



2011—2012

# 上海市浦东新区外商投资环境白皮书

Shanghai Pudong New Area  
White Paper on Environment for Foreign  
Investment

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# 前言

为全面反映浦东新区的外商投资环境，浦东新区商务委员会（以下简称“浦东新区商务委”）于2011年首次发布《2006-2010上海市浦东新区外商投资环境白皮书》。时隔两年，浦东新区商务委通过回顾总结2011—2012年间利用外资的主要特点和改革创新“先行先试”的成功经验，根据外商投资企业年检数据和外资审批数据又编写了《2011-2012上海市浦东新区外商投资环境白皮书》（以下简称“白皮书”）。德勤华永会计师事务所（特殊普通合伙）（以下简称“德勤”）为《白皮书》的评价和案例部分提供智力与技术支持。

德勤通过对200多家外资企业的实地调研、问卷调查和企业访谈，运用定性与定量分析的方法，从重要性和满意度两个角度出发，以五个专项指标系统反映了上海市浦东新区的外商投资环境：

- 政府创新服务
- 商业合作环境
- 人力资源
- 人居环境
- 基础设施

本次发布的《白皮书》体现了浦东创新驱动、转型发展的先发效应，主要表现在以下五个方面：

## 一、重点发力，助推上海“四个中心”<sup>①</sup>建设

- 金融方面：推进创新试点，汇聚高端机构。2012年，浦东新区新增监管类金融机构45家，总数近740家。其中外资金融机构319家，包括外资银行法人机构18家、分行机构及代表处129家，外资证券机构（包括代表处）55家，外资保险公司（包括代表处）62家。
- 航运方面：发力新型项目，优化贸易结构。2012年，一批航运功能创新项目取得新突破，浦东新区的单机单船融资租赁项目达84个、资产规模超过25亿美元，促进了高端航运服务业的发展；
- 贸易方面：稳步扩大份额，提升贸易能级。2012年浦东新区外贸进出口同比增长6%，总量占全市一半以上，其中外资企业进口额占全区总量的67.97%，出口额占全区总量的58.16%。
- 经济方面：助推转型发展，力促第三产业。2012年，浦东新区吸引合同外资总额达到72.86亿美元，其中，第三产业比例高达90%。

通过推进现代服务业发展，浦东新区进一步推动了上海经济的转型升级。

## 二、逆势上扬，外商投资再创历史新高

2012年，浦东新区外商投资企业突破了2万家，历年累计外资项目达到20578个。在全国利用外资有所下降的背景下，浦东新区利用外资仍然持续增长并创出新高，外商投资平均成功率继续保持全国领先。根据年检数据显示，2011年，浦东外商投资企业销售（营业）总收入达到24649.23亿元人民币，同比增长21.12%；外商投资企业

资料来源：

① “四个中心”指：国际金融中心、国际航运中心、国际贸易中心、国际经济中心

业纳税总额1793.62亿元人民币，同比增长37.31%；外商投资企业利润总额1666.94亿元人民币，同比增长8.64%。同时，外资企业的研发投入达到229.66亿元人民币；外资从业人数已突破100万人，达到111.32万人，约占新区从业人员总数的40%。

### 三、战略选择，全面提升总部经济能级

2012年，浦东新区经上海市认定的跨国公司地区总部企业已有193家，占全市总量的47.9%，其中，亚太区总部占1/3。在这个基础上，浦东新区政府注重改革创新服务，在全国率先成立了“上海浦东总部经济共享服务中心（平台）”，形成了政府引导、社会各方共同参与的集成服务体系，进一步优化了总部经济发展环境并提升了全球资源配置能力。

### 四、创新发展，首发区域责任竞争指数

浦东新区在全国率先发布了《区域责任竞争力指数报告》，成为企业履行社会责任的创新示范区，提升了区域竞争的软实力。截止2012年累计有312家企业通过社会责任达标评估，其中外资企业占1/3。



## 五、勇于开拓，深化外商投资领域改革

浦东新区继续深化综合配套改革试点，当好全国改革开放的排头兵。在扩大外商投资领域方面，继出台外资股权投资管理企业和境内自然人投资设立中外合资、合作企业试点后，又在全国范围内率先出台了《上海市浦东新区设立商业保理企业试行办法》。

与2010年首份《白皮书》相比，根据本次调研结果显示：在企业问卷调查五个纬度的“满意度”指标上，受访企业对浦东新区政府创新服务、人居环境的满意度分别上升了2%和6%，对商业合作环境、人力资源、基础设施的满意度基本保持不变；在企业问卷调查五个纬度的“重要性”指标上，受访企业对于浦东新区政府创新服务、商业合作环境、人居环境和基础设施的关注度均有所下降，而对于人力资源的关注度则上升了139%，使之成为外商投资浦东最重要的考量因素之一。调查结果充分说明了受访企业对浦东新区政府效率和公共服务的认可，也清晰地反映出受访企业期望引进高素质人才以提升竞争力的迫切愿望。

展望未来，浦东新区将继续紧紧围绕上海市建设“四个中心”和社会主义现代化大都市的目标，坚持“创新驱动、转型发展”，推进“四个率先”<sup>①</sup>，进一步面向世界，深耕亚太，吸引更多的跨国公司地区总部和运营中心，通过新一轮对外开放，助力上海引领长江三角洲众多城市，成为亚太地区重要的国际门户以及具有国际竞争力的世界级城市群。



资料来源：

① “四个率先”指：率先转变发展方式、率先提高自主创新能力、率先推进改革开放、率先构建社会主义和谐社会

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# 2011—2012年 上海市浦东新区外商投资 综合报告

本报告数据来源于浦东新区统计年报、浦东新区商务委外资审批数据和历年外商投资企业年检数据，阐述了浦东新区经济发展环境，分析了2011—2012年浦东外商投资的基本情况。

# 1. 综合环境

## 立足转型发展，第三产业比重增至60%

浦东推动转型发展的步伐在加快，新区经济逐步转向以金融、航运、贸易为核心的现代服务业，转向以战略新兴产业为重点的先进制造业，转向总部经济、平台经济等新业态、新模式。第三产业增加值占地区生产总值的比重提高到60%左右，以服务经济为主的产业结构正在形成。

在金融方面，中国人民银行人民币交易业务总部等一批功能性机构集聚浦东，2012年新增监管类金融机构45家，总数近740家；一批金融创新试点加快推进，上海股权托管交易中心正式开业，商业保理等试点正式启动。

在航运方面，一批功能创新项目取得新突破、新拓展，单机单船融资租赁项目达84个、资产规模超过25亿美元，保税船舶登记首艘方便旗船在洋山港完成登记，国际中转集拼在洋山保税港区陆域仓库首单试点成功，启运港退税在青岛、武汉与洋山之间启动试点。这些项目的突破和拓

展，促进了高端航运服务业的发展，提升了航运枢纽功能。

在商贸服务业方面，坚持优化贸易结构、提升贸易能级、扩大外贸总量，2012年外贸进出口同比增长6%、总量占全市一半以上。落实扩内需各项措施，推动新型贸易、旅游会展等行业的发展，电子商务商品交易额、旅游业营业收入、会展面积同比分别增长13%、20%和27%。

在战略新兴产业方面，加大引进和培育力度，一批高端研发制造项目加快推进，比如商用飞机研发与总装制造、通用汽车设计与工程技术中心、华力微电子、映瑞光电等；二、三产融合发展呈加快趋势，生产性服务业、高技术服务业保持较快增长；科技创新能力不断提升，经认定的高新技术企业累计超过1000家、研发机构超过500家。



在总部经济方面，联手外汇、商检、海关等监管部门推出支持总部经济发展 14 条新举措。2012 年 6 月 15 日，浦东新区在全国率先成立了总部经济共享服务中心（平台），着力打造集成服务体系，完善浦东总部经济发展环境。

在推动转型发展过程中，4 个先发效应地区发挥了重要支撑作用。陆家嘴金融功能从银行、证券、保险等传统业态向资产管理、金融信息与服务、投资银行、私募股权等新型业态拓展和提升；综合保税区依托“三港三区”联动发展和功能创新不断探索突破，从贸易、制造、物流等传统领域向亚太营运总部、大宗商品产业等拓展和提升；张江创新创业企业和跨国研发机构、研发“国家队”相融相生，

创新要素综合集成效应逐步显现；金桥从单一依靠先进制造业向生产性服务业和先进制造业共同驱动的发展模式。迪士尼、世博、临港 3 个新拓展区域，作为浦东和上海“十二五”发展的重点、亮点和希望所在，将集聚千亿级的投资、打造高端产业和功能、促进产城融合，成为浦东未来发展的战略支撑。





## 2. 利用外资

总量逆势上扬，同比增长10%创新高

2011—2012年，浦东新区新设外资项目1971个，利用合同外资138.82亿美元，实际到位资金101.27亿美元，分别占同期全市总量的23.54%、32.7%和36.45%。截止到2012年底，浦东新区历年累计设立外资项目达到20578个。

在全国利用外资持续下降的背景下，浦东新区利用外资仍然持续增长，2012年合同外资达到72.86亿美元，同比增长10.4%，再创历史新高。

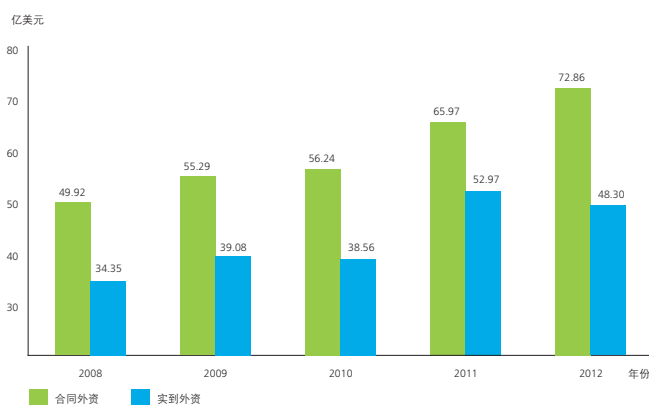
外商投资主要集中在第三产业。2011-2012年，外商投资现代服务业项目达到1906个，合同外资123.14亿美元，分别占到总量的96.7%和88.7%。主要集中在商贸、投资与资产管理、融资租赁、物流、专业咨询和房地产行业。第二产业合同外资约占总量的8.4%，主要集中在汽车零部件、船用配套设备、半导体通讯设备等行业。

增资占据外商投资的主导地位。2011-2012年，浦东新区共有1483家企业增资，新增合同外资85.47亿美元，占合同外资总量的61.57%。其中，增资超过1000万美元以上的项目有238个，共增加合同外资69.88亿美元。

跨国公司地区总部能级不断提升。2011-2012年，浦东新区共有获认定的跨国公司地区总部43家。截至2012年底，浦东历年累计获认定的跨国公司地区总部达到193家，占全市总量的47.9%。阿斯利康、拜耳、通用汽车、IBM等59家知名跨国公司将其全球事业部总部或亚太区总部落户在浦东。

综合配套改革试点形成新增长点。2011-2012年，新批股权投资管理企业16家，吸引合同外资4633万美元，自

浦东新区吸收外资、实到外资情况



2009年试点办法颁布以来累计批准数达53家，合同外资1.37亿美元。新批境内自然人投资设立中外合资、合作企业194家，吸引合同资4748.8万美元，自2010年5月试行办法颁布以来累计批准数达210家，合同外资7044万美元。出台了《上海市浦东新区设立商业保理企业试行办法》，首批8家试点企业获得证照。



# 3. 经营效益

## 投资成功率稳居全国之首，从业人员过百万

在 2012 年，浦东新区共有 12382 家外商投资企业通过了年检。综合分析外商提交的审计报告数据，浦东外商投资平均成功率继续位居全国之首。



### (一) 外商投资规模平稳扩大

外商投资总额达 1289.32 亿美元，注册资金 809.05 亿美元，合同外资 601.19 亿美元。企业实际到位资金 558.36 亿美元，资金到位率达 92.87%。合同外资超过 1 亿美元的大项目 91 个，中芯国际集成电路制造（上海）有限公司是浦东最大的外资项目，总投资 52 亿美元，合同外资 17.4 亿美元。

外资企业性质总体上变化不明显，独资仍占主导地位，占总数的 85.44%。随着新设的股权投资公司、融资租赁公司数量增加，合资企业数量也有所增加，较上年度增加了 97 家，合资企业总数 1627 家，占总数的 13.14%。

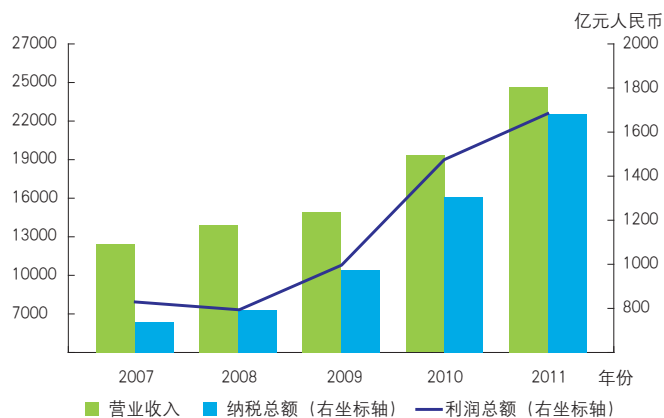
外商投资企业成为新区吸收就业的重要载体。2011 年，浦东外资企业从业人数首次突破 100 万人，达到 111.32 万人，同比增长 14.67%，约占新区从业人数总数的 40%，其中，外籍人员 3.2 万，当年新增就业人数 14.16 万。

### (二) 外资企业经营业绩良好

2011 年度外商投资企业销售（营业）总收入达 24649.23 亿元人民币，较上年度增长 21.12%。年营业收入超过 10 亿元的外资企业有 369 家，比上年增加 54 家，其中，超过 100 亿元的有 34 家，比年增加 8 家，上海通用、三星半导体、昌硕分别位居前三位。

2011 年度外商投资企业纳税总额 1793.62 亿元人民币，较上年度增长 37.31%。外商投资企业利润总额 1666.94 亿元人民币，较上年度增长 8.64%。盈利企业有 6424 家，占总数的 51.88%，亏损企业有 5331 家，占总数的 43.05%，627 家企业基本持平，占总数的 5.07%。

浦东新区外资企业经营状况



### （三）跨国公司聚集效应明显

《财富》500 强公司中已有 308 家落户浦东，投资项目 1023 个。《财富》500 强子公司在浦东的投资规模、从业人数约占外资总量的 1/3，但产出效益却占总量的一半以上。其中，投资总额达到 510.99 亿美元，注册资金 323.55 亿美元。销售收入达 13926.96 亿元，占新区总数的 56.5%；纳税总额 1103.35 亿元，占总数的 61.52%；利润总额 931.54 亿元，占总数的 55.88%，充分展示了跨国公司的综合实力。

### （四）地区总部加快发展

跨国公司地区总部在浦东的投资能级达到 100 亿美元。投资总额 114.19 亿美元，注册资金 92.85 亿美元。销售结算能级接近 2000 亿元人民币的规模，较上年度增长 29.93%。年营业收入超过 10 亿元的总部达到 34 家，其中 IBM、小松、佳通轮胎、英迈等 4 家总部超过了 150 亿元。地区总部的纳税总额已突破 100 亿元，达到 143.12 亿元，较上年度增长 48.99%。纳税总额超过 1 亿元的总部有 27 家，排名前三位的是瑞表、IBM、百度。

利润总额达到 181.31 亿元，同比增长 22.08%。地区总部的从业人员 5.97 万人，比上年增加 12.2%。

### （五）外资加大研发投入

浦东新区累计批准的外资研发中心共有 185 家，占全市总量的 52.7%，主要集中在张江地区。2011 年浦东外资企业共申请专利 8291 件，同比增加 20.21%，专利授权 4745 件，同比增加 16.21%。

2011 年浦东外资企业的研发投入达到 229.66 亿元，较上年增长 27.59%。研发人员达到 70931 人，较上年增长 18.64%，其中博士 2869 人，硕士 17238 人，本科 40180 人。



## 4. 区域责任

### 竞争力和责任感并举，践行城市价值观

浦东新区积极倡导“公正、包容、责任、诚信”上海城市价值观，推进和谐社会建设与可持续发展战略目标，提高区域责任竞争力。2011年12月，浦东新区编写了《责任竞争力：第四次浪潮——浦东新区企业社会责任建设的创新》，第一次发行国内首本地方政府出版的企业社会责任书籍，加强理论创新和经验推广。全书结合理论研究和浦东地方、企业特色，全面回顾了四年多来浦东新区积极推进企业社会责任体系建设的成功经验和模式，推出了22家具有代表性的优秀企业案例，为其他企业履行社会责任作出了示范。多位知名专家学者、企业高管对该书的出版予以高度评价。该书的发表填补了国内地方政府出版企业社会责任专业书籍的空白，进一步凸显了浦东新区作为国家首个综合配套改革试验区在全国率先推进企业社会责任建设的积极实践和带头示范作用。

2011年浦东新区第一次发布区域责任竞争力指数。浦东新区商务委联合商务部《WTO经济导刊》共同发布国内首个“责任竞争力指数”，由企业到区域，“由点及面”，在提高企业竞争软实力的同时，进一步加快企业社会责任体系建设，努力打造现代工商文明的示范区、企业履行社会责任的示范区、可持续发展的示范区。指数从经济发展责任、区域管理责任、商务服务责任、企业社会责任、环境保护和社区发展责任等六大方面55个指标，探索构建“区域责任竞争力指数模型”，系统评价浦东新区提升区域责任竞争力的理念、措施、绩效和典型实践，为其他地区评价区域责任竞争力水平提供参考和借鉴。

展望未来，浦东新区将进一步落实中央和市委、市政府的要求，推进创新驱动，转型发展。更加注重结构质量和效益的提高，更加注重功能凸显，更加注重统筹兼顾，更加注重发挥服务和辐射作用，努力打造全球资源配置的新节点、各类创新活动的策源地、产业价值链的高端环节、全国改革开放的试验田、宜居宜业的新城区等五大功能，为外商投资创造更优的环境。



# 上海市浦东新区 外商投资环境评价及案例

# 1. 浦东新区投资环境评价概览



由美国次贷危机引发的全球金融危机，至今给世界经济带来的冲击依然余波未平。后金融危机时代，纷繁复杂的全球经济面临着更多挑战，各个国家正积极采取各种措施刺激经济的发展，同时，浦东新区作为上海核心功能地区，保持稳定良好的经济发展势头，继续发挥其在长江三角洲（“长三角”）经济发展中的重要作用。

## 中国—世界经济的诺亚方舟

金融危机给全球经济带来了重大影响。中国政府实施了一系列应对措施，包括4万亿投资计划、结构性减税等保内需促增长等政策，有效地维持了中国经济的稳定快速增长，更是在2010年正式成为世界第二大经济体。

中国的综合国力和国际影响力实现了由弱到强的巨大转变，卓越的经济成绩令世人瞩目。

## 上海—中国最重要的国际门户

作为中国对外开放的重要窗口，上海不仅是中国的经济中心、金融核心重镇，同时，作为跨国公司地区总部资源最为密集的中心城市，上海与周边长三角地区的其他城市正逐渐形成“总部—制造”的区域功能分工与合作机制，携

手努力，为中国经济在全球舞台上的大放异彩提供了强有力的支持。

## 浦东新区—上海经济的东方明珠

历经了22年的高速发展，浦东新区目前已经初步建立起外向型、多功能、现代化新城区框架，成为中国改革开放的窗口和上海现代化建设的缩影。

2012年，在全球整体经济萎靡的环境下，浦东新区的生产总值（“GDP”）仍达到人民币5929.91亿元，是1990年生产总值人民币60亿元的99倍。

2012年，浦东新区外商直接投资实际到位资金达到48.3亿美元，占上海全市的比重达到31.8%，有力地带动了上海整体经济的发展。

截至2012年底，已有308家《财富》500强跨国公司在浦东新区这块投资热土扎根发展。

# 1.1 浦东优势

## 配置全球资源——跨国公司亚太区总部的集聚地

浦东新区是上海对内陆城市的重要门户，也是中国连接世界的重要桥梁。目前，越来越多的跨国公司将其亚太区总部设在了上海浦东，发挥着投资决策、运营管理、研发创新、共享服务等综合管理功能。

在浦东新区经认定的193家跨国公司地区总部中，亚太区总部已有59家，其中通用汽车、IBM、阿斯利康、拜耳等12家还将亚太区总部升级为全球事业部总部或综合管理机构总部。

浦东新区希望进一步成为跨国公司除在北美、欧洲以外布局的全球第三大管理总部和研发中心的集聚地。

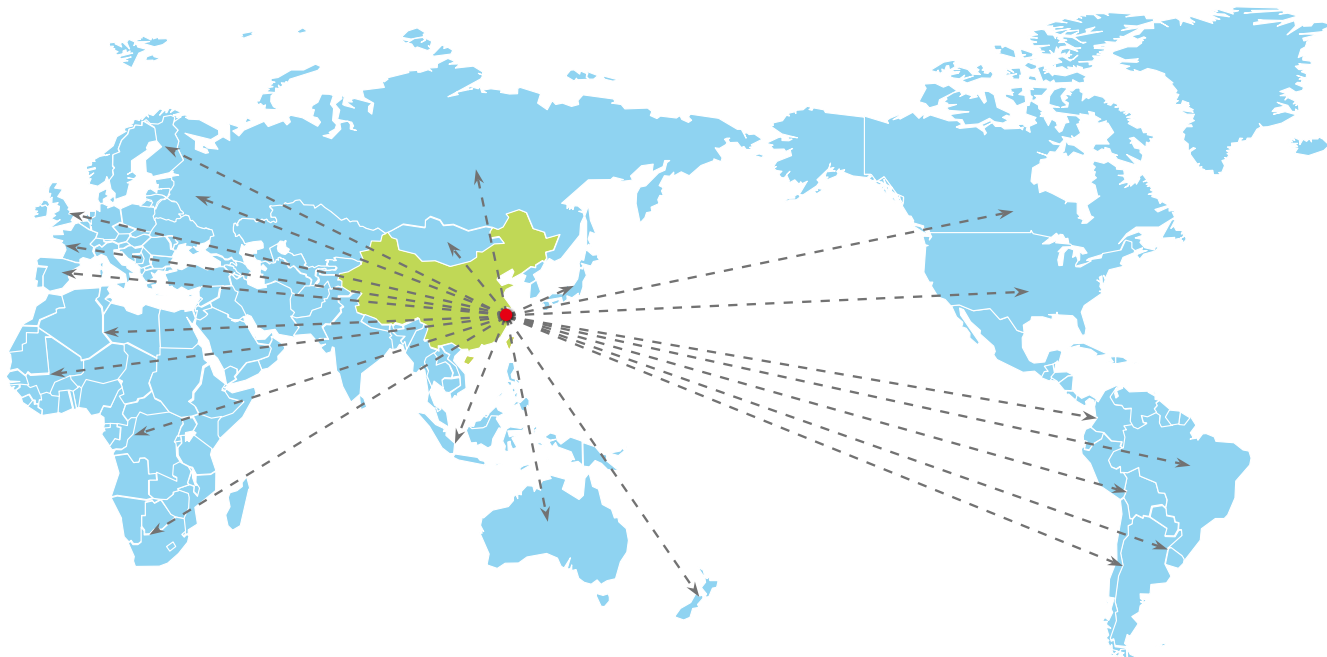
## 自由贸易试验区——打造中国经济升级版

浦东新区始终立足全国发展大局，不断增强服务全国和服务长三角的能力，通过坚定不移地推动创新驱动、转型发展，力争为打造中国经济升级版提供示范经验。

外高桥保税区是中国第一个、也是目前15个保税区中经济总量最大的保税区。日前，国务院总理李克强在外高桥调研时指出，鼓励上海积极探索，在现有综合保税区基础上，研究如何试点先行，在28平方公里内，建立一个自由贸易区试验区，进一步扩大开放，推动完善开放型经济体制机制。

“中国走到了这一步，就该选择一个新的开放试点。上海完全有条件、有基础实验这件事，要用开放促进改革。”

—— 李克强



资料来源：  
上海市浦东新区外商投资企业协会提供资料

# 1.2 经济发展

## 经济规模持续稳定增长

2012年，浦东新区全年GDP5929.91亿元人民币，比2008全年GDP3150亿元人民币增长了约88%。第三产业增加值占地区生产总值的比重提高到60%左右，以服务经济为主的产业结构正在形成。

## 浦东新区对外贸易增长迅速

2012年，浦东新区进出口贸易总额达2398.93亿美元，比2011年增长6.1%，总量占全市一半以上。

2012年，浦东新区出口总额达939.83亿美元，其中高新技术产品出口总额为384.88亿美元，占2012年出口总额的41%。

## 消费市场庞大，引领上海内需

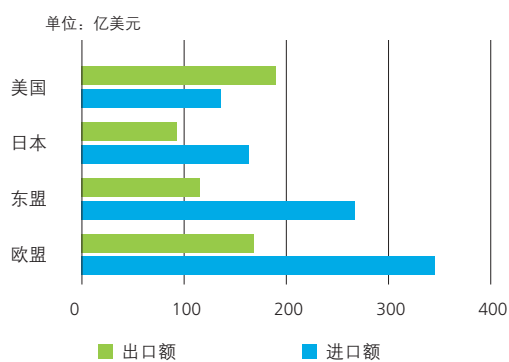
2012年，浦东新区全年社会消费品零售总额达到1349.73亿元人民币，占上海全市总额的18.3%，比2011年同期增长12.1%，极大程度地带动了上海消费品零售市场的发展。

同时，浦东新区落实扩内需各项措施，推动新型贸易、旅游会展等行业的发展。2012年，电子商务商品交易额、旅游业营业收入、会展面积预计同比分别增长13%、20%和27%。

### 浦东新区主要年份国内生产总值(GDP)



### 2012年浦东新区主要进出口国家和地区



### 2012年浦东新区社会消费品零售总额分类

行业类型	零售额 (亿元人民币)	较2011年增长
批发和零售业	1182.95	12.5%
住宿和餐饮业	166.78	9.4%

资料来源：  
上海市浦东新区外商投资企业协会提供资料



# 1.3 外商投资

## 外商投资额不断增加

2012年，浦东新区实际利用外资总额达48.3亿美元，占上海市全市的比重达到31.8%。

从2008年到2012年，浦东新区外商投资规模持续增长，到2012年末实际到位的外商投资资金累计达到606.66亿美元。

## 全球投资者青睐的热土

浦东新区呈现的发展速度和发展模式吸引了全球投资者的注目和青睐。

2012年，浦东新区共引进外资直接投资项目976个，直接投资合同金额达到72.86亿美元。其中第三产业直接投资合同金额达到90%，在现代服务业领域显示出强劲的发展潜力。

## 跨国企业地区总部集聚浦东

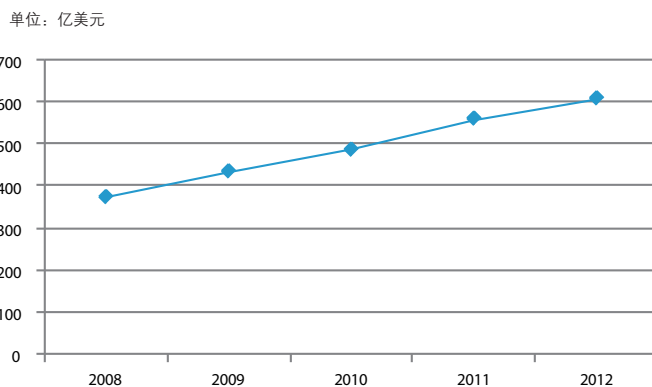
随着跨国企业在中国延伸产业链、加大投资规模，越来越多的企业选择将亚太总部、大中华区总部、研发中心设立在浦东新区。

2002年，浦东新区率先推出跨国公司地区总部政策试点。目前，浦东新区已成为中国大陆地区吸引跨国公司地区总部最多的地区之一。截至2012年末，在浦东新区设立地区总部共193家，其中：

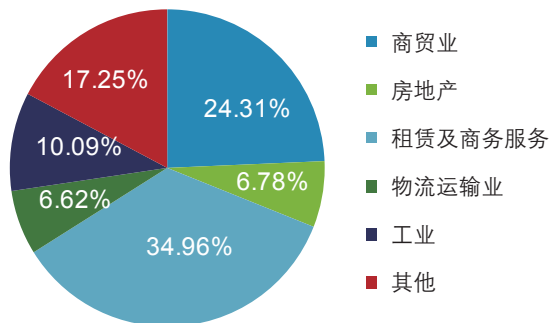
**114** 家跨国企业设立了管理性地区总部

**79** 家跨国企业设立了投资性地区总部

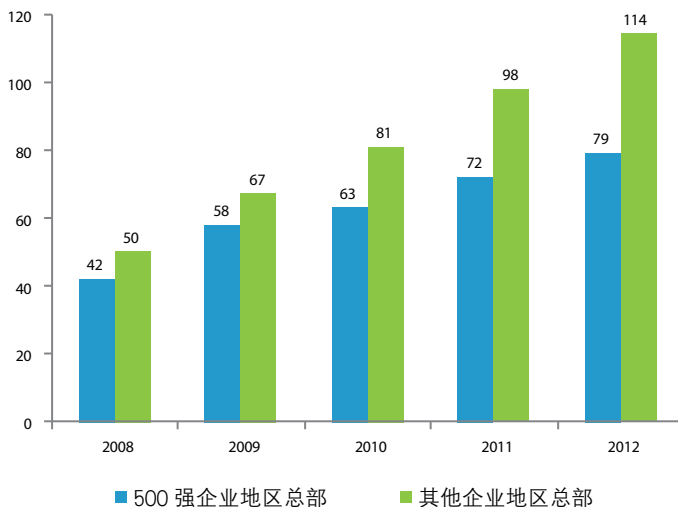
### 2008—2012浦东新区外商投资实际到位金额



### 2012年外商直接投资合同金额分布



### 浦东新区跨国企业地区总部企业数



资料来源：  
上海市浦东新区外商投资企业协会提供资料

# 1.4 创新驱动

## 临港“双特”政策<sup>①</sup>

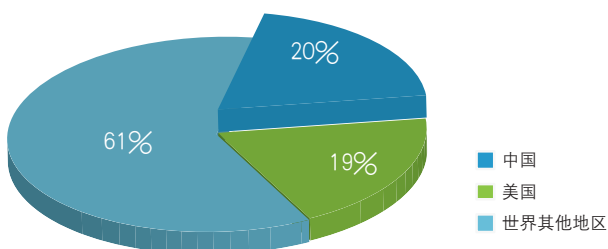
临港地区位于上海东南角，北临浦东国际航空港，南接洋山国际枢纽港。规划面积315平方公里，由装备产业区、物流园区、主产业区、综合区、临港奉贤园区、南汇新城等六大功能板块组成。

2012年9月，上海市正式出台《关于在临港地区建立特别机制和实行特殊政策的意见》。明确了8项机制和24条政策，使临港的开发政策更优、效率更高、发展更快。未来3年投入1000亿元人民币，吸引40万人居住。

放宽落户	工作和居住都在临港地区，居住证可专项加分，缩短转户籍年限
弹性用地	土地使用权出让年限可以设定为10年、20年、30年、40年、50年
扶持资金	三年内给予最高1000万元人民币的租金和最高200万元人民币的物业费扶持

到2020年，临港地区将基本建成高端制造要素高度集聚、先进制造业与现代服务业高效联动的“智造城”，成为宜业宜居、产城融合的现代化滨海新城，中国战略性新兴产业和先进海洋经济发展的示范基地以及资源节约型、环境友好型的国家新型工业化示范基地。

中国制造业产值占全球比例（2010年）



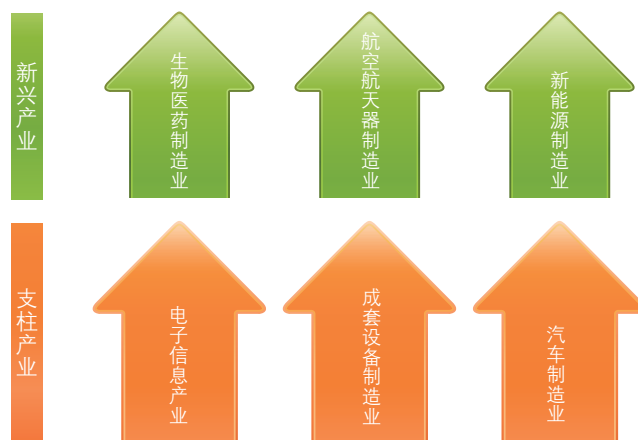
资料来源：

- ① 《关于在临港地区建立特别机制和实行特殊政策的意见》
- ② 上海市浦东新区外商投资企业协会提供资料

## 科技创新，三大三新<sup>②</sup>

2012年，浦东新区经认定的高新技术企业累计超过1000家，研发机构超过500家。在原有的三大支柱产业的基础上，浦东新区的科技创新能力不断提升，大力发展三个新兴产业。目前已从制造业聚集地向高端产业集聚地演变，逐步形成了高新技术产业带、产业群、产业链及产业聚集基地。

浦东新区三大三新产业



## 德勤观察

全球制造业的中心在向新兴市场，尤其是亚洲转移。中印韩三国迅速崛起，亚洲是竞争力最强的区域。

2010年中国制造业产值占全球的20%，已成为全球制造业产出最高的国家。

——摘自德勤行业研究2011年报告

《中国制造业走向何方？》

# 1.4 创新驱动 (续)

## 浦东国际人才城

浦东新区一直致力于吸引和保留优秀人才。

2012年9月，浦东国际人才城开始运营。与传统的人才工作理念不同，浦东新区的国际人才城加速供需对接和服务集聚，在人才工作机制上寻求创新，以人才服务人才。

人才展示中心集中展示了“千人计划”等人才在引领转型发展中的创新创业成果，宣传和推广了国际人才创新试验区的重要实践成果。

服务窗口集聚了各相关职能部门的人才服务机构，通过设立服务终端、咨询窗口等方式，在政策发布、信息咨询、行政办公、创业培训、人才交流等方面开展全方位、多层次、高质量的对接服务，打造人才服务的最优平台和信息中心。

## 政府创新政策

2012年，为推动浦东不断深化改革、扩大开放，上海市工商局、浦东新区政府出台进一步推进浦东创新驱动、转型发展的16条政策措施，主要包括：

- 推进新设企业并联审批和告知承诺；
- 鼓励外商以境外人民币出资设立外商投资企业；
- 鼓励和支持外资进入医疗、教育等社会福利领域；
- 服务陆家嘴金融城建设，大力发展各类金融机构；
- 服务“三区三港”联动发展，推动国际航运发展综合试验区先行先试；
- 推动建立有利于张江国家自主创新示范区企业自主创新和科技成果转化的激励分配机制。



资料来源：  
上海市浦东新区外商投资企业协会提供资料

# 1.5 投资环境调研汇总

基于问卷调研和访谈的结果，我们总结了投资者眼中上海市浦东新区最吸引投资者的商业投资环境要素。

## 1、高效的服务型政府

高效的政府运作，合理的政策导向，优惠的扶持政策，以及多样的且行之有效的政策创新与体制改革，建立了一个健康高效的“生态环境”。

## 2、日趋成熟的商业合作环境

浦东新区聚集了证券、期货、外汇、石油、钻石等国家级的交易所，以及大量国内外的高能级金融机构、国际化的法律、会计、咨询等服务机构云集，可提供多样化金融服务和产品、产业集聚规模效应显著，使浦东新区拥有了开放性的国际商业合作环境

## 3、日益壮大的人力资源库

数以百万计的多元化背景的高端人才和各类专业人才（例如：金融人才和科技人才等）汇聚浦东新区，在这里实现他们的梦想，也为众多企业提供了充足的人才选择空间。同时，浦东新区集聚的众多国内外知名企业以及政府出台的人才引进政策，更为人才提供了一个广阔的发展空间和无尽的成就梦想的可能。

根据本次调研结果，相比2010年，人力资源成为政府创新服务、商业合作环境以外，投资者认为最重要的考量之一。

## 4、优质的人居环境

浦东新区拥有完善的教育及医疗服务。多家国际学校与众多的市级高等学校及中小学，为举家迁来浦东新区的海内外人士解决了子女教育的后顾之忧。12家涉外医院和多家专业医院为新区居民提供高质量、高品质、多语种、24小时的服务。浦东新区安全的城市治安，大面积的绿化与生态环境，以及世界级的文化设施和每年多次的世界级展演，满足了人民日益增长的“绿色低碳”生活以及精神文明的需求。

## 5、完善的基础设施

浦东新区拥有完善的物流设施和发达的运输网络。

上海浦东国际机场是中国的三大国际空港之一。洋山深水港及外高桥港每天吞吐千万吨的货物。日趋完善的高铁、动车网络更加紧密地联结上海与其他长三角城市，实现了沪宁杭“1小时经济圈”的布局，推动上海与其他长三角城市之间人才、产业等各方面的优势互补、信息互通、资源共享，提升了长三角的综合竞争力。

同时，浦东新区拥有众多的甲级写字楼、星级酒店以及先进的会展设施，发达的城市轨道交通网已经遍布整个上海城区。数座越江大桥连接了浦江两岸。完善的基础设施和优质的公共服务系统为投资者提供了便捷高效的投資环境。

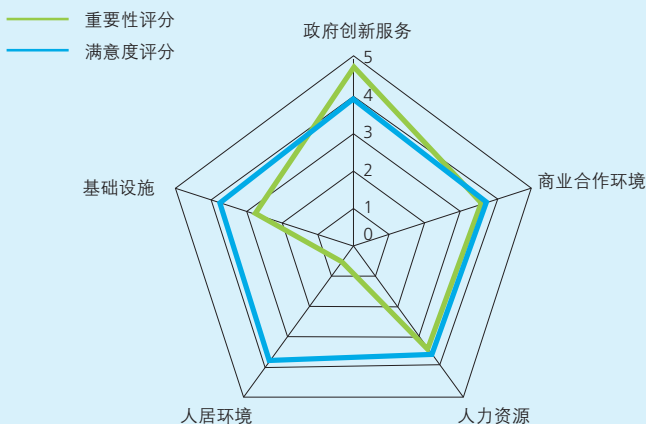
### 投资环境满意度及重要性调研汇总

浦东新区投资环境的5个维度中，哪3个因素是您最满意的？

- 政府创新服务
- 人居环境
- 基础设施

浦东新区投资环境的5个维度中，您认为哪3个因素对外商投资浦东最为重要？

- 政府创新服务
- 商业合作环境
- 人力资源



## 2. 政府创新服务篇



### 引言

浦东新区作为上海“四个中心”建设的核心区，其优惠的政府政策及高效的政府服务有利于浦东新区更好的发展，强化其在中国以及亚太地区的枢纽地位，增强了其综合竞争力。总部经济的逐渐成熟，极大提升了浦东新区的经济能级和国际形象。

浦东新区政府大力推进建设企业社会责任体系，促进企业履行社会责任，走上可持续发展的康庄大道。

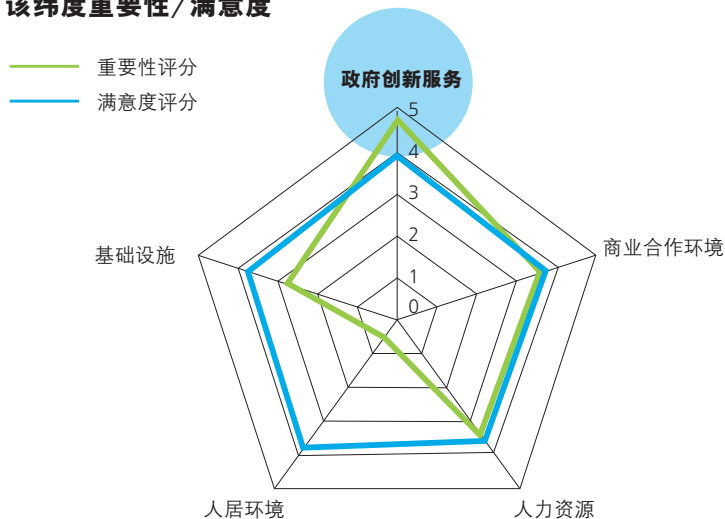
### 企业感言

浦东新区的各项创新扶持政策，公开、透明的行政环境与高效的服务平台给企业提供了便利，促进了企业的发展。上海通用实现年销量的快速增长，离不开浦东新区的政策支持与高效的政府服务。

——通用汽车（中国）投资有限公司

# 2.1 调研总结

## 该纬度重要性/满意度

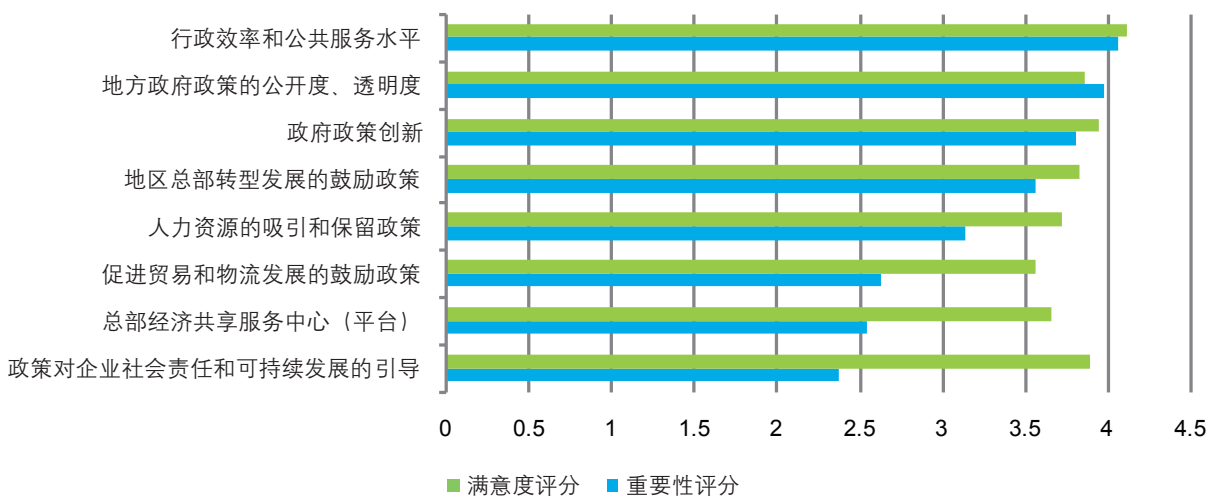


## 该纬度的调研问卷反馈情况

- 93.22%的企业认为该纬度对投资环境非常重要，关注度较2010年下降了6.78%。
- 96.61%的企业对浦东新区的政府创新服务感到满意，满意度较2010年上升了1.84%。
- 在该纬度中，企业感到最重要的是行政效率和公共服务水平。
- 在该纬度中，企业最满意的是行政效率和公共服务水平。

## 细分重要性/满意度

### 政府创新服务



## 2.2 政府行政效率

上海的改革已经进入深水区。要加快转变政府职能,推动政府职能向创造良好发展环境、提供优质公共服务、维护社会公平正义转变。要努力打造行政效率最高、透明度最高、收费最少的政府,更加公开、透明、法治的政府。

—— 韩正

上海浦东的社会类行政审批事项已从2001年审改前的724项减少到目前的242项。平均审批时限已从22个工作日压缩到4个工作日,成为中国内地行政审批事项最少、整体审批效率最高的区域之一。



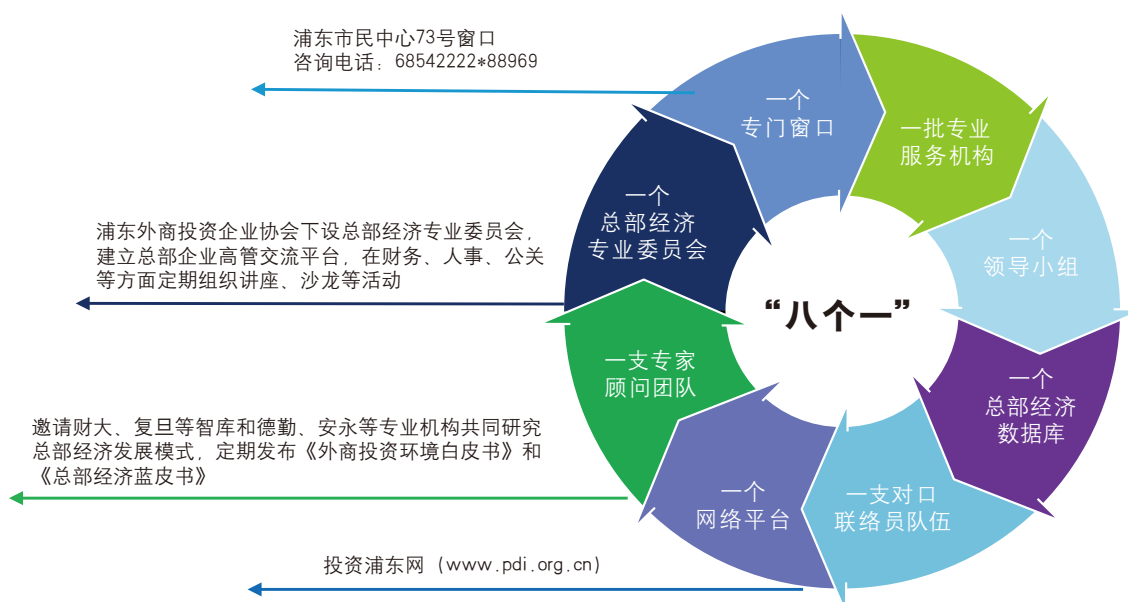
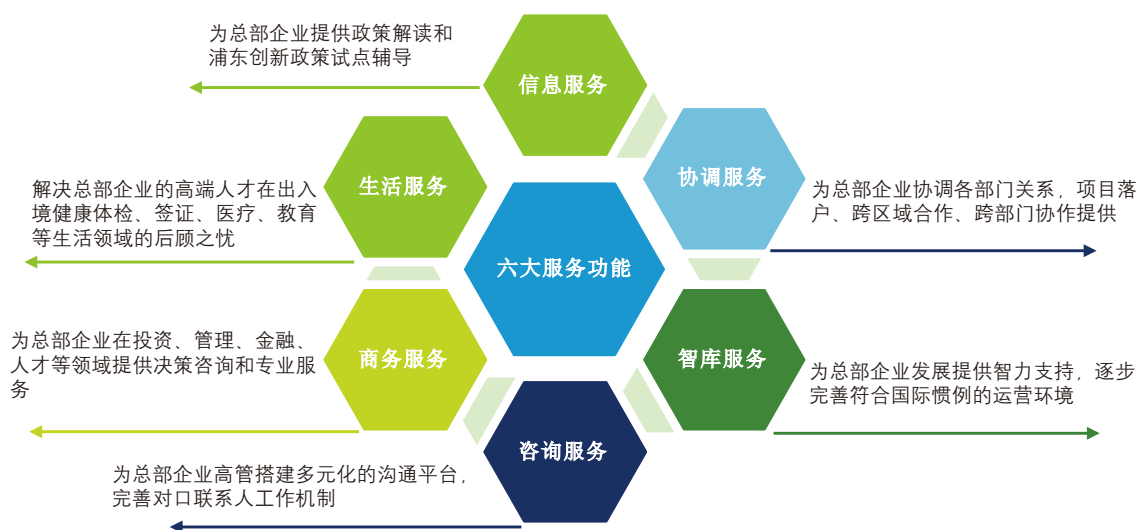
浦东政府抓好全国电子政务试点区建设,不断拓展政务公开的领域和内容,健全重大行政决策草案向社会公布制度,完善决策机制和程序,推进行政权力公开透明运行。

聚焦企业准入,扩大市场开放;聚焦投资领域,提升审批效率;聚焦制度建设,促进规范审批。

资料来源:  
上海市浦东新区外商投资企业协会提供资料

## 2.3 总部经济共享服务中心

2012年6月，浦东新区在全国率先成立了总部经济共享服务中心（平台），将政府资源和社会专业机构服务资源有机整合，为总部企业提供集成服务，有效地解决总部企业在运营过程中涉及的体制、机制等问题，营造更加优越的综合环境，并且专门制作了总部服务意见征询单，提供菜单式服务，使总部企业可根据需求选择个性化的服务。



资料来源：  
上海市浦东新区外商投资企业协会提供资料



## 2.3 总部经济共享服务中心（续）

### 创新措施

2011年6月，浦东新区政府会同海关、检验检疫、外汇、出入境管理等部门出台了《关于推动浦东新区跨国公司地区总部加快发展的若干意见》。

2012年6月，浦东新区政府又与上海海关、上海检验检疫局、浦东工商分局、浦东公安局出入境办公室等部门携手发布了14项促进总部经济发展的创新举措，进一步优化浦东地区总部企业的发展环境。

#### 海关

- 建立总部企业客户协调员制度；
- 集中报关；
- 集中办理预归类业务；
- 集中办理预审价业务。

#### 检验检疫

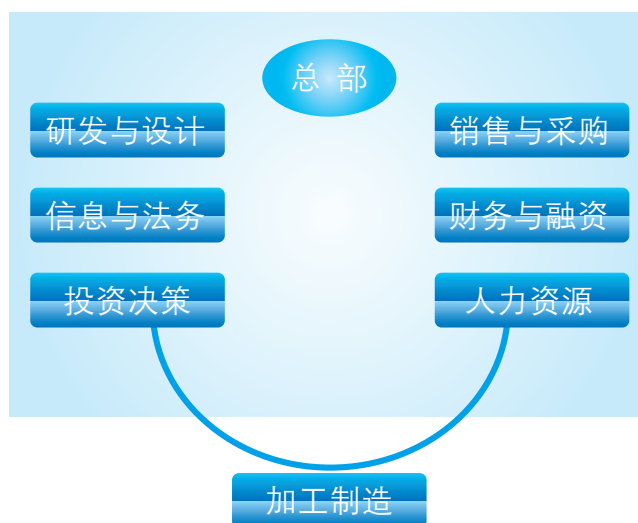
- 实施集中报检、集中施检，24小时不间断服务；
- 实行“事前备案、优化审批、强化监管”的检验检疫新模式及绿色通道制度；
- 试行总部地集中检验模式；
- 开展检验监管创新试点。

#### 工商管理

- 提供便捷高效的注册登记服务；
- 拓宽出资方式；
- 允许总部企业在名称中使用含有英文字母和阿拉伯数字的字号；
- 允许总部企业在名称中使用“销售、采购、结算、研发、品牌”等作为行业用名。

#### 公安、卫生保健中心

- 提供便利户籍申请的“绿色通道”；
- 为浦东新区的跨国公司地区总部外籍高管入境健康体检提供VIP绿色通道服务；
- 为总部企业在出入境、申请永久居留证方面提供便利等。



### 成功案例

#### “入境健康体检”绿色通道

在上海出入境检验检疫局的支持下，该局下属上海国际旅行卫生保健中心，专门为注册在浦东的跨国公司地区总部的外籍高管及家属提供VIP服务。

如按照以往一般流程，外籍高管入境健康体检预约需提前10—20天，完成体检流程至少花费半天时间。

普莱克斯公司一外籍高管家属通过总部共享服务中心成功预约仅提前1天时间，凭“浦东新区总部经济服务专函”，在上海国际旅行卫生保健中心30分钟之内就完成了所有的检查项目。

#### 集中受理 快速通关 降低成本

浦东海关聚焦便利总部企业、快速通关、降低通关成本。巴斯夫公司的总部及下属10家子公司，在浦东海关归口申报、集中受理后，享受专人专窗办理业务，效果显著。有效避免了原本分散在不同地点口岸报关导致的通过时间长、成本高等问题。

## 2.4 商业保理试点

在商务部和上海市政府的支持下，浦东新区于2012年12月出台了《上海市浦东新区设立商业保理企业试行办法》。

商业保理的应用是真正高效、直接、安全、优质、低风险的企业融资方案，保理业务的开展将极大的缓解和及时的解决浦东新区企业融资的压力。

### 企业融资新途径

浦东新区引进了第三方保理服务的运作模式——商业保理企业，使得保理服务不仅仅局限于银行，拥有一定的资质企业也可以操作。这是一种更为先进的创新融资方法，节省银行在保理业务的中前期审查、监控、后期的风险控制等方面的成本，解决了程序、人员、费用、金额等困扰，大大提高了融资效率。为进一步完善商业保理服务体系，浦东新区出台了设立商业保理企业的试行办法<sup>①</sup>，从以下三方面对商业保理企业进行了规范：

- 投资方资格
- 市场准入
- 体系监管



预计到2016年，浦东新区商业保理企业将达到100家，投资总额将达50亿到80亿人民币，商业保理融资规模将达400亿人民币。

### 商业保理政策列举<sup>①</sup>

资历要求	商业保理企业至少拥有一个投资者或关联实体具有经营业务或相关行业的经历；拥有相应的资金规模和资金实力
信誉要求	近期没有违规处罚记录
人员要求	拥有两名以上具有三年以上金融领域管理经验且无不良信用记录的高级管理人
注册资本	不低于5000万元人民币，全体股东首次出资额不得低于20%，其余两年内缴足
经营期限	一般不超过30年；不得混业经营
内部控制	需要具备完善的内部控制制度，如风险评估、业务操作流程、监控等必备制度
风险资产	一般不得超过净资产总额的10倍。风险资产按企业的总资产减去现金、银行存款、国债后的剩余资产总额确定
资金托管人	外资商业保理企业应委托境内已加入国际性保理企业组织的银行为资金托管人；内资商业保理企业应委托已加入国际性保理企业组织的开户银行为资金托管人
登记与公示	保理企业应在人民银行征信中心的应收账款质押登记公示系统办理应收账款转让登记，将应收账款权属状态予以公示

资料来源：

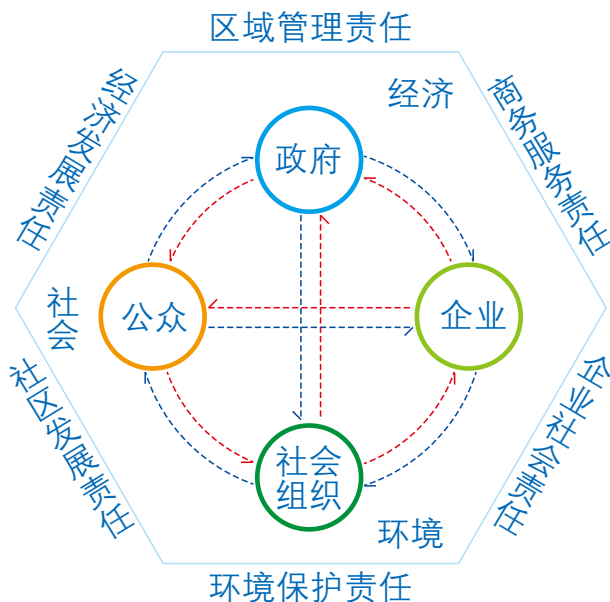
① 《上海市浦东新区设立商业保理企业试行办法》浦府综改 [2012] 2号

## 2.5 区域责任竞争力

### 创新措施

2007年，浦东新区以综合配套改革试点实施体制创新，按照多方参与、合作共赢的要求，在全国率先推进政府引导、行业自律、企业自愿、社会监督“四位一体”的企业社会责任体系建设。

2011年，浦东新区又在全国率先发布区域责任竞争力指数，出版了《责任竞争力：第四次浪潮——浦东新区企业社会责任建设的创新》。



### 区域责任竞争力

指区域内经济、环境、社会协调发展而形成的综合竞争能力。与以往单纯的经济竞争力相比，区域责任竞争力具有更广泛和可持续发展的内涵。

### 区域责任竞争力模型

区域内政府、企业、社会组织和公众四大行为主体，通过服务、参与、合作、引导、监督等方式，形成良性互动关系，履行经济发展责任、区域管理责任、商务服务责任、企业社会责任、环境保护责任和社区发展责任，创造区域的经济、环境、社会综合价值，提升区域责任竞争力。

### 区域责任竞争力指数

衡量和改进区域责任竞争力的评估体系，理论基础来源于社会责任、可持续发展理论和竞争力评价相关工具。区域责任竞争力指数指标体系包含三级指标，其中根据影响区域责任竞争力的因素，构建出经济发展责任、区域管理责任、商务服务责任、企业社会责任、环境保护和社区发展责任等6项第一级指标，19项二级指标，55项三级指标。

# 3. 商业合作环境篇



## 引言

据2012年新华—道琼斯国际金融中心发展指数显示，上海已上升为国际金融中心发展实力排名第六位，<sup>①</sup>并再次在“成长发展”指数排名第一。

随着上海金融机构影响力和集聚效应不断增强，浦东新区借助自身作为上海市金融中心的优势，发挥跨国公司总部集聚的特点，倾力打造高度国际化的商业合作环境。

## 企业感言

上海是中国金融环境最好的城市，浦东新区作为上海的金融中心，拥有丰富的金融资源，为岛屋在中国的发展提供了良好的金融环境。此外，浦东新区巨大的国内消费市场和高度融合的国际环境也为公司的战略规划与投资建设提供了契机。

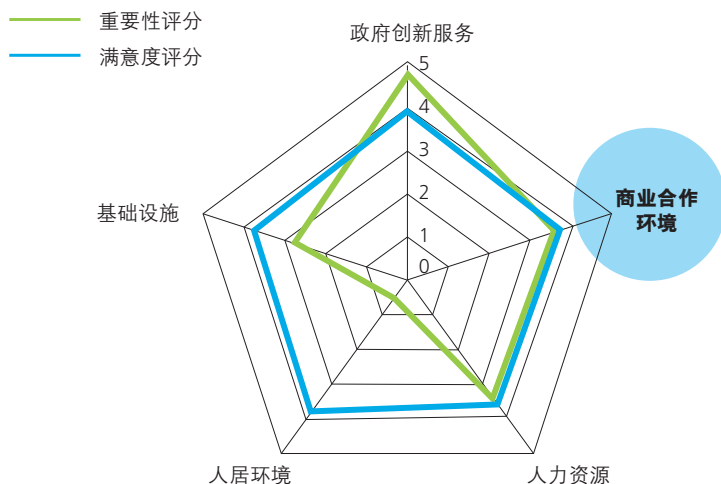
——岛屋通商国际贸易（上海）有限公司

资料来源：

① 上海市浦东新区外商投资企业协会提供资料

# 3.1 调研总结

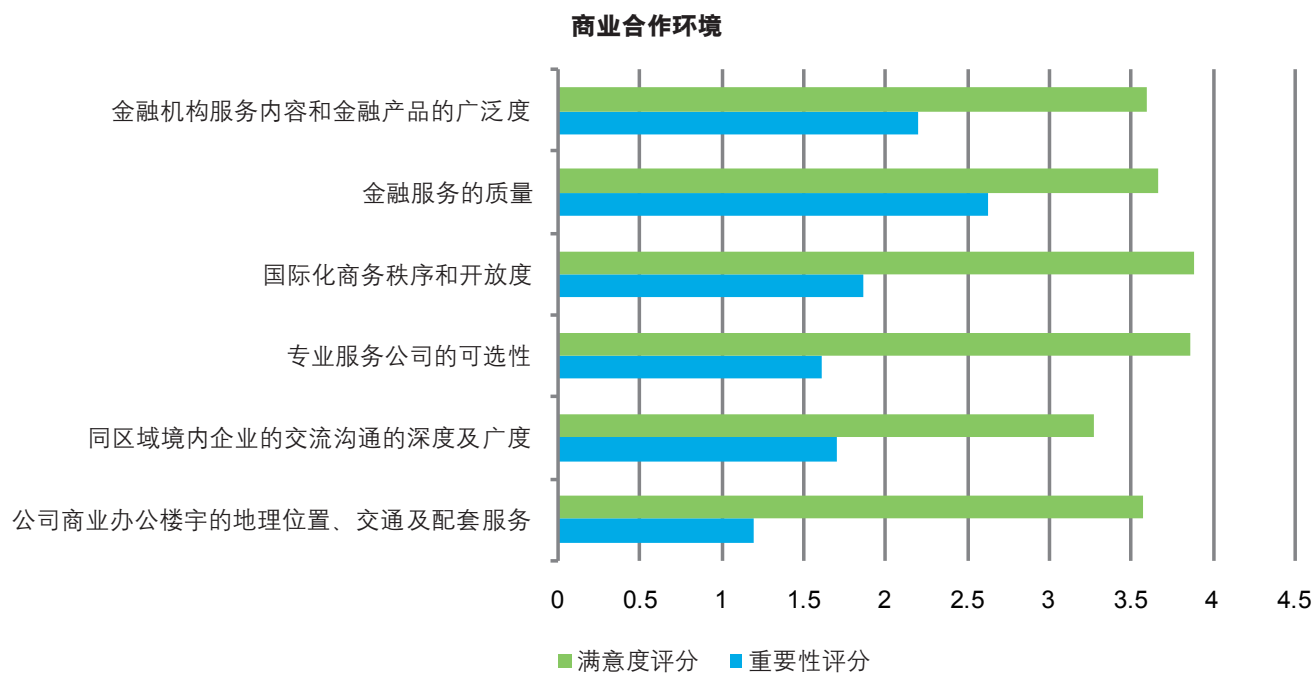
## 该纬度重要性/满意度



## 该纬度的调研问卷反馈情况

- 71.18%的企业认为该纬度对投资环境非常重要，关注度较2010年下降了1.70%。
- 89.83%的企业对浦东新区的商业合作环境感到满意，满意度较2010相比基本不变。
- 在该纬度中，企业感到最重要的是金融服务的质量。
- 在该纬度中，企业最满意的是国际化商务秩序和开放度。

## 细分重要性/满意度



## 3.2 金融机构总量

2012年3月，“2011年全球金融中心指数”（GFCI）<sup>①</sup>显示，上海排名为世界第八大、亚洲第四大金融中心，与同在亚太地区的香港、新加坡、东京齐名，在全球有着举足轻重的影响。随着上海成为目前国内金融市场体系最完善、规模最大、功能最强、金融创新最具活力的城市，浦东新区也在建设金融中心的过程中具有越来越重要的战略意义和影响力。

### 金融机构总量不断增加<sup>②</sup>

- 截至2012年，入驻浦东新区的金融机构为737家，比2011年增长45家。
- 其中，外资金金融机构319家，占上海市总量的四分之三左右。

### 外资银行聚焦浦东<sup>②</sup>

- 截至2012年，浦东新区的银行类机构达到230家，其中外资银行法人机构18家，占全国总数的一半以上；分行机构61家；外资银行代表处68家。
- 大多数国际知名外资银行都将地区总部设于浦东新区，其中包括：花旗银行，苏格兰皇家银行，汇丰银行，法国巴黎银行，渣打银行等。

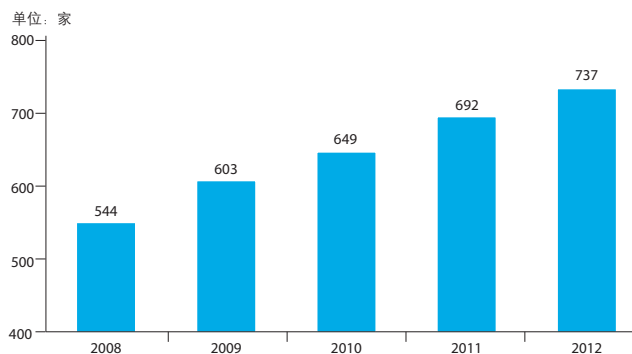
### 内资银行机构<sup>②</sup>

- 截至2012年末，浦东新区拥有中资银行34家，银行营运中心24家。
- 中国第五大银行交通银行的总部、中国银行卡联合组织的总部均坐落于浦东新区陆家嘴金融中心。

### 股权投资管理企业<sup>②</sup>

- 截至2011年末，浦东新区的股权投资管理企业达447家，管理资产达到775亿元人民币。全球排名前十的私募基金机构已有六家落户浦东新区，分别是凯雷集团、百仕通集团、TPG、安佰深、贝恩资本、摩根大通和CVC资本。

### 浦东金融机构总数不断增加



数据来源：上海市浦东新区2010年统计年鉴  
上海市浦东新区外商投资企业协会提供资料

### 证券机构<sup>②</sup>

- 截至2012年末，浦东新区的证券类机构达290家。其中，外资证券机构（包括代表处）55家。此外，中资证券机构80家，基金公司54家，期货公司85家。

### 保险公司<sup>②</sup>

- 截至2012年末，浦东新区的保险类机构达217家。其中，外资保险公司31家，外资保险代表处31家。其中包括：安盛保险、美亚保险、丰泰保险等享誉全球的保险公司。

资料来源：

① 2012年3月第十一期全球金融中心指数

② 上海市浦东新区外商投资企业协会提供资料

## 3.3 丰富的金融资源交易平台

目前，浦东新区集聚了证券、期货、外汇、货币、石油、钻石等国家级的现代金融市场，与浦西的黄金、联合产权等金融及配套市场相辉映，构成了比较完整的金融市场体系。同时，航运金融、私募基金、金融期货等新型金融市场与金融机构也处于不断探索过程中。

### 上海证券交易所<sup>①</sup>

- 位于浦东新区的上海证券交易所成立于1990年11月26日。在浦东新区过去22年的金融经济发展中做出了巨大推动作用。

6	总市值世界排名第6位 <sup>④</sup>
20.5	总市值20.5万亿人民币
931	931家上市公司

### 上海期货交易所<sup>②</sup>

- 目前在上海期货交易所上市交易的有黄金、铜、铝、锌、螺纹钢、线材、燃料油、天然橡胶等十种期货合约。
- 2011年上海期货交易所成交总额达人民币8690.7百亿元。
- 据美国期货业协会（FIA）统计，至2011年，上海期货交易所位列全球第14大衍生品交易所；其中，上海期货交易所的螺纹钢的成交量的全球排名第一，而天然橡胶的成交量排名第三。

### 中国外汇交易中心<sup>③</sup>

- 中国外汇交易中心于1994年4月18日成立，主要职能为提供全国银行间外汇、人民币同业拆借、债券以及汇率和利率衍生品交易系统并组织交易，并提供银行间市场清算、信息和监管等服务。
- 国家发展和改革委员会计划在2015年之前在上海建成人民币清算中心，确立上海市的全球性人民币产品创新、交易、定价和清算中心地位。

### 其他重点交易所<sup>④</sup>

- 上海钻石交易所
- 上海石油交易所
- 中国金融期货交易中心
- 上海股权托管交易中心
- 全国性信托登记平台



资料来源：

① 上海证券交易所官方网站2011年市场统计数据

② 美国期货业协会（FIA）官方网站

③ 《“十二五”时期上海国际金融中心建设规划》

④ 世界交易所联合会(WFE)官方网站

## 3.4 国际市场融合度

### 2010年上海世博会<sup>①</sup>

2010年5月到10月，上海成功举办了第41届世界博览会。

5.28	世博园区面积为5.28平方公里
246	参加举办的国家和组织达246个
22900	举办活动达22900余场
7308	接待参观人数达7308万人



### 2011年上海软件外包国际峰会浦东专场<sup>②</sup>

- 2011年上海软件外包国际峰会浦东专场成功举办，为未来三年浦东新区软件外包及其他高端服务业外包产业格局进行了探讨。
- 围绕“智慧城市，软件外包新机遇”的主题，峰会组织安排大中型企业和专业从事境外软件外包服务商进行交流。
- 现代重工、霍尼韦尔、微软、惠普等知名跨国公司参加了此次峰会。

### 世界最大生物产业会议BIO China在上海浦东举办<sup>③</sup>

- 2011年10月12日，BIO在上海浦东举办世界最大的生物产业国际会议BIO China，这是BIO在中国举办的首次峰会。
- 北美、欧亚等地区的生物技术及医药企业探讨中国及全球生物医药产业的未来发展。
- 成功举办了“中国生物医药创新始发站”的张江专场分论坛。



资料来源：

① 上海世博会官网

② 上海市浦东新区外商投资企业协会提供资料

③ BIO官网。Biotechnology Industry Organization(BIO)是一家非营利性组织，在全球生物技术业内享有盛名，拥有15年在世界各地成功的办会经验，其中包括世界上规模最大的BIO国际年会。



# 3.5.1 生产力布局“4+3+1”地区 重点产业再提升

“十二五”期间，浦东新区在优化第二产业转型升级的同时，强化并加快发展第三产业，形成和优化以服务经济为主的产业结构。浦东新区通过对“4+3+1”重点区域再聚焦、再提升，带动上海各个产业的转型和升级。

## 陆家嘴金融贸易区

- 规划面积31.78平方公里
- 上海国际金融中心建设的主要载体，可以提供约350万平方米的高端商务楼宇
- 从传统金融业向资产管理、金融信息与服务、投资银行私募股权等新型业态拓展和提升

## 金桥经济技术开发区

- 规划面积67.79平方公里
- 金桥与南汇工业园区、空港工业园区集聚整合
- 每平方公里净工业用地产值为130亿元人民币
- 吸引众多跨国公司的地区总部和研发中心入驻
- 向生产性服务业和先进制造业转型升级

## 张江高科技园区

- 规划面积77.45平方公里
- 张江与康桥、国际医学园区等整合在一起，将成为浦东新区一个新的重要增长极
- 跨国公司的地区总部和研发中心集聚，综合集成效应显著

## 上海综合保税区

- 规划面积28平方公里
- 全国15个保税区中经济总量最大的保税区
- 上海国际航运中心和国际贸易中心建设的主要载体之一
- 世界500强企业云集

## 三林世博地区

- 世博园区浦东新区部分规划面积3.93平方公里
- 重点打造体育传媒文化聚集区、非金融类跨国公司总部等

## 临港地区

- 规划面积315平方公里，包括重装备产业区、物流园区和主产业区等
- 力争未来五年投入1800亿元人民币，实现跨越式发展，建成集“研发创意、绿色生态、宜居生活”于一体的“智荟”新城

## 国际旅游度假区

- 规划面积20平方公里，以迪士尼主题乐园项目为核心，打造世界级旅游胜地，带动整个浦东中部城市化的进程

## 祝桥地区航空新城

- 集聚了航空港、保税区、大飞机以及与之相配套的产业，是上海国际航运中心建设的前沿地

根据国家统计局2003年发布的《三次产业划分规定》，三次产业划分范围如下：

- 第一产业是指农、林、牧、渔业。
- 第二产业是指采矿业，制造业，电力、燃气及水的生产和供应业、建筑业。
- 第三产业是指除第一、二产业以外的其他行业，以服务业为主。

“4+3+1”：

- 4个先发效应区分别是陆家嘴金融贸易区、金桥出口加工开发区、张江高新科技园区和外高桥保税区；
- 3个后发效应区分别是世博地区、国际旅游度假区和临港地区；
- 1指祝桥地区航空新城。

资料来源：  
浦东政府官方网站

## 3.5.2 产业集群——金融中心核心功能区

在过去的“十一五”期间，浦东新区的金融业保持持续健康快速发展，金融市场深度和广度不断拓展。金融机构集聚的能级和水平显著提升。“十二五”伊始，浦东新区的金融业继续健康快速的发展，截至2012年末，浦东新区金融业实现增加值1069.11亿元人民币，占全市金融业增加值的43.63%。<sup>①</sup>

### 成功板块案例

#### 陆家嘴金融贸易区板块<sup>②</sup>

陆家嘴金融贸易区是1990年浦东新区开发开放后，在上海浦东新区设立的中国唯一以“金融贸易”命名的国家级开发区。

截至2012年末，陆家嘴金融贸易区内已集聚了662家中外金融机构，81家跨国公司地区总部，5000多家法律、会计、财务、咨询、信息等现代中介服务机构，服务上海市、长三角及长江流域的中外企业，并辐射全国、面向世界，提供优质服务。

随着越来越多的世界知名企业进驻陆家嘴金融贸易区，该金融区在浦东新区以及整个上海的重要性得到进一步的提升。在陆家嘴金融贸易区先发效应的带动影响下，浦东新区大力发掘融资租赁，股权投资，电子商务，软件信息和旅游会展等具有高成长性和高附加价值的产业。

#### 陆家嘴金融区的国际知名度

2006-2012年间，已有三届陆家嘴论坛，五届陆家嘴金融文化节的成功举办，国内外金融合作交流广泛展开，陆家嘴金融城得以蜚声国际。

### 德勤观察

随着全球金融市场的快速发展，市场竞争日趋激烈，金融创新引起的产品多样化加大了风险管理和控制的难度。金融危机后，国际金融监管当局开始对金融体制进行深度改革。中国金融机构积极参与了新一轮的国际金融准则的修订，完善中国金融业监管标准，并陆续出台了相关指导意见及管理办法，强化银行业监管。

——摘自德勤《2012中国银行业十大趋势与展望》



### 陆家嘴的金融发展环境

为确保陆家嘴金融中心的环境健康发展，金融体制不断健全，竞争力持续增强，浦东新区政府率先在陆家嘴成立了金融仲裁院、金融法庭、金融和知识产权公诉处等专门的政府服务机构。

### 浦东新区金融政策开放

为增强陆家嘴金融中心对跨境配置货物资源功能，拓展浦东新区跨国公司总部机构的功能，以及为人民币跨境贸易业务提供便利，浦东新区政府加大了对金融政策的开放：

- 人民币跨境贸易结算试点
- 国际贸易结算中心试点
- 期货保税交割试点

资料来源：

① 上海市浦东新区外商投资企业协会提供资料

② 陆家嘴金融贸易区开发股份有限公司官网

# 3.5.3 产业集群——国际航运中心核心功能区

在过去的“十一五”期间，上海航运发展迅速，港口吞吐量大幅增长。上海港集装箱吞吐量在2010年首次跃居全球第一，其中浦东新区的集装箱吞吐量占整个上海港的86.4%。在此之后，浦东新区的国际航运一直保持着良好的发展趋势。

## 航运产业的提升与转型

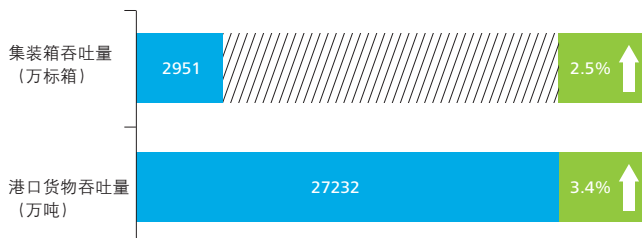
“十二五”期间，国务院明确了通过强化航运功能和航运产业，以及相关的配套基础设施和扶持政策，倾力将浦东新区打造成为具有全球航运资源配置能力的国际航运中心。

## 四大航运集聚区初具雏形

浦东新区航运资源和产业要素相对集中，其港口航运规模占上海整体航运规模的80%以上。

目前，浦东新区已基本形成洋山临港、陆家嘴、外高桥和临空地区四大航运服务集聚区的发展格局。

2012年浦东新区航运统计部分数据



资料来源：  
《浦东新区人民政府关于印发浦东新区加快推进航运中心核心功能区建设“十二五”规划通知》

# 3.5.3 产业集群——国际航运中心核心功能区(续)

## 陆家嘴--航运金融核心和高端航运服务集聚区

在现有航运服务行业的基础上，陆家嘴将发挥其航运金融和航运市场功能，着重以金融和保险服务机构为基础，积极拓展服务产业链，不断优化航运服务能级，转型升级为国际航运金融核心和高端航运服务集聚区。

### 重点发展航运服务功能

海运法律服务

海运信息资讯

船舶融资租赁

海上保险

海运资金结算

海运衍生产品交易与结算

## 洋山临港

洋山保税港区	国际航运综合试验和新区 • 区位优势 • 综合保税物流
临港地区	航运服务产城融合示范区 • 航运配套区 • 航运文化区 • 航运管理区

## 外高桥

作为浦东新区国际贸易示范集聚区，外高桥保税区在航运产业就有得天独厚的优势。

- 国际贸易、现代物流、先进制造业
- 展示交易、教育培训研发创新
- 离岸贸易、离岸金融、期货保税交割

## 临空地区

浦东机场综合保税区

临空产业园区

升级现代物流产业

发展国内航空物流

发展航运金融服务业

提升临空综合经济

引进国际著名物流企业



资料来源：

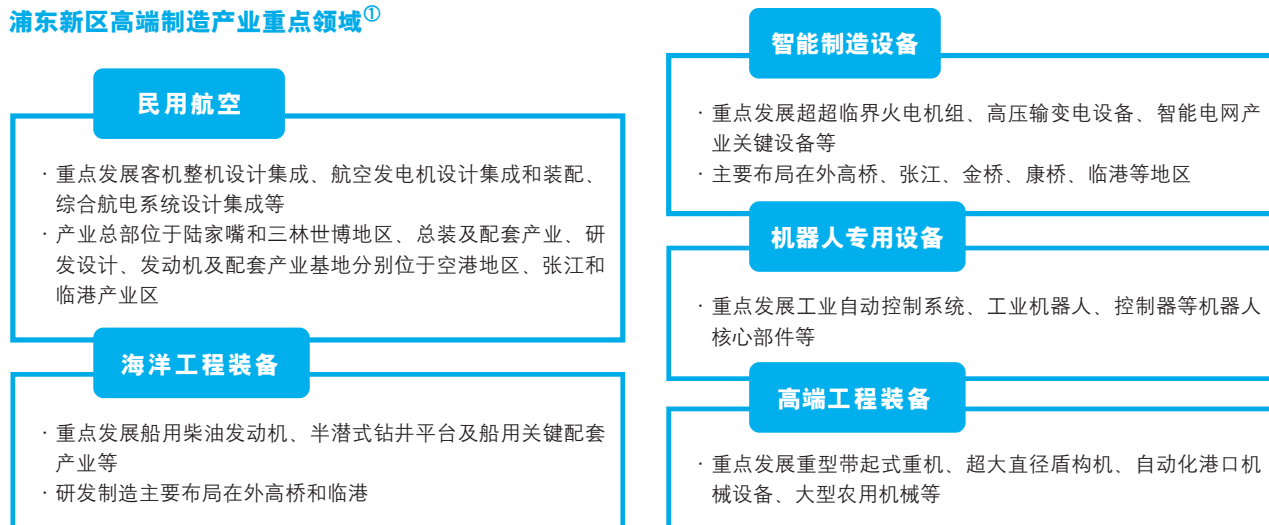
《浦东新区人民政府关于印发浦东新区加快推进航运中心核心功能区建设“十二五”规划通知》

## 3.5.4 产业集群——高端制造业

作为战略性新兴产业之一，2011年浦东新区高端制造业实现产值近千亿元人民币，占上海市的37.7%。

由外高桥、金桥、张江等国家级开发区组成的装备制造产业带，使高端制造业具有规模和技术上的优势以及良好的发展潜力，目前，浦东新区已吸引了一批全国乃至全球领先的装备制造企业和专业技术人才。

### 浦东新区高端制造产业重点领域<sup>①</sup>



### 浦东新区高端制造业基地表<sup>②</sup>

名称	所在区域	发展重点
张江集成电路产业集聚区	张江	集成电路、信息技术、软件等相关产业
张江光电子产业集聚区	张江	LED、新型显示和激光产业、智能传播、能源装备和下一代信息网络产业
数字电视产业基地	三林	数字电视和数字新媒体产业
上海市物联网产业基地	张江南区	物联网关键技术研发和产品生产、后台运营支撑服务和产品展示和示范应用
中国软件名城示范区	浦东新区	“名企、名人、名牌、名园”建设，加快推动软件产业跨越发展
云计算应用示范区	浦东新区	金融、物流、城市管理和中小企业服务和云计算产业
上海浦东软件园	包括郭守敬园、祖冲之园、三林世博分园和昆山浦东软件园	芯片设计、移动互联网、电子商务、行业应用、文化创意、软件外包等
上海陆家嘴软件园	陆家嘴	金融信息服务、软件外包、网络游戏等产业
张江国家信息安全东部基地	张江	以信息安全为核心、以TIMES产业链为纽带的ICT产业

资料来源：

① 《浦东新区战略性新兴产业重点领域研究》

② 《浦东新区人民政府关于印发浦东新区加快培育和发展战略性新兴产业指导意见的通知》

## 4. 人力资源篇



### 引言

当今的知识经济时代，科学技术是第一生产力，人力资源是第一资源。人力资源在经济建设中的作用日益重要，人才战略和人才资源开发已经成为当今世界许多国家和地区的普遍理念。

人力资源的供应量及可选择性、国际化程度及职业素质对促进企业发展、推动产业升级有十分重要的作用。

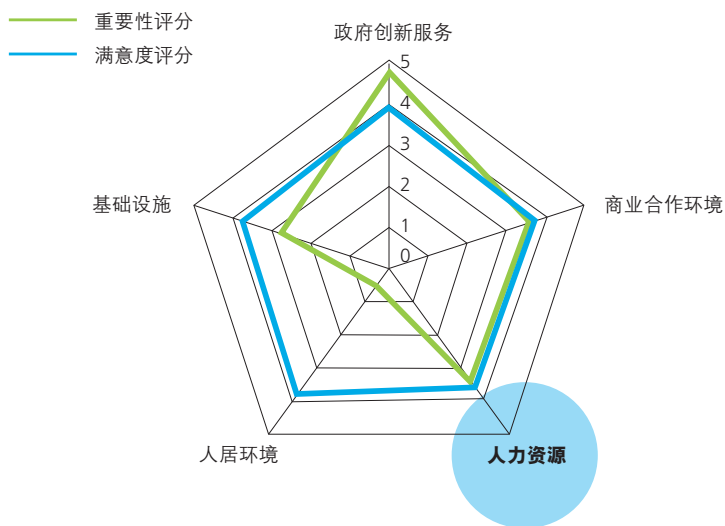
### 企业感言

人力资源对通用电气的成功至关重要。浦东新区以其各项优势聚集了国内外各种优秀人才，尤其是科研高端人才，为我们通用电气研发中心的建设打下了坚实的人才基础，也为我们企业在中国的长远发展创造了良好的条件。

——通用电气（中国）研究开发有限公司

# 4.1 调研总结

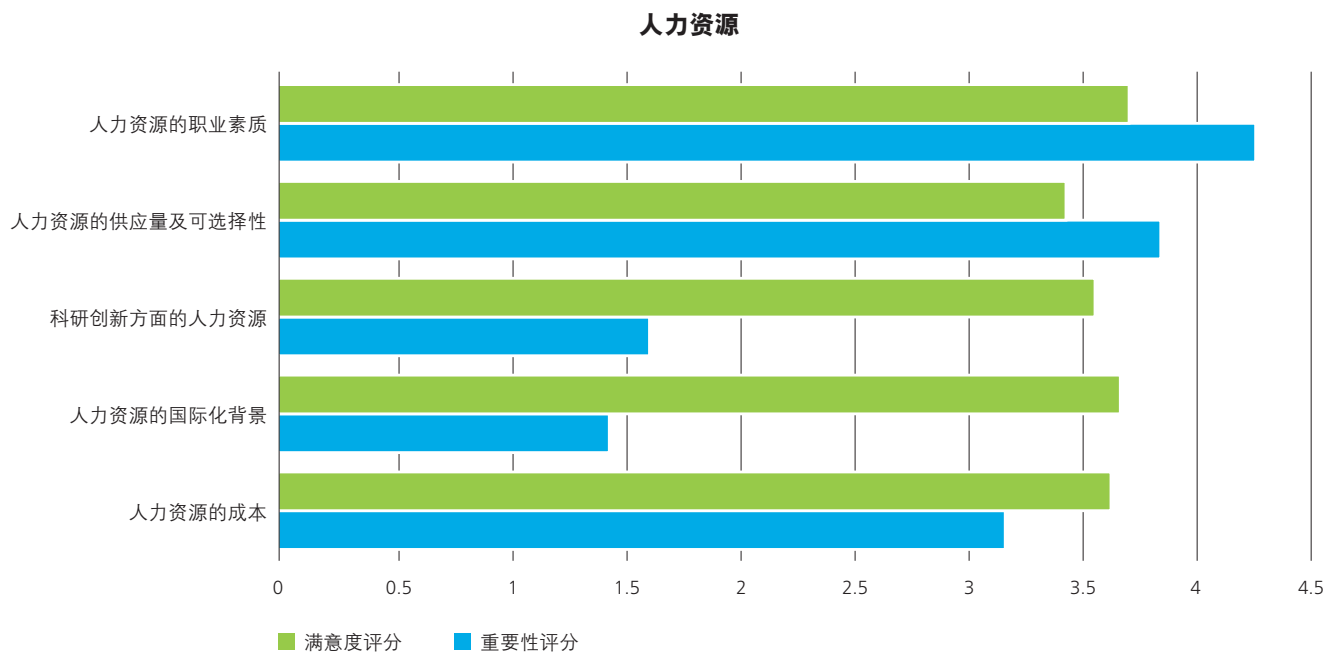
## 该纬度重要性/满意度



## 该纬度的调研问卷反馈情况

- 66.10%的企业认为该纬度对投资环境非常重要，关注度较2010年上升了139.49%。
- 86.44%的企业对浦东新区的人力资源现状感到满意，满意度较2010年相比基本不变。
- 在该纬度中，企业感到最重要的是人力资源的职业素质。
- 在该纬度中，企业最满意的是人力资源的职业素质。

## 细分重要性/满意度



## 4.2 国际化和高端化的人力资源

浦东新区已经成为上海乃至全国的国际人才、高端人才的聚集地。拥有近百万的从业人才，占全上海的三成以上。仅外商投资企业就集聚了2.9万来自全球的人才、近7万名研发人员。

### 高端人才<sup>①</sup>

浦东新区坚持将“国际化、高端化”作为人才工作的定位；坚持“引才聚产”与“以产聚财”并举，吸引了大量来自世界各地，拥有不同文化背景的高素质人才，以及丰富的人才储备。

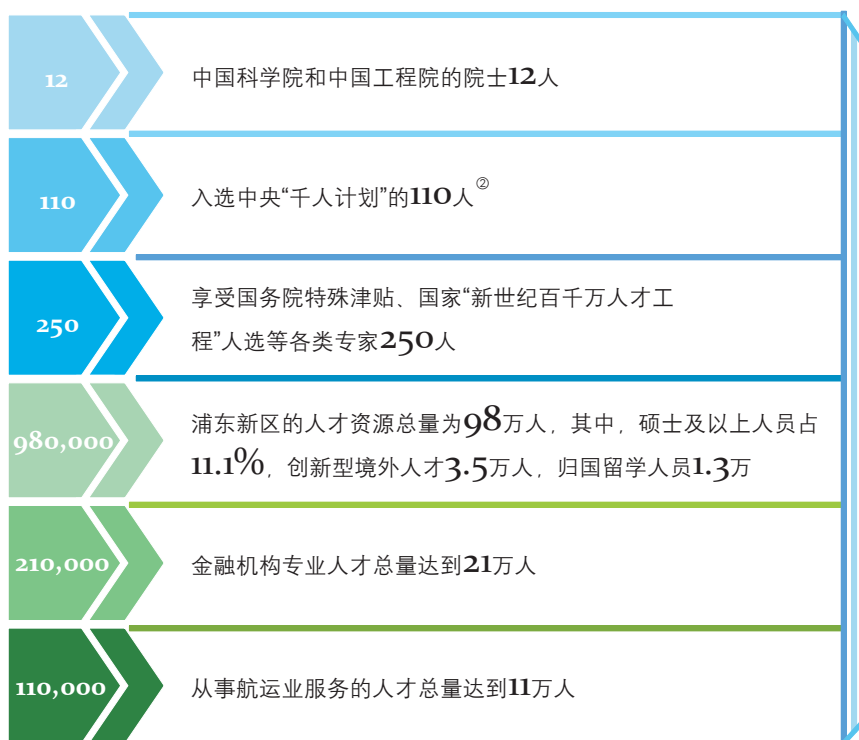
### 浦东国际人才城

浦东国际人才城位于“国家海外高层次人才创新创业基地”——张江高科技园区，项目占地面积2.4万平方米，建筑面积4.1万平方米，2012年9月开城运营。

与传统的人才工作理念不同，浦东国际人才城加速供需对接和服务集聚，以人才服务人才，打造人才服务的最优平台和信息中心，是国际人才服务的一门式窗口。

“十二五”期间，浦东新区将更加注重强调“引资”与“引智”相结合，大力引进优秀人才、技术、管理经验和国际先进业态。

——浦东新区利用外资“十二五”规划



资料来源：

① 《浦东新区人民政府关于印发浦东新区科技发展“十二五”规划的通知》（浦府[2012] 50号），上海市浦东外商投资企业协会提供资料

② “千人计划”：中央人才工作协调小组制定了《关于实施海外高层次人才引进计划的意见》，主要是围绕国家发展战略目标，在未来的5到10年内为国家重点创新项目、重点学科和重点实验室、中央企业和国有商业金融机构等，引进2000名左右人才并重点地支持一批能够突破关键技术、发展高新产业、带动新兴学科的战略科学家和领军人才来华创新创业，简称“千人计划”。



## 4.3 积极的人才引进政策

浦东新区贯彻落实中央“千人计划”工作，全面启动创建“国际人才创新试验区”，为吸引更多的国际化高素质人才，提供了一系列优惠的人才引进政策。这些政策在科研技术、创业奖励、经费资助等多方面提供了优惠。

### “1116”人才计划

浦东新区按照“上海千人计划”要求，围绕“四个中心”核心功能区建设，为浦东新区创新驱动、转型发展提供丰富的人才储备，在引进海外高层次人才方面推出更加有利的政策举措。



### 人才鼓励政策

#### 股权激励机制

张江是首个“尝鲜区”。凡在张江高新区内从事创新创业的国有企业、高等院校、科研机构,均可对作出突出贡献的各类科技人员和经营管理人员实施多种方式的股权和分红激励。

#### 专家学术休假津贴资助

落户张江区域的单位,均可以为相关人员申请专家学术休假津贴资助。

#### 特殊人才户籍优先

对浦东新区重点发展的高新技术产业和金融业等其他的现代服务业领域的单位高管、主要研发人员、主要技术骨干、学科带头人和为浦东新区做出一定的贡献的、得到了市场和社会认可的特殊人才,优先解决户籍。

#### 金融高管的补贴

对金融法人机构高管人员、管理和专业人员,根据其贡献和作用大小,分别给予一定的奖励或补贴。

#### 研发机构领军人物的补贴

对自主创新高新技术企业、科技攻关企业、研发机构中的领军人物、创新团队、重要研发人员、服务于金融创新和自主创新活动的大型会计师事务所和大型人力资源服务企业中的专业人员,根据其贡献程度,给予一定的资助。

资料来源:

上海市浦东新区门户网站,《浦东新区进一步加大海外高层次人才引进力度》,《中共浦东新区委员会浦东新区人民政府关于加快推进自主创新的决定》,《浦东新区留学人员高新技术产业创业资助专项资金管理暂行办法》,《浦东新区科技发展基金留学人员创业资助资金操作细则》。

## 4.4 科研实力

浦东新区高新技术产业已经逐步形成集聚态势。越来越多的跨国公司在浦东新区设立研发中心。为了吸引和留住科研与创新型人才，积极打造综合环境优势，浦东新区不断加大科研投入，科研实力日趋雄厚，逐步从制造业聚集地向高端制造业产业集聚地转变。

### 科研实力：

2012年末浦东新区的高新技术产业集聚：

- 156** 经认定的技术先进型企业156家
- 185** 外资研发中心185家
- 440** 经认定的企业研发机构共有达440个
- 905** 经认定的高新技术企业共有905家

### 科研人才：

浦东新区的科研人才集聚，截至2012年年底：

- 39602** 共有39602人从事科学研究和技术服务业
- 76281** 共有76281人从事软件和信息技术服务业
- 92596** 共有92596人从事信息传输、软件和信息  
技术服务业

### 科研投入：

上海市浦东新区科研投入逐年增加，2011年，促进科技进步的研发投入已将近230亿人民币，研究与实验开发经费支出占地区生产总值的比例逐年提高。

### 科研成果：

2012年，浦东新区经认定的高新技术成果转化项目达到198个；创新成果专利授权数达到10683件，其中，发明2681件，实用新型6245件，外观设计1757件。

#### 国家及研究机构和科学工程

- 中科院上海药物所
- 中国商用飞机研发中心
- 国家化合物样品库

#### 跨国公司研发中心

- 辉瑞
- 葛兰素史克
- 诺华
- 罗氏
- 杜邦
- 通用电气



# 5. 人居环境篇



## 导言

城市居住环境是人们选择居住和工作的重要因素之一，它直接影响着居民的生活健康和舒适安全。

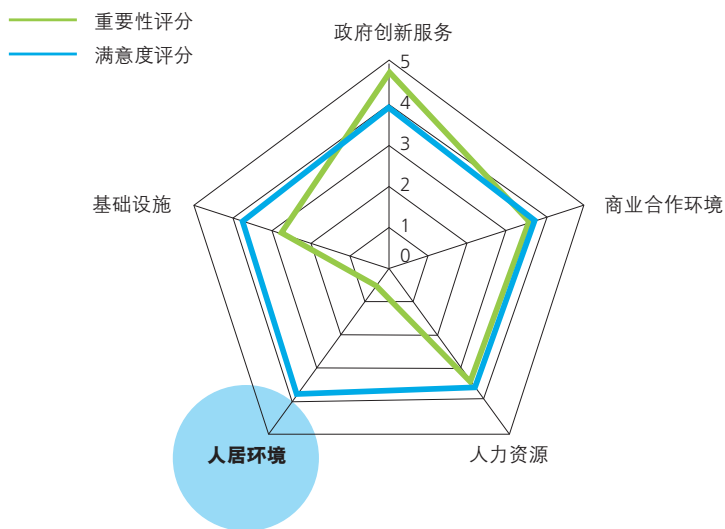
城市的教育质量、医疗、文化、体育等也是其经济和社会发展的指标，是城市居民生活高水平发展的载体。

优越的人居环境既是现代化城市建设的要求，也有利于吸引来自全国乃至全世界的各种人才再次安居乐业，推动新一轮的城市发展进程。

- 首批荣获“全国文明城区”称号的城区
- 浦东新区生态环境改善项目荣获“中国人居环境范例奖”
- 上海世博局获得联合国人居署颁发的“联合国人居特别奖”

# 5.1 调研总结

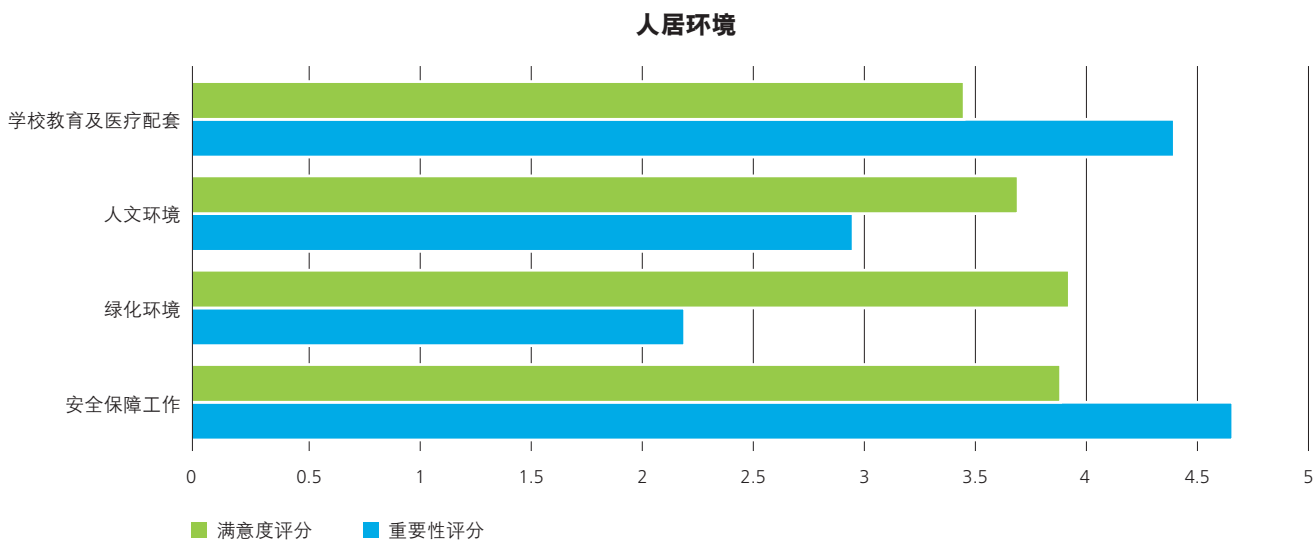
## 该纬度重要性/满意度



## 关于人居环境的调研问卷反馈情况

- 10.17%的企业认为该纬度对投资环境非常重要，关注度较2010年下降了41.01%。
- 91.52%的企业对浦东新区的人居环境现状感到满意，满意度较2010年上升了6.02%。
- 在该纬度中，企业感到最重要的是居住地的安全保障工作。
- 在该纬度中，企业最满意的是绿化环境。

## 细分重要性/满意度



## 5.2 丰富的教育资源

“十二五”规划初期，浦东新区拥有各类高等学校及中小学共计358所，教职工人数超过4万人，在校生超过53万人。各级各类学校占地面积和校舍建筑面积之和达到2285万平方米。<sup>①</sup>

### 知名国际学校云集

浦东新区大力发展涉外教育，拥有多所国际学校，可以满足外籍学生从幼儿园到初中就近入学的需要。

### 著名高等院校入驻

在浦东新区，不仅有全国顶尖的全日制高等院校落户，更有全球知名的著名商学院入驻。这极大地丰富了浦东新区的教育资源，提升了浦东新区的综合竞争力。

复旦大学（张江校区）	复旦大学是中央部属、教育部与上海市共建的首批全国重点大学
上海纽约大学	由全球顶尖的纽约大学与华东师范大学联合创办 <sup>②</sup>
中欧国际工商学院	亚洲顶级商学院，中国大陆唯一一所获得世界排名的商学院



美国协和	美国学校
英国德威	香港耀中
日本学校	德国学校

### 市级重点高中汇聚

浦东新区拥有多所积极开展国际合作并设有国际部的市重点高中，且聘请了来自欧美的外籍教师。其毕业生拥有许多申请欧美顶尖高校的机会。

华东师范大学第二附属中学	拥有国际部，是上海市最早招收外国留学生的中学之一
建平中学	与美国斯坦福大学合作，共同建设国际英才教育中心
进才中学	与多国多所学校间建立友好联系，派遣留学生和接纳留学生已成为学校常规活动 <sup>③</sup>

资料来源：

① 《上海市浦东新区2012年统计年鉴》

② 上海纽约大学官网

③ 进才中学网站

## 5.3 完善的医疗配套

### 整体医疗条件

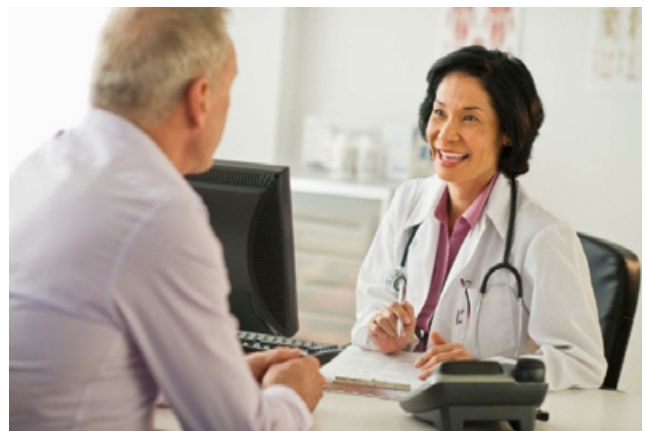
“十二五”规划初期，浦东新区拥有卫生机构共1074个，同时可容纳病患17731名。其中综合医院10家，拥有床位数6146个，执业医师3042名；专科医院8家，拥有床位数2351个，执业医师410名。<sup>①</sup>

### 医疗机构多语种服务

多家专业医院为新区居民提供全天候、高质量、高品质的英语、日语、韩语等多语种服务：

- 上海市东方国际医院
- 上海中医药大学附属曙光医院
- 上海市浦东新区浦南医院
- 复旦大学附属华山医院东院（上海国际医院）

医院类型	医院(所)	床位数	执业医师人数(人)
综合医院	10	6146	3042
专科医院	8	2351	410



### 上海儿童医院

上海儿童医学中心是一所集医疗、科研、教学于一体的三级甲等儿童医院。



资料来源：

① 《上海市浦东新区2012年统计年鉴》

## 5.4 优质的生活环境

### 宜居城市

“十二五”期间，浦东新区政府将致力于打造绿色、环保、低碳的生态办公环境、交通环境；继续优化配套商业、市场设施建设，加大教育、医疗、文化体育设施投资，建成“宜居”浦东。近日，中国社科院等发布的2012年《公共服务蓝皮书》显示，上海在全国城市市民安全感排名中名列第二。荣获的奖项包括：

#### 全国文明城区<sup>①</sup>

- 2006年荣获首批“全国文明城区”称号
- 2011年荣获卫冕“全国文明城区”称号

#### 中国人居环境范例奖<sup>②</sup>

- 2010年，浦东新区生态环境改善项目荣获“中国人居环境范例奖”

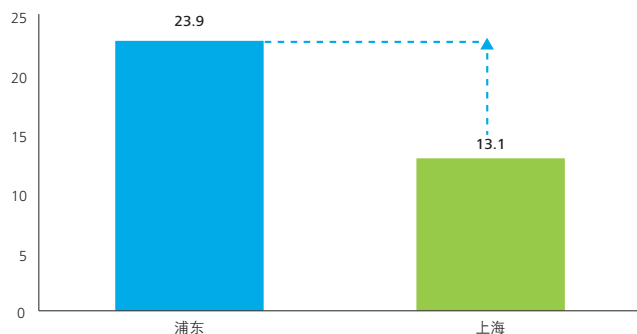
#### 联合国人居特别奖<sup>②</sup>

- 2010年，上海世博局获得联合国人居署颁发的“联合国人居特别奖”

### 国际居住社区

20年的开发开放使浦东新区社区的国际化程度日益提高。目前，长期在浦东新区创业、工作和居住的境外人士超过15万，浦东新区已逐步形成了滨江、碧云、联洋——花木、东方世纪（唐镇）、张江五个国际居住社区。

浦东新区与上海市人均绿地（平方米、人）对比<sup>④</sup>



### 绿色生态环境

“十二五”期间，浦东新区的绿化建设会继续有序推进，逐步完善绿地布局，持续扩大绿地规模，继续大力倡导“绿色家园、低碳生活”的理念，努力将浦东新区建设成上海的“绿色之都”，中心城市的“绿肺”。

浦东新区的绿化建设和生态环境建设工作在整个上海市名列前茅。

- 大量采用先进的环保技术和手段，大规模全方位地推进环境治理、城市绿化美化，提高新区环境质量，营造了舒适、美观的生活工作环境。
- 2011年空气质量优良率达94.2%。<sup>③</sup>
- 浦东新区先后建成世纪、金桥、塘桥、紫薇、南浦、泾南、三林、花木等十多座公园。
- 全区绿地总量12519公顷，其中公共绿地5951公顷，建成区绿化覆盖率达到36.1%。<sup>④</sup>

资料来源：

① 中央精神文明建设指导委员会

② 联合国人居署

③ 上海市浦东新区外商投资企业协会提供资料

④ 《上海市浦东新区2012年统计年鉴》

## 5.5 海派文化艺术氛围



### 城市文化设施

#### 世纪公园

位于上海市浦东新区，占地140.3公顷，是上海内环线中心区域内最大的富有自然特征的生态型城市公园，被誉为都市翡翠。<sup>①</sup>

#### 上海东方艺术中心

坐落于浦东新区的上海东方艺术中心，是上海的标志性文化设施之一。<sup>②</sup>

#### 梅赛德斯-奔驰文化中心

位于上海世博会园区的核心区域，中心主体为18000座的多功能演艺空间，拥有约20000平方米的综合零售商业区、真冰溜冰场、五星级连锁影城等。<sup>③</sup>

#### 上海迪士尼乐园

上海迪士尼乐园位于国际旅游度假区，2011年4月8日正式动工，一期将于2015年建成。迪士尼乐园的建设大大带动了周边房地产开发、城市交通建设等。



### 艺术文化交流

2011年，浦东新区举办的各类群众文化活动达33811场次。<sup>④</sup>

#### 先后来访的知名乐团



#### 举世闻名的文化活动

爵士上海音乐节
上海国际音乐烟花节
上海桃花节

资料来源：

- ① 世纪公园官网
- ② 东方艺术中心官网
- ③ 梅赛德斯-奔驰文化中心官网
- ④ 上海市浦东新区外商投资企业协会提供资料



## 6. 基础设施篇

### 导言

完善的基础设施建设是企业高效运营的前提条件。一个地区的基础设施是否完善，是其经济是否可以长期持续稳定发展的主要基础。

日趋完善的高铁、动车网络更加紧密地联结上海与其他长三角城市。沪宁杭“1小时经济圈”不只实现了交通的快捷，更推动了城市和长三角地区区域经济的一体化发展：实现了各主要城市的“同城效应”；加快了人才、物资、资金和信息的快速流动。

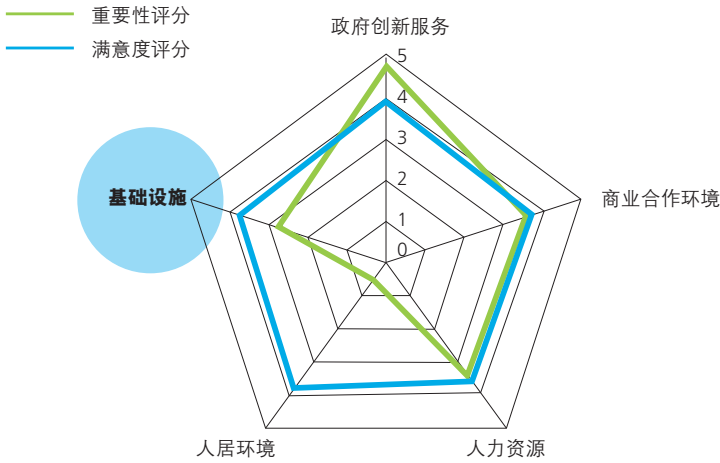
“十二五”期间，浦东将进一步加快城市化进程，以适应产业快速发展、人口大量集聚的需要；还将加快重大基础设施建设，计划三年内投入人民币1000亿，重点加强南北交通的顺畅；尽快打通沿海大通道，形成内部环通和外部联通。

——浦东新区区长姜樑



# 6.1 调研总结

## 该纬度重要性/满意度

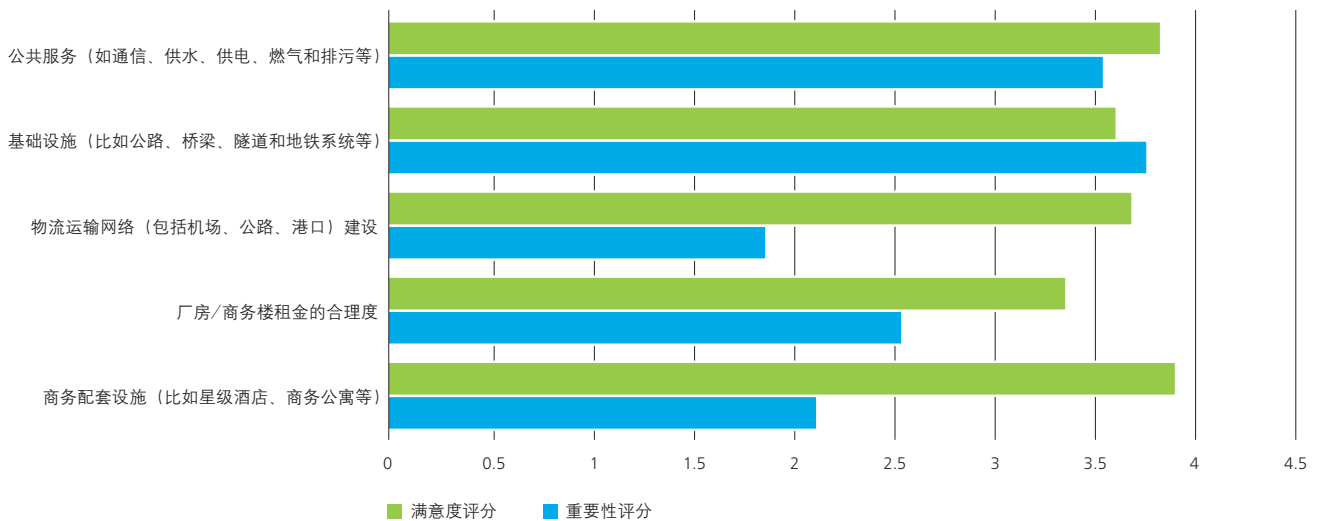


## 该纬度的调研问卷反馈情况

- 54.23%的企业认为该纬度对投资环境非常重要，关注度较2010年下降了28.51%。
- 88.14%的企业对浦东新区的基础设施感到满意，满意度较2010年相比基本不变。
- 在该纬度中，企业感到最重要的是基础设施。
- 在该纬度中，企业最满意的是商务配套设施。

## 细分重要性/满意度

### 基础设施



## 6.2 完善便捷的物流运输网络

### 磁悬浮列车专线

上海磁悬浮列车专线是世界上第一段投入商业运行的高速磁悬浮列车，西起上海轨道交通2号线的龙阳路站，东至浦东国际机场。



**29.863** 专线全长29.863公里  
**430** 设计最高时速430公里/小时  
**8** 全程只需8分钟



### 三港三区

三港	三区	功能
洋山保税港区	国际航运发展综合试验区	国际中转、现代物流、商品展示、仓储租赁、期货交割
外高桥保税港区	国际贸易示范区	国际贸易等货物和服务贸易
浦东机场综合保税港区	临空功能服务创新区	航空口岸物流、贸易和金融服务

港口	货物吞吐量 (万吨)	集装箱吞吐量 (万标箱)
外高桥港 <sup>②</sup>	14,263.1	1,536.3
洋山港 <sup>②</sup>	12,969.0	1,415.0

### 航空运输

由浦东国际机场和虹桥国际机场构成的上海航空港，与北京航空港及广州航空港并列中国三大国际航空港之一。

2012年第一季度全球机场旅客满意度测评数据显示，上海浦东机场综合测评数值在全球各大机场排名第八。<sup>①</sup>2012年，浦东机场旅客吞吐量达4485.72万人次；货邮吞吐量达294.98万吨。<sup>②</sup>

### 海上运输

上海港是全球货物吞吐量最大的国际航运中心，其中最著名的要数外高桥港和洋山港。

2011年外高桥港出入国际航行船舶22981艘次，同比增加51.7%，为五年来全年船舶吞吐量最大增幅；出入人员471154人次，同比增加13.9%。<sup>③</sup>

洋山港是世界规模最大、水深条件最好的港口之一。

资料来源：

① 上海市人民政府官方网站

② 上海市浦东新区外商投资企业协会提供资料

③ 根据外高桥边检站统计数据

## 6.3 完善的城市基础设施

### 轨道交通

随着城市化步伐的加快，上海的交通需求总量呈现快速、持续增长的趋势，城市轨道交通建设进入大发展时期。

浦东新区的轨道交通正在运行的有浦东铁路和磁悬浮线，地铁2号、4号、6号、7号、8号、9号、11号北段。<sup>①</sup>同时，将重点建设11号线北段二期、16号线、12号线、13号线一期、11号线迪士尼段等。<sup>②</sup>

### 桥梁隧道

南浦大桥，杨浦大桥，卢浦大桥等多座越江大桥，成为了连接浦江两岸的纽带，也成为了浦东新区开发的支点，构成连接浦西浦东立体交通格局。

延安东路隧道，大连路隧道，复兴东路隧道等多条越江隧道，有效利用城市地下空间，节约城市用地，并且减轻地面交通的负担，改善了城市交通。

### 供水供电<sup>③</sup>

浦东新区的供水供电可以满足新区整体需求。

“十二五”期间，浦东新区将进一步优化电网格局，为新一轮的经济发展、城市建设提供可靠的电力支撑。

### 光纤电缆

根据“十二五”规划，到2013年，浦东新区将实现百兆家庭宽带全覆盖；到2015年，城市重点区域内90%以上实现移动宽带覆盖。特别是要在陆家嘴金融贸易区、金桥开发区、张江高科技园区、后世博区域、上海综合保税区、国际旅游度假区、临港新城等区域率先实现更移动、更高速、更融合的网络基础设施。<sup>②</sup>



指标	2010年	2011年
水厂生产能力 (万立方米/日)	241.00	234.00
全年售水总量 (万立方米)	60,088	59,418
用电最高日负荷 (万千瓦)	553.00	556.00
全年售电总量 (亿千瓦·时)	229.71	239.00

资料来源：

① 上海市浦东新区官网

② 上海市城市建设和管理“十二五”规划

③ 《上海市浦东新区2012年统计年鉴》

## 6.4 写字楼/酒店/会展设施

### 甲级写字楼<sup>①</sup>

浦东新区甲级写字楼总存量达到2,008,929平方米，占上海市甲级写字楼总存量的38%。

区域	总存量 (平方米)	租金 (人民币/平方米/天)
浦东新区	2,008,929	8.38
上海市	5,275,167	8.36

### 星级酒店

浦东新区内共有13家五星级酒店。这些酒店环境舒适、服务周到、设施完善，地理位置便利。这些酒店都为来自世界各地的宾客提供优质的居住环境和周到的商务设施。

浦东新区拥有世界最知名的五星级酒店，包括：

- 香格里拉大酒店 Shangri-La
- 淳大万丽大酒店 Marriot Renaissance
- 洲际大酒店 Intercontinental
- 君悦大酒店 Grand Hyatt
- 丽思卡尔顿 Ritz-Carlton
- 上海浦东嘉里大酒店 Kerry Hotel

### 企业感言

经过20年的变迁，浦东新区已成为外资金融机构在上海的核心区域，陆家嘴金融贸易功能区域目前已成为中国经济流量最大、服务功能完善的CBD。同时浦东对金融后台服务也扩大对外资开放，鼓励以多种出资方式在浦东新区投资设立企业，进一步提高了市场准入行政效能。

——高银保理

### 会展设施<sup>②</sup>

会展场馆设施环境是举办大型会展活动的硬件基础。浦东新区拥有一批高档会展场所，包括上海国际会议中心、上海新国际博览中心和上海浦东展览馆。位于浦东新区的13家五星级酒店均附带商务会议设施。2010年上海世界博览会的成功举办，更使浦东会展业的发展能量吸引了全球目光。

2012年，浦东新区举办展览（博览）共计180次，其中国际性展览（博览）157次，较2011年增加了19.9%。2012年前三季度共举办会议共计11209个，接待参加会议人数达为133.75万人次。



资料来源：

- ① 《戴德梁行：上海2011年第4季度研究报告》
- ② 上海市浦东新区外商投资企业协会提供资料

# 7. 总结

## 调研总结

基于上述调研，我们总结了企业对上海市浦东新区最为满意的三个要素如下：

- 政府创新服务
- 人居环境
- 基础设施

相比2010年，受访企业对浦东新区的政府创新服务、人居环境的满意度有所上升，对于商业合作环境、人力资源、基础设施的满意度基本保持不变。

浦东新区的经济发展离不开政府的引导和支持。日趋成熟的商业合作环境更使得浦东成为跨国公司地区总部的集聚地。充满活力的市场成为了各类管理型、技术型人才大展身手的舞台。良好的人居环境和完善的基础设施为人们更好地生活和工作提供了便利和舒适。港口和航空港的建设为物流中心的发展奠定了基石。上述投资环境要素相互联动，使得浦东新区成为全球投资者青睐的热土。

## 发展驱动力

随着经济的不断发展和产业形态的不断变化，企业需要进一步提升价值和优化资源配置，区域需要在全球化产业布局中确定战略定位并发挥核心优势。同时政府也需要协助提升区域优势并优化产

业结构,加快推动经济发展方式转变。来自多方的驱动力为浦东新区的发展提供了新的机遇，也带来了新的挑战。

## 展望未来

当今，经济社会发展资源环境的约束越来越紧，商务成本持续攀升，经济社会发展转型的压力不断加大。创新创业活力有待提高，创新人才的数量有待增加，结构有待调整，人才的培养和使用机制需要创新完善。对于未来的需求，浦东新区作为上海“四个中心”建设的核心区域，以人才高地打造产业高地，为浦东产业升级和转型提供人力资源上的保障。

为了迎接新的机遇与挑战，浦东新区将以制度创新推动发展转型，充分发挥浦东综合配套改革试点的带动作用，将改革开放不断深化。进一步保持先进制造业和现代服务业的发展，在优化产业结构的同时着重发展总部经济和高科技产业。

“十二五”期间，浦东新区将提升对内对外开放水平，着力优化利用外资结构，创新利用外资方式，鼓励外资参与资本市场、股权投资、风险投资和并购重组。此外，浦东新区将大力推进“智慧城市”的建设，加快建设城市光纤宽带网，大力提升城市信息化应用水平以推进信息化与工业化深度融合，积极推进信息产业发展，运用信息技术推进传统产业转型升级。

立足当前，放眼未来，浦东新区为实现新的使命、达到新的高度，将充分发挥综合配套改革试点的带动作用，致力于完善投资环境，使浦东新区成为汇聚高端人才、资本、科技和创意的最具活力的热土。

# 后记

“十一五”期间，浦东新区不断完善外商投资环境，极力拓展外商投资领域，积极创新政策试点，优化升级产业结构，大力推进上海市“四个中心”建设，在创新先行、转换政府职能的政策引领下，浦东新区已经积累了良好的产业基础、人才储备、区位优势和要素条件，形成了充满吸引力的投资环境，在利用外商投资的数量和质量上都取得了骄人的成绩，为上海城市国际竞争力大幅上升作出了巨大的贡献。

“十二五”期间，浦东新区顺应上海市“创新驱动、转型发展”的战略要求，加快提升自主创新能力。2011年，促进科技进步的研发投入已将近230亿，由此带动了先进制造业、新一代信息技术以及生物医药等战略性新兴产业的发展。国务院正式批复张江建设国家自主创新示范区，股权激励、科技金融、人才特区、财税改革和政府管理创新等方面的先试先行陆续启动，浦东新区一系列的先试先行措施以及卓有成效的建设，不断推动着上海建设成为更具活力的国际化创新型城市。

展望未来，浦东新区将继续增强金融、航运、贸易中心的全球资源配置功能和综合服务功能、完善市场体系、进一步提高机构集聚度和能级，力求为外商企业营造更好的投资氛围和生态环境，助力上海实现“四个中心”。

国内外不断变化的复杂经济环境，对于浦东新区而言，既是机遇，也是挑战。加快转变经济发展方式、进一步提升国际竞争力，日益形成以服务经济为主的产业结构和创新驱动为主的内生增长模式是浦东新区未来发展的目标。

最后，衷心感谢各级领导和多方部门对《2011-2012上海市浦东新区外商投资环境白皮书》的高度关注和大力支持。特别感谢上海市浦东新区外商投资企业协会对白皮书的数据统计和资料收集所做的巨大贡献；感谢德勤华永会计师事务所（特殊普通合伙）为白皮书案例与评价部分提供的专业技术支持；感谢参与调研及访谈的企业提供的宝贵建议和反馈意见！

本《2011-2012上海市浦东新区外商投资环境白皮书》评价和案例部分（“本评价和案例”）仅为上海市浦东新区商务委员会（“贵委员会”）目的而出具，且任何随时间推移而发生的情况变化可能会影响本评价和案例的内容，因此并不适合在不同的时间、不同的情形下使用，亦不适合用于实现其他目的，或由其他方使用。相应地，贵委员会同意仅为该特定的目的而使用本评价和案例，任何其他方均无权为任何目的依赖本评价和案例。未经我们事先书面同意，贵委员会不得向任何第三方提供或披露本评价和案例或其任何部分的内容，或与任何第三方分享。我们同意贵委员会将本评价和案例中的评价和案例包含于《2011-2012上海市浦东新区外商投资白皮书》之中，前提是：(1)本评价和案例中的评价和案例仅作参考之用，并非旨在构成任何决策的基础，任何阅读者均不应在就其自身特定情况寻求适当专业意见之前仅仅根据评价和案例而作出任何决策，及(2)我们对贵委员会不承担因任何第三方误用评价和案例中的任何信息引致的任何责任。为免生疑问，我们不对任何第三方（包括但不限于潜在投资者）承担任何注意义务或其它任何义务或责任（包括但不限于疏忽引起的责任）。

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2011-2012

**Shanghai Pudong New Area  
Whitepaper on Environment for  
Foreign Investment**



# Foreword

As one of the core areas of Shanghai, Pudong New Area has made an indelible contribution to the Chinese economy in collaboration with other cities in the Yangtze River Delta. To provide a comprehensive review of the foreign investment environment of the Pudong New Area, the Shanghai Pudong New Area Commission of Commerce issued the "2006-2010 Shanghai Pudong New Area White Paper on the Environment for Foreign Investment" in 2011. Using data compiled from annual inspections of foreign enterprises and foreign investment approval, this follow-up report (hereafter referred to as the "White Paper") looks at developments and success stories that took place during the period 2011-2012.

Deloitte Touche Tohmatsu Certified Public Accountants LLP ("Deloitte") was again invited to provide technical support in compiling the assessments and examples in the White Paper.

Deloitte's assessment of the foreign investment environment of Pudong New Area was carried out using a combination of field studies, questionnaires and interviews with representatives of more than 200 foreign enterprises. The importance and satisfaction in following areas were the focus of the assessment:

- Innovative Government Services
- Environment for Business Cooperation
- Human Resources
- Living Environment
- Infrastructure

The White Paper analyzes the effects of innovation-driven restructuring and development in Pudong New Area, primarily in the following areas:

1. The continued growth of foreign investment in Pudong New Area driving the construction of Shanghai's "Four Centers" initiative<sup>①</sup>

Finance: Facilitating innovative pilot programs that attract high-end institutions

Forty five new financial institutions were established in 2012, bringing the total to nearly 740. Of these, 319 are foreign institutions, comprising 18 foreign banking corporations and 129 branches and representative offices, 55 foreign securities institutions (including representative offices) and 62 foreign insurance companies (including representative offices).

Shipping: Generating new projects and optimizing structure of trade

Breakthroughs in shipping innovation projects brought the total of single-ship financial leasing projects in Pudong New Area in 2012 to 84, representing assets exceeding USD 25 billion, and thus promoting the development of the high-end shipping industry

Trade: Increasing shares steadily to improve trade levels

In 2012, Pudong New Area saw a year-on-year increase of 6% in imports and exports to total over 50% of Shanghai's overall trade. Foreign enterprises generated 67.97% of Pudong New Area's total imports and 58.16% of its total exports.

Economy: Enhancing the economic transition to an innovation and service-based economy

Pudong New Area attracted USD 7.29 billion in foreign investment contracts in 2012, 90% of which was generated by the service sector. The drive to promote an innovative-driven modern service sector has further contributed to Shanghai achieving this facet of the economic transition.

2. Important economic contributions by foreign investment

By the end of 2012, there were more than 20,000 foreign-invested enterprises in Pudong New Area was, with the accumulated

Source:

① The "Four Centers" initiative is a plan for Shanghai to become an international financial, trade and shipping and economic center through innovation-driven development and structural readjustment of the economy.

foreign investment projects reaching 20,578. While the utilization of foreign funds has been on a downward trend nationwide, foreign investment in Pudong New Area has continued to rise and the average success rates continue to take the leading position nationwide. According to data compiled from annual inspections, the total revenue of Pudong New Area's foreign-invested enterprises was RMB 2.46 trillion in 2011, a 21.12% increase over 2010. Total taxes paid by foreign enterprises in 2011 amounted to RMB 179.36 billion, representing a growth of 37.31% over 2010. Total profits exceeded RMB 166.69 billion, an increase of 8.64% over 2010. At the same time, foreign-invested enterprises input a total of RMB 22.97 billion in research and development (R&D). Employees of foreign-invested enterprises topped the one million mark with more than 1.11 million employees, comprising 40% of the overall labor force of Pudong New Area.

### 3. Strategic development of Pudong New Area's headquarters economy

By the end of 2012, Pudong was home to the regional headquarters of 193 multinational corporations, comprising 47.9% of Shanghai's total, of which one-third are Asia-Pacific headquarters. Building on this foundation, the government of Pudong New Area has emphasized the development of innovative services to offer China's first "Service Center (Platform) for Corporate Headquarters". This integrated system based on government-guided participation aims to further optimize the



broader environment for the development of the headquarters economy and has improved the global resource allocation capabilities of Pudong New Area.

### 4. Innovative development to release the first regional responsibility competitiveness index

With the release of China's first "Regional Responsibility Competitiveness Index Report" in 2011, Pudong New Area became a model for the practice of corporate social responsibility (CSR). By the end of 2012, 312 enterprises had passed the social responsibility standard evaluation, of which foreign-invested enterprises accounted for one-third.

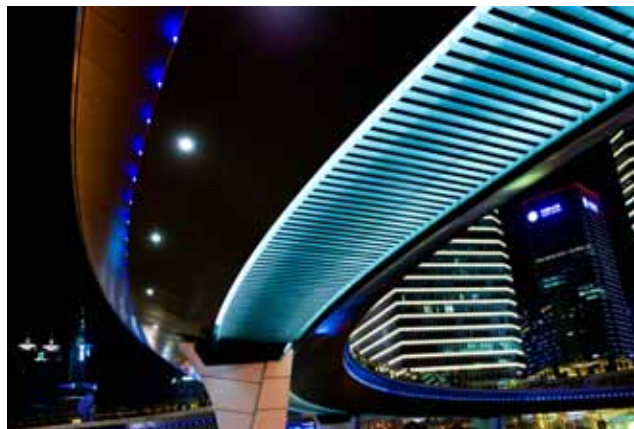
5. Deepen the reform of fields for foreign investment

Pudong New Area is a leader in allowing Sino-foreign ventures and experimental cooperative enterprises between foreign equity investment management companies and domestic individual investors. It also has taken a leading role in the factoring sector in China by releasing the "Pudong New Area Trial Scheme for Setting Up Commercial Factoring Enterprises". By continuing to develop its comprehensive support for pilot schemes, Pudong New Area is a pioneer in China's economic reform.

When compared to the "satisfaction" results published in the previous study, the current White Paper finds that corporate representative respondents reported greater satisfaction with innovative government services and the living environment, with an increase of 2% and 6%, respectively, while satisfaction with the environment for business cooperation, human resources and infrastructure generally remained unchanged. In terms of the "importance" metric, respondents reported decreases in the importance of innovative government services, the environment for business cooperation, the living environment and infrastructure; however, the importance of human resources increased by 139%,

highlighting this area as one of the most critical factors for foreign investment in Pudong New Area. While evidencing a clear indication of the respondents' recognition of the efficiency and public services provided by the local government, the survey also revealed a demand for top quality talent to increase competitiveness.

Pudong New Area will continue to be actively involved in helping Shanghai achieve the Four Centers goals and create a modernized metropolis. By maintaining the focus on "innovation-driven restructuring and development" and driving the "Four Firsts",<sup>①</sup> Pudong New Area will be able to better anticipate global and Asia-Pacific demands, and thereby attract more multinational corporations to establish their regional headquarters and business centers in the Area. The next phase for opening the economy will see Pudong New Area supporting Shanghai in leading the cities of the Yangtze River Delta to become essential international hubs in the Asia-Pacific region and reshaping the area as an internationally competitive, world-class metropolis.



Source:

① The "Four Firsts" is a plan for Shanghai to take the lead in improving its innovative capacity, transforming the development from a manufacturing economy to a service-based economy, promoting the reform and opening up and establishing a harmonious society.

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# 2011-2012 Consolidated Report on the Foreign Investment in Shanghai Pudong New Area

Using data from the Pudong New Area annual statistics report, examination and approval data from the Shanghai Pudong New Area Business Committee, and historical data from annual inspections of foreign enterprises, this report examines the environment for economic development in Pudong New Area and analyzes Pudong New Area's foreign investment during the period 2011-2012.

# 1. Overall Environment

In keeping with Pudong New Area's economic transition, service sector output as a percentage of total output has grown to 60%

As the pace of Pudong New Area's economic transition accelerates, the local economy increasingly depends on modern services in the areas of finance, shipping and trade, on advanced manufacturing in strategic emerging industries, and on new economic models, such as the headquarters economy and the platform economy. The emergence of a vibrant service economy is evidenced by the fact that service sector output accounts for approximately 60% of local annual output.

**Financial industry:** Pudong New Area is home to a high concentration of functional organizations, such as the People's Bank of China's Foreign Exchange Headquarters. In 2012, the addition of 45 new supervisory financial institutions brought the total number of financial institutions to 740. The Shanghai Equity Trust and Trading Center has opened and a series of pilot schemes have been launched in areas such as commercial factoring.

**Shipping industry:** Breakthroughs were achieved through a series of innovative projects. The number of single-ship, as well as aircraft financial leasing projects, increased to 84 and the amount of assets exceeded USD 25 billion. Yangshan Port saw the first flag of convenience registration in its free-trade vessel registry, and the first trial international transit warehouse was successfully established in the Yangshan Free Trade Port Area, which marked the start of a tax reimbursement pilot scheme involving Qingdao, Wuhan and Yangshan. The landmark achievements of these projects will promote the development of the high-end shipping industry and further improve shipping hub operations.

**Commercial and trading services:** As Pudong New Area's trade structure continues to improve, and as trading levels generally and the volume of foreign trade, in particular, continue to increase, the annual import/export trade of Pudong New Area in 2012 increased by 6% compared with 2011 and accounted for over 50% of Shanghai's total import/export trade. The implementation of various policies designed to increase domestic demand led to a significant expansion in both new-type trade and the tourism and exhibition industries: the volume of electronic commerce trade increased 13% year-on-year, while tourism revenue grew 20% and the total exhibition area expanded by 27%.

**Strategic emerging industries:** 2012 saw a number of high-end R&D and manufacturing projects move forward, including projects involving: R&D, manufacturing and assembly of commercial aircraft; General Motors' design and engineering center; Huali Microelectronics Corporation; and Enraytek. With the increasingly integrated development of the manufacturing and service industries, the producer services and high-tech services maintained relatively high growth rates; science and technology innovation capacity continued to grow with over 1,000 approved high-tech enterprises and over 500 R&D institutions being based in Pudong New Area.



**Headquarters economy:** Fourteen new initiatives to support development were jointly released by the foreign exchange, commercial inspection and customs authorities. Pudong New Area established China's first "Service Center (Platform) for Corporate Headquarters" in June 2012 with a view to establishing an integrated service system and optimizing the local environment for the ongoing development of its headquarters economy.

Four leading zones played significant roles in the economic transition process. The Lujiazui area expanded its base in conventional financial operations, such as banking, securities and insurance to incorporate businesses such as asset management, financial information and services, investment banking and private equity. Under the "Three Areas, Three Ports" initiative, the Shanghai Free Trade Zones have achieved breakthroughs in

mutual development and functional innovation, transitioning from traditional trade, manufacturing and logistics activities to become bases for Asia-Pacific regional headquarters and bulk commodity industries. The Zhangjiang area leveraged synergies between its innovative enterprises, multinational R&D institutions and China's leading researchers and its extensive innovation capabilities are beginning to show results. The Jinqiao area is transitioning from reliance on advanced manufacturing industries to a development model that includes producer services. Disney, the World Expo and Lingang, key elements in Pudong New Area's and Shanghai's 12<sup>th</sup> Five-Year Plan development strategy, are becoming strategic bases for Pudong New Area's future development, promising investment potential, an influx of high-end industries and an integrated industrial and city life.





## 2. Foreign Investment Utilization

There was a general upward trend in foreign investment, with an annual increase of 10% marking a record high

From 2011 to 2012, 1,971 new foreign investment projects were established in Pudong New Area, representing 23.54% of Shanghai's overall new foreign investment projects. A total of USD 13.88 billion in foreign investment contracts and USD 10.13 billion in actual disbursed funds was utilized, representing 32.7% and 36.45% of the city total, respectively. At the end of 2012, Pudong New Area had a total of 20,578 foreign investment projects.

While the rest of China is experiencing a decline in foreign investment, Pudong New Area's foreign investment utilization has continued to grow, reaching USD 7.29 billion in 2012, the 10.4% annual increase marking a new record high.

Foreign investment is primarily concentrated in the service sector. From 2011 to 2012, modern service projects with foreign investment totaled 1,906 with USD 12.31 billion in contracted investment, representing, 96.7% and 88.7% of total foreign investment, respectively. The projects were focused primarily in the areas of trade, investment and asset management, financial leasing, logistics, consulting and real estate. The secondary industry accounted for 8.4% of contracted foreign capital, primarily in industries such as automotive components, marine equipment, semiconductor communications and so on.

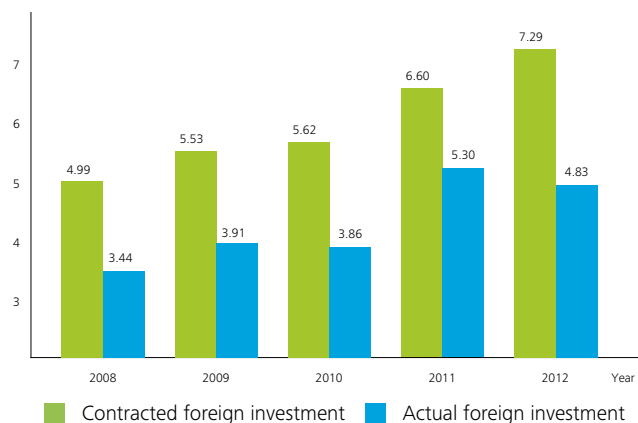
Seasoned equity offerings (SEOs) are important for foreign investment. From 2011 to 2012, 1,483 Pudong New Area enterprises issued SEOs for USD 8.55 billion in contracted funds or 61.57% of total foreign investment. Of these, 238 reported capital increases of over USD 10 million, accounting for an increase of nearly USD 7 million in foreign investment.

The regional headquarters economy continues to expand. Multinational corporations set up 43 regional headquarters in Pudong New Area during the 2011-2012 period. At the end of 2012, there were 193 regional headquarters in Pudong New Area, or 47.9% of the Shanghai's total. General Motors, IBM, AstraZeneca, Bayer and 59 other multinationals have established their global division headquarters or Asia Pacific regional headquarters in the area.

Comprehensive reform pilots provide new growth opportunities. From 2011 to 2012, 16 new equity investment management enterprises attracted USD 46.33 million in contracted foreign

### Contracted foreign investment and actual foreign investment in Pudong New Area

Unit: USD 1 billion



capital. Since the pilot measures on setting up new equity investment management were first released in 2009, 53 enterprises have been approved, drawing contracted foreign investment of USD 137 million. Domestic individual investors have established 194 new Sino-foreign joint ventures and cooperative enterprises with USD 47.49 million in contracted foreign funds during the period 2011-2012. Since the pilot measures on allowing domestic individual investors to set up Sino-foreign joint ventures were first released in May 2010, 210 such enterprises have obtained approval, bringing in USD 70.44 million in contracted foreign capital. Following the release of the "Pudong New Area Trial Scheme for Setting Up Commercial Factoring Enterprises", eight such enterprises received regulatory approval.



# 3. Benefit of Operations

Investment success rate ranked No.1 in the country — employment at over one million

In 2012, 12,382 of Pudong New Area's foreign enterprises passed annual inspection. The average success rate of Pudong New Area's foreign investment remains the highest in the nation.



## 1. Steady expansion of foreign investment

Total foreign investment in Pudong New Area reached USD 128.93 billion, registered capital amounted to USD 80.91 billion and contracted foreign capital USD 60.12 billion. Actual fund disbursement was USD 55.84 billion, giving a 92.87% disbursement rate. Ninety-one projects had contracted foreign capital exceeding USD 100 million. SMIC (Shanghai) Co., Ltd. is the largest foreign investment project in Pudong New Area with capital of USD 5.2 billion, of which USD 1.74 billion is contracted foreign capital.

The forms adopted by foreign enterprises generally remained unchanged. Sole proprietorships are the most common form of foreign enterprise, representing 85.44% of all foreign enterprises. With the establishment of private equity firms and the increasing number of finance leasing companies, the number of joint ventures increased by 97 from 2011 and reached a total of 1,627 by the end of 2012, accounting for 13.14% of the total number of enterprises.

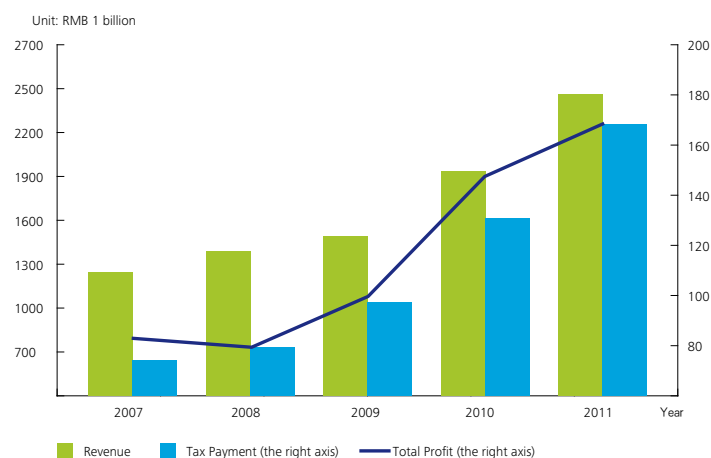
Foreign-invested enterprises have played important roles in attracting employment to Pudong New Area. In 2011, the number of individuals employed by foreign enterprises passed the one million mark for the first time, reaching 1.11 million, and representing an annual increase of 14.67% and 40% of Pudong New Area's total labor force. Of these, 32,000 were foreign individuals and 141,600 represented new jobs.

## 2. Strong performance by foreign enterprises

Sales (operating) revenue of foreign enterprises exceeded RMB 2.46 trillion in 2011, a 21.12% increase over the previous year. Three hundred and sixty nine companies achieved annual revenue exceeding RMB 1 billion, 54 more than in 2010; of these, 34 companies reported revenue in excess of RMB 10 billion, eight more than in 2010, with Shanghai General Motors, Samsung and Pegatron taking the top three places.

Total taxes paid by foreign enterprises in 2011 amounted to RMB 179.36 billion, representing a growth of 37.31% over the previous year. Total profits exceeded RMB 166.69 billion, an increase of 8.64% over 2010; 6,424 companies or 51.88% of the total recorded profits, 5,331 companies or 43.05% recorded losses, and 627 companies or 5.07% broke even.

## Operation of foreign invested enterprises in Pudong New Area



### 3. Significant effects of multinational corporation clusters

Three hundred and eight Fortune 500 companies are established in Pudong New Area with 1,023 investment projects. While subsidiaries of the Fortune 500 account for roughly one-third of foreign enterprises' total investment and work force, their output exceeded 50% of total foreign enterprise output. Total investment by multinationals was USD 51.1 billion, with USD 32.36 billion in registered capital. The importance of the multinationals is demonstrated by the following figures: sales revenue exceeding RMB 1.39 trillion, representing 56.5% of Pudong New Area's total sales revenue; tax payments of RMB 110.34 billion, or 61.52% of the Area's total tax payments; and profits of RMB 93.15 billion, or 55.88% of the Area's total profits.

### 4. Accelerated development of regional headquarters

Investments in the regional headquarters of multinationals reached the USD 10 billion level, with USD 11.419 billion in total investment and USD 9.29 billion in registered capital. Sales settlements approached RMB 200 billion, a 29.93% increase over 2010. Thirty-four regional headquarters achieved annual revenue of over RMB 1 billion, including those of IBM, Komatsu, Giti Tire and Ingram Micro, which exceeded RMB 15 billion.

Regional headquarters paid RMB 14.31 billion in taxes, a 49.88% increase over 2010. Headquarters of 27 companies reported tax liabilities in excess of RMB 100 million, the top three taxpayers being Swatch, IBM and Baidu.

Total regional headquarters profits were RMB 18.13 billion, an annual growth of 22.08% and regional headquarters provided 59,700 jobs, an increase of 12.2% over 2010.

### 5. Foreign investment and increased R&D investment

Pudong New Area has approved a total of 185 foreign-invested R&D centers, 52.7% of the total number in Shanghai, with most of these centers being concentrated in the Zhangjiang area. In 2011, Pudong New Area's foreign enterprises filed 8,291 patent applications, an annual increase of 20.21%, and 4,754 patents were granted, an annual increase of 16.21%.

In 2011, foreign enterprises invested a total of RMB 22.97 billion in R&D, an increase of 27.59% compared with the previous year. Foreign enterprises employed 70,931 researchers, 18.64% more than in 2010, of which 2,869 held doctoral degrees, 17,238 master's degrees and 40,180 bachelor's degrees.



# 4. Regional Responsibilities

Fulfilling Shanghai's core values with "responsible competitiveness"

An active advocate of Shanghai's values of "justice, tolerance, responsibility, integrity", Pudong New Area aims to achieve regional responsibility by promoting the formation of a harmonious society and sustainable development goals. In December 2011, Pudong New Area released *Responsible Competitiveness: The Fourth Wave – Innovation in Constructing Pudong New Area's Corporate Social Responsibility*, the first CSR publication released by a local government in China. The publication is designed both to strengthen theoretical innovation in this area and to share practical experience. Combining theoretical research with a pragmatic approach, it reviews Pudong New Area's success stories in the form of 22 representative business case studies and models developed over four years of active efforts to establish a CSR system that can serve as CSR models for other enterprises. The publication received positive feedback from experts, scholars and executives. The CSR paper highlights Pudong New Area's capacity, as China's first experimental zone for comprehensive reform, to lead the nation in promoting and practicing CSR.

The period saw the first release of the Pudong New Area Responsible Competitiveness Index rating, which was published in 2011. The Shanghai Pudong New Area Business Committee and the Ministry of Commerce's China WTO Tribune jointly released China's first "responsible competitiveness index" to expand the "soft power" of "responsible competitiveness" from individual districts to broader regions, facilitate the development of a CSR system, and set up demonstration zones for CSR and sustainable growth. Using 55 indicators in the six primary areas of economic responsibility, district management responsibility, business environment responsibility, corporate social responsibility, environmental responsibility and district development responsibility, an experimental "Regional Responsibility Competitiveness Model" was constructed to systematically review Pudong New Area's theoretical bases, policies and practices for enhancing "responsible competitiveness", thus providing a reference for assessment in other regions.

While continuing to implement requirements passed by the central and municipal regulatory bodies, Pudong New Area will promote innovation-driven restructuring and development, placing additional emphasis on enhancing structural quality and efficiency, highlighting functionality, and developing comprehensive planning that accounts for all factors and fully utilizes the benefits of the service industry. Pudong New Area will strive to achieve five principal goals, namely making itself: a critical area for global resource allocation; a cradle for innovation: a significant link in the industrial value chain; an experimental area for national reform and opening up of the economy; and a modern metropolis integrating commercial and residential life to create a better environment for foreign investment.



# Assessment and Examples of the Environment for Foreign Investment in Pudong New Area

# 1. Overview of Pudong New Area's Investment Environment



The impact of the global financial crisis sparked by the U.S. subprime mortgage problems is still creating powerful economic reverberations around the world. Many areas of the complex global economy continue to face formidable challenges, and countries are adopting measures to stimulate economic development. At the same time, however, Pudong New Area —Shanghai's economic center — has been able to maintain steady economic growth and it will continue to play a pivotal role in the development of the Yangtze River Delta.

## China— A Bright Light in the World Economy

The financial crisis and its aftermath have taken a heavy toll on the global economy. In an effort to stimulate domestic demand and boost economic development, the Chinese government adopted a series of measures, including a RMB 4 trillion stimulus package and structured tax reductions, to counteract the effects of the crisis. These measures have safeguarded China's rapid economic development and officially propelled the country to the status of the world's second largest economy in 2010.

China's comprehensive national strength and international influence have facilitated the transformation of the economy from being relatively weak to very strong. The country's economic development continues to draw worldwide attention.

## Shanghai: China's Most Prominent International Gateway

Shanghai is an important window to the outside world. The city serves as China's economic hub and financial center and hosts the largest cluster of multinational regional headquarters in the country. Shanghai and the 22 other cities comprising the Yangtze River Delta have developed an economic model under which Shanghai acts as the regional headquarters and the other cities undertake the manufacturing activities. This joint approach provides compelling impetus for China's economic growth and presence on the world stage.

## Pudong New Area: The Pearl of Shanghai's Economy

After 22 years of rapid development, Pudong New Area epitomizes the modernization of Shanghai. Its foreign-oriented, diversified and modern framework offers a shining example of China's reform achievements and the opening up of the economy.

The GDP of Pudong New Area in 2012 was RMB 592.99 billion, 99 times the GDP of RMB 6 billion in 1990. Paid-in foreign direct investment in 2012 was up to USD 4.83 billion in Pudong New Area, accounting for 31.8% of the total amount in Shanghai, thus significantly boosting the city's overall economic development.

By the end of 2012, 308 Fortune 500 multinational corporations had established and were conducting business in Pudong New Area.

# 1.1 Advantages of Pudong

## Global Resource Allocation: A New Base for Asia-Pacific Regional Headquarters of Multinational Corporations

A key portal to inland Chinese cities, Pudong New Area also plays a critical role in connecting China to the rest of the world. An increasing number of multinational corporations are establishing Asia-Pacific regional headquarters in Pudong, with comprehensive functionality that includes investment decision-making, operations management, R&D and shared services.

Among the 193 multinationals with regional headquarters in Pudong, 59 have established Asia-Pacific headquarters and 12 companies, including General Motors, IBM, AstraZeneca and Bayer, have expanded their Asia-Pacific headquarters to be a global business division or management headquarters.

Pudong New Area seeks to become the third largest concentration of multinational corporate headquarters and R&D centers worldwide, after North America and Europe.

## Free Trade Trial Zone: Enhancing the Chinese Economy

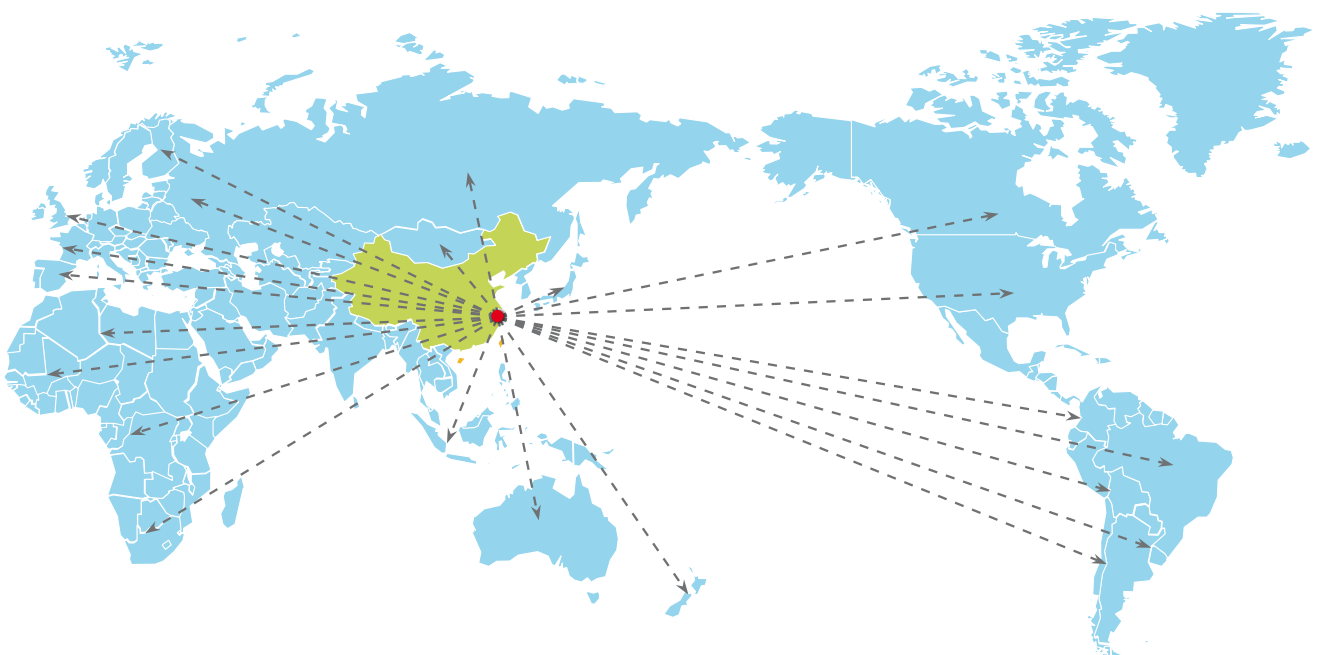
Pudong New Area has maintained a strong national development perspective, continuously improving service to the Yangtze River Delta and the entire nation and taking a leading role for economic reform through its promotion of innovation-driven restructuring and development.

The Waigaoqiao Free Trade Zone was the first free trade zone in China and ranked the top economic aggregate out of the 15 free trade zones. During his recent visit to Waigaoqiao, Premier Li Keqiang encouraged Shanghai to actively explore implementation of pilot projects based on existing free trade zones by incorporating the Yangshan Deep Water Port, Pudong Airport and the Waigaoqiao Free Trade Zone to further expand and perfect the establishment of an open economy.

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"It is time for China to usher in a new phase for opening up the economy. Shanghai possesses all the conditions and foundations for this experiment. We must promote reform through opening up."

—— Li Keqiang



Source:  
Information from Pudong New Area Association of Enterprises with Foreign Investment

# 1.2 Economic Development

## Steady Economic Growth

The GDP of Pudong New Area totaled RMB 592.99 billion in 2012, an increase of 88% compared to GDP of RMB 315 billion in 2008. Value added in the tertiary industry increased to near 60% of the regional GDP and a service-oriented industrial structure is taking shape.

## Foreign Trade of Pudong New Area Growing Rapidly

Pudong New Area recorded a total foreign trade volume of USD 239.89 billion in 2012, an increase of 6.1% from 2011 and which accounts for more than half of Shanghai's total.

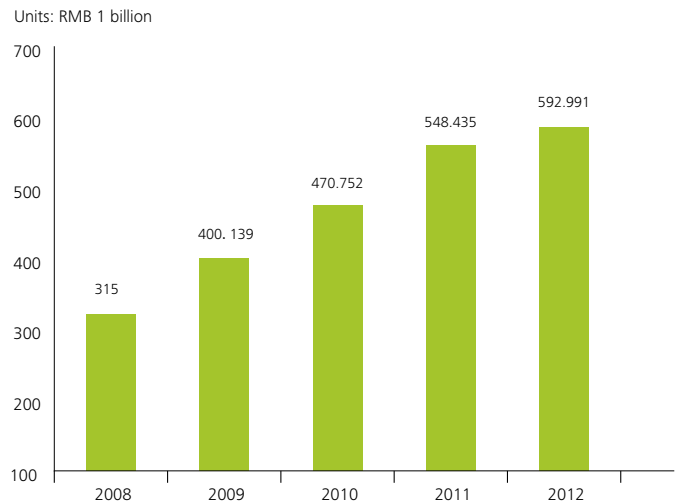
The total export volume of Pudong New Area was USD 93.98 billion in 2012, of which high-tech products totaled USD 38.49 billion, representing 41% of total exports in that year.

## Massive Consumer Market, Leading Growth in Domestic Demand

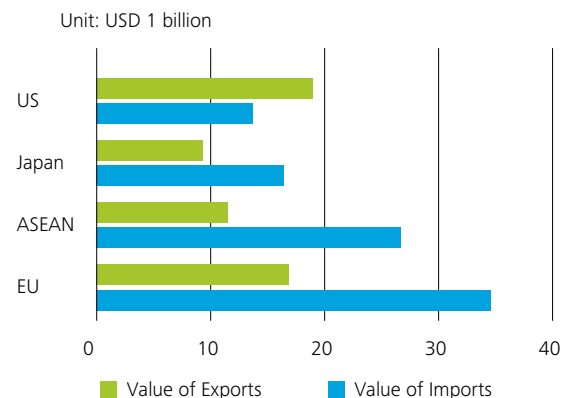
Annual sales of consumer retail goods in Pudong New Area totaled RMB 134.97 billion in 2012, accounting for 18.3% of Shanghai's total. This was an increase of 12.1% compared to the same period in 2011, representing a boost in the consumer goods market.

Pudong New Area has implemented measures to boost domestic demand and push forward the development of new-type trade, tourism, exhibition and other industries. The volume of e-commerce business transactions, the operating revenue of tourism and convention and exhibition facilities all increased in 2012, with year-on-year growth of 13%, 20% and 27%, respectively.

**GDP of Pudong New Area**



**2012 Main Export/Import Partners of Pudong New Area**



**2012 Classification of Pudong New Area Consumer Retail Goods**

Industry	Retail Value (RMB 1 billion)	2012 vs. 2011
Wholesale and retail	118.29	12.5%
Hospitality and catering	16.68	9.4%

Source: Information from Pudong New Area Association of Enterprises with Foreign Investment



# 1.3 Foreign Investment

## Steady Increase in Foreign Investment

In 2012, the value of new foreign capital utilized in Pudong New Area was USD 4.83 billion, accounting for 31.8% of the new total capital used in Shanghai. During the period 2008 to 2012, foreign investment of Pudong New Area maintained steady growth. By the end of 2012, the accumulated value of foreign investment was USD 60.67 billion of actual paid-in capital.

## Preferred Investment Destination

The growth and development model of Pudong New Area has attracted the attention of international investors. In 2012, 976 direct foreign investment projects were secured with a total contract value of USD 7.29 billion. The tertiary industry accounted for 90% of the overall direct investment value, illustrating the outstanding potential of the modern services sector.

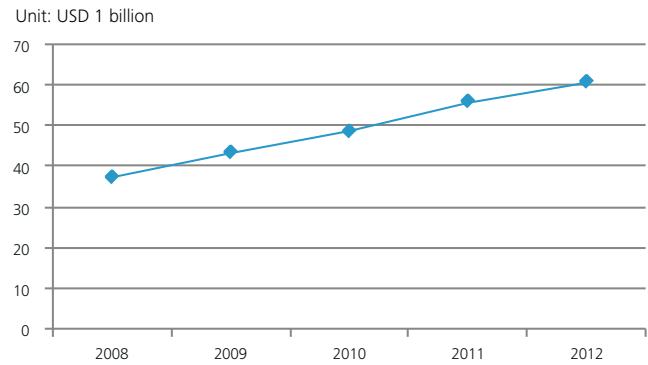
## Multinational Regional Headquarters Congregate in Pudong New Area

As companies make an effort to extend the industrial value chain and scale up their investment in China, more multinationals are establishing their Asia-Pacific headquarters, greater China headquarters and R&D centers in Pudong New Area.

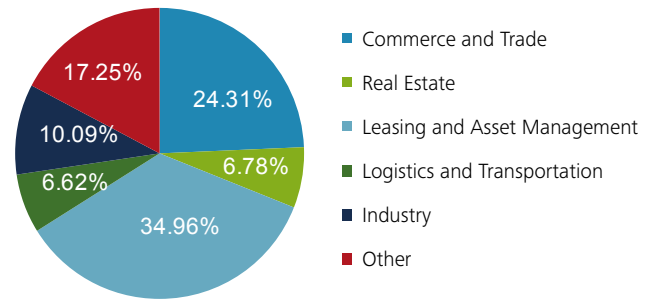
In 2002, Pudong New Area took the lead in launching a pilot project to attract the regional headquarters of multinationals. Since that time, Pudong New Area has become one of the regions that have attracted the greatest number of regional headquarters for multinationals in Mainland China. At the end of 2012, 193 multinational corporations had established their regional headquarters and underwent annual inspections in Pudong New Area, among which:

**114** multinationals had management regional headquarters  
**79** multinationals had investment regional headquarters

2008-2012 Paid-In Foreign Investment in Pudong New Area



2012 Contracted Value of Foreign Direct Investment by Sector



Number of Multinational Regional Headquarters in Pudong New Area



Source: Information from Pudong New Area Association of Enterprises with Foreign Investment

# 1.4 Driving Innovation

## Lingang "Two Specials" Policies<sup>①</sup>

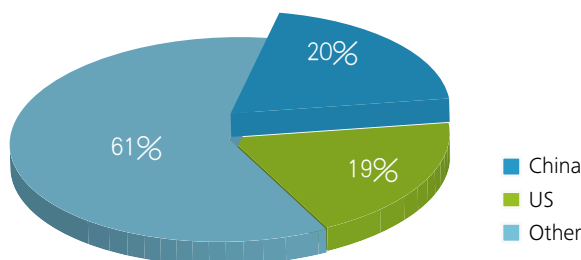
Located in the southeast tip of Shanghai, Lingang is adjacent to Pudong International Airport to the north and the Yangshan Deep Water Port to the south. With a planned area of 315 square kilometers, Lingang consists of six major zones: an equipment industrial zone, a logistics park, a main industrial park, an integrated district, LingangFengxian Industrial Park and Nanhui New Town.

The Shanghai municipal government issued 30 special policies in September 2012 to facilitate and expedite the development of Lingang. The plan is to invest RMB 100 billion over the next three years to attract 400,000 new residents to the area.

Settlement facilitation	Special priority will be given to residential permits for individuals working and living in the Lingang area, and the time required to register as a Shanghai permanent resident will be reduced
Flexible land leasing	Land leases will offer terms of 10, 20, 30, 40 and 50 years
Financial subsidies	Financial subsidies of up to RMB 10 million in rent and RMB 2 million in property management fees will be granted over three years

By 2020, Lingang District will become a "smart manufacturing city" that effectively links high-end manufacturing and modern service industries; a modern coastal city integrating industrial and metropolitan development, suitable for both work and living; and a model zone for the development of China's strategic emerging industries, advanced marine economy, as well as conservation-oriented, environmentally friendly emerging industries.

## China's Share of Global Manufacturing Output (2010)

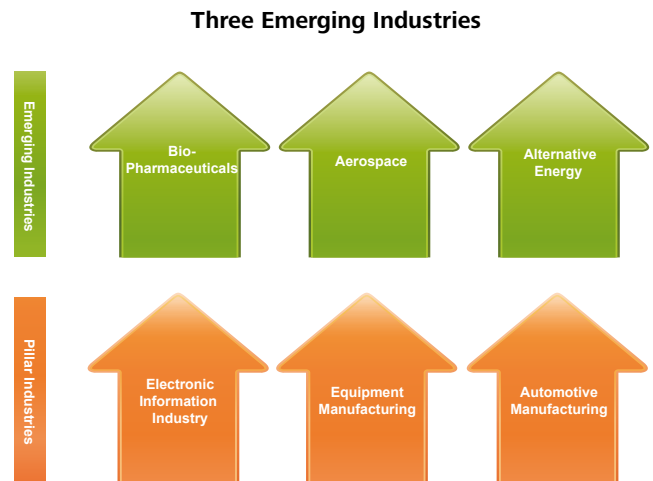


Source:

- ① "Opinions on Setting Up Special Mechanisms and Implementing Special Policies in Lingang Area"
- ② Information from Pudong New Area Association of Enterprises with Foreign Investment

## Technological Innovation of the Three Emerging Industries<sup>②</sup>

By the end of 2012, there were more than 1,000 high-tech enterprises in Pudong New Area and more than 500 R&D institutions. Based on the original "three pillar industries", Pudong New Area is promoting the vigorous development of another three emerging industries. Pudong New Area has evolved from a cluster of manufacturing plants to an area that is home to premium industries, and is now being transformed into a high-tech industry area with complete industry clusters, industry chains and industry hubs.



## Observation

Global manufacturing centers are shifting to emerging markets, with Asia in particular being the most competitive region, with the rapid rise of China, India and Korea.

In 2010, China represented 20% of total global manufacturing output and was the most productive country in the world.

— 2011 Deloitte Industrial Studies Report  
"The Direction of China's Manufacturing"

# 1.4 Driving Innovation (cont'd)

## Pudong International Talent City

Pudong is dedicated to attracting and retaining top talent.

September of 2012 saw the opening of the Pudong International Talent City. The Talent City departs from traditional talent attraction concepts in building an optimal platform and information center for talent services. It concentrates on accelerating the integration of supply and demand, clustering services and using talent to serve talent.

The Talent Exhibition Center showcases the business and innovation achievements of members of the "Thousand Talents Program", publicizing the significant practical results of the experimental zone for international talent innovation.

The Pudong International Talent City serves as an optimal platform and information center for talent services. It concentrates various functional departments and portals such as service terminals and information windows to offer comprehensive, high-quality services in areas such as policy announcements, information services, administrative assistance, entrepreneurship training, and talent exchange, etc.

## Innovative Government Policies

To promote the ongoing reform and opening up of the economy in Pudong New Area, the Shanghai Administration of Industry and Commerce and the Pudong district government introduced 16 new policies in 2012 to encourage innovation-driven restructuring and development, including:

- Promoting parallel approval and notification for newly established enterprises
- Encouraging foreign enterprises to establish foreign-invested enterprises using offshore RMB
- Encouraging and supporting foreign enterprises to enter public welfare industries, such as healthcare and education
- Supporting the construction of the Lujiazui financial district and the rapid development of various financial institutions
- Supporting the integrated development of the "Three Areas, Three Ports", and promoting pilot initiatives in international shipping experimental zones
- Moving forward with the establishment of incentives to facilitate independent innovation and the commercialization of scientific achievements by enterprises located in the Zhangjiang national independent innovation demonstration zone



Source:  
Information from Pudong New Area Association of Enterprises with Foreign Investment

# 1.5 Investment Environment Survey Summary

Based on the results of the survey, we have summarized the key elements of the business investment environment that attract investors.

## 1. Efficient Service-Oriented Government

Efficient government operations, reasonable policy orientation, favorable supporting policies, and diversified and effective policy innovation and systemic reform have created a healthy and effective environment for foreign investors in Pudong New Area.

## 2. Maturing Environment for Business Cooperation

An assortment of modern financial markets that include securities, futures, foreign exchange, petroleum and diamond exchanges have set up in Pudong New Area, as well as a large number of domestic and international financial institutions, law firms, accounting firms, consulting firms and other professional service institutions that provide diversified financial services and products. The scale has helped create an open environment for business cooperation for foreign investors.

## 3. Expanding Human Resources Pool

Millions of executives and professionals (from financial and technical fields) with diverse backgrounds have come to Pudong New Area, and they provide an abundant pool of skilled employees to meet the staffing needs of many companies. Human resources in Pudong New Area and the government policies to attract talent have provided opportunities for individuals to grow and realize their career ambitions. In addition to innovative government services and the environment for business cooperation, human resources is the third most important consideration for investors.

## 4. High-Quality Living Environment

Pudong New Area offers high-quality education and healthcare services. The presence of several international schools and numerous city-level higher education and middle and primary schools helps to ease the concerns of overseas and domestic employees who move their families to Pudong New Area. Twelve foreigner-oriented hospitals and several specialist hospitals provide residents with high-quality, multilingual and round-the-clock services. Urban security, broad greenbelts and world-class cultural facilities have satisfied residents' desires for "green and low-carbon" lifestyles and a sense of community.

## 5. Comprehensive Infrastructure and Public Services

Pudong New Area has modern logistics facilities and an efficient transportation network. Shanghai Pudong International Airport is one of the three largest international airports in China. Yangshan deep water port and Waigaoqiao port handle 10 of millions of tons of cargo daily. The China Railway High-Speed (CRH) network links Shanghai to other cities in the Yangtze River Delta to create the "one-hour economic circle" comprised of Shanghai, Nanjing and Hangzhou. The improvements to inter-city transportation networks have also driven information and resource-sharing between cities. Businesses can enjoy the advantages of the proximity of Shanghai and the other Yangtze River Delta cities, which further enhances the competitive edge of the delta.

Pudong New Area houses a number of grade A office towers, five-star hotels and advanced conference and exhibition facilities that can be easily accessed by the well-developed and conveniently accessible urban rail network throughout Shanghai. Pudong is connected to downtown Shanghai by several bridges. This network provides an excellent means of transportation for commuters throughout the city.

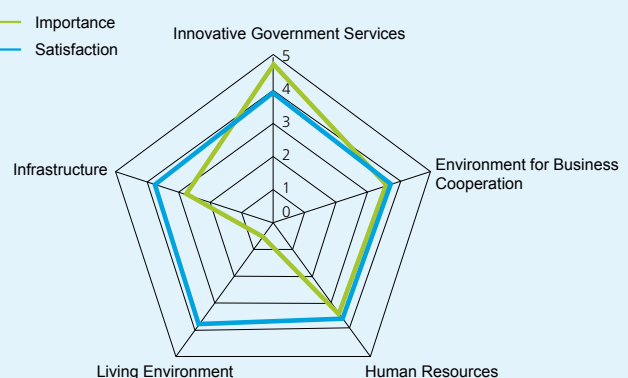
### Investment Environment Satisfaction/Importance Survey Summary

Of the five key factors affecting the investment environment of Pudong New Area, which three are you most satisfied with?

- Innovative Government Services
- Living Environment
- Infrastructure

Of the five key factors affecting Pudong New Area's investment environment, which three do you rank the most important to foreign investment?

- Innovative Government Services
- Environment for Business Cooperation
- Human Resources



## 2. Innovative Government Services



### Foreword

Pudong New Area, as the core area for Shanghai's development of the Four Centers, benefits from favorable government policies and effective government services, which in turn fosters the continued evolution of Pudong New Area and the consolidation of its position as an economic hub in China and the Asia-Pacific region. As the headquarters economy matures and more regional headquarters are attracted to the region, Pudong New Area's economic capability and international profile will continue to grow.

The Pudong New Area government has taken actionable steps to establish a CSR initiative, which will lead to better performance of enterprises and contribute to sustainable development.

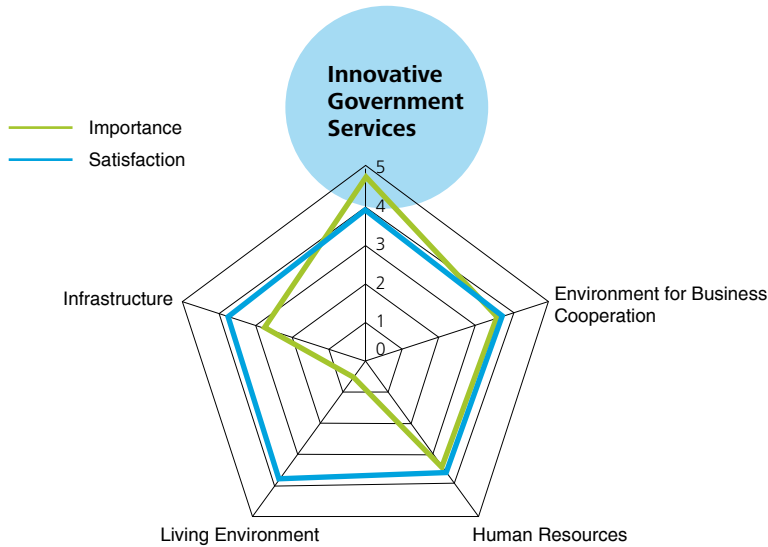
### Enterprise Testimonial

Companies are well equipped to develop their businesses as a result of the innovative support policies, openness, transparency and efficient service platforms in Pudong New Area. Favorable support policies, coupled with efficient government services, in particular, have played a critical role in helping GM Shanghai realize rapid sales growth.

—— General Motors (China) Investment Co.,Ltd.

# 2.1 Survey Results

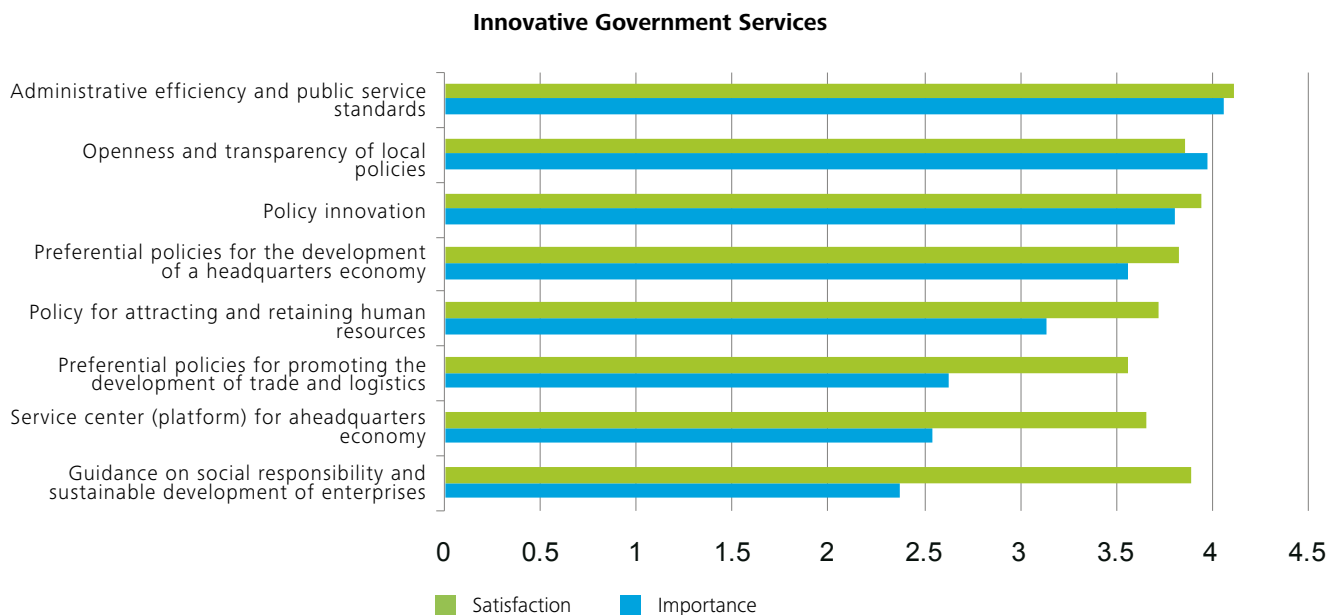
## Importance and Satisfaction Rating



### Survey Feedback

- 93.22% of respondents believe that government policy is very important to the investment environment. The degree of satisfaction declined by 6.78% compared to 2010.
- 96.61% of respondents are satisfied with the Pudong New Area government policies. The degree of satisfaction increased by 1.84% compared to 2010.
- The most important policies are those that encourage and achieve administrative efficiency and public service standards.
- Policies that were considered most satisfactory are those related to administrative efficiency and public service standards.

## Key Components - Importance/Satisfaction



## 2.2 Administrative Efficiency of the Government

"Shanghai's reform has entered deeper waters. We need to accelerate the transition of government functions toward developing a suitable development environment, providing quality public services and upholding social justice. We need to work hard at maximizing government efficiency and transparency, while minimizing expenditure, and building a more open, transparent and law-oriented government."

—— Han Zheng

Activities requiring administrative approval in Pudong New Area decreased from 724 in 2001 to 242 in 2012. The average length of the approval process has been reduced from 22 working days to four, making Pudong New Area one of the districts with the least government administrative approval requirements and the most efficient approval processes in the country.



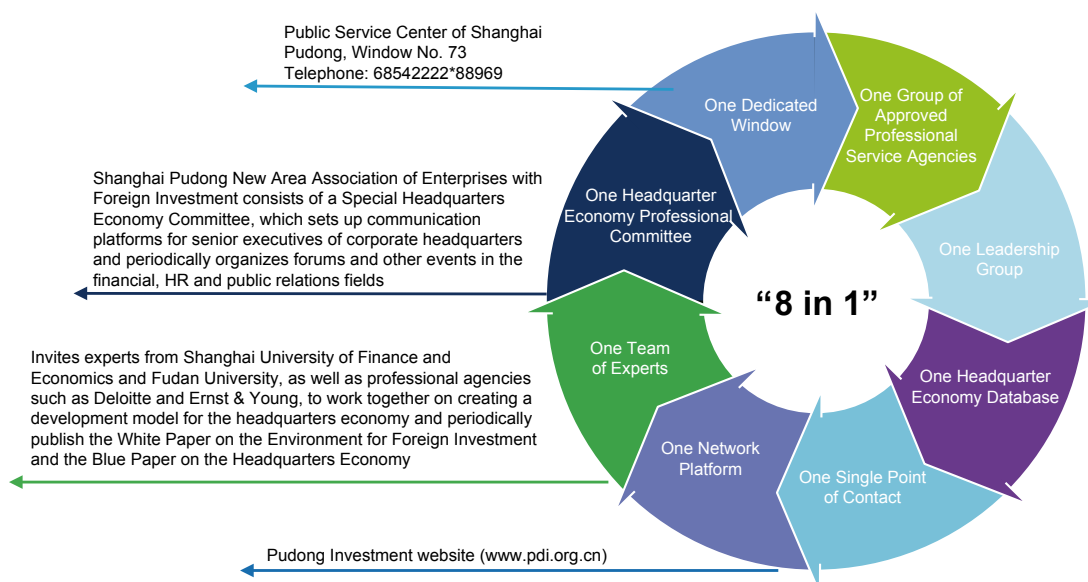
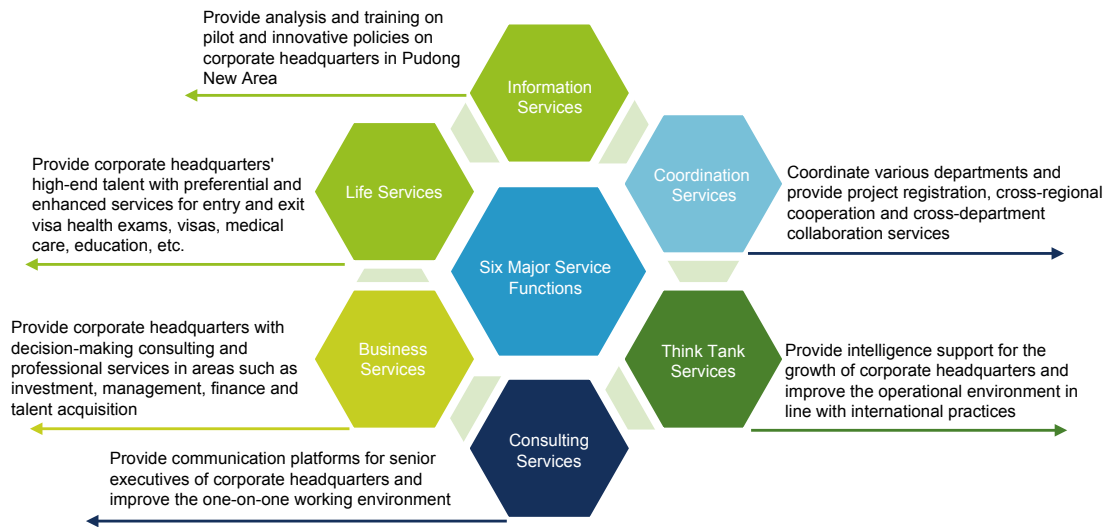
The Pudong New Area government has made great efforts to push forward the construction of national electronic government pilot projects, expand the transparency of government affairs and increase the disclosure of major policy drafts to the public to improve decision-making mechanisms and procedures.

The Pudong New Area government aims to improve market openness, approval efficiency and standardization with a view to attracting corporate investment.

Source:  
Information from Pudong New Area Association of Enterprises with Foreign Investment

## 2.3 Service Center for Corporate Headquarters

Pudong New Area established China's first "Service Center (Platform) for Corporate Headquarters" in June 2012 with a view to establishing an integrated service system and optimizing the local environment for the ongoing development of its headquarters economy. The center integrates government resources and service resources offered by non-government professional agencies to provide one-stop services to enterprises with corporate headquarters in Pudong New Area to address systems and operational problems and foster a better overall environment. A "Headquarters Service Menu" is available for corporate headquarters to customize services to their specific needs.



Source:  
Information from Pudong New Area Association of Enterprises with Foreign Investment



## 2.3 Service Center for Corporate Headquarters (cont'd)

### Innovative Measures

Collaborating with other government departments (e.g. customs, inspection and quarantine, foreign exchange and immigration), the government of Pudong New Area introduced "Ideas to Promote the Accelerated Development of Multinational Corporate Regional Headquarters" in 2011.

In 2012, the Pudong New Area government again collaborated with other government departments, including Shanghai Customs, the Shanghai Inspection and Quarantine Bureau, the Pudong branch of the Administration for Industry and Commerce and the Immigration Office of the Pudong Public Security Bureau to jointly release 14 new innovation initiatives to promote the development of the headquarters economy.

#### Customs

- Establish a responsive customer coordinator system for corporate clients seeking to establish headquarters
- Provide centralized processing for customs declarations of regional headquarters
- Provide centralized processing for advance classification of import/export commodities
- Provide centralized advance appraisals

#### Inspection and Quarantine

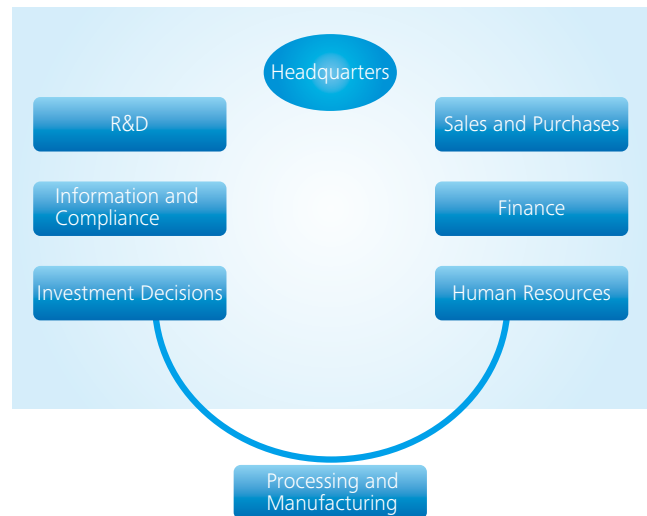
- Implement centralized quarantine and inspection, with 24-hour services
- Implement the new "advance filing, optimized examinations and improved supervision" model and the no-declaration channel system
- Trial implementation of centralized inspection model for headquarters
- Launch trials for new inspection supervision methods

#### Business Administration

- Provide convenient, efficient registration services
- Expand options for contributing investments
- Allow regional headquarters to use company names containing English letters and Arabic numerals
- Allow regional headquarters to use terms such as "sales, purchasing, accounting, R&D, trademark", etc. in their company names

#### Public Security, Healthcare

- Provide easy access channels for permanent residence registration
- Provide VIP services to expedite entry visa health exams for foreign executives of multinational corporations with regional headquarters in Pudong New Area
- Provide more convenient services, such as immigration, permanent residence permit applications, etc.



### Success Stories

#### VIP Services to Expedite Entry Visa Health Checks

Supported by the Shanghai Entry-Exit Inspection and Quarantine Bureau, the Shanghai International Travel Health Center provides VIP services for foreign executives employed by regional headquarters of multinational companies, as well as their family members.

Using the original processing procedures for entry visa health examinations, foreign executives can register online 10-20 days in advance and only spend about half a day to complete the medical check-up.

With a "Special Letter from the Pudong New Area Service Center for Corporate Headquarters", a family member of a Praxair foreign executive was able to complete his medical exam in less than 30 minutes at the Shanghai International Travel Health Center, simply by making an appointment through the Service Center (Platform) for Corporate Headquarters one day in advance.

#### Concentrated Customs Declaration and Expedited Clearance with Lowered Costs

The centralization of Pudong New Area's customs enables expedited customs clearance and lowered clearance costs for regional headquarters.

BASF's headquarter and its 10 subsidiaries were able to make customs declarations at a centralized location and efficiently utilize VIP service windows. They were able to forego the usual procedures of declaring customs at multiple ports of entry and avoid related issues, such as extended clearance time and higher costs.

Source:  
Information from Pudong New Area Association of Enterprises with Foreign Investment

## 2.4 Commercial Factoring Pilot

In December 2012, Pudong New Area announced the inception of a trial program under which certain companies would be permitted to set up commercial factoring businesses. The initiative is supported by the Ministry of Commerce and the Shanghai municipal government.

Factoring is a financial transaction under which a business sells its unmatured accounts receivable to a third party bank or specialized factoring company at a discount. Commercial factoring serves as an effective, secure and low risk solution for corporate financing, thus increasing potential financing channels for businesses in Pudong New Area.

### Alternative Means of Corporate Financing

Under the pilot scheme, Pudong opens a door to non-bank companies to provide trade financing and administer accounts receivable from the sale of goods and/or the provision of services if certain conditions are satisfied. The qualified factoring agents can offer an advanced and efficient means of financing with lower inspection, supervision and risk management costs in comparison with banks. The trial commercial factoring services scheme will regulate operations in the following three areas:

- Investor Qualifications
- Market Access
- System Supervision



It is estimated that, by 2016, there will be 100 commercial factoring companies in Pudong New Area, with a total investment value of RMB 5 to RMB 8 billion, and a factor financing value of RMB 40 billion.

### Commercial Factoring Policies<sup>①</sup>

Qualifications	Commercial factoring agencies must have at least one investor or associated entity with related business operations or factoring experience
Credit	There may not be any credit violations on record
Personnel	At least two senior managers must have more than three years financial management experience and clean credit records
Registered Capital	The registered capital must be at least RMB 50 million. The value of the initial shareholder capital contributions may not be less than 20% of the total, and the remainder must be paid up within two years
Operating Period	The operating period generally may not exceed 30 years; mixed operations are not allowed
Internal Controls	There must be a comprehensive internal control system in place that includes risk evaluation, business operation procedures and regulations
Risk Profile	Financial risk may not be greater than 10 times the total amount of net assets. The risk profile is determined by total assets less cash, bank deposits, government bonds and remaining assets
Capital Custodian	Foreign business factors must authorize a domestic bank that is also a member of an international factoring organization as their capital custodian. Domestic commercial factoring agencies must authorize a bank that is also a member of an international factoring organization as the capital custodian
Registration and Announcement	Factoring agencies must process accounts receivable, transfer registrations and publish the ownership of accounts receivable in the accounts receivable registration system of the People's Bank

Source:

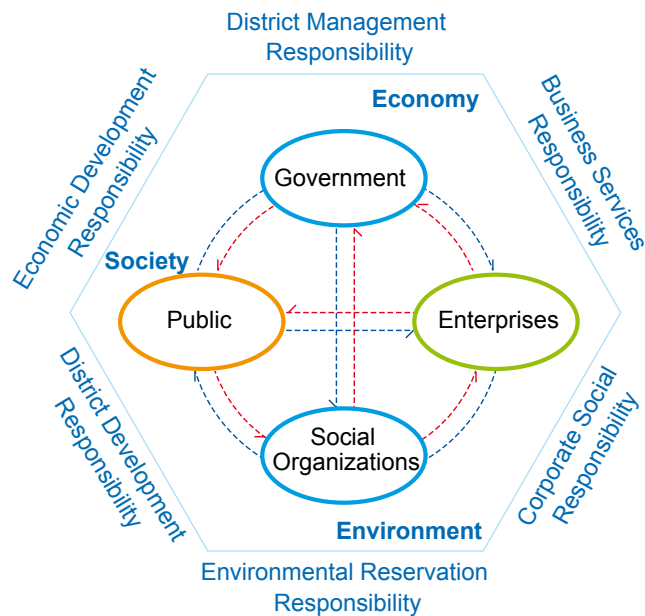
① "Shanghai Pudong New Area Trial Scheme for Setting Up Commercial Factoring Enterprises", Doc No. 2, 2012

# 2.5 Regional Responsibility

## Innovative Measures

In 2007, Pudong New Area launched a CSR initiative based on four essential elements: government guidance, industry self-regulation, voluntary participation and social supervision ("Four in One").

In 2011, Pudong New Area released the regional responsibility competitiveness Index and published *"Responsible Competitiveness: The Fourth Wave—Innovation in Constructing Pudong New Area's Corporate Social Responsibility"*.



## Regional Responsibility Competitiveness

Regional responsibility competitiveness refers to the comprehensive competitive strength out of the coordinated development of economy, environment and society. Compared with single economic competitiveness, it has broader and more sustainable meaning.

## Regional Responsibility Competitiveness Model

By means of service, participation, cooperation, guidance and supervision, positive interaction is formed among the government, enterprises, social organizations and the public in the region to perform economic development responsibility, district management responsibility, business services responsibility, corporate social responsibility, environmental reservation responsibility and district development responsibility, which creates comprehensive values of economy, environment and society and enhances the regional responsibility competitiveness.

## Regional Responsibility Competitiveness Index

The theoretical foundation for the assessment system to evaluate and improve regional responsibility competitiveness lies in social responsibility, theory of sustainable development and the factors considered for evaluating competitiveness. Regional responsibility competitiveness index system comprises of three-tier indicators. According to factors that could influence regional responsibility competitiveness, economic growth responsibility, district management responsibility, commercial services responsibility, corporate social responsibility, environmental reservation responsibility and district development responsibility compose the first-tier indicators. The second-tier indicators include 19 items and the third-tier 55 items.

Source:  
Information from Pudong New Area Association of Enterprises with Foreign Investment

# 3. Environment for Business Cooperation



## Foreword

2012, Xinhua - The Dow Jones International Financial Centers Development Index indicates that Shanghai has risen to sixth place in the standings for international financial centers, and once again ranks first on the growth and development index.<sup>①</sup>

As the influence and synergetic strength of Shanghai's financial institutions continues to grow, Pudong New Area has taken advantage of its status as Shanghai's financial core and its concentration of multinational headquarters to create a robust international environment for business cooperation.

## Enterprise Testimonial

Shanghai has the best financial environment in China, and Pudong New Area, Shanghai's financial center, has an abundance of financial resources and provides an excellent platform for Cosmo Beauty's development in China. The large domestic consumer market and Pudong New Area's integrated business environment also have helped set the stage for our strategic investment and development plans.

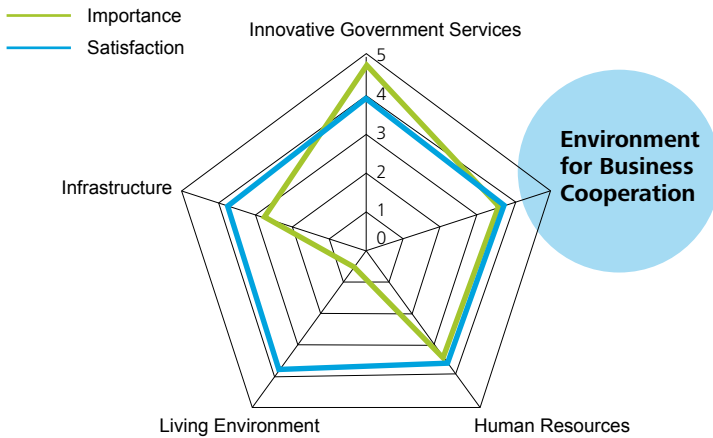
—— Cosmo Beauty International Trade

Source:

① Information from Pudong New Area Association of Enterprises with Foreign Investment

# 3.1 Survey Results

## Importance and Satisfaction Rating

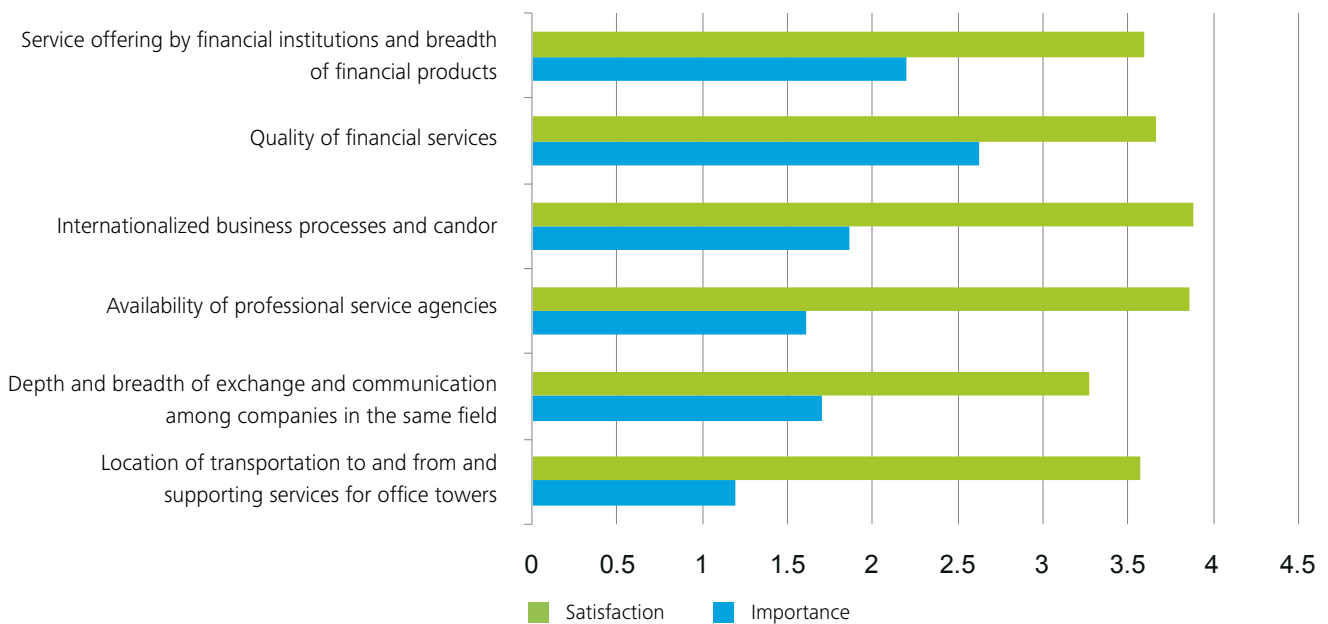


## Survey Feedback

- 71.81% of respondents say the business cooperation environment is very important to Pudong New Area's overall investment environment. The degree of importance declined by 1.70% compared to 2010.
- 89.83% of respondents are satisfied with Pudong New Area's environment for business cooperation. The degree of satisfaction was virtually the same as in 2010.
- The quality of financial services was rated the most important factor.
- The level of orderliness and openness of international business received the highest satisfaction rating.

## Key Components - Importance/Satisfaction

### Environment for Business Cooperation



# 3.2 Abundance of Financial Institutions

"The 2011 Global Financial Center Index"<sup>①</sup> indicates that, as of March 2012, Shanghai was ranked the world's eighth largest, and Asia's fourth largest financial center, joining Hong Kong, Singapore and Tokyo as an influential player on the world financial stage. As Shanghai is poised to become one of the most dynamic, comprehensive and innovative financial centers in the world, Pudong New Area continues to develop its strategic significance and influence.

### Increasing number of financial institutions<sup>②</sup>

- By 2012, there were 737 financial institutions in Pudong New Area, an increase of 45 over the 2011 total.
- This included 319 foreign financial institutions, accounting for about 75% of Shanghai's total number of foreign financial institutions.

### Concentration of foreign banks<sup>②</sup>

- As of 2012, there were 230 foreign banks carrying on business in Pudong New Area, including 61 branches and 68 representative offices. Eighteen of the banking institutions were legally incorporated foreign banks, representing more than half of the foreign banks in China.
- The majority of the most prominent foreign banks have established regional headquarters in Pudong New Area, including Citibank, Royal Bank of Scotland, HSBC, BNP Paribas and Standard Chartered Bank.

### Domestic banking institutions<sup>②</sup>

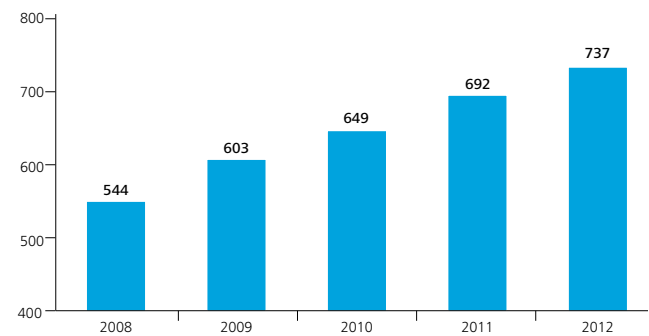
- By the end of 2012, there were 34 domestic banks and 24 bank operation centers in Pudong New Area.
- The Bank of Communications, China's fifth largest bank and China's Bank Card Service Association have established their headquarters in the Lujiazui Finance and Trade Center.

### Equity investment management firms<sup>②</sup>

- By the end of 2011, there were 447 equity investment and management companies in Pudong New Area, managing assets worth a total of RMB 77.5 billion. Six of the world's top 10 private equity institutions have commenced business in Pudong New Area, including the Carlyle Group, Blackstone Group, TPG, Apax Partners, Bain Capital LLC, JPMorgan Chase & Co and CVC Capital.

### Increasing number of the financial institutions in Pudong New Area

Unit: Enterprises



Data Resource:

"Statistical Yearbook of Pudong New Area, 2012"

Information from Pudong New Area Association of Enterprises with Foreign Investment

### Securities firms<sup>②</sup>

- By the end of 2012, 290 securities institutions were located in Pudong New Area, including 55 foreign securities firms (including representative offices). There were 80 Chinese securities firms, 54 funds and 85 futures firms.

### Insurance companies<sup>②</sup>

- By the end of 2012, there were 217 insurance institutions in Pudong New Area, of which 31 were foreign insurance companies and 31 were representative offices of foreign insurance companies. World-renowned insurance companies doing business in Pudong New Area include the AXA Group, Chartis Insurance and Winterthur Insurance.

Source:

① The Global Financial Centers Index 11, March 2012

② Information from Pudong New Area Association of Enterprises with Foreign Investment

# 3.3 Rich Trading Platforms of Financial Resources

Pudong New Area currently has an assortment of modern financial markets that include securities, futures, foreign exchange, petroleum and diamond exchanges. Together with the gold and asset/equity exchanges in Puxi, they constitute a comprehensive financial market system. New financial markets and institutions, such as shipping finance, private equity and financial futures, also are in development.

### Shanghai Stock Exchange<sup>①</sup>

- The Shanghai Stock Exchange, which was set up in 1990 and has played a pivotal role in promoting the financial development of the area over the past 22 years, is located in Pudong New Area.

<b>6</b>	Total Market Value: Sixth in the World <sup>④</sup>
<b>20.5</b>	Total Market Capitalization of RMB 20.5 Trillion
<b>931</b>	931 Listed Companies

### Shanghai Futures Exchange<sup>②</sup>

- Ten types of futures contracts are traded on the Shanghai Futures Exchange, including gold, copper, aluminum, zinc, steel rod, fuel, oil and rubber.
- In 2011, the Futures Exchange registered a total trading volume of RMB 86.9 trillion.
- According to statistics of the 2011 Futures Industry Association (FIA), the Shanghai Futures Exchange was one of the 14 largest derivative product exchanges in the world, and was ranked first and third in the world by trade volume for rebar and rubber, respectively.

### China Foreign Exchange Trading Center<sup>③</sup>

- The China Foreign Exchange Trading Center opened in 1994 with the primary purpose of providing inter-bank foreign exchange RMB lending, as well as a trading system for bonds, and interest and exchange rate derivatives. The center also offers interbank clearing, information and supervision services, and provides assistance with organizing transactions and liquidations.
- The National Development and Reform Commission plans to launch an RMB Clearing Center before 2015 to reinforce Shanghai's status as the global center for RMB product innovation, trading, pricing and clearing.

### Other Key Exchanges<sup>④</sup>

- Shanghai Diamond Exchange
- Shanghai Petroleum Exchange
- China Financial Futures Exchange
- Shanghai Equity Exchange
- National Trust Registration Platform



Source:

- ① Shanghai Stock Exchange website, 2011 market statistical data
- ② Futures Industry Association website
- ③ Construction Planning of Shanghai as International Financial Center during 12<sup>th</sup> Five-Year Plan
- ④ World Federation of Exchange website

# 3.4 Integration with International Markets

## 2010 Shanghai Expo<sup>①</sup>

Between May and October 2010, Shanghai successfully hosted the 41st World Exposition.

- 5.28** Expo Park area: 5.28 km<sup>2</sup>
- 246** 246 participating countries and organizations
- 22900** 22,900 activities conducted
- 73.08** Total turnout of 73.08 million



## 2011 Shanghai Global IT Outsourcing Summit, Pudong New Area Special Forum<sup>②</sup>

- The 2011 Shanghai Global IT Outsourcing Summit was held in Pudong New Area. Attendees discussed the future of software outsourcing and the outsourcing of other high-end services in Pudong New Area over the next three years.
- In accordance with the "Smart City, New Opportunities for IT Outsourcing" theme, the summit organizers arranged cooperative exchanges between medium-to-large enterprises and professional software outsourcing service providers.
- Well-known multinational companies attending the Summit included Hyundai Heavy Industries, Honeywell, Microsoft and HP.

## BIO China: World's Largest Bio-Industry Convention<sup>③</sup>

- On October 12, 2011, BIO held the world's largest international bio-industry convention in Pudong New Area, the first year the convention was held in China.
- Bio-tech and pharmaceutical companies from North America, Europe and Asia explored the future development of the Chinese and global biomedicine industry.
- The conference successfully hosted "China's Bio-Pharmaceutical Innovation Hub" Zhangjiang special sub-forum.



Source:

① Shanghai Expo Official website

② Information from Pudong New Area Association of Enterprises with Foreign Investment

③ BIO is a nonprofit organization and is widely recognized across the global biotechnology industry. BIO has 15 years' experience in holding conferences, including the world's largest BIO annual conference, which has been held at various venues around the world.



# 3.5.1 Location of Productive Forces

## "4+3+1 Regions" Key Industry Enhancement

During the 12<sup>th</sup> Five-Year Plan period, Pudong New Area will continue to make structural upgrades to secondary industries and expedite the development of tertiary industries to form a service-oriented industrial base. Through its focus on the 4+3+1 key zones, Pudong New Area will promote industrial progress and the steady transformation of Shanghai.

### Lujiazui Finance and Trade Zone

- Planned area of 31.78 km<sup>2</sup>
- Shanghai's international financial central area provides 3.5 million m<sup>2</sup> of premium office space in high-end business premises
- Expand and transition from traditional financial service models to new services including asset management, information services, investment banking and private equity, etc.

### Jinqiao Economic and Technological Development Zone

- Planned area of 67.79 km<sup>2</sup>
- Integration of the Jinqiao and Nanhui Industrial Zones, and the Airport Industrial Hub
- Net land value for industrial purposes is RMB 13 billion per square kilometer
- Location of choice for R&D centers and regional headquarters of multinational companies
- Transform and upgrade to service-oriented and advanced manufacturing industries

### Zhangjiang High-Tech Park

- Planned area of 77.45 km<sup>2</sup>
- Zhangjiang, which is well integrated with the Kangqiao and Shanghai International Medical Zone, is poised to become a new pillar for growth in Pudong New Area
- The conglomeration of multinational regional headquarters and R&D centers creates synergies for the business environment

### Shanghai Free Trade Zones

- Planned area of 28 km<sup>2</sup>
- Boasts the highest GDP among 15 bonded zones in the country
- Builds on Shanghai's international shipping center and international trade center
- Home to a large number of Fortune 500 companies

### Sanlin Expo Zone

- Planned area of 3.93 km<sup>2</sup>
- Focus on developing an integration area for media and culture, and for non-financial headquarters of multinational companies

### Lingang Zone

- Planned area of 315 km<sup>2</sup> for a heavy equipment industrial zone, logistics park and standard industrial zone
- It is intended to invest RMB 180 billion in the next five years to achieve leapfrog development and build a "Green and Intellectual (Zhi Hui) New City" integrating R&D ideas, green ecology and a livable lifestyle

### International Tourism and Resort Zone

- Planned area of 20 km<sup>2</sup> for a world-class tourism destination, with a Disney theme park at its core. The International Tourism Zone is designed to play a central part in Pudong New Area's urbanization process

### Aviation New Town of Zhuqiao

- The aviation new town of Zhuqiao, which has a leading role in complementing the development of the international shipping center, has an airport, a bonded zone, an extensive aircraft industry, etc.

The "Rules for Clarification of the Three Industry Types" published by the Statistics Bureau of China in 2003, define the three industry sectors as follows:

- Primary industries: Agriculture, forestry, animal husbandry and fisheries
- Secondary industries: Mining, manufacturing, electricity, gas and water production and supply, and construction
- Tertiary industries: Industries other than primary and secondary industries, i.e. primarily service industries

"4+3+1" :

- "4" represents the four leading zones — the Lujiazui Finance and Trade Zone, the Jinqiao Export Processing Zone, the Zhangjiang High-Tech Zone and the Waigaoqiao Bonded Area
- "3" represents the three additional zones — the Expo Zone, the International Tourism Zone and the Lingang Zone
- "1" represents the Aviation New Town of Zhuqiao

## 3.5.2 Industry Hub: Financial Center and Key Functional Area of the District

During the 11<sup>th</sup> Five-Year Plan period, the financial industry in Pudong New Area has maintained a healthy growth rate, while expanding market depth and breadth. The quality and number of financial institutions set up in the area increased significantly. The financial industry's rapid growth continued through the beginning of the 12<sup>th</sup> Five Year Plan. By the end of 2012, Pudong New Area's financial industry had an added value of RMB 106.91 billion, accounting for 43.63% of Shanghai's total.<sup>①</sup>

### Success Stories

#### Lujiazui Finance and Trade Zone<sup>②</sup>

The Lujiazui Finance and Trade Zone in Pudong New Area is the only national development zone that has been designated a "finance and trade" center since the development and liberalization of Pudong New Area in 1990.

By 2012, the Lujiazui Finance and Trade Zone was home to 662 domestic and foreign financial services companies, 81 multinational regional headquarters and 5,000 intermediary service agencies specializing in law, accounting, finance, consulting and information technology, etc. These entities continue to provide high quality services to both Chinese and foreign enterprises operating in Shanghai, the Yangtze River Delta and the rest of China and around the world.

As a growing number of world-class companies establish a presence in the area, the Lujiazui Finance and Trade Zone is playing an increasingly important role in Pudong New Area and Shanghai as a whole. The pioneering efforts of the Lujiazui Finance and Trade Zone have enabled Pudong New Area to attract high growth and value-added industries, including the financial leasing, equity investment, e-commerce, software, information technology, and tourism and exhibition industries.

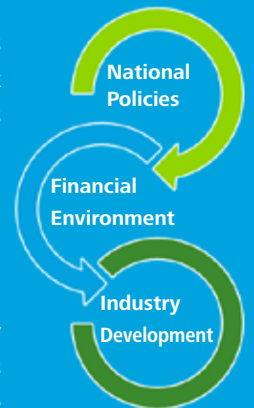
#### International Recognition of the Lujiazui Financial Center

As a result of widespread cooperation and a series of extensive exchanges between Chinese and foreign financial services from 2006 to 2012, the Lujiazui Financial Center has gained global recognition as one of the world's major financial centers. The Lujiazui Financial Zone also has built its reputation by successfully hosting and participating in the Lujiazui Forum sessions for three years. The holding of the Lujiazui Financial Culture Festival for five years also has contributed.

### Deloitte Observation

With the rapid development of the global financial markets, financial services competition has intensified. Product diversification and innovation also has increased risk management and control concerns. Following the financial crisis, international financial supervisory and regulatory authorities began to reform the financial system. The financial institutions of China have actively participated in the new round of revisions to international financial guidelines, have made improvements to the supervisory and regulatory standards for China's financial industry, and have successively implemented relevant guidelines to reinforce the supervision and regulation of the banking industry.

—— From Deloitte, "2012 Ten Trends and Outlook of China's Banking Sector"



### Financial Development Environment of Lujiazui

To ensure healthy business development, the continuous improvement of the financial system and the competitiveness of Lujiazui Financial Zone, the government of Pudong New Area has established specialized government services, including the financial court of arbitration, the financial court and public prosecution for violation of financial and intellectual property rights.

### Liberalization of the Financial Policies of Pudong New Area

To enhance Lujiazui's ability to allocate cross-border goods and resources, expand the role of multinational headquarters in Pudong New Area and facilitate RMB cross-border trade settlements, the government of Pudong New Area has relaxed its financial policies by implementing the following programs:

- RMB Settlement for Cross-Border Trade Pilot Program
- International Trade Settlement Center Pilot Program
- Bonded Futures Delivery Pilot Program

Source:

- ① Information from Pudong New Area Association of Enterprises with Foreign Investment
- ② Shanghai Lujiazui Finance & Trade Zone Development Co. website

# 3.5.3 Industry Hub: Core Functional Zone of the International Shipping Center

During the 11<sup>th</sup> Five-Year Plan period, Shanghai experienced rapid expansion of its shipping industry and substantial growth in port throughput. Shanghai Port's container throughput jumped to No. 1 in the world in 2010, with Pudong New Area accounting for 86.4% of the total volume. The international transportation sector in Pudong New Area continues to demonstrate a positive growth trend.

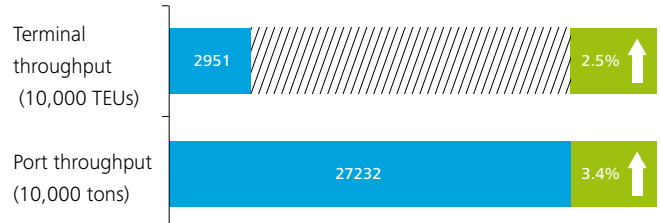
## Upgrading and Transformation of the Shipping Industry

During the 12<sup>th</sup> Five-Year Plan period, the State Council is aiming to transform Pudong New Area into an international shipping center with global resource allocation capabilities. This will be achieved through the enhancement of shipping functions and capabilities, and the development of supporting infrastructure and policies.

## Four Shipping Hubs Taking Shape

Shipping facilities and industry resources in Pudong New Area are highly concentrated, and the Area's port accounts for over 80% of Shanghai's overall shipping volume. Pudong New Area is currently drawing up a development model that incorporates four shipping service centers: Yangshan Lingang, Lujiazui, Waigaoqiao and Linkong.

## Selection of 2012 Shipping Statistics for Pudong New Area



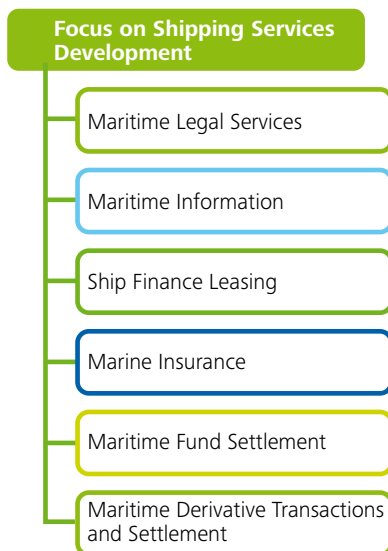
Source:

"Notice on Accelerating Construction of Pudong New Area as the Key Functional Area of Shipping during the 12<sup>th</sup> Five-Year Plan", issued by Pudong New Area People's Government

# 3.5.3 Industry Hub: Core Functional Zone of International Shipping Center (cont'd)

## Lujiazui: Center of Shipping Finance and High-End Shipping Services

Building on the existing shipping service industry, Lujiazui is leveraging its strengths in shipping finance and shipping markets to actively develop the service industry chain, which mainly focus on institutions providing financial and insurance services. The district will continue to optimize shipping services levels with the goal of becoming the core center for international shipping finance and high-end shipping services.



## Yangshan Lingang

Yangshan Bonded Port Area	<p>New Integrated Trial Zone For International Shipping</p> <ul style="list-style-type: none"> <li>• Location Advantage</li> <li>• Integrated Bonded Logistics</li> </ul>
Lingang Primary City District	<p>Shipping Services and Integrated Demonstration Zone</p> <ul style="list-style-type: none"> <li>• Shipping Services Zone</li> <li>• Shipping Cultural Zone</li> <li>• Shipping Management Zone</li> </ul>

## Waigaoqiao

As a model zone for international trade in Pudong New Area, Waigaoqiao Free Trade Zone is exclusively positioned to assist in the development of the shipping industry:

- International Trade, Modern Logistics, Advanced Manufacturing
- Exhibition Trade, Education Training and R&D Innovations
- Offshore Trade, Offshore Finance, Bonded Futures Delivery

## Linkong Area

### Pudong New Area Airport Free Trade Zone

- Upgrading the modern logistics industry
- Developing the shipping financial services industry
- Introducing internationally-known logistics companies

### Linkong Industrial Park

- Developing domestic aviation logistics
- Upgrading Linkong's general economy



Source:

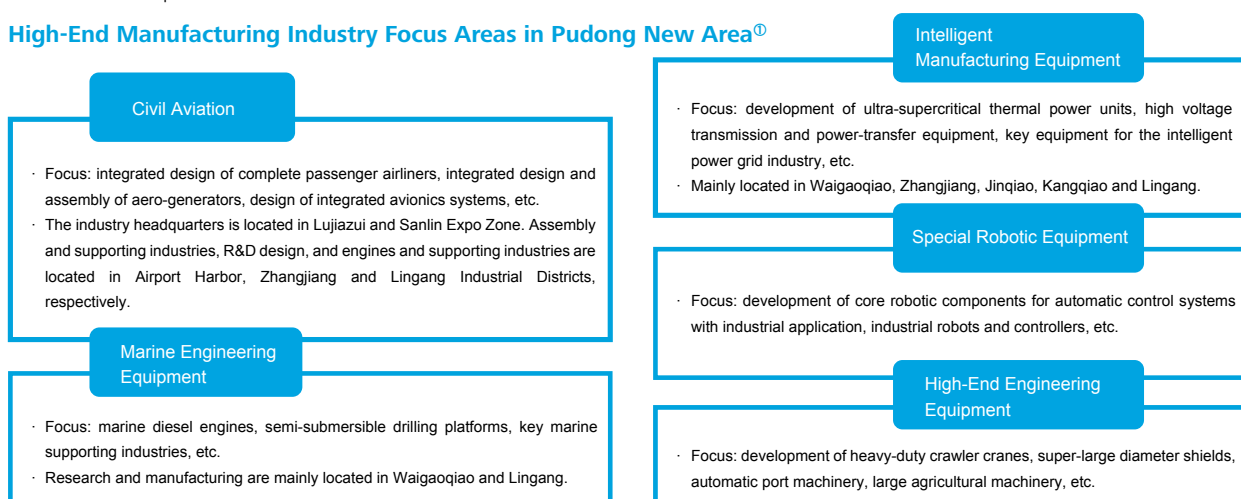
"Notice on Accelerating Construction of Pudong New Area as the Key Functional Area of Shipping during the 12<sup>th</sup> Five-Year Plan", issued by Pudong New Area People's Government

## 3.5.4 Industry Hub: High-End Manufacturing

In 2011, the high-end manufacturing industry in Pudong New Area, one of the strategic newly-emerging industries, achieved an output value of RMB 100 billion, accounting for 37.7% of Shanghai's total.

The equipment manufacturing industrial belt, consisting of state-level development zones such as Waigaoqiao, Jinqiao and Zhangjiang, provides the high-end manufacturing industry with scale and technical advantages, as well as strong growth potential. Pudong New Area has already succeeded in attracting many leading domestic and even global equipment manufacturers, as well as considerable professional and technical talent.

### High-End Manufacturing Industry Focus Areas in Pudong New Area<sup>①</sup>



### Table of High-End Manufacturing Bases of Pudong New Area<sup>②</sup>

Name	Location	Focus
Zhangjiang Integrated Circuit Industry Cluster Zone	Zhangjiang	Integrated circuit, information technology, software and related industries
Zhangjiang Photoelectron Industry Cluster Zone	Zhangjiang	LED, new-type display and laser industry, intelligent communication, energy equipment, and next generation information network industry
Digital TV Industry Cluster Base	Sanlin	Digital TV and digital news media industry
Shanghai IOT Industrial Base	Zhangjiang South Area	R&D, production, background operation and support services, as well as product exhibition and application demonstration for key IOT technologies and products
China Renowned Software City Model Zone	Pudong New Area	Construction of well-known enterprise, famous figure, famous brand, and famous park, accelerating development of the software industry
Cloud Computing Application Demonstration Zone	Pudong New Area	Finance, logistics, urban management and SME services, as well as cloud computing industry
Shanghai Pudong New Area Software Park	Including Guo Shoujing Park, Zu Chongzhi Park, Sanlian Expo Sub-Park, and Kunshan Pudong New Area Software Park	Chip design, mobile internet, e-commerce, industrial application, cultural creation, software sourcing, etc.
Shanghai Lujiazui Software Park	Lujiazui	Financial information services, software sourcing, network games, etc.
Zhangjiang National Information Security (East) Base	Zhangjiang	ICT industry with information security as core and TIMES industry chain as link

Source:

① "Study on the Key Areas of Strategic Newly Emerging Industries in Pudong New Area"

② "Notice of the People's Government of Pudong New Area on Issuing Guidelines on Accelerating Cultivation and Development of Strategic Newly Emerging Industries"

# 4. Human Resources



## Foreword

While science and technology are the primary drivers of the information-based economy, its primary resource is human capital. The importance of highly-skilled persons to economic development has therefore become paramount and human resource deployment has become a central global concern.

The availability and scalability of human resources, together with the extent to which such resources are internationalized and characterized by professional quality, are vital to boosting enterprise growth and driving industry upgrades.

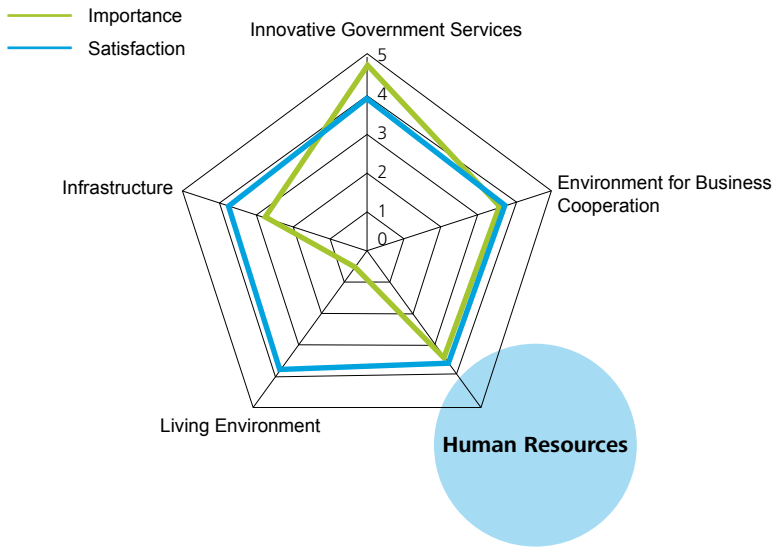
## Enterprise Testimonial

Human resources have played a critical role in GE's success. Pudong New Area, through a number of geographic and policy advantages, has attracted a wide array of local and international staff to the region. The ability to find high-caliber technological personnel has helped us lay a solid foundation for GE's R&D center and has set the tone for our long-term development in China.

—— GE (China) Research & Development Center

# 4.1 Survey Results

## Importance and Satisfaction Rating

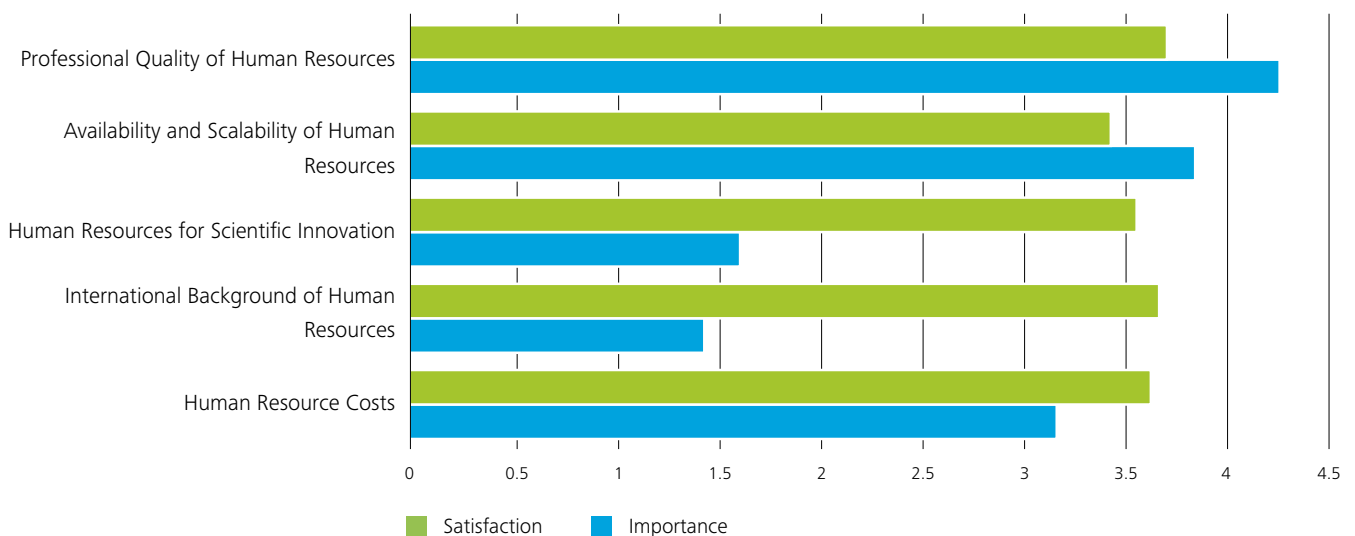


## Survey Feedback

- 66.10% of the respondents said that human resources are very important to the investment environment. The degree of importance has increased by 139.49% compared to 2010.
- 86.44% of the respondents were satisfied with the human resources in Pudong New Area. The degree of satisfaction stayed virtually the same as in 2010.
- The professional quality of human resources was rated the most important factor.
- The professional ethics of Pudong New Area's human resources achieved the highest level of satisfaction.

## Key Components - Importance/Satisfaction

### Human Resources



# 4.2 Highly-Skilled International Human Resources

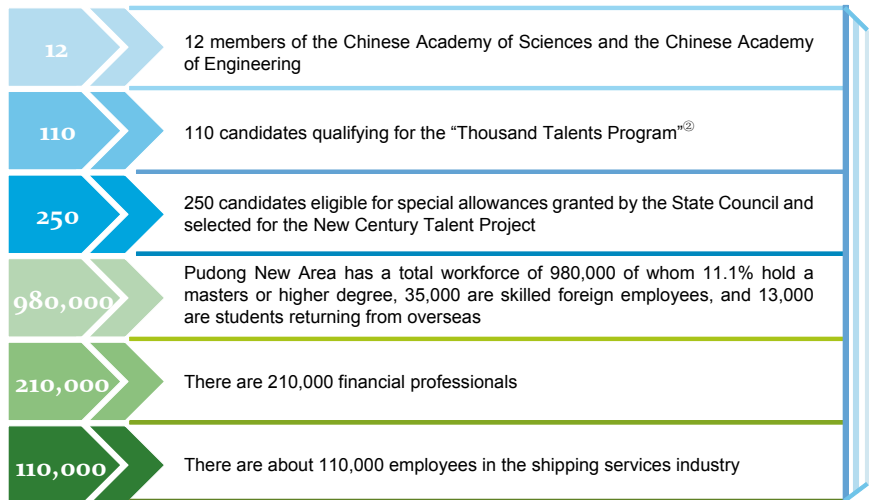
Compared to the rest of Shanghai and China as a whole, Pudong New Area has a very high concentration of skilled, international personnel, with nearly one million professionals (more than 30% of Shanghai's total). Foreign-invested companies alone employ nearly 70,000 R&D personnel, as well as 29,000 other staff from around the world.

During the 12<sup>th</sup> Five-Year Plan period, Pudong New Area is prioritizing the bringing together of "capital" and "talent" and increasing efforts to partner outstanding professionals, technology, management experience and international business models.

—— Pudong New Area's 12<sup>th</sup> Five-Year Plan on Utilization of Foreign Capital

## High-Caliber Talent<sup>①</sup>

Pudong New Area continues to target high-caliber international personnel and will maintain its policy of attempting to draw talented employees with a view to boosting business development and overall prosperity. Pudong New Area has been successful in attracting a large number of highly talented individuals with different cultural backgrounds from all over the world, adding to its existing deep talent pool.



## Pudong New Area International Talent City

Pudong New Area International Talent City is located in Zhangjiang High-Tech Park, "National Innovation and Entrepreneur Base for Overseas High-Level Talent". The project covers a land area of 24,000 m<sup>2</sup> and a building area of 41,000 m<sup>2</sup>. It was opened in September 2012.

Pudong New Area International Talent City departs from traditional talent attraction concepts in building an optimal platform and information center for talent services. It concentrates on accelerating the integration of supply and demand, clustering services, and using talent to serve talent. The Talent City is a "one-stop service window" for international talent.

Source:

① "Notice on 12<sup>th</sup> Five-Year Plan of Scientific and Technological Development in Pudong New Area issued by Pudong New Area People's Government"; Information from Shanghai Pudong New Area Association of Enterprises with Foreign Investment

② Thousand Talents Program: The Central Working and Coordination Group of Talent produced the "Opinion on the Introduction of High-level Overseas Talent", which focuses on bringing 2,000 professionals to support national strategic objectives, key innovation projects, key disciplines and laboratories, centrally-run enterprises and state financial institutions etc., over the next five to 10 years. The program gives priority support for strategic scientists and academic leaders capable of making breakthroughs in key technologies, as well as developing and leading the start-up of emerging disciplines in China.



# 4.3 Active Talent Attraction Policies

In an effort to execute the central government's Thousand Talents Program, Pudong New Area has launched the "International Talent Innovation Pilot Zone", which initiated a series of incentive policies designed to attract high-caliber international personnel. The policies offer a wide range of incentives, including support for scientific and technological research, start-up grants and financial support.

## "1116" Talent Program

Pudong New Area has an abundance of talented reserves capable of accelerating innovation-driven restructuring and development, in keeping with the requirements of Shanghai's Thousand Talents Program and a focus on the development of the Four Centers key functional areas. Going forward, the Pudong New Area government will continue to unveil increasingly effective policies and measures to attract high-caliber international personnel.



Human Resources Incentive Policies	Stock Option Incentives	Zhangjiang is the first area to run a pilot stock option program. This is an incentive program under which state companies, academies, and research organizations in Zhangjiang may offer stock options and dividends to personnel and managers who make outstanding contributions
	Financial Aid for Experts' Sabbatical Leave	Companies that settle in Zhangjiang area can apply for grants for relevant experts' sabbatical leave
	Prioritized Household Registration for Special Talent	Priority household registration will be given to company executives, key R&D personnel, key technical personnel and leaders in scientific research in high and new tech industries and other modern service industries, such as financial services, and to those who have made valuable contributions to Pudong New Area and are recognized in the market place and society at large
	Subsidies for Executives in Financial Sectors	Rewards or subsidies will be made available to executives, management and professionals in financial corporate entities based on their contributions and roles
	Subsidies for Leaders in R&D Institutions	Grants will be given to leaders in high and new technology enterprises, companies engaged in key science and technology programs, innovative teams and key R&D personnel, and professionals who work in large accounting firms and large human resources service companies engaging in financial innovation and innovative activities, based on their contributions

Source: Shanghai Pudong New Area portal website, "Pudong New Area to Further Broaden Introduction of Overseas High-level Talent", "Decision on Accelerating Self-reliant Innovation by Pudong New Area People's Government and CPC Pudong New Area", "Pudong New Area Provisional Measures for Administration of Special Funds for Start-ups in High-tech Industry by Overseas Chinese Students", "Pudong New Area Regulations for the Operation of Science and Technology Development Fund for Start-ups by Overseas Chinese Students".

# 4.4 Scientific Research Strength

As the trend for industrial aggregation continues, high and new-tech enterprises are gradually forming bases and an increasing number of multinational corporations are setting up R&D centers in Pudong New Area. To attract and retain talent engaged in scientific and technological innovations and to hold on to its favorable position in an integrated environment, Pudong New Area continues to increase investment in R&D with a view to building stronger scientific research capabilities and evolving from a cluster of manufacturing plants to a cluster of high-end manufacturing industries.

## Scientific Research Strength

2012 Pudong New Area high and new-tech industry aggregation:

- 156** 156 accredited advanced technology enterprises
- 185** 185 foreign-invested R&D centers
- 440** 440 accredited enterprise R&D institutions
- 905** 905 accredited high and new-tech enterprises

## Research Personnel

Research personnel in Pudong New Area at the end of 2012:

- 39602** 39,602 engaged in scientific research and technical services
- 76281** 76,281 engaged in software and information technology services
- 92596** 92,596 engaged in software and information services

## Research Investment

Pudong New Area's investment in scientific research is on the rise; in 2011, nearly RMB 23 billion was invested to promote scientific development. Expenditure on research as a proportion of regional output also has increased year to year.

## Research Achievements

In 2012, Pudong New Area had 198 projects resulting in high-tech development achievements and the number of patents awarded reached 10,683. Of the awarded patents, 2,681 were awarded to new inventions, 6,245 were utility model patents and 1,757 were design patents.

### National Research Institutes and Scientific Engineering

- R&D Center of Commercial Aircraft Corporation of China
- Chinese National Compound Library
- MNC Pharmaceutical R&D Centers

### MNC Pharmaceutical R&D Centers

- Pfizer
- GlaxoSmithKline
- Novartis
- Roche
- DuPont
- General Electric Company



Source:  
Information from Pudong New Area Association of Enterprises with Foreign Investment

# 5. Living Environment



## Foreword

With their direct impact on personal health, comfort and safety, living conditions are a key decision-making factor in choosing a city in which to live and work. A superior living environment is a prerequisite for the development of any modern city.

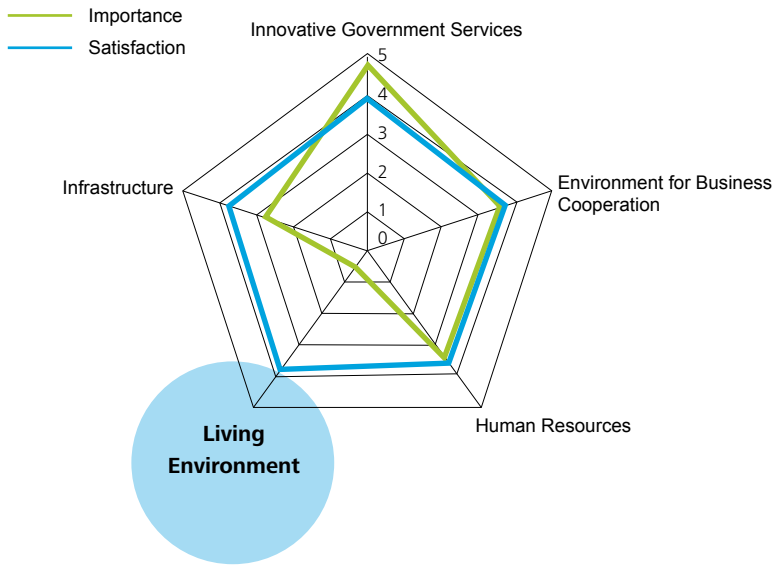
The key indicators of a city's social and economic development include the quality of its educational, healthcare, cultural and sports facilities. Where these are of a high quality, this will also tend to be reflected in the high level of development of the city's inhabitants.

Pudong New Area's superior living environment makes it a desirable place in which to settle for talented individuals from China and around the world. Pudong New Area's ability to attract such talent is, in turn, driving a new wave of development in the city.

- The first district to be granted the National Civilized District Award
- Pudong New Area Eco-environment Improvement Project was presented with the China Living Environment Award
- The Shanghai Expo Bureau was granted a Special UN Habitat Award by UN Habitat

# 5.1 Survey Results

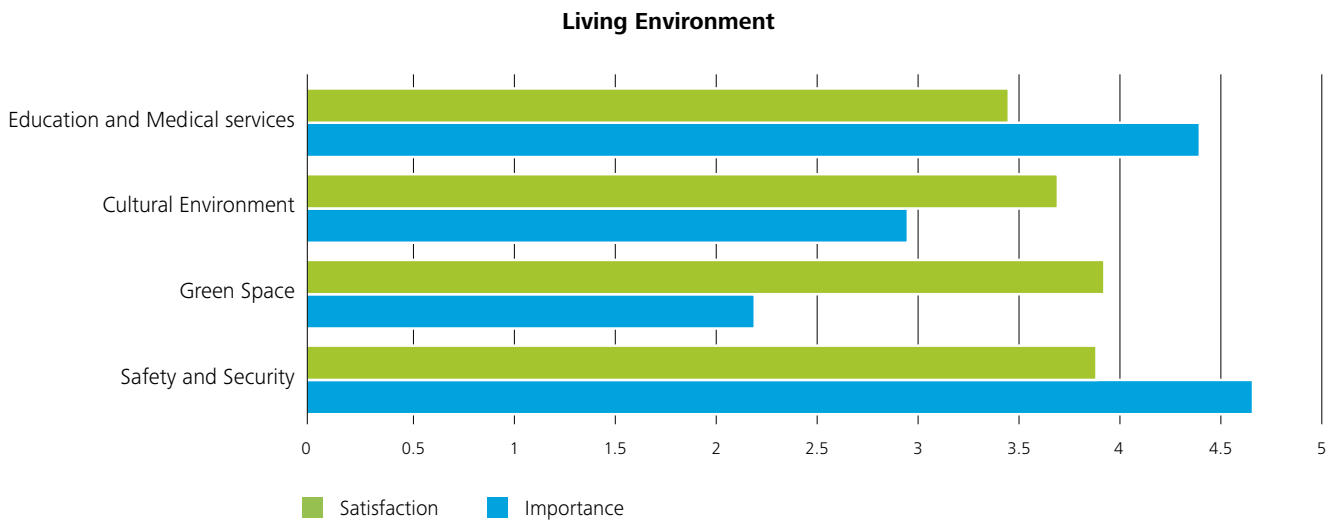
## Importance and Satisfaction Rating



### Survey Feedback

- 10.17% of respondents say the living environment is very important to the overall investment environment of the Pudong New Area. The degree of importance decreased by 41.01% compared to 2010.
- 91.52% of respondents are satisfied with the Pudong New Area's living environment. The degree of satisfaction has increased by 6.02% as compared to 2010.
- The safety and security of residential areas was rated as the most important factor.
- The availability of green space attracted the highest satisfaction rating.

## Key Components - Importance/Satisfaction



## 5.2 Abundance of Educational Resources

Pudong New Area had 358 universities, colleges, middle schools and elementary schools at the beginning of the 12<sup>th</sup> Five Year Plan period. School and faculty buildings occupied a total area of 22,850,000 m<sup>2</sup>.<sup>①</sup> Teaching staff totaled more than 40,000 and students more than 530,000.<sup>②</sup>

### High Concentration of International Schools

Pudong New Area has actively developed education programs and facilities to meet the needs of foreign students. As a result, there are a large number of international schools in Pudong New Area serving students from kindergarten to junior high school.

### Prominent Universities

Pudong New Area is home to many nationally recognized universities, as well as world-famous business schools. These schools have contributed greatly to the enrichment of Pudong New Area's educational environment and the district's overall competitiveness.

Fudan University Zhangjiang Campus	Fudan University Zhangjiang Campus was among the first national key universities to be jointly constructed by two government departments, the Ministry of Education and Shanghai Municipal Government
New York University Shanghai	Jointly sponsored by New York University and East China Normal University <sup>②</sup>
CEIBS	CEIBS is one of the top business schools in Asia, and is the only globally ranked business school in Mainland China



Source:

① "Statistical Yearbook of Pudong New Area, 2012"

② Shanghai New York University website

③ Jincai Middle School website



Concordia International School, Shanghai (Middle School)	Shanghai American School (SAS)
British International School, Shanghai (Pudong New Area campus)	Yew Chung International School of Shanghai
Japanese International School of Shanghai	Dulwich College Shanghai

### Concentration of Key City-Level Schools

There are many key high schools located in Pudong New Area that are actively collaborating with overseas schools, and that have established international departments with foreign teachers. Graduates of these schools have excellent prospects of attending top foreign universities.

2nd Middle School affiliated with East China Normal University	Has an international department and was one of the first middle schools in Shanghai to recruit foreign students
Jianping Middle School	Cooperates with Stanford University on the Education Center For Gifted Youth Program
Jincai Middle School	Retains friendly relationships with numerous schools around the world. Sends local students overseas and accepts foreign students as part of the regular school curriculum <sup>③</sup>

# 5.3 Comprehensive Medical Services

## Overall Health Care Environment

At the beginning of the 12<sup>th</sup> Five-Year Plan, Pudong New Area was home to 1,074 medical institutions capable of accommodating 17,731 patients. Among these facilities were 10 general hospitals with 6,146 beds and 3,042 medical practitioners, and eight specialized hospitals with 2,351 beds and 410 medical practitioners.

Type of hospital	No. of Hospitals	Beds	No. of Medical Practitioners
General	10	6,146	3,042
Specialized	8	2,351	410

## Medical Facilities with Multilingual Services

A number of Pudong New Area's hospitals provide high-quality, 24-hour, multilingual medical services, and employing English, Japanese and Korean speakers.

- Shanghai East International Medical Center
- Shuguang Hospital, affiliated with Shanghai University of Traditional Chinese Medicine
- Punan Hospital
- Huashan Hospital, affiliated with Fudan University (Shanghai International Hospital)



## Shanghai Children's Medical Center

Shanghai Children's Medical Center is a tertiary level pediatric hospital combining medical care, scientific research and education.



Source:  
"Statistical Yearbook of Pudong New Area, 2012"

# 5.4 Quality Living Environment

## Livable City

During the 12<sup>th</sup> Five-Year Plan period, the government of Pudong New Area has been dedicated to developing a green, environmentally friendly, low-carbon, ecological environment for work and transportation. To enhance Pudong New Area's livability, the government continues to improve local infrastructure and business facilities, while making new investments in education, medical services, arts and culture, and recreational sports facilities. The 2012 Bluebook on Public Services (published by the Chinese Academy of Social Sciences) placed Shanghai second in the national public's "sense of security" rankings. Other honors include:

### National Civilized City<sup>①</sup>

- 2006 winner of National Civilized City Award
- Defended its title of National Civilized City in 2011

### China Habitat Environment Award<sup>②</sup>

- In 2010, the Pudong New Area Eco-environment Improvement Project was presented with a China Habitat Environment Award

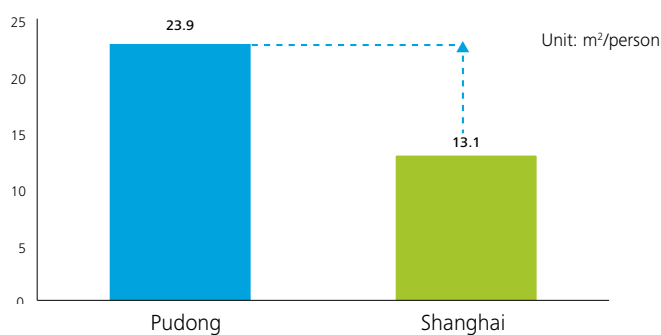
### Environment Award<sup>②</sup>

- In 2010, the Shanghai Expo Bureau was granted a Special UN Habitat Award by UN Habitat

## International Residential Communities

Following two decades of liberalization and development, the residential communities in Pudong New Area are experiencing increasing rates of internationalization. More than 150,000 foreign individuals have started businesses, worked and lived in Pudong New Area for extended periods. In recent years, five international communities including Binjiang, Biyun, Lianyang-Huamu, Orient Century (Tang Zhen) and Zhangjiang have grown up in Pudong New Area.

## Pudong New Area vs. Shanghai Per Capita Public Green Space<sup>④</sup>



## Environmentally Friendly District

Afforestation and garden planting in Pudong New Area will continue during the 12<sup>th</sup> Five Year Plan period. The distribution of green space is set to improve gradually and the overall green space area will be expanded. The "green home and low-carbon life" concept will be aggressively pursued with a view to developing Pudong New Area as the "green capital" of Shanghai.

## Shanghai's Leader in Green Building Practices and Eco-Environmental Construction Work

- To improve the quality of Pudong New Area's environment and create a comfortable and pleasant place to live and work, Pudong New Area has implemented extensive advanced environmental protection measures and technologies, and provided support for environmental improvement, urban reforestation and beautification.
- In 2011, the air quality was rated "good" 94.2% of the time. <sup>③</sup>
- Completed construction of 10 parks, including Century Park, Jinqiao, Tangqiao, Ziwei, Nanpu, Jingnan, Sanlin and Huamu.
- Total green space reaches 12,519 hectares, of which public green space accounts for 5,951 hectares. Public green space covers 36.1% of total public areas. <sup>④</sup>

Source:

- ① Office of the Spiritual Civilization Development Steering Commission
- ② UN Habitat
- ③ Information from Pudong New Area Association of Enterprises with Foreign Investment
- ④ "Statistical Yearbook of Pudong New Area, 2012"

## 5.5 Shanghai Culture and Art



### Cultural Facilities in the City

#### Century Park

Century Park in Pudong New Area is the Shanghai municipal area's largest ecological city park with natural features, covering an area of 140.3 hectares. The park has been heralded as Shanghai's "Emerald of the City" in recognition of its rich flora and natural features.<sup>①</sup>

#### Shanghai Oriental Art Center

The Shanghai Oriental Art Center, which is located in Pudong New Area, is recognized as one of Shanghai's cultural landmarks.<sup>②</sup>

#### Mercedes-Benz Arena

The Mercedes-Benz Cultural Center, located in the heart of Shanghai's Expo Park area, incorporates an 18,000-seat multi-functional arena for the performing arts, a 20,000m<sup>2</sup> integrated retail zone, an ice skating rink, a luxurious five-star cinema and other amenities.<sup>③</sup>

#### Shanghai Disneyland

Shanghai Disneyland is located in the International Tourism Park. Construction began in April 2011, and the first phase of the project is to be completed in 2015. The construction of the theme park has stimulated local property development and prompted the construction of a local transportation network.



### Art and Cultural Exchange

In 2011, 33,811 public arts and cultural events and activities took place in Pudong New Area.<sup>④</sup>

#### Regular Visits from World Renowned Symphony Orchestras



#### World-Class Festivals and Events

Shanghai Jazz Festival
Shanghai International Music Fireworks Festival
Shanghai Peach Blossom Festival

Source:

① Century Park website

② Shanghai Oriental Art Center website

③ Mercedes-Benz Arena website

④ Information from Pudong New Area Association of Enterprises with Foreign Investment



# 6. Infrastructure

## Foreword

The efficient operation of business requires a comprehensive infrastructure and effective public service systems. A comprehensive infrastructure is a key factor in determining a region's capacity for economic development and its ability to grow at a steady, sustainable rate over the long run. Shanghai and other cities in the Yangtze River Delta are now more closely linked, thanks to much faster bullet trains and the wider China Railway High-speed (CRH) network. The one-hour economic circle around Shanghai, Nanjing and Hangzhou has not only increased traffic efficiency, but also improved the integrated economic development of these cities and the Yangtze River Delta. It has also had a "same city effect" in all key cities and accelerated the efficient flow of people, materials, money and information.

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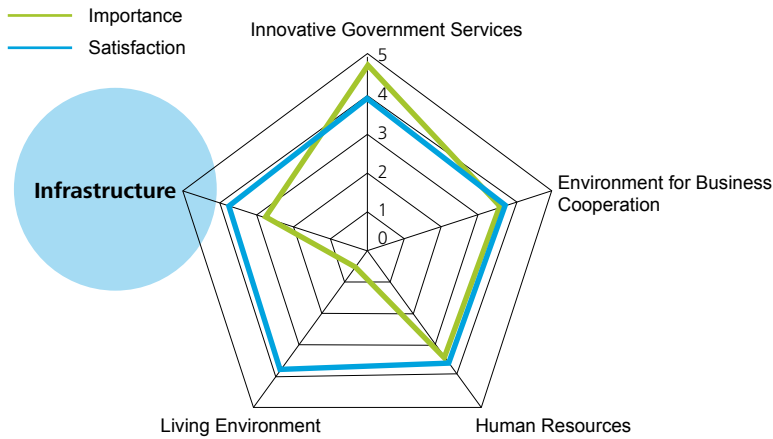
During the 12<sup>th</sup> Five-Year Plan period, Pudong New Area will further accelerate its urbanization process to meet the needs of rapid industry development and higher population density. The district government plans to expedite infrastructure construction with an investment of RMB 100 billion over the next three years to increase traffic efficiency from the south to the north. We will also open up the grand coastal passage way as soon as possible to form greater internal and external integration.

—— Jiang Liang, District Governor of Pudong New Area



# 6.1 Survey Results

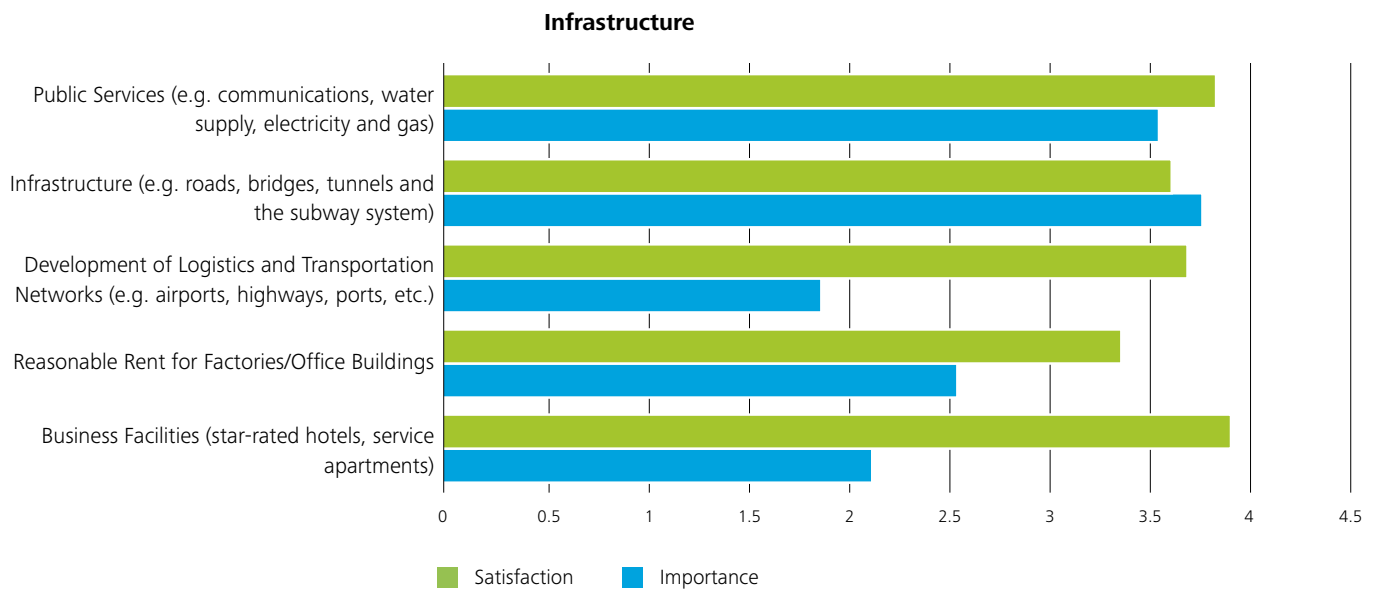
## Importance and Satisfaction Rating



### Survey Feedback

- 54.23% of respondents said the infrastructure is very important to the investment environment. The degree of importance has decreased by 28.51% compared to 2010.
- 88.14% of respondents are satisfied with the infrastructure in Pudong New Area. The degree of satisfaction is virtually the same as in 2010.
- Infrastructure (e.g. roads, bridges, tunnels and the subway system) was rated the most important factor.
- Business facilities received the highest satisfaction rating.

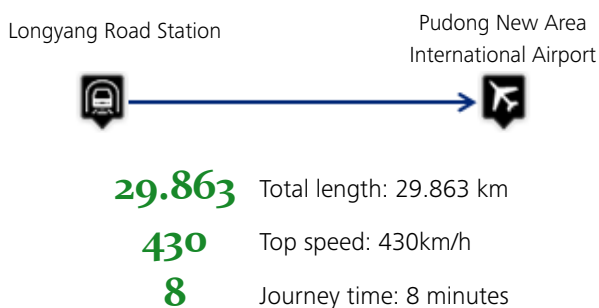
## Key Components - Importance/Satisfaction



## 6.2 Comprehensive and Convenient Transportation Network

### Maglev Line

The Shanghai Maglev Line is the first commercially operated high-speed Maglev train line in the world. The line runs from Metro Line 2's Longyang Road Station to Pudong New Area International Airport.



### Three Ports and Three Zones

Three ports	Three zones	Function
Yangshan Bonded Port	Integrated Pilot Zone for Development of International Shipping	International transshipment, modern logistics, commodity display, warehousing and leasing, physical delivery of futures trades
Waigaoqiao Bonded Port	Model Zone for International Trade	Cargo and service trade, international trade
Pudong New Area Airport Bonded Port	Airport Neighboring Functional Service Innovation Zone	Airport logistics, trade and financial services

Port	Cargo Throughput	Container Throughput
Waigaoqiao port <sup>②</sup>	142.63 million tons	15.36 million TEUs
Yangshan port <sup>②</sup>	129.69 million tons	14.15 million TEUs

### Air Transportation

The Shanghai Air Hub, comprising Pudong New Area International Airport and Hongqiao International Airport, is one of China's three major international air hubs, along with the Beijing Air Hub and the Guangzhou Air Hub.

The global airport passenger satisfaction survey in the first quarter of 2012 showed that Shanghai Pudong New Area International Airport ranked eighth among the world's major airports.<sup>③</sup> In 2012, Pudong New Area airport passenger throughput was 44,857.2 thousand passengers; cargo throughput was 2,949,800 tons.<sup>③</sup>

### Sea Transportation

Shanghai Port is the world's largest shipping center measured by cargo throughput. The most important shipping ports in the region are Waigaoqiao Port and Yangshan Port. In 2011, 22,981 vessels on international routes traveled through Waigaoqiao port, a 51.7% increase over 2010, and the largest increase in shipping throughput over the past five years. Total passenger throughput was 471,154, representing an annual increase of 13.9%.<sup>③</sup>

Yangshan Port is one of the world's largest and most modern deep water ports.

Source:

① Shanghai Municipal Government website

② Information from Pudong New Area Association of Enterprises with Foreign Investment

③ Based on statistics of Waigaoqiao Frontier Inspection Station

## 6.3 Advanced Urban Infrastructure

### Rail Transportation

With the acceleration of urbanization, there has been a steady increase in demand for better traffic flow management in Shanghai. The urban rail transportation development has entered a stage of significant growth.

Pudong New Area's urban rail system comprises the Pudong New Area railway, the Maglev train, metro lines 2, 4, 6, 7, 8, 9 and the northern portion of Line 11.<sup>①</sup> Developmental priority has been given to Phase 2 of Line 11 and Phase 1 of Lines 16, 12 and 13, and the Disney portion of Line 11.<sup>②</sup>

### Bridges and Tunnels

Nanpu Bridge, Yangpu Bridge, Lupu Bridge and other bridges connect the two banks of the Huangpu River, and provide leverage for the development of Pudong New Area. Together these bridges form the three-dimensional transportation framework linking Pudong New Area and Puxi. Effective use was made of Shanghai's underground space to construct the East Yan'an Road Tunnel, the Dalian Road Tunnel, the East Fuxing Road Tunnel, etc., thus alleviating above ground traffic congestion and improving urban traffic conditions generally.

### Water and Electricity Supply<sup>③</sup>

Pudong New Area's water and electricity supply capacity can satisfy its overall water and electricity demand. During the 12<sup>th</sup> Five-Year Plan period, Pudong New Area will further optimize grid distribution to provide a reliable power source for the next wave of economic and urban development.

### Fiber Optic Cables

According to the 12<sup>th</sup> Five-Year Plan, Pudong New Area will have 100M speed household broadband internet in 2013. By 2015, more than 90% of key urban areas will have mobile broadband coverage. Priority will be given to building a revamped network infrastructure featuring enhanced mobility, speed and integration to cover Lujiazui Finance and Trade Zone, Jinqiao Development Zone, Zhangjiang High-Tech Park, the Expo area, Shanghai Comprehensive Bonded zone, International Tourism Park and Lingang New Town.<sup>③</sup>



Index	2010	2011
Production capacity of water plants (10k M <sup>3</sup> /day)	241.00	234.00
Total water sales for the year (10k M <sup>3</sup> )	60,088	59,418
Daily maximum load for power consumption (10k kW)	553.00	556.00
Total electricity sales for the year (100 million kW·hr)	229.71	239.00

Source:

① Shanghai Pudong New Area website

② Shanghai 12<sup>th</sup> Five-Year Plan on Urban Construction and Management

③ "Statistical Yearbook of Pudong New Area, 2012"

## 6.4 Office/Hotel/Convention Facilities

### Grade A Office Towers<sup>①</sup>

By the end of the fourth quarter of 2011, the Grade A office tower floor space in Pudong New Area totaled 2,008,929 m<sup>2</sup>, representing 38% of Shanghai's total Grade A office tower space.

Area	Total Inventory(m <sup>2</sup> )	Rent (RMB/m <sup>2</sup> /day)
Pudong New Area	2,008,929	8.38
Shanghai	5,275,167	8.36

### Five-Star Hotels

By the end of 2011, there were 13 five-star hotels in Pudong New Area, providing luxury accommodation and comprehensive business facilities for travelers from around the world.

The most famous five-star hotels in Pudong New Area include:

- Shangri-La
- Marriot Renaissance
- Intercontinental
- Grand Hyatt
- Ritz-Carlton
- Kerry Hotel



### Enterprise Testimonial

After 20 years of transformation, Pudong New Area has become the core for foreign financial institutions in Shanghai. Conveniently located in the CBD, the Lujiazui finance and trade key functional area has developed into China's economic traffic control service. To further improve market access and administrative efficiency, Pudong New Area has opened up even further to foreign investment, and has encouraged the establishment of a wide variety of enterprises.

—— Goldin Factoring

### Convention Facilities<sup>②</sup>

Exhibition halls and convention facilities are essential for hosting large events. Pudong New Area has several state-of-the-art exhibition venues, including the Shanghai International Convention Center, the Shanghai New International Expo Centre and Shanghai Pudong New Area Expo, and the 13 five-star hotels in the Pudong New Area also are well-equipped to host large-scale business functions. The successful hosting of the 2010 Shanghai Expo highlighted the enormous potential of Pudong New Area's exhibition industry.

In 2012, 180 exhibitions/expos were held in Pudong New Area, of which 157 were international exhibitions/expos, up 19.9% from 2011. There were 11,209 conferences held during the first three quarters of 2012, attended by 1,337,500 participants.

Source:

① DTZ: "Shanghai 2011 Q4 Research Report"

② Information from Pudong New Area Association of Enterprises with Foreign Investment

# 7. Summary

## Research Summary

Based on the above survey, the three key aspects of Pudong New Area with which the business community has declared itself most satisfied are:

- Innovative Government Services
- Living Environment
- Infrastructure

The level of satisfaction of the businesses surveyed with innovative government services and the living environment increased over the previous year, while satisfaction with the environment for business cooperation, human resources and infrastructure remained generally at the same level.

The leadership and support provided by the government of Pudong New Area has been indispensable to driving the area's booming economic growth. The maturing cooperative business environment has made Pudong New Area a destination of choice for regional headquarters of multinational corporations and the robust marketplace provides an opportunity for the Pudong's management and technical experts to showcase their skills. The superior living environment and comprehensive infrastructure afford comfort and convenience to Pudong New Area's residents, while the construction of harbors and airports has laid a solid foundation for the development of a logistics mega-center in Shanghai. The combination of all these elements has made Pudong New Area a favorite of global investors.

## Growth Drivers

As the economy continues to grow and industries continue to evolve, enterprises need to improve their core values and optimize their allocation of global resources. Industrial regions will have to define their strategic positions in order to play to their advantages as global industry reconfigures. It is in this context, that the government of Pudong New Area will need to leverage regional advantages, optimize industrial structures and accelerate transformative economic growth. Pudong New Area will have to seize these new opportunities and respond to these new challenges if it is to continue to grow.

## Looking Forward

With the increasing constraints on resources and rising business costs, there are mounting pressures for the transformation of social and economic development. Innovation and entrepreneurship need to become more dynamic, more creative individuals need to be recruited, existing structures need to be adjusted, and machinery needs to be modernized and refined. Pudong New Area is prepared to respond to these new challenges and potential needs. As a core of the Four Centers in Shanghai, Pudong New Area is working to ensure that it has the competent human resources needed to transform and upgrade its industrial segments and to continue to develop the capacities of those resources.

To meet new opportunities and challenges, Pudong New Area will use pilot policy programs and its leadership position in those programs to drive industrial sector transformation. At the same time as it continues to develop advanced manufacturing and modern service industries, Pudong New Area also will focus on the development of an economy for corporate regional headquarters, high-tech industries and the optimization of industrial structures. During the 12<sup>th</sup> Five Year Plan period, Pudong New Area will continue to increase its attractiveness to both domestic and foreign investors, aggressively optimize its investment structures to draw foreign capital, and establish new policies to encourage foreign investor participation in its capital markets, attract equity investment and venture capital, and stimulate M&A activity and restructuring. In addition, Pudong New Area will take steps to implement the construction of an "IT smart city" by accelerating the development of the urban fiber optic broadband network, improving the city's integration of information technology and industrialization and driving upgrades of traditional industries. Pudong New Area's commitment to enhancing the investment environment has already made it a dynamic destination for the convergence of high-end talent, capital, technology and innovation. Pudong New Area's efforts to fulfill its new mission during the 12<sup>th</sup> Five Year Plan period will require it not to lose sight of the future while it maintains its focus on present endeavors if it is to take full use of its leadership position in the pilot reform program.

# Postscript

Throughout the 11<sup>th</sup> Five-Year Plan period, Pudong New Area worked continuously to improve its foreign investment environment, initiate trial implementations of innovative policies, optimize industrial structures, and promote Shanghai's Four Centers initiative. Guided by policies that are designed to prioritize innovation and transfer government functions, Pudong New Area has built a strong industrial base, attracted a large talent pool and leveraged its regional advantages and developed the other elements essential to providing an attractive investment environment. It has achieved substantial success in term of both the quantity and quality of foreign investment utilization, and has made an enormous contribution to Shanghai's rise as a global competitor.

In accordance with Shanghai's innovation-driven restructuring and development strategies, during the 12<sup>th</sup> Five-Year Plan period, Pudong New Area plans to accelerate the development of independent innovation capacities. In 2011, investment designed to promote scientific progress reached nearly RMB 23 billion, driving the development of the advanced manufacturing industry, a new generation of information technology, and strategic new industries such as the biomedicine. The State Council has officially approved Zhangjiang as a site for the construction of a national independent innovation demonstration, where a succession of trial policies is to be implemented, including stock option incentives; technology, finance and talent accumulation; fiscal and tax reform; and innovative government management, among others. These efforts, paired with Pudong New Area's pilot initiatives and vigorous development, will continue to drive Shanghai's growth as a dynamic, international, innovation-oriented metropolis.

Looking to the future, Pudong New Area will continue to strengthen global resource allocation and the comprehensive service capabilities of its financial, logistics and trade centers, while

improving market systems and further enhancing organizational concentration and efficiency. This should create an even better investment and ecological climate for foreign enterprises, which will in turn support Shanghai's Four Centers initiative.

The complexities of and fluctuations in the global and domestic economy will continue to present both opportunities and challenges for Pudong New Area. In this climate, Pudong New Area's future developmental goals will be to speed up the transition to new economic development models, improve its international competitiveness, and accelerate its development into a service-focused, innovation-driven growth economy.

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