Close-Up On The New

CHINA

中 国 零 距 离 **E-BULLETIN**

1 ISSUE

Center for Contemporary China Studies Global Hanyu & Culture College, Suzhou, China

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- Highlights from Views of China Experts, Business and Government Leaders
- Industry Visits and Exchange
- Lectures on Doing Business in China
- Fantastic Cuisines and Cultural Experience

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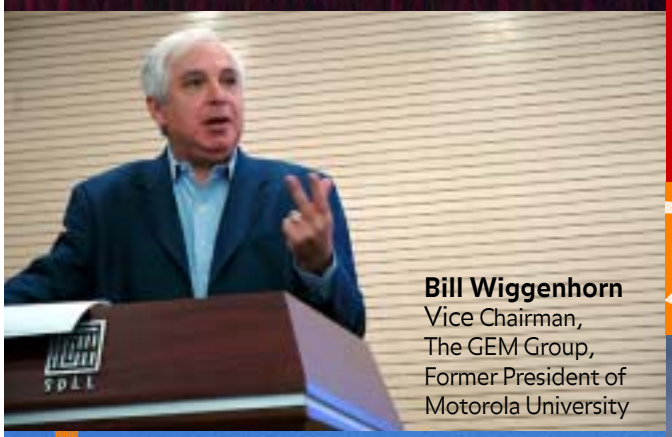
CLOSE-UP PROGRAM WINS APPLAUSE FROM PARTICIPANTS

Since its introduction in fall 2005, 8 groups of nearly 500 senior business executives and MBA students have completed the program to rave reviews. This up-close experience on the political, economic and social landscape in China provided a useful guide to their learning journeys on New China. We are proud to report that the program is well received. This program has helped many to form a new perspective on China, especially in helping them sort out the real events from the hype. All participants were amazed at what they saw and experienced during the learning trips.

P Y Lai
Former Chairman of Motorola China

Jenny Shipley
Former Prime Minister of New Zealand



Bill Wiggenhorn
Vice Chairman, The GEM Group, Former President of Motorola University

Yangtze River Delta: **Shanghai and Suzhou**

THE FACTS ON TODAY'S CHINA ARE AMAZING:

Continuous double digit GDP growth, MADE IN CHINA produces some 75% of the world's toys and 43% of the world's supply of shoes. China ranked 4th among the world's manufacturing nations, but No 1 in the production of energy, chemicals, building materials, textile, home electronics, DVD etc. China's foreign reserve reached USD 1 trillion in October 2006!

Said one participant, "**China's economy is not rising, it is flying!** The market is not emerging, it is already there, and the vast expanding consumer markets are found along the gold coast on the eastern seaboard, and increasingly spread to the interior cities. The Chinese middle class is as large as 65 million, the size of that of Japan. This consumer group with formidable purchasing power is expected to grow by 10% over the next decade."

To top it all, China's largest bank, the Industrial and Commercial Bank (ICBC), made its IPO debut in October 2006, offering 15% of its shares to the market and raising USD19 billion from Shanghai and Hong Kong markets. This public fund-raising is the largest on record globally, beating the last record held by NTT-Docomo's USD18 billion which it raised 8 years ago. This IPO is 60 times oversubscribed and made some of the earlier western investors such as Goldman Sachs very happy investors. Goldman Sachs bought 5% of ICBC for USD2.6 billion 4 years ago, at today's valuation of USD126 billion Goldman made a gain of USD4 billion, the largest gain on a single deal in its history since it was founded in 1869.

Production – world's TOY supply

Production – world's SHOE supply

The Close up on New China program is a proprietary program offered by the Center for Contemporary China Studies of the Global Hanyu & Culture College, a member of the GEM Group (globalhanyu.com and get-ed.com). The research for the program is provided by Megatrends Asia. The Director of Megatrends Asia Ms Foong Wai Fong, a well known author and Asian trend watcher co-chairs the program with Mr. Bill Wiggenhorn, founder and former president of Motorola University. The Program is different from other China programs in that it engages a lot of business practitioners and entrepreneurs, who are the movers and shakers building the New China. Participants are exposed to lectures, enterprise and industrial visits, cultural sites, participating in exchange with local business leaders, case study and projects on China.

Participants can take part in a 5-10 day tour to a credit-earning semester to learn about the latest political, economic and social developments in China. Besides gaining knowledge and insight from China experts, participants develop contacts and begin to build a business network across industries. The knowledge, insight and conclusions acquired from this China experience help participants form a better and deeper understanding of this complicated marketplace. Hopefully this will help them in their planning and formulation of a China strategy for their career, business and personal lives.

Our anchor speaker Foong Wai Fong, Director of Megatrends Asia and best selling author: "100 years from now, when we look back at the 1979-2008 period, we would all agree that this is a defining period. The changes are dramatic in scale and speed, affecting every aspect of the political, economical and social dimensions of Chinese society. Pushing modernization, building a New China, is a ground-up expression by the Chinese demonstrating the quest of a great civilization for global leadership..."

Megatrends OF THE NEW CHINA

EXCERPTS

The story began with promoting the idea of Building a Market Economy with Chinese Characteristics. The strategy is to proceed by feeling the stone underneath the water....phase by phase; first persuade the masses and those affected:

- **It is glorious to be rich. If communism makes us all equal but poor, let's try capitalism, accepting that wealth is good.**
- **Let some people get rich first.**
- **Development is a certainty, so everyone will get their chance.**
- **We now strive towards xiaokang (middle class) for all people; the 3 Represents Ideology work for the largest benefit of the majority of the people, a promise that everyone will have his share.**
- **8 Honor: we now need to distinguish which behaviors are shameful and which are honorable: educating people to uphold "community and national interest"; the modern and rich man must also be ethical!**

THREE DECADES OF REFORM HAVE BEEN WORLD-CHANGING FOR THE CHINESE:

- For the first time in several hundred years, hope and optimism prevailed in terms of personal freedom in lifestyles, private business and private property.
- 300 million people lifted out of poverty since 1979.
- Building a state of the art communication network to facilitate development; Infrastructure: Built 800,000km roads in the last 15 years, planned to spend USD260 billion in rail networks by 2020, and airports and seaports will be modernized. The mobile phone network (300-500 million mobile users and 100 internet users) promises to be the most advanced in the world.
- Urbanization reaches 38% today.
- Private Education, money can buy opportunities.

Megatrends OF THE NEW CHINA

THE IMPACT HAS BEEN EQUALLY POWERFUL ON THE REST OF THE WORLD:

- Made in China is practically responsible for almost everything you need. China exports deflation, making the cost of living affordable, with low or no inflation in developed markets. However The China Price is threatening the survival of manufacturers elsewhere.
- China's quest for raw materials causes the exporting of inflation with her insatiable appetite for energy, raw materials, minerals, and cement. Some think that the China factor has driven up world commodities prices.
- Attracting FDI and talent to China, experienced managers and visionary entrepreneurs from around the world converge in China to participate in her modernization.
- China's quest for strategic & corporate assets such as fuel oil and raw materials companies is rising and will be shaping China's foreign policy.
- China is blamed for exporting pollution.
- Development of her soft power by the export of culture and lifestyle: the teaching of Mandarin worldwide, and Chinese design in vogue.

SCORECARD CHINA: 1978-2006

RANK NO. 1

in Foreign Reserves, hit USD1 trillion at end of Oct 2006.

in Mobile Subscribers, No 2 largest internet users

in Attracting FDI

RANK NO. 2

in Oil Consumption

RANK NO. 3

in World Trade

RANK NO. 4

in GDP (PPP), able to overtake US as No 1 by 2020.

A Chinese Middle Class has been formed, average GDP ppp USD6000 (Economist Intelligence Unit)

Over 300 million people have been uplifted from poverty.

"The content of her talk was very impressive and I have referred back to my notes on several occasions when teaching my students at the University of Tennessee. Her articulate and informed responses to some very far ranging questions from the audience were just as impressive as the formal talk."
John G Hoffman, Lecturer, Department of Management, The University of Tennessee

"She was able to show us a special way of understanding China, and opens a new direction for people to think, to look at China. Her presentation provides a vision for the audience of what is to happen in the next quarter century."
Dr Nora Yao, Director, Confucius Institute, The University of Auckland

"Eloquent and influential, Foong Wai Fong, portrayed China's economic evolution and current changes inspirationally."
Patricia Fulcher, Graduate School of Business, Massey University, New Zealand

"Her insights on doing business in China are inspiring and thought-provoking."
Ed Sims, Group General Manager International Airlines, Air New Zealand

"Profound and thought-provoking. She brings a balanced perspective to helping us understand contemporary China."
Rami Kadoch, CEO, Industries EKA Ltda, Cali, Colombia, South America.

Shanghai: A City of Dreams

Old and New Shanghai, Class A Shanghai Women and the ever popular Shanghai Men!

Shanghai was the Paris of the Orient, it is returning with rigour and ambition to be the most outstanding city in China that inspires both local Chinese and young people from abroad. The energy in Shanghai is contagious; the city built in the last 10 years what Manhanttan built in the last 100 years!

Tess Johnson, is a well known historian focusing on foreign architecture in China and an author who has lived in Shanghai since 1981. She took the participants back to the Shanghai of late 19th century, giving them a clear picture of Shanghai's past and present. "The Class A women of Shanghai are sophisticated and worldly...they have a difficult time finding the right partners!" The Shanghai men are popular; they are smooth and patient, this character was probably nurtured by hundreds of years of immersion in commerce which requires tact, diplomacy and patience.

The Chinese Way of Life

AND HOW FOREIGNERS CAN SURVIVE IN CHINA

Our program director Ms Rosey Peng, a native of Taiwan but a world traveler and Mandarin expert, anchors the opening program on Hanyu and Chinese culture. This is an "eye-opening" session where participants learn much about the nuances of the Chinese culture. They also have an ear-full of "Chinese tones" where Rosey helps them master some key survival phrases. She will go to great length to create a memorable cultural experience for the participants including preparing for them a bag of Chinese products which includes toothpaste with green tea flavor, Chinese herbal shampoo, packets of Master Kang noodles and of course, that indispensable Tsingtao Beer! Did somebody take your bag!

Doing business in an emerging market is challenging but a great learning experience for those of us used to the culture of the market economy. For the market-based rule of law society, the rules are clearly defined and governance practices are transparent and predictable. In the emerging market, perhaps China's paramount leader Deng Xiao Peng's axiom best described it, it is like "feeling the stone underneath the water." The environment is full of uncertainties that require the manager to react with flexibility, grounded on strong convictions that we are here to do good to the local community.

In my 8 years operating in China, I have learned to be guided by a win-win philosophy; i.e. bring benefits to the people and government in the market we are serving, at the same time taking care of the interest of the company and shareholders.

Doing Business In An Emerging Market:
MOTOROLA'S CHINA EXPERIENCE

Companies enter a market to create value for its shareholders. At the same time we must bring real benefits to the people we are serving. In an emerging market like China, the regulatory infrastructure is not complete and policies governing foreign investment are evolving, hence decision-making is trying and uncertain. To do well, it is important that we have the right mindset. From the beginning, I have propounded a "Love and sharing philosophy" to the Motorola Board. By Love and Sharing, we have to show our sincerity and patience, we need to demonstrate this in our tolerance of the evolving conditions in the country. In the Chinese culture to love means to share, sharing both the burden and the harvest. Hence our tolerance and patience to the market's imperfections and our constant participation and feedback to the authorities to make things better demonstrated our participation towards developing the local society and business.

Secondly, we ought to prove to our host nation that we are a friend of China. We do this through our many company policies and positions such as Motorola's support of China's bid for the WTO. In times of crisis, stand by our host nation and serve as a bridge to help resolve the tense situation/relations between our two nations.

GUIDING PRINCIPLES

Motorola went from a relatively small company of a few hundred million in turnover to over USD5 billion turnover in China in 8 years. She became China's largest foreign investor, China's most admired foreign employer, the leading market leader (No 1 in

mobile phones) in mobile phones. These results were brought about by our staunch commitment to developing Motorola into a Chinese company, respected by customers and employees alike.

OUR SUCCESS WAS GUIDED BY THE FOLLOWING PRINCIPLES

- Keep a keen eye on the policy of the country –policy environment and dynamics in the emerging market are always changing and evolving, hence we have to keep a close watch on the developments on the political front so that we can keep our corporate activities to be in tune with the thinking of the government of the day.

- Have a good grasp of local culture --- because the regulatory /legal environment is not developed, we have therefore to rely on our cultural skills a lot. In China, as the economy was making a transition from centrally planned command economy to a market based one, often times the government has a big role in the decision making of policies; local and provincial leadership too have large influence on decision making. This makes building and managing relationship a key skill in success. Of the three elements that influence transactions; relationship, reason and law – in China as the reform has only begun 20 years ago, transactions in China are still very governed by relationship. Managing strategic and critical relationships are fundamental to our China policy. In Motorola China, we spent a lot of time on our communication program with the leadership; we make it a point to present to the top central government leadership our development plans and our corporate focus for the year. We do this diligently so that key government leaders understand our development directions, sure of our intentions and feel comfortable with our activities.

- Involved with solving the problem of the society – Uneven development and education are two key challenges facing developing societies. In China, Motorola devoted a lot of resources towards education; building HOPE schools (schools for rural poor), funding executive development programs for managers of the State Owned Enterprise to help them cope better with the changing market place.To help bring development to the poorer areas, Motorola was a pioneer in the Go-West initiative, we started to set up operation in the West (in Chengdu) long before the government started to promote investment in the West.

- Understand the political sensitivities between China and the United States of America. From the Bush Administration where US was beginning to warm up to China to Bill Clinton's policy of looking upon China as a strategic partner, we constantly keep ourselves abreast with the latest thinking on Sino-US relations. Wherever there is an opportunity; Motorola helps to contribute to further the development of constructive Sino-US relations.

SPECIFICALLY IN OUR APPROACH IN THE CHINA MARKET, OUR GROWTH WAS GUIDED BY THE FOLLOWING 4 POINT STRATEGY

01 Technology, know-how & investment for market share. China needs technology, management know how and investment to grow her industries. We are interested in her vast market. We position ourselves as a sincere partner who is genuine about our intention to develop China's industries; hence we are willing to transfer technology and know how in exchange for China's opening of her market to our products.

02 Localization of management and leadership. Motorola launched extensive training programs and offer opportunities to the locals to fill important and key positions in the company. We make a concerted effort to localize our management and leadership –we systematically go about to actualize our pledge to turn Motorola China into a Chinese company.

03 Localization in content and manufacturing. We source local material and content for our products and outsource production to local manufacturers; creating jobs for thousands of local Chinese.

04 Two pronged approach in ownership/operations model. We have wholly owned operations as well as joint ventures with locals. We try to be as inclusive as we can with local partners, sharing the fruits of development with them as well as jointly embark on R&D efforts.

Motorola China's success can be attributed to our "win-win" philosophy; Motorola's venture in China in the last eight years was rewarding for our employees and shareholders as well as for our Chinese partners and customers.

P Y Lai
November 8, 2003
Singapore

(written for PY Lai by Foong Wai Fong. This case was collected in a book on Doing Business in Emerging Market.)

Investment in China:
WHERE, WHO & HOW

As a case study of China's reform and opening, officials from the investment bureau of the Suzhou Industrial Park walk participants through its history and development strategy. They also show how the bureaucratic process is simplified and how business-friendly city governments have become. SIP civil servants demonstrate world class professionalism in being a host location for multi-nationals. Today, over 100 Fortune 500 companies have set up in the SIP.

MADE IN CHINA,
FOR THE WORLD, AND FOR THE CHINESE.

ENTERPRISE and INDUSTRY visits make up an important component of the program. Participants will visit a number of different types of enterprises ranging from state owned, state-owned turned private, and private, foreign (US, Europe, Taiwan, Singapore and others). We are happy to report that a few of our past participants obtained job opportunities from the enterprises they visited. A sampling of the companies visited by our past participants includes:

01

Little Swan Group

The largest producer of washing machines in China. The group primarily manufactures washing machines, air conditioners, refrigerators, dishwashers, clothes dryers, freezers, industrial washing machines and dry-cleaning machines. The group has a total asset of RMB 7.5 billion, brand value of RMB 6.769 billion and annual revenue of over RMB 10 billion. Little Swan works with partners like GE performing contract manufacturing for them. The Swan is certainly not little, it commands 6% of global market share in this category of white goods, and is one of the most successful companies turned private from state ownership.

02

BOSIDENG

Bosideng

China's leading manufacturer of down jackets, nearly one out of 2 Chinese wears a Bosideng down jacket, selling 30 million pieces a year (out of China's 50 million markets). Started out with 10 tailors and 8 sewing machines to perform contract manufacturing for a Shanghai brand in 1976, Bosideng has developed into an enterprise with brand value of RMB4.51 billion.

Bosideng incorporates comfort and nanotechnology in its products and develops down materials that are dirt-resistant and have self-cleaning properties. It hit an amazing sales record of RMB100 million in a single day which took it into The Guinness Book of World Records.

宝钢

BAOSTEEL

上海宝钢集团公司

SHANGHAI BAOSTEEL GROUP CORP.

03

Bao Steel, China's state-owned steel operation

With a registered capital of 45.8 billion Yuan, Bao Steel ranked fourth in the world and one of the world's most profitable steel enterprises. Bao Steel was ranked No. 372 on the list of 2003 Global 500 by "Fortune" magazine on July 2004, and became the first of its kind in the competitive industry and the manufacturing sector in China to enter the world's top 500 enterprises. It also ranked No 3 on China's Most Admired Companies.

Its annual production capacity is about 20 million tons. Besides its main steel business, Bao Steel also engages in diversified industries such as trade, finance, engineering & equipment manufacturing, information, coal chemical industry, deep processing of steel products and recycling.

04

AMD

The world's No. 2 microprocessor manufacturer for personal computers after Intel. AMD signed its first deal to supply 64 bit chips to China's largest and second largest PC makers i.e. Levona Group and Founder Technology respectively. Since 1993, AMD has been a growing presence in China. It now has facilities in Suzhou and its China's headquarter is Zhongguancun Science Park, Beijing. Over 1,000 major OEM manufacturers and software and hardware developers in China are able to support AMD's 64-bit applications. AMD has a state of the art research lab in Suzhou which participants had the opportunity to tour.

05

HE JIAN

Leading foundry in China situated in Suzhou Industrial Park, HeJian built its first wafer fabrication facility in November 2001 with investment of US$1.6 billion. It piloted its 200mm wafers in the first plant with capacity of 60, 000 per month. HeJian provides various process technologies including Logic, Mixed Mode, High Voltage, Non-volatile memory, and CMOS Image Sensor.

06

INTEL

World's No.1 chip maker, captures 80% of the global market share. Intel's core competency is based not only in its chip design capability but in its world class manufacturing operation. Intel China now has nearly 5,000 workers scattered around Shanghai, Chengdu, and Beijing facilities including 100 engineers involved in R&D. The INTEL HR director walked our participants through their HR strategy in China.

Insightful Perspective, Honest Views

"If I make things hard for you, I make things hard for me; if I make things easy for you, I make things easy for me, Guanxi is the system of mutual favors and favoritism that help get things done in China."

Laurie Underwood
Director, Communication & Publications, American Chamber of Commerce in Shanghai, China
Author, China CEO - Voices of Experience from 20 International Leaders

"The Chinese leadership's most important objective is to ensure the Communist Party to remain in power. It needs peace, order and stability, particularly in the Asia Pacific region, to sustain its rapid economic growth." The Finance sector is under urgent reform to normalize the banks. Traditionally the Chinese family saves a lot for the next generation, accounting for the high savings rate. These savings, as much as the size of the Chinese GDP, need investment channels.

Dr Harvey Chen
Founder of GEM's First Light Academy, an Economics and Finance expert

"We are happy to report that our 30-year company, started by 8 farmer tailors with one bicycle and one sewing machine, now owns over 10 renowned national brands and we take the lead in cold-proof wears and has set the trend for Chinese cold-proof wear for eight successive years since 1997. It is not an overstatement to say that we have changed the style of down winter wear from being cumbersome to being stylish and fashionable."

Madam Ko
PR Director at Bosideng

" We are committed to playing a key role in China's economic development and building a long-term infrastructure to meet the industrial gas needs."

Wilbur Mok
President, Air Products, China

"The speakers like Harvey Chen, CEO of GEM China, Laurie Underwood from American Chamber showed us the cultural perspective on the economics."
Mark Pogozelski, MBA Student from University of Notre Dame, US

"Wilbur Mok's and Robert Levis's (from Air Products Company) presentations were wonderful. We got to see how culture made things in China."
Brian Hench, MBA Student from University of Notre Dame, US

The Humble Administrator's Garden

A WORLD HERITAGE SITE

Close up on New China will not be complete without a closer look at the culture of this 5000-year-old civilization. Visiting groups have a guided tour around cultural sites that includes Suzhou's silk factory in Suzhou, the Watertown in Tongli and Zhouzhuang, the Bund in Shanghai, Shanghai Museum, Shanghai Urban Planning Center, the Liuligongfang Museum just to name a few.

Built during the Ming Dynasty (1368-1644), the garden is one of the four classical gardens in China listed as World Heritage Sites. Although small by western standards, it has an elegance and style that has fascinated Chinese literati and nobility for centuries. Pavilions, chambers and kiosks sit by ponds with magnificent rock works. By that, the Chinese are famous for their garden-landscaping expertise.

The Magic of the New Shanghai Skyline

HUANGPU RIVER AND M ON THE BUND

02

Shanghai lights up by night to present one of the most fascinating spectacles of visual delights. Buildings turn into giant television screens, projecting the latest messages from the city leadership. You stand on the patio of M on the Bund, a hip and cool meeting place for yuppies and foreigners, and look at Pudong where the future of Shanghai glitters before your eyes.

04

Shanghai has a century history of Western presence. Stroll down Ruijin Rd or Hengshan Rd in the French Concession District to catch a glimpse of 19th century Shanghai.

03

On the Cruise sail down the Huangpu River, you could journey into the past, savor the present and view all the new construction and work in progress that will be the site for the Expo 2010. Shanghai by night is simply one of the most memorable experiences.

05

FREE TIME is greatly appreciated. The program lets the participants loose with RM100 so they are free to experience the city on their own. Participants get to walk around Shanghai's shoppers spots in Nanjing Road and Huaihai Road or hang out in Xintiandi in the evening, just sitting by an open air café and people-watch. It makes you wonder which city of the world you are in, for it is similar to certain European sidewalks.

Yummy, Yummy Cuisines

05 Participants are given a taste of authentic Chinese cuisine and challenge their taste buds! Some groups of our participants have been treated to delicacies such as duck-tongue, phoenix claws, rainbow dumplings, Wuxi ribs, and some other delicacies that they just wanted to keep to themselves. The most frequent "complaint" from participants is "they feed us so well" and "the food is so fantastic!"

07 Participants were also sporting and spontaneous, they were brave enough to try the Chinese rice wine '*Mao Tai*', which contains 65% alcohol that burns one's lips if sipped too slowly!

"You got to see hands-on, people working in a specific industry. It's more important for me to see how people actually work."
Keith Dawson, MBA Student, University of Notre Dame

"We're not only given a lot of information about what it (He Jian Technology) does, but also about how the company operates in China, what the company has achieved in this (Wafer manufacture) area."
Pauline Hwa, MBA Student, University of Notre Dame

"Bosideng factory was amazing. We bought our down garment in the U.S. and they're actually made in Bosideng, China. Now we know where they really came from."
Mike Stacy, MBA Student, University of Notre Dame

"If any result-conscious entrepreneurs were to ask me to recommend one 'Must Have' experience before investing in China, my answer would be the 'Close Up On The New China' programme. Participation in 'Close Up' inspired awesome excitement within me: The rich content of the program starts us with powerful revelation of China's vast potential, with an introduction on 'how to set up and conduct business' in China; stimulated dynamic entrepreneurial imagination. The program also provided valuable references. The real-life success stories on the achievements of the Chinese entrepreneurs certainly reawaken creative energy in successful business owners to scale greater heights .The panel of high-powered presenters competently opened my perspective in areas of critical importance, insightful entrepreneurial essentials were put forward with clarity. Lastly, the food, cultural exposure, and network with successful professionals were splendid! Attending 'Close up' is the best investment for my professional-development in 2006. Well done and abundant appreciation"
Veronica Ho, Founder & Managing Director, The One Academy, Malaysia

Would I come back, you bet!

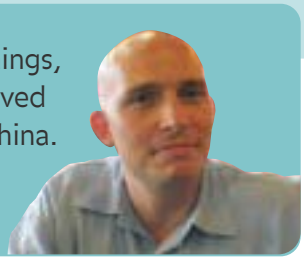
"We heard about China, its long civilization and this trip really shows you first hand and up close what China is doing. It also shows you the high tech level China is achieving." **Keith Dawson**

"It's beneficial to learn how things are done differently in China in comparison to the United States."
Irene Weng

"It's been great to see a different culture. You get to see how the Chinese's life is, what kind of changes Chinese Government is making. Fascinating! " **Carolyn Torres**

"Accommodation was good. The food was fantastic."
Hyunshu Oh

"It's been lots of fun... diverse things, that's good. I think it has improved many people's knowledge on China. It left me a lot to think about."
Gabe Taylor



OTHER PROGRAMS IN

CLOSE-UP ON NEW CHINA

Special partnership programs with Universities and colleges as well as open programs are available.

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- Notre Dame University-Office of The President
- Notre Dame University, Mendoza School of Business
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- Money Journal, EconWorld Group
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- Shanghai Jiao Tong University
- Spansion, Suzhou
- Spin Ceramic Workshop, Shanghai
- The British Chamber of Commerce, Shanghai
- The Little Swan Group, China
- Tongli Lakeside Hotel, Suzhou
- University of Science and Technology
- Unilever, China
- Air Products, China office
- The American Chamber of Commerce in Shanghai & Suzhou
- The British Chamber of Commerce in Shanghai
- Bao Steel
- Bosideng
- He Jian Technology Co.
- Multi-Fineline Electronix (Suzhou) Co.
- Suzhou Broadcasting Station
- Volkswagen, China

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  Founder and CEO, First Light Academy Shanghai & USA
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- **James D. McIlvenny**
  Geographic Area President-Greater China, Dow Chemical (China) Investment Company Limited
- **C K Tan**
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- **Karen Cai**
  Renowned Lawyer, Managing Director, TPIL Consulting Co Beijing
- **Guo Jiaxin**
  The 53rd generation descendent of General Guo Ziyi, Owner of Shanxi Tea House
- **Siew Wing Keong**
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  Section Chief, Euro-America I, Investment Promotion Bureau, Suzhou Industrial Park Administrative Committee
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- **Micheal Shang-Jen Chiang**
  Counsel, Member of New York and California Bars, All Bright Law Offices
- **Frankie Ko**
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- **Theresa Kotanchek**
  R & D Technology Director, Asia Pacific, The Dow Chemical Company, I Company
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