

## Aerospace and Defense Case Studies

### Undeclared Political Exposure Assessment (Iraq / Jordan)

PSA was engaged to investigate allegations of undisclosed political exposure involving a regional sales agent operating across Iraq and Jordan.

Deploying resources from Dubai, Amman, and Baghdad, PSA mapped the company's current and historical ownership structure, established a clear timeline of ownership changes, and conducted discreet source inquiries with senior industry contacts. No direct ownership by politically exposed persons (PEPs) was identified.

However, the investigation confirmed that the son of a highly influential official within the **Ministry of Defence of the Republic of Iraq** (وزارة الدفاع العراقية) held a paid position at the company. Further review established that the individual was a 19-year-old full-time university student based in the United Kingdom, with no defined working hours, yet reportedly receiving substantial commission-based compensation.

PSA's findings identified a material corruption and influence risk requiring enhanced compliance scrutiny.

### Product Diversion Risk Assessment (Egypt)

PSA assessed product diversion risk in connection with a prospective Egyptian buyer of restricted U.S. technology. Through a structured review of historical shipping records and in-depth Arabic and Russian media research, PSA identified both active and prior trade relationships between the buyer and three Russian Military End User (MEU)-restricted entities.

Further analysis of procurement activity confirmed that, within the preceding three months, at least one of these entities issued a request for proposals (RFP) for materials whose specifications closely aligned with the Client's products. PSA's findings established a substantiated and current diversion risk. Based on this assessment, the Client terminated the proposed transaction.

### Political Exposure and Influence Risk Assessment (Indonesia)

PSA assessed political exposure and potential influence risk relating to an Indonesian agent led by a member of a prominent family connected by marriage to a senior public official. The Client was aware of the relationship and sought a clear compliance assessment. PSA conducted targeted source inquiries and reviewed the current political and procurement environment. The assessment confirmed that the connection could facilitate access, including participation in tenders and senior-level introductions. However, it did not provide the ability to influence or override commercial or technical decision-making in contract awards. The agent's win/loss rate was in line with market norms, and no evidence of bribery or irregular tendering was identified. PSA concluded that while the political exposure warranted monitoring, it did not present a material compliance risk.

### Sanctions and Foreign Nexus Risk Assessment (United States / Russia)

PSA conducted enhanced due diligence on a software company with Russian founders and a historical operational presence in Russia, in connection with its support to sensitive U.S. systems. The review confirmed that in 2022 the company shut down its Russian operations, relocated staff to Eastern Europe and Dubai, and restructured outside of Russia. Discreet inquiries in Moscow indicated that the founders had severed ties with Russia and would likely face detention if they returned. PSA concluded that the risk of sanctions exposure or compromise of sensitive material was minimal. The Client continued the relationship.

Disclaimer: To safeguard our clients and their interests, important details regarding our previous experience have been changed to intentionally obscure the nature of the assignments and the Parties involved. Similarities to any real person(s), companies, or events is purely a coincidence. In the event that we state a Party is guilty, it is understood that the Party rejects this assertion, and has refuted this statement.

In the past 24 months, PSA has engaged in investigative and due diligence activities in more than 150 countries on six continents.

#### COUNTRIES PSA HAS OPERATED IN:

- Projects completed in the last 5 years.
- Projects completed in the last 2 years.



For research in comprehensively sanctioned countries, PSA's work is appropriately restricted to media and dataset reviews.



## PSA

Established in 2000, PSA is a global specialist risk consultancy, delivering critical information to our clients through our three core service lines: Due Diligence, Investigations, and Advisory services. We operate where our clients do business, with regional offices staffed by investigators and responders who have

extensive in-region experience gained from professional backgrounds in corporate investigations, government intelligence and law enforcement. With a disciplined focus on information collection, we have a 25-year track record of supporting businesses in conducting assessments of complex operating environments.



### Due Diligence

Our DD products are tailored to our clients' needs and based in deep understanding of best practices and regulatory guidelines. We scale from desktop research to on-the-ground investigations with multiple process-based due diligence options.



### Investigations

PSA has a proven record in supporting companies in complex, international investigations. Our investigative abilities can be scoped to accommodate a variety of engagements, including whistleblower response, fraud investigations, and asset tracing.



### Advisory

PSA provides strategic guidance to firms to address specific concerns. We tailor services to support clients on a variety of complex issues, including complex disputes, country-specific operational risks, emerging regulatory issues, and point-specific human risks.