

A PUBLIC SERVICE PLATFORM



ORACLEBAY

An Introduction
to The Organization

SECOND EDITION

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Preface

The prototype of Oracle Bay had been conceived for years before the project was officially approved by competent authorities on August 8, 2008. On March 25, 2009, the State Council made a favorable decision supporting the aspiration of Shanghai to strive for becoming an international financial center and an international shipping center (the “Two Centers”), which has set the tone for the strategic development of Shanghai in next decades. A few weeks later, Oracle Bay launched its grand opening ceremony on May 26, 2009. The timely arranged inauguration turned out to be a sensation because it was interpreted as a substantive step taken by Shanghai Municipal Government in implementing Beijing’s decision. The event was extensively reported by numerous media, especially the CCTV and the People’s Daily, the most authoritative media in China. Their positive comments acquainted the public with Oracle Bay overnight. Consequently, people surged forward to learn details and pushed the number of visitors up to more than ten thousand in several months.

A good start is half done, as a brand new organization, we are happy to see that our initiatives and services are recognized and embraced by the public. In order to reach more audiences, especially international audiences, to promote the platform, an introductory literature in English is in need. It was a solo work and crept for several months but I felt quite fulfilling at its completion. I sincerely hope you will enjoy reading it. Questions and comments are welcome, and can be dropped at XieJiaoNing@gmail.com.

The Author



WHO WE ARE

Oracle Bay is a public service platform dedicated to addressing talent issues that concern local economies in general and dominant industries in particular. The platform is managed and operated by a nongovernmental organization, “Shanghai Lujiazui Financial City Talent Development Center”, whose operation is funded and supported mainly by local governments for the cause of public welfare.



WHAT WE DO

We analyze talent needs in terms of economic and social development, recognize local characteristics and priorities, and identify the roles played by talents in turning an economy from what it is to what it dreams;

We design, develop, and deliver universal talent solutions in collaboration with renowned universities and leading enterprises;

We absorb universities and enterprises to build the platform collectively;

We promote the communication and cooperation among government, university and industry on talent affairs;

We collect and share business information with partners, create business opportunities and facilitate trade and investment;

We advocate professionalism, introduce professional ethics and certifications, and increase the competence of talents;

We emphasize sustainable and talent-friendly development, measure talent satisfaction and publish indexes for improving corporate social responsibility.



WHY WE ARE IN THE BUSINESS

China is the fastest-growing major economy in the world, with an average annual GDP growth rate over 10% for the past 30 years. Massive public investments in infrastructure, such as roads, ports, railways, power, and office buildings, combined with liberal policies to attract FDIs, have successfully transformed most of coastal China into powerful growth engines. However, when the strategy is recognized and duplicated nationwide, its effectiveness in boosting local economies is diminishing because numerous cities and towns are joining the competition for limited investment, technology and talent etc. For instance, up to now China has more than two thousand economic development areas and special economic zones, and each was born with an ambitious blueprint in terms of economic leap forward.

Everybody knows that for most of them, plans will remain plans. So what are the key factors that distinguish winners from losers in the competition for economic prosperity? The unbalanced development between the hardware and the software represents a highly generalized explanation. Our research indicates that among other scarce resources, talent supply is becoming an increasingly decisive factor for those regions pursuing economic and social prosperity. At low end, the shortage of peasant workers in south China challenges the traditional assumption that among all the productive factors, China is least likely to feel labor scarcity; at high end, the restructuring and upgrading of various industries are calling for well educated and experienced top guns, and China has started to tap overseas talents to meet the most urgent needs. Consequently, talent service is growing rapidly into a significant business. Taking Shanghai for example, the market size in 2003 was 4 billion Yuan, and in 2009 the figure has mounted to 54 billion Yuan, averaging a 200% annual growth.

It is generally recognized that a healthy market is usually a fully competitive one. To our understanding, a well functioning market rests on not only the number of players but also the diversity of participants, that is, regulators, dealers, and mediators etc. Normally, the ground rules are laid down by governments and the game is played by enterprises. However, we have witnessed a lot of unsatisfied needs on today's market of talent service because the corresponding services are either barely lucrative or demanding significant involvement of government under current institutional and administrative arrangements. As a not-for-profit organization bearing some social functions outsourced by government, Oracle Bay is ideally positioned to meet those needs. First, free from the institutional barriers faced by government agencies and educational institutions, we enjoy the liberty of both organization and operation. For example, we are ready to negotiate anything with anybody on any potential ways of cooperation. The autonomy grants us great flexibility, and makes us very innovative in the field. For many of our services, we are virtually the first and the unique provider throughout the country. Secondly, we have been running NGOs for years, accumulated experience and hard-earned achievements bring us not only the reputation and brand but also the growth in market share and the number of clients. It should be pointed out that the recognition of our quality and competency by competent authorities has helped us secure contracts and resources from government. Some of the resources are so significant for the survival of Oracle Bay like buildings and facilities earmarked for talent services, policies with financial incentives devised for meeting special talent needs etc. They enable us to stay even and stick to the not-for-profit principle. Moreover, government endorsement makes our arguments more authoritative and convincing, which is absolutely important for promoting our services in a society of low social credit. Thirdly, it is very gratifying to see that our ideas are gradually acknowledged and adopted by the society. Most recently, The Organizing Department of CCCPC published "The Outline of National Talent Development Plan over Intermediate and Long Term (2010-2020)" on June 6, 2010, which has

legitimized the process of joint education. As a result of that, our creative practice that has been there for years is likely to become a nationwide standard under the Outline. In short, Oracle Bay is facing a bright business future.



Mission & Vision

On the one hand, Oracle Bay helps governments (the policy makers) and businesses (the employers) identify their talent needs, develop and deliver talent solutions, and pave the whole way for positive results. On the other hand, Oracle Bay assists talents in seeking career and business opportunities that match their specialties, capabilities and expectations. In an effort to facilitate the process, we conduct education, training, certification, and incubation to qualify the talents in question to meet particular skill and knowledge requirements.

Our highest aspiration is to persistently develop the platform so that its capacity will eventually enable us to serve the entire country and then the whole world!



Services & Products

■ Academic Education

We offer higher educational programs of master level to knowledge and diploma pursuers. These programs are developed and delivered collectively with academic professionals and industrial practitioners, they differentiate themselves from ordinary programs of higher education in two aspects:

First, they are market driven.

As a result of the continuance of opening-up policy and the process of decentralization under WTO terms, many products and services that were absent or prohibited before are introduced into Chinese market each year. As important as the population of consumers is the availability of designers, manufacturers, and sellers of these products and services. For example, the development of financial services has created the demand for stock brokers, fund managers, and financial planners etc. How to meet the demand with a sufficient and sustainable supply of the respective talents has become an urgent proposition of great public interest. As far as massive talent supply is concerned, universities constitute the major source. But universities alone usually fail to meet the needs in time due to institutional barriers in general and inadequate capabilities in particular. From admission quotas to syllabus and pedagogy, universities are subject to the strict control of educational administrations. It is hard and unrealistic for them to pursue a pure market-driven model. Compared with traditional higher educational institutions, Oracle Bay is more responsive to these emerging needs. We stay in touch with employers and

collect their talent needs constantly. Programs are designed and developed to foster special talent as soon as the need for that talent has been identified. Moreover, in cooperation with mentors from enterprises organized and qualified by Oracle Bay, it is possible for universities to keep the administration-required courses untouched but introducing market-required parts into the whole package. Consequently, market-driven innovations in contents and methodology are achieved.

Secondly, they are vocation oriented.

Each year, millions of students graduate from China's one thousand plus higher educational institutions. Talent markets overcrowded by anxious students have been reported here and there. Despite the great demand from company side and sufficient supply from university side, the employment rate of fresh graduates is far from satisfactory. Inquiring into the reasons, we find that these two complaints are shared by many HR managers, "What they have learnt in schools just can't qualify them for the positions," "Their actual performances are usually below the reasonable expectation for a person with higher educational background". A number of implications can be derived from the complaints, such as: the division between industrial practice and academic teaching; the deficiency of higher education in teamwork, communication, and a set of other skills essential for being a competent employee; the ignorance of universities in helping students with their career analysis, planning and development, etc.

With an organic combination of theories and practices, our programs aim to equip graduates with the essential knowledge and skills that can help them enter and move up in particular industries. The can-do spirit and the in-field performance represent the core values that we are trying to convey to our students. Our graduates will have more confidence in job-seeking competition because, in addition to the diplomas and degrees, their pitches are vitalized by job-related skills and experience. The employers are happy to have them on board because their ready-to-use feature helps saving training expenditures and increasing corporate productivity.

■ Vocational Certification

Globalization and China's integration into world economy have catalyzed the need for internationally recognized certification. Such kind of certification is essential for the career development of many professionals, for instance, accountants, lawyers, and doctors etc. In response, hundreds of professional institutes surged into Chinese market to promote their standards and certificates. Most time, the unsorted and overwhelming advertisements get their audiences confused and doubting.

Under the auspices of several institutes, interested people can now enjoy the one-stop certification service at Oracle Bay, which means they can inquire, browse, and compare the relevant information on dozens of certificates such as ACCA, CIMA, and CISI etc., moreover Oracle Bay can help organizing training programs and

conducting local examinations for them. We advocate professionalism, and the process of professionalization is remarkably facilitated by our efforts.

■ **Tailored Training**

The needs of learners in terms of educational products are as diverse as consumer preference for daily commodities. Participants of academic programs and vocational certification have two characteristics in common. First, they have enough time and financial budgets for a relatively long and systematic process of learning; Secondly, they emphasize the benefits of obtaining particular degrees or certificates at the end of the process. However, people who are already in the business for a long time and have been doing things well want something to sharpen or maintain their leading edge. Different from new comers of an industry who would like to have as many diplomas as possible to get employed, these people are less sensitive to what kind of certificates they will receive and who is going to issue them. Instead, they would weigh the courses against their performance lift expectations. “Useful, applicable, and value-added” are the most important features.

Benefiting from the resources accumulated through education and certification programs, such as teachers and textbooks, Oracle Bay is able to mix and customize programs according to the very specific personal and institutional demand. The programs may have their input from universities, institutes, and enterprises.

■ **Talent Incubation**

In past decades, Shanghai has successfully transformed itself from a manufacturing-based city into an influential business center increasingly dominated by service industries. Today, the city is well-known for its developed and sizable businesses in trade, finance, logistics, and retail. Projecting into future, Shanghai intends to sharpen its comparative advantages and evolve into an international financial center and an international shipping center. The strategy has gained the endorsement of central government and the construction of the “Two Centers” has become the top priority of Shanghai Municipal Government.

Striving for resuming its zenith in history—the most popular and internationalized metropolis in the east, Shanghai has recognized the indispensability of humanity, especially the aggressive entrepreneurs and the experienced professionals who are collectively referred to as the “top talents”. A number of preferential policies and incentive measures, for example the start-up fund and individual income tax rebate, have been devised and adopted by the governments to attract the talents from around the world to join the construction of the “Two Centers”. Although presented with a promising and friendly big picture, the absorbed talents as new comers have to face a lot of challenges ranging from accommodation to medical care, children’s education, and cultural assimilation etc. The incubation service provided by Oracle Bay is meant to stabilize the transitional period and help the just-arrived talents fit into the new environment more smoothly. The process of incubation varies from three to sixth months depending on the topic and the participants’ situation. During

that time, participants can enjoy free lodging and meals at Oracle Bay, plus free trainings for their better understanding of relevant local industries.

■ Talent Pooling

There is an analogy between talents and consumer goods. First, both have use values. Talents meet the intellectual demand of organizations while consumer goods satisfy the various consumer needs. Secondly, it takes time to produce them. However, fostering a talent is usually pretty much longer than producing a commodity. Production to order, which is an ideal pattern and widely exercised by today's manufacturers, has been applied to our education, certification, and training programs. But just like companies maintaining stocks against the risk of fluctuation in demand, talent service providers would like to enrich their pools of candidates to meet urgent and unexpected needs. As a platform dedicated to rendering universal talent solutions, Oracle Bay recognizes the value and significance of having a sizable pool of talents. Therefore, we collect and sort talent information, match open positions with candidates and make recommendations. People who are interested in studying, working, or investing in Shanghai are encouraged to inform us of their needs and resources, chances are good that the economies of scale and facilitation provided by the platform will speed up their success.

■ Talent Welfare Improvement

Attracted by China's economic boom and responding to the call of Shanghai, each year thousands of talents from around the world land in the city to seek development opportunities. Benefiting from the new ideas, technology, and managerial know-how brought with them, Shanghai is well connected with and integrated into today's world economy. With their contributions identified, the municipal government realized that Shanghai needs to invite more talents to join the city's construction, and at the same time to maintain a high retention rate of the talents absorbed. In this regard, to systematically measure their mental and physical situations with respect to working and living in Shanghai will be an important prerequisite for the government to refine its talent policies. To make it a scientific process, Oracle Bay designed "The Indexes of Talent Satisfaction", which has been used to draw the big picture of LuJiaZui Financial City. For more than 200 financial institutions located in LuJiaZui, the indexes divided in five aspects measured their effectiveness and efficiency in talent attraction, recruitment, retention, and development. Based on the survey, we published a white book on "The Talent Ecosystem of LuJiaZui Financial City" at the end of 2009. The numeric indicators supplemented with ranking and rewarding incentives aim to enhance the overall awareness of Corporate Social Responsibility in terms of talent exploitation. The active participation of enterprises in the whole process indicates that talents have been recognized as the core assets and talent-related issues are of great interest to the companies. Down the road, we hope our indexes will evolve into a

standard providing a benchmark for businesses engaged in talent services.

■ Trade and Investment Facilitation

To some extent, Alibaba and eBay can be viewed as public service platforms too. Platforms are created to gather resources and facilitate transactions, and Oracle Bay is no exception. As talents come and go, a question has been frequently asked, “Is it possible for Oracle Bay to lend a hand in helping talents actualize their business plans or commercialize their intellectual properties?” A close look at the plans and IPs convinced us that they are competent and profitable. To expand our services into trade and investment facilitation, the decision has been catalyzed by two regulatory changes. One is the decentralization of economic governance, that is, local governments are gaining more autonomy and responsibilities in boosting local GDPs as the central government retreats from tangling with the details and focuses more on the aggregates and strategies, which has left thousands of Economic Development Zones hungry for talent and investment. The other is the gradual deregulation of trade in service, particularly in financial services, has promoted the development of capital market in China. One of the obvious consequences is the proliferation of VCs and PEs. The enlarging group of rich people creates huge demand for lucrative projects to maintain and multiply their wealth. With its intimacy with talents, investors, and employers, Oracle Bay has become an effective facilitator of trade and investment.



Resources & Achievements

■ Resources

Resources are usually defined as the materials, money, and other things that can be used by persons or organizations in order to function properly. Under the auspices of government, Oracle Bay is able to use premium infrastructure and a bundle of state owned assets to meet the requirements of talent services. The following is an exhibition of our typical facilities:



Classroom



Dormitory



Conference Room



Auditorium



Computer Lab



Canteen

However, beyond these tangible assets, organizations like Oracle Bay who is running a human-intensive business put more emphasis on virtual resources such as the relationship and partnership with different entities.

Partners of Oracle Bay are collective builders of the public service platform. By the end of 2009, there are 28 universities, 9 professional institutes, and 200 financial enterprises that have become the collaborators of Oracle Bay. A brief list of these entities is annexed to the end of this compendium.

Strategically, Oracle Bay divides its partners into three types. Unique Resources (UR) represent governments, which is undoubtedly unique for a certain place. Scarce Resources (SR) denote universities because higher educational resources are still deficient compared with the massive demand of the huge population. Premium Resources (PR) stand for enterprises since only the premium enterprises would give talent issues a serious consideration and commit themselves to solid actions.

■ Achievements

Similar to resources, there is a variety of perceptions of achievement. Sometimes, to convince people with our values and competence, and persuade them to join us can be deem an achievement while a good use of the secured resources to create values constitutes another achievement. In the following paragraphs, successful cases are abstracted.



Master of Finance (specializing in Funds Management), an academic education program in cooperation with Fu Dan University and a number of fund management companies. The picture shows a hearing on the syllabus participated by professors and CEOs.



A shortcut is now available for mainland financial professionals to attend certification programs provided by Hong Kong Security Institute after the strategic partnership has been established between Oracle Bay and the Institute. More than a dozen mainland practitioners have obtained their licenses for conducting security and future transaction in Hong Kong through our express channel. The picture shows the ceremony of agreement signing.



Hundreds of training programs have been conducted in Oracle Bay, benefiting thousands of financial practitioners. The picture shows the Insurance Senior Manager Training Programs designed and organized in response to the requirements of Shanghai Insurance Guild.



Our incubation services are embraced by fresh graduates and employees. The first batch, 92 financial talents achieved 100% employment. To be specific, 41 have got jobs at banks; 34 work in the fields of securities, futures and 5 are employed by insurance companies; 12 found niches in shipping, asset management, and regulatory institutions etc. The picture shows a completion ceremony.



The initiative of talent pooling received positive response. Out of two thousand plus resumes and proposals, over sixty overseas financial elites were selected and invited to visit Oracle Bay where they met and communicated with government officials, domestic counterparts, and scholars. The picture shows the opening ceremony.



In order to have a regular communication with employers on talent issues, Oracle Bay sponsored a HR Club consisting of about two hundred HR managers from various financial institutions. The picture shows the annual gathering of Club member in February 2010, celebrating Chinese new year, the Spring Festival. The white book on talent ecosystem was presented during the event.



Attracted by our fame and capability, local governments of inland cities start to seek professional services from Oracle Bay. In addition to talent services, they usually have great interest in business promotion and investment recommendation. The picture shows the visit of the delegation of Yan Cheng Economic Development Zone.

■ **Annex**

The Collective Builders of Oracle Bay

1. Institutions engaged in research, education, training and certification, like universities and professional institutes.

Universities

Peking University

Tsinghua University

Zhejiang University

Fudan University

Nanjing University

Shanghai Jiao Tong University

Tongji University

Renmin University of China

East China Normal University

Shanghai University

Nanjing University of Finance and Economics

Tianjin University

Wuhan University

Shanghai University of Finance and Economics

Xiamen University

University of Portsmouth

The University of Hong Kong

The Chinese University of Hong Kong

The Hong Kong Polytechnic University

The Hong Kong University of Science and Technology

Wayne State University

China Europe International Business School

New York University

Macquarie University

EMLYON Business School...

Institutes

Cambridge ESOL
Chartered Institute For Securities & Investment
The Association of Chartered Certified Accountants
The Chartered Institute of Management Accountants
Professional Risk Managers International Association
Canadian Securities Institute
Hong Kong Securities Institute
The American Institute for the Chartered Property Casualty Underwriter
The Chartered Insurance Institute...

2. Enterprises engaged in particular industry, such as banks in financial industry or shipbuilders in shipping industry.

Banks

Bank of Beijing, Shanghai Branch
China Development Bank
Bank of Hangzhou, Shanghai Branch
Huaxia Bank, Shanghai Branch
Bank of Communication, Shanghai Branch
Bank of Communications Pacific Credit Card Centre
Bank of Nanjing, Shanghai Branch
Ping An Bank Shanghai Branch
Tullett Prebon SITICO (China) Ltd
Shanghai Rural Commercial Bank
Shanghai Pudong Development Bank, Shanghai Branch
Shanghai Pudong Development Bank, Credit Card Centre
Bank of Shanghai
Shenzhen Development Bank, Shanghai Branch
Xiamen InterNational Bank, Shanghai Branch
Industrial Bank, Credit Card Centre
China Merchants Bank Co., Ltd. Credit Card Center
China Merchants Bank, Shanghai Branch
Zhejiang Tailong Commercial Bank
China Zheshang Bank, Shanghai Branch
Zhengxin Bank, Shanghai Branch
Industrial & Commercial Bank of China Ltd, Shanghai Branch
China Construction Bank, Shanghai Branch
The Export-Import Bank of China, Shanghai Branch
Agricultural Bank of China Shanghai Branch
China Unionpay
Bank of China, Shanghai Branch
Postal Savings Bank of China, Shanghai Branch

China Citic Bank, Shanghai Branch
Australia & New Zealand Bank, Shanghai Branch
KBC Bank NV, Shanghai Branch
United Overseas Bank, Shanghai Branch
Dah Sing Bank (China) Co., Ltd. Shanghai Branch
Nordeutsche Landesbank Girozentrale, Shanghai Branch
BEA China, Shanghai Branch
Citi Bank, China
OCBC Bank, China
First Sino Bank
The Hong Kong and Shanghai Banking Corporation Limited
Scotia Bank, Shanghai Branch
Bank of America, Shanghai Branch
JP Morgan Chase, Shanghai Branch
Nanyang Commercial Bank (China) Ltd
The Sumitomo Trust & Banking Company Limited
Swedbank AB
Bank Tokyo-Mitsubishi UFJ
West deutscheLandes bank Ltd. Shanghai Branch
Banca Monte Dei Paschi Di Siena S.P.A.
Royal Bank of Scotland
Wing Lung Bank, Shanghai Branch
Citic Kawah Bank, Shanghai Branch...

Securities

Bohai Securities Co.,Ltd.
Changjiang Financing services Co.,Ltd.
Changjiang Securities Co., Ltd.
Teborn Securities Co Ltd
Orient Securities Co Ltd
Everbright Securities Co Ltd
GF Securities Co., Ltd.
Guotai Junan Securities Co Ltd
Daiwa SSC Securities Co., Ltd.
Haitong Securities Co Ltd
Futune Securities Co., Ltd.
China Euro Securities Ltd
Jianghai Securities
SWS Research Co., Ltd
Shanghai Fareast Securities Co Ltd
Shanghai Securities Co Ltd
Shenyin & Wanguo Securities Co Ltd
China Minzu Securities Co., Ltd.

China Securities Depository and Clearing Corporation Limited
BOC International (China) Ltd...

Futures

Donghai Futures Co., Ltd.
Everbright Futures Co Ltd
Guotai Junan Futures Co Ltd
Haitong Futures Co Ltd
Jiliang Futures Broker Co.,Ltd
Jinshi Futures Co Ltd
Nanhua Futures Co Ltd
Shanghai Dalu Futures Co Ltd
Orient Securities Futures Co., Ltd.
Shanghai Jin Peng Futures Co., Ltd.
Shanghai Jin Yuan Futures Co., Ltd.
Shanghai CIFCO Futures Co., Ltd
Cinda Futures Co.,Ltd.
Industrial Futures Co.,Ltd
China Futures Co., Ltd.
CITIC Newedge Futures Co., Ltd...

Funds

Chang Xin Asset Management Co Ltd
Soochow Asset Management Co Ltd
Fu Anda Fund Management Co., Ltd.
Fullgoal Fund Management Co Ltd
Everbright Pramerica Fund Management Co., Ltd.
FrankLin Templeton Sealand Fund Management Co.,Ltd.
GTJA Allianz Funds Co Ltd
GUOTAI ASSET MANAGEMENT CO., LTD.
Fortis Haitong Investment Management Co Ltd
Huaan Funds Co Ltd
Fortune SGAM Fund Management Co Ltd
Harfor Fund Management Co Ltd
HSBC Jintrust Fund Management Company Limited.
China Universal Asset Management Co Ltd
Bank of Communication Schroder Fund Management Co Ltd
KBC Goldstate Fund Management Co., Ltd.
ABC-CA Fund Management Co Ltd
Lord Abbett China Asset Management Co Ltd
AXA SPDB Investment Co Ltd
China International Fund Management Co Ltd
SYWG BNP Paribas Asset Management Co., Ltd.

First-Trust Fund Management Co Ltd
China Nature Asset Management Co.,Ltd
WanJia Asset Management Co.,Ltd.
CITIC-Prudential Fund Management Company Ltd.
Aegon-Industrial Fund Management Co Ltd
Galaxy Fund Management Co., Ltd.
AIG-Huatai Fund Management Co Ltd
Zhonghai Fund Management Co Ltd
Lombarda China Fund Management Co Ltd
Bank of China Investment Management
Bank of China Investment Management Co., Ltd....

Insurance

On City Property Insurance Co Ltd, Shanghai Branch
Nissay-Greatwall Life
Du-Bang Insurance Co Ltd, Shanghai Branch
Winterthur Insurance (Asia) Ltd, Shanghai Branch
Sun Life Everbright Life Insurance Co Ltd, Shanghai Branch
Guohua Life Insurance Co.,Ltd
Haiyer Newyork Life Insurance Ltd
Union Life Insurance Co Ltd, Shanghai Branch
John hancock Tianan Life Insurance Co Ltd
Sinosafe General Insurance Co Ltd, Shanghai
Huatai Insurance Co Ltd
Huatai Insurance
AXA-Minmentals Assurance
Lloyd's China
American International Assurance, Shanghai Branch
Chartis Insurance Company China Ltd.
The Ming An Insurance Co.(China) Ltd.
Minsheng Life Insurance Co Ltd.
The Dai-ichi Mutual Life Insurance Company, Shanghai Rep Office
Skandia-BSAM Life Insurance Co Ltd
Mitsui Sumitomo Insurance (China) Company, Ltd
Samsung Fire & Marinetime Insurance Co Ltd
Sino Life Insurance Co Ltd
Taiping Insurance Co Ltd, Shanghai Branch
Taiping Life Insurance Co Ltd
Pacific-Antal Life Insurance Co Ltd
Taiping Pension Co.,Ltd
Sun Alliance Insurance (China) Ltd
Taikang Life Insurance Co Ltd
Tianan Insurance Co Ltd

Tianping Auto Insurance
New China Life
Citic-Prudential
Happy Life Insurance Co.,Ltd
Sunshine Insurance
Yingda Taihe Life Insurance Co Ltd
Alltrust Insurance Co.,Ltd
Dragon Life Insurance Co.,Ltd
Allianz China Life Insurance Co.,Ltd
China Continent Property & Casualty Insurance Co Ltd
Pingan Insurance Co Ltd
PICC Property & Casulty Company Ltd
PICC Health Insurance Co Ltd
PICC Life Insurance Co Ltd
China Life Insurance Co Ltd
China Life Property & Casulty Insurance Co Ltd
China Pacific Insurance (Group) Co Ltd
Manulife-Sinochem
China Insurance Company Shanghai Branch
Bank of China Insurance Company Limited...