



**Pre- and post-public listing issues and challenges
faced by Chinese companies:
How China hands deal with them**

Protiviti China Enterprise Roundtable 2010

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Executive Summary

In 2010, the world saw its fair share of bad news through the likes of the European debt crisis, soaring unemployment, continuing political and social unrest, a large number of natural disasters, and increased cases of trade protectionism and currency disputes across the globe. One wondered when and how the continuing global economic gloom would begin to turn on a positive note. Perhaps a knight in shining armor in the form of a surge in Initial Public Offerings (IPOs) by Chinese companies over the course of the year might just be the spark necessary to take things forward on a more positive footing.

According to Dealogic, a Great Britain-based financial data provider, Chinese companies raised a total of USD104.4 billion in 471 deals in the year of 2010, accounting for a hefty 39% of total funds raised from the public globally to date. A good number of these listed Chinese companies were led by bright entrepreneurs who, together with their venture capital and/or private equity investors and supported by seasoned Chief Financial Officers (CFOs), sought to take their companies to new heights by leveraging the funds raised from their public offerings. In many instances, these entrepreneurs and their CFOs faced remarkable challenges while preparing their privately-run Chinese companies for listing and, after listing, having to adapt quickly to managing and growing their businesses with greater public scrutiny and accountability.

For those entrepreneurs who understood the great importance of changing their business approach in order to lead a publicly listed company successfully and applied their new styles in practice, one generally saw a trend of growing market confidence and valuation in these companies with a resulting increase in the personal wealth of shareholdings in these listed companies. We are sure many aspiring entrepreneurs and managers would like to know how these “win-win” results were achieved.

On December 1, 2010, Protiviti gathered 12 seasoned and well-respected C-suite executives for a roundtable discussion at the Langham Hotel in Shanghai, where they shared their experiences in the public filing process and resulting changes in their businesses. Three core themes emerged from the discussion, namely:

- Growing rich through turning “new money” into “old money”;
- Preparing for a successful public offering; and
- Challenges after getting listed.

This white paper shares the participating C-suite executives’ experiences in addressing the issues and challenges they faced in these crucial areas.



I want to thank the C-suite participants for their invaluable contributions during our roundtable. I hope this white paper will help readers better understand the pre- and post-public listing issues and challenges faced by Chinese enterprises, and provide them with practical and valuable ideas to address them. Finally, we look forward to the opportunity to work with readers and their colleagues in the near future.

Robert B. Hirth Jr.
Executive Vice President, Protiviti
March 31, 2011

Protiviti China Enterprise Roundtable 2010

December 1, 2010



Participants

- Anthea Chung, Chief Financial Officer, JA Solar
- Charlotte Xi, Vice President of Global Operations, Canadian Solar
- Christopher Low, Managing Director & President of Greater China Region, Protiviti
- Eric He, Chief Financial Officer, Giant Interactive (NYSE: GA)
- Mei Levin, Chief Financial Officer, Shenzhen State Micro Technology
- Paul Zhang, Senior Vice President and Chief Financial Officer, MecoxLane
- Peter Sparkes, Chief Financial Officer, Goodbaby
- Raymond Wang, Managing Director, Advanced Capital Group
- Robert B. Hirth Jr., Executive Vice President, Protiviti
- Rupert Hoogewerf, Founder and Publisher, Hurun Report Inc.
- Sikan Tong, Chief Financial Officer, China Cablecom

Growing rich through turning “new money” into “old money”

In private business settings, the seeds of commerce are normally sown by enterprising individuals who take a calculated risk in responding to the needs of the society at large. During this time, these entrepreneurs apply a considerable part of their personal time and efforts to build their businesses. Some are successful, others unfortunately are not. In many cases, the successful ones will expand their businesses by seeking both financial and technical support from venture capital and private equity investors. For those businesses that continue to grow, there comes a time when a public offering becomes an optimal opportunity to acquire significant funds that will enable an enterprise to grow and expand significantly. However, there is a very important “catch” in seeking funding from the general public. The board of directors and management of a publicly listed company must demonstrate a high standard of accountability to investors.

Up to the point prior to an initial public offering, it is reasonable to say that the personal wealth of successful entrepreneurs grows concurrently with the growth of their businesses. In China, the wealth gained by an entrepreneur up to this stage is commonly referred to as “new money.” New money has a less than respectable connotation in this part of the world. Justified or otherwise, there is a perception among the general public in China that owner-managers of private enterprises gain their new money by cutting corners and exploiting others in their business practices. As a result, having acquired new money, many Chinese entrepreneurs are keen to turn it into “old money.”

In China, old money belongs to respectable rich men and women – they are seen as the sophisticated millionaire or billionaire philanthropists who are sensitive and sympathetic to improving social conditions, minimizing environmental damages and addressing other worldly injustices. Taking privately-run companies public is considered by many entrepreneurs as a route to respectability, during which they can lead these publicly-listed companies while demonstrating to the general public greater accountability as well as social and environmental responsibilities. Hopefully, over time, they can shift public perception of their money (wealth) from new to old.

“The single biggest challenge for or demand by Chinese entrepreneurs now is to be respected. They have new money and they want to turn it into old money. Old money is respected, old money understands social problems, old money collects art, old money has beautiful houses, and old money sends their children to the right school. New money has no responsibility, new money is probably like a playboy, and it’s not somebody you respect. Chinese entrepreneurs are very keen to change their new money into old money.”



Rupert Hoogewerf
Founder and Publisher
Hurun Report Inc.

In Chinese, ‘new money’ means ‘暴发户’, people who make their fortunes overnight; ‘old money’ means ‘新贵’, somebody who is respected. I think taking a company public is actually one of the key steps towards being respected.

In my personal opinion, now that they have made enough money for themselves, the challenge is what’s next? For most, the next step is to be respected. In English, there’s an expression ‘to turn from poacher into gamekeeper.’ I think that’s how I see the entrepreneurs. Before they would cut corners, but now they are the ones who are not going to cut corners, respected for doing the right things.”

Rupert Hoogewerf, Founder and Publisher, Hurun Report Inc.

China, despite its socialist trappings, has a deep-rooted enterprising culture – these two factors lay the foundation for the promotion of a socialistic and enterprising society. To that extent, turning new money into old money is seen by many as a natural progression in these social settings; one can only hope entrepreneurs do not linger in new money for too long. With that in mind, let us turn our attention to some of the key issues and challenges faced by entrepreneurs and their CFOs and gain some insights into their personal experiences in overcoming them when preparing their companies for listing and growing them thereafter.

Preparing for a successful public offering

Preparing a company for a public offering is a complex endeavor that involves, among other requirements, complying with a multitude of laws and regulations (such as the Basic Standard for Enterprise Internal Control if the listing is to take place in China, and the Sarbanes-Oxley Act if the listing is to take place in the United States of America); establishing an effective governance, risk management and internal control framework that befits a public company and is supported by a cost-effective infrastructure operated by competent people; and seeking the right market conditions to promote the company and maximize takings from the listing.

Most Chinese companies that are planning for listing typically have grown quickly in a relatively short period of time, often driven by intensive sales and marketing activities. During this period of rapid growth, many key issues relating to governance, risk management, internal control, people and infrastructure move to the back burner. Therefore, it is not surprising that many Chinese companies are forced to put in major efforts to address and remediate these back-burner issues prior to their public offerings.

When preparing a company for listing, several golden rules of thumb emerged from the roundtable discussion, notably:

- Build the right project team and engage the right service providers;
- Clear direction, supervision and communication from the top is a must;
- A good budget focuses minds and actions;
- Establish a scalable IT environment; and
- Build an effective internal audit function.

The roundtable participants enthusiastically shared their experience relating to these crucial aspects.

Build the right project team and engage the right service providers

Establishing the right project team from the outset to manage and monitor progress in preparing the company for public listing can make a real difference in achieving that objective. Where key positions within the project team cannot be filled from within the organization, the company should engage the assistance of competent third-party service providers rather than leaving these positions vacant.

“Beyond establishing sound internal control, as the CFO and one of the key members of the management team preparing the company for listing, I found that it’s important to have at least a couple of right-hand persons to assist in addressing the complex accounting principles set by the target stock exchanges as well as all the relevant laws and regulations. It’s important to bear in mind that compliance is a continuous process involving a constant look out for weaknesses and a quick response to rectify identified shortcomings in order to minimize violations.”

You also need top class service providers as a part of your wider team. At MecoxLane, during the listing period, I insisted on engaging A-class service providers to partner with us, from auditors, to law firms, and to all those consulting firms, so that I could sleep better when I was on the road.”

Paul Zhang, Senior Vice President and Chief Financial Officer, MecoxLane

“There were a number of issues we needed to address in the process of going public, such as global tax strategy, transfer pricing, setting up effective internal control, Sarbanes-Oxley, and establishing a proper financial planning and analysis (FP&A) organization, all of which required inputs from subject matter experts to one extent or another.”

Mei Levin, Chief Financial Officer, Shenzhen State Micro Technology

“For me, the biggest challenge is to find the right persons for my portfolio investee companies, who can fit in comfortably and help them improve internal control, financial reporting, etc.”

Raymond Wang, Managing Director, Advanced Capital Group

Clear direction, supervision and communication from the top is a must

Preparing the organization for a high degree of accountability and transparency in a company that is about to go public is one of leadership’s most important tasks during the preparatory stage. To direct and mobilize the transition of the corporate mindset from a predominantly sales-driven and entrepreneurial setting to a more formalized, compliant and managed setting requires envisioned leadership at the top.

“Listing a company takes it to a new level of risks and rewards. Top management must therefore up the ante to ensure the company’s policies, procedures, personnel and infrastructure measure up to a higher standard. Achieving this requires close and clear direction, supervision and communication from top management.

I remember the countless meetings taking place amongst directors and senior management on how to improve control and yet allow the company to remain competitive and succeed and how to then direct and supervise the implementation of the decided approaches.”

Paul Zhang, Senior Vice President and Chief Financial Officer, MecoxLane



Paul Zhang
Senior Vice President and
Chief Financial Officer
MecoxLane



Mei Levin
Chief Financial Officer
Shenzhen State Micro Technology

A good budget focuses minds and actions

Life is too short to waste. A good budget focuses minds and directs energies to implement decisions effectively and efficiently. The budgetary system is a powerful conduit that links strategic decisions to their implementation, and helps measure and manage actual results against planned objectives. An effective budgetary system has the added advantage of enabling the organization to respond to greater public scrutiny in a timely manner.

“Most private companies have rudimentary budgetary systems that are unlikely to cope with the high demands made on the frequent and timely public disclosures and financial reporting required of a listed company. As a result, establishing a sound budgetary system prior to listing is a must. To achieve that aim, we recruit a FP&A specialist to lead our efforts and activities in this area.”

Paul Zhang, Senior Vice President and Chief Financial Officer, MecoxLane

Establish a scalable IT environment

Scaling a company’s IT infrastructure to support the growing demands of the business and compliance with government regulations is a recurring theme faced by many CFOs in companies preparing for public listing. One has to ensure beforehand that the company’s IT system environment is able to handle the growth after listing. Some of the common challenges that companies must address in this area include: a small pool of IT staff with limited skills and bandwidth, informal policies and procedures and business continuity plans, proliferation of desktop applications and decentralized data storage, immature ERP system, lack of integration, and short-term decisions with significant long-term implications – e.g., ERP selection, hosted solutions and outsourcing.

“The scalability and cohesion of our IT systems presented a considerable challenge for us before and after the company’s IPO. Although we endeavor to use the right technology for various aspects of our business operations, I feel that our systems are not as integrated as I would like in capturing and reporting material contracts, big transactions and major settlement payments. We certainly need professional assistance to make our IT systems more integrated.”

Anthea Chung, Chief Financial Officer, JA Solar



Raymond Wang
Managing Director
Advanced Capital Group



Anthea Chung
Chief Financial Officer
JA Solar

“As a leading online game developer and operator, we believe a robust and advanced financial system is critical... We have internally developed an ERP-like system called FINE (Financial Intelligence Nerve Engine), which enables us to grasp millions of financial and operation data in a real time basis and to generate in-time and important metrics for management’s decision making process.”

Eric He, Chief Financial Officer, Giant Interactive

Build an effective internal audit function

The internal audit function of a listed company plays a critical role in providing objective assurance and consulting services, designed to add value to and improve the organization’s operations. It helps the company achieve its objectives by bringing a systematic, disciplined approach to evaluating and improving the effectiveness of the organization’s risk management, control and governance processes. When internal auditors perform their work to high standards, external auditors may rely on the internal audit work when discharging their statutory auditing responsibilities. As a result, similar to ensuring IT scalability, building the internal audit function cannot be a half-hearted attempt. Having a strong internal audit function prior to an IPO increases external auditors’ confidence in the IPO audit of the company.

“When your external audit firm becomes aware that you may go public, it will, appropriately, place more focus on internal control, especially internal control over financial reporting. Therefore, you may see more emphasis from your auditors in terms of effort and hours in the audit, as well as more management letter comments. On a positive note, your external auditor is, in fact, helping you to focus on controls and ensure that there are no material weaknesses related to internal control.

When you become a public company, if you have a competent internal audit function, you can get value out of it. You may find, for example, that the external auditors will be able to place more reliance on the work of your internal auditors, especially in moderate- to low-risk areas that are connected to SOX-related work.”

Robert B. Hirth Jr., Executive Vice President, Protiviti



Eric He
Chief Financial Officer
Giant Interactive



Robert B. Hirth Jr.
Executive Vice President
Protiviti

Challenges after getting listed

Another chapter for companies unfolds after they are listed successfully. Now under the spotlight of the market, the companies must report to regulators and their investors on a regular basis. As a result, management teams must spend time on the governance and growth strategies along with normal daily operations.

The roundtable participants discussed the issues they have been managing after being listed in the capital market. It was not surprising that these pain points occur in most companies, though there may not be a common cure to each:

- Get the right people and culture;
- Deal with multi-location structure;
- Efficient financial closing;
- How to make controls “alive”; and
- Managing M&A and post-merger integration.

Get the right people and culture

Talent gap has always been one of the most common headaches that frustrate the CFOs in our roundtable. Not only does the company need to retain a good team to support the flourishing business, but it must establish a culture of continuous improvement and commitment to excellence. Another hot topic that usually comes with people issues is succession planning, which is critical so that the company can identify talented employees, grow them for greater responsibilities and build the “bench strength” of the management team.

“We grew really fast, and rapid growth brings in many problems. ‘People’ is among the top on the list. As you grow so fast, you need many high-caliber people and external professional assistance in different disciplines.”

Anthea Chung, Chief Financial Officer, JA Solar

“The major issue I encounter after I transit from finance to operation today is the people issue. I encourage employees to be proactive and innovative. They should challenge and improve the current system...Now we focus more on getting the right resources and training. The goals, among other things, are to emphasize the consistency and persistence in pursuing the targets that were set up as KPIs.”

Charlotte Xi, Vice President of Global Operations, Canadian Solar



Charlotte Xi
Vice President of Global Operations
Canadian Solar



Peter Sparkes
Chief Financial Officer
Goodbaby

“One thing that I think is really blaringly obvious, specifically for Asian-based companies, is this talent and experience gap. Unless people really have got the experience or have seen how other people run their companies, persuading and training your staff is extremely difficult.”

Peter Sparkes, Chief Financial Officer, Goodbaby

“As online game is a content driven business, innovation and creativity are our number one priority. ”

Eric He, Chief Financial Officer, Giant Interactive

Deal with multi-location structure

When a company emerges from a local one into a national or even international one, chief executives may ask how controls are exercised and policies and procedures are implemented in subsidiaries as in the headquarters. There are a lot of solutions available – process standardization, interactive reporting mechanism, exception reporting, etc. – and companies should work out a set of infrastructures that suit their needs.

“Now we have offices and establishments around China with over 11,000 people. Do I visit them all? Maybe I can do it quarterly, but from day to day something has to be done to make me feel comfortable that the contract signed over there is OK.”

Anthea Chung, Chief Financial Officer, JA Solar

“If I had a magic wand, I would want a methodology to help senior management really understand the power of process management.”

Peter Sparkes, Chief Financial Officer, Goodbaby

Efficient financial closing

Financial closing could become less easy as the company grows in terms of scale and complexity. An efficient financial closing process can spare resources of financial executives for meeting increasing demands from stakeholders – cost reduction without compromising controls, insightful and timely information that supports decision making, etc. A comprehensive transformation of a finance function may involve changes in policies and strategies, operating procedures, organizational structure, reporting protocol, system support and data maintenance.



“I have a relatively small finance team in Shanghai which needs to cover the entire organization of more than 4,000 people. It’s been challenging for us to get all reports out in time each quarter, both operational and regulatory.”

Sikan Tong, Chief Financial Officer, China Cablecom

Sikan Tong
Chief Financial Officer
China Cablecom

How to make controls “alive”

Internal controls can hardly be valued by management if they are just put on paper and buried in drawers. Internal controls should “live” with daily operations as well as development of a company. Other ingredients for success include proper tone-at-the-top, risk-driven definitions, well-rounded training and communications, clear accountability and effective monitoring.

“Processes and controls are not just the things that finance people keep talking about; it is about managing the business as an on-going concern. You may think you have already got the necessary controls in place, but without reinvesting in human resources and providing the right mindset training, no matter what systems you have installed, it still takes people to ensure they properly execute the control process, or we would just end up garbage in and garbage out even with the best system in the world.”

Charlotte Xi, Vice President of Global Operations, Canadian Solar

“If I can be granted a wish, I just want investors to allow management to at least build up some internal controls before they push the company to go public.”

Sikan Tong, Chief Financial Officer, China Cablecom

Manage M&A and post-merger integration

M&A transactions are complicated, but they are nothing compared to post-merger integration. From the basics of people/customer retention and alignment of organizational structure and operating policies to realization of synergies and cultural reconciliation, all require a devoted management team with clear vision, grim determination, detailed and comprehensive planning as well as persistent efforts in order to build a successful case.

“I spend a lot of time in M&A and I really hope that there are always competent and responsive teams that can help me manage the process, both during and after the transactions. I’m glad that I am able to partner with a couple of those.”

Eric He, Chief Financial Officer, Giant Interactive

Conclusion

Chinese companies have a bumper year in 2010 raising funds through public listing in the domestic and overseas markets. These successes also demonstrated the ability of enterprising business leaders and members of senior management teams (CEOs, CFOs, CIOs, etc.) to harness their collective efforts in leading and bringing these companies to a level of management worthy of public confidence.

Preparing a company for an IPO in a structured and comprehensive manner, and then continuing to grow and manage it successfully after the IPO under the watchful eyes of the investors, regulators and the public, is no small feat on the part of the board of directors and senior management. Throughout this process, internal and external auditors play an essential role in adding value to and improving the company's operations.

With its sizeable number of public listings, China is sending a message to the world that it is heading in the right direction in terms of sound corporate practices. Nevertheless, this is simply one small step in that direction, and I am sure there is much to do for our C-suite participants and countless other aspiring Chinese business leaders and executives in bringing their listed companies to world-class standards.



Christopher Low
Managing Director &
President of Greater China Region
Protiviti

Biographies

Anthea Chung
Chief Financial Officer, JA Solar



Anthea has more than 18 years of financial management experience at public and private companies. Since 2009, she held the position of chief financial officer of JA Solar Holdings Co., Ltd., a leading manufacturer of high-performance solar power products listed in NASDAQ. Prior to that, she was the chief financial officer of Solar Enertech Corp., a public company that manufactures solar cells and solar modules in Shanghai and Menlo Park, California. She was also former vice president and corporate controller at RAE Systems in San Jose, California, a US-listed company which manufactures high-tech gas detection equipment. Anthea began her career as an auditor and worked over eight years for PricewaterhouseCoopers.

Anthea earned her Bachelor of Science degree in accounting at Indiana University and is a certified public accountant registered in California.

Charlotte Xi
Vice President of Global Operations, Canadian Solar



Charlotte is Vice President - Global Operations of Canadian Solar Inc. Prior to this role, she was the company's Vice President - Finance since August 2008 and the company's Compliance Officer from September 2007. She also served as the company's Corporate Controller from February 2007 to 2008. Prior to joining the company, between 2004 and 2007, Charlotte was director of accounting and compliance at ARAMARK Corporation, a Fortune 500 company, and TV Guide Magazine in the United States, responsible for financial reporting and implementing Sarbanes-Oxley compliance during the first year of its applicability. In addition to her corporate reporting experience, Charlotte spent eight years in manufacturing facilities with progressive job responsibilities from cost accountant to plant controller for Saint-Gobain Corporation and Armstrong World Industries.

Charlotte holds a bachelor's degree from the Shanghai Teachers University and MA and MBA degrees from the Midwestern State University in Texas. She is also a member of the AICPA and has been a Texas-licensed CPA since 1996.

Christopher Low
Managing Director & President of Greater China Region, Protiviti



Christopher is the founding managing director leading Protiviti's Greater China practice, which has four offices located in Shanghai, Hong Kong, Beijing and Shenzhen. He has more than 16 years of experience in providing Financial Statements Audit, Internal Audit, Transaction Services and Business Advisory Services to a broad range of clients in various industries across Asia.

Having started his career with Arthur Andersen Singapore, Christopher has worked at Andersen's Hong Kong and Shanghai offices. Throughout a large part of his career, Christopher focused on capital market advisory work, including key involvement in helping Asian enterprises list their shares on the American, Mainland China, Hong Kong and Singapore stock exchanges, through initial public offerings or equity deals. Christopher was also actively involved in Transaction Advisory Services, Post Merger Integration, as well as Internal Audit engagements for various domestic and multinational clients.

Christopher holds a Bachelor of Accountancy (Hons.) from Nanyang Technical University of Singapore. He is a Certified Public Accountant in Singapore and Australia, and is a Certified Internal Auditor. At same time, he is the Regional Director of the Shanghai Chapter, Professional Risk Managers' International Association (PRMIA).

Eric He
Chief Financial Officer, Giant Interactive (NYSE: GA)



Eric has served as the chief financial officer of Giant Interactive (NYSE: GA) since March 2007. Prior to joining the Group, Eric served as a chief strategy officer of Ninetowns Internet Technology Group from 2004 to 2007. From 2002 to 2004, Eric served as a private equity investment director for AIG Global Investment Corp (Asia) Ltd. From 1999 to 2002, Eric was a founding and managing partner of SoftChina Venture Group and from 1996 to 1999, he served as the head of research for Capital Securities Corporation in Taiwan. Prior to joining Capital Securities Corporation, Eric worked in various investment management positions with Fidelity Investments and Merrill Lynch & Co. in the United States. Eric obtained a bachelor's degree in Accounting from National Taipei University and a master's degree in Business Administration from the Wharton School of Business at the University of Pennsylvania. Eric is a Certified Public Accountant and Chartered Financial Analyst in the United States.

Mei Levin
Chief Financial Officer, Shenzhen State Micro Technology



Mei has served as SMI's Chief Financial Officer since July 2010. Previously, She served as the Vice President of Finance at Avallink, Inc., a semiconductor design company specializing in digital television, multimedia and communications in China. Prior to that, Mei served as the Vice President of Finance of North America and Asia for AsteelFlash Group, a global electronics manufacturing services company. Mei began her career with Philips Electronics BV, a global consumer electronics business, where she served in a variety of controller and director positions. Mei received her bachelor's degree from the University of Hawaii at Manoa, and her MBA from the Wharton School at the University of Pennsylvania.

Paul Zhang
Senior Vice President and Chief Financial Officer, MecoxLane



Paul has been MecoxLane's senior vice president and chief financial officer since July 2009. He has over 25 years of experience in accounting and finance. Prior to joining MecoxLane, he worked at McDonald's China from 1994 with his last role as the chief financial officer. During the 15 years working for McDonald's China, his accomplishments included, among others: his team was recognized as the "Global Best Team Award of McDonald's Corporation" in 2003; he was awarded "The President Award of McDonald's Corporation" in 1999. Paul was also recognized as the "China Top 10 Professional Managers with MBA Degrees" in year 2006 by China National MBA Association. Before Paul joined McDonald's China, he worked for a couple of other US and European companies as controller and accounting manager. Paul received his MBA degree from Jinan University in 2001.

Peter Sparkes
Chief Financial Officer, Goodbaby



For three years from 2008, Peter has been the Group CFO for the Goodbaby Group of Companies, based in Shanghai, China, with total Group Sales of US\$570m employing around 17,000 staff, where it was restructured, prepared and then listed on the Hong Kong Stock Exchange. Previous to this, Peter was the Group CFO for Globe Union, a Taiwanese listed company that grew to nearly US\$820m in the five years he was there due to organic growth and acquisitions, and also separately listed part of the company on the Shenzhen Stock Exchange in China. Other roles have included being the Business and Finance Director for Amp Corporation in Asia and the Regional Financial Controller in Equant covering the EMEA region. Peter is a qualified accountant under the Institute of Chartered Accountants in England and Wales, has an MBA in International Business from Warwick University in the UK and has his first degree in Electrical and Electronic Engineering from Oxford (Brooks) University also from the UK. Having lived and worked in Asia for around 20 years, Peter speaks Mandarin together with his English mother tongue. He currently resides in Shanghai where he is married and has two children.

Raymond Wang
Managing Director, Advanced Capital Group



Raymond is a managing director of Advanced Capital Group and co-head of China office. He leads the firm's China practice in private placements and financial advisory. He is also responsible for all aspects of deal execution as well as new business origination.

Raymond has extensive corporate finance and capital markets experience. In his role, he originated, participated, and executed multiple transactions in the consumer, agriculture, CleanTech, industrial and healthcare industries. He has invested and advised six China-based companies to complete successful IPO in overseas capital market with total fundraising over 1 billion US dollars. Prior to joining Advanced Capital Group, he was a senior associate director of a Hong Kong based hedge fund.

Raymond holds a master's degree in Economics from Newcastle University in UK.

Robert B. Hirth Jr
Executive Vice President, Protiviti



Bob has more than 25 years of professional services experience working with a broad range of global, public and local private organizations in a variety of industries, helping them deal with their most significant business risks and issues. His experience includes external audit, business and operational consulting as well as internal audit and business risk management. He has prepared for, attended and presented at hundreds of Audit Committee and senior management meetings. Protiviti was awarded the IIA's Lawrence B. Sawyer Award for outstanding achievement in supporting and promoting the Certified Internal Auditor (CIA) Program as a direct result of Bob's leadership of its worldwide internal audit services practice.

Rupert Hoogewerf
Founder and Publisher, Hurun Report Inc.



Rupert is Founder and Publisher of Hurun Report Inc, a Shanghai based luxury publishing house, responsible since 1999 for compiling China's definitive annual rich list.

Rupert lives with his wife and three young children in Shanghai, where he has been based since 1997. His contribution to the understanding of wealth in China has earned him multiple awards, notably *Newsweek* magazine's 2002 *Person of the Year*, and the 2009 *Magnolia Award*, the Shanghai government's highest honour bestowed upon foreigners. In 2005, *Global Entrepreneur* magazine listed Hoogewerf amongst the 100 Top Influencers in China's Globalization. More recently, in 2010, Hurun Report was presented with the All-China Women's Federation's highest annual award for its promotion of women in business.

Sikan Tong
Chief Financial Officer, China Cablecom



Sikan has served as Chief Financial Officer of China Cablecom Holdings, Ltd. since March 31, 2009. From March 2008 to February 2009, Sikan was the Senior Vice President of the Company where he was responsible for the Company's internal control over financial reporting. From September 2006 to February 2008, Sikan was the Chief Financial Officer of Merylin International Holding, which manages Merylin restaurants and Motel 168 hotel chains in China, where he spearheaded Merylin's IPO and closely managed fundraising activities through private placements. Sikan served as Head of Accountancy Training at The Financial Training Company, a provider of professional qualifications and business training in the United Kingdom and Asia, which later became part of Kaplan Inc. from November 2005 to August 2006. From May 2003 to October 2005, Sikan served as the learning and education manager of the Shanghai office of PricewaterhouseCoopers where he began his career in the audit practice and was responsible for lecturing and organization of the training courses. Sikan received his bachelor's degree from Shanghai University in 1995 in Mechanic and Robotic.

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