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EDITOR: BERNARD DEWIT
MANAGING EDITOR: MIN YAN
ADVISOR: CHEN SI
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ADDRESS OF BCECC

AVENUE LOUISE - LOUIZALAAN 279 B 287.2
1050 BRUSSELS
T: +32(0)2 345 25 54 | F: +32(0)2 649 04 39
M: INFO@BCECC.BE | WWW.BCECC.BE

比中经贸委员会 通讯

A PUBLICATION OF THE BELGIAN-CHINESE
ECONOMIC AND COMMERCIAL COUNCIL

[1] **BELGIUM-CHINA: CONNECTING THE NEW SILK ROAD TO THE HEART OF EUROPE – MESSAGE FROM DIDIER REYNDERS, DEPUTY PRIME MINISTER AND MINISTER OF FOREIGN AFFAIRS AND EUROPEAN AFFAIRS** 比利时 - 中国：连接欧洲心脏的新丝绸之路 - 比利时联邦政府副首相兼外交及欧洲事务大臣迪迪埃·雷恩代尔致辞 [2] **MESSAGE FROM H.E. AMBASSADOR QU XING** 中国驻比利时王国大使曲星致辞 [3] **CHINA'S SURGE IN OUTWARD FOREIGN DIRECT INVESTMENTS - SOME COMMENTS** 对中国对外直接投资激增的几点看法 [4] **BELGIUM THROUGH MY EYES - TESTIMONY OF CHINESE PEOPLE LIVING IN BELGIUM** 我眼中的比利时 [5] **GOLDEN RULES FOR EFFICIENCY IN EUROPE** 在欧洲有效工作的黄金规则



Foreword 序言

BERNARD DEWIT, CHAIRMAN OF BCECC
比中经贸委员会主席 德威特



On the eve of the State visit to China of Their Majesties the King and Queen of Belgium, our Chamber is proud to present this special issue of its newsletter.

As Deputy Prime Minister Reynders writes: "Cooperation, confidence and trust are in no short supply between China and Belgium." The quality and number of delegates accompanying the King and Queen illustrates the emphasis Belgian companies place on such an event even though it is not a purely economic mission.

The fact that our three regions, each represented by its Minister President, will be actively participating after playing an important role in the preparations for the visit clearly illustrates that "union makes strength".

As the leading Belgian business association for companies engaged in doing business in or with China, the Belgian Chinese Chamber of Commerce aims at promoting commercial, industrial, scientific and financial cooperation between Belgium and the People's Republic of China.

With offices in the heart of Europe and a broad network of contact points in China, the BCECC aims at promoting trade and cooperation between Chinese and Belgian companies and at being a link between the private sector and the public authorities in China and Belgium and its regions, as well as in European institutions.

We are therefore proud to participate in this State visit during which we will be organising a number of events.

As China's surge in outward foreign direct investments is now a reality as shown by Professor Plasschaert in this newsletter, the present issue aims at providing our Chinese friends and potential Chinese investors with more information about the opportunities offered by our country. The testimonies of five prominent Chinese business men and women show the interest generated by a country located at the centre of Europe. They understand the "golden rules for efficiency" on the Continent as clearly described by Dr. Jeanne Boden.

Ambassador Qu Xing writes that there is still room for win-win cooperation in the future between companies from both of our countries. We shall do our best to continue to support this and keep you informed of the results of the State visit.

There is little doubt it will be a success! ■

Bernard Dewit
Chairman
BCECC

在比利时国王和王后陛下对中国进行国事访问的前夕，我们商会十分高兴地向读者们推出本期《通讯》专辑。

正如雷恩代尔副首相在致辞中写道：“中国和比利时之间的合作、信心与信任持续扩大和加深”。尽管这次并不是单纯的经济代表团访华，但从参与的人数和规格来看，都显示出比利时企业的突出位置和重要性。

而且，比利时联邦三大地区政府的首席部长不仅将代表各地区参加访华代表团，并在各地区的筹备活动中发挥了积极作用，从而体现了“团结就是力量”。

作为协助比利时企业同中国开拓经贸合作的领先协会，比中商会旨在促进比利时和中国之间在贸易、工业、科学和金融等领域里的广泛合作。

比中商会坐落在欧洲的首都 - 布鲁塞尔，并在中国多个城市设立了联络处。本商会致力于增进双边企业、双边经贸机构、公共部门以及地区政府、欧盟机构之间的连接与沟通。

因此，我们十分荣幸能够参加这次国事访问。访华期间商会还将举办多项活动。

如普拉斯切特教授在其文章中指出，中国对外直接投资的激增已成为现实。本期《通讯》旨在为我们的中国朋友和潜在的中国投资者提供有关我国商业契机的信息。五位中国朋友在本期中还见证了生活在比利时这个位处欧洲中心位置的优势和兴趣，他们无疑领会了包德贞博士所描述的“在欧洲有效工作的黄金规则”。

曲星大使在致辞中写道：中比合作共赢仍有广阔的空间。我们将竭尽全力继续支持中比关系的拓展，并及时通报大家这次国事访问的成果。

毋庸置疑，此次访问将取得圆满成功！ ■

德威特
比中商会主席

[1] Belgium-China : Connecting the New Silk Road to the heart of Europe

比利时 - 中国：连接欧洲心脏的新丝绸之路

Didier Reynders, Deputy Prime Minister and Minister of Foreign Affairs and European Affairs
比利时联邦政府副首相兼外交及欧洲事务大臣迪迪埃·雷恩代尔

I am greatly honoured and truly delighted to be accompanying their Majesties the King and the Queen on their June 20 to 28 State Visit to China. This five city visit aims to deepen the already close political, cultural, business, scientific and educational ties between our two countries. Top Belgian CEO's and University Presidents, with interests and partners in China, are taking part with a view to bringing business partnerships and academic exchanges to a new level.

Our Embassy and Consulates along with the Regional Agencies have been working hard to organise a number of events in order to promote cooperation in the fields of investment, culture, food promotion, education, trade and science, with a particular focus on high tech that will set the tone throughout the visit.

In keeping with tradition, the journey will include Beijing and Shanghai, respectively China's political and trading capital. Moreover, the Royal delegation will be travelling to Wuhan, Suzhou and Shenzhen, cities of great importance where Belgian businessmen and Higher Education Institutions are eager to further develop projects with their Chinese counterparts.

As President Xi Jinping observed in his speech at the College of Europe in Bruges, last year, during his highly successful State Visit to Belgium: we need to build a bridge of friendship and cooperation between China and Europe. Well, there is no doubt in my mind that the vibrancy of the Belgium-China relationship – which is remarkable in many ways given the respective size of our two countries – can offer a valuable contribution in this endeavour.

Two State visits in just over one year, complemented by Prime minister LI Keqiang's upcoming visit to Brussels at the end of June! This is a sure sign that cooperation, confidence and trust are in no short supply between China and Belgium. This in turn will help to build bridges and, importantly, to connect the "New silk road" to the heart of Europe. ■



我非常荣幸和高兴地能陪同国王和王后陛下于6月20 - 28日对中国进行国事访问。这次对中国五个城市的访问，旨在加深我们两国之间业已建立起来的政治、文化、经济、科学和教育合作关系。比利时商界领袖和大学校长也将随同访问，本着同中国进一步拓展有益的合作伙伴关系，以推进双边经贸关系和学术交流更上一层楼。

我们驻华大使馆、总领馆以及地区外贸投资总署为组织一系列访华活动进行了不懈的努力，旨在推介和促进双边在投资、文化、美食、教育、贸易和科技等领域的合作，尤其聚焦高新技术领域，这将是访问行程中的亮点。

按惯例，访问行程将包括中国政治与经济首都 - 北京和上海。此外，代表团还将前往其他重要城市：武汉、苏州和深圳，比利时商界人士和高等教育机构都渴望与中国同行开辟更多的合作项目。

正如去年习近平主席在对比利时进行成功的国事访问期间，他在布鲁日欧洲学院的演讲中就指出：我们需要建立中欧之间的友谊与合作桥梁。那么，在我看来，尽管我们两国的规模不同，但在许多方面已经取得了卓越的合作。毫无疑问，比中关系的活力将为之做出宝贵的贡献。

在短短一年间的两个国事访问，李克强总理随即将于6月底访问布鲁塞尔！这充分体现了中国和比利时之间的合作、信心与信任持续扩大和加深。这进而有助于建立中比之间的桥梁，更为重要的是，构建连接欧洲心脏的“新丝绸之路”。■

[2] Message from H.E. Ambassador QU Xing

中国驻比利时王国大使曲星致辞

Since the establishment of diplomatic relations between China and Belgium 44 years ago the bilateral relationship between the two countries has been smoothly developed. The areas of mutually beneficial and pragmatic cooperation have been continually expanded, the cooperation contents have been enriched and the cooperation level has been upgraded. In 2014 President Xi Jinping successfully paid a state visit to Belgium. Both countries have consented to upgrading the Sino-Belgian relationship to an "all-around friendly and cooperative partnership" and believe in bright development prospects for Sino-Belgian cooperation.

Cooperation of a win-win nature has always been the essence of development of economic and trade ties between China and Belgium. In the last decade the annual average rate of increase in bilateral trade was 16.4%. In 2005 trade volume exceeded \$10 billion for the first time. In 2014 this reached \$27.27 billion, a year-on-year increase of 7.3%, the second best ever recorded. Belgium is China's seventh largest trade partner within the EU. The bilateral trade volume, compared with that of 1971 when diplomatic relations were first established, has increased 1350 times. Exports from China to Belgium have brought sound and inexpensive daily consumer goods to Belgian people, provided stable and abundant means of production to Belgian industries and made important contributions to Belgian social and economic stability and to people's wellbeing. Belgium's exports to China have delivered a lot of key industrial equipment to Chinese companies, supplied Chinese consumers with high-tech products and high-end consumer goods, and improved China's industrial structure and consumption patterns. Sino-Belgian trade has become a true "success story" that reflects mutual benefits and win-win results in the context of globalisation.



中比建交44多年来，双边关系发展顺利，两国互利务实合作领域持续扩宽，内涵不断充实，档次明显提升。2014年，习近平主席成功对比利时进行了国事访问，两国一致同意将中比关系提升为全方位友好合作伙伴关系，中比合作面临广阔的发展前景。

合作共赢始终贯穿中国同比利时经贸关系的发展。近10年来，中比贸易年均增速高达16.4%，2005年首次突破百亿美元大关，2008年实现翻番超过200亿美元。2014年，中比双边贸易达到272.7亿美元，同比增长7.3%，创历史第二好成绩。比利时是中国在欧盟内的第七大贸易伙伴。与1971年两国建交时相比，双边贸易增长了1350倍。中国出口为比利时民众带来了物美价廉的日用消费品，为比利时工厂企业供应了稳定充足的生产资料，对比利时经济社会稳定和人民福祉做出了重要贡献。比利时出口为中国企业送来了关键设备，为中国消费者提供了高科技产品和高端消费品，促进了中国产业和消费结构升级。中比贸易成为全球化背景下互利共赢“成功故事”的真实写照。

比作为传统发达国家，是开展对华投资合作的先行者，在对华输出先进技术、设备和理念的同时，也从中国市场获得丰厚回报。索尔维（苏威）在华设立17家生产研发机构，在高性能化学品等领域与中国共同发展。优美科在华开设近20家工厂，在有色金属回收、汽车催化剂等循环经济、绿色环保、新型材料领域颇有建树。必佳乐进入中国50年，对华输出上万台高性能纺织机械，助力中国纺织业发展升级。中比政府2005年共同发起成立“中比直接股权基金”，培养出新疆金风（风电）、江苏东光微电子等一批高科技企业，基金多次入选福布斯“中国最佳投资机构”。

中国投资大踏步进入比利时，将中国市场前景与两国技术、品牌优势相结合，使相关项目重新焕发活力。吉利控股的沃尔沃根特汽车总装厂自中方收购后顺利渡过难关，产量逐年增长，2014年达26.4万辆，占比利时全国小汽车产量一半；员工稳中有升，目前达5300人；成为比利时第三大工业企业、当地最大的纳税和用工企业。中化收购比利时家庭企业SIAT部分股权，共同在西非从事天然橡胶、棕榈种植，成功开展中欧非三方合作。力高收购比利时箱包品牌“海格林”，着力提高品牌知名度，增加当地就业。

Belgium, as a traditional developed country, was a forerunner of investing in China. It has exported high technologies, advanced equipment and concepts to China, and has in the meantime been rewarded with high returns. Solvay set up 17 production



and research entities in China and has made progress in high performance chemicals together with China. Umicore has established some 20 plants in China and has enjoyed success in the fields of the circular economy (including non-ferrous metal recycling, automotive catalyst), green technology and new materials. Picanol has been active in China for half a century exporting high-performance textile machinery to China and helping the Chinese textile industry to upgrade. The "China-Belgium Direct Equity Investment Fund", co-established by the Chinese and Belgian governments, has supported a handful of high-tech enterprises such as the Xinjiang Jinfeng Wind Power company and the Jiangsu Dongguang Micro-electronics company. The fund has been named many times as "China's Best Investment Organisation" in Forbes.

Investments from China have flowed into Belgium. The combination of Chinese market prospects, high technologies from both countries and the advantages of (Belgian) brands has rejuvenated the related investment projects. After the Chinese takeover, Volvo Cars Ghent, owned now by Geely Holding, has overcome difficulties. The production volume has increased year by year. In 2014 production reached 264,000 cars, half of Belgium's total car production. The number of employees, although slightly increased, remains stable. Currently there are 5300 employees in total. Volvo Cars Ghent is ranked the third largest industrial company in Belgium and is one of the largest tax-payers, with the highest number of employees. Sinochem bought partial equities in a Belgium family company and both companies worked together with an African partner to explore the business in natural rubber and palm plantations. The Chinese League Group took over Hedgren, the Belgian bag manufacturer, and has been striving to increase the popularity of the brand and to increase local employment.

Looking ahead, Sino-Belgian relations of a win-win nature can still be largely explored. Belgium is strong in technology and has high-level education. Enforcing cooperation in the fields of microelectronics, biomedical and green engineering has coincided with China's strategy "Made-in China 2025". Belgium has an ideal location and well-developed logistics network. We

中国西部与安特卫普之间的铁路互联互通，便利中欧货运，探讨中欧合作同“一带一路”建设相结合。布鲁塞尔是“欧洲心脏”，众多跨国公司在比设立总部。鼓励有条件的中国企业到布鲁塞尔设立欧洲地区总部，既有利于扩大布鲁塞尔影响，也有利于中国企业自身发展。

菲利普国王长期对华友好，早在青年时期就去过中国，迄今共8次访华，并多次率大型经贸代表团到访，为推动两国经贸关系做出了杰出贡献。我们很高兴得知，国王此次访华，经贸将是重要内容。我们期待国王访华取得圆满成功，为两国关系发展提供新的动力，为双方企业创造新的商机，为人民谋取更多福祉。■

can strengthen cooperation in connectivity: jointly promote the rail connection between the west of China and Antwerp which will facilitate goods transport between China and Europe; and seek Sino-European cooperation with the "one belt one road" concept. Brussels is "the heart of Europe" and a lot of global companies have established their headquarters in Belgium. Encouraging Chinese companies to set up European headquarters in Brussels will help to enlarge the influence of Brussels and also be beneficial to the development of Chinese companies.

HM King Philippe is a long-term friend of China. Since his younger days he has visited China a total of eight times, leading many economic and trade delegations. He has made prominent contributions to bilateral trade and economic relations between China and Belgium. We are very happy to know that the King is to visit China again. The main focus of this visit will be on economic and trade issues. We sincerely wish that the visit will be crowned with complete success, become a new driver for the development of Sino-Belgian relation, create new business opportunities and bring more wellbeing to people. ■



[3] China's Surge in Outward Foreign Direct Investments - Some Comments

对中国对外直接投资激增的几点看法

By Sylvain PLASSCHAERT, Emeritus Professor on Economic Developments in China at the University of Leuven / 西尔维·普拉斯切特, 鲁汶天主教大学荣休教授, 中国经济发展研究专家

In 2014 outward FDI (OFDI) flows from China to foreign 'host' countries reached some \$120 billion, surpassing the inward one's (IFDI) into China. This news coincided with other events that underline China's impressive surge on the world's economic (and political) scene, of which the most spectacular is the launch of the Asian Infrastructural Investment Bank.

This (too) brief article cannot dwell on relevant but often overlooked topics such as the complex relationship between international trade and FDI (are they substitutes or/and complements?). I therefore make only two comments.



The outward surge of Chinese firms: Until recently, EU firms were viewing China as a major destination of their own OFDI. Today the reverse flow has come strongly on-stream. How can this striking development be interpreted?

One reason relates to a change in government policies. Admittedly, in 1980 Deng Xiaoping cherished the 'opening to the outside world' mantra, and incoming FDI has acted as a prominent lever in China's unprecedented economic transformation – in contrast to the Soviet system, which even until Gorbachov, stuck to an autarchic model. Initially China cared about the impact of IFDI on its weak foreign exchange position. Today, with the highest reserves in the world (around \$4,000 billion) Chinese OFDI, although still supervised, is fundamentally no longer restrained.

The 10th Five-Year Plan, adopted in 2004, sounded the start of a 'go global' strategy. In subsequent years, OFDI also became recognised as a worthwhile vector of internationalisation.

While the Chinese authorities no doubt have an ambition for the most populous country on Earth to hold a first-rate ranking in the international economy, a growing number of Chinese firms, notwithstanding the substantial growth potential in their domestic markets, are eager to excel in the international arena through exports and/or OFDI. Initially, OFDI from China was focused on minerals and raw materials in Africa, South America and Australia. Today a broader gamut of targets is pointed at: Access to technology and brands is thereby a major objective. The OFDI is implemented mainly by way of acquisitions of existing foreign companies rather than through greenfield investments. Before long no doubt, more Chinese firms will become household names and join the group of those, such as Lenovo, Huawei and Haier that have already earned that distinction. That does not guarantee success for all OFDI projects by Chinese firms, which, as with any FDI project, will have to adapt to an alien business culture or may become overconfident.

Consequently competition from Chinese firms in the EU is bound to intensify as, with their immense internal market and despite

2014年中国对外直接投资（OFDI）流量达到1200亿美元，超出了引入中国的外商直接投资（IFDI）。这些信息正好与彰显中国在世界经济（和政治）舞台令人印象深刻的其他举措相吻合，其中最惊人的是推出了亚洲基础设施投资银行。

鉴于本文篇幅有限，不可能详细分析重要且往往被忽略的议题，比如国际贸易和外商直接投资之间的复杂关系（它们是替代和/或补充关系？）。在这里，我仅谈谈两点看法。

中国企业对外投资的激增

直到最近，欧盟企业都把中国当作自己对外直接投资的主要目的地。今天，逆向流动已经迅猛到来。如何解释这一惊人的发展？

其中一个原因涉及政府政策的变化。诚然，1980年邓小平推出了“对外开放”的政策，外国直接投资的引入成为中国前所未有的经济转型的一个重要杠杆。而苏联则相反，甚至到戈尔巴乔夫领导时期仍坚持一个自给自足的模式。最初，中国关切外国直接投资对其脆弱的外汇结构的影响。今天，中国居世界最高外汇储量 - 达4万亿美元左右！虽然中国对外直接投资还实行监管制，但实际上已不再受约束。

2004年通过的第十个五年计划是打响“走出去”战略的开始。在随后的几年，对外直接投资也被确定为国际化的一个有价值矢量。

当中国政府雄心壮志地让地球上人口最多的国家跻身于世界经济排行的前列时，越来越多的中国企业尽管在国内市场大幅增长之势，都渴望通过出口或/和对外直接投资在国际舞台上脱颖而出。最初，中国的对外直接投资集中在非洲、南美和澳大利亚的矿产和原材料方面。如今，投资目标更加广泛，获取技术与品牌已成为一大目标。对外直接投资的实现主要依靠收购现有的外国公司，而非通过绿地投资（全新



rapidly rising wages, they are often able to achieve lower production costs. An increasing number of Chinese firms are also scoring innovative products.

Yet cooperation with Chinese firms can hold the promise of a win-win proposition as, in a number of sectors such as railways, renewables and the more generally high-tech areas, apart from purely commercial affiliates more Chinese firms are no longer confined to imitation but covet an innovating role.

A bilateral investment treaty on the horizon?

Trade between the EU and China now runs at \$1 billion a day, with the EU in a wide structural deficit. Yet, the OFDI EU firms in China remain limited to a tiny percentage of the trade although leading European multinationals are operating in China. The present stock of Chinese FDI in Europe is proportionally even less, but growing. Bilateral investment treaties are presently in vogue: they tend to deliver more substance than was previously the case in typically shallow agreements.

A similar treaty is under negotiation between China and the EU-28. One positive outcome would consist of the consolidation of no fewer than 26 existing separate treaties by member states with China, although those conventions differ little from each other. Besides, a new agreement might allow satisfactory arrangements in a number of areas in which disagreements readily surface and which contradict the somewhat rhetorical recitation of a 'strategic alliance' between the two blocs. Indeed, the potential for trade conflicts between the two blocs is large, as exemplified by the high-pitched solar energy dispute in 2013. An ambitious and solid investment agreement would render direct investments in both directions legally more secure and hopefully eliminate some irritants in the relationship. Thus, at the end of next year, the EU must assent to the lapse of the qualification of China as a non-market economy, imposed when China joined the WTO. To act otherwise would ignite a major diplomatic tussle and would contradict the initial understanding. It might be wiser not to concentrate on that antidumping trade tangle but, in an investment treaty, or alongside to secure the consent of China on complaints by the EU about, for example, the implementation of intellectual property protection. ■

投资)。毫无疑问,过不了多久,更多的中国公司将成为家喻户晓的名字,并加入到联想、华为、海尔这些已赢得声誉的企业行列之中。但是,这并不能保证中国公司的所有对外直接投资项目都能取得成功,就像任何一个外国直接投资项目都将需要适应一个陌生的企业文化,反之可能变得过于自信。

因此在欧盟,来自中国企业的竞争势必加剧。尽管中国的工薪水平迅速上升,但拥有巨大的国内市场,中国企业往往能够阶段性地降低生产成本,而且越来越多的中国企业也都在打造创新产品。

然而,与中国企业合作可以实现双赢计划的承诺,因为在一些领域,如铁路、可再生能源和更广泛的高科技行业,除了纯粹的商业子公司外,更多的中国企业不再局限于模仿,而是寻求一个创新的角色作用。

即将到来的双边投资协定?

现在,中欧贸易额每天达到10亿美元,欧盟处在很大的结构性赤字位置。尽管欧洲领先的跨国公司在华开辟了业务,但欧盟在中国的对外直接投资企业数量仍然有限,仅占很小的贸易比例。目前,尽管中国在欧洲的对外直接投资股份按比例来说还相对较少,但在不断增长。如今,双边投资协定非常盛行,往往能够制定出比以前浅层协议更具实质性的内容。

目前中国与拥有28个成员国的欧盟正在就类似协定进行谈判。积极的结果将需要包含不少于26个成员国同中国现有的独立协定的整合(尽管这些协定之间并没有多大区别)。此外,新协定可能有助于在某些很容易出现分歧以及与双方“战略联盟”相矛盾的领域达成令人满意的共识。事实上,两个阵营之间的贸易冲突可能性较大,2013年沸沸扬扬的太阳能争端就是一例。一个雄心勃勃和坚实的投资协定将使双向直接投资在法律上更有保障,并有望消除双边关系中的一些不愉快因素。因此,在明年年底,欧盟必须承认中国市场经济的地位,这是当时中国加入世贸组织的条件。采取任何其他方式都将可能引起一次严重的外交冲突,尤其违背最初达成的谅解。明智的做法是不应将精力专注于反倾销贸易的纠纷问题上,而是集中在投资协定或确保中国接受欧盟的投诉,比如有关知识产权保护的执行。■



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[4] Belgium through my eyes

TESTIMONY OF CHINESE PEOPLE LIVING IN BELGIUM

我眼中的比利时

SHARING EUROPE'S HEARTBEAT CHAI Hui, ICBC Brussels Branch



和欧洲心脏一起跳动

柴卉，中国工商银行布鲁塞尔分行

After living in Belgium for five years I have come to understand this country more deeply. Small and exquisite, Belgium can be compared to a brilliant diamond. With its GDP ranking 25th globally and eighth within the EU, it is absolutely impossible to neglect such an important economic entity. ICBC therefore, one of the largest commercial banks in the world, has chosen Belgium just as many other Chinese enterprises have. Situated at the heart of Europe, Belgium has attracted hundreds of international institutions and headquarters, and has become the first destination of choice for more governments, international organisations and enterprises for their European plans. Being part of Belgium, you can share the heartbeat of Europe. Belgium is also like a chocolate. Over the years, we have received continuous help from Belgian federal and regional governments, Brussels Invest & Export, BCECC and numerous local institutions and partners. They are warm-hearted and bring us constant power, which feels like tasting those fantastic Belgian chocolates.

As a Chinese entrepreneur in Belgium, I am honoured to welcome more and more Chinese entrepreneurs to invest here. On behalf of ICBC in Belgium, I sincerely welcome you to the ICBC Brussels Branch. We will be absolutely supportive for your development in Belgium with our professional and comprehensive financial services. Meanwhile, we look forward to sharing with you all of our experiences and stories of this charming country.

在比利时生活五年，我深深感受到，她如一颗璀璨的钻石，小巧而精致。其GDP位居全球第25位，欧盟第8位，我想任何人都会忽视如此强大的一个经济体。作为全球最大的商业银行，工商银行和很多中国企业一样选择了比利时。比利时地处欧洲心脏，作为欧洲的枢纽，汇聚了数百个国际组织总部及机构，也因此越来越成为各国政府、国际组织和企业进入欧洲的首选阵地。融入比利时，就是和欧洲心脏一起跳动。比利时又如一颗甜蜜的巧克力，在过去几年中，比利时国家及各大区政府的全力支持、布鲁塞尔投资局的倾力相助、比中经贸委员会与ICBC在各领域的全面合作，以及来自各方的支持和帮助……这些都让我们如品尝巧克力一样，感到温暖和力量。

作为一个在比利时生活的企业人，我代表比利时欢迎中国企业来比考察投资！作为中国工商银行在比利时的代表，我真诚地恭候您来到工商银行布鲁塞尔分行，我们会全力支持您在比利时的发展，为您提供融资安排、银行结算服务，同时我们更愿与您分享在比利时工作、投资、生活的经验！

FU JING, CHIEF CORRESPONDENT OF CHINA DAILY EU BUREAU



付敬，中国日报欧盟分社副社长、首席记者

It is high time that both Belgium and China became alive to their newest developments and then carried on the momentum of their two-way investment and trade relationship. This, in my view, should be an important part of the agenda during the State visit of HM King Philippe in China in June.

China has launched a new westward opening-up strategy by announcing the "One Belt, One Road" proposals. It has radically fought corruption at home and has been transforming its development patterns to return blue skies, clean rivers, lakes and seas, and prosperity to the people. In achieving the above goals, both the Chinese Government and investors are seeking to strengthen new partnerships with their Belgian counterparts.

Belgium established diplomatic relations with China earlier than the European Union did and for decades both countries have benefited from mutual help. Now, China's new round of development has brought greater opportunities for Belgians, not only in China and Belgium but around the world. Mr Bernard Dewit, Chairman of the BCECC, has for decades been engaged in building bridges for Chinese and Belgians, and these bridges have brought many miracles with them. Now, with HM King Philippe visiting China, Mr Dewit and his team will help turn a new page in the Belgium-China economic and trade relationship.

China Daily is also a bridge between China and Europe, China and Belgium and we thank Mr Dewit and his team for the assistance given to us in previous years. We are committed to our mission of bringing China and Belgium closer together.

中国和比利时应对双方的最新发展态势加强跟踪研究以便使良好的双向经贸关系更上一层楼。以我之见，这应成为菲利普国王六月访问的目标之一。

中国向西开放，提出“一带一路”新倡议；在国内强力反腐；同时下定决心推进发展方式转变还人民蓝天碧水。为达到这些目标，中国政府和投资者期待与比利时加强合作伙伴关系。

比利时与中国的外交关系比中欧建交更早。多年来，双方受益于互助。现在，中国新一轮的发展将为比利时人在中国、比利时和世界其他地方创造更多的机会。

这些年，比中经贸关系委员会主席德维特先生致力于为中比建造桥梁，创造了一个又一个奇迹。随着菲利普国王访华，德维特先生和他的团队正帮助翻开中比经贸关系新的一页。

中国日报也是中欧、中比之间的桥梁。在此，我由衷感谢德维特先生给予中国日报的大力帮助。我们一起，坚持推动中比走得更近的使命。

WHY SHARED VALUES HELP MULTIPLY BENEFITS

Hudson Liu, CEO of Huawei Belgium

Huawei's approach to doing business anywhere in the world is based on a number of core values. These values have resonated with our partners in Belgium, enabling us to achieve the win-win collaboration that has got us where we are today.

A focus on customer needs: At the heart of everything we do is the belief that the innovation we deliver should, first and foremost, fulfil a need. The trend towards digitisation will have a deep impact on business models and customer expectations. To anticipate new needs involved in this process we have decided to establish our European Research Institute (ERI) in Leuven – a testimony to our long-term commitment to Belgium and to our commitment to driving progress towards next-generation technologies such as 5G.

Striving harder to do better: Another cornerstone of our value system is our willingness to go the extra mile. For us at Huawei, doing business is a long-term commitment and every member of staff is a part of this great project.

We are one team: Huawei has created five facilities in various locations in Belgium and employs more than 157 staff, 78% of whom were hired locally. Our belief in hard work goes hand in hand with our commitment to succeeding as a team – not just inside our organisation, but by joining forces with partners across institutions, industries and geographical boundaries. Together we can build a winning team driving forward for Belgium's digital future.

分享价值观将带来多重效益

刘浩生，华为比利时总经理

华为无论在世界哪个地方做生意，都秉承着同样的核心价值观。我们今天在比利时的成功就源于它们与本地合作伙伴的需求相契合。

以客户为中心

我们坚信任何的创新最先都起源于满足某个需求。现代社会数字化转型会极大的影响和改变我们的商业模式和用户体验。华为积极应对这一趋势，决定在比利时鲁汶成立欧洲研究院。欧洲研究院的成立不仅是我们对在比利时长期投资的承诺也是面向下一代科技如5G的需要。

奋斗让我们精益求精

我们价值系统里面的另一个基石是愿意“多奋斗一点”。服务客户在华为是一个长期的承诺，每一个员工都是这个承诺的践行者。

我们是一个团队

华为在比利时现有5个办公室，157名员工，其中78%都是本地招聘。与我们艰苦奋斗的信仰并行的是我们以一个团队的态度来追求成功。这个团队不仅仅是指内部合作，也意味着和跨行业跨地域的各界伙伴携手，共同建造比利时数字社会的明天！



DR CHANG ZHU, PROFESSOR OF EDUCATIONAL SCIENCES AT THE FREE UNIVERSITY OF BRUSSELS (VUB)

I started my career in Belgium in 2002 and conducted my PhD research here. The education experience was fundamentally enriching, inspiring and significant for my development as an academic scholar and in other aspects too. Next to my academic career, I have contacts with the Belgian-Chinese Chamber of Commerce (BCECC), and other European and Belgian institutions and companies. Belgium offers opportunities for academics, business people and professionals in different fields, especially in international cooperation. International cooperation with Belgian organisations/institutions (universities, companies, non-profit organisations, etc.) brings added value as it opens up the European perspective and provides support for good governance as well as offering many other added values.

朱畅博士，比利时（荷语）布鲁塞尔自由大学教育学教授

我在比利时的职业生涯从2002年开始。在比利时的博士研究开阔了我的视野，尤其是开启了启发性的、深入的、探究式的研究和教育视角。除了学术生涯，与其他比中机构和欧盟机构的合作也非常有益。比利时为学者、商人和其他职业人士提供各种机遇和合作机会。与比利时机构的国际合作能为我们带来欧洲视角、提供良好的管理经验和其他附加值。



NIU MIN

I had long wanted to come to Belgium, mainly because of its classical music concert halls and the famous Queen Elizabeth annual international competition. In 2007, carrying my viola along with a lot of dreams and expectations to Belgium, I enrolled at the Royal Conservatory of Music in Mons, studying for a two-year master's degree.

I graduated successfully in 2009 and by then had become adapted to life here in Europe. As my years of playing European classical music here had really helped me understand the essence of European culture, I quickly realised that, being born in China and having a deep understanding of its ancestral culture and history, I could act as a cultural emissary and be a link between the cultural worlds of China and Belgium. In 2010 therefore, I founded the China-Belgium Arts & Culture Society, which mainly aims at bringing Chinese artists and cultural groups to perform in Belgium and Europe. I also focus on organising exhibitions and other culture-related events. As communications and exchanges are bi-directional, in parallel, I also help outstanding European musicians to perform in China, so that more Chinese people learn to appreciate European classical music.

I will continue to fulfil the mission to promote cultural communication between the two countries and enhance mutual understanding, trust between our peoples and the blend of Eastern and Western civilisations and cultures.

牛敏

2007年，我背着中提琴，带着梦想和期待，独自来到我向往已久的比利时布鲁塞尔，因为这里是古典音乐的殿堂，每年著名的国际伊丽莎白女王比赛在布鲁塞尔举行，所以我选择就读于比利时蒙斯皇家音乐学院，攻读中提琴表演专业，开始两年的硕士学习。

2009年，我完成了学业，同时也逐渐适应了欧洲的生活，由于我多年来从事欧洲古典音乐的演奏，理解欧洲文化的精髓，同时又有出生于中国的背景，了解中国的文化历史，因此我特别希望作为一名文化使者，充分利用比利时丰富的文化资源，为比利时与中国之间搭建一座文化桥梁。所以为了更好的促进两国之间的文化艺术交流与合作，2010年，创建了比利时中国文化艺术交流协会，主要承办中国艺术团赴比利时及欧洲各国演出、展览项目等。同时也把欧洲优秀的音乐家们引入中国，让更多的中国观众懂得如何欣赏欧洲的古典音乐。

我将继续履行两国之间文化传播的使命，增进中欧人民的相互理解，相互信任，积极地促进东西方文明的交融和提升。



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FRANCO DRAGONE

The China-Belgium Technology Center

The China-Belgium Technology Center (CBTC) in Louvain-la-Neuve is an ongoing project approved by the President of the People's Republic of China Xi Jinping and undertaken by the Wuhan East Lake Hi-Tech Innovation Center (Whibi). The goal is to create in the largest and most active technology park in Wallonia a «Chinese Intelligence Valley», a platform aiming to serve Chinese technology companies which have the ambition to enter the European Market. Starting in 2015, the Whibi is building a large innovative complex designed to welcome Chinese investors interested by the cutting-edge technologies developed in the universities and companies of Wallonia.

For more information, visit www.jxiti.com

Try Wallonia for 6 months thanks to the China Welcome Office!

As part of the cooperative investment projects between China and Wallonia, the Wallonia Export-Investment Agency created the Welcome Office China in order to give Chinese companies the opportunity to try their first steps on the European market. The Welcome Office China in Mons (Hainaut) is offering a panel of FREE services. The most practical one is a place in a brand new office with high-tech equipments for free for a duration of 6 months (extendable) to start up the business in Wallonia. The platform also offers many other services such as tri-lingual experts (English-French-Chinese), advices on cultural or business matters, access to a network of leading European professionals in various fields, and much more.

For more information, visit www.investinwallonia.be/publications/china-welcome-office/



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EXPORT
INVESTMENT

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[5] Golden Rules for Efficiency in Europe

在欧洲有效工作的黄金规则

Jeanne Boden (PhD), Managing Director of ChinaConduct Ltd.
包德贞博士, ChinaConduct Ltd经理

China and Europe coming closer

Over the past decades interaction, cooperation, mutual engagement and investment between China and Europe has grown tremendously. This implies confrontation between two ancient civilizations with different economic, political, and legal contexts, with specific relational and organizational dynamics and concepts of efficiency.

Europeans working in China need to understand 'Chinese characteristics', as China has a 'Socialist economy with Chinese characteristics', and a 'Rule of Law with Chinese characteristics', with meritocratic Confucian dynamics, and the intertwining of central government and business. Europeans need to understand the real meaning of guanxi, long-term relationships and reciprocity. To work in China Europeans need to really connect with the Chinese.

In working with Europeans the Chinese need to understand the 'European characteristics'. 'European characteristics' is not limited to clichés of many different languages and small countries with own particularities in Europe. 'European characteristics' are rooted in millennia old systems underpinning European business and politics today. 'European characteristics' are Europe's fundamental values and rules. To work in Europe the Chinese need to really connect with Europeans.

Golden Rules for efficiency in Europe

1. Connect with Europeans

When Chinese people, companies, and government representatives come to Europe they tend to only rely on the Chinese who are already in Europe. Purely relying on Chinese friends is both the strength and weakness of working efficiently in Europe. Not only legal, political, economic complexity in Europe demands connection with Europeans, but also respect and reciprocity. Efficiency in Europe demands investment in relationships with Europeans and investment in understanding the fundamentals of doing business in a European context. Connecting with Europeans will help Chinese companies to look beneath the surface and to build long-term sustainable and efficient relationships.

2. Rule of Law

The principle of Separation of Powers was developed in ancient Greece. It dictates the separation of power into legislative, executive, and judiciary. Europe's Rule of Law system is rooted in the Roman Empire. Law determines how things are done in Europe, not a central government or person. No political party or person is above the law. Today this remains a most important pillar to work efficiently in Europe. Chinese companies in Europe will be successful if they understand European Rule of Law and work accordingly.

3. Socio-political context

Europe has a unique socio-political context. Tax systems are complex and demand contribution and strong engagement of each individual, but this also ensures a very strong social system as a basis for society. Social responsibility is fundamental to efficient cooperation with Europe.



中国和欧洲越来越近

中欧之间在过去几十年的互动、合作、相互参与和投资迅猛发展。由于不同的经济、政治和法律背景加之特定的关系、组织方式以及效率概念的差异，都意味着在这两个古老文明之间均会产生不同程度的摩擦。

在中国工作的欧洲人需要了解“中国的特色”，因为中国是“有中国特色的社会主义经济”、“具有中国特色的法治”以及受儒家精英思想影响和中央政府和企业的相互交织等。欧洲人需要了解关系网、长期合作关系以及互惠互利的真正涵义。在中国工作，欧洲人需要真正地与中国人接触。

与欧洲人共事，中国人也需要了解“欧洲特色”。“欧洲特色”不局限于欧洲语言的多样性和欧洲小国自身特殊性的这些众所周知的特点。“欧洲特色”根植于几千年的古老文明并一直支撑着当今的欧洲商界和政界。“欧洲特色”是欧洲的基本价值观和规则。在欧洲工作，中国人也需要真正地与欧洲人接触。

在欧洲有效工作的黄金规则

1. 与欧洲人打交道

当中国人、公司和政府代表来到欧洲，他们往往只依靠已经落户欧洲的中国人。单纯依靠中国朋友对在欧洲有效地发展不乏其利弊。欧洲的法律、政治、经济等复杂性不仅要求我们同欧洲人打交道，而且基于相互的尊重和平等互惠。要在欧洲取得效率，这就需要中国人花时间和精力与欧洲人建立良好的关系，并理解在欧洲背景下开展业务的基本原理。与欧洲人打交道将帮助中国企业看到表面之下所蕴含的要素，并建立长期的可持续和高效率关系。

2. 法规

权力分立的原则源于古希腊。它将权力分成立法、行政和司法。欧洲法律法规制度植根于罗马帝国。在欧洲，法律决定事情的运行，而不是中央政府或个人。任何政党或个人都不能凌驾于法律之上。今天，这仍然是在欧洲有效工作的一个最重要支柱。如果中国公司了解了欧洲法律法规并依法行事，那么他们在欧洲将会取得成功。

4. Time and planning

Business in Europe is built on planning, is result-oriented and focused on deadlines. Each person, including people on high-level positions, is part of planned systems. Planning influences working processes and decision-making. Efficiency in Europe demands insight in planning.

5. Communication, status, leadership and management

Communication in Europe is direct and open and takes place between people who are fundamentally equal. This levels out the importance of status and hierarchy between people. Different than China, leadership, management, and communication do not follow centralized top-down hierarchic dynamics. Crucial to understanding leadership and efficient management in Europe is to understand what 'equality' and 'debate' mean. People are equal. Debate is an art. Argumentation is an art and follows patterns and systems. Critical thinking and debate lead to innovation.

Efficiency and harmony only exists between equal partners with mutual respect and reciprocity. ■

ChinaConduct provides training and consultancy about Euro-China Cooperation and Management. www.chinaconduct.com

3. 社会政治环境

欧洲拥有独特的社会政治环境。税收制度非常复杂，而且需要每一个人的全力参与和贡献，但这同时确保了一个非常强大的社会保障体系。社会责任是在欧洲取得有效合作的根本。

4. 时间和计划

在欧洲发展业务需要提前策划，以结果为导向，并关注最后的期限。每个人，包括职务较高的人士，都应是计划系统的一份子。计划影响着进程和决策。在欧洲，效率需要所制定的计划具有洞察力。

5. 沟通、地位、领导和管理

欧洲的沟通方式是敞开和直接的（开门见山），并基于人人平等这个原则之上。这在一定程度上降低了人与人之间地位和等级的重要性。与中国不同的是，欧洲的领导、管理和沟通方式不是遵循自上而下的层级模式。要了解欧洲的领导艺术和高效的管理，关键要理解“平等”和“争论”的涵义。人生来平等。争论是一门艺术。遵循一定模式和系统的论证也是一门艺术。批判性思维和辩论将带来创新。

总而言之，只有相互尊重和互惠的平等伙伴关系才能取得高效与和谐。■

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[6] BCECC's activities photos 比中经贸委员会活动图片

For more pictures, please visit our website : www.bcecc.be



On October 13, 2014, BCECC was pleased to receive about 20 delegates from the China Association of Trade in Services (CATIS). / 2014年10月13日, 比中商会接待了来自中国服务贸易协会的20名代表。



On November 4, 2014, BCECC organized a lunch meeting with a delegation led by the State-owned Assets Supervision and Administration Commission of the State Council (SASAC). / 2014年11月4日, 比中商会为到访的国务院国有资产监督管理委员会(国资委)代表团举办工作午餐会。



In light of the Chinese New Year of the Goat, the Belgian-Chinese Chamber of Commerce (BCECC) organized its annual cocktail reception on March 4, 2015 in the beautiful premises of the Egmont Palace in Brussels. / 2015年3月4日, 为迎接中国农历羊年, 比中商会在布鲁塞尔埃格蒙宫举办了新年招待会。



On April 13, 2015, BCECC organized an exclusive lunch with the Vice-Governor of Sichuan Province, Mr. Gan Lin, where only BCECC members were invited. / 2015年4月13日, 比中商会为来访的四川省副省长甘霖一行举办工作午餐会。



On April 15, 2015, BCECC organized a B2B meeting with a Jilin delegation led once again by Changchun Federation of Industry & Commerce. / 2015年4月15日, 比中商会为由长春工商联会率领的吉林代表团组织了一场企业对接商务活动。





Useful addresses //

BELGIUM

**Federal Public Service Foreign Affairs,
Foreign Trade & Development Cooperation**
Mrs. Jehanne Roccas, Head of the Desk Asia
Mr. Gianmarco Rizzo, China Desk
Rue des Petits Carmes, 15
Karmelietenstraat, 15
B-1000 Brussels

BRUSSELS INVEST & EXPORT

Mrs. Bénédicte Wilders, Director -
Head of Department
Mr. Laurent Verbiest, Project Manager -
Inward Investment
Mr. Reinout Van Hullebus, Project
Manager - Area Manager: Asia & Europe
Avenue Louise, 500/4
Louizalaan, 500/4
B-1050 Brussels
Tel.: +32 2/800.40.00
Fax: +32 2/800.40.01
E-mail: info@brusselsinvestexport.be
www.brusselsinvestexport.be

FLANDERS INVESTMENT AND TRADE (FIT)

Ms. Claire Tillekaerts, CEO
Mrs. Michèle Surinx, Area Manager Asia
(exporting from Flanders)
Mr. John Verzele, Business Development
Manager Asia (investing in Flanders)
Rue Gaucheretstraat, 90
B-1030 Brussels
Tel.: +32 2/504.87.11
Fax: +32 2/504.88.99
E-mail: info@fitagency.be
www.fitagency.be/site/landing.nsf/NL
Invest in Flanders :
www.investinflander.com/ch/home

BELGIAN FOREIGN TRADE AGENCY

Mr. Marc Bogaerts, Director general
Mrs. Fujii-L'Hoost, Deputy Director general
Rue Montoyer 3
Montoyerstraat 3
B-1000 Brussels
Tel.: +32 2/206.35.11
Fax: +32 2/203.18.12
E-mail: info@abh-ace.be

**WALLONIA EXPORT AND FOREIGN
INVESTMENT AGENCY (AWEX)**

Mrs. Pascale Delcominette, CEO
Mr. Michel Kempeneers,
Director Asia-Pacific
Mr. Thomas Ronse,
Market Analyst - Asia-Pacific
Place Saintelette, 2
Sainteletteplein, 2
B-1080 Brussels
Tel.: +32 2/421.82.11
Fax: +32 2/421.87.87
E-mail: mail@awex.be
www.wallonia-export.be
www.investinwallonia.be

CHINESE EMBASSY IN BELGIUM

H.E. Mr. Qu Xing, Ambassador
Avenue de Tervueren, 443-445
Tervurenlaan, 443-445
B-1150 Brussels
Tel.: +32 2/771.14.97
Fax: +32 2/779.28.95
E-mail: liu_yang4@mfa.gov.cn
www.chinaembassy-org.be/eng/

CHINESE MISSION TO EUROPEAN UNION

H.E. Mrs. Yang Yanyi, Ambassador
Boulevard de la Woluwe, 100
Woluweaan, 100
B-1200 Brussels
Tel.: +32 2/772.95.72
Fax: +32 2/771.34.15
E-mail: chinamission_eu@mfa.gov.cn
www.chinamission.be/eng/

HONG KONG ECONOMIC AND TRADE OFFICE

Mrs. Linda Lai
Special Representative for Hong Kong
Rue d'Arlon, 118
Aarlenstraat, 118
B-1040 Brussels
Tel.: +32 2/775.00.88
Fax: +32 2/770.09.80
E-mail: general@hongkong-eu.org
www.hongkong-eu.org/

**CHINA COUNCIL FOR THE PROMOTION OF
INTERNATIONAL TRADE (CCPIT)**

Mr. Ye Bing
Chief representative
131, Avenue Gustave Demey,
1160 Bruxelles,
Belgique
Tel: 32-2-6757865
Fax: 32-2-6757189
E-mail: yebing@ccpit.org
www.ccpit.org

BEIJING**EMBASSY OF BELGIUM IN BEIJING**

H.E. Mr. Michel Malherbe, Ambassador
San Li Tun Lu, 6
CN-100600 Beijing
Tel.: +86 10/65.32.17.36/37/38
Fax: +86 10/65.32.50.97
E-mail: Beijing@diplobel.org
www.diplomatie.be/BEIJING/
Invest in Belgium: http://business.belgium.
be/en/

**ECONOMIC REPRESENTATION OF FLANDERS
IN BEIJING**

Mr. Peter Christiaen, Trade Commissioner
San Li Tun Lu, 6
CN-100600 Beijing
Tel.: +86 10/65.32.49.64
Fax: +86 10/65.32.68.33
E-mail: beijing@fitagency.com
www.flandersinvestmentandtrade.com

**ECONOMIC REPRESENTATION OF WALLONIA
& BRUSSELS REGIONS IN BEIJING**

Mrs. Emmanuelle Dienga, Trade Commissioner
San Li Tun Lu, 6
CN-100600 Beijing
Tel.: +86 10/65.32.66.95
Fax: +86 10/65.32.66.96
E-mail: awexbrubeeijing@188.com
www.wallonia-export.be,
www.investinwallonia.be

CHENGDU**BCECC Chengdu 比中商会成都代表处**

Mrs. Eileen Wang, Office Manager
6F, West Building, La Defense,
No.1480 Tianfu Avenue, Post code:
610042, Chengdu, Sichuan, P.R.China,
Tel.: +86 28 85336682
Mobile: +86 13880149505
Fax: +86 28 85336767
Email: bceccchengdu@gmail.com

SHANGHAI**CONSULATE GENERAL OF BELGIUM IN
SHANGHAI**

H.E. Cathy Buggenhout, Consul General
Wu Yi Road, 127
CN-200050 Shanghai
Tel.: +86 21/64.37.65.79
Fax: +86 21/64.37.70.41
E-mail: Shanghai@diplobel.org
www.diplomatie.be/shanghai/

**ECONOMIC REPRESENTATION OF FLANDERS
IN SHANGHAI**

Ms. Sara Deckmyn, Trade Commissioner
Wu Yi Road, 127
CN-200050 Shanghai
Tel.: +86 21/64.37.84.67
Fax: +86 21/64.37.75.74
E-mail: shanghai@fitagency.com
www.flandersinvestmentandtrade.com

**ECONOMIC REPRESENTATION OF WALLONIA
REGION IN SHANGHAI**

Mr. Stephano Smars, Trade Commissioner
Jacqueline ZOU Xiaoping, Investments
Representative - China
Wu Yi Road, 127
CN-200050 Shanghai
Tel.: +86 21/64.37.92.34
Fax: +86 21/64.37.70.83
E-mail: awexsh@188.com
www.awex.be

**ECONOMIC REPRESENTATION OF BRUSSELS
CAPITAL REGION IN SHANGHAI**

Mr. Mattias Debroyer, Trade Commissioner
Wu Yi Road, 127
CN-200050 Shanghai
Tel.: +86 21/64.37.52.24
Fax: +86 21/64.37.65.41
E-mail: mail@brussels-china.com
www.brussels-export.be

HONGKONG**CONSULATE GENERAL OF BELGIUM
IN HONG KONG**

H.E. Evert Marechal
St. John's Building (9th Floor)
33, Garden Road (Central)
CN-Hong Kong China
Tel.: +852 25/24.31.11
Fax: +852 28/68.59.97
www.diplomatie.be/hongkong

**ECONOMIC REPRESENTATION OF FLANDERS
& BRUSSELS IN HONG KONG**

Mrs. Katrien Leinders, Trade Commissioner
c/o Consulate General of Belgium
St. John's Building 9/F
33, Garden Road, Central
CN-Hong Kong China
Tel.: +852 2/523.22.46
Fax: +852 2/524.74.62
E-mail: hongkong@fitagency.com
www.flandersinvestmentandtrade.com

**ECONOMIC REPRESENTATION OF WALLONIA
REGION IN HONG KONG**

Mr. Xavier Schreiber, Trade Commissioner
c/o Consulate General of Belgium
St. John's Building (9th Floor)
33, Garden Road (Central)
CN-Hong Kong China
Tel.: +852 25/37.57.62
Fax: +852 25/37.58.34
E-mail: awexhk@netnavigator.com
www.awex.be

GUANGZHOU**CONSULATE GENERAL OF BELGIUM IN
GUANGZHOU**

H.E. Mr. Christian de Lannoy, Consul
General
Room 1601, Office Tower, Citic Plaza,
233, Tian He Bei Lu
CN-510613 Guangzhou
Tel.: +86 20/83.31.18.96
E-mail: guangzhou@diplobel.fed.be
www.diplomatie.be/guangzhou/

**ECONOMIC REPRESENTATION OF FLANDERS
IN GUANGZHOU**

Dirk Schampelaere, Trade Commissioner
Room 1601-1602A, Office Tower, Citic
Plaza,
233, Tian He Bei Lu
CN-510613 Guangzhou
Tel.: +86 20/38770463, +86 20/38770493
Fax: +86 20/38770462
E-mail: guangzhou@fitagency.com
www.flandersinvestmentandtrade.com/site/
landing.nsf/EN

**ECONOMIC REPRESENTATION OF WALLONIA
REGION IN GUANGZHOU**

Mr. Michel Gerebtzoff, Trade
Commissioner
Mrs. Catherine HUANG Chen, Trade
Secretary
c/o Consulate-General of Belgium in
Guangzhou
Room 1601, Office Tower, Citic Plaza,
233 Tianhe Bei Lu
CN-510613 Guangzhou
Tel.: +86 20/38.77.17.68
Fax: +86 20/38.77.14.83
E-mail: awexgz@pub.guangzhou.gd.cn
www.awex.be/fr-BE/Pages/Home.aspx
www.investinwallonia.be/?lang=en

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TRADEMAASMECHELEN VILLAGE
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KIN YEN SUPERMARKET