

TPMCL



The Practitioners Management
Consultants (Pvt.) Ltd.
Since 1992



TPMCL

PROFILE BROCHURE

We Are A Professional Company That Provides Tax Solutions To Our Valued Customers.

ABOUT COMPANY

Global organizations gradually face complex challenges created by unpredictable financial markets, ever-changing governmental regulation, and increasing global association. The enterprise value of each organization depends on how well these pressures or opportunities are handled. But few have the capability or objective to manage them within.

WHO WE ARE

TPMCL provides the critical external edge point to maximize the outcomes of these shifting complex scenarios. We help you identify and execute innovative ways to transform difficulties into competitive advantages. Our professionals are some of the worlds most experienced leaders appeared from the following titles:

- Certified turnaround professionals
- Certified Cost & Management accountants
- Chartered Accountants
- Corporate investigation specialists
- Intellectual property specialists
- Former chief executives
- Banking and securities professionals
- Certified public accountants
- Corporate, financial, and crisis communications specialists
- Chartered financial analysts
- Construction specialists
- Real estate professionals

Receiving assistance from the above trusted advisors provide support, and sustainable solutions that helps your organization protect and enhance its enterprise value.

WHAT WE DO

TPMCL provides thoughtful thinking on the most needed time. Clients retain us because we combine high-class expertise with innovative thought leadership to address demanding challenges in both event-driven and long-term scenarios.

Our extraordinary team of professionals delivers expertise born from experience. Clients rely on conventional critical thinking that evolves only from decades of hands-on experience at every level. Whether vertical market or cross-discipline, our solutions are practical, immediate, and sustainable.

Because challenges never cease, our engagements often involve the role of trusted advisor. Numerous client relationships have underwent the uncertainty of business and economic cycles. And many of our new arrangements come from existing clients — an evidence to our consistently delivering results.

OUR VALUES



Our Mission is:

To be the number one firm that people turn to worldwide for solutions to the soft- spot issues that affect their wealth, reputations, and, indeed, their lives.



Our Strategy and Value Proposition are:

We employ, top-quality, brilliant candidates and most importantly, to realm these topnotch talent, who are reliable and owns highest principles of loyalty, integrity, excellence, and are commendable to provide the best of client service, and respect, put up their 100% endeavor and proved as one of the most trustworthy to clients, who identify their weak issues, assist value-added solutions for them, and then deliver those solutions locally through the last mile of execution in a timely, effective, comprehensive,

CLIENT ADVANTAGE

TPMCL provides a single source of expertise and experience to address the interrelated issues impacting your enterprise value. Our goal is not just to address challenges but to anticipate them, surround them and deliver supportable solutions that range from the immediate to the long term.



OUR SERVICES

The company services team advises clients on liquidity management, working capital initiatives, financial forecasts, incident planning, asset sales, and capital structure modifications. In addition, we help develop and implement turnaround plans to address operational and economic issues in an advisory capacity or as provisional management. In all cases, our experts effect the credibility that TPMCL has earned with critical creditor constituencies.



Creditor Rights

The creditor rights team maximizes recovery for unsecured creditors of distressed companies. We monitor short-term liquidity, operations, and the business plan and assist in developing the reorganization plan. We also assess the value of the assets and the enterprise and can aid in selling divisions or the entire company.



Lender Services

Lender services experts assess the critical areas of lender concern, including the disappointed borrower's current operating environment, liquidity position, and business plan.



Monitoring Services

For companies that are planning or already have completed a transaction or have a market position that significantly lessens competition, TPMCL can act as a monitoring trustee. When a competition authority's investigation requires parties to maintain the two businesses as viable, standalone companies pending the study's outcome, we can provide the monitoring authority and, in some circumstances, manage mandatory loss.

The restructuring and turnaround experts at TPMCL help management stabilize finances and operations to reassure all parties that proactive steps are being taken to enhance value. Our deep expertise across many industries allows us to establish the key issues quickly and to react immediately on behalf of our clients.

For clients in crisis, the team develops liquidity forecasts, improves cash flow management, obtains additional financing, negotiates loan covenant waivers, and guides complex debt restructuring. We also provide analytical and advisory services to lenders and unsecured creditors of distressed borrowers.

CORPORATE FINANCE/RESTRUCTURING

The Corporate Finance/Restructuring practice at TPMCL focuses on businesses' strategic, operational, financial, and capital needs. We address the full spectrum of financial and transactional challenges faced by companies, boards, private equity sponsors, creditor constituencies, and other stakeholders. Our success depends upon achieving optimal results for our clients.

BANKRUPTCY SUPPORT SERVICES

Sometimes, the best way to maximize asset value is to initiate bankruptcy or another liquidation proceeding. In addition to our restructuring and turnaround services, TPMCL provides critical services specific to a court-supervised liquidation process. The bankruptcy and liquidation services team at TPMCL collaborates with the client's management team, board of directors, and legal and financial advisors to develop and implement a comprehensive reorganization plan.



Bankruptcy Preparation & Reporting

Our experts are skilful in all phases of liquidation proceedings, including coordination with attorneys, analysis in support of petitions and allied indications, and preparation of court-mandated reports.



Technical Analytics & Claims Management

Our consultants use a secure, Web-enabled claims management system to enhance the management and resolution of scheduled liabilities and claims.



Trustee, Examiner & Receiver Services

On behalf of creditors of bankrupt or ruined companies, TPMCL provides independent leadership to preserve the value of assets and maximize recoveries. We also develop strategies for monetizing the debtor's assets.



Bankruptcy/Insolvency Litigation & Expert Witness Services

We represent underperforming companies, debtors-in-possession, creditors' committees, and lenders. In addition, many of our testifying experts have national reputations in federal and state courts.

TRANSACTION ADVISORY SERVICES

The transaction advisory experts at TPMCL - senior partners and dedicated teams with specific industry expertise offer a forward-looking viewpoint and track record of success across the entire transaction life cycle. Whether representing buyers, sellers, or lenders, we offer comprehensive due diligence advice and hands-on support in evaluating opportunities across the

ize risk.



Buyer Services

The buyer services team at TPMCL supports the client in every aspect of the buying process. Our experts perform comprehensive due diligence, including quality of earnings, synergy analysis, and evaluation of projections. In addition, we help assess key value drivers and risk factors. We also advise clients on the most advantageous tax and accounting structures and oversee the contract and valuation processes.



Seller Services

We support clients on the seller side to help them manage the sales process, increase the probability of a successful sale and realize maximum value at the time of the transaction. The team does this by:

- Providing vendor due diligence to reduce risk and make the sale process more efficient
- Evaluating businesses or entities for sale, including quality of earnings, balance sheet, and working capital requirements
- Identifying value enhancers and value issues
- Negotiating with buyers on the client's behalf
- Preparing offering memorandum
- Managing the due diligence process.



Purchase Price Dispute Services

Our experts assess whether generally accepted accounting principles have been consistently applied and determine the accuracy of financial statements. In addition, we partner with attorneys and clients to negotiate favorable settlements and resolve earn-outs. We also act as an independent judge for disputes related to earn-outs and working capital adjustments.



Lender Services

We advise clients on all aspects of the lending decision-making process for domestic and foreign-based opportunities. The services provided includes:

- Reviewing and leveling cash flow and business plan projections
- Performing due diligence, analyzing collateral, and monitoring portfolios
- Assisting in credit-risk situations and suggesting troubled-credit restructuring alternatives
- Supporting upsell and providing backup management services



Valuation

The buyer services team at TPMCL supports the client in every aspect of the deal valuation. Our experts work with clients to prepare opening balance sheet evaluations, perform disbursement analyses, and assist with initiative estimates. We also help private equity general partners with a valuation of their holdings, including capital proficiency used to facilitate surplus restoration, strength, and equality options.



Merger Integration Services

To realize the total value of a merger, TPMCL works with client executive management to assess the feasibility of integration project plans, benchmarks, and timetables. We specialize in keeping the integration on schedule and evaluating the functions of both units to determine best practices.



Tax Services

The tax services team develops strategic solutions to clients' tax issues arising from acquisitions, sales, and restructurings and advises on all compliance matters. These help clients realize the maximum tax advantages from their transactions.

PRIVATE EQUITY

The private equity industry enjoys an extraordinary opportunity to power rapid capitalism, and a period of solid corporate liquidity. At the same time, the past several years of economic and business instability have resulted in an increasingly complex business landscape, including new legal and regulatory challenges. As a result, private equity firms are experiencing longer hold times for portfolio companies and an altered market for investment and denial. In addition, the limited partner community desires additional transparency and comfort around the private equity firms in which they invest.



Target Firm Search

TPMCL will partner with you to add value in the critical pre-deal target firm assessment stage, where in-depth knowledge of industry trends is vital. We put our contact base to work to help you open doors.



Due Diligence

Our services to enhance understanding of target companies and portfolio company business potential include



Building Portfolio Company Value

TPMCL provides critical planning, process management, and implementation expertise, including the services of globally recognized turnaround professionals, to grow the business and improve portfolio company profitability.



Successful Deal Completion & Beyond

TPMCL will seek creative strategies and provides process management for successful divestiture:



PERFORMANCE IMPROVEMENT

TPMCL improves the efficiency and effectiveness of clients' operations with a balanced approach focused on increasing revenues and cutting costs. We help clients align business activities to a "critical few" priorities and balance short-term and long-term goals. We speed up clients' growth and increase effectiveness by using external benchmarks and deploying best practices. Our systemic changes lead to sustainable results.



Revenue Management

The revenue management team helps clients balance the quantity and quality of revenues while cultivating a suitable customer base and generating profitable growth. These are done through the following core processes:

- Understanding, acquiring, managing, and growing the customer base

Operations Improvement

The operational improvement team helps clients reduce costs through plant consolidation, elimination of redundant processes, equipment strategies, and improvements to systems, technology, yield management, and energy consumption. These reductions and efficiencies are achieved by establishing performance measures and accountability.



Working Capital Management

By building streamlined processes for managing customers, operations, and procurement, TPMCL reduces costs and improves the effectiveness of operations. These increases working capital, which helps clients fund growth and weather downturns. Key processes we focus on are:

- Customer management: order to collect
- Operations management: plan to deliver
- Procurement management: order to pay

Supply Chain & Logistics Management

Supply chain management requires collaboration among multiple internal and external partners, often driven by different motives.

Our team achieves coordination by:

- Assessing the complete supply chain to prioritize and plan initiatives
- Helping clients achieve continuous cost reductions with a more efficient flow of information and goods.



SG&A Optimization

TPMCL works with clients to analyze the order-to-cash process, focusing on work value analysis, process flows, organization structure, and cost reviews. These allow us to:

- Help clients understand how each cost center contributes to business value
- Analyze value creation to determine the optimal resource allocation
- Develop implementation plans that create more efficient operations



Business Intelligence/Planning

TPMCL assists clients in developing processes to deliver and use business intelligence. The services include:

- Developing forecasts and scenarios
- Providing financing strategies, budgets, models, and analyses
- Combining internal and external information into business intelligence
- Developing management reporting tools such as key performance indicators

Business Assets Optimization

TPMCL reviews clients' asset portfolios, including customers, products, and physical assets. Our work helps clients preserve and improve profitability by streamlining and simplifying processes and capabilities.



Organizational Design & Optimization

The organizational design and optimization experts at TPMCL review functional strategies and implement best practices across the organization. This help improves focus, reduce capability gaps, set objectives, streamline processes, enhance reporting protocols and lessen short and long-term cost disparities.

Program Governance

Our experts help clients better manage large and complex enterprise-wide initiatives. We introduce structure and practices that allow senior-level leadership, oversight, and control to guide programs to successful conclusions.



Merger Integration

We facilitate collaboration among the merger parties to perform a challenging analysis and create detailed process plans, combining parameters, and timetables. We achieve improvements in quality and speed of decision-making by:

- Assessing client project plans, benchmarks, and timetables for feasibility
- Working with executive management to keep integration on schedule
- Analyzing the functions and systems of both entities to determine best practices

INVESTMENT BANKING

The coverage of resources at TPMCL enables us to combine industry expertise with investment banking and transaction execution expertise when a specialized skill set is critical to a transaction's outcome. Our unique capabilities provide a competitive edge to understanding and conveying a company's key business drivers to potential buyers, sellers, and financing sources.

The Positive Effects for Our Clients can Include:

- Less upfront time needed to understand and articulate a company's key business drivers
- Better ability to identify the most suitable acquirers, targets, and funding sources
- Keen insight into company valuation/funds provide the basis for our services, whether in the analysis of strategic alternatives or execution of a merger, acquisition, splitting, or capital placement, as well as for fairness opinions.

TPMCL Capital Advisors, LLC, through our broad spectrum of services, assists clients around the globe throughout all phases of a company's financial health. Clients that require a sophisticated combination of economic, technical, and industry experts continually rely on the experts within our practice areas to address a wide range of investment banking issues.



VALUATION & FINANCIAL ADVISORY SERVICES

TPMCL specializes in providing business and intangible asset valuations, financial opinions, financial and strategic analysis, forecasting, and transaction support services covering a broad spectrum of industries and situations from an early stage, middle market, and Fortune 500 companies and capital market constituents.



Transaction-Based Opinions

- Regarding the change of control, going private, management buyout, acquisition, PIPE, and Fairness Opinions
- Solvency Opinions
- Collateral Valuation Opinions
- Intellectual Property and Intangible Asset Valuation Opinions
- Going Concern Valuation Opinions



Financial Reporting Opinions

- Purchase Price Allocation and Goodwill Impairment – ASC 805
- Portfolio Valuations for Private Equity Funds, Hedge Funds, Banks and other Capital Market Constituents – ASC 820
- Incentive Compensation, Options, and "Cheap Stock" – ASC 718
- Revenue Recognition for Multi-Element Licensing Arrangements – ASU 2009-15
- Derivative Valuation Opinions – ASC 815



Tax Planning and Reporting Opinions

- Estate and Gift Tax Opinions
- Enterprise, Minority Interest, and Non-Marketable Minority Interest for Business and Asset Valuations
- Equity/Share-Based Incentive and Compensation for Services – IRS Sec. 409A



Financial and Strategic Advisory Services

- Forecast Preparation and Assessment
- Distressed Situation Value – Maximization Strategies
- Strategic Alternatives and Transaction Structuring Support
- Trial Support and Dispute Resolution

ECONOMIC CONSULTING

TPMCL provides law firms, corporations, and government agencies with sophisticated and comprehensible analyses of complex economic issues to assist them in understanding the problems and opportunities they face. Our Money-based Consulting practice involves different engagements related to economics, finance, and accounting. We provide significant vision and expert reports in legal/law-based proceeding, and calculated decision-making, and public policy debates. We also have insightful ability in preventing economic monopoly issues, mergers and purchases, securities lawsuits and risk management, estimate, and international legal hearing



ANTITRUST & COMPETITION ECONOMICS

TPMCL, mainly through its Compass Lexecon subsidiary, has provided expert advice and testimony in hundreds of complex antitrust (economic monopoly) matters, assisting with many of the highest-profile antitrust (economic monopoly) and M&A actions and dealings of the last 30 years. We apply cutting-edge industrial organization philosophy and use sophisticated economic and econometric (statistical inference to quantify economic phenomena) analyses to analyze and explain the complex issues that define these engagements.

BUSINESS VALUATION

Our Economic Consulting professionals — highly regarded experts in finance, economics, and accounting — assist in the economic valuation of tangible and intangible assets on behalf of our clients. In addition, we provide valuation opinions and expert testimony in traditional commercial disputes, including matters of economic damage, post-transaction disputes, professional negligence, and stakeholder controversy. We also offer valuation opinions and expert testimony in international disputes before international courts of authority and negotiation hearings.

INTELLECTUAL PROPERTY

TPMCL helps clients understand and maximize the value of their weak business assets. We calculate losses from intellectual property (IP) violation, applying statically methods to develop pricing structures for IP valuation and licensing, manage the purchase or sale of IP assets, negotiate with tax authorities and determine IP-related losses in legal arguments and negotiations.

INTERNATIONAL ARBITRATION

With economic disputes growing in cost and complication, TPMCL helps companies direct through each stage of the dispute resolution process. We offer independent advice and expert testimony needed for successful outcomes. In addition, our international arbitration (negotiation) experts have years of industry experience in damage measure and harmonize and commercial arbitration (negotiation).

We provide end-to-end valuation and system support, including determining if a claim is worth chasing, identifying the correct approaches or procedures for calculating damages, evaluating claims in the context of past and future economic damages experienced, and identifying the exact type of expertise, evidence and documentation required.



LABOR & EMPLOYMENT

The ever-increasing size and complication of payroll, personnel, and time-keeper databases make it difficult and time-consuming for clients to make business decisions and respond to legal claims. In addition, they face increased scrutiny from federal and state governments in employment discrimination areas such as compensation, hiring, and separation. Drawing on our significant experience in labor and employment matters, TPMCL specializes in preparing economic and statistical analyses for clients facing disputes relating to wage and hour issues, class action, class certification, lost earnings, and discrimination. Our consultants, including well-known academics, have testified dozens of times on the conduct and effects of these studies in various labor and employment disputes.

PUBLIC POLICY

We study the impact of regulation and political considerations across various issues facing our clients worldwide. Our clients — government agencies and private companies — are making complex decisions involving regulated industries and complicated commercial arrangements, taxation, and public/private partnerships that operate at the joining of governmental, political, supervisory, and commercial considerations. TPMCL economic experts — many of whom have held critical positions in government and academia — have years of experience advising on concrete, economically secure, and workable solutions for resolving challenging considerations.

OUR SERVICE OFFERINGS INCLUDE:

- Strategic & regulatory planning
- Program evaluation
- Regulatory & policy reform
- Analysis of proposed legislation & regulation
- Tort liability
- Forecasting
- Public-private partnerships
- Public finance

REGULATED INDUSTRIES

The Economic Consulting practice at TPMCL helps clients use economic analysis, econometrics, and network modeling to analyze complex pricing, valuation, and risk management issues across the spectrum of regulated industries. Our experts combine world-renowned academic expertise in economics with solid industry sector knowledge of the markets in which industrial companies operate and engineering and performing issues they confront to advice on the effect of regulations on their global business strategies.

Our Service Offerings Include:

- Advice on economically appropriate regulatory strategies & tactics
- Analysis and expert testimony in disputes related to pricing, terms & conditions & alleged breach of contracts
- Pricing of bundled services
- Regulatory due attentiveness for investors in regulated industries
- Valuation
- Modeling of regulated networks for litigation, investment & business planning applications

SECURITIES LITIGATION & RISK MANAGEMENT

With increased volatility in financial markets and a global regulatory environment that changes rapidly and inconsistently in various global regions, TPMCL clients require experts who can assess, calculate and manage the complex range of risks inherent in global financial markets.

Professionals from the Compass Lexecon subsidiary of TPMCL pioneered applying the modern theory of finance to issues relating to securities fraud, in person trading, market manipulation, and other forms of securities lawsuit. Our securities litigation and risk management consulting experts testify for our government and corporate clients in the most complex disputes involving these issues. We also develop, review and implement financial risk management programs and transactions and create and implement strategies for managing market and credit risks, liquidity and operational risks, reputational risk, lawsuit exposures, and supervisory submission.

CENTER FOR HEALTHCARE ECONOMICS AND POLICY

Achievement of the "Triple Aim" goals – reducing the per capita cost of healthcare, improving the health of populations, and enhancing patient access to and experience of care – will be most effective if driven by community-based healthcare stakeholders (local governments, insurers, providers, physicians, and employers). Therefore, the Center for Healthcare Economics and Policy works with these stakeholders to facilitate community-based efforts to achieve the "Triple Aim."

Our Service Offerings:



Community-Based Healthcare Re-Alignment Studies and Strategies

We work with healthcare constituents in communities with excess or uneven healthcare capacity or costs to identify the drivers of high healthcare costs to effective strategies to improve healthcare delivery at reduced costs.

- Providing cutting-edge economic tools and calculable methods to enable local healthcare stakeholders to define and implement needed market-based and market-wide change
- Empirical determination of the most relevant and actionable metrics on population health, costs, access, and resource utilization and alignment for individual communities to drive Triple Aim goals
- Applying these realistic methods correctly to each community's unique features of healthcare delivery.



Employers as Agents for Change

We work with employers to provide sound economic and practical support for health and wellness programs, designing benefits to produce cost savings; and facilitating change in uneven capacity.

- Wellness initiatives – providing sound economic and practical support for health and wellness programs and designing benefits to produce net cost savings.

OUR TOOLS:



Measurement

- Extensive standard measures and experience in developing and applying best measures for specific localized issues
- Development of new experimental resulting measures for illegal change

Using Sound Empirical Analysis to Identify & Communicate Actionable Results

- Actionable measures: Identify controls for change
- Observed econometric analyses of the market, demographic, and individual firm characteristics of costs and healthcare spending
- Econometric analyses at the community or provider level to isolate key drivers of costs and healthcare spending, controlling for health and other demographics



Cross-stakeholder and Community Level Analysis

- Combine multiple sources of data from across communities and stakeholders to conduct meaningful analyses
- Group analyses are means to develop comparative analyses

Effective Alignment of Healthcare Capacity and Resources

- Assessment of excess capacity and costs associated with excess capacity: Modeling to identify required changes to status current situation and to inform stakeholders of costs; to make recommendations for change
- Experience assessing and modeling impacts of organizational change, rationalization, and re-alignment of capacity on quality and effectiveness.



FORENSIC & LITIGATION CONSULTING

The Forensic and Litigation Consulting practice at TPMCL provides multidisciplinary, independent dispute advisory, investigative, data acquisition/analysis, and forensic accounting services to the global business and legal community. Our team supports clients facing high-stakes litigation, negotiation and agreed investigations, and regulatory assessment.

FORENSIC ACCOUNTING & ADVISORY SERVICES

Across a global platform, our professionals assist U.S. and multinational clients respond to allegations involving the propriety of accounting and financial reporting, fraud, regulatory scrutiny, and anti-corruption inquiries. Our multidisciplinary experts address various accounting and compliance issues; analyze and reconstruct corporate books, records, and electronic information; and participate in fact-finding interviews.

We react quickly and confidentially to safeguard assets and reputation, resolve matters with minimum disruption to the business and ease reappearances by recommending suitable controls. Our approaches enable us to gather facts efficiently, analyze the issues, and prepare reports and presentations that stand up to regulatory and legal inspection. In addition, we assist with complex accounting and reporting issues that arise from situations occurring outside the ordinary course of business, including:

The restructuring and turnaround experts at TPMCL help management stabilize finances and operations to reassure all parties that proactive steps are being taken to enhance value. Our deep expertise across many industries allows us to establish the key issues quickly and to react immediately on behalf of our clients.

For clients in crisis, the team develops liquidity forecasts, improves cash flow management, obtains additional financing, negotiates loan covenant waivers, and guides complex debt restructuring. We also provide analytical and advisory services to lenders and unsecured creditors of distressed borrowers.

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- *Fraud and complex financial investigations*
- *Audit and special committee investigations*
- *Financial statement misstatements, inadequate disclosure, and restatements*
- *Whistleblower allegations*
- *Regulatory inquiries*
- *Anti-corruption and FCPA/U.K. Bribery Act compliance and forensics*
- *Independent internal controls and fraud risk assessment*
- *Compliance and transaction risk assessments*
- *M&A fraud services*
- *Ponzi schemes, embezzlement, and kickbacks*
- *Receiver, trustee, and independent monitoring services*
- *Technical accounting services*
- *Assistance with auditors*
- *Accountant liability*



Trustee, Examiner & Receiver Services

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Bankruptcy/Insolvency Litigation & Expert Witness Services

We represent underperforming companies, debtors-in-possession, creditors' committees, and lenders. In addition, many of our testifying experts have national reputations in federal and state courts.



Regulatory & Accounting Advisory

We assist clients in addressing complex accounting, regulatory, and auditing issues, including all phases of SEC and PCAOB actions and litigation. Our work includes resolving technical issues, estimating claims, restatements, and listing advisory services. Our testifying experts typically have given evidence for and against the government, enhancing credibility with judges and courts. In addition, several of our seasoned accounting professionals have served with the SEC's Divisions of Enforcement and Corporation Finance, the Office of the Chief Accountant, and the Financial Accounting Standards Board.

GLOBAL RISK & INVESTIGATIONS PRACTICE

Located in key financial centers worldwide, the team conducts advanced investigations, uncovers actionable intelligence, and performs value-added analysis to help decision-makers address and ease risk, protect assets, rectify agreement, make well-versed decisions and maximize opportunities.

Our Service Offerings:

We bring a multidisciplinary approach to complex factual, financial, and business-critical investigations, combining functional expertise in corporate internal investigations, anti-bribery and foreign corruption risk assessments, transactional due diligence, litigation intelligence, and commercial disputes with a deep understanding of the multijurisdictional investigative process.

Our experts conduct independent investigations to help clients resolve a variety of issues, including:

- *Mole allegations*
- *Fraud and complex financial investigations*
- *Anti-bribery and foreign corruption (FCPA/U.K. Bribery Act) investigations and risk assessments*
- *Political risk assessments*
- *Due diligence for mergers and acquisitions, joint ventures, and cross-border transactions*
- *Third-party integrity and vendor screening services*
- *Intellectual property theft and brand protection*
- *Internal and external fact gathering*
- *Improper or undisclosed related party transactions*
- *Exploitation and kickbacks*
- *Fraudulent conveyances*
- *Misdirected or stolen assets*
- *Asset searching and financial analysis*
- *Litigation intelligence and specialized fact-finding*
- *Transactional intelligence*
- *Compliance, monitorship, and receiver services*
- *Private Investigation*

DISPUTE ADVISORY SERVICES

TPMCL synthesizes financial, competitive, and industry information to help clients loosen challenging financial and economic issues in commercial disputes. Our experienced global team provides:

- Valuable insight and clarity.
- Assisting clients during every stage of a contested matter, from early case assessment and discovery to case strategy.
- Damages analysis.
- Settlement services.

In addition, our senior professionals are highly skilled at communicating our findings through expert testimony in various settings, including in federal and state courts and in conciliation and mediation proceedings.

A decorative graphic at the bottom of the page. It features a dark blue background with a large, stylized percentage sign (%) in the center. The percentage sign is composed of a grid of small dots. To the right of the percentage sign, the word "TAXES" is written in large, bold, blue capital letters. The background is decorated with various geometric shapes, including squares and rectangles, and a network of blue lines that resemble a circuit board or a data network. There are also some orange and yellow lines and shapes scattered throughout the graphic.

TAXES



Arbitration

The global arbitration team's accounting, economics, and finance specialists have extensive experience in valuation and damages quantification in the context of the treaty and commercial arbitration. In addition, TPMCL experts clearly and concisely substantiate damages calculations with written reports and expert testimony.



Accountant Malpractice Claims

We have provided investigative accounting and litigation consulting services in investigations, litigations, and regulatory or professional proceedings that involve accounting and professional malpractice allegations. Our accomplished experts regularly serve as witnesses, prepare reports and help clients assess, defend or settle investigations by regulatory authorities.



Post-acquisition Disputes

TPMCL has the resources to help companies navigate complicated post-acquisition disputes. Our experts have extensive experience analyzing purchase price issues, assessing the value of businesses, and facilitating dispute resolution. In addition, our professionals offer innovative solutions to resolve disputes regarding accounting judgments and valuations from the buyer, the seller, or an independent arbitrator/mediator.



Class Action Disputes

The class action team supports clients with proprietary modeling and settlement tools, which enable analysis and successful resolution of class action disputes. In addition, our litigation consultants and technical advisors help clients defeat class certification, testify on appropriate damages and administer class settlements.



General & Commercial Dispute Services

TPMCL experts help clients unravel accounting and financial difficulties in commercial disputes across all industry sectors and help bring an argument to an efficient and cost-effective resolution. We can assist in all phases of judicial, regulatory, and administrative disputes from early case assessment and pre-trial discovery through trial and appeal. Team members also act as independent accounting or damages experts.



Securities & Finance Advisory Services

With proven expertise in the economic analysis of securities, the markets they trade in, and their valuation, TPMCL provides companies and their counsel a comprehensive range of consulting and expert witness services in matters such as shareholder class action litigation, allegations of stock options backdating, market timing issues in mutual fund trading, hedge fund litigation, market handling, the valuation of subprime portfolios and the effect of financial disclosures on a company's stock price.



Damages Analysis

TPMCL has deep expertise in helping clients to prepare and recognize damages analyses. Our highly qualified specialists apply their accounting, forecasting, and financial reporting expertise to develop logical, highly secure determinations of damages based upon a thorough understanding of the links among damages, causation, and liability. In addition, our consultants are experts in their respective fields and thoroughly understand how to present damages clearly and briefly.



Valuation

Our professionals provide valuation consulting services concerning disputes, transactions, and day-to-day corporate management. Because our valuations are consistent with the methods commonly used for the intended valuation purpose and are successfully supported and communicated based on the intended use and audience, our valuations not only solve problems, but they help prevent problems.



Expert Testimony

TPMCL provides access to a prestigious team with in-the-field and in-the-courtroom experience in accounting, finance, economics, valuation, computer forensics, and fraud investigation. We have testified on behalf of petitioners and defendants in federal and state proceedings, in arbitration, before administrative agencies, and in tax court.



Securities Lending

TPMCL has far-reaching experience in high-stakes securities lending matters, providing expert and work product consulting services from an academic, industry, regulatory, and consulting services perspective. Our primary focus is on investment suitability, precautions, complete analysis, fees analysis, complex damages, class certification analysis, business purpose and economic substance, and authoritative research.

INTELLECTUAL PROPERTY

Protecting an organization's intellectual property (IP) is critical to its success. The experts at TPMCL help clients deal with the challenges and difficulties of successful intellectual property management. We combine financial, competitive, and industry information with our in-depth understanding of intellectual property value to provide proceedings support and damages estimation, intellectual property valuation, royalty agreement, licensing, and technology and intellectual property management and commercialization. Our experts also assist our clients with resolving a wide range of brand integrity issues through strategic brand protection, counterfeit, and IP investigations.

Litigation Support & Expert Testimony

From discovery to settlement, we work with clients involved in court cases, arbitration tribunals, and administrative hearings to develop the most robust possible litigation strategy. Our experts analyze financial records, develop damages claims, critique opposition expert reports, assist with witness preparation, perform analyses, and provide expert witness testimony. TPMCL provides clients with litigation support in six critical areas:

- Patent infringement
- Trademark Infringement
- Trade secret misappropriation
- Copyright infringement
- False advertising
- Unfair competition

International Trade Commission Section 337 Investigations

Intellectual property researchers and analysts at TPMCL perform the economic and commercial analyses necessary to support International Trade Commission Section 337 investigations, which are used to prevent certain products from entering the United States.

Royalty Compliance Services

We work with clients to determine the number of unpaid royalties, prevent future losses, understand their licensees' royalty obligations, and strengthen their relationships with business partners. Royalty compliance services include:

- Reviewing royalty payments, reports, and calculations
- Determining whether the licensee's understanding of its obligations matches that of the licensor
- Auditing information and presenting findings and recommendations to the client
- Designing programs for future monitoring of licensees

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- Auditing information and presenting findings and recommendations to the client
- Designing programs for future monitoring of licensees



Intangible Asset Valuation

We help clients accurately value intangible assets, including patents, trademarks, copyrights, and trade secrets. We employ various accounting, tax, purchase, and sales models. The services we offer include:

- Purchase price allocations
- Sale, disposition, and transaction support
- Restructuring and liquidation
- Accounting and tax regulations
- Support for disputes involving IP and other intangible assets

Intellectual Property Investigations & Brand Protection

TPMCL works with brand owners, law firms, in-house counsel, and government entities to develop a comprehensive strategy against fake and grey market goods. We succeed by monitoring markets, collecting evidence, conducting investigations, performing forensic analyses, and supporting litigation. In addition, we devise and implement strategic solutions and tactical actions to fight the increasing threat posed by fakes, grey market goods, and other intellectual property offenses.

Brand Development, Marketing & Research

Our award-winning branding and marketing team uses market analysis, creative design, Web development, publications, advertising, and more to create compact marketing campaigns that maximize clients' brands' value.

TRIAL SERVICES

The Trial Services professionals at TPMCL work with clients throughout the life cycle of a case, supporting litigators in war rooms and courtrooms. As a seamless part of the trial team, we provide visual communications consulting and graphics production, trial technology consulting, jury research services, and site logistics coordination. We understand the need to maximize the value of every dollar spent on litigation. Accordingly, TPMCL employs cost-saving processes such as developing inclusive in editable formats, which can be revised on the fly before and during the trial and providing work products to clients in native file format so they may be modified and re-purposed for potential future litigation.



Visual Communications Consulting & Graphics

Our visual communications and graphics experts help clients create, test, and deliver their cases' most powerful, persuasive presentations. We help litigation teams:

- Analyze the case to identify critical content and themes
- Strategize on the best methods for presenting evidence
- Create visually persuasive graphics to support opening statements, closing arguments, and fact and expert witness packages

Jury Consulting

We help clients understand how estimators likely will evaluate TPMCL and can effectively present their case and evidence. We also help clients assess the risk of bringing their case to trial and what factors could promote an early settlement. packages

Trial Technology Consulting & TrialMax®

We recommend implementing and operating hardware and software for the war room and the courtroom, allowing trial teams to focus on trial preparation. We provide the flawless presentation of visuals in the courtroom for maximum impact. When clients engage our Trial Services team, TPMCL offers free use of Trial Max® presentation software, which uniquely provides deposition designation and objection management. Where custom solutions are required, we build them.

Trial Logistics

The Trial Services team helps clients manage on-site logistics for optimal trial team efficiency. In addition, we provide services such as evaluating hotel and war room locations and identifying and negotiating with vendors for additional services such as printing, transportation, and catering.

FINANCIAL & ENTERPRISE DATA ANALYTICS

The complexity of financial systems and globalization of business processes challenge organizations to preserve and analyze transferable data to identify relevant litigation transactions and prevent and detect fraud. The firm's Financial and Enterprise Data Analytics (FEDA) team delivers strategic business solutions to clients requiring in-depth analysis of large, disparate sets of financial, operational, and transactional data. Our professionals – respected experts in technology, finance, forensic accounting, and the law – map relationships among various systems and geographies, mine for specific transactions, and uncover patterns that may signal fraudulent activity.

Fraud Detection & Investigations

The analysts at TPMCL identify fraud, determine how it occurred, and implement safeguards to minimize the risk of return. We can also assist with recovering assets lost to fraud and identifying those that may be linked to it. Our industry-leading experts spearhead investigations into the facts and circumstances surrounding potential incidents of fraudulent activity. We also analyze financial data to assist companies with risk avoidance and easing measures in their operations or business transactions. TPMCL has been engaged to monitor compliance, investigate fraud and ease the damage from fraudulent activities in these and other areas of specialization:

Data Analytics

The firm's Financial and Enterprise Data Analytics team relies upon several analytical software packages to join disparate datasets into a single repository, perform various analyses, and identify trends, patterns, and outliers to detect fraud.

Visualization

We produce simple but detailed visualizations from complex data sources, making it easier to identify irregularities. In addition, visualization of complex information offers clients a clearer sense of the problem vs. the confusion caused by tables of numbers. The FEDA team uses several software programs to create visualizations, including display.

System Audits/IT Due Diligence

The FEDA team performs audits and IT due diligence, often as part of the M&A process. Independent, third-party due diligence on complex, low-potential, high-frequency, transferable IT environments has become crucial in today's data-intensive industries.

COMPLIANCE, MONITORING & RECEIVERSHIP

Corporations of every size face various initiative risk or must observe with authorized monitoring settlements requiring independent assessment. Such ongoing challenges require an operating environment with strong internal controls and agreement policies that are tested and restored on an ongoing basis. TPMCL provides joined global teams of industry specialists and compliance experts who offer a cost-effective approach to testing enhancing, and monitoring corporate compliance programs. In matters involving accusations of ongoing fraud or other misconduct where the court may appoint a monitor, examiner, or Receiver, our professionals also understand the time-critical nature of implementing a plan of action, communicating with multiple constituencies, and managing the essential difficulty of such appointments.

Compliance

Effective compliance programs play a critical role in warning of potential threats and preventing violations of laws that, at a minimum, could stain a corporation's image and impact its business relationships or financial viability. Our highly experienced professionals bring detailed knowledge of their fields and industries to client projects, providing full-scale assessments, process improvement, and support for compliance programs. We help analyze current policies and procedures to find gaps or breaches in existing safeguards. We are adept at designing and implementing controls that serve to restore deficits or monitor the continuing effectiveness of an organization's compliance program in an ever-changing business environment.

Corporate Monitoring Services

Prosecutors and regulators frequently require the appointment of a corporate integrity monitor to verify a company's compliance with the terms of a settlement. The position of a monitor extends the reach of law enforcement by enabling the government to conditionally suspend a prosecution or enforcement action while a company works to implement agreed-upon business and agreement reforms. TPMCL has a wealth of experience and the necessary resources to serve as an independent monitor across all industries and professions.

Receiver, Examiner & Trustee Services

TPMCL has not only supported the work of receivers, examiners, and trustees but we also have been appointed directly to work in that capacity. We are retained to recover and analyze enterprise-wide data; independently investigate, gather and document relevant facts; clarify or reconstruct complex financial transactions; apply forensic accounting techniques; and quantify damages in various receiverships, bankruptcies, release up, or impulse liquidations. In addition, we offer a complete range of electronic evidence capture and review tools that identify, preserve and collect relevant information and empower rapid analysis.

STRATEGIC COMMUNICATIONS

The Strategic Communications practice of TPMCL is one of the world's most highly regarded communications consultancies. With more than 22 years of experience advising management teams in critical situations, we help our clients use their communications assets to protect, enhance, develop and defend their enterprise value – no matter what they are going through or where they are in the world. We combine global reach with critical local knowledge with approximately 700 expert strategic communications consultants in more than 25 key international markets.

We also have built a unique depth of industry and interdisciplinary expertise so that clients have access to professionals focused on their particular sector, have a broad network of relationships with key influencers, and provide communications counsel

bas din-depth industry knowledge and experience.

Protecting & Enhancing Clients' Enterprise Value

Given our integrated approach to strategic communications, we are uniquely positioned to advise executive teams, boards of directors, and other senior decision-makers on how best to address – from a communications perspective – the opportunities, threats, and challenges presented by issues that affect enterprise value. Further, as part of FTI Consulting, we can complement our strategic communications expertise and offer clients access to market-leading management consulting and advice to address critical business situations, including investigations, litigation, regulatory disputes, and restructuring.



FINANCIAL COMMUNICATIONS

TTPMCL helps executive teams, boards of directors, and other senior decision-makers maximize their communications and marketing assets to protect, enhance, develop and defend enterprise value.

M&A Communications

We consistently are ranked as the #1 communications advisor in global league tables by deal count. We deliver comprehensive communications advice in recommended and unsought transactions and work for listed and non-listed companies to support the acceptance of a public offer or defend against the aggressive bidder. In addition, we build and manage a communications platform to reach all audiences in a planned, multi-stakeholder approach.

Client services include:

- Development and circulation of the merger story
- Media relations and shareholder communications
- Communications surrounding proxy solicitation
- Employee outreach and engagement
- Transaction websites and digital/social media strategies
- Counsel and implementation of post-merger integration or disposals
- Measurable and qualitative assessment of the effectiveness of each communication

Financial Calendar & Market Communications

Our communications experts turn clients' financial results into strong investor updates that showcase key initiatives and offer progress updates. Through an appropriate and balanced mix of traditional and online media, we ensure our clients' messages influence investors, support valuations, and improve the visibility of company decisions and actions.

Our services include:

- Conference call scripting
- Q&A preparation
- Media relations
- Presentation messaging
- Creative engagement solutions

IPO & Capital-Raising Communications

From prospectus filing to the listing and end of the quiet period, we develop and distribute key messages to help clients raise capital, maximize valuations and minimize transaction risks. Client services include:

- Comprehensive communications advice before and during the transaction
- Development and broadcasting of the impartiality story
- Preparation of management for engaging with the international investor community
- Preparation of the company for becoming a publicly traded entity
- Media relations to communicate the investment case and argue the valuation

Change Management

Events such as mergers, restructurings, and crises require careful handling in terms of how they are managed and presented. TPMCL gives our clients the vision and tools needed to better manage and communicate through the disruption that comes with change. Client services include:

- Utilization of best practices as a foundation for communications programs
- Research into weaknesses to change and the necessary factors for change
- Segmentation of the different needs and attitudes of internal stakeholders
- Strategic communications plans with targeted messages, messengers, and outcomes
- Tracking studies to measure campaign results

Proxy Battle & Activist Defense Communications

TPMCL serves as a communications partner through proxy battles and activist investor situations to help clients:

- Monitor stakeholder sentiment to identify potential problems
- Deactivate and resolve unpromising shareholder campaigns
- Build support and visibility for management positions
- Broaden the shareholder base to include long-term institutional investors unlikely to provoke proxy battles

Investor Relations

We serve as our client's contact to the international investment community. Client services include:

- Market Intelligence
- Global investor outreach
- Facilitation of meetings between management and key shareholders
- Introductory calls with new investors
- Analyzation of investor discussions to uncover future messaging strategies
- Organization of analyst/investor days
- Creative engagement solutions, including video

Custom Capital Markets Research

Our research and strategy consultants help clients determine the impact of significant changes in corporate strategy or capital allocation policies on valuation and shareholder sentiment. Our research serves as an independent filter, critical to ensuring objective feedback. We have been particularly effective in helping clients assess the implications of new strategies, identify the best capital allocation policies and evaluate the threat of shareholder participation. Client services include

- Investor and analyst perception studies
- Equity valuation, including comparative valuation and financial statement analysis
- Broader evaluation of the market, relevant principled sets, and comparable situations
- Shareholder alignment evaluation, including sentiment reviews and shareholder base diagnostics
- Our Market Perception Guide, which combines statistical and financial analysis with investor perceptions to determine the alignment of client performance, strategy, and communications
- Market scan and growth option development research and financial modeling to help clients evaluate and determine how to enter new markets

Creative Engagement Solutions

Events such as mergers, restructurings, and crises require careful handling in terms of how they are managed and presented. TPMCL gives our clients the vision and tools needed to better manage and communicate through the disruption that comes with change. Client services include:

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- Research into weaknesses to change and the necessary factors for change
- Segmentation of the different needs and attitudes of internal stakeholders
- Strategic communications plans with targeted messages, messengers, and outcomes
- Tracking studies to measure campaign results

Restructuring and Financial Crisis Communications

The TPMCL international team of restructuring experts provides communications strategy and execution to companies undergoing in-court and out-of-court restructurings or otherwise managing financial discomfort. Our strategies help to ensure that internal and external audiences — including investors, employees, customers, suppliers, and other key stakeholders — receive influential, relevant, timely, and accurate information at all pivotal milestones. We work closely with management, in-house communicators, and their legal and financial advisors to support our clients' restructuring objectives in the following ways:

- Tailor a communications strategy based on an audit of prior communications, competitive landscape, stakeholder concerns, cultural sensitivities, and pre-existing communications channels
- Establish a detailed announcement rollout that effectively sequences communications across the organization in multiple time zones and jurisdictions
- Ease risks associated with premature leaks and market rumors
- Develop stakeholder-specific communications materials
- Create restructuring through microsites and social media strategies
- Train primary spokespersons and executives to handle interactions with the media and other important audiences
- Build appropriate call center infrastructures to ensure efficient and accurate responses to questions from various audiences
- Forecast, manage, and shape media coverage across the business, financial, and trade media outlets
- Maintain continuous lines of communication to demonstrate ongoing effort
- Develop long-term proactive campaigns to position the company after restructuring positively

CORPORATE COMMUNICATIONS

TPMCL provides global, national, and regional solutions for our client's mission-critical communications needs. We help clients build and enhance their leadership position, achieve tangible returns by managing reputation and stakeholder perceptions, protect operating licenses, and grow business with new communications techniques and media channels.

Business-to-Business Communications

Our communications expertise and industry-sector knowledge provide the foundation for helping clients develop a segregated business narrative through a variety of media, including:

- Business and trade media
- Speechwriting and speaking opportunities, including organizing industry events and conferences
- Thought leadership campaigns

Business-to-Business Communications

We help management teams translate vision and strategy into a tangible corporate brand and convey the company's mission and plan in a way that inspires stakeholder support. From strategic advice to project-based services, we work with you on all aspects of your brand strategy, creating unique, impactful platforms that deliver faster brand awareness and loyalty at global, national and regional levels. Our services include consumer, internal, and industry research, corporate brand articulation, management workshops, identity design, and brand communications services.

Leadership Communications

TPMCL helps the media and other vital stakeholders recognize our clients as leaders in their business sectors. Further, we help CEOs, management team members, and board members create tailored communications strategies that marry their strengths with market opportunities.

Strategic Media Relations

We integrate traditional and digital media outreach strategies to maximize the impact and range of financial and corporate narratives. Through a mix of earned, paid, corporate and social media, we ensure our clients' messages influence critical stakeholders, protect and build reputations, and improve the company's and its leaders' visibility.

Issues, Crisis & Litigation Communications

When clients face reputational challenges, our team acts quickly to neutralize attacks or mitigate the situation, protecting an organization's valuation, credibility and reputation.

Our services include:

- 24/7 on-site counsel
- Critical media relations: dealing with threatened harmful media exposure
- Stakeholder communications: maintaining and bolstering support and neutralizing criticism among both internal and external stakeholder communities
- Crisis preparedness: reputational threat assessments, crisis planning, and team testing
- Issues management: mitigating potential problems through third-party engagement or organizational change
- Dispute and litigation communications: ensuring your position is understood by those who matter, without additional legal exposure
- Online reputation management: effective engagement during a challenge and the repairing of your search engine rankings afterward

Employee Engagement & Change Communications

We help clients drive business performance by developing internal programs that improve employee alignment with their goals, strategies, and the drivers of reputation. So whether you need to embed a new vision, integrate a merger or acquisition, restructure in response to changing markets or roll out a unique brand experience — we can help you engage and inspire your people through impactful communications.

Corporate Responsibility

We help clients articulate their core values and translate them into practical policies. Our corporate responsibility (CR) specialists develop clear targets and systems to monitor compliance. We also abstract, design, and distribute industry-leading CR reports.

Customer Insight

Our research tools allow us to develop insights that clients can use to improve sales, find new markets and reduce customer acquisition costs. Services provided include:

- Data gathering among both end users and distribution channel members
- Advanced qualitative and quantitative research to understand needs, attitudes, usage, end-user experience, and value propositions
- Economic, database, and strategic models that link insights to value
- Product development and concept testing

Media & Presentation Coaching

We provide clients with the interview techniques they need best to represent themselves and their organization to the media and to present to other essential audiences. Our teams, directed by respected former broadcast and print journalists, tailor training to each client's needs.

Corporate Consumerism

Our experts' help clients create and run communications campaigns that build consumer support for the corporate mission. Our knowledge of consumer markets, informed by market-leading research and insights, has helped clients reposition over 150 consumer brands

Marketing & Communications Performance Measurement

TPMCL works with clients to measure the effectiveness of marketing programs and allocate resources accordingly. We achieve this by:

- Message testing to understand what is being said, how, and to whom
- Advanced analysis to measure the relative impact of product features, brand, messaging, experience, channel, price, and other strategies
- Analysis of survey results, social media, and sales and customer relationship management data

Creative Engagement Solutions

Our award-winning team conceives, designs, and implements communications, branding, and marketing solutions across all communications channels to help clients reach their strategic goals. Client services include:

- Advertising and corporate communications
- Website and application design and development
- Digital and print reports and collateral
- Social media strategies and engagement
- Content optimization, including search engine optimization (SEO) and reverse SEO
- Performance measurement, analytics, and dashboards
- Video and multimedia strategies and production
- Integrated branding and marketing
- Paid media strategies for digital, print, and outdoor

PUBLIC AFFAIRS

Directing the connection of markets, governments, policy, politics, and public opinion is an increasingly challenging and important role for management teams and boards of directors. In major political capitals and key emerging markets, TPMCL helps organizations set strategies to engage with public policy stakeholders in likeable ways. No other organization combines our experience in public affairs and government relations with such deep knowledge of capital markets, economic analysis, and political risk. As a result, we provide clients with the expertise they need to analyze, advice and deliver across these critical areas.

Government Affairs

As businesses adapt to new economic realities and a more competitive global environment, government policy is increasingly playing an essential role. Business intelligence now means anticipating what government and policymakers will do next and influencing the outcome of policy, legislation, and regulation in ways that protect and advance business interests. Our consultants have trusted relationships with senior politicians, policymakers, stakeholders, and influencers in key authorities around the world. Their in-depth knowledge of the individuals, issues, and processes driving legislation give our clients the ability to put the suitable case before the right audience. These facilitate practical and acceptable legislative and regulatory outcomes.

Political Communications

With years of experience creating campaigns that shape political debates, change perceptions, and influence outcomes, our expert teams can ensure clients achieve the best possible result. Our communications strategies integrate the critical disciplines of research, polling, new and traditional media, and government relations to put convincing messages in front of critical audiences.

Competition/Antitrust

We help clients respond quickly and effectively to the political aspects of major competition cases, whether involving, for instance, a transaction or an association investigation. In addition, our teams supply comprehensive political communications services to support corporate and legal strategies.

These include:

- Political intelligence to gauge the intent of regulatory decision-makers
- Drafting of communications materials
- Media outreach to political journalists
- Full management of critical third-party communications: non-governmental organizations, think tanks, media, and activist groups

Crisis Communications

Before any situation develops into a crisis, we create preparation strategies to address threats to clients' reputations, bottom lines, and probabilities. During an emergency, our teams respond immediately to contain the problem with communications programs designed to manage public discussion. Long-term clients rely on our experience and expertise to mitigate the impact of even the worst challenges.

Issues & Reputation Management

We help clients manage public perceptions of their position and performance through integrated advocacy and strategic communications campaigns that build dialogue between clients, policy-makers, and the broader society. Through a suite of services, including message development, reputation research, relationship building, and thought leadership platforms, we work with top decision-makers to communicate their vision, knowledge, and abilities and ensure they are respected voices in public policy discussions.

Political Risk, Intelligence & Analysis

We provide law firms, corporations, and government clients with a precise analysis of complex issues for use in legal and regulatory proceedings, strategic business decisions, and public policy debates. We evaluate political risk using various analytical tools and research methods and provide up-to-the-minute intelligence on political and regulatory developments. Our research-based insights help clients understand what drives critical policy shifts and help frame political engagement strategies.

Political Risk, Intelligence & Analysis

Our award-winning creative engagement group provides innovative solutions to clients' mission-critical issues. We design and implement all-in-one brand, corporate, and marketing messages using digital and social media, print, radio, television, and mobile channels.

CREATIVE ENGAGEMENT

Our award-winning creative engagement specialists work with other strategic communications services to provide innovative solutions for our client's mission-critical issues. We collaborate to support clients with brand, corporate, and marketing communications across all media and markets to advance business objectives with target audiences: consumers, executives, investors, and journalists.

User Experience Design

TPMCL follows a user-centric philosophy for each project while aligning organizational objectives, strategic vision, and marketing goals. We ensure that the user (whether interactive or offline) has an experience that is welcoming, easy to use, and convincing.

Public Affairs Research

We provide our clients with data-driven insights to help shape public debate and government policies that affect our clients. To effectively reach and influence the right audiences, we help our clients:

- Test messages in support of, or opposition to, legislation or regulation
- Identify themes and messages that expose weakness in public support for specific legislation or regulation
- Identify the most advantageous way to frame a debate
- Segment supporters and opponents
- Track how a program has affected policymaker opinion

Websites & Applications

From corporate websites to dedicated M&A transaction sites and mobile applications, our design team conceives and produces award-winning creative design and content to reach and influence key stakeholders. Because each market is unique, our global team marries local knowledge with universal best practices to maximize user experience and achieve communications and business goals.

Technical Development

We deploy our technical development capability in the final phase of developing a website or other online application (mobile app, intranet, social media page, Etc.) to bring the user experience to life. At FTI Consulting, we pride ourselves on our agnostic approach, never favoring a specific platform or technology.

Social Media

The digital and social media experts at TPMCL work with clients to identify and engage critical stakeholders through the most appropriate and powerful paid and non-paid digital channels. We develop custom solutions for each client, stakeholder, and issue.

Optimization & Analytics

Our digital media and research experts improve content, design, and functionality for maximum impact by producing their work on the most inclusive and outlaid analytics. We also provide our clients with data dashboards to track their campaigns' effectiveness.

Video & Multimedia

Our in-house video production team creates films that bring to life our client's strategic vision, presenting complex ideas visually compellingly. In addition, we provide complete solutions, from concept to direction and post-production.

Corporate & Financial Reports & Collateral

TPMCL creative design and digital experts produce reports and collateral for the entire spectrum of corporate and financial events. Through tailored complementary print and digital experiences, we surround target audiences with a compelling company story. Client services include:

- Annual and corporate responsibility reports (print and digital)
- IPO and M&A literature and design
- Campaign literature and design
- Corporate brochures, white papers, and other materials
- Internal/employee engagement materials

Branding

From discovery to concept and creation, our award-winning brand consultants create brand identities for companies of all kinds. Client services include:

- Rebranding, strategy, and positioning
- Company naming and corporate identity creation
- Campaign branding and brand rollout



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- Rebranding, strategy, and positioning
- Company naming and corporate identity creation
- Campaign branding and brand rollout
- Branding guidelines and brand management
- Employee engagement support

Advertising & Paid Media Solutions

Because they have deep relationships with a broad set of media partners, our media strategists can secure the best opportunities for our clients at the most reasonable cost. Media channels that we commonly make the most of include:

- Online display advertising and search engine marketing
- Wireless/mobile and e-mail
- Digital media & outdoor advertising
- Print, banner, and broadcast advertising
- Media partnerships
- Paid media combination with overall communications and marketing plans

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- Campaign literature and design
- Corporate brochures, white papers, and other materials
- Internal/employee engagement materials

Marketing

The marketing experts at TPMCL develop and deploy various solutions to advance our client's communications objectives. Our services include:

- Strategic marketing, marketing materials (print and digital), and marketing/product websites
- Advertising and media buying (print, digital and outdoor)
- Exhibitions
- Signage and hoardings

STRATEGY CONSULTING & RESEARCH

Our strategy consulting and research experts design and execute in-depth analyses to solve our client's complex business and communications problems.

Working closely with colleagues throughout TPMCL who specialize in specific industry sectors, we thoroughly analyze stakeholder perceptions and day-to-day operations, as well as the financial markets. We use the results to help our clients create communications and marketing plans, test business strategies, and make better operational decisions.

Corporate Reputation

Corporate reputation rests on the opinions of a wide range of stakeholders, from investors, employees, and the media to customers, policymakers, and the broader public. Each group has its specific criteria. We use a unique set of analytical tools, including our enterprise value focus and ability to access and review opinions from many elusive audiences, as we measure corporate reputation and its impact. We believe it is critical to assess a company's reputation and identify its potential impact on raising capital, attracting employees, evaluating new markets, and maintaining credibility in crises.

Public Affairs Research

We provide our clients with data-driven insights to help shape public debate and government policies that affect our clients. To effectively reach and influence the right audiences, we help our clients:

- Test messages in support of, or opposition to, legislation or regulation
- Identify themes and messages that expose weakness in public support for specific legislation or regulation
- Identify the most advantageous way to frame a debate
- Segment supporters and opponents
- Track how a program has affected policymaker opinion

Capital Markets Research

We help clients determine the impact of significant changes in corporate strategy or capital allocation policies on valuation and shareholder sentiment. Our research serves as an independent filter, critical to ensuring objective feedback. We have been particularly effective in helping clients assess the implications of new strategies, identify the best capital allocation policies and evaluate the threat of shareholder activism. Client services include:

- Market Intelligence
- Investor and analyst perception studies
- Equity valuation, including comparative valuation and financial statement analysis
- Broader evaluation of the market, relevant noble sets, and comparable situations
- Shareholder alignment evaluation, including sentiment reviews and shareholder base diagnostics
- Our proprietary Market Perception Index, which combines statistical and financial analysis with investor perceptions to determine the alignment of client performance, strategies, and communications
- Market scan and growth option development research and financial modeling to help clients evaluate and determine how to enter new markets

Political Risk, Intelligence & Analysis

We provide law firms, corporations, and government clients with a precise analysis of complex issues for use in legal and regulatory proceedings, strategic decision-making, and public policy debates. We assess political risk using various analytical tools and research methods and provide up-to-the-minute intelligence on political and regulatory developments. Our research-based insights help clients understand what drives critical policy shifts. Our senses also support management business decisions and assist in framing political engagement strategies.

Customer Insight

Our research tools allow us to develop insights that clients use to improve sales, identify new markets, and reduce customer acquisition costs. Services provided include:

- Data gathering among both end users and distribution channel members
- Advanced qualitative and quantitative research to understand needs, attitudes, usage, end-user experience, and value propositions
- Economic, database, and strategic models that link insights to value
- Product development and concept testing
- New market entry

Employee Engagement & Change Communications

WTPMCL helps clients drive business performance by developing internal programs that improve employee alignment with their goals, strategies, and the drivers of reputation. Whether you need to insert a new vision, integrate a merger or achievement, restructure in response to changing markets or roll out a unique brand experience, we can help you engage and inspire your people through impactful communications.

Our services include:

- Employee research to scale awareness, understanding, and support of organizational direction, brand strategy, and positioning
- Comprehensive audits to determine the effectiveness of communications channels, methods, and messages
- Communications programs and infrastructure development, including message architecture, leadership connections, and employee experiences through targeted channels and events
- Tracking of studies to assess progress

Marketing & Communications Performance Measurement

TPMCL works with clients to measure the effectiveness of marketing programs and allocate resources accordingly. We achieve this by:

- Message testing to understand what is being said, how, and to whom
- Advanced analysis to measure the relative impact of product features, brand, messaging, experience, channel, price, and other pedals
- Analysis of survey results, social media, and sales and customer relationship management data



TECHNOLOGY

The Technology practice at TPMCL helps clients meet any e-discovery challenge with confidence. Because requirements can vary from matter to matter, we collaborate with our clients to develop and implement strategic, non-reactive, solutions that lower the total cost of discovery. Our clients rely on our software, services, and expertise for matters reaching from internal investigations to large-scale litigation with global e-discovery requirements.

TER FORENSICS & INVESTIGATIONS

The Technology practice at TPMCL helps clients meet any e-discovery challenge with confidence. Because requirements can vary from matter to matter, we collaborate with our clients to develop and implement strategic, non-reactive, solutions that lower the total cost of discovery. Our clients rely on our software, services, and expertise for matters reaching from internal investigations to large-scale litigation with global e-discovery requirements.

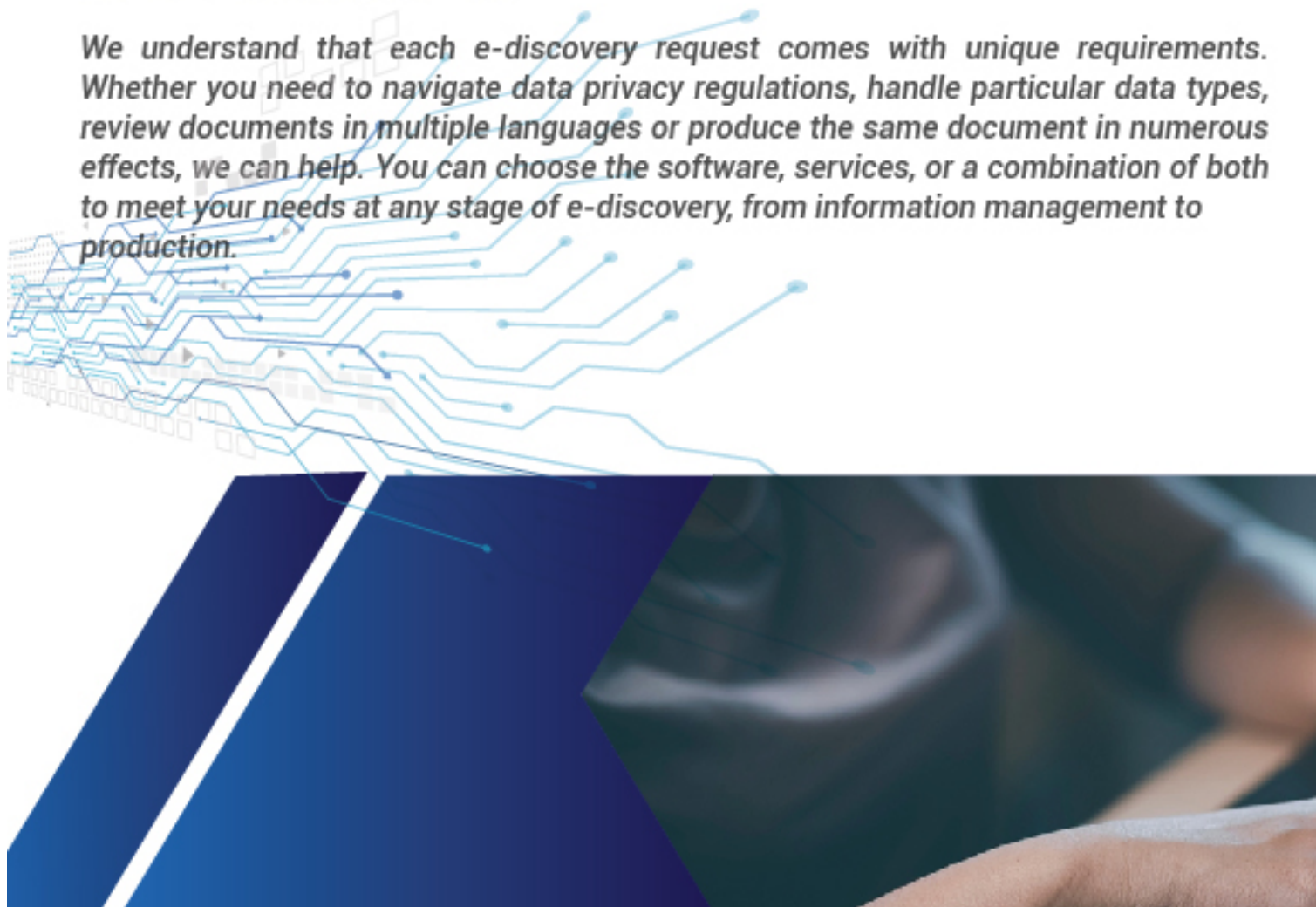


DISCOVERY CONSULTING

When a discovery request strikes, choosing the right provider often differs between an expensive project with many surprises and a strategic response that minimizes costs and risks. Our Technology practice is a recognized industry leader in managing e-discovery projects of any scale or density. Our e-discovery professionals can work as an extension of your team to develop immediate solutions or to establish ongoing best practices that help you secure the best possible results for legal and regulatory matters – without cutting corners or imposing limitations. Clients have trusted us to work on some of the most significant cases making global headlines. Our team's expertise and global reach extend a wide range of legal, regulatory, and investigative situations.

E-DISCOVERY SOFTWARE & SERVICES

We understand that each e-discovery request comes with unique requirements. Whether you need to navigate data privacy regulations, handle particular data types, review documents in multiple languages or produce the same document in numerous effects, we can help. You can choose the software, services, or a combination of both to meet your needs at any stage of e-discovery, from information management to production.



INDUSTRIES

AEROSPACE & DEFENSE

The TPMCL aerospace and defense team includes experts representing various organizations and companies, from start-ups to multinationals. Our professionals provide advice based on in-depth industry knowledge and expertise and focus on industries such as airlines, commercial aviation, and aircraft engine manufacturing. In addition, our comprehensive suite of combined services includes:

- Corporate communications
- Creative engagement
- Economic and competitive analysis
- Financial analysis
- Financial communications
- Public Affairs
- Strategy consulting & research

AGRICULTURE

The TPMCL global agribusiness team deeply understands international agribusiness and the political and economic trends supporting the industry. From grain growers and wine producers to agrochemical producers and export marketing boards, our local knowledge and insight help clients balance communication between the financial markets and critical non-financial stakeholders to ensure commercial success. We also counsel clients with strategic communications tailored to the mark of their particular business and region of operation.



Strategic Communications

TPMCL provides access to key opinion makers in the world's leading agriculture markets.

Agribusiness is a politically sensitive and high-profile industry in many world areas. We understand these local sensitivities and how media, political, business, and regulatory stakeholders influence corporate outcomes. Our comprehensive suite of joined communications services includes:

- Corporate communications
- Financial communications
- Public Affairs
- Creative engagement
- Strategy consulting and research

AUTOMOTIVE

TPMCL offers a comprehensive range of corporate finance and strategic communications services to vehicle manufacturers, suppliers, retailers, vehicle financiers, and other auto subsectors and their creditors, lenders, and other stakeholders. Our market-leading automotive team has senior, experienced financial and operational advisors who focus on critical issues, values, and solutions for our clients with offices in the heart of the U.S. automotive industry – Detroit, Michigan – as well as other essential offices in North America, Latin America, Europe, and Asia. In addition, we provide a full range of strategic communications services to help clients use their communications assets to protect and enhance their enterprise value.

Turnaround & Restructuring

TPMCL is a market leader in automotive restructuring assignments as we have been involved in numerous recent, relevant successes in high-profile, complex automotive situations. We represent companies, private equity, secured and unsecured creditors, and other stakeholders in both in-court and out-of-court restructurings and turnarounds.

Performance Improvement

TPMCL has a dedicated team of professionals with significant experience advising automotive and transportation companies looking to critically and quickly analyze issues and implement strategies to drive performance improvement. In addition, we seek to identify and implement profit improvement measures for underperforming companies and measure and develop strategies to reduce overhead expenses and increase profit improvement.

Transitional Management

TPMCL acts as your facilitator to forefront immediate change under challenging situations. Our experienced professionals restore credibility to an organization while preserving, protecting, and enhancing the enterprise value for the stakeholders. We are experienced interim managers focused on executing working capital enhancement initiatives and profit improvement strategies. As a result, we consistently deliver immediate and meaningful results to companies and their stakeholders. We fulfill CEO, CFO, COO, CIO, and CRO positions on an interim basis to help companies secure their viability by driving long-term positive change.

Strategic Communications

Among the global automotive team members within Strategic Communications, there are sector experts who have represented a broad range of organizations and companies, from start-ups to multinationals. Given this specialization, our automotive clients have access to professionals focused exclusively on their specific industry, who have a broad network of relationships with key influencers, and who provide communications counsel based on in-depth industry knowledge and expertise..

Transaction Advisory Services

The TPMCL transaction advisory services (TAS) group helps clients — buyers, sellers, and lenders — maximize value and minimize risk during purchase. In addition, we offer comprehensive due diligence advice and support in evaluating the risk/return considerations of the deal. Combining financial accounting, investment banking, tax, valuation, and U.S. Securities and Exchange Commission regulatory expertise with deep industry experience, our TAS advisors, provide and manage a complete range of merger integration and acquisition services.



CONSTRUCTION

TPMCL is a leading global provider of commercial management, risk-based advisory, dispute resolution services, and strategic communications counsel on complex projects across all construction and engineering industries. Our professionals are industry leaders who understand technical, business, regulatory and legal matters and are seasoned in giving expert testimony. They represent top talent across disciplines, including engineers, architects, accountant, quantity surveyors, planning and scheduling specialists, cost engineers, project managers, and strategic communications professionals.

Capital Program Risk Management

The design of the TPMCL capital program risk management services is based on decades of work with construction owners around the world. Our custom solutions have proved to help clients quickly and accurately identify, measure, ease and monitor the numerous risks associated with their capital expenditures.

Cost Analytics & Auditing Services

Clients turn to TPMCL for objective advice about forecasting costs, controlling costs, auditing change orders and invoices, and overseeing recovery strategies to meet project financial goals without surprises. Our cost engineers and accountants also measure direct and indirect costs in support or defense of requests for additional compensation.

Construction Advisory & Project Management

The TPMCL team of respected industry experts serves owners, architects, engineers, contractors, construction managers, and legal counsel. We focus on improving the delivery of construction projects across all segments and rely on well-proven processes and state-of-the-art project management technologies to enhance collaboration among project stakeholders and optimize performance.

We offer strategic and tactical services on an as-needed basis or provide total project management and control services for the entire duration of a project. Our professionals have extensive experience both in the project office and the field and are familiar to working at all levels of our client's organizations, from the boards of directors and executive management to supervisory committees, project teams, and audit committees.



Dispute Resolution

TPMCL always focuses on resolving disputes by establishing a clear, commercially driven strategy to ensure the earliest possible settlement with the most advantageous terms for our clients. Where litigation or arbitration is unavoidable, our experts work as a joined part of our client's legal teams under the leadership of appointed solicitors or legal counsel. Where litigation or arbitration is unavoidable, our experts work as a joined part of our client's legal teams under the leadership of appointed solicitors or legal counsel.

Project Types

TPMCL has been engaged to work on corporate, non-profit, and government construction projects around the world within the following industries:

- Commercial
- Education
- Energy
- Entertainment
- Environmental
- Healthcare
- Hospitality
- Industrial
- Infrastructure
- Manufacturing
- Mining and metals
- Pharmaceutical
- Telecommunications
- Transportation

Planning & Scheduling Services

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Strategic Communications

The TPMCL Strategic Communications team includes specialized sector experts representing various organizations and companies, from start-ups to multinationals. We offer clients access to professionals focused exclusively on their company's specific industry, have a broad network of relationships with key influencers, and provide communications counsel based on in-depth industry knowledge and expertise.

Consulting Services for Government Contracts

Missteps in government contract projects can lead to disputes, costly litigation, and sanctions or fines. The TPMCL team has specialized knowledge of government contracts laws and regulations, including a deep understanding of Federal Acquisition Regulations and Cost Accounting Standards.

ENERGY & UTILITIES

TPMCL provides a wide range of advisory services that address the thoughtful, reputational, financial, regulatory, and legal needs of energy and utilities clients involved in the production of crude oil, natural gas, refined products, chemicals, coal, electric power, emerging technologies, and renewable energy. We have extensive experience addressing inconsistent regulatory frameworks, power industry restructuring, persistent contractual disputes, and litigation. In addition, we furnish strategic communications services across all disciplines, from capital markets to investor relations.



Competitive Markets & Restructuring

TPMCL professionals regularly assist utilities, competitive suppliers, and other stakeholders participating in policy debates surrounding competitive restructuring. In addition, the firm works to ensure that design choices and market rules are correctly structured so that TPMCL can fully realize the promised benefits of competition.

Construction Solutions

Construction solutions experts at TPMCL work with energy companies, including oil and gas, regulated utilities, and independent power producers, to reduce the risk and improve the cost and schedule performance of their major capital projects. A team of nearly 125 construction professionals — engineers, architects, construction managers, and certified public accountants — is strategically positioned throughout the United States, the United Kingdom, the United Arab

Emirates, Hong Kong, Shanghai, and Singapore.



TAXES

Corporate Finance/Restructuring

The Corporate Finance/Restructuring practice provides financial advisory and turnaround services to

management teams, creditors, equity holders, and other stakeholders in companies facing financial or operational challenges. The TPMCL Corporate Finance/Restructuring practice is the largest in the nation and has been involved in the most significant energy-related matters in recent years. With more than 600 global professionals, the Corporate Finance/Restructuring practice includes

- chief restructuring officers,
- certified public accountants,
- certified turnaround professionals,
- certified insolvency and restructuring advisors, and
- Former energy industry executives.

Economic Consulting

Economic consulting professionals at TPMCL have significant experience applying economic, financial, and managerial principles to business issues specific to the energy industry. The firm helps clients develop strategies that build systematically on their assets and capabilities to reach opportunities in current and future energy markets

Electricity Consulting

TPMCL provides strategic and tactical advisory services to established and emerging businesses operating or transacting in the electric power sector. With depth and diversity of expertise and years of practical experience, we help clients minimize risks and maximize deal returns. Clients depend on our understanding of industry issues, market structures, regulatory limits, and business transactions. TPMCL serves a diverse set of clients and addresses issues covering the electricity value chain.

Energy Efficiency, Renewables & Emissions Strategy

Representative engagements undertaken by TPMCL on behalf of clients include wind development impact analysis, productions regulation impact analysis, and power plant environmental impact easing.

Energy Regulatory & Analytic Services

TPMCL offers extensive experience in regulatory development and analysis to the regulated industry and other interested parties. We have operational and managerial skills within oil and gas companies and extensive involvement within government agencies in developing, analyzing, and drafting regulations.

International Arbitration

TPMCL has assisted energy companies in all aspects of resolving international claims, including international commercial arbitration, litigation, mini-trials, mediation, and conciliation. The firm has represented major U.S. and foreign corporations, as well as foreign state-owned companies, and has particular experience representing clients in Africa, Central Asia, Europe, and Latin America.

Litigation Consulting & Dispute Regulatory Advisory Services

TPMCL provides a wide variety of services to energy clients facing major litigation or other "bet the company" disputes. Our professionals have provided testimony before federal, state, and international courts, as well as before federal and state regulatory agencies and Congress. In addition, though often recalled as an expert witness, TPMCL regularly assists clients on a confidential basis, helping with case strategy and settlement discussions.



Petroleum & Chemicals

TPMCL petroleum and chemicals experts are experienced in addressing issues and challenges confronting the oil, gas, petroleum refining, petrochemicals, chemicals, and related industries today. The firm's capabilities include litigation and negotiation, with experience in all forms of contract disputes and associated damages analysis. TPMCL also provides a full range of business and consulting services, including project evaluation, merger and acquisition support, techno-economic evaluations, technology management, and strategic planning.

Regulatory Advisory

TPMCL energy specialists help clients navigate the complex regulatory and legislative landscape. The firm offers expertise in energy economics, regulation and business. We help clients develop regulatory strategies that fulfill customers' needs and comply with the law. The firm also helps create an energy policy that promotes the goals of restructuring and the benefits of competition.

Transaction Advisory Services

The TPMCL transaction advisory services (TAS) team helps corporate and financial investors maximize value in energy acquisitions and divestitures. The TAS team includes approximately 75 dedicated professionals providing financial, tax, market assessments, and information technology expertise. Our due diligence experience includes

- Oil and gas (upstream, midstream, and downstream), utilities, power plants (coal and gas fired), and Alternative energies (ethanol, wind, and solar).
- The TAS team has professionals in the United States, Canada, Mexico, Europe, and Asia.



Transmission Strategy & Infrastructure Development

TPMCL helps utilities, generators, and merchant transmission companies participate in the ongoing restructuring of the transmission sector. The firm also helps market participants develop transmission infrastructure projects and evaluate the competitive implications of proposed transmission lines.

Houston Energy Group

Oil and gas companies operate in an environment that is under financial, competitive, and regulatory pressure. Operating managements face challenges from disagreeing legal and regulatory frameworks, general contractual disputes, and high market instability—TPMCL brings expertise in oil and gas industry operations and litigation to companies and their counsel. Our seasoned managers and executives have insights and perspectives from years of dispute management, damages analysis, public policy analysis, and expert testimony.



ENERGY & UTILITIES

Managing and resolving environmental challenges and financial exposure through strategic consulting, communications, or litigation support is vital to both public and private entities. The Environmental Solutions Group at TPMCL offers a comprehensive suite of services aimed at helping organizations deal with specific environmental issues or programmatic challenges. The Environmental Solutions Group's services focus on resolving complex contamination, toxic tort, product liability, and insurance disputes. The FTI team includes financial and accounting, cost allocation, forensic history, private investigation, data management, and technical/engineering professionals operating on a global scale. The Environmental Solutions team has broad and in-depth experience serving clients in consulting and expert contexts and has provided expert and 30(b) (6) witness testimony. In addition, our specialists provide clients with services in alternative dispute resolution (arbitration & mediation), cleanup cost and damages allocation, financial and cost accounting, historical forensic research, private investigations, and environmental claims analysis. Necessary services delivered to clients by the Environmental Solutions Group include:



- Alternative dispute resolution (arbitration & mediation)
- Contribution and divisibility analysis
- Data management
- Environmental cost allocation
- Environmental cost claims development and analysis
- Federal involvement studies
- Environmental cost and damages claim analysis
- Forensic historical research and retrospective analysis
- Liability estimations
- National Contingency Plan (NCP) support or analysis
- Potentially Responsible Party (PRP) investigations
- Private investigations
- Remediation trust, PRP group accounting

In addition to academic and professional credentials, our team holds specialized project expertise in petroleum, chemicals, urban waterway (deposit), landfill, mining and producing, and government operations. Environmental Solutions consultants and experts serve public and private sector clients in all ten USEPA regions and at state lead sites across the United States.

Strategic Communications Services

How organizations interact with the natural environment and communicate this is a critical pillar of their reputation with key stakeholders, from customers to policymakers. The environmental services team within the Strategic Communications practice consists of sector experts representing a broad range of organizations and companies, from start-ups to multinationals. Our experts help clients develop practical environmental (and broader corporate social responsibility and sustainability) programs that enhance their reputation and advise on handling ecological issues and crises. Our clients have access to professionals focused exclusively on their company's specific industry, have a broad network of relationships with key influencers, and provide communications counsel based on in-depth industry knowledge and expertise. Our comprehensive suite of integrated communications services includes:

- Corporate communications
- Financial communications
- Public Affairs
- Creative engagement
- Strategy consulting & research

FINANCIAL INSTITUTIONS

TPMCL helps banks and financial services clients of all sizes and types direct through a constantly changing environment of financial services regulations and enforcement actions, litigation threats, and economic and competitive challenges. We work with clients to manage risk, ensure compliance, resolve regulatory inquiries as they arise, and leverage their assets to protect and enhance enterprise value. Our team statistics. In addition, we provide financial, regulatory, and strategic communications solutions to disputes across many industries where government-funded contracts, grants, or cooperative agreements are involved.

Financial Dispute & Regulatory Solutions

TPMCL brings financial and regulatory solutions to disputes and compliance issues involving government contracts, grants, and cooperative agreements across various industries. Our professionals provide assistance with cost reviews, claim preparation, financial damages calculations in litigation, transfer pricing analyses, indirect cost structure design and analyses, General Services Administration (GSA) Schedule analysis, and federal labor law compliance reviews. We are experienced in accounting, procurement, investigations, finance, and statistics.

Strategic Communications

The government and public contracts industry team within Strategic Communications consists of sector experts who have represented a broad range of organizations and companies, from start-ups to multinationals. As a result, our clients have access to professionals focused on their company's specific industry, have a broad network of relationships with key influencers, and provide communications counsel based on in-depth industry knowledge and expertise.



HEALTHCARE

The healthcare industry is primarily complex and faces significant structural changes requiring every provider to organize around a new set of standards – including value, accountability, quality, efficiency, and transparency. TPMCL provides healthcare solutions designed to help clients optimize their performance in the short term and prepare for certain future strategic, operational, and financial challenges.

Clinical Operations

To improve clinical and operational effectiveness, TPMCL helps clients reduce clinical variation and improve the length-of-stay process. Alongside, we identify opportunities to enhance patient flow, improve clinical documentation and coding integrity, and maximize clinical capacity. We also evaluate clinical care management, quality, outcomes, structure, and medical management

Financial Advisory Services

Healthcare organizations are under tremendous pressure to improve operations for better financial performance. TPMCL helps clients address the full spectrum of financial and transactional challenges, offering expert counsel and operational support with everything from changes in regulation and repayment rates to debt refinancing and restructuring.

Managed Care/Government Health Insurance Programs

Effective compliance with federal and state managed care assistances and guidance is essential in today's highly searched and structured environment. In addition, healthcare reform legislation, such as the Affordable Care Act, has created many new regulatory risks and new business opportunities for managed care companies. TPMCL helps clients direct this dynamic monitoring environment and provide services to develop, implement and manage effective compliance and operational programs to address these risks and opportunities. To compete in such a competitive and highly regulated marketplace, we help managed care companies of all sizes, and types effectively structure, administer and protect their business, reputation, and standing. Our services address critical areas such as litigation, information technology, performance, reputation, transactions, governance and compliance, and risk management.

Mergers & Acquisitions Advisory

The firm's healthcare M&A professionals include highly experienced and respected consultants on both the buy and sell sides, including CPAs, medical doctors, registered nurses, and certified coders. We provide an end-to-end, risk-based solution that combines strong operational expertise, financial analysis, and clinical compliance to deliver all-in-one, full-spectrum due diligence.

Performance Improvement

TPMCL provides clients with the expertise to successfully address the many challenges of the marketplace and achieve peak performance. With in-depth knowledge of best practices and real-world operations experience, our experts quickly evaluate options and develop sustainable solutions. In addition, we provide clients with a complete array of powerful, proprietary management tools. Even more important, we train our client's staff so that the devices become a permanent part of hospital operations.



Physician Enterprise

Successful healthcare organizations focus on affecting the relationship between hospitals and physicians. The ambulatory care operations and strategy professionals at TPMCL are experts in physician practice operations, hospital-physician affiliation models, and academic enterprises. In addition, our team has designed, built, and delivered accountable care solutions tailored to today's value-based reimbursement environment.

Regulatory & Dispute

TPMCL developed its chief expertise by actively assisting in the best-known and most substantial healthcare investigations and litigation. Based on this experience, our regulatory and dispute services are invaluable in strengthening client operations and protecting assets and reputations. In addition, we provide proven and cost-effective solutions, including benchmarking, advanced statistical sampling, the development of complex industry and company-specific databases, and risk assessment techniques.

Strategic Communications

TPMCL is one of the world's most experienced global healthcare communications consultancies. Our experts have backgrounds in policy, health and financial media, medicine, economics, investor relations, and corporate branding and communications and provide communications counsel based on in-depth industry knowledge and expertise. In addition, these professionals have a broad network of relationships with key industry influencers. Our global reach, combined with our presence in and knowledge of local markets, positions our communications consultants to develop programs on an international or local level.

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Strategy, Planning & Revenue Growth

Using comprehensive, consensus-building approach and modern analytics, TPMCL helps institutional providers identify short- and long-term opportunities for growth and initiate improvement. We ensure that all stakeholders — leadership, medical staff, board members, patients, and employees — are involved in the process and are driving the results. We use our clients' unique mission and core values as our starting point for creating a substantial competitive advantage. Our proven methodologies are highly flexible and appropriate for academic medical centers and health systems of all sizes and structures. We help clients achieve customized, determined results supported by exclusive tools.

Turnaround & Interim Management

Our experienced healthcare professionals can fill the full selection of C-suite and departmental management support roles on a short-term basis. Whether serving as intermediate personnel or supporting a complete turnaround, TPMCL professionals bring a wealth of management experience to an organization, allowing it to achieve results in an faster time frame.



HOSPITALITY, GAMING, AND LEISURE

The Hospitality, Gaming, and Leisure practice bring a wealth of hands-on, experienced expertise and a wide range of services to owners, lenders, investors, and other stakeholders. We have expertise across all industry types, including hotels, resorts, casinos, timeshares, and condos/hotels. In addition, our extensive experience in operational re-alignment, asset and temporary management, strategic analysis, and event-readiness (e.g., IPO, receivership, bankruptcy) entirely allow us to preserve, protect and enhance asset value.

Unbalanced growth and a challenging business environment remain the most prominent opposition to our business repossession, and we are ready to help guide our clients through the critical decision points to build and preserve enterprise value together.

Performance Enhancement/Operational Alignment

From an owner or investor point of view, TPMCL provides detailed independent analysis and relative goals to identify opportunities to enhance performance and reduce costs. Our team's deep experience running, financing, and assessing hotel, gaming, and leisure operations provides clients with much-needed insight, best practices, and innovative strategies to provide a third-party viewpoint on all aspects of operations. In addition, our active, on-the-ground management experience working hands-on with operators and managers allows our professionals to bring real-life solutions to the table and help create maximum value for stakeholders.

Restructuring, Turnaround & Strategy Evaluation

Many real estate owners and lenders face the challenges of growing debt, complex capital structures, and conflicting opinions of value and projected cash flow. Responding to troubled loans and market changes are challenging for all parties. Our team has deep experience in determining the optimal strategy, leading negotiations, and restructuring decisions in complex scenarios with multi-stakeholder demands. We have been involved in restructuring numerous portfolio and single-asset companies, both on a domestic and international scale, utilizing our on-the-ground local expertise across various jurisdictions as required.



Interim/Asset Management/Receivership/CRO

FTI's Hospitality, Gaming, and Leisure professionals have held management roles across various scenarios, including as the court-appointed Receiver for a portfolio of hotels in North America, Asset Manager for single asset hotels, and as CRO on numerous hotel engagements. As a result, our team possesses the necessary on-the-ground expertise and hands-on experience to act as interim/asset managers, helping clients maneuver through unique situations and challenges to mitigate losses and maximize enterprise value.

IPO Advisory

Our professionals are fully acquainted of the significance of the decision to go public via an Initial Public Offering ("IPO") and the detailed preparation and steps required to execute this plan successfully. TPMCL must address the numerous issues and problems to achieve a successful offering that requires the involvement of an experienced advisor. TPMCL brings strategic support and tactical execution experience, directing and supporting the company's management to address issues and identify milestones as it prepares for IPO. TPMCL has been the advisor of choice in multiple IPO Readiness projects in the hospitality space, successfully preparing our clients for their journey from preliminary planning through effective date.

Litigation Support/Dispute Resolution/Expert testimony

Our experienced global team provides valuable insight and clarity to our clients, advising during every stage of a disputed matter, from early case assessment and discovery to case strategy, damages analysis, and settlement services. TPMCL professionals are highly skilled at communicating our findings through expert testimony in various settings, including in federal and state courts and in negotiation and facilitation proceedings. Our professionals have testified in multiple cases regarding a broad range of industry-specific matters, from breaks of management contracts to restructuring feasibility matters.



Transaction Advisory Services, Acquisition & Due Diligence

Representing buyers, sellers, and lenders, TPMCL professionals are well-equipped to lead our clients through an entire transaction life cycle, offering comprehensive due diligence advice and hands-on support in evaluating opportunities across the risk/return variety. In addition, our Real Estate team's exclusive understanding of hospitality, gaming, and leisure operations is significant influence for our deal professional team to assess the marketplace critically, advise our clients on strategies and evaluate investment opportunities to achieve their goals.

Strategic Communication

TPMCL can employ its extensive network of vital relationships with influential players in the industry to counsel clients across this sector to advise management teams in critical situations. We use these valuable connections to create a tailored approach to planning and implementing messages that help our clients achieve strategic goals and enhance, develop and defend their enterprise value.

Capital Markets Advisory & Strategy Evaluation

Today's market provides exceptional challenges and opportunities for real estate owners, operators, investors, and developers to consider their strategic alternatives. TPMCL professionals have the broad-based experience necessary to facilitate transactions, represent raw investment funds, identify capital partners, and sell/refinance hospitality assets.



INFORMATION TECHNOLOGY

Since 2000, TPMCL has acted on more than 300 mergers and acquisitions and over 50 IPOs for information technology companies. This valuable experience gives us a comprehensive understanding of critical issues facing the sector today, including increasing consolidation, high executive turnover, and a volatile IPO market. At the same time, innovations such as cloud and mobile computing, changing priorities for tech buyers, and the emergence of attractive manufacturing and R&D centers around the globe are creating new markets and revenue opportunities. Our experienced corporate finance and restructuring specialists, litigation consulting, economics, and strategic communications can help IT businesses maximize these new opportunities.

Strategic Communications

Our team has worked with a broad range of large and small companies. As a result, we have a network of solid relationships with the most influential industry analysts and reporters. These allow us to give clients access to the market intelligence they need to fulfill their planned goals.



INSURANCE

The TPMCL global insurance services group helps our insurance industry clients – insurers, reinsurers, brokers, investors, and their counsel – protect and enhance value for all stakeholders. From critical events to long-term strategic requirements, we deliver a full range of services, providing litigation support, risk management, auditors, performance improvement, and strategic communications services.

Our experience and expertise are represented by a team comprised of sector experts, including former insurance and reinsurance industry executives, big four partners, and current and former board and audit committee members, as well as former investment bankers, chief risk officers, chief financial officers, chief auditors, industry analysts, policymakers, market researchers and committee task force members of the accounting and auditing standards-setting organizations

Actuarial Consulting Services

The TPMCL Global Insurance Services group includes consulting actuaries (auditors) who help solve the many complex and challenging problems facing diverse insurance industry clients, including insurers, reinsurers, captives, risk retention groups, brokers, banks, regulators, investors, and corporations. Credentialed professionals deliver the specialized expertise, experience, and technical and leadership skills to help resolve disputes, measure and manage risk, improve financial performance, enhance opportunities and increase shareholder value.

Intellectual Property

The TPMCL Global Insurance Services group includes consulting actuaries (auditors) who help solve the many complex and challenging problems facing diverse insurance industry clients, including insurers, reinsurers, captives, risk retention groups, brokers, banks, regulators, investors, and corporations. Credentialed professionals deliver the specialized expertise, experience, and technical and leadership skills to help resolve disputes, measure and manage risk, improve financial performance, enhance opportunities and increase shareholder value.

Claims Consulting

In an increasingly interdependent marketplace — with disastrous, shared supply chains, product recalls, and business interruption — class actions and frequent stakeholder issues have driven claims to new levels of difficulties and uncertainty. In such an unpredictable environment, insurers, reinsurers, and their counsel rely on the TPMCL Global Insurance Services group to help analyze loss potential and reserves, assess and improve claims operations, and provide expert testimony and other litigation and dispute resolution support services.

Litigation Consulting

Insurers and reinsurers compete in an increasingly complex and risky international market. The TPMCL Global Insurance Services group has been at the lead in supporting clients' litigation needs. Our advisors have deep experience in case-specific complex issues critical to litigation success. In addition, we have a proven record of success in providing litigation consulting and expert testimony that meets the demanding expectations of industry clients and their counsel, from investigation and discovery to expert analysis and effective communication.

Enterprise Performance

As the global marketplace becomes more dynamic and competitive, substandard performance can expose and enlarge risk and reduce or eliminate opportunities. As a result, insurers and reinsurers look to operational and financial performance to gain a competitive advantage. They rely on the TPMCL Global Insurance Services group to help analyze the marketplace and develop appropriate strategies for improving operations and financial functions for long-term success.

Solvency II

Insurers and reinsurers and their subsidiaries continue preparing and implementing Solvency II, focusing on ensuring that strategies sustain and optimize global competitive capabilities and that implementation within subsidiaries is and remains in harmony with those strategies.

The TPMCL Global Insurance Services group helps clients address these essentials by measuring critical reliability II "straight analysis " strategies and implementation initiatives, including project management, governance changes, risk and controls environment, capital management, functional processes and controls, data quality and controls, data collection, modeling and analysis, compliance and reporting features

Enterprise Risk Solutions & Technology

Insurers and reinsurers worldwide recognize enterprise risk management (ERM) as a fundamental strategy for achieving enhanced corporate performance and sustainability. The TPMCL Global Insurance Services group helps clients understand the benefits of ERM through specialized services and information technology. In addition, we help facilitate ERM migration and optimization, addressing critical issues such as data and process management, information quality and combination, technology development, and organizational alignment.

Transaction Advisory Services

Insurers and reinsurers worldwide recognize enterprise risk management (ERM) as a fundamental strategy for achieving enhanced corporate performance and sustainability. The TPMCL Global Insurance Services group helps clients understand the benefits of ERM through specialized services and information technology. In addition, we help facilitate ERM migration and optimization, addressing critical issues such as data and process management, information quality and combination, technology development, and organizational alignment.

ESI Readiness

Electronic discovery amendments to the Federal Rules of Civil Procedure and ongoing court clarifications have made electronically stored information a significant feature of complex litigation and regulatory investigations. Our insurance industry experts support insurers, reinsurers, brokers, and their direction with our award-winning e-discovery technology. We offer a full range of e-discovery enthusiasm, management, and agreement services designed to satisfy the courts and protect and enhance value for all stakeholders.

Strategic Communications

The strategic communications insurance industry team within Strategic Communications consists of sector experts representing various organizations and companies, from start-ups to multinationals. Because of this specialization, our professionals can focus exclusively on a client's specific industry. In addition, they have a broad network of relationships with key influencers and provide communications counsel based on in-depth industry knowledge and expertise. Our complete set of joined communications services includes:

Information Quality Improvement

As a global competition, risk exposure, and public image issues increase, corporate executives, directors, and other stakeholders focus more on the quality of business intelligence — accuracy, completeness, timeliness, and significance of information. The TPMCL Global Insurance Services group is a recognized leader in solving information quality issues. We help clients uncover inaccessible data, improve data quality, integrate data into business processes across the enterprise, and transform data into meaningful information for critical decision-making.



MEDIA AND ENTERTAINMENT

The TPMCL media and entertainment team helps clients protect and enhance enterprise value in an industry experiencing thoughtful high-tech market changes. Bringing together a unique, multidisciplinary approach, our team of dedicated professionals provides a creative, experienced, and objective outlook on the critical issues facing our clients. In addition, we offer the right people with the right skills to maximize value for our clients.

Our highly experienced team—experts in performance improvement strategies and implementation, short-term management, reformation, and strategic communications offers practical counsel within fast-moving, highly competitive industry segments. In addition, we deliver original visions that help clients better understand their performance, customer behaviors, and industry trends.

Performance Improvement

Some believe the revenue improvement is less controllable, less predictable—and, therefore, more challenging to achieve—than cost controls and efficiency improvement. TPMCL disagrees. Based on our extensive work with financial sponsors and underperforming companies, we understand how to quickly implement lasting, positive changes. As a result, we provide noticeable, close-ended recommendations that produce immediate results.



Monetizing Digital Revenues

Digital sales offer companies a unique opportunity to understand and profit from customer behavior and improve existing capabilities. TPMCL has an extensive toolkit to address the specific issues for media and entertainment companies trying to grow and maximize digital revenues.

A digital product can drive discovery and increase demand for traditional products (particularly with users of wireless devices).

Operational Process Management

Our industry-specialized operational process management team helps clients achieve cost reductions and functional improvements in short time frames. We work with clients to implement best practices and to throw away practices that no longer work. At the same time, we balance the needs of heritage operations with newer sales and delivery systems.

Strategic Communications

TPMCL has represented a broad range of media and entertainment companies, from start-ups to multinationals. We offer our clients access to professionals focused only on the industry, have a comprehensive network of relationships with key influencers, and provide communications counsel based on in-depth industry knowledge and expertise.

Merger Integration

The TPMCL merger addition team frames analyzes issues to help management make decisions that have far-reaching effects on recently merged companies.* **The team delivers industry-specific proficiency, best practices, standards, detailed integration and operations plans, and a neutral perspective on the recently merged unit**



Interim Management

Investors and owners involve TPMCL to assist their companies through a critical period or to achieve essential goals. A company's challenges may be strategic, operational, or performance weaknesses that lead to declining cash flow or investor support and confidence loss. Many engagements are short, needing a fully operated, highly skilled management team to execute quickly on a business plan. We provide our clients with specialized industry knowledge and technology expertise to ensure success in the framework of the speed and rapidity characteristic of our successful interim managers.

Our interim managers have extensive experience advising and collaborating with boards of directors and executive teams to navigate the designated temporary management tasks or turnaround process successfully. In addition, our turnaround and crisis management teams know how to manage risk, reduce costs, improve liquidity and communicate effectively with stakeholders.

Intellectual Property

TPMCL offers clients a complete range of intellectual property services, including litigation support, damages measure, intellectual asset valuation, royalty agreement, licensing, intellectual property management, and brand development. With expertise in both litigation and valuation, our global team has the unique ability to establish royalty rates for technology transfer and participate in license negotiations.

Litigation Support

TPMCL combines extensive media and entertainment industry experience with forensic investigations and litigation support. We provide law firms and corporations around the globe with a complete range of forensic and litigation services committed with deep industry-specific knowledge.

Our professionals have expert witness and expert report experience that combines skills in accounting, finance, economics, valuation, computer forensics, and fraud investigation with industry knowledge. We have been intimately involved in some of the nation's most historic, high-stakes cases. The team includes certified public accountants, certified fraud examiners, and insolvency professionals.

Investment Banking

•The probability of resources at TPMCL enables us to pair industry experts with investment banking and transaction execution experts, especially when specialized knowledge is critical to a deal's outcome. In addition, our unique capabilities allow us a competitive edge to understand and convey to potential buyers, sellers, and financing sources a company's key business drivers.



Restructuring

The TPMCL Global Insurance Services group includes consulting actuaries (auditors) who help solve the many complex and challenging problems facing diverse insurance industry clients, including insurers, reinsurers, captives, risk retention groups, brokers, banks, regulators, investors, and corporations. Credentialed professionals deliver the specialized expertise, experience, and technical and leadership skills to help resolve disputes, measure and manage risk, improve financial performance, enhance opportunities and increase shareholder value.

Valuation & Financial Advisory Services

Our extensive experience in developing asset and business estimates, and calculating a company's value and feasibility in light of industry trends and global market conditions, enrich the value of our business opinions (such as fairness, wealth, and collateral valuation opinions), financial opinions (such as purchase price allocation, goodwill loss, and fund portfolio valuation opinions), tax-related opinions, financial and strategic analysis, and transaction support services for parties seeking greater understanding and comfort than what is often provided by competing firms.



MINING

With cross-border, cross-practice teams of professionals focused exclusively on the fast merging mining sector, TPMCL offers our clients a comprehensive range of corporate finance and strategic communications services. Our professionals have a proven ability to provide route to clients and mediators based on in-depth industry knowledge and expertise in every area of the mining sector. In addition, we have a broad network of relationships with key influencers in the mining sector. TPMCL mining teams include former bankers, lawyers, economists, policymakers, journalists, and market researchers.

Addressing Major Trends

Strong economic growth in emerging markets, led by China and India, triggers strong demand. As a result, supply is expected to remain tight even as the industry responds by spending billions of dollars on new capital projects. These investments, often in remote and unexperienced regions, are becoming increasingly risky and complex, putting our best on continued industry consolidation.

Strategic Communications

The mining industry team within Strategic Communications consists of several sector experts who have represented a broad range of industry organizations and companies, from start-ups to multinationals. We have advised on numerous transactions and have a range of retained clients. Given this specialization, our clients have access to professionals focused exclusively on the client company's specific industry, have a broad network of relationships with key influencers, and provide communications counsel based on in-depth industry knowledge and expertise. Our comprehensive suite of joined communications services includes:

- Corporate communications
- Financial communications
- Public Affairs
- Creative engagement
- Strategy consulting & research

PETROLEUM & CHEMICALS

The TPMCL petroleum and chemicals team experts include former chemical industry executives, industry experts, policymakers, and market researchers. The group guides in the areas of downstream petroleum refining and petrochemical operations. TPMCL also provides clients with strategic communications services. In addition, our consultants help manage a wide range of issues, including:

- *Dispute advisory*
- *Short-term and long-term business planning*
- *Corporate development*
- *Strategy, mergers, and acquisitions*

Dispute Advisory Services

The dispute advisory services team at TPMCL helps clients evaluate damages claims in the petroleum refining and chemical industries. Our experienced industry experts help petroleum and chemical clients navigate the challenges of feedstock price volatility and globalization while deciding on the most advantageous strategic positioning along the commodity to specialty chemicals spectrum.

Team members not only track current industry trends but they have the experience to measure modern developments within a historical framework. In addition, dispute advisory services specialists have significant expertise in testifying in courts, international settlements, and conciliation settings.

Corporate Finance/Restructuring

Our dedicated team advises companies and stakeholders in the chemicals and petroleum sector. We have significant experience in delivering operational and financial solutions concerning businesses facing external and internal challenges in the industry.

- Transaction support and due diligence
- Restructuring and Chapter 11 assistance
- CRO/Interim management services
- Carve-out planning and implementation assistance
- Litigation support and expert witness testimony
- Valuation services
- Strategic planning and capital structure analysis
- Industry outlook and insight
- Evaluation of structural issues
- Technical and economic analysis
- Working capital management
- Centralized back office services
- Benchmarking key performance measured

Our sector experts will be a joined part of a global delivery team to ensure that our review and assessment of the business is focused on the key issues likely to impact future operating and financial performance greatly.



Forensic & Litigation Consulting

TPMCL assists clients with numerous forensic and litigation issues. These include:

- Trial services
- Dispute advisory services
- Investigations and forensic accounting
- Global risk and investigations
- Intellectual property
- Financial and enterprise data analytics
- Construction solutions

The team has deep expertise in numerous representative petroleum and chemicals industry sectors, including:

- Petroleum refining
- Refiner/petrochemical interface
- Petrochemicals
- Polymers and plastics
- Engineering resins
- Commodity chemicals
- Specialty/performance chemicals
- Feedstock/feedstock processing
- Alternative fuels
- Natural gas/natural gas liquids
- Logistics and transportation

The Forensic and Litigation Consulting team also has the necessary process industry experience to assist clients with a wide range of business needs, including:

- Litigation support/dispute resolution on technical, scientific, and commercial issues
- Business consulting
- Strategic planning and project development led by experienced veteran consultants
- Technical, economic, and market assessments
- Damages assessment/quantification
- Expert testimony
- Insurance claims and risk management
- Business interruption
- Contract disputes
- Environmental regulation and compliance
- Antitrust support, including the identification of crucial issues, application of appropriate economic and financial theories, and development of objective opinions on liability, damages, and merger filings
- Governmental regulation and compliance throughout facility life cycles, as well as guidance on making proposed regulations technically sound, more acceptable, and easier to understand
- Banking and finance assistance, including delicate trends, identifying irregularities, evaluating revision impacts, and providing guidance on the project limit
- Regulatory advocacy and agreement

Strategic Communications

The petroleum and chemicals industry team within Strategic Communications includes sector experts representing various organizations and companies, from multinationals to start-ups. Our clients have access to professionals focused exclusively on their company's specific industry, have a broad network of relationships with key influencers, and provide communications guidance based on in-depth industry knowledge and expertise. Our comprehensive group of integrated communications services includes:

- Corporate communications
- Financial communications
- Public Affairs
- Creative engagement
- Strategy consulting and research

PHARMACEUTICAL & LIFE SCIENCES

The TPMCL pharmaceutical and life sciences team offer in-depth knowledge of the legal and regulatory challenges that confront pharmaceutical companies and develops appropriate strategic options for clients to follow. We also provide strategic advice in financial, corporate, brand, and medical communications.

Health Plans

TPMCL experts support managed care organizations, including those with Medicare and insurance contracts, pharmacy benefit managers, third-party administrators, and internal and external counsel. We provide clients with comprehensive procedures designed to identify and rectify compliance and operational issues and assist organizations in governmental audits, investigations, and litigation matters.



Government Health Insurance Programs

As the managed care industry faces extreme regulatory scrutiny from federal and state agencies and penalties for non-compliance, TPMCL helps clients identify, manage and resolve compliance risks that arise. These include issues involving Medicare and medical insurance to complex claims, enrollment and clinical data reporting, fraud, waste, and abuse analysis.

Strategic Communications

TPMCL is one of the world's most experienced global healthcare communications consultancies. Our experts have backgrounds in policy, health and financial media, medicine, economics, investor relations, and corporate branding and communications — and provide communications counsel based on in-depth healthcare industry knowledge and expertise.

REAL ESTATE

Every real estate client or stakeholder has unique objectives, parameters, operational circumstances, and economic realities. TPMCL professionals, drawing on their industry experience and unequaled academic and professional authorizations, have an in-depth understanding of each client's challenges and focus on how best to meet them. We serve various clients, real estate owners, users, and investors, with a complete suite of services, including strategic advisory and transaction due diligence, capital markets and M&A advisory, restructuring, litigation support, leased securities, tax, and strategic communications.



Strategic Advisory, Transaction Due Dillgence & Management

Combining deep industry expertise with neutral analyses, TPMCL professionals provide supreme support for clients' business and operations strategies. We help our clients make critical justice and debt investment decisions and backup and enhance asset value.

Capital Markets Advisory

Today's market provides extraordinary challenges and opportunities for real estate owners, operators, investors, and developers to consider their strategic alternatives. TPMCL professionals help clients navigate emerging opportunities, from going public to identifying and appreciating gaining targets to find strategic investment partners.

Our executive compensation and corporate governance team work with boards of directors and senior management to develop compensation programs designed to attract and retain high-performing executives.

Restructuring Services

Many real estate owners and investors face the challenges of maturing debt, compound capital structures, and opposing opinions of value and projected cash flow. Our team of highly experienced professionals' helps stakeholders — companies and owners, safe creditors, unsafe creditors, trustees, receivers, and examiners — decide how to preserve current value and create future value. Responding to troubled loans and market changes are challenging for all parties. TPMCL offers restructuring services for debtors and creditors and guides clients through restructuring, capital sourcing, and resolving distressed debt both in and out of court. Our specialists also provide strategic communications on all aspects of real estate restructuring issues.



Litigation Support & Expert Witness

Whether analyzing financial data, separating difficult economic issues, or navigating a complex litigation territory, the TPMCL team of real estate professionals provides expert support. Combining real-world strategic and operational experience and strong academic and professional credentials, we help clients resolve differences. We support our clients from early case assessment and discovery through final resolution. In addition, we provide practical knowledge of real estate customs and practices, damages analysis, and expert testimony and assist with settlement negotiations.

Tax Advisory

To ensure compliance with international, federal, state, and local tax rules and regulations, our tax advisory experts at TPMCL offer expert support to public and private REITs, private equity funds, real estate operating companies, developers, and investors. We assist in all transactions, including purchases, refinancing, debt and equity reorganizations, sales, and other dispositions, providing best practice tax structuring, agreement, and due diligence services.

Strategic Communications

TPMCL provides expert communications advice to many of the real estate sector's leading organizations worldwide, offering specialized knowledge and close relationships with the media and other key stakeholders. Our experience ranges from broad-based commercial, development, and planning activity to financial, corporate, and crisis management support. Areas of expertise include fund management, revival, hidden investment, construction, and architecture.



Residential & Commercial Mortgage-Backed Securities

Our multidisciplinary mortgage-backed securities team includes commercial and investment bankers, attorneys, accountants, and multipurpose insurance experts. TPMCL professionals have decades of experience in real estate deal structure, origination, servicing platforms, and underlying collateral — as well as a keen understanding of how these structures have changed in recent years.

Hospitality, Gaming, and Leisure

The Hospitality, Gaming, and Leisure practice bring a wealth of hands-on, seasoned expertise and a wide range of services to owners, lenders, investors, and other stakeholders. We have expertise across all industry types, including hotels, resorts, casinos, timeshares, and condos/hotels. In addition, our extensive experience in operational re-alignment, asset and short-term management, strategic analysis, and event-keenness (e.g., IPO, receivership, bankruptcy) uniquely allow us to preserve, protect and enhance asset value.



RETAIL & CONSUMER

Fragile global economic conditions will continue to use unpredictable changes on the business of consumer retailing. Particularly in the U.S., retailing is experiencing deep transformation. To grow, retailers must be ever creative and find new ways to improve store-based productivity to compete successfully with niche players and the online channel and to diverse themselves among a field of competitors more crowded than ever.

Business Plan Reviews

TPMCL professionals draw upon extensive experience in consumer retailing to develop and review strategic business plans. External and internal factors are evaluated, including market dynamics, competitive landscape, operating trends, financial projections, inventory vs. sales projections, and liquidity requirements for plan success. Our recommendations include strategies for making plan improvements, and when needed, we partner with clients to help implement those improvements.



Liquidity Management

Better cash management tools help retailers improve liquidity and optimize working capital. TPMCL professionals have helped many large retailers establish or improve liquidity management programs and generate more funds for turnaround efforts and growth plans. We customize our clients' cash flow forecasting, modeling, and monitoring processes, including working capital management.

Real Estate Optimization

Store-level productivity is the foundation of a retailer's survival and success. TPMCL trademarked procedures evaluate store performance and identify attributes contributing to success and deficit. In addition, we are experienced in assessing the liquidity impact of potential closings and, if necessary, helping the client with the store closing process.

Interim Management

TPMCL helps retail clients in difficult situations to spearhead immediate change, drive long-term positive change, and secure viability by fulfilling CEO, CFO, COO, CIO, and CRO positions on an interim basis. These interim executives have extensive experience managing all retailing areas and can effectively trade on consent plan of action. As a result, we restore credibility to an organization while protecting and enhancing stakeholder enterprise value.



Strategic Alternatives Assessment

TPMCL is the market leader in retail reform assignments and has advised many high-profile retailing clients in complex situations. We represent companies, private equity firms, secured and unsecured creditors, and other stakeholders in both in-court and out-of-court restructurings and turnarounds. When a client determines that Chapter 11 is the best course of action, we can move firmly to evaluate various restructuring alternatives, maximize value, and meet the tight time frames required under bankruptcy law. Also, we lead discussions with significant parts, including capital providers, to ensure sufficient liquidity to execute the plan.

Market Research

TPMCL can provide:

Customized market research reports.

Customer surveys.

White papers on companies or sectors within the North American retail industry.

For over a decade, we have published our annual "Retail Report" and accompanying holiday season forecast, covering a broad array of topics impacting the U.S. retail sector. In addition, we regularly monitor the operating performance of more than 200 large U.S. retailers, and our retail experts frequently are quoted in the business media.

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Strategic Communications

TPMCL provides expert communications counsel for effectively reaching key retail audiences, including investors, analysts, consumers, and the press. With our global network of retail and consumer clients, we are uniquely positioned to advise companies of all sizes in every imaginable corporate situation. We take a multidisciplinary approach to provide critical analyses that help retail, and consumer clients navigate a changing and often unstable environment.

Lender/Creditor Representation

We often use our extensive knowledge and experience to assist retail companies' lenders and creditors. Because we clearly understand the fundamental reinforcements of the industry, we provide critical advice to lenders with troubled or concerned retail credits. They rely on our competencies to complete successful restructurings and maximize recoveries.

RETAIL & CONSUMER

Fragile global economic conditions will continue to use unpredictable changes on the business of consumer retailing. Particularly in the U.S., retailing is experiencing profound transformation. To prosper, retailers must be ever creative and find new ways to improve store-based productivity to compete successfully with niche players and the online channel and to differentiate themselves among a field of competitors more crowded than ever.

Business Plan Reviews

TPMCL professionals draw upon extensive experience in consumer retailing to develop and review strategic business plans. External and internal factors are evaluated, including market dynamics, competitive landscape, operating trends, financial projections, inventory vs. sales projections, and liquidity requirements for plan success. Our recommendations include strategies for making plan improvements, and when needed, we partner with clients to help implement those improvements.

Process & Performance Improvement

TPMCL professionals have substantial experience developing strategies for failing retailers that assess processes, drive performance improvement, reduce overhead expenses, and improve profitability. In many cases, our retail clients request that we assist in implementing the plan. TPMCL maintains a proprietary database of retail industry information for benchmarking and comparing performance.

Liquidity Management

Better cash management tools help retailers improve liquidity and optimize working capital. TPMCL professionals have helped many large retailers establish or improve liquidity management programs and generate more funds for turnaround efforts and growth plans. We customize our clients' cash flow forecasting, modeling, and monitoring processes, including working capital management.

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Store-level profitability is the foundation of a retailer's survival and success. TPMCL proprietary methodologies evaluate store performance and identify attributes contributing to success and deficit. In addition, we are experienced in assessing the liquidity impact of potential closings and, if necessary, helping the client with the store closing process.

Interim Management

TPMCL helps retailing clients in difficult situations to forefront immediate change, drive long-term positive change, and secure viability by fulfilling CEO, CFO, COO, CIO, and CRO positions on an interim basis. These interim executives have extensive experience managing all retailing constituencies and can effectively broker consensus on a plan of action. As a result, we restore credibility to an organization while protecting and enhancing stakeholder enterprise value.

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Lender/Creditor Representation

We often use our extensive knowledge and experience to assist retail companies' lenders and creditors. Because we clearly understand the fundamental foundations of the industry, we provide critical guidance to lenders with troubled or disappointed retail credits. They rely on our competencies to complete successful restructurings and maximize recoveries.



TELECOMMUNICATIONS

The telecommunications team at TPMCL has helped clients direct the swift evolution of the telecommunications industry since 1998. Our industry experts are dedicated to help telecom companies and their stakeholders at every stage of the corporate life cycle to thrive within technological, market, and material change

Performance Improvement

Some believe the revenue improvement is less controllable, less predictable—and, therefore, more challenging to achieve—than cost controls and efficiency improvement. TPMCL affects. Built on our extensive work with financial sponsors and drifting companies, we understand how to quickly implement lasting, positive changes. Therefore, we provide concrete, close-ended recommendations that produce immediate results.

Operational Process Management

Our industry-specialized operational process management team helps clients achieve cost reductions and functional improvements in condensed time frames. We work with clients to implement best practices and to abandon practices that no longer work. At the same time, we balance the needs of legacy operations with newer sales and delivery systems.

Strategic Communications

The telecommunications industry team within Strategic Communications consists of sector experts representing various organizations and companies, from start-ups to multinationals. In addition, our clients benefit from the telecommunications team's relationships with key influencers.

Merger Integration

The TPMCL merger integration team accumulates and analyzes issues to help management make decisions that have far-reaching effects on recently merged companies. *The team delivers industry experts, along with great proficient candidates, benchmarks, detailed integration and operations plans, and a calm perspective on the lately combined articles.



Interim Management

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Litigation Support

TPMCL combines extensive media and entertainment industry experience with forensic investigations and litigation support. We provide law firms and corporations around the globe with a complete range of forensic and litigation services coupled with deep industry-specific knowledge.

Our professionals have expert witness and expert report experience that combines skills in accounting, finance, economics, valuation, computer forensics, and fraud investigation with industry knowledge. We have been closely involved in some of the nation's most historic, high-stakes cases. The team includes certified public accountants, certified fraud examiners, and insolvency professionals.

Investment Banking

The scope of resources at TPMCL allows us to retain industry expertise with investment banking and transaction, experts when they focused and understand critical position they turn to achieve splendid outcome. In addition, our unique capabilities allow us a competitive edge to understand and convey to potential buyers, sellers, and financing sources a company's key business drivers.

Restructuring

With our team's in-depth, industry-specific operational experience and world-class financial expertise, TPMCL has led the restructuring of league tables for many years. We have a highly respected track record of stabilizing overleveraged companies, resolving balance sheet issues, comforting creditors, streamlining debt, and providing short-term management.

TRANSPORTATION

The TPMCL global transportation team includes sector experts representing various organizations and companies, from start-ups to multinationals. Our clients have access to professionals focused exclusively on the client company's specific industry, have a broad network of relationships with key influencers, and provide communications counsel based on in-depth industry knowledge and expertise. Our comprehensive suite of integrated communications services includes:

Corporate communications

Financial communications

Public Affairs

Creative engagement

Strategy consulting & research

THANK YOU

TPMCL COMPANY PROFILE

TPMCL provides the critical external edge point to maximize the outcomes of these shifting complex scenarios. We help you identify and execute innovative ways to transform difficulties into competitive advantages. Our professionals are some of the worlds most experienced leaders appeared from the following titles:

GET IN TOUCH



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