

Expert Evidence

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EXPERIENCE

2018- Present Expert Evidence International Limited, Expert Witness

- Expert Witness: Ausaf has been working with Expert Evidence International Limited as an Expert Witness since March 2018 and has been involved with around a dozen cases as an Expert.



2011 – Present Coombe Advisors Limited, UK, Founder & Managing Director

- Coombe Advisors was established by Ausaf to provide strategic, financial and investment advice to a network of clients and associated businesses, with a focus on family offices, the wealth management industry and growth businesses. Coombe Advisors assists stakeholders in evaluating their strategic challenges and options, advising management on executing business and financial plans and providing investment and financial guidance to a small number of families (www.coombeadvisors.com).
- Non-Executive Roles: Ausaf was an Independent Non-Executive Director of Multrees Investor Services, which provides custody and investment administration services to private banks. He chaired both the Audit & Risk Committee and Remuneration Committee and resigned in September 2022 after nine years on the board. From July 2016-18 he was a NED of Capitas (DIFC), a Dubai based regulated real-estate investment company. On the charitable front Ausaf has been a Trustee of SEO London since 2008, an organisation focused on assisting students from ethnic minorities access the most competitive professions. From 2017-20 Ausaf was a Trustee and member of the Finance Committee of Tara Arts Group, Britain's oldest Asian theatre company. From 2015-18 Ausaf was also a member of the National Development Board of TeachFirst.



- Advisory Roles: Ausaf serves as Senior Adviser to Brookland Partners, a real estate investment bank, Senior Adviser to Asian Capital Partners, a Hong Kong based Asian investment bank, a member of the Advisory Board of J Awan & Partners, a Dubai based financial services advisory firm, and Chair of one of the two judging panels of the annual WealthBriefing EMEA Awards.
- Major engagements included acting as Financial Advisor to DebtDomain, a Software-as-a-Service company providing cloud-based solutions to the banking industry, on its sale to Ipreo/KKR, advising a leading Asian investment bank on its wealth management acquisition strategy, advising the World Gold Council on engaging with the private wealth sector and advising a start-up online remittance company on its initial fund-raising.
- Family Offices: Ausaf advised one major family office on all aspects of their investment activity for four years, including establishing a global custodian, strategic asset allocation and handling a manager selection process. I continue to work with a small number of other clients on various aspects of their investment activities. I am also an Advisory Board member of the Global Partnership of Family Offices.

2007 - 2010 Morgan Stanley Private Wealth Management Limited, UK, MD, Head of Sales & Marketing EMEA

- Responsible for managing and growing Investment Advisors across EMEA, and for all client and product matters. AUM of \$30billion, around 110 advisors and seven offices in six countries. The client base was largely sophisticated UHNW individuals and Family Offices focusing on discretionary investment management, complex investment products and investment solutions.
- Member of the Morgan Stanley Smith Barney Management Committee and Director of MSPWM Limited (FSA CF1, CF16 & CF29). Headed a team which appraised a major international private banking acquisition in 2009 and responsible for assessing private banking opportunities in Japan with MUFG, Morgan Stanley's largest shareholder.

2002 - 2007 Merrill Lynch International Bank Limited, UK, MD, Head of Global Private Client EMEA

- Managed \$45 billion AUM, 13 offices in 12 countries and 1,100 staff. The business was heavily loss-making in both 2001 and 2002, but under my direction it was significantly restructured and refocused. From 2003 the business entered a new growth phase and profits climbed steadily.



- Director of Merrill Lynch International Bank (FSA CF1, CF8 & CF17) and Merrill Lynch Bank (Suisse). Member of the EMEA Executive Management Committee, responsible for Merrill Lynch in the region, and the GPC Management Committee.

2001 - 2002 Merrill Lynch Japan Securities, Japan, MD, Head of Private Client Restructuring Project

- Based in Tokyo for nine months and managed a multi-disciplinary team which restructured the firm's private client business in Japan. The business had previously recorded \$900 million of losses, over the prior four years, but within one year of the restructuring, the business was operating profitably. This radical reorganisation involved, *inter alia*, the closure of 25 branch offices, the creation of a new call centre to manage small accounts and later the formation of a unique private banking joint-venture with MUFG.

1998 - 2001 Merrill Lynch Asia Pacific, Singapore & Hong Kong, MD, Chief Operating Officer

- Responsible for the support functions and regional infrastructure of Merrill Lynch in Asia, covering the institutional, private client and investment management businesses. The region recorded US\$1.2 billion of revenue in 2000 and employed 3,500 employees in twelve countries. Member of the Regional Executive Committee, chaired the Regional Debt and Equity Commitment Committees and Director of several Merrill Lynch companies and joint ventures in Asia.

1990-98 Merrill Lynch Asia Pacific, Hong Kong & Singapore, MD, Investment Banking

- Responsible for the firm's investment banking coverage of India and Pakistan and some coverage of Indonesia. Originated and managed a wide range of international financing transactions involving leading Indian and Asian companies and helped build Merrill Lynch's dominant position in the Indian market. Played a key role in establishing the firm's joint venture in India, DSP Merrill Lynch. Moved to Singapore in 1995 to set-up the Investment Banking department there and named Managing Director (MD) in 1996.

1985-1990 Merrill Lynch International, UK, Vice President, Investment Banking

1983-1985 British Petroleum, UK, Economist, Corporate Planning



EDUCATION

- 1982-83 **The University of York, UK**
 MSc Economics (Pass with Distinction)
- 1978-81 **London School of Economics, UK**
 BSc Economics (Upper Second)

OTHER

- Leading participant in both Merrill Lynch's and Morgan Stanley's Graduate Recruitment and Diversity programmes
- Bass guitarist in an Asian punk rock band (30 years ago) which recorded a single and has recently been the subject of some media attention (www.alienkulture.com)
- Author of 'The Architecture of Islamic Dynasties – A Personal Journey'
- Married with five sons, traveler, home cinema fan and keen gardener