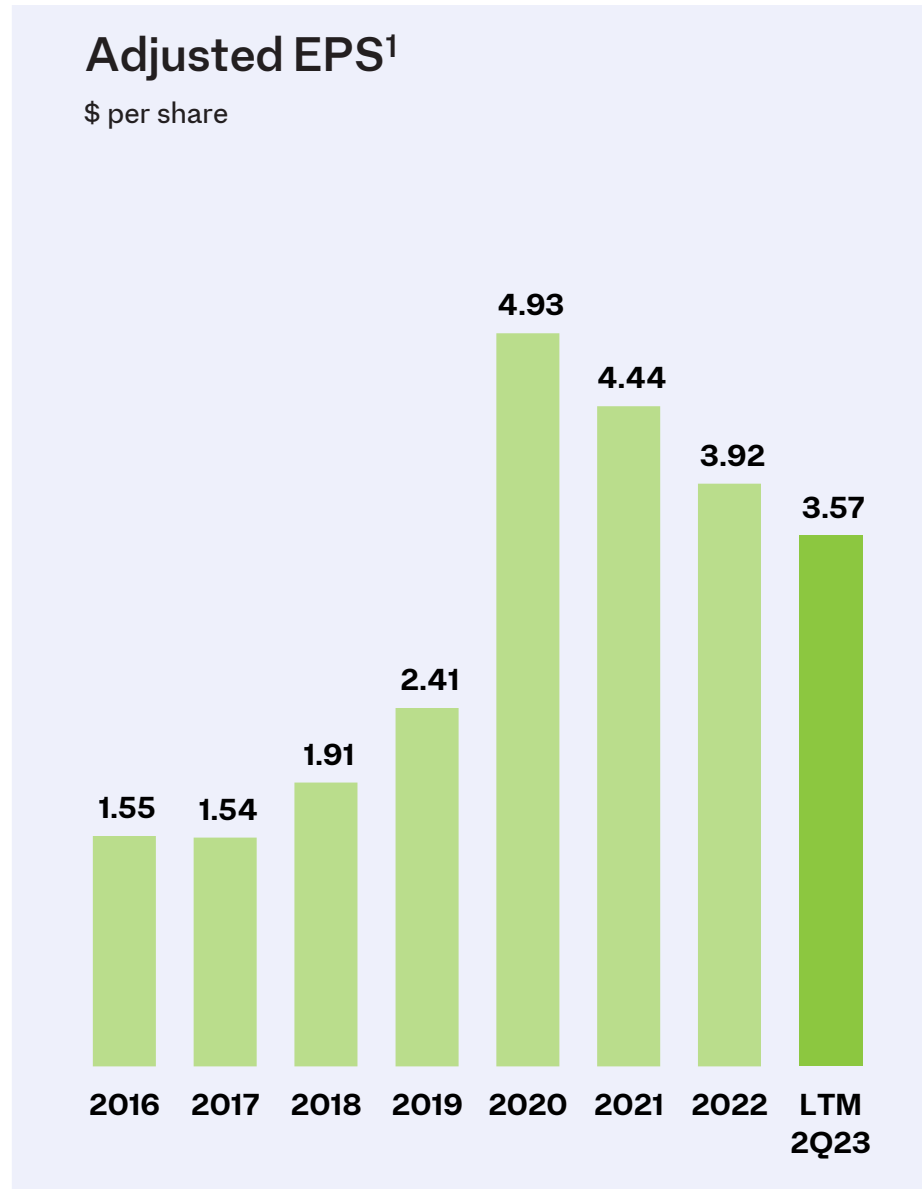
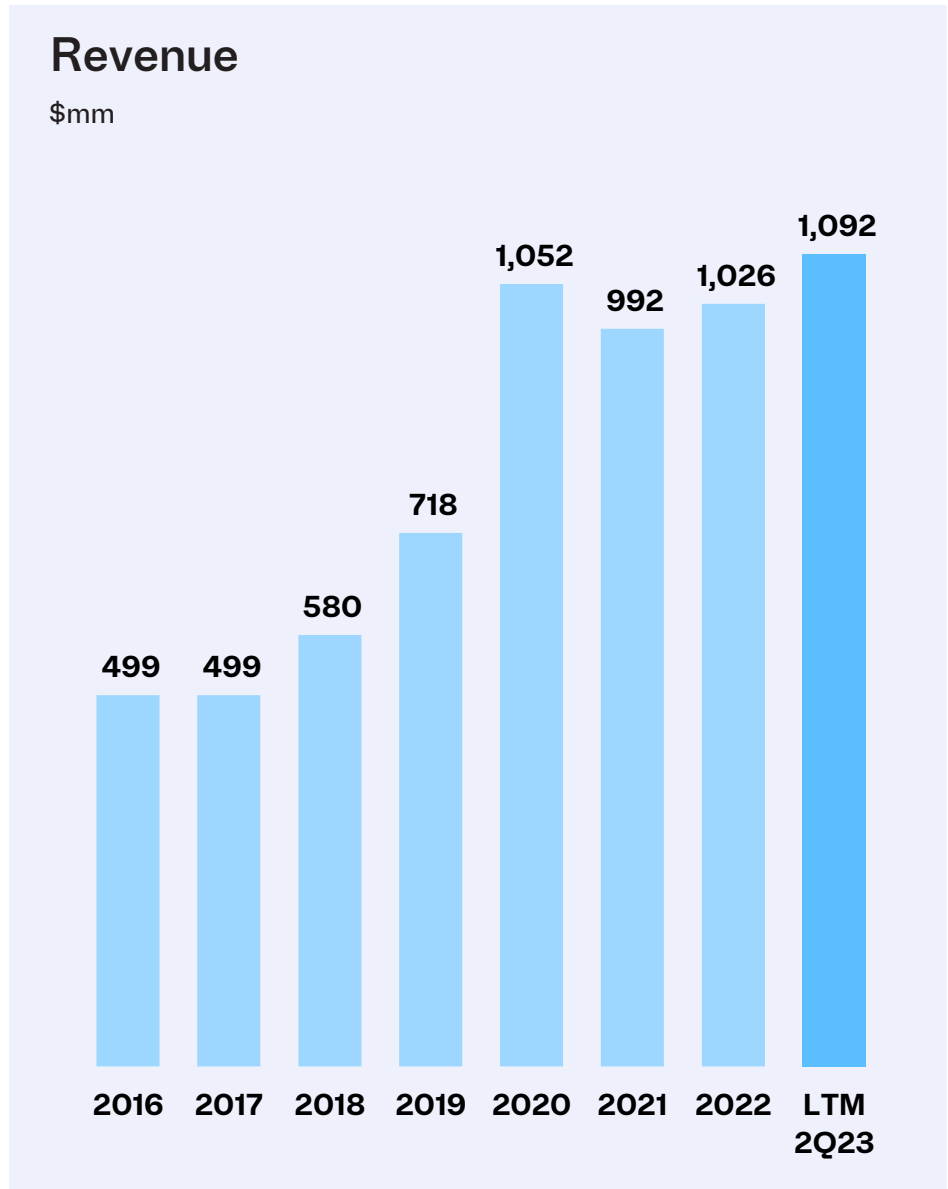
Private Capital Solutions

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

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Our Financials

Financials



(1) Figures are shown 'as adjusted'; see reconciliations on page 29.

Capital Priorities and Disciplined Financial Management

Capital Priorities

- ✓ **Invest in our business**
- ✓ **Offset dilution**
Approximately \$980mm used to repurchase 17.2mm shares and share equivalents^{1,2}
- ✓ **Dividends**
Approximately \$135mm used to pay dividends¹

Operational Oversight

- ✓ **Disciplined expense management**
- ✓ **Strong cash position**

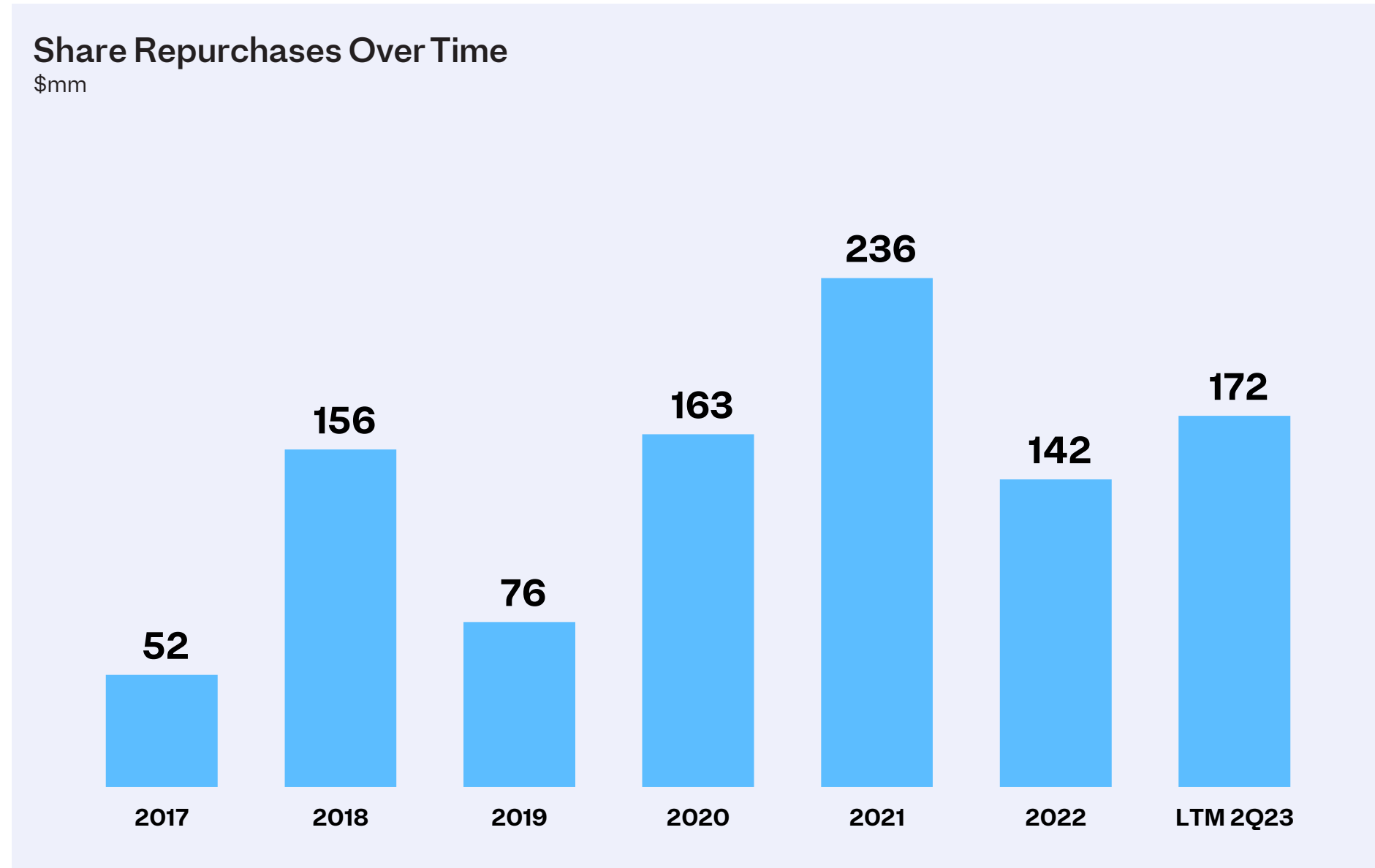
Alignment

- ✓ **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 6/30/23.

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

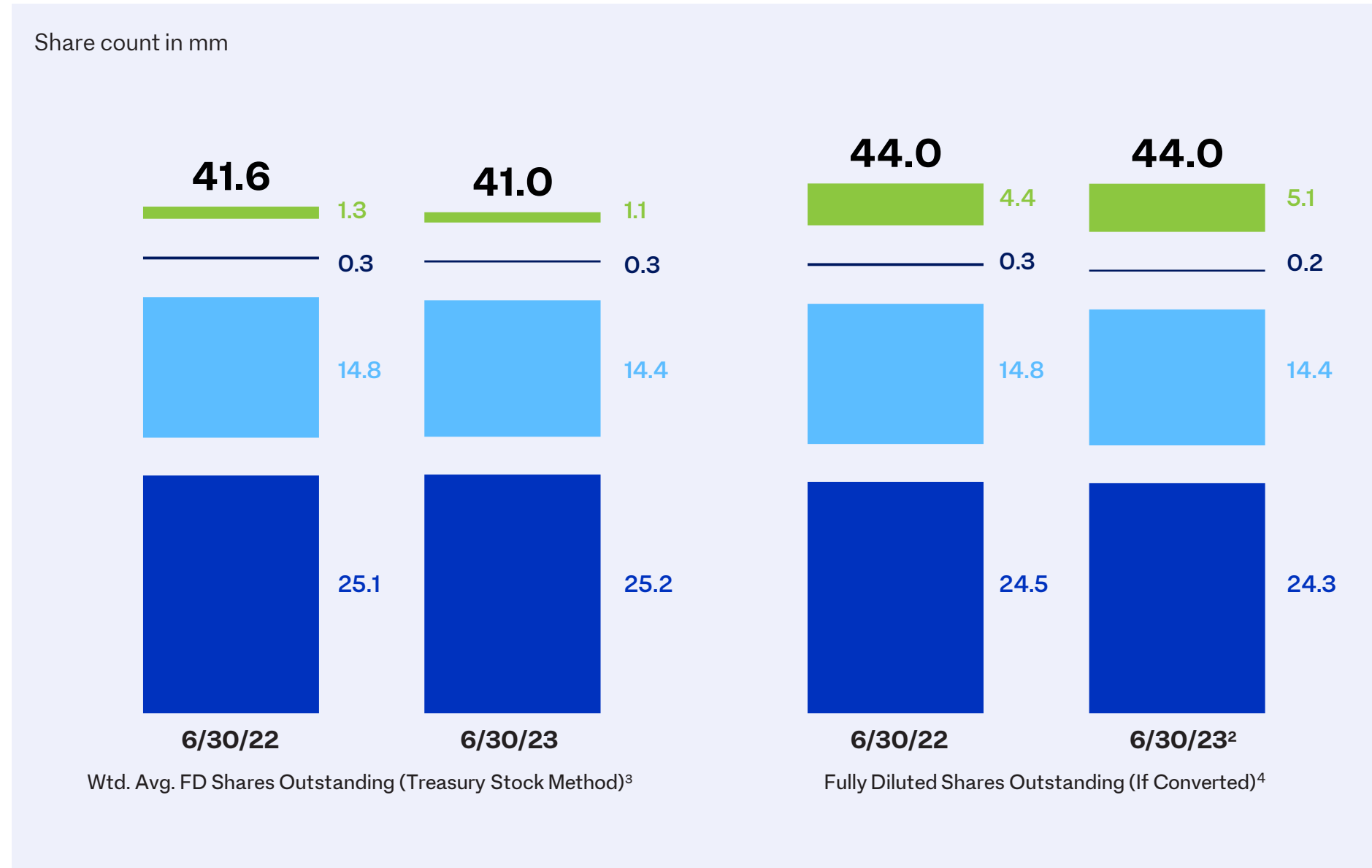
Cash Returned to Shareholders through Repurchases¹



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

Share Count¹

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



(1) As of 6/30/23, 1.1 million Partnership Units and 1.5 million RSUs have yet to satisfy certain market conditions and were excluded from any share count calculations.
 (2) Fully-Diluted 6/30/23 Vested Holdings Units include ~6.2 million shares held by current and former Blackstone partners.
 (3) Weighted-average for the three months ended 6/30. Assumes all Partnership Units are fully converted and unvested RSUs are converted under the treasury stock method to Class A common stock.
 (4) Assumes all Partnership Units and unvested RSUs are fully converted to Class A common stock. Included in Class A Shares are Vested, Undelivered Shares.

GAAP Statements of Operations

Amounts in millions, except per share data

	3 Months Ended 6/30,		6 Months Ended 6/30,		12 Months Ended 6/30,		12 Months Ended 12/31,							
	2023	2022	2023	2022	2023	2022	2022	2021	2020	2019	2018	2017	2016	2015
Revenues														
Advisory	\$323.8	\$186.6	\$491.9	\$368.3	\$947.1	\$780.8	\$823.5	\$762.7	\$872.3	\$571.8	\$451.6	\$386.3	\$377.6	\$286.0
Placement	\$20.0	\$49.5	\$47.6	\$109.8	\$130.7	\$235.8	\$192.9	\$216.7	\$162.2	\$133.2	\$111.0	\$102.8	\$115.0	\$114.1
Interest Income and Other	\$2.5	(\$3.0)	\$6.8	\$1.3	\$14.6	\$7.4	\$9.1	\$12.5	\$17.8	\$12.7	\$17.7	\$10.2	\$6.9	\$5.9
Total Revenues	\$346.3	\$233.1	\$546.3	\$479.5	\$1,092.3	\$1,024.0	\$1,025.5	\$991.9	\$1,052.3	\$717.6	\$580.2	\$499.3	\$499.4	\$405.9
Expenses														
Compensation and Benefits	\$246.6	\$150.6	\$379.7	\$309.8	\$739.0	\$663.1	\$669.1	\$640.0	\$683.4	\$502.2	\$424.5	\$391.5	\$381.0	\$315.2
Total Non-Compensation Expense	\$45.5	\$38.9	\$83.2	\$75.8	\$162.3	\$143.9	\$154.9	\$132.5	\$120.9	\$133.3	\$114.3	\$97.7	\$103.9	\$96.7
Total Expenses	\$292.1	\$189.5	\$462.9	\$385.6	\$901.3	\$807.1	\$824.0	\$772.5	\$804.3	\$635.4	\$538.7	\$489.2	\$484.9	\$411.9
Income (Loss) Before Provision (Benefit) for Taxes	\$54.2	\$43.7	\$83.4	\$93.8	\$191.0	\$217.0	\$201.5	\$219.4	\$248.0	\$82.2	\$41.5	\$10.1	\$14.5	(\$5.9)
Provision (Benefit) for Taxes	\$13.1	\$8.5	\$14.3	\$14.2	\$36.8	\$34.0	\$36.7	\$29.5	\$35.5	\$18.4	(\$1.0)	\$38.4	\$9.4	\$0.2
Net Income (Loss)	\$41.1	\$35.2	\$69.0	\$79.7	\$154.2	\$183.0	\$164.8	\$190.0	\$212.4	\$63.8	\$42.6	(\$28.3)	\$5.1	(\$6.2)
Net Income (Loss) Attributable to Non-Controlling Interests	\$18.9	\$16.0	\$29.6	\$34.8	\$69.0	\$81.8	\$74.2	\$83.8	\$94.9	\$34.2	\$15.4	\$4.2	\$8.1	(\$13.8)
Net Income (Loss) Attributable to PJT Partners Inc.	\$22.1	\$19.2	\$39.5	\$44.9	\$85.2	\$101.2	\$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	\$0.88	\$0.76	\$1.56	\$1.79	\$3.38	\$4.05	\$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	\$0.86	\$0.74	\$1.53	\$1.74	\$3.30	\$3.89	\$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	25.2	25.1	25.2	25.1	25.2	25.0	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	26.3	26.4	26.6	26.5	26.7	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 Ended 6/30,		6 Months Ended 6/30,		12 Months Ended 6/30,		12 Months Ended 12/31,							
	2023	2022	2023	2022	2023	2022	2022	2021	2020	2019	2018	2017	2016	2015
Revenues														
Advisory	\$323.8	\$186.6	\$491.9	\$368.3	\$947.1	\$780.8	\$823.5	\$762.7	\$872.3	\$571.8	\$451.6	\$386.3	\$377.6	\$286.0
Placement	\$20.0	\$49.5	\$47.6	\$109.8	\$130.7	\$235.8	\$192.9	\$216.7	\$162.2	\$133.2	\$111.0	\$102.8	\$115.0	\$114.1
Interest Income and Other	\$2.5	(\$3.0)	\$6.8	\$1.3	\$14.6	\$7.4	\$9.1	\$12.5	\$17.8	\$12.7	\$17.7	\$10.2	\$6.9	\$5.9
Total Revenues	\$346.3	\$233.1	\$546.3	\$479.5	\$1,092.3	\$1,024.0	\$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	\$246.6	\$150.6	\$379.7	\$309.8	\$739.0	\$663.1	\$669.1	\$640.0	\$683.4	\$502.2	\$424.5	\$391.5	\$381.0	\$315.2
Adjustments:														
Transaction-Related Compensation Expense ⁽¹⁾	\$0.0	(\$3.7)	\$0.0	(\$7.8)	(\$4.0)	(\$15.5)	(\$11.8)	(\$14.9)	(\$14.7)	(\$41.9)	(\$52.6)	(\$71.3)	(\$65.8)	(\$36.9)
Compensation and Benefits- As adjusted	\$246.6	\$146.9	\$379.7	\$302.1	\$735.0	\$647.6	\$657.4	\$625.2	\$668.7	\$460.3	\$371.9	\$320.2	\$315.2	\$278.3
Non-Compensation Expense														
Non-Compensation- US GAAP Basis	\$45.5	\$38.9	\$83.2	\$75.8	\$162.3	\$143.9	\$154.9	\$132.5	\$120.9	\$133.3	\$114.3	\$97.7	\$103.9	\$96.7
Adjustments:														
Amortization of Intangible Assets ⁽²⁾	(\$1.2)	(\$1.9)	(\$2.5)	(\$3.8)	(\$5.2)	(\$7.6)	(\$6.5)	(\$7.8)	(\$7.8)	(\$7.7)	(\$3.7)	(\$2.4)	(\$8.9)	(\$10.9)
Spin-Off-Related Payable Due to Blackstone ⁽³⁾	(\$0.1)	\$0.1	(\$0.1)	\$0.1	(\$0.9)	(\$0.1)	(\$0.8)	(\$0.2)	(\$0.6)	(\$0.5)	(\$1.1)	(\$3.0)	(\$4.1)	-
Impairment ⁽⁴⁾	-	-	-	-	-	-	-	-	-	-	(\$0.3)	-	-	-
Non-Compensation- As adjusted	\$44.2	\$37.1	\$80.7	\$72.1	\$156.2	\$136.2	\$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	\$54.2	\$43.7	\$83.4	\$93.8	\$191.0	\$217.0	\$201.5	\$219.4	\$248.0	\$82.2	\$41.5	\$10.1	\$14.5	(\$5.9)
Adjustments:														
Transaction-Related Compensation Expense ⁽¹⁾	\$0.0	\$3.7	\$0.0	\$7.8	\$4.0	\$15.5	\$11.8	\$14.9	\$14.7	\$41.9	\$52.6	\$71.3	\$65.8	\$36.9
Amortization of Intangible Assets ⁽²⁾	\$1.2	\$1.9	\$2.5	\$3.8	\$5.2	\$7.6	\$6.5	\$7.8	\$7.8	\$7.7	\$3.7	\$2.4	\$8.9	\$10.9
Spin-Off-Related Payable Due to Blackstone ⁽³⁾	\$0.1	(\$0.1)	\$0.1	(\$0.1)	\$0.9	\$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	\$55.5	\$49.1	\$85.9	\$105.3	\$201.1	\$240.2	\$220.5	\$242.3	\$270.9	\$132.3	\$99.2	\$86.8	\$93.3	\$41.9
Adjusted Taxes ⁽⁵⁾	\$13.5	\$9.4	\$14.9	\$16.1	\$38.9	\$40.1	\$40.0	\$35.1	\$38.8	\$22.0	\$16.5	\$45.5	\$19.3	\$1.7
Net Income- As adjusted	\$42.0	\$39.7	\$71.0	\$89.3	\$162.3	\$200.1	\$180.5	\$207.2	\$232.2	\$110.2	\$82.7	\$41.3	\$74.1	\$40.2
If-Converted Adjustments														
Less: Adjusted Taxes ⁽⁵⁾	(\$13.5)	(\$9.4)	(\$14.9)	(\$16.1)	(\$38.9)	(\$40.1)	(\$40.0)	(\$35.1)	(\$38.8)	(\$22.0)	(\$16.5)	(\$45.5)	(\$19.3)	N/A
Add: If-Converted Taxes ⁽⁶⁾	\$15.0	\$12.7	\$22.9	\$27.2	\$53.0	\$56.8	\$57.3	\$54.1	\$67.1	\$33.7	\$22.7	\$28.1	\$35.8	N/A
Adjusted Net Income, If-Converted	\$40.4	\$36.5	\$63.0	\$78.1	\$148.1	\$183.4	\$163.3	\$188.2	\$203.9	\$98.5	\$76.5	\$58.7	\$57.5	N/A
Adjusted Net Income, If-Converted Per Share	\$0.99	\$0.88	\$1.52	\$1.88	\$3.57	\$4.38	\$3.92	\$4.44	\$4.93	\$2.41	\$1.91	\$1.54	\$1.55	N/A
Weighted-Average Shares Outstanding, If-Converted	41.0	41.6	41.3	41.7	41.5	41.9	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.