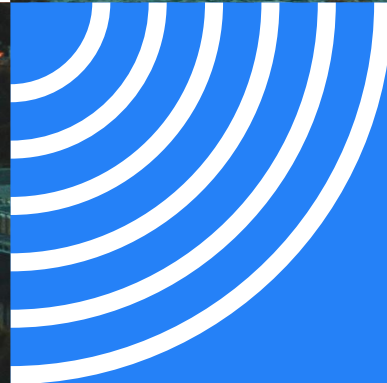
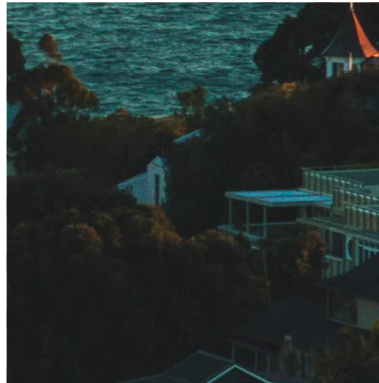


Invest in New Zealand Handbook

投资新西兰 手册





目录

Contents

	前言 FOREWORD	5
	会长寄语 Message from the President	7
—	中资企业在新西兰投资案例 Investment Cases of Chinese Enterprises in New Zealand	9
1.1	海尔新西兰投资股份有限公司 Haier New Zealand Investment holding company Limited	10
1.2	蒙牛集团雅士利新西兰乳业有限公司 Mengniu Group Yashili New Zealand Dairy Co., Ltd.	13
1.3	烟台中宠食品股份有限公司 China Pet Food	16
1.4	中远海运集运(新西兰)有限公司 COSCO SHIPPING Lines (New Zealand) Limited	20
1.5	新西兰中国旅行社 China Travel Service (New Zealand) Limited	22
1.6	中国建设银行(新西兰)有限公司 China Construction Bank (New Zealand) Limited	27
1.7	中国工商银行(新西兰)有限公司 Industrial and Commercial Bank of China (New Zealand) Limited	33
1.8	中国银行(新西兰)有限公司 Bank of China (New Zealand) Limited	36
1.9	中国南方航空 China Southern Airlines Co.,Ltd.	39
1.10	中国国际航空公司 Air China Limited	42
1.11	蓝河乳业有限合伙公司 Blue River Dairy LP	44
1.12	富华国际集团 Fuwah International Group	47
1.13	牧怡食品集团有限公司 Maui Food Group Limited	51
1.14	简杰保安服务公司(中保华安集团新西兰) Simply Security Limited ZBHA New Zealand	53

1.15	上海鹏欣:从情怀到产业深耕,匠人匠心共筑行业发展 Shanghai Pengxin (Group) Co., Ltd.	56
二	新西兰经济概况 Economic Overview of New Zealand	59
三	新西兰外商投资环境 Foreign Investment Environment in New Zealand	62
3.1	外商投资政策 Policies Towards Foreign Direct Investment	63
3.2	外国投资行业规定 Limits on Foreign Control	65
四	相关名录 Directory	68
附件一: Appendix I:	能够给中资企业提供投资合作咨询的机构 Directory of Organizations that can provide investment consulting for Chinese enterprises	69
附件二: Appendix II:	新西兰政府部门和相关机构一览表 List of New Zealand Government Departments and Agencies	70

FOREWORD

前言

新西兰是南太平洋上一个美丽富饶的国家，素有“长白云之乡”和“百分百纯净国度”的美誉。著名影片《阿凡达》、《指环王》、《霍比特人》中展现的新西兰自然风光令全球观众为之倾倒。而质量上乘的乳制品、品种各异的奇异果、香郁醇厚的葡萄酒，以及独具特色的毛利文化，同样成为享誉全球的新西兰象征。新西兰政局稳定，法制健全，市场机制成熟，营商环境友好，创新能力较强。世界知识产权组织发布的《2022全球创新指数报告》中，新西兰排名第24位，比上年前进两位。瑞士国际管理学院发布的2023年世界竞争力排名中，新西兰保持第31位。

2022年，新西兰经济增幅有所回落，通胀持续创历史新高，但货物贸易和服务贸易仍分别增长18.5%和34.5%，失业率保持低位。根据国际货币基金组织2023年4月发布的有关报告，2022年新西兰实际GDP增长2.4%，消费者价格指数上涨7.2%，失业率为3.3%。2021年10月-2023年5月，新西兰储备银行（央行）连续12次调高官方现金利率（OCR）至5.5%，至今保持不变。

近年来，新西兰数字经济和绿色经济快速发展。根据2022年中国信息通信研究院发布的《全球数字经济白皮书》，2021年新西兰数字经济规模为328亿美元，同比增长26.6%，约占其GDP的13%，其第一产业数字经济渗透率较高。2021年，新政府提出《新西兰数字战略》政策框架，2022年又提出2022/2023年数字战略行动计划，包括数字识别服务基金、互联网安全、改善农村连接、数字技术产业转型等11项行动。同时，新西兰素以清洁、绿色、创新的国家品牌形象闻名于世，人均温室气体排放量长期低于经合组织（OECD）总体水平。2022年，新西兰可再生能源占其能源供应、最终能源消费和发电量的比重分别增至44%、30%和87%。目前，新西兰正继续加快推动政府机

New Zealand is a beautiful and prosperous country in the South Pacific, renowned as the “Land of the Long White Cloud” and the “100% Pure New Zealand”. The breathtaking natural landscapes showcased in globally acclaimed films such as “Avatar” “The Lord of the Rings” and “The Hobbit” have captivated audiences worldwide. Additionally, high-quality dairy products, diverse varieties of kiwi fruit, rich and robust wines, and the distinctive Maori culture have also become symbols of New Zealand celebrated worldwide. The country maintains political stability, a sound legal system, mature market mechanisms, a friendly business environment, and notable innovation capabilities. According to the World Intellectual Property Organization’s “Global Innovation Index 2022”, New Zealand ranks 24th globally. In the 2023 World Competitiveness Ranking by the International Institute for Management Development, New Zealand maintains its 31st position.

In 2022, New Zealand’s economic growth moderated, with inflation reaching historic highs. However, both goods and services trade grew by 18.5% and 34.5%, respectively, while the unemployment rate remained low. According to the International Monetary Fund’s report released in April 2023, New Zealand’s real GDP grew by 2.4% in 2022, the Consumer Price Index rose by 7.2%, and the unemployment rate was 3.3%. From October 2021 to May 2023, the Reserve Bank of New Zealand raised the official cash rate (OCR) 12 times, reaching 5.5%, which was kept till now.

In recent years, New Zealand’s digital and green economies have seen rapid development. According to the “Global Digital Economy White Paper 2022” by the China Academy of Information and Communications Technology, New Zealand’s digital economy reached USD 32.8 billion in 2021, growing 26.6% YOY, accounting

构、工农业、商业模式、社区生活等全面减少碳排放，加快实施可再生能源替代措施，如排放交易机制 (ETS) 改革、农场转森林、推广新能源发电、推动汽车电动化等等。

新西兰以贸易立国，支持多边主义、自由贸易、利用外资是促进经济发展与繁荣的关键。新西兰一直积极对外商签自贸协定，2022年3月和2023年7月，新西兰分别与英国和欧盟签署双边自贸协定，进一步加强了与英、欧贸易投资关系。特别是《中国-新西兰自由贸易协定》生效以来，中新两国各领域合作取得了远超预期的成果，双边货物贸易额增长了5倍。2022年，中新双边贸易额超过400亿新元，中国继续保持新西兰第一大贸易伙伴、第一大出口市场和进口来源地的地位。2022年，《区域全面经济伙伴关系协定》和《中国—新西兰自贸协定升级议定书》相继生效实施，为中新经贸合作带来了新动力、新机遇。

为更好地帮助中国企业了解和熟悉新西兰营商环境，新西兰中国商会编写了《投资新西兰手册》，请在新西兰投资的新西兰企业以其成功经验“现身说法”，希望对有意走出去、开展对外投资合作的企业有所帮助！

for about 13% of its GDP, with a high penetration rate in the primary industry. In 2021 and 2022, the government introduced the “ Digital Strategy for Aotearoa and Action Plan, including 11 actions such as the Digital Identification Service Fund, internet security, rural connectivity improvement, and digital technology industry transformation. New Zealand is also globally renowned for its clean, green, and innovative national brand. The per capita greenhouse gas emissions have long been below the overall OECD level. In 2022, renewable energy in New Zealand accounted for 44% of its energy supply, 30% of final energy consumption, and 87% of electricity generation. Currently, New Zealand is accelerating efforts to comprehensively reduce carbon emissions across government institutions, industry and agriculture, business models, and community life, as well as implementing measures for renewable energy alternatives, such as emission trading system (ETS) reform, converting farms to forests, promoting new energy generation, and advancing vehicle electrification.

New Zealand relies on a trade-oriented economy, supports multilateralism, free trade, and foreign investment as key drivers of economic development and prosperity. New Zealand has actively pursued bilateral free trade agreements. In March and July 2022, it signed bilateral FTA with the UK and the EU, further strengthening trade and investment relations with the region. Particularly since the implementation of the bilateral Free Trade Agreement, cooperation between China and New Zealand has yielded results far beyond expectations, with bilateral goods trade increasing fivefold. In 2022, the bilateral trade between China and New Zealand exceeded NZD40 billion, maintaining China's position as New Zealand's largest trading partner, top export market, and source of imports. In 2022, Regional Comprehensive Economic Partnership and Upgrade Protocol of China-New Zealand Free Trade Agreement came into effect, bringing new dynamics and opportunities for economic and trade cooperation between the two countries.



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 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.

中资企业在新西兰 投资案例

Investment Cases of Chinese
Enterprises in New Zealand



海尔新西兰投资股份有限公司

Haier New Zealand Investment Holding Company Limited

1.1.1 公司概况

海尔自2002年进入新西兰市场，伴随着海尔全面“走出去”的步伐加快，2012年海尔完成对新西兰国宝级电器公司斐雪派克的全资收购。这背后既是时代的机遇，也是以海尔为代表的中国企业逐步成长起来的整体实力和文化自信，特别是海尔集团创始人、董事会名誉主席张瑞敏提出的海尔“人单合一”模式在新西兰的本土化实践。

1.1.2 困境中的“初识”

作为新西兰的国宝级家电品牌，斐雪派克的品牌价值就如同中国人民心中的海尔冰箱一样，几乎每一个家庭都拥有一件斐雪派克电器。秉承着不懈进取的开创精神和求知求新的企业文化，斐雪派克拥有多个核心技术和全球领先优势，长期以来，它都一直是大洋洲白色家电的领导者。

2008年全球金融危机爆发后，斐雪派克的销量开始大幅下滑，在新西兰、澳大利亚、美国以及欧洲市场的销售额均出现长期连续下滑的状

Since Haier entered into New Zealand market in 2002, with the acceleration of Haier's global strategy, in 2012, Haier has completed 100% acquisition of Fisher&Paykel, a treasure home appliances company in New Zealand. This acquisition attributed to the opportunities of the time, as well as the overall strength and cultural confidence gradually grow up of Chinese enterprises, like Haier Group. In the meanwhile, it is localization practice of “RenDanHeYi” business model in New Zealand, which created by Zhang Ruimin, Founder and Chairman Emeritus of the Board of Directors, Haier Group.

Fisher & Paykel (F&P) as a treasury brand in New Zealand, has gained similar popularity as Haier refrigerator among the Chinese people. Almost every household in New Zealand has a Fisher & Paykel appliance. F&P's design heritage is founded on a pioneering spirit and culture of curiosity. F&P has a number of core technologies and global leadership advantages in multiple areas, which has been playing a predominant role in white goods in Australasian area for a long time.

After global financial crisis outbreak in 2008, F&P sales began to decline sharply, and sales in New Zealand, Australia, the United States, and Europe market sales showed long term continuous decline, heavy debt gradually pushed F&P into a predicament. At that time Haier, which is constantly exploring the globalization,

态，沉重的债务使其逐渐陷入困境。此时，在全球化道路上正不断探索的海尔，看中了这个正身处困境的“伙伴”。

2009年5月27日，斐雪派克在网站上公布了股权融资计划。随后，海尔以2850万美元获得斐雪派克20%的股份以及两个董事会席位。海尔与斐雪派克的合作就此展开。

1.1.3 成为互助的“伙伴”

2012年，海尔完成了对斐雪派克的全面收购，拥有了斐雪派克100%的股权。通过两次收购，斐雪派克正式成为海尔智家的全资子公司，其品牌、渠道、研发、制造及人才均归于海尔旗下。

收购融合的过程并不是一帆风顺，但最终收购在许多方面都取得了成功。海尔信守承诺在新西兰投资研发，增加了研发岗位，斐雪派克继续由本地管理层运营，许多高管仍留在公司里。海尔采用了双品牌战略，对斐雪派克的顶级高端品牌和海尔的大众市场品牌进行明确区分，使两者平等受益，并帮助海尔品牌提升了客户品牌知名度，同时也促成了几种新产品的联合开发项目，并于2014年8月在奥克兰成立了海尔-斐雪派克研发中心，目前该中心设施面积达5000平方米，为原来的2.5倍，研发人员增长40%；当前，它已跻身海尔全球十大研发中心之一。

海尔的规模优势和斐雪派克的技术专长相对接，协同效应使双方都受益匪浅。在新西兰和澳大利亚市场，倚靠海尔的全球化产品平台资源，斐雪派克拥有了梦寐以求的全系列的产品阵容，重新在市场竞争中展现锋芒。举例来说，斐雪派克本身之前并无滚筒洗衣机，利用海尔完善的滚筒机产品平台，嫁接其自身全球领先的直驱变

saw an opportunity here.

Fisher & Paykel announced an equity financing plan on its website on May 27, 2009. Haier purchased a 20% stake in the company and obtained two board seats for \$28.5 million US dollars. This transaction indicated the partnership between Fisher & Paykel and Haier commence.

In 2012, Haier completed the full acquisition of Fisher & Paykel, owning 100% share of Fisher & Paykel. Through acquisitions, Fisher & Paykel officially became a wholly owned subsidiary of Haier Smart Home, including brand, channels, R&D, manufacturing base and talents.

The acquisition process and integration were not that smooth but finally achieved successful in multiple areas. Haier made its commitment to invest in R&D in New Zealand, adding R&D jobs, and Fisher & Paykel continued to be run by local management, with many senior executives remained with the company. Haier's dual-brand strategy, with a clear distinction between Fisher & Paykel's luxury premium brand and Haier's mass-market brand, has benefited both equally and helped the Haier brand awareness growing, in the meantime, there are several joint-development projects started. In Aug 2014, Haier-Fisher & Paykel R&D Center established in Auckland, The R&D center is 5,000 square meters, which is 2.5 times the original size, and the R&D staff has increased by 40%. Currently, it is one of Haier's top 10 R&D centers worldwide.

The synergies between Haier's scale advantage and Fisher & Paykel's technological expertise benefit both parties. In the New Zealand and Australia markets, Haier's globalized product platform has enabled Fisher & Paykel have the dream full range of product portfolio; For example, Fisher & Paykel did not have a front-load washing machine before, but by utilizing Haier's perfect front-load washing machine product platform and grafting Fisher & Paykel's world-leading DD motor technology, Fisher & Paykel's front-load washing machine in Australia and New Zealand has increased its market share from less than 1% to 22% within only 18 months, became the No.1 in the market. In China market,

频电机技术，斐雪派克在澳新推出的滚筒洗衣机上市仅18个月，市场份额就从不到1%上升到22%，成为市场第一。在中国市场，海尔在高端滚筒洗衣机上使用同样的平台和技术，自上市后在中国市场累计销量数以千万计，在1万元以上高端市场份额实现绝对引领。

除了技术和战略合作上的成果，市场交出的成绩单也格外亮眼。在澳大利亚市场，海尔品牌增长迅速，成为当地增速最快的白电品牌；在新西兰市场，目前斐雪派克和海尔的白电市场份额合计已超过40%，成为当地无可撼动的市场第一。

1.1.4 立足全球，共赢发展

海尔和斐雪派克在耕耘中国和澳新市场的同时，也放眼国际，共同开拓全球市场，立足于海尔的全球化营销网络和产品平台，斐雪派克加速了在欧美市场拓展。在北美，斐雪派克旗下户外家电品牌DCS已经成为领导性的专业奢侈厨电品牌，海尔收购GEA后，海尔、GEA、斐雪派克也开始了三方合作。

2017年，时任国务院总理李克强访问了海尔-斐雪派克奥克兰研发中心，参观结束后总理表示乐于见到中国的海尔公司与新西兰斐雪派克公司合作，生产世界领先水平的家电，销往全球市场。“这说明中新两国不仅可以进行双边合作，而且可以共同开拓第三方市场，实现互利双赢、多赢、共赢。”

Haier has used the same platform and technology for its high-end front-load washing machines, which have sold tens of millions of units in the Chinese market since launch and have achieved absolute leadership in the high-end market share of more than RMB 10,000 yuan.

In addition to the technical and strategic cooperation, the market delivered a remarkable achievement. In the Australia market, the Haier brand is growing rapidly and has become the fastest growing white goods brand in the region; in the New Zealand market, the combined white goods market share of Fisher & Paykel and Haier has exceeded 40%, which is Top 1 brand in the market.

While Haier and Fisher & Paykel are ploughing into their home market, China, Australia, and New Zealand, they also proceed international and jointly exploring the global market. Based on Haier's global marketing network and product platform, Fisher & Paykel accelerated its expansion in the European and American markets. In North America, Fisher & Paykel's outdoor appliance brand DCS has become a leading professional luxury outdoor cooking appliance brand. After Haier acquired GEA, Haier, GEA and Fisher & Paykel also began a tripartite cooperation, and currently some of the GE brand front load washer are also using Fisher & Paykel Technology.

In 2017, former Premier Li Keqiang's visited New Zealand visited the Auckland R&D Center of Haier-Fisher & Paykel. After the visit, he expressed his pleasure to see Haier cooperating with New Zealand's Fisher & Paykel to manufacture the world-leading home appliances for the global market. "This shows that China and New Zealand are not only conduct bilateral cooperation, but also jointly explore other global markets to benefit them both and win-win both."



蒙牛集团雅士利新西兰乳业有限公司

Mengniu Group Yashili New Zealand Dairy Co., Ltd.

雅士利国际集团深耕乳粉市场，凭借全球优质原料、高端科研成果、高标准化的质量保障体系与先进的生产工艺，发展成为一家以婴幼儿配方奶粉为核心产品的现代化、国际化大型企业。中粮、蒙牛的雄厚背景加持，亦助力雅士利成为行业翘楚。

2012年，雅士利国际集团正式登陆新西兰，成立雅士利新西兰乳业有限公司，成为国内首家在海外100%自主建立生产基地的乳品企业。经过多年发展，公司已成为中新经贸合作的典范。

雅士利新西兰乳业有限公司（简称雅士利新西兰）成立于2012年7月，系雅士利国际控股有限公司的全资子公司，隶属中国蒙牛乳业有限公司、中粮集团。雅士利波基诺工厂总投资额2.2亿新西兰元，拥有GEA基粉喷塔、PLF快速罐装等生产设备。每年可生产基粉5.5万吨，罐装成品2.5万吨。

雅士利新西兰充分发挥全球优质奶源中心的资源优势，凭借先进生产技术，倚靠精益自动控制系统，打造高质量产品。产品加工过程中每

As one of the leading manufacturers of infant nutrition products, Yashili had the ambition to create the world's finest infant formula. The strong backing of COFCO and Mengniu has further propelled Yashili to become a leader in the industry.

In 2012, Yashili International Group officially entered New Zealand, establishing Yashili New Zealand Dairy Co., Ltd., making it the first domestic dairy enterprise to independently establish a production base overseas. After years of development, the company has become an exemplary model of economic and trade cooperation between China and New Zealand.

Yashili New Zealand was established in July 2012 as a wholly-owned subsidiary of Yashili International Holdings Limited, belonging to China Mengniu Dairy Company Limited and COFCO Corporation. The state-of-art Yashili Pokeno factory, with a total investment of \$220 million, is equipped with production facilities such as GEA spray towers for base powder and PLF rapid canning. It has an annual production capacity of 55,000 tons of premium milk products and 25,000 tons of canned products.

Yashili fully leverages the resource advantages of being a global high-quality milk source center. With advanced production technology and a sophisticated automatic control system, the company creates high-quality products. Every aspect of the temperature and

个环节的温度和湿度，都能够得到精益质控，以保证生产稳定以及质量可靠。从奶源采购到最终生产出品，整个生产链路雅士利新西兰都依照高标准进行。每一罐婴幼儿配方奶粉都通过了中国与新西兰质检机构的测试，达到两国质量标准。

随着“一带一路”倡议的持续推进，中国和新西兰双边关系得到深化与发展，双方信任不断加深。在此背景下，雅士利新西兰充分利用中新双方互利共赢的成果，一方面给中国宝宝带来匠心品质的好奶粉，呵护下一代健康成长，另一方面也为新西兰经济建设做出贡献，为当地民众创造福祉。同时，雅士利新西兰的发展也离不开新西兰政府和各界人士的关心和帮助，对此雅士利人常怀感恩之心。

在雅士利新西兰的精选牧场，奶农采用传统的放牧方式，每头奶牛都可以在开阔的牧场里自由漫步、沐浴阳光。农田里茂密丰盛的怀卡托黑麦草，则为奶牛提供源源不断的高质量营养。在如此环境中出产的优质鲜奶，从源头上保障了奶粉产品的健康优质。

雅士利新西兰位于Pokeno的先进加工设施直接连接核心运输网络，以确保所有产品安全、稳定、快速地传递到世界各地的消费者手中。

雅士利新西兰在人员和技术上进行了大量的投资，以保证其产品的高质量和安全性。这些产品符合新西兰和进口国的食品和安全标准。我们执行严格标准确保合规性；我们的质量控制体系意味着我们的产品在世界范围内值得信赖。

作为全球知名婴儿配方奶粉制造商之一，我们的核心团队在国际市场开拓，以及获营养产品

humidity during the product processing is carefully controlled to ensure production stability and reliable quality. From the procurement of milk sources to the final production, Yashili adheres to high standards throughout the entire production chain. Every can of infant formula milk powder undergoes testing by both Chinese and New Zealand quality inspection authorities, meeting the standards of both countries.

With the continued advancement of the Belt and Road Initiative, bilateral relations between China and New Zealand have deepened and developed, fostering increased trust. Against this backdrop, Yashili New Zealand fully utilizes the mutually beneficial outcomes of China-New Zealand cooperation. On one hand, it provides Chinese babies with meticulously crafted, high-quality infant formula, nurturing the health and growth of the next generation. On the other hand, it contributes to the economic development of New Zealand, creating well-being for the local population. The development of Yashili New Zealand is also indebted to the care and assistance of the New Zealand government and various sectors of society, and the people at Yashili always maintain a grateful heart for this support.

At Yashili New Zealand's carefully selected farms, farmers employ traditional grazing methods, allowing each cow to roam freely in spacious pastures and bask in sunlight. The lush and abundant Waikato black rye grass in the fields provides a continuous supply of high-quality nutrition for the cows. The premium fresh milk produced in such an environment ensures the healthy and high-quality characteristics of the milk powder products from the very source.

Yashili's state-of-the-art processing facility at Pokeno is directly connected to the major transport networks, ensuring all our products are delivered to overseas markets across the world.

We have invested heavily and wisely in our people and technology to guarantee the quality and safety of all products, which comply with food and safety standards in New Zealand and exporting countries. We work with

制造方面拥有丰富的经验。雅士利新西兰将继续寻求新方法，持续成长，保持卓越。

雅士利潜心母乳研究，以创新驱动行业的高质量发展。2020年，雅士利新西兰冠名新西兰初级产业部旗下最有影响力的农业科技研究奖，同时斩获2020年度新西兰最佳国际贸易大奖，为两国今后在婴幼儿配方奶粉领域共同打造国际高端研究成果奠定基础。

放眼未来，雅士利将始终不忘初心，肩负起“点滴营养绽放每个生命”的使命，为完成“赢在奶粉，夺冠2026”的愿景，我们将一如既往地以高品质的乳制品回馈消费者，与全球合作伙伴携手共进，推进乳业国际合作，为全球乳业贡献智慧。

world-class universities and research institutes to study the nutritional needs of infants, learning from the very best while always seeking new ways to improve.

As a globally renowned manufacturer of infant formula milk powder, our core team has extensive experience in international market expansion and nutritional product manufacturing. Yashili New Zealand will continue to seek new methods, sustain growth, and maintain excellence in the industry.

Yashili is dedicated to in-depth research on breast milk, driving high-quality development in the industry through innovation. In 2020, Yashili sponsored Ministry for Primary Industries' most influential agricultural technology research award. The company also received the 2020 Excellence in International Trade, laying the foundation for collaborative international high-end research achievements in the field of infant formula milk powder between the two countries in the future.

Looking to the future, Yashili will remain true to our original aspiration, carrying the responsibility of "Every drop of nutrition makes every life thrive." To achieve the vision of "Winning in Formula Milk, Crown in 2026," we will continue to provide consumers with high-quality dairy products, collaborate with global partners, promote international cooperation in the dairy industry, and contribute our expertise to the global dairy sector.



烟台中宠食品股份有限公司

China Pet Food

烟台中宠食品股份有限公司（以下简称“中宠股份”），创立于1998年，至今已有25年的发展历史，经历了中国宠物行业从无到有、从小到大的发展历程，见证了中国宠物行业的发展。作为中国宠物行业的先行者，中宠股份在全球拥有22间现代化高端宠物食品生产基地以及1所国家级研发中心，开创了宠物行业第一家到发达国家建厂的先河，是全球宠物食品领域多元化品牌运营商，更是中国宠物行业龙头企业。2017年8月21日，中宠股份在深圳证券交易成功挂牌上市，成为中国宠物行业深交所主板第一家上市企业。中宠股份旗下拥有“Wanpy”、“ZEAL”、“TOPTREES领先”等自主品牌。

目前，中宠股份已成长为中国最具规模、最专业化的高端宠物食品生产企业，产品销往全球67个国家和地区，真正做到出口五大洲，年销十亿袋，是名副其实的宠物零食的领跑者。

随着宠物经济的发展，养宠家庭更加青睐原料天然、工艺先进、营养均衡的宠物食品。新西兰拥有纯天然的牧场且畜牧业发达，畜牧业生产

Yantai China Pet Food Co., Ltd. (China Pet Food), founded in 1998, has a history of 25 years and has witnessed the development of China's pet industry from very beginning. From an early pioneer in the Chinese pet industry, China Pet Food now owns 22 modern high-end pet food production operations, and 1 national-level research and development center, globally. It was the first Chinese pet industry company to establish factories in developed countries such as US and Canada, making it a diversified brand operator in the global pet food sector, and a leading enterprise in the Chinese pet industry.

On 21st August 2017, China Pet Food was successfully listed on the Shenzhen Stock Exchange, becoming the first company in the Chinese pet industry to be listed on the main board of the Shenzhen Stock Exchange. China Pet Food owns independent brands such as “Wanpy®” “ZEAL®” and “TOPTREES®”.

Currently, China Pet Food has grown into China's largest and most specialized high-end pet food production company. Its products are sold in 67 countries and regions worldwide, exporting to five continents, with an annual sales volume representing billions of packets. It is indeed a global leader in pet food products.

With the development of the international pet industry, pet-owning families increasingly prefer pet food with natural ingredients, advanced technology,

占地1352万公顷，为国土面积的一半。肉类原料兼具价格与品质的优势，是众多高端宠物食品的原料地之一，因此新西兰产的高端宠物食品备受全球消费者信赖。

得益于新西兰得天独厚的地理条件，依托于当地的产业链优势，中宠股份先后在新西兰收购并投资建设3家工厂。2018年中宠股份收购The Natural Pet Treat Company Limited (以下简称NPTC) 100%股权。NPTC是一家从事宠物食品的研发、生产以及销售的公司，成立于1999年，拥有多年的生产及销售经验。其自主品牌 ZEAL®产品于新西兰本土生产，并销售到新西兰、中国、美国、加拿大、欧盟、澳大利亚、马来西亚、新加坡、日本、俄罗斯、泰国等多个国家及地区，拥有优秀的品牌知名度。

2021年4月，中宠股份耗资人民币约1.5亿元，收购新西兰最大的宠物罐头工厂PetfoodNZ International Limited (以下简称PFNZ) 70%股权。PFNZ坐落于新西兰北岛东海岸城镇吉斯本(Gisborne)。自2010年以来，PFNZ一直致力于运用新西兰天然的原材料，依托于其多年积累的生产经验和严格的食品制造标准，向国际市场出口健康的高端宠物罐头食品。

2021年12月，中宠股份先期投资2.8亿，预计总投资超4.5亿元的新西兰高端宠物湿粮工厂开工建设。工厂占地2.5公顷(25000平方米)，建筑面积13000平方米，全部采用欧洲一流设备，建成后将是新西兰最大和最先进的宠物食品加工工厂，预计2023年底建成。

中宠股份在新西兰投资建厂，采用国际高效率、高精度宠物食品现代化生产线，打造天然高

and balanced nutrition. New Zealand, with its natural pastures and world class livestock industry, occupies 13.52 million hectares, half of the country's land area. The meat ingredients from New Zealand have both price and quality advantages, making it one of the preferred material sources for many high-end pet foods trusted by consumers worldwide.

Benefiting from New Zealand's unique geographical conditions, and relying on the local industrial supply chain advantages, China Pet Food has acquired and invested in the construction of three factories in New Zealand:

In 2018, China Pet Food acquired 100% equity of The Natural Pet Treat Company Limited (NPTC). NPTC is engaged in research, production, and sales of pet food. Its products, sold under the independent brand ZEAL®, are produced locally in New Zealand and sold to many countries and regions, including New Zealand, mainland China, the United States, Canada, the European Union, Australia, Malaysia, Singapore, Japan, Russia, Thailand with excellent brand awareness.

In April 2021, China Pet Food spent approximately RMB 150 million to acquire 70% equity of PetfoodNZ International Limited (PFNZ) – the largest pet canned food factory in New Zealand. PFNZ is located in Gisborne, a coastal town on the east coast of the North Island of New Zealand. Since 2010, PFNZ has been dedicated to exporting healthy high-end pet canned food products to the international markets using natural raw materials from New Zealand, and relying on its accumulated production experience and strict food manufacturing standards.

In December 2021, China Pet Food made an initial investment of RMB 280 million and is expected to invest a total of over RMB 450 million in the construction of a new high-end pet wet food factory in New Zealand. The factory covers an area of 2.5 hectares (25,000 square meters) and has a construction area of 13,000 square meters. It will be one of the largest and most advanced pet food processing factory in New Zealand when completed, with first-class manufacturing equipment from Europe. It is expected to be completed by the end of 2023.

端的宠物食品，为全球消费者提供高品质、全球化产品，是提高高端宠物食品的竞争力、实现中宠股份全球化发展战略的重要举措；也是践行公司“四驾马车”即：国际贸易业务、国内市场业务、海外工厂业务、投融资&收并购发展战略的重要行动；更是提高企业抗风险能力和盈利能力，提升企业价值的关键布局。

未来，中宠股份将借力于宠物食品行业的转型升级，持续深耕宠物食品行业，继续做大、做强新西兰宠物食品品牌和工厂，将新西兰更多优质、天然、安全的宠物食品推向全球市场，不断满足宠主对高端宠物食品的需求。

为行业加冕，与宠爱同行。中宠股份一直专注于宠物食品行业，秉承“宠物既是人类的朋友，更是我们的家人”的企业理念，始终把宠物健康放在第一位，中宠股份将继续与我们的新西兰公司一起，以提升宠物饮食健康标准为己任，为全世界的爱宠提供高品质的健康食品。

By investing in factories in New Zealand and using international high-efficiency, modern, high-precision pet food production lines, China Pet Food aims to create natural high-end pet food, providing high-quality, international recognised products to consumers worldwide. This move is an important measure to increase the competitiveness of high-end pet food, realize the global development strategy of China Pet Food, and implement the company's four strategic pillars, which are: international trade business, domestic market business, overseas operational business, and investment & financing mergers and acquisitions. It is also a key roadmap to enhance the company's risk resistance and profitability and improve its corporate value.

In the future, China Pet Food will continue to focus on the transformation and upgrading of the pet food industry, continue to expand its presence in the pet food industry, and further develop and strengthen New Zealand's high-end pet food brands and factory operations. It will continue to introduce new and additional high-quality, natural, and safe pet food products from New Zealand to the global market, continuing to meet the demand for high-end pet food by discerning pet owners worldwide.

Leading the industry and walking hand in hand with pet lovers, China Pet Food has always been committed to the pet food industry. Adhering to the corporate philosophy of “pets are not only friends of humans, but also our family members,” and always putting pet health first. China Pet Food will continue to work together with our New Zealand partners to take improving pet dietary health standards as our responsibility, providing high-quality and healthy food for pets worldwide.



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MC is New Zealand's biggest litigation firm.

作为奥克兰皇家律师事务所, MC 已经积淀了超过一百年的历史, 是新西兰经验最为丰富、历史最为悠久的律师事务所之一。

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中远海运集运（新西兰）有限公司

COSCO SHIPPING Lines (New Zealand) Limited

1991年9月28日，中远新西兰办公室正式成立，运营6x430标准箱滚装集装箱船周班服务。在之后的23年里，中远在新西兰的业务稳步发展，部署更大的船型、提供新的服务及战略性的船舶共享安排，逐步将船舶升级到4500标准箱的船型。2016年，中海新西兰的运营与中远整合，成立新的中远海运集运新西兰有限公司。目前中远海运集运在新西兰共有四条集装箱航线服务，直接挂靠新西兰的奥克兰、利特尔顿、纳皮尔港、惠灵顿和陶朗加港。


JKN航线是新西兰历史最悠久的班轮航线，直靠北亚的日本、韩国和中国等港口。CNS航线提供连接中国华东华南市场的定期周班服务，交货期14天到香港、18天到上海，市场最快。NZS航线除服务于东南亚市场外，还通过新加坡和巴生等枢纽港的高效网络连接，提供与世界其他大部分地区的货物运输服务。

2023年5月19日，“CONTSHIP YEN”轮缓缓驶离悉尼和记黄埔码头，标志着中远海运集运首条覆盖澳大利亚主要港口和新西兰奥克兰港的区

On September 28th, 1991 COSCO New Zealand offices officially Opened and operated a weekly service using 6 x 430TEU RORO vessels. Over the next 23 years COSCO' s business in New Zealand grew steadily meaning the regular deployment of larger vessels, new services and strategic vessel sharing arrangements using vessels up to 4500 TEU. In 2016 China Shipping New Zealand operations were integrated into COSCO SHIPPING Lines New Zealand. Today COSCO SHIPPING Lines participates in a Total of 4 Regular Liner services calling directly at Auckland, Lyttelton, Napier, Wellington, Tauranga in New Zealand.

Our JKN service is the longest established service in New Zealand. Vessels are calling weekly at North Asia ports in Japan, Korea, China directly. CNS service provides a regular weekly connection to Southern and Eastern markets in China. Transit times of 14 days to Hong Kong and 18 days to Shanghai are amongst the fastest in the market. NZS service as well as targeting the Southeast Asia market also provides cargo connections to most other parts of the world through the major hub ports of Singapore or Port Kelang with an efficient connection network.

On 19 May 2023, as the ship “CONTSHIP YEN” slowly left the Hutchison Whampoa Terminal in Sydney, it marked the successful launch of ANE service, the first regional feeder of COSCO SHIPPING Lines that covers major ports in Australia and Port Auckland in



域支线航线ANE航线成功开通。这是中远海运在澳大利亚和新西兰进一步拓展第三国和区域市场的又一里程碑。ANE航线目前连接至塔斯马尼亚州的BELL BAY、墨尔本、悉尼和奥克兰，每两周提供一次服务，运力为700个标准箱。

在过去的32年中，中远海运以专业和全面的服务搭建了连接中国和新西兰的贸易桥梁。我们不断扩大服务范围，以确保满足迅速扩大的进出新西兰的货物需求。在过去的32年中，中远海运也一直致力于为当地社会做出贡献。中远海运是新西兰中国商会的常务理事成员，也是新中贸易协会的长期支持单位。多年来，中远海运也一直是著名的奥克兰元宵灯会的主要支持者，协助市政府将许多美丽的元宵灯笼从中国运到新西兰，热心致力于当地的社会公益事业。

在中远海运总部的指导以及广大客户和供应商的大力支持下，中远海运在新西兰的业务取得了长足的发展。在各方的通力合作下，中远海运在新西兰始终保持着高标准的服务。这就是我们——中远海运集运新西兰有限公司，32年强劲增长，服务新西兰与世界的贸易需求，我们将坚持以客户为中心，数字化和提供全供应链的服务理念，致力于提升客户体验，并不断为客户和合作伙伴创造更大的价值。

New Zealand. It is another milestone COSCO SHIPPING reached in Australia and New Zealand as part of its push to further expand its presence in the third-country and regional markets. The ANE service is currently connected to BELL BAY, Tasmania, Melbourne, Sydney and Auckland, providing bi-weekly service with a capacity of 700 TEUs.

During the past 32 years COSCO SHIPPING has established a trade bridge connecting China and New Zealand with professional and comprehensive services. We have consistently expanded our services to ensure that the rapidly expanding demand for goods both into and out of New Zealand can be satisfied. COSCO SHIPPING also has been continuing to contribute to the society during the 32 years. COSCO SHIPPING is an executive board member of China Chamber of Commerce in New Zealand, and a long-term silver sponsor of NZ China Trade association. COSCO SHIPPING has also for many years been a major supporter of the famous Auckland Lantern Festival having shipped many of the lanterns to NZ. Enthusiastically committed to the local social welfare undertakings.

With the strong support of COSCO SHIPPING company leaders along with the loyalty of our customers and suppliers, COSCO SHIPPING has been very successful in developing its business in New Zealand. With the excellent cooperation of all parties, COSCO SHIPPING has consistently maintained its high service standards. This is us COSCO SHIPPING Lines New Zealand, Strong growth for 32 years to service New Zealand's trade demand with the world. We will adhere to the service philosophy of Customer focus, digitization and full supply chain, so as to enhance customers' experience and continuously create greater value for customers and cooperative partners.



新西兰中国旅行社 China Travel Service (New Zealand) Limited

2000年5月18日, 新西兰中国旅行社, 作为香港中旅的第23家海外分社, 诞生于位于新西兰最大的城市奥克兰繁华的商业街皇后街99号四层的不足75平方米的办公室里。当时的新西兰, 刚刚和中国签订关于允许中国游客持旅游签证前往新西兰的协议 (Approved Destination Status), 作为与中国签订此协议的第二个西方国家, 新西兰经历了中国旅游市场从萌芽到高速发展的历程, 而应运而生的新西兰中旅则是这个历程的见证者和参与者。可以说, 新西兰中旅的历史就是中国市场在新西兰发展的历史, 而中旅的故事则是在这个历史背景下发生的一个旅游企业的故事, 有时代的机遇, 成长的喜悦, 也有瓶颈期的苦苦摸索, 更有一波未平一波又起的挑战, 甚至生死存亡的至暗时刻。乌云过后是晴天, 风雨后的彩虹才最绚烂。逆风而行, 冲破黑暗; 面对未来, 中旅人充满信心。

2000年, 前往新西兰的中国游客和留学生呈井喷的势头, 为刚刚成立的新西兰中旅提供了千载难逢的发展机遇。踏踏实实走好每一步, 就像初学做人的孩子, 中旅为自己的起步指定了诚信经营、优质服务的底线和铁律。为中国游客提供优质而独特的新西兰体验, 是每一个中旅人的目标。同

On May 18, 2000, the China Travel Service in New Zealand, as the 23rd overseas branch of the China Travel Service in Hong Kong, was born in an office less than 75 square meters on the fourth floor at 99 Queen Street, the bustling commercial street of Auckland, New Zealand's largest city. At that time, New Zealand had just signed an agreement with China to allow Chinese tourists to visit New Zealand with group travel visa (Approved Destination Status). As the second Western country to sign this agreement with China, New Zealand witnessed the evolution of the Chinese tourism market from its inception to rapid growth. CTS in New Zealand was both a witness and participant in this journey. One could say that the history of CTS in New Zealand is a reflection of the history of the Chinese market's development in New Zealand. Their story is that of a travel company's journey set against this historical backdrop, filled with the joy of growth, challenges, and even moments of existential threat. Yet, after every storm, there's a rainbow, and facing the future, the staff at CTS are full of confidence.

In 2000, Chinese tourists and students flocked to New Zealand, offering a golden opportunity for the newly established China Travel Service. With integrity and high-quality service as their foundation, the company aimed to offer unique New Zealand experiences for Chinese visitors. At the same time, they lived up to the trust placed in the "CTS" brand by overseas Chinese,

时，中旅人没有辜负海外华人对于“中旅”品牌的信任，为在新西兰生活、工作和学习的华人提供了国际机票及旅行的服务——“回乡探亲游世界，乡音乡情在中旅”。一时间，这个口号温暖了新西兰的华人世界。同时，中旅人也没有忘记香港中旅在海外成立分社的初衷：打造和拓展新西兰人到中国旅游的市场。自此，入境接待中国游客、商务团体，批发和零售国际机票及出境组团前往中国及亚洲市场成了新西兰中旅业务的“三驾马车”。

成立的第一年，新西兰中旅就成功接待了来自北京的由200多人组成的“为21届世界大学生运动会新西兰采集火种”代表团，这是当时中国到访新西兰最大规模的团组，采集火种的仪式在世界上迎接第一缕阳光的梅西大学举行。中旅当时的全职员工只有三四个人，但团组的接待工作却做得井井有条，无论是大运会组委会的领导，还是随团的记者以及来自全国各地的大运会粉丝都会中旅的接待工作给予很高评价。乘着中国游客激增的势头，新西兰中旅业务也有了很大增长。直到2003年非典前，新西兰中旅的年接待量已经达到近3万人，占到整个中国市场的三分之一。

非典是新西兰中旅成长历程的第一个挑战。当时的中旅刚刚在皇后街购置了自己的办公地点，中旅大厦成为奥克兰市中心CBD的第一个以中文命名的写字楼。就在此时，中旅却收到了如雪片般飞来的因非典而产生的退订单，国际旅游停摆，中旅开始集中精力为新西兰的华人市场打造境内游产品，与供应商合作的“喜洋洋假期”每周一班的大巴游当地参团产品吸引了越来越多居住在奥克兰的华人的关注，亲切的中文讲解，精心的酒店选择，周到的餐食安排，丰富多彩的景点和活动，纯玩深度成了“喜洋洋假期”的标志。这个产品在后来的新西兰华人旅游市场调研中成为最为华人信任的旅游产品品牌，它不仅受到当地华

offering them international flight tickets and travel services. Their slogan, which translates to “Travel the world and visit home with hometown feelings at China Travel”, warmed the hearts of the Chinese community in New Zealand. They also remembered the original intention of establishing overseas branches: to promote and expand the market for New Zealanders traveling to China. Thus, welcoming Chinese tourists, business groups, wholesale and retail of international flight tickets, and group travel to China and the Asian market became the three mainstays of China Travel Service’s business in New Zealand.

In their first year of operation, they successfully hosted a delegation of over 200 people from Beijing, who came to collect the torch for the 21st World University Games. This was the largest group from China to visit New Zealand at the time. The torch collection ceremony was held at Massey University, the first university in the world to see the sunrise. Despite having only three or four full-time staff members at the time, the service provided by CTS was impeccable and received high praise. Riding the wave of the surge in Chinese tourists, the agency’s business grew exponentially. By 2003, before the SARS epidemic, they were hosting nearly 30,000 visitors annually, accounting for one-third of the entire Chinese market.

The SARS outbreak was the first major challenge faced by the company. Around this time, they had just purchased their own office space on Queen Street. Named “CTS House”, it became the first office building in Auckland’s CBD to have a Chinese name. However, as a result of the epidemic, they received a flood of order cancellations. To adapt, they shifted their focus to developing local tour products for the Chinese community in New Zealand. Jointly worked with CTS’ coach supplier, the product, “Xi Yangyang Holiday”, became immensely popular among the local Chinese community in Auckland. This brand was not only favoured by local Chinese but also by those visiting from other countries like Australia, Southeast Asia, Europe, Canada, and more. As time went on, the frequency of their tours increased, and their routes expanded.

人的青睐，也被越来越多持个人旅游或探亲访友签证进入新西兰的中国人，来自澳洲及东南亚甚至欧美加拿大的华人认可。从每周一班到每天一团，从一个南岛行程到涵盖南北岛的14条不同行程，纵贯新西兰境内的风景如画的公路上经常可以看到喜洋洋大巴的身影。

“非典”来得疾，走得也快，中国市场恢复得很快，但是价格战却愈演愈烈。将“优质服务”作为生命线的中旅人深感在这种非正当的竞争中的无力，为了头顶这块金字招牌，也为了一颗旅游从业者的初心，中旅决定走出一条属于自己的路。打造以客户体验为中心的品质旅游，这条道路前途光明但在当下的现实中却并不好走。在低价产品充斥市场的时候，客户无从选择，细分市场无法实现，直航航班没有，个人签证难办，这些客观现实都给选择中高端产品的客人造成了困难。而且由于低端产品给客人的体验不好，一度中国客人对新西兰旅游做出了差评，而新西兰旅游业也因为中国市场的低收益将其视作“鸡肋”。一方面是中国游客人数增长开始出现迟滞，另一方面，中国市场不被新西兰业界看好。但是，一直对中国出境游市场做细致观察的中旅人却坚信细分市场的时代一定会来临。

靠着这种信念，中旅走过了最为艰难的“全球金融危机”，并且在2010年终于迎来了中国市场个人散客旅游的兴起，迎来了新西兰一地游的热潮，迎来了中高端市场的出现。恰逢此时，中旅在新西兰人出境旅游市场方面长期的默默耕耘也逐渐看到成果：2008年，新西兰中旅被新西兰奥组委指定成为推广和销售北京奥运的旅行商（这一殊荣新西兰奥组委从未授予任何一家旅行社）；2010年新西兰中旅被上海世博会组委会指定为新西兰唯一门票代理，不仅成功销售近万张世博门票，还组织和接待了新西兰8个城市前往上海世

While the SARS epidemic hit hard, it passed quickly. The Chinese market recovered swiftly, but price wars intensified. CTS decided to carve its own path, emphasizing quality tourism with a focus on customer experience. However, this was a challenging path to take given the market conditions at the time. For a while, low-quality tours resulted in many Chinese tourists giving New Zealand negative reviews, which, in turn, led to the New Zealand tourism industry viewing the Chinese market as low-value. However, CTS believed that a more segmented market approach would eventually come into play.

Relying on this belief, they weathered the global financial crisis and, by 2010, witnessed the rise of individual Chinese tourists. Their long-term efforts in promoting NZ as a premium destination began to bear fruit. At the same time, CTS' outbound travel business began to flourish. In 2008, they were appointed by the New Zealand Olympic Committee as the travel agency to promote and sell tickets and tour packages for the Beijing Olympics. In 2010, they were also appointed as the sole ticketing agent in New Zealand for the Shanghai World Expo, successfully selling ten thousands of tickets and organizing eight civil delegation visits to Shanghai World Expo from New Zealand.

From 2010 to the onset of the pandemic, the agency saw consistent growth. In 2020, they were set to celebrate their 20th anniversary with grand festivities. Most of the staff, originally from China, considered NZ as their second home. They cherished their roles in CTS, helping others realize their travel dreams in a country where tourism is a pillar of the economy. However, the COVID-19 pandemic disrupted everything. Initial plans to shift focus to Australia and local markets in New Zealand were thwarted as the pandemic spread globally. Restructuring and layoffs were inevitable. But they didn't give up. They ventured into digital media, creating short videos, livestreaming, and engaging with their audience through various social media platforms. Their resilience during the pandemic, especially in keeping their audience informed, ensured that their connection with past and potential customers

博的参观团，受到新西兰贸发局的肯定。中旅与 FLIGHT CENTER, HOUSE OF TRAVEL 等大型连锁旅游门店前签订了供应合同，为他们提供新西兰前往中国和亚洲的旅游度假产品。

2010年直到疫情前的近十年间，在中新友好，高层互访频繁，两国贸易迅速增长，中国游客市场也以每年两位数增加，最关键的是游客平均消费逐渐成为全世界客源市场第一的大环境下，中旅的队伍也不断壮大，市场占有率稳步提升，公司的各项业务取得的稳定增长，逐渐发展成为新西兰一家规模大、实力强、业务全面的旅游企业。

2020年本是中旅庆祝自己20岁生日的喜庆日子，华丽的舞台，庆祝的礼花都已准备好，同事们各个跃跃欲试，油然而生的喜悦荡漾在每个人的脸上眉间。公司的大多数员工都是从中国来的，多年来大家已经把中旅当作自己的家，虽然工作辛苦，强度大，经常加班加点，但是能帮助他人实现可能一生一次的旅游梦想，又是在新西兰这个以旅游业为支柱产业的国家，大家觉得自己是幸运的，也很珍惜这份工作。但是谁能想到，一场席卷全球的疫情将这一切打翻在地。疫情在中国暴发之初，中旅人想过把市场重心放在澳洲和新西兰国内，但随之而来疫情的蔓延和大规模暴发，却将所有的机会的大门都向他们一扇又一扇地关闭了，他们在恐惧、绝望、失落的交织中度过一个又一个不眠之夜。

重组和减员是他们最难过的选择，因为中旅早已成为每个员工的家。但是植根于每个人心中的企业文化让他们在公司碰到困难的时候主动承担，留下来的同事和公司一起共度时艰，离开的员工则在条件允许的情况下重新开始，哪怕是全新的行业，全新的起点。作为受灾最重的行业，旅游企业纷纷选择“冬眠”的时候，中旅却没有躺平。

remained unbroken. Their internal training had never been interrupted, even during the lockdown period.

In May 2022, as New Zealand signaled a gradual reopening, CTS saw a glimmer of hope. They restructured their teams, set new KPIs, and focused on local Chinese markets in New Zealand, Australia, and other countries. With their efforts, they managed to attract local Chinese residents to vacation in Fiji, Tahiti, and other island destinations. They sent the first Chinese tour group to Fiji post-pandemic and began serving Chinese tourists from Australia and other South-East Asia countries.

New Zealand, with its pristine environment, breathtaking landscapes, warm Kiwi hospitality, and unique Māori culture, has always been a magnet for Chinese visitors. This allure remains robust in the post-Covid era. However, the pandemic has underscored the fragility of international travel, making people appreciate the privilege of crossing borders. Consequently, Chinese visitors now have an amplified desire for a deeper, more authentic Kiwi experience. The Covid-19 crisis has illuminated the value of every travel opportunity, and many now aim to maximize these experiences. “Focused on the quality of service” remains the guiding principle for the CTS staff. They are driven more than ever to meet the evolving expectations of Chinese visitors, offering encounters that delve beyond the superficial. With unwavering dedication, they remain optimistic about the future of Chinese tourism and the prospects of their enterprise.

他们做短视频，做直播带货，他们全员学习自媒体，每周通过ZOOM交流和讨论，还对心得体会进行评比。他们受新西兰旅游局会奖部之邀，通过视频不间断地向在中国的世界500强企业介绍新西兰的新景点、新活动场地；他们调动全员积极参加新西兰旅游局举办的新西兰旅游线路大赛，从创意到制作，每一个环节都由自己的员工亲自完成，然后员工们又广泛动员身边的朋友亲属参与投票，那种热火朝天的劲头可一点儿不像疫情打击下的旅游人的状态。终于，他们与国内旅行同行合作的作品获得了公众和专家评审的双料冠军。在奥克兰全面封锁的四个月里，他们仍然坚持全员培训，还在自己的公众号上做起了早间新闻，为广大客户和华人群体传达最及时正面的防疫信息，尤其特别涵盖了和旅游有关的新闻。正是中旅在公司自媒体号上从不间断地耕耘，中旅的客户包括广大在中国的中旅过往的或者潜在的客人与中旅之间的联系从未间断，同事们每天都在认真转发公司的每一篇新闻或者旅游类的文章，疫情期间创立的“属你会玩”视频号还收获了众多粉丝。

2022年5月，新西兰释放出逐渐打开国门的信号，让处在生存边缘的中旅人看到一丝希望的曙光。他们打算绝地反击、背水一战。他们打乱公司所有人员原来的业务岗位，进行重新分组，每组制定切实可行的KPI，在不花一分市场资金的情况下，集中精力做新西兰当地华人市场、澳洲华人市场和其他国家华人市场。在他们的努力下，斐济游、大溪地等岛国游产品得到报复性消费的首批新西兰华人认可，他们为打开边境的斐济送去了疫情后的第一个华人团队，喜洋洋大巴也开始在新西兰穿行起来，他们开始接待了来自澳洲的华人游客……在中旅人逆风而行、同舟共济地奋斗下，截至2022年年底，经过三年疫情的中旅终于走入业务逐渐复苏的轨道。

今年以来，令中国旅游市场全面复苏的利好消息一直不断：1月底，中国放松疫情管控，国门重新开放；2月份，新西兰被列为中国首批开放公民旅游团的20个目的国之一；5月1日，国航复航奥克兰，11月10日，南航复航基督城，新西兰航空、南航、东航纷纷增加航班，海航和东航还将增加海口和杭州直飞新西兰的航班。2月17日，新西兰中旅积极参与驻新使领馆主持召开的“新时代中新旅游合作高质量发展座谈会”，坚持优质服务，突出安全意识，以更高的要求做好后疫情时代的中国游客接待工作。3月26日，中旅迎来了来自北京的首发团队，6月初，他们又接待了300人的安发寻根奖励旅游团，每次团队离开新西兰前，客人们都留下来满满的赞誉和留恋。

“天然纯净，风光优美”的新西兰一直是吸引广大中国游客的重要因素。而友好的人民，独特的文化也是中国游客对新西兰的美好印象。如何加深和加强这些有利因素，通过自己的接待和安排，让每一个游客都对新西兰有一个不一样的体验，是中旅人二十三年来始终坚持的奋斗目标。疫情给整个行业造成的毁灭性打击并没有摧毁他们的斗志，反而激发了他们抗击风险的生存能力。目前的中旅人，正在行业复苏的轨道上加班加点，埋头苦干，他们对未来的中国旅游市场充满希望，对未来的中旅充满希望。



中国建设银行（新西兰）有限公司

China Construction Bank (New Zealand) Limited

多措并举，勇立潮头

Take Multiple Measures to Stay Ahead of the Trend

自1991年设立第一家海外机构以来，历经30多年发展历程，目前，建设银行已基本构建起多层次、多元化的海外机构网络，由一家专注于国内业务的银行转变为网络覆盖全球五大洲主要金融市场、提供24小时不间断交易服务的国际性银行，业务范围涵盖批发、零售和投资银行业务等多个领域。辉煌的成绩铸造昨日的铭牌，今日的耕耘孕育明天的硕果。建行的海外发展之路，不仅记录着建设银行的国际化成长，也见证了中国金融业在全球范围的进步与飞跃。

建行新西兰作为建行全球网络的重要一环，秉持着“成绩来自用心，收获来自付出”的踏实理念，对内加强自身建设，深挖内部潜力；对外顺应世界潮流，因势而动，多措并举，在海外同业竞争中拔得头筹，为提升建行参与国际竞争的能力添砖加瓦。

基本情况

建行新西兰子行于2014年11月开业，新西兰分行于2018年2月开业，子行和分行采用“一套人马，两块牌子”的经营管理模式。建行新西兰

Since the establishment of its first overseas institution in 1991, after more than 30 years of development, China Construction Bank has basically built a multi-level and diversified overseas institution network, transforming from a bank focusing on domestic business to a network covering five continents around the world. It is an international bank that provides 24-hour uninterrupted transaction services. Its business scope covers wholesale, retail and investment banking and other fields. CCB's overseas development path not only records CCB's international growth, but also witnesses the progress and leap of China's financial industry on a global scale.

CCB New Zealand is an important part of CCB's global network and adheres to the pragmatic philosophy of "achievement comes from hard work". Internally, it strengthens its own construction and stimulates internal potential; externally, it follows the world trend, moves according to the situation, takes multiple measures, and competes with its peers overseas.

Basic Information

CCB's New Zealand subsidiary bank opened in November 2014, and the New Zealand branch opened in February 2018. The subsidiary bank and branch adopt the operation and management model of "one set of people, two brands". CCB NZ has wholesale

拥有批发和零售业务许可证，能够为国内“走出去”的企业客户以及新西兰当地客户提供公司贷款，贸易融资以及人民币清算和外汇交易等全方位、优质的金融服务，为个人客户提供个人住房贷款等金融服务，并能满足高净值个人客户的金融需求。

积极支持本地经济建设

从开业至今，建行新西兰认真贯彻落实新发展理念，以深入本地市场、了解当地需求为基础运用各种金融手段赋能客户，服务社会民生，支持了新西兰本地的经济建设，同时实现了良好的业务发展和财务回报。在基础设施行业，建行新西兰相继参与支持新西兰机场、港口、高速公路、水利工程、电力、电信、垃圾处理、污水处理、学校等项目的融资，其中有很多都是符合绿色信贷标准的项目。此外，建行新西兰还与本地特色产业如乳业、牛羊肉业、葡萄酒业、水果业、养老产业的龙头企业建立了良好的银企合作关系。2017年，建行新西兰支持的基督城Adventure Park的建设项目获得由新西兰金融专业人士协会 (Institute of Finance Professionals NZ Inc.) 颁发的2017年度最佳贷款交易奖项 (INFINZ Awards 2017)。

建行新西兰不仅积极牵头或参与市场影响力大、同业关注度高的项目，还一直践行“以客户为中心”的经营理念。在新冠疫情期间，很多企业陷入困境，建行新西兰响应当地监管号召，采取多种举措支持客户应对新冠疫情影响，旨在帮助客户渡过难关，这些举措得到了各方的一致好评，同时建行新西兰服务客户的能力也得到进一步提升。

and retail business licenses, and can provide high-quality financial services such as corporate loans, trade financing, RMB clearing and foreign currency exchange, provide personal services to individual customers and meet the financial needs of high-net-worth individual customers.

Actively support local economic development

CCB New Zealand has conscientiously implemented the new development concept, used various financial means to empower customers based on in-depth understanding of the local market, supported New Zealand's local economic construction, and achieved good business development and financial returns. In the infrastructure industry, CCB New Zealand has successively participated in supporting the financing of New Zealand airports, ports, highways, water conservancy projects, electricity, telecommunications, waste management, sewage management, schools and other projects, many of which meet green credit standards. In addition, CCB New Zealand has also established good bank-enterprise cooperation relationships with local enterprises in specialty industries such as the dairy industry, beef and mutton industry, wine industry, fruit industry, and elderly care industry. In 2017, the Christchurch Adventure Park construction project supported by CCB New Zealand won the 2017 Best Loan Transaction Award (INFINZ Awards 2017) from the Institute of Finance Professionals NZ Inc.

CCB New Zealand not only actively leads or participates in projects with great market influence and high attention, but also always practices the “customer-centered” business philosophy. During the COVID-19 epidemic, many companies were in trouble. CCB New Zealand responded to local regulatory calls and took various measures to support customers in coping with the impact of the COVID-19 epidemic, aiming to help customers tide over the difficulties. These measures have been highly praised by all parties. At the same time, CCB New Zealand's capacity of customer service has been further improved.

践行国家“一带一路”倡议

建行新西兰不仅一直深耕本地市场，以市场化程度高、专业性强的融资产品作为专业化经营抓手；同时也积极支持“走出去”的中资企业，包括中国建筑、中林集团、伊利集团和中牧集团等优质客户。其中的马陶拉乳业（Mataura Valley Milk）项目是中牧集团为进一步落实“走出去”战略，在新西兰南岛建设的奶粉加工厂，建行新西兰为马陶拉项目提供融资支持，顺利帮助其完成了这项固定资产项目的建设。

除了为企业客户以及公司客户提供贷款和金融支持，建行新西兰也为个人客户提供个人住房贷款等金融服务，旨在为客户提供低利率、长期、灵活的房屋贷款服务，并且申请流程简单、审核快速、放款及时，建行的房屋贷款在客户中有口皆碑，树立了“要买房，到建行”的良好品牌形象。

争做中新关系的纽带和桥梁

建行新西兰通过对各行各业的融资支持，为自己带来了良好的经济效益，同时也积极赞助多个颇具影响力和社会效益的项目和活动，树立了自身良好的企业形象。自2016年初建行新西兰加入新西兰基建协会以来，与协会成员建立了良好的合作关系，同时积极赞助协会活动，专场宣讲中国近年来在基建行业内取得的领先成果。2019年3月，新西兰基建协会牵头组织新西兰基础设施亚洲代表团访问中国，代表团总人数为历次代表团规模之最。2021年10月，建行新西兰同新西兰基建协会共同组织举办新西兰新能源汽车及基础设施建设研讨会，时任新西兰交通部部长 Michael Wood，以及多家知名企业家参会。会议活动成功宣传了我国在绿色能源和“碳中和”等

Implement “Belt and Road” Initiative

CCB New Zealand has not only been deeply involved in the local market, using highly market-oriented financing products as the starting point for professional operations; it also actively supports Chinese-funded enterprises that are “going global”, including China State Construction Engineering Corporation, China Forestry Group Corporation, Inner Mongolia Yili Industrial Group and China Animal Husbandry Industry Co Ltd. Among them, the Mataura Valley Milk project is a milk powder processing factory built by China Animal Husbandry Group in the South Island of New Zealand to further implement the “going global” strategy. CCB New Zealand provided financing support for the Mataura project and successfully helped it complete this fixed asset construction project.

In addition to providing loans and financial support to corporate customers and corporate customers, CCB New Zealand also provides financial services such as personal housing loans to individual customers, aiming to provide customers with low-interest, long-term and flexible housing loan services, with simple application procedures, fast review and timely lending. CCB’s housing loans are well-known among customers and has established a good brand of “If you want to buy a house, go to CCB” .

Be the link and bridge between China and New Zealand

CCB New Zealand has brought good economic benefits to itself through its financing support to various industries. It has also actively sponsored a number of projects and activities with great influence and social benefits, and has established a good corporate image of itself. Since CCB New Zealand joined Infrastructure New Zealand in early 2016, it has established a good cooperative relationship with the association members. CCB New Zealand has sponsored Infrastructure New Zealand’s activities to promote China’s leading achievements in the infrastructure industry in recent years. In March 2019, Infrastructure New Zealand took the lead in organizing

领域的发展成果，为新西兰提供了可借鉴的基础并创造了广泛合作的机会。

近年来，建行新西兰举办了多场跨境撮合活动，其中包括2020年11月在奥克兰举办的“建行服务第三届进博会·中国-新西兰乳制品商贸洽谈会”，会上合同签约金额高达12.2亿元人民币；此外，建行还举办了中新冰雪产业合作对接会、中国宏观经济及债券市场机遇研讨会等、“绿色发展”主题活动等等。

2022年12月中新双边经贸研讨会在奥克兰市中心举行。建行新西兰祁军总经理以新西兰中国商会会长身份在会上发布年度新西兰中国商会会员调查问卷报告，为中资企业“走出去”提供宝贵信息，也让当地政商界有机会聆听中资企业的心声。建行新西兰独家冠名赞助的2023奥克兰“月亮节”活动于9月29日至10月1日盛大举行，新西兰总理Chris Hipkins、中国驻新西兰大使馆王小龙大使、驻奥克兰总领馆陈世杰总领事等多位政商界人士出席活动开幕仪式。此次活动盛况空前，在室内外同时设立多个展位。通过此次活动，建行新西兰展示了创新、进取的企业文化，以及建行人良好的精神风貌。建行新西兰从不以追求利润为唯一目的，实现企业经济效益和社会效益的最佳结合和最大化，才是我们追求的理想目标。

the New Zealand Infrastructure Asia delegation to visit China. The total number of people in the delegation was the largest ever. In October 2021, CCB NZ and Infrastructure New Zealand jointly organized a seminar on New Energy Vehicles and Infrastructure Construction in New Zealand. Michael Wood, the then Minister of Transport of New Zealand, and many well-known entrepreneurs attended the seminar. The conference activities successfully promoted China's development achievements in areas such as green energy and "carbon neutrality".

In recent years, CCB NZ has held a number of cross-border matchmaking activities, including the CCB Serving the "Third China International Import Expo China-New Zealand Dairy Business Fair" held in Auckland in November 2020, at which the contract signing amount was as high as RMB¥1.22 billion; in addition, CCB NZ also held China-New Zealand Ice and Snow Industry Cooperation Matchmaking Conference, China's Macroeconomic and Bond Market Opportunities Seminar, "Green Development" activities, etc.

In December 2022, the China-New Zealand Bilateral Economic and Trade Seminar was held in Auckland. CCB New Zealand CEO Qi Jun, the President of the New Zealand Chinese Chamber of Commerce in New Zealand, released the annual member survey report at the meeting, providing valuable information for China-funded enterprises. The 2023 Auckland "Moon Festival" event, exclusively sponsored by CCB New Zealand, was held from September 29 to October 1. New Zealand Prime Minister Chris Hipkins, Ambassador Wang Xiaolong of the Chinese Embassy in New Zealand, Consul General Chen Shijie of the Consulate General in Auckland, and other political and business figures attended the opening ceremony of the event. The event was unprecedentedly grand. Through this event, CCB New Zealand demonstrated the innovative and enterprising corporate culture as well as the good spirit of CCB people. CCB New Zealand has never pursued profits as its sole purpose. To achieve the best combination and maximization of corporate economic and social benefits is the ideal goal pursued by us.

努力提升参与国际竞争的能力

建行新西兰多措并举,实现了自身资产规模和利润的健康稳定增长,支持了新西兰当地实体经济的发展,密切了中新经济往来,成为中国“一带一路”倡议的重要生力军。善建者行,成其久远。建行新西兰将继续以饱满的热情、专业的素养、踏实的作风全力提高参与国际竞争的能力,向着国际一流银行迈进!

Improve the ability to participate in international competition

CCB New Zealand has taken multiple measures to achieve healthy and stable growth in its asset size and profits, supported the development of New Zealand's local economy, closely connected economic exchanges between China and New Zealand, and become an important force in "The Belt and Road" Initiative. CCB New Zealand will continue to use full enthusiasm and professionalism to improve its ability to participate in international competition and move towards becoming a world-class bank!

MyPay New Zealand

金融科技融汇 支付轻松畅通全球



MIEPAY NZ LIMITED是一家成立于2016年的金融服务公司，总部位于新西兰奥克兰，并已成功上市于澳洲市场。作为银联、VISA Master、微信、支付宝、Paypal和PoLI的官方合作伙伴，公司提供完善的跨境移动聚合支付服务团队(IEPAY)、多商户电商平台(IE MALL)以及商户自主建店平台(IESHOP)。公司成功为2000多家本地商户和连锁企业提供服务，业务范围涵盖新西兰和澳大利亚。

您的环球金融伙伴

Your Global Partner Your Reliable Bank

中国工商银行（新西兰）有限公司 Industrial and Commercial Bank of China (New Zealand) Limited

关于工商银行

中国工商银行股份有限公司（“工行”）成立于1984年1月1日。2005年10月28日，整体改制为股份有限公司。2006年10月27日，成功在上交所和香港联交所同日挂牌上市。

工行致力于建设中国特色世界一流现代金融企业，将服务作为立行之本，坚持以服务创造价值，向全球超1100万公司客户和7.29亿个人客户提供丰富的金融产品和优质的金融服务。

工行连续十年位列英国《银行家》全球银行1000强榜单榜首和美国《财富》500强榜单全球商业银行首位，连续七年位列英国Brand Finance全球银行品牌价值500强榜单榜首。

关于工银新西兰

中国工商银行（新西兰）有限公司（简称“工银新西兰”）是中国工商银行的全资附属子银行，作为中国工商银行全球化布局的重要节点，于2013年11月19日获得新西兰储备银行经营许可，是新西兰最早成立的中资银行，能够提供丰富多

Industrial and Commercial Bank of China (ICBC) was established on 1 January 1984. On 28 October 2005, the Bank was wholly restructured to a joint-stock limited company. On 27 October 2006, the Bank was successfully listed on both Shanghai Stock Exchange and The Stock Exchange of Hong Kong Limited.

With the dedication to build a world-class and modern financial institution with Chinese characteristics, ICBC provides a comprehensive range of financial products and high-quality services to 11 million corporate customers and 729 million individual customers globally.

ICBC has been ranked the first place among both the Top1000 World Banks by “The Banker” (UK) and among the top 500 commercial banks by “The Fortune” (the US) for ten consecutive years, and ranked the first place among the Global Top 500 Banking Brands of Brand Finance (UK) for seven consecutive years.

Being a wholly owned subsidiary of ICBC, Industrial and Commercial Bank of China (New Zealand) Limited (refer to as “ICBC NZ”), an important node of its global network, was approved as a registered bank on 19 November 2013 by Reserve Bank of New Zealand, making it the very first Chinese bank entering New Zealand market. ICBC NZ endeavors to provide comprehensive retail products & services to the local market. ICBC NZ locates in Auckland, New Zealand’s largest city, and its

样的本地个人金融产品和服务。工银新西兰位于新西兰第一大城市奥克兰市，经营范围覆盖新西兰全域。

在十年的发展历程中，工银新西兰在诸多领域取得了多项突破。2014年2月工银新西兰正式对外营业，随后加入本地大额清算系统，成为首家中资背景的新西兰元一级清算行；2015年工银新西兰与四家本土大型商业银行签订了人民币战略合作备忘录；2016年工银新西兰加入新西兰小额清算系统，成为该系统首家中资成员行；2017年7月加入本地借记卡清算网络，也是唯一一家加入该清算网络的中资银行；2019年，工银新西兰独家推出贸易融资跨境交单产品助力本地企业与中国进口商扩大贸易合作；2020年工银新西兰申设奥克兰分行获批并开始对外营业；2021年以来，工银新西兰机构持续加快本地化发展，在基础设施、教育、医疗健康、公用事业、能源，制造业，以及中新贸易发展等领域为广大客户提供优质高效的服务。

主要服务

依托工行集团的覆盖全球的服务网络和全球领先的综合实力，始终本着“客户至上”宗旨，工银新西兰为中新两国双边贸易和投资提供多样化金融服务，积极支持当地经济建设与社会发展，为客户提供一系列全面的金融服务。

公司业务方面，工银新西兰坚持国际化、本地化、专业化的经营思路，以中资“走出去”企业与当地企业需要为切入点，为客户提供全方位的金融支持，服务涵盖了企业账户、公司存款、贷款融资、企业网银、支付结算、贸易融资、全球现金管理、外汇及衍生品交易等。

business scope covers the entire country.

During its ten years of development, ICBC NZ has made remarkable breakthroughs in various business areas:

In February 2014, ICBC NZ was officially opened to the public, and joined the local NZD High Value Clearing System (HVCS), becoming the very first Chinese bank that directly participates NZD clearing.

In 2015, the RMB strategic cooperation MOU was signed with the big-4 local banks.

In 2016, ICBC NZ joined the NZ Bulk Electronic Clearing system (BECS), becoming the first participants of Chinese banks in the system.

In 2017, ICBC NZ jointed Consumer Electronic Clearing System, becoming the only participant of Chinese banks in the system.

In 2019, with exclusively launched Cross-border trade documents presentation service, ICBC NZ provided strong support to local exporters to expand trade volume with its trade partners in China,

In 2020, ICBC Auckland branch obtained its banking license from RBNZ, and commenced service to the public from September.

Since 2021, ICBC NZ has gained the momentum in localization and provided quality and efficient services to customers in areas such as infrastructure, education, health care, utilities, energy, manufacturing, and China-New Zealand trade development.

Based on the extensive global service network and global leading comprehensive strength of ICBC Group, ICBC NZ believes in the principle of “customer first” to provide diversified financial services to facilitate bilateral trade and investment between NZ and China. ICBC NZ actively provides supports for local social and economic development, and offers an all round financial products and services to both individual and corporate clients.

In corporate and institution banking sector, leveraging ICBC Group’s global network, and meeting the demands of both Chinese “going global” enterprises and local

个人业务方面，工银新西兰始终秉承“以客户为中心”的服务理念，着眼于本地主流客群，有效发挥电子银行服务优势，面向客户提供账户服务、存款服务、电子银行、住房按揭、银行卡、便利金融及零售债券等金融业务。

工银新西兰致力于成为中新两国经济、金融和文化往来的新桥梁，发挥贯通产业链全流程、连接境内外两个市场的重要作用，在服务在新中国企业和华人群体、助力双边经贸往来的同时，积极支持本地基础设施建设、民生福祉改善、企业投资经营等重点领域发展。我们将坚持国际化、本地化、专业化经营理念，竭诚为广大客户提供优质、便捷和周到的金融服务，与您携手共创在新西兰的长期、可持续、高质量发展。

business, ICBC NZ offers comprehensive services including bank accounts, deposit, loans, online banking, transaction banking, trade finance, global cash management, FX and derivative products, etc.

In retail banking sector, ICBC NZ, adhering to the “customer-oriented” service philosophy, focusing on local mainstream customers, provides customers with integrated online and offline banking services, including accounts, deposit, online banking, home loan, payments, bank cards, and retail bonds.

ICBC NZ is committed to becoming a new bridge for economic, financial and cultural exchanges between China and New Zealand, and playing an important role in linking the entire industrial chain and connecting both domestic and overseas markets. Dedicated itself to serving local Chinese corporate and individual customers in New Zealand, strengthening bilateral business ties, ICBC NZ also actively supports the development of key areas like local infrastructure construction, improvement of people’s livelihood and well-being, and enterprise investment and operation, etc. By adhering to the business philosophy of internationalization, localization and professionalization, ICBC NZ wholeheartedly provides the customers with high-quality, convenient and thoughtful financial services, and works with you to create a long-term, sustainable and high-quality development in New Zealand.



中国银行（新西兰）有限公司

Bank of China (New Zealand) Limited

2014年11月21日, 习近平主席和时任新西兰总理约翰·基亲自为中国银行(新西兰)有限公司揭牌, 寄希望于中国银行在新西兰市场有所作为, 助力中新经贸发展。2018年4月, 中国银行获得奥克兰分行牌照, 成为新西兰央行批准的双牌照金融机构。2021年2月, 中国银行(新西兰)有限公司基督城分行开业, 成为南岛第一家、也是目前唯一一家中资银行。

自开业以来, 新西兰中国银行始终本着“珍惜荣誉, 牢记嘱托, 发挥特色, 做出品牌”的宗旨, 充分发挥金融和跨境服务优势, 为促进中新两国经贸和投资往来发挥桥梁和纽带作用。近年来, 新西兰中国银行积极服务构建新发展格局和国家高水平对外开放, 服务“一带一路”共建国家, 利用银团贷款、双边贷款、集团联动等多种形式, 发挥集团全球化、一体化、国际金融业务优势, 为客户提供全面金融服务, 推动中新经贸往来。与此同时, 积极发展个人金融业务, 为新西兰个人客户尤其是华人客户提供住房抵押贷款、定期/活期存款、货币汇兑、数字银行等产品和服务。

On November 21, 2014, President Xi Jinping and the then-New Zealand Prime Minister John Key jointly inaugurated Bank of China (New Zealand) Limited, expressing hopes for Bank of China to make a significant impact in New Zealand market and its potential to enhance economic and trade relations between China and New Zealand. In April 2018, Bank of China obtained a banking license for its Auckland branch, becoming a dual-licensed financial institution approved by the Reserve Bank of New Zealand. In February 2021, Bank of China (New Zealand) Limited's Christchurch branch opened, becoming the first and only Chinese bank operating in the South Island.

Since its establishment, Bank of China NZ has been guided by a mission centered on values like honour and trust, and has harnessed its financial and cross-border strengths to act as a crucial link in advancing economic and trade cooperation between China and New Zealand. In recent years, Bank of China NZ has actively contributed to shaping a new development pattern in New Zealand, collaborating with Belt and Road Initiative institutions. It has offered various financial services, including syndicated loans, bilateral loans, and group coordination, driving economic and trade exchanges between China and New Zealand. At the same time, it has actively developed personal financial services, offering products and services such as home mortgage loans, fixed-term deposits, on-line

新西兰中国银行立足新西兰，将业务进一步辐射至南太岛国，聚焦于人民币业务、“一带一路”沿线重点项目、南太岛国本地重点国际性项目和跨境撮合等，成功营销斐济、萨摩亚等央行开立人民币账户，并续作了人民币转账、换汇和存款等业务。2023年6月，中国银行巴布亚新几内亚代表处正式开业，成为南太平洋岛国的第一个中资金融机构，创建了覆盖南太地区的区域协同机制。

近年来，新西兰中国银行业务规模快速增长，经营绩效显著提升，贸易融资、跨境人民币、国际结算、代客资金交易、人民币清算、金融机构、小额建筑开发贷款、住房按揭贷款等各项业务取得长足进步。截至2023年6月末，资产规模近70亿新西兰元，员工队伍超百人。在潜心经营的同时，积极担当社会责任，在公司治理、碳减排、绿色金融、社会公益等方面加大投入并取得显著成效。

展望未来，依托中国银行集团全球化服务网络和多元化经营平台，新西兰中行将始终以客户为中心，以价值创造为导向，扎根新西兰，服务新西兰，积极支持当地经济建设与社会发展，与客户同成长、共进步，为促进中新经贸和投资往来发挥更大作用。

【中国银行简介】：

中国银行创建于1912年，是中国持续经营历史最悠久的银行。除中国大陆外，经营网络覆盖全球64个国家和地区，在香港、澳门担任当地的发钞行。中国银行拥有比较完善的全球服务网络，形成了公司金融、个人金融和金融市场等商业银行业务为主体，涵盖投资银行、直接投资、证

savings, currency exchange, digital banking, especially for Chinese clients.

Bank of China NZ has firmly established its presence in New Zealand and has further expanded its operations to include reach to South Pacific Island nations. It focuses on Renminbi (RMB) business, key Belt and Road Initiative projects, significant international projects in South Pacific Island nations, and cross-border matchmaking. It has successfully established RMB accounts with central banks in countries like Fiji and Samoa and has continued to offer services such as RMB transfers, foreign exchange, and deposits. In June 2023, Bank of China opened a representative office in Papua New Guinea, becoming the first Chinese financial institution in the South Pacific Island and establishing a regional cooperation mechanism spanning the South Pacific region.

In recent years, Bank of China NZ has experienced substantial growth in its business operations. Notably, they have made significant strides in trade finance, cross-border RMB services, international settlement, agency fund trading, RMB clearing, and a range of financial services such as small builder loans, housing mortgage loans, and various other services. As of the end of June 2023, the Bank's assets had reached nearly 7 billion NZ dollars, and built a dedicated team of over a hundred employees. In addition to their core business activities, Bank of China NZ has taken a proactive approach to fulfil its social responsibilities. This includes increased investments in corporate governance, environmental initiatives like carbon reduction, support for green finance, and contributions to social welfare.

Looking ahead, leveraging Bank of China Group's global service network and diversified operating platform, Bank of China NZ plans to prioritize customer service, create value for customers and community, support local economic development, and play a more significant role in enhancing economic and trade cooperation between China and New Zealand.

Established in 1912, Bank of China proudly holds

券、保险、基金、飞机租赁、资产管理、金融科技、金融租赁等多个领域的综合服务平台,为客户提供“一点接入、全球响应、综合服务”的金融解决方案。

2011年,中国银行成为新兴经济体中首家全球系统重要性银行,目前已连续12年入选,国际地位、竞争能力、综合实力跻身全球大型银行前列。2023年9月末,集团资产总额31.8万亿元人民币。

the distinction of having the longest continuous operating history in China. Beyond Chinese mainland, it maintains a presence in 64 countries and regions worldwide, serving as the note-issuing bank in Hong Kong and Macau. Bank of China offers a comprehensive global service network, providing a range of services including corporate and personal banking, financial markets, and beyond, including investment banking, direct investment, securities, insurance, funds, aircraft leasing, asset management, financial technology, and financial leasing. It is dedicated to providing customers with comprehensive financial solutions, characterized by a “one-stop access, global response, and comprehensive services” approach.

In 2011, Bank of China achieved the distinction of being the first globally systemically important bank in emerging economies, a recognition it has maintained for 12 consecutive years. It consistently ranks among the world's top large banks in terms of international reputation, competitive capabilities, and overall strength. As of the end of September 2023, the group's total assets stood at an impressive 31.8 trillion yuan.



中国南方航空 China Southern Airlines Co.,Ltd.

12年前，中国南方航空正式开通广州至奥克兰的航线，成为中国大陆第一家开通中新定期客运航线的航空公司。航线的开通，对于中新之间扩大政治交往、贸易往来、旅游以及人文交流，具有里程碑意义。

2011年4月9日，中国南方航空正式开通广州至奥克兰航线，成为中国大陆首家开通中新定期客运航线的航空公司。2015年12月16日，南航开通广州至基督城航线，是中国大陆首条到达新西兰南岛的航线。

2018年4月17日，南航奥克兰营业部正式成为“广州旅游新西兰推广中心”，旨在传播中国文化及岭南文化，提升中国旅行目的地的知名度，广州“世界知名旅游城市”及南航“广州之路”的品牌形象。

2021年4月9日，南航奥克兰迎来了开航十周年的里程碑。营业部在慈善组织Ronald McDonald House 举行公益活动，用朴素而又特殊的方式与社会各界纪念南航中新航线开航10周年。

Twelve years ago, China Southern Airlines officially operated the route from Guangzhou to Auckland, became the first airline in mainland China to operate a regular passenger route between China and New Zealand. The launching of this route has become an important milestone for the expansion of political, trade, tourism and cultural exchanges between China and New Zealand.

On April 9, 2011, China Southern Airlines officially launched the Guangzhou-Auckland route, becoming the first airline in mainland China to operate a regular passenger route between China and New Zealand. On December 16, 2015, China Southern Airlines launched the Guangzhou-Christchurch route, which became the first route from mainland China to the South Island of New Zealand.

On April 17, 2018, China Southern Airlines Auckland office officially became the “Guangzhou Tourism New Zealand Promotion Center”, aiming to spread Chinese culture and Lingnan culture, increase the popularity of Chinese travel destinations and enhance the brand image of Guangzhou and China Southern Airlines.

April 9, 2021, is the tenth anniversary of Guangzhou-Auckland route, China Southern Airlines Auckland office held a charity event at Ronald McDonald House, to commemorate and celebrate the 10th anniversary with New Zealand society in a simple but unique way.

开航12年来南航共运送旅客200万人次，货物超过8万吨，为中新扩大政治交往、贸易往来、旅游以及人文交流，做出重大贡献。

南航持续致力于为中新文化交流做贡献。开航12年来赞助了多项文化活动，包括奥克兰元宵灯会、新西兰中文周、新西兰国立博物馆秦始皇兵马俑展、广州过年花城看花之旅、新春花市、哈密尔顿气球节及Rugby球场南航灯牌展示等。

南航以“阳光南航”为文化品格，践行“爱心回报”的核心价值观，赞助了新西兰麦当劳叔叔之家，新西兰儿童癌症基金会慈善拍卖、中国商会慈善拍卖，Round The Bays等多项慈善活动，并与当地志愿者服务组织新西兰华社服基金会（CNSST Foundation）合作，投身志愿服务，履行社会责任。

疫情以来，南航持续保持“中新空中纽带”的畅通，确保客运、货运航班的运营，保证旅客、抗疫物资、生产生活资料的正常往返，用实际行动履行运输企业的社会责任。

“一个人或许可以走的更快，但一个团队却可以走的更远”，这是南航奥克兰营业部的开航格言。在这12年间，南航人秉承着“勤勉、务实、包容、创新”的南航精神，以实际行动在海外为“中国梦”的实现添姿加彩。

In the 12 years of its operation, China Southern Airlines has transported over 2 million passengers and over 80,000 tons of cargo, making significant contributions to the expansion of political exchanges, trade exchanges, tourism and cultural exchanges between China and New Zealand.

China Southern Airlines is continuously committed to contributing to the cultural exchange between China and New Zealand. In the 12 years since its launch, it has sponsored a number of cultural activities including: Auckland Lantern Festival, New Zealand Chinese Language Week, Terracotta Warriors: Guardians of Immortality, Guangzhou Chinese New Year Flower City Tour, Auckland's Chinese New Year Festival and Market Day, Balloons Over Waikato and China Southern Airlines' lantern displayed at Rugby Stadium, etc.

China Southern Airlines takes “Sunshine China Southern Airlines” as its cultural character and practices the core value of “Give back to the society with love and dedication “. It has sponsored a number of charities and events such as: Ronald McDonald House, Child Cancer Foundation's “Child Cancer Annual Auction”, China Chamber of Commerce in New Zealand CHARITY GALA and Round The Bays. China Southern Airlines has also cooperated with the local charity organization CNSST Foundation for volunteer service to fulfill social responsibilities.

Since the epidemic, China Southern has continued to maintain Guangzhou-Auckland route, to ensure both passenger and cargo flights are operating as needed so that passengers, anti-epidemic materials and daily necessities may transport between the two countries, to fulfill its social responsibility as a transportation enterprise with practical actions.

“One person may go faster, but a team can go further.” This is the opening motto of China Southern Airlines Auckland office, established in January 2011. Over the past 12 years, China Southern Airlines employees have upheld the spirit of “diligence, pragmatism, inclusiveness, and innovation” and have added color to the realization of the overseas “Chinese Dream” through practical actions.



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中国国际航空公司 Air China Limited

2015年12月10日下午6时37分，余晖中的奥克兰迎来了一位久违的朋友：一架镌印中国国旗的空客A330-200，从寒冬中的北京来到了温暖的南半球。奥克兰国际机场以最高礼仪--“水门礼”为成功降落的客机洗尘。这是中国国际航空公司（以下简称“国航”）北京-奥克兰直达航班CA783的首航，也是睽违3年多之后，两座都市之间终于再次拥有了直航连通。

2000年，国航就曾将北京-悉尼航线延伸至奥克兰，是最早开通新西兰航线的中国航空公司。新西兰是“21世纪海上丝绸之路”延长线上的重要国家，奥克兰国际机场是南太平洋重要的“空中‘一带一路’”交通枢纽，也是新西兰最大的国际机场，战略地位不言而喻。

随着中国综合实力不断提升，人民更加富裕，中新两国之间的经贸、人文交往突飞猛进。2014年11月下旬，习近平主席访问新西兰期间，国航与新西兰航空共同签署了战略合作意向书。2015年12月，随着国航开通北京-奥克兰的直达航线，国航与新西兰航空的战略联营合作正

At 6:37 pm on 10th December, 2015, an old friend travelled from the winter chill of Beijing to the warmth of the southern hemisphere, an Airbus A330-200 with the Chinese national flag arrived Auckland by the sunset. The Auckland International Airport welcomed with the highest etiquette- “Water Gate” for the successful landing. This is the first flight of Air China, Beijing-Auckland’s direct flight CA783. After more than three years, these two cities were once again connected with a direct air route.

In 2000, Air China extended its Beijing-Sydney route to Auckland, becoming the first Chinese airline to open a route to New Zealand. New Zealand is an important country on the “21st Century Maritime Silk Road.” Auckland International Airport, as New Zealand’s largest international airport, being a crucial “air corridor” hub in the South Pacific, plays a pivotal role in the “One belt One Road” initiative.

With the continuous improvement of China’s comprehensive strength and its people becoming wealthier, the economic, trade and cultural exchanges between China and New Zealand have become increasingly close. During President Xi Jinping’s visit to New Zealand in late November 2014, Air China and Air New Zealand jointly signed a Memorandum of Strategic Cooperation. On December, 2015, with the launch of the direct Beijing-Auckland route by Air China, the strategic partnership and Joint Venture between Air

式实施。双方充分发挥联营航线的互补优势（国航、新西兰航空分别经营北京-奥克兰和上海-奥克兰），在运价、销售、服务、代号共享等方面开展协同合作。经过多年的共同努力，双方扩大了中新之间及国内主要航线上的代号共享合作，增加了往返班次，提升了会员服务品质，持续为中新旅客带来更加舒适便捷的出行体验。

在拓展航空业务的同时，国航也在力所能及的前提下积极参与各项新西兰当地社会公益活动，国航与中国商会一并赞助了4辆救护车，成为了St. Johns的合作伙伴，为新西兰社会贡献了自己的力量。

时至今日，中国仍是新西兰第一大贸易伙伴，双方签署了“一带一路”合作文件，务实合作遍及经贸、教育、旅游、科技等广泛领域，人文交流日益频密。虽然遭遇了世纪疫情，但两国各领域合作仍保持了较好发展势头。在历经3年2个月的等待后，2023年5月2日，国航北京-奥克兰CA783/784航班再次出现在奥克兰机场那炫美的晚霞中。

随着北京-奥克兰航线的恢复，国航中国至大洋洲航线已经全面重启，后续还将进一步增加航班，直到恢复疫情前水平。中新之间的旅客将实现便捷旅行，两国之间的空中运输桥梁将更加牢固。

经过几年的精耕细作，国航不仅成为了国人往来新西兰的优选，也成为了Kiwi社会中一张亲切的中国面孔。

China and Air New Zealand are officially implemented. Both parties leverage the complementary advantages of the Joint Venture routes (Air China and Air New Zealand respectively operating Beijing-Auckland and Shanghai-Auckland routes), engaging in collaborative efforts in areas such as pricing, sales, services, and code-sharing. Through years of concerted efforts, they have expanded their code-share cooperation on major domestic routes and between China and New Zealand, increasing frequencies and enhancing the quality of membership services. This ongoing collaboration continues to provide a more comfortable and convenient travel experience for passengers traveling between China and New Zealand.

While expanding its aviation business, Air China has actively participated in various local social welfare activities in New Zealand to the best of its ability. Air China, together with the Chinese Chamber of Commerce, sponsored four ambulances, becoming a partner of St. John's and contributing to the local New Zealand community.

As of today, China has become New Zealand's largest trading partner, and the two nations have signed cooperation agreements under the "One Belt One Road" initiative. Pragmatic cooperation spans various fields, including trade, education, tourism, technology, and more, while cultural exchanges are becoming increasingly frequent. Despite the challenges posed by the unprecedented global pandemic, cooperation between the two countries has maintained a positive momentum across various sectors. After a wait of three years and two months, on 2nd May, 2023, Air China Beijing-Auckland flight CA783/784 once again appeared amidst the stunning evening glow at Auckland Airport.

With the resumption of the Beijing-Auckland route, Air China's routes to Oceania have been fully restored, and there are plans to further increase flights until reaching pre-pandemic levels. This reinstatement ensures convenient travel for passengers between China and New Zealand, solidifying the air transport bridge between the two nations. After few years, Air China has not only become the preferred choice for Chinese travellers to and from New Zealand but has also become a familiar and friendly Chinese image within Kiwi society.



蓝河乳业有限合伙公司 Blue River Dairy LP

蓝河 (Blue River) 创立于2003年, 总部位于中国长沙, 是全球绵羊奶产业的领军品牌。作为一家国际化乳品企业, 我们专注于整合全球绵羊奶产业链, 拥有自控奶源和自有工厂, 从奶源管理, 到产品研发生产和销售, 产品矩阵全面, 涵盖羊乳原料、婴幼儿配方奶粉以及其他营养产品。作为全球绵羊奶产业的领袖, 蓝河秉承国际化标准, 不断创新, 致力于提供高质量的乳制品, 为全球客户提供健康和营养的选择。

绵羊奶产业化商业化, 改写新西兰乳业格局

尽管新西兰以拥有庞大数量的绵羊而被戏称为“骑在羊背上的国家”, 但直到21世纪初, 绵羊在新西兰经济中的价值主要局限于其毛、皮和肉制品, 而其奶制品的潜力并未得到充分挖掘。这一现象一直到蓝河的创始人Keith Neylon先生的出现才得以改变。

Keith Neylon先生曾经是一名飞行员, 拥有丰富的飞行经验, 但他的远见卓识不仅止于航空, 还延伸到了农业领域。经过多年的不懈努力, 他和团队成功培育出改良的东弗里斯奶绵羊, 并将这一

Established in 2003, Blue River has its headquarters in Changsha, China, and stands as a leading global brand in the sheep milk industry. As an international dairy enterprise, our focus lies in integrating the global sheep milk supply chain. With self-controlled milk sources and our own manufacturing facilities, we manage everything from milk sourcing, R&D, production, to sales. Our comprehensive product range includes sheep and goat milk ingredients, infant formula, and other nutritional products. Adhering to international standards and continuous innovation, Blue River is committed to delivering high-quality dairy products, offering healthy and nutritional choices to global customers.

Commercializing the Sheep Milk industry, Changing the Face of New Zealand Dairy

Although New Zealand, often humorously referred to as the “country riding on the back of sheep,” had a significant sheep population, the economic value of sheep was primarily associated with wool, skin, and meat until the early 21st century. The potential of sheep dairy products remained largely untapped until the emergence of Keith Neylon, the founder of Blue River.

Keith, a former pilot with extensive flying experience, possessed foresight that extended beyond aviation into the realm of agriculture. After years of relentless effort, he and his team successfully bred improved East Friesian dairy sheep and introduced this innovation into a large-

创新引入了规模化的养殖过程。这一举措对绵羊奶产业产生了深远的影响，因为与传统的牛奶相比，绵羊奶不仅更加环保，而且其经济价值更为显著。Keith先生的创举改变了绵羊奶产业的面貌，同时也为蓝河乳业的创立铺平了道路。2003年，蓝河品牌在新西兰创立，这一年也是全球绵羊奶产业化的元年，标志着绵羊奶产业正式进入商业化和全球市场的舞台。

2015年，陈远荣先生凭借敏锐的洞察力，看到了绵羊奶商业化的巨大潜力和价值，决定全资收购蓝河乳业，同年全球首款婴幼儿绵羊奶粉上市。凭着全新的品类定位，绵羊奶更温和，更适合消化吸收的品类优势，蓝河绵羊奶赢得了中国消费者的青睐。2017年中国实施婴配奶粉工厂和配方双重注册制，蓝河乳业一次性顺利通过了三个品牌的注册，抢占了市场和政策的红利，实现销售高速增长。新西兰蓝河工厂也连年入选“德勤快速增长50强”名单，并在2018年荣获“新西兰增速最快的出口企业”，2021年以1502%的超高增速被评为新西兰近5年来增速最快企业。

整合全球乳业资源，构建起“中国-新西兰-意大利”国际化全产业链

为进一步整合全球绵羊奶产业资源，蓝河在2016年收购了意大利撒丁岛唯一的奶粉工厂——阿里曼塔工厂，加速了在欧洲绵羊奶资源的布局。这一战略动作使蓝河成为全球绵羊奶产业的关键参与者，拥有全球70%的绵羊奶资源以及核心的羊乳清资源。至此，蓝河已成为纯绵羊和纯山羊羊乳原料领域的首要供应商，包括D90脱盐乳清粉和WPC浓缩乳清蛋白。特别是D90羊乳清蛋白，是生产婴幼儿配方羊奶粉的核心原料。这一成功布局使蓝河能够牢牢掌握绵羊奶产业的未来。

scale farming process. This initiative had a profound impact on the sheep milk industry because, compared to traditional cow's milk, sheep milk is not only more environmentally friendly but also holds more significant economic value. Keith's pioneering work transformed the landscape of the sheep milk industry and paved the way for the establishment of the Blue River brand. In 2003, Blue River was founded in New Zealand, marking the inception of the global commercialization of the sheep milk industry.

In 2015, Mr. Chen Yuanrong recognized the immense potential and value of commercializing sheep milk. He decided to acquire Blue River and launched the first sheep milk infant formula at the global stage in the same year. With its unique product positioning, sheep milk, known for its gentleness and ease of digestion, gained popularity among Chinese consumers. In 2017, when China implemented dual registration requirements for infant formula factories and formulas, Blue River D passed registration for all three of its brands, leveraging on market and policy advantages to achieve rapid sales growth. Blue River's New Zealand factory was consistently included in the "Deloitte Fast 50" list, earning recognition as the "fastest-growing exporter in New Zealand" in 2018. In 2021, it was awarded as the fastest-growing company in New Zealand, with a staggering revenue growth of 1502% over five years.

Integrating Global Dairy Resources to Establish a Full Industry Chain (China-New Zealand-Italy)

To further integrate global sheep milk industry resources, in 2016, Blue River acquired the Alimenta factory, the only milk powder factory on the island of Sardinia, Italy. This strategic move accelerated the company's expansion into European sheep milk resources. As a result, Blue River became a crucial participant in the global sheep milk industry, possessing 70% of global sheep milk resources and essential goat/sheep whey resources. Blue River has since become a primary supplier of pure sheep and pure goat milk ingredients, including D90 (demineralized whey powder) and WPC (Whey Protein Concentrate). Sheep D90, in particular, serves as a core ingredient for producing sheep milk infant formula. This strategic positioning

从原料采购到产品运输，从加工到销售，蓝河奶粉的全过程符合新西兰RMP及HACCP认证，保证了产品的卓越品质。为进一步强化研发实力，蓝河于2020年成立了蓝河国际羊乳营养研究中心，致力于深入研究绵羊奶产业的营养价值和消化吸收，以实现技术领先。

新周期·新征程

2023年被称为“史上最严格标准”的新国标开始实施，标志着中国婴幼儿奶粉行业进入一个崭新的五年周期。新国标落地后，未通过配方注册的婴幼儿奶粉品牌将被市场淘汰，行业准入门槛显著提高。随着我国新生人口数量下降，奶粉行业总需求量增长空间见顶，未来竞争将更为激烈，具备配方研发和产品优势的企业预计将占领更大的市场份额。

在新国标配方注册过程中，蓝河积极配合中国国家市场监督管理总局及新西兰初级产业部（MPI）的指导和审计，旗下三大品类九个配方，一次性通过新国标注册。蓝河新一代配方奶粉，蓝河绵羊奶粉、蓝河春天羊山羊奶粉、蓝河姆阿普牛奶粉三款新品闪耀上市。

2023年，蓝河乳业亦迎来了品牌成立20周年的重要里程碑。展望未来，蓝河乳业将秉承着“满足母婴更多更好的营养健康需求”的企业愿景，继续巩固全球产业链优势，以高品质的产品推动全球绵羊奶产业的进一步发展，为全球消费者提供高品质的产品。

allows Blue River to firmly grasp the future of the sheep milk industry.

From ingredient procurement to product transportation, from processing to export, Blue River's milk powder production process complies with New Zealand RMP and HACCP certifications, ensuring exceptional product quality. To further strengthen its research and development capabilities, in 2020 Blue River established the Blue River International Sheep Milk Nutritional Research Center, which is dedicated to conducting comprehensive research on the nutritional value and digestibility of sheep milk.

New Era, New Journey

In 2023, the implementation of the “strictest standards in history,” known as the new GB standard, signifies the beginning of a new five-year cycle for China's infant formula industry. After the introduction of the new GB standard, infant formula brands that do not pass the recipe registration will be phased out of the market, and industry entry requirements will be significantly raised. As the birth-rate in China decreases and the overall demand for infant formula reaches its peak, future competition will intensify. Companies with strengths in formula research and product development are expected to secure larger market shares.

Throughout the process of the new GB recipe registration, Blue River has proactively worked with China's State Administration for Market Regulations (SAMR) and the New Zealand Ministry for Primary Industries (MPI). All its nine formulas across three product categories were successfully registered in a single round. Blue River's next-generation milk formulas – Blue River Sheep milk formula, Spring Goat milk formula, and Mualps cow's milk formula are the three new products that made their debut in the second half of 2023.

In 2023, Blue River also celebrates its 20th anniversary, marking a significant milestone. Looking ahead, Blue River will uphold its vision of “meeting the increasing demand for better nutrition and health for mums and babies” and continue to strengthen its global industry chain advantages, promoting the further development of the global sheep milk industry, and providing high-



富华国际集团

Fu Wah International Group

富华国际集团作为知名的华人企业，一直选择与祖国的发展同频共振，积极响应国家“一带一路”倡议，努力寻求适合自身发展、开拓海外市场的机遇。

2013年，恰逢新西兰奥克兰海滨委员会组织开始了Wynyard海滨区的重建的第二阶段，新西兰作为中国“一带一路”倡议的重要伙伴，在旅游产业、基础设施建设等方面的发展潜力让远在中国的富华产生了浓厚的兴趣，契合自身在酒店运营管理、文化旅游产业上的丰富的经验及优势，富华提交了奥克兰海滨项目柏悦酒店的意向书。经过激烈的全球竞标，2014年富华国际集团与新西兰海滨开发区正式签署酒店投资开发协议，将在奥克兰投资建设国际顶级品牌酒店——奥克兰柏悦酒店。自此，富华开启布局新西兰之旅。

富华新西兰公司因投资而生，在这一过程中其中也遇到了多方面的挑战，富华也获得了诸多值得借鉴的经验。在项目建设中，富华整合国内资源，引入国内专业的装修公司及建筑工人，

Fuwah International Group, a well-known Chinese enterprise, has consistently aligned itself with the development in China, actively responding to the “One Belt and One Road” initiative and seeking opportunities that are conducive to its own growth and expansion into international markets.

In 2013, the Council Controlled Organisation Waterfront Auckland commenced Stage 2 of the redevelopment of the Wynyard Quarter, New Zealand as an important partner of China “One Belt and One Road” Initiative, the promising potential in areas such as tourism and infrastructure development in New Zealand are in line with Fuwah’s extensive experience and expertise in hotel operations, cultural and tourism industries, led to Fuwah’s expression of interest in the development of the Park Hyatt Auckland as part of the Wynyard Quarter project.

Following a rigorous global bidding process, in 2014, Fuwah International Group and the New Zealand Waterfront Council Controlled Organisation formally signed a hotel investment development agreement, marking the beginning of Fuwah’s journey to expand its presence into New Zealand.

In terms of talent acquisition, Fuwah hired management professionals familiar with the languages and cultures of both countries, effectively overcoming construction-related challenges. From a business management perspective, Fuwah partnered with the internationally renowned hotel management

最大化发挥国内基础设施建设的经验；在人才聚引上，富华聘请熟悉中新两国语言文化的管理人员，切实高效地解决了建设中遇到的困难；从经营管理角度上，再度联手国际知名酒店管理公司凯悦集团，打造符合当地需求的高端酒店产品；通过不懈努力，富华完成了国际化管理的成长之路，形成了具有“一带一路”特色的高端商业旅游产业链。

在海外项目投资过程中，富华更是追求人文与经济共生共荣的发展之道。作为中国优秀传统文化的传播者，富华一直以传承中华优秀传统文化传播紫檀艺术为己任，在对新西兰的投资建设过程中，更是将中新文化交流和中华优秀传统文化推广向了新的高度。在奥克兰柏悦酒店建设期间，设计团队就将新西兰独有的毛利族文化元素融入其中，并充分汲取民族特色，形成了别具一格的文化氛围；富华还发挥其在中国传统文化领域上的优势，不远万里将极富中国文化特色的紫檀家具及艺术品运往新西兰，将中国紫檀元素和新西兰毛利族风情进行融合，实现了中西方文化在旅游项目中的交汇，成为了中国文化在新西兰传播的重要推手。

2020年8月7日，奥克兰柏悦酒店正式交付使用。历经四年、超三百万个小时的工时、数百人的参与和数亿新币的总投资，奥克兰柏悦酒不仅成为当地唯一一个超五星豪华酒店，还刷新了当地酒店行业新高度，为新西兰旅游业注入新的活力。早在项目奠基之初，中国驻新西兰大使王鲁彤、中国驻新西兰总领事许尔文就表示项目不仅符合新西兰发展趋势，也体现“一带一路”倡议的

company, Hyatt Group, to create high-end hotel products tailored to local needs. Through relentless efforts, Fuwah embarked on its journey of international management growth, establishing a high-end business tourism industry chain with characteristics of the “One Belt and One Road.”

Throughout its overseas investment projects, Fuwah has pursued a development path that combines cultural and economic symbiosis. As a disseminator of China’s excellent traditional culture, Fuwah has always considered the promotion of sandalwood art as its mission. With that in mind, during the construction of the Auckland Park Hyatt Hotel, the design team integrated New Zealand’s unique Maori cultural elements into it and fully absorbed the national characteristics to form a unique cultural atmosphere. Fuwah also leveraged its advantages in the field of traditional Chinese culture and transported the sandalwood furniture as well as its artworks to New Zealand. It integrated Chinese red sandalwood elements with New Zealand Maori customs, realizing the integration of Chinese and Western cultures. The intersection in tourism projects has become an important driver of promoting Chinese culture in New Zealand.

On 15 September 2020, the Park Hyatt Auckland was officially delivered. After four years of work, over three millions man (and woman) hours have gone onto the project with several hundred people involved along the way with the total investment of hundreds of millions of New Zealand dollars, the Park Hyatt Auckland not only became the only super five-star luxury hotel in the local area but also raised the local hotel industry to a new level, injecting new vitality into New Zealand’s tourism industry.

From the very beginning of the project, the then Chinese Ambassador to New Zealand, Wang Lutong, and the former New Zealand’s Consul-General in China, Xu Erwen, recognized the project’s significance, not only aligning with New Zealand’s development trends; but also reflecting the important spirit of the “One Belt and One Road” initiative. The then-New Zealand Prime Minister Rt. John Key also praised the project’s great significance.

At the topping-up ceremony, Xu Erwen, the then Consul-General of China in Auckland, Hon. Phil Goff, former Mayor of Auckland, and Sir Bob Harvey, then

重要精神；时任新西兰总理John Key更是盛赞项目意义重大；在封顶仪式上，时任中国驻奥克兰总领事许尔文、时任奥克兰市长Phil Goff、时任奥克兰招商引资形象大使Sir Bob Harvey爵士，分别赞扬富华奥克兰柏悦酒店是中国企业参与新西兰旅游和基础设施建设的范例，称其为“一带一路”中新共赢、双方受益的项目。

富华在新西兰奥克兰的投资建设，不仅是迄今为止奥克兰当地最大的外商投资，也为当地的经济发展和就业提供了重要的支撑；同时解决了新西兰基础设施建设不足、旅游产业升级困难、提升游客体验等方面的需求，也为中新两国在旅游行业可持续发展方面做出积极探索。凭借在投资及经济发展上的积极贡献，和各界对富华在投资开发的豪华酒店项目的认可，富华荣膺了2021“中新跨境投资卓越奖”，成为了中国对新投资的成功范例。

奥克兰柏悦酒店的成功，不仅助推了当地的经济的发展，更是契合了新西兰旅游产业的升级需求，获得了全球游客的认可。在2023年国际级专业旅行大奖康泰纳仕 (Condé Nast) 最新公布的榜单中，经全球游客的评选，新西兰被评为“世界最棒国家”的第五名；在“全球顶级酒店”排行榜中，奥克兰柏悦酒店 (Park Hyatt) 凭借其房间类型和独特内饰，获得排名第23位，收获了广泛好评。

富华在奥克兰的投资建设既是一场南北半球的经济合作，也开创了两国互利共赢的新格局。富华持续看好新西兰的发展未来，将与中国中车合作，打造新西兰快车项目，充分利用中国铁路成熟先进的技术对其进行优化升级，完成后

Auckland's investment promotion image ambassador, all praised the Park Hyatt Auckland as an example of Chinese companies' participation in New Zealand's tourism and infrastructure construction, describing it as a win-win project benefiting to both China and New Zealand.

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Fuwah's investment in the construction industrial in New Zealand, not only has represented the largest foreign investment in Auckland to date; but also provided essential support for the local economy and employment. It addresses the local demands, such as inadequate infrastructure, the difficulty of upgrading the tourism industry, and enhancing the visitor experience. It also actively explores sustainable development for the tourism industry between China and New Zealand. With its positive contributions to investment and economic development, and with widespread recognition of its luxury hotel project, Fuwah was honored with the 2021 "China-New

将成为定制化游览新西兰的重点项目。

富华是中国“一带一路”倡议的参与者和见证者，通过富华在新西兰的投资建设过程，不仅积累了丰富的当地经商的经验，而且为打通了各层面的关系，为未来华人在新西兰的业务发展奠定了扎实的基础。而通过富华等优秀中国企业在经济、贸易、文化等方面的合作交流，为中新两国人民带来了实实在在的利益。中新关系也成为了不同社会制度、历史文化、发展阶段国家友好关系的典范。

Zealand Cross-Border Investment Excellence Award,” serving as a successful example of Chinese investment in New Zealand.

The success of the Park Hyatt Auckland not only promotes local economic development but also aligns with the upgrading needs of New Zealand’s tourism industry, earning recognition from global travellers. In the latest rankings by Condé Nast, an international professional travel award, New Zealand was voted the fifth “Best Country in the World” by global travelers. In the “Best Hotels in the World” list, the Park Hyatt Auckland, with its room types and unique interior design, ranked 23rd and received widespread acclaim.

Fuwah’s investment in Auckland represents not only economic cooperation between the northern and southern hemispheres but also create a new pattern of mutually beneficial cooperation between the two countries.

Fuwah remains optimistic about New Zealand’s future development and will collaborate with CRRC to create the New Zealand Luxurious Train project. Leveraging China’s mature and advanced railway technology, the project will be optimized and upgraded, becoming a key project for customized tours of New Zealand.

Fuwah is both a participant and a witness to the “One Belt and One Road” initiative. Through its investment in New Zealand, Fuwah has not only accumulated rich experience in local business but has also solidified relationships across various levels, providing a strong foundation for the future development of Chinese businesses in New Zealand. Through the cooperation and exchange of excellent Chinese enterprises like Fuwah in economics, trade, culture, and other fields, it has brought tangible benefits to the people of both China and New Zealand. China-New Zealand relations have also become an exemplary model of friendly relations between countries with different social systems, historical and cultural backgrounds, and stages of development.



牧怡食品集团有限公司 Maui Food Group Limited

一段古老神话，揭启品牌始端

在古老的毛利族神话中，MAUI是一位受到世人敬仰的传奇人物，他逆流而上，用魔法钩钩起海之鱼，将其幻化为辽阔富饶的新西兰北岛，为人类提供了一片宁静祥和的生存之地。这就是新西兰北岛的起源，也是MAUI牧怡的起源。

毛利文化中的世代传承的精神和对大自然的敬爱，尊重和热爱亦是MAUI牧怡的品牌精神，就像MAUI牧怡“南十字星”奶绵羊在新西兰土地上成长，相承，谱写绵羊奶的传奇篇章。

以“南十字星”为引，造立全新行业领域

绵羊产奶期短，产奶量低，而且在众多绵羊奶品种中，特定乳用羊种也并不容易被找到，即便在产奶大国新西兰，奶绵羊也是稀有的，想要实现绵羊奶规模化量产，重中之重就是培育出适合产奶的绵羊奶品种。

MAUI牧怡突破重重困难，组建专业科学团队，启动育种项目，在全球范围寻找引进优良奶用种源，结合新西兰本土肉羊的特点，历经数年，终于培育出名为“南十字星”的奶绵羊品种，产奶

An Ancient Myth Unveils the Origin of a Brand

In the ancient Maori mythology, MAUI is a revered legendary figure who defied the currents to magically fish up the sea, transforming it into the vast and fertile North Island of New Zealand, providing a tranquil and peaceful habitat for mankind. This marks the origin of New Zealand's North Island and also the genesis of the MAUI brand.

The spirit of intergenerational transmission and the respect and love for nature in Maori culture are also the ethos of the MAUI brand, just like the “Southern Cross” sheep of MAUI grow and thrive on the lands of New Zealand, continuing the legendary tale of sheep milk.

Leading with the ‘Southern Cross’, Establishing a New Industry Domain

Sheep have a short lactation period and low milk yield. Even in New Zealand, a major milk-producing country, dairy sheep are rare. To achieve large-scale production of sheep milk, the key is to breed suitable dairy sheep varieties.

MAUI overcame numerous challenges, formed a professional scientific team, and initiated a breeding project. After years of global sourcing for excellent dairy breeds and combining the characteristics of local New Zealand sheep, the ‘Southern Cross’ dairy sheep breed was finally developed, increasing milk yield from 70 liters per annum to 600-800 liters, with a significant improvement in the lactation cycle

量由原有的年产70升提升到600-800升，同时，绵羊泌乳周期也得倒大幅度改善，由原来的每年不足180天延长到每年270天。以此为新西兰的绵羊奶产业建立可持续性和环境友好的农业实践，对新西兰在农业领域的总体环保理念具有积极的意义。

“南十字星”不仅是指羊的品种，也是指种源注册

实现种源注册，至少需要三年的恒交稳定并保证产奶能力可持续的上升，过程复杂，要求严苛，因此，“南十字星”羊种的诞生，真正意义上打破了几百年来奶绵羊无法商业化量产的瓶颈，大大推动绵羊奶行业的革新与发展，也奠定了MAUI牧怡在绵羊奶行业不可或缺的重要地位。

建立规范牧场，自由放牧和草饲喂养需要精准科学的牧场管理系统，牧怡目前由15家牧场，其中一家核心牧场，也是示范牧场，包括342个小牧场，小块牧场的目的是让绵羊在轮流放牧过程中每个季节都有充足的牧场，并对应羊成长周期的牧场以及营养的需求。

展望未来，奋楫笃行

牧怡得益于现代科技，身为奶源端的MAUI，在生产产能和品牌价值迅速提高的同时，也扩展多维度的绵羊奶供应链的建立以及质量管理，并建立了牧怡的质量标准，进一步提升产能发展，夯实新西兰产业基地基础，MAUI牧怡已经成为了新西兰绵羊奶行业的领军企业。

绵羊奶的天然优势，小分子易吸收，对乳糖不耐受更友好，蛋白含量高没100ML约含天然蛋白含量达5.7g,MAUI牧怡绵羊奶，以美好纯净传递自然健康。

from less than 180 days to 270 days per year. This has established sustainable and eco-friendly agricultural practices for New Zealand's sheep milk industry and positively contributes to the country's overall environmental conservation in agriculture.

The 'Southern Cross' Refers to Both the Sheep Breed and the Breed Registry

To achieve breed registration, at least three years of consistent breeding is required to ensure a sustainable increase in milk production, a complex and stringent process. Thus, the birth of the 'Southern Cross' breed has truly broken the centuries-old bottleneck of commercial sheep milk production, significantly advancing the industry's innovation and development, and cementing MAUI's indispensable position in the sheep milk sector.

Establishing Standardized Farms with Free Grazing and Grass-Feeding require a precise and scientific farm management systems are required for free-range grazing and grass feeding. MAUI currently has 15 farms, including a core and model farm, comprising 342 smaller farms. The purpose of these smaller farms is to provide ample pasture for sheep in each season during rotational grazing, catering to their growth cycle and nutritional needs.

Looking Forward with Determination and Effort

Benefiting from modern technology, MAUI, as a primary source of dairy, has rapidly increased its production capacity and brand value. It has also expanded the multi-dimensional construction of the sheep milk supply chain and quality management. By establishing MAUI's quality standards, the brand further enhances its production capacity, strengthening the foundation of New Zealand's industry base. MAUI has become a leading enterprise in New Zealand's sheep milk industry.

The Natural Advantages of Sheep Milk, Sheep milk is easily absorbed due to its small molecules, more lactose-intolerant friendly, and high in protein content, with about 5.7g of natural protein per 100ml. MAUI sheep milk delivers natural health and purity.”



简杰保安服务公司（中保华安集团新西兰） Simply Security Limited ZBHA New Zealand

简杰保安服务公司是新西兰第一也是唯一一家由大型中资保安公司（中保华安集团有限公司）投资控股的新西兰本土保安公司。公司成立于2007年，经过不断地发展壮大，现已成为新西兰境内知名的保安公司之一，在惠林顿、奥克兰、基督城都设立了地区办公室，拥有专业安保人员350余人、专业巡逻车30余辆。

我们深知安保人员的服务质量，不仅涉及到客户的安全问题，也将对客户的对外形象产生影响。因此，我们的保安人员必须始终保持专业和礼貌。拥有训练有素、表现出色和严格监督的保安人员队伍也正是我们在新西兰安保行业成功脱颖而出的关键。

简杰保安服务公司的管理团队24/7随时待命，全力支持我们一线的保安人员，也全方位对接客户的一切安保需求和要求。我们拥有完整、透明的报告系统，可以为客户提供24/7在线访问和查询服务，让客户安心、放心。我们对安保事业充满真诚和热情，坚信我们可以为客户提供量身定制的、具有先进安保技术支持的，又兼备经济实用性、高效益的**安保服务解决方案**。

Simply Security is the first and only Chinese-owned large-scale security company in New Zealand. It has been providing high quality security services since 2007 and has become one of the most respected security companies in New Zealand, with regional offices in Auckland, Wellington and Christchurch. We have significant patrol and static guard resources available, with over 350 staff and 30 vehicles across New Zealand.

We acknowledge that the performance of guards will have influence on the image of our clients and as a result our guards must remain professional and courteous at all times. Having well trained, well presented and well supervised guards has been the key to our success, maintaining our point of difference within the New Zealand security industry.

The management team of Simply Security is on call 24/7 to fully support the services we provide. We are highly motivated and passionate about security and genuine in our belief that we can provide for a tailor-made, innovative and cost-effective security solution.

Core Areas of Business

We specialise in delivering high quality security personnel services to provide clients an innovative approach to their security solutions. Our service includes as follows;

- Static Guards both Security and Concierge
- Mobile Patrol Services Both Dedicated and Reactive
- Alarm Response & Rapid Response Services

核心业务

简杰安保服务公司为客户量身定制专业的安保方案, 提供高质量的服务体验。公司服务涵盖了:

- 驻点安保服务;
- 巡逻服务;
- 警报响应;
- 警报系统安装和监控;
- 贴身保镖;

训练有素的安保队伍

一旦我们的管理团队为客户量身定制标准化的安保服务操作程序后, 我们就会训练保安人员严格执行这些程序。保安人员的培训是书面与实地相结合的。每个保安人员都必须熟悉安保服务操作程序, 通过运营经理的测试后才能上岗。我们将提前为客户提供保安人员候选人基本信息, 让客户挑选满意的保安人选。我们的保安训练有素, 能及时发现隐患并立即采取行动。

充足的人力和物力保障

简杰安保服务公司有充足的人力和物力保障。在新西兰全境拥有专业安保人员350余人、专业巡逻车30余辆, 所有保安人员及管理团队人员都拥有新西兰安保人员资格证书。所有保安人员必须通过严格的审查程序才能被录取。公司会为保安提供所有工作需要的物力保障, 如合身的制服、工作手机、便携式随身摄像机、对讲机等。

极佳的口碑

在过去的15年时间中, 简杰安保服务公司蓬勃发展、日益创新、不断壮大, 公司以出色的业绩和表现赢得了众多客户的青睐和信任。我们的重要客户有:

- Electronic Security Systems and Installation Service
- Executive and Personal Bodyguards

Our Guards Notice the Details and Act on Them

Once we have devised a Standard Operating Procedure specifically tailored to meet your needs, we train guards to personally implement those procedures. Training of staff is both desk based and onsite. Every staff member must familiarise themselves with the written SOP and be tested by the Operations Manager before being deployed on this contract. Each guard will initially meet the client for a meet and greet to ensure that they are the right personnel for the client. Our guards are trained to notice the details and act on them.

Significant Patrol and Static Guards Resources

We have significant patrol and static guard resources available, with close to 350 staff and 30 vehicles across NZ. All Staff and Management hold a current Certificate of Approval (COA). Our guards go through a rigorous recruitment process and most are hired from referrals. Our guards are well supported by SIMPLY Security management and equipped with everything they need to do the job, from their full corporate uniform to the latest technological tools, for example site phones, body cameras, radios.

Good Business Reputation

We have seen significant growth over the last 15 years, building a solid base of like-minded organisations keen for a fresh approach to their security needs. SIMPLY Security currently provides a wide range of security services to a large and varied client base as outlined below.

- Concierge Security

Embassy of the People's Republic of China in New Zealand, Consulate General of the People's Republic of China in Auckland, Consulate General of the People's Republic of China in Christchurch

- Education Security

University of Auckland, Auckland University of Technology, Manukau Institute of Technology, Victoria University, Weltec, Whitireia, Wesley College, Avondale College, Chelsea Primary School, Randwick Primary

- 中国驻新西兰大使馆、中国驻奥克兰总领馆、中国驻基督城总领馆。

- 校园安保

奥克兰大学、奥克兰理工大学、惠林顿维多利亚大学、马努卡理工学院、惠林顿理工学院、惠特瑞亚职业技术学院、Wesley中学、Avondale中学、Chelsea小学、Randwick小学、Willowbank学校等。

- 银行安保 - 奥克兰储蓄银行、Kiwi Bank、新西兰银行，西太平洋银行，中国银行，中国工商银行等。

- 建筑工地安保

- 物业安保

- 电影拍摄点安保

- 大型商场或零售店安保

十几年来，简杰保安服务公司在安保行业内取得的成绩，离不开从管理层到一线保安队员的团结一致、共同努力和辛勤奉献。在这十几年的经验积累下，我们拥有最好的团队、最先进的物力和技术资源，并不断努力，为客户提供超出预期的服务质量和水平。安保服务不仅仅是对客户的一句话、一种承诺，而是需要我们认认真真、踏踏实实实践行的实际行动。我们期待着有机会向您展示我们的最佳服务水平，兑现我们的承诺，守护您的人身和财产安全，为您保驾护航，成为您最佳的合作伙伴。

School, Willowbank School and so many more.

- Bank Security Sites

ASB Bank, Kiwi Bank, Bank of New Zealand (BNZ), Westpac, Bank of China and Industrial and Commercial Bank of China (ICBC).

- Construction Security Sites

China Construction, Dominion Construction, Hawkins, LT McGuinness, Cape Interiors, Naylor Love, CMP, ASPEC, Livingstone, Bracewells, GJ Gardner, AVJennings, Haydn & Rollett.

- Property Management Sites

Baileys, CBRE, Colliers, RJ Holdings, Stride Property, Precinct.

- Site Location Security

Filming of the Hobbit (70 locations), The Block, Our First Home, The Bachelor.

- Retail Security

Bunnings, Chemist Warehouse, Mercedes Benz-Auckland, Eastridge Shopping Centre, Southgate Shopping Centre, Midland Shopping Center, Clendon Mall, Ormiston Shopping Centre, Silverdale Centre, NorthWest, The Boundary, North City, Lincoln North Shopping Centre, Giltrap Group Holdings.

Simply Security is all about collectively working together to achieve the desired result and acknowledging that performance is based on a lot of hard work and dedication. We have been planning our approach for quite some time and believe we have the right resources, experience, staff and systems in place, to impress and improve. Security is about proven delivery, not promises and we look forward to having the opportunity to demonstrate our commitment to best work practices, self-improvement and becoming a valuable member of your team.



上海鹏欣：从情怀到产业深耕，匠人匠心共筑行业发展

Shanghai Pengxin (Group) Co., Ltd.

上海鹏欣（集团）有限公司是一家国际化的多元产业企业集团。创立于1988年，现已形成“大农业、大资源、大健康”三大核心业务板块。在不断转型发展过程中，鹏欣集团始终秉承“坚守实业，深耕主业”的核心战略，努力探索“走出去”发展战略，已将事业版图拓展至非洲、美洲、大洋洲和东南亚。从2012年初涉新西兰至今，鹏欣集团在农业及乳业方面不断深耕，为行业及社会创造和保留了数以百计的就业机会。

企业在“走出去”的道路上并非一帆风顺。经过数年的波折之后，鹏欣终于获得收购北岛牧场（原克拉法牧场）的批准。该收购资产是当时新西兰最大的家族性牧场，曾因表现不佳进入破产接管。在收购之后鹏欣与新西兰国有企业Lancorp形成阶段性合作，以分奶人体系对于北岛牧场进行共同管理。在双方的共同努力下，北岛牧场在产量、利润、环保标准、动物福利以及员工培训等方面达到了历史最好水平，同时也受到了新西兰海外投资办公室的高度评价。此次合作被形容为“创造了历史”。从陈旧破败的资产到值得骄傲的行业楷模，中新双方打破文化壁垒，进行运营磨合，最终交出

Shanghai Pengxin (Group) Co., Ltd., established in 1988, stands as a beacon of international and diversified industry excellence. With a steadfast commitment to growth and development, the Group has meticulously crafted three pivotal business segments—Agriculture, Resources, and Health.

Since making its initial foray into New Zealand in 2012, Pengxin has not only significantly deepened its engagement in agriculture and the dairy sector but has also been a cornerstone for employment, generating hundreds of job opportunities and contributing immensely to the local economy and community.

In its transformative journey, Pengxin Group has consistently championed a philosophy of deep commitment to its core industries while exploring expansive global development strategies. This resolute vision has allowed the Group to extend its influential footprint across various continents including Africa, the Americas, Oceania, and Southeast Asia.

The acquisition of North Island Farm (former Crafar farms), following years of strategic navigation through challenges, marked a pivotal milestone for Pengxin. Further partnership with Lancorp breathed new life into what was once a bankrupt asset, transforming it into an epitome of industry excellence and a testament to collaborative success.

2013 saw Pengxin strategically acquiring South Island

了令人满意的答卷。

2013年，鹏欣集团开始对南岛牧场（原新莱特牧场）进行收购，于次年完成100%股权的全部交易。南岛牧场由13个相对集中的奶牛牧场组成，位于新西兰乳业快速增长的坎特伯雷地区，拥有充足的水源、完善的灌溉系统、相对稳定的牧草供应，且与北岛牧场形成战略呼应，互补协调，对于鹏欣扎根新西兰畜牧业有着积极且深远的影响。完成南北岛牧场的收购后，鹏欣集团旗下总计29个牧场，总面积达12000公顷，约30000头泌乳牛，1000万公斤奶固体的年产量，创造近200个工作岗位。成为新西兰最大的奶牛牧场集团之一。鹏欣集团先后投入超过3000万纽币的资金对所持牧场进行持续改造。逐步兴建改善宿舍、挤奶舍、牛舍、粪水池、围篱、水井以及灌溉设备，对超过1300公顷的牧场进行升级。

鹏欣相信人才储备是行业长期发展的根基。2016年，“牧场中的学校”阶段性合作项目正式拉开帷幕。该项目是由梅西大学、Taratahi协会与企业在新西兰共同创办。原生态牧场传承和国际先进技术的交融，配合各项特设课程，为提高奶牛的健康和生活方式贡献出自己的力量，连续三年为行业输出近30位兼具领导能力及实践经验的高质量人才。

鹏欣在品牌及新零售供应链方面广泛合作，实现新西兰乳业产业共赢。从2013年开始与毛利企业米兰卡达成战略合作，为纽仕兰自有品牌乳品的后续发展奠定基础。2015年开始，纽仕兰乳品自有品牌开始进入快速成长阶段。从一个UHT奶品类，已经逐渐形成以乳制品为核心，快消食品大类为焦点，包括常温奶、鲜奶、奶粉、饮用水、麦片等数十个SKU的产品集合。产品在历届进博会上

Farm, further cementing its presence and influence in the New Zealand dairy sector. This acquisition, characterized by strategic planning and synergy with North Island Farm, has had a positive and far-reaching impact on Pengxin's establishment and growth in New Zealand's dairy industry.

With a total of 29 farms spanning 12,000 hectares and housing approximately 30,000 dairy cows, Pengxin Group not only creates nearly 200 jobs but also stands as one of New Zealand's largest dairy farming groups. Through continuous investment and improvement in infrastructure and facilities (around \$30million in total), Pengxin remains dedicated to elevating the standards and productivity of its farms.

At Pengxin, it firmly believes that talent is the cornerstone for sustained industry growth. This belief saw the inception of the "School on Farm" initiative in 2016, a project that has been instrumental in fostering and nurturing high-quality talents equipped with both leadership and practical experience, thereby contributing to the industry.

Furthermore, Pengxin's extensive collaboration in brand development and new retail supply chains has set the stage for a mutually beneficial landscape in the New Zealand dairy industry. Since 2013, strategic partnerships have been forged, laying a robust foundation for the growth and development of its self-owned brand called Theland, which has seen rapid growth since 2015.

Pengxin believes that every milestone achieved, and every growth spurt experienced by the company is intricately linked with the unwavering support of its partners. The ethos of shared success and mutual prosperity is not just Pengxin's driving force but is the wind beneath its wings, propelling it forward in its relentless pursuit of excellence.

Despite the initial scepticism surrounding Chinese enterprises expanding into New Zealand's agriculture sector, the stellar performance, and contributions of Pengxin have gradually dispelled doubts, painting a picture of success and cooperation. With eyes set on the future, Pengxin is dedicated to optimizing resources, deepening cooperation, enhancing supply chain efficiency, and keeping pace with market trends in China to support

均有亮眼表现。从供应商、加工商、检测支持到市场触达，企业相信任何成长都离不开合作伙伴的支持，行业的共荣共赢也是企业前进的动力。

对中国企业“走出去”在新西兰农业规模性的初探各方在初期都是保持着怀疑的态度。虽然企业在整个过程中也走过弯路、承受过旁人难以触及的压力，深耕一个行业的初心让鹏欣一直走到了现在。随着所收购业务在行业内的亮眼表现，原来的疑虑也在一一被打消。鹏欣将自己的经验投注于促进中新贸易关系（FTA升级）、中新文化交流（世博会之旅）、推动在新投资政策（2021年新西兰海外投资办公室实行一系列关于海外投资政策的修改，其中不乏鹏欣在这近10年间所付出的努力）。以“五通”（政策沟通、道路联通、贸易畅通、货币流通、民心相通）为主要内容的“一带一路”倡议已经在新西兰取得了重要早期收获，鹏欣作为受益企业深感荣幸。

在未来，企业将在资源端将继续优化结构、提高产业回报；在合作端，通过优势互补、借力使力，使合作共赢模式进一步加大并深化；在供应链端，不断挖掘团队潜能，提高跨国供应链整体效率；在品牌及平台端，不断紧跟中国市场发展的脚步，为供给侧改革及双循环发展提供助力；在社会责任端，以产业为依托，将企业发展的热量回馈社会。

万物各得其和以生，各得其养以成。鹏欣在新西兰十余载行而不辍，相信未来，比期待更精彩。

supply-side reforms and dual-circulation development while fulfilling our social responsibilities.

Having spent over a decade in New Zealand, Pengxin Group envisions a future that is not only promising but also more thrilling and rewarding than it could ever anticipate. Together, let's embrace a future where everything finds its place and purpose, growing and thriving under the careful stewardship of Shanghai Pengxin Group.

02.

新西兰经济 概况

Economic Overview of
New Zealand



新西兰是发达国家，经济市场化、法制化程度较高，政府管理较为透明、高效，政治稳定、社会较为安全，但其基础设施，特别是公路、铁路等已年久失修，有待升级。该国资金流动较为自由，也是世界上平均关税最低的国家地区之一。新西兰经济政策注重可持续发展，增加国民福利，保持财政政策与货币政策协调互动。

瑞士洛桑管理学院公布的《2023年全球竞争力报告》显示，新西兰在全球最具竞争力的64个国家或地区中，2022年排名仍保持第31位，与2021年持平。世界经济论坛发布的《2023年全球风险报告》调查显示新西兰排名前三的风险依次是：生活成本危机、快速或持续通胀、自然灾害和极端天气。

2016年-2019年，新西兰经济分别增长3.9%、3.5%、3.4%和2.4%。受全球新冠肺炎疫情影响，2020年GDP下降2.9%，这是新西兰GDP有史以来最大的年度降幅。新冠肺炎疫情在2020年上半年给新西兰的建筑业、零售贸易、旅游住宿业等造成了巨大冲击。2021年，受益于有效的疫情

New Zealand is a developed country with a highly market-oriented and legalized economy. With transparent and efficient government management, political environment is relatively stable. However, the country's infrastructure, especially roads and railways, has aged and is in need of upgrades. New Zealand has a relatively free flow of funds and is among the countries and regions with the lowest average tariffs globally. New Zealand's economic policies prioritize sustainable development, enhancing national welfare, and maintaining coordination between fiscal and monetary policies.

The "2023 Global Competitiveness Report" published by the Lausanne Management Institute reveals that New Zealand maintained its 31st position among the 64 most competitive countries or regions globally in 2022, unchanged from 2021. According to the "2023 Global Risks Report" by the World Economic Forum, the top three risks for New Zealand are identified as follows: a crisis in the cost of living, rapid or sustained inflation, natural disasters and extreme weather.

From 2016 to 2019, the New Zealand economy experienced growth rates of 3.9%, 3.5%, 3.4%, and 2.4%, respectively. Due to the global impact of the COVID-19 pandemic, the GDP contracted by 2.9% in 2020, marking the largest annual decline in New Zealand's GDP in history. The COVID-19 pandemic significantly impacted sectors such as construction, retail trade, and tourism accommodation in the first half of 2020. In 2021,

应对政策和边境管控措施,新西兰经济增长率迅速回升至6.0%,但受疫情反复、全球通胀冲击等的影响,2022年仅增长2.4%。

2022年,新西兰货物和服务贸易总额1971.5亿新元,同比增长20.9%。其中,出口额898.3亿新元,同比增长16%;进口额1073.1亿新元,同比增长25.4%。贸易逆差174.8亿新元。

货物贸易方面,2022年,新西兰货物贸易总额1520.8亿新元。其中,出口额719.7亿新元,进口额801.1亿新元,贸易逆差81.4亿新元。前五大出口目的地为:中国、澳大利亚、美国、日本和韩国。前五大进口来源地为:中国、澳大利亚、美国、韩国和日本。前五大出口商品分别是:乳制品、肉类制品、木材及木制品、水果坚果和饮料;前五大进口商品分别是:机械制品、车辆、矿物燃料、电子机械及设备和塑料制品。

根据联合国贸发会议(UNCTDA)发布的《2023年世界投资报告》,2022年新西兰吸收外资流量75.4亿美元;截至2022年末,新西兰吸收外资存量938.5亿美元。按区域分,新西兰主要外资来源依次为:APEC、东盟(ASEAN)、欧盟、海湾合作委员会(GCC)和OECD;按国别/地区分,主要外资来源依次为:澳大利亚、中国香港、美国、日本、英国。新西兰经济开放度高,世界主要跨国公司多数在新西兰设有办事机构,如英国沃达丰电信、澳大利亚Woolworths零售集团、英国石油等。

benefiting from effective pandemic response policies and border control measures, the New Zealand economy rebounded rapidly with a growth rate of 6.0%. However, in 2022, the growth rate slowed to 2.4% due to factors such as the ongoing impact of the pandemic, and global inflation pressures.

In 2022, New Zealand's total goods and service trade amounted to NZD 197.15 billion, marking a year-on-year growth of 20.9%. Its export reached NZD 89.83 billion, with a year-on-year increase of 16%, while the import was NZD 107.31 billion, showing a growth of 25.4%. This resulted in a trade deficit of NZD 17.48 billion.

In 2022, New Zealand's total merchandise trade amounted to NZD 1,520.8 billion. The export value was NZD 71.97 billion, while the import reached NZD 80.11 billion, resulting in a trade deficit of NZD 8.14 billion. Top five export destinations for merchandise trade were China, Australia, the United States, Japan, and South Korea. The leading five import sources were China, Australia, the United States, South Korea, and Japan. The primary export commodities for 2022 were dairy products, meat, wood, fruits and nuts, and beverages. The main import goods were machinery and equipment, vehicles, mineral fuels, electronic machinery and equipment, and plastic products.

According to the United Nations Conference on Trade and Development (UNCTAD) "World Investment Report 2023," New Zealand attracted a foreign investment inflow of USD 7.54 billion in 2022. By the end of 2022, the total stock of foreign investment in New Zealand reached USD 93.85 billion. Major sources of foreign investment come from Australia, Hong Kong (China), the United States, Japan, and the United Kingdom. New Zealand's high degree of economic openness has attracted numerous major multinational companies, many of which, like Vodafone (UK), Woolworths Retail Group (Australia), and BP (UK) have established offices in the country.

03.

新西兰外商 投资环境

Foreign Investment
Environment in
New Zealand



外商投资政策 Policies Towards Foreign Direct Investment

新西兰经济开放、透明，鼓励欢迎外国投资，一般外国投资不受歧视。一些关键利益领域，包括某些类型的土地、重要的商业资产和捕捞配额存在一定限制。新西兰拥有完善的法律框架和监管体系，保障外商投资。

新西兰贸发局 (New Zealand Trade and Enterprise, NZTE) 是新西兰政府开展促进出口和吸引外国投资的官方机构，有50多个分支机构，其中在新西兰以外设有40多个分支机构，在中国北京、上海、广州、深圳等地设有办公室。

NZTE帮助投资者制定投资计划、获取机会并促进与新西兰私营部门顾问的联系。一旦投资完成，他们还会提供持续的支持。相关支持政策可在其官方网站查看：<https://www.nzte.govt.nz/investment-and-funding/how-we-help>。

新西兰土地信息局 (Land Information New Zealand) 下属的海外投资办公室 (Overseas Investment Office) 负责评估外国资本在“敏感资产”上的投资，另外若海外投资办公室提出申请，新西兰最高法院有权对任何财产进行处置。

New Zealand has an open and transparent economy. Foreign investment is generally encouraged without discrimination. Some restrictions do apply in a few areas of critical interest including certain types of land, significant business assets, and fishing quotas. These restrictions are facilitated by a screening process. Foreign investors – following the screening process – are treated equally to domestic investors. The country has a well-developed legal framework and regulatory system. The judicial system is effective in enforcing contractual law.

New Zealand Trade and Enterprise (NZTE) is the official government agency responsible for promoting exports and attracting foreign investment in New Zealand. It has more than 50 branches within New Zealand and over 40 branches globally, including offices in Beijing, Shanghai, Guangzhou, Shenzhen, and other locations in China.

Crown entity New Zealand Trade & Enterprise (NZTE) is New Zealand’s primary investment promotion agency with global offices. The NZTE helps investors develop investment plans, access opportunities, and facilitate connections with private sector advisors based in New Zealand. They also offer ongoing support once an investment has been made. (<https://www.nzte.govt.nz/investment-and-funding/how-we-help>).

The Overseas Investment Office (OIO), a branch of Land Information New Zealand, is responsible for

外国资本在非“敏感资产”上的投资,享受“国民待遇”,即无论外国或本地资本,需同样遵守政府在各行业或领域里的法规和制度,外国资本不需要专门通过审批或获得许可。

assessing foreign capital investments in “sensitive assets.” Additionally, if the OIO submits an application, the New Zealand Supreme Court has the authority to dispose of any property. Foreign investments in non-”sensitive assets” enjoy “national treatment,” meaning that both foreign and local capital must equally comply with the government regulations and systems in various industries or sectors. Foreign capital does not require specific approval or licensing.

外国投资行业规定

Limits on Foreign Control

【禁止的行业】2018年10月22日，新西兰《2005年海外投资法案》第一轮修正案正式生效，禁止外国人购买现房。

【限制的行业】新西兰《2005年海外投资法》第10条规定，以下三类“敏感新西兰资产”的海外投资需要“海外投资办公室”审查并批准。

(1) 敏感土地的投资。

(2) 重要商业资产 (Significant Business Assets) 的投资。重要商业资产指针对超过一亿新元的新西兰资产投资达25%或以上；或者海外投资项目总额超过一亿新元；或者海外投资新西兰证券超过一亿新元。

《2005年海外投资法》第17条规定，海外投资办公室需要从以下七个方面评估海外投资的收益：带来新工作岗位或者保留原有工作岗位；引进新技术或商业技能，增加出口；增加市场竞争；更高的效率或更好的服务；更多的研发投资；或提高初级产品的加工程度。

《2005年海外投资条例》规定对海外投资

【Prohibited Industries】On October 22, 2018, the first amendment to the New Zealand Overseas Investment Act of 2005 came into effect, prohibiting foreign overseas from purchasing existing residential properties.

【Restricted industries】The New Zealand Overseas Investment Act of 2005, Section 10, outlines three categories of “Sensitive New Zealand Assets” that require review and approval by the Overseas Investment Office (OIO):

(1) Investment in sensitive land.

(2) Investment in Significant Business Assets, defined as investments exceeding 25% in New Zealand assets worth over NZD 100 million, total overseas investment projects exceeding NZD 100 million, or overseas investment in New Zealand securities exceeding NZD 100 million.

Under Section 17 of the Overseas Investment Act of 2005, the OIO evaluates the benefits of overseas investments in seven aspects: job creation or retention, introduction of new technology or business skills, increased exports, enhanced market competition, higher efficiency or better services, more research and development investment, or increased processing of primary products.

者进行投资者测试,以确定投资人具备必要的商业经验和商业头脑、对投资具有足够的财政负担能力以及具有良好的品性;还要证明该项目确实或极有可能带来的实际效益。

(3) 捕鱼配额。新西兰自1986年开始对渔业捕捞实行配额管理。配额持有者要缴付配额使用费。新的公司一般得不到配额,但可以从其他公司那里购买或者租赁。除国内渔船外,新西兰渔业公司也包租外国船队,或允许外国渔业公司参与商业捕捞。新西兰政府对外国企业投资新西兰的渔业捕捞实行准入管理。根据《1996年捕鱼法》第56—58B条规定,海外投资捕鱼配额需要“海外投资办公室”的审批,并需要听取初级产业部的意见。

另外新西兰政府规定外国投资者在新西兰航空公司(Air NZ)和新西兰电信公司(Spark)不得持有超过10%的股份。

【鼓励的行业】根据新西兰贸发局公布的信息,目前新西兰政府鼓励外国投资的行业主要有:

(1) 食品和饮料制造业。乳制品增值产品包括婴儿配方奶粉、高档乳制品如奶昔、黄油、奶酪;肉类加工业;葡萄酒业等;

(2) 初级产业。林业和原木加工;水产品和捕鱼业等;

(3) 信息和通信技术。IT、移动/无线、虚拟环境和可视化、特技和游戏、电子政务/电子保险、农业技术和环境工程业等;

(4) 高端制造业。航空、轻合金、游艇、农业科技等;

The Overseas Investment Regulations of 2005 specify an investor test for overseas investors, ensuring they possess necessary business experience, financial capability, and good character to demonstrate the project's real or likely benefits.

(3) Fishing Quotas: Since 1986, New Zealand has implemented quota management for fishing. Quota holders must pay a fee for quota use. New companies generally cannot obtain quotas but may purchase or lease them from other companies. Foreign companies may lease New Zealand fishing fleets or allow foreign fishing companies to participate in commercial fishing. The New Zealand government manages foreign investment in the fishing industry. Overseas investment in fishing quotas requires approval from the OIO, considering the opinions of the Ministry for Primary Industries, according to the Fisheries Act of 1996, Sections 56-58B.

Additionally, the New Zealand government limits foreign investors to holding no more than 10% of shares in Air New Zealand and Spark, New Zealand's telecommunications company.

【Encouraged Industries】 According to NZTE, the New Zealand government currently encourages foreign investment in the following industries:

(1) Food and beverage manufacturing, including value-added dairy products, meat processing, and the wine industry.

(2) Primary industries, such as forestry and timber processing, aquaculture, and fishing.

(3) Information and communication technology (ICT), including IT, mobile/wireless, virtual reality and visualization, special effects and gaming, e-government/e-insurance, agricultural technology, and environmental engineering.

(4) High-end manufacturing, covering aviation, light alloys, yachts, agricultural technology, etc.

(5) Infrastructure, such as hotels, residential

(5) 基础设施。酒店、住宅、旅游设施等；

(6) 油气资源。油气勘探、开采和运输等；

(7) 支持性服务。银行、保险公司等的呼叫中心和后台支持等；

(8) 电影业。电影外景及后期制作、电影音效、电视纪录片及广告业等。

developments, and tourism facilities.

(6) Oil and gas resources, including exploration, extraction, and transportation.

(7) Support services, including call centers and back-office support for banks and insurance companies.

(8) Film industry, including film locations and post-production, film sound effects, TV documentaries, and advertising.

04.

相关名录

Directory

附件一： 能够给中资企业提供投资合作咨询的机构

Appendix I: Directory of Organizations that can provide investment consulting for Chinese enterprises

中国驻新西兰大使馆

地址： 2-6 Glenmore Street,
Thorndon, Wellington 6011
电话： 0064-4-4749536/37/38
邮箱： nz@mofcom.gov.cn

新西兰中国商会

地址： PO BOX 105516,
Auckland 1010 New Zealand
电话： 09-3751714
传真： 09-3570744
邮箱： info@cccnz.org.nz
网址： <http://www.cccnz.org.nz>

中国驻奥克兰总领事馆

地址： 590 Great South Rd.,
Auckland, New Zealand
网址： auckland.mofcom.gov.cn
电话： 0064-96881603或96881608

新西兰驻中国大使馆

地址： 北京市日坛路东2街1号
电话： 010-85327000
传真： 010-65325261
邮箱： beijing@nzte.govt.nz

中国驻克赖斯特彻奇总领事馆

地址： 106 Hansons Lane,
Upper Riccarton, Christchurch, NZ
网址： christchurch.mofcom.gov.cn
电话： 0064-39405280
传真： 0064-33418071

新西兰驻上海总领事馆

地址： 上海市黄浦区胡滨路150号
企业天地5号, 邮编:200021
电话： 021-5407 5858
传真： 021-5407 5068
邮箱： shanghai.enquiries@mft.net.nz

附件二： 新西兰政府部门和相关机构一览表

Appendix II: List of New Zealand Government Departments and Agencies

部门名称	主要职能	网址
外交贸易部	外交和对外贸易政策、国际多边、 双边贸易谈判等	www.mfat.govt.nz
商业、创新和就业部	贸易救济、消费者权益保护、专利 商标、公司企业注册、信息产业政 策、能源政策、关税政策等、旅游、 国有企业管理、劳工政策、移民政 策等	www.mbie.govt.nz
海外投资办公室	敏感资产海外投资 审批和统计	www.linz.govt.nz/overseas-investment
初级产业部	农业、林业、渔业、水土保持及碳排 放、食品安全、生物安全等	www.mpi.govt.nz
土地信息办公室	土地管理及涉及土地的海外投资 审批	www.linz.govt.nz
财政部	财政、预算	www.treasury.govt.nz
商业委员会	反垄断	www.comcom.govt.nz
储备银行	货币政策	www.rbnz.govt.nz
贸易发展局	贸易投资促进	www.nzte.govt.nz
环境部	环境和毛利部落保护	www.mfe.govt.nz
交通部	海、空、铁路、公路交通政策	www.transport.govt.nz

部门名称	主要职能	网址
交通管理局	陆地运输网络规划、陆地运输投资、国家高速路管理、公路系统使用管理	nzta.govt.nz
海关署	海关政策及实施	www.customs.govt.nz
移民局	移民、签证、入境审批	www.immigration.govt.nz
税务局	企业和个人税收政策及实施	www.ird.govt.nz
统计局	社会和经济统计	www.stats.govt.nz
司法部	司法制度和政策	www.justice.govt.nz
国家服务委员会	公务员管理	www.ssc.govt.nz
事故赔偿公司	意外事故保险政策	www.acc.co.nz
教育部	教育政策与管理	www.education.govt.nz
体育和娱乐部	体育体系发展和管理	www.sportnz.org.nz
自然保护区管理部	生态系统保护	www.doc.govt.nz
惠灵顿市政厅	地方政府	www.wcc.govt.nz
奥克兰市政厅	地方政府	www.aucklandcity.govt.nz
克赖斯特彻奇市政厅	地方政府	www.ccc.govt.nz



