



FTI Consulting
Australia



EXPERTS WITH IMPACT™

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FTI Consulting is a global business advisory firm built on expertise. We help organisations to manage change, mitigate risk, and resolve disputes, as they face the most complex and challenging events in their business cycle.

Blending multidisciplinary expertise, industry insights, and geographic coverage, FTI Consulting has a unique mix of capabilities, all under the one roof. Our diverse team of professionals includes forensic accountants, economists, journalists, former regulators, e-discovery and technology experts, and insolvency practitioners.

Being truly global, we can support you wherever you need us, without the barriers which inhibit partnerships operating in separate countries.

Our experts have made a tangible and positive impact on some of the world's most memorable events, including corporate collapses, major M&As, regulatory shifts, complex disputes, and international crises.

We believe our team's combined expertise will provide you with valuable insights into the critical business and economic issues you face today. Our core services and capabilities, outlined in this company overview, are centred on helping you address those key issues.

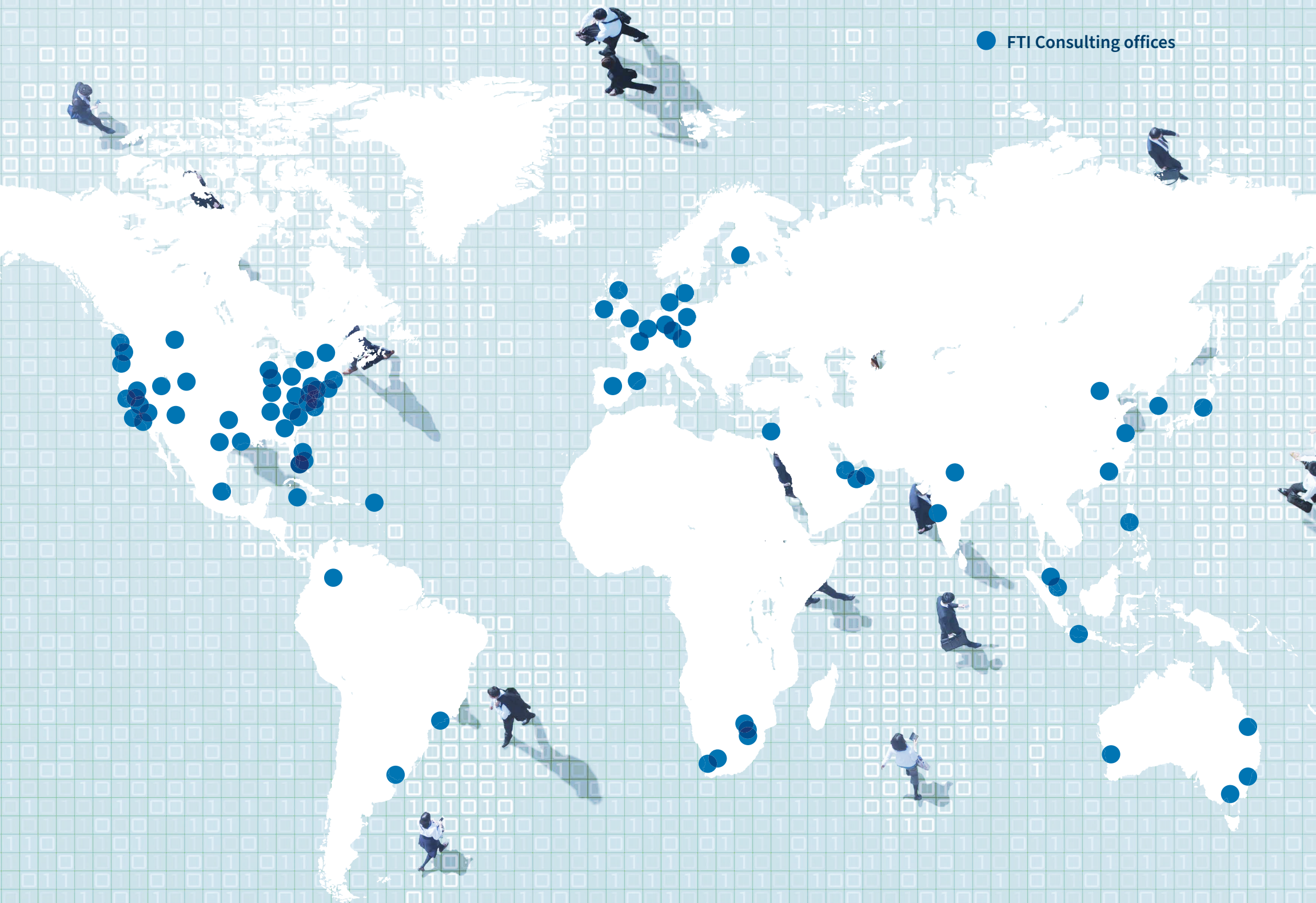
We welcome you to contact us to find out more.

Mark Dewar
Australian Practice Leader



Scale and precision

From disruption to opportunity, FTI Consulting supports you through today's critical and complex legal, regulatory, and economic events that can impact reputation and value – in Australia and globally.



Mergers and Acquisitions



Market Entry



Disputes and Litigation



Initial Public Offerings
and Spin-offs



Restructuring and Insolvency



Bribery and Corruption



Crises



Business Transformation



Legislative and Regulatory Change



Employee Misconduct



Cybersecurity



Shareholder Activism

Why FTI Consulting?

When you engage FTI Consulting, you access professionals with diverse skills and expertise tailored to your needs, who are agile, hands-on and collaborative.



Multiple experts, one team

We adapt and diversify our team according to your needs, with a dedicated point of contact and easily accessible senior advisors to support you throughout the engagement.



Multidisciplinary expertise

A unique combination of experts in economics, valuations, corporate finance, restructuring, forensic accounting, investigations, cybersecurity, regulatory compliance, business intelligence, e-discovery, data analytics and strategic communications.



Independence

With no audit conflicts, FTI Consulting is uniquely positioned to provide impartial advice and assistance.



Truly global

Our global presence in 31 countries means we can deploy a specialist team of experts where you need us most, with location-specific knowledge and language skills.



Hands-on experience

Our Australian professionals have extensive management and operational experience with backgrounds in industry, audit, government, regulation, media and law enforcement.



Industry specialists

We offer deep, practical industry expertise, with over 700 seasoned practitioners globally with first-hand experience across all major industries.

Solutions across the business cycle

Our solutions are designed to support you across the business cycle. We bring together the most relevant team of experts to surround the issues and deliver customised solutions that meet your needs.



Managing change

Enabling organisations and leaders to navigate change and achieve their objectives during periods of transformation.

- Engaging stakeholders during merger
- Independent Expert Report (IER) for major transaction
- Expanding into new market
- Considering an IPO
- Complying with new regulatory requirements
- Solvency issues
- Performance improvement and optimisation

Mitigating risk

Helping you manage risk in your organisation, whether proactively implementing preventative action before an event, as soon as the risk is identified or the event occurs.

- Information notice from regulator
- Drafting contract for new construction project
- Complying with AML regulations
- Disposing redundant data
- Valuing business for tax purposes
- Knowing who a potential business partner is
- Investigating fraud and corruption
- Assessing regulatory impact on business strategy
- Preparing for cybersecurity incidents
- Assessing payroll compliance

Resolving disputes

Providing valuable insight and clarity into the financial, economic and data issues of a commercial dispute, as a recognised leader in dispute advisory and litigation support to the global business and legal community.

- Media liaison during a class action
- Valuing assets in commercial litigation
- Managing data discovery in a cross-border matter
- Anti-competitive behaviour
- Delayed construction project
- Dealing with a post-acquisition dispute
- Locating proceeds of illegal activities

Business Transformation

Supporting your business on high-impact and sustainable changes, focused on the five major elements of business: revenue, operations, transactions, finance and people.



Managing
change

Key services

- Driving revenue growth
- Reducing operating and supply chain costs
- Supporting transactions
- Transforming finance and processes
- Optimising people and improving productivity

Transactions Advisory

Offering services across the investment cycle from acquisition to optimised divestiture, addressing the strategic, financial and operational aspects of a transaction.

Key services

- Commercial and financial due diligence
- Buy side and sell side transaction advice
- Market assessments
- Economic modelling
- Financial analysis and business modelling
- Performance optimisation
- Interim executive assistance
- Independent Expert's Report (IER)
- Investigative due diligence
- Business intelligence
- Media relations
- Stakeholder engagement
- Post-acquisition disputes and independent determinations



Managing
change



Resolving
disputes

Valuations

Helping you identify and understand value in a broad range of commercial, regulatory and legal contexts. Providing independent and reliable opinions of the value of businesses, shares, debt, financial instruments and intangible assets.

Key services

- Valuations for deal pricing and strategy
- Tax valuations
- Financial reporting valuations
- Independent Expert's Report (IER) for transactions and restructurings
- Transfer pricing valuations and analysis
- Investment portfolio valuations
- Disputes and litigation valuations



Managing
change



Mitigating
risk



Resolving
disputes

CASE STUDY

VIRGIN AUSTRALIA INDEPENDENT EXPERT'S REPORT

Situation

In April 2020, Voluntary Administrators were appointed to the Virgin Australia group by its board of directors. On appointment, the Voluntary Administrators commenced restructuring the Virgin Australia group's business, whilst at the same time conducting a campaign for the sale of the business as a going concern. The sale of the business to Bain Capital was completed and ratified by a vote of the Virgin Australia group's creditors on 4 September 2020, and a Deed of Company Arrangement (DOCA) was entered into. One of the conditions of the DOCA was that the Voluntary Administrators would seek Court approval for the transfer of the Virgin Group's shares to Bain Capital under Section 444GA of the *Corporations Act (the Act)*. The Court may grant such an approval, where it is satisfied that the transfer would

not "unfairly prejudice the interests of the company's shareholders". In order to support the Voluntary Administrators' application to Court, an Independent Expert's Report (IER) was required to be prepared.

Our role

FTI Consulting was engaged by the Voluntary Administrators to prepare the IER to support the Voluntary Administrators' Section 444GA application to Court. The scope of the IER, was to assess the value of the Virgin Australia group on both going concern and a liquidation bases, in order to determine the equity value, of the shares, which would otherwise be attributable to its shareholders. In preparing the IER, FTI Consulting undertook a multi-disciplinary approach, combining corporate finance, economic and valuations expertise.



Our impact

FTI Consulting was able to complete the IER, working closely with the multi-disciplinary team of corporate finance, economic and valuation specialists. On 10 November 2020, the Court agreed, based on FTI Consulting's IER, that there was no value in the equity of the Virgin Australia group, and the transfer of its shares under the terms of the DOCA would not unfairly prejudice Virgin Australia's existing shareholders. The DOCA was ultimately effectuated, and the shares transferred to Bain Capital in November 2020, with Bain Capital assuming ownership and control of the Virgin Group on the same day.

CASE STUDY

DATA DISCOVERY IN FINANCIAL SERVICES ROYAL COMMISSION

Situation

The Royal Commission into Misconduct in the Banking, Superannuation and Financial Services Industry was unlike any other in Australia. The Commissioner issued an unprecedented number of notices to those subject to the investigation to provide relevant information or documents, often within lean timeframes.

Our role

FTI Consulting was engaged by a major law firm to help their client respond to notices. We formed a follow-the-sun global team that developed unique work streams, provided 24/7 document discovery support, and delivered to meet the requirements of over 100 separate notices issued by the Commission. Over a 12-month period, we used targeted collections, data analytics, and other data culling methodologies to help our client find, review and produce the relevant documents within the required notice deadlines.



Our impact

We helped our client to manage the extensive document collection, review and production process. The team addressed several complex factors, including redaction consistency and reconciliation across productions. Our global team of over 50 people supported our client to ensure all requirements were met accurately and efficiently, within tight time frames.

Data Privacy and Information Governance

Helping manage data risk by assessing your organisation's data landscape and offering solutions that improve compliance and reduce corporate risk, cut storage costs, secure data, improve e-discovery processes, increase data value and enable faster, deeper insights and more trusted relationships with customers.

Key services

- Privacy advisory and risk management
- Privacy-by-design
- Privacy and data program development and implementation
- Regulatory assessments
- Privacy managed services
- Data retention remediation
- Defensible cloud migrations
- Data intelligence and analytics
- Mergers and acquisitions due diligence
- Backup remediation



Managing
change



Mitigating
risk

E-Discovery

Helping clients meet their legal and regulatory challenges with innovative and flexible e-discovery solutions, focused on the technical tools and policies and procedures that support the entire process.

Key services

- E-discovery on-demand services
- Best-of-breed technology
- Hosted platforms (Nuix Discovery, RelativityOne)
- Workflow design and implementation
- Expertise on-demand
- Analytics
- Managed Review (Acuity)
- Find Facts Fast Research Service
- Internal and regulatory investigations
- Project management
- Overflow staff and services
- Software management
- Software and process training



Mitigating
risk



Resolving
disputes

Digital Forensics

Highly adept at identifying and untangling webs of interdependencies that link people, corporate entities, monetary amounts, business partners and outsiders to the critical events under analysis.

Key services

- Intellectual property theft & trade secret misappropriation
- Electronic discovery collection & preservation
- Social media, sim & chat, and cloud-based data handling
- Software licensing, audit & piracy investigations



Cybersecurity

FTI Consulting’s cybersecurity experts work with your team to evaluate your specific needs and tailor solutions that enhance security and readiness to defend against your organisation’s unique cybersecurity risks.

Key services

- Cybersecurity strategy
- Cybersecurity program advisory & implementation
- Cybersecurity compliance
- Policies, procedures, staff gap analysis and design
- M&A due diligence
- Penetration testing and red teaming
- Threat-hunting operations
- Third-party assessments
- Crisis Simulation and table-top exercises
- Incident response
- Complex investigations & litigation support
- Virtual chief information security officer



CASE STUDY

URGENT SUPPORT TO PREVENT SERIOUS BILLING FRAUD

Situation

An Australian state government agency suspected a fraudster had taken over the email account of one of its finance managers to commit billing fraud. The agency required urgent expert support to confirm the data breach, inform their insurance claim and help them resecure their network.

Our role

Our forensic and data breach experts were on site within 12 hours, they secured suspected compromised devices and captured relevant logs and data. With a multidisciplinary team of forensics, cybersecurity, and privacy experts, we reviewed evidence and completed an investigation within 30 days. Our Strategic Communications team also helped the client identify and close gaps in their crisis communications manual.



Our impact

Our team’s swift action enabled the agency to resecure their network with minimal disruption to business operations. The agency could also inform and manage senior stakeholders and develop an uplift strategy, thanks to our detailed technical report and Board-ready summary outlining the data breach and key improvement recommendations.

Restructuring

Engineering and executing formal and informal solutions to maximise value from distressed or insolvent companies. Whether it's providing an in-depth turnaround plan to drive value in a restructure, or supporting clients in more distressed situations on how to move forward with a sale, or exiting the business.

Key services

- Safe harbour advisory
- Creditor advisory
- Voluntary administration
- Deed of company arrangement (DOCA)
- Liquidation
- Receivership
- Bankruptcy
- Personal insolvency agreement



Managing
change

Forensic Investigations

Conducting investigations discreetly, sensitively and in a forensically sound manner in order to understand suspected or alleged misconduct, identify those involved, identify and safeguard assets, and provide testifying or non-testifying expert analysis in support of regulatory, disciplinary and litigation matters, with minimum disruption to a client's business.

Key services

- Evidence identification, preservation and collection, maintaining chain of custody
- Digital forensics and hosted review of electronic information
- Data analysis utilising state of the art analytic techniques
- Review of books and records and transaction testing
- Interviews
- Business and background intelligence gathering
- Surveillance of key activities
- Stakeholder reporting
- Criminal or civil litigation support
- Crisis and communication management



Mitigating
risk



Resolving
disputes

Asset Tracing

Identifying, locating and recovering assets in major litigation, helping to untangle complex global financial crimes and sophisticated acts of concealment.



Resolving
disputes

Key services

- Identifying assets and ownership structures
- Undertake financial worth inquiries
- Conducting discreet inquiries
- Design and execute recovery strategies

CASE STUDY

GASCOYNE RESOURCES LIMITED

We were appointed to Gascoyne Resources Limited and its subsidiaries in June 2019 to run the business after it failed to deliver planned production. Gascoyne operates the Dalgara Gold Mine, located 70km from Mount Magnet, Western Australia. We stabilised operations, updated the Life-of-Mine-Plan, and oversaw significant capital investment to underpin a successful turnaround strategy, resulting in an AU \$125 million recapitalisation. Mining and processing continued uninterrupted, preserving underlying asset value for the benefit of all stakeholders. The business was saved with creditors, and shareholders kept whole via the use of a Deed of Company Arrangement, effectuated October 2020, enabling Gascoyne to resume trading on the ASX following 16 months operating in administration. Gascoyne transitioned to a profitable WA gold miner with consistent operational performance generating positive cash flow.

CASE STUDY

BASSLINK PTY LTD

Basslink owned and operated the critical 370km subsea electricity cable connecting Tasmania to mainland Australia. Following a major cable failure and six months of repairs, Basslink became insolvent owing over AU \$50 million to the State of Tasmania. In June 2022, three days before FTI Consulting replaced the previous Receivers, Basslink suffered more than AU \$9 million in trading losses. We were appointed over Basslink's Australian, Singaporean and Cayman entities to take control and recover their c. AU \$625 million loan by selling the business. We worked to reset complex stakeholder relationships and resolve ongoing litigation, critical to achieving a timely sale. Our Corporate Finance and Economic experts implemented an electricity market trading strategy to prevent losses in an unpredictable energy market, with media engagement support from Strategic Communications. Within four months, we completed the sale and restructuring of Basslink to APA Group for AU \$773 million, ensuring employee entitlements and trade creditor debts were paid in full.

CASE STUDY

SODEXO REMOTE SITES

FTI Consulting was appointed to determine the increase in the prices for services undertaken by Sodexo Remote Sites Australia Pty Ltd on behalf of a global mining company for the period of 2016 to 2021 by developing an industry benchmark, and the potential growth in prices for 2022-2026. Our Construction Solutions and Economic & Financial Consulting teams conducted a detailed analysis to determine the service index to be applied for each contract year from the sixth contract year onwards. Our joint expertise enabled us to apply forensic rigour to Sodexo's cost data and economic modelling solutions to a complex problem. Our independent report supported Sodexo's successful re-negotiation of the services contract with the global mining company.

CASE STUDY

AEMO SERVICES

FTI Consulting was appointed lead economic and commercial advisor to develop and implement the framework used to assess tender bids in the Long Term Energy Service Agreements (LTESA) program. The LTESA program is a cornerstone of NSW state energy policy and designed to represent the long-term interests of NSW Consumers and ensure sufficient infrastructure investment. Our Economic & Financial Consulting experts were engaged to review the commercial and technical tender design and develop a quantitative assessment framework to assess the financial value of different generation and storage projects. We developed a bespoke valuation model designed to process significant amounts of data produced during the assessment process to ensure efficient evaluation of projects could be conducted during the brief tender period. Our team led and coordinated discussions with senior stakeholders within government and industry, driving consensus and ensuring good policy outcomes.

Construction Solutions

A dedicated practice for the construction industry, providing solutions to help prevent, manage and resolve issues on complex global construction projects.

Key services

- Accounting and cost analysis
- Claims preparation and containment
- Construction advisory
- Dispute resolution
- Expert witness services
- Extension of time claim
- Procurement assistance
- Productivity analysis and project reporting
- Project scheduling and scheduling analysis
- Risk management and performance improvement
- Strategic planning



Mitigating risk



Resolving disputes

Economic and Financial Consulting

Helping you understand today's economic, financial and regulatory opportunities and challenges by providing evidence-based critical insight and analysis of disruptive events and changes to regulatory, legal and market environments.

Key services

- Antitrust and competition
- Regulatory economics
- Government advisory and public policy
- Mining & resources consulting
- Business economics
- Disputes, litigation & arbitration
- Transaction advisory
- Energy market modelling



Managing change



Mitigating risk



Resolving disputes

Due Diligence and Business Intelligence

Collecting intelligence and conducting background inquiries of organisations and individuals to help identify unrecognised risks, minimise uncertainty and make more informed business decisions.

Key services

- Developing risk profiles for new markets
- Advising on compliance and risk strategies
- Pre-transactional due diligence
- Identifying ultimate and beneficial ownership
- Obtaining intelligence to support litigation strategy
- Verifying claims made by counter parties
- Identifying assets and ownership structures
- Anti-bribery and ethical compliance
- Modern slavery supply chain reviews



Managing change



Mitigating risk

CASE STUDY

GOVERNMENT DEPARTMENT

A government department received an anonymous letter alleging serious misconduct by an employee. FTI Consulting investigated the allegations, which included analysing CCTV footage and mobile phone data, forensically analysing document management system audit logs, email transmission and internet activity logs from servers, and forensically acquiring data from personal computers. We also interviewed several witnesses and suspects. Our investigation resulted in the exoneration of the department employee subject to the allegation of wrongdoing. We also identified two department employees who had conspired with an external contractor to draft the letter containing the false allegations and delivered it to the Department.

CASE STUDY

STAKEHOLDER ENGAGEMENT FOR NAVITAS TAKEOVER

Navitas, a leading education provider, was subject to an unsolicited acquisition bid from a private equity-led consortium that included Navitas' former founder and CEO, and a current Director of the Company. FTI Consulting was appointed to help Navitas with their stakeholder engagement during the acquisition. We supported the Board's engagement with the media and shareholders, ensuring that its position was understood by stakeholders who were integral to the transaction. The Navitas Chairman was successfully re-elected at the AGM during the bid process, despite aggressive positioning from a group of the Company's founding shareholders, which helped shift momentum back to the Board. The Board was able to effectively manage the conflict of interest issues, focus on value in its negotiations with the consortium and ultimately negotiate an improved AU\$2.1 billion deal, with the support of the Board, for all shareholders.

CASE STUDY

UDP HOLDINGS

Receivers of UDP Holdings Pty Ltd, a milk trading business, engaged our team to provide an independent expert opinion report in arbitration and litigation proceedings. The matter involved allegations of significant overcharging of customers, resulting in breaches of warranties and consequential material adverse change in connection with the sale of the business. Our opinion involved analysing transaction data related to the purchase and sale of milk. We built a model to calculate the overcharging, which was used to calculate the 'true value' of the business. We prepared methodologies and analysis to assess Material Adverse Change, applied accounting and auditing principles including materiality and errors. We participated in multiple expert conclaves producing joint expert reports and we gave concurrent evidence in court. The Court found in favour of our clients and awarded the full limit of liability under the AU\$25 million insurance policy (plus interest and costs). Our clients also succeeded in the arbitration. They are now relying on the findings in both to pursue tracing claims.

Dispute Advisory

Supporting legal teams in disputes, including litigation, arbitration, mediation and expert determinations, by analysing financial information and transaction data, quantifying loss and damage, providing valuation opinions, preparing formal expert reports and providing oral evidence in a wide variety of claims and disputes. Acting as a consulting expert, an independent testifying expert, or a single expert/special referee.

Key services

- Loss of profits/loss of opportunity/account of profits
- Class actions
- Construction disputes
- Post-acquisition disputes
- Shareholder disputes
- Insurance claims
- Compliance with accounting and auditing standards
- Expropriation or compulsory acquisition claims.



Resolving
disputes

Risk Management, Governance and Compliance

Independently assessing risks facing a business and the effectiveness of relevant risk management, governance and compliance frameworks designed to prevent, detect and respond to instances of financial crime and misconduct. Providing transparent and impartial reviews of policies, procedures and controls to help clients remediate gaps, mitigate risks and maintain stakeholder confidence.

Key services

- Identification and analysis of fraud, corruption and misconduct risks
- Money laundering and terrorism financing risk assessment and regulatory compliance reviews
- Analysing and evaluating risk management policies, procedures and controls
- Evaluating monitoring and surveillance programs
- Overseeing and assisting with breach reporting
- Assisting in preparing independent reports
- Acting as independent expert for regulatory actions



Managing
change

Strategic Communications

Guiding business communications in complex transactions, business events or major crises to maximise value, unlock opportunities, inform stakeholders, maintain transparency and optimise the future state.



Managing
change



Mitigating
risk



Resolving
disputes

Key services









- Corporate reputation
- Crisis communications
- Digital & Insights
- Financial communications
- Public & government affairs
- Transaction communications

Industry expertise

No two industries are the same. Our industry groups are staffed with seasoned practitioners who possess many years of hands-on management and operational experience in 16 industries, and can apply this specialist knowledge to a range of contentious matters.

| | | | |
|----------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|
|  Aerospace & Defense |  Agriculture |  Automotive & Industrial |  Construction & Infrastructure |
|  Energy, Power & Products |  Environmental |  Financial Services |  Healthcare & Life Sciences |
|  Hospitality, Gaming & Leisure |  Insurance |  Mining |  Public Sector & Government Contracts |
|  Real Estate |  Telecom, Media & Technology |  Transport & Logistics |  Retail & Consumer Products |

Meet our industry experts

| | |
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Local and global recognition



**Ranked in the Global Data Review Top 100
Data Privacy and Security Advisors**
GDR 100 2023



Named a Best Management Consulting Firm
Named a Best Employer for Women
Forbes Magazine



**Top Ranked in Business Intelligence &
Investigations in the Asia-Pacific Region**
Chambers & Partners Litigation
Support Guide 2022



**Communications Firm of the Year -
FTI Strategic Communications**
M&A Advisor 16th Annual Turnaround
Awards 2022



Ranked #1 Restructuring Advisor
The Deal Bankruptcy League Table



Named a Best Firm to Work For
Consulting Magazine 2022



**Outstanding Firms Award - Global Turnaround
Consulting Firm of the Year & Crisis
Communication Firm of the Year
Turnaround Award - Turnaround of the Year - Mega**
Global M&A Network 14th Annual Turnaround
Atlas Awards 2022



Arbitration Expert Firm of the Year (2015-2022)
Consulting Firm of the Year (2016-2022)
**Restructuring & Insolvency Advisers Firm
of the Year (2019-2022)**
Insurance Expert Witnesses Firm of the Year 2022
Investigations Digital Forensics Firm of the Year 2022
Who's Who Legal Guide 2022



EXPERTS WITH IMPACT™

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. FTI Consulting professionals, located in all major business centers throughout the world, work closely with clients to anticipate, illuminate and overcome complex business challenges and opportunities.

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