



UMS
UNIVERSITI MALAYSIA SABAH

GB30403 CURRENT ISSUES IN INTERNATIONAL AND OFFSHORE BANKING

SEMESTER 1 2025/2026

LECTURER: DR. RICKY CHIA CHEE JIUN

TOPIC : CHINA – ANBANG INSURANCE GROUP AND WU XIAOHUI (2017 - 2019)

Group Member:

| Name | Matric Number |
|----------------------------|----------------------|
| TAN CONG | BI23110224 |
| CHEONG SIH HAO | BI23110048 |
| MARLENE LAI MEI JYN | BI23110103 |
| CHONG YONG EN | BI23110229 |

Table of Contents

| | |
|--|-----------|
| 1.0 Introduction..... | 1 |
| 2.0 The Rise of Ambang..... | 2 |
| 2.1 The Business Model: “Universal Life Insurance” | 2 |
| 2.2 The Risk: Asset-Liability Mismatch..... | 3 |
| 2.3 The Growth: Massive Spike in Premium Income..... | 4 |
| 3.0 The Collapse & Investigation..... | 5 |
| 3.1 The “Grey Rhino”:Why Regulators Targeted Anbang..... | 5 |
| 3.2 The Detention of Wu Xiaohui(2017)..... | 7 |
| 3.3 The “Shadow” Network:Ownership Opacity and Fundraising Fraud..... | 8 |
| 4.0 The Assets, Seizure & Restructuring..... | 10 |
| 4.1 The Shopping Spree: Global Trophy Hunting and Duration Mismatch..... | 10 |
| 4.2 The CIRC Seizure (Feb 2018): State Intervention and Stabilisation..... | 13 |
| 4.3 The Sentencing: Wu Xiaohui’s Conviction..... | 14 |
| 4.4 The "Good Bank" Solution (Dajia Insurance): Orderly Resolution..... | 15 |
| 5.0 Conclusion..... | 17 |
| 6.0 References..... | 19 |

1.0 Introduction

Anbang Insurance Group, at first praised as a rising star in China's finance sector, turned into a clear case of how rapid growth paired with unclear ownership might shift triumph into systemic danger. The whole incident started in 2004, Anbang grew from a small real estate insurance firm into a global powerhouse, acquiring landmark assets such as the Waldorf Astoria in New York and drawing international attention for its unconventional strategies. At the center of this rising star was its chairman, Wu Xiaohui; his drive mixed with hidden tactics guided the firm forward but yet paved the way for its collapse (The Economist, 2018).

From 2013 to 2016, Anbang focused on selling high-yield "universal life insurance" products – investment-like financial instruments marketed as insurance policies. These brought in large amounts of money quickly; this cash flow enabled the firm to buy high-value foreign assets with low liquidity. However, the fast growth masked a core flaw: rising misalignment between assets and liabilities. Short-maturity policies supported long-term real estate investments, creating growing liquidity risks that made Anbang increasingly vulnerable to regulatory pressure and market shocks (Clark, 2018).

By 2017, the Chinese government started examining the company's complex fundraising practices, hidden ownership networks, and potential capital flight. What followed was a sharp downfall where Wu Xiaohua was detained, the government seized control, then reorganized what ranked among China's biggest financial groups. This case not only pinpoints the dangers of unchecked expansion but also reveals China's broader efforts to balance market forces and reduce widespread vulnerabilities.

This report examines Anbang's rise, crisis and resolution from 2004 to 2019. It explores the company's growth model, regulatory triggers, criminal investigations, and the eventual government-led restructuring that led to the formation of Dajia Insurance Group. As a result, key lessons surface regarding oversight practices. At the same time, risks in finance management come under closer inspection. Meanwhile, changes within China's insurance market become more visible through this case.

2.0 The Rise of Anbang

Anbang was founded in 2004 as a small Chinese car-insurance company and only got into life insurance in 2010. Soon, Anbang Insurance Group transformed from a small regional insurer into one of China's most aggressive and globally recognised financial conglomerates. By the start of 2017, it ranked among the world's biggest insurers with some \$300 billion of assets, including stakes in hotels and financial firms across America, Europe and Asia. (Clark, 2018) The company rose quickly due to an unorthodox approach to business, aggressive scaling methods or major purchases abroad. During that period, Anbang came to represent China's growing financial reach, gathering funds at an unprecedented speed, then investing them in well-known assets like upscale hotels, property holdings, and equity stakes in foreign companies. Although growth seemed strong at first glance, its underlying structure relied on speculative financing which eventually led to collapse.

2.1 The Business Model: “Universal Life Insurance”

A major driver behind Anbang's rapid expansion was its strong focus on universal life insurance products which are financial tools that combine minimal insurance with high-return, short-term investments. Although the product is categorised as insurance, these products worked closer to savings accounts or asset-management products. Instead of standard life coverage with steady rates, Anbang's flexible plan provides exceptionally high interest and a short lock-in period. These products are quickly presented to China's market due to aggressive marketing, which market these products as safe, high-return investments rather than insurance (Olano, 2017).

This unclear boundary made it possible for Anbang to draw large amounts of money from individual investors. Instead, the company was selling high-interest investment products disguised as insurance, using its insurance status as a legal workaround to gather capital fast and at low cost. This strategy enabled explosive growth but created severe structural vulnerabilities.

2.2 The Risk: Asset-Liability Mismatch

Anbang's universal life business model created a severe asset-liability mismatch at the foundation of its operations. Instead of long-term funding, the company relied on short-term, high-cost liabilities to finance extended investments like overseas hotels, commercial real estate, equity stakes in financial institutions, and strategic infrastructure assets. While many of the universal life and wealth management products (WMPs) were labeled as five to ten year commitment, it allowed policyholders to cash out after just one or two years, often with minimal or no penalty. As a result, Anbang was exposed to immediate cash demands despite owning holdings that needed time to generate value and couldn't be liquidated fast unless big write-downs occurred (Wildau, 2016).

Compounding the risk, Anbang faced steep funding costs. Although its universal life products promised returns of 5-6%, the true cost of funding after including commissions paid to banks and online platforms such as Taobao was estimated at 7-8% (Wildau, 2016). Due to this big gap, the company turned to riskier assets with bigger payoff. As a result, its strategy began resembling that of a debt-fueled investment firm rather than a standard insurance provider.

Analysts often highlighted the cash flow risks hidden in this model. With short-term liabilities funding long-term assets, Anbang depended heavily on continuous inflows of new policyholders to cover withdrawals. A drop in new business led directly to tighter liquidity within a brief period. This vulnerability grew further when the company financed major international acquisitions like the Waldorf Astoria with costly loans. As authorities imposed stricter rules on high-return insurance plans while reviewing cross-border deals, the structural fragility of Anbang' funding model became exposed, setting the stage for a rapid deterioration in financial stability (Yang & Han, 2017).

2.3 The Growth: Massive Spike in Premium Income

Despite these risks, Anbang's approach led to rapid expansion over a brief period, fueled mainly through universal life products. From 2014 to 2017, premium earnings jumped sharply because Chinese investors wanted better options than low-interest savings accounts. These customers were attracted by unusually generous payouts offered by the company. By 2015, nearly half of its collected premiums, 44% of the company's total premiums came from universal life products, underscoring a heavy dependence on investment-type policies rather than protection-based insurance (Cole, 2016)

The growth figures were striking. By 2015, universal life premiums had jumped by 306% hitting RMB 49 billion which is well above the sector's average rise of 95%. This massive influx of short-term capital propelled Anbang from 40th place in 2012 among Chinese life insurers to 4th place by 2015, quickly becoming a major force in the market. Competitors openly acknowledged that they could not match Anbang's high guaranteed yields, which allowed the company to rapidly capture market share (The Economist, 2018).

This rise in earnings supported Anbang's bold buying phase, including luxury hotels and stakes in major financial institutions. However, the rapid growth was a reflection of speculative money seeking quick profits, short-term returns rather than sustainable insurance operations. When authorities started increasing scrutiny and questioning debt levels, funding stability, and how insured assets were used abroad, Anbang's dependence on continuous cash inflows became increasingly untenable. By 2017, weaker revenue growth revealed how weak the whole structure was, which helped trigger its downfall (Xuan, 2017).

3.0 The Collapse & Investigation

By 2017, Anbang Insurance had transformed from a relatively unknown insurer into one of China's most aggressive global buyers of financial and real estate assets. However, the same factors that powered its rapid rise were heavy reliance on short-term "universal life" products, opaque ownership and highly leveraged overseas acquisitions also made it a source of growing concern for Chinese regulators(IMF, 2017; Reuters, 2016).

In 2017, Anbang moved from being perceived as a national "champion" to being labelled a major financial risk. Regulators began to frame Anbang as a textbook example of a "grey rhino": a large, highly visible risk that had been ignored for too long(Wucker, 2016). That year marked the turning point which was the launch of formal investigations into Anbang's funding model and ownership structure, the quiet detention of its chairman Wu Xiaohui, and the uncovering of a complex network of related parties, shell companies and illegal fundraising activities(BBC News, 2017; Caixin Global, 2017).

This section explains why Anbang was targeted as a systemic risk, reconstructs the events around Wu Xiaohui's detention in 2017, and outlines how his "shadow network" of companies enabled large-scale fundraising fraud and embezzlement(Caixin Global, 2017; Xinhua, 2018b).

3.1 The "Grey Rhino":Why Regulators Targeted Anbang

The term "Grey Rhino" is used in Chinese policy discussions to describe obvious, high-probability risks that can cause serious damage if left unchecked.Unlike a "black swan"which is unexpected, a grey rhino is visible and predictable but often ignored until it is very close and charging. Anbang gradually became one of the most prominent examples of such a risk in China's financial system(IMF, 2017; Reuters, 2018a).

There are several red flags raised by Anbang which make regulators target them. Firstly,the excessive reliance on short-term and high-yield insurance products.Anbang sold large volumes of universal life policies that behaved like short -term wealth management products rather than traditional protection-oriented insurance.These products offered

relatively high returns and allowed early withdrawals or short maturities and making Anbang heavily dependent on constant inflows of new policyholder funds(Caixin Global, 2017; IMF, 2017).

Besides that, the asset-liability mismatch and illiquid overseas assets is also one of the red flags. Anbang used this short-term funding to purchase long-term and illiquid assets,including landmark hotels and foreign financial institutions. This creates a structural liquidity mismatch.This is because Anbang would struggle to generate cash quickly from its illiquid holdings if policyholders demanded their money back or failed to renew, putting both policyholders and the broader system at risk (IMF, 2017).

Next, the aggressive overseas expansion and capital outflows also make regulators target them. Anbang's high-profile acquisitions such as the Waldorf Astoria in New York and stakes in foreign insurers and banks had implied large capital outflows. At the time when Chinese authorities were tightening controls on overseas investments and capital flight, Anbang's behaviour drew intense scrutiny as a potential channel for moving funds abroad under the camouflage of insurance and investment (Reuters, 2016; Reuters, 2018a).

Last but not least, the opaque ownership and governance concerns of Anbang is also one of the reasons that make the regulators target them.The company's shareholding structure was unusually complex and non-transparent, involving dozens of entities and individuals linked to Wu XiaoHui.This raised questions about who genuinely controlled Anbang, how capital being raised and whether funds were being moved for private benefit rather than policyholder protection(Caixin Global, 2017; Reuters, 2018b).

Together, these factors made Anbang a concentrated source of systemic risk as it was large, interconnected, difficult to unwind and heavily exposed to a sudden loss of confidence. Anbang moved to the top of the enforcement agenda as Chinese regulators already shifted their focus from rapid growth to financial stability and risk prevention(IMF, 2017; Reuters, 2018a).

3.2 The Detention of Wu Xiaohui(2017)

The turning point in the Anbang story came in 2017 when regulatory concern translated into direct action against its leadership. During the early 2017, the regulators began to limit the sale of aggressive universal life products and tighten scrutiny over insurers that were using them as a funding channel for speculative investments (IMF, 2017; Reuters, 2017). Anbang faced restrictions on issuing new high-yield products and was ordered to adjust its business structure (Reuters, 2017).

In June 2017, reports emerged that Wu Xiaohui had been taken away by authorities for questioning. Anbang issued brief statements suggesting that Wu was unable to perform his duties for “personal reasons” but did not provide a detailed explanation. This sudden disappearance was the first clear sign that Anbang’s problems had escalated beyond normal regulatory supervision (BBC News, 2017; Reuters, 2017).

As the year progressed, a formal criminal and regulatory investigation into Anbang and Wu personally was underway. Media reports and official statements from the regulators had indicated that authorities were examining suspected illegal fundraising, abuse of insurance products and misuse of company funds (Reuters, 2018b; Xinhua, 2018b).

Wu’s detention signalled that the Chinese government was prepared not only to discipline the institution, but also to hold its top executive personally accountable. This shifted Anbang’s narrative from a story of “over-ambitious expansion” to one of potential fraud and criminal misconduct (BBC News, 2018; Reuters, 2018b).

3.3 The “Shadow” Network:Ownership Opacity and Fundraising Fraud

One of the most striking features of the Anbang case was the discovery of a “shadow”ownership network behind the company. Instead of being controlled by a single transparent corporate parent, Anbang’s shares were reportedly held through a web of shell companies and individuals that are closely linked to Wu Xiaohui, including people described as his relatives or associates(Caixin Global, 2017; Reuters, 2018b).

This network served several important functions.One of the functions is concentrated control behind a fragmented facade. Anbang’s equity was split among many different companies and natural persons on paper. In fact,many of these entities were funded, influenced or directed by Wu, allowing him to control a large majority of the company’s voting rights while avoiding direct disclosure of ultimate beneficial ownership. This structure made it difficult for regulators and outsiders to understand who truly owned and controlled the insurer(Caixin Global, 2017).

The other function of the network is using Anbang as a channel for illegal fundraising. According to the later court findings, the network of companies was used to illegally raise funds and inject them into Anbang’s operations. Wu and his associates allegedly used improperly approved or disguised insurance products to raise large sums from the public. Wu was convicted of fundraising fraud amounting to approximately 65.2 billion yuan and embezzling around 10 billion yuan from the company was later stated by the official documents.This had illustrated the scale of the misconduct(BBC News, 2018; Xinhua, 2018b).

Extraction of private benefits is also one of the network functions as. The opaque ownership structure made it easier to divert the corporate resources for private benefit.Funds raised under the label of “insurance” could be channelled to entities controlled by or linked to Wu through related-party transactions, loans or asset transfers involving shell companies. This blurred the boundary between policyholder funds, company assets and personal interests(Caixin Global, 2017; Reuters, 2018b).

In summary, the “shadow network” turned Anbang from a merely aggressive insurer into a legal and governance failure. This combination of complex ownership, universal life-driven fundraising and asset transfers is what ultimately justified the severe charges against Wu and paved the way for the later state takeover and restructuring of the group(Reuters, 2018a; Xinhua, 2018a).

4.0 The Assets, Seizure & Restructuring

This part talks about more than just Anbang's rapid growth. It also talks about the government crackdown, what happened to the company's aggressive global assets and the end structural resolution that made sure the economy would be stable.

4.1 The Shopping Spree: Global Trophy Hunting and Duration Mismatch

Universal Life Insurance policies which were basically short-term, high-yield investment goods wrapped up as life insurance have helped Anbang build up a lot of money which it used to buy a lot of other companies. The main problem, called the asset-liability mismatch, was that the company used its short-term cash flow to buy long-term assets that were hard to sell, mostly luxury real estate and foreign banking firms. This made it very likely that there would not be enough cash on hand if a lot of insurers asked for their money back at once.

Wu Xiaohui carried out this aggressive M&A strategy almost entirely on his own initiative. The most well-known transaction was the \$1.95 billion acquisition of New York's landmark Waldorf Astoria Hotel in 2015 (The Guardian, 2014), which became the global symbol of Anbang's growth.

In 2016, Blackstone purchased Strategic Hotels & Resorts for \$6.5 billion (Mingtiandi, 2016). Wu's ultimate goal, which was subsequently dropped, was a large \$14 billion bid for Starwood Hotels & Resorts, demonstrating the scope of his ambition. Moreover, Anbang expanded beyond hotels. The firm acquired foreign insurance and financial firms. For example, a controlling stake in Tongyang Life Insurance Co. in South Korea in 2015 for about US\$1 billion. The company's global acquisitions included insurers, banks, hotels and real estate in the United States, Belgium, the Netherlands, Canada and South Korea.

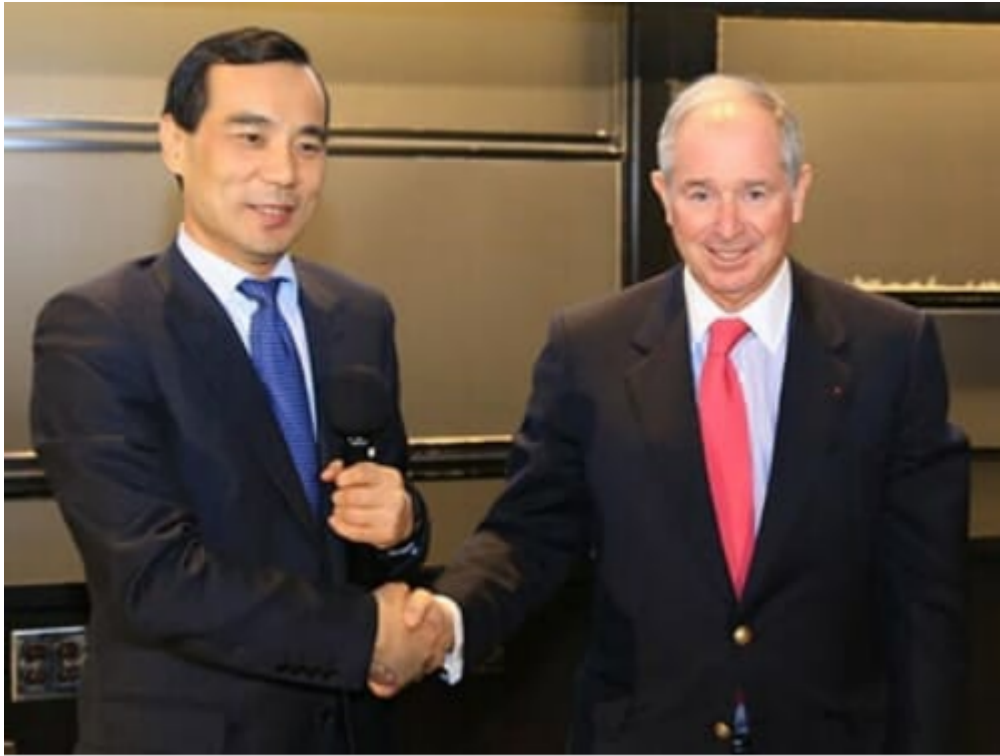


Figure 4.1.1: Anbang chairman Wu Xiaohui shaking hands with Blackstone's Stephen Schwarzman after the Chinese insurer bought the Waldorf Astoria hotel.



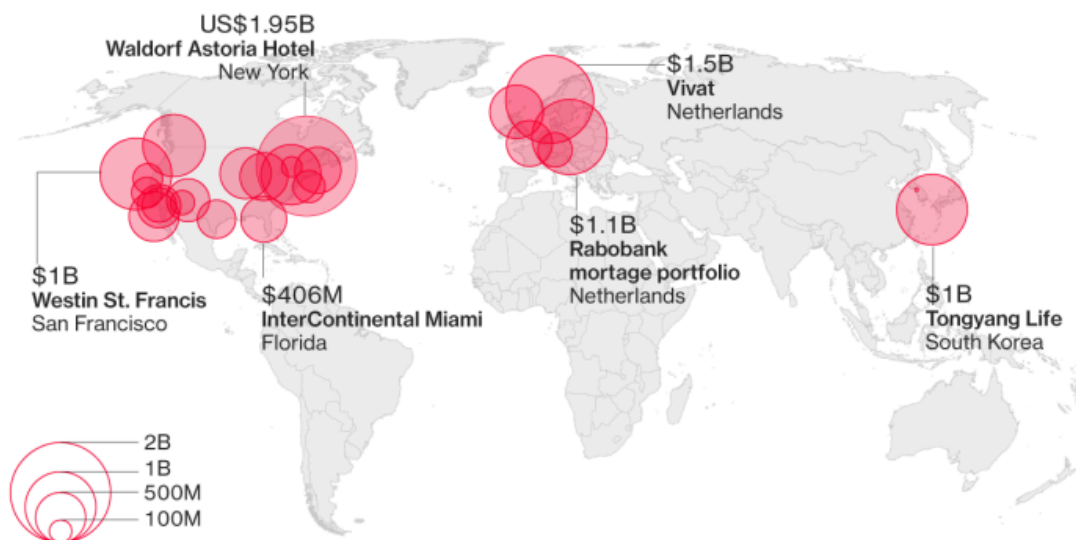
Figure 4.1.2: The Waldorf Astoria New York was the ultimate symbol of this rise.



Figure 4.1.3: Among the Strategic Hotels & Resorts properties is the Essex House in New York.

Global Takeover Binge

Anbang amassed sprawling portfolio of real estate, financial services firms in three-year spree



Notes: Deal values converted to U.S. dollars at current rates. Some figures come from people with knowledge of the matter cited in Bloomberg News reporting.
Source: Bloomberg, company filings, Real Capital Analytics estimates

Bloomberg Figure

4.1.4: This map provides a clear geographical illustration of Anbang's strategy by marking the countries where they bought companies.

4.2 The CIRC Seizure (Feb 2018): State Intervention and Stabilisation

Anbang's opaque ownership structures, dangerous debt-funded expansion and potential for capital flight made it a prime example of a "Grey Rhino" (Luo, 2017). It was a massive, obvious financial threat in the eyes of the Chinese government. The rumored arrest of Wu Xiaohui in June 2017 sparked fears of an "intensive cancellation of policies" that would severely strain Anbang's cash flow and endanger the wider financial sector.

In February 2018, the China Insurance Regulatory Commission (CIRC) in collaboration with the central bank and other financial regulators announced the historic seizure of Anbang Insurance Group for one year (Xinhua, 2018). This was an extraordinary action against a major private financial company. It was justified by the fact that Anbang's "illegal business practices" could "seriously endanger its solvency" (CBIRC Official Statement, 2018).

To quickly stabilize the situation and ensure policyholder safety, the government-backed China Insurance Security Fund deposited 60.8 billion yuan (\$9.6 billion) into Anbang (Xinhua, 2018). This injection was critical in preventing a disastrous run on the corporation. The Interim Management Working Group, chaired by the government had a clear goal which was to assure stable operations, preserve consumer rights and inject additional "good quality private capital" to finish the firm's restructuring while selling off noncore assets (Reuters, 2018)..

4.3 The Sentencing: Wu Xiaohui's Conviction

Following the regulatory takeover, the problem was resolved judicially, bringing the criminal parts of the Anbang story to an end.

In May 2018, Wu Xiaohui was prosecuted and found guilty of fundraising fraud and money laundering (People's Daily Online, 2018). Court documents revealed the fraud's massive scale. Prosecutors accused Wu of illegally raising over 723 billion yuan from illegal insurance sales, specifically defrauding retail investors out of 65.25 billion yuan (\$10.2 billion) by using unauthorized policies to back up the company's capital as President Xi Jinping expands his anti-corruption campaign and wishes to curb financial risks. He was also convicted of taking away 10 billion yuan (\$1.5 billion) which he improperly moved from insurance premium income for personal use and to reinvest cash in connected enterprises.

Wu was sentenced to 18 years in prison and his personal assets were seized, totaling 10.5 billion yuan (\$1.7 billion) (People's Daily Online, 2018). This final sentence was a striking "warning shot" to the whole Chinese banking industry. This shows the government's commitment to controlling systemic risk through criminal punishment.



Figure 4.3.1: Wu Xiaohui, former chairman and general manager of Anbang Group, stands trial on March 28, 2018 for fundraising fraud and embezzlement at the No 1 Intermediate People's Court in Shanghai.

4.4 The "Good Bank" Solution (Dajia Insurance): Orderly Resolution

The final part of the resolution was the complex separation of the healthy company from the toxic debt and assets using a "Good Bank/Bad Bank" framework which was finished in 2019.

The government formed Dajia Insurance Group Co. Ltd. "Dajia" means "Everyone's Home" (Reinsurance News, 2019). This new firm was formed to act as the clean successor. It takes over Anbang's sustainable domestic life and health insurance operations as well as quality assets according to reports from Bloomberg (Bloomberg, 2019). Their strategy goal was to change the company model into a typical insurer, less reliant on riskier investment products and more reliable in the long run.

The remaining toxic, illiquid and troublesome assets primarily loans associated with aggressive overseas acquisitions. They were kept on the Liquidation Path using the previous Anbang framework. The goal was to sell these properties in a controlled manner. For example, the Waldorf Astoria was later sold to a Hilton group (Xinhua, 2020). This winds down problematic financial systems in an orderly fashion. This technique effectively allocated and managed financial risk to ensure that the 1.5 trillion yuan policy liabilities were met and a market panic was avoided (Xinhua, 2020).



Table 1

Figure 4.4.1: This figure is showing Good Bank-Bad Bank: A Clean Break And A Fresh Start.

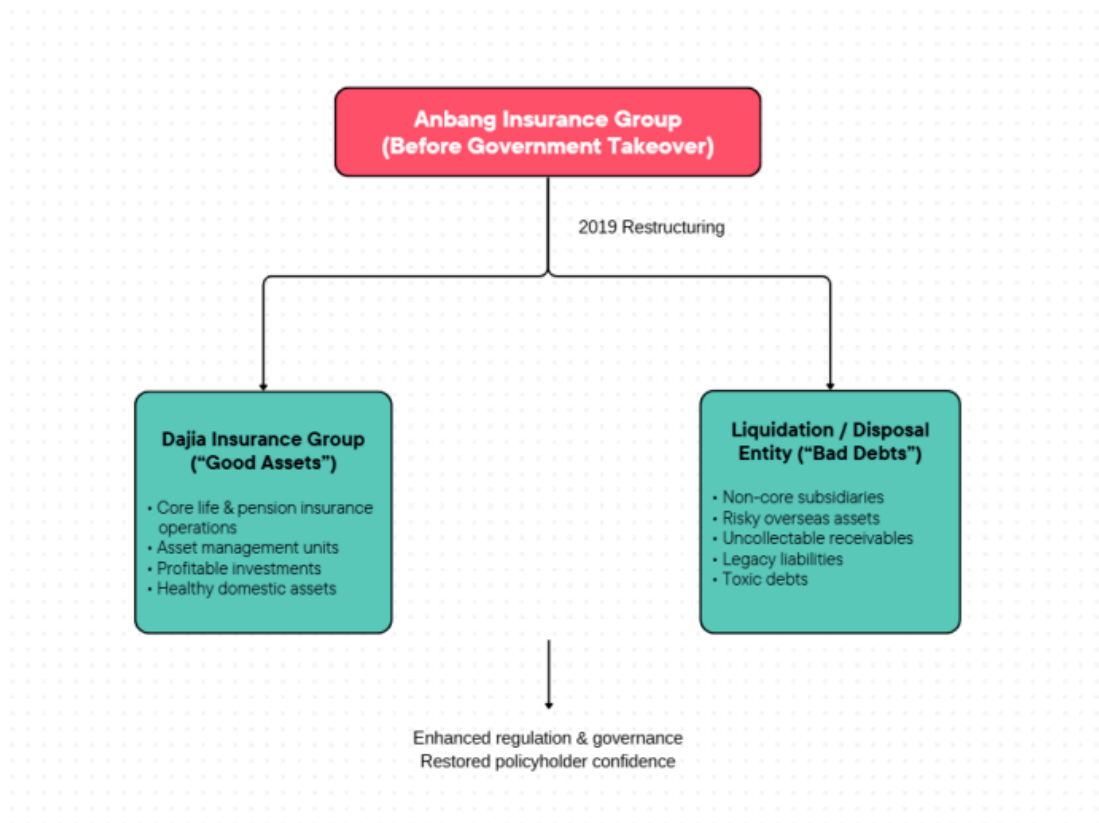


Figure 4.4.2: This figure shows restructuring of Anbang Insurance Group by showing division into Dajia Insurance Group (Good Assets) and Liquidation Group (Bad Debts) after the 2018 government seizure.

5.0 Conclusion

The evolution of Anbang Insurance Group is from a small regional car insurer to a global conglomerate and ultimately to a state-restructured entity, which illustrates the development of China's financial regulatory framework. The rise and collapse of Anbang was not only a company failure; it was a systemic stress test that showed the weakness inherent in aggressive, debt-fueled development masquerading as financial innovation.

The structural paradox: the "Universal Life" business model is the unavoidable outcome of Anbang's failure. Between 2014 and 2017, Anbang's asset-liability mismatch became critical, as the firm relied on short-term, high-yield wealth management products to fund illiquid, long-term global assets. While this strategy offered the immediate liquidity for high-profile acquisitions like the Waldorf Astoria, it basically changed the insurer into an investment vehicle, financially leveraged and exposed to regulatory developments. These risks were further increased by Wu Xiaohui's "shadow network" and the ultimate discovery of fundraising fraud, which transformed the company from a business success story to a criminal enterprise.

The resolution of the Anbang crisis involved legal proceedings and comprehensive corporate restructuring. In May 2018, former Chairman Wu Xiaohui was sentenced to 18 years in prison for fundraising fraud and embezzlement exceeding 65.2 billion yuan (\$10.2 billion), with authorities confiscating 10.5 billion yuan in assets (BBC News, 2018; Xinhua, 2018b). The government implemented a good bank and bad bank strategy. By June 2019, Anbang's viable assets were transferred to Dajia Insurance Group, while non-performing assets remained with Anbang for liquidation. This intervention averted a disorderly default that could have triggered broader instability in China's financial sector, but it also concluded a period characterized by significant overseas acquisitions by private Chinese firms.

The implications of the Anbang case extend beyond the closure of a single company. The case reinforced the principle that insurance should serve protective functions rather than speculative purposes. For the broader financial industry, Anbang represents a cautionary example of the dangers associated with inadequate corporate governance and the necessity of aligning funding durations with investment objectives. The resolution of Anbang marked the

conclusion of China's period of rapid, loosely regulated financial expansion and indicated a shift toward greater stability, transparency, and systemic risk prevention.

6.0 References

BBC News. (2017, June 14). *Wu Xiaohui: China 'detains' Anbang Insurance chairman*. BBC News. <https://www.bbc.com/news/world-asia-china-40269462>

BBC News. (2018, May 10). *Former head of China's Anbang jailed for 18 years*. BBC News. <https://www.bbc.com/news/business-44063780>

Bloomberg (2018, May 10). *China Has Sentenced Anbang's Ex-Chief to 18 Years in Prison for \$10 Billion Fraud*. Time Magazine. <https://time.com/5272151/china-corruption-anbang-wu-xiaohui-fraud/>

Boey, D., & Kang, S. (2015, February 17). *Anbang to buy stake in Tongyang Life for \$1 billion*. Bloomberg. <https://www.bloomberg.com/news/articles/2015-02-17/anbang-insurance-to-buy-stake-in-tongyang-life-for-1-billion>

Clark, G. (2018, February 23). *How Deal-Hungry Anbang Went From Waldorf to Woe: QuickTake*. Bloomberg. <https://www.bloomberg.com/news/articles/2018-02-23/how-deal-hungry-anbang-went-from-waldorf-to-woe-quicktake>

Cole, M. (2016, March 14). *Anbang sets cross-border record, buying \$6.5B in hotels from Blackstone*. Mintiandi. <https://www.mingtiandi.com/real-estate/outbound-investment/anbang-sets-cross-border-record-buying-6-5b-in-hotels-from-blackstone/>

Cole, M. (2016, July 25). *Anbang Sales Rise 5x in June Despite China Insurance Crackdown*. Mintiandi. <https://www.mingtiandi.com/real-estate/finance/anbang-sales-rise-5x-in-june-as-other-insurers-suffer-from-crackdown/>

Ding, F., & Jia, H. (2015, February 4). *In Depth: What's Driving Insurer Anbang's Big Bang?* Caixin Global.

<https://www.caixinglobal.com/2015-02-04/whats-driving-insurer-anbangs-big-bang-101012703.html>

Guo. T. (2017, April 30). *In Depth: A Maze of Capital Leads to Anbang's Aggressive Expansion.* Caixin Global. Caixin Global.

<https://www.caixinglobal.com/2017-04-30/a-maze-of-capital-leads-to-anbangs-aggressive-expansion-101084940.html>

International Monetary Fund. (2017, December 6). *People's Republic of China: Financial System Stability Assessment-Press Release and Statement by the Executive Director for People's Republic of China.* International Monetary Fund.

<https://www.imf.org/en/publications/cr/issues/2017/12/07/people-republic-of-china-financial-system-stability-assessment-45445>

Irish Independent. (2018, February 15). *Iconic Waldorf Astoria in Blackstone's sights again.* . Irish Independent.

<https://www.independent.ie/business/world/iconic-waldorf-astoria-in-blackstones-sights-again/36604206.html>

Miller. M., & Koh. G. Q. (2017, June 14). *China's Anbang says chairman steps aside, after report of his arrest.* Reuters.

<https://www.reuters.com/article/business/chinas-anbang-says-chairman-steps-aside-after-report-of-his-arrest-idUSKBN1950AJ/>

Miller, M., & Price, M. (2016, March 15). *China's Anbang: from auto insurance roots to global buyer of luxury hotels.* Reuters.

<https://www.reuters.com/article/markets/asia/chinas-anbang-from-auto-insurance-roots-to-global-buyer-of-luxury-hotels-idUSKCN0WH193/>

Miller. M., Tham. E. (2018, February 23). *China seizes control of Anbang Insurance as chairman prosecuted.* Reuters.

<https://www.reuters.com/article/world/uk/china-seizes-control-of-anbang-insurance-as-chairman-prosecuted-idUSKCN1G707B/>

Olano, G. (2017, May 18). *CIRC prohibits selling universal life products as add-ons to life policies*. Insurance Business.

<https://www.insurancebusinessmag.com/asia/news/breaking-news/circ-prohibits-selling-universal-life-products-as-addons-to-life-policies-67905.aspx>

People's Daily Online. (2018, May 10). *Former Anbang chairman sentenced to 18 years in prison*. People's Daily Online. <http://en.people.cn/n3/2018/0510/c90000-9458661.html>

Reuters. (2018, May 10). *China sentences Anbang's ex-boss to 18 years in jail*. Reuters. <https://www.reuters.com/article/world/china-sentences-anbangs-ex-boss-to-18-years-in-jail-idUSKBN1IB08X/>

Seehan, M. (2019, July 1). *China sets up new insurer to assume Anbang assets*. Reinsurance News. <https://www.reinsurancene.ws/china-sets-up-new-insurer-to-assume-anbang-assets/>

The Economist. (2018, February 23). *The rapid rise and fall of the Anbang empire*. The Economist. <https://www.economist.com/finance-and-economics/2018/02/23/the-rapid-rise-and-fall-of-the-anbang-empire>

The Guardian. (2014, October 6). *Waldorf Astoria hotel sold to Chinese insurance company for \$1.95 billion*. The Guardian. <https://www.theguardian.com/us-news/2014/oct/06/waldorf-astoria-hotel-chinese-insurance-company>

The Malaysian Reserve. (2017, August 1). *China govt said ask Waldorf Astoria owner Anbang sell assets abroad*. The Malaysian Reserve. https://themalaysianreserve.com/2017/08/01/china-govt-said-ask-waldorf-astoria-owner-anbang-sell-assets-abroad/#google_vignette

Wildau, G. (2016, March 29). Anbang global shopping spree fuelled by leverage. Financial Times. <https://www.ft.com/content/506115ee-f1ad-11e5-a609-e9f2438ee05b>

Wucker, M. (2016). *The gray rhino: How to recognize and act on the obvious dangers we ignore*. St. Martin's Press.

Xinhua News. (2018, February 23). *Chinese insurance regulator takes control of Anbang Insurance Group*. Xinhua News. http://www.xinhuanet.com/english/2018-02/23/c_136993912.htm

Xinhua News. (2018, February 23). *China Focus: Chinese regulator takes control of Anbang Insurance Group*. Xinhua News. http://www.xinhuanet.com/english/2018-02/23/c_136994070.htm

Xinhua News. (2018, May 10). *Former Anbang chairman sentenced to 18 years in prison*. Xinhua News. http://www.xinhuanet.com/english/2018-05/10/c_137169338.htm

Xinhua News. (2020, February 22). *Chinese regulator ends two-year takeover of Anbang Insurance*. Xinhua News. http://www.xinhuanet.com/english/2020-02/22/c_138809153.htm

Xuan, L. (2017, January 24). *Regulatory tightening may slow Anbang's deal-making*. FinanceAsia. <https://www.financeasia.com/article/regulatory-tightening-may-slow-anbangs-deal-making/433282>

Yang, Q., & Han, W. (2017, May 6). *Anbang Life Short-Term Products barred by insurance regulator*. Caixin Global. <https://www.caixinglobal.com/2017-05-06/anbang-life-short-term-products-barred-by-insurance-regulator-101086979.html>