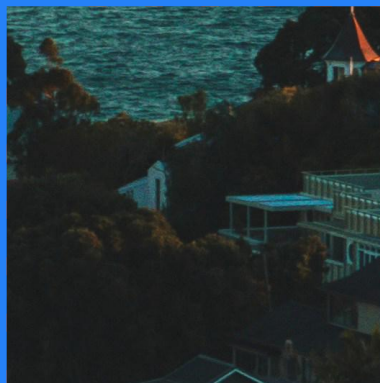
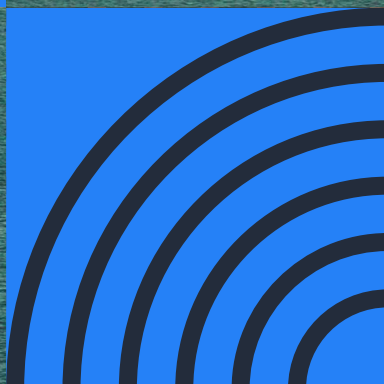
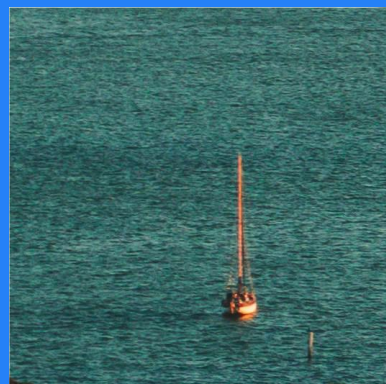


Invest in China Handbook

投资中国 手册





目录

Contents

前言			
FOREWORD	4		
会长寄语			
Message from the President	6		
一、新西兰企业在华投资案例			
Investment Cases of New Zealand Enterprises in China	8		
1.1 恒天然			
Fonterra	9		
1.2 佳沛			
Zespri	14		
1.4 ZURU GROUP – 重新构想明天	20		
1.4 费雪派克医疗			
FISHER & PAYKEL HEALTHCARE	22		
1.5 莱美健身			
Les Mills: For A Fitter Planet	27		
1.6 康维他			
Comvita	29		
1.7 安发			
Alpha Group	33		
1.8 银蕨农场:从世界需要的农场中创造美好			
Silver Fern Farms: Creating Goodness from the Farms the World Needs	37		
二、中国经济发展情况			
Economic Development in China	39		
三、中国外商投资环境			
China's Foreign Investment Environment	42		
3.1 优质的基础设施			
Well-equipped Infrastructure	43		
3.2 持续优化的营商环境			
Improving Business Environment	46		
3.3 日益健全的投资促进服务体系和平台			
Full-fledged Investment Promotion Service System and Platforms	54		
四、外商投资办事流程			
Procedures for Foreign Investment	60		
4.1 企业设立流程			
Enterprise Incorporation	61		
4.2 海关办事流程			
Customs	63		
4.3 外商投资企业投诉办事流程			
Complaint Management for Foreign-invested Enterprises	65		
五、相关名录			
Directory	67		
附件一：部分商务部门和投资促进机构名录			
Appendix I: Directory of Business Departments and Investment Promotion Agencies	68		
附件二：全国外商投资企业投诉工作机构名录			
Appendix II: Directory of Institutions that Handle the Complaints of Foreign-invested Enterprises	72		

FOREWORD

前言

对外开放，始终是中国发展的关键词。大力吸引和利用外资是中国高水平开放的重要内容，积极吸收利用外资已成为新时代中国经济发展的重要特征。

2023年11月，中华人民共和国主席习近平在向第六届中国国际进口博览会的致信中表示，中国将始终是世界发展的重要机遇，将坚定推进高水平开放，持续推动经济全球化朝着更加开放、包容、普惠、平衡、共赢的方向发展。

近年来，中国引进外资规模不断创历史新高，主要来源地投资普遍增长，引资结构持续优化，大项目带动作用显著增强。外资看好中国、投资中国，显示了中国市场的超强韧性和巨大吸引力。联合国贸发会议调查显示，中国是全球最具吸引力的投资目的地之一。中国贸促会发布《2023年第一季度中国外资营商环境调研报告》指出，超八成受访外资企业预期今年在华投资利润率将持平或有所增加，超九成受访企业预计未来5年在华投资利润持平或有所增加。中国依然是全球投资热土。

为贯彻落实党中央国务院关于更大力度吸引和利用外资的重要决策部署，今年以来，中国积极举办“投资中国年”招商引资活动，推动高水平开放，促进交流、增进合作。“投资中国年”系列活动以“投资中国，共创开放繁荣的美好未来”为主题，统筹各方资源，推动招商引资常态化、系列化和多元化。核心是搭建平台、畅通渠道、精准对接，充分展示全国各地方的投资机

Opening up has consistently been a pivotal aspect of China's development. Vigorously attracting and leveraging foreign investment is a crucial component of China's high-level openness. Actively absorbing and utilizing foreign capital has become a significant feature of China's economic development in the new era.

In November 2023, President Xi Jinping sent a letter to the sixth China International Import Expo (CIIE) stating that China will continue to be an important opportunity for global development, and will firmly advance high-standard opening up and work for an economic globalization that is more open, inclusive, balanced and beneficial to all.

In recent years, China has consistently achieved historically high levels of foreign investment inflows, with investments from various source countries experiencing widespread growth. The structure of foreign investment continues to optimize, propelled by the significant stimulating effect of large-scale projects. The confidence of foreign investors in and commitment to China underscores the exceptional resilience and immense attractiveness of the Chinese market. According to a survey by the United Nations Conference on Trade and Development, China ranks among the most appealing investment destinations globally. "2023 Q1 Survey Report on China's Foreign Investment Business Environment" released by China Council for the Promotion of International Trade indicated that over 80% of surveyed foreign enterprises anticipate that the investment profit margin in China will either remain steady or increase this year. Furthermore, over 90% of respondents expect the investment profit margin in China to either remain steady or increase over the next five years. China continues to be a global

遇，亮出“投资中国”这个金字招牌。

在开展“投资中国年”系列活动的同时，中国还将持续推进放宽外资市场准入，稳步扩大制度型开放，努力打造市场化、法治化、国际化的营商环境，依托各类开放平台，实现更高水平投资自由化、便利化，为外资项目落地提供更好的发展载体，充分发挥重点外资项目工作专班作用，提供全生命周期服务，助力外资企业深耕中国市场，把握新的机遇。

为了增强新西兰企业对华投资营商环境了解，促进双边贸易投资便利化，特此制作《投资中国手册》，请在华投资的新西兰企业以其成功经验“现身说法”，并重点展现中国市场化、法治化、国际化的营商环境。希望此举对新西兰企业和投资者了解中国、投资中国有所裨益！

hotspot for investment.

To implement the important decisions and arrangements of the Party Central Committee and the State Council regarding more vigorously attracting and utilizing foreign capital, China has actively organized the ‘Invest in China Year’ investment promotion activities this year. These efforts aim to advance a high-level openness, promote exchanges, and enhance cooperation. The “Invest in China Year” series of activities are themed around “Invest in China, jointly creating a beautiful future of openness and prosperity.” They coordinate resources from various parties to normalize, serialize, and diversify investment promotion. The core focus is on building platforms, facilitating channels, and facilitating precise connections to fully showcase investment opportunities across the country, highlighting the golden brand of “Invest in China” .

While conducting the “Invest in China Year” series of activities, China will continue to advance the liberalization of market access for foreign investment, steadily expand institutional opening-up, and strive to create a business environment characterized by market orientation, rule of law, and internationalization. Leveraging various open platforms, efforts will be made to achieve a higher level of investment liberalization and facilitation, providing a better development platform for the landing of foreign investment projects. The focus will be on harnessing the specialized task forces for key foreign investment projects, offering comprehensive lifecycle services to assist foreign enterprises in deepening their presence in the Chinese market and seizing new opportunities.

To enhance better understanding of the investment and business environment in China among New Zealand enterprises and to promote the facilitation of bilateral trade and investment, CCCNZ drafted this “Invest in China Handbook” . This handbook focuses on New Zealand Enterprises’ success stories and experiences sharing, while introducing China’ s business environment characterized by market-oriented practices, adherence to the rule of law, and internationalization. It is hoped that this Handbook will be helpful for foreign enterprises and investors.

会长寄语



年轮流转，时光飞逝，新西兰中国商会迄今已成立了21年。商会自2002年成立以来，得到中国驻新西兰大使馆、总领馆及经商处的大力支持，带领各会员单位携手共进，同创未来，发挥了重要的桥梁作用。21年间，新西兰中国商会大力促进了中新经贸往来，增进了中资企业在新西兰融入与发展，加强了会员企业间的沟通与互助，促进了新西兰本地会员企业与中国企业间的沟通与合作，协助新西兰本地企业更好地了解和融入中国市场并扩展在华业务。

商会会员中包括多家中国国有企业在新西兰的分子公司和投资公司，中国知名民营企业在新西兰的分子公司，新西兰本地知名企业及跨国企业在新西兰的分子公司，以及诸多新西兰本地成长起来的华人（华资）

背景企业。会员企业涉及新西兰的金融、乳品、旅游、航空、航运、林业、教育、科技、保险、贸易和加工等各个领域。一分耕耘、一分收获，新西兰中国商会就是这样一个大舞台，汇聚了海内外的精英人物，凝聚众人之智、团结众人之力。

中国政府高度重视利用外资工作。今年以来，商务部积极举办“投资中国年”招商引资活动，推动高水平开放，促进交流、增进合作。中国和新西兰高层和民间之间的多次互访，促进了资本和人员的流通和商业的繁荣。尽管中新两国在一些问题上存在不同看法，但双方均视对方为伙伴而不是对手、是机遇而不是威胁。正是在这种开放包容、和而不同的交往基础上，两国才能跨越差异、开拓创新、发扬“争先”精神开展友好交往合作，两国关系才能创造了中国同西方发达国家关系的多个“第一”。中新两国的交往历史证明，分歧不应定义双边关系，重要的是相互尊重、合作共赢。

值此“投资中国年”，又逢商会成立21周年之际，我们希冀与所有会员不断创新，扬帆起航，共谋发展，共享繁荣！

——新西兰中国商会会长 祁军

Time flies by, and a world of changes has occurred. China Chamber of Commerce in New Zealand has been established for 21 years so far. Since its establishment in 2002, the Chamber of Commerce has received strong support from the Chinese Embassy, Consulate General and Economic and Commercial Office in New Zealand, leading all members to work together to create a better future, playing an important role as a bridge between China and New Zealand. Over the past 21 years, China Chamber of Commerce in New Zealand has vigorously promoted economic and trade exchanges between China and New Zealand, enhanced the integration and development of Chinese-funded enterprises in New Zealand, strengthened communication and mutual assistance among members, and promoted communication and cooperation between local member enterprises in New Zealand and Chinese enterprises, and assist New Zealand local companies to better understand and integrate into the Chinese market and expand their business in China.

Members of the Chamber of Commerce include many subsidiaries and investment companies of Chinese state-owned enterprises in New Zealand, subsidiaries of well-known Chinese private enterprises in New Zealand, subsidiaries of well-known local enterprises and multinational enterprises in New Zealand, as well as a number of local Chinese enterprises. Members are involved in various fields such as New Zealand's finance, dairy, tourism, aviation, shipping, forestry, education, technology and insurance. The China Chamber of Commerce in New Zealand is such a big stage that brings together elites from China and New Zealand to unite everyone's wisdom and strength.

The Chinese government attaches great importance to the use of foreign capital. Since this year, the Ministry of Commerce of China has actively held the "Year of Investing in China" promotion activities to promote high-level opening up and enhance cooperation. Many exchanges of high-level and non-governmental visits between China and New Zealand have promoted the flow of capital and personnel and the prosperity of business. Although China and New Zealand have different views on some issues, both sides regard



PRESIDENT' S QUOTE

the other as a partner rather than an opponent, and an opportunity rather than a threat. It is on the basis of "seeking common ground while reserving differences" that the two countries can transcend differences, and carry out friendly exchanges and cooperation. The history of exchanges between China and New Zealand proves that differences should not define bilateral relations. What matters is mutual respect and win-win cooperation.

On the occasion of the "Year of Investing in China" and the 21st anniversary of the establishment of the Chamber of Commerce, we hope to continue to seek common development and share prosperity with all members!

— Qi Jun,

**President of China Chamber of
Commerce in New Zealand**

01.

新西兰企业在华投资案例

Investment Cases of
New Zealand Enterprises in
China



恒天然 Fonterra

1.1.1 简介

恒天然是一家由8300名农民拥有的全球乳制品合作社。我们的乳制品在全球约120个市场销售。在这些市场中，中国是我们最大且最重要的战略市场。我们致力于通过我们的乳粉和餐饮服务业务以及我们的消费品牌向中国客户提供可持续生产的、高质量且营养丰富的乳制品。

恒天然在中国的故事始于50年前的1973年，当时第一批新西兰乳制品代表团访问了中国。1982年，恒天然的前身——新西兰乳品董事会在香港成立了一个全资子公司——安佳食品（香港）有限公司，并开始向中国出口乳粉产品。

过去几十年，中国的乳制品消费显著增长，反映了中国消费者对乳制品营养不断增强的认识。如今，我们在大中华地区的业务带来超过600个工作岗位，其中300个岗位位于上海总部。我们还与三家第三方制造商合作，在中

1.1.1 Introduction

Fonterra is a global dairy nutrition co-operative owned by 8,300 farmers. Our dairy products are sold in about 120 markets around the world. Amongst these, China is our largest and most important strategic market. We are committed to delivering sustainably produced, high-quality and nutritious dairy products to our Chinese customers, through our dairy ingredients and foodservice businesses, as well as our consumer brands.

Fonterra's China story has its beginnings 50 years ago in 1973, when the first New Zealand dairy delegation visited China. In 1982, our predecessor company – the NZ Dairy Board – established a wholly owned branch in Hong Kong named Anchor Foods (HK) Ltd and began exporting ingredients to China.

In the intervening decades, dairy consumption in China has grown significantly, reflecting the growing awareness amongst Chinese consumers of the nutritional benefits of dairy. Today, our operations in the Greater China region support over 600 jobs, with 300 of these being at our head office in Shanghai. We also work with three third party manufacturers, have five application centres, one innovation centre, and two joint ventures.

国设有五个应用中心、一个创新中心和两个合资企业。

1.1.2 商业组成

新西兰乳制品（NZMP）公司是恒天然主要从事乳粉业务的公司。NZMP生产超过3000种产品，为主要客户（如蒙牛、伊利、光明、旺旺、妙可蓝多和吉士丁）量身定制乳粉。恒天然在中国的消费品牌包括安佳（Anchor）、安满（Anmum）和安怡（Anlene），通过主要的电商渠道以及超过13000家门店销售。

“安佳专业乳品专业伙伴”（Anchor Food Professionals）新品牌是主要负责餐饮服务业务。AFP为餐饮服务业务和专业人士提供高质量、适用于特定用途的乳制品和解决方案。AFP的核心产品包括黄油、奶油和芝士。我们的餐饮服务客户群体包括像面包新语、广州餐厅和冠军比萨这样的知名品牌，以及新兴品牌，如Tiger Attitude、Tayuki茶和古茗茶饮。

恒天然中国战略客户业务部门还为中国数十家全球连锁餐厅提供解决方案，包括必胜客、肯德基、麦当劳、星巴克和达美乐。这些战略客户在中国拥有超过25000家门店，每年大约新开设4000家新门店。

大中华地区对于恒天然餐饮服务业务来说至关重要，AFP的使命是成为中国高端餐饮专业人士的首选合作伙伴。AFP的增长战略侧重于扩大在中国三线城市的地理覆盖范围，同时继续在一二线城市保持和加强其强大的市场份额。

1.1.2 Business Components

New Zealand Milk Products (NZMP) is Fonterra's ingredients business. NZMP manufactures more than 3,000 products, including many specialty ingredients tailored for our major customers – such as Mengniu, Yili, Bright, Want-Want, Milkland and Cheerston. Fonterra's Chinese Consumer Brands include Anchor, Anmum and Anlene, which are sold via major e-commerce channels as well as in more than 13,000 stores.

Anchor Food Professionals (AFP) is Fonterra's foodservice business. AFP provides high-quality, fit-for-purpose dairy products and solutions to foodservice businesses and professionals. AFP's core offerings include butter, creams, and cheeses. Our foodservice customers range from well-known brands like BreadTalk, Guangzhou Restaurant, and Champion Pizza, to newly emerging brands such as Tiger Attitude, Tayuki Tea and Goodme Tea.

The China Strategic Accounts business unit also provides solutions to dozens of global restaurant chains in China, including Pizza Hut, KFC, McDonald's, Starbucks and Dominoes. These strategic accounts have over 25,000 stores across China, with roughly 4,000 new stores opened annually.

Greater China is the most important region for Fonterra's foodservice business, and AFP has the mission of becoming the partner of choice for China's premium foodservice professionals. AFP's growth strategy focuses on expanding the geographic reach across Tier 3 cities in China, whilst continuing to hold and strengthen its strong share of wallet in Tier 1 and 2 cities.

1.1.3 Strategy

Innovation is a common theme of Fonterra's history and success in China and we are always looking at innovative ways of using dairy products in local cuisine. For example, Fonterra has launched 'Cheese Pro', which is a mix of cream and cheese that helps our customers save time when making tea

1.1.3 市场战略

创新是恒天然在中国市场上取得成功的基因，我们始终在寻找在本土烹饪中创新使用乳制品的方式。例如，恒天然推出了Cheese Pro，——一种混合了奶油和奶酪的产品，帮助我们的客户在制作茶玛奇朵时节省时间。

恒天然专注于从市场内部推动在中国的创新。为实现这一目标，我们在中国设有五个恒天然应用中心（FACs），有50名AFP厨师。这些中心作为研发地点，使我们能够更好地满足当地客户的需求和消费者的偏好。每个FAC都有技术专家和经验丰富的厨师驻扎。这些中心通过产品开发研讨会、演示和虚拟实时教学，帮助客户创建互动、实践性的体验。例如，恒天然成都FAC致力于满足我们面点客户的需求，现有7名员工，其中包括2名创新厨师。每年，成都FAC为四川、重庆、贵州和云南等西南地区客户举办约30场产品演示活动。

2023年4月，恒天然在深圳开设了第五个应用中心。由于深圳是许多中国领先饮料客户总部所在地，该中心专注于恒天然乳制品在饮料方面的应用。中国是一个竞争激烈的饮料市场，消费者不断寻找下一个最好的饮品。去年，中国主要茶饮品牌推出了1400种新的非酒精饮料。

我们还在恒天然-ACC上海创新中心进行研发工作。该中心专注于使恒天然更加贴近中国消费者的不断变化的偏好，并帮助确保业务能够更快、更有效地开发满足市场需求的新产品。

macchiatos.

Fonterra focusses on driving its Chinese innovation from within the market. To achieve this, we have five Fonterra Application Centres (FACs) with a total team of 50 AFP chefs throughout the country. These serve as R&D locations so that we can better meet local customer needs and consumer preferences. Technical experts and experienced chefs are stationed at each FAC. The centres help to create interactive, hands-on experiences for customers through product development seminars, demonstrations, and virtual live teachings.

For example, our FAC in Chengdu employs 7 staff, including two innovation chefs. Every year, the Chengdu FAC holds about 30 product demonstration events for Southwest China customers from Sichuan, Chongqing, Guizhou and Yunnan. The Chengdu FAC is primarily focused on serving the needs of our bakery customers.

In April 2023 Fonterra opened its fifth application centre in Shenzhen. As Shenzhen is where many of China's leading beverage customers are headquartered, the centre is focused on beverage applications for our dairy products. China is a highly competitive beverage market, with consumers constantly seeking the next best drink. Last year, 1,400 new kinds of non-alcoholic beverages were launched in China by key tea and beverage brands.

We also conduct research and development at the Fonterra-ACC Shanghai Innovation Centre. This centre is focused on bringing Fonterra closer to the changing preferences desired by Chinese consumers, and helps to ensure that the business can develop new products which meet market needs faster and more efficiently.

Sustainability is another strategic focus for Fonterra, and our sustainability strategy is enhanced through collaborations in China. For Fonterra, our pasture based, grass fed system ensures that we have one of the lowest carbon footprints globally for dairy. This means that we are well placed to support China's

可持续性恒天然的另一战略重点，这一战略通过合作得以增强。对于恒天然而言，恒天然基于牧场的、草饲为主的系统确保我们在全球乳制品中具有最低的碳足迹之一。这意味着我们有望支持中国的整体减排目标，以及帮助客户在其供应链上降低碳足迹的努力。

我们在中国与客户、行业协会和政府机构密切合作，推出提高可持续性意识和增强可持续性发展的宣传活动。去年7月，我们与一家主要儿科客户联合推出了一份名为《草饲背后的科学》的白皮书，旨在提高人们对新西兰草饲奶益处的认识。我们还注意到在中国与健康和健康相关的产品需求的增加，作为回应，我们正在开发旨在支持免疫系统和认知功能的新产品。

1.1.4 展望未来

未来几年，恒天然将加强核心业务，更多进入二三线城市，通过在创新和持续菜单开发方面的投资拓展餐饮服务业务，并加强在中国菜系方面的产品。就消费业务而言，恒天然将继续发展高端品牌，并专注于小众但高价值品类。对于NZMP业务，我们将继续利用我们的知识产权，提供新的、更高价值的乳粉产品，特别是聚焦于运动/和健康生活方式和儿科益生菌，以及针对后疫情时代健康免疫新功能的产品。最后，我们将继续宣传乳制品的好处，满足消费者营养需求。

长期看，我们对恒天然在中国的机遇充满乐观。中国是全球最大的乳制品进口市场。得益于强劲的经济增长和有利的城市化等人口结

overall emission reduction targets and the efforts of our customers to lower their carbon footprints across their supply chains.

Our grass-fed position and New Zealand provenance resonates strongly with customers and consumers in China. In China, we have been working closely with our customers, industry associations and government authorities, to launch campaigns to increase sustainability awareness and enhance sustainability development. In July last year we jointly launched a white paper titled the “The Science behind Grass-fed” with a key paediatrics customer. The paper supports to raise the awareness of the benefits behind New Zealand’s grass fed milk.

We are also seeing an increase in demand related to health and wellness related products in China, and in response we are developing new products which seek to support immunity and cognition.

1.1.4 Looking Ahead

Over the next few years, we will continue to strengthen our core business in line with Fonterra’s strategy. This will mean further growing our foodservice business by entering more tier 2-3 cities, enhancing our products through investment in innovation and continuous menu development, and strengthening our offerings in Chinese cuisine. For our consumer business, we will continue to develop the premium feel of our brands, and focus on niche, high value categories. For our NZMP business, we will continue to leverage our IP to offer new, high value ingredients. This will be particularly focused on probiotics in the sports/active lifestyles and paediatrics categories, and on new functionalities targeting health and immunity post-COVID-19. Lastly, we will continue to promote the goodness of dairy and leverage the health and wellness trend to meet the nutritional needs of consumers.

Over the long term we are optimistic about the opportunities for Fonterra in China. China is the world’s top market for dairy imports and the country’s consumption of dairy products is

构变化，中国对乳制品的消费将持续增长。

中国本土的乳制品行业持续壮大，随着消费水平的增长，乳制品进口在可预见的未来仍将是该行业的重要组成部分。在中国经济环境中，预计人们可支配收入的增加将意味着更多的花费用于健康产品，如乳制品，尤其是在现在人们对乳制品的好处和中国政府对推荐乳制品消费的目标有了更高的认识。我们也清楚，消费者在品味上“升级”时也在寻找更多创新产品。

恒天然有能力满足这种需求。我们现在的目标是成为中国国内乳制品客户的首选创新合作伙伴。中国是创新的重要来源，也是全球产业价值链的重要组成部分。在过去的50年里，创新、可持续性和效率使我们取得了成功，我们坚信这些将继续支撑我们未来增长的道路。过去几年向我们展示的是，与中国的客户和同事之间的良好合作是强大而繁荣业务的基石。恒天然在中国有着悠久的历史，我们对这个市场保持着深厚的承诺。我们迫不及待地期待着未来的发展。

continuing to grow, underpinned by strong economic growth, and favourable demographic changes, such as urbanisation.

The local Chinese dairy sector is continuing to go from strength to strength, and with forecast growth in consumption levels, imports will remain an important part of the mix for the foreseeable future. Looking at the economic environment in which we're operating, we expect the rise of people's disposable incomes will see more spending on health products, such as dairy, especially now with the increased awareness of the goodness of dairy and Chinese Government targets for recommended dairy consumption. We also know that consumers are looking for more innovative products as they 'trade-up' in tastes.

At Fonterra, we are well positioned to meet this demand. Our goal now is to become the preferred innovation partner for domestic dairy customers. China is a very important source of innovation and an important part of the global industry value chain. Innovation, sustainability, and efficiency have seen us succeed over the past 50 years and we firmly believe these will continue to underpin our path for future growth. What the last few years has shown us is that good co-operation, with both our customers and colleagues in China, is the foundation of a strong and thriving business. Fonterra has a long history in China, and we remain deeply committed to the market. We're excited to see what the future holds.



佳沛
Zespri

Zespri
KIWIFRUIT

佳沛国际有限公司是全球最大的奇异果营销商，在50多个国家和地区销售奇异果。我们的目标是通过猕猴桃的好处帮助世界各地的人们、社区和环境蓬勃发展。我们的使命是通过全年12个月为消费者提供世界领先的品牌奇异果产品组合，为奇异果种植者创造可持续的长期价值。

——**为什么是中国。**佳沛最初通过中国台湾和香港进入大中华地区。佳沛在这些市场上了解到当地消费者对佳沛奇异果的强劲需求，这让我们对中国大陆消费者的潜力充满信心。2008年，我们在上海开设了第一家大陆办事处。当时，中国仅占佳沛出口的3%，但如今已迅速增长，占佳沛总业务的25%以上。2022年，佳沛对大中华地区（包括中国台湾、香港和澳门）的出口额达到10亿新西兰元。总产量为13万吨，其中中国大陆约占10万吨——其中85%是佳沛的SunGold™品种。如今，佳沛在上海、北京、广州、成都和台北的大中华区网络中拥有超过100名员工。

Zespri International Limited is the world's largest marketer of kiwifruit, selling kiwifruit in more than 50 countries and regions. Our purpose is to help people, communities, and the environment around the world thrive through the goodness of kiwifruit. Our mission is to create sustainable long-term value for kiwifruit growers, by offering consumers the world's leading portfolio of branded kiwifruit 12 months of the year.

Why China. Zespri's initial entry into the greater China region was through Chinese Taiwan and Hong Kong. Zespri's experience of the strong demand from local consumers in those markets for Zespri kiwifruit gave us confidence in the potential of the mainland Chinese consumer. In 2008 we opened our first mainland office in Shanghai. At the time China accounted for only 3 percent of Zespri exports but has grown rapidly to account for more than 25 percent of Zespri's total business. In 2022, Zespri's exports to the greater China region (including Taiwan, Hong Kong and Macau) reached NZ\$1 billion. Total volume was 130,000 tonnes of which mainland China accounted for some 100,000 tonnes - 85% of which is Zespri's SunGold™ variety. Today Zespri has more than 100 staff across greater China network in Shanghai, Beijing, Guangzhou, Chengdu and Taipei.

——**伙伴。**我们业务的成功以及我们在中国合作伙伴关系的持续成功归功于佳沛在中国生态系统的实力。我们的主要分销合作伙伴仍然是佳沃荣懋和好农夫，而我们的顶级零售合作伙伴包括百果园、山姆会员店、先锋、本来京东。在供应链方面，我们与仓储提供商VX和清关合作伙伴PFS中国外运密切合作。没有他们的支持，佳沛品牌不可能在中国市场取得同样的成功。

——主要里程碑

- 1997年，设立台北办事处，为大中华区第一家办事处。
- 2008年，佳沛在上海开设了第一家中国大陆办事处。
- 2014年，与佳沛的创新合作伙伴植物与食品研究所（PFR）以及四川省自然资源科学院（SPANRS）共同建立了新西兰-中国猕猴桃联合研究实验室。习近平主席在访问新西兰期间见证了协议的签署。
- 2016年，成为中国大陆备案进口商，进一步加强佳沛与当地供应链合作伙伴的战略合作伙伴关系。
- 2018年，在北京、上海和广州设立仓储中心，直接向主要零售客户供应佳沛水果。
- 2021年，在成都设立为期3年的研究计划，探索种植佳沛品牌奇异果以供应中国客户12个月的可行性。

Partners. The success of our business and the continued success of our partnerships in China is due to the strength of the Zespri ecosystem in China. Our key distribution partners continue to be Joy Wing Mau and Good Farmer while our top retail partners include Pagoda, Sam's Club, Xianfeng, Benlai JD.com. On the supply chain side we have worked very closely with our warehouse provider VX and our customs clearance partner PFS Sinotrans. Without their support the Zespri brand would not have had the same level of success in the China market.

Major milestones

- 1997. Set up Taipei office, the first in the greater China region.
- 2008. Zespri opened the first mainland China office in Shanghai.
- 2014. Establishment of the joint New Zealand-China kiwifruit research laboratory, with Zespri's innovation partner Plant and Food Research (PFR) and the Sichuan Province Natural Resources Science Academy (SPANRS). The agreement signing was witnessed by President Xi Jinping during his visit to New Zealand.
- 2016. Became importer of record in mainland China, further strengthening Zespri's strategic partnerships with local supply chain partners.
- 2018. Set up warehouse hubs in Beijing, Shanghai and Guangzhou to supply Zespri fruit direct to key retail customers.
- 2021. Established 3-year research programme in Chengdu exploring the feasibility of growing Zespri branded kiwifruit for 12-month supply to Chinese customers
- 2021. Jointly set up the Kiwifruit Breeding Centre with Plant and Food Research, to drive faster innovation creating healthier, better tasting and more sustainable varieties.

- 2021年，与植物和食品研究中心联合成立猕猴桃育种中心，以推动更快的创新，创造更健康、味道更好、更可持续的品种。
- 2021年，被中国海关认定为“高级经济经营者”高级认证企业，加快通关速度。
- 2021年，与中国营养学会合作开展营养教育，共同发布《2021中国白领女性健康饮食白皮书》。
- 2022年，推出佳沛 RubyRed™，为中国客户提供新的红色品种，添加到佳沛的黄金和绿色奇异果产品组合中。
- 2023年，推出至广东东莞沙田港的新冷藏服务，将客户交货时间缩短至仅11天。今年佳沛将在沙田、上海南港和浙江台州大麦屿港三个港口运营25条冷藏服务。
- 2021. Accredited by China Customs as an Advanced Certified Enterprise under the Advanced Economic Operator programme, facilitating faster customs clearance.
- 2021. Partnered with China Nutrition Society on nutrition education and jointly released the “2021 White Paper on Healthy Diet for White-collar Women in China”.
- 2022. Launched Zespri RubyRed™, offering Chinese customers a new red variety to add to Zespri’s portfolio of Gold and Green kiwifruit
- 2023. Inaugurated new reefer service to Shatian Port in Dongguan, Guangdong reducing customer delivery times to just 11 days. This year Zespri will operate 25 reefer services to three ports - Shatian, South Port in Shanghai and Damaiyu Port in Taizhou Zhejiang.

——**挑战。**当佳沛刚进入中国大陆市场时，我们并不确定中国未来的发展方向。当时，中国对佳沛来说是一个很小的市场，而且关税很高。我们还遇到了一些持续存在的问题，这些问题让我们非常紧张，特别是在理解贸易规则和市场知识产权保护方面。我们品牌的假冒现象也很普遍。最近，未经授权种植我们受保护的 SunGold 品种的情况不断蔓延。这对佳沛来说是一个严重的问题，我们致力于采取行动保护消费者和客户的利益，确保他们今后只能获得最优质的正品、安全的佳沛产品。

——**前景。**尽管面临这些挑战，我们已经意识到中国猕猴桃市场的长期潜力。我们继续投资并与客户建立关系，并增加对奇异果的需

Challenges. When Zespri first entered the mainland China market, we weren’t sure of China’s future direction. China was then a very small market for Zespri with high tariffs. We also had ongoing issues which have made us very nervous, particularly around understanding the rules of trade, and around IP protection in the market. There was also widespread counterfeiting of our brand. More recently there has been the spread of unauthorised planting of our protected SunGold variety. This is a serious issue for Zespri and we are committed to taking action to protect the interests of our consumers and customers to ensure that they only get the best quality genuine, safe Zespri product going forward.

Prospects. Despite these challenges we have been aware of the long-term potential of the China market for our kiwifruit. We’ve continued to invest and build relationships with our customers and grow demand for our kiwifruit. Over the years, we set up local offices and hired some amazing local talent. The New Zealand-China Free Trade Agreement came into force in 2008 and since then kiwifruit tariffs have been gradually reduced to zero. This has been a

求。多年来，我们设立了当地办事处并聘请了一些出色的当地人才。新西兰-中国自由贸易协定于2008年生效，此后猕猴桃关税逐渐降至零。这对于让中国消费者更容易接触到佳沛奇异果起到了很大的帮助。最近，我们成为备案进口商，佳沛负责进口水果。这也有助于我们更加贴近市场、客户以及所有管理中国贸易规则的人。

我们还投资了自己的酷店网络来为我们的直接客户提供服务。在新冠病毒大流行的过去几年中，这一点变得至关重要，因为这种流行病对我们进入中国和中国各地的供应链造成了很大的破坏。我们与当地合作伙伴密切合作，成功克服了这些问题并取得了很好的进展。随着疫情的结束，我们可以更加自信地前行，为佳沛及我们在中国的合作伙伴进行投资、创造价值。

——水果行业趋势。主要的消费趋势是质量，这有助于推动佳沛在市场上的增长。进口水果的大幅增加也引发了人们对包括奇异果在内的一些水果全年供应的预期。佳沛有志于做到这一点，以便我们能够在一年中的每一天为我们的消费者提供优质、安全的奇异果。我们目前正在研究本地生产的可行性，最终决定将取决于新西兰奇异果种植者的支持。

中国水果的消费方式和地点也发生了很大变化。例如，佳沛（Zespri）作为中国节日期间的礼品非常受欢迎。因为人们喜欢给予他人有益且健康的东西，佳沛正好适合这一点。我们调整了我们的产品和包装，以确保中国消费者能够轻松选择我们，并使其成为健康的礼物

great help in making Zespri Kiwifruit more accessible to Chinese consumers. More recently we became Importer of Record where Zespri is responsible for importing the fruit. This has also helped bring us closer to the market and to our customers and all of those who manage the rules of trade in China.

We have also invested in our own coolstore network to service our direct customers. Over the last few years of the Covid pandemic, that become critically important as the pandemic has created a lot of disruption with our supply chains both coming into China and across China. We worked closely with our local partners and we have managed to overcome these issues and move ahead really well. With the ending of the pandemic we can go forward with more confidence and invest and create value for Zespri and our partners in China.

Fruit sector trends. The key consumer trend has been towards quality and this has helped drive Zespri's growth in the market. The big increase in imported fruits has also built expectations that some fruits including kiwifruit should be available all year around. Zespri has the ambition to do just that so that we can have a great quality, safe piece of kiwifruit for our consumers every day of the year. We are currently doing research into the feasibility of local production and a final decision would be made subject to the support from our New Zealand kiwifruit growers.

There has also been big changes in the occasions how and where fruit is consumed in China. For example, Zespri has become very popular as a gifting item during Chinese festivals. Because people like to give something which is good and healthy for others Zespri fits in perfectly. We have adapted our offering and our packaging to make sure it is easy for our Chinese consumers to choose us and make this a healthy gift of choice.

Zespri is also very much committed to driving innovation in the fruit sector. Last year Zespri started with our Zespri RubyRed kiwifruit. This new variety

选择。

佳沛还非常致力于推动水果行业的创新。去年，佳沛推出了佳沛红宝石奇异果。这一新品种广受好评，并成功帮助佳沛吸引新的年轻消费者。随着新西兰产量的增加，未来几年佳沛红宝石的供应量将会增加，我们对该品种在中国的机遇感到非常兴奋。

——**未来50年**。中国的快速发展见证了佳沛业务的转型，中国现已成为我们最大的单一国家市场。展望未来50年，佳沛更加致力于继续投资和发展中国市场，为中国消费者提供最优质的奇异果，并继续为华人社区做出真正积极的贡献。

has been very well received and has been successful in helping Zespri reach new younger consumers. The supply of Zespri RubyRed will increase over the next few years as production ramps up in New Zealand and we are very excited about the variety's opportunities in China.

Next 50 years. China's rapid development has seen the transformation of Zespri's business and China is now our single largest country market. Looking at the next 50 years, Zespri is even more committed to continuing to invest and grow in the China market by delivering the best quality kiwifruit to Chinese consumers and to continuing to make really positive contributions to Chinese communities.



MC is New Zealand's biggest litigation firm. 新西兰最大的诉讼律所。

Trusted for more than 100 years as the Office of the Crown Solicitor at Auckland, MC is one New Zealand's most highly-experienced and established law firms.

We provide advice to both private-sector clients and major government departments including: Immigration NZ, Ministry of Business, Innovation and Employment, Customs, Ministry of Education, Commerce Commission and the Financial Markets Authority.

Advising both government and commercial clients gives MC a unique and specialised perspective, and our clients benefit from our deep understanding of New Zealand's regulatory framework.

Whatever is needed, MC has a team of experts, fluent in multiple languages, who will work out the best way to apply the law to help you achieve your goals.

 mc.co.nz |  private.client@mc.co.nz

MC.



ZURU GROUP —重新构想明天

1.3.1 企业简介

ZURU成立于2003年。Zuru Toys、Zuru Edge和Zuru Tech是公司的三大支柱，业务涵盖玩具、快速消费品和建筑领域。尖端的软件和技术贯穿于企业的各个部门，创新的制造系统放大了Zuru的成功。

1.3.2 市场板块

ZURU集团成立于2003年，发展迅速，目前拥有三个核心部门：ZURU玩具、ZURU Edge（消费品）和ZURU Tech（建筑）。ZURU以其尖端软件和世界领先的自动化和制造系统而闻名，有能力继续打造世界上增长最快、最具颠覆性的公司之一。

关于ZURU Toys（祖鲁玩具）。这一切始于2003年Zuru Toys在广州的制造工厂，此后已成为世界上最大的玩具公司之一，以其通过自动化实现的创新、创造力和颠覆性而闻名。受到儿童和富有想象力的游戏的启发，Zuru Toys向120多个国家的主要零售商销售Bunch O Balloons™

1.3.1 Introduction

ZURU was founded in 2003. Zuru Toys, Zuru Edge and Zuru Tech are the three vital pillars of the company, spanning across toys, fast moving consumer goods, and construction. Cutting-edge software and technology runs through all arms of the businesses where innovative manufacturing systems amplify Zuru's success.

1.3.2 Market Sector

ZURU is on a quest to reimagine tomorrow. Founded 2003, ZURU Group has rapidly grown and now spans three core divisions—ZURU Toys, ZURU Edge (consumer goods) and ZURU Tech (construction). Known for its cutting-edge software and world-leading automation and manufacturing systems, ZURU is well placed to continue building its reputation as one of the fastest-growing and most disruptive companies in the world.

About ZURU Toys. It all started in with Guangzhou manufacturing for Zuru Toys in 2003 and since has become one of the largest toy companies in the world, known for its innovation, creativity and disruption through automation. Inspired by children and imaginative play, Zuru Toys distributes to major retailers in over 120 countries bringing joy to millions of families all over the world with brands

、X-Shot™、Rainbocorns™、Robo Alive™、Smashers™、5 Surprise™ 和 Pets Alive™等品牌，为全世界数百万家庭带来欢乐，合作伙伴包括Nickelodeon、迪士尼、环球影城和梦工厂。

关于ZURU Edge（消费产品）。Zuru Edge正在颠覆传统成熟的消费品类，打造新一代品牌，以更好地服务现代消费者。Zuru Edge可以说是当今世界上增长最快的消费品公司之一，重点在以下五个关键领域打造未来品牌：宠物护理、婴儿护理、个人护理和美容、家庭护理以及健康与保健。

关于ZURU科技。Zuru Tech正在彻底改变世界的建筑方式，为建筑行业带来更大的灵活性、速度、负担能力、质量和可持续性。经过十年的努力，ZURU Tech彻底改造了施工流程的各个方面，开发了世界上第一个直接连接到全自动化生产的BIM软件。随着Zuru Tech的不断推进，一座全尺寸的超级工厂已经在建设中，准备成为其革命的中心。

ZURU GROUP网站：<https://zuru.com/>

联系方式：info@zuru.com

such as Bunch O Balloons™, X-Shot™, Rainbocorns™, Robo Alive™, Smashers™, 5 Surprise™ and Pets Alive™ along with partnerships in the entertainment industry: Nickelodeon, Disney, Universal Studios and DreamWorks.

About Zuru Edge (Consumer products). Zuru Edge is disrupting traditionally mature consumer goods categories and building new generation brands to better serve modern consumers. Arguably the fastest-growing consumer goods company in the world today, Zuru Edge has a key focus on building tomorrow's brands across five key sectors—Pet Care, Baby Care, Personal Care & Beauty, Home Care and Health & Wellness.

About ZURU Tech (construction). Zuru Tech is revolutionising the way the world builds to bring greater flexibility, speed, affordability, quality and sustainability to the construction industry. Ten years in the making, ZURU Tech has reinvented every aspect of the construction process, developing the world's first BIM software that directly connects to fully automated production. As Zuru Tech pushes forward, a full-size Giga Factory is already under construction, poised to become the epicentre of their revolution.

ZURU GROUP website: <https://zuru.com/>,

Email: info@zuru.com



费雪派克医疗 FISHER & PAYKEL HEALTHCARE

1.4.1 公司概况

费雪派克医疗是总部位于新西兰奥克兰的一家国际著名的医疗器械制造跨国企业，主要致力于呼吸治疗、急症治疗、外科手术和睡眠呼吸暂停综合症治疗产品的研究、开发、设计、制造和销售。

产品创新一直是费雪派克医疗成功的关键，自1969年，费雪派克开发出世界上第一台呼吸湿化器以来，不断对产品进行持续的开发和创新，在呼吸湿化领域被一直公认为全球的领导者，至今已有54年的历史。

在过去20多年里，公司持续创新和发展了一系列新的医疗器械产品和临床应用技术，这主要包括有高流量呼吸治疗，湿化在无创通气的应用及外科手术中的应用等。这些技术发明和产品改变了现有的临床实践，为临床治疗提供了新的解决方案。目前，公司拥有380多项美国发明专利，450多项申请中的美国专利，1500多项其他国家发明专利（包括中国发

1.4.1 Introduction

Fisher & Paykel Healthcare is an internationally renowned multinational medical device manufacturing company headquartered in Auckland, New Zealand. It is primarily dedicated to the research, development, design, manufacturing, and sale of products for respiratory therapy, emergency care, surgical procedures, and the treatment of sleep apnea.

Product innovation has consistently been the key to its success. Since the development of the world's first respiratory humidifier in 1969, Fisher & Paykel Healthcare has continuously invested in the ongoing development and innovation of its products. It has been globally recognized as a leader in the field of respiratory humidification for 54 years.

Over the past two decades, the company has continually innovated and developed a range of new medical devices and clinical application technologies. This includes high-flow respiratory therapy, humidification applications in non-invasive ventilation, and applications in surgical procedures. These technological inventions and product developments have changed existing clinical practices, providing new solutions for clinical treatment. Currently, the company holds over 380 granted U.S. patents, more than 450 pending U.S. patent applications, over 1,500 granted patents in

明专利120多项)，还有1300多项申请中的其他国家发明专利（包括已进入实质公开流程的中国发明专利160多项）。

2023财年（2022年4月-2023年3月）营业收入15.8亿新西兰元（折合人民币约71亿元），目前最新市值141亿新西兰元（人民币635亿元），是目前市值最高的新西兰本土企业，也是道琼斯可持续发展指数FTSE4Good的成员。

费雪派克医疗全球员工超过6500人，分布在53个国家和地区，产品销往120多个国家和地区。按市场销售份额计算，北美洲占43%，欧洲27%，亚太25%，其它地区5%。

费雪派克医疗2006年在华成立的全资子公司，位于广州科学城，负责费雪派克医疗器械产品在中国大陆地区的进口、分销、推广、技术支持和售后等业务。2022年，费雪派克医疗在广州中新知识城建立全球第三个制造基地。

1.4.2 产品应用

医用类产品。有创通气：我们的产品在有创通气治疗中给气管插管或切管的病人提供加温加湿的气体，从而帮助保持气道热量和湿度的自然平衡。

无创通气：无创通气指的是通过面罩给病人提供呼吸支持的一种治疗方法。加温加湿的气流可以改善病人的舒适性和治疗的顺应性，减少气道干燥，改善痰液清理。

经鼻高流量治疗：经鼻高流量是一种呼吸治疗方法，它通过费雪派克医疗独特的

other countries (including over 120 in China), and more than 1,300 pending patents in other countries (including over 160 pending patents in China that have entered substantive examination).

As of the 2023 fiscal year (April 2022 to March 2023), Fisher & Paykel Healthcare reported a revenue of NZD 1.58 billion (approximately CNY 7.1 billion) and currently holds a market capitalization of NZD 14.1 billion (approximately CNY 63.5 billion). It is the highest-valued New Zealand-based company and a member of the Dow Jones Sustainability Index FTSE4Good.

The company has a global workforce exceeding 6,500 employees distributed across 53 countries and regions, with its products sold in over 120 countries and regions. Calculated by market sales share, North America accounts for 43%, Europe 27%, the Asia-Pacific region 25%, and other regions 5%.

Fisher & Paykel Healthcare established a wholly-owned subsidiary in China in 2006, located in the Guangzhou Science City. This subsidiary is responsible for the import, distribution, promotion, technical support, and after-sales services of Fisher & Paykel Healthcare's medical device products in mainland China. In 2022, the company established its third global manufacturing base in the Sino-Singapore Guangzhou Knowledge City.

1.4.2 Product Application

Invasive ventilation: Invasive ventilation is a mode of respiratory support that replaces spontaneous breathing in neonates and infants, with an artificial airway such as an endotracheal tube. Delivering heated and humidified gas is widely recommended and practiced during invasive respiratory support of neonates and infants.

Noninvasive ventilation: Noninvasive ventilation (NIV) is the delivery of respiratory pressure support via a mask and may be used to treat respiratory failure, such as chronic obstructive pulmonary disease (COPD). A ventilator may generate positive pressure to assist with inspiration and expiration.

Optiflow鼻塞给病人输送高流量的空气和氧气。这种方法让轻、中度呼吸衰竭的病人获得舒适有效，浓度高达100%的氧气。

外科手术湿化技术：我们的产品给外科手术使用的二氧化碳气体提供加温加湿，可以保护病人免除低体温，术后疼痛的影响，降低手术局部感染，组织表面粘连及癌症转移的风险。

家用类产品。正压呼吸治疗：我们拥有一系列治疗睡眠呼吸暂停综合症（OSA）的正压呼吸机和面罩产品。我们的面罩以舒适，简洁和容易使用而闻名于世，这点对提高治疗的顺应性十分关键。我们的病人管理和支持工具让患者获得无微不至的体验，更乐于接受治疗。

居家呼吸支持：为了改善病患的生活质量，减少住院需要，我们把在医院使用的经鼻高流量治疗和无创通气治疗所取得的经验和技术应用到居家环境和长期照护场景。费雪派克医疗的myAirvo家用呼吸湿化治疗仪可以给慢性肺阻塞或支气管炎等慢性呼吸疾病患者提供加温湿化治疗，氧疗等呼吸支持。

1.4.3 费雪派克与中国

费雪派克医疗与中国交往的历史最早可追溯到1985年，当年新西兰政府代表团访问中国并赠送了12台费雪派克MR500呼吸湿化器给中国政府。这12台呼吸湿化器由卫生部转交给北京协和医院和北京积水潭医院使用。费雪派克医疗首任CEO Mike Daniell，当时是一个只有

Optiflow nasal high flow therapy: Optiflow nasal high flow provides respiratory support to your patients by delivering heated, humidified air and oxygen at flow rates up to 70 L/min via an Optiflow nasal cannula and a system.

Surgical technologies: Our products provide warming and humidification for carbon dioxide gas used in surgical procedures. This helps protect patients from hypothermia, minimize postoperative pain, reduce the risk of local infections during surgery, prevent tissue surface adhesion, and lower the risk of cancer metastasis.

CPAP therapy: We have a range of positive pressure ventilators and mask products designed for treating Obstructive Sleep Apnea (OSA). Our masks are renowned for their comfort, simplicity, and user-friendliness, which is crucial for improving treatment compliance. Our patient management and support tools provide a meticulous experience, making patients more willing to undergo and adhere to the treatment.

Home respiratory support: To enhance patients' quality of life and reduce the need for hospitalization, we apply the experience and technology gained from in-hospital treatments like nasal high-flow therapy and non-invasive ventilation to home environments and long-term care settings. Fisher & Paykel Healthcare's myAirvo home respiratory humidification therapy device provides heated humidification therapy, oxygen therapy, and other respiratory support for patients with chronic respiratory conditions such as chronic obstructive pulmonary disease (COPD) or bronchitis.

1.4.3 Fisher & Paykel with China

Fisher & Paykel Healthcare's history of engagement with China dates back to 1985 when a New Zealand government delegation visited China and presented 12 Fisher & Paykel MR500 respiratory humidifiers as a gift to the Chinese government. These humidifiers were transferred by the Ministry of Health to Beijing Union Medical College Hospital and Beijing Jishuitan Hospital for use. The first CEO of Fisher & Paykel Healthcare, Mike Daniell, who was then a 29-year-old

29岁的年轻工程师，他负责到这两家医院进行安装和培训。

时光荏苒，一晃到了2003年年初，费雪派克医疗在广州设立了代表处，在业务开始之初就与SARS非典疫情不期而遇。我们通过大量的临床培训和学术推广，把当时先进的37°C/44mg/L最佳湿化理念介绍给刚刚起步的国内危重症医学界。2006年，在广州成立了全资子公司，负责费雪派克医疗器械产品在中国大陆地区的进口、分销、推广、技术支持和售后等业务。十七年来，我们与国际国内著名呼吸厂商密切合作，提供配套呼吸机使用的呼吸湿化系统产品，同时在临床推广先进的加热呼吸管路产品，与世界同步推广经鼻高流量治疗技术。这些技术和产品的应用不仅在新冠疫情的病人救治中起了非常重要的作用，而且在日常临床实践中也得到了越来越多的应用。

虽然传统上公司的业务是以北美和欧洲为主，但是中国市场是发展最快的具规模市场板块，是企业全球战略重要的支撑部分。因为中国不仅仅是我们产品的市场，同时也是我们全球供应链的重要组成部分。

在后疫情时代公司继续落实在中国投资的承诺，2022年在广州中新知识城开始建立全球第三个制造基地，实现本土化战略，打破国产医疗设备产品采购目录的壁垒，更好地融入双循环相互促进新格局的国家发展战略。为在中国市场的可持续增长提供源源不断的动力。

engineer, was responsible for installing and training staff at these two hospitals.

Fast forward to the early 2003, Fisher & Paykel Healthcare established a representative office in Guangzhou, coinciding with the outbreak of the SARS epidemic. Through extensive clinical training and academic promotion, we introduced the advanced concept of optimal humidification at 37°C/44mg/L to the emerging critical care medicine community in China. In 2006, a wholly-owned subsidiary was established in Guangzhou, responsible for the import, distribution, promotion, technical support, and after-sales services of Fisher & Paykel Healthcare's medical device products in mainland China. Over the past seventeen years, we have collaborated closely with renowned international and domestic respiratory manufacturers, providing respiratory humidification system products for compatible ventilator use. Simultaneously, we have been promoting advanced heated breathing circuit products and synchronously introducing nasal high-flow therapy technology worldwide. The application of these technologies and products has played a crucial role not only in the treatment of patients during the COVID-19 pandemic but also in everyday clinical practice.

While traditionally Fisher & Paykel Healthcare's business has focused on North America and Europe, the Chinese market is the fastest-growing and significant market segment, serving as a crucial support for the company's global strategy. China is not just a market for our products but also an integral part of our global supply chain.

In the post-Covid-19 era, the company continues to fulfill its commitment to investment in China. In 2022, construction began on the third global manufacturing base in the Sino-Singapore Guangzhou Knowledge City, representing a localization strategy to break through barriers in the domestic medical equipment product procurement catalog and better integrate into the national development strategy of mutually promoting a new pattern of dual circulation. This initiative provides continuous momentum for sustainable growth in the Chinese market.

MyPay New Zealand

Seamless Global Payments The Convergence of FinTech



MIEPAY NZ LIMITED is a financial services company established in 2016, headquartered in Auckland, New Zealand, and has successfully listed on the Australian market. As an official partner of UnionPay, VISA Master, WeChat, Alipay, Paypal, and PoLI, the company offers comprehensive cross-border mobile aggregated payment services through its team (IEPAY), a multi-merchant e-commerce platform (IE MALL), and a merchant self-established store platform (ESHOP). The company has successfully served over 2000 local merchants and chain enterprises, with its business extending across New Zealand and Australia.



莱美健身

Les Mills: For A Fitter Planet

1.5.1 公司概况

莱美LES MILLS是健身行业全球领导品牌，源自新西兰，始于1968年。作为运动健康领域的超级IP，莱美的集体健身体系风靡全球100多个国家。

莱美品牌由四届奥运会参赛选手、新西兰田径队主教练Les Mills于1968年创立，从此集体运动的风潮席卷全球。如今，莱美体系拥有140,000名认证教练，与全球100多个国家的22,000家授权俱乐部合作，通过线下授课、线上直播、智能健身、沉浸式课程体验以及“Les Mills+”流媒体平台等多种形式，每周为全球千万人次的运动爱好者提供训练。

莱美中国自2014年进入中国市场，共与2,000多家授权伙伴合作，包括超级猩猩、乐刻、威尔仕、奥美氧舱、PURE等市场主流健身连锁品牌，以及阿迪达斯、唯品会、中国移动咪咕、华为、字节跳动 Pico 等知名企业和线上平台。全国超过10000名莱美认证教

1.5.1 Introduction

LES MILLS is a global leader in the fitness industry, originating from New Zealand in 1968. As a super IP in the field of sports and health, LES MILLS group fitness is popular in more than 100 countries around the world.

LES MILLS brand was founded in 1968 by Les Mills, a four-time Olympian and head coach of the New Zealand track and field team, and since then the trend of group fitness has swept the world. With 140,000 certified coaches and 22,000 authorized clubs in more than 100 countries, Les Mills provides training to millions of fitness lovers worldwide each week through offline classes, online live streaming, smart fitness, immersive class experiences and the “Les Mills+” streaming platform.

Since entering China in 2014, Les Mills China has worked with more than 2,000 partners, including mainstream fitness chain brands in the market such as SUPERMONKEY, LEFIT, WILLS, OXYGYM, PURE, as well as well-known companies and online platforms such as Adidas, Vipshop, China Mobile MIGU, Huawei, and ByteDance Pico. More than 10,000 certified instructors nationwide and nearly 1 million fitness movers attend Les Mills classes every week. Les Mills China has more than 3 million fans on online media platforms.

练，每周有近100万人次的健身会员参加莱美课程。莱美中国在线上媒体平台的粉丝数量超300万。

1.5.2 莱美

——莱美盛典 LES MILLS LIVE。莱美盛典 LES MILLS LIVE 是莱美 Les Mills 品牌举办的全球巡回健身盛宴。时隔四年，2023年再度重启。11月18-19日，莱美国际8位顶流大咖和莱美中国明星教练团队齐聚中国苏州，携手为数以千计运动爱好者带来一场音乐+健身的万人健身狂欢。

——THE ONE 莱美教练员选拔赛 THE ONE Competition。THE ONE 莱美教练员选拔赛是莱美中国主办的年度大型专业团操赛事，旨在为教练员提供广阔、公平、公正的发展机会，推动提升健身行业的不断进步和发展。2023年的赛事分为三轮海选、外卡赛和总决赛，总决赛于11月17日与2023莱美盛典同期举行。

——莱美中国学院 LES MILLS CHINA ACADEMY (LMCA)。莱美中国学院由莱美中国于2023年设立，汇聚莱美国际50多年的经验与资源，结合中国本地沉淀多年的运营经验，秉承“让健身变得更专业、更简单、更快乐”的教育理念，为每家健身机构、健身从业者、热爱健身的人，提供体系化的、专业的健身教育。

1.5.2 IP Les Mills IP

LES MILLS LIVE is a global fitness event organized by Les Mills. After four years, the event will be relaunched again in 2023, on November 18-19, 8 top international ambassadors and a team of star trainers from Les Mills China will gather in Suzhou, China, and work together to bring a music + fitness carnival experience to thousands of sports enthusiasts.

THE ONE Competition is an annual large-scale professional group fitness instructor contest organized by Les Mills China, aiming to provide broad, fair and impartial development opportunities for instructors, and to promote the continuous progress and development of enhancing the fitness industry. THE ONE 2023 is divided into three rounds of auditions, wildcard round and finals, and the grand finals will be held on November 17th, concurrently with LES MILLS LIVE 2023.

LES MILLS CHINA ACADEMY was established by Les Mills China in 2023, bringing together more than 50 years of experience and resources of Les Mills International, combined with many years of local operation experience in China, and adhering to the educational philosophy of “making fitness more professional, simpler and more enjoyable” to provide systematic and professional fitness education for every fitness club, fitness instructor and fitness mover.



康维他 Comvita

1.6.1 简介

Comvita是一家天然保健品公司，于1974年在新西兰成立，目前在新西兰证券交易所上市，股票代码为CVT。公司创始人克劳德·斯特拉特福德（Claude Stratford）和艾伦·鲍根（Alan Bougen）坚信利用自然的力量提升人们的幸福感，引领更健康的生活。如今，Comvita已经在麦卢卡蜂蜜、蜂胶和新鲜采摘的橄榄叶提取物产品领域确立了自己作为全球领军企业的地位。值得一提的是，Comvita在医用级麦卢卡蜂蜜的开发和利用方面发挥了关键作用。

Comvita在中国的征程始于2004年的第一个销售点的建立，随后很快在中国免税店上市其产品。多年来，Comvita成功扩展了其线下和线上销售网络，战略性地进入了包括OLE精品超市、山姆会员商店、好市多和怡品等知名超市，以及SKP和友谊商店等知名百货商店。Comvita还在天猫、京东和抖音等热门在线平台上建立了强大的存在。目前，Comvita在大中华地区拥有超过400个销售点。

1.6.1 Introduction

Comvita, a natural health products company, was founded in New Zealand in 1974 and is publicly traded on the New Zealand Stock Exchange under the ticker symbol CVT. The company's pioneering founders, Claude Stratford and Alan Bougen, firmly believed in harnessing the power of nature to enhance people's well-being and lead healthier lives. Today, Comvita has established itself as a global leader in Manuka honey, Propolis, and fresh-picked Olive Leaf Extract products. Notably, Comvita played a pivotal role in the development and utilization of medical-grade Manuka honey.

The journey of Comvita in China commenced in 2004 with the establishment of its first point of sale, which was soon followed by the listing of products at China Duty Free. Over the years, Comvita has successfully expanded both its offline and online sales networks, strategically venturing into essential channels that include renowned supermarkets like Ole, Sam's Club, Costco, and Citysuper, as well as esteemed department stores such as SKP and Friendship Store. Comvita has also established a strong presence on popular online platforms like Tmall, JD, and Douyin. Presently, Comvita boasts an extensive Greater China distribution network, with over 400 points of sale.

1.6.2 在中国市场的使命

除了努力扩张经营之外，Comvita在多个领域做出了大量投资以巩固其在中国市场的地位。认识到有效营销的重要性，公司投入了大量资源来推广其产品，并在中国消费者中建立品牌知名度。Comvita的营销计划涵盖传统和数字渠道，利用战略合作伙伴关系、有针对性的广告宣传活动和吸引人的社交媒体内容与受众进行连接。

此外，Comvita非常重视对员工和环境保护的投资。公司认识到其员工在推动其在中国市场取得成功中发挥着至关重要的作用。通过培训和发展计划，Comvita培养了一支技能娴熟、知识渊博的员工队伍，以应对中国市场的独特挑战和机遇。

Comvita还深深致力于环境保护，将其可持续发展计划与中国日益增长的环保意识相一致。公司积极参与环保实践，如可持续溯源、减少废物废料和提高能源效率等。通过优先考虑可持续性，Comvita旨在为中国市场和整个地球贡献于更健康、更绿色的未来。

1.6.3 展望未来

Comvita始终坚守其“和谐计划”，该计划概述了几项旨在对世界产生积极影响的关键可持续发展举措。作为气候行动的领导者，Comvita设定了在2025年实现碳中和的目标。此外，公司承担起蜜蜂的“kaitiaki”（守护者）角色，立志每年拯救1亿只蜜蜂。Comvita还通过本土树木种植项目努力恢

1.6.2 Serving Purpose in China Market

In addition to its expansion efforts, Comvita has made substantial investments in various aspects to solidify its presence in the China market. Recognizing the importance of effective marketing, the company has allocated significant resources to promote its products and build brand awareness among Chinese consumers. Comvita's marketing initiatives encompass both traditional and digital channels, leveraging strategic partnerships, targeted advertising campaigns, and engaging social media content to connect with its audience.

Furthermore, Comvita places a strong emphasis on investing in its people and environmental protection. The company recognizes that its employees play a vital role in driving its success in the China market. Through training and development programs, Comvita nurtures a skilled and knowledgeable workforce, equipped to meet the unique challenges and opportunities presented by the Chinese market.

Comvita is also deeply committed to environmental protection, aligning its sustainability initiatives with the growing environmental consciousness in China. The company actively engages in environmentally friendly practices, such as responsible sourcing, waste reduction, and energy efficiency measures. By prioritizing sustainability, Comvita aims to contribute to a healthier and greener future for both the Chinese market and the planet as a whole.

1.6.3 Looking Ahead

Comvita remains committed to its Harmony Plan, which outlines several key sustainability initiatives aimed at making a positive impact on the world. As a leader in climate action, Comvita has set a target to achieve carbon neutrality by 2025. Moreover, the company assumes the role of kaitiaki, or guardians, for bees, aspiring to save 100 million bees annually. Comvita also endeavours to restore ecosystem balance through native tree planting programs and seeks to make a positive difference in human populations worldwide by creating employment

复生态平衡，并致力于通过创造就业机会和开展社区外展项目在全球人口中产生积极影响。

展望未来并追求卓越，Comvita将继续与中国政府和行业监管机构密切合作，建立市场标准。通过与相关管理机构合作，公司积极参与制定确保产品质量、安全和消费者保护的法规和指南。Comvita与政府的紧密合作反映了其致力于在中国市场保持最高标准并致力于培育透明可信赖的商业环境的承诺。

1.6.4 在中国，为中国的“和谐计划”

Comvita正在与北京密云区合作签署冯家峪镇蜜蜂养殖和保护中国蜜蜂的谅解备忘录，并与当地政府合作进行生物多样性保护计划。同时，Comvita正与中国农业科学院蜂产研究所（IARCASS中蜜）合作，制定本地蜂蜜养殖开发的严格标准，以提升质量保障。这完全依赖于在中国针对中国的科学技术合作。

总体而言，Comvita悠久的传统、对自然潜力的奉献和对可持续性的承诺使其成为新西兰和全球天然保健品行业的杰出参与者。

opportunities and engaging in community outreach programs.

Looking ahead and in its pursuit of excellence, Comvita will continue to work closely with the Chinese government and industry regulators to establish market standards. By collaborating with relevant authorities, the company actively contributes to the development of regulations and guidelines that ensure product quality, safety, and consumer protection. Comvita's close cooperation with the government reflects its commitment to maintaining the highest standards in the China market and its dedication to fostering a transparent and trustworthy business environment.

1.6.4 Harmony plan in China, for China

Comvita is working with Miyun District, Beijing to sign off MoU for Fengjiayu town of bees for breeding & protection for Chinese bees and initiate plans with local gov. for biodiversity conservation. Meanwhile, Comvita is cooperating with IARCASS (中蜜) to set up a solid standard for local honey development through company level, group level to uplift quality guaranteed. That is fully rely on science and technology cooperation in China, for China.

Overall, Comvita's rich heritage, dedication to nature's potential, and commitment to sustainability position it as a prominent player in the natural health products industry, both in New Zealand and on the global stage.



**TRANSOCEAN
WEALTH**

STEADY PROGRESS FOR THE LONG JOURNEY

Transocean International Group with years of experience in commercial real estate investment in New Zealand, has consistently upheld the core principles of quality, sustainability, and long-term vision. Our subsidiaries include Transocean International Investment Trust, Transocean Wealth Management Limited, and Transocean Capital. Founded on a bedrock of high integrity and social responsibility, we have successfully propelled multiple landmark commercial real estate projects in major cities across New Zealand, fostering close and enduring collaborations with local governments and enterprises. These achievements have garnered us multiple accolades from the New Zealand Real Estate Building Association.

We specialize in providing professional commercial real estate investment services, encompassing integrated solutions such as investment strategic planning, investment structure, and exit strategy, as well as real estate asset/wealth management.

✉ info@trans-ocean.co.nz



www.trans-ocean.co.nz



安发 Alpha Group

1.7.1 公司概况

安发国际控股集团于1998年在有“地球上最后一块净土”美誉的新西兰创立，是一家经营范围涉及医药工程／生物医药、保健、新饮料、新零售、生态农业五大产业的跨国高新技术集团企业。

新西兰安发国际控股集团（简称“安发国际”），是一个全球性的以研究、开发和推广应用天然产物(药食用真菌、天然植物、道地药材、海洋生物和营养果蔬等)为原料的健康产业集团，由华人科学家高益槐教授领军创办，集“研、学、产、销、服”为一体的天然药物和健康品的企业。目前，安发国际产业布局于全球20多个国家和地区，中国的工业科技园已扩充至福建宁德、吉林长白山、浙江安吉和宁德古田，并在东南亚市场迅速扩大，形成了完整的产业体系。

2005年，高益槐教授创办了“安发（福建）生物科技有限公司”（简称“安发福建”

1.7.1 Introduction

Alpha Group was founded in New Zealand in 1998, renowned as “the last pure land on Earth.” It is a multinational high-tech conglomerate with operations spanning five major categories: pharmaceutical engineering/biopharmaceuticals, healthcare, new beverages, new retail, and ecological agriculture.

Alpha Group, based in New Zealand, is a global health industry group that focuses on researching, developing, and promoting the use of natural products as raw materials (such as medicinal edible fungi, natural plants, authentic medicinal materials, marine organisms, and nutritional fruits and vegetables). Led by Professor Yihuai Gao, a Chinese scientist, it integrates research, education, production, sales, and service in the field of natural medicines and health products. Currently, Alpha Group has business operations in more than 20 countries and regions globally. In China, the Alpha science and technology parks have expanded to Fuding, Ningde, Changbai Mountain in Jilin, Anji in Zhejiang, and Gutian in Ningde. Its presence in the Southeast Asian market is rapidly growing, forming a complete industrial system.

In 2005, Professor Yihuai Gao led a R&D team and invested and established Alpha Fujian Company.

）。安发福建是第一个落地宁德东侨经济开发区的生物科技园项目，企业注册资本1.2亿元人民币。十余年间，共推出保健品、高优食品、功能饮料等20余款产品。建设中的安发集团中国区，自2010年正式投产以来，累计实现工业产值逾120亿元，总纳税额超5.3亿元（不包括政策减免），消耗和使用大量农、林、牧、渔、菌“三农”原料，成为福建省最大的“农源型回归型高科技企业”，未来将会产生更大的社会效益和经济效益。

2023年5月，安发科研创新总部暨安发本草生命健康创新研究项目正式落地，计划于2026年全面建成投产，建成后将有力推动安发本草成为福建省第一家专精于现代中药及中药配方颗粒集研发、生产、销售、医疗、康养、服务为一体的高新科技中外合资企业。

1.7.2 安发产品

立足于专业科研团队，集团依托于覆盖澳大利亚、美国、新加坡、韩国、中国、泰国、缅甸、印尼等国家和地区的营销网络。目前，集团生产的多款产品已获得了澳大利亚药管局(TGA)，新加坡药管局(HSA)，香港中医药管理委员会(HKC)，中国健字和食字号，以及新西兰、韩国、香港、缅甸等多国或地区的药品、保健品、食品的认证和国际SGS安全认证等全球权威认证。

安发的复合型系列健康产品系统整合了大自然的资源、中医药原理和现代生物技术资源，遵循整体性、系统性和针对性的原则，通过道地原料活性成分的协同作用，给现代人的

Alpha Fujian park was the first biotechnology park project to be established in the East Overseas Chinese Economic Development Zone in Ningde, with a registered capital of RMB120 million. Over the past decade, with the support and care of various levels of committees, government, scientific associations, and overseas Chinese organizations, Alpha Fujian has launched more than 20 products, including health products, high-quality foods, and functional beverages. Since 2010, the developing Alpha China company has accumulated an industrial output value exceeding RMB12 billion, with a total tax payment of over RMB530 million (excluding policy exemptions). It has consumed and used a large amount of agricultural, forestry, animal husbandry, fisheries, and fungi products, making it the largest “return-type high-tech enterprise sourcing from agriculture” in Fujian Province. It is expected to generate greater social and economic benefits in the future.

In May 2023, Alpha Research and Innovation Headquarters and Alpha Botanical Life Health Innovation Research Project officially launched, with plans to be fully established and put into production by 2026. It will strongly promote Alpha Botanical Life to become the first high-tech Sino-foreign joint venture enterprise in Fujian Province specializing in the research and development, production, sales, medical services, health wellbeing, and health services related to modern traditional Chinese medicine and Chinese medicine formula granules.

1.7.2 Products

With a foundation in a professional research team, the group relies on a marketing network covering countries and regions such as Australia, the United States, Singapore, South Korea, China, Thailand, Myanmar, Indonesia, and more. Currently, the group’s production of various products has obtained certifications and international SGS safety certifications from authoritative organizations in multiple countries or regions, including the Therapeutic Goods Administration (TGA) in Australia,

健康带来福音。

甘诺宝力系列产品是以灵芝提取物、壳聚糖为主要原料制成的保健食品，经功能试验证明，具有免疫调节的保健功能。

1.7.3 “安发模式”

公司生产产品的原材料是食药真菌、天然植物、海洋生物、营养果蔬，宁德、古田地区周边农户在他们赖以生存的土地资源、海洋资源就可取得这些原材料，如果没有技术和方法可以通过安发的古田示范基地进行学习，既解决了公司的原料问题，又增加了农户的经济收入，即用“授之以渔”的方式解决农户的生存问题。

收购到的原材料通过高教授1998年获得国际认可的提取技术（第二产业，工业）精制成一系列的保健食品、美容护肤品、营养果蔬。再通过公司1000多家的连锁专卖店和营销人员（第三产业，服务行业）进行流通，产生的货币再反哺到第一产业。2015年安发的统计数据统计显示，公司支持周边30个村庄，4610户农户，从他们手中收购公司产品原料1.5万吨，直接产生货币价值2.6亿元人民币。随着公司快速的发展，市场对安发产品的不断认可，营销队伍的壮大，能够帮助到更多的农户解决“三农”问题。

安发国际创立的整套“生物资源--生物科技--生物产业--生物经济”产业模式，2010年首先被福建省社科院调研、总结和定义为新时代“科学发展观”下的“安发模式”，在社科

the Health Sciences Authority (HSA) in Singapore, the Chinese Health and Food Safety Authority, as well as certifications in New Zealand, South Korea, Hong Kong, Myanmar, and others, for pharmaceuticals, health products, and foods.

Alpha's comprehensive range of health products is designed by integrating the resources of nature, traditional Chinese medicine principles, and modern biotechnology resources. Following the principles of holistic, systematic, and targeted approaches, these products harness the synergistic effects of active ingredients from authentic raw materials, offering a boon to the health of modern individuals.

The Ganopoly series of products are health foods primarily made from extracts of Reishi mushrooms and chitosan. They have been shown to possess immune-regulating health benefits.

1.7.3“Alpha Mode”

Alpha Group sources its raw materials for product production from medicinal and edible fungi, natural plants, marine organisms, and nutritional fruits and vegetables, primarily obtained from the land and marine resources in the vicinity of Ningde and Gutian regions. If local farmers lack the necessary technical knowledge and methods, they can acquire them through Alpha's demonstration base in Gutian. This approach not only addresses the company's raw material needs but also enhances the economic income of local farmers, effectively solving their livelihood issues through a “teaching them to fish” approach.

The purchased raw materials are refined into a range of health foods, skincare products, and nutritional fruits and vegetables using Professor Gao's patented extraction technology (secondary industry, industrial sector). These products are then distributed through the company's network of over 1,000 chain stores and marketing personnel (tertiary industry, service sector), with the generated revenue being reinvested into the primary industry. In 2015, Alpha's statistical data revealed that the company supported 30

院和国务院的有关书刊杂志中发表，引起全国政协及各级领导的重视。在福建省重要领导组成的“考察调研团”到“安发科技园”参观，做出了要“做强做大福建生物科技产业，推动福建生物产业发展”的指示。

安发经过十余年的实践，创造的“生物资源--生物科技--生物产业--生物经济”的模式，是带动“三农”领域和区域经济现代化农源型“工业革命”的新形式，是中国经济走向工业4.0的一种有效途径，产生了显著的社会效益、经济效益和“三农”效益。新华社、中国新闻社、《人民日报》、《科技日报》、《经济参考报》等30多家传媒作了专题报道。“安发”的实践和经验，回答了怎样用“科技创新”、“政策引路”、“金融铺路”，完成第一、二、三产业融合、升级、转型，推动经济可持续发展的问题，并提供了示范作用。

surrounding villages and 4,610 households of farmers, purchasing 15,000 tons of raw materials for company products, resulting in a direct monetary value of RMB260 million. With the rapid growth of the company, increasing market recognition of Alpha products, and the expansion of the marketing team, Alpha can assist even more farmers in addressing agricultural issues.

The comprehensive industrial model established by Alpha Group, known as the “Biological Resources-Biological Technology-Biological Industry-Biological Economy” model, was first summarized, and defined as the “Alpha Model” under the “Scientific Development Concept” in the new era by the Fujian Academy of Social Sciences in 2010. This model was published in journals and magazines affiliated with the Academy and the State Council, drawing the attention of the National Committee and leaders at various levels. During a visit to the Alpha Park by a “Research Team” composed of important leaders from Fujian Province, they issued instructions to “strengthen and expand the biotechnology industry in Fujian and promote the development of the biological industry in Fujian.”

After more than a decade of practical experience, the “Alpha Model, which represents a new form of agricultural industrialization and a modernization of rural sources in the field of “three agriculture.” It also provides an effective path for China’s economy to transition to Industry 4.0, yielding significant social, economic, and “three agriculture” benefits. Alpha has achieved the integration, upgrading, and transformation of the first, second, and third industries, thus driving sustainable economic development, and have set an example for others to follow.



银蕨农场：从世界需要的农场中创造美好 Silver Fern Farms: Creating Goodness from the Farms the World Needs

从75年前的默默无闻开始，银蕨农场已蜕变成一家真正的国际食品公司。

公司的创立可以追溯到1948年，当时一小群来自奥塔哥的红肉农场主聚集在一起，决定共同成立一家合作社，当时被称为初级生产者合作社，简称PPCS。

这些农场主的共同目标很简单：他们希望更积极地监督和参与牲畜的加工和销售，而在此之前，他们一直保持着与加工及销售的一定距离。

在PPCS成立的早期，公司主要将较简单切块的产品出口到英国。如今公司出口牛羊鹿肉至全球60多个市场与地区，提供多种不同的产品规格。

公司历史上的一项重要转折是将PPCS品牌重新定位为现在的银蕨农场。

2008年，PPCS员工向全球客户发送了潜在的新品牌，让他们选择最能代表新西兰和公司的品牌。根据反馈，公司正式更名为银蕨农场，这个名字源于银蕨与新西兰国家身份的密切联系。

From relatively humble beginnings 75 years ago, Silver Fern Farms has transformed into a truly international food company.

The company started in 1948, when a small group of red meat farmers from Otago came together and decided to form a Co-operative which was then called the Primary Producers Co-operative Society, or PPCS.

The objective of this group of farmers was simple: they wanted greater oversight and involvement in the processing and marketing of their livestock, which up until that point was kept at arm's length.

In the early years of PPCS, the company's exports largely went to British consumers in relatively simple cuts. Now the company exports sheepmeat, beef and venison to over 60 different markets and regions around the world, and with many different product specifications.

One major development in the history of the company was its re-branding from PPCS to its current name.

In 2008, PPCS staff circulated potential new brands to their customers around the globe, who were asked to identify the brand that they believe best represented New Zealand and the company. Following that feedback, the company became known as Silver Fern Farms, with the silver fern having a strong connection to New Zealand's national identity.

另一项重要的发展发生在2016年，银蕨农场与上海梅林正广和建立了合作关系。

2016年12月，正式宣布与上海梅林正广和的合作，这一合作旨在实现强大而可持续的资本结构，加速银蕨农场从餐盘到牧场的战略，并投资于优化公司的生产设施和能力。

此次合作的意图在很大程度上得到了证实，银蕨农场是新西兰最大的20家公司之一。

银蕨农场还与新西兰的农村社区密切合作。在旺季，银蕨农场的14家加工厂和中心拥有6000多名员工，并与新西兰16,000多家农场主供应商网络建立了联系。

公司最近更新了“从餐盘到牧场”的战略，并建立了一个新目标：从世界需要的农场中创造美好。这一目的和战略代表了一个共同的愿景，即建立一个成功、有弹性、可持续的企业，为银蕨农场的所有不同利益相关者创造持久的价值。

为了实现这一目标，公司正在建立市场能力，深化对消费者的了解，并开发新产品和进入市场的途径。在未来几年里，公司还计划对核心数字和实物资产进行现代化改造，同时简化系统和流程。

Another significant development came in 2016, when Silver Fern Farms entered into a partnership with Shanghai Maling Aquarius.

When announced in December 2016, the new arrangement with Shanghai Maling Aquarius aimed to deliver a strong and sustainable capital structure, an acceleration of Silver Fern Farms Plate to Pasture strategy, and the capital to invest in optimising the company's production facilities and capability.

The intentions of the partnership have largely borne out, and Silver Fern Farms is one of the top twenty largest companies in New Zealand.

It is also deeply connected to the rural communities of New Zealand. In peak season, Silver Fern Farms employs over 6000 people across 14 processing sites and hubs, and connects to a network of over 16,000 farmer suppliers across New Zealand.

The company has recently refreshed its Plate to Pasture strategy and has a new purpose of Creating Goodness from the Farms the World Needs. The purpose and strategy represent a shared vision to build a successful, resilient, and sustainable business, creating enduring value for all of Silver Fern Farms' varied stakeholders.

To achieve this, the company is building in-market capability, deepening our knowledge of consumers and building new products and pathways to market. Over the next few years, the company also has plans to modernise its core digital and physical assets, and at the same time streamline our systems and processes.

02.

中国经济发 展情况

Economic
Development in China



中国已成为世界第二大消费市场、货物贸易第一大国、服务贸易第二大国、外汇储备第一大国、利用外资第二大国，经贸大国地位不断巩固，成为推动和引领经济全球化的中坚力量。

2022年，中国外贸进出口顶住多重超预期因素的冲击，进出口规模、质量、效益同步提升。全年进出口总值首次突破40万亿元关口，连续6年保持世界第一货物贸易国地位。全年货物进出口总额420678亿元，比上年增长7.7%，在上年高基数基础上实现了稳定增长，展现了较强韧性。

出口方面，2022年中国货物出口239654亿元，增长10.5%。太阳能电池、锂电池、电动载人汽车等绿色低碳产品出口增速均超过

China has grown into the world's second-largest consumer market, the largest trader in goods, the second-largest trader in services, the holder of the largest foreign exchange reserves, and the second-largest economy in the use of foreign capital. Continuously strengthening its status as an economic and trade powerhouse, China has become the backbone and leader of economic globalization.

In 2022, China's foreign trade, despite facing multiple unexpected challenges, withstood the impact, and saw simultaneous improvements in the scale, quality, and efficiency in its imports and exports. The total value of imports and exports surpassed the 40 trillion RMB mark for the first time, maintaining its position as the world's top goods trading nation for the sixth consecutive year. The total value of goods imports and exports for the year reached RMB42.07 trillion, representing a 7.7% increase compared to the previous year. This growth, achieved on the basis of a high previous-year base, demonstrates remarkable resilience of China's foreign trade.

60%，出口新动能快速成长。根据最新数据测算，当前中国出口国际市场份额为14.7%，连续14年居全球首位。

进口方面，2022年中国货物进口181024亿元，增长4.3%。中间产品进口增长7.5%，拉动整体进口增长5.9个百分点。

2022年，中国服务进出口总额59801.9亿元，同比增长12.9%，连续9年位居全球第二。其中，服务出口28522.4亿元，增长12.1%；进口31279.5亿元，增长13.5%。

2022年，中国引资规模再创历史新高，在2021年两位数增长的基础上，吸收外资继续保持稳定增长，实际使用外资首次超过1.2万亿元，同比增长6.3%，主要来源地投资普遍增长。联合国贸发会议（UNCTAD）《2023年世界投资报告》有关数据显示，2022年中国吸引外国直接投资额增加5%，达到创纪录的1891亿美元，列全球国家（地区）排名的第2位。

China's goods exports in 2022 amounted to RMB23.9654 trillion, showing a growth of 10.5%. The export growth of green, low-carbon products such as solar cells, lithium batteries, and EV exceeded 60%, indicating a rapid expansion of new export drivers. According to the latest data, China's current share of the international export market is 14.7%, maintaining its position as the world's top exporter for the 14th consecutive year.

China's goods imports in 2022 reached RMB18.1024 trillion, showing a growth of 4.3%. The import of intermediate products increased by 7.5%, contributing to an overall import growth of 5.9%.

In 2022, China's total trade in services amounted to RMB5.98trillion, marking a year-on-year growth of 12.9% and maintaining its position as the world's second-largest for the ninth consecutive year. Service exports reached RMB2.85224 trillion, with a growth of 12.1%; while service imports amounted to RMB3.12795 trillion, with a growth of 13.5%.

In 2022, China's foreign investment scale reached a historic high, continuing its stable growth trend from the double-digit increase in 2021. The actual utilization of foreign investment exceeded RMB1.2 trillion for the first time, marking a year-on-year growth of 6.3%. Investments from various source countries showed widespread increases. According to the World Investment Report 2023 by the United Nations Conference on Trade and Development (UNCTAD), FDI growth in China reached to USD189.1 billion, growing by 21%. It made China the second largest host economy of FDI inflows in the world.

03.

中国外商 投资环境

China's Foreign
Investment Environment

3.1

优质的基础设施 Well-equipped Infrastructure

3.1.1 交通基础设施网络发达

中国致力于建设与国际接轨的高效交通网络。近年来，中国综合立体交通网的规模和质量得到极大提升。“十四五”期间，中国交通运输发展开启了加快建设交通强国新征程，更加注重优化网络布局、提质增效、消除瓶颈制约、切实提高国际通道保障能力和互联互通水平。

——陆运网络

1. 中国不断发展的铁路网络和公路网络共同构建了纵横南北、横贯东西、四通八达的多层次交通网络。铁路。2021年末，中国铁路营业里程15万公里，路网密度达到156.7公里/万平方公里。全年铁路旅客发送量26.12亿人，旅客周转量9567.81亿人公里。2021年，铁路货运总发送量完成47.74亿吨，总周转量完成33238亿吨公里。中国高速铁路建设居世界前列，为世界少数拥有高速铁路的国家之一，并且高速铁路运营里程数逐年增长。2021年，高

3.1.1 Developed Transportation Infrastructure Network

China is building an efficient transportation network in line with international standards. In recent years, China's integrated three-dimensional transportation network has improved significantly in both scale and quality. During the 14th Five-Year Plan period, China embarked on the new path toward a transportation power. It has put more emphasis on the optimization of transportation layouts, network quality and efficiency, the elimination of bottlenecks, and capacity and connectivity improvement of international transport corridors.

Land Transportation Network

The ever-advancing networks of railways and roadways in China form a multi-layered traffic network extending in all directions.

1. Railways. By the end of 2021, China's rail network had grown to 150,000 kilometers, road density reaching 156.7 kilometers per 10,000 square kilometers. Passenger volume hit 2.612 billion trips and passenger turnover reached 956.781 billion person-kilometers. In 2021, railway haulage achieved 4.774 billion tons, and cargo turnover 3.3238 trillion ton-kilometers. China is one of the few countries in

速铁路营业里程达到4万公里。

2. 公路。2021年末，中国公路总里程达528.07万公里，公路密度达55.01公里/百平方公里。其中，高速公路里程达16.91万公里。2021年，全国公路旅客周转量为3627.54亿人公里，公路货物周转量为69087.65亿吨公里。公路基础设施的快速发展，大幅提高了公路的通行能力和运输效率，加快了物流业发展。

——航运网络

中国内河航道里程规模逐步扩大，航道等级稳步提高，港口吞吐能力持续增强，全球海运连接度持续位居世界第一。截至2021年末，中国内河航道通航里程12.76万公里，其中，三级及以上航道里程1.45万公里，全国港口万吨级及以上泊位2659个，其中，沿海港口万吨级及以上泊位2207个。

——航空网络

2021年，中国大陆境内运输机场（不含港、澳、台）共有248个。定期航班航线共4864条，国内航线4585条，国际航线279条。航空公司国际定期航班通航41个国家的60个城市。截至2021年底，中国与其他国家或地区签订双边航空运输协定128个。

3.1.2 能源供应稳定充足

截至2021年底，全国发电装机容量23.8亿千瓦，同比增长7.9%。其中，非化石能源装机容量11.2亿千瓦，同比增长13.4%，占总

the world equipped with high-speed railways, leading in high-speed rail construction with operational high-speed rail mileage increasing every year. In 2021, the figure reached 40,000 kilometers.

2. Highways. By the end of 2021, the total mileage of highways in China had reached 5.2807 million kilometers and the density 55.01 kilometers per 100 square kilometers. The mileage of expressways had reached 169,100 kilometers. In 2021, China's road passenger turnover was 362.754 billion person-kilometers; its road freight turnover stood at 6,908.765 billion ton-kilometers. The rapid development of road infrastructure has significantly improved road traffic capacity, transport efficiency, and logistics development.

Shipping Network

China has gradually improved the class and increased the mileage and harbor capacities of its inland waterways. It has ranked first in terms of seaport connectivity across the world. As of the end of 2021, China's inland waterway had a navigable mileage of 127,600 kilometers with 14,500 kilometers of third-class waterways and above, and 2,659 berths with a handling capacity of 10,000 tons and above with 2,207 in coastal ports.

Aviation Network

In 2021, there were 248 transportation airports in China (excluding Hong Kong, Macao, and Taiwan). China saw 4,864 routes of regular flights, including 4,585 domestic routes and 279 international routes. Airlines had scheduled flights to 60 cities in 41 countries. China had signed 128 bilateral air transport agreements with other countries or regions as of the end of 2021.

3.1.2 Stable and Ample Energy Supply

By the end of 2021, the installed capacity of power generation across China was 2.38 billion kilowatts, a year-on-year increase of 7.9%. Specifically, the

装机容量的47.0%，占比同比提高2.3%。分类型看，水电3.9亿千瓦，占全部装机容量的16.4%；并网风电3.3亿千瓦，占全部装机容量的13.8%；并网太阳能发电3.1亿千瓦，占全部装机容量的12.9%。

3.1.3 物产资源丰富

中国拥有丰富的物产资源。矿产资源方面，截至2020年底，中国已发现173种矿产。2021年，全国海洋经济总量再上新台阶，首次突破9万亿元，达90385亿元，比上年增长8.3%，对国民经济增长的贡献率为8.0%，占沿海地区生产总值的比重为15.0%。

3.1.4 通信基础设施发达和网络广覆盖

中国实现了信息通信产业从无到有、由弱到强的转变。通信基础设施不断完善，自主创新能力大幅提升。目前，中国已经建成全球最大的4G网络，超过99%的行政村实现光纤和4G通达。与此同时，5G也开始步入商业化的道路，5G基础设施建设稳步推进。中国将继续加大固定移动“双千兆”的基础网络设施建设，深化电信普遍服务，大力推进应用创新。

non-fossil based installed capacity was 1.12 billion kilowatts, a year-on-year increase of 13.4% and accounting for 47.0% of the total, which was up 2.3% year on year. In terms of types, the installed capacity of hydropower amounted to 390 million kilowatts, accounting for 16.4% of the total. The installed capacity of grid-connected wind power reached 330 million kilowatts, accounting for 13.8% of the total, and that of grid-connected solar power was 310 million kilowatts, accounting for 12.9% of the total.

3.1.3 Rich Natural Resources

China abounds in natural resources. With respect to mineral resources, 173 kinds of mineral deposits had been discovered nationwide by the end of 2020. In 2021, the maritime economy contributed more than RMB9 trillion in the GDP for the first time to reach RMB9,038.5 billion, an increase of 8.3% over the previous year. It contributed 8.0% to the growth of the national economy and accounted for 15.0% of the GDP of coastal areas.

3.1.4 Extensive Communication Infrastructure and Network Coverage

China has built up a strong information communication industry from scratch. The communication infrastructure and the capacity for independent innovation have improved significantly. China has already established the world's largest 4G network, with more than 99% of administrative villages connected by optical fiber and 4G. Meanwhile, China is steadily advancing 5G infrastructure and 5G commercial applications. China will keep strengthening basic network facilities featuring the gigabit fixed and mobile network, improving universal telecommunications services, and vigorously promoting application and innovation.

3.2

持续优化的营商环境 Improving Business Environment

2023年8月，中国国务院发布《关于进一步优化外商投资环境加大吸引外商投资力度的意见》（以下简称《意见》），提出新一批6方面24条政策举措，旨在进一步优化外商投资环境，提高投资促进水平，加大吸引外商投资力度。

《意见》为外商投资企业提供了明确的指导，旨在解决其在中国面临的诸如政府采购、跨境数据传输等种种挑战。该文件为将成为实施具体优化外商投资政策的指南，强化对外国投资企业的支持，并提升外资企业商业信心。此外，中国商务部正在进行一项专门审查，以检查或废除对国内外资企业的不合理差别对待。

中国希望通过这些政策措施，各国投资者能够充分感受到中国政府扩大开放的决心，能够充分享受到政策措施落地实施所带来的红利，实现与中国经济共同发展。

In August 2023, China's State Council released a new set of opinions on boosting foreign direct investment in China. The document, titled The Opinions of the State Council on Further Optimizing the Foreign Investment Environment and Intensifying Efforts to Attract Foreign Investment (the Opinions), contains a 24-point list of pragmatic measures for attracting foreign investments.

The Opinions provide clear directives to tackle challenges faced by foreign companies in China, from unequal access to government procurement to cumbersome cross-border data transfer procedures. It is expected to serve as a guide to implement specific policies to increase support and improve business confidence among foreign companies.

On top of that, China's MOFCOM is conducting a special review of regulations and measures to overhaul or abolish unreasonable differential treatment of domestic and foreign-funded businesses.

It's to China's hope that investors from various countries can fully experience the determination of the Chinese government to expand its openness through these policy measures and enjoy the dividends brought about by the implementation of these policies, achieving mutual development with the Chinese economy.

——《意见》文件要点

一是聚焦5个方面，提高利用外资质量。

聚焦重点领域引资。外资研发中心方面，《意见》提出支持外资研发中心与国内企业联合开展技术研发和产业化应用，鼓励外资企业及其设立的研发中心承担重大科研攻关项目等举措，进一步加大对外资研发中心开展科技创新活动的支持力度。在生物医药领域，为加快引进优质药品的速度，提出鼓励外资企业依法在境内开展境外已上市细胞和基因治疗药品临床试验等举措。在职业教育领域，《意见》针对外资企业反映的缺少适用型员工问题，明确支持先进制造、现代服务、数字经济等具体领域的职业教育和培训，并明确支持外资企业与各类职业院校、职业培训机构开展职业教育和培训。

聚焦服务业扩大开放。目前，中国政府在北京、天津、上海、海南、重庆等省市开展服务业扩大开放综合试点示范工作，形成“1+4+6”格局，各地承担差异化试点任务。为持续推动服务业开放，并充分发挥试点地区作用，同时结合外资企业对增值电信业务的开放诉求，《意见》提出鼓励开展知识产权、股权及相关实体资产组合式质押融资，有序增加股权投资和创业投资份额转让试点地区，稳妥增加增值电信业务开放试点地区等举措。

聚焦拓宽外商投资渠道。为吸引更多跨国公司在华设立地区总部乃至全球总部，《意

Highlights of the Opinions

I. Improving the quality of utilizing foreign investment

Firstly, intensifying the introduction of foreign investment in key fields. In terms of R&D centers, the Opinions support foreign investors to set up R&D centers in China and collaborate with domestic enterprises on technology R&D and industrial application. The Opinions also encourage foreign-invested enterprises and the R&D centers established thereby to undertake major scientific research projects. In terms of biomedicine, the Opinions encourage foreign-invested enterprises to carry out clinical trials of cell and gene therapy medicines that are already listed overseas within the territory of China according to the law, so as to accelerate the import of high-quality medicines. In terms of vocational education, the Opinions welcome vocational education and training in advanced manufacturing, modern services, digital economy and other fields, and supports foreign-invested enterprises to carry out vocational education and training in collaboration with all kinds of vocational colleges and vocational training agencies.

Secondly, expanding opening up in the service industry. The Opinions encourage portfolio pledge financing of intellectual property, equity and related entity assets, and supports the exploration of intellectual property securitization in a standardized manner. It calls for efforts to orderly expand the pilot of transferring shares in equity investment and venture capital, and the pilot of opening up value-added telecommunication services to other areas.

Thirdly, broadening channels for attracting foreign investment. The Opinions encourage qualified foreign investors to establish investment companies and regional headquarters, and the latter may enjoy treatment as foreign-invested enterprises in accordance with relevant regulations. Meanwhile, in order to give full play to the Qualified Foreign Limited Partnership (QFLP), the Opinions advise

见》明确提出鼓励设立投资性公司、地区总部，并可按规定享受有关待遇。同时，为充分发挥合格境外有限合伙人(QFLP)在结换汇、资产流动性等方面的优势，《意见》提出深入实施合格境外有限合伙人(QFLP)境内投资试点，建立健全QFLP外汇管理便利化制度等举措。

聚焦外资企业梯度转移。为更好支持和服务外资企业根据自身需要在中国国内进行梯度转移，开辟新的增长空间，《意见》提出鼓励东部地区与中西部和东北地区、沿边地区探索结对开展产业转移协作；对在中国境内进行整体性梯度转移的外资企业，按照原所在地区已取得的海关信用等级实施监督等举措。

聚焦外资项目服务保障。近年来，中国政府建立专门机制，如重点外资项目工作专班，协调解决外资企业和项目在投资经营建设中遇到的困难问题，积极服务外资企业。为更好发挥这些机制作用，《意见》提出健全重点外资项目工作专班机制，加强要素支撑、政策支持和服务保障的举措。此外，为回应外资企业希望购买绿电、实现自身减排目标的诉求，《意见》提出支持外资企业更多参与绿证交易和跨省跨区绿色电力交易的举措。

expanding the QFLP and establishing a sound QFLP foreign exchange management facilitation system.

Fourthly, supporting the gradient transfer of foreign-invested enterprises. The Opinions support foreign-invested enterprises to transfer industries from China's eastern regions to central and western regions, northeastern regions, and border area. For foreign-invested enterprises that carry out overall gradient transfers within China, supervision shall be conducted based on the credit rating obtained from the Customs authorities where the enterprise is originally located.

Fifthly, providing better service to foreign-invested projects. The Opinions call for efforts to improve the mechanism for establishing task-forces for key foreign investment projects, strengthen support in terms of factors, policies and services. It also introduces policies and measures to promote green power certificate trading and cross-provincial green power trading.

二是保障外资企业国民待遇。

在保障依法参与政府采购方面，《意见》提出将进一步明确“中国境内生产”的具体标准；开展保障经营主体公平参与政府采购活动专项检查，依法查处对外资企业实行差别待遇等违法违规行为等举措。同时，为发挥政府采购支持科技创新作用，《意见》提出，将研究创新合作采购方式，通过首购订购等措施，支持外资企业在中国创新研发全球领先产品的举措。在支持依法平等参与标准制定方面，《意见》提出推进标准制定、修订全过程信息公开，鼓励外资企业自行制定或与其他企业联合制定企业标准，开展标准化服务等举措。在确保平等享受支持政策方面，《意见》进一步明确中国出台的各项支持政策均包括外资企业，并提出“两个不得”，即：除法律法规有明确规定或涉及国家安全领域外，不得通过限定品牌或以外资品牌为由排斥或歧视外资企业及其产品和服务，不得对外资企业及其产品和服务享受政策设置额外条件等举措。

II. Guaranteeing the national treatment for foreign-invested enterprises

Firstly, guaranteeing the participation of foreign-invested enterprises in government procurement according to the law. The Opinions require relevant policies and measures to be introduced as soon as possible to further clarify the specific standards for “manufactured in China”. Special inspection shall be conducted to guarantee the fair participation of business entities in government procurement activities, and illegal acts of differential treatment against foreign-invested enterprises shall be investigated. It is imperative to improve government procurement methods so as to support foreign-invested enterprises in China to develop world-leading innovative products.

Secondly, supporting foreign-invested enterprises to participate in the formulation of standards on an equal footing according to the law. The Opinions call for full-process information disclosure in standard formulation and revision. It encourages foreign-invested enterprises to develop enterprises standards on their own or in conjunction with other enterprises, and provide standardization services.

Thirdly, ensuring that foreign-invested enterprises can equally enjoy supporting policies. The Opinions clearly states that, unless otherwise provided in laws and regulations or relating to national security, supportive policies introduced by all regions in China shall not exclude or discriminate against foreign-invested enterprises and their products and services under the pretext of limiting brands or using foreign brands, nor shall any additional conditions be set for foreign-invested enterprises to enjoy supportive policies thereof.

三是持续加强外商投资保护。

立足健全外商投资权益保护机制，针对一些网络恶意炒作严重影响企业正常生产经营的情况，《意见》明确提出坚决打击通过网络发布、传播虚假不实和侵权信息等侵害外商投资合法权益的恶意炒作行为，并提出建立健全省级外商投资企业投诉协调工作机制，推动解决涉及多部门事项或政策性、制度性问题等举措。立足强化知识产权行政保护，为消除外资企业参加展会产品知识产权保护难的顾虑，以及药品采购领域知识产权保护维权难等问题，《意见》提出支持各地区依托展会知识产权工作站，受理参展产品版权、专利、商标等知识产权申请，企业参加药品采购活动须自主承诺不存在违反专利法等法律法规的情形等举措。立足加大知识产权行政执法力度，针对外资企业希望加强知识产权执法力度、提高知识产权案件办理进度等诉求，《意见》提出针对跨区域、链条化侵权违法行为开展专项执法行动，建立完善线上线下一体化执法机制，适当简化程序性要求等举措。立足规范涉外经贸政策法规制定，针对外资企业反映部分涉外政策透明度不高、没有充分考虑外资企业的问题，《意见》提出涉外经贸政策措施应依法听取外资企业意见，新出台政策措施应合理设置过渡期等举措。

III. Continuously strengthening the protection of foreign investment

Firstly, focusing on the enhancement of the foreign investment protection mechanism, and in response to cases where malicious online activities severely affect the normal operations of businesses, the Opinions explicitly state the resolute determination to combat malicious actions that disseminate false information, infringement, and other harmful practices that encroach upon the legitimate rights of foreign investors through the internet. The Opinions propose as well to establish and improve the provincial-level complaint and coordination mechanism for foreign investment enterprises to address issues involving multiple departments or measures related to policies and systems.

Secondly, the Opinions center on bolstering administrative protection of intellectual property rights, aiming at addressing concerns such as the difficulty faced by foreign investment enterprises in protecting product intellectual property rights at trade shows, and the challenges in safeguarding intellectual property rights in the field of pharmaceutical procurement. The Opinions propose supporting various regions in establishing intellectual property workstations affiliated with trade shows, which would handle intellectual property applications for exhibited products, including copyrights, patents, trademarks, and more. Enterprises participating in pharmaceutical procurement activities are also required to voluntarily commit to not violating patent laws and other legal regulations.

Thirdly, the Opinions stress the importance to increase the administrative enforcement of intellectual property rights. This responds to the demands of foreign-funded enterprises seeking stronger enforcement of intellectual property rights and faster handling of intellectual property cases. The Opinions suggest conducting specialized enforcement actions against cross-regional and chain-like acts of infringement and illegal activities, while establishing an integrated online and offline enforcement mechanism and simplifying procedural requirements as needed.

Fourthly, the Opinions focus on standardizing the development of foreign trade and economic policies and regulations. In response to concerns raised by foreign investment enterprises about the lack of transparency in certain foreign-related policies and insufficient consideration of their issues, the Opinions propose that foreign trade and economic policy measures should, in accordance with the law, solicit the opinions of foreign-funded enterprises and reasonably establish transition periods for newly introduced policy measures.

四是提高投资运营便利化水平。

在外籍员工停居留政策方面，《意见》提出为外资企业的外籍高管、技术人员本人及家属提供出入境、停居留便利，为符合条件的外商投资企业聘雇并推荐的外籍高级管理、技术人才申请永久居留提供便利，提高外国人永久居留身份证在公共交通、金融服务、医疗保障、互联网支付等场景应用便利度等举措；在数据跨境流动方面，《意见》提出为符合条件的外资企业建立绿色通道，高效开展重要数据和个人信息出境安全评估，并在北京、天津、上海、粤港澳大湾区等地试点探索形成可自由流动的一般数据清单等举措；在执法检查方面，《意见》提出对信用风险低的外资企业进一步降低抽查比例和频次，支持有条件的地区统筹涉企执法检查事项等举措，实现“进一次门、查多项事”等举措；在服务保障方面，《意见》提出建立健全外资企业圆桌会议制度，各级重点外资项目工作专班建立健全联动协调机制，及时协调解决项目签约、建设、投产中遇到的困难和问题等举措。

IV. Enhancing the level of investment operation facilitation

Regarding the policy for the residence of foreign employees, the Opinions propose to provide convenience for the entry and residence of foreign senior executives, technical personnel, and their families of foreign investment enterprises, and to facilitate the permanent residence application for foreign senior management and technical talents hired and recommended by qualified foreign investment enterprises. Facilitation measures include improving the convenience of the application of permanent residence identity cards for foreigners in scenarios such as public transportation, financial services, medical insurance, and internet payments are also mentioned.

In terms of cross-border data flow, the Opinions propose to establish a green channel for qualified foreign investment enterprises to efficiently conduct outbound security assessments of important data and personal information and explore the formation of a general data list that can freely flow in pilot areas such as Beijing, Tianjin, Shanghai, and the Greater Bay Area of Guangdong, Hong Kong, and Macao.

Regarding law enforcement inspections, the Opinions suggest further reducing the sampling ratio and frequency for foreign investment enterprises with low credit risk and support the coordination of law enforcement inspection matters related to enterprises in regions that meet the conditions, aiming to achieve measures such as ‘one entry, multiple inspections.’

In terms of service guarantee, the Opinions propose to establish and improve the round-table meeting mechanism and a coordinated mechanism for key foreign-funded project task forces at all levels, and timely coordinate and resolve difficulties and problems encountered in project signing, construction, and production.

五是加大财税支持力度。

为回应外资企业希望加强财税支持力度的建议，《意见》聚焦强化外商投资促进资金保障，提出通过中央外经贸发展专项资金统筹加大对外资标志性项目的支持力度，加大重点产业链引资服务力度，对重点跨国公司的投资项目给予支持等举措。聚焦鼓励外资企业境内再投资，提出做好外国投资者境内取得利润再投资暂不征收预提所得税政策的具体实施工作等举措。聚焦落实外资企业相关税收优惠政策，提出指导帮助外资研发中心按照国家有关规定享受支持科技创新进口税收政策和采购国产设备增值税退税政策等举措。聚焦支持投资国家鼓励发展领域，提出支持各地区对符合鼓励外商投资产业目录规定的外资企业实施配套奖励措施等举措。

V. Increasing financial and tax support for foreign investment enterprises

In response to the suggestions of foreign investment enterprises to strengthen financial and tax support, the Opinions focus on strengthening the funding guarantee for foreign investment promotion and propose measures such as increasing support for foreign-invested flagship projects through the central special fund for foreign economic and trade development, enhancing investment attraction services for key industrial chains, and providing support for investment projects of key multinational companies.

Focusing on encouraging foreign investment enterprises to reinvest in China domestically, the Opinions propose specific measures for the implementation of policies that temporarily exempt the withholding income tax on profits reinvested by foreign investors within China.

Focusing on implementing relevant tax incentives for foreign investment enterprises, the Opinions suggest guiding and assisting foreign-funded research and development centers to enjoy import tax incentives for supporting technological innovation and value-added tax refunds for purchasing domestic equipment.

Focusing on supporting investments in areas encouraged by China, the Opinions propose measures to support regions in implementing complementary incentive measures for foreign investment enterprises that comply with the Catalog of Industries for Encouraging Foreign Investment.

六是完善外商投资促进方式。

外国投资者了解中国，才能更好投资中国。为更好向外国投资者宣介中国发展投资机遇，指导地方更好“走出去”“请进来”常态化开展投资促进工作，充分激发地方活力，加大招引外商投资力度，在健全引资工作机制方面，《意见》提出持续打造“投资中国”品牌，加强外商投资促进人员配备，加快建立多元化外商投资促进工作体系等举措。在便利境外投资促进工作方面，《意见》提出对重点外资项目，可按工作需要为项目相关外方人员签发多次往返商务签证等举措。在拓展投资促进渠道方面，《意见》提出加强驻重点引资国家或地区使领馆与驻在国家或地区重点企业的联系，强化与境外经贸和投资促进机构的联系合作等举措。在优化外商投资促进评价方面，《意见》提出建立健全外商投资促进成效评价体系，注重引资对经济社会发展的实际贡献等举措。

VI. Improving the methods for promoting foreign investment

Only by understanding better in China, can foreign investors invest better in China. To better introduce China's development and investment opportunities to foreign investors and guide local areas to promote investment, the Opinions propose measures to continuously build the 'Invest in China' brand, strengthen the allocation of personnel for foreign investment promotion, and accelerate the establishment of a diversified foreign investment promotion work system.

In terms of facilitating overseas investment promotion work, the Opinions suggest that multiple-entry business visas could be issued to relevant foreign personnel key foreign investment projects as needed.

To expand channels for investment promotion, the Opinions propose measures to strengthen the connections between Chinese Embassies and Consulates in important investment-attracting countries or regions and their key enterprises, to enhance cooperation and connection with overseas economic, trade, and investment promotion organizations.

In terms of optimizing the evaluation of foreign investment promotion, the Opinions propose to establish and improve an effectiveness evaluation system for foreign investment promotion, emphasizing the contribution of investment attraction to economic and social development.

3.3

日益健全的投资促进服务体系 and 平台 Full-fledged Investment Promotion Service System and Platforms

3.3.1 具有影响力的展会平台

全国各类型外商投资促进活动日益丰富多样。国家和地方政府都在积极搭建展会平台，拓展外商投资促进工作渠道。在国家层面，商务部积极推进中国国际进口博览会、中国国际投资贸易洽谈会和中国中部投资贸易博览会等投资贸易展会建设，充分发挥展会的综合效应，广泛聚集政府、机构、企业等资源，为外商了解中国各地投资环境、开展洽谈合作提供平台。

——中国国际进口博览会

中国国际进口博览会（以下简称进博会）是世界上第一个以进口为主题的大型国家级展会。举办进博会是中国着眼于推进新一轮高水平对外开放作出的重大决策，是中国主动向世界开放市场的重大举措，有利于促进世界各国加强经贸交流合作，促进全球贸易和世界经济增长，推动开放型世界经济发展。

3.3.1 Influential Exhibitions

China hosts increasingly diverse foreign investment promotion activities. Central and local governments proactively establish exhibition platforms and expand channels for foreign investment promotion. At the national level, MOFCOM promotes investment and trade exhibitions like the China International Import Expo, China International Fair for Investment & Trade, and Central China Investment and Trade Exposition. These events unleash the full potential of exhibitions by gathering governmental, institutional, and corporate resources. These events provide platforms for foreign investors to better understand the investment environment in different parts of China and engage in negotiation and collaboration.

China International Import Expo

China International Import Expo (CIIE) is the world's first large-scale national expo themed on import. Holding the CIIE is a strategic move for China in its new round of high-level opening-up and a significant measure to open its market to the rest of the world. The CIIE is conducive to the strengthening of trade and economic cooperation among countries. It is also a driving force for the growth in global trade and the world economy, and it helps to build a more

进博会包括展会和论坛两个部分，即国家综合展、企业商业展和虹桥国际经济论坛。进博会已在中国上海成功举办6届，累计成交额超过4200亿美元，成为国际采购、投资促进、人文交流、开放合作的四大平台，成为全球共享的国际公共产品。第六届进博会企业商业展于2023年11月5日至10日举行。

官方网站：<http://www.ciie.org>

——中国进出口商品交易会

中国进出口商品交易会，又称广交会，创办于1957年春，每年春秋两季在广州举办，是中国目前历史最长、规模最大、商品种类最全、到会采购商最多且分布国别地区最广、成交效果最好、信誉最佳的综合性国际贸易盛会，已成功举办134届。

广交会加强了中国与世界的贸易往来，展示了中国形象和发展成就，是中国企业开拓国际市场的优质平台，是贯彻实施我国外贸发展战略的引导示范基地。经过多年发展，广交会已成为中国外贸第一促进平台，被誉为中国外贸的晴雨表和风向标，是中国对外开放的窗口、缩影和标志。

官方网站：<http://www.cantonfair.org.cn>

open world economy.

The CIIE has two components: the exhibition and forum-the Country Exhibition, the Business Exhibition and the Hongqiao International Economic Forum. The CIIE has been successfully held in Shanghai for six times with a total volume of transactions over USD420 billion. It has become the platform respectively for the four tasks of international procurement, investment promotion, cultural exchanges, and open cooperation, as well as an international public product shared around the world. The Business Exhibition at the Sixth CIIE was held from November 5 to 10, 2023.

Official website: <http://www.ciie.org>

China Import and Export Fair

The China Import and Export Fair, also known as the Canton Fair, was founded in the spring of 1957 and is held every spring and autumn in Guangzhou. It is the most reputable comprehensive international trading event with the longest history, the largest scale, the most complete range of exhibits, the most buyers participating, the widest range of countries and regions, and the highest trading volume in China. It has been successfully held for 134 sessions.

The Canton Fair has enhanced trade exchanges between China and the world, and demonstrated China's image and achievements of development. It serves as an outstanding platform for Chinese enterprises to explore the international market and an exemplary base for implementing China's strategies of developing foreign trade. With many years of development, the Canton Fair has become the first and foremost platform for promoting China's foreign trade, and known as a barometer and wind vane of the foreign trade sector. It is the window, epitome and symbol of China for opening to the outside world.

Official website: <http://www.cantonfair.org.cn>

——中国国际服务贸易交易会

为增强服务业和服务贸易国际竞争力，充分发挥服务业和服务贸易在加快转变经济发展方式中的作用，2012年起，商务部、北京市人民政府共同主办中国（北京）国际服务贸易交易会（简称京交会），2019年更名为中国国际服务贸易交易会。随着中国经济发展进入新时代，京交会的发展也进入了提质升级的新阶段，2020年，中国国际服务贸易交易会简称由“京交会”更名为“服贸会”。

服贸会（包括原京交会）已成功举办11届，成为国际服务贸易领域传播理念、衔接供需、共享商机、共促发展的重要平台，是全球服务贸易领域规模最大的综合性展会之一和中国服务贸易领域的龙头展会。

官方网站：<http://www.ciftis.org>

——中国国际消费品博览会

中国国际消费品博览会（以下简称消博会）是全国首个以消费精品为主题的国家级展会，已于2021年5月、2022年7月、2023年4月在海南举办三届。消博会围绕建设海南国际旅游消费中心定位，聚焦“高、新、优、特”消费精品，邀请全球知名消费品品牌参与，打造多业态、多品类、高端的全球消费精品展示交易平台。

官方网站：<http://www.hainanexpo.org.cn>

China International Fair for Trade in Services

To enhance the international competitiveness of the service industry and service trade, and give full play to their role in accelerating the transformation of the economic development model, the China (Beijing) International Fair for Trade in Services, which has been jointly hosted by MOFCOM and the Beijing Municipal People's Government since 2012, was renamed the China International Fair for Trade in Services in 2019. As China greets a new era for economic development, the fair has also stepped into a new upgraded stage. In 2020, the shortform of the name was changed from Beijing Fair to CIFTIS.

The CIFTIS (including the former Beijing Fair) has been successfully held for eleven sessions and become an important platform for spreading ideas, coordinating supply and demand, sharing business opportunities, and promoting common development in the field of international service trade. It is one of the largest comprehensive exhibitions in the field of service trade around the world and a leading exhibition in service trade in China.

Official website: <http://www.ciftis.org>

China International Consumer Products Expo

China International Consumer Products Expo (hereinafter referred to as the "expo"), is the first national expo with the theme of quality consumer goods. The expo has been held in Hainan for three sessions in May 2021, July 2022 and April 2023. Focusing on building Hainan into an international tourism consumption center, the expo gathers high-end, innovative, high-quality and special products. Bringing together world-renowned consumer brands, it has become a high-end global quality consumer goods display and trading platform featuring different forms of business and categories of products.

Official website: <http://www.hainanexpo.org.cn>

——中国国际投资贸易洽谈会

中国国际投资贸易洽谈会（以下简称投洽会）以“引进来”和“走出去”为主题，是中国目前唯一以促进双向投资为目的的国际投资促进活动，也是通过国际展览业协会（UFI）认证的全球规模最大的投资性展览会。

投洽会已成功举办23届，成为具有全球影响力的国际投资盛会。近年来，投洽会着力建设双向投资促进、权威信息发布和投资趋势研讨三大平台，致力于打造国际化、专业化、品牌化的精品，办成中国高水平对外开放的重要平台。平均每届投洽会吸引全球50多个国家和地区的机构和企业参展，120多个国家和地区的10万多客商参会。

官方网站：<http://www.chinafair.org.cn>

——中国中部投资贸易博览会

中国中部投资贸易博览会（以下简称中部博览会）以产业升级转型和投资贸易促进为主线，以投资贸易展览、主旨论坛及系列专题研讨会、投资项目对接为主要内容，为中外客商搭建经济技术交流与合作平台，促进中部地区与国内外市场、资本、资源全面对接。

经国务院批准，中部博览会自2006年起在中国中部六省（湖南、河南、湖北、安徽、江西、山西）轮流举办，目前已举办13届，成为

China International Fair for Investment & Trade

With the themes of “attracting FDI” and “going global”, the China International Fair for Investment & Trade (CIFIT) is China’s only international investment promotion event targeting two-way investment, and also the largest global investment exhibition recognized by the Union of International Fairs (UFI).

The CIFIT has been successfully held for 23 sessions and become an international investment event with global influence. In recent years, the CIFIT has focused on the building of three important platforms respectively for two-way investment promotion, authoritative information publication, and investment trend discussion. It is committed to the international, professional, and brand development for products, and building itself into an important platform for high-level opening-up for China. Each session of the CIFIT attracts organizations and companies from over 50 countries and regions around the world, as well as over 100,000 buyers from more than 120 countries and regions.

Official website: <http://www.chinafair.org.cn>

Central China Investment and Trade Exposition

The Central China Investment and Trade Exposition (Central China Expo) focuses on industrial upgrades and transformations as well as investment and trade promotion. It gathers such activities as investment and trade exhibitions, keynote forums, symposiums, and investment project matchmaking. It serves as a platform for the economic and technological exchanges and cooperation among domestic and foreign buyers, promoting all-round engagement between central China and other regions in China and around the world in terms of markets, capital, and resources.

推动中部六省扩大对外开放和加强区域及国际交流合作的重要平台。展会为境内外贸易、投资商全面了解中国中部地区投资政策、获取重点项目信息，开展贸易往来和兴业发展提供机会，同时也为世界各地尤其是发展中国家和地区的企业搭建了展示平台。

官方网站：<http://expocentralchina.mofcom.gov.cn>

3.3.2便捷的网上服务平台

——中国投资指南网

中国投资指南网 (<http://fdi.mofcom.gov.cn/>) 是中国开展投资促进工作的网上公共服务平台，致力于服务境内外政府、机构和企业，旨在利用互联网更加高效、便捷地为外商来华投资和中国企业走出去提供线上服务。网站主要栏目包括动态资讯、投资项目信息库、投资环境、法律法规、统计数据、投资服务机构等。

——投资项目信息库

投资项目信息库 (<http://project.mofcom.gov.cn/>) 是“引进来”和“走出去”并重的双向投资促进项目信息系统。该项目信息库具有覆盖面广、信息量大、影响广

With the approval of the State Council, the Central China Expo has been held in turn by the six provinces of central China (Hunan, Henan, Hubei, Anhui, Jiangxi, and Shanxi) since 2006. It has been held for 13 sessions and become an important platform for promoting the opening-up in the said six provinces and strengthening regional and international exchanges and cooperation. The expo provides opportunities for traders and investors from home and abroad to explore investment policies of central China, obtain information on key projects and conduct trade contacts for industrial development, and it also serves as a display platform for enterprises from all over the world, especially developing countries and regions.

Official website: <http://expocentralchina.mofcom.gov.cn>

3.3.2 Convenient Online Service Platforms

Invest in China

Invest in China (<http://fdi.mofcom.gov.cn/>) is an online public service platform for China's investment promotion activities. Serving domestic and foreign governments, institutions, and enterprises, it aims to provide more efficient and convenient online services for foreign investors to invest in China and Chinese enterprises to “go global”. Information available on Invest in China includes News, Project Database, Investment Environment, Legal Service, Data Service, and IPAs.

Investment Project Information Database

The Investment Project Information Database (<http://project.mofcom.gov.cn/>) is an information system for two-way investment promotion projects that gives equal priority to “introducing FDI” and “going global”. By virtue of its large coverage, massive information, widespread influence, and convenient

泛、查询便捷等特点，是各级政府招商引资、企业投资合作以及国内外投资商展示与推介投资项目的高效网络服务平台。

投资项目信息库针对投资促进机构、开发区、企业等不同主体发布的投资项目进行栏目分类，方便用户根据项目主体类型进行查询和筛选。截至2022年6月，累计收录国内外中英文项目信息7.2万余条。

inquiry, it is an efficient online service platform for governments at all levels to attract investment, for enterprises to conduct investment cooperation, and for domestic and foreign investors to display and promote their investment projects.

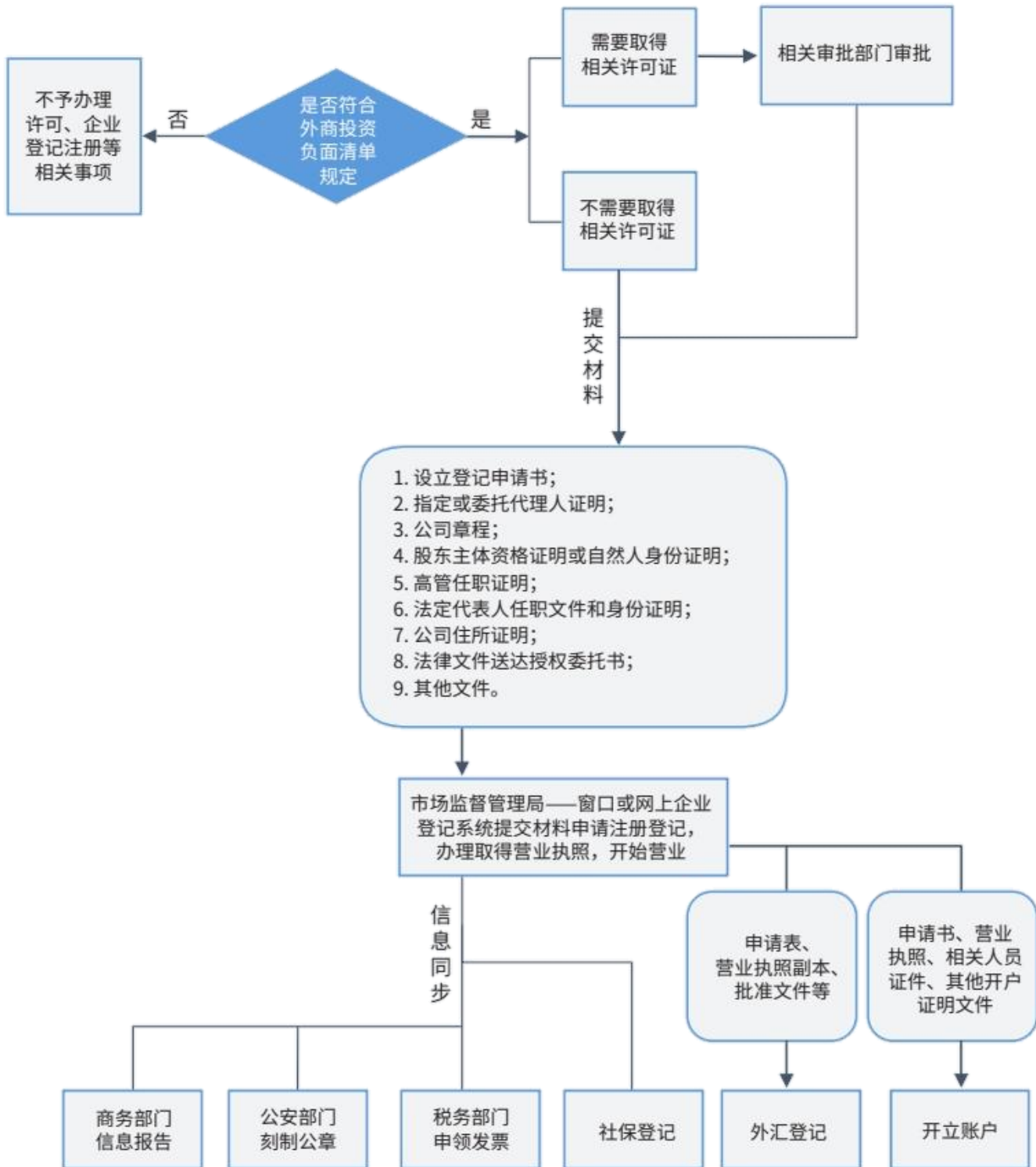
The Investment Project Information Database has set up specific columns for projects released by such entities as investment promotion agencies, development zones and enterprises, making it convenient for users to search and filter information based on the type of entities publishing project information. As of June 2022, the database had included over 72,000 pieces of project information in both Chinese and English from home and abroad.

04.

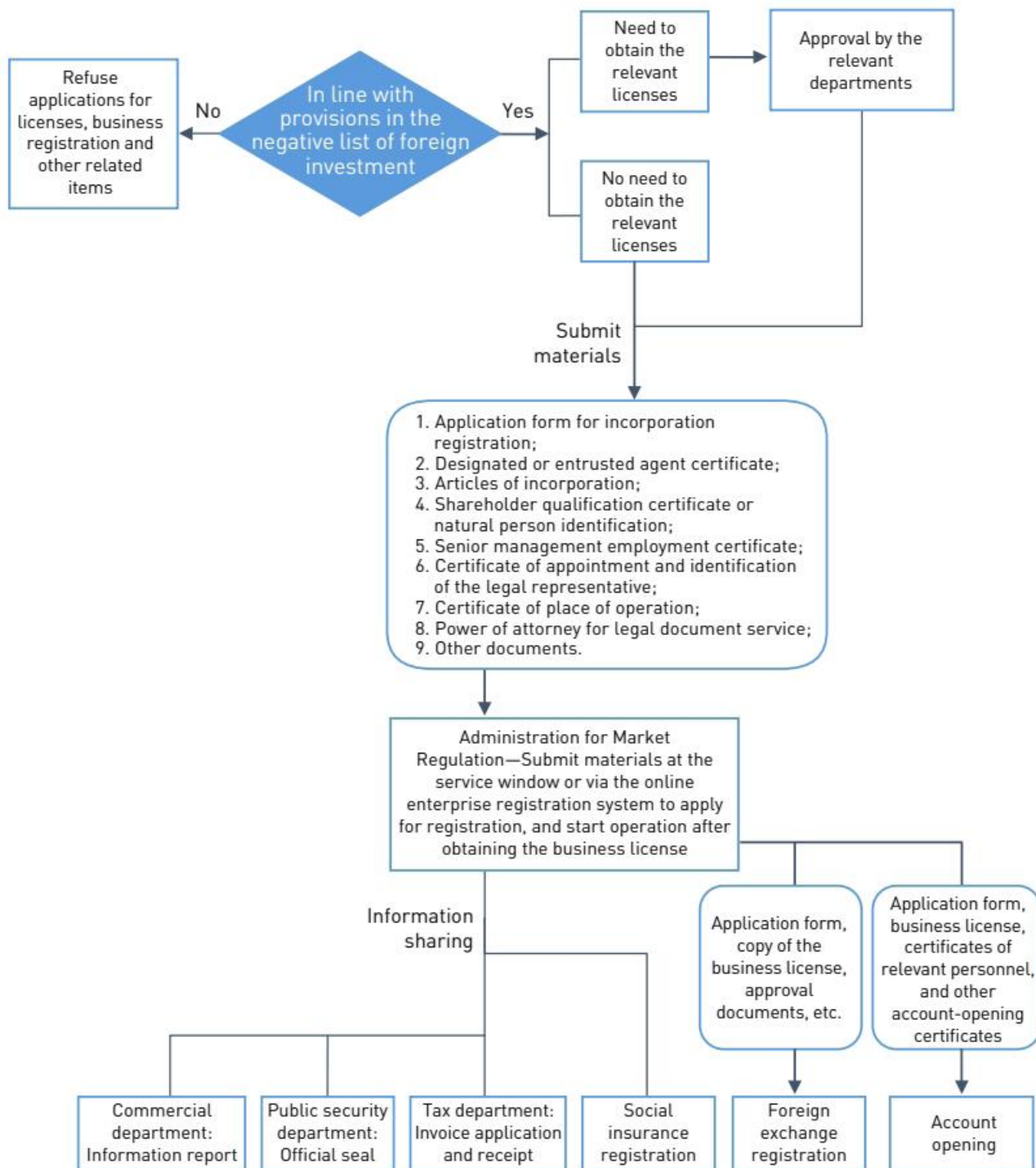
外商投资 办事流程

Procedures for Foreign
Investment

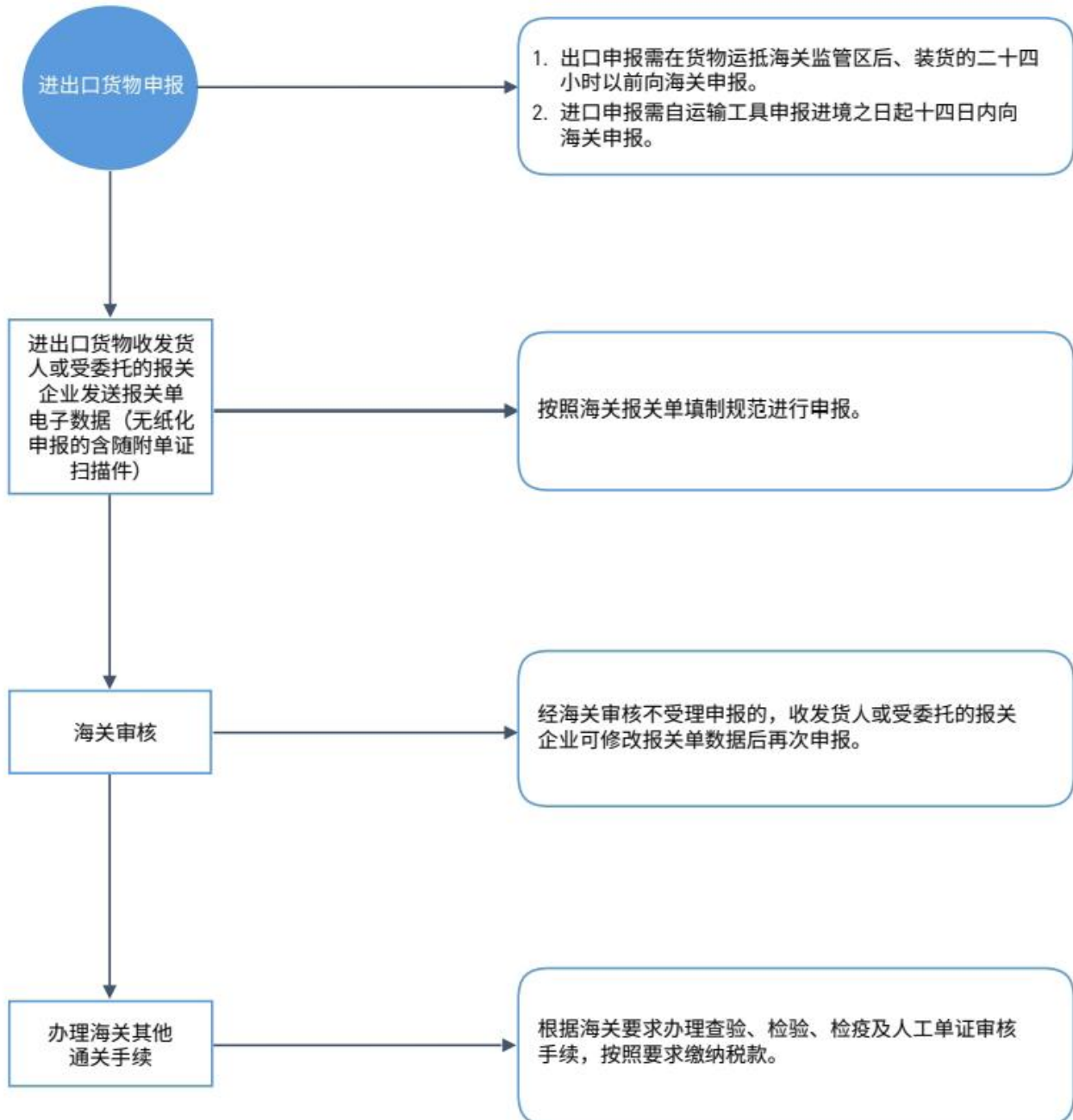
4.1 企业设立流程



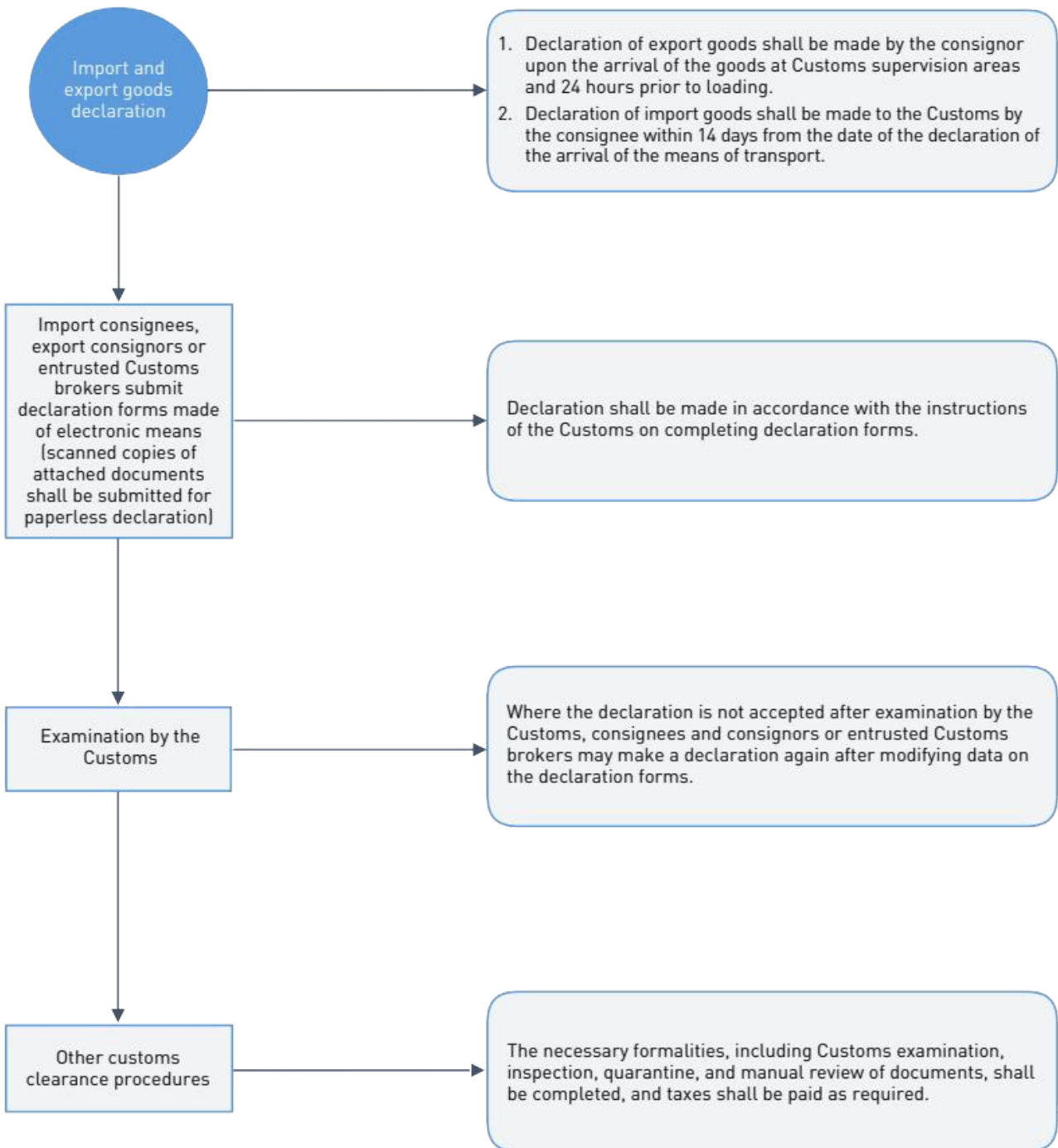
4.1 Enterprise Incorporation



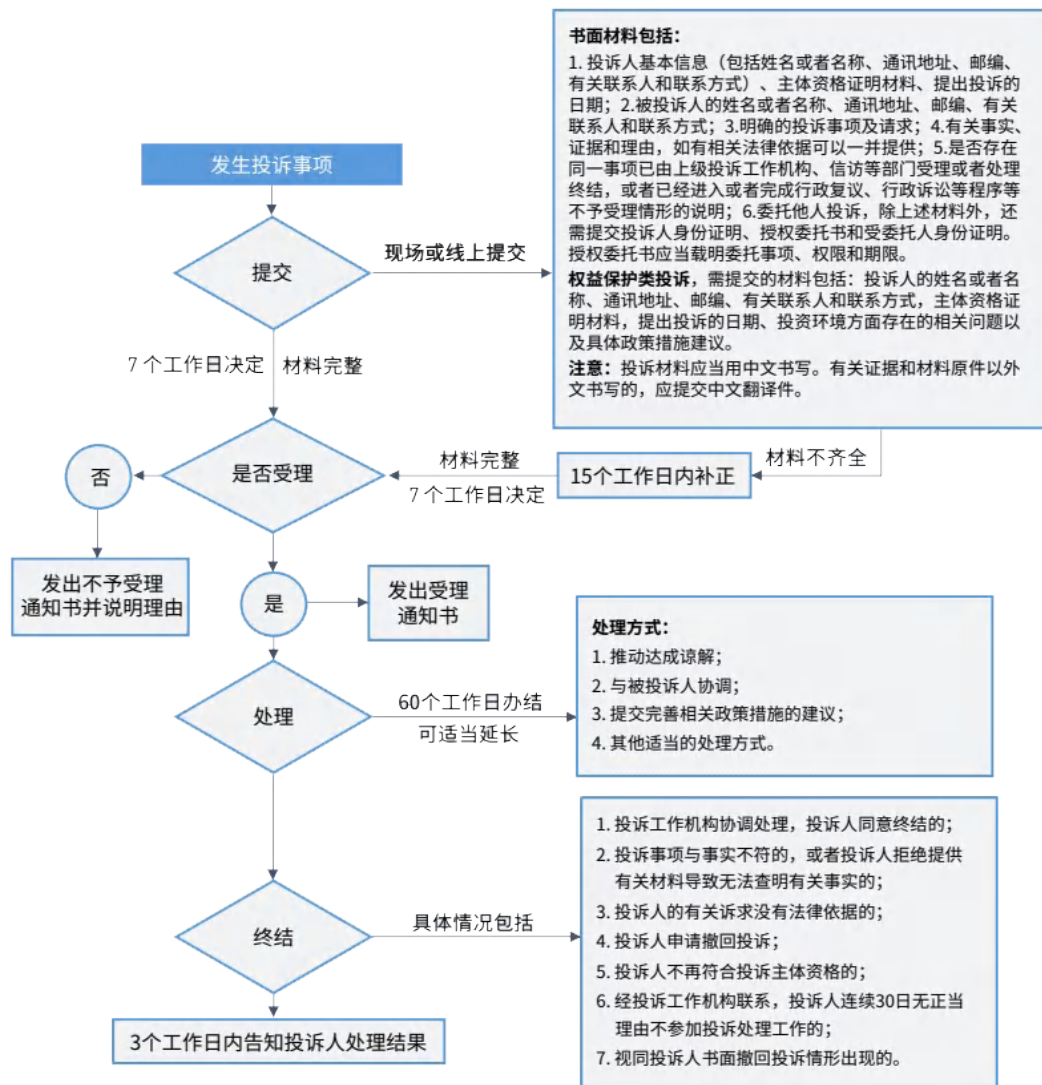
4.2 海关办事流程



4.2 Customs



4.3 外商投资企业投诉办事流程



说明：

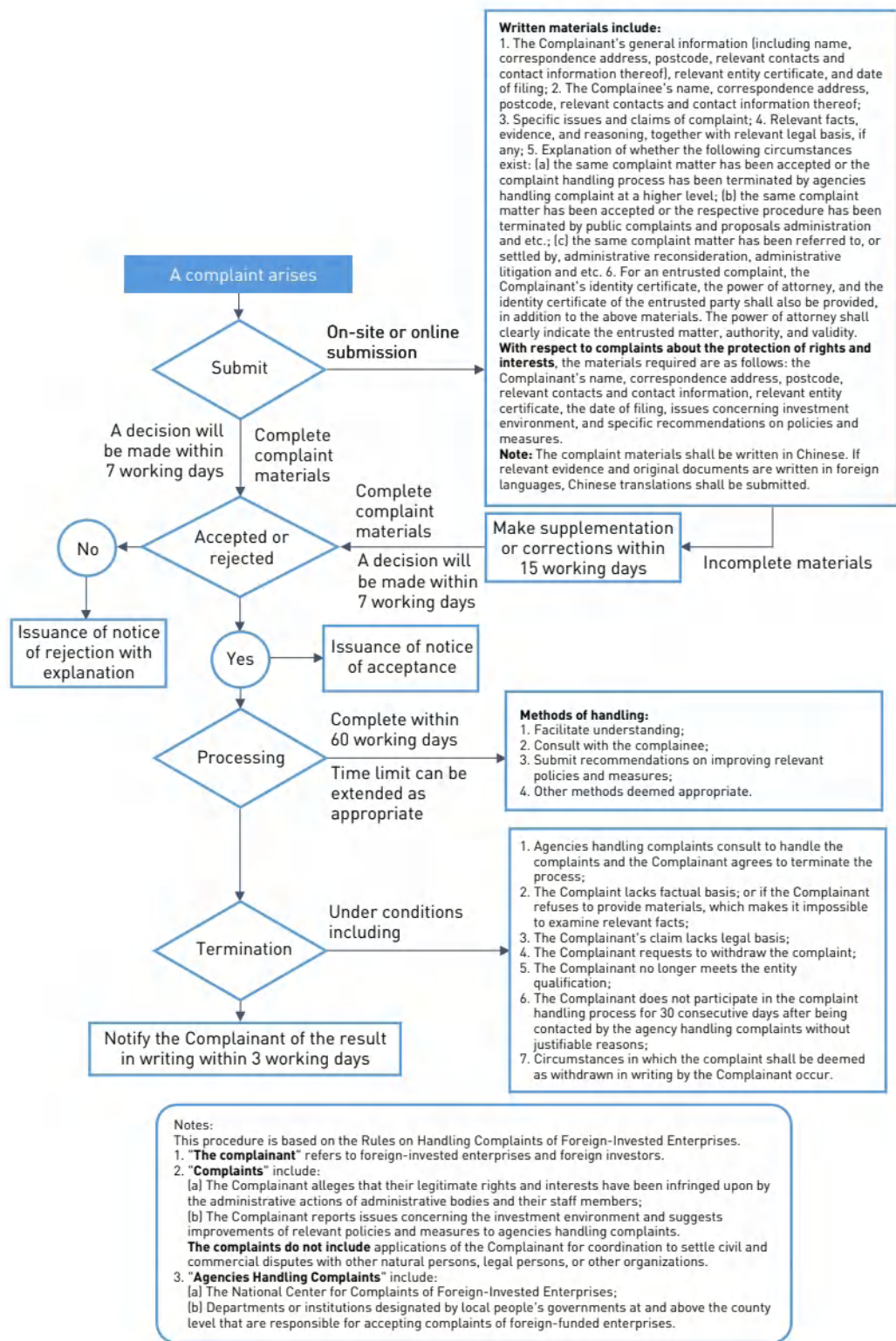
流程制定依据：《外商投资企业投诉工作办法》

1. “投诉人”是指外商投资企业、外国投资者。
2. “投诉事项”包括以下情形：
 - (1) 投诉人认为行政机关及其工作人员的行政行为侵犯其合法权益；
 - (2) 投诉人向投诉工作机构反映在投资环境方面存在的问题、建议完善有关政策措施。

投诉事项不包括：投诉人申请协调解决与其他自然人、法人或者其他组织之间的民事纠纷。

3. “投诉工作机构”包括：
 - (1) 全国外商投资企业投诉中心；
 - (2) 县级以上政府指定的负责受理外商投资企业投诉的部门或机构。

4.3 Complaint Management for Foreign-invested Enterprises



04.

相关名录

Directory

附件一： 部分商务部门和投资促进机构名录

Appendix I: Directory of Business Departments and Investment Promotion Agencies

中华人民共和国商务部投资促进事务局

Investment Promotion Agency of the Ministry of Commerce of the People's Republic of China (MOFCOM)

Address: 3F, Building 1, 28 Andingmen Outer East Back Alley, Dongcheng District, Beijing

Postal Code: 100731

Tel.: +86-10-64404512/64404514

Fax: +86-10-64515315

Website: <http://fdi.mofcom.gov.cn/>
(Invest in China)

MOFCOM Investment Promotion Agency:
<http://www.cipainvest.org.cn/>

北京市商务局

Beijing Municipal Commerce Bureau

Address: Building 5, Courtyard 57, Yunhe East Street, Tongzhou District, Beijing

Postal Code: 100743

Tel.: +86-10-55579532

Fax: +86-10-55579538

Website: <http://sw.beijing.gov.cn>

北京市投资促进服务中心

Beijing Investment Promotion Service Center

Address: 3F, Block F, Fuhua Mansion, 8 Chaoyangmen North Street, Dongcheng District, Beijing

Postal Code: 100027

Tel.: +86-10-65541880

Fax: +86-10-65543161

Website: <http://invest.beijing.gov.cn/>

上海市商务委员会

Shanghai Municipal Commission of Commerce

Address: Building 7, 300 Shibocun Road, Shanghai

Postal Code: 200125

Tel.: +86-21-23110742

Fax: +86-21-62751960

Website: <http://sww.sh.gov.cn/>

上海市外国投资促进中心

(上海市对外投资促进中心)

Shanghai Foreign Investment Development Board (Shanghai Overseas Investment Development Board)

Address: 15F, New Town Mansion, 83 Loushanguan Road, Shanghai

Postal Code: 200336

Tel.: +86-21-62368800

Fax: +86-21-62368026

Website: <http://www.investsh.org.cn/>

重庆市商务委员会

Chongqing Municipal Commission of Commerce

Address: Building 2, 162 Nanbin Road, Nan'an District, Chongqing

Postal Code: 400060

Tel.: +86-23-62662711

Fax: +86-23-62663011

Website: sww.cq.gov.cn

重庆市招商投资促进局

Chongqing Investment Attraction
and Promotion Bureau

Address: 5/6F, Building 6, Chongqing
Foreign Business District,
Yunshan South Road, Yubei
District, Chongqing
Postal Code: 401120
Tel.: +86-23-63366615/18108305800
Fax: +86-23-63366619
Website: <http://zsj.cq.gov.cn>

重庆市外商投资促进中心

Chongqing Investment Promotion Association

Address: 9F, Foreign Trade Building, 65
Jianxin North Road, Chongqing
Postal Code: 400020
Tel.: +86-23-67862888
Fax: +86-23-67960698
Website: www.cqipa.com

河北省商务厅

Hebei Provincial Department of Commerce

Address: 334 Heping West Road,
Xinhua District, Shijiazhuang,
Hebei Province
Postal Code: 050071
Tel.: +86-311-87909396
Fax: +86-311-87909350
Website: [http://swt.hebei.gov.cn/
nx_html/index.html](http://swt.hebei.gov.cn/nx_html/index.html)

河北省投资促进服务中心

Hebei Investment Promotion Service Center

Address: 334 Heping West Road,
Xinhua District, Shijiazhuang,
Hebei Province
Postal Code: 050071
Tel.: +86-311-87909195
Fax: +86-311-87909683

山东省商务厅

Department of Commerce of Shandong Province

Address: 6 Liyang Street, Shizhong District,
Jinan, Shandong Province
Postal Code: 250002
Tel.: +86-531-51763350
Fax: +86-871-63149574
Website: +86-531-51763211

山东省国际投资促进中心

International Investment Promotion
Agency of Shandong Province

Address: 319 Quancheng Road, Lixia
District, Jinan, Shandong Province
Postal Code: 250011
Tel.: +86-531-51763325
Fax: +86-531-51763576
Website: [http://commerce.shandong.gov.
cn/col/col16916/index.html](http://commerce.shandong.gov.cn/col/col16916/index.html)

江苏省商务厅

Department of Commerce of Jiangsu Province

Address: 29 Beijing East Road,
Nanjing, Jiangsu Province
Postal Code: 210008
Tel.: +86-25-57710349
Fax: +86-25-57712072
Website: <http://swt.jiangsu.gov.cn/>

江苏省国际投资促进中心

Jiangsu International Investment
Promotion Center

Address: International Trade Building,
50 Zhonghua Road, Nanjing,
Jiangsu Province

Postal Code: 210001

Tel.: +86-25-57710464

Fax: +86-25-57710266

Website: <http://www.iinvest.org.cn>

浙江省商务厅

Department of Commerce of Zhejiang Province

Address: Department of Commerce
of Zhejiang Province, 468
Yan' an Road, Gongshu District,
Hangzhou, Zhejiang Province

Postal Code: 310006

Tel.: +86-571-87058222

Fax: +86-571-87051984

Website: <http://www.zcom.gov.cn/>

浙江省国际投资促进中心

Zhejiang International Investment
Promotion Center

Address: 466 Yan' an Road, Hangzhou,
Zhejiang Province

Postal Code: 310006

Tel.: +86-571-28939319

Fax: +86-571-28939305

Website: <http://www.zjfdi.com>

福建省商务厅

Department of Commerce of Fujian Province

Address: 118 Tongpan Road, Gulou
District, Fuzhou, Fujian Province

Postal Code: 350003

Tel.: +86-591-87853616

Fax: +86-591-87856133

Website: <http://swt.fujian.gov.cn/>

福建省国际投资促进中心

Fujian International Investment
Promotion Center

Address: 5F, Building 3, Department of
Commerce of Fujian Province,
118 Tongpan Road, Gulou
District, Fuzhou, Fujian Province

Postal Code: 350003

Tel.: +86-591-87810615

Fax: +86-591-83839780

Website: [http://swt.fujian.gov.
cn/fjsgjtzcjzx/](http://swt.fujian.gov.cn/fjsgjtzcjzx/)

广东省商务厅

Department of Commerce of
Guangdong Province

Address: 13F, Guangdong Foreign Trade
Building, 351 Tianhe Road,
Tianhe District, Guangzhou,
Guangdong Province

Postal Code: 510620

Tel.: +86-20-38802165

Fax: +86-20-38802219

Website: <http://com.gd.gov.cn/>

广东省投资促进局

Investment Promotion Bureau
of Guangdong Province

Address: 6F, Guangdong Foreign Trade
Building, 351 Tianhe Road,
Guangzhou, Guangdong Province

Postal Code: 510620

Tel.: +86-20-38819378/38896910

Fax: +86-20-38802234

海南省商务厅

Department of Commerce of Hainan Province

Address: 2F, Seat of the People's
Government of Hainan
Province, 9 Guoxing Avenue,
Haikou, Hainan Province

Postal Code: 570203

Tel.: +86-898-65330249

Website: <http://dofcom.hainan.gov.cn/>

海南省国际经济发展局

Hainan International Business Council

Address: 4F, Annex Building of Hainan
Tower, 5 Guoxing Avenue,
Haikou, Hainan Province

Postal Code: 570203

Tel.: 4008-413-413

Fax: +86-898-66538983

附件二： 全国外商投资企业投诉工作机构名录

Appendix II: Directory of Institutions that Handle the Complaints of Foreign-invested Enterprises

全国外商投资企业投诉中心

National Center for Complaints of Foreign-invested Enterprises

Address: 3F, Building 1, 28 Andingmen Outer East Back Alley, Dongcheng District, Beijing

Postal Code: 100731

Tel.: +86-10-64404523

Fax: +86-10-64515310

E-mail: fiecomplaint@cipainvest.org.cn

河北省外商投诉服务办公室

Office for Handling Complaints of Foreign Investors of Hebei Province

Address: 334 Heping West Road, Xinhua District, Shijiazhuang, Hebei Province

Postal Code: 050071

Tel.: +86-311-87909310

Fax: +86-311-87909710

E-mail: swtfaguichu@163.com

上海市外商投资企业投诉中心

Shanghai Foreign-Invested Enterprises Complaints Coordination Center

Address: 29F, Shanghai Plaza, 138 Huaihai Middle Road, Huangpu District, Shanghai

Postal Code: 200125

Tel.: +86-21-62199546

Fax: +86-21-62751423

Fax: eliseetang@shfia.cn

浙江省外商投资企业投诉中心

Zhejiang Provincial Service Center for Complaints of Foreign-invested Enterprises

Address: 466 Yan'an Road, Hangzhou, Zhejiang Province

Postal Code: 310006

Tel.: +86-571-28995006

Fax: +86-571-28065055

E-mail: lynette.guo@zjfdi.com

广东省外商投资企业投诉中心

Center for Complaints of Foreign-invested Enterprises of Guangdong Province

Address: 6F, Guangdong Foreign Trade Building, 351 Tianhe Road, Tianhe District, Guangzhou, Guangdong Province

Postal Code: 510620

Tel.: +86-20-38819399

Fax: +86-20-38802234

E-mail: touzi@gdcom.gov.cn

山东省外商投诉中心

Center for Complaints of Foreign Investors of Shandong Province

Address: 158 Jingsi Road, Shizhong District, Jinan, Shandong Province

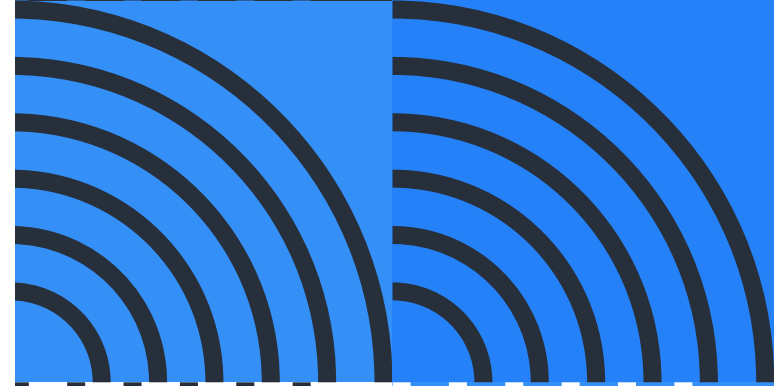
Postal Code: 250001

Tel.: +86-531-86168384

Fax: +86-531-86868383

E-mail: ccpitsdcomplaint@163.com





新西兰中国商会

CHINA CHAMBER OF COMMERCE IN NEW ZEALAND