

China Mining Procurement Roundtable

www.thebeijingaxis.com

China Mining 2012
 Tianjin, 3 Nov 2012

Kobus van der Wath
 Founder and Group Managing Director
 The Beijing Axis
 kobus@thebeijingaxis.com

Disclaimer

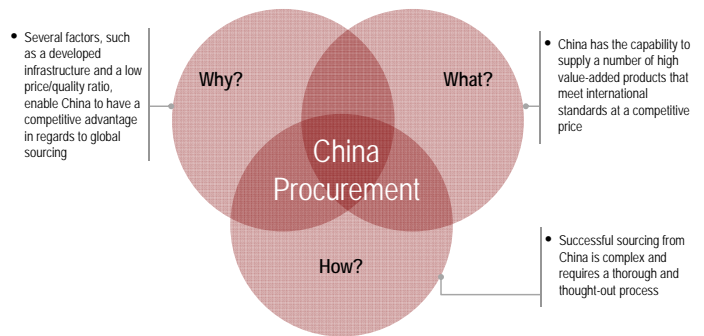
This document is issued by The Beijing Axis. While all reasonable care has been taken in the preparation of this document, no responsibility or liability is accepted for errors or omissions of fact or for any opinions expressed herein. Opinions, projections and estimates are subject to change without notice. This document is for information purposes only, and solely for private circulation. The information contained here has been compiled from sources believed to be reliable. While every effort has been made to ensure that the information is correct and that the views are accurate, The Beijing Axis cannot be held responsible for any loss, irrespective of how it may arise. In addition, this document does not constitute any offer, recommendation or solicitation to any person to enter into any transaction or to adopt any investment strategy, nor does it constitute any prediction of likely future movements or events in any form. Some investments discussed here may not be suitable for all investors. Past performance is not necessarily indicative of future performance; the value, price or income from investments may fall as well as rise. The Beijing Axis, and/or a connected company may have a position in any of the investments mentioned in this document. All concerned are advised to form their own independent judgement with respect to any matter contained in this document.

The Beijing Axis - China-focused International Advisory and Procurement



- Founded in 2002; has successfully worked with many small to large international and Chinese MNCs
- Operates in four synergistic, cross-border China businesses
- Provides services across various sectors, with a core focus on the MINING, RESOURCES, INDUSTRIAL ENGINEERING and OTHER SERVICES sectors
- Provides solutions to international firms as they act in unfamiliar territory in China/Asia and to Chinese/Asian firms as they venture out and 'go global'
- Committed to safety and sustainability, with solutions emphasising 'actions and transactions'

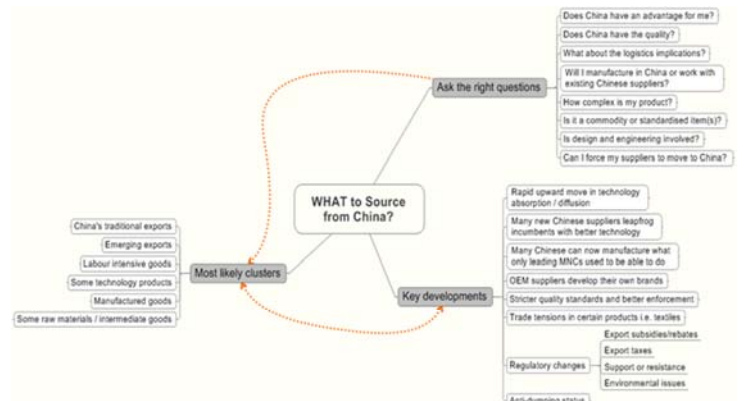
China is an attractive sourcing destination for various products but three key questions require a thorough understanding – Why? What? and How?



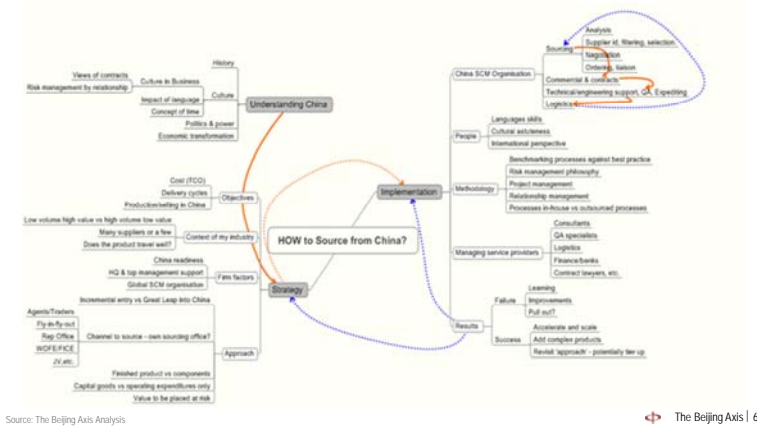
Why source from China?



What to source from China?

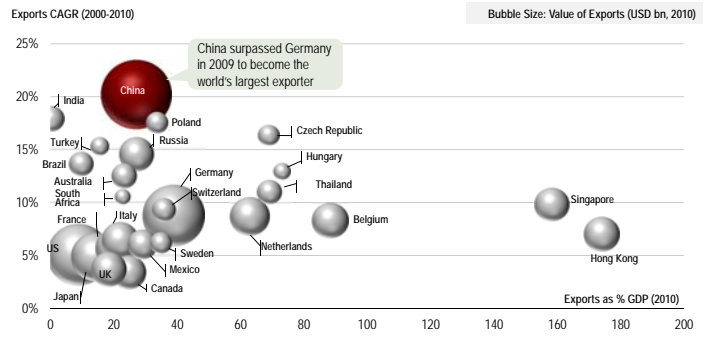


How to source from China?



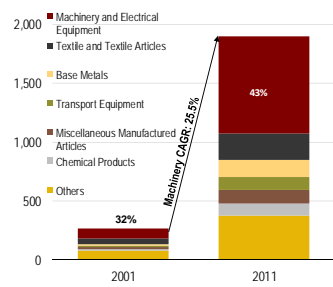
China is both the world's largest and fastest-growing exporter

World's Top 25 Exporters (USD bn, 2010)

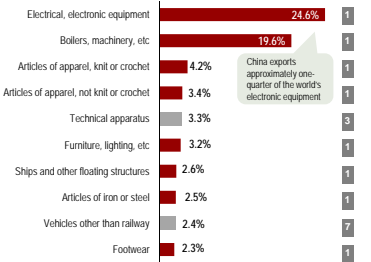


China is the leading exporter of goods such as electrical equipment and machinery

Exports of Commodities Produced in China (USD bn, 2001-2011)

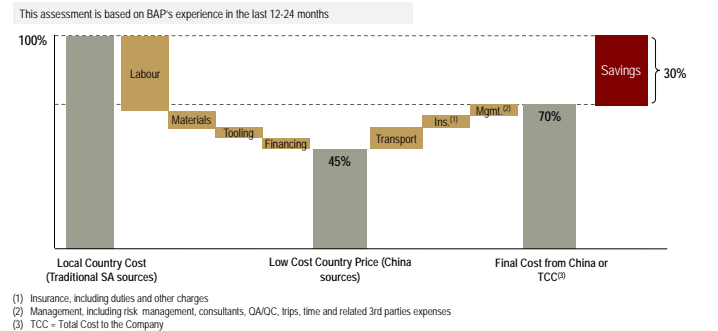


China's Top 10 Export Commodities and % Share of World's Total Exports (HS 2007 2-digits, 2010)



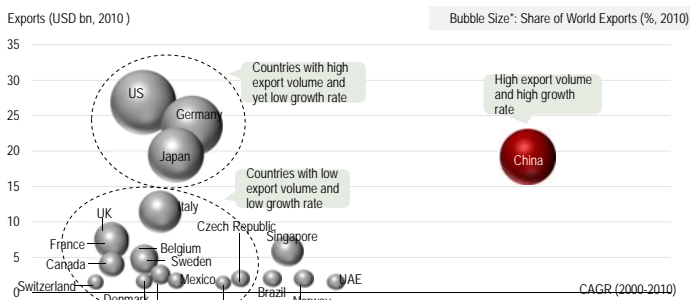
There is a clear potential to reduce procurement costs in sourcing from China

China Sourcing - Value Proposition & Anticipated Savings (%)



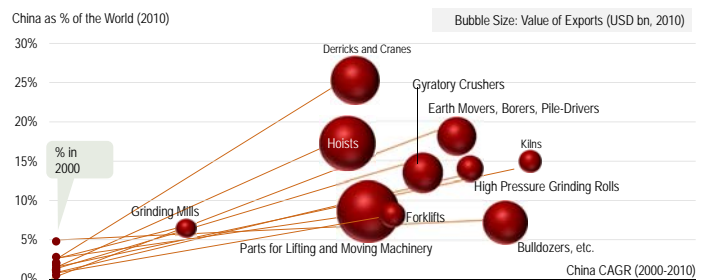
China had fastest export growth for heavy equipment in the last decade

World's Major Exporters of Heavy Equipment (USD bn, 2010)



China is increasing its world export share for all types of mining equipment

Growth and Share of Selected Heavy Equipment Exports from China (USD bn, 2000-2010)

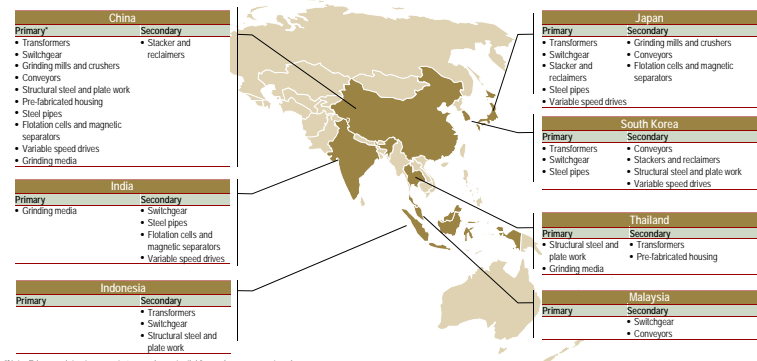


Based on our experience, several products and categories can be competitively sourced from China in a systematic manner

Categories	Selected Products ¹	Price ²				Quality ²			Comments
		VC	C	NC	H	M	L		
1. Material Handling Equipment	<ul style="list-style-type: none"> Conveyors, conveyor parts & accessories Train loading and unloading systems Cranes and hoists Mining trucks and vehicles 								<ul style="list-style-type: none"> China's strength lies in the mid-low end of market Int'l quality standards, lead times may vary Competitive prices and international standards JV with world's largest mining truck supplier
2. Ore Dressing Machinery	<ul style="list-style-type: none"> Crushers and spares Grinding mills and spares Flotation cells and spares Magnetic separators 								<ul style="list-style-type: none"> Prices almost 30% less than European prices Very competitive prices and int'l quality standards Largest producer has 70% domestic market share Comparable to international standards
3. Electrical Equipment	<ul style="list-style-type: none"> Electrical wires & cables Electrical equipment and components Generator sets Motors 								<ul style="list-style-type: none"> High quality at a competitive price Comparable to international standards Competitive price and int'l standards China's strength lies in the mid-low end of market
4. Mechanical Equipment	<ul style="list-style-type: none"> Blowers Boilers Compressors and air systems Valves 								<ul style="list-style-type: none"> Competitive prices and high quality standards Comparable to international standards Competitive prices and int'l standards Valve producers occupy lower end of the market
5. Steel Vessels and Structures	<ul style="list-style-type: none"> Agitators Furnaces Heat exchangers Structural steelwork 								<ul style="list-style-type: none"> Int'l standards at a competitive price Comparable to international standards Competitive price and international standards Readily available with international standards
6. Mine Consumables	<ul style="list-style-type: none"> Pipe fittings Chemicals Steel cable and wire/ rope Safety items 								<ul style="list-style-type: none"> No availability concerns: competitive price Comparable to international standards Similar to European and American standards Low-tech consumables with a large local market

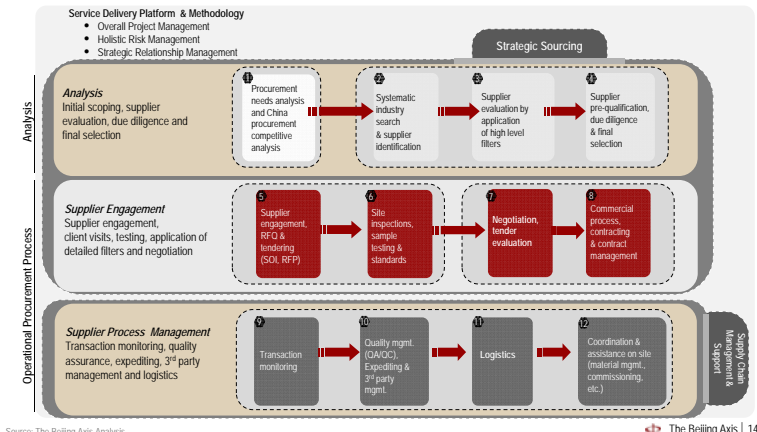
¹Note: 1) Only serves as a broad outline of products to source and should not restrict the consideration of other goods; Product assessment based on TBA's experience, may change based on specs and complexity; 2) Price: VC - Very Competitive, C - Competitive, NC - Not Competitive; Quality: H - High, M - Medium, L - Low
Source: The Beijing Axis Analysis

China stands out and can be targeted for most procurement packages. For other Asian countries the sourcing potential is limited to a few select packages



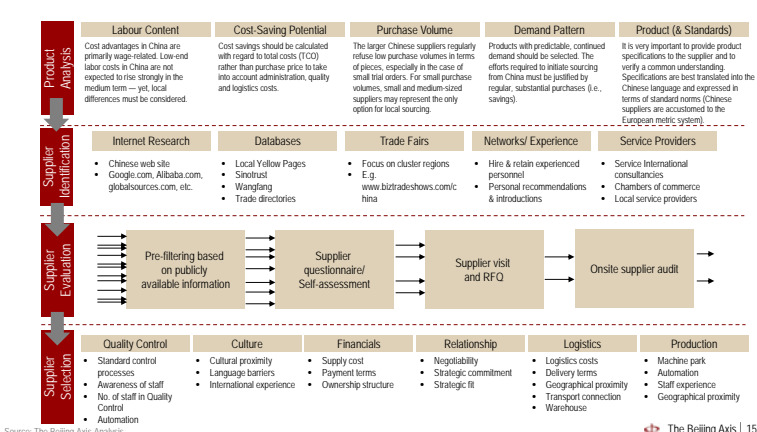
¹Note: Primary refers to a country's sourcing potential for each procurement package
Source: The Beijing Axis Analysis

Beijing Axis Procurement has a tried and tested service delivery platform & methodology for sourcing



Source: The Beijing Axis Analysis

Identifying, evaluating and selecting Chinese suppliers requires a systematic methodology



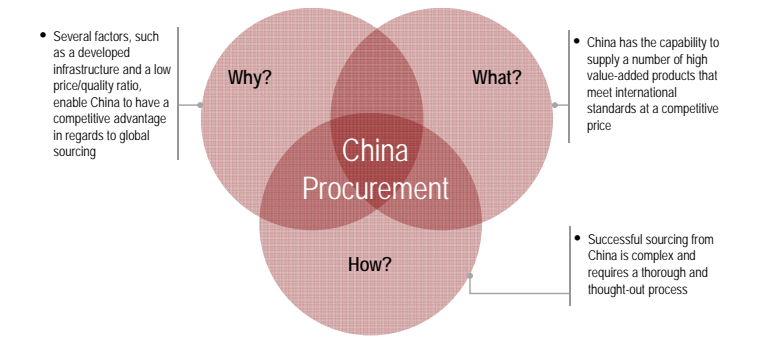
Source: The Beijing Axis Analysis

International mining companies are using various 'models and sourcing structures' for China procurement

Primary and Secondary Channels	Various Sourcing Models in China					
	No China Sourcing	Sourcing via Agent	Fly-in-fly out (FIFO)	via a Procurement Service Provider (PSP) ⁽¹⁾	Office in China	
	Small	Medium	Large	Small	Medium	Large
• No agents	• High use of agents	• Medium use of agents	• Light use of agents	• Very light use of agents	• Very light use of agents	• Very light use of agents
• No fly-in-fly out (FIFO)	• Light FIFO ⁽²⁾	• High FIFO	• Medium FIFO	• Medium FIFO	• Light FIFO	• Light FIFO
• No PSPs	• Light use of PSPs	• Medium use of PSPs	• High use of PSPs	• High use of PSPs	• Medium use of PSPs	• Light use of PSPs
• No Office	• No Office	• No Office	• No Office	• Small Office	• Medium Office	• Large Office
• Examples:	• Examples:	• Examples:	• Examples ⁽²⁾ :	• Examples:	• Examples:	• Examples:

Note: (1) Also use EPCMs for projects
(2) Selected BAP clients
(3) FIFO: Fly-in-fly out
Source: Various: The Beijing Axis Analysis

China is an attractive sourcing destination for various products but three key questions require a thorough understanding – Why? What? and How?



Source: The Beijing Axis Analysis

Case Study – Plant Equipment: Procurement of Heavy Rotating Equipment

Case Study

Ferrochrome Smelter

Project Objectives

- Research and analyse Chinese market for kilns and mills, assess feasibility of procuring in China, shortlist suppliers, provide budget prices
- Organise and manage RFQ process in China with shortlisted suppliers on behalf of the client
- Assist client in drafting contract, negotiating terms and conditions and placing order
- Manage order and coordinate among multiple parties to ensure timely, problem-free delivery



1	Results	<ul style="list-style-type: none"> Order value over 13 million USD, 2 kilns and 2 mills Delivery to site 70% complete Over 30% savings achieved compared to alternative local offerings
2	Organisational Setup	<ul style="list-style-type: none"> TBA: 2 project managers (PM, GM), senior project advisor, on-site supervising engineer, senior QA inspector, procurement specialists as required Client's PM office (no EPCM involvement), engineering consultants, Chinese supplier and sub-suppliers, 3rd party inspection company, 3rd party logistics management company
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> Design and specification changes management tackled by systematic review meetings and document controls Poor supplier documentation management / control system – TBA assisted in improving Suppliers lack experience of DDU delivery – TBA put together 3rd party solution Quality and scheduling risks mitigated by on-site supervision
4	Supplier Competitiveness	<ul style="list-style-type: none"> Chinese suppliers offer 20-35% price advantage but hands-on quality management and expediting is a must Good OEM supply base for international vendors, excellent facilities and good design capabilities available

↔ The Beijing Axis | 18

Case Study – Metal Fabrication: Procurement of Plant Structural Steel

Case Study

Ferrochrome Smelter

Project Objectives

- Research and analyse Chinese market for structural steel, assess feasibility of procuring in China, shortlist suppliers, provide budget prices
- Organise and manage RFQ process in China with shortlisted suppliers on behalf of the client
- Assist client in managing re-design
- Manage order and coordinate among multiple parties to ensure timely, problem-free delivery



1	Results	<ul style="list-style-type: none"> Order value over USD10 million (over 7,000 tons of structural steel) Delivery to site 90% complete Very high levels of client satisfaction on quality
2	Organisational Setup	<ul style="list-style-type: none"> TBA: 2 project managers (PM, GM), senior project advisor, on-site supervising engineer, senior QA inspector, procurement specialists as required Client's PM office (no EPCM involvement), engineering consultants, Chinese supplier and sub-suppliers, 3rd party inspection company, 3rd party logistics management company
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> Issues and risks during conversion from SA to Chinese standards required additional involvement of international engineering consultants Suppliers lack experience of DDU delivery – TBA put together 3rd party solution
4	Supplier Competitiveness	<ul style="list-style-type: none"> Good availability of qualified suppliers Good production facilities and design capability Generally 10-30% savings relative to local prices can be achieved Excellent delivery time and quality is available in China

↔ The Beijing Axis | 19

Case Study – Metal Fabrication: Underground Conveyor Structures

Case Study

Platinum Mine

Project Objectives

- Research and analyse Chinese market for structural steel, assess feasibility of procuring in China, shortlist suppliers, provide budget prices
- Organise and manage RFQ process in China with shortlisted suppliers on behalf of the client
- Assist supplier with queries during the detailed design phase
- Assist client in drafting contract, negotiating terms and conditions and placing order
- Manage order and coordinate among multiple parties to ensure timely, problem-free delivery



1	Results	<ul style="list-style-type: none"> Order value over USD 2 million for the first batch (out of 4 batches total) Manufacturing 70% complete Shipping of first batch – week of 1 August 2012
2	Organisational Setup	<ul style="list-style-type: none"> TBA: 2 Project Managers (PM, GM), senior project advisor, on-site supervising engineer Client's PM office (no EPCM involvement), engineering consultants, Chinese supplier and sub-suppliers, 3rd party inspection company, 3rd party logistics management company
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> Supplier new to underground conveyors, but previous experience in redesigning structures from SA to CN standard and good project coordination between client, TBA and supplier helped mitigate risk
4	Supplier Competitiveness	<ul style="list-style-type: none"> Good availability of qualified suppliers Good production facilities and design capability Generally 10-30% savings relative to local prices can be achieved Excellent delivery time and quality is available in China

↔ The Beijing Axis | 20

Case Study – Metal Fabrication: Tanks, Feedwells, Feed Channels and Other Platework

Case Study

Global Processing Equipment Vendor

Project Objectives

- TBA assigned to research market, shortlist suppliers, and manage all China procurement of thickener, belt filters (and other equipment) parts fabrication for client projects in China, Australia, Canada and Latin America
- Due to IP protection issues and order sizes, a very specific fabricator selection process was used
- TBA to work closely with clients' engineering and sales staff in China and Australia for RFQs / inquiries (to support Client's bids on projects) and order placement and management



1	Results	<ul style="list-style-type: none"> TBA managing 6 suppliers currently with 2-3 orders each at any time Every year TBA increases the pool of available and contracted suppliers by 2-3 in line with increasing client demand Client very satisfied with product quality and savings achieved
2	Organisational Setup	<ul style="list-style-type: none"> Procurement engineer and assistant procurement specialist from TBA Working closely with client's China and Australia-based technical and commercial personnel
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> Mid-size fabricators are generally not very experienced with international logistics and documentation requirements: TBA assisted suppliers in improving these areas Incomplete drawings and specs from client's project engineers slowed down order placement and fabrication: TBA working with client's China office to improve this
4	Supplier Competitiveness	<ul style="list-style-type: none"> Large number of very competitive fabricators available in China Generally excellent savings (30-40%) and delivery times but logistics and packaging require special attention

↔ The Beijing Axis | 21

Case Study – Metal Fabrication: Pipes (ERW, SSAW, Seamless)

Case Study

Regional Steel Trader

Project Objectives

- TBA assigned to research market, shortlist 3-4 suppliers, and manage all China procurement for various types of pipes, incl. order placement and management, quality and logistics management
- Work with the client on expanding the range of products sourced in China, continuously increasing the number of qualified suppliers and monitoring the commercial viability of sourcing new products



1	Results	<ul style="list-style-type: none"> TBA shortlisted 3 suppliers; client impressed by facilities and product quality and has been placing orders with these suppliers since 2010 Client achieving sizeable cost savings versus international suppliers (incl. other LCC suppliers) in a very competitive market
2	Organisational Setup	<ul style="list-style-type: none"> Procurement specialist and assistant procurement specialist from TBA Working closely with client's commercial personnel for sourcing trip and order placement: involve 3rd party inspection company as needed
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> Longer pipes have to be shipped by break bulk rather than containerised, orders have to be carefully managed for shipping schedule
4	Supplier Competitiveness	<ul style="list-style-type: none"> A few large suppliers in China have achieved European levels of quality and can provide competitive pricing and delivery times

↔ The Beijing Axis | 22

Case Study – Electrification: Power Transformers and Related Equipment

Case Study

Mining / Infrastructure Equipment Trader

Project Objectives

- Research and analyse Chinese market for power transformers for supply to various projects in Africa
- Shortlist and conduct RFQ process with 3-4 suppliers
- Establish strategic relations with 2-3 major suppliers
- Place orders and provide continuous support in the future



1	Results	<ul style="list-style-type: none"> Shortlisted 3 suppliers, detailed negotiations conducted with 2 suppliers, both chosen for order placement First orders placed June 2012 for 2 sets of equipment: 150 MVA power transformer and 120KV equipment (isolator, current transformer, circuit breaker, etc.)
2	Organisational Setup	<ul style="list-style-type: none"> End user – national electric grid: final client – copper mining company Technical assistance provided by client (trading company) Procurement specialist and engineer from TBA; assistance from GM
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> Technical queries during equipment design phase required heavy coordination and strict communication protocols / document control Quality control is required by client and will be performed by TBA with assistance from 3rd party inspection companies as required
4	Supplier Competitiveness	<ul style="list-style-type: none"> Chinese suppliers are very competitive on price and technology Modern sophisticated production facilities and R&D centers Exports are becoming increasingly important to Chinese suppliers

↔ The Beijing Axis | 23

Case Study – Industrial Consumables: Conveyor Belts

Case Study

Mining Supplies Company

Project Objectives

- Research and analyse Chinese market for conveyor belts, incl. heat resistant, steel cord, solid woven and other belts
- Short-list 3-4 suppliers, assist client in conducting RFO process and pre-contract negotiations
- Assist client with placing trial orders and inspection
- Hand over relationships with suppliers to client for ongoing orders



1	Results	<ul style="list-style-type: none"> • TBA shortlisted 3 suppliers capable of complying with client specifications. 2 were selected for trial orders • TBA assisted client with contracting suppliers for trial orders and worked with 3rd party inspection company to ensure product quality for trial orders
2	Organisational Setup	<ul style="list-style-type: none"> • TBA team: procurement specialist and assistant procurement specialist, supported by procurement engineer as needed • TBA coordinated inspection and reports by 3rd party inspector, as well as all technical and commercial inquiries before and during trial orders
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> • Client-appointed 3rd party inspection company unprofessional, improper inspection lead to a conflict situation • TBA able to resolve the conflict successfully, client was advised to re-test product, product was finally accepted and client satisfied
4	Supplier Competitiveness	<ul style="list-style-type: none"> • China is a leading producer and exporter of belts, has a good supplier base with a wide variety of conveyor belting products • Client achieved cost savings of 35-50% compared to similar European products

↔ The Beijing Axis | 24

Case Study – Industrial Consumables: Crusher Wear Plates

Case Study

Mining Supplies Company

Project Objectives

- Research and analyse Chinese market for crusher steel wear plates
- Short-list 3-4 suppliers, assist client in conducting RFO process
- As decision to source from China will be made, TBA will assist with contract negotiations, order placement and management, quality control and logistics



1	Results	<ul style="list-style-type: none"> • TBA shortlisted 3 suppliers capable of complying with client specifications, quotations received (very competitive) • Client going through the internal process of reviewing quotations and assessing the potential of China procurement
2	Organisational Setup	<ul style="list-style-type: none"> • TBA team: procurement specialist, procurement engineer • TBA will involve 3rd party inspection company during order execution phase
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> • Drawings and technical clarifications required by Chinese suppliers: local suppliers are more familiar with this product • Standards and quality addressed by involving TBA and supplier early in the procurement process
4	Supplier Competitiveness	<ul style="list-style-type: none"> • China is a leading producer and exporter of wear plates and other parts for mills and crushers, it has a good supplier base with a wide variety of products, incl. rubber and steel wear plates • Client achieved cost savings of 30-40% compared to similar international products

↔ The Beijing Axis | 25

Case Study – Industrial Consumables: Pulleys and Rollers

Case Study

Global Processing Equipment Vendor

Project Objectives

- TBA assigned to research market, shortlist suppliers, and manage all China procurement of thickener, belt fillers (and other equipment) parts fabrication for client projects in China, Australia, Canada and Latin America
- Due to IP protection issues and order sizes, a very specific fabricator selection process was used
- TBA to work closely with client's engineering and sales staff in China and Australia for RFOs / inquiries (to support client's bids on projects) and order placement and management



1	Results	<ul style="list-style-type: none"> • TBA managing 2 suppliers currently with 1-2 orders each at any time • Client very satisfied with product quality and savings achieved
2	Organisational Setup	<ul style="list-style-type: none"> • TBA team: procurement engineer and assistant procurement specialist • Working closely with client's China and Australia-based technical and commercial personnel
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> • Mid-size fabricators are generally not very experienced with international logistics and documentation requirements: TBA assisted suppliers in improving these areas • Few suppliers are very familiar with international steel standards and machining requirements
4	Supplier Competitiveness	<ul style="list-style-type: none"> • Large number of very competitive fabricators for standard products available in China but specialized products require careful filtering of suppliers • Generally excellent savings (30-40%) and delivery times but logistics and packaging require special attention

↔ The Beijing Axis | 26

Case Study – Industrial Consumables: Hoists

Case Study

Regional Industrial Supplies Vendor

Project Objectives

- TBA assigned to research market, shortlist suppliers, and manage all China procurement for electric chain and steel rope hoists since 2007
- Assist client in negotiating exclusive supply agreements with Chinese suppliers



1	Results	<ul style="list-style-type: none"> • TBA shortlisted 5 suppliers for hoists, assisted client with RFO process, negotiations and trial order placements with 2 suppliers • Client very satisfied with product quality and savings achieved • Client currently placing orders independently
2	Organisational Setup	<ul style="list-style-type: none"> • TBA team: procurement specialist and assistant procurement specialist • Working closely with client's technical and commercial personnel for sourcing trip and trial order placement
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> • Chinese suppliers lack service network overseas, clients are recommended to keep spares on stock
4	Supplier Competitiveness	<ul style="list-style-type: none"> • Large number of very competitive fabricators for standard products available in China but tend to produce based on older designs • Generally excellent savings (30-50%) and delivery times

↔ The Beijing Axis | 27

Case Study – HME Equipment: Quality Management for Rope Shovels

Case Study

Large Regional Coal Company

Project Objectives

- Assure quality and expedite 2 rope shovels 35 m³ each
- Establish quality risk control strategy for major capital procurement project
- Assist client and supplier with compiling QCP and final quality documentation pack
- Monitor and risk-manage manufacturing process on site for quality-related issues



1	Results	<ul style="list-style-type: none"> • The two rope shovels were delivered on time despite unexpected increase in project complexity vs. initial estimates • Equipment fully accepted by client in terms of quality of manufacturing and packaging for shipment. Currently being installed on site
2	Organisational Setup	<ul style="list-style-type: none"> • TBA managed the project, assisted by 3rd party inspection company and client involvement at critical hold points • 1 full time TBA procurement engineer with support from GM, 3 full time 3rd party quality inspectors • Only client authorised to hold manufacturing
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> • Added inspection resources to ensure adequate quality of component sources from sub-suppliers • Added inspection resources to defect repair and proper corrosion protection after discovering issues in these areas
4	Supplier Competitiveness	<ul style="list-style-type: none"> • Only one internationally competitive supplier in China for equipment of this size and technology level • Chinese supplier is #1 manufacturer globally and with significant cost advantage over major US rival (P&H)

↔ The Beijing Axis | 28

Case Study – HME Equipment: Sourcing Trip to China's Top 3 Earthmoving Machinery Manufacturers

Case Study

One of the Largest Mining Companies in North Europe

Project Objectives

- The CEO to visit top-level management of the top 3 earthmoving equipment manufacturers in China and conduct plant tours
- To understand their product range and capacities
- To facilitate the development of procurement strategy



1	Results	<ul style="list-style-type: none"> • Established good relationship with the 3 manufacturers • CEO was impressed by what he saw and saw the potential for their procurement strategy and sourcing activities • The client was satisfied with the results of the visit and with the facilitation by TBA
2	Organisational Setup	<ul style="list-style-type: none"> • TBA conducted the overall trip arrangement independently • The arrangement included contacting with suppliers, scheduling the meetings, arranging transportation/logistics, meeting accompaniment, facilitation and interpretation
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> • CEO's views were very general and he did not have real procurement experience • Sometimes inefficient communication and work coordination between different departments of these suppliers (due to their huge size)
4	Supplier Competitiveness	<ul style="list-style-type: none"> • All 3 machinery manufacturers are within top 20 in the world • They have supplied to more than 20 countries each • Substantial cost savings can be realised through sourcing from these suppliers, but additional factors such as total life costs, after-sales service, etc. must be taken into consideration

↔ The Beijing Axis | 29

Case Study – HME Tyres: Research Chinese Suppliers of OTR Tyres

Mining Services Company

Project Objectives

- Research of Chinese supply market for OTR tyres in a wide variety of sizes and thread design
- Shortlist 3-4 qualified suppliers, conduct factory audit, issue RFQ, collect and compile quotations
- Assist client with trial orders then hand over



1	Results	<ul style="list-style-type: none"> • TBA shortlisted 4 suppliers, visited together with client • Main identified sizes: 26.5R25, 17.5R25, 315/80R22.5, 23.5R25 • 2 suppliers chosen for trial orders • Client subsequently ordered from China directly without involving TBA
2	Organisational Setup	<ul style="list-style-type: none"> • TBA: 1 procurement specialist and 1 assistant procurement specialist • Working closely with client's international sourcing department
3	Key Risks and Issues Addressed	<ul style="list-style-type: none"> • Difficulties in matching client's thread and use specifications with models available from Chinese suppliers • Most competitive Chinese suppliers have exclusive agents abroad so direct sourcing not always feasible
4	Supplier Competitiveness	<ul style="list-style-type: none"> • Chinese suppliers generally competitive but risks of price hikes increases with imported raw materials cost surges

Mini Case Studies: HME Trucks and HME Parts and Rebuilds

1 HME Trucks

- Market research, supplier short-listing and RFQ process for a South American truck trading and distribution company (general purpose light trucks)
- Preliminary market research (general market availability and competitiveness) for mining trucks for a large iron ore project in Africa



2 HME Parts and Rebuilds

- Over 5 years of experience of supplier identification and qualification, order placement and management for trailer parts and assemblies, including: axles, tyre rims, tyres, and suspensions



Beijing, China
Cheryl Tang
Director & GM, China
cheryl@thebeijingaxis.com

Shanghai, China
Julia Wang
Procurement Specialist

Hong Kong
TBA Secretary Corporate Office
380A Central Plaza, 18 Harbour Rd
Wanchai, HK

Singapore
Andrew Kagoro, Finance & Projects
Penhouse & LV 42
Suntec Tower 3, 8 Temasek Blvd
Singapore

Perth, Australia
Kobus van der Wath
Founder & Group MD
kobus@thebeijingaxis.com

Johannesburg, South Africa
Dirk Kotze
Director & GM, Africa
dirk@thebeijingaxis.com

London, UK/Europe
Matt Pieterse
MD, Beijing Axis Capital
matt@thebeijingaxis.com

Russia Desk
Lilian Luca (Beijing)
Non-executive Director

Latin America Desk
Javier Cufal (Beijing)
Associate Director

Yangon, Myanmar
Dr. Wong YF
Chief Representative

India Desk
Ankit Khatam (Singapore)
Beijing Axis Strategy

Eastern Africa Desk
Walter Rulagu (Beijing)
Beijing Axis Strategy

China-focused International Advisory and Procurement

COPYRIGHT© The Beijing Axis Ltd. 2012. No part of this publication may be reproduced or transmitted in any form or by any means without prior written consent of The Beijing Axis.

THANK YOU!

Kobus van der Wath
Founder and Group Managing Director, The Beijing Axis
kobus@thebeijingaxis.com

www.thebeijingaxis.com