



**BUILDING BRIDGES:**  
Engaging the Institutional  
Investor in Global Infrastructure

**PARTICIPANTS**

**Tuesday, October 7, 2014**  
**K&L Gates** - Washington DC  
1601 K Street, NW, Washington, DC 20006

Co-Sponsored by:



# PARTICIPANTS

## Luciana Aquino-Hagedorn

Luciana Aquino-Hagedorn is a Senior Vice President, Natural Resources, at Harvard Management Company, Inc. (HMC). As a member of HMC's Natural Resources group, she is responsible for the legal aspects of HMC's investments in natural resources. HMC's Natural Resources investment portfolio is approximately \$4 billion in size and includes direct investments in timber, agriculture and renewable energy in the Americas, Europe, Africa and Australasia. Luciana joined HMC in 2008. Before joining HMC, Luciana worked at Goodwin Procter in Boston where she was part of its Financial Services practice group. She previously worked at Linklaters in New York and at Le Pera & Lessa in Buenos Aires, Argentina. Luciana was born in Buenos Aires, Argentina, and is a native Spanish speaker. She holds an LL.B. from the Universidad de Buenos Aires School of Law, an LL.M. from Columbia University School of Law, and a J.D. from Boston University School of Law. Luciana is admitted to the Bar in the Commonwealth of Massachusetts, the State of New York, and Buenos Aires, Argentina.



## Paul Baumer

Policy Analyst, US Department of Transportation (DOT) - Office of the Secretary of Transportation

## David Benson

David Benson is a partner in K&L Gates' Seattle office and is a member of the Energy, Infrastructure and Resources practice group. He focuses his practice in energy project development and financing, including debt and cash equity financings, tax equity financings, merger and acquisition transactions, joint ventures and other strategic alliances both in the U.S. and abroad. He represents investors and companies developing and financing wind, solar, biomass, thermal, transmission, energy storage and other energy projects. David has also represented energy clients in negotiating joint development agreements, EPC agreements, energy services agreements, operation and maintenance agreements and related project documents. He also advises companies in commercializing and financing clean energy technology, including energy storage, smart grid and energy efficiency technologies



## Karsten Berlage

Karsten Berlage is Global Head of Weather Risk Solutions of Allianz Risk Transfer, Inc. ("ART"). ART writes weather risk business around the world protecting companies, governments and individuals from adverse weather situations. He has completed deals in the energy, agriculture, transportation and renewable spaces. A couple of recent transactions won Deal-of-the-Year awards from Environmental Finance and Insurance Insider. Additionally, Mr. Berlage is responsible for ART's Alternative Asset business. In this capacity, he oversees all of their structured finance investments. He joined ART in 2008 as a principal. Before joining ART, Mr. Berlage worked at UBS as head of asset backed securitization and has experience with project and lease finance. He successfully structured and placed many innovative financings in the infrastructure, healthcare, aviation, and intellectual property arenas. Mr. Berlage has a graduate degree in law and economics from the University of Konstanz, Germany and an MBA from Zurich University, Switzerland.



## Charles N. Bralver

Charles N. Bralver is a Corporate Director and Advisor. He was a founding partner and Vice Chairman of Oliver, Wyman & Co. and led its Capital Markets, European, and North American practices. He has also served as Senior Associate Dean for International Business and Finance at the Fletcher School of Tufts University, and as a Strategic Adviser to Warburg Pincus LLC. Mr. Bralver serves as a Director of Canaccord Financial and Newstar Financial, is a member of the Senior Advisory Board of Oliver Wyman, and sits on the board of the Fletcher School of Tufts University.



## Carlo Bongianni

Carlo Bongianni is the Sector Manager for Infrastructure at the Multilateral Investment Guarantee Agency (MIGA), the political risk insurance and credit enhancement arm of the World Bank Group. Mr. Bongianni leads underwriting and MIGA's business development in the water and transport sectors. Prior to joining MIGA in 2013, Bongianni held various positions for Intesa Sanpaolo S.p.A including Head of Infrastructure, Advisory, and Overseas Development at BIIS SpA, the specialized entity of the Intesa Sanpaolo Group, focusing on European and Middle Eastern investments. At Intesa Sanpaolo S.p.A. he was also Director of Mergers and Acquisitions in Corporate Finance and Advisory, focusing on advisory and fee-based services to energy, water, and utilities clients. He previously worked as Senior Manager, Corporate Finance at National Power PLC and as a Principal for the European Bank for Reconstruction and Development. Bongianni holds a master's degree in business administration from the University of Michigan's Graduate School of Business and a master's of science in engineering from the University of Bologna School of Engineering.



# PARTICIPANTS

## Andrew Cross

Andrew Cross is the Head of the Sub-Saharan Africa, Latin America and Caribbean teams responsible for the delivery of local currency products within treasury at the International Finance Corporation (IFC), the private sector arm of the World Bank Group. The product line includes local currency loans funded thru bonds or swaps, partial and/or full credit guarantees. In addition, the team provides credit enhancement thru structured products, risk sharing facilities and customized derivative based hedging solutions. The Treasury Client Solutions group also has responsibility for the management of currency and interest rate risk on the IFC US\$78bn balance sheet. Prior to this role, Mr. Cross was a Principal Financial Officer and a member of the funding team within Treasury. He was involved in the Corporation's market borrowing operations, raising US\$10 billion annually. In addition, Andrew was involved in the IFC program of emerging market local currency issuance. He joined the IFC Treasury in January 2006. Before joining the IFC Treasury, Mr. Cross was an investment banker at Merrill Lynch International from 1993 onwards initially based in London. He worked as a Director in Debt Capital Markets with responsibilities spanning Sovereign, Corporate and Financial Institution clients in the Europe, Middle East and African regions. From 2000 to 2002, Mr Cross was based in Johannesburg at Merrill Lynch International with responsibilities for Southern Africa Debt Capital markets. Andrew has an undergraduate degree from the University of Waikato, New Zealand and an MBA from the University of Cranfield, United Kingdom.



## Ryan Dodd

Ryan Dodd is Chief Investment Officer and Co-Founder of Ergo Investment Partners in New York. The firm manages public equities in a global value strategy and manages a real estate business in emerging SE Asia. Previously, he managed Event Driven strategies for the Emerging Markets Group at GLG Partners in London. Prior to GLG Partners/Man Group PLC acquiring his business in 2010, he was the founder and CIO of Sayan Management in Moscow, an Event Driven/Activist fund focused on resource and infrastructure related investments in Russia/FSU. He was also Partner and Head of Equities of Aton Capital in Moscow (later acquired by UniCredit) from 2000-2006 years. Mr. Dodd is a 16 year resident of Moscow.



## Shahrokh Fardoust

Shahrokh Fardoust is a research professor at the Institute of the Theory and Practice of International Relations at the College of William and Mary. He has more than 30 years' experience in crafting economic development policy and analyzing the global economy and prospects. From 2008 to 2011, he was Director of Strategy and Operations, Development Economics, the World Bank, where he contributed to the research and policy priorities of the Chief Economist, the G20's development agenda, and the review and quality assurance of the World Bank's major policy papers and analytical reports. His previous senior positions at the World Bank included Senior Adviser to the Director-General of the Independent Evaluation Group and Senior Economic Adviser to the Senior Vice President and Chief Economist. He has authored numerous papers and reports on development policy, economic analysis, and long-term forecasting; subnational fiscal policy; aid effectiveness; and sovereign wealth funds' investments in infrastructure. He is a co-editor of and contributor to Post Crisis Growth and Development: A Development Agenda for the G20 (World Bank, 2011) and Towards a Better Global Economy: Policy Implications for Global Citizens Worldwide in the 21st Century (Oxford University Press, 2014). He is also the president of International Economic Consultants, LLC and a member of the SovereignNET Advisory Council at the Fletcher School at Tufts University. Dr. Fardoust obtained his MA and a PhD in economics from the University of Pennsylvania, specializing in international trade and finance and econometrics.



## Edward Fishman

Edward Fishman is a Partner at K&L Gates advising clients with respect to U.S. and foreign government procurements, securities enforcement and compliance matters, cross-border transactions and complex infrastructure projects. Mr. Fishman has substantial experience representing clients in connection with the Foreign Corrupt Practices Act ("FCPA"), export control and other U.S. laws that apply to business activities outside the U.S. He manages a global team of lawyers that conducts FCPA due diligence and compliance reviews, has provided Code of Conduct training to clients in numerous countries, and regularly advises clients with respect to matters before the U.S. Department of Justice and the U.S. Securities and Exchange Commission. Mr. Fishman also has considerable experience representing both public and private sector clients in connection with infrastructure projects, principally in the transportation sector. He provides project structuring and risk management advice in connection with rail, highway and related intermodal projects and has worked on several innovative public-private partnership ("P3") and joint venture transactions. He also assists clients in connection with procurement, licensing, safety, labor, environmental clearance and other regulatory matters associated with such projects.



# PARTICIPANTS

## Eric Freedman

Eric Freedman is a partner at K&L Gates and represents a wide variety of clients, in both the private and public sectors, on energy and electric utility law issues. His practice emphasizes energy, utilities and infrastructure transactional matters such as the preparation and negotiation of agreements relating to power project and other infrastructure development, mergers and acquisitions, alliances and joint ventures, power purchases and sales, natural gas purchases and sales, commodity derivatives transactions, renewable energy credits and certificates transactions, emissions allowance transactions, electric and gas transmission, and energy services. His practice also includes counseling concerning commercial, regulatory, risk management, contracting and contract interpretation issues.



## Masha Gordon

Masha Gordon is a Senior Fellow at the Fletcher School and a veteran emerging markets investor with nearly two decades of experience navigating equity and debt capital markets. Most recently she led the emerging markets equity portfolio management team at PIMCO, where she was an Executive Vice President based in their London office. Before joining PIMCO in 2010, she was a Managing Director and Head of Global Emerging Markets Equity strategy at Goldman Sachs Asset Management. She started her career as a reporter for the Moscow bureau of The Washington Post. She holds a BA in political science from the University of Wisconsin, and an MALD from the Fletcher School of Law and Diplomacy at Tufts University, where she is now a Vice Chair of the Board of Overseers. Her research interests encompass social impact investing, global equities and governance issues.



## Thomas F. Holt, Jr.

Thomas F. Holt, Jr. is a partner at K&L Gates and a co-chair of today's conference. He advises foreign and domestic clients in the development and execution of risk management strategies. Mr. Holt is litigation counsel to government officials, various state and local governments, as well as numerous multinational corporations in actions before various tribunals. Mr. Holt serves as a Senior Fellow of the Center for Emerging Market Enterprises and Co-Head of SovereignNet, The Fletcher Network for Sovereign Wealth and Global Capital, and is an adjunct professor of law at The Fletcher School.



## Jennifer Johnson-Calari

Jennifer Johnson-Calari created and led the World Bank's Reserves Advisory and Management Program (RAMP), which is one of the world's leading providers of consulting and capacity building services to public sector asset managers. In this capacity, she worked globally with central banks, national pension funds and sovereign wealth funds in strengthening governance and building investment management capacity. She contributed to setting global standards of best practice for the management of sovereign assets and liabilities working with the IMF on the Reserves Management Guidelines and the ISWF's "Santiago Principles". She is a well-known expert on issues relating to central bank reserves management and portfolio management and has spoken widely at international conferences in both official and private sector fora. Ms. Johnson-Calari began her career with the Board of Governors of the Federal Reserve System in banking supervision with a focus on commercial bank asset/liability and risk management issues. She has earned advanced degrees from the Harvard Business School (GMP, 2004) the Johns Hopkins School of Advanced International Studies (SAIS) (MA, 1981) and is a Chartered Financial Analyst (CFA). She currently serves as a consultant to several international financial institutions.



## Silvio Junqueira Filho

Currently Head of Infrastructure Investments for Rio Bravo Investimentos, an independent Brazilian asset management company that has AUM over US\$5billion, Silvio is co-manager of Rio Bravo Energia I FIP, a US\$250m private equity fund dedicated to greenfield renewable power generating assets in Brazil, as well as responsible for new business development in infrastructure. Silvio has over 15 years of combined experience in private equity, investment banking, structured finance, project development and project finance in Brazil, when he gained extensive experience in a variety of sectors, including oil and gas, agribusiness, biofuels, power, transportation, logistics, mining, telecommunications, media, retail, capital goods, among others. Before joining Rio Bravo has worked for ABN AMRO Bank (Brazil), AIG Capital Partners (Brazil), Rabobank (Brazil) and Klesch & Co (UK), and was a founding partner of a greenfield integrated project for a 1st generation sugarcane ethanol distillery and bagasse co-generation facility. Silvio has a bachelor degree in Industrial Engineering from the Engineering School of University of São Paulo and holds an MBA from London Business School, UK.





# PARTICIPANTS

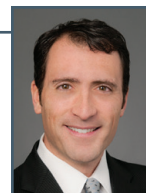
## Eliot Kalter

Eliot Kalter is President of E M Strategies, Inc. and a co-chair of today's conference. Dr. Kalter brings thirty years of experience in the study and practice of global capital markets, with a focus on emerging market countries. Eliot Kalter established and is President of E M Strategies, Inc. which focuses on the assessment of risk and identification of opportunities in EM countries; facilitate EM institutional and enterprise investments abroad; analyzes new financing and restructuring requirements under International Monetary Fund financial programs, and facilitates EM country relations with international financial organizations. Dr. Kalter holds the position of Senior Fellow, The Fletcher School at Tufts University where his focus is on EM local capital market and sovereign wealth fund public policy issues. Dr. Kalter retired from the International Monetary Fund in June 2007 as Assistant Director of the Capital Markets Department; prior to that he was Assistant Director of the Western Hemisphere Department. He began his career in 1976 as an economist at the Board of Governors of the Federal Reserve System.



## Paul Marnoto

Paul Marnoto has substantial experience in structuring and organizing U.S.-domestic and offshore private investment funds and structuring the internal management arrangements of private investment fund sponsors. Mr. Marnoto has represented private investment fund sponsors in the organization of leveraged buyout funds primarily focused on middle market private equity transactions, venture capital, and special situations funds. He also represents private equity funds-of-funds, including funds focused on investments in the acquisition, development and sale of oil and gas midstream assets in the United States, venture capital investments in the subsaharan African region and infrastructure investments in China. Mr. Marnoto's institutional investor experience includes representation of several private equity funds-of-funds, endowments and other institutional investors.



## Peter Mixon

Peter Mixon is Partner in the Seattle and San Francisco offices of K&L Gates. Prior to joining K&L Gates, he served as General Counsel at the California Public Employees' Retirement Systems, for nearly a dozen years. CalPERS is the largest public pension plan in the country, with over 1.6 million members and over \$300 billion in assets under management. The system also manages the second largest health plan in America, paying out over \$7 billion per year in premiums to provide health coverage for over 1.3 million members. As the General Counsel, Mr. Mixon was responsible for formulating and executing legal strategy, providing advice to the Board and the Chief Executive Officer on all facets of operations including investments, and managing all litigation involving the system, including the legal strategy of CalPERS in municipal bankruptcy actions.



## Nazmeera Moola

Nazmeera is an economist and strategist for the Emerging Market Fixed Income team at Investec Asset Management, where her focus is on the South African economy and other emerging market. Nazmeera is a prominent personality in South African financial markets. She has published extensively in the local media, expressing her views on a wide range of market and policy issues. She is also well known for her weekly column for the Financial Mail. Nazmeera joined the firm in 2013 from Macquarie First South where she was Head of Macro Strategy prior to jointly heading up the sales team. She began her career as an economist at Merrill Lynch and gained attention as one of the first to analyse the market implications of South Africa's emerging black middle class. Nazmeera graduated from the University of Cape Town with a Bachelor of Business Science degree in Economics, Finance & Management Studies and is also a CFA Charterholder.



## Patrick Mullen

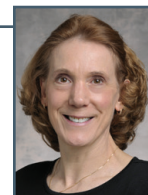
Patrick K. Mullen is Executive Vice President and Operating Group President of Engineering, Construction and Maintenance of Chicago Bridge & Iron. He joined CB&I in 2007 upon the company's acquisition of Lummus Global, which he joined in 1998. Patrick has more than 25 years of experience in the refining and petrochemical business. Prior to his current role, he served as Executive Vice President, Corporate Development. He also held several positions at Lummus Technology, including roles in technology sales, technology business group management, and head of technology sales and marketing. He spent the first 12 years of his career at UOP, where he held various positions in research and development, technical service, technology sales and technology management. He earned a bachelor's degree in chemical engineering from the University of Notre Dame in 1986. He also received a master's degree in business administration from Northwestern's Kellogg Graduate School of Management in 1997.



# PARTICIPANTS

## Margaret Niles

Margaret Niles has a domestic and international business transactions practice centering on alternative investments, acquisitions and joint ventures. She focuses her work on representing public pension funds, university endowments, and other institutional investors in private equity funds, hedge funds, strategic partnerships and a broad range of investment and other matters. She also provides on-going advice on general corporate and business matters to clients of various sizes. The emphasis of Ms. Niles' international work is with clients engaging in trade and investment projects involving Russia, and in particular the Russian Far East.



## Eddie O'Conner

Eddie O'Connor, Founder and Chief Executive, Mainstream Renewable Power, is a world renowned entrepreneur and leader in renewable energy. He founded Mainstream in 2008 following ten years as Chief Executive of global renewable energy company Airtricity which he founded in 1997. Eddie is a pioneer of the European Supergrid and was integral in the setting up of the not-for-profit company, Friends of the Supergrid which has over 23 international member companies. The 'Friends' lobby government and regulators in Europe to progress the Supergrid that will guarantee European energy self-sufficiency as well as producing carbon free electricity. Eddie presently holds the position of President of the 'Friends'. He holds a Bachelor of Chemical Engineering and a Masters in Industrial Engineering and has a doctorate in Business Administration from the International Management Centres, Europe. He has received an honorary Doctorate of Science from University College Dublin (UCD), an honorary Doctorate from Dublin City University (DCU) and most recently, in January 2014, Eddie was awarded Doctor of Science, honoris causa, from the University of Hull in recognition of his major contributions to business and science. Eddie has been named World Energy Policy Leader by Scientific American magazine and named by Oilprice.com as one of the five most influential figures in the US clean energy sector. He has been presented with the Leadership award at the annual Ernst & Young Global Renewable Energy Awards and in March 2013 he received wind energy's most prestigious award, the Poul La Cour Prize from the European Wind Energy Association in recognition of his work in the sector.



## Charles Purcell

Charles Purcell works extensively in the alternative investments areas with a focus on federal and international tax issues. He has broad experience in the formation of domestic and foreign investment funds including private equity, venture, real estate and infrastructure funds and fund-of-funds; large joint venture transactions; mergers and acquisitions; financing and banking transactions; ventures capital investments and start-up companies; and compensation of managers, executives and promoters. Mr. Purcell represents numerous domestic and foreign institutional investors in connection with their alternative investment activities. He also works with developers and investors in alternative energy projects, including solar, biomass and wind energy facilities.



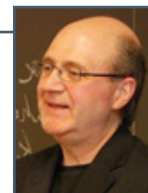
## Rod Ringrow

East and Africa (EMEA), and has just relocated to London from Dubai. He is responsible for all sales activities within the official institutions/sovereign wealth funds sector across State Street Global Exchange, State Street Global Markets and State Street Global Services. Mr. Ringrow focuses on growing additional profitable revenue by identifying and delivering integrated product and service solutions from across our businesses that solve our clients' key challenges. Other areas of focus include the strategic client review program, implementing sector-wide sales strategies, client solution packaging, and sales promotion and marketing that position State Street as the market leader in the official institutions/sovereign wealth funds sector. In addition to his new role Mr. Ringrow remains the senior managing director of State Street Bank and Trust's Representative Office in Dubai. Previously, Mr. Ringrow held senior roles in State Street's Global Relationship Management and Sales groups, and was also managing director of State Street's operations in the Netherlands from 2004 to 2007, and was the Senior Executive Officer of State Street MENA LLC from 2008 to 2013 based in Doha, Qatar. He joined State Street in 1998 to spearhead the company's business in the Middle East. Mr. Ringrow holds a Master of Business Administration from Cass Business School in London and a Bachelor of Science degree in economics from the University of Southampton.



## Patrick Schena

Patrick Schena is Adjunct Professor of International Business Relations and a co-chair of today's conference. Patrick Schena is Adjunct Assistant Professor of International Business Relations at the Fletcher School, Tufts University, where he is also Senior Fellow of the Center for Emerging Market Enterprises and Co-Head of SovereignNet, The Fletcher Network for Sovereign Wealth and Global Capital. In addition, he is an Associate-in-Research at the Fairbank Center for Chinese Studies, Harvard University. Dr. Schena has 30 years experience in finance, operations, and technology management focused on investment management. He was formerly a Principal, leading delivery of the Investment Management Services practice at a Genpact-Headstrong Corp., a global provider of outsourcing services. He has participated in and cofounded two companies providing technology and operations services to investment managers. He holds a PhD in from the Fletcher School, Tufts University and additional graduate degrees from The Fletcher School, and Boston College.



# PARTICIPANTS

## Frederic Schmuck

Frederic Schmuck is a Member of Liberation Capital, LLC. He is formerly a 16 year veteran and Senior Vice President of GE's Capital Markets team, and has structured over \$10B in asset securitizations, and \$.5B in project finance equity globally, focused predominantly on renewable energy and water projects. Fred holds an MBA (Finance) from the Wharton School at the University of Pennsylvania, and a B.A. in Finance from Northeastern University.

## Bernard Sheahan

Bernard Sheahan is the Global Industry Head for Infrastructure and Natural Resources at IFC, the largest global development institution focused exclusively on the private sector. He is responsible for IFC's investments in power, transport, utilities, and extractive industries. He joined IFC in 1986, and has previously served as Director of IFC's Infrastructure Advisory Department and IFC's Director of Strategy. He holds a Bachelor's Degree from Dartmouth College and an MBA from Harvard University.



## Roberto Simon

Roberto Simon is Managing Director, Head of Project & Energy Finance, Americas, for Société Générale Corporate & Investment Banking. He is responsible for the bank's Energy & Project Finance activities in the Americas and focuses on the power, and oil and gas sectors. Mr. Simon joined Société Générale in 1997 as a Managing Director in the Project Finance Group. He has focused on the energy sector, and has led several important LNG advisory mandates, including Peru LNG Advisory, the first LNG export project in the Latin America, Papua New Guinea LNG Advisory, and Sabine Pass Liquefaction Advisory, the first LNG export project in North America. In addition, he has also led several other land mark transactions in the Americas, Sabine Pass Regasification terminal, Southern Lights Pipeline cross-border diluents pipeline, and the Ruby Natural Gas Pipeline. Mr. Simon holds an MBA from University of Chicago, and a B.S. from the University of Maryland.



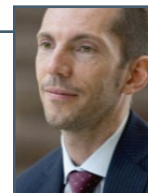
## Glenn Smith

Glenn Smith, Managing Director and President of the Hancock Renewable Energy Group (HREG), is responsible for the international development, acquisition, and investment in a portfolio of renewable energy projects, primarily based on the utilization of biomass. Glenn's career spans more than 30 years in the energy industry, in which he has been involved in numerous projects, mergers and acquisitions, and restructuring activities involving both private and public companies. Glenn holds a Bachelor of Engineering with honors from the University of West England.



## Mattia Tomba

Mattia Tomba is a multi-disciplinary investment professional with a track record of investments and acquisitions in different asset classes, sectors, and geographic areas. He has an extensive experience in evaluating, negotiating, and structuring direct investments globally across all parts of the capital structure, in public and private markets. In 2008 he joined Qatar's Sovereign Wealth Fund (Qatari Diar), where he has been managing an equity portfolio, and working on large private equity and real estate transactions worldwide. Previously he was part of the Goldman Sachs Group in the Principal Investment Area (real estate funds) where he was involved in the portfolio management, and strategic planning of large European acquisitions.



## Courtland Washburn

Court Washburn directs Hancock Natural Resource Group's (HNRG) investment strategy and economic research. Court is a leading expert on the application of financial economic models to forest assets and timberland companies. His research has been published in numerous economics, finance, and forestry journals. Court began his career at HTRG in 1990. He graduated from the University of California with a M.S. in Forest Policy and received a Ph.D. in Forest Economics from Yale University.



# PARTICIPANTS

## Governor Ewart Williams



As Governor of the Central Bank of Trinidad and Tobago for two five-year terms, Governor Williams was directly responsible for a number of major initiatives, including the establishment of the Heritage and Stabilization Fund, the National Financial Literacy Program, the Financial Ombudsman Office and the publication of semi-annual Monetary Policy and Financial Stability reports. While Assistant Director in the Western Hemisphere Department (WHD) of the International Monetary Fund, he was the Mission Chief to Mexico during the Mexican Financial Crisis of the mid-1990s. As Deputy Director in the WHD, he was one of a small management team responsible for the economic monitoring and the provision of macro-economic advice to IMF member countries in Latin America and the Caribbean. Governor Williams was the main architect of the Caribbean Regional Technical Assistance Agency (CARTAC), which was the precursor to similar training institutions that were subsequently established in Africa and other parts of the world. He holds a M.Sc. in Economics and a B.Sc. in Economics (Upper Second Class Honors) from the University of the West Indies. Governor Williams has earned numerous honors including: the Fellowship Award from the Institute of Banking and Finance of Trinidad and Tobago for contribution to the banking industry in Trinidad and Tobago in 2006; a Distinguished UWI Alumni Award, given to fifty persons to commemorate the fiftieth anniversary of the St Augustine Campus of the UWI in 2011; and an Honorary Fellowship in the Department of Economics, University of the West Indies, St Augustine Campus in 2013.

## Weiping Wu



Weiping Wu is a professor and chair in the Department of Urban and Environmental Policy and Planning at Tufts University and a senior fellow of the Council for Emerging Market Enterprises at the Fletcher School. She has been a consultant to the World Bank, a fellow in the Public Intellectuals Program of the National Committee on United States-China Relations, and a research fellow at the Brookings Institution. Professor Wu conducts research on migration and urbanization, urban infrastructure, and China's urban development. In addition to her new book *The Chinese City*, she is the author and editor of five other books.

# K&L GATES

Anchorage Austin Beijing Berlin Boston Brisbane Brussels Charleston Charlotte Chicago Dallas Doha Dubai Fort Worth Frankfurt Harrisburg Hong Kong Houston London Los Angeles Melbourne Miami Milan Moscow Newark New York Orange County Palo Alto Paris Perth Pittsburgh Portland Raleigh Research Triangle Park San Francisco São Paulo Seattle Seoul Shanghai Singapore Spokane Sydney Taipei Tokyo Warsaw Washington, D.C. Wilmington

K&L Gates comprises more than 2,000 lawyers globally who practice in fully integrated offices located on five continents. The firm represents leading multinational corporations, growth and middle-market companies, capital markets participants and entrepreneurs in every major industry group as well as public sector entities, educational institutions, philanthropic organizations and individuals. For more information about K&L Gates or its locations, practices and registrations, visit [klgates.com](http://klgates.com).

This publication is for informational purposes and does not contain or convey legal advice. The information herein should not be used or relied upon in regard to any particular facts or circumstances without first consulting a lawyer.

©2014 K&L Gates LLP. All Rights Reserved.

---

"SovereignNet" is an interdisciplinary network at Tufts University's Fletcher School dedicated to the study of sovereign wealth management and its impact on global capital markets. It is a key initiative of Fletcher's Institute for Business in the Global Context (IGBC). The Institute pioneers a new approach to international business and capital markets—one that prepares global business leaders with essential "contextual intelligence" through four activities: education, research, dialogue and a lab. <http://fletcher.tufts.edu/SovereignNet>