

Southwest Asia behind the Veil of Daily News

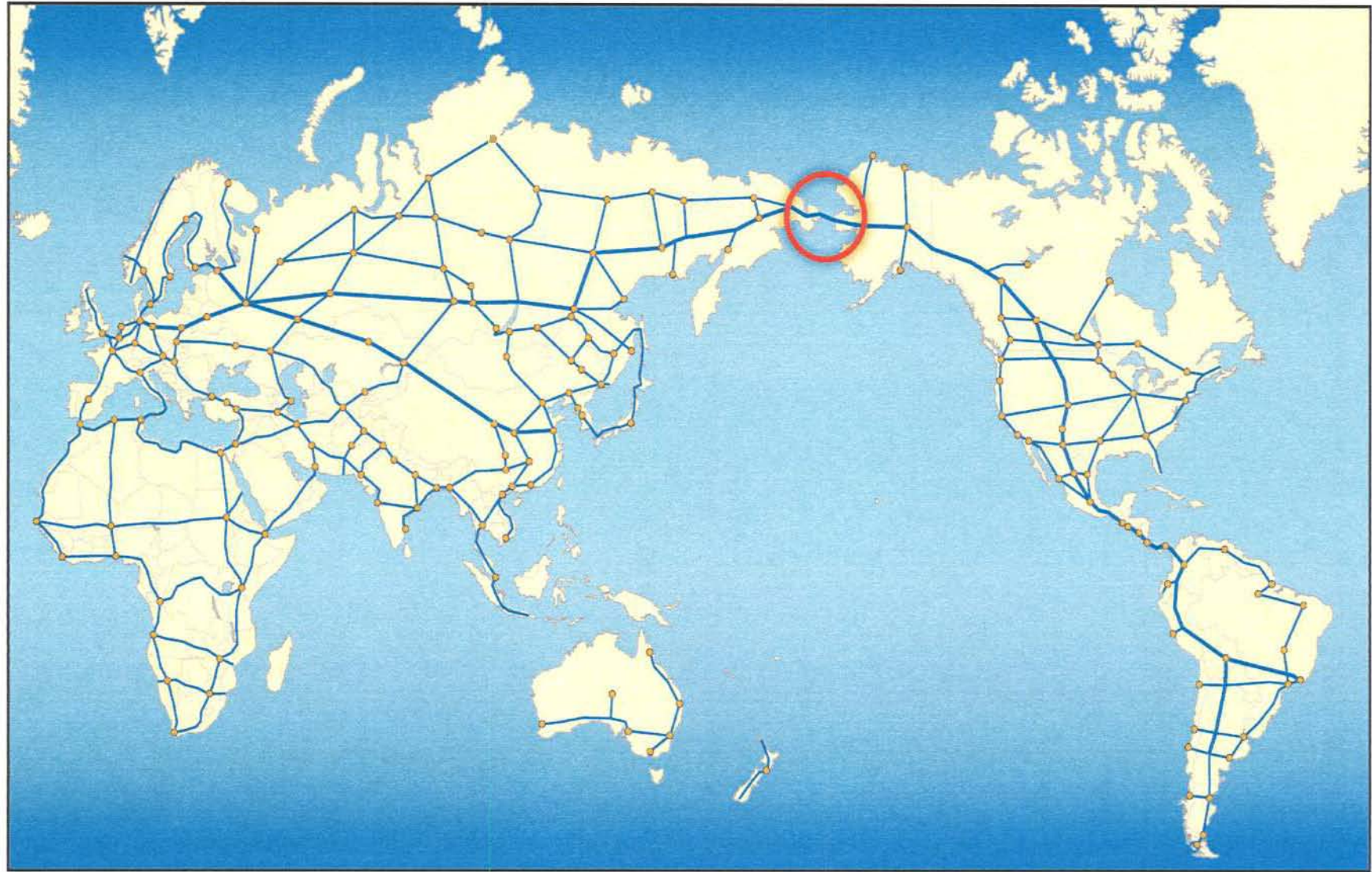
معهد كانون

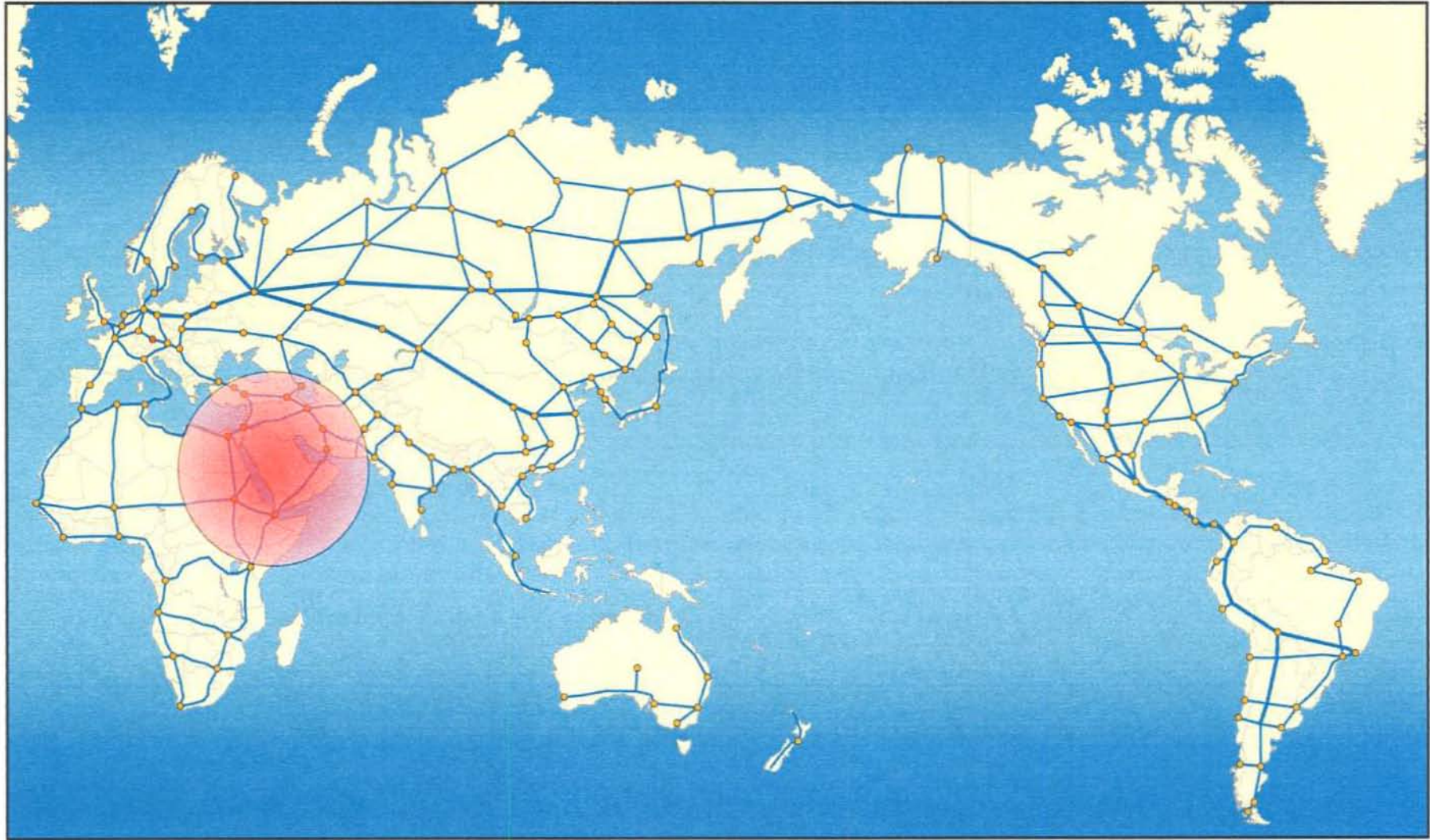
للدراسات العالمية

The Canon Institute
for Global Studies

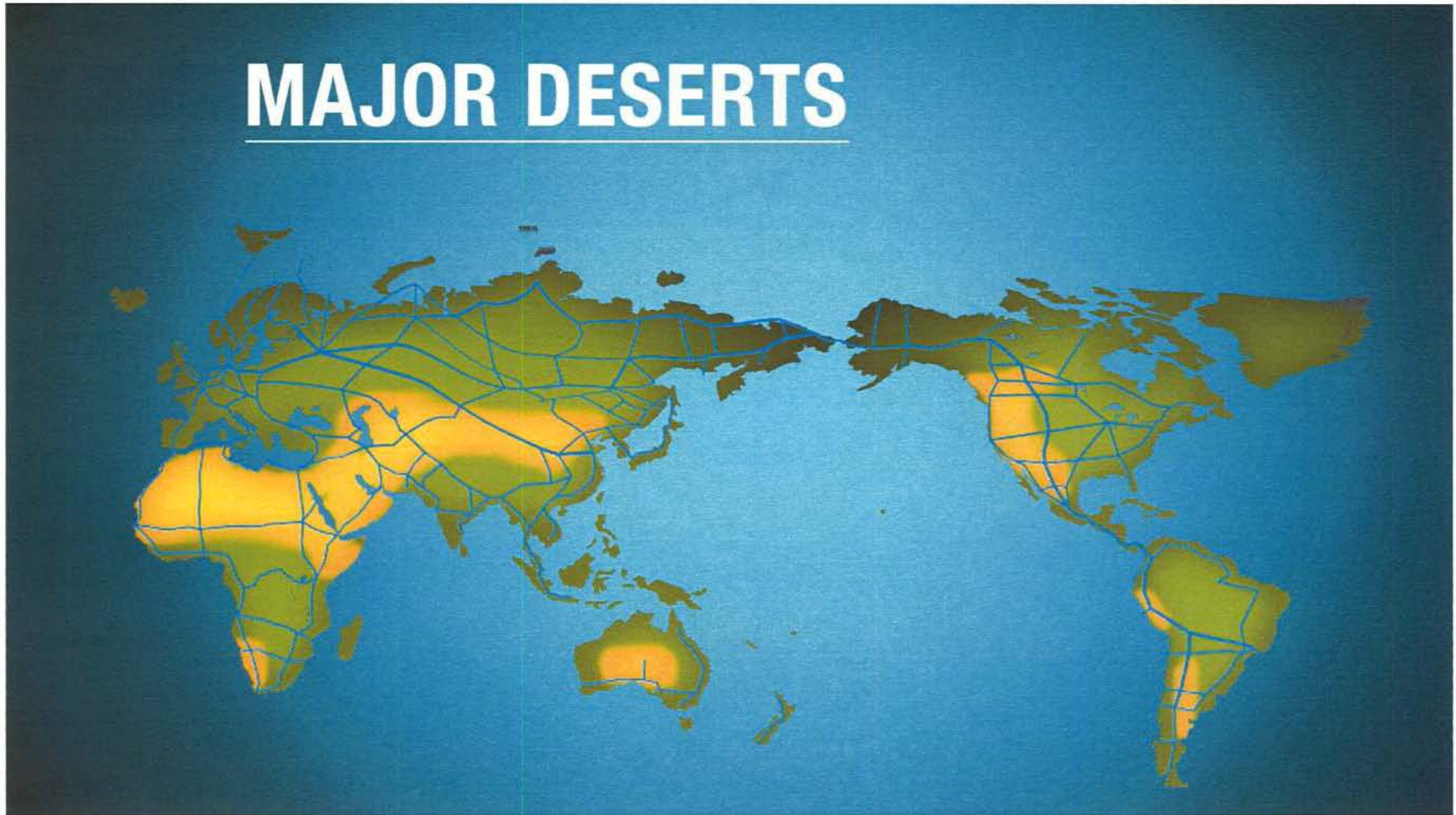
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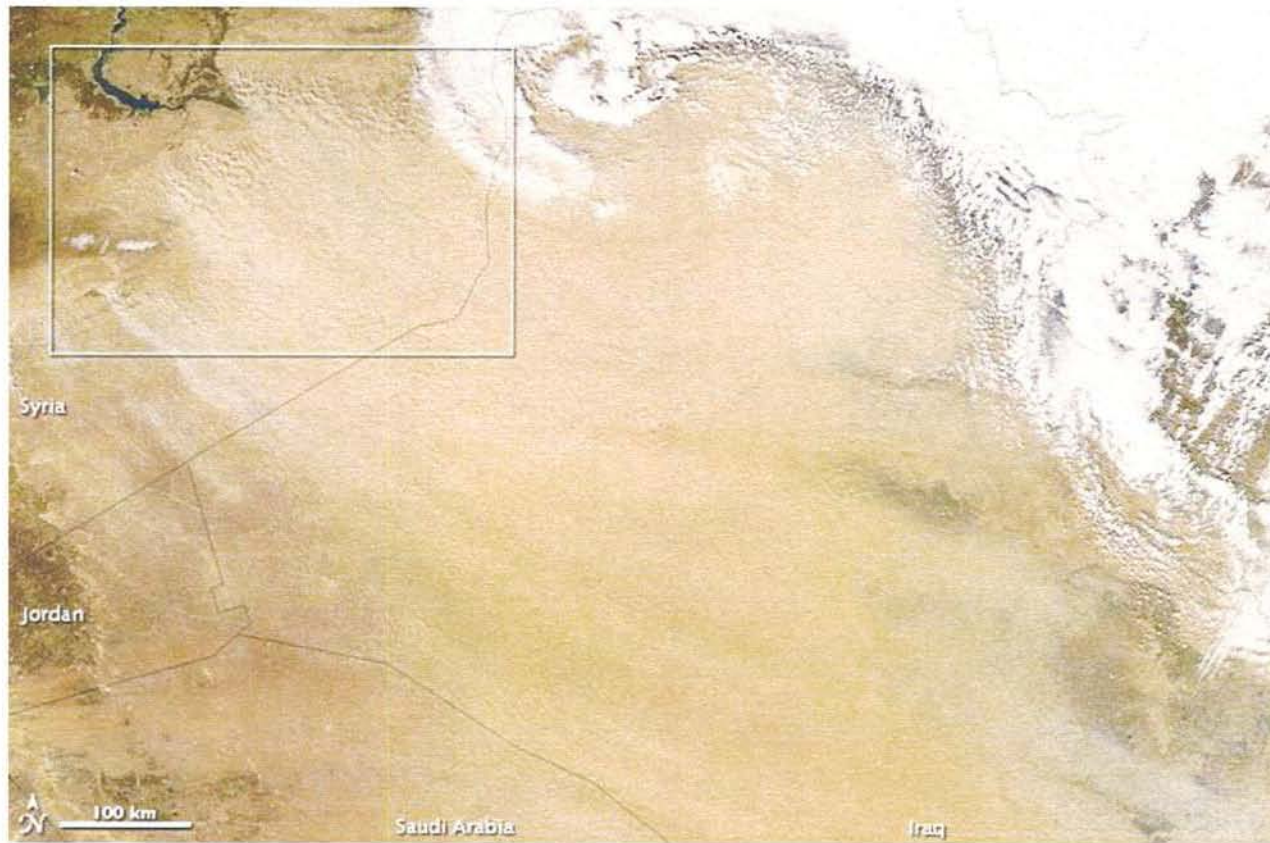






MAJOR DESERTS







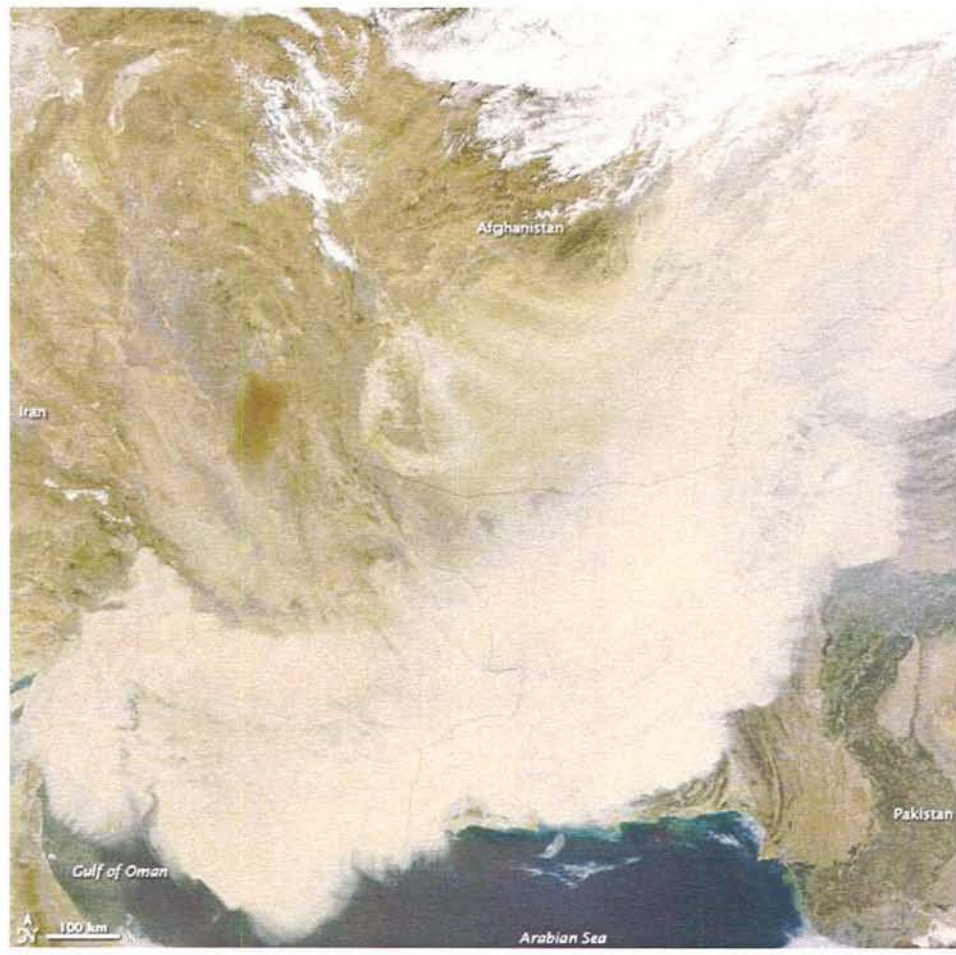








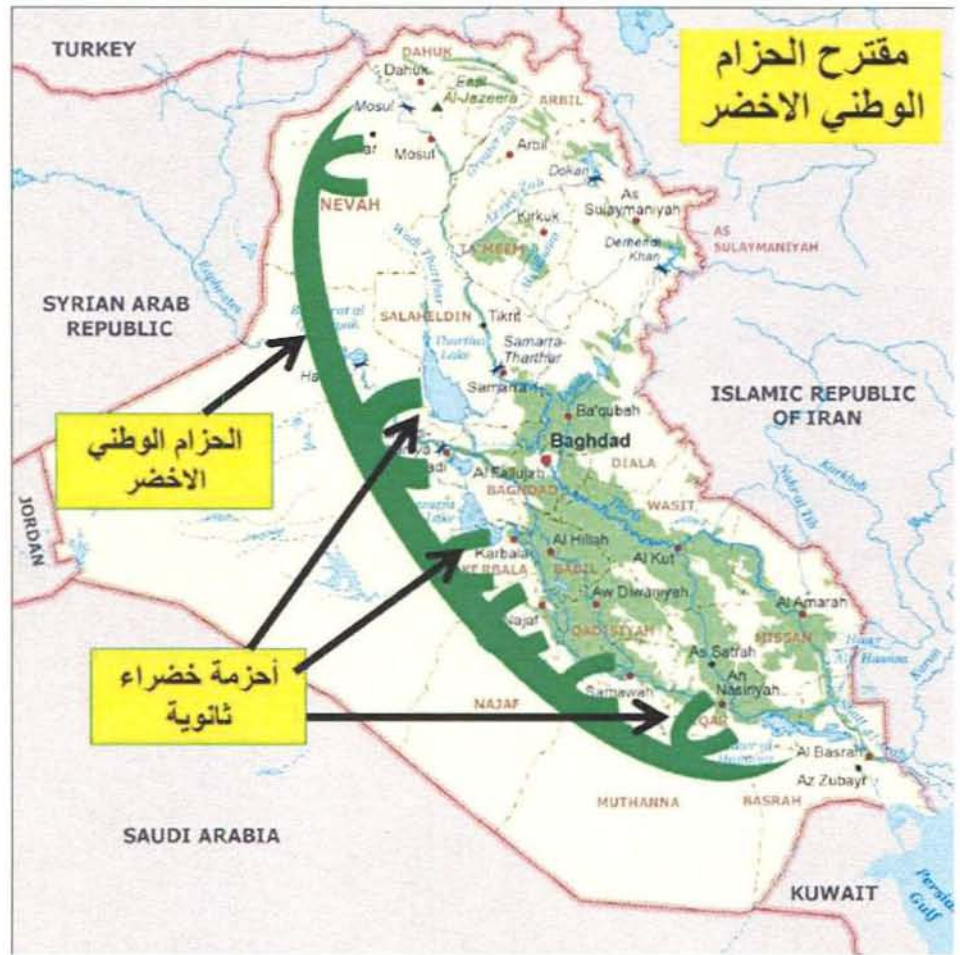
























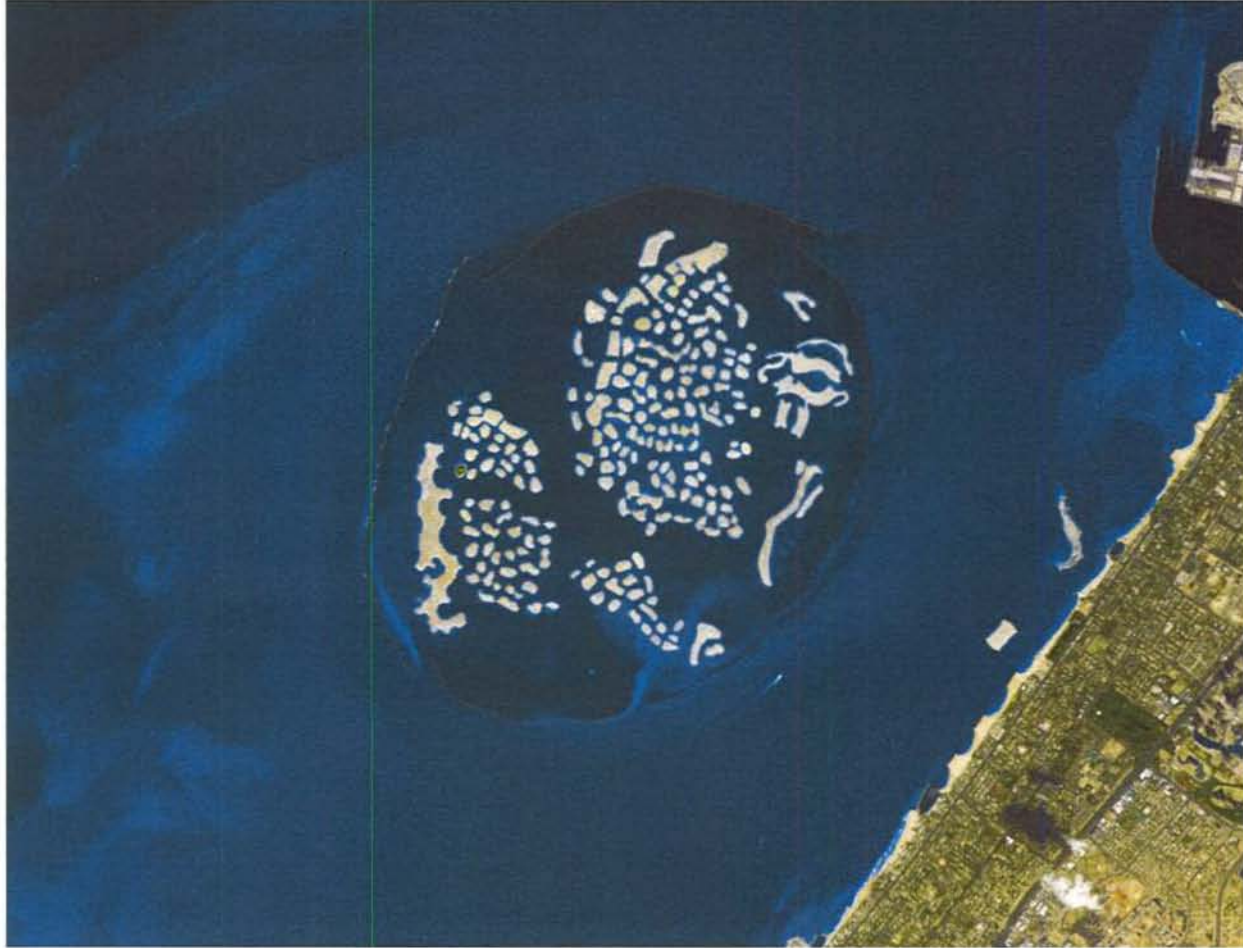


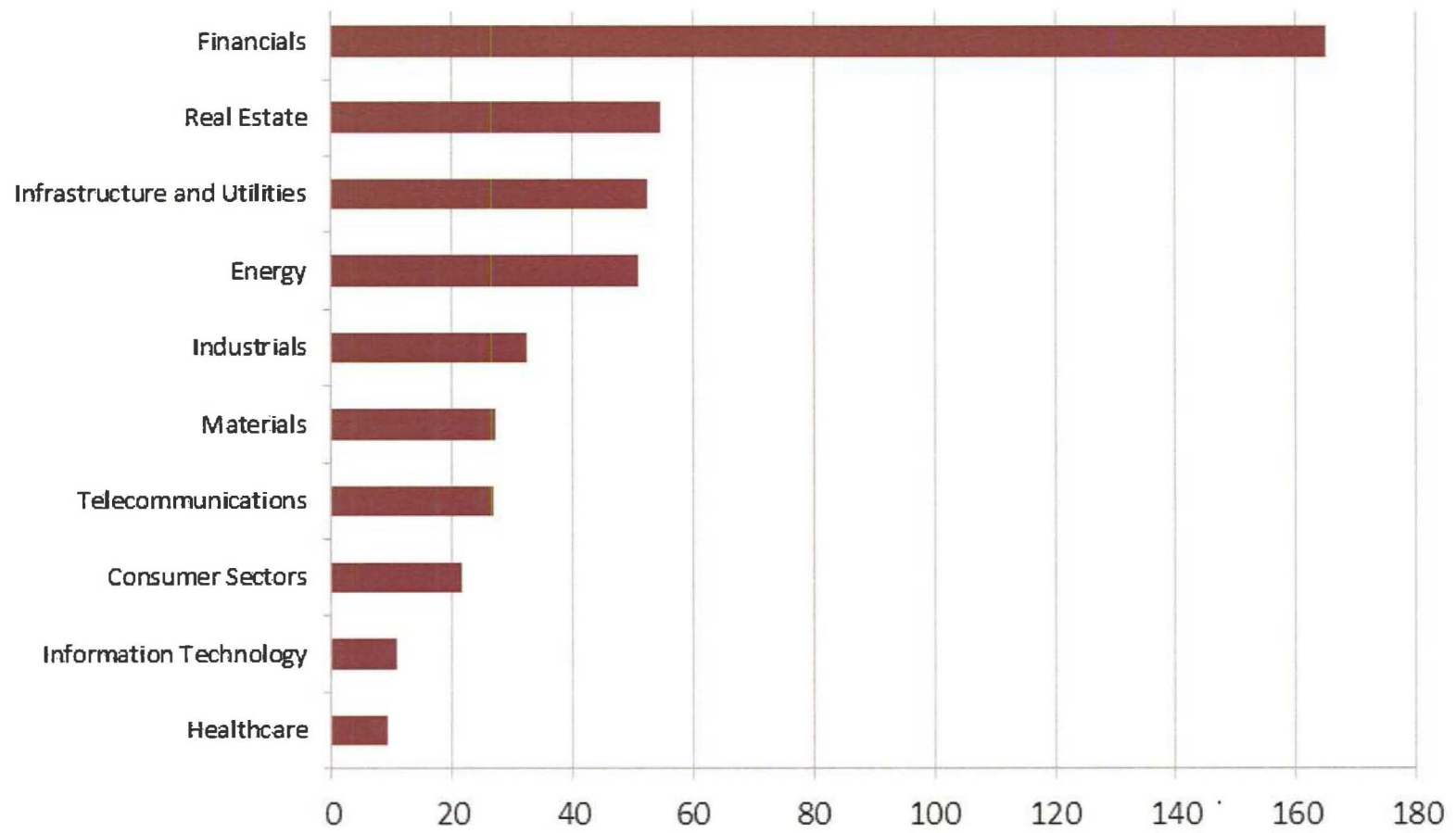












FOLLOW THE MONEY

The New Global Wealth Machine

Sovereign wealth funds have emerged in recent months as the world's power brokers. They have used their tremendous wealth to make big cross-border investments and prop up some of Wall Street's best-known firms. The increased activity comes as other kinds of acquirers have been sidelined by the credit crisis. These funds are state-sponsored investment vehicles and have combined assets of \$2 trillion. With that much dry powder, sovereign funds dwarf the formerly booming private equity industry — and in some cases, compete directly with it. The Government of Singapore Investment Corporation has been the most active among the world's sovereign funds, making its deputy chairman, Tony Tan, a major center of gravity. Wall Street veterans always follow the money, so many of the big-name advisers in New York and London have found themselves traveling the globe playing international matchmaker to these funds. But sovereign funds have also earned the downside of deal-making: some of their blockbuster transactions have been big money losers so far. The question is where all that money will go next. **ANDREW ROSS SORKIN**

The Advisers

Selected financial advisers who worked on more than one of the top 20 deals.

CITIGROUP

Michael Klein, Chairman, Institutional clients group
One of the firm's highest-paid investment bankers, he advised Citicorp in its stake sale to Mitsubishi, as well as Citigroup in both of its deals with sovereign wealth funds.

GOLDMAN SACHS GROUP

Richard Ong, Former managing director
Mr. Ong left Goldman early this year after the Chinese government refused to allow the firm to purchase Hain in run of Beijing when Mr. Ong's brother, Charles, was the chief investment officer of Tencent Holdings until 2006.

LAZARD

Gary Parr, Deputy chairman
In addition to facilitating the buy, advisers on many of the largest sovereign wealth deals, Mr. Parr helped advise First Solar on its distressed sale to JPMorgan Chase.

MORGAN STANLEY

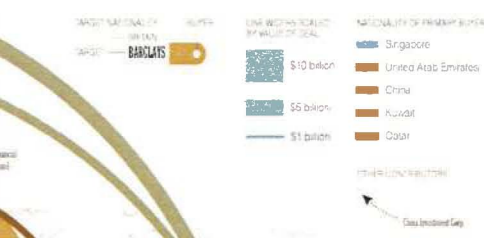
Kate Richdale, Managing director
The head of Morgan Stanley's Asian general industries group, based in Hong Kong, she previously held a senior position in the investment bank's Southeast Asia group.

The Targets

MORGAN STANLEY BLACKSTONE GROUP
Sole Mgt. Chairman and CEO, Chairman and CEO
CITIGROUP
Former Chief Executive
MERRILL LYNCH
Former Chief Executive

STANDARD CHARTERED BANK
Former Chief Executive
UBS
Former Chief Executive

The 20 Biggest Cross-Border Sovereign Wealth Fund Deals Since 2005



The Buyers

Qatar Investment Corp.
Chairman, Chairman
Qatar Investment Authority
Managing director
Mohammed bin Khalifa bin Zayed Al Nahyan
Chairman
Qatar Investment Authority
Chairman
Qatar Investment Authority
Chairman
Qatar Investment Authority
Chairman
Qatar Investment Authority
Chairman

The Lawyers

Selected lawyers who worked on more than one of the top 20 deals.

CLIFFORD CHANCE



James Baird, Partner and global head of private equity
Mr. Baird's firm, based in London, was one of the early firms to make a bet on Asia by staffing up three before most of the traditional white-shoe Wall Street firms ventured there.

DAVIS POLK & WARDWELL



Randall O. Guyton, Partner
As head of the firm's financial institutions group, he has advised on many international deals in Europe and Asia. He also worked on the team that advised Morgan Stanley in its \$5.5 billion stake sale to Citicorp's sovereign wealth fund.

LINKLATERS



Richard Good, Partner
Based in Singapore, Mr. Good is the firm's senior litigator in Asia. He has worked for Linklaters in Asia since 2000.

SHEARMAN & STERLING



Stephen M. Brown, Partner
A longtime head in the Middle East, Mr. Brown's deep relationships have helped his firm earn out one of the strongest niches in the region.

SULLIVAN & CROWELL



H. Rodgin Cohen, Chairman
The world's go-to lawyer for sovereign wealth investments in financial services firms. He worked on more than a dozen sovereign wealth deals more than any other individual.

BRIEFING PAPER

Royal United Services Institute

April 2013



A Return to East of Suez? UK Military Deployment to the Gulf

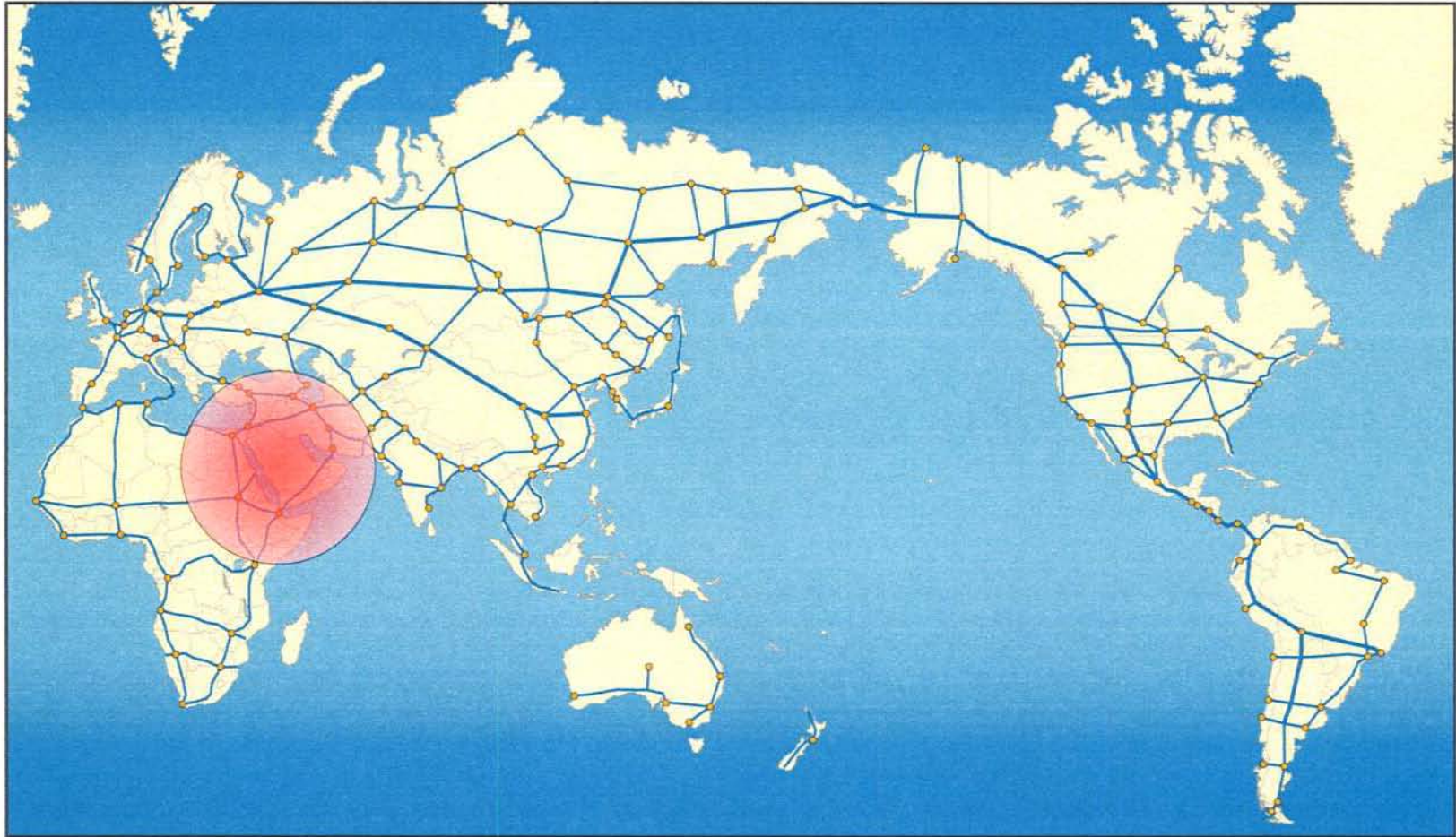
Gareth Stansfield and Saul Kelly

Foreword

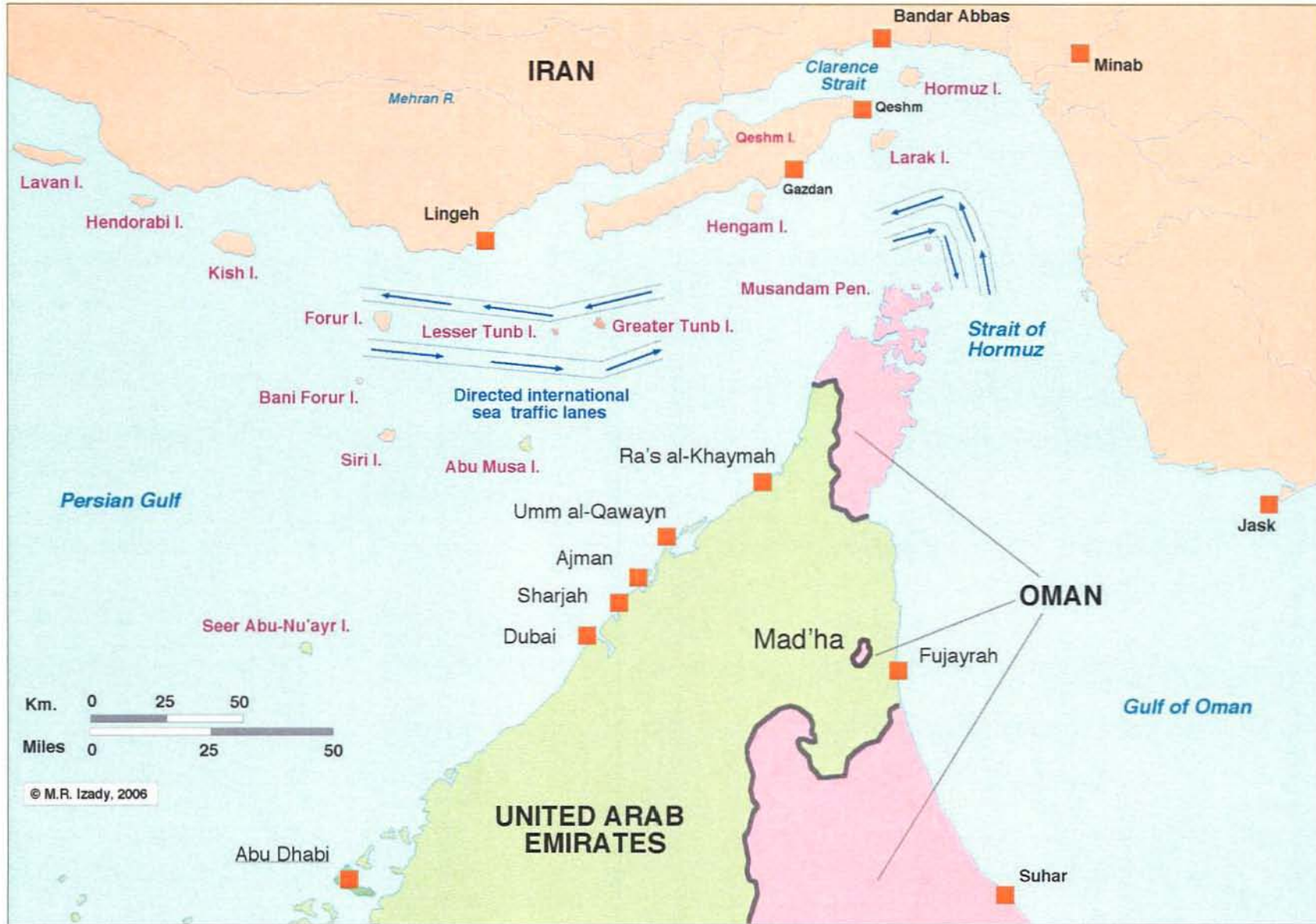
Michael Clarke

At a time of economic retrenchment and growing uncertainty within Europe, it may seem strange that the UK sees its future military security increasingly 'east of Suez'. Such an emotive phrase suggests imperial ambitions at a time when UK armed forces are smaller than they have been for 200 years. But there are compelling reasons for the UK to take its Gulf relationships much more seriously.

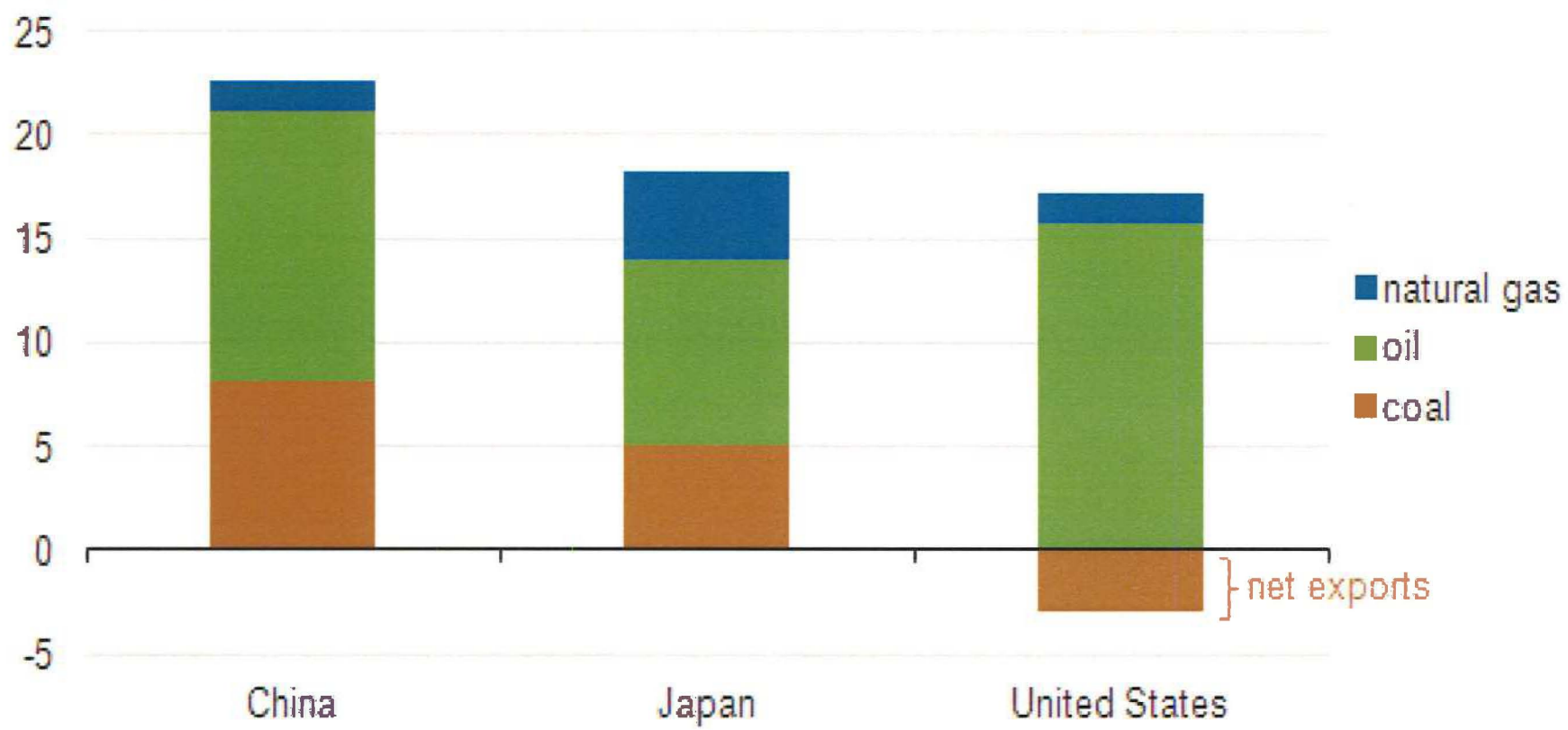
The military intends to build up a strong shadow presence around the Gulf; not an evident imperial-style footprint, but a smart presence with facilities, defence agreements, rotation of training, transit and jumping-off points for forces that aim to be more adaptable and agile as they face the post-







Net imports of the top three net fossil fuel importing countries (2012)
quadrillion Btu



*“And we made of water every living thing”
The Holly Quran*

