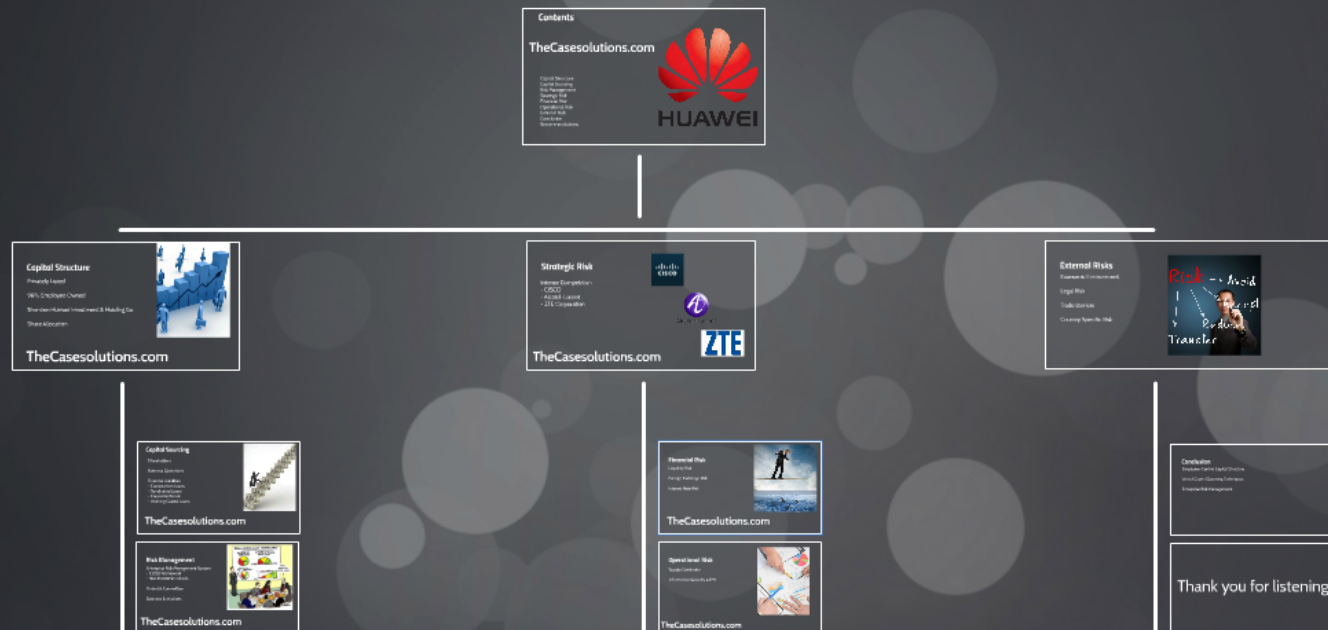
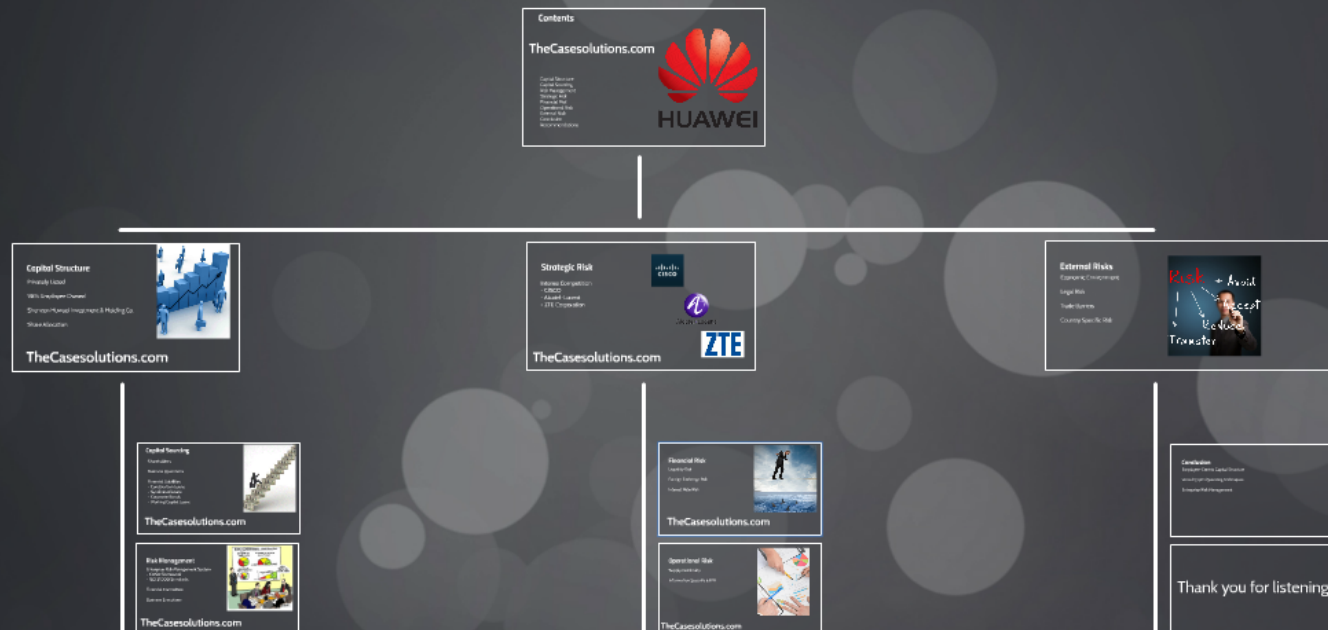


Risky Trust: How Teams Build Trust Despite High Risk



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Capital Structure

Privately Listed

98% Employee Owned

Shenzen Huwaei Investment & Holding Co.

Share Allocation



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Capital Sourcing

Shareholders

Business Operations

Financial Liabilities

- Construction Loans
- Syndicated Loans
- Corporate Bonds
- Working Capital Loans



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Risk Management

Enterprise Risk Management System

- COSO Framework
- ISO 31000 Standards

Financial Committee

Business Executives



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Strategic Risk

Intense Competition

- CISCO
- Alcatel-Lucent
- ZTE Corporation



Alcatel-Lucent



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Financial Risk

Liquidity Risk

Foreign Exchange Risk

Interest Rate Risk



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Operational Risk

Supply Continuity

Information Security & IPR



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