


EMEA | APAC PRACTICE OVERVIEW

Litigation, Arbitration and Disputes

Forensic Accounting, Expert Witness and
Dispute Resolution Services

ankura 



Contents

By the Numbers	4
The Broader Ankura Offering	5
Our Services	6
Our Expertise	16
Why We Are Trusted as Experts	18
Client Testimonials	19
Contact Us	20

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By the Numbers

We have built a global team of subject matter experts and seasoned advisors with hard-earned industry knowledge, primed for this very moment, and for the future, given the disruptions and rapid pace of change that defines the business environment.



2,000+

Experts



220+

Senior
Managing
Directors



115+

Countries Covered



35+

Locations



44

Languages Spoken



40%

of Our Experts Are Women



140

MBA's



20

PhDs



600+

Advanced Degrees or
Industry Certifications

The Broader Ankura Offering

Ankura is among the world's leading expert and advisory services firms uniquely providing testifying experts, data and technology specialists, complex investigation and asset tracing specialists in one place. We have been or are currently engaged on more than 150 international arbitration matters for clients around the globe, working alongside more than 30 international law firms and litigation funders.

Our experts speak 44 languages and have been appointed in both commercial arbitrations and investor state-disputes brought under bi-lateral investment treaties and multilateral trade agreements.



Analytics and Digital
Transformation



National Security,
Trade and Technology



Global Strategies
and Solutions



Economics and
Statistics



Cybersecurity



Litigation, Arbitration
and Disputes



Capital Projects Advisory
and Forensic Services



Intellectual
Property



Investigations and
Accounting Advisory



Investment
Banking



Transactions
Advisory



Joint Ventures and
Partnerships



Risk Management and
Compliance Advisory



Ankura Office of
the CFO™

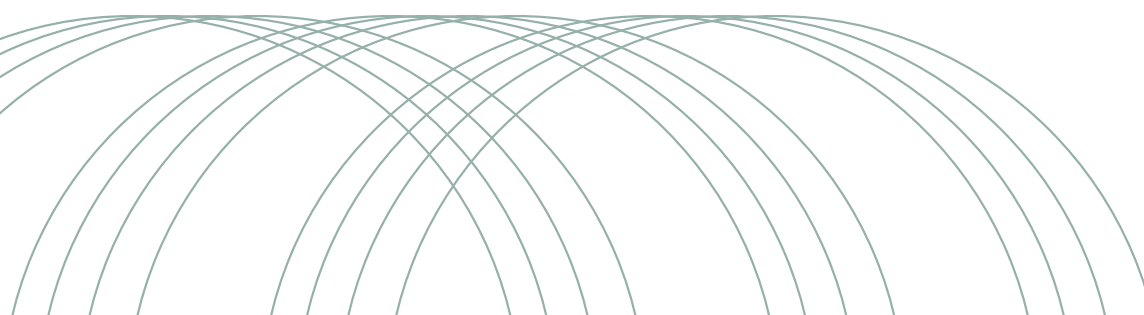


Turnaround &
Restructuring



Strategic Planning
and Performance

Our Services



EMEA APAC Practice

14

Experienced testifying experts in forensic accounting and valuation

40+

Collectively the team have worked on disputes and investigations in more than forty countries

\$25+ bn

In the last three years the EMEA APAC team have acted on matters in dispute with a value

70

Forensic accountants, asset tracing and dispute resolution professionals across EMEA APAC

20+

Years of average dispute resolution experience

300

Disputes and investigations professionals globally



200+

Occasions our experts have collectively given oral expert evidence



Our Services

Ankura's team of multi disciplinary experts Protect, Create and Recover Value for our clients. Our experienced team of professionals with backgrounds in accounting, economics, investigations, intelligence and technology deliver bespoke market leading solutions whatever issues our clients face.

EXPERT EVIDENCE IN LITIGATION AND INTERNATIONAL ARBITRATION

Our international team of financial experts are recognised globally as market leading expert witnesses, assisting clients facing complex issues in the litigation, arbitration, mediation and other dispute resolution environments.

Consistently recognised by Who's Who Legal, our experts provide expert evidence and dispute advisory services in commercial litigation brought in local courts in Australia, Dubai, Hong Kong, Malaysia, Saudi Arabia, Singapore, the USA and in the UK and in both Commercial and Investor-State International Arbitrations globally. Our experts have also given evidence before the Competition Appeals Tribunal, Regulatory bodies and other local dispute resolution forum.

Supported by a team of over 300 forensic accountants and dispute resolution specialists globally, our experts have a wealth of knowledge of acting as experts in:

- Commercial Litigation
- International Arbitration
- Transaction and Insurance Related Disputes
- Complex Valuation and Technical Accounting Disputes
- Competition and Antitrust
- Collective Redress

Our experts bring global expertise and local knowledge to support companies and counsel throughout all phases of litigation, arbitration, or regulatory proceedings.

FORENSIC ACCOUNTING, FRAUD AND FINANCIAL INVESTIGATIONS

Ankura's forensic accounting and financial investigations team assists clients with challenging issues. Our team of top professionals are seasoned advisors with a wide range of experience in technical and forensic accounting, auditing, corporate finance, fraud, anti-corruption, UK Bribery Act and Foreign Corrupt Practices Act (FCPA) matters, compliance, e-Discovery, information technology, and complex data analytics.

At Ankura, we work collaboratively with our colleagues and clients to provide our wide-ranging capabilities in forensic accounting and financial investigations in the most efficient and cost-effective manner possible. We have the experience and flexibility to scale our efforts to fit the size and needs of any matter and appreciate that every engagement is unique.

Our experts have extensive experience of:

- Accounting, fraud and independent fact finding investigations
- Regulatory enforcement matters
- Anti corruption investigations
- Compliance programme reviews, enhancements and remediation
- Forensic accounting analysis and reconstruction of accounting books and records
- Internal control risk assessment
- Contractual compliance
- Whistleblowing investigations
- Bankruptcy/insolvency investigations

Our Services, Continued...

With specialists in cross border disputes, sanctions and compliance, regulatory and other financial investigations, fraud and misconduct and technology experts providing the full range of digital services, we deliver a full suite of dispute resolution and crisis management services.

INTERNATIONAL ASSET TRACING AND COMPLEX INVESTIGATIONS

Whether assessing the viability of a case or acquisition, accumulating facts through the course of a trial, or pursuing debtors following an award, the provision of actionable intelligence can inform smarter strategy and better decisions.

Obtaining this evidence and material can be difficult. Challenging jurisdictions, lack of access, multiple languages and complex legal frameworks can make asset tracing and detailed commercial investigations a bewildering exercise.

We are experienced in assisting with the most challenging of assignments and resolving the various issues you are likely to encounter. We understand that solutions to complex investigative challenges are not always straightforward or obvious, as such, we value our creative approach to problem solving, drawing on significant cumulative experience of what is possible, what has worked before and what might be worth attempting.

Our work is entirely international in scope; we deal in cross-border issues requiring a multinational response, coordination, and resolution. Our multidisciplinary team includes investigative analysts, subject matter specialists, forensic accountants and linguists, with backgrounds that include law, insurance, and government. If required, we can draw upon internal expertise including industry-leading experts across a broad range of sectors, industries, and geographies.

DATA & TECHNOLOGY

Our Data & Technology experts provide the full range of digital services including:

- eDisclosure/e-Discovery
- AI Enhanced Data Analytics
- Cybersecurity

We tailor e-Discovery services to support our clients' requirements across a variety of matter sizes and types. Our team of e-Discovery and digital forensic advisors provide consulting expertise and end-to-end project management across the full information life cycle from identification through disclosure, document production, including managed review for investigations, or litigation.

Our consultants work collaboratively with clients to design efficient workflows, proactively identify and mitigate risk, apply quality control checkpoints, solve technological challenges, and provide cost-effective solutions.

Our e-Discovery and digital forensics advisory team has significant experience with a broad range of industry-standard technologies and procedures. Also, our professionals have served in some of the largest and most globally recognised e-Discovery investigations. For every unique engagement, we carefully customise our approach to ensure an efficient and well-planned deployment of resources and technology.

Commercial Litigation

At Ankura we have market leading experts with in-depth experience of working with commercial litigators and their clients to establish the facts, analyse the financial issues and assist with the development of a robust dispute resolution strategy. Our experts have extensive experience of acting as party-appointed, single joint experts or advisors in commercial litigation and alternative dispute resolution procedures. Our specialist team advises on all aspects relevant to quantum from the financial, economic and valuation aspects of claims, to assisting clients through the dispute resolution process and providing robust independent expert testimony.

We take a commercial and pragmatic approach, delivering the highest quality tailored services on each assignment. Our experts are actively involved in every aspect of each assignment, giving you confidence in the quality of our expert led service.

We routinely act in a wide range of commercial disputes:

Breach of Contract and Other Transaction Related Disputes

Financial Reporting Disputes

- Breach of GAAP (IFRS, US & UK)
- Fraudulent misstatement
- Accounting restatement

Expert Determination

Quantum of Loss and Damages Assessments

JV Disputes

Forensic Accounting and Accounts Reconstruction

Contentious Valuations

Economic and Statistical Analysis

Collective Redress

Section 90A FSMA Claims

Minority and Other Shareholder Disputes

Breach of Warranty and Completion Accounts Disputes

Professional Negligence Claims

HNW Matrimonial Disputes

Insurance Claims

- Business interruption
- Breach of warranty

International Arbitration

As the volume and complexity of disputes, business risks and regulatory challenges continue to grow, leading companies and their counsel know that the right experts and litigation advisors are critical to the success of a case. We work with clients and counsel to develop sound and compelling analysis, opinions, and solutions – enhanced by leading technology tools and delivered by credible and credentialed experts – throughout all phases of litigation, arbitration or regulatory proceedings.

Our experts are routinely instructed to act on both Commercial and Investor State arbitrations and have given evidence in Dubai, the Hague, Hong Kong, Ireland, France, Korea, Malaysia, Singapore, Portugal, Australia, the UK and the USA. We are trusted by the world's leading international arbitration lawyers to provide robust, independent expert evidence which stands up to rigorous cross examination.

COMMERCIAL ARBITRATION

Our experts have given evidence in arbitration proceedings governed by the following commercial arbitration rules:

AAA	American Arbitration Association
CIETAC	China International Economic and Trade Arbitration Commission
DIFC	Dubai International Financial Centre
HKIAC	Hong Kong Arbitration Centre
ICC	International Chamber of Commerce
ICDR	International Centre for Dispute Resolution
LCIA	London Centre of International Arbitration
SCC	Stockholm Chamber of Commerce
SIAC	Singapore International Arbitration Centre
UNCITRAL	United Nations Commission on Trade Law

Acting on disputes arising from:

- Mergers and Acquisitions
- Joint Ventures
- Cross border contractual disputes
- Technical accounting disputes
- Complex business valuations

INVESTOR STATE ARBITRATION

Our experts have considerable experience of acting as experts on Bilateral Investment Treaty disputes, acting both for and against States under ICSID and **UNCITRAL** rules in disputes arising from:

- Asset Expropriation
- Mergers & Acquisitions
- Joint Ventures
- Cross border contracts
- Technical accounting interpretation
- Complex business valuations

Transaction and Insurance Disputes

We have extensive experience of acting as expert and adviser in commercial disputes arising from corporate transactions and catastrophic loss. Our team includes some of the most experienced testifying expert across EMEA and APAC with experience of acting as party appointed experts, single joint experts and expert determiners.

M&A/JV/SHAREHOLDER DISPUTES

Our experts have considerable experience of providing robust independent analysis and expert testimony arising from the purchase and sale of businesses or the operation and ultimate collapse of joint venture relationships including:

- Material adverse change assessments
- Breach of warranties misrepresentation
- Working capital and other purchase price adjustment disputes
- Interpretation of financial clauses in SPAs
- Earnout disputes
- Pre-closing disputes
- Technical accounting disputes
- Fraud and corruption allegations
- Financial covenants compliance
- Valuation and solvency issues

Our highly-qualified professionals serve as independent accountants, expert witnesses and consultants throughout the transaction lifecycle.

INSURANCE DISPUTES

When businesses suffer significant losses, whether from catastrophic events (fire, flood, disease, cyber attacks) or in the course of transactions, often insurance is in place. Most commonly we are brought in to assist in the context of Property Damage Business Interruption policies, Directors & Officers policies, Warranties & Indemnities policies, and Cyber policies.

Our experts assist clients and their legal teams in:

- Business interruption cover evaluation for renewal
- Quantification of loss for presentation to insurers and their adjusters/forensic accountants
- Assistance with negotiation of claims
- Expert testimony on technical matters (cyber breach and accounting warranties) and quantification of losses suffered.

Complex Valuations and Technical Accounting Disputes

Complex business valuations and technical accounting disputes are often at the heart of commercial disputes. Our team includes market leading valuation specialists with considerable expertise in undertaking complex business valuations with broad sector experience, as well as technical accounting specialists with deep knowledge of IFRS, US GAAP and other local financial reporting and regulatory frameworks.

VALUATIONS

Business valuations are often complex and contentious. A robust valuation must combine deep technical expertise with an in-depth understanding of the market, the asset in question and the company and its competitors. It requires an analysis of both financial and non-financial information together with an understanding of the legal and regulatory environment.

Our experts are routinely instructed to provide independent valuations in contentious disputes in a variety of different situations including:

- Asset expropriation in BIT claims
- Damages assessments in commercial litigation and arbitration
- Business interruption, loss, impairment, and destruction
- Financial reporting and financial statement misrepresentation
- Purchase price disputes
- Intellectual property and intangible asset disputes
- High Net Worth matrimonial disputes
- M&A and other transactional disputes
- JV disputes
- Minority disputes
- Solvent and insolvent restructuring
- Portfolio valuations

TECHNICAL ACCOUNTING DISPUTES

Our experts have deep technical accounting knowledge acting on regulatory enquires and technical accounting disputes covering a range of issues. Our experts have acted both for and against leading regulators including the SFO, FRC, FCA in the UK, the SEC and DoJ in the USA, SFC and the DoJ in Hong Kong.

With backgrounds in audit and advisory practices our experts have given evidence on a range of technical accounting and regulatory issues including:

- Civil, criminal and regulatory actions against corporates and officers
- Breaches of accounting standards (IFRS, US and UK GAAP)
- Fraudulent misrepresentation in financial statements
- Financial statement manipulation
- Interpretation of financial information and clauses in legal agreements
- Misleading statements to the market, auditors and regulators.
- Trading whilst insolvent

Competition and Antitrust

As the frequency, size and complexity of competition investigations, disputes and class actions continue to grow in multiple jurisdictions, organisations are increasingly facing extreme risks to their businesses. Regulatory penalties, significant damages, or catastrophic operational risks are at stake when an organisation is faced with a potential competition infringement issue. In some cases, these issues can be widely publicised with serious implications for a company's brand and reputation.

The Ankura team provides economic, financial, statistical, compliance and operational expertise to law firms and corporations with a particular focus on competition claims. Our diverse and experienced professionals offer critical insight and support covering the full spectrum of competition and antitrust challenges, to arm our clients with the empirical research and facts they need to make their case. Key areas are:

COMPETITION RISK REVIEWS AND COMPLIANCE

- Our antitrust and competition specialists understand potential compliance threats and deliver programmes to help clients see and react to potential competition risks within their operations. We assist with the design implementation and monitoring of compliance programmes helping clients to make informed strategic decisions and proactively manage compliance concerns.

INTERNAL INVESTIGATION AND RESPONSES TO DAWN RAIDS

- Unannounced inspections or dawn raids from antitrust authorities require a rapid and coordinated response. Our forensic accountants and investigation specialists provide expert technical accounting and investigation support to respond to internal whistleblowing and dawn raids. Crisis management from a team of professionals who work closely with legal counsel and who understand the regulatory regime are essential to minimising the disruption and damage caused. We also advise on preparing dawn raid guidelines and response procedures to follow internally.

DAMAGES CALCULATIONS AND ASSESSMENTS

- Our damages experts have considerable testifying experience before the competition authorities and the High Court providing robust, independent, defensible estimates of loss and damages arising from anti-competitive behaviour. We act for both claimants and respondents giving us a unique perspective of parties approach and case strategy.

SETTLEMENT CONSULTING AND DESIGN

- We design complex algorithms that balance equitability and expediency in the settlement administration process.

VISUAL COMMUNICATIONS

- Ankura's visual communications consulting group knows the power of visual persuasion. We deliver strategic presentations designed to clarify and emphasise key themes and issues affecting our clients' business that prove effective in courtrooms, conference rooms, and boardrooms.

Collective Redress

Regimes for providing justice to large groups of individuals who have suffered harm are developing at pace around the world. Collective proceedings typically involve large numbers of class members and the aggregated indemnities can be very high. The nature of these types of cases often means that they are complex to manage, as there are many individual aspects to keep track of, even under a single cause of action.

We have extensive experience of providing strategic advice to all parties involved in complex class actions and group claims. We bring decades of experience on some of the largest mass claims in the world, with total compensation exceeding \$50 billion, arising from matters such as antitrust, product liability, environmental damage, personal injury, employment disputes, data rights and more. Our talented global team offers insight from the earliest stages of potential class actions, anticipating the need to deliver a robust settlement scheme at the end of the case.

CLASS CERTIFICATION

- We partner with our clients throughout the class certification process to certify claims, provide alternative arguments, and determine liability.

LIABILITY AND DAMAGES ESTIMATION

- Calculating damages associated with class actions requires a diverse skillset and a comprehensive understanding of the litigation. It is often difficult to rely solely on common practices within one discipline to estimate damages appropriately. We combine a multidisciplinary approach with our experience to arrive at accurate and defensible estimates.

PRE-SETTLEMENT STRATEGY AND NEGOTIATIONS

- Drawing on our significant depth in quantitative analytics and probabilistic modelling, we give clients the information they need to make critical decisions regarding litigation and resolution strategies.

MASS CLAIMS RISK ADVISORY

- Our team has a strong record of delivering in mission-critical moments and our programs are tailored to the unique needs of our clients to bring the accountability, efficiency, and rigour required to identify and mitigate potential mass-claims risk.

GLOBAL SETTLEMENT NEGOTIATION AND DESIGN

- We routinely leverage Ankura's integrated, multi disciplinary resources to operationalise high value, complex settlements designed for the benefit of claimants impacted in mass torts and class actions. Our team transforms settlement agreements into actionable processes and protocols.

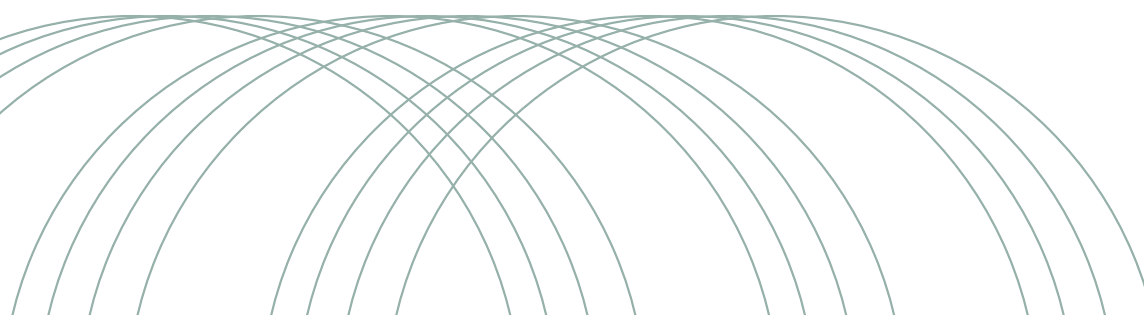
CLAIMS ADMINISTRATION

- Ankura's team has decades of experience managing some of the largest settlement funds and trusts ever created, pursuant to both court judgements and voluntary settlement decisions. We deliver effective claims programmes that integrate turnkey capabilities to enable effective notice, claims intake and administration, data integrity and security protocols, and quality assurance/quality control procedures, to ensure that adjudications are accurate and timely.

INVESTIGATIONS AND INSIGHTS FROM DATA

- We uncover the facts in complex investigations through a combination of interviews, forensic reviews of evidence and complex data analyses. Our team works under the direction of external legal counsel to ensure that communications and findings are protected by privilege.

Our Expertise



Sector Expertise

Our unique blend of subject-matter expertise, wealth of cross-disciplinary and cross-industry experience, and proven track record enable us to deliver tailored, effective solutions and unparalleled service in a broad range of matters.

- Aviation, Aerospace & Defense
- Automotive
- Business Services
- Construction
- Education
- Energy
- Environmental
- Financial Services
- Hotels and Hospitality
- Manufacturing, Distribution, & Logistics
- Infrastructure & Real Estate
- Insurance
- Healthcare
- Life Sciences
- Mining
- Oil & Gas
- Public Sector
- Retail
- Sports and Leisure
- Telecommunications, Media, & Technology

Why We Are Trusted as Experts



Dedicated experts that work day to day on your cases

- Our experts are supported by an experienced team of dedicated forensic accountants and valuation professionals but retain a day-to-day engagement in all matters, providing clients with the benefit of our experience and the assurance of the very best advice and robust expert evidence.



Globally recognised and accredited experts

- Our experts are consistently accredited in Who's Who Legal among the world's leading experts.
- They are experienced testifying experts with more than 200 appearances in courts and international arbitration hearings globally.



Geographic coverage and understanding

- Our experts are experienced in dealing with the legal, cultural and financial complexities of working in different geographies.
- We have a local presence in the world's major dispute resolution centres and are able to provide local language and pragmatic advice in multiple jurisdictions around the globe.



Competitive and proportionate fee models

- Our fee structures are competitive and fair. With many competing cost pressures facing clients in complex cross border litigation and arbitration it is imperative that they have complete transparency and certainty over fees.
- We provide that transparency and clarity at every stage of the dispute resolution process.

What our peers and clients say about our experts:



“The go-to forensic accountancy expert in the region”

“Known among sources as a standout forensic expert”

“Brings a wealth of experience and know-how to every case”

“Deep experience and authoritative involvement – you will want him on your side in any matter”

“Lauded by sources who note he is efficient, understanding, incisive and pragmatic”

“Tribunals find him very persuasive and his complex reports are easy to assimilate”

“A first-class quantum expert who is well versed in providing expert testimony in complex construction disputes”

“Sources recommending him for his excellent cross-examination skills”

“An incredibly strong quantum and valuation expert”

“Unrivalled depth especially in complex and high-profile disputes and investigations”

“Robust in cross-examination and clear in his opinions”

Contact Us

Ankura Consulting Group, LLC is an independent global expert services and advisory firm that delivers services and end-to-end solutions to help clients at critical inflection points related to conflict, crisis, performance, risk, strategy, and transformation. The Ankura team consists of more than 2,000 professionals serving 3,000+ clients across 55 countries who are leaders in their respective fields and areas of expertise. Collaborative Lateral Thinking That Delivers™, hard-earned experience, expertise, and multidisciplinary capabilities drive results and Ankura is unrivalled in its ability to assist clients to Protect, Create, and Recover Value™.

For more information, please visit: www.ankura.com.

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