Dutch Chamber of Commerce in Hong Kong
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The magazine for members of the Dutch Chamber of Commerce in Hong Kong

DUTCHCHAM MAGAZINE

2019 – Issue 5

Volume 201

China

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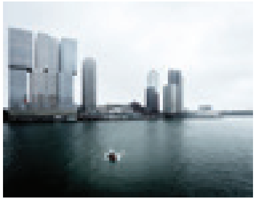

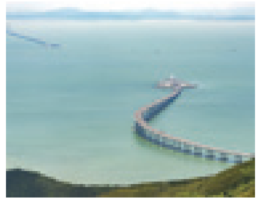


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Special thanks to APC for their generosity in kindly distributing the DutchCham Magazine in Hong Kong, China, Asia and the Netherlands

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Imagine...
that there is enough healthy food for everyone.
Can you see it in your mind's eye?
Imagine…
that we can produce more food without overtaxing the earth. That we revive agricultural land and waste fewer resources.
Imagine…
that no one has to leave their home to flee famine. And that there are fewer conflicts.
Now imagine…
that it is a bank working towards this vision. A bank founded by and for farmers, that understands you can achieve more together, and knows all about food and how to grow it.
Imagine…
that we help kick-start the smartest innovations by our customers and partners on a global scale. And jointly address the biggest food issues on six continents.
Imagine…
that we can solve the world food problem together. And you can count on us.
Growing a better world together
Rabobank

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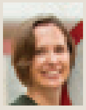

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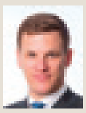

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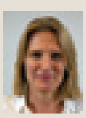

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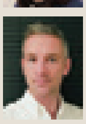


Mr. Rogier van Veldhuizen
Communication & Events Manager

The China Issue

For many of us, we are getting to and from Hong Kong on KLM Royal Dutch Airlines flights KL887 and KL888. I guess all Dutch people feel connected with De Vliegende Hollander (The Flying Dutchman) one way or another. For me, I recall that only one aircraft managed to land in the morning of 23 August 2017 during Typhoon Hato was flight KL887, a Boeing 747-406M (Combi) flying from Amsterdam-Schiphol (AMS), successfully landed during extreme weather conditions as reported by the South China Morning Post.

This issue in Interview with a Chief, Toon Balm, General Manager of KLM-Air France Greater China, looks back on 100 years of KLM history; from the early steps of Dutch aviation to connecting people at more than 160 destinations worldwide. Come join the KLM's BlueBiz Cocktail on 17 October, where we will celebrate KLM's 100th anniversary here in Hong Kong.

In this China Issue you will find obviously a lot of stories about this global force in the lead-up to the Annual China Seminar hosted by the Dutch Chamber on Thursday 21 November. Mark your calendars! The Lead Story about brand building in China is with Patrick Ballering of Vion Foods and Arnout van Rijn, Chief Investment Officer at Robeco Hong Kong, who regularly publishes about Hong Kong and China matters in the Telegraaf. There are also articles about tech companies expanding into China as well as tax benefits under the Mainland Double Tax Treaties. In the Lifestyle section you'll also find some beautiful images from Jo Farrell about "Living History: bound feet women of China".

Another event to note for your calendars is the upcoming Luncheon with HKSAR Chief Executive, Mrs. Carrie Lam Cheng Yuet-ngor on 31 October, who will deliver her Policy Address.

Finally, as you may have seen in our weekly Upcoming Events & News, we are looking for two active members to join our Board of Directors! Jacob Feenstra, Chairman of the PR & Pub Committee, and Anne Evanno, (new) Member Strategy, will move back to Australia and France respectively. I would like to thank both Jacob and Anne for their fantastic contribution and support of the Dutch Chamber!

Wishing you happy reading and I am very much looking forward to meeting you at one of our events!

Maaike van Meer
DutchCham Chairman

100 years of flying

KLM is the world's first airline operating under its original name to celebrate 100 years in business. We had a chance to speak with Toon Balm, General Manager, Air France-KLM Greater China about the civil aviation industry in China and the airline that has managed to survive and thrive for a century.


Toon Balm

By Donna Mah

It's been about a year since you last spoke with us at DutchCham Magazine. How has life in Beijing been?

My family and I have been very happy about our move to Beijing and have settled in nicely. The move has been really great for us – my wife, our three children, two dogs and myself. Back in the Netherlands my wife and I obviously discussed about how our kids would adjust to their new lives in China but after about two months of being here, everyone was very happy, active and had made friends. My wife is also busy with her work in strategic marketing and is enjoying living and working in China.

At the same time we take every opportunity to explore China and other parts of Asia. We just returned from an amazing trip through Tibet! In October, we will travel to Myanmar. We really enjoy travelling and this part of the world has so many exciting things to offer!

Please tell us a bit about the current civil aviation market in China.

Things in China continue to move quickly and the size of the civil aviation market is huge. While the US is currently the largest civil aviation market, the China market is expected to grow to 1.6 billion air passengers by 2037 according to the International Air Transport Association (IATA). China is expected to become the world's largest civil aviation market by 2024-2025 according to IATA director general and CEO, Alexandre de Juniac.

I estimate that about 40 percent of new aircraft orders being placed are from Chinese airlines. The size of the market is insane and is still growing. However, with fast pace of growth, we have also noticed that consumer demand has not been growing as quickly as capacity has been. The number of seats is more than what is needed which is good news for consumers as ticket prices have come down, however, the demand must be there to have stable and sustainable growth.

While the market here is big, we also need to factor in the fact that not everyone has a passport. About 10 to 12 % of the population has a passport, so international travel is not something that non-passport holders are considering. However, as the number of people obtaining passports grows, the market will also grow.

Airline alliances are important in the industry and while it's been reported in the news that China Southern has left SkyTeam, Air France-KLM is still linked to China Southern and we are continuing our cooperation through joint ventures on a substantial number of routes. While airline alliances are an excellent way for airlines to be linked , we are witnessing a new phenomenon where airlines buy equity in partner airlines. For examples, China Eastern Airlines has bought equity in Air France-KLM and we have bought a 31% share in Virgin Atlantic Airlines. Equity investment is the strongest way to build bonds for future cooperation.

We also work closely with our joint venture partners such as China Eastern with joint contracts and other programmes that make the customer journey as seamless as possible. We collaborate on training programmes for staff and have a reciprocal relationship that benefits both our organisations.

What are some of the changes in the industry that you've noticed?

There are digital developments and innovations that are considered standard practice in China that Air France-KLM is open to the adoption of. Mobile purchases are the preferred method for buying in this market, so our customers can buy tickets using WeChat Pay, for example. We have also adopted AI and robotics in our business where it makes sense. For our social media channels, AI helps to give quicker and better service by handling the frequently asked questions in a consistent manner. With good pre-defined parameters, the chat bots can handle the first few interactions with customers and then, if necessary, non-standard questions can be handled by our customer service representatives.

Biometrics is also an area that is growing in our industry. Its importance in helping with check-in, airport security and other related issues means it is being used and will continue to be used in China.

At the new Daxing airport in Beijing, it is expected that eventually 100 million people a year will travel through this airport. The speed at which the airport is being built is incredible. Some of the existing steps in the airport check-in will be taken out – ie. printing out boarding passes, check-in counters manned by staff, human security staff. For the high level of growth expected in China, digital development is key.

In China, about 85 percent of bookings are made through online travel agents such as Ctrip and Alibaba's Fliggy. While the Ctrip platform offers everything from train/flight tickets and hotel bookings to fully-organised vacations, Fliggy appears to be focusing on flights – in particular, international flights. In October 2018, Air France-KLM and Ctrip signed a Memorandum of Understanding which will help us to connect better and more efficiently with consumers.

As a business, Air France-KLM believes in sustainable development. While airlines and sustainability may not seem like perfect partners, Air France-KLM has programmes in place as a responsible business. For example, we have launched the Fly Responsibly programme which covers information about how we,

consumers and the industry can make flying more sustainable. KLM has also signed a deal with a Dutch company (SkyNRG) to produce biofuel for our planes. KLM, which is a part owner of SkyNRG, is the first airline in the world to invest in sustainable aviation fuel on this scale.

As part of our CSR programme, we share our knowledge with others. One hundred days before our 100th anniversary, President & CEO of KLM Pieter Elbers announced that "we will offer all airlines our C02ZERO carbon compensation programme free of charge and free of KLM branding" and invited others in the industry to share best practices for a more sustainable future.

In China, we see that the air quality in large cities such as Beijing is improving. Growth and profits are important to business, but it should not be detrimental to providing a world we want to leave our children.

We are also investing in cities that we have identified as growth cities. Beijing and Shanghai have the potential for much more growth and we continue to focus on growth city airports, such as the one in Chengdu.

What about Air France-KLM's approach for the China market?

The civil aviation industry in China is growing at about 10 percent year on year, however, as I mentioned earlier, capacity is outpacing passenger growth which is not a good trend in itself, but one that I believe will resolve itself.

Air France KLM maintains profitable growth and works to match factors such as pricing, investment and demand to keep profit growth stable. We, Air France KLM, invest about 3 billion euros a year on hardware, planes, IT, training and more.

We are also investing in cities that we have identified as growth cities. Beijing and Shanghai have the potential for much more growth and we continue to focus on growth city airports, such as the one in Chengdu.

However, the market is changing and after 14 years of flying to and from Guangzhou, we have made the decision to cease operating

flights in March 2019. Guangzhou is a large city in China, but it has a different type of traffic pattern there, and that meant it was not a profitable operation. Business travel by plane is more often done through Beijing and Shanghai rather than Guangzhou. We have invested in developing our presence in Chengdu with four flights a week where there is a growing middle class which often chooses to fly.

> *"Since May 2018, we have been offering Upstream Check-in from seven ports (Macao Taipa, Macao Outer Pier, Zhongshan, Guangzhou Nansha, Guangzhou Lianhuashan, Dongguan Humen, Shenzhen Shekou) for Hong Kong International Airport passengers. The service offers check-in passengers convenience and hassle-free travel as they only need to check in once at the port before heading to the Hong Kong Air France-KLM boarding gate."*

How has KLM managed to maintain its strong position in a competitive industry for a century?

KLM is the oldest airline still operating under its original name. This can only be achieved with a healthy company and dedicated employees.

On 29th June, we kicked off our anniversary celebrations exactly 100 days before the official anniversary date in October. The delivery of a new Boeing 787-10 Dreamliner coincided with the kick-off celebrations. The plane has been designed to carry almost 20 percent more passengers and use about the same amount of fuel as planes with lower capacity, making it a more efficient aircraft.

In October, we will be celebrating the centennial in China with activities including visits from our executive committee who will be attending the various special ceremonies. We will of course be involving as many of our own China colleagues in the celebrations to make them proud to be working at KLM. Some colleagues will also have the opportunity to visit the Netherlands for the celebrations there.

Anything else you'd like to share with readers?

Since May 2018, we have been offering Upstream Check-in from seven ports (Macao Taipa, Macao Outer Pier, Zhongshan, Guangzhou Nansha, Guangzhou Lianhuashan, Dongguan Humen, Shenzhen Shekou) for Hong Kong International Airport passengers. The service offers check-in passengers convenience and hassle-free travel as they only need to check in once at the port before heading to the Hong Kong Air France-KLM boarding gate. The service has grown from about 50 passengers a day about a year ago to 14,080 passengers year-to-date.

In November, we will be sponsoring a South East Asian field hockey tournament in Hong Kong with 400 players participating.

I'm also very excited to share that I will be doing an office road show where I'll be talking about living and working in China and maintaining work-life balance. The road show talks are meant to trigger discussion about how employees feel about their work-life balance, when they have fun and optimising work-life balance. I look forward to sharing and learning with my colleagues. It's important to be able to connect with more of the team. ■

Environment vs. Costs & Time to Market: BRI & IT make it a Win-Win


Aldo Soprani

Among the usual topics discussed with our customers in the logistics and shipping market, where price and transit-time are the main focus, there are new factors which companies are looking towards improving.

By Aldo Soprani, Group CEO, APC Logistics

Our industry is largely participating in the environmental discussion. Each day, thousands of ships and aircrafts carry products across the world. We see the market increasingly participating in the discussion in becoming more environmentally friendly. With the current options, most of our customers are trying to make the best out of what is available. We all know that aircrafts pollute, ships pollute but also waste pollutes, and so does overproduction, trucking, excess packaging, etc … the list can be endless.

In the past, choices were driven mostly by cost/price and time-to-market, environmental factors were not given great consideration. That was until a few months ago. Companies are increasingly more conscious of their footprint, as their own customers are making choices based on the environmental approach the company that they buy from has. The importance of striking a balance between maintaining an efficient supply chain and decreasing pollution levels is gaining importance each day.

What options are available in the market?

Improvements can be found in several areas, the first being the rail service from China to Europe as part of the Belt & Road Initiative (BRI), operating daily and allowing customers from almost anywhere in China to reach Europe via cargo train. This solution puts together many of the issues we mentioned above: costs & transit time and is less damaging to the environment.

But at what cost?

The price you pay is in between the cost of air and ocean options. For example, for a two ton, 10 cbm shipment, air would typically cost around USD 5500, ocean USD 580 and rail USD 1180 (China–Europe indicative market rates port-port including terminal costs, Source: APC).

And the transit time?

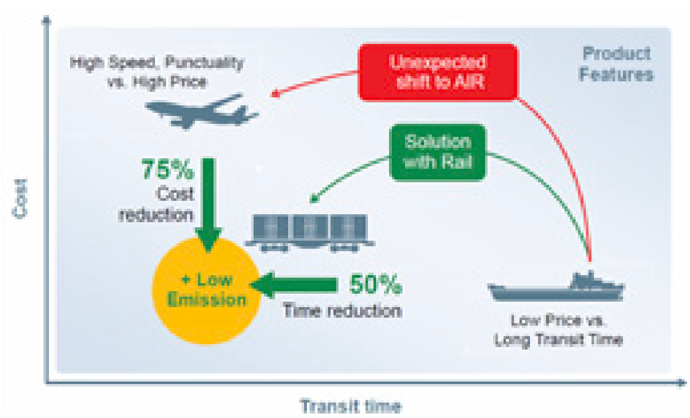
From China to Europe, where business is heavily concentrated (Germany, Benelux), transit time again lies in the between air and sea options. It takes around two weeks by rail, over four by ocean and less than one by air. Previously, the hybrid option was sea-air, sending a container to a Middle Eastern port and then flying to Europe. The transit time was similar to rail, but cost was slightly higher, and pollution was much greater. Environmental concerns have contributed to a reduction in sea-air transportation to a minimal level from China and sees the rail option grow in the market, connecting Chinese cities to European cities.

Another solution for customers to improve their efficiency and efficacy and be as green as possible is through the use of IT. Information is vital – it must be timely, continuously updated and linked to their own systems. With the right information, customers can cut storage costs, improve loading factors and allow network-wide synergy, which ultimately allows for an environmental improvement through space utilisation, transport and waste reduction.

In our industry there are thousands of companies offering IT services and choosing which one to use can be a daunting task. In my personal view, if we work in a B2B world, the system must be flexible and rather simple. We need to be ready to fix a connection with any customer and allow them to make use of their system or alternatively, ours. It is key in our industry to keep a personal touch to all that we do, for this tailor-made setup is critical and understanding what customers' needs are is fundamental. Therefore, a simple yet scalable system allows us to give our customers what they need when they need it.

The change comes when customers can see for themselves that it is possible to care about the environment and keep strict control over costs and transit times, delivering environmental improvements to their own customers.

APC has always carried clear core values: Quality and Service, Flexibility and Personal Touch, Trust and Integrity. All go along with the current need to be respectful to our Earth, without forgetting the pocket and the clock. Win-Win is the key and solutions are at reach. ■



China's Silicon Valley Harnessing the potential of the Greater Bay Area

The Greater Bay Area (GBA) is the Chinese government's development plan to integrate Hong Kong, Macau and nine cities in the Pearl River Delta (PRD), including Shenzhen and Guangzhou, into a leading economic and innovation hub for business growth.


James Donnan

By James Donnan, Managing Director at Intertrust Hong Kong

The PRD in China has always been a dynamic region. It has been a test bed for market reform in China since the 80's, which has helped it attract the lion's share of foreign direct investment over the years, while also creating some of China's most innovative and successful home-grown companies (Tencent, Ping An, Huawei, BYD & DJI). Now with the extra ingredients that come along with the GBA initiative, the true potential of this region will be unleashed, creating exciting opportunities for business growth and investment.

Staggering statistics[1]

- With a combined population of 71 million, the GBA is larger than the UK and France
- At US$1.6 trillion, the GBA economy is twice the size of the Netherlands, and makes up 13% of China's GDP
- Covering a land area of 57,000 square kilometres, it is three times the size of the San Francisco Bay area

Despite these staggering statistics, the GBA still only makes up 5% of China's total population, a fraction of the landmass, and has a nascent services sector. This demonstrates both its current economic efficiency as well as its future growth potential.

Sector opportunities

Innovation and technology will underpin the GBA, as it seeks to become China's "Silicon Valley". However, each city will be rolling out a range of sector-specific initiatives to enhance their own unique strengths and in turn attract investment. For example:

- Hong Kong will be the finance and legal arbitration hub
- Shenzhen will be the centre for innovation and R&D
- Guangzhou will lead the way for integrated transportation
- Dongguan will focus on high-end manufacturing and services
- Macau will be the tourism and leisure hub

> Practical insights: We are already seeing an uptick in activity and investment through our three GBA offices. From a sector perspective, technology is the main focus area, covering advanced manufacturing, smart cities and biotech. Meanwhile, private equity and venture capital funds are increasingly focusing on the region to deploy capital. We are also seeing a lot of activity around real estate and infrastructure investment as the physical development of the region starts to take shape. Inevitably valuations of assets will rise over time, so smart entrepreneurs are already looking to get an early foothold and tap into the future growth opportunity.

The 'extra ingredients' of the GBA

While the initial blueprint was scant on detail, some of the key initiatives are likely to include:

- Regulatory harmonisation across cities and regions
- Continued connectivity of financial markets and physical infrastructure
- Greater currency convertibility to facilitate cross-border investments and financing activities
- Simplified IPO exit routes for GBA-domiciled companies
- Further enhancement of the HK-SZ Stock Connect
- Launch of R&D centres and innovation communities (e.g. Lok Ma Chau loop)
- Amended rules to facilitate immigration and customs clearance to allow for freer flow of talent and goods within the region

Economic and geopolitical risks

While there are certainly emerging macroeconomic and geopolitical headwinds companies need to be preparing for, the long-term fundamentals around Chinese investment remain sound. Domestic consumption remains a policy priority, and proactive measures are being taken to support it. In doing so, the 400 million (and growing) middle class in China will help buffer the impact of these headwinds, and continue to create tremendous opportunities for foreign companies and investors in the GBA and beyond.

> Practical insights: When we speak to our clients on their outlook for China, it is clear that, despite all the current uncertainty, sentiment remains strong. Many of our clients tell us that they expect their investment activity into China to increase over the next 12 months, while most expect to do more investments specifically into Southern China as a result of GBA.

Hong Kong & Shenzhen's role in the GBA

Under "One Country, Two Systems", Hong Kong operates as a Special Administrative Region with a separate legal system, tax framework and currency which has helped position it as a leading International Finance Centre and support the flow of capital into and out of China.

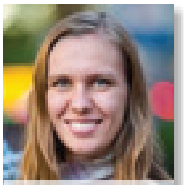
Meanwhile, Shenzhen is positioned to be the 'hotbed' for innovation and has the added benefit of being 'onshore' with direct access to the domestic consumer base.

Continued on next page -->

[1] Deloitte Research, HKTDC, 2019

All eyes on you: toeing the Chinese consumer line

Over the past years a number of brands had to apologise to Chinese consumers for geopolitical faux pas, racists ads and other cultural insensitivities.



Annemarelle van Schayik

By Annemarelle van Schayik, Telum Media

Chinese outrage

Italian label Dolce & Gabbana is still recovering from the backlash of its ads in late 2018. In three different 5-minute videos a Chinese model was seen attempting to eat pizza, cannoli and spaghetti with chopsticks. This in and of itself was damaging, but the brand got into further hot water when a co-founder went on a racist Twitter rant. Within days, one of its biggest shows planned outside of Italy in Shanghai had been cancelled, and online retailers and brick-a-mortar stores had dropped its products.

As recent as August this year, Versace got in trouble for listing Hong Kong's apparent country as Hong Kong. Similarly, luxury brands Coach and Givenchy got into hot water over a similar issue. While the matter of Hong Kong, Macau's and Taiwan's country isn't new, after hotel chain Marriott and various airlines got into hot water over how it listed the geographical locations, it all comes at a particularly sensitive time amidst the Hong Kong protests.

Hong Kong protests

This summer kept the 852 in suspense. Inevitably some major brands got swept up in the conflicts.

Early on, Japanese sports drink Pocari Sweat ditched its ads with TVB as it deemed the broadcaster's coverage of protests to be biased. While Hong Kong protesters valued the move, Pocari's fans across the border were far from pleased with its Chinese company quick to distance itself from the Hong Kong entity.

Other companies caught in a marketing storm were Yoshinoya which distanced itself from a Facebook post it had posted making fun of the police. After mainland media was outraged, the company quickly retracted its post to the anger of the protesters who have since targeted Yoshinoya. Hong Kong tea restaurant Tsui Wah, instead, found itself in the midst of a storm after its pepper packaging went viral on WeChat. Despite the company claiming its packaging was from 2015, which seemed to be anti-police, the damage had been done.

In more obvious vein, major Hong Kong brands Cathay Pacific and the MTR have publicly spoken out against the protestors, in what seems to be efforts to protect its operations across the border.

With the obvious dangers of landing in a political storm, brands which may have attempted to stay clear of any icebergs or cliffs, have had their hands forced by people on both sides of the conflict. While taking a stance can be bad for business, consumers do increasingly vote with their wallets.

Consumer activism

A 2018 study from PR firm Weber Shandwick found that consumer activism is on the rise. From the obvious BUYcotters, who actively support companies and brands whose values are aligned to theirs as the more traditional boycotters who intentionally buy products to support brands. While the research was focused on the US and the UK, it's clear that in China and Hong Kong consumers are increasingly making their stances know via their wallets.

And in an increasingly connected world, a brand's limited-edition shoes for a specific market or an ad for a Vietnamese burger being eaten with chopsticks, can well backfire in different markets leading to a social media backlash. As such it seems increasingly important for companies to consider all their stakeholders across the globe so that when it does take a stance it can stick with it and ride out any affiliated backlash. ■

Continued from page 8

Because of this, investors will increasingly invest into Shenzhen, but via Hong Kong. Furthermore, Shenzhen has been positioned as China's onshore city to drive financial market reform and liberalisation. Increasingly, Shenzhen will be given more autonomy to drive such reform and pave the way for a freer and more dynamic economy.

Together, Hong Kong, Shenzhen and the other cities in the GBA can complement each other and add tremendous value across the full lifecycle of investment and growth in the region.

Practical insights: In July 2019, Intertrust opened up an office in Shenzhen, our fourth office in Mainland China. Not only do we see the tremendous future potential of GBA, but we are already being driven by existing client demand (both inbound and outbound). We expect this trend to continue, and we want to be well positioned across the GBA with offices in Hong Kong, Guangzhou and now Shenzhen. ■

The Rise of China's Second-Tier Cities


Jacob Feenstra

By Jacob Feenstra

As of January 2019, the PRC had a total of 674 cities: 4 municipalities, 2 SARs, 293 prefectural-level cities and 375 county-level cities not including any cities in the claimed province of Taiwan. The administrative divisions of the People's Republic of China including Hong Kong and Macau, usually refers to three levels of cities.

We often refer to China's second-tier cities, though we might not be familiar with all their names, geography and economic scale, therefore may find it difficult to look at these cities as having first-class economic opportunities.

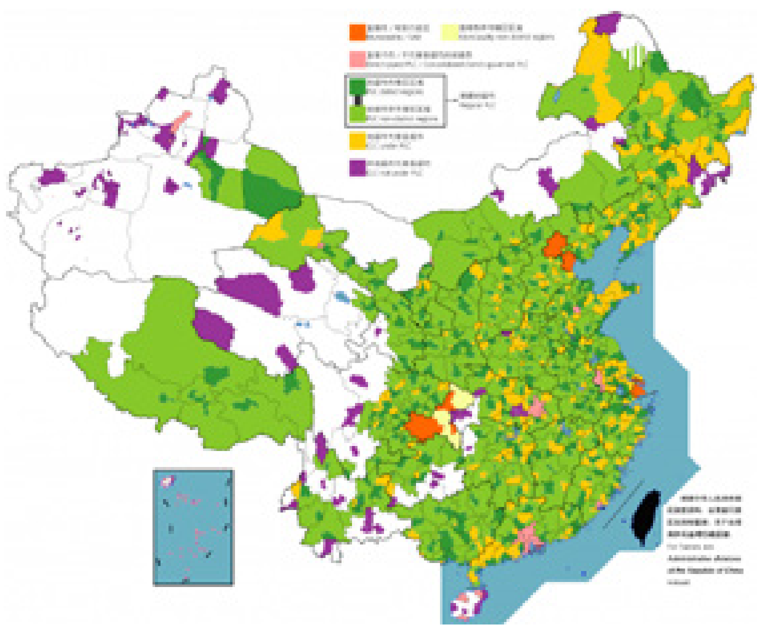
But given that these cities have been growth engines of the Chinese economy for decennia, boosted by large scale investment, new infrastructure and the arrival of scores of new talent, it's worth learning more about them.

Already approximately 100 Chinese cities have over one million residents and are classified as second tier and these numbers change frequently. From the now 15 cities considered first-tier in terms of size and per capita GDP, only five are more well-known globally (Shanghai, Beijing, Tianjin, Guangzhou and Shenzhen). Most of these second-tier cities have populations greater than that of many countries and are modern and world-class in every way.

Foreign companies entering China often make the mistake to approach the country as a single market. In reality, the Chinese market is as diverse as any continent and of enormous size.
From some of the wealthiest cities in the world, such as Shanghai, to hundreds of smaller, lesser-known cities like Gannan in the north-central province of Gansu, China is a complex and layered economy with diverse business opportunities.

Whilst the city-tier classification can offer a practical tool to navigate the hundreds (officially recorded) cities that make up China, even this is complex and ever changing, but it offers a simple way for foreign investors to gain a birds' eye view of the myriad of markets that make up China. In addition, the tier system can assist businesses to understand the consumer dynamics of a particular market, before entry decisions are made.

The Chinese economic miracle was started in the Pearl River Delta when Deng Xiaoping began to modernise. Shenzhen was developed as a special economic zone and joined forces with Guangzhou to develop a more accessible market economy. Then zones around Shanghai and Beijing developed to form the first tier of modern China urbanisation. China's "Belt and Road" initiative has further led to growth opportunities for second-tier cities as the first tier were at output capacity and/or couldn't handle the influx of rural migrants migrating to participate in the newfound prosperity.



Places like Qingdao, Jinan, Chengdu, Chongqing, Xian, and Wuhan all play important roles in developing Chinese industry and pulling more Chinese workers and their families – particularly from rural parts – out of poverty. It is in these cities that China is likely to take another great leap forward in economic progress.

These cities can be part of the heartland of manufacturing, think 80 per cent of the world's air conditioners, 70 per cent of its mobile phones and 60 per cent of its shoes, but some are well spread across sectors. Cities like Chongqing have extensive automotive industries and separately excel in great scale in the computer and electronics sector. Qingdao is home to a major industrial port, the main Tsingtao brewery and hold an extensive white goods manufacturing hub.

Doing business in these second tier cities might be daunting when not fully versed in the scale and differences of China, they may not seem as accessible as the more 'international' cities like Shenzhen or Beijing, but increasingly all second-tier cities through their state and regional governments are taking a more international stance and assist businesses setup and export from them. Foreign sister city relationships have been in place for many years with many cities, advocating for economic partnerships and knowledge sharing.

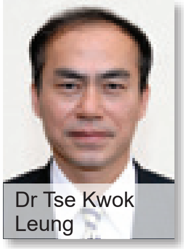
There's plenty of opportunities for businesses beyond the bright lights of Shanghai and other tier one cities, just make sure that the market being entered is exactly what your business needs.

Get to learn a few cultural icons and local history – like knowing about Confucius here in his birthplace in Shandong province. ■

China's Unique Development Path and Enlightenment

The economic miracle created by China's reform and opening up

By Dr Tse Kwok Leung, Head of Economic Research, Bank of China (Hong Kong)



Dr Tse Kwok Leung

Four decades of China's reform and opening up has created an economic growth miracle. From 1978 to 2017, China's economic growth averaged 9.5% annually, with GDP rising from RMB 367.9 billion to RMB 82.7 trillion, up by 223 times. Merchandise trade growth averaged 14.5% annually, with total value of merchandise trade rising from $20.6 billion to $4.1045 trillion, up by 198 times. The international status of China's economy also rose rapidly. In dollar terms, China's economy surpassed Japan's in 2009 and became the second largest economy in the world. China's exports value surpassed Germany's in 2010, making China the largest exporting country worldwide. In terms of total trade, China surpassed the U.S. and became the largest trading nation in 2013. In terms of dollars, China's GDP amounted to nearly $13 trillion in 2017, or 65% of U.S. GDP. However, in terms of purchasing power parity (PPP), China already surpassed the U.S. in 2014 to become the largest economy in the world.

Under a stable and pro-growth environment created by reform and opening up, over four decades of exploration and hard work, the diligent and perseverant Chinese people forged a unique path to prosperity, driven by their desire for a better life.

China's journey of reform and opening up in the past four decades reflects the rich content as well as the Chinese philosophy about what needs to be changed and what needs to remain constant. There are several salient characteristics. First, while the leadership of the Chinese Communist Party is steadfastly upheld, system reform and structural innovation are being actively pursued, symbiotically combining the basic principles of planning and market economy. Second, while actively attracting foreign investment, opening markets, and engaging in international economic exchange and cooperation, national characteristics have been well maintained by adhering to develop with the elements of self-reliance and national conditions. Third, actively learning from advanced international experience and ideas as well as aligning with international practices by both "bringing in" and "going abroad" while sticking to the core socialist values, promoting Chinese culture and establishing a national spirit centred on patriotism. Four, insisting on peaceful development, conforming to international norms, and respecting the interests of different countries while using mutual benefit and sharing the future as a basis for international cooperation.

Over four decades of reform and opening up, China's approach of development consists of the adaptation to local conditions, pragmatism and pioneering. During the early phase of reform and opening up, the classic ideas of "it doesn't matter whether the cat is black or white, as long as it catches mice", "cross the river by feeling the stones", and "development is the fundamental principle", greatly liberated people's minds and unleashed their productivity. During the wave of globalisation, measures such as "bringing in and going abroad" and joining the WTO greatly opened the market as well as people's minds, driving growth of an export-led economy. As technology improved and the opportunity for economic restructuring arrived, under the guidance of "scientific development", industrial restructuring and adjustment progressed swiftly, boosting advanced and high value-added industries. When China was well equipped to seize the opportunity to build an economic powerhouse, it starts to transit the economy from high speed growth to high quality development through supply-side reforms. Under the current international environment of rising protectionism, China has unequivocally supported free trade and open markets, increased investment overseas, proactively promoted imports, actively boosted international economic exchange and cooperation, and closely aligned China's goal of building a strong and modern nation with the trend of global economic development. Arguably, in the past four decades, every footstep of China's development was a marking of the Chinese culture of pragmatism, inclusiveness, and harmony.

In dollar terms, China's economy surpassed Japan's in 2009 and became the second largest economy in the world. China's exports value surpassed Germany's in 2010, making China the largest exporting country worldwide. In terms of total trade, China surpassed the U.S. and became the largest trading nation in 2013.

China's reform and opening up greatly liberalised markets and propelled market economic development. However, contrary to the popular prediction of political and academic elites in the West, China's societal system and institutional mechanisms did not converge with those in the West. China's unique development path is getting wider and vigorous in practice.

According to the data from the World Bank, in 2017, China contributed over 30% of world economic growth, far greater than the U.S, which contributed 10%. In terms of long-run, it is expected that China will become a new driver of global economic development because of its size, unique economic system and model.

The implications of China's unique development path

China's development experience has many implications for promoting world economic stability and coordinated development, especially for developing countries to accelerate economic development and improve people's livelihood.

1) Governing for the people. The foundation of public policy is the economy and people's livelihood. This is the original goal of China's reform and has stayed true over forty years. On 16th July 2016, then British Prime Minister David Cameron gave a farewell speech outside No. 10 Downing Street, opined that "Politicians like to talk about policies, but in the end, it is about people's lives". I couldn't agree more.

2) Governing requires authority and efficiency. China's system affords government relatively concentrated power and authority, which is conducive to decision making, execution and accountability. China's effectiveness in executing development strategies and achieving policy goals provides emerging countries with a lesson on improving decision making and the effectiveness of governance.

3) Infrastructure investment is conducive to sustained economic development. From 1981 to 2017, China's social investment has totalled RMB 490 trillion, an average annual growth rate of 20.2%, which was an important force for economic growth. China's experience shows that upgrading infrastructure and connectivity will provide the economy with sustainable growth momentum, laying an important foundation for economic growth and living standards improvement.

4) China's export-led economic experience proves that international trade and open markets are not a zero-sum game. Instead, they optimise resource allocation, make the economic pie bigger and create win-win outcomes.

China's experience shows that upgrading infrastructure and connectivity will provide the economy with sustainable growth momentum, laying an important foundation for economic growth and living standards improvement.

5) China's unique development path shows that different countries can have different economic development models, which need to match the countries' own features and circumstances. A proper combination of the countries' own development needs with international experience is also the key to success. Different development paths can be complemented and learnt from each other.

Looking ahead, in an environment of rising protectionism, China will adhere to reform and opening up, relying mainly on structural transformation and domestic demand to drive its economy to a higher level and make new contributions to the coordinated development of the world economy. ■

Overview of China outbound investment in H1 2019

By Ernst & Young, China

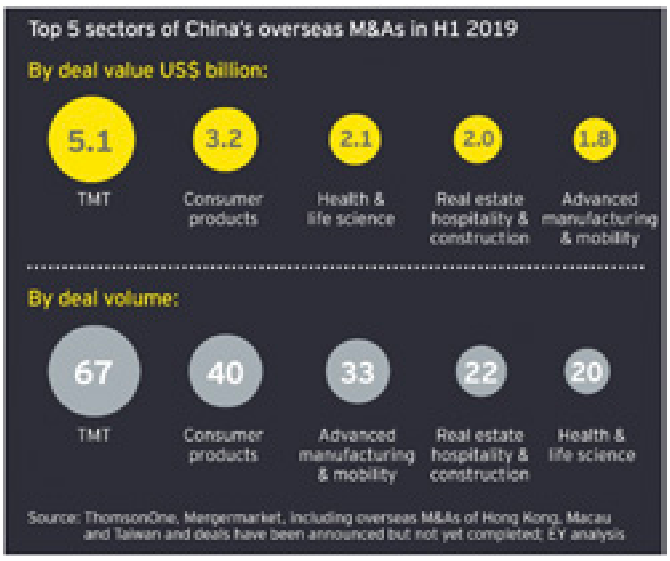
BEIJING, 2 August 2019 — EY released the Overview of China's Outbound Investment in H1 2019. Here are a few highlights from the report.

Highlights

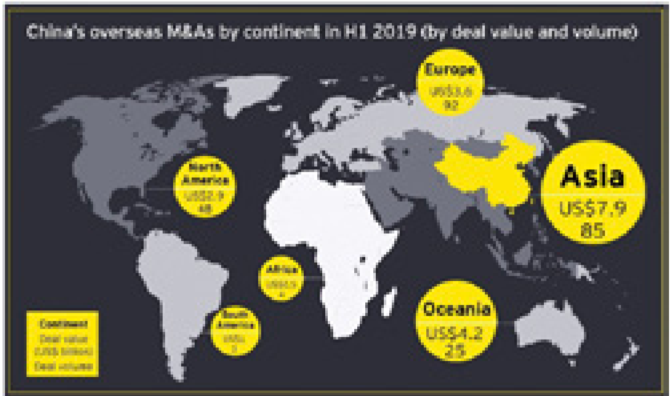
> China's overall outward direct investment (ODI) amounted to US$57.4 billion, down 8% YOY; non-financial ODI was US$53.8 billion, down 5.9% YOY. The structure of China's ODI remained optimised and diversified. Investments in manufacturing, information transmission/software and IT services grew by 7.3% and 31.7% YOY, respectively, despite the overall downward trend[1]

> Chinese enterprises are facing more resistance in "going abroad". The announced value of China's overseas mergers and acquisitions (M&As) reached its lowest level over the recent seven-year period, standing at US$20 billion, down 60% YOY; announced deal volume was 257, down nearly 40% YOY

> China's overseas M&As continue to focus on the high-end value chain. By deal value, the M&A activities were dominated by technology, media and telecommunication (TMT), consumer products and health & life science sectors; by deal volume, the top three sectors were TMT, consumer products and advanced manufacturing & mobility[2]

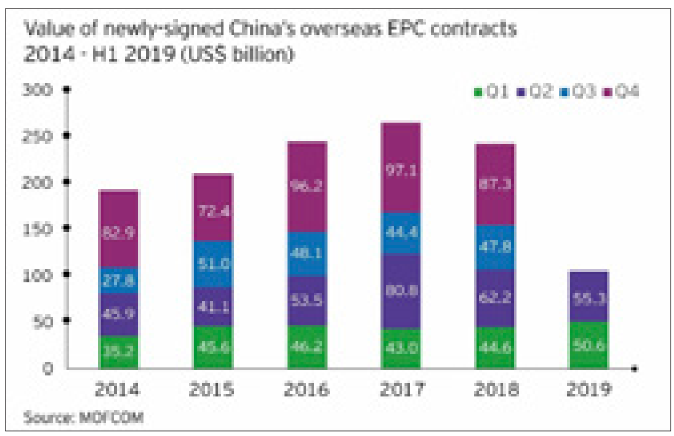


> Asia and Oceania surpassed Europe and North America to become the most popular overseas M&A destinations for Chinese enterprises. The announced value of China's M&As to Asia and Oceania accounted for nearly 60% of the total. Despite the contracting trend, both continents recorded double-digit growth. Due to Brexit and the European Union (EU) framework for the screening of foreign direct investments (FDIs), China's overseas M&As in Europe declined by nearly 90% YOY



Source: ThomsonOne, Mergermarket, including overseas M&As of Hong Kong, Macau and Taiwan and deals have been announced but not yet completed; EY analysis

> The development of China's overseas engineering, procurement and construction (EPC) projects remained steady. The total value of newly-signed EPC contracts decreased by 0.8% YOY to US$106 billion, but new EPC contracts signed in Belt and Road (B&R) countries increased significantly by over 30% to US$63.6 billion[3] ■

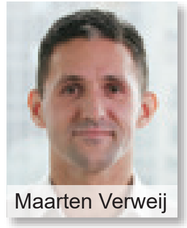


1 Source: MOFCOM
2 Source: ThomsonOne, Mergermarket, including overseas M&As of Hong Kong, Macau and Taiwan and deals have been announced but not yet completed; EY analysis
3 Source: MOFCOM

Conditions are perfect for Dutch Tech companies that want to expand into China

The relationship between Hong Kong and the Netherlands is growing stronger, and anyone interested in expanding their business internationally would be smart to pay attention.


Sandra Wu


Maarten Verweij

By Sandra Wu & Maarten Verweij, Founding Partners at Origin X Capital

As the Netherlands continues to be a driving force behind international trade, the Dutch have steadily solidified their relationship with Hong Kong over the past few years. Successful Dutch startups like Adyen, a digital payment platform, have capitalised on that potential by opening offices in the innovation hub. Since then, they have continued to dominate the global payment solutions industry. As one of the most open economies in the world, expansion to Hong Kong is essential for any company's growth.

In May 2019, the Hong Kong Securities and Futures Commission (SFC) and the Dutch Authority for Financial Markets (AFM) established a Memorandum of Understanding (MoU) regarding mutual recognition of funds. The MoU eases the process for eligible Dutch Undertakings for Collective Investment in Transferable Securities (UCITS) and Hong Kong Collective Investment Schemes (CIS) to enter each other's markets.

In other words, there are fewer hurdles for Dutch investors to support enterprises in Hong Kong and vice versa. The streamlined communication between the regulatory bodies opens new business opportunities for expansion and diversification in both countries.

As a growing hub for innovation and business, this is not only a lucrative opportunity for Dutch investors to enter the Asian market, but also a chance for startups to establish relationships with Hong Kong investors.

For Dutch companies looking to access more capital, international investors are already deeply connected to Hong Kong's startup ecosystem. To put this into perspective, Dutch startups in 2018 raised €557 million (USD$638 million) according to Stichting StartupJuncture. In contrast, Hong Kong startups raised USD$1.9 billion, as reported by startup platform WHub.

But this stroke of luck for Dutch companies to thrive in Hong Kong owes a bit of credit to the tensions between the U.S. and China. The ongoing trade war has left an opening for Dutch businesses to enter the market and respond to both immediate and long term concerns. The Dutch have this unique opportunity to solidify themselves as a lasting partner in the Chinese economy.

While agriculture is the first industry to address immediate repercussions of the trade war, others may soon follow suit. Dutch resiliency and self-sustainability are attractive characteristics that transcend all fields of business.

In fact, China has made large efforts to attract innovative, global enterprises over the past few years. In 2016, the SFC established the

SFC Regulatory Sandbox to entice startups – specifically FinTech companies – to test their products and experiment in Hong Kong. Multiple global exchanges, for example, have successfully tested their platforms in the Sandbox and fostered incredible growth as a result.

Entering the Hong Kong market, however, isn't as simple as registering a business name and opening a bank account, especially as a tech company. From startups to established players, the SFC is one of the most important gatekeepers tech businesses will cross – and it is wise to get the paperwork right the first time.

By taking their FinTech companies to the Sandbox, Dutch enterprises can test products in a controlled environment and have constant communication with the Hong Kong regulatory bodies. And in combination with the latest MRF, Hong Kong now makes it even easier for Dutch innovators to bring their ideas to market. Then, when companies are ready to launch, they already have the experience and knowledge needed for a smooth, trouble-free market entry.

This speaks to the openness of the Hong Kong market to innovation, but also its rigorous demand for responsible development. This, however, is where Dutch FinTech companies can (and will) truly thrive. ■

Origin X Capital is a consultancy firm that specialises in legal, administrative and regulatory compliance services. They have extensive experience with European clients who want to establish operations in Hong Kong.

Building strong brands in China

The journey of a brand from an idea to an industry titan is one that is filled with challenges and triumphs. Arnout van Rijn (Robeco) and Patrick Ballering (Vion Food) share about investing and doing business in China and the importance of building a strong brand.

Arnout van Rijn

Patrick Ballering

By Donna Mah

Arnout van Rijn, CIO and Fund Manager Asia Pacific Equities, Robeco

While Robeco has grown to become a well-recognised name in international asset management, it started a small group which actually first got smaller before growing to become what it is today. Robeco was founded in Rotterdam in 1929 just weeks after the Wall Street Crash. Originally called Rotterdamsch Beleggings Consortium, the name was shortened to Robeco and this year, the company is celebrating its 90th anniversary and the 25th anniversary of the first Robeco emerging markets fund.

Strongholds at Robeco

Historically, Robeco has built its brand as a company that attaches great value to research and the importance of global diversification. The research approach eventually led to pioneering work in quantitative and sustainable investing which is still very much part of Robeco's future, said Arnout van Rijn, CIO and Fund Manager Asia Pacific Equities based in Hong Kong.

"What I see as strongholds and key to Robeco's future is 1. Emerging markets, investing in equities and bonds, 2. ESG investing, which we've been doing for a very long time already and 3. Quantitative investing," said Arnout.

In the 60s and 70s, Robeco funds offered pension funds an easy way to invest in global equities simply by buying the Amsterdam-listed stock. In the early 90s, Robeco opened up Asian funds and, in 1994, Robeco began its Emerging Markets fund.

At Robeco, Arnout, in partnership with Victoria Mio, CIO China, runs the 12-member Asian Investment team (6 portfolio managers and 6 analysts). Six members of the team are focused on China. Three are based in Shanghai to support the A-share strategy – on-shore equities; three in Hong Kong run the off-shore strategy. Just as an interesting aside, two Chinese members of the team joined Robeco in Rotterdam first and only later moved on to the Hong Kong office.

As for Arnout, he has been a Greater China expert since 1994 within the emerging markets team at Robeco and has been based in Hong Kong since 2008, though he did have a stint with Rabobank in Hong Kong in the early 2000s.

Visiting CRRC Sifang

Investing in China

In 2002, the Qualified Foreign Institutional Investor (QFII) scheme allowed qualified institutional investors to invest in a limited scope of cross-border securities. Robeco was approved in 2009 and after being given a quota, were able to invest in the Chinese domestic market. However, with the implementation of initiatives such as the Stock Connect collaboration between Hong Kong, Shanghai and Shenzhen stock exchanges, international and Mainland Chinese investors can now trade in all three stock markets through the trading and clearing facilities of their home exchange.

Stock Connect has been in operation since 2014 allowing anyone with a stock account in Hong Kong to invest in on-shore domestic markets in Asia. "Where previously you had to go through a very lengthy process with getting qualified and quota approval, buying Chinese domestic equities is now much easier. On the other side, getting your money out of China was also very cumbersome with capital controls. Now with liberalisation, the process to repatriate some funds is much faster. The process still takes a couple of weeks, but before it was an indefinite wait," explained Arnout. "And through Stock Connect you can even have daily liquidity."

After the launch of Stock Connect for northbound and southbound investing, the Bond Connect scheme was launched last year. "More and more foreign money has flown into the equity market through this convenient route and it's starting to happen with the bond market too," he added.

Better business for better profitability

According to Arnout, "Companies that are doing things in a sustainable way are more valuable companies. Better business models means they have a better chance to be around for the long run."

Robeco employs sustainability analysts just focused on how companies are doing on sustainability in addition to financial analysis. Today, it can be difficult in Asia to get data from companies to do a proper sustainability analysis. "That is when engagement with companies becomes so important," said Arnout.

"Through engagement, we gather information about transparency around what a company's carbon footprint is, its policies for labour relations, how it checks the quality of supply chains and what partners it work with. More companies in Asia are understanding the importance of this information," he said. "Robeco is known as a long-term oriented investor, so companies are usually happy to comply and actually ask us for what is best practice."

"We believe that engagement is more effective than just choosing to sell or exclude shares of a company. We can achieve more by actually engaging and talking to these companies," said Arnout. "With private companies, we enter into engagement processes and track their progress." He added that many of these cases have been successfully closed, so change is happening.

Building a food brand business in China

In the food sector, Arnout noted that "If a company is producing food in an environmentally-friendly way, then higher valuation is justified."

With the worries about African swine fever in China, Arnout told us consumption of beef and fish has been on the rise. Of note, he said that the consumption of fish was particularly interesting as consumers were choosing more expensive fish.

Arnout speaking at a Caixin event

"Consumers are willing to spend more for good food. It's not all about the lowest price anymore. We call it 'premiumization' and brand building is an important element of that," he said.

Arnout mentioned China's WH Group (formerly Shuanghui Group), the world's largest pork producer and owner of Smithfield Foods (USA), as an example of a successful meat company in China that has actively built a strong brand. The group maintains leading positions in China, the US and parts of Europe.

Another food-related business that Arnout highlighted was the Hema Supermarket. No, not the famous Dutch chain but the Chinese Hema owned by Alibaba. "The stores are spreading very quickly and offer high quality foods with quick home delivery to customers. They are a huge upgrade from the traditional wet market," said Arnout.

According to data from iResearch, the consumer services market in China is estimated to be worth RMB 25.2 trillion by 2020, and within that the on-demand food delivery market is forecast to be worth RMB 872 billion by 2020, a market Hema is active in.

"It's an interesting phenomenon with people worried about economic growth in China to see that consumers spend more while wages are still rising healthily. It doesn't point towards a recession in China," observed Arnout.

Patrick Ballering, Regional Sales Director, Vion Food International Pacific Limited

Vion produces and sells pork and beef products internationally with production locations in the Netherlands and Germany and global sales support offices in thirteen countries. The Asia regional headquarters based in Hong Kong, led by Patrick Ballering, Regional Sales Director Asia, is responsible for Vion's sales into China, Taiwan, Vietnam, Philippines, Singapore, Thailand and Hong Kong.

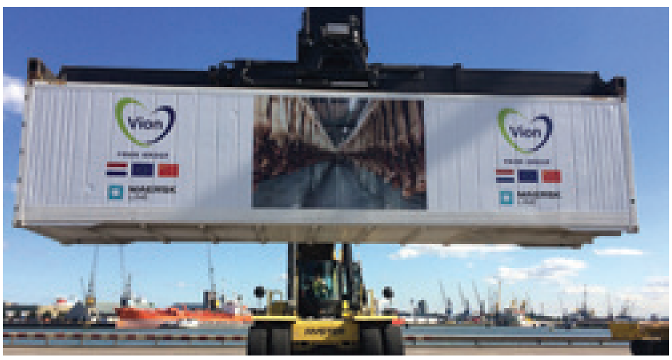
Trusted supplier

When Vion first started 'selling' pork products into China, the company didn't have factory approval yet from the Chinese authorities, so Patrick was a salesman with product but nothing to sell.

"I was walking like a crab back then," he joked. "We hadn't received factory approval to sell our products in China from the Chinese government yet, so I was meeting clients but I couldn't actually supply them any products." So the first year of business for Patrick was to make contacts, build relationships and find the right partners. After the year of contact and relationship building, the first Vion factory received its official approval and selling began in earnest.

"Each factory approval takes 1-2 years. The process includes a fair bit of paperwork as well as an on-site factory audit," he explained. Since the approval of the first Vion factory, they now have approval for 100 per cent of factories in the Netherlands and 80 per cent in Germany.

With approval to sell pork products into China, Patrick was also working hard to build a brand that could be trusted to supply products of high quality in the packaging the market demanded. China maintains strict import regulations and packaging requirements. He was very aware of the fact that to succeed in the China market, he needed to build a strong brand with products that would sell at higher price points. When customers are making purchasing choices they tend to go with the brands they recognise and trust.

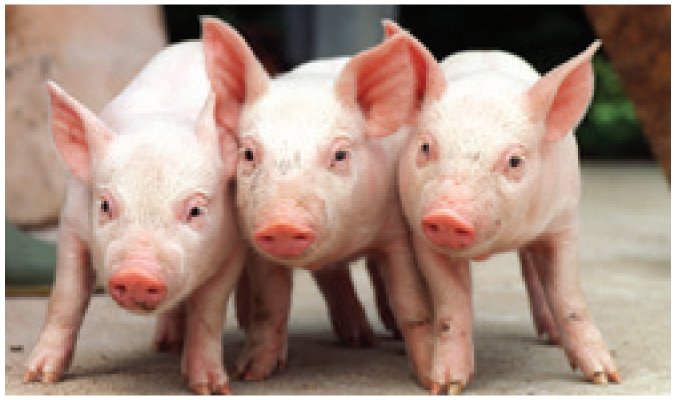


The pork business in China

Vion sells to other businesses such as hotels and wholesalers. The company also has e-sales channels to businesses through JD.com and LinkinFresh, which sell to restaurants.

Currently, Vion's main sales into China are meat by-products that are not commonly consumed in Europe including pork bones, heads, trotters, riblets and offals. However, meat safety concerns, especially with the recent African swine fever outbreak, has also increased demand for prime cuts including ham, shoulder cuts and fresh frozen meats. China has a large livestock industry and raises about half the world's pigs. Rabobank has estimated that up to 200 million pigs, nearly half of the number in China, could be slaughtered or die during the epidemic. In the first two months of 2019, China's pork imports increased 10 per cent to 207,000 tonnes, according to China's agriculture ministry.

African swine fever has spread to every province in China and a loss of 200 million pigs would mean a 30 per cent drop in pork production in the country. The price of pork has increased almost 30 per cent over the previous year in July, according to statistics. As a well-respected name in the industry, Vion has seen its sales quantities and prices increase about 30 per cent due to the concerns about locally-produced pork.



Brand building

"With food safety concerns being a priority, we offer high quality products on the premium end of the market," Patrick explained. Vion and their 'Food Family' brand are names that are recognised in the China market as being good products at good prices.

In the meat business in China every provider (factory) also has a unique registration number which identifies where the products come from. Vion has a number of registration numbers that Patrick tells us are recognised by customers immediately as good suppliers.

"We are also very careful about working with reputable partners," said Patrick. When asked how they monitor this, Patrick mentioned market site visits to see what is happening on the ground. The risk of improper handling of perishable products meant for human consumption can destroy a food businesses good name in the industry, so reliable and reputable partners are important.

"We see new players entering the market with no experience. It's important for companies to do their due diligence to determine if these new players are reliable," he added. Some of these new players may not be familiar with all the safety measures required and cause irreparable damage to the meat supplier's reputation.

The future

The number of approved Vion factories has grown and there are some direct approvals for some additional products that are currently in the pipeline: stomach for the Netherlands, front and hind trotters for Germany and Dutch beef. Vion is also looking to expand the product offerings to include different cuts of beef such as chuck, blade, top-side, striploin, ribeye and tenderloin. ■

"The Importance of Being Earnest, A Trivial Comedy for Serious People"

– Oscar Wilde

by Ralph Ybema, rybema@chinaltd.com.hk


Ralph Ybema

One of the most striking experiences of my first ever Hong Kong visit occurred before entering Hong Kong proper, at the old Kai Tak airport. Following the harrowing sharp right turn in between buildings on the final approach, after leaving the aircraft I made another sharp right into the Immigration Hall and stared straight into the barrel of a semi-automatic machine gun carried by a Hong Kong police officer clad in blue fatigues, finger loosely stretched across the trigger.

Not being accustomed to a show of military force at airports, I recall thinking for a split second this officer and his equally fierce looking colleague might be there to arrest a fellow passenger, but it turned out this was just a routine patrol of the terminal's airside corridors.

Now I can't say that this first impression was a particularly welcoming one and there seemed little reason for a heightened state of alert just before Christmas 1988. However, it did not strike me as entirely unreasonable to maintain strict security at Hong Kong's only airport and I thought little of it, though there may have been a link with the tanks in Tiananmen Square just six months later.

In Hong Kong's 1980s, soldiers of the Black Watch regiment still fired the Noon Day Gun daily. At a party, I met a major of the Gurkha regiment (British, not Nepali of course – perish the thought!) and my father's direct superior, a retired Lieutenant Commander in the British Royal Navy, hosted a dinner party for our family at his home in the New Territories. These were the days of, as our last Governor Chris Patten – tongue firmly in cheek – called them, the "Colonial Oppressors".

> *During our present somewhat tumultuous times, the possibility of military intervention seems to be a hot topic amongst political commentators. Same as in the run-up to the handover in 1997: some say they will, some say they won't. Different year, same arguments.*

In those colonial days, the military was everywhere and in my own experience that never created an issue with the general population at all. On the contrary, in times of political tension, take 1969 with red guards marching just across the border and June 1989 with the tanks rolling in, that military presence was a great reassurance to the Hong Kong people – and not just the expatriates.

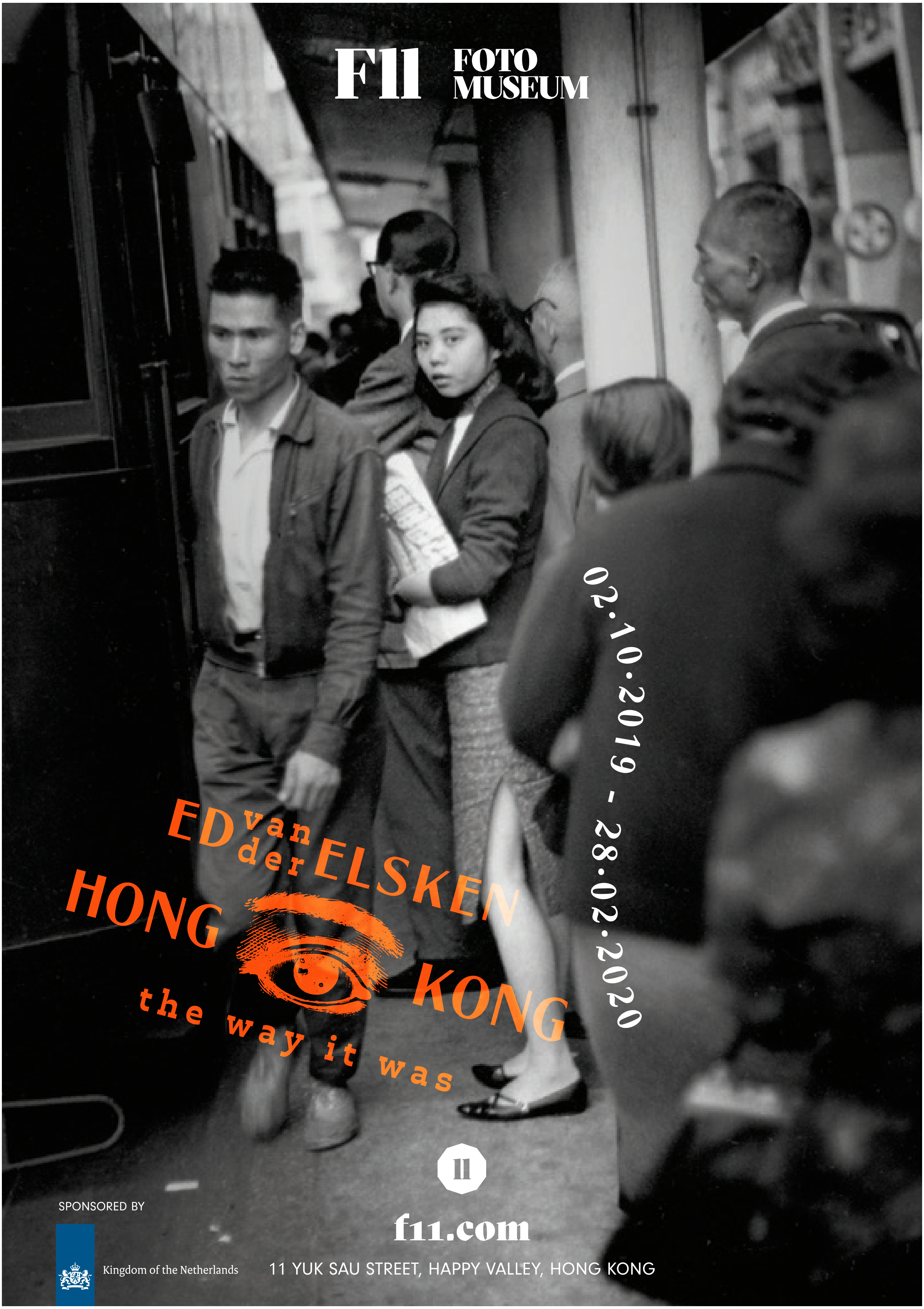
During our present somewhat tumultuous times, the possibility of military intervention seems to be a hot topic amongst political commentators. Same as in the run-up to the handover in 1997: some say they will, some say they won't. Different year, same arguments. In reality, very few know for a fact that their predictions will come true. Besides, most of those proffering their views on the topic belong to the classes that have the least grounds for concern. Foreign passport holders hoarding food supplies? Give me a break. They'd be the first to queue up for their flight home – and I suspect mainland and local Chinese alike will be glad to see the back of them.

> *If anyone, it is the locals that have genuine cause for alarm and I may have missed it, but I don't see a whole lot of sympathy in the international press reports for their plight.*

If anyone, it is the locals that have genuine cause for alarm and I may have missed it, but I don't see a whole lot of sympathy in the international press reports for their plight. All focus is on the youngsters throwing a ruckus, yet families who fled communist China in the 1950s and 60s stand to lose everything – again. My former Chinese teacher married a Guangdong man who arrived in Hong Kong in the late 1960s, by sea. Not by boat, mind, he swam across risking life and limb. Of course he left Hong Kong long ago, but where would he swim from here if he hadn't?

I do not possess a crystal ball and therefore my views are as good as anyone's. It would occur to me though that if the PLA are called upon to restore order, it would come as a protector of the Hong Kong people, not its oppressor – much less a colonial one. And the British had armed men at the airport and military staff about town, for perfectly legitimate reasons. So why not China?

Yes, there will be a number of individuals who should fear the consequences if they persist in their violent conduct. And there are no guarantees that soldiers will show perfect restraint even if those individuals behave. But let's be Earnest: serious people do not treat demonstrations for worthy causes as a trivial comedy. Those that do risk triggering serious consequences. ■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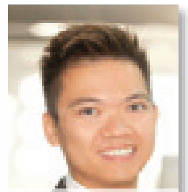
Enjoyment of Tax Benefits Granted Under Mainland China Double Tax Treaties

By William Jan Hoogland (taxservices@hkwj-taxlaw.hk) and
David Lo (david.lo@hkwj-taxlaw.hk), HKWJ Tax Law & Partners Limited


Willem Jan Hoogland


David Lo

Mainland China has entered into double tax treaties/arrangements ("DTAs") with more than 100 tax jurisdictions including Hong Kong, the Netherlands and several European countries. Apart from preventing potential double taxation by both Mainland China and its tax treaty partners, Mainland China DTAs in general offer favourable withholding tax rates on dividends, interests and royalties distributed/paid by the Mainland Chinese tax residents to non-Mainland Chinese tax residents or vice versa.

For example, the current withholding tax rate on dividend distribution charged in Mainland China is 10% pursuant to the local Chinese tax rules. However, by applying the DTA between Mainland China and Hong Kong, the withholding tax rate in respect of the dividends distributed to Hong Kong tax residents can be reduced to 5%, provided that certain conditions can be satisfied.

General requirements

The reduction of the withholding tax rate is subject to review and agreement by the Chinese tax authorities. Apart from the criteria set out in the DTAs, it is also required to satisfy the local Chinese tax rules. One of the conditions is that the income (i.e. dividend, interest and royalty) recipients are the beneficial owner ("BO") of the income.

The State Administration of Taxation of Mainland China released in February 2018 a Public Notice [2018] No. 9 ("Public Notice 9"), in which guidelines/rules for assessing the BO status for the purpose of enjoying the reduction of withholding tax rate on dividends, interests and royalties have been stipulated. In particular, there are some unfavourable factors for becoming a BO, which include but are not limited to the following:

(i) The recipient is obligated to pay more than 50% of the income to a resident of a third jurisdiction within 12 months after its receipt of the income;

(ii) The business activities carried out by the recipient of the income do not qualify as substantive business activities. Substantive business activities include substantive manufacturing, distribution and management activities, etc.; and

(iii) The income received by the recipient is exempt from tax or not subject to tax in the resident jurisdiction, or the recipient pays tax in the resident jurisdiction but at an extremely low effective tax rate.

In case one would like to apply for the reduction of the withholding tax rate under the Mainland China DTAs, it is generally required to make an application with the Chinese tax authorities by submitting certain application forms and a Certificate of Resident Status ("The Certificate").

In the application forms, information including the details of the applicants and the tax treaty benefits claimed as well as whether the above-mentioned unfavourable factors are present has to be provided. As for the Certificate, it is a document issued by the competent authorities of Mainland China's tax treaty partner [e.g. the Hong Kong Inland Revenue Department ("HK-IRD")] stating that a party (e.g. a Hong Kong company) applying for the tax treaty benefits is a tax resident of that tax treaty partner (e.g. Hong Kong). In Hong Kong, in order to obtain the Certificate from the HK-IRD, it is required for the applicants to have, amongst others, sufficient substance maintained in Hong Kong.

The Chinese tax authorities usually look at all the relevant facts and circumstances when deciding whether to allow the tax benefits granted under the Mainland China DTAs. In order to strengthen the chance of the success, it is important not to have those unfavourable factors stipulated under Public Notice 9 attached to the applicants.

Safe harbour rules and relaxation of the scope for the tax treaty benefits

Having said the above, pursuant to Public Notice 9, if an applicant for the reduced withholding tax rates on dividends under the DTAs can satisfy certain 'safe harbour' rules (e.g. the dividend recipients are a listed company, a government or an individual resident in the tax treaty partner of Mainland China), it will automatically be deemed to be a BO. That is, it is no longer required to consider whether any unfavourable factors under Public Notice 9 exist.

In addition, Public Notice 9 also includes the so-called 'same jurisdiction rule and same treaty benefit rule' for relaxation of the scope for enjoying the tax treaty benefits for multi-layer holding structure. These rules are applicable to dividend income only, under which even if an applicant does not meet the conditions as a BO, it will still be qualified as a BO, provided that (i) the applicant's shareholder directly/indirectly holding 100% shares of the applicant qualifies as a BO upon being assessed based on the unfavourable factors under Public Notice 9; and (ii) certain scenarios can be met.

Conclusion

One can potentially enjoy a significant withholding tax saving on the distribution/payment of dividends/interests/royalties from out of Mainland China by applying the Mainland China DTAs, subject to certain conditions. It is generally required for the income recipient, amongst others, to be the BO of the income and to obtain the Certificate from the competent authorities of Mainland China's tax treaty partner stating that it is a tax resident of that tax treaty partner. ■

Quo Vadis China? (And the rest of us)

For this column, we have a look at Mainland China and report some interesting developments how China is coping with its huge waste problem which, in a few years, will be the biggest waste generator worldwide.


Bernard Scheffens

By Bernard Scheffens, CEO, WSS Asia Ltd., bernardscheffens.wss@gmail.com

Now, before we get into the details, we need to understand where China is at this point in time. They have not been sitting still. Numerous initiatives have been undertaken to handle the waste streams as they emerge. We have seen the building of waste-to-energy plants, organic waste treatment facilities (OWTF) to handle the huge amount of organic waste, the collection points and the implementation of separation@source principles.

However, has the waste (or value) management chain been established to its full capacity? The short answer is 'no'. It seems it is the result of various independent efforts where quick solutions are sought to solve an immediate problem. The intentions are good, but the future demands a more structured approach where ultimately the value of waste will be captured. So, what needs to be done?

First of all, there needs to be high level government planning including laws, regulations and enforcement. After all, we are talking here about the biggest change management plans in our history. It requires a different approach to how we live, produce, use, think, etc. And this can only be achieved if we create a level playing field for all participants in this process: civilians, companies and other related organisations. In other words, all of us.

> *The intentions are good, but the future demands a more structured approach where ultimately the value of waste will be captured. So, what needs to be done?*

Second, when we start using the world's resources, we need to think about alternatives, how we apply this in the production process (the so-called recyclable products), how we use or re-use them, how we separate this into clean waste (in order to reduce the cost of waste treatment/recycling), how we turn this into competitively priced per ton resource for manufacturers to use again, as a simplified example of a circular economy. Why do this? In August 2019, we have already used up all the resources the earth can produce for the entire year!! Meaning that for the rest of the year, we need to use what we have in stock. Each year, we will see this happening earlier in the year. It's not rocket science – we need change.

Finally, by 2050, we will no longer be able to provide the economies worldwide with resources they need. This may lead to a worldwide war on resources if we don't manage this carefully. Bigger economies are already preparing to secure resources for the future. Example? The recent story of the USA proposing to buy Greenland owned by Denmark. And there are more.

> *In August 2019, we have already used up all the resources the earth can produce for the entire year!! Meaning that for the rest of the year, we need to use what we have in stock. Each year, we will see this happening earlier in the year. It's not rocket science – we need change.*

However, these efforts are distracting us of what we really need to do, for the sake of mankind in all countries: capturing value from what we throw away. Strategic positioning is understandable, but also a sign that these countries are not sure they can do the job. And it can be done. If we want to. Together.
In China, recently we have seen now encouraging examples of important steps. A Presidential decree, to achieve 35% recycling by 2025 in the 46 biggest cities in China. We immediately have seen a lot of activities deployed to make plans and find (international) partners to work with. Delegations flying out to seek technology, partners, understand the processes and the approaches that can be applied to create an integrated, comprehensive approach to waste and its value. Let's hope for real progress.

What does it mean to the rest of us? We need to re-examine our own efforts as well. Can we do better? Yes, we can. We should seek new approaches where we can find value, translated also into new financial models for sustainability and new business models. It is a massive effort and one of the biggest challenges of all time. A major part of our problems is the use of plastics.

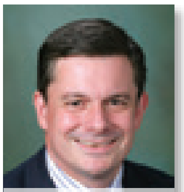
We should be prepared to pay for bio-degradable plastics instead of what we have been doing for so long: throw it away, burn it (pollution, destroying value with some energy as a plus), or worse, throwing it into our oceans.

So, where China is making progress and hopefully will succeed, India, another hugely populated country with similar problems, is trying to do the same. And where some countries are more advanced, it should become a part of the system – every day, everywhere – to save our planet, where we all live. ■

Bridge Over Troubled Waters

It was while listening to the old Simon & Garfunkel classic "Bridge Over Troubled Waters" that I wondered about all the bridges that Hong Kong had. In fact, Hong Kong is made up of no less than 234 islands !

By Daniël de Blocq van Scheltinga, Managing Director, Polarwide Limited


Daniël de Blocq van Scheltinga

The two biggest islands in Hong Kong are Lantau and Hong Kong Island, and the whole is interlinked where possible by over 1,300 vehicular bridges, 22 tunnels and where there aren't bridges and tunnels there are ferry connections.

Almost all of this connectivity was made possible by infrastructure projects completed after the 1997 Handover but planned well before then.

In the early 1990's, the Government approved the "Rose Garden Project", (or Airport Core Programme as it was officially called) a very ambitious integrated infrastructure project centred around the new planned Hong Kong International Airport. Amongst other elements, the integrated plan included a new world class bridge (the Tsing Ma Bridge), the Western Harbour Tunnel, the Airport Express and the North Lantau Freeway. This very ambitious plan was envisaged to cost more than HKD 200 billion, but the Chinese government was nervous that after the 1997 Handover they would be saddled with an SAR without adequate financial reserves, so it was reduced this somewhat (amongst others by shortening the planned Tsing Ma Bridge). The final price amounted to HKD 160.2 billion, (including Chek Lap Kok Airport itself which cost HKD 20 billion).

The programme formally commenced after the signing of a Memorandum of Understanding between British Prime Minister John Major and Chinese Premier Li Peng in Beijing on 3 September 1991, and lasted eight years in total. According to the Guinness World Records, it is the most expensive airport project in the world, and certainly the biggest infrastructure programme in Hong Kong's history.

A number of elements made this bridge, which in reality is a combination of bridges and an undersea tunnel, an engineering challenge: for example, the requirement that it be built to last for at least 120 years, the combining of different Hong Kong, Macau and Mainland regulations and standards, the need to consider the impact of frequent typhoons, crisscross navigation, airport height restrictions and the high environmental standards. The dimensions are by themselves impressive: the whole structure is 55 kilometres long and includes a 29.6 km dual three-lane carriageway in the form of a bridge-cum-tunnel. The bridge was built with an impressive 420,000 tonnes of steel, according to one calculation 60 times the amount of steel used to construct the Eiffel Tower in Paris.

The **Tsing Ma Bridge** is the 11th longest suspension bridge in the world, and the longest bridge in the world that carries both car and train traffic. The bridge was named after the two islands it connects, namely Tsing Yi and Ma Wan. The 41-metre-wide bridge deck carries six lanes of car traffic, with three lanes in each direction. The lower level contains two rail tracks and two sheltered carriageways used for maintenance access and which are opened when particularly severe typhoons strike Hong Kong and the upper bridge deck is forced to close.

Construction work for this world class bridge started in June 1992. First off, land reclamation work was needed on both sides of the bridge. Important segments of the bridge itself were constructed in the U.K., Japan and Dubai before being shipped to Hong Kong. In bridge building, watertight retaining structures called caissons are used, to enable work to be done in a dry environment. The four caissons used for the Tsing Ma Bridge each weighed 4,000 tonnes and were subsequently filled with concrete to form the foundations of the bridge. It is a unique structure which has become an important case study at engineering schools around the world.

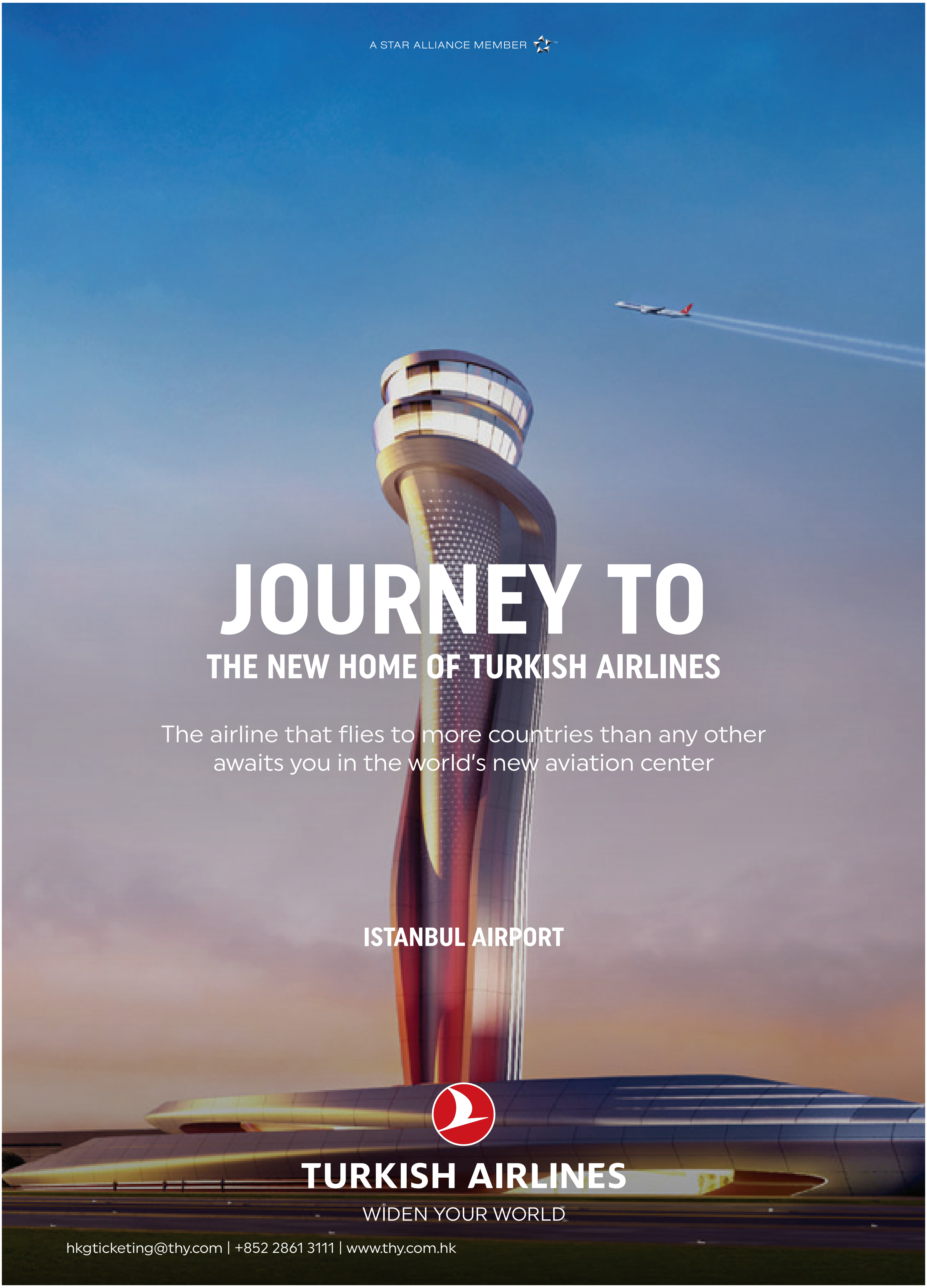
The bridge was completed just two months before the Handover in May 1997. It has a visitor centre and has often been used a location in Hong Kong movies. Next time you drive over it, take a moment to realise how unique this modern marvel truly is.

Another interesting Hong Kong Bridge is clearly the new **Hong Kong-Zhuhai-Macau Bridge.** Perhaps because the name is such a mouthful, President Xi Jinping dubbed it the "Bridge of Dreams". This is the world's longest sea bridge, (beating the Jiaozhou Bay Bridge in China's Shandong province), and a true an engineering marvel, that has already proven itself to be strong enough to withstand the force of 2018's Typhoon Mangkhut, an extremely powerful tropical cyclone.

Stonecutters Bridge, which connects Nam Wan Kok, Tsing Yi to Stonecutters Island is another impressive engineering feat. It spans 1.6 km with three lanes of traffic in each direction. It is a cable-stayed bridge with two bridge towers, one on Tsing Yi Island and the other on Stonecutters Island.

With a main span of 1,018 m (3,340 ft), Stonecutters Bridge is the third-longest cable-stayed bridge (where the bridge is connected by cables to vertical towers, like the Erasmus Bridge in Rotterdam, as opposed to suspension bridges) in the world. This bridge has won numerous international engineering sector awards

Hong Kong clearly has the experience and track record in building bridges. Let us hope this unique expertise continues to be put to good use going forward. Taking notice of the various marvellous bridges we often just take for granted also reminds us of the diversity that Hong Kong has to offer, exemplified by the 234 islands. ■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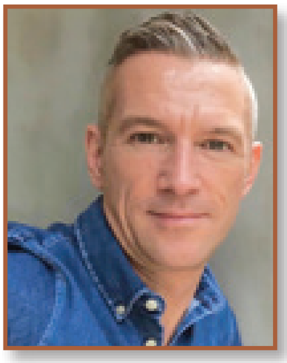


Passing the Pen

Name: Rogier van Veldhuizen
Company: Dutch Chamber of Commerce in Hong Kong
Email: rogier@dutchchamber.hk

Who am I:

I am the new Communication & Events Manager at the Dutch Chamber of Commerce in Hong Kong. I have literally been 'passed the pen' by my predecessor Judith Huismans and have some big shoes to fill. Nonetheless, so far I am really enjoying my new role and have already met many great and inspiring people. I am Dutch and was born (a long time ago) in The Hague. I like running, skiing and good wines.

My professional background is:

I lived in The Hague until I graduated from The Hotelschool and moved to Amsterdam to start my career in the International Hospitality Industry. I made a career within the Amsterdam Hotel Industry and moved to London to become Front of House Manager at the 5* Boutique Soho Hotel. After three years, I had the opportunity to move to Kuala Lumpur, Malaysia. During my time in Malaysia I was responsible for all events of the Netherlands Association. In between these events I travelled a lot and in APAC and this is when my love for Asia began. Nearly four years later, I moved back to London to further my career in the corporate industry as Guest Services Manager at S&P Global followed by Client Services Manager at Thomson Reuters.

I moved to Hong Kong because ...

During my second stint in London, the company I worked for won a global contract with HSBC and I was part of the team responsible for the implementation of the guest services contract at the HSBC Global headquarters in Canary Wharf, London. Soon afterwards, I had the opportunity to set up the same department at HSBC Hong Kong and became responsible for the entire guest services at HSBC as Head of Guest Services. It was a fantastic experience, but earlier this year I decided it was time to find a new challenge.

My most remarkable work story is:

During my career within the International Hotel Industry I met many famous people like musicians, artists, politicians and actors, but obviously I still had my wish list of celebrities I'd like to meet. I still remember clearly one Saturday morning – it was during my last months at the Soho Hotel in London –when I was Manager on Duty. That night, the BAFTA Awards (The British Oscars) were to be presented live at The Royal Opera House in Covent Garden. We had many actors and actresses staying at the hotel, but this actress in particular was not staying with us. Suddenly, an unknown film producer rushed into the hotel, out of breath and asked for the Manager on Duty … which was me.

She said, 'In 10 minutes I need a day-use room where some people can change, chill and prepare for the event.'

'Sure,' I said. 'We still have availability, but who can we expect?' 'You will recognise her,' said the film producer. The film producer ran out again and literally three minutes later, Meryl Streep was standing in front of me asking me where she should go. She made an unexpected star appearance that night at the BAFTA'S and I could tick the box at the top of my list.

I find most of my business contacts through:

Of course, I find business contacts at work, during meetings, networking events etc. But thinking about this question and looking back, I realise I find my business contacts everywhere; whilst I am travelling, at someone's birthday party or when sitting in a coffee shop.

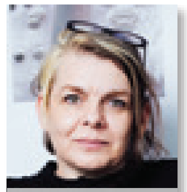
I strongly believe in 'when you give, you will get back'. Therefore, when you are open to meeting new people, are spontaneous, ask questions and show interest, you will meet great and inspiring people every day.

One day I will be:

Hopefully still running miles and miles and having my own wine cellar. ■

Living History: Bound Feet Women of China

The more women I have met and photographed, the more I want to be ensconced in rural areas of China recording their stories.


Jo Farrell

CREDIT: CALVIN SIT

By Jo Farrell, photographer, www.livinghistoryphotography.com

As a photographer and cultural anthropologist my job is to tell stories through images. I have always been fascinated by modernisation and urban growth and how memories are formed.

About 14 years ago I started focusing more on traditions and cultures that are dying out, capturing the essence of something that will no longer exist – a record of life. In 2005 I started work on a project entitled, "Living History: Bound Feet Women of China" which grew from the chance meeting with one woman who has bound feet, to a documentation of over 50 of the last remaining women in China with bound feet, a practice that was outlawed in 1949.

This generation of women (now in their 80s and 90s) were the last to have their feet bound and have lived through some of the harshest periods in Chinese history – the Cultural Revolution and the great famine. Most people believe that it was only the elite that bound their feet and lived a life of leisure. Like any tradition or fashion – this was passed down to the less wealthy in order for local women to be considered more desirable and marriage-worthy. When the practice was outlawed it was first banned in cities, but continued on in rural areas for many more years – hence


Su Xi Rong dumplings, Age: 75 (2008), b: 1933


Liu Shiu Ying and her husband, Age: 79 (2006), b: 1926 d: 2013


Yang Jinge portrait, Age: 79 (2006), b: 1926 d: 2016

Bound Chicken, Su Xi Rong and her husband, Age: 75 (2008), b: 1933

Su Xi Rong's straw shoes, Age: 75 (2008), b: 1933

Cao Mei Xing, Age: 87 (2008), b: 1921 d: 2013

Su Xi Rong, Age: 75 (2008), b: 1933

Yang Jinge, Age: 87 (2010), b: 1923 d: 2016

the reason why the remaining women alive are not from the elite. As peasant farmers they had to work in the fields for most of their lives. As women they have been the backbone of Chinese family life.

My new book is about celebrating the lives of these incredible women who bound their feet to ensure they had a better life – it was a way of having control over their destiny. Women like Zhang Xiu Ling who had her feet bound at the age seven by her mother, as she was told that women would be laughed at if they had big feet. She was not willing to have her feet bound and sometimes unbound them to relieve the pain. Her mother scolded her and said that she will never marry. Or Guo Ting Yu whose mother (who had bound feet) was unwilling to bind her feet. So, at 15 Guo bound her own feet, after carefully watching her mother. It was painful but she told me that they looked beautiful.

My photographs are all taken on B&W negative using a Hasselblad camera and processed by me. Each image is shot and used full frame, all cropping is done within the camera itself, what you see is what I meant to take. These photographs are a tribute to these great women; it has been a privilege to be part of their journey. ■

Zhang Yun Ying, Age: 77 (2005), b: 1928 d: 2018

Breakfast Seminar Tax Round Table

The DutchCham Tax committee organised a round table discussion to address some of the recent developments and discussed the EU Mandatory Disclosure Regime (MDR).

Sponsored by Ernst & Young with Guest Speaker Miranda Baas, Senior Manager, Dutch/Europe Tax Desk, Asia Pacific at Ernst & Young China/Hong Kong.

20-08-2019
Dutch Consulate General in Hong Kong

Lunch Seminar: Vietnam ... The Next Manufacturing Hot Spot

This seminar provided participants with an update of the business opportunities and advantages of manufacturing in Vietnam. In addition, participants were introduced to the current tax incentives, labour framework and key manufacturing locations.

30-08-2019
UniCredit Bank

Digital Marketing 101 Series

By AdMaxify - Tina Goguia Digital Marketing is fast evolving and can be quite complex. During these first 3 sessions (out of 7) the Digital Marketing landscape as of today has been discussed and participants learned how to get started online, how to translate business objectives into online goals and measurement, branding and website strategy for effective marketing.

Session 1 Kick Off 28-08-2019
Session 2 Online Advertising 04-09-2019
Session 3 SEO 11-09-2019
SPACES - Sun House

Young Professionals Summer BBQ

Th Young Professionals Committee hosted the 6th Annual Summer BBQ at Shek O Beach. It was a great opportunity for our Dutch Chamber Young Professionals Platform to catch up with each other and meet new ones.

06-09-2019
Ben's Back Beach Bar – Shek O Village

NEW MEMBERS LISTINGS

NEW CORPORATE MEMBER

Joost van Opstal
Global Business Development Manager at AEL Berkman Forwarding (HK) Ltd

After spending three years in China, I joined Berkman Forwarding in 2016 in the Netherlands, and after two and a half years there, made the move to back to work for the Asian branch of the organisation, AEL Berkman. AEL Berkman is a Global Logistics provider focusing on Air & Ocean shipments to Europe, Australia and North America.

In my position I spend around 80% of my on Global Partner Development. This is something I enjoy very much as I have always been a nomad.

Between my 20s and my 30s, I lived and worked on five continents and learned about the different cultures and their ways of working. This helps me a great deal in understanding the mindset and requirements of our partners in business.

Besides my main job, I have a great interest in Trading & Sourcing, which I did before, and hope that one day I can start my own business again.

Joost van Opstal, Global Business Development Manager at AEL Berkman Forwarding HK
joost@hk.aelbkm.com
Unit F, 15/F., MG Tower
133 Hoi Bun Road, Kwun Tong
Kowloon, Hong Kong
+852-2541-9515

TRADE SHOW CALENDAR

IN THE NETHERLANDS

Smart Homes and Intelligent Buildings
Location: Jaarbeurs Supernova
Date: 5 November 2019
Organiser: Jaarbeurs
Email: info@jaarbeurs.nl
Website: www.sh-ib.nl

Logistica 2019 (smart warehousing)
Location: Jaarbeurs Utrecht
Date: 5-7 November 2019
Organiser: Jaarbeurs Utrecht
Email: service@jaarbeurs.nl
Website: https://www.logistica-online.nl

Aquatech Amsterdam 2019
Location: RAI Amsterdam
Date: 5-8 November 2019
Organiser: Aquatechtrade
Email: registration@rai.nl
Website: https://www.aquatechtrade.com/amsterdam

Metstrade 2019 (marine leisure industry)
Location: RAI Amsterdam
Date: 19-21 Nov 2019
Organiser: RAI Amsterdam BV
Email: registration@rai.nl
Website: https://www.metstrade.com/

Telecom Infra Project Summit 2019
Location: RAI Amsterdam
Date: 13-14 November 2019
Organiser: TIP
Email: tipsummit@telecominfraproject.com
Website: https://telecominfraproject.com/

Stainless Steel World Exhibition (for stainless steels & special alloy industries)
Location: MECC Maastricht
Date: 26-28 November 2019
Organiser: KCI Publishing
Email: e.hannan@kci-world.com
Website: http://www.stainless-steel-world.net/

IN HONG KONG

Hong Kong International Optical Fair 2019
Location: HKCEC
Date: 6-8 Nov 2019
Organiser: HKTDC
Email: exhibitions@hktdc.org
Website: www.hktdc.com

Asian Logistics & Maritime Conference
Location: HKCEC
Date: 19-20 Nov 2019
Organiser: Hong Kong Maritime Board
Email: info@iwaaspire2019.org
Website: www.hktdc.com/ncs/almc2019

ASIFMA China Capital Markets Conference
Location: Island Shangri-La Hong Kong
Date: 29 November 2019
Organiser: ASIFMA
Email: mhung@asifma.org
Website: www.aifma.org/china2019

Asian E-tailing Summit
Location: HKCEC
Date: 4-5 Dec 2019
Organiser: HKTDC
Email: aes@hktdc.org
Website: www.hktdc.com

International Conference of Hong Kong Society for Transportation Studies
Location: Mira Hotel
Date: 4-16 Dec 2019
Organiser: City University of Hong Kong
Email: hksts2019@outlook.com
Website: http://www.hksts.org/conf.htm

Construction Innovation Expo 2019
Location: HKCEC
Date: 17-20 December 2019
Organiser: Construction Industry Council
Email: richardpang@cic.hk
Website: www.cic.hk

Trade Enquiries

These trade enquiries were received by the Economic Section of the Consulate-General of the Netherlands in Hong Kong. Interested parties may approach the companies directly or contact Betty Liu, Senior Commercial Officer on phone +852 2599 9202 or by fax to +852 2868 5388 or via email economic.section@netherlands-cg.org.hk.

Hong Kong Importers wanted
Certified sustainable hardwood

Company: Dutch Green Planet
Contact: Rob Prange
Email: robsgreenplanet@gmail.com

We are an independent, member-driven, non-governmental, non-profit business association which serves to facilitate business in Hong Kong and Greater China for its members by providing networking, knowledge sharing and company profiling opportunities.

As the representative body of Dutch business in Hong Kong, we maintain close relationships with both the Dutch and the Hong Kong SAR governments.

DUTCHCHAM GOLD MEMBERS

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AEGON
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HK WJ tax law
pwc
ING
Rabobank
KLM Royal Dutch Airlines
Tanner De Witt solicitors
KPMG
Triple Eight Limited company secretary

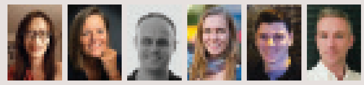
MEMBERSHIP & ANNUAL FEES

• Gold Member	HK$ 20,000
• Corporate Member	HK$ 8,500
• SME Member	HK$ 3,500
• Associate Member	HK$ 3,500
• Young Professional	HK$ 750
• Start-up Member	HK$ 1,750
• Overseas Member	HK$ 2,500

NO JOINING FEE

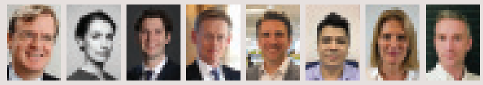
DUTCHCHAM COMMITTEES

PR & Pub Committee



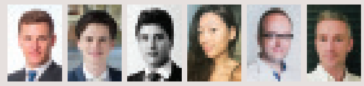
• Donna Mah • Monique de Raaij • Maarten Swemmer
• Annemarelle van Schayik • Mike Spaan • Rogier van Veldhuizen

China Committee



• Michiel Mak (chair) • Rinske Kuiper • Rogier van Bijnen
• Ewout Stumphius • James Donnan • Erwin Chan • Muriel Moorrees
• Rogier van Veldhuizen

SME Committee



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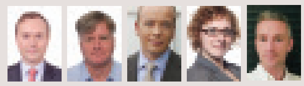
• Iris ten Teije • Jeffrey Broer • Rogier van Veldhuizen

Tax Committee



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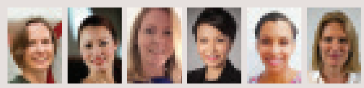
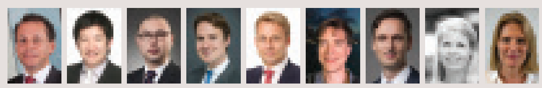
• Miranda Baas • Muriel Moorrees • Rogier van Veldhuizen

Women in Business Committee



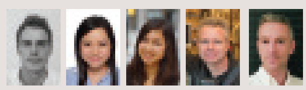
• Maaike van Meer • Claire Worp • Emily de Bruijn • Sandra Wu
• Nerice Gietel • Muriel Moorrees

Finance Committee



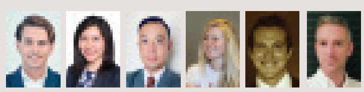
• Michael van Ommeren (chair) • Lapman Lee • Litai Wai
• Bram van den Bergh • Michiel van Voorst • Rogier Hekking
• Hugo Sterkenburgh • Esther Verhoek • Muriel Moorrees

Creative Committee



• Saul Smeding (chair) • May Yeung • Anoeshka Krijnen
• Marcel Heijnen • Rogier van Veldhuizen

Young Professional Committee



• Alexander de Haseth • Vicki Chi • Ka Wai Tan • Chantal Rensing
• Hidde van der Burg • Rogier van Veldhuizen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