SEPTEMBER 28 DAILY BRIEFING

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Wednesday, Sept. 28 Beijing

7:30-8:30 am **Breakfast Briefing by staff from the US Embassy**
The Private Room, Park Hyatt Beijing Hotel

Ralph Bean, Foreign Agriculture Service Officer,
US Department of Agriculture
Michael Heath, Economic Affairs Officer
Mark Lewis, Commercial Officer

8:45 am **Depart Hotel**

9:30–11:00 am **Meeting with JA Solar**
Solar Silicon Valley Electronic Science & Technology Co. Ltd.
Yingbin Road North, Jinglong Industrial Park
Yanjiao, Hebei Province 065201
Tel: + 86 316 3318532

Visit to JA Solar, confidential solar prospect, with whom Mike Finney recently met. We have been invited to tour the plant to see the crystal growing facilities, wire saws and quartz crucible production. This is an active project for a solar ingot grower that is strongly considering Michigan as a result of their relationship with Hemlock Semiconductor Group.

Participants:
Governor Rick Snyder
Michael Finney, Pres, MEDC
Doug Smith, Sr VP, MEDC
Therese Thill, Director, MEDC
Cynthia Yuan, Hemlock Semiconductor
JoAnn Crary, Pres, Saginaw Future
Shusheng Wang, Principal, Miller Canfield

Mr. Jin Baofang - Chairman of the board,
Prof. Ren Bingyan - Vice Chairman, JA Solar
Mr. Fan Yuhong - President of Sunshine Valley
(Subsidiary of JA Solar),
Mr. Liu Wei - CTO of Sunshine Valley
Mr. Wang Jiansuo - VP of Sunshine Valley
Mr. Charles Chen, Sequoia Semiconductor (advisor to JA Solar)

Agenda:

9:30 am	Arrive for meet and greet with JA Solar team Cynthia Yuan will present a letter of introduction to Mr. Jin from Dow Corning President and CEO, Bob Hansen and HSC Group President Rick Doornbos
9:45 am	Site tour
10:30 am	Return to conference room for meeting wrap-up
10:45 am	Depart

10:45 am **Depart.** Transportation to be provided by prospect (pick-up and return to the hotel) (Site is 30 minutes from hotel)

11:30 – 1:00 **Lunch in Salon 3 in the Park Hyatt Hotel (12-15 people)**

A luncheon with 3 inter-related companies, Nexteer, PCM and AVIC.

A meeting to encourage future investment in Michigan by all 3 companies. AVIC feels the acquisition of Nexteer was very successful. Since then they have been looking for more investment opportunities in the U.S. They have been talking with several automotive suppliers in Michigan.
Nexteer is 100% owned by PCM, AVIC owns 51% of PCM

Participants: Governor Rick Snyder
Michael Finney, Pres, MEDC
Doug Smith, Sr VP, MEDC
Therese Thill, Director, MEDC
Shusheng Wang, Principal, Miller Canfield

JoAnn Crary, Pres, Saginaw First
Maureen Krauss, Director Oakland County

Mr. Zuoming LIN, Chairman/CEO of AVIC
Mr. Guibin ZHAO, Chairman/CEO of AVIC Automotive and PCM
Mr. Mike Richardson, Senior VP and China Division Chief Operating Officer, Nexteer Automotive
Mr. Guanjun CHEN, Vice President of International Business, AVIC
Xu Bo, Director of Foreign Affairs, International Business Department, AVIC

1:00-5:00 **Official government/political meetings.**

Consul General Yang and his staff in Chicago are setting meetings on our behalf.
The Consul has said that these meetings cannot be confirmed until one to two weeks before our departure date.
We have requested meetings with the Minister of Commerce, the Minister of Energy and the Vice Minister in charge of American and Oceania Affairs who has visited MI in the past.

Participants: Governor Rick Snyder
Michael Finney, Pres, MEDC
Doug Smith, Sr VP, MEDC
Therese Thill, Director, MEDC
Bob Ficano, Wayne County Executive
Shusheng Wang, Miller Canfield

Vehicles: to be provided by the Park Hyatt Hotel

5:00 – 5:30 pm **Meeting with China Hengtian Group Co., Ltd.**
Board room 5

China Hengtian Group is currently in an acquisition process. The target is headquartered in Michigan. Encourage Michigan investment.

Participants: Governor Rick Snyder

Michael Finney, Pres, MEDC
Doug Smith, Sr VP, MEDC
Therese Thill, Director, MEDC
Shusheng Wang, Principal, Miller Canfield

Mr. Jie ZHANG, Chairman/CEO
Mr. Maoxin YE, Vice President
Mr. Qianyi DU, Finance Director
Mr. Haitao CAI, Secretary of Board

5:30-6:00 pm **Unscheduled**

6:00 – 8:00 pm **Michigan Reception hosted by Amway**
The Gallery Courtyard, Level 3

Hosted by Amway with CEOs or regional VPs from Michigan-based companies with operations in China; potential Chinese investors and companies; significant Michigan university alumni; and a delegation of MI companies traveling with the Detroit Chinese Business Association (DCBA) and the Michigan delegation traveling with Governor Snyder (state government representatives, university presidents, local partners, attending MI press, etc.).

Participants: All members of the Michigan delegation

Complete guest list will be attached

Agenda:

6:30 pm Dirk Bloemdaal, Managing Counsel for Government Affairs welcomes and does an introduction of Audie Wong, President of Amway China.
6:33 pm Audie Wong provides brief remarks including a testimonial on Michigan as a great place to do business.
6:37 pm Dirk does the intro for Governor Snyder.
6:40 pm Governor gives welcome, toast and brief remarks.

8:00 – 10:00 pm **Private business dinner**
The Gallery 1, Level 3

This dinner will serve as an opportunity for the Governor to meet and interact with Chinese companies who have made direct investment in Michigan, or may. As relationship building is perhaps the most important aspect to developing projects with Chinese firms, the opportunity for the Governor to thank those companies who have made investments already, and listen to their questions or concerns, will go very far in cementing their ties to Michigan, and may favorably impact the prospects in the room.

Introductions and a card exchange will occur at the beginning of the meal. The Governor will welcome the guests and invite them to be seated. Seating cards will be in place. The Governor will make some brief remarks and propose a toast at the beginning of the meal. After dinner each guest will receive a small gift.

Participants: Governor Rick Snyder
Michael Finney, Pres, MEDC

Keith Creagh, Director, Agriculture
Doug Smith, Sr VP, MEDC
Therese Thill, Director, MEDC
Shusheng Wang, Principal, Miller Canfield
Olivia Deng, Manager, Miller Canfield
Sandy Barauh, Pres Detroit Regional Chamber of Commerce
JoAnn Crary, Pres, Saginaw Future

Mr. Jinyu Wang, Chairman/CEO, Foton Motor Group
Mr. Qi Zhang, Assistant to Chairman/CEO, Foton Motor Group
TBD, Beijing West Industries Co., Ltd
Mr. Cheng Qiang, General Manager, Weichai Power Co., Ltd
Mr. Audie Wong, President, Amway China
Ms. Francis Yu, Vice President of Governmental Affairs, Amway China
Mr. Dirk Bloemdaal, Managing Counsel, Amway
Ms. Cindy Yuan, G. China Sales Manager, Hemlock Semiconductor
Professor Ren, CTO, JA Solar
Charles Chen, Sequoia Semiconductor (advisor to JA Solar)

10:00 – 11:00 pm Phone calls

Meeting with JA Solar
September 28, 2011

EVENT ORGANIZER/POC: Therese Thill – MEDC
517-241-9872
JA Solar

TIME: 9:30 – 10:45 am

LOCATION: Solar SiliconValley Electronic Science & Technology Co. Ltd.
Yingbin Road North, Jinglong Industrial Park
Yanjiao, Hebei Province 065201
Tel: + 86 316 3318532

PURPOSE: Visit to JA Solar, with whom Mike Finney recently met. We have been invited to tour the plant to see the crystal growing facilities, wire saws and quartz crucible production. This is an active project for a solar ingot grower that is strongly considering Michigan as a result of their relationship with Hemlock Semiconductor Group.

PRESS: This is a confidential project

GOV ATTIRE: Suit and tie

MEETING PARTICIPANTS:

Governor Rick Snyder
Michael Finney, MEDC
Doug Smith, MEDC
Therese Thill, MEDC

Cindy Yuan, G. China Sales Manager, HSC
JoAnn Crary, Pres. Saginaw Future
Shusheng Wang, Miller Canfield

Mr. Jin Baofang - Chairman of the board,
Prof. Ren Bingyan - Vice Chairman, JA Solar
Mr. Fan Yuhong - President of Sunshine Valley (Subsidiary of JA Solar),
Mr. Liu Wei - CTO of Sunshine Valley
Mr. Wang Jiansuo - VP of Sunshine Valley
Mr. Charles Chen, Sequoia

THANK YOUS:	Therese Thill	
AGENDA:	9:30 am	Arrive for meet and greet with JA Solar team
	9:45 am	Site tour
	10:30 am	Return to conference room for meeting wrap-up
	10:45 am	Depart

NOTES:

Talking points for this meeting are:

- Michigan has a growing solar industry with more than 300 (?) companies in the solar supply chain in Michigan
- Recent announcements of Sunlogics, Dow Solar Shingle, and Primestar, as well as the continual expansion of Hemlock Semiconductor - 4 expansions in 4 years
- The high skill level of MI workers supported by specialized training programs like the ones at Delta College – which are funded by state to use applied R&D to lower the price per watt of solar.

BACKGROUND:

Company website: **http://www.jasolar.com**

Baofang Jin – Executive Chairman, JA Solar

Mr. Baofang Jin is the executive chairman and chairman of JA Solar; he has been the chairman of the board of directors since May 2005. Mr. Jin has also been the chairman of the board of directors and chief executive officer of Jinglong Group since 2003.

Mr. Jin currently serves as vice-chairman of the Chinese People's Political Consultative Conference of Ningjin County, vice president of Hebei Chamber of Commerce, vice chairman of Hebei Association of Entrepreneurs, executive chairman of Hebei Information Industry Association, chairman of Electronic Information Materials Sub-Association of Hebei Information Industry and Informatization Association, etc..

Mr. Jin holds an associate's degree from Hebei Broadcast and Television University in China.

Company Overview[1]

JA Solar Holdings Co.

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[1]Hoovers August 18, 2011

[2] *Edenvale Technology Park lands another solar company, adds to cleantech image*, June 29, 2008. Retrieved from http://www.bizjournals.com/sanjose/stories/2008/06/30/story13.html

JA Solar designs, develops and manufactures monocrystalline and polycrystalline solar cells, which are incorporated into photovoltaic modules and conversion systems. The company primarily sells its components directly to photovoltaic system manufacturers in Canada, China, Germany and the US. Top customers include Canadian Solar, Jiangsu Aide Solar Energy, Shanghai Chaori, Shanghai Solar Energy, and Wuxi Jiacheng. JA sells its products mainly under the "JA Solar" brand name but also produces original equipment for manufacturer, or OEM, for customers under their brand names. In 2008, JA relocated 10-20 employees to SVTC technologies, a semiconductor development foundry located in San Jose.[2]

- Founded in 2005 as JA Hebei
- Incorporated as JA Solar in 2006
- Public Company
- Headquartered in Shanghai, People's Republic of China
- $1,778.23 million in sales and $265.41 million net income for 2010
- JA expects to ship 1.8GW of solar cells and modules in 2011[3]
- Parent company is JingLong Industrial and Commercial Group Co. Ltd

Company's Position in the Solar Industry[4] [5]

JA began commercial manufacture of solar cells in 2006 and the company has seen its sales grow rapidly in subsequent years. In 2008, 2009 and 2010, JA sold 277.4 MW, 508.8 MW and 1,462.6 MW of solar power products, respectively. JA Solar has two main solar cell manufacturing facilities, one located in Ningjin, Hebei Province, and the other in Yangzhou, Jiangsu Province. By the end of 2010, JA Solar's total manufacturing capacity for solar cells had reached 2.1 GW annually. In order to attain a greater level of vertical integration, in 2009 the company established a PV module production facility in Fengxian, Shanghai, with an annual capacity of 500 MW as of the end of 2010. The same year, JA also launched a multi-crystalline silicon wafer factory, situated in Donghai, Jiangsu Province, with an annual capacity of 300 MW.

The company has entered into prepaid long-term supply contracts with polysilicon suppliers like Jinglong Group, GCL and M.SETEK. In some instances, these agreements provide for fixed pricing, substantial prepayment obligations and/or firm purchase commitments. JA also purchases silicon wafers and polysilicon from the spot market to meet expanding production capacity.

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[2] *Edenvale Technology Park lands another solar company, adds to cleantech image*, June 29, 2008. Retrieved from http://www.bizjournals.com/sanjose/stories/2008/06/30/story13.html

[3] Osborne, Mark *JA Solar posts 2Q operating loss as guided but lowers 2011 shipment guidance*, August 18th, 2011. Retrieved from http://www.pv-tech.org/news/ja_solar_posts_2q_operating_loss_as_guided_but_lowers_2011_shipment_guidanc

[4] Retrieved from: http://www.jasolar.com

[5] United States Securities and Exchange Commission - *Form 20-F - ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934; for the fiscal year ended December 31, 2010. Commission file number: 001-33290 – JA Solar Holdings Co., LTD.* Retrieved from: http://www.sec.gov/Archives/edgar/data/1385598/000095012311039081/c14913e20vf.htm#C14913109

At the company's research center in Yangzhou, Jiangsu Province, JA Solar's R&D team develops new technologies and innovations to achieve improved conversion efficiencies from solar cells. Their efforts have recently resulted in the development and production of new, technologically advanced multi-crystalline and mono-crystalline solar cells with conversion efficiencies of more than 18.2% and 19.1% respectively. As of December 31, 2010, the average conversion efficiency rates of JA's monocrystalline and multicrystalline solar cells were 17.8% and 16.5%, respectively.

JA markets its solar cell and module products primarily to module manufacturers, system integrators and project developers, and to a lesser extent, to distributors. The company has developed a diverse customer base in various markets worldwide, including Germany, Italy, the United States, Hong Kong, Spain, India, the Czech Republic, France, South Korea and China. In 2010, more than 48% of total revenues were generated from sales to customers outside China. JA maintains partnerships with many leading solar power companies, such as BP Solar, Solar-Fabrik and MEMC/SunEdison.

In April, JA entered into a two-year strategic partnership with Jabil Circuit, Inc. ("Jabil") (NYSE:JBL), a leading global electronic product solutions company headquartered in St. Petersburg, Florida. Under the partnership framework, JA Solar expects to supply Jabil with up to 400MW of solar cells over two years, as well as certified module designs to Jabil for the manufacturing of up to 200MW per year of modules with JA Solar cells. JA Solar intends to provide solar cells and additionally grant Jabil the right to manufacture JA Solar's portfolio of OEM modules at Jabil's solar facilities, including those in Mexico, Poland and China. The companies will further collaborate on marketing and selling JA Solar modules to customers, especially in the U.S.[6]

Risk Factors[7]

- Adverse economic conditions in target markets as well as an increased supply of PV modules have had and may continue to have a material adverse effect on JA's profitability and results of operations.
- The high cost or inaccessibility of financing for solar energy projects has adversely affected and may continue to adversely affect demand for JA's products and materially reduce revenue and profits.
- A significant reduction in or discontinuation of government subsidies and economic incentives may have a material adverse effect on results of operations.
- JA has experienced, and may experience in the future, industry-wide shortage of polysilicon. Failure to obtain polysilicon in sufficient quantities, of appropriate quality and in a timely manner could disrupt operations and limit the growth of manufacturing output and revenue.

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[6] Retrieved from http://www.jasolar.com/news_releases_detail.php?id=115

[7] United States Securities and Exchange Commission - *Form 20-F - ANNUAL REPORT PURSUANT TO SECTION 13 OR 15(d) OF THE SECURITIES EXCHANGE ACT OF 1934; for the fiscal year ended December 31, 2010. Commission file number: 001-33290 – JA Solar Holdings Co., LTD.* Retrieved from: http://www.sec.gov/Archives/edgar/data/1385598/000095012311039081/c14913e20vf.htm#C14913109

- New labor laws in the PRC may adversely affect results of operations.

Company News

JA Solar posts 2Q operating loss as guided but lowers 2011 shipment guidance (August 18, 2011) – Citing 'worse than anticipated market conditions and inventory provisions,' JA Solar reported a revenue decline of 26.7%, to US$413.0 million, compared with the first quarter of 2011, when revenue was US$563.7 million. As previously guided under recently revised figures, shipments were 401MW, an increase of 28.9% year-over-year but a decrease of 11.1% sequentially. JA Solar reported negative gross margin of 2.7%, compared to 17.3% in the first quarter of 2011, with an operating loss of US$31.3 million and operating margin of negative 7.6%.

The company reported a gross loss of US$11.1 million in the second quarter, compared with gross profit of US$97.5 million in the first quarter of 2011. Operating loss in the second quarter was US$31.3 million, compared with operating income of US$84.4 million in the first quarter.

"Our second-quarter results reflect the market disruption that resulted from generally lower than anticipated installation levels in Germany and recent policy changes in Italy," noted Peng Fang, CEO of JA Solar. "Despite that challenging environment in the European market, demand for our high-efficiency, low-cost products remained healthy and ensured that we met our shipment goals. However, our gross margin and bottom line have been impacted by worse than anticipated market conditions and inventory provisions."[8] Average solar module prices dropped more than 20% quarter over quarter, negatively impacting 2Q revenues.[9]

JA Solar acquires monocrystalline wafer firm to secure supply for high efficiency cell production (July 01, 2011) - In a move to secure high-quality monocrystalline wafers needed for its selective emitter cell technology, JA Solar has acquired Solar Silicon Valley Electronic Science and Technology Co. for approximately US$180 million. Solar Silicon Valley has an annual production capacity of 485MW and has been a supplier to JA Solar. Including both mono and multicrystalline wafers, the purchase will take JA Solar's internal wafer capacity to approximately 785MW, according to the company. Solar Silicon Valley is located in the Yanjiao Economic & Technology Development Zone in Langfang City, Hebei Province, China.

According to financial analyst, Mark Bachman at Avian Securities, the acquisition of Solar Silicon Valley increases JA Solar's in-house wafering supply to 37%, up from prior plans for 20% by fourth quarter of 2011. Bachman noted in a research note to clients that the acquisition was part of plans to look ahead of near-term pricing volatility and begin

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[8] Osborne, Mark *JA Solar posts 2Q operating loss as guided but lowers 2011 shipment guidance*, August 18th, 2011. Retrieved from http://www.pv-tech.org/news/ja_solar_posts_2q_operating_loss_as_guided_but_lowers_2011_shipment_guidanc

[9] Daily, Matt *JA Solar posts quarterly loss, cuts sales goal,* August 18th, 2011. Retrieved from http://www.reuters.com/article/2011/08/18/us-jasolar-idUSTRE77H2D820110818

planning for more stable prices. The added wafering capacity was still viewed to be far below JA Solar's cell capacity, which would lead to full utilization of the wafering assets even in the seasonally weak 1H12, period. In addition, Bachman noted that the cost of producing wafers in-house is still below the aggressive prices offered by major wafer supplier, GCL which Bachman noted as currently offering prices in the US$0.50/w - US$0.60/w range.

Other Key People[10]

Dr. Peng Fang – Chief Executive Officer, JA Solar

Dr. Fang Peng was appointed Chief Executive Officer in January 2010. Dr. Fang has more than 20 years of executive management experience with leading global technology companies in the solar and semiconductor industries in both the U.S. and China.

Dr. Fang was president of Best Solar Co., Ltd., where he turned a start-up company into an internationally known solar module company in just 18 months. Dr. Fang was formerly president of Huahong NEC, one of the largest semiconductor foundries in China. Dr. Fang has also held various technology and management positions at Applied Materials and AMD in the U.S.

Dr. Fang received his Ph.D and MSEE degrees from the University of Minnesota. He was also a postdoctoral research fellow at the EECS Department of UC Berkeley. Dr. Fang was chairman of the IEEE Electron Devices Society, Santa Clara Valley Chapter.

Mr. Min Cao – Chief Financial Officer, JA Solar[11]

Mr. Cao has worked in the solar industry since 2006, having previously spent over a decade in the financial services sector. Most recently, he served as vice president of Jinglong Group, and managing director of JL Capital, an investment company under Jinglong Group focused on the cleantech and renewable energy sectors. Prior to joining JL Capital, Mr. Cao served as vice president of finance with Solarfun, where he was responsible for the company's private placement and its successful initial public offering on NASDAQ in 2006.

Before moving into the solar industry, he held senior management positions with leading Chinese securities firms, including Ping An Securities and Industrial Securities. He holds a bachelor's degree in Business Administration from the Shanghai University of Engineering Science, and an MBA from Fudan University.

Mr. Jonathan Pickering – President, JA Solar USA

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[10] Retrieved from http://www.jasolar.com/corporate_our_leadership.php
[11] Retrieved from http://www.jasolar.com/news_releases_detail.php?id=123

Mr. Pickering joins JA Solar from California-based Lumeta Inc., a subsidiary of DRI Companies. As General Manager and Executive Vice President of Lumeta he led the development and commercialization of Lumeta's PowerPly solar module designed for commercial rooftop applications. He was responsible for all aspects of the Lumeta business, including establishing partnerships with leading solar project developers and integrators in the US and Europe.

Prior to joining Lumeta, Mr. Pickering spent twenty years with Applied Materials, the leading capital equipment provider for the semiconductor, display and solar industries, where he served as Vice President and Head of Global Marketing and Business Development of the Solar Business Group. He began his career in France and held management positions of increasing responsibility across the Applied Materials organization. He holds a Master of Engineering from Carnegie Mellon University and a Bachelor of Science from the University of Surrey.

Related Companies Information:

JingLong Group (JingLong Industry and Commerce Group Co., Ltd)[12]

- The Jinglong Industry and Commerce Group Co. Ltd was founded in 2003 and is the largest producer and supplier of monocrystalline wafers in China with more than ten years'operating history in the silicon processing business.
    - Sold over 270 MW of solar cells in 2009
- Hoovers lists industry as "nonmetallic mineral products;" company appears to produce PV, chemical, and electrical products/equipment through a variety of subsidiaries:
    - Sunshine Electric Technology Co. (California); Crystal Dragon Electronics Co. (Xingtai, Hebei, China); Jing Xing Electronic Materials, Electronic Materials Co., Ltd. Dragon Race America; Ning Jinyang Optical Semiconductor Equipment Co., Ltd.; Crystal Dragon Silicon; Cosmos Quartz Products Co., Ltd; Graphite Co. Ltd.
- Hoovers reports that it is a private company with 8,000 employees and annual sales of $108 million

SVTC - Silicon Valley Photovoltaic Development Center[13]

- In June 2008 Silicon Valley Technology Center (SVTC), LLC, a semiconductor development foundry, created a solar foundry in South San Jose called *Silicon Valley Photovoltaic Development Center,* funded in part by the San Jose Redevelopment Agency. A new business unit of SVTC— SVTC Solar—will be in charge of the foundry. SVTC partnered with Roth and Rau AG of Germany, a PV equipment maker that installed the multi-million dollar equipment.

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[12] Hoovers August 21, 2011

[13] *Edenvale Technology Park lands another solar company, adds to cleantech image*, June 29, 2008. Retrieved from http://www.bizjournals.com/sanjose/stories/2008/06/30/story13.html

- SVTC Solar is in business to deliver the support and services that enable solar manufacturers to speed their product development and reduce their development costs. By providing complete support across the entire development supply chain, SVTC Solar allows developers and manufacturers to focus on creating and honing the PV technologies that will propel the solar industry forward.
- The Development Center will offer the following services: Development fab and pilot line access, Equipment, Process development capabilities, and certification/qualification services
    - The development fab is 87,000 sq ft and operates 24x7
- JA Solar planned to relocated 10-20 employees at SVTC Solar within two years to use the equipment offered (see sources for full article).

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860 Hillview Court Suite 100
Milpitas, CA 95035
USA
Tel: +1 408 586 0000
Fax: +1 408 956 9505

Business Prospect Luncheon
September 28, 2011

EVENT: Luncheon with business prospects, Nexteer Autmotive Aviation Industry Corporation of China and PCM

EVENT ORGANIZER/POC: Therese Thill, MEDC
517-241-9872

TIME: 11:30 am – 1:00 pm

LOCATION: Salon 3, Level 61, Park Hyatt Hotel

PURPOSE/ASK: A meeting to encourage future investment in Michigan by all 3 companies. AVIC feels the acquisition of Nexteer was very successful. Since then they have been looking for more investment opportunities in the U.S. They have been talking with several automotive suppliers in Michigan. *Nexteer is 100% owned by PCM, AVIC owns 51% of PCM*

PRESS: Not included

GOV ATTIRE: Suit and tie

MEETING PARTICIPANTS:

Governor Snyder
Michael Finney, Pres, MEDC
Doug Smith, S.r VP, MEDC
Therese Thill, Director, MEDC
Shusheng Wang, Principal, Miller Canfield

JoAnn Crary, Pres, Saginaw First
Maureen Krauss, Director Oakland County Community and Economic Development

Mr. Zuoming Lin, Chairman/CEO of AVIC
Mr. Guibin Zhao, Chairman/CEO of AVIC Automotive and PCM
Mr. Mike Richardson, VP of Nexteer Automotive
Mr. Tao Liu, VP of Nexteer China

THANK YOUS: Therese Thill

AGENDA: Introductions, formal card exchange, lunch and discussion and a gift exchange before departure.

NOTES:

Talking points for this meeting are:

- Thank Nexteer for coming to the hotel for the meeting. Get an update on their current investments in Saginaw and Buena Vista Township.
- We use Nexteer as an example of a successful acquisition of a unionized shop since Nexteer was so warmly welcomed by the unionized workforce.
- Why Nexteer continues to invest in Michigan
    - Strong automotive tradition
    - Highly skilled workforce – ranks 4th in the U.S. for high-tech employment
    - World-class education – ranked 4th in number of engineering degrees
    - Collaborative partnership with union
    - Innovative and dynamic business culture
    - Government support
    - Tax incentives
    - State and local partners offer a true sense of partnership
    - Existing infrastructure
    - Great quality of life!

Other points for Governor Snyder:

- As former President of Gateway computers, is diligently improving the business climate for the State of Michigan through the realignment and improvement of the business tax structure.
- Also streamlining business processes and removing barriers.

BACKGROUND:

Aviation Industry Corporation of China ("AVIC")

China Aviation Industry Corporation (AVIC) is an ultra large state-owned enterprise and an investment institution, authorized and managed by the Central People's Government. It is reorganized from AVIC I and AVIC II. The Corporate is managed through 10 business units: defense, transport aircraft, aviation engine, helicopters, avionics, general aviation aircraft, aviation research and development, flight test, trade & logistics, asset management. It has nearly 200 subsidiaries (branches) and over 20 listed companies.

AVIC is one of the largest SOEs managed by the Central Government. As one of institutions with the State's authorized investment, it was restructured and established by

the previous AVICI and AVICII. By the end of 2009, AVIC owned nearly 200 subsidiaries (branches) and over 20 listed companies. It had about 400,000 staff members with total assets of 393.18 billion yuan, and a operating revenue of 170.872 billion yuan in 2009. In the same year, the Group applied for the first time for the Fortune Global 500 and succeeded. It became the first aviation manufacturing enterprise and first military enterprise of China to enter the Fortune Global 500. The Group ranked 330th of the Fortune Global 500 in 2010 and ranked 426th the year before.

http://www.avic2.com/

Nexteer Automotive

It has only been 8 months since PCM announced the completion of its acquisition of Nexteer. The transaction was the single largest Chinese investment in the global automotive supplier industry and has really spurred the interest from other potential Chinese investment in Saginaw area.

Nexteer will increase its presence in China with a planned facilities and engineering investment of $60 million in the next two years, Remenar said, and Nexteer plans more than $140 million of capital investment over the next two years at Buena Vista Township facilities to support awarded contracts according to an article in Mlive newswire
The sprawling Nexteer complex in Buena Vista Township employs between 2,500 and 3,000 people.

Nexteer, the former Delphi Saginaw Steering Systems, became a wholly owned, standalone subsidiary of GM when Delphi Corp. emerged from Chapter 11 bankruptcy in 2009. Nexteer had been seeking new ownership since then, because it makes steering components for 60 other car makers outside GM.

Under the terms of the original sale agreement, Pacific Century will support the five-year labor contract approved last year by UAW Local 699 members.

http://www.nexteer.com/

PCM (Pacific Century Motors) (PCM is an entity formed by PCAS and Beijing E-Town International Investment & Development Co., Ltd. (E-Town) an affiliate of the Beijing Municipal Government.

Nexteer is 100% owned by PCM, AVIC owns 51% of PCM

Meeting with the State Owned Assets Supervision and Administration Commission
September 28, 2011

EVENT ORGANIZER/POC: Therese Thill

TIME: 2:00 pm

LOCATION: **State-owned Assets Supervision and Administration Commission**

PURPOSE/ASK: A formal meeting with Mr. Huang Shuhe, Vice Chairman to help re-establish a relationship between China and Michigan.

PRESS: Photo op only at the end

GOV ATTIRE: Suit and tie

MEETING PARTICIPANTS:
Governor Rick Snyder
Robert Ficano, Wayne Co. Executive
Michael Finney, Pres, MEDC
Doug Smith, Sr VP, MEDC
Therese Thill, Director, MEDC
Shusheng Wang, Principal, Miller Canfield

THANK YOUS: Therese Thill

AGENDA: There will be an exchange of business cards at the beginning of the meeting. At the end of the discussion, an exchange of gifts.

NOTES:

Anticipated topics of discussion:

- **Reestablish the relationship at the governmental level**. Governor Snyder will be the first Michigan governor to visit China in eleven years.

- **Focus on the strong ties already established between China and Michigan:**
    - More than 80 Chinese companies doing business in Michigan including Yangfeng, SAIC and Chang An.

- Many companies headquartered in Michigan have a large and active presence in China including Ford Motor Company, GM, Dow Chemical and Amway.
- There are many examples of collaboration between the excellent public universities in Michigan and those in China.
    - The Center for *Chinese* Studies at the *University of Michigan* was founded in 1961 and has been a national leader in *Chinese* studies for nearly 50 years.
    - U-M announced today that it would launch a joint research project with its longtime partner, Shanghai Jiao Tong University, to pursue advancements in biotechnology and renewable energy.
    - Established in May 2006 MSU Confucius Institute (CI-MSU) is a collaborative effort of Michigan State University, Office of Chinese Language Council International (Hanban), and Open University of China. CI-MSU is the premiere Confucius Institute, offering innovative programs and services to meet the rising demand for high-quality Chinese language and culture education worldwide.
- University of Michigan President Coleman proudly wrote in Forbes magazine "the University of Michigan enrolls more Chinese students than any other American university." That includes more than 1,300 students and visiting scientist in the College of Engineering alone.
- Many elementary schools teach Mandarin Chinese language, history and culture.

- **Recent changes Gov. Snyder has made to make MI more business friendly**
    - Established a simple, competitive business tax. Michigan now has one the best tax climates in the country.
        - Successfully repealed the job-killing Michigan Business Tax. Replaced with a 6% percent corporate income tax.
            - These changes move Michigan to #13 in the nation for overall business tax climate (Tax Foundation)
    - Improve the Business Climate
        - By approving a two-year, structurally balanced budget, we have created a stable business environment.

BACKGROUND:

The **State-owned Assets Supervision and Administration Commission of the State Council** is a special commission of the People's Republic of China, directly under the State Council. It is responsible for managing China's state-owned enterprises, including appointing top executives and approving any mergers or sales of stock or assets, as well as drafting laws related to state-owned enterprises.

The chairman and party secretary is Wang Yong (王勇).[1]

http://www.sasac.gov.cn/n2963340/n2963393/2965120.html

Main Functions and Responsibilities of SASAC

1.Authorized by the State Council, in accordance with the Company Law of the People's Republic of China and other administrative regulations, the State-owned Assets Supervision and Administration Commission of the State Council (SASAC) performs investor's responsibilities, supervises and manages the state-owned assets of the enterprises under the supervision of the Central Government (excluding financial enterprises), and enhances the management of the state-owned assets.

2.SASAC shoulders the responsibility of supervising the preservation and increment of the value of the state-owned assets of the supervised enterprises; establishes and improves the index system of the preservation and increment of the value of the state-owned assets, and works out assessment criteria; supervises and administers the preservation and increment of the value of the state-owned assets of the supervised enterprises through statistics and auditing; and is responsible for the management work of wages and remuneration of the supervised enterprises and formulates policies regulating the income distribution of the top executives of the supervised enterprises and organizes implementation of the policies.

3.SASAC guides and pushes forward the reform and restructuring of state-owned enterprises, advances the establishment of modern enterprise system in SOEs, improves corporate governance, and propels the strategic adjustment of the layout and structure of the state economy.

4.SASAC appoints and removes the top executives of the supervised enterprises, and evaluates their performances through legal procedures and either grants rewards or inflicts punishments based on their performances; establishes corporate executives selection system in accordance with the requirements of the socialist market economy system and modern enterprise system, and improves incentives and restraints system for corporate management.

5.In accordance with related regulations, SASAC dispatches supervisory panels to the supervised enterprises on behalf of the state council and takes charge of daily management of the supervisory panels.

6.SASAC is responsible for organizing the supervised enterprises to turn the state-owned capital gains over to the state, participates in formulating management system and methods of the state-owned capital operational budget, and is responsible for working out the state-owned capital operational budget and final accout and their implementation in accordance with related regulations.

7.SASAC is responsible for urging the supervised enterprises to carry out the guiding principles, policies, related laws and regulations and standards for safety production and inspects the results in accordance with the responsibilities as investor.

8.SASAC is responsible for the fundamental management of the state-owned assets of enterprises, works out draft laws and regulations on the management of the state-owned assets, establishes related rules and regulations and directs and supervises the management work of local state-owned assets according to law.

9.SASAC undertakes other tasks assigned by the State Council.

Chairman & Vice Chairmen

Wang Yong	**Chairman, Party Secretary**
Huang Shuhe	**Vice Chairman and Member of SASAC CPC Committee**
Shao Ning	**Vice Chairman and Member of SASAC CPC Committee**
Huang Danhua	**Vice Chairman and Member of SASAC CPC Committee**
Jin Yang	**Vice Chairman and Member of SASAC CPC Committee**
Meng Jianmin	**Vice Chairman and Member of SASAC CPC Committee**
Qiang Weidong	**Secretary of the Discipline Inspection Committee and Member of SASAC CPC Committee**

RECENT NEWS:

From China Daily – 9/21

Chinese State-owned enterprises (SOEs) reported a year-on-
year increase of 13.1 percent innet profit in the first eight months of 2011.

However, growth in the January to August period was 2.6 percentage points lower than th at inthe first seven months of the year, indicating a slowdown in August, according to a st atementon the website of the State-
owned Assets Supervision and Administration Commission onTuesday.

From the Washington Post:

LEE: China’s state-owned billionaires

Vast majority of newly mega-rich are party members

The most important and lucrative sectors of the economy were reserved for the state-owned enterprises (SOEs) to compete among each other, while private domestic firms were denied access. At the beginning of this century, about two-thirds of the country's formal financing (mainly bank loans) was reserved for SOEs at discounted rates, rising to an astounding 90 percent from 2008 to 2010 before settling at about 80 percent currently.

The result was the rise of the corporate state consisting of about 150 central and 120,000 local SOEs, generating and owning the lion's share of the country's wealth, while about 4 million privately owned corporations and tens of millions of small, informal businesses are left to fight for the scraps. Consider the amazing statistic that the assets of the 150 centrally managed SOEs alone amount to more than two-thirds of China's gross domestic product, while their revenues amount to about half of the country's wealth each year.

Although many SOEs are listed on the stock exchanges or officially privatized, the government retains at least half - and up to two-thirds - of equity in those companies. SOEs come under the control of the ministerial-level State-owned Assets Supervision and Administration Commission. Members of the boards of directors and senior management are appointed by the commission in consultation with the Communist Party's Department of Organization. Not surprisingly, more than two-thirds of board members and three-quarters of senior executives of SOEs are either party officials or members.

The problem with this state-led approach is that entrepreneurs and other businesspeople need the support of the party or better still, Communist Party membership, to get ahead. This means the country is divided into a relatively small group of well-connected insiders benefiting disproportionately while about 1 billion people have little prospect of sharing in the fruits of economic growth. A rarely noted fact is that 80 percent of the poverty reduction took place during the first 10 years of reform from 1979 to 1989 - before the rise of the Chinese corporate state model.

Since the rise of the corporate state, China has gone from being the most equal society in all of Asia to the least by distribution of wealth. By any internationally accepted

measurement, inequality in China is worse than India, America and possibly even countries such as Brazil. The net incomes of more than 400 million people have stagnated in the past decade, and absolute levels of poverty have actually increased in the same period. While SOEs have increased their revenues by 20 percent to 30 percent each year, mean household incomes have increased by a paltry 2 percent to 3 percent.

Almost all of China's richest people have made their money in state-dominated sectors such as property and construction, resources, heavy industries and telecommunications. This could be through preferential access to the best land (that has, in many cases, been illegally seized from citizens) for property developers, privileged access to below-market rates of capital, or through special access to the best capital or equity in listed SOEs. In almost all cases, those benefiting are Communist Party officials or members. It is no wonder there are now 85 million card-carrying party members with another 80 million to 100 million on the waiting list to join.

The role and size of the Chinese corporate state - unprecedented in history for any modern economy - needs to be wound back to allow the hundreds of millions of people in private businesses fair access to economic and business opportunity. But the key to the Chinese Communist Party retaining political power is ensuring that it remains the dominant dispenser of material, career and professional opportunity. The party is therefore unwilling to wind back its grip on the levers of economic power and influence.

This is good news for the growing band of the mega-rich but not for the majority of the Chinese people.

John Lee is an adjunct associate professor at the Center for International Security Studies at the University of Sydney in Australia and a scholar at the Hudson Institute.

Meeting with China Hengtian Group, Ltd.
September 28, 2011

EVENT ORGANIZER/POC: Therese Thill

TIME: 5:00 – 5:30 p.m.

LOCATION: Board room 5

PURPOSE/ASK: China Hengtian Group is currently in an acquisition process. The target is headquartered in Michigan. Encourage Michigan investment.

PRESS: Confidential project. Not included

GOV ATTIRE: Suit and tie

MEETING PARTICIPANTS:

Governor Snyder
Michael Finney, Pres, MEDC
Doug Smith, Sr VP, MEDC
Therese Thill, Director, MEDC
Shusheng Wang, Principal, Miller Canfield

Mr. Jie ZHANG, Chairman/CEO
Mr. Yanhong SHI, Director of Strategic Planning
Mr. Qianyi DU, Finance Director
Mr. Haitao CAI, Secretary of Board

THANK YOUS: Therese Thill

AGENDA: There will be an exchange of business cards at the beginning of the meeting. At the end of the discussion, an exchange of gifts.

NOTES:

Talking points for this meeting are:

- Why invest in Michigan
  - Strong automotive tradition
  - Highly skilled workforce – ranks 4th in the U.S. for high-tech employment

- World-class education – ranked 4th in number of engineering degrees
- Collaborative partnership with union
- Innovative and dynamic business culture
- Government support
- Tax incentives
- State and local partners offer a true sense of partnership
- Existing infrastructure
- Great quality of life!

- Unionization is not a problem

BACKGROUND:

China Hengtian Group Co., Ltd. ("Hengtian")

Hengtian is a large-scale wholly state-owned holding company under the supervision and administration by the SASAC. Hengtian's main business lines include manufacturing, engineering, designing and sales of textile machinery and equipments, trading, import and export of textiles and garments and textile raw materials. Meanwhile, it has recently entered the automotive industry through joint ventures and acquisitions.

Hengtian's subsidiaries include 5 publicly listed companies and 50,000 employees worldwide with about RMB 300 billion revenue a year. Its business spans over 20 countries and regions. Currently Hengtian is negotiating with some automotive companies for a possible significant acquisition in Michigan. Hengtian will soon become a player in automotive supplying business.

Headquarters is in Beijing

http://www.chtgc.com

Michigan Reception
September 28, 2011

EVENT ORGANIZER/POC:	Therese Thill, MEDC 517-241-9872 Audie Wong, Amway
TIME:	6:00 -8:00 p.m.
LOCATION:	The Gallery Courtyard, Level 3, Park Hyatt Hotel
PURPOSE:	A reception to celebrate Governor Snyder's first trip to China, including representatives of Michigan businesses in China, Chinese businesses in Michigan, alumni of Michigan universities, and university representatives
PRESS:	included in the event
GOV ATTIRE:	Suit and tie
MEETING PARTICIPANTS:	see attached guest list
THANK YOUS:	Therese Thill
AGENDA:	6:00 – reception begins 6:30 – Mr. Dirk Bloemendal, Managing Counsel, Corporate Government Affairs, Amway,(Ada MI) will provide the Amway intro 6:35 – Mr. Audie Wong, President of Amway China will provide a testimonial to Michigan/China business relations 6:40, Governor gives welcome, brief remarks and toast

NOTES:

Talking points for this meeting are:

- Thank Audie Wong and Dirk Bloemendal for Amway's generous sponsorship of this evenings event.
- Other remarks provided by MEDC Marketing and Communications

BACKGROUND:

Amway is a direct selling company and manufacturer that uses network marketing to sell a variety of products, primarily in the health, beauty, and home care markets. Amway was founded in 1959 by Jay Van Andel and Richard DeVos. Based in Ada, Michigan, the company and family of companies under Alticor reported sales growth of 9.5%, reaching US$9.2 billion for the year ending December 31, 2010. Its product lines include home care products, personal care products, jewelry, electronics, Nutrilite dietary supplements, water purifiers, air purifiers, insurance and cosmetics. In 2004, Health & Beauty products accounted for nearly 60% of worldwide sales.[] Amway conducts business through a number of affiliated companies in more than a hundred countries and territories around the world. Amway was ranked No.114 among the largest global retailers by Deloitte in 2006, and No.32 among the largest private companies in the U.S. by Forbes in 2010.

Amway China

Amway grew quickly in China from its market launch in 1995. In 1998, after abuses of illegal pyramid schemes led to riots, the Chinese government enacted a ban on all direct selling companies, including Amway. After negotiations, some companies like Amway, Avon, and Mary Kay continued to operate through a network of retail stores promoted by an independent sales force. China introduced new direct selling laws in December 2005, and in December 2006 Amway was one of the first companies to receive a license to resume direct sales. However, the law forbids teachers, doctors, and civil servants from becoming direct sales agents for the company and, unlike in the U.S., salespeople in China are ineligible to receive commissions from sales made by the distributors they recruit.

In 2006, Amway China had a reported 180,000 sales representatives, 140 stores, and $2 billion in annual sales. In 2007 Amway Greater China and South-east Asia Chief Executive Eva Cheng was ranked No.88 by Forbes magazine in its list of the World's Most Powerful Women. In 2008, China was Amway's largest market, reporting 28% growth and sales of ¥17 billion (US$2.5billion).[] According to a report in Bloomberg Businessweek in April 2010, Amway had 237 retail shops in China, 160,000 direct sales agents, and US$3 billion in revenue.

www.amway.com

Overview of Mead Johnson Nutrition

PURPOSE:

1. Highlight the opportunities and relationships in China;
2. Identify your current work in China;
3. Request the Governor to invite Chinese officials to come to Michigan to participate in food safety training;

4. Opportunity for Mead Johnson Officials in China to meet directly with Governor Snyder and photo-op.

BACKGROUND:

- Founded: 1905 (Edward Mead Johnson, Sr.)
- Global Headquarters: Glenview, Illinois
- Key Products: Enfamil® and Enfalac® families of infant formulas; children's nutritional products including Enfagrow®, Enfapro®, Enfakid®, EnfaSchool®, Sustagen®, Choco Milk® and Cal-C-Tose®; and Vi-Sol vitamins
- 70 products; 50 markets worldwide
- Employees: Approx. 6,500 worldwide
- Global leader in pediatric nutrition, rank #1 in birth-12 months

Mead Johnson Mission:
To nourish the world's children for the best start in life

Mead Johnson Vision:
To be the world's leading nutrition company for babies and children

Company Values:
- Passionate pursuit of continuous improvement in all we do
- Uncompromising commitment to scientific rigor and product quality
- Unwavering integrity in every relationship we have and action we take
- An environment of openness, respect and high performance

Quality Outcomes:
- Ensure the safety of products
- Meet the regulatory requirements
- Drive alignment between product specifications and consumers expectations

Zeeland, Michigan Facility was purchased and went into production in the 1920s. The plant continues to produce many of Mead Johnson's most successful products and is a major supplier of infant formula to the U.S. and Canada. This facility also provides many key components to the company's other manufacturing facilities around the world.

There is one additional plant in the U.S. located in Evansville, Indiana.

Phenylketonuria Special Milk Powder Subsidy Program

To help children born in China with phenylketonuria (PKU) – a congenital metabolic disease that can impact the brain and nervous system – Mead Johnson, in partnership with The Ministry of Health of the People's Republic of China, launched the PKU Special Milk powder Subsidy Program to provide nutritional assistance to children with PKU in 22 provinces.

In order to help more PKU children from poverty stricken families get proper treatment, the company in 2010 provided a one-time additional provision of free Phenyl-Free 1® formula to the project, worth over RMB 3 million (nearly half a million dollars), to extend the range of the subsidy to PKU children around the country. The company also arranged for two experts from the United States to provide trainings on PKU medical and nutritional management to Chinese health care providers.

In addition, Mead Johnson and The China Foundation for Poverty Alleviation (CFPA) jointly established the "Bloom of Hope Fund," the first fund of its kind in China to help children diagnosed with PKU. The Bloom of Hope Fund will act as a sustainable platform where others can join to raise awareness of PKU and help children with the disease.

Mead Johnson Pediatric Nutrition Institute

The Mead Johnson Nutrition Pediatric Nutrition Institute (MJPNI) stands for their commitment to dedicate our scientific efforts to benefit children worldwide. It is a global network to advance nutrition science and its application. Included in the network are MJPNI technology centers and R&D facilities that build on the company's heritage of quality and innovation and put us at the forefront of pediatric nutrition science.
But the MJPNI goes beyond bricks and mortar. In their continued effort to meet the nutritional needs of children worldwide, MJPNI leveraged the network to:

- Collaborate with academic institutions and research centers around the world to conduct groundbreaking research on the critical nutrition issues impacting infants and children;
- Develop innovative approaches to the application of nutrition technology to meet the evolving needs of children and incorporating the most advanced nutrition and food science;
- Foster strong relationships with organizations in public health, pediatric medicine, and child care to partner on initiatives that positively impact the well-being of infants and children; and
- Bring together experts from various fields to support education and resource materials for health professionals by sharing the results of research and teaching best practices in pediatric nutrition.

Guangzhou, China

The first pediatric nutrition-focused research institute of its kind in China, representing an investment of over RMB 140 million (more than U.S. $20 million), the Pediatric Nutirion Institute (PNI) is an acknowledgement of the both the size and importance of Mead Johnson's efforts in China.

The 53,000 square-foot facility will include a technical center, pilot plant and administration building. The technical center will have several state-of-the-art

laboratories, including sensory evaluation, a chemical test laboratory, product development laboratory, and a shelf stability study center. In addition to conducting innovative new product development, the PNI will collaborate with research institutions around the world to conduct basic research and clinical studies related to the nutritional status of Chinese infants and children.

This newest PNI facility will open in November 2011.

Beijing Business Dinner (Hosted by Detroit Regional Chamber)
September 28, 2011

ORGANIZER/POC: Therese Thill, MEDC
517-241-9872

TIME: 8:00 – 10:00 pm

LOCATION: Gallery I, Level 3, Park Hyatt Hotel

PURPOSE: This dinner will serve as an opportunity for the Governor to meet and interact with Chinese companies who have made direct investment in Michigan, or may. As relationship building is perhaps the most important aspect to developing projects with Chinese firms, the opportunity for the Governor to thank those companies who have made investments already, and listen to their questions or concerns, will go very far in cementing their ties to Michigan, and may favorably impact the prospects in the room.

PRESS: Not included

GOV ATTIRE: Suit and tie

MEETING PARTICIPANTS:

Governor Snyder
Michael Finney, Pres, MEDC
Keith Creagh, Director, Agriculture
Doug Smith, Sr VP, MEDC
Therese Thill, Director, MEDC
Shusheng Wang, Principal, Miller Canfield
Olivia Deng, Manger, Miller Canfield
Sandy Baruah, Pres Detroit Regional Chamber
JoAnn Crary, Pres Saginaw Future

Mr. Meng, Guangman, Vice President, Foton Motor Group
Mr. Yaochun ZHANG, Vice Chairman, Beijing West Industries Co., Ltd.
Ms. Yanfu ZHANG, VP of Finance, Beijing West Industries Co., Ltd.
Mr. Yan HUANG, Global Director of Legal Affairs, Beijing West Indusries Co., Ltd.
Mr. Cheng Qiang, General Manager, Weichai Power

Co., Ltd
Mr. Audie Wong, President, Amway China
Ms. Francis Yu, Vice President of Governmental Affairs, Amway China
Mr. Dirk Bloemendaal, Managing Counsel, Amway
Ms. Cindy Yuan, G. China Sales Manager, Hemlock Semiconductor
Professor Ren, CTO, JA Solar
Charles Chen, Sequoia (advisor to JA Solar)

THANK YOUS: Therese Thill

AGENDA: Introductions and a card exchange will occur at the beginning of the meal. The Governor will welcome the guests and invite them to be seated. Seating cards will be in place. The Governor will make some brief remarks, including thanking our host and propose a toast at the beginning of the meal. After dinner each gift will receive a small gift.

NOTES:

Talking points:

1) Thank you to our host Mr. Sandy Baruah, President of the Detroit Regional Chamber.
2) Michigan welcomes Chinese investment, technology partnerships, and looks to strengthen its relationship with, and standing in, China.
3) Michigan is undergoing substantial structural change that will benefit companies looking to invest, and help make them competitive within the NAFTA region.
4) Michigan is interested in learning about policies and practices that spur growth and investment and how those ideas might be implemented in our state to the same end.
5) How can the state make a favorable impression on your Chinese counterparts, suppliers, and customers to encourage expansion and growth in Michigan?
6) As there will be a significant presence automotive companies in the room, there may be questions about the state's commitment to vehicle electrification and the auto industry as a whole.

BACKGROUND:

Beijing West Industries - Joint venture formed to acquire the Delphi brake and suspension business for approximately $100 million and retaining approximately 200 engineering jobs in Brighton (Livingston County). –

BWI has an R&D center in Brighton, MI. BWI has been in talks with various automotive suppliers in the U.S. and Europe.

http://www.bwigroup.com/static/aboutbwi/

Foton Motor Co. Ltd. - is actively looking for alliance partners and acquisition targets. They are interested in battery technology, alternative energy and commercial truck business. The Chairman of Foton was here for such purpose in July.

Founded on August 28, 1996, and headquartered in Changping District, Beijing, Foton possesses assets exceeding 5 billion Yuan and 29,000 employees.[3] Foton's business units are seen in cities and provinces such as Beijing, Tianjin, Shandong, Hebei, Hunan, Hubei, Liaoning, and Guangdong. Its R&D branches are distributed in Japan, Germany, Taiwan and The Philippines. Foton, whose brand value exceeds 11.932 billion Yuan in 2005, ranked No.4 in auto industry and No.43 in the "Top 500 China's Most Valuable Brands". Foton manufactures light and heavy-duty trucks, agricultural tractors, and various other machinery.

http://www.fotonmotors.ae/

Weichai Power Group

They are looking for set up of a R&D in Mid-west states. They have visited IL, MI and IN.

Weichai Power Co.,Ltd., is founded by Weifang Diesel Engine Factory together with domestic and foreign investors. Weichai power is a modern enterprise as well as the major enterprise in the PRC specializing in the research and development, manufacturing and sales of diesel engines. The products are widely applicable to different markets, including heavy-duty vehicles, coaches, construction machines, vessels and power generator.

http://www.weichai.com/e_default.shtml

WISERTrade
State Exports by NAICS Database

From State: Michigan
Industry: All industries
Destination: China
Rows selected: 31 (all rows)

Series: Origin of Movement
Sorted by: 2011 Q2 YTD
User Name: naicsusr

Unit: Total dollar value
Order: Desc
Runtime: 13:26:15 PM, Tue Sep 06 2011 EDT

Rank	Code	Description	ANNUAL 2008	ANNUAL 2009	ANNUAL 2010	Q2 2010 YTD	Q2 2011 YTD	%2008- 09	%2009- 10	%2010- 11
		Total all Industries	1,287,601,558.	1,333,294,229.	2,180,945,490.	1,083,696,025.	1,217,688,830.	3.55	63.58	12.36
1	336	Transportation Equipment	432,541,221.	494,324,672.	978,581,619.	500,542,716.	608,262,067.	14.28	97.96	21.52
2	325	Chemicals	159,142,227.	180,961,331.	235,065,457.	118,678,561.	118,176,581.	13.71	29.90	-0.42
3	333	Machinery, Except Electrical	186,638,788.	155,361,163.	181,213,047.	87,085,435.	110,432,120.	-16.76	16.64	26.81
4	331	Primary Metal Manufacturing	129,480,261.	181,621,171.	356,215,417.	175,368,073.	103,663,253.	40.27	96.13	-40.89
5	910	Waste And Scrap	134,009,166.	100,473,911.	98,226,579.	49,861,235.	69,951,637.	-25.02	-2.24	40.29
6	334	Computer And Electronic Products	51,800,546.	62,218,878.	68,827,398.	24,821,537.	49,131,238.	20.11	10.62	97.94
7	332	Fabricated Metal Products, Nesoi	36,289,514.	32,289,880.	53,290,043.	23,721,727.	42,943,541.	-11.02	65.04	81.03
8	311	Food And Kindred Products	31,542,649.	28,891,927.	56,717,726.	34,236,636.	20,032,621.	-8.40	96.31	-41.49
9	327	Nonmetallic Mineral Products	17,373,179.	13,481,022.	20,638,862.	9,436,165.	18,957,857.	-22.40	53.10	100.91
10	335	Electrical Equipment, Appliances, And Component	27,499,765.	14,767,033.	21,834,822.	9,553,420.	14,794,903.	-46.30	47.86	54.86
11	339	Miscellaneous Manufactured Commodities	16,463,229.	20,845,811.	27,782,505.	13,952,399.	14,521,610.	26.62	33.28	4.08
12	326	Plastics And Rubber Products	16,179,466.	13,541,929.	18,455,752.	9,469,532.	13,249,780.	-16.30	36.29	39.92
13	337	Furniture And Fixtures	16,118,494.	9,012,748.	19,450,275.	8,022,511.	9,930,253.	-44.08	115.81	23.78
14	113	Forestry Products, Nesoi	4,975,588.	4,917,961.	7,170,150.	3,720,687.	6,535,828.	-1.16	45.80	75.66
15	322	Paper	6,441,188.	6,081,994.	13,421,824.	5,642,144.	6,303,174.	-5.58	120.68	11.72
16	324	Petroleum And Coal Products	4,765,713.	3,403,743.	5,335,935.	2,237,356.	3,111,456.	-28.58	56.77	39.07
17	990	Special Classification Provisions, Nesoi	1,350,194.	1,615,318.	2,655,987.	813,933.	2,528,006.	19.64	64.43	210.59
18	313	Textiles And Fabrics	3,342,610.	2,942,930.	2,963,667.	998,273.	1,925,008.	-11.96	0.70	92.83
19	321	Wood Products	4,268,202.	3,407,174.	7,563,887.	2,799,618.	1,522,601.	-20.17	122.00	-45.61
20	316	Leather And Allied Products	4,653,325.	1,032,792.	2,257,546.	1,439,984.	779,359.	-77.81	118.59	-45.88
21	511	Prepackaged Software	547,673.	402,979.	694,674.	229,710.	393,595.	-26.42	72.38	71.34
22	323	Printing, Publishing And Similar Products	477,366.	713,869.	365,717.	133,049.	206,964.	49.54	-48.77	55.55
23	314	Textile Mill Products	1,272,257.	154,101.	857,593.	734,347.	97,097.	-87.89	456.51	-86.78
24	212	Minerals And Ores	258,780.	323,248.	1,027,416.	106,158.	85,358.	24.91	217.84	-19.59
25	114	Fish, Fresh, Chilled, Or Frozen And Other Marine P	0.	23,500.	25,241.	18,049.	62,625.	0.inf	7.41	246.97
26	920	Used Or Second-Hand Merchandise	12,960.	48,336.	27,885.	5,850.	52,000.	272.96	-42.31	788.89
27	112	Livestock And Livestock Products	12,923.	14,597.	18,358.	12,964.	21,698.	12.95	25.77	67.37
28	312	Beverages And Tobacco Products	0.	0.	8,533.	0.	8,940.	0.nan	0.inf	0.inf
29	111	Agricultural Products	78,707.	373,312.	197,929.	10,320.	4,540.	374.31	-46.98	-56.01
30	315	Apparel And Accessories	65,567.	46,899.	17,390.	7,380.	3,120.	-28.47	-62.92	-57.72
31	211	Oil And Gas	0.	0.	36,256.	36,256.	0.	0.nan	0.inf	-100.00

	A	B	C
1		**BEIJING RECEPTION**	
2			
3	**NAME**	**TITLE**	**COMPANY**
4	Alexander, Les	General Manager	A123 Systems
5	An Yan		Anxing Wire
6	Augier, Andre A.	Partner	Quarton Partners
7	Barauh, Sandy	President	Greater Detroit Regional Partnership
8	Beckman, Bridget	Acting Chief of Protocol	State of Michigan
9	Blackwell, Brooke	Communications Director	Wayne County
10	Bloemdaal, Dirk	General Counsel	Amway
11	Burger, Chris	Founder	CBC China US, LLC
12	Byrnes, Pam	Executive Director	Shanghai Jiao Tong University (UM-SJTU) Joint Institute
13	Chen Siqing		Vice President of Bank of China
14	Chen, Mr.	Chairman	Minth
15	Cindy Yuan	Sales Manager	Hemlock Semiconductor
16	Cooke, Nancy	Vice President of Operations	AmCham-China
17	Crary, JoAnn	President	Saginaw Future
18	Creagh, Keith	Director of Agriculture and Rural Development	State of Michigan
19	Dean, Ted	AmCham-China Chairman	BDA China President
20	Deng, Fuxin	President	Beijing Tongzhou Muffler
21	Deng, Olivia	Manager	Miller Canfield
22	Deng, Yong	President, US	HiRain Technologies
23	Fan, Ying		Hawtai Motor
24	Fang, Weigang	Vice President	Peking University Health Science Center
25	Ficano, Robert		Wayne County Executive
26	Finney, Michael	President and CEO	MEDC
27	Flinker, Steve		RL Polk
28	Gao, Yu		Hawtai Motor
29	Gasper, Joe	Security	State of Michigan
30	Geiger, Dr. James		University of Michigan Hospital
31	Giacoletti, Timothy	Principal/Partner	Rehmann
32	Gilligan, Greg	AmCham-China Vice Chairman	APCO Managing Director
33	Guan, FuChao		Melin Bridge
34	Harden, Dean	Managing Director	Angle Advisors
35	He, David		Bain Capital
36	Holmes, Chuck	Senior Business Development Manager	Oakland County(Government)
37	Horowitz, Jeffery	Deputy Chief, Economic Strategy and Investment Unit	US Embassy
38	Hou Yunchun		Vice President of Development Research Center of the State Council
39	Hou, Coco	Director of Strategy Department	Chongqing Skyman Industrial Group
40	Hsiao, Jimmy	President & CEO	Logic Solutions
41	Ji,Hong	Director, TEDA Foreign Affairs Bureau	Tianjin Economic-technological Development Area
42	Jiang Tianbo	Deputy Director-General of Antimonopoly and Anti-unfair Competition Enforcement Bureau	State Administration for Industry and Commerce
43	Jie, Dr. Ying Chun	Owner and CEO	HiRain Technologies
44	Ke, Yang	Exec. Vice President	Peking University Health Science Center
45	Koh, Dr. Shy-Pin (Spincer)		Gorilla Technology
46	Koh, Suk Kyu	President & CEO	Chrysan Industries

	A	B	C
47	Koh, Winnie		Gorilla Technology
48	Kolars, Dr.Joseph		University of Michigan Hospital
49	Krauss, Maureen	Director	Oakland County
50	Lasher, Geralyn	Communications Director	State of Michigan
51	Lee, Brandon	Director	CBC China US, LLC
52	Li Zhiqun		Chairman of Supervisory Board for Stated-owned Enterprise of the State Council
53	Li, Andy	Business Development Director	AmCham-China
54	Li, Henglong		Aluminum Corporation of China
55	Li, Jeffrey	General Partner	ESP Equity Partners, LLC
56	Li, Jianning	Representative, TEDA US Chicago Office	Tianjin Economic-technological Development Area
57	Liu, Jim	Insurance	Met life
58	Liu, Lee	VP of Product & Technology	ASIMCO
59	Liu, Michael		CompuPacifc International
60	Lo, Stephen		UM Alumni Assn.
61	Man, Harry	Partner	Matrix Partners China
62	Murck, Chris	President	AmCham-China
63	Ni, Jun	Dean	Shanghai Jiao Tong University (UM-SJTU) Joint Institute
64	Ni, Wilson	VP of Marketing	ASIMCO
65	Orduno, Miroslava	Attoney	KRW
66	Pan, Zhiqiang	Sales Director, ASG China	A123 Systems, Inc.
67	Parker, Robert S.	Managing Director	Quarton Partners
68	Philbert, Dr. Martin	Dean, School of Public Health	University of Michigan
69	Polverini, Dr. Peter J.	Dean, University of Michigan Dental School	University of Michigan
70	Poole, Robert	Vice President, China Operation	US-China Business Council
71	Qi, Julia	China Program Manager	Clayton & McKevey
72	Redford, Dan	Director of Operations, China	First Pathway, U.S. China Creative Space
73	Riordan, Meghan	Attoney	KRW
74	Rogel, Richard		UM Alumni
75	Samelton, Tracey		Michigan Public Radio
76	Secchia, Mark		Sherpa, Inc.
77	Secchia, Mrs.		Sherpa, Inc.
78	Shen, Wei	President	Bridge Connect
79	Sholander, Tim	Security	State of Michigan
80	Shore, Michael	Marketing & Communications	State of Michigan
81	Smith, Doug	Senior Vice President	State of Michigan
82	Snyder, Rick	Governor	State of Michigan
83	Song,Qingyuan	Director	Beijing Foton Automotive
84	Su Bo		Vice Minister of Industry and Information Technology
85	Theut, Peter	President & CEO	China Bridge
86	Thill, Therese		State of Michigan
87	Tyler,Dave	Economic Development director	Wayne County
88	Walsh, Tom		Detroit News
89	Wang, Bin	CEO	ASIMCO
90	Wang, Dr. Dazong	Chairman of US-China Automotive Exchange	President of BAIC group
91	Wang, Jingbo		Hawtai Motor

	A	B	C
92	Wang, Max	Manager of North America Department	Great Wall Motor Company
93	Wang, Shusheng	Principal	Miller Canfield
94	Wang, Steven	General Manager of International KD Department	Great Wall Motor Company
95	Wang,Qiang	Director of Gold Value Institute	Peking University
96	Wen Xiaoying		Dadong
97	Whittingham, J. David	Director	Quarton Partners
98	Wong, Audie	President, Amway China	Amway
99	Woolliscroft, James	Dean	University of Michigan Medical School
100	Wu, Benjamin	Attoney	Butzel Long
101	Xiaowen Yang	Chief Representative	Union Pacific Beijing
102	Xing Wenlin	Vice President & General Manager International Trade Division	Great Wall Motor Company
103	Xu, Jerry	VP	DCBA
104	Yan, Chao		Melin Bridge
105	Yan, Jingnan		Chongqing Skyman Industrial Group
106	Yan, Lingyan	Executive Vice President	DCBA
107	Yang, Nick	CEO	Monkey King Search (Bejing) Ltd.
108	Yang, Richard, CFA	Managing Director, Investment Banking	ICBC International
109	Zarit, William M.	Minister Counselor, Commercial Affairs	Embassy of the U.S.A.
110	Zeng Luhai	Vice President	China International Capital Corporation
111	Zhang Yaojun		Dadong
112	Zhang, Mrs. Sean		
113	Zhang, Sean X.		Microsoft
114	Zhang, Weiming		Melin Bridge
115	Zhao, Anne		The Dow Chemical Company
116	Zhao, Junlan		Melin Bridge
117	Zheng Xiaowen		Dadong
118			
119			
120	Mr. Chen Chaoying	Vice Governor	Liaoning Province
121	Ms. Wang Yanling	Vice Director	Liaoning Education Department
122	Ms Wang Zhaoxia	Vice Director	Liaoning Foreign Affairs Office
123	Ms. Zhang Xiuli	Chief Officer	Liaoning Education Department
124	Ms Kang Qian		Liaoning Foreign Affairs Office
125	Mr. Humphrey Xu	Chairman	ACA Capital Investment Co Ltd

Saginaw County, MI, USA
Great Lakes Bay Region

BIOGRAPHY – JoAnn Crary, CEcD

JoAnn Crary is the President of Saginaw Future, a non-profit economic development organization. She has held that position since 1993 and has been in economic development since the mid 1980's.

Crary completed her undergraduate degree from Ferris State University and has a Masters degree from Central Michigan University. She is a Certified Economic Developer (CEcD), a graduate of the University of Oklahoma's Economic Development Institute and is a certified Economic Development Finance Professional.

Crary is a member of the MEDC Collaborative Development Council and the Incentives Committee. She is currently a member of the Board of the International Economic Development Council and serves as the Vice Chair of External & Member Relations, on the Diversity Task Force, is a member of the Economic Development Research Partners and is on the Audit Committee. She has served on the IEDC Board since 2006.

Crary is also on the Saginaw County Revolving Loan Fund Board, Saginaw Brownfield Redevelopment Authority, Citizens Bank Market Area Board and the Saginaw Hospital Finance Authority. Crary also serves on the Covenant HealthCare Partners Board of Directors, Board of Fellows at Saginaw Valley State University, Mobile Medical Response Finance Committee and is an ex officio member of the Saginaw County Chamber of Commerce Board of Directors.

Crary was given the Wally Bronner Community Spirit Award from the Saginaw County Chapter of American Red Cross in 2010. She was also honored with the inaugural Economic Leadership Award from Junior Achievement of Northeast Michigan in 2010. The Saginaw County Chamber of Commerce gave Crary its inaugural Athena Award in 2005 and in 2001, the Michigan Economic Developers Association named Crary as the MEDA Medalist Award winner. In 1996, she was honored by Governor Engler as the Economic Developer of the Year for outstanding contributions in economic development.

JoAnn and her two children, KaLynn and Michael reside in Frankenmuth.

Established in 1992, **Saginaw Future** (SF) is a public-private alliance of local businesses, the County of Saginaw, City of Saginaw, 16 local municipalities and the Saginaw County Chamber of Commerce. SF's strategic partners also include education, labor and government. Since its beginning, SF has remained dedicated to fostering quality job creation through expansion of local industry and attraction of new business projects to the community.

DOW CORNING

HSC HEMLOCK SEMICONDUCTOR

September 28, 2011

Jin Bao Fang, Chairman
Board of Directors
JA Solar
No. 36 Jiang Chang San Road
Zhabei, Shanghai 200436
China

Dear Mr. Jin:

Dow Corning Corporation and Hemlock Semiconductor Group want to thank you for being a loyal customer and for the strong relationship that exists between our companies. We also appreciate the opportunity to introduce you to Rick Snyder, the new Governor of the State of Michigan. Governor Snyder is traveling to China in September as part of his efforts to develop new opportunities for economic growth in the State of Michigan. He and the other individuals traveling with him, called "Team Michigan," are looking forward to their visit to Jinglong's operations.

Governor Snyder understands the needs of businesses, as he is the former president of Gateway Inc. He is diligently working to improve the business climate of the State of Michigan through the realignment and improvement of the business tax structure, while streamlining business processes and removing barriers to growth and investment. You will enjoy meeting with Governor Snyder and he will appreciate the insight you'll be able to share with him about how companies like Jinglong make investment decisions.

Our goal is to continue to develop collaborative relationships for the advancement of solar energy globally, including investments in Michigan, which has been home to both of our companies' headquarters and a number of key facilities for many years.

As you know, Dow Corning and Hemlock Semiconductor continue to invest throughout the globe, as well as in Michigan, with more than $3 billion invested in the state in the last six years for the research, development and manufacturing of materials for the solar industry.

Thank you again for your willingness to meet with Governor Snyder and "Team Michigan." We are certain both you and the Governor will benefit from your discussions.

Sincerely,

Robert D. Hansen
President & CEO
Dow Corning Corporation

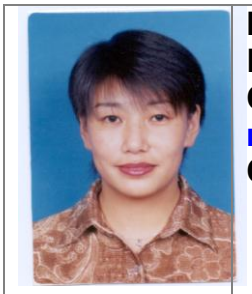
Richard S. Doornbos
CEO
Hemlock Semiconductor Group

Dow Corning Corporation
Midland, Michigan 48686-0994
Phone: (989) 496-4000
www.dowcorning.com

Hemlock Semiconductor Group
Hemlock, MI 48626
Phone : (989) 301-5000
www.hscpoly.com

Performance Improvement Process & **Career Development**

Internal Resume (To be initiated by Employee)



Name: Cindy Yuan
Employee Number: 114399
Current Position: G.China sales manager
Current Date: September, 2011

Manager/Supervisor: Jim Stutelberg
Business Unit:
Department: Hemlock Semiconductor Group
Language Proficiencies: Chinese Mandarin

Dow Corning Experience

Year	Title	Department
May 2010-Present	G. China Sales manager	Hemlock Semiconductor Group
May, 2009-Apr, 2010	G. China Business Development Team Leader	Corporate Business Development Team
Sep, 2008-Apr, 2009	G. China Team leader	Sales Support & Development Team
Sep, 2007-Aug, 2008	North Team Supervisor	Sales Support & Development Team
May, 2003-Aug, 2007	Channel Specialist	Construction Industry

Significant Team/Leadership Activities—Past and Present

Membership
DVB Trainer
NVB Trainer
DCU Channel Management Trainer
DC Beijing site Leader
Government Relationship Management 6 Sigma team member

Development Positions / Activities / Assignments / Programs Attended and/or Ongoing

YY/MM	Role and Responsibility
	1.Customer relationship management for current HSC customers in China 2.Business development for potential new HSC customers in China 3.Detailed understanding of the competitive situation in China (close tracking /

	monitoring of current and new polysilicon producers in China) 4.Detailed understanding of the market situation / value chain for the Solar industry in China (tracking and documenting changes and developments) 5.Work closely with the HSC team to implement the HSC strategy in China

Other Professional Experience

Year	Title	Company
1999-2003	**Technical Sales Regional Manager** Role and Responsibility: Marketing development in North China, Achieve the sales target. Lead a sale team to build up effective sales network; communicate with customers, provided technical service and deal with customers complains. Distributors management.	Lafarge Onoda Gypsum (Shanghai) Company Limited
1997-1999	**Sales Rep.** Role and Responsibility: In charge of direct sales, negotiate with customers, provide solutions, signed the contracts and made orders and collected money.	Chong You new building material Co., Ltd
1993-1997	**Assistant Engineer** Role and Responsibility: Prepare technical files, coordinate with designer and project manager according to the progress of project.	Beijing No.3 construction engineering Co.

Career Accomplishments

Year	Brief Description
January 14, 2009	Finance Essential
June 29-July 3, 2009	Key Issues in The World Nuclear Industry Today
August 26, 2009	Global Finance & Economic Evaluation Overview

Education

Year	School, College or University	Major or Area of Study	Degree or Certificate
1990-1993	Tsinghua University	Civil Engineering	College Degree

赵桂斌 Zhao Guibin

Zhao Guibin is the chairman of the Board of Directors of AVIC Automobile Industry Co. Ltd, which is a direct subsidiary of Aviation Industry Corp. of China (AVIC). He is also chairman of the Board of Directors at Nexteer Automotive, a U.S. based steering supplier. He graduated from Zhengzhou Institute of Aeronautical Industry Management. Currently he holds a master degree of EMBA.

Mr. Zhao worked for Sichuan Airlines Hydraulic Machinery Co. since 1984 and was promoted to director and later General Manager position within the same company. In 2003, Mr. Zhao became the General Manager as well as the Chairman of the Board of AVIC Chengdu Engine (Group) Co., Ltd. Mr. Zhao took the position of CEO of AVIC Automobile Industry Co. Ltd. in 2009. From 2010 to present, Mr. Zhao is the Chairman of the Board of Directors of AVIC Automobile Industry Co. Ltd. In 2011 he became chairman of the Board of Directors of Nexteer Automotive.

MICHAEL P. RICHARDSON

SVP Steering Business Line
Director Global Engineering
COO China Division

Michael Richardson began his automotive career with General Motors in 1974 as a co-op student at the former Saginaw Steering Gear Division. Following a number of assignments that included the supervision of skilled trades, plant, product and manufacturing engineering, he was named staff engineer for the halfshaft product line in 1990. Richardson opened the Division's Tokyo office in 1991 as Delphi Steering initiated the export of driveline products to Toyota Japan.

In 1992, Richardson was named staff engineer for steering products. During this period, he launched and patented MAGNASTEER™ variable effort hydraulic steering. He also initiated a rapid response approach to customer prototyping and won the GM President's Council Award for aftermarket product alignment and de-proliferation.

In 1995, Richardson was named regional director of engineering and production controls and logistics, based in Paris, France. He returned to the United States in 1999 as chief engineer of hydraulic power steering and QUADRASTEER™. He was named director of engineering for Delphi Steering in 2001. Richardson was inducted into the Delphi Inventors Hall of Fame in 2004.

In 2006, Richardson was named regional director Asia-Pacific & relocated to Shanghai China. During this period, all regional sites were separated from Delphi Automotive in preparation for a global business sale of Nexteer. He led the construction of 4 new production sites, 5 customer service centers & an autonomous regional headquarters.

In 2009 Richardson returned to the US & was named Vice-President of the Steering Business Line. This period brought focus to Electric Power Steering (EPS) and in 2010 Nexteer Automotive was privileged to receive record new business bookings with a diverse customer base.

In 2011 Richardson was named chief operating officer (COO) China Division for Nexteer while retaining Business Line & Global Engineering responsibilities. He operates out of offices in Shanghai & Saginaw.

A native of Midland, Michigan, Richardson holds a bachelor's degree in engineering from Kettering University and a master's degree in business administration from Central Michigan University.

Richardson is a professional engineer, certified quality engineer and stationary power engineer. He is a Boss Kettering Award recipient and author of numerous intellectual properties.

Lin Zuoming

Mr. Lin Zuoming, born in 1957 in Fujian Province of China and earned his Doctorate in management, is now Secretary of CPC Party Group and President of Aviation Industry Corporation of China, and an alternate member of the 16th and 17th CPC Central Committee.

He won the title of "National Young & Middle-Aged Expert with Outstanding Contribution", and was awarded: the "National May 1st Labour Medal", the Top Prize of "National Business Management Innovation" and the top grade of National Prize for Progress in Science and Technology. He is an expert who enjoys the Special State Allowance.

Mr. Lin is a part-time professor and PhD supervisor at Beijing University of Aeronautics and Astronautics (BUAA), and Chairman of the Academic Committee of *Study on General Virtual Economy.* He was awarded an Honorary Doctor's degree (DSc) by Cranfield University of the UK in 2010. He has published about 100 academic works and articles.

Mr. Audie Wong
President of Amway (China) Co. Ltd.

Mr. Audie Wong is President of Amway (China) Company Limited. He joined Amway Hong Kong in 1981, and was appointed General Manager of Amway Taiwan in 1991. In 1994, when Amway was preparing for operation in China, he was posted to Guangdong, China. In 1997, he was appointed President of Amway China, and moved his office base to Beijing, where he has since led the company's sales operation and external affairs.

Mr. Wong is active in public and community service. He is Vice Chairman of China Association of Enterprises with Foreign Investment (CAEFI), permanent council member of China Center For International Economic Exchanges (CCIEE), Honorary Director of China International Public Relations Association, and Executive Vice Chairmen of the Amway Charity Foundation, the first MNC-backed charity foundation registered under China's Ministry of Civil Affairs.

With sales of RMB 21.9 billion in 2010, Amway China is the largest affiliate of Amway Corporation. Amway Corporation is one of the world's largest direct selling companies, manufacturing and marketing hundreds of products in nutritional supplements, beauty and personal care, household cleaners, and kitchen and home-tech appliances. The company is based in Michigan, USA, and operates in over 80 countries and territories worldwide.

(Sept 2011)

DIRK C. BLOEMENDAAL

Dirk C. Bloemendaal is Managing Counsel for Government Affairs for Amway. Mr. Bloemendaal has represented the company for over 28 years, his responsibilities centering on U.S. state and local government affairs issues with support given to U.S. federal and international issues.

Mr. Bloemendaal serves on the U.S. Direct Selling Association's Government Relations Committee, Lawyers Council, and Ethics and Self-Regulation Task Force, and is past chair of the Government Relations Committee and Lawyers Council. He also serves on the government affairs committees for the Council for Responsible Nutrition and the Personal Care Products Council, as well as on the board of directors for the Michigan Chemistry Council.

Mr. Bloemendaal is a member of the State Government Affairs Council (SGAC), a national organization of corporations and associations in the United States dedicated to enhancing the public policy process in the 50 U.S. state legislatures. He is a member of the Kent County (Michigan), State of Michigan and American Bar Associations.

Mr. Bloemendaal received his Bachelor of Arts degree from Hope College, Holland, Michigan and his Juris Doctor degree from Thomas M. Cooley Law School, Lansing, Michigan.

A. **Revised: September 22, 2011**

Mr. Audie Wong
President of Amway (China) Co. Ltd.

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A. **Revised: September 27, 2011**

Useful Chinese Phrases:

English	Pinyin/ Characters	Phenetics English
Greetings:		
Hello	nǐ hǎo 你 好	knee how
Where are you from?	nǐ cǒng nǎ lǐ lái 你 从 哪 里 来?	knee tzaun nar lee lei
What is your name?	nín guì xìng 您 贵 姓	neen gway shing
Good Bye	zài jiàn 再 见	zi gee'en
Useful sayings:		
Yes	shì 是	shr
No	bú shì 不 是	boo shr
Right or Correct	duì 对	dway
Wrong	bú duì 不 对	boo dway
No, thanks	bú yòng le, xiè xiè 不 用 了, 谢 谢	boo yong la, sheh sheh
Thank you	xiè xiè 谢 谢！	sheh sheh
You are welcome	bú yòng xiè 不 用 谢	boo yong sheh
Excuse me	duì bu qǐ 对 不 起	dway boo chee
I do not understand	wǒ tīng bù dǒng 我 听 不 懂	wore ting boo dong
I would like	wǒ yào 我 要	wore yeow
How much?	duō shǎo qián 多 少 钱?	dor sheow chen
Too expensive	tài guì le 太 贵 了	tie gway la
Make Directions:		
Stop!	tíng 停！	ting
Left	zuǒ 左	zaw
Right	yòu 右	yo
Go straight	qián 前	chee' an
There	nà lǐ 那 里	nar lee
Here	zhè lǐ 这 里	jur lee

Toilet	cè suǒ 厕 所	tsur saw
In the restaurant:		
Chopstick	kuài zǐ 筷 子	kwhy za
Knife	dao 刀	dow
Fork	cha zi 叉 子	char z
Spoon	shao zi 勺 子	sheow z
Water	shuǐ 水	shway
Settle the Bill	mǎi dān 买 单	my dan
Pronouns:		
I / Me	wǒ 我	wore
You	nǐ 你	knee
He / She / It	tā tā tā 他 / 她 / 它	tar
Numbers:		
1	yī 一	e
2	èr 二	r
3	sān 三	san
4	sì 四	sz
5	wǔ 五	oo
6	liù 六	leo
7	qī 七	chee
8	bā 八	bah
9	jiǔ 九	jeo
10	shí 十	shr