

出國報告（出國類別：其他）

赴新加坡辦理「投資台灣、全球招商」 報告

服務機關：行政院經濟建設委員會等 13 個政府單位

姓名職稱：劉憶如主任委員等 44 人

派赴國家：新加坡

出國期間：99 年 11 月 21 至 24 日

報告日期：100 年 1 月 21 日

摘要

為推動全球招商、投資台灣，經建會邀集僑委會、國科會、經濟部、交通部、經濟部、內政部、外交部、衛生署、文建會、台北市政府、新竹縣政府，及桃園縣政府等相關政府單位，及民間業者共 85 人，於 99 年 11 月 22-23 日組團赴新加坡，為歷年我赴新加坡招商最大規模。

本次為新加坡量身打造的招商主軸包括：生技及國際醫療、數位內容、綠色能源、都更及國際航空城，以及觀光旅遊等。而由國科會、衛生署、經濟部、內政部、交通部、台北市政府、新竹縣政府及桃園縣政府，及賽德醫藥科技、秀傳醫院、太子集團、旭能光電等公私部門共計提出 24 項投資計畫，展現投資台灣的龐大商機。

招商團於 99 年 11 月 23 日上午假新加坡香格里拉大飯店舉辦招商說明大會，並於 11 月 22 日全日及 23 日下午實地參訪 20 家星國機構，除增進新加坡官方及民間對台灣投資環境的了解，並促成多起星方企業後續來台洽接投資機會，成果豐碩。

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壹、緣起及目的

一、緣起

過去兩年多來，政府陸續推動兩岸直航、陸客來台、開放陸資、遺贈稅及營所稅調降等措施，尤其是兩岸經濟協議(ECFA)完成簽署，加上近一年來國際評比屢創佳績等，台灣已成為全球投資人矚目的新亮點。為掌握此一契機，行政院依照 馬總統指示，於 99 年 7 月成立「行政院全球招商專案小組」，擴大推動全球招商，希望協助國內外投資人掌握後 ECFA 時代台灣經濟躍升的優勢與商機，促成實際投資，讓「內需」與「出口」成為台灣經濟成長雙引擎。

為擴大國外招商成果，99 年 9 月 30 日經建會研提國外招商作業構想，併同「行政院全球招商說明大會辦理成果」提報行政院院會討論確定，規劃整合外交部、僑委會、經濟部、外貿協會等駐外單位資源、或結合熟悉海外當地政經狀況、人脈寬廣的投資銀行，協助與潛在的投資人進行搭橋工作，並舉辦大規模綜合性國際招商說明大會，行銷台灣具競爭力之招商主軸商品，以提升台灣國際能見度，吸引外商來台投資布局，促使台灣更加積極融入國際經貿投資圈。

二、目的

經建會根據前揭作業構想，積極統籌規劃赴國外辦理招商活動。其中，新加坡因具備以下利基，乃成為我赴海外招商的首要目標國家：

- (一) 台、星刻正洽簽經濟合作協議，新加坡官方及民間機構對投資台灣展現高度興趣。此時赴星招商，不但可增進星國業者對台灣投資商機的認識，也可為台星經貿協議之簽訂添增助力。
- (二) 金融海嘯後，全球經濟成長動能由西轉東，且亞洲區域經濟整合加速進展。新加坡位居歐亞交通樞紐，並連結中國大陸與印度兩大新興市場，加以近年來經濟成長表現亮麗，我與新加坡強化經貿連結，有助我國爭取亞太新興市場商機。
- (三) 新加坡生技醫療、都市更新、數位內容、觀光旅遊等產業發達，與我企業具策略聯盟利基。

爰此，經建會乃邀集僑委會、國科會、經濟部、交通部、經濟部、內政部、外交部、衛生署及文建會、台北市政府、新竹縣政府及桃園縣政府等相關政府單位及民間業者共 85 人組成新加坡招商團，並在新加坡華僑銀行(OCBC)及駐新加坡代表處協辦下，於 99 年 11 月 22-23 日赴星舉辦招商說明會及個別訪談活動，以宣揚後 ECFA 時代台灣之新競爭優勢，提升星國企業投資台灣意願及媒合兩國企業策略聯盟，強化台星經貿連結，協助我國爭取亞太新興市場商機。

貳、活動日程與參與人員

一、活動日程

本招商團於 99 年 11 月 21 日啟程，22-23 日於新加坡香格里拉大飯店舉行招商說明大會，並與當地重要政府機構及民間企業共 20 家，進行個別訪談活動，24 日返國。活動日程及紀要詳表 1 及表 2。

表 1 新加坡招商活動日程

時 間	行 程	地 點
99 年 11 月 21 日	啟程	台北－新加坡
99 年 11 月 22 日(全日)	參訪活動	全團依主軸分為生技醫療、都市更新、數位內容及綜合性參訪團等 4 團進行參訪
99 年 11 月 23 日(上午)	招商說明會	新加坡香格里拉大飯店
99 年 11 月 23 日(下午)	參訪活動	全團依主軸分為生技醫療、都市更新、數位內容及綜合性參訪團等 4 團進行參訪
99 年 11 月 24 日	返程	新加坡－台北

表 2 新加坡招商活動紀要

時 間	2010 年 11 月 22~23 日(2 天)	
台灣招商團	※中央政府：10個部會單位，35人 ※地方政府：3個地方政府，9人 ※業界：32家企業，41人 共計85人	
當地活動	※11月23日上午舉辦「投資台灣」招商說明大會 (新加坡香格里拉飯店，300人與會) ※11月22~23日參訪新加坡政府與民間企業機構20家	
活動參與人數	台灣與新加坡共 300 餘人	
招商主軸	※生技及國際醫療 ※國際航空城 ※都市更新	※數位內容 ※觀光旅遊 ※綠色能源
協辦單位	※新加坡華僑銀行	※駐新加坡代表處
執行單位	外貿協會暨所屬新加坡台灣貿易中心	

二、參與單位與人員數

本次行政團隊赴新加坡招商，深受政府相關單位及民間業者重視，招商團員涵蓋 10 個中央部會單位、3 個地方政府及 32 家民間企業，總人數高達 85 人，為歷年赴新加坡招商最大規模，充份展現行政團隊橫向整合的高度行政效能，以及公私部門緊密的合作夥伴關係（團員名錄詳附件一）：

- 中央部會：包括經建會劉主委憶如及單副主委驥、僑委會許副委員長振榮、國科會周副主委景揚、交通部高鐵局朱局長旭、交通部觀光局謝副局長調君、內政部營建署陳主秘肇琦、經濟部工業局呂組長正華、衛生署王副處長宗曦、文建會及外交部等 35 人。
- 地方政府：包括台北市政府財政局黃副局長素津、台北市政府捷運局林處長勳杰、新竹縣章副縣長仁香、桃園縣政府城鄉發展處李處長永展等 9 人。
- 民間業者：包括賽德醫藥科技公司、童綜合醫院、秀傳醫療體系、私立醫療院所協會、太子集團、台北市電腦公會遊戲產業振興會、雷爵網絡科技公司、遊戲橘子數位科技公司、旭能光電、遠雄航空自由貿易港區公司、日勝生活科技公司、冠德建設、旅行公會全國聯合會、國泰世華銀行、中信銀行、兆豐銀行、

彰化銀行、華南銀行、第一銀行、花旗（台灣）銀行、陽信銀行、勤業眾信會計師事務所、資誠會計師事務所、安侯建業聯合會計師事務所、理律法律事務所、常在國際法律事務所等 32 家民間企業，共計 41 人。

三、協辦及執行單位

本次新加坡招商活動，由新加坡華僑銀行（OCBC）及駐新加坡代表處擔任協辦單位，外貿協會暨所屬新加坡台灣貿易中心擔任執行單位（各單位協助事項詳表 3），另新加坡的企發局（IE），以及台灣的渣打銀行、仲量聯行、私立醫療院所協會等機構，接洽安排參訪行程。感謝前揭單位之協助，使本招商活動得以圓滿完成。

表 3 新加坡招商活動協辦及執行單位

單位	協助事項
新加坡華僑銀行(OCBC)	※洽邀當地業者出席招商大會 ※洽訂及安排招商大會場地、會場佈置、接待及司儀等
駐新加坡代表處	※洽邀當地台商與僑界出席招商大會 ※協助洽訂招商大會場地 ※安排參訪行程與洽訂交通接駁工具 ※洽訂團員住宿旅館及安排業務餐敘 ※安排媒體廣宣及記者會
外貿協會暨所屬新加坡台灣貿易中心	※協助招商大會場地及設備租用、會議錄影及攝影、活動庶務 ※協助安排參訪行程與交通接駁 ※協助安排團員與當地台商、僑商等進行業務餐會

參、招商說明會紀要

招商說明大會於 11 月 23 日上午假新加坡香格里拉大飯店舉行，招商主軸包括：生技及國際醫療、數位內容、綠色能源、都更及國際航空城，以及觀光旅遊等，與會人員包括我招商團 85 人，及新加坡當地僑商、公協會與企業，共計約 300 人，場面十分熱烈。

一、推動作法

秉持「專人、專團、專程、專案」之客製化策略與做法，根據星國特性，篩選

具針對性的招商主軸計畫，以契合當地投資者需求，並結合政府相關單位及民間業者，共同出擊。

(一) 量身打造招商主軸

經建會及各相關主管機關參考國內產業具競爭優勢、配合新加坡當地產業強項與潛在投資者需求及具經營大陸市場利基等因素，並廣徵駐外機構、國內外研究機構、投顧公司及學者專家等意見，因地制宜，選定具吸引力之 6 大招商主軸，包括：生技及國際醫療、數位內容、都市更新及國際航空城、觀光旅遊、綠色能源等。

- 生技及國際醫療：新加坡推動國際醫療已有成效，且星國業者近年亦積極赴海外洽談合作對象，與我具合作潛力與利基。
- 數位內容：新加坡數位內容具發展潛力，我文創人才在亞洲相對優質，台星雙方可互補共同拓展華人市場。
- 都更及國際航空城：都市更新與土地開發為新加坡產業發展強項，具成熟技術與成功經驗，對於台灣規模及商機較大的開發案，應有高度興趣。
- 觀光旅遊：新加坡觀光產業發達，星商對開放陸客來台觀光之龐大商機應具高度興趣。
- 綠色能源：新加坡擁有豐富的太陽能資源，若搭配台灣的 know-how、技術及生產，將可發揮互補作用，創造龐大商機。

(二) 結合公私部門力量，共同出擊

招商團員涵蓋 10 個中央部會單位、3 個地方政府及 32 家民間企業，總人數高達 85 人，為歷年赴國外招商最大規模。同時，公私部門共計提出 24 項投資計畫：

- 中央部會：國科會、衛生署、經濟部、內政部、交通部等 5 個中央部會，依 6 大招商主軸，共計提出南部生技醫療器材產業聚落發展計畫、數位內容產業發展旗艦計畫、基隆火車站暨西二西三碼頭都市更新事業、台灣桃園國際機場聯外捷運系統建設計畫、設置再生能源發電設施等 12 案，預估商機超過美金 81.6 億元（詳表 4）。
- 地方政府：台北市政府、新竹縣政府及桃園縣政府共計提出台北市信義計畫區 A25 開發案、新竹縣竹北市車站用地 BOT、桃園國際航空城等 7 項

投資計畫 (詳表 5)。

- 民間業者：賽德醫藥科技、秀傳醫院、太子集團、旭能光電等 4 家業者共計提出 Oral Interferon 全球產品開發、秀傳醫療園區、新北市雲端產業園區、苗栗客家藝文、美食、居住園地規劃，及太陽能運用等 5 項投資計畫 (詳表 6)。

表 4 中央部會提案

主軸及計畫	主管部會
※生技及國際醫療	
— 南部生技醫療器材產業聚落發展計畫	國科會
— 台灣醫療服務國際化行動計畫—國際醫療園區	衛生署
— 新竹生物醫學園區招商計畫	國科會
※數位內容	
— 數位內容產業發展旗艦計畫	經濟部
※都市更新及桃園國際航空城	
— 基隆火車站暨西二西三碼頭都市更新事業	內政部
— 台鐵高雄港站都市更新再開發案	內政部
— 臺南運河星鑽都市更新計畫案	內政部
— 台北市南港調車場更新開發案	內政部
— 台灣桃園國際機場聯外捷運系統建設計畫— 高速鐵路桃園車站特定區產業專用區開發經營案	交通部
※觀光旅遊	
— 觀光產業之投資補助措施	交通部
※綠色能源	
— 推動太陽能電池廠商在台投資	經濟部
— 設置再生能源發電設施	經濟部

表 5 地方政府提案

主軸及計畫	地方政府
※都市更新	
－台北市信義計畫區 A25 開發案	台北市政府
－台北車站特定專用區 C1、D1 基地開發案	台北市政府
－新竹縣竹北市車站用地 BOT	新竹縣政府
－新竹縣竹北市停八 BOT	新竹縣政府
－新竹縣體育園區 BOT	新竹縣政府
－台灣知識經濟旗艦園區特定區計畫	新竹縣政府
※桃園國際航空城	
－桃園國際航空城投資商機	桃園縣政府

表 6 民間業者提案

主軸及計畫	民間企業
※生技及國際醫療	
－Oral Interferon 全球產品開發策略	賽德醫藥科技
－秀傳醫療園區	秀傳醫院
※雲端運算	
－新北市雲端產業園區	太子集團
※觀光旅遊	
－苗栗客家藝文、美食、居住園地規劃	太子集團
※綠色能源	
－太陽能運用	旭能光電

(三)充分運用在地資源，有效洽邀潛在投資者

本次招商活動由新加坡華僑銀行及我駐星代表處協辦，協助洽邀當地相關業者及僑商、台商出席招商說明會。其中，23 日上午舉行之招商說明會計 220 餘位當地代表與會，重要人士包括：新加坡航空主席李慶言、中華總商會會長張松聲、Ascendas Funds 總裁 Tan Ser Ping、Koh Brothers 總裁 Francis Koh、Parkway 資深副總 Dr Goh Jin Hian 等人。

(四)加強雙向交流與媒合

為讓星國潛在投資人獲得充分之資訊，招商大會現場除以影片介紹台灣總體投資環境、各招商主軸投資計畫，及由民間業者與地方政府簡報多項投資計畫外，同時另闢分會場，由政府機構及民間企業提供投資環境、優惠措施及計畫細節的諮詢服務。

二、辦理情形

「投資台灣招商說明大會」於 11 月 23 日上午假新加坡香格里拉大飯店舉行。與會人員包括我招商團 85 人，及新加坡當地僑商、公協會與企業，共計約 300 人，場面十分熱烈。

說明會首先由經建會劉主委憶如以大會主持人身分開幕，並邀請駐新加坡代表處史代表亞平、新加坡華僑銀行(OCBC)環球總裁錢乃驥(Samuel Tsien)致詞。隨後劉主委進行引言，並以多媒體影片介紹台灣總體投資環境及各招商主軸投資計畫。40 分鐘的影片介紹之後，結束第一階段的議程，進行中場休息。第二階段議程按主軸計畫分為 2 部分，由民間業者與地方政府進行投資計畫簡報，及綜合答詢(Q&A)。同時，於分會場提供投資諮詢服務(招商大會議程詳表 7)。

經建會劉主委引言時，首先說明為何要投資台灣。劉主委表示，台灣具有堅強的軟實力，包括科技、創新、靈活、彈性、勤奮、國際觀、對中國大陸的瞭解、全球佈局的知識及經驗，以及堅實豐富的產業基礎等；加上多元開放的社會、令人驕傲的民主制度，及相關的公司治理、教育、設計研發等，都是台灣的軟實力。近兩年台灣政府推動兩岸直航、開放大陸觀光客來台、調降遺產稅、開放陸資來台、營所稅調降為 17%、ECFA 簽署等政策，加上台灣在明年可望開放北京、上海等特定城市陸客來台自由行，因此，現在是投資台灣的最好時機。

劉主委並特別強調選擇新加坡做為招商首站，是因為金融海嘯後，亞洲區域內經貿關係應更為加強，故希望與新加坡機構及企業加強資訊溝通，藉由更多接觸增進彼此瞭解，創造合作機會。而針對新加坡所提出的 6 大招商領域，是希望倚重星國在這行業所具有的專業知識與經驗，如：新加坡的國際化經驗及生物科技及醫療旅遊等領域經驗可與台灣起互補、相輔相成之效。

駐新加坡代表處史代表致詞時，特別列舉新加坡企業在台灣的成功投資案例，希望星國企業能利用台灣的各項優勢，作為海外市場的測試基地，藉此開拓廣大華人市場。

表 7 招商大會議程

※時間：2010 年 11 月 23 日(週二)

※地點：新加坡香格里拉大飯店

時間	議程	
08:30~09:00	報到	
09:00~09:15	開幕/貴賓致詞 ※經建會劉主委憶如 ※駐新加坡台北代表處史代表亞平 ※新加坡華僑銀行環球總裁錢乃驥(Samuel Tsien)	
09:15~09:30	大會主持人引言 ※經建會劉主委憶如	
09:30~10:10	「投資台灣」簡報 ※台灣總體投資環境影片 ※中央部會招商計畫影片	
10:10~10:30	中場休息	
10:30~12:00	主會場：招商主軸簡介 ※民間部門及地方政府提案 Q&A	分會場： 投資諮詢服務

表 7 招商大會議程 (續)

10:30~12:00	主會場：招商主軸簡介	
	議 程	簡報及與談人
<p>Part1 10:30~11:15 (45分鐘)</p>	<p>※簡報(20 分鐘)</p> <p>1.生技及國際醫療</p> <p>➢Global Developmental Strategy of Oral Interferon(賽德醫藥科技)</p> <p>➢Introduction of Chang Bing Bio Health Park (秀傳醫療體系)</p> <p>2.數位內容及綠色能源</p> <p>➢New Taipei City Cloud Computing Industrial Park (太子集團)</p> <p>➢Solar Energy Application (旭能光電)</p> <p>※Q&A(25 分鐘)</p>	<p>經建會 單副主委驥</p> <p>國科會 周副主委景揚</p> <p>衛生署 王副處長宗曦</p> <p>經濟部 呂組長正華</p> <p>賽德醫藥科技 李總經理清源</p> <p>秀傳醫院 隋副院長善中</p> <p>太子集團 周執行董事宏雋</p> <p>旭能光電 歐副董事長政豪</p>
<p>Part2 11:15~12:00 (45分鐘)</p>	<p>※簡報(20 分鐘)</p> <p>1.都更及國際航空城</p> <p>➢The Greatest Advantage of Foreign Investment in Taiwan (台北市政府)</p> <p>➢Policy Implementation planning for Hsinchu County’ s Solicitation of Investors & Capitals (新竹縣政府)</p> <p>➢Investment Opportunities in the Taoyuan Aerotropolis(桃園縣政府)</p> <p>2.觀光旅遊</p> <p>➢Miaoli Hakka Culture/ Gourmet/ Residence Development Project (太子集團)</p> <p>※Q&A(25 分鐘)</p>	<p>經建會 單副主委驥</p> <p>交通部高鐵局 朱局長旭</p> <p>交通部觀光局 謝副局長謂君</p> <p>內政部營建署 陳主秘肇琦</p> <p>台北市政府 黃副局長素津</p> <p>新竹縣政府 章副縣長仁香</p> <p>桃園縣政府 李處長永展</p> <p>太子集團 周執行董事宏雋</p>

新加坡華僑銀行(OCBC)環球總裁錢乃驥 (Samuel Tsien) 致詞時表示，企業經營不能只著眼國內市場，要有國際競爭力。金融海嘯之後，亞洲經濟將超越美國與歐盟，此刻正是投資亞洲的最好時機。而台灣與中國大陸洽簽 ECFA 之後，已經充分展現絕佳的投資商機。尤其在醫療、都市更新及數位內容方面，新加坡具豐富經驗，此次招商說明大會，正提供新加坡企業投資台灣、走向國際，拓展海外市場的絕佳機會。

第一階段議程的 40 分鐘台灣投資商機介紹影片，係相關中央部會為本次招商大會量身製作的「Invest in Taiwan」多媒體影片，包括：經建會製作的 15 分鐘台灣總體投資優勢介紹，及相關中央部會主管機關製作的 30 分鐘主軸計畫說明。接著再由民間部門及地方政府代表台上簡報其投資計畫，充分展現台灣產業的競爭利基，以及各項投資計畫的潛在商機。簡報後之 Q&A，更加增進與會者對台灣投資環境的了解。如：與會者對旭能光電投資計畫係自有土地，而非如中國大陸及新加坡係國有土地（業者僅取得使用權），有很大的興趣與注意，讓與會人士留下深刻印象。

此外，為讓星國潛在投資人獲得充分之資訊，本次招說說明大會除主會場外，特另闢分會場，由政府機構及民間企業提供投資計畫詳細資訊，以及台灣投資環境與優惠措施之諮詢服務。共 50 餘家新加坡業者前往洽談（投資諮詢紀要詳表 8），星方關切議題主要可歸納為以下 4 點：

1.台灣產業發展機會、投資商機與條件

- －投資開發都市更新地區詳細資料(基隆港、高雄港等)、交通區位及開發方式
- －文創、石化產業之投資條件

2.台灣政府鼓勵外人投資之優惠措施

- －來台設立公司程序、土地取得問題、政府協助事項等

3.台灣智慧財產權保護相關法令

4.尋求台商企業策略聯盟

表 8 投資諮詢紀要

招商主軸	諮 詢 紀 要
生技醫療	<p>計有10家業者諮詢：</p> <ul style="list-style-type: none"> ➢新加坡最大之民間醫療保健集團百匯(Parkway)公司表達對台灣高度興趣，已計畫 99 年 12 月中下旬來台考察 ➢2 家醫材公司表達赴台投資意願 ➢數家生技醫藥公司尋求科學園區管理局協助媒介合作對象
數位內容	<p>計有12家業者諮詢：</p> <ul style="list-style-type: none"> ➢1 家業者期望建立與台灣遊戲廠商聯繫管道，進行遊戲專案合製開發； ➢1 家業者詢問數位內容產業園區之規劃，表達共同投資開發意願； ➢詢問台星合作的條件、政府相關補助、台灣 IP 保護之相關法令等
都市更新	<p>計有10家業者諮詢：</p> <ul style="list-style-type: none"> ➢家業者表達希望投資信義計畫區 A25 土地開發案 ➢詢問投資開發都市更新地區詳細資料(基隆港、高雄港等)、休閒產業發展機會、交通區位及開發方式 ➢詢問來台設立公司程序、土地取得問題、投資商機、政府協助事項等
觀光旅遊	<p>計有5家業者諮詢：</p> <ul style="list-style-type: none"> ➢ 1 家五星級觀光旅館對台灣市場顯示高度興趣，近期將來台考察
其他	<p>計有文化創意產業等共14家業者諮詢：</p> <ul style="list-style-type: none"> ➢洽詢文創產業之條件與優惠措施、石化產業之投資條件等

肆、參訪活動紀要

為加強台星企業雙向交流，招商團於 11 月 22 日全日及 23 日下午依主軸，分為生技醫療、都市更新、數位內容及綜合性參訪等團進行參訪活動，與新加坡政府及民間機構共 20 家進行座談(參訪機構詳表 9)，並針對業者及地方政府個別需求，安排參訪行程，包括：遠雄集團葉董事長鈞耀拜訪 Mapletree 物流信託公司、旭能光電歐副董事長政豪拜訪經濟發展局(EDB)、台北市政府財政局參訪 UGL Premas 資產管理公司等。藉由參訪活動，台新雙方進行深入洽談，獲新加坡多家機構熱烈迴響，並表達未來赴台尋求投資合作與策略聯盟的興趣。

表 9 參訪機構名單

主軸一	主軸二	主軸三	主軸四
生技醫療團	都市更新團	數位內容團	綜合性參訪團
<ul style="list-style-type: none"> ➢ 美商亞培藥廠 (Abbott Laboratories) ➢ 百匯康護控股公司(Parkway) ➢ Connexion Medical Center ➢ 金沙城(Marina Bay Sands Singapore) 	<ul style="list-style-type: none"> ➢ 金沙城(Marina Bay Sands)開發公司 ➢ 聖陶沙開發公司 ➢ 仲量聯行 (Jones Lang Lasalle) 新加坡分公司 ➢ 新加坡建屋發展局 (HDB) ➢ 新加坡都市重建局(URA) 	<ul style="list-style-type: none"> ➢ Asiasoft ➢ 媒體發展局 (MDA) ➢ Interactive Media and Games and Games Exchange Alliance (GXA) ➢ 數位內容園區 (Science Park) ➢ Take2 ➢ Info comm Asia holdings (IAH) ➢ IE Singapore 	<ul style="list-style-type: none"> ➢ 新加坡政府投資公司(GIC) ➢ 摩根大通(JP Morgan Chase) ➢ 淡馬錫控股公司 (Temasek Holdings)
<ul style="list-style-type: none"> ➢ Novena Medical Center- Far East Organization 			

一、生技醫療團

生技醫療團(成員名單參見附件二之 1)於抵星次日展開參訪活動，由經建會劉主委憶如、國科會周副主委景揚偕同業者及相關部會同仁，並由史代表亞平陪同。

(一)新加坡亞培藥廠(Abbott Singapore)

生技醫療團首先參訪新加坡亞培藥廠(Abbott Singapore)，與該公司 Business Strategy Director Mr. Shakil Ohara 等人會談。亞培公司係一家跨國藥

廠，全球員工近 7 萬人，遍布於全球 130 多個國家，2008 年在新加坡設立最先進工廠，是第一宗在亞洲的重大投資，也是該公司最大的工廠。

座談會首先由劉主委說明此行訪談目的在於台灣與大陸簽訂 ECFA，及企業營所稅調降之後，台灣的投資競爭力已成為亞太投資環境的首選。國科會周副主委也向亞培公司介紹發展科學園區及促進產學合作為國科會的重點業務，台灣的科學園區在世界上素有盛名，可提供進駐廠商優質的投資環境。會中南部科學工業園區管理局投資組蘇振綱組長及科學園區管理局投資組吳淵博組長分別介紹發展中的「南部生技醫療器材產業聚落發展計畫」以及 ICT 為基礎的醫材產業的「新竹生物醫學園區」，所提供的優惠投資誘因，例如：一年一百萬美金的研發獎助、人才培訓及單一窗口服務等。

會中，雙方也針對國際人才導入、智財權保護及投資優惠措施等充分交換意見。亞培公司代表也表示將台灣投資優勢藉由全球網路傳達予該公司各部門，並擇期參訪園區，尋求進一步合作機會。

(二)百匯康護控股(Parkway Holding)公司

為積極推動台灣國際醫療業務之發展，劉主委憶如、周副主委景揚、衛生署王副處長宗曦及旅行同業公會姚理事長大光、童綜合醫院童副院長瑞龍等 12 人，再赴百匯康護控股(Parkway Holding)公司進行座談，該公司由執行副主席林焯彬(Lim Cheok Peng)博士、執行長 Tan See Leng 等高階主管親自參與。百匯公司不僅是新加坡最大醫療集團，且在大陸、馬來西亞、印度等亞洲各國設有 16 家醫院，深具國際醫療管理專業與經驗，如能投資台灣設立醫院或進行策略聯盟，結合台灣優質的醫療人才與良好的語言、租稅環境，掌握兩岸開放商機，將有利雙方進一步開拓國際醫療市場。

劉憶如主委首先說明由於近年大幅開放大陸人士來台觀光，且兩岸直航每週航班達 370 班次，加以國內目前正修法開放國際醫療不受床位、廣告等限制，投資台灣發展醫療觀光目前正是時機。百匯公司表示高度興趣，但十分關切外人投資台灣醫院有關組織型態、股權控制、盈餘分配等相關法規，與會的衛生署王宗曦副處長指出，以財團法人成立之醫院係非營利機構，但社團法人醫院則可將盈利分紅，另董事會中外籍董事不得超過三分之一，惟日後依新法成立之醫院則可不受限制。童綜合醫院童副院長瑞龍及醫療服務

國際化管理中心吳執行長明彥亦提出看法，認為台灣的醫師素質甚高，但醫療費用僅新加坡的三分之一，且因語言文化相同，甚至廣州、香港華人均來台就醫，顯示以兩岸華人市場為目標大有可為。百匯公司另提到有關稅負問題以及醫院管理可否委外，KPMG 陳富煒營運長等人指出，台灣醫院無需繳交營業稅，僅需就醫院本身所得繳 17%所得稅，甚具競爭力。衛生署亦表示除核心醫療外，醫院管理委外經營是允許的。此外，我方亦提出桃園航空城高鐵站區，是發展國際醫療園區的適當位置之一，可供百匯公司投資參考。雙方討論十分熱烈，百匯公司表示將於近期來台灣進一步考察。

(三) Connexion Medical Center

23 日下午，生醫團續參訪新加坡 Connexion Medical Center，由負責投資開發該案之 Singapore HealthPartners 公司 Jason Yap 博士親自與會並進行簡報。該中心係一結合醫院與旅館之新型態醫療園區及經營模式，擁有 6 層樓的基座，20 層樓中兩側總共包括 220 病床，189 間門診中心及 230 間飯店套房；另規劃一整層的購物區域及 500 個座位的會議廳，另外還預計將醫學研究所納入。此外，並與微軟簽訂五年的合約，將使用最新的 HIS 系統。整個計畫的投資金額達到 6 億美元，希望藉由最新的儀器與技術，建立心臟及腫瘤醫學之權威並成為教學醫院，同時提供病患與親屬一種全新、舒適的就醫環境。在經過雙方討論後，我方與會團員多認為此一模式可供國內參考借鏡。

(四) Novena Medical Center

由於國內目前正擬修法設立國際醫療專區，桃園航空城內的高鐵特定區是考量地點之一，生醫行程另於 11 月 23 日下午安排參訪新加坡 Novena Medical Center，由高鐵局朱旭局長、衛生署王副處長及業者代表前往參訪，星方由遠東集團(Far East Organization)的 Yap 處長及相關同仁多名參與座談。Novena Medical Center 總面積 14 萬平方英尺，擁有 145 個醫療套房，並與新加坡第二大醫院－陳篤生醫院以一條走道相互連接，提供病人全方位的優質醫護服務，有效地滿足病人需求。該醫療中心位於 Novena 地鐵站上方，周圍有 2 個購物中心、200 多家零售商店及高級豪華住宅、辦公大樓等，生活機能完善。此外，當地有多家醫療機構進駐，包含陳篤生醫院、國立腦神

經科學院、康生醫院、全國皮膚中心等，已形成新加坡醫療的群聚效應。在雙方密集交換意見後，對於未來如何開發、興建國內醫療專區，獲得許多資訊，甚有助益。

(五)個別參訪

此次招商方面除安排組團參訪外，也對個別公司之需求進行媒合，在生醫方面，即安排賽德醫藥科技公司與星國 Hylife Biotech Pte Ltd.公司洽談合作事宜。賽德醫藥現階段以感染性疾病－B/C 型肝炎及流行感冒，為主要目標，產品已進入臨床試驗階段，目前在台灣進行兩個美國 FDA 核准的第二期人體臨床試驗，公司預計於 2011 年在興櫃掛牌。Hylife Biotech 則積極尋找在亞洲的合作夥伴，以臨床試驗為切入點，用亞洲市場為基地，做為進軍全球的跳板。雙方會談中，賽德醫藥總經理李清源博士與 Hylife Biotech 主席魏光文教授認為，雙方在所開發的新生物藥品、以及未來全球發展的規劃上，均有極高的互補性以及相同的願景，雙方的合作，可大幅加快兩家公司發展的腳步。藉由這次參訪，兩家公司達成初步合作意向。

(六)參訪心得與建議

- 1.由於今年美國健保改革方案通過，中國大陸近年亦加強推動醫療改革，商機高達 8,500 億人民幣。顯示生技醫療市場商機龐大，我國宜利用近來與中國大陸洽簽 ECFA 及相關醫療衛生協議之契機，加強國際宣傳，應有助吸引國外投資人來台投資或與國內企業進行策略聯盟。
- 2.醫療服務國際化係目前政府推動十項重點服務業之一，新加坡相關業者亦深感興趣，惟對國內相關醫療及投資法規、稅制等，仍欠缺瞭解。主管機關宜與國內業者合作，編印完整招商資料，俾有助外人投資。

二、都市更新團

都市更新團由經建會劉主委憶如及都住處張處長桂林擔任領隊(成員名單詳附件二之 2)，參訪濱海灣金沙(Marina Bay Sands)開發公司、聖陶沙(Sentosa)開發公司、仲量聯行(Jones Lang Lasalle)新加坡分公司、新加坡建屋發展局(HDB)及新加坡都市重建局(URA)等機構。

(一)濱海灣金沙開發公司及聖陶沙開發公司

11 月 22 日都市更新團由經建會都住處張處長桂林帶隊，參訪新加坡兩個綜合遊憩城 (Integrated Resort)：濱海灣金沙娛樂城及聖淘沙名勝世界。上午參訪濱海灣金沙娛樂城，是位於新加坡東南方一海埔新生地之「政府民間合作」(PPP) 土地開發案，由金沙集團 Justin Patwin 先生負責接待；下午參訪聖淘沙名勝世界，由聖淘沙開發公司林順華助理董事接待。

1.政策規劃：

新加坡開放濱海灣綜合娛樂城及聖淘沙雲頂世界是新加坡開國以來首次開放的惟二博奕設施，二者均以設定地上權 60 年的方式對外公開招標，賭場營運權則設定為 30 年，且約定簽訂契約後 10 年內不再核發第三張賭場經營權。

濱海灣金沙係設定商務旅客為主要客層，目標是建立一結合展覽、會議、購物、住宿、休閒等功能之現代化會展及休閒中心；聖淘沙雲頂世界則以家庭旅客為主要客層，目標是建立一個世界級熱帶島嶼型休閒度假勝地，提供多樣化家庭娛樂及休閒體驗。

上開二個開發案第一期均已於 2010 年正式啟用，新加坡旅遊局估計，每個娛樂城將於 2015 年，為新加坡國內生產毛額 (GDP) 帶來 27 億新元 (新台幣 615 億元) 的收益，約是 GDP 的 0.5% 到 1%。

2.Marina Bay Sands 濱海灣金沙綜合娛樂城開發案簡介

係由美國拉斯維加斯金沙集團 (Las Vegas Sands) (LVS-US) 取得開發經營權，建築師為 MOSHE SAFDIE，總投資金額為美金 60 億元 (其中美金 20 億元為土地租金)，該開發案的特色如下：(MOSHE SAFDIE 建築師事務所 <http://www.msafdie.com/file/1440.pdf>)

- (1) 豪華旅館－三座摩天旅館大樓，提供計 2,560 間豪華客房，共 265,683 平方公尺。
- (2) 金沙摩天觀景平台 (Sands SkyPark)－串聯三座摩天旅館大樓頂 (約 200 公尺高)，建構總面積為 9,941 平方公尺之花園平台，提供觀景、慢跑步道、花園、餐廳、宴會廳等設施及一個 1,396 平方公尺大，且看似無邊際的戶外泳池。
- (3) 博奕場所 (賭場)－室內挑高中庭形式之大眾賭場，室內裝設極盡奢

華，包含天花板一 7 噸重、鑲有 132,000 顆 Swarovski 水晶的枝型吊燈（chandelier），環繞該大眾空間建有四層樓之私人或貴賓專屬博奕空間。

- (4) 購物中心—包含 74,322 平方公尺的商店及餐廳空間。
- (5) 金沙會展中心（Sands Expo and Convention Center）—共計 121,000 平方公尺，包含一亞洲最大的宴會廳（8,000 平方公尺，可容納 11,000 人）。
- (6) 藝術科學博物館（Museum of ArtScience）—預計 15,000 平方公尺的樓地板空間，包含一 6,000 平方公尺的展示空間、一個 3,000 平方公尺的荷花池及直徑 80 公尺的棕櫚樹，高出地面 62 公尺，並有 11 公尺在地面下。
- (7) 劇院—2 個劇院，合計 21,980 平方公尺，提供 4,000 個席位。
- (8) 海上水晶閣（Crystal Pavilions）—在所面臨的濱海灣海面上，設置共計 5,914 平方公尺的玻離帷幕華亭，作為俱樂部及高級商店使用。
- (9) 濱水活動廣場—計 5,000 平方公尺，可舉辦多樣性活動，最多可容納 10,000 人。

3. 聖淘沙雲頂世界簡介

由以營運麗晶郵輪知名的雲頂集團投資開發，總投資金額高達 66 億新加坡幣。

- (1) 博奕場所：設有 530 張賭桌、1300 台吃角子老虎機，和 12 張撲克牌賭桌，且針對客戶提供不同等級會員申請，博奕空間的隱密程度及服務等級視不同等級會員客戶，有所區隔。
- (2) 六個主題旅館：針對家庭的組成、消費能力及旅遊的性質，提供六個豪華型、別墅型、平價型、親子型及頂極富豪等主題式酒店。
- (3) 環球影城：包含 7 個主題區：Water world, Lost world, Egypt, Super Hero City, Back Lot-The Big Apple, Hollywood Boulevard, Cartoon Studios 及 22 項遊樂設施，其中 16 項是特別為新加坡設計規劃的設施。另外夢工廠數位影像工作室也可讓遊客參觀學習電影中的電腦動畫之運作過程。
- (4) 海洋生物園：8 公頃互動式海洋生物展示空間。
- (5) 水上樂園：融合聖淘沙的自然山景創造之水上主題樂園。

(6) 節慶大道：室內精品街，且為新加坡機場以外的惟一免稅商店街。

(二)新加坡都市重建局(URA)

新加坡都市重建局為主管新加坡都市發展的行政機關，其管轄包括都市再發展、土地使用、交通管理、房地產、歷史建物保存、建築設計、發展許可與控制甚至土地買賣及設施租賃等相關政策及措施推行。除此，它並間接補助新加坡新興區域招商(如 marina bay)及推廣觀光事宜，綜理各項業務。

新加坡都市再發展係透過土地使用計畫、開發許可及發展量控制等制度管理都市的發展。

- 1.土地使用計畫：主要觀念規劃（Concept Plan）及主要計畫（Master Plan）兩部分。前者為指導新加坡未來 40-50 年發展的策略性土地使用計畫，每 10 年檢討一次，最新為 2011 年版；後者則與台灣都市計畫主要計畫區類似，土地管制也包含住宅區、商業區等項，但更為精細，可透過主要計畫了解新加坡各區域之土地分區，其為每 5 年檢討一次，最新為 2008 年版。
- 2.開發許可：新加坡類似英國，係採開發許可制。投資人或建設公司若針對某地區欲進行開發或再開發，都需向 URA 提出申請，經由審核通過後，才能開發；若開發商或地主想變更建物外觀或甚使用項目，需向 URA 申請變更，經由審核通過後，才得變更。
- 3.發展控制：發展控制係都市開發的規範，如公園、建物、樓高、保存、都市設計等，同樣由 URA 負責管理。

本次招商團參訪新加坡都市重建局(URA)，就都市規劃管理交換意見，並對星國當年提出整合型休憩園區(IR, Integrated Recreation)的規劃構想、招商條件設定、選商程序及執行管理等，進行深入瞭解，俾供國內借鏡。

(三)新加坡建屋發展局（HDB）

鑒於新加坡超過八成居民住在政府規劃興建之公共住屋，經建會劉主委憶如特於 11 月 23 日率團參觀 2009 年方更新完成之公共住屋 Pinnacle@Duxton 社區，並聽取新加坡建屋發展局（HDB）簡報。

Pinnacle 係少數位於新加坡市區之組屋社區，由七棟五十層樓建築組成。該地原係 1930 年興建之老舊組屋拆除重建，由於係當年政府推動組屋政策之承諾，具有相當的歷史地位。HDB 與參訪團對於進住組屋的資格條

件、管理及成功因素進行深入的討論。在資格方面，HDB 限定進住者為 2 人以上且月收入在 8000 新幣以下(約 18.4 萬台幣)之家庭，並特別興建便利老人居住的組屋，由政府提供融資與補助。

新加坡在推動組屋政策時，特別著重族群融合、社區意識的凝聚力及居民感情。例如，在推動一些組屋重建時，允許原社區居民能夠再住在一起。此外，當組屋老舊需要翻新時，居民僅需負擔 5%~20%的費用；如需重建時，也是先建後拆，加上政府早在 1967 年時即制定土地徵用法，故土地取得較易。這些完善的配套措施，使得新加坡的組屋政策十分成功，目前已興建了近一百萬戶組屋，多為出售，僅不到 5%提供出租使用。

(四)參訪心得與建議

新加坡屬土地國有制度，且政府層級單純，因此，政府行政效率高，且對於私部門得以提供良好的單一窗口服務及協助措施的承諾。針對本次都市更新團的參訪行程，謹提供以下心得，供未來相關單位施政參考。

1.公共住屋更新重建具強制性，提高更新效率

新加坡公共住屋的居民的所有權僅為地上權，因此政府一旦評估確定應更新重建的公共住屋，政府除提供條件更優惠的公共住宅單元予住戶搬遷，並允許原社區居民能夠再住在一起，惟住戶依法不得拒絕配合更新時程搬遷，爰在公共住屋的更新重建上較無釘子戶的問題，且更新效率高。

2.獎勵及競爭並具的公私合夥開發模式

新加坡政府在引進民間投資開發該國土地時，在正式公告招標之前，一定會邀請廠商提供構想，以規劃出具投資意願的標案。同時以下列原則，進行各開發案之規劃及管理，值得政府辦理引進民間投資開發案件之參考。

(1)提供充份優惠措施

以兩個綜合娛樂城（IR）的開發為例，新加坡政府除提供 10 年不再許可第三家賭場的條件外，亦以容積獎勵方式鼓勵設置公共藝術及達成綠建築標準；此外，在捷運車站附近地區的開發案，開發強度最高可達 1300%。

另為協助各民間事業成功啟步，政府亦投資興關公共設施或工程，

如加設捷運線連接至聖淘沙雲頂世界。

(2)鼓勵良性競爭

新加坡政府為提昇其經濟發展，蓬勃其觀光產業，不斷引進民間投資開發不同商業、觀光及休閒中心，從烏節路購物街、克拉碼頭、Vivo City、兩個附賭場娛樂城到 Ion Center，無可諱言的，這些購物中心的確會在客源上產生競爭，而這也是新加坡政府的目的，希望各個事業體可以持續創新，開創不同的客源。

近年引進民間投資開發附賭場娛樂城乙節，新加坡以同意設置賭場作為開發誘因，但同時設定其佔開發面積比例之下限，以避免賭場成為該開發案的主要事業；此外，新加坡政府亦刻意一次釋出二案，以維持兩娛樂城的競爭關係，但又在發展定位及吸引客源的規劃上予以區隔，希望可以帶進更多的觀光人潮。

除此之外，在聽取兩家娛樂城的簡報及說明時，明確感受到他們都十分明瞭政府賦予他們的共同提昇經濟成長的目標，且在言談中都把新加坡政府當成他們的合作夥伴，對於政府的承諾亦有充份的信任感，讓公私合夥的關係

(3)開發利益全民共享

新加坡政府對於開發案的規劃管理，十分重視國民的觀感。例如，這次開放賭場經營，政府還設置尋求家庭協助徵詢電話專線，及禁賭令申請機制，隨時關切反應因設置賭場產生的社會負面效應。

此外，基於全民共享開發利益的原則，新加坡政府規定土地升值70%的利得應繳國庫，並在不同面向，要求私部門提供回饋，例如，政府亦於開發案的契約中訂立約定事項，供全民使用其設施，如 Marina Bay Sands 的濱水廣場一年提供數次予新加坡政府辦理大型活動使用；且兩個附賭場娛樂城的契約規定有顧用本國勞工的下限，以提高新加坡國民的就業機會。

新加坡政府政策穩定性高，致投資企業、人民信賴度高，租稅、都市開發條件誘因強，有利吸引國外投資，以催化經濟發展。每個國家政經、社會條件不同，無法完全模仿其他國家的作法，惟可學習其成功的策略及方法，再依循國情改善政策及法制，建構公平合理及值得信賴的

投資環境、宜居的城市，誘使國際企業及人士投資台灣。

三、數位內容團

數位內容團在前往新加坡之前，即舉辦多次會議，徵詢國內業者意見瞭解需求，並協助安排參訪機關。本次數位內容參訪團由本會單驥副主委領隊，率同經濟部工業局電資組呂正華組長、經濟部數位內容產業推動辦公室洪雯娟副執行秘書、鍾季瓊經理、文建會林御翔專員、外交部林美呈科長、經建會李奇技正等政府機關代表，公協會及業者部分則有台北市電腦公會遊戲產業振興會許金龍會長、雷爵網絡科技股份有限公司張厥猷董事長、遊戲橘子數位科技股份有限公司何振國執行長特助等共同參訪（成員名單參見附件二之3）。

此行參訪新加坡之單位包括：新加坡國際企業發展局、媒體發展管理局等政府機關，新加坡遊戲交換聯盟與當地國際知名遊戲業者 Take-Two，東南亞線上遊戲市場為主的發行商 Asiasoft、IAH 控股公司等，探討議題則涵蓋：我國與大陸簽署 ECFA 後所帶來的產業環境變化，例如善用台灣廠商對於中國大陸市場與文化較為瞭解之優勢，運用星方較熟悉東南亞市場需求之特質，對遊戲專案合製、共同投資；我方同時表示台灣歡迎東南亞業者和台灣業者合作開發之意，並說明政府對於數位內容產業發展研議多項鼓勵措施，包括人才培訓、研發補助等。

11 月 22 日數位內容團參訪行程摘述如表 10：

表 10 數位內容團參訪行程

時間	參訪單位
9:15-10:00	參訪行程簡報，路程
10:00-11:00	Asiasoft(遊戲業者)
11:00-12:30	媒體發展局(Media Development Authority, MDA) 遊戲交換聯盟(Games Exchange Alliance, GXA)
12:30-13:30	午餐及路程
13:30-14:30	新加坡科學園區(數位內容園區)及管理單位(騰飛集團-Ascendas)
14:30-15:00	路程
15:00-16:00	Take-Two Asia Pte Ltd(遊戲業者)
16:30-17:30	Infocomm Asia Holdings (IAH) (遊戲業者)

(一)參訪活動概述

1. 遊戲業者 Asiasoft 公司

(1) Asiasoft 公司簡介

- A. 營運總部位居泰國，成立於 2001 年，目前在新加坡、越南、馬來西亞皆有設立分公司，為東南亞最大網絡遊戲營運商。在泰國和新加坡市場佔有率最大，而在馬來西亞和越南則位居第二，其業務甚為廣泛，目前在多個東南亞國家代理超過 26 款遊戲。
- B. 2006 年成功獲得授權，代理著名韓國網遊《仙境傳說》泰文版，其最高同時在線人數達 110,600 人，成為該區業界的領導廠商。
- C. 智冠集團旗下智樂堂網路股份有限公司於 2010 年 9 月由泰國 Asiasoft 取得「大越傳奇」在越南地區之代理營運權。昱泉國際自製 3D 玄幻武俠 MMO《玄武豪俠傳》，2010 年 11 月東南亞代理及營運權由 Asiasoft 取得。

(2) 接待代表：Mr Kenny Goh (Deputy Managing Director, Asiasoft), Ms YEOW Zhi Ning, Jilyn, Manager (Infocomm & Media, International Enterprise Singapore)

(3) 洽談議題

- A. 我國與中國大陸簽署 ECFA 後所帶來的產業環境變化；
- B. 如何運用台灣廠商對於中國大陸市場與文化較為瞭解之優勢；
- C. 我方廠商如何運用星方較熟悉東南亞市場需求等特質；
- D. 與我方業者共同對於遊戲專案合製 (Co-production)、共同投資 (Co-invest) 及遊戲代理等。

2. 媒體發展局 (Media Development Authority, MDA) 及 遊戲交換聯盟 (Games Exchange Alliance, GXA)

(1) 新加坡媒體發展局 (MDA) 簡介

- A. 該局係基於新加坡媒體產業布局與推動創意產業發展戰略下，整併廣播管理局、電影和出版署，以及電影委員會所成立。期藉以培養本土傳媒企業、吸引國外直接投資促進經濟成長，並創造就業機會。
- B. 同時扮演媒體業監管者與推動者雙重角色，管轄領域涵蓋電影、電視、電台、出版、音樂、遊戲、動畫與互動數位媒體。

(2) 遊戲交換聯盟(GXA)簡介

- A. 新加坡資訊發展局資助，提供當地遊戲公司相關服務及市場訊息之商業協會，目前有 30 個會員。
- B. 2007 年在新加坡舉辦亞洲遊戲博覽會(GCA, Games Convention Asia)，共有 10 個亞太地區遊戲協會簽署合作備忘錄，成立亞洲遊戲聯盟，包含台灣(由時任台北市電腦公會遊戲產業振興會會長王俊博代表簽署)、新加坡、韓國、澳洲、紐西蘭、菲律賓、香港、泰國、日本，以及越南。

(3) 接待代表

- A. MDA：Mr Sunil SABNANI(Head of International Relations), Mr Ephraim Loy(Executive of International Relations), Mr Luke LEE(Head of Interactive Media and Games)
- B. GXA：Mr Aroon TAN(President of GXA and Managing Director of Magma Studios), Mr Christopher LOW(Honorary Treasurer of GXA and Managing Director of Pendulab)

(4) 洽談議題

- A. MDA 係新加坡文創及數位內容產業推動之主政單位，爰透過拜會活動建立雙方後續交流管道。該局並說明其未來發展策略包括：1) 制定計劃、鼓勵及培養內容創作；2) 於主要貿易市場上透過行銷活動促進新加坡媒體發展；3) 推出提升企業能力和人才培育計畫；4) 鼓勵創新互動數位媒體及服務。我方工業局代表除與該局分享數位內容產業推動經驗之外，並邀約 MDA 帶領星國業者參加 2011 世界設計大會。
- B. 我國與 GXA 之交流熱絡，除於 2007 年簽署合作備忘錄，成立亞洲遊戲聯盟外，此次經由電腦公會遊戲產業振興會洽談亞洲遊戲聯盟未來合作相關議題。

3. 新加坡科學園區及其管理單位騰飛集團(Ascendas)

(1) 騰飛集團簡介

- A. 總部位於新加坡，為亞洲最大商務空間開發商與管理商之一，目前管理的資產總值為 9.1 億星幣，資產面積為 4,200 萬平方英尺，1,800

位客戶。業務遍及 10 個國家、30 多個城市，主要市場有新加坡、印度、中國、韓國、越南、馬來西亞、菲律賓等。其旗艦代表作分別為：新加坡科技園區、印度班加羅爾國際科技園區、中國大連軟體騰飛園區、菲律賓拉格那省卡梅爾第二工業園區。

B.1995 年騰飛集團參與投資蘇州新加坡工業園區，正式進入中國大陸房地產領域。目前該集團在中國大陸投資建設有新加坡杭州科技園區、西安騰飛創新中心、大連軟體騰飛園區、南京騰飛創造中心等四個新一代科技園區。

(2)接待代表：Mr Aylwin TAN(Senior Vice-President of International Marketing)

(3)洽談議題：我方政府代表與業者分別就科學園區整體規劃及相關配套措施與園區管理單位交換意見。

4.遊戲業者 Take-Two Asia Pte Ltd

(1)Take-Two Asia Pte Ltd 簡介

A.兼具互動軟體遊戲開發商、出版者和經銷商，為美國最大互動軟體遊戲經銷商之一。2008 年該公司認為亞太市場具高速成長潛力，爰在新加坡成立亞太分公司，並訂定發展策略：擴展亞洲及太平洋地區互動娛樂產品，以日本、中國、韓國為營運市場重心。

B.Take-Two 曾發行多款膾炙人口遊戲，包括《俠盜獵車手(Grand Theft Auto)》、《生化奇兵(Bioshock)》、《午夜俱樂部(Midnight Club)》、《席德·梅爾之文明(Sid Meier' s Civilization)》等。

(2)接待代表：Ms Kerry Friend(CFO),Mr Fabien Siouffi (Vice-President)

(3)洽談議題：Take-Two 公司表達來台投資設立分公司意願，目前針對台灣、韓國及中國大陸等地進行評估考量中，我方代表向其說明台灣相當歡迎東南亞業者和台灣業者合作開發，且台灣政府對於數位內容產業發展研議多項鼓勵措施，包括創立數位內容學院、提供人才培訓，透過數位內容產業發展研發補助計畫、提供具有創意或市場性之研發補助等，雙方並就合資合製遊戲專案進行討論。

5.遊戲業者 Infocomm Asia Holdings (IAH)

(1)Infocomm Asia Holdings 簡介(雷爵網絡科技公司建議拜會)

A.該公司於 2004 年 11 月在新加坡創立，為東南亞領先之網路遊戲營運

與配銷商。IAH 有意打入該區域遊戲出版商和開發商提供一站式代理、配銷和營運服務，俾為東南亞遊戲愛好者提供世界頂級、多人線上網路遊戲 (MMOGs)服務。

B.IAH 的機構投資者，包括新加坡 Infocomm Development Authority (IDA)旗下之 Infocomm Investment Pte Ltd (IIPL)、台灣 GigaMedia，以及軟銀旗下之 Bodhi Investments。

(2)接待代表：Mr Roderick Chia(Vice-President, Strategic Projects),Ms YEOW Zhi Ning, Jilyn(Manager ,Infocomm & Media, International Enterprise Singapore)

(3)洽談議題：我方業者與該公司就遊戲專案合作進行洽商(包括:合資合製及遊戲代理等)，並邀請星方業者於台北市花博期間來台參訪，體驗真相館 3D 影片、夢想館科技及數位內容與創意與科技結合成果。

(二)參訪初步成果

- 1.星政府協助開發市場：IE Singapore 與新加坡媒體發展管理局表示，將積極促成兩地業者產業合作，新加坡遊戲業者協會則承諾將彙整當地業者合作意願和需求，持續與台灣遊戲產業振興會及數位內容產業推動辦公室保持聯繫，共同推動數位內容產業發展，加速催生兩國產業合作項目，星方代表未來將規劃與台灣有更緊密聯繫，也會積極考量來台體驗台北花卉博覽會之盛會。
- 2.廣宣台灣數位內容產業優勢及投資訊息，吸引星方投資：因數位內容產業具高度成長潛力，我國與新加坡政府近年來皆大力投入資源，以有效促進數位內容產業發展。且兩國產業各自擁有獨特競爭優勢與國際市場利基，藉由本次數位內容招商活動，除有效廣宣台灣數位內容產業投資訊息之外，更可促進雙方業者間合作與交流，吸引星方業者加碼投資台灣，結合台灣產業優勢，立基東南亞區域，共同進軍全球市場。
- 3.兩國業者對於跨國合作共同開發兩岸及東南亞市場表示高度合作興趣與意願，星業者允諾投資新台幣 5.5 億元：台星動畫公司將進行國際合製，共同開發電視動畫商品化研發，未來將合製電視動畫影集「Almost Exinct」52 集，每集 11 分鐘，總開發規模預計達新台幣 2.5 億元，而新加坡投資公司亦將規劃投入新台幣 3 億元資金於台灣數位內容產業，進軍國內動畫片市場。

(三)參訪心得與建議

- 1.台灣數位內容產業發展蓬勃，不論在家數或產值上，均遠超過新加坡，同時，台灣原創力豐富，又具有中華文化根基，因此在數位內容產業具有一定國際競爭力；新加坡則是具有國際觀及善於行銷，同時對台灣數位內容產業投資環境、優惠措施及創意人才等議題展現高度興趣，所以兩者結合，將可望打入東南亞、大陸及歐美新興動畫市場。
- 2.新加坡業者紛紛表達看好後續 ECFA 服務貿易協議，期藉由台灣管道開發大陸市場。在 ECFA 後續的服務貿易協議中，數位內容方面談判，我方應爭取較好的市場進入條件，形成利基，可提供星方業者藉由與台灣廠商合作，共同搶進大陸動畫市場。

四、綜合性參訪團

經建會劉主委率觀光、綠能、都更產業等參團代表，拜訪掌控龐大資產、最具對外投資潛力之新加坡政府投資公司(GIC)及淡馬錫(Temasek)控股公司，並應邀參加摩根大通（JPMorgan Chase）銀行安排之投資人座談會。此三機構簡介如下：

- 新加坡政府投資公司(GIC)為新加坡政府主權財富基金，管理資產市值超過 1,000 億美元。全球設立 9 個辦公室，員工超過 1,000 人。
- 淡馬錫控股公司為新加坡政府全資擁有之國有控股投資公司，主要任務是掌握新加坡政府對企業的投資及管理政府關聯企業，管理資產市值近 1,431 億美元。全球有 12 個分支機構和辦事處，旗下有 21 家子公司，為一大規模進行海外投資的控股公司。
- 摩根大通（JPMorgan Chase）總部位於美國紐約市，成立甚早，1799 年成立，2008 年總資產 20,360 億美元，總存款 10,093 億美元，占美國存款總額第 2。商業銀行部旗下分行 5410 家，為僅次於美國銀行的美國第二大金融服務機構，業務遍及 50 多個國家，全球員工人數約 18 萬人。

劉主委於參訪時表示，過去因兩岸獨特關係，長期以來僅為台灣對中國大陸進行單向投資，但隨著近二年來兩岸關係和平進展，台灣已漸進開放中國大陸來台投資，未來在此由單向轉為雙向的投資環境下，將非常有利於台灣的發展。尤

其兩岸簽署 ECFA 為台灣所帶來的助益，不僅在於關稅的優惠，更將體現在大幅提升台灣服務、文創、航運、觀光及不動產等各項產業的競爭優勢上。

中華民國旅行商業同業公會姚理事長大光指出，來台觀光人數由去年 440 萬人次增加至今年的 520 萬人次，其中大陸觀光客為大幅成長的主要來源，陸客在今年已超越日本躍升為第一大來台觀光客源。今年來台陸客人數共 160 萬人，成長率 25%，估計在未來三年內，以團體入境的陸客觀光人數可達成 300 萬人次；另外，台灣規劃在明年開放陸客自遊行，以香港為例，陸客赴香港觀光人數一年可達 1,400 萬人，可預見台灣觀光市場將有非常大的發展空間。新加坡方面對於台灣觀光產業的發展潛力也很有信心，表示對於好的投資項目，將會進行投資。

旭能光電歐副董事長政豪表示，現今台灣高科技產業不僅只有半導體與 LCD，綠能產業已成為另一個備受矚目的新亮點。台灣在短短五年內，連續超越日本、德國，在今年成為世界第二大的太陽能生產國，僅次於中國大陸，未來潛力無限。新加坡基於地理氣候環境，擁有豐富的太陽能資源，若能搭配台灣的 know-how、技術及生產，將可發揮互補作用，產生很大的優勢與商機。此外，新加坡一向致力於觀光產業，發展太陽能可取代會對環境造成污染的煤炭和天然氣，亦符合其推動“clean island”的理念，因此新加坡與台灣在綠能產業有很大的合作機會。

新加坡投資機構對兩岸簽署 ECFA 的效益及相關細節甚為重視並提出很多詢問。對於未來台灣深具成長潛力的產業包括：遊戲、生技、國際醫療、觀光產業及各項投資機會均有高度興趣。經過雙方廣泛交換意見，GIC 及淡馬錫均表達來台投資的意願；淡馬錫並口頭表示，將在近期規劃來台考察。

伍、活動成果

一、媒合兩國企業策略聯盟

本次招商已成功架構台星雙方合作與交流平台，星方已確定投資新台幣 5.5 億元，包括台星共同開發電視動畫影片(NT\$ 2.5 億元)、投資國內動畫片市場(NT\$3 億元)。另已有 1 家數位科技業者希望與我企業進行線上遊戲專案合製開發。至於生技產業亦吸引星方投資人關注，目前已有 1 家生技業者與新加坡 Hylife

Biotech 公司就新藥開發及全球發展達成初步合作意向，另有數家生技醫療公司尋求科學園區管理局協助媒介合作對象。

二、促成星方後續來台洽接投資機會

此行除已簽署或表達投資意向之星方業者之外，經由 4 個參訪團及招商大會次說明與推介，星方政府及業者亦深刻體會目前海峽兩岸和平互利氛圍，尤其台灣在 ECFA 完成簽署、稅賦調降等措施，已具相當競爭優勢，結合台灣民間社會一向具有強大的軟實力及產業的硬體生產力，台星雙方可採跨國合作共同開發兩岸及東南亞市場。

- 在生技與國際醫療方面，新加坡最大民間醫療保健集團(Parkway)公司表達對台灣投資高度興趣，已計畫 99 年 12 月中下旬來台考察，另有 2 家醫材公司表達赴台投資意願。
- 在數位內容方面，1 家業者已表達投資開發數位內容園區之興趣。在都市更新方面，1 家業者表達希望投資信義計畫區 A25 土地開發案。
- 在觀光旅遊方面，1 家五星級觀光旅館將於近期內來台考察。
- 至於星方政府所主導的主權基金—GIC 及淡馬錫公司，均表達來台投資意願，淡馬錫公司並表示將在近期規劃來台考察。

三、媒體密集報導，宣揚我國投資環境

本次赴星招商團為新加坡近年來罕見之大規模招商團，台灣及新加坡當地媒體均大幅報導，出訪前後(2010 年 11 月 19 日至 11 月 27 日間)計有 13 家媒體，包括中央社、聯合報、聯合新聞網、經濟日報、自由時報、中國時報、中時電子報、工商時報、蘋果日報、青年日報等國內媒體及新加坡聯合早報、中央社駐新加坡記者、海峽時報(The Strait Times)、商業時報(Business Times)等密集報導 38 則。且媒體報導延續不斷，2010 年 12 月及 2011 年 1 月新加坡海峽時報及聯合早報兩大媒體續刊登專文，對後 ECFA 台灣的投資環境深具信心，並大力推介。主要新聞標題摘陳如次：

1. 國內媒體：「行政院國際招商 首站新加坡」、「國際招商首發團 四大主軸吸金」、「招商團訪星 台投資環境獲肯定」、「劉憶如領軍 新加坡招商」、「赴星招商 生醫業回響熱烈」、「淡馬錫近期來台考察 台灣重回國際經貿投資圈」、

「數位招商捷報 星擬投資逾五億」、「招商效果佳 星看好投資台灣」、「新加坡將對台數位內容產業投資 5.5 億元」、「劉憶如：星主權基金對台有興趣」、「劉憶如：淡馬錫 很想投資台灣」、「台灣首度赴星招商 圓滿達成使命」。

2. 國外媒體：「多年來第一次 台經建會率團來星招商」、「台招商團推薦總值 106 億元項目」、「經建會劉主委力促星國企業將台灣作為進軍中國跳板」、「台灣打中國牌吸引星國投資者」、「台經建會主委劉憶如：讓台灣恢復雙引擎增長」、「“Largest-ever Taiwan delegation heads to Singapore”」、「“Use Taiwan as springboard to China: Singapore firms urged”」、「“Taiwan plays China card in wooing investors here”」、「“Taiwan poised to ride ECFA wave”」。

陸、心得及建議

全球招商、投資台灣，是開啟台灣黃金十年的一把金鑰。本次招商團赴新加坡辦理國外首場招商說明會，獲台、星兩國政府機構及民間企業熱烈迴響，是「台灣啟動、全球撼動」的第一步。新加坡雖然以華人社會為主，但因較少官方接觸，普遍對台灣的投資環境與機會認識不足。本次大規模的招商團體及密集活動，引相星方官方及民間的高度注意。而藉由招商活動的推展，已有效協助星國投資人認識台灣的新價值，以及參與、掌握後 ECFA 時代台灣經濟躍升的優勢與商機。由出席招商大會業者與參訪者表達後續將加強投資台灣的表現，顯示已達到全球招商的目的——讓「投資」與「出口」扮演台灣經濟成長雙引擎，藉由國內需求提振，創造就業機會，提升民間薪資水準，達到經濟成長、就業創造、貧富差距縮小的多重經濟發展目標。

茲根據本次新加坡招商辦理情形與成果，提出以下幾點建議，作為政府後續推動全球招商工作之參考：

一、招商主軸應配合國內產業發展藍圖

海外招商工作的推展，除需與當地潛在投資者需求緊密結合，亦應配合我產業發展方向。經建會刻正規劃「產業有家，家有產業」區域產業發展藍圖，未來各區域有各招商主軸計畫，可加強引導國內外企業投資台灣各地區主軸產業，以提升產業競爭力，並促進區域平衡發展。

二、加強促進我企業與國際企業策略聯盟

隨著兩岸簽署 ECFA，以及世界經濟重心由西轉東，國際企業對於與台灣策略聯盟進軍亞太市場，展現高度興趣。未來招商工作可加強台灣本土企業與海外台商及全球外商之連結互動，促進策略聯盟，提升國際競爭力。例如：

- 今年美國健保改革方案通過，中國大陸近年亦加強推動醫療改革，商機高達 8,500 億人民幣，顯示生技醫療市場商機龐大。我國宜利用與中國大陸洽簽 ECFA 及相關醫療衛生協議之契機，加強國際宣傳，以吸引國外投資人來台投資或與國內企業進行策略聯盟。
- 台灣數位內容產業發展蓬勃，不論在家數或產值上，均遠超過新加坡，同時，台灣原創力豐富，又具有中華文化根基，因此在數位內容產業具有一定國際競爭力；新加坡則是具有國際觀及善於行銷，同時對台灣數位內容產業投資環境、優惠措施及創意人才等議題展現高度興趣，所以兩者結合，將可望打入東南亞、大陸及歐美新興動畫市場。
- 新加坡業者紛紛表達看好後續 ECFA 服務貿易協議，期藉由台灣管道開發大陸市場。因此，在 ECFA 後續的服務貿易協議中，我方應積極爭取良好的市場進入條件，以此利基，可提供星方及國際業者藉由與台灣廠商合作，共同搶進大陸市場。

三、尋求與當地人脈寬廣的機構合辦招商活動

本次新加坡招商活動在我駐新加坡代表處及新加坡華僑銀行、渣打銀行、及新加坡企發局等機構協助下，順利辦理招商大會及參訪活動。尤其招商大會出席者之洽邀，或是參訪活動之安排，多係藉助當地機構的廣大人脈。本次新加坡招商活動辦理成功經驗，可作為後續辦理全球招商活動之參考。建議後續籌劃海外招商工作時，可加強與當地機構或產業公會合作，或直接藉助其力，使招商觸角更加在地化。

四、完備招商資料

- 本次招商初次嘗試以多媒體影片方式呈現台灣投資商機，惟經建會製作之總體投資環境簡介與各主管部會製作之主軸計畫介紹之內容仍有部分重疊，致影片長度稍長，易使與會者失去注意力。後續應調整招商多媒體影片製作，務

求以生動、精簡的方式，充分展現台灣產業的利基，以利各項招商計畫之行銷。

—醫療服務國際化係目前政府推動十項重點服務業之一，新加坡相關業者亦深感興趣，惟對國內相關醫療及投資法規、稅制等，仍欠缺瞭解。主管機關宜與國內業者合作，編印完整招商資料，俾有助外人投資。

五、新加坡政府行政效率高，獎勵及競爭並具的公私合夥開發模式值得我國參考

新加坡政府政策穩定性及行政效率佳，且對於私部門提供良好的單一窗口服務及協助措施，企業、人民信賴度高，租稅、都市開發條件誘因強，有利吸引國外投資。

—新加坡屬土地國有制度，公共住屋居民的所有權僅為地上權，因此政府一旦評估確定應更新重建的公共住屋，政府除提供條件更優惠的公共住宅單元予住戶搬遷，並允許原社區居民能夠再住在一起，惟住戶依法不得拒絕配合更新時程搬遷，爰公共住屋的更新效率高。

—新加坡政府在引進民間投資開發該國土地時，在正式公告招標之前，一定會邀請廠商提供構想，以規劃出具投資意願的標案。同時，秉持提供充份優惠措施、鼓勵良性競爭、開發利益全民共享等原則，進行各開發案之規劃及管理，值得我政府辦理引進民間投資開發案件參考。

柒、附件

附件一、招商團員名錄

附件二、參訪團員名錄

附件三、活動相片及媒體報導

附件四、招商大會手冊

一、招商團員名錄

1. 政府部門

No.	單 位	姓 名 Name	職 稱 Title
1	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	劉憶如 Dr. Christina Y. Liu	主任委員 Minister
2	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	單驥 Gee San	副主任委員 Deputy Minister
3	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	張桂林 Kuei-Lin Chang	都住處處長 Director General of Urban and Housing Development of Department
4	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	郭翥玉 Fei-Yu Kuo	都住處副處長 Deputy Director of Urban and Housing Development Department
5	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	詹方冠 Fang-Guan Jan	部門處副處長 Deputy Director of Sectoral Planning Department
6	行政院經濟建設委員建會 Council for Economic Planning and Development(CEPD)	朱麗慧 Li-Hui Chu	經研處副處長 Deputy Director of Economic Research Department
7	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	張熙蕙 Shi-Hwey Chang	綜計處副處長 Deputy Director of Overall Planning Department
8	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	周秀娟 Jill Chou	專門委員 Senior Specialist
9	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	黃嘉偉 Chia-Wei Huang	專員 Specialist
10	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	李奇 Chyi Lee	專員 Specialist
11	行政院經濟建設委員會 Council for Economic Planning and Development(CEPD)	邱秋瑩 Chiu-Ying Chiu	專員 Specialist

No.	單位	姓名 Name	職稱 Title
12	僑務委員會 Overseas Compatriot Affairs Commission	許振榮 Cheng-Yung Hsu	副委員長 Deputy Minister
13	交通部高鐵路 Bureau of High Speed Rail, MOTC	朱旭 Hsu Ju	局長 Director General
14	交通部高鐵路 Bureau of High Speed Rail, MOTC	傅景昌 Ching-Chang Fu	五組組長 Director
15	交通部高鐵路 Bureau of High Speed Rail, MOTC	陳慧君 Huei-Chun Chen	科長 Section Chief
16	交通部觀光局 Taiwan Tourism Bureau, MOTC	謝謂君 David W.J. Hsieh	副局長 Deputy Director General
17	交通部觀光局 Taiwan Tourism Bureau, MOTC	湯維堯 Wei-Yau Tung	國旅組/技士 Domestic Tourism Division/ Associate Technical Specialist
18	交通部觀光局 Taiwan Tourism Bureau, MOTC	楊士儀 Victor Yang	業務組/編審 Hotel, Travel and Training Division,/ Specialist
19	經濟部工業局 Industrial Development Bureau Ministry of Economic Affairs	呂正華 Jang-Hwa Leu	組長 Director
20	經濟部數位內容產業推動辦公室 Digital Content Industry Promotion Office (DCIPO)	洪雯娟 Wen-Chuan Hung	副執行祕書 Deputy Executive Secretary
21	經濟部數位內容產業推動辦公室 Digital Content Industry Promotion Office (DCIPO)	鍾季瓊 Chi-Chiung Chung	專案經理 Project Manager
22	內政部營建署 Construction and Planning Agency, MOI	陳肇琦 Zhao-Chi Chen	主任祕書 Chief Secretary
23	內政部營建署 Construction and Planning Agency, MOI	柯茂榮 Mau-Rung Ke	科長 Section Chief

No.	單位	姓名 Name	職稱 Title
24	內政部營建署 Construction and Planning Agency, MOI	李玫欣 Mei-Shin Lee	副工程司 Associate Engineer
25	內政部營建署 Construction and Planning Agency, MOI	李玳吟 Tai-Yin Lee	科員 Clerk
26	行政院國科會 National Science Council	周景揚 Jing-Yang Jou	副主委 Deputy Minister
27	行政院國科會南科管理局 Southern Taiwan Science Park Administration	蘇振綱 Chen-Kang Su	投資組組長 Director of Investment Services Division
28	行政院國科會南科管理局 Southern Taiwan Science Park Administration	張庭瑜 Ting-Yu Chang	投資組科員 Officer of Investment Services Division
29	行政院國科會南科管理局 Southern Taiwan Science Park Administration	崑乃之 Nai-Chih Kuai	投資組助理研究員 Assistant Researcher of Investment Services Division
30	行政院國科會竹科管理局 Hsinchu Science Park Administration	吳淵博 Paul Wu	投資組組長 Director of Investment Services Division
31	行政院國科會竹科管理局 Hsinchu Science Park Administration	湯順樹 William Tang	投資組技士 Assistant Technical Specialist
32	行政院衛生署 Department of Health	王宗曦 Tsung-Hsi Wang	醫事處副處長 Deputy Director-General of Bureau of Medical Affairs
33	行政院衛生署 Department of Health	陳真慧 Chen-Hui Chen	衛生署醫事處科長 Section Chief of Bureau of Medical Affairs
34	行政院文建會 Council for Cultural Affairs	林御翔 Yu-Hsiang Lin	專員 Specialist
35	外交部 Ministry of Foreign Affairs	林美呈 Mei-Chen Lin	經貿司/科長 Dept. of Economic and Trade Affairs /Section Chief

No.	單位	姓名 Name	職稱 Title
36	台北市政府 Taipei City Government	黃素津 Su-Jin Huang	財政局/副局長 Department of Finance/ Deputy Commissioner
37	台北市政府 Taipei City Government	丁翰杰 Hann Jye Ding	財政局/科長 Division Chief
38	台北市政府 Taipei City Government	徐宏明 Hung Ming Hsu	財政局/科員 Section Assistant
39	台北市政府 Taipei City Government	呂碧華 Pi-Hua Lu	財政局/科員 Section Assistant
40	台北市政府 Taipei City Government	林勳杰 Shiun-Jye Lin,	捷運局/處長 DORTS Construction Bureau unit exploitation place/ Department head
41	新竹縣政府 Hsinchu County Government	章仁香 Jen-Hsiang Chang	新竹縣/副縣長 Hsinchu County Government /Deputy Magistrate
42	新竹縣政府 Hsinchu County Government	張建家 Chien-Chia Chang	工商發展投資策進會/專 員 Industrial Commercial Development & Investment Promotion Committee/ Specialist
43	新竹縣政府 Hsinchu County Government	廖蓓瑩 Bei-Ying Liao	計畫處/科員 Planning Department/Staff
44	桃園縣政府 Hsinchu County Government	李永展 Yung-Jaan Lee	城鄉發展處/處長 Urban and Rural Development Department/Director General

2. 民間部門

	單位 Company	姓名 Name	職稱 Title
1	賽德醫藥科技 CytoPharm, Inc.	李清源 Ian Ching-Yuan Lee	總經理 CEO
2	童綜合醫療社團法人童綜合醫院 Tungs' Taichung Metro Harbor Hospital	童瑞龍 Jui-Lung Tung	行政副院長 Administration vice- director
3	秀傳醫療體系 秀傳醫療財團法人彰濱秀傳紀念 醫院 Chang Bing Show Chwan Memorial Hospital	隋善中 Shan-Chung Swei	醫療副院長 Vice Superintendent
4	秀傳醫療體系 Show Chwan Health Care System	官文仲 Wen-Chung Kuan	高專 Senior specialty
5	醫療服務國際化專案管理中心 Taiwan Task Force for Medical Travel	吳明彥 Ming-yen Wu	執行長 CEO
6	太子汽車工業股份有限公司 Prince Motors Co., Ltd.	熊照杰 Chao-chieh Hsiung	營運部經理 Manager
7	太子汽車工業股份有限公司 Prince Motors Co., Ltd.	許嫻嫻 Dorothy Hsui	董事長特助 Executive Assistant to Chairman
8	億泰資本集團 ES Capital Group	梁捷揚 Jay Liang	總裁&執行長 President & CEO
9	億泰資本集團 ES Capital Group	周宏雋 David Chou	執行董事 Managing Director
10	樂陞科技股份有限公司 XPEC Entertainment Inc.	許金龍 Aaron Hsu	董事長 Chairman
11	雷爵網絡科技股份有限公司 Lager Network Technologies Inc.	張厥猷 Philip Chang	董事長 Chairman
12	遊戲橘子數位科技股份有限公司 Gamania Digital Entertainment Co., Ltd.	何振國 Charles Ho	執行長特助 Executive Assistant to CEO
13	旭能光電股份有限公司 Sunner Solar Corporation	歐政豪 Frank O'Young	副董事長 Vice Chairman
14	遠雄航空自由貿易港(股)有限公司 Farglory Free Trade Zone Company	葉鈞耀 Chun-Yao Yeh	董事長 Chairman
15	遠雄航空自由貿易港(股)有限公司 Farglory Free Trade Zone Company	葉胡燕玲 Yen-lin Hu Yeh	董事長夫人
16	日勝生活科技股份有限公司 Radium Group	黃森義 Henry Sen-Yi Hwang	副執行長 Deputy Chief Executive Officer

	單位 Company	姓名 Name	職稱 Title
17	日勝生活科技股份有限公司 Radium Group	呂美蘭 Mei-Lan Lu Hwang	副執行長夫人
18	冠德集團 (冠德建設/根基營造、環球購物中心等) Kindom Group (Kindom Construction Co., Ltd. Kedge Construction Co., Ltd. Global Mall Co, Ltd.)	馬玉山 Yu-San Ma	董事長 Chairman
19	中華民國旅行商業同業公會全國聯合會 Travel Agent Association of R.O.C,	姚大光 Ta-Kuang Yao	理事長 Chairman
20	證券櫃檯買賣中心 Gretai Securities Market	朱竹元 Daniel C.Y. Chu	副總經理 Senior Executive VicePresident
21	證券櫃檯買賣中心 Gretai Securities Market	李愛玲 Edith Lee	經理 Senior Vice President
22	證券櫃檯買賣中心 Gretai Securities Market	曹國榮 Leon Tsao	組長 Manager
23	花旗 (台灣) 銀行 Citibank Taiwan Ltd.	鐘國強 Simon Kwok- Keung Chung	商業銀行事業群負責人 Head of Commercial Bank Taiwan
24	陽信商業銀行 Sunny Bank	鄭明坤 Ming-kun Cheng	副總經理 Head office Senior Vice President
25	勤業眾信聯合會計師事務所 Deloitte & Touche	范有偉 Peter Fan	行政營運長暨執業會計師 COO and Partner
26	資誠聯合會計師事務所 PwC	廖烈龍 Elliot Liao	會計師 CPA
27	安侯建業聯合會計師事務所 KPMG	陳振乾 Pederson Chen	專業策略長 Markets & Brand PIC
28	安侯建業聯合會計師事務所 KPMG	周慧珍 Sandy Chou	副理 Assistant Manager
29	安侯建業聯合會計師事務所 KPMG Taiwan	寇惠植 Astor Kou	執業會計師 Partner
30	安侯建業聯合會計師事務所 KPMG Taiwan	陳富煒 Charles Chen	審計部營運長 Audit Partner in Charge
31	理律法律事務所 Lee and Li Attorneys-at-Law	王寶玲 Pauline Wang	合夥人 Partner
32	常在國際法律事務所 Tsar & Tsai Lawfirm	程守真 James Cheng	合夥人 Integrated Partner
33	仲量聯行	林育聖	資深顧問
34	仲量聯行	鄭佩琦	經理
35	仲量聯行	吳奈恣	資深副總經理

	單 位 Company	姓 名 Name	職 稱 Title
36	臺北市都市計畫技師公會 Taipei Professional Urban Planning Engineers Association	游明進 Ming Chi Yu	理事長 Chairman
37	世界台灣商會聯合總會 World Taiwanese Chambers Of Commerce	蘇明正 Ming-Zheng Su	副總會長 Deputy Chairman
38	世界台灣商會聯合總會 World Taiwanese Chambers Of Commerce	李芳信 Fang-Xin Lee	諮詢委員 Consulting Member
39	世界台灣商會聯合總會 World Taiwanese Chambers Of Commerce	黃正勝 Zheng-Sheng Huang	諮詢委員 Consulting Member
40	世界台灣商會聯合總會 World Taiwanese Chambers Of Commerce	關圳 Zun Que	諮詢委員 Consulting Member
41	新加坡台北工商協會 Taipei Business Association in Singapore	張嘉升 Jia-Sheng Zhang	會長 Chairman

二、參訪團員名錄

1. 生技醫療團(A)

領隊：11/22 上午經建會劉憶如主任委員
 11/22 下午國科會周景揚副主委
 11/23 下午交通部高鐵局朱旭副局長

連絡人：11/22 上午國科會蘇振清組長
 經建會詹方冠副處長
 11/22 下午經建會詹方冠副處長
 11/23 下午高鐵局同仁

單位	姓名	職稱
經建會	劉憶如	主任委員
經建會	周秀娟	專門委員
經建會	詹方冠	部門處副處長
駐星代表處	史亞平	代表
國科會	周景揚	副主委
國科會南科管理局	蘇振綱	投資組組長
國科會南科管理局	張庭瑜	投資組科員
國科會南科管理局	馮乃之	投資組助理研究員
國科會竹科管理局	吳淵博	投資組組長
國科會竹科管理局	湯順樹	投資組技士
衛生署	王宗曦	醫事處副處長
衛生署	陳真慧	衛生署醫事處科長
中華民國旅行商業同業公會全國聯合會	姚大光	理事長
賽德醫藥科技	李清源	總經理
童綜合醫療社團法人童綜合醫院	童瑞龍	行政副院長
秀傳醫療體系 秀傳醫療財團法人彰濱秀傳紀念醫院	隋善中	醫療副院長
秀傳醫療體系	官文仲	高專
醫療服務國際化專案管理中心	吳明彥	執行長
資誠聯合會計師事務所	廖烈龍	會計師
安侯建業聯合會計師事務所	陳富煒	審計部營運長
安侯建業聯合會計師事務所	寇惠植	執業會計師
合計：共 21 人		

2. 都市更新團(B)

領隊：經建會劉憶如主任委員

經建會張桂林處長

聯絡人：經建會郭翡玉副處長、仲量聯行資深顧問林育聖

單位	姓名	職稱
經建會	劉憶如	主任委員
經建會	張桂林	都住處處長
經建會	郭翡玉	都住處副處長
經建會	朱麗慧	經研處副處長
經建會	黃嘉偉	主委室秘書
交通部高鐵局	朱 旭	局長
交通部高鐵局	傅景昌	五組組長
交通部高鐵局	陳慧君	科長
交通部觀光局	謝謂君	副局長
交通部觀光局	楊士儀	業務組/編審
交通部觀光局	湯維堯	國旅組/技士
內政部營建署	陳肇琦	主任秘書
內政部營建署	柯茂榮	科長
內政部營建署	李玫欣	副工程司
內政部營建署	李玳吟	科員
台北市政府	黃素津	財政局/副局長
台北市政府	丁翰杰	財政局/科長
台北市政府	徐宏明	財政局/科員
台北市政府	呂碧華	財政局/科員
台北市政府	林勳杰	聯合開發處/處長
桃園縣政府	李永展	城鄉發展處/處長
新竹縣政府	章仁香	新竹縣/副縣長
新竹縣政府	張建家	工商發展投資策進會/專員
新竹縣政府	廖蓓瑩	計畫處/科員
秀傳醫療體系彰濱秀傳紀念醫院	隋善中	醫療副院長
秀傳醫療體系	官文仲	高專
遠雄航空自由貿易港(股)有限公司	葉鈞耀	董事長
日勝生集團	黃森義	副執行長
冠德集團	馬玉山	董事長
陽信商業銀行	鄭明坤	副總經理
理律法律事務所	王寶玲	合夥人
常在國際法律事務所	程守真	合夥人
旭能光電股份有限公司	歐政豪	副董事長
仲量聯行	吳奈恣	資深副總經理
仲量聯行	林育聖	資深顧問
仲量聯行	鄭佩琦	經理
合計：共 36 人		

3. 數位內容團(C)

領隊：經建會單驥副主任委員

連絡人：經建會李奇

單位	姓名	職稱
經建會	單 驥	副主任委員
經建會	李 奇	專員
經濟部工業局	呂正華	組長
經濟部數位內容產業推動辦公室	洪雯娟	副執行祕書
經濟部數位內容產業推動辦公室	鍾季瓊	專案經理
文建會	林御翔	專員
外交部	林美呈	經貿司/科長
樂陞科技股份有限公司	許金龍	董事長
雷爵網絡科技股份有限公司	張厥猷	董事長
遊戲橘子數位科技股份有限公司	何振國	執行長特助
勤業眾信聯合會計師事務所	范有偉	行政營運長暨執業會計師
合計：共 11 人		

三、活動相片及媒體報導

※「投資台灣」新加坡招商說明大會



各界參與踴躍



與會人數將近 300 人



會場氣氛熱絡



團員合影

※生技醫療團參訪行程



參訪百匯控股 (Parkway) 醫療集團



參訪美商亞培(Abbott)藥廠

※都市更新團參訪行程



參訪 Marina Bay Sands 開發公司



參訪聖陶沙開發公司



參訪新加坡建屋發展局 (HDB)



參訪新加坡新加坡都市重建局(URA)

※數位內容團參訪行程



參訪 Asiasoft 公司



參訪新加坡國際企業發展局

※綜合性參訪團行程



參訪淡馬錫(Temasek)公司



參訪新加坡政府投資公司(GIC)

台招商团推介 总值106亿元项目

率领招商团到星台湾行政院经济委员会主任委员刘忆如说，在新加坡针对生物科技与医疗旅游、数位内容、绿色能源、旅游业及都市更新与桃园国际航空城等五大领域招商，是因为新加坡在这些行业具有专业知识与经验。

何顺刚 报道 星与桃园国际航空城、桃园国际航空城、桃园国际航空城及桃园国际航空城等五大领域招商，是因为新加坡在这些行业具有专业知识与经验。

刘忆如说，台湾实际上不缺资金或高科技项目，选择到新加坡招商是因为新加坡国际化程度高，且其周边地区生物科技和医疗旅游等产业的未来发展潜力巨大。

她说：“自2008年之前，台湾和全球各地的联系中断，我们因此错过了许多商机和潜在的合作，因此选择新加坡作为合作对象。”

刘忆如还提到，台湾政府正积极寻求与全球各地的合作，特别是在生物科技和医疗旅游等领域。



刘忆如(中)率领的招商团昨天在星加坡举办招商推介会。左为史国平，右为华商银行集团企业银行副董事长陈乃强。(何顺刚摄)

新加坡联合早报 (2010.11.24)

Taiwan plays China card in wooing investors here

Minister cites how quickly cross-strait ties have improved

By CHEN HUIFEN
TAIWANESE companies on a two-day visit here have found complementary strengths in Singapore companies, even though they may compete in similar industries, according to Taiwan's Minister of Council for Economic Planning and Development Christina Liu.

"What Taiwan has is the knowledge for the Chinese market, because Taiwan has been doing business for so long with China, so they know many different angles," said Dr Liu.

On the other hand, Singapore companies are more internationalised and would be able to help Taiwanese firms connect with the rest of the world, she said.

Dr Liu's visit marks Taiwan's first formal overseas investment promotion initiative here in a decade. Since a change in the country's political leadership in 2008 - when President Ma Ying-jeou took power from the pro-independence Chen Shui-bian - Taiwan has been taking a more open stance towards trade and economic development.

A milestone was reached in the middle of this year when China and Taiwan signed an Economic Cooperation Framework Agreement (EcfA). Under the trade pact, China and Taiwan will cut tariffs on more than 800 items and give their investors greater access in specified sectors.

"EcfA is a very clear signal to many other economies that this is for real," said Dr Liu, who was here for an Invest in Taiwan seminar. "But some other effects have taken place in the past two years, without that many people noticing though. For instance, two years ago, we started direct flights to China. In just two years, the direct flights between Taiwan and different cities in China increased from zero to 325 per week."

Improved links with the mainland have led to a growing tourism sector,

with 1.5 million Chinese a year visiting Taiwan. Taiwan also cut its corporate tax rate recently to 17 per cent, from 20 per cent.

Dr Liu moved to allay fears that Taiwan's soaring property market would fuel higher business costs. Acknowledging that prices have been on the rise, she said that the increases were mainly centred on residential mansions and limited to Taipei.

"For overall commercial (property) prices, I think it's really not that much, especially if it's outside of Taipei, say Taichung and the south - the price may be even lower than 10 years ago," she said.

The investment promotion seminar was attended by about 200 delegates, of which about 85 are Taiwanese business leaders from more than 30 companies. They are largely firms from the biotechnology and medical tourism, digital content, green energy, tourism, urban renewal and Taoyuan International Aerotropolis sectors.

The areas are among the 10 flagship projects in which the Taiwan government is seeking foreign investment. The rest of the seminar participants are largely clients of OCBC Bank, the co-organiser of the seminar.

刘忆如说，台湾实际上不缺资金或高科技项目，选择到新加坡招商是因为新加坡国际化程度高，且其周边地区生物科技和医疗旅游等产业的未来发展潜力巨大。

她说：“自2008年之前，台湾和全球各地的联系中断，我们因此错过了许多商机和潜在的合作，因此选择新加坡作为合作对象。”

刘忆如还提到，台湾政府正积极寻求与全球各地的合作，特别是在生物科技和医疗旅游等领域。

新加坡商业时报 (Business Times, 2010.11.24)

Use Taiwan as springboard to China: S'pore firms urged

■ BY JONATHAN KWOK

ECONOMIC planners from Taiwan are urging Singapore companies to invest in the island to give themselves a springboard into China.

Firms in biotechnology and medical tourism, digital content, green energy, tourism, and urban renewal are especially welcome, according to a trade delegation in town this week.

The delegation pointed to projects worth US\$8.16 billion (S\$10.6 billion) in which local firms could participate.

The signing of a preferential trade deal – the Economic Cooperation Framework Agreement (ECFA) – between the mainland and Taiwan in June has opened the door.

It means Singapore firms can partner Taiwan companies and use the island to launch into the mainland, said Ms Vanessa Shih, of the Taipei Representative Office in Singapore.

Dr Christina Liu, Minister at Taiwan's Council for Economic Planning and Development, said the ECFA underscored the warming cross-strait ties – something Singapore firms could take advantage of.

"After the signing of the ECFA, it looks like Taiwan is connected again to the region," she said.

There are now more than 300 flights from Taiwan to various cities on the mainland, compared to none as recently as two years ago, added Dr Liu.

She and Ms Shih were speaking on the sidelines of an investment seminar held in conjunction with the Taiwanese delegation's visit.

About 200 representatives of Taiwan and Singapore companies, as well as Taiwanese government officials, attended the event at the Shangri-La Hotel.

Dr Liu told the seminar Taiwan has an innovative and agile workforce, reliable legal system, excellent infrastructure and has made strong advances in research, making it a good investment destination.

Mr Samuel Tsien, head of the global corporate bank at OCBC, which co-organised the seminar, said Taiwan has significant projects involving biotechnology, renewable energy and digital technology, industries in which Singapore enterprises have a good track record.

"We believe other exciting areas like urban renewal also throw up new opportunities," he said.

新加坡海峽時報(The Strait Times, 2010.11.24)

國際招商首發團

四大主軸吸金

昨抵新加坡 針對生技及國際醫療等項舉行說明會

吸引東南亞台商及星國企業 洽商合作及投資

記者陳怡涵／台北報導
 招商團（陸委會全球招商一國團）昨日抵達新加坡，針對生技及國際醫療等四大主軸，與新加坡政府官員、學術界、商界及媒體等舉行說明會，進一步加強兩國產業合作及交流。

陸委會主辦團長陳長文表示，此次招商團成員，由陸委會、外交部、僑務委員會、衛生署、外交部、文建會和僑務會等十個單位組成，另外還有三十二家台灣企業及八家機構，共計八十五人參加。

一團兩日的招商活動，今日將分別舉行說明會、經濟考察等三項主要活動。首先將舉行會場開幕式，陸委會主辦團長陳長文將致詞，並邀請星國政府官員、學術界、商界代表及媒體等，分別由中央與地方官員、以及陸委會與

團企業，對四大招商主軸的馬來西亞、新加坡、印度、印尼、菲律賓、泰國、越南、中國、美國、加拿大、日本、韓國、澳洲、歐洲、非洲、南美洲、大洋洲等區域進行說明。此外，該團也將與星國政府官員、學術界、商界代表、媒體等，分別舉行說明會、洽商、投資、洽談、洽商等活動。

對於此次的四大招商主軸，團長陳長文表示，由於新加坡對我國基礎建設及基礎設施、交通與高鐵路、交通與觀光、經濟與工業、衛生與、外交與、文建會和僑務會等相關領域佔了三分之一，而星國、日本、美國、加拿大、韓國、澳洲、歐洲、非洲、南美洲、大洋洲等區域佔了三分之二。因此，此次招商團成員中，將有星國、日本、美國、加拿大、韓國、澳洲、歐洲、非洲、南美洲、大洋洲等區域的企業參加洽商、洽談、洽商等活動。

據悉，此次招商團成員中，包括星國、日本、美國、加拿大、韓國、澳洲、歐洲、非洲、南美洲、大洋洲等區域的企業，將分別與星國、日本、美國、加拿大、韓國、澳洲、歐洲、非洲、南美洲、大洋洲等區域的企業進行洽商、洽談、洽商等活動。此外，該團也將與星國政府官員、學術界、商界代表、媒體等，分別舉行說明會、洽商、投資、洽談、洽商等活動。

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青年日報 (2010.11.24)

合作發展數位產業 星國業者允諾投資5.5億

記者許博淳／綜合報導
 行政院經濟建設委員會主委劉憶如日前率團新加坡進行招商，經濟部也會同數位內容產業推動辦公室與台星兩地業者進行交流，最終兩國業者均對跨國合作共同開發兩岸及東南亞市場，表達高度合作興趣與意願，顯示海外招商對於促進產業投資已有初步成績。星方業者昨日承諾，至少對於我國數位內容產業將有新台幣五億元投資。

此次經建會辦理的新加坡招商團，除透過此次會談，希望透過招商說明會與廠商分組參訪，使得我國業者與新加坡廠商得以在招商平台上尋求合作機會，招商團同時安排各部會或業者於招商大會簡報台灣產業發展特色，與會星國業者均表收穫甚豐，對於我國與新加坡雙方產業發展情形與促進投資等具有指標性意義。

劉憶如：淡馬錫近期來台考察

台灣重回國際經貿投資圈

記者潘芳芳／台北報導
經建會結束2天赴新加坡招商行程，經建會主委劉憶如昨晚表示，淡馬錫與新加坡政府投資公司（GIC），對台灣遊戲、生技等具有成長爆發力產業，有高度的興趣。淡馬錫更打算近期來台考察，顯屬「台灣已回到國際經貿投資圈」。

經建會規劃，新加坡招商的六大主軸為生技及國際醫療、數位內容、綠色能源、都市更新、桃園國際航空城及觀光旅遊，全部依主軸分為四組進行參訪。經建會主委劉憶如昨晚

一抵台，立即向外界說明這次新加坡招商成果。

劉憶如表示，此行拜訪淡馬錫與GIC，對方認為台灣部分產業具有成長爆發潛力，例如遊戲產業或生技業，主要是因為台灣在區域中的經貿成長，可望動盪更大，因此對方認為值得來台考察。淡馬錫已口頭表示，將在近期親臨來台事宜。

另外，新加坡大型醫療集團一百匯公司，在亞洲各地包括大陸、馬來西亞與印度等，總計設有16家醫院，劉憶如表示，百匯副董事長Lin Cheek Feng相當關切

外人投資台灣醫院有關地產型態、股權控制、盈餘分配等法規。衛生署解釋，以財團法人成立的醫院屬於非營利機構，但社團法人醫院則可將盈餘分紅，另現行董事會外籍董事不得超過三分之一限制，日後依新法成立之醫院則可不受限制。

百匯公司在地產衛生署解釋後認為，台灣醫療投資環境逐漸改善中，將在12月中、下旬來台考察市場以及尋找策略夥伴。

同時，有2家醫療器材業者也在評估台灣投資環境與條件，將積極親臨來台尋找合作夥伴；而

生技醫藥廠商，則是期望透過國科會、聯合適當的投資夥伴。

劉憶如表示，這趟新加坡招商行程，了解到其實新加坡有許多業者，對台灣可象這停留在國內強項產業帶有資訊產業，但對方掌管實力緊強的生技醫藥，若能與數位內容等業者去作說明後，新加坡業者才發現，原來台灣具有許多國際競爭力的產業，同時也了解到，國內政府有許多政策扶持項目，例如，台灣生技飛機鑽石計畫，換言之，過去台灣不在國際投資環境圈中，這次再度「回到國際經貿投資圈」。



劉憶如

工商時報 (2010.11.25)

劉憶如：淡馬錫 很想投資台灣



赴星招商報佳音
近日來台考察，鎖定遊戲等爆發力強產業；醫療一哥擬在台蓋醫院。

【記者徐碧華／台北報導】經建會主委劉憶如昨（24）日返國，帶來赴新加坡招商的好消息：新加坡國營投資公司淡馬錫近期將來台考察，對於爆發力強的產業非常有興趣，例如遊戲產業；新加坡最大的醫療集團百匯12月也將來台考察。另外兩家新加坡上市器材公司已找到台灣合作夥伴。

另外，工業局推出，新加

坡公司將來台投資數位內容產業，投資額合計約5.5億元。

根據經濟部資料，新加坡今年1到10月對台直接投資7.874億美元，約合新台幣25億元。從數字看，這次赴新加坡招商成果是豐碩的。

劉憶如率政府官員、業者總計85人的龐大訪問團，22、23日拜訪新加坡業者、官方，並舉辦招商說明大會。

「新加坡媒體用龐大二字來形容我們。」劉憶如說，「新加坡非常注意我們與大陸簽了兩岸經濟協議（ECFA）」。

劉憶如說，新加坡注意到台灣非常具爆發力的產業，他們認為爆發力會來自ECFA的談判結果。例如他們看好台灣的數位內容產業，因為大陸對進口台灣的電影不設限。他們相信將來透過談判

經建會近期招商概況	
近期招商計畫	新加坡(2010.11)、印度(預定2011.2)
近期招商成果	<ul style="list-style-type: none"> 新加坡投資公司擬投資台灣遊戲業5.5億元 新加坡淡馬錫及新加坡政府投資公司有意考察台灣 新加坡百匯集團有意來台蓋醫院
資料來源	經建會 徐碧華／製表

也會對台灣的遊戲產業不設限。

她指出，新加坡政府投資公司（GIC）和淡馬錫控股對於投資台灣有高度興趣，都與遠東來台灣看看，淡馬錫近期就會來。GIC為新加坡政府主權財富基金，管理資產市值超過1,000億美元。淡馬錫為新加坡國營投資公司。

百匯集團對於來台開醫院很有興趣，劉憶如說，百匯在亞洲有16個國際的醫院，可以說，亞洲大概只有只有台灣未設據點。近期台灣將修改醫療法，讓醫院可以營利，股利可以匯出，聽到這新消息，百匯表示要來台考察。

經濟日報 (2010.11.25)

四、招商大會手冊

Invest in

Taiwan

Launching a golden decade

23 November 2010

Shangri-La Hotel, Singapore



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VI. Contact Information

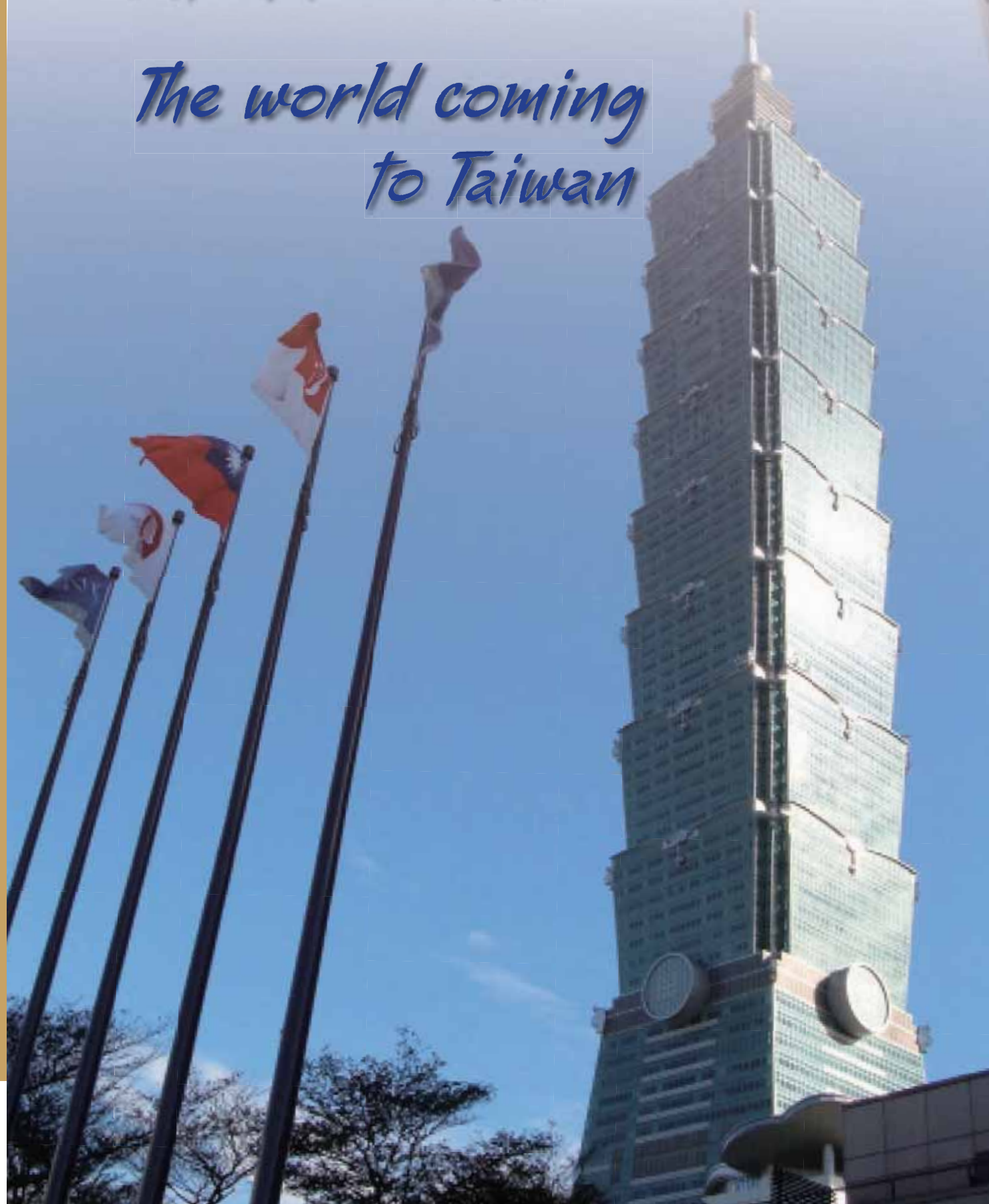
Appendix



Yushan (Mt. Jade), Taiwan—the highest peak in Northeast Asia.

*Taiwan going out
into the world*

*The world coming
to Taiwan*



Welcome Message

November 23, 2010

As we all recognize, the emerging economies have recovered from the 2008 global financial crisis, and generally marked quite remarkable economic growth this year. While Singapore may very well record the highest growth rate in the world for the year 2010, Taiwan's performance is also very impressive.

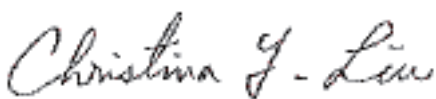
Based on our most recently released official statistics, the year-on-year growth in Taiwan's GDP for each of the first three quarters of this year was 13.59%, 12.86%, and 9.8%, respectively. Hence Taiwan's annual GDP growth rate for 2010 is now projected to be 9.98%.

Other than the high growth itself, another very encouraging piece of news is the change in the composition of the growth. While Taiwan's economic growth used to be mostly export-led for more than ten years before the 2008 financial crises, this year we evidenced domestic-led economic growth. For instance, domestic growth (including consumption, private investment, and government expenditure) contributed 69% of the yoy growth for Q2, and 94% and 86% of the yoy growth for Q1 and Q3, respectively; and the most noteworthy contribution was definitely from the increase in private investment.

Historically, Taiwan's private sector has always possessed superior "soft" forces stemming from the character of our people: innovation, agility, flexibility, friendliness, and diligence. The advantages of Taiwan's legal system, culture, workforce, medical care, technology, marketing and management have added, and will continue to add, to its economic vitality and transformational energy. In particular, Taiwan's prowess in the ICT industry is well grounded, its industrial supply chain is complete, and its business operations have a wealth of experience in diversification and globalization. Strategic leveraging of each of these "soft" forces is expected to facilitate the upgrading and transformation of Taiwan's "hard" forces as well, and will further provide the basis for creative new business models that meet modern needs.

Now is the time to use Taiwan's strengths to push for stronger economic growth. The greatly improved relationship between Taiwan and Mainland China in the past two years has provided a platform for reaching this goal. For example, following the opening of Taiwan to mainland tourists, and to direct flights in July 2008, the number of tourists coming to Taiwan this year from Mainland China has outranked that of all other economies. In addition, the number of direct cross-strait flights has increased from zero two years ago to 332 per week today. Furthermore, with the recent signing of the cross-strait Economic Cooperation Framework Agreement (ECFA), Taiwan is entering upon an unprecedented time of peaceful and mutually beneficial cross-strait relations and business opportunities.

That is why we have come here to tell you about our changes, and it is also our most sincere wish to invite you to find opportunities to co-operate with firms in Taiwan. We believe that through the process of contacting and evaluation, we can find more complementary aspects between our two economies, which we are sure will benefit us all.



Dr. Christina Y. Liu

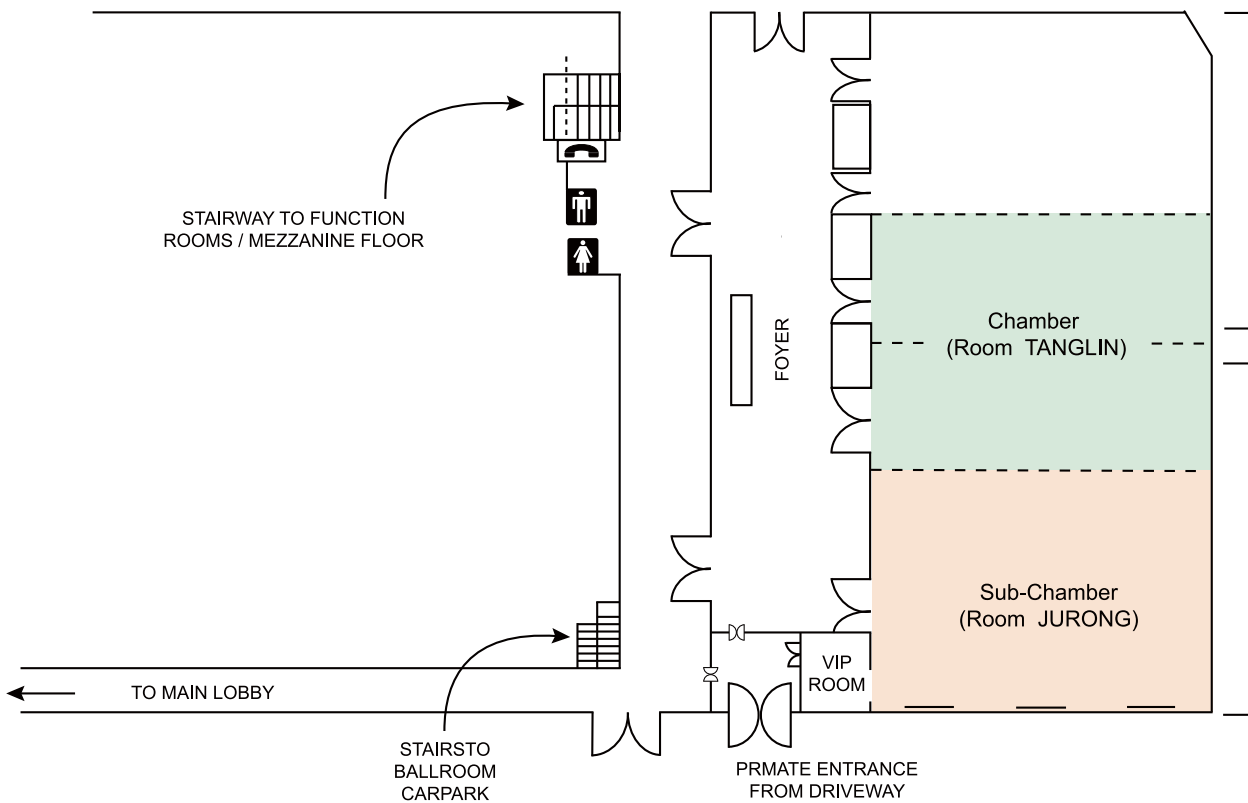
Chairperson, Investment in Taiwan Planning and Promotion Committee, Taiwan
Minister, Council for Economic Planning and Development, Taiwan

I. Program Agenda

Time	Agenda
08:30-09:00	Registration
09:00-09:15	Opening Remarks <ul style="list-style-type: none"> - Dr. Christina Y. Liu, Minister, Council for Economic Planning and Development - Ms Vanessa Shih, Representative, Taipei Representative Office in Singapore - Mr Samuel Tsien, Head of Global Corporate Bank, OCBC Bank
09:15-09:30	Keynote: Overview of Investment Opportunities in Taiwan <ul style="list-style-type: none"> - Dr. Christina Y. Liu, Minister, Council for Economic Planning and Development
09:30-10:10	Screening of “Invest in Taiwan” video (40mins) <ul style="list-style-type: none"> - Overview of Taiwan Investment Climate (10mins) - Introduction of the Flagship Projects (30mins)
10:10-10:30	Coffee Break (20mins)
	Chamber (Room TANGLIN)
10:30-12:00	Project Opportunities Presentation by private sector enterprises and local governments Part 1: 10:30~11:15 <ul style="list-style-type: none"> - Biotech - Medical Tourism - Digital Content Industry - Renewable Energy Q & A Part 2: 11:15~12:00 <ul style="list-style-type: none"> - Urban Renewal - Taoyuan International Aerotropolis - Tourism Q & A
09:00-12:00	Sub-Chamber (Room JURONG)
	Discussion and Consultation Service

II. Floor Plan

Singapore Shangri-La Hotel ISLAND BALLROOM



III. Flagship Projects

Flagship Projects	Responsible Agencies
I. Biotech and Medical Tourism	
1. Establishment of a Bio-Medical Devices Industrial Cluster in the Southern Taiwan Science Park	National Science Council
2. International Healthcare Park	Department of Health
3. Development of the Hsinchu Biomedical Science Park	National Science Council
II. Digital Content Industry	
1. Flagship Project of Digital Content Industry	Ministry of Economic Affairs
III. Urban Renewal and Taoyuan Aerotropolis	
1. Keelung Railway Station & Wharves W2 and W3 Urban-Regeneration Project (Unit 1)	Ministry of the Interior
2. Nangang Switchyard Urban Regeneration Project	Ministry of the Interior
3. Diamond of Tainan Urban Regeneration Project	Ministry of the Interior
4. Kaohsiung Harbor Railway Station Urban Regeneration Project (Unit 1)	Ministry of the Interior

Flagship Projects	Responsible Agencies
5. Development & Operation of a Commercial/Manufacturing Park in the HSR Taoyuan Station District	Ministry of Transportation and Communications
6. Land Development Project for Xinyi District (A25)	Taipei City
7. Land Development Project on Taipei Main Station District Parcel C1/D1	Taipei City
8. Chubei Hsienhua Bus Station BOT Construction Project	Hsinchu County
9. The BOT Project for No.8 Parking Lot in Chubei City	Hsinchu County
10. Hsinchu County Sports Campus Construction Transport Business Shifting BOT	Hsinchu County
11. Taiwan Knowledge-based Economy Flagship Park Project	Hsinchu County
IV. Tourism	
1. Subsidy Measures for Investing in the Tourism Industry	Ministry of Transportation and Communications
V. Renewable Energy	
1. Promoting Investment in the Manufacture of CIGS and Other Solar Cells in Taiwan	Ministry of Economic Affairs
2. Renewable Energy Electric Power Equipment Master Plan	Ministry of Economic Affairs

Part 1



Biotech and Medical Tourism

Establishment of a Bio-Medical Devices Industrial Cluster in the Southern Taiwan

Basic Project Information

1. Project Category :
i-Taiwan 12 Projects [Industrial Innovation Corridors]
2. Authority in Charge :
Southern Taiwan Science Park Administration (STSPA)
3. Project Overview
 - (1) Project Scope/Content
 - a. Project Scope
The project covers the following fields: Dental equipment systems, orthopedic medical devices, medical cosmetology devices or equipment, medical alloys, technological development of bio-medical devices with commercial potential, industrial talent training, and R&D platform establishment.
 - b. Project Content
The main objectives of the project are to enhance the quality of orthopedic medical devices and localize dental



and cosmetic surgery equipment, so as to reinforce or establish private brand image, expand the marketing range from the Asia-Pacific region to the global market and, ultimately, turn the Park into a special zone and a demonstration platform of the international bio-medical device industry.

c. Location

Primarily in the Southern Taiwan Science Park.

(2) Estimated Total / Private Investment Amount

NT\$5 billion.

(3) Estimated Business Opportunity and Return on Investment

Population aging is heightening the importance of the medical industry. The global medical device market is expected to grow 6.1% on average from 2006 to 2011, to reach US\$230 billion. Taiwan's medical device industry is mainly based on OEM/ODM, making mostly mid-level and low-end products. Even though its growth has been far outpacing the industry's global growth, Taiwan still holds just 1% of global market share. This indicates that there is considerable room for Taiwan to expand its medical device industry.

Investment Conditions

1. Project Period:

From 2009 to 2012.

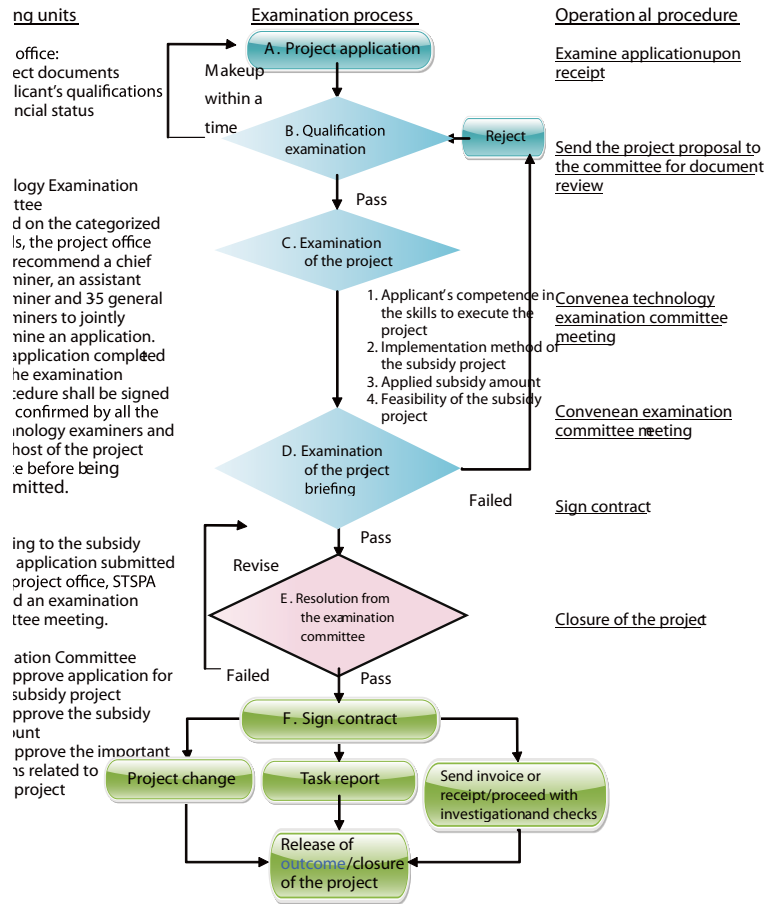
2. Qualifying Criteria for Applicant:

- (1) Public and private colleges and public research institutions
- (2) Companies established in accordance with the ROC Company Act, and which meet specified financial conditions
- (3) Juridical persons or non-profit corporations ("legal persons")

3. Support from Government

- (1) Tax preferences
- (2) Preferential rents for lease of land and factory buildings
- (3) The provision of subsidies as governed by the Directions for the Provision of Subsidies for the Project to Establish a Bio-Medical Devices Industrial Cluster in the Southern Taiwan Science Park.

Application Procedure and Schedule



Contact Window Information

1. Contact Agency: Southern Taiwan Science Park Administration
2. Contact Persons
 - Tseng, Chun-Chih – Officer
 - Weng, Chen-Jui – Associate researcher
3. Position : Officer and associate researcher
4. Phone: (06)5051001-2112, 2188
5. E-mail :tsc1001@stsipa.gov.tw
rayweng@stsipa.gov.tw
6. Website for more detailed project information: www.ksmd.org.tw

Part 1



Biotech and Medical Tourism

International Healthcare Park

Basic Project Information

1. Project Category

- (1) The Six Emerging Industries[Health Care] .
- (2) The Key Service Industries[Internationalization of Medical] .

2. Authority in Charge: Department of Health (DOH).

3. Project Overview:

(1) Project Scope/Contents:

The International Healthcare Park must be comprised of (1) hospitals that specialize in providing international medical services (accommodating 200 beds in principle), (2) hotels (at least of 4-star rating). The investment team has autonomy in planning ancillary software and hardware facilities.

(2) Estimated Total / Private Investment Amount:

The investment must be least NT\$2 billion.

(3) Estimated Business Opportunity and Return on Investment:

Globalization has accelerated the internationalization of services and increased the diversity of trade in services. Since the term and concept of “medical tourism” was introduced and

officially defined in the past decade, there have been high expectations for the growth of the medical services industry in countries providing medical tourism services. It has been predicted that worldwide spending on medical tourism services could reach US\$40 billion in 2010.

Taiwan has a reputation for excellence in the delivery of medical services, but is behind in the development of international medical services. With the big improvement in cross-strait relations since 2008, the high demand for medical services in the mainland, and the absence of any language barrier, Taiwan has a niche opportunity to develop medical services targeted at mainland Chinese. At the same time, it can also tap into overseas Chinese communities around the world to create an effective network for boosting the business potential of this industry.

Investment Conditions

1. Location Conditions:

- (1) Land use zoning: Not restricted; but non-agricultural land and land that can be approved in the short-term for medical-services use will be considered first.
- (2) Area: Must be at least 6 hectares in total area.
- (3) Other Conditions:
 - a. Accessibility: Located within close proximity to airport, ports, or major transit terminals that offer convenient transportation.
 - b. Tourist spots: Located at or near tourist spots.
 - c. Medical resources: Appropriate (neither excessive nor deficient) level of existing medical resources in the intended region of investment.

2. Scope and Duration of Concession Rights:

- (1) Concession rights: Prospective investors shall form a team to obtain the land first and then, in accordance with the provisions of Article 14 of the Medical Care Act, submit the application to the local health bureau for approval by the DOH to obtain the permit to operate as a designated medical services provider.
- (2) Permit expiry: There is currently no expiry date.

3. Scope and Requirements of Undertaking by Private Entities:

- (1) Scope of Undertaking



- a. Construction of the international medical services hospitals and hotels;
 - b. Construction of ancillary facilities;
 - c. Operation of the International Healthcare Park
- (2) Undertaking requirements
- a. Required industry type: No specific requirements. Cross-industry alliances are encouraged. However, the management team shall be comprised of persons experienced in managing a health care organization and shall work collaboratively with local health care organizations.
 - b. Operational requirements: International medical care hospitals shall provide medical care to foreign patients and high-quality tourism health checkups, and must submit operating plans. They are not allowed to become NHI contract hospitals.
4. Qualifying Criteria for Applicants:
- The application for this project is open to both single entities and business alliances. However, it is a requirement that the management team be comprised of members experienced in the management of health care institutions and must be allied with local medical service institutions.
5. Support from Government
- A draft amendment of the Medical Care Act will allow medical institutions dedicated to providing international medical services to be set up as companies. However, since there is still insufficient consensus on the draft, further negotiation may be needed before the amendment can be passed into law. Prior to revision of the act, an international medical service hospital may still be incorporated as either a private hospital or hospital of a medical care corporation.
6. Other Related Information: none

Procedure and Schedule

Applications will be accepted and processed on an individual basis. Under normal circumstances, assessment shall be finalized within three months of the submission date. Upon obtaining a permit from the DOH, investors may complete the requisite procedures for environmental impact assessment, soil and water preservation, and land use alteration.

Contact Window Information

1. Contact Agency: Department of Health, Executive Yuan
2. Contact Person: Chiung-hui Fang
3. Position: Clerk
4. Phone: 02-8590-6621
5. E-mail: mdhuizi@doh.gov.tw
6. Website for more detailed project information: N/A

links up with Provincial Highway 1 just a short distance to the west. (See map below.)

The land at TOP is being leased by the Tainan County Government from the Taiwan Sugar Corporation. An orchid grower submits a tenancy application to the Tainan County Government and once the application is approved it enters into a tenancy agreement and moves in. The lease price is calculated as follows: publicly announced land price x 4.5% x 1.05(price including tax). In addition, a tenant also pays a management fee.

Investment Conditions

1. Scope and Duration of Investment Rights: An approved investor may build an agricultural facility and receive a permit to operate it for a renewable term of 15 years.
2. Scope and Requirements of work by Private Entities:
Phase II and III areas and building agricultural facilities.
3. Qualifying Criteria for Applicants:
 - (1) Firms intending to engage in breeding, propagation, or cultivation of orchids: A firm that holds a registration certificate for seed and seedling business must furnish the license at the time of application. A firm that does not hold a registration certificate for seed and seedling business must furnish the Tainan County Government with a registration certificate for seed and seedling business within two months after it obtains a license for use of built agricultural facilities.
 - (2) Firms intending to do business in supplies, equipment, or logistics: Such a firm must show proof that it has completed both incorporation and business registration.
4. Support from Government:
The Tainan County Government processes tenant applications and provides related services, including provision of required plantation infrastructure.
5. Other Related Information: None

Part 1



Biotech and Medical Tourism

Hsinchu Biomedical Science Park

Basic Project Information

1. Project Category: i-
Taiwan 12 Projects (Industrial Innovation Corridors)
Six Emerging Industries (Biotechnology)
2. Authority in Charge: Science Park Administration
3. Project Overview

(1) Project Scope/Content/Location:

Hsinchu Biomedical Science Park (HBSP) symbolizes the Taiwan government's commitment to developing a world-class innovation and incubation base for the biomedical industry. HBSP is strategically located in Hsinchu County in northern Taiwan. Situated inside the world-renowned Hsinchu Science Park, it enjoys excellent transport links, and is surrounded by some of Taiwan's most prestigious universities and research institutions. It is within walking distance of the Hsinchu High Speed Rail station, and only 30 minutes away from Taipei, Taichung and Taoyuan International Airport.

Occupying an area of 38.1 hectares, the park is designed to



play a lead role in fostering Taiwan's biomedical industry. The park will house the HBSP Hospital, biomedical R&D centers, and an incubation center. It will have facilities for the conduct of clinical trials, translational medicine, innovative research, clinical trial cooperation and legal consultancy, and seed business planning services. In addition, the Biotech Building inside the park will offer 36 rental units for biomedical companies at reasonable rents, offering ready-to-use space for laboratory-based R&D activities.

HBSP not only furnishes ideal conditions for the development of biotech enterprises, but also provides a platform for cross-disciplinary collaboration and a comprehensive training system for biomedical companies in the park.



Land Allocation of the Hsinchu Biomedical Science Park

- (2) Estimated Total/Private Investment Amount:
Approximately NT\$1.8 billion over 5 years from 2009.
- (3) Estimated Business Opportunity and Return on Investment:
To support the development and growth of Taiwan's biomedical industry,

HBSP is dedicated to strengthening the industrial value chain from basic research, clinical trials and product/process development to manufacturing. With the synergy of resource sharing, knowledge exchange, and clinical research networks, HBSP will pave the way for biomedical companies' future success.

Investment Conditions

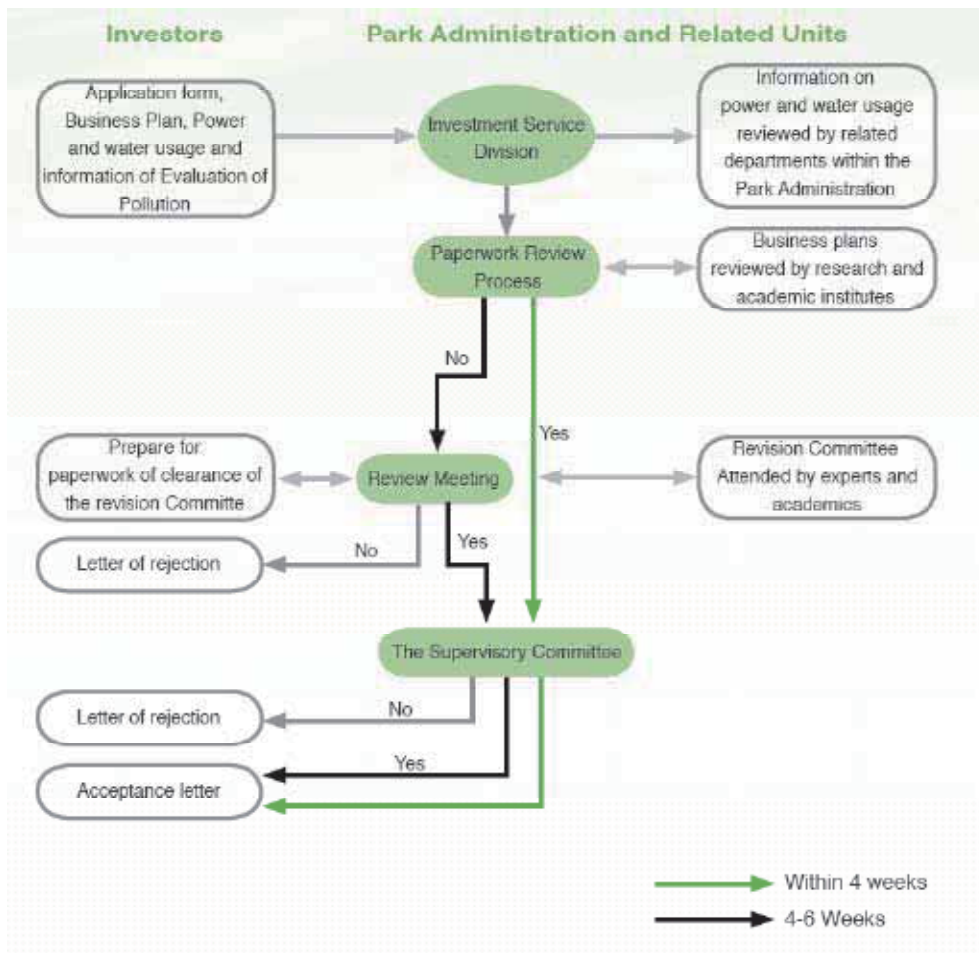
1. Qualifying Criteria for Applicants:

The targeted investors are firms developing and making new drugs and advanced medical devices. "New drugs" include drugs with new ingredients, new therapeutic effects or new administration methods, as verified by the central competent authorities. "Advanced medical devices" include Class II or Class III medical devices, as stipulated in the Regulations Governing the management of Medical Devices.

Contact Window Information

1. Contact Agency: Science Park Administration
2. Contact Person: Cecilia Lee
3. Position: Section Chief
4. Phone: 03-5773311ext 2210
5. Email: cecilia@sipa.gov.tw
6. Website for more detailed project information: www.hbmosp.sipa.gov.t

Application Procedure and Schedule



Part 2



Digital Content Industry

Digital Content Industry Development Flagship Project

Basic Project Information

1. Project Category:
"Six Emerging Industries" and "Key Services Industries"
2. Authority in Charge:
 - (1) Directive Ministry: Ministry of Economic Affairs
 - (2) Host Institute: Industrial Development Bureau, MOEA
3. Project Overview
 - (1) Project Scope/Content:
 - a. The Integration and development of industrial parks: Integration of existing Digital Content Industry Centers: The Digital Content Industry Development Centers are mostly concentrated in Greater Taipei Area and Kaohsiung Software Technology Park at present.
 - The regional industry cluster is formed by the existing Science Parks, which are connected in the adjacent vicinity. For example, the Science Parks in Greater Taipei area and the Kaohsiung Software Technology Park is in series

connection in respectively with the industry bases of Digital Game, Computer Animation, Digital Publication and Archive, e-Learning, and Digital A/V in the same vicinity to form cooperation and labor specialization within the industrial value chain.

- The emerging digital content industrial parks development:

In order to create digital content industry development environment, the Industrial Development Bureau is working with Taipei City and Taipei County Government to assess and estimate the available land including the public owned land designated for the development of specific industry zone. These land reserved for school construction not being needed can be use for the new emerging Digital Content Industrial Park development, which will attract more Digital Content vendors to move in and invest further.

- b. Investment-Recruitment and Residence Service:

- Services for prospective domestic and international investors:

The invitation and reception service is offered to tender major international and domestic investors in the field of Digital Game, Computer Animation, Digital Publication and Archive, e-Learning, and Digital A/V. The enquiry service will include investment consultation and incentive policy introduction, etc.

- Services for entry & residence:

Through innovative incubation assistance with the integration of industry and academia resources to nourish and training digital professional talents for the development of new base as Asia-Pacific Digital Entertainment Industry Center. The Residence Assessment and Review Committee consists of representative from industry, government, academia and research institutes will be responsible for the residence assessment process to evaluate, guide and assist the qualified residence station in Industrial Park.

- (2) Estimated Total/Private Investment Amount:

The estimated project is approximately at the scale of NTD 10 billion.

(3) Estimated Business Opportunity and Return on Investment:

The Digital Content Industrial Park will recruit enterprises in Digital Game, Computer Animation, Digital Publication and Archive, e-Learning, and Digital A/V to move in as residence. The estimated annual revenue generated should reach over NTD 5 billion. The related business revenue in the future brought by the Digital Content Industrial Park following the impact of cluster efficacy will be growing even faster, in which the estimated investment return at least will reach 200-300%.

Information for Investors

1. Location Conditions: Taipei City /Taipei County /Kaohsiung City
2. Scope and Duration (2) Investment Incentive measures (e.g. financial loan assistance, tax incentive etc.)
 - i. Central government related land lease and tax reduction measurement.
 - a. Tax exemption for business inside the park

Enterprises located in the park will be exempted from the following taxes:

 - Import duty, commodity tax and business tax on imported machinery and equipment for own use.
 - Exemption from stamp duty with respect to the acquisition of newly-built standard factory buildings and buildings acquired from the park administration.
 - Business income tax reduction/exemption
 - b. Business profit income tax reduction
 - c. Residence house tax reduction by half
 - d. Other lease tax reduction or tax exemption reward for specific innovative industry statue
 - e. Land lease reduction measure (e.g. 006688 measure)
 - ii. Provincial government investment reward incentive acts includes house interests subsidization, house tax subsidization etc.



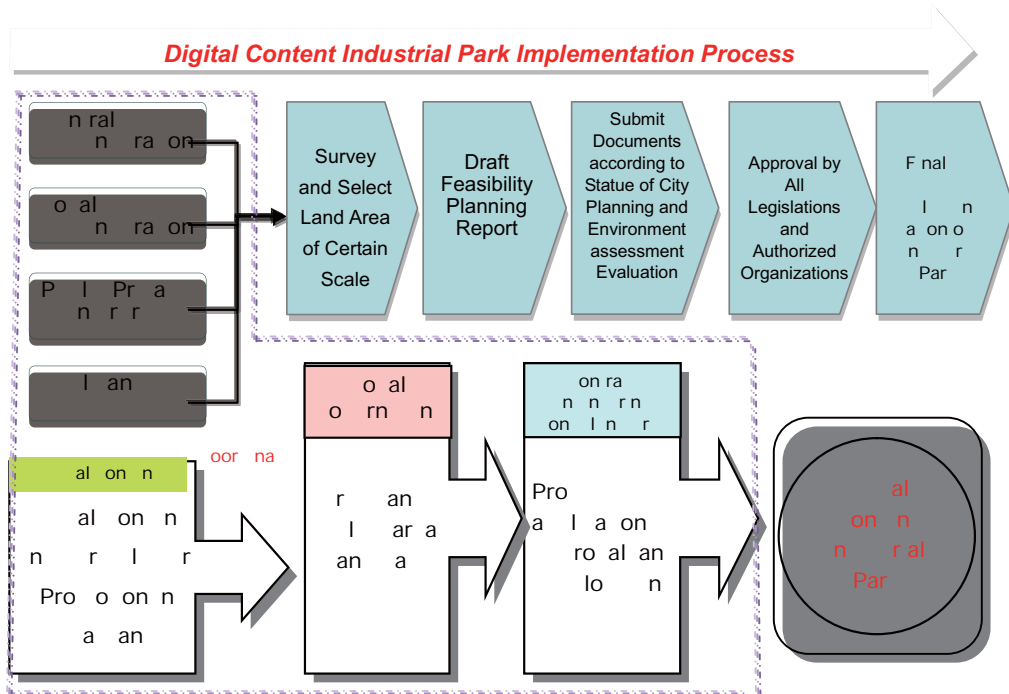
6. Other Related Information: none

Contact Window Information

1. Contact Agency: Industrial Development Bureau, MOEA
2. Contact Person: Jing-Chin Lin, Chien-Fang Chu
3. Positions: Jing-Chin Lin, Senior engineer ; Chien-Fang Chu – Researcher
4. Phone: +886 2 2754 1255 ext.2242 or ext.2245
5. Email: jclin@moeaidb.gov.tw cfchu@moeaidb.gov.tw
6. Website for more detailed project information: <http://www.cepd.gov.tw/>

Procedure and Schedule

In accordance with the provisions of the industry establishment statute, the application procedure and the schedule of the industry park implementation process shown as Figure 3. The land use obtaining, planning, and building construction will be completed in 3 to 5 years.



Part 3



Urban Renewal and Taoyuan Aerotropolis

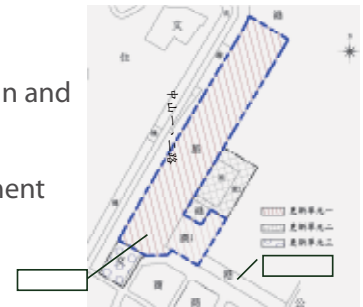
Keelung Railway Station & Wharves W2 and W3 Project (Renewal Unit 1)

Basic Project Information

- 1. Project Category: i-Taiwan 12 Projects [Urban and Industrial Zone Renewal]
- 2. Authority in Charge: Keelung City Government
- 3. Project Overview

(1) Project Location/ Scope/Content:

- A. the project site is located in the Keelung Railway Station area and Wharves W2 and W3. The renewal unit 1 contains the harbor area (60,900m², superficies area) and the plaza (9,360m²).
- B. The project involves the creation of a new city center of commerce and tourism. It combines infrastructure (the railway station, an inter-city transportation hub, a city bus station, a shipping transportation center and plaza) with commercial and tourism functions to enhance





redevelopment of neighboring shopping areas and to stimulate local tourism and the local industrial economy.

- (2) Private Investment Amount: NT\$10.9 billion.
- (3) Estimated Business Opportunity and Return on Investment:
 - A. Estimated Business Opportunity:
 - Convenient transportation about 30-40 minutes from Keelung to Taipei by car.
 - Located in the transportation hub of Keelung and beneath Keelung Harbor and the center of the city.
 - Good potentialities of waterfront recreation and commerce management.
 - B. Return on Investment: Operation of a shopping mall, a tourist hotel and scenic residential housing.
 - C. Estimated investment return rate: 7%.

■ Investment Conditions

1. Scope and Duration of Concession Rights:
 - Creation of superficies for 50 years.
2. Scope and Requirements of Undertaking by Private Entities:
 - (1) Drafting a detailed plan (covering renewal units 1, 2 and 3).
 - (2) If applications approval of soil and water preservation, environmental impact assessment, urban renewal assessment, urban design assessment, and traffic impact assessment, etc, are required, these should be conducted and paid for by the contractor.
 - (3) Constructing the following infrastructure around Keelung Railway Station:
 - a shipping transportation hub of Keelung Harbor Bureau;
 - parking and waiting space for city buses
 - a road exclusively for public transportation
 - a inter-city freeway bus transportation hub
 - a plaza and related facilities for the yacht harbor
 - a skywalk and sidewalk to separate movement of pedestrians and vehicles across public space

- preservation of space of the light rail transit system.

- (4) Inviting a foreign architect to participate in the project.
- (5) Applying for a construction permit within one month after the completion of the superficies procedure. The contractor shall commence construction within 6 months after the construction permit is issued, and apply for a usage permit within 4 months after the construction commences.
- (6) The contractor must coordinate with the Railway Reconstruction Bureau to match the plan for the southward relocation of Keelung Railway Station.

3. Qualifying Criteria for Applicants:

- (1) General Criteria: Applicants must be corporations duly established according to the Company Act. A bid may be tendered by a single corporation or a group of corporations.

- (2) Competence:

- A. Applicants must have experience of harbor, transportation center, or large-scale real estate investment/development.

- B. Financial Status:

- (A) Paid-in capital

- a single-company applicant shall have paid-in capital of at least NT\$0.5 billion;
- a group of companies shall have paid-in capital amounting to at least NT\$0.5 billion, with the lead enterprises having paid-in capital of at least NT\$0.2 billion.

- (B) Applicants must provide details of business income tax payment in the latest tax year.

- (C) Applicants must not have any instance of defaulting on financial liabilities recorded against them during the last three years.

4. Support from Government:

- (1) Drawing up urban renewal plan (master plan), defining renewal area, and promulgating regulations required for implementation.
- (2) Carrying out the construction of Zhongshan 1st Rd and Zhongshan 2nd Rd, and adjusting the road width in accordance with the Keelung Railway

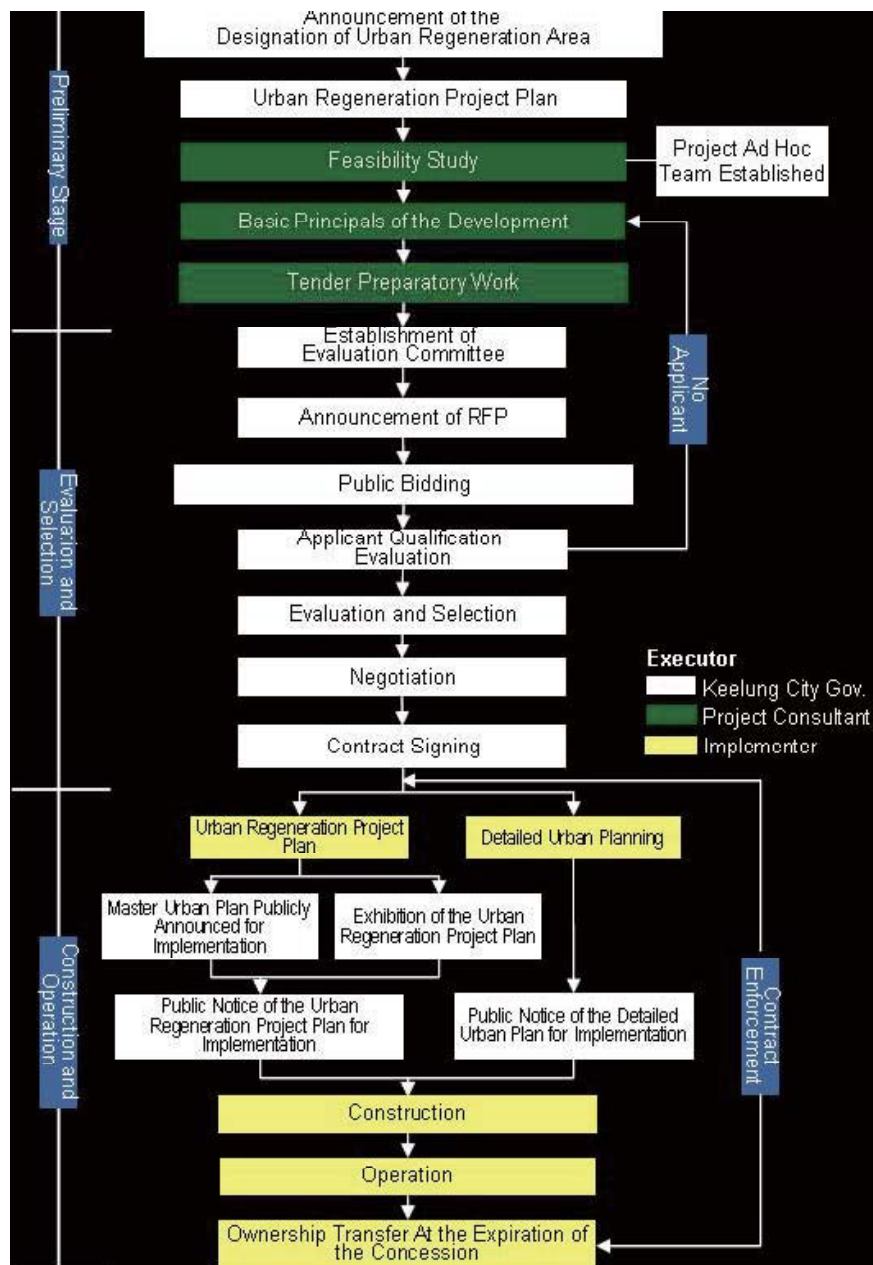
Station relocation plan.

- (3) Acquiring the private land in the project site.
 - (4) Carrying out the relocation of Keelung Railway Station.
 - (5) Consigning the ownership of existing buildings to the contractor for demolition within one month after the contractor obtains a temporary facility usage license.
 - (6) Helping the contractor apply for loans and tax breaks.
5. Other Related Information: N/A.

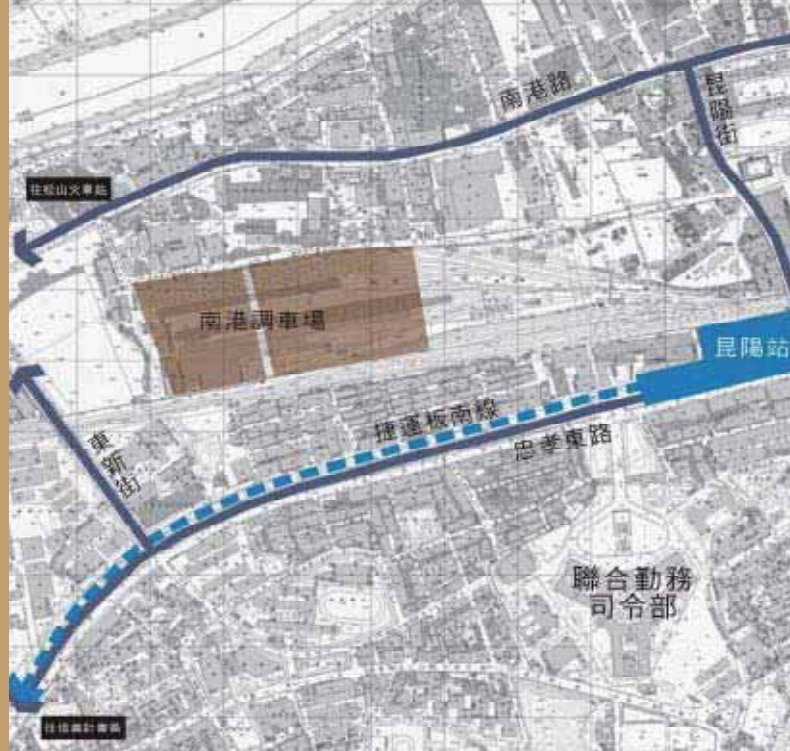
■ **Contact Window Information**

1. Contact Agency: Keelung City Government
2. Contact Persons: Ling Jia-bin; Lin Chia-hui.
3. Positions: Section chief; technician.
4. Phone: 886-2-24283596
5. Email: KL033@mail.klcg.gov.tw; kud2@mail.klcg.gov.tw
6. Website for More Detailed Project Information:
<http://www.klcg.gov.tw/urban/index.jsp>.

Application Procedure and Schedule



Part 3



Urban Renewal and Taoyuan Aerotropolis

Nangang Railyard Project

Basic Project Information

1. Project Category: i-Taiwan 12 Projects [Urban and Industrial Zone Renewal]
2. Authority in Charge: Taiwan Railways Administration
3. Project Overview

(1) Project Location/ Scope/Content:

- Located in Nangang District of the south-east side of Taipei City, between Zhongxiao East Road, Dongxin Street and Nangang Road.
- Total plot area is 5.43ha, all state-owned.
- Will be converted to commercial zone (B) in the future. Building coverage ratio: 55%. Floor area ratio: 300%. The site is intended for development as the Nangang business center, providing business and retail services, and





incorporating open spaces to constitute part of the Taipei City Green Belt.

(2) Estimated Total/Private Investment Amount: NT\$11 billion.

(3) Estimated Business Opportunity and Return on Investment:

1. Estimated Business Opportunity: Nangang District contains numerous major facilities and parks such as the Nankang Exhibition Hall, Nankang Software Park, and Nankang Economic & Trade Park, and has gradually developed into a hub of knowledge-based industry.
2. Return on Investment: The evaluation report is currently under preparation, so no estimated ROI can be provided as yet.

■ Investment Conditions

1. Scope and Duration of Concession Rights:

- (1) Creation of superficies. The project implementer is to be evaluated and selected by Taiwan Railways Administration.
- (2) No further information about the duration of concession rights is provided because the project is still in the evaluation process.

2. Scope and Requirements of Undertaking by Private Entities:

The project shall be carried out in accordance with the development concept and tender documents.

3. Qualifying Criteria for Applicants:

No further information about the qualifying criteria for applicants is provided because the project is in the evaluation process.

4. Support from Government:

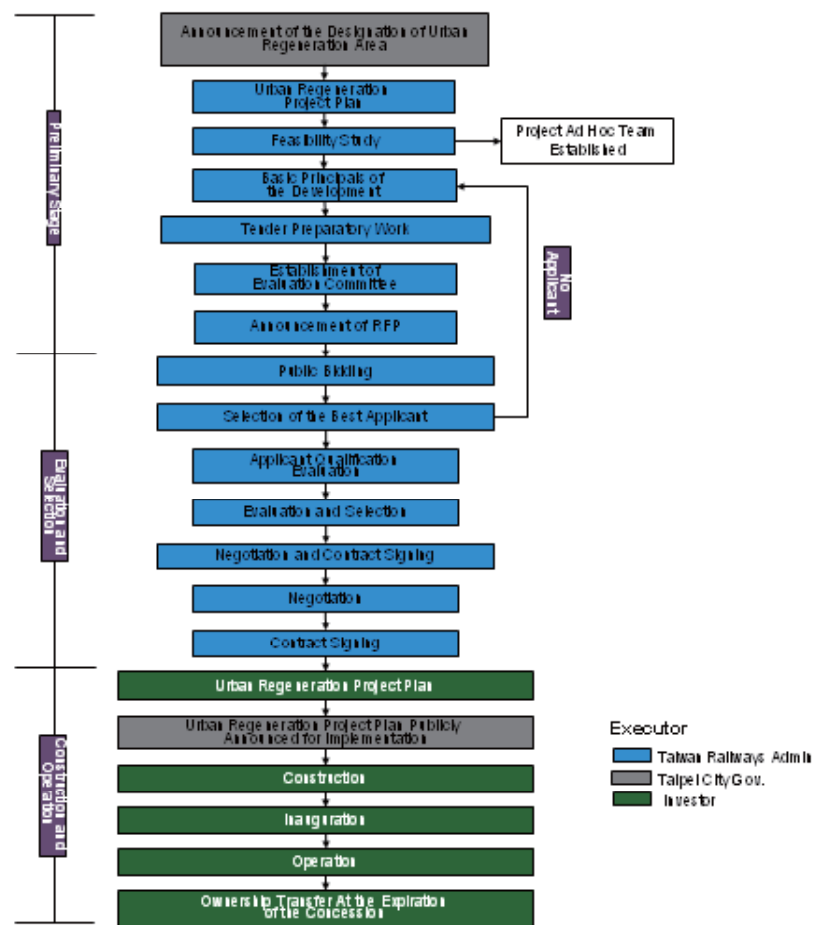
- (1) Taiwan Railways Administration will evaluate and select an implementer.
- (2) The competent authorities will amend the urban plan according to need.
- (3) The government will provide assistance with the building of public facilities.

5. Other Related Information:

No further information is provided.

Application Procedure and Schedule

Taiwan Railways Administration announced the invitation to tender for superficies on August 2, 2010. The project implementer is expected to be selected in December 2011.



Contact Window Information

1. Contact Agency: Taiwan Railways Administration
2. Contact Person: Jheng cun, Liou
3. Position: Junior Engineer
4. Phone: 886-2-23815226#3735
5. Email: tr702785@msa.tra.gov.tw
6. Website for More Detailed Project Information: None.

Part 3



Urban Renewal and Taoyuan Aerotropolis

Tainan Canal Starlight Project

■ Basic Project Information

1. Project Category: i-Taiwan 12 Projects [Urban and Industrial Zone Renewal]
2. Authority in Charge: Tainan City Government
3. Project Overview
 - (1) Project Location/Scope/Content:
 - A. Location: West Central District, Tainan City, adjacent to the Tainan Canal.
 - B. Site area: 10.85 ha, with 10.82 ha for sale.
 - C. The project is for the development of tourism, recreation and residential facilities, to connect Anping Harbor with the National Historical Park.
 - (2) Estimated Total/Private Investment Amount: NT\$17.8 billion.
 - (3) Estimated Business Opportunity and Return on Investment:
 - A. Estimated Business Opportunity: Canal Starlight is close to both the Tainan Canal and the downtown commercial area. It is also a rare site of undeveloped land with precious riverbank space in the town center. Its features and

potential include as follows:

- excellent environmental conditions;
- clearly established property rights;
- located on planned route of the Tainan Light Rail Transit system, close to one of the planned stations.

B. Return on Investment: 24.19%

■ Investment Conditions

1. Scope and Duration of Concession Rights: To sell by tender
2. Scope and Requirements of Undertaking by Private Entity:
 - (1) The developer shall be responsible for designating the renewal units.
 - (2) The developer shall build facilities for tourism, leisure, culture and living, to create a world-class waterfront shopping, tourism and residential zone that meets all the infrastructural specifications of Tainan City waterfront planning.
 - (3) The developer shall submit the Urban Renewal Business Plan and detailed project plans for review and approval by the authority in charge. The developer shall bear all related costs of demolition, design and construction for the project area and public facilities within it.
 - (4) The developer shall bear the cost of purchasing land for the project.
 - (5) The developer shall bear the development and donation of public facilities
3. Qualifying Criteria for Applicants:
 - (1) General Criteria:

Applicants must be corporations duly established according to ROC law. A bid may be tendered by a single corporation or a group of corporations.
 - (2) Competence:
 - A. A single-company applicant shall have paid-in capital of at least NT\$300 million; a group applicant shall have combined paid-in capital amounting to at least NT\$500 million, with the lead enterprise having paid-in capital of at least NT\$200 million.

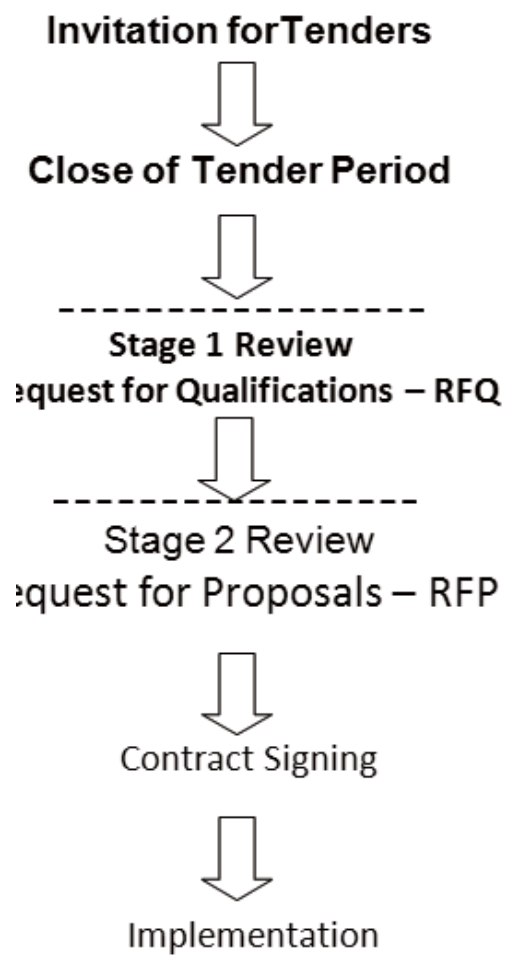
- B. The single company or enterprise league's own fund should not less than 20% in the latest 1 year.
 - C. Applicants must not have any instance of defaulting on financial liabilities recorded against them during the last three years.
4. Support from Government:
- Carrying out the relocation of and land exchange with Jincheng Junior High School and Sin-Nan Elementary School
 - Widening Fuqian 1st Street
 - Building a bridge over the canal
 - Granting parking priority rights to the operator.
 - Promulgating canal management regulations
 - Carrying out plans to promote tourism plans and augmenting transport facilities
 - Assisting the coordination of existing pipelines.
5. Other Related Information: None.

■ Contact Window Information

1. Contact Agency: Department of Urban Development, Tainan City Government
2. Contact Person: Chuang Wu-Shiung
3. Position: Associate Technical Specialist
4. Phone: 886-6-390-1115
5. Email: gary8903@mail.tncg.gov.tw
6. Website for More Detailed Project Information:
<http://visions.myweb.hinet.net/investindiamond/AllFrameset.html>

■ Application Procedure and Schedule

Tender date: 30th June 2011



Part 3



Urban Renewal and Taoyuan Aerotropolis

Kaohsiung Lingang Railway Project (Renewal Unit 1)

Basic Project Information

1. Project Category: i-Taiwan 12 Projects [Urban and Industrial Zone Renewal]
2. Authority in Charge: Kaohsiung City Government
3. Project Overview
 - (1) Project Location/Scope/Content:
 - Located at the north of Kaohsiung Harbor and close to Sizihwan MRT Station.
 - Total area of site is 1.83 hectares. It is state-owned and administered by Taiwan Railways Administration and Kaohsiung Harbor Bureau.
 - (2) Estimated Total/Private Investment Amount: NT\$8 billion.
 - (3) Estimated Business Opportunity and Return on Investment:
 - Estimated Business Opportunity: Outstanding view of Kaohsiung Harbor and Mt. Shoushan, with excellent potential for tourism development.

2. Return on Investment: The operation of a shopping mall, hotels and seaview residential accommodation. The estimated investment return rate is 10%.

Investment Conditions

1. Scope and Duration of Concession Rights:
Creation of superficies for 50 years.
2. Scope and Requirements of Undertaking by Private Entity:
 - (1) Developer shall be responsible for site planning, applications for urban renewal and urban design, traffic impact assessment, environmental impact assessment, planning permission, and construction, and overall costs of the prescription of superficies.
 - (2) Developer shall pay land rent to the land administration authority.
 - (3) Developer shall bear all costs of development except the costs of drawing up the development concept and conducting the tender process. Developer shall bear the costs of design, supervision, structural engineering, electrical engineering, fitting out works, landscape engineering, project management, compensation for demolition, land survey, interest, taxes, etc.
 - (4) Developer shall pay administrative costs to Kaohsiung City Government at the time of signing the contract
 - (5) The Urban Renewal Business Plan and construction shall be implemented according to contract
 - (6) Planning, design and construction shall be carried out in accordance with applicable laws and regulations governing construction adjacent to mass transport facilities, commercial ports, and tree preservation.
3. Qualifying Criteria for Applicants:
 - (1) General Criteria: Applicants must be corporations duly established according to the laws of the Republic of China. A bid may be tendered by a single corporation or a group of corporations.
 - (2) Competence:
 - A. The applicant must have experience real estate investment or development, amounting to at least NT\$1 billion and with documentary proof thereof.



- B. A single-company applicant shall have paid-in capital of at least NT\$300 million; a group applicant shall have combined paid-in capital amounting to at least NT\$500 million, with the lead enterprise having paid-in capital of at least NT\$200 million.
- C. Applicants must provide details of business income tax payment in the latest tax year.
- D. Applicants must not have any instance of defaulting on financial liabilities recorded against them during the last three years

4. Support from Government:

- (1) Kaohsiung City Government will complete the Urban Renewal Business Plan procedure and issue a construction license.
- (2) The National Property Administration under the Ministry of Finance will carry out a land survey within one month after the contract signing. Land survey and registration costs shall be borne by the developer.
- (3) The National Property Administration under the Ministry of Finance will complete the procedure for granting rights of superficies and land registration within one month after approving the Urban Renewal Business Plan.
- (4) The National Property Administration under the Ministry of Finance will be responsible for operations management, the costs of which shall be borne by the Taiwan Railways Administration and the Kaohsiung Harbor Bureau.
- (5) The National Property Administration under the Ministry of Finance, the Taiwan Railways Administration and the Kaohsiung Harbor Bureau shall be responsible for obtaining the conversion of public use property into non-public use property where required.
- (6) The Kaohsiung City Government, the National Property Administration under the Ministry of Finance, the Taiwan Railways Administration, and the Kaohsiung Harbor Bureau shall provide the developer with all necessary assistance and documentation as is within their power and ability to provide, with the costs thereof to be borne by the developer.
- (7) The competent authorities shall help the developer to apply for loans and tax preferences.

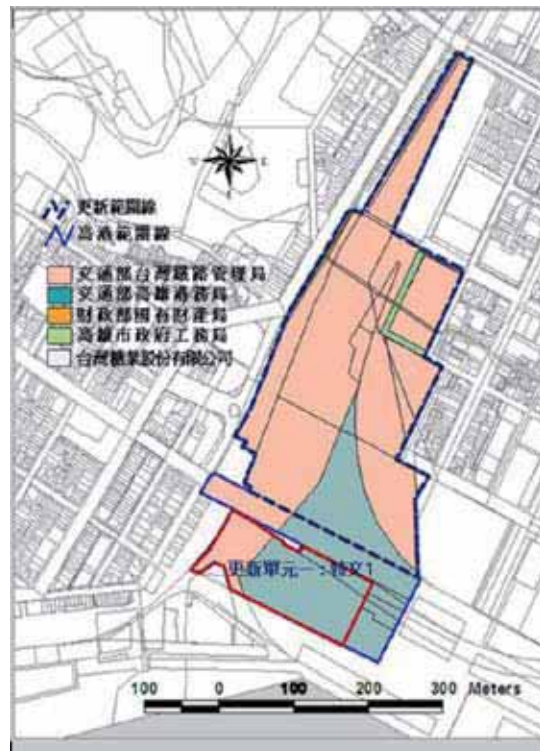
5. Other Related Information: None.

Application Procedure and Schedule

Bidding for the project is expected to take place in October 2010.

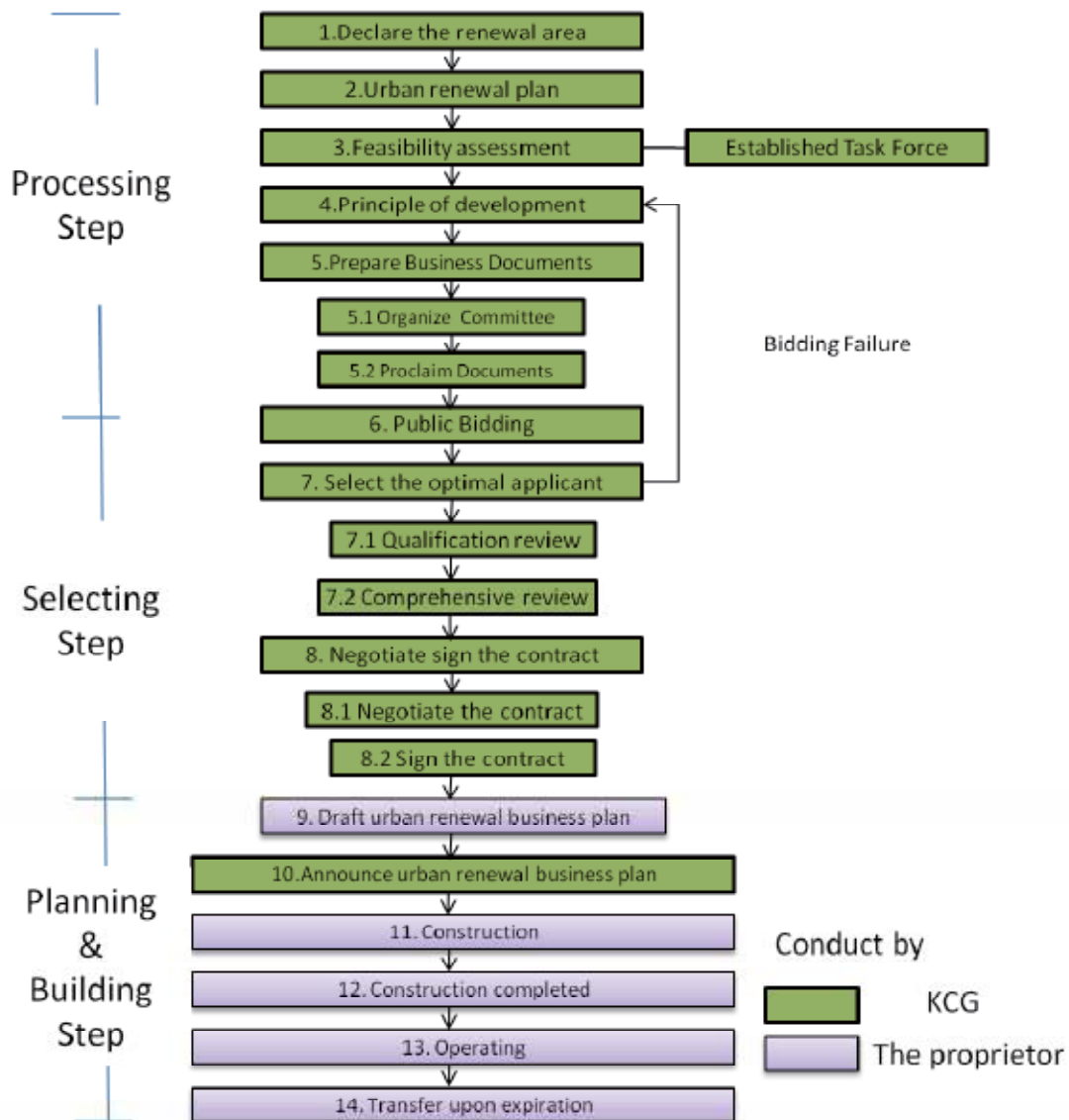
Contact Window Information

1. Contact Agency: Urban Development Bureau, Kaohsiung City Government
2. Contact Person: Chi-Huang Hu
3. Position: Junior Engineer
4. Phone:886-7-3368333#3532
5. Email: shadew@kcg.gov.tw
6. Website for More Detailed Project Information: None.





Application Procedure and Schedule



Part 3



Urban Renewal and Taoyuan Aerotropolis

Development & Operation of a Commercial/Manufacturing Park in the HSR Taoyuan Station District

■ Basic Project Information

1. Project Category: A. i-Taiwan 12 Projects [Taoyuan Aerotropolis]
2. Authority in Charge: Bureau of High Speed Rail, MOTC
3. Project Overview

(1) Project Scope/Content/Location:

HSR Taoyuan Station District is about 10 km from Taoyuan City center, 7 km from Zhongli City, and 6 km from Taiwan Taoyuan International Airport, which is Taiwan's primary air gateway. The total plot size of the park is approximately 22 hectares, and all of the site's public utilities and infrastructure have been well-established. This project is regarded as the pilot plan for the Taoyuan Aerotropolis project.

With the implementation of the Taoyuan Aerotropolis project plus the newly-signed Economic Cooperation Framework Agreement (ECFA) between mainland China and Taiwan, this area should become a key investment zone for businesses seeking entry to the mainland market.



(2) Estimated Total/Private Investment Amount:

About NT\$10 billion.

(3) Estimated Business Opportunity and Return on Investment:

A. Business Opportunity:

Transnational corporation headquarters and regional logistics centers, as well as supporting businesses such as shopping malls, hotels, exhibition centers, and medical tourism facilities. Estimated annual revenue to reach approximately NT\$3.4 billion.

B. Return on Investment: Approx. 10%

■ **Investment Conditions**

1. Scope and Duration of Concession Rights:

- (1) Through leasehold or creation of superficies.
- (2) 50 years, with a one-time extension option for another 20 years.

2. Scope and Requirements of Undertaking by Private Entities:

- (1) The investor shall be responsible for the construction and operation of the development during the concession period.
- (2) Scope of operation: In accordance with the Urban Plan for the HSR Taoyuan Station District.
- (3) Operational requirement: The selected best applicant must incorporate a Special Purpose Vehicle (SPV) to execute the project.
- (4) Ownership transfer: The ownership of the buildings shall be transferred to the government upon expiration of the superficies. The investor shall be responsible for the demolition of buildings identified as having no further functional value.

3. Qualifying Criteria for Applicants:

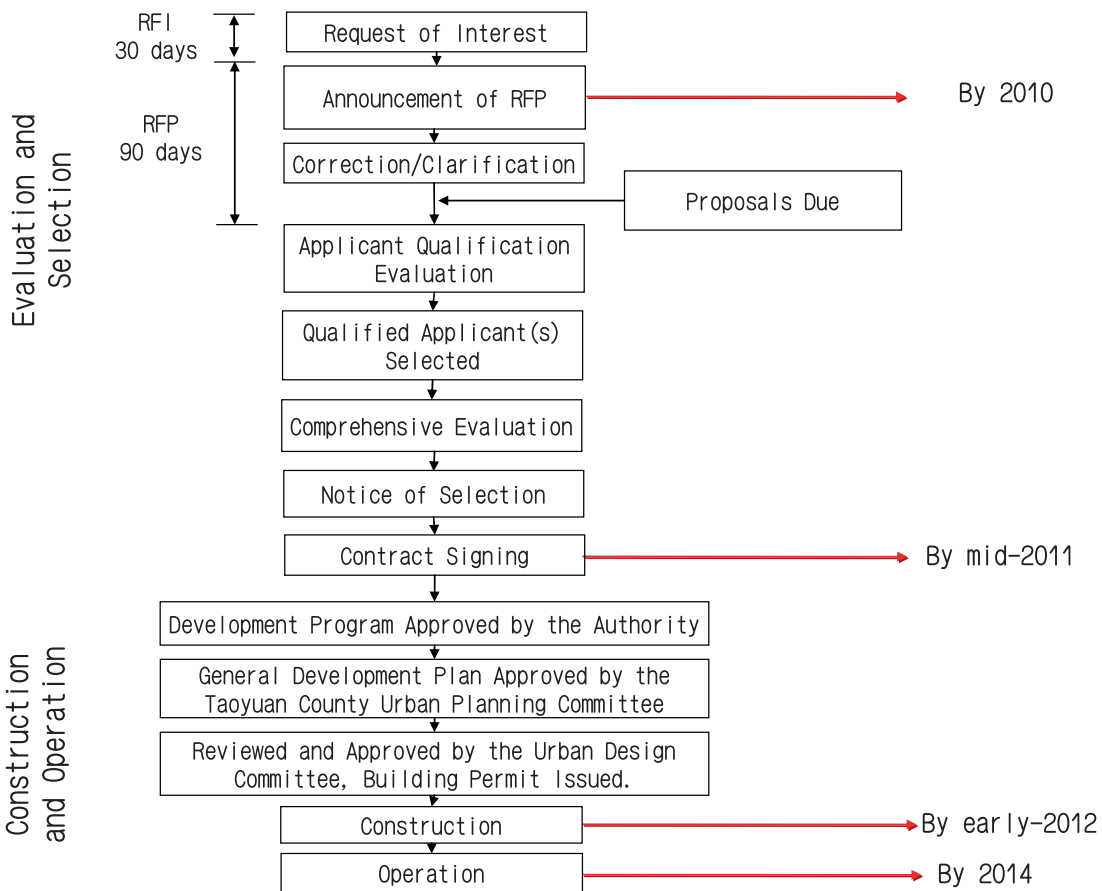
- (1) Single company or consortium, with minimum capital requirement of NT\$300~500 million.
- (2) The sole bidder or the lead member of the consortium must meet the following minimum financial criteria:
 - a. Company aggregate net worth no less than the total capital.
 - b. Company aggregate net worth no less than 25% of the total debt.
 - c. No record of defaults over the past 3 years.

- (3) The applicant or one of the consortium members shall have direct or similar domestic or overseas experience of operating the principal development items stated in the applicant's bid proposal, or obtain agreement for cooperation with a qualified company or companies.
4. Support from Government:
Assistance with applications for preferential loans in accordance with the "Criteria for the Provision of Preferential Loans to Private Entities Investing in Industrial Parks in High Speed Rail Station Districts" or other applicable laws.
5. Other Related Information:

■ **Contact Window Information**

1. Contact Agency: Bureau of High Speed Rail, MOTC
2. Contact Person: Patricia Chen
3. Position: Section Chief
4. Phone: 02-80723333 #5630
5. Email: hcchen @nthsr1.hsr.gov.tw
6. Website for more detailed project information: <http://www.cepd.gov.tw/>

■ Application Procedure and Schedule



Part 4



Tourism

Project Name: Subsidy Measures for Investing in the Tourism Industry

Basic Project Information

1. Project Category: Tourism (B2)
2. Authority in Charge: Tourism Bureau, MOTC
3. Project Overview

The global financial turmoil that erupted in the second half of 2008 had an impact on the economies of countries all over the world and affected tourism markets everywhere. The inbound arrivals of nearby Asian countries such as Japan, Thailand, Singapore, and mainland China all suffered significant downturns. Only Taiwan, thanks to efforts by the Tourism Bureau, other government agencies and the tourism industry, experienced an arrivals increase of 14.3% to 4.4 million in 2009. The ratio of visitors coming to Taiwan for tourism broke the 50% mark and the average length of stay increased to 7.3 nights. This makes it clear that Taiwan has tremendous potential for the further development of tourism. Adding to the opportunities of direct flights across the Taiwan Strait, the Government lists tourism as one of the six key emerging industries, and promotes "Project Vanguard for Excellence in Tourism" with the aim of developing international tourism, enhancing the quality of domestic tourism, and increasing foreign exchange earnings.

In order to develop tourism in Taiwan, the Tourism Bureau not only continuously integrates resources from all aspects, creates a friendly environment, brings out Taiwan's original tourism advantages, but also focuses on the enhancement and construction of the tourism industry in terms of quantity and quality. For this reason, the Tourism Bureau coordinates with the relevant government policies, and provides

several incentive measures for investing in the tourism industry, including tax deductions on investments, subsidies for facilities upgrading, preferential loans, and incentives for quality improvement in order to create a good investing environment, increase the appeal of more private investment and construction, and consolidate Taiwan's tourism competitiveness. It is expected that the industry and the Tourism Bureau are both turning Taiwan into a major tourist destination in Asia, and creating more business opportunities.

A. Tax Deductions for Construction of Major Tourism and Travel Facilities

Investors constructing major tourism and travel facilities in national parks, national scenic areas and special scenic areas may qualify for a five-year business tax exemption; business tax deductions; import duty exemption or payment in installments; exemption or reduction of land, property, or deed taxes; and deduction of the value of IPO shares-issued from the business tax -- all under the "Statute for Promoting Private Participation in Public Construction."

B. Medium and Long-term Preferential Loans

Investors may apply for medium and long-term preferential loans under the Council for Economic Planning and Development's "Operational Guidelines for the Utilization of Long-Term Funding."

C. Interest Subsidy Measures for the Extension of Preferential Loans for Upgrading of the Tourism Industry

Tourism industry projects which buy or construct machines, facilities, land, places of business, facility upgrading, and informational capital may apply for preferential loans and interest subsidies. The maximum amount for loans is NT\$300 million for tourist hotels, general hotels and tourist amusement parks, and NT\$60 million for travel agencies. The interest subsidy is 1.5% of the annual rate, and the maximum term of loans is 15 years. This application is under "Directions for Preferential Loans for Tourism Industry Upgrading" and the application deadline extends to Dec 31, 2011.

D. Investment Tax Credits for Tourist Industry Participation in Government-sanctioned International Tourism Publicity and Promotion Undertakings

A tourism enterprise that spends a total of more than NT\$100,000 on government-sanctioned participation in international travel organizations and travel exhibitions during a single tax year may take a tax credit of 20% against its owed profit-seeking-enterprise income tax for the year.

This measure is under "Regulations Governing Investment Tax Credits for Tourist Industry Participation in Government-sanctioned International Tourism Publicity and Promotion Undertakings."

E. Subsidy Measures for the Acquisition of Professional Certification by Tourism Enterprises

Subsidies are offered to encourage tourism enterprises to acquire ISO certification, HACCP certification, hotel environmental protection labels, green building labels, and 5S or fire-prevention labels. The subsidies cover the entire cost of verification-related fees and 50% of actual spending on hardware improvement or inspection related to participation in the certification process. The maximum subsidy per enterprise is NT\$5 million. This application is under "Tourism Bureau Subsidy Directions for the Acquisition of Certification by Tourism Enterprises", with applications accepted through Sep 30, 2012.

F. Subsidy Measures for the Industry to Provide Certain Foreign Language Services

Tourism enterprises or corporations, tourist hotels, general hotels and tourist amusement parks in public or private scenic spots which set up specific language services in Japanese and Korean may apply for subsidies. The subsidy covers 50% of the service budget in the applying proposal. The maximum amount of the subsidy per enterprise in every two years is NT\$300,000. This measure is within the "Implementation Directions of Taiwan Tourism Bureau's Program to Offer Financial Assistance to the Industry to Provide Certain Foreign Language Services."

Procedure and Schedule

The procedure and schedule are based on each subsidy's directions and regulations.

Contact Window Information

1. Contact Agency: Tourism Bureau, MOTC
2. Contact Person: Karen Tai
3. Position: Contract Researcher, Planning Section
4. Phone: 886-2-23491644
5. Email: karentaih@tbroc.gov.tw
6. Website for more detailed project information:

VI. Contact Information

List of “Invest in Taiwan” Promotion Office, Taiwan

or	P on	r	n m	a l
Council for Economic Planning & Development	886-988-039-530 886-939-369-826			http://www.cepd.gov.tw/InvestTW/
Ministry of Economic Affairs (InvestTaiwan Service Center)	886-2-2311-2031			http://investtaiwan.nat.gov.tw/
Ministry of The Interior	886-2-2356-5032			moi1138@moi.gov.tw
Ministry of Transportation and Communications	886-2-2349-2051			ym_wang@motc.gov.tw
Ministry of Education	886-2-7736-5395			rainy288@mail.moe.gov.tw
Council of Agriculture	886-2-2312-4020			bigy@mail.coa.gov.tw
Ministry of Finance	886-2-2322-8183			CLL@mail.mof.gov.tw
Council for Cultural Affairs	886-2-3343-6361			cca0604@cca.gov.tw
National Science Council	886-2-737-7376			fychen@nsc.gov.tw
Financial Supervisory Commission	886-2-8968-0086			Yuching.su@fsc.gov.tw
Government Information Office	886-2-3356-7984			shchan@mail.gio.gov.tw
Department of Health, Executive Yuan	886-2-8590-6565			pllaiyc@doh.gov.tw
Science & Technology Advisory Group	886-2-2737-7727			mingkuey@stag.gov.tw
Ministry of Foreign Affairs	886-2-2348-2038			mclin@mofa.gov.tw

Appendix

Survey Form for Plan to Expand the Promotion of Private Investment in Taiwan
 Survey form filled out by:

1. Project Information		[V] i-Taiwan 12 Projects [A6 Industrial Innovation Corridors]		[] Emerging Intelligent Industries []		[] Other Industries	
(1) Project Category	[] Six Rising Industries []	[] Key Service Industries []		[]			
(2) Project/Investment Serial Number	6.7.1	(3) Project Name	Establishment of a Bio-Medical Devices Industrial Cluster in the Southern Taiwan Science Park	(4) Authority in Charge	Southern Taiwan Science Park Administration		
2. Project Items with Potential for Private Investment, and Their Content							
(1) Items and Content	(2) Location	(3) Amount of Investment	(4) Status	(5) Schedule	(6) Expected and Potential Investors		
Establishing a bio-medical devices industrial cluster in the Southern Taiwan Science Park	Southern Taiwan Science Park	NT\$5 billion	<input type="checkbox"/> Completed business alliance <input checked="" type="checkbox"/> In processing <input type="checkbox"/> Under planning	Enterprise recruitment and investment schedule: Jan. 2009 to Dec. 2012	Expected investors: CODENT TECHNICAL INDUSTRY CO., LTD, UNITED ORTHOPEDIC CORP., TAIWAN CARE TECH CORPORATION, PO YE X-RAY MFG, CORP., KUANG YEU CO., LTD, HUANG LIANG BIOMEDICAL TECHNOLOGY CO., LTD., EPED INC., LIFE FUSION, LLC., KERA HARVEST INC. Potential investors: AURORA ASIA INTERNATIONAL INC., HARMONY BIOTECH CO., LTD, GOLD NANOTECH, INC.		
3. Possible Barriers to Investment							
(1) Legal	Directions for the Provision of Subsidies for the Project to Establish a Bio-Medical Devices Industrial Cluster in the Southern Taiwan Science Park						
(2) Systemic	N/A, the Science Park Administration has continued to construct an environment with excellent software and hardware in an attempt to generate favorable conditions for company recruitment.						
(3) Organizational	N/A, the Park provides one-stop service for participating companies in an attempt to generate favorable conditions for company recruitment.						
(4) Others	This project has priority in promotion. Its original budget was about NT\$425 million per year, but fiscal constraints have reduced it to about NT\$316 million per year for four years, adding up to NT\$1,265 million, which is NT\$435 million below the original budget of NT\$1,700 million. To meet market demand for medical devices, manufacturers need to produce a high diversity of products, but can only sell small quantities of each. Moreover, product development is slow and costly, with commercialization of R&D results slowed further by the patent registration process. Under such circumstances, the reduction of the budget for this project will make it hard to carry out successfully, and its duration will need to be extended in order to achieve its optimum benefits.						
4. Contact Information							
(1) Position	Officer	(2) Name		Tseng, Chun-Chih Weng, Chen-Jui			
(3) Phone Number	Associate researcher (06)5051001-2112 (06)5051001-2188	(4) Email Address		tscc1001@stsipa.gov.tw rayweng@stsipa.gov.tw			

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan
 Authority in Charge:

1. Project Information					
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects []		<input type="checkbox"/> Emerging Intelligent Industries []		<input type="checkbox"/> Other Industries
	<input checked="" type="checkbox"/> Six Rising Industries [Healthcare Upgrading Platinum Plan]		<input checked="" type="checkbox"/> Key Service Industries [Flagship Program of Medical Care Service Internationalization]		
(2) Plan/Investment Serial Number	(3) Plan Name		(4) Authority in Charge	Department of Health, Executive Yuan	
2. Project Items with Potential for Private Investment, and Their Content					
(1) Items and Content	(2) Location	(3) Amount of Investment (Million NT\$)	(4) Status	(5) Schedule	(6) Expected and Potential Investors
International Healthcare Park	Location conditions: (1) Convenient transportation (2) Near tourist spots (3) Local medical resources is appropriate	At least NT \$ 2 billion	<input type="checkbox"/> In Processing <input checked="" type="checkbox"/> Under Planning	2010~2013	Healthcare industry and companies related tourism
3. Possible Barriers to Investment					
(1) Legal	The amended draft of Medical Care Act bends those the medical institute specific for international care could be established as company. However, since there are still no enough consensuses on the draft, the process of the amendment might need more negotiation.				
(2) Systemic	1. Medical institutes could set upper limit of international medical service fee. 2. Simplifying application procedures for medical care visa				
(3) Organizational					
(4) Others					
4. Contact Information					
(1) Position	Clerk	(2) Name	Chiung-hui Fang		
(3) Phone Number	886-2-8590-6621	(4) Email Address	mdhuizi@doh.gov.tw		

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan
 Survey form filled out by: Science Park Administration

1. Project Information									
(1) Project Category	[V] i-Taiwan 12 Projects [A6 Industrial Corridors]			[] Emerging Intelligent Industries []			[] Other Industries		
	[V] Six Rising Industries [B1 Biotechnology]			[] Key Service Industries []					
(2) Plan/Investment Serial Number	6.2.2			(3) Plan Name			(4) Authority in Charge		
2. Project Items with Potential for Private Investment, and Their Content									
(1) Items and Content	(2) Location	(3) Amount of Investment	(4) Status	(5) Schedule	(6) Expected and Potential Investors				
Industrial Innovation Corridor in Taoyuan, Hsinchu, and Miaoli Counties – Development of Special Zone in the Hsinchu Biomedical Science Park	Zhubei City, Hsinchu County	NT\$1.8 billion from private sector	<input checked="" type="checkbox"/> In Processing <input type="checkbox"/> Under Planning	2009~2013 (first stage)	Advanced medical devices and new drug R&D based enterprises				
3. Possible Barriers to Investment									
(1) Legal	Nil								
(2) Systemic	Nil								
(3) Organizational	Nil								
(4) Others	The pending HBSP Hospital Establishment Plan has caused delay in the entire development program of the Hsinchu Biomedical Science Park								
4. Contact Information									
(1) Position	Associate Researcher			(2) Name			Yi-Mei Lin		
(3) Phone Number	03-5009782			(4) Email Address			yimeilin@sipa.gov.tw		

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan

Survey form filled out by: Ministry of Economic Affairs

1. Project Information					
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects []		<input type="checkbox"/> Emerging Intelligent Industries []		<input type="checkbox"/> Other Industries
	<input type="checkbox"/> Six Rising Industries		<input type="checkbox"/> Key Service Industries [C3 Digital content industry]		
(2) Plan/Investment Serial Number	[B6 Cultural and creative industries]		(4) Authority in Charge	Industry Development Bureau, Ministry of Economic Affairs	
	5.2.5	(3) Plan Name			
2. Project Items with Potential for Private Investment, and Their Content					
(1) Items and Content	(2) Location	(3) Amount of Investment	(4) Status	(5) Schedule	(6) Expected and Potential Investors
A. Integrating and developing industrial parks <ul style="list-style-type: none"> Integrating existing industry bases Developing emerging bases 	Taipei City and County (Xinbei City) / Kaohsiung City	NT\$10 billion	In Processing	February 2011 to December 2016	<ul style="list-style-type: none"> Foreign and domestic software and hardware companies in digital content industry Venture capital investment enterprises
B. Inducing firms to move into the parks: <ul style="list-style-type: none"> Conducting domestic and overseas investment promotion services Providing services to help firms set up in the parks 					
3. Possible Barriers to Investment					
(1) Legal	Need for interpretation or better coordination of implementation of laws governing acquisition or change of use of land in industrial parks.				
(2) Systemic	1. Need for coordination or breakthroughs in financing mechanisms for investment in benchmark park development projects.				
(3) Organizational	2. Need for relaxation of laws and regulations governing posting and taxation of personnel sent to Taiwan by international partners.				
(4) Others	Need for policy communication and collaboration between central and local government. The change-of-use process for park land takes too long. Larger scale investment needed if by BOT model				
4. Contact Information					
(1) Position	Senior engineer and Researcher		(2) Name	Mr. J C Lin and Ms. C F Chu	
(3) Phone Number	+886-2-27541255#2242 and #2245		(4) Email Address	jclin@moeaidb.gov.tw, cfchu@moeaidb.gov.tw	

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan
 Survey form filled out by: Construction and Planning Agency, Ministry of the Interior

1. Project Information					
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects [A7 Urban and Industrial Zone Renewal]		<input type="checkbox"/> Emerging Intelligent Industries []		<input type="checkbox"/> Other Industries
	<input type="checkbox"/> Six Rising Industries[]		<input type="checkbox"/> Key Service Industries [C7. Urban renewal]		
(2) Plan/Investment Serial Number		(3) Plan Name	Railway & Harbor-Oriented Mixed-Use Project - Keelung Railway Station & Wharves W2 and W3 (Renewal Unit 1)	(4) Authority in Charge	Construction and Planning Agency, Ministry of the Interior; Keelung City Government
2. Project Items with Potential for Private Investment, and Their Content					
(1) Items and Content	(2) Location	(3) Amount of Investment (NT\$)	(4) Status	(5) Schedule	(6) Expected and Potential Investors
Commercial and tourism facilities (such as department stores, shopping malls, hotels, housing and related facilities)	Keelung City	10.9 billions	<input checked="" type="checkbox"/> In Processing <input type="checkbox"/> Under Planning	Invitation to tender: May 31 to October 28, 2010	1. Real estate developers 2. Hotel & Resort Group 3. Department stores 4. Life insurance companies
3. Possible Barriers to Investment					
(1) Legal	Dispute and conciliation mechanism should be declared in the Urban Renewal Act.				
(2) Systemic	Since renewal projects are various, the design of mechanism and contracts should be flexible. However, it could be accused of being partial to certain companies, which may be the promotion barriers to the public sector.				
(3) Organizational	The number of staff is inadequate for promoting private investment.				
(4) Others	None				
4. Contact Information					
(1) Position	Assistant Engineer	(2) Name	Chih-Ming Chi		
(3) Phone Number	886-2-8771-2575	(4) Email Address	cmchi@cpami.gov.tw		

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan
 Survey form filled out by: Construction and Planning Agency, Ministry of the Interior

1. Project Information					
(1) Project Category	[<input type="checkbox"/>] i-Taiwan 12 Projects [A7 Urban and Industrial Zone Renewal]		[<input type="checkbox"/>] Emerging Intelligent Industries [<input type="checkbox"/>]		[<input type="checkbox"/>] Other Industries
	[<input type="checkbox"/>] Six Rising Industries [<input type="checkbox"/>]		[<input type="checkbox"/>] Key Service Industries [C7 Urban Renewal]		
(2) Plan/Investment Serial Number	(3) Plan Name	Nangang Railyard Regeneration Project		(4) Authority in Charge	Construction and Planning Agency, Ministry of the Interior; Taiwan Railways Administration
2. Project Items with Potential for Private Investment, and Their Content					
(1) Items and Content	(2) Location	(3) Amount of Investment	(4) Status	(5) Schedule	(6) Expected and Potential Investors
Business and retail services	Nangang District, Taipei City	NT\$11 billion	<input type="checkbox"/> In Processing <input checked="" type="checkbox"/> Under Planning	Invitation to tender: December, 2011	Real estate developers
3. Possible Barriers to Investment					
(1) Legal	Dispute and conciliation mechanism should be declared in the Urban Renewal Act.				
(2) Systemic	Since renewal projects are various, the design of mechanism and contracts should be flexible. However, it could be accused of being partial to certain companies, which may be the promotion barriers to the public sector.				
(3) Organizational	The number of staff is inadequate for promoting private investment.				
(4) Others	Nil				
4. Contact Information					
(1) Position	Assistant Engineer		(2) Name	Pei-Mo,Wu	
(3) Phone Number	886-2-8771-2734		(4) Email Address	pmwu0619@cpami.gov.tw	

Note: Subject to modification during the investment solicitation process.

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan
 Survey form filled out by: Construction and Planning Agency, Ministry of the Interior

1. Project Information									
(1) Project Category	<input checked="" type="checkbox"/> i-Taiwan 12 Projects [A7 Urban and Industrial Zone Renewal]			<input type="checkbox"/> Emerging Intelligent Industries []			<input type="checkbox"/> Other Industries		
	<input type="checkbox"/> Six Rising Industries []			<input checked="" type="checkbox"/> Key Service Industries [C7 UrbanRenewal]					
(2) Plan/Investment Serial Number			(3) Plan Name	Tainan Canal Starlight Renewal Project		(4) Authority in Charge	Construction and Planning Agency, Ministry of the Interior; Tainan City Government		
2. Project Items with Potential for Private Investment, and Their Content									
(1) Items and Content	(2) Location	(3) Amount of Investment		(4) Status	(5) Schedule	(6) Expected and Potential Investors			
	West Central District, Tainan City. Beside the Tainan Canal.	NT\$17.8 billion		<input checked="" type="checkbox"/> In Processing <input type="checkbox"/> Under Planning	Invitation to tender: June 30, 2011	Real estate developers			
3. Possible Barriers to Investment									
(1) Legal	Dispute and conciliation mechanism should be declared in the Urban Renewal Act.								
(2) Systemic	Since renewal projects are various, the design of mechanism and contracts should be flexible. However, it could be accused of being partial to certain companies, which may be the promotion barriers to the public sector.								
(3) Organizational	The number of staff is inadequate for promoting private investment.								
(4) Others	None								
4. Contact Information									
(1) Position	Assistant Engineer			(2) Name			Bing-Lin Lin		
(3) Phone Number	886-2-8771-2905			(4) Email Address			bingbin@cpami.gov.tw		

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan
 Survey form filled out by: Construction and Planning Agency, Ministry of the Interior

1. Project Information						
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects [A7 Urban and Industrial Zone Renewal]		<input type="checkbox"/> Emerging Intelligent Industries []		<input type="checkbox"/> Other Industries	
	<input type="checkbox"/> Six Rising Industries []		<input checked="" type="checkbox"/> Key Service Industries [C7 Urban renewal]			
(2) Plan/Investment Serial Number		(3) Plan Name	Commercial Mixed-Use Project - Kaohsiung Lingang Railway Line Area (Renewal Unit 1)	(4) Authority in Charge	Construction and Planning Agency, Ministry of the Interior; Kaohsiung City Government	
2. Project Items with Potential for Private Investment, and Their Content						
(1) Items and Content	(2) Location	(3) Amount of Investment	(4) Status	(5) Schedule	(6) Expected and Potential Investors	
Waterfront leisure and culture facilities (such as seaview hotels, stores and restaurants)	Kaohsiung City Gushan District	NT\$8 billion	<input type="checkbox"/> In Processing <input checked="" type="checkbox"/> Under Planning	Invitation to tender: October 31, 2010	1. Real estate developers 2. Hotel & resort groups 3. Department stores 4. Life insurance companies	
3. Possible Barriers to Investment						
(1) Legal	Dispute and conciliation mechanism should be declared in the Urban Renewal Act.					
(2) Systemic	Since renewal projects are various, the design of mechanism and contracts should be flexible. However, it could be accused of being partial to certain companies, which may be the promotion barriers to the public sector.					
(3) Organizational	The number of staff is inadequate for promoting private investment.					
(4) Others	None.					
4. Contact Information						
(1) Position	Contract Employee	(2) Name	Tai-Yin Lee			
(3) Phone Number	886-2-8771-2750	(4) Email Address	xu3294up6@cpami.gov.tw			

Note: Subject to modification during the investment solicitation process.

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan
 Survey form filled out by: Ministry of Transportation and Communications

1. Project Information									
(1) Project Category	[V] i-Taiwan 12 Projects [A4 Taoyuan Aerotropolis]			[] Emerging Intelligent Industries []			[] Other Industries		
	[] Six Rising Industries []			[] Key Service Industries []					
(2) Plan/Investment Serial Number	4.3.2		(3) Plan Name		Development & Operation of Commercial/Manufacturing Park in the HSR Taoyuan Station District		(4) Authority in Charge		Bureau of High Speed Rail (BHSR)
2. Project Items with Potential for Private Investment, and Their Content									
(1) Items and Content	(2) Location		(3) Amount of Investment		(4) Status		(5) Schedule		(6) Expected and Potential Investors
Development & operation of a commercial/manufacturing park in the HSR Taoyuan Station District	Land Lots No. 462, 462-1 and 462-2 in the Qingsheng Section of Zhongli City		Approx. NT\$10 billion		<input checked="" type="checkbox"/> In Processing <input type="checkbox"/> Under Planning		Invitation to Tender: Dec. 2010		Transnational corp. HQs, logistics centers, shopping malls, international hotels, convention and exhibition centers, medical tourism businesses
3. Possible Barriers to Investment									
(1) Legal	None.								
(2) Systemic	None.								
(3) Organizational	None.								
(4) Others	None.								
4. Contact Information									
(1) Position	Engineer			(2) Name			Chun-Jung Hsu		
(3) Phone Number	02-80723333 ext.5638			(4) Email Address			cjhsu@nthsr1.hsr.gov.tw		

Land Development Project for Xinyi District (A25)

Survey form filled out by: Department of Finance, Taipei City Government

1. Project Information		[] i-Taiwan 12 Projects		[] Emerging Intelligent Industries		[V] Other Industries :	
(1) Project Category	[V] Six Key Emerging Industries [Tourism]	[V] Service Industry [Financial Service]		[] Financial Service		Business Headquarters	
(2) Plan/Investment Serial Number	(3) Plan Name	Land Development Project for Xinyi District (A25)		(4) Authority in Charge		Taipei City Government Department of Finance	
2. Project Items with Potential for Private Investment, and Their Content							
(1) Items and Content	(2) Location	(3) Amount of Investment	(4) Status	(5) Schedule	(6) Expected and Potential Investors		
Zoning: Business facilities Allowed uses: retail, restaurant, travel agency, hotel, entertaining service, office, financial service, pre-school facility, welfare facility, etc	The site is located in the area among Songgao Rd. and the northeastern side of Songyong Rd. intersection. The land-use zoning is business facilities district.	NT\$ 50 billion	<input checked="" type="checkbox"/> In Processing <input type="checkbox"/> Under Planning	Tender invitation in June 2011.	Real estate developer, Bank, Life insurance, etc.		
3. Possible Barriers to Investment							
(1) Legal	Nil						
(2) Systemic	Nil						
(3) Organizational	Nil						
(4) Others	Problem of parking demand of tour bus in Xinyi District and surrounding areas of A25 should be considered.						
4. Contact Information							
(1) Position	Section Assistant		(2) Name	Chen Chung Hua			
(3) Phone Number	+886-2-27287874		(4) Email Address	ca_aliceyen62@mail.taipei.gov.tw			

Land Development Project on Taipei Main Station District Parcel C1/D1

Authority in Charge : Department of Rapid Transit Systems, Taipei City Government

1. Project Information			
(1) Project Category	<input checked="" type="checkbox"/> i-Taiwan 12 Projects [Transportation Network] <input type="checkbox"/> Six Key Emerging Industries	<input type="checkbox"/> Intelligent Industries <input type="checkbox"/> Service Industry	<input type="checkbox"/> Other Industries
(2) Plan/Investment Serial Number	(3) Plan Name	Land Development Project on Taipei Main Station District Parcel C1/D1	(4) Authority in Charge
Joint Development Division, Department of Rapid Transit Systems, Taipei City Government			
2. Potential Investing Items and Content			
(1) Items and Content	(2) Location	(3) Amount of Total/Private Investment	(5) Schedule
The working parameters for investors sought for This Development Project through this Tender are: Investment in and construction of a land development building on this site.	The development sites located in the central area of the Taipei Main Station District.	US\$2.1 billion	(6) Expecting and Possible Investors (1) Land Developers (2) Construction Company (3) Finance and Insurance Industry
3. Possible Barriers			
(1) Law	Nil		
(2) System	Nil		
(3) Organization	Nil		
(4) Others	Nil		
4. Contact Information			
(1) Position	Assistant Engineer		
(3) Phone Number	+ 886-2-2521-5550 ext.8515	(2) Name	Chen, Hsiao-Fang
		(4) Email Address	11239@trts.dorts.gov.tw

Chubei Hsienhua Bus Station BOT Construction Project

Survey form filled out by: Hsinchu County Government

1. Project Information				[V] Other Industries
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects <input type="checkbox"/> Six Key Emerging Industries		<input type="checkbox"/> Intelligent Industries <input type="checkbox"/> Service Industry	
(2) Plan/Investment Serial Number	(3) Plan Name	Chubei Hsienhua Bus Station BOT Construction Project		(4) Authority in Charge
Hsinchu County Department of Economic Affairs				
2. Potential Investing Items and Content				
(1) Items and Content	(2) Location	(3) Amount of Total/Private Investment	(4) Status	(5) Schedule
Using reserved bus station land to construct a multi-purpose bus transfer station. 10 stories、3 level-basement used for transfer、1 floor for retail stores、transfer station、6 bus platforms、10 bus parking spots、and 250 motorcycle parking spots, floors 2 to 4 would be for marketing and food courts、floors 5 to 10 for hotels、basement 1 to 2 would be 440 vehicle parking spots and 5 reserved spots.	Hsinchu County, Chubei City	US\$ 39 million	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> processing <input type="checkbox"/> Planning	Scheduled before 2011 December 31 st for investment
(6) Expecting and Possible Investors				
Large-scale realestate investors, shopping mall, hotel, restaurant, public facility contractors.				
3. Possible Barriers				
(1) Law	Nil			
(2) System	Nil			
(3) Organization	Nil			
(4) Others	Global economy environment can affect private party investments.			
4. Contact Information				
(1) Position	Contract Employee		(2) Name	Lin, Shu Fen
(3) Phone Number	+886-3-5518101 ext.2353		(4) Email Address	1003468@hchg.gov.tw

The BOT Project for the Parking Lot in Chubei City

Survey form filled out by sinchu County Government

1. Project Information					
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects	<input type="checkbox"/> Intelligent Industries	<input type="checkbox"/> Other Industries		
	<input type="checkbox"/> Six Key Emerging Industries	<input type="checkbox"/> Service Industry			
(2) Plan/Investment Serial Number	(3) Plan Name	The BOT Project for No.8 Parking Lot in Chubei City	(4) Authority in Charge	Hsinchu County Government	
2. Potential Investing Items and Content					
(1) Items and Content	(2) Location	(3) Amount of Total/Private Investment	(4) Status	(5) Schedule	(6) Expecting and Possible Investors
Using reserved parking land to invest in a multipurpose parking lot. 6 story building、B1 would be used for self propelled parking service, 1800 parking spots. Following the regulations for city reserved land to design space for restaurants, retail stores, supermarket, and hotels. The project dimension is 8,000 units. This project will help the local city development.	Hsinchu County, Chubei City	US\$ 68.7 million	<input type="checkbox"/> Complete <input checked="" type="checkbox"/> Processing <input type="checkbox"/> Planning	Scheduled before 2011 December 31 st for investment	Parking lot management、shopping mall related、hotel、restaurant and public facility contractors.
3. Possible Barriers					
(1) Law	Nil				
(2) System	Nil				
(3) Organization	Nil				
(4) Others	Global economy environment can affect private party investments.				
4. Contact Information					
(1) Position	Contract Employee		(2) Name	Lin, Shu Fen	
(3) Phone Number	+886-3-5518101 ext.2353		(4) Email Address	1003468@hchg.gov.tw	

sinchu County Sports Campus Construction Transport Business Shifting B T

Survey form filled out by **sinchu County Government**

1. Project Information					
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects <input checked="" type="checkbox"/> Six Rising Industries [B2 Sightseeing Trip]	<input type="checkbox"/> Intelligent Industries <input checked="" type="checkbox"/> Key Service Industries [C4 Convention Industry]			<input type="checkbox"/> Other Industries
(2) Plan/Investment Serial Number	(3) Plan Name	sinchu County Sports Campus Construction Transport Business Shifting B T		(4) Authority in Charge	Hsinchu County Government
2. Potential Investing Items and Content					
(1) Items and Content	(2) Location	(3) Amount of Total/ Private Investment	(4) Status	(5) Schedule	(6) Expecting and Possible Investors
The development sports to first, improve the Xinzhu County sports complexes whole service function and the quality. The introduction folk creativity and the development transport business specialty, the project the local development, simultaneously provides Hsinchu County the sports complexes to set up as an attachment the market use, the service movement park entire district. Coordinates investment of tendency the Hsinchu County industry construction, the achievement to promote target of construction the local life quality. Because of the active internationalization, the service multiplication's movement park, sells city of image the Hsinchu County high quality life.	North Hsinchu County bamboo bright six roads and Zhuang Jingna road street intersection	US\$ 100 million	<input checked="" type="checkbox"/> In Processing <input type="checkbox"/> Under Planning	2010-2011	2010-2011 Construction Development company, corporate body, movement education of leisure service industry, movement facility industry, other movement service industry
3. Possible Barriers					
(1) Law	Nil				
(2) System	Nil				
(3) Organization	Nil				
(4) Others	Global economy environment can affect private party investments.				
4. Contact Information					
(1) Position			(2) Name	Wu, Zhe Wei	
(3) Phone Number	+886-3-5518101#2665		(4) Email Address	Kof990726@hchg.gov.tw	

Tai an no ledge based conomy lagship Par Project

Survey form filled out by sinchu County Government

1. Project Information			
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects <input type="checkbox"/> Six Key Emerging Industries	<input type="checkbox"/> Intelligent Industries <input type="checkbox"/> Service Industry	<input checked="" type="checkbox"/> Other Industries
(2) Plan/Investment Serial Number	(3) Plan Name	Tai an no ledge based conomy lagship Par Project	(4) Authority in Charge
2. Potential Investing Items and Content			
(1) Items and Content	(2) Location	(3) Amount of Total/Private Investment	(4) Status
IC/SOC design、biomedical and cross filed new industry	Hsinchu county (Chupei)		<input type="checkbox"/> In Processing <input checked="" type="checkbox"/> Under Planning
3. Possible Barriers			
(1) Law	After finish urban planning process, government will develop the land.		
(2) System	Nil		
(3) Organization	Nil		
(4) Others	Nil		
4. Contact Information			
(1) Position	Technical Specialist	(2) Name	Ching-ying, Wu
(3) Phone Number	+886-3-5518101-2516	(4) Email Address	8337111@hchg.gov.tw

Survey Form for Plan to Expand Promotion of Private Investment in Taiwan
 Authority in Charge: Tourism Bureau, Ministry of Transportation & Communications

1. Project Information					
(1) Project Category	<input type="checkbox"/> i-Taiwan 12 Projects []		<input type="checkbox"/> Emerging Intelligent Industries []		<input type="checkbox"/> Other Industries
	<input type="checkbox"/> Six Emerging Industries (B2) Tourism []		<input type="checkbox"/> Key Service Industries []		
(2) Plan/Investment Serial Number	(3) Plan Name		(4) Authority in Charge		Tourism Bureau, MOTC
2. Project Items with Potential for Private Investment, and Their Content					
(1) Items and Content	(2) Location	(3) Amount of Investment (Million NT\$)	(4) Status	(5) Schedule	(6) Expected and Potential Investors
Subsidy Measures for Investing Tourism Industry A. Tax Deductions for Construction of Major Tourism and Travel Facilities B. Medium and Long-term Preferential Loans C. Interest Subsidy Measures for the Extension of Preferential Loans for Upgrading of the Tourism Industry D. Investment Tax Credits for Tourist Industry Participation in Government-sanctioned International Tourism Publicity and Promotion Undertakings E. Subsidy Measures for the Acquisition of Professional Certification by Tourism Enterprises F. Subsidy Measures for the Industry to Provide Certain Foreign Language Services		The amount of subsidy is according to each subsidy's directions and regulations.	In Processing	The schedule is according to each subsidy's directions and regulations.	Tourist hotels, general hotels, tourist amusement parks and other relative tourism industry members. The subsidy object is according to each subsidy's directions and regulations.
3. Possible Barriers to Investment					
(1) Legal					
(2) Systemic					
(3) Organizational					
(4) Others					
4. Contact Information					
(1) Position	Contract Researcher, Planning Section		(2) Name	Karen Tai	
(3) Phone Number	886-2-23491644		(4) Email Address	karentaih@tbroc.gov.tw	



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