



DRAFT

Kuwait China Silk Road Development Fund I Initial Proposal

May 2016

Executive Summary



中国交通建设
CHINA COMMUNICATIONS CONSTRUCTION



SILK ROAD

<p>Fund</p>	<ul style="list-style-type: none"> US\$1.2 bn Kuwait China Silk Road Development Fund I (“Fund I”) to be jointly sponsored by the designated investors from the State of Kuwait (“Kuwait”) and the People’s Republic of China (“China”)
<p>Objectives</p>	<ul style="list-style-type: none"> Fund I would be dedicated to invest in three selected strategic projects to support Kuwait to achieve its second five-year Development Plan 2015-2020’s (“Kuwait’s Development Plan”) vision of deepening the country’s economic growth potential and economic diversification by moving away from a predominately oil-based economy The selected projects are involved in sectors aligned with Kuwait’s Development Plan’s targeted sectors including power, renewable energy, desalination and waste management. The selected projects are: <ul style="list-style-type: none"> Az-Zour North Phase 2 Independent Water & Power Project The Kabd Municipal Solid Waste Project Al Abdaliyah Integrated Solar Combined Cycle Project Fund I would also support Kuwait’s Development Plan’s initiative to encourage the deployment of public-private partnership (“PPP”) framework to deepen the contribution of the private sector to the country’s economic growth; spur private sector job creation; introduce economic efficiencies; and facilitate the adoption of new technologies and know-how
<p>Commitment</p>	<ul style="list-style-type: none"> The target size of Fund I will be US\$1.2 bn <ul style="list-style-type: none"> the State of Kuwait Silk Road Finance Corporation (“SRFC”) to raise a significant portion from designated Chinese investors China Communications Construction Company Limited (“CCCC”) SRFC to be responsible for bringing in regional long-term debt financing in place at project level for the three projects, in which Fund I will have a total investment capacity of c.US\$4 bn
<p>Strategic partners and investors</p>	<ul style="list-style-type: none"> Key potential Chinese strategic partners and investors include: <ul style="list-style-type: none"> Silk Road Planning Research Center (“SRPRC”) State Administration of Foreign Exchange (“SAFE”) Silk Road Fund (“SRF”) China Insurance Fund (“CIF”) China Development Bank (“CDB”) Ping An Insurance (Group) Company of China, Ltd. (“Ping An”)
<p>GP/Manager management fee</p>	<ul style="list-style-type: none"> Fund I is proposed to be managed by SRFC, a designated Kuwait entity and CCCC Management fee of [1-2%] will be dedicated for Fund I’s management and operations GP/Manager will have 20/80 split on carry-interest with LPs after achieving the minimum return hurdle of [6%] IRR

Significance of the Proposed Projects to Kuwait



Az-Zour North Phase 2 Independent Water & Power Project

- **Project description:** the development of a greenfield dual-purpose project with at least 1,800MW power generation capacity and between 102 million imperial gallon per day (“MIGD”) and 107 MIGD seawater desalination capacity; this project is part of the 5 phases Az-Zour North project which will have a total capacity to generate 4,800MW of electricity and approximately 280MIGD of desalinated water

• **Strategic significance to Kuwait:**

- Kuwait’s water and electrical energy consumption per capita are among the world highest averaging 447 litres per day and 14,911 kWh respectively. The demand for fresh water and electricity are expected to grow at a rate of 5-7% and 8% p.a. and expected to reach 850MIGD and 30,000MW by 2030
- Kuwait has no permanent rivers or lakes, limited natural ground water, low long-term average rainfall and deficient soil moisture. It is dependent on desalinated seawater which provides 60% of total water supply. There are 7 operating desalination plants with c.570MIGD installed capacity which is not enough to meet the growing demand
- Az-Zour North is one of the key projects to allow Kuwait to meet its growing water and electricity needs



The Kabd Municipal Solid Waste Project

- **Project description:** the development of a municipal solid waste treatment plant with 3,275 tonnes per day designed capacity to generate 650GWh/year electricity, recover materials (metals and aggregates) for slag recycling and then disposing the flue gas cleaning residues and remaining slag (if 100 % re-use is not possible) into separate sanitary landfills on the site

• **Strategic significance to Kuwait:**

- Kuwait has one of the highest per capita municipal solid waste (“MSW”) generation reaching 1.4 to 1.5 kg per day. Currently, more than 2 million tonnes of MSW is generated in Kuwait each year and it is expected that the annual generation will reach 2.75 million tonnes by 2025
- Currently, MSW in Kuwait is not treated by any official governmental scheme and landfill burial is the prevalent disposal method with c.90% of MSW sent to landfills. There are 18 landfills but only 4 sites are still in operation, which do not meet international environmental standards
- Given the growing environmental threat due to ground water contamination and leaching as a result of the current landfill practice and limited landfill capacity, the Kabd Municipal Solid Waste Project served an important solution to Kuwait’s waste management challenges



Al Abdaliyah Integrated Solar Combined Cycle Project

- **Project description:** the development of an integrated solar combined cycle power generation facility; currently envisaged to have a net power generation capacity of approximately 280MW of which 220MW will be generated by Combined Cycle Gas Turbines technology and 60MW will be generated by Concentrated Solar Power Parabolic Trough Collector technology

• **Strategic significance to Kuwait:**

- Although Kuwait has some of the best solar irradiation levels in the world, it has been completely reliant on the non-renewable fossil fuel resources for power generation and water desalination until Kuwait’s energy diversification goals mapped out in late-2012. Sheikh Sabah Al Ahmed Al Jaber Al Sabah announced plans to generate 5% of the country’s electricity through renewables by 2020 and 15% by 2030
- Since the announcement of Kuwait’s energy diversification goals, Kuwait has been actively engaged in the construction of the renewable projects including 10MW Umm Gudair Field Solar Project, 10MW Shagaya Renewable Energy Park Wind Farm and 60MW Shagaya Renewable Energy Park Solar Complex
- Al Abdaliyah Integrated Solar Combined Cycle Project will be Kuwait’s first solar-thermal energy generation station and viewed as a crucial step towards achieving the country’s goal of increasing the share of renewables in the country’s energy mix

Competitive advantages of SRFC and CCCC



SILK ROAD

Strong shareholders and strategic partners

- SRPRC is the largest shareholder of SRFC and provides visionary guidance on planning and policy
- SRF, CDB, Ping An and China Everbright Group are SRFC's key strategic partners

Extensive alliances

- Outstanding relationships with leading Chinese SOEs and POEs
- SRFC has extensive alliances with Kuwait's leading government agencies and private enterprises, including Kuwait Investment Authority, National Bank of Kuwait and the Industrial Bank of Kuwait

Experienced management with strong execution capability

- Seasoned Chinese and international professionals with strong track record in cross-border mergers & acquisitions
- Implement high standards of risk control, invest in quality projects and generate risk-adjusted return

Influential international advisors

- Mr. Javier Solana is the President of ESADE Center for Global Economy and Geopolitics, and previously served as Secretary General of the Council of the European Union and Secretary General of NATO, among other positions
- Mr. John Lawson Thornton currently serves as Chairman of the Brookings Institution, Chairman of Barrick Gold Corporation, and Professor and Director of Global Leadership at Tsinghua University; he is formerly the President and COO of Goldman Sachs and independent Non-executive Director of ICBC



中国交通建设
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Leading consortium member in China and the world

- CCCC was ranked 165th among Fortune Global 500 in 2015
- CCCC was ranked 5th by Engineering News Records' list of the world's top 250 international contractors and had been the top among Chinese contractors for 5 consecutive years
- CCCC is the largest port construction and design company in China, the world's largest dredging company and the world's largest container crane manufacturer with over 78% market share

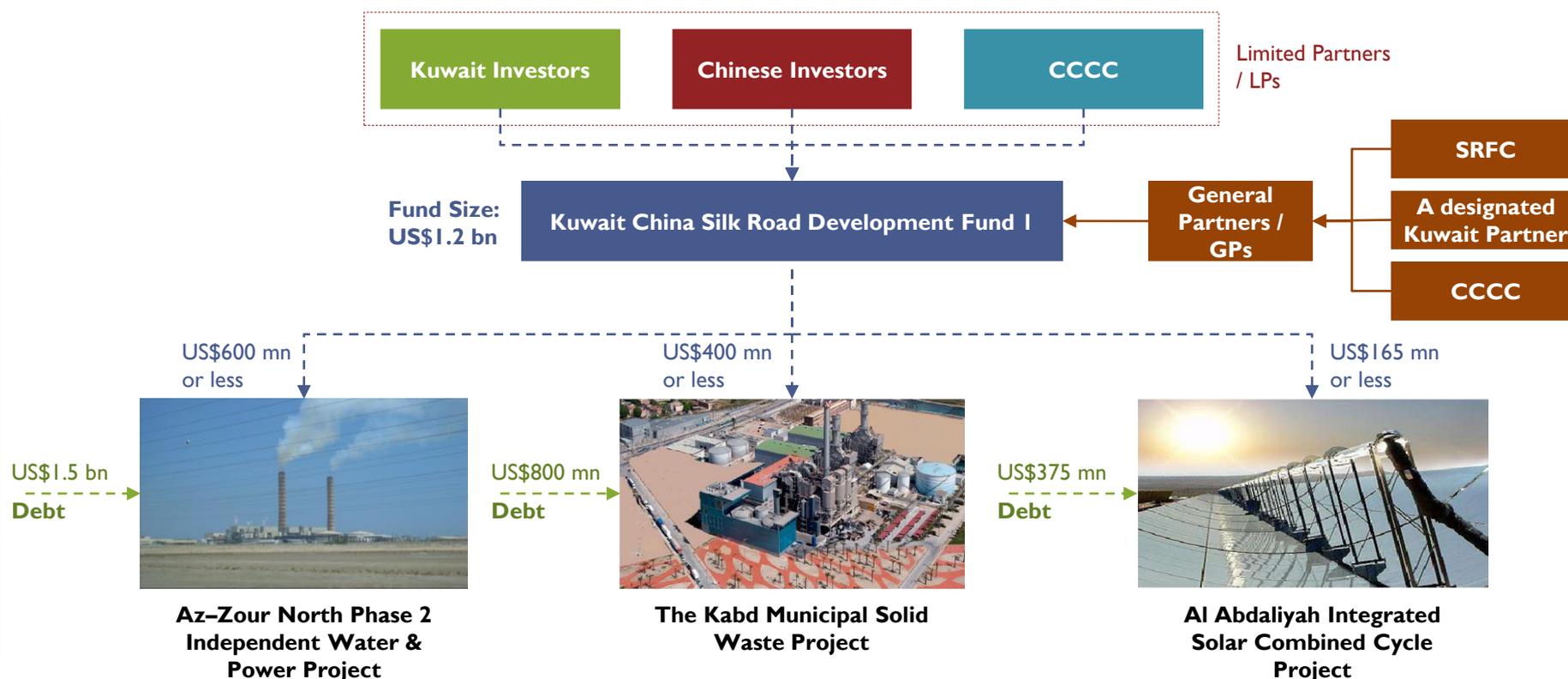
Outstanding international experiences and track record in Kuwait

- CCCC has strong international presence with operations in over 120 countries around the world
- CCCC is the largest international engineering contractor in China under world-renowned brands including CCCC, China Harbour Engineering Co. Ltd., China Road & Bridge Corporation and Shanghai Zhenhua Heavy Industries Co.,Ltd
- CCCC has over 30 years experience in Kuwait and was involved in the construction of bridge and roads and subgrade treatment of port engineering on Boubyan Island and the construction, completion and maintenance of roads and interchanges on Jahra Road

Strong access to equity and debt capital markets

- CCCC was initiated and founded by China Communications Construction Group (a state-owned company regulated by SASAC) in 2006 and subsequently listed on Hong Kong Stock Exchange in 2006 and Shanghai Stock Exchange in 2012
- The dual-listing status of CCCC allows its access to deeper capital markets, i.e. both local and international

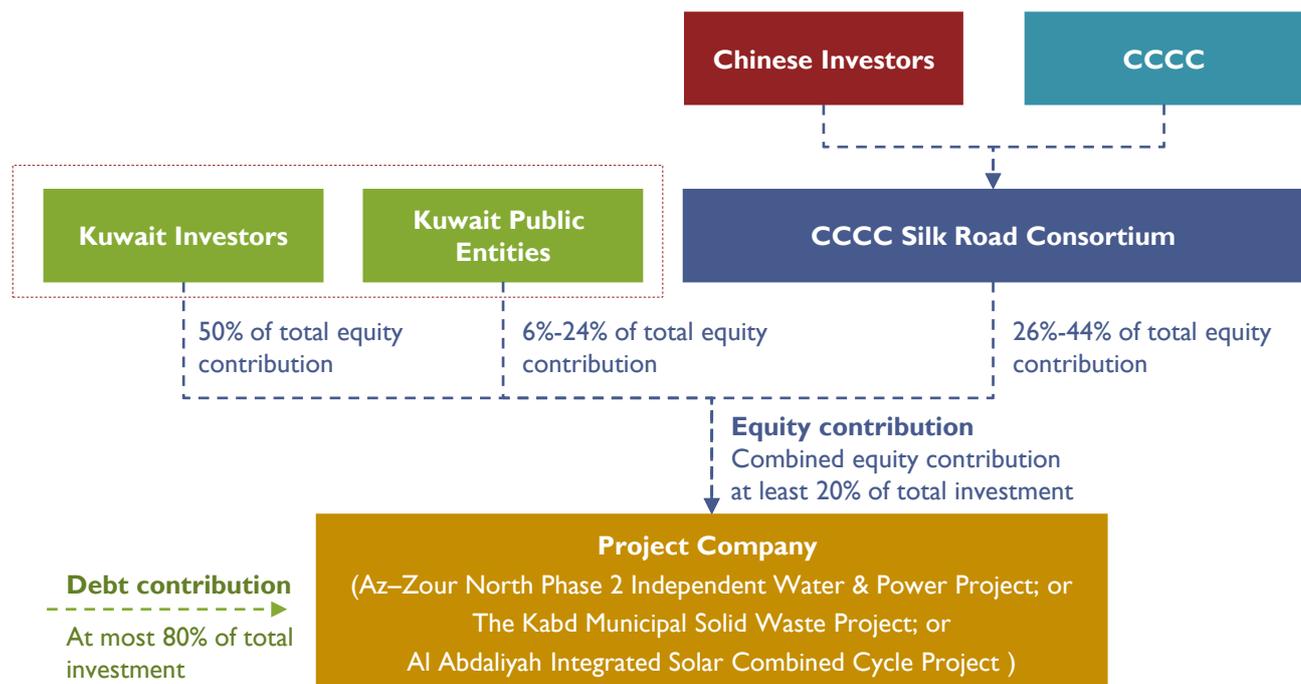
Proposed Structure



Kuwait China Silk Road Development Fund I

- Fund I would bring a holistic and total-solution-driven approach for the development of the three projects
- Fund I will be responsible for 100% of the equity contribution of the three projects, which will be 20%-30% of the total investment costs
- Equity contribution from Kuwait government through Kuwait designated investors (“Kuwait Investors”) and Chinese investors including CCCC will be at the fund level with percentage of contribution to be confirmed after further discussion
- SRFC / CCCC to secure all long-term debt financing from China but Kuwait banks are welcome to participate
- CCCC will lead the feasibility studies, proposal, EPC, management and operations of the projects
- Long-term Concession Agreement and Off-taker Agreement (up to 50 years) to be executed for each of the projects with relevant public entities, which specify the construction term, investment term, basis for the Project Company to collect payments, etc.

Alternative PPP Structure



General PPP structure

- Alternatively, the general PPP structure in accordance with the Kuwait Public Private Partnership Law - Law No. 116 of 2014 would be deployed for the development, financing, design, engineering, procurement, construction, testing, commissioning, ownership, operation, maintenance and transfer of the three projects
- Public joint stock companies will be set up for each of the projects
- The Kuwait government designated investors to invest 50% (which will be distributed to living Kuwaitis through IPO after commercial commencement), Kuwait Public Entities to invest 6%-24% and the CCCC Silk Road Consortium to invest the remaining 26%-44% of the total equity contribution for each of the three projects
- Total debt contribution should not exceed 80% of the total investment and SRFC / CCCC to secure all long-term debt financing from China but Kuwait banks are welcome to participate
- CCCC will lead the feasibility studies, proposal, EPC, management and operations of the projects
- Long-term PPP Agreement and Off-taker Agreement (up to 50 years) to be executed for each of the projects with relevant public entities, which specify the construction term, investment term, basis for the Project Company to collect payments, etc.

Appendix I: Az-Zour North Phase 2 Independent Water & Power Project

Project Details

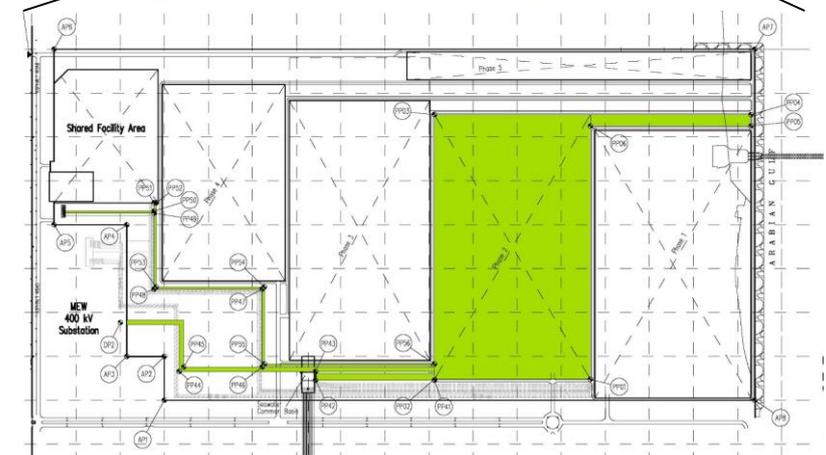
- **Background:** Az-Zour North Phase 2 Independent Water & Power Project (“Az-Zour North 2 IWPP”) is the second phase of development of a complex for power generation and seawater desalination located on the Az-Zour North Site (“Az-Zour North Complex”) with a total power generation capacity of c.4,800MW and desalination capacity of c.285 MIGD developing over five phases
- **Overview:** the development, financing, design, engineering, procurement, supply, manufacture, factory testing, transportation to site, construction, erection, installation, permitting, completion, testing, commissioning, insurance, ownership, operation and maintenance and transfer of a greenfield power generation and seawater desalination plant
- **Capacity:** at least power generation capacity of 1,800MW; between 102 MIGD and 107 MIGD of desalination capacity
- **Technology:** Combined cycle gas turbine technology for power generation; 100% thermal process or a hybrid process (the capacity of the reverse osmosis plant shall not exceed 25% of the total desalination capacity) for water desalination
- **Fuel supply:**
 - Gas (main fuel): supplied by Ministry of Electricity and Water of the State of Kuwait (“MEW”) / Kuwaiti Oil Company (“KOC”) through three pipelines from the Mina Al-Ahmadi refinery located c.50 km from the Az-Zour North Complex; the fuel consumption of Az-Zour North 2 IWPP should not exceed 350 MMSCF per day
 - Gas oil (back-up fuel): secured through one pipeline from the Az-Zour South Plant
- **Key agreements:**
 - Energy Conversion and Water Purchase Agreement (“ECWPA”): between the project company and MEW specifying MEW will purchase the entire Net Dependable Power Capacity and Net Dependable Water Capacity of the project
 - Step-In and Substitution Agreement: between MEW, the project company and the security agent on behalf of the lenders; provide for the right for the security Agent to step-in and take over all rights and obligations of the project company under the ECWPA
 - Land Lease Agreements: between the project company and MEW
- **Estimated total investment cost:** US\$2.1 bn

Project Location

- Located immediately north of the existing Az-Zour South Plant on the Arabian Gulf coast approximately 100 km south of Kuwait City
- Its proximity to the existing Az-Zour South Plant allowing the access of its infrastructure, road, pipelines and transmission line corridors that are already in existence



Az-Zour North Plant



- Total site area of the Az-Zour North Complex is 1,197,500 m²
- Site area of Az-Zour North 2 IWPP is 222,250 m² (including sea water intake corridor) with a length of 610 m and a width of 350 m

Appendix I: The Kabd Municipal Solid Waste Project

Project Details

- **Background:** Currently all Kuwait's MSW is sent to landfill which poses a growing environmental threat due water contamination and leaching. Also as the availability of landfill capacity is limited, the development of the Kabd Municipal Solid Waste Project ("Kabd Project"), Kuwait's first waste-to-energy ("WTE") plant, will be crucial to diverse waste from landfill
- **Overview:** Kabd Project involves the design, engineering, procurement, construction, testing, commissioning, insurance, operation, maintenance, finance and transfer of a waste-to-energy project
- **Project approach:** using WTE technology to generate electricity; recovery of materials (metals and aggregates) for slag recycling and then disposing the flue gas cleaning residues and remaining slag (if 100 per cent re-use is not possible) into separate sanitary landfills on the site
- **Capacity:** an average of 3,275 tonnes per day (about 1,050,000 tonnes per annum)
- **Description of the facility:**
 - The WTE plant is expected to have a minimum of four combustion lines of approximately 34 tonnes per hour capacity per line and 90MW each or up to a maximum of eight combustion lines with the capacity per unit should be modified accordingly
 - Each combustion line should consist of a combustion furnace, an energy recovery boiler and a flue gas cleaning system
 - The superheated steam generated in the boilers will be transformed into electricity in a turbine generator
 - Both ferrous and non ferrous metals will be recovered from bottom slag. There will be a treatment and maturation plant for the slag before landfill
- **Waste and water supply:** Kuwait Municipality will be responsibility for waste collection and transportation; Ministry of Public Works will be responsible for providing water to the Facility
- **Key agreement:**
 - Electricity offtake agreement: entered into by the Project Company in the form of a Power Purchase Agreement to sell the electricity generated by the Facility to MEW
- **Estimated total investment cost:** US\$1.2 bn

Project Location

- Located in the Kabd area which is located approximately 35 km on radial distance from Kuwait City
- The area of Kabd project is 500,000 m²



Appendix I: Al Abdaliyah Integrated Solar Combined Cycle Project

Project Details

- **Background:** Kuwait has one of the highest per capita energy consumption in the world and resulted in a strong demand for power and electricity generation with a growth rate of 5-7% p.a.. Kuwait has been solely relying on fossil fuel for power and electricity generation and now aims to diversify its source to produce c.10% by 2020 of its electricity from renewables and 15% by 2030. Al Abdaliyah Integrated Solar Combined Cycle Project (“Al Abdaliyah ISCC”) will be the first Integrated Solar Combined Cycle Project (“ISCC”) in Kuwait and is an integral part of this overall renewable expansion programme
- **Overview:** Al Abdaliyah ISCC involves the design, financing, building, testing, commissioning, operation and maintenance of the ISCC power generation facility
- **Capacity:** approximately 220MW from gas power facility and 60MW from solar
- **Technology:**
 - Gas power: a conventional combined cycle gas turbine
 - Solar: utilize the booster concept using Concentrating Solar Power Parabolic Trough Collector technology with thermal oil as Heat Transfer Fluid without thermal energy storage; the booster concept envisages that the capacity of the gas turbine shall not be reduced with the input of solar energy, but the total capacity of the ISCC will increase with the solar contribution
- **Solar resources:** A preliminary assessment of the solar resource derived from satellite data demonstrates an annual Direct Normal Irradiation of 2,048 kWh/m²
- **Fuel supply:** KOC / MEW will supply fuel gas to Al Abdaliyah ISCC as main fuel and gas oil as back-up fuel; the Project Company will build the fuel gas and gas oil supply infrastructure up to the fuel interface from a main pipeline located approximately 22 km away from the site
- **Key agreement:**
 - Energy Conversion and Power Purchase Agreement: entered between the Project Company and the MEW containing the commercial and legal terms and conditions of the project including the MEW’s payment obligations
- **Estimated total investment cost:** US\$540 mn

Project Location

- Located in an already defined area within the Al Abdaliyah district, approximately 30 km south of Kuwait city in the western side of the Kabd - Sulaibiyah Road



Appendix II: CCCC Credentials

WTE Project Experience

Name of project	Chaoyang district solid waste treatment center	Household waste treatment plant	Qingdao Xiaojian West WTE Plant	Jiu Jiang WTE Plant	Reppie WTE Plant	Pingtang WTE Plant	Quanling WTE Plant
Location	Beijing, China	Kunshan, China	Qingdao, China	Chengdu, China	Addis Ababa, Ethiopia	Fujian, China	Jiangxi, China
Project type	BOT	BOT	BOT	BOT	BOT	BOT	BOT
Scope of work	Designing	Designing	Designing	Designing	Designing	EPC contractor	EPC contractor
Total plant capacity (Tonnes per annum)	650,000ton	360,000ton	540,000ton	650,000ton	360,000ton	324000ton	438000ton
Waste Details	household garbage	household garbage	household garbage	household garbage	household garbage	household garbage	household garbage
Number of installed incineration streams	3	4	3	3	2	2	2
Throughput per unit (tonnes per hour)	225	250	190	225	225	125	150
Plant power output (MW)	160,000MW	90,000MW	130,000 MW	150,000MW	95,000MW	80,000MW	100,000MW
Investment cost (US\$ mn)	220	48	120	137	100	90	100

Experience in Kuwait

Name of project	Project description	Relevant ministry	Cost of the project (US\$ mn)	Scope of work
Bridge and roads construction and subgrade treatment of port engineering on Boubyan Island	Superstructure construction of highway and railway bridge	Ministry of Public Works, Kuwait	29.26	Sub-contractor
Construction, completion and maintenance of roads and interchanges on the central part of Jahra Road	Construction of bridges at interchanges IC7, IC8 and IC9	Ministry of Public Works, Kuwait	19.26	Construction and maintenance

Appendix II: CCCC Credentials (cont'd)

International Recognition and Other Experience

THE TOP 250 INTERNATIONAL CONTRACTORS		
RANK		FIRM
2015	2014	
1	1	ACS, Actividades de Construccion y Servicios SA, Madrid, Spain
2	2	HOCHTIEF Aktiengesellschaft, Essen, Germany
3	3	Bechtel, San Francisco, Calif., U.S.A.
4	4	VINCI, Paris Cedex 08, France
5	9	China Communications Construction Grp. Ltd., Beijing, China
6	10	TECHNIP, Paris, France
7	7	BOUYGUES SA, Paris Cedex 08, France
8	8	Skanska AB, Stockholm, Sweden
9	6	STRABAG SE, Vienna, Austria
10	11	Saipem, San Donato Milanese, Italy



Island & Tunnel Project of Hong Kong-Zhuhai-Macao Bridge



Scope of works:

- immersed tunnel
- artificial island
- linking bridge

Length: 49 km

Duration: 63 months

Contract value: EUR 11 bn

Shanghai International Shipping Center—Yangshan Deepwater Harbor Phase I --Phase IV



Project description: 18km of deep-water terminals; 50 deep-water container berths

Annual throughput: 15 million TEU

Employer: Shanghai Municipal Government

Duration: 2003-2020

Total Investment: US\$11.5 bn

San Francisco-Oakland Bay Bridge (California, USA)



Scope of work: Steel structure manufacturer and supplier

Total weight: 45000 tonnes

Duration: 2006-2011

Total Investment: US\$11.5 bn

Beijing-Shanghai High-speed Railway



Scope of work: Construction of the Sixth Section stretches from eastern Changzhou in the west to Hongqiao of Shanghai in the east

Total length: main length of 153.7 km; single-line track length of 318.1 km

Duration: 2008-2011

Total Investment: RMB738.99 mn

Appendix III: Strategic partners and investors



Silk Road Planning Research Center

- Belt and Road (“B&R”) initiative represents one of key national strategies of Chinese President Xi
- B&R to become the world's most important economic corridor, covering over 60 countries, whose total population is c.4.4 billion and total GDP is c.US\$21 trillion, accounting for 63% and 29% of that of the world, respectively
- Mr. Chen Yuan, Vice Chairman of the 12th National Committee of the Chinese People’s Political Consultative Conference (“CPPCC”) envisioned that it is critical to start with a think tank to conduct thorough and integrated planning and research for B&R strategies and projects - Planning First, Execution Follows
- SRPRC was endorsed by President Xi and officially established in Beijing in March 2016. CPPCC is the official sponsor of the SRPRC which has five co-founders: CDB, SRF, Tsinghua University, China Finance 40 Forum, and China Association for Promotion of Development Financing. Mr. Chen Yuan serves as Chairman of SRPRC and Mr. Shan Li, Chairman and CEO of SRFC, serves as Vice Chairman of SRPRC
- SRPRC is the most prestigious national think tank advising top Chinese leadership on B&R strategies and projects through a combination of rigorous policy research and market analysis



- SAFE’s key functions:
 - to provide foreign exchange and balance of payments management services
 - to design and implement balance of payments statistical system
 - to offer balance of payments analysis and foreign exchange market policy drafting and transactions monitoring services
 - to offer foreign exchange administration laws and regulations drafting services
- SAFE managed ~US\$3.5 trillion foreign exchange reserves as of the end of December 2015
- SAFE has been seeking innovative use of the reserves and supporting financial institutions in serving the country's economic growth and going-out strategy. SAFE has established a co-financing unit in 2013 to support firms expanding abroad through financing overseas investment deals
- SAFE has invested US\$6.5 billion of the US\$10 billion first installment of Silk Road Fund in 2014, which provides investment and financing support for trade and economic cooperation and connectivity under the framework of B&R initiative



- SRF was established in Beijing in 2014 with investment from the SAFE, China Investment Corporation (“CIC”) , China Exim Bank, and CDB
- SRF provides investment and financing support for trade and economic cooperation and connectivity under the framework of B&R initiative
- SRF is a medium- to long-term development and investment fund, which is dedicated to support infrastructure, resources and energy development, industrial capacity cooperation and financial cooperation in countries along B&R
- SRF makes investment decisions based on market principles, international practice and professional standard. It can work with international development organizations, domestics and overseas financial institutions to jointly set up funds and also manage entrusted assets
- SRF has a total capital of US\$40 billion with first installment of US\$10 billion which was primarily from SAFE, CIC and CDB

Appendix III: Strategic partners and investors (cont'd)



China Insurance Fund



- CDB was established in 1994 in accordance with approval from State Council of the People's Republic of China
- CDB was created by the government to provide medium- to long-term financing facilities that assist in the development of a robust economy and a healthy and prosperous community
- CDB aligns its business focus with national economic strategy and allocates resources to break through bottlenecks in China's economic and social development
- Key missions of CDB include supporting the development of national infrastructure, basic industry, key emerging sectors, and national priority projects, promoting coordinated regional development and urbanization, agricultural/rural investment, education, healthcare, and environment initiatives, and facilitating China's cross-border investment and global business cooperation
- As at 31 December 2015, CDB's total assets reached RMB12.3 trillion (or US\$1.9 trillion)
- CDB announced unprecedented plans to invest more than US\$890 billion into more than 900 projects to support B&R initiative

- The State Council approved the establishment of CIF in June 2015 to further develop the role of insurance funds in investing and enhancing public goods and public services in China to serve the real economy and to promote the upgrade of economic quality and efficiency
- The total size of CIF is RMB300 billion or US\$47 billion
- CIF's investment strategy is to focus on national industrial policies and national development initiatives. CIF will invest in B&R initiative, urban infrastructure, major water conservancy, Midwest transportation facilities, urbanization, international production capacity cooperation and "going out" projects. CIF targets strategic sectors including but not limited to strategic emerging industries, modern logistics, health, energy and resources, information technology and environmental protection
- CIF mainly invests in equity funds, buyout funds, mezzanine funds, asset-backed securities and other alternative investment

- Ping An was established in 1988 in Shenzhen. Ping An shares are listed on the Hong Kong Stock Exchange and Shanghai Stock Exchange
- Ping An has three core businesses including insurance, banking, and investment, enjoying parallel growth of its core and internet finance businesses
- Ping An was ranked No.32 in Forbes' Global 2000 league table in 2015, No.96 in U.S. Fortune Magazine's Global 500 Leading Companies ranking, and No.1 among China's non-State owned enterprises. Also both Ping An Life and Ping An Property & Casualty ranked as the second-largest insurance companies in China by premium income in their respective sectors
- As at 31 December 2015, Ping An's consolidated total assets and equity attributable to shareholders reached RMB4.8 trillion and RMB334.2 billion, respectively
- Ping An has set up Taoshi Energy Equity Investment Fund ("Taoshi Fund") with Sanshan Capital, in which Mr. Shan Li, Chairman and CEO of SRFC is one of the founders, in 2010 with an initial fund size of RMB20 billion. Taoshi Fund focuses on the energy sector in China

Appendix IV: SRFC's International advisors



Javier Solana

- Former Secretary General of the Council of the European Union, Secretary General of North Atlantic Treaty Organization (“NATO”), and Minister of Foreign Affairs of Spain
- Currently serves as President of ESADE Center for Global Economy and Geopolitics, and Distinguished Fellow in Foreign Policy at Brookings Institution
- Member of the board of the International Crisis Group, the European Council on Foreign Relations, and Human Rights Watch



John Lawson Thornton

- Currently serves as Chairman of Brookings Institution and Chairman of Barrick Gold Corporation
- Former President and COO of Goldman Sachs
- Professor and Director of Global Leadership at Tsinghua University in Beijing
- Former independent Non-executive Director of ICBC, independent Non-executive Director of China Network Communications, Director of HSBC, Director of Ford Motor, Director of Intel and Director of News Corp.
- Awarded as one of the most influential people over the past 40 years in global financial market by “Institutional Investor”

Appendix IV: SRFC's Management team



Shan Li - Chairman and CEO

Leadership in leading global financial institutions and major Chinese banks with more than 25 years' experience in investment banking, private equity and fund raising, etc.

- Vice Chairman of SRPRC
- Formerly Chief International Business Advisor of CDB; Vice Chairman of UBS Investment Bank Asia, CEO of Bank of China International Holdings, Managing Director and Head of China Investment Banking at Lehman Brothers, Deputy Head of Investment Bank Preparation Committee at CDB and Executive Director and Chief China Economist of Goldman Sachs
- Served as a member of the Advisory Committee for State Informatization; and an adviser to Hong Kong Government
- Executive President of the Institute for National Governance Studies at Tsinghua University, Distinguished Professor of Practice of Guanghua School of Management at Peking University and Adjunct Professor of Shanghai Advanced Institute of Finance at Shanghai Jiaotong University
- Co-founder of SouFun (New York Stock Exchange listed company)

Ph.D. in Economics, MIT; M.A. in Economics, University of California at Davis; B.E. in Management Information Systems, Tsinghua University;



Peter Wheeler - Director

30 years' experience in investment banking and wholesale banking in Asia, Europe, Middle East and the US; held various senior positions at leading global financial institutions

- Formerly served as a global partner of Goldman Sachs, leading the establishment of the firm's investment banking business in Asia and gained market leading position
- Held a position as Head of Wholesale Banking of Europe, Middle East and Africa ("EMEA") and Americas for Standard Chartered
- In his post investment banking life, Mr. Wheeler was a seed investor and board member of Climate Change Capital, an active angel investor and board member of Rift Valley Corporation, and the co-founder and trustee of New Philanthropy Capital
- Recently joined the Nature Conservancy ("TNC") as Executive Vice President



Joe Xiang - Partner

30 years' experience in financial industry including private equity, structured finance, infrastructure, real estate, opportunistic investment, etc. and investment banking; held various senior positions in leading int'l financial institutions:

- Managing Director and Head of China Global Special Opportunities Group, JPMorgan; Chairman, JPMorgan (China) Venture Capital Investment Corp
- Managing Director and Head of Investment Banking China, Royal Bank of Scotland; Head of Real Estate Finance China, RBS
- Executive Director, Asia Special Situation Group, JPMorgan
- Director, Structured Finance Group, GE Capital

MBA, Fairleigh Dickinson University; MA in Sociology, Morehead State University; BA in Philosophy, Sichuan University



Alfred Pang - Partner

Over 30 years of international investment banking, senior management and private equity experience in Asia, China and the US:

- Chairman, Asia Region and Chief Executive Officer at Standard Advisory Asia Limited
- Vice Chairman of Investment Banking, Chairman of Commitment Committee, BOC International
- Managing Director and President, Asia, Donaldson Lufkin & Jenrette

MBA, Stanford University; dual BSc in Electrical Engineering; BA in Economics, Cornell University

Appendix IV: SRFC's Management team (cont'd)



Johnson Chng - Partner

Over 23 years' of global consulting experience mainly in financial industry with extensive client network covering North America, Europe and Asia; held various senior positions in international leading consulting firms and commercial banks:

- Managing Partner, Greater China, A.T. Kearney
 - Partner, Head of Greater China Financial Services, Bain & Company
 - Partner and Managing Director, Greater China, Boston Consulting Group
- BA, Nanyang Technological University, Singapore



Jianhong Gao – Partner

Over 25 years' experience in the Chinese government and major financial institutions; established close relationships with a number of Chinese government agencies and financial institutions:

- Deputy Director, First Banking Department, China Investment Corporation, responsible for equity management of four state-controlled banks
- Non-executive Director, ICBC; Non-executive Director, CITIC Group
- General Manager, Capital Market, China Galaxy Securities
- Deputy Director, Investment Business Bureau, CDB
- Deputy Director, Finance Department, the State Planning & Reform Committee Macro Control Division

MSc in International Securities, Investment & Banking, University of Reading; MSc in Money and Banking, Graduate School of the People's Bank of China; BA, Beijing University



James Teo – Partner

James has a distinguished career in banking with more than 15 years of experience focused primarily on Natural Resources in the Asia Pacific. James possesses strong expertise in Metals & Mining, Oil and Gas and Energy and has rich experience in capital markets and cross-border M&A. In the past 10 years, James has been responsible for in excess of US\$20 billion of capital market raisings for Asian resource clients and have been involved in some of the largest cross-border resource M&A.:

- Managing Director, Natural Resources Group Asia, UBS Investment Bank
- Managing Director, Head of Metals & Mining Asia, UBS Investment Bank
- Associate Director, Resources and Energy Group, HSBC Investment Bank

MPhil in Finance, Queen's College University of Cambridge; BSc in Economics, University College London



Qiang Dai - Partner

Over 15 years' experience in investment banking and private equity investment, primarily focused on Northeast Asia region, covering financial services, TMT, clean-tech, industrial sectors, etc., leading a number of venture capital/private equity investments, IPO/follow-on equity transactions, bond issuances, cross-border M&As and other projects, with extensive international transaction experience:

- Managing Director, Jefferies LLC Asia, based in Hong Kong
- Executive Director and Head of China FIG, UBS Investment Bank Asia, based in Hong Kong
- Investment Manager, IDG Technology Venture Investment, based in Beijing
- Associate of Special Investment, Government of Singapore Investment Corporation, based in Singapore

MBA, London Business School; B.E. in Management Information and Computer Science (double major) of Shanghai Jiaotong University

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