

CHINA-BRITAIN BELT AND ROAD **CASE STUDIES REPORT** 2016 GLOBAL PARTNERSHIPS IN ACTION

英中共建一带一路
案例报告 2016
全球合作进行中



China-Britain
Business Council
英中贸易协会



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踏上新丝路，拓展业务新方向

THE NEW SILK ROAD, WHERE WILL IT TAKE YOU?

一带一路连接中国，中亚，非洲，俄罗斯及欧洲，将为各行业带来更多商机。

The Belt and Road Initiative opens up opportunities for many businesses along the trade routes from China, Central Asia, Africa, Russia and Europe.

瀏覽 www.business.hsbc.com.cn





Foreword

LORD SASSOON, CHAIRMAN OF CHINA-BRITAIN BUSINESS COUNCIL

In September 2015, jointly with the UK's Foreign & Commonwealth Office, the China-Britain Business Council (CBBC) published a comprehensive report on China's "Belt and Road" initiative called **One Belt One Road: New Opportunities in China and Beyond**. This report was praised by the Chinese government for being the first practical guide by any country outside China to grasp the real potential of the Belt and Road from a business perspective. I presented a copy of the report to President Xi Jinping during his visit to London in October 2015. Since its publication, CBBC has run a series of activities across China and the UK to encourage both UK and Chinese firms to become partners in projects along the Belt and Road routes.

In collaboration with Tsinghua University, we now present a second report, the **China-Britain Belt and Road Case Study Report 2016: Global Partnerships in Action**, which uses real examples of China-UK co-operation in order to bring to life the true potential of the Belt and Road. We hope that our report will act as a catalyst for the identification and successful completion of further joint projects along the Belt and Road routes.

This practical report is based on case studies of UK and Chinese firms already jointly working on projects in third country markets (such as in infrastructure, energy and logistics); Chinese firms using the UK as a platform (benefiting from UK talent, manufacturing

and technologies) for servicing projects in third country markets; and also UK firms providing professional advice or services to Chinese firms operating in unfamiliar, often risky, business environments.

As this report shows, existing projects along the Belt and Road can demonstrate the synergies between Chinese and UK firms, with British organisations such as HSBC, London Metal Exchange, BP, KPMG and Linklaters bringing world-class services and innovative solutions to projects along Belt and Road corridors across Asia, Africa and Europe. A distinguished list of UK and Chinese business leaders and policy makers have also joined the advisory committee of this report in order to endorse the potential of this new kind of UK-China partnership.

Established in 1954, CBBC is the leading organisation helping UK companies to grow and develop their business with China. We are working closely with the UK and Chinese governments to promote co-operation between Chinese and UK businesses. After the highly successful visit of President Xi Jinping to the UK last year, CBBC is continuing its efforts to support China-UK partnerships across the globe, not least on the Belt and Road.

**"Existing projects
along the Belt and
Road can demonstrate
the synergies between
Chinese and UK
firms."**

A handwritten signature in black ink, appearing to read 'L. Sassoon'.

前言

英中贸易协会主席詹诚信（沙逊勋爵）

2015年9月，英中贸易协会与英国外交部共同出版了《一带一路：中国及境外地区的新机遇》(One Belt One Road: New Opportunities in China and Beyond)报告，全面讨论中国的“一带一路”倡议。这份报告受到中国政府的广泛好评，被认为是第一份由外国撰写且能从商业角度真正理解“一带一路”潜力的实用指南。去年习近平主席访问伦敦期间，我亲自向他呈交了这份报告。自报告出版以来，英中贸易协会在中国和英国已经举办了一系列活动，鼓励两国的公司合作参与“一带一路”沿线各个项目。

我们现在呈交的第二份报告是与清华大学协作完成的《2016年“一带一路”英中个案研究报告：进行中的全球伙伴关系》(China-Britain Belt and Road Case Study Report 2016: Global Partnerships in Action)，采用英中合作真实案例将“一带一路”的真正潜能生动展现。我们相信这份报告将作为催化剂，促使未来更多沿线合作项目顺利开展并圆满完成。

这份报告非常务实，所囊括的案例有：中国与英国在第三国市场已在合作进行的项目（如基础设施、能源、物流等）；中国公司将英国作为平台（受益于英国的人才、制造业和技术）为第三国市场项目提供服

务；以及英国公司提供专业建议和服务，帮助中国公司在不熟悉（且通常风险高）的商业环境中运营。

如这份报告所呈现的，“一带一路”沿线现有项目展现了英国与中国公司之间的协同效应，英国各个组织，如汇丰、伦敦金属交易所、英国石油、年利达律师事务所等，都为横跨亚、非、欧洲的“一带一路”走廊沿线项目带来了世界一流的服务和创新的解决方案。众多知名的英、中商业领袖和政策制定者也加入了此报告的顾问委员会，表示他们对这一新型英中伙伴关系潜力的认可。

“一带一路沿线现有项目展现了英国与中国公司之间的协同效应”

英中贸易协会成立于1954年，是帮助英国企业建立和发展在华业务的领军机构。我们和英国、中国政府密切合作，不仅致力于促进在英中两国国内的合作，也致力于促进二者在“一带一路”沿线国家的合作。在去年习近平主席成功地对英国进行国事访问之后，英中贸易协会也将继续努力，大力支持包括不仅仅是一带一路项目，还有更多的全球范围内的英中伙伴关系。







前言 | Foreword

中华人民共和国驻英国大使刘晓明阁下

今年3月28日是《推动共建丝绸之路经济带和21世纪海上丝绸之路的愿景与行动》正式发布一周年。这一年，英国在西方大国中牵头申请加入亚投行，为中英“一带一路”合作拉开序幕；这一年，习近平主席对英国进行“超级国事访问”，开启了中英关系的“黄金时代”。我相信，未来在两国政府的共同推动下，在两国企业的共同努力下，中英在“一带一路”框架下加强彼此间发展战略对接和拓展国际产能合作，推进双边合作不断取得丰硕、务实成果。我也希望，英中贸协出版的《英中共建一带一路案例报告2016》将为两国企业间的交流合作提供积极有益的帮助。

H.E. AMBASSADOR LIU XIAOMING, CHINESE AMBASSADOR TO THE UK

March 28, 2016 marks the first anniversary of the launch of the Vision and Actions on Jointly Building Silk Road Economic Belt and 21st-Century Maritime Silk Road. The past year witnessed the UK becoming the first among major western countries to join the Asian Infrastructure Investment Bank, which opened the prelude of China-UK cooperation on the Belt and Road Initiative. The past year also witnessed Chinese President Xi Jinping paying a “Super State Visit” to the UK, which unveiled the “Golden Era” in China-UK relations. I am confident that with the support of both our governments and our business communities, China and the UK will enhance the synergy between their respective development strategies and expand cooperation on industrial capacity within the framework of the Belt and Road Initiative. Such cooperation will deliver even more tangible results. It is my sincere hope that the Sino-British Belt and Road Case Report 2016 published by the CBBC will facilitate even greater communication and cooperation between Chinese and British businesses.

一带一路：新时代新思维

中华人民共和国主席习近平2015年10月21日在伦敦的讲话



习近平主席在刘晓明大使的陪同下，欣然接受英中贸易协会主席詹诚信（沙逊勋爵）赠送的由该协会出版的第一本《一带一路报告》

新时代需要新思维。“一带一路”建设将为中国和沿线国家共同发展带来巨大机遇。“一带一路”是开放的，是穿越非洲、环连亚欧的广阔“朋友圈”，所有感兴趣的国家都可以添加进入“朋友圈”。“一带一路”是多元的，涵盖各个合作领域，合作形式也可以多种多样。“一带一路”是共赢的，各国共同参与，遵循共商共建共享原则，实现共同发展繁荣。这条路不是某一方的私家小路，而是大家携手前进的阳光大道。

中英两国产业结构互补性强，共同倡导开放市场的理念相近，推进自由贸易、扩大双向投资的意愿相同。中英在“一带一路”框架内开展合作大有可为，潜力巨大。我就开拓中英合作新局面提出四点建议。

第一，增进互信上要强调一个“深”字。两国合作的基础是政治互信，没有互信，任何合作都将是无本之木。我这次访问期间，中英决定共同构建面向21世纪全球全面战略伙伴关系，为两国未来5至10年的各领域合作指明了方向，必将推动中英合作进入快车道。

第二，战略对接上要力求一个“通”字。中英加强发展战略和产业政策对接，是将两国合作推向深入的应有之义。中方欢迎来自英国的资金、技术、人才参与“一带一路”建设、“十三五”规划、“互联网+”、“中国制造2025”，愿继续向英国企业提供相关政策信息和良好投资环境。英国政府也提出了“英国工业2050战略”，这同中国的发展战略和产业政策高度契合，将为两国合作带来巨大机遇。

第三，具体合作中要做到一个“实”字。中英合作要产生实实在在的效果，才能惠及两国广大民众。双方要扎实做好核电、高铁、基础设施建设等大项目，推动这些标志性合作尽快落地。双方应建立长效机制，深化两国地方间经贸合作。中方重视人民币国际化在伦敦和欧洲的进程，将继续支持伦敦人民币离岸市场发展，并加强同英方在国际货币基金组织、世界银行、亚投行等多边金融机构中的合作。中方愿推进中英中小企业合作，将继续鼓励中国企业走出去投资，

也欢迎更多英国企业来华投资兴业，希望英方继续为中国企业提供良好的投资环境和更多便利条件。

第四，方式方法上要突出一个“新”字。我们要深入推进双方新兴产业合作，开展中国七大战略性新兴产业同英国八大技术和战略产业的互利合作。中英企业在开展双边合作时，还可以开展第三方合作，联手开拓国际市场。中方愿同英方进一步探讨，在第三方需要、同意、参与的基础上，发挥各自优势，共同帮助亚洲、非洲、拉美等地区国家发展。要综合考虑各方面因素，科学评估政府和社会资本合作、建设—经营—转让等不同的投融资和运营模式，优中选优、优势互补，力求合作的经济效益、社会效益最大化，更好造福两国人民。

中华人民共和国主席 习近平

“中英两国产业结构互补性强”

Source | 来源：<http://cpc.people.com.cn/n/2015/1022/c64094-27727072.html>

The Belt and Road Initiative: New Thinking for a New Era

SPEECH MADE BY PRESIDENT OF THE PEOPLE'S REPUBLIC OF CHINA, XI JINPING, LONDON, 21 OCTOBER 2015

A new era requires new thinking. The construction of the Belt and Road will bring huge opportunities for the common development of China and other countries along ancient routes. The Belt and Road is open-ended and serves as a large “circle of friends” crossing Africa and linking the Eurasian continent, and all countries with any interest are welcome to join it. The Belt and Road is also diversified and covers all cooperation fields and a number of different approaches. Finally it is a win-win, and all countries can jointly participate in order to realise common development and prosperity under the principles of co-consultation, co-construction and sharing. The Belt and Road is not just one party's private road, but a bright path for all countries to join hands moving forward.

China and the UK enjoy high complementarity in industrial structures, advocate similar concepts of the open market and have the common wish to promote free trade and expand two-way investment. Bilateral cooperation within the framework of the Belt and Road boasts promising prospects and huge potential. I put forward a 4-point proposal to open up a new prospect for bilateral cooperation.

First, put emphasis on deepening and boosting mutual trust. Bilateral cooperation is based on mutual political trust, and all cooperation will be groundless without mutual trust. During my visit, the two countries decided to establish a global comprehensive strategic partnership oriented to the 21st century, which charts the course for bilateral all-round cooperation in the coming 5-10 years and will surely bring bilateral cooperation onto a track of fast development.

Second, seek “integration” in connecting strategies. The two countries should deepen cooperation by better intensifying their development strategies and industrial policies. China welcomes capital, technology and talents from the UK to participate in Belt and Road construction, the 13th Five-Year Plan, as well as the “Internet Plus” and “Made in China 2025” strategies, and will continue to offer relevant policy information and a sound investment environment to UK enterprises. The UK government also proposed the “UK Industry 2050” strategy, which accords closely with China's development strategy and industrial policy and will generate huge opportunities for bilateral cooperation.

Third, pursue tangible results in specific areas of cooperation. Only tangible results from bilateral cooperation can benefit the two peoples. The two countries should advance such major projects as nuclear power, high-speed rail and infrastructure construction and push for early launch of these symbolic co-operations. Both countries should set up a long-term effective mechanism to deepen bilateral economic and trade cooperation. China places a high value on the process of internationalising the renminbi in London and Europe more widely and will continue to support the development of offshore RMB market in London and enhance cooperation with the UK in multilateral financial institutions, including the International Monetary Fund, the World Bank and the Asian Infrastructure Investment Bank. China will push cooperation between bilateral small and medium-sized enterprises and keep encouraging Chinese enterprises to invest overseas, and also welcomes more UK enterprises to invest and develop in China. It is hoped that the UK will continue to provide a sound investment environment and more convenience to Chinese enterprises.

Fourth, highlight “freshness” in various ways and means. We should deeply advance the bilateral cooperation of emerging industries, carrying out mutually beneficial cooperation between China's seven major strategic emerging industries and the

UK's eight major technological and strategic industries. While carrying out bilateral cooperation, enterprises of both countries could also conduct third-party cooperation and jointly develop the international market. China will further discuss with the UK how to jointly help the development of countries in Asia, Africa, Latin America and other regions by making use of their respective advantages and

on the basis of demand, consent and participation of the third parties. The two countries should, by comprehensively considering all factors, scientifically evaluate different investment, financing and operation modes such as Public-Private-Partnership (PPP) and Build-Operate-Transfer (BOT) models, in order to optimise choice, complement each other's advantages, maximise economic and social effectiveness of bilateral cooperation and better benefit the two peoples.

President of the People's Republic of China, Xi Jinping

**“China and the
UK enjoy high
complementarity in
industrial structures”**

支持 | Endorsement

共建“一带一路”共创美好未来

清华大学深圳研究生院 院长 康飞宇教授

中国国家主席习近平先生“一带一路”倡言的提出，符合国际社会的根本利益，彰显人类社会的共同理想和美好追求，也契合于沿线国家的共同需求，为沿线国家发挥各自的资源禀赋，实现优势互补，开放发展开启了新的机遇之窗，得到了国际社会的高度关注和积极响应。秉持和平合作、开放包容、互学互鉴、互利共赢的理念，全方位推进各国间的务实合作，打造政治互信、经济融合、文化包容的利益共同体、命运共同体和责任共同体，已逐渐成为国际社会的普遍共识。

英国在合作共建“一带一路”中发挥着领航者和示范者的作用。英国率先加入亚投行，以实际行动支持和深化“一带一路”的共建工作，在国际社会开拓促进共同发展、实现共同繁荣的合作共赢之路的探索中，开启了全球化的新模式。中国国家主席习近平先生在访英期间，中英之间明确了面向21世纪的全球全面战略伙伴关系，共同开启了持久、合作、共赢的中英关系“黄金时代”，共创两国关系的美好未来。

英中贸易协会长期以来致力于推进英中之间的经济、贸易、社会、文化、教育上的合作与交流。英国外交部和英中贸易协会去年联合发布的《英国企业在“一带一路”发展中的作用》的研究报告，受到了中国国家主席习近平先生的高度赞许，为国际社会合作共建“一带一路”提供了一个可资借鉴的范例。

“英国在合作共建“一带一路”中发挥着领航者和示范者的作用”

共建“一带一路”，教育为本，科技先行。清华大学正在加快推进国际化办学，为“一带一路”提供人才和科技的支撑。与英中贸易协会合作推出《英中共建“一带一路”案例报告2016》，是推进中英之间在教育、科技、文化、经济等领域全面合作与交流的重要组成部分，也是中英共建“一带一路”，加强不同文明之间交流互鉴，促进世界

和平发展，从而造福世界各国人民的伟大事业的一个重要组成部分。祝愿中英携手，共建“一带一路”，共创美好未来！



BUILD THE BELT AND ROAD INITIATIVE COLLECTIVELY FOR A BETTER FUTURE

PROFESSOR KANG FEIYU, DEAN, GRADUATE SCHOOL AT SHENZHEN, TSINGHUA UNIVERSITY

China's President, Mr Xi Jinping, has openly proposed the 'Belt and Road' concept, which is in line with the fundamental interests of the international community, highlights the common ideal and kind pursuit of human society, and also fits in with the common needs of the countries along the road, by providing those countries with opportunities to exert resource advantages, resource complementarity and open development. The concept has drawn great attention and positive response from the international community. Upholding the principles of peaceful cooperation, open-mindedness, mutual learning and win-win cooperation, promoting practical cooperation among countries, and creating an international community with mutual political trust, economic integration, cultural tolerance and common interests, along with a common destiny and common responsibility, has now become the general consensus of the international community.

The United Kingdom is playing both a leader and demonstrator role in the cooperative construction of the Belt and Road Initiative. The United Kingdom has taken the lead by joining the Asian Infrastructure Investment Bank, which shows concrete action to support and deepen co-construction of the Belt and Road Initiative. In the exploration to develop a strategy for promoting common development and achieving common prosperity with win-win cooperation, a new model of globalization has opened up. During the visit to Britain of China's President Xi Jinping, the Sino-British global comprehensive strategic partnership, oriented to the 21st century, has been explicitly established, opening a "golden

age" of persistent win-win cooperation in the Sino-British relationship, creating a bright future for bilateral relations.

China-Britain Business Council has long been committed to promoting economic, trade, social, cultural and educational cooperation and exchanges between China and Britain. Last year, the UK's Foreign & Commonwealth Office and China-Britain Business Council jointly issued a research report about the role of British companies in the Belt and Road Initiative, which is highly commended by China's President Xi Jinping, for providing an example of the cooperative construction of the Belt and Road Initiative with the international community.

For cooperative construction of the Belt and Road Initiative, education should be regarded as the foundation, and science and technology tends to lead. Tsinghua

University is accelerating the international education cooperation, with the aim of providing the Belt and Road Initiative with human resources and technological support. Jointly launching the "China-Britain Belt and Road Case Studies Report 2016" with China-Britain Business Council is a major part of advancing cooperation with Britain in education, technology, culture, and economic fields, with full cooperation and communication. It is also an essential part of Sino-British cooperative construction of the Belt and Road Initiative, strengthening communication between different cultures, promoting world peace and development and benefiting all the countries around the world. We wish that China and Great Britain can, hand in hand, build the Belt and Road Initiative collectively for a better future!

“The United Kingdom is playing both a leader and a demonstrator role in the cooperative construction of the Belt and Road Initiative”

支持 | Endorsement

2014年11月8日，习近平主席宣布中国将出资400亿美元成立丝路基金。2014年12月29日，丝路基金正式注册成立。一年半以来，在相关部门，股东单位，董事单位，合作伙伴的大力支持下，丝路基金秉承市场化，国际化，专业化原则，边积极组建，边推进业务，在治理结构，投资管理，业务模式等方面积极开展探索，实现了良好开局。

成立丝路基金是利用我国资金实力直接支持国家“一带一路”建设的具体举措。作为中长期开发投资基金，丝路基金明确定位于重点支持“一带一路”框架下的双边多边互联互通和经贸合作，通过以股权为主的多种投融资形式，投资于基础设施，资源开发，产业合作，金融合作等领域，重点支持装备制造业“走出去”和国际产能合作。

目前，丝路基金已经在基础设施建设，跨国能源合作，以及绿地项目开发，国际市场并购等重点领域开展了积极尝试。丝路基金将与境内外企业和金融机构务实合作，遵从国际通行标准和准则，尊重投资所在国法律规定，致力于互利共赢和可持续发展，确保实现中长期合理的投资回报。

“目前，丝路基金已经在基础设施建设，跨国能源合作”

《英中共建一带一路案例报告2016》中报道的一些中英合作及投资案例已经体现了一带一路合作精神。丝路基金真诚地希望与境内外企业界和金融界同行，包括英国，共同携手，精诚合作，为实现“一带一路”倡议的宏伟蓝图和美好愿景共同努力，共创辉煌！

丝路基金

On 8 November 2014, Chinese President Xi Jinping announced that China would allocate US\$40 billion to a new a Silk Road Fund (SRF). On 29 December 2014, the Silk Road Fund was formally incorporated, and a year and a half later, with the strong support of relevant departments, stakeholders and partners, the SRF is in a position to follow the principles of marketisation, internationalisation and professionalisation, in order to create and promote business, whilst actively exploring appropriate governance structures, investment management methods and business models. We have made a good start!

The establishment of SRF is a specific initiative that uses China's financial strength to directly support China's "Belt and Road" strategy.

As a long term development investment fund, SRF has positioned itself within the "Belt and Road" framework to support interconnectivity through bilateral and multilateral economic and trade cooperation. This will be achieved by using a variety of equity-based financing, which will take its form in infrastructure investment, resource development, industrial cooperation and financial cooperation, whilst also paying attention to the 'going out' of China's equipment manufacturing industry and its capacity for international cooperation.

The Silk Road Fund has already made some positive progress in areas of infrastructure, cross-border energy cooperation, as well as in the development of greenfield projects, mergers and acquisitions and other key areas

of the international market. SRF will cooperate pragmatically with domestic and foreign enterprises and financial institutions in order to comply with internationally accepted standards and norms and the investment laws of host countries. We are committed to sustainable development for mutual benefit, whilst ensuring a reasonable return on long term investment.

In your report you highlight some successful business case studies including cooperation and investment that capture the spirit of

Belt and Road cooperation. We sincerely hope to work with all domestic and foreign business communities, and counterparts in financial and professional services, including those in the United Kingdom, in order to truly realise the grand blueprint of the "Belt and Road" initiative and jointly build a better future!

Silk Road Fund

**“The Silk Road
Fund has already
made some positive
progress in areas
of infrastructure,
cross-border energy
cooperation”**

Introduction

DR GILES BLACKBURNE, REPORT EDITOR AND EXECUTIVE DIRECTOR OF CHINA-BRITAIN BUSINESS COUNCIL

The Belt and Road initiative was launched by President Xi Jinping in 2013, with the aim of improving and creating new trading routes, links and business opportunities between China and the rest of the world. Consisting of two main elements, the Belt and Road routes cover over 60 countries across Asia, Europe, the Middle East and Africa.

The ‘Belt’ refers to The Silk Road Economic Belt, which aims to enhance and develop land routes by:

- Building a “Eurasian land bridge” – a logistics chain from China’s east coast all the way to Rotterdam/Western Europe; and
- Developing a number of economic corridors connecting China with Mongolia and Russia, central Asia and South-East Asia.

The ‘Road’ refers to the 21st-Century Maritime Silk Road – a sea route rather than a road (a reference to the old maritime Silk Road) which runs west from China’s east coast to Europe through the South China Sea and the Indian Ocean. The six economic corridors of the Belt and Road are shown on page 16.

The main aims of the Belt and Road initiative include:

- Developing prosperity for underdeveloped parts of China, particularly in the west of the country.
- Developing new opportunities for China to partner and co-operate with various countries along the Belt and Road routes, many of which are developing countries.
- Increased integration, connectivity and economic development along these routes.

It is estimated that the Belt and Road countries account for two-thirds of the world’s population, but only account for one third of the world’s GDP. Infrastructure is key to the economic development of countries along these routes.

Chinese enterprises, already experienced in building China’s modern and ever expanding network of roads, railways, airports and power generation facilities, and supported in their efforts by new financial institutions such as the Silk Road Fund and Asia Infrastructure Investment Bank, stand ready to take advantage of these opportunities.



Entering into unfamiliar, challenging and often risky business and geographical environments is a scenario which plays well to the expertise of UK firms. As this case study report demonstrates, powerful partnerships between British and Chinese companies, playing to their unique strengths, are already shining, tangible examples of cooperation along the Belt and Road.

In this report, you will be able to review 21 case studies, which together demonstrate the farsightedness of Chinese and UK firms, as well as the benefits of working

together. HSBC, along with two Chinese banks, has provided debt facilities for a power plant in Bangladesh with the design, consultancy, engineering and construction expertise supplied by major Chinese enterprises; while oil and gas firm BP is providing services and expertise to its long-term partners CNPC and CNOOC on projects in Iraq and Indonesia respectively. UK firm Linklaters has provided legal services to Chinese banks involved in financing a coal mine and associated power

station in Pakistan; and KPMG is providing advisory services to a Chinese bank looking to finance projects in Nigeria. Such projects are underlined with pioneering agreements, such as that signed between London Metal Exchange and a number of Chinese institutions in order to establish financial and physical links along the Belt and Road. Finally, Chinese enterprises are also leveraging technologies, know-how and talent accumulated here in the UK to address market opportunities in third countries. The UK connection, as springboard to international business, is providing a win-win for both China and the UK.

As is evident in this report, from Asia to the Middle East, from Africa to Eastern Europe, and in countries across the Belt and Road, UK firms are already cooperating with Chinese firms and helping to turn the Belt and Road vision into reality. By highlighting these cases, it is our intention at CBBC to encourage many more Chinese and UK businesses to follow in their footsteps.

**“The UK connection,
as springboard
to international
business, is providing
a win-win for both
China and the UK”**

介绍

英中贸易协会副总裁，报告主编翟乐思博士

“一带一路”倡议由习近平主席在2013年提出，目的是改善和创造中国与世界其他地区的新贸易路线、连接和商机。“一带一路”沿线覆盖亚洲、欧洲、中东和非洲的60多个国家，由两大主要元素构成：

“带”是指“丝绸之路经济带”，旨在通过以下途径加强和开发陆路路线：

- 建设一个“欧亚大陆桥”：一个由中国东海岸直达鹿特丹/西欧的物流链；
- 建立若干经济走廊，将中国与蒙古、俄罗斯、中亚和东南亚相连接。

“路”是指21世纪海上丝绸之路——这是一条海上路线而不是一条陆路路线（借用了古老的海上丝绸之路典故），从中国的东海岸经南海和印度洋向西到达欧洲。

“一带一路”倡议的主要目标包括：

- 促进中国欠发达地区尤其是西部地区的发展繁荣。
- 为中国与“一带一路”沿线各国开发新的合作机遇；这些国家中很多都是发展中国家。
- 推进沿线各国互联互通、经济发展和一体化。

据估计，“一带一路”沿线国家总人口占世界人口三分之二，但GDP仅占世界GDP三分之一。基础设施是“一带一路”沿线国家经济发展的关键。

中国企业在建设中国持续扩展的公路、铁路、机场和发电设施等现代化基础设施网络中已积累了丰富经验，且拥有丝路基金和亚洲基础设施投资银行等新设金融机构的资金支持，时刻准备着拥抱这些新机遇。

进入陌生、有挑战性且往往是高风险的业务领域和地理环境有利于英国公司发挥专长。正如这份个案研究报告所表明，通过建立强有力的合作伙伴关系，中英两国企业可以发挥各自的独特优势，这些伙伴关系已经成为“一带一路”沿线闪耀夺目的合作范例。

在这份报告中，您可以看到21项个案研究，它们共同展示了中英两国企业的远见以及合作带来的裨益。汇丰银行协同中国两家银行已为孟加拉国的一个发电厂提供了债务贷款，设计，咨询，工程和建筑领域的专家由中国主要企业提供；英国石油和天然气公司BP正在为其长期合作伙伴中石油和中海油分别在伊拉克和印度尼西亚的项目提供服务和专长支持。英国企业年利达律师事务所（Linklaters）已为中国的银行就在巴基斯坦的煤矿及附属电厂融资提供了法律服务；而毕马威正在为在尼日利亚寻求融资项目的一家中国的银行提供咨询服务。这些项目突出的一点就是签署了很多具有开创性的协议，如伦敦金属交易所和数家中国机构签署协议，建立“一带一路”

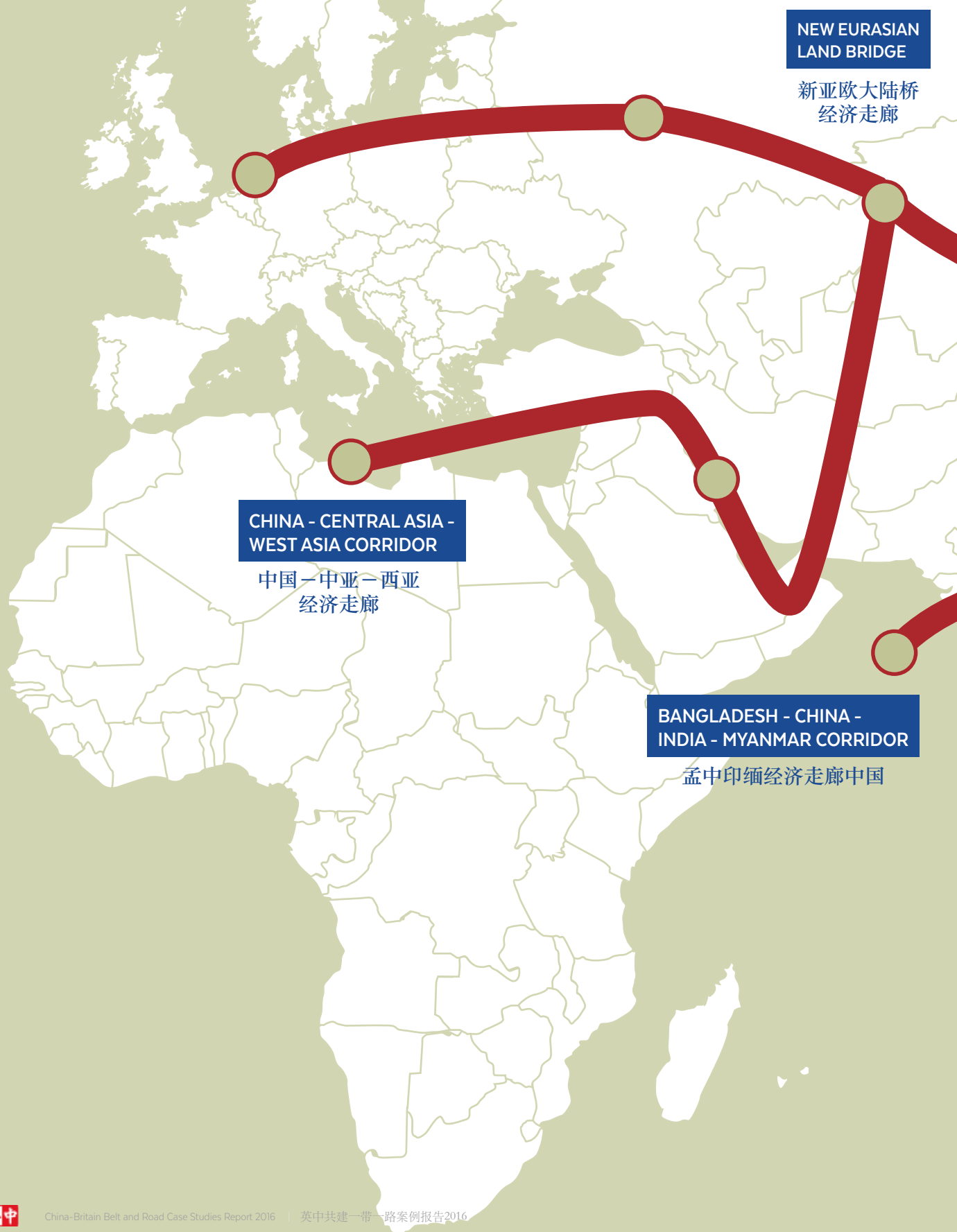
沿线金融和物理连接。中国企业还利用在英国积累的技术、专门技能和人才来把握在第三国的市场机会。中英关系作为进入国际业务的跳板，正在为中英两国创造双赢局面。

从报告中可以明显看出，从亚洲到中东，从非洲和东欧，以及在“一带一路”沿线国家，英国企业已经在与中国企业开展合作，助力“一带一路”愿景变成现实。通过

突出这些个案，英中贸易协会希望可以鼓励更多中国企业和英国企业紧跟他们成功的步伐。

“中英关系作为进入国际业务的跳板，正在为中英两国创造双赢局面”

The six economic corridors designed to link China with developing countries



规划中的这六个经济走廊将把中国和这些发展中国家连接起来



CHINA - MONGOLIA -
RUSSIA CORRIDOR

中蒙俄
经济走廊

中巴经济走廊

CHINA - PAKISTAN
CORRIDOR

CHINA - INDOCHINA
PENINSULA CORRIDOR

中南半岛
经济走廊

PROJECT LOCATION



PROVISION OF:

Export credit financing

PROJECT INDUSTRY/SECTOR:

Power / Generation

PROJECT NAME:

Shahjibazar Power Plant ("Project")

CHINESE PARTNER/CLIENT:

Exporter: Guangdong Power Engineering Corporation ("GPEC") and Guangdong Electric Power Design Institute of China Energy Engineering Group ("GEDI")

Lenders: The Industrial and Commercial Bank of China Limited ("ICBC") and the Export and Import Bank of China ("CEXIM")

ECA: Sinosure

PROJECT SIZE/VALUE:

US\$257 million

TIME FRAME:

13 year loan facilities (financial close reached 27 June 2014)

ABOUT THE COMPANY

HSBC is one of the world's largest banking and financial services organisations. With around 6,000 offices in both established and emerging markets, it aims to be where the growth is, connecting customers to opportunities, enabling businesses to thrive and economies to prosper, and, ultimately, helping people to fulfil their hopes and realise their ambitions.

BACKGROUND

The Shahjibazar 330 MW gas based combined cycle power plant is developed by the Bangladesh Power Development Board ("BPDB"), which is 100% owned by the Power Division of the Ministry of Power, Energy and Mineral Resources. The plant is located at Shahjibazar, Hobigonj, Bangladesh and occupies approximately 25 hectares of land. The Project is one of the largest gas fired investments of BPDB in the power sector to date under the country's Power Master Plan 2010 with total investment cost estimated at US\$338 million.

COOPERATION SCOPE

BPDB signed in May 2013 a fixed-price, date-certain turnkey Engineering, Procurement and Construction ("EPC") contract with a consortium of (i) Guangdong Power Engineering Corporation ("GPEC") and (ii) Guangdong Electric Power Design Institute of China Energy Engineering Group ("GEDI").

GPEC and GEDI under a joint-venture structure will together engage in (i) design, consultancy, engineering, and construction of power plants and electric power transmission lines/system and (ii) related EPC contracting as contractor/subcontractors. Gas turbine generators are supplied by GE.

HSBC and two Chinese banks provided debt facilities for the project, with a comprehensive cover up to 95% of political and commercial risks covered by Sinosure. Finance parties also benefit from a 100% guarantee from the Ministry of Finance of Bangladesh for this transaction.

INSIGHTS

The Project is strategic in nature as it allows the Bangladesh government to address power shortages in the country through higher efficiency and cost competitive new gas plants. It also demonstrates the relevance of ECA financing for the Government of Bangladesh in achieving its ambitious power generation target, as the country transitions from multilaterals / concessionary funding to commercial funding.

The Shahjibazar 330MW combined cycle power project is the first ECA-based transaction executed in favour of public power utility BPDP, and the first transaction fully covered by Sinasure (up to 95%) in Bangladesh. Given Sinasure requirement for at least 70% funding provided by Chinese banks, HSBC partnered with two Chinese banks for this transaction: the Industrial and Commercial Bank of China Limited ("ICBC") and the Export and Import Bank of China ("CEXIM").

The Project further demonstrates HSBC's commitment in developing key infrastructure projects and in facilitating south-south business opportunities.

ADVICE

Develop long term relationships and invest in the PRC business – The transaction showcased HSBC's deep rooted ties in the PRC with the bank possessing a strong corporate banking relationship with GPEC as the contractor as well as long relationships with PRC banks (China EXIM, ICBC). Extensive coverage and regular client dialogue allowed HSBC to identify the transaction and prepare its support to GPEC in the early stages. This further highlights its top quality franchise which was built upon years of investment in staff, training and infrastructure. Under this backdrop, HSBC became a natural partner for this major local opportunity.

Engage trusted partners with both Chinese and local expertise – ECA (Export Credit Agency) financing requires coordination between multiple parties with the Coordinating Arranger playing a vital role in securing Sinasure and lenders approvals for a specific project. HSBC is one of only a few financial institutions currently both (i) involved in project / ECA financing in Bangladesh, and (ii) has extensive experience working together with Sinasure and PRC Banks. HSBC's prior successes supporting PRC contractors in other South / South East Asian countries, combined with its detailed local knowledge contributed to building a strong reputation of excellence, customer service and an ability to deliver.

Hire a top quality local team – Working with PRC customers, banks and export credit institutions like Sinasure requires an in-depth knowledge of strategies, approval criteria and procedures, as well as market practices. A successful transaction requires the seamless integration of local knowledge, continuous support on the ground and strong awareness of prevailing market standards and regulatory environment. HSBC's global presence enabled it to leverage on strong relationships with relevant stakeholders and its deep product expertise helped clients navigate through stringent local requirements / procedures.



Be patient and familiar with local regulation and procedures in destination countries – Local knowledge in destination markets is crucial. For example, bank letters of credit are compulsory for the importation of capital goods in Bangladesh so additional coordination was required to ensure that this requirement was satisfied. Clients might also require continuous support on the ground and having patience will be key in driving the execution of projects like Shahjibazar in the Bangladesh public sector. For instance, the project and its financing needs to be validated by several committees (DPP, ECNEC, NCLC, etc.), and these are scheduled by the relevant approving institutions to decide on timing. HSBC's familiarity of the approval process significantly aided the borrower in seeking and obtaining timely approvals in an appropriate format, allowing for the project's smooth execution.



提供:

出口信贷融资

项目所在行业:

能源/发电

项目名称:

330兆瓦Shahjibazar发电厂 (“项目”)

CHINESE PARTNER/CLIENT:

出口商: 广东火电工程总公司(“GPEC”)和中国能源工程集团广东省电力设计研究院(“GEDI”)

贷款人: 中国工商银行(“ICBC”)和中国进出口银行(“CEXIM”).

出口信贷机构: 中国出口信用保险公司

项目大小/价值:

2.57亿美元

时间框架:

13年贷款 (自2014年6月27日财务结算日起)

项目地点(国家):

孟加拉国



项目介绍

Shahjibazar 330兆瓦天然气联合循环电厂由孟加拉电力、能源和矿产资源部电源部100% 控股的电力发展局(“BPDB”)开发。电厂位于孟加拉国霍比甘杰县的Shahjibazar, 占地约25公顷。

该项目是孟加拉电力发展局在国家2010年能源发展总体规划布局之下至今最大的天然气发电投资之一, 投资总成本约为3.38亿美元。



公司简介

汇丰是全球最大的银行及金融服务机构之一。汇丰在全球设有约6,000个办事处, 旨在把握市场增长机会, 致力建立联系以协助客户开拓商机, 推动工商企业茁壮成长及各地经济繁荣发展, 而最终目标是让客户实现理想。



合作说明

BPDB 于2013年5月与广东火电工程总公司(“GPEC”)和中国能源工程集团广东省电力设计研究院(“GEDI”)组成的联营企业签署了定价定期完工的工程总承包合同 (包括设计、采购及施工)。

GPEC和GEDI 在合资结构下共同参与 (i)设计、咨询、工程、建设以及电力传输线/系统 (ii) 作为承包商/分包商的相关工程总承包。燃气涡轮发电机由GE提供。

汇丰以及两家中资银行提供了项目债务融资, 中信保承保项目95%的政治和商业风险, 孟加拉国财政部对项目的融资部分提供100% 的担保。

项目摘要

该项目具有战略性质，新天然气电厂更高的效率和成本优势让孟加拉国政府得以解决该国电力短缺的问题。其也反映了孟加拉国政府通过出口买方信贷融资实现其宏大发电目标的雄心，完成从多边/优惠融资到商业融资的过渡。

Shahjibazar 330兆瓦联合循环发电项目是孟加拉国电力发展局第一个利用中国出口买方信贷达成的交易，也是中国出口信用保险公司在孟加拉国全额担保的第一笔交易（高达95%）的交易。鉴于中国出口信用保险公司要求由中资银行提供至少70%的融资资金，汇丰银行与中国工商银行（“ICBC”）和中国进出口银行（“CEXIM”）合作完成此次交易。

该项目进一步体现了汇丰在发展重点基础设施项目和促进南南商业合作的承诺。



建议

发展长期关系、投资中国业务 – 此次交易展示了汇丰银行在中国的深厚根基，包括与承包商GPEC的企业银行业务关系和与中资银行（中国进出口，工行）的长期合作关系。通过广泛的业务覆盖和经常的客户对话，确保汇丰在项目前期筹备阶段的介入和对GPEC提供支持。这进一步凸显了汇丰建立在长期投资于员工、培训、基础设施之上的高品质经营，使得汇丰银行自然而然的成为这一重大机遇的合作伙伴。

与中国以及当地值得信赖的专业公司合作 – ECA（出口信贷机构）融资要求多方机构协调合作，因此协调安排人在获得中信保和融资审批方面起到至关重要的作用。汇丰银行是少数几个既参与孟加拉国的项目/ECA融资，又与中国出口信用保险公司和中资银行有丰富合作经验的金融机构之一。汇丰有支持中国承包商在南亚/东南亚国家的丰富成功经验及对当地情况有深入了解，从而建立了为客户提供优质服务 and 完成交易能力的良好声誉。

聘请优质的本地团队 – 与中国的客户、银行、出口信贷机构（如中国出口信用保险公司）合作需要具有战略、审批标准和程序以及市场实践方面的深厚知识。一个成功的交易需要综合本地信息知识、当地持续的客户支持和对现行市场标准及监管环境的认知。汇丰的全球业务网络使它能够充分利用与利益有关方的牢固关系和它的深厚的产品专业知识帮助并引导客户通过当地严格的规定和程序。

耐心，熟悉掌握目的地国家的法规和程序 – 对目标市场的了解至关重要。例如，因为孟加拉国强制性要求进口资本货物需具有银行信用证，所以需要更多的协调工作来确保客户能够满足这一规定。客户也需要在当地有持续的支持，所以保持耐心对推动与Shahjibazar发电厂类似的项目至关重要。例如，该项目及其融资需要由几个委员会（DPP，ECNEC，NCLC等）审核，而这些审核时间都由相关的审批机构决定。在这个项目上因为汇丰熟知审批过程从而极大地帮助了借款人及时获得符合标准的审批，确保了该项目的顺利实施。

London Metal Exchange

PROVISION OF:

Exchange trading and clearing

PROJECT NAME:

Creating better commodity link for the real economy

CHINESE PARTNERS:

Industrial and Commercial Bank of China; China Construction Bank Corporation; Bank of China; Agricultural Bank of China; China Merchants Securities International Co; GF Financial Markets (UK)

UK PARTNER:

Standard Chartered Bank

BACKGROUND

Since the inception of the Belt and Road initiative, the LME has been committed to supporting the key aim of creating new trading routes between China, Asia and Europe. The LME is uniquely placed to drive development of the Belt and Road strategic goals, given its role as the leading price-setting venue for base metals; it offers established and unparalleled connections to both the physical and financial arms of the commodities world.



Signing ceremony of the MoU launching London-Hong Kong Connect led by Chinese President Xi Jinping and British Prime Minister David Cameron.

ABOUT THE COMPANY

The London Metal Exchange (LME) is the world centre for industrial metals trading. The prices discovered on the LME's three trading platforms are used as the global reference price, and both the metal and investment communities use the LME to transfer or take on risk around the clock. It is the leading price-setting venue for base metals.

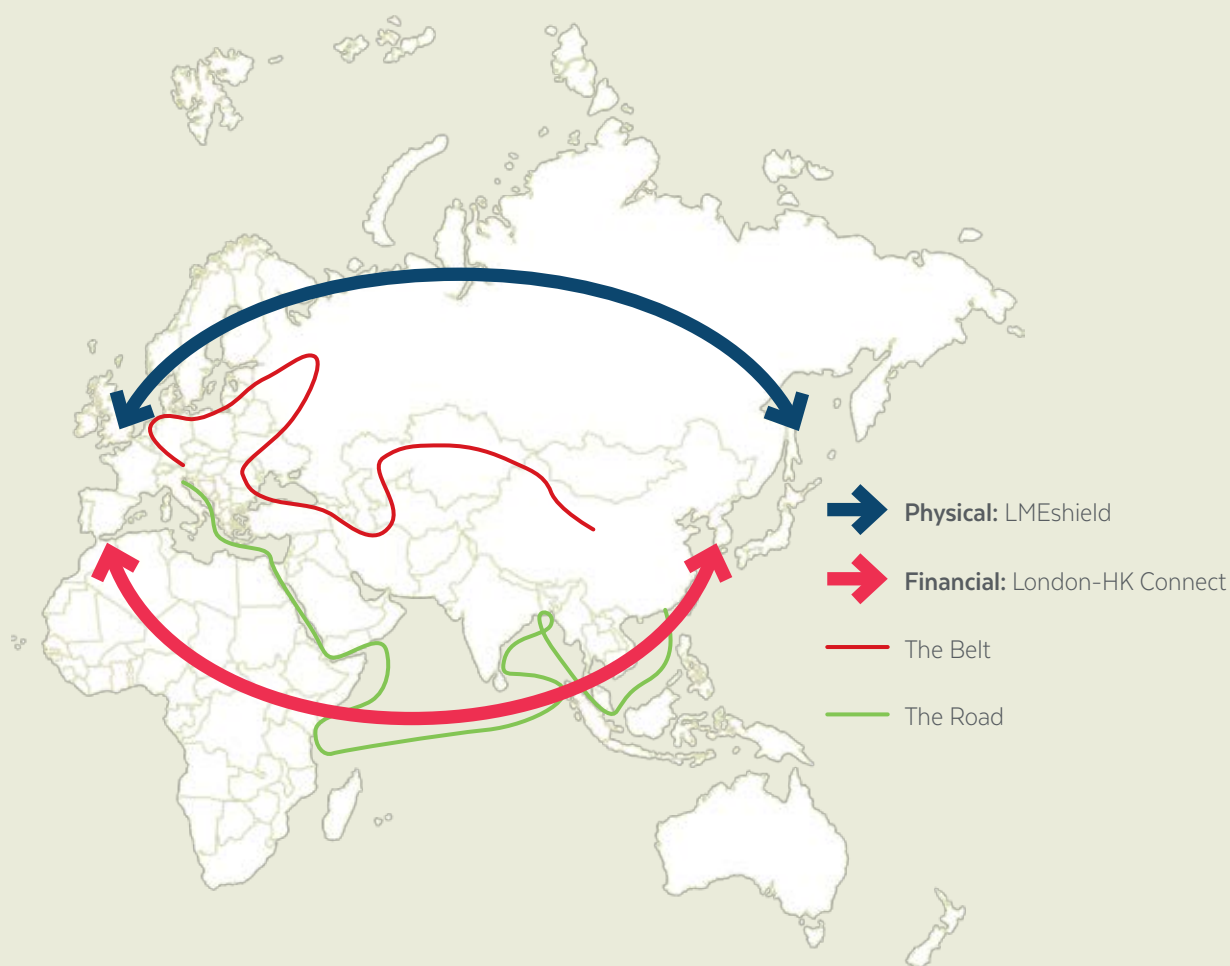
COOPERATION SCOPE

In October 2015, the LME signed a memorandum of understanding (MoU) with a group of Chinese and UK financial institutions under which the LME is establishing financial and physical links along the Belt and Road to facilitate trade and investment. The signatories will use their expertise in risk management and funding to give Chinese participants greater access to global commodities markets.

In support of the financial channel, the LME signed a second MoU for the proposed developing of trading and clearing links between HKEX and LME. The so-called London-Hong Kong Connect will represent an important link between East and West, offering fast, stable and low-cost market access to global financial trading hubs.

In support of the commodity market, LME has developed an innovative new product, LMEShield, a central electronic register for the creation of and transfer of receipts (see page 50).

To cement this initiative, and the LME's position as a conduit for global trade flows, the LME has formed a strategic alliance with Henry Bath & Son (see page 48), CMST Development Co and Mercuria Energy Trading to list warehouses for the LME's new LMEShield repository along the Belt and Road routes. This will provide a crucial infrastructure foundation for global financial and physical commodity flows.



LME CEO, Garry Jones, said about the agreements:

“These MoU’s further show our determination to provide a bridge between China and the rest of the world. We’re making it easier for Chinese participants to engage in the LME’s price-discovery process, ensuring that China’s significant presence in metals is better reflected in global pricing”.



Signatories to the Memorandum of Understanding, October 2015

提供:

交易和结算

项目名称:

优化实体经济大宗商品连接

中国合作伙伴:

中国工商银行、中国建设银行、中国银行、中国农业银行、中国招商证券国际有限公司、广发金融交易（英国）有限公司

英国合作伙伴:

渣打银行

背景

自从“一带一路”倡议提出以来，伦敦金属交易所便致力于为创建中国、亚洲、欧洲之间新贸易路线的关键目标提供支持。鉴于伦敦金属交易所作为贱金属定价领军场所的角色，伦敦金属交易所在推动“一带一路”战略目标发展方面有着独特地位；它为大宗商品领域的物理和金融工具提供稳固和无与伦比的连接。



中国国家主席习近平、英国首相卡梅伦领导的“伦港通”谅解备忘录签字仪式。

公司简介

伦敦金属交易所是全球工业金属交易中心。在伦敦金属交易所三大交易平台上所发现的价格被当作全球参考价，金属和投资界全时段利用伦敦金属交易所转移或承担风险。它是基本金属全球领军定价场所。

合作范围

2015年10月，伦敦金属交易所与一批中国、英国金融机构签署谅解备忘录，根据此备忘录，伦敦金属交易所建立“一带一路”沿线的金融连接和物理连接，以促进贸易和投资。签字公司将利用自己在风险管理和融资方面的专长，为中方参与者进入全球大宗商品市场拓宽道路。

为了对融资渠道提供支持，伦敦金属交易所针对筹划中的港交所与伦敦金属交易所之间的贸易结算连接又签署了一份谅解备忘录，这就是“伦港通”。“伦港通”将成为东西方的一个重要连接，为各大全球金融贸易中心提供迅速、稳定、低成本的市场准入。

为了对大宗商品市场提供支持，伦敦金属交易所开发了一款创新产品LMEshield，即用于仓单开具、转移的中央电子注册系统（见第51页）。

为了加强“一带一路”倡议和伦敦金属交易所作为全球贸易流渠道的地位，伦敦金属交易所与Henry Bath & Son公司（见第49页）、中储发展股份公司及摩科瑞能源贸易公司建立战略联盟，为伦敦金属交易所“一带一路”沿线的新LMEshield仓库挂牌。这将为全球大宗商品的金融与物理流动提供至关重要的基础设施根基。

伦敦金属交易所首席执行官加里·琼斯（Garry Jones）这样评价所签订的协议：“这些备忘录进一步显示了我们为中国与世界其他地区提供桥梁的决心。我们将让中国参与者更方便地参与伦敦金属交易所价格发现过程，确保中国对金属市场的重要影响在全球定价中得到更好体现。”



大宗商品超级交易圈！

伦敦金属交易所（London Metal Exchange, LME）交易大厅，被称为“交易圈”，因环绕交易大厅的独特圆形工作台而得名。它是世界最后仅存的公开喊价交易大厅之一，自建立至今已有139年历史，今天“交易圈”仍然是金属价格发现和交易最高效的平台之一。相当重要地是，因为我们的10年期货交割日结构才使伦敦金属交易所如此独特。事实上，“交易圈”地位非常重要，以至于我们在位于芬斯伯里广场（Finsbury Square）的新办公室内重新设计并建造了“交易圈”。我们看过大宗商品超级周期的来来往往，但只有“交易圈”长存。

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PROJECT LOCATION



PROVISION OF:

Construction/Operation

PROJECT INDUSTRY/SECTOR:

Oil & Gas

PROJECT NAME:

Rumaila Operating Organisation

CHINESE PARTNER/CLIENT:

China National Petroleum Company (CNPC)

PROJECT SIZE/VALUE:

Annual Budget for 2013-2015: US\$2.5 billion

TIME FRAME:

Technical Services Contract until 2034

ABOUT THE COMPANY

Headquartered in London, BP is one of the world's leading international oil and gas companies. It has operations in over 70 countries and its major business activities include exploration and production, refining and marketing, petrochemicals and lubricants. BP has around 80,000 employees worldwide and its shares are traded on the London and New York stock exchange markets.

BACKGROUND

Rumaila is one of the world's largest oil fields, comprising five producing reservoirs. A Technical Services Contract was signed in November 2009 between BP, CNPC, Iraq's State Oil Marketing Organisation (SOMO) and state-owned South Oil Company (SOC), together forming the Rumaila Operating Organisation, to operate the Rumaila oilfield.

Since the TSC signing, 2.4 billion barrels of oil have been recovered and a proven 17 billion barrels are available for further recovery. The annual reported production rate in 2015 stood at 1,362 mbd, while the measured production rate of 1,310 mbd was the highest recorded in 25 years since 1990.

COOPERATION SCOPE

Today, BP and CNPC have 47.6% and 46.4% stakes respectively, working alongside SOMO, which has a stake of 6%. As the lead contractor in the joint venture, BP brings expertise in the advanced subsurface modelling technologies to maximise oil production, reservoir management, enhanced oil recovery, and supply chain contracting. CNPC brings logistical expertise and a supply chain that competes with the rest of the world, alongside large-scale drilling and engineering contracts, including pipeline construction and a new electricity station that feeds power to the national grid for people living in the Basra Governorate.

INSIGHTS

- BP believes that the key to successful cooperation is for UK companies to identify appropriate Chinese partners and make full use of each other's respective strengths, so that they can access new markets together. Both CNPC and CNOOC are BP's long-term trusted partners in China.
- BP recommends careful planning and due diligence beforehand. The market must decide the most efficient way to allocate resources, pursue reasonable returns, and manage risks in a prudent manner.
- Considering the diversity and different situations of Belt and Road countries, it is necessary to find innovative and mutually beneficial ways of working together, through pioneering commercial arrangements.

项目内容:

建设/运营

项目行业:

油气

项目名称:

鲁迈拉运营组织

中方合作伙伴:

中国石油天然气集团公司 (CNPC)

项目规模:

2013至2015年的年度预算为25亿美元

项目时限:

技术服务合同有效至2034年

项目位置:

伊拉克



公司简介

BP公司总部位于伦敦，是世界领先的国际油气公司之一。BP公司在70多个国家运营，主要业务包括勘探和开发、炼油和销售、石化和润滑油等。BP公司在世界有8万多名员工，在伦敦和纽约证交所上市。

项目描述

鲁迈拉是世界上最大的油田之一，包括5个生产油层。BP、CNPC、国家石油销售组织（SOMO）和伊拉克国有南方石油公司（SOC）于2009年11月签署技术服务合同，共同组成鲁迈拉运营组织来经营鲁迈拉油田。自合同签署，该油田已生产24亿桶原油，还有被证实的170亿桶原油尚待进一步开发。鲁迈拉油田2015年的报告生产率是每天136.2万桶，测量生产率是每天131.0万桶。这些都是自1990年来25年里的最高记录。



合作描述

BP和CNPC目前在合资项目中各拥有 47.6% 和 46.4% 的股份，SOMO拥有剩余的6%股份。作为合资项目的领先合同方，BP在地质模型技术方面带来了先进经验，从而可以优化原油开发、储量管理、原油的强化回收和供应链合同管理。CNPC带来了后勤保障经验、世界水平的供应链，以及大规模的钻井和工程合同。这些合同包括管道建设以及一个为巴士拉省国家电网提供能源的全新电厂。



经验和借鉴

- 我们认为，成功的关键在于英国公司应该选择合适的中方合作伙伴，以发挥各自的相对优势并共同进入新市场。CNPC和CNOOC都是BP在中国的长期可信赖的伙伴。
- 我们强烈建议，事先应进行周密规划和尽职调查。我们应该让市场在分配资源、追求合理回报和以谨慎方式管理风险等方面选择最有效的方式。
- 考虑到“一带一路”沿线国家的多样性和不同情况，我们应通过开拓性的商务安排来找到在一起工作的创新和互利方式。



PROJECT LOCATION

Indonesia



PROVISION OF:

Construction/Operation

PROJECT INDUSTRY/SECTOR:

Oil & Gas

PROJECT NAME:

Tangguh LNG Plant

CHINESE PARTNER/CLIENT:

China National Offshore Oil Corporation (CNOOC)

PROJECT SIZE/VALUE:

Existing Facilities: US\$7 billion

TIME FRAME:

Production Sharing Contract until 2035

ABOUT THE COMPANY

Headquartered in London, BP is one of the world's leading international oil and gas companies. It has operations in over 70 countries and its major business activities include exploration and production, refining and marketing, petrochemicals and lubricants. BP has around 80,000 employees worldwide and its shares are traded on the London and New York stock exchange markets.

BACKGROUND

Tangguh is located in Papua Barat, Indonesia. The asset comprises 14 producing wells, two offshore platforms, two pipelines and an LNG plant with two production trains. It has a total capacity of 7.6 million tonnes of LNG per annum. Tangguh supplies LNG to customers in Indonesia, China, South Korea, Mexico and Japan through a combination of long, medium and short-term contracts. Plans for a third train, the Tangguh expansion project, remain on track, with first production expected in 2020.

COOPERATION SCOPE

Tangguh LNG Plant is operated by BP Berau (37.16%) and other partners include MI Berau B.V., CNOOC Muturi (13.90%), Nippon Oil Exploration (Berau), KG Berau Petroleum, KG Wiriagar Overseas, Indonesia Natural Gas Resources Muturi, and Talisman Wiriagar Overseas. Partners, including CNOOC, are involved in business decisions for Tangguh.



项目内容:
建设/运营

项目行业:
油气

项目名称:
唐古液化天然气公司

中方合作伙伴:
中国海洋石油总公司 (CNOOC)

项目规模:
现有设施价值70亿美元

项目时限:
产品分成合同有效至2035年

项目位置:
印尼



公司简介

BP公司总部位于伦敦，是世界领先的国际油气公司之一。BP公司在70多个国家运营，主要业务包括勘探和开发、炼油和销售、石化和润滑油等。BP公司在全世界有8万多名员工，在伦敦和纽约证交所上市。



项目描述

唐古液化天然气公司位于印尼西巴布亚省，包括 14 个生产井、2 个海上平台、2 个管道和1个拥有 2 个生产系统的液化天然气工厂。工厂拥有年生产液化天然气760万吨的能力。工厂通过长、中、短期合同向在印尼、中国、韩国、墨西哥和日本的客户提供液化天然气。唐古工厂扩建项目（即第三个生产系统）正在计划中，预期2020年投入生产。

合作描述

唐古液化天然气公司由 BP(37.16%股份)运营。其他合作伙伴包括MI BERAU B.V.、CNOOC (13.90%股份)、日本石油勘探、KG BERAU PETROLEUM、KG WIRIAGAR OVERSEAS、印尼天然气资源和 TALISMAN WIRIAGAR OVERSEAS。包括CNOOC在内的合作伙伴都参与有关唐古公司的商业决策。

PROVISION OF:

Legal services

PROJECT INDUSTRY/SECTOR:

Energy and Utilities

PROJECT NAME:

Thar Block II coal mine and associated coal-fired power plant

CHINESE PARTNER/CLIENT:

China Development Bank Corporation, Industrial and Commercial Bank of China Limited, China Construction Bank

PROJECT SIZE/VALUE:

US\$1.95 billion

TIME FRAME:

Principal documentation was signed in December 2015 and February 2016, with financial close for the project reached in April 2016

PROJECT LOCATION



ABOUT THE COMPANY

Linklaters is a leading international law firm. It has extensive experience working with Chinese companies on some of the most complex cross-border transactions along the Belt and Road. The firm has advised on more than 60 outbound financing projects, including acting as counsel for the lenders on the project financing of four independent power projects (IPP) along the China-Pakistan Economic Corridor and one IPP in Indonesia.

BACKGROUND

The Thar Block II coal mine and associated coal-fired power plant in Pakistan is the first integrated mining and power project in the China-Pakistan Economic corridor to reach financial close. The project was financed with a loan of US\$1.95 billion. The deal is a rare example of a project financing that has managed to successfully incorporate such a diverse syndicate of lenders into a workable financing structure. The financing comprises both Chinese and Pakistani banks lending across US dollar, Pakistani rupee and Islamic Sharia-compliant tranches.

ADVISORY SCOPE

Linklaters advised the lender group comprising a consortium of local banks and a consortium of Chinese banks (including China Construction Bank, China Development Bank and Industrial and Commercial Bank of China). The Pakistani banks are providing US\$496 million for the mining project and US\$210 million for the power project, while the Chinese lenders are providing US\$621 million for the power plant and US\$220 million for the mine. The sponsors are also providing US\$490 million in equity for the project.

INSIGHTS

- When engaging in a project along the Belt and Road, the parties need to recognise the regulatory, business and cultural differences between the two countries and manage expectations of parties involved, which means looking beyond technical laws and regulations and having a deeper understanding of both the business and regulatory environments and how those associated laws work in practice.
- The deal offers a template for future Chinese outbound investment in infrastructure, natural resources and power generation projects in Pakistan and elsewhere on the Belt and Road, particularly where the scope of Islamic financing involvement in deals is expected to increase in the coming years.
- This deal speaks to the importance of working with advisors with deep experience in cross-border project financing who are able to offer innovative solutions, which in this case involved the creation of a multi-sourced financing structure, complete with term loans and Shariah-compliant debt, and the management of associated intercreditor issues.
- Ultimately successful projects have shown that respecting local management, work practices and building relationships with the local partner is key.

提供:

法律服务

项目所属行业/领域:

能源与公用事业

项目名称:

塔尔区块II煤矿及关联燃煤电厂

中国合作伙伴/客户:

中国国家开发银行、中国工商银行、中国建设银行

项目规模:

19.5亿美元

时间框架:

主要文件于2015年12月和2016年2月签署，2016年4月实现融资关闭。

项目地点:

巴基斯坦



公司简介

年利达是一家领先的国际律师事务所。本所在一带一路沿线最复杂的一些跨境国交易上具有为中国客户提供服务的丰富经验。本所已就60多个走出去融资项目提供过法律服务，包括担任贷款人的法律顾问就中-巴经济走廊沿线的四个独立电厂（IPP）项目以及在印尼的一个独立电厂项目的项目融资事宜提供法律服务。

背景

巴基斯坦塔尔区块II煤矿及附属燃煤电厂是中巴经济走廊首个融资结束的采矿与电厂一体化项目。该项目贷款19.5亿美元。这笔交易在设法把如此多样化的银团成功纳入一个可行的融资结构方面是一个罕见案例。融资包括中巴两国银行出借美元、巴基斯坦卢比，以及符合伊斯兰教法的多笔贷款。

咨询范围

年利达为由巴基斯坦当地银行银团和中国的银行银团（包括中国建设银行、中国国家开发银行和中国工商银行）组成的贷款集团提供了咨询。巴基斯坦的银行将分别为采矿项目和电厂项目提供4.96亿美元和2.10亿美元贷款，中国的银行则分别为采矿项目和电厂项目提供2.20亿美元和6.21亿美元贷款。贷款方还将为项目提供4.90亿美元的股权贷款。

洞察

- 在洽谈“一带一路”沿线项目时，各方需认识到两国在监管、营商和文化方面的差异，管理好有关各方的预期。这意味着要超越技术法律和监管，更深入地理解营商和监管环境，以及这些相关法律实际如何实施。
- 该交易为中国今后对巴基斯坦和“一带一路”沿线其他地区的基础设施、天然资源和发电项目进行境外投资提供了一个模版，在未来交易预计将更多涉及伊斯兰融资的情况下尤为如此。
- 本交易凸显出与深谙跨境项目融资的顾问开展合作的重要性。这类顾问应有能力提出富有创造性的解决方案，这在本交易中包含了创设多源融资架构，包括定期贷款和伊斯兰债务，并处理相关的债权人问题。
- 最终取得成功的项目显示，尊重当地管理、工作做法，与当地合作伙伴建立关系是至关重要的。

PROVISION OF:

Advisory services

PROJECT INDUSTRY/SECTOR:

Oil & Gas

PROJECT NAME:

Oil and Gas Project in Nigeria

CHINESE PARTNER/CLIENT:

Leading Chinese bank

PROJECT SIZE/VALUE:

US\$150 million

TIME FRAME:

3-4 months

PROJECT LOCATION**ABOUT THE COMPANY**

KPMG is a global network of professional firms providing audit, tax and advisory services. KPMG's African client on this project is an industrial group operating in the energy and non-energy sectors through seven main subsidiaries. Within the energy sector, the African company maintains offshore production and storage facilities. These include Floating, Production, Storage and Offloading (FPSO) vessels and Offshore Support Vessels (OSVs) in the Gulf of Guinea.

BACKGROUND

A leading Chinese Bank, as part of its Africa strategy, was interested in financing Oil and Gas operating and logistics assets in the Gulf of Guinea. KPMG introduced the bank to an African FPSO management company which had approached the firm, seeking advice on their new cost-cutting process for the oil and gas sector in Africa. This required articulating and verifying the company's claims, as well as raising finance for the acquisition of two FPSO vessels. There is a potential extension to the opportunity in the medium term as the African company is also seeking finance for a proposed dockyard and logistics base. The scope of the Dockyard project is to develop a 5 -10,000 Ton Floating Dock, with the opportunity for the financier to nominate the engineering, procurement, and construction (EPC) services provider. Discussions are currently ongoing.

COOPERATION SCOPE

KPMG, through its local firm in Africa, led the engagement to develop an Information Memorandum (IM) for this transaction. The purpose of the IM was to verify and evaluate the African company's expertise and claims of operating and maintaining FPSO vessels. Once completed, the Chinese bank intends to provide financing for the projects. Furthermore, it is also intended that a Chinese construction company will engage the African company to provide engineering, procurement, and construction services.

INSIGHTS

- The UK has an important role to play in the China-Africa business relationship, especially taking into consideration the historical links between the UK and the African continent.
- As African companies continue to show signs of maturity, it opens huge opportunities for Chinese companies to form profitable and sustainable partnerships across the continent.
- An informed and credible understanding of African opportunities is relevant, especially for new entrants in the market.

提供:

咨询服务

项目行业/领域:

石油和天然气

项目名称:

毕马威在尼日利亚的石油和天然气项目

中国合作伙伴/客户:

领先的中资银行

项目规模/价值:

1.5亿美元

时间跨度:

3-4个月

项目地点:

非洲尼日利亚



公司简介

毕马威是一家提供审计，税务和咨询服务的国际专业公司。毕马威在这个项目上的非洲客户是一家工业集团公司，通过其七个子公司经营能源和非能源项目。在能源领域，该非洲公司负责维护离岸产品和存储设施。其中包括浮式生产储卸油船只（FPSO）以及几内亚湾离岸支援船只（OSVs）。

项目简介

一家主要的中资银行，作为其非洲战略的一部分，有意在几内亚湾的石油和天然气业务和物流资产项目上投资。毕马威把这家中资银行介绍给了一家非洲浮式生产储卸油船只（FPSO）管理公司，此公司也向毕马威在他们非洲石油和天然气业务上新的成本削减进程征求意见。这需要阐明和验证公司的信用，以及为收购两家FPSO船坞筹集资金。这里还有一个潜在的中期机会，是为这家非洲公司就其船坞维修巷和物流基地项目融资。该项目是开发一种5-10,000吨漂浮船坞，并且投资方将有机会提名工程，采购和施工（EPC）服务的供应商。目前该讨论正在进行当中。

参与者

毕马威会计师事务所，通过其在非洲当地的公司带领该交易备忘录（IM）的发展。此备忘录的目的是验证和评估该非洲公司的专业知识以及操作和维护FPSO船只的信用。一旦完成，该中资银行将提供项目融资。此外，还将聘请一家中国建筑公司参与该非洲公司项目，提供工程，采购和施工服务。



经验总结

- 英国在中国与非洲的合作关系上发挥重要作用，尤其是考虑到英国和非洲大陆之间的历史联系。
- 随着非洲公司的逐渐成熟，将为中国企业在整个非洲大陆的合作上带来了显著和持续的投资机遇。
- 对非洲机会明智和可信的见解是至关重要的，尤其是对新进入市场的参与者。

三亚：“一带一路”战略带上的璀璨明珠

Sanya: The pearl on the 'Belt and Road'

Promotional Feature
宣传特稿

北纬18度，南海之滨，三亚。这个不缺乏阳光的城市，正在迸发勃勃生机。三亚位于海南岛的最南端，东邻陵水县，西接乐东县，北毗保亭县，南临南海。陆地总面积1919.58平方公里，海域总面积6000平方公里。东西长91.6公里，南北宽51公里，常住人口为74.19万人，聚居了汉、黎、苗、回等20多个民族。三亚是海南省南部的中心城市和交通通信枢纽，也是中国东南沿海对外开放黄金海岸线上最南端的对外贸易重要口岸之一。

Located at 18° N on the coast of South China Sea, the sunny city -Sanya, is prospering. Sanya is located on the south end of Hainan Island, with Lingshui County on the east, Ledong County on the west, Baoting County on the north, and South China Sea on the south. Its land area is 1,919.58 sq km, and sea area is 6,000 sq km. It has an east-west span of 91.6 km, and north-south span of 51 km. The resident population is 741.9 thousand, composed of over 20 ethnic groups including Han, Li, Miao and Hui. Sanya is a central city and transport telecommunications hub in the south of Hainan Province. It is also one of the important ports along the Golden Coast in Southeast China for foreign trade.



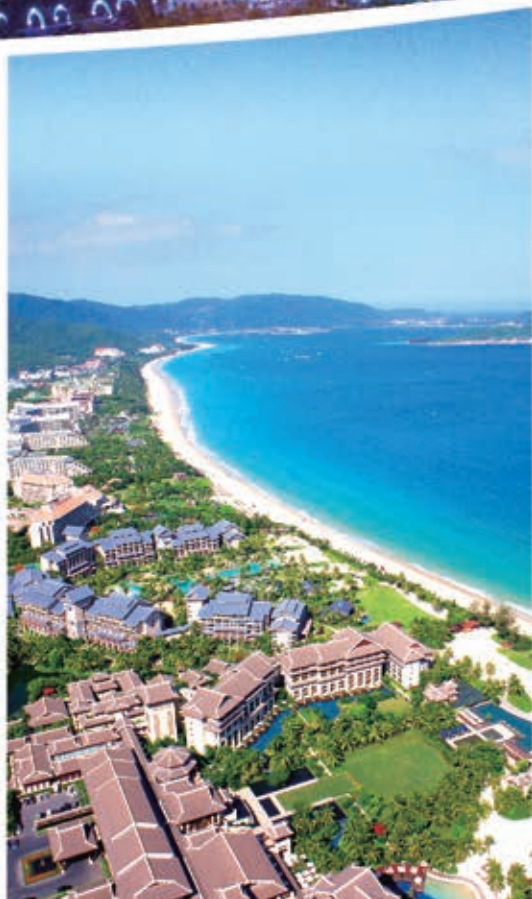
全面融入“一带一路”建设

'Belt and Road'

党中央国务院印发的“一带一路”战略规划，明确提出：支持海南建设南海资源开发服务保障基地和海上救援基地，加大海南国际旅游岛开发开放力度，把海口、三亚列为海上合作战略支点，强化三亚国际门户机场功能。

The 'Belt and Road' (B&R) initiative published by the State Council of PRC has the following objectives: to encourage Hainan to build a support base for the development of resources in South China Sea and a sea rescue base; to further develop and open up Hainan International Tourism Island; to make Haikou and Sanya strategic pivots of marine cooperation; and to strengthen Sanya's role as an international gateway airport.

加强与“一带一路”沿线国家的科技人文交流。加强外事领域国际交流，建设公共外交、文化外交综合平台，办好各类国际交流活动。大力开展城市公共外交，以国际门户枢纽机场和国际邮轮母港通道建设为重点，加强与沿线国家的互联互通，广泛缔结友好城市。深化科技领域的国际交流合作，推进海洋文化、南繁科技等国际交流。促进中外教育合作，争取更多地引进国际优质高等教育资源和合作办学。深入推进文化交流与合作，办好各类国际文化体育赛事，与沿线国家互办文化年、艺术节、电影周、旅游年等。加强宗教文化的国际交流，以建设南海佛学院为抓手，打造中国—东盟佛教文化交流中心。以旅游业为核心，引导和动员企业、商协会等各种民间力量开展丰富多样的文化交流与合作，促进沿线国家的友好往来。



We would like to strengthen the technological and humanitarian exchange between Sanya and the countries along the 'Belt and Road'. In foreign affairs, we will build an integrated platform for public and cultural diplomacy and organise various international events. There will be more activities in public diplomacy between cities. We will prioritize the construction of an international gateway airport and the channel building of a cruise home port to strengthen the interconnection between cities along the B&R and to establish more sister cities. In technology, we will advance cooperation in maritime culture and in association with Nanfan Academy. In education, we aim to bring in more resources from excellent foreign higher education institutions and establish more Chinese-foreign co-run schools. In culture, we will organise various events, including sports events, culture year, art festival, film week, tourism year, in conjunction with the cities along the B&R. In religion, we want to build the Buddhism Academy of Nanhai into a centre for China-ASEAN Buddhist culture exchange. In tourism, we will mobilise businesses and trade associations to initiate diverse cultural exchanges in the private sector.

深化与“一带一路”沿线国家旅游合作。积极推动“21世纪海上丝绸之路”邮轮旅游合作，开辟南海邮轮航线，打造邮轮国际旅游精品。推动经南海岛链开辟三亚—东盟各国国际邮轮旅游新航线，促进中国与东盟各国邮轮旅游正常化。同时在海岛游、帆船、游艇、邮轮、渔船游等旅游新产品、新业态方面开展合作，促进旅游业深度发展。

We will deepen the touristic cooperation with countries along the B&R. We are promoting cooperation in cruise tourism on



the '21st Century Maritime Silk Road', designing new high-quality cruise routes on South China Sea. The new routes along the Island Chain of South China Sea will help normalise international cruise tourism among Sanya-ASEAN countries. We will also develop cooperation in new products, including trips on islands, sailboats, yachts, cruises, and fishing boats.

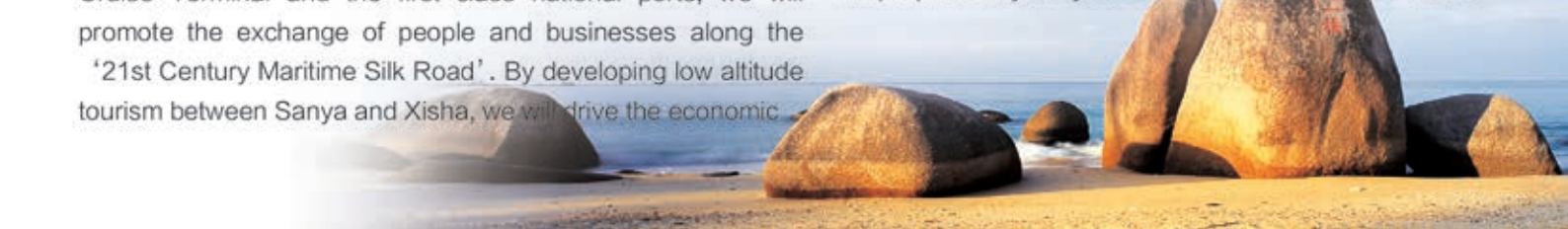
实行海空港联动和互联互通。以日、俄、韩、欧洲等国家和地区为主要目标市场，争取开通更多国际航线。强化与东南亚旅游城市的互联互通，构建以三亚为中心的东南亚国际旅游圈。利用凤凰岛国际邮轮母港和国家一类口岸等港口资源，促进与“21世纪海上丝绸之路”沿线国家的人员与经贸往来。积极争取开通三亚至西沙的低空旅游航线，以旅游先行带动两地海岛经济发展。积极争取民用飞机从事更多公共航空运输以外的民用和商业航空活动，大力发展农林渔业、气象探测、海洋监测、抢险救灾、科学实验等通用航空。

Airports and ports will be more interconnected. We seek to open more international routes with Japan, Russia, South Korea and Europe being our main target markets. We'll be more interconnected with tourist countries in Southeast Asia to build an international tourism circle with Sanya at its centre in Southeast Asia. Using the resources from Phoenix Island International Cruise Terminal and the first-class national ports, we will promote the exchange of people and businesses along the '21st Century Maritime Silk Road'. By developing low altitude tourism between Sanya and Xisha, we will drive the economic

development on the two islands. We will encourage civil airplanes to carry out activities beyond public transport to assist with general aviation activities in agriculture, forestry, fishing, weather observation, marine monitoring, rescue operations and scientific experiments.

未来五年，三亚将坚持国际标准、精品思维、高端发展，以深化国际旅游岛建设和打造三亚3.0升级版为主线，以“双修”“双城”试点和重大项目建设为抓手，以改革开放创新为动力，加快形成以旅游业为龙头的多元化产业体系，创新驱动三亚全面转型升级，确保在“十三五”末全面建成小康社会，把三亚打造成为国际化热带滨海旅游精品城市 and 三亚人民的幸福家园。

In the next 5 years, Sanya will continue to adopt international standards, make quality goods and develop to a higher level. The building of International Tourism Island and Sanya 3.0 will be the main activity. We will focus on 'dual repair' (repairing environment and city) and 'dual city' (sponge city and city underground trench), together with other major projects. Driven by reform, opening up and innovation, we will establish a diversified industry system headed by tourism. Innovation drives Sanya to transform and upgrade. This will ensure the creation of a moderately prosperous society, a high-quality international tropical seaside resort and a home of happiness for the people in Sanya all by the end of the 13th 'Five-Year Plan'.



PROVISION OF:

Online services

PROJECT INDUSTRY/SECTOR:

B2B

PROJECT NAME:

Online services

CHINESE PARTNER/CLIENT:

Alibaba.com

TIME FRAME:

Ongoing

ABOUT THE COMPANY

Alibaba.com is the leading platform for global wholesale trade, serving millions of buyers and suppliers around the world. Its mission is to break the traditional trade barriers and help buyers, sellers and business partners worldwide to improve cross-border trade.

**BACKGROUND**

As the leading B2B trading platform, Alibaba.com has made a major contribution to the development of global manufacturing and cross-border trade for small and medium businesses. Alibaba.com aims to inform the world's traders about the benefits of its online platform and B2B business generally. It interacts with buyers via social media. Alibaba.com attends many trade exhibitions and offers training courses. Alibaba.com plans to continually enhance and grow its B2B platform to better serve global SMEs and has developed a number of new products to assist buyers and sellers to trade online.

BELT AND ROAD E COMMERCE PLATFORM

Alibaba set up a regional hub in the UK and in October 2015, the company signed an MOU with UKTI to help British businesses operate their sales via Alibaba's popular China B2B e-marketplace, 1688.com. Alibaba's mission is to make it easy to do business anywhere in the world via its many platforms and solutions. Overall, Alibaba's international approach is adding an important e-commerce dimension to the Belt and Road.

Alibaba has also established a training course in cooperation with the Internet Business School in the UK. The course will mainly teach people how to use the Alibaba.com platform and how to leverage the platform to grow their business.

In Europe and in the UK, Alibaba.com is also cooperating with two online finance businesses, ezbob and iwoca, to assist SMEs to borrow in the short term when procuring goods from Chinese suppliers.

案例学习: 阿里巴巴



提供:

电子商务服务

项目行业/领域:

B2B (公司对公司)

项目名称:

电子商务服务

中国合作伙伴/客户:

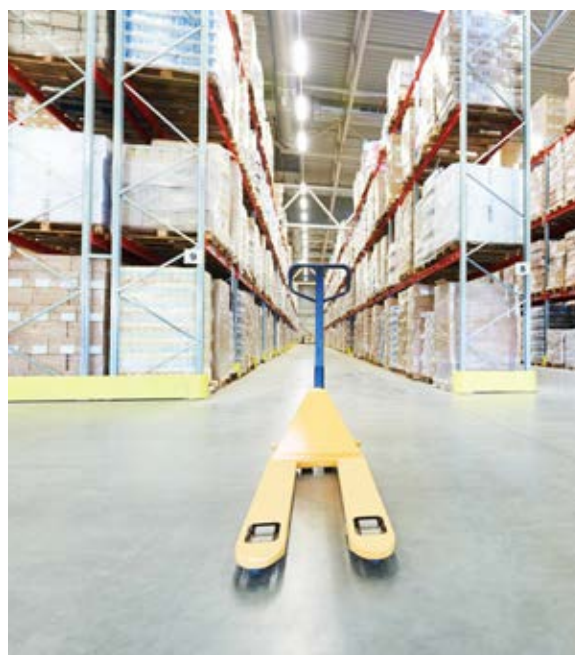
Alibaba.com

时间跨度:

正在进行中

公司介绍

Alibaba.com是顶尖的B2B电子商务平台。平台主要服务全球买家和供应商，愿景是打破传统贸易的壁垒，帮助全球的买家、供应商和商业合作伙伴开展更有效的跨境贸易。



背景

作为领先的B2B贸易平台，alibaba.com已经为中小企业在全球采购制造、跨境贸易方面的发展做出了主要贡献。Alibaba.com推出的新产品帮助买家、供应商在平台进行交易。在社交平台、贸易展会中与买家互动，提供培训课程，让跨国贸易商了解B2B电子平台的特点和产品。面向未来，alibaba.com会一如既往地改善发展平台功能，更好的服务全球中小企业。

一带一路电子商务平台

阿里巴巴在英国设有办公室，2015年alibaba.com和UK Trade & Investment (英国贸易投资总署)签订备忘录帮助英国品牌通过阿里巴巴集团下1688.com平台进入中国市场。阿里巴巴集团的使命是通过旗下平台和服务让天下没有难做的生意，其国际化的推进尤其促进了“一带一路”在电子商务方面的发展。

Alibaba.com和英国Internet Business School合办推出了电子商务培训课程。课程旨在帮助中小企业家学习如何运用alibaba.com平台进行跨国贸易。

在欧洲，alibaba.com同Ezbob和Iwoca强强合作，共同为中小企业提供及时借贷服务，帮助他们更有效的采购。

PROVISION OF:

Engineering, design, planning, project management and consulting services

PROJECT INDUSTRY/SECTOR:

Construction

PROJECT NAME:

Karnaphuli River Tunnel

CHINESE PARTNER/CLIENT:

China Communication Construction Co., Ltd.

PROJECT SIZE/VALUE:

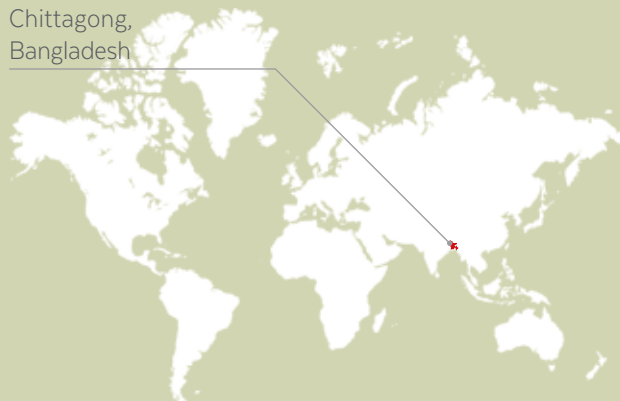
US\$1 billion

TIME FRAME:

5 years

PROJECT LOCATION

Chittagong,
Bangladesh

**ABOUT THE COMPANY**

Arup is a global professional services firm which provides engineering, design, planning, project management and consulting services for all aspects of the built environment. Founded in 1946, Arup employs some 13,500 staff members in almost 100 offices worldwide. From commercial property to large-scale infrastructure projects, Arup is able to draw on its global network to help Chinese clients deliver world-class projects across the globe.

BACKGROUND

Backed by the Bangladesh government and the Exim Bank of China, the Karnaphuli River Tunnel will connect the Chittagong Port City directly with the other side of the Karnaphuli River and indirectly with other parts of the country through Dhaka-Chittagong-Cox's Bazar Highway. The 3.5km long, multi-lane road tunnel will join Chittagong to the southern sub-districts and reduce traffic congestion on both sides of the river.

COOPERATION SCOPE

China Communication Construction teamed up with Arup to conduct an economic and engineering investigation that examined the economic viability and technical feasibility for the construction of the road tunnel.

Arup played a key role in the technical input, documentation and reporting throughout the bidding and consultancy stage, which helped the Arup-CCCC partnership achieve the highest technical and commercial scores in the international procurement process for the feasibility study and preliminary design package. The partnership also successfully completed the subsequent design and consultancy work on this project.

INSIGHTS

- Chinese companies are increasingly looking for opportunities overseas. UK consultants can make significant contributions in projects where the markets are new to Chinese companies, or where international best practice is required.
- An understanding of the legal and contractual complications of large-scale infrastructure projects is invaluable to Chinese contractors, especially in emerging markets and third countries.

提供:

工程、设计、规划、项目管理和咨询服务

项目所属行业/领域:

建筑

项目名称:

卡纳普里河底隧道

中国合作伙伴/客户:

中国交通建设股份有限公司

项目规模/价值:

10亿美元

时间框架:

5年

项目地点:

孟加拉国吉大港

公司简介

奥雅纳是全球众多知名项目的核心创意力量，业务横跨建筑环境的各个领域和不同行业。奥雅纳创立于1946年，在全球拥有近100个办公室，约13,500名员工。从商业地产到大规模基础设施项目，奥雅纳能够利用其全球网络帮助中国客户在全球交付世界一流的项目。

合作范围

中国交通建设股份有限公司与奥雅纳合作，通过详细的经济和工程技术研究，论证了在吉大港建造该公路隧道的经济可行性和技术合理性。

无论是在技术支持方面，还是在文件编制及与业主沟通汇报方面，奥雅纳都起到了非常关键的作用。这也促使“中国交通建设股份有限公司-奥雅纳”联合体在项目可行性研究和初步设计投标中取得技术和商务最高分，此后也顺利完成了整项研究和设计工作。

孟加拉国政府最近亦与中国签署了相关的隧道建设协议。

背景

在孟加拉国政府和中国进出口银行的支持下，卡纳普里河底隧道将使吉大港市与卡纳普里河对岸实现直接相连，并通过达卡-吉大港-科克斯巴扎尔公路与该国其他地区实现间接相连。3.5公里长的多车道公路隧道将连接吉大港与南部各副县，并减少河两岸的交通拥堵。



洞察

- 中国公司正越来越多地寻找海外机会。当中国公司对新市场不太熟悉，或是项目需要国际最佳做法时，英国公司可以在项目中做出重要贡献。
- 了解大规模基础设施项目的法律和合同的复杂之处对于中国承包商来说是非常有价值的，在新兴市场和第三国尤为如此。

PROVISION OF:

Investments, construction contracting and real estate development

ABOUT THE COMPANY

BCEG was founded in 1953.
 BCEG launched its UK office in October 2013.

BACKGROUND

Through its UK subsidiary BCEGI, Chinese state-owned Beijing Construction Engineering Group (BCEG) has invested in an £800m joint venture with Manchester Airports Group, the Greater Manchester Pension Fund and UK construction firm Carillion, in the Airport City development. BCEGI has also pursued further investment opportunities, such as St Michael's, an integrated hotel/residential/office building with a value of some £220 million.

The company is working with local partners to promote the "China Cluster" in the region, which aims to be a hub for Chinese businesses to invest in the north of England, offering a range of flexible office accommodation from serviced office space. It will also provide Chinese businesses with expansion opportunities to support future growth.

In the UK, BCEGI has more than 40 full time staff, of which 8 are from China. The company is creating high level jobs in the UK via its investment and construction programme. Furthermore, BCEGI is now planning to use the technological experience it is gaining in the UK, together with UK talent, to service other markets along the Belt and Road.

BUSINESS SCOPE

The company's UK business scope includes investments, construction contracting and real estate development and import-export trade. However, the group company also has operations across the world, including Mauritius, Tanzania, Rwanda, Angola, Congo, Equatorial Guinea, Libya, The United Arab Emirates, Saudi Arabia, Togo, Mongolia, Kazakhstan, Malaysia, Singapore, Thailand, Vietnam and the Philippines, where it undertakes local housing construction, roads and bridge construction, municipal works, airport construction, power plant and other projects.

**INSIGHTS**

- The work of BCEG is a tangible example of how Chinese investment is revolutionising the UK's Northern infrastructure.
- BCEG are strongly committed to working with local partners and advisers in the territories they operate in as well as retaining advisers at a global level. In the UK, local accounting and tax assistance is provided by HLB member firm Beever and Struthers.
- The UK can offer the opportunity for Chinese firms to develop and absorb new expertise which can be applied to other markets around the world.

业务:

投资、施工承包以及房地产开发

公司简介

北京建工集团成立于1953年。2013年10月，北京建工集团英国公司正式启动运营。

背景

中国国有企业北京建工集团通过其英国子公司与曼彻斯特机场集团、大曼彻斯特养老基金及英国工程公司卡里林成立了一家价值8亿英镑的合资企业，联合开发曼彻斯特空港城项目。北京建工集团还在英国寻求其他投资机会，例如集酒店、住宅和办公楼一体的价值2.2亿英镑的圣迈克项目。

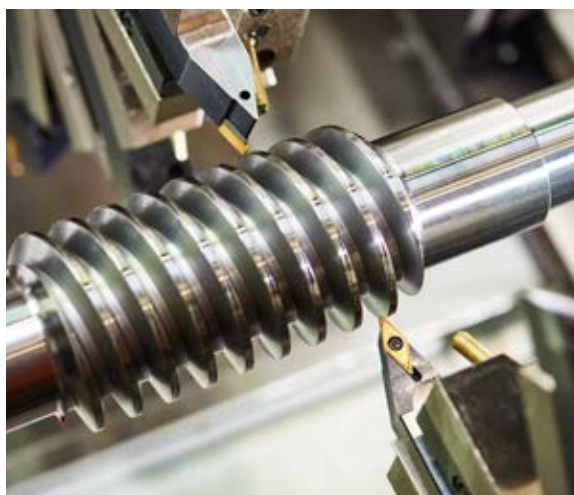
北京建工集团与当地合作伙伴进行合作，促进该地区“中国集群”的发展。该集群致力于成为中国企业在英格兰北部投资的枢纽，将提供一系列的灵活多样的服务式办公场所，以适应中国企业的扩张和未来发展之需。

北京建工集团在英国已有40多名全职员工，其中8人来自中国。北京建工集团在英国的投资和工程建设将提供诸多就业机会。另外，北京建工集团计划利用其在英国获得的经验和人才一起服务于“一带一路”沿线的其他市场。



业务范围

北京建工集团在英国的主要业务包括投资、施工承包以及房地产开发及进出口贸易。集团公司在毛里求斯、坦桑尼亚、卢旺达、安哥拉、刚果、赤道几内亚、利比亚、阿拉伯联合酋长国、沙特阿拉伯、多哥、蒙古、哈萨克斯坦、马来西亚、新加坡、泰国、越南、菲律宾、澳大利亚、美国、安提瓜和巴布达等地均有业务，业务涉及住宅建设、公路和桥梁、市政工程、机场建设、发电站及其他项目。



洞察

- 北京建工集团的案例是一个中国投资如何影响英国北部基础设施改革的切实范例。
- 北京建工集团坚定致力于与当地合作伙伴和顾问进行合作，并在全球层面聘请顾问。英国的本地会计和税务咨询服务由浩信国际（HLB）成员公司比弗和斯特拉瑟斯（Beever and Struthers）会计师事务所提供。
- 英国可以为中国公司提供发展和吸收新专长的机会，这些专长可以被应用于全球其他市场。

**PROJECT INDUSTRY/SECTOR:**

Automotive R&D and Manufacturing

**PARENT COMPANY IN CHINA
AND/OR PARTNER IN UK:**

Changan Automobile Company Limited

UK COMPANY TURNOVER

£10 million

PROJECT LOCATIONBirmingham,
United Kingdom**ABOUT THE COMPANY**

Changan UK R&D Centre Ltd is a UK company set up by Changan Automobile in June 2010 in Nottingham. CAUK is dedicated to powertrain design and development for Changan's next generation vehicles. In October 2015, CAUK relocated to Birmingham. CAUK has ambitious expansion plans to build its own test facility in Birmingham and to recruit for R&D roles. CAUK aims to become a world-class leading powertrain R&D centre, and a promoter and practitioner of green technologies.

BACKGROUND**Changan Automobile**

Five domestic R&D centres in China and four overseas R&D centres help Changan Automobile to form a global R&D footprint covering China, Italy, Japan, UK and USA. The company has 12 global production bases, 32 vehicle and engine plants and over 6,000 sale and service stations in 60 countries comprising nearly 50,000 employees, selling 2.7 million vehicles a year and generating an annual turnover of Yn243 billion. The company also has joint ventures with Ford, PSA, Mazda, Suzuki and JMC.

BELT AND ROAD TECHNOLOGY PLATFORM**Changan UK R&D Centre**

CAUK focuses on developing advanced design and development technologies for the powertrain, including engine, transmission, powertrain control and electronics. The company's R&D and design is conducted by engineering experts recruited in the UK. CAUK is developing new technologies and design products for Changan. It aims to become the core R&D centre for Changan's Intelligent BlueCore powertrain technologies and products. CAUK is now cooperating with many different suppliers from a range of countries.

INSIGHTS

- The experience and technical expertise that the company is building up in the UK will ultimately contribute to Changan's capabilities to develop new markets along the Belt and Road route.
- Establishing an overseas R&D centre is a good approach to fill the knowledge gap between China and countries with well-developed auto industries. This has helped Changan catch up with others and become competitive.
- Changan incorporates advanced engineering processes and techniques developed in the UK into its manufacturing in China. This has helped the company to reach advanced levels of manufacture comparable with others. Efficiencies also extend to management.
- CAUK has established a series of operational and HR policy and procedures to comply with UK laws and regulations as well as addressing Chinese and UK cultural differences. There is regular training and knowledge sharing to help staff both in China and the UK work together. It is essential for a multicultural company such as Changan and CAUK to communicate well.



项目行业:

汽车研发和制造

中方合作伙伴:

长安汽车英国研发中心

项目规模:

1,000万英镑

项目位置:

英国伯明翰

公司简介

2010年6月,长安汽车在英国诺丁汉设立了长安汽车英国研发中心(CAUK),致力于长安新一代汽车动力总成的设计和开发。2015年10月,CAUK搬迁至英国伯明翰,建立永久基地,继续发展壮大。为了满足目前重大动力总成研发项目需求,以及未来公司策略性的发展,在大量招贤纳士的同时,也开始建立自己的测试厂房和设施。成为世界级领先的动力总成研发中心和绿色技术的推动者和实践者是CAUK矢志不渝的发展方向。

背景

长安汽车集团(长安汽车)

长安汽车在中国境内拥有5个研发中心,并在海外设立了4个研发中心,其全球研发格局覆盖至中国、意大利、日本、英国和美国。公司在全中国范围内设有12个生产基地,32个整车和发动机厂,并在全球60个国家设立6000个销售服务中心,吸纳5万多名员工为集团服务。其汽车年销量达270万辆,年营业额为2430亿人民币。除此之外,长安汽车积极寻求全球合作伙伴,成立长安福特、长安铃木、长安马自达、长安标致雪铁龙、江铃控股等合资企业。

一带一路技术平台

长安汽车英国研发中心(CAUK)

CAUK致力于开发先进的动力总成设计和开发技术,研发活动涉及发动机、变速器和动力总成电控系统。英国中心的所有研究、开发和设计均由英国当地招聘而来的工程专家进行。

CAUK目前正在为总部开发新的技术和产品,旨在成为长安汽车全球研发体系中的佼佼者,致力于为公司“智能蓝芯”动力总成技术和产品服务。目前,CAUK与许多国家的供应商建立了合作关系。

经验和借鉴

- 长安汽车在英国积累的经验和专业技术专长将使其更有能力开发一带一路沿线的新市场。
- 海外设立研发中心的初衷,是结合“以空间换时间”的理念,迅速地弥补中国与世界其他拥有发达汽车技术的国家间的差距,同时有利于帮助长安汽车建立“后发优势”,增强其竞争力。
- 长安汽车充分利用英国先进的工程、工艺和技术,并融合至产品中。较其他竞争对手而言,长安汽车通过这种方式,有效提高其制造水平。同时,也能提升管理的有效性。
- CAUK根据英国当地的法律法规和中英文化的不同,出台了一系列运营和人力政策与制度。除此之外,CAUK会定期举办一些培训和文化分享的活动,以供中英员工更好的相处和工作。总而言之,有效的沟通协同对于像长安汽车和CAUK一样的跨文化公司而言,无疑是至关重要的。

PROVISION OF:

Telecoms services

PROJECT NAME:

Orient Network Express

PROJECT SIZE/VALUE:

Approximately one billion pounds

ABOUT THE COMPANY

China Mobile Communications Corporation is a Chinese state-owned telecommunication company that provides mobile voice and multimedia services through its nationwide mobile telecommunications network.

BACKGROUND

Orient Network Express ('The One') will be a digital telecommunications network able to connect the Europe-North Africa-Middle East-Asia cable network with short latency, diversity and reliability.

**DIGITAL CONNECTIVITY FOR THE BELT AND ROAD**

"Road" - China Mobile is building optical fibre networks both under the sea and over the land along five economic "corridors" that are all part of the Belt and Road. In total, these cables will be over 65,000km long, and enable China Mobile to provide short latency route, diversified route and reliable route connectivity from Asia to the Middle East, North Africa and Europe.

"Station" - The project also comprises a network of service points of presence ("POP") and overseas cloud computing centres. The plan is to build 142 POPs covering 58 cities, as well as a variety of data services to assist the development of the regional economic centres.

By the end of the 13th "Five-Year-Plan", China Mobile aims to have built 70 POPs servicing 50 countries along the Belt and Road route.

"The Island" - In future, China Mobile also intends to build data centres in the United Kingdom, Singapore, Thailand and Malaysia, which will act as "Silk Road Information Islands" or hubs in order to form a new Cloud Service Global platform.

China Mobile's UK operation, and future data centre, will play a vital role in serving the Oriental Network Express and helping to realise true digital connectivity along the Belt and Road route.

提供:

电信服务

项目名称:

东方网络快车

项目规模/价值:

约十亿英镑

公司简介

中国移动通信集团公司是一家中国国有电信公司,通过全国范围的移动通信网络提供移动语音和多媒体服务。

背景

东方网络快车 (The One) 将成为能够连接欧洲-北非-中东-亚洲缆线网络,并具有短延迟、多样化和可靠特性的数字电信网络。

助力一带一路的数字连通

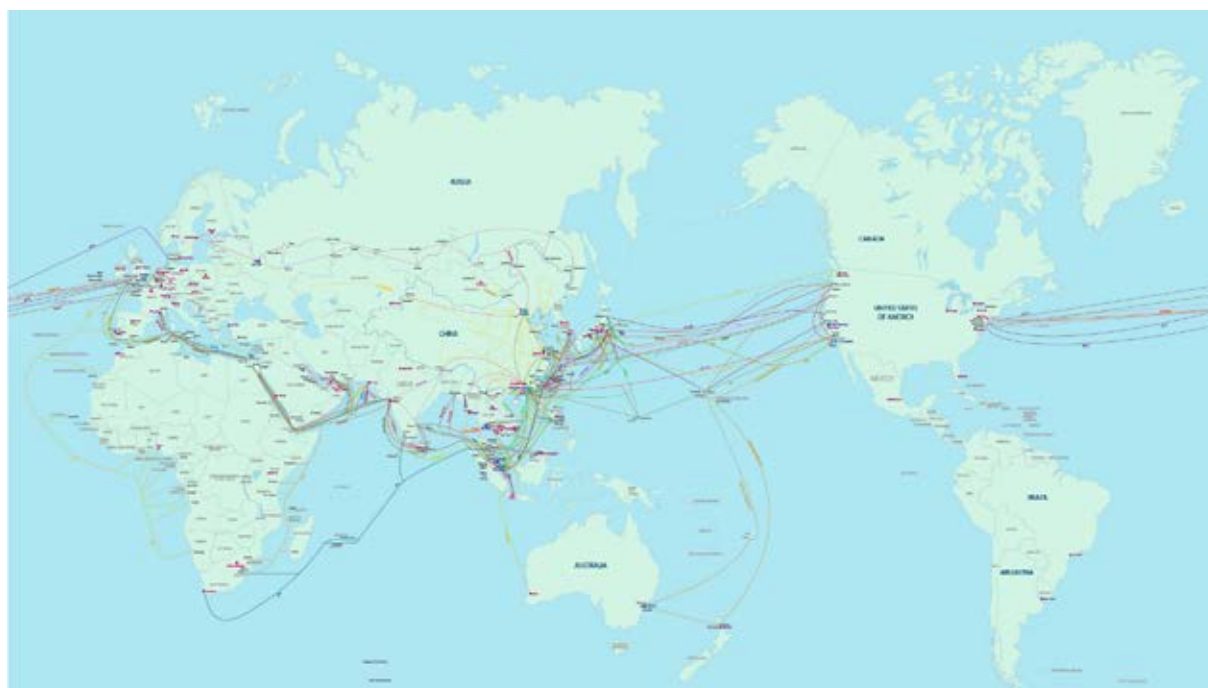
“路”: 中国移动正沿着“一带一路”的五大经济走廊建设海底和陆上光纤网络。全长65,000公里的海陆缆将帮助中国移动提供从亚洲到中东、北非和欧洲短延迟、多样化和可靠的路径连通。

“站”: 该项目还包含网络服务提供点 (“POP”) 和海外云计算中心建设。计划建设142个网络服务提供点,覆盖58个城市,推出多元化数据服务,从而助力区域经济中心发展。

截至十三五规划末,中国移动计划沿一带一路建设70个网络服务提供点,服务于50个国家。

“岛”: 在未来,中国移动还计划在英国、新加坡、泰国和马来西亚建设数据中心,打造“丝绸路上信息集散岛”或枢纽,从而形成一个新的全球云服务平台。

英国业务和未来的数据中心将在服务东方网络快车中扮演重要的角色,并帮助实现沿一带一路的真正数字连通。



PROVISION OF:
Legal Services

CHINESE CLIENTS:

1. China Development Bank
2. Aviation Industry Corporation of China (AVIC)

PROJECT LOCATION:
Romania

ABOUT THE COMPANY

CMS is a top 10 global law firm, with 60 offices and over 3,000 lawyers in 34 countries, 18 of which are along the Belt and Road. CMS has been providing legal and tax services in China for 30 years and is now helping Chinese companies to seize the opportunities available to them along the Belt and Road route.

BACKGROUND

CMS has provided advice to two Chinese clients on different projects. Firstly to China Development Bank on the financing of solar energy projects and secondly to Aviation Industry Corporation of China (AVIC) on the acquisition of solar projects.



ADVISORY SCOPE

1. Solar Energy Financing

CMS advised the China Development Bank on the financing of various solar energy projects in Romania, including €44 million worth of project finance for the construction and operation of four solar energy plants in Romania by Chinese solar power company Astronergy. China Development Bank required assistance with the due diligence phase of the project and then with the review of the finance documents from a local legal perspective and finally in relation to a Romanian legal security scheme.

2. Solar Energy Acquisitions

CMS advised the Chinese state-owned aerospace and defence group, the Aviation Industry Corporation of China (AVIC) in connection with various acquisitions in Romania's solar sector, including the potential acquisition of a 90% stake of a Romanian company in the process of developing a large photovoltaic project. AVIC ultimately decided not to proceed with the deal.

INSIGHTS

- CMS recommends that when doing business with Chinese companies, UK firms need to take into account key cultural differences. The decision-making process of a Chinese company tends to be more complicated than international companies are used to, and may involve multiple consultations with various levels of management in China (including consulting with the government).
- Conversely, while Chinese business people are generally aware of the importance of the “rule of law” in Europe, they tend to underestimate the complexity of various regulatory requirements, assuming that strong political support or local community support for their project would make strict compliance with administrative procedures and regulations less relevant, which is not the case in Europe.

提供:
法律服务

中国客户:
1. 中国国家开发银行
2. 中国航空工业集团公司

项目地点:
罗马尼亚

关于CMS

CMS是十大国际律师事务所之一和欧洲规模最大的律所，在全球34个国家拥有60家代表处，以及超过3000名律师，在“一带一路”版图上，沿线18个国家设有代表处。30年来，CMS的律师一直在中国提供法律及税务方面的咨询服务，并帮助许多中国公司抓住机遇，投资于“一带一路”沿线国家。

背景

CMS曾为两个中国客户的不同项目提供法律咨询。首先，CMS为中国国家开发银行的光伏项目融资提供法律咨询；其次，CMS为中国航空工业集团公司的光伏项目并购提供法律咨询。



服务项目

1. 光伏项目融资

CMS为中国国家开发银行在罗马尼亚的多个光伏项目的融资提供法律咨询，包括帮助其为中国太阳能公司Astronergy在罗马尼亚的四个光伏电站的建设和运营项目融资4400万欧元。CMS为中国国家开发银行在尽职调查阶段提供法律服务以及其后从当地法律安全的角度审查财务文件以及罗马尼亚的融资担保方案审查。

2. 光伏项目公司并购

CMS为中国国有航空航天与防务集团--中国航空工业集团在罗马尼亚的多个光伏项目提供法律咨询。其中包括AVIC收购一家罗马尼亚公司90%的股份，以开发一个大型的光伏项目。出于商业风险考虑，AVIC最终决定放弃该项交易。

观点

- CMS 建议，在与中国公司商务往来时，需要充分考虑关键文化差异。一家中国公司的决策过程往往比跨国公司更复杂，且可能需要与中国不同管理层进行协商（包括与政府协商）。
- 相反，尽管中国企业家普遍认识到“法治”在欧洲的重要性，但他们往往低估各种法规要求的复杂性。他们往往认为，强有力的政治支持或当地社区对项目的支持可使严格的行政程序及法规不那么被重视，而实际上，这种情况在欧洲是不可能的。

PROVISION OF:

Metals receipting, warehousing and logistics services

PROJECT INDUSTRY/SECTOR:

Industrial commodities / base metals

PROJECT NAME:

Partnership for Commodity Financing on LMEshield

CHINESE PARTNER/CLIENT:

CMST Development Co.
London Metal Exchange (LME)/HKEX

PROJECT SIZE/VALUE:

Each new location will require investment in an approximate 28,000-37,000 square metre warehouse site suitable for metals storage

TIME FRAME:

Phase 1 – within 12 months

Phase 2 – within 36 months

PROJECT LOCATION

Phase 1 – A location along The China – Indochina Peninsula Corridor

Phase 2 –

A location along The China – Central Asia – West Asia Corridor

ABOUT THE COMPANY

Established in 1794, Henry Bath is a specialist in global commodities exchange warehousing and logistics. The company is licensed by the world's main commodity exchanges to issue exchange-traded warrants and warehouse receipts for commodities stored across its worldwide storage network. Henry Bath warehouse certificates are recognised as premium financing documents.

BACKGROUND

The basis for this project is a strategic cooperation between Henry Bath, CMST, Mercuria and the LME to identify suitable locations initially along the New Eurasian Land Bridge and the China – Central Asia – West Asia Corridor in which to register Henry Bath warehouses as designated LMEshield-approved facilities. Upon listing, the parties will then cooperate to provide receipting and financing of metals and commodities stored at the Henry Bath facilities.

COOPERATION SCOPE

Henry Bath will establish metals receipting, warehousing and logistics infrastructure along the Belt and Road. CMST will support logistics services in and out of mainland China. Mercuria will arrange financing for the commodity transactions.

LME will provide guidance, legal and jurisdictional analyses for location suitability, qualification as a designated LMEshield warehouse, and consider for listing the Henry Bath facility as a LMEshield warehouse authorised to issue LMEshield receipts for metals and other commodities stored at the Henry Bath facility (see page 50).

INSIGHTS

- Construction projects along the Belt and Road routes will require reliable access to materials and supplies. A combination of UK and Chinese expertise will ensure a stable supply of quality approved metals and commodities.
- One of the most important considerations for doing business in China is to do your research, plan carefully and build your network.
- Investing time in China, understanding how business is done, learning about the culture and values, knowing who to contact for guidance, and selecting the right business partners are key for a company's strategic development in China.

提供:

金属接收、仓储和物流服务

项目所属行业/领域:

工业大宗商品/基本金属

项目名称:

LMEshield大宗商品融资伙伴关系

中国合作伙伴/客户:

中储发展股份有限公司
伦敦金属交易所 (LME) / 香港交易及结算所

项目规模/价值:

每处新址要求大约2.8-3.7万平方米适合金属存储的仓库场地投资。

时间框架:

第一阶段——12个月内
第二阶段——36个月内

项目地点:

第一阶段: 沿中国—中南半岛走廊选址
第二阶段: 沿中国—中亚—西亚走廊选址

公司简介

Henry Bath 于1794年成立, 是全球专业的大宗商品交割仓储和物流公司。该公司获得全球主要大宗商品交易所许可, 能够为其全球仓储网络存储的大宗商品开具交易所交易仓单和提单。Henry Bath仓单是广受认可的优质融资凭证。

背景

Henry Bath、中储发展股份有限公司、摩科瑞 (Mercuria) 与伦敦金属交易所 (LME) 的战略合作是该项目的基础, 首先在新欧亚大陆桥和中国—中亚—西亚走廊确定合适地点, 将 Henry Bath仓库注册为 LMEshield系统批准的指定设施。一旦注册挂牌, 各方将展开合作, 为储存在Henry Bath仓库的金属和大宗商品提供接收与融资服务。

合作范围

Henry Bath将在“一带一路”沿线建立金属接收、仓储和物流设施。中储发展股份有限公司将在中国大陆内外提供物流服务支持。摩科瑞将为大宗商品交易安排融资。

伦敦金属交易所将为选址的适当性、作为 LMEshield 系统指定仓库资质提供指导及法律和司法分析, 并考虑将HB仓库作为LMEshield指定仓库为其存储的金属及其他大宗商品提供LMEshield仓单 (见第51页)。

洞察

- “一带一路”沿线的建设项目需要可靠的供应和物资渠道。中英两国强强联合将确保高质量金属和大宗商品的稳定供应。
- Henry Bath表示, 在中国开展业务最重要的注意事项是做好研究、仔细计划和建立人脉。
- 在中国投入时间、理解经商之道、了解这里的文化和价值观、知晓咨询途径、选择正确的商业伙伴是公司在 中国进行战略发展的关键。

London Metal Exchange



PROVISION OF:

Metals receipting

PROJECT NAME:

Partnership for Commodity Financing on LMEshield

CHINESE PARTNER/CLIENT:

CMST Development Co.

ABOUT THE COMPANY

The London Metal Exchange (LME) is the world centre for industrial metals trading. The prices discovered on the LME's three trading platforms are used as the global reference price, and both the metal and investment communities use the LME to transfer or take on risk around the clock. It is the leading price-setting venue for base metals.

COOPERATION SCOPE

The LME is leveraging its 138 years' experience in warehousing to drive infrastructure development in support of natural global commodities flows which closely follow the Belt and Road. To this end, LME has successfully developed LMEshield, a central electronic register for the efficient and secure creation and transfer of off-warrant warehouse receipts.

This system is designed to expand the market for financing commodities where owners wish these to be registered within the secure LME network – allowing users to have the benefits of established LME warehousing privileges in the wider warehouse network. A key aspect of the LME warehouse network is its secure warranting system, which ensures that metal owners can be certain that any metal in their ownership is fully recorded and safe. The LME has also developed a receipting system to give security to owners of material outside the LME jurisdiction.

LMEshield was built with the needs of three main groups in mind: warehouses and commodity storage facilities; physical commodity traders and owners; and banks and financial institutions.

Purpose-built in consultation with market participants, LMEshield is designed to: improve confidence in global off-warrant warehousing; increase fraud prevention controls; enhance efficiency of transfer of ownership; and support and expand the market for financing of off-warrant commodities.



“An initiative that will enhance confidence in the “off-warrant” market, strengthen global commodity financing risk management and improve overall efficiency for our clients is very welcome. As such, we fully support the LMEshield initiative.” – Graham Hawkins, Henry Bath & Son Ltd

提供:

金属仓单

项目名称:

LMEshield大宗商品融资伙伴关系

中国合作伙伴/客户:

中储发展股份公司

伦敦金属交易所 (LME) / 香港交易所



伦敦金属交易所、亨睿保仓储（上海）有限公司、中储发展股份公司、摩科瑞能源集团签署战略合作协议

公司简介

伦敦金属交易所是全球工业金属交易中心。在伦敦金属交易所三大交易平台上所发现的价格被当作全球参考价，金属和投资界全时段利用伦敦金属交易所转移或承担风险。它是基本金属全球领军定价场所。

合作范围

伦敦金属交易所将利用138年的仓储业经验推动基础设施发展，以支持紧随“一带一路”的全球自然资源大宗商品流动。为了实现这一目的，伦敦金属交易所成功开发了中央电子注册系统LMEshield，以促进仓单外市场仓单开具、转移的效率和安全性。

LMEshield系统旨在扩大大宗商品融资市场，大宗商品所有人希望将自己的商品在安全的伦敦金属交易所网络注册——使得用户能够利用伦敦金属交易所在更广泛仓储网络中的已确立仓储特权利益。安全的仓单系统是伦敦金属交易所仓储网络的一个重要方面，能够确保金属所有人确信他们所有的任何金属都完全记录在案，并且安全。伦敦金属交易所还开发了对自己管辖范围外的物资所有人提供担保的仓单系统。

LMEshield的建立牢记三大主要群体的需求，即仓库与大宗商品存储设施、实物大宗商品交易商与所有人以及银行与金融机构的需求。

LMEshield咨询了市场参与者的意见，目的明确，旨在：提高全球“仓单外”仓储信心、加强防诈骗控制、提高所有权转移效率、支持并扩大“仓单外”大宗商品融资市场。

PROVISION OF:

Legal services

PROJECT INDUSTRY/SECTOR:

Energy

PROJECT NAME:

Yamal LNG project

CHINESE PARTNER/CLIENT:

Silk Road Fund (SRF). The SRF is a US\$40 billion development and investment fund established in December 2014 by the Chinese government to improve the country's connectivity with the wider region, including Central Asia and Europe.

PROJECT SIZE/VALUE:

€1 billion

TIME FRAME:

The deal was signed on 12 December 2015 and closed on 15 March 2016.

PROJECT LOCATION

Russia

**ABOUT THE COMPANY**

Herbert Smith Freehills (HSF) is one of the world's leading law firms. With 25 offices spanning Africa, Asia, Australia, Europe, the Middle East and the US, it is positioned to help the world's top companies thrive in the global economy.

BACKGROUND

SRF acquired from Novatek, Russia's largest independent natural gas producer, a circa 9.9% stake in a new Russian LNG project based in the South Tambeskoye gas field. The Yamal LNG Project involves the exploration and exploitation of the South Tambeskoye field in the Yamal peninsula of northwest Siberia, as well as the construction and operation of an LNG liquefaction plant and a port to transport gas to the market. The deal is structured as a combination of both an equity investment and a 15-year loan financing to Novatek.

ADVISORY SCOPE

HSF Beijing, Moscow and London provided advice to SRF on both the equity and loan sides of the transaction. Local advice was also provided by Prolegis (HSF's legal alliance partner in Singapore) and Cypriot legal firm Michael Kyprianou & Co.

INSIGHTS

The target company has a very complex asset base and covers upstream production, treatment and pipeline transportation, LNG liquefaction, sea terminal storage and loading facilities, as well as civil infrastructure such as seaport and airport. The construction contracts entered into by Yamal LNG are reported to be the largest construction contracts in the entire history of the Russian Federation. All these factors complicated the due diligence process. This case highlights how British expertise can help Chinese clients overcome complexity in foreign markets.

提供:

法律服务

项目所属行业/领域:

能源

项目名称:

亚马尔液化天然气 (Yamal LNG) 项目

中国合作伙伴/客户:

丝路基金 (SRF)。丝路基金是2014年12月由中国政府成立的400亿美元规模的开发、投资基金，旨在加强中国与包括中亚和欧洲在内的更广泛区域的连接。

项目规模/价值:

10亿欧元

时间框架:

交易于2015年12月12日签署，2016年3月15日完成。

项目地点:

俄罗斯

公司简介

史密夫斐尔律师事务所 (HSF) 是全球领先的律师事务所之一，在非洲、亚洲、澳大利亚、欧洲、中东和美国设有25家分所，以帮助全球顶级公司在全球经济中兴旺发达为己任。

背景

丝路基金从俄罗斯最大独立天然气生产商诺瓦泰克公司 (Novatek) 收购该项目大约9.9%的股权。这个俄罗斯液化天然气新项目位于南坦贝斯科耶 (South Tambeskiye) 气田。亚马尔液化天然气项目包括西北利亚西北部亚马尔半岛南坦贝斯科耶气田的勘探开发，以及一家LNG液化厂、天然气输送港口的建设和运营。该交易由对诺瓦泰克的股权投资和一笔15年期限贷款融资联合构成。



咨询范围

史密夫斐尔律师事务所北京、莫斯科和伦敦分所在交易的股权和贷款方面向丝路基金提供咨询。Prolegis (史密夫斐尔律师事务所在新加坡的合作伙伴)、塞浦路斯律所Michael Kyprianou也提供地方咨询。

洞察

目标公司资产基础极其复杂，涵盖上游生产、处理和管道运输、LNG液化、海运码头存储和装运设施，以及海港、空港之类的民用基础设施。据说亚马尔液化天然气签订的建设合同是俄罗斯整个历史上规模最大的建设合同。所有这些因素使得尽职调查过程复杂化。本案例突出显示了英国的专长如何帮助中国客户克服外国市场的复杂性。



CASE STUDY:

HLB International

ABOUT THE COMPANY

HLB is a UK led global network of independent professional accounting firms and business advisers present in 130 countries.

BACKGROUND

HLB is playing an important role in facilitating Chinese investment into Africa and its member firms already have Chinese clients in Zambia, Nigeria, Eritrea, Niger, Djibouti and Morocco.

The scope of HLB's work is also supporting trade between Africa and China, such as the exchange of natural resources from Africa with Chinese-made products.

There are already some 2,500 Chinese companies in Africa, of which three-quarters are privately owned.

China has set a target of investing US\$100 billion in Africa and achieving two-way trade of US\$400 billion by 2020.

ADVISORY SCOPE

HLB member companies are providing audit, tax and accounting services to Chinese companies in Africa. Examples include China Overseas Engineering Group (COVEC) and China International Water & Electric Corporation (CWE) in Morocco; and TBEA, Avic International and Good Time Steel in Zambia.

HLB is also advising Huawei Technologies, a leading Chinese ICT solutions provider, in Niger.

个案研究:

HLB浩信国际

关于公司

HLB浩信国际是由遍布全球130个国家的独立专业会计事务所和商业顾问机构组成的领先全球性网络，其总部位于英国伦敦。

作为领先在全球范围内推出统一品牌的“全球中国服务”的中型会计师事务所网络，HLB浩信国际针对中国企业打造全球中国服务体系，旨在为中国企业“走出去”提供多样化的解决方案。目前HLB的中文专业服务团队已经覆盖了世界上30多个热点投资和商贸目的地。

HLB浩信国际被Acquisition International评选为2015年度“最佳全球中国服务”。2016年HLB浩信国际成立了一带一路委员会，借此机遇，在全球范围内进一步支持中国企业走出去。

项目内容

HLB浩信极力促进和协助中国对非洲的投资。HLB浩信成员所在赞比亚、尼日利亚、厄立特里亚、尼日尔、吉布提和摩洛哥均为中国客户提供专业服务。

HLB浩信旨在鼓励中非贸易，包括非洲自然资源与中国制造产品的交换。

项目主体及其业务

HLB浩信成员事务所正在为许多中资企业提供审计、税务和会计服务，包括位于尼日尔和赞比亚的华为、位于摩洛哥的中国海外工程有限责任公司（COVEC）和中国水利电力对外公司（CWE）以及位于赞比亚的特变电工股份有限公司（TBEA）、中航国际和国泰钢铁。





PROVISION OF:

Satellite Services

PROJECT NAME:

Global Xpress

提供:

卫星服务

项目名称:

全球快讯 (Global Xpress)

Inmarsat signed a Memorandum of Understanding (MOU) with China Transport Telecommunication & Information Centre (CTTIC) in 2015 to establish a strategic partnership to deliver Inmarsat's Global Xpress mobile satellite broadband communications connectivity throughout China and the Belt and Road region.

The MOU is designed to create the framework for an exclusive strategic relationship between Inmarsat and CTTIC to develop business opportunities in China and Belt and Road for CTTIC's Chinese government and enterprise customers through the unique and revolutionary capabilities of the Global Xpress (Inmarsat-5) satellites. The MOU also sets out the framework for Inmarsat and CTTIC to establish a partnership to provide global aviation passenger connectivity and next generation safety services to Chinese airlines.

China was one of the 88 countries that founded Inmarsat in 1979 as an international, intergovernmental organisation. Today, China is one of the biggest markets for Inmarsat's mobile satellite-based voice and broadband services, delivering double-digit growth in the last five years. Inmarsat works through partners in China, primarily Beijing Marine Communication and Navigation Co. (MCN), to provide mission-critical communications services to some of China's biggest multinational enterprises.

国际海事卫星组织 (Inmarsat) 与中国交通通信信息中心于2015年签署了理解备忘录，建立了战略合作伙伴关系，为中国和“一带一路”沿线地区提供国际海事卫星组织的全球快讯(Global Xpress)移动卫星宽带通信连接。

该备忘录旨在为国际海事卫星组织和中国交通通信信息中心之间独家的战略合作伙伴关系建立框架，透过全球快讯 (Inmarsat-5) 卫星独特和革命性的功能，在中国和“一带一路”区域为中国政府和企业客户开发商业机遇。该备忘录也为国际海事卫星组织和中国交通通信信息中心建立合作关系、为中国的航空公司提供全球航空客运连接和下一代的安全服务建立了框架。

国际海事卫星组织是一家成立于1979年的政府间国际组织，中国是88个创始成员国之一。如今，中国是国际海事卫星组织基于移动卫星的语音和宽带服务的最大市场之一，在过去五年里国际海事卫星组织在华均获得两位数的业绩增长。国际海事卫星组织在中国与北京船舶通信导航有限公司等合作伙伴合作，为中国最大的跨国企业提供任务关键的通信服务。



PROVISION OF:

1. Tender design, quality assurance and quality control, 2. due diligence, 3. design and project management

PROJECT INDUSTRY/SECTOR:

1. Transportation Infrastructure
2. Refinery
3. Oil & Gas

PROJECT NAME:

1. Hong Kong-Zhuhai-Macau bridge
2. Well Harvest alumina refinery, Indonesia
3. Tanzania Mnazi Bay and Songo Songo gas field

CHINESE PARTNER/CLIENT:

1. Hong Kong-Zhuhai-Macau Bridge Authority
2. China Hongqiao
3. China Petroleum Engineering (CPE)

PROJECT SIZE/VALUE:

1. US\$10.7 billion
3. US\$350 million

PROJECT LOCATION**ABOUT THE COMPANY**

Mott MacDonald is a diverse £1.2 billion global management, engineering and development consultancy. It employs nearly 17,000 staff in its 180 offices in some 50 countries. It has projects in 140 countries. The company is engaged in public and private sector development across a broad range of sectors, including transport, buildings, power, oil and gas, international development, urban development, industry, water, environment, education, health and communications.

BACKGROUND**1. Hong Kong-Zhuhai-Macau Bridge (HZMB)**

HZMB is a mega sea crossing comprising a series of long viaducts, three cable-stayed bridges and an immersed tube tunnel crossing the Pearl River Estuary and linking Hong Kong with Macau and mainland China at Zhuhai City.

2. Indonesia alumina refinery

China Hongqiao is building a 2 million ton-alumina refinery plant in Ketepang, Indonesia.

3. Tanzania Mnazi Bay and Songo Songo Gas Field

This project consists of two gas plants and a 532km pipeline connecting offshore natural gas fields to Dar es Salaam. The pipeline and the processing plants are financed by a US\$1.2 billion Chinese loan.





COOPERATION SCOPE

1. HZMB

Mott MacDonald is the lead consultant on the tender process for the design of two sections of the HZMB. Mott MacDonald HK is now responsible for the design of a substantial section of the viaduct, as well as overall geotechnical, highways, mechanical and electrical and civil engineering services. Mott MacDonald's structural, tunnel and bridge experts are providing quality assurance and quality control for one section of the project as it is being constructed.

2. Well Harvest refinery

Mott MacDonald, together with a Netherlands consultant, is advising the lenders on due diligence and progress of construction.

China Hongqiao is building the refinery.

3. Tanzania gas plants and pipeline

Mott MacDonald is providing front end engineering, design (FEED) and detailed design for the gas plant. It is also providing basic and detailed design of the subsea pipeline as well as joint project management.

CPE is the main EPC contractor for the project who is fully responsible for the engineering, procurement and construction of the project. Mott MacDonald is the subcontractor for CPE to execute the project engineering work together.

INSIGHTS

According to Mott MacDonald, for the successful delivery of Belt and Road projects it is essential that UK firms are able to leverage strong relationships with Chinese partners. Both sides must be flexible in their approach and focus on realising the real added value from the cooperation.



提供:

1. 投标设计、质量保障与控制,
2. 尽职调查, 3. 设计与项目管理

项目所属行业/领域:

1. 交通基础设施
2. 精炼厂
3. 石油天然气

项目名称:

1. 港珠澳大桥
2. 印尼Well Harvest氧化铝精炼厂
3. 坦桑尼亚姆纳兹湾与松戈松戈气田

中国合作伙伴/客户:

1. 港珠澳大桥管理局
2. 中国宏桥公司
3. 中国石油集团工程设计有限责任公司

项目规模/价值:

1. 107亿美元 3. 3.5亿美元

项目地点:

1. 中国珠海
2. 印尼吉打榜
3. 坦桑尼亚姆纳兹湾与松戈松戈气田



公司简介

莫特麦克唐纳 (Mott MacDonald) 是一家规模12亿英镑的多元化全球管理、工程和开发咨询公司, 在全球约50个国家设有180个办事处, 员工总数将近1.7万名。公司在140个国家有项目运作, 从事公共、民营领域广泛行业的开发, 包括交通、建筑、电力、石油天然气、国际开发、城市开发、工业、水, 环境、教育健康和通讯等领域。



背景

1. 港珠澳大桥

港珠澳大桥是跨越珠江口、连接粤港澳三地的巨型跨海大桥, 由一系列长高架桥、三座斜拉大桥和一段海底隧道组成。

2. 印尼氧化铝精炼厂

中国宏桥将在印尼吉打榜 (Ketepang) 建设一家年产能200万吨的氧化铝精炼厂。

3. 坦桑尼亚姆纳兹湾和松戈松戈气田

该项目由两座天然气工厂和连接近海天然气田与达累斯萨拉姆的532公里管道组成。管道和加工厂由中国方面提供12亿美元贷款融资。



合作范围

1. 港珠澳大桥

莫特麦克唐纳是两段港珠澳大桥设计的投标程序主顾问。莫特麦克唐纳香港公司现负责相当一部分高架桥设计，以及总体地质技术、高速公路、机电和土木工程服务。随着项目建设的进行，莫特麦克唐纳的结构、隧道和桥梁专家将对一段工程提供质量保障和质量控制。

2. Well Harvest 氧化铝精炼厂

莫特麦克唐纳将连同一家荷兰咨询公司在尽职调查和建设进度方面向出借方提供咨询。

中国宏桥将负责精炼厂建设。

3. 坦桑尼亚天然气厂和管道

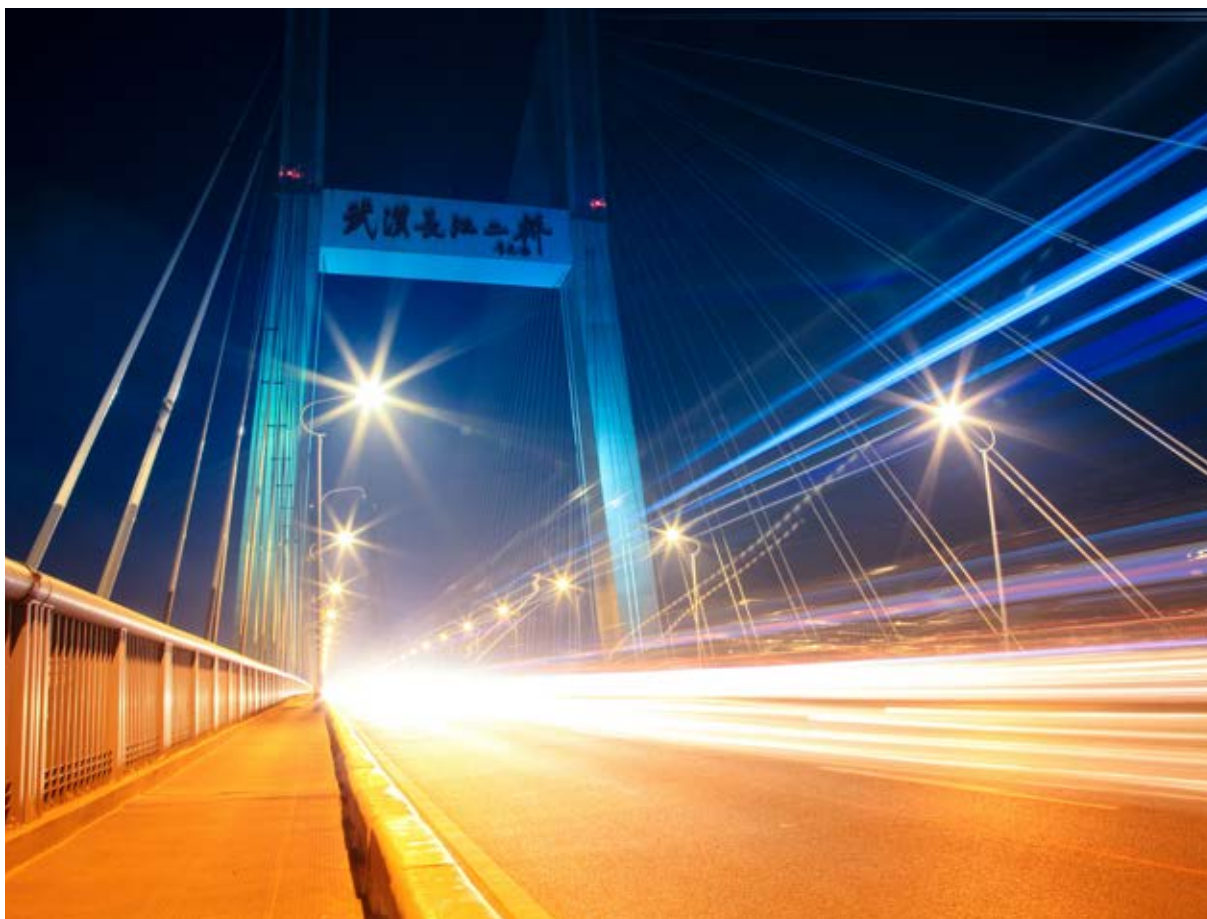
莫特麦克唐纳将为天然气厂提供前端工程设计（FEED）和详细设计，还将为海底管道提供基础详细设计及联合项目管理。

中国石油集团工程设计有限责任公司是该项目EPC主承包商，全权负责项目的工程、采购和建设（EPC）。莫特麦克唐纳是中国石油集团工程设计有限责任公司的分包商，共同进行项目工程工作。



洞察

莫特麦克唐纳表示，要成功交付“一带一路”项目，英国公司必须能够利用与中国合作伙伴的强大关系。双方的方式必须灵活，着重于实现合作的实际附加值。



**PROJECT INDUSTRY/SECTOR:**

Manufacturing and sales of commercial & industrial lighting

PARENT COMPANY IN CHINA:

NVC Lighting Limited is a wholly owned subsidiary of NVC Lighting Holding, whose head office is in Guangdong, PRC.

UK COMPANY TURNOVER:

2015. £29.5million

PROJECT LOCATION

Birmingham,
United Kingdom

BACKGROUND

From its UK base, NVC Lighting exports directly to markets in Northern Europe, the British Commonwealth (East Africa) and other areas with long-standing links to the UK, such as the Middle East. Its parent company in China exports to other countries, such as Australia and New Zealand.

**ABOUT THE COMPANY**

NVC Lighting is now one of the top 10 suppliers of industrial and commercial lighting in the UK, leading the way in introducing the latest LED lighting technology into its market sectors. The company employs about 120 staff, mostly based in Birmingham, and with around 15 sales engineers spread across the country. From the UK, it:

- Imports from China about 90% of what it sells, assembling the final product at its own premises in Birmingham.
- Sells its products through electrical wholesalers and provides after-sales services.
- Exports 15-20% of its products, with a growing value going to Belt and Road countries.

INSIGHTS

- **Localisation.** NVC Lighting has been successful because it has an almost 100% local (British) management team. The company is run like any other British company.
- **Investment.** NVC Lighting has enjoyed extensive investment from the parent company. This has been spent on land, buildings, working capital and start-up costs. The company is now in profit.
- **Branding.** NVC is now a recognised and respected lighting brand in the professional, commercial & industrial sectors.
- Utilising UK management expertise, this Chinese firm is developing a thriving export business to third country markets along the Belt and Road routes.



项目所属行业/领域:

商业和工业照明的制造和销售

中国母公司:

雷士照明有限公司 (NVC Lighting Limited) 是雷士照明控股有限公司全资拥有的子公司。雷士照明控股有限公司的总部位于中国广东。

英国公司营业额:

2015: 2950万英镑

项目地点:

英国伯明翰

公司简介

雷士照明目前是英国十大工业和商业照明供应商之一，在将最新LED照明技术引入市场方面处于领先地位。该公司拥有约120名员工，多数位于伯明翰，在全国有大约15名销售工程师。该公司在英国：

- 从中国进口占其销量90%的产品，在位于伯明翰的自己的场址组装成最终产品。
- 通过电器批发商销售产品，并提供售后服务。
- 出口其15-20%的产品，其中向“一带一路”国家的出口值正逐渐增长。

背景

雷士照明直接从英国基地出口到北欧、英联邦（东非）和中东等其他与英国有着长期联系的地区市场。其在中国的母公司出口产品到澳大利亚和新西兰等其他国家。



洞察

- **本地化**：雷士照明有限公司的成功得益于它几乎100%的本地（英国）管理团队。该公司与其他英国公司的经营方式没有任何不同。
- **投资**：雷士照明拥有来自母公司的大量投资。这些资金被投入作为土地、建筑、运营资本和初创成本。该公司目前已经在盈利。
- **品牌推广**：雷士已经是专业、商业和工业领域内得到认可和尊崇的照明品牌。
- 利用英国的管理专长，这家中国公司在“一带一路”沿线第三国市场的出口业务正在蓬勃发展。

PROVISION OF:

Legal services

PROJECT INDUSTRY/SECTOR:

Energy & Infrastructure

PROJECT NAME:

Thar II

PROJECT SIZE/VALUE:

Development of the Thar Block II coal mine and financing of the associated power station. Total value US\$1.95 billion

TIME FRAME:

Completed 2016

PROJECT LOCATION

Pakistan: China-Pakistan Economic Corridor (CPEC)

ABOUT THE COMPANY

Pinsent Masons is a full service law firm with offices across Asia, Europe, the Middle East and Australia. It has a long history of supporting Chinese clients working to develop international infrastructure and energy projects.

BACKGROUND

Pinsent Masons represented two companies in this project: firstly the mining company (a joint venture between the government of Sindh, Engro Corporation, various Pakistan and Chinese strategic and financial investors and CMEC - China Machinery Engineering Corporation); and secondly the power company, a joint venture between Engro, CMEC and a financial investor.

Thar II is one of the first projects to be financed under China's Belt and Road initiative and the first of a planned US\$46 billion of investments under China-Pakistan Economic Cooperation agreements.

ADVISORY SCOPE

Pinsent Masons brought together a team of infrastructure experts from Beijing, Hong Kong, Singapore and Dubai in order to secure the deal. The project involved a hybrid of Chinese and Islamic financing and two financings (one for the power station and one for the mine) to a total value of US\$1.95 billion, comprising a combination of Chinese credit from Sinosure, with additional conventional and Islamic Pakistan rupee tranches. Linklaters advised the banks on the project (see page 30).

INSIGHTS

- China's Belt and Road initiative provides an excellent basis for UK businesses looking to do business with Chinese companies in third country markets.
- One of the challenges, for both Chinese and British businesses alike, is to identify actual projects across the 60+ Belt and Road countries.
- Pinsent Masons is currently acting for Chinese clients on several projects along the China-Pakistan Economic Corridor (CPEC) - probably the most advanced of the Belt and Road routes in terms of projects actually underway.
- It is reasonable to assume that many of the projects currently or soon to be underway will act as pathfinders for Chinese businesses seeking to identify further projects.

提供:

法律服务

项目行业/领域:

能源 & 基础设施

项目名称:

塔尔二

项目规模/价值:

开发塔尔二区块煤矿和配套电站的资金达到19亿5千万美元

时间跨度:

2016 年完工

项目地点:

巴基斯坦:中国巴基斯坦经济走廊

公司简介

品诚梅森是一家提供综合性法律服务的国际律师事务所，在亚洲、欧洲、中东和澳洲都设有办公室。品诚梅森在帮助中国客户开展国际基建和能源项目上有很长的历史。

项目简介

品诚梅森代理这个项目的两个公司。一个是矿业公司(该公司是一家由巴基斯坦信德省政府、Engro公司、多位巴基斯坦与中国的战略金融投资者和中国机械设备工程股份有限公司共同成立的合资公司)；另一个是电力公司。该公司是一家由Engro公司、中国机械设备工程股份有限公司和一位金融投资者共同成立的合资公司。

塔尔二项目是第一批受中国政府一带一路战略影响的项目之一，同时也是计划投资460亿美元的中国巴基斯坦经济合作协议框架下的第一个项目。

参与者

品诚梅森为这个项目成立了一支由来自北京、香港、新加坡和迪拜的基建专家组成的专业团队。该项目混合了中国和伊斯兰的金融资本，涉及到两方面的融资。总金额达到19亿5千万美元，构成了一个中国出口信用保险公司的中方资本与额外的传统伊斯兰巴基斯坦两笔卢比贷款的组合。年利达律师事务所是这个项目银行融资的法律顾问。(参见 31页)

经验总结

- 中国的一带一路战略为英国企业寻求与中国企业在第三国市场开展业务提供了绝佳的机会。
- 对中国和英国企业来说，面临的挑战之一就是确认哪些项目可能会被囊括在一带一路路线上的60多个国家里。
- 品诚梅森目前代理了中国巴基斯坦经济走廊(CPEC)沿线上的许多项目。根据已经实施中的项目来看，中巴经济走廊应该是目前一带一路上最成熟的一条线路。
- 可以这样合理的预测，许多正在进行中(或即将发生)的项目将成为中国企业寻找更多机会的探路石。

CASE STUDY:

Power Link Machine UK Co.



PROJECT INDUSTRY/SECTOR:

Power equipment

PARENT COMPANY IN CHINA:

Power Link Machine Shanghai Co.

PROJECT SIZE/VALUE:

US\$22.6 million

PROJECT LOCATION



Leeds, United Kingdom

ABOUT THE COMPANY

Established in 2001, Power Link Machine UK manufactures power equipment, specialising in diesel generator sets, gas generator sets, combined heat and power (CHP) units, mobile lighting towers and air compressors. Over 80,000 Powerlink generator sets have been sold in 100 countries across the world.

BACKGROUND

Power Link UK is a joint venture between Power Link Shanghai and a minority UK partner. Power Link's revenue comes from markets outside of China, mostly from Europe, Africa and Middle East. These markets can be very difficult to access without the help of its British partner to provide the necessary distribution channels and instant customer service support.



MANUFACTURING PLATFORM

Power Link UK is now regarded as a reliable and trustworthy British brand. It sources its major components in the UK and EU, and also manufactures all its units in the UK. Among its clients are the Asian Infrastructure Investment Bank.

Power Link UK is actively working on several international projects. It is currently supplying 100 generator units to the United Nations for a project in the Middle East.

With an eye on supplying further products to Belt and Road countries from its UK base, Power Link is also keen to develop gas and other clean, renewable energy sources; and also to promote cooperation in the processing and conversion of energy and resources at or near places where they are exploited.

INSIGHTS

- Through its company development and activities, Power Link Group's stated aim is to make a contribution the development of the China-Central Asia-West Asia and China-Indochina Peninsula economic corridors.
- In terms of transport infrastructure, Power Link believes that its equipment can be deployed in order to link up unconnected road sections, remove transport bottlenecks and improve road network connectivity.
- Power Link serves as a good example of a Chinese firm using UK manufacturing capability to serve the development of China's Belt and Road.

行业:

电力设备行业

中国总部:

Power Link Machine Shanghai Co. Ltd

项目规模:

2260万美金/年



公司介绍

Power Link 集团成立于2001年，致力于电力设备的生产，产品主要有柴油发电机组，燃气发电机组，热电联产机组，移动灯塔和空气压缩机；目前已经有超过80000台的机组销售到全球100多个国家。

公司背景

Power Link UK 是由 Power Link 上海和英国当地持小部分股份的合作伙伴合资建成，其销售额主要来自于除中国之外的市场，其中包括欧洲，非洲，和 中东。正是得益于英国公司优质的客户服务及支持，借助当地市场上有力的经销商渠道，才使得Power Link 根深蒂固地渗入到这些市场。



制造平台

Power Link UK 是公认的非非常值得信赖的英国本土品牌，目前所有的机器配件均在英国和欧洲本地采购，本地制造著名的亚投行也是Power link的客户之一。

Power Link UK 一直活跃在各种国际化的大项目中，目前正在为中东地区联合国一个项目准备100台机组。

着眼为一带一路的这些国家提供更多的产品，Power Link 正致力于燃气和其他清洁能源的发展，以资源为据点，深挖当地市场，推动清洁能源领域的合作及共建。

经验和借鉴

- 通过公司的发展及商务活动，Power Link 集团 以中国-中亚-西亚，中国-中南半岛等国际经济合作走廊 为走向，为一带一路的发展做贡献。
- 在交通基础设施的领域，Power Link 将其设备和产品渗透到关键节点和重点工程中，为提升道路通达，做出了卓越的贡献。
- PowerLink 作为一个中国公司利用其英国制造的平台，为一带一路的发展做出成绩实为其他公司的典范。

CASE STUDY:

Zhejiang Geely Holding Group



PROJECT INDUSTRY/SECTOR:

Transportation

CHINESE HEAD OFFICE:

Zhejiang Geely Holding Group

PROJECT LOCATION

Coventry,
United Kingdom



ABOUT THE COMPANY

London Taxi Company (LTC) is the leading global manufacturer and retailer of purpose-built taxi vehicles that are exported all over the world. LTC is universally acknowledged for creating the famous Black Cab. LTC has two manufacturing plants, in Coventry and in Shanghai. Taxis made in Shanghai are for LTC's export markets, including China itself, Saudi Arabia, the Gulf states (including Dubai), Azerbaijan and Australia.

BACKGROUND

In 2013 Zhejiang Geely Holding Group (ZGH) acquired LTC and restarted production of the vehicles post-bankruptcy. ZGH believed the company had strong future potential in both supplying the British market and being transformed into a global brand. The group has considerable synergies to assist LTC achieve its maximum potential globally in terms of technology and production capacity. Because of its reach and scope, the Belt and Road policy fits perfectly into ZGH's goal of selling its taxis to a greater range of markets. ZGH believes that its vehicles, which are emissions-free, large and flexible, will suit those cities that are looking to improve their road and transport environments.

COOPERATION SCOPE

LTC received financial investment from ZGH to develop new technology for more advanced vehicles, for which R&D is done in both Shanghai and Coventry. They will incorporate the next generation of energy and environmental improvements.

Manufacturing in China has enabled LTC to establish a partnership with Geely to build the older TX4 bodies, allowing them to cut costs and also pursue a lower-cost supplier chain from China. At the same time, the LTC production base in the UK is highly efficient and is ramping up its production capacity in Coventry.

Since 2015 ZGH has invested a further £300 million in a new production and R&D facility in Antsy, UK, as well as developing an emissions-free vehicle.

INSIGHTS

- ZGH would recommend that Chinese companies investing in the UK continue to understand and respect the local market by hiring leading local talent.
- Keep a hands-off approach but also closely monitor any potential for bringing in global levels of change.

行业/领域:
交通

中国母公司:
浙江吉利控股集团

在英地址:
英国考文垂



公司简介

伦敦出租车公司是全球领先的出租车生产商与零售商，并在全世界范围内进行销售。伦敦出租车公司因其生产制造的黑色出租车而举世闻名。目前，伦敦出租车公司在考文垂和上海拥有两处生产基地。在上海生产的出租车主要用于出口市场，包括中国，沙特阿拉伯，波斯湾阿拉伯国家包括迪拜，阿塞拜疆和澳大利亚。

背景

浙江吉利控股集团于2013年收购伦敦出租车公司并启动了破产后的生产重整。浙江吉利控股集团相信伦敦出租车公司在供应英国市场和转变成为全球性品牌方面均拥有巨大的潜力。集团一定程度地同步协助伦敦出租车公司达成其在技术与生产容量方面的潜力最大化。同时，中国的一带一路政策完美契合吉利集团将其出租车销售至更大范围市场的目标。浙江吉利控股集团坚信新一代无污染排放、空间大灵活性强的伦敦出租车，将迎合追求路况提升及交通环境改善的城市。



合作范围

浙江吉利控股集团对伦敦出租车公司的投资不仅帮助其走出破产阴影，更帮助其进行新技术的研发。新一代伦敦出租车的开发，将应用到能源和环境改善方面的领先技术。

考虑到在中国和英国的生产优势和劣势，伦敦出租车公司在上海设立了TX4的生产工厂，从而大幅削减成本，也吸引了来自中国的低成本供应商；同时，伦敦出租车公司继续在英国以高效率进行生产。

浙江吉利控股集团在考文垂投资建立新的生产设施，以加强伦敦出租车公司的生产、研发能力。在整个集团层面，此举可发挥中国和英国的各自优势，具有协同效应，可帮助开发全新一代领先的技术。

自2015年，浙江吉利控股集团进一步投资3亿英镑在英国安蒂斯建立新的生产和研发设施，进行超低排放和零排放出租车的研发和生产。

洞察

- 浙江吉利控股集团会继续推荐中国投资者对英国市场进行投资，并通过雇佣当地人才的方式进一步理解和尊重当地市场。
- 对于可能引发全球层面变革的潜在机遇，建议采取放手但同时紧密关注的态度。

CONCLUDING INSIGHT:

How Atkins Approaches Collaboration with Chinese partners

ATKINS

The Belt and Road initiative presents an opportunity for British business to collaborate with Chinese outbound investment, but the nature of such collaboration can be difficult to visualise.

Multidisciplinary consultant Atkins is actively supporting Chinese partners and clients on port, rail, aviation and energy projects as well as large scale property and urban developments and infrastructure financing along the Belt and Road corridors.

Atkins believes the key to its success is to understand the business challenges and goals of its partners, build and maintain close collaboration and to use integrated skills to complement partner advantages in order to create the mutual benefits that are key to success. Atkins recommends the following tips for effective partnerships:

1. UNDERSTAND YOUR PARTNER'S VISION, BUSINESS, CHALLENGES AND ORGANISATION TO ENSURE A SUCCESSFUL START TO COLLABORATION

- Identify potential partners for collaboration based on pre-existing relationships
- Understand each other's organisational cultures and values
- Clearly identify the mutual benefit to be derived from collaboration
- Sign MOUs to define areas in which collaboration can best occur

2. DRAW UPON TECHNICAL EXCELLENCE, COMPLEMENTING SKILLS AND CLOSE COLLABORATION TO CREATE SYNERGIES

- Respond to project opportunities provided by your partners and actively seek to identify opportunities together
- Identify where the complementary expertise of partners can facilitate market entry, support project capture, and/or enable migration into new technical fields

3. MAINTAIN PRAGMATIC, OPEN AND PRODUCTIVE RELATIONSHIPS

- Understand locations and scenarios where collaboration is most conducive
- Take risk assessments based on the merits of individual projects and do not be afraid to decline partnerships for unsuitable projects
- Maintain strong relationships between parties at the highest and across all levels of the organisation
- Ensure that the direction of collaboration is in the interest of both parties and that relationships at project delivery levels also facilitate successful working

According to Atkins, it requires both time and patience to build effective relationships between partners, but the efforts are worthwhile for both parties and offer genuine opportunities to combine British best practice and industry know-how with Chinese delivery capability. Such partnership can unlock the delivery of significant projects that can benefit the lives of thousands.

“Partnership can unlock the delivery of significant projects that can benefit the lives of thousands”

总结洞察： 阿特金斯与中国合作方 联手协作，共创成功

ATKINS

一带一路计划为英国公司与中国海外投资企业的合作带来了巨大机遇，然而，此种合作性质或会较难实现。

多专业顾问公司阿特金斯现正积极协助其中国合作方及客户，在一带一路沿岸的港口、铁路、航空与能源项目，以及大型房地产或城市发展项目和基础设施融资方面提供专业服务。

阿特金斯坚信，成功的诀窍在于深入了解业务挑战及客户需求，建立及维护紧密合作，并且使用多种综合技能，与客户强项互相补充，互惠互利，迈向成功。阿特金斯建议在合作过程中，遵循以下几点，以求达到最高效率：

了解合作方的愿景、业务、挑战、架构，保证合作的良好开始

- 根据已有关系，确立潜在合作方
- 了解对方公司文化及价值
- 确立清晰的合作互惠关系
- 签署合作备忘录，设定最佳合作方案



从专业技术、相关技能及紧密合作中，创建协同效应

- 及时回应合作方提供的潜在项目，并积极明确合作机遇
- 根据各合作方的互补专业，确立市场准入点，支持项目委任，并/或启动向新技术领域的转移



保持务实、公开及高效的关系

- 了解最有利于合作的场所及情况
- 根据每个项目的优点进行风险评估，对于不适合的项目，需敢于拒绝合作
- 在对方架构最高层及其他各层均保持良好合作关系
- 确保合作方向均可为双方带来利益，以及在项目交付级别亦保证成功合作

阿特金斯表示，双方之间高效合作虽然需要大量时间及耐心上的积累，但最终成效完全值得前期付出，并可为英国最佳实践做法及行业知识与中国合作方交付能力的融合提供真正机遇。此类合作关系可解决大型项目的交付问题，并造福于万千民众。

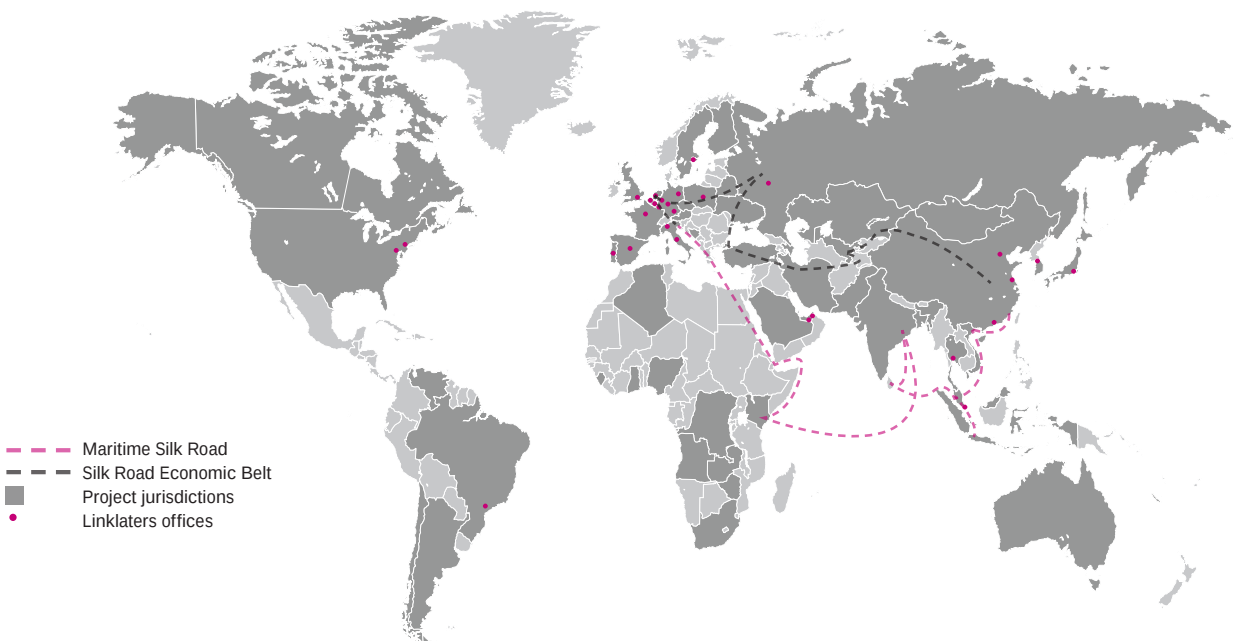
“合作关系可解决大型主要项目的交付问题，并造福于万千民众。”

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We have advised Chinese companies on outbound projects in 70 jurisdictions



从就首次丝路债券发行提供法律服务、协助中国企业投资东欧和中西亚到为中巴经济走廊迄今为止完成的规模最大、结构最复杂的项目融资交易设计架构，年利达在一带一路的发展中始终处于最前沿。“双赢”对策需要制定精涂且量身打造的跨境法律解决方案。在年利达庆祝其在中国发展40年之际，我们期待着能够与客户一起成功地完成他们在一带一路的下一项交易。

From advising on the inaugural Belt and Road bond issuance, assisting Chinese corporates to invest in Eastern Europe and Western Asia, through to structuring the largest and most complex project financing to date along the China-Pakistan Economic Corridor, Linklaters is at the forefront of developments right across the Belt and Road. “Win-Win” solutions require sophisticated, cross-border and bespoke legal solutions and as Linklaters celebrates 40 years in China, we look forward to continuing to help our clients successfully navigate their next transaction along the Belt and Road.

更多信息，敬请联系 For further information, please contact:



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