

Rules of Conduct and Procedures
PJT Partners Inc.
2025 Annual Meeting of Shareholders

June 18, 2025
10:00 a.m. ET

Welcome to the Annual Meeting of Shareholders (the “Annual Meeting”) of PJT Partners Inc. (the “Company”). It is our desire to conduct a fair and informative Annual Meeting. In fairness to all shareholders in attendance and in the interest of an orderly meeting, we require that you honor the following rules of conduct:

1. Our Company’s bylaws describe requirements for meetings of our shareholders and the Chair of the Annual Meeting will conduct the Annual Meeting consistent with those requirements.
2. Because this is a meeting of our shareholders, only our shareholders are permitted to ask questions during the Annual Meeting. You need to have held stock as of the close of business on the record date of April 21, 2025 to vote or submit questions while participating in the virtual Annual Meeting. To vote or submit questions, please login as a shareholder by entering the 16-digit control number you received with your proxy materials. If you have voted your shares prior to the start of the Annual Meeting, your vote has been received by the Company’s inspector of elections and there is no need to vote those shares during the Annual Meeting, unless you wish to revoke or change your vote.
3. We will strictly follow the Agenda as we conduct the Annual Meeting.
4. If a shareholder has a question about one of the matters on the Agenda to be voted on by the shareholders at the Annual Meeting, such question may be submitted in the field provided on the Annual Meeting website at or before the time the matters are before the Annual Meeting for consideration. We will answer questions on any matters on the Agenda to be voted on by the shareholders at the Annual Meeting before the voting is closed.
5. Following adjournment of the formal business of the Annual Meeting, the Company’s management will give a presentation about the Company’s business. At the conclusion of this presentation, the Company will address appropriate general questions from shareholders regarding the Company. Such questions may be submitted in the field provided on the Annual Meeting website during the Annual Meeting.
6. To allow us to answer questions from as many shareholders as possible, we will limit each shareholder to two questions. It will help us if questions are succinct and cover only one topic per question. Questions from multiple shareholders on the same topic or that are otherwise related may be grouped, summarized and answered

together.

7. Shareholder questions are welcome, but conducting the business set out on the Agenda for the benefit of all shareholders will be paramount. The Company does not intend to address any questions that are, among other things:

- irrelevant to the business of the Company or to the business of the Annual Meeting;
- related to material non-public information of the Company;
- related to personal grievances;
- derogatory references to individuals or that are otherwise in bad taste;
- repetitious statements already made by another shareholder;
- in furtherance of the shareholder's personal or business interests; or
- out of order or not otherwise suitable for the conduct of the Annual Meeting as determined by the Chair or Corporate Secretary in their reasonable judgment.

8. If there are any matters of individual concern to a shareholder and not of general concern to all shareholders, or if a question posed was not otherwise answered, such matters may be raised separately after the Annual Meeting by contacting Investor Relations at (212) 364-7810 or via email at investorrelations@pjtpartners.com.

9. Recording of the Annual Meeting is prohibited. A webcast playback will be available at www.virtualshareholdermeeting.com/PJT2025 24 hours after the completion of the Annual Meeting.

Thank you for your cooperation and for joining the Company at the Annual Meeting.