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# Our Values



## Integrity

*I act with integrity*

## Creativity

*I am committed to continuous improvement*

## Achievement

*I am committed to quality and accountable for results*

## Respect

*I welcome diversity and differences of opinion*

## Empathy

*I support others*

*FTI Values  
 Note !!  
 refer ASBFE 0  
 & Butler case report*

## In This Section

-  **What We Do**
-  **Our Values**
-  **Our Locations**

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# About

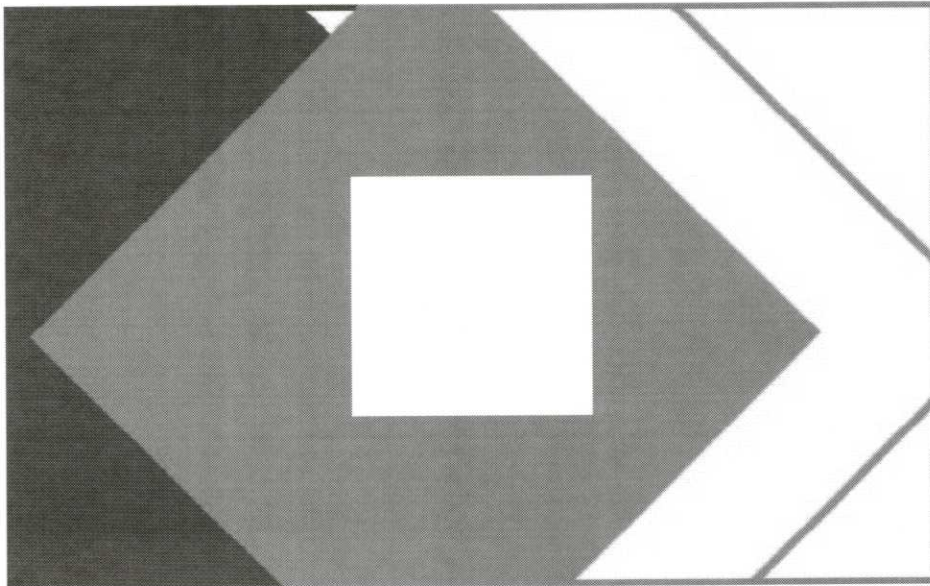
## Download

[FTI CONSULTING CORPORATE BROCHURE](#)

FTI Consulting is an independent global business advisory firm dedicated to helping organizations manage change, mitigate risk and resolve disputes: financial, legal, operational, political & regulatory, reputational and transactional. Individually, each practice is a leader in its specific field, staffed with experts recognized for the depth of their knowledge and a track record of making an impact. Collectively, FTI Consulting offers a comprehensive suite of services designed to assist clients across the business cycle – from proactive risk management to the ability to respond rapidly to unexpected events and dynamic environments. Our APAC offices include: Australia, China, Hong Kong, India, Indonesia, Japan, Korea, Malaysia, Philippines, Singapore, Cayman Islands, and British Virgin Islands.

*Note*

*Did they do this with Sean Butte?  
it seems not?*



This video will explore what is unique about FTI Consulting.

[WATCH VIDEO](#)

## Experts with Impact

FTI Consulting possesses four attributes that allow us to meaningfully impact our clients' most critical and complex changes, risks and disputes.

## DEFINITIVE EXPERTISE

Our professionals are experts, with extensive, practical experience in applying that expertise to generate a decisive impact.

MORE

## A CULTURE THAT DELIVERS

Our culture and working style reflect a bias for the tangible and a tenacity for solutions that make a meaningful difference.

MORE

## COMPREHENSIVE SERVICES

Our practices, as standalone offerings and comprehensive solutions, address the many interconnected issues our clients face.

MORE

*Obstructive!*

## INDUSTRY EXPERIENCE

Our industry groups are staffed with seasoned practitioners who possess many years of hands-on management and operational experience in 16 industries.

MORE

## Facts and Figures

# FCN

NYSE listed

# \$2.9 Billion

Equity Market Capitalization (as of  
July 27, 2018)

# 2 Nobel Laureates

# 1982

Year founded

# 4600+

Employees  
worldwide

# 480+

Senior Managing  
Directors

# 53/100

of Global 100 companies are  
clients

# 8/10

Advisor to 8 of  
the world's  
top 10 bank  
holding  
companies

# 96/100

Advisor to 96 of the  
world's top 100 law firms

# 76

Offices in  
76 cities  
around  
the globe

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### In This Section

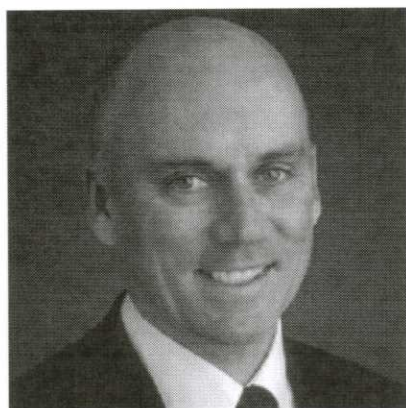
 [What We Do](#)

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## Ian Francis

Senior Managing Director  
Corporate Finance

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F: +61 8 9321 8544

ian.francis@fticonsulting.com

### Connect with Me:

*Receiver Manager  
Along with  
Mark Englebert  
over Sean Butler's  
Business &  
Assets*

### Office

Level 47, Central Park  
152-158 St. George's Terrace  
Perth, WA, 6000  
Australia

T: +61 8 9321 8533

F: +61 8 9321 8544

### Education

Bachelor of Commerce, Curtin  
University of Technology,  
Australia

### Certifications

Fellow Chartered Accountant

Official Liquidator

Registered Trustee in  
Bankruptcy

### Associations

Institute of Chartered  
Accountants Australia (CA  
ANZ)

Australian Restructuring  
Insolvency & Turnaround  
Association (ARITA)

Australian Institute of Credit  
Management

Ian Francis is a Senior Managing Director in the Corporate Finance & Restructuring practice of FTI Consulting and he is based in Perth, Western Australia.

Mr. Francis has extensive corporate advisory experience with a strong focus on profit enhancement, cost optimisation, restructuring, and strategic and transaction advisory support.

Mr. Francis provides practical and commercial solutions for clients by assisting them in the evaluation, development and negotiation of complex commercial and financial issues. He is experienced in undertaking business reviews and due diligence.

Clients value Mr. Francis' direct approach and his practical and pragmatic advice.

Mr. Francis has strong and respected working relationships with large retail banks, accounting firms, major law firms, large public companies and government agencies.

His experience has him well equipped to advise clients across a diverse range of industries including property and construction, retail, healthcare, hospitality and agriculture.

He has held a board member position at the Western Australia State Committee of the Australian Restructuring Insolvency & Turnaround Association for 13 years and was a national board member for three years.

## ITEM 1A. RISK FACTORS

*All of the following risks could materially and adversely affect our business, financial condition and results of operations. In addition to the risks discussed below and elsewhere in this Annual Report, other risks and uncertainties not currently known to us or that we currently consider immaterial could, in the future, materially and adversely affect our business, financial condition and financial results.*

### Risks Related to Our Reportable Segments

*Changes in capital markets, M&A activity, legal or regulatory requirements, general economic conditions and monetary or geopolitical disruptions, as well as other factors beyond our control, could reduce demand for our practice offerings or services, in which case our revenues and profitability could decline.*

Different factors outside of our control could affect demand for a segment's practices and our services. These include:

- fluctuations in U.S. and/or global economies, including economic downturns or recessions and the strength and rate of any general economic recoveries;
- the U.S. or global financial markets and the availability, costs, and terms of credit and credit modifications;
- level of leverage incurred by countries or businesses;
- M&A activity;
- frequency and complexity of significant commercial litigation;
- overexpansion by businesses causing financial difficulties;
- business and management crises, including the occurrence of alleged fraudulent or illegal activities and practices;
- new and complex laws and regulations, repeals of existing laws and regulations or changes of enforcement of laws, rules and regulations, including antitrust/competition reviews of proposed M&A transactions;
- other economic, geographic or political factors; and
- general business conditions.

We are not able to predict the positive or negative effects that future events or changes to the U.S. or global economies will have on our business or the business of any particular segment. Fluctuations, changes and disruptions in financial, credit, M&A and other markets, political instability and general business factors could impact various segments' operations and could affect such operations differently. Changes to factors described above, as well as other events, including by way of example, contractions of regional economies, or the economy of a particular country, trade restrictions, monetary systems, banking, real estate and retail or other industries; debt or credit difficulties or defaults by businesses or countries; new, repeals of or changes to laws and regulations, including changes to the bankruptcy and competition laws of the U.S. or other countries; tort reform; banking reform; a decline in the implementation or adoption of new laws or regulation, or in government enforcement, litigation or monetary damages or remedies that are sought; or political instability may have adverse effects on one or more of our segments or service, practice or industry offerings.

### *Our revenues, operating income and cash flows are likely to fluctuate.*

We experience fluctuations in our revenues and cost structure and the resulting operating income and cash flows and expect that this will continue to occur in the future. We experience fluctuations in our annual and quarterly financial results, including revenues, operating income and earnings per share, for reasons that include: (i) the types and complexity, number, size, timing and duration of client engagements; (ii) the timing of revenue recognition under U.S. GAAP; (iii) the utilization of revenue-generating professionals, including the ability to adjust staffing levels up or down to accommodate the business and prospects of the applicable segment and practice; (iv) the time it takes before a new hire becomes profitable; (v) the geographic locations of our clients or the locations where services are rendered; (vi) billing rates and fee arrangements, including the opportunity and ability to successfully reach milestones and complete, and collect success fees and other outcome-contingent or performance-based fees; (vii) the length of billing and collection cycles and changes in amounts that may become uncollectible; (viii) changes in the frequency and complexity of government regulatory and enforcement activities; (ix) business and asset acquisitions; (x) fluctuations in the exchange rates of various currencies against the U.S. dollar; and (xi) economic factors beyond our control.

- foreign currency disruptions and currency fluctuations between the U.S. dollar and foreign currencies that could adversely affect financial and operating results;
- different legal and regulatory requirements and other barriers to conducting business;
- greater difficulties in resolving the collection of receivables when legal proceedings are necessary;
- greater difficulties in managing our non-U.S. operations, including client relationships, in certain locations;
- disparate systems, policies, procedures and processes;
- failure to comply with the FCPA and anti-bribery laws of other jurisdictions;
- higher operating costs;
- longer sales and/or collections cycles;
- potential restrictions or adverse tax consequences for the repatriation of foreign earnings, such as trapped foreign losses and importation or withholding taxes;
- different or less stable political and/or economic environments;
- conflicts between and among the U.S. and countries in which we conduct business, including those arising from trade disputes or disruptions, the termination or suspension of treaties, or boycotts; and
- civil disturbances or other catastrophic events that reduce business activity.

If we are not able to quickly adapt to or effectively manage our operations in geographic markets outside the U.S., our business prospects and results of operations could be negatively impacted.

***Failure to comply with governmental, regulatory and legal requirements or with our company-wide Code of Ethics and Business Conduct, Anti-Corruption Policy, Policy on Inside Information and Insider Trading, and other policies could lead to governmental or legal proceedings that could expose us to significant liabilities and damage our reputation.***

We have a robust Code of Ethics and Business Conduct, Anti-Corruption Policy, Policy on Inside Information and Insider Trading, and other policies and procedures that are designed to educate and establish the standards of conduct that we expect from our executive officers, outside directors, employees, and independent consultants and contractors. These policies require strict compliance with U.S. and local laws and regulations applicable to our business operations, including those laws and regulations prohibiting improper payments to government officials. In addition, as a corporation whose securities are registered under the Securities Act and publicly traded on the NYSE, our executive officers, outside directors, employees and independent contractors are required to comply with the prohibitions against insider trading of our securities. In addition, we impose certain restrictions on the trading of securities of our clients. Nonetheless, we cannot assure our stakeholders that our policies, procedures and related training programs will ensure full compliance with all applicable legal requirements. Illegal or improper conduct by our executive officers, directors, employees, independent consultants or contractors, or others who are subject to our policies and procedures could damage our reputation in the U.S. and internationally or lead to litigation or governmental or regulatory proceedings in the U.S. or foreign jurisdictions, which could result in civil or criminal penalties, including substantial monetary awards, fines and penalties, as well as disgorgement of profits.

*Claims involving our services could harm our overall professional reputation and our ability to compete and attract business or hire or retain qualified professionals.*

*As in Sean Butler Case!*

Our engagements involve matters that may result in a severe impact on a client's business, cause the client a substantial monetary loss or prevent the client from pursuing business opportunities. Our ability to attract new clients and generate new and repeat engagements or hire professionals depends upon our ability to maintain a high degree of client satisfaction, as well as our reputation among industry professionals. As a result, any claims against us involving the quality of our services may be more damaging than similar claims against businesses in other industries.

*We may incur significant costs and may lose engagements as a result of claims by our clients regarding our services.*

Many of our engagements involve complex analysis and the exercise of professional judgment, including litigation and governmental investigatory matters where we act as experts. Therefore, we are subject to the risk of professional and other liabilities. Although we believe we maintain an appropriate amount of insurance, it is limited. Damages and/or expenses resulting from any successful claim against us, for indemnity or otherwise, in excess of the amount of insurance coverage will be borne directly by us and could harm our profitability and financial resources. Any claim by a client or third party against us could expose us to reputational issues that adversely affect our ability to attract new or maintain existing engagements or clients or qualified professionals or other employees, consultants or contractors.

*Our clients may terminate our engagements with little or no notice and without penalty, which may result in unexpected declines in our utilization and revenues.*

Our engagements center on transactions, disputes, litigation and other event-driven occurrences that require independent analysis or expert services. Transactions may be postponed or canceled, litigation may be settled or dismissed, and disputes may be resolved, in each case with little or no prior notice to us. If we cannot manage our work in process, our professionals may be underutilized until we can reassign them or obtain new engagements, which can adversely affect financial results.

The engagement letters that we typically enter into with clients do not obligate them to continue to use our services. Typically, our engagement letters permit clients to terminate our services at any time without penalties. In addition, our business involves large client engagements that we staff with a substantial number of professionals. At any time, one or more client engagements may represent a significant portion of a segment's revenues. If we are unable to replace clients or revenues as engagements end or if clients unexpectedly cancel engagements with us or curtail the scope of our engagements and we are unable to replace the revenues from those engagements, eliminate the costs associated with those engagements or find other engagements to utilize our professionals, the financial results of the Company could be adversely affected.

*We may not have, or may choose not to pursue, legal remedies against clients that terminate their engagements.*

The engagement letters that we typically have with clients do not obligate them to continue to use our services and permit them to terminate the engagement without penalty at any time. Even if the termination of an ongoing engagement by a client could constitute a breach of the client's engagement agreement, we may decide that preserving the overall client relationship is more important than seeking damages for the breach and, for that or other reasons, decide not to pursue any legal remedies against a client, even though such remedies may be available to us. We make the determination whether to pursue any legal actions against a client on a case-by-case basis.

*Failures of our internal information technology systems controls.*

Our reputation for providing secure information storage and maintaining the confidentiality of proprietary, confidential and trade secret information is critical to the success of our businesses, especially our Technology segment, which hosts client information as a service. We routinely face cyber-based attacks and attempts by hackers and similar unauthorized users to gain access to or corrupt our information technology systems, which so far have been unsuccessful. Such attacks could disrupt our business operations, cause us to incur unanticipated losses or expenses, and result in unauthorized disclosures of confidential or proprietary information. We expect to continue to face such attempts. Although we seek to prevent, detect and investigate these network security incidents and have taken steps to mitigate the likelihood of network security breaches, there can be no assurance that attacks by unauthorized users will not be attempted in the future or that our security measures will be effective.

*Compromise of confidential or proprietary information could damage our reputation, harm our businesses and adversely impact our financial results.*

The Company's own confidential and proprietary information and that of our clients could be compromised, whether intentionally or unintentionally, by our employees, consultants or vendors. A compromise of the security of our information technology systems leading to theft or misuse of our own or our clients' proprietary or confidential information, or the public disclosure or use of such information by others, could result in losses, third-party claims against us and reputational harm,



## Risks Related to Acquisitions

We will consider future strategic or opportunistic acquisitions. In those cases, some or all of the following risks could be applicable.

*We may have difficulty integrating acquisitions or convincing clients to allow assignment of their engagements to us, which can reduce the benefits we receive from acquisitions.*

The process of **managing and integrating acquisitions** into our existing operations may result in unforeseen operating difficulties and may require significant financial, operational and managerial resources that would otherwise be available for the operation, development and organic expansion of our existing operations. To the extent that we misjudge our ability to properly manage and integrate acquisitions, we may have difficulty achieving our operating, strategic and financial objectives.

Acquisitions also may involve a number of special financial, business and operational risks, such as:

- difficulties in integrating diverse corporate cultures and management styles;
- disparate policies and practices;
- client relationship issues;
- decreased utilization during the integration process;
- loss of key existing or acquired personnel;
- increased costs to improve or coordinate managerial, operational, financial and administrative systems;
- dilutive issuances of equity securities, including convertible debt securities, to finance acquisitions;
- **the assumption of legal liabilities;**
- future earn-out payments or other price adjustments;
- potential future write-offs relating to the impairment of goodwill or other acquired intangible assets or the revaluation of assets;
- difficulty or inability to collect receivables; and
- undisclosed liabilities.

*Taylor Woodings - Perth!*

In addition to the integration challenges mentioned above, our acquisitions of non-U.S. companies offer distinct integration challenges relating to foreign laws and governmental regulations, including tax and employee benefit laws, and other factors relating to operating in countries other than the U.S., which we have addressed above in the discussion regarding the difficulties we may face operating globally.

Asset transactions may require us to seek client consents to the assignment of their engagements to us or a subsidiary. All clients may not consent to assignments. In certain cases, such as government contracts and bankruptcy engagements, the consent of clients cannot be solicited until after the acquisition has closed. Further, such engagements may be subject to security clearance requirements or bidding provisions with which we might not be able to comply. There is no assurance that clients of the acquired entity or local, state, federal or foreign governments will agree to novate or assign their contracts to us.

The Company may also hire groups of selected professionals from another company. In such event, there may be restrictions on the ability of the professionals who join the Company to compete and work on client engagements. In addition, the Company may enter into arrangements with the former employers of those professionals regarding limitations on their work until any time restrictions pass. In such circumstances, there is no assurance that the Company will enter into mutually agreeable arrangements with any former employer, and the utilization of such professionals may be limited, and our financial results could be negatively affected until their restrictions end. The Company could also face litigation risks from group hires.

*We may be unable to take advantage of opportunistic acquisition situations, which may adversely affect our ability to expand or diversify our business.*

At the time an acquisition opportunity presents itself, internal and external pressures (including, but not limited to, competition for such acquisition, the cost of such acquisition, borrowing capacity under our senior secured bank revolving

stock method, for diluted earnings per share purposes, the transaction is accounted for as if the number of shares of common stock that would be necessary to settle such excess, if we elected to settle such excess in shares, is issued. We cannot be sure that the accounting standards in the future will continue to permit the use of the treasury stock method. If we are unable to use the treasury stock method in accounting for the shares issuable upon conversion of the 2023 Convertible Notes, then our diluted earnings per share would be adversely affected.

***Our variable rate indebtedness will subject us to interest rate risk, which could cause our annual debt service obligations to increase significantly.***

Borrowings under our Credit Facility will be at variable rates of interest, which expose us to interest rate risk. If interest rates increase, our debt service obligations on the variable rate indebtedness would increase even though the amount borrowed remained the same, and our cash flow could be adversely affected. An increase in debt service obligations under our variable rate indebtedness could affect our ability to make payments required under the terms of the agreements governing our indebtedness or our other indebtedness outstanding from time to time.

#### **ITEM 1B. UNRESOLVED STAFF COMMENTS**

None.

#### **ITEM 2. PROPERTIES**

Our executive offices located in Washington, D.C., consist of 93,507 square feet under a lease expiring April 2028. Our principal corporate facilities located in Bowie, Maryland, consist of 30,835 square feet under a lease expiring April 2028. We also lease offices to support our operations in 45 other cities across the U.S., including New York, Chicago, Denver, Houston, Dallas, Los Angeles and San Francisco, and we lease office space to support our international locations in 27 countries — the United Kingdom, Ireland, Finland, France, Germany, Spain, Belgium, Denmark, Israel, Australia, Malaysia, China (including Hong Kong), Japan, Singapore, the United Arab Emirates, South Korea, South Africa, Argentina, Brazil, Colombia, Mexico, Canada, Indonesia, India, Qatar, the Cayman Islands and the British Virgin Islands. We believe our existing leased facilities are adequate to meet our current requirements and that suitable space will be available as needed.

#### **ITEM 3. LEGAL PROCEEDINGS**

From time to time in the ordinary course of business, we are subject to claims, asserted or unasserted, or named as a party to lawsuits or investigations. Litigation, in general, and IP and securities litigation, in particular, can be expensive and disruptive to normal business operations. Moreover, the results of legal proceedings cannot be predicted with any certainty, and in the case of more complex legal proceedings, such as IP and securities litigation, the results are difficult to predict at all. We evaluate litigation claims and legal proceedings to assess the likelihood of unfavorable outcomes and to estimate, if possible, the amount of potential losses. Based on these assessments and estimates, we establish reserves and/or disclose the relevant litigation claims or legal proceedings, as appropriate. These assessments and estimates are based on the information available to management at the time and involve a significant amount of management judgment. Actual outcomes or losses may differ materially from those anticipated at the time. We currently are not aware of any asserted or unasserted legal proceedings or claims that we believe would have a material adverse effect on our financial condition or results of our operations.

#### **ITEM 4. MINE SAFETY DISCLOSURES**

Not applicable.

↓  
Soon will be?

FTI Consulting, Inc. and Subsidiaries

Consolidated Balance Sheets  
(in thousands, except per share data)

	December 31,	
	2018	2017
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 312,069	\$ 189,961
Accounts receivable:		
Billed receivables	437,797	390,996
Unbilled receivables	319,205	312,569
Allowance for doubtful accounts and unbilled services	(202,394)	(180,687)
Accounts receivable, net	554,608	522,878
Current portion of notes receivable	29,228	25,691
Prepaid expenses and other current assets	69,448	55,649
Total current assets	965,353	794,179
Property and equipment, net	84,577	75,075
<b>A</b> Goodwill	1,172,316	1,204,803
Other intangible assets, net	34,633	44,150
Notes receivable, net	84,471	98,105
Other assets	37,771	40,929
<b>Total assets</b>	<b>\$ 2,379,121</b>	<b>\$ 2,257,241</b>
<b>Liabilities and Stockholders' Equity</b>		
<b>Current liabilities</b>		
Accounts payable, accrued expenses and other	\$ 104,600	\$ 94,873
Accrued compensation	333,536	268,513
Billings in excess of services provided	44,434	46,942
Total current liabilities	482,570	410,328
Long-term debt, net	265,571	396,284
Deferred income taxes	155,088	124,471
Other liabilities	127,067	134,187
<b>Total liabilities</b>	<b>1,030,296</b>	<b>1,065,270</b>
Commitments and contingent liabilities (Note 14)		
<b>Stockholders' equity</b>		
Preferred stock, \$0.01 par value; shares authorized — 5,000; none outstanding	—	—
Common stock, \$0.01 par value; shares authorized — 75,000; shares issued and outstanding — 38,147 (2018) and 37,729 (2017)	381	377
Additional paid-in capital	299,534	266,035
Retained earnings	1,196,727	1,045,774
Accumulated other comprehensive loss	(147,817)	(120,215)
<b>Total stockholders' equity</b>	<b>1,348,825</b>	<b>1,191,971</b>
<b>Total liabilities and stockholders' equity</b>	<b>\$ 2,379,121</b>	<b>\$ 2,257,241</b>

*Media on what the  
has done  
60 minutes  
NOTE →*

See accompanying notes to consolidated financial statements.

## SIGNATURES

Pursuant to the requirements of Section 13 or 15(d) of the Securities Exchange Act of 1934, as amended, the Registrant has duly caused this report to be signed on its behalf by the undersigned; thereunto duly authorized this 26th day of February 2019.

Contact all if not related.

FTI CONSULTING, INC.

By:                     /s/ STEVEN H. GUNBY

**Name:** Steven H. Gunby

**Title:** President and Chief Executive Officer

SIGNATURE	CAPACITY IN WHICH SIGNED	DATE
<u>                    /s/ STEVEN H. GUNBY</u> Steven H. Gunby	President, Chief Executive Officer and Director (Principal Executive Officer)	February 26, 2019
<u>                    /s/ AJAY SABHERWAL</u> Ajay Sabherwal	Chief Financial Officer and Interim Chief Accounting Officer (Principal Financial and Accounting Officer)	February 26, 2019
<u>                    /s/ GERARD E. HOLTHAUS</u> Gerard E. Holthaus	Director and Chairman of the Board	February 26, 2019
<u>                    /s/ BRENDA J. BACON</u> Brenda J. Bacon	Director	February 26, 2019
<u>                    /s/ MARK S. BARTLETT</u> Mark S. Bartlett	Director	February 26, 2019
<u>                    /s/ CLAUDIO COSTAMAGNA</u> Claudio Costamagna	Director	February 26, 2019
<u>                    /s/ VERNON ELLIS</u> Vernon Ellis	Director	February , 2019
<u>                    /s/ NICHOLAS C. FANANDAKIS</u> Nicholas C. Fanandakis	Director	February 26, 2019
<u>                    /s/ LAUREEN E. SEEGER</u> Laureen E. Seeger	Director	February 26, 2019

## Perform New Search

### Browse By Last Name

A B C D E F G H I J K L M N O P Q R S T U V W X Y Z

## Perform New Search

### Refine Search Results

Exclude words from search with (-)

Example: -finance

Include all words in search with AND

Example: corporate AND finance

Search for unknown words with (\*)

Example: finance\*

*Contact all if not resolved.*

### Location

 | X

### Service

### Industry

### Expertise

GO

75 Results Found

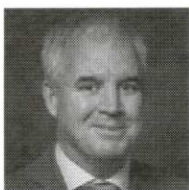
Location: *Australia*

 ▼

NAME

SERVICE

EXPERTISE



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Restructuring / Turnaround Services

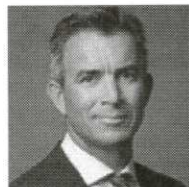


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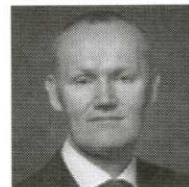


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Strategic Communications

Sydney



**Eileen Chan**

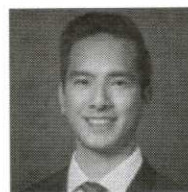
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Perth



**Jason Cheung**

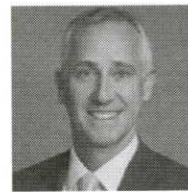
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Sydney



**Mark Dewar**

Senior Managing Director, Australia Leader

Corporate Finance  
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Telecom, Media & Technology (TMT)

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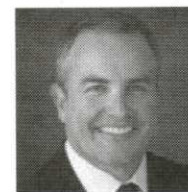
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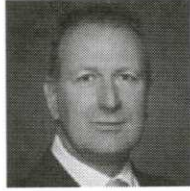
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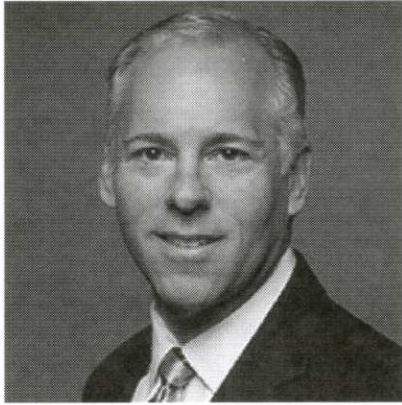
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B.S., Hotel Management,  
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Cornell University

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36 Judiciary Receiver

Certified Insolvency and  
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New York State Licensed Real  
Estate Broker

Certified Turnaround  
Professional (CTP)

#### Associations

Association of Insolvency &  
Restructuring Advisors (AIRA)

Cornell Hotel Society

Cornell Real Estate Council

**Alan Tantleff is a Senior Managing Director at FTI Consulting and is based in New York. He leads the Hospitality, Gaming and Leisure practice within the Corporate Finance & Restructuring segment.**

Mr. Tantleff is a respected hospitality industry and real estate professional with 25 years of diverse, hands-on experience in areas of lodging, gaming and real estate investment and development. In his capacity as leader of FTI Consulting's global Hospitality Gaming and Leisure practice, he assists high-profile clients with the challenges they face in the fast-moving and dynamic hospitality industry.

Very active in various segments of the hospitality industry throughout his career, Mr. Tantleff applies his broad background and experience in hospitality to a wide variety of engagements with a particular focus on strategy, business process improvement, initial public offering ("IPO") preparedness, investment banking and transactional support and workouts and financial restructurings. Mr. Tantleff has advised boards of directors, chief executive officers ("CEOs"), lenders, borrowers and other stakeholders on numerous high profile hospitality matters.

Mr. Tantleff began his career at the Sands Casino Hotel in Atlantic City as the Senior Operations Analyst responsible for the profitable operation of the casino-hotel. Shortly after that, he was recruited to manage the \$2 billion hospitality portfolio of The Prudential Insurance Company of America, the nation's largest institutional owner of hotels. In this capacity, he oversaw all phases of Prudential's investment strategy; liaising with managers, partners and investors; acquisitions, dispositions and due diligence and asset management. After executing a number of private and public market transactions for the insurer, Mr. Tantleff joined Jones Lang LaSalle ("JLL") Hotels as the leader of the New York office, where he led the brokerage group's most active practice and initiated the company's foray into asset management. At JLL, he was a founding member of the International Capital Committee, which matched international capital with opportunities globally. At the onset of the financial crisis, he joined BlackRock Financial Services, leading the efforts in restructuring the hospitality component of the financial manager's \$6 billion sub-debt portfolio. He also held senior management positions at Hotel Asset Value Enhancement and Granite Partners (Savilles).

Mr. Tantleff has earned numerous awards and accolades throughout his career, including Real Estate New York's Top "40 under 40" influential people in real estate and RealShare New York's "Commercial Broker All-Stars." Recently, he was named to Turnaround and

New York University Real Estate Institute Alumni Organization

## Expertise

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Corporate Finance

Restructuring / Turnaround Services

Transaction Advisory

## Industries

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Financial Institutions

Hospitality, Gaming & Leisure

Real Estate

Workout Magazine's "People to Watch," and National Real Estate Investor named him "Exit Strategy Guru" in an article about the timely disposition of hotel assets. He has penned numerous articles in various trade and industry publications and is a frequent speaker at industry events.

He holds a B.S. in Hotel Management from Cornell University's School of Hotel Administration and a M.S. in Real Estate Investment and Development from New York University. He is a Certified Turnaround Professional and a Certified Insolvency and Restructuring Advisor.

Mr. Tantleff is an advisory board member of Checked-In, an app to assist travelers connect with their network when traveling, and is the secretary of the board of directors of Tzahal Shalom. He serves on the board of directors of Cornell University's Center for Real Estate Finance. Mr. Tantleff is the former representative and board member of the Cornell Alumni Federation, where he represented the School of Hotel Administration in university affairs.

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# Hospitality, Gaming & Leisure

The Hospitality, Gaming & Leisure practice brings 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 condo hotels. Our extensive experience in operational realignment, asset and interim management, strategic analysis and event readiness (e.g., initial public offerings (IPO), receivership, bankruptcy) uniquely allows us to preserve, protect and enhance asset value. Unbalanced growth and a challenging business environment remain the biggest opposition to recovery of our industry, and we are ready to help guide our clients through the critical decision points to build and preserve enterprise value together.

Please check the FTI Consulting global website for more information.

## Key Contacts

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Senior Managing Director

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### Ronald F. Greenspan

Senior Managing Director, Co-Leader Real Estate Solutions

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