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Business

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Business TIANJIN APRIL



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Interview with Gao Jiangang, General Manager of Schlote Automotive Parts (Tianjin) Co., Ltd., Hu Zhongquan, R&D Centre manager, and Xu Zhiping, Quality System Management Engineer

Schlote Tianjin produces transmission housings using completely automated machining lines to ensure optimal quality standards with a corresponding process capability for their customers.

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E-BIZ ▶ How will E-Commerce save the retail market?

There are a lot of opportunities for rising companies. The nature of the current market has flipped the scales, and 75% of consumers have tried new ways of shopping since the appearance of COVID-19. Numerous companies and corporations are now looking to navigate this new landscape. Some believe that online shopping is the only way to meet the consumer in this era of social distancing.



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TECH ▶

The Electric Road that Charges Cars on the Go!

The biggest challenge for electric vehicles is recharging, especially on longer routes.

What if this issue could be solved just by enabling a road to charge the vehicle while it is driving on it?

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Business TIANJIN



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Dear Readers,

We focus this month in a company that was founded in 1969, more than 50 years ago, has expanded rapidly around the world, and have one of his most important factory in Tianjin. They are one of the main suppliers to the automotive components industry and strategic partner of well-known companies, such BMW, ZF AG and Volkswagen. In an interview with Business Tianjin magazine, Gao Jian Gang, General Manager of Schlote Tianjin, talked about expansion plans, the importance of a good supply chain, and strategies for staying competitive. We also talked with R&D Centre manager in Schlote Tianjin, Mr Hu Zhongquan, and Ms Xu Zhiping, a quality management systems engineer, to understand the importance of their field and role at Schlote.

China is leading the global civil aviation industry in recovering from the impact of COVID-19. The nation's economic resilience and growth momentum continue to inspire confidence among multinationals in the aviation industry. Thanks to effective control methods, China's economy has rebounded and it has quickly re-established domestic air travel. For multinational firms within the sector, this means continuity of business along the whole industrial chain, including aircraft manufacturers, parts suppliers and air-freight carriers.

We analyse in our E-biz column why digital tech has been essential for retailers to survive during COVID-19, and the need to balance numerous aspects to sell to more buyers. The pandemic is taking a long time to end, and this shouldn't be affecting a company anymore. The smart use of technology is hugely beneficial, along with acknowledging the customers' needs. The successful integration of digital, social, and physical realms is therefore the best way to succeed.

We also recommend the article about conversational marketing as it is the easiest way to direct clients into the sales and marketing funnel through real-time conversation. It helps you to create an authentic experience and build healthy relationships with the customers. Convert most of the leads into potential customers, which means happier customers and eventually a happy company.

Don't miss the interesting tech report about the system of electrical recharging roads that it solves most of the problems currently associated with electric vehicles.

Visit our website www.businesstianjin.com and follow us on our official WeChat account (ID: [business_tianjin](https://www.wechat.com/business_tianjin)) for a complete list of articles and information.

Best Wishes,

Mary Smith

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Tianjin News

TIANJIN SPEEDS UP FREE COVID-19 VACCINATION FOCUSING ON POPULATION AGED BETWEEN 18 AND 59



Tianjin announced it will speed up the COVID-19 inoculation program, after China's National Health Commission said nearly 65 million doses of COVID-19 vaccines had been administered across the country. Tianjin's move follows other Chinese cities, including Beijing, Shanghai, Hangzhou and Wuhan, which have all started speeding up the inoculation. The COVID-19 vaccine is free and currently focuses on the population aged between 18 and 59, the Tianjin Health Commission announced, noting that the mass inoculation for people over 60 will be carried out in accordance with the national plan. Tianjin uses homemade inactivated coronavirus vaccine which works by using killed viral particles to expose the body's immune system to the virus without risking a serious response.

TIANJIN BUILD CHINA'S FIRST SMART POWER TOWNS



Power giant State Grid is set to announce it has completed two intelligent energy towns in Tianjin, the first such Chinese towns in which electricity consumers save cost by 10 percent on average, compared with

ordinary industrial and residential towns. The company also unveiled an ambitious target to build more such towns in the city's coastal Binhai New Area and throughout the country, due to its prominent carbon dioxide reduction capacity, which is in line with the country's pledge to eventually peak carbon emissions and achieve carbon neutrality.

TIANJIN EXPERIENCES HEAVY SANDSTORMS



Tianjin was recently shrouded in thick brown dust as a result of heavy winds blowing in from Inner Mongolia and other parts of north-western China. The China Meteorological Administration announced a yellow alert the previous morning, saying that the sandstorms had spread from Inner Mongolia into Beijing, Gansu, Shanxi and Hebei. Tianjin official air quality index reached a maximum level of 500 that morning, with floating particles known as PM10 reaching 2,000 micrograms per cubic metre in some districts.

TIANJIN STARTS COVID-19 VACCINE INOCULATION FOR EXPATS



Tianjin will start to provide COVID-19 vaccines for foreigners in the city on April 1, 2021. Foreign nationals at the age of 18 and above, who work, study or live in Tianjin are eligible to make

appointments through their employers or designated institutions following the principle of voluntary participation, giving informed consent and assuming personal responsibility for risk. Foreign nationals who have joined China's social medical insurance scheme may take vaccine free of charge by presenting due insurance document on the vaccination site. Those who have not should pay by themselves. After making appointments, foreign nationals should take vaccination at arranged time and site with their passports (or other identity certificates) and valid stay or residence permits. Before taking vaccine, you should sign both a statement of bearing personal responsibility for all risks associated with vaccination and a form of informed consent. Please take necessary protections and inform the vaccine giving personnel of your health condition.

HEBEI TAINTED MUTTON NOT FOUND IN TIANJIN MARKETS



Tainted mutton has been seized after a news report by China Central Television (CCTV) exposed widespread use of banned lean meat powders in the sheep-breeding industry in Qingxian County, Hebei Province. Authorities in the city of Cangzhou are tracking down the sources of ractopamine, a banned feed additive that enhances leanness, and have vowed to tighten up supervision to thoroughly eliminate the problem in the industry, the government said in a statement. The mutton was sold in Wuxi, Jiangsu Province, Tianjin and Henan Province, without naming specific clients. The market supervision departments in Tianjin moved quickly to investigate the mutton from Hebei.

BEIJING-TIANJIN-HEBEI REGION REGISTERS GDP OF 8.6 TRILLION YUAN IN 2020



Beijing-Tianjin-Hebei region registered a GDP of 8.6 trillion yuan in 2020, according to data released by Beijing's statistics authority. Specifically, Beijing, Tianjin, and Hebei reported GDPs of 3.61 trillion yuan, 1.41 trillion yuan, and 3.62 trillion yuan, respectively, up 1.2%, 1.5%, and 3.9% from the previous year. In the past year, companies from Beijing and Hebei made a total investment of 143.84 billion yuan in Tianjin, accounting for 49.1% of all domestic investment in the municipality. Furthermore, over 300 companies from the region and other parts of the country have registered in the Tianjin Binhai-Zhongguancun Collaborative Innovation Demonstration Base. More than 300 companies have registered in the Beijing-Tianjin ZGC Tech Town in Tianjin's Baodi district, with a registered capital of 4.76 billion yuan.

Finance

VOLVO TO LAUNCH JOINT VENTURE WITH CHINESE START-UP ECARX TO DEVELOP SMART CAR SOFTWARE SYSTEMS



Chinese technology start-up Ecarx, which raised more than US\$200 million in its latest round of fundraising in February, plans to establish a joint venture with Volvo to work on in-vehicle intelligent systems. The

partnership is expected to begin operations in the third quarter, led by Jan-Erik Larsson, currently the head of research and development for Volvo in China. Headquartered in Gothenburg, Sweden, it will initially employ around 100 people.

HUAWEI TO START CHARGING APPLE AND SAMSUNG FOR 5G PATENT



Huawei Technologies Co. will begin charging mobile giants like Apple Inc. a "reasonable" fee for access to its trove of wireless 5G patents, potentially creating a lucrative revenue source by showcasing its global lead in next-generation networking. The owner of the world's largest portfolio of 5G patents will negotiate rates and potential cross-licensing with the iPhone maker and Samsung Electronics Co., Chief Legal Officer Song Liuping said. Huawei aims to get paid despite U.S. efforts to block its supply chain, but the company said it would charge lower fees than rivals like Qualcomm Inc., Ericsson AB and Nokia Oyj.

JPMORGAN TO TAKE 10% STAKE IN CHINA MERCHANTS BANK



The asset-management division of J.P. Morgan Chase & Co. is paying \$410 million for a 10 percent stake in the state-owned China Merchants Bank. China Merchants Bank is the country's top wealth-management firm. The 10

percent stake still needs the nod from Chinese regulators. The move is significant, as this is the only time a bank in China has been open to letting a foreign investor have any control over a wealth management subsidiary. J.P. Morgan Asset Management and China Merchants Bank partnered two years ago to advance the development of new products as well as financial literacy.

700 FOREIGN-INVESTED COMPANIES FOUNDED IN BEIJING'S SUB-CENTRE



More than 700 foreign-invested enterprises have been established in Beijing's Tongzhou district, including 10 new firms established in the sub-centre this January, according to the Tongzhou District Commerce Bureau. The over 700 foreign-invested companies are engaged in fields of scientific research, technical services, culture, sports, entertainment, etc., with their registered capital totalling nearly US\$90 million. To further improve service efficiency, Tongzhou district has issued an action plan on opening-up and utilizing foreign capital, coordinating 27 relevant departments to jointly work in stabilizing foreign investment, setting up a special task force, and establishing a long-term mechanism for supporting major projects.

CHINA PICKS 10 COMPANIES TO FREELY CONVERT YUAN FUNDS INTO FOREIGN CURRENCIES



China has selected 10 domestic conglomerates and multinational corporations in Beijing and Shenzhen to participate in a trial program that allows them to more freely convert yuan funds into foreign currencies. Under the trial, the multinational enterprises are allowed to manage their use of foreign currencies and renminbi in one single cross-border cash pool and buy foreign currencies at will within certain limits for overseas payments, according to a statement by the People's Bank of China (PBOC) and the State Administration of Foreign Exchange (SAFE).



to offset the impact of the COVID-19 pandemic and further support small and micro enterprises, government officials have said. The Ministry of Finance and the State Taxation Administration said that the duration of some preferential tax policies, specified in 16 documents, will be extended till Dec 31, 2023, specifically to support the development of small and micro enterprises and foster scientific and technological innovation. Experts said the extended policies will increase the share of pre-tax deductions for research and development expenses, the value-added tax exemptions of interest income of small and micro businesses of financial institutions, and VAT exemption for some pension institutions.

Law & Policy

VACCINATED TRAVELLERS FROM OVERSEAS NOT EXEMPT FROM COVID-19 CONTROL MEASURES



China will continue to quarantine travellers arriving from overseas and will not exempt vaccinated people from prevention and control measures for the moment, Feng Zijian, deputy director of the Chinese Centre for Disease Control and Prevention, said at a news conference. To prevent imported cases of COVID-19, Feng said, China will continue to strictly implement centralized isolation and conduct nucleic acid tests on people entering the country, including those vaccinated. China also will issue different policies on visa issuance and the number of flights and arrivals according to the level of vaccination and pandemic control situations in different countries.

TAX CUTS FOR SMALL AND MICRO FIRMS TO BE EXTENDED

China will extend the duration of several temporary tax relief measures

GENERAL

CHINA LAUNCHES "DIGITAL HEALTH CERTIFICATE"



The Chinese version of the international travel health certificate was officially launched on the WeChat mini program, available for Chinese citizens, according to the official WeChat account of the Department of Consular Affairs under the Foreign Ministry (FM). The health certificate contains an encrypted QR code for the relevant departments of various countries to verify its authenticity and read personal information. In addition to the electronic display, it can also be printed to generate a paper version.

The certificate includes nucleic acid test and serum antibody results, vaccine inoculation and other information. It has an encrypted code to allow authorities to verify the holder's personal information.

CHINA IS STILL BIGGEST EXPORTER OF INTERNATIONAL STUDENTS TO U.S.



Students from China represented the largest group of international students in the United States in 2020 despite bilateral tensions and an enrolment plunge resulting from the COVID-19 pandemic. There were 382,000 Chinese students studying in U.S. schools in 2020, accounting for 31% of all international students, according to a new tally by the Immigration and Customs Enforcement's Student and Exchange Visitor Program, which manages the Department of Homeland Security's student-visa monitoring system. The number declined by 92,000 from the previous year, but still made China the biggest source of foreign students in the U.S., followed by India and South Korea.

China in the World

CHINA EASES VISA RULES FOR FOREIGNERS WHO GET CHINESE VACCINES



China said it will ease visa application requirements for foreigners seeking to enter the mainland from Hong Kong if they have been inoculated with COVID-19 vaccines made in China. The new rule will allow resumption of "people-to-people" exchanges between China and other countries in an orderly manner," according to a government announcement. Foreigners visiting the mainland for work will face less paperwork in visa applications if they are able to show they have received vaccines produced in China. With the vaccine certificates, these travellers will also be able to skip the requirement for a COVID-19 test, or fill out a travel declaration form.

INOCULATION PLAN FOR CHINA TO STOP ORGANIZING THE MOST POPULAR ENGLISH EXAMS



China's Ministry of Education announced that it decided to stop organizing the Main Suite Exams (MSE), a worldwide recognized English qualification designed by Cambridge Assessment English, a non-teaching department of the University of Cambridge. Cambridge Assessment English said that it will adopt new measures to serve test applicants in an announcement released on Wednesday. It also confirmed that there will be testing this year. The fact that the Ministry of Education is no longer organizing the MSE may be a sign from the Chinese government to discourage students and their parents from giving too much importance to off-campus examinations, according to some education experts.

BEIJING GIVES SUPERMARKET COUPONS TO SPUR VACCINE UPTAKE



A Beijing suburb is giving out discount coupons for supermarkets to residents who have received a COVID-19 jab, as China tries to boost the uptake of its vaccines. Daxing, a district in the south of Beijing with over 1.8 million residents, rolled out its "rewards for jabs" campaign recently, handing out coupons worth 8 to 30 yuan to people who have received two doses of a COVID-19 vaccine. The coupons can be used when shopping at any supermarket in the district.

STUNNING DISCOVERIES AT SANXINGDUI RUINS



China's National Cultural Heritage Administration plans to announce important archaeological findings from the 3,000-year-old Sanxingdui ruins site on. Situated in the city of Guanghan, southwest China's Sichuan Province, the Sanxingdui ruins site is considered one of the most significant ancient remains found in the 20th century. From October 2019 to August 2020, archaeologists found six new sacrificial pits in the site. From last September, the Sichuan Provincial Cultural Relics and Archaeology Research Institute has joined hands with multiple national organizations and officially initiated the archaeological excavations. Major progress and new discoveries are about to be uncovered.

'POLAR BEAR HOTEL' OPENS TO FULL BOOKINGS AND CRITICISM



A hotel in China has drawn widespread criticism for allowing guests to stay alongside huge white polar bears. Part of the Harbin Polarland theme park in the city of Harbin in the country's far north-eastern Heilongjiang province, "The Polar Bear Hotel" opened its doors recently, with the promise of round-the-clock bear viewing from all 21 guest rooms. "Whether you're eating, playing or sleeping, polar bears will keep you company," Harbin Polarland's official WeChat account said in a post. But conservationists and animal rights groups have criticized the hotel. "Polar bears belong in the Arctic, not in zoos or glass boxes in aquariums—and certainly not in hotels," Jason Baker, senior vice president at animal rights group PETA said.

HONEST PASSENGERS FIRST! CREDIT-BASED FAST ENTRY SYSTEM FOR SUBWAY

Beijing's subway may exempt passengers with good credit records from mandatory security checks as part of its new smart measures to speed up commuters' entry into the subway. The Beijing subway is expected to conduct a trial of the measure based on passengers' credit scores at several stations. With this system, passengers carrying small bags are likely to be allowed to enter the subway station directly without going through security checks. Currently, anyone who enters the Beijing subway has to pass a security check. The credit system reflects whether passengers have exhibited uncivilized behaviour on the subway such as eating or carrying prohibited items, or have done so on other public transportation systems.



CONTINUALLY INVESTING IN OUR PEOPLE

EXCELLENCE IN PRECISION

By Mary Liu

INTERVIEW WITH

GAO JIANGANG
General Manager
Schlote Automotive Parts (Tianjin) Co., Ltd.

HU ZHONGQUAN
R&D Centre manager

XU ZHIPING
Quality System Management Engineer




Following the successful opening of the Phase II and R&D Centre of Schlote Automotive Parts (Tianjin) Co., Ltd. (SCT), the company has expanded and is exploring new business opportunities both at home and in other Asian countries.

SCT produces transmission housings using completely automated machining lines to ensure optimal quality standards with a corresponding process capability for their customers. SCT has several important key strategic partners, such as BMW, ZF AG and Volkswagen.

In an interview with **Business Tianjin** magazine, Gao Jian Gang, General Manager of SCT, talked about expansion plans, the importance of a good supply chain, and strategies for staying competitive.

Please tell us about yourself and your role in the Schlote team.

Actually, I am originally from Tianjin, and came back after more than 10 years of living in Germany, and working for different companies in Europe and China. I joined the Schlote group in 2016 to support the Schlote family, expand their business in China and Asia, and support our European sister companies.

What kind of company is the Schlote group? And what is its main business?

The Schlote group was actually built in 1969, in Harsum, near Hanover, Germany. Now the Schlote group has 11 factories around the world, most of them in Europe, with nine in Germany, one in Italy and one in China, Tianjin. Altogether, the Schlote Group has over 1,600 employees.

We are the main series suppliers to the automotive and automotive components industry, the metal casting industry, and the mechanical engineering sector. We design and produce die-casting moulds, tooling and equipment, and carry out the mechanical processing of products, and the assembly of finished components. We process castings made from a wide variety of material alloys, essentially aluminium, iron, steel and forging materials.

The Schlote Group is not only the strategic partner of well-known OEMs, but also has a close cooperative relationship with integrators and foundries. The main OEM partners of the SCT factory are Volkswagen and BMW, and they provide service to integrator

ZF. Our casting supplier, HFT, is our neighbour, a fact that contributes to good communication and fast reaction time.

The main products of the Schlote Group are parts for engines, gearboxes and chassis. Our Tianjin plant focuses on gearbox production, covering the range of traditional manual gearboxes, automatic transmission and double clutch gearboxes. Our main products are VW DQ DQ380, DQ381, DQ500 and ZF 8HP. We also provide oil pans for the engines of BMW cars.

Could you tell us about the Schlote Tianjin factory development?

In 2014, our strategy partner, Volkswagen, decided to set up a new production line in Tianjin, so Mr. Schlote decided to invest in Tianjin Binhai as well. The total investment was 800 million RMB, and our factory size is more than 31,000 sq. m.. We have two areas in the factory. The first area is to produce components for Volkswagen, and we can produce over 1 million sets. The second area is for BMW oil projects, and also the 8HP gearbox, mostly used for Audi, Q7 and Q8 and for Porsche Cayenne.



The COVID pandemic was a great challenge for the whole world. However, a quick response by Schlote Tianjin was a key factor in causing our sales revenues to increase 30% year-to-year, and reach 330 million RMB. We received strong support from the local government, and also from Mr. Schlote, who decided to expand our production lines with an additional investment of 50 million RMB.

We have provided over 120,000 more gearboxes than we originally planned to our customers, and this year, we will enlarge our production with a new investment of 50 million RMB before the end of July. We aim to get more products to satisfy the demands of our customers.

Two years ago, we also established a R&D Centre in Tianjin, the second one in the Schlote group. In the past four years, SCT has passed two core certifications of the automobile industry system: ISO 9001 and IATF 16949.

At the same time, we are also concerned about developments regarding the environment. In 2018 we earned the certification for ISO 14001, minimizing environmental impact, and the OHSAS 18001 International Standard for Occupational Health and Safety Management Systems.

■ What is Schlote Tianjin's most valuable asset?

The most important and valuable assets of Schlote are its people and 50 years' experience in machining. When I joined Schlote, we had only 40 local employees and 20 expats from Europe. At the beginning, it was very important to find qualified colleagues who could encourage us to work together towards a common result. This is connected to the corporate culture of the company.

In 2019, I personally hired more than 150 people to lead our staff. We did a lot of training, even during the weekends, and several times, we sent colleagues to Germany to

extend their technical training. We also invited teachers from different universities to provide training to our staff, not only automotive technical training, but also in leadership, business etiquette and other aspects, to improve employees' comprehensive skills.

We are experts in mechanical engineering and electrical engineering, and now we are becoming a smart digital company. The technical team represents 65% of the total staff in Tianjin SCT. Although the management team is only 4%, there are more than 20 people who hold master's degrees, MBAs or EMBA degrees, and some colleagues have PhDs.

■ As a global professional manager, how do you lead the team to develop rapidly?

After five years of hard work, we have a very well-organized and competitive organization. All members of the team have the same target. In the last two years, we completed a lot of challenging projects with key customers such as Volkswagen and BMW. Our group is very excited about our achievements.

Our management skills have helped the company develop really fast, and as I said, we have increased our revenue more than 30% in 2020 versus 2019. It is a big increase, even during the pandemic, when most companies were either just surviving or shrinking. Our revenue target this year is 380 million RMB, and we are working hard to reach it.

SCT has developed rapidly due to the strong core competitiveness of the Schlote Group. Full imported 5-Axis CNC Machining Centre improved our products' efficiency, based on strategic cooperation with the famous tooling brands, Gühring and Mapal. Due to the independent fixture design ability, we also provide optimized solutions to maintain stability during the machining process. Advanced IE 4.0 industrial concept application combined with a high-precision



laboratory ensures precision. At the same time, we also have a professional technical team to optimize cycle time and achieve informatized and intelligent production.

SCT has a great passion to contribute to Tianjin and to intelligent manufacturing in the automotive industry. In order to enrich the staff's leisure time, besides activities like parties, photography, painting and calligraphy competitions, we also have our own football team, badminton team and basketball team.

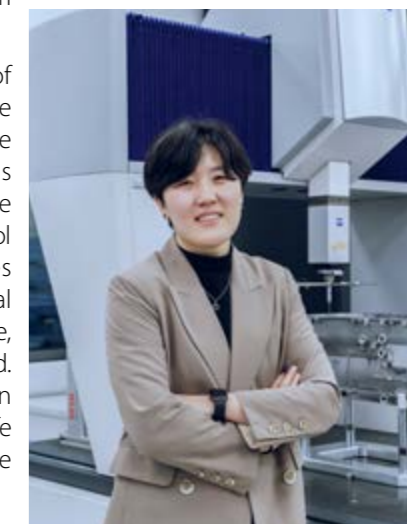
■ What has been the impact of the global epidemic on the automotive industry? How did the Schlote Group respond?

The coronavirus swept the whole world, and Europe was heavily affected as well. Our sister companies went back to work around the middle of June, 2020. The Chinese market showed us how to be confident, and we restarted production on the 17th of February. Everything was running smoothly, and we fulfilled our customers' requirements on time, which made our owners very surprised and happy. The strong control of the local government made us feel safe and confident.

Our customers increased their

requirements, and we had to produce and deliver 120,000 units of gearboxes instead of the 60,000 that were planned. Our local team responded very quickly to the new requirements, and the Schlote headquarters approved over 50 million RMB of new investment very fast to support our new projects. We took only two weeks to implement, install and finish the commissioning and the new production lines. It was really one of the greatest achievements in the history of the Schlote group over the last 50 years. These new projects are very important for the Schlote group. Our customers, such as ZF, also face challenges and have to react quickly to the new requirements from their customers.

It is very good to have the support of the Chinese local government because we can react quickly in a very safe environment, and be protected as individuals, owners and enterprises. The benefit for the society of such strict control by the government is huge. It makes us very stable. A company has a social responsibility to also keep families stable, especially during this very critical period. Our company has always paid salaries on time, and offered our employees a safe place to work. Furthermore, during the pandemic, we hired 30 more employees.





■ Please tell us something about the trends in the automobile industry. What are the development trends in traditional automobiles and new energy automobiles?

We are leaders in smart manufacturing, and we have many orders for new energy vehicles. In the coming 20 years, new energy vehicles will totally replace traditional cars. We are ready for this transformation, and we are willing to help, because it will save resources and also protect the environment for all of us, and for future generations.

■ Relying on Germany's advanced industrial foundation, what opportunities do you think are there in the development of China's 14th Five-Year Plan? As the head of the Asia-Pacific region of the world's top auto parts manufacturer, could you tell us more about the company's next development strategy?

We can find great challenges and also opportunities in this period of the 14th Five-Year Plan. The Chinese

government has explained their requirements for automotive development. China automakers still have a technology gap with the automobiles produced in Europe, and based on the 50 years' technical experience of the Schlotte group, we have many opportunities in the area of new energy vehicles.

There are a lot of competitors, and they are growing very fast. However, their quality management system is still unstable. From Schlotte's side, we think we have a very strong quality management system, a complete one. It could sound pretentious, but we have one of the best manufacturing machine concepts and technologies, including the fixtures, tooling, etc. We have a fully automatic system totally designed by our own team. We have extraordinary performance that will lead to further development of the Schlotte group in China. We will continue investing to get a much higher market share in China.

The biggest potential is that our system will allow us to provide very competitive price quotations to all



The core of the competitiveness of the Schlotte Group is "Excellence in Precision". In its 50-year development, the Schlotte Group has concentrated on the automotive parts machining area. As a development partner and serial supplier in the automotive supply chain industry, our passion motivates us to guide the direction of the whole processing industry.

Let us talk also with R&D Centre manager in Schlotte Tianjin, Mr Hu Zhongquan, a valuable member of the team led by SCT General Manager, Mr. Gao.

Hu Zhongquan is the R&D Centre manager in Schlotte Tianjin (SCT). He earned a master's degree in mechanical manufacturing and automation in 2005, graduating from the Jilin University of Technology. He has been working for the past 16 years in automotive parts companies, and four years ago, he joined SCT.

■ Why did you decide to pursue a career in Schlotte Tianjin?

I used to travel to Germany for business, and I got to know about German advanced industry technology and investment in R&D, and I was keen to have the chance to work in a German company. Four years ago, when I got an opportunity to join Schlotte, I made a quick decision to join them.

■ What is the main responsibility of R&D? What projects did you complete?

SCT R&D Centre has a team of about 20 people currently, mainly focusing on machining technology, tooling technology, fixture technology and digital production line planning, and finally forming a systematic solution of intelligent manufacturing or production. As the Asia Pacific R&D centre, we are entrusted with a special mission to keep our leading position in the machining field and maintain our core competitiveness.

On the one hand, we need to transfer the advanced concepts and

technologies from German headquarters to China and develop and implement them in new projects; on other hand, based on China's 14th Five-Year Plan requirement for the automotive industry, we combine German IE4.0 concepts with China's intelligent manufacturing standards and develop new, advanced solutions with Germany IE4.0 and China's Intelligent manufacturing characters, maintain our lead position in high-end intelligent manufacturing and provide assistance for SCT diversified development.

Regarding the projects, I would like to share two projects we did in last two years. The first one was a 7-speed DCT housing production line for VW. By applying the German IE4.0 concept, we built a new intelligent factory with high efficiency and environmental protection. This project was rated as the "Intelligent Manufacturing Pilot" in Tianjin.

The second project was a ZF 8AT transmission housing flexible intelligent production line. We built flexible intelligent production lines for over 30 different products and integrated the requirements of high reliability, rapid response, quality traceability, flexible and intelligent production process, and carried out the construction of digital workshops.

■ What is the advantage of R&D in SCT?

The major advantage of SCT R&D is the solid German industrial foundation in our Schlotte group, and more than 50 years of industry development and technology accumulation, and Schlotte formed a complete advanced production solution for German industry, which is a unique advantage for Asian R&D centres. In addition, integration of informatization and industrialization bring us new opportunities. SCT production using the Germany IE4.0 concept possesses most of the characteristics of integration of industrialization, which is an absolute advantage for R&D. Through continuous development and research on high-end intelligent manufacturing, our advanced industrial solutions will go further in the direction of digitizing, artificial intelligent and platformization.



We also talked with Ms Xu Zhiping, a quality management systems engineer, and we asked a few questions to find out about the importance of the quality management system at Schlote.

Xu Zhiping is a quality management systems engineer at Schlote Tianjin. She has had more than ten years of work experience in quality management. She has helped several companies to build quality management systems, and has successfully passed third-party certification.

Why did you choose the Schlote Group? What kind of team do you think the Schlote is in your opinion?

Schlote is the world's top auto parts manufacturer. I have always admired the craftsmanship spirit of German companies. In China, "Made in Germany" is synonymous with good quality. Therefore, I have always wanted to join such a company to learn its management philosophy and principles.

When I first joined this company, I found that every employee I met was positive and energetic. I joined Schlote in July 2017. After joining the company, I found that every employee in the team is very professional. I am very honoured to join such a company.

As a Quality Management Systems engineer, what are the systems in the automotive industry and how do you use these systems to ensure the development of the company?

As an auto parts manufacturer, we follow the latest version of the global automotive

industry standard IATF16949: 2016, a technical specification aimed at the development of a quality management system which provides for continual improvement, emphasizing defect prevention and the reduction of variation and waste in the automotive industry supply chain and assembly process. This standard is based on ISO9001, but the requirements outlined in IATF6949 are much more than this.

Schlote passed the initial certification audit of the third-party company called TUV Rheinland in March 2018 and earned the certification. This has laid a good foundation for improving customer satisfaction and market competitiveness. And at the same time, the company's overall performance is also increasing year by year.

In addition, in order to protect the environment and resources and ensure the occupational health and safety of employees, our company also received ISO14001 and ISO45001 certification, and at the same time, we have been using the PDCA cycle to continuously improve the quality management system, and we regularly implement the quality management system, production process and product audit.

Finally, let me talk about lean production. I use the BPR method to reengineer the business process. In 2019, I organized and implemented the company's business process reengineering. It took nine months. The results have been well received by my colleagues in the company and won commendation from Schlote headquarters.

Talk about the impact of the quality management system on the development of the automotive industry and the entire industry.

There is an old Chinese saying "谋定而后动, 知止而有得". In quality management, that is to say that before the implementation of quality management, we should plan the quality management system well, establish the vision and objectives, and implement according to the planning. The objectives will eventually be achieved, and combined with advanced management (BPR), this enterprise and the whole industry will continue to develop in a positive direction.

So in my opinion, the quality management system plays an important role in promoting the development of the whole industry.

绝地天通 勇猛精进

专访施洛特汽车零部件(天津)有限公司总经理高建刚先生
研发中心经理胡忠泉先生
质量体系工程师许志平女士

继施洛特汽车零部件(天津)有限公司二期及研发中心成功开业后,施洛特天津在国内及亚洲其他国家不断拓展和开拓新的商机。我们采访了几位重要人物:总经理高建刚先生、研发中心经理胡忠泉先生、质量体系工程师许志平女士。

施洛特汽车零部件(天津)有限公司总经理高建刚先生:

高建刚先生是天津人,毕业于德国 MBA,有十余年德国工作和生活经验,期间还直接负责两家跨国集团的管理。2016 年受施洛特先生委任回到天津,全面开展施洛特天津业务,进而拓展施洛特集团在亚太区的业务版图。

施洛特集团是一家什么样的公司,主营业务是什么?

施洛特集团成立于 1969 年,总部位于德国哈尔苏姆。目前全球共有 11 家工厂,员工 1600 余人。主要从事为汽车制造商,机械制造商以及其他发展伙伴进行产品的机械加工、可装组件的安装及压铸模型,工具和装置的研发设计以及制造。得天独厚的地理位置,使得我们与知名品牌商保持者良好的合作关系,例如奔驰,大众,宝马,兰博基尼,玛莎拉蒂等。

能介绍一下施洛特天津工厂发展概况吗?

作为大众集团的重要战略合作伙伴,施洛特汽车零部件(天津)有限公司与大众汽车自动变速器(天津)有限公司于 2014 年共同落户于天津港保税区。总投资 8 亿元人民币,占地面积 31600 平。目前主要项目有:一期主要生产大众 DQ 双离合变速箱壳体,二期主要项目有 ZF8HP 和宝马接油底盘。目前从业人数达 248 人。2020 年在全球疫情的冲击下,施洛特集团和天津管理团队积极应对,销售业绩不降反升,实现 3.3 亿元人民币。基于天津市政府在疫情期间的大力支持,集团公司 2020 年增资 5000 万人民币,预计今年持续增资 5000 万,继续扩大产能。暨施洛特欧洲研发中心外,集团公司也于 2020 年初于天津成立施洛特亚太研发中心,旨在加速转化德国工艺技术,培养研发人才,提高专业水平,稳步开发亚洲市场。

施洛特天津最宝贵的财富是什么?

施洛特 50 年的机加工经验所展现出的高度机械化、工业化、信息化和智能化是其核心竞争力。施洛特团队中不仅有机加工经验丰富的技术人员,还有多年跨国公司工作经验的海外归来管理人员,名校 MBA 和博士生。经过 5 年的打造磨合,组织机构健全,团队目标一致,配合默契,顺利完成了很多挑战性的新项目,并得到了客户和集团公司的认可和赞许,为施洛特天津积累了宝贵的经验,奠定了进一步发展的基础。

作为全球化的职业管理者,您如何带领团队稳健快速的发展?

企业发展要以人为本,我们的企业文化是灵修八部,简而言之就是:人才筛选、培养、授权和点拨。(Talent selection, cultivation, authorization and advice) 让我们每一个员工不仅在洞察上,而且在执行力和应变能力上



全面提升,从而对具备高级的领导能力。公司有完善的员工培养机制。外部培训:与中德进行合作,进行学生在岗培训,包括技术绘图、测量、产品和数控加工。内部培训:通过汽车工程、领导力、商务礼仪等多方面的培训,提高员工的综合能力。为丰富员工生活,我们聘请专业讲师进行指导成立了多个文体俱乐部:含书画、足球、篮球、羽毛球,并;还与保税区文体中心进行友好合作成立施洛特天津图书流通站。通过专项培训增强技能,通过跨文化管理增加凝聚力。

您认为全球疫情给汽车行业带来哪些影响?ZF 项目为什么在疫情影响下还能够继续扩产?

新冠肺炎疫情对世界经济冲击巨大,欧美发达国家受疫情影响经济严重下滑。而中国市场则表现出了极大的韧性。在疫情防控方面取得重大战略成果的基础上采取经济应对措施,并在 5G 通信、智能制造、新能源汽车等领域出台一系列政策。施洛特天津于 2020 年 2 月作为首批复工复产企业重新恢复生产得到了保税区政府的大力支持并从去年 4 月份开始在产品上全面持续复苏。特别是 ZF 8 档变速器项目,需求增加量由原计划的年需求量 6 万台增至年需求 12 万台。面对激增的市场需求,集团公司应对得当,迅速响应了 5 千万的投资,同时依托施洛特天津完善的质量管理体系和项目团队的紧密配合,圆满完成了产品交付。

请您谈谈整个汽车行业:传统汽车,新能源汽车的发展趋势。

新能源汽车是目前以及今后发展的重点。就资源与环境而言,传统汽车依靠石油资源,总有取而尽之的一天,温室效应和全球变暖也亟待解决。而新能源来源可以是电能、氢燃料,电能又可以靠核能等进行转化得来,取之不尽,环境污染小。所以新能源大势所趋。

汽车工业是国家工业水平的集大成者。对于施洛特集团而言,我们作为高端制造业的代表生产能力几乎可以覆盖工业制造体系的全部领域。随着施洛特天津研发中心的建立,我们也正在向智能制造领域发展。加上国家政策对智能制造方面的大力扶持,在未来无论是新能源汽车还是汽车人工智能方便我们都大有可为。

依托于德国先进的工业基础,在“十四五规划”发展中,您认为有哪些机遇?作为全球顶尖的汽车零部件制造商的亚太区域负责人,能否谈一下公司下一步的发展战略?

“十四五规划”中明确提出了完善创汽车工业的需求。中国在汽车制造领域与世界先进水平还有一定差距,所以发展汽车制造业和新能源产业,施洛特天津依托于德国 50 年的工艺传承不仅可以引导新工艺技术的不断创新,还可以带领国内汽车产业发展继续先高尖端方向不断发展。数字化智能化也是将来工业发展的趋势,国家的两化需求

与我们研发中心立足于汽车工业领域,向智能制造不断发展提供了政策保障,也将助力我们在科技与智能等方面的研究不断向前发展。

随着国内经济的腾飞也让越来越多的企业看到了中国市场的巨大潜力。尤其是 2020 年疫情冲击下国内的经济坚挺,更让世界震惊。接下来施洛特集团的发展重心发生战略转移,由欧洲转向亚太。而施洛特天津成立和研发中心将进一步在汽车行业高端制造的领域向下深挖,同时探索智能制造领域的科技创新;由单一的产品输出转为技术输出与方案输出,实现施洛特天津的多元化发展。

研发中心经理胡忠泉先生:

毕业于吉林大学(原吉林工业大学),在 2005 年取得了机械制造及自动化专业硕士,毕业后 16 年中一直就职于天汽模、麦格纳等汽车零部件的企业,从事技术、工艺、项目和销售等相关工作,4 年前加入施洛特天津,从事工艺及研发工作。

为什么会选择在施洛特集团发展?

我加入施洛特之前在一家汽车零部件排行前三的企业麦格纳工作,由于工作原因和德国的交集较多,对德国工业的先进性和德国人的专注钻研一直很欣赏,萌生了去德企工作的愿望;4 年前有一个机会,在了解到施洛特集团是位于德国的高科技企业后,决定加入施洛特天津。

R&D 主要研发方向是什么?成立至今做过哪些项目?

施洛特天津研发中心团队目前 20 人,主要致力于新加工工艺,新刀具工艺,夹具开发的高新技术,数字化生产线规划的研究,最终形成智能制造解决方案。作为亚太研发中心被授予特殊的使命,一方面要承接德国总部先进的 IE4.0 理念和技术,在新项目上开发并实施,保持核心竞争力;另一方面,结和中国“十四五规划”对汽车行业发展的需求,把德国 IE4.0 和中国智能制造相结合,研发融合德国 IE4.0 和中国智能制造的先进解决方案,保持我们在高端智能制造的领军地位,为施洛特天津的多元化发展提供助力。

研发的项目这里主要介绍两个,一个是大众的 7 速双离合变速箱壳体智能制造项目,项目的研发主题是引入德国工业 4.0 建设理念,形成了一套较为系统、科学的智能工厂整体解决方案,建设高效、绿色、环保的新型智能工厂。此项目被评为天津市智能制造专项“智能制造试点示范项目”。

另一个项目是采埃孚 8AT 多品种变速箱壳体柔性化智能生产线项目,项目的研发主题是建设多品种柔性化智能产线,结合对高可靠性、快速响应、质量追溯、制造过程柔性化、智能化的要求,有针对性的开展数字化车间建设,实现对的 30 余种不同产品进行柔性化共线生产。

施洛特研发中心的优势是什么?

整个集团公司深厚的德国工业底蕴,50 余年的行业深耕形成了完整的德国工业先进生产解决方案,这对于亚洲研发中心来讲是得天独厚的优势;另外“两化融合”为施洛特提供了一个很好的发展契机,施洛特德国 IE4.0 理念的先进生产线已经具备了“两化融合”的绝大部分特征,这是施洛特在“两化融合”理念下的绝对优势。随着在智能制造领域进一步的科技创新,我们先进制造理念的生产线解决方案会在数字化、智能化、平台化的发展方向上走的更快更稳。

质量体系工程师许志平女士:

许志平女士迄今为止已经十余年的质量管理方面的工作经验,从业中曾多次成功帮助新建外资企业搭建质量管理体系并最终顺利通过第三方的认证。

为什么选择施洛特集团发展,你眼中施洛特团队是怎样的队伍?

我很钦佩德国企业的工匠精神,所以我一直都非常想进入这样的企业去学习,学习它先进的管理理念和方法。我于 2017 年 7 月加入施洛特,这是一个积极向上,朝气蓬勃的团队,团队中的每一位员工都很专业,我非常荣幸能加入这样的企业。

作为质量管理体系工程师,如何保障公司稳健快速发展?

作为汽车零部件供应商,我们遵循全球最新版汽车行业质量管理体系标准,《IATF16949: 2016》。施洛特在 2018 年 3 月正式通过第三方公司 TUV 莱茵的认证审核并获得证书。

这为提高顾客满意度及市场竞争力奠定了良好基础,同时公司的整体绩效也在逐年攀升。

另外,为了保护环境,确保员工职业健康安全,我们公司同时也通过《ISO14001:2015》《ISO45001:2018》认证。

同时,我们一直使用 PDCA 循环的方式来持续改进质量管理体系,并定期对质量管理体系、生产过程及产品进行审核。

最后说一说精益生产,我在工作中立项,并使用 BPR 方法重新再造企业流程,曾在 2019 年,组织实施了公司业务流程再造,历时 9 个月,成果得到了公司同仁的一致好评,并获得了施洛特总部的表彰。

请您谈谈质量管理体系,对汽车行业及整个工业发展的影响?

中国有句古话,谋定而后动,知止而有得,放到质量管理里来说,也就是在对质量实施管理之前要对质量管理实施策划,建立愿景及目标,依据策划实施,目标终会实现,结合先进的管理(BPR),整个企业及行业将持续向好的方向发展,因此,在我看来质量管理体系对整个工业的发展起到了促进作用。



RULES TIGHTEN IN E-LENDING TO CUT RISKS

China's banking industry regulator has tightened requirements on online lending by commercial banks and internet platforms from next year in a move to foster a steady pace of growth and pre-empt any financial crisis, analysts said.

The new rules will require all online lending platforms to contribute 30 per cent of the funding for loans they offer in partnership with traditional banks from January 1, 2022, the China Banking and Insurance Regulatory Commission (CBIRC) said in a statement.

The 30 per cent rule, first mentioned in a consultation paper in November, means platforms operated by the likes of Ant Group, JD Digits and Lufax, will need to put up more of their own capital to make new loans. Currently, they contribute about 20 to 40 yuan for every 1,000 yuan of loans, while commercial banks assume most of the credit risks.

In addition, the CBIRC set the upper limit for the balance of loans jointly offered by a commercial bank and each of its partners at 25 percent

of the bank's net tier-1 capital. The regulator also capped the balance of joint loans provided by a bank and all of its partners at 50 percent of the bank's outstanding loan balance.

By setting upper limits on joint lending quotas and the degree of joint loan concentration in banks' portfolios, the regulator is trying to restrict the level of possible risks that may occur during banks' cooperation with each partner. At the same time, the regulator also required banks to build their own essential risk management capability, said Zeng Gang, deputy director-general of the National Institution for Finance and Development.

"The newly issued requirements will force banks' partners providing part of the joint loan funds to increase their contribution portion and will eventually help the partnering institutions lower their leverage ratios," Zeng said.

"If the leverage ratio of a partnering institution becomes too high, it may bring huge potential financial risks. Moreover, if the institution is systemically important, risks related to its excessively high leverage ratio may lead to systemic risks."

Ma Xiangyun, an analyst at Soochow Securities, said in a report that the new policy is not favourable for internet giants, as it means their joint lending quotas with each bank will be restricted by the bank's capital scale. It will also

bring temporary shocks to small and medium-sized banks, forcing them to partner with more internet platforms, rather than acquiring assets from only one large platform.

However, the policy is favourable to leading banks whose right to speak will improve amid cooperation with internet platforms, as they have more joint lending quotas due to the large size of their capital. In addition, the policy will bring more opportunities for the fintech companies that partner with banks in customer acquisition, risk control and technology cooperation, Ma said.

The regulator also forbade regional banks from conducting online lending business facilitated by their partners outside their home regions. Previously, some regional banks in central and western China offered loans to businesses and individuals in south-eastern coastal regions, where there is higher demand for loans, by using third-party facilitated online lending as a way of circumventing regional regulation and capturing profit opportunities created by different regulations, experts said.

After the new rules come into effect, small and medium-sized regional banks can hardly rely on this type of business for expansion, whereas nationwide banks will benefit from the latest requirements, Ma said.

However, banks that have no physical

outlets and mainly conduct business online, such as Tencent-backed WeBank and Alibaba-backed MYbank, are exempted from the restriction on cross-regional online lending, Ma said. **□**

互联网贷款监管升级！设3项指标、禁异地经营

2月20日，中国银保监会发布《关于进一步规范商业银行互联网贷款业务的通知》：一是落实风险控制，要求商业银行强化风险控制主体责任，独立开展互联网贷款风险管理，自主完成对贷款风险评估和风险控制具有重要影响的风控环节，严禁将关键环节外包。

二是明确三项定量指标，包括出资比例，即商业银行与合作机构共同出资发放贷款，单笔贷款中合作方的出资比例不得低于30%；集中度指标，即商业银行与单一合作方发放的本行贷款余额不得超过一级资本净额的25%；限额指标，即商业银行与全部合作机构共同出资发放的互联网贷款余额，不得超过全部贷款余额的50%。

三是严控跨区域经营，明确地方法人银行不得跨注册地辖区开展互联网贷款业务。此外，进一步明确信托公司参照执行《办法》和《通知》的规定。

下一步，银保监会将持续督促指导银行业金融机构按照《办法》和《通知》要求，不断提高经营管理和风险控制水平，审慎合规开展互联网贷款业务，更好地服务实体经济、服务人民生活。





HOW CAN E-COMMERCE SAVE VARIOUS BUSINESSES?

As mentioned before, proper integration of various aspects is the best way to advance e-commerce. It is an effective strategy to earn money and attract customers. This is particularly important during the pandemic, when customers are looking for reassurance and safety. Restoring the trust and faith of consumers is the first thing companies should focus on. Rushing to set up online in response to the pandemic isn't something retailers should do. The customer always comes first.

Successful integration is the main reason for Best Buy's success in the last few months. They have been maintaining 80% of the sales from last year.

Best Buy has developed an app with essential components, and has a support staff. Moreover, features such as live support and an appointment system have made it extremely successful. The company has linked warehouse and inventory so that local stores can quickly fulfil online orders. This method is called 'webrooming.' Best Buy has also hired in-store consultants who truly motivate

customers to buy while meeting their demands. They have also started to offer free in-home consultations to develop brand trust and become a sought-after supplier.

This contributed to creating strong relationships with buyers who don't want to navigate electronics purchases alone during COVID-19. At the beginning of the worldwide lockdown, Best Buy shifted all its stores to curbside pickup. It was an easy switch, given their combined inventory system. Even after downsizing 50,000 employees, they have managed to retain their in-house consultants and Geek Squad support staff, which have been instrumental in their success even during the pandemic.

SOME SMART WAYS TO RESTABILIZE E-COMMERCE IN THE PANDEMIC

- Ensuring that e-commerce delivers for everyone—now more than ever
- Closing digital divides among individuals and fostering the participation of the vulnerable

Digital tech is essential for retailers to survive during COVID-19. Thus, retailers need to balance numerous aspects to sell to more buyers. The pandemic is taking a long time to end, and this shouldn't be affecting a company anymore. The smart use of technology is hugely beneficial, along with acknowledging the customers' needs. The successful integration of digital, social, and physical realms is therefore the best way to succeed. It is truly where retail future lies. **B**

电子商务将如何拯救零售市场?

不可否认,网络电子商务彻底挽救了一度衰落的零售业和传统的销售模式。新冠肺炎疫情正在迅速改变零售行业的格局。不仅竞争比以往任何时候都激烈,而且导致店内客流量急剧下降,使得零售商很难从人群中脱颖而出。疫情推动电子商务销售额飙升至历史最高水平,迫使许多零售商将部分业务转移到网上,以适应这些顾客。这种生活方式的改变将在疫情平息后很长一段时间内持续下去。一些技术供应商不仅帮助传统商店提供更快、更个性化的体验,他们还还为零售商提供工具,帮助他们建立功能丰富的网站,从而带动更多的在线流量。

HOW WILL E-COMMERCE SAVE THE RETAIL MARKET?

Almost a year ago, a crisis challenged the world. The situation, the spread of a virus known as COVID-19, led to a decline in commerce. The pandemic has indeed shown how critical e-commerce is for the world. In a few short weeks, the pandemic adversely affected numerous e-commerce companies and left them struggling. Moreover, the hunt for a vaccine has economically drained many banks. Now more than ever, a boost in the economy via e-commerce is needed.

Nonetheless, certain companies are benefitting from the same pandemic. There are a lot of opportunities for rising companies. The nature of the current market has flipped the scales, and 75% of consumers have tried new ways of shopping since the appearance of COVID-19.

Numerous companies and corporations are now looking

to navigate this new landscape. Some believe that online shopping is the only way to meet the consumer in this era of social distancing. However, the question is, can e-commerce rescue retail? Research on this topic, suggests that technology isn't enough to do this. Companies must combine all the main aspects of shopping as the best way to provide success in the e-commerce sector.

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SINOPEC TO INVEST \$232M IN RURAL AREAS

China Petroleum & Chemical Corp, or Sinopec, is planning to invest more than 1.5 billion yuan (\$232 million) during the next five years in previously poverty stricken regions to further improve living standards of locals.

The company will also use its existing network of some 30,000 retail stations nationwide, as well as its online sales network, to help sell agricultural products from such regions. It plans to sell products from such regions with an output value of less than 4 billion yuan during the 2021-25 period. In addition, the company will further strengthen the product branding and quality to boost market competitiveness.

Zhang Yuzhuo, chairman of Sinopec, Asia's biggest refiner, said the company will increase its relief investments in the regions during the 14th Five-Year

Plan period (2021-25) and deploy more company employees to these regions. It sent more than 2,000 employees every year during the 13th Five-Year Plan period (2016-20) and invested more than 1.1 billion yuan in the poverty-stricken regions, it said.

Last year was particularly noteworthy for China in its anti-poverty battle. The country's central State-owned enterprises, including Sinopec, played an indispensable role in poverty alleviation by offering assistance to 246 counties that constituted 42 percent of all the previous poverty-alleviation targets at the national level.

Wang Sangui, director of the National Poverty Alleviation Research Institute at Renmin University of China, said continuous efforts are required to empower rural people, as rural regions

in China have a weak industry profile and cannot generate enough income for local residents.

In addition to selling local products through its network, Sinopec is also helping local regions to build a large-scale, high-quality agricultural industry line to help local people come up with a batch of market-competitive products.



Source: China Daily



CHINA TO ISSUE VISAS TO FOREIGNERS WHO HAVE TAKEN CHINESE COVID JAB

China is poised to ease border restrictions to allow some foreigners, including from the United States, India and Pakistan, back in, provided they have taken a Chinese-made COVID-19 vaccine.

The country has been closed to most foreigners since last March to stem the spread of the coronavirus, which has been largely brought under control at home, with many foreigners with jobs and family in China stranded overseas.

But Chinese embassies in several countries have already issued notices saying the country will open visa applications to select people who have taken a China-made jab. The Chinese Embassy in the US said in a statement dated March 15 that it would begin to process "visa applicants inoculated with Chinese COVID-19 vaccines". This would apply to those visiting the

Chinese mainland for work resumption, business travel, or for "humanitarian needs", such as reuniting with family members.

The embassy statement said this applied to those who had either had two doses of the vaccine or a single-dose vaccine at least 14 days before applying for the visa.

Chinese embassies in other countries including India, Pakistan, the Philippines, Italy and Sri Lanka have published similar statements.

Those arriving in China will still have to face a gruelling quarantine of up to three weeks.

Beijing is driving forward inoculation plans for its vast domestic population with four domestically produced vaccines approved so far, but it has yet to approve any foreign-made jabs. China has also shipped its vaccines overseas as it works to blunt foreign criticism of the initial spread of the virus from its shores.

Source: The Business Time





CHINA'S NEW FIVE-YEAR BLUEPRINT TO UNLEASH OPPORTUNITIES FOR WORLD

China's new five-year plan, currently under review at the ongoing annual two sessions, has come under the spotlight as analysts expect the development blueprint of the world's second-largest economy to inject more certainties and bring fresh opportunities to the pandemic-rattled world.

China unveiled the draft outline of the 14th Five-Year Plan (2021-2025) for national economic and social development and the long-range objectives through the year 2035, specifying policy priorities and major social and economic goals for the next five years and beyond.

In particular, the draft plan sends a reassuring message to the world by reaffirming China's commitment to a high-level opening-up. Keywords of the plan, such as "reduced import tariffs"

and "shortened negative lists for foreign investment," have been deemed by analysts and diplomats as measures conducive to the global recovery from the pandemic-induced recession.

Last year, China emerged from the global headwinds to become the only major economy to register positive growths in GDP and foreign trade in goods, thanks to its effective anti-epidemic measures. The country's GDP increased by 2.3 percent year-on-year to cross the 100-trillion-yuan threshold, while its imports and exports of goods expanded 1.9 percent.

"China is the main global economic engine for recovery from the COVID-19 economic downturn. Therefore, the entire world will be affected by the targets set in China's new five-year plan



and its success in achieving these," said John Ross, a senior fellow at Chongyang Institute for Financial Studies, Renmin University of China.

"Dual circulation," China's new development paradigm, features prominently in the draft five-year plan. It refers to a development pattern where domestic and overseas markets reinforce each other with the domestic market as the mainstay.

Source: China Daily



CHINA AND RUSSIA TO LAUNCH LUNAR SPACE STATION

Russia and China unveiled plans for a joint lunar space station, as Moscow seeks to recapture the glory of its space pioneering days of Soviet times, and Beijing gears up its own extraterrestrial ambitions.

Though Moscow was once at the forefront of space travel—it sent the first man into space—its cosmic ambitions have dimmed thanks to poor financing and endemic corruption. It has been eclipsed by China and the United States, which have both clocked major wins in space exploration and research in recent years.

The Russian space agency Roscosmos said in a statement that it had signed an agreement with China's National Space Administration (CNSA) to develop a "complex of experimental

research facilities created on the surface and/or in the orbit of the Moon".

The CNSA, for its part, said that the project was "open to all interested countries and international partners" in what experts said would be China's biggest international space cooperation project to date.

Moscow is seeking to re-take the lead in the space race. This year, it celebrates the 60th anniversary of Russia's first-ever manned space flight—it sent Yuri Gagarin into space in April 1961, followed by the first woman, Valentina Tereshkova, two years later.

Source: China Daily





中国将继续引领全球航空业复苏

2020年疫情之下，中国民航业在逆境中实现了迅速的复苏，全年完成运输总周转量、旅客运输量、货邮运输量798.5亿吨公里、4.2亿人次、676.6万吨，相当于2019年的61.7%、63.3%、89.8%，虽然行业仍未完全复苏，但是在全球市场上，中国民航业的复苏进程依然领先全球，旅客运输量也于当年超越美国登顶世界第一。这样的成绩一方面是由于民航局发布的一系列政策支持，另一方面也得益于国内疫情防控的优秀局面。2020年3月全球疫情暴发以后，国外输入成为防疫的主要战场，中国民航局提出“五个一”政策管控国际航班，比较有效地控制住出入境人口和外部疫情输入。2020年2月份，2月份，民航全行业共亏损245.9亿元，其中航空公司亏损209.6亿元，占总额的85%。但至8月，中国国内航空运力已恢复到2019年同期水平的九成左右。下一步，民航局将继续统筹优化资源配置，促进出台的各项支撑政策和措施落实落地，积极推进行业稳健恢复。到2025年，力争全国运输机场设计容量达到20亿人次，形成基础设施超前引领民航发展的态势。

CHINA'S RESILIENCE BUOYS UP GLOBAL AVIATION INDUSTRY

Since the beginning of 2020, more and more countries across the globe have shut down borders and limited domestic travel as a response to the novel coronavirus (COVID-19) outbreak, and the cancellation of almost all flights to control the spread of the virus has affected the entire airline industry globally.

China is leading the global civil aviation industry in recovering from the impact of COVID-19. The nation's economic resilience and growth momentum continue to inspire confidence among multinationals in the aviation industry. Thanks to effective control methods, China's economy has rebounded and it has quickly re-established domestic air travel. For multinational firms within the sector, this means continuity of business along the whole industrial chain, including aircraft manufacturers, parts suppliers and air-freight carriers.

All in all, multinationals operating in the sector are confident of China's response to the pandemic and the prospects for continued growth here.

The COVID-19 pandemic hit the global economy hard, resulting in a contraction of around 3.5 percent in 2020, according to the International Monetary Fund. However, China's response to the pandemic allowed it to limit the negative impact, becoming the only major economy to post growth in 2020. China's gross domestic product expanded 2.3 percent

in 2020, exceeding the 100 trillion yuan threshold for the first time.

The figures on China's civil aviation sector, in particular, are encouraging. Latest data from the Civil Aviation Administration of China showed that the sector handled 420 million passenger trips in 2020-63.3 percent of the 2019 figure-indicating a recovery from the fallout of the pandemic.

As such, China's civil aviation industry has led the global recovery, particularly with the continued operation of its domestic routes amid a massive reduction in global air travel.

Among the multinationals benefiting from China's market recovery is Airbus, which has continued to supply aircraft to China, despite the rocky global economic outlook. Airbus delivered 99 commercial aircraft to China in 2020, representing 17.5 percent of its annual global deliveries. Notably, in the fourth quarter, the proportion rose to 25 percent of the European plane-maker's global deliveries.

Besides selling civil airplanes to the

booming market, Airbus has extended its industrial cooperation with China in the manufacturing sector. In 2008, it inaugurated the Airbus A320 family final-assembly line in Tianjin. Airbus is committed to extending the capacity of its Tianjin facility from the narrow-body A320 single-aisle series aircraft to the wide-body A350 series aircraft, according to the company.

Another multinational that sees great potential in China's civil aviation industry is Honeywell Aerospace. The US-based company sees huge potential for general aviation in western China, and is ready to help provide engines and avionics systems to a wide variety of aircraft being built in China.

Not only are Chinese airlines growing in their competitiveness worldwide, but the country is making strides in its own manufacturing operations, as with the C919 and the ARJ21 passenger aircraft, developed by the state-owned plane-maker, Commercial Aircraft Corporation of China.

The nation's economic resilience has also been good for suppliers of air-cargo services, such as Lufthansa Cargo, which has continued to develop its operations in China despite the pandemic.

"The Chinese government has shown its strength and performance in fighting COVID-19, and the country's economy retains its vitality," said Janet Mi, chief representative of Lufthansa Cargo in China.

Shanghai, one of Lufthansa Cargo's biggest destinations outside Germany, is also home to one of its global hubs for transporting pharmaceuticals. The Shanghai hub has recently completed the cold-chain transportation infrastructure covering diversified temperature ranges for frozen vaccines.

"China is one of Lufthansa Group's key strategic markets worldwide. It is a massive market and committed to further opening up. We are confident in it and will extend our presence here," Mi said. **E**

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REMEDIAL SYSTEM FOR CONTRACTUAL BREACH IN THE ERA OF CIVIL CODE

Default liability is a manifestation of civil liability. If any party breaches a contract, through requiring the breaching party to bear the default liability, the damages suffered by the breached party can be cushioned to a certain extent, thus achieving the purpose of protecting the legitimate rights and interests of the breached party. The Civil Code of the People's Republic of China (hereinafter referred to as "Civil Code"), which took effect on January 1, 2021, stipulates the basic principle of default liability in Article 577 that if a party fails to perform its contractual obligations or fails to perform as agreed, it shall bear the liability for breach of contract, such as continuing to perform the obligations, taking remedial measures, or compensating for losses.

In practice, breach of contract can be manifested as anticipatory breach and actual breach. Anticipatory breach refers to circumstance where, prior to the expiration of the performance terms agreed upon in the contract, the breaching party explicitly or implicitly indicates that it will not perform the obligations of the contract, while actual breach refers to the failure by the breaching party to perform or partially perform the obligations of the contract, or to improper place or method for performance, delayed performance or defective quality of performance upon the expiry of the performance term, etc.

This paper aims to review the remedies available for contractual parties to adopt

when confronting breach of contract (hereinafter, specifically referring to a contract entered into by two parties) and the remedial system stipulated by the Civil Code.

1. CONTINUED PERFORMANCE OF OBLIGATIONS

In the case of a party failing to perform a pecuniary obligation, such as failure to pay any price, remuneration, rent, interest, or other pecuniary obligations, in accordance with Article 579 of the Civil Code, the counterparty can request that party to make the appropriate payment.

If a contractual party fails to perform or renders non-conforming performance

of a non-pecuniary obligation, under the provision stipulated in Article 580 of the Civil Code, the counterparty can request that party to carry out such performance, except under circumstances where performance is either de jure or de facto unfeasible, compulsory performance cannot be applied to the object of the obligation, the expenses of performance are excessive, or the obligee fails to request the obliger to perform the obligation within a reasonable term. Where the purpose of the contract cannot be achieved due to the aforementioned exceptions, the People's Court or arbitration institution may terminate the contractual rights and obligations at the request of the contractual parties, but shall not affect the assumption of default liability.

2. REMEDIAL MEASURES

Article 582 of the Civil Code provides that a contractual party whose performance is non-conforming shall be liable for breach of contract as agreed between the parties. Where the default liability is not prescribed or specifically prescribed, the parties may supplement it through mutual agreement. The aggrieved party may, according to the nature of the subject matter and the magnitude of the loss, reasonably choose to request the breaching party to bear the default liabilities, such as repair, remaking, replacement, return of goods, reduction of price or remuneration, etc. After the occurrence of breach of contract due to non-conforming performance, if the contractual parties intend to maintain the contractual relationship, they may reach an agreement that the breaching party assume the default liabilities through any of the aforementioned remedial measures.

3. COMPENSATE FOR LOSSES

Compensation for losses is the most common remedy for breach of contract. According to Article 583 of the Civil Code, where the breached party has other losses despite the breaching party continuing to perform its contractual obligations or taking remedial measures

for its breach, the breaching party shall compensate for the losses accordingly. The calculation of the losses suffered by the breached party is indicated in Article 584 of the Civil Code, that is, where a party fails to perform its contractual obligations or performs in a non-conforming manner, thereby causing losses to the counterparty, the amount of damages shall be equivalent to the losses incurred from the breach behaviour, including the interest that can be obtained after the performance of the contract; notwithstanding, the losses shall not exceed the possible loss resulting from the breach which was foreseen or should have been foreseen by the breaching party upon the conclusion of the contract.

It should be noted that according to Article 591 of the Civil Code, after the occurrence of breach by a contractual party, the breached party shall take appropriate measures to prevent further losses; where further losses occur due to failure of the breached party to take appropriate measures, the breached party shall not claim for such further losses. The reasonable expenses incurred by the breached party for preventing further losses shall be borne by the breaching party.

4. LIQUIDATED DAMAGES

Liquidated damages refer to a specific amount of money paid by the breaching party to the breached party for its breach in accordance with the applicable laws or contractual agreement, including statutory liquidated damages and agreed liquidated damages. The statutory liquidated damages refer to a fixed rate for calculation or a fixed amount of liquidated damages specifically stipulated by law, which can be directly applied to specific circumstance of breach of contract.

With respect to the agreed liquidated damages, pursuant to Paragraph 1 of Article 585 of the Civil Code, the parties can agree that one party shall pay a certain amount of liquidated damages to the other party in light of the breach of contract, or prescribe the method for calculating the amount of damages for the loss resulting from the breach.

新民法典合同篇之 违约责任

违约责任是民事责任的体现。如果任何一方违反了合同，通过要求违约方承担违约责任，可以在一定程度上减轻被违约方的损失，从而达到保护被违约方合法权益的目的。于2021年1月1日生效的《中华人民共和国民法典》第五百七十七条当事人一方不履行合同义务或者履行合同义务不符合约定的，应当承担继续履行、采取补救措施或者赔偿损失等违约责任。本文旨在审查合同方在面对合同违约时可以采取的补救措施以及《民法》规定的补救制度。

Despite such agreement, in practice, Article 585 of the Civil Code entitles the contractual parties to request the People's Court or an arbitration institution to adjust the amount of liquidated damages by referring to the actual loss suffered by the breached party (including losses of expected interests), i.e., where the agreed liquidated damages are lower than the actual losses incurred therefrom, the People's Court or arbitration institution may, at the request of the contractual party, increase the liquidated damages; where the agreed liquidated damages are excessively higher than the actual losses incurred therefrom, the People's Court or arbitration institution may, at the request of the contractual party, appropriately reduce the liquidated damages. Regarding the latter circumstance, in judicial practice, 130% compensation for the actual damages may be regarded as reasonable; however, it is subject to the decision of the tribunal. Moreover, the adjustment of liquidated damages by the People's Court or arbitration institution shall be made pursuant to the request of the contractual parties rather than on their own initiative, and the tribunal can adjust the liquidated damages at its discretion.

In practice, if no specific amount or calculation rule for liquidated damages is prescribed in the contract, the statutory stipulation for compensation for the damages shall be applied, under which the compensation liability borne by the breaching party shall be limited to the actual loss (including losses of expected interests), and the burden of proof of the actual losses suffered shall be borne by



the breached party.

However, not all losses can be materialized and proved, and not all evidence can be accepted and adopted by the People's Court and arbitration institution. The application of statutory compensation increases the difficulty for the breached party to be completely compensated for the breach of contract. In this regard, when concluding the contract, it is recommend that a specific amount for liquidated damages or a calculation rule for liquidated damages be set, based on a reasonable prediction of the potential consequences of a breach. Thus, in the case of any breach of contract, unless the amount of liquidated damages does not cover the losses suffered by the breached party, the breached party can directly apply such liquidated damages clause without bearing the burden of proof for the amount of actual losses.

5. EARNEST MONEY DEPOSIT

Earnest money deposit refers to a specific amount of money or other substitution as agreed by the contractual parties, which shall be paid by one party to the other party in advance of the performance of the obligations of the contract, in order to compel the parties to fulfill their obligations and guarantee the realization of the purpose of the contract.

Article 587 of the Civil Code stipulates that once the obligor performs its obligation, the earnest money deposit shall be used to offset the price or shall be returned. If the party who paid the earnest money deposit fails to perform its obligations or renders non-conforming performance, thus making it unfeasible to achieve the purpose of the contract, it shall not be entitled to claim a refund of the earnest money deposit. Where the party receiving the earnest money deposit fails to perform its obligations or renders non-conforming performance, thus making it unfeasible to achieve the purpose of the contract, it shall return double the earnest money deposit to the payer.

It should be noted that rules governing the aforementioned forfeiture and return of the earnest money deposit cannot be applied together with liquidated damages simultaneously. Where the contractual parties agreed on both liquidated damages and an earnest money deposit under the same contract, in accordance with Article 588 of the Civil Code, if either party breaches the contract, the other party may adopt either the liquidated damages clause or the earnest money deposit clause. For the latter condition, where the earnest money deposit is insufficient to cover the losses suffered by the breached party, it may claim that the breaching party compensate for the excess losses.

6. STATUTORY RIGHT TO RESCIND THE CONTRACT

If a contractual party explicitly states or indicates by its own actions that it will not perform the principle obligations of the contract before the expiration thereof, or delays the performance of the principle obligation and fails to perform within a reasonable time limit, or delays in the performance of the obligation or commits other breaches that make it unfeasible to achieve the purpose of the contract, the other party can rescind the contract in accordance with the Paragraph 1 of Article 563 of the Civil Code.

7. MITIGATION OR WAIVER OF DEFAULT LIABILITY

Pursuant to Article 592 of the Civil Code, if both of the contractual parties breach the contract, each party shall bear the corresponding liability. Where one party's default causes loss to the other party, and the other party's fault contributes to the occurrence of such loss, the corresponding amount of damages can be reduced.

In accordance with the Paragraph 1 of Article 590 of the Civil Code, if a party is unable to perform the contract due to force majeure, such party can be exempted from liability in part or in whole, in light of the impact of the force majeure, except as otherwise provided by law. In such a case, the party unable to perform the obligations of the contract shall notify the other party in a timely manner so as to mitigate the losses that may be suffered by the other party, and shall provide evidence within a reasonable time limit. However, if the force majeure occurs after the delayed performance of a party, the aforesaid exemption of liability shall not be applied.

At initial implementation of the Civil Code, certain provisions appeared to require further elucidation. In view of the complexity, variability and uncertainty of the practical operation, further analysis on how to apply the remedies for breach of contract in judicial practice should be made in accordance with specific cases. **B**



FOREIGN INVESTMENTS SECURITY REVIEW MEASURES TO STRENGTHEN REGULATORY CONTROL OVER FOREIGN INVESTMENT

The National Development and Reform Commission (NDRC) and the Ministry of Commerce (MOFCOM) jointly released the Foreign Investments Security Review Measures (Decree No.37, SRM) on December 19, 2020, with the aim of effectively preventing and defusing national security risks while actively promoting foreign investment. The SRM is based on the Foreign Investment Law of the People's Republic of China (FIL) and requires foreign investors to pass relevant reviews from the perspective of national security when investing in specific areas. The SRM came into force on January 18, 2021 and will have major and material impacts on foreign investment projects in certain areas of investment.

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IN DETAIL

There are 23 articles under the SRM, including provisions on the foreign investment types subject to review, review scope, review authority, review declaration mechanism, review procedures, decisions, as well as punishments for violation.

The key contents of the SRM are as follows:

1. FOREIGN INVESTMENT TYPES SUBJECT TO SECURITY REVIEW

Article 2 of the SRM stipulates that investment activities carried out by foreign investors directly or indirectly within the territory of China are subject to foreign investment security review, including three scenarios:

- (1) Where foreign investors invest, solely or jointly with other investors, in new projects or in establishing enterprises in China;
- (2) Where foreign investors acquire equity or assets of domestic enterprises through M&A transactions; or
- (3) Where foreign investors make

investments in China in any other form.

Based on the above, in addition to the M&A and green investment mechanisms clearly outlined, the SRM also contains a catch-all provision in scenario 3 which may mean it is likely that certain structural arrangements (such as VIE structures or control agreements) would also be included in the scope of application of the SRM.

What is also worth noting is that any purchase by foreign investors of domestic company stock at stock exchanges or elsewhere may also be subject to security review under the SRM if such purchase affects or may affect national security. The China Securities Regulatory Commission will formulate specific measures separately in accordance with the SRM.

2. SECTORS SUBJECT TO SECURITY REVIEW

It should be noted that not all foreign investments may be required to pass a security review. Article 4 of the SRM provides that the security review shall apply to the following foreign investments:

(1) Investments in the arms industry, an ancillary to the arms industry, or any other field related to national defence security and investments in an area surrounding a military installation or an arms industry facility;

(2) Investments in important agricultural products, important energy and resources, important equipment manufacturing, important infrastructure, important transport services, important cultural products and services, important information technology and internet products and services, important financial services, key technologies and other important fields relating to national security, and obtaining the actual controlling stake in the investee enterprise.

Under scenario 1 above, the SRM does not provide guidance on the minimum threshold for the foreign investment, which means that even an extremely small percentage of shares or equity interests may trigger a security review for foreign investment in arms, national defence, military facilities and other such sectors. The SRM fails to provide any express guidance on how “an

中国发布《外商投资安全审查办法》加强外商投资监管

摘要

2020年12月19日,国家发展改革委(“发改委”)与商务部联合发布《外商投资安全审查办法》(“《安全审查办法》”),旨在积极促进外商投资的同时,有效预防和化解国家安全风险。该审查办法在《中华人民共和国外商投资法》的基础上,从国家安全的角度要求外商在投资特定领域时需要通过相关审查方可进行投资。《安全审查办法》将于2021年1月18日生效,对投资特定领域的外商投资项目产生重大且实质的影响。

详细内容

《安全审查办法》共23条,规定了适用审查的外商投资类型、审查范围、审查机构、审查申报机制、审查程序、审查决定及违规处理等。

在本文中,我们对《安全审查办法》的主要内容进行梳理并简要分析如下:

1. 安全审查监管的外商投资类型

根据《安全审查办法》第二条,外资安全审查适用于外国投资者直接或者间接在中华人民共和国境内的投资活动,具体包括:

- (1) 外国投资者单独或者与其他投资者共同在境内投资新建项目或者设立企业;
- (2) 外国投资者通过并购方式取得境内企业的股权或者资产;以及
- (3) 外国投资者通过其他方式在境内投资。

从上面表述可以看出,《安全审查办法》明确规定安全审查范围将涵盖外资并购和绿地投资,除此之外还规定了一项兜底条款。这使得一些结构性安排(例如VIE结构或者协议控制结构)也非常有可能被纳入到《安全审查办法》的适用范围中。

另外,需要注意的是,外国投资者通过证券交易所等场所购买境内企业股票,如果影响或可能影响国家安全的,也在《安全审查办法》的监管范围内。中国证监会将按照《安全审查办法》的规定另行制定具体办法。

2. 安全审查监管的行业领域

需要说明的是,并非所有的外商投资均需通过外资安全审查。《安全审查办法》第四条规定,安全审查适用于以下领域内的外商投资:

- (一) 投资军工、军工配套等关系国防安全的领域,以及在军事设施和军工设施周边地域投资;
- (二) 投资关系国家安全的重要农产品、重要能源和资源、重大装备制造、重要基础设施、重要运输服务、重要文化产品与服务、重要信息技术和互联网产品与服务、重要金融服务、关键技术以及其他重要领域,并取得所投资企业的实际控制权。

就上述第(一)项规定的情形,《安全审查办法》并未规定外国投资的最低门槛要求,也就是说,对军工、国防、军事设施等领域的外商投资即使是极低的股份或权益,也会触发安全审查。对于如何定义“军工配套”、“军事设施”和“周边地域”等概念的内涵和外延,《安全审查办法》并未进行明确解释,此处法规留白或许将

ancillary to the arms industry”, “arms industry facility” and “surrounding areas” should be construed. A clear definition may be provided in the detailed rules subsequently promulgated, or properly handled by the competent regulatory authority in practice on a case-by-case basis.

The investment areas mentioned under scenario 2 above have been broadened from those under the Pilot Free Trade Zone Security Review Measures issued by the State Council in 2015, by the addition of the new terms “important internet products and services” and “important financial services”, and also a catch-all wording of “other important fields”, which grants authorities greater discretion in their interpretation. As to the definition of “obtaining the controlling stake”, the SRM notes that the actual controlling stake refers not only to the shareholding proportion (more than 50% of the equity interests), but also to the material impact on the decision-making of the enterprise in terms of operational decisions, human resources, finance and technology, etc.

3. SECURITY REVIEW AUTHORITY

A working mechanism for the foreign investment security review is to be established in accordance with the SRM, and the office of the working mechanism (the “Working Mechanism

Office”) is to be set up under the NDRC. It will be led by the NDRC and the MOFCOM and will undertake the routine work of performing security reviews of foreign investments.

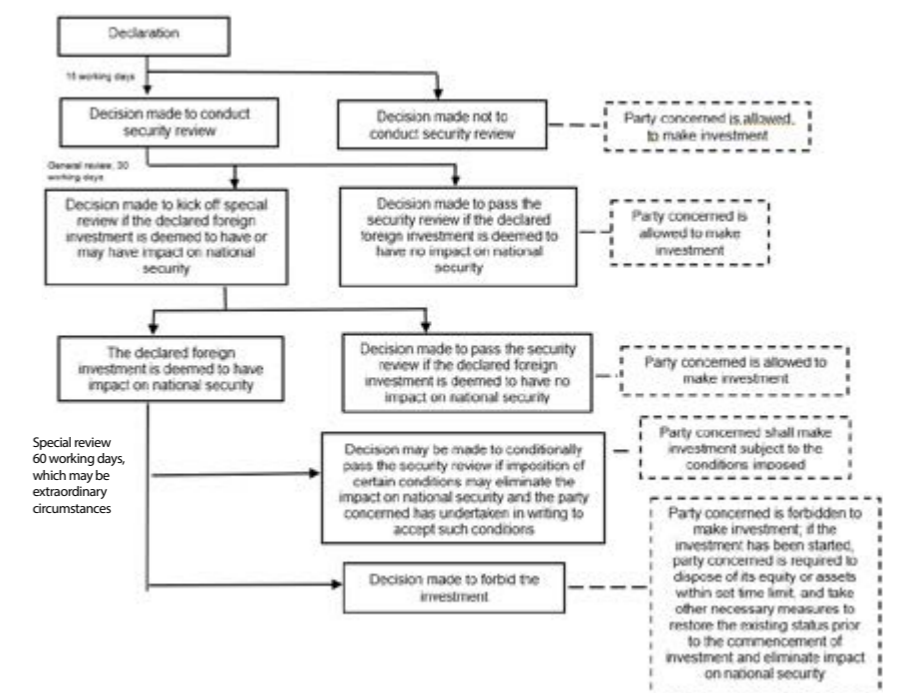
4. REVIEW DECLARATION MECHANISM

Under the SRM, the security review procedure may be triggered under the following circumstances:

- (1) Voluntary reporting by the foreign investors or the relevant domestic parties prior to the commencement of investment for any investment subject to security review;
- (2) The Working Mechanism Office issuing a demand for reporting within a set time period, applicable for those undeclared foreign investments that need to be declared;
- (3) Suggestions for security review by relevant government agencies, enterprises, social groups or the general public to the Working Mechanism Office.

5. SECURITY REVIEW PROCEDURES

The SRM expressly sets forth the procedure, timetable, and documents to be submitted with respect to the foreign investment security review, which are summarised as follows:





• 同时亦可将其不良信用记录纳入国家有关信用信息系统, 并按照国家有关规定实施联合惩戒。

注意要点

近年来, 世界主要国家和地区陆续推出或完善外商投资安全审查制度, 美国出台《外资风险审查现代化法》(FIRMA) 强化CFIUS审查机制, 欧盟出台《外国直接投资框架条例》, 英国近日发布《国家安全和投资法案》草案。中国政府颁布和实施《安全审查办法》, 体现出中国对外资监管实行“两手抓”, 贯彻开放和安全并重, 为更高水平对外开放保驾护航。

鉴于《安全审查办法》将适用于众多重要领域, 其出台和实施将对外商在中国境内的投资产生广泛和重大的影响。对此, 我们建议境外投资者:

- 在实施外商投资行为或者交易前, 对于相关投资行为或交易是否属于安全审查的范围进行充分评估, 并根据需要提前做好相应的准备工作, 比如起草和准备有关资料文件和文件、做好时间规划。
- 由于《安全审查办法》针对所适用的外商投资类型与投资领域范围均有兜底性表述, 外国投资者可考虑根据项目或投资情况是否需要事先向工作机制办公室予以咨询。如果需要咨询, 考虑将交易信息披露到何种程度。
- 鉴于不同监管部门联动与一站式服务是中国政务服务改革的大方向, 建议提前规划并通盘考虑安全审查与投资或交易可能适用的经营者集中、国资审批、发改部门核准等各个环节的有效衔接, 以保证项目的高效推进。
- 考虑到安全审查决定的终局性特点, 投资者需要考量交易未能通过安全审查或附条件通过安全审查的预案, 并通过合同内容(比如投资架构、陈述保障条款、交割条件、付款方式、赔偿机制、合同解除等条款)或其他救济措施来管理和降低法律和商务风险。
- 与此同时, 投资者需考虑国家新出台的各项规定(例如最新的外商投资负面清单、各地自贸区的先行先试措施和带来的机遇), 慎重涉及投资方案以及落地选址。如有必要, 对需要调整的结构和安排进行法律和税务影响的分析。

on foreign investment in China. As such, the following recommendations are made:

- Foreign investors should thoroughly assess whether an investment project or transaction is subject to security review prior to the commencement of such project or transaction, and get as well prepared as may be required, such as by drafting and preparing relevant documents and materials and taking into account the timeframes involved;
- Given the existence of catch-all provisions in terms of foreign investment types and sectors subject to security review, foreign investors should consider whether it is necessary to consult with the Working Mechanism Office in advance, depending on the specifics of the project or investment in question; if necessary, foreign investors should consider to what extent the transaction information should be disclosed;
- As Chinese governmental authorities aim to provide one-stop services to businesses to improve efficiency and this will become the trend in the coming years, it would be advisable for investors to take a holistic view in planning and processing security reviews and other applicable approvals such as merger control, SASAC approval, NDRC ratification, etc., in order to efficiently drive progress on respective projects;
- Since security review decisions are final, investors need to take into consideration a contingency plan in case a security review fails or is passed subject to conditions imposed by the authorities. Investors are advised to manage and reduce legal and business risks by using contractual terms (such as investment structures, representation and warranty clauses, closing conditions, means of payment, indemnification mechanisms, contract termination and such other terms) or by adopting other remedial measures.
- More generally, investors should take into consideration the various rules and regulations newly promulgated by the State (such as the latest Negative List, trial measures taken by each free trade zone and the opportunities that may thus be brought about), cautiously consider the investment plan and site selection of entities and, if necessary, conduct analysis on the legal and tax impacts of the structures and arrangements required to be adjusted. **B**

通过后续颁布的细则做出进一步解释, 或者由主管部门在监管实践中根据实际情况妥善处理。

上述第(二)项规定的重要领域在国务院于2015年颁布的《自由贸易试验区外商投资国家安全审查试行办法》的基础上有所延伸, 增加“重要互联网产品与服务”和“重要金融服务”等新内容, 并以“其他重要领域”予以兜底, 从字面上看赋予了监管部门更大的自由裁量权。对于如何认定“取得控制权”, 《安全审查办法》规定, 实际控制不仅包括股权控制(50%以上的股权), 还包括虽然股比不超过50%, 但是对企业的决议产生重大影响以及其他能够导致外国投资者能够对企业的经营决策、人事、财务、技术等产生重大影响的情形。

3. 安全审查机构

根据《安全审查办法》, 国家建立外商投资安全审查工作机制。该工作机制办公室(“工作机制办公室”)设在发改委, 并由发改委以及商务部牵头承担相关安全审查工作。

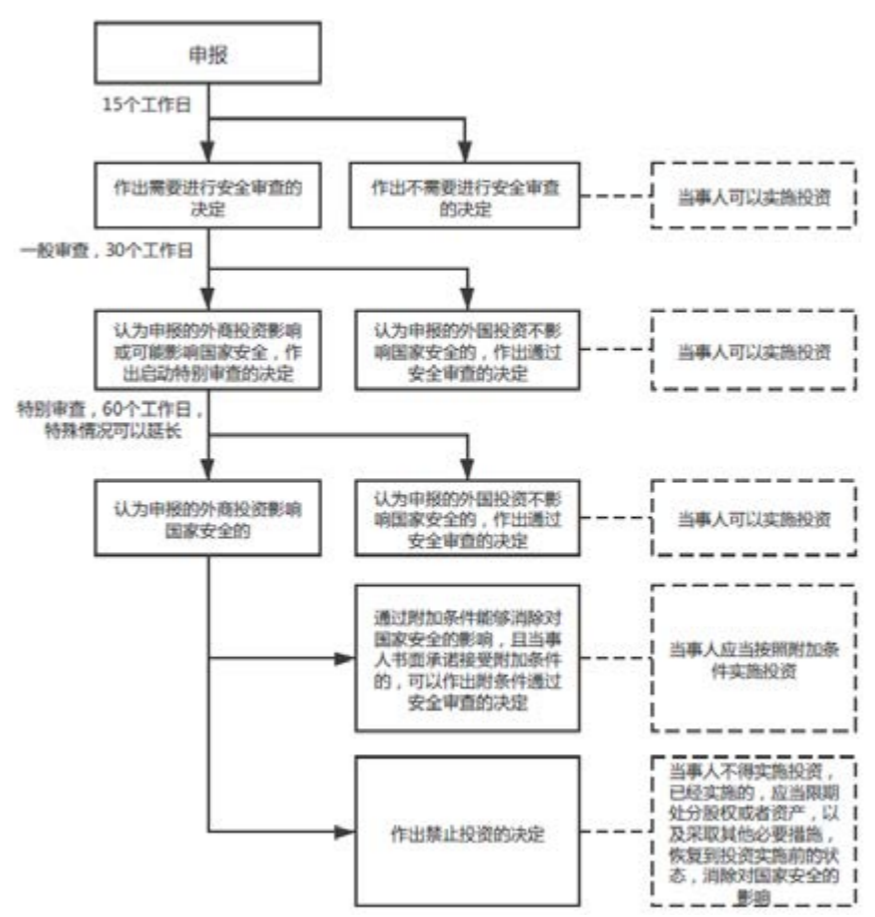
4. 安全审查申报机制

《安全审查办法》规定, 安全审查程序可基于以下方式触发:

- (1) 外国投资者或者境内相关当事人应在实施投资前主动申报属于审查范围的投资;
- (2) 对于应报未报的外商投资, 工作机制办公室有权要求当事人限期申报;
- (3) 有关机关、企业、社会团体、社会公众等也可向工作机制办公室提出审查建议。

5. 安全审查程序

《安全审查办法》对外资安全审查的流程、时间表、提交的文件等进行了明确规定, 具体流程请见以下图表:



工作机制办公室对申报的外商投资进行安全审查期间, 可以要求当事人补充提供相关材料, 并向当事人询问有关情况, 当事人应当予以配合, 当事人补充提供材料的时间不计入审查期限。

根据《外商投资法》和《安全审查办法》, 工作机制办公室依法做出的安全审查决定为最终决定, 这意味着, 当事人如果对安全审查决定有异议, 将无法通过申请行政复议或者提起行政诉讼进行申诉。

6. 违规责任

违反《安全审查办法》的有关要求, 可能给外国投资人及其投资项目带来严重的法律后果。

《安全审查办法》规定, 对于拒不申报、弄虚作假、不执行附加条件等违规行为, 工作机制办公室采取以下措施:

- 可责令当事人限期处分股权或者资产, 恢复到投资实施前的状态, 消除对国家安全的影响。

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During the security review of the declared foreign investment, the Working Mechanism Office may inquire with the parties concerned about the relevant information and may also require the parties concerned to provide supplementary materials. The parties concerned shall cooperate therewith and the time it takes for them to provide the supplementary materials will not be included in the examination period.

According to the FIL and SRM, the security review decisions made by the Working Mechanism Office are final decisions, which means that they cannot be appealed through application for administrative reconsideration or administrative litigation if any party concerned has any objection to the decisions.

6. VIOLATION LIABILITY

Any violation of the relevant requirements under the SRM may bring severe legal consequences to any foreign investor and to the projects invested in.

Under the SRM, with respect to violations such as failure to report upon demand, provision of false information, or failure to satisfy the conditions imposed, the Working Mechanism Office is entitled to take measures:

- to demand disposal of relevant equity or assets within a specified

time period and to restore the equity or assets to their original status prior to the implementation of the investment, and eliminate the impact on national security;

- to include a negative credit record in the relevant credit information system of the State and subject the relevant party to joint punishment in accordance with the relevant provisions of the State.

THE TAKEAWAY

In recent years, major countries and regions throughout the world have successively introduced or strengthened their foreign investment security review systems, such as the Foreign Investment Risk Review Modernization Act (FIRMA) in the U.S. to strengthen the CFIUS review mechanism, the Framework Regulations on Foreign Direct Investment in the EU, and the recent draft National Security and Investment Bill in the UK. The Chinese government's promulgation and implementation of the SRM demonstrates that China will continue adopting a "two-handed approach" to promote foreign investment and address security, for the purpose of advancing the opening up of China to a higher level.

Given that the SRM will be applicable across numerous key sectors, its promulgation and implementation will have a major and far-reaching impact



NIPPON AND CORNING JOINTLY LAUNCH ANTIVIRAL PAINT IN CHINA

With the COVID-19 pandemic pushing more companies to secure fresh momentum from health care-related products and solutions, Corning Incorporated GLW and Nippon Paint China have announced the commercial launch of the latter's first antiviral children's paint in China. The paint is called Nippon Kid's Odour-Less All In One Interior Emulsion Paint-Anti Bacteria Plus (Nippon Kid's Paint), and uses one of Corning Incorporated's latest technology solutions, Corning

Guardiant, a novel antimicrobial paint additive containing copper ions. The product made its Asian debut in China. Based on Nippon Paint and Corning's cooperation, the new product is able to kill 99.9 percent of the SARS-CoV-2 virus on coated surfaces. Tests were carried out in compliance with rigorous test protocols approved by the US Environmental Protection Agency. Results on the SARS-CoV-2 virus were obtained using test

methods that simulate invisible contamination on dry surfaces. Coatings containing additives such as silver and zinc pass traditional "wet" contamination test methods, but do not perform well under more realistic dry test conditions. Nippon Kid's Paint demonstrates effectiveness under both wet and dry test conditions. The paint also shows more than 99.9% effectiveness against gram positive bacteria such as Staphylococcus aureus,

gram negative bacteria such as Pseudomonas aeruginosa, and small non-enveloped viruses such as Feline calicivirus (FCV) on coated surfaces under dry test conditions. The ability to kill a broad spectrum of germs including small, non-enveloped viruses, the hardest-to-kill category of viruses based on their susceptibility to disinfectants, is a key value proposition of paint coatings containing Guardiant.

The technology and market opportunity are complementary to Corning's expertise in materials science. The company is collaborating with leading paint and coatings manufacturers around the world, including PPG Industries PPG, to develop products containing Guardiant that meet regulatory requirements.

Before the antiviral paint product was commercially available, the two companies jointly donated the first batches of Antivirus Kids Paint tested in US independent labs to four Chinese hospitals designated by the Department of Commerce of Hubei province with surface space spanning a total area of 120,000 square metres.

Eric Chung, president of Nippon Paint China, a subsidiary of the Singapore-based Nipsea Group, said as health care and disease prevention have become the new normal in many parts of the world, the company believes that science and technology will play an increasingly important role in creating value and providing a healthier and better lifestyle for consumers.

Scientific studies classify viruses into three major groups based on their structure and resistance to disinfectants: enveloped viruses, large non-enveloped viruses and small non-enveloped viruses. Non-enveloped viruses can survive on surfaces for several weeks and are considered harder to kill than enveloped viruses.

Li Jingsheng, a researcher at the Beijing-based Institute of Industrial Economics, which is a part of the Chinese Academy of Social Sciences, said China's healthcare market is vital for global companies due to its massive size and fresh growth opportunities arising from the ever-deepening reform and opening-up.

The government's efforts over the years to meet people's growing demand for higher-quality healthcare services and products also brightened the prospects of the healthcare market, he added. **E**

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康宁与立邦携手在中国发布抗微生物涂料

康宁公司携手立邦中国宣布推出其在中国市场的首款抗病毒儿童漆。此款立邦抗病毒儿童漆专为儿童日常居住环境所打造，并采用了 Corning Guardiant 这种新型抗微生物涂料添加剂。Corning Guardiant 将处于铜最活跃的抗微生物状态（正一价铜离子 Cu+1）封装在特殊的玻璃陶瓷粉末中，以起到缓慢释放并杀灭病菌的功效。此前，康宁宣布了一项突破性的测试结果：含有 Corning Guardiant 的涂料能在两小时甚至更短时间内杀灭涂层表面 99.9% 的 SARS-CoV-2 冠状病毒。立邦抗病毒儿童漆同样证明能杀灭涂层表面大于 99.9% 的 SARS-CoV-2 冠状病毒。上述结果均通过采用美国国家环境保护局 (EPA) 批准的严格测试方法的实验得出。对 SARS-CoV-2 冠状病毒的检测结果是通过模拟干燥表面上隐形污染的测试方法所得。含银、锌等添加剂的涂料虽然能够通过传统的“湿性测试”标准，但其在干燥测试标准下表现不佳。立邦抗病毒儿童漆在干性和湿性这两种测试方法下均表现有效。在干燥试验条件下，该涂料对涂层表面的革兰氏阳性菌（如金黄色葡萄球菌）、革兰氏阴性菌（如绿脓杆菌）和小型无包膜病毒如猫杯状病毒 (FCV) 的杀灭率大于 99.9%。杀灭包括小型无包膜病毒（这种病毒对消毒剂具有耐受性，属于最难杀灭的病毒种类之一）等多种病菌的能力，是含有 Guardiant 的涂料的关键价值主张之一。本次新产品上市是康宁与立邦合作的又一里程碑。





KENNY TROUTT

A BILLION DOLLAR SAGA

The most gruelling of circumstances cannot blur your clarity of vision if you know your goals and pursue them relentlessly. Success inevitably follows, as in the case of one of the wealthiest American billionaires in the world. He made it big and rose to the top through steely grit and determination despite his humble background and all the hardships he had to endure.

CHILDHOOD WOES

Born in 1948, the son of a bartender and the eldest of three siblings, he had a miserable childhood with everyday struggles. He did his schooling at Mt. Vernon Township High School and began working early to earn extra money to support his family. His parents divorced when he was in the seventh grade, owing to his father's alcoholism and frequent job changes.

Even before he entered his teens, he set up a neighbourhood lawn-mowing business and employed his brothers and cousins to do the work. In high school, he played quarterback and earned a partial scholarship to Southern Illinois University. While going to university, he had to sell insurance to fund his studies.

But even at a tender age, when he was only in the fourth grade, he had a tremendous clarity of vision as to what he wanted. When his teacher asked him what he aspired to become, he said, "I want to be rich." As it turned out, the words were prophetic.

BECOMING A SALESMAN-ENTREPRENEUR

Selling insurance polished his marketing skills, and he emerged as the company's top seller by his senior year in college. After finishing college, he had two setbacks in business, one in real estate and another in the oil brokerage business. Undaunted by these failures, he set his sights on the telecommunications industry and formed his own company, Excel telecommunications, in December 1988.

Even though his dreams were big, his philosophy was simple: he wanted to sell a product that everyone needed, had a low start-up cost and required no inventory. Furthermore, telecommunication was recession-proof.

In the beginning, he carried out all the marketing tasks alone for his company. Using smart sales techniques, he would attract potential customers by offering them discount packages to switch to Excel for their long-distance call services. He even started offering commissions to groups like churches, school bands and so on for getting their members to subscribe.

During this period, he met Stephen Smith, who suggested that Excel build its network by preparing a multilevel marketing plan. Under this plan, the company hired representatives who paid a fee to join the network and in turn sold the company's services. The

plan was ready by April 1989, and set in motion under his expert leadership, together with Stephen Smith, who joined the company as its vice president.

Though it achieved a nationwide expansion of its network, the company struggled to retain its customers. Retaining subscribers proved more difficult than signing them up. By 1990, despite revenues of more than \$6.5 million, the company's losses mounted and reached \$400,000 by 1991.

THE CORPORATE SAGA BEGINS

Great visionary that he was, he quickly switched his marketing to 'warm strategy' by signing family members, friends, and co-workers, because he could retain them as customers, and it would mean that fewer would leave. He optimized the Gulf War recession to maximum advantage by offering people jobs as representatives for his company. Some jobless people, as well as others worried about their job security due to the war-hit economy, grabbed this opportunity eagerly.

He believed in playing the game another way. While his competitors pursued expensive advertisements and print campaigns, Excel made money from its marketing activities. It marketed its services solely through a vast network of independent representatives, who were paid commissions based on the number



winner, Creator. Being a major Republican donor, Troutt has contributed heavily to American Crossroads, Rich Perry, Rich Santorum and Kentuckians for Strong Leadership, a Political Action Committee (PAC) backing Mitch McConnell. He is one of the Board of Directors of the Breeder Cup and holds a position as a trustee for the Thoroughbred Owners and Breeders Association (TOBA).

PERSONAL LIFE

Troutt is married to Lisa E. Copeland and has three children, Savannah, Grant and Peter. The family lives in their 13,000 sq ft grand estate in Dallas, Texas. He celebrated his 72nd birthday on 7th November, 2020.

CONCLUSION

From starting as a poor Mt. Vernon kid to being called the Prophet of Profits, this man's journey has been nothing short of a rollercoaster. His story is much more than rags-to-riches. His accomplishments are a corporate saga that keeps inspiring youth, professionals and entrepreneurs that hard work and dedication, combined with sheer grit and determination, can compensate for lack of anything that you are not born with. Nerves of steel are worth so much more than a silver spoon. **B**

肯尼·特罗特 十亿美元的传奇

如果您知道自己的目标并坚持不懈地追求它们，那么最艰苦的环境并不会使你的视野模糊。他出生于1948年，是一个调酒师的儿子，是三个兄弟姐妹中的长子。他的童年生活十分艰苦，每天都在挣扎。特罗特的父亲是一位酒保，在南伊利诺伊州大学求学期间，他通过卖人寿保险筹集学费。特罗特1988年创建电话公司Excel Communications，并于1996年上市，他赚取的大部分钱都是来自于此。两年后，特罗特以35亿美元的价格将这家公司卖给了环球电讯。



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of calls made by the subscribers they signed up and the number of new representatives they recruited for the company.

This revamped 'multilevel marketing' plan ultimately paid off, and the network of representatives increased greatly. The company grew even faster than Microsoft, earning revenue in billions in just nine years. From 1992 to 1994, Excel's revenue leapt from \$24 million to \$153 million. In 1995, it raked in revenue of \$507 million. Excel was now a powerhouse in the telecommunications industry, with its founder, Kenny Troutt, firmly at the helm.

By May 1996, the company went public and was listed under the symbol ECI on the New York Stock Exchange. It became the youngest company to join the NYSE.

Like any other multilevel marketing company in the business, Excel had its share of hiccups as well. It was forced to revise its training materials and policies after charges of 'slamming'. Not one to be cowed, Troutt held his head high and kept continuously upgrading the services of Excel. The company started offering paging services from October, 1996, through PageMart Wireless Inc.

MAJOR MILESTONES

Soon after starting the paging

services, Excel acquired the Telco Communications Group, followed by a merger with Teleglobe in 1998 in a \$3.5 billion deal. The merger made Kenny Troutt a billionaire, and he reinvested the profits in stocks, bonds and horses. He retired as the CEO of Excel on 20th September 1999.

In 2005, Troutt started the first of the three youth basketball teams, known as the Titans, evidencing his enthusiasm for sports and games. The Titans are the most successful youth basketball teams, and their annual budget is \$3million, fully funded by Kenny Troutt.

An avid horse racing fan, he purchased Prestonwood horse farm in 2000 and renamed it WinStar Farm. It is an upscale 2 400-acre pedigree farm in Versailles, Kentucky, that houses over 20 stallions and a large broodmare herd, and facilities for yearlings and weanlings. Ironically, Troutt is allergic to horsehair.

CURRENT STATUS

With a net worth of approximately \$1.45 billion, Kenny Troutt is one of Forbes's richest American billionaires. At present, he is the chairman of Mt. Vernon Investments.

His WinStar Farm houses 2018 Triple Crown winner, Justify, a celebrity stallion, 2010 Kentucky Derby winner, Super Saver, 2010 Belmont Stakes winner, Drosselmeyer, and 2016 Belmont Stakes



DEVELOPERS TOLD NOT TO CROSS THE THREE RED LINES

By Michael Hart

As 2020 finished, it became clear that amidst the challenges of COVID-19, the Chinese economy had grown, while many other countries had seen their economies shrink. But regardless of how a specific country's economy fared, many companies and individuals saw their debt levels increase. Higher debt levels mean less flexibility going forward, so as economies start to recover, expect to see people take a hard look at their debt. Developers and other real estate market participants where debt is a central part of their operation model will certainly be looking at their debt levels and structures too.

A recent series of reports by global financial services firms such as S&P Global and UBS have looked at debt in the property sector. The impetus for this review was provided by new policies the Chinese government released in late 2020 where they formulated guidelines for developers called "The Three Red Lines."

BACKGROUND

Put simply, the government has indicated that the property market is an important part of the country's economy, but that it must remain healthy so that it can continue to contribute in a positive way. The government has said that there are three new metrics that developers need to abide by:

THREE RED LINES
1. Liability to asset ratios of less than 70%
2. Net gearing ratio of less than 100%
3. Cash to short-term debt ratio of more than 1x
Source: UBS, S&P Global

Think of the first rule as an individual mortgage restriction. Developers can borrow, but shouldn't borrow too much relative to their total assets, in this case not more than 70% of their total asset value.

The second rule focuses on gearing, which means the relationship between debt and a company's equity levels or overall value. Gearing ratios vary a great deal by industry. Industries that have large amounts of fixed assets can have higher levels of debt and thus higher gearing ratios, while those with fewer assets should have lower gearing ratios. Real estate is one of the industries that has a naturally high gearing ratio, but developers are encouraged to be cautious about how much total debt they take on.

The final red line encourages companies to have enough cash on hand to be able to fund a full year of short-term debt payments. There have been some missed bond payments by developers over the past year and so this rule reminds developers to be better prepared.

RESTRICTIONS

So how are the rules applied? Basically, think about the red lines as a traffic light. If developers are considered healthy, they have a green light and can continue to borrow money, but at a measured pace. If they violate one of these three red lines, they get a yellow or caution light, and the amount they can borrow is reduced, and the more of the red lines they cross, the more restricted they will be.

Colour Code	Number of red lines breached	Allowable annual growth in debt
Green	0	15%
Yellow	1	10%
Orange	2	5%
Red	3	0%

THE LONG GAME

UBS, an international financial services firm, recently published a succinct summary of the key drivers for the Three Red Lines campaign.

THREE RED LINES: WHY, AND WHY NOW ?
<p>To control house prices: China's government is mindful of the marked rise in house prices that has occurred during the past 15–20 years, which has made property unaffordable for millions.</p>
<p>Manage land markets: Higher land prices feed into home price growth. Developers are partly responsible, because many aggressively snatch up land parcels to build their land banks, and bid up land prices.</p>
<p>To ration credit to the real estate sector: Government authorities are concerned about the amount of capital absorbed by the real estate industry. Reining in lending to the real estate sector is also part of the government's strategy to channel lending to more productive areas of the economy.</p>
<p>To lower cyclical: The local real estate market is highly cyclical, largely due to on-off policies like home purchase restrictions and property price caps. The government wants to stabilize markets by bringing in what they describe as a "long-term mechanism for the real estate market"</p>
<p>Real estate developers are systemically important: Real estate is a significant part of China's economy, with strong linkages to numerous upstream and downstream industries. The Chinese government is thus putting stricter controls in place to ensure a more sustainable future.</p>



By Michael Hart

Michael Hart is the Managing Director of Griffin Business Management www.griffinbiz.com a real estate related investment and consulting firm with offices in Tianjin.



CONCLUSION

In China, the real estate sector has been and continues to be an important part of the economy. Over time there has been consolidation, meaning there are fewer larger developers and they are generally better managed, but the government wants to see good governance improve even further.

The central government has shown that it understands that the real estate sector uses debt, but has also made it clear it expects developers to use debt responsibly. The concept of the three red lines lays out clearly to local governments, developers, banks and investors how to think about what is a reasonable level of debt. This helps eliminate the moral hazard and ensures that as the economy continues to mature, real estate will continue to play an important role, and that it can do so responsibly. 📌

开发商不能越过的“三条红线”

到 2020 年末，很明显，在新冠疫情的挑战下，中国经济增长了，而许多其他国家的经济却在萎缩。新冠疫情来袭也未能打断历时长达多年的房地产市场繁荣，对此有关部门正敲响警钟，并推动大城市合理安排土地拍卖。标普全球 (S & P Global) 和瑞银 (UBS) 等全球金融服务公司最近发布的一系列报告着眼于房地产领域的债务。中国尝试了一系列楼市降温措施，包括对房贷融资、炒房、开发商发行债券以及购房资格实施限制。最近，中国政府对银行房贷业务占比设限，并划定“三条红线”，实质上是要求实力较弱的房企减债。

MORAL HAZARD

The concept of moral hazard occurs when some party is told not to do something, but they do and they suffer negative consequences, they are then rescued, which may encourage them to take the same risks again in the future with the belief that they will be saved again. A good example was in the 2007–8 financial crisis in the USA; many banks had large amounts of debt and during the crisis, they ran into liquidity problems and were forced to turn to the government for help. The government provided assistance and the economy slowly recovered. Only one major bank was allowed to go bankrupt, and many pundits concluded that the American government effectively encouraged future reckless behaviour by banks because it didn't allow them to fail.

The strength and importance of the real estate industry to China's economy has created a moral hazard, particularly for some provinces where local developers may get preferable treatment. The government doesn't want developers to take on risks they can't cover, but if they do, the government may be impelled to bail them out in order to save an important part of the economy. With this new "Red Line" policy, the central government has put forth a simple and standard way to evaluate and control risk.

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TIMBUKTU

A RICH HAVEN FOR HISTORY ENTHUSIASTS

Timbuktu, located in the Timbuktu region of Mali in western Africa, is a haven for history enthusiasts. In Timbuktu's early history, the city served as a temporary settlement, and when later changes in the trade route took place, it became a permanent settlement area. Hectic business activities flourished here, and it was gradually transformed into an important trading centre for gold, ivory, salt and slaves.

It also played a pivotal role in spreading Islamic culture, and it was a centre of attraction for many Islamic scholars. During his rule, between the 15th and 16th centuries, Mansa Musa established Sankore Madrasah, similar to an Islamic university, to spread Islamic culture. Its historical relevance, especially in connection with the spread of Islam, is evident from the Sankore, Djingareyber and Sidi Yahia mosques, which are now facing natural desertification threats.

In December 1988, the World Heritage Committee listed some parts of Timbuktu on their World Heritage list, due to the brilliant ancient construction of the mosques and other holy places.





HOW TO REACH TIMBUKTU

By air

The nearest airport is Timbuktu Airport, which is 4.8 kilometres from Timbuktu but has not been operational for quite some time. As an alternative, tourists can choose the next nearest domestic airport at Mopti, which is 403 kilometres from Timbuktu. The closest international airport is Gao International Airport, situated 613.3 kilometres from Timbuktu. The fastest way to reach Timbuktu is by chartering a flight from Mali's capital city, Bamako, which will cost about EU2,500 for a 10 seater, ideal for group travellers.

By road

Reaching Timbuktu by road can be a formidable experience because of the road and banditry conditions. Also, the long desert journey can cause technical issues with your vehicle. However, you can reach Timbuktu by driving a 4x4 vehicle from Mopti or Gao. From Mopti, the road journey will take about 8 hr 56 min to cover 403 km, and from Bamako, it will be a 17 hr 10 min journey to cover 1,010 km.

By boat

One can catch a pinasse (a long,

motorised wooden canoe) to go from Mopti to Timbuktu. It takes around 3 days and 2 nights to travel, and this is a comfortable and enjoyable mode of transport if you have extra time on hand. During the ride, there may be many other tourists with whom you can hitch a ride. At night during this journey, there will be camping on the shore. Pinnasses will offer food and will also have toilet facilities. The cost of a pinasse trip will be about EU20. For a lower budget, you can opt for local boats. They will be a little crowded, but can certainly save you money.

Alternatively, you can opt for a speed boat with a bedroom, washroom and all the necessary facilities, which can take you to Timbuktu in a day, and the cost will be about EU200.

TRAVELLING IN AND AROUND THE AREA

Apart from camel and donkey carts, there are taxi cabs also available for travelling within the city. All the ancient mosques and other important historical locations are within a walkable distance, and it would be preferable to walk around.

VISA REQUIREMENT

A passport valid for six months is required for obtaining a visa to enter Mali. Apart from a few listed countries, the citizens of all the other countries need to get a visa from Malian Diplomatic missions. People who hold a diplomatic and service category passport can visit Mali without a visa for one month. However, those from Brazil, China, Cuba, Russia, and Rwanda do not need a visa for up to 90 days.

IMPORTANT PLACES TO VISIT IN TIMBUKTU

DYINGEREY BER MOSQUE

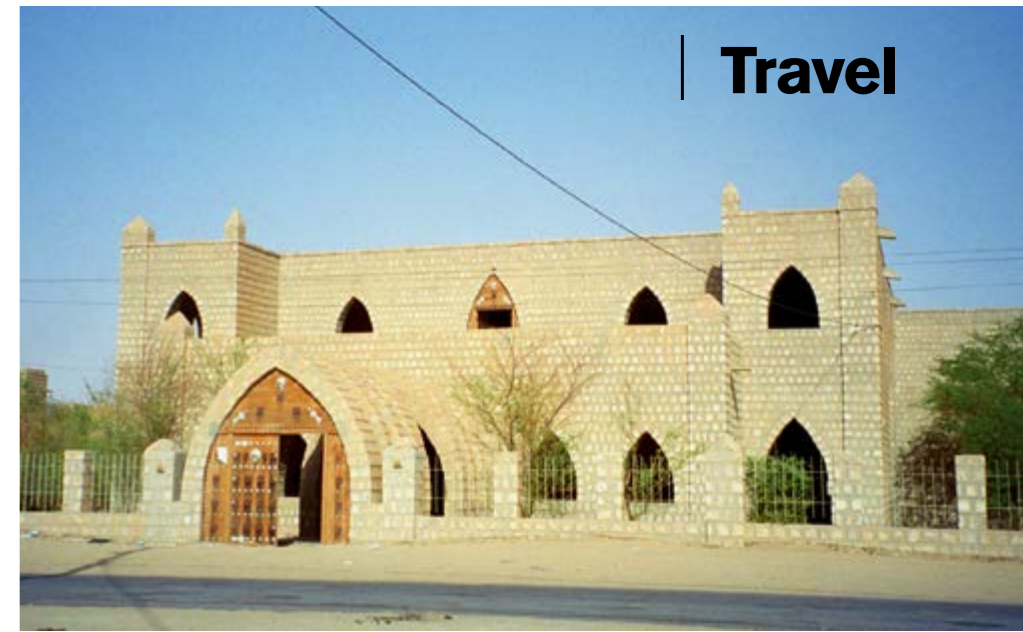
This is one of the oldest mosques in Timbuktu, built by Sultan Kankan Moussa on his return from a pilgrimage to Mecca, the holy city of Muslims. The mosque's construction dates back to the 14th century and carries the legacy of that period's contemporary architectural influence.

Mudbrick and organic materials are the main constituents used for the construction of the mosque. It has two minarets and three inner courts, and can accommodate 2,000 people for prayer. The mosque faces severe desertification threats, and efforts are underway to protect the site.

It is recommended that you take a guide along with you when you visit the mosque so as to have a better understanding.

SANKORE MOSQUE

Sankore Mosque, also known as the University of Sankore or Sankore Masjid, is believed to have been constructed during Mansa Musa's regime the Islamic Emperor of Mali. He was the 10th Mansa of the Islamic Empire. The mosque played an important role in spreading Islamic thought to the world. It was the centre of learning for Islam and a religious worship centre for practising Muslims. The university was one of the largest cultural centres and could accommodate 25,000 students at a time. Its library also had more than 700,000 manuscripts, which shows its



academic influence in those days.

SIDI YAHIA MOSQUE

The Sudano-Sahelian style Sidi Yahya Mosque is a beautiful example of the ancient architectural skills of west Africans. It is constructed of earthen and natural materials. The typical wooden studs on the exterior are the mosque's main attraction, and these were used to climb to the top of the mosque during construction to place the next layer of mud and limestone.

According to available evidence, the mosque was constructed during the reign of Sheikh El-Mokhtar Hamalla and named after the first imam, Sidi Yahya al-Tadelsi. The construction took about 40 years to complete, and the mosque later played a significant role in spreading the Islamic faith.

In 2012, Islamic extremists took control of Timbuktu and damaged the mosque significantly. However, government forces took back control and began restoration work in 2013 under UNESCO's supervision, and opened the mosque to the public in 2019, after completing the reconstruction of the minaret.

THE NATIONAL AHMED BABA CENTRE

This centre is well-known to have played a significant role in the preservation of Islamic history. It has preserved the documentation and research of the Sudano-Sahelian Zone of Africa. They carried out conservation and dissemination of valuable manuscripts here. The study



VOLKSWAGEN CORE BRAND SEES RISE IN 2021 DELIVERIES, EARNINGS

Deliveries and earnings at Volkswagen's core brand will rise year on year in 2021 as its new strategy starts to bear fruit. The brand will deliver more than 450,000 electric cars this year, more than double the number of previous year, it said.

This month, the world's second-largest carmaker unveiled its "Accelerate" strategy for the brand, saying it expected fully electric vehicles to account for more than 70% of total European vehicle sales by 2030, compared with a previous target of 35%.

The Volkswagen brand aims to invest 16 billion euros in electrification and digitalization by 2025.

To help finance the investment, it aims to reduce fixed costs by 5% by 2023, freeze headcount at January 2021 levels, boost productivity at its plants by 5% a year and reduce raw material costs by 7%.

The new strategy would generate hundreds of millions of euros in revenue in the coming years, it said.



Source: The Business Times

CIIE BUREAU CONFIRMS PARTICIPATION OF FIRST BATCH OF 160 EXHIBITORS FOR 4TH EXPO

The China International Import Expo Bureau has announced that the first batch of 160 exhibitors has confirmed its participation in the fourth edition of the annual expo scheduled in Shanghai from Nov 5 to 10.

Sun Chenghai, deputy director-general of the CIIE Bureau, made the announcement during the CIIE exhibitor alliance council conference held in the city.

The expo will consist of the business exhibition, the Hongqiao international economic forum, the country exhibition and related activities.

New subsections for industries such as integrated circuits, bio-medicine and smart transportation will be included in this year's edition.

"This year marks the 100th anniversary of the founding of the Communist Party of China and the beginning of the 14th Five-Year Plan for national economic and social development, representing a new journey to building a modern socialist country," Sun said at the conference.

"Under such circumstances, the fourth CIIE will be a critical move by the country to open its market to the world."

He said more demand-side resources will be gathered and communication between supply and demand sides will be improved to "better serve buyers and



exhibitors and to build the CIIE into a global platform for advanced industries".

More than 40 CIIE-related activities will be organized throughout the year, according to Liu Fuxue, another deputy director-general of CIIE Bureau.

"Members from the CIIE exhibitor alliance will hold promotion activities in enterprises and industrial parks in domestic cities to drive local economic development," Liu said.

New special committees in areas including medical equipment, energy conservation and environmental protection will be launched, he added.

Liu Ying, vice president of government affairs of Volvo Car Asia Pacific, said the company will offer its best products, ground-breaking technologies, and unique brand culture to customers via the CIIE to drive the growth of the flourishing Chinese automobile market and the domestic economy.

Source: China Daily



廷巴克图——历史爱好者的天堂

马里历史名城廷巴克图，位于撒哈拉沙漠南缘，尼日尔河中游北岸，是古代西非和北非骆驼商队的必经之地，1087年为图阿雷格人所建。廷巴克图在地理上位于北非阿拉伯人、柏柏尔人文明和黑非洲黑人文明的交汇点，因此商业往来频繁，民族成分复杂，历史上是一个交通要道、文化中心，许多穆斯林学者和圣徒在此定居，许多著名的书籍是从这里写出和流传的。建于5世纪的廷巴克图经济和文化最高峰出现在15世纪和16世纪。是当时非洲宗教文化的中心，也是伊斯兰文化向非洲传播的中心。当地 Djingareyber, Sankore 和 Sidi Yahia 三个大清真寺，十六个陵墓和神圣的公共场所，仍然见证着廷巴克图繁华的过去。

of Arabic calligraphy is also one of the important activities in the centre.

MUSEE MUNICIPAL DE TOMBOUCTOU

This is an ethnographic museum managed by the Timbuktu Municipality, allowing visitors to observe up close the various traditional items used by the different tribes in Mali. The museum has a vast collection of musical instruments, weapons, ornaments and kitchen utensils. In addition, it displays the traditional clothes and other artefacts of Mali's different ethnic groups. In the museum's centre, you can find a well, historically linked to Timbuktu's funder, Bouctou. The museum is located less than half a kilometer from the city.

HEINRICH BARTH'S HOUSE

Though many explorers from the west came to Timbuktu to study the cultural and ethnic lives of people living in and around the area, Heinrich Barth spent quite a long time interacting with the locals before returning to Europe. He lived east of the Sidi Yahia mosque, and today his house is a mini-museum, with portraits, copies of his writings, and drawings.

WHAT YOU CAN DO AT TIMBUKTU

VISIT THE GRANDE MARCHE

This is a prominent market place where you can find locals offering their goods for sale, especially on Mondays. Visit the market to purchase spices, leather goods, and other souvenirs. You can see salt in its natural form in this market. Some rare traditional metallic artworks are also available for sale. You can buy necklaces and earrings that are unique to this place. Remember to bargain well before you pay; things can often be purchased at almost half of the quoted price.

CONCLUSION

You can see Arabic style architecture with a mix of Sudano-Sahelian style construction in every part of Timbuktu. It is home to many mosques and a museum that gives you an insight into Islamic traditions. Timbuktu is a little hostile to non-Muslim visitors, however, so it would be best to hire a guide and make sure you adhere to your home government's travel advisories. **B**

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TIKTOK CONSIDERS INTRODUCING GROUP CHAT FEATURE THIS YEAR

Video-sharing platform TikTok may launch a group messaging feature this year, people with knowledge of the discussions told Reuters, putting the Chinese-owned app in more direct competition with social media rivals such as Facebook.

Group messaging is part of owner ByteDance's plan to develop TikTok into more of a "social interactions app", one of the sources said. The feature has been part of the Chinese version of TikTok, Douyin, since 2019.

A group chat function would help TikTok keep users on the app longer. TikTok, which is particularly popular with teenagers and young adults, has also been expanding its livestreaming and e-commerce offerings and group chats would enable influencers to more easily connect with fans.

ByteDance had internal discussions last year about introducing the group chat feature but put many updates on hold after the app came under fire from the Trump administration and was banned in India, a second person said.

It is currently evaluating when and where it will launch group chats on TikTok, the sources said.

US President Joe Biden's new administration has paused a government lawsuit that could have



resulted in a de facto ban on the app's use in the United States and corporate sponsors have raced back to the service.

The White House also said last month it has taken no new "proactive step" related to the Trump administration's plan for TikTok's American operations to be acquired by US investors.

The Trump administration had contended that TikTok poses national security concerns as the personal data of US users could be obtained by China's government. TikTok, which has over 100 million users in the United States, has denied the allegation.

The group chat messaging service is likely to be unencrypted, one of the sources said.

Hany Farid, a digital forensics expert who is on TikTok's US advisory council, said he had not been notified about group chats being launched in the United States, but added the platform would need to be ready to deal with dangers that would come with expanding into social messaging.

Source: The Business Times

ALIBABA'S BROWSER REMOVED FROM CHINESE ANDROID APP STORES

Chinese app stores have removed Alibaba Group's UC Browser for mobiles, after it was criticised on Chinese state television's annual consumer rights show for including medical ads by unqualified companies.

China has been tightening regulation of its vast internet sector, with the Alibaba e-commerce empire founded by billionaire Jack Ma facing especially heavy scrutiny.

UC Browser could not be downloaded on Android app stores operated by major Chinese phone makers Huawei, Xiaomi and Viv. It was still available on Apple's Chinese app store.

UC Browser was among several Chinese and foreign companies targeted for criticism for a range of issues on China Central Television's popular two-hour prime time "315" show.

UC Browser, which says it has more than 400 million monthly active users globally, issued an apology after



the show and said it had begun an investigation and initiated corrective measures.

Alibaba referred to the UC statement in response to a request for comment on UC's removal by app stores.

Source: The Business Times

TECH FIRMS TO PLAY KEY ROLE IN CARBON NEUTRALITY PLANS

Technology enterprises have a key role to play in the nation's pledge to achieve carbon neutrality, lawmakers associated with the sector said.

Pony Ma, a national legislator from Guangdong province who is also chairman of Tencent Holdings Ltd, said carbon neutrality will enable companies to formulate their own energy conservation and emission reduction plans. Technology research and innovation in this sector should be encouraged as it will enhance the country's overall strength in low-carbon technologies.

"Addressing climate change is an inherent requirement of China's sustainable development," he said. "And it shows China's responsible image to shoulder international responsibilities and promote the building of a community with a shared future for humanity."

He said the country should strive to master low-carbon technologies such as energy internet and carbon capture, utilization and storage (CCUS). Also, the combination of economic activities and the industrial internet should be strengthened in order to move toward a low carbon, green and circular economy.

Ma cited a number of concrete approaches to focus on



green technologies, such as optimizing the layout of data centres, encouraging enterprises to invest in projects related to renewable energy and distributed energy systems, advancing carbon-neutral infrastructure and promoting the market-based mechanism of carbon neutrality.

He also suggested accelerating research and development of green technologies through innovative applications in green and carbon neutrality data centres and encouraging technology companies to set up their respective carbon neutrality goals.

Source: China Daily

UPTURN IN CHINA'S ECONOMY COULD INCREASE GLOBAL CONFIDENCE IN RECOVERY

As the world economy is fraught with risks and uncertainties, an upturn in China's economy could increase global confidence in the recovery from the COVID-19 pandemic, a German university professor has said.

"After a successful 'turnaround' in growth in 2020, China's economy is poised for an even stronger rebound in 2021 after a good start," said Li Yuan, professor at the Institute of East Asian Studies, University of Duisburg-Essen.

As evidenced by various indicators of economic performance in January/February 2021, China's macro economy is steadily recovering, Li said. Indicators in the categories of investment, consumption and foreign trade all rebound strongly, while employment and livelihood indicators continue to remain healthy and stable, he continued.

China saw robust growth in different industries in February from a year earlier, continuing its role of being a driver behind the global economy under the impact of the COVID-19 pandemic.

According to data from China's National Bureau of Statistics, the country's value-added industrial output, an important economic indicator, went up 35.1 percent



year-on-year in the first two months of 2021. Compared with the level in the same period of 2019, the January-February output represented a 16.9 percent growth, with an average growth of 8.1 percent in two years, the data showed.

China has proven its ability to successfully prevent and control the epidemic while ensuring overall economic stability, said Li, who is also vice dean of the Institute of International Studies, Shandong University.

"This shows that under the strong leadership of the Communist Party of China, the Chinese economy will surely be able to sail steadily through any major storm," he added.

Source: China Daily



THE ELECTRIC ROAD THAT CHARGES CARS ON THE GO!

The biggest challenge for electric vehicles is recharging, especially on longer routes. A limited driving range is a result of with this issue, as the recharging infrastructure is sketchy, so the battery life gets weakened. Other manufacturing issues aside, this one problem limits the benefits we can get from battery-powered electric vehicles.

We all know that a current global issue is environmental changes due to pollution. Electric vehicles are very environmentally friendly. They have fewer air pollutants and greenhouse gas emissions compared to vehicles using diesel or petrol. Even the electricity used to charge them, made using natural resources, is less ecologically damaging than the gases emitted from petrol and diesel cars.

An environmentally friendly future commute could be in electric cars, but not till we remove all the factors limiting their usage. Many countries have recharging stations installed within a certain radius, but this has not been very successful. The charges are not fast enough, and the stations are few and far between. What if all these issues could be solved just by enabling a road to charge the vehicle while it is driving on it? Seems like a farfetched dream...but it's not! This is about to become a reality.

THE FIRST STEP TOWARDS AN ELECTRIFIED ROAD

The first attempt at enabling roads to charge cars was made around two years back by Sweden. They laid a track like a rail track in the middle of the road over 2 km near Stockholm. The design is quite similar to that of the Scalextric track. The electric cars that need charging have to use the movable arm attached to the bottom of the vehicle. The arm is attached to the rail while charging, and automatically removed if the car has to overtake another vehicle or is done charging. It is claimed to be safe in rain as the current is very low.

Although, for electric cars, this is a huge leap that can extend their range, you can see the limitation of such a setup. But the first step always opens doors to better solutions. In this case, the solution came from an Israeli company, ElectReon.

THE WORLD'S FIRST WIRELESS ELECTRIFYING ROAD

The Israeli company ElectReon, founded in 2013, has developed a wireless electrification system for roads. They have built on the concept of vehicles being recharged while in full motion on these smart roads. This system has been installed in Tel Aviv in collaboration with the Dan Bus Company. The first system of its kind, it runs between the Tel Aviv University railway station and the Klatzkin terminal in Ramat Aviv, a 2 km route with 600 metres of electric road.

ElectReon is doing similar projects for Sweden and Germany, as well. They tested a similar project in Sweden in 2019 as part of the Smart Road Gotland project focused on constructing a smart road and public shuttle between the airport and the city of Gotland.

HOW DOES THIS SYSTEM WORK?

Copper coils are placed in the middle lane of the road to make it a full-motion rechargeable road. The coils are covered with pavement and are powered by a concealed underground electric charging system. The charging is done through receivers installed under the car.

These coils are easy to install; around two-thirds of a mile can be installed in a single night. This system increases range, decreases downtime, and will eventually encourage the use of the system for shuttles and public transport vehicles to travel between cities. The setup is cheaper



than charging stations as no new grid infrastructure is required. When cars can easily be recharged, small batteries can be used that are more affordable and better ecologically.

THE FUTURE

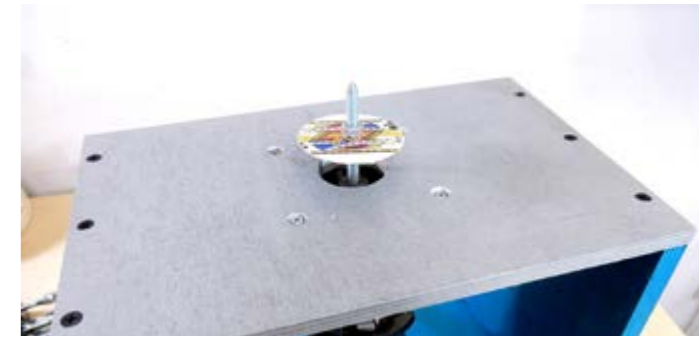
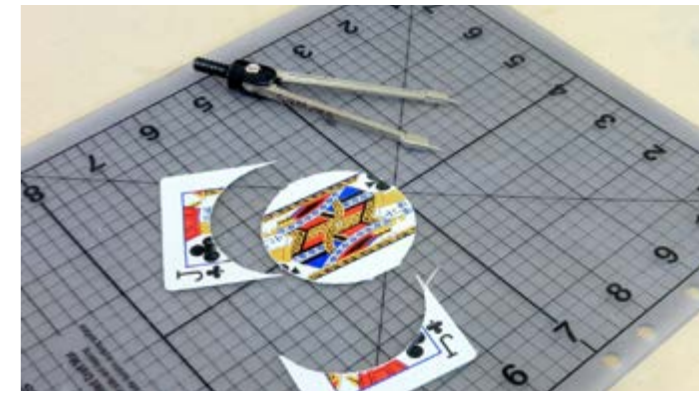
There are only a few innovations in the past decade that can claim to change the course of the future of transportation. This system of electrical recharging roads is one of them. It solves most of the problems currently associated with electric cars.

Imagine how great it would be if these roads were developed for public and private vehicles on long routes. The cars would sustain less damage, the wear and tear on the roads would be less, and best of all, pollution would be minimal. We all hope that one day soon, all countries will invest in this solution and make a more breathable future! **B**

可为电动汽车动态充电的道路

电动汽车面临的挑战是充电。电池容量的局限性导致了有限的行驶里程，因为充电基础设施尚不完善。当马路变成充电器，随时为爱车充电，还不需要安装笨重的电池，这即将成为现实。ElectReon 是一家研究智能道路的以色列初创企业，他们研发出了能够让电动车在马路行驶时就能随时充电的解决方案。ElectReon 使用智能路面技术，为电动车提供无线充电服务。该公司在路面下方安装了线圈，可在电动车行驶时为其充电，从而提升车辆的续航里程数，并节省其充电时间，无需停靠在充电站等待充电完成。此外，该设计还能大幅降低车重。对于轿车而言，可为其配置小型电池，供其在未配置 ElectReon 线圈基础设施的路段中行驶。待这项无线充电技术普及之后，未来你的汽车只需安装一个迷你电池，以便在普通马路上仍然保持正常行驶。而在充电马路上你就可以任意驰骋而无需担心电量耗尽，为四处寻找充电桩而焦虑。

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THIS BLADE MADE OF PAPER CAN CUT METAL

Who among us has not experienced a paper cut? I mean, we've all been there. Although it is small, the cut is sharp, and stings enough for you to remember it. But some creative minds among us have thought of turning paper into a blade. You may have seen a video on YouTube where a blade made of paper was used to cut a thin piece of wood.

The paper is made to spin so fast that its sharpness cuts the wood right away. But it's not that simple, and it's not that easy. First of all, you have to spin the paper blade fast, and second, the blade wears away, so you need to have a few spares.

WHAT IS THIS IDEA ALL ABOUT?

The first step in this regard was taken by John Heisz, who showed in his video that a paper blade can cut through a thin wood piece.

Next, Jax Design tried to take it a step further and see if paper blades could cut through metal. For this experiment, they used playing cards to try to cut through an aluminium can, the kind we regularly use for sodas or beer. The blade was rotated on a very fast spinning router. The

speed of the router had to be 30,000 RPM to cut metal.

A similar project was done by Greek inventor, John Iliadis. He used two plain papers glued together from which he cut out the blade. He attached the blade to the rotating side of a drill machine for fast rotation.

So all the different ideas use the same technique—the sharpness of paper at a very high speed.

HOW THE BLADE IS MADE

Since the most important part is making the paper blade, we first need to see how that is done. Use a compass and playing card to make the paper blade. Use the compass to mark the borders of the blade

and cut out the circles. Make sure you make several blades, as they wear out quickly.

Now use a punch to make a hole in the middle of the circle big enough for a ¼ inch shaft. Take a small rod and thread it to make the ¼ inch shank.

HOW DOES THIS CUTTER WORK?

Attach the shaft firmly to a router, using washers and nuts. You can use a drill to get the blade to spin fast enough. Bring the aluminium can in contact with the blade once it is firmly attached to the router and is rotating.

When you start with a fresh blade, it makes razor-sharp cuts, and it will be sharp enough to cut through the can, but it will take a few blades to go through it completely. Understandably, the paper blades wear out quickly, and you will need to change them a couple of times before the job is done.

CONCLUSION

Two things are very important in all of these experiments; first is that a cheap yet effective way of cutting thin, soft materials exists. Metal blades are expensive compared to these paper ones. Paper blades are not only affordable but can also be made at home. It is not possible to make a metal blade at home, but you can easily make paper ones. Also, you don't have to make a separate router for your blade. You can use an old motor, or even better, a drill, to achieve the spinning rate.

The second important thing is that there are endless possibilities out there for our future. An innovative and creative mind can think of unconventional ways to get things done. These small things are a linchpin for big discoveries of the future. A small window can open new horizons for a thinking mind. **B**

柔弱纸片成利刃

谁没有被纸割伤过?虽然伤口很小,但它刺痛得足以让您记住它。但是,我们当中一些富有创造力的思想家已经想到将纸张变成刀片。Youtube频道「John Heisz」就进行一场创意纸张锋利程度测试实验。他先是将用于木制品加工的合金圆锯片取出,换上自己制作的纸锯片。纸锯片安装完成后,他最开始先用一张薄薄的白纸来进行测试。可以看到白纸很顺利地被切割开来,而且锯面看上去非常光滑平整。试完了白纸,他就把材料换成木片,虽然边缘有些烧焦,但锯面依然光滑。通过这个实验也开始让人了解到,纸其实也可以很锋利。其中的原理和压强有关。所以如果使用得当,一张脆弱的纸张也有可能成为一把利刃。

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EUROPEAN CHAMBER EXCLUSIVE POLICY UPDATES & Q&A SESSION WITH TIANJIN CUSTOMS

DATE: March 3rd, 2021

The European Chamber Tianjin Chapter organised an exclusive policy clarification and Q&A event on the 3rd March, 2021. The event attracted over 20 high-level executives responsible for logistics, supply chain and related affairs from member companies, such as Regina (Tianjin) Chain & Belt Co. Ltd, Geze Industries (Tianjin) Co. Ltd, Odello Auto Light Systems Technology Co. Ltd. etc.

At the event, officials and representatives from Tianjin Customs Tax Division and Customs Inspection Division gave an in-depth introduction to the recently released Export Administration Act, 2020/2021 Trade Facilitation and Transfer-Pricing related issues, followed by a Q&A session where participants had a comprehensive exchange of opinions with the representatives and each other.



The European Culture Night: The Dutch Night

In the spirit of engaging closely with the chamber community, **The European Chamber Tianjin Chapter is excited to offer a new and unique event series named *The European Culture Night***. This series, which runs for a whole year, will help members better connect with the European Chamber member companies.

The series consists of relaxing cocktails themed in different European cultures, and with culture sharing, European specialty foods, etc. The aim is to provide a wider platform for business social networking.

The kick-off event will be taking place on 31st March (Wednesday) with the theme of Dutch Culture. Mr. Ton de Gruijter, Managing Director of IHC Dredging Technology (Tianjin) Co., Ltd., will introduce the Dutch culture, as well as cultural facts and stories, at the event, and a light buffet with Dutch specialty foods and wine will be available, along with lucky draw opportunities.



UPCOMING EVENTS

FACTORY VISIT – NOVO NORDISK (CHINA) PHARMACEUTICALS CO., LTD
工厂参观
- 诺和诺德 (中国) 制药有限公司天津工厂
Date: April 7th, 2021

CALL FOR CANDIDATES! - THE EUROPEAN CHAMBER TIANJIN CHAPTER BOARD ELECTION & ANNUAL GENERAL MEETING
董事会候选人招募！中国欧盟商会天津分会
董事会选举 (2021-2023)
Date: April 22nd, 2021



Room 2918, 29F, The Exchange Tower 2
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www.amchamchina.org

AMCHAM CHINA, TIANJIN CELEBRATED THE INTERNATIONAL WOMEN'S DAY AT THE WPC EVENT

Date: March 5th, 2021

On March 5th, the AmCham China Women Professionals Committee (Tianjin) met together at the Executive Centre in warm celebration of International Women's Day, a well-deserved holiday for appreciating women's excellence, devotion, and achievement.

Catering to interests expressed by members at the first WPC Luncheon this year, the event featured Ms. **Lin Han**, Founder of MOOSN Tianjin and image styling expert, to share her expertise on image styling for women professionals. Building on her 17 years of practice as a stylist and image designer working with professionals, artists, and organizations, Ms. Han elaborated on women's empowerment and personal branding through style, within and beyond the workplace.

Each guest filled out an evaluation worksheet detailing personality colours and silhouettes that Ms. Han will use for giving personalized

styling advice, and one lucky guest received a coupon, hidden in the goodie bags, to Ms. Han's styling courses. Over 20 guests joined the celebration in an afternoon filled with waves of laughter and jolly chats.

AmCham China, Tianjin would like to express appreciation to our guests for making this event a memorable celebration, and our 2021 WPC events exclusive sponsor, Select-Share, for their support.

ABOUT AMCHAM WPC:

The AmCham Women Professionals Committee aims to foster a sense of community and support among women professionals in Tianjin. During WPC events, a female industry leader engages her colleagues with a presentation that often speaks to the challenges that women face within the corporate world, while also encouraging women to be successful leaders and co-workers.



AMCHAM CHINA CELEBRATED ST. PATRICK'S DAY WITH TIANJIN MEMBERS

Date: March 17th, 2021 – We Brewery

AmCham China, Tianjin painted Tianjin green for St. Patrick's Day 2021. Attendees came decked out in the greenest greens, vying for the chance to be named the evening's "Best Dressed Individual" and take home a buffet lunch voucher, courtesy of the Four Seasons Hotel Tianjin. The celebration represents AmCham China, Tianjin's commitment to hosting engaging events that serve as enjoyable networking opportunities.

AmCham China, Tianjin would like to extend a special thank you to the We Brewery for providing the venue, games, food and beverages, and the Four Seasons Hotel, Tianjin for sponsoring the "Best Dressed Awards."



UPCOMING EVENTS

WEBINAR: MANAGING KEY RISKS AND COMMON ISSUES FOR SINO-FOREIGN JOINT VENTURES
Date: April 14th, 2021
Time: 4:00–5:30 p.m.
Venue: Zoom

AMCHAM CHINA, TIANJIN WOMEN'S PROFESSIONAL COMMITTEE (WPC) LUNCH
-How will the 2021 "Civil Law" influence women professional's work and life
中国美国商会天津职业女性委员会午餐会—聊聊《民法典》带给职业女性的新变化
Date: April 16th, 2021
Time: 12:00–14:00 p.m.
Venue: Shangri-la Hotel, Tianjin

CELEBRATE U.S. HIGHER EDUCATION PARTNERSHIP IN CHINA
Date: April 22nd, 2021
Time: 2:00 p.m.–7:30 p.m.
Venue: The Tianjin Juilliard School



[TIANJIN] TAX & CUSTOMS UPDATE 2021: EXPORT CONTROL LAW & TRANSFER PRICING

On February 2, 2021 the German Chamber of Commerce in China – North China invited experts from KPMG to share their professional insights on the topic of “Export Control Law and Transfer Pricing”.

Mr. Bill Ma, Tax Manager at KPMG, introduced the topic by explaining the background and the legislation process of China’s Export Control Law (“ECL”), which came into effect on December 1, 2020. Thereafter, he analysed the new law’s impact on enterprises in China and gave practical advice on how to be prepared. He also compared ECL with the current import and export system of the USA.

In the second part, Mr. Lucien Zhao, Tax Director of KPMG, gave a comprehensive explanation of customs management and transfer pricing in China, followed by specific case analysis, which enabled participants to better understand how to handle customs investigation.

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[BLENDED EVENT] SME ROUNDTABLE #5 TIANJIN | LANGFANG | TONGZHOU

On March 4, 2021 the successful event series, SME Roundtable, was held for the first time as a blended event. German Chamber Tianjin members met at Seven Industrial Group, a new member of Friends of the Chamber, while speakers and participants from Beijing or other locations in North China joined via Zoom.

After a tour through the production facilities led by Mr. Ben XU, CEO of Seven Industrial Group, and Mr. Roland Heuberger, Europe Marketing Director of Seven Industrial Group, the event continued with a presentation on the topic of “A practical approach to China’s Corporate Social Credit System” by Dr Florian Kessler, Managing Partner at WZR Consulting Ltd., Beijing and Ms Silke Neugebohm, Senior Associate at WZR Beijing Ltd., Beijing.

During the roundtable discussion that followed, participants had the opportunity to share their experiences and discuss the topic in detail.

At the end of the event, Mr. Ben Xu and his colleagues invited the on-site Roundtable attendees to a Bavarian dinner.

The SME Roundtable Tianjin series is designed to provide an exchange platform for managers and decision-makers from small- and medium-sized manufacturing enterprises in Tianjin and neighbouring regions, e.g. Langfang and Tongzhou, to share experiences, best practices and ideas.



[TIANJIN] WEBINAR: STAY COMPLIANT WITH CHINA’S SOCIAL INSURANCE POLICY AND BE PREPARED FOR THE NEW IIT RULES AS OF 2022

On March 10, 2021 the German Chamber of Commerce in China – North China, Tianjin office hosted a webinar on the topic “Stay compliant with China’s social insurance policy and be prepared for the new IIT rules as of 2022”, with almost 50 participants in North China.

In this seminar, Christina Gigler LLM., Head of Legal at Rödl & Partner, Beijing, and Kathy Chen, Head of BPO at Rödl & Partner, Beijing, provided participants with a comprehensive overview of the recently released social insurance policy, its associated obligations/solutions, and in particular, with options for coping with follow-up issues in this regard. They also gave an overview of the new regulations on tax exempt allowances for foreign national employees, starting from 2022, including alternative options for affected employees and employers.

[TIANJIN] TRAINING: MAKE YOUR TEAM MORE EFFICIENT - DISC CHARACTER

打造高效能团队 - DISC 性格密码

In order to help managers improve self-awareness, interpersonal communication skills, organizational efficiency and teamwork, the German Chamber of Commerce – North China, Tianjin office organized a leadership training in cooperation with Eddic on March 18, 2021.

Through lectures, evaluation and interpretation, case analysis, group activities, experience sharing, film appreciation and role playing, participants gained a deeper understanding of the DISC theory, and mastered a variety of effective communication and management methods.



Numbers

3700

The benchmark Shanghai Composite Index shed 1.82 percent to close at 3359.29 points while the Shenzhen Component Index slid 2.8 percent to close at 13475.72 points. The technology focused ChiNext in Shenzhen slumped 3.5 percent. Among the 3,700-plus A-share companies, nearly 100 companies saw their prices plunge by over 9 percent. On the other hand, A-share listed port and tourism companies reported an average increase of over 1.8 percent.



41.2%

China’s total imports and exports of goods expanded 41.2% year-on-year to \$834.49 billion in the January-February period, according to China’s General Administration of Customs. Meanwhile, its total exports soared 60.6% year-on-year to 468.87 billion dollars, the GAC reported.



0.2%

China’s consumer price index, a main gauge of inflation, dropped by 0.2% year-on-year in February, versus a 0.3% decline in January, the National Bureau of Statistics said. The decline in CPI narrowed as non-food prices fell slower amid growing demand for cultural and entertainment services during the Spring Festival holiday and rising global oil prices, the NBS said.



563,000 yuan

The Chinese mainland is the only market surveyed where women own more savings than men, with female respondents having savings of approximately 563,000 yuan, 7 percent higher than the 526,000 yuan for men, Fidelity International, a global asset manager, said in its global Women & Money study.



97,000

China saw a 675% surge in retail sales of new energy vehicles in February from a year earlier, during which month 97,000 new energy cars were sold via retail channels. In February, 100,000 new energy vehicles were sold via wholesale channels, up 640.2%, year-on-year. Among them, 16,000 were plug-in hybrid autos, up 737.5%, and 84,000 were electric vehicles, up 624.3% from a year earlier.



205 %

China’s 26 leading excavator makers sold a total of 28,305 excavators in February, surging 205% year-on-year, data from the China Construction Machinery Association showed. In breakdown, 24,562 excavators were sold in the domestic market, jumping 256% year-on-year, while exports of the equipment rose 57.9% to 3,743.



900 million yuan

As one of the highest-grossing Chinese films this year, the fantasy blockbuster A Writer’s Odyssey will have a sequel to continue the protagonist’s adventure, director Lu Yang revealed during his recent tours to promote the movie. The film has raked in nearly 900 million yuan at the box office, propelling it to rank as the fourth highest-grossing film in China this year.



200 million

China took the lead in terms of the 5G market in 2020, with 200 million new 5G connections, accounting for 87 percent of the global total, and the number is expected to hit 822 million by 2025, according to a report released by the Global System for Mobile Communications Association. Rapid growth of 5G application in China is backed by the country’s continuous network construction and expanding end device ecosystem.



\$1 million

China’s electric-car makers are paying top-dollar rents to open showrooms in luxury malls, as they seek to gain an edge in the hyper-competitive market. Rents for a 200-to-300 square metre (2,150-3,230 square feet) showroom in prime areas of China’s biggest cities run to around US\$1 million a year.



SERVICES

Hotels

★★★★★ Hotels



Renaissance Tianjin Lakeview Hotel

A: No. 16, Binshui Dao, Hexi District
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万丽天津宾馆
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THE RITZ-CARLTON
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ST REGIS
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The St. Regis Tianjin

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Four Seasons Hotel Tianjin

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TIANJIN RIVERSIDE

Banyan Tree Tianjin Riverside

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Holiday Inn Tianjin Xiqing

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T: +86 22 8797 5555
天津中北假日酒店
西青区中北镇万卉路5号 邮编 300385

Holiday Inn Tianjin Riverside

A: Phoenix Shopping Mall Haihe Dong Lu, Hebei District
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Tangla Hotel Tianjin

A: No. 219, Nanjing Lu, Heping District
T: +86 22 2321 5888
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和平区南京路 219 号



Tianjin Yan Yuan International Hotel

A: Zi Jin Shan Lu, Hexi District
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天津燕园国际大酒店
天津市河西区紫金山路 31 号



Conrad Tianjin

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Wanda Vista Tianjin

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天津富力万达文华酒店
中国天津市河东区大直沽八马路 486 号



Courtyard by Marriott Tianjin Hongqiao

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Radisson Tianjin

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Serviced Apartments

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Somerset International Building Tianjin

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Somerset Olympic Tower Tianjin

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天津盛捷奥林匹克大厦服务公寓
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天津市南开区卫津南路与天塔道交汇天津天塔喜马拉雅服务公寓

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奥的斯电梯(中国)有限公司
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SERVICES

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The Executive Centre 德事商务中心

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天津市和平区南京路 189 号津汇广场 2 座 29 层

Modern International Financial Centre 天津国际金融中心 21 层

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Chamber of Commerce

European Chamber

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中国德国商会天津办事处
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HEALTH

Hospitals



Raffles Medical Tianjin Clinic

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W: ufh.com.cn
天津和睦家医院
河西区潭江道天满园 22 号

Women's and Children's Specialized Health

A: No.21, ShuiShangGongYuan East Road, Nankai District
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400 10000 16
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美中宜和医疗集团天津美中宜和妇儿医院
南开区水上公园东路 21 号



Arrail Dental Tianjin International Building Clinic

A: Rm 302, Tianjin International Building, No. 75 Nanjing Rd, Heping District
T: +86 22 2331 6219/32
24Hr Emergency Line:
150 0221 9613
W: arrail-dental.com
瑞尔齿科
和平区南京路 75 号
天津国际大厦 302 室

Real Estate



HOUSING CHINA

大连豪之英物业管理有限公司天津分公司
A: 11F, Golden Valley Center Building No.1, Jinwan Square Binjiang Road, Heping District, Tianjin
T: +86 22 2315 9629
天津市和平区滨江道 1 号津湾广场金谷大厦 11 号楼 11 层
T: +86 22 2315 9629

A: 4402-2, Building 4, No.19, Xinhuan West Road, Tianjin ETDZ, Tianjin, China
天津开发区信环西路 19 号泰达服务外包园 4 号楼 4402-2
T: +86 22 6537 5013
W: www.housing-cn.com/



DINING

TEDA & TANGGU

Chinese



Cai Feng Lou Chinese Restaurant
A: 1F, InterContinental Tianjin Yujiapu Hotel & Residences No.3360, Xinhua Road, Binhai New Area
T: +86 22 5986 8888 ext. 6508
 彩丰楼中餐厅
 滨海新区新华路 3360 号天津于家堡洲际酒店及行政公寓 1 层

Western

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



Bella Vita Italian Restaurant
A: Florentia Village Outlet Mall, North Qianjin Road, Wuqing District, Tianjin
T: 15222574660
W: www.bellavitaconcept.com
 美好生活意大利餐厅
 武清区前进道北侧佛罗伦萨小镇 Food-5

Commune Dine
A: 1F, InterContinental Tianjin Yujiapu Hotel & Residences No.3360, Xinhua Road, Binhai New Area
T: +86 22 5986 8888 ext. 6506
 食社自助餐厅
 滨海新区新华路 3360 号天津于家堡洲际酒店及行政公寓 1 层

BARS

Commune Bar
A: 1F, InterContinental Tianjin Yujiapu Hotel & Residences No.3360, Xinhua Road, Binhai New Area
T: +86 22 5986 8888 ext. 6509
 潮酒社
 滨海新区新华路 3360 号天津于家堡洲际酒店及行政公寓 1 层



Happy Soho Live Music & Dance BAR
 (Opposite of Central Hotel)
A: No. 16, Fortune Plaza, Third Avenue, TEDA
T: +86 22 2532 2078
 欢乐苏荷酒吧
 开发区第三大街财富富座 16 号 (中心酒店对面)



Sky Lounge
A: 12F, InterContinental Tianjin Yujiapu Hotel & Residences No.3360, Xinhua Road, Binhai New Area
T: +86 22 5986 8888 ext. 6505
 堡子里酒廊
 滨海新区新华路 3360 号天津于家堡洲际酒店及行政公寓 12 层

Education



Beijing International Bilingual School-Tianjin
A: No.226, Mingsheng Rd., Sino-Singapore Tianjin Eco-City, Tianjin
T: +86 22 6713 9298
 185 2609 1709
 海嘉国际双语学校天津校区
 天津市滨海新区中新生态城明盛路 226 号



The Tianjin Juilliard School
A: No. 2946 Xinhua Road, Binhai New Area, Tianjin, 300450
Q: 9:00-17:00
T: +86 22 2576 4890 (8829)
E: dmissions.pc@tianjinjuilliard.edu.cn
W: www.tianjinjuilliard.edu.cn
 天津茱莉亚学院
 中国天津滨海新区
 天津市滨海新区新华路 2946 号



TEDA GLOBAL ACADEMY
A: No. 72, 3rd Avenue, TEDA
T: +86 22 6622 6158
E: teda.admissions@tedaglobal.org
W: www.tedaglobal.cn
 天津经济技术开发区国际学校国际部
 开发区第三大街 72 号

SERVICES

HILTON TIANJIN ECO-CITY Executive Apartments
A: No. 82 Dong Man Zhong Lu, Sino-Singapore Eco-City, Tianjin, P.R. China 300467
T: +86 22 5999 8888
F: +86 22 5999 8889
E: tianjinecocity.info@hilton.com
W: tianjinecocity.hilton.com
 天津生态城世茂希尔顿酒店
 天津市中新生态城动漫中路 82 号

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

InterContinental Tianjin Yujiapu Hotel & Residences
A: No.3360, Xinhua Road, Binhai New Area
T: +86 22 5986 8888
 天津于家堡洲际酒店及行政公寓
 滨海新区新华路 3360 号

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

Sheraton Tianjin Binhai Hotel
A: No. 50, 2nd Avenue, TEDA
T: +86 22 6528 8888
F: +86 22 6528 8899
W: sheraton.com/tianjinbinhai
 天津滨海喜来登酒店
 开发区第二大街 50 号

Apartments

Ascott TEDA MSD Tianjin
A: No.7 Xincheng West Road, Tianjin Economic-Technological Development Area, Tianjin
T: +86 22 5999 7666
 天津雅诗阁泰达 MSD 服务公寓
 天津市经济技术开发区新城西路 7 号

Ariva Tianjin Juchuan Hotel & Serviced Apartment
A: 33 Jizhi Dao, Xiang LuoWan, Binhai New Area, Tianjin 300452
Q: 9:00-17:00
T: +86 22 6688 8888
W: www.stayariva.com
 天津巨川艾丽华酒店及服务公寓
 天津市滨海新区响螺湾集智道 33 号

Fraser Place Binhai, Tianjin
A: Block 6/7, Quincy Park, No.21 Bei Hai East Road, TEDA, Tianjin, China
T: +86 22 5988 1999
E: reservations.binhai-tianjin@frasershospitality.com
 天津招泰美伦辉盛坊国际公寓
 天津市开发区北海东路 21 号昆西园 6/7 号楼

Shui On Veneto
A: Cross of Qianjin Street and Cuitong Road, Wuqing District, Tianjin, China (300meters away from Wuqing Station of Beijing-Tianjin Intercity Railway)
T: +86 22 6018 0666
 瑞安威尼都
 天津市武清区前进道与翠通路交汇处武清高铁站西侧 300 米

HEALTH

TEDA, Tianjin - Marriott Executive Apartments
A: No. 29 2nd Avenue TEDA, Tianjin
T: +86 22 6621 8888
 天津泰达万豪行政公寓
 天津经济技术开发区第二大街 29 号

Industry



Delight Aerospace Technology Limited
A: No.59 Qi Hang Road, Tianjin Airport Economic Zone, 300308, Tianjin
T: +86 22 5900 1982
Mobile: +86 130 0139 8785
E: ivy.liu@delight-aero.com
 德怡航空技术公司
 天津自贸试验区 (空港经济区) 启航路 59 号

Office Space



TEDA MSD
A: 6F, TEDA MSD-C1, No.79, First Avenue, TEDA, Tianjin, China.
T: 400 668 1066
 泰达 MSD
 天津经济技术开发区第一大街 79 号泰达 MSD-C1 座 6 层

THE EXECUTIVE CENTRE 德事商务中心 The Executive Centre 德事商务中心

Innovative Financial Building 新金融大厦 18 层
A: Level 18 | Innovative Financial Building, No. 3678 Xin Hua Road, Yu Jia Pu Financial District, Binhai New District, Tianjin 300450, China
T: +86 22 6661 6888
 天津自贸试验区 (中心商务区) 新华路 3678 号新金融大厦 18 层

TEDA MSD C1 Tower 泰达 MSD-C1 座 17 层
A: Level 17 | TEDA MSD C1 Tower, No. 79 First Avenue, TEDA, Tianjin 300457, China
T: +86 22 5985 9888
 天津市经济技术开发区第一大街 79 号泰达 MSD C1 座 17 层

Shopping Mall



Shui On Veneto
A: Cross of Qianjin Street and Cuitong Road, Wuqing District, Tianjin, China (300meters away from Wuqing Station of Beijing-Tianjin Intercity Railway)
T: +86 22 6018 0666
 瑞安威尼都
 天津市武清区前进道与翠通路交汇处武清高铁站西侧 300 米

TIANJIN-BEIJING AIRPORT Shuttle Bus ¥82 one way

Tianjin - Beijing Airport Terminals 2/3
 05:00-18:00, 60 minutes intervals. Tianjin West Railway Station Long-distance Bus Station. No.2, Xiqing Road, Hongqiao District
T: +86 22 2732 0688

Beijing Airport Terminals 2/3 - Tianjin
 06:30-23:00, 60 minutes intervals.
 Exit on the 1st floor at Gate 15 / Terminal 2 and Gate 1 / Terminal 3.
Tel: +86 10 6455 8718

TEDA-BEIJING AIRPORT Shuttle Bus ¥90 one way

TEDA - Beijing Airport Terminals 2/3
 06:45, 08:45, 14:45, 17:15. 1st Avenue, TEDA.
Tel: +86 22 6620 5188

Beijing Airport Terminals 2/3 - TEDA
 10:30, 13:00, 18:30, 20:30. Exit on the 1st floor at Gate 15 / Terminal 2 and Gate 1 / Terminal 3. **Tel:** +86 10 6455 8718

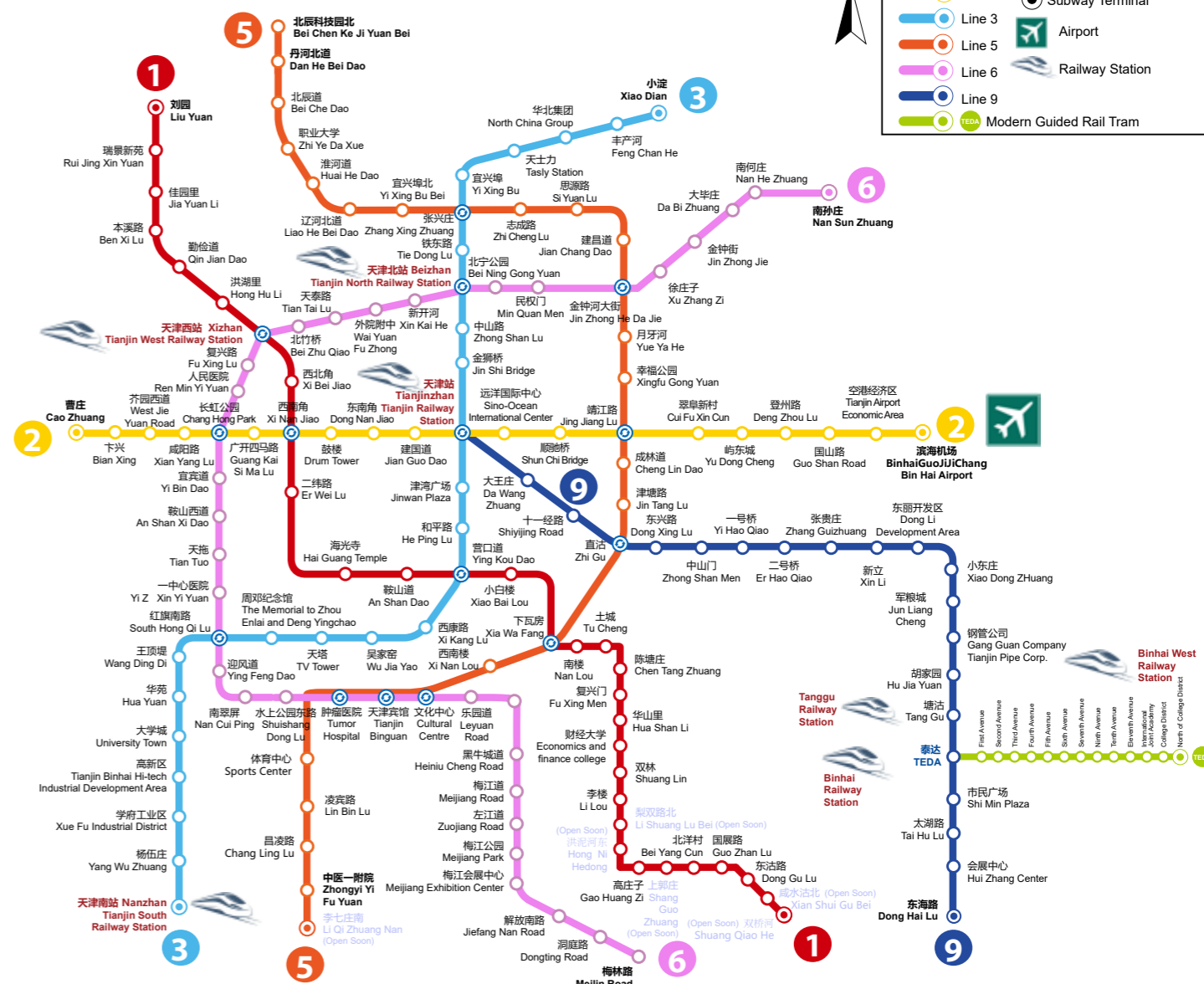
BULLET (C) TRAIN

TJ ~ BJS (¥54.5 - ¥174.5)			BJS ~ TJ (¥54.5 - ¥174.5)		
Train	Tianjin	Beijing	Train	Beijing	Tianjin
C2202	06:16	06:53	C2551	06:02	06:32
G44	22:33	23:06	C2667	22:41	23:13

TG ~ BJS (¥65.5 - ¥208)			BJS ~ TG (¥65.5 - ¥208)		
Train	Tanggu	Beijing	Train	Beijing	Tanggu
C2554	07:31	08:23	C2557	07:10	08:08
C2594	20:48	21:40	C2561	19:07	19:58

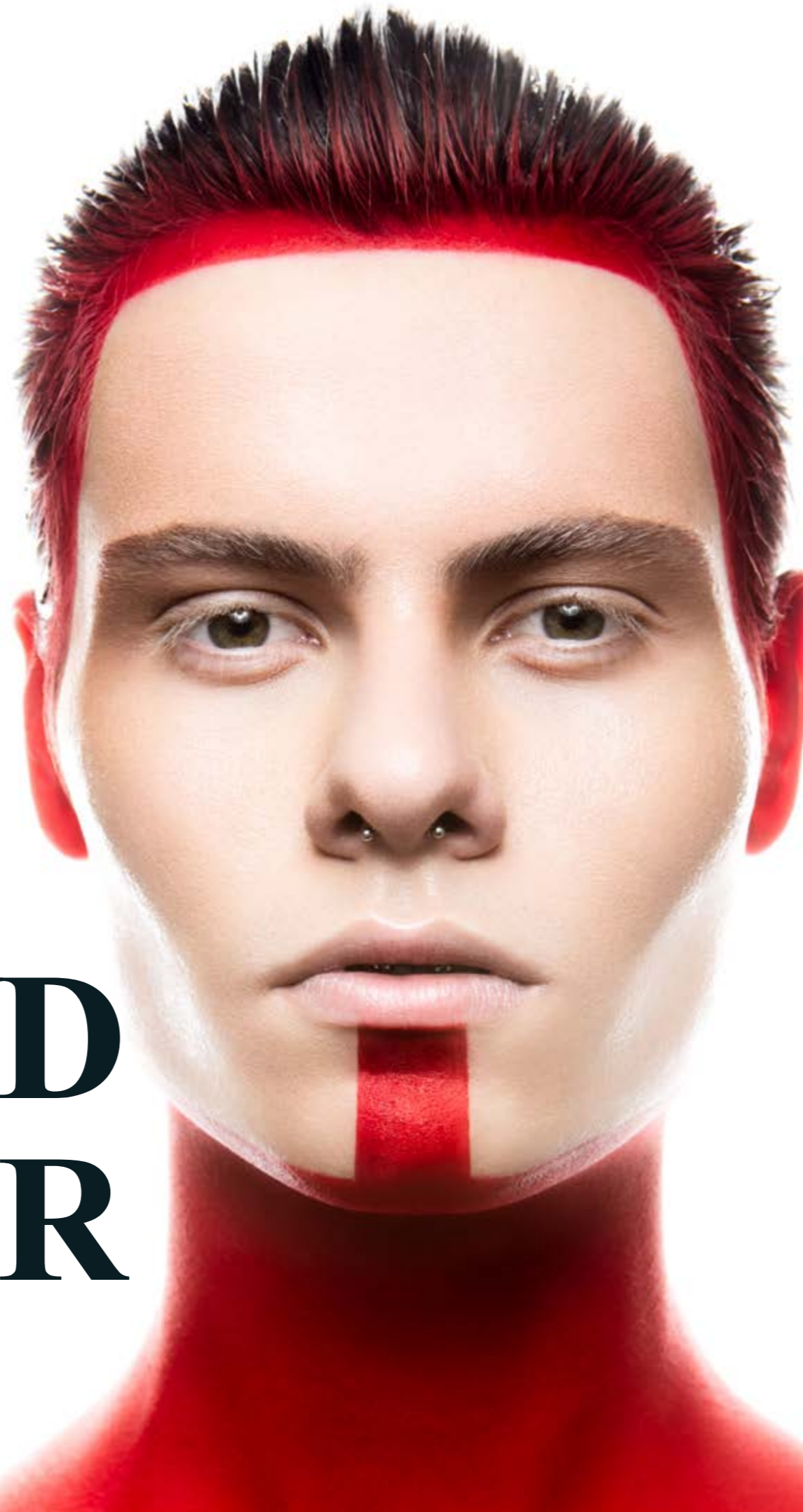
Wuqing ~ BJS (¥39 - ¥122)			BJS ~ Wuqing (¥39 - ¥122)		
Train	Wuqing	Beijing	Train	Beijing	Wuqing
C2202	06:31	06:53	C2201	06:22	06:43
C2226	18:25	18:47	C2219	18:37	18:58

Tianjin Subway Map 2021



Often, the terms sex and gender are used interchangeably, and to distinguish the meaning of the terms is not as simple as it seems. To understand the distinction between these two words, it's important to realize that they are not synonymous.

SEX AND GENDER



The biological attributes of females and males, as determined by anatomy, are referred to as sex. This is established before birth, and differs genetically in humans. Gender, on the other hand, refers to the physiological aspect. It is a socially constructed role and behaviour of each sex in a given society. It is how one defines himself/herself internally and expresses these definitions externally. At birth, the physical bodily characteristics indicate the sex of a person; it is a fixed categorization. However, that may be different from how gender is expressed as the person grows. Gender is not related to sexual orientation, because it encompasses an individual's view of themselves. It can either match the sex they are born into, or be more of a combination of the two sexes and/or other aspects of gender.

Traditionally, we are taught that male and female are the only two genders, and we are restricted to those genders. In reality, gender is not binary, because it is a spectrum. The term is the same term used to denote a range of identities that do not correspond solely to the traditional idea of male and female. Some individuals do not identify with either gender, while others identify with both. And this notion of gender refers to gender identity.

There are many different gender identities, though they may differ in names or terms. To comprehensively discuss each, we need to know the importance of acknowledging how a person wants to be recognized.

Cisgender refers to individuals who identify themselves as matching the sex assigned to them at birth, while transgender refers to the opposite. Agendes perceive themselves

as neither man nor woman, and demonstrate no specific gender. The opposite is bigenders, those who identify themselves with two genders. They find both sexes attractive and combine the two identities into their unique expression.

The term gender diverse is used to cover a wide variety of non-conforming identities from different cultures, while individuals without fixed gender personalities are referred to as genderfluid. They might never feel contented or at home in either gender, and might live a more genderless existence. Their identity depends on circumstances. Genderqueer is another general term for people who do not want to be associated with conventional gender distinctions. Their gender identity is between or beyond genders, or a combination of both.

As for intersex, this is a rare instance that affects a small percentage of the population. These are people born with both male and female anatomy. Corrective surgery is often performed to align them to a specific sex. Nonbinary is for those who do not fit within the traditional binary concepts of male and female.

The term two-spirit encompasses different sexualities and genders in indigenous Native American communities. Two-spirit people walk between genders. They assume their gender is unique, having the gifts of both males and females.

Why is gender considered a social construct? It is because it is influenced and reinforced through socialization, and varies from society to society. It arises from the process of self-identification as a response to one's interactions with



the environment, and can change from time to time and across cultures. It impacts how people identify themselves and each other, and influences a person's stand in the socially agreed identification of an individual, norm, behaviour, relationship, etc., after exposure and interaction within the community. It affects a person's perceptions and feelings, as well as the internal and individual experience of gender that may or may not correspond to one's assigned sex at birth.

An example of this is how my sister and I ended up having different gender perceptions as we grew up, despite being both born female. We came from the same family. We studied in the same school, attended mostly the same gatherings, had almost the same hobbies, and were exposed to the same environment, yet developed opposite perceptions of our gender. The society that provided us with a standard of socially acceptable ways was the same society that influenced and varied our understanding of gender differences. We learned what female is through our parents and our cultural beliefs, and while still at school, we adopted this agreed identification in different ways. The society in which we lived provided diverse notions of how things should or should not be. However, we believed that gender should be rooted not in what sex we are born with, but in how we want to be socially known, whether it is socially appropriate or not.

Feminism is also significant in the discussion of sex and gender. Feminism is about equality for

both sexes, not about women being superior to men. Its main aim is to reconstruct gender roles to help people to feel empowered and unrestricted by traditional norms. This can be beneficial to both sexes. According to Alannah Marsden, to achieve gender equality and empower men and women to live freer lives, we need to embrace feminism.

There are a wide variety of issues that relate to sex and gender, including how one questions one's sexual orientation and gender identity because of fear of social judgment. Being forced to hide what they feel and think, individuals have a constant battle in their minds and hearts because of social expectations. I can attest to this because some of my family members personally experienced this. These people are deprived of happiness and the freedom to be themselves, just to be equally accepted and respected. They believe that something is wrong with them. And this is not a confined issue, but a far-reaching one experienced by those whose sexual orientation and gender identity differ from what society dictates as needing correction. **B**

两种“性别”的区别： Sex and Gender

gender 一般情况下可以和 sex 通用，表示性别。gender 和 sex 的区别在于 gender 强调的是性别的社会属性，而 sex 强调的是生物属性。学者们通常把生物学上男女的区别称为 sex，它分为 male 和 female。而文化上的区分用 gender 这个词，分为 man 和 woman。

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