

FOSUN 复星

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FOSUN 复星

Centered around Family,
Deeply Rooted in China, Innovating a Global Happiness Ecosystem

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FOSUN'S OVERVIEW

Together, We Make a Difference — enriching the health, happiness and wealth of families around the world.

ABOUT FOSUN

Fosun was founded in 1992 in Shanghai. Fosun International Limited(00656.HK), was listed on the main board of the Hong Kong Stock Exchange on 16 July 2007. Taking roots in China with a global business presence, Fosun has principally engaged in three major business segments of health, happiness and wealth. Fosun brings together premium resources of talents, products and technologies, combines China's growth momentum to innovate a C2M happiness ecosystem by in-depth industrial operation, integration and investment. Fosun proactively develops the businesses of health, happiness, and wealth to meet the needs of happy families lifestyles all over the world.



MILESTONES

Fosun was founded in 1992 by four graduates of Fudan University. Since its establishment, Fosun has always been adhering to its cultural values of “Self-improvement, Teamwork, Performance, and Contribution to Society”. With its motto of “Together, We Make a Difference”, Fosun achieved rapid development by capitalizing on the high-growth sectors that benefit from China’s economic development and investing in the fast-growing industries in different stages.

In the course of pursuing commercial value, Fosun also actively contributes its efforts to improve the business and natural environments of China so as to support the rejuvenation of the Chinese economy and culture, making efforts to become a responsible corporate citizen while committing itself to undertaking social responsibilities.



* Currently under approval by regulatory authorities
The project has not been completed yet.



Kang Lan

Qin Xuetao

Chen Qiyu

Guo Guangchang

Wang Qunbin

SEASONED LEADERSHIP TEAM

Guo Guangchang Aged 50, is an Executive Director and Chairman of the Company. Mr. Guo is one of the Co-Founders of the Group and has been chairman of Fosun High Technology since its establishment in November 1994. He is now also a non-executive director of Fosun Pharma (listed on the Hong Kong Stock Exchange and the SSE), a director of both Fosun Holdings and Fosun International Holdings (the direct and indirect controlling shareholders of the Company, respectively), a director of Club Med and the director of various companies within the Group. Mr. Guo was a non-executive director of Minsheng Bank (listed on the Hong Kong Stock Exchange and the SSE). Mr. Guo is now a member of the 12th National Committee of the Chinese People's Political Consultative Conference, a member of the 11th Standing Committee of All-China Federation of Industry & Commerce and All-China Youth Federation, vice chairman of The Zhejiang Chamber of Commerce, chairman of The Zhejiang Chamber of Commerce in Shanghai, etc.. Mr. Guo was a deputy to the 10th and 11th National People's Congress of the PRC, a member of the 9th National Committee of the Chinese People's Political Consultative Conference, etc.. Mr. Guo was awarded, among others, "Lifetime Achievement Award" in the 8th Annual World Chinese Economic Summit in 2016, "2015 Most Influential Corporate Leader in China" issued by China Entrepreneur Summit and Chinese Entrepreneur 30th Award Ceremony, and named, among others, in the "50 Most Influential Individuals of the Portuguese Economy in 2015" by the Portuguese mainstream media Jornal de Negócios, Bloomberg Markets "50 Most Influential List 2014 - Corporate Power Broker" and a famous American business magazine Fast Company (Chinese edition) "China 100 Most Creative People in Business 2014". Mr. Guo received a bachelor's degree in philosophy in 1989 and a master's degree in business administration in 1999, both from Fudan University.

Wang Qunbin Aged 47, is an Executive Director and Chief Executive Officer (CEO) of the Company. Mr. Wang is one of the Co-Founders of the Group and has been a director of Fosun High Technology since its establishment in November 1994. He is also a director of Yuyuan .Inc(listed on the SSE), non-executive director in Sinopharm (listed on the Hong Kong Stock Exchange) and Fosun Pharma (listed on the Hong Kong Stock Exchange and the SSE) and the director of various companies within the Group. Mr. Wang was listed in the "Hot 100 List in 2016" by the U.S. insurance magazine Insurance Business, awarded "Asia Pacific Outstanding Entrepreneur Awards" issued by Enterprise Asia in 2014 and "Best Asian Corporate Director" at the Asian Excellence Recognition Awards 2014 by Corporate Governance Asia, and was named one of "China's 50 Top-performing Corporate Leaders" by Harvard Business Review. Mr. Wang received a bachelor's degree in genetic engineering from Fudan University in 1991.



Xu Xiaoliang

Wang Can

Gong Ping

Chen Qiyu Aged 45, is an Executive Director and Co-President of the Company. Mr. Chen joined the Group in 1994. He is also an executive-director and chairman of Fosun Pharma (listed on the Hong Kong Stock Exchange and the SSE), a non-executive director and vice chairman of Sinopharm (listed on the Hong Kong Stock Exchange), a director of Zhejiang D.A. Diagnostic Company Limited (listed on the Growth Enterprise Market Board of the Shenzhen Stock Exchange with stock code: 300244), Sanyuan Foods (listed on the SSE) and Maxigen Biotech Inc. (listed on the Taiwan Stock Exchange with stock code: 1783) and the director of various companies within the Group. Mr. Chen is a member of the 12th Shanghai Committee of the Chinese People's Political Consultative Conference, the chairman of China Medical Pharmaceutical Material Association, a vice president of China Pharmaceutical Industry Research and Development Association, a vice president of China Pharmaceutical Industry Association, the chairman of Shanghai Biopharmaceutical Industry Association and vice council chairman of Shanghai Society of Genetics. Mr. Chen received a bachelor's degree in genetics from Fudan University in 1993 and an EMBA degree from China Europe International Business School in 2005.

Xu Xiaoliang Aged 44, is an Executive Director and Co-President of the Company. Mr. Xu joined the Group in 1998, he is also the chairman of Yuyuan .Inc(listed on the SSE), a non-executive director of Zhaojin Mining (listed on the Hong Kong Stock Exchange), a director of Resource Property (listed on the NEEQ) and the director of various companies within the Group. Mr. Xu was a non-executive director of Shanghai Zendai (listed on the Hong Kong Stock Exchange). Mr. Xu is now the co-chairman of Real Estate Association of The Zhejiang Chamber of Commerce, a member of Shanghai Youth Federation and a vice chairman of China Real Estate Chamber of Commerce. Mr. Xu was successively awarded the "Shanghai 4 May Youth Medal" and "Shanghai Top Ten Youth Business People". Mr. Xu graduated from the Innova Education School of Singapore with a diploma in 1995 and received a master's degree in business administration from the East China Normal University in 2002.

Qin Xuetao Aged 53, is an Executive Director and Senior Vice President of the Company. Mr. Qin is also acting as the director of various overseas companies within the Group. Since joining the Group in 1995, Mr. Qin has been in charge of the legal affairs of the Company, possessing in-depth knowledge in the area of mergers and acquisitions, as well as in corporate governance affairs of A-share listed companies. In addition, Mr. Qin oversees all matters related to the Company's audit, compliance, risk control and information disclosure systems. Mr. Qin received a bachelor's degree in law in 1985 from the Southwest University of Political Science and Law and was admitted to practice law in the PRC in 1990. Prior to joining the Group, Mr. Qin worked in the Law School of Fudan University.

Wang Can Aged 38, is the Executive Director, Senior Vice President and the Chief Financial Officer (CFO) of the Company. Mr. Wang joined the Group in 2012, and is now also the general manager of Investment Management Support Center, the non-executive director of Fosun Pharma (listed on the Hong Kong Stock Exchange and the SSE), and the director of various companies within the Group. He once worked as the general manager of Investment Management Department, deputy CFO and general manager of Financial Planning & Analysis Department of the Group. Prior to joining the Group, Mr. Wang worked in Kingdee Software (China) Co., Ltd., PricewaterhouseCoopers Zhong Tian LLP, Standard Chartered Bank (China) Limited and China Lodging Group, Limited (listed on NASDAQ with stock code: HTHT). Mr. Wang is a non-practicing member of Chinese Institute of Certified Public Accountants (CICPA) and a member of The Association of International Accountants (AIA). Mr. Wang graduated from Anhui University in 1997 and received an EMBA degree from China Europe International Business School in 2014.

Kang Lan Aged 48, is the Executive Director, Senior Vice President and Chief Human Resources Officer of the Company and the President of Fosun Insurance Group. Ms. Kang joined the Group in 2010, and is also the non-executive director of Fosun Pharma (listed on the Hong Kong Stock Exchange and the SSE), chairman of MIG and director of various insurance companies and other companies within the Group. Ms. Kang was the project manager of Nanjing High Technology Industry Development Company from August 1991 to June 1993, a researcher of Memorial Sloan-Kettering Cancer Center in the United States from October 1995 to May 1998, a research and development scientist in Wyeth from May 1998 to August 2000, a consultant of McKinsey & Company, Greater China Office from August 2002 to February 2007, and a senior client partner of Korn/Ferry International (listed on the NASDAQ with stock code: KFY), Greater China Office from March 2007 to August 2010. Ms. Kang received her bachelor's degree in biological sciences and biotechnology from Zhejiang University in 1991, master's degree in biochemistry from Tulane University in the United States in 1995, and MBA degree from the Wharton School of the University of Pennsylvania in 2002.

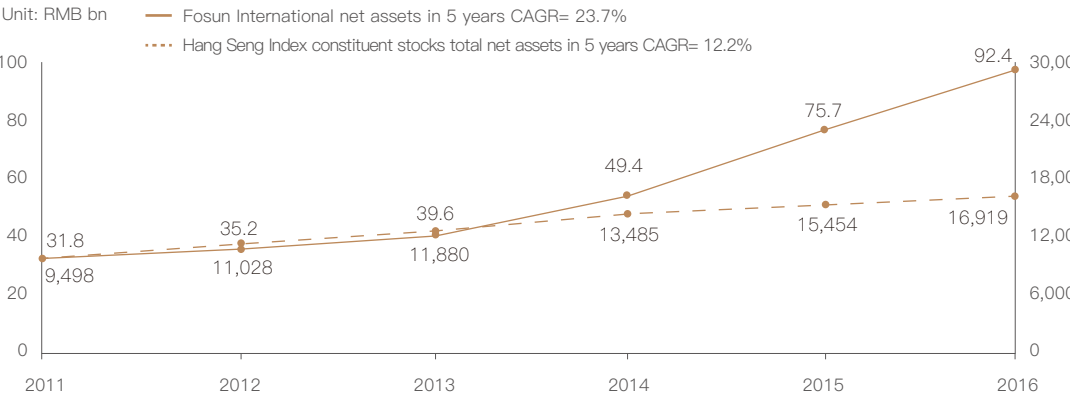
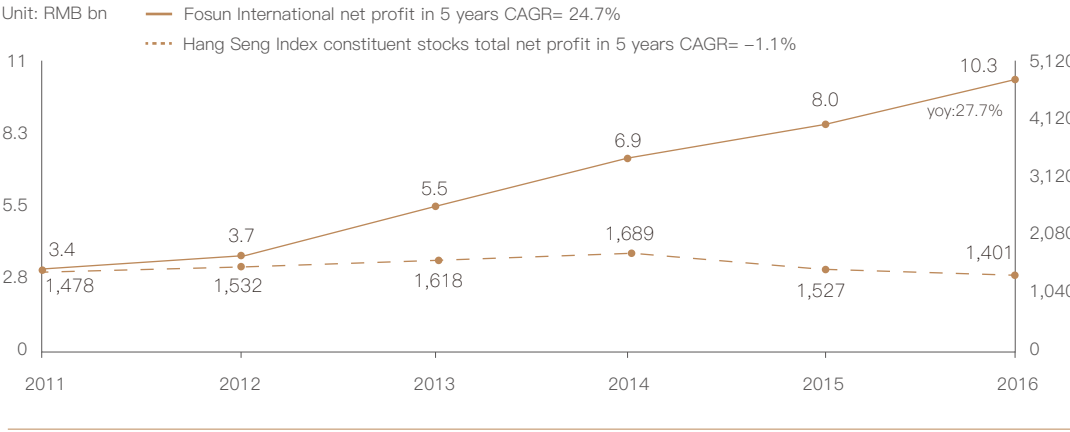
Gong Ping Aged 42, is the Executive Director and Senior Vice President of the Company. Mr. Gong joined the Group in 2011 and is also CEO of Fosun Property Holdings and chairman of Forte. Mr. Gong is now also vice chairman of Yuyuan .Inc, non-executive director of Shanghai Zendai (listed on the Hong Kong Stock Exchange), a director of Resource Property (listed on the NEEQ), as well as director of various companies within the Group. He used to serve as senior assistant to president of the Group, and general manager of Corporate Development Department. Prior to joining the Group, Mr. Gong worked at Pudong branch and the headquarters of Bank of Shanghai as well as the PRC headquarters of Standard Chartered Bank. Mr. Gong also served as global strategist at the headquarters of Samsung Group in Korea, carrying out special assignments across various sectors including financial services, technology and real estate worldwide. Mr. Gong graduated from Fudan University in 1998 with a Bachelor's degree in international finance, and then obtained his master's degree in finance from Fudan University in 2005. Mr. Gong also received his MBA degree from International Institute for Management Development (IMD) in Lausanne, Switzerland in 2008.

FAST GROWING FOSUN

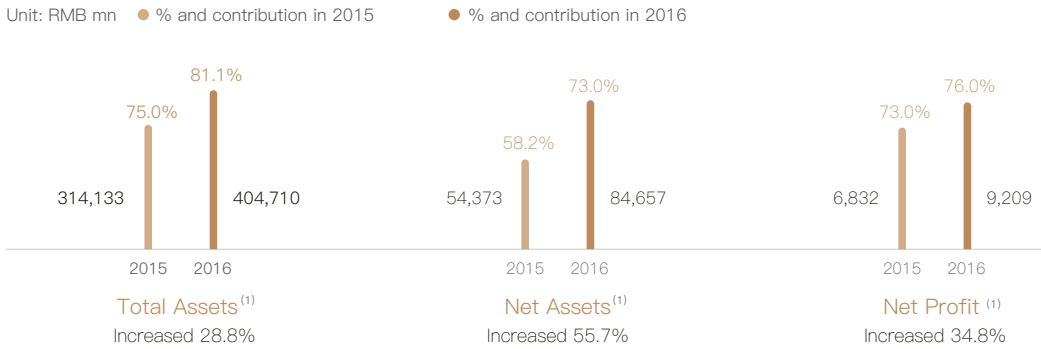
Since its establishment in 1992, Fosun has been growing at a rapid pace and its total assets exceeded RMB480 billion.

In 2016, Fosun’s revenue amounted to RMB73.97 billion and profit attributable to owners of the parent was 10.266 billion, up 27.7% year-on-year.

Steady and Rapid Growth in Net Profit and Net Assets

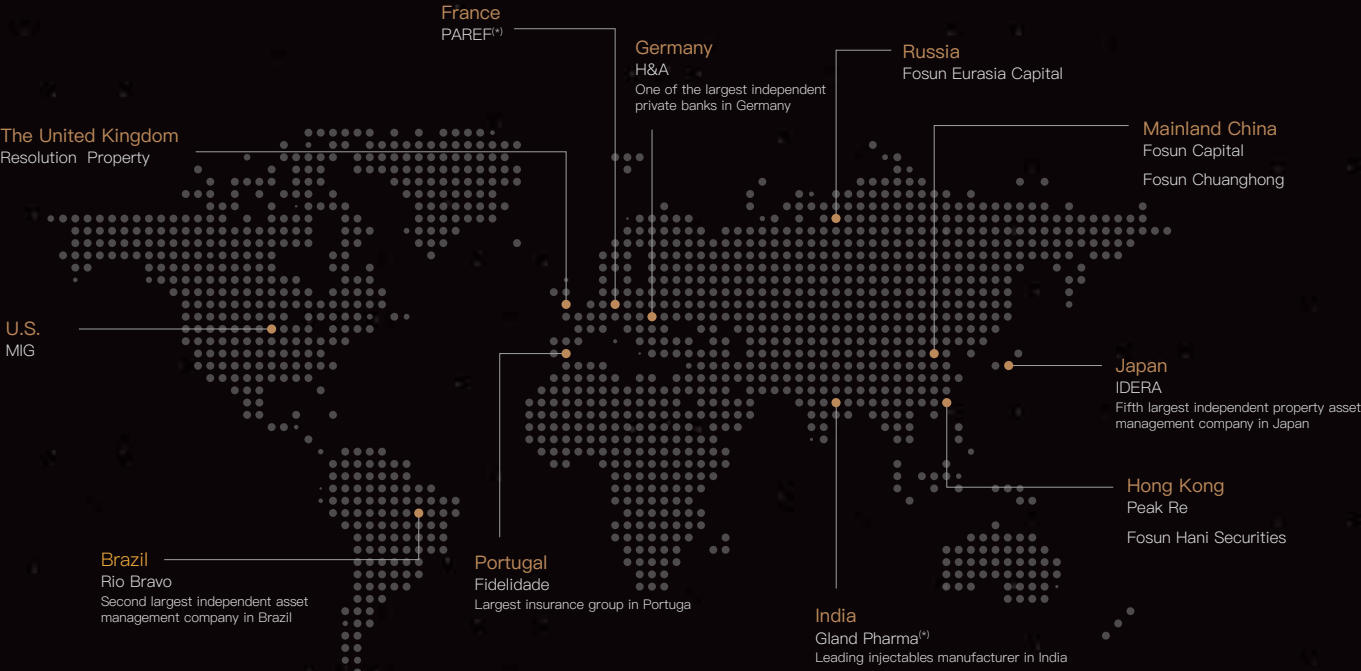


Proportion of Businesses of Health, Happiness, and Wealth Increases Consistently



Note: The Group’s investments in the steel industry were classified into the investment segment since 1 January 2016. The total assets, net assets and profit of “health, happiness and wealth” business of 2015 included that of the steel segment to improve the comparability

Business Portfolio Already Established in Developed Markets; Proactive Expansion into Emerging Markets

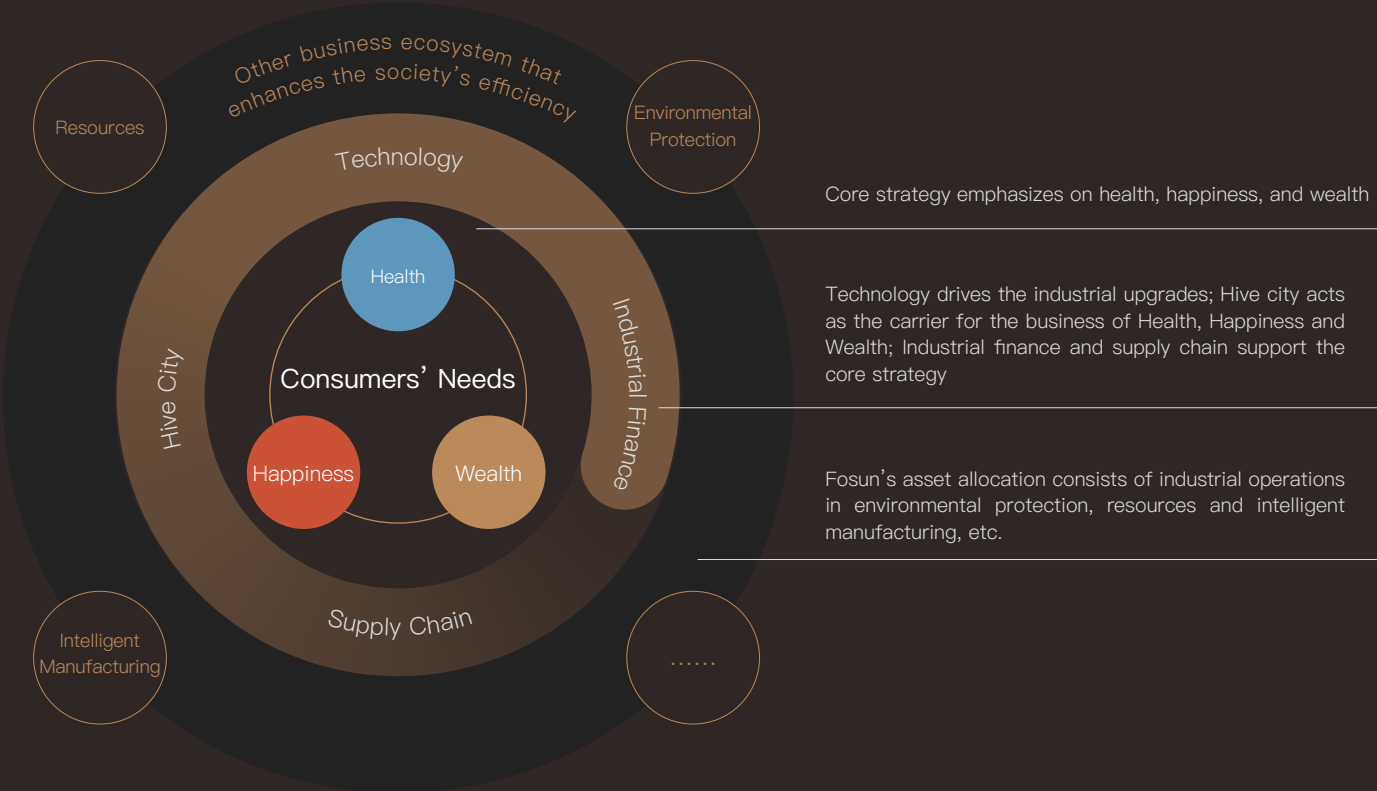


* Under the approval of regulatory authorities

A large school of fish, possibly mackerels, swims in a deep blue tank. In the foreground, the silhouettes of three people (two adults and a child) are visible as they look at the fish. The scene is set in an aquarium with a curved glass barrier.

BUSINESS OVERVIEW

FOSUN'S BUSINESS STRATEGY FRAMEWORK



As at 31 December 2016, the Group's total assets amounted to RMB **486,779.5** million, up 19.5% from the year ended 2015.

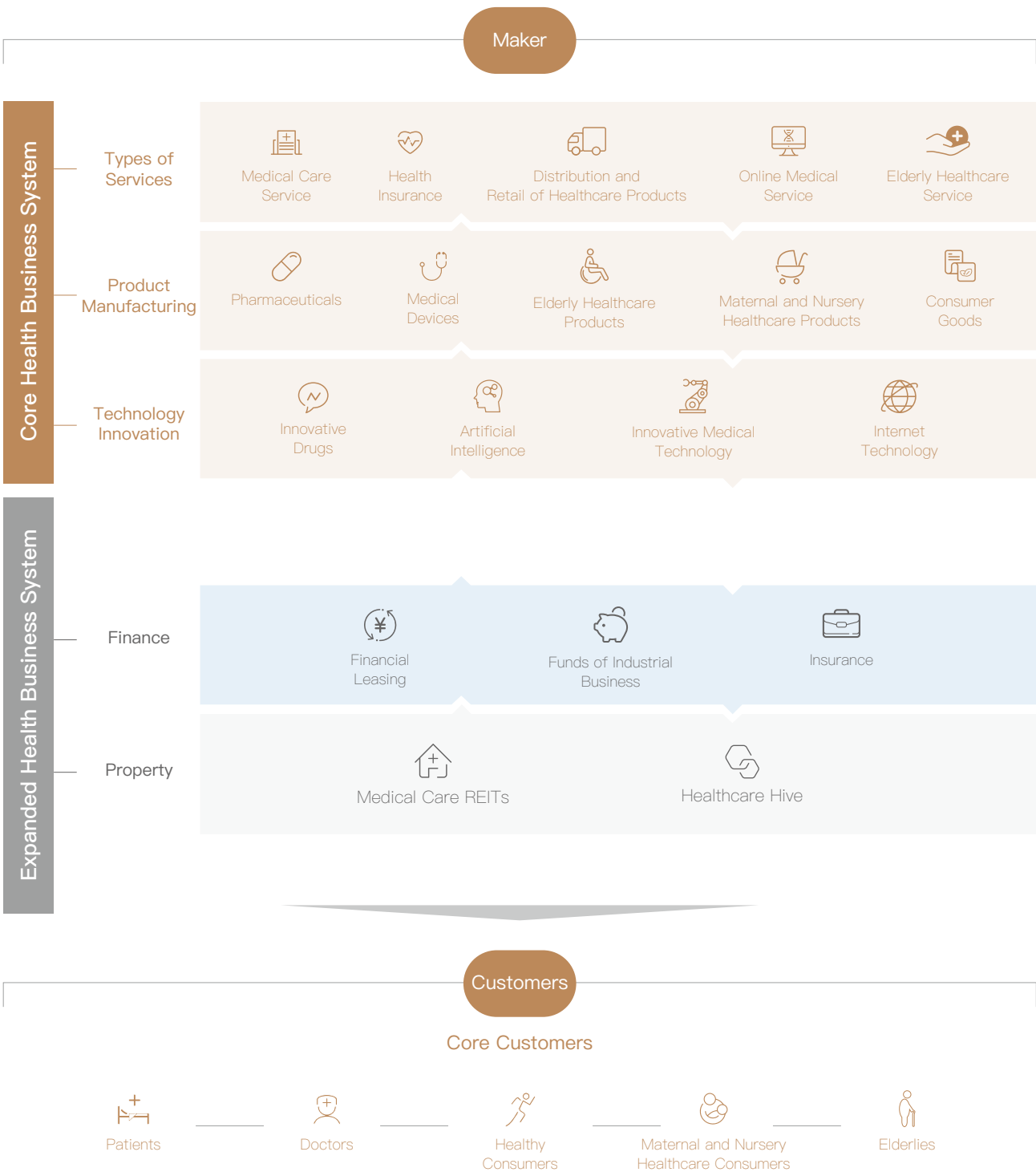
As at 31 December 2016, equity attributable to owners of the parent reached RMB **92,367.0** million, up 21.9% from the year ended 2015.

As at 31 December 2016, profit attributable to owners of the parent was RMB **10,268.2** million, up 27.7% from 2015.



CREATING A C2M HAPPINESS ECOSYSTEM FOR SUCCESS: HEALTH

UPGRADE YOUR HAPPINESS:CREATING A GLOBAL INDUSTRIAL ECOSYSTEM



Content as The Core and Channels as Crucial Links

Core Customers: Online and offline channels for reaching customers and realizing sales

Note: Project invested by Yuyuan

ONE FOSUN

OVERALL IMPROVEMENT OF THE CAPACITY TO CREATE VALUE

One Fosun Platform

Intelligent, Efficient and Value-added

- Based on mobile internet and ongoing iterations;
- Improve decision-making efficiency but never omitting any process;
- Combining competition with collaboration;
- Opening large platforms

An Elite Organization: Partners + MDs

- Global partnership model;
- Partners get involved in investment decision making, risk assessment, post-acquisition management, exiting investments, and endorsement of the projects;
- A total of around 260 people are MDs, including 100 from overseas countries, majority are locals and 10 of the global MDs from emerging markets as Russia, India and Brazil, etc.

Driven by Technology

- SaaS
- Data management
- Cloud computing platform
- Star Big Data
- Artificial intelligence

Flexible
frontline

+

Strong middle
and back offices

>>>>

Faster than
competitors by **0.01** second

Empowerment

Case Study I: Insurance Portugal

Supported business development

Supported the acquisition of Portugal medical group, Luz Saúde.

Strengthened the diversification of asset allocation

Enhance the investment portfolio that contains equity investment, convertible bonds and overseas property.

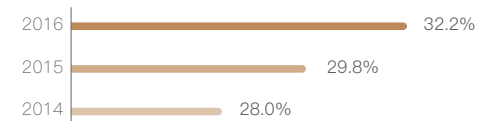
Improved the globalization of asset allocation

Newly allocated assets in 17 countries and regions, including the United Kingdom, the United States, Japan, Brazil and India, etc.

Performance achievements

After the acquisition in 2014, net profit reached EUR220 million in 2016, which is double that in 2013.

Maintained steady growth in market share



Case Study II: Club Med

Optimized strategic operation

Effectively promote and implement long-term incentive system; speed up digitization; increase the intensity of direct procurement, increase the proportion of direct sales.

Promoted light-asset strategy

All new resorts in China are operated with light-asset business model; promote the implementation of 'sale-and-leaseback' model

Actively developed China's market

Club Med has opened five resorts in China after Fosun invested in it, and it will accelerate business expansion in 2016.

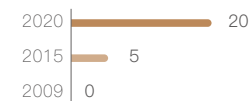
Synergy

Promoted in-depth synergies with Thomas Cook, AHAVA and Cirque du Soleil, etc.

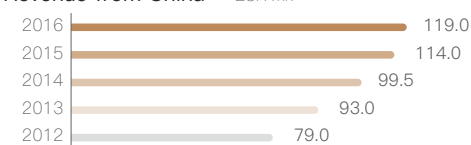
Performance achievements

Marking the best performance in recent 10 years in 2016

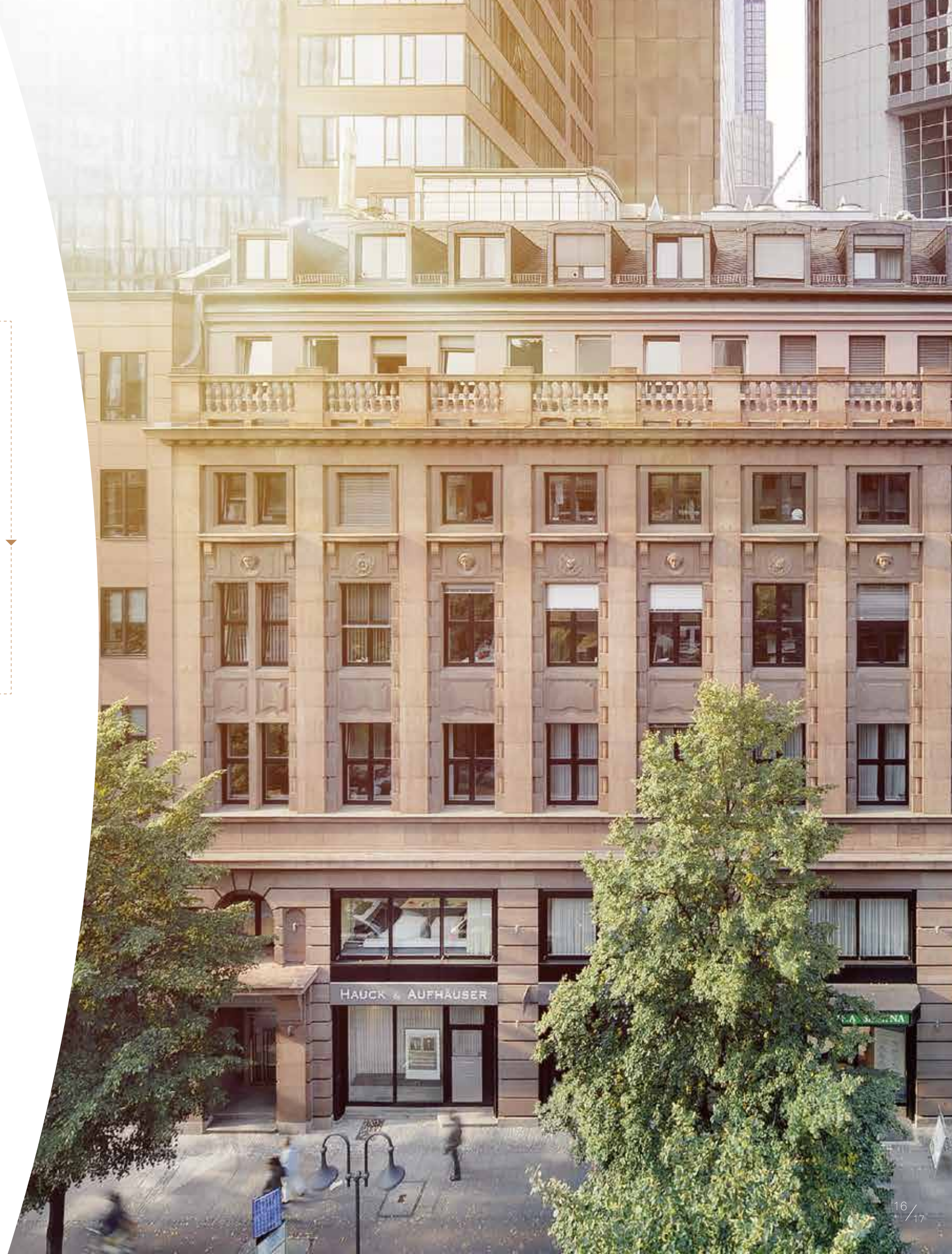
Increased the number of resorts



Revenue from China⁽¹⁾ EUR mn



Note: Revenue generated from customers from China.



STEPPING UP INVESTMENT IN INNOVATION WITH SMART TECHNOLOGIES TO GEAR UP FOR FUTURE OPPORTUNITIES

Deepening Investment in Innovative Businesses, Pressing Ahead with C2M Business Model Intelligently

Valued at over USD1 billion

Unicorns Cainiao, Best Logistics, We Doctor Group etc.

Valued at RMB1 billion or above

Little Unicorns Easy Print, Cotte, Hecom, etc

High-growth projects valued at RMB0.5–1 billion Espressif Systems, Molbase, Easy Parking, etc

High-growth projects valued at below RMB0.5 billion goujiawang.com, Massachusetts Medical, Linkedcare, maitao.com, Easyhin, Hunliji, dding, ysbang, CASRS, FLOOW, etc.

Exemplary Cases of Innovative Projects

Intuitive Surgical JV	FLOOW	We Doctor Group
Intuitive Surgical is the manufacturer of Da Vinci robot. Fosun Pharma established a joint venture with it, mainly focusing on research and development, manufacturing and sales of new-generation robots used for early diagnosis and treatment of lung cancer.	The largest provider of data service and technologies in telematics. It provides service for car insurance companies through data analysis, and helps car insurance industry to change its mode of operation.	A leading mobile internet medical services platform, We doctor provides appointment registration, online inquiry and other services for patients. It has over 150 million users and collaborates with over 260,000 medical professionals.

Transforming Traditional Businesses with Innovative Technologies and Business Models

Cases: Club Med digitization, Yuyuan’s big data project

FinIntelligence

Application: payment in foreign currencies, intelligent investment advisory, appraisal of credit risks, internet insurance

Investment cases: NAGA (intelligent investment advisory), Earnest (online lending), Floop (automotive telematics data analysis) etc.

Business Intelligence

Application: deep learning supercomputer, precise marketing, SaaS

Investment cases: Hecom, Raysdata and Cloudcare, etc.

Fun Intelligence

Application: immersive entertainment, interactive media, smart glasses, wearable devices

Investment cases: uSens (AR/VR), etc.

Health Intelligence

Application: Early screening for diseases, stem cell therapy, targeted medication

Investment cases: Breas (engaged in sleep apnea therapy), Spirometrix (asthma monitoring), etc.

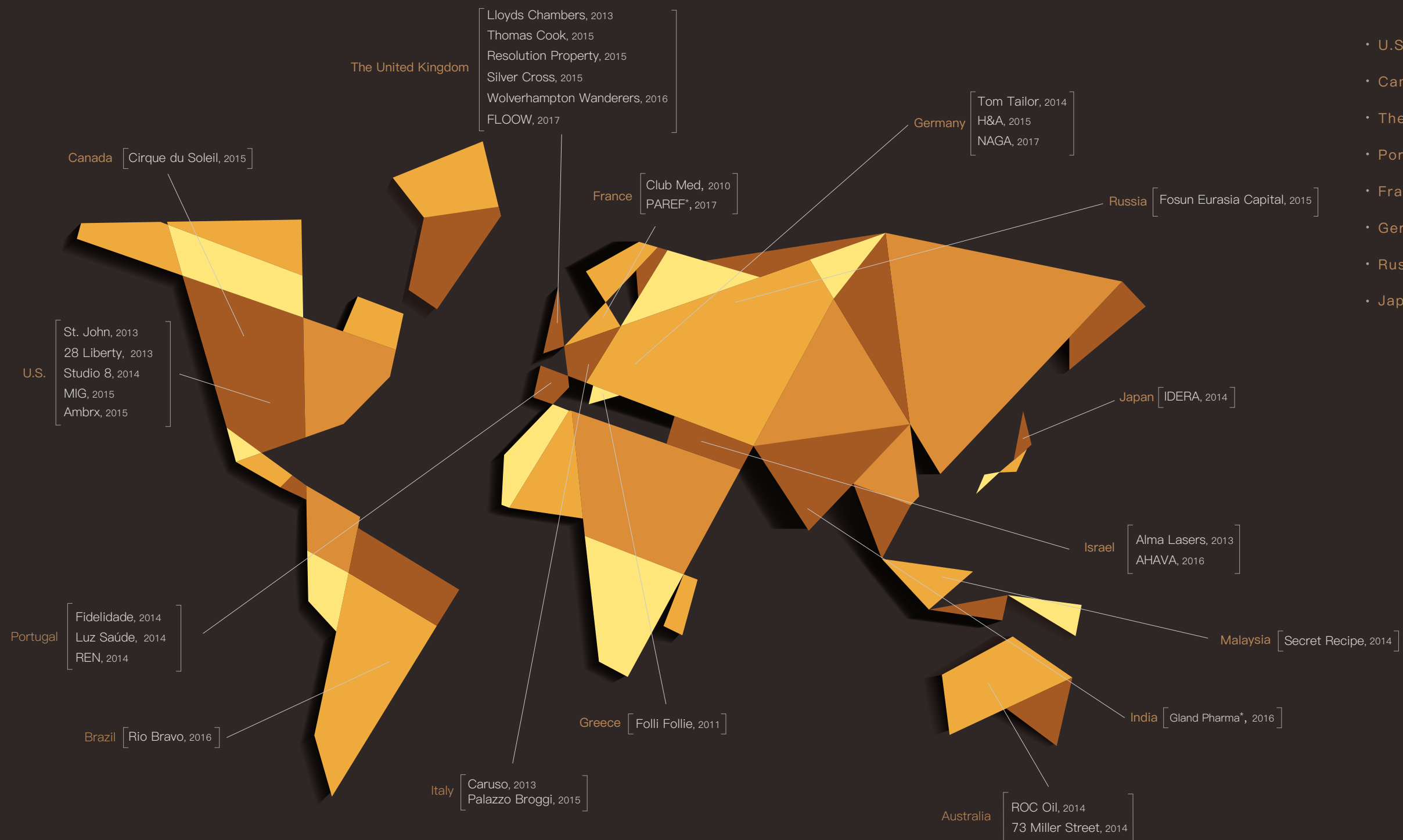
Consumer Intelligence

Application: intelligent travel, social network, consumer finance, e-commerce platform, online travel

Investment cases: Ixigo (online travel), Dianping.com, etc.



GLOBAL HAPPINESS ECOSYSTEM



- U.S.
- Canada
- The United Kingdom
- Portugal
- France
- Germany
- Russia
- Japan
- Israel
- Malaysia
- India
- Australia
- Greece
- Italy
- Brazil

Note: Above companies/ projects include investment of Fosun, its subsidiaries and management fund.
* Under the approval of regulatory authorities



FOSUN'S TEAM

Leveraging resources accumulated over the past 25 years, Fosun has built an investment platform that can create value for invested enterprises. Through this platform, Fosun is able to help the portfolio companies achieve value enhancement in various aspects including resource synergy, management optimization and intelligence support.



DEEPENING · FLOURISHING

深·展

Fosun's vision and values are to gather all creative resources and positive energy to help everyone live a better life, to make every family happy and thus to promote the progress of society. Fosun has been always adheres to our corporate vision of "Centered around family, deeply rooted in China, innovating a global happiness ecosystem". To achieve these objectives, we will focus on expanding in all dimensions, seeking to broaden the scope of our businesses, to increase the depth of our immense capability, to develop such businesses and to aspire to higher achievements. Leaves cannot flourish without deep roots. This means we will consolidate our foundation for Fosun's ecosystem to flourish and develop with vitality. We strive to grow and evolve ceaselessly in all dimensions, making our ecosystem stronger and more prosperous through consistent development and breakthroughs.



ORGANIZATIONAL EVOLUTION & TALENT DEVELOPMENT STRATEGY

Flattened Organizational Structure: Adapting “Small Organization — Big Group” Global Structure to the Internet Environment

- Multiple small but flexible organizational forms to quickly respond to market changes;
- Intermediate and backstage team is merged in business operation to provide strong and systematic support
- Project oriented, efficient, flattened, networked elite organization
- Localization

Global Partners

- Purposes on global partnership ·Optimizes age structure ·Including overseas members ·Localization
- Further enhancing globalized multi-level partnership program
- Benefit-/risk-sharing mechanisms for investment and operations talent in all levels: “Red–Yellow–Green Light” system for co-investment, operating optimization and post-investment management

Localized MD team



A total of around 260 people are MDs, including 100 from overseas countries, majority are locals and 10 of the global MDs from emerging markets as Russia, India and Brazil, etc.

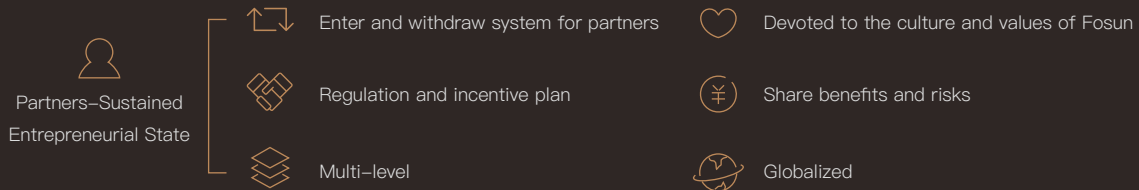
FOSUN GLOBAL PARTNERS

复星全球合伙人



Requirements on Entrepreneurial Spirits and Status

Entrepreneurial state: always willing to innovate and create, always study, always contemplating new business model, and have energy, capability and plan to reach goals.



FOSUN: EMPHASIS ON TALENTS

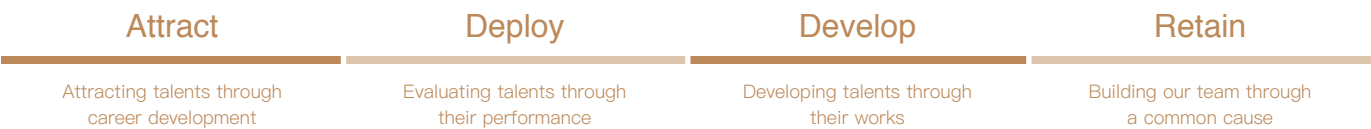
Fosun takes its staff force as assets of the highest value. The Group therefore attaches unparalleled importance to the sustainable development and nurturing of talents. To help implement the Group’s corporate strategy and uphold its corporate culture, Fosun encourages its staff to develop their personal skills and improve their performance, thereby enabling its staff to grow with the Company.

A COMPREHENSIVE LEARNING & DEVELOPMENT SYSTEM: FOSUN MANAGEMENT INSTITUTE

“A single spark can start a prairie fire.”
We hope to groom each and every employee of Fosun into a dazzling star—A flame as we gather, and stars as we scatter.



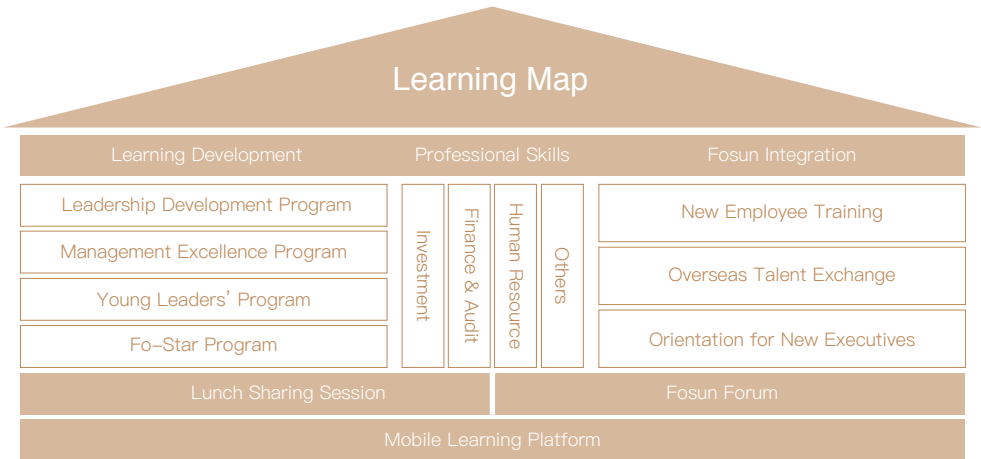
In the past 25 years, we insisted on:



Through a talent supply chain system combining introduction of external talents and development of internal talents, we have collaborated a pool of leading talents in various industries. We care about the development of entrepreneurs and strive to establish an investment management team that recognizes Fosun’s corporate culture and entrepreneurship.

Our Visions

Creating Fosun’s own “Whampoa Military Academy” by cultivating a remarkable workforce mainly comprising entrepreneurs. Our workforce is required to meet international standards and possess world-class expertise to meet the development needs of the Group swiftly, thereby enhancing Fosun’s global competitiveness and influence.



FOSUN'S PURSUIT

Fosun promotes philanthropy in the world, shouldering social responsibilities, and shares the fruitful results of development with its staff, partners and the community. Fosun has been always adhering to improve the business and natural environments of China as well as supporting the rejuvenation of the Chinese economy and culture.



INTERNATIONAL CORPORATE SOCIAL RESPONSIBILITY

Fosun has been adhering to its corporate value of “Self-improvement, Teamwork, Performance and Contribution to Society” since its establishment. Fosun has been committed to shouldering corporate social responsibility with its objective of proactively serving the community, people, and country.

Founded in November 2012, Fosun Foundation is engaged in aiding victims of natural disasters, offering assistance to the underprivileged and the people with different abilities, and funding cultural and educational public welfare, contributing efforts to youth start-up and career development, and other social welfare undertakings. Over the years, Fosun Foundation has donated more than 40 public welfare programs annually with education and culture as the two main directions, and the annual donation reached RMB45 million.

Fosun Foundation began to expand overseas public welfare, and has carried out philanthropic projects in New York, Lisbon, Berlin, etc., proactively shouldering social responsibilities while pursuing economic development.

Self-improvement, Teamwork, Performance, Contribution to Society

We have been attaching great importance to education and always remember the reason for starting our business.

We hope to make every effort to promote education, and then join hands with talents to create brighter future.

We are always at the forefront of globalization.

We start businesses, succeed and relay to spread the entrepreneurial spirit all over the world.

We join hands with the enterprising young people.

We aim to cultivate capable young people with an international perspective, and support them in passionate pursuit of their dreams.

From New York to Shanghai, from 28 Liberty to Fosun Foundation Art Center.

We invite all of you to participate in the development of public art.



FOSUN 复星

www.fosun.com

FOSUN WECHAT

account name: fuxing_2014



FOSUN WEIBO

<http://e.weibo.com/fosungroup>

FOSUN WECHAT ACCOUNT

account name: fosun-group



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