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Swiss Business Awards
Winners (Part 1)

Nestlé, ABB,
Swisstouches

瑞士商业大奖得主 (一):
雀巢 ABB 瑞斯丽

Switzerland's Free
Trade Weapon:

Interview with

"Mr. FTA"

Christian Etter

访谈“自由贸易协定
谈判专家”

A Historic Handshake

Background, Milestones, Opinions, Provisions

历史性的握手——背景、历史回顾、评论、条款分析



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of Basel, which will be inaugurated this September, are among the achievements of the past six years. Furthermore, Basel serves as an attractive residential and working location with excellent labour conditions and a very high quality of life, which are also enjoyed by the highly qualified Chinese residents who live and work in the city.

You can find up-to-date, comprehensive information about Basel and its city partnership with Shanghai — also in Chinese — on the official website.

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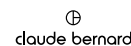


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Dear Members and Readers

The past few months have been highly successful in regards to the development of Sino-Swiss relations. On a political level, the signing of the Free Trade Agreement (FTA) between Switzerland and China on July 6th outshines all other events. Switzerland is the first country in Continental Europe to have signed such an agreement with the People's Republic of China. The ratification of the FTA through the Swiss parliament will be underway soon, and the agreement will most probably enter into action by mid 2014.

On matters of Chinese and Swiss economy, trade and investments are mostly complimentary - China being one of the leading developing economies while Switzerland is a stable post industrial country. Through our chamber of commerce, we see many synergies and co-operations taking place - now and in the future - between Chinese and Swiss counterparts.

Federal Councillor Schneider-Ammann was in Beijing with an important business delegation for the FTA signature ceremony. He also graced the inaugural "Swiss Business Awards Gala" in Beijing with his presence. SwissCham Beijing was happy to successfully organize this event for over 340 participants. Swiss President Ueli Maurer arrived two weeks later on an official head of state visit, and attended the Eco Global Forum in Guiyang, where Switzerland left a very strong "carbon-neutral" footprint on this annual high-level event in China. Federal Councillor Alain Berset followed in the footsteps of his colleagues visiting China with a med-tech and public health delegation in August. Besides the aforementioned first "Swiss Business Awards Gala" organized by SwissCham Beijing, where companies are rewarded for their achievements over the past years and recognized for their contributions to both the Swiss and Chinese business communities, the Swiss week was successfully organized by SwissCham Shanghai.

Thank you for supporting our SwissCham China platform and, please, enjoy reading the current issue of the Bridge. You can find more information on our SwissCham China website as well.

Peter Troesch
President, SwissCham Beijing

亲爱的会员和读者朋友们：

在过去的几个月里，中瑞关系发展取得了巨大的成功。在政治方面，瑞士和中国于2013年7月6日签署的自由贸易协定（FTA）无疑是一大亮点，瑞士成为欧洲大陆首个与中华人民共和国达成自由贸易协定的国家。目前，瑞士国会即将对该协定进行审批，预计将于2014年中期正式执行。

中国是发展最迅速的经济体之一，瑞士是发展稳定的后工业国家，两国间的经济、贸易和投资相辅相成。通过商会的桥梁作用，我们看到现在和未来中国和瑞士间的协作和合作正在紧密地开展。

联邦委员施耐德·阿曼（Schneider-Ammann）协同一个重要的商业代表团参加了在北京举行的自由贸易协定签约仪式，他还出席了在北京举行的“瑞士商业大奖颁奖盛会”。中国瑞士商会北京很荣幸成功的组织了这次有340多人出席的盛会。两周后，瑞士联邦主席于利·毛雷尔（Ueli Maurer）对中国进行了国家元首官方访问，并出席了在贵阳举行的生态文明国际论坛，瑞士作为碳平衡国家为此次在中国举行的年度高端会议留下了深远的影响。随后，联邦议员阿莱恩·贝尔塞（Alain Berset）带领着一支医药科技与公共健康代表团于8月访问了中国。在由中国瑞士商会北京主办的“瑞士商业大奖颁奖盛会”上，来自各行各业的企业济济一堂，为过去几年所取得的成就和为瑞士和中国商业团体所做的贡献接受表彰。此外，瑞士周在中国瑞士商会上海的主办下也取得了巨大的成功。

感谢各位对中国瑞士商会所搭建平台的支持，也希望本期《桥》为大家带来收获。您也可以通过中国瑞士商会网站了解更多信息。

Peter Troesch
中国瑞士商会北京总裁

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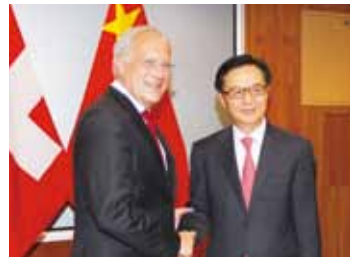
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摩科瑞长期广泛地对全球上游油气，油品物流存储和煤炭开采资产进行投资并获益于此。这些投资支撑着公司作为全球商品市场主要参与者不断扩大其影响力。

摩科瑞在中国设立的摩科瑞（中国）投资有限公司整合了摩科瑞北京公司和上海公司，实现了对在华的贸易和投资业务的统一管理。

摩科瑞北京公司主要经营燃料油、煤炭、铁矿石等大宗商品的国际贸易及内贸业务。2012年初，摩科瑞宣布把其全球性贸易活动拓展至基本金属领域。这项业务已分别在伦敦和上海展开，主要专注于铜、铝、锌、镍、锡和铂的交易，并在伦敦金属交易所、芝加哥商业交易所和上海期货交易所进行交易。摩科瑞上海公司是集团公司全球金属业务的决策中心。

摩科瑞能源集团正在与中国的业务伙伴紧密合作，向中国供应能源及其他资源产品，从而为促进这一伟大国家的繁荣发展贡献力量。

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Mercuria (China) Investment Co., Ltd. has been established to integrate the business of Mercuria Beijing and Shanghai, and to manage trading and investment activities for the Group in China.

Mercuria Beijing focuses on international and domestic trading of fuel oil, coal, and iron ore. In 2012, Mercuria expanded its global trading activities into base metals. The business is conducted in London and Shanghai, primarily focusing on Copper, Aluminum, Zinc, Nickel, Tin and Lead, with coverage spanning the London Metal Exchange, Chicago Mercantile Exchange and Shanghai Futures Exchange. Mercuria Shanghai is the decision making center of metal business of the Group.

Mercuria Energy Group is working with our Chinese counterparties to bring energy and other products to China to help this great nation grow and prosper.



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Beijing, July 6th 2013:
Federal Councillor Johann
N. Schneider-Ammann and
the Chinese Minister of
Commerce Gao Hucheng
signed the bilateral free
trade agreement between
Switzerland and China.

2013 年 7 月 6 日，瑞士联邦
委员约翰施耐德·阿曼和
中国商务部部长高虎城在
北京签署了中瑞自由贸易
协定。



*Dear Members of SwissCham China,
Members of the Swiss Business Community in China,
Friends of Switzerland,*

It is my great pleasure to reach out to you today, especially since the occasion of doing so couldn't be a more joyful one. In July of this year, I had the great pleasure to sign, on behalf of our country, a Free Trade Agreement (FTA) with the People's Republic of China.

Looking back, I recall the illustrious moment when my counterpart, Minister of Commerce Gao Hucheng, and I put our signatures under the agreement - a treaty consisting of more than 1000 pages, weighing almost ten kilos. Admittedly, it was a moment deeply filled with joy and pride.

But my personal feelings are only of secondary importance. This FTA has been concluded first and foremost for you - the ever growing Swiss business community doing business with China, and also for the benefit of the whole Swiss economy. This is why I am happily reaching out to you with this message, as you will be the true beneficiaries of the FTA, together with Chinese beneficiaries doing business with Switzerland.

This agreement is a milestone in the history of foreign economic affairs of Switzerland and clearly the most important of its kind. Essentially, it creates a predictable legal framework, rooted in international law, for economic exchanges between our two countries. It improves mutual market access for goods and services, and it increases legal security in the field of intellectual property and for bilateral economic relations in general.

However, the FTA goes far beyond that. Thanks to this agreement, the bilateral relation between Switzerland and the world's second largest economy will be significantly affected, and for sure, the relations will intensify considerably. Bear in mind that the FTA does not stand alone. At the same time, we also signed an agreement concerning labour and employment issues, which strengthens the social dimension of the Sino-Swiss cooperation. Furthermore, both

sides are committed to continue the dialogue on human rights that had started in 1991, and agreed to intensify cooperation regarding education and research. In these fields, which are reaching beyond trade, Switzerland has a lot to offer, and Switzerland is prepared to contribute to further improving overall living conditions in China.

With the FTA, the story that started with Switzerland's early recognition of the People's Republic of China in 1950 continues to be written. Our country was amongst the first nations to establish diplomatic relations with China. And many years later, Switzerland once again, was amongst the first countries to recognize China's status as a market economy. Furthermore, it was the Swiss elevator and escalator company Schindler with which China signed its first industrial joint venture. Through all this, Switzerland and China set marks that stretch beyond normal protocols of diplomacy.

Once ratified by both sides, the agreement will make the already flourishing Sino-Swiss trade relations reach new heights. Only then the agreement can be considered a true success, and for the benefit of both countries. Your visions, courage, and entrepreneurial spirit will turn paper into impressive trade figures and jobs. For this endeavour, and as a former entrepreneur myself, I wish you another very important ingredient of success - the very best of luck!

Sincerely yours

Johann N. Schneider-Ammann

Head of the Federal Department of Economic Affairs,
Education and Research



亲爱的中国瑞士商会会员、瑞士驻华企业以及来自瑞士的朋友们：

今天我 very 荣幸与各位交流，尤其是在这样难得的喜庆时刻。今年7月，我很高兴代表我国与中华人民共和国签署自由贸易协定（FTA）。

我和中国商务部部长高虎城先生在长达1,000多页、重约10公斤的协议书上签字的时刻被公认为十分辉煌的一刻，在那一刻，我内心深处充满了喜悦与骄傲。

不过，我个人的感受还在其次。这次自由贸易协定主要服务于越来越多的成功与中国开展贸易活动并在中国运营的瑞士企业，以及瑞士整体经济的发展。这也是我通过这种方式与你们交流的原因，你们以及与瑞士打交道的中国企业才是自由贸易协定的真正受益者。

本协议是瑞士在对外经济事务领域的里程碑，是瑞士签署的最为重要的自由贸易协定。它从根本上创造了一个植根于国际法的可预见的法律框架，为两国间的经济交流服务。总的来看，它改善了两国间的商品与服务准入，提高了知识产权领域的法律安全，增强了双边经济关系。

不过，自由贸易协定带来的不止是以上提到的这些。本协议的签署将使瑞士与世界第二大经济体间的双边关系获得大幅提升，这种关系肯定还会进一步加强。需要指出的一点是，自由贸易协定并不是独立存在的。我们同时还签署了关于劳动力与雇佣问题的协定，这将加强中瑞在社会层面的合作。此外，双方还致力于继续开展自1991年以来的人权问题对话，并就加强教育与研究领域的合作达成了一致。在这些贸易之外的其他领域，瑞士都拥有较强的实力，瑞士已经准备好为进一步改善中国的整体生活条件而做出贡献。

随着自由贸易协定的签署，两国延续了自1950年瑞士最早承认新中国以来的友好关系。我国是第一批最早与中国建立外交关系的国家之一，也是第一批最早承认中国市场经济地位的国家之一。此外，在中国成立的第一家合资企业就是与瑞士电梯与自动扶梯公司迅达合作的。经过这一切，瑞士和中国的关系已经超越了传统外交的范围。

一旦双方正式批准该协定，协定必定会将欣欣向荣的中瑞贸易关系推向新的高潮。只有那时，协定对于双方来说才是真正的成功。你们的愿景、勇气和企业家精神将推动协议书转变为贸易数字和工作机会。我希望本协议的签订是你们通过努力获得成功的另一重要要素，祝各位生意兴隆！

约翰·施耐德—阿曼

联邦经济、教育与创新部长



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FTA between Switzerland and China

“Most Important FTA since 1972”

瑞中自由贸易协定： “自1972年以来 最重要的FTA”

He is Switzerland's most powerful “free-trade weapon”. Ambassador Christian Etter, Chief Negotiator and head of the Swiss delegation negotiating the FTA with the People's Republic of China, grants a rare glimpse into his job as a trade diplomat.

Interview_ **Fabian Gull**, Berne

Q Now that the FTA with China is signed, is the China file now off your desk?

Christian Etter: Not at all! An important step has been accomplished, yes. The ratification of the agreement is next. This means that the competent authorities of both sides need to approve the FTA before it can enter into force. On the Swiss side, approval by both Chambers of Parliament is required.

Q Will the Swiss Parliament have its say in the plenary session this fall?

If all goes as planned, the first Chamber of the Swiss Parliament will vote on the FTA coming December, and the second Chamber in March 2014.

Q What happens until then? Please walk us through the next steps.

During summer, an explanatory report was established. This report, which includes the texts of the agreement in an appendix, was submitted to the Parliament by the Federal Council (the Swiss



cabinet) in September. Now the parliamentary committees are evaluating the agreement. In this process, many questions have to be answered, requiring carful research and preparation. As you can imagine, all this means that China-related work will continue for some time to be a priority task for me and my team (laughing).

Q And in China?

As far as I was told by my Chinese counterparts, China will take its decision either late this year or early next year. In other words: the process is moving simultaneously in both countries.

Q In the best case, when will the FTA enter into force?

After completion of the internal procedures on both sides, the two capitals will notify each other accordingly. This should be possible sometime in the first half of next year, allowing the agreement to enter into force as early as possible in the second half of 2014, once the three month waiting period foreseen by the final provisions of the FTA will be over.

“More than 95% of bilateral trade will be covered by tariff reductions.”

Q What are the reactions on the Swiss side?

Mostly very appreciative. The FTA is widely considered as a milestone, providing for a new dimension of the bilateral relations between China and Switzerland.

Q Any negative feedback?

As always with such complex projects, it is not possible to fully meet all expectations.

Q How do you respond?

The result is a real win-win situation for China and for Switzerland. We have reached substantial results in all areas under negotiation.

Q Like what?

The FTA provides for elimination or substantial reduction of tariffs on the vast majority of bilateral trade. It will enhance transparency and legal security relating to, in example, trade in services and the protection of intellectual property rights. In many more fields, intensified cooperation is foreseen. The FTA includes provisions promoting implementation of the agreement consistent with the objective of sustainable development, including protection of the environment and social progress.

Q What makes you believe these are more than just “nice but empty” words?

Any agreement is as good as the will of the parties to abide by it.

China and Switzerland enjoy longstanding relations of friendship and mutual trust. Both China and Switzerland are reliable partners, so there is no doubt that both sides are serious about it.

Q Let’s recap the evolution of the FTA briefly.

I was in Beijing for the first time with this mission in late 2007, establishing working level contacts, after the two respective Trade Ministers had decided to explore the possibility of a bilateral free trade agreement. In the following two years, both sides studied the issue internally, and industry workshops were organized bringing representatives of industry associations and government officials of both sides together to exchange views on opportunities, risks and possible positions relating to a FTA. Then, a joint feasibility study was established, which was finalized in 2010. Based on the report of the joint study group, Federal Councillor Johann Schneider-Ammann and the then Chinese Minister of Trade, Chen Deming, launched the negotiations in January 2011. Between April 2011 and May 2013, nine rounds of negotiations were held, with the meetings taking place alternatively in China and in Switzerland.

Q Overall, a relatively quick process, right?

I am glad you think so. Well, it always depends when in the process you start counting. I have been involved in other negotiations that lasted for between six months and close to ten years (laughing). Both were special cases. A process of two years is, indeed, a respectable pace.

Q Switzerland, unlike the WTO and the EU, does recognize China as a market economy.

Switzerland decided on a bilateral level to recognize China’s status as a market economy in 2007, taking into account the great efforts China has taken opening up its economy in the past decades.

Q Is mutual recognition as a market economy a prerequisite to enter into free trade talks?

It isn’t a formal requirement. But China appreciated the step.

Q In the media, the FTA with China was widely considered as a milestone. Your view?

Switzerland’s foreign economic policy seeking market access is based on three main pillars: WTO membership, bilateral agreements with the EU, and free trade agreements with trading partners around the world. After the FTA with the EU concluded in 1972 the FTA with China is the second most important trade agreement Switzerland

“I have been involved in free trade negotiations that lasted for between six months and close to ten years.”

ever signed. After the EU and the US, China is Switzerland’s third most important trading partner.

Q The Doha round of the WTO is blocked - no objectives have been reached in the past decade.

The Doha negotiations have, indeed, reached an impasse and came to a virtual standstill. Not much progress seems to be possible in the short term. With now close to 160 WTO members, it has become difficult to find common ground. However, the multilateral trading system of the WTO has not lost in importance. The tariff reductions of the Uruguay round are still valid, and so are the other existing agreements of the WTO, such as the General Agreement on Trade in Services (GATS) and the TRIPS Agreement (protection of intellectual property). Multilateral liberalization in the framework of the WTO, if feasible, would still be the best way, in particular from the perspective of a mid-sized economy like Switzerland with broadly diversified export markets. Think of it as one agreement for all WTO members, which would cover practically the whole world.

Q Is there a clear trend towards preferential agreements?

Clearly, yes. As prospects for further liberalization in the WTO remain uncertain, bilateral or preferential agreements among two or a limited number of parties gain in importance.

Q Federal Councillor Johann N. Schneider-Ammann labelled the FTA as a “good, but not an ideal treaty”. What is missing?

Mutual interests are covered to a very large extent. The agreement ensures significant improvements in all sectors. Overall, more than 95% of bilateral trade will be covered by tariff reductions. Then, there are substantive provisions on technical barriers to trade, trade facilitation and customs procedures, on trade in services and on intellectual property rights, as well as on other policies related to trade. On the other hand, there is potential for further improvements. The conclusion of a broadly based free trade agreement is not so much the end of a negotiation process, but rather the start of a new partnership. Therefore, the FTA includes review clauses allowing to do even better in the future.

Q Some say, Switzerland did not negotiate well because of long transition periods relating to tariff dismantling.

Transition periods are a proven device in trade negotiations, e.g. in situations where initial conditions differ substantially. The average incidence of Swiss customs duties on industrial products amounts to less than 2%, China’s average equals around 8%. Under such circumstances, transition periods affording time to adjust to considerable tariff reductions may make tariff concessions possible - which would otherwise not be available. However, not all products are subject to transition periods in the Switzerland-China FTA. There are four categories of products. Those that are tariff-free according

“After the FTA with the EU, concluded in 1972, the one with China is the second most important FTA Switzerland ever signed.”

to the WTO or that will become tariff-free with the FTA entering into force. Then there are products subject to gradual tariff elimination, typically over 5 or 10 years. A third category of products will be subject to partial tariff reduction. And lastly, for some particularly sensitive products, tariffs will remain unchanged.

Q The wealth generating and mutually beneficial effect of trade is a basic rule in economic theory. In reality, however, this is anything but widely accepted. Why?

According to welfare economics, lowering barriers to trade allow to make better use of comparative advantages, thereby enhancing productivity and income. If this was the dominating view in politics, we would live in a world without tariffs and other obstacles to trade - and there would be no need to negotiate FTAs (laughing). In reality, protectionist interests come into play. Trade liberalisation may meet with resistance as ensuing adjustment processes raise concerns in certain sectors of the economy.

Q Chinese have a reputation for being very tough, maybe even cunning, negotiators. What is your perception?

Swiss negotiators are also cunning (laughing). Joking aside, the spirit was good and friendly, and the proceedings were constructive. I enjoyed working with the Chinese delegation, and I am looking forward to future opportunities to stay in touch. I have the impression that their approach is similar to ours, having clear objectives, being pragmatic and oriented towards results. Still, there were sometimes difficult situations to overcome when positions seemed to be insurmountable.



❏ Did cultural differences play an important role?

The legal and political systems differ, as well as economic and trade policy traditions. Yet, when professionals on both sides come together dealing with topics both sides know well, you can do real work - without suffering from a cultural shock.

❏ How big were the delegations?

The Swiss delegation included some 15 to 30 people, which is larger than what is usually the case when we negotiate free trade agreements. On the Chinese side, between 25 and 60 persons were involved, depending on the agenda of a particular meeting. Negotiation rounds usually lasted for several consecutive days, during which the teams worked on the various subjects in up to ten parallel working groups. So you can imagine that the delegations were very busy, indeed.

❏ How do you gain your counterpart's trust in a negotiation?

Establishing a relationship of confidence and trust is crucial. An open-minded willingness to cooperate is required. Other important ingredients are credibility and reliability. You have to be well prepared and behave consistently. Otherwise, you will not be convincing and will not earn the respect of your counterpart. Personal characteristics like empathy and a genuine interest for the other side's motivations, goals and constraints are very important, too. Paired with imagination and creativity, this is the key to successful negotiations.

❏ In an interview with the Swiss media only shortly before the breakthrough was announced, you were extremely cautious about a conclusion to happen anytime soon. Were you just being modest or was the deal really on the brink of failure?

In a multidimensional process such as this, with many influences at work on both sides, you better be careful. Much can happen till the very end, new concerns or unpredicted requests may come up. There is always a last hour uncertainty to deal with in this business.

❏ The term “free trade” is misleading. Wouldn't it be more accurate speaking of a “tariff reduction agreement”?

Discussions about what “free trade” really means last for a long time. Legally, the term “free trade” roots in the General Agreement on Tariffs and Trade (GATT), the multilateral agreement on trade in goods dating from 1947, which is now part of the WTO. The definition requires coverage of “substantially all the trade”, without specifying



Ambassador **Christian Etter**, (1953), is the Federal Council's Delegate for Trade Agreements and head of the Special Foreign Economic Service Division in the Foreign Economic Affairs Directorate. As such, he was leading the Swiss delegation in the negotiations with China. The FTA with China is the 12th FTA he has brought to a successful conclusion in his career (in the role of Chief Negotiator). Etter, a master of his trade, learned the basics of his profession at the WTO Uruguay Round. He was head of the EFTA/Free Trade Agreements Division in SECO, and from 1996 to 2000 he was head of the Division for Financial, Economic and Trade Affairs at the Embassy of Switzerland in Washington, D.C. with the title of a Diplomatic Minister. From 1991 to 1996 he was head of the International Services Division of the former Federal Office for Foreign Economic Affairs, which he joined in 1985 as an economist.

a percentage. Already in 1947, a zero tariff agreement without exceptions was considered an illusion.

❏ The secret winners are the Swiss farmers, as they won't have to make big concessions, contrary to what they feared.

This is your assessment. The Swiss farmers association puts it differently, saying it does not harm agriculture much, but does not provide many benefits for the sector either. In my view, they underestimate the potential of the Chinese market for Swiss agricultural products. Time will show. Fact is, that the agreement does provide additional market access opportunities for both sides also regarding agricultural products.

❏ What are the benefits for Swiss banks and insurers?

The banking, securities and insurance businesses of both sides are

covered by the provisions on trade in services. There are information and transparency rules regarding financial regulations and application procedures, and there are rules on national treatment concerning prudential measures. As China is currently revising its banking legislation, the possibility for commitments regarding specific activities was limited. However, China enhanced the scope of market access guarantees relating to certain securities services.

❏ Easier movement of persons also facilitates trade. Were you also discussing this, e.g. easier visa requirements?

Visa policy has much broader implications than trade. Therefore, general visa policy cannot be efficiently dealt with in a free trade agreement. However, supply of services is an important part of the Switzerland-China-FTA, including supply of certain services by personnel transferred abroad by their companies. Hence, the agreement includes rules for transparent and expeditious application procedures regarding work permits for specific services listed in the FTA, as well as for granting visa.

❏ What are the implications, if any, on foreign direct investment (FDI)?

FTAs do have a positive impact on FDI. Statistical analysis shows that not only two way trade between Switzerland and its FTA partners, but also FDI, grows significantly faster compared to the trade and investment flows with other trading partners. This effect is reinforced by Investment Protection Agreements, which Switzerland concluded with a large number of countries, including China.

❏ How do you know those positive impacts are because of the FTA? This can have numerous other reasons.

Strictly speaking, it is not possible to identify the specific impact of an FTA. But the empirical finding is nevertheless a fact. Whether the observed statistical correlation reflects causality is of course arguable. But inversely, it is also hard to imagine that the correlation has nothing at all to do with the effects of FTAs.

❏ Will there be less fake Swiss watches in China due to the agreement?

The Chinese authorities increasingly take efforts to fight counterfeiting and piracy. They also recognize that there is still a lot to do. The FTA includes provisions to that effect, including as regards cooperation between the competent authorities.

❏ Let's talk about first-mover risks. What if the EU, one day, concludes a FTA with China at more favourable terms? Is it possible to renegotiate?

First-mover benefits prevail! Besides, the FTA includes several review and evolutionary clauses, foreseeing that both parties will, from time to time, jointly review the agreement and try to improve it.

“The FTA includes review clauses allowing to do even better in the future.”

❏ The FTA also enhances legal security in bilateral trade. What can a Swiss company do when encountering problems in China?

When encountering difficulties in China - or vice versa with difficulties encountered by Chinese companies in Switzerland - you should try to clarify the issue with the competent authority of the host country, including making use of readily available judicial or other review procedures. Embassies and Consulates could also be asked for advice. Swiss companies could then turn to SECO, Chinese companies to MOFCOM, the two authorities designated by the agreement as contact points for FTA matters. The contact points of China and Switzerland would then interact with a view to examining and solving the issue. There is also an intergovernmental Joint Committee established by the agreement where both governments may bring up any issue arising under the FTA. These institutional settings of the FTA create an environment for facilitated cooperation of competent authorities of both sides.

❏ What negotiations are next in the pipeline?

Switzerland presently has a network of 28 FTAs, including the agreement with China. Currently under negotiation are new FTAs with India, Indonesia, Vietnam and the Customs Union of Russia-Belarus-Kazakhstan. Also in the pipeline are Thailand and Malaysia.

瑞士最强大的“自由贸易协定谈判武器”、瑞士与中华人民共和国自由贸易协定谈判首席谈判官及瑞士代表团团长 Christian Etter 罕有的向《桥》讲述了贸易外交官的工作。

作者 方必安, 伯尔尼

❏ 现在瑞士与中国已经签署了自由贸易协定, 与中国相关的谈判事宜是否已经结束了?

Christian Etter: 不是的! 我们现在确实取得了重大的进展, 但下一步是对协定的审批, 这就意味着在正式执行前, 需要双方主管当局通过该协定。在瑞士方面, 协定需要国会两院的批准。

❏ 瑞士国会在今年秋季的全体会议上会就此表态吗?

如果一切按计划进行的话, 瑞士国会上议院将于 12 月对自由贸易协定进行投票, 下议院将于 2014 年 3 月投票。

回 在那之前会走哪些程序呢? 请给我们介绍一下这些程序。

在夏季我们创立了一份解释报告。这份附件包含协定原文的报告已于今年9月由瑞士联邦委员会(瑞士内阁)提交国会。现在国会正对该协定进行审批, 在此过程中会提出许多问题, 要回答这些问题需要仔细的研究和准备。如你所想象的, 与中国相关的工作在未来一段时间内将仍是我和我的团队的首要任务(笑)。

回 在中国会经过哪些程序呢?

据我从中方的了解, 中国将于今年年末或明年年初对协定进行审批。换句话说: 两国的审批程序将同时进行。

回 如果一切都进展顺利的话, 自由贸易协定什么时候会开始实施?

在双方都完成内部审批程序后, 双方将通知对方。这估计会发生在明年上半年, 一旦自由贸易协定的最终条款经过可预见的三个月等待期, 最早在2014年下半年就可以正式执行实施。

回 瑞士方面对协定的反应怎么样?

基本上都很满意。自由贸易协定被广泛认为是

“在1972年与欧盟达成自贸协定后, 与中国的自贸协定是瑞士有史以来签署的第二个最重要的贸易协定。”

中瑞外交关系的里程碑, 将为中瑞双方带来新层面的双边关系。

回 有没有负面的反应?

像这样复杂的项目总是不可能完全满足所有人的期望。

回 你是怎么看的?

现在的结果对中瑞双方来说是真正的双赢。我们在各个领域的谈判中都取得了实质性成果。

回 能举个例子吗?

自由贸易协定将对大部分双边贸易实行零关税或大幅关税减让, 它还将提高如服务贸易和知识产权保护等相关方面的透明度和法律安全, 在许多其他方面双方也将加强合作。自由贸易协定还包括促进与可持续性发展目标(包括保护环境和社会进步)相一致的协定实施的条款。

回 协定到底能带来哪些实际利益呢?

任何协定都体现了遵守它的双方的意愿。中国和瑞士长期以来都保持着友好关系和共同信任, 中国和瑞士都是可信赖的合作伙伴, 双方对于自由贸易协定都持非常严肃的态度, 这一点毫无疑问。

回 带我们简单回顾一下自由贸易协定的谈判历程吧。

在双方贸易部长决定探索双边自由贸易协定的

可能性后, 2007年末我首次带着自由贸易协定谈判的使命来到北京, 建立工作上的联系。在接下来的两年里, 双方内部都对这一问题进行了研究, 并组织了行业讨论会, 将双方的行业协会和政府官员代表聚到一起, 就与自由贸易协定相关的机会、风险和可能的定位交换看法。随后, 双方开展了联合可行性研究, 并于2010年完成。基于联合研究小组的报告, 联邦委员约翰施耐德-阿曼和当时的中国商务部部长陈德铭先生于2011年正式启动了谈判。在2011年4月至2013年5月期间, 双方共进行了九轮谈判, 谈判轮流在中国和瑞士进行。

回 整体来看, 谈判进行的很快, 是吗?

我很高兴你这么认为。这取决于你从什么时候开始计算谈判的起始。我曾经参加过为期6个月到近10年不等的其他谈判(笑)。不过这都是很特殊的例子。两年的谈判期确实是比较合理的进度。

回 与WTO和欧盟不同, 瑞士承认中国的市场经济地位。

瑞士在2007年就决定在双边关系层面上承认

中国的市场经济地位, 主要是考虑到中国在过去几十年里在经济开放方面做出的巨大努力。

回 相互承认市场经济地位是进入自由贸易谈判的前提条件吗?

没有这样的正式要求, 不过中国对这样一步表示欢迎。

回 据许多媒体报道, 与中国签署自由贸易协定被广泛认为是一大大里程碑, 你怎么看?

瑞士寻求市场准入的对外经济政策主要基于三大支柱: WTO成员国、与欧盟的双边协定以及与世界贸易伙伴的自由贸易协定。在1972年与欧盟达成自由贸易协定后, 与中国签署的自由贸易协定是瑞士有史以来签署的第二个最为重要的贸易协定。中国是瑞士的第三大重要贸易伙伴, 仅次于欧盟和美国。

回 WTO多哈回合受阻, 在过去10年里没有实现任何目标。

多哈谈判确实陷入了僵局, 进入了停滞不前的阶段, 短期内来看也不会有太大进展。WTO在拥有近160名成员国的情况下, 要达成各方都满意的结果十分困难。不过, WTO的多边贸易体系仍然拥有重要的地位, 乌拉圭会合的关税减让仍然有效, 其他WTO现有的协定如服务贸易总协定(GATS)和TRIPS协定(知识产

权保护)也都将继续实施。如果可行的话, 在WTO框架下的多边自由化仍将是最好的办法, 尤其是像瑞士这样拥有十分多样化的出口市场的中等规模国家。一个令所有WTO成员国都满意的协定, 基本上就是一个要令整个世界都满意的协定。

回 现在的趋势是否明显朝着优惠贸易协定的方向发展呢?

很显然的。由于WTO进一步自由化的前景仍然不明确, 双边协定以及双方或是有限的多方优惠贸易协定就变得更为重要了。

回 联邦委员约翰·施耐德-阿曼认为自由贸易协定是一个“有用但并不完美的协定”, 那么缺失的是什么呢?

共同利益在协定中有很大的体现, 协定确保所有部门都得到大幅改善。总体来看, 95%以上的双边贸易都将享受关税减让。此外, 还有许多其他实质性条款, 包括贸易、贸易便利化和海关手续等技术壁垒条款, 服务贸易、知识产权以及其他与贸易相关的政策条款等。换个角度来说, 未来还有进一步改善的潜力。一个范围广泛的自由贸易协定的达成并不是谈判过程的终结, 而是新的合作关系的开始。因此, 自由贸易协定包括允许未来进行进一步改善的审核条款。

回 由于协定中一些与关税相关的较长过渡期规定, 有些人认为瑞士的谈判不是很成功。

过渡期是贸易谈判中一个十分重要的工具, 比如当双方最初的条件相差很大的情况下。在工业产品方面, 瑞士的海关税平均发生率合计不到2%, 而中国的平均水平约为8%。在这种情况下, 过渡期是给对方进行实现大幅关税减让的调整时间, 这样才为关税减让提供了可能。不然的话, 就不可能实现关税让步的目的。不过, 在瑞中自由贸易协定中, 并不是所有的产品都有过渡期。我们可以把所有的产品分为四类: 那些WTO条款规定的零关税产品或是那些自由贸易协定实施后享受零关税的产品; 那些在5或10年逐渐实现关税减让的产品; 那些部分享受关税减让的产品; 以及某些特殊的敏感型产品的关税将维持不变。

回 在经济理论中, 财富创造与共同利益效益是进行贸易的基本原则。不过在现实中, 它似乎并不被接受。为什么?

按照福利经济学的说法, 降低贸易壁垒可以更好的利用相对优势, 从而提高生产力和收入。如果这种观点在政界占主导地位的话, 那么我们的世界就会是一个没有关税和任何贸易障碍的世界, 也就没有必要进行自由贸易协定的谈判

了(笑)。事实是贸易保护主义占居主导, 贸易自由化处处碰壁, 因为它所带来的政策调整过程将会损害某些经济部门的利益。

回 中国的谈判专家以强硬或者说狡猾著称, 你怎么看?

瑞士的谈判专家也很狡猾(笑)。严肃的说, 整体的谈判精神很饱满, 氛围很友好, 谈判的进展也很有建设性。我很享受跟中国代表团的合作, 我希望未来还有机会继续保持联系。我认为他们的方法与我们很相似: 都有清晰的目标、求真务实和结果导向。不过, 有时也会出现一些似乎难以逾越的情况和较难克服的困难。

回 文化差异是否会影响谈判呢?

双方的法律和政治体系不同, 而且经贸政策传统也不同。不过, 当双方的专家坐在一起谈双方都很熟悉的话题时, 文化差异的影响并不大。

回 双方代表团的规模分别有多大?

瑞士代表团由15-30个人组成, 比我们以往的自由贸易协定谈判团队都大。中国代表团由25-60人组成, 根据具体的会议议程而有所不同。每个回合的谈判往往都要连续进行几天的时间, 在这期间双方的团队最多可分为10个针对不同问题的平行小组。所以, 你也可以想象双方代表团确实都是十分忙碌的。

回 在谈判中如何取得对方的信任呢?

关键是建立自信和互信的关系, 必须持有希望合作的开放态度, 其他重要因素还包括可信和可靠性等。在谈判前必须充分准备, 在谈判中行为一致, 不然的话你提出的观点就不足以说服人, 也不能得到对方的尊重。共鸣以及真正关心对方的动机、目标和约束等个人特点也是十分重要的。再加上想象力和创造力, 这些就是成功谈判的关键。

回 在谈判取得突破性进展前的一次瑞士媒体的采访中, 你对很快达成协定的态度十分谨慎。你当时这样表现是因为谦虚还是因为谈判真的处于失败的边缘?

在这样一个双方都受到诸多影响的多维度的谈判过程中, 谨慎是很必要的。在谈判的尾声什么都有可能发生, 比如说新的担忧或是之前没有预料到的要求等。在谈判中, 总是会出现最后一个小时的不确定的情况。

回 “自由贸易”这个术语有点误导人, 称它为“关税减让协定”是不是更准确呢?

关于“自由贸易”到底是什么的讨论持续了很长时间。从法律角度来看, “自由贸易”这个术语来自于关税与贸易总协定(GATT), 它是1947年形成的多边商品贸易协定, 现在已成为WTO的一部分。它的定义要求包含“实质上所有贸易”,

而没有规定具体百分比。在那时, 毫无例外的零关税协定被认为只是一种幻想。

回 这次协定谈判的神秘赢家是瑞士农民, 因为他们不需要做出很大的让步。

这是你的看法。但瑞士农民协会并不这么认为, 他们表示协定不会给农业带来较大的损害, 不过也没有给它带来很大的利益。在我看来, 他们低估了瑞士农产品在中国市场的潜力。时间会证明这一点。事实上, 协定为双方都提供了包括农产品在内的额外市场准入机会。

回 对于瑞士银行和保险业有哪些益处呢?

关于双方的银行、证券和保险业的问题都涵盖在服务贸易条款中。其中有关于金融规范和审批程序的信息与透明性原则, 有关于审慎监管措施的国民待遇原则。由于中国目前正在修缮银行法, 涉及具体活动的承诺的可能性有限。不过, 中国扩大了与某些证券服务相关的市场准入担保的范围。

回 更为便捷的双方人员流动程序也会推动贸易。你们是否也就这一点进行了谈判呢, 比如简化签证要求等?

签证政策拥有比贸易更为广泛的影响。因此, 在自由贸易协定中不能对一般签证政策进行有效地谈判。不过, 瑞中自由贸易协定中很重要的一部分是服务贸易的提供, 包括企业将员工转移到海外提供某些服务等。因此, 协定中包括为了执行自由贸易协定中列出的具体服务活动而提供透明和快捷的工作许可和签证审批程序等原则。

回 协会对外商直接投资(FDI)有影响吗?

自由贸易协定确实对FDI有积极的影响。统计分析显示, 与其他贸易伙伴相比, 在贸易和投资流方面, 瑞士与其自由贸易协定伙伴间双向的贸易往往更为紧密, 同时FDI也大幅提高。瑞士与包括中国在内的许多国家达成的投资保护协定进一步巩固了这一效应。

回 如何判断这些积极的影响是自由贸易协定带来的呢? 它也可能有许多其他的原因。

严格来说, 我们很难界定自由贸易协定的具体影响。不过, 实证发现也是事实。无论观察到的统计相关性反映的因果关系是否站得住脚, 但同样, 我们也很难相信这种相关性 with 自由贸易协定效应没有任何关系。

回 协定的签订是否表示未来中国的假瑞士手表会变少呢?

中国政府不断加大打击假冒和盗版的力度, 他们也意识到要做的事情还很多。自由贸易协定包括这些方面的条款以及有关合作。

回 我们来谈一谈先发风险吧。如果说欧盟有一



Christian Etter大使出生于1953年, 是联邦委员会贸易协定代表以及对外经济事务部特别对外经济服务部首脑。因此, 在与中国的自由贸易协定谈判中, 他担任瑞士代表团团长一职。与中国的自由贸易协定是他职业生涯中作为首席谈判官的第12个成功案例。**Etter**在WTO乌拉圭回合中掌握了贸易谈判的基本技能。他曾出任瑞士联邦经济事务秘书处(SECO)EFTA/自由贸易协定部首脑; 1996年至2000年, 他担任瑞士驻华盛顿大使馆金融、经济与贸易事务部外交大臣职务。他于1985年以经济学家的身份加入了当时的瑞士对外经济事务联邦办公室, 1991年至1996年, 他担任该办公室国际服务部主任的职务。

天与中国达成了更为有利的自由贸易协定会怎么样? 我们还能重新谈判吗?

先行者获得的利益更大! 另外, 由于预见到双方往往需要对协定进行共同审核和改进, 自由贸易协定也包括了一些审核和演变条款。

回 自由贸易协定也提高了双边贸易中的法律安全。当瑞士企业在中国遇到问题时该怎么做?

当瑞士企业在中国遇到困难时, 或是中国企业在瑞士遇到困难时, 都应该向东道国的主管机构澄清问题, 包括使用现有的司法或其他审查程序等, 也可以到大使馆和领事馆咨询。瑞士企业还可以向SECO咨询, 中国企业向MOFCOM咨询, 这两个机构被双方指定为自由贸易协定事宜联络点。中国和瑞士的联络点会通过互动交流的方式对问题进行调查和解决。此外, 协定还设立了政府间联合委员会, 处理两国政府提出的与自由贸易协定相关的问题。自由贸易协定的这些机构设置为双方主管当局推动合作创造了环境。

回 下一步的谈判主要与哪些国家开展呢?

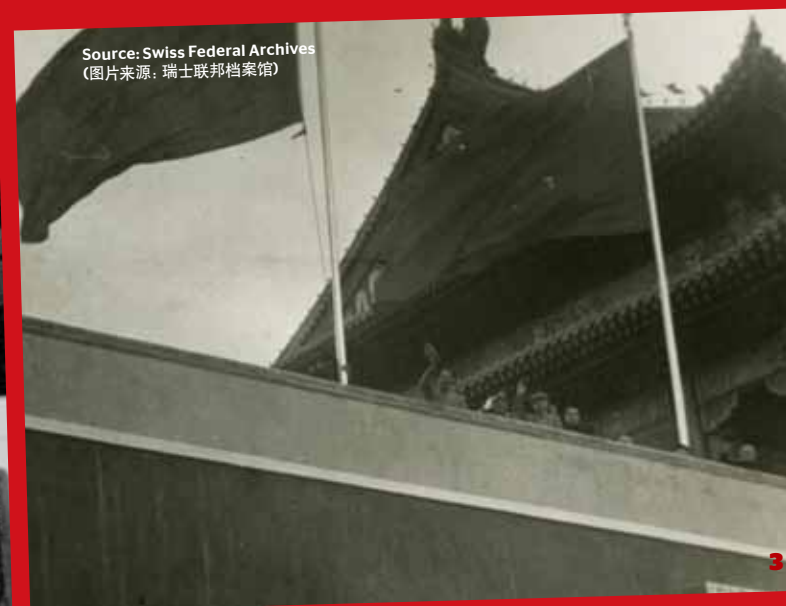
包括与中国的协定在内, 目前瑞士已与28个国家和地区达成了自由贸易协定。现在正在进行的有与印度、印度尼西亚、越南和俄白哈关税同盟的自由贸易协定谈判。此外还有与泰国和马来西亚的谈判。



Source: Courtesy of Mr. Raition Stiner (图片来源: Raition Stiner)



Source: Courtesy of Mr. Raition Stiner (图片来源: Raition Stiner)



Source: Swiss Federal Archives (图片来源: 瑞士联邦档案馆)



Source: Swiss Federal Archives (图片来源: 瑞士联邦档案馆)

From Switzerland's early recognition of the PRC to the conclusion of a free trade agreement. A quick recall on history.

A Relationship Rich in Milestones

中瑞关系发展回顾: 从瑞士最早承认新中国到达成自由贸易协定

The signing of the FTA is only the latest of a series of milestones in the history of bilateral relations between China and Switzerland - both politically and economically. Switzerland was amongst the first countries to accept the newly found PRC and to accept China's status as a market economy. The Bridge takes a look back at some of the highlights of 64 years of diplomatic links, with a special focus on a crucial 100 days following the foundation of the People's Republic of China in 1949.

Written by swissinfo.ch

1. From left: Zhu De, Commander-in-Chief of the People's Liberation Army, Swiss Minister Clemente Rezzonico and Nie Rongzhen, Head of PLA General Staff Headquarters and Mayor of Beijing. **2.** Mr. Zhou Enlai, Prime Minister and Foreign Affairs Minister, and Mr. Clemente Rezzonico, Minister, presumably in 1950. Switzerland first opened a legation, which became an Embassy in 1957. **3.** National Day Celebrations 1955: From left: Chairman Mao Zedong and entourage waving at crowds in Beijing. **4.** Picture of a private journey of Fernand Bernoulli, Swiss Ambassador to China from 1954-1958. Shown in the photo is his wife and their translator.

1. 左起：中国人民解放军总司令朱德、瑞士部长 Clemente Rezzonico 和中国人民解放军总参谋部部长兼北京市市长聂荣臻。 **2.** 1950 年，中华人民共和国总理兼外交部长周恩来和瑞士部长 Clemente Rezzonico 合影。瑞士率先在中国成立了公使馆，后在 1957 年正式成为驻华大使馆。 **3.** 1955 年国庆节大典，毛泽东主席及其随从在天安门上向人群挥手。 **4.** 瑞士驻华大使 (1954-1958) Fernand Bernoulli 的私人图片。图中为他的妻子和他们当时的翻译。

On January 14th, 1950, the Swedish government sent a telegram to Zhou Enlai, China's premier and foreign minister, recognising the new state of China. Just three days later, Switzerland joined Sweden in announcing that it too recognised the newly founded PRC. Talks on diplomatic links began immediately, and on September 14th of the same year, China and Switzerland officially established a diplomatic relationship, exchanged envoys, and opened embassies in each other's capitals.

In January 1956 and April 1957, the two countries upgraded their diplomatic relations and exchanged ambassadors. Though China had been quickly recognised by the Soviet Union and the socialist states of Eastern Europe and the Balkans, Switzerland was among the first group of non-socialist European countries to establish diplomatic ties with the PRC.

US led trade ban against China

The founding of the PRC was a serious setback for the USA's international strategy of suppression of the communist bloc. The USA therefore used NATO to politically isolate China, and attempted to minimise its international influence. The USA demanded that its allies grant the PRC no more recognition than

Switzerland was among the first group of non-socialist European countries to establish diplomatic ties with the PRC

the US government did. And it blocked China's attempts to take a place in the United Nations.

Economically, the USA led a trade ban against China, and through the Coordinating Committee for Multilateral Export Controls (CoCom) applied complete trade sanctions to China before the PRC was even 30 days old. Because of American coercion, a startling 45 countries announced trade bans with China.

The USA continued to give military support to Chiang Kai-shek and interdicted the Taiwan Strait. It supported the South Korean government and opposition forces within South Vietnam, and encircled Beijing by signing treaties with Southeast Asian countries, Japan and Australia, and setting up 800 military bases around China, including the bases in Japan.

Shrugging off US pressure

The latest declassified records from the Chinese Foreign Ministry reveal that as early as June 1949, the USA had sent a telegram to the Swiss government warning specifically that "it would be highly inappropriate for you to recognise a communist government in Asia too soon." However, Switzerland held out against the sustained pressure from Washington, maintained its traditional policy of neutrality and autonomy in international affairs, and joined the group of nations which broke the American political blockade on China. Less than one hundred days after the founding of the PRC, Switzerland shrugged off American political pressure and recognised the young state.



Source: Private assets of Federal Councillor Markus Feldmann (1897-1958)
(图片来源：联邦委员Markus Feldmann (1897-1958)的私人物品)

Swift talks on diplomatic relations

On January 17th, 1950, Max Petitpierre, chair of the Swiss Federal Council and foreign minister, sent a telegram to Chairman Mao stating, "Switzerland has decided to legally recognise the new China, and is prepared to establish diplomatic relations with your country." On February 6th, Petitpierre again cabled Zhou Enlai, saying that Switzerland had appointed Sven Stiner, the Swiss consul general in Hong Kong, a temporary charge d'affaires in China. On February 10th, Vice Foreign Minister Li Kenong cabled a response to Petitpierre, indicating that the Chinese government was ready to accept Stiner as the Swiss representative in discussions on establishing formal diplomatic ties, but that Switzerland must first end its diplomatic relationship with the Kuomintang (KMT).

Now that the two states had made clear their positions on establishing diplomatic relations, the Swiss were able to accelerate the process. Between May 26th and September 13th, 1950, Vice Foreign Minister Zhang Hanfu and the Swiss charge d'affaires held four rounds of talks on establishing diplomatic relations. The talks focused on two areas of the Swiss position: How would the Swiss handle existing KMT organisations in Switzerland? And how would the Swiss deal with assets in Switzerland belonging to the state of China but controlled by the KMT?

Very quickly, Switzerland developed responses to these questions. First, on the question of KMT organisations, Switzerland had in fact already broken off all relations with KMT organisations when it recognised the People's Republic of China. These organisations would automatically lose their legal status and recognition as representatives of a national government. On the issue of Chinese assets in Switzerland, given that Switzerland recognised the PRC as the only lawful government of China, all Chinese assets in Switzerland would now become the legal property of the Central People's Government of the PRC.

The President of Switzerland Markus Feldmann (right) and Federal Councillor Max Petitpierre (left) after receipt of the letter of credence of the Chinese Ambassador to Switzerlandnand, Feng Hsuan. Undated picture taken in Berne.

These responses satisfied the Chinese government, so on September 14th, the two countries issued a statement saying that they had established diplomatic relations. The first Swiss envoy to China was Clemente Rezzonico; China's envoy to Switzerland was Feng Xuan.

Switzerland was also host to China's first engagement with the international community, at the Geneva Conference in 1954. Once China began its reforms in the late 1970s, the Swiss watchmaker Rado etched its name into China's history books by becoming

the first foreign company to advertise in China. Schindler, a Swiss elevator and escalator company, was the first foreign company signing an industrial joint venture with China. And the first European insurance company licensed to operate in China was also Swiss. Switzerland was also one of the first group of countries to recognise China's market economy status. The conclusion of a free trade agreement with China in 2013, as the second European country after Iceland, marks the latest highlight of a relationship that is rich in milestones.

自由贸易协定的签署是中瑞两国双边关系——包括政治关系和经济关系——发展历史上众多里程碑中的一个。瑞士是最早承认新中国和中国市场经济地位的国家之一。《桥》回顾中瑞 64 年外交联系中的亮点，着重描述 1949 年新中国成立后的关键 100 天。

作者 swissinfo.ch

1950 年 1 月 14 日瑞典政府致电中国国务院总理兼外长周恩来表示承认新中国，仅隔三天，瑞士也宣布承认中华人民共和国。此后，中瑞展开建交谈判并于同年 9 月 14 日两国建立正式外交关系，互派公使并在对方首都设立使馆。

1956 年 1 月和 1957 年 4 月，中瑞将双边外交关系由原来的公使级升格为大使级，并互派大使。除了前苏联和东欧及巴尔干半岛的社会主义国家外，瑞士也是最早与中国建交的欧洲国家之一。

美国带头对华实施贸易禁运

新中国成立让美国当时实施遏制社会主义阵营的国际战略遭受严重挫折。因此，政治上，美通过北大西洋公约组织孤立新中国并试图削弱其国际影响力。外交方面，美要求其盟国承认新中国必须与其保持完全一致。此外，还阻挠中国重返联合国。

经济上，美国带头宣布对华实施贸易禁运并联合 15 个西方盟国通过巴黎统筹委员会向建国不足 30 天的新中国发起全面贸易制裁。在美国逼迫拉拢下竟然多达 45 个国家对华实施贸易禁运。

军事上，美国除了继续援助蒋介石封锁台湾海峡外，还扶持当时的南韩政府以及南越内部反对势力，同时通过与东南亚国家、日本、澳大利亚等签订条约建立起针对北京的军事

包围圈；其中在日本这样的军事基地就多达 800 余个。

顶着压力承认新中国

据中国外交部最新解密的档案显示，早在 1949 年 6 月美国就发出“贵国过早承认亚洲的一个共产党政权将很不适宜”的专电特别警告瑞士政府，但瑞方却多次顶住来自华盛顿的强大政治压力，秉承传统中立政策与国际事务中的自主立场，毅然加入突破美国铸就的对华封锁圈行列，并在新中国成立不足百天之际就顶着巨大压力承认 PRC。

中瑞建交谈判很顺畅

1950 年 1 月 17 日瑞士联邦政府主席兼外长马克斯·珀蒂皮埃尔 (Max Petitpierre) 专电毛泽东主席，“瑞士决定在法律上承认新中国并准备与贵国建交”。2 月 6 日，珀蒂埃尔又电告周恩来，瑞方已任命其驻香港 (HK) 领事泽文·施提纳 (中文名) 为驻华临时代办 (Charge D'affaires)。2 月 10 日，李克农副外长电复珀蒂皮埃尔，在瑞士断绝与国民党关系之后准备接受泽文·施提纳为两国建交谈判的瑞方代表。

基于中瑞两国政府在建交谈判问题上展示的各自明确立场，瑞士加快了与新中国建交步伐。从 1950 年 5 月 26 日至 9 月 13 日，章汉夫副外长同瑞方代表就建交问题举行过四

轮会谈并特别关注瑞方就以下两点立场：
一、瑞方如何处置国民党留瑞机构问题；
二、瑞方如何处置国民党留存瑞士且属于中国国家资产问题。

瑞方很快就上述两个问题作出回复：
一，关于国民党政府留瑞机构问题。自瑞士承认 PRC 之日起，即在法律与事实上均已与 KMT 滞瑞机构断绝所有关系；这些机构也因此而自动丧失其地位与承认。

二，关于 KMT 滞留瑞士且属中国国家财产问题。瑞方表示，依据瑞士承认 PRC 为中国唯一合法政府之原则，KMT 滞留瑞士且属中国国家的财产理应由 PRC 中央人民政府合法继承。

基于中方对瑞方立场表示满意，故于当年 9 月 14 日两国同时发表建交公报。瑞士首任驻华公使为任佐立；新中国首任驻瑞士公使为冯铨。

瑞士是最早与中国建交的欧洲非社会主义国家之一。

瑞士不仅是最早与华建交的西方国家之一，而且新中国初登世界舞台也始于 1954 年的瑞士日内瓦会议。中国实行改革开放后，瑞士雷达表集团 (Rado Watch GA) 争先成为在华市场打出第一家广告的外商而被记入难忘的史册；来自瑞士的“迅达电梯” (Schindler) 是中国批准在华建立的首家中外合资企业；作为欧洲第一家获准在华开业的保险公司也来自瑞士。此外，瑞士还是第一批承认中国完全市场经济地位的国家之一。继冰岛之后，瑞士于 2013 年成为第二个与中国达成自由贸易协定的欧洲国家，是两国多年外交关系发展的崭新的里程碑。



Positive Knock-on Effects

积极连锁效应

The positive spillover effects for the Swiss watch industry due to the FTA with China, and indeed for other exporting branches, go far beyond customs duties reductions, says Jean-Daniel Pasche, President of the the Swiss watch industry's leading trade association (FH).



“An initial reduction of 18% of customs duties will apply when the agreement enters into force.”



Concretely, the effects for the Swiss watch industry can be summed up as follows. It will be noted firstly that, overall and according to statistics published by the General Directorate of Customs, the balance of watch industry trade between the two countries is largely in Switzerland's favour, and has been for many years. In fact, Swiss watch exports to China totalled CHF 1.653 billion in 2012, while imports of the same type from China amounted to CHF 740 million.

In value terms, finished watches accounted for 98% of Swiss watch exports to China. Under the terms of the agreement, these will benefit either from the total removal of customs duties over a period of five to ten years, according to the type of product, or from a staggered 60% reduction over ten years. An initial reduction of 18% will apply when the agreement enters into force.

More precisely, three types of watches, namely automatic watches manufactured from precious metals and common metals, and quartz watches with non-digital displays, which alone account for 90% of the total value of exports, will benefit from this 60% reduction. In concrete terms, customs duties on these products will drop from the current level of between 11 and 12.5% to rates varying between 4.4 and 5% at the end of the adjustment period.

“China is the Swiss watch industry's third largest customer.”

Further measures to remove or reduce customs duties will apply to other watchmaking products such as alarm clocks, movements, exterior components, supplies, etc. Only watch bracelets manufactured from precious metals exported separately will see their 20% customs duty maintained on arrival in China. In 2012, these products accounted for less than 0.05% of Swiss exports by value.

The positive knock-on effects for the Swiss watch industry, and indeed for other exporting branches, are not limited to customs duties. The wide-ranging agreement also includes provisions to protect intellectual property rights and promote investment. It thus creates an additional institutional framework and places trade on a more secure legal footing. For the Swiss watch industry it means also, and above all, improved conditions for the protection of trademarks and indications of origin (Swiss made).

China, the Swiss watch industry's third largest customer, thus becomes the fifth Asian country to have signed such an agreement with Switzerland or EFTA, after Singapore, South Korea, Japan and Hong Kong.



瑞士钟表行业领先贸易协会 (FH) 会长 Jean-Daniel Pasche 认为, 与中国签署的自由贸易协定为瑞士手表业和其他出口机构带来的积极溢出效应远远不止于关税减免。

“具体来说, 对瑞士钟表业的影响总结如下。首先, 值得注意的是, 根据海关总局发表的统计数据, 总体来看, 两国间多年来的钟表贸易平衡大大的有利于瑞士。事实上, 2012年瑞士出口到中国的钟表总价值达16.53亿瑞士法郎, 而来自中国的同类型产品进口仅为7.4亿瑞士法郎。

从价值上看, 钟表成品占瑞士出口到中国钟表总值的98%。根据协定条款, 未来的贸易将受益于今后五到十年的关税全部免除, 或是针对某些产品类型在未来十年内60%的逐步减免。当协定正式执行时, 将实现18%的初步减免。

更准确的说, 包括由贵金属和普通金属制成的自动表以及非数字显示的石英手表在内的三种钟表类型将享受60%的关税减免, 而这三种商品已经占到总出口额的90%。具体来看, 在调整期内, 这些商品的关税将从目前的11%—12.5%降至4.4%—5%。

进一步减免关税的措施还适用于其他制表产品, 如闹钟、机芯、外部组件和耗材等。只有那些由贵金属制成的表带单独出口至中国时的关税将维持在20%的水平。2012年, 这些产品仅占瑞士出口额的0.05%。

自由贸易协定带给瑞士钟表业以及其他出口机构的积极连锁效应远远不止于关税减免。范围广泛的协定还包括保护知识产权和促进投资等条款。因此, 它创造了额外的体制框架, 在更为安全的法律基础上开展贸易活动。总而言之, 对于瑞士钟表业来说, 它意味着商标保护和原产地标示 (瑞士制造) 状况的改善。

中国是瑞士钟表业第三大客户, 是继新加坡、韩国、日本和香港等国家和地区后亚洲第五个与瑞士或欧洲自由贸易联盟 (EFTA) 签订自由贸易协定的国家。”



Ready for the Renminbi

已向人民币张开双臂

Heinrich Siegmann, Head Asian Affairs of the Swiss Bankers Association welcomes the FTA and China's announcement to consider Switzerland as an offshore Yuan center.



“With a share of 11% of GDP, the financial sector is Switzerland's largest business sector.”



As the leading professional organization of the Swiss financial centre, representing around 300 institutional members, including 140 foreign banks, the Swiss Bankers Association (SBA) welcomes the Free Trade Agreement. The agreement will increase trade and investments and hence boost bilateral business relations. It will facilitate market access for goods and services and enhance legal security.

With a share of 11% of GDP, the financial sector is Switzerland's largest business sector (the banking sector accounts for almost 7% of GDP). Some restrictions to market access will persist due to regulatory carve-out provisions (common to such agreements). The FTA is expected to improve the business environment for securities trading, and make business rules and approval procedures more transparent. The FTA also provides for a bi-annual review of the services commitments.

The conclusion of the FTA was accompanied by an agreement between both governments to launch a financial dialogue. Prime Minister Li Keqiang welcomed closer financial cooperation when he visited Switzerland in May and recently at the summer World Economic Forum in Dalian, when he announced that the government will consider making Switzerland an offshore Yuan center.

The Swiss financial center has considerably expanded its Renminbi business, serving clients in China as well as clients in Switzerland and other locations around the world. Renminbi accounts with banks in Switzerland are available to private and corporate clients, and a rapidly growing number of products and



“We highly welcome Chinese banks establishing a presence in Switzerland.”

services are available to commodity trade finance, private banking, and asset management clients. Swiss financial firms will continue to identify new business opportunities and to build a long-term and sustainable presence in China.

The Swiss Bankers Association would highly welcome Chinese banks establishing a presence in Switzerland and being authorized to provide Renminbi clearing through a branch in our country. We also support a CNY-CHF currency agreement (swap line) between the Swiss National Bank and the People's Bank of China. A swap line would assure liquidity, and RMB clearing through a bank in Switzerland would lower transaction cost. A swap line and RMB clearing would increase trust in transacting RMB via Swiss banks and Swiss infrastructure, and provide a strong signal to current and prospective clients in China, Switzerland, Europe and elsewhere. Such an arrangement would further establish the CNY as currency of choice for invoicing and settling trade, as unit of account, as store of value and, ultimately, foster its role as a global reserve currency. In train, it would strengthen trade and investments, and foster economic and political ties.



瑞士银行家协会亚洲区事务负责人许格玛 (Heinrich Siegmann) 对自由贸易协定及中国宣布考虑将人民币离岸中心设在瑞士表示欢迎。

“作为瑞士金融中心的领先专业组织，拥有约300名机构会员，其中140名为外资银行，瑞士银行家协会 (SBA) 十分欢迎自由贸易协定。协定将增加两国的贸易与投资，从而增强双边商务联系。它将推进商品和服务进入市场，提高法律安全。

金融业占瑞士GDP的11%，是瑞士最大的商业部门（银行业占GDP的7%左右）。由于受分拆上市条款的规范（在这类协定中很常见），某些市场准入限制仍将存在。自由贸易协定将有助于改善证券交易环境，使商业规定和审批程序更透明。

自由贸易协定达成的同时，两国政府还签订协议推出新一轮金融对话。国家总理李克强对与瑞士加强金融合作表示欢迎，他还宣布中国政府将考虑将人民币离岸中心设在瑞士。

瑞士金融中心大幅扩展了人民币业务，为来自中国以及瑞士本土和世界其他地区的客户提供服务。个人和公司客户均可以在瑞士银行开设人民币账户，满足大宗商品贸易融资、私人银行和资产管理客户所需的人民币产品和服务不断迅速增多。瑞士金融公司将继续寻找新的商业机会，在中国实现长期、可持续性的发展。

瑞士银行家协会十分欢迎中国的银行在瑞士设立分支，并授权其提供人民币清算服务。我们也十分赞同瑞士国家银行与中国人民银行间的人民币——瑞士法郎货币协议（互换额度）。它将保证流动性，在瑞士的银行对人民币清算将有助于降低交易成本。互换额度和人民币清算将提高人们对人民币通过瑞士银行与瑞士设施进行交易的信任度，并将进一步确立人民币作为开具发票和贸易结算货币，以及作为记账单位和价值储藏货币的地位，最终，人民币势必成为全球储备货币。同时，它还将加强贸易与投资，促进经济与政治联系。”



Big Market Hurdles Remain

市场阻碍仍然较大

Markus Ritter, President of the powerful Swiss Farmer's Union, sees the interests of the Swiss agriculture sector largely incorporated in the FTA with China, and points out the differences of the failed agreement with the US in 2006. Aside from some niche products in the premium segment, Ritter only sees a modest potential for Swiss farmers to succeed in China.



"As opposed to the US, China respected certain Swiss principles."



Swiss agriculture supports the signed Free Trade Agreement, as it respects agriculture's key requirements while opening up new possibilities for the Swiss economy. This bilateral agreement demonstrates that it is possible for Switzerland to find a satisfactory solution for both sides that have significant economic power, while also enabling the interests of Swiss agriculture to be incorporated. We are aware that our country imports practically half of all the food it requires, which is why trading agreements are not necessarily a bad thing. Nevertheless, it is important for us that sensitive Swiss products that are produced according to very stringent legal requirements, continue to be protected by the tariff and quota system.

We were against a FTA with the US, at the time. There were, and still are significant systematic and ideological differences in the non-tariff area between Switzerland and the USA, as there are between the EU and the USA. For example, ideas about the rules in the areas of banking, pharmaceutical, food safety or intellectual property were so different that a harmonisation was impossible.

For the SBV, but also for Swiss consumers, it was important that our high standards in food quality - buzzwords "hormones in meat" and "GMO" (genetically modified organism) - just as declaration and indication of origin etc. should be maintained. That was not acceptable for the USA, as they were working towards harmonising with their system. China, on the other hand, respected these Swiss principles.



"Switzerland imports half of its food. So trade agreements are not necessarily a bad thing."

We have conducted many, in some cases, difficult discussions with the government and other business associations over the past two years. We have clearly communicated and defended our position right from the outset. The most important requirements were ultimately taken into account. No compromises for sensitive products, compromises only within the WTO quotas and products out of season, maintenance of the high requirements in food quality, declaration and indication of origin. We have been less successful with the long transition periods and the fact that the tariffs have only been partially reduced - although cheese, in particular, is interesting for producers in export.

Overall, export opportunities for farmers are relatively modest. Despite this, we see opportunities in the premium segment, for example, with Swiss cheese. The examples of Korea and Japan demonstrate that there is demand for it in Asia. However, significant practical hurdles as market entry, costly marketing and administration for import licences, remain.



瑞士强大的农民联合会总裁 Markus Ritter 认为，在与中国签署的自由贸易协定中充分考虑了瑞士农业部门的利益，他指出了其中与以失败告终的美国自由贸易协定的不同之处。除了高端市场的一些小众产品外，Ritter 认为瑞士农民在中国获得成功的机会适中。

“瑞士农业部门十分支持自由贸易协定，因为这关系到农业的关键要求，也为瑞士经济开启了新的机会。这一双边协定的签署显示，瑞士可以找到使经济实力很强的双方都满意的方案，同时也将瑞士农业的利益考虑进去。我们知道瑞士差不多一半的食品都靠进口，因此贸易协定并不是件坏事。

我们并不赞成与美国签署自由贸易协定。瑞士与美国间在非关税领域存在着较大的系统和观念分歧，欧盟也是如此。举例来说，双方在银行业、医药、食品安全和知识产权等领域的观念分歧如此之大，以至于无法达成妥协。

对于SBV以及瑞士消费者来说，保留在食品质量领域的高质量——对肉类中的激素和转基因生物的控制——和原产地声明与标示一样重要。但美国不接受这一点，因为他们的目的是调和自身系统。而中国却十分尊重瑞士的这些规则。

在过去两年里，我们就某些方面与政府和其他商业协会开展了多次讨论。我们从一开始就明确的表达和捍卫了我们的立场。最终，我们提出的最重要的要求受到了重视。在敏感型产品上不妥协，仅在WTO配额范围内妥协，保持对食品质量的高要求以及对原产地声明和标示的要求。生产者十分希望将奶酪等产品出口至中国，不过较长的过渡期以及关税仅得到部分减免对于我们来说有些不利。

总而言之，协定为农民带来的出口机会相对适中。尽管如此，我们在高端市场看到了机遇，如瑞士奶酪等。韩国和日本的例子证明亚洲对这些产品有需求。不过，在市场准入、高成本市场推广和进口许可证管理等方面的障碍仍然存在。



Substantial Trade Increase

贸易往来将大幅增长

China is the most important Asian market for the Swiss electrical and mechanical engineering industries, united under Swissmem. From Ivo Zimmermann's perspective - he is a Member of the Executive Board at Swissmem - the FTA will also bring improvements in areas such as non-tariff trade barriers and the protection of intellectual property.



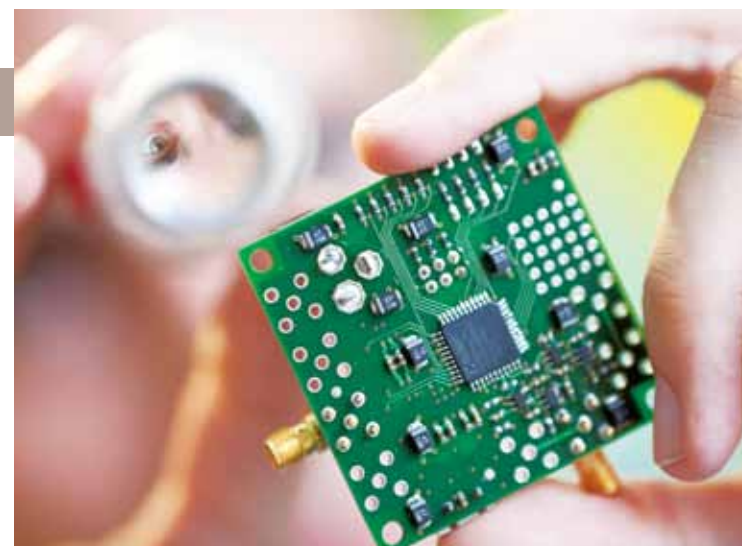
“The competitive advantage should last, as no similar treaty between the EU and China is in sight.”



The free trade agreement with China is definitely "good news" for the Swiss mechanical and electrical engineering industries (MEM industries). With an export volume of CHF 3.3 billion (2012), China is our most important Asian market. As a result, Swissmem expects a substantial increase in trade volumes with China.

Under the free trade agreement, 92% of MEM commodity codes will be duty-free when exported to China. This is significant since Chinese import duties for MEM products are high (9% on average). Tariffs will be reduced either from the date the free trade agreement enters into force, or after a transition period of five to ten years (in exceptional cases from 12 to 15 years). During this period, tariffs will be gradually reduced to zero. An additional three percent of MEM commodity codes will benefit from a tariff discount of 60%. But the free trade agreement with China is not just about cutting tariffs. It will also bring new, improved rules in areas such as non-tariff trade barriers and intellectual property protection.

We are convinced that Federal Councillor Schneider-Ammann did all he could to achieve the best possible result. For the most part, he succeeded. One remaining fly in the ointment is that, at least for



“92% of MEM commodity codes will be duty-free when exported to China.”

now, tariffs will not be reduced on five percent of all MEM products, mostly high-tech products.

The free trade agreement first has to be ratified by both parliaments before it enters into force. We hope that will take place no later than the start of 2015. Given the current high tariffs, the agreement will give Swiss exporters a clear advantage over their competitors from the EU area. This is especially the case for export-oriented SMEs that have no production presence of their own in China. And this advantage is likely to remain in place for several years since there is no prospect of a comparable agreement between the EU and China.



中国是联合在瑞士机械电子冶金协会管理下的瑞士电子与机械工程行业在亚洲最大的市场。在机械电子冶金协会执行委员会成员 Ivo Zimmermann 看来, 自由贸易协定也会带来非关税贸易壁垒和知识产权保护等方面的改善。



与中国签订的自由贸易协定对于瑞士机械与电子工程行业来说 (MEM行业) 肯定是个“好消息”。中国是我们在亚洲最重要的市场, 2012年的出口总额达33亿瑞士法郎。因此, 瑞士机械电子冶金协会认为自由贸易协定的达成将进一步大幅提升瑞士与中国的贸易额。

按照自由贸易协定的规定, 92%的MEM商品类别出口至中国时将享受零关税。由于中国对MEM产品征收较高的关税 (平均9%), 因此这对于瑞士MEM行业来说是很大幅度的税收减免。关税减免或从自由贸易协定执行之日起开始, 或在五至十年 (某些商品的减免期限可达12至15年) 的过渡期里实现逐步减免。在此期间, 关税将逐渐降至零。另外, 还有额外3%的MEM商品类别将获得60%的关税折扣。不过, 与中国签订的自由贸易协定并不仅仅意味着关税减免, 它还将带来对非关税贸易壁垒和知识产权保护等方面的改进。

我们认为联邦委员施耐德-阿曼已经尽其所能取得了最好的谈判结果。总体来看, 他获得了成功。目前来看还存在的一个问题是, 仍有5%的MEM商品不能享受关税减免, 主要是高科技产品。

在正式执行自由贸易协定之前需要获得国会的批准, 我们希望从2015年初就可以正式执行该协定。按照目前的高关税水平, 协定将为瑞士出口商带来明显优于其他欧盟企业的竞争优势。对于那些在中国没有设立分支机构的出口导向型中小型企业来说尤其如此, 而且这一优势将会保持至少几年的时间, 因为从目前来看, 欧盟与中国还没有签署类似自由贸易协定的前景。



Partnering For the Future

携手共创未来



A short appraisal of the Free Trade Agreement between Switzerland and the People's Republic of China and its key provisions, which shall give bilateral trade a boost.

Written by **Simeon Probst**, Director Customs, PwC Switzerland, **Michel Anliker**, Manager Customs, PwC Singapore

A bilateral Free Trade Agreement (FTA) between Switzerland and the People's Republic of China was signed on 6 July 2013. Switzerland is only the second European country (Iceland being the first) to formalize its economic and political relationship under a bilateral trade agreement with China. The FTA marks a milestone for the Swiss economy in its efforts to recalibrate following the global economic crisis, and is likely provide it with a competitive advantage over major European economies.

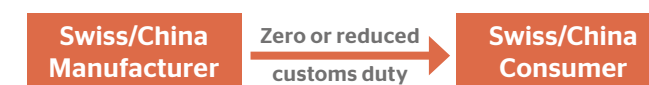
The agreement covers the standard terms found in most FTAs including Trade in Goods, Trade in Services, Customs Procedures, Trade remedies, Investment promotion and Intellectual Property Protection, and is expected to enter into force by mid-2014 or early 2015. Below is an introduction to the Trade in Goods terms and the potential impact that these terms may have on a business and its value chain.

Trade in goods

In Asia, China is one of the most important foreign trade partners of Switzerland. China is the third largest buyer of Swiss industrial products after the EU and the United States worldwide. Machines and instruments, watches, as well as chemicals and pharmaceuticals, are the most important Swiss products to be exported to China. Switzerland imports mainly machinery, textiles and clothing, as well as watchmaker goods and chemical products from China.

What is it about?

The Trade in Goods section of the FTA includes rules and regulations to facilitate trade between the undersigned parties. The FTA will reduce or eliminate duties in the trade of goods between the two countries. Goods fully obtained or processed in one of these countries may benefit from this duty relief. With the entry into force of the FTA, certain products will enjoy a 0% duty rate - whilst for others, phased tariff reductions will take place over several years (mainly on products imported to China). The products must have origin in one of the contracting countries in order to benefit from the preferential duty rates. Many companies assume that the existence of an FTA between the two countries is sufficient to eliminate the duty for their shipments. This assumption is wrong and could lead to significant risks. Since the country of import will forgo the duty revenue, the application of the qualifying rules will be strictly applied by the Customs Authorities of both Switzerland and China. The exporter wishing to apply for a certificate of origin under the FTA will need to ensure that it has sufficient processes and documentation to ensure that goods for which preference is claimed by the importer do, in fact, qualify.



What are the key provisions of the FTA?

Find below an overview of the key provisions.

Rules of origin - originating products:

Under the Swiss - China FTA, a product will be considered as originating in either of the two territories (Parties) where the following rules (summarized for the purposes of this article) are met:

1. The products have been wholly obtained in a Party (for example, mineral products, live animals, etc.).
2. Non-originating materials used in the working or processing of product, for which origin is claimed, have undergone substantial transformation in a Party and meet the other applicable provisions of the FTA (see below).
3. The product has been exclusively made from originating materials of one or both Parties.

Substantial transformation:

Substantial transformation and operations must go beyond minimal operations or processes (such as simple mixing, packaging and re-packaging). With that said, the Product (HS code) Specific Rules of the FTA have to be fulfilled (Annex II of the FTA). Pure trading does not confer origin. The Product Specific Rules do include a value threshold (see below), a tariff shift rule (e.g. change in chapter, change in heading or change in subheading) and defines which products have to be wholly obtained.

Added value threshold:

The added value threshold or General Tolerance Rule is a product specific rule based on the percentage of the value of non-originating materials (VNM). That percentage is calculated based on the following formula: $VNM = \frac{VNM}{\text{off ex-works price}} \times 100$. For example, if the product specific rules set "VNM 60%", the Rules of Origin are met if not more than 60% of non-originating materials are processed. E contrario, the local value content has to be at least 40%.

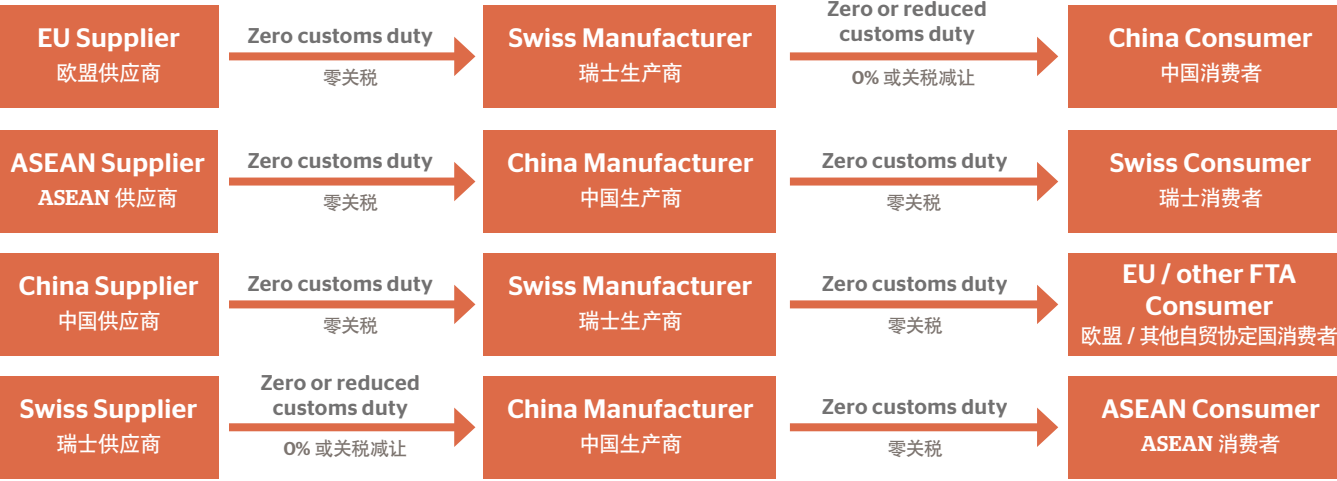
Accumulation:

The accumulation rule within the FTA is limited to originating goods of Switzerland and China (so-called bilateral accumulation; it allows the manufacturer to add products sourced from both countries to the value threshold being qualified as originating).

Direct transport:

The direct shipping/transport rule allows the splitting of consignments under customs control in third countries without losing origin provided that they do not undergo operations other than unloading, reloading, or any operation confined to preserve them in good condition (further processing of the goods is not permitted).

Examples of expanded trilateral trade 三边贸易扩张示范



Movement certificate:

The movement certificate EUR. 1 serves always as proof of origin and is mandatory (only exception allowed for approved exporter). Different to other FTAs concluded by Switzerland, additional information have to be indicated on the movement certificate, such as the used origin criteria and the 6-digit HS code of the product.

Self-certification:

Self-certification is only applicable for approved exporters. The origin declaration has to be printed in English and has to follow the wording provided in the FTA. The origin declaration has to contain the registration number of the approved exporter and the serial number of the origin declaration.

Benefits of the FTA - Business model planning

The FTA reduces or eliminates duties in the trade between Switzerland and China. Changing the value chain (e.g. sourcing or manufacturing) in order to meet the sufficient processing rules set out in the FTA may lead to significant duty savings and competitive advantages. Achieving "substantial transformation" at the appropriate point in the value chain is required in order to enjoy benefits under the Swiss-China FTA and manage tax risks. Certain value chains are likely to include suppliers from outside of China/Switzerland with final qualifying processing taking place inside China/Switzerland. Upfront planning, establishing sensitivity thresholds to allow for variances in cost, and tracking during production are all important so as to ensure that the FTA benefits are managed and sustainable also from a tax and operational standpoint.

Examples of expanded trilateral trade

Meeting the Rules of Origin within a three-party (or more) transaction can be challenging and complex. However this should not be a barrier to finding a solution to get the maximum benefit from a FTA. For example:

A semi-finished part of an electric motor/generator is supplied from Thailand (Member of ASEAN) to China at a preferential rate based on the ASEAN - China Free Trade Agreement. Within the Swiss-China FTA, the product specific rule for such products is usually that the value of non-originating materials must not exceed 50%. Provided the China manufacturer meets the Rules of Origin, the finished good can be imported at a preferential rate of 0% into Switzerland.

Whilst a business considers whether and how to change its business model to respond to the FTA, it should not be ignored that China imposes VAT on imports at an average rate of 17%. In addition, China applies an Export VAT refund scheme - which, depending on the product - may be between 17% and 0%. Foreign exchange controls must also be considered during business planning to ensure a smooth new structure.

The FTA is a useful tool to enhance economical activities between Switzerland and China. It should not be missed to question your current trade flows, to analyse potential available optimizations and fully benefit from the great opportunities the FTA will provide to both economies.

中瑞自由贸易协定简短评价及促进双边贸易往来的关键条款。

作者 **Simeon Probst**, 普华永道瑞士关税条例部总监, **Michel Anliker**, 普华永道新加坡关税条例部经理

2013年7月6日, 瑞士与中华人民共和国正式签署了双边自由贸易协定 (FTA)。瑞士是继冰岛之后第二个与中国通过双边自由贸易协定正式结成经济与政治关系的欧洲国家。在全球经济危机后, FTA标志着瑞士经济为重新调整而不断努力的重大里程碑, 将使其拥有其他欧洲国家所没有的竞争优势。

协定包括商品贸易、服务贸易、清关手续、贸易救济、投资促进和知识产权保护等在内的 FTA 标准条款, 协定将于2014年中期或2015年初开始实施。以下是关于商品贸易条款的介绍以及这些条款将对企业及其价值链带来的潜在影响。

商品贸易

中国是仅次于美国的世界第二大经济体。在亚洲, 中国是瑞士最重要的外贸伙伴之一; 而在世界范围内, 中国是继欧盟和美国之后的第三大瑞士工业品进口国。机械、设备、手表以及化工和医药产品是瑞士出口至中国最主要的产品; 瑞士主要从中国进口机械、纺织品、服装以及制表产品和化工产品等。

FTA意味着什么?

FTA中的商品贸易部分包括促进签署双方贸易往来的规章制度。FTA将减免两国间的商品贸易关税。完全从双方中的某一方获得或加工的商品将受益于关税豁免。随着FTA的实施, 某些产品将可以享受0%的税率, 其他产品 (主要是进口至中国的产品) 将在几年内实现分阶段关税减让。为了享受优惠的关税税率, 产品的原产地必须是协定订立国之一。

许多企业认为两国间FTA的存在将足以减免其商品所承担的关税, 这种看法是错误的, 而且可能导致重大的风险。由于进口国将放弃关税收入, 因此瑞士和中国的海关机构都将严格执行相应的规定。希望申请FTA原产地证书的出口商必须确保流程和文件的完整性以保证进口商享受关税优惠的商品确实符合相关的要求。



瑞中FTA的关键条款有哪些?

以下是对关键条款的总体概览。

原产地规则——原产品: 根据瑞士—中国 FTA, 满足以下规则 (根据本文的要求进行归纳总结) 的情况下, 产品可视为源自于两国领土 ("双方") 中的任一方:

- 产品完全在某一方获得 (如矿产品、活畜等)。
- 在某一方对非该方原产材料 (须标清原产地) 进行实质性改变后满足其他相关 FTA 规定的产品 (见下文)。
- 产品完全由一方或双方原产的材料制成。

实质性改变: 实质性改变和加工必须在微小处理或加工之外 (如简单的混合、包装或再包装)。也就是说, 必须满足 FTA 的产品 (HS 编码) 特定原产地规则 (FTA 附录 II)。不授予纯贸易产品原产地证书。产品特定原产地规则包括价值界限、关税转移原则 (如在章节、标题、副标题上的改变), 并界定了哪些产品必须是完全在某一方获得的。

增值界限: 增值界限或一般性规则是一项基于非原产材料价值 (VNM) 百分比的产品特定原产地规则。百分比根据以下公式计算: $VNM = VNM / \text{出厂价格} \times 100$ 。例如, 如果产品特定原产地规则设定 "VNM 60%", 如果产品中加工的非原产材料低于 60%, 那么该项产品就符合原产地规则。也就是说, 本土材料的价值必须不低于 40%。

累积: FTA 的累积规则仅适用于原产于瑞士和中国的商品 (也称为双边累积; 该规则允许生产商将采购自两国的产品价值累计, 以达到原产地的价值界限)。

直接运输: 直接运输规则允许在海关控制的情况下, 在第三国对运送的货物进行分装, 同时不丧失原产地证书, 前提是商品不经过除卸货、再装货或任何对商品进行良好保存的操作以外的操作 (不允许对商品进行进一步加工)。

移动声明: 移动声明 EUR. 1 起着证明原产地的作用, 要求必须提供 (除获得批准的出口商外)。这与瑞士与其他国家达成的 FTA 不同的是, 在移动声明上需要提供额外的信息, 例如所使用的原产地标准和产品的 6 位 HS 编码等。

自我认证: 只有经由批准的出口商才适用自我认证。原产地声明必须用英语打印出来, 并使用 FTA 提供的相关术语。原产地声明中应包括出口商的注册号码和原产地声明的序列编码。

FTA带来的益处——商业模式规划

FTA 减免瑞士和中国间的贸易关税。改变产品的价值链 (如采购或制造) 以满足 FTA 相关的加工规则可以大幅降低关税, 提高产品竞争优势。为了享受中瑞 FTA 所带来的利益和降低税收风险, 产品必须达到 "实质性改变" 的相应价值链要求。某些价值链可能包括中国/瑞士之外的供应商, 但最终符合条件的加工在中国/瑞士进行。预先的规划、建立敏感界限以允许成本变动和追踪生产过程, 无论对于确保管理可持续性的 FTA 利益, 还是从税收和运营的角度来看都是极其重要的。

三边贸易扩张示范

满足三方 (或多方) 原产地规则是具有挑战性和复杂性的。不过, 这并不意味着我们找不到将 FTA 利益最大化的解决方案。

例如: 某一发电机半成品由泰国 (ASEAN 成员) 根据 ASEAN——中国自由贸易协定的相关规定以优惠的税率供往中国。根据瑞中 FTA, 产品具体规定中对这种产品的非原产材料价值规定不得超过 50%, 如果中国生产商满足原产地规则的话, 那么该成品可以以 0% 的优惠税率进口至瑞士。

当企业在考虑是否有必要以及如何改变其经营模式来适应 FTA 时, 不容忽视的一点是中国平均征收 17% 的进口增值税。此外, 中国根据产品种类的不同对企业采用 17%—0% 的出口增值税退税方案。在进行商业规划时, 企业还需考虑外汇管制的问题以确保新模式的顺利运行。

FTA 是促进瑞中经济交流活动的重要工具。双方不应错过对现有的贸易流进行检查、分析潜在的可行性优化方案和完全获益于 FTA 带给双方经济的巨大机会的良机。

Will the FTA also influence exchange in innovation?

Looking Beyond Trade

自贸区仅提供经贸层面的交流吗？

Written by **Claudio R. Boër**, Senior Advisor, swissnex China, Sino-Swiss Center Guangdong

During his last stay in Switzerland, Chinese Prime Minister Li Keqiang also visited the Einstein Museum in Berne, where he picked up a pen and wrote in the guest book, 'Innovation is the lifeblood of mankind'.

It seems a rhetorical sentence written by a consumed politician, but behind that sentence, there is much more. During the same visit, Li Keqiang answered some questions from the public. A Swiss university student asked Li Keqiang if he still has time to study. Chinese Premier Li Keqiang answered with a smile: "No matter how busy, one should take time to read. Without reading, it is difficult to have the development of thoughts; it is difficult to understand the process of human civilization".

These two simple moments, on the wave of the enthusiasm for the conclusion of the FTA, express very well the sentiments of Chinese people towards such an agreement. The agreement formally covers economic trade, but it also carries the potential for enhancing an exchange of intellectual, social, science and education projects. Without cooperation in science, there is no progress for the world. If

there is progress in scientific results, there is progress in technological achievement; and if we are capable, with innovation, we can transform ideas in market results and successes.

FTA as door opener

So innovation is, indeed, the lifeblood of mankind, and the FTA is a way to open the door to the sharing of the results of learning and innovation. The two countries will engage into a vast dialogue about their innovation policies, learn from each other about areas where technology can be developed, and identify complementary capabilities. Tech start-ups might benefit from an easier access to funding sources and to some of the purchasers of their products, such as universities.

We at swissnex China are convinced that the FTA will boost the already healthy scientific and educational cooperation between our two countries. A side effect of the increased trade might be the need to train more executives and entrepreneurs about cross border transactions and international business. Swiss companies might want to also develop new training schemes inspired by their long experience with vocational and professional education training.

Already, since the opening of swissnex China in 2008, the exchange of scholars, students, and researchers has increased tremendously, but the FTA will further boost it. The FTA is not only a tool to make life simpler for enterprises to trade, but on the contrary, quite a few enterprises in both countries will face a stronger competition. This, in turn, is an incentive to become better or, in other words, to innovate in order to live and prosper. How to cooperate in the innovation process while remaining competitive will be the game to play and to understand in the follow-up of the FTA.



Current program

CTI - China Market Entry CAMP

Since August 2013, Swiss start-ups are not alone when exploring the Chinese Market. swissnexChina together with CTI helps Swiss start-ups make their first steps by exploring and sharing expertise with experts in China. By organizing meetings and connecting the start-ups to their peers here, a platform has been created for innovative entrepreneurs to share and evaluate, and to gain insights first hand.

SSSTC Stepping Stone Symposia

The SSSTC program is a governmental framework between China and Switzerland, aiming to encourage and strengthen individual contacts by building multi-level research cooperation between institutions, research groups, as well as individuals. With events such as the Stepping Stone Symposia, the SSSTC would like to pave way for the involvement of industries in the second action phase from 2013-2016. These Symposia are envisioned to be a series of conferences participated in by the most outstanding scientists and relevant industries.

www.steppingstone.ethz.ch
www.swissnexchina.org

swissnex
China

作者：伯乐教授，
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中国国务院总理李克强日前访问了伯尔尼，双方签署了结束中瑞自贸协定谈判的谅解备忘录。临近伯尔尼爱因斯坦博物馆之行结束之际，李克强拿起了一支笔，在来宾留名簿上写道“创新是人类活力的源泉”。看上去仿佛是一个沉迷于游览之行的政治家作的豪言壮语，但是其实这句话背后未尽之言多矣。同在此行中，李克强回答了一些公众的问题，一所瑞士大学的学生问其是否还有时间学习。李克强总理微笑着回答说：“无论工作多忙，都要抽出时间读书。如果不读书，就难以有思想火花闪烁，也难以了解人类文明进程。”处于中瑞自贸协定气氛最浓郁的这两个时刻，表达出了中国人民对此协定的强烈感情。该协定本身惠及经贸活动，其实也为学术、社会、科技与教育交流增进了可能性。科学合作带来世界进步，科学合作带来技术进步，如果我们能够具备创新想法，我们就能在市场中实现想法，并使之成功。“创新是人类活力的源泉”和自贸区这两点开启了创新成果交流的大门。两个国家将在创新政策上进行广泛的对话，互相学习如何在一个地区发展技术并认清对新解决方案的额外需求。技术起步将受益于筹资的容易度，并让技术的购买者获益，比如大学。

我们瑞士科技与文化中心（swissnex China）相信自贸区将进一步推动已经稳健发展的两国科教合作。贸易增多带来的另一个作用是需要训练更多的企业主管和企业家来处理跨国的交易以及国际业务。基于长期职业和专业教育培训的考量，瑞士公司或许也想要构建新的培训机制。

从2008年瑞士科技与文化中心（swissnex China）正式运作起，学者、学术、研究者的交流就飞速增长了起来，而自贸区对我们来说将如虎添翼。自贸区一方面让企业的贸易简化，然而从另一方面考虑，两国的不少企业将面临更强劲的挑战。这会激励企业让自己变得更好，换言之，让企业推进创新以生存并繁荣起来。如何在竞争的同时于创新进程中谋求合作，将会是企业接下去在自贸区需要进行并理解的一场博弈——瑞士科技与文化中心（swissnex China）将一直协助并持续促发两国的合作进程。

www.steppingstone.ethz.ch
www.swissnexchina.org





“中国研发活动增强”

Strong R&D Footprint in China

ABB's relationship with China dates back to 1907, when it delivered the first steam boiler to the country. Today, China is the company's second largest market worldwide with \$5.2 billion in revenue. In a conversation with The Bridge, Liu Qianjin, Chief Technology Officer of ABB China, speaks of a clear trend of more innovation happening in China. For its efforts of actively propelling R&D localization in China, the company was awarded as "Innovator of the Year" at the recent Swiss Business Awards.

Interview **Fabian Gull**, Shanghai

Where does "innovation at ABB" come from?

Liu Qianjin: Geographically speaking, mainly from Europe, China, US, India and some smaller countries.. Globally, we employ over 8000 R&D people; and our global R&D spending amounts to USD 1.5 billion this year, which is equivalent to 3.7% of our total revenue.

What is this figure like in China?

We don't disclose this information on a country level. But to give you an indication: In China, we employ 2000 R&D engineers, and this number has doubled since 2010. ABB has established the full range of business activities in China, including R&D in over 20 locations plus manufacturing, engineering, sales, and service. Our China operations consist of nearly 19,000 employees, 36 local companies, and a sales and service network across 90 cities.

What is your R&D setup in China?

Our research teams are close to talent pools and universities. Our product development teams are close to the manufacturing bases, so they can get straight feedback from customers and first-hand information from the production lines. Our "innovation output" in China is intended both for the domestic as well as the global market.

What kind of innovation happens at ABB in China?

A high 85% of ABB China's portfolio is actually also "made in China". For most products and joint ventures, we also have the respective R&D teams in China. The word "innovation" has a very wide scope, though. We do technology innovation in fields such as robotics, power products, switchgears, transformers and low voltage products.

Do you shift R&D resources into China?

We are not simply shifting as in relocating from A to B. But alongside with the company's growing international footprint in sales and manufacturing, its R&D footprint is also becoming more international.

Where do you see China's innovation standing today?

China's innovation landscape is changing very fast. Purely quantity-wise the total number of patents in China is the highest worldwide since 2011. The number of people in China working in R&D is soaring, too. China is also the largest talent pool worldwide with over 7 million fresh graduates every year, many of them in technical disciplines. Some people - rightfully so, I shall say - point out the



BACKGROUND

ABB is a global leader in power and automation technologies that enable customers from industry, energy, transportation and building sectors to improve productivity and energy efficiency while lowering the environmental impact. ABB Group has about 145,000 employees in more than 100 countries, with revenues of around \$39 billion in 2012. A Fortune 500 company, ABB is headquartered in Zurich, Switzerland, and is listed on the Swiss, Stockholm, and New York exchanges. ABB Group was formed in 1988, when the Swedish Asea and the Swiss BBC Brown Boveri merged under the name of ABB.

ABB是全球领先的电力与自动化技术供应商，为工业、能源、交通和建筑领域的客户提供提高生产力和节能环保的技术方案。ABB集团在100多个国家共有145,000名员工，2012年总收入达390亿美元。ABB是全球500强企业，总部位于瑞士苏黎世，分别在瑞士、斯德哥尔摩和纽约交易所上市。1988年，瑞典Asea公司与瑞士BBC Brown Boveri公司合并，ABB集团从此诞生。

low quality of some patents. I would rather focus on the very high quality of some others instead.

Do you see contrasting innovation capabilities of domestic vs. multinational players?

There are two ways of defining the value of innovation. Either innovation helps bring down your internal cost, or new features add value to customers. In the latter field, or what we call "disruptive innovation", multinational players often still have a leading position. But I would say that domestic players have the upper hand in innovation leading to incremental cost saving.

Do you get the talents you want?

Basically yes. Ten years ago, when I started with ABB, we had easily more than 100 suitable applicants for one vacancy. These times are gone. Today, a lot of domestic and international companies pay attention to innovation. This automatically narrows down your talent pool to choose from. A way out is to increase the overall attractiveness as an employer, which we successfully manage to do.

“Domestic players have the upper hand in innovation leading to incremental cost saving”.

Which talents are hard to get? Can you name an example?

In the field of electrical engineering, we are facing strong competition of state-owned companies, local research institutes and universities.

How does ABB cope with in some areas loose IP standards?

Generally, that's not a big issue for us. And when you have solid evidence of IP violations, you can pursue the case against the infringer and get favourable results through legal procedures.

The Chinese business model “technology transfer from multinationals in return for market access” has been applied across industries and for decades. Also at ABB?

Today, this is not the case at all. It might have applied in the nineties, though, where foreign players were facing a huge market and domestic players that could not satisfy the market's demand in specific sectors.

“ABB的创新”来自于哪里？

刘前进：从地域上来说，主要来自于欧洲、中国、美国、印度和一些其他小国家。我们在全球范围内的研发人员达8,000多人，今年全球在研发上的开支达15亿美元，占总收入的3.7%。

在中国的研发支出数据是多少？

我们披露国家层面的研发支出数据。不过，为了给你一个更清晰的概念，我可以举个例子：我们在中国的研发工程师达2,000人，这一数据比2010年翻了一番。ABB在中国拥有全系列商业活动，包括20个研发点以及生产、施工、销售和服务业务等。我们的中国运营团队包括近19,000名员工、36家本土企业以及覆盖90个城市的销售和服务网络。

你们在中国的研发结构是什么样的？

我们的研究团队与人才库和大学联系紧密，另外，我们的产品开发团队则与生产基地联系紧密，这样他们就可以从客户那里直接获得反馈、从生产线获得第一手的信息。我们在中国的“创新产出”不仅针对国内市场，还针对全球市场。

ABB中国主要进行哪些创新活动呢？

ABB中国85%的产品组合实际上也是“中国制造”的产品。针对大多数产品和合资企业，我们在中国分别设有研发团队。不过，“创新”的范围很广。我们做机器人技术、电力产品、开关装置、转换器和低压产品等领域的技术创新。

你们是否在将研发资源转移到中国来呢？

我们做的并不是简单的从A到B这样的转移。随着公司不断增长的国际销售与生产活动，研发活动也变得更为国际化。在中国开展的研发活动为中国以及世界市场服务。



ABB 与中国的关系始于 1907 年第一台蒸汽锅炉运抵中国。如今，中国是 ABB 公司在全球第二大市场，收入达 52 亿美元。在与《桥》的对话中，ABB 中国区首席技术官刘前进认为，目前正出现越来越多的创新在中国进行的明显趋势。ABB 公司积极推进研发的中国本土化，公司在近期评选的瑞士商业大奖中获得“年度创新奖”。

采访 方必安，上海

目前中国的创新处于什么阶段？

中国的创新格局变化迅速。单从数量方面来看，自2011年，中国的总专利数位居全球第一。中国在研发领域工作的人数也在急剧增长。同时，中国还拥有全球最大的人才库，每年的大学毕业生数量可达700万，其中许多都毕业于技术性专业。也许有人会说某些专利的质量很低，诚然如此，我认为重要的是另外一些高质量的专利。

在国内与跨国企业之间，你有没有发现创新能力上的差别？

界定创新价值的方式有两种：一种是通过创新降低内部成本，一种是新特性为客户带来增值服务。第二种方式，我们也称为破坏性创新，在这方面跨国企业仍处于领先地位。不过我认为国内企业在通过创新实现降低边际成本方面更胜一筹。

你们在找到适合的人才方面存在困难呢？

基本上没有。10年前当我刚进入ABB时，每一个岗位我们都有100多个适合的应聘者，不过这样的年代一去不复返。现在，许多国内企业和跨国企业都十分注重创新，这自然而然就缩小了我们



可选的人才库。解决办法之一是增加ABB作为雇主的整体吸引力，在这方面我们做的很不错。

哪些人才比较难找？能举个例子吗？

在电子工程领域，我们面对着来自国有企业、当地研究机构和大专院校的激烈竞争。

某些领域的知识产权标准十分宽松，ABB是如何应对的？

这对于我们来说问题不大。如果你能搜集到足够的侵犯知识产权的证据，就可以起诉侵犯者，并通过法律程序维护企业的利益。

“以换取市场份额为目的的跨国企业技术转移”这种中国经营模式多年以来在各个领域广泛应用，在ABB也是这样吗？

现在的情况完全不一样了。这种模式在上世纪90年代的应用可能较多，因为当时外国企业面对着一个巨大的市场，而国内企业尚不具备满足某些行业的市场需求的能力。

“我认为国内企业通过创新实现降低边际成本方面更胜一筹。”



Taking Localization to New Heights

China Set to Become Nestlé's Second Largest Market

将本土化提到新高度：
中国将成为雀巢第二大市场

The company - or more so, many of its products are world famous. Nestlé, the world's biggest food company, provides food solutions for every stage of life - from baby food to clinical nutrition on deathbeds. Successful joint ventures and research centres in China allow the Swiss food giant to be close to the subtleties of the Chinese palate. In charge of Greater China at Nestlé is Roland Decorvet. A man, who is internally respectfully referred to as "Chairman D" by his over 50,000 employees, and whose leadership of this key market will not be the last step in his career. A portrait.

Written by **Rolf Palmer**

Thanks to continued strong growth of both the Nestlé business as well as its newly-acquired businesses of Yinlu, Hsu Fu Chi and Wyeth Nutrition, approaching 20% last year and in all likelihood again this year, along with acquisitions worth over CHF 2 billion in 2012, Nestlé China already looks set to overtake France as the Group's largest regional company after the US in the financial year 2013/4. And its potential for expansion is far from exhausted: Nestlé still ranks only fourth on the Chinese market in its business segment, in the overall food category.

While Nestlé boasts product sales in Switzerland of CHF 200 annually per head of population, in China they only reach CHF 5. So they have a long way to go to catch up.

Roland Decorvet, who has headed Nestlé in Greater China (Mainland China, Hong Kong and Taiwan) as Chairman and CEO and Chairman since the beginning of 2011, intends to ensure that the company fully exploits its potential in the coming years. And this potential is vast. While Nestlé boasts product sales in Switzerland of CHF 200 annually per head of population, in China they only reach around CHF 5. So they have a long way to go to catch up.

Conditions remain favourable as Nestlé has built up a diverse product portfolio to cater to the market demand which is growing in parallel with the Chinese economy. Decorvet is not deterred by uphill battles; the former member of the Mountain Fusilier Regiment of the Swiss Army sees them as a welcome challenge. In his career so far, this graduate of the University of Lausanne and St. Gallen has proved his mettle many times over. He took up his first overseas post in 1991 shortly after joining Nestlé, driving up sales of Maggi noodles in the difficult terrain of the Malaysian part of the island of Borneo.

As early as 1992 he moved to China for eight years, where Nestlé had just opened its own factory and where at the time there was not a single supermarket even in the capital Beijing. Competition in this rapidly growing market remains fierce to this day. The company also has to absorb labour costs that are rising by 15% a year. Higher incomes are good for a consumer goods company, says Decorvet, as they increase the purchasing power of the population. He is confident that profit margins can be maintained by increasing productivity.

Although the Swiss Group has long since outgrown its home market as far as its rich product portfolio, workforce, sales regions and shareholders are concerned, Decorvet, who headed up Nestlé Switzerland before moving to China, sees many of the cultural characteristics of his home country reflected in the international concern. For example, a higher rank within the Group has to be earned, just like in the Swiss army. And as in Swiss politics, a culture of consensus is encouraged in the company, with a high degree of autonomy accorded to the individual units.

He sees this as a great opportunity, especially in the case of China. "As far as we're concerned there are no global customers, only local ones", he insists. Nestlé is very keen to respond to Chinese culinary preferences. With this in mind, the Group runs research centres in Shanghai and Beijing that explore the subtleties of the Chinese palate and create products specially geared to these tastes. Two more R&D facilities are expected to open in the coming year, one inside its joint venture partner Yinlu in Xiamen, and the other inside Hsu Fu Chi, another new joint venture partner, in Dongguan. Most of these products are then made in Nestlé's own factories, of which there are now 33 in China.

Decorvet, who grew up in Geneva, Kinshasa (former Zaire) and in a Protestant vicarage in the Swiss canton of Vaud, is today responsible for a workforce of about over 50,000 in China. With his many years of experience in China, he is widely acknowledged as an expert on the country. There is little doubt that for this father of four, who was born in 1965, the leadership of this key Nestlé market will not be the last step in his career.

雀巢公司以及其许多产品闻名世界，它是世界最大的食品公司，为人类生命的每一个阶段——从婴儿食品到临终前的临床营养品——提供食品方案。雀巢在中国成功的合资企业和研究中心帮助它了解中国人口味的细微差别。Roland Decorvet 是雀巢大中国区负责人，公司内部的 50,000 名员工都尊称他为“D 主席”，不过，管理雀巢中国公司不会是他职业生涯的最后一步。以下是关于他的介绍。

撰写 Rolf Palmer

由于雀巢公司及其新近并购的银鹭、徐福记和惠氏营养品公司的业务保持强劲增长，在 2013/4 财政年，雀巢中国已经超过雀巢法国成为集团继美国之后最大的区域性公司，不过，它的扩张还远没有结束：在中国食品业内，雀巢仍然排在第四名。

Roland Decorvet 自 2011 年初开始出任雀巢大中国区（中国内地、香港与台湾）主席和 CEO，他希望在未来几年里完全开发公司的巨大潜力。尽管雀巢产品在瑞士的人均消费额为 200 瑞士法郎，在中国这一数字仅为 5 瑞士法郎左右。因此，它还有很长的路要走。

雀巢打造了适应与中国经济同步增长的市场需求的多元化产品组合，因此公司的情况仍然很乐观。复杂的环境对 Decorvet 没有任何阻扰；他以前曾是瑞士军队 Fusilier 山军团的成员，他热爱挑战。在他的职业生涯里，他曾多次证明了他不畏艰难的勇气。他曾就读于洛桑大学和圣加仑大学，1991 年在加入雀巢公司不久，他首次前往海外工作，在婆罗洲岛的马来西亚地区销售麦琪速食面。

早在 1992 年，他来到中国，并居住了 8 年。那时，雀巢工厂刚刚开始运营，当时的首都北京还没有超级市场。直到现在，这一迅速增长的市场内的竞争仍然很激烈，公司也必须消化每年劳动力成本上涨 15% 带来的影响。Decorvet 认为高收入对于消费品企业来说是件好事，因为人们的购买力增强了。他坚信利润率可以通过提高生产力的方式来维持。

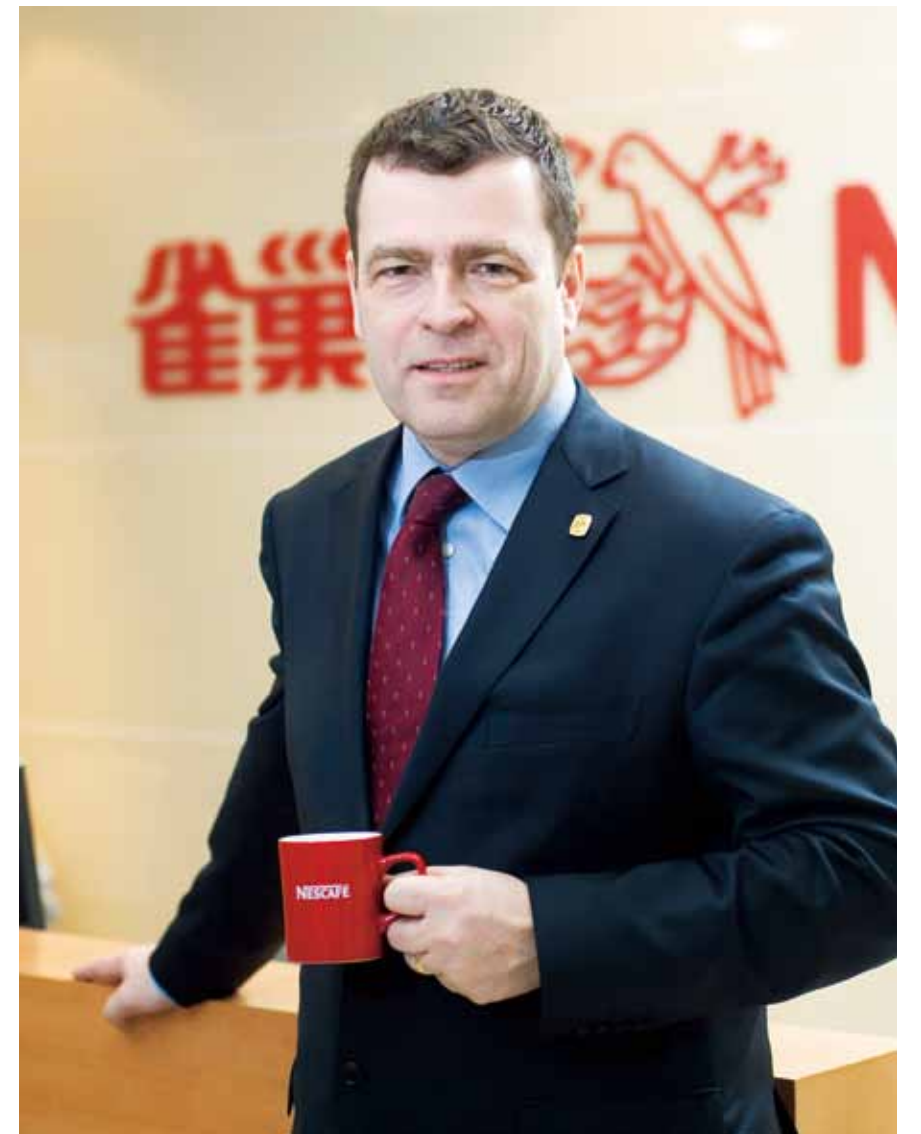
虽然在丰富的产品组合、人力资源、销售区域和股东等方面，雀巢在海外的增长远高于本土，在来到中国前管理公司瑞士业务的 Decorvet 认为，他家乡的许多文化特点在国际市场也有所反映。比如，就像在瑞士军队一样，一分耕耘，一分收获，人们必须努力工作才能获得在集团内部较高的职位。与瑞士政界相同的是，雀巢鼓励文化共识，给每个职能部门高度的自主性。

他认为这是一个很好的机会，尤其是在

中国。“在我们的眼里，没有全球客户，只有当地客户”，他这样说道。雀巢十分注意对中国烹饪偏好的回应，集团的上海和北京研究中心专门研究中国消费者的口味的细微差别，创造适合这些口味的产品。明年公司将在中国新增两个研发中心，一个位于厦门，将设在合资企业银鹭公司内，另一个位于东莞，设在合资企业徐福记公司内。现在雀巢在中国共有 33

个工厂，其大部分产品都在雀巢自己的工厂里生产。

Decorvet 出生于 1965 年，有四个孩子，曾在日内瓦、金沙萨（刚果首都）和瑞士沃州的新教徒区生活。他有多年在华生活和工作的经历，被广泛认为是中国通，现在在中国管理着 50,000 名员工。毫无疑问，管理雀巢中国公司不会是他职业生涯的最后一步。



“Clear Focus on Swissness”

“明确定位瑞士品质”



Swisstouches Hotels and Resorts is a new international hotel brand launched in 2011 in China. Today, the company consists of three small hotels in Switzerland, and one large hotel in Xian. "We aim to bring unique Swiss hospitality experiences to China - delivered with the precision of a Swiss watch", Ian Larmour, CEO of the company, tells The Bridge.

Written by **Rolf Studer**, SwissCham Beijing



Q Your group currently runs one hotel in China. Why China?

Ian Larmour: China has the fastest growing, largest hotel and tourism market worldwide. International consumers are all attracted to the Swiss quality and hospitality brand; and now, China plus the rest of Asia are contributing a significant percentage to the market's growth.

Q Why did you opt for the second tier city of Xian?

We have the ability and potential to enter all markets - in cities, it's only a matter of time. What we found attractive about our hotel projects, especially after getting to know the investor background, were the project quality, and the location potential. We have already rejected two projects in the Beijing area after some concerns over the long-term future of the investment.

Q How do you present your image, making yourself known abroad and in China?

Our head office team travelled for over two years to 30 cities in China, visiting large investment companies, and spreading our name around. Finally, we got one hotel project in Xian - we opened, performed very well, and became famous for this. We also teamed with HBA design, a world famous hotel design company, so this helps in making the brand well known as well.

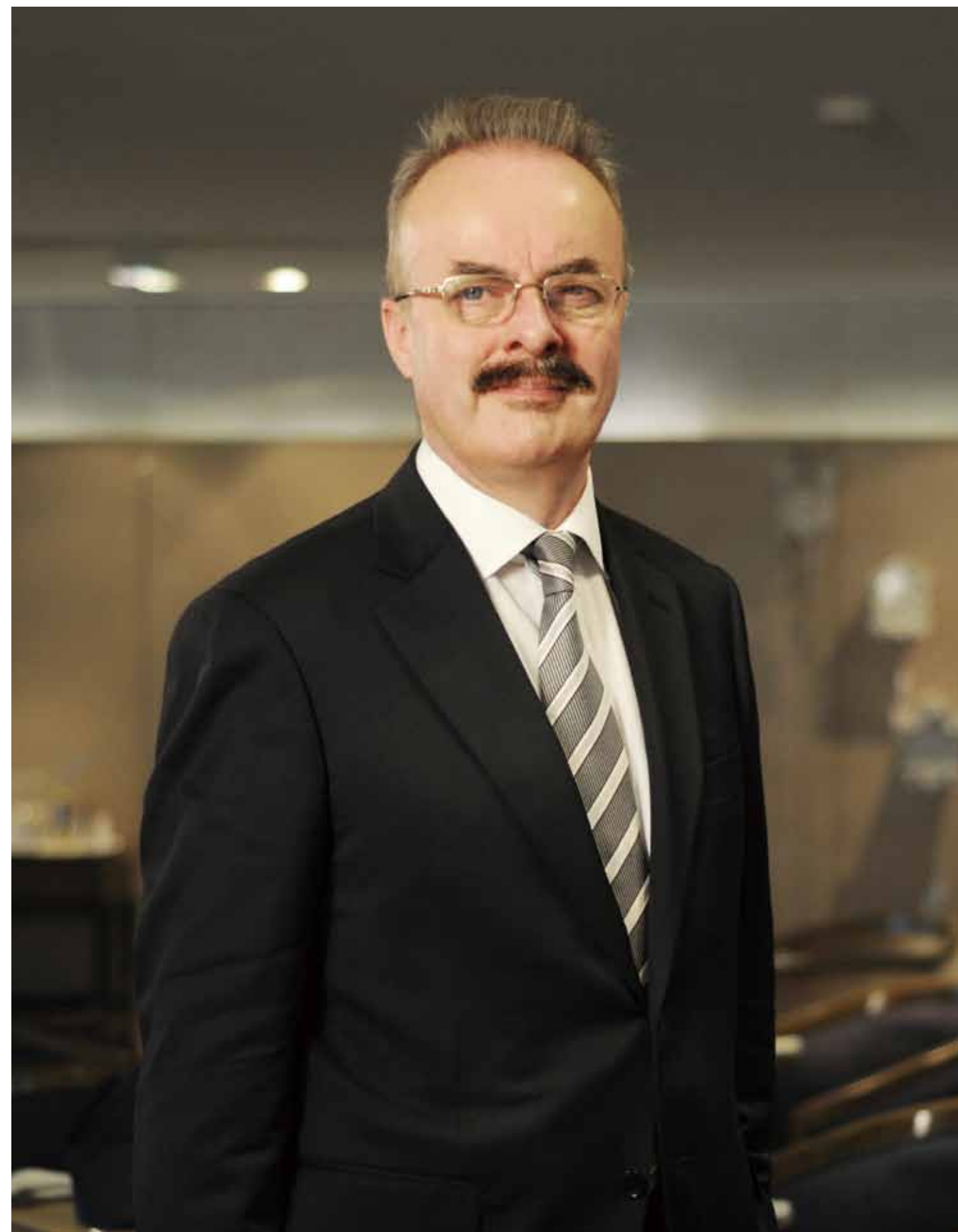
The award certainly adds value to our name, and is a big endorsement from the custodians of the Swiss quality business label in China. We will be using this in all advertisements and PR efforts. A huge expectation - and benefit to our customers - is the commitment we now have to live up to in meeting the quality levels that the award requires. Our company also owns HTMi Hotel and Tourism Management Institute Switzerland, and this adds a lot of credibility to the Swisstouches brand.

Q What is particularly "Swiss" at Swisstouches?

In each hotel, as our name claims, we have many "Swisstouches". These can be found in everything from the design, the food, the people, all the way to the training of the employees - we even have "Swisstouches guards".

Q Who do you target? Who are your customers?

Anyone who is attracted to Swiss quality. Our customer segments depend upon each hotel location, though they are usually business travellers and tourists. In addition, we attract local residents to our many interesting food and beverage concepts.



Who are you competing with? What distinguishes you from other Swiss brands such asSwissotel?

We compete with all five star international brand hotels, not just Swissotel - which is a different brand. Our distinction is that we emphasize on the Swiss essence and character, which is displayed in every aspect of our hotels.

How long did it take you to reach break-even? Average annual occupancy rate?

We made a gross operating profit after three months, and our occupancy per year will rise to over 50% in 2013, with lots of future growth potential.

Do you recruit from Swiss hotel management schools?

We are connected to a source of quality graduates via our link with the HTMi. This is an obvious advantage. We have recruited over 25 hospitality professionals from HTMi to date, and we project to recruit many more in future.

Qualified staff in the hospitality industry is hard to find. The case is the same in China’s1st tier cities. How do you address this issue?

Training is the key. And that is one of our strengths.

What are your expansion plans?

Quality first, not quantity. We will continue to meticulously qualify and accept only the right projects. We currently have three more hotel projects in China - in Xian, Jinan and Chong Qing. At this rate, we estimate that 10 hotels in 5 years should be achievable.

瑞斯丽酒店管理集团是 2011 年在中国推出的一个全新的国际酒店品牌。现在，公司已在瑞士设立了三家小型酒店，在西安设立了一家大型酒店。“我们以将独特的瑞士酒店体验带到中国为目的——按照瑞士手表的精确度提供服务”，公司 CEO Ian Larmour 这样告诉《桥》。

撰文_Rolf Studer，中国瑞士商会北京

贵集团现在在中国有一家酒店，为什么选择在中国设立酒店？

Ian Larmour: 中国拥有世界增长最迅速、最大的酒店和旅游业市场。国际消费者十分欢迎瑞士质量和瑞士酒店；如今，中国和亚洲其他地区在整个酒店市场的增长中占有很重要的比重。

为什么选择二线城市西安？

我们有能力和潜力进入所有市场——所有城市，只是时间的问题。在了解投资者的背景后，我们认为酒店项目受欢迎的方面主要在于项目的品质和区位的发展潜力。出于对未来长期投

资的考虑，我们已经推翻了两个在北京地区设立酒店的项目。

你们如何向海外和中国展示你们的形象，让人们了解你们的品牌？

我们的总部办公室团队在两年多的时间里走遍了 中国 30 个城市，访问大型投资公司，推广我们的品牌。最后，我们找到了在西安的酒店项目。酒店设立后，运营很好，在业内已经有了一定的知名度。我们还与世界知名的酒店设计公司 HBA 设计合作，这也增加了酒店的知名度。瑞士商业奖当然也提升了我们的品牌价值，它是瑞士在中国的品质商业标识的保证。我们将会在所有的广告和公关活动中使用这一殊荣。我们承担着承诺一如既往的提供该奖项所要求的品质水平的巨大期望，而这必将使我们的客户受益。我们公司还拥有瑞士 HTMi 酒店和旅游管理学院，这也为瑞斯丽品牌增添了不少可信度。

瑞斯丽在体现“瑞士品质”方面有哪些特殊之处？

正如我们的品牌名称“Swisstouches”，在每一个酒店都有多方面的“瑞士元素”，从设计、食物、员工到员工培训，我们甚至还有“瑞士元素守卫队”。

你们针对哪些人？你们的目标客户有哪些？

任何喜爱瑞士品质的客户。我们的客户分类根据各个酒店的区位不同而有所差异，不过总体来看以商旅人士和出游者为主。此外，我们的许多美食和饮品也吸引了当地居民。

你们与谁竞争？与其他瑞士品牌如瑞士酒店相比有哪些独特之处？

我们与所有的五星级国际酒店竞争，不止是瑞士酒店（一个不同的酒店品牌）。我们的独特之处在于我们对瑞士特色和品质的关注，酒店的方方面面都显示了这个特性。

你们花了多长时间实现收支平衡？年平均入住率是多少？

运营三个月后我们就实现了总运营盈利，2013 年我们的年平均入住率将提高至 50% 以上，未来的增长潜力还很大。

你们从瑞士酒馆管理学校招聘吗？

通过与 HTMi 的联系，我们拥有高质量的毕业生来源，这是我们的优势。迄今为止，我们已经从 HTMi 挑选了 25 名专业人才，我们计划未来招聘更多。

酒店业总是很难找到合适的人才，在中国一线城市也是如此。你们是如何解决这个问题的？

培训是关键，这也是我们的优势所在。



你们有什么扩张计划？

质量第一，而不是数量。我们将继续精心挑选和开展合适的项目。现在我们在中国有三个酒店项目——西安、济南和重庆，按照目前这个速度，我们预计未来五年内可以开设 10 家酒店。

BACKGROUND

Swisstouches Hotels & Resorts, a division of HTMi, located in Soerenberg (Kanton Luzern, Switzerland) was launched in China in 2011. Since opening, its first and only property in China so far, is the Swisstouches Hotel in Xian. For its facilities and services, the hotel was granted this year’s “Swiss Business Award - Start-up of the Year”. The jury recognizes the fact that the company has not only introduced a new hotel brand into a foreign country, but was also able to beat all financial targets in their first year of operation. With promising growth potential and a clear focus on “Swissness”, the brand may become an ambassador for Swiss hospitality in China, the jury concludes.

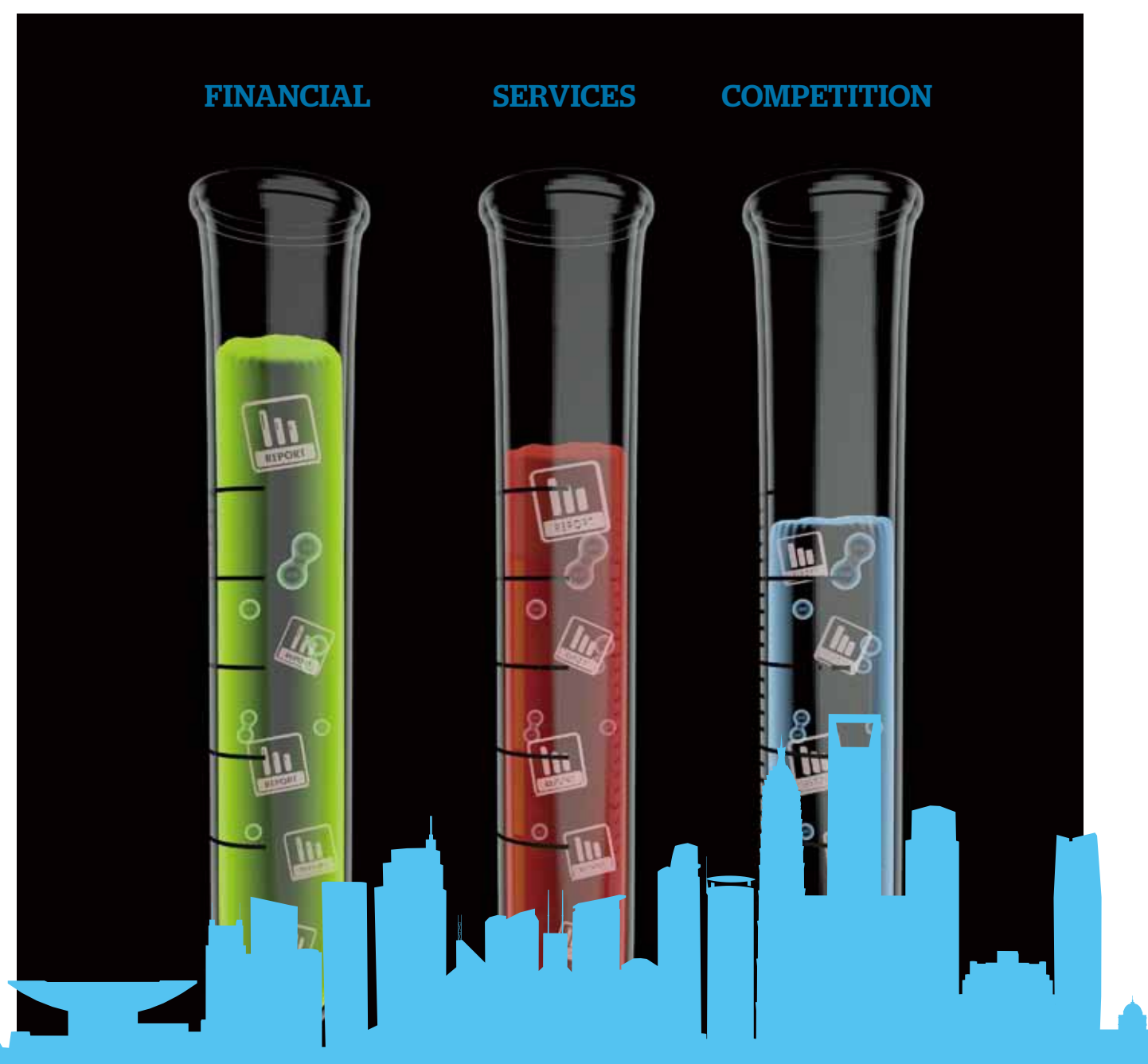
瑞斯丽酒店管理集团是HTMi学院的一个部门，位于瑟伦贝格（瑞士卢塞恩州），酒店于2011年正式进入中国。自开业以来，瑞斯丽在中国的第一家和唯一一家酒店是西安瑞斯丽酒店。今年，酒店的设施和服务为瑞斯丽赢得了“瑞士商业大奖——年度新兴企业奖”。评审团认为瑞斯丽不仅将一个全新的酒店品牌引入异国，还在运营的第一年就超额完成了所有财务指标。评审团认为瑞斯丽的发展潜力和明确的“瑞士品质”定位，已经使其成为瑞士酒店企业在中国经营的典范。



Shanghai Free Trade Zone:

Testing Ground for Reforms

上海自由贸易区：改革试验区



A free-trade zone in Shanghai, China's economic hub, has been launched as the world's second-biggest economy prepares to test long-awaited economic reforms.

Written by **Wang Tao**, Head of China Economic Research, UBS

The Shanghai Free Trade Zone (FTZ) was formally launched on September 29th, after a month of hype in the media and the stock market. The announcement at least clarified a few things: the FTZ will not have a lower corporate tax rate; interest rate ceilings and reserve requirements will not be abolished soon; and gaming will still be prohibited.

What are the macroeconomic implications of the Shanghai FTZ? Obviously, whatever companies and sectors that may benefit from the FTZ, their direct impact on overall economic performance will be limited given the size of the economy. The macro significance lies in that the FTZ is supposed to be the test ground for China's next stage of reforms, and as such, it has been likened to the Shenzhen special economic zone 30 years earlier.

Focus on financial sector reforms

China's reform challenges are great, which ones are going to be tested in Shanghai? The Shanghai FTZ reportedly will herald reforms in three main areas: reducing government involvement in business and investment approvals; opening up the services sector to foreign and private competition; and financial sector liberalization.

The media and public have understandably focused on financial sector reforms, with a lot of hope and hype about full interest rate and capital account liberalization in the FTZ. However, conceptually and operationally it is not easy to implement financial liberalization in a confined area, as companies and banks would surely explore any loopholes or arbitrage opportunities. Some form of "border" control between the FTZ and other parts of Shanghai and the country has to be established. In addition to restricting liberalization to only those companies and banks domiciled in the FTZ, there will likely be quotas and restrictions on the type of financial services/products.

For example, on interest rate liberalization, instead of lifting the deposit rate ceiling for all FTZ banks, we think that firms located in the FTZ may be allowed to place certificates of deposits (CDs) up to a certain amount with FTZ banks at "free market" rates. Similarly, on capital account opening, we think FTZ companies and banks will be able to raise financing from abroad or investing in derivatives and

other overseas portfolio instruments more easily, but will be subject to certain quotas to limit arbitrage and the spread of risks to the rest of the economy.

While these experiments are potentially very important in helping the government to push forward with complicated financial reforms, the near term impact on big banks, overall liquidity and credit conditions, or macro growth will be very limited. We think the spread of the financial sector reforms from the FTZ to the rest of the country will also take time.

Opening the services sector

The other two areas of reforms – opening the services sector and streamlining government administration and supervision, are potentially easier to emulate in the rest of the country and hence more important. Here one of the major policies is the so-called "negative list" management – foreign and private companies are allowed to operate in all sectors and businesses outside of the negative list, according to a registration system rather than needing lengthy government approvals. This opens up a whole range of service sectors for foreign and private competition, including health care services, professional services, and some financial services. Another set of policies provide equal and streamlined regulatory and administrative treatment to all firms operating in the FTZ, essentially levelling the playing field for different types of firms, with the goal of applying rules that will be eventually consistent with the common international practice.

We think the opening up of the services sector and the reduction in government controls and approvals should help facilitate private sector and services development.

Almost all major service sectors face some supply constraints in China due to high entrance barriers, state monopolies, price controls, or unfavourable tax and utility treatment relative to manufacturing. In the meantime, demand for services has continued to rise along with robust income growth and in some cases, with the aging of the population. In addition, there are abundant domestic savings and private capital searching for opportunities in areas with no excess capacities.

Efficiency boost through competition

Therefore, we think the opening up of the services sector and the reduction in government controls and approvals should

help facilitate private sector and services development. A clear beneficiary would be consumer services such as health care, old age care, tourism and entertainment. Manufacturing-related services should also get a boost, which could help improve the overall efficiency of Chinese products. China has become very efficient in the production of most manufacturing products or components, but has had more difficulties capturing the higher value-added parts including design, logistics and distribution, inventory management, trade-related financial and legal services, to name a few. Government

deregulation and competition from private and foreign companies should help to improve the efficiency in these areas.

Of course, we do not expect these measures to have a visible impact on GDP growth in the next couple of quarters, but we do see the spread of administrative reforms and services deregulation to the rest of the country within the next couple of years, likely faster than financial sector reforms and helping to unlock the long term growth potential in China.

世界第二大经济体中国在其经济中心上海正式推出了自由贸易区，为期待已久的经济改革铺路。

撰文_汪涛_瑞银证券中国经济研究所主任

在给媒体和股票市场带来一个月的高涨后，上海自由贸易区(FTZ) 正式于9月29日推出。通知主要明确了以下几个问题：自贸区内企业承担的企业税率并不低于其他企业；利率上线和储备要求短期内不会取消；赌博仍将被禁止。

上海自贸区有哪些宏观经济暗示呢? 很明显的是，在当前的经济规模下，无论是哪些企业或行业受益于自贸区，它们对整体经济表现的影响都是有限的。自贸区的宏观意义在于，它将被作为中国下一步改革的试验区，在这一点上，它与30年前的深圳经济特区相似。

以金融部门改革为重点

中国改革面对着很大的挑战，哪些改革将在上海进行试验呢? 据报告，上海自贸区将引领三个主要领域的改革：减少政府对商业和投资的审批程序；向外资和私营企业开放服务业竞争；金融部门自由化。

可以理解的是，媒体和公众十分关注金融部门改革，希望并大肆宣传在自贸区实现完全利率和资本账户自由化。不过，从观念和运营上来看，在一个封闭区执行金融自由化并不容易，因为企业和银行必将寻找和利用任何可能的漏洞或套利机会。与上海和中国其他地区区分的“边界”控制已经设立。除了将自由化限制在自贸区内部的企业和银行外，似乎对金融服务/产品的类型也有一定的配额和限制。

比如，在利率自由化方面，我们认为自贸区内的企业将被允许在自贸区的银行以“自

由市场”利率拥有一定数额的大额存单(CD)，而非取消所有自贸区银行的存款利率上限。类似的，在资本账户方面，我们认为自贸区企业和银行将可以更容易的在海外融资或投资衍生品和其他海外投资工具组合，不过受到一定的配额限制，以避免套利和将风险传递给主体经济。

虽然这些尝试对于帮助政府推进复杂的金融改革将起到潜在的重要作用，但对大型银行、整体流动性和信贷条件或宏观经济增长的近期影响十分有限。我们认为将自由贸易区的金融部门改革推广到整个经济还需要时间。

开放服务业

另外两个改革领域——开放服务业和理顺政府行政监管，由于更容易在其他地区效仿推广，因此也变得更为重要。这里有一项被称为

我们认为开放服务领域和减少政府控制和审批将有助于推动私营部门和服务业的发展。

为“负面清单”管理的重要政策——依据注册系统而非漫长的政府审批程序，外资和私营企业被允许在负面清单以外的所有部门和领域运营。这为外资和私营企业竞争打开了整个服务领域，包括医疗保健服务、专业服务和某些金融服务。另外一项政策向所有在自贸区经营的

企业提供平等和简单的规范和行政管理，从根本上使不同类型的企业都在相同的条件下竞争，最终实现应用与国际惯例相一致的规范的目标。

由于进入壁垒、地区垄断、价格控制或与制造型企业相比不利的税收和设施状况，几乎所有主要的服务部门都在中国面对着某种程度的供应紧张。目前，对服务的需求随着收入的增长和某些地区的老龄化问题而不断增长。另外，国内储蓄仍然充足，私营资本也在寻找还不存在产能过剩的领域作为投资机会。

竞争提升效率

因此，我们认为开放服务领域和减少政府控制和审批将有助于推动私营部门和服务业的发展。很明显，消费者服务如医疗保健、养老业、旅游和娱乐业将受益。与制造相关的服务业也将会得到提升，从而提高中国产品的整体效率。中国在生产大部分制造型产品或部件领域的效率很高，不过在占领高附加值领域如设计、物流和分销、库存管理、与贸易相关的金融和法律服务等方面仍存在一定困难。政府放松监管以及私营、外资企业竞争将有助于提高这些领域的效率。

当然，我们并不认为这些措施会在未来几个季度里对GDP增长带来明显的影响，不过我们确实认为在未来几年里行政改革和放松服务业监管将会推广到全国范围内，可能比金融部门改革更快，而且将有助于开启中国的长期增长潜力。



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施泰尔精密机械(常熟)有限公司是STI集团在华全资子公司，总部设在瑞士。STI集团在功能性表面处理和高精度机械加工领域处于世界领先地位。其产品和技术包括：镀硬铬、热喷涂、镀镍和精密机械加工等。

The new plant in China is focused on the high demands of the printing machinery, pulp & paper and general industries. In the near future the range of services will be extended to the needs of other industries such as automotive and aerospace and to technologies such as anodizing, TSA, electroless nickel coatings and coatings for automated serial production.

在华的常熟新工厂为满足印刷机械、造纸业和通用机械制造业的市场需求，采用最新工艺提供最佳配套服务而建立的。同时，为满足其他行业市场需求,如:汽车制造业、航空业。以及特殊工艺需求，如:阳极氧化处理、无铬酸阳极氧化处理、化学镀镍和批产自动化电镀线等扩建项目也正在建设之中。

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A prime opportunity for Swiss SMEs to build up business relations in China

New Swiss SME Centre in Harbin

哈尔滨瑞士中小企业中心

——瑞士中小企业建立在华商务联系的重要机会

At the invitation of the highest political body in China's Province of Heilongjiang, Switzerland's FHNW School of Business opened the "Swiss SME Research Center China" in Harbin in late August this year. Under the auspices of the Free Trade Agreement between Switzerland and China, the provincial authorities of Heilongjiang, under the leadership of Party Secretary Wang Xiankui, invited the University of Applied Sciences and Arts Northwestern Switzerland (FHNW) to open a centre for Swiss SMEs in Harbin, where the FHNW School of Business has a strong network of business and political contacts.

Harbin is the political, economic and cultural centre of the Heilongjiang province in northeastern China. It also functions as an important connection between Asia and Europe. Formerly a hub for engineering industries, China's reform and liberalisation has enabled it to develop as a central location for hightech industries including medicine, nutrition, automotive, energy, electronic information and ecology. The current five-year plan explicitly focuses on the development of the third sector (ecology) and organic agriculture, providing excellent opportunities for Swiss enterprises.

Finding local business partners

The Swiss SME Research Center China (SSRCC) is a platform for Swiss SMEs seeking to evaluate and test the Chinese market for their products and services and to find local business partners. The services are focused on the needs and the financial possibilities of SMEs and include scoping trips, market research, developing market entry strategies, and support at implementing the market entry, which includes legal issues, logistical support and training workshops. Employees and students of the FHNW School of Business will assist the SMEs in this endeavour, together with our new employees in Harbin. The centre will also provide 200sqm of sales and display areas and will be a venue for meetings, conferences and networking events.

Among our first Swiss clients, we have a small chocolate producer who aims to open a premium shop at the best location in Harbin, a consulting company in the field of environmental management and CSR looking for a joint venture partner in China, and a fixing systems producer looking for support on how to export to China. All of these SMEs would not consider entering the Chinese market without a strong partner who is actively near them in Switzerland as well as in China, without a partner who understands their needs, has the experience, the know-how, and the network in the Chinese market.

The SSRCC is also a platform for Chinese SMEs interested in any kind of collaboration with Switzerland or possible market entry in Switzerland. The Chinese clients are currently being recruited through our existing network of CEOs from SMEs, and all being trained at one of our short-term executive programs at the FHNW in Switzerland.

The Guangxi factor

Success in China relies strongly on Guanxi, the network where contacts to high-ranking people in government, administration

and the corporate world are established. Over the last ten years, the School of Business at FHNW has trained over 1000 Chinese managers from the private and public sector. We currently have nine partnerships in seven provinces. Based on this, we believe that we have strong Guanxi, and are willing to open this network to interested Swiss SMEs.

In the context of the newly signed Free Trade Agreement between China and Switzerland, the Governor of Heilongjiang and the Party Secretary Wang Xiankui, offered the FHNW the opportunity to open a centre for Swiss and Chinese SMEs. Indeed, the Chinese side actively supports the centre and their clients with information and active collaboration – a factor not to be neglected when wanting to do business in China.

Success Story



Michael Simonet is a FHNW graduate in International Management. As a student and within the framework of his bachelor thesis, he presented solutions to various issues. Swissmooh was confronted with in China. Swissmooh is a distributor of dairy specialties in the premium segment and is focusing on market entry for Swiss milk and cheese products in China. Today, Simonet is working as a Business Development Manager at Swissmooh in Qingdao, where the company launched its first shop in May 2013. "I am now implementing the proposals I submitted a few years ago as a student", Simonet tells The Bridge. The SSRCC aims to promote more success stories like this.



受黑龙江省最高行政机构的邀请，瑞士西北高等专业学院 (FHNW) 商学院于今年8月底在哈尔滨设立了“瑞士中小企业中国研究中心”。在瑞中达成自由贸易协定的背景下，由黑龙江省委书记王宪魁领导的省机关邀请 FHNW 在哈尔滨设立瑞士中小企业中心，FHNW 商学院与该地区拥有十分密切的商务与政治联系。

哈尔滨是中国东北地区黑龙江省的政治、经济与文化中心，它还是联系亚洲和欧洲的重要纽带。长久以来，哈尔滨是工程行业的中心，中国的改革和自由化使这座城市发展成为包括

医药、营养品、汽车、能源、电子信息和生态学等在内的高科技产业中心。哈尔滨当前的五年计划明确重点发展第三产业和有机农业，为瑞士企业提供了难得的机会。

寻找当地商业伙伴

瑞士中小企业中国研究中心 (SSRCC) 是瑞士中小企业在中国市场评估和检测其产品和服务、寻找当地商业伙伴的平台。中心提供的服务主要针对中小企业的需求和财务状况，满足企业实地考察、市场研究、开发市场进入战略的需求，为企业进入市场提供支持，包括

法律问题、后勤和培训等方面的支持。FHNW 商学院的员工和学生将与中心在哈尔滨的员工一起协助中小企业实现成功。此外，中心还提供 200 平米的销售和展示区域，供企业举行会议、展会或交流活动。

在我们的第一批瑞士客户中，有一家小型的巧克力生产商希望在哈尔滨最好的位置开设优质商店，一家环境管理与企业社会责任领域的咨询公司寻找在中国设立合资企业的机会，还有一家固定系统生产商寻求将产品出口到中国的机会。在没有一个同时活跃在瑞士和中国市场的强大伙伴支持的情况下，这些中小企业是不会考虑进入中国市场的。而这个伙伴必须了解它们的需求，拥有与中国市场打交道的经验、信息网和知识。

SSRCC 还是那些希望与瑞士企业达成合作或进入瑞士市场的中国中小企业的平台。目前，我们正通过现有的中小企业 CEO 联系网——这些 CEO 在瑞士 FHNW 接受短期的管理项目培训“寻找中国客户”。

关系网

关系网是决胜于中国市场的重要要素，关系是与政府、行政机关和企业界的高层人士建立的联络网。在过去 10 年里，FHNW 商学院对 1,000 多名来自私营企业和公共部门的中国管理人进行了培训。目前我们已经在 7 个省份建立了 9 个联络网。基于此，我们认为我们已经拥有了强大的关系网，并希望与感兴趣的瑞士中小企业共享这一资源。

在中国与瑞士新近签署自由贸易协定的背景下，黑龙江省委书记王宪魁向 FHNW 提供了为瑞士和中国中小企业设立服务中心的机会。中方还十分积极的为中心和客户提供信息和协作支持，这是希望在中国运营的企业不可忽视的一个要素。

成功案例

Michael Simonet 是 FHNW 国际管理专业的毕业生。在他的本科毕业论文中，他指出了瑞慕食品有限公司在中国面临的种种问题。瑞慕是高端奶制品分销商，主要帮助瑞士牛奶和奶酪制品进入中国市场。现在，Simonet 在瑞慕青岛公司——公司于 2013 年 5 月在青岛开设了第一家分店——担任业务开发经理。“我正在执行几年前我在学生时期提出的发展方案”，Simonet 这样对《桥》描述他现在的工作。SSRCC 希望以后会有更多类似的成功案例。



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www.fhnw.ch/business/harbin

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Scoping trips:

There will be regular scoping trips to Harbin available for interested companies, accompanied by FHNW staff and students. The next trip is planned for 611 April 2014.

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实地考察活动:

我们定期为有兴趣的企业安排前往哈尔滨实地考察的活动，FHNW 员工和学生将陪同参加考察活动。下次考察活动将于 2014 年 4 月 6 日至 11 日举行。

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Swiss SME
Research
Center China

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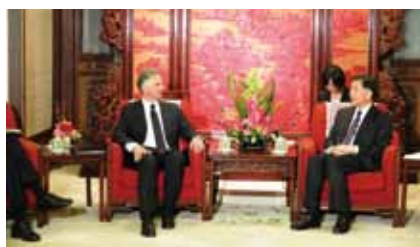
Sino Swiss Diplomatic

Recent Events and Visits

Political News

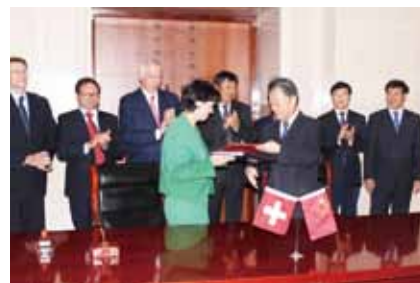
High-Level Visits and the Free Trade Agreement (FTA) Between Switzerland and China

The number of high level visits between Switzerland and the People's Republic of China reached a record during the last four months. Five Federal Councillors travelled to China and Prime Minister Li Keqiang paid his first official visit to a European country to Bern. Here is a flashback on these prolific diplomatic activities. For the Swiss audience, the highlight was certainly the noticeable visit of Prime Minister Li Keqiang in Switzerland in May 2013. The conclusion of the negotiations on a free trade agreement (FTA) was the core of the talks: Gao Hucheng, Minister of Commerce of the People's Republic of China, signed a Memorandum of Understanding together with Switzerland's Economic Minister Johann Schneider-Amman, marking the conclusion of negotiations of the agreement on a technical level. The Chinese delegation, encompassing several ministers and top officials, stayed in Switzerland from 23rd to 25th May and signed several bilateral agreements as the initiation of a bilateral dialogue on financial issues, an academic agreement, an agreement on watch-making as well as two agreements of the Swiss Agency for Development and Cooperation (SDC) on sustainable development issues and respective training.



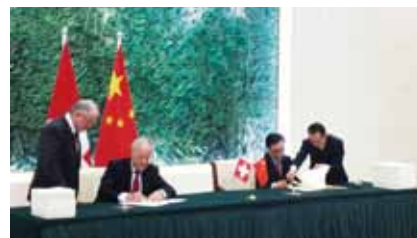
The FTA was also in the center of the visit of the Head of the Federal Department of

Foreign Affairs (FDFA), Didier Burkhalter, on the occasion of his official visit to China on April 25th 2013. He held high-level talks with his Chinese counterpart Wang Yi and met with the Chinese Vice Premier Wang Yang. The working visit of Didier Burkhalter was the fourth in a series of high-level annual consultations between Switzerland and the People's Republic of China.



On May 30th, 2013, Federal Councillor Doris Leuthard, Head of the Federal Department of the Environment, Transport, Energy and Communications was also in Beijing for a marathon of bilateral meetings. She met seven ministers and signed two agreements which will lead to closer cooperation between Switzerland and China in the fields of transport and forestry. She held talks with the Chinese Minister of Water Resources regarding the cooperation between China and Switzerland in the field of natural hazards prevention and agreed with the Minister of Environment to facilitate the exchange of expertise and information in the fields of air pollution, water protection, nature conservation and waste management.

These intense diplomatic exchanges finally led to the signature of the bilateral FTA between Switzerland and China on the occasion of the visit of the Head of the Federal Department of Economic Affairs, Education



and Research, Federal Councillor Johann Schneider-Amman. The agreement was signed on July 6th in Beijing after two years of negotiations, which were officially launched at the World Economic Forum (WEF) on January 28th 2011 in Davos.

China is one of Switzerland's most important foreign trade partners. It is the largest buyer of Swiss industrial products in Asia. In 2012 Switzerland exported goods to the value of CHF 7.8 billion to China (3.7% of all Swiss exports), with imports from China totaling CHF 10.3 billion (5.5% of total imports).

The President of the Confederation, Mr. Ueli Maurer, visited China from July 17th to 19th. High-level diplomatic meetings were followed by a visit of an army training center with simulation systems in Nankou, in the north of Beijing, which was motivated by President Maurer's function as Minister of Defense. President Maurer's official visit in China came to an end with his participation at the opening ceremony of the "Eco-Forum Global 2013" in Guiyang (Guizhou province) in South China.

Federal Councillor Alain Berset, Head of Home Affairs, paid the last visit. He stayed in Beijing from August 15th to 17th and went

Traffic 中瑞外交往来

then to Shanghai for one day. Mr. Berset met Li Bin, the Chinese Minister of Health and Family Planning. During his four-day working visit he also attended other meetings at ministerial level dealing with



cultural and social topics. He also signed an agreement on the transfer of cultural assets. In Shanghai he visited a hospital and had the in-depth presentation of the activities of Pro Helvetia in China.

Economic News

Swiss Business Hub: Seminar and Road Show in Tianjin

Organized by the Swiss Business Hub with the support of local associations and official bodies, the seminar held on 14th May 2013 in the historic hotel The Astor in Tianjin gathered around 70 Chinese companies interested in knowing more about the investment environment in Switzerland. Speeches of Salome Meyer, Minister and Deputy Head of Mission, and Alain Graf, Counselor and Head of the Swiss Business Hub, were followed by presentations of PricewaterhouseCoopers and Vischer. The two following days, they were joined by a delegation composed of representatives

from Greater Zurich Area, Greater Geneva Berne area for the visit of eight companies in and around Tianjin.

CEO Management Trip 2013

The 3rd edition of the CEO Management Trip, which aims at introducing Chinese entrepreneurs to the economic, scientific, cultural and political aspects of Switzerland, started in Geneva on 1st July and ended in Lugano on 7th July. For its first day in Switzerland, the delegation was welcomed by Charles Beer, President of the Government Council of the Canton of Geneva. They visited a series of enterprises, universities and institutions. After paying a

visit to Addax Petroleum and ABB Sécheron, they went to the WTO where the unique system of governance of this international organization based in Geneva raised lots of interest. In Lausanne, the renowned Swiss Federal Technology Institutes in Lausanne (EPFL) detailed the various ways of collaboration which can be offered to private companies. In the German part of Switzerland, Vischer gave a presentation on the important legal aspects to consider when doing business in Switzerland. The participants were welcomed by Novartis in its impressive Campus in Basel, and by PricewaterhouseCoopers and Credit Suisse in Zurich.

Science, Education and Health, Culture News

Qin - The Eternal Emperor and his Terracotta Warriors

On 15th March 2013 the Bernisches Historisches Museum (Bern, Switzerland) opened its doors to welcome visitors to the large temporary exhibition "Qin - The eternal emperor and his terracotta warriors". Until 17th November 2013, a full 1,200 m² of exhibition space is dedicated to China's First Emperor and his spectacular terracotta army. The exhibition put on display ten terracotta figures and some 220 other original artifacts from China, thus introducing audiences to a crucial phase in Chinese history. It has already attracted more than 100'000 visitors.

Swiss Ambassador and SDC Vice-Director General Visited Climate Change Adaptation Program in Ningxia

From 29th to 30th June, Ambassador Jacques de Watteville and Michel Mordasimi, Vice-Director General of Swiss Agency for Development and Cooperation (SDC), accompanied by Ma Zhongyu, Vice-Secretary General of China's Ningxia Hui Autonomous Region, visited the Swiss-UK funded climate change adaptation piloting program in Ningxia. They visited Baijitan National Reserve Park, which is famous for the implementation of over 30 years' policy to fight against desertification, and met with the renowned anti-desertification

national hero Wang Youde. On behalf of the Swiss Confederation, SDC launched (in 2009) a four-year cooperation project with China, The Adapting to Climate Change in China (ACCC), aiming to work out an evidence based policy framework which could help poor regions to deal better with the impact of climate change. Based on four years of experience in Ningxia, ACCC established collaboration with major local implementers and brought together specialists from academia and regional organizations to assess the impact of climate change on most vulnerable sectors such as agriculture, water, migration and desertification.



以下信息由瑞士驻北京大使馆提供

近期活动与访问

政治新闻

中瑞两国高层领导人互访并签署自由贸易协定 (FTA)

在过去四个月里，瑞士和中华人民共和国两国间高层领导人互访的次数创造了新纪录，其中包括五位瑞士联邦委员访问中国和中国国务院总理李克强首次正式访问欧洲并选择伯尔尼作为首个目的地等。以下是对这些外交活动的回顾。

2013 年 5 月，中国国务院总理李克强访问瑞士，引起了瑞士各界的高度关注。双方自由贸易协定 (FTA) 谈判的结束是此次访问和对话的核心：中国商务部部长高虎城与瑞士经济部长约翰·施耐德·阿曼 (Johann Schneider-Ammann) 签署了谅解备忘录，标志着双方在技术层面的谈判圆满结束。由数位部部长和高层官员组成的中国代表团自 5 月 23 日至 25 日在瑞士签署了数项协定作为双边金融对话的开始，还签订了一项教育协定、一项制表协定和两项瑞士发展与合作署 (SDC) 关于可持续发展问题和相关培训问题的协定。

FTA 也是瑞士联邦外交部部长迪迪尔·布尔克哈尔德 (Didier Burkhalter) 于 2013 年 4 月 25 日正式访问中国的核心议题。他与中国外交部部长王毅进行了高层对话，并与中国国务院副总理汪洋会面。布尔克哈尔德的访问是第四次中瑞年度高层顾问系列工作访问。

2013 年 5 月 30 日，联邦委员、环境、交通、能源与交流部部长多丽丝洛伊特哈尔德 (Doris Leuthard) 出席了在北京举行的一系列双边会晤。她先后与七位部部长会晤，共签署了两项协议，使中瑞在交通与森林资源领域的合作变得更为紧密。她还多次与中国水利部部长会晤，就中瑞在自然灾害预防领域的合作进行协商，并与环境部部长就促进双方在空气污染、水资源保护、自然资源保护和废物管理等领域的专业知识和信息交流达成了一致。

双方密集的外交往来最终促成了双边自由贸易协定的签署。自 2011 年 1 月 28 日双方在达沃斯世界经济论坛 (WEF) 正式启动谈判以来，历经两年，最终于 2013 年 7 月 6 日在联邦经济事务、教育与研究部部长、联邦委员约翰·施耐德·阿曼访华期间正式签订协定。

中国是瑞士最重要的贸易伙伴之一，是瑞士工业产品在亚洲最大的进口国。2012 年，瑞士向中国出口的商品价值达 78 亿瑞士法郎

(占瑞士总出口额的 3.7%)，进口的商品价值达 103 亿瑞士法郎 (占总进口额的 5.5%)。

7 月 17 日至 19 日，瑞士联邦主席于利·毛雷尔 (Ueli Maurer) 先生访华。随后，双方的高层外交会晤不断展开，在联邦主席兼国防部长毛雷尔先生的推动下，瑞士军事培训中心参观了位于北京北部的南口军事模拟系统。参加完在中国南部城市贵阳 (贵州省) 举行的“2013 全球生态论坛”开幕式后，毛雷尔结束了对中国的正式访问。

瑞士联邦委员、内政部长阿兰·贝尔赛特 (Alain Berset) 的访华结束了这一轮两国间密集相互访问。他于 8 月 15 日至 17 日访问北京，随后前往上海进行为期一天的访问。贝尔赛特与中国国家人口与计划生育委员会主任李斌于周六在北京会晤。在为期四天的访问中，他还与其他部委官员就文化和社会等问题进行了会晤，并与中方就文化遗产转移问题签订协议。在上海期间，他参观了一家本地医院，并对瑞士文化基金会在中国的活动进行深入的介绍。

经济新闻

瑞士商务促进中心：天津研讨会与路演

在当地协会和官方机构的支持下，由瑞士商务促进中心组织的研讨会于 2013 年 5 月 14 日在天津历史性坐标利顺德大饭店举行，研讨会聚集了 70 家对瑞士的投资环境感兴趣的中国企业。会上，瑞士驻华大使馆公使 Salome Meyer、瑞士商务促进中心参赞 Alain Graf 以及来自普华永道和菲谢尔的代表分别发表了演讲。在接下来的两天里，来自大苏黎世区和日内瓦伯尔尼区的代表团在访问天津周边的八家企业期间也加入了研讨会。

2013CEO 管理之行

旨在将中国企业家介绍给瑞士经济、科技、文化和政治界的第三期 CEO 管理之行于 7 月 1 日在日内瓦开始，并于 7 月 7 日在卢加诺结束了行程。在瑞士的第一天，日内瓦州政府委员 Charles Beer 热情的接待了代表团的到来。随后，企业家们对企业、大学和科研机构进行了一系列访问。在参观完 Addax 石油公司和 ABB Sécheron 公司后，他们前往 WTO 的所在地进行参观，企业家们对于日内瓦的这一国际组织的独特管理体系充满了兴趣。在洛桑，

著名的瑞士联邦理工学院洛桑分校详细的介绍了各种与私营企业合作的方式。在瑞士的德语区，菲谢尔介绍了在瑞士经商需要考虑的重要法律问题。此外，代表团还访问了巴塞尔诺华园区和位于苏黎世的普华永道和瑞信银行。

科学·教育与健康·文化新闻

不朽的帝王——秦始皇与兵马俑

2013 年 3 月 15 日，伯尔尼历史博物馆 (瑞士伯尔尼) 正式向观众开放大型临时展览“不朽的帝王——秦始皇与兵马俑”。此次展览将延续至 2013 年 11 月 17 日，在此期间，博物馆 1,200 平米的展区完全用于展示中国第一位帝王及壮观的兵马俑。此次共展出 10 个兵马俑人物和 220 件石器，为观众介绍中国历史上的一个关键时期。迄今为止，展览已经吸引了 10 万多名观众。

瑞士大使和瑞士联邦发展与合作署 (SDC) 副署长出席宁夏适应气候变化项目

自 6 月 29 日至 30 日，瑞士驻华大使杜哲巍 (Jacques de Watteville) 和瑞士发展与合作署 (SDC) 副署长毛达西尼 (Michel Mordasini) 在宁夏回族自治区人民政府副秘书长马忠玉的陪同下，出席了由瑞士和英国联合资助的适应气候变化试点项目。他们一起参观了 30 年如一日防风固沙造林的宁夏白芨滩国家级自然保护区，并与著名的治沙劳模王有德会面。SDC 代表瑞士联邦政府于 2009 年与中国合作启动了合作项目——适应中国的气候变化项目 (ACCC)，旨在制定以证据为基础的政策框架，帮助贫穷地区更好地解决气候影响。在宁夏的四年实践中，ACCC 与主要的本地执行机构建立了合作，将来自学术和区域组织的专家聚集在一起，评估气候变化对农业、水资源、迁移和沙漠化等最薄弱的领域的影响。



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“We Don’t Follow Trends” 不会随波逐流

Béjart Ballet Lausanne will hit the stages in China again. During its last series of shows in China two years ago, a choreography by its Artistic Director Gil Roman was presented as a world premiere during the China Shanghai International Arts Festival. This year, the dancers invite to their interpretation of “an evening with Gustav Mahler”. The Bridge talked to Jean Pierre Pastori, President of the world famous Swiss ballet ensemble ahead of their Shanghai performances.

Interview **Fabian Gull** Shanghai



Since 2007, Frenchman Gil Roman has been at the helm of the company headquartered in Lausanne. Roman is the successor of choreography icon and company founder Maurice Béjart who died in 2007.



Jean Pierre Pastori,
President of Béjart
Ballet Lausanne.
Béjart 洛桑芭蕾舞团总
裁: Jean Pierre Pastori,

How do you describe Béjart Ballet’s “strategic positioning” in the world of ballet?

Jean Pierre Pastori: Concerning the œuvre of Maurice Béjart, the Béjart Ballet Lausanne is the global benchmark company. The ensembles legitimacy is Maurice’s desire for his creations to live on, and that its direction shall be assured by our Artistic Director Gil Roman. Naturally, other ballet companies can also be engaged in Béjart performances. But we arguably offer the largest repertoire and engage dancers with the best general knowledge of Béjart’s choreography and spirit. Although Béjart is our cultural heart, we are open to creations of a similar esprit, starting with Gil Roman, who has been working with Maurice Béjart for more than 30 years, to other guest choreographers.

Any trends that you had set in the past, or that you are currently setting, or following?

Béjart Ballet does not follow any trends. It preserves Maurice Béjart’s oeuvre by keeping it alive. And it does so quite successfully, as our performances are in demand across the globe - from Moscow to Mexico, Paris to Shanghai, Tokyo to Dakar.

Tell us about the relationship of Béjart Ballet and China?

Maurice Béjart had maintained close relations with Asia. Doubtlessly, he knew Japan better than China. But he was fascinated by Asia’s mixture of tradition and modernity, which the city of Shanghai exemplifies so well. Béjart was also very close to the German culture. His love for Richard Wagner (German composer, 1813-1883) was immense. But he also had a devotion to Gustav Mahler, the late-romantic Austrian composer and leading conductor of his time (1860 -1911). This is why Gil Roman wants the Chinese public to discover his interpretations of Gustav Mahler.

Béjart Ballet Lausanne performs around the globe. What is different in China?

The Chinese market is very promising, but it still needs to be “worked”. It is important to “enlighten” the curious and receptive Chinese public, as it was necessary in other opening countries that were at the discovery stage. There are also quite a bit of regulations to deal with on an operational level.

What are the differences of running a cultural institution vs. running an entity in the private sector?

Well, as opposed to most sectors in the private economy, a cultural institution like ours cannot survive without any subsidies. Hence, we are financially supported by the city of Lausanne as well as by various private patrons. We have also developed sponsorship agreements with companies. The tours are indispensable for maintaining a financial equilibrium. Another difference concerns the type of management. A pure and harsh kind of management, solemnly functioning on the base of rational and logistical criteria, would not suit in such an artistic universe.

How are the China acts financed?

We are honoured to be invited by the “China Shanghai International Arts Festival” (also see interview with CSIAF-President Catherine Wang on page 70). We hope to further develop this collaboration. For its part, also the Swiss Consulate General in Shanghai, Pro Helvetia and the Swiss Embassy in Beijing have provided us with logistical support.

A pure and harsh kind of management, solemnly functioning on the base of rational and logistical criteria, would not suit in such an artistic universe. "

What is the general standing of ballet in China?

China is forming great dancers and possesses remarkable ballet schools. Besides, China’s National Ballet, only recently, celebrated a great success in Paris. And in the past, the “Prix de Lausanne », an international competition for young dancers, has rewarded very up-and-coming dancers from China. In this vast country, the perspectives for the development of ballet are exceptional. It just takes some time...

Do you currently employ any Chinese dancers?

Yes. We just recruited Mr. Sun Jayong. The spirit of Béjart Ballet Lausanne being a multicultural enterprise is also reflected in our preparations for next year’s Ninth Symphony of Beethoven, for which Béjart had created a sort of hymn to the union of peoples and cultures!

Who or what do you view as competitors, in a broader understanding of the term “entertainment industry”?

Perhaps the live dance performances in movie theatres, as it is done by the Paris Opera Ballet, the Bolshoi or the Netherlands Dans Theater. But is it really a competition? First and foremost, I see this as an opportunity to expand the public, and especially touching a younger audience.



Béjart 洛桑芭蕾舞团将回归中国舞台。两年前在中国的系列演出中，艺术总监 Gil Roman 编排的新舞在中国上海国际艺术节首次登台。今年，舞者将演绎“古斯塔夫·马勒之夜”。在上海演出前，来自瑞士的这一世界知名芭蕾舞团队长 Jean Pierre Pastori 接受了《桥》的采访。

撰文_方必安，上海

你怎么描述Béjart芭蕾舞团在芭蕾舞界的“战略定位”？

Jean Pierre Pastori: 在表现 Maurice Béjart 的作品方面，Béjart 洛桑芭蕾舞团代表着全球最高水准。芭蕾舞团的正统性是 Maurice 对其创作流传下来的渴望，我们的艺术总监 Gil Roman 将保证它朝着正确的方向发展。当然，其他芭蕾舞团也可以参与 Béjart 的演出。毫无疑问的是，我们拥有最全的剧目，我们的舞者对 Béjart 的舞蹈编排和精神有的最全面的理解。虽然 Béjart 是我们的文化核心，但我们也欢迎类似精神的创造，从与 Maurice Béjart 合作 30 多年之久的 Gil Roman 开始，到许多其他客座舞蹈编排者。

在过去或是现在你们有没有创造什么趋势，还是在跟随趋势？

Béjart 芭蕾舞团不会随波逐流。我们不断将 Maurice Béjart 的作品搬上舞台，使其存活下

来。我们做的很成功，在世界各地——从莫斯科到墨西哥，从巴黎到上海，从东京到达喀尔——我们不断收到演出邀请。

Béjart芭蕾舞团与中国有何渊源？

Maurice Béjart 与亚洲保持着密切的联系。毫无疑问，他对日本比对中国更熟悉。不过，他对亚洲传统与现代的结合十分着迷，而上海正是这样的城市。Béjart 与德国文化也有着密切的关系。他热爱 Richard Wagner (德国词作家，1813 – 1883)，不过，他也很欣赏澳大利亚浪漫派词作家与当时的首席指挥 Gustav Mahler (1860 – 1911)。这就是为什么 Gil Roman 希望向中国观众展示他对 Gustav Mahler 的诠释。

Béjart洛桑芭蕾舞团在全球各地都表演过，在中国演出有什么不同？

中国市场很可观，不过仍需继续发展。与其他处于探索初期的开放国家一样，对充满好奇心

和善于接受新事物的中国观众进行进一步的教育十分重要。另外，在运营方面，我们也需要应对各种规章制度。

管理一个文化机构与管理私营企业实体有什么不同？
与大多数私营企业不同，像我们这样的文化机构靠补贴生存。因此，在资金上，我们受洛桑市和许多私营赞助商支持。我们也与企业签订了赞助协议，巡回演出是维持财务平衡不可或缺的部分。在艺术世界里，以理性和逻辑标准为基础的纯粹而严格的管理不起作用。

在中国演出的资金来自哪里？
我们很荣幸受到“中国上海国际艺术节”（见第70页访谈中国上海国际艺术节中心总裁王隽）的邀请，希望能进一步拓展这种合作。瑞士驻上海领事馆、瑞士文化基金和瑞士驻北京大使馆也在后勤上为提供了支持。

中国在芭蕾舞方面的发展怎么样？
中国培养了许多很棒的舞者，也有许多很好的芭蕾舞学校。最近，中国国家芭蕾舞团在巴黎的演出取得了巨大成功。在过去，来自中国的芭蕾舞演员也曾洛桑国际芭蕾舞比赛中获奖。假以时日，中国芭蕾舞未来的发展潜力巨大……

你们舞团有来自中国的芭蕾舞演员吗？
有。他叫 Sun Jayong。Béjart 洛桑芭蕾舞团的跨文化精神在明年的贝多芬第九交响曲的演出中也有体现，Béjart 创造了一种对人类与文化相结合的赞歌。

在广义的“娱乐业”中，你们的竞争对手有哪些？
可能是在电影院里的现场舞蹈表演，像巴黎歌剧院芭蕾舞团、莫斯科大彼得罗夫大剧院或荷兰舞蹈剧场那样。不过这真是种竞争吗？我倒认为它们有助于拓展观众，尤其是年轻观众。



Choreography icon:
Maurice Béjart (1927-2007).
舞蹈编排艺术界的符号性人物：Maurice Béjart。

自2007年公司创始人去世后，来自法国的继任者 Gil Roman 一直是公司的掌舵者和舞蹈编排领域的新符号。



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“A Lot of Chinese Talents Out There”

“中国人才济济”

Over the course of the last 15 years, the China Shanghai International Arts Festival (CSIAF) has become a significant brand in China's cultural landscape. This year, the month-long festival features a record high of 47 programs. 60% come from overseas, including international top acts as the Béjart Ballet from Lausanne. “We aim at being an important platform for the very best of performing arts and facilitate the dialogue between intangible cultural heritage and contemporary art”, the President of the festival, Wang Jun, tells The Bridge.

Interview **Fabian Gull**, Shanghai



Q What will be the highlights this year?

Wang Jun: The overall creativity of a lot of new programs (also see sidebar)! More specifically, I shall mention “The Raw Land”, which is a new project featuring a lot of up-and-coming Chinese talents. We invited promising artists in various fields of performing arts to submit their programs relating to the theme “History - Mystery”. We received more than 100 submissions, whereof we have chosen six programs to be performed at the festival. Those programs are all rooted in Chinese culture, complemented by the creator's own ideas, vision and understanding of Chinese culture. We hope that some of these performances will make it to the international stage one day.

Q What do you see when looking at China's newcomer scene?

There are a lot of talents out there! But at the same time, there are not many opportunities for them to get recognized and take their talent to

the next stage. Working in arts is a tough job. So we aim at encouraging young talent to focus on the performing arts. We are not focusing on the “performers” themselves, but on the “creators”, like scriptwriters, choreographers, directors.

Q Are you providing some sort of a career shortcut?

Clearly not, as the artists need to work very hard. But, yes, we provide an opportunity to be known and accepted as an artist by the public.

Q Where does your festival rank in the world of arts festivals, in China and internationally?

What we do is what I call a “comprehensive festival”, as it covers the whole area such as performing arts, exhibitions, public events, forum and arts fair. It offers a lot of content, and is the biggest of its kind in China.

Q Has the concept of a “comprehensive festival” been copied elsewhere?

Not really, as far as I know. It's rather unique in its set up compared to other festivals, both in China and internationally. We follow two main visions. Firstly, we aim to be a platform for the best international and local acts for cultural exchange. And secondly, we want to build up our reputation in the top league of international festivals.

Q Who are your competing with?

It's not like competing - I call it cooperating. For instance, we are good

friends with the festivals in Hong Kong and in Edinburgh. Also this year, around 40 Artistic Directors or Presidents of festivals from around the world will be attending our festival in Shanghai. They are particularly on the lookout for new creative Chinese programs and exchanging ideas amongst peers.

Q Are there any fundamental differences in running a cultural institution vs. running a company in the private sector?

Yes, there are. Our festival is organized by the Ministry of Culture and the Shanghai Municipal Government. I am probably under much less revenue pressure than a businessman in an industrial environment. My target is covering the cost and reaching break even, not maximizing profit. Also, we are financed by the local Government of Shanghai and by funds raised by myself to about equal parts.

Q Do you also see your role as promoting and explaining the Chinese culture to the Chinese?

Yes, absolutely. Our audience is 90% Chinese. We want to help keep the heritage and traditions alive.

在过去 15 年里，中国上海国际艺术节 (CSIAF) 已成为中国文化领域的重要活动。今年，为期一个月的艺术节将破纪录地展示 47 个文化节目，其中 60% 来自海外，包括 Béjart 洛桑芭蕾舞团等国际一流演出公司。“我们的目的是成为优秀表演艺术的重要平台，推动无形文化遗产与现代艺术的对话”，艺术节中心总裁王隽这样说。

撰文 **方必安**，上海

Q 今年的艺术节有哪些亮点？

王隽：许多新项目的整体创新！另外，今年的节目数量也多于往年。具体来看，我想介绍的是“原始土地”这个展现中国不断涌现的许多艺术人才的新项目。我们邀请到来自各个不同领域、颇具实力的表演艺术家，提交与“历史——谜团”主题相关的节目。我们共收到了 100 多个节目，并从中筛选了 6 个节目在艺术节上演出。这些节目均植根于中国文化，创作者根据自己的思考、想象力和对中国文化的理解进行补充。基本上，这些节目都是关于无形文化遗产和现代艺术的对话。我们希望有一天其中一些节目可以走上国际舞台。

Q 在观看这些中国新艺术家表演时，你有什么看法？

人才济济！不过同时，他们获得认可和将才艺在下一个舞台展示的机会不多。在艺术圈生存很难，因此我们旨在鼓励年轻的艺术家将精力集中在艺术表演上。我们重视的不是“表演者”本身，而是“创造者”，比如剧本作者、编舞者和导演等。

Q 你们提供的是不是一条职业捷径呢？

当然不是，因为艺术家必须努力工作。我们只是为他们提供让公众认识和接受他们的机会。

Q 你们在世界艺术节中的排名如何，不管是在中国还是在国际范围内？

正如我所说的，我们在做的是“全面的艺术节”，因为它涵盖了整个领域，包括表演艺术、展示、公共活动、论坛和艺术博览会等。它的内容丰富，与中国的其他艺术节相比规模最大。

Q 这个理念是否源自于其他国家？

据我所知，不是这样的。不管是在中国还是在国际范围内，与其他艺术节相比，它的设置十分独特。我们有两大愿景：首先，成为最优秀的国际与本土艺术以及文化交流的平台；其次，我们希望建立在国际一流艺术节中的声望。

Q 与你们竞争的其他艺术节有哪些？

不是竞争，我认为是合作。比如，我们与香港和爱丁堡艺术节是很好的朋友。另外，今年我们邀请到约 40 名来自世界各地的艺术总监和艺术节总裁来上海参加我们的艺术节。他们对中国具有创造性的新节目以及能够与同行业交



CSIAF 2013

Highlights of this year's edition include performances of a variety of world class acts like Béjart Ballet Lausanne, Cecilia Bartoli, Beijing Opera, or commissioned works of multifaceted composer and conductor Tan Dun, the original musical “Shalom Shanghai”, or the drama “Green Snake”.

www.artsbird.com

2013年中国上海国际艺术节

今年艺术节的亮点包括众多世界一流公司的多元化演出，如Béjart洛桑芭蕾舞团、意大利著名歌唱家塞西莉亚·芭托莉 (Cecilia Bartoli)、京剧、中国著名作曲家/指挥家谭盾的委托作品、原创音乐剧“依好，上海”以及话剧“青蛇”等。

流思想尤其感兴趣。

Q 运营文化机构与运营私营企业有哪些根本的不同吗？

有的。我们的艺术节是由文化部和上海市政府组织的，与工业环境下的商人相比，我承受的收入压力可能更小。我的目标是实现收支平衡，而不是利润最大化。因此，我们的资金来源于上海当地政府和我自己募集到的资金赞助。

Q 在你看来，你们扮演的角色是不是向中国人推广并解释中国文化？

的确是这样，我们 90% 的观众是中国人。我们希望通过努力将文化遗产和传统流传下去。

Wang Jun, President of the The Center for China Shanghai International Arts Festival (CSIAF). From 2007 to 2010, she was the Director of the Forum Affairs Department of Shanghai World Expo Coordination Bureau.

王隽，中国上海国际艺术节中心总裁。自2007年至2010年，曾在上海世博会事务协调局论坛事务部担任部长。

Grande Dame of Swiss Travel Journalism

瑞士旅游新闻界的泰斗

Charlotte Peter (89) toured China over a hundred times between 1960 and 2013 - on individual and usually remote trails. A portrait.

Written by **Daniel Nerlich**, ETH Zurich, Archives of Contemporary History



Charlotte Peter in Beijing on her first visit to China in 1964.

1964 年 Charlotte Peter 首次来到北京。



Charlotte Peter sits with me on a roof terrace on The Bund, Shanghai's glorious historical river front, a glass of wine in her hand. "This is the city and the country of the 21st century", declares the 89 year-old native of Zurich enthusiastically, casting her gaze over the skyline of Pudong. Peter has travelled to China more than a hundred times since 1960 - both as a journalist and with countless tourist groups. She always trod individual paths that she discovered in her search for new places of interest.

Charming "lotus feet"

As a historian she also paid tribute to history whenever possible. She couldn't miss being in China, for example, when the People's Republic celebrated its fiftieth anniversary; or indeed travelling to Moscow in 1967 for the Jubilee of the October Revolution, and to Hong Kong on the 1st July 1997. Peter had booked her hotel room eight years in advance to make sure she could be there in person when the British crown colony became a special administrative region of China.

She had to wait three long years for her first Chinese visa. In 1960 her persistent efforts were finally rewarded. Via Moscow and the Trans-Siberian Railway she journeyed to the Chinese capital, where she stayed at the "Peking Hotel". The travel guide at the time, a nice elderly gentleman, mentioned how charming he found the bound "lotus feet" of Chinese ladies. An outrage that Mao finally did away with thankfully, says Peter, incensed.

During the official programme of visits to the communes, the focus was on the achievements of identical institutions such as kindergartens, schools and textile factories, which were extolled by the interpreter in monotonous lists of numbers. The fact that she was announced as "Dr. Peter" on this first trip, which also took her to Nanjing and Guangzhou, made it easier for her to access to information in hotel bars and clubs that were the exclusive domain of men at the time.

Surviving ancient civilization

When asked what was the key to China's successful transformation from the country of 1960 to that of 2013, Peter's unwavering answer is: "China is the only ancient civilization that has survived. The country has kept its language, its medicine, sport and arts. And Chinese civil law has also maintained traditional elements of arbitration and mediation." To illustrate the point she cites a divorce case she was allowed to attend in which people from the social surroundings of the couple were involved as intermediaries. She also considers one factor in the success to be the practical acceptance of different religions. And the most important thing: "The state is able to deal with the masses. It overcomes infrastructure challenges with exceptional speed, such as high-density urban development, and reconstruction after natural disasters such as the Wenchuan earthquake in 2008", Peter says.

Charlotte Peter, born in 1924, comes from a "normal, respectable family" (her own words). She completed her philosophy studies in Zurich and Paris and wrote her doctoral thesis in Vienna "in three-four time" about the supply of salt to Switzerland. Journalism was her dream profession from an early age and travel was the subject matter for her texts. In a Swissair gazette she once noted that her job





as the first Swiss hostess at the UN in New York amounted to nothing more than "pointing the way to the loo in five languages".

More interesting tasks awaited Peter later as the culture editor of the "Züriwoche", as editor-in-chief of "Elle" and "Annabelle" and on press trips. She experienced the Persia of the Pahlavis, for example, and was made president of an Indonesian-Swiss interest group on the basis of her contacts in Indonesia. For around thirty years she has regularly led groups to China and India for an operator of tours to the Far East.

Zurich swans in Kunming

Charlotte Peter describes her first journey to Tibet in 1980 as a highlight. Some years later she trekked round Mount Kailash, the "holiest of all holy mountains". She shared her tent at the time with the niece of Heinrich Harrer, pioneer of the Eiger North Face. Looking back, however, it is the many private contacts she established, especially with travel guides she still meets regularly, that are particularly close to her heart.

Peter remembers fondly the first tour group from Zurich that she guided to Kunming, Zurich's new partner city, at the beginning of the 1980s. Her idea of presenting swans from Lake Zurich as a gift was greeted warmly by the then mayor of the city, Thomas Wagner. And the descendants of those swans still swim on Dian Lake today in the capital of China's south-western province of Yunnan.

Charlotte Peter (89 岁) 在 1960 – 2013 年期间曾在中国游览达 100 次之多，她常常单独出游，主要涉足那些偏远地区。以下是关于她的介绍。

撰文 **Daniel Nerlich**，苏黎世联邦理工学院当代历史档案系

我和 Charlotte Peter 一起坐在上海繁华的外滩的一个屋顶阳台上，她手拿一杯红酒，望着这潺潺流过的历史长河。“这是 21 世纪的都市和国家”，她将视线投向黄浦江对面的高楼大厦，激动的说道。已经 89 岁的 Peter 是土生土长的苏黎世人，但自 1960 年以来，她已经往返中国达 100 多次，有的是以记者的身份访问，有的是以旅行团游客的身份。她喜欢单独出游，不断在这个国家探索和发现新的乐趣。

迷人的“莲花小脚”

她还是一名历史学家，喜欢在任何可能的时候向历史致敬。比如说，在中华人民共和国庆祝 50 周年华诞的时候，她就在中国；1967 年她前往莫斯科参加十月革命周年纪念；1997 年 7 月 1 日在香港见证回归。为了能够亲自见

证英国殖民地变成中国特别行政区这一时刻，Peter 提前八年就预订了酒店。

为了拿到第一张中国签证，她整整等待了三年。不过，等待是值得的，1960 年，她的坚持终于使她获得了中国签证。经由莫斯科，乘坐西伯利亚铁路火车，长途跋涉后她到达了中国的首都，并下榻在“北京饭店”。当时一位年迈的导游先生曾向她提到中国妇女迷人的“莲花小脚”，不过令人欣慰的是毛泽东结束了妇女裹脚这一残忍的习俗，Peter 这样说道。

在正式访问人民公社期间，重点是了解全国上下都完全一样的机构的情况，如幼儿园、学校和纺织厂，翻译通过枯燥的数字列表向她热烈的赞扬了他们取得的成就。在第一次的行程中她还去了南京和广州，人们叫她“Peter 博士”，这使得她很容易就可以在当时只有男士出入的酒吧获得信息。



风姿依旧的古代文明

当问到中国 在 1960 – 2013 年间成功转型的主要原因时，Peter 坚定的说：“中国是仅存的古代文明国家。语言、中药、运动和艺术都流传了下来。中国民法也保留了仲裁和调解的传统元素。”她举了个离婚的案例来更好的解释这一点，当时为了避免离婚，当事人的许多邻居和亲友都从中调解。她还认为成功的实际接受不同的宗教也是原因之一。Peter 认为最重要的一点是：“国家能够处理人民群众的事务，它以超常的速度跨越了基础设施方面的挑战，如高密集度的城镇发展，2008 年汶川地震后的灾后重建等。”

Charlotte Peter 出生于 1924 年，用她的话来说，她来自于一个“正常的、备受尊重的家庭”。她在苏黎世和巴黎完成了哲学的学习，在维也纳她用了三到四倍时间完成了关于瑞士食盐供给的博士论文。记者从最开始是她的理想职业，游记是她的文字的主题。她曾在瑞士航空报上指出她在纽约联合国以瑞士接待员的身份工作时的职责不过就是“用五种语言指出厕所的位置”。

后来，Peter 找到更为有趣的工作，她曾先后被聘为“Züriwoche”杂志的文化编辑、“Elle”和“Annabelle”杂志的总编等。她经历过波斯的巴列维王朝，由于她在印度尼西亚的联络网，她还曾被任命为印度尼西亚——瑞士兴趣组总裁。在约 30 年的时间里，她常常帮助一个远东旅行社带旅行团到中国和印度。

把苏黎世天鹅送给昆明

Charlotte Peter 认为她 1980 年第一次到西藏旅行是一大亮点。多年后，她来到凯拉什山峰——所有神圣的山峰中最为神圣的一座。当时，她与艾格峰北壁的攀登先锋 Heinrich Harrer 的侄女住在同一个帐篷里。回首往事，她认为最令她感动的仍然是她认识的许多人，尤其是她仍然常常见面的旅行社导游们。

Peter 仍然十分清楚的记得她第一次带团从苏黎世到昆明。在 20 世纪 80 年代，昆明是苏黎世的新伙伴城市。她将苏黎世湖的天鹅作为礼物送给昆明的提议受到了当时的市长 Thomas Wagner 的赞许。现在，那些天鹅的后代仍在位于中国西南部的云南昆明滇池优雅的游戏着。



06
July 2013

Swiss Business Awards 2013

Venue: Grand Hyatt Beijing

Organizer: SwissCham Beijing

For its first edition, the Swiss Business Awards encountered a great and brilliant success. More than 300 guests attended an exclusive gala evening, including top economic and political leaders from both Switzerland and China. The ceremony was part of the official program of the delegation from Switzerland lead by Federal Councillor J. Schneider-Ammann coming to Beijing for the signature of the Free Trade Agreement between Switzerland and China. The Swiss Business Awards is an event organized by the SwissCham Beijing to thank companies for their achievements over the past years and to recognize their contribution to both the Swiss and Chinese business communities.

The winners of the Swiss Business Awards this year are:

- ABB (China)** for the Nestlé Innovator of the Year
- Holcim Management Services China** for the China Haidian CSR Company of the Year
- Swisstouches Hotels & Resorts** for the Startup of the Year
- Nestlé (China)** for Outstanding Achievements
- Sinopec (Addax Petroleum)** for Chinese Investor in Switzerland

For a complete list of Swiss Business Awards 2013 nominees in all categories, please visit: cn.swisscham.org/SBA.



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31 Luxury Property Showcase May 2013 Venue: Legendale Hotel Beijing



05 Monetary Policy in Switzerland and China June 2013 Venue: Radisson Blu Speakers: Mr. Fritz Zurbrugg, Swiss National Bank; Mr. Yeong-Wei Chua, UBS



14 State of the Global Economy June 2013 Venue: Westin Beijing Chaoyang Hotel Speaker: Mr. Graham L. Slack, A.P. Møller-Maersk



18 Securing R & D Tax Incentives in China

June 2013

Venue: Westin Beijing Chaoyang Hotel

Speaker: Mr. Roger Di, KPMG



02 The Athena Doctrine: How Women (And Men Who Think Like Them) Will Rule the Future

August 2013

Venue: Haworth Furniture Company

Speakers: Mr. John Gerzema, Young & Rubicam, BAV Consulting; Mr. Michael D'Antonio, Pulitzer Prize Winner

23 ABB Roundtable & Factory Visit: Innovation in China

August 2013

Venue: ABB Beijing Drive Systems Ltd. (CNIAB)

Speakers: Mr. Cyrill Scholer, ABB NAS & China; Mr. Timo Salmela, ABB Beijing Drive Systems Ltd; Mr. Qianjin Liu, ABB China



03 Establishment of the Sino-Swiss Free Trade Agreement: A New Era for Bilateral Trade and Investment?

September 2013

Venue: Kempinski

Speakers: Mr. David Braun, Embassy of Switzerland; Ms. Susan Ju, PwC China



25 Biz Socializer - Inter-Chamber Business Networking

June 2013

Venue: Banyan Tree Tianjin Riverside

04 Ladies Afterwork

July 2013

Venue: Catherine de France



15 Young Professional Inter-Chamber Networking

August 2013

Venue: Bali Courtyard



08 CHEERS Roundtable & Shop Visit: Retail Business vs Wholesale in China

August 2013

Venue: CHEERS Office

Speakers: Ms. Claudia Masueger, MQ Wines / CHEERS



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All-Chamber Welcome Back Networking

August 2013

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Note: An error occurred in the presentation of Swisscham Beijing Board Members in the last issue: the correct title of Mr. Cyrill Scholer is Vice President Low Voltage Products Division, ABB (China) Ltd. Please accept our apologies for this mistake.



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30-02

May 2013 June 2013

Swiss Week

Venue: Yandan Road

Organizers: Sim, SwissCham

04

CSR with a WOW Factor! - The Real Story Behind the In-Taxi Workout Videos

June 2013 **Venue:** URBN Hotel

Speaker: Ms. Nancy Pon, Touchevents

Organizers: SwissCham, German Chamber of Commerce

06

The annual Inter-Chamber Season Mixer 2013

June 2013 **Venue:** Twelve at Hengshan

Organizers: Multi-Chamber Event



18

Legal Mixer

June 2013 **Venue:** Le Royal Méridien

Organizer: Multi-Chamber Event



02

July 2013

Consular Briefing

Venue: Grand Hyatt

Speaker: Mr. Heinrich Schellenberg, Consulate General of Switzerland

Organizers: SwissCham



11

July 2013

What's driving Switzerland's success in Education, Research and Innovation?

Venue: Swissôtel Grand Shanghai

Speakers: Mauro Dell'Ambrogio, State Secretary for Education, Research and Innovation, Ralph Eichler, Dean of ETH Zurich, Hyung Gyu Park, ETH Zurich, Herbert Binggeli, Bern University of Applied Sciences, Luca Bona, EMPA, Mr. Walter Steinlin, CTI (Swiss Innovation Agency), Mario El Khouri, CSEM

Organizer: Swissnex



25

June 2013

Jiaxing Economic & Technological Development Zone: Visit of Plaston Precision Injection Molding and Mars Foods

Venue: Jiaxing

Speakers: Mr. Roger Bitterlin, Plaston Precision Injection Molding, Mr. Tony Jiang, Mars Food

Organizers: SwissCham, Jiaxing Economic & Technological Development Zone



23 HR Seminar - How to Use Social Media to Attract Talent

July 2013

Venue: Four Seasons Hotel

Speaker: Thomas Seifert, Avenit Software

Organizers: SwissCham, CanCham, German Chamber of Commerce, BenCham



08 Young Professional Mixer

August 2013

Venue: Kartel

Organizers: Multi-Chamber Event

22 Recycling Industry: The Billion Dollar Trash Trade

August 2013

Venue: Memo Bar & Restaurant

Speaker: Mr. Adam Minter

Organizers: SwissCham, CanCham, German Chamber, JCEF



29 Welcome Back Gathering

August 2013

Venue: Azul

Organizers: SwissCham, Swiss Club



18 August 2013

Swiss Healthcare and Medtech in China: Prospects and Challenges - With the Presence of Federal Councillor Alain Berset

Venue: Le Royal Méridien

Speakers: Federal Councillor Mr. Alain Berset, Mr. Patrick Dümmler, Medtech

Organizers: SwissCham, Consulate General of Switzerland in Shanghai



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24 **Monthly Luncheon with the Swiss Association of Hong Kong: Congress & Exhibition City - A Successful Public Private Partnership**
 May 2013 **Venue:** The Hong Kong Banker's Club
Speaker: Guy Morin, President of the Executive Council of the Canton of Basel-Stadt
Organizer: SwissCham



28 **Annual General Meeting**
 May 2013 **Venue:** Royal Hong Kong Yacht Club
Organizer: SwissCham



03 **Monthly Luncheon with the Swiss Association: Is Asia Changing the Global Insurance Landscape? And What are the Opportunities for Established Western Companies?**
 June 2013 **Venue:** The Hong Kong Club
Speaker: Mr. Geoffrey Riddell, Zurich Insurance Group
Organizer: SwissCham



06 **Cocktail Initiated by Swiss Young Professionals**
 June 2013 **Venue:** Delaney's
Organizer: SwissCham



04 **Reception for Young Professional Members of SwissCham Hosted by Frank Eggmann, Head of Swiss Business Hub**
 July 2013 **Organizer:** SwissCham



01
August 2013

Swiss National Day

Venue: Hong Kong Jockey Club

Organizer: SwissCham



Upcoming Events

Joint Monthly Luncheons with the Swiss Association of Hong Kong

Normal events are usually held on the first Monday of each month.
For details of events, please contact Ms. Joyce Yan at
tel. (852) 2524 0590, fax. (852) 2522 6956, email: admin@swisschamhk.org or www.swisschamhk.org

Monthly After-Work Cocktails initiated by Young Professional Members

Welcome to our monthly after-work cocktail initiated by Young Professional Members with good old friends and nice new faces! Members and their friends meet for a casual after-work cocktail every first Thursday of the month.

If interested kindly contact Mr Benjamin Mueller-Rappard at
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03

August 2013

Swiss National Day Celebrations

This year's Swiss National Day Celebrations took place at the beautiful Hyatt Regency Dongguan. The annual event organized in partnership between SwissCham Guangzhou and the Swiss Consulate Guangzhou is one of the highlights of SwissCham Guangzhou's social calendar. This year's event was one of the most popular SwissCham events ever - despite the rain.



Upcoming Events

9 November 3rd SwissCham GZ Jass & Fondue Night
6 December SwissCham GZ Samichlaus Event

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