



## **Interview with Fawn Glen**

### **MD of Green Gas (Beijing) Clean Energy Technology**

#### **What does your role at Green Gas involve?**

As the Managing Director of Green Gas (Beijing) Clean Energy Technology, my responsibilities include managing daily activities of the Beijing company and leading the team to achieve development goals in the Chinese market.

#### **What are you working on and what projects are in the pipeline?**

We are currently working on the Yangquan project in the Shanxi province to install up to 90MWel in total of gas engines for power generation from coal mine methane (CMM). This is a large project into which the China team has put a great deal of effort. In addition to that, we have other CMM and coal mine methane services (CMMS) projects in the pipeline. We are also keeping an eye on biogas opportunities and have an interesting portfolio in hand.

#### **What are your main priorities as MD of China for 2010 and beyond?**

My main priority as MD of China is to sign up the Yangquan Joint Venture deal and hopefully execute the project within 2010. Furthermore, leading the team to meet our 2010 target and expand our business according to the long-term plan of the company.

#### **Has the recession affected our business in China?**

It appears that the recession did not hit China as much as it did in the US or Europe. Thanks to the well-timed government stimulus encouraging investment, domestic consumption and increased lending, the economic growth has nearly recovered. However, the impact still cannot be ignored. Particularly, heavy industries such as the coal mining industry are forced to reduce production as a result of the drop in demand.

Interestingly, the local government in the largest coal producing province Shanxi, used the "slow times" to restructure local businesses. More than 3,000 small-sized coal mines were shut down and subsequently consolidated by large state-owned mining groups. This process made our project development work rather difficult for a while.

#### **What are the challenges of doing business in the Chinese/Asian market?**

The main challenge is achieving favourable negotiating terms with the gas owners as gas utilization is not a core business of the gas owner. Secondly, the clients often consider revenues coming from this type of projects as not worthwhile and often accept lower return levels. Our task is to show them the benefits and how the project can contribute to their business. If we fail to bridge this gap in understanding, the gas owner often chooses to develop the gas utilisation themselves or give up the project altogether.

#### **What are your professional achievements at GGI?**

In 2007 I set up the office in China and got the business off the ground. However, with all the development work on-going, I think that it is too soon to talk about achievements. One thing I am happy about is that I managed to learn a great deal about coal mining and gas drainage. Having such knowledge in China is very handy. Especially in talks with clients it often takes them by surprise, as they hardly expect this level of knowledge from a woman of non-mining background. Very often this brings clients close instantly.

#### **What are your interests outside of Green Gas China?**

I try to exercise from time to time. Sometimes the China team gets together to play badminton over the weekends. That's great fun.