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Insight Into a Changing Tianjin BUSINESS TIANJIN

Business Tianjin

May 2010

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Thomas Salg

EXCEEDING EXPECTATIONS

THOMAS SALG, GM OF RENAISSANCE
TIANJIN TEDA CONVENTION CENTRE HOTEL

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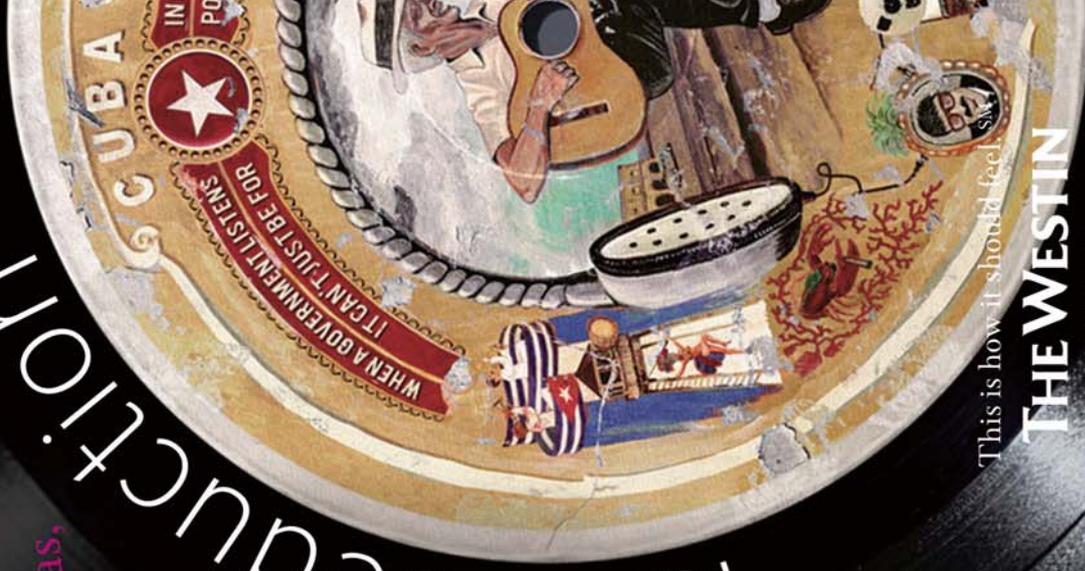
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Exceeding expectations

Thomas Salg's entire working career has been in the hotel industry, from the bottom to the very pinnacle of the trade. With a career spanning four decades and ten nations in three continents, Mr. Salg is at the forefront of developing Tianjin's reputation for first-class accommodation and conference facilities. [See P16](#)



How to make people stay

Poor retention can threaten the very survival of your company. Management literature is full of articles bemoaning the pain of high personnel fluctuation that is whittling away at the bottom line. In this article, we examine how training and motivation combine to create a powerful force for improved employee retention. [See P20](#)

Mounting tensions in dealing with China

"There are real concerns in the business community now about the trend of China's policy and whether in the years ahead China will be more or less open for foreign companies," said John Frisbie, president of the US-China Business Council. Statements like this suggest sentiments in the foreign business community in China are hardening against recent business developments. This is one group that previously supported the Chinese government strongly, and often functioned as a restraint on foreign governments contemplating action against China for perceived trade inequities. [See P24](#)



How to rate an expat

"So, how long have you been in China?" is often one of the first questions you get when meeting another expat. Just as you can tell a lot about someone from his job, so can the length of time spent in China determine one's attitudes, capabilities and positions on the Middle Kingdom. [See P73](#)



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Business Tianjin

May 2010



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MANAGING DIRECTOR:

J. Hernan

CHIEF EDITOR:

Jamie Michael Kern

SENIOR EDITOR:

Wang Na

EDITORS:

Regina Gonçalves, Gerald Antony

CONTRIBUTORS:

Simon Bai, Hyuk-Tae Kwon, Daniel Mueller,
Joi Villarama, Wolfgang Knüfer, Mike Cormack,
Diego D'Alma, Robbie chen, Jason J Gao

GRAPHIC DESIGN:

Li Kechao, Li Weizhi

SALES & ADVERTISING:

Zhang Danni, Zhao Jing, Eric Zhang,
Julia Cao, Scarlett Wang

PHOTOGRAPHERS:

Wang Yifang, Lu Xinhai, Lukas Birk

DISTRIBUTION:

Tang Xiaoyan, Huang Bin

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ONLY for Members

TEL: +86 22 2576 0956

For extra copies please contact:

distribution@businesstianjin.com

For editorial enquiries please contact:

editor@businesstianjin.com

For advertising enquiries please contact:

sales@businesstianjin.com

For projects and suggestions please

contact:

gm@businesstianjin.com

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Dear Reader,

Lately China has been assailed by nearly every potential source of resistance a government could encounter.

Some of the verbal criticisms, as from chambers of commerce and multinational businesses with operations in China, stem from the nation's new restrictive policies on foreign investment and technology use. Others, including the threat of being labeled a "currency manipulator", have all but been confirmed by leaders of the government.

The physical blow of a 14 April, magnitude-7.1 earthquake in rural Qinghai Province added insult and injury to an already strained leadership. The Associated Press reported that while quick to react to the crisis, nearly all of the 12,000 soldiers sent to aid the elevated region battled altitude sickness and communication barriers with Tibetan survivors. Local monks – both fluent in the dialect and acclimated to the plateau – who dug in rubble alongside the soldiers were given orders to leave.

The orders, purportedly due to Tibetan monks' longstanding status as potential enemies of the state, exhibit excessive censorship and restriction at a time when China most needs an open hand. This sentiment was echoed last month in candlelight vigils outside Google's decommissioned Beijing headquarters. Chinese netizens and businesspeople alike speak out now more than ever for open dialogue and a fair playing field.

The barrage from governments, corporations, internet users, religious groups, survivors of natural disasters and even nature herself may finally be taking a toll on the Chinese government. In a small sound byte of hope, the Wall Street Journal reported that central bank governor Zhou Xiaochuan said that "sooner or later" China will end the "[economic] crisis period's special mechanism" for currency exchange. Let us hope this single step, as Confucius said, begins a thousand-mile journey.

As always, we welcome your constructive input and inquiries. If you are interested in contributing to a future issue of *Business Tianjin*, or just have questions or comments on an article, please reach out to us at the contacts on this page.

Sincerely,

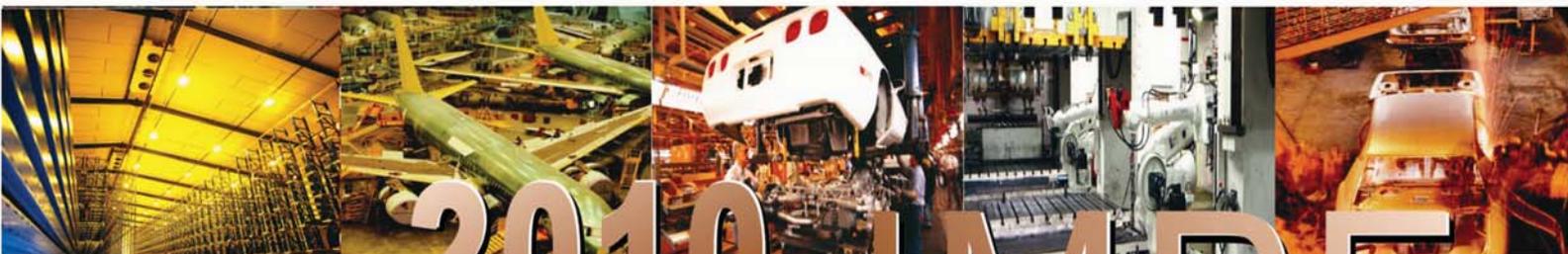
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TIANJIN NEWS

Cruise ship harbor to begin operation



Construction work on a large harbor to accommodate cruise ships will be completed at the end of May in Tianjin. Port authorities said the harbor would be the largest ferry terminal in Asia, designed to accommodate two cruise vessels at the same time. It will receive leading cruise liners Costa and Legend of the Seas in June. Last year, Tianjin port received 50 visits from international cruise ships, a growth of 56% y-o-y, with 54,118 passenger entries and departures by the liners, up 77%.

- CRIENGLISH, 02 April

4b USD Tianjin Horse City under works



Government-owned developer Meydan has announced a joint venture with a Chinese investment company and a Malaysian design planning and engineering firm to develop Tianjin Horse City in China in 2010. The 4-billion-USD proposed city will cover an area of 3km² which will be provided by the Chinese government. Construction will take place over the course of ten years. "The [racing district] development itself would cost 1.46 billion USD. The other components where we have the breeding farms, the schools and the academy would sum up to 4 billion USD," said Mohammad Al Khayat, Commercial Director at Meydan.

- Gulf News, 01 April

Smart grid demonstration project



China launched its second smart grid demonstration project in Tianjin in April. Tianjin smart grid will include charging stations and an energy storage system for motor vehicles. The grid will explore multi-grid integration and quantifying of electric energy. Construction of the project began in April and aims to be 80% completed by the end of this year, coming online at the end of next year.

- SteelGuru, 30 March

S. Korea steelmaker breaks ground on 2nd Tianjin plant



POSCO, South Korea's leading steelmaker, has begun construction on its second plant in Tianjin. POSCO advanced into the Tianjin Economic-Technological Development Area in 1994 and currently operates a factory with an annual production capacity of 120,000 tons. The new plant, which will produce sheets used in the manufacture of automobiles, is expected to provide an additional annual capacity of 120,000 tons.

- TradingMarkets, 05 April

Port achieves record daily iron ore discharge

The Bulk Cargo Distribution Center (BCDC) at Tianjin Port stated that it has resolved some previous problems regarding unloading and distribution of iron ores and has thus ensured a steady

increase in iron ore discharge volumes. Accordingly, on 21 March, the BCDC registered a record daily discharge of 141,200 metric tonnes of iron ore, 23,200mt higher than the previous all-time peak. The BCDC at Tianjin port also stated that it has been improving its discharge and distribution capacities through increased cooperation with the local railway authorities and by improving its operating efficiency and expanding storage capacity.

- Alibaba News, 31 March

Port net profit down 31.65% in 2009

Tianjin Port Co Ltd. announced on 7 April that its net profit for last year plunged 31.65% y-o-y to 643 million CNY due to a decline in dry bulk throughput and a lower gross profit margin. Earnings per share were 0.38 CNY, down 33.33% y-o-y, according to the firm's annual report. The company's operating revenue last year fell 13.22% y-o-y to 9.78 billion CNY. Tianjin Port's dry bulk throughput dropped 5% from the previous year to 196 million tons in 2009, while its container throughput grew 8.66% to 4.47 million twenty-foot equivalent units.

- China Knowledge, 09 April

Tianjin, Metan partner on Icons



Chinese broadcaster Tianjin TV is set to launch Metan Development Group's new celebrity profile series Icons, which will be produced in China at Tianjin's digital studios. The 52-part series will feature profiles of celebrities from the worlds of film, sports, fashion, finance and more, such as David Beckham, Johnny Depp and Warren Buffet. Each episode will be hosted by panel of Chinese experts. The show is set to pre-

miere in July and air Fridays at 11pm on Tianjin Satellite TV and on Sundays at 6:30pm on Tianjin's Binhai Channel.
- *WorldScreen, 12 April*

Deutsch Lernen in Tianjin



At 4pm on 15 April, key administrators, diplomats, teaching faculty and students gathered at Tianjin Foreign Studies University to have the ribbon-cutting ceremony of Goethe-Sprachlernzentrums New Language Centre.

The ceremony lasted until 6pm, when all guests were ushered to an evening banquet. Notable guest included Ger-

man Embassy's Minister Counselor of Cultural Affairs - Martin Fleischer, Director of German Schools in China - Michael Kahn-Ackermann, General Manager of Jean Mueller Electrical Systems - Uwe Birnbaum and Tianjin Foreign Studies Professor-Xiu Gang.

FINANCE

Geely-Volvo deal financing totals 2.7b USD



China's Zhejiang Geely Holding Group has lined up total financing of 2.7 billion

USD to back its purchase of Ford Motor's Volvo car unit. The extra 900 million USD above the reported purchase price will allow the Chinese auto maker to grow its business and draw down capital during fallow cycles in the auto industry. Ford and Geely announced their deal on 28 March, saying that China's largest privately-run car maker would pay 1.8 billion USD for Volvo.
- *Reuters, 30 March*

BoC to invest 878m USD in rail project



Bank of China, the country's third-biggest lender by market value, said on 1 April it planned to invest up to 6 billion CNY

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(878 million USD) in a state-owned firm building a high-speed railway linking Shanghai and Beijing. It said its Hong Kong-based unit, Bank of China Group Investment Ltd, has agreed to buy a 4.5% stake in Beijing-Shanghai High-Speed Railway Co using foreign currencies. "The investment is expected to generate reasonable return and will help the bank diversify its services," the Beijing-based lender said in a statement to the Shanghai Stock Exchange.

- Reuters, 01 April

Survey: manufacturing more active in March

Chinese manufacturing picked up in March, government and HSBC surveys showed on 1 April, with the bank saying it could indicate an accelerating economy and raise chances of an interest rate hike. The HSBC China Manufacturing PMI, or purchasing managers' index, rose to 57.0 last month after falling to 55.8 in February, when the indicator was likely affected by the Lunar New Year holiday. A separate official PMI published by the China Federation of Logistics and Purchasing (CFLP) showed manufacturing activity rose to 55.1 after slipping to 52.0 in February. A reading above 50 means the sector is expanding.

- AFP, 01 April

McDonald's plan for China

U.S. fast-food giant McDonald's Corp., which has about 1,100 outlets in China, expects to boost that number to a total of 2,000 by the end of 2013, said Tim Fenton, the company's president of Asia-Pacific, Middle East and Africa. The company opened just under 150 outlets in the country last year and expects to open 150 to 175 more this year. Plans were outlined after the 30 March launch of the first McDonald's Hamburger University in China.

- The Wall Street Journal, 01 April

New credit may exceed government target

China's new credit in 2010 may well exceed the central government-set target of 7.5 trillion CNY (1.1 trillion USD) as urban investment in fixed assets continues to grow on a large scale, analysts

said. In the first two months of this year, urban investment in fixed assets reached 1.3 trillion CNY, up 26.6% y-o-y, or 0.1 percentage points higher than the same period in 2009, according to the National Bureau of Statistics. While projects newly started this year numbered the same, total planned investment rose 42.7% y-o-y, despite the government's pledge to cut the number of new projects in its effort to squeeze credit.

- China Daily, 06 April

Ministries unveil budgets for 2010

Four ministries have made public their annual budgets for 2010 after the central government pledged to tell taxpayers how their money is spent. The Ministry of Finance (2.45b CNY budget), the Ministry of Housing and Urban-Rural Development (843m CNY) and the Ministry of Science and Technology (21.2b CNY) posted their 2010 annual budgets on their websites on 31 March, a day after the Ministry of Land and Resources (3.5b CNY) made its budget public.

- China Daily, 02 April

China Construction Bank may raise 11b USD

China Construction Bank Corp., the country's second-largest bank by assets, plans to raise around 75 billion CNY (11 billion USD) by listing additional shares in Shanghai and Hong Kong, Bloomberg News reported on 6 April, citing unnamed sources. The report quoted the sources as saying the bank may raise as much as 45 billion CNY via a private placement in Shanghai and 30 billion CNY via a rights issue in Hong Kong. China's top legislative body, the State Council, has approved the fund-raising plan, which is subject to revisions if market conditions change.

- MarketWatch, 07 April

LAW & POLICY

Beijing lays ground for renminbi shift

China has begun to prepare the ground publicly for a shift in exchange rate policy, days after the US Treasury said it would postpone a decision on whether to name China a "currency manipulator". A senior government economist told reporters in

Beijing on 6 April China could widen the daily trading band for the renminbi and allow it to resume the gradual appreciation it halted in July 2008 in response to the global credit crisis. Ba Shusong, deputy director-general of the Financial Research Institute at the Development Research Center, the cabinet's think-tank, said the timing of any shift depended on the pace of economic recovery in both the US and China. Mr Ba said the current peg was a temporary emergency measure that would be abolished at some point.

- Financial Times, 07 April

Domestic firms more cautious on foreign buyouts

Chinese companies are planning to take a more cautious approach to foreign acquisitions, avoiding outright buyouts and seeking more partnerships and alliances, a report by the Economist Intelligence Unit said on 30 March. Among survey respondents who say they are definitely or likely to make an overseas investment, 47% would prefer to strike either joint ventures (29%) or alliances (18%) while only 27% say they will do so through acquisitions. "Our analysis of transactions worth more than 50 million USD between 2004 and 2009 shows that half the deals involved the buyer taking at least 50% ownership of the target. But Chinese executives are beginning to sense that this may not be the best approach, not least because it can set off alarm bells among the public and regulators," said Xu Sitao, China chief representative of the Economist Group.

- China Daily, 31 March

Regulator tells banks to reassess loan risks

China's banking regulator told lenders to report on their risk exposure to borrowers including local-government companies by the end of June to help prevent the nation's record credit boom from causing more bad loans. Financial regulations in China will go "back to the basics," said Liu Mingkang, chairman of the China Banking Regulatory Commission, at the Boao Forum for Asia in Hainan Province on 11 April. Markets can never regulate and supervise themselves, he said. The deadline reflects concern that borrowing by local governments and last year's record

1.4 trillion USD in lending is fueling asset bubbles and may lead to soured debts. Local-government entities may have had 11.4 trillion CNY (1.7 trillion USD) in outstanding debt by the end of last year, according to estimates from Northwestern University Professor Victor Shih.

- Bloomberg, 12 April

New policy for green investment

"China encourages foreign investment in hi-tech, environmentally friendly industries instead of industries that consume energy and resources excessively and cause pollution," said Zhang Xiaoqiang, vice minister of the National Development and Reform Commission, China's top economic policymaker, at the Boao Forum for Asia 2010 in Hainan Province. Zhang said a new foreign investment policy would be coming out mid-April in an attempt to lure high-quality, environmentally friendly foreign investment and to promote sustainable, eco-efficient use of natural resources.

- China.org.cn, 12 April

LOGISTICS

China Shipping Development profit drops 80% on rates



China Shipping Development Co., the dry-bulk arm of the nation's second-biggest shipping group, said profit plunged 80% last year as overcapacity hammered rates. Net income dropped to 1.07 billion CNY (156 million USD), from 5.37 billion CNY a year earlier, the company said in a statement to the Hong Kong stock exchange on 28 March. That was lower than the 1.24 billion CNY median of 11 analysts' estimates compiled by Bloomberg. Pacific Basin Shipping Ltd. and Sinotrans Shipping Ltd. also reported lower profits for last year as expansion in the dry-bulk fleet outpaced Chinese demand for shipments of iron ore and coal. The Baltic Dry Index, a measure of rates, averaged 59% lower in 2009 than a year earlier.

- Bloomberg, 28 March

Zosco planning Shanghai float

Zhejiang Ocean Shipping Co is planning an initial public offering (IPO) of its shares on the Shanghai Stock Exchange this year to bolster capital and strengthen its competitiveness in the ocean shipping industry. The company, also known as Zosco, is the largest ocean shipping company in Zhejiang province. It plans to issue up to 100 million shares and raise up to 2 billion CNY through the public float for the company's new fleet of 10 Capesize bulk carriers scheduled for delivery in 2012, a source said. The China Securities Regulatory Commission is currently reviewing the IPO proposal.

- China Daily, 02 April

China will drive aviation growth in Asia Pacific, says IATA

The dynamism of China's aviation market will drive growth in Asia Pacific air travel into the future. That's according to the International Air Transport Association (IATA), which has strengthened its commitment to China with the opening of a new North Asia Regional Office in Beijing. IATA Director General and CEO Giovanni Bisignani said, "Asia Pacific overtook North America as the largest single market in the world in 2009. China is the leading market in Asia with 38% of passengers in the region either starting or ending their journey in China. By 2013, this will increase to 45%."

- The Moodie Report, 09 April

TELECOM & TRANSPORTATION

China 3G standard phone sales to surge



Sales of cell phones using China's own 3G standard (TD-SCDMA) will grow 7-fold this year, boosted by China Mobile's push of new phones and services, research firm Strategy Analytics said on 12 April. China

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EXCEEDING EXPECTATIONS

BUSINESS TIANJIN

Insight Into a Changing Tianjin

Mobile, the world's largest mobile operator by subscribers, has said it had 3.4 million clients using its TD-SCDMA network last year when it opened the service. The technology's teething problems, along with a lack of product offerings, have been major factors inhibiting the development of a national TD-SCDMA network by China Mobile.

- Reuters, 12 April

Google mobile service partially blocked

Google reported that its mobile Internet service in China was partially blocked but it was unknown whether the trouble was related to a stand-off over censorship there. A website Google set up for people to track the status of its services in China showed that the US Internet giant's Mobile offering on Sunday joined Groups, Picasa and Docs as listed as "partially blocked." Mobile service availability fluctuates and it was too soon to be certain when the partial blockage was a retaliatory move by Chinese officials.

- AFP, 30 March

China targets 150m 3G users by 2011

China plans to have 150 million 3G mobile telecommunication users by 2011, while investment in 3G development will hit 400 billion CNY (58.6 billion USD), the Ministry of Industry and Information Technology said on 8 April. The number of 3G base stations will exceed 400,000 by then and cover all cities above prefecture level, most counties and towns, main highways, and tourist spots. The Chinese government issued the long-awaited 3G licenses last year to the country's three mobile operators - China Mobile, China's biggest mobile operator, China Telecom and China Unicom.

- China Daily, 09 April

GENERAL

Shanghai and Taipei sign MoUs

Four memoranda of understanding for cooperation between Shanghai and Taipei were signed on 6 April during Shanghai Mayor Han Zheng's first visit to Taiwan, a move that marked increasingly active relations between cities across the Straits. The memoranda, the

first on a city-to-city level signed across the Straits, cover cooperation in the areas of culture, tourism, high-tech industrial parks and environmental protection.

- China Daily, 07 April

School attacker sentenced to death



A former community doctor was sentenced to death on a rainy 8 April for murdering eight primary school children last month in East China's Fujian province. Zheng Minsheng, 41, admitted in court that he "intentionally" killed the children at the gate of the Nanping Experimental Elementary School on 23 March. The hearing at the Intermediate People's Court of Nanping began at 8am and ended around noon. During the trial, prosecutors from the Nanping People's Procuratorate played 15 video clips, totaling 55 seconds of footage, showing Zheng stabbing children with a knife as they arrived at the school. A death sentence was announced in court, but Zheng immediately said he would appeal.

- China Daily, 09 April

China, UN joint five-year aid framework

China and the United Nations jointly unveiled on 1 April a five-year assistance framework that pledges better efforts in meeting environmental sustainability and social justice and boosting the country's standing in the international community. The roadmap was jointly announced by Vice-Minister of Commerce Yi Xiaozhun and the UN Resident Coordinator in China, Khalid Malik. Malik said the 76-page roadmap, backed by the Chinese government, would provide the overall framework for the work of 24 UN agencies, which will support China over the course of the country's 12th Five Year Plan (2011-15).

- China Daily, 02 April

Costa Rica signs free-trade agreement with China

Costa Rica has signed a free-trade agreement with China but the deal still needs congressional approval. Foreign Commerce Minister Vinicio Ruiz says that he expects lawmakers to approve the agreement next year. The pact will help increase trade with China by 10%. Trade between the two countries rose from 68 million USD in 1999 to 1.5 billion USD last year. Costa Rica officially recognized China in June 2008, after years of allying itself with Taiwan. Most of Central America still grants diplomatic recognition to Taiwan, which China claims is part of its territory.

- BusinessWeek, 09 April

China oil demand up on double-digit growth



China's demand for oil rose 12.8% in March as the Chinese economy returned to rapid growth and refining capacity expanded, according to a report on 20 April. Apparent oil demand rose to 8.12 million barrels per day over the year ago March according to an analysis of official data by Platts, the energy information arm of McGraw-Hill Cos. It was the seventh month in a row of double-digit increase in demand for China. But it was short of the all-time high in February of 8.5 million barrels per day. Platts said the increase was helped by new refining capacity at state-owned companies like Sinopec, PetroChina and China National Offshore Oil Corp.

- AP, 21 April

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128

As an April Fool's prank, Starbucks announced two new coffee sizes: the 128-ounce Plenta for caffeine lovers, and the 2-ounce Micra for those who need just a teeny sip.



41

A couple, the man aged 41 and his wife aged 25, were arrested in South Korea for the death of their three-month-old baby who was neglected while they raised a "virtual" child on the Internet.



1,200,000,000

India began a yearlong census of its 1.2 billion population in which it plans to photograph and fingerprint every citizen over the age of 15 to create a national database and then issue its first national identity cards.



6.827

The nearly fixed rate of exchange between China's currency, the renminbi, and the United States dollar hovers around 6.827. The US Congress points to this as proof that the China's currency is manipulated to keep its exports cheap.

153

153 miners in Shanxi province were trapped underground by flooding after a coal mine explosion.

17

China's Ministry of Industry and Information Technology has announced that it will create a reserve for rare earth metals in 2011. The 17 rare earth metals it seeks are considered critical in the development of low-carbon technology.

3

Global business leaders worry that Hong Kong's air pollution — 3 times as dirty as New York's — will diminish its reputation as the financial center of Asia.



1,000

Chinese are now second only to Americans in number of billionaires in the top 1,000 worldwide.



10

Economists expect China's GDP to grow 10% this year, up from 8.7% in 2009, sustained by government stimulus spending, a flood of easy credit from state-controlled banks and recovering export demand from the United States and Europe.

50

In southern China, the worst drought in at least 50 years has dried up farmlands and left millions of people short of water.



7.6

While America's oil levels are declining, over the last two years China's oil consumption continues to rise at levels of 7.6 million to 8.5 million barrels per day.



5

In the next 5 to 10 years China is projected to overtake the United States as the world's largest film market.



2

A US federal judge disagreed with patents on two genes linked to breast and ovarian cancer. The decision, if upheld, could throw into doubt patents covering thousands of human genes, reshaping intellectual property laws.

13,500

Malaysian mandarin schools have seen increased enrollment rates up to 13,500.

23.8

The president of Taiwan, Ma Ying-jeou's approval rating has dropped to 23.8%.



3,000,000,000

The state-owned China Metallurgical Group is developing the world's largest unexploited copper reserves in Aynak, Afghanistan with an initial foreign investment of 3 billion USD.



May China Economy Report

By Hyuk-Tae Kwon

China's first trade deficit in six years is unlikely to silence the vocal international criticism

China recorded a trade deficit of 7.24 billion USD in March, down from a surplus of 7.61 billion USD in February, mainly due to its sudden rise of commodity import. Total import value increased 66%, with particular items such as copper and crude oil at near-record volumes. A rise in global commodity prices also boosted the total value of import figure.

Patrick Chovanec of Tsinghua University's School of Economics and Management explained that while the March trade figure could strike people as surprising, China's exports every year are highly seasonal – they peak in the fall when Christmas orders are shipped, and drop in the spring. It is not unprecedented for trade to run a one-month deficit even in a year of a sizeable trade surplus, he said. The last deficit occurred in April 2004, but China ended the year with then-record 32-billion-USD trade surplus.

If the imports are mostly finished consumer goods, the deficit could be a sign of rising consumption in China and a shift towards more balanced trade. Yet because the surge in imports consists mainly of raw materials, it could indicate that Chinese manufacturers are preparing themselves for increasing exports later this year, said Chovanec.

The Chinese Commerce Ministry, referring to this unusual yet temporary outcome, reiterated China's argument against the need to appreciate CNY. According to China Customs Bureau, the March deficit figure is mainly from trade with South Korea, Japan and Taiwan, while the nation continued to record trade surpluses with the US and

the European Union. While the cumulative trade surplus for the first quarter of 2010 was down 77% from a year earlier, China's strong growth has been boosting its purchases from other countries, according to Chinese officials' statements in the Wall Street Journal on 11 April. China's trade surplus has been shrinking as a result of the government stimulus plan's purchases from abroad.



Officials and economists say the deficit is unlikely to be sustained, and trade will soon return to a surplus; March's exports were lower than other months because factories were slow to reopen after the weeklong Lunar New Year holiday in February, WSJ reported.

Currency revaluation should be part of a broader adjustment process

There has been talk of a "new normal" following the economic crisis. The "new normal" refers to a new set of standards emerging in response to the changing economic environment. One these is the revival of Keynesian economic policy, which leads major countries to counter a contraction in the private sector by increasing fiscal spending. In the case of the US, the government announced that it would create two million jobs by doubling exports within five years. In line with this, the US government is strongly demanding that China allow its currency to appreciate as doing so will help enhance the export competitiveness of US companies.

In a 15 March WSJ article, Premier Wen Jiabao was quoted as saying, "I can understand that some countries want to increase their share of exports," in an apparent reference to the Obama administration's goal. "What I don't understand is the practice of depreciating one's own currency and attempting to press other countries to appreciate their own currencies solely for the purpose of increasing one's own exports. This kind of practice I think is a kind of trade protectionism.

A surprise meeting, on 8 April between the Chinese vice-premier and the US Treasury fuelled speculation about a shift in China's pegged currency regime, according to Financial Times.

Michael Pettis of Guanghai School of Management at Peking University

asserted that this is "exactly the point." He explained that in a world of sluggish growth and rising unemployment, everyone's currency policies are legitimately going to be scrutinized over whether they constitute trade protection. The People's Daily reported on 12 March that the US debate on currency was driven mainly by domestic considerations and that the only reason Obama brought up the subject of the undervalued CNY was to address domestic polls.

CNY revaluation shifts wealth from the Chinese government and the manufacturing sectors to Chinese households.

Pettis says that CNY revaluation shifts wealth from the Chinese government and the manufacturing sectors to Chinese households by lowering the price of all imports and by increasing the real value of their current and future assets and income. He noted, however, that the process has to be a gradual one, otherwise it will result in Chinese companies losing competitiveness in the international market as well as domestic markets collapsing because Chinese manufacturers' bankruptcy would force up unemployment. He predicted that if China were to be forced to revalue its currency too quickly, it would have to enact countervailing policies – lower interest rates, suppress wages, increase credit and subsidies – to protect the economy

from falling apart. These would exacerbate other imbalances that may prove more detrimental than the currency misalignment.

Going back to the root of the problem, CNY revaluation would not cause the US trade deficit to decline; instead, it would result in depreciation of the currencies of other nations, which would improve their export competitiveness. For example, between July 2005 and June 2008, the Chinese yuan appreciated against the US dollar by 21% on nominal terms, but China's export to the US still increased and trade surplus surged from 100 billion USD in 2005 to 300 billion USD in 2008. A sharper appreciation of another 20% would probably halt growth of the Chinese economy, and China would never agree to that, said Yang Yao, the director of China Centre for Economic Research at Peking University.

A number of other developing countries, especially in Asia, are concerned about excessively loose domestic monetary policy and inflation, and would like to raise the values of their own currencies. Pettis said that this is precisely why a globally coordinated action is needed rather than an excessive focus on CNY bashing. If China is forced to revalue the yuan, it should be done as part of a general realignment of currencies to optimize global rebalancing.

To resolve imbalances in a way that maximizes global growth and equity, all the major problem countries would need to work out a program, perhaps over 8 to 10 years, in which China, Japan and Germany take concrete measures to shift subsidies away from manufacturers and return the income to households, and the US, the UK and other deficit countries shift income from households to investment, explained Pettis.

Google in China: new direction

On 22 March 2010, a post on the official Google blog announced. “earlier today we stopped censoring our search service on Google.cn.” All visits to Google.cn are redirected to Google.com.hk, which continues to provide uncensored search results from Hong Kong.

China is not the only country that implements internet censorship,

according to a Financial Times report on 28 March; Australia imposes some of the toughest internet filters proposed by any established democracy.

So why is Google testing Beijing’s patience by rerouting China search results to its Hong Kong portal? Unlike in other Western countries, Google has yet to achieve its monopolist status in the Chinese

search engine market; less than 30% of Chinese users prefer Google’s search engine –the majority chooses Baidu. Nevertheless, Google has been successful in attaining its core user groups among university-educated urban dwellers and young professionals, according to Telegraph Media Group.

If Google aims to make the Chinese government change its censorship



regulations by pulling its operations from China, it is hugely overestimating its bargaining power. The Chinese government has consistently shown that it will not bow to foreign companies' outright statements on how the country should be governed. Despite sustained complaint, popular Western social networking sites like Facebook, Twitter and YouTube are all currently blocked.

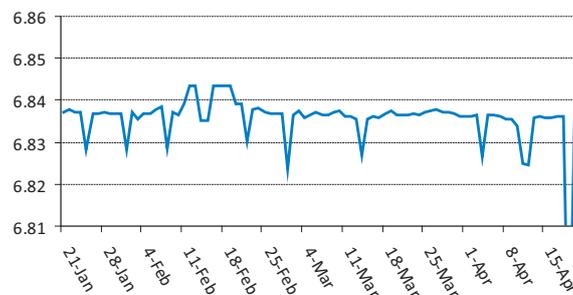
Google's decision certainly has spurred heated discussions among IT business circles. "China's dominant search engine had learned a lot from Google's business operations, and without competition won't be a good thing for Baidu's long term development," said Fang Xindong from Chinalab, a hi-tech think tank.

Others, such as Tang Jun, former President of Microsoft China, said Google had made a big mistake. "For Chinese netizens, it does not matter whether Google quits from China or not. But this was the most stupid decision they had ever made, since giving up China was giving up half of the future world."

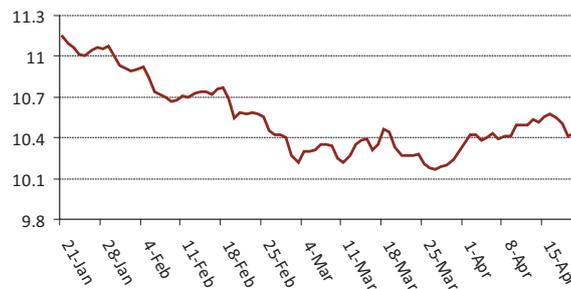
The correct strategy for Google would be to continue exploring the Chinese market by hiring China-based specialists and making Google a "one up" search engine to Baidu by improving its Chinese-language query features and upgrading its secondary features support. Google may eventually be invited back into China under more favourable terms to both sides. John Zhang, marketing professor at Wharton School at the University of Pennsylvania, maintains that as long as the company is doing well and churning out innovations, Google will eventually be welcome everywhere, including China. ☐

Three-month CNY trends

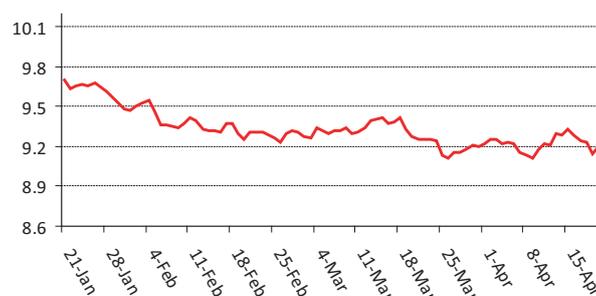
CNY vs USD



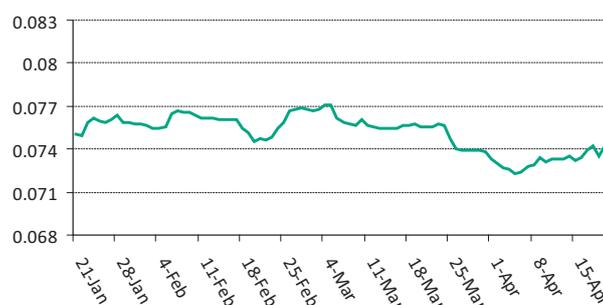
CNY vs GBP



CNY vs EUR



CNY vs JPY



Data source: Oanda.com interbank rate
(apparent CNY-USD spikes are statistical artefacts)

EXCEEDING EXPECTATIONS

Interview with Thomas Salg, General Manager,
Renaissance Tianjin TEDA Convention Centre Hotel



Thomas Salg's entire working career has been in the hotel industry, from the bottom to the very pinnacle of the trade. With a career spanning four decades and ten nations in three continents, Mr. Salg is at the forefront of developing Tianjin's reputation for first-class accommodation and conference facilities.

How did you come to be the GM of the Renaissance Tianjin TEDA Convention Centre Hotel (RTTCCH)?

I started thirty years ago as an omelette chef in a hotel in Germany. I've worked in ten countries since then, in places like London, Amsterdam, Rome and the United States. I have been with the Marriott group for over twenty-two years, and my first job in Asia was in Korea, as a Food and Beverage Director. I've since worked in Singapore, where I got a broad range of experience. Most recently, I was working in Malaysia and was looking at the next opportunities when I was invited to come here. This hotel has many rooms, a convention centre, a great location – it has great qualities, and was a great opportunity for me.

What is your role on a day-to-day basis?

The general manager has two main functions – firstly to set the strategy and the overall goals for the hotel; secondly to lead and motivate the staff. We have over 450 associates here, a number which is continually growing as Binhai is expanding too. Some of our associates have not experienced our level of hospitality before, and we have to bring them up to our standards.

What skills and attributes are required for a GM of an international-class hotel?

This is a business, so of course a certain skill-set is required. But most important is the passion. If you don't have the passion for the hotel industry, for the staff, the customers and the style, you won't make it. You also

need an eye for detail! You have to be aware of everything.

Who is the average customer in RTTCCH? What services do they require?

We have three main services here: overnight stays, conferences and catering. Around half of our guests come from the mainland, the rest from abroad. Of that half, around 20% are European and 30% East Asian, from Japan, Singapore, South Korea and so on. Our customers are primarily here on business or government duty because the Binhai New Area leisure market is less developed than its business sector.

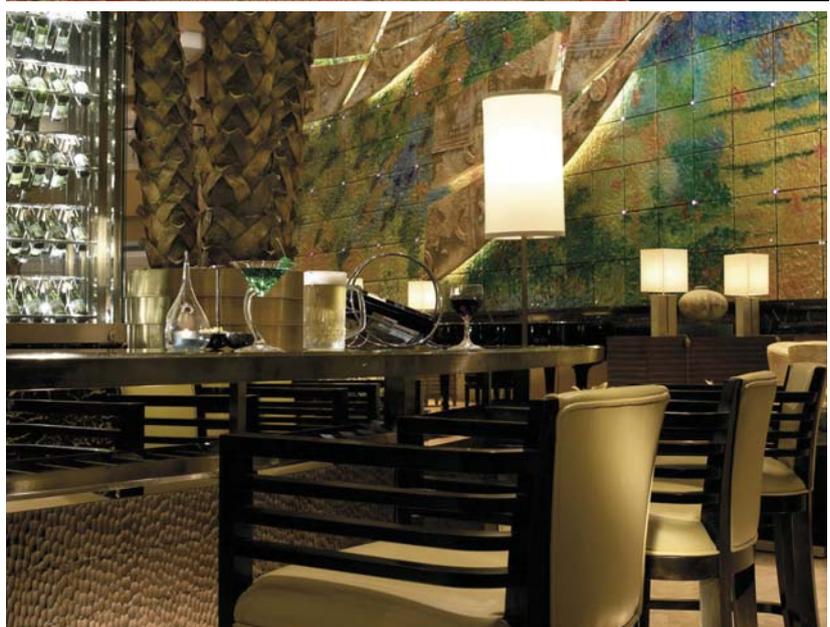
Do Chinese and western concepts of hospitality differ? How do you cater for the international background of your guests?

On one level, all guests require the same things, whether Chinese or western. They all want a friendly welcoming service; they all want to feel a homely atmosphere. But there are differences of habit and custom. Dining is one obvious difference. More generally, I would say that Chinese guests are a little more humble, perhaps because they are not accustomed to the level of service we provide here, whereas for western customers they are more familiar with it, so they take it for granted a little more.

Has the economic crisis affected the hotel? How have you counteracted this?

The financial crisis had a big effect on us because when companies tighten their belt, the first things they cancel or delay are business trips, conferences and training, so we were the first industry to feel the effects of the crisis, and we are the last to benefit from increased confidence.

Our strong relationships with our customers are the key for us. Main-



taining these relationships is what gets us through these difficult times.

What's the most challenging aspect of being GM? And what's the most rewarding?

The most challenging part is to encourage staff to go beyond. Customers dislike it when they hear they can't do or have something because that's just the way we do it, so we always want our associates to focus on the individual, rather than our procedures. In this industry, change is a constant, and things develop fast. When customers recognise that, that's the most rewarding thing.

How do you maintain standards of excellence within the hotel? What training do employees undergo?

Training is a major strength here, which I feel sets us apart from other hotels. The staff training starts from day one, and continues all the way through their time here. Their training encompasses behavioural, knowledge and management components. We train our associates what to expect, but also to inspect – we must always inspect our standards and quality, so we can be the best.

Which nicely leads us on to - how do you perform Quality Assurance? What are the key indicators?

We have many different standards and audits; some are performed weekly, some quarterly and some annually. For example we have mystery shoppers and regular financial audits. But the best audit is always from your customers. Some companies pay millions for customer feedback, but we are able to receive that every day through our interaction with our guests, which is one of my favourite parts of the job – being able to meet so many different people. They can tell us right away what we are doing right and what's not done so well. It's absolutely invaluable for us.

The most challenging part is to encourage staff to go beyond.

Which part of the hotel provides the most growth, the overnight stays, dining or the conference centre?

Because of the nature of the TEDA/Binhai area, it's mostly in the conference centre, with conventions, weddings and conferences. The leisure market, unfortunately, isn't as developed yet, because of the location. But we have great hopes for the future. If the economy recovers

and government policies continue to have a positive effect, I think the leisure market can equal the business market in five years.

Where would you work, if not in hotels? Would your skills transfer well?

(Laughs) I've been the hotel industry for more than thirty years, all my working life, so it's difficult to say! I love working in hotels. It's fascinating to travel to new countries, to meet people from so many different backgrounds – even royalty! You are in the middle of a crisis almost every day; there are so many great events to handle, like weddings for example. Maybe I would work in movie production because you must also harness creativity, have good logistical skills, and fundamentally are about working with people. You have to provide a framework to enable crea-





tivity, not to stifle it, just the same with hotels. But it's hard for me to say if I would be successful or not!

What events have you hosted in the conference centre? Which have been the biggest/best/most challenging?

Without a doubt the 2008 Summer Davos meeting was the biggest and most challenging event we have handled. It was a meeting of the World Economic Forum, and had some of the most important people from countries the world over in attendance. We had two thousand guests and, amongst other things, had to cater for off-site events, as well as a gala dinner for 1600. We received excellent feedback from this event and it really established us as a high-quality establishment.

But in this business, the next event is always the most important. We always have to look to the future, that's the most important thing. If you think you've made it, that's when you start to go backwards.

Can Tianjin/TEDA compete with Beijing? How do you persuade conferences to come here?

Beijing had a building boom in the run-up to the Olympics, so now it is dealing with the consequences of that. There are more options but that doesn't mean better quality. But here in Tianjin, and in the TEDA Renaissance, what we have to offer is our experience. We know the priorities of major events; we understand the logistics of handling them. All of this takes time and can only come with experi-

ence. Fortunately we now have over five years of "paying our dues", so we are confident about our capabilities.

Any additional comments you'd like to share with readers of Business Tianjin?

I hope all businesses can pick up after the economic crisis and have a solid future. We're here to help, to serve. We can help with training, accommodation, conferences, catering and dining. As business confidence comes back, there are huge possibilities in TEDA and we have to be part of that. We hope to see you here! ☒



Wolfgang Knüfer

HOW TO MAKE PEOPLE STAY

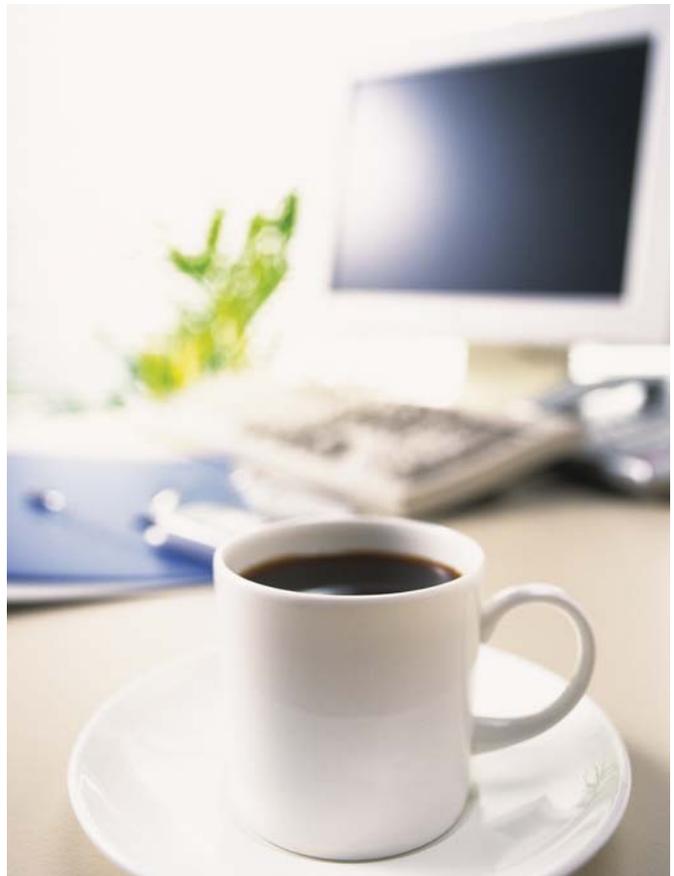
EVERYONE wants to win. And in business, winners share two essential characteristics: first, they are well-trained, and second, they are highly motivated to use those trained skills. Winners are high performers, and high performers are who you want – and want to keep – working for your organization.

Poor retention can threaten the very survival of your company. Management literature is full of articles bemoaning the pain of high personnel fluctuation that is whittling away at the bottom line. In this article, let's examine how training and motivation combine to create a powerful force for improved employee retention.

A word on training

Most supervisors have their current job because they excelled at their previous position. If only promoted a few days ago, they might not represent excellence in their present job, but chances are they were experts at their former one. Now that everyone knows you were very good at your previous job, I want to offer you a challenge that will change you as a supervisor and dramatically enhance the performance of your organization: *starting today, do everything in your power to ensure the person in your previous position is better at that job than you were when you were promoted.*

Many people feel they have satisfied their obligation when they have trained their replacement(s) to be as good as they were. Yet truly great leaders make sure their replacement is even better. The skills that resulted in your high performance are the same skills your people need to become high performers (winners). Share your lessons learned, even those embarrassing ones, so that they can “stand on your shoulders” professionally. Make sure they go home each night a little smarter, more proficient, and, therefore, more confident than when they came to work that morning. How does the average person respond to such a work-





ing environment? S/he tends to “hang around” for years and years and years.

How training motivates

To emphasize the critical relationship between training and motivation, let me stress two key considerations. First, excellent training is inherently motivational, and it works in a cycle: people are normally motivated (willing) to accomplish tasks for which they have outstanding skills. The skills and motivation create good performance; the good performance is reinforced by praise and recognition. These positive consequences stimulate additional performance, which enhances confidence and, hence, motivation.

Second, you cannot motivate an untrained person. On occasion in my workshops in the USA, I use an

exaggerated example to make this point clear. I ask those in the audience who are pilots to raise their hands (many people, especially in the southern part of the US, have a pilot’s license). Then, I approach someone who did not raise his/her hand (a non-pilot), with this proposition: “I own a high-performance experimental aircraft. Its cruise speed is 250 miles per hour. I will drive you to the airport and give you the aircraft keys. If you fly my plane today, solo (no one else in the plane) for 30 minutes, I will give you 10 million dollars in cash” (extremely positive motivational consequence). “However, if you fail to do so, I will put you in prison for the rest of your life!” (extremely negative motivational consequence). An awkward silence usually follows.

Positive consequences, such as money and rewards, are highly valued; negative consequences – i.e., reprimands, punishment, injury – are naturally feared and unwanted. But both are motivating forces. The group clearly appreciates the fact that the person is not going to perform (fly the plane). Regardless of the extreme motivational consequences, the person does not have the necessary skills. As mentioned above, excellent training is inherently motivational. Unfortunately, the converse is not true. No matter how great the value or fear of consequences may be, neither will develop skills. That task is the sole domain of effective training. Motivational consequences only work when the requisite skills (in this case, pilot training) are in place.

Invest now or pay (more) later

The above example illustrates why many organizations falter when management decides to cut the training budget while increasing bonus (incentive) money. Again, the results are cyclical: the lack of training yields the inability to perform. The lack of performance is soon reflected in decreased sales or low productivity, despite the “carrot” of monetary incentives. And, too often, management determines – incorrectly – that the incentive isn’t enough and raises the “stakes”.

The greater irony of this flawed philosophy is that it worked reasonably well in years past when management was guided by the Division of Labor principle. Most complex jobs were subdivided into many separate, relatively simple tasks. The average person on a production line could learn to “put a wheel on the axle” quickly with little training. If an employee quit or was fired, replacement workers were easy to hire and “train”. In this scenario, most performance problems were, in fact, the result of poor motivation; hence, low training budgets and large monetary incentives became standard practice.

Today, however, there has been a profound reversal in the relationship between training and motivation. For today’s employees to become productive, there is normally a significant training investment required. Either the cost is borne by the employee in technical schools in the form of tuition, books and hands-on training; these trained employees command higher salaries because they bring significant skills with them to the organization. Or the employer can hire untrained people, paying for their salary, benefits, classes, instructor’s travel, facility, materials and practice time. The sum of direct and indirect training costs can be staggering!

If the company is in a highly competitive market, it may not be able to pass these training costs on to the customer; they come off the bottom line. The sad news is that if these trained employees quit, they take all of those expensive skills with them. If that’s not enough of a “downer”, these ex-employees may seek employment in competing organization – or even start one of their own. The competing organization visualizes the words “great hire” as the applicant comes to work. All they have to teach the new (figuratively speaking) employee is where the restrooms and coffeepot are, and they soon become productive. In short, the “losing” company is financing the employee training programs of their competitors.

Companies losing trained employees are financing the training programs of their competitors.

“There’s no point in training if they’re going to leave”

Does this mean companies with high turnover would do well to stop wasting bottom-line dollars on training? Certainly not! When I am called to visit the “losing” company because it has retention problems, I hear, “We have such high personnel turnover, there’s no point in spending money on training.” Or, “We don’t want to spend too much money on training because they will be able to leave us for a better paying job.”

This mindset is the result of crisis management and panic; the organization is hemorrhaging its talent. The only tourniquet is effective training of

both employees and supervisors/managers. The training will provide the skills; the skills create motivation to produce good products/services that the customer will buy so the company can stay in business – one more day! Remember, only trained employees can be motivated, which includes being motivated to stay.

Also, remember that incentives (motivation) for skilled workers needn’t always be monetary (although this helps and is possible since improved performance improves sales). Productivity incentives can also include such things as promotions, additional benefits, flex time, and other perks worthy of top employees.

In conclusion, when you study successful, “winning” organizations, they share some common values. They provide excellent training for their workers and supervisors/managers. The training creates motivation and loyalty – yes, loyalty! And retention is the outcome of high performance, great morale, enthusiastic customers and loyalty.

It is projected that 60% of the future jobs will require training that only 20% of the present workers possess (Hudson Institute). Making sure your employees are in the 20% could save you from joining the ranks of failed companies. ☐

The author:

Wolfgang Knüfer can look back at a successful career as an international manager and management consultant. He works as a coach with main emphases on leadership, time management, sales and communication for a variety of companies worldwide. The list of his references covers well-known enterprises and organizations like IBM in Atlanta, Thyssen-Krupp in Düsseldorf, Pacific Bell in San Francisco, Harada in Osaka, Karstadt in Essen and Siemens in Tianjin. Wolfgang Knüfer has been working for the European Chamber of Commerce in Tianjin and makes himself available for exclusive seminars on diverse management and leadership topics.

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Mounting Tensions in Dealing with China

The international response to recent policy developments By Daniel Mueller

In March, John Frisbie, president of the US-China Business Council, a trade group in Washington, said “There are real concerns in the business community now about the trend of China’s policy and whether in the years ahead China will be more or less open for foreign companies.” Statements like this suggest sentiments in the foreign business community in China are hardening against recent business developments. This is one group that previously supported the Chinese government strongly, and often functioned as a restraint on foreign governments contemplating action against China for perceived trade inequities. But the recession in the West and recent

changes in Chinese law have provoked greater dissent among this usually pro-China group.

The Financial Times recently featured an article noting a sizable uptick in discontent reported by the American Chamber of Commerce (AmCham). It said the percentage of American businessmen in China who felt increasingly unwelcome had risen from 26% to 38% in just the last two months. This measure of business perceptions was not limited to the US; the same article reported that European businessmen were also feeling unwelcome, with businesses expressing disenchantment with China. Joerg Wuttke, president of the

European Chamber of Commerce in China (EUCCC), said, “The mood has obviously soured in several areas.” He went on to say, “In 2009, China was one of only two major growth markets in the world, but the door here isn’t opening wider, it’s narrowing.”

Myron Brilliant, the AmCham senior vice-president for international affairs, who has previously defended Beijing from some of America’s more hawkish trade inclinations, spoke recently about rising pressure on the Obama administration to take action against China’s exchange rate. “I don’t think the Chinese government can count on the American business community to be able to push back and block action. Certainly the chamber remains a bridge in support of the relationship, but it is a difficult time to keep the wolves at bay. China shouldn’t take the American business community for granted.”

Brilliant said that corporate America’s attitude had changed due to a



Trade tensions rise amid new legislation

number of “industrial policies”, along with the alleged undervaluation of the renminbi, noting that difficult economic times in the US, particularly the near 10% national jobless rate, were making it more difficult to argue against action on China’s currency policy. A number of US Congressman have been pressuring the Obama administration to label China a “currency manipulator” on 15 April, when the Treasury Department had been scheduled to release its bi-annual report. Zhou Shijian, a senior research fellow at the Center for US-China relations at Tsinghua University, emphasized a 16% drop in Chinese exports last year. “For the Chinese government, it’s not only about losing face and confidence; it’s also about the economy. Appreciating the yuan will impact the economy and social stability.”

Are the fulminations against new policies and business practices within China justified? Are the changes discriminatory against foreign businesses, or do they simply reflect a progression in Chinese interests in developing its own economy? What about the exchange value of the renminbi?

Businesses now express disenchantment with China.

China’s Regulatory Environment

There are new regulations coming into effect in China. One of them, an especially galling one for foreign businesses, requires government contractors to favor indigenous innovation, a rule that seems to shut



Pharmaceuticals will no longer have control over their patents

Western technology and software companies out of lucrative contracts. With a large growth in “green” technology in China, such as wind and solar energy production, many Western competitors feel excluded from this burgeoning market. Recently, Shanghai released a list of over 500 approved products for purchase, including computers, solar panels and a welter of other technology goods, but only two items came from enterprises with foreign ties, and presumably because no local firm could meet the city’s requirements.

A new patent law requires foreign drug companies to hand over patents – a particularly worrisome requirement for these manufacturers – if they are seen as competing “unfairly”. China’s pharmaceuticals industry is dominated by state-owned firms, and foreign manufacturers feel certain the new law will favor local producers. One provision requires companies to

hand over clinical data on any medicine they plan on selling in China. Pharmaceuticals will no longer have control over their patents, and the worry is these may end up in their competitor’s hands. Additionally, security companies are being asked to provide source codes, which are essentially the blueprint for their software programs, if they want to sell encryption services. Along with the US, a coalition of 34 groups for technology companies and manufacturers in Europe, Japan, South Korea and Canada has appealed to Beijing on these matters.

Many new regulations were issued from China’s sprawling bureaucratic system last year, adding nearly 10,000 new rules says Klaus Ziegler, the standards officer at the delegation of the European Commission in China. These regulations are sometimes troublesome for local businesses, but for foreign businesses they can be

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suffocating. In some of the regulatory standards, China insists on manufacturers doing things the Chinese way, such as having product information imprinted in Chinese characters on tubing and tires, even though there are currently other global specifications to address such issues. While not necessarily a significant matter for large global companies, this requirement can cripple small-scale manufacturers in China's highly competitive market.

Despite these developments, relations between China and the world's business leaders are still strong. Of the Fortune 500 companies, 480 have investments in China. There are over 600,000 foreign companies doing business with China. Foreign direct investment diminished during last year's global financial crisis, but seems to have bounced back with somewhere between 7 and 8 billion USD a month flowing into the country. Additionally, some of the proscriptions against Western businesses come from China's domestic stimulus package and aren't technically in violation of WTO rules, since China hasn't yet signed an agreement that covers government procurement.

China's Changing View

Amidst all the friction, what may be remarkable is the strong possibility that China is in the process of altering its global trade view, essentially reevaluating its relationship with the Western market, even though there are currently no other trading partners who can immediately replace it. Several forces contribute to this changing outlook. First, there is no question that the Western financial crisis and recession has fundamentally altered China's perception of the West; the former respect China had seems to have quickly turned to disfavor. The global economic downturn has threatened to reduce China's enormous holdings in



US securities through inflation, something Beijing would loathe to see but cannot control.

China is also increasingly concerned about a number of internal factors. Social stability is of particular concern to the country, which has recently experienced two significant social disorders in Xinjiang and Tibet. To the Chinese government, the relation between economic stability and social stability is fundamental and, after the financial crisis, the West no longer looks as stable an investment as it previously did.

Additionally, China has developed its ability to act as the global workshop, but this has brought tremendous environmental degradation. China, much like several other countries before it, wants to move up the economic chain to a higher level of development, to

raise the standard of living for its people and to lessen environmental harm. Developing indigenous business is critical to this objective.

Finally, the global recession has thrust China into a position of economic influence it did not expect to find itself in so soon. China is trying to find its balance, but for the moment seems to be moving to a more conservative, less open position, ostensibly to protect itself from what it perceives as turmoil in the West.

Chinese officials maintain that the country still welcomes foreign business and that adjustments are only natural as its economy becomes more developed. They point out that in some areas foreign companies previously enjoyed "super-national" treatment, or advantages over domestic companies. Beijing has acknowledged

Social instability, particularly in western regions, tops the nation's list of barriers to economic stability.



FEATURE STORY

including the Hu administration, are expected to retire or step aside because of age. Newcomers hoping to emerge as principal figures in Beijing, responsible for the country's political and ideological affairs, economic and financial administration, foreign policy and military operations, are all eager to burnish their credentials. This often takes the form of "standing up" to Western demands, with nationalism seemingly on the rise. Joerg Wuttke recently said "There's this cocktail of more national-driven, less positive spin on foreign businesses in the Chinese media. Many companies' accessibility to Chinese leaders has decreased".

It is also an election year in the US and other western countries. American Congressional leaders face a national election, many of whom like to garner populist sentiment around issues that pose an external foe. America's economic ills make China's renminbi exchange rate an easy target.

that ending those policies may have deleterious effects on the profits of some businesses, resulting in some disgruntlement.

"After the economic crisis happened, it's normal for a government to support domestic companies under special circumstances," says Li Chunding, a researcher at the Chinese Academy of Sciences. One might add that using regulations which favor local business are not new in global trade, as this is a frequent practice among Western nations as well. But many of the Chinese regulatory changes have come in a shorter time frame, and much faster than those in other countries, producing a more dramatic impact on foreign business.

Another complicating matter is politics: In 2012 more than half the members of the China's ruling elite,

If a trade war were started, it would be nearly impossible for any country to take an action which would not harm its own interests.

Finally, two very high-profile events in business, one regarding Google and another Rio Tinto, have added to the suspicion and distrust in business relations. There are polar opposite impressions of the Google affair in China and the West, with the former labeling Google a disgruntled rule-breaker (in its kindest treatment) and the latter viewing the matter as one of free-expression, or as undue restrictions on Google's business model.

Four Rio Tinto employees have been convicted of accepting bribes and sentenced to prison. While foreign business leaders do not factually dispute the acceptance of bribes, the level of transparency in the criminal proceedings was not commensurate with Western legal norms, resulting in numerous complaints. Meanwhile, Chinese observers have interpreted the Western grumbling over Rio Tinto as an attempt to give special



Google's decision to leave the Chinese market may rouse sympathetic followings

Regulations are sometimes troublesome for local businesses, but for foreign businesses they can be suffocating.

status to foreigners in regards to the application of Chinese law.

A Need for Calm Appraisal

Currently China needs the West as much as the West needs China; the hope is that conflicts will subside in time. But unfortunately, frictions in the near term may well increase. The belief the CNY is undervalued is pervasive outside of China. Japan has recently asked for an “appropri-

ate decision” on the exchange rate of the yuan. Five member-countries from the G20 – Great Britain, the US, France, South Korea and Canada – recently issued a rebuke to China over its trade policies. If a trade war were started, it would be nearly impossible for any country to take an action which would not harm its own interests. A further disruption of the global economy, with even greater economic stressors coming into play,

could unleash populist forces that no one would be able to control.

There are, however, some positive signs that cooler heads will prevail. The Obama administration has reaffirmed its desire to work with China. “I welcome a China that is a strong, prosperous and successful member of the international community,” the US President recently said. Hu Jintao also agreed to meet in Washington for an international summit on nuclear security mid-April. Consequently, as many analysts predicted upon learning of Hu’s agreement, the scheduled 15 April US Treasury Department report on the renminbi was postponed.

Zhu Feng, a professor with the School of International Studies at Peking University, said Hu’s visit shows the countries were getting past their disagreements to focus on issues at hand. “After having a period of tense and unpleasant experience in Sino-US relations, now both sides prefer to calm down to get the relations back to a pragmatic track,” he said. Additionally, in March, Cheng Siwei, an influential former lawmaker in China, said the nation should reform its foreign exchange rate regime to let the yuan move more freely, suggesting some flexibility on the issue.

Indeed, a pragmatic course would be helpful in the present circumstances. With the Western world suffering its greatest economic crisis in a generation, there is a greater need for cooperation between countries, especially when confrontation seems to offer little success. And China should recognize that it has been the single largest beneficiary of global trade; a sudden rupture with its largest trading partners would not bode well for China or its people. The challenge for leaders on all sides is to remain rational, disregarding the emotional outbursts surrounding them. □

More than 30 ministers from different countries come to the 4th Summer Davos

-13 April 2010, *China Economic Weekly*



The 4th World Economic Forum's Summer Davos – Annual Meeting of the New Champions 2010 returns to Tianjin and will take place 13-15 September with the theme “Driving Growth through Sustainability”.

About 1,500 leaders of business, politics, science and media from about 90 countries will come to the three-day forum held at the newly-built Meijiang Exhibition Center in Tianjin, said Andre Schneider, Managing Director and Chief Operating Officer. They will discuss how to improve energy efficiency, reduce carbon emissions, develop green technology, rebuild infrastructure and drive growth through sustainability.

“The most important thing of this year is that more than 30 ministers from different countries will attend,” said Schneider, “and I believe more ministers from technology, energy and natural resources departments will come. Because we believe that if we want to realize sustainability, we will need not only the support of the technology ideas created by scientific elites but also the involvement of the decision makers of the social regulation.”

China's global rail ambition is set to unlock strategic minerals

- April 2010, *Industrial Minerals*



China plans to build an 8000-km high-speed rail line that stretches from London to Beijing via Kazakhstan and Mongolia, with links extending into Southeast Asia and the Middle East. It is already negotiating with 17 other countries over payment, which it prefers to be made with natural resources.

Many non-renewable resources, rare earth metals in particular, abound in developing Asian nations. Mongolia holds lithium, graphite and fluorspar; Kazakhstan stores lithium, phosphate, borates and chromite; and Russia has potash, phosphates, rutile (titanium) and lithium. They all also harbor some of the 17 rare earth metals, which along with lithium are used in new green and defense technologies.

China currently controls 97% of the world's rare earth metal output. Nearly all of the nation's harvested raw materials are consumed domestically in feeding its continued industrial expansion. So China has recently sought resources outside its borders to fuel future growth.

“One day China will simply announce that it values all natural resources in RMB only and Chinese currency will enter the world stage as a major force,” said strategic minerals expert Jack Lifton. “It will be valued in the most truly precious natural resources, strategic technology minerals, on that same day.”

The Mirage of Unaffordable Land

-12 April 2010, *Caijing Magazine*



It was the best of times and the worst of times; It was the spring of hope and the winter of despair. The average residential area under construction inside Beijing's Fourth Ring road demanded 30,000CNY/sqm, and residential prices outside the Sixth Ring broke 10000CNY/sqm by the end of March. It breached 24,000CNY in Beijing in April. Second-hand residential prices are approaching 15,000CNY/sqm. Beijing's housing prices doubled within one year. Everybody is discussing the housing bubble and real estate agents are everywhere.

In many Chinese cities, housing prices are reaching new heights, coupled with the rising costs of land. Large real estate companies and urbanization, which increases housing demands, seem to be the main causes for the sky-high prices. However, the demand for land is not as urgent as it seems to onlookers.

In the 10 years since this round of housing reform, the plan to "buy low and sell high" proved miraculously effective. After monopolizing the primary land market and determining the "bid, auction, and listing" policies, the government has been the biggest beneficiary of the rights transferring land. To curb "land profiteering", provincial governments must find a primary source of income other than the purchase of land. Reform of the tax sharing system and real estate taxation are viable options.

China knows how to grow. We'll see if it can innovate.

-22 March 2010, *Fortune*



Shortly after a global recession, China has already returned to its breakneck 8% GDP growth. The nation is also churning out college graduates as fast as it is building new ports and highways. But will all this provide for the innovation necessary to change the world?

Compared to Japan's post-WWII development, which featured private companies investing in their own technologies, China's growth has been by and large State-funded. Japan's leading businesses were technology exporters, while China's are acquirers of everything from resources to companies.

“Japan's postwar leaders understood that if its companies were to succeed, they had to compete with established corporations in the developed world.” So Japanese companies entered the global stage, thriving on competition and the drive for innovation.

China currently has such a vast domestic market that its leaders can survive on local business alone. In the short term, companies can expand without exporting. But to truly make a mark, they will have to compete with developments worldwide, and in the process, innovate. When that day comes, it will test the nation's true progress.



Simon Bai
Winners Law Firm

RISKS AND PRECAUTIONS FOR LEGAL REPRESENTATIVES AND INTERNATIONAL INVESTORS

What is Legal Representative?

Each company in China must have a "Legal Representative" (法定代表人), which does not have an equivalent under European or US law. In 1986, *General Principles of the Civil Law of P.R. China* (GPCL) prescribed the definition of legal representative for the first time as the responsible person who acts on behalf of the company in exercising its functions and powers.

In practice, the legal representative of a company is the principal of a company who acts as the officer with the legal power to represent, and enter into binding obligations on behalf of, the company in accordance with law or the articles of association of the company. A legal representative's acts – for instance executing a contract – are binding on the company, even when made *ultra vires* (i.e. beyond the authority limits), unless the counterpart knew, or

should have known, that the legal representative was exceeding power limits when entering into the contract.

Under *Company Law of P.R. China* (2005), the role of legal representative can be assumed by the chairman of the board of directors, executive director or manager. This used to be restricted to chairman of the board under the previous *Company Law* in force before 2005.

The selection of legal representative varies for different types of foreign invested enterprises. For a Sino-foreign equity joint venture, a board of directors shall be formed and its Chairman shall be the legal representative, which means the manager cannot act as the legal representative. Either a board of directors or a joint management board may be established within a Sino-foreign cooperative or contractual





The legal representative is potentially liable, and subject to fines and penalties, for the full range of company activities.

joint venture (CJV). Where a board of directors is established within a CJV, the Chairman shall be its legal representative. The director of a joint management board set up by a CJV shall be the legal representative, as opposed to the board of directors. For a wholly-foreign-owned enterprise, either the chairman of the board, executive director or manager may take up the role of its legal representative. It is noteworthy that because a legal representative's name appears on a company's business license, the appointment and change of legal representative of a company shall be filed with the State Administration of Industry and Commerce or its subordinate counterparts at various levels (the company registry authorities).

Powers and Liabilities of a Legal Representative

The legal representative title comes with broad powers and potentially unlimited liability.

Unlike many Western legal regimes, where major power resides in the board of directors, the legal representative in China could effectively exercise greater power than the board in many circumstances.

All key personnel of a company are subject to individual liability for PRC company activities under their supervision. But the legal representative is potentially liable, and subject to fines and penalties, for the full range of company activities. The standard of

care and competence expected from a legal representative is generally higher than expected from other personnel.

Legal representatives of foreign-invested companies have generally not been held personally liable without allegations of individual errors or omissions that are grossly illegal, negligent or otherwise improper. However, there are law provisions that expressly set out liabilities for legal representatives under certain circumstances.

Article 49 of GPCL prescribes that a legal person, as well as its legal representative, should bear administrative sanctions and any fine or even criminal liability if the legal person conducts illegal activities as specified therein.

Under the *PR China's Bankruptcy Law*, it is provided that company directors, supervisors and senior management personnel, in case of "breach of duty of loyalty or duty of care, if resulting in enterprise bankruptcy, will bear civil liability according to law." It also specifies that "the debtor's legal representative and other directly responsible personnel shall bear compensation liability according to law" if a bankrupt company's creditors are damaged by the following company actions:

- (at any time) concealing or transferring property to avoid repayment of debts; or falsifying debts or accepting false debts;
- (during the twelve months before court acceptance of a bankruptcy petition) transferring property without consideration; trading at clearly unreasonable prices; providing security for unsecured debts; paying debts before maturity; or waiving claims; or
- (during the six months before court acceptance of a bankruptcy petition) paying only selected creditors.

POLICY EXPLANATION

Other various liabilities are expressly provided in many other laws such as *Customs Law of P.R. China*, *Tax Administration Law of P.R. China*, *Enterprise Income Tax Law of the P.R. China* and *Company Law of P.R. China*.

Precautions for Foreign-invested Companies

Having discussed the legal risks of the legal representative of a company, the following precaution measures might be taken by international investors in order to minimize such risks.

i. In light of the potential liabilities and risks for legal representatives, in particular for foreign-invested companies, it is advisable to put in place sound internal controls and business processes to avoid or prevent employees from undertaking illegal activities in the name of the company. Since such activities may ultimately result in the company or the legal representative being held liable, this could be crucial.

ii. It is key for the legal representatives as well as executive-level man-

agement members to understand the potential legal liability within the company under the current legal regime and to prepare a risk management system which shall specifically address the issue of legal risks to steer clear of pitfalls.

iii. Never appoint a legal representative 'out of convenience' just to fill the role. The legal representative shall actively take part in the company's daily operations rather than simply being passive.

iv. One thing that is unique in business management in China is the use of company chop and legal representative personal chop. The company chop is the official symbol of the company and provides the legal capacity to make and execute agreements, provide guarantees and transfer assets. An ink imprint of the legal representative's chop (carved version of name) is required on many company documents and functions as a signature. Consequently, any person in possession of the legal representative's chop may exercise

the legal representative's power to bind the company. A set of internal regulations shall be drawn up by each department of the company to set forth the rules for the custody and use of various chops, including the legal representative's and the company's chop, in order to prevent unauthorized use. It will be helpful to keep records of who takes possession of the chop, during what time period and for what purpose.

v. Because the legal representative wields such broad powers in managing a company, change of legal representative who fails to perform well or is uncooperative can be problematic, as the current law requires the outgoing legal representative to sign required documents. Problems arise when the legal rep refuses to be replaced and to surrender the company chop. There have been many cases of power struggle between out-going legal representatives and their companies. In view of this, one practice that is adopted by some companies is to have the legal representative sign undated termination-related documents before being appointed.

vi. International investors may provide their legal representative, and other directors and managers, with liability insurance, if possible.

vii. International investors should include in each PRC subsidiary's articles of association clear limits on the powers of the company's legal representative and other officers in order to delineate their roles. ☐



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Diego D'Alma



Robbie Chen

by attorneys
Diego D'Alma
and Robbie Chen
Garrigues Shanghai

Chinese Tax Implications on Non-resident Enterprises Part II

New challenges in the pursuit of treaty benefits

Treaty benefits usually refer to the tax benefits offered by Double Tax Treaties (DDTs). For example, foreign investors with subsidiaries in Tianjin may apply for the preferential tax rate as provided in some DDTs concluded by China when repatriating dividends (e.g. under the DTT with Singapore, the withholding rate on dividends is 5%, provided that certain conditions are satisfied). Historically, many taxpayers took for granted that the tax benefits offered by DTTs could be enjoyed automatically. However, this is no longer the case after the enactment of a series of circulars tightening up the tax administration on granting treaty benefits to non-resident enterprises. These circulars not only interpret articles of the DTT from the Chinese tax authorities' perspective, but they also govern the procedural requirements on how to apply for the treaty benefits.

- Beneficial owner

Under most DTTs, in order to enjoy the benefits provided by the relevant articles, the taxpayer should be the beneficial owner of such income as dividends, interests or royalties. The State Administration of Taxation (SAT) issued Guoshuihan[2009] No.601 (Circular 601) to provide the local tax authorities with guidance on how to verify the beneficial owner status of the non-resident enterprises claiming treaty benefits. According to Circular 601, a beneficial owner should have ownership and control over the relevant income or the assets generating income. In general, a beneficial owner must be engaged in substantive business activities, e.g. manufacturing, distribution, or management. Agents and conduit companies, which are incorporated for the purpose of evading or lowering taxes, are specifically excluded from being a beneficial owner. Finally, as an underlying principle,



the principle of "substance over form" will be employed by the tax authorities in evaluating the beneficial owner status of the non-resident taxpayer.

Although there is no clear-cut definition of beneficial owner and each case should be analyzed individually, Circular 601 provides certain examples of factors that would adversely impact the beneficial owner claims made by the non-resident enterprise. These factors include, amongst others, the case where the non-resident enterprise is obligated to distribute all or most of the income from its China subsidiary to a resident in a third country/region within a short time-frame; the non-resident enterprise has minimal or no operation activities other than holding the property or rights that generated the income in question. If the non-resident enterprise possesses one of the listed factors by Circular 601, it will be denied by Chinese tax authorities the benefits under tax treaties.

Furthermore, according to Circular 601, the burden of proof of demonstrating the beneficial owner status lies with the non-resident enterprise, which is the applicant for the treaty benefits. In other words, the non-resident enterprise should demonstrate to the Chinese tax authorities by providing sufficient and proper documents that it has ownership and control over the income received from its Chinese subsidiaries, and thus could be qualified under the beneficial owner status.

- Approval/record filing requirements

With respect to the application procedures required for benefiting from the DTT protection, Guoshuifa [2009] No. 124 (Circular 124), which took effect on 1 October 2009, provides clear rules for non-resident enterprises to claim tax treaty benefits. Non-resident enterprises will not be automatically granted the treaty ben-

efits but are required to go through the approval or record-filing procedures according to different types of income derived by the non-resident enterprise in China. Specifically, the approval procedures apply to passive incomes, namely, dividends, interest, royalties and capital gains; whereas the record-filing procedures apply to the other benefits under the DTT, including but not limited to business profits, PE, independent personal services and dependent personal services. Different documentation requirements have been set out in Circular 124 for both record filing or approval procedures.

Notwithstanding the above procedures established by Circular 124, as a remedy for those non-resident enterprises that could have enjoyed the tax benefits under relevant DTTs but did not, and thus eventually paid excessive taxes in China, Circular 124 allows re-

opening the application for treaty benefits within 3 years from the date when the tax was paid by the non-resident enterprise and obtaining a refund of the overpaid tax. In practice, however, claiming refund for the overpaid tax could be time consuming and involves more procedures.

- Conclusion

In summary, Circular 124 and Circular 601 reflect the Chinese tax authorities' intention to scrutinize and challenge claims for DTT protections filed by non-resident enterprises, especially overseas special purpose vehicles that lack economic substance. As part of an anti-tax-avoidance campaign, the Chinese tax authorities have tightened controls on non-resident enterprises. Therefore, it is critical for non-resident enterprises to proactively prepare the required documents to substantiate their eco-





conomic substance so as to avoid being challenged by the tax authorities when applying for tax benefits under the DTT.

Tax benefits under Double Tax Treaties are not to be taken for granted anymore.

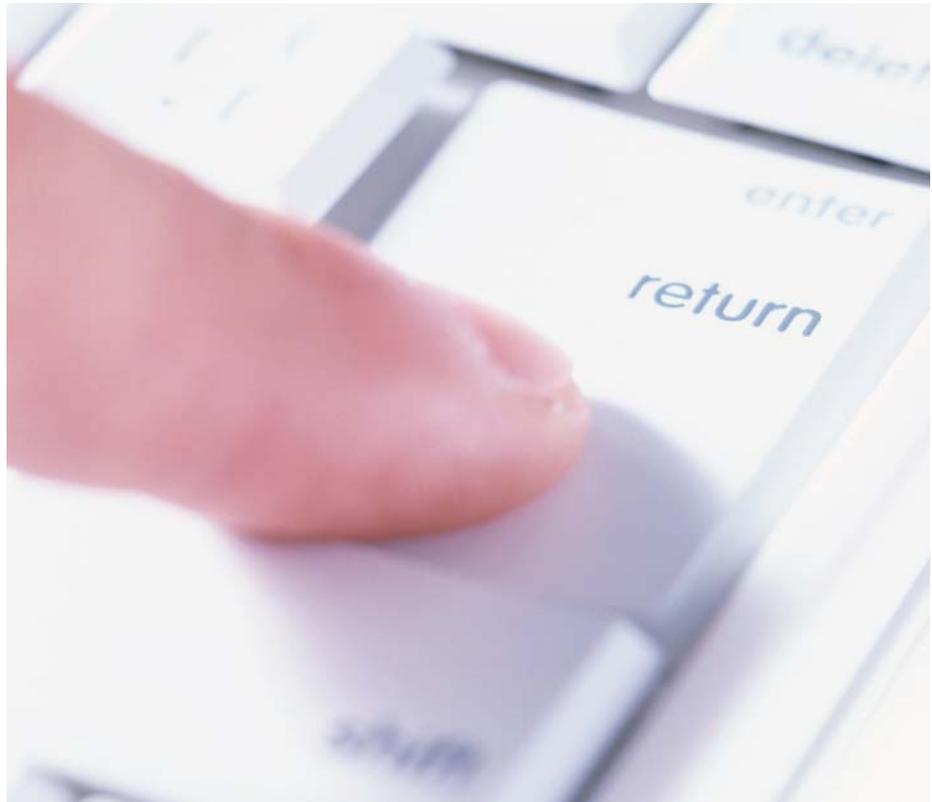
Disclosure requirement for the indirect transfer of Chinese resident enterprises

It has been quite common for a foreign investor, as part of an exit strategy, to dispose of its Chinese subsidiaries by simply transferring them to its offshore intermediate holding company, avoiding Chinese tax implications on capital gains that would arise if the Chinese subsidiaries were directly disposed. Such practices, however, were challenged in some recent cases as tax evasion on a discretionary basis, where the Chinese resident enterprises were indirectly transferred by transferring their overseas intermediate holding companies.

Historically, due to the lack of specific legal basis, the challenges towards the abusive use of DTTs – mostly through using a intermediate holding company – were usually launched by applying the General Anti-tax Avoidance Rules (GAAR), which left the taxpayer with less predictability as to its far-reaching implications. The issuance of Guoshuihan [2009] No. 698 (Circular 698) has provided such challenges with a more sound legal basis.

According to Circular 698, when the non-resident enterprise indirectly transfers the equity of a Chinese resident enterprise through

transferring the overseas intermediate holding company, the non-resident enterprise could be subject to a disclosure obligation to the Chinese tax authorities. Specifically, if the effective tax burden of the jurisdiction where the intermediate holding company locates is lower than 12.5% or such jurisdiction does not impose income tax on foreign-sourced income, the non-resident enterprise should file a list of documents to the in-charge tax authorities of the Chinese resident enterprise being transferred. The disclosure documents required under Circular 698 are mainly for justifying the commercial substance of the intermediate holding company.



In extreme cases, upon the approval by the SAT, the local tax authorities could re-characterize the transaction of indirect transfer of the Chinese resident enterprise, on the basis of economic substance, and disregard the intermediate holding company. This may happen if the indirect transfer of the Chinese resident enterprise through transferring the intermediate holding company is regarded as an abusive arrangement for the purposes of avoiding Chinese taxation. Once the intermediate holding company is disregarded, the transfer could be effectively treated as a non-resident enterprise transferring shares in a Chinese resident enterprise, which should be subject to Chinese EIT on the grounds that the transfer gain is sourced from China.

With the Chinese tax authorities' more proactive approach of countering tax evasion, non-resident enter-

prises are recommended to review their current holding structures, evaluate the potential tax risks in their exit plans in respect of Chinese investments, and get prepared to substantiate the arrangements.

Observations and suggestions

It is obvious that the Chinese tax authorities have been tightening administration on the cross-border tax avoidance arrangements. The message is clear: Tax benefits under Double Tax Treaties are not to be taken for granted anymore. Recent developments in Chinese tax rules indicate the continuing focus of the SAT on the tax administration of non-resident enterprises, which has immediate and significant impact on both the daily operations and exit strategy of non-resident enterprises.

Non-resident enterprises should seek compliance with relevant Chinese tax rules governing the ap-

plication of DTT benefits and build more substance in their existing structures. Especially when structuring investments in China with the goal of obtaining a beneficial treatment from the DTT, foreign investors should take into account how to substantiate their current holding structure with justifiable "reasonable commercial purpose", particularly for those located in low-tax jurisdictions or tax havens. ☐

Garrigues has over 13 years of experience in advising companies in their investments in China. The team of experienced Western and Chinese professionals at Garrigues Shanghai provides legal advice to foreign companies on a wide range of issues such as incorporation of companies and negotiation of joint ventures, commercial contracting, M&A, tax, real estate, employment, intellectual property, arbitration and infrastructures, as well as to Chinese companies with investments abroad.





Jason J Gao
General Manager
DTZ Tianjin

Tianjin Q1 2010 Real Estate Report

Residential transactions slump

Offices

In Q1 2010, Tianjin office rents were stable, at 102.55 CNY (15.08 USD) per sqm per month.

The absence of new supply, combined with stable demand, led to a drop in the overall availability ratio. The citywide availability ratio declined from 17.2% in Q4 2009 to 15.3% in Q1 2010.

Total net absorption was 13,036 sqm in Q1 2010, close to the level recorded in the previous quarter. City Plaza, Teda Building and the Exchange were the main contributors to take-up.

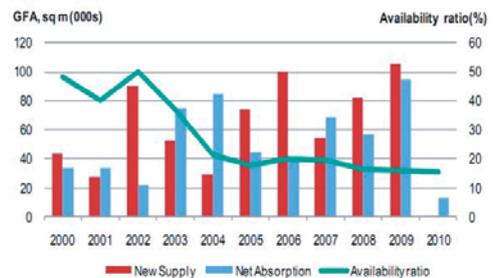
Affected by weak market demand, the grade A office price index decreased by 3% to 119.9.

Looking forward, we expect to see a number of quality office projects enter the market, such as



Tianjin IFC, the Kunlun Centre and the Global Financial Centre. These new projects will significantly improve the quality of Tianjin's office market. The huge amount of new supply, however, will put pressure on leasing activity. As new driving forces the Tianjin the office market, Xiangluowan and Yujiapu CBD in Binhai New District are drawing increased attention.

Supply, net absorption and availability ratio (2000 – 2010 Q1)



Note: New supply, net absorption and availability ratio for 2010 are as of Q1.
Source: DTZ Research

Recent transactions

Tianjin Economic and Information Technology Commission leased 6,700 sqm in City Plaza.

Globex Studios leased 995.27 sqm in Teda Building.

Beijing Soufang Network Technology leased 1,909 sqm in the Exchange.

Tianjin Jinyutai Trade leased 511 sqm in Regent Plaza.

Retail

The retail occupier market has been sustained by robust consumer confidence. As of December 2009, total consumer goods sales in Tianjin increased by 21.52% y-o-y to reach 243.1 billion CNY (35.6b USD).

The retail market remained stable when compared with the previous quarter. The average rental of some high quality projects,



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such as the Exchange and Isetan, remained high, in the range of 300-500 CNY per sqm per month.

Several noteworthy shopping malls will complete construction and launch this year. The first experimental pedestrian street, Qi Xiang Street Shopping Mall, is also scheduled to open in October 2010, accelerating the transformation of the traditional retail pattern in Tianjin.

Tianjin Bazaar, which will target the mid-end market, has officially settled in the Xinanjiao business district, as part of the Quan Ye Chang Bazaar. Meanwhile, cinemas, restaurants and other facilities will open in this district. The store is scheduled to open this Labour Day.

The timeline for construction of the Metro system has been pushed forward, starting construction of Line 5 and Line 6 this year. With the completion of lines 2 and 3 and the extension of Line 9 in the first half of 2011, the commercial market along these metro lines is expected to develop considerably.

Residential

In the first two months of Q1 2010, a total of 303,007 sqm of new space came onto the market, including 92,685 sqm in Binhai New District and 71,290 sqm in Hedong district.

Affected by tightened government policies, residential housing transaction volume slumped in Q1 2010. The total residential transacted area declined to 0.66 million sqm in the first two months of Q1 2010. Among the six urban districts, which are traditionally the most prestigious residential areas in Tianjin, Hedong recorded the highest transaction volume (96,977 sqm), followed by Nankai (69,935 sqm) and Hebei (64,699 sqm).

Despite the slump in transactions, average prices increased rapidly; the citywide average price rose from 9,616 CNY (1,408 USD) per sqm in Q4 2009 to 11,082 CNY (1,622 USD) per sqm in Q1 2010. Among the six inner-city districts, the average residential price in Nankai saw the highest rate of increase: 70.75% y-o-y to 17,939

CNY (2,719 USD) per sqm (Figure 5 and 6).

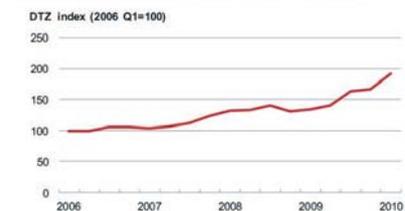
The Tianjin government has announced that 23 core plots in the urban centre will be released to the market this year. Fourteen of them will be designated to develop affordable housing. With increased new supply, the rate of increase in residential prices is expected to slow. The government's aim is to maintain stability in the market in order to ensure healthy future development.

Recent Transactions

China Overseas Property purchased a 150,442-sqm land plot for residential use in Hebei district for 2.7 billion CNY (395m USD), which amounts to 17,947 CNY (2,627.7 USD) per sqm.

BBMG Corporation purchased a total of 182,512 sqm in Dongli district for 7,287 CNY (1,067 USD) per sqm.

DTZ residential price index (Q1 2006 - Q1 2010)



Source: DTZ Research



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ECONOMY AND CULTURE

EVENT REVIEW



Living in China has many challenges, especially for an expat. To help orient the expatriate community, a three-day exhibition in March gathered expats and displayed the many marvels that China and its communities have to offer to non-nationals.

For the weekend of 26 March 2010, China World Trade Centre hosted over 150 exhibitors from all industries – B2B, car rentals, education, children’s play areas, finance, food and beverage, hotels, health, insurance, lifestyle, mandarin schools, relocation services, real estate and travel – at the largest gathering of foreigners in northern China, the Beijing Expat Show. The show provided a comprehensive product and service set for overseas survival.

The 10,000+ attendees came from various walks of life and an assortment of countries. A majority of visitors brought their children, looking for services to provide a proper environment for upbringing and care. One visitor

Beijing Expat Show 2010

Meeting diverse needs

said, “I am looking for positive things not just for my children, but for the entire family.”

While family exhibitors were numerous, the positive, non-profit vendors were also present to provide a supporting hand to the community. On showcase were Love without Borders, Morning Tears, China Cultural Centre, AIESEC and a dozen other associations.

Friday night featured the opening ceremony and community blood drive introduction. Expecting fewer guests on the first day, it was also reserved for exhibitors to have the opportunity to meet one another. Saturday featured live performances from several local international schools. The exhibition came to a close on Sunday with a live stage show and travel in Asia presentations. □



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- Pharmacy
- Physiotherapy
- Diagnostic Services
- Traditional Chinese medicine/Acupuncture

International SOS is the world's leading provider of medical assistance, international healthcare and security services. Operating in over 70 countries, International SOS (<http://www.internationalsos.com>) helps organizations manage the health and security risks facing their international travelers and expatriates. Using its worldwide network of alarm centers, clinics, and over 60,000 health and logistics providers, the company offers local expertise, preventative advices, and emergency assistance during critical illness, accident, or civil unrest. International SOS provides medical and security information services, medical consulting, staffing support, occupational healthcare, and healthcare management services globally. Last year the company handled over 1,200,000 cases, including nearly 17,000 medical evacuations. International SOS works in partnership with businesses, governments and nongovernmental organizations and currently provides key services to 87 percent of the Fortune Global 100 companies.

Clinic Hours: Monday – Saturday 9am-6pm

Clinic Tel: 2352 0143

For appointments or information on our International SOS membership programs and clinic programs.

24 hours Alarm Center Tel: 010-6462 9100 (Member hotline for all assistance services)

Address: 1F Sheraton Hotel Apartment Building, Zi Jin Shan Road, He Xi District, Tianjin 300074

天津市河西区紫金山路喜来登饭店一层

Worldwide reach Human touch





Black and White Charity Ball

Coming together for a common goal

On 19 March 2010, several groups of expatriates met at the Tianjin Westin Hotel to raise money for the Tianjin International Committee for Chinese Orphans (ICCO). Two hundred twelve tickets were sold to give a substantial donation to the orphanage.

ICCO provided a warm-hearted introduction to allow participants to understand why they should donate and how their donations would be used in the orphanage.

ICCO is an organization of volunteers committed to improving the lives of disabled orphans in Tianjin. There are currently over 200 orphans being cared for, 95% of whom have a disability.





With over 83,000CNY raised from this one night event, the ICCO will be able to find a physical therapist, special education teachers and various other health professionals to work with the orphans.

The night began with an elegant appetizer set located in the second floor lobby of the Westin. Appetizers included fresh fruit, chilled seafood cups, sautéed pork and a wide array of other specialties. The gathering then moved to the ballroom where a well-designed four-course meal was served and followed by a dessert buffet including chocolate fondue, French crepes, and crispy fried fruit slices.

While the food was a main event in itself, the night belonged to the Brazilian band, Alquimia. Lead singer Geraldo has been performing for over 30 years, and roused the crowd to put on their dancing shoes as he led his ensemble through various music genres. The crowd was introduced to Brazilian jazz, international jazz, samba and Latin music.

The event was sponsored by Expats4Tianjin, an association of expatriate groups that include Tianjin Networking Club, the Tianjin International Community Center (TICC), AmCham, Tianjin Expats, the German Business Circle and Xi Kai Catholic Church. The host of the evening was Father Francis Cruz. **B**





Shanghai Expo

Discover the World, Discover China

Since 2000, the World Fair has been held in either Europe or Asia. Hanover, Germany had the honors at the turn of the century, followed by Aichi, Japan in 2005. Three years later the Fair moved to Zaragoza, Spain. As the world waits in anticipation for the next World Fair in Shanghai, from 1 May to 31 October 2010, exhibitors and visitors are making last minute preparations.

Buying Tickets

Tickets have been on sale since the start of the year and are currently still being sold. Before purchasing tickets, any visitor should be aware of the various types of tickets available.

The first category is peak day tickets. Peak day tickets are tickets that will be used for admission during the dates of the Expo (1 May – 31 October). Peak day tickets are slightly more expensive than the standard day tickets but are well worth the additional costs.

The second category is standard day tickets. Standard day tickets are all days besides the peak period. You may want to purchase these tickets if you plan to arrive early or remain after the Expo peak dates have passed.

Peak day tickets sell at 190CNY/day until 30 April and 200CNY/day from 1 May through the remaining peak time period. After the start of the expo, standard day tickets can be purchased as single day, special rate (ages 60+, students with IDs, the physically disabled and children under 1.2m), 3-day, or 7-day passes. Rates are 150, 100, 400 and 900CNY, respectively.

If outside of China, tickets can be purchased from your country's ticket distribution centre. If obtaining tickets from within China, there are five options to choose from.

- 1) **China Mobile.** Via cash payment at your nearest China Mobile branch.
- 2) **China Telecom.** Similarly, cash only, from your nearest China Telecom branch.
- 3) **Bank of Communications (BOC).** BOC offers free delivery to customers using BOC debit/credit cards. Other customers may purchase tickets inside a local branch.
- 4) **China Post.** Tickets can be purchased at the local

post office or delivered with a cash-on-delivery option.

5) **Shanghai call hotline.** Dial 962288 in Shanghai and select from service options in various languages. Tickets can be delivered for an additional shipping fee.

Payments can be received by wire transfer, debit/credit cards or cash.

Asia Expo

Zone A of the Expo features over 20 pavilions from the Asian continent. For those of us who grew up with the stories of desert thieves and Arabian knights, the Oman Pavilion displays the historic journey of Sinbad. Outside of the adventures of this legendary character, the Oman Pavilion showcases contemporary Arabian styles.

Moving from barren climates to the tropics, the Vietnam Pavilion displays its country's ever-changing culture and concern for the environment.

A third highlight in the Asian Zone A is the Indian Pavilion. It will feature a replica of the world-renowned Taj Mahal Mausoleum. For visitors looking to feast, this pavilion will be one of the many available to sample unique delicacies from the region.

China Expo

The world's most populous country is well-represented at the exhibition. China has 30 different municipalities and administrative regions represented in a joint pavilion highlighting the differences and commonalities across the nation.

Southern China offers its own provincial flavor in pavilions such as the Anhui Pavilion. Frequenters will be treated to Hui ethnic food and culture.

The historic capital city of Beijing plans to showcase its national treasures in a four day series, 4-8 May.

And our very own harbor city of Tianjin will display local snacks and customs alongside architecture similar to the old city gates.

What to expect

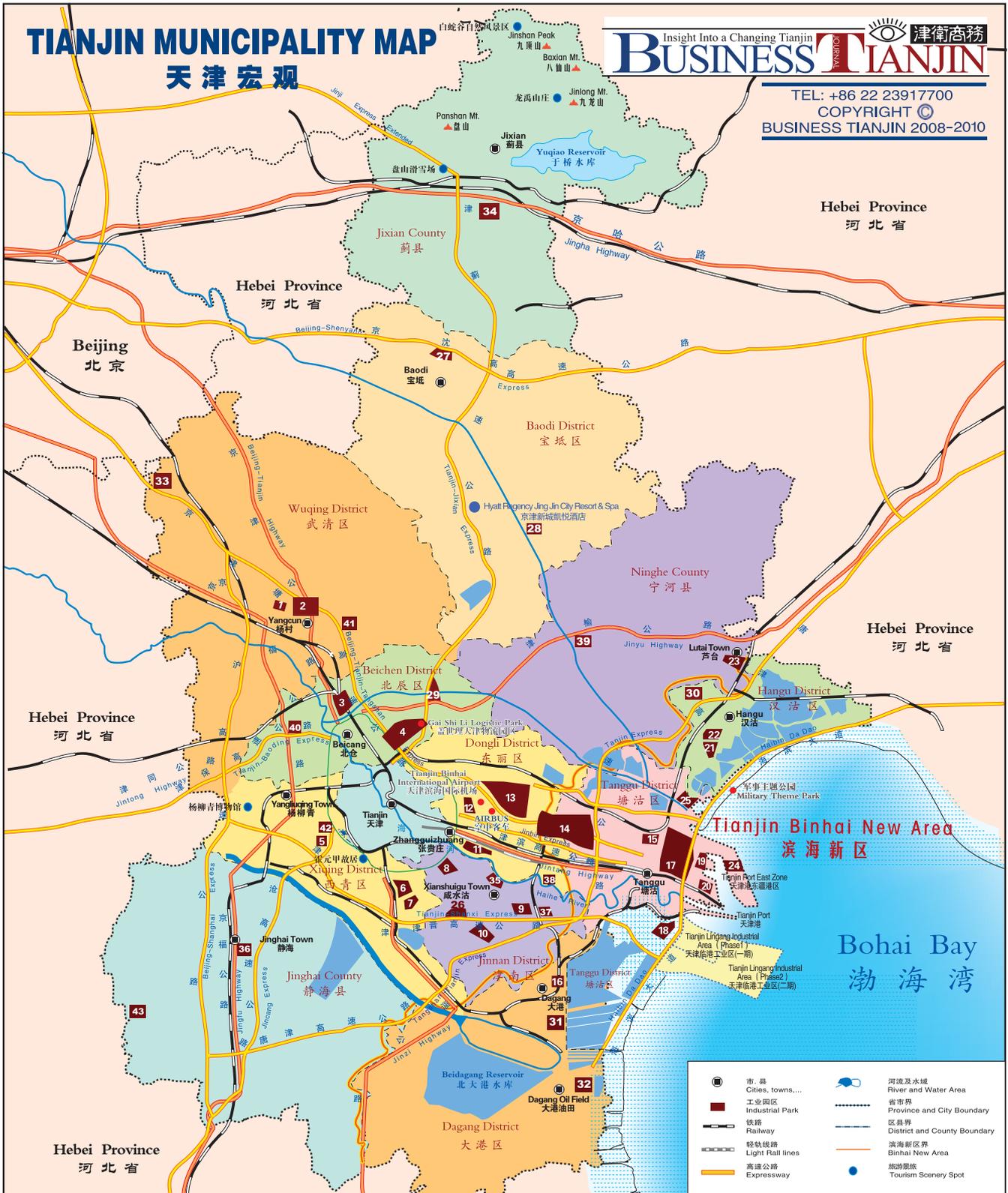
As the dates for the Expo draw closer, expect to see official guides printed, volunteers commencing training and the city of Shanghai continuing to transform before our eyes to bring the magic that only the World Expo can bring. ☑



Themed Hall	
Hebei Pavilion	Beijing Pavilion
	Anhui Pavilion
	Oman Pavilion



Tianjin Industrial Parks & Economic Development Areas



List of Tianjin Industrial Parks & Economic Development Areas

- | | | | |
|---|---|--|---|
| 1 TEDA Yat-Sen Scientific-Industrial Park
TEDA 赛迪科学工业园 | 10 TEDA (Jinnan) Microelectronic Industrial Park
TEDA 微电子 (津南) 工业区 | 19 Tianjin Port Container Logistics Center
天津港集装箱物流中心 | 28 Tianjin Baodi Jiuyuan Industrial Park 天津宝坻九园工业园区 |
| 2 Wuqing Development Area
武清开发区 | 11 Dongli Economic Development Area
东丽经济开发区 | 20 Tianjin Port Free Trade Zone
天津保税区 | 29 Tianjin Beichen Economic Development Area
天津北辰经济开发区 |
| 3 Beichen Hi-Tech Industrial Park (North)
北辰科技园 (北区) | 12 Tianjin Airport International Logistics Zone
天津空港国际物流区 | 21 TEDA Chemical Industrial Park
TEDA 化学工业区 | 30 Tianjin Chadian Industrial Park 天津茶淀工业园区 |
| 4 Beichen Hi-Tech Industrial Park (South)
北辰科技园 (南区) | 13 Tianjin Airport Industrial Park
天津空港物流加工区 | 22 Hangu Chemical Industrial Park
汉沽化学工业区 | 31 Tianjin Dagang Petrochemical Industrial Area 天津大港石化产业园区 |
| 5 Tianjin Hi-Tech Industrial Park
Huayuan Industrial Development Area
天津高新技术产业园区华苑产业区 | 14 TEDA West
天津经济技术开发区 (西区) | 23 Ninghe Economic Development Area
宁河经济开发区 | 32 Tianjin Wuqing Dawanggu Economic Development Area
天津武清区大王古经济开发区 |
| 6 Xiqing Development Area
西青开发区 | 15 Dagang Development Area
大港开发区 | 24 Dongjiang Duty-Free Port Area
天津东疆保税港区 | 33 Tianjin Ji County Economic Development Area 天津蓟县开发区 |
| 7 TEDA (Xiqing) Microelectronic Industrial Park
TEDA 微电子 (西青) 工业区 | 16 Tanggu National Marine Hi-Tech Development Area
塘沽国家海洋新技术开发区 | 25 Sino-Singapore Eco-City
中新生态城 | 34 Tianjin Ji County Economic Development Area 天津蓟县开发区 |
| 8 Jinnan Economic Development Area (West)
天津市津南经济开发区 (西区) | 17 Tianjin Economic-Technological Develop. Area (TEDA)
天津经济技术开发区 | 26 Tianjin Bailaitai Industrial Park
天津八里台工业园区 | 35 Tianjin Jinnan Xinda Industrial Park 天津津南鑫达工业园区 |
| 9 Jinnan Economic Development Area (East)
天津市津南经济开发区 (东区) | 18 Tianjin Port Bulk Cargo Logistics Center
天津港散货物流中心 | 27 Tianjin Baodi Economic Development Area
天津宝坻经济开发区 | 36 Tianjin Jinghai Economic Development Area 天津静海经济开发区 |
| | | | 37 Tianjin Jinnan Xinda Industrial Park 天津津南鑫达工业园区 |
| | | | 38 Tianjin Junliancheng Industrial Park 天津军粮城工业园区 |
| | | | 39 Tianjin Panzhuang Industrial Park 天津潘庄工业园区 |
| | | | 40 Tianjin Shuangkou Industrial Park 天津双口工业园区 |
| | | | 41 Tianjin Wuqing Fuyuan Economic Development Area
天津武清福源经济开发区 |
| | | | 42 Tianjin Zhongbei Industrial Park 天津中北工业园区 |
| | | | 43 Tianjin Ziya Industrial Park 天津子牙工业园区 |



Your Active Partner !

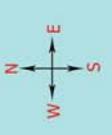
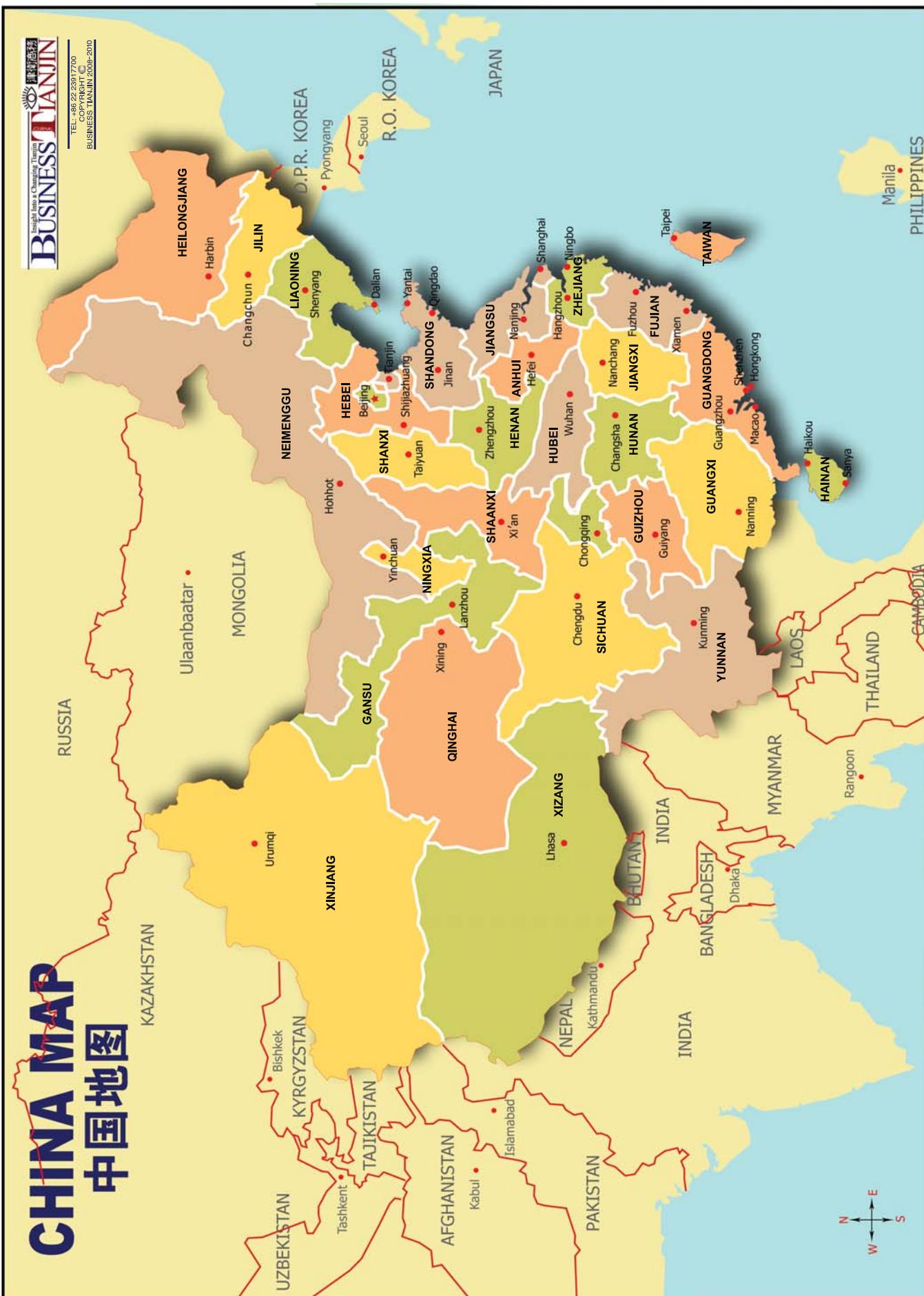
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Magnetic Plaza, Building A4, 6th Floor, Binshui West Road, Nankai District, 300381 TIANJIN, PR CHINA
Tel : +86 22 2391 7700 Fax : +86 22 2391 0555 E-mail : csc@boxinves.com

CHINA MAP 中国地图

Business Map & Chamber of Commerce
BUSINESS TANJIN
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DOMESTIC FLIGHTS

(1=Mon, 2=Tue, 3=Wed, 4=Thu, 5=Fri, 6=Sat, 7=Sun)

From Tianjin

DEST	DEP	ARR	Flight No	Days
Changchun	13:30	14:05	GS6571/HU6571	.2.4.6.
Changsha	13:00	15:10	BK2811	1234567
Chengdu	13:00	15:30	8L9976	1234567
Chifeng	14:20	15:15	MU2135	1234567
Chongqing	11:20	13:40	HU6238/PN6238	1234567
Dalian	11:40	12:30	GS7579/HU7579	1234567
Fuzhou	14:55	18:45	FM9291	.23.567
Guangzhou	13:30	16:20	HU7201	1234567
Guilin	18:00	20:40	BK2819	.2.4.6.
Guiyang	07:55	12:30	GS7465/HU7465	...4567
Haikou	09:00	13:30	GS7561/HU7561	1234567
Hangzhou	13:40	15:30	MF8377	1234567
Harbin	21:00	22:50	ZH8311	1234567
Hefei	07:05	08:30	BK2847	.2.4.6.
Huhhot	09:35	10:45	CA4717/SC4717	1234567
Jinjiang	07:00	10:40	BK2857	1.3.5.7
Kunming	13:00	17:30	8L9976	1234567
Nanjing	14:55	16:30	FM9291	123.567
Nanning	13:40	18:35	MF8377	1234567
Nantong	13:40	15:10	ZH9730	1..4.6.
Ningbo	09:30	11:30	GS6603/HU6603	1234567
Qingdao	08:20	09:10	GS7575/HU7575	1234567
Sanya	17:15	20:50	FM9159	1234567
Shanghai	08:15	10:05	GS7205/HU7205	1234567
Shenyang	11:05	12:20	3U8861	12345.7
Shenzhen	16:30	19:25	ZH9936	1234567
Taiyuan	11:30	12:30	GS6601/HU6601	1234567
Urumqi	15:45	21:10	CZ69285.7
Wuhan	08:15	10:00	GS6695/HU6695	1234567
Xiamen	14:30	17:05	MF855	1234567
Xi'an	08:10	09:55	GS7465/HU7465	1234567
Yantai	08:20	09:20	GS7421/HU7421	1234567
Yinchuan	18:45	20:15	CZ6457	1.34.6.
Yuncheng	07:50	09:10	GS6677/HU6677	1234567
Zhang Jia Jie	18:20	20:30	BK2813	1.3.5.7
Zhengzhou	19:05	20:10	ZH8312	1234567
Zhuhai	16:00	18:45	BK2831	1.3.5.7

To Tianjin

ORIGIN	DEP	ARR	Flights No	Days
Changchun	15:45	17:30	GS6572/HU6572	.2.4.6.
Changsha	21:30	23:30	BK2812	1234567
Chengdu	09:35	11:55	8L9975	1234567
Chifeng	16:05	17:15	MU2136	1234567
Chongqing	08:10	10:30	HU6237/PN6237	1234567
Dalian	20:20	21:10	GS7580/HU7580	1234567
Fuzhou	09:00	13:00	MF8137	1234567
Guangzhou	17:25	20:20	HU7202	1234567
Guilin	21:30	00:05(+1)	BK2820	.2.4.6.
Guiyang	13:10	17:10	GS7466/HU7466	1234567
Haikou	17:40	22:00	GS7562/HU7562	1234567
Hangzhou	22:00	23:50	MF8378	1234567
Harbin	16:00	18:05	ZH8312	1234567
Hefei	15:50	17:20	BK2848	.2.4.6.
Huhhot	11:20	12:25	CA4718/SC4718	1234567
Jinjiang	11:25	15:20	BK2858	1.3.5.7
Kunming	07:35	11:55	8L9975	1234567
Nanjing	21:55	23:20	FM9292	.23.567
Nanning	19:15	23:50	MF8378	1234567
Nantong	11:20	12:55	ZH9729	1..4.6.
Ningbo	12:10	14:10	GS6604/HU6604	1234567
Qingdao	09:50	10:45	GS7576/HU7576	1234567
Sanya	21:50	01:15(+1)	FM9160	1234567
Shanghai	10:55	12:45	GS7206/HU7206	1234567
Shenyang	13:05	14:25	3U8862	1...567
Shenzhen	12:50	15:50	ZH9935	1234567
Taiyuan	15:45	16:45	GS6602/HU6602	1234567
Urumqi	09:35	15:00	CZ69275.7
Wuhan	20:05	21:45	GS6696/HU6696	1234567
Xiamen	13:45	16:15	MF856	1234567
Xi'an	15:40	17:10	GS7466/HU7466	1234567
Yantai	19:20	20:20	GS7422/HU7422	1234567
Yinchuan	21:40	23:05	CZ6458	1.34.6.
Yuncheng	14:35	16:05	GS6678/HU6678	1234567
Zhang Jia Jie	21:20	23:30	BK2814	1.3.5.7
Zhengzhou	19:10	20:20	ZH8311	1234567
Zhuhai	23:05	01:50(+1)	BK2832	1.3.5.7

Airline Code

3U Sichuan Airlines	FM Shanghai Airlines	MF Xiamen Airlines	VD Kunpeng Airlines
8L Lucky Air	GS Grand China	MU China Eastern Airlines	ZH Shenzhen Airlines
BK Okay Airways	HO Juneyao Airlines	NS Northeast Airlines	
CA Air China	HU Hainan Airlines	PN West Air	
CZ China Southern Airlines	JD Deer Air	SC Shangdong Airlines	



INTERNATIONAL FLIGHTS

(1=Mon, 2=Tue, 3=Wed, 4=Thu, 5=Fri, 6=Sat, 7=Sun)

From Beijing

DEST	DEP	ARR	Flight No	Days
Addis Ababa	21:30	06:45(+1)	ET605	1234567
Amsterdam	11:05	15:15	KL0898	1234567
Bangkok	17:05	21:15	TG615	1234567
Brussels	01:20	05:30	HU491	.2.4.67
Delhi	20:50	01:40(+1)	CA947	1.3..6.
Dubai	23:55	04:15(+1)	EK307	1234567
Frankfurt	10:30	14:30	LH721	1234567
Hanoi	15:45	18:20	VN901	.23.567
Helsinki	10:55	14:25	AY052	1234567
Hong Kong	10:00	13:35	CX347	1234567
Istanbul	23:55	05:30(+1)	TK021	1.3.56.
Kuala Lumpur	16:25	22:40	CA971	1.3..6.
London	11:15	15:10	BA0038	12.4.67
Los Angeles	21:00	18:00	CA983	1234567
Madrid	00:05	06:35	CA907	.2.4.67
Moscow	11:40	15:55	SU572	1234567
New York	13:00	14:20	CA981	1234567
Osaka	13:50	17:45	JL886	1234567
Paris	12:50	17:30	AF125	1234567
San Francisco	16:00	12:40	CA985	1234567
Seoul*	11:50	14:55	KE852	1234567
	13:50	16:50	KE856	1.3.5.7
	21:15	00:10(+1)	KE854	1234567
Singapore	00:45	07:00	SQ801	1234567
Sydney	16:20	06:20(+1)	CA173	1.3.5..
Tel Aviv	22:00	03:55(+1)	LY096	.3..5.7
Tokyo	15:55	20:15	JL024	1234567
Ulaanbaatar	08:30	10:50	CA901	123456.
Vancouver	15:50	11:30	CA991	1234567

To Beijing

ORIGIN	DEP	ARR	Flight No	Days
Addis Ababa	00:30	20:00	ET604	1234567
Amsterdam	17:35	08:55	KL0897	1234567
Bangkok	10:10	15:50	TG614	1234567
Brussels	13:50	05:10(+1)	HU492	.2.4.67
Delhi	03:15	12:25	CA948	1.3..6.
Dubai	03:55	15:10	EK306	1234567
Frankfurt	17:20	08:30(+1)	LH720	1234567
Hanoi	10:10	14:45	VN900	.2...67
Helsinki	18:05	06:55(+1)	AY051	1234567
Hong Kong	17:00	20:20	CX312	1234567
Istanbul	23:45	14:00(+1)	TK020	.2.45.7
Kuala Lumpur	23:40	06:00(+1)	CA972	1.3..6.
London	16:35	09:30(+1)	BA0039	1.3.567
Los Angeles	01:40	05:20(+1)	CA984	1234567
Madrid	11:35	05:10(+1)	CA908	12..56.
Moscow	22:25	09:50(+1)	SU571	1234567
New York	16:50	18:20(+1)	CA982	1234567
Osaka	09:50	12:20	JL885	1234567
Paris	19:00	10:50(+1)	AF126	1234567
San Francisco	14:50	17:55(+1)	CA986	1234567
Seoul*	09:30	10:35	KE851	1234567
	11:35	12:40	KE855	1.3.5.7
	19:00	20:05	KE853	1234567
Singapore	08:45	14:55	SQ802	1234567
Sydney	20:00	05:50(+1)	CA174	.2.4.6.
Tel Aviv	22:55	13:30(+1)	LY095	1.34.6.
Tokyo	09:30	12:35	JL023	1234567
Ulaanbaatar	11:50	14:00	CA902	123456.
Vancouver	13:50	16:15(+1)	CA992	1234567

From Tianjin

DEST	DEP	ARR	Flight No	Days
Hong Kong	11:50	03:15	KA1103	1234567
Seoul*	12:15	15:05	KE806	1234567
Nagoya	13:00	16:50	JL840	1234567
Kuala Lumpur	15:50	22:15	D7 2613	1.3.5.7

To Tianjin

ORIGIN	DEP	ARR	Flight No	Days
Hong Kong	12:50	15:55	KA1104	123456
Seoul*	09:30	10:20	KE805	1234567
Nagoya	09:40	11:50	JL841	1234567
Kuala Lumpur	08:30	14:35	D7 2612	1.3.5.7

* Flights from Beijing/Tianjin to Seoul, from Seoul to Beijing/Tianjin provided by Korean Air.
Tianjin-Kuala Lumpur flights provided by AirAsia.
Schedules are subject to government approval and may be changed without prior notice.

Airline Code

AC Air Canada	EK Emirates	LH Lufthansa	SQ Singapore Airlines
AF Air France	ET Ethiopian Airlines	LY El Al Airlines	SU Aeroflot Airlines
AY Finnair	EY Etihad Airways	MS Egypt Airlines	TG Thai Airways International
BA British Airways	HU Hainan Airlines	NH All Nippon Airways	UL Sri Lanka Airlines
CA Air China	JL Japan Airlines	NZ Air New Zealand	VN Vietnam Airlines
CX Cathay Pacific	KA Dragon Air	QF Qantas Airways	
CZ China Southern Airlines	KE Korean Air	QR Qatar Airways	
D7 Air Asia	KL KLM-Royal Dutch Airlines	SK Scandinavian Airlines	

TRAINS

BJ-TJ-TEDA (¥14)			TEDA-TJ-BJ (¥14)		
Train	Departs	Arrives	Train	Departs	Arrives
4493	13:10	16:08	4494	08:05	11:21

LIGHT RAIL

TJ - BINHAI (¥6)				
Train	Monday - Friday		Saturday - Sunday	
	Time	Freq (min)	Time	Freq (min)
Zhong Shan Men (TJ - Binhai) ¥6 First: 06:30 Last: 21:00	06:00 - 06:45	15	06:00 - 07:00	15
	06:45 - 07:54	5 - 8	07:00 - 08:00	12
	07:54 - 11:00	10 - 12	08:00 - 10:55	8 - 10
	11:00 - 15:58	15	10:55 - 15:17	12 - 15
	15:58 - 18:15	10 - 13	15:17 - 17:25	8 - 10
Dong Hai Lu (Binhai - TJ) ¥6 First: 06:30 Last: 21:00	18:15 - 21:00	15	17:25 - 21:00	12 - 15
	06:00 - 07:00	15	06:00 - 07:00	15
	07:00 - 08:17	8 - 10	07:00 - 10:50	10 - 12
	08:17 - 10:05	11 - 13	10:50 - 12:20	15
	10:05 - 15:05	15	12:20 - 14:32	12
	15:05 - 17:02	10 - 12	14:32 - 17:40	8 - 10
	17:02 - 17:58	5 - 8	17:40 - 18:30	12 - 13
	17:58 - 18:30	10 - 12	18:30 - 21:00	15
	18:30 - 21:00	15	—	—

Stops:



TIANJIN-BEIJING AIRPORT Shuttle Bus

¥70 one way

Tianjin - Beijing Airport Terminals 2/3
04:00-18:00, runs every 45 minutes
Tian Huan Distance Bus Passenger Station
The junction of Hongqi Lu and Anshan Xi Dao
Tel: +86 1686 8999

Beijing Airport Terminals 2/3 - Tianjin

07:00, 08:00, 09:00 then every 30 minutes until 23:00
Exit on the 1st floor at Gate 11/Terminal 2 and Gate3/Terminal 3
Tel: +86 10 6455 8718

TEDA-BEIJING AIRPORT SHUTTLE BUS

¥80 one way

TEDA - Beijing Airport Terminals 2/3
06:30-19:30, runs every hour
1st Avenue, TEDA
Tel: +86 22 6620 5188

Beijing Airport Terminals 2/3 - TEDA

10:00-22:00, runs every hour
Exit on the 1st floor at Gate 11/Terminal 2 and Gate3/Terminal 3
Tel: +86 10 6455 8718

No. 1 Metro Stops: METRO Tianjin

Metro line 1

Metro line 1 is from Liu Yuan station to Shuang Lin station. It crosses Bichen, Hongqiao, Nankai, Heping, and Jinnan districts
¥2-5, depending on distance travelled
06:00-22:00, runs every 10 minutes, 5 minutes during peak hours
Tel: +86 22 6028 6777



BULLET (C) TRAIN

TJ ~ BJ (¥58 - ¥69)			BJ ~ TJ (¥58 - ¥69)		
Train	Tianjin	Beijing	Train	Beijing	Tianjin
C2002	06:25	06:55	C2001	06:35	07:05
C2202	06:40	07:15	C2201	06:45	07:20
C2004	06:55	07:25	C2003	06:55	07:25
C2006	07:10	07:40	C2271	07:20	07:50
C2008	07:30	08:00	C2005	07:30	08:00
C2010	07:40	08:10	C2007	07:45	08:15
C2204	08:05	08:40	C2009	08:00	08:30
C2012	08:20	08:50	C2203	08:10	08:45
C2014	08:35	09:05	C2011	08:45	09:15
C2272	08:51	09:25	C2013	08:55	09:25
C2016	09:20	09:50	C2015	09:15	09:45
C2018	09:30	10:00	C2017	09:30	10:00
C2020	09:55	10:25	C2019	09:40	10:10
C2022	10:05	10:35	C2021	09:50	10:20
C2024	10:25	10:55	C2205	10:10	10:45
C2026	10:35	11:05	C2023	10:25	10:55
C2206	10:50	11:25	C2025	10:55	11:25
C2028	11:00	11:30	C2027	11:30	12:00
C2030	11:15	11:45	C2029	11:40	12:10
C2032	11:35	12:05	C2031	11:50	12:20
C2034	12:00	12:30	C2033	12:00	12:30
C2036	12:25	12:55	C2035	12:15	12:45
C2038	13:15	13:45	C2037	13:00	13:30
C2040	13:25	13:55	C2039	13:15	13:45
C2208	13:35	14:10	C2041	13:40	14:10
C2042	13:50	14:20	C2043	14:00	14:30
C2044	14:00	14:30	C2045	14:10	14:40
C2046	14:20	14:50	C2047	14:45	15:15
C2048	14:45	15:15	C2049	14:55	15:25
C2050	15:05	15:35	C2207	15:05	15:40
C2052	15:20	15:50	C2051	15:20	15:50
C2054	15:30	16:00	C2053	15:30	16:00
C2056	15:45	16:15	C2055	15:40	16:10
C2058	15:55	16:25	C2057	15:55	16:25
C2210	16:15	16:50	C2059	16:20	16:50
C2060	16:30	17:00	C2061	16:30	17:00
C2062	16:40	17:10	C2209	16:40	17:15
C2064	16:50	17:20	C2063	17:20	17:50
C2066	17:15	17:45	C2065	17:30	18:00
C2068	17:40	18:10	C2067	17:40	18:10
C2070	17:50	18:20	C2069	17:50	18:20
C2072	18:15	18:45	C2071	18:05	18:35
C2074	18:25	18:55	C2073	18:25	18:55
C2076	18:50	19:20	C2075	19:00	19:30
C2078	19:00	19:30	C2077	19:15	19:45
C2080	19:10	19:40	C2211	19:40	20:15
C2082	19:20	19:50	C2079	19:55	20:25
C2084	19:50	20:20	C2081	20:05	20:35
C2086	20:05	20:35	C2281	20:25	20:55
C2088	20:35	21:05	C2083	20:15	20:45
C2090	21:00	21:30	C2085	20:55	21:25
C2212	21:15	21:50	C2087	21:25	21:55
C2092	21:40	22:10	C2089	21:55	22:25
C2282	22:05	22:35	C2091	22:25	22:55
C2094	22:45	23:15	C2093	23:00	23:30

TG ~ BJ (¥70-¥118)

Train	Tanggu	Beijing
C2272	08:29	09:25
C2274	12:14	13:10
C2276	13:44	14:40
C2278	18:14	19:10
C2280	19:59	20:55

BJ ~ TG (¥70-¥118)

Train	Beijing	Tanggu
C2271	07:20	08:14
C2273	10:45	11:39
C2275	12:35	13:29
C2277	16:55	17:49
C2279	18:50	19:44

Wuqing ~ BJ

Train	Wuqing	Beijing
C2202	06:51	07:15
C2204	08:16	08:40
C2206	11:01	11:25
C2208	13:46	14:10
C2210	16:26	16:50
C2212	21:26	21:50

BJ ~ Wuqing

Train	Beijing	Wuqing
C2201	06:45	07:05
C2203	08:10	08:30
C2205	10:10	10:30
C2207	15:05	15:25
C2209	16:40	17:00
C2211	19:40	20:00

* Beijing-Tianjin Bullet (C) Train opened on 1 August from Beijing South Railway Station to Tianjin Railway Station. The price of first class is 69RMB while the price of second class is 58RMB.
Beijing-Tanggu Bullet (C) Train opened on 24 September from Beijing South Railway Station to Tanggu Railway Station. The price of luxury class is 118RMB, first class is 84RMB and second class is 70RMB. Please call +86 22 6053 6053 for details.

FINDING AND LOSING A JOB

VOLUME 29

I'm trying to find a job at one of the biggest law firms in the city.

我尽力(1) | 在本市(2) | 最大的(3) | 律师事务所(4) | 找份工作(5)。
wǒ jìnli | zài běnshì | zuìdà de | lǚshī shìwùsuǒ | zhǎofèn gōngzuò.

I'll have a starting salary of 7000 CNY a month.

我的 | 初始工资(6) | 是 | 一个月(7) | 7000元 | 人民币。
wǒ de | chūshǐ gōngzī | shì | yí gè yuè | qīqiān yuán | rénminbì.

I'll take the job. When can I start work?

我接受 | 这个工作(8) | 我什么时候(9) | 可以 | 开始上班(10)?
wǒ jiēshòu | zhègè gōngzuò. | wǒ shénme shíhòu | kěyǐ | kāishǐ shàngbān?

This position offers an opportunity to move up.

这个职位(11) | 有升迁(12)的 | 机会(13)。
zhègè zhíwèi | yǒu shēngqiānde | jīhuì.

What benefits does this job provide?

这个工作 | 提供(14) | 什么福利(15)?
zhègè gōngzuò | tígōng | shénme fúlì?

She's turned it down because it's only a minimum-wage job.

因为(16) | 那 | 只是个 | 最低工资(17)的 | 工作, | 所以 | 她拒绝(18)。
yīnwèi | nà | zhǐshì gè | zuìdī gōngzīde | gōngzuò, | suǒyǐ | tā jùjué.

I have experience in computer operation and proficiency in Microsoft Office software.

我有 | 电脑操作(19) | 经验(20), | 熟悉(21) | 微软办公软件(22)。
wǒ yǒu | diànnǎo cāozuò | jīngyàn, | shúxī | wēiruǎn bàngōng ruǎnjiàn.

I have an Engineer Qualification Certificate and a driver's license.

我有 | 工程师(23) | 资格证书(24) | 和驾照(25)。
wǒ yǒu | gōngchéngshī | zīgé zhèngshū | hé jiàzhào.

I have already mailed out twenty resumes.

我 | 已经 | 寄出(26) | 20份简历(27) | 了。
wǒ | yǐjīng | jìchū | èrshí fèn jiǎnlì | le.

You should check the employment office and the classified ads for job openings.

你应该(28) | 到职业介绍所(29) | 查询(30) | 或查询 | 分类广告(31) | 找工作。
nǐ yīnggāi | dào zhíyè jièshào suǒ | cháxún | huò cháxún | fēnlèi guǎnggào | zhǎo gōngzuò.

A resume should show how your abilities meet the needs of an employer.

个人简历 | 应该表明(32) | 自己的能力(33) | 如何(34) | 满足(35) | 雇主(36)的 | 需要(37)。
gèrén jiǎnlì | yīnggāi biǎomíng | zìjǐ de nénglì | rúhé | mǎnzú | gùzhǔde | xūyào.

Networking is the most effective way to find a job.

利用 | 各种关系(38) | 是找工作的 | 最有效方法(39)。
liyòng | gèzhǒng guānxi | shì zhǎo gōngzuò de | zuì yǒuxiào fāngfǎ.

He lost his job when the bank where he worked went out of business.

当他 | 就职的 | 那家银行(40) | 破产(41) | 后 | 他就失业(42)了。
dāng tā | jiùzhí de | nàjiā yínháng | pòchǎn | hòu | tā jiù shìyè le.

He was fired the first day on the job.

他 | 工作的 | 第一天(43) | 就被解雇(44)了。
tā | gōngzuò de | dìyītiān | jiù bèi jiěgù le.



The company has been downsizing.

这个公司(45) | 正在精简(46) | 人员。
zhègè gōngsī | zhèngzài jīngjiǎn | rényuán.

I hope I'll be eligible for unemployment insurance until I find another job.

我希望(47) | 在找到 | 新工作 | 以前 | 能有资格(48) | 获得 | 失业保险金(49)。
wǒ xīwàng | zài zhǎodào | xīn gōngzuò | yǐqián | néngyǒu zīgé | huòdé | shīyè bǎoxiǎnjīn.

(1) 尽力	jìnlì	try to
(2) 本市	běنشì	in the city
(3) 最大的	zuìdà de	biggest
(4) 律师事务所	lǜshī shìwùsuǒ	law firm
(5) 找份工作	zhǎofèn gōngzuò	find a job
(6) 初始工资	chūshǐ gōngzī	starting salary
(7) 一个月	yí gèyuè	a month
(8) 接受这个工作	jiēshòu zhègè gōngzuò	take the job
(9) 什么时候	shénme shíhòu	when
(10) 开始上班	kāishǐ shàngbān	start to work
(11) 职位	zhíwèi	position
(12) 升迁	shēngqiān	move up, promotion
(13) 机会	jīhuì	opportunity
(14) 提供	tígōng	provide
(15) 福利	fúlì	benefits
(16) 因为	yīnwèi	because
(17) 最低工资	zuìdī gōngzī	minimum-wage
(18) 拒绝	jùjué	turn down
(19) 电脑操作	diànnǎo cāozuò	computer operation
(20) 有...经验	yǒu... jīngyàn	experience in
(21) 熟悉	shúxī	proficiency in
(22) 微软办公软件	wēiruǎn bàngōng ruǎnjiàn	Microsoft Office software
(23) 工程师	gōngchéngshī	engineer
(24) 资格证书	zīgé zhèngshū	Qualification Certificate
(25) 驾照	jiàzhào	driver's license
(26) 寄出	jìchū	mail out
(27) 简历	jiǎnlì	resume
(28) 应该	yīnggāi	should
(29) 职业介绍所	zhíyè jièshàosuǒ	employment office
(30) 查询	cháxún	check
(31) 分类广告	fēnlèi guǎnggào	classified ads
(32) 表明	biǎomíng	show
(33) 能力	nénglì	ability
(34) 如何	rúhé	how
(35) 满足	mǎnzú	meet, satisfy
(36) 雇主	gùzhǔ	employer
(37) 需要	xūyào	need
(38) 利用各种关系	lìyòng gèzhǒng guānxì	networking
(39) 最有效方法	zuì yǒuxiào fāngfǎ	the most effective way
(40) 银行	yínháng	bank
(41) 破产	pòchǎn	go out of business
(42) 失业	shīyè	lost one's job

(43) 第一天	dìyītiān	the first day
(44) 解雇	jiěgù	be fired
(45) 公司	gōngsī	the company
(46) 精简	jīngjiǎn	downsize
(47) 希望	xīwàng	hope
(48) 有资格	yǒu zīgé	be eligible for
(49) 失业保险金	shīyè bǎoxiǎnjīn	unemployment insurance

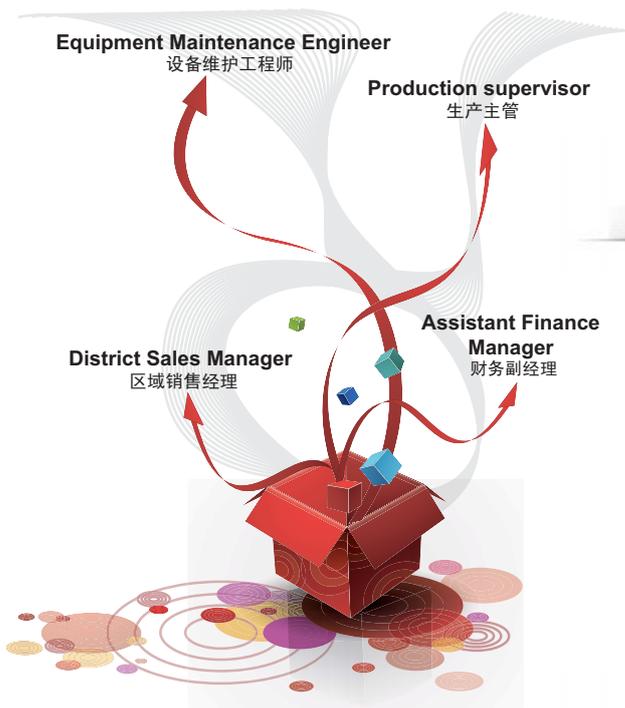


If you meet any problems in learning Chinese, please send us an email at bizclass@businesstianjin.com. We'll do our best to help you. See you next month.

JOB POSTINGS

INTERNATIONAL ORGANIZATIONS

BASED IN TIANJIN
HAVE THE FOLLOWING
OPEN POSITIONS
在津跨国公司招聘以下高级人员



BoxinRen

If you are interested in any of these positions
Please send your resume and Code No. to

HR@boxinren.com



Equipment Maintenance
Engineer
设备维护工程师

Code: EME100501

JOB DESCRIPTION:

- Plan and coordinate maintenance according to requirements and standards, including the appropriate management of staff
- Establish facility operation manual for correct use
- Order and manage spare parts
- Supply technical support during the design and construction period of new projects, especially for automatic mechanisms and assembly devices
- Closely cooperate with other related work teams

WHO WE ARE LOOKING FOR:

- Technical background required in Industrial Automation or Mechatronic Engineering
- Familiar with PLC system and application
- 5+ years of on-site production experience
- Good team work and communication skills
- Able to speak and write in English

Production supervisor
生产主管

Code: PS100501

JOB DESCRIPTION:

- Responsible for production management, including manpower, cycle time, process optimization, quality control and equipment maintenance
- Implement and accomplish production plans
- Train employees and improve skill levels
- Control key material costs and consumable management
- Ensure safety, health and environment

WHO WE ARE LOOKING FOR:

- Bachelor's degree in chemical engineering
- Ability to communicate in spoken and written English
- 5 years of experience in production management at manufacturing industries
- Related qualification certificate is plus
- Trustworthy, efficient and cooperative

District Sales Manager
区域销售经理

Code: DSM100501

JOB DESCRIPTION:

- Control and direct a substantial sales force to ensure regional sales achieve budgeted revenue targets
- Plan and manage the sales effort in the region and monitor market trends
- Collaborate with sales promotion, training and market research staff in planning and executing special projects and programs within the region
- Develop business opportunities with new and existing clients and personally attend to all key accounts to ensure satisfaction
- Maintain relationship with distributors, dealers and other outlets and supervise customer service activities within the region as appropriate

WHO WE ARE LOOKING FOR:

- Bachelor's degree or above
- Possess over 7 years of working experience with a minimum 2 years in managing a regional team with sales and market responsibilities
- Persuasive and convincing
- Good spoken and written communication and interpersonal skills
- Positive, motivational, and a team player

Assistant Finance
Manager
财务副经理

Code: AFM100501

JOB DESCRIPTION:

- Follow and fulfill objectives of finance department, adhere to company policy and to the requirements of the quality and environmental management system
- Follow the Group financial policy, deployment and legal regulations, and support for all divisions to be able to meet Group requirements
- Develop sustaining relationships and networks and communicate with finance staff, other departments, auditors and local authorities

WHO WE ARE LOOKING FOR:

- Degree holder in Finance and Accounting
- 6 years of related working experience; experience in Big 4 accounting firm is a plus
- Good English communication is required
- Motor industry or trading background preferred

EUROPEAN CHAMBER



中国欧盟商会

EUROPEAN CHAMBER IN TIANJIN

Events Review:

March 24th

GM Briefing – OECD ECONOMIC SURVEY OF CHINA 2010



The European Chamber Tianjin Chapter organized an exclusive dinner to review the findings of the OECD Economic Survey of China 2010 on March 24th evening in Sheraton Tianjin Hotel.

The results were presented by Richard Herd, Senior Economist and Head of the China and India Desk at the Economics Department of the OECD.

The OECD Economic Survey of China 2010, the first such OECD survey for five years, looks at how China has weathered the global crisis and assesses the challenges ahead. Its recommendations cover a range of issues from monetary policy and financial market opening to competition and social security. It also examines the reforms needed to boost labour mobility, improve health care and ensure a sustainable pension system.

Richard Herd, the main author of the OECD Economic Survey of China 2010, is currently responsible for economic analysis of the Chinese and Indian economies in the Economics Department of the OECD. He wrote the first OECD economic surveys of these two countries in 2005 and 2007, respectively, and supervised a report on Chinese public expenditure policies. Prior to working at the OECD, Mr Herd was employed by the Foreign Office and Bank of England in London. He is a graduate of the University of Cambridge and is British.

April 14th

GM Briefing - VIP DINNER WITH FRENCH MINISTER OF STATE FOR FOREIGN TRADE

On the evening of April 14th, The European Chamber Tianjin Chapter, in cooperation with UbiFrance and CCIFC, held an exclusive dinner in honour of Mrs Anne-Marie Idrac, French Minister of State for Foreign Trade, at Raffles Tianjin Hotel.

More than 150 top executives from the leading European companies in China attended this event. This VIP dinner was an opportunity for the Minister and the Companies Delegation to interact with the European business community in Tianjin.

Mrs Idrac opened the dinner with a speech titled "The EU-China economic dialogue: a French perspective". Mrs Idrac has a very rich administrative and political career after being Minister of State for Transport, CEO of RATP (subway agency in Paris), and chairman of the SNCF. In each of her assignments, Mrs Idrac has played a leading role in the international development of her or-

ganization. Since 2008, she has been Minister of State for Foreign Trade and has played a key role during the French presidency of the EU.



Upcoming Events in May:

- May 8th, Outdoor Ropes Course in JIXIAN COUNTY
Trainer: Leadership Development International
- May 13th, HR Seminar: Sales Effectiveness Model
Speaker: Mercer China
- May 14th, Factory Visit: Taiyo Food & Haihe Milk
- May 20th, IPR & Customs Workshop
Speaker: China IPR SME Helpdesk
- May 28th, F&T Seminar: Individual Income Tax
Speaker: PwC
- May 30th, EU Family Day:
Play football with famous Italian player Mr. Tommasi



Room15A17, Suite 17, Magnetic Plaza, BinShui Xi Dao, Nankai District, Tianjin 300381.

Tel: +86 22 2374 1122 Fax: +86 22 2374 1122

Email: tianjin@euccc.com.cn www.europeanchamber.com.cn



Recent Events (최근 현황)



천진시 최저임금 2010년 4월1일부터 인상

1. Tianjin's minimum wage rose 1 April 2010

Tianjin's minimum wage was changed from 820 CNY to 920 CNY from 1 April, and hourly minimum wages increased from 4.7 CNY to 5.3 CNY, the Tianjin Labor Bureau said on 2 April.

Last year, the minimum wage rates didn't improve because of the global economic crisis. However, big cities like Shanghai, Beijing, Shenzhen and Guangzhou started to raise the minimum wage rates as the economy picked up.

Tianjin, the largest export city in northeast China, has concerns of infrastructure and dissatisfaction from labour-intensive enterprises.

2. Training lecture from Tianjin enterprise teacher

1) Time: 13 April 2010, 15:00 – 17:00

2) Venue: Banqueting Hall, 1F, Fenglin Hotel

3) Sponsor: Tianjin Korean Chamber

4) Admission: free

Content: Dr. Liu

International standards of leadership, international trends, communication, risk management, coordination, creative business, business strategy, HR, marketing, taxation, labor law, customer service.

3. Meeting of Korean staff in China

1) Time: 15 April 2010, 11:00-13:00

2) Venue: Conference Hall of Tianjin Korean Chamber (Rm910, Modern Automobile Mansion)

* Lunch at 12:00 (Venue: B1 of Modern Automobile Mansion)

3) Attendees: members of Tianjin Korean Chamber

(President, vice-president, consultant and director)

4) Content: committee commission of each department, agreement of business plans, the adjudication agreement of MOU with No. 1 Korean Chamber of Commerce and Industry

4. Opening of President Cup Golf Tournament of Tianjin Korean Chamber and Tianjin Society 2010

1) Time: 17 April 2010, 12:00

2) Venue: Tianjin Aroma Golf Club

3) Attendees: Golf Club of Tianjin Korean Society, members of Tianjin Korean Chamber and Tianjin Korean Society

5. Tianjin charity purchasing meeting of Tianjin Korean Chamber and Tianjin Korean Society

Time: 23 April 2010, 09:00-18:00

Venue: Banqueting Hall, 1F Fenglin Hotel

6. How to use the Korean Air UnionPay card

Korean Air began accepting reservations using UnionPay cards in April.

From now, you can buy flight tickets with your UnionPay card instead of with cash.

Any card with the UnionPay logo can be used.



TEL: 2339-0456 FAX: 2332-4541
RESERVATION: 400-658-8888
HTTP: //www.koreanair.com



천진 기업을 위한 명사 특강

1. 천진시 최저임금 2010년 4월1일부터 인상

중국 천진시 노동국은 이달 1일부터 근로자최저임금을8백20위엔에서 9백20위엔으로 인상했다고 2일 발표했다. 시간당 최저임금도 4.7위엔에서 5.3위엔으로 인상됐다

지난해는 경제위기 여파로 최저임금이 인상되지 않았지만 경기가 점차 풀리자 이달부터 상해, 북경, 심천(深-), 광주(广州) 등 대도시에서 대대적인 최저임금 인상러시가 이뤄졌다.

한편 중국 동북아 최대 수출기지인 천진시의 최저 임금이 인상되자 인플레이션 우려와 함께 노동집약적 기업들의 불만이 확대되고 있다.

2. 천진 기업을 위한 명사 특강

1) 일 시: 2010년4월13일(화) 15:00~17:00

2) 장 소: 풍림호텔 1층 연회청

3) 주 최: 천진한국상회

4) 참 가 비: 무료

5) 기타 문의사항: 이금희 2395-7991~3.

6) 강의 분야 : (유철중 박사)

◆ 글로벌 스탠다드, 변화관리 리더십, 글로벌 트렌드, 커뮤니케이션, 위기관리, 협상, 창조경영, 경영전략, HR, 마케팅, 세무, 노동법, 법률, CS서비스

3. 재중국 한국상회 임원 회의

1) 일 시 : 2010년 4월 15일(목) 11:00~13:00

2) 장 소 : 본회 회의실(현대 자동차 빌딩 910호)

* 12:00 오찬 (장소: 현대 자동차 빌딩 지하 일족)

3) 참석대상 : 본회 임원 (회장, 부회장, 고문, 감사)

4) 협의내용 : 분과위원회 사업계획 협의, 제일한국상공회의소와의 MOU체결건 협의, 회원가입신청 심의 등.

4. 2010년 천진한국인회 천진한국상회 회장배 골프대회 개최 권

1) 일 시: 2010년4월17일(토)12:00

2) 장 소: 천진아로마 골프클럽

3) 참석대상: 천진한국인 골프동우회 회원 및 천진한국상회 회원사 및 천진한국인회 회원 모두

5.천진한국인회 천진한국상회 불우이웃 돕기 바자회 개최

1) 일 시 : 2010년 4월 23일,24일 9:00~18:00까지

2) 장 소 : 풍림호텔 1층 연회청

6.대한항공 은연 카드 관련

대한항공 카운터나 공항에서 항공권을 구매하실 때 사용불가하였던 은연카드가 2010년 4월부터 사용 가능하게 되었습니다.

이제 직접 현금을 가지고 다니실 필요없이 은연카드로 편리하게 항공권을 구매하시기 바랍니다.

카드상에 아래와 같은 표시가 있는 카드는 모두 사용이 가능합니다



AmCham-China Tianjin Chapter

Upcoming Events in May

Experience Challenge, Experience Joy, Experience Change Outdoor Ropes Course 7:30AM-6:00PM, Saturday, May 8 – Ji Xian County

Are you tired at work? Do you feel the urge to get out and enjoy the warm weather? If you answered "yes", you should attend the Outdoor Ropes Course co-organized by AmCham-China, Tianjin Chapter and Leadership Development International (LDi). We will bring you to a unique outdoor classroom where you can enjoy nature while challenging yourself.

Courses include a world-class 17-stage-high ropes course and a variety of ground-level initiatives, all designed and constructed by experts. The course has been certified by the Association of Challenge Course Technology, the global leader of the challenge course community.

* Free shuttle bus available. Only 30 seats, so please reserve your seat ASAP.

Meeting point: 7:15AM 1/F, Hotel Nikko Tianjin. No. 189 Nanjing Road, Heping District (Support staff: Amanda He 13920591830)

Please note: the shuttle bus will leave at 7:30AM sharp.
Facilitators: Mr. Eric Schoon, Mr. David Ren

Venue:

Qing Shan Ling Tourist Vacation Area,
Ji Xian County 蓟县青山岭旅游度假区

Registration:

Cardholding members: RMB 150
Non-cardholding employees of member companies: RMB 200
Non-members: RMB 250
Please note: Attendees must register and pay in advance
Registration deadline for this event is noon, Thursday, May 6.

If you have any inquiries, please send an e-mail to amandahe@amchamchina.org.
Or call AmCham-China, Tianjin Chapter's office at +86 22 2318 5072.

Ninth Annual Charity Golf Tournament AmCham-China, Tianjin Chapter & Renaissance Tianjin Teda Convention Centre Hotel 9:00AM-8:30PM, Saturday, May 15–Tianjin Binhai Lake Golf Club

Come and join us for the AmCham-China, Tianjin Chapter annual Charity Golf Tournament. This year our host golf course will

be the newly opened Binhai Lake Golf Club located about 20km east of Tianjin's CBD. All proceeds will be donated to the Jian Hua foundation, a charitable organization devoted to helping disadvantaged people through education, and the development of medical and social services. The foundation's main focus in Tianjin includes providing rehabilitation training for disabled children and their parents, community service and health education for college students.

The Tianjin Binhai Lake Golf Club includes an 18-hole Championship course designed by one of the world's foremost golf course designers, Pete Dye. The Binhai Lake course will provide both challenge and amusement in a links style course with wide and long fairways, plus island greens to test your skills.

Organizers:

The American Chamber of Commerce in China, Tianjin Chapter
Renaissance Tianjin TEDA Convention Centre Hotel

Format:

This year we have attempted to make our Annual Charity Golf Tournament more challenging and more fun by combining two different scoring formats within our 18-hole tournament. Holes 1-9 will be played in our usual Two-Man Scramble format while holes 10-18 will be played in a Two-Man Alternate Stroke format.

Venue:

Tianjin Binhai Lake Golf Club
No. 13829 Tanghuang Rd, District Tanggu, Tianjin 300451
天津滨海湖高尔夫球会
天津市塘沽区塘黄路13829号 (黄港水库)

Tickets:

- Individual: RMB 850*
- Non-golfers: RMB 300 to attend the awards banquet

* The fee includes greens fee, facilities and caddies, registration pack, lunch on the course, awards banquet, and raffle.

Tickets will not be sold at the door and are only available by filling out the form. (<http://www.amchamchina.org/event/577>). Participants must pay in advance.

Tee times for this event are limited, so book your spot early!

For more information on sponsorship or booking tee times, please call the AmCham-China, Tianjin Chapter office at 022-23185072, or send an e-mail to amandahe@amchamchina.org.



BENCHAM
BENELUX CHAMBER
OF COMMERCE
IN CHINA

The Benelux Chamber of Commerce in China strengthens the business, government and community ties between Belgium, The Netherlands, Luxembourg (Benelux) and China. By representing large, medium and small sized Benelux companies, with offices in Beijing and Shanghai, we provide a wide range of services to ensure our members' success in China.

SWITCH ASIA PROJECT KICKS OFF

On 16 March, the Switch Asia project was officially launched during a celebration at the International Bamboo and Rattan Tower in Beijing. The project – Sustainable revival of livelihoods in post-disaster Sichuan – is a collaboration between BenCham and Inbar. The steering committee consists of the SCLA, Sichuan Forestry Department, EU Project Innovation Centre and of course BenCham and Inbar. The committee will reconvene at regular intervals.



BenCham is very proud to be a partner in this project and will keep you posted on any further evolutions.

CSR PROJECT CONTINUED

BenCham and the Dutch Embassy have agreed to extend the CSR project. The CSR contract has been signed to prolong the project for another year. BenCham is very happy to continue its cooperation with the Dutch Embassy on this project. The CSR website is already under construction and is expected to be up and running by the beginning of May. On 2 September, BenCham will organise a 1-day seminar in the Dutch Pavilion at the Shanghai Expo concerning CSR and China.

BENCHAM PRD OFF TO A FLYING START

At the end of last year, the BenCham franchise started a new branch in the Pearl River Delta (PRD) with an office in Guangzhou. This third BenCham chapter has been slowly but steadily growing and has to date accumulated 40 committed members. Membership is increasing daily, which proves that BenCham PRD caters to an objective need.

With this newly established chapter, BenCham hopes to be at the cradle of this blooming business environment, giving our BenCham members an "in" to the rapidly growing Pearl River Delta.

For more information on the PRD, please visit our website www.bencham.org.

COUNTDOWN TO SHANGHAI WORLD EXPO 2010

BenCham is ready for the Expo. The Shanghai World Expo starts on 1 May and will run until 31 October 2010. With 190 countries participating and a strong representation of the Benelux – each nation with its own pavilions – the World Expo 2010 is set up for success. The total Expo site covers 5.28km² over both sides of the Huangpu river, which flows through the heart of Shanghai.

The theme of the exposition is "Better City - Better Life" and signifies Shanghai's new status in the 21st century as a major economic and cultural centre. The World Expo Shanghai is expected to generate the largest number of visitors in the history of the world's fairs: 70 million! For more information, please visit our website www.bencham.org

UPCOMING EVENTS

- 4 May 2010: **CSR event – Corporate governance**
- 11 May 2010: **YP event – They made it! Their recipe for success in China**
- 21 May 2010: **SME - The challenges and opportunities of sourcing in China for SMEs**
- 26 May 2010: **CSR starter's kit launch**
- 27 May 2010: **European networking**

PAST EVENTS

- 8 April 2010: **Young Professional - Chinese business etiquette**
- 9 April 2010: **SME Event – Understanding branding in China**
- 14 April 2010: **Business Event - What was corporate payment behaviour in China in 2009?**
- 14 April 2010: **BenCham Beijing annual general meeting**
- 27 April 2010: **Business Event - Personal income tax**
- 28 April 2010: **Business Event – IT development in China**

For more information check www.bencham.org

To register for our events, please send an email to office-bj@bencham.org or register on our website.

MISSION

To strengthen the business, government and community ties between the Benelux countries and China by providing a dynamic networking platform to its members.

BENCHAM BEIJING OFFICE

Rm. 5006 Xinde Dasha,
Sanyuanli No.14, Shunyuan Street,
Chaoyang District,
Beijing, 100027
Tel: + 86 (0)10 6465 0320 / 0985
Fax: +86 (0)10 6465 2080
beijing@bencham.org
www.bencham.org

北京市朝阳区顺源街
三源里小区14号信和大厦5006室,
邮政编码: 100027
Tel: + 86 (0)10 6465 0320 / 0985
Fax: +86 (0)10 6465 2080
beijing@bencham.org
www.bencham.org

YEARLY SPONSORS





Camera di Commercio Italiana in Cina
中国意大利商会
China-Italy Chamber of Commerce

The purpose of the China-Italy Chamber of Commerce (CICC) is to create and develop economic and trading relationships between China and Italy. The CICC facilitates the access of Italian enterprises to the Chinese market through a wide range of services and benefits on top of organizing events to deepen the knowledge of the Chinese market and its regulations. In addition, the CICC carries out networking activities that strengthen Italian-Chinese cooperation.

NEWS FROM THE CHAMBER

China-Italy Chamber of Commerce new Board of Director



Angelo Morano



Andera Cicini



Fiorenzo Brioschi



Sara Marchetta



Roberto Bisagno



Sergio Giocondi

Davide Cucino leaves the chairmanship, passing down the tile to Vice President Franco Cutrupia, entrepreneur in China in the textile machineries sector, with former experience in the oil industry as ENI's Manager in several countries.

Sara Marchetta, lawyer, Senior Associate for the Studio Chiomenti in Pechino, was elected as Vice National Chairman.

The Shanghai Vice Chairman position is currently held by Claudio D'Agostino, lawyer, Partner of the international legal firm DLA

Piper UK LLP Shanghai Office. Marco Bettin, Chief Representative for UNICREDIT S.P.A. Guangzhou representative Office, was confirmed as Guangdong Vice Chairman.

Luca Cavallari, Director of LM Trading Co., Ltd was reconfirmed as treasurer.
Elected directors:

- Beijing area

- 1) Andrea Cicini, General Manager from the Beijing Office of the Italian communication agency, Viva Group (Beijing) Co., Ltd. Beijing Office
- 2) Sergio Giocondi, Architect, Chief Representative for SGA-Sergio Giocondi Architect & Associates Co., Ltd.
- 3) Antonella Silvestri (elected also in the former board), Managing Director of Italy-Censic Consulting Co. (Beijing) Limited.

- Shanghai area

- 1) Roberto Bisagno, General Manager Intesa Sanpaolo S.P.A. Shanghai Branch
- 2) Fiorenzo Brioschi, Chairman and CEO of Zamperla Amusement Rides (Suzhou) Co., Ltd
- 3) Alessandro Fatovic, (elected also in the former board) General Manager for the Kasian Architecture Design Consulting (Shanghai) Co., Ltd.
- 4) Angelo Morano, Chairman of Numa Food & Beverage Catering Co., Ltd. Shanghai

- Guangdong area

- 1) Marco Rampichini (elected also in the former board), General Manager of SCM Group China Woodworking Machinery Co., Ltd

SERVICES

The CICC services aim to support the entrance process and promotion of Italian companies in the Chinese market as well as develop and facilitate trade exchanges between the two countries.

Information services

- Business credit reports on Chinese companies and companies registered in China
- Consultation in laws and regulations regarding different product categories
- Business opportunities, import and export data regarding each category and the market information of products
- List of contact information of interpreters and translators
- Database of curriculum vitae and publication of Job Seeker ads on the CICC website
- List of CICC Members sorted by industry sector and business area
- The latest news about fairs and exhibitions in China

Communication and advertising services

- Organization of promotional events (logistic support, PR services)
- Direct marketing
- Advertising on the CICC paper publications and website

Assistance services

- Focused research of suppliers, purchasers, business partners and joint venture opportunities
- Analysis of Chinese social and economic situation and assistance during trade missions in China
- Invitation letters for Chinese visa application

Logistic assistance services

- Leasing of assembly room (with videoconference facilities)
- Leasing of office and desk, with the NEW Service: Light Desk!

To take note of the complete list of services, and fill out a service request form, visit the "Services" submenu at www.cameraitacina.com.

For any information or request, please visit our website www.cameraitacina.com or contact our offices:

Beijing
Unit 2607, Full Tower, 9, Dong San Huan
Zhong Lu Chaoyang District, 100020,
Beijing China
Tel: 0086-10-85910545 Fax:
0086-10-85910546
info@cameraitacina.com

Shanghai
Unit 3605-3606A, The Center,
989 Changle Road 200031
Shanghai, China
Tel: 0086-21-54075181 Fax:
0086-21-54075182
infohanghai@cameraitacina.com

Guangzhou
Room 1401, International Financial Place,
No.8 Huaxia Road,
Pearl River New City 510425
Tel: 0086-20-85160147 Fax:
0086-20-85160149
infoguangdong@cameraitacina.com

Shenzhen
Room 220, 2/F, Int'l Chamber of Commerce
Tower, 3rd Fuhua Road, Futian
District, 518048 Shenzhen, China
Tel: 0086-755-88311675
Fax: 0086-755-88312127
infohanghai@cameraitacina.com

TIANJIN & BEIJING EVENTS IN MAY & JUNE 2010

May							June						
一	二	三	四	五	六	日	一	二	三	四	五	六	日
MON	TUE	WED	THU	FRI	SAT	SUN	MON	TUE	WED	THU	FRI	SAT	SUN
31					1	2							
3	4	5	6	7	8	9	7	8	9	10	11	12	13
10	11	12	13	14	15	16	14	15	16	17	18	19	20
17	18	19	20	21	22	23	21	22	23	24	25	26	27
24	25	26	27	28	29	30	28	29	30				

Business Events

Date	Event	Location	Organizer
May 5-9	Beijing International Swimming Pool SPA Bath Show	Beijing China International Exhibition Center (CIEC)	China National SPA Committee
May 12-14	Wire Asia	Tianjin International Exhibition Centre	AIT Events Co., Limited
May 13	HR Seminar: Sales Effectiveness Model Speaker: Mercer China	TBD	EU Chamber Tianjin office
May 19-21	China Import and Export Commodities (Tianjin) International Trade Fair	Tianjin International Exhibition Centre	Hebei Xingji Exhibition Service Co., Ltd.
May 20	IPR & Customs Workshop Speaker: IPR SME Help Desk	TBD	EU Chamber Tianjin office
May 20-23	China International Sporting Goods Show 	New China International Exhibition Center	China Sporting Goods Federation
May 23	Raffles Tianjin Grand Opening 	Raffles Tianjin Hotel	Raffles Tianjin Hotel
May 25-27	Snackex Asia 	China National Convention Center(CNCC)	European Snacks Association
May 26-28	China International Tire Resource Cyclic Utilization Expo	Binhai International Convention & Exhibition Centre	Zhongrong Shanghai (Beijing) International Exhibition Co., Limited
May 28	F&T Seminar: Individual Income Tax Speaker: PwC	TBD	EU Chamber Tianjin office
Jun. 3-5	China Eco Expo	Beijing International Convention Center	Grace Fair International Limited
Jun. 8-10	International Mobile Phone Industry Exhibition & Forum 	Binhai International Convention & Exhibition Centre	Tianjin Binhai Convention & Exhibition Co., Limited
Jun. 23-25	Wind Power Asia	TBD	Koelnmesse GmbH
Jun. 25-27	Beijing International Tourism Expo	Beijing China International Exhibition Center (CIEC)	Conference and Exhibition Management Services Pte Limited

Special Days

May 1	International Labour Day	May 9	Mother's Day
May 4	Youth Day	May 12	Nurses's Day
May 5	lì xià (Beginning of Summer)	May 21	xiǎo mǎn (Grain Full) Buddha's Birthday



Sheraton
Tianjin
HOTEL

天津喜来登大酒店



Mother's Day Sunday Brunch 母亲节早午餐

MOTHERS EAT FOR FREE !

- * 1 Complimentary buffet per table of minimum 2 pax and maximum 4 pax
- * Not combinable with any other offer or discount

Date: May 9, 2010
 Time: 11:30am - 3:00pm
 Venue: Terrace Café

母亲用餐免费!

自助餐2-4人用餐1人免单
 以上优惠不能与其它优惠或折扣同时使用

日期: 2010年5月9日
 时间: 上午11:30 - 下午3:00
 地点: 燕园咖啡厅

RMB 288+ per adult

Price include free-flow sparkling wine (brut & rose), local beer, fresh juices, soft drinks & tea, /coffee.

人民币288+ 每位成人

(此价格包括无限畅饮汽酒(白色&粉红色)本地啤酒、新鲜果汁、软饮、茶、咖啡。)

Starwood Privilege not applicable
+ Subject to 15% service charge

喜达屋贵宾会员不享受折扣
+需加收15%服务费

For enquiries or reservations, please call +86 22 2731 3388 ext. 1850/1852

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FOUR POINTS

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Sheraton

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HOTELS

TIANJIN

Chinese

China Station

2F, Radisson Plaza Hotel Tianjin
No. 66, Xinkai Lu, Hedong District
Tel: +86 22 2457 8888

中国站
河东区新开路66号天津天诚丽笙世嘉酒店2层

Ding Tai Fung

No. 18, the junction of
Zi Jin Shan Lu and Binshui Dao
Hexi District
Tel: +86 22 2813 8138

鼎泰丰
河西区宾水道与紫金山路口18号

Fortune Restaurant

2F, Crowne Plaza Tianjin Binhai
No. 55, Zhongxin Da Dao
Airport Industrial Park
Tel: +86 22 5867 8888 ext. 2355

富淳中餐厅
空港物流加工区中心大道55号
天津滨海圣光皇冠假日酒店2层

Fountain Lounge

Hyatt Regency Jing Jin City
Resort & Spa
No. 8, Zhujiang Da Dao
Zhouliang Zhuang, Baodi District
Tel: +86 22 5921 1234

碧泉茶园
宝坻区周良庄珠江大道8号
天津新城凯悦酒店

Go Believe

Shipin Jie, Heping District
Tel: +86 22 2727 1116

狗不理
和平区食品街

Tao Li Chinese Restaurant

6F, Hotel Nikko Tianjin
No. 189, Nanjing Lu, Heping District
Tel: +86 22 8319 8888 ext. 3561

桃李中餐厅
和平区南京路189号
天津日航酒店6层

Zen5es

4F, The Westin Tianjin
No. 101, Nanjing Lu
Heping District
Tel: +86 22 2389 0088

中国元素中餐厅
和平区南京路101号
天津君隆威斯汀酒店4层

Indian

Alibaba Indian Restaurant & Bar

2F, Sports Hotel
No. 90, Weijin Nan Lu, Nankai District
Tel: +86 22 2391 6368

阿里巴巴印度餐厅酒吧
南开区卫津南路90号
体育宾馆2楼

Japanese

Benkay Japanese Dining

5F, Hotel Nikko Tianjin
No. 189, Nanjing Lu, Heping District
Tel: +86 22 8319 8888 ext. 3558

弁慶日本料理餐厅
和平区南京路189号
天津日航酒店5层

Chitose

5F, Ningfa Group
No. 21, Shuishang Dong Lu
Nankai District
Tel: +86 22 2392 0287

千登世
南开区水上东路21号宁发集团5层

Kasumi

1F, Crowne Plaza Tianjin Binhai
No. 55, Zhongxin Da Dao
Airport Industrial Park
Tel: +86 22 5867 8888 ext. 2322

霞日式料理
空港物流加工区中心大道55号
天津滨海圣光皇冠假日酒店1层

Kushi Grill

2F, Radisson Plaza Hotel Tianjin
No. 66, Xinkai Lu, Hedong District
Tel: +86 22 2457 8888

串烧
河东区新开路66号天津天诚丽笙世嘉酒店2层

Seitaro

Sheraton Hotel Tianjin
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 0909

清太郎日本料理
河西区紫金山路喜来登大酒店

Thai

Golden Elephant Thai Restaurant

No. 78, the junction of Yong'an Dao
and Guangdong Lu, Hexi District
Tel: +86 22 2328 7801

金象苑泰国餐厅
河西区广东路与永安道交口78号

YY Beer House

(Behind International Building)
No. 3, Aomen Lu, Heping District
Tel: +86 22 2339 9634

粤园泰餐厅
和平区澳门路3号
(国际大厦后侧)

Western

Café@66

1F, Radisson Plaza Hotel Tianjin
No. 66, Xinkai Lu, Hedong District
Tel: +86 22 2457 8888

咖啡66
河东区新开路66号天津天诚丽笙世嘉酒店1层

Chateau35 Wine Bar & Bistro

Opposite 79, Changde Dao
(Between Kunming Lu and Yunnan Lu)

Heping District

Tel: +86 22 2331 5678 +86 159 2218 2183
古堡35西餐葡萄酒吧
和平区常德道79号对面
(昆明路与云南路之间)
www.chateau35.com

Glass House

Hyatt Regency Jing Jin City
Resort & Spa
No. 8, Zhujiang Da Dao
Zhouliang Zhuang, Baodi District
Tel: +86 22 5921 1234

水晶厨房
宝坻区周良庄珠江大道8号
京津新城凯悦酒店

La Seine

No. 50, Tianjin Italian Style Town
Ziyou Dao, Hebei District
Tel: +86 22 2446 0388

赛纳河法国餐厅
河北区自由道意大利风情街50号

Paelleta Spain

No. 50-52, Kaifeng Dao
Xiao Bai Lou (1902 Street)
Hexi District
Tel: +86 22 2311 0081

百意达海鲜饭
河西区小白楼欧式风情街50-52号

Pan Shan Grill & Wine

2F, Main Building
Sheraton Hotel Tianjin
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388 ext.1820

盘山葡萄酒扒房
河西区紫金山路天津喜来登大酒店主楼2层

Pizza Hill

Bldg. B, Magnetic Capital
Lingbin Lu, Nankai District
Tel: +86 22 2385 5025

天津嘉喜来比萨餐饮
南开区凌宾路奥城商业广场B区

Prego

3F, The Westin Tianjin
No. 101, Nanjing Lu
Heping District
Tel: +86 22 2389 0088

意大利餐厅
和平区南京路101号天津君隆威斯汀酒店3层

Seasonal Tastes

和味 seasonal 1F, The Westin Tianjin
Tastes No.101, Nanjing Lu
Heping District
Tel: +86 22 2389 0088

“知味”全日餐厅
和平区南京路101号
天津君隆威斯汀酒店1层

Venezia Club

No. 48, Tianjin Italian Style Town
Ziyou Dao, Hebei District
Tel: +86 22 8761 3413

威尼斯酒吧
河北区自由道意大利风情街48号

Wyndsong Restaurant

1F, Crowne Plaza Tianjin Binhai
No. 55, Zhongxin Da Dao
Airport Industrial Park
Tel: +86 22 5867 8888 ext. 2333

风之细语西餐厅
空港物流加工区中心大道55号
天津滨海圣光皇冠假日酒店1层

BARS

Qba Bar

2F, The Westin Tianjin
No. 101, Nanjing Lu
Heping District
Tel: +86 22 2389 0088

Q吧
和平区南京路101号
天津君隆威斯汀酒店2层



Banks

Agricultural Development Bank Tianjin Branch

FF, bldg. B, no. 139, Nanjing Lu
Heping District
Tel: +86 22 2711 5744

中国农业银行天津分行
和平区南京路139号B座F层

Bank of China, Tianjin Branch

No. 80, Jiefang Bei Lu
Heping District
Tel: +86 22 2710 2001

中国银行天津分行
和平区解放北路80号

Bank of East Asia (BEA)

Bldg. G, Rome Gardens
No. 47, Youyi Bei Lu, Hexi District
Tel: +86 22 2332 1662

东亚银行有限公司
河西区友谊北路47号罗马花园G层

BNP Paribas

11F, The Exchange
No. 189, Nanjing Lu, Heping District
Tel: +86 22 2318 7000

法国巴黎银行
和平区南京路189号津汇广场11层

China Bohai Bank

Bldg. 1, Magnetic Capital
Binshui Xi Dao, Nankai District
Tel: +86 22 5839 1358

渤海银行
南开区宾水西道奥城商业广场1号楼

Citibank

18F, The Exchange
No. 189, Nanjing Lu, Heping District
Tel: +86 22 8319 1988 ext. 73812

花旗银行
南京路189号津汇广场18层

HSBC, Tianjin Branch

Ocean Shipping Plaza
No. 1, Haihe Dong Lu
Hebei District
Tel: +86 22 5858 8888

香港上海汇丰银行天津分行
河北区海河东路远洋广场1号

ZENES

Services

DINING

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渣打银行
和平区南京路189号津汇广场36层

Woori Bank

Bldg. 1, Magnetic Capital
Binshui Xi Dao, Nankai District
Tel: +86 22 2338 8008
友利银行
南开区滨水西道奥城商业广场1号楼

Car Dealers

Porsche Center Tianjin

No. 59, Qiche Yuan Zhong Lu
Airport Industrial Park
Tel: +86 22 2435 9911
天津保时捷中心
空港物流加工区汽车园中路59号

Tianjin Star

No. 28, Huanhe Bei Lu
Airport Industrial Park
Tel: +86 22 8490 9090
天津之星
空港物流加工区环河北路28号

Tianjin Tianbao Auto Sales & Service

No. 70, Huanhe Bei Lu
Airport Industrial Park
Tel: +86 22 8827 7777
天津天宝汽车销售服务有限公司
空港物流加工区环河北路70号

Chambers

European Chamber, Tianjin Chapter

Room 15A17, Suite 17
Magnetic Capital
Binshui Xi Dao, Nankai District
Tel: +86 22 2374 1122
中国欧盟商会天津分会
南开区滨水西道奥城商业广场15A17座17室

German Business Circle Tianjin

Deutscher Unternehmerkreis Tianjin, DUT
Office 803, Huake Center
No. 3, Kaihua Dao, Huayuan Industrial Area, Nankai District
Tel: +86 22 8371 7855
天津德国人联谊会
南开区华苑产业区开华道3号华科创业中心803室

German Chamber of Commerce, Tianjin Office

No. 3, Yuliang Lu, Nankai District
Tel: +86 22 2301 1709
德国商会天津分会
南开区育梁路3号

The American Chamber of Commerce, Tianjin Chapter

Room 2918, 27-29F, bldg. B
The Exchange
No. 189, Nanjing Lu, Heping District
Tel: +86 22 2318 5075
美国商会天津分会
和平区南京路189号津汇广场B座27-29层2918室

Tianjin Japanese Association

Room 607, International Building
No. 75, Nanjing Lu, Heping District
Tel: +86 22 2313 2522
天津日本人会
和平区南京路75号国际大厦607室

Tianjin Korean Chamber of Commerce & Industry

1F, Feng Lin Hotel
No. 6, Binshui Xi Dao
Nankai District
Tel: +86 22 2395 7991
天津韩国商会
南开区滨水西道6号枫林宾馆1层

Tianjin Korean Society

1F, Feng Lin Hotel
No. 6, Binshui Xi Dao
Nankai District
Tel: +86 22 2395 6600
天津韩国人会
南开区滨水西道6号枫林宾馆1层

Education

International Schools

International School of Tianjin
Weishan Lu, Jinnan District
Tel: +86 22 2859 2001
国际学校天津分校
津南区津南微山路

Tianjin International School

No. 1, Meiyuan Lu, Huayuan Industrial Area, Nankai District
Tel: +86 22 8371 0900
天津国际学校
南开区华苑产业区梅苑路1号

Tianjin Rego International School

No. 38, Huandao Xi Lu
Meiji Jiang Nan, Hexi District
Tel: +86 22 8816 1180
天津瑞金国际学校
河西区梅江南环岛西路38号

Wellington College International Tianjin

No. 1, Yide Dao, Hongqiao District
天津惠灵顿国际学校
红桥区义德道1号

Kindergartens

Hopeland International Kindergarten & Day Care Center

No. 46, Xiaguang Dao
Weijin Nan Lu, Nankai District
Tel: +86 22 2392 3803
华兰国际幼稚园
南开区卫津南路霞光道46号

Universities

German Language Centre Tianjin Foreign Studies University

Bldg. 3, Tianjin Foreign Studies University
No. 177, Machang Dao
Hexi District
Tel: +86 22 2326 5642
天津外国语学院 歌德语言中心
河西区马场道117号天津外国语学院3号楼

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天津国际会展中心
河西区友谊路32号

Hotels & Apartments

★★★★★ Hotels

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No. 55, Zhongxin Da Dao
Airport Industrial Park
Tel: +86 22 5867 8888
天津滨海圣光皇冠假日酒店
空港物流加工区中心大道55号

Golden Crown Hotel

No. 18, Nanjing Lu, Hexi District
Tel: +86 22 2303 8866
金皇大酒店
河西区南京路18号

Golden Ocean Hotel

No. 338, Nanjing Lu, Nankai District
Tel: +86 22 2746 6666
金泽大酒店
南开区南京路338号

Holiday Inn Tianjin Riverside

Phoenix Shopping Mall
Haihe Dong Lu, Hebei District
Tel: +86 22 2627 8888
天津海河假日酒店
河北区海河东路凤凰商贸广场

Hotel Nikko Tianjin

No. 189, Nanjing Lu, Heping District
Tel: +86 22 8319 8888
天津日航酒店
和平区南京路189号

Hyatt Regency Jing Jin City Resort & Spa

No. 8, Zhujiang Da Dao
Zhouliang Zhuang, Baodi District
Tel: +86 22 5921 1234
京津新城凯悦酒店
宝坻区周良庄珠江大道8号

Radisson Plaza Hotel Tianjin

No. 66, Xinkai Lu, Hedong District
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和平区南京路219号

Renaissance Tianjin Hotel

No. 105, Jianshe Lu, Heping District
Tel: +86 22 2302 6888
天津滨江万丽酒店
和平区建设路105号

Sheraton Hotel Tianjin

Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388
天津喜来登大酒店
河西区紫金山路

TEDA International Club Tianjin

No. 7, Fukang Lu, Nankai District
Tel: +86 22 5869 5555
天津泰达国际会馆
南开复康路7号

The Westin Tianjin

No. 101, Nanjing Lu, Heping District
Tel: +86 22 2389 0088
天津君隆威斯汀酒店
和平区南京路101号



Tian Bao International Hotel

No. 368, Jingmen Da Dao
Baoshui District
Tel: +86 22 2576 1588
天津天保国际酒店
保税区京门大道368号

Tianjin Saixiang Hotel

No. 8, Meiyuan Lu, Huayuan
Industrial Area, Nankai District
Tel: +86 22 2376 8888
天津赛象酒店
南开区华苑产业区梅苑路8号

★★★★ **Hotels**

**Best Western Byronn Hotel
Tianjin**

No. 90, Xi'er Dao
Airport Industrial Park
Tel: +86 22 8486 0000
Global free reservation telephone:
0800 0013 1779
天津空港白云酒店
空港物流加工区西二道90号

Crystal Palace Hotel Tianjin

No. 28, Youyi Lu, Hexi District
Tel: +86 22 2835 6666
水晶宫饭店
河西区友谊路28号

Dickson Hotel

No. 18, Binshui Dao, Hexi District
Tel: +86 22 2836 4888
帝城大酒店
河西区宾水道18号

Geneva Hotel

No. 32, Youyi Lu, Hexi District
Tel: +86 22 2835 2222
津利华酒店
河西区友谊路32号

Jinbin International Hotel

No. 135, Anshan Dao
Heping District
Tel: +86 22 8331 1818
晋滨国际大酒店
和平区鞍山道135号

Jun Yue Hotel

No. 16, Guizhou Lu, Heping District
Tel: +86 22 2308 8888
君悦酒店
和平区贵州路16号

Apartments

Astor Apartment

No. 32, Tai'er Zhuang Lu
Heping District
Tel: +86 22 2303 2888
利顺德公寓
和平区台儿庄路32号

Crystal Palace Hotel Apartment

No. 28, Youyi Lu, Hexi District
Tel: +86 22 2835 6666
水晶宫饭店公寓
河西区友谊路28号

Magnetic Capital Apartments

Binshui Xi Dao, Nankai District
Tel: +86 22 2385 5488
奥城商业广场酒店公寓
南开区宾水西道

Sheraton Apartment

Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388
喜来登公寓
河西区紫金山路

Somerset Olympic Tower

No. 126, Chengdu Dao
Heping District
Tel: +86 22 2335 5888
天津盛捷奥林匹克大厦服务公寓
和平区成都道126号

Somerset Youyi

No. 35, Youyi Lu, Hexi District
Tel: +86 22 2810 7888
天津盛捷友谊服务公寓
河西区友谊路35号

TEDA International Club Tianjin

No. 7, Fukang Lu, Nankai District
Tel: +86 22 5869 5555
天津泰达国际会馆公寓
南开区复康路7号

Tianjin Centre Residences

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和平区南京路219号

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Real Estate & Relocation

E-SMART Relocation Consultants Co., Ltd.

19B, Tower 2, Zijin Garden
No.15, Binshui Dao, Hexi District
Tel: +86 22 2836 0997
天津市伊斯玛特房地产服务有限公司
河西区宾水道15号紫金山花园2座19B

LC Relocation C21

Office 708, Galaxy Mansion
No. 68, Yuexiu Lu, Hexi District
Tel: +86 138 2099 1956
河西区越秀路68号银河大厦708室

Royal Relocation Consultants

20B, bldg. 2, Zi Jin Garden
No. 15, Binshui Dao, Hexi District
Tel: +86 22 2813 6943
荣联房地产服务有限公司
河西区宾水道15号紫金山花园2座20B

Sumimoto Real Estate

2-2-1901, Chengji Center
Heping District
Tel: +86 22 2316 1511
住友不动产
和平区诚基中心2-2-1901

Tianjin ANQI Relocation Co., Ltd.

Room 1531, Economic Unite Center Plaza
No. 305, Nanjing Lu, Heping District
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Tel: +86 22 2318 5000
天津德事商务中心
和平区南京路189号津汇广场2座29层

Travel Agencies

THE STARS TRAVEL Tianjin's travel agency specializing in

tourism for foreigners
Tel: +86 159 2200 0555
E-mail:info@thestarstravel.com

Tianjin China International Travel Service

No. 22, Youyi Lu, Hexi District
Tel: +86 22 2810 9123
天津中国国际旅行社
河西区友谊路22号

Tianjin China Travel Service

No. 16, Pingshan Dao, Hexi District
Tel: +86 22 2430 1330
天津市中国旅行社
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Tianjin CITIC International Travel Co., Ltd.

No. 2, Zhengzhou Dao
Heping District
Tel: +86 22 2316 1795
天津中信国际旅行社有限公司
和平区郑州道2号



SPAS

Heavenly Spa by Westin
6F, The Westin Tianjin
No.101, Nanjing Lu, Heping District
Tel: +86 22 2389 0088
威斯汀天梦水疗
和平区南京路
101号天津君隆
威斯汀酒店6层



Golf Clubs

Aroma (Tianjin) Golf Club
Green base, Guangang Senlin Park
Dagang District
Tel: +86 22 6328 5000
阿罗马(天津)高尔夫俱乐部
大港区官港森林公园绿化基地处

Regal Rivera Golf Club
Jingjin New Town
No. 1, Zhujiang Nan Lu, Baodi District
Tel: +86 22 2966 9266
帝景高尔夫俱乐部
宝坻区珠江南路1号京津新城

Tianjin International Hot Spring Golf Club
No. 5, Zhongxin Da Dao
Airport Industrial Park
Tel: +86 22 2489 0391
天津国际温泉高尔夫俱乐部
空港物流加工区中心大道5号

Yang Liu Qing Golf Club
(Overpass the northern bridge)
Yijing Lu, Yang Liu Qing Zhen
Xiqing District
Tel: +86 22 2792 2792
杨柳青高尔夫俱乐部
西青区杨柳青镇一路(立交桥北)

Gyms

Powerhouse Gym
Binjiang Shopping Center, Kaifeng Dao
Xiao Bai Lou (1902 Street)
Hexi District
Tel: +86 22 2302 2008
宝力豪健身俱乐部
河西区小白楼滨江购物
河西区小白楼开封道滨江购物中心

Sheraton Hotel Fitness Center
Inside Sheraton Hotel Tianjin
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2731 3388 ext. 2228
喜来登健身美容中心
河西区紫金山路喜来登饭店内

Westin Workout
WESTIN WORKOUT
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Tel: +86 22 2389 0088
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和平区南京路101号天津君隆
威斯汀酒店5层

Swimming Pools

Swimming Pool by Westin
5F, The Westin Tianjin
No.101, Nanjing Lu, Heping District
Tel: +86 22 2389 0088
威斯汀室内游泳池
和平区南京路101号天津君隆
威斯汀酒店5层

TEDA & TANGGU

Chinese

Wan Li Chinese Restaurant
2F, Renaissance Tianjin TEDA
Hotel & Convention Centre
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6621 8888 ext. 6750
万丽轩中餐厅
开发区第二大街29号天津万丽
泰达酒店及会议中心2层

Japanese

Sake n Sushi Bar
11F, Holiday Inn Binhai Tianjin
No. 86, 1st Avenue, TEDA
Tel: +86 22 6628 3388 ext. 2730
寿司吧
开发区第一大街86号天津滨海
假日酒店11层

Western

Brasserie Restaurant
Renaissance Tianjin TEDA
Hotel & Convention Centre
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6621 8888 ext. 3711
万丽西餐厅
开发区第二大街29号天津万丽
泰达酒店及会议中心

Parrot Restaurant & Bar
No. 88, Huanghai Lu, TEDA
Tel: +86 22 6620 1663
鹦鹉西餐厅酒吧
开发区黄海路88号

Hotels

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Dosen Residences
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Aoyun Lu, TEDA
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德圣公馆
开发区奥东路泰达时尚广场

Holiday Inn Binhai Tianjin
No. 86, 1st Avenue, TEDA
Tel: +86 22 6628 3388
天津滨海假日酒店
开发区第一大街86号

Holiday Inn Express Tianjin Binhai
TEDA Fashion Plaza
No. 11, Aoyun Lu, TEDA
Tel: +86 22 5988 8999

天津滨海快捷假日酒店
开发区奥东路11号泰达时尚广场

Renaissance Tianjin TEDA Hotel & Convention Center
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6621 8888
天津万丽泰达酒店及会议中心
开发区第二大街29号

TEDA International Hotel & Club
No. 8, 2nd Avenue, TEDA
Tel: +86 22 2532 6000
泰达国际酒店暨会馆
开发区第二大街8号

Tianjin Ruiwan Hotel
No. 2527, Yihao Lu, Xingang
Tanggu District
Tel: +86 22 2578 0001
天津瑞湾酒店
塘沽区新港一号路2527号

★★★★★
Baiyun Hotel
No. 12, the junction of Fada Jie and
Nanhai Lu, TEDA
Tel: +86 22 6620 8888
白云酒店
开发区南海路与发达街交口12号

D. D. Center
No. 26, Jieda Lu, 3rd Avenue
TEDA
Tel: +86 22 2532 0088
大地中心酒店
开发区第三大街捷达路26号

TEDA Center Hotel
No. 16, 3rd Avenue, TEDA
Tel: +86 22 2520 6788
泰达中心酒店
开发区第三大街16号

Chamber

Tianjin TEDA Chamber of Commerce/International Chambers of Commerce
A-2, Investment Service Center
No. 19, Hongda Jie, TEDA
Tel: +86 22 2520 1071
天津开发区商会/国际商会
开发区宏达街19号投资服务中心
A-2

Education

International Schools
TEDA International School
No. 72, 3rd Avenue, TEDA
Tel: +86 22 6622 6158
泰达国际学校
开发区第三大街72号

Tianjin TEDA Maple Leaf International School
No. 71, 3rd Avenue, TEDA
Tel: +86 22 6622 6888
天津泰达枫叶国际学校
开发区第三大街71号

Kindergartens

Gymboree Play & Music
2F, bldg. 1, Golden Street Center
Zhongxin Bei Lu, Tanggu District
Tel: +86 22 66367699
金宝贝
塘沽区中心北路阳光金地中心
1号楼2层

Exhibition Centre

Tianjin Binhai International Convention & Exhibition Center
5th Avenue, TEDA
Tel: +86 22 6530 2888
天津滨海国际会展中心
开发区第五大街

Golf Club

Tianjin Warner International Golf Club
No. 1, Nanhai Lu, TEDA
Tel: +86 22 2532 6009
天津华纳高尔夫俱乐部
开发区南海路1号

Gyms

Champs Elysees
2F, Renaissance Tianjin TEDA
Hotel & Convention Centre
No. 29, 2nd Avenue, TEDA
Tel: +86 22 6621 8888
香榭丽舍健身俱乐部
开发区第二大街29号天津万丽
泰达酒店及会议中心2楼

Holiday Inn Binhai Hotel Fitness Center
15F, Holiday Inn Binhai Tianjin
No. 86, 1st Avenue, TEDA
Tel: +86 22 6628 3388 ext. 2960
天津滨海假日酒店健身中心
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假日酒店15层

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THE WESTIN
TIANJIN

天津君隆威斯汀酒店

Supernatural Noches Latinas

Qba Bar opens this month at The Westin Tianjin with the promise of fiesta, rumba and good vibes. What better way to celebrate the arrival of warm, sunny days and summer nights than with an icy margarita or a chilled beer while dancing the hours away? Most Latinos will tell you that there isn't one. Qba is *jaleo*, is rumbaing!

Not just another unfaithful characterization of a Latin bar. Qba sights, sounds and tastes boast the support and advice of the Cuban Embassy in China.

Qba welcomes Latinos and all people passionate about Latin cultures. Invite your friends for a chilly caipirinha and a lot of tasty grilled foods and Spanish tapas. You can even enjoy brandy with a genuine Montecristo or Cohibas cigar. Or set them all down, and step out onto the hardwood, and salsa or samba to *ritmos latinos* from the 100% authentic Paraguayan band.

Qba's manager, John In, is a citizen and bartender of the world. Growing up in Seoul, living in Australia, and working in the Maldives have taught him something new every step of the way, opening his mind and broadening his creativity. Each stop is a new recipe.

John currently enjoys his new life at The Westin Tianjin, where the relaxed lifestyle inspires his cocktails – all true classics in taste but with a unique twist, like the Ginger Mojito. And if you think a Cuba Libre is nothing more than rum and coke, pay Qba a visit and admit the difference.

John's secret? Fresh, fresh, fresh, from the juices to the leaves.

¡Nos vemos allá!

Qba at The Westin Tianjin – a real Latin experience.



Qba's manager, John In.



Radisson

PLAZA
HOTEL TIANJIN
天津天诚丽笙世嘉酒店

Roasted Chicken Legs – The Japanese Art of Barbecue

In Japan, barbecues are celebrated as family and/or friends' gatherings, where according to Japanese traditions perfection should be relatively accomplished. This naturally includes the food's taste. Roasted chicken legs might sound like a fairly easy dish to make, but there's always something more to a Japanese dish than what you see in your plate.

Following the dictations of Nipponese culinary art, Chef Charles Ren brings a classic delicacy, easy to make at home and a true winner at your barbecues. The secret lies in the teriyaki sauce.



Charles Ren
chef@businesstianjin.com

Ingredients

- Chicken Legs 150g
- Japanese Soya Sauce 20cL
- Mirin 20cL
- Sake 20cL
- Sugar 10g

Preparation

Homemade Teriyaki Sauce

- Mix in a bowl the Japanese soya sauce, mirin, sake and sugar. Chicken Legs

Roll up each chicken leg.

- Skewer the rolls with a wooden/bamboo skewer.
- Barbecue the meat and brush it with the teriyaki sauce each 5 minutes, for a brownish colour.
- Grill for 15 minutes. *Itadakimasu!*

Time of preparation
20 minutes

Drinks
Wine, soft drinks.

Chef's Tips

All the ingredients can be found at Isentan's supermarket. You can also buy the teriyaki sauce. Decorate it with season and colourful vegetables.



Japanese food at Kushi Grill at the Radisson – the rich taste of traditional and authentic far-east delicacies.



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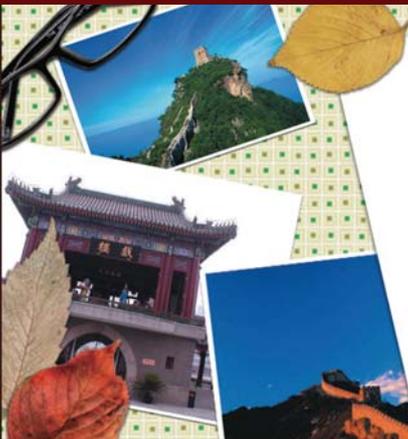
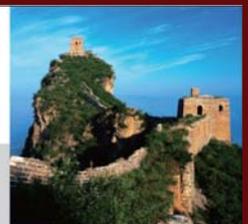
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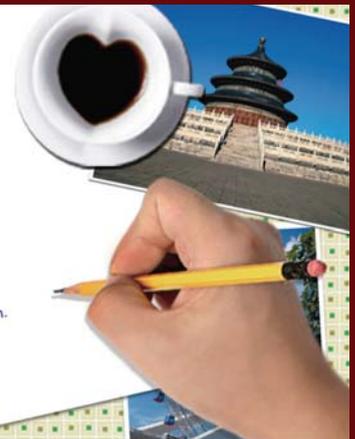
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The Power of Ren: China's Coaching Phenomenon by Eva Wong and Lawrence Leung

Review by Joei Villarama

CEOs and top managers swear by the effectiveness of coaching, while surveys testify its impact on the bottom line. The Personnel Management Association reported that training combined with coaching resulted in an increased productivity of 86% compared to 22% with training alone. A survey by Manchester Inc. of 100 executives found that coaching provided a return on investment of almost six times the cost of coaching, and one Fortune 500 firm had a 529% ROI.

These statistics may likely involve Western and multinational firms, but in a country like China, how acceptable is it for executives and managers to hire a coach? In 2007, Eva Wong and Lawrence Leung published *The Power of Ren: China's Coaching Phenomenon*, which gathered case studies from ten years of developing their model that combines Western principles with wisdom from Confucianism, Taoism, calligraphy and ancient Chinese legends.

Yang Ming-kung, chairman of Huabao Electronics and a typical authoritarian boss, was one of the driven, type A executives drawn to the Ren course wondering if he was working too hard. Coaching helped him open up to others' opinions, allowing his staff to be the source of energy instead of him. Business grew by 26% and, more importantly, Yang now receives comments like, "You're looking healthy and relaxed."

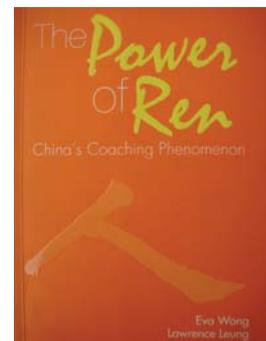
Another corporate client, Beijing-based Focus Media, grew from a 6.2-million-USD media group to a 2.5-billion-USD one. Its vice-president, Jason Yan, succinctly captures coaching's advantage. "I would have to say that I didn't really pick up any [skills], but it did change my attitude. I've become more positive, I see more possibilities and I look for more ways to solve problems."

Zhou Xiaoguang built a 3.8-billion-CNY empire from nothing. She went from peddling embroidery in the streets to creating jewelry. Business boomed and soon Zhou was augmenting her education when she stumbled upon Ren coaching. To express her belief in the course that altered her business management, she enlisted more than a hundred people to take it themselves.

Lest readers think the series of triumphant narratives is an unabashed marketing ploy to make you want to rush and register, the third part of the book – *The Tao of Ren: Nine-Dot Leadership* – reveals the secrets, so there may be no need to head out the door after all. The chapter extols nine values which when applied can effect a transition from getting people to act because "You want me to do it" to "I want to do it."

The book does raise a few questions. If there are success stories, are there failure stories too? Are there people who took the course who didn't get anything from it? What spells the difference between those who benefit from the program and those who don't?

Googling Eva Wong also yielded a piece of business trivia: "An arrest on tax charges brought a sudden end to Wong's coaching career and her entire company, which ceased to exist almost overnight." This fact, however, doesn't diminish the value that her book earnestly provides, and that there are people thankful for their coaches.



Language: English
Paperback: 300 pages
Price: 350 CNY + Shipping

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QUOTATIONS OF THE MONTH

Success seems to be largely a matter of hanging on after others have let go. — William Feather

The secret of getting started is breaking your complex, overwhelming tasks into small manageable tasks, and then starting on the first one. — Mark Twain

The absolute fundamental aim is to make money out of satisfying customers. — John Egann

Keep your friends close, and your enemies closer. — Sun Tzu

What organisms help in food production?

These days, most food is produced in industrial plants where bacteria, fungi and yeasts are used on a large scale because they can be cultivated quickly and simply. The manufacture and preservation of cheese, yogurt, sausage, jam, bread, lemonade, wine, and beer, as well as a multiplicity of convenience products made with milk, cereals, meat, fruit and vegetables, would be inconceivable without the use of microorganisms.

Where is lactic acid fermentation used?

The preservation of vegetables using lactic acid fermentation is a familiar process worldwide, whether it is sauerkraut in German, Russian, Greek, Roman or Hungarian cuisine, *suai cai* in Chinese cooking, *tsukemono* in Japan, or kimchi in Korea. The chopped vegetable (white cabbage or Chinese cabbage) is mixed well with salt, placed in layers in earthenware crocks, and pressed down firmly so that the cell structures break open and the juice comes out. The cabbage is then stored in a cool place covered with a board or plate and weighed down with a stone. The board should prevent oxygen getting in so that no oxygen-loving bacteria can decay

FOOD PRODUCTION

the vegetable. The anaerobic bacteria put into the pot with the cabbage can ferment the sugars in the cabbage (without any other ingredients) to form lactic acid, acetic acid, and carbon dioxide. Depending on the season and room temperature, the fermentation lasts between six days and three months.

How does cheese get its holes and blue veins?

In the manufacture of curd cheese from fresh milk, the lactic acid bacteria (*Lactobacillus*) cause the lactose to break down. The freed lactic acid allows the milk protein to curdle and prevents the growth of bacteria that ruin milk. Rennet, an enzyme from calves' stomachs, is produced organically with the aid of the mold *Mucor mihei* in fermenters, and allows the milk mass to coagulate. The solids are then separated from the whey, and placed into molds that will be used to press the curds and form blocks of cheese and, depending on the variety, flavored. Later they will be

dipped in brine and stored in air-conditioned rooms to mature, or are injected with fungal cultures. *Propioni* bacteria produce carbon dioxide during the ripening process, which is responsible for the holes that are typical of Swiss cheese. The blue veins in gorgonzola and in Roquefort (cheese made with sheep's milk) are produced by a mold called *Penicillium roqueforti*. Different bacteria and yeast, mainly *Penicillium camemberti*, account for the white coating of camembert, its creamy consistency, and its great taste.

How does wine turn to vinegar?

Vinegar was produced in many ancient civilizations, by the Egyptians, Babylonians, Persians, Greeks and Romans. It was used in medicines and cosmetics and as a condiment. Acetic acid bacteria (*Acetobacter*), discovered by Louis Pasteur (1822-1895), convert fluids containing alcohol, such as wine, beer, and cider but also grape and apple juice that contains sugar,

into alcohol-free vinegar. The bacterium either locates itself (e.g. in apple juice or in wine left standing, which is recognizable by the skin on the surface) or it is added by injection when being industrially produced. Unlike in wine fermentation, oxygen is necessary for this fermentation process, and heat accelerates the process.

Why do we use yeast?

Six thousand years ago in Mesopotamia, people were already using yeast fungi to brew beer. Without the yeast fungus *Saccharomyces cerevisiae*, there would be no wine or beer, and we would have to do without many varieties of bread and cakes. Because the amount of yeast cells doubles around every 90 minutes in optimal temperature conditions and with sufficient food supply, it is easy to breed yeast fungi in great quantities.

In anaerobic conditions (without oxygen), yeast converts sugar into alcohol and carbon dioxide, and uses the released energy for its own growth. Alcohol and carbon dioxide – waste products as far as yeast is concerned – are immensely important in food production. While the alcohol is valuable for brewers and vintners, the carbon dioxide is needed for light baking dough. ☐



How to Rate an Expat

A simple guide to expat types in China

by Mike Cormack

"So, how long have you been in China?" is often one of the first questions you get when meeting another expat. Just as you can tell a lot about someone from his job, so can the length of time spent in China determine one's attitudes, capabilities and positions on the Middle Kingdom.

Three months

Wow, this place is amazing! The food is SO cheap! I got a bowl of noodles in a restaurant for five kuai! And the beer – just 4 CNY for a bottle of Qingdao! It's all so different from back home. The buildings are so tall, there are so many people, it's all so fascinating. I'm so privileged to be in a country of such history and when

it is developing so fast. And the people are so friendly! I love it! I email all my buddies back home all the time to tell them everything I'm experiencing. They love it! My company set up everything for me so I haven't really had to handle much Chinese stuff, though I'm sure it'll be easy enough. I can't wait to visit Beijing's Forbidden City and see the Great Wall. I've got so many nice photos of amazing stuff. This has been an incredible experience for me.

Six months

Goddamnit! I can't find anything I need! I can't get any cheese, or maple syrup, or Hershey's chocolate. I really miss my friends back home, but I can't use Facebook

or Twitter, for Christ's sake. And why is everything I like so expensive? It's more expensive to buy a laptop or iPod or Levis here than back home! How can people afford it? And just buying things isn't that easy either – it took me an hour to buy an external hard-drive. And I took a taxi the other day and the driver dropped me some place that totally wasn't where I asked. Why are all the shop and restaurant staff so unhelpful? I can say "Ni hao", "Ting bu dong" and "Duo shao qian?", but not much more than that. It's all too hard for me! I read "Wild Swans" – so sad. Beijing was pretty damn impressive, though I'm not sure I'd like to live there. Too many people, too big, but Sanlitun is a really cool place – lots of nice bars. Looking forward to visiting Shanghai next.

One year

Okay, I'm getting the hang of this. I can haggle prices with shopkeepers and





know where to buy the stuff I like. I can tell you all about VPNs and proxies and have dozens of cheap DVDs I bought from that friendly guy down the street. I got the first three series of "House" for 10 CNY! I've got some Chinese friends and they're really nice, even if they drag me to KTV more than I'd like. And I love chuanr! I can even tell the guy what to cook in Chinese – not bad, eh? I've visited Shanghai, Beijing and Qingdao, all fascinating places, but I really want to visit Tibet and Hong Kong, and maybe go on holiday to Thailand too. My Chinese is alright – I managed to give the taxi driver directions to my flat the other night, no problem! I still don't know too many characters, though I am getting to recognise more and more of them above shops and everything.

I'm studying Chinese in the evening and have a tutor, which helps. I now have a Chinese boyfriend/girlfriend, and things are going well, though sometimes there are breakdowns in communication.

Three years

How long am I going to be here? What will I do when I go back? Will I ever go back? Will my Chinese partner get a visa? Man, the healthcare here is terrible – what if we decide to have a child? I know where all the international schools are, and can discuss their relative merits with other expats who are parents. Beijing and Shanghai – pah! That's just the tourist stuff. You want to visit Xi'an or Yunnan or Hainan to experience the real China, and the

Harbin Ice Festival is pretty amazing. My Chinese is getting pretty damned good now – I can chat away with the locals, and tell my cleaning lady what to do when she comes round. As for those China newbies all excited about being here – god, they're so naïve! I remember when I was like that – ah, things were so different then. Maybe I should write a book about my time in China. It's been some experience.

Five years

你已经来这里好几年了，中文也很不错。你长期在国外工作，所以能给刚来中国的人提出大量的建议和帮助。这是坎坷的但也是精彩的旅程，你做的很出色。■



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Asset Management Office
AM Manager Bill Chang

Office Tel: + 86 22 5826 8962
Fax: + 86 22 5826 8960
Leasing Hotline: + 86 138 2101 5702
Email: bbgzhang@savills-tj.com
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