

Ticker

German Chamber

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Automotive & Mobility

COVER STORIES

China's New Energy Vehicle Industry

Digital Twins for Agility in Car Body Manufacturing

FEATURE

Results of the 13th Labor Market and Salary Report

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Mr. Clas Neumann

Chairperson
Senior Vice President, Head of Global
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Dear readers,

In July this year, China reported its GDP grew by 3.2% in the second quarter – a sign of recovery from the pandemic-induced contraction. Economists predict that China will be the only large economy that will see growth in 2020. But the verdict is still out whether the automotive industry in China will participate in this recovery across all sectors.

Despite the global economic crisis, the auto industry continues on its transformation journey. In a few years, autonomous cars will be a reality for general use, and along with it, we will experience entirely new business models. New technologies will enable fully connected vehicles, new service models, and lead to different usage patterns. The quality of mobility services will probably become more important than the car itself. Using a car will not be about driving, keeping pace, and lane discipline, but it will be a relaxing, entertaining experience on a completely new safety level.

Nevertheless, this beautiful new digitalized world does not come without risks. First, the legal framework for autonomous driving still has to develop. Autonomous driving leads into entirely new territory concerning responsibility and liability. Second, there are significant cyber risks that have the potential to compromise not only data privacy and governance, but also impose a threat to safety. The protection of an individual's data should be addressed appropriately by all players involved to make the new mobility ecosystem secure and resilient.

Look into the future; the post-COVID-19 mobility could be different than we know it today. For example, continuous social distancing needs could lead to a shift from public transportation toward new mobility services. In this issue of the German Chamber Ticker, we will investigate not only the current structural changes of the industry, but also deep-dive into aspects of innovation, electromobility, and future service models. Finally, you will find insights into the risk management of the newly connected mobility world.

The automotive industry remains a crucial driver of global innovation. The successful application of technologies will, in the end, determine the benefits—and costs—for business and society. It may take some time for us to get used to, but our future roads are set to be safer than ever.

Buckle up and start onto this journey with us!

Yours sincerely

Clas Neumann

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CONTENT

Cover Story: Automotive and Mobility

- 10 China's Passenger Vehicle Industry:
New Strategies for a Better Tomorrow
- 14 China's New Energy Vehicle Industry
- 18 Digital Twins for Agility in Car Body
Manufacturing
- 22 Integrating Design Thinking for Innovative
Solutions

China Industry Report

- 24 China's Chemical Industry

Features

- 28 Legal Update: Overview on the Stipulations
of Property Rights in China's First Civil Code
- 34 COVID-19 Intensifies Downward Trend of
Average Expected Wage Growth – Results of
the 13th Labor Market and Salary Report
- 36 Adapting to a New COVID-19 Reality: The
German Chamber's Advocacy Paper and 3rd
Flash Survey Results

More than Business

- 38 Why Diversity Matters

Regional News

- 42 GC Deals for 2020
- 44 Strategic Realignment of the AHK Offices in
China

North China

- 48 Member Affairs
- 52 Chamber Affairs

Shanghai

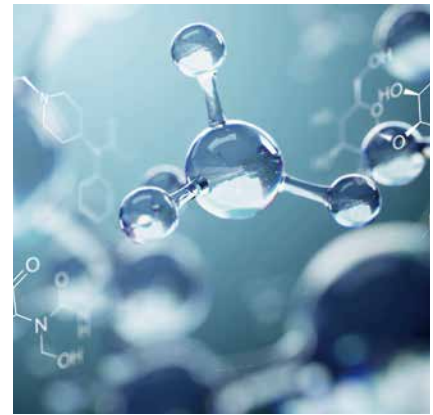
- 56 Member Affairs
- 63 Chamber Affairs

South & Southwest China

- 74 Member Affairs
- 77 Chamber Affairs



Cover Story:
China's Passenger Vehicle Industry:
New Strategies for a Better Tomorrow
p.10



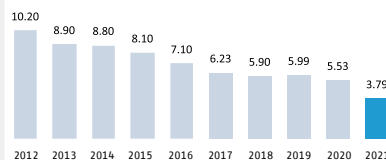
Industry Report:
China's Chemical Industry
p.24



Regional News:
Strategic Realignment of the AHK Offices in China
p.44

Expected Wage Growth Development at German Companies in China

2012-2021, Nominal Growth, in %



In each edition, the expected wage growth is the average of all the individual positions' expected wage growth collected in the survey. In 2020, with a total of 576 companies and 39 different roles, the number of observations collected amounted to 7,307.

Features:
Results of the 13th Labor Market
and Salary Report
p.34



More than Business:
Why Diversity Matters
p.38

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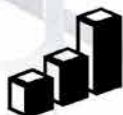
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China's Passenger Vehicle Industry: New Strategies for a Better Tomorrow



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The COVID-19 pandemic struck China's passenger vehicle industry at a time when sales and margins were already going down. Despite a seemingly quick market recovery starting in April 2020, the long-term impact of COVID-19 and additional challenges require automotive companies to develop new strategies and to implement fundamental structural shifts immediately.

The lockdown in the first quarter of 2020 led to a major collapse in passenger vehicle demand in China, resulting in one of the bleakest sales periods in the past decade. According to the China Association of Automobile Manufacturers and other sources, January sales figures were down 20 percent, February down over 80 percent, and March down nearly 50 percent, compared to the respective months in 2019. Starting in April 2020, the market has seen a strong recovery, showing sales figures nearing those of the previous year. However, this positive development should be taken with a grain of salt: the strong numbers in the second quarter of 2020 are, in part, compensation for the sales dive in the first quarter. Aggressive sales promotions, including special shopping days arranged by local governments, incentivized automakers and customers, while dealers also rebuilt their stocks.

Lower Vehicle Demand for the Year(s) to Come

That said, the COVID-19 pandemic continues to affect local and global markets. Until an effective vaccine or treatment is developed, sporadic outbreaks are to be expected. The spike in infections in Beijing in June 2020, though swiftly controlled, is a salutary reminder of this reality. Consequently, the volatile nature of the current economy leaves many consumers and companies concerned about the future, with the risk of many canceling or postponing planned new vehicle purchases. As a result, vehicle demand over the foreseeable future could be lower than expected before the start of the pandemic, and demand fluctuations may be high.

However, the pandemic is not the only factor to affect demand: automotive companies have been facing numerous challenges, some of which have existed for some time. Passenger vehicle sales in China had been slowing well before COVID-19, with monthly factory shipments of passenger cars declining year-on-year since July 2018. This was due to a variety of reasons, including market saturation in some areas, as well as improving alternatives to car ownership: hugely popular mobility services like ride-hailing and the development of efficient subway and long-distance railway systems have supported this trend.

After passenger vehicle sales of 24.7 million in 2017 in China, 23.7 million in 2018, and 21.4 million in 2019, we expect sales for the current year in the region of 18.5 to 19.5 million, assuming no further lockdowns will be imposed. Considering the above-mentioned challenges, significantly higher sales numbers are hard to imagine in the next few years – unless automotive companies and the government make bold strategic decisions now.

Diminishing Profit Margins

Decreasing margins is another major challenge in the Chinese automotive industry. Costs have been steadily creeping up on

automakers. For example, material costs – the most important cost factor of practically all automotive companies – have recently seen a steep increase. Key reasons for this include the integration of new and improved vehicle features and technologies, as well as the need to comply with tightening government regulation. Labor and land costs have been on the rise as well. Concurrently, on the sales side, overcapacities in the market have caused price erosion for some time.

The Evolution of Chinese Customers

We also need to consider the shift in customer structure and demand preferences. A key trend is the growing importance of sales to companies and organizations. As an example, the rental and fleet segments could grow to 18-20 percent of total sales in China by 2025. With this growth, fleet customers are gaining bargaining power to increasingly shape the development of features and functionalities they desire. Some bigger players, such as large-scale mobility companies, even think about whether to sell vehicles to consumers through their own platforms. Retail sales are also affected by changing customer profiles. The next generation of young adults, for example, tends to be more individualistic than its predecessors. They prefer niche and differentiated products rather than viewing cars as a status symbol.

Technological Shifts Require Funds

Together, the triangle of market, customer, and cost trends is leading to lower vehicle sales and declining profit margins. This comes at a time when the automotive industry needs huge funds to finance technological shifts, especially for the development of electric vehicles, autonomous driving, and automotive software. In today's economic climate, practically no carmaker can afford not to invest in tech.

On the other hand, it is not at all clear whether the investments will pay off. For example, the fact that China has the largest electric vehicle car park in the world does not mean that selling electric vehicles has led – or will lead – to superior returns for automakers in China. Besides, the relatively high sales numbers in this segment are still not primarily driven by delivering superior customer value, but rather through government incentives, which will most likely be discontinued at some point in time.

New Strategies and Structural Shifts

Now is the time for automotive companies operating in China to make bold decisions on future strategies. Although every company is unique and must define actions in accordance with its specific situation, there are several key strategies relevant to many automakers in China.

a) Fully understand changing customer requirements and master demand forecasting

The times of highly profitable growth in China have been replaced with lower demand, overcapacities, and more sophisticated customers. To cope, automotive companies should invest in better understanding the changing customer requirements and adapting their sales approach and organization accordingly. This includes marketing and sales strategy on the B2B side to respond to the growing power of larger fleet customers. On the B2C side, however, automotive compa-

nies must cope with new retail channels, while reforming traditional sales channels. For example, Chinese customers have a higher willingness to buy vehicles online, compared to consumers in other countries. This changes the roles and responsibilities of conventional dealers, with automakers having to accommodate retail store concepts and online sales platforms. For both B2B and B2C, developing accurate demand forecasting skills using the latest analytics will be a key success factor in the future.

b) Modify product offering balancing customer value and cost

Until recently, most vehicles offered in China were similar to the ones provided in other parts of the world. Some vehicles had a limited number of China-specific adaptations, but the overall vehicle architecture, its features, and detailed technical realization were the result of a global concept.

Given the current changes in the Chinese market and its consumers, it will be important to thoroughly review the product offering: Which functions and features are really needed for Chinese customers? Which existing ones can be omitted, and which new ones will be crucial for future market success? To balance material and development costs with revenues and margins, it will be crucial to test new approaches early-on in the product development process, with potential customers. Applying advanced consumer research techniques should be a major prerequisite for fast and efficient market testing. Product development and sales need to collaborate even more closely than in the past.

c) Take operational excellence and cost management to the next level

Automotive companies in China have done a tremendous job in resuming operations after the lockdown. Many measures have been introduced to enable production under new hygiene restrictions. However, production processes, equipment, and layout have gone largely untouched in the hope that the pandemic will soon pass. As a result, efficiency and productivity have suffered a blow, while capacity utilization has become quite low for many companies. As it becomes clear that COVID-19 is here to stay, many companies have to reduce resources and capacities. Besides adapting capacities on a site and company level, partnering and outsourcing may be fostered as well, given the high overcapacities in the Chinese automotive sector.

In addition, production processes, equipment, layout, and the entire production system need to be aligned to the new volumes and hygiene restrictions. Companies must check which automation and digitalization tools can be utilized to combine efficiency improvement with social distancing: specific examples include digital quality control, automated in-plant transportation, preventive maintenance, and digital shop floor management. High-performing networks play a crucial role in the implementation of such tools, and automotive companies may need to speed up their 5G strategies.

As more fluctuations in demand can be expected, companies may put more emphasis on achieving higher degrees of flexibility. This can relate to products, volumes, or processes. More specifically, companies must be able to smoothly produce a

variety of different vehicles and parts. Being able to quickly adapt production to changing volumes, and to launch new vehicles in the best possible way, will be key for gaining a competitive edge in the future.

Another interesting strategic direction is the shift of production from locations with high labor and land costs, such as the areas around Shanghai, Beijing, and Guangzhou, to lower-cost sites in the less developed regions of China. The government's interest in encouraging the economic development of these regions to counter the slowdown of export-led growth provides a further impetus to evaluating this option.

d) Review organizational and ownership setups

Over the past few years, many automotive companies operating in China have built up large, complex organizations with many production sites. Considering the new business environment, the company structure needs to be reviewed, simplified, and consolidated. Many companies could benefit from improving the ownership setup: regulatory changes have made it easier for foreign automotive carmakers to change shareholders, roles, and responsibilities in existing joint ventures, or to establish new joint ventures or wholly foreign-owned enterprises.

All in all, these are challenging times for the automotive industry. On the positive side, however, companies can leverage multiple strategies to make use of the many opportunities available today. By fully understanding current and future options and by taking bold decisions with rigorous implementation, companies can now set the foundation for business success in the years to come.

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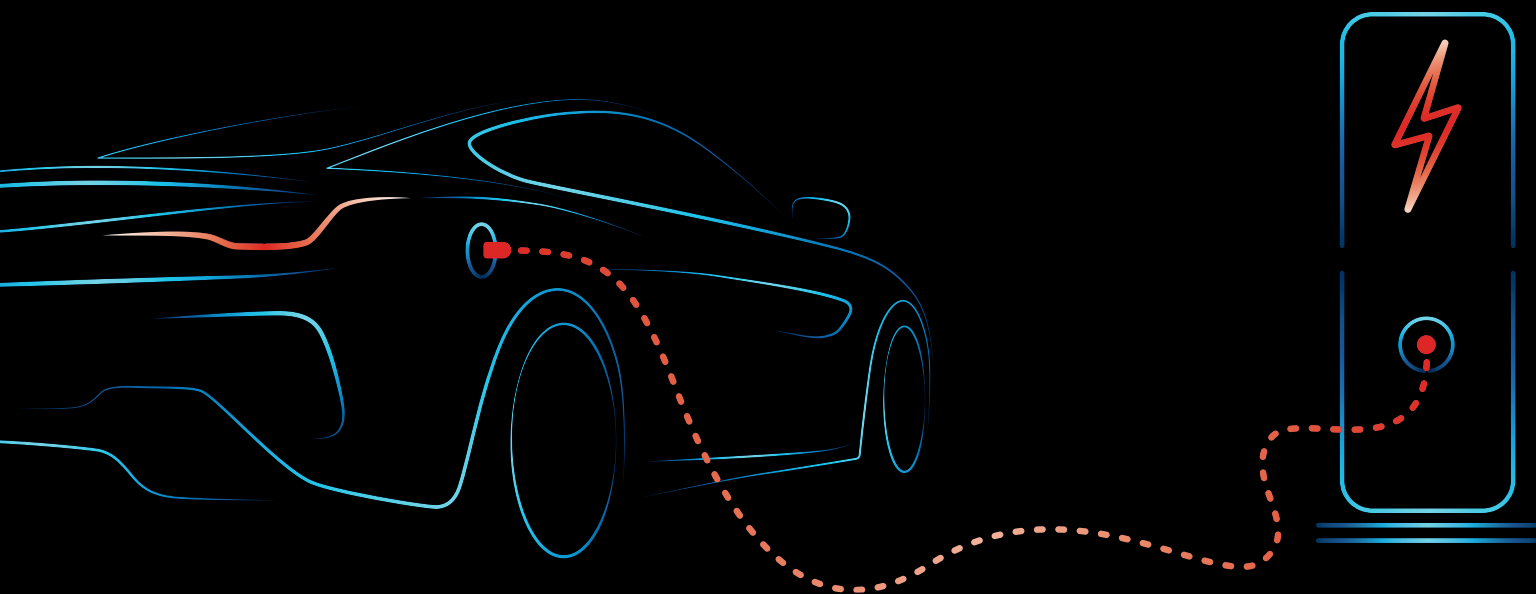
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China's New Energy Vehicle Industry



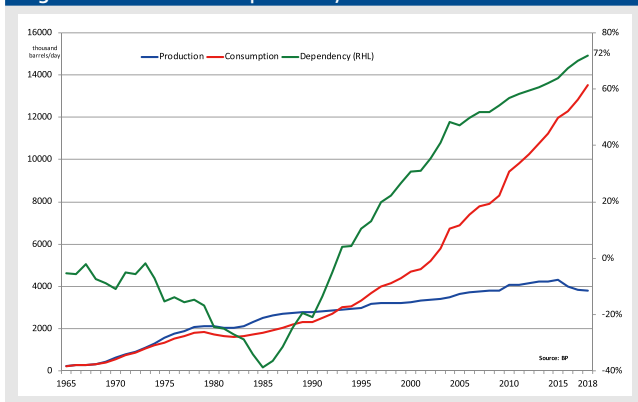
Jochen Siebert
Managing Director at JSC
Automotive

China has been trying to promote electric vehicles (EV) for various reasons:

1. Reduce the import dependency on oil
2. Improve the environment in the cities
3. Electric cars could be a chance to "leapfrog" the international OEMs

While the second and third reasons are somewhat important for China, the first reason is far more critical, as it concerns energy security. Countries that lack sufficient energy supply risk massive disruptions to their citizens' lives, risking government and social instability.

Figure 1: China's oil dependency



China's oil dependency has been increasing steadily, reaching 72% by 2018. Over 50% of China's import comes from the Middle East, originating in countries suffering from government instability that might put China's oil supply at risk. China started importing oil in the late 1990s, and in 2001, it already

made its first steps in the shift from internal combustion engine cars (ICEs) to EVs.

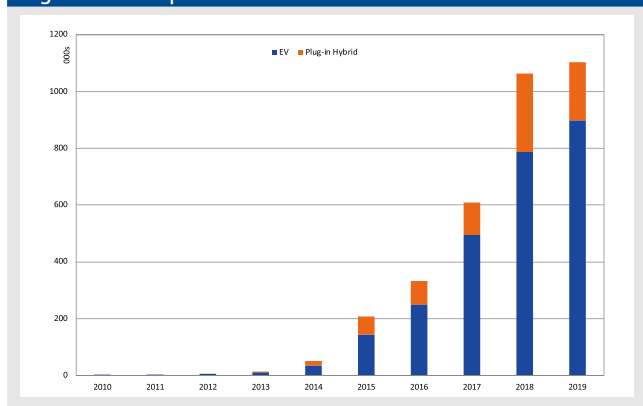
Since the 1980s, China has been looking for ways to secure steady energy supply, given that the limited oil and gas resources in the country are insufficient for the rapid economic development boom coming with the liberalization under Deng Xiaoping. Since then, China has increased coal production and built many coal power plants, while also possessing the largest capacity for solar and wind power in the world, albeit much of it is not put to use as it's too far from the grid.

China is also the largest producer of hydroelectricity, building a total of 87,000 dams nationwide. However, the dams have brought numerous problems for shipping and agriculture in China, and are nearing their maximum capacity. China has also been trying to increase oil and gas production from shale reserves. However, unlike shale reserves in the USA, the ones in China tend to concentrate in arid areas and tougher geological formations.

China is by far the largest producer of coal, accounting for 46% of the global share. At the current production rate, the country has enough reserves to last for another 35 years. China uses coal to generate electricity by pulverization, thermal heat in rural areas, as well as for gasification into Syngas, methanol, and hydrogen.

About 45% of the oil consumption in China goes to road and air transport, with gasoline for cars accounting for over half of this figure. In order to mitigate gasoline demand, China is moving toward reducing fuel consumption by mandate of the Corporate Average Fuel Consumption (CAFC), as well as by pushing the use of electric vehicles.

Figure 2: NEV production 2010–2019



Despite many challenges, the new energy vehicle (NEV) market grew rapidly until 2018. In 2019, however, growth slowed down and went into a decline, mainly due to a very sharp drop in subsidies in the second half of 2019. This led to a fast decline in NEV production, especially of plug-in hybrid electric vehicles (PHEVs) of Chinese equipment manufacturers (OEMs). This is largely due to the non-competitive rates of these vehicles, and Chinese OEMs' inability to absorb low and, in many cases, negative, margins for EVs and PHEVs. In the first half of 2019, EV production increased by 79%, but in the second half saw a decrease of 17%. PHEV production increased by 19% in the first half of 2019 – and decreased by 53% in the second half.

In 2020, the international OEMs are gradually phasing in more EVs and PHEVs. By 2021, they will overshadow Chinese OEMs, driving many of them out of business and marking the beginning of business consolidation in China's automotive market.

Several changes to the regulations have led to a very different outlook for the OEMs and the usage of types of electrification. We can now safely assume that there will be off-cycle credits, which makes reaching the CAFC much easier. There will also be a new category of vehicles called "low fuel consumption vehicles" that half the number of NEV credits needed to reach the NEV quota. These vehicles are simply cars with fuel consumption below the target, which depends on the weight and the number of rows of seats. These new regulations, as well as the off-cycle credit, push for higher efficiency of ICEs, taking the pressure off NEV production. Another major change is that methanol vehicles are likely to become low fuel consumption vehicles.

After 2025, possible scenarios become harder to predict. There are discussions in Beijing to switch from a fuel consumption-based ruling to one that focuses on CO₂ levels, similar to the EU. EVs and PHEVs would then get a rating in CO₂ based on their electricity consumption. Fuel cells would be counted as zero, though. Other technologies, like e-fuels, might be counted as zero as well.

If China decides to switch to a CO₂-based reporting system, there would possibly be no more incentive to produce EVs in order to reach the CAFC (which then might be called Corporate Average Energy Consumption – CAEC). The reason to produce EVs in that scenario, would then be to utilize EV bespoke capacity, built up by OEMs like VW in order not to be left with high sunk costs.

What does that mean for the OEMs? As the future of the market remains unclear, it's probably best not to bet on one specific technology, but rather go wide. In case the China market for large and heavy EVs will not be big enough for OEMs like VW – which alone has already committed to a capacity of 900,000 units of EVs – they would have to shift to mostly making smaller EVs. Since the CAFC counts vehicles produced and not sold in China, exporting heavy and energy-hungry EVs is not an attractive option. VW would have to build mostly smaller and lightweight EVs and it's debatable if the MEB platform is the right approach for that.

EVs are not the only and preferred route for China to reduce oil import dependency anymore. First, it would be much faster to switch ICEs from using gasoline to using methanol and synthetic fuels, especially when the existing car parc can be retrofitted from using gasoline to using one of the alternatives. Secondly, EVs need a number of raw materials that are not readily available in China and would have to be imported. In a way, China might replace its dependency on oil imports with that on a number of raw materials, where forecasts of availability are even harder to make than that of oil and gas.

In light of all these facts, China decided that in terms of energy security, it's best to have a wider mix of sources. There will be better usage for all the solar and wind farms that are not connected to the grid, which could be used to produce hydrogen through electrolysis.

The number of battery electric vehicles (BEVs) to be produced over the next few years will depend more on mandates through regulation than on demand. This will be the case as long as the margins for BEVs are lower than for ICE vehicles. Some optimistic observers believe this target will be obtained by 2023, while others believe it will take longer than that.

It becomes more and more likely that there will not be an NEV quota after 2025, and it might even happen sooner. Once EVs and PHEVs are measured in CO₂, the heavy EVs will be phased out, and the OEMs will switch to producing more EVs. These could be lightweight vehicles with ranges around 200 km with fairly small batteries and low energy consumption. In a CO₂ scheme, an NEV quota will no longer make sense, as reduction of oil import dependency is, and will remain, the main driver of regulation. It doesn't matter whether BEVs or any other propulsion that does not use oil will achieve this. That's where methanol, synthetic fuels, and hydrogen come in. Methanol vehicles being counted as low fuel consumption vehicles, while fuel cell vehicles will be marked with zero CO₂.

Whenever a new regulation was introduced in the last 100 years, OEMs have always and rightly so looked for the most cost-effective route to reach whatever limit or mandate was set. That will likely be the same for mandates on fuel consumption or ones aimed at reducing CO₂ levels. Therefore, we assume that all OEMs will opt for the least costly route before they go to the next level. For Chinese OEMs, that means switching more engines from Indirect Injection (IDI) to Direct Injection (DI), expanding the production of turbo engines, etc. Larger OEMs will increasingly incorporate 48V, which will almost become a necessity not only because of the potential fuel savings, but because there are increasing numbers of electronic parts that use electricity and where a standard 14V system is reaching

its limit. There is no space for 48V P0, because of its limited potential for fuel savings and by 2025 all 48V are likely to be P2.

OEMs like VW, which put significant resources into BEVs, will have to find ways to bring down the cost of BEVs to the level of ICEs, in order to avoid competitive disadvantages. If the forecasts for Chinese regulations materialize, and the EU regulation does not change from the current path of promoting BEVs, there might be a time when VW feels forced to export BEVs from China to the EU.

Rumors of the death of the internal combustion engine are almost certainly exaggerated.



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Jochen Siebert is a Managing Director at JSC Automotive. He has more than 25 years of experience in the automotive industry and has led more than 250 projects in the course of his career. Mr. Siebert graduated from the Technical University of Darmstadt with a Master's degree in industrial engineering and started his career in a consulting firm specializing in telecommunications. Thereafter he joined Mannesmann Market Intelligence Unit as a project manager, where he conducted major studies on Asian markets, including China in the mid 90's. He later joined Milliken in Belgium as the Market Analyst and Planner for the airbag business in Europe. He was appointed Director Business Development and later Vice President Europe for one of the premier automotive forecasting houses. In 2007 he founded JSC Automotive, focusing on the automotive industry in China, which has offices in Shanghai and Stuttgart.

Digital Twins for Agility in Car Body Manufacturing



Christoph Weber
General Manager at AutoForm
China

Over the past months, several carmakers announced aggressive cost-cutting initiatives to brace for the volatile market and allocate sufficient resources to emerging technologies. Is now the time to overcome organizational friction and capture the untapped potential of digital transformation?

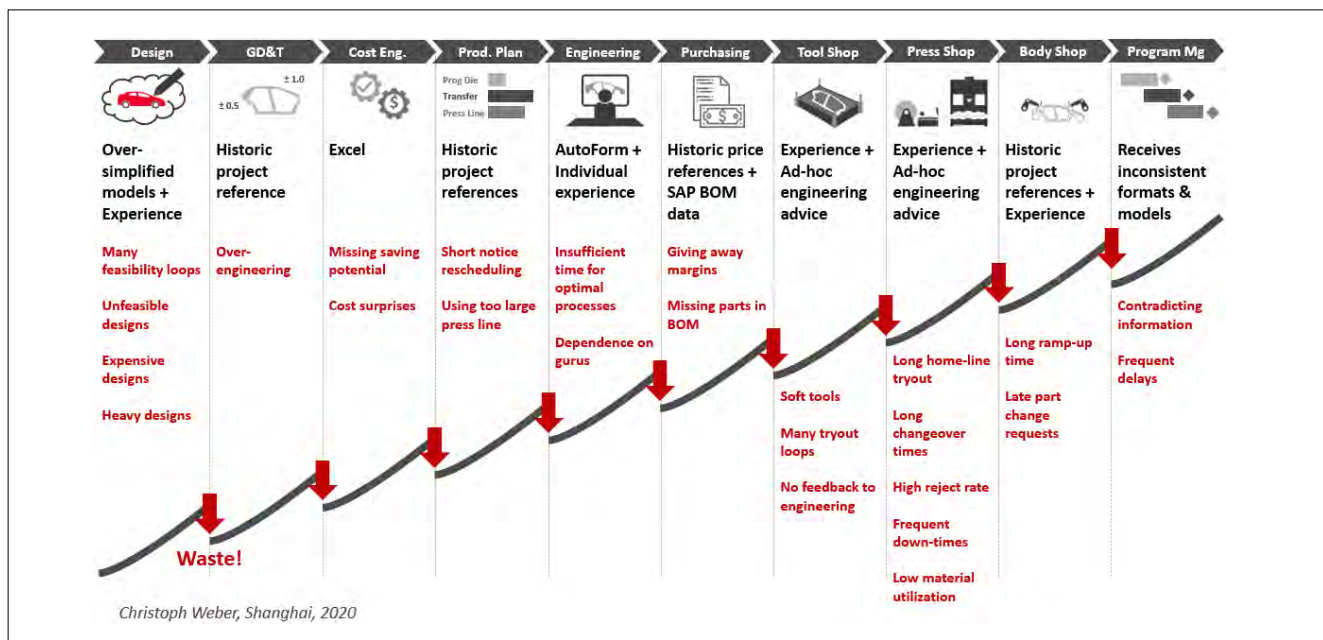
Automotive companies have been transforming into agile enterprises in sales and software development. This article explores how a physics-driven Digital Twin enables agility in the traditional discipline of car body stamping. Read how to generate return-on-investment (ROI) by eliminating waste and increasing speed and reliability in this volatile environment.

Automotive OEMs need to invest in emerging technologies - new power trains, automated driving, connectivity - while trimming costs to adjust for the 'new normal.' Nissan, for example, announced it would cut 20% costs by 2023 in its latest revival plan. Another Japanese OEM aims to reduce up to 24% costs in the same time frame, through digitalization and simulation technology, among others.

1) The Challenge: Project Management Today

Multiple departments and suppliers need to work together when designing and manufacturing a new car body. However, each department has to achieve its own set of milestones and targets in a waterfall organization. Each department may use different software tools or rely on historical references and individual experiences to complete their design and manufacturing concepts. Each of these tools is based on a different understanding and underlying manufacturing process model.

As a result of this organizational and technical disconnect, engineers focus on their subset of targets and may not fully consider other departments' constraints and goals. A significant part of the work progress is wasted, since information and data are not fully transferred from one department to another. Automated feedback loops are impossible. The below graph presents common process models per department and the consequences of this decoupling in the form of waste and unreliability.



The product design already defines 60–70% of manufacturing costs. Still, manufacturing feasibility in design departments mostly relies on rule-of-thumb judgment, with deeper analysis only taking place in separate departments. This results in many loops between departments and, ultimately, in more expensive and heavy product designs than necessary.

Little to no process simulation data flows from engineering to the shop floor. And vice-versa, there is no systematic feedback data flow from the shop floor to engineers. Engineering departments may ignore real-life constraints on the shop floor, and technicians on the shop floor may not trust the engineering intent and improvise based on their individual experience. This builds a vicious cycle, which increases the disconnect in information, trust, and culture over time. We need to break the silos!

Instead of leveraging their internal knowledge on the manufacturing process, cost engineering and purchasing departments rely on historic cost references. This causes the company to lose its saving potential and puts them in a weaker negotiation position with suppliers. Program management may receive contradicting information and face frequent delays, since different departments base their analysis on different process models.

2) The Solution: Digital Twins for Agility in Car Body Stamping

The solution is to share one process model on one platform with all departments and suppliers. The Digital Twin process model connects the virtual and physical worlds and consists of two entities:

1. The Digital Master – created in the virtual world during the design and engineering phase and represents the engineering intent or 'as engineered' model.
2. The Real-life Twin – the physical execution of its Digital Master on the shop floor, providing 'as manufactured' data.

A physics-driven Digital Twin can predict behavior already in the virtual phase and self-correct deviations in the physical production phase. This enables agility in car body stamping through immediate feedback loops and focus on the body-in-white end result.

The below visual presents an agile project cycle from product design to production, in which the design and manufacturing concepts are matured in iterations. On the right-hand side, the Digital Master is built and refined during the design and engineering phase. For any change in the design or manufacturing concept, the Digital Twin provides immediate feedback to anyone connected to the platform on the impact on the body-in-white end result. This allows all departments to align their targets to optimize the body-in-white for quality, function, weight, cost, and timeline. Instead of optimizing single parts, we can optimize the complete car body assembly.

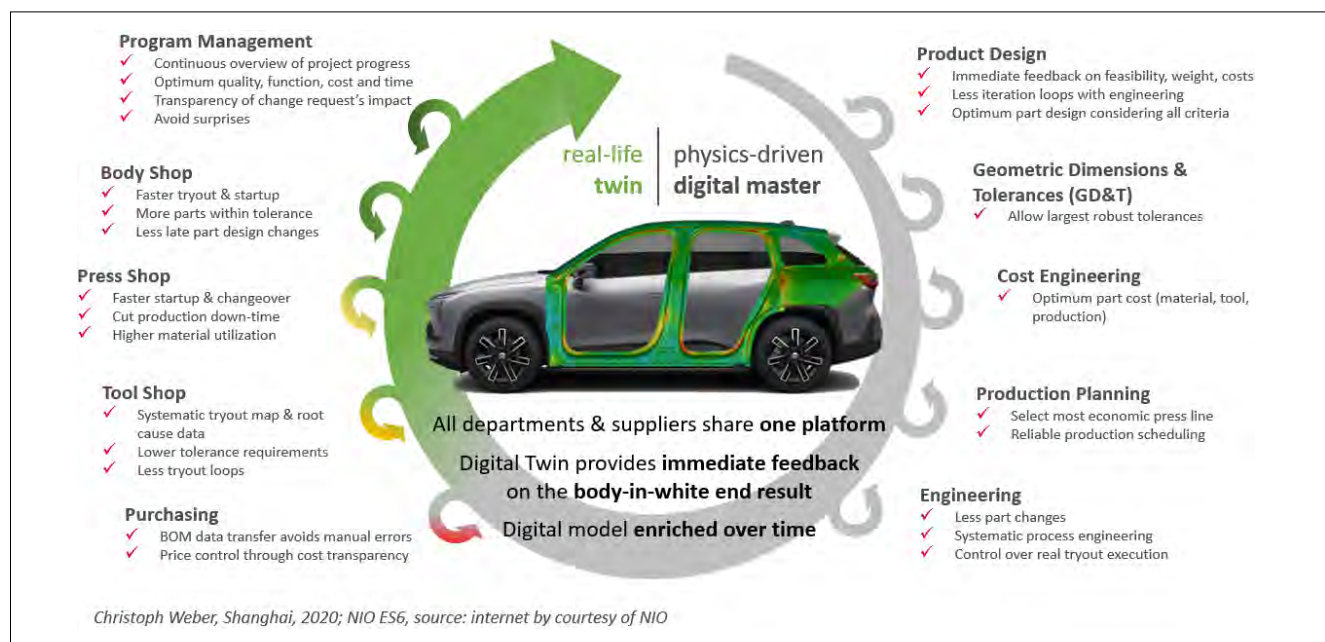
The left-hand side represents the Real-Life Twin, which is the exact replication of its Digital Master in the physical world. The knowledge and data of the entire value chain are put into use on the shop floor. Actual manufacturing data is fed back to the platform in order to improve the Digital Master's process model over time.

The Program Management is automatically updated on the project progress, as well as any design and manufacturing concept. Departments coordinate regularly, and information becomes more reliable since everyone uses one platform with a consistent process model. Project cycles and change executions become faster and more agile.

3) The Process: From Digital Master to Real-life Twin and Back

First, engineers build and refine a Digital Master of the manufacturing process in the design and engineering phase. A meaningful process model provides the base for virtually predicting issues and optimizing design and manufacturing concepts.

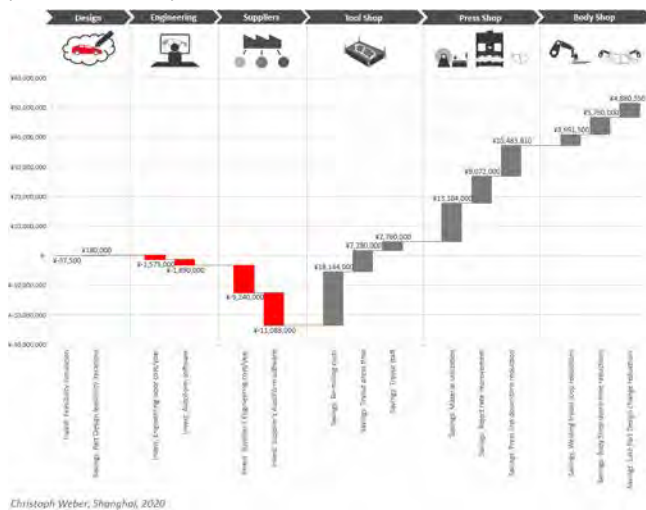
Second, all Digital Master's 'as engineered' data is provided to the shop floor in a digestible format, e.g., on a computer tablet. The Real-life Twin is executed and actual 'as manufactured' measuring data is returned to the platform in order to close the feedback loop. The physics-driven model calculates deviations and provides guidance to the shop floor on how to reach compatibility – and, ultimately, a robust production in the most systematic fashion.



Close and trustful cooperation between engineering and shop floor teams is vital for success. The engineering teams must understand technical constraints in order to design meaningful manufacturing processes. The shop floor technicians need to execute the engineering intent with high diligence, and feedback any deviations to the system. Improvising or working off the record would undermine the process, and cannot be tolerated. A cultural gap between the academic-minded engineering department and the hands-on shop floor team must be overcome.

Today, most carmakers are on a digital transformation journey. So far, no one has reached a full implementation of the Digital Twin concept over the entire value chain of car body manufacturing yet.

How does the implementation of the physics-driven Digital Twin for agility over the entire value chain in car body stamping contribute to the targeted cost efficiency gains? For this, we have interviewed automotive OEMs and suppliers in China about their cost and performance data in order to draft a representative ROI template. The below chart shows a business case for a representative, anonymized carmaker in China. This carmaker produces 1.2 million cars and develops four new vehicle projects and additional two face-lift projects per year. We defined improvement goals, which are realistic to achieve within a 1-2 year project. An investment of circa 24 million CNY/year is required, especially in the early phase of Part Design and Engineering. We expect a return of over 75 million CNY/year, in particular during the physical shop floor stage – an ROI of over 300% per year for the first 1-2 years. The ROI is expected to further increase in the following years, as the continuous improvement cycles further mature the process model and the enterprise's processes and experience.



4) The Implementation Plan

The first step of implementation is to conduct a process audit over the entire value chain from design to production. Based on the findings, management shall decide on the most pressing challenges and achievable goals for the implementation project within a 1-2 year period. Furthermore, management must approve the scope of departments that should be connected to the Digital Twin platform.

The core project team drafts a Digital Twin concept with a workflow to define input and deliverables per department. Structural alignments may be required. Next, the IT department outlines a structure to connect all required parties to one Digital Twin plat-



form in order to support the workflow, commonly based on existing Product lifecycle management (PLM) and Enterprise Resource Planning (ERP) systems.

This transformation of processes and IT technology must be supported by a transformation of people and company subcultures. The implementation should be conducted in an iterative process. A pilot project should prove the drafted Digital Twin concept on a small scale, before implementing the structural changes and IT integration. This pilot delivers a verified concept and the first 'light-house' case to inspire confidence. After that, the drafted structural alignments and IT integration can be implemented, in order to scale the Digital Twin implementation gradually to all projects. The team should review goal and KPI achievements and define adjustments and next steps.

Conclusion

Project management for car body design and manufacturing usually follows a traditional waterfall model, where each department works in silos. The organizational, technological, and cultural disconnect between departments results in massive waste, in the form of optimization for sub-goals, over-engineering, missing optimization opportunities, time waste, and losing reliability. The solution is to connect the entire value chain to one platform, sharing one consistent physics-driven Digital Twin process model. This enables agility by providing immediate feedback loops and aligning all departments to optimize the body-in-white end result in terms of quality, function, costs, and time.

The implementation of a physics-driven Digital Twin concept for agility in car body manufacturing requires process and structural alignments, IT technology integration, and connecting people and subcultures of different departments for cross-functional collaboration. This is recognized as a classic organizational change process that needs to overcome friction. Today's economic environment forces automotive OEMs to overcome friction in order to capture the targeted gains in an agile and efficient way. A typical carmaker in China can significantly increase its competitiveness by implementing the Digital Twin concept in car body stamping, with an ROI of several hundred percent per year.

Christoph Weber is leading the AutoForm organization in China, counting all major carmakers as customers. He is the Automotive Working Group Leader at the German Chamber of Commerce in China | Shanghai. Christoph is a member of CATARC's World Automotive Industrial Research Committee and a founding member of the International Coalition of Intelligent Manufacturing to promote international best practices in China and beyond. He can be reached at: info@autoform.com.cn

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Integrating Design Thinking for Innovative Solutions

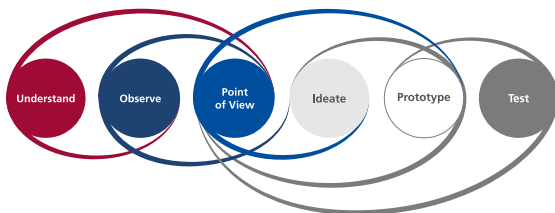


Hui Wang
Vice President of Webasto R&D China

In the fast-paced future mobility world, in which business environments and prognoses are constantly changing, we need methods to help us handle this uncertainty and complexity. To answer the specific demands of future mobility concepts with innovative systematic design and technology, the new agile method of Design Thinking helps realizing solutions in the future fast-changing mobility world.

Design Thinking places the customer's wishes and needs at the center of innovation, without neglecting technical feasibility and profitability. The success of the method lies in an interdisciplinary team. People from different areas work together to ensure the broadest possible range of ideas and approaches. A clearly structured approach in Design Thinking enables teams to tackle problem-solving processes in a systematic way.

Generating Innovative Solutions Through Design Thinking



The six-stage Design Thinking process takes place in two so-called workspaces – the 'problem space,' and the 'solution space.' In the problem space, the 'Design Thinkers' familiarize themselves with the customer's problem in three steps, generating new ideas in three additional steps. Let us take car roofs as an example. What is the "problem" of automobile roofs in Future Mobility? People will most likely still need roofs for future cars, but do they have other needs in a cabinet without drivers? When we 'Understand' and 'Observe'

autonomous vehicles currently in development, the problems become clearer. With such big sensor modules, there is no room for wind and sunshine. How can we enjoy our time on the road when we don't need to drive?

In step 'Point of View,' we list our wishes for future autonomous vehicles. We want a bright, ventilated cabinet in a self-driving car. Sensors functionality must be ensured under all weather conditions. We want a light, modern and streamlined vehicle, instead of a heavy one that wastes energy.

The process of finding a solution starts with the step 'Ideate.' The aim is to use various creative techniques such as different brainstorming methods, or the "superhero method," to develop as many solutions as possible. The further development of existing ideas is also encouraged. In Webasto's case study, that means integrating sensor technology into the roof using a clean design. The selected solution uses 3D formable material of polycarbonate, enabling seamless integration of the components into the roof system and has a positive effect on aerodynamics and vehicle architecture.

In the next step, 'Prototype,' prototypes are created using simple means to visualize the ideas. By creating a working prototype that includes most of the required functions, the company can proceed to present it to various stakeholders and receive feedback from end-users and OEM customers. An iterative approach is an essential core element of Design Thinking: the team should take customer feedback into account and repeat the steps if necessary. Based on what was learned, new ideas are incorporated after each iteration. The goal is achieved only when a convincing customer solution is found. Throughout the process, the users give immediate feedback so that practical and market-oriented solutions are created. In the Design Thinking process, there is continuous feedback between the developers and the customers.

This leads us to the final stage – 'Test.' Testing is an essential feature of Design Thinking. It includes transforming ideas into prototypes at a very early stage, and testing them internally and with potential users. Going back to Webasto's automobile roof, the company partnered with a global pioneer of autonomous mobility located in Silicon Valley, California and in China, to perform test runs on the real road. Running numerous tests and collecting data is crucial for companies looking to offer their customers a reliable and scalable solution. After all, Mass-producing self-driving vehicles is no easy feat: It requires the automotive and technology ecosystems to work together to make sure all elements are reliable and safe.

Design Thinking in the Workplace

In order to remain competitive and promote innovation, companies need to create an inspiring work environment. At Webasto, we research what multifunctional office, room, and equipment should include, so that employees and teams can use agile methods in their daily work.

For example, the systematic approach of Design Thinking helped a recent Design Thinking team to better understand employees and to integrate their wishes and needs for future concepts. Instead of making quick and superficial changes to the work environment, Webasto employees immersed themselves in the topic of office design and applied the agile Design Thinking method.

To take employee suggestions seriously, the company conducted interviews with numerous employees. The need for a flexible work

environment that motivates, inspires, and encourages interactions with colleagues emerged from these interviews. Ideas were developed out of the findings and later built up as prototypes. In addition to communal areas, there should be dedicated areas for concentrated work, team rooms, and recreation, so that all employees can enjoy their workspace. By combining digital and analog methods, the company can increase its employees' productivity and effectiveness. After positive feedback from team members, the results of the Design Thinking workshop were presented to the site development steering committee, in order to incorporate the ideas in future construction projects. The first solutions are being integrated into the existing facilities soon.

Hui Wang is the Vice President of Webasto R&D China. During the past 26 years, he gained substantial working experience in R&D function. Prior to Webasto, Hui Wang worked as Managing Director of Autotech Engineering and R&D Director of Business Unit Chassis & BiW in other European Auto companies.

The Webasto Group is a global innovative systems partner to almost all automobile manufacturers and among the top 100 suppliers in this industry sector. The company's product portfolio comprises a broad range of roof and heating systems for every type of vehicle and all drive types as well as battery systems and charging solutions. Moreover, Webasto has a strong position in the aftermarket providing dealers and end customers with customized solutions and services relating to thermo management and electromobility.

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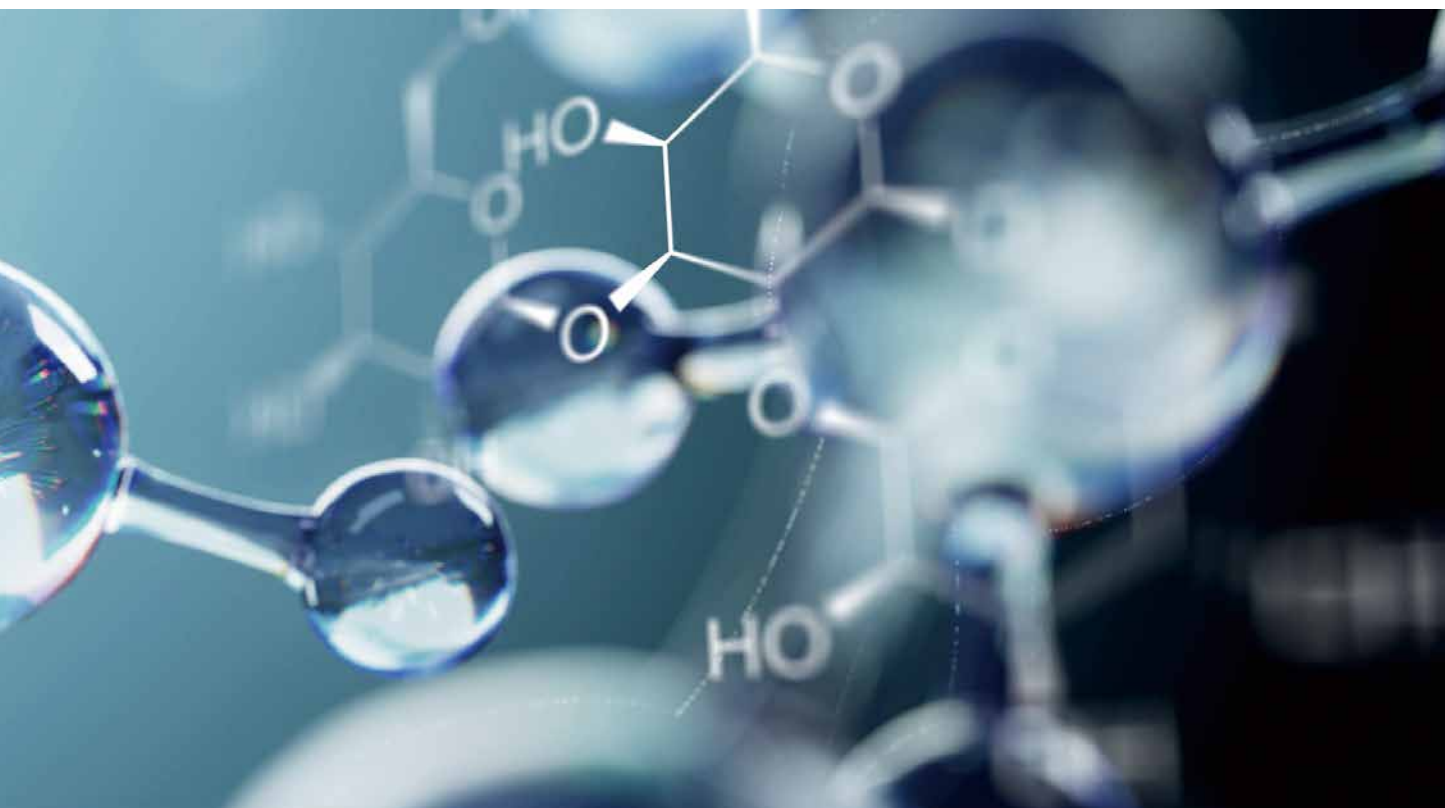
Industry Report:

China's Chemical Industry



Dr. Kai Pflug

Owner and CEO of Management Consulting – Chemicals



To illustrate the importance of China's chemical industry in the world, we can examine China's sizable share of sales, exports, and imports in the field, as shown in Tab. 1:

Tab. 1: Mainland China's share of the global chemical industry

Parameter: China Share of global	Share	Source
Companies among global top 50 chemical companies	8%	ICIS (2019)
Chemical exports	7%	UNCTAD (2018)
Chemical imports	9%	UNCTAD (2018)
GDP*	19%	IMF (2019)
Chemical R&D Spending	29%	CEFIC, ACC, Oxford Economics (2017)
Chemical Gross Value Added	30%	CEFIC, ACC, Oxford Economics (2017)
Chemical Sales	36%	CEFIC (2018)
Chemical Capital Expenditure	45%	CEFIC (2018)
Direct Jobs in the chemical industry	50%	Oxford Economics (2017)

* Not directly related to chemical industry but included for comparison

Looking at these figures, the most impressive number may be China's share of the global chemical sales – 36%. This makes mainland China alone a bigger chemical market than NAFTA and the EU combined, which together account for 33%.

But a closer look at the other figures reveals the unique characteristics of the chemical industry in China:

- The chemical industry is disproportionally booming in China: while China contributes about 19% of the global GDP, its contribution to global chemical sales is almost twice as high (36%).
- China still focuses on the lower end of the chemical industry, as its share of global chemical gross value added (30%) is lower than its share of the chemical market (36%).
- China's chemical industry still shows lower productivity than the global average. China's high share of jobs in the chemical

industry (50%) is a strong indication of that, as well as direct productivity estimates. For example, Oxford Economics estimates that productivity rates (as measured by gross value added) of chemical employees in APAC is roughly 67% of that of the global average, while employees in Europe reach 150%.

- China still somewhat underspends on chemical R&D, as the R&D spending (at 29% of the global total) is below its share of the chemical market.
- China's chemical industry is still fragmented. While the country accounts for 36% of the global chemical sales, it only accounts for 8% of the top 50 chemical companies. This is partly due to the average size of China's leading chemical companies, which tends to be smaller than in other countries.
- China's chemical industry is still a net importer. China's share of global chemical exports is substantially smaller than its share of imports. For every EUR 100 in chemicals imported by China, only EUR 72 are exported.
- China's chemical industry will further increase its global importance. This is borne out of the large share of chemical capital expenditure allocated to China in 2018: At 45%, it is substantially higher than China's chemical market share.

This positive outlook is reflected both in company statements (e.g., BASF expects China's share of the global chemical market to increase to almost 50% by 2030) and by the variety of recent investments of chemical multinationals in the country. BASF is a good example, with a EUR 10 billion investment in a new site in Guangdong. But many other chemical companies, including ExxonMobil, LyondellBasell, Dow, Shell, and INEOS, have recently announced substantial greenfield investments in China. Other chemical companies have strengthened their presence in China by the acquisition of a local player – such deals have recently happened at a monthly rate, involving companies such as Cabot, Iberchem, Azelis, BASF, Ascend, DIC, and UPL.

What are the reasons for this continued interest of multinationals in China's chemical market? On the one hand, there are general factors, such as the improved 'ease of doing business' in China (as indicated by a World Bank ranking), the continued higher-than-average economic growth, and the relatively fast recovery from COVID-19. On the other hand, there are certain chemical industry-specific factors.

Foreign investment in China's chemical industry has become less restrictive in recent years. A previous requirement mandating joint ventures with domestic companies for petrochemical activities was canceled, playing a decisive role in the investment decisions of BASF and ExxonMobil. The list for prohibited activities has been shortened, while the government has extended the catalog of chemical areas for which foreign investment is encouraged. In fact, in a 2019 survey conducted by the European Chamber of Commerce, 20% of all participating foreign chemical companies indicated that the market had opened significantly, with an additional 13% reporting a 'slight opening,' and only 3% claiming the market is more restrictive. 20% of companies reporting significant market opening was the highest value among all business segments surveyed, showing the impact of lighter government regulation on foreign chemical investment.

Other factors also contribute to China's attractiveness for foreign chemical investment. In particular, China's environmental regulation (and its implementation) has become stricter. While this may, at first glance, sound like a negative development for organizations – most foreign chemical companies see it in a positive light. Foreign players have generally been more observant of existing regulation, less astute at finding ways around it, and possibly more tightly watched by the local authorities. A tighter implementation affecting the chemical industry as a whole thus benefits them, as it levels the playing field with local players. It also increases entry barriers into individual chemical segments by raising requirements, such as investment in emission treatment and safety equipment – eliminating some of the marginal, very small local players that compete with foreign chemical companies.

This consolidation has a positive effect on all larger players in the chemical industry, not only the foreign ones. Prices and margins have generally improved, and in many segments we examined for our clients, more than 50% of all local players have quit production within the last two years or so. Some Chinese industry experts go as far as to claim that this consolidation of the industry – which goes along with price increases and a general improvement in technology and quality levels – is the main objective of the Chinese government, and not environmental protection.

Indeed, policies for some chemical segments strongly push in this direction. For example, in pesticides, the government has imposed a volume growth target of zero for domestic use, forcing companies looking to grow to either increase exports or to develop higher-end pesticides.

According to Fu Xiangsheng, vice chairman of the China Petroleum and Chemical Industry (CPCIF), China's chemical industry can be characterized as "low-end surplus, high-end shortage." This is a concise and accurate description of the industry, highlighting the surplus of companies handling basic chemicals and the shortage in ones producing functional and specialty chemicals. It also indicates where opportunities for foreign chemical companies lie.

The foreign players have – and likely will have – advantages in areas that require a large variety of differentiated chemicals in relatively small volumes, and in innovative formulations that offer properties superior to existing ones. This includes, but not restricted to:

- Battery materials (for use in electric vehicles and others)
- Electronic chemicals with fast innovation cycles
- Engineering plastics
- Flavors and fragrances
- High-end OEM automotive coatings
- Pesticides based on patented active ingredients
- Specialty food ingredients and nutraceuticals
- Specialty surfactants with its large number of differentiated molecules

For these and other chemicals, multinationals increasingly shift to an "In China for China" strategy. That is, rather than importing these chemicals from their overseas plants or using China as an export base, they focus on producing chemicals in China to sell in the Chinese market. This is in line with a broader, global trend of shortening supply chains due to recent events such as the US-China trade conflict and COVID-19. As China is still a net importer of chemicals, particularly specialty chemicals, this approach offers a substantial potential for growth. Recent company statements about their rationale for investing in China illustrate this potential (Fig. 2).

Fig. 2: Investment rationale for recent foreign chemical investments in China's chemical industry



This "In China for China" strategy is also well aligned with the focus on self-sufficiency the Chinese government promotes. As previously mentioned, China is currently a strong net importer of chemicals. According to the CPCIF, in 2019, the trade deficit of the whole industry was USD 268.3 billion. Imports of synthetic resin increased by 12.4%, polyethylene increased by 18.8%, polypropylene increased by 6.4%, polystyrene increased by 13.6%, polycarbonate increased by 12.8%, and pesticide imports increased by 14%. Thus, the goal of self-sufficiency is still far-off.

In particular, this applies to new chemical materials, regarded as important for upgrading China's industry and escaping the middle-income trap. For these, China's 2018 self-sufficiency rate was about 65%. For subsegments, engineering plastics had a self-sufficiency rate of 56%, high-performance fibers – 50%, high-end membrane materials – 67%, and electronic chemicals – 67%. All these areas offer opportunities for foreign companies, and all are included in the government catalog of segments for which foreign investment is encouraged.

Insufficient capacity is not the only issue the Chinese industry faces: China is not producing some chemical materials at all. According to the 2018 statistics of the Ministry of Industry and Information Technology, 32% of the more than 130 key chemical materials were not produced in China at all, and China still depends on imports for 52%, including high-end electronic chemicals, high-end functional materials, and high-end polyolefins. The gap is particularly evident in fine chemicals, which

in China have a share of approximately 45% – much lower than the average levels of 60%–70% in developed countries.

The 14th Five-Year Plan (FYP), which will set out economic goals for 2021 to 2025, might provide a glimpse of the future of China's chemical industry. Based on past announcements and policies, we can identify three key themes in the new FYP that will most likely be highly relevant to the industry.

First, the 14th FYP will most likely continue to highlight the importance of environmental protection. For the chemical industry in China, this will mean that current restrictions and tight supervision will proceed. Chemical production will continue to relocate to chemical parks. Certain chemical segments, that are regarded as highly polluting and not contributing to China's modern economy, may face restrictions: for example, leather chemicals or some dyes. On the other hand, enforcing stricter environmental regulations will also be a boon to many chemical segments that provide relevant materials, such as membranes or lithium salts for rechargeable batteries, polymers and coatings for wind turbines, electronic chemicals for the production of photovoltaic cells, or filter materials used in exhaust cleaning. Further possible restrictions, such as tighter fuel efficiency regulation for vehicles, could benefit the producers of high-end plastics for automotive applications.

Second, the 14th FYP will probably look to boost China's R&D. R&D spending is one of the few areas where China is likely to fail to meet its 13th FYP's targets: in 2019, China's R&D expenditure was only 2.2% of GDP, compared to a 2020 target of 2.5%. Allocating resources to R&D will benefit chemical segments such as electronic chemicals, engineering plastics,

organosilicons, fluoroorganic compounds, membranes for water treatment, etc.

Third, the 14th FYP is expected to focus more on China's domestic market than in the past, and to promote self-sufficiency of chemicals. According to a statement from the CPCIF, China's domestic chemical companies generally lack the extended processing and R&D capabilities, from basic chemicals to fine chemical materials. Reducing China's dependency on imported fine chemicals will mean political support for domestic production. At the same time, the industry's export market – consisting of an already modest figure of 10% of the total market – may decrease further.

Finally, it is safe to assume that the 14th FYP will continue to support the activity of foreign players in the local market, as they will benefit from a shift toward cleaner and more innovative chemistry, utilizing their (often) superior technologies. In contrast, a shift toward domestically produced chemicals will only benefit those multinationals with a production presence in China, while the prospect of importing into China might diminish.

Dr. Kai Pflug is a German Ph.D. chemist, providing management consulting to chemical companies for over 20 years. Based in Shanghai for the last 16 years, he is the Owner and CEO of Management Consulting – Chemicals (www.mc-chemicals.com). His main focus is China's chemical industry, which he has covered in more than 100 papers



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Overview on the Stipulations of Property Rights in China's First Civil Code

By Dr. Ulrike Glueck, Sarah Wang, and Angela Chen

The Civil Code of the People's Republic of China ("PRC Civil Code") was adopted on 28 May 2020 and will take effect on 1 January 2021. It consists of seven parts and supplementary provisions at the end. Property Rights are stipulated in Chapter II of the PRC Civil Code and consist of 20 chapters and 258 clauses in total. The Property Rights Part is further divided into four sub-parts, i.e., General Provisions, Ownership, Usufruct, and Security Interests. Compared to the currently effective PRC Property Law which governs property rights, except for the newly added Right of Habitation, the Property Rights Part of the PRC Civil Code follows the structure of the PRC Property Law with some revisions and supplements. With the taking effect of the PRC Civil Code, the PRC Property Law and the PRC Security Law will cease to be effective on 1 January 2021.

Below is an overview of the key provisions of the PRC Civil Code relating to property rights, including a comparison with currently effective laws, regulations, and judicial interpretations of the PRC Supreme People's Court.

1. General Provisions

a) Registration of Real Property

(1) Proper use of registration information of real property
Regarding registration of real property, Article 219 of the PRC Civil Code stipulates that an interested party shall not publish such information without consent, or make illegal use of the obtained real property registration materials of the right holder. Similar stipulations were already provided in the Provisional Regulations on Real Estate Registration. Violation of such obligation will lead to compensation liability according to Article 32 of the Provisional Regulations on Real Estate Registration.

(2) Scope of pre-registration

Article 221 of the PRC Civil Code expands the scope of pre-registration of real property. According to the current PRC Property Law, pre-registration is limited to the sale and purchase of houses and other real property. In order to preclude an owner from selling real property to another buyer or buyers after signing a real property sale and purchase agreement, the buyer may pre-register its exclusive right to register the ownership right, in the future, over the concerned real property where all the pre-conditions for the ownership registration are met. Upon pre-registration, without the consent of the right holder of the pre-registration, disposal of the concerned real property by the owner will be deemed as void from the property law perspective (the sale and purchase agreement may still be valid from the contract law perspective). This mechanism protects buyers

during the period between the execution of a sale and purchase agreement and the registration of the ownership transfer.

After the enactment of the PRC Civil Code, pre-registration can be used for all kinds of real property rights transactions. In other words, the transferee of a real property right will be protected not only by the contract law, but also by the property law, during the time between contracting and registration against a subsequent sale by the owner.

b) Causes for Requisition

Given the background of the COVID-19 outbreak, and compared with the PRC Property Law, epidemic prevention and control were added to the causes for requisition. Article 245 of the PRC Civil Code allows, in emergencies, for disaster relief or prevention and control of epidemics such as COVID-19, the requisition of immovables or movables owned by entities and individuals subject to statutory authorizations and procedures.

2. Ownership

a) Protection on Owner's Partitioned Ownership of Buildings

In real estate, and especially in residential buildings, there are many examples of partitioned ownership. Article 278 of the PRC Civil Code lowers the threshold for matters that shall be jointly determined by all owners. In particular, it removes "the use of maintenance funds of a building and the associated facilities" from the "major matters" as stipulated in the PRC Property Law, for which the consent of two thirds or more of the total owners with private areas accounting for two thirds or more of the total area of the building must be obtained. Thus, the use of maintenance funds in the future will constitute a non-major matter and, accordingly, will be subject to a lower threshold on voting.

Referring to the Interpretations of the Supreme People's Court on Several Issues Concerning the Application of Law in the Trial of Cases Involving Disputes over Partitioned Ownership of Buildings, Article 278 of the PRC Civil Code added "change of the use of common areas or conducting business activities by using common areas" into the matters which shall be subject to the joint approval of the owners, so as to preclude owners from using premises for a purpose other than the planning use of the building (e.g., leasing out a residential property for a profit on platforms like Airbnb). To summarize, for these "major matters," i.e., Item (6) to (8) listed in Article 278, the consent of the voting owners whose exclusive parts accounts for $\frac{1}{2}$ ($\frac{2}{3} * \frac{3}{4}$) or more of the total areas and the number of which accounts for $\frac{1}{2}$ ($\frac{2}{3} * \frac{3}{4}$) or more of the total number of owners are required.

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Additionally, in accordance with Article 281 of the PRC Civil Code, the owners' meeting or the owners' committee may apply to use the funds for maintenance of a building and the associated facilities, when the building and the associated facilities shall be maintained in emergency situations.

In practice, there are some difficulties in establishing the owners' committee, and in using public maintenance funds. Therefore, on the basis of the current PRC Property Law, the Property Right part of the PRC Civil Code has further improved the owners' partitioned ownership system. According to the Explanation on the Draft of the PRC Civil Code made by the National People's Congress Standing Committee on 22 May 2020, such lowered benchmark for voting aims to solve the difficulties to reach an agreement by owners in the course of property management.

b) Pre-emptive Right of Co-Owner by Shares

Compared with the PRC Property Law, Article 306 of the PRC Civil Code expressly imposes notification obligations on co-owner(s) by shares when the acting party intends to transfer its share of jointly owned immovable or movable property. Such notification obligation should be made in a timely fashion. Correspondingly, other co-owner(s) shall exercise the right within a reasonable time. According to Article 11 of the Interpretation of the Supreme People's Court on Issues concerning the Application of the Property Rights Law of the People's Republic of China (I), if no period of exercising is specified in the notice or the period is less than 15 days from receipt of the notice, the period of exercising shall be 15 days. It remains to be seen whether such a period will be further adjusted upon implementation of the PRC Civil Code.

c) Ownership Over Property as a Result of Processing, Attachment, and Mixing

The newly added clause, Article 322 of the PRC Civil Code, provides rules on attribution of ownership over an object resulting from processing, attachment, or mixing. Such ownership shall be subject to agreement or the provisions of laws, if there is no agreement or the agreement is unclear. If there are no relevant provisions in the laws, then the attribution shall be determined based on the principle of maximizing the effectiveness of the object and protecting the party without fault.

Article 322 of the PRC Civil Code provides guidance on allocation of the ownership of properties as a result of processing, attachment, and mixing, and has filled the present legislative gap. However, the provision only puts forward the principle of maximizing the effectiveness of the object and protecting the party without fault but does not provide specific rules. Thus, in case there is a possibility that objects will be processed, attached, or mixed, the parties involved are still advised to add stipulations on the consequences into their contractual agreement.

3. Usufruct

a) Allotment of Land Contractual Operation Rights

The newly added Article 339 to 341 of the PRC Civil Code mainly comes from the provisions of Article 36, Article 37 and Article 41 of the PRC Law on Land Contract in Rural Areas, amended on 29 December 2018. The latter set forth the provisions on allotment of the rural collectively-owned land operation right.

According to Article 334 of the PRC Civil Code, the right holder shall be entitled to exchange or transfer his or her contractual operation rights of land, provided that such land shall still be used for agricultural purposes. Further, Article 339 of the PRC Civil Code stipulates that the holder of contractual operation rights of land may assign the operation right to others by means of a lease, equity investment, or other methods pursuant to law. This approach corresponds with the provisions on contractual operation rights of land stipulated in the newly amended PRC Law on Land Administration. Accordingly, the restrictions on the mortgage of the land use right of cultivation land stipulated in the currently effective PRC Property Law has been deleted pursuant to Article 399 of the PRC Civil Code. The purpose is to meet the increasing need of the marketization of land operation rights.

b) Land Use Right of Construction Land

(1) Compared to the currently effective PRC Property Law, Article 348 of the PRC Civil Code expressly adds "planning conditions" into the terms which shall be contained in a construction land use right granting contract.

Although such a requirement was not stipulated in the PRC Property Law, in practice, planning conditions are usually already included in the templates of land use right granting contracts issued by local governments, or at least incorporated in the template as an appendix or as supplementary terms. Planning conditions usually contain indexes like planned use of the land plot, building density, floor area ratio, green area ratio, height limits of buildings, etc. Failure to meet planning conditions will result in the breach of the land use right granting contract, and various liabilities, depending on the seriousness of the breach.

In recent years, the governments in Shanghai and Jiangsu had already adopted a mechanism of executing a supervision agreement, along with the land use right granting contract with the land use right grantee, for supervising the implementation of planning conditions as well as other key issues of a construction project. In case of failure to meet the conditions stipulated in the supervision agreement, the grantee of the land use right will be subject to various liabilities such as compensation, liquidated damages, termination of the land use right granting contract, and take-back of the land use right, etc. This also strengthens government supervision responsibility. Previously, some local Chinese governments were lenient on compliance with land use right granting contracts, even if a grantee materially breached the contract. The current legislation at the State level and the policy of local governments indicate that the fulfillment of planning conditions may be more strictly supervised and implemented in the future.

(2) For construction land use rights for residential property, the current PRC Property Law only states that they shall be automatically renewed upon expiry of the contractual term, without any stipulations on the requirements for such renewal. Article 359 of the PRC Civil Code now expressly states that when construction land use rights for residential property are to be automatically renewed, the payment or reduction or exemption of relevant renewal fees shall be made in accordance with relevant laws and administrative regulations. So far, it is still unclear what the aforesaid laws and regulations are and what the exact prerequisites will be.

Article 359 specifies, for the first time, that a fee shall be paid for such renewal of construction land for residential property, unless exempted by laws or regulations. This clause has caused concerns among the general public, that once the original land use rights expire, additional land use right fees must be paid.

Before the promulgation of the PRC Civil Code, according to the Reply on How to Properly Deal with Several Cases of Expiry of Land Use Right for Residential Property issued by the Department of Land Resources of the State Council to the Department of Land Resources of Zhejiang Province, upon expiry of the land use right for residential property, no application of renewal is required, and no fees shall be charged by the land resources authorities at the city and county levels. This reply once was regarded as a signal that the renewal of land use rights for residential property will be free. On the contrary: now, with the promulgation of the PRC Civil Code, it seems renewal against payment of fees shall be the principle. The detailed implementing rules are still under debate. Given the uniqueness and sensitivity of private ownership over real property in China, it is expected that such legislation may take longer.

On the other hand, the provisions on non-residential construction land remain unchanged. According to the PRC Law on the Administration of Urban Real Estate, where a land use right holder needs to continue to use the piece of land upon expiry of the term of use stipulated in the land use right granting contract, the land use right holder shall apply for an extension no later than one year prior to the expiry of the term. Such an application shall be approved, unless the land needs to be requisitioned for the public interest. Where an extension of the term is approved, a new land use right granting contract shall be concluded, and a granting fee for the extended term shall be paid as required.

c) Right of Habitation

In Chapter II, Property Rights, the right of habitation has been introduced for the first time, which is a newly created usufructuary right in the PRC Civil Code. According to Articles 366 to 371 of the PRC Civil Code, persons with the right of habitation may occupy and use others' properties on the basis of a written contract or through a will to meet their needs of living and residing. The creation of such right of habitation must be registered with the competent registration authority, and such right will only take effect upon registration. Furthermore, the right of habitation shall be created free of charge, unless the parties have agreed otherwise, and given its non-profit purpose, the right of habitation is not allowed to be transferred or inherited. For the term of the habitation right, the parties concerned may come to an agreement in this regard, and the right of habitation shall be extinguished upon the expiration of the term or the death of the holder of the right of habitation.

According to the Explanation on the Draft of the PRC Civil Code made by the National People's Congress Standing Committee, the right of habitation exists for the purpose of "a stable living and dwelling need (of the right holder)". Further, according to the Explanations on Submission of the Sub-parts of the PRC Civil Code (draft) for Review made by the National People's Congress Standing Committee on 27 August 2018, the right of habitation is meant for "providing a legal safeguard for public

rental housing (available for people who cannot afford to buy an apartment nor are qualified for low-income housing) and house-for-pension programs (selling housing to the government in exchange for pension)."

4. Security Interests

a) Mortgage on Use Right of Cultivated Land

Article 399 of the PRC Civil Code lists the properties which shall not be mortgaged. Compared to Article 184 of the PRC Property Law, in the PRC Civil Code the use right of cultivated land is no longer included in the list of properties which cannot be mortgaged. In other words, the use right of cultivated land can be mortgaged after the PRC Civil Code comes into effect on 1 January 2021. This will considerably increase the marketability of cultivated land, because it enables the owners of the relevant use rights to use them as collateral for loans.

b) The Mortgagee of a Mortgage on Movables Vs. a Reasonable Buyer

According to the PRC Property Law, only for equipment, raw materials, semi-finished products, and finished products under a movables, floating mortgage, the parties concerned shall not challenge a buyer who has paid a reasonable price and obtained the mortgaged property in the ordinary course of business. However, according to Article 404 of the PRC Civil Code, such stipulation now applies to all movables under a movables mortgage. In other words, even in a fixed movables mortgage, a buyer who has paid a reasonable price in the ordinary course of business to the mortgagor can always obtain the ownership of the mortgaged assets.

In the case of a floating mortgage, the value of the mortgaged assets is always floating, and the items of the mortgaged assets are always changing during the mortgage term. The detailed list of the mortgaged assets can only be finalized before realization, e.g., insolvency event, agreed realization event, etc. This is different from a fixed movables mortgage, where the list of the mortgaged assets is confirmed at the time of the conclusion of the mortgage contract and will not automatically change during the business operation of the mortgagor.

Article 404 of the PRC Civil Code tries to find a balance between the interests of a reasonable buyer during the regular business operation and the mortgagee. This stipulation is reasonable under a floating mortgage. But under a fixed mortgage, the mortgagee gets less protection than under the current law. Thus, to protect the interests of the mortgagees in a fixed movables mortgage, the mortgagee is well advised to stipulate in the movables mortgage agreement that when the total net value of the mortgaged assets is reduced, the mortgagor is obliged to replace them by assets of equivalent value and to duly register the replacement with the competent authorities.

c) Lease Vs. Mortgage

According to Article 190 of the PRC Property Law, where a mortgaged property has been leased before a mortgage contract has entered into effect, the mortgage rights shall not impact the original leasehold relation. Where a mortgaged property is leased after the establishment of mortgage rights, the leasehold relation may not challenge the registered

mortgage rights. Article 405 of the PRC Civil Code stipulates that, where a mortgaged property has been leased and transferred for possession before the mortgage rights are established, the mortgage rights shall not impact the original leasehold relation. These two articles apply to mortgages of both movables and immovables.

The difference between Article 405 of the PRC Civil Code and Article 190 of the PRC Property Law is the timeline: "Before a mortgage contract is entered into" changed to "before the mortgage rights are established." This is a reasonable change, given that for the establishment of mortgage rights over real estate, the mere conclusion of the mortgage contract is not sufficient. Mortgage rights only come into existence upon registration.

Another difference to be noticed is that the PRC Civil Code emphasizes an additional condition for the application of this article, i.e., the mortgaged assets shall not only be leased, but possession shall also be transferred. Thus, the mere conclusion of a lease contract no longer seems to be sufficient to claim priority over mortgages, but the lease object must have actually been delivered to the tenant.

d) Transfer of Mortgaged Property during the Mortgage Term

According to Article 191 of the PRC Property Law, where a mortgagor transfers the mortgaged property during the mortgage term with the consent of the mortgagee, the money generated from the transfer shall be used for early repayment of debts to the mortgagee, or be submitted to a competent authority for safekeeping. A mortgagor may not transfer the mortgaged property during the mortgage term without the mortgagee's consent, unless the mortgage right is terminated due to the transferee's settlement of the debts on behalf of the mortgagor. This is quite different from what is stipulated in the PRC Civil Code: According to Article 406 of the PRC Civil Code, unless otherwise agreed to by the parties, the transfer of mortgaged assets does not require the consent of the mortgagee anymore, and the mortgagor is only obliged to inform the mortgagee in due course. If the mortgagee intends to get the transfer price, it shall bear the burden of proof that the transfer of the mortgaged property may damage its mortgage rights.

To protect the interests of the mortgagee, the PRC Civil Code further stipulates that the mortgage rights will not be affected after the transfer, i.e., the mortgagee is still entitled to enforce the mortgage rights over the mortgaged assets, even if they are already transferred to third parties. However, in practice, such protection may be limited. For example, if the number of the mortgaged assets is quite large and many of the assets have been transferred, this will cause difficulties for the mortgagee to enforce its mortgage rights. Further, if the transferee fails to maintain the mortgaged assets in good status and the value of the mortgaged assets is reduced, the mortgagee may not be able to hold the transferee liable for the damages and loss, since the transferee is not a party of the mortgage contract.

Thus, when concluding mortgage contracts, to protect its interests, the mortgagee shall consider whether to stipulate that the mortgagor can only transfer the mortgaged assets with the consent of the mortgagee. If not, some additional clauses shall be stipulated to protect the interests of the

mortgagee in case of transfer, e.g. the mortgagor shall be held liable for the failure of the transferee in keeping the mortgaged assets in good status.

- e) **Ranking of Creditors on the Same Mortgaged/Pledged Property**
According to Article 191 of the Judicial Interpretation of the Supreme People's Court on Certain Issues Regarding the Application of the PRC Security Law, where a legally registered mortgage and a pledge coexist on the same movable property, the mortgagee shall have priority over the pledgee for payment. The PRC Civil Code stipulates differently in this regard. According to Article 415 of the PRC Civil Code, where both a mortgage right and a pledge right are established on movable property, the payment sequence of the proceeds from the auction or sale of the property shall be determined in accordance with the time of registration and delivery. The reason for such change is that it is expected that the PRC will establish a unified movables mortgage and pledge registration system in the near future. Thus, the sequence of the mortgage and pledge rights can be easily ascertained.

Further, there is a new provision in the chapter of mortgage rights in the PRC Civil Code, i.e., Article 416. According to this article, where the claim secured by a mortgage on movable property is the purchase price of the mortgaged property and the mortgage registration formalities are completed within 10 days after the delivery of the subject matter, the mortgagee shall have priority over other holders of security interest of the purchaser of the mortgaged property in receiving payment, except for the lienholder. It is currently common practice that a borrower borrows money to purchase goods and, at the same time, mortgages the goods in favor of the lender as a security for the purchase price. This new article grants the lender a priority in receiving the proceeds from enforcement of the mortgage, so as to encourage financing in this regard.

5. Conclusion

A clear and sound property rights system is very important for the daily life of individuals and for the business operation of enterprises. It plays an important role in terms of ownership of real estate, realization of creditor's rights, and facilitation of property transactions. The amendments to the Property Rights part in the PRC Civil Code partially repeat existing laws and regulations and partially changes some specific wording of existing laws and regulations, but also introduce material changes. It remains to be seen how this part of the PRC Civil Code will be implemented and enforced in practice.

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COVID-19 Intensifies Downward Trend of Average Expected Wage Growth

Results of the 13th Labor Market and Salary Report

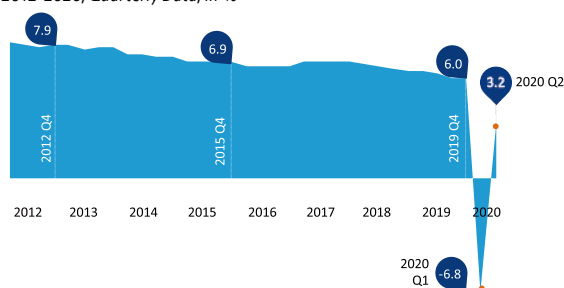
By the German Chamber of Commerce in China

Q1 2020 Shows First Negative GDP Development Since Reform and Opening Up

The COVID-19 pandemic has caused a global recession and affected jobs and social welfare worldwide. The Chinese economy suffered a substantial hit, reporting a gross domestic product (GDP) decline of 6.8 percent year-on-year (YoY) for the first quarter of 2020. Since China's policy of reform and opening up, this is the first negative GDP development recorded. The economic growth of 3.2 percent of the second quarter of 2020 hints toward a gradual recovery of the economy.

GDP Growth China

2012-2020, Quarterly Data, in %

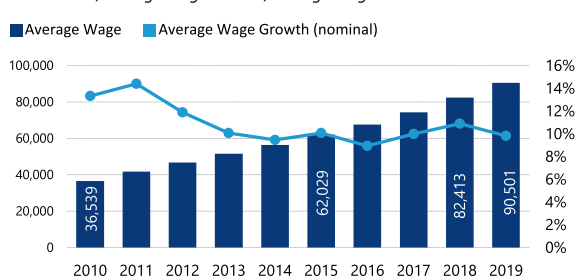


Source: National Bureau of Statistics China (NBS). Preliminary accounting results for 2020.

China's annual average wage increased from RMB 82,413 in 2018 to RMB 90,501 in 2019, showing an average nominal wage growth of 9.8 percent. Consistent with the GDP growth rate, the average wage growth faces a downward trend.

Average Wage and Wage Growth

2010 - 2019, Average Wage in RMB, Average Wage Growth in %



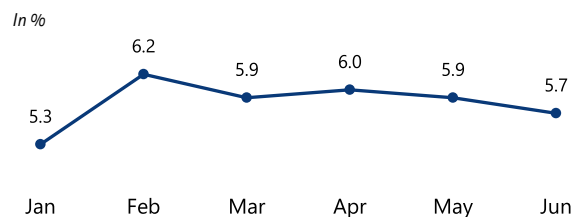
Source: NBS. Annual wages based on 12 months; all wages are pre-tax.

COVID-19 Pandemic Impacts the Chinese Labor Market

Along with the ongoing challenges of an aging population, shrinking labor force, and, thus, an increasingly challenging worker-to-pensioner ratio, the Chinese labor market faces severe disruptions as a result of the pandemic. Rising unemployment and, at the initial phase of the outbreak, labor dislocation, brought about further instability to the labor market.

The official surveyed urban unemployment rate, released by the National Bureau of Statistics China (NBS), increased significantly in February 2020 to 6.2 percent (from 5.3 percent in January). With the easing of domestic travel restrictions and the resumption of business activities, the urban unemployment rate fell to 5.9 percent in March. During that time, 76 million workers (around 17 percent of the urban workforce) were employed but could not resume work. The surveyed urban unemployment rate increased to 6 percent in April 2020. In June, an urban unemployment rate of 5.7 percent was reported, continuing to put pressure on the Chinese labor market.

Urban Unemployment Rate 2020



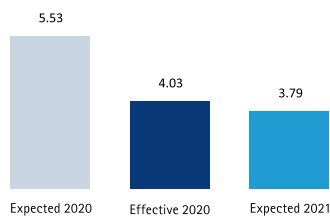
Source: NBS.

Hiring Freezes and Government Support: The Effects of COVID-19 on German Companies

Wages in China have been affected by the COVID-19 pandemic, and HR measures had to be taken to mitigate the impact of the pandemic on business activities. The effective wage growth of German companies in China in 2020 averages 4.03 percent, 1.50 percentage points (p.p.) below the projected 5.53 percent for 2020. Two-third of the German companies report that the pandemic has a medium to high impact on the actual salary growth for 2020.

Expected & Effective Wage Increases in China

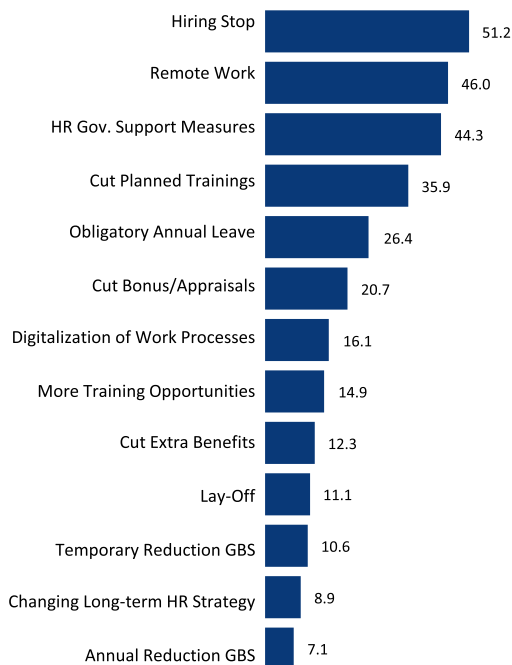
2020-2021, in %



To mitigate the impact of COVID-19, German companies have taken considerable measures: Over half of the respondents reported hiring freezes, 46 percent introduced alternative work arrangements, such as remote work, and 44.3 percent reported using HR government support measures. Some companies report layoffs of personnel (11.1 percent) or reduced salaries, either temporarily (10.6 percent) or permanently (7.1 percent).

Measures Taken Due to COVID-19

Measures Taken by German Companies, in %



Sample: 576 companies. Multiple answers allowed per contributor. "Cut extra benefits" may include the following: supplementary health insurance, life insurance, overtime, children allowances, meal and transportation allowances, supplementary housing funds, retention bonuses. GBS: Gross Base Salary.

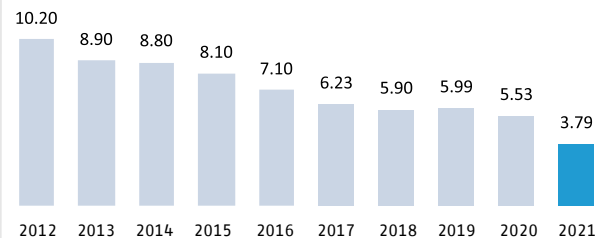
Downward Trend of the Average Expected Wage Growth Intensified Amid COVID-19

The expected salary growth for 2021 among German companies in China averages 3.79 percent – a 1.74 p.p. decrease from 2020 expectations. The expected salary growth for 2021, as well as the effective salary growth for 2020, remain below the respective projections for 2020 across all regions in China. However, in certain regions and cities (Taicang and Kunshan, and Pearl River Delta regions apart from Guangzhou and Shenzhen), the outlook for next year seems more favorable, with salary growth projections for 2021 that are above the reported effective wage growth rates for 2020.

The expected wage developments by industry are aligned with the overall trend in China, with expected salary growth for 2021

Expected Wage Growth Development at German Companies in China

2012-2021, Nominal Growth, in %



In each edition, the expected wage growth is the average of all the individual positions' expected wage growth collected in the survey. In 2020, with a total of 576 companies and 39 different roles, the number of observations collected amounted to 7,307.

below the projected salary growth for 2020 across all industries. Consulting / Legal Services and Medical Supplies are the industries with the highest expected salary growth rates for 2021: 5.25 percent and 4.94 percent, respectively. Logistics (2.67 percent), Consumer Goods (2.76 percent), Automotive (3.50 percent), and Electronics (3.64 percent) project the most moderate wage increases for 2021.

Recruiting Qualified Staff and Rising Labor Costs Continue to Challenge Companies

Aside from the impact of COVID-19 on business, recruiting qualified personnel, rising labor costs, and retaining qualified staff are considered the top HR challenges impacting business operations, similar to previous years. However, these challenges are losing some of their prominence. Recruiting qualified staff is seen as having a high impact on business operations by 27.4 percent of the survey participants, 7.4 p.p. below 2019's results. Almost one-third (31.8 percent) of the contributors see rising labor costs as having a high impact – 7.1 p.p. lower than last year. Retention of qualified staff has a high impact on business operations for 21.0 percent of 2020's contributors, 9.6 p.p. lower than in 2019.



The German Chamber of Commerce in China conducted the online survey among its member companies in partnership with Direct HR Group between 6 June and 17 July 2020. With 576 contributions, the Labor Market and Salary Report 2020 | 2021, 13th Edition, was released for members on 7 September 2020. The shortened version of the report is available under the Economic Data & Survey section at www.china.ahk.de

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ADAPTING TO A NEW COVID-19 REALITY: ACTION POINTS FOR GERMAN BUSINESS AND THE CHINESE GOVERNMENT

ADVOCACY PAPER & PRACTICAL GUIDE

Adapting to a New COVID-19 Reality:

The German Chamber's Advocacy Paper and 3rd Flash Survey Results Point to Challenges Ahead

By the German Chamber of Commerce in China

The German Chamber of Commerce in China launched its Advocacy Paper on 29 July 2020 presenting recommendations to Chinese policymakers and practical advice for business leaders on how to adapt to a new COVID-19 reality. The paper's findings are based on the input of more than 70 German business leaders in China, as well as on extensive data collected in various surveys since the end of last year. The latest data set on COVID-19's future impact on German businesses was collected in June and released together with the Advocacy Paper.

The results of the latest June poll show that German business in China is on track to recovery. However, hopes raised earlier this year that summer 2020 will be the tipping point for companies to resume economic normalcy, have not yet materialized. "The return of business to pre-crisis levels is likely to be postponed until next year," said Ulf Reinhardt, Chairman of the Board of the German Chamber of Commerce in China | South & Southwest China. While nearly three-quarters of the surveyed German companies operating in China saw a recovery in production capabilities, uncertainty remains particularly high, especially regarding demand and sales, that haven't fully picked-up. "More than every second German company surveyed in China expects a double-digit drop in sales in 2020 – a worrying figure," adds Reinhardt. International travel restrictions and cash flow shortages add up to be the top three challenges for those surveyed, according to the latest data provided by the German Chamber of Commerce in China.

"Now more than ever, it is important to look into the future and to deliver guidance to all market players," said Yasmine

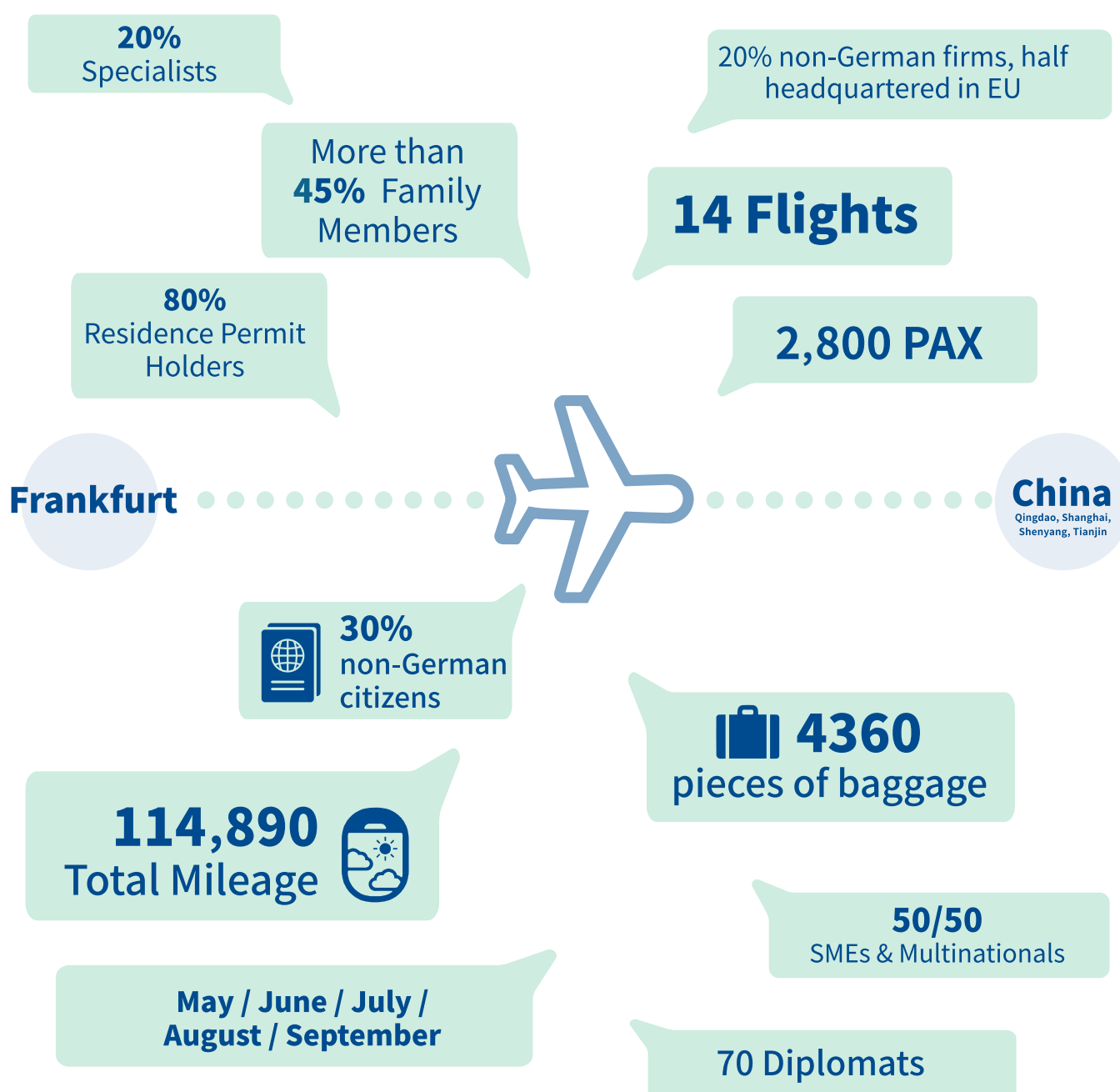
Riechers, Vice Chairwoman of the Board of the German Chamber of Commerce in China | North China. To better advise and represent German businesses operating in China during these challenging times, the German Chamber launched its Advocacy Paper, covering six cross-sectoral pressing issues identified by member companies. "COVID-19 is posing new challenges to German companies doing business in China, and at the same time accelerating trends that have been on the advocacy agenda before, such as investment conditions, internet access, and access to local financing. Business leaders are also concerned about decoupling tendencies and their possible implications on supply chains and research & development," continued Riechers.

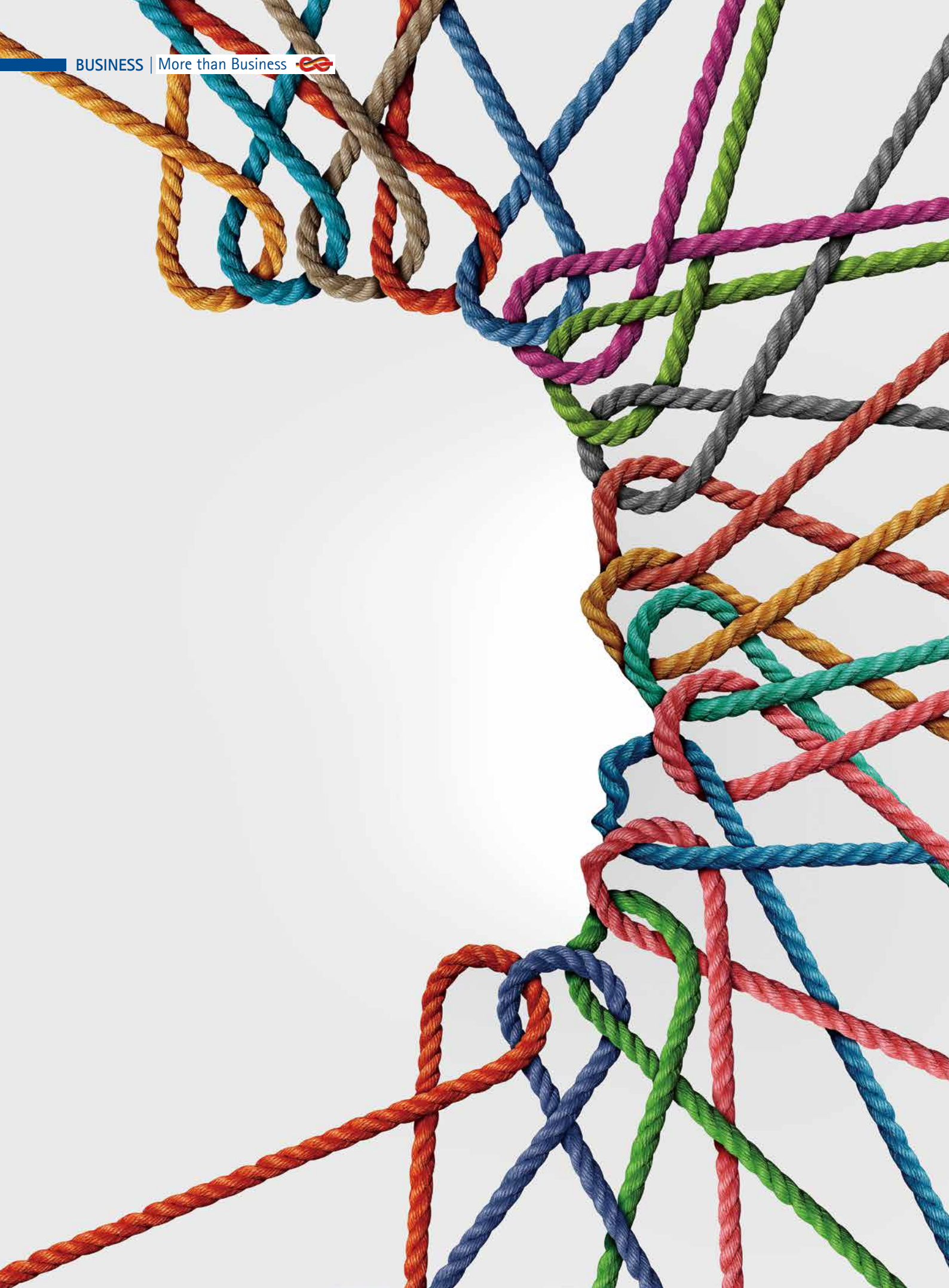
The Advocacy Paper outlines possible measures and operational adjustments in order to respond effectively to these issues. It summarizes key recommendations to Chinese policymakers as well as practical advice from business leaders to their peers. "As the second-largest economy in the world, tightly interlinked with international supply chains, China holds a key role in leading the way back to global economic strength after COVID-19. However, in times of crisis, companies in China are looking for improved planning security for effective corporate decision making in terms of investment frameworks and policy-making processes. The surveys and interviews with our members revealed once more: German companies are generally committed to the Chinese market," said Clas Neumann, Chairman of the Board of the German Chamber of Commerce in China | Shanghai.

Missions accomplished: AHK Charter Flights 2020



We sincerely thank all our partners,
the German Diplomatic Missions in China,
Lufthansa Group and the Chinese authorities for
making true what was once a wild idea!





Why Diversity Matters

A glance at diversity in Germany and China, and why a stronger link between diversity and business performance deserves greater focus



Johanna Stepan
Chief Strategy Officer at StarRides

In the course of StarRides' development, diversity has proven to be one of the most critical factors for success. First, the diverse ideas that come from having two joint venture partners, the China-based Geely Group and the German Daimler AG. When combined, the partnership proved to be advantageous when entering the premium ride-hailing market. Secondly, StarRides strives to foster diversity within the company.

However, the diverse nature that comes with a German-Chinese joint venture does not necessarily represent inclusion in German or Chinese companies. How can businesses use diversity to gain a competitive advantage and drive business performance?

Why the Current Discussion in Germany on Diversity Needs to Shift From Gender Equality to Business Performance

Discussion about diversity in Germany tends to center around gender equality in the workplace. Looking at the progress made in recent years, it is only reasonable that this topic is still at the very

top of the business and political agenda. The automotive industry in Germany provides a prominent example, with board rooms still being largely dominated by men. A recent study by Eurostat reveals that the percentage of women in management positions in the automotive industry in Germany is only 17% - low figures compared to the European average of above 30%.

Like many countries worldwide, Germany has a long way to go to achieve gender diversity in the workplace. The new initiative Stay on Board, for example, asks to bring change to board rooms by amending the current Stock Corporation Act (AktG) in Germany. According to the act, board members or supervisory board members are forced to resign their mandates when going on maternity or family leave. The initiative aims to open the door for more women in boards of large organizations, while maintaining a much-needed work-life balance.

The topic of diversity in Germany is, therefore, still treated primarily as a gender issue. Shifting the focus of the conversation to discuss the actual business benefit of promoting diversity, however, is expected to lead to a higher acceptance of the topic. That will,

in turn, lead to the desired result – a more diverse workforce and board room. Research suggests that diverse teams are more creative, making better decisions as different perspectives become part of the decision-making process. From my personal experience of working in the automotive industry for many years, having at least one woman in the board room makes the board operations more effective. In order to come to a rational decision, the board needs not only a diverse input, but also requires one person that efficiently channels these various voices toward a result. This characteristic is more associated with women than with men.

But research also points out that diversity has many more dimensions than gender, showing that Germany is only at the very beginning of making use of diversity's full potential.

Diversity in China, and Why Being a Woman in a Leadership Position is a Common Occurrence

In many Chinese companies of all sizes and across all industries, women often represent half of the workforce and leadership positions. Among others, the fact that women go back to work only several months after giving birth supports this trend. In China, either the woman's parents or her parents-in-law usually move in to take care of the household and the child. This gives both parents the opportunity to fully focus on their professional careers. In cases where parents cannot move in with their children and their grandchild, the grandchild often moves in with the grandparents, with the parents coming to visit for a day on a weekly or bi-weekly basis.

While Germany has a long way to go before women occupy half of the board positions, China's example shows the importance of childcare in order to achieve this goal.

Overall, in wholly-owned Chinese companies, diversity discussions in the business context are practically non-existent. However, this is not the case for German companies in China: The local entities are often impacted by the diversity discussions taking place in the headquarters in Germany. But while the focus in Germany is on gender diversity, German companies in China currently focus on promoting local talents and achieving a leadership team that consists of foreign and Chinese members equally. Today, leadership positions in large Sino-German organizations are still primarily occupied by foreigners. However, for an even better understanding of customer demands or business practices in China, companies need more local top executives, which will surely lead German companies in China to better business performances.

Why Diversity Matters

Today, it is no longer controversial that diversity boosts business performance. One reason for this is that, compared to a homogeneous workforce, diversity of ideas and points of view leads to more creativity and innovation. Innovation happens when patterns are questioned and looked at from a different angle. Diversity creates these angles. Furthermore, diversity allows companies to better understand their consumers: A commonly held argument is that only a diverse staff can design and sell products or services to a diverse group of consumers.

While it is not difficult to agree to the above, it seems to be incredibly hard to create diverse teams or boards. One reason is that, simply put, diversity can be exhausting. It is easier to have discussions with like-minded people, whereas the more diverse opinions, ideas and input you receive, the more heated and often longer the discussion can get. However, while a similar mindset might lead to quick results and ease decision making, it clearly promotes stagnancy over innovation and growth.

The fact that diversity can be exhausting is, however, only one reason for the slow progression in Germany. As previously mentioned, another reason is that the ongoing discussions focus too little on diversity's positive business impact, and too much on gender equality. Only when the focus will shift once again to diversity and its business performance benefits will the topic be more accepted by both female and male professionals, leading to more diverse workforces and board rooms.

Johanna Stepan is the Chief Strategy Officer (CSO) at the newly set-up Daimler and Geely Joint Venture, StarRides Technology, in Hangzhou. During her studies of International Business at the renowned Tongji University in Shanghai, Johanna learned to speak Chinese fluently and developed a special interest in the country. After working at Daimler for seven years in various strategic and operational positions in Germany, Singapore, and the US, she moved back to China and took over a leading role in setting up StarRides, the first Joint Venture between Daimler and Geely. StarRides is using technology to revolutionize the premium mobility services industry in China and is available in all major cities in China.



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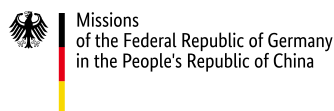


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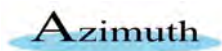


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Strategic Realignment of the AHK Offices in China

Dual Leadership as a Strong Answer to a Changing Environment



The offices of the German Chamber of Commerce in China (AHK) will be going through a realignment process. Under the dual leadership of Jens Hildebrandt, Beijing, and Maximilian Butek, Shanghai, the Chamber will become an even stronger partner to its members, customers, and stakeholders. The task ahead is to support German companies in China, especially in these times of crisis, to resume economic success as soon as possible by being a strong voice and providing a vast range of tailored services. Bundling the advocacy work at the national level, coordinated by Jens Hildebrandt, will allow us to act in an even more focused manner. Maximilian Butek will take over the management of the China-wide service business.

Jens Hildebrandt has been working for the Association of German Chambers of Industry and Commerce (DIHK) in China since 2016 – first in Guangzhou, then in Beijing. He is a profound expert on the country, its economy, and the political arena in Beijing. Maximilian Butek has worked in the AHK network for years as a successful service provider. He worked in Asia, Africa, and Europe, and since 2018 in China – focusing on the customers' needs, sometimes during challenging times. Most recently, he headed the AHK office

in Guangzhou. The fact that he is relocating again, this time to Shanghai, shows how passionate he is about the new task.

"We are grateful to have the full commitment of Jens Hildebrandt and Maximilian Butek to advance the further development of our activities in China, together with the companies and employees on-site," emphasizes Martin Wansleben, CEO of DIHK.

"We are also delighted," continued Wansleben, "that the board members in Beijing, Guangzhou and Shanghai are supporting the realignment of our operations. The key to success for our work in China is the close cooperation between the local business representatives and the specialists of the AHK network!"

At the same time, Clas Neumann, Chairman of the Board of Directors of the German Chamber of Commerce in China | Shanghai, and Martin Wansleben sincerely thank Simone Pohl for her achievements since 2015. "As the Delegate of German Industry and Commerce, Simone Pohl has been our valued representative and the driving force of our network over the years. We very much regret to see her leave Shanghai after more than five years. She did a sensational job," emphasizes Neumann.

German Industry & Commerce
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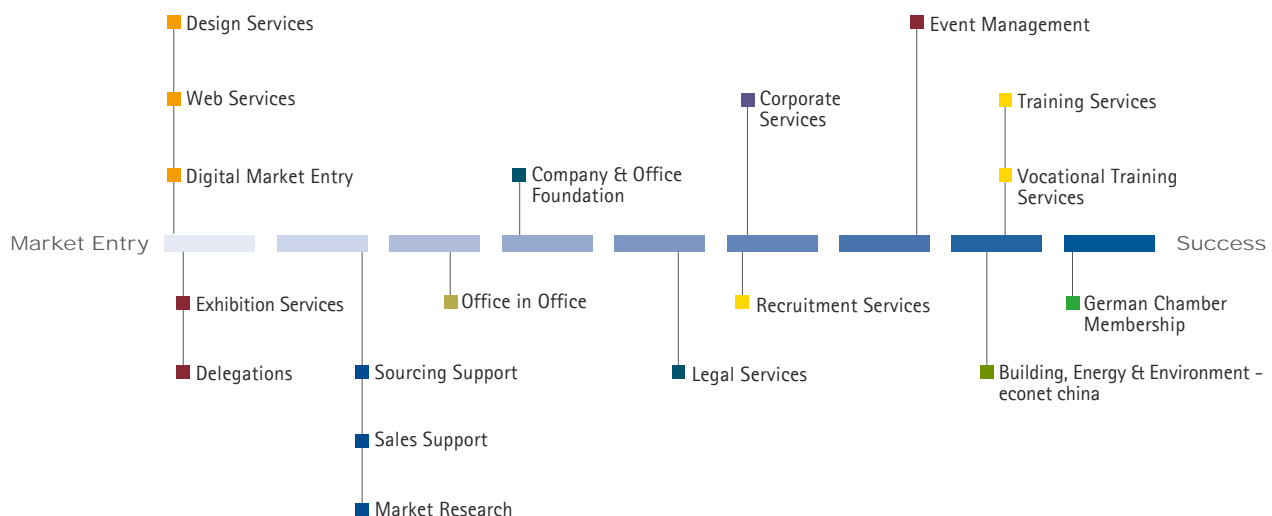
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19 October 2020
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The Asia-Pacific Conference of German Business (APK) is the flagship event for business leaders, executives, and political representatives to discuss and promote economic relations between Germany and the Asia-Pacific.

Despite the Covid-19 pandemic, the Asia-Pacific-Committee of German Business (APA) upholds the tradition of organizing the APK every second year, albeit in digital form for the first time.

The APK year 2020 presents discussants and audiences with exceptionally challenging topics such as the future of global value chains, the acceleration of digitalization due to the pandemic and the challenges of decoupling.

To continue the dialogue - that goes back to 1986 - we invite you to this year's first digital APK on 19 October 2020 on apk-digital.com.

GENERAL INFORMATION

Date	19 October 2020 10:00 to 13:00 (CEST)
Location (online)	apk-digital.com
Goal	Discuss and promote the economic relations between Germany and the Asia-Pacific
Organizer	Asia-Pacific Committee of German Business (APA)
Host	Chairman of the Asia-Pacific Committee of German Business (APA)
Secure your ticket	Early Bird Ticket (until 25.09.2020) at €159.00 net Standard Ticket (from 26.09.2020) at €199.00 net



ALL DIGITAL HIGH LEVEL EVENT

Please see all program details and attending high level experts online at: apk-digital.com



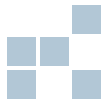
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APK DIGITAL



Selection

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PETER
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JOE
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TMF Group Enters Into a Strategic Cooperation With Suzhou Industrial Park

A ceremony was held on 12 June at Suzhou Industrial Park (SIP) to mark the launch of a strategic cooperative initiative, connecting local authorities and several partners. The new initiative aims to promote investment in SIP and help SIP-based businesses to go global.

TMF Group is honored to be the only corporate services firm invited to partake in this initiative together with the 'Big 4' accounting firms, the 'Big 5' real estate firms, various chambers of commerce, industrial associations, and foreign-funded financial institutions.

Thun Lee, Market Head China, said: "TMF

Group and SIP will make every effort to create synergy by leveraging the strengths of both parties, integrating our resources, as well as closely collaborating to achieve sustainable mutual benefit for all ecosystem partners, and most importantly, with investors and companies that chose the SIP as part of their strategy."

New United Family Clinic Opens in the Asian Financial Center



Beijing United Family Hospital is expanding its network: The new United Family Tianchen Clinic, located in the Asian Financial Center

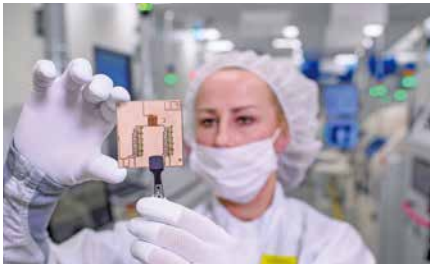
building, officially opened on 1 June 2020. It provides general outpatient services and essential health screening (physical examination) services for employees of the Asian Infrastructure Investment Bank.

The hospital network now consists of three hospitals and nine clinics, located in Shunyi, Chaoyang, Haidian, and Xicheng districts, and provides comprehensive healthcare services across Beijing. United Family Satellite Clinics work hand-in-hand with Beijing United Family Hospital, Beijing United Family Rehabilitation Hospital, and United Family New Hope Oncology Center to form a comprehensive medical service network in Beijing and provide valuable service from birth to old age.

Vitesco Technologies and ROHM Cooperate on Silicon Carbide Power Solutions

In June 2020, the powertrain business area of Continental, Vitesco Technologies, a leading supplier in the field of vehicle electrifica-





tion, and ROHM Semiconductor, a leading company in SiC power semiconductors, signed a development partnership. Vitesco Technologies will use SiC components to further increase the efficiency of its power electronics for electric vehicles (EV). SiC semiconductors efficiently use the electric energy stored in a vehicle battery, which results in a longer range of EV or a reduction of battery costs without impacting the range.

Fehrer Shenyang to Enhance "Green Concept" in Factory

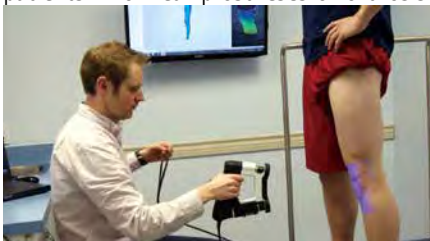


Since Fehrer entered the Chinese market in 2011, and in response to the increased awareness for environmental protection in China, the factory improved significantly by reducing waste, focusing on hazardous chemical waste, and installing activated carbon filters to clean the exhausted air.

Furthermore, Fehrer is working on raising employee awareness about environmental protection. One key element is the 'Green Garden Initiative,' under which employees planted vegetables and fruits in the factory's surroundings. The initiative was well accepted, and employees got to use the vegetables for their home cooking.

Digital Scanning Tech Influences Prostheses and Orthosis (P&O) Industry in North China

A suited socket is a crucial precondition for patients who wear prostheses or orthosis.



As 3D technology becomes more dominant in our daily life, it is now applied to the P&O industry to improve the accuracy and efficiency of casting procedures.

Ottobock China cooperated with a customer from Inner-Mongolia and used an edge cutting 3D Handy Scanner to help P&O technicians create casts for people suffering from physical disabilities in China. With this technology, they can scan and gather reliable and comprehensive data from patients, which is fundamental for the procedure. This technology allows the company to gather and create casts without the patient's physical presence, making it particularly important during the pandemic.

Ottobock China is keen to cooperate with customers china-wide to expand digital applications in the P&O industry.

2020 BrandZ Top 100 Names SAP Among Most Valuable Global Brands



The 2020 BrandZ Top 100 Most Valuable Global Brands report was recently released, and SAP is ranked as the 17th most valuable brand in the world and number 1 in Continental Europe for the fourth year in a row. The brand value of SAP has grown by nearly 50% since 2016.

This year, SAP hosted SAP SAPHIRE NOW to better communicate with its customers. As it is becoming clear that digital transformation is vital, SAP wants to provide its customers with fitting solutions based on their industries.

Koehler Pharmaceuticals (Beijing) Sets Up New Joint Venture



In order to provide better, faster and more attentive services to hospitals and clinicians, Dr. Franz Koehler Chemie GmbH Germany has set up a Joint Venture Company together with the Melchers Group and Cicel in Beijing.

The new company will manage and operate the business of CUSTODIOL® for cardiac and transplant surgery in the Chinese market. Furthermore, Koehler Pharmaceuticals (Beijing) Ltd. will conduct further research on myocardial protection and organ preservation, together with clinical experts in China.

DMG MORI Launches New Online Club



On 15 May 2020, DMG MORI Club held a 'launch ceremony' on WeChat. DMG MORI Club was created by machine tool manufacturer DMG MORI, together with 10 partners. The Club was designed to build a professional information-sharing and communication platform online for the industry, providing innovative and valuable services.

The successful launch of DMG MORI Club on WeChat shows the efforts and teamwork put forth by employees in manufacturing industries during these unprecedented times. DMG MORI is convinced that DMG MORI WeChat Club will attract more companies and members to work together and promote healthy and fast development for Chinese manufacturers.

Siemens and Baosteel Explore New Path to Intelligent Manufacturing Together by Upgrading Digital Services



Siemens and Baoshan Iron & Steel Co., Ltd. (Baosteel Co., Ltd.) signed the Integrated Spare Parts & Service Strategic Framework Agreement on 3 June. The companies aim to establish a sustainable strategic partnership for comprehensive services, expanding the scope of cooperation from products and solutions to a wider range of areas such as digital consulting, big data analysis, intel-

ligent maintenance and personnel training. Siemens will provide Baosteel Co., Ltd. with all-round support, from spare parts supply to digital services, to ensure the business continuity of Baosteel with a brand-new service model and enhance its 'smart manufacturing' capability. As a further deepening of the Spare Parts Framework Agreement signed by both parties in 2015, this cooperation will serve as another cooperation model in exploring the path toward the digital transformation of Chinese steel companies.

Mubea China Receives GM Supplier Quality Excellence Award for 2019



Mubea China's Shenyang plant was awarded the 'GM 2019 Supplier Quality Excellence Award' by General Motors Global Supplier Quality and Development Organization. This is the second time Mubea China Shenyang receives this award as a recognition for its quality performance throughout the year. To qualify for the award, suppliers have to meet a set of quality performance criteria and achieve the cross-functional support of the entire GM organization.

T-Systems Partners With Chinese EV Companies

T-Systems, a subsidiary of Deutsche Telekom, partnered with Electric Vehicles companies in China to promote growth in the European market along with the Belt and Road Initiative.

Following the signing of contracts in April and June 2020, T-Systems will offer its professional expertise in IoT, cutting-edge technology, and broad ecosystem of the automotive industry to support two local Chinese



automotive OEMs in their European sales and expansion plans.

With this contract as a foundation, Deutsche Telekom wishes to assist more and more Chinese OEMs/MNC in getting into, and growing in, the European market, leveraging Deutsche Telekom's agile setup in China and market/industry coverage in Europe/Germany.

HARTING Showcases Product at Electronica China 2020



Between 3–5 July 2020, HARTING China exhibited at Electronica China 2020 in the National Exhibition and Convention Center in Shanghai. HARTING brought its core product, which is widely used in the fields of industrial electronics, mechanical engineering, and communications, and showed innovative connectivity solutions tailored for Industrial IoT. During the fair, product experts from HARTING gave visitors detailed introductions and explanations.

As a global provider of industrial connection technology, HARTING has been operating in the Chinese market for over 30 years, dedicating itself to innovation and providing connectivity products and solutions.

Siemens Joins Hands With BJEV to Build Intelligent Manufacturing Base



Siemens and Beijing Electric Vehicle Co., Ltd. (BJEV) signed a cooperation framework agreement on 9 July. Based on Siemens' innovative Digital Enterprise portfolios and digitalization standards for the automotive industry, the two parties will jointly build BJEV's high-end intelligent manufacturing

base in China. The base will cover welding, coating, and assembling, together with an innovation studio, to enhance and drive the digitalization of China's automobile industry. Siemens will provide Digital Twin technology to BJEV and build digital twin for production lines, sharing its digitalization standards for the automobile industry and fully supporting BJEV in building a digital factory standard system. Siemens thus hopes to help BJEV become a digital enterprise covering the full value chain of the business ecosystem.

Roland Berger Elects Denis Depoux for Board of Managing Directors



On 27 March, the approximately 250 Roland Berger Partners from 35 countries elected a new management and supervisory board at the first virtual Partner Meeting in the company's history.

Denis Depoux, Global Managing Director of Greater China, was elected to join Roland Berger's Board of Management Directors, steering Roland Berger's global affairs with two colleagues in the Board of Managing Directors.

In light of the COVID-19 pandemic, the partners also agreed on a comprehensive consulting package to support clients during the current crisis. The focus lies predominantly on the question of how to reactivate economic performance in a controlled way.

CPC Consulting and TÜV Rheinland Offer Certification in Change Management

CPC Consulting (Beijing) Co., Ltd. and TÜV Rheinland (Shanghai) Co., Ltd. are responding to the demands of current times and offer an online and offline certified qualification in Change Management. The certi-



cate is designed for cross-industry project leads, employees, and managers in charge of transformation projects within their organizations, as well as HR professionals. Certified Associate in Change Management with TÜV Rheinland Certified Qualification answers to the international, top-level quality standards built on the competency of the hidden champion for Change Management. The preparation course gives an overview of Change Management, as well as theory enhancing Change Management competency and know-how. The course and certification enable professionals to conduct Change Management projects of any caliber.

'Nature' Reports Robotic Technology Developed by Agile Robots

On 25 June 2020, the international weekly journal of science 'Nature' published an article on the robotic technologies developed by Agile Robots AG.

These new technologies support precisely-controlled torque and position to ensure necessary safety in surgical use. With these technologies, the new generation of robots will be able to track patients' body movements, avoid collision, learn and adjust to unknown environments, recognize objects

and react immediately and appropriately. Technological advancements in force-control systems are pushing the boundaries in robotics, enabling robots to play an increasingly important role in a variety of industries.



New Members – North China

For full contact information and company profiles of our new and existing members, please visit www.german-company-directory.com

Mr. Weixin Song
General Manager
Barnova (Jinan) Energy Technology Co., Ltd.
www.barnova.com

Mr. Yuekai Zhao
CSO & CFO
Beijing Agile Robots Technology Co., Ltd.
www.agile-robots.com

Mr. Thomas Palme
Managing Director & Partner
Boston Consulting Group
www.bcg.com

Mr. Ignasi Claret
COO
FICOSA International (Shenyang) Co., Ltd.
www.ficosa.com

Mr. Tsutomu Hanafusa
General Manager
INABATA INDUSTRY & TRADE (DALIAN F.T.Z.) CO., LTD.
www.inabata.co.jp/english

Mr. Tony Quan
Government Relations Director
Nokia Solutions and Networks System Technology (Beijing) Co. Ltd.
www.nokia.com

Mr. Ashwin Pillay
Senior Digital Executive
Redfern Digital (Shanghai) Limited
www.redferndigital.cn

Ms. Diane Chen
General Manager and Member of the Board
Shenyang New World EXPO
www.shenyangnwexpo.com

Ms. Ying Li
HR Manager
Voith Paper (China) Co. Ltd. Liaoyang Branch
www.voith.com

Mr. Tarik Aslan
Private Member

Mr. Reto Borer
Private Member

Ms. Elisabeth Eder
Private Member

Mr. Leonhard Glas
Private Member

Mr. Carsten Kausch
Private Member

Mr. Michael Koethner
Private Member

Mr. Max Leber
Private Member

Ms. Binke Lenhardt
Private Member

Ms. Christine Miles
Private Member

Mr. Peter Schwarz
Private Member

Mr. Dakun Wu
Private Member

[Webinar | Tianjin]

EV Road Trip | 3 Countries, 3 Cars, 3000 Miles
7 May 2020

[Technical Webinar Series]

Inventory Management - How to Save Costs and Maximize your Profit 库存管理
9 May 2020

[Online Leadership Course]

How to Redefine and Build a High-Performance Team After a Crisis
11 May to 2 June 2020

[Members Only | Webinar]

Emerging HR Trends & Challenges in Post-Epidemic Era 后疫情时代企业人力资源管理的新趋势和新挑战
15 May 2020

[Webinar]

Understanding Key Challenges in HR Compliance: Payroll & Benefit 人力资源管理合规挑战
20 May 2020

[Webinar]

Effective Learning Through Mind Mapping 思维导图高效学习
22 May 2020

[Members Only]

Election of the Board of Directors and Online Conference
27 May 2020

[Shenyang]

Kammerstammtisch (Regulars' Table)
27 May 2020

[Technical Webinar Series]

LEAN Order Fulfillment - Steering Your Organization Towards the Value Stream 精益订单管理
29 May 2020

[Webinar]

How to Handle Labor Disputes In China - Practical Guidance For German Companies 如何处理国内劳动争议 - 对德企的实践指导
4 June 2020

[Webinar]

Adapt and Implement Chinas New Data Protection and Cybersecurity Regulation to Your Business
4 June 2020

Excursion Automotive: Digital Factory @ Volkswagen ATD New Plant - From Concept to Implementation



On 19 June 2020, the Shenyang colleagues of the German Chamber of Commerce in China | North China organized an exclusive 'Automotive Excursion' to the new plant extension of Volkswagen Automatic Transmission (Dalian) Co., Ltd. (VWATD). The event centered around the subject "Digital Factory - From Concept to Implementation."

Deputy General Manager Technical at Volkswagen Automatic Transmission Dalian, Ms. Ursula Schulte, took the opportunity to introduce the "DQ200 Level V Project" - the latest expansion of VWATD, built in 2019 with an annual capacity of 300,000 Dual-Clutch Automatic Transmissions. The following presentation by Mr. Yun Zang, Head of Digitalization & Measurement Engineering at VWATD, included an overview of the application roadmap and an introduction to the main digital technologies applied in production, as well as the most important Volkswagen sustainability standards.

During the guided plant tour, internal experts from VWATD presented various digitalization highlights in specific areas of the plant. Participants got a chance to witness the integration of smart technologies, sensors, and intelligent tooling solutions intended to monitor the production equipment by using real-time data in order to run and maintain the manufacturing processes more efficiently.

The excursion ended with an online presentation by Mr. Xinyu Su, Digitalization Head at Siemens China Ltd., regarding digitalization concepts for mechanical manufacturing industry. Mr. Su then opened the floor to a lively discussion with the participants, who shared their views on the new requirements for manufacturing companies to further qualify digitalization experts and invest in IT infrastructure.



[Webinar]

Navigating China's NEV Industry: Expert Perspectives on Market Developments
12 June 2020

[Shenyang]

Technical Workshop – A3 Practical Problem Solving 实践性问题解决方法
16 June 2020

[Webinar]

CEO Breakfast Talk – Disrupt Your Business Digitally
17 June 2020

[Dalian]

Kammerstammtisch (Regulars' Table)
18 June 2020

[Members Only | Dalian]

Excursion Automotive: Digital Factory @ Volkswagen ATD New Plant – From Concept To Implementation
19 June 2020

[Shenyang]

Kammerstammtisch (Regulars' Table)
24 June 2020

[Technical Webinar Series]

LEAN Production Principles | 精益生产基础
7 July 2020

[Members Only | Online Training]

2020 LEAN Production Online Series 精益生产在线培训系列
7 July – 28 August 2020

[Members Only | Shenyang]

Automotive Roundtable @ OTTO FUCHS Technology – Notfallvorsorge & Gefahrenabwehr
9 July 2020

[Beijing]

HR Roundtable – Employee Wellbeing: How to Strengthen Mental Health at Work for Resilience and Productivity
9 July 2020

[Webinar]

What are the Performance Management Systems and Tools to Drive Engagement and Productivity in Teams?
23 July 2020

[Event Series | Tianjin]

Career Path – Strategic Leadership
28 July 2020

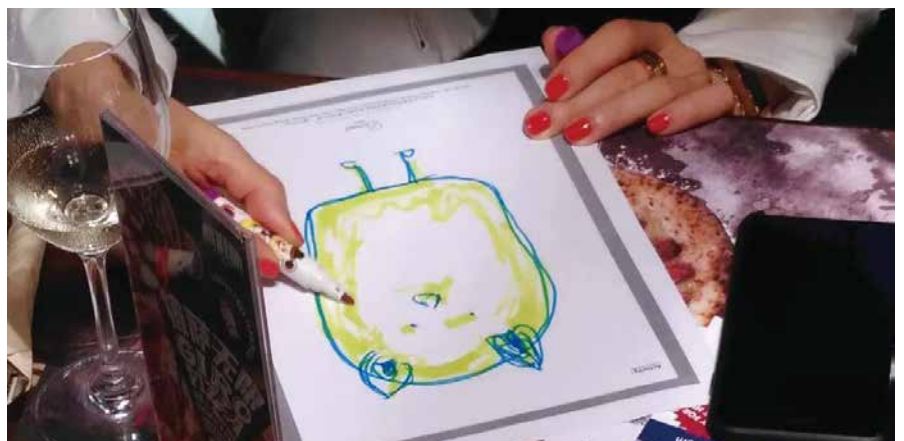
HR Roundtable - Employee Wellbeing: How to Strengthen Mental Health at Work for Resilience and Productivity



On 9 July 2020, The German Chamber of Commerce in China | North China hosted the first Human Resources (HR) Roundtable of the year, with guest speaker Enoch Li, Managing Director of Bearapy, an organizational consultancy and training company that focuses on building mentally healthy workplaces. Due to the importance of this topic, we were encouraged to see HR professionals and business leaders with managerial responsibilities among the 20 participants. But why even bother with mental wellness at work? The most common argument is economic: companies lose trillions of dollars every year due to various mental health issues of employees. These losses include absenteeism due to mental and mentally-related physical illnesses, lower productivity at work due to mental illnesses, related medical insurance costs, employee turnover and retention, and more. A World Economic Forum study shows that

every USD1 investment into mental health in the workplace yields USD4 in return. In addition to the economic argument, it is easy to understand that every organization is made up of individuals – and when individuals feel purposeful and healthy, they naturally love their work, perform better and deliver better customer experience. Employees' wellbeing is also crucial for their resilience in the face of new and unfamiliar challenges – such as the current pandemic.

To conclude, one of HR's most important roles is to safeguard the wellbeing of the employees. That is especially true during challenging times, where uncertainty and stress might trigger mental illnesses among employees. During the HR Roundtable, we discussed questions and situations regarding mental wellness that touch on HR and managers' everyday lives.



[Changchun]

Leadership Workshop - Thinking Like a
CEO 像CEO一样思考 -业务敏锐度提升
29 July 2020

[Webinar]

China Economic Update by the World Bank
31 July 2020

[Webinar]

Virtual Tour @ Siemens China
Digitalization Experience Center
31 July 2020

Automotive Roundtable "Crisis Management & Emergency Response" at OTTO FUCHS Technology Shenyang

On 9 July, the German Chamber of Commerce in China | North China in Shenyang organized an automotive roundtable event on the topic of "Crisis Management & Emergency Response" at the OTTO FUCHS Technology (OFTS) plant in Shenyang. Mr. Matthias Scheurich, General Manager of OFTS, welcomed the guests and introduced the company and its initiatives. Mr. Scheurich also presented the measures the company took in recent months to increase workplace safety and reduce health risks for its employees.

During the event, Dr. Annett Richter, Head of Health Management at BMW Brilliance Automotive (BBA) in Shenyang, shared best practices in crisis management at BBA. Dr. Richter gave an overview of local prevention measures and risk assessments that were implemented at the largest German OEM in the region, with more than 20,000 employees. Mr. Axel Schomeecker, Consul at the German Consulate Shenyang, presented the recent developments in governmental consultations between China

and Germany and gave an overview of the current status of visa and quarantine regulations for returnees from Germany. During the guided plant tour, guests were able to inspect concrete measures to prevent potential health risks in the future.

The Automotive Roundtable brought together executives and decision makers from member companies and local automotive suppliers in the northeast region, providing a platform for exchanging industry information and sharing practical experience.



Social Events in North China

Beijing:

The Wertschaftsjunioren | Young Business Leaders Beijing "Networking Tour" – every second Friday of the month at 7:00 PM at varying locations (Please visit the event calendar on our website or subscribe to our newsletters and invitations) .

Praktikantenstammtisch – every second Tuesday of the month at 7:00 PM at varying locations (Please visit the event calendar on our website or subscribe to our newsletters and invitations) .

Shenyang:

Kammerstammtisch – every last Wednesday of the month at 7:00 PM in varying locations.

Tianjin:

Kammerstammtisch – every last Wednesday of the month at 7:00 PM in varying locations.

Note: you can find the latest event calendar on our website: <https://china.ahk.de/membership/north-china/>

Beijing Training Calendar: October - December 2020

16 Oct.	Time Management and Outlook (EN)	26-28 Nov.	Six Sigma Yellow Belt (EN)
22-23 Oct.	Effective Cross-Functional Cooperation (EN/CN)	3-4 Dec.	Communication, Influencing and Negotiation Skills (CN)
28-29 Oct.	Living, Working and Leading in China (EN)	7 Dec.	Excel Training Course: Improvement of Data Analysis Efficiency (CN)
3-4 Nov.	German Business Culture-Successful Cooperation with German Colleagues & Business Partners (EN)	9 Dec.	PPT Training Course: Presenting Work Reports Easily (CN)
5-6 Nov.	Excellence in Customer Service (CN)	10 Dec.	PPT for Presenters (EN)
19-20 Nov.	Leadership: Coaching to Engage Teams (EN)	17-18 Dec.	Production Management Skills for Front Line Supervisors (CN)

Training Highlights

Six Sigma Yellow Belt Date: 26-28 November 2020

Objectives and Content

The Six Sigma framework applies scientific, data-driven methods to define, measure, analyze, improve, and control projects. In this training, the principles and basic techniques of Six Sigma will be introduced and practiced. The course will conclude with a final exam complying with the international Six Sigma promoting organizations' standards. No project needs to be submitted for this introductory yellow belt certification. Participants are required to bring a laptop with statistical software such as Minitab (free trial) or R (free) pre-installed.

Target Group

Anyone involved in process improvement and corporate development.

Excel Training Course: Improvement of Data Analysis Efficiency Date: 7 December 2020

Objectives and Content

In the big data era, data extraction is a critical skill that every employee must master. When facing complex data, how should we extract and visualize the information behind it? In this course, you will learn how to simplify complex data and create a logical and focused presentation.

Target Group

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German School Shanghai Congratulates Fresh Graduates



As the 2019–2020 school year came to an end, 57 students successfully graduated from German School Shanghai, earning their tickets to numerous opportunities and universities worldwide. After this challenging year, the graduates were thrilled to celebrate their ceremonies in the Yangpu and Hongqiao campuses. Amongst others, Consul General of the Federal Republic of Germany in Shanghai, Dr. Christine Althaus, honored both events with her presence and was welcomed by Yangpu Headmaster Sven Heineken and Susanne Heß, Headmaster in Hongqiao. During the festive ceremonies, students received their certificates showing outstanding results that outperform the Ger-

man average. German School Shanghai is proud of all of its graduates – Leveraging their education, their ambition, and their international background, the school believes that they will become ambassadors for the German community in both China and the world. Congratulations!

Kempinski The One Suites Hotel Shanghai Downtown Welcomes New General Manager

Kempinski The One Suites Hotel Shanghai Downtown is pleased to announce the appointment of Monika Tritz as the hotel's new General Manager. Ms. Tritz is a true hotelier by heart and full of passion for the industry. She held several permanent and task force positions within hotel operations over the past 20 years on various as-



signments with Kempinski Hotels. That has brought her to a wealth of international experience, having worked in Germany, the UAE, Italy, Croatia, Africa, China, Indonesia, and Qatar.

CMS, China Wins Awards and Nominations from CBLJ and ALB

CMS, China has won the 2020 China Business Law Awards from the China Business Law Journal (CBLJ) in the areas of M&A (Inbound & Domestic), Taxation, IP (Copyright), Internet & E-Commerce, Data Protection Privacy, and Education. CMS, China has also been recognized as "Employer of Choice" in 2020 by Thomson Reuters Asian Legal Business (ALB) for the fifth time in a row. CMS, China has also been ranked Tier 1 for Patents and Trademarks/Copyright (China International Firms) in the latest ALB IP rankings, and has been nominated as "International Law Firm of the Year," "IP Law Firm of the Year – International" and "Real Estate Law Firm of the Year – International" in the ALB China Law Awards 2020. Furthermore, Dr. Ulrike Glueck, Managing Partner of CMS, China Shanghai office, has been nominated as "Dealmaker of the Year – International" by ALB for the third year in a row.

Blickle China Supplies Castors for Chairman Xi's Limousine



Blickle China secured a major deal in the Chinese automotive industry: Blickle supplied heavy-duty castors for the automatic guided vehicles (AGV) used in the factory of Chinese carmaker Hongqi.

Hongqi is a luxury car brand launched in 1958 by China First Auto Works (FAW). As the oldest Chinese passenger car marque, Hongqi has long been the official vehicle for high-ranking government officials in China.

"This project is another milestone in our company's history and an acknowledgment of all Blickle employees in Germany and China," says Fabian Hänle, Managing Director of the Blickle Group in China. "We also see this quality seal as a motivation to continue on the path we have started."

Merck Performance Materials Makes its Debut at SEMICON China 2020



On 27-29 June, SEMICON China was held in Shanghai, marking the first major trade show event in the global semiconductor industry this year. With strategic acquisitions of Versum and Intermolecular and the go-live of Performance Materials' newly integrated organization, Merck was attending SEMICON for the first time as ONE and New Merck Performance Materials. Allan Gabor, President of Merck China & Managing Director of Performance Materials China, delivered a keynote speech at the SEMICON China titled "Advancing Digital Living – A golden age for semiconductor industry may have just begun."

At the conference, Mr. Gabor said that "China, with its fast-growing electronics industry, already consumes half of the world's semiconductors. The country is also likely to embrace massive investments in digital-related infrastructure so as to further fuel and advance its dynamic digital economy. Now with a stronger local footprint in China's semiconductor industry, we are committed to getting further embedded into the country's innovation ecosystems, we are proactively looking to further expand our presence and capabilities in China in semiconductor space, and we hope to make a contribution to the new round of digital advancement in China by being the company behind the companies."

Weidmüller Receives Top Employer Award for 12th Time



Committed human resources management, excellent employee conditions, and a harmonious work environment: The Top Employers Institute presented the Detmold-based electrical engineering firm Weidmüller with the 'Top Employer Engineers 2020' award for the twelfth time.

"We're delighted to have been presented with the award for the twelfth time," said Andreas Grieger, Executive Vice President Global Human Resources at Weidmüller. The award demonstrates that the family-owned company puts its employees at the heart of its business operations and continues to create an employee-friendly working environment. "We can only achieve our business goals if our employees are satisfied and motivated in the workplace," added Grieger.

Pixida Announces New IoT Product

The Pixida Group is thrilled to announce its new IoT product development activities in China.

The company has been active in the country since 2017, and the international group became a leading technology partner that supports the digital transformation of Chinese enterprises. As a global technol-

ogy partner, Pixida delivers comprehensive automotive solutions in its two branches located in Beijing and Shanghai, supporting car manufacturers on having a seamless and scalable globally-connected car infrastructure.

This year marks the beginning of the company's IoT product development activities in China. The constant development of its product portfolio is expected to benefit from Chinese advancements.

tesa Suzhou Expands Warehouse for Further Improvement of Customer Service



Following the objective to continuously improve customer service, tesa Suzhou has extended its warehouse space by 2,500 square meters, fitting up to 1,150 pallets of non-dangerous goods. This leads to an increase in production flexibility, a higher safety level as well as an overall more sustainable situation. The key functions of the added warehouse will be the storage of non-dangerous raw materials as well as maintenance space for bulky machine parts. Furthermore, it features a recycling center that can be used for non-dangerous production waste. The design of the new building follows a clear material flow concept, which is well-integrated into the existing warehouse. To further underline the sustainability aspect, the roof has been prepared for solar panel units. The new warehouse will open its doors in August 2020.

Afag Automation Responds Swiftly to Pandemic

Afag Automation rose up to the challenge of helping global technology providers obtain COVID-19 test results more quickly. The global Afag teams were tasked with creating vibratory feeding solutions for significantly faster COVID-19 diagnostic test assembly systems. These vibratory feeding systems were not only urgently needed, but also had to pass stringent testing for compliance with factory requirements. The Afag teams managed to

deliver the vibratory feeding solution in less than three weeks – a quarter of the usual delivery time. The combined efforts will expedite the latest COVID-19 testing solutions for the world's population. "This challenge has shown that our teams can rise above themselves when it really matters," said Mr. Thorsten Eiche, GM of Afag Shanghai. "They did their best to help battle this crisis more efficiently."

Martec-MEC Hosts Healthcare Marketing Forum



On 17 June, MEC hosted its first forum on healthcare marketing since the COVID-19 outbreak, with support from Martec. With the nationwide rollout of the volume-based purchases and the heated biosimilar competition, the COVID-19 outbreak and its negative impact on traditional marketing and sales model have pushed more healthcare companies to embrace and practice digital technologies for innovative marketing. 200+ marketers gathered and shared their insights.

MEC, an affiliate company of Martec group China, has the mission to provide B2B marketing professionals with a sharing platform on market intelligence, marketing upskilling, and certification. Speakers at MEC events mainly come from the B2B industries, having plenty of hands-on experience under their belt.

Mike Goldammer Becomes New Managing Partner of Taylor Wessing's Shanghai Office



Mike Goldammer, partner and long-standing member of the Taylor Wessing China Group, will take over the management of the Shanghai office after completion of the registration process. He joined the full-service international law firm as a Partner in 2009, fol-

lowing prior positions in Shanghai and Beijing. Since then, Mr. Goldammer has been advising international corporate groups and medium-sized companies on their activities in China. In addition to his corporate / M&A focus, he is an internationally recognized expert in China Compliance.

Commenting on his new role, Mr. Goldammer stated, "I am very pleased to be able to set a new course, especially in the areas of corporate / M&A and Compliance, which are important for our China Group, and to help shape the next few years directly from Shanghai."

FC Bayern Shanghai Fans Organize Public Viewing Party



On 27 June, almost 300 FC Bayern fans celebrated together at a public viewing party in Shanghai, which is the only FC Bayern celebration event in the world and the first official FC Bayern fan event in China this year. During the evening, several LED messages were displayed on the Sinar Mas Building at the Bund, including greeting to fans, eight Bundesliga Championships in a row, and the Audi Digital Summer Tour.

Before the last Bundesliga match against Wolfsburg, FC Bayern organized a one-hour party and showed it live on Weibo, Douyin, and PP Sports. Board Member Oliver Kahn, legend Giovane Elber, key players Thomas Müller and Robert Lewandowski all prepared greeting videos while Roy Makaay joined by live chat. Over 40 FCB fans from different cities joined the football match organized by FC Bayern.

MSH China Signs Direct Billing Agreement with DDS Dental Care Shanghai

In July, MSH China and DDS Dental Care have signed a direct billing agreement. MSH members can benefit from direct billing in five DDS clinics by showing their insurance card and a photo ID when coming to an appointment. All holders of the



MSH grey insurance cards are eligible for direct billing. For fully covered treatments within the range of the insurance plan, it is no longer necessary to pay upfront: policyholders just need to cover the co-payment or deductible (by debit or credit card, WeChat, Alipay, DDS VIP account or cash). Clients should mention the membership when making an appointment so that DDS customer service can inquire about the benefits and coverage of the individual health plan.

SAIC VOLKSWAGEN Actively Supports China and Germany in Fighting Against the Pandemic



SAIC VOLKSWAGEN continues to undertake corporate social responsibility and supported pandemic prevention at home and abroad. In China, SAIC VOLKSWAGEN donated RMB 40 million to support domestic pandemic prevention. The company also launched a number of anti-pandemic care measures like 'Triple Cares,' 'Five Relief Services,' and 'HUI-Angel Care' to provide all-round support for the customers and front-line medical workers. As the confirmed cases overseas continue to increase, the demand for protection and medical supplies is becoming increasingly urgent. The company provided 50 ventilators to the German government to assist local hospitals and relieve medical pressure.

ElringKlinger Engineered Plastics Regional Competence Center of Asia Starts Operations in Qingdao

ElringKlinger Engineered Plastics, thereafter EP Asia, established its Asia Competence Center in Qingdao, Shandong. With



an investment of EUR two million and an area of 2,300 m², this decision marks a key step toward the regional competence center in Asia. ElringKlinger Qingdao is committed to develop and produce customized and market-driven sealing and tubing solutions made of high-performance plastics PolytetraflonTM-PTFE and Moldflon.

Furthermore, local production focusing on Life Science, Food & Pharma, and General Machinery Engineering has been successfully launched. This is the second production location of EP Asia in China – aside from the plant in Suzhou – that focuses on the automotive industry.

RAMPF Builds New Office and Production Site in Nantong



RAMPF China is setting up a new office and production site in Nantong. The 35,500 m² plot area will encompass production and storage facilities for mineral casting beds, sealing foams, and electro casting resins based on polyurethane, epoxy, and silicone, as well as materials for model and mold making. Construction is set to conclude in spring 2021.

Marco Hamacher, CEO of RAMPF China: "We are very happy about the start of construction, especially in the current time – this is a positive signal. I am sure that the Chinese market will continue its recovery and that RAMPF will benefit particularly from this, since this growth goes hand in hand with increasing quality awareness." RAMPF China is part of the international RAMPF Group based in Grafenberg, Germany, which has been present in China since 2007.

Mubea China Powertrain receives Award for Excellency



Mubea China Powertrain received the 2019 "Excellent Quality" award, granted by GAC Toyota Engine Co., Ltd. This is the third time Mubea China receives this honor, which acknowledges its great performance and progress in products quality, professional technical service, and fast response. "Congratulations to our team! With our new, innovative concepts, we will – along with our customers – shape future technological trends in the China market." Said Dietmar Hunecke, Managing Director China.

Schmersal Industrial Switchgear Appoints Alberto Bellondi as New Managing Director



The Schmersal Group has appointed Alberto Bellondi as Managing Director of Schmersal Industrial Switchgear Co. Ltd., based in Shanghai. Mr. Bellondi will be responsible for around 170 employees

at the Shanghai production site who produce position and safety switches and lift switchgear for the Chinese and East Asian markets. The internationally experienced manager has worked in China for the past ten years and has held senior positions in various companies in this country. He has many years of sales and production experience, paired with intercultural skills and profound knowledge of the country and the Chinese market. Alberto Bellondi speaks five languages, including Mandarin.

"Joining Schmersal is a great honor," said Alberto Bellondi. "Schmersal is an internationally leading and recognized supplier of machine safety and automation technology products. I am greatly looking forward to the opportunity to expand on Schmersal's

already strong position in what is a very exciting market."

BSInprocon Signs Contract for HACEO Xiamen New Airport Project



On 8 May 2020, Ms. Jacqueline Jiang, COO of HACEO Xiamen, and Mr. Stephan Gaida, General Manager of BSInprocon Engineering Consulting (Shanghai) Co., Ltd., signed a project management contract for the HACEO Xiamen New Airport Project. In the next four years, BSInprocon will provide project management services to HACEO Xiamen and manage the construction project of one of Asia's biggest aircraft maintenance hangars and facilities. By 2024, when Xiamen's new international airport is intended to open, the new hangars and facilities will be ready to allow HACEO Xiamen to relocate its current operations from Gaoqi International Airport to Xiang'an International Airport.

NORD Expands with Strategic Investments in China



In the 2019 financial year, Getriebebau NORD GmbH & Co. KG achieved solid and targeted growth, reflecting in a sales increase of EUR 750 million. Investments in locations and logistics set further impetus. NORD is also well-positioned during the current crisis.

Currently, NORD is expanding its office capacity in Suzhou, China, by 2,400 m². Today, NORD has 25 sales offices in all the important economic centers in China, as well as production and assembly facilities in Suzhou and Tianjin after the inception

of its first Chinese subsidiary 15 years ago. Another plant is currently under construction in Yizheng.

Chongqing Government Visits Aden HQ to Discuss Collaboration



Aden HQ was proud to welcome a delegation of senior government representatives from Chongqing, West China's biggest city, in June. In a full-day meeting, Aden and our senior-level guests discussed the city's ambitious plans for smart city projects, the economic transformation of West China and the possibility of accelerating this development through our AKILA virtual twin platforms.

Aden's involvement in West China goes back decades. Since the company began its first West China project years ago, it has grown with the region and seen it transformed into a vital hub of the Chinese economy. Entering a new decade, Aden is committed to a "Go West" strategy, that will deepen and expand our West China partnerships.

Body & Soul Extends Business Hours



Due to patient demands, Body & Soul Medical Clinics is pleased to announce new extended business hours, with appointments available from 8:30 AM to 8:00 PM, Monday-Saturday. Please contact the clinics for specific services and opening hours at each location.

Body & Soul Medical Clinics have been providing reliable healthcare for the Shanghai community for more than 15 years. Body & Soul Medical Clinics com-

bine the best of Eastern medicine and Western science for a complete approach to every patient's specific health condition.

JRS Changzhou Plant Expands Production



J. Rettenmaier & Söhne (JRS) in Germany manufactures plant and cellulose fibers for various applications, using unique technologies. The Shanghai branch was founded in 2003, later expanding with the establishment of a state-of-the-art production facility in Changzhou in 2018. The plant, which was initially designed for MCC production, is now adding other production areas of the JRS group, such as contract manufacturing, fibers for food, and fibers for filtration.

The production in Changzhou is certified according to EXCI Pact, ISO9001, Halal, and Kosher. JRS filed the cDMF at the NMPA (National Medical Products Administration) and passed the SC Certification for Food and Nutraceuticals successfully.

Generali China Receives Honors at China Insurance Summit



theme of "insurance service reform in the post-epidemic era," the summit focused on the influence of the epidemic on the insurance service reform. Generali China won the "influence compensation case of 2019-2020," with the claim case of "million sum insured dread disease, one-day quick compensation."

On 12 June, the 2020 China Insurance Service Innovation Summit, sponsored by the Bank and Insurance Newspaper of China, was held in Dalian. With the

The "annual influence compensation case" of Bank and Insurance Newspaper of China is recognized as an authority in the insurance industry. Generali China is the professional provider of group and individual life insurance.

KDB Brewing Officially Starts Operations



In December 2019, KDB BREWING (China) Co., Ltd. had built a special craft beer brewery with an annual production of 300,000 tons in Fuyang, Anhui Province. The brewery covers an area of 200,000 m2 with a total investment of RMB 1.5 billion, becoming one of the craft beer production plants with the largest production capacity in China.

KDB BREWING implemented superior brewing and packaging equipment to all production lines in the brewery. Global imported raw brewing materials are selected and the senior German brewer team is employed to ensure the product quality all around. The new Brewery holds the German Royal Bavarian beer and Zebra Craft.

Nature Supplement Highlights Medical Robotics in China



Nature Spotlight, the supplement of Nature, the world's leading multidisciplinary science journal, zoomed in on the development and application of medical

robotics in China in its June edition. The supplement displayed how China is trying to support the country's overburdened medical sector with cutting-edge robotic technology, and is facilitating the use of robots in Chinese hospitals, especially during the coronavirus pandemic.

With the surge of the use of hospital robotics, China's robotics research output has been growing steadily for two decades. Between 1999 and 2019, the number of papers published by at least one Chinese author in the combined fields of biomedical engineering and robotics increased from 142 to 4,507, and spiked twice during that period, according to data from the Web of Science.

TRUMPF China: A Solid Footprint in Dual System



TRUMPF China's first attempt in Dual System Training with the Chien-Shiung Institute has ended with success: after nearly 12 months of training, 10 trainees passed the evaluation and joined TRUMPF China after graduation. The success established a solid foundation on Enterprise-Campus cooperation between TRUMPF China and Chien-Shiung Institute. The company's training center possesses rich training resources, and will take a greater role in Dual System training in the future.

Würth (China) Holding Appoints New Government Affairs Officer

We are pleased to announce that Ms. Freya Fan has taken over the role of Government Affairs of Würth (China) Holding Co., Ltd. Freya holds a master's degree in International Relations, with a focus on European affairs and EU-China relations. Prior to working in Würth Group, she worked for



an academic institute on political and industrial policy research for four years.

In her new position, Ms. Fan will cover government affairs and ensure business awareness and opportunities for

Würth's activities in China. By performing research on policies, laws, and regulations, Freya will facilitate the company's adherence to compliance policies and applicable laws. Ms. Fan will support CSR strategies and coordination. As such, she recently supported Würth CN-Holding's donation and allocation to Mugua Town, Tongzi County, Zunyi City in Guizhou province to help victims of the recent flooding.

Siemens Hosts Executive Dialogue with Shanghai PS Li Qiang

On 19 June, The International Business Leaders' Advisory Council (IBLAC) of Shanghai held an online meeting with 24 members communicating with top Shanghai government officials on subjects such as pandemic control, social and economic growth, city governance, reform, opening-up, and more.

Mr. Joe Kaeser, President and Chief Executive Officer of Siemens AG, joined the virtual conference and had an executive dialogue with Party Committee Secretary of Shanghai, Li Qiang. Mr. Joe Kaeser reaffirmed Siemens' commitment to Shanghai's prosperity, proposed to accelerate the digital transformation to strengthen the resilience of Shanghai's industry and urban infrastructure, and continue to foster a good business environment for foreign investment. PS Li Qiang expressed his grati-



tude to Siemens' contribution in Shanghai and said that Shanghai will enhance the "Shanghai Manufacturing" brand and focus on the industries with a Shanghai feature, e.g. automotive, AI, biomedicine, etc. Li expressed their will to apply advanced digital technologies to foster industrial clusters and ecosystems.

Röhlig Opens Three New Offices in Jiangsu

Röhlig Logistics is set to expand its footprint in Greater China to a total of 17 offices by establishing a 'Jiangsu Cluster.' Comprising of three offices in Nanjing, Wuxi, and Suzhou, the Jiangsu Cluster will support the area's customer base and offer direct access to key national transport links, Yangtze River ports, and international airports. Led by Jensen Tang, who has over 20 years of experience in this area, the new offices will provide the full operational scope of logistics services.

At the helm of this expansion is newly appointed Regional CEO, Albert Ho. Continuing from his former role as Managing Director of Röhlig China, where he successfully oversaw the growth of the company and its services throughout the country, Mr. Ho will now supervise operations across North Asia. Röhlig Logistics looks forward to benefiting from Mr. Ho's guidance to further adapt freight forwarding services in this fast-developing region.

schanghai.com

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[Webinar | Suzhou]

"危机" - "Danger" & "Opportunity" -
How to Grow from a Crisis
6 May 2020

[Members Only] [Webinar]

COVID-19: Country Snapshots From Seoul
- Shanghai - Singapore
8 May 2020

[Webinar | Wuhan]

Updates on Latest Policy Support Measures
in Wuhan Amid COVID-19
9 May 2020

[Webinar | Legal & Tax]

Managing Employment and Labor Disputes
During COVID-19
11 May 2020

[Webinar | Marketing & Sales]

Chinese Consumer Value Index:
Understanding China's Consumer Culture
and the Change in Behavior as Result of
COVID-19
14 May 2020

[Webinar | Policy Insight]

Implementing Regulations of the PRC
Foreign Investment Law: What to Know
and What to Do
15 May 2020

[Hangzhou]

German Chamber Corner
19 May 2020

[Members Only]

Election of the Board of Directors and
Online Meeting
21 May 2020

[Shanghai]

Deutscher Stammtisch
9 June 2020

[Partner Webinar | Zhejiang]

2020 Zhejiang-Deutschland
Matchmaking-Konferenz der Digitalen
Wirtschaft und Hightech-Industrie
10 June 2020

[6 May 2020 | More than a Market Special]

Corporate Ethics With Chinese Characteristics

Which ethics – Western or Eastern – should be adopted? Are ethical values universal? Should some values be preferred over others? On 6 May 2020, The German Chamber of Commerce in China | Shanghai, in partnership with The British Chamber of Commerce in Shanghai, invited participants to an online event on how values from Daoism could be applied in corporate culture and leadership.

Dr. Alicia Hennig, Associate Professor at Southeast University Nanjing, provided a short introduction on Daoism and its application in corporate ethics. Afterward, she joined Ming Cheng Chien, President Asia-Pacific Region at LANXESS Chemical (China) Co., Ltd., and Dr. Jian Zhong Lu, President at Weir Group (China), in a panel discussion on Daoism, CSR strategies, and more. Ms. Brigitte Wolff, President at EIM Executive Interim Management China, moderated the event.

[7 May 2020]

Alibaba's High-Tech response to the COVID-19 Epidemic

On 7 May 2020, the German Chamber of Commerce in China | Shanghai invited Alibaba Cloud for an Online Meeting to share their insights on high-tech solutions for health concerns during the COVID-19 pandemic.

Mr. Michael Plagge, Business Development Director of Alibaba Cloud Intelligence International, first gave an introduction to the Alibaba Cloud business divisions, as well as a short overview of current Alibaba Cloud projects and developments. Mr. Jeremy Pedersen, Senior Solution Engineer at Alibaba Cloud Intelligence International, shared Alibaba's technological solutions in supporting the fight against COVID-19, sharing lessons-learned and key take-aways from this unique situation.

[8 May 2020]

Nanjing Women's Forum: Empowering Through Digital Diversity

With businesses and individual networks becoming increasingly global, operating within a diverse marketplace has become inevitable. Whether your business consists of international customers and partners or local ones – chances are your clients' background is more diverse than ever before.

On 8 May 2020, the Nanjing Women's Forum invited participants for an online event to meet three leaders from diverse backgrounds: Johanna Stepan, Chief Strategy Officer at StarRides Technology | A Daimler and Geely Joint Venture; Mónica Muriel Zurita, CEO and Founder of Zurita; Phipps Xue, Director of Strategic Innovation & Government Relation at SAP Labs China. The speakers showcased their chosen digital tools for creating a diverse and sustainable workplace, and shared their account on how to succeed in their respective fields. Dr. Ellen Wieck-Mesarosch, Principal at Chrysalis 智变, moderated the event.

[Members Only]

Meet the CEO Webinar Series – Impact of the COVID-19: 3 CEOs with 3 Perspectives
11 June 2020

[Webinar | maXcomm Insights]

The Ultimate Introduction to Social Media in China
16 June 2020

[Webinar]

Sozialversicherung, Vertragsgestaltung und Vorsorge für Deutsche in China
17 June 2020

[Nanjing]

Deutscher Stammtisch
24 June 2020

[Webinar | Legal & Tax]

Completed and Ongoing Chinese IP Reforms
2 July 2020

[Webinar | Innovation Insights]

How to Simplify Customer Buying Experience?
7 July 2020

[Shanghai]

Deutscher Stammtisch
14 July 2020

[14 May 2020 | Virtual Chamber Meeting]

Innovation and Resilience of the Chemical Industry: Virtual Chamber Meeting with Dr. Brudermüller

On 14 May 2020, The German Chamber invited Dr. Martin Brudermüller, Chairman of the Board of Executive Directors and Chief Technology Officer (CTO) at BASF SE, to present current challenges and opportunities in the chemical industry. Dr. Brudermüller introduced BASF's journey toward developing chemistry for a sustainable future; He reviewed the transformation of the sector amid COVID-19 and discussed the future of the industry in China.

Following Dr. Brudermüller's presentation, the virtual floor opened for Q&A. Viewers inquired on the opportunities and recovery process of the industry after COVID-19, as well as on the ramifications of the US-China conflict on the field.



[26 May 2020]

AHK Open day



Introduction of Fairs, Events & Delegations Department

Delegations

Mr. Richard Zhang
CEO
KERN-LIEBERS (Taicang) Co., Ltd
Member of the Board
German Chamber of Commerce | Shanghai

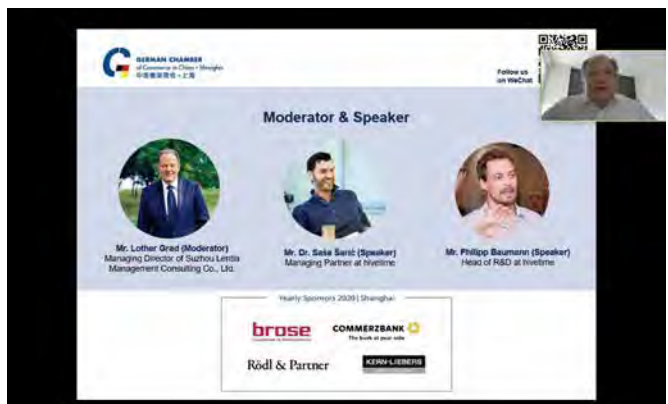
Yearly Sponsors 2020 | Shanghai

[26 May 2020 | Online Event]

Scenario Planning in the Face of Uncertainty

If there is one thing we have learned in the past few months, it is how important it is to have business models that can absorb external shocks.

During an online event on 26 May 2020, Dr. Saša Šari, Managing Partner at hivetime, and Mr. Philipp Baumann, Head of R&D at hivetime, along with moderator Mr. Lothar Grad, Managing Director of Suzhou Lentia Management Consulting Co., Ltd., introduced the concept of scenario planning, providing helpful tools and insights from their experience. In their presentation, hivetime answered questions such as "How to develop logical, plausible and relevant descriptions of possible futures," or "How to know what to do when anticipated scenarios materialize." According to them, scenario planning is not about predicting the future, but rather about getting your management team to put a contingency plan in place. Doing so allows the company to cultivate a culture of curiosity, based on creativity rather than forecasts.



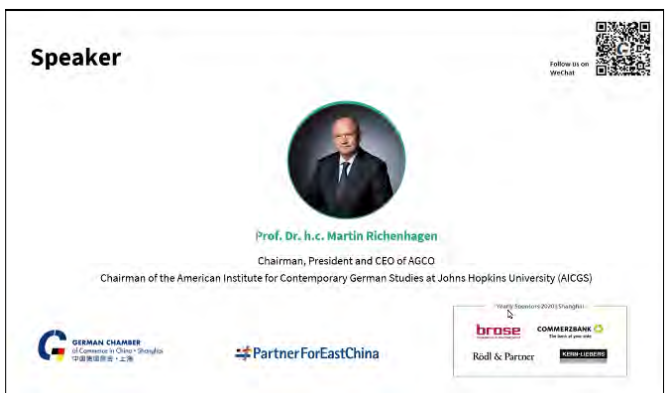
[28 May 2020 | Virtual Chamber Meeting]

The Relationship Between China and the US from a Global Perspective: Virtual Chamber Meeting with Martin Richenhagen

On 28 May 2020, the German Chamber of Commerce in China | Shanghai invited Martin Richenhagen, one of the few German-born CEOs of a US Fortune 500 company, to share his global perspective on the relationship between China and the US. Over 125 participants joined the special event through zoom.

As the head of AGCO, one of the world's largest manufacturers of agricultural equipment, Mr. Richenhagen's experience with China and the Chinese market spans over 35 years. He was recently appointed Chairman of the Board of Trustees of the renowned think tank, the American Institute for Contemporary German Studies (AICGS) at Johns Hopkins University in Washington, D.C.

During the Chamber Meeting, Mr. Richenhagen shared his global perspective on the relationship between China, Germany, and the US, discussing the cultural and historical aspects of the US-China relations. The event concluded with a Q&A session, where Mr. Richenhagen addressed viewers' questions regarding the US-China tension, the effects of COVID-19 on the relationship, and many more.

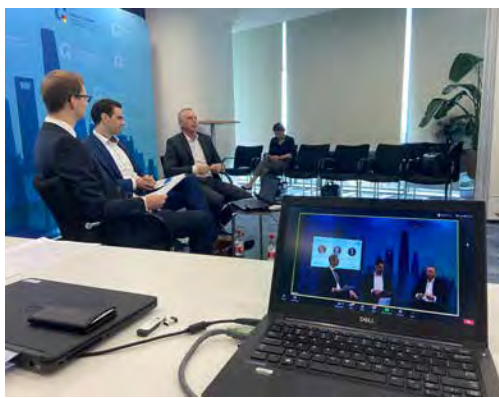


[19 June 2020]

Automotive Executive Talk - The Road Ahead

Due to COVID-19 and the global economic slowdown, the sales slump in the car industry deepened, with supply-chain disruptions, trade tensions, and stricter emission standards affecting demand. As a response, the Chinese government implemented stimulus measures like tax rebates and automakers offered discounts – which boosted passenger car sales. Consequently, China's automotive market has performed a V-shape recovery, delivering in April the first growth after 21 consecutive months of year-on-year declines.

On 19 June, the German Chamber of Commerce in China | Shanghai hosted its first blended event titled "China's Automotive Industry: The Road Ahead." In this 90-minute event, Christoph Weber, General Manager at AutoForm Software (Shanghai) Ltd., took us through the future of China's automotive industry and government policies. Soon after, David Powels, First Vice President & Commercial Executive Vice President at SAIC VOLKSWAGEN Automotive Company Co. Ltd, and Peter Riedl, Vice President BMW China Services Ltd. & Head of BMW Group Technology Office China, shared their outlook for the industry in 2020-2021, and presented case studies from their respective companies. The event attracted more than 200 participants, both online and on-site.



[6 July 2020 | More than a Market Special]

CSR Activities and Impacts of the Automotive Sector Amid COVID-19

On 6 July 2020, the German Chamber of Commerce in China | Shanghai hosted an offline event in partnership with the China-Italy Chamber of Commerce on "CSR Activities and Impacts of the Automotive Sector Amid COVID-19" in Shanghai. Speakers Jojo Tang, VP PR & Press at Porsche (China), Nadav Ben Simon, GM at Inclusion Factory Taicang, Bessie Xu, Head of Brand IP & CSR at Maserati China, and Andrew Li, Experiential Marketing Senior Manager at Alfa Romeo China, along with moderator Dr. Verena Schäfer, Head of Automated Driving at BMW China Services Ltd., shared their views on CSR in the automotive sector. Speakers shared that despite the decrease in revenue due to the pandemic, European automotive companies have a positive outlook on what the future holds. The panelists confirmed that their companies will continue to develop and foster social engagement within the organization in the future, and see CSR as a crucial part of their brand identity.

The event was part of our initiative More than a Market. For more information on our initiative, please visit our website: www.morethanamarket.cn



What has been your experience working and living in China? how does it differ from other countries?

When I came to China in 2006, China was a different country than it is now. In the past 14 years, I have seen a tremendous transformation in people, work, and the tools they use, as well as digitalization in manufacturing procedures. What I like the most when I look at China comparing to Germany, is that people I meet in China are pragmatic and with a strong entrepreneurial spirit. I am an explorer – maybe it is my German DNA – and I think staying curious helps people develop and broaden their minds, prompting new thoughts and ideas.

What are the main challenges you encounter while operating an international business in a Chinese environment?

The main challenge is developing a culture of a multinational company in response to the swift changes in the market. One of the biggest challenges is that we need to build bridges to connect our customers, and also to transfer information back and forth to our headquarters. Another challenge is to understand customers' real needs, since it is the initial step for success. We first listen to our customers' demands, then search for solutions. That's how we can achieve

success. Instead of pushing customers to buy, we use the best products, and it works in all markets. This is a shift from product-driven to customer-driven sales.

What are your aims and hopes for the future? What are your short- and long-term objectives, especially in China?

From a business perspective, my short-term and long-term goals are pretty much the same. We need to look to China's future and adjust to some macroeconomic trends. One such trend is upgrading existing buildings and facilities to be more sustainable, environmental-friendly, and practical. One thing that's quite positive for Chinese society in the mid-term and long run is the growing demand for high quality, long-lasting, sustainable, and energy-efficient products. In the short-term, we are preparing to lay the groundwork to accommodate long-term trends. For example, we will upgrade all existing retail channels, online and offline. We will expand our network of showrooms as well as our offline retail business in combination with online stores. We'll also take any opportunity to create the best services for end-users, e.g., setting up call centers, upgrading our WeChat account, etc. This is the basis for our short-term goals.



IN PERSON Torsten Dietze

Company: Schüco International KG
Job Title/Position: Executive Director Schüco Greater China
Year of Foundation: 1951
HQ (location): Bielefeld, Germany
Main Business: System solutions provider for windows, doors, and façades

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SCHÜCO

[30 July 2020 | Chamber Meeting]

July Chamber Meeting &



On 30 July, the German Chamber of Commerce in China | Shanghai held its first offline Chamber Meeting of the year. Around 300 members of the Sino-German business community joined us at the Grand Hyatt Pudong, as we celebrated with gourmet food, distinguished guests, and engaging content.

We kicked off the event with Dr. Sigrid Winkler, Executive Chamber Manager, and Mr. Clas Neumann, Chairman of the Board of Directors of the German Chamber Shanghai, who welcomed the guests and introduced the panelists for the evening. We then welcomed on stage four Consuls General: Dr. Christine Althaus, Consul General of the Federal Republic of Germany; Mr. Benoît Guidé, Consul General of France; Ms. Brigitte Robinson-Seyrlehner, Consul General of the Republic of Austria; and Mr. Richard Krpač, Consul General of the Czech Republic.

The panelists discussed Germany's EU presidency, and shared their views on ways to strengthen the bonds between European countries, as well as between China and the EU. The panelists agreed that strong cooperation between the EU and China is crucial, and stressed the importance of finalizing the comprehensive EU-China investment agreement as soon as possible.

Once the panel concluded, we continued with the second part of the evening: bidding farewell to our Delegate, Ms. Simone Pohl. Dr. Martin Wansleben, CEO of the DIHK, Dr. Christine Althaus, Dr. Clemens



Farewell to Our Delegate



von Goetze, German Ambassador to China, and Ms. LI Hong, Vice Chairwoman of the Shanghai Municipal Commission of Commerce were among the ones to congratulate Ms. Pohl on her new path, as she leaves Shanghai after five and a half years.

Directors General of Zhejiang, Jiangsu, Henan, Hubei, and Shandong Provincial Departments of Commerce honored Ms. Pohl with a short video thanking her for her contribution to the Sino-German business community. Jens Hildebrandt, Delegate and Chief Representative of the Delegation of German Industry and Commerce North China attended the event as well. As part of AHK China's new dual leadership model, Mr. Hildebrandt will be responsible for the advocacy work nationwide, while Maximilian Butek, Delegate and Chief Representative of the Delegation of German Industry and Commerce South & Southwest China, will take over the management of the China-wide service business.

We would like to thank our panelists, honored guests, and valued members for choosing to share this special night with us.



MERCK

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CIIE 2020



After the exhibition sector in China came to a momentary halt during the COVID-19 outbreak, the sector started recovering when exhibitions were allowed again starting from June. With economic recovery being one of the top priorities for China now, the preparations for the mega-exhibition China International Import Expo (CIIE) are at full speed. The exhibition, which was launched in 2018, aims to promote the import of international goods to China. It will be held for the third time between 5-10 November 2020, at the NECC in Hongqiao.

As of August, the CIIE has published an exhibitor list with over 2,000 exhibitors on their website, of which many German brands are present again. The exhibition areas will comprise of Food & Agriculture, Automobile, Intelligent Industry & Information Technology, Consumer Goods, Medical Equipment & Healthcare Products, and Trade in Services. Visitor registration is now available through the official CIIE website (www.ciie.org). The deadline for all visitor registrations is 30 September 2020.

企业商业展布局 Layout of Enterprise & Business Exhibition



German Joint Pavilion at CIIE 2020

The German Joint Pavilions, organized by AHK Shanghai, can be found in a total of four exhibition halls this year. The pavilions will feature products from the areas of Food & Agriculture, Automotive, Intelligent Industry & Information, and Consumer Goods. Over 37 exhibitors will be showcasing their products under the brand "Made in Germany" in an exhibition space of over 920 sqm.

Participants of the German Joint Pavilion at CIIE 2020



Join the exhibition!

Visitor registration is possible until 30 September 2020. For assistance, please contact us.

Like last year, we will have a Lounge located in the Intelligent Industry & Information Technology Area, where we will host events and networking. We invite everyone to stop by and have a beer with us in the afternoon.

We have limited availability in the Lounge to host events for non-exhibitors. If you have missed the deadline to register a booth but are looking for a way to be present on-site, feel free to get in touch with us. We will be happy to advise you on your options.

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Ms. Dong Yini
Project Manager Fairs
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XPLORE THE DIGITAL FUTURE

THINK DIFFERENT IN 2020 AND BEYOND

“Xplore the Digital Future” is a high-profile forum for companies looking to take digitalization to the next level.

Join us **on 26 November 2020** to learn how your company can translate lessons-learned from 2020 to a practical business strategy. Join us to receive hands-on advice and easy-to-adapt solutions fitting for businesses of all sizes and sectors. This is a unique opportunity to exchange visions and strategies on digitalization with peers and like-minded professionals.

Who should join?

- German and Chinese SMEs in China looking to find digital solutions to meet their business needs
- German SMEs interested in learning about flexibility, digitalization, and digital trends in China
- Multinational companies looking to explore market trends and connect with different industries
- Start-ups wishing to showcase their digital solutions

We look forward seeing you in our Digital Future Forum!

Venue

Startup Factory (Kunshan) Co., Ltd.
启德航管理服务(昆山)有限公司
江苏省昆山市张浦镇德浦路692号
No. 692 Depu Road, Zhangpu Town,
215321 Kunshan, P. R. China



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AHK's New Broadcasting Studio

As in many companies, the COVID-19 pandemic has accelerated AHK's digitalization process. In the last few months, some long-planned digital projects have materialized, and new ideas were put into motion. What do we do now, which we did not do before?

For one, we have established a live broadcasting studio in our office in Shanghai, allowing us to host professional digital events and hybrid events with up to 12 guests. While we use the new studio to host events under the German Chamber brand, we also offer individual companies – members and non-members – to host online events from our studio, leveraging from our experience and equipment. Corporate events will enjoy personalized branding, a backdrop of their choice, and an audience reaching up to 500 people.

Why choose AHK's broadcasting studio?

- Reach audiences from all over China and abroad
- Incorporate company branding effortlessly
- Speakers can participate remotely or from the AHK studio
- AHK will take care of all the technical aspects – you just need to show up!



If your creative juices are flowing, get in touch with us to receive an overview of our service scope. We would be happy to explore innovative and engaging digital events with you.

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Training Highlight - Shanghai

Change Matters – Change Management

Whether you are the boss of your own company or an employee – change affects everyone. When dealing with change, people must first address their own thoughts, feelings, and behavior before being able to go through the labyrinth of change. While many books and training programs address organizational change, this training program stands out in its focus on personal reactions and emotions, detailing what it actually feels like during a workplace or a personal transformation. It provides participants with a logical and intuitive framework to assist in gaining perspective on the situation and its impact, and gives them a set of tools that guides them through the transition.

The goal of this one day program is to teach participants techniques of self-awareness and assessment to ease this bumpy ride.

Leadership Management

The best leaders have the ability to share their vision with passion and commitment, providing employees with a purpose, a challenge they are willing to embrace, and drive them to achieve great results.

This two day practical workshop will empower you as a leader, bringing out the best in yourself and others by exploring the most critical success factors of strong leadership. The workshop aims to help you unite, motivate, energize, and inspire your employees.

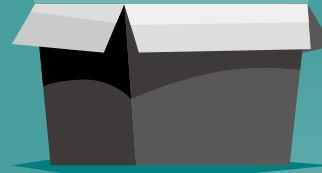
Training Calendar Shanghai

Shanghai

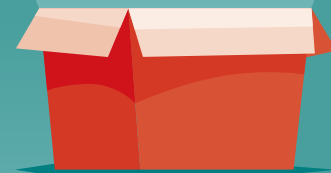
22-23 Sep.	Essential Leadership Module Two
22-25 Sep.	Lean Leadership
24-25 Sep.	Leading with Global Perspective
28 Sep.	Managing Emails and Schedules Using Outlook
13-14 Oct.	Foundations of User-Centered Development (CPUX-F) (NEW)
15 Oct.	Introduction of AEO (Authorized Economic Operator) (NEW)
19 Oct.	Excel Data Management and Analysis
20-21 Oct.	Business Presentation Skills (NEW)
20-23 Oct.	IEC 61508/IEC 62061/ISO 13849 Functional Safety Certification Program
22-23 Oct.	Drive High Performance Team (NEW)
22-23 Oct.	Essential AutoCAD Skills: 2-D Drawing Basics
27 Oct.	Change Matters – Change Management (NEW)
28 Oct.	Creating and Presenting Charts with think-cell (NEW)
28 Oct.	Building High Performance Teams (NEW)
29 Oct.	Influence Et Operation of Golden Gate (NEW)
29-30 Oct.	Project Management
29-30 Oct.	EHS- Product Safety Regulatory Compliance
29-30 Oct.	Training of China GHS, Chemical Safety Data Sheet and Label
3 Nov.	Analyzing and Visualizing Business Data with Power BI
4 Nov.	Time and Stress Management
4 Nov.	Shop Floor Management
5 Nov.	Working Smart with PowerPoint
6 Nov.	Successful Design with PowerPoint
11 Nov.	Foundations of User-Centered Development (CPUX-F) (NEW)
11 Nov.	Say It with Charts: Presenting Data Graphically in Excel
13 Nov.	Essential AutoCAD Skills: 2-D Drawing Intermediate
13 Nov.	Key Account Management Workshop
16-18 Nov.	ISO 9001 Introduction (Online) Et Internal Auditor (Offline)
17-18 Nov.	Dangerous Goods Transportation
17-18 Nov.	How to Deal With Lithium Batteries
17-18 Nov.	Leadership Management (NEW)
18 Nov.	Unveiling the Secret of Data: PivotTable in Depth
18-19 Nov.	Bridging the Culture Gap-Living, Working and Leading in China
19 Nov.	Compliance in China – Foresight is Better Than Hindsight
23-24 Nov.	MS Office Advanced Skills for HR
25-27 Nov.	IATF 16949 Introduction (Online) Et Internal Auditor (Offline)
26-27 Nov.	Production Management Skills for Front Line Supervisor
26-27 Nov.	Working Smart with MS Project
2 Dec.	Say It with Charts: Business Diagrams with MS Office
3 Dec.	Managing Emails and Schedules Using Outlook
7 Dec.	Fundamentals of Access Database



Translation



Design



Print



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2020 Key Opinion Leader Credibility Gold List Names Park Hyatt Guangzhou Best Urban Hotel



Park Hyatt Guangzhou was awarded 'Best Urban Hotel' during the 3rd Key Opinion Leader Credibility Gold List Award Ceremony on 23 June 2020.

Park Hyatt Guangzhou is located in the heart of Zhujiang New Town, close to the Zaha Hadid-designed Guangzhou Opera House, Guangdong Museum, and the green expanse of Huacheng Square. It combines the luxury of the Park Hyatt brand with the rich culture and heritage of the Lingnan region.

Mazars Explores Chinese Luxury Consumption Ideology in New Report



A generational, gender, and city-tier analysis published by Mazars in China found that in China, Generation Z ranks first among the heavy luxury consumers. They tend to buy luxury goods every month, with more than 12 luxury items purchased each year. The report examined the luxury consumption of four generations of Chinese consumers. To celebrate the release of the report, Dr. Julie Laulusa, Managing Partner of Mazars China, invited a number of luxury industry 'heavyweights,' including Mathieu Delmas, Managing Director of Piaget China, Stephane Wilmet, Chief Consumer Officer of L'Oréal China, and Lawrance Shum, Chief Operating Officer of Galeries Lafayette China. Together, they shared and explored the report and its implications virtually.

Rehm Thermal Systems Inaugurates New Factory



Starting from 1 July, Rehm Dongguan – the local entity of Rehm Thermal Systems – began welcoming customers in its new factory in Songshan Lake, Dongguan. With a floor space

of more than 12,000 square meters, the company will be able to increase production while continuing to offer high-end innovative products for electronic industry manufacturing all over the world. The new address: Guangdong Province, 523808 Dongguan City, Songshan Lake High-tech Industrial Development Zone, Changyuan Road 2, Building No. 3: Furthermore, Rehm Thermal Systems headquarters in Blaubeuren, Germany, will be adding a new building extension. The office will be marking its 30th anniversary in March 2021.

Teufel Opens New Store in Leipzig



On 15 May 2020, Teufel opened a new store in Leipzig. The store extends over two floors and offers three dedicated rooms for home cinema, stereo, and gaming. Covering over 500 square meters, customers will find the complete Teufel range of headphones, Bluetooth speakers, streaming speakers, home cinemas, and stereo systems. Even though Teufel canceled the planned opening ceremony due to the pandemic, quite a few customers were waiting by the doors during opening day.

Tricor China and BSI China Signs Strategic Cooperation Agreement



On 3 July 2020, Tricor China and BSI China held a strategic cooperation agreement signing ceremony in Shanghai. The two parties decided to cooperate in several business integration fields in order to reach mutual and sustainable development. Zhang Hailiang, Tricor China CEO, and Zhang Ming, BSI Greater China Managing Director, signed the agreement on behalf of the two companies.

ALBA and Yizhuang Investment Finalize Strategic Cooperation Framework Agreement

In June 2020, ALBA Group Asia Limited and Yizhuang Investment Holdings Limited signed a strategic cooperation framework agreement. Yizhuang Economic Development Zone was selected for the 'No Waste City' pilot program in China last year. ALBA Group Asia and Yizhuang Investment Holding Limited are planning to jointly build Yizhuang



New Town Circular Economy Industrial Park, and cooperate in green system construction and industrial investment. ALBA Group will bring in advanced environmental protection concepts, technology, and standards, providing planning, consulting, and management services. The company will participate in the service system construction of domestic waste, organic waste, industrial waste and hazardous waste collection, transportation, and disposal, and build Yizhuang New Town Circular Economy Industrial Park project subject to a high standard.

Soft Opening of Paulaner Guangzhou



Paulaner Wirtshaus Guangzhou Panyu, a branch of the century-old classic German beer brand, has launched a trial operation on 3 July 2020. Typical German ironwork decoration and Bavarian folk cultural elements decorate the place, presenting an interpretation of beer culture and classic German style.

The new branch's address is: No. 03-12, L1 Floor of Four Seas Walk, SIHAICHENG, 390 Hanxi Avenue East, Panyu District, Guangzhou

The Garden Hotel Opens A New Bar and Restaurant

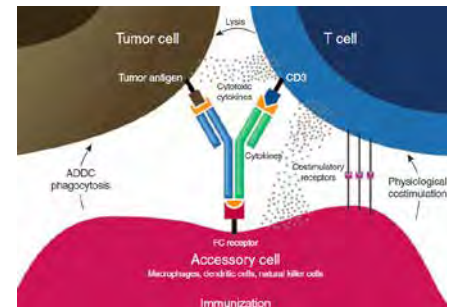
The Garden Hotel has opened a new bar – 'By



The Pond Blues Bar,' and a new restaurant – 'Japanese By The Pond.' At the blues bar, guests can enjoy live music performances and cocktails, soaking in the atmosphere.

In the newly opened, upscale Japanese restaurant, four professional chefs present guests with all kinds of exquisite sushi, fresh sashimi, delicious yakitori, and teppanyaki.

LintonPharm Receives Authorization From China Health Authority to Proceed With Phase 3 Trial



On 15 July, LintonPharm Co. Ltd a China-based clinical-stage biopharmaceutical company focused on the development of T-cell engaging bispecific antibodies for cancer immunotherapy, announced the China National Medical Products Administration (NMPA) authorized the company to proceed with a Phase III trial (clinicaltrials.gov: NCT04222114) for catumaxomab in patients with peritoneal carcinomatosis, a form of advanced gastric cancer that has spread to the tissue that lines the abdominal cavity.

The two-stage, multi-center, open-label, randomized, controlled registrational clinical trial will evaluate the safety and efficacy of an intraperitoneal infusion of the bi-specific antibody catumaxomab into the abdominal cavity in patients with peritoneal carcinomatosis. LintonPharm also recently received Clinical Trial Application (CTA) authorization for the same indication from the Taiwan Ministry of Health and Welfare (MOHW) and the Korea Ministry of Food and Drug Safety (MFDS).

Siemens Energy Appoints New VDE President



Prof. Armin Schnettler, CEO New Energy Business at Siemens Energy, was appointed VDE President starting 1 July 2020. Schnettler has been active in

the VDE for many years, and as a member of the board of the Energy Technology Society in the VDE, significantly advanced topics such as energy supply of the future and network expansion. "During my tenure as VDE President, I would like to focus the VDE even more on the topics of sustainability and Energy of the Future, as well as safety and security." Said Prof. Schnettler. "I am very pleased to work with more than 100,000 volunteer experts and 1,500 companies in the VDE network to develop technology for the future of life. With our joint efforts, there is no doubt that we will succeed in becoming a neutral and competent technological and scientific partner for industry, politics, and especially society."

Bock China Participates in CIFF



Bock China participated in this year's CIFF, held on 30 July 2020. For this year's exhibition, Bock China brought its products and offered smart solutions. Even during these special times, the company is optimistic about the Chinese market and will continue to introduce new products in the future.

China-Singapore Guangzhou Knowledge City Marks 10th Anniversary

As China and Singapore celebrate 30 years of diplomatic relations, China-Singapore Guangzhou Knowledge City (CSGKC) marked its 10th anniversary.

The CSGKC started out on 30 June 2010 with 8.08 km² of grounds. Once a rural countryside, it is currently a 178 km², state-level, bilateral cooperation project. The CSGKC is a major innovation carrier in the Great Bay Area, situated at the core of the Guangzhou-Shenzhen-Hong Kong-Macao



Science and Technology Innovation Corridor. Currently, CSGKC has seven pillar industry clusters and 10 top international scientific research institutions. It has accumulated 1,803 registered companies with a registered capital of RMB 150.81 billion, attracting Alibaba, China Mobile, GE, Siemens and other global top 500 companies, as well as 79 major projects under construction with a total investment of RMB 170 billion and more than RMB 300 billion estimated output value.

The Langham Shenzhen Wins China's Top 100 Hotels Awards by Travel + Leisure Magazine



The Langham Shenzhen won China's Top 100 Hotels Awards - 2019 China Travel Awards by Travel + Leisure Magazine. Travel + Leisure travel awards are among the most prestigious awards in the tourism industry. Readers identify and rate leading brands

from the tourism and hospitality industries according to features such as rooms and facilities, location, services, restaurants, food, and added-value services.

The Langham Shenzhen offers a total of 352 guestrooms and suites.

Wevo at the Productronica China in Shanghai



WEVO-CHEMIE (Guangzhou) Co., Ltd., a branch of an independent family-owned company based in Germany, resumed its exhibition activities at the Productronica China in Shanghai. The company specializes in developing customized resin solutions for electrical and electronic components in various areas such as the automotive industry, the energy industry, household appliances, and others. Visitors flocked to the fair, bringing hopes of industry recovery post-COVID-19.

New Members – South & Southwest China

Ms. Lei Zhao

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www.internationaler-bund.org/en/

Ms. Ting Lan

General Manager
MOSOLF (Chengdu) International Logistics Co., Ltd.
www.mosolf.com

Ms. Pauline Zhang

Executive Director
Paulaner Wirtshaus Guangzhou Panyu

Mr. Yanjun Chen

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Mr. Georg Vartanjan

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Grand Opening: Housewarming Ceremony of AHK Innovation Hub & Roadshow @AHK



On 30 July 2020, AHK Innovation Hub held an opening Ceremony in Net Valley, Shekou, as well as live-streamed it, with more than 80 participants.

At the opening ceremony, Mr. Maximilian Butek, Chief Representative of AHK Guangzhou, gave opening remarks, followed by a welcome address by Dr. Martin Wansleben from Germany, CEO of the Association of German Chambers of Industry and Commerce (DIHK). The Chinese and German governments gave speeches at the ceremony, Mr. Peng Haibin, Deputy Chairman of Standing Committee of Shenzhen Municipal People's Congress, Mr. Martin Fleischer, Consul General of the Federal Republic of Germany in Guangzhou, Mr. Li Baian, Executive Vice President, China Merchants Group, and Mr. Ulf Reinhardt, Chairman of German Chamber of Commerce in China | South and Southwest delivered speeches, expressing sincere congratulation for the grand opening of the AHK Innovation Hub.

Representatives from the government and enterprises attended the opening ceremony, such as the Austrian Consulate General in Guangzhou, the Foreign Affairs Office of the Shenzhen Municipal Government, the Shenzhen Municipal Bureau of Commerce, the North RhineWestphalia Investment, State of Bavaria – China

Office, Tencent Group, Herrenknecht Group, Lufthansa Group, etc. The Chinese and foreign enterprises also participated in the opening ceremony and pitch at the on-site roadshow, including AGS Group, ALBA Group, Faytech, Tencent Cloud, Teufel, Tricor Group, Stiebel Eltron. The guests highly praised the roadshow.

AHK Innovation Hub was officially inaugurated on 25 May 2018 by the German Chancellor Angela Merkel, along with the State Secretary at the Federal Ministry for Economic Affairs and Energy and high-level government representatives from Guangdong province. Since then, it has been established as a central contact point for German companies and other interest groups on the subject of innovation and entrepreneurs. Through the AHK Innovation Hub, we have strengthened the Sino-German business community, especially following the COVID-19 spread in China, bringing confidence to enterprises and deepening Sino-German cooperation on a wider scale.

[Roundtable]

HOW WE DO in Response to Market Changes

20 May 2020

[Virtual BD Roundtable]

Online Marketing

21 May 2020

[Learning@GCC]

Thriving in the Face of Uncertainties Through Resilience

29 May 2020

[Chengdu]

Meeting With the German Chamber Southwest China Members

4 June 2020

[Virtual GM Roundtable]

Best Practice Sharing in Digitalization

11 June 2020

[Virtual HR Roundtable]

How to Improve Employees' Work Enthusiasm During the Crisis

23 June 2020

[Guangzhou]

InterChamber Business Networking Drink

23 June 2020

[Shenzhen]

InterChamber Business Networking Drink

30 June 2020

[Guangzhou]

Chamber Dinner – New Journey

9 July 2020

[Webinar]

Business Collaboration After COVID-19

10 July 2020

[Webinar]

How the Civil Code May Affect Contracts with Foreign Parties

16 July 2020

[Virtual BD Roundtable]

Digital Transformation

23 July 2020

New Project Manager of Market Entry and Partner Support Program in Shenzhen



The German Chamber of Commerce in China | South & Southwest is pleased to announce the appointment of Ms. Katja Dengler as Project Manager of Market Entry and Partner Support Program in the German Industry & Commerce, Shenzhen Office. Ms. Dengler studied China Studies at Tübingen University, and has previously worked for the German Industry & Commerce in Beijing as an intern. After graduation, she worked in Shanghai before moving to Shenzhen and returning to the GiC. Ms. Dengler

can be reached via phone at +86(0)755-8635 0487 or email at dengler.katja@gz.china.ahk.de

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Online Training Calendar

24–25 Sep. Arouse Employees' Potentials – Leadership Coaching Skills (CN)

Training Calendar - Guangzhou

22–23 Oct. Communication, Influencing and Negotiation Skills (CN)
26 Nov. International Presentation and Reporting Skills (EN/CN)
27 Nov. Global Leadership and Talent Development (EN/CN)
4 Dec. Developing Sales Strategy (CN)
10–11 Dec. Excellence in Customer Service (CN)

Training Calendar - Shenzhen

15 Oct. Convincing and Asserting Skills (EN/CN)
16 Oct. Intercultural and Virtual Team Communication (EN/CN)
30 Oct. Stress and Emotion Management (CN)
19–20 Nov. Project Management Essentials (CN)

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GCC Board Shanghai



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Senior Vice President, Head of Global
SAP Labs Network, Head of Fast
Growth Market Strategy Group
SAP China Co., Ltd.



Mr. Maximilian Butek*
Executive Director
German Chamber of Commerce in
China | Shanghai



Mr. Titus Freiherr von dem Bongart
Vice-Chairperson
Partner / Head of GBN Greater China,
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Kunshan Economic & Technological Development Zone (KETD)

昆山经济技术开发区



Milestones

- Established as a self-funded industrial development zone in 1984
- Became the state-level economic and technological development zone (ETDZ) in 1992
- Ranked No. 5 among China's 219 state-level ETDZs in 2018 and 2019

Transportation

- **Expressway & Airport**
40-minute drive to Shanghai Hongqiao International Airport
90-minute drive to Shanghai Pudong International Airport
- **High-speed Railway**
15-minute ride to Shanghai
10-minute ride to Suzhou
- **Metro Line Under Construction**
Connecting Shanghai, KETD and Suzhou
- **Ports**
90-minute drive to Taicang port and Shanghai port

Five Pillar Industries

- Optoelectronics & Semiconductors
- Electronic Information
- Intelligent Equipment
- New Energy Vehicle
- Modern Service

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- 1 hour from Shanghai, 30 minutes from Nanjing.
- State Level High Tech District since 1992.
- Strong industrial clusters with German investment atmosphere.
- International airport, high speed railway, high way, ocean going port within district.
- AHK Dual System Training in vocational schools for German companies, with CNC machining, molding, welding, and related training centers.
- Competitive operation cost among the cities in great Shanghai area.
- Cozy living environment with German community.



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常州国家高新技术产业开发区
 Changzhou National Hi-Tech District

国家级 · 嘉兴经济技术开发区 **National Level Jiaxing Economic & Technological Development Zone**



Verkehr

> Hochgeschwindigkeitsbahnlinie

Nach Shanghai	75km	25min
Nach Hangzhou	75km	23min

> Autobahn

Nach Highway Entrance	5km	10min
Nach Shanghai	90km	60min
Nach Hangzhou	85km	60min

> Flughafen

Nach Shanghai Hongqiao Flughafen	90km	60min
Nach Shanghai Pudong Flughafen	120km	75min
To Hangzhou Xiaoshan Flughafen	90km	60min

> Seehafen

Nach Jiaxing Seehafen	30km
Nach Shanghai Seehafen	130km
Nach Ningbo Seehafen	250km
Nach Yangshan Seehafen	70km

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