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Dear Reader,

We at *Business Tianjin* have you to thank for our rapid growth in the first quarter of 2008. We have doubled our content since January, and in the past month have proudly partnered with several more local and domestic contributors to offer you the most vital information for business success in China.

Keys to the success of any organization include insight into developing markets, effective and efficient communication, state-of-the-art continued employee training, and understanding of relevant policies and procedures. We touch on each of these topics this May.

Over the past couple of years Tianjin has become a hotbed for development and production of cutting-edge technology. One of the most promising markets in this booming industrial nation is that of wind energy. Windmills have come a long way since the days of Don Quixote, and as the green push intensifies, the nation eyes the wind farm to replace the coal mine. Our cover story this month features the massive growth and significant plans for the future of the local wind power industry.

Also in this issue of *Business Tianjin*, our management trainer thoughtfully provides a concise tome on meeting management and organizational communication. He is followed by a review of Tianjin's most passionate technical training institution and an update with one of its top clients, Airbus, who will begin assembly line production late summer.

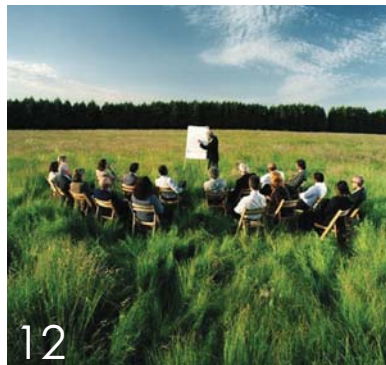
We are pleased to announce that starting this month the Shanghai office of multinational legal advisor Garrigues will provide a regular column on legal assistance to *Business Tianjin* readers. Its generations of global practice intersect well with the expertise of our local law specialist, as evidenced by their paired policy explanations – VAT and representative office taxation – in this issue.

Finally, decision-makers interested in networking with multinationals should view our enlarged Chambers Report and Upcoming Events pages to communicate with expatriate communities, meet potential business partners and keep abreast of social activities.

As always, we welcome your input and inquiries. If you are interested in contributing to a future *Business Tianjin*, or just have questions or comments on an article, please don't hesitate to reach out to us at the contacts on this page.

Sincerely,

Jamie Michael Kern
Chief Editor – *Business Tianjin*



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FINANCE

Still room for interest rate hikes

China has room to increase interest rates and banks' reserve requirements to cool the world's fastest-growing major economy, central bank Governor Zhou Xiaochuan said at the National People's Congress on 16 March. The central bank raised lending and deposit rates six times in 2007, resulting in the current 7.47% deposit rate, a nine-year high.

- *Bloomberg.com*, 18 March

2nd China International Private Equity Forum will be held in Tianjin

Jointly-held by relevant institutions from home and abroad, the 2nd China International Private Equity Forum will be held in Tianjin in June. "Capital Connection" will be the highlight and core of this forum designed to help enterprises contact many private equity funds in a short time.

- *Xinhua Net*, 19 March

Pension fund to double

China's national pension fund will double to more than 1 trillion CNY (about 143 billion USD) by the end of 2010, with more investment in finance, transport and energy sectors. Dai Xianglong, chairman of the National Council for Social Security Fund, said China would continue to follow a prudent, long-term and value-oriented investment strategy for the National Social Security Fund.

- *CRI English*, 15 April

Tianjin Tianlian eyes parent firm's assets

Tianjin Tianlian Public Utilities plans to raise 4-5 billion CNY in the next three years to fund the purchase of the remaining assets of parent company Tianjin Gas, Chairman Sun Boquan said. The firm, which is listed

on the Growth Enterprise Market, sells and distributes piped gas to residential and industrial customers in Tianjin.

- *South China Morning Post*, 22 March

BOC reports 31% earnings despite 1.3b USD in provisions

Bank of China, China's third-largest lender, set aside 1.3 billion USD to cover subprime-related investments last year but still reported 31.3% growth in earnings. Net profit at the bank rose to 56.25 billion CNY last year, compared with 42.83 billion CNY in 2006.

- *South China Morning Post*, 26 March

10% growth for China's economy in 2008

The Asian Development Bank reported that it expects China's economy to grow by 10% in 2008 and 9.8% in 2009; China's economy grew by 11.4% in 2007. The bank said that tighter monetary policy and slowing imports would put pressure on growth, and highlighted the inflationary risk of rising food prices.

- *Xinhua Net*, 3 April

CNY rises to high against USD

The Renminbi has strengthened beyond seven to the dollar for the first time since 1994 as China's economic growth speeds on under inflationary pressure. On 10 April, the currency appreciated to RMB6.9910 to the dollar in the first hour of trading, from a close of RMB7.0017 on 9 April.

- *Financial Times*, 10 April

Cooking oil price rise gets nod

Cooking oil prices could stay high after the government cleared a major oil producer to raise its prices. The National Development and Reform Commission said on its website it approved Kerry Oils and Grains on 2 April to lift the price of its cooking oil.

- *China Daily*, 2 April

Deal allows mainland insurers to invest in HK

Mainland insurers will be encouraged to set up asset management firms in Hong Kong to invest in stocks and bonds after regulators signed a landmark agreement on 27 March. Analysts say the agreement will boost the return of mainland insurers such as China Pacific Insurance and China Re, which face slowing investment returns at home, and will help support the flagging Hong Kong stock market and fund industry.

- *South China Morning Post*, 28 March

Banks told to reduce foreign debt

China's State Administration of Foreign Exchange has cut banks' short-term foreign-debt quotas to ensure financial stability in the face of rising speculative capital inflows. The new requirement will have a greater effect on foreign lenders than domestic ones, as foreign banks in China have higher overseas debt holdings and lower depositor bases than their domestic counterparts.

- *Quamnet.com*, 16 April

LAW & POLICY

Multiple-entry visas barred until after Olympics

China may have stopped issuing multiple-entry visas for foreigners because of the Beijing Olympics in August. Visa agents in Hong Kong, citing statements from the SAR's China visa office, said that multiple-entry visas, popular among foreign business travelers, would be barred until after the games in favor of single- and double-entry visas. The ban reportedly applies to business F-visas, tourist L-visas, and equally to all travelers regardless of nationality.

- *The Wall Street Journal*, 9 April

Heavy fines for improper public energy use

Government organizations may have to pay a fine from 100,000 to 300,000 CNY for setting air conditioners below 26°C in public infrastructures, as summer is on the way, the Beijing Times reported on 8 April. That is according to a draft plan made by China's Ministry of Housing and Urban-Rural Construction.

- *CRI English*, 10 April

Restaurants exempt from smoking ban

Beijing restaurants, bars and Internet cafes have been exempted from a proposed smoking ban at

public venues in response to concerns expressed by business owners. The venues will only be asked to separate smoking and non-smoking areas from 1 May as part of the new regulation. Major cities including Shanghai, Guangzhou and Qingdao are also considering amending laws on public smoking as

part of a nationwide campaign in the run-up to the Olympics.

- *China Daily*, 14 April

IPR guidelines approved

The State Council approved new guidelines to promote innovation and the use of new technologies by China's industries. The guidelines on the national strategy of intellectual property rights, drafted by the State Intellectual Property Office and other relevant government departments, were approved at an executive meeting of the State Council presided over by Premier Wen Jiabao.

- *China Daily*, 10 April

Securities rules ease for foreign investors

Foreign investors who participate in China's Qualified Foreign Institutional Investors program can expect regulators to ease restrictions on securities deals by extending capital injection periods and allowing foreign currency accounts, the deputy administrator of the State Administration of Foreign Exchange, Li Dongrong, said 8 April.

- *Cai Jing*, 11 April

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LOGISTICS

Beijing under pressure as fuel shortage spreads



Fuel shortages at petrol pumps have spread from southern China to key economic centers in eastern and western parts of the country, pushing Beijing into a quandary as it faces mounting pressure to raise retail petrol prices amid its biggest battle against inflation in a decade.

- *South China Morning Post, 24 March*

UPS signs on with Olympics



A sponsor of the 1996 and 2000 Summer Games in Atlanta and Sydney, and the 1998 Winter Olympics in Nagano, UPS is this year rekindling its relationship with the Games after an eight-year hiatus.

- *China Daily, 27 March*

Steel exports down 19.3% in Q1

China exported 11.39 million tons of steel products during the first three months of 2008, a 19.3% decrease from the same period last year. China imported 4.18 million tons of steel products over the same period, a year-on-year decrease of 2.1%, according to a person familiar with the data who declined to be named.

- *Fxstreet.com, 10 April*

Tianjin Pipe seeks Shanghai listing

Tianjin Pipe, the mainland's largest producer of steel pipes used in the oil and gas industry, aims to list on the Shanghai stock market this year. The company, which has about 50% of the mainland oil-drilling steel-pipe products market, has appointed a few investment banks to underwrite its initial public offering, Chairman Liu Yunsheng said.

- *South China Morning Post, 24 March*

China approves new bonded zone in Tianjin

China's State Council has approved a new bonded zone in Tianjin, a further move to boost opening-up of the northern coastal municipality. The bonded zone covers an area of 195.63 hectares at the Airport Industrial Park. The zone is set to enjoy extremely favorable policies in taxation and foreign exchange. It will offer comprehensive services in international shipping, distribution, purchase, transit trade and export processing businesses.

- *CRI English, 10 April*

TELECOM & TRANSPORTATION

China Netcom posts surprise profit gain on Internet



China Netcom Group Corp., the nation's second-largest fixed-line telephone company, posted an unexpected increase in full-year profit after signing up more Internet customers. Net income last year rose to 10.58 billion CNY (1.5 billion USD), from 10.55 billion CNY in 2006, the Hong Kong-listed company said.

- *Bloomberg.com, 26 March*

Homegrown 3G standard TD-SCDMA tested in 8 cities



China Mobile, the country's top wireless operator, began trial services of the third generation (3G) mobile phone service on 1 April in

eight cities, including Beijing, Shanghai, Guangzhou, and Tianjin. The third generation mobile phone service features a wireless Internet connection and videophone capabilities.

- *CRI English, 1 April*

Planes move to new terminal in Beijing



Beijing Capital International Airport opened its new Terminal 3 on 29 February. It was a major expansion project in preparation for the passenger surge during the Olympic Games in August.

- *China Daily, 26 March*

New Shanghai terminal opens



Terminal 2 of Shanghai's Pudong International Airport, and the city's fourth runway (Pudong's third),

was officially opened on 26 March. Terminal 2 offers passenger transit halls covering 4,000 square meters with 40 service counters designed to improve transit efficiency.
- *Shanghai Daily*, 26 March

New Tianjin Airport terminal put into service

The new terminal building of Tian-



jin Binhai International Airport will be put into service on 28 April. More than 10 foreign and domestic airlines moved to the new terminal building, which will be able to handle a total throughput of 10,000,000 passengers.
- *Xinhua Net*, 28 March

New Tianjin air route opens

A green Boeing 747-400 from Jade



Cargo International made a relatively quiet landing on the runway at Tianjin Binhai International Airport at 11:35am on 14 April. Jade Cargo International is a joint-venture cargo airline. Shareholders are Shenzhen Airlines, Lufthansa Cargo and DEG, a German Investment Bank. Jade Cargo opened a Seoul-Tianjin-Frankfurt-Shenzhen air route, with flights every Monday, Wednesday and Friday.
- *Xinhua Net*, 16 April

China unveils 350kph bullet train



China's first domestically produced bullet train, able to reach 350 kilometers per hour, rolled off the production line on 11 April. The train, the latest model in the China Railway High-speed Series, was produced in the northern city of Tangshan by the China Northern Locomotive and Rolling Stock Industry Corp. Three such trains will begin service on the new 120km Beijing-Tianjin route before the Olympics begin in August.
- *CRI English*, 11 April

Da Guang Ming Bridge to open to traffic in early May



Asphalt has just begun to be laid on Da Guang Ming Bridge, which will open to traffic in early May. The new bridge will relieve traffic around Hai He river in downtown Tianjin, and is expected to be fully completed in July.
- *Tianjin Daily*, 15 April

Tianjin to get three new railways in 2008

Tianjin will add three railways in 2008: the Tianjin section of the Beijing-Shanghai high-speed railway, the railway from Tianjin West station

to Tianjin station, and the Tianjin-Qinhuangdao railway.
- *China Daily*, 3 April

50 minutes to reach Binhai CBD from Beijing

In order to strengthen the communications between Beijing and Binhai New Area, the Beijing-Tianjin High Speed Bullet Train will stop in Yu Jia Bao, CBD of Binhai New Area. When construction completes, it will only take 50 minutes from Yong Ding Men stop in Beijing to Yu Jia Bao.
- *Xinhua Net*, 14 April

GENERAL

Greenbelt alongside Tianjin highway

In order to create a better environment for the Beijing 2008 Olympic Games and the 2nd Summer Davos forum held in Tianjin, Tianjin Government spent 420 million CNY to plant a greenbelt alongside the highway.
- *Xinhua Net*, 18 March



Tianjin set for 2008 Summer Davos

The 2nd Meeting of the New Champions—2008 Summer Davos will be held on 25-27 September in the Tianjin Binhai New Area. This forum will showcase China's great achievements over the past 30 years of reform and opening up. The main venue will be Binhai International Convention & Exhibition Center, currently under construction, and will welcome guests from around the world.
- *Enorth*, 12 April

New study traces bird flu to southern China



Southern China may have been the source for much of the spread of the H5N1 avian flu virus, researchers suggested on 18 March. A genetic analysis of the virus shows that strains that showed up in Vietnam, Thailand and Malaysia in 2002 and 2003 closely resemble a strain from poultry markets in China's Yunnan Province, the flu experts found.

- Reuters, 19 March

KFC increases prices



On 24 March, fast food chain Kentucky Fried Chicken increased prices of certain products, such as sandwiches, beverages and breakfasts, by 0.5 to 1.5 CNY. The chain, operating under Yum! Brands Inc, said the company has been under a "huge cost pressure." The decision to raise product prices was prompted by the continuous increase of raw ingredients, labor, water and electricity costs, the company said.

- China Daily, 25 March

IOC: air quality not to harm Olympic athletes

An analysis of Beijing's air quality indicates that the health of the vast majority of athletes competing in the summer Olympic Games will not be impaired, the International Olympic Committee said on 17 March.

- Xinhua Net, 18 March

Beijing unveils Olympic cheerleading mascot



Beijing unveiled the official cheerleading mascot for the 2008 Olympic Games on 10 April. The China News Service reports that the mascot's name, Dongdong, means "Gongs and Drums, Roars and Shouts" and represents the enthusiasm of the Chinese Olympic spectators. The mascot, a red-haired cartoon lion with colorful decorations, embodies traditional Chinese elements.

- CRI English, 11 April

Green light for Tianjin eco-city's draft plan

Singaporean and Chinese authorities have endorsed a draft masterplan for their joint eco-city project in Tianjin. The masterplan, developed by a team that includes the Urban Redevelopment Authority, will guide land use and development of the eco-city. These plans will be reviewed at the May meeting in Tianjin.

- The Strait Times, 9 April

Omega Tianjin flagship opens in Hisense Plaza



Appointed the Official Olympic Timekeeper, Omega set up its first flagship store on 12 April in Hisense Plaza, Tianjin. Omega invited Tianjin's first Olympic champion, diver Ms. Sang Xue, to join the ceremony.

- Enorth, 14 April

Tibet to reopen for Tourists on 1 May

Lhasa's tourism industry will reopen to the world on 1 May, the government of the capital city of Tibet Autonomous Region said on 2 April. The reopening will bring more than 100,000 people involved in the industry back to work after the three-day unrest last month in the world-renowned spiritual mecca.

- CRI English, 3 April

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Between Cold and Hot—First Quarter of China's Economy

China Information Newspaper, 18 April



Based on the resources of the State Statistics Bureau, China Information Newspaper is aimed at providing valuable data and information for economic decision makers. Recently, it carried out one review regarding the quarterly economic statistics published by the Bureau.

According to the publication, the nation's economy is basically steady and well. However, the possibility still exists that economic growth might turn from fast-growing to over-heated, and that prices could shift from structurally upward to obvious inflation. In order to maintain favourable development, macroeconomic control should focus on exchange rates, housing and stock markets, secure food supply, speculative cash control and prevention of rapid price increases in cost-push goods.

Who Rocks the Chinese House?

Forbes China, March issue



Forbes China has recently published the "2008 China Hall of Fame", a popularity ranking of celebrities measured mainly by income, media exposure and contribution to their industry. The top five are (in order from 1 to 5): Yao Ming (basketball player), who has unparalleled income and media exposure; Liu Xiang (hurdler), for receiving for the most Olympics focus at home; Jet Lee (actor), who initiated a charity foundation; Yi Jianlian (basketball player), who has huge athletic and business potential for his team; and Zhang Ziyi (actress), for her increasing presence in Hollywood.

Manage Your Boss

Harvard Business Review, April issue



Recent studies show that efficient managers don't only manage their juniors, but devote a lot of energy to managing their seniors as well, that is, to create positive and effective cooperation with their boss for themselves, their bosses and the entire organization.

Key strategies include: understanding your boss, which means understanding his/her goals, pressures, strength and weakness and more importantly, how you can contribute to those; understanding yourself, which involves understanding your own strengths, weaknesses and style, because this is the easier part for you to control; focusing on establishing a peaceful, trust-based relationship, and always remembering that you should both interact; putting away the mindset that your sole responsibility is to fulfill your job role, since you really need to spend time managing this relationship.

World Trade Growth is Slowing Down

Caijing, 17 April



On 17 April, the WTO stated that due to the apparent slowing economies of developed countries, world trade growth is expected to fall to 4.5% in 2008, down from 8.5% in 2006. In the statement, the WTO identified emerging economies as the driving force of world trade.

Fluctuations in the financial market not only resulted in the gloomy prediction for economic growth in the developed countries, it also struck a blow to world trade as regional protectionism has led to restricted imports. WTO Director-General Pascal Lamy appeals that a strengthening of the world trade system is most needed right now, and it's urgent to achieve the goals agreed upon at the Doha Summit.

520,000,000

China's demand for steel products may top 520 million tons in 2010, an official with the China Metallurgical Industrial Planning and Research Institute predicted on 14 April.

100

Wang Yufen has finished a paper-cutting work entitled "100 Dragons Welcome the Beijing Olympic Games," in Shenyang, capital of northeastern China's Liaoning province. The 11-meter-long by 1.2-meter-wide artwork features the Olympic logos and 100 dragons in different patterns.



70

Luxury hotel operator Starwood Hotels and Resorts plans to add 70 new properties in China in the next three years. The Chinese hotels will make up the bulk of the 100 to be added across the Asia-Pacific region, said by Oliver Bonke, senior vice-president of sales and marketing at Starwood Asia-Pacific.

80,000,000

A rare 72.22-carat diamond fetched around 80 million HKD (10.26 million USD) without surprise on 10 April, making it one of the most expensive jewels ever sold at auctions in Asia.



500,000

A beauty salon in central China's Henan province has been fined 500,000 CNY (71,272 USD) by the local pricing authority for defrauding two girls charged 6,000 CNY each for a haircut and not publishing price lists of its products and services.

9

Nine Chinese provincial-level regions saw their GDP exceed one trillion CNY (141 billion USD) last year, with growth rates much higher than the national average, according to local government reports to National Bureau of Statistics. The nine regions include eight provinces (Liaoning, Sichuan, Guangdong, Shandong, Jiangsu, Zhejiang, Henan, Hebei) and Shanghai.

100,000,000,000

Taobao, Alibaba's online consumer auction firm and the largest online retailer in Asia, is expected to see its transaction volume surpass 100 billion CNY (13.3 billion USD) this year, according to a report issued on 10 April.

56,000,000,000

The Australian government said in a report on 9 April that smoking, drinking and drugs have cost Australia 56 billion AUD (51.5 billion USD) a year in sickness, disease, premature death, reduced productivity, crime and accidents.

12,000

On 13 April, a meats association in Uruguay hosted the world's biggest barbecue on a single grill totaling 1,500 meters in length. As many as 1,252 volunteer cooks grilled 12,000 kilograms of beef and about 20,000 spectators cried with joy when a Guinness judge confirmed the barbecue record had been broken.



8

A 22-year-old Chicago resident on 11 April won the Acme World Oyster Eating championship by sucking down 35 dozen oysters in eight minutes.



1,680,000,000,000

China's foreign exchange reserves, the world's largest, reached 1.68 trillion USD by the end of March, an increase of 153.9 billion USD from the end of last year, the central bank said on 11 April.

60

A Sha'anxi resident surnamed Zhao makes 60kg, 1.2m tall candles that can burn for a year. Zhao, 71, who learned the craft from his father, has been making the candles for 41 years.

50%

Industrial and Commercial Bank of China (ICBC), the country's biggest lender, forecast its first-quarter net profit has risen more than 50% from a year ago. The growth came on strong increases in interest earnings and fee incomes, the state-owned bank said in a statement to the Shanghai Stock Exchange on 10 April.

1,400,000,000

Telecom equipment maker Ericsson signed framework network expansion agreements worth 1.4 billion USD with China's two top mobile operators – China Mobile and China Unicom.

49%

State-owned commercial banking giant China Construction Bank said it recorded a net profit of 69.14 billion CNY (9.88 billion USD) in 2007, a rise of 49% year on year, in line with market expectations.



70%

More than 70% of China's State-owned power generation firms are currently making losses, said an official with the State-Owned Assets Supervision and Administration Commission (SASAC). High coal prices coupled with fixed power tariffs are responsible for the losses, and could eat into investments in energy saving and pollution control, said SASAC official Liu Nanchang during an interview.



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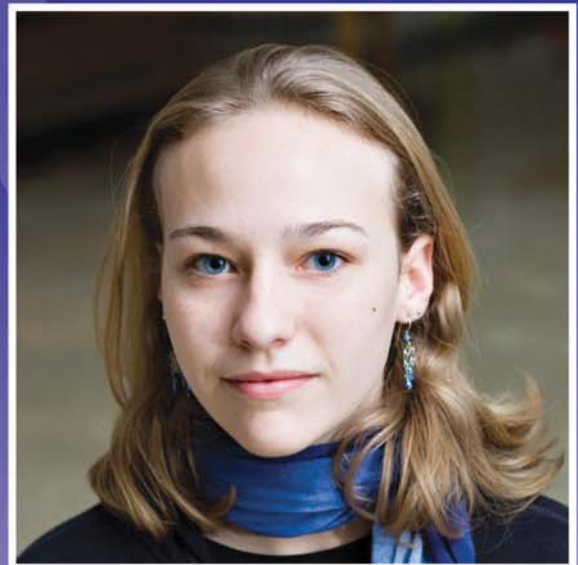
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Managing your Meetings

Volume 4

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.

This month we will cover a topic of great importance to managers and teams of all organizations: how to hold an effective and efficient meeting. True to form, we'll waste no time in beginning immediately.

Meetings: before

The most important part of a meeting happens before it even starts: the preliminary planning that too often is done haphazardly at all.

Before the meeting you should take the following steps:

1. Ask yourself if a meeting is really needed

Remember that people can't meet and work at the same time. Are you meeting as a substitute for action? Are you meeting out of habit instead of need? Could you get together with someone informally in the hallway and accomplish your purpose? Could you meet by conference call or video conference? Would electronic mail or fax or a written memo be a more efficient way of distributing the information?

If your meeting is primarily for one-way communication, such as an announcement or a status report or motivational presentation to a large number of people, don't overlook the option of video. The advantages are obvious: you can make the video at your convenience, and viewers can watch it at their convenience; it can be edited if necessary; and it's a permanent record that can be replayed as often as needed. Or you may want to combine the video with a live conference: Many or-



ganizations now begin their weekly staff meetings with videotaped remarks from the CEO or another top executive, often in a different city.

2. Keep size to a minimum⁽¹⁾

It has been hypothesized that the probability of getting off the subject varies with the cube of the number present. In other words, there is a very big difference between a meeting of five people and a meeting of six. That sixth person – the one you are unsure whether or not to invite – is the one who is most likely to get you off the track. He is not as directly involved as the others (that's why you were debating whether to invite him), and since he hates to have his time wasted, he is the one most likely to introduce extraneous subjects into the discussion.

In a problem-solving meeting the optimum size is from four to seven. When you get a group as large as ten or twelve, efficiency goes out the window: you have separate conferences taking place at opposite ends of the table, or you have one or two dominant personalities taking over and making speeches while the less assertive (but possibly more astute) participants clam up.

If it isn't necessary to have everyone there for the entire meeting, structure it so that some participants come for only a portion or leave early. And when you are asked to attend a meeting, get advance permission to leave as soon as matters you are involved in have been covered.

3. Provide an agenda in advance

Your agenda should indicate what you hope to decide, not just what you want to discuss. For example, if you invite several people to your office to “discuss” product lines, you are, in effect, asking them to come and chat. Consider, instead, the effect of an invitation like this:

To: F. Braun, J. Dumas, P. Santiago, M. Frederikson
Subject: Product lines

I would like to have you or your representative attend a one-hour meeting in my office on Tuesday at 3 P.M. to decide the following regarding product lines:

1. Is our product mix becoming too complex for efficient marketing?
2. Would significant economies result from decreasing the number of package sizes?

⁽¹⁾ This assumes that the session is for problem-solving with a give-and-take atmosphere, as distinguished from a meeting intended merely to impart information, in which case it can be as large as needed.

3. Would the market accept this?

4. If we cut product lines or sizes, which ones should be first?

Those receiving such a message will come to the meeting knowing exactly what information is expected, and they are likely to have done some thinking and some homework.

By putting the agenda in question form you increase interest and provoke thought.

One more tip: Consider the format of the above agenda. By putting the agenda in question form you increase interest and provoke thought. That same agenda in traditional

format would read:

- product mix
- packaging
- market acceptance
- priorities

It would be hard to envision a duller agenda than that, whereas the same agenda in question form encourages responses. So remember, for a meeting at which decision are to be made, always put your agenda in question form. Questions elicit response. Topics do not.

4. Consider scheduling a stand-up meeting or a walking meeting

Many companies have now set aside at least one conference room for stand-up meetings. There are no chairs in the room, only a conference table, usually raised to elbow height. Such rooms are popular because people who sit most of the day welcome a chance to do some of their work standing.

Stand-up meetings are livelier and shorter than sit-down meetings.

Another option is to combine a meeting and a brisk walk, which some executives believe stimulates creativity. This isn't a new idea: According to a writer in the *Wall Street Journal*, “Protagoras, who conducted a school of practical knowledge in the fifth century B.C. in Greece, gave seminars while walking with his students. Jesus' admonition that those who walked with him would see the light plainly describes a preferred communication method and its benefits. Albert Einstein liked to walk with colleagues when exploring thorny issues of science and morality, and Harry Truman took a daily conversational walk with whichever of his guests or advisers could keep up with him.”

Some executives now go even further and hold meetings while running. They say it helps people to relax, gives a better perspective, and helps to develop a bond that you are not going to develop sitting across the desk. Meeting on the move. It may be an idea whose time has come!

Meetings: during

Now that you have taken all the preparative steps suggested in the preceding section, the meeting itself is a piece of cake. Just remember three things:

1. Start on time

Starting on time sets the tone for a brisk, businesslike meeting. Starting late sets the tone for a meeting that will ramble from one subject to another with little being accomplished. A meeting that starts ten minutes late will usually end an hour late.

I have seen many techniques used for dealing with the perennial latecomer. In some organizations the last one to arrive is responsible for taking and distributing notes of the meeting. Sometimes the most important and most interesting items are put first on the agenda to penalize latecomers. Secretaries are sometimes given the responsibility of getting their bosses to the meeting on time.

Any of these ideas may work, but there is a simpler way. You don't need to plead, threaten, reprimand, bribe, cajole, or punish – just start on time!

The reason people come late to meetings is usually that they have learned from experience that the meeting is going to start late. Let them learn from experience that it will start on time and that if they are not there, they will have to find out what they missed.

2. Stay on track

You have taken the trouble to prepare an agenda. Use it. Even if you are not in charge of the meeting, you can use the agenda to stifle the person (and there is one in every meeting) who wants to get onto extraneous subjects. Speak up!

3. Summarize

Before a meeting is adjourned, the person who called the meeting should summarize briefly what has been decided and what assignments have been made. If he or

she fails to do so, do it yourself. You will be surprised how many people will reach for a pencil and make notes of things they have already forgotten.

Meetings: after

Aside from the obvious follow-up there is just one thing to do after the meeting is over, but it is important and is often overlooked:

Distribute minutes promptly

Perhaps “minutes” is not quite the right word. We are not talking about formal minutes, which are not necessary in the ordinary problem-solving meeting, but rather a memo of confirmation, listing as briefly as possible what was decided.

A meeting that starts ten minutes late will usually end an hour late.

To demonstrate the need for a written summary, two British psychologists, J. Blackburn and E. J. Lindgren, tape-recorded a discussion at the end of

a meeting of the Cambridge Psychological Society. Two weeks later they asked the attendees to write down whatever they could recall about the discussion. The results:

- The average number of points remembered by each person was only 8.4% of those actually recorded
- 42% of the items remembered were incorrectly remembered – and substantially so
- many of the things “remembered” were not said at all or were said on some other occasion!

If you want the decisions of your meeting to be carried out, you must take the trouble to write and distribute a record. But the briefer the better – maybe just a sentence or two confirming the following:

1. What was decided?
2. What assignments were made?
3. Who is in charge of them?
4. When is the deadline for action?

Meetings: stimulating input

If time spent in staff meetings seems to be unproductive, here's a way of blasting out of the rut you are in: *Require each person to bring two ideas for making his or her own work or the department's work more productive, or ideas that will help the organization as a whole. You will be astounded by the results.* Not only will a lot of valuable



ideas surface, but the atmosphere of the meetings – and of the entire organization – will change.

In 2001, Martin Edelston, president of Boardroom, Inc., began using this technique in his company. He starts every staff meeting by asking the attendees for their suggestions. “We all know that we are allowed to ‘pass’ when our turn comes if we have no ideas to offer,” he says, “but no one does – and

Acting immediately on suggestions demonstrates to team members that top management cares, and team spirit soars. In addition, each person’s mindset changes from being a defender of the status quo to being an advocate of constructive change.

the flow of ideas has increased rather than decreased as the program has gained momentum.”

To instill a fun atmosphere, Edelston strikes a big gong or blows a hunter’s horn for each suggestion offered. He also has a stack of dollar bills handy and awards at least \$1 for every idea, good or bad. That token amount helps to create a free-wheeling, informal attitude. “Our 70 team members now generate about 70 new ideas a week to improve performance,” he says. “About half of the ideas are good enough to be acted upon, and some are really great. Some are embarrassing because they are so good, and so obvious that it’s hard to see why we had not done something about them before.” Edelston says that acting immediately on the suggestions, many of which affect the day-to-day work environment, demonstrates to team members that top management cares, and team spirit soars. In addition, each person’s mindset changes from being a defender of the status quo to being an advocate of constructive change.

Meetings are thus made more productive and more fun. That’s good time management. It’s also good business.

Meetings: the *when*

I am often asked my opinion on when the best time for the weekly staff meeting is. My answer is simple: ask the people involved. They know better than anyone else when the most convenient time for them would be, and not to consult them on something so basic is, in my opinion, rather high-handed. Having said that, I think it might be well to note that Monday mornings are usually not the best time to hold a weekly meeting.

Some executives like to schedule a staff meeting first thing Monday morning to plan what should be accomplished during the week, but as consultant Jeffrey Mayer points out, “If you wait until Monday to make those decisions, it’s already too late. The race has started; everyone else is off and running, and you are still planning. Monday morning staff and sales meetings can take the life, heart and enthusiasm out of the organization.” If the meeting ends after 11:00 A.M., the entire morning may be wasted. Afterwards all the attendees will simply kill time until lunch. This isn’t a very productive way to start a week.

Friday afternoons, of course, are also bad. With the weekend about to begin, people's minds (and sometimes their bodies) are elsewhere.

My personal preference for a weekly meeting is Tuesday, Wednesday, or Thursday late-afternoon. Mornings are peak performance times for most people, and it's usually best to spend peak time doing, not deliberating.

“ Monday morning staff and sales meetings can take the life, heart and enthusiasm out of the organization. ”

But taking all this into consideration, seek input from those involved. People appreciate the opportunity to speak their mind even if they don't get their way.

Meetings: formal

So far we have been talking mainly about the informal problem-solving meeting, the kind that is most common in business organizations. But meetings of associations, stockholders, boards of directors, commissions, councils, clubs, chambers of commerce, churches, social organizations, conventions and volunteer groups of various kinds are another matter entirely. To get things done in meetings where motions must be made and voted upon, and where things like amendments and “moving the previous question” keep popping up, it's necessary to know a little about parliamentary procedure⁽²⁾.

A few tips that can help you get things done more quickly and efficiently in formal meetings:

- Don't waste time taking unnecessary votes. Whenever anything noncontroversial is proposed, use general consent (“If there is no objection, we will...” and so forth). But be sure when using that phrase to provide an opportunity for objection. If anyone objects, you do not have general (that is, unanimous) consent, and a vote must be taken.

- Don't waste time unnecessarily seconding motions. In a general meeting a motion requires a second, but in a committee or board meeting a second is not required.

- Don't be unduly formal in committee or board meetings. In an assembly the presiding officer is supposed to be neutral and does not make motions or express opinions on controversial issues, but in a committee or board meeting this does

not apply. The person chairing a committee or board can make a motion or participate in debate the same as anyone else – and should, to facilitate decision-making.

- Don't try to work out details of a proposal in a large meeting. It can't be done efficiently. Instead, move that the matter be referred to a committee.

- When presiding, don't try to speed things up by arbitrarily limiting discussion on a controversial issue. Only the membership can limit or close debate – and only with a two-thirds vote.

- Keep minutes brief. Some organizations must keep very detailed minutes for legal reasons, but most minutes are far more detailed than needed, which makes them boring and time-consuming. In general, they should be a record of what was done, not what was said.

- If you're going to preside over a formal meeting, take time

beforehand to refresh your understanding of the procedures by listening to some tapes or by doing some reading. In the words of the noted parliamentarian George Demeter, “It is the duty of the presiding officer to know the rules of parliamentary law and basic parliamentary practice. There is nothing more pitiable that one who is ignorant of parliamentary law trying to preside over an assembly; the more intelligent the assembly, the sadder the spectacle.”■

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⁽²⁾ Sometimes referred to (incorrectly) as “Robert's Rules”. Robert's Rules of Order, originally intended as a vest-pocket summary of parliamentary procedure, has now grown to a mammoth tome of more than six hundred pages. The most readable explanation of the rules of meetings is “The standard code of parliamentary procedure” (McGraw-Hill).



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Vocational Passion

Leading technical training in Tianjin

by Joeli Villarama

It's one thing to hear about the business, industrial and technological strides happening at breakneck speed in our city, but it's another thing coming face to face with the people who play an understated but key role in the process. The experience becomes totally mesmerizing.

Dr. Winfried Heusinger, the CIM expert at the Tianjin Sino-German Technical Vocational College, showed me around the school where future Airbus personnel are being trained, where several wind power companies are gearing up their workers, where Fortune 500 firms have invested in millions of CNY worth of equipment and where multiple countries' governments have come to cooperate with the industrial behemoth that is China.

Dr. Heusinger has worked as a vocational trainer in Germany and Egypt and wrote his dissertation on designing an Intelligent House. Coming to China, he has realized how much more open people are to technology than he expected, amazed by the fact that one day there will be a skyscraper in an area that was totally flat the day before.

In this vocational school of over 5,000 students, he observes that one third are women. Mao Ze Dong's famous statement that "women hold up half the sky" must have had a truly lasting impact in the country. In Germany, Dr. Heusinger recalls, they had to offer incentives for the women to attend vocational studies, yet their enrollment is much lower than what he sees here in the college in Tianjin.

The college was established in 1985, and since then the

German government has poured in 33 million Euros while the Spanish government has invested 6 million Euros. Resident experts come from Germany, Spain and Canada, with 70% of full-time teachers having been trained in other countries. One of the best-equipped facilities of its kind in China, the college boasts 3,000 pieces of teaching equipment valued at over 200 million CNY, with over 90% of them imported from abroad. Over 40 laboratories and 10 workshops are contained in this location just across from Tianjin's famous urban oasis, the Water Park. Soon, the college will need more space for expansion.

As one of the 70 colleges nationwide nominated to participate in a pilot program of the Ministry of Education, the institution keeps close and constant ties with companies and industries.

The Tianjin Sino-German Technical Vocational College has recently converted a cafeteria into the





training center for future Airbus employees. This is the crux of the vocational school and part of the secret why graduate employment rates exceed 94%. As one of the 70 colleges nationwide nominated to participate in a pilot program of the Ministry of Education, the institution keeps close and constant ties with companies and industries. This is what Dr. Heusinger wishes to emphasize – the lifeblood of cooperative relationships the school builds with enterprise leaders. His dream is to develop more tailor-made courses for companies' specific manufacturing processes.

For instance, Dr. Heusinger is excited about the fact that Tianjin may well be the wind power manufacturing capital of the world, with the entry of all the major international players: Vestas, Gamesa, Winergy and Suzlon. Their presence is a sign that Tianjin could be a prime innovator in the realm of sustainable and renewable energy. Another company people are observing with great interest is Airbus. Its Tianjin plant is the firm's first aircraft assembly line outside Europe and is expected to play an important role in the battle for the single-aisle jet market.

Firms approach the college to "place an order" for specialized training.

The Sino-German Technical Vocational College and Training Center is at the forefront of providing a much needed service: upgrading the skills and professional qualities of the workforce.

Its highly esteemed institution is guided by the philosophy "zero distance between theory and practice, zero distance between academics and enterprise development, and zero distance adaptation for graduates in enterprises." Its goal is to have highly practical teaching content that simulates real production. Graduates of the school go on to join companies such as Procter & Gamble, Siemens and Toyota. An increasing number of firms approach the college to "place an order" for specialized training.

Aside from serving industry, the school places importance on nurturing students in various ways. It offers scholarships for outstanding students, provides them loans and gives them the opportunity to earn their tuition. The Chinese teachers and trainers also benefit: over 60% of them have the chance to attend programs in Germany, Spain and Singapore.

Dr. Heusinger himself travels around China, invited to share his expertise and know-how with other training centers and companies through technical vocational training seminars and workshops. Everywhere he goes, he is impressed by the hunger and enthusiasm for technology and the openness to learn.

But more than technology and a dynamic industrial base, life in China has offered a warm, kind and generous face. Asked what he loves about his new home, Dr. Heusinger readily answers that it's the friendly people whom he cannot forget went to great lengths to prepare a surprise birthday party for him on his first day in the country. His wife has settled in pretty well, working in a European Union Asia Link project while taking a distance learning course and soaking in the abundant culture. Meanwhile, their children are enjoying the privilege of being in Tianjin as history unfolds right before their very eyes.■





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AIRBUS Bustle

An activity overview with Mr. Marc Bertiaux, Vice President of Airbus in China

What made Airbus choose Tianjin as its first assembly site outside of Europe?

Airbus has been in China for more than 20 years, in long-term cooperation with Chinese aviation manufacturers. Around 2004 or 2005, Airbus began considering overseas markets, researching possible destinations for future projects. On 4 December 2005 Airbus and the Chinese National Development and Reform Committee (NDRC) signed a memorandum of understanding in Toulouse, France. At that time, the list of potential sites had been narrowed down to four cities: Tianjin, Shanghai, Xi'an and Zhuhai.

Site selection depended upon several criteria, including a growing market, technical support, related industry

and transportation. The decision focused on four attributes:

- harbor capability for transportation to/from Europe,
- airspace and airport availability for flight tests,



- an experienced labor pool,
- a motivated team (including local governments and universities).

Xi'an is too far inland, making transportation difficult and offering no

port. Shanghai already has aviation experience and capability with Boeing, but lacks airspace for test flights. Tianjin boasts both an open port and airspace, as well as logistics facilities and favorable policies in Binhai New Area, though the city's experienced labor pool is relatively small.

Overall, evaluations showed Tianjin offered an integrated advantage. On 8 June 2006, Airbus and the Chinese Consortium – Tianjin Zhongtian Aviation Investment Ltd. signed a framework agreement.

The Tianjin factory plans to assemble four aircraft a month by 2011. Where will all these aircraft go?

Production begins in the summer of 2008, with the first aircraft to be

delivered in June 2009. All aircraft will meet the same standards as those produced in Europe. Tianjin won't produce any parts or the airframe; they will all be transported to Hamburg, Germany, and then shipped to Tianjin for final assembly here.

The prototype is based on the Hamburg A320 serial assembly line: our Tianjin line will install and assemble the final aircraft, paint it, perform engine and system tests, carry out flight tests, and deliver the aircraft. The delivery center handles both sales and customer service.

Our initial customers are Chinese airlines. Tianjin will produce four aircraft per month, or almost 50 per year. Current orders have Airbus delivering an average of 80 to 90 aircraft per year to Chinese airlines. So initially, most will go to Chinese airlines, but many will go elsewhere in the future.

What are the greatest challenges you and your organization have faced in Tianjin?

We needed an excellent partner to cooperate with, but I believe we have found that in Tianjin. In this joint venture, Airbus holds a 51% stake, with the Chinese Consortium distributing the remaining 49% among the Tianjin Free Trade Zone (60%), the Chinese First Civil Aviation Company (20%) and the Second Civil Aviation Company (20%).

Transportation is also a costly obstacle. We will transport parts from Europe to Tianjin, and send over 200 engineers and other staff to work in Tianjin.

What about human resources and your recruitment process?

Around 150 employees have been recruited for both blue- and white-collar positions. All are receiving training, as the current knowledge and skills for aviation are not as

strong as they could be. New employees will have half a year of language and aviation background training in CAUC (Civil Aviation University of China). They will then be sent to Hamburg, Germany and Toulouse, France for technological training, and to work with experienced employees and experts from Airbus.

Upon returning to China, they will continue to get training from experts assigned to Tianjin. Airbus will send 200 technology experts to work in Tianjin and train the workforce. As local skills develop, the number of ex-

perts will gradually decrease, finally to be replaced by skilled Chinese workers. Airbus plans to recruit 500 employees, 90% of whom will be Chinese.

Airbus is responsible for administration and quality management. The Chinese side is responsible for HR, the production line, and service. The two civil aviation companies will send 80 employees, and job recruitment is done by the Free Trade Zone HR center.

How is progress going towards the first delivery in mid-2009?

There are 21 meetings every two



weeks, so we feel a great deal of pressure. But HR is on track. This summer we will begin assembly, and the first flight test is scheduled to be conducted on 21 November 2008.

China has announced plans to manufacture large commercial aircraft (the ARJ-21) by 2020. As the world's largest aircraft manufacturer, how does that decision affect you?

Airbus welcomes all kinds of competition. We couldn't survive without competition. The Chinese market is huge, and has potential for development. Market share can be increased by 20%. In the next ten years aircraft demand will be huge. More countries will require such transportation, and China will become a vital aviation market. So it's quite understandable that China plans to make its own large aircraft.

China's large aircraft will be recognized in the global market. The nation has already joined the Airbus project to prepare for creating its own aircraft. Through this cooperation, the nation will acquire knowledge, commercial management skills, talent, and technology.

How does Airbus benefit from partnering with Tianjin?

This project is a win-win project. It was an important decision for Airbus to establish an assembly line outside of Europe to further promote cooperation with China's civil aviation industry. China will soon be the second-largest aviation market in the world. Strengthening cooperation helps Airbus develop in the global market.

Airbus will learn to better-meet customer requirements. When you start a project, you must understand your customers. For example, our cabins must satisfy the Chinese passenger. This forces us to improve our knowledge and service, which increases long-term relationships.



For the China/Tianjin side, it's a great opportunity. Maintaining a final assembly line is a core ability for aircraft manufacturing. Through this assembly line, the labor force will increase its skill level. It will receive training from abroad, understand the working model, and eventually contribute to the development of the Chinese aviation industry. China has the ability to make large aircraft, but still requires support to reach its

target. Experience in manufacturing, technology, sales, HR, training and management can all be gained from joining this project.

Interviewed by Ms. Li Xiao Hui on 5 February 2008 at the European Chamber of Commerce, Tianjin Office.



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WITH THE WIND

China's turbine makers, enjoying strong local demand, are going upmarket fast

By Mark Gao

Wind power is a priority for Chinese policy makers, who see turbines rising into the sky over China as a way to wean the power-hungry nation off coal and oil. Wind is also potentially an industry in which China can lead the world, as turbine producers crowd into the country to cash in on a remarkable ramp up in wind capacity across China. Local wind farm operators are guaranteed a market: government compels power compa-

Local wind farm operators sell credits to Western corporations as carbon offsets under the Kyoto Protocol's Clean Development Mechanism.

nies to buy the electricity. Wind farm operators also sell credits to Western corporations as carbon offsets under the Kyoto Protocol's Clean Development Mechanism (CDM).

Four of the largest windmill and wind power organizations in the world – Vestas, Gamesa, Winenergy and Suzlon – have offices in Tianjin. World number-two wind energy manufacturer Gamesa employs 1,000 people at its Tianjin operations, making the company's 850 kilowatt (kW) G52 and G58 models. Danish-based Vestas manufactures

generators, nacelles and hubs at its facilities in Tianjin. A factory opened last year to make blades is "state of the art" says the company's China head, Jørn Dalsgaard Pedersen.

Tianjin's location has made it the centre of China's wind turbine/equipment industry, explains Gamesa's China manager Jesus Zaldua. "It makes for easier transportation because the wind farms are mainly located in the north of China." The city's port and a local tradition in heavy industry are also draws – along with a proximity to the headquarters of China's largest power companies. "Tianjin is located near to Beijing where customer decision-makers are located."

Tianjin's turbine makers boast spectacularly full order books. The locally registered operation of Indian-owned Suzlon recently sold 100 megawatts (MW) of turbine capacity to Jingneng, a Chinese power generator. Suzlon claims eight percent market share in China with a per-annum manufacturing capacity of 220MW at its plant in Tianjin. The company's local chief Paulo Soares hopes that by the end of 2008 the company will be making turbines totaling 600 MW capacity per year. That's considerable in the context of China's energy needs,

1000kW is sufficient electricity for 900 households. China had wind power facilities with a combined capacity of 6.05 million kW at the end of 2007.

given that 1MW is sufficient electricity for 900 households.

China had wind power facilities with a combined installed capacity of 6.05 million kW at the end of 2007, increasing from 2.67 million kW only a year earlier. Another 4.2 million kW capacity will be added by 2008. At this rate China will quickly catch Germany, the top wind power producer with a total installed capacity of 20.62 million kW. China plans to have wind capacity of 30 million kW installed by 2020 (China had an overall capacity of 713 million kW at the end of 2007 according to the policy-setting National Research & Development Commission).

Chinese government policy has encouraged the growth of a domestic turbine manufacturing base by demanding that turbines used on

Chinese wind farms contain at least 70 percent locally-made components. Hence companies like Gamesa have set up manufacturing operations in China. While 100 percent of turbines produced in Tianjin are for the local market, the company in 2008 began shipping some components made in Tianjin plants to Spain and the US. Gamesa's G52 and G58 turbines, both 750kW capacity, boast a "robust design" which has been proven in markets worldwide: more than 10,000 units are already operational worldwide, explains Jesus Zaldua. "Our turbines have a high and sustainable availability."

Local wind turbine makers have grown quickly alongside foreign brands like Gamesa. Nine Chinese turbine makers, including market leaders Gold-

wind and Zhejiang Windey, have export capacity. Most Chinese turbine makers have licensed technology from overseas counterparts. Zhejiang Windey, which licensed its core technology from Germany's REPower, late last year opened a factory in Zhangjiakou, Hebei province, with an annual output capacity of 600MW.

Lower labour costs mean Goldwind can sell its turbines cheaper than many foreign competitors. "But we don't want to

be seen as competing solely on price," says Eric de Vrij, international business director at the company. "We have the quality for export markets."

Ding Jianping, marketing manager at Zhejiang Windey, says his firm can "totally" compete with foreign turbine makers on quality and price. "We are entitled to use the same advanced foreign technology, but our cost is lower by a third." The company has installed its own R&D team to build better turbines. The days when Chinese firms concentrated on small-capacity turbines are over. "We can make turbines of the same size and capacity as those big foreign brands."

Others disagree. Chinese competitors will "take time" to produce turbines of the same quality and range as Gamesa, says Zaldua. "Long experience is needed to make robust machines. Gamesa G52 and G58 first machines were delivered in 2000."

Wind turbines have improved dras-



tically in size and efficiency since the 1970s. Today's 60-metre blades replace their 10-metre predecessors, allowing for drastically more power generation. More efficient turbines make wind-powered electricity cheaper to produce: 2 USD per kilowatt hour in 1976 to 0.03 USD on today's 5MW turbines.

Boasting more powerful machines, foreign turbine makers have so far dominated the Chinese market. Yet Chinese counterparts, hitherto soaking up the market for small-capacity and lower-spec turbines, are catching up.

China may revolutionise the business, with a new turbine that uses magnetic levitation to replace conventional bearings in wind turbines. A

China may revolutionise the business, with a new turbine that uses magnetic levitation to replace conventional bearings in wind turbines

recent design by Guangzhou Energy Research Institute (part of China's Academy of Sciences) claims a design that allows turbine blades to turn with much slower wind speeds. Though turbines turn at lower wind speed, power produced at such velocities is low.

A firm linked to the Institute, Guangzhou Zhongke Hengyuan Energy Science & Technology Co., Ltd, which invested 400 million CNY in building a prototype of the maglev turbines, predicts revenue of 1.6 billion CNY from the generators. The new machine boosts wind energy generating capacity by as much as 20 percent over traditional wind turbines, explains company marketing manager Du Hainan. The Maglev turbines will also be 20

percent more expensive than conventional ones, he says.

Though most of the customers are domestic, orders are also "pouring in" from overseas, says Du. Makers of conventional turbines have reason to worry. "I'm sure that we'll take away part of those conventional turbine makers' market, but only a small part." Price-conscious customers and smaller-scale wind farms will stick with conventional turbines, he predicts. "It's just like a racing car is much more advanced in its capability compared to a family passenger car. But it can never occupy the whole market."

Are makers of conventional turbines worried? Technology chosen by the market leaders is proven in the market, says Zaldua. "New approaches need time to verify their validity, not only efficiency but also cost of energy and availability. This takes a long time, we will see."

The Maglev turbines have yet to





prove their efficiency, says Zhejiang Windey's Ding Jianping. "I haven't seen any test certification from any authority in the turbine-making field in the world." Windey's sales haven't been affected, "not even a little bit" by the new turbine. "And I don't think they will be affected in the future either."

Chinese companies will ultimately be competitors for Tianjin's foreign invested turbine makers. Urumqi-based Goldwind has moved from eighth to seventh place in global rankings, says Eric de Vrij. "In installed capacity we're the leader in China." Busy fulfilling its domestic orders, the company is taking a "softly, slowly" approach to international markets, says de Vrij.

Goldwind's overseas plans, however, are bottlenecked on standards. The company is tweaking software in

management systems attached to its turbines to comply with EU standards. European rules demand that wind farms link and supply a minimum amount of back-up power to the national grid. This is particularly important in smaller states like the UK and Holland, explains de Vrij. "We are fixing this problem."

International wind industry bodies have been demanding clear standards for turbine makers on grid services and access as wind takes a larger share of energy generated. A particular problem is built-in electronic boards that ensure a supply of "reactive power" to maintain the stability of the grid, explains Steven Sawyer, head of the Global Wind Energy Coalition (GWEC). "It requires modifications to the control electronics on the turbine." In Germany, where the government has offered bonuses to encourage wind farms to supply

reactive power, turbine makers have complained about the cost of adding the electronics. "Chinese manufacturers need to overcome this and should plan for it."

A failure to sync various turbine models with international standards could cause chaos for Chinese turbine makers (which each currently have different software systems) at home and abroad. "This has already happened in Spain and will happen quicker in China because of the local ambition to sell turbines in the West."

Indian turbine makers like Suzlon have become world leaders (Suzlon competes with Germany's Encon for top slot – with Vestas and Windtec in third and fourth place). Granted, India – which has 10 gigawatts (GW) of installed wind capacity – promoted wind energy earlier than China, establishing a Ministry for Noncon-

ventional Energy in the 1980s. “In China most of the development has happened in the last five or six years,” says Steven Sawyer.

Perhaps making up for lost time, small turbines are becoming increasingly out of vogue in China. “The focus is on developing larger megawatt machines...a couple of years ago you couldn’t appoint to a single Chinese maker capable of manufacturing 1MW turbines, but now there are a dozen,” explains Sawyer. Indigenous brands moved up in spec, with Goldwind now producing 1.5MW turbines.

There are still plenty of small players making 250kW turbines. China may do well to retain some of its production of smaller capacity models. “There’s a growing market for 600kW machines,” says Sawyer, who points to China’s success in penetrating Africa’s markets for consumer goods. He expects Chinese turbine makers to develop markets for sub-megawatt turbines in Africa and the Middle East.

China is already making an impact on Western markets. Sawyer points to a recent sale by Minyang Electric, a debutant to the industry, of 900MW worth of turbines to US customers. China will perfect its high-capacity turbines before a full-scale assault on Western markets, predicts Sawyer, but would do well to fix standards before entering the European and North American markets.

In the meantime there’s plenty of local demand to satisfy. There’s no sign

of the local turbine market slowing down, says Ding Jianping. “I don’t think the market will be saturated anytime soon because the Chinese government says it wants 10 million turbines operational by 2010,” he explains. “Right now four million are still needed.”



“The Chinese government says it wants 10 million turbines operational by 2010... 4 million are still needed.”

Goldwind, says de Vrij, sees “huge demand” for turbines in China, which accounts for the majority of company sales. While the company’s best selling turbine is its 750kW model, sales of its 1.5MW machine are rising, he says. Future output and exports will be decided by the geography of target markets. “The USA and China have enormous amounts of space so you can use 750kW turbines, but smaller and more densely populated EU countries will require higher-capacity turbines.”

De Vrij predicts five more years of all-out growth in the Chinese market, “after that local turbine makers will look to exports.” In China demand is growing “like no where in the world,” says Sawyer.

Rural electrification, urbanization and a growing economy means China adds 80GW per year to its national grid, mostly in coal power electricity. “In that context wind is not a priority but is taken into account...It still accounts for a small percent of overall energy output.”

The bulk of wind energy comes from large state-owned utility companies which are hedging their bets rather than being reliant on earnings from wind power. Low price tenders by such firms meant that the bulk of early wind farms didn’t even get built because wind farm operators were turned off by the income prospects. “The big companies were bidding very low,” says Sawyer. But prices range between regions, he says. Recent reforms mean tariffs account for only 25 percent of the bidding criteria.

Even with a massive roll-out in capacity, profits are tight at wind farms around the country. Wind power electricity is 30-40 percent more expensive to generate compared with coal-fired power plants, says Xu Bonian, professor for regional economic development at Inner Mongolia University at Hohhot. “Although the wind power station operation costs very little money, the initial investment is very high, usually 10,000 CNY per watt. China can cut costs by developing its own wind turbines. The government should also give more subsidies to wind farms,” suggests Xu.

Foreign wind farm managers have argued that local roll-out of turbines is slowed by a rule which ensures wind farms are majority owned by a Chinese partner. The government logic of fostering local expertise in wind turbine manufacturing and farming is reasonable however, says Sawyer, in the context of huge growth in the sec-

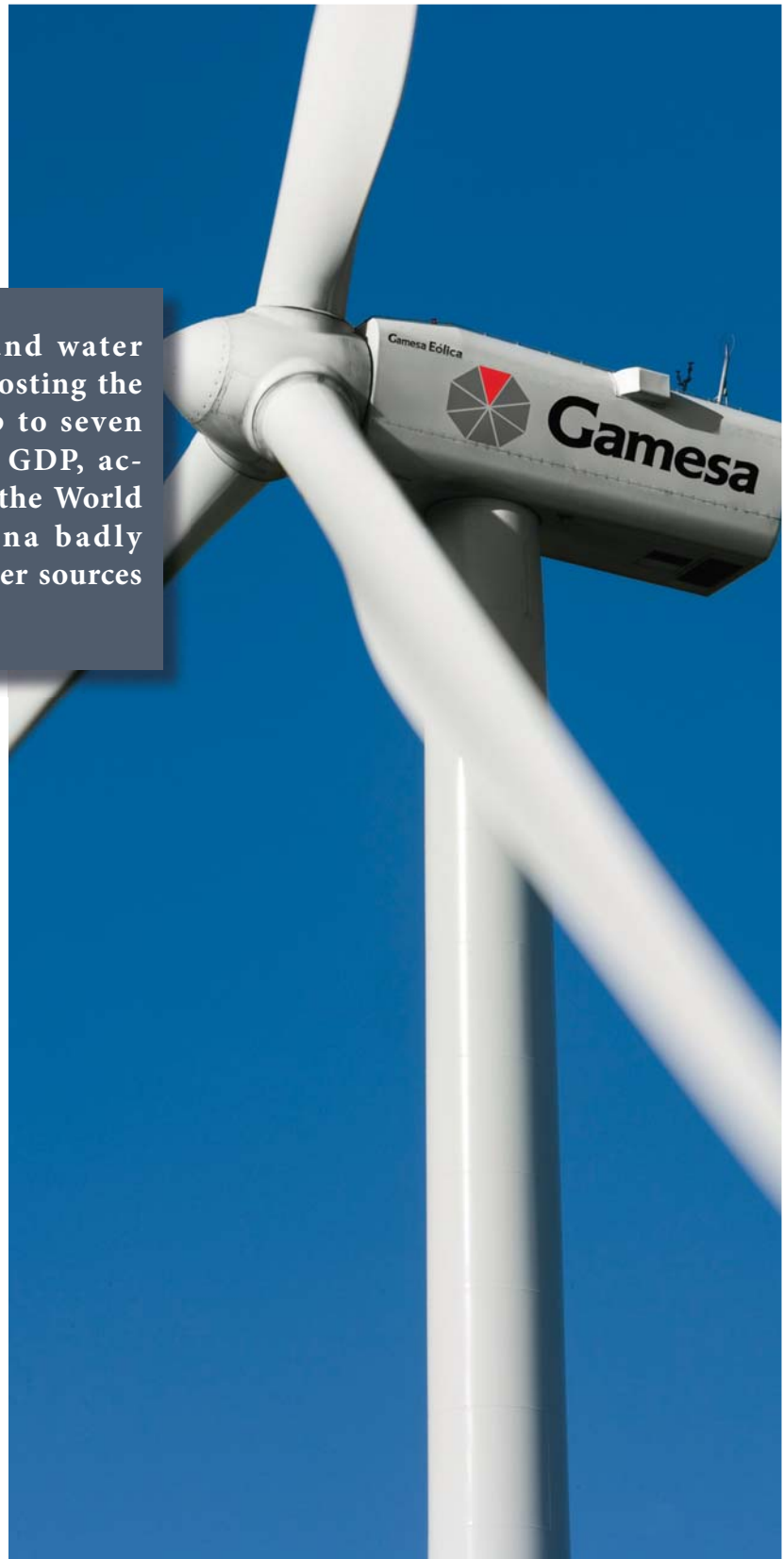
tor. “They [foreign investors] may argue that it blocks growth, but how do you grow faster than 150 percent?”

Hitherto in the realm of science fiction, offshore wind farms got the green light in the Chinese government’s 12th five-year plan, running from 2010 to 2015. “It is hard to build an offshore electricity plant in the short term because the investment of the generator is very huge, much higher than building the inland wind power generators,” says Xu.

With air and water pollution costing the country up to seven percent of GDP, according to the World Bank, China badly needs cleaner sources of energy. Equally worrying, surging oil prices are driving inflation in China. There are many other areas where China has sliced into its emissions – energy efficiency in most local factories and buildings remains poor. That’s partly because electricity is far cheaper in China than in most similar-sized economies. China clearly needs a cleaner way to generate its power.

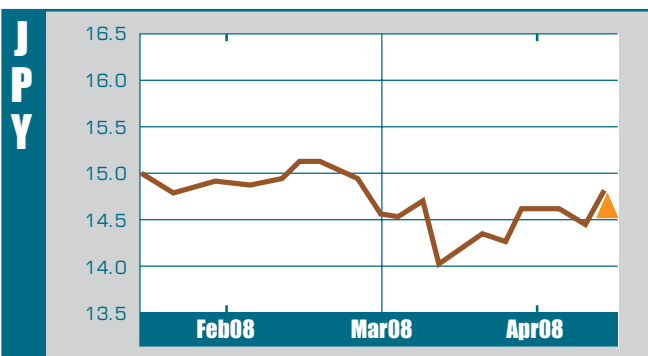
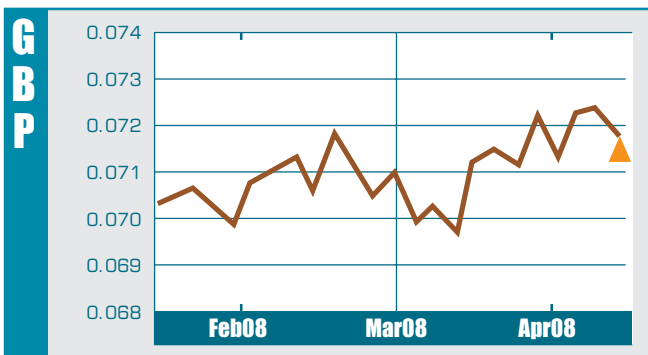
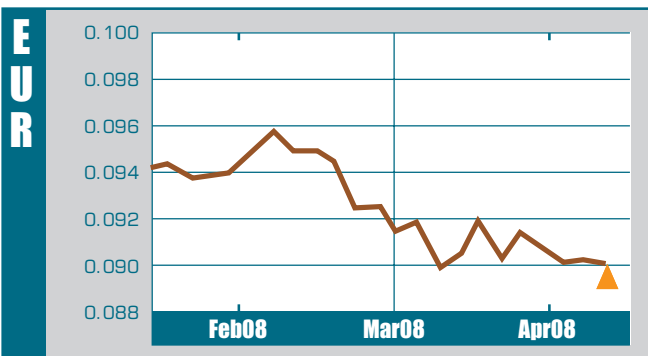
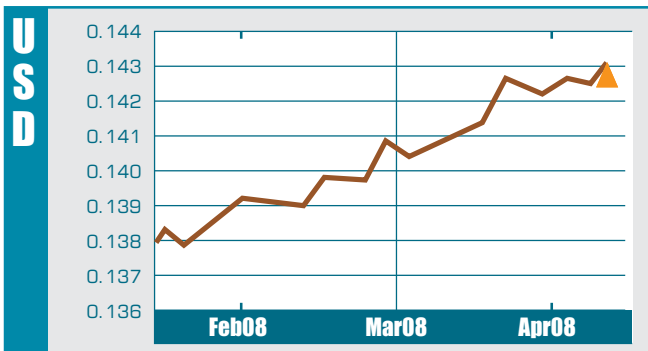
The benefits of wind power are obvious: Denmark generates 20 percent of its electricity from wind. With China attempting to mirror that feat, at least in capacity installed, Tianjin’s turbine makers are in for good times. Gamesa will later this year add a 20,000 square-metre facility to manufacture gear boxes and generators. The new Tianjin property will also serve as a logistic centre to handle the company’s expanding China business, says Zaldua. “We are here for the local market, and for the long haul.” ■

With air and water pollution costing the country up to seven percent of GDP, according to the World Bank, China badly needs cleaner sources of energy.



THREE MONTH CNY TRENDS

VS. CNY *



* Chart data represents middle rates for currency exchange

GLOBAL VALUATION

USD

Valuation Positive for the Currency

In the short-term, volatility in credit and equity markets is negative for USD, but attractive valuations should help the US currency continue to appreciate relative to the GBP.

▲ 7.0006 CNY/USD

EUR

Expensive Valuation

Although EUR will be supported by relatively high, stable interest rates, owing to the ECB's focus on inflation, on valuation measures the EUR is increasingly over-valued relative to the USD. As such we maintain our neutral stance on the currency.

▲ 11.1243 CNY/EUR

GBP

Unsupportive Valuation and Economic Picture

The combination of unappealing valuations, slowing growth and easing monetary policy are negative for currency.

▲ 13.9305 CNY/GBP

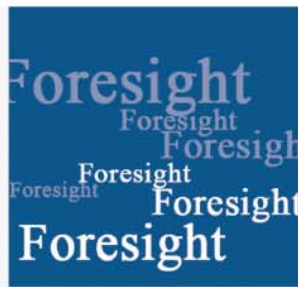
JPY

Currency Now Fair Value Against the USD

On valuation grounds, the JPY is now fair value against the USD. However weak economic growth and low interest rates will not support the JPY and we advocate a neutral view on the currency.

▲ 0.0682 CNY/JPY

Analysis provided by HSBC Tianjin (March issue HSBC Premier)
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OVERVIEW OF CHINA'S VALUE-ADDED TAX

China began to introduce Value-added Tax (VAT) in 1984 and dramatically amended it in 1993. PRC Provisional Regulations on Value-added Tax (PRVT) came into effect on 1 January 1994, supplemented by Provisional Regulations on Value-added Tax Implementation Rules (PRVTIR) promulgated by the Ministry of Finance on 25 Dec 1993, as well as by various circulars over the years from the State Administration of Taxation.

Scope of VAT

According to Article 1 of PRVT and Article 2 of PRVTIR, all units and individuals who are engaged in the sale of goods, the provision of processing, repair and replacement services, or the importation of goods, within the territory of the People's Republic of China are subject to VAT.

VAT taxpayers shall include, pursuant to Article 8 of PRVTIR, the following:

- State-owned enterprises
- Collectively-owned enterprises
- Privately-owned enterprises
- Joint-stock enterprises
- Other enterprises & administrative units
- Institutions
- Military units
- Social organizations
- Other units



"Goods", as mentioned in Article 1 of PRVT, refers to tangible moveable property, as well as electricity, heat and gas.

"Processing" means processing of goods under contract where one party entrusts its raw or major materials to an-

other party to manufacture goods in accordance with the former's requirement, in consideration of which the latter charges a processing fee.

"Repair and replacement" refers to business of provision of services for repairs or damaged or malfunctioning of goods under a contract with an aim of restoring the goods to its original conditions or function.

Small-scale and General Taxpayers

VAT taxpayers are generally divided into two categories, small-scale taxpayer and general taxpayer, in accordance with their business operation scales and the degree of sophistication of accounting systems adopted by the business.

Small-scale VAT taxpayers are those whose taxable sales value is below certain prescribed thresholds or who have unsound accounting and auditing systems. In accordance with Article 24 of PRVTIR, the following are regarded as small-scale taxpayers:

- Taxpayers engaged in the manufacturing of goods or in the provision of taxable labor services with an annual taxable sales value less than 1 million CNY
- Taxpayers engaged principally in the production of goods or the provision of taxable services, who are also engaged in the wholesale or retail of goods, whose annual taxable sales value is less than 1 million CNY
- Taxpayers engaged in the wholesale or retail of goods, with an annual taxable sales value of less than 1.8 million CNY

General VAT taxpayers are those enterprises whose annual taxable sales value exceeds thresholds for categorizing small-scale VAT taxpayers. General VAT taxpayers are entitled to use VAT invoices which enable said taxpayer to credit input tax against output tax.

Exemption of VAT

According to Article 16 of PRVT and Article 31 of

PRVTIR, the following goods are exempt from VAT:

- Agricultural products (products from crop-farming, poultry breeding, forestry, animal husbandry and aquatic products) sold by agricultural producers
- Contraceptive drugs and devices
- Antique books
- Imported instruments and equipment used directly for purposes of scientific research, experiments and education
- Materials and equipment imported by foreign governments and international organizations, free of charge, as aid
- Equipment and machinery imported for processing, assembly and compensation trade
- Goods imported by organizations of the disabled for specific use by the disabled
- Secondhand goods which have been used and sold by individual sellers

$$\text{VAT payable} = \text{output tax} - \text{input tax}$$

VAT Rates and Calculation

Pursuant to Article 2 of PRVT, the VAT tax rate imposed on general taxpayers for sales or imports of goods, and on provision of processing, repair or replacement which qualify as taxable labor services is 17%.

A reduced rate of 13% is prescribed in PRVT for selling or importing the following goods:

- Food grains and edible vegetable oil
- Tap water, heating, air conditioning, hot water, coal gas, liquefied petroleum gas, natural gas, methane gas and coal/charcoal products for household use
- Books, newspapers and magazines
- Feeds, chemical fertilizers, agricultural chemicals, agricultural machinery and plastic-film for agricultural purposes
- Farm produce

The VAT tax rate imposed on general taxpayers for sales or imports of goods, and on provision of processing, repair or replacement which qualify as taxable labor services is 17%.

For small-scale taxpayers, the VAT is at a reduced rate of 4% (of the total turnover) for trading enterprises and 6% for production and other enterprises.

In accordance with Article 2 paragraph 3 of PRVT, VAT rate is zero for taxpayers exporting goods, except as otherwise provided by the State Council.

VAT calculation for general taxpayers is in principle done in accordance with the following formula:

$$\text{VAT payable} = \text{output tax} - \text{input tax}$$

Output tax is the result of sales values multiplied by applicable VAT rates. The VAT paid by a general taxpayer in order to purchase raw materials, goods or services for the purpose of its business is the input tax, which may be used as a credit against the output tax imposed on it for selling its goods. This mechanism allows the general taxpayer to be liable for VAT only for the net amount after deducting the offset amount.

VAT Refund on Export

Taxpayers who export goods outside China are entitled to apply for VAT refund in connection with the purchase or manufacturing of the exported goods for which VAT has been paid.

For the purpose of VAT exemption or refund, exported goods are generally classified into the following categories:

- Goods eligible for tax exemption and tax refund on export
- Goods eligible for tax exemption but not tax refund on export, where tax has not been levied on the goods in question during production or sales
- Goods which are eligible for neither tax exemption nor tax refund on export where such goods are restricted or banned for exportation, or where there exist certain requirements that are not met, e.g. validity for claiming tax refund has expired

Export enterprises have to complete formalities of tax refund registration with the tax authority in order to be entitled to claim VAT refund or exemption. For such a purpose, the export enterprise should provide to the local tax authority its business license and documentation in relation to export qualification issued by the Ministry of Commerce. The time limit for such registration is that such registration shall be completed within 30 days from the date of export approval. Registered enterprises should

submit, on a monthly basis, a Declaration Form for Tax Refund for Production Enterprises to the tax authority, which shall be supported by other documentation such as: Customs Declaration Forms (export tax refund stub); Export Invoices in relation to exported goods; and Foreign Exchange Verification and Cancellation Certificate.

The relevant tax authority, in reviewing relevant documents submitted by export enterprises, may request a site visit and conduct a field audit on all related documents, accounting books and records before granting tax refund applications.

Although it is stipulated in a circular by the State Administration of Taxation – GUOSHUIFA (1994) 031 – that if documentation submitted by export enterprise for tax refund are complete, the relevant tax authority shall complete the tax refund examination process within one month from the date of the receipt of the application. In reality, in many parts of China it takes much longer, sometimes as long as one year.

Exporters are required to submit to the tax authority the export declaration forms for refund claim within 90 days of the export date. Furthermore, foreign exchange verification and cancellation certificates shall be submitted to the local tax authority within 180 days of the date of export. In the event that these time limits are not observed, the VAT in relation to the exported goods will not be granted and the export will be deemed a domestic sale.

Tax refund rates have undergone many changes over the years since the introduction of VAT in China. In the very beginning a full refund was permitted. However, tax refund on export was later widely abused by many enterprises as a major source of revenue and fraudulent practice was rampant. The Central Government consequently adopted measures to substantially reduce the refund rate. In response to the late 1990s Asian Financial Crisis, the tax refund rate was once increased, though it did not remain high for very long. Since 2007, tax refund rates were cut or eliminated to zero for many high-polluting products and high energy-consuming products as part of the efforts by China to reduce its huge trade surplus with other countries, particularly the US.

VAT Invoices

In accordance with Article 1 of Provisions for the Use of Special Invoices of VAT (the "Provisions"), VAT invoices are to be obtained, bought and used only by VAT general taxpayers and not by small-scale taxpayers or non-VAT taxpayers. The benefit of the VAT invoice is that it records



the output tax by the seller and input tax of the purchaser and provides information and evidence for credit against output tax.

In order to ensure that VAT invoices are properly used, it is required that general taxpayers shall not obtain, buy or use special invoices in any one of the following cases:

1. The accounting system is unsound, i.e., it cannot accurately compute the output tax, input tax and the amount of VAT payable as required under the accounting regulations and by tax authorities;
2. Accurate information for the output tax, input tax, the amount of VAT payable and other information relating to VAT cannot be provided to tax authorities.
3. Engagement in the following activities and failure to correct itself within the time limit prescribed by tax authorities:
 - a. Printing special invoices without authorization;
 - b. Buying special invoices from individual persons or units other than tax authorities;
 - c. Using special invoices borrowed from others;
 - d. Providing special invoices for use by others;
 - e. Failing to issue special invoices in accordance with the requirements as prescribed in Article 5 of the Provisions;
 - f. Failing to preserve special invoices in accordance with the requirements under the Provisions;
 - g. Failing to file the information on the status of the purchase, use and inventory of special invoices as prescribed in Article 16 of the Provisions;
 - h. Failing to accept inspection by tax authorities according to the requirements under the Provisions.
4. Sale of tax-exempt goods.

If any of the aforesaid cases occur with a general taxpayer that has obtained, bought and used special invoices, the tax authorities shall confiscate the invoices.■

Taxation of Representative Offices in China and Possible Tax Exemptions



Tingting Li



Pedro Lemos Carvalho

Introduction:

GARRIGUES is an international law firm boasting a team of over 2,000 professionals in its 33 offices, in cities such as Barcelona, Brussels, Casablanca, Lisbon, London, Madrid, New York, Oporto, Shanghai and Warsaw, making it the largest law firm in continental Europe. It is also the main sponsor and promoter of AFFINITAS, a network of leading law firms with offices in 6 Latin American countries (Argentina, Brazil, Chile, Colombia, Peru and Mexico). Garrigues has over 12 years of experience in advising companies in their investments in China and in 2005 has moved to open its own office in Shanghai. Currently with a team of over 15 experienced Western and Chinese professionals, 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.

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by attorneys **Tingting Li** and **Pedro Lemos Carvalho**,
Garrigues Shanghai

Among all types of investment vehicles, many foreign companies, often at an early stage, choose to set up a representative office in order to explore and understand the business and investment climate in China, and to gain experience in the Chinese market. One of the reasons of such choice is that the establishment of a representative office is more convenient and economical, as it is not a separate legal entity and does not require contribution of registered capital.

With limited legal capacity, a representative office is usually not allowed to carry out business activities directly or on behalf of its headquarters, and it can only act as a liaison or coordinator for its headquarters' business in China. In relation to that, the tax treatment for representative offices set up by foreign companies is also different from that of other foreign invested enterprises.

It has been a common awareness that most of the representative offices in China are paying taxes calculated based on their expenditures. As a

matter of fact, the tax treatment for a representative office is based on the activities carried out by itself and its headquarters, which has been specifically clarified by the State Administration of Taxation (SAT) in its *Circular on the Relevant Tax Administration Issues Concerning Resident Representative Office of Foreign Enterprises* (Guo Shui Fa [2003] No. 28) promulgated on 12 March 2003 and effective from 1 July 2003. This Circular has standardized the tax treatment of representative offices, and further clarified that not all the activities of representative offices are subject to tax and that representative offices are entitled to pay taxes based either on actual income or cost-plus, subject to their activities and proving documents.

What activities of representative offices are taxable in China?

The taxability of representative offices is closely related to the business nature of their headquarters. A detailed list of taxable activities of representative offices is provided in the *Circular on Relevant Issues Concerning Strengthening the Collection and Administration of Taxes on Resident Representative Office of Foreign Enterprises* promulgated by the SAT on 13 September 1996 (Guo Shui Fa [1996] No. 165), and includes:

1. Acting as a merchandise trade agent;
2. Consulting services in relation to trade, legal, tax, accounting, etc.;
3. Services performed for fellow subsidiaries of the same non-resident holding company;
4. Acting as advertising agents;
5. Services performed for non-resident tourism companies, such as visa handling, fee collection, ticketing, tour guiding and liaison for accommodation;
6. Consulting services on behalf of non-resident financial institutions;
7. Services in the process of transportation;
8. Other taxable activities performed by representative offices for the clients.

According to the above list, the activities of representative offices set up by non-resident trading companies, consulting companies, holding companies with a group of subsidiaries, advertising companies, tourism companies,

Unless certain activities are expressly exempt from tax according to the laws, they shall still be taxable in China.



financial institutions and transportation companies are generally taxable. It also leaves an open option of other taxable activities not specified in the list, which means, unless certain activities are expressly exempt from tax according to the

laws, they shall still be taxable in China.

What type of representative offices or their activities are tax-exempt in China?

Not surprisingly, most representative offices are required to pay taxes in China, and that is why there is also a tax registration requirement for their establishment. However, there is a limited scope of activities of representative offices exempt from tax. Such scope is set out in the above referred Guo Shui Fa [1996] No. 165 and a supplement explanation in the Circular on Several Specific Issues Concerning the Taxation on Resident Representative Office of Foreign Enterprises promulgated by the SAT on 2 January 1997. According to both publications the following activities of representative offices shall be exempt from tax:

1. Where the headquarters are **manufacturing companies**, the tax-exempt activities of their representative offices are:
 - market study;
 - provision of commercial information;
 - liaison;
 - other preparatory and supplementary services rendered free of charge for the manufacture and import of the products manufactured by its headquarters;
2. Where the head offices are **foreign governments**, non-profit organizations and civil groups, the activities carried out by their representative offices are tax-exempt, unless they are conducting activities expressly falling into the taxable activities described in Guo Shui Fa [1996] No. 165;
3. Where the headquarters are **trading companies**, the tax-exempt activities of their representative offices are:
 - market study;
 - provision of commercial information;
 - other preparatory and supplementary services rendered free of charge for the sale of the own products of the headquarters;
4. Where the headquarters are **financial institutions**, the tax-exempt activities of their representative offices are:
 - providing preparatory and auxiliary services to customers in China free of charge;
 - free services related to loans granted by the headquarters to customers;

If representative offices believe that their activities could qualify for tax exemption, they are entitled to apply to the tax authorities in charge for their adjudication and approval.

5. **Preparatory and supplementary activities** for the purchase by the headquarters from Chinese enterprises are also tax-exempt.

If representative offices believe that their activities could qualify for tax exemption, they are entitled to apply to the tax authorities in charge for their adjudication and approval. The tax authorities will review the supporting documents provided by the applicant representative offices to decide whether to grant such tax exemption. It is worth saying that tax authorities are usually very cautious in their decisions and strict with the definition of the activities scope.

The tax authorities are especially cautious about the tax exemption of representative offices set up by trading companies, which is only limited to preparatory service for the sales of the headquarters' own products. In this respect, representative offices will be required to prove that:

- the headquarters firstly purchased and received the products, and the ownership of the products belongs to the headquarters;
- the products have been stored by the headquarters, and risks of overstock and depreciation are borne by the headquarters;
- the headquarters resells the products at prices decided by themselves.

It is specifically stated that the tax authorities shall not regard the activities of the headquarters as "sale of own goods" if:

- the headquarters has firstly solicited and concluded a sale with a Chinese buyer before it places the related purchase orders or production orders with the suppliers;
- the goods are purchased from the supplier and resold into China at prices determined by the supplier.

If the activities of a representative office go beyond the tax-exempt activities mentioned above, the income attributable to the taxable activities performed in China will be subject to Enterprise Income Tax (EIT) and Business Tax (BT), which are calculated on actual or deemed bases, subject to the respective activities conducted.

What type of representative offices are subject to taxation based on cost-plus?

As representative offices (excluding those engaged in business consulting, legal matters, accounting, etc.) are not allowed to create revenue, it is usually very difficult to determine the taxable income or profits of their activities in China. There are some representative offices of service providers whose activities are mainly carried out upon the request of their headquarters and the income from the services is usually collected by the headquarters. A taxation method based on cost-plus has been adopted for the calculation of the tax payable for such activities of representative offices including:

1. Acting as a merchandise trade agent;
2. Acting as an advertising agent;
3. Services performed for non-resident tourism compa-

nies, such as visa handling, fee collection, ticketing, tour guiding and liaison for accommodation.

In addition to that, the above method has also been applied to those representative offices who fail to prove the actual income of their taxable activities in China, namely:

1. Representative offices who fail to provide effective proving documents, such as contracts or agreements, to effectively distinguish their taxable activities from tax-exempt activities;
2. Representative offices who fail to provide effective proving documents when they jointly provide various services to the clients with their headquarters, to effectively distinguish the income entitled to the representative offices from that entitled to the headquarters;
3. Other circumstances where representative offices fail to effectively report their taxable income.

The calculation of the tax payable on a cost-plus base is a presumed 10% profit on the income amount of the representative office. The following is an example to illustrate the calculation formulas:

$$\text{Income Amount} = \text{Operations Expense} / [1 - \text{Presumed Profit Rate} - \text{BT Rate}]$$

$$\text{BT Payable} = \text{Income Amount} \times \text{BT Rate}$$

$$\text{EIT Payable} = \text{Income Amount} \times \text{Presumed Profit Rate} \times \text{EIT Rate}$$

Example

A	B	C	D	E	F	G	H
Operation Expenses	Presumed Profit Rate	Business Tax Rate	Enterprise Income Tax Rate	Income Amount	Business Tax Payable	Enterprise Income Tax	Total Tax Payable
				$A / [1 - B - C]$	$E \times C$	$E \times B \times D$	$F + G$
8,500	10%	5%	25%	25%	500	250	750

What type of representative offices are subject to taxation based on actual income?

Taxation on a cost-plus base is a comparatively easier and more practical method for the tax authorities to administer the tax obligations of representative offices, whose incomes and profits are difficult to trace due to their special legal and commercial status. However, there are also representative offices whose tax obligations are determined based on their actual income.

According to Guo Shui Fa [2003] No. 28, all kinds of services provided by representative offices set up by consulting enterprises, such as those in relation to trade, legal, tax, accounting, etc., are taxed on an actual income basis. They must set up and maintain accounting books, and correctly calculate the proceeds and the taxable income. Due to the fact that the services provided by those representative offices in China are generally regarded as an extension of their foreign headquarters' services, and the business conducted by such representative offices are actually similar to those handled by wholly foreign-owned enterprises, they are specially categorized and are allowed to invoice and pay taxes based on the actual income and profits.

In addition, representative offices that are engaged in the following business shall also file regular tax returns to the local competent tax authority on the basis of the business income actually obtained from their business activities (including their income collected by their head offices):

1. Services performed for subsidiaries of the same non-resident holding company;
2. Consulting services on behalf of non-resident financial institutions;
3. Services in the process of transportation;
4. Other taxable activities apart from those subject to taxation on a cost-plus base.

If representative offices fail to prove their actual income and profits through effective proving documents, the tax authority will still adopt the cost-plus method for their tax calculation.

If representative offices fail to prove their actual income and profits through effective proving documents, the tax authority will still adopt the cost-plus method for their tax calculation.

In summary, representative offices set up by foreign enterprises in China, unlike those in other countries like India, Japan and Thailand, are still subject to taxation as that of foreign-invested enterprises, with a special mechanism of presumed profit rate. Apart from those representative offices that are strictly qualified for tax exemption, most of the representative offices in China are subject to taxation on a cost-plus base, unless they are representative offices set up by consulting enterprises or they can effectively prove their income and profits differentiated from those entitled to their headquarters. Such taxation system for representative offices in China intends to make up for the limited ad-

ministration on the operation of representative offices as an extension of their headquarters, as well as to adapt to the fact that representative offices in China are increasingly playing more important roles and engaging in more business activities than before. Although the relevant regulations have provided detailed lists for tax-exempt activities, activities taxable on cost-plus and activities taxable on actual income, the criteria to determine the nature of those activities and obligations of proof are still quite ambiguous and the type of tax treatment to apply is still mainly subject to the consideration of the competent tax authorities. ■





天津泰达国际会馆
TIANJIN
TEDA INTERNATIONAL CLUB TIANJIN

天津泰达国际会馆 TEDA International Club Tianjin

Being a membership club, TEDA International Club Tianjin is a 5 star hotel, which is a stylish leisure world of accommodation, recreation, business, catering, meeting and conventions offering top-class service. Besides convenient location, the club building enjoys green and oxygen-rich environment with Water Park and Tianjin Television Tower Lake set off and humane flavour of universities surrounded.

There are 7 classes of guest rooms available, Commodious, bright with wide vision, the rooms are decorated in a way of mixture of luxurious and elegance.

Fully equipped Service Apartments, with five-star hotel service, are the best choice for the expatriates in Tianjin.

The T.G.I. Friday's in TEDA International Club Tianjin is the first settled in Tianjin. The foods of distinctive American features and over 400 kinds of cocktail strongly attract you to visit here.

Seaport Restaurants has its famous dishes, presenting delicious dishes of pure Cantonese cuisine and a high degree of professional proficiency in cooking skill.

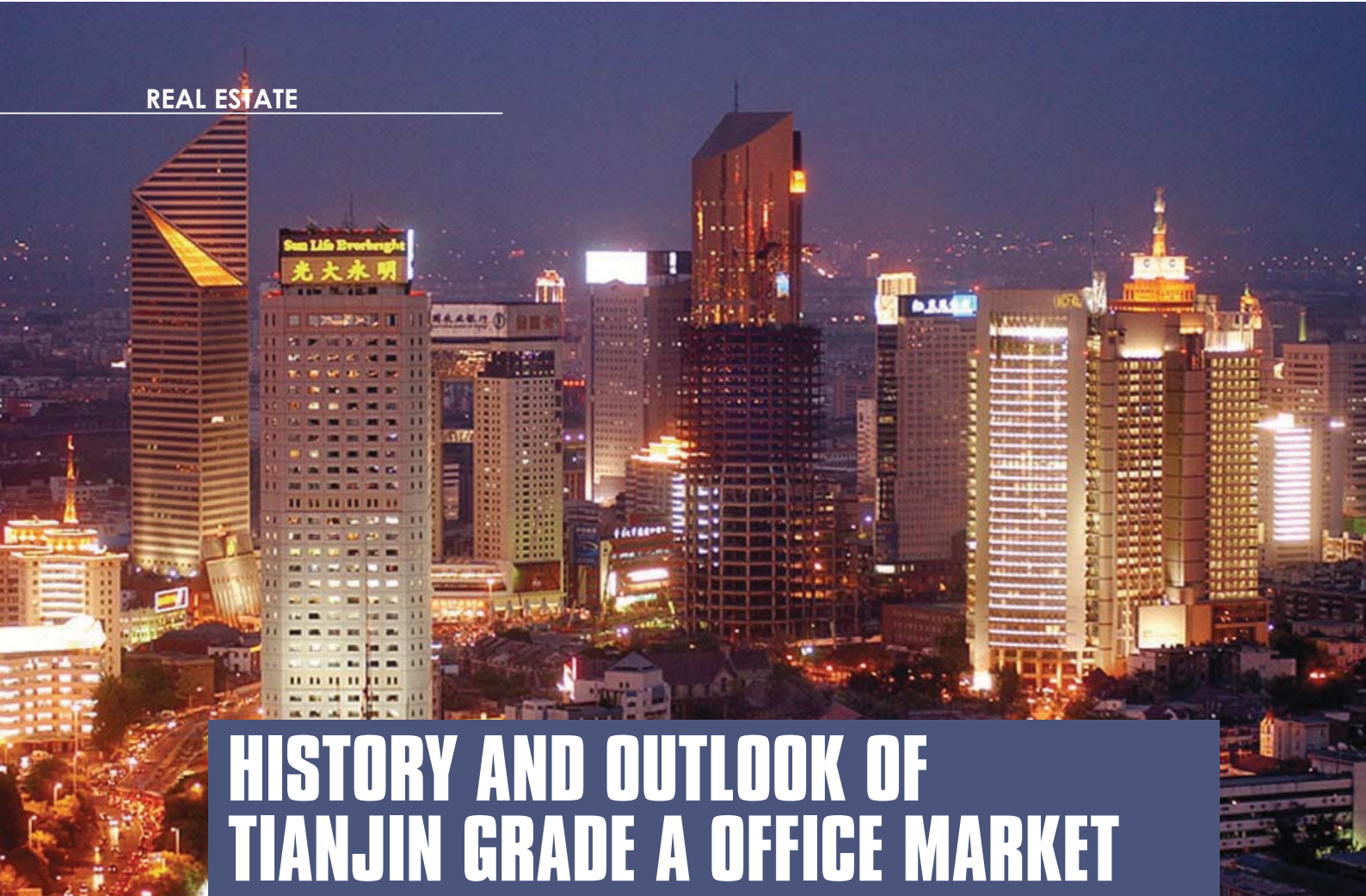
Selecting natural and pollution-free food, the Greenland Nutritious Restaurant makes delicacies which are rich in nutrition but low in fat, quantity of heat and cholesterol.

Adopting world top Spa treatment facilities, Ripple Spa Center combines essence from natural materials with water to ease and relax people through their five senses. The Center has Advisor Room, Examination Room, Treatment Room to provide services, e.g. treatment & massage, physical treatment, luxury bath, facial nursing, hands & feet nursing, etc. With a glass dome, the sunny indoor swimming pool is surrounded by verdant plants, and clear water is in good harmony with blue sky and white clouds.

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HISTORY AND OUTLOOK OF TIANJIN GRADE A OFFICE MARKET

1990 ~ 1999

Grade A office market takes shape, little supply, many unfinished buildings

During the decade of 1990 to 1999, Tianjin Grade A office reached 108,000 sqm, mainly from the Tianjin International Building, Ocean Plaza and TEDA Building. Due to developer inabilities and lack of capital, construction on many buildings halted during this period. Typical examples of ceased construction are Beiyang Steel Building (Tianjin Centre), Oujianghua (Tianjin International Trade Centre Building) and Jiuchuan Building (ICTC and PingAn Mansion).





2000 ~ 2007

Grade A office buildings gradually increase in number, regionalize and cluster in commercial areas

Supply increases

From 2000, the development of Grade A office space in Tianjin accelerated. One Grade A office building entered the market in every year except 2003. The quality of these buildings gradually improved. It is worth noting that the completion of The Exchange I in 2002 brought advanced hardware and management models to the Grade A office market in Tianjin. In 2007, the opening of The Exchange II marked Tianjin meeting the standards of the international Grade A office market.

At the same time, the Tianjin government began to deal with the unfinished buildings. Many developers bid for the unfinished buildings and converted them into Grade A offices. After redesigning and rebuilding, these previously unfinished buildings became landmarks in Downtown Tianjin. ICTC and Centre Plaza in Xiaobailou Area and Regent International Building on Youyi Road are typical examples of this renovation.

Heavy regionalization

The hottest development centralized in three areas. By the end of 2007, Xiaobailou Area was home to the lion's share of Tianjin of Grade A office space, containing 45%, while Nanjing Road Area came in second at 34% and Youyi Road Area, with only one Grade A building, had 11%.

Demand and rents steadily increase

Influenced by China entering WTO and the promotion of Tianjin city as the economic centre of North China, the demand for Grade A office increased steadily. Absorption of current stock was driven by scarcity of new supply. In 2007, transactions in the Grade 'A' office leasing market were active. Market confidence was bolstered by domestic and MNC interest.

Most of the Grade A office buildings achieved an increase in occupancy rate in 2007. Two key developments, The Exchange Tower 2 and Centre Plaza, attracted MNC and domestic tenants in 2007. Finance, logistics and technology companies were key leasers of Grade A office space.

By Q4 2007, the average rent of Grade A offices reached 18.9 USD/sqm/month, and dipped to a vacancy rate of 17.2%.

Grade A rates rise

Grade A offices have also been performing well in the sales market. With urban development and continuous growth of the northern economic center, Tianjin became a new hotbed for real estate investment, following the footsteps of first-tier cities Shanghai and Beijing. More Grade A offices for sale entered the market. The new supply was absorbed quickly, further raising prices. Emperor Place, located in Nanjing Road Business Area, achieved 100% occupancy with a transacted price of 18,000 CNY/sqm in Q4 2007. Offices in Centre Plaza sold out in the third quarter of 2007. En-



block commercial properties also led to intensive competition between developers. The commercial property Tianjin International Trade Centre Building Project, located in Xiaobailou Area, was acquired by Orient Overseas Real Estate Group for 2.3 billion CNY.

2008 ~ 2010

Large new Grade A supply, foreign capital-invested projects

Large supply, intensified competition

In the coming three years, new supply of Grade A office space in downtown Tianjin will exceed 370,000sqm. During this period, two to three Grade A office projects will enter the market every year. The new supply of Grade A office will mainly be concentrated in Nanjing Road Area, Xiaobailou Area and Youyi Road Area. In addition, Haihe River Belt, Laochengxiang Area and South Station CBD will become new hot areas of Grade A office.

Foreign investment sets foot in Grade A office development

The number of Grade A office projects developed in Tianjin by foreign developers will gradually increase. Most of these are medium- to high-level complexity projects on a large scale and long development cycle. It is expected that the Century Metropolis developed by Hong Kong-based Hutchison-Whampoa Properties Co., Ltd and the Yanlord Haihe River Square developed by Yanlord Group from Singapore will enter the market in

2009 and 2010, respectively. The two projects will drive an overall upgrade of property and value in the Tianjin Grade A office market.

Rent and vacancy rate predictions

In the coming three years, demand for Grade A office leasing will remain strong. New companies attracted by the promotion of Tianjin's city positioning are expected to bolster demand in the Grade A office leasing market. Rents for Grade A offices in Tianjin are expected to continuously increase. The vacancy rate of Grade A offices is also expected to increase, as the annual new supply in the coming three years will be much larger than in the past few years.■

Article provided by:

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No.188 JieFang Rd
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JONES LANG
LASALLE

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THE OLYMP

The Opening Ceremony of the 29th Olympiad is only 100 days away, and all eyes are turned on the progress of Beijing's preparatory transformation. While transportation and the implementation of regulations may be lagging, one massive project finished ahead of schedule: the Olympic Village.

The Beijing Olympic Village spans 163 acres just northwest of the main competition venues and the Olympic Park. Deputy director of the Village, Yu Debin, calls it the "biggest non-competition venue during the Olympics". Masterminded by architectural firm Sasaki Associates, Inc., the Village grows around the 350-year-old Dragon King Temple, and just north of a 500-year-old Taoist Niang Niang Temple. Unlike the emperor's Forbidden City palace, the Temple of Heaven and other grand monuments that Beijing is famous for, the Niang Niang and Dragon King temples catered to ordinary Chinese living in what was mostly farmland outside the high-walled city. Modern-day equivalents, temporary religious venues for Protestants, Catholics, Buddhists and Muslims, are being built in the Village. Liu Bainian, vice president of the China Patriotic Catholic Association, said

priests and nuns are being trained to speak English and French.

The near 17,000 temporary resident athletes and officials of the Olympic Village will sleep two to a room, three or four rooms to an apartment. Beijing This Month magazine reports that each of the 9,993 rooms is equipped with broadband networking, telephones, cable-TV connections, burglar alarms and fingerprint-reading locks. Facilities include a medical clinic, restaurants, multi-functional library, recreational center and exercise quarter with gym, pool, track and tennis and basketball courts. Around-the-clock shuttle buses will carry athletes from the Village to their competition venues. On foot, they should be able to reach major venues on the Olympic Green within 25 minutes.

In line with the green theme of this year's Games, the Olympic Village boasts the implementation of several renewable resource

technologies. Approximately 6,000 square meters of solar panels will be used to generate



OLYMPIC VILLAGE



as to just how much energy will be generated. The official website of the Beijing Games states, "The Village is projected to draw 7.89 million kilowatt hours of renewable energy from the sun and recycled water during the 2008 Olympic Games." It later adds, "After the Games, the system will continue to accumulate 6.7 kilowatt hours per year," or less than one one-millionth of the energy drawn during the three-week fanfare.

There will be a system for collecting and re-using rain water, and all toilets will be equipped with water-saving technology. Officials also say the athletes will be able to drink water from the tap. Such news may not seem noteworthy to most western readers, but as VOA News points out, it becomes remarkable when the government admits that up to 300 million rural Chinese do not have access to clean drinking water.

Qingdao Olympic Sailing Center. The Olympic Village is set to open on 27 July 2008, and remain open until three days after the closing ceremony.

Success of the Village relies heavily upon other projects, namely the public transportation system. Traffic jams, especially during heavy summer rains, halt millions of urban commuters. The Chinese Embassy recognizes that such pressure "challenges Beijing's promise that all the Olympic venues could be reached within 30 minutes from the Olympic Village." New subway lines, traffic restrictions and the aforementioned shuttle buses offer hope for the 500,000 projected visitors.

For those curious about the post-Olympic use of the Village: CNN Asia reports the 360,000 square meters of residential and commercial real estate have already been sold at price tags between 0.5 and 1.0 million USD per apartment.

Collected from various media sources.



electricity for the lighting and hot water in the Olympic Village, though confusion exists

Comparable athlete residences exist near competition venues outside Beijing, such as by the

Our customers are international organizations based in Tianjin. They have the following open positions:

General Accountant

Code: GA0805

JOB DESCRIPTION:

- Manage and prepare the budget
- Draw the general plan of accounts
- Assist GM in information analysis and troubleshooting
- Coordinate with government issues
- Report on financial status
- Control expenditures and make recommendations on the application of funds
- Maintain a good relationship with authorities
- Source funds from credit banks

WHO WE ARE LOOKING FOR:

- Bachelor's degree in Accounting/Finance, postgraduate degree is an advantage
- Proficient with Windows and MS Office
- Organized & analytical
- Self-motivated, proactive, creative
- Good communicator and relation builder
- Effective negotiation skills

HR Manager

Code: HRM0805

JOB DESCRIPTION:

- Manage the interview and recruitment process
- Establish the payroll system
- Implement and coordinate the performance appraisal process
- Implement employee training programs
- Manage employment contracts
- Supervise and support day-to-day employee issues
- Report to the GM

WHO WE ARE LOOKING FOR:

- Bachelor's degree in HR, postgraduate degree is an advantage
- At least 4 years of work experience in HR
- Familiarity with the new labour law and other related regulations
- Good communication skills
- Self-motivated, proactive, creative
- Able to read, write and communicate fluently in English

Sales Manager

Code: SM0805

JOB DESCRIPTION:

- Sell products to manufacturers and sub suppliers of wind turbines and other industries in China
- Work out technical solutions with the customers
- Develop new opportunities in the market
- Build and maintain customer relationships
- Work closely with the General Manager or on own initiative to achieve assigned objectives
- Collect/analyze market and competitive product information and feedback

WHO WE ARE LOOKING FOR:

- Bachelor's degree, or above, in mechanical engineering from accredited university
- 3 to 5 years product marketing experience in related industry; good marketing sense
- Strong knowledge of promotion strategy and methods
- Fluent spoken and written English
- Experience working with an international company
- Strong communication, coordination and presentation skills
- Experience with PC's, MS Office software and administrative systems

Cost Control Accountant

Code: CCA0805

JOB DESCRIPTION:

- Collect, prepare and analyze cost data
- Identify and report variances
- Participate in and verify physical inventory counts
- Prepare cost accounting records
- Set standard costs and valuation methodologies
- Prepare monthly end journal entries and related account reconciliations
- Assist Financial Manager in performing financial analyses and other tasks

WHO WE ARE LOOKING FOR:

- Bachelor's degree in Finance or Accounting
- At last 3 years of relevant experience
- Able to read, write and communicate in English
- Well-organized, self-motivated and proactive

Responsible for customer success through all phases of the post-sale lifecycle:

- Understand customer's business requirements and translate them into practical business solutions.
- Establish business objectives and success criteria, and metrics
- Define configuration, data migration, and integration strategies
- Develop change management and training solutions to drive user adoption
- Provide post-deployment support
- Provide ongoing account management, communication, and success metric monitoring
- Develop trusted advisor relationships with customer executive sponsors and project members in all post-sales phases
- Lead the Executive business alignment, requirements gathering, business process review, and configuration design activities
- Identify follow-on sales opportunities in accounts and engage sales team and support sales calls and customer visits
- Manage all project activities

Project Manager

Code: PM0805

Primary responsibility is to direct and implement solutions to our customers.

The ideal candidate will use his/her skills to:

- define project requirements,
- manage the project budget,
- direct and participate in the completion of project deliverables
- manage the project scope and resources.



If you are interested in any of these positions, please send your resume and mention **Code No.** to HR@boxinren.com



CHAMBERS REPORT

European Union Chamber of Commerce in China, Tianjin Chapter P52

Danish Chamber of Commerce in China P58

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American Chamber of Commerce Greater Tianjin Branch P62

Korean Chamber of Commerce & Industry in Tianjin, China P63

EUROPEAN CHAMBER



Europe Day Celebration



Cocktail Party

Join the European Chamber for an evening of cocktails and snacks in the pleasant atmosphere of THE EXECUTIVE CENTER!

**Win Ticket for the Olympic Games!
Free For all members of the European Chamber!**

Europe Day celebrates the formation of the European Union 58 years ago. On this date, the European Chamber Tianjin Office is delighted to invite you to travel to Europe through music and gastronomy, win the lucky draw and have fun at our cocktail party!

At the party we will introduce the newly elected Board Members of our Tianjin Chapter, and present our activities and plans for 2008!

Date: 9 May 2008 (17:00-19:00)
Location: The Executive Center
(29F, The Exchange Tower 2, 189 Nanjing Road)
Fully sponsored by The Executive Center



You may register on-line (www.europeanchamber.com.cn) or via email to tianjin@euccc.com.cn. For further information please contact Ms Kitty Wang at **022-27418822**.

We look forward to seeing you there!

Symbols of the European Union

Europe Day

On 9 May 1950, Robert Schuman, the French Minister of Foreign Affairs, made an important speech putting forward proposals based on the ideas of Jean Monnet. He proposed that France and the Federal Republic of Germany



pool their coal and steel resources in a new organization which other European countries could join. Since this date can be regarded as the date of birth of the European Union, 9 May is now celebrated annually as Europe Day. The date, along with the flag, the anthem, the motto and the single currency (the Euro), identifies the political entity of the European Union. Europe Day is the occasion for activities and festivities that bring Europe closer to its citizens and peoples of the Union closer to one another.

Anthem

The Ode to Joy is adopted as the anthem of the European Union and the Council of Europe. It was based on the final movements of Ludwig van Beethoven's 9th Symphony. The anthem section was announced on 19 January 1972 by the Council of Europe after being arranged by conductor Herbert von Karajan. The anthem was launched via a major information campaign on Europe Day, 5 May 1972. In 1985, it was adopted by EU heads of State and government as the official anthem of the European Union. This anthem expresses the ideals of freedom, peace and solidarity for which Europe stands.

Motto

The motto-**United in diversity** -means that via the EU, Europeans are united in working for peace and prosperity, and that the many different cultures, traditions and languages in Europe are a positive asset for the continent.



Flag



The Flag of Europe consists of a circle of twelve

golden stars on a blue background. It is most commonly associated with the European Union (EU), formerly the European Communities, which adopted the flag in the 1980s. However, it was first adopted by the Council of Europe (CoE), which created it in 1955.



Seminar Announcement

Renewable Energy & Environmental Protection

The European Chamber Tianjin Chapter is pleased to invite you to the Renewable Energy & Environmental Protection Seminar, which will be held at 14:00 on Thursday, 8 May 2008.

The objective of the seminar is to give an overview of the Industry on the current Renewable Energy in China. The seminar will provide both theoretical and practical insights on this subject.



About the speaker

Mr. Havard Norstebo first came to China over a decade ago with the commercial section of the Norwegian Embassy in Beijing, and his career has since grown to encompass the fields of telecommunications, energy and environmental technology. His work centers on supplying combined heat and power solutions to improve energy efficiency while reducing greenhouse gas emissions.



"If you think that the Chinese economy is growing fast, it is worth reflecting on the fact that it is growing at a snail's pace compared to the growth of individual Chinese wealth. And the growth of their wealth is growing at a snail's pace compared to the growth of their technical capabilities. This is a challenge the western world should be worried about."

Capital Enlightenment follows five MBA students from their studies in the US to their business in China. Their success and connections open doors they had never

imagined, putting them in the unique position to make the most spectacular and politically influential investment ever.

- Global economy
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- Sustainable development
- National unity
- Inflation
- Currency speculation
- Business philosophy
- Management and negotiation in China

**Register now to obtain a free copy of Mr. Havard Norstebo's business novel!
- Capital Enlightenment -**

You may register on-line (www.europeanchamber.com.cn) or via email to tianjin@euccc.com.cn. For further information please contact Ms Kitty Wang at **022-27418822**.

We look forward to seeing you there!

EUROPEAN CHAMBER



中国欧盟商会

EUROPEAN CHAMBER IN TIANJIN

NEW PUBLICATION

2007/2008 European Business in China Position Paper

The Position Paper is published each year and represents the overall view of European Companies doing business in China. It details the key concerns and recommendations of each of the 30 Working Groups in regard to WTO implementation issues, trade issues beyond China's WTO commitments, regulatory issues and broader policy-related issues. The Position Paper is presented to the Chinese government and EU authorities each year with the aim of improving the investment climate in China.



Price:

Members: RMB250

Non-members: RMB500

The Position Paper is also available in CD-ROM format.

2008 Business Directory: Coming soon!

The Business Directory is produced annually and lists Members of the Chamber as well as EU Member States' Embassies, Consulates and Business Associations details. The 2008 Business Directory includes over 1000 Corporate Members. It is the ideal reference source for the European business community in China.



Price:

Members: RMB 500

Non-Members: RMB 1000

EUROPEAN CHAMBER TIANJIN LOCAL BOARD



Chairman
Mr. Juan Silvestre
Boxinves



Dr. Karl-Heinz Buettner
Siemens



Dr. Eric Bouteiller
Ipsen



Mr. Dorino Moret
Zanussi



Mr. Gabriele Castaldi
Goglio

EVENTS REVIEW

HR Seminar - Employee Retention

20 March 2008



The European Chamber Tianjin Office successfully held a seminar on HR Employee Retention on 20 March in Hotel Nikko Tianjin. Mr. Sun Fan from Hewitt Beijing presented the findings of their 2007 Compensation and Benefits Survey and offered insight into the 2007 trends of the overall China talent market, focusing specifically on compensation and benefits trends in Tianjin.

Participants from member companies learned more about employee engagement, market best practices, and future trends. Participants acknowledged that talent retention is about more than just money; both financial and non-financial incentives play an important part in the retention game. During this two-hour seminar, attendees learned how to strategize and plan their retention solutions, and develop a retention toolbox that best fits their organization.

HR Training - Employee Retention

15 April 2008



On 15 April HR and Executive Managers from European Chamber member companies attended a whole day training seminar on Employee Retention. The training was delivered by Mr. Jerome Maybon, Managing Director of E&PC HK Ltd.

The seminar took the form of a business simulation in which the Chinese job and customer markets were recreated. Six simulated companies (three participants in each 'company') competed in these markets for the most talented candidates and best customers. Over the course of six simulated years, participants were forced to make managerial decisions that impacted upon the retention of their employees, in the process becoming familiar with a variety of key factors affecting retention. Mixing with managers from other European Chamber member companies also offered participants valuable insight into the management techniques of their peers.

UPCOMING EVENTS

Seminar - Renewable Energy & Environmental Protection

Date: **8 May 2008 (14:00-16:00)**
Speaker: Mr. Havard Norstebo

Participants have the chance to obtain a free copy of Mr. Havard Norstebo's book, Capital Enlightenment.



European Day Celebration - Cocktail Party

Date: **9 May 2008 (17:00-19:00)**
Location: The Executive Center (29F, The Exchange Tower 2, 189 Nanjing Road)

Win ticket for the Olympic Games!

Local Board Meeting

Date: **15 May 2008**
Location: European Chamber Tianjin Office

ANNOUNCEMENT



HR WG Chairperson:

Ms Helen Liu
HR Director,
Zanussi Elektromeccanica Tianjin
Compressor Company, Ltd.



Finance & Taxation WG Chairperson:

Ms Zhang Xiao Xue
Controlling & Accounting Manager,
Siemens Electrical Drives Ltd

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E-mail: tianjin@euccc.com.cn Http://www.eurochamber.com.cn

EUROPEAN CHAMBER



中国欧盟商会

Message from local chair

Dear members,

I am delighted to chair another year of the European Chamber Tianjin Chapter. Many thanks to all members offering the Local Board great support during the last year.

The new Local Board is grateful and flattered by the level of positive feedback and the support received by the majority of members.

We are sure that this year in which I have the honor to chair will be the most successful year of our Chamber in Tianjin. We will have new members joining us, we will organize several social events for the European community living in Tianjin, and we will establish new working groups and hold seminars in relevant fields.

We will develop the relations with Tianjin local government and network with all high-level officials. The help of all of you will be necessary to create this spirit of mutual understanding.

We wish a successful development for the companies that we represent, and we want all the best for Tianjin. Our Chamber believes that Tianjin has great potential, and we want to be part of it.

People are the best part of Tianjin. We would like to be considered a part of their family, and we wish to cooperate with local government to provide a better future for everybody living and working here.

Thank you in advance for your support!

Juan Silvestre
Chairman Tianjin Board
European Chamber



The European Chamber Tianjin Chapter is pleased to inform that the new Tianjin Board has been elected after the Annual Member Meeting on the evening of 27 March.

Chairman:



Mr Juan Silvestre
Chairman, Boxin Investment Co. Ltd.
Member of European Chamber since 2005.
Local Chair of European Chamber in 2007 & 2008.

Board Members:



Dr. Karl-Heinz Buettner
General Manager, Siemens Electrical Drives Ltd.
Member of European Chamber since 2006.
Local Board Member of European Chamber in 2007 & 2008.



Dr. Eric Bouteiller
Chairman & General Manager, Beaufour - Ipsen (Tianjin) Pharmaceutical Co., Ltd.
Member of European Chamber since 2005.
Local Board Member of European Chamber in 2007 & 2008.



Mr Dorino Moret
General Manager, Zanussi Elettromeccanica Tianjin Compressor Company, Ltd.
Member of European Chamber since 2006.
Local Board Member of European Chamber in 2007 & 2008.



Mr Gabriele Castaldi
General Manager, Goglio (Tianjin) Packaging Co., Ltd.
Member of European Chamber since 2007.
Local Board Member of European Chamber in 2008.

EUROPEAN CHAMBER



中国欧盟商会

Intern Wanted



POSITION TITLE: Intern - Assistant to office manager

JOB TYPE: Internship

NUMBER OF VACANCIES: 1

POSITION OVERVIEW:

An Internship position is available in the European Chamber Tianjin Chapter. The intern will assist the office manager in the contact of government authorities and chamber members, as well as the organization of diverse events and business affairs, gaining valuable experience in areas like public and business relations, events and media.

The internships run for a period of 3 to 6 months. Please note that internship positions are unpaid.

REQUIREMENTS:

- Chinese National with excellent command of spoken and written English
- Excellent interpersonal and communication skills
- Flexible, patient and proactive attitude
- Good organization and management skills
- Computer literacy (Outlook, Word, Excel, Power Point, Internet Explorer).

LOCATION: Tianjin

PREFERRED EXPERIENCE:

- University degree
- Experience/knowledge of economics or international trade is beneficial, but not required.

APPLICATION PROCEDURE:

Applications for this position should be submitted in writing / email with a cover letter, photo and a CV to Ms Kitty Wang. Only shortlisted applicants will be contacted.

Upon successful completion of the internship a letter of recommendation from the Chamber will be provided as a reference.

CONTACT e-mail: tianjin@euccc.com.cn

Interview with new DCCC board member Eric Messerschmidt

Eric Messerschmidt, CEO Director of the Danish Cultural Institute in China, is a newly elected member of the DCCC board. The DCCC has interviewed Eric Messerschmidt for this issue of Business Tianjin.



1. What is your background?

I hold an MA in Urban Design and Planning from The Royal Danish Academy of Fine Arts and a Bachelor in Theology from Copenhagen University. My prior occupations include positions as Director of International Affairs in The Danish Centre for Architecture and as General Secretary for the intergovernmental mission on the elaboration of the Danish architectural policy. For five years, I served as the Danish representative to the Architects' Council of Europe and to Inter-Sectorial Platform Meetings in Brussels. As such key-note speaker at DGXII-conferences on Industrial Technologies on various occasions. In addition to numerous articles in reviews and catalogues, I've had the privilege to co-write a white book for The European Commission on Proposals for Europe's Built Environment.

2. Tell us about your experience in China.

I settled in China in late 2002 after having visited the country a number of times. My experience is probably not that different from other Europeans who've come to be fond of this vibrant and dynamic culture with emphasis on social relations. Still, the one lesson I would retain is that phenomena which I initially took for off-springs of a society in transition are de facto constant elements of the Chinese mindset and therefore the main reason for China's amazing drive, now and always.

3. When was the Danish Cultural Institute founded?

The Danish Cultural Institute was established in the fall of 2005 on the back of the worldwide celebrations on the bicentennial of Hans Christian Andersen.

4. What is the mission/vision of the DCI in China?

The Danish Cultural Institute promotes cultural exchanges between Danish and Chinese parties and informs about Denmark. It does so by engaging in and supporting projects that aim at long-term cooperation between Chinese and Danish cultural and educational institutions, artists and other professionals within the creative industries.

5. What are the main activities of DCI in China?

Our activities range from presenting art and artists through exhibitions, concerts and stage performances to holding conferences

and seminars on cultural and social issues as well as organizing study tours on subjects such as social matters and educational and cultural politics.

Besides serving and facilitating the continuous exchange between Danish and Chinese cultural stakeholders, we put priority on topics which expose Denmark as an innovative and cutting edge nation with a cultural approach founded on encounter and respect.

6. How do the Chinese view Danish art and culture?

Denmark is fortunate to have Hans Christian Andersen, perhaps the most beloved foreign cultural figure in China. It's not least thanks to him that we manage to hold more attention amongst Chinese than our actual size and economic impact account for.

On the other hand, his reputation permeates the Chinese perception of Danish culture to such degree that a considerable part of our *raison-d'être* is to explain that Denmark is more than fairytales. As a matter of fact, the majority of famous Danish household names are not even recognized as Danish in this country. That goes for Jorn Utzon, the architect of Sydney Opera House, pop-group Aqua and genuine designs like Lego, Bestseller, Velux, Danfoss, Vestas and Bang & Olufsen, to mention a few.

7. How do you believe you can contribute to the DCCC in the coming year?

As one of relatively few SMEs in the DCCC, The Danish Cultural Institute aims at representing Danish companies whose competitive advantages lie in the integration of creative competencies in their business model. It is my hope that providing a platform for sharing Best Practice in a number of areas like IPR, contractual issues and logistic handling may facilitate the growing importance of cultural economies in both Danish and Chinese business life.

8. Any interesting future DCI events you want to tell us about?

I'd like to mention two. The first is a major exhibition covering 400 years of Sino-Danish artistic exchange with more than 350 authentic objects from Frederiksborg National Museum of History. It will be shown at Prince Gong's Palace in Beijing from 1 August to 31 October.

The second is the Asia-Europe Culture + Climate Change Project, which will be launched during the EU-ASEM meeting in Beijing next October. The concept is to create cross-disciplinary cooperations between artists and have them elaborate on issues like sustainable environmental development and energy resources. The scope is to present the statements at the UN Climate Summit Meeting in Copenhagen in 2009 and, hopefully, bounce back at EXPO 2010.

Phenomena which I initially took for off-springs of a society in transition are de facto constant elements of the Chinese mindset and therefore the main reason for China's amazing drive, now and always.

Address: Office C-319 Beijing Lufthansa Center, 50 Liangmaqiao Road, Chaoyang District, Beijing

Tel: +86 (10) 6467 5748

Fax: +86 (10) 6462 3206

E-mail: mail@dccc.com.cn

Website: www.dccc.com.cn



Deutsche Handelskammer
German Chamber of Commerce
in China • Beijing

The German Chamber of Commerce, Beijing
invites you to a 1-day Workshop in Tianjin

Professional Receptionist Training

Receptionists are charged with a responsibility that may affect the success of an entire organization: making a good first impression. They are responsible for their manager's daily coordination with customers, subordinates and colleagues. But how to make a good first impression and to improve overall administrative effectiveness? The objective of the workshop is specially tailored to enhance receptionist's skills and customer relationship management.

Target Group:

Receptionists, secretaries and administrative staff

Outline:

Knowing your customer and your role –

understanding your role and your company, as well as your customers' needs

Phone and general correspondence –

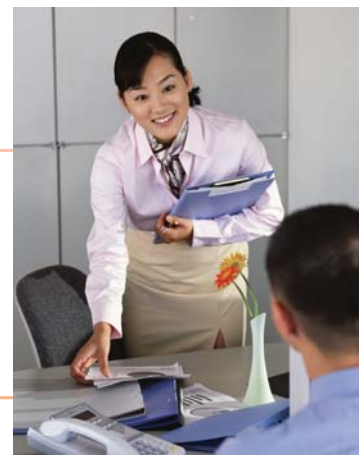
telephone manners and greetings; setting priorities and time management

Internal staff and logistics coordination –

beyond the receptionist and personal development

Customer relationship management –

how to handle customer enquiries and correspondence



Trainer:

Dr. Jasmin Fast-Lin is a certified DISC trainer for personal profiling, holds a Ph.D. in Management Learning and a MSc. in Human Resource Development from Lancaster University (UK), is specialized in Cross-Cultural Management, and holds an MBA. She has rich training experience, with participants from many of the Fortune 500 companies and with more than 20 nationalities from various job levels.

Date: June 20th, 2008
Time: 9:00-16:30 h
Language: English (main language) and Chinese (theoretical explanation)
Price: Member: RMB1,500 / Non member: RMB1,800
Venue: Xiqing District, Meeting room of Turck (Tianjin) Technology Co., Ltd.
Contact: Ms. WANG Man, Training Manager, German Chamber of Commerce
Tel: +86-10-6590 0926 ext. 302, Email: wang.man@bj.china.ahk.de





Swedish Chamber of Commerce in China

Introduction

The Swedish Chamber of Commerce in China was founded in March 1998. Over the past decade, the Swedish Chamber has grown from an initial 57 company members to 217 throughout mainland China. Regular events are arranged in Beijing and in Shanghai and in 2007 we established the SwedCham Forum in Guangdong in cooperation with the Swedish Chamber in Hong Kong.

The purpose of the Swedish Chamber of Commerce in China is to engage in activities that cannot easily be undertaken by the members themselves in order to enhance their business interests in China.

The Swedish Chamber is the natural point of contact and voice for businesses with a Swedish connection in China.

Swedish Chamber events aim at networking and enhancing knowledge in particular areas of interest to members. The chamber arranges many kinds of events, such as:

- monthly breakfast meetings with invited speakers, including Swedish visiting ministers, Chinese government officials, visiting CEOs/presidents of large Swedish companies, and interesting journalists;
- workshops or seminars in HR, finance, law, sales, marketing and branding, supply chain, IPR, CSR, and other areas;
- social events, such as networking cocktails, Christmas parties, golf tournaments and traditional Swedish crayfish parties;
- young professionals' events.

Publication

Dragon News, the quarterly member magazine, is printed in cooperation with the Swedish Chamber of Commerce in Hong Kong. Dragon News is a non-profit magazine financed by sponsors and advertisers, and is today the only Swedish business-related magazine written in English in South East Asia.

Please visit our web site www.swedishchamber.com.cn for more info.

Recent Events



Seminar on finding and retaining talent in China (8 Apr 2008)



Swedish Prime Minister Fredrik Reinfeldt speaks at Annual General Meeting, marking 10-year anniversary of Swedish Chamber in China (15 Apr 2008)



Nordic Chamber Golf Tournament and Winners (12 Apr 2008)



Swedish Minister for Trade, Eva Bjorling and Chairman of the Swedish Chamber of Commerce in China, Mats Harborn



Over 100 attend breakfast meeting (14 Apr 2008)



Swedish Minister of Trade Eva Bjorling speaks at Swedish Chamber breakfast meeting (14 Apr 2008)

Upcoming Events

Breakfast meeting with the Swedish Ambassador, Mikael Lindstrom

Topic - Strategic Approaches to Promoting Swedish-Chinese Business

Date: **Wednesday, 14 May 2008**

Time: 08:00 - 09:30

Venue: Ball Room 1, First floor at Radisson SAS Hotel Beijing (北京市朝阳区北三环东路甲6号北京皇家大饭店一层宴会厅)

Price: Non members, RMB300/person

Seminar on "Logistic Challenges and Trends in China"

Date: **Tuesday, 20 May 2008**

Venue: Ball Room 1, First Floor of Radisson SAS Hotel Beijing

Price: Non members, RMB300/person

For further details about upcoming events, please call **+86 10 5922 3388 ext. 313** or send an email to bjevent@swedishchamber.com.cn

Address: Room 313, Radisson SAS Hotel, 6A, East Beisanhuan Road, Chaoyang District, Beijing 100028, China

Tel: +86 10 5922 3388 ext. 313 Fax: +86 10 6462 7454

Website: www.swedishchamber.com.cn



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.

BENCHAM

The Benelux Chamber of Commerce in China, BenCham, was created in 2001 with the merger of the Dutch Business Association and the Belgian Luxembourg Business Association. To reflect its ever increasing corporate and social responsibilities, the organization changed its name in March 2006 to the Benelux Chamber of Commerce in China.

The Chamber has two chapters, one in Beijing and one in Shanghai. It is the prime platform for business people from the Benelux to meet each other.

BenCham has approximately 600 members and is growing fast. Members are large, medium and small-sized companies as well as individuals with an active interest in developing two-way trade and friendship between the Benelux countries and China.

The Benelux Chamber of Commerce is an independent, non-profit organization managed by a full time secretariat under the supervision of a Board of Directors. Its activities are funded by membership subscription, sponsorships and fees of Chamber's events.

MISSION

Our mission is to strengthen business, government and community ties between the Benelux countries and China.

BENELUX HISTORY

The Benelux is an economic union in Western Europe comprising three neighbouring monarchies: Belgium, The Netherlands and Luxembourg. The name is formed from the beginning of each country's name, and was created for the Benelux Customs Union, but is now used in a more generic way.

RECENT EVENTS



▪ **SME Working Group, 'Litigation or not?', 28 March 2008**

BenCham Beijing organized a successful SME Working Group in the Capital Club. Mr. Wenjie, attorney at Law and Partner, Grandall Legal Group, gave a presentation on the topic 'Litigation or not?'. He discussed disputes in China, litigation, arbitration and other business problems.



▪ **Chinese Dream, Flash Urbanization, 8 April 2008**

BenCham Beijing organized a successful Breakfast Event in the Capital Club. Mr. Neville Mars, from The Dynamic City Foundation, focused in his presentation on urbanization in two scenarios: business as usual and the Chinese dream for 2020.

UPCOMING EVENTS

▪ **14 May: Young Professionals, Viral marketing and Online Networking Tools**

▪ **21 May: AGM & Book presentation of Jeanne Boden 'The Wall behind China's open door'**

▪ **30 May: SME Working Group**

For more information check: www.bencham.org

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

OFFICE BENCHAM BEIJING



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**American Chamber of Commerce
Greater Tianjin Branch**

Join AmCham Tianjin upcoming events!

1. Company Tour to Butler (Tianjin) Inc.

9 May (Friday) Members: 100CNY
13:30 Registration at Renaissance TEDA Hotel
13:45 Set out by shuttle bus
14:00 Introduction by GM of Butler (Tianjin) Inc.
14:20 Visit the workshop
15:00 Q&A
15:30 Leave for Parrot Bar
15:40 Afternoon Refreshments
(Beverages, finger food and fruits included)

2. AmCham Tianjin & Renaissance Tianjin TEDA Hotel 7th Annual Charity Golf Tournament

Join us on **17 May** for this worthy charity golf tournament at **Warner Golf Course** in TEDA

11:00 Registration
11:30 Putting Contest
12:00 Shotgun tee time
18:00 Awards, entertainment, banquet and auction
(at Renaissance across from golf course)

All proceeds will be donated to the Jian Hua Foundation, a non-profit charity that helps disabled children across China. We will be donating to its Tianjin branch.

Thanks to our premier sponsor and partner, Renaissance Hotel TEDA, and other sponsors, this will be our biggest and best charity golf tournament ever, with an estimated 100,000+ CNY going to the Charity and thousands of RMB in prizes and giveaways, a deluxe banquet and entertainment.

3. May members dinner

“Emergency Health Care for Expats – Preparations You Should Make Now & What to do when an Emergency Develops”

30 May (Friday) 17:30—19:00
Sheraton Hotel

-To register for any event above, please contact-
The American Chamber Tianjin 2312 2517
Email: event@amchamtianjin.org

Room 402, Hyatt Regency Tianjin, No. 219 Jiefang North Road Tianjin 300042
Tel: +86-22-2312 2517 Fax: +86-22-2312 2519
Website: www.amchamtianjin.org



天津韩国商会

The Korea Chamber of Commerce & Industry in Tianjin, China

Recent Events



천진시 공안국 출입국관리국과의 교류회

일 시: 2008년 3월 28일(금)

내 용: 이번 교류회는 천진지역 한국기업과 교민들을 위한 교통, 안전, 치안, 비자 등 관련 문의사항 답변을 하는 공안국 서비스 차원에서 큰 효과를 얻었다.

Meeting with Exit-entry Administration of the Tianjin Public Security Bureau

Date: 28 March 2008

Topics: Issues related to transportation, public security, visas for Korean Enterprises and Koreans in Tianjin



천진한국상(인)회와 일본인회 친선 골프대회

일 시: 2008년 4월 13일 (일)

장 소: 아로마골프클럽

Korean Chamber of Commerce & Japanese Association Friendship Golf Tournament

Date: 13 April 2008

Venue: Aroma (Tianjin) Golf Club

Upcoming Events

제3차 한국상회 국제 친선골프대회

일 시: 2008년 5월 24일(토) 11:30 Tee-up

장 소: 아로마골프클럽

The 3rd Korean Chamber of Commerce Friendship Golf Tournament

Date: **24 May 2008**, Tee-up at 11:30

Venue: Aroma (Tianjin) Golf Club

Address: 1F, Fenglin Hotel, No. 6 Binshui West Road, Nankai District, Tianjin
Tel: +86 22 2395 7991~3, +86 22 2395 7991 (24-hour Hotline) Fax: +86 22 2395 7990
Http: www.tjkcci.org E-mail: hanshanghui@hanmail.net

THE FACTORY VISIT

VOLUME 4

SCENE 1

Manager Xie was invited to visit the factory of her partner in TEDA.

Wang: We welcome you and your suggestions/opinions.

王：欢 迎 您 的 光 临(1) 希 望 您 给 予(2) 指 导(3)。
Wáng: Huān yíng nín de guāng lín, xī wàng nín gěi yǔ zhǐ dǎo.

Xie: You flatter me. It's an honor to visit your company.

谢：不 敢 当。能 到 贵(4) 公 司 参 观，是 我 的 荣 幸。
Xiè: Bù gǎn dāng. Néng dào guì gōng sī cān guān, shì wǒ de róng xìng.

Wang: Let me introduce Ms. Yu, Supervisor of the Marketing Department. She'll accompany you on the tour.

王：我 来 介 绍 一 下，这 位 是 公 司 市 场 部(5) 总 监(6)
Wáng: Wǒ lái jiè shào yí xià, zhè wèi shì gōng sī shì chǎng bù zǒng jiān
于 小 姐。她 将 陪 同(7) 您 参 观。
yú xiǎo jie. tā jiāng péi tóng nín cān guān.

Xie: Nice to meet you / A pleasure.

谢：幸 会，幸 会。
Xiè: Xìng huì, xìng huì.

(1) 光临	(guānglín)	be present (courteous)	(5) 市场部	(shìchǎngbù)	Marketing Department
(2) 给予	(jǐyǔ)	give	(6) 总监	(zǒngjiān)	Supervisor
(3) 指导	(zhǐdǎo)	direction, advice	(7) 陪同	(péitóng)	accompany
(4) 贵	(guì)	noble			

SCENE 2

Supervisor Yu accompanies Manager Xie to visit the factory district.

Liu: I am Liu, director of this factory. We welcome you and your advice.

刘：我 是 本 厂 的 刘 厂 长。欢 迎 光 临 指 导。
Liú: Wǒ shì běn chǎng de Liú cháng zhǎng. Huān yíng guāng lín zhǐ dǎo.

Xie: Hello! Through this visit, I hope to better understand the factory's situation.

谢：您 好！这 次 参 观，我 希 望 进 一 步(1) 了 解 贵 厂
Xiè: Nín hǎo! Zhè cì cān guān, wǒ xī wàng jìn yí bù liǎo jiě guì chǎng
的 情 况(2)。
de qíng kuàng.

Liu: No problem. Let's walk and chat.

刘：没 问 题。我 们 边 看 边 聊(3)。
Liú: Méi wèn tí. Wǒ men biān kàn biān liáo.

(1) 进一步	(jìnyíbù)	further
(2) 情况	(qíngkuàng)	situation
(3) 边...边...	(biān)...(biān)...	do something while doing another thing

SCENE 3

The visit is over, Manager Wang sees off Manager Xie.

Wang: Manager Xie, were you satisfied with these few days' arrangements? If anything wasn't considered, please excuse us for that.
 王：谢 经 理 对 这 几 天 的 安 排 满 意(1) 吗？不 周 到(2)
 Wáng:Xiè jīng lǐ duì zhè jǐ tiān de ān pái mǎn yì ma? Bù zhōu dào
 的 地 方，请 多 包 涵。
 de dì fāng, qǐng duō bāo hán.

Xie: You're too kind! The arrangements were excellent, I'm very satisfied.
 谢：您 太 客 气 了！安 排 得 非 常 好，我 很 满 意。
 Xiè: Nín tài kè qì le! ān pái de fēi cháng hǎo, wǒ hěn mǎn yì.

Wang: Here is a little gift to remember us by.
 王：这 是 一 份 小 礼 物(3)，留 个 纪 念。
 Wáng:Zhè shì yí fèn xiǎo lǐ wù, liú gè jì niàn.

Xie: Thank you so much. You shouldn't have troubled yourselves. I'm looking forward to our next cooperation. See you again!
 谢：非 常 感 谢。你 们 辛 苦 了。期 待(4) 我 们 下 次 合
 Xiè: Fēi cháng gǎn xiè. Nǐ men xīn kǔ le. Qī dài wǒ men xià cì hé
 作。再 见！
 zuò. Zài jiàn!

Wang: Forgive me for not seeing you off very far! Goodbye.
 王：恕(5) 不 远 送！再 见。
 Wáng:shù bù yuǎn sòng! Zài jiàn.

- | | |
|------------------------------|-----------------------|
| (1) 对... 满意 (duì)... (mǎnyì) | be satisfied with ... |
| (2) 周到 (zhōudào) | thoughtful |
| (3) 礼物 (lǐwù) | present/gift |
| (4) 期待 (qīdài) | look forward to |
| (5) 恕 (shù) | forgive |



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Changchun	12:40	14:05	CZ3695	2...6.	Sanya	18:20	22:00	BK2827	1.3.5.7	Changchun	13:40	15:20	ZH9254	1234567	Sanya	08:30	11:50	CZ3695	2...6.		
Changsha	13:00	15:10	BK2811	1234567	Shanghai	08:20	10:05	CA1533	1234567	Changsha	19:05	20:55	CZ3730	2...6.	Shanghai	22:45	02:00	BK2828	1.3.5.7		
	16:00	18:15	CZ3729	2...6.			11:05	12:50	MU5150	1234567		21:10	23:10	BK2812		1234567		08:00	09:50	MU5149	1234567
Chengdu	13:30	15:55	CA1421	1234567			15:40	17:25	CA1523	1234567	Chengdu	07:45	09:55	3U8861		1234567		11:05	12:55	CA1534	1234567
	15:00	17:30	NS8862	1234567			16:40	18:20	MU5148	1234567		19:40	21:50	3U3232		1.3.5.7		13:55	15:50	MU5147	1234567
Chongqing	12:10	14:30	3U8864	1234567	Shenyang	17:30	19:10	FM9130	1234567	Chongqing	21:00	23:20	CA1422	1234567	Shenyang	14:40	16:35	FM9129	1234567		
	17:00	19:15	HU7369	4...7			20:10	22:00	FM9134	123.56.		09:30	11:40	3U8863		2.4.6.		17:20	19:15	FM9133	1234567
Dalian	12:10	13:10	GS7571	1.3.5.7			14:40	16:00	GS7457	2.4.6.	Dalian	12:40	14:45	3U8863		1.3...7		18:25	20:25	CA1524	1234567
	17:50	19:00	GS7657	1234567			10:00	11:20	GS7677	1234567		10:10	11:10	GS7212		1234567		19:45	21:40	CA1528	2.4.5.7
	21:40	22:30	CZ3730	2...6.	Shenzhen	10:55	12:10	3U8861	23.567	Guangzhou	19:35	20:45	NS3204	1234567	Shenzhen	20:45	23:25	9C8813	123.567		
	23:25	00:15	CZ6334	3...5...			22:30	23:40	3U3232	1.3.5.7		11:50	14:45	CA1318		1234567		11:35	13:00	NS3203	1234567
Guangzhou	08:00	10:45	CA1317	1234567			22:30	23:40	NS3232	1.3.5.7		15:30	18:20	ZH9489		3.5.67		12:55	14:15	3U8862	234567
	13:30	16:15	HU7201	1234567			12:55	16:05	CZ3722	1234567	Haerbin	18:30	20:10	MU5682		1234567		19:55	21:20	GS7458	2.4.6.
	17:20	21:45	CZ3158	1234567	Taiyuan	13:55	16:55	CA1319	1234567	Haikou	17:50	21:25	BK2844	1.3.5.7	Taiyuan	09:05	12:10	CZ3721	1234567		
Haerbin	07:00	08:35	BK2821	1234567			15:00	18:00	CA1371	12345.7		22:50	02:20	HU7670		1234567		20:45	23:45	CA13726.
	15:05	16:55	CA4953	2.4.5.7			16:50	20:20	ZH9936	1234567	Hangzhou	08:05	09:45	MU2297		1234567		17:15	18:15	GS7472	1.3.5.7
Haikou	14:00	17:10	BK2843	1.3.5.7			09:00	10:00	GS7471	1234567		20:20	22:15	MF8125		1234567		22:35	23:45	BK2854	1.3.4.6.
	18:00	21:05	BK2849	2.4.6.	Wuhan	11:40	12:35	HU7607	2.4.6.	Hohhot	13:10	16:15	SC4877	1...4...	Wuhan	08:20	11:30	CZ6165	1234567		
Hangzhou	08:10	10:00	CA1577	1.3.6.			15:10	16:05	GS7607	1.3.5.7		15:30	17:20	CA1578		1.3.6.		20:50	22:40	CZ6334	3...5.7
	10:45	12:25	MU2298	2345.7			13:50	15:00	GS7678	1234567	Kunming	08:00	09:00	CA4718		1234567		11:55	13:30	MF8117	1234567
Kunming	13:00	17:50	BK2811	1234567			12:15	15:50	CZ6166	1234567		18:35	23:10	BK2812		1234567		13:15	17:20	CA1578	1.3...6.
	13:30	18:00	CA1421	1234567	Xi'an	18:20	20:05	CZ6333	3...3.5.	Nanchang	18:50	23:20	CA1422	1234567	Xi'an	14:05	15:45	GS7610	1234567		
Nanchang	14:30	16:20	CZ6368	2.4.6.7			08:10	12:15	CA1577	1.3.6.		11:40	13:40	CZ6367		2.4.6.7		15:10	17:00	GS7476	1234567
	12:00	13:25	CA4768	2.5.			11:45	13:35	GS7609	1234567	Nanjing	10:00	11:30	CZ6165		1234567		12:30	14:10	GS7448	2.4.6.
Nanjing	07:00	08:20	BK2857	1234567			08:10	10:00	GS7447	2.4.6.		08:40	10:20	ZH9253		1234567		10:10	11:10	GS7462	2.4...
	12:15	14:00	CZ6166	1234567	Yantai	15:40	17:30	GS7475	1234567	Ningbo	13:35	15:20	MU5681	1234567	Yantai	16:40	17:40	GS7756	1.3.5.7		
Qingdao	08:10	09:10	GS7551	1234567			08:00	10:45	GS7457	2.4.6.	Qingdao	05:05	09:05	CA4717		1234567		13:20	14:50	GS7578	1.3.5.7
	09:35	10:35	SC4718	1234567			15:20	16:10	GS7755	1.3.5.7		18:10	16:10	SC4723		1234567					
	16:50	17:50	SC4724	1234567		Zhengzhou	08:20	09:50	GS7577	1.3.5.7		17:55	18:55	GS7724		1234567					

International

International

DEST	DEP	ARR	Flight No	Days	DEST	DEP	ARR	Flight No	Days	ORIGIN	DEP	ARR	Flight No	Days	ORIGIN	DEP	ARR	Flight No	Days			
Hongkong	8:35	11:50	KA1103	1234567	Incheon	14:05	16:55	KE862	1234567	Hongkong	12:50	16:05	CA104	1234567	Incheon	09:30	10:20	KE861	1234567			
	8:35	11:50	CA103	1234567			16:50	19:35	KE864		2.4.5.7		17:00	20:00		HU8081	3.5.6.		15:05	15:50	KE863	2.4.5.7
	9:10	12:10	HU8082	2.4.6.7			14:15	18:00	JL788		1234567		17:00	20:00		HX163	3.5.6.		10:00	12:25	NH113	1234567
	09:10	12:10	HX164	2.4.6.7		Nagoya	14:25	18:05	NH114		1234567	Singapore	08:55	17:00		MF856	1234567		10:00	12:25	CA6672	1234567
					14:25		18:05	CA6617	1234567							10:45	13:05	JL787	1234567			

FROM Beijing

TO Beijing

International

International

DEST	DEP	ARR	Flight No	Days	DEST	DEP	ARR	Flight No	Days	ORIGIN	DEP	ARR	Flight No	Days	ORIGIN	DEP	ARR	Flight No	Days
Amsterdam	11:40	15:55	KL898	1234567	New York	13:00	14:30	CA981	1234567	Amsterdam	18:35	09:50	KL897	1234567	New York	16:30	18:00	CA982	1234567
	14:20	18:35	CZ345	1234567			15:45	17:30	C0088		1234567		20:55	12:40		CZ346	1234567		09:00
Chicago	16:10	16:21	CA8850	1234567	Paris	12:50	17:30	MU8615	1234567	Chicago	12:43	15:00	CA8851	1234567	Paris	18:55	10:50	MU8616	1234567
	15:00	17:30	3U8862	23.567			16:00	12:40	CA985		1234567		19:40	21:50		3U3232	1234567		20:20
Copenhagen	14:55	18:40	CA7011	1234567	Vancouver	16:20	12:30	AC030	1234567	Copenhagen	20:55	11:50	CA7012	1234567	Vancouver	12:30	14:50	AC029	1234567
	21:00	23:20	PN6302	1.....			11:55	14:55	KE852		1234567		09:30	11:40		3U8863	2.4.6.		09:30
Frankfurt	14:05	18:10	CA931	1234567	Incheon	21:05	00:05+1	KE854	1234567	Frankfurt	13:55	14:45	CZ6175	1.....	Incheon	19:00	20:05	KE853	1234567
Munich	13:40	17:40	CA961	1.3.5.6.			13:50	17:10	KE880		1.3.5.7		19:30	11:15		CA6222	1234567		11:30
	16:50	19:55	SC4878	1.4...							20:05	11:50	CA9627					

Flights from Beijing/Tianjin to Incheon, from Incheon to Beijing/Tianjin provided by Korean Air. Schedules are subject to government approval and may be changed without prior notice.



AIRLINES CODE	3U	Sichuan Airlines	CZ	China Southern Airlines	HU	Hainan Airlines	KE	Korean Air	NS	Northeast Airlines
	9C	Spring Airlines	FM	Shanghai Airlines	HX	Hong kong Airlines	MF	Xiamen Airlines	PN	West Air
	BK	Okay Airways	GS	Grand China	JL	Japan Airlines	MU	China Eastern Airlines	SC	Shandong Airlines
	CA	Air China	HO	Juneyao Airlines	KA	Dragonair Airlines	NH	All Nippon Airways	ZH	Shenzhen Airlines

BULLET (D) TRAIN

TJ ~ BJ (¥42 - ¥51)		
Train	Departs	Arrives
D532	06:35	07:44
D552	06:40	07:49
D534	07:47	08:56
D536	09:45	10:54
D538	10:50	11:59
D540	12:44	13:50
D542	14:10	15:19
D544	15:44	16:53
D546	17:36	18:45
D548	19:16	20:25
D550	20:39	21:48
D554	22:17	23:23

BJ ~ TJ (¥42 - ¥51)		
Train	Departs	Arrives
D531	06:10	07:19
D533	08:05	09:14
D535	09:21	10:30
D537	11:15	12:24
D539	12:20	13:29
D541	14:15	15:24
D543	15:45	16:54
D545	17:13	18:22
D547	19:10	20:19
D549	20:45	21:54
D551	21:58	23:07
D553	22:36	23:48

TRAINS

BJ~TJ~TEDA (¥40 - ¥50)		
Train	Departs	Arrives
N251	06:15	06:56
L503	16:15	16:56

TEDA~TJ~BJ (¥40 - ¥50)		
Train	Departs	Arrives
T536	07:18	08:18
L504	18:03	18:50

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.
 Price: ¥2-5 depend on the different stops
 Hours: 06:20 - 21:30
 Tel: +86 22 6028 6777

No. 1 Metro Stops:



LIGHT RAIL

TJ ~ BINHAI (¥6)		
Train	Zhong Shan Men	Dong Hai Lu
First	06:30	07:23
Last	21:00	21:00

* Trains run every 15 minutes, 8 minutes during peak hour.

AIRPORT COACH Tianjin ~ Beijing

Tianjin ~ Beijing airport
¥70 one way
 04:00, 05:00, 06:00 then every 30 minutes until 17:30
 Address: Air China ticket office of the junction of Nan Jing Lu and Shan Xi Lu.
 Tel: +86 22 2311 0782

Beijing Airport ~ Tianjin
¥70 one way
 07:00, 08:00, 09:00 then every 30 minutes until 23:00
 Exit on the first floor at Gate15, cross the road, you will see buses and look for the one with "Tianjin" on it.

TAXIS Tianjin

3km	4km	5km	6km	7km	8km	9km	10km	11km
¥8	¥9.7	¥11.4	¥13.1	¥14.8	¥16.5	¥18.2	¥19.9	¥20.8
12km	13km	14km	15km	16km	17km	18km	19km	20km
¥25	¥27.6	¥30.1	¥32.7	¥35.2	¥37.8	¥40.3	¥42.9	¥45.4

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300381 TIANJIN. PR CHINA
Tel : +86 22 23917700 Fax : +86 22 23910555 E-mail : coach@boxinves.com

Local Events Calendar - May

1 International Labor Day	2	3	4 International Youth Day	5
6	7	8 Renewable Energy & Environmental Protection Seminar See page 54	9 Europe Day Celebration The Executive Center 29F, The Exchange Tower 2, 189 Nanjing Road See page 52	10
11 Mothers' Day	12	13	14-15 2008 World Cup Gymnastics, CHINA Tianjin Sports Centre During this competition, the 2008 Beijing Olympic Sequence Draw Ceremony will decide the competition order for the Beijing Olympic Games.	15
16-18 19: 30 Drama: The Field (Yuan Ye) Renaissance Tianjin TEDA Hotel Theatre	17 Tianjin Huang Ya Guan Great Wall International Marathon Festival The 7 th AmCham Charity Golf Tournament at Tianjin Warner Golf Club See page 62	18-23 The 2 nd 10+3 Media Cooperation Forum Tianjin Binhai New Area, venue TBD	19	20
21	22	23	24 The 3 rd Korean Chamber of Commerce Friendship Golf Tournament Aroma (Tianjin) Golf Club See page 63	25
26	27	28-30 The 18 th Annual Asia Association Conference Tianjin Binhai New Area, venue TBD	29	30
				31



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300457, China
Tel : (86 22) 66218888
Fax: (86 22) 66219999

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DINING

Western Food

Broadies Tavern

5 Bar Street,
Youyi Road, Hexi District
Tel: +86 22 8837 0933
部落地西餐酒吧
河西区友谊路风情街5号

Buffalo

Entrance No.5, TEDA Football Field
5th Avenue, TEDA
Tel: +86 22 66282666
水牛石西餐厅
天津经济技术开发区第五大街
泰达足球场5号门南侧

Glass House

Hyatt Regency Jing Jin City Resort
and Spa
8 Zhujiang Road, Zhouliang Zhuang,
Baodi, Tianjin
Tel: +86 22 5921 1234
水晶厨房
天津宝坻区周良庄珠江大道8号
京津新城凯悦酒店

Mediterranean Restaurant

212 Wei Di Dao, Tong Lou
Hexi District
Tel: +86 22 2351 9102
Hrs: 10:30 - 21:00
地中海边西餐厅
河西区佟楼围堤道212号IN城市

Harvest Book & Coffee

101 Gate 3, Building 27, Jiuhua
Block, Huayuan, 191 Yingshui Road,
Nankai District
Tel: +86 22 2373 3461
Hrs: 08:00 - 23:00
哈维斯特咖啡
南开区迎水道191号久华里27号
楼3门101

Pan Shan Grill & Wine

2/F Main Building
Sheraton Tianjin Hotel
Zijinshan Road, Hexi District
Tel: +86 22 2334 3388 ext.1820
Hrs: 18:00 - 23:00
盘山葡萄酒扒房
河西区紫金山路天津喜来登大酒店
主楼二楼

Parrot Restaurant & Bar

88 Huanghai Lu, Dongying Xiao Qu
TEDA
Tel: +86 22 6620 1663
Hrs: 10:00 - 24:00
鹦鹉西餐厅酒吧
天津经济技术开发区黄海路88号
东英小区

Spectrum Western Restaurant

7F, Hotel Nikko Tianjin, No.189
Nanjing Road, Heping District
Tel: +86 22 8319 8888

Fax: +86 22 8319 2266
Hrs: 12:00-14:00/18:30-21:00
彩西餐厅
和平区南京路189号
天津日航酒店七层

Tapas Meiziwei

2 Shuishang Park Road, Nankai
District
Tel: +86 22 2391 7058
Fax: +86 22 2392 8095
Hrs: 11:00 - 24:00
Tapas 美滋味西餐厅酒吧
天津市南开区水上公园南路2号

T.G.I. Friday's

72 Fu Kang Road, Nankai District
Tel: +86 22 2300 5555
Hrs: 10:00 - 02:00
星期五餐厅
南开区复康路7号增2号

Trueman Coffee

Building C, Zi Lai Hua Yuan,
Shuangfeng Dao, Nankai District
Tel: +86 22 8741 1811
楚门咖啡
南开区双峰道紫来花园C座底商

La Seine Café

Magnetic Plaza, Area B. Shop 7-9
Ling Bin Lu, Nankai District
Tel: +86 22 2385 5018
Hrs: 10:30 - 21:00
塞纳咖啡屋
南开区时代奥城商业广场B区7-9
(凌宾路奥体中心对面)

Le Tube De Cristal

Zero Island, Mei Jiang Nan
You Yi Nan Lu, Hexi District
Tel: +86 22 2804 8899
Hrs: 12:00 - 22:00
水岸爵士公馆
河西区友谊南路梅江南零号岛

C'est la vie French Restaurant

Third Floor, Bldg D, Shang Gu
Tian Ta Lu, Nankai District
Tel: +86 22 2341 9808
巴黎餐厅 餐厅
天津市南开区天塔道
上谷商业街D座3层

Kiessler Western Restaurant

33 Zhejiang Road, Heping District
Tel: +86 22 2330 0330
起士林西餐厅
和平区浙江路33号

Pizza Hill

Magnetic Plaza, Building B
Lingbin Avenue, Nankai District
Tel: +86 22 2385 5025
天津嘉喜来比萨餐饮有限公司
南开区凌宾路奥城商业广场B区

North of Yongan Road, Roman
Gardens, Hexi District
Tel: +86 22 2324 8387
Hrs: 10:30 - 22:30
河西区永安道北侧罗马花园底商

The Pizza Box

Fu Kang Hua Yuan, Jin Sha Li
Wang Ding Di, Nankai District
Tel: +86 22 2367 1318
比萨香西餐厅
南开区王顶堤富康花园

Asian Food

Seitaro

BinGuan Xi Lu, Hexi District
Tel: +86 22 2835 5588
Hrs: 11:00 - 22:00
清太郎日本料理
河西区宾馆西路
Zi Jin Shan Lu, Hexi District
Tel: +86 22 2335 0909
Hrs: 10:00 - 22:00
河西区紫金山路喜来登大酒店
6-10, Third Ave., TEDA.
Tel: +86 22 6529 9522
Hrs: 10:00 - 22:00
第三大街世纪新村底商6-10号

GINZA

1F Caesar Palace
46 Qi Xiang Tai Lu, Hexi District
Tel: +86 22 2352 1270
Hrs: 11:00 - 14:00, 17:00 - 22:00
銀座日本料理
河西区气象台路46号
恺撒皇宫大酒店一楼

Rengaya

Dickson: 18 BinShui Dao,
Hexi District
Tel: +86 22 28130537
炼瓦家
河西区宾水道18号帝城大酒店1F
International Building: 1st Floor
75 Nanjing Lu, Heping District
Tel: +86 22 2330 8118
和平区南京路75号国际大厦1F
TEDA: Shop 2 Friendship Store
19 Huanghai Lu
Tel: +86 22 2532 4584
开发区黄海路19号
友谊名都底商2号

Sake n Sushi Bar

11F, Holiday Inn Binhai Tianjin
No.86, First Avenue, TEDA
Tel: +86 22 6628 3388 ext. 2730
Hrs: 11:30 - 23:00
寿司吧
天津滨海假日酒店11层

Ten Yo Japanese Restaurant

5F, Hotel Nikko Tianjin, No.189
Nanjing Road, Heping District

Tel: +86 22 8319 8888
Fax: +86 22 8319 2266
Hrs: 11:30-14:30/17:30-22:00
天晔日餐厅
和平区南京路189号天津日航酒店
五层

Charm Sea Restaurant

Huang He Dao, Nankai District
(Beside DaTong Mansion that
opposite to Huanghe Cinema)
Tel: +86 22 2763 8878
魅力东海大酒店
天津市南开区黄河道
(黄河影院斜对面大通大厦旁)

Hanjinbai Seafood

Han Jin Bai Haixian Dajiulou
985 Dagu South Lu, Hexi District
Tel: +86 22 8832 6666
Hrs: 11:00 - 22:00
瀚金佰海鲜大酒楼
河西区大沽南路985号

Feiteng Yuxiang Restaurant

42 Zhongshanbei Lu,
Hebei District
Tel: +86 22 2646 9607
沸腾鱼乡酒家
河北区中山北路42号河北饭店后院

Gou Bu Li

322 Heping Lu, Heping District
Tel: +86 22 2303 1118
狗不理
和平区和平路322号

Bai Jiao Yuan

303 Nanmenwai Da jie,
Heping District
Tel: +86 22 2722 8043
百饺园
和平区南门外大街303号

Tao Li Chinese Restaurant

6F, Hotel Nikko Tianjin, No.189
Nanjing Road, Heping District
Tel: +86 22 8319 8888
Fax: +86 22 8319 2266
Hrs: 11:30-14:00/17:30-22:00
桃李中餐厅
和平区南京路189号天津日航酒店
六层

Fountain Lounge

Hyatt Regency Jing Jin City Resort
and Spa
8 Zhujiang Road, Zhouliang Zhuang,
Baodi District
Tel: +86 22 5921 1234
碧泉茶园
天津宝坻区周良庄珠江大道8号
京津新城凯悦酒店

DINING

Asian Food

Golden Elephant Thai Restaurant

78 Guangdong Road,
Hexi District, Tianjin
(Behind Yonghe Dou Jiang Fang)
Tel: +86 22 23287801
金象苑泰国餐厅
天津市河西区广东路78号
(永和豆浆坊后侧)



YY Beer House

3 Ao men Lu
(Behind International Building)
Heping District
Tel: +86 22 2339 9634
Hrs: 10:30 - 02:00
粤园泰餐厅
和平区澳门路3号(国际大厦后)



Alibaba Indian Restaurant & Bar

2F, Sports Hotel, Sports Center,
90 Wei Jin Nan Road,
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号体育中心
体育宾馆2楼



Bawarchi Indian Restaurant

No. 69, Building B, Shang Gu
Tian Ta Lu, Nankai District
Tel: +86 22 23412786
芭瓦琪印度餐厅
南开区天塔路上谷商业街
西区B座69号



Chinese



Indian



French



Italian



German



Thai



Japanese

NIGHTLIFE

Bar

Babi Club

83 Qiongzhou Road, Hexi District
Tel: +86 22 8381 6006
芭芭俱乐部
天津市河西区琼州道83号

Bingo Club

117 Changde Road, Heping District
Tel: +86 22 2311 1133
和平区常德道11号(蓝天宾馆院内)

Broadies Tavern

5 Bar Street Youyi Road, Hexi
District
Tel: +86 22 8837 0933
Hrs: 18:00 - 02:00
部落地西餐酒吧
天津市河西区友谊路风情街5号

Coco

Bar Street, Youyi Road, Hexi District
Tel: +86 22 2837 0888
瀚金佰COCO酒吧
河西区友谊路酒吧街

Feli's Bar

12 Zhangde Road, Heping District
Tel: +86 22 2312 4526
Hrs: 18:00-03:00
和平区彰德道12号

Fountain Lounge Bar

Hyatt Regency Jing Jin City Resort
and Spa
8 Zhujiang Road, Zhouliang Zhuang,
Baodi District
Tel: +86 22 5921 1234
碧泉茶园酒吧
天津宝坻区周良庄珠江大道8号
京津新城凯悦酒店

Hank's Sports Bar & Grill

1F, Bldg B, Shang Gu, Tian Ta Dao,
Nankai District
Tel: +86 22 2341 7997
天津南开区天塔道上谷商业街
B座一层

JV'S Bar

1F, Sheraton Tianjin Hotel
Zijinshan Road, Hexi District
Tel: +86 22 2334 3388 ext. 1845
Hrs: 17:00 - 01:00
JV'S 酒吧
河西区紫金山路天津喜来登大酒店
主楼一楼

Lynda's Place

225 Jiefang Road, Heping District
Tel: +86 22 8155 8566
和平区解放路225号

Mayflower Bar

The Junction of Qi Xiang Tai Road
& Zi Jin Shan Road, Hexi District
Tel: +86 22 5859 9898
Hrs: 19:00-02:00
五月花酒吧
河西区气象台路与紫金山路交口

Mizu Bar

5F, Hotel Nikko Tianjin, No.189
Nanjing Road, Heping District
Tel: +86 22 8319 8888
Hrs: +86 22 8319 2266
Hrs: 17:30-01:00
美津酒吧
和平区南京路189号天津日航酒店
五层

Rainbow Restaurant & Pub

12 Yanhe Rd, Hexi District
Tel: +86 22 2355 9898
Hrs: 19:00-02:00
彩虹西餐厅&酒吧
河西区沿河路12号

Richmond Bar

231 Hebei Road, Heping District
Tel: +86 22 23113397
里士满西餐厅酒吧
天津市和平区河北路231号

Scarlet

3F Bolian Building
155 Weijin Road, Heping District
Tel: +86 22 2355 6223
乱世佳人
和平区卫津路155号
博联大厦三楼

Seven Club

291, Shaoxing Street, Hexi District
Tel: +86 22 23331777
Seven酒吧
河西区绍兴道291号

SITONG Bar

-1F, Somerset Olympic Tower,
Chengdu Road, Heping District
Tel: +86 22 2337 7177
昔唐音乐酒吧
和平区成都道奥林匹克大厦负一层

Sunshine Lounge

1F, Holiday Inn Tianjin,
288 Zhongshan Road, Hebei District
Tel: +86 22 2628 8888
Hrs: 20:15-23:15
假日饭店阳光酒廊
河北区中山路288号

The Tavern Pub

9D, Third floor, Bldg B, Shanggu,
Tian Ta Rd, Nankai District
Tel: +86 22 2341 9696
第九客栈
天津南开区天塔道上谷商业街
B座3层9D

1969 Music Bar

A-37, Shanggu, Tianta Road,
Nankai District
Tel: +86 22 5819 6335
1969 音乐酒吧
南开区天塔道上谷商业街A37



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Mexican salsa station,
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SERVICES

Chambers

European Chamber

Tianjin Chapter
601, Building A4, Magnetic Plaza
West Binshui Road, Nankai District
Tel: +86 22 2352 0011
Fax: +86 22 2353 1011
Tianjin@eucc.com.cn

中国欧盟商会天津分会
南开区宾水西道与水上东路交口
奥城商业广场A4大厦601室

German Business Circle Tianjin

Deutscher Unternehmerkreis
Tianjin, DUT
Office 803, Huake Center,
3 Kaihua Road
Huayuan Industrial Area, Tianjin
Tel: +86 22 8371 7855
Fax: +86 22 8371 7859
天津德国人联谊会
天津市华苑产业区开华道3号华科
创业中心803室

The American Chamber of

Commerce, Greater Tianjin Branch
Room 402, Hyatt Regency
219 JieFang Nan Road, Hexi District
Tel: +86 22 2312 2517 ext. 402
Fax: +86 22 2312 2519
www.amchamtianjin.org
美国商会天津分会
河西区解放北路219号天津凯悦酒
店402房

Tianjin Japanese Association

Rm 607, International Building
75 NanJing Road, Heping District
Tel: +86 22 2313 2522
www.tjja.net
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
6 BinShui Xi Dao, Nankai District
Tel: +86 22 2395 7991
天津韩国商会
天津市南开区宾水西道6号
枫林宾馆1楼

Tianjin Korean Society

1F Feng Lin Hotel
6 Bin Shui Xi Dao, Nankai District
Tel: +86 22 2395 6600
天津韩国人会
天津市南开区宾水西道6号
枫林宾馆1楼

Hotels

Astor Hotel

33 Tai Er Zhuang Road
Heping District
Tel: +86 22 2303 2888
利顺德大饭店
和平区台儿庄路33号

Best Western Byronn Hotel Tianjin

No.90 Xier Road, Airport Industrial
Park, Tianjin
Tel: +86 22 8486 0000
Fax: +86 22 8490 5258
Global free reservation telephone:
0800 0013 1779
天津空港白云酒店
天津空港物流加工区西二道90号

Crystal Palace Hotel

28 You Yi Road, Hexi District
Tel: +86 22 2835 6666
水晶宫饭店
河西区友谊路28号

Dickson Hotel

18 Bin Shui Dao, Hexi District
Tel: +86 22 2836 4888
帝城大酒店
河西区宾水道18号

Geneva Hotel

28 You Yi Road, Hexi District
Tel: +86 22 2835 2222
津利华酒店
河西区友谊路28号

Golden Crown Hotel

18 Nan Jing Road, Hexi District
Tel: +86 22 2303 8866
金皇大酒店
河西区南京路18号

Golden Ocean Hotel

338 Nanjing Road, Nankai District
Tel: +86 22 2746 6666
金泽大酒店
南开区南京路338号

Harbor Center Hotel

240 Zhang Zi Zhong Road, Heping
District
Tel: +86 22 2302 6888
天津港湾中心酒店
和平区张自忠路240号

Holiday Inn Binhai Tianjin

86 First 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 Tianjin Hotel

288 Zhong Shan Road, Hebei
District
Tel: +86 22 2628 8888
假日饭店
河北区中山路288号

Hotel Nikko Tianjin

189 Nanjing Road, Heping District
Tel: +86 22 8319 8888
Fax: +86 22 8319 2266
天津日航酒店
和平区南京路189号

Hyatt Regency Jing Jin City

Resort and Spa
8 Zhujiang Road, Zhouliang Zhuang,
Baodi District, Tianjin
Tel: +86 22 5921 1234
Fax: +86 22 5922 9531
京津新城凯悦酒店
天津宝坻区周良庄珠江大道8号

Hyatt Regency Tianjin

219 JieFang Bei Road, Heping
District
Tel: +86 22 2330 1234
天津凯悦酒店
和平区解放北路219号

Renaissance Tianjin Hotel

105 Jian She Road, Heping District
Tel: +86 22 2302 6888
天津滨江万丽酒店
和平区建设路105号

Renaissance Tianjin TEDA Hotel & Convention Centre

29 Second Ave., TEDA
Tel: +86 22 6621 8888
天津万丽泰达酒店及会议中心
天津经济技术开发区
第二大街29号

Tianjin Ruiwan Hotel

2527 1st Ave., Xin Gang, Tang Gu
Tel: +86 22 2578 0001
天津瑞湾酒店
塘沽区新港一号路2527号

Sheraton Tianjin Hotel

Zi Jin Shan Road, Hexi District
Tel: +86 22 2334 3388
喜来登大酒店
河西区紫金山路

Tian Bao International Hotel

368 JingMen Ave, 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 Hopeway Business Hotel

79 Jin Tang Road, Hedong District
Tel: +86 22 5829 9999
天津财富豪为酒店
河东区津塘路79号

Tianlun Rega Jinbin Hotel

135 An Shan Road, Heping District
Tel: +86 22 8331 1818
天伦瑞嘉晋滨大酒店
天津市和平区鞍山道135号

TEDA International Club (Tianjin)

7 Fu Kang Road, Nankai District
Tel: +86 22 5869 5555
天津泰达国际会馆
南开区复康路7号

TEDA International Hotel & Club

8 2nd Ave TEDA
Tel: +86 22 2532 6000
泰达国际酒店暨会馆
开发区第二大街8号

Apartments

Astor Apartment

33 Tai Er Zhuang Road, Heping
District
Tel: +86 22 2303 2888
利顺德公寓
和平区台儿庄路33号

Crystal Palace Hotel Apartment

28 You Yi Road, Hexi District
Tel: +86 22 2835 6666
水晶宫饭店公寓
河西区友谊路28号

Golden Crown Hotel Apartment

18 Nan Jing Road, Hexi District
Tel: +86 22 2303 8866
金皇大酒店公寓
河西区南京路18号

Sheraton Apartment

Zi Jin Shan Road, Hexi District
Tel: +86 22 2334 3388
喜来登公寓
河西区紫金山路

Somerset Olympic Tower

126 Cheng Du 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

TEDA International Club (Tianjin)

7 Fu Kang Road, 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 International Building

75 NanJing Road, Heping District
Tel: +86 22 2330 6666
国际大厦
和平区南京路75号

SERVICES

Travel Agencies

Tianjin Comfort Travel Co., Ltd
7F, United Building A, 51
South Youyi Road, Hexi District
天津康辉旅行社有限责任公司
河西区友谊北路51号合众大厦
A座7层

Tianjin CITIC International
Travel Co., Ltd
57 Nanjing Road, Heping District
Tel: +86 22 2316 1795
天津中信国际旅行社有限公司
和平区南京路57号

Tianjin China International
Travel Service
22 Youyi Road, Hexi District
Tel: +86 22 2835 8866
天津中国国际旅行社
河西区友谊路22号

Banks

Bank of China
80 Jie Fang Bei Road, 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 Communications
35 Nanjing Road, Hexi District
Tel: +86 22 2340 3512
交通银行天津分行
河西区南京路35号

Bank of Tianjin
15 Youyi Road, Hexi District
Tel: +86 22 960296
天津银行
天津河西区友谊路15号

CITIC Bank Tianjin
14 Nanjing Road, Hexi District
Tel: +86 22 2302 8889
中信实业银行天津分行
河西区南京路14号

China Bohai Bank
201-205 Machang Road, Hexi
District
Tel: +86 22 5831 6666
渤海银行
天津市河西区马场道201-205号
Magnetic Branch
Building No. 1 Magnetic Area, Bin
Shui West Road, Nankai District
Tel: +86 22 5839 1358
渤海银行奥城支行
南开区滨水西道奥城商业广场
1号楼

China Construction Bank
19 Nanjing Road, Hexi District
Tel: +86 22 2340 1616

中国建设银行天津分行
河西区南京路19号

China Merchants Bank Tianjin
Branch
55 North You Yi Road, Hexi District
Tel: +86 22 8328 0810
招商银行天津分行
河西区友谊北路55号

Industrial & Commercial Bank of
China
123 Wei Di Dao, Hexi District
Tel: +86 22 95588
中国工商银行天津分行
河西区围堤道123号

HSBC, Tianjin Branch
No.1 Ocean Shipping Plaza,
Haihe Dong Road, 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

Foreign Banks

Bank of Tokyo-Mitsubishi UFJ
Room 2110, International Building,
75 Nanjing Road, Heping District
Tel: +86 22 2311 0088
三菱东京UFJ银行
和平区南京路75号国际大厦2110室

Banque Indosuez
Room 710, International Building,
75 Nanjing Road, Heping District
Tel: +86 22 2339 3010 ext. 206
东方汇理银行
和平区南京路75号国际大厦710室

BEA
Room 907, International Building,
75 Nanjing Road, Heping District
Tel: +86 22 2332 0050
Fax: +86 22 2332 3165
东亚银行有限公司
和平区南京路75号国际大厦907室

BNP
Room 1601, International Building,
75 Nanjing Road, Heping District
Tel: +86 22 2330 7990
法国巴黎银行
和平区南京路75号国际大厦1601室

Citibank
18F, The Exchange, 189 Nanjing
Road, Heping District
Tel: +86 22 8319 1988 ext. 73812
花旗银行
和平区南京路189号津汇广场18层

JP Morgan
Room 1401, International Building,
75 Nanjing Road, Heping District

Tel: +86 22 2339 9111 ext. 5520
摩根大通银行
和平区南京路75号国际大厦1401

KEB
Room 122, Astor Hotel, 33 Tai Er
Zhuang Road, Heping District
Tel: +86 22 2319 2595
韩国外换银行股份有限公司
和平区台儿庄路33号利顺德大酒店
122室

Kiupbank
Room 1901, International Building,
75 Nanjing Road, Heping District
Tel: +86 22 2339 4070 ext. 119
韩国朝兴银行
和平区南京路75号国际大厦1901室

Standard Chartered
20F, The Exchange, 189 Nanjing
Road, Heping District
Tel: +86 22 8319 1360
渣打银行
和平区南京路189号津汇广场20层

Sumitomo Mitsui Banking
Corporation
Room 1210, International Building,
75 Nanjing Road, Heping District
Tel: +86 22 2330 6677 ext. 103
三井住友银行
和平区南京路75号国际大厦1210室

Supermarkets

Carrefour
Long Cheng Store
138 Dong Ma Road, Nankai District
Tel: +86 22 2726 9696
家乐福
龙城店: 南开区东马路138号

He Dong Store
160 Zhang Gui Zhuang Road,
Hedong District
Tel: +86 22 2412 2020
河东店: 河东区张贵庄路160号
Hai Guang Si Store
302 Nanjing Lu, Nankai District
Tel: +86 22 2721 0850
南开区南京路302号

E-Mart Supercenter
Magnetic City Store
Binshui West Road, Nankai District
Tel: +86 22 5869 1234
Hrs: 08:00 - 22:00
易买得超市
天津市滨水西道与凌宾路交口
时代奥城店
Xiugu Plaza
1168 Jintang Road, Tanggu District
Tel: +86 22 5982 1234
Hrs: 08:00 - 22:00

塘沽区津塘公路1168号
秀谷商业广场内

Heping Supermarket
1F Longbin Yuan, 5 Water Park
West Road, Nankai District
Tel: +86 22 2394 7926
和平超市
南开区水上公园西路龙滨园
5号楼底商

Hisense Supermarket
-1F, Hisense Plaza, 188 Jiefang Nan
Road, Heping District
Tel: +86 22 2373 1998
海信超市
和平区解放北路188号海信广场负
一层

Hong Kong Supermarket
-1F, International Building,
75 Nan Jing Road, Heping District
Tel: +86 22 2330 1849
香港超市
和平区南京路75号国际大厦负1层

Isetan Supermarket
-1F, Isetan Department Store, 108
Nanjing Road, Heping District
Tel: +86 22 2722 1111
Hrs: 09:00-21:00
伊势丹超市
和平区南京路108号伊势丹负一层

METRO Supermarket
Hong Qi Bei Road
75 Xiqing Dao, Hongqiao District
Tel: +86 22 2732 8888
Hrs: 06:00 - 22:00
麦德隆超市
红桥区西青道75号红旗北路

Times Grocery Store
Building 2, 11 Hong Da Street,
TEDA
Home delivery hotline: +86 22 6629
2581
时代超市
开发区宏达街11号2号楼底商

Wal-Mart
Junction of Huachang Street and
Xinkai Road, Hedong District
Tel: +86 22 2433 2599
Hrs: 07:00 - 22:00
沃尔玛超市
河东区华昌大街和新开路口北
侧嘉华国际商业中心
66 Fu An Da Jie, Heping District
Tel: +86 22 8558 6766
Hrs: 07:00 - 22:00
和平区福安大街66号

SERVICES

Department Stores

Far East Department Store
168 Dong Ma Road, Tong Luo Wan Square, Nankai District
Tel: +86 22 2727 1688
远东百货
南开东区东马路168号铜锣湾广场内

Isetan
108 Nan Jing Road, Heping District
Tel: +86 22 2722 1111
Hrs: 10:00 - 21:00

天津伊势丹有限公司
和平区南京路108号

The Exchange
Jin Hui GuangChang
189 Nan Jing Road, Heping District
Tel: +86 22 8319 1818
Hrs: 8:30 - 21:00
津汇广场
和平区南京路189号

Schools

International School of Tianjin
Weishan Road, Shuanggang
Jinnan District
Tel: +86 22 2859 2001
Fax: +86 22 2859 2007
www.istanjin.org
天津经济开发区国际学校天津分校
津南开发区双港微山路

Teda International School
72 Third Ave. TEDA
Tel: +86 22 6622 6158
Fax: +86 22 6200 1818
www.tedainternationalschool.net
泰达国际学校
开发区第三大街72号

Tianjin International School
Huayuan Industrial Area
1 Meiyuan Road, Nankai District
Tel: +86 22 8371 0900
Fax: +86 22 8371 0400
www.tiseagles.com
天津国际学校
南开华苑产业区梅苑路一号

Tianjin Rego International School
38 Huandao East Road
Meijiangan Residential Zone
Tel: +86 22 8816 1180
Fax: +86 22 8816 1190
www.regoschool.org
天津瑞金国际学校
河西区梅江南居住区环岛东路38号

Gyms

GLO GYM
6 F, Hotel Nikko Tianjin, No.189 Nanjing Road, Heping District
Tel: +86 22 8319 8888
Fax: +86 22 8319 2266
Hrs: 06:00-23:00
焕 - 健康中心
和平区南京路189号天津日航酒店六层

Haosha Fitness & Beauty Center
4F, Xin An Square, Nankai District
Tel: +86 22 8734 0399
浩沙健身与美俱乐部
南开区新安广场4楼

Holiday Inn Binhai Hotel Fitness Center
15F, Holiday Inn Binhai Tianjin
No. 86, First Avenue, TEDA
Tel: +86 22 6628 3388 ext. 2960
Hrs: 06:00 - 22:00
天津滨海假日酒店健身中心
天津滨海假日酒店15层

Powerhouse GYM
1F Jinhuang Building
20 Nanjin Road, Hexi District
Tel: +86 22 2302 2008
Hrs: 07:00 - 22:00 (Mon - Fri)
Hrs: 09:00 - 22:00 (Sat)
Hrs: 10:00 - 22:00 (Sun)
宝力豪健身俱乐部
河西区南京路20号金皇大厦1层
Entrance of Area C, Tianjin Olympic Center Stadium, 90 Weijin Nan Road, Nankai District
Tel: +86 22 2338 2008
奥体中心店: 南开区卫津南路90号
奥林匹克场馆 C区入口

Sheraton Hotel Fitness Center
ZijinShan Road, Hexi District
Tel: +86 22 2334 3388 ext. 2228
Hrs: 06:00 - 24:00
喜来登健身美容中心
河西区紫金山路喜来登饭店内

Start Point Fitness Center
Hexi Branch
2F Tian Jiao Yuan, 208 Machang Dao, Tonglou, Hexi District
Tel: +86 22 2334 9555
Hrs: 09:00 - 22:00
起点健身
河西区佟楼马场道208号
天骄园二楼

Sunflower Fitness Center
B-4F Feng He Yuan, Ming Li Da Building, An Shang Xi Dao, Nankai District
Tel: +86 22 2745 1689
Hrs: 10:00 - 22:00
向日葵健身
南开区鞍山西道风荷园名利达大厦B-4层

Tudor Fitness Club
4F Hua Ju Department Store, No. 72-74, Xi Kang Road, Heping District
Tel: +86 22 2352 9056
都铎健身
和平区西康路72-74号华距百货4楼

Golf Clubs

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

Jingjin Golf Club
North of Jingang Highway, Balitai Zhen, Jinnan District
Tel: +86 22 2875 1908
京津高尔夫俱乐部
津南区八里台镇津港公路北侧

Fortune Lake Golf Club
Tuanbo Zhen, Jinghai County
Tel: +86 22 6850 5299
天津松江团泊湖高尔夫球会
静海县团泊镇

Tianjin Swan Lake International Golf Club
No. 20, FuYuan Road, WuQing Economic and Development Zone
Tel: +86 22 8217 5261
天津天鹅湖国际高尔夫俱乐部
天津市武清开发区福源道20号

Tianjin Warner International Golf Club
1 Nanhai Lu, TEDA
Tel: +86 22 2532 6009
天津华纳高尔夫俱乐部
天津经济技术开发区南海路1号

Yangliuqing Golf Club
Yi Jing Road, Yang liu qing, Xiqing District
Tel: +86 22 2792 2792
杨柳青高尔夫俱乐部
西青区杨柳青镇一经路立交桥北

Museums

Natural History Museum
206 Machang Dao, Hexi District
Tel: +86 22 2335 8031
Hrs: 9:00-16:30
自然博物馆
河西区马场道206号

Pingjin Battle Museum
8 Pingjin Road, Hongqiao District
Tel: +86 22 2652 6255
Hrs: 9:00-16:30
平津战役纪念馆
红桥区平津道8号

Tianjin Museum
31 Youyi Road, Hexi District
Tel: +86 22 5879 3000
(closed Mondays)
天津博物馆
河西区友谊路31号

Theatres & Cinemas

China Grand Theatre
104 Harbin Road, Heping District
Tel: +86 22 2712 3118
中国大戏院
和平区哈尔滨道104号

Da Guang Ming Cinema
1 Qufu Road, Hexi District
Tel: +86 22 2711 5640
大光明电影院
河西区曲阜道1号

Jinyi International Cinema
3F, Area B, 8 Magnetic Capital, Binshui Road, Nankai District
Tel: +86 22 2385 5062
金逸国际影城
南开区滨水道奥城商业广场8号B区3楼

Tianjin Grand Theatre
Crossing of Youyi Road & Binshui Road, Hexi District
Tel: +86 22 2835 1443
天津大戏院
河西区友谊路与滨水道交口

Wanda International Cinema
2F, E Block, Wanda Business Square, 168 Heping Road, Heping District
Tel: +86 22 2722 6619
万达影城
和平区和平路168号万达商业广场E座2层



香洲中餐厅 位于瑞湾酒店二层 TEL:25780001-6699

Xiangzhou Chinese Restaurant

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Ningbo cuisine's salty and fresh flavor, combined with Tianjin and Guangdong cuisines, has gained great popularity among diners. Delicious Ningbo dishes and eighteen different classically designed private rooms welcome you.

瑞湾茶园 位于瑞湾酒店一层大堂吧 TEL:25780001-6606

Ruiwan Teahouse

大堂吧高雅的气氛，浓郁的咖啡香气结合着茶质特异的铁观音幽香，典雅的茶艺师表演着精湛的功夫茶，时尚的调酒员玩转着各式鸡尾酒，恰如其分的中西文化结合，美妙的时刻，瑞湾与您分享！
Savor full-bodied coffee and the fragrance of Tie Guan Yin tea in the elegant lobby bar, marvel at accomplished live KungFu tea performances, and mingle with the bartender as he mixes your cocktail. An appropriate mixture of Chinese and Western culture, here in Ruiwan!

瑞湾和亭 位于瑞湾酒店二层 TEL:25780001-6625

Ruiwan He Ting (Japanese Restaurant)

主要经营日本关西风味料理。特别是刚刚推出的日本新派花式寿司，由从业多年的厨师主理选用日本的名米“一目惚米”为原料，米质精良。另有第一个在日本诞生的大吟酿清酒，有“酒王”之称的贺茂鹤大吟酿，供您品尝。
Ruiwan He Ting specializes in Kansai-style Japanese food. Of particular delight are the new flower-petal sushi arrangement, which uses the finest selection of Japanese rice and seafood, and premium sake to cleanse the palate.



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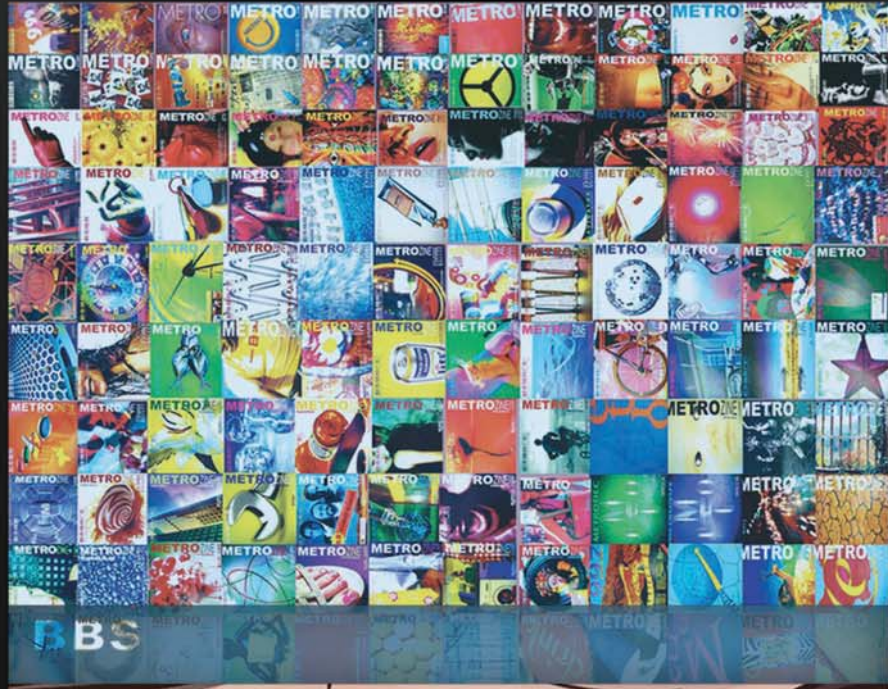
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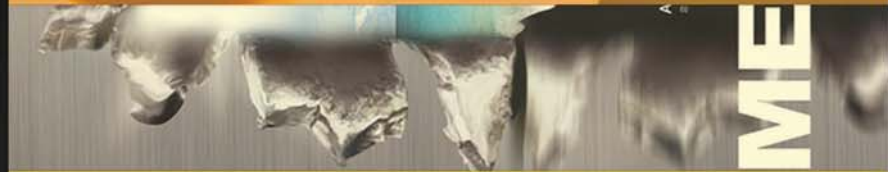
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Located at the junction of Anshan Road and Weijin Road, Tianlun Rega Jinbin Hotel has just introduced its Imperial & Official Dishes of Beijing. Lingzhi Roast Duck, a modified version of Beijing Roast Duck, is one of its specialties. The fragrant lingzhi, once called the "mushroom of immortality", was traditionally used in Chinese medicinal treatments. The chef has blended the nutritional and medicinal lingzhi into the roast duck, duck sauce and flour wraps to maintain crispy skin and tender meat while cutting out fat.

The hotel's new Lingzhi Roast Duck Family Meal,
at 480CNY per table of six people at 2F restaurant
includes four cold and eight hot dishes, complimentary
duck soup and fresh fruit.

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Addr: TEDA Football Stadium The 4th Street TEDA Industrial Area



EXPAT SHOW BEIJING 2008

Organized by the World Events Agency in China, Expat Show Beijing grandly opened from 4-6 April 2008 at the World Trade Center in Beijing. It is held bi-annually, in spring and autumn in Beijing and Shanghai, respectively. Last September the 2007 Expat Show Shanghai attracted

10,500 attendees, and last month's show was the first of its kind in Beijing. Dedicated to providing various services to expatriate communities living in or moving to Beijing, the exhibition built a bridge between expatriates and

the communities and companies which are working with them in Beijing. It was a great chance for companies to meet and directly speak with their potential customers.

Around 150 exhibitors and 20 associations from around the world, with services encompassing financing, education, health, travel, restaurants and housing, presented their products aimed at facilitating the daily lives of expats in China. Of the approximate 10,000 attendees, a majority are expatriate families that have already settled

down in Beijing. Parents brought their kids to collect information about everything from the best health clinics to the best schools. New arrivals to Beijing were able to take this opportunity to speed up their familiarity with their new home.



Among numerous exhibitors, a blood drive attracted attention. Beijing United Family Hospital and Clinics cooperated with the Chaoyang Blood Administration Center to increase the stockpile of donated blood for the Summer Olym-

pics, with an emphasis on receiving Rh-negative blood, which is rare in China. The blood will be used to provide medical care during the Olympic Games this August. With over 500,000 international visitors expected this summer, Beijing is under pressure to ensure that its blood reserves can meet the increased demand of athlete and tourist emergencies. It is said that the blood drive initiative yielded more than 220 units of blood for the Beijing Red Cross.



An exhibition organized by the Beijing Foreign Cultural Exchanges Center and the Beijing Organizing Committee for the Games of the XXIX Olympiad featured historical and emotional images of the Beijing Olympic Torch Relay and five short films of the VISION BEIJING film project. Passersby stopped here to take photos with Olympic mascots.

The Dkids Photography Studio, a studio dedicated to pho-

tographing children's birthday parties and family reunions, offered free face painting to kids at the Expat Show.

The Kinstar International Bilingual School (KIBS) took over a corner to provide a temporary kindergarten at the show. Young children enjoyed the toys and games inside the happy corner with KIBS teachers and their parents.

The Guam delegation, led by the Guam Visitors Bureau,

took advantage of the 2008 Beijing Expat Show to share the many qualities that make Guam a perfect destination for relaxation and to experience the island's unique culture, history, and natural beauty. The Guam Visitors Bureau is excited that Guam was showcased as an idyllic destination choice by over 300,000 registered expats living in China. The colorful Guam booth, a popular stop at the 2008 Beijing Expat Show, afforded Guam representatives an occasion to promote a safe vacation destination that is only a few hours away.

The LOHAS lifestyle is spreading across geographic boundaries, transcending backgrounds, cultures and ages. This new lifestyle embodies holistic living – living that is organic, healthful, and sustainable. The LOHAS booth, by providing a wide range of organics and health foods, enabled patrons to reduce their eco-footprint and improve their and their family's wellbeing.

Expat Show Beijing 2008 answered all major questions and fulfilled all major needs of expats living and working in Beijing. Everyone is now looking forward to next April's show. ■





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