



CRITICAL THINKING AT THE CRITICAL TIME™

ABOUT FTI CONSULTING

FTI Consulting is a leading global business advisory firm dedicated to helping organisations protect and enhance enterprise value in an increasingly complex legal, regulatory and economic environment. With over 4,700 employees located in 27 countries, FTI Consulting teams work closely with clients to provide comprehensive solutions for the most complex business issues.

In Asia Pacific, FTI Consulting has a team of more than 550 professionals situated in 15 business centres across the region. We provide advice in areas such as compliance, governance, investigations, litigation, mergers and acquisitions, regulatory issues, reputation management, risk and restructuring. We deliver solutions through our market-leading business segments of Corporate Finance & Restructuring, Economic Consulting, Forensic and Litigation Consulting, Strategic Communications and Technology.

No matter how challenging or complex the assignment, clients benefit from the firm's extensive Asia Pacific experience and knowledge. Clients that require a sophisticated combination of financial, technical, business and industry experience rely on our experts to provide strategic advice on critical issues at critical times.

A LEADER AMONG LEADERS

- World leader in restructuring and crisis management
- Global leader in commercial arbitration
- Leader among peers in number of competition economics specialisations
- Global leader in strategic business communications
- Industry leader in e-discovery software and services
- Highly-credentialled team that includes multiple Nobel laureate economists
- World leading antitrust economics firm
- Advisor to the world's top 10 bank holding companies
- Advisor to 94 of the world's top 100 law firms
- Advisor to 47 of the companies in the Global 100 rankings

PROTECTING AND ENHANCING ENTERPRISE VALUE

The FTI Consulting service model provides a single source that addresses the interrelated issues that can affect enterprise value. Our goal is not just to address challenges but to anticipate them, surround them and deliver sustainable solutions that range from the immediate to the long term.





GOVERNANCE

Internal controls/Board advisory/Investigations/International due diligence/Corporate integrity

COMPLIANCE

Regulatory compliance/Antitrust disputes/Public policy/Bribery Act

LIABILITY

Litigation consulting/Dispute consulting/Enterprise risk management/Electronic evidence discovery/Expert testimony

REPUTATION

Corporate, financial and crisis communications/Public affairs/Issues management/Employee Engagement

INFORMATION

Global e-discovery services/Cost-effective document review and productions/Secure preservation and collection of sensitive data/Litigation readiness consulting/Ringtail® and Attenex® software

FINANCE

Capital solutions/Transaction advisory services/Creditor advisory services/Valuation consulting

PERFORMANCE

Business economics/Interim management/Operational improvement/Turnaround and restructuring/Marketing consulting

UNRIVALED TALENT

Within FTI Consulting, we have a global network of professionals whose collective breadth and depth of expertise are unrivalled. FTI Consulting professionals have decades of hands-on experience at every level, allowing us to provide our clients with advice and solutions that are concrete, relevant and immediate.

Our professionals are some of the world's most experienced leaders drawn from the following ranks:

- Forensic accountants
- Chartered and certified accountants
- Specialists in corporate, financial and crisis communications
- Antitrust and regulatory economists
- Chartered financial analysts
- Certified turnaround professionals
- Intellectual property specialists
- Former chief executives
- Banking and securities professionals
- Construction specialists
- Former political leaders
- Corporate investigation specialists

OUR HISTORY

From our beginnings in a small warehouse, we have grown to one of the pre-eminent consulting firms in the world. FTI Consulting has been a trusted advisor during some of the most memorable events in recent history, including landmark celebrity legal cases, international crises and a disputed presidential election. Our founders were pioneers who created solutions at the intersection of law, communications and technology, and today our teams of world-leading experts in their respective fields provide critical thinking about wide-ranging and far-reaching business and economic issues.

1982

Forensic Technologies International is founded by Dan Luczak in a small warehouse in Annapolis, Md.

1989

Forensic Technologies International lands a product defect case in the construction industry that elevates the firm's reputation as a provider of complex technical investigations and litigation services.

1996

Forensic Technologies International goes public in May of 1996. The firm raises \$11.1 million on the NASDAQ, becoming one of the first public litigation-support services companies.

1999

FTI Consulting begins trading on the New York Stock Exchange under the ticker symbol FCN.

2002

The firm assists in the bankruptcy cases of Enron, WorldCom and Adelphia Communications.

2007

The company aids the investigation into the oil-for-food program bribery scandal tied to the Saddam Hussein regime.

2009

FTI Consulting helps track down the ill-gotten gains of Bernard L. Madoff and serves on many of the largest, highest-profile corporate restructurings of the year, including Lehman Brothers, General Motors and CIT Group.

2015

FTI Consulting has more than 4,700 employees worldwide in 27 countries and across 80 cities. The firm is a trusted advisor to multinationals, law firms and corporations across the globe.

CORPORATE FINANCE & RESTRUCTURING

Providing complete support in turnaround and restructuring, transaction advisory services and corporate recovery.

TURNAROUND AND RESTRUCTURING

Our industry leading Operational Turnaround and Restructuring team specialises in identifying critical business issues and implementing strategies designed to maximise liquidity and enhance profitability. Located in major business centres across the globe, our team has a wealth of significant experience with multinational, regional and local clients.

Our professionals advise companies experiencing liquidity constraints coming from overleverage, underperformance, rightsizing and/or other business-transition issues.

Our services include:

- Performance improvement
- Interim management and chief restructuring officer
- Lender, company and strategic advisory

TRANSACTION ADVISORY SERVICES

FTI Consulting delivers financial, operational, transactional and advisory support to clients across the investment life cycle. This includes conducting due diligence, valuations, post-acquisition integration, health checks, performance improvement, and providing interim management and board roles as well as sell-side advisory services.

Our services include:

- Mergers and acquisitions
- Transaction support and due diligence
- Valuation services
- Asset management/servicing
- Initial structuring advice
- Ongoing operational support and assistance

CLIENTS IN FOCUS

- We were appointed as financial advisor for certain secured lenders in relation to a debt restructuring of Berlian Laju Tanker in Indonesia, the third largest chemical tanker group in the world. The company had debts in excess of US\$1 billion. We assisted the lenders through a complicated restructuring process.
- Acting as director and interim managers of a Costa Rican oil company, Quad Energy S.A., with operations in Vietnam and Thailand; managing the day-to-day affairs of the company and assisting the company's lenders on a restructuring of the entity.
- Acting as the court-appointed monitor of Sino-Forest, tasked with overseeing operations and cash management, including regular reporting to the court and liaising with various stakeholders.
- Initially appointed as voluntary administrators for Robin's Kitchen, Australia's largest independently-owned Kitchenware retailer. FTI Consulting provided interim management services for the company and initiated a formal restructuring process. Circumstances outside of the company's control resulted in business operations ceasing and FTI Consulting acted immediately to secure company assets and protect employees' interests. Through a sale process, FTI Consulting was able to negotiate a timely transaction which allowed for the successful continuation of the Robin's Kitchen brand and secured the future employment of many employees.
- Managing the sale and wind down of the Asia-wide operations of the Trident Microsystems group, the holding company for which FTI Consulting was engaged as chief restructuring officer.

CORPORATE RECOVERY

Our professionals advise and assist directors, companies and creditors on all types of formal administrations. Our primary goal is to save businesses, and the majority of the distressed situations we have taken on have resulted in the restructuring, sale or relisting of a company's business.

We are accustomed to maximising value for clients in difficult jurisdictions and challenging positions. We also are experienced in dealing with the practical issues that can be the difference between success and disaster such as replacing legal representatives in mainland China, obtaining freezing orders and presenting applications to the court.

Our services include:

- Liquidation and bankruptcy
- Receivership
- Schemes of arrangement
- Judicial management
- Voluntary administration and deeds of company arrangement
- Investigations and litigation

CLIENTS IN FOCUS

- Appointed receiver and manager of GSF Capital by the High Court of Singapore. We took control of a renewable energy fund operating 178 solar power stations in southern Italy.
- Providing ASX 200-listed Industrea Limited and its China business, Industrea Wadam, with long-term corporate and board advisory services.
- We were appointed liquidators of Pioneer Iron and Steel Group Company Limited in the British Virgin Islands after it was discovered that the company had approximately US\$80 million in creditors debt and had been the subject of considerable asset stripping. We pursued a litigation strategy through a number of jurisdictions and, with the assistance of litigation funding, ultimately secured a significant return to creditors.
- Acting as receivers and managers for an Australian portfolio of properties controlled by the SSI Group, which is the property development arm of major electronics retailer WOW Sight and Sound superstores. A major asset suffered from the closure of a related anchor tenant and significant flood damage, with substantial rectification work undertaken to bring the property to market. Additional assets included vacant development sites and retail centres in other states.
- Quickly achieved substantial recovery for lenders and bondholders from China-based assets as provisional liquidator of Asia Aluminum.

ECONOMIC CONSULTING

Providing corporations, government agencies and law firms with sophisticated and comprehensible analyses of complex economic issues to assist clients in understanding the challenges and opportunities they face.

We provide detailed damages/valuation calculations for arbitration or litigation. Our work is based on economic, accounting and finance evidence that we analyse in order to quantify the financial effects of the alleged actions of the parties. Our reports are prepared to be easily understood by judges and arbitrators. Our testifying experts have significant experience in delivering clear and concise opinion evidence in arbitral and judicial hearings.

We have extensive industry experience in:

- Energy
- Electric power
- Pharmaceuticals
- Healthcare
- Telecommunications
- Media and entertainment
- Transportation
- Financial services
- Mining/extractive industries

CLIENTS IN FOCUS

- Involved in a United Nations Commission on International Trade Law ad hoc arbitration relating to the alleged indirect expropriation of a Southeast Asian infrastructure project.
- For an International Court of Arbitration contract dispute in Eurasia between a transnational oil pipeline operator and the owners, we provided expert reports and oral testimony relating to issues around damages, pipeline profits and forecasts, incremental costs and the economics of oil owner/operator contracts. We provided in-depth analysis of discounted cash flows and forecasts and incremental operating costs.
- Appointed to a London Court of International Arbitration assignment relating to wrongful parallel importing and tax fraud in South Asia.

FORENSIC & LITIGATION CONSULTING

Construction Solutions

Providing extensive advisory services across all construction phases, including dispute resolution and risk management for major construction projects.

Our Construction Solutions professionals provide consulting services to owners, contractors, design professionals, investors, law firms and multinational companies on complex construction projects.

Our services range from upfront contract advisory, project risk management, and project planning and scheduling to project controls development and monitoring, dispute resolution and expert witness services. We are seasoned construction professionals with unprecedented regional and international project experience in energy, oil and gas, industrial, infrastructure, mining and metals, environmental, hospitality and gaming, and commercial industries.

Our services include:

- Prevention – monitoring construction progress from the design phase through to completion, closeout and commissioning.
- Mitigation – working with clients to reduce the effects of disputes and ensure the earliest settlement on the most advantageous terms.
- Resolution – providing independent expert advice to governments, contractors and owners and helping counsel unravel challenges in disputes.

CLIENTS IN FOCUS

- Provided delay and quantum expert witness services in relation to a large infrastructure/viaduct/highway project in Lebanon; expert testimony was given at the arbitration hearing in Paris.
- Supplied expert witness services in relation to delays on a large infrastructure/commercial and high-rise residential development in Dubai; expert testimony was given at the arbitration hearing in Dubai.
- Provided expert witness services in relation to a delay and quantum dispute in Singapore between a utility provider and a tunnelling contractor.
- Provided claims management and dispute support expertise on a large diamond mine and project in Western Australia.
- Supplied claims management and dispute support services on a marine construction project in Western Australia.
- Furnished expert evidence on large insurance matters related to both earthquake and flood damage in New Zealand and Thailand.

Financial and Enterprise Data Analytics

Providing strategic business solutions to clients requiring in-depth analysis of large, disparate sets of financial, operational and transactional data.

FTI Consulting is the leader in revealing and unlocking information stored within an enterprise. We have long been the premier provider of traditional discovery services for the legal and compliance market, and our Financial and Enterprise Data Analytics (FEDA) professionals have leveraged this expertise to critically analyse and understand information stored in transactional databases. We specialise in providing complex, data-intensive analyses that focus on class actions, government investigations, bankruptcies or other cases requiring the analysis of large amounts of data, complex modelling or information sharing.

Accurate understanding of transactional data — whether from an enterprise resource planning system, a trading system or any other operational source — allows the FEDA team to model and design the appropriate solution for our clients. Our FEDA methodology is not a one-size-fits-all solution but, rather, a customised work plan to effectively and efficiently provide timely and relevant information in a format that fits the needs of the case.

Our FEDA team's ability to identify the relevant data within an organisation — and our experience in managing, analysing and presenting large datasets — provides our clients with the most robust capabilities in the industry.

Our services include:

- Fraud detection and investigation
- Data analytics
- Financial reporting
- Custom web applications
- Visualisations
- System review/due diligence
- E-discovery structured data review
- Web-enabled claims management

CLIENTS IN FOCUS

- Provided significant ongoing investigation and litigation support to the trustee and his counsel on the Bernard L. Madoff Investment Securities Ponzi scheme investigation, including the reconstruction and analysis of 30 years of books and records.
- Engaged by a Fortune 500 multinational firm to assist in its response to a Foreign Corrupt Practices Act (FCPA) investigation. We analysed the firm's transactional data to support the response and defence of these allegations and to design and execute a risk assessment of its subsidiary entities.
- Developed a data warehousing and reporting solution for a billion-dollar private healthcare company to address numerous operating and compliance issues. We unified multiple data into a central data warehouse and created a data visualisation platform to support real-time data analytics.
- An international hospitality company required assistance in upgrading its financial reporting system to provide accurate, timely reporting in a dynamic format. We collected and analysed historical data, integrated data into a new database system and created dynamic reports.

Global Risk and Investigations

Providing comprehensive business risk solutions.

Our Global Risk and Investigations practice is the leading provider of comprehensive business risk solutions. This includes reputational due diligence, business intelligence, fraud and corporate investigations, FCPA and other corruption-related investigations, asset searching, data forensics and electronic evidence recovery, as well as brand integrity and business crisis containment services.

Whether the task is to determine the reputation and suitability of a business partner, untangle a complex fraud scheme, investigate allegations of bribery, conduct multi-jurisdictional asset searches or contain a business crisis, the goal of Global Risk and Investigations is to provide clients with critical information, insight and timely solutions for informed decision making.

Our team of seasoned professionals is drawn from backgrounds in senior law enforcement, regulatory compliance, academic and economic research, information technology and investigative journalism.

Our services include:

- Reputational due diligence – conducting investigative research and discreet inquiries, providing information on the background, reputation and integrity of companies and individuals.
- Fraud and corporate investigations – mobilising highly qualified, multidisciplinary teams anywhere in the world to investigate alleged misconduct.
- Brand integrity – resolving a wide variety of brand integrity issues through strategic brand protection, counterfeit and intellectual property investigations.
- Risk mitigation and consulting – swiftly responding to serious threats or crises in a coordinated manner, directly influencing the financial survival and market reputation of an organisation.

CLIENTS IN FOCUS

- Conducted pre-investment due diligence engagements for global investment banks, private equity and venture capital firms, and hedge funds across the globe for a wide range of industries.
- Carried out a significant number of pre-initial public offerings (IPO) due diligence engagements around the world for issue managers or underwriters, their legal advisors and capital markets regulators.
- Worked with in-house counsel and regulators to review internal anti-bribery controls and conducted investigations into alleged wrongdoings across Asia Pacific.
- Worked with brand owners, law firms, in-house counsel and other stakeholders to advise clients on the implementation of strategic brand integrity solutions and tactical actions.

Forensic Accounting and Advisory Services

Providing comprehensive services in forensic accounting, financial investigations, litigation support and dispute advisory.

FORENSIC ACCOUNTING

Experience and expertise are essential, whether a company is facing allegations of financial malfeasance or improper disclosures, evaluating an impending transaction or undertaking a compliance audit.

The multidisciplinary team at FTI Consulting provides independent advice for internally and externally triggered investigations, technical accounting, corporate governance, regulatory compliance, and financial reporting and disclosure. In short, we help mitigate enterprise risk in global operations and business transactions.

Our services include:

- Anti-corruption/FCPA/UK Bribery Act and anti-money laundering investigations
- Asset tracing
- Financial investigations and forensic data analysis
- Independent accounting-based evidence
- Accounting reconstruction and analysis

FINANCIAL INVESTIGATIONS

We combine investigative accounting and financial reporting skills with a wealth of business and practical experience, providing effective support for forensic accounting investigations requested by boards of directors, audit committees, special litigation committees and other entities. Our client list includes multinationals, financial institutions, high-net-worth individuals and regulatory authorities.

Our services include:

- Financial statement fraud
- Employee, supplier and customer fraud
- Regulatory inquiries
- Securities and insider trading
- Audit and special committee investigations

DISPUTE ADVISORY

FTI Consulting has a successful track record in helping counsel unravel challenging financial and economic issues in disputes. We provide corporate professionals and law firms around the world with the industry's best and most complete range of dispute and technology services, and are often appointed as testifying expert witnesses to explain our findings in court proceedings and international arbitration hearings.

With economic disputes growing in cost and complexity, our team can help companies navigate through each stage of the dispute resolution process. Our highly experienced team members, who have been closely involved in some of the industry's most historic and high-stakes cases, work directly with clients to deliver complete and impartial solutions to the most complex problems in a language that everyone can easily understand.

Our services include:

- Discovery assistance
- Damages analysis and quantification
- Dispute valuations and economic loss quantification
- Expert witness services
- Early case assessment
- Strategy evaluation
- Mitigation and settlement
- Mediation and arbitration
- Independent expert determination
- Independent accounting expert evidence
- Consulting expert services

CLIENTS IN FOCUS

- Appointed to quantify damages in an audit-negligence claim for the liquidators of Moulin Global Eyecare Holdings Limited against a Big Four auditing firm.
- Engaged to prepare an expert report for litigation proceedings related to an alleged fraud by a director of a Taiwanese conglomerate.
- Engaged by lawyers acting for Asahi in a matter which alleged misleading or deceptive conduct during a sale of a business transaction process. We were engaged as testifying independent expert accountants to opine as to whether the alleged representations of normalised EBITDA were inflated; the impact of the inappropriate accounting treatment; and the effect of any inflation on the normalised EBITDA.
- Engaged by the Independent Commission Against Corruption, Hong Kong to prepare an expert report looking into a listing fraud and by the Department of Justice in Hong Kong to give testimony in the criminal trials of four directors.
- Engaged by the Department of Justice in Hong Kong to prepare expert reports and provide expert testimony in one of the most high profile money laundering criminal prosecutions in the city. Our work included extensive fund tracing analyses in bank and securities trading transactions, data analytics, critique of the opposing expert report and assistance to counsel in cross-examination.

STRATEGIC COMMUNICATIONS

Providing strategic communications counsel that helps organisations protect and enhance their corporate brand, reputation and valuation.

The Strategic Communications segment at FTI Consulting is a leading global communications consultancy. With more than 30 years of experience advising management teams in critical situations, we support clients in protecting and enhancing their reputation in the capital markets, society and the political environment. The Strategic Communications segment has been an established market leader in M&A communications for many years.

We place a fundamental and equal emphasis on the three principal outcomes of business communications:

- Brand — a company's unique promise to its stakeholders
- Reputation — its ability in the eyes of those stakeholders to deliver on that promise
- Valuation — its ability to convert that promise into tangible value for its shareholders

Our suite of integrated services includes:

- Corporate branding and positioning
- Crisis, issues and litigation communications
- IPO and capital raising communications
- Investor relations
- M&A communications
- Restructuring communications
- Strategic media relations
- Creative engagement solutions
- Corporate social responsibility
- Employee engagement and change communications
- Advocacy and public affairs campaigns
- Competition/anti-trust analysis
- Political risk, intelligence and analysis

CLIENTS IN FOCUS

- Advised Xstrata in Australia on its AU\$90 billion all-share merger of equals with Glencore International.
- Advised Chinese food group Bright Food on its acquisition of a majority holding in U.K.-based Weetabix for an enterprise value of £1.2 billion.
- Advised SABMiller on its AU\$11.5 billion acquisition of Foster's.
- Advised Aurora Oil & Gas on its AU\$107 million hostile takeover of Eureka Energy.
- Advised Equinox Minerals on the US\$7.7 billion takeover offer by Barrick Gold Corporation.
- Advised U.S. coal miner Peabody Energy on its US\$5 billion acquisition of Australia's Macarthur Coal.
- Advised Beijing-based Autohome, a leading information portal for Chinese automobile consumers, on communicating its IPO listing on the NYSE and building a solid, long-term investor and media relations programme.
- Engaged by the high-growth Chinese investment bank China Renaissance to enhance the firm's global visibility and corporate reputation through an international media relations campaign.
- Worked with a global oil and gas company to conduct an audit of key stakeholders in China to identify potential vulnerabilities and support the execution of exploration activities.
- Appointed by a world-leading private equity business to provide strategic communications support across Asia Pacific.

TECHNOLOGY

Providing forensically sound, state-of-the-art technology-driven solutions.

We help corporations, government agencies and law firms around the world address their most complex e-discovery challenges.

Our Technology segment collaborates with clients to develop and implement custom solutions that quickly and efficiently meet the demands of legal discovery and investigations.

We have considerable experience in diverse investigations and state-of-the-art forensic and data mining tools used to quickly and efficiently recover, search, sort, sift and analyse massive amounts of data. Our groundbreaking strategies enable us to expediently assess situations and conduct swift, targeted searches for specific information through a defensible collection process in compliance with relevant data privacy requirements.

Through Ringtail®, our market-leading and award-winning e-discovery platform, we deliver the best-in-class performance for document review, helping organisations and legal advisors comply with short timelines while still mitigating e-discovery costs.

Our services include:

- Computer forensics and investigations
- Ringtail® 8 e-discovery software
- FTI Investigate mobile processing and review
- E-discovery consulting
- Information security and data breach remediation consulting
- ISO 27001 compliant data centres located in Shanghai, China and Sydney, Australia providing heavy-lift processing and review hosting capacity

CLIENTS IN FOCUS

- Assisted a Hong Kong-listed company with an enquiry from a regulator by providing data forensics, hosting of user-generated data and conceptual analysis on mixed simplified and traditional Chinese documents.
- Delivered electronic document processing in a U.S. litigation case for a Chinese technology company subject to an allegation of patent infringement. We took custody of 25 million pages of Chinese-language e-mail data, and, using fields specified by external counsel, we processed the data through our FTI Investigate platform.
- Appointed as key technology partner to some of Australia's largest government investigation departments and financial institutions.
- Provided terabyte electronic discovery services from Australia and Asia to a large New York law firm, which involved multi-jurisdiction forensic collection and e-discovery processing for data sources in the Philippines, Germany and the United States.

A TRUSTED PARTNER

For many, we are a single source of advice and expertise on the wide range of interrelated issues that can affect enterprise value, from governance and reputational issues to information and liability management.

We have built, grown and strengthened client relationships across turbulent business and economic cycles. Today, many of our engagements come from existing clients — a testament to our ability to deliver results time and time again.

ASIA PACIFIC

REGIONAL HEADQUARTERS

Level 22, The Center
99 Queen's Road Central
Hong Kong
+852 3768 4500

Australia

Brisbane
Gold Coast
Melbourne
Perth
Sydney

China

Beijing
Guangzhou
Hong Kong
Shanghai

India

Mumbai
New Delhi

Indonesia

Jakarta

Japan

Tokyo

Philippines*

Manila

Singapore

* Affiliate office

NORTH AMERICA

EXECUTIVE OFFICE

1101 K Street NW
Suite B100
Washington, DC 20005
+1 202 312 9100

CORPORATE OFFICE

909 Commerce Road
Suite 1400
Annapolis, MD 21401
+1 800 334 5701

Canada

Calgary
Toronto
Vancouver

United States

Annapolis
Atlanta
Austin
Baltimore
Boston
Brentwood
Charlotte
Chicago
Coral Gables
Dallas
Denver
Great Neck
Houston
Indianapolis
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Miami
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New York
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Pittsburgh
Portland
Princeton
Red Bank
Rockville
Roseland
Saddle Brook
San Francisco
Santa Barbara
Seattle
Tucson
Walnut Creek
Washington, D.C.
Wayne
West Palm Beach
Winston-Salem

EUROPE MIDDLE EAST AFRICA

REGIONAL HEADQUARTERS

200 Aldersgate
Aldersgate Street
London EC1A 4HD
United Kingdom
+44 20 3727 1000

EUROPE

Belgium
Brussels

Denmark

Copenhagen

France

Paris

Germany

Berlin
Frankfurt

Ireland

Dublin

Russia

Moscow

Spain

Madrid

United Kingdom

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Stirling

MIDDLE EAST

Qatar

Doha

United Arab Emirates

Abu Dhabi
Dubai

AFRICA

South Africa

Cape Town
Johannesburg

LATIN AMERICA

REGIONAL HEADQUARTERS

804 Douglas Road
4th Floor
Miami, FL 33134
+1 305 714 4600

Argentina

Buenos Aires

Brazil

Rio de Janeiro
São Paulo

Caribbean

British Virgin Islands
Cayman Islands

Colombia

Bogotá

Mexico

Mexico City

Panama

Panama City



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