



1+1+1>3

第三方市场合作指南和案例

Third-Party Market Cooperation
Guidelines and Cases

国家发展和改革委员会

National Development and Reform Commission, P. R. China

第三方市场合作指南和案例

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什么是第三方市场合作

第三方市场合作是指中国企业(含金融企业)与有关国家企业共同在第三方市场开展经济合作。作为开放包容的国际合作模式,第三方市场合作有助于中国企业和各国企业优势互补,共同推动第三国产业发展、基础设施水平提升和民生改善,实现1+1+1>3的效果。

近年来,中国企业以共建“一带一路”为引领,深化国际产能合作,积极与有关国家企业开展第三方市场合作,取得各施所长、各得其所、多方共赢的良好成效,各方对此有实实在在的获得感。

What Is Third-Party Market Cooperation

Third-party market cooperation refers to economic cooperation among Chinese businesses (including those in the financial sector) and businesses of relevant countries in third-party markets. It is an open and inclusive approach to international cooperation that can help China's business community and its international counterparts to draw upon each other's strengths and work together for better industrial development, infrastructure improvement and higher living standard in third countries, achieving the effect of 1+1+1>3.

Inspired by the Belt and Road Initiative, Chinese businesses have deepened their involvement in international production capacity cooperation and actively engaged in third-party market cooperation with businesses of relevant countries in recent years, based on complementary strengths of participants. Win-win outcomes have been achieved and all parties involved have a great sense of fulfillment.

理念和原则

弘扬丝路精神，秉承开放、绿色、廉洁理念，遵循三方共商共建共享、第三方受益原则，坚持企业主体、市场导向、商业原则、国际惯例，坚持质量优先、因地制宜，坚持开放包容、合作共赢，努力实现高标准、惠民生、可持续目标。

Vision and Principles

The vision of third-party market cooperation is to promote the Silk Road spirit and pursue open, green and clean cooperation. Such cooperation should be guided by the principles of extensive consultation, joint contribution and shared benefits among participating parties, and serving the interests of the third party. The role of businesses should be stressed, operations should be market-oriented, business principles and international norms should be adopted, priority should be given to quality, local conditions should be taken into account, and open, inclusive and win-win cooperation should be pursued, in order to realize high standard cooperation to improve people's lives and promote sustainable development.

机制和平台

截至2019年6月，中方已与法国、意大利等14个国家建立第三方市场合作机制，通过举办论坛等形式共同为企业搭建合作平台、提供公共服务。

Mechanisms and Platforms

As of June 2019, China had signed third-party market cooperation documents with 14 countries such as France and Italy, working with them to create cooperation platforms for businesses and provide public services.

序号	国家	签署文件	合作平台
1	中国—澳大利亚	《关于开展第三方市场合作的谅解备忘录》	中澳战略经济对话
2	中国—奥地利	《关于开展第三方市场合作的谅解备忘录》	中奥第三方市场合作工作组
			中奥第三方市场合作论坛
3	中国—比利时	《关于在第三方市场发展伙伴关系与合作的谅解备忘录》	—
4	中国—加拿大	《关于开展第三方市场合作的联合声明》	—
5	中国—法国	《关于第三方市场合作的联合声明》 《中法第三方市场合作示范项目清单》	中法第三方市场合作指导委员会
			中法第三方市场合作论坛
			中法第三方市场合作基金
6	中国—意大利	《关于开展第三方市场合作的谅解备忘录》	中意第三方市场合作论坛
			中意第三方市场合作工作组
7	中国—日本	《关于中日企业开展第三方市场合作的备忘录》	中日第三方市场合作论坛
			中日第三方市场合作工作机制
8	中国—荷兰	《关于加强第三方市场合作的谅解备忘录》	—
9	中国—葡萄牙	《关于加强第三方市场合作的谅解备忘录》	中葡第三方市场合作工作组
10	中国—韩国	《关于开展第三方市场合作的谅解备忘录》	中韩共同开拓第三方市场联合工作组
11	中国—新加坡	《关于开展第三方市场合作的谅解备忘录》 《关于加强中新第三方市场合作实施框架的谅解备忘录》	中新第三方市场合作工作组
			中新“一带一路”投资合作论坛
12	中国—西班牙	《关于加强第三方市场合作的谅解备忘录》	中西第三方市场合作工作组
13	中国—瑞士	《关于开展第三方市场合作的谅解备忘录》	中瑞第三方市场合作工作组
			“一带一路”能力建设中心
14	中国—英国	《关于开展第三方市场合作的谅解备忘录》	中英第三方市场合作工作组

注：按合作国英文名称首字母排序。

No.	Countries	Signed Documents	Cooperation Platforms
1	China-Australia	<i>Memorandum of Understanding on Third-Party Market Cooperation</i>	China-Australia Strategic Economic Dialogue
2	China-Austria	<i>Memorandum of Understanding on Third-Party Market Cooperation</i>	China-Austria Working Group on Third-Party Market Cooperation
			China-Austria Forum on Third-Party Market Cooperation
3	China-Belgium	<i>Memorandum of Understanding on Developing Partnerships and Cooperation in Third-Party Markets</i>	—
4	China-Canada	<i>Joint Statement on Third-Party Market Cooperation</i>	—
5	China-France	<i>Joint Statement on China-France Third-Party Market Cooperation</i> <i>List of Key Projects in China-France Third-Party Market Cooperation</i>	China-France Steering Committee on Third-Party Market Cooperation
			China-France Forum on Third-Party Market Cooperation
			China-France Fund for Third-Party Market Cooperation
6	China-Italy	<i>Memorandum of Understanding on Third-Party Market Cooperation</i>	China-Italy Forum on Third-Party Market Cooperation
			China-Italy Working Group on Third-Party Market Cooperation
7	China-Japan	<i>Memorandum of Understanding on Third-Party Market Cooperation between Chinese and Japanese Businesses</i>	China-Japan Forum on Third-Party Market Cooperation
			China-Japan Working Mechanism for Third-Party Market Cooperation
8	China-Netherlands	<i>Memorandum of Understanding on Strengthening Third-Party Market Cooperation</i>	—
9	China-Portugal	<i>Memorandum of Understanding on Strengthening Third-Party Market Cooperation</i>	China-Portugal Working Group on Third-Party Market Cooperation
10	China-Republic of Korea	<i>Memorandum of Understanding on Third-Party Market Cooperation</i>	China-RoK Working Group on Third-Party Market Cooperation
11	China-Singapore	<i>Memorandum of Understanding on Third-Party Market Cooperation</i> <i>Memorandum of Understanding on the Implementation Framework for Strengthening China-Singapore Third-Party Market Cooperation</i>	China-Singapore Working Group on Third-Party Market Cooperation
			China-Singapore Belt and Road Initiative Investment Forum
12	China-Spain	<i>Memorandum of Understanding on Strengthening Third-Party Market Cooperation</i>	China-Spain Working Group on Third-Party Market Cooperation
13	China-Switzerland	<i>Memorandum of Understanding on Third-Party Market Cooperation</i>	China-Switzerland Working Group on Third-Party Market Cooperation
			Belt and Road Initiative Capacity Building Center
14	China-United Kingdom	<i>Memorandum of Understanding on Third-Party Market Cooperation</i>	China-U.K. Working Group on Third-Party Market Cooperation

Note: Partner countries are listed in alphabetical order.

产品服务类案例

中国企业与外方企业在设备采购、认证许可、法律商务咨询等领域开展合作，共同为第三方市场客户提供整体解决方案。

Cases of Cooperation in Products and Services

Chinese businesses and their international counterparts collaborate in equipment procurement, certification and licensing, legal and business consulting and other aspects, providing total solutions to customers in third-party markets.

案例 1 中国中铁与意大利 CMC 公司合作实施 黎巴嫩大贝鲁特供水隧道项目

2014年，为解决首都贝鲁特缺水问题，黎巴嫩政府启动大贝鲁特供水隧道和输送管线项目。意大利土木工程承包商CMC公司中标项目并向中国中铁采购2台硬岩掘进机用于引水隧道施工。黎巴嫩多为山地，山脉底部是喀斯特地貌，山体岩石坚硬，项目隧洞直径需控制在3.5米左右，为此必须采用配有专用刀具的小直径硬岩隧道掘进机。中国中铁按照国际标准并参考英标EN16191等设计制造2台硬岩掘进机设备，同时在实地踏勘、设计论证及计算优化的基础上，针对项目地质及工程特点进行了创新设计，最终形成地质适应性强、综合性能优的超小直径凯式硬岩掘进机。2016年6月，由中国中铁自主研发制造的全球最小直径凯式硬岩掘进机——中铁237/238号在黎巴嫩大贝鲁特供水项目工地顺利始发，实现工业应用。

中国中铁提供的两台盾构设备自2016年6月始发掘进至今，成功穿越多处破碎带、隧道空腔等不良地质，掘进里程共计23公里，并于2017年5月成功完成第一阶段4085米隧道贯通，取得日最高进尺48米、月最高进尺894.8米的优异成绩。2018年3月，黎巴嫩大贝鲁特供水工程2号隧洞顺利贯通，比原计划提前一年。目前，全长8.7公里的1号隧洞即将贯通。预计2019年底黎巴嫩首都贝鲁特160万居民将告别桶装水，全部用上清洁廉价的自来水。届时，黎巴嫩有史以来最大引水工程面临的难题将得到解决。

资料来源：中国铁路工程集团有限公司

▶ 中国中铁研制的凯式硬岩掘进机（案例1）

Gripper TBMs developed by CREC (Case 1)





Project Name: BIELLA-BOVINO RASERIS/PIPI PROJECT, TUNNEL AND TRANSPORT LINES
Contractor: COINCO S.P.A. DEVELOPMENT AND CONSTRUCTION (CSC)
Contractor: JSAI & HANASHIRO PARTNERS CONSULT INTERNATIONAL JV
Contractor: COOPERATIVA MINORILE E CEMENTISTO DI RAVENNA (CMC)
Contractor: 中铁工程装备集团有限公司
Contractor: CCEC TBM German GmbH



Léa
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中铁工程装备集团有限公司
知 勇



中国中铁



中国中铁



中国中铁



中国中铁

昌和二号
建设单位: 西安市地下铁道有限责任公司
设计单位: 中铁第一勘察设计院集团有限公司
监理单位: 西安众和市政工程监理咨询有限公司
施工单位: 中铁三局集团有限公司
供货单位: 中铁工程装备集团有限公司



△ “中铁 237 号” 成功完成隧洞洞穿阶段性任务（案例 1）

CREC 237 completed boring a tunnel (Case 1)

Case 1

Cooperation between CREC and CMC of Italy on the Greater Beirut Water Supply Project in Lebanon

In 2014, with a view to solving water shortage in the capital city Beirut, the Lebanese government launched the Greater Beirut Water Supply Project (GBWSP), which would involve the construction of a series of tunnels and pipelines. Cooperativa Muratori & Cementisti (CMC), an Italian civil engineering contractor, won the tunneling contract and purchased two hard-rock tunnel boring machines (TBMs) from China Railway Group Limited (CREC), for tunnel construction. Lebanon is a mountainous country, and the mountains in Lebanon feature karst bases and hard rocks. The tunnel diameter of the project needs to be controlled at about 3.5 meters, for which small-diameter hard-rock TBMs equipped with special cutting tools must be used. CREC's role was to design and manufacture two hard-rock TBMs in accordance with international standards and with reference to British standard (BS EN 16191:2014). CREC managed to introduce innovative designs on the basis of on-site survey, thorough analysis and detailed calculation, taking into consideration geological and engineering characteristics of the project. Eventually, CREC developed two ultra small diameter Gripper TBMs (237/238) with strong geological adaptability and excellent performance. In June 2016, the two world's smallest diameter Gripper TBMs were launched at the GBWSP tunnel site, marking the start of their industrial application.

Since the start of boring work in June 2016, two TBMs provided by CREC have successfully overcome several rock fracture zones, tunnel cavities and other challenging geological conditions, with a total length of 23 km excavated. In May 2017, the first section (4,085 meters) of the tunnel was completed, with the best daily and monthly boring rates standing at 48 meters and 894.8 meters respectively. In March 2018, Tunnel 2 of the project was completed, one year ahead of schedule. Currently, Tunnel 1 with a length of 8.7 km is about to be completed. It is estimated that the 1.6 million people in Beirut will be able to bid farewell to bottled water and begin using clean and cheap running water by the end of 2019. The difficulties of Lebanon's largest ever water diversion project will be resolved then.

Source: China Railway Group Limited

案例 2 中国铁建与韩国 Dohwa 公司合作执行秘鲁地铁项目监理合同

秘鲁首都利马总人口约900万人，是世界上人口密度最高的城市之一，近年由于城市化及机动车拥有数量上升，交通拥堵问题严重。为缓解交通压力，满足市民出行需求，秘鲁政府共规划了6条地铁，目前正在修建2号线和4号线部分路段，全长约35千米，共有车站35个，总投资约53亿美元。

秘鲁地铁项目国际化程度较高，项目设计、建设及施工运营由来自西班牙、意大利和秘鲁三个国家的7家公司组成联合体负责。中国铁建所属铁一院与韩国Dohwa公司和秘鲁当地公司组成监理联合体，中标利马地铁2号线的综合监理服务合同，为利马地铁2号线提供设计审查、机车车辆监造和施工监理等综合性咨询服务。

通过开展第三方市场合作，中国企业的专业技术经验和业绩优势、韩国公司丰富的管理和国际化运营经验、秘鲁公司熟悉当地法律、商业环境以及语言方面的优势均得以充分发挥。同时，上述合作为秘鲁引入了国际化项目管理模式，使2号线项目的管理更加专业和规范，为今后更多国际企业进入秘鲁市场提供了有效参考。项目建成后将极大改善当地基础设施水平，使民众的出行更加高效顺畅。

资料来源：中国铁建股份有限公司

Case 2

Cooperation between CRCC and Dohwa of South Korea on the supervision service contract for Peru's metro project

Lima, the capital of Peru with a population of about 9 million, is one of the most densely populated cities in the world. Traffic congestion has become a major problem in recent years due to urbanization and rising car ownership. The Peruvian government has planned six metro lines to alleviate traffic pressure and meet people's travel needs. Some sections of Line 2 and Line 4 with a total length of 35 km are now under construction. There are 35 stations and the total investment is about USD 5.3 billion.

Peru's metro project is being built by an international team. A consortium of seven companies from Spain, Italy and Peru is in charge of the design, construction and operation of the project. China Railway First Survey and Design Institute Group Co., Ltd., an affiliate of China Railway Construction Corporation Limited (CRCC), Dohwa Engineering Co., Ltd. of South Korea, and a local Peruvian company formed a supervision consortium and won the integrated supervision service contract for Lima Metro Line 2, which means they would provide comprehensive consulting services for Line 2, including design review, supervision of rolling stock manufacturing, and supervision of construction work.

Through third-party market cooperation, the Chinese company's technical expertise and performance strength, the South Korean company's rich experience in management and international operations, and the Peruvian company's familiarity with local regulations, business environment and language advantages are all brought into full play. Moreover, it has introduced a model of international project management to Peru. The Metro Line 2 project is managed in a more professional and standard way, and sets a good example to other international companies interested in entering the Peruvian market in the future. Upon completion, the project will greatly improve local infrastructure, so that people's travel will be more efficient and convenient.

Source: China Railway Construction Corporation Limited

案例 3 中国能建与马来西亚、爱沙尼亚等企业合作开发约旦油页岩电厂项目

约旦油页岩储量约700亿吨，位列世界第四，约旦政府希望通过油页岩发电解决电力依赖进口的问题。阿塔拉特区新油页岩CFB电厂项目位于约旦首都安曼南部阿塔拉特油页岩矿富集区。CFB电厂项目业主Attarat Power Company是由广东省粤电集团、马来西亚杨忠礼国际电力公司和爱沙尼亚能源公司共同建立的股份有限公司，中国能建广东火电工程有限公司为项目EPC总承包商。

CFB电厂项目旨在安全利用油页岩资源，提高约旦能源独立性。项目燃料油页岩相比同等容量燃煤机组的碳排放量大幅降低。项目预计年消耗800万吨油页岩，每年将为约旦减少约3.5亿第纳尔的能源支出，还将创造数千个就业岗位，对促进约旦经济社会发展具有重要意义。

资料来源：中国能源建设集团有限公司

▽ 项目主厂房钢结构吊装（案例3）

Hoisting of the main workshop's steel structures (Case 3)



Case 3

Cooperation among Energy China and companies of Malaysia and Estonia on an oil shale-fueled power plant in Jordan

Jordan has about 70 billion tons of oil shale reserves, ranking fourth in the world. The Jordanian government intends to reduce its reliance on imported electricity through oil shale-based power generation. The new oil shale-fueled power plant with two CFB units is located in the Attarat Um Ghudran area in southern Amman, the capital of Jordan. The project is developed by Attarat Power Company, a partnership between Guangdong Yudean Group, YTL Power International of Malaysia, and Eesti Energia of Estonia. Guangdong Power Engineering Co., a subsidiary of China Energy Engineering Group Co., Ltd. (Energy China) is the EPC contractor of the project.

The project is intended to ensure the safe use of oil shale resources and thus to promote Jordan's energy independence. Compared with coal-fired units of the same capacity, oil shale as the fuel of the plant can significantly reduce carbon emissions. The project, which is expected to consume 8 million tons of oil shale per year, will reduce Jordan's energy expenditure by about 350 million dinars every year and help create thousands of jobs. That will be of great significance to the economic and social development of Jordan.

Source: China Energy Engineering Group Co., Ltd.



△ 项目化水车间室内基础地坪施工（案例3）

Basic flooring for the chemical water treatment workshop (Case 3)

案例 4 中国通用技术集团与美国、日本企业合作提供印度尼西亚电厂装备

印度尼西亚中爪哇 2 × 100 万千瓦燃煤电站项目采用BOOT（建设—拥有一经营—转让）方式进行，由日本住友商事和三菱重工联合体承建。住友商事负责EPC合同下的土建工作和BOP部分的设计、采购与安装；三菱重工负责主机、发电机以及锅炉的设备供货和安装工作。中国通用技术集团公司下属中机公司和美国博莱克·威奇公司联合体负责为住友商事EPC项下辅机部分提供供货和安装服务。

项目能够有效缓解当前印尼用电供需矛盾，满足其未来巨大的电力需求，对当地经济社会发展具有积极意义。项目每年可为当地带来近2000个工作岗位。此外，电站施工期间为当地修建了多条通村公路，显著提高了当地基础设施建设水平和民众生活质量。

资料来源：中国通用技术(集团)控股有限责任公司

▽ 项目施工现场鸟瞰图（案例 4）

Bird's-eye view of the project construction site (Case 4)



▽ 海上输煤栈桥（案例4）

Offshore trestle bridge for coal transportation (Case 4)



Case 4

Cooperation among Genertec and U.S. and Japanese companies on supplying power plant equipment to Indonesia

The coal-fired power plant with two 1 GW units in Central Java, Indonesia is a project carried out in the BOOT (build-own-operate-transfer) model, contracted by the consortium of Japan's Sumitomo Corporation and Mitsubishi Heavy Industries. Sumitomo is responsible for the civil engineering work under EPC contract and the design, procurement and installation of the BOP part. Mitsubishi Heavy Industries is responsible for the supply and installation of main engines, generators and boilers. The consortium of China General Technology (Group) Holding Co., Ltd. (Genertec) and Black & Veatch, a U.S. company, are responsible for the supply and installation of auxiliary equipment under Sumitomo's EPC contract.

The project can effectively alleviate the current power shortage in Indonesia and help the country meet huge power demand in the future, hence it is of positive significance to local economic and social development. It can create nearly 2,000 local jobs annually. In addition, several village roads were built for local people during the construction of the power plant, which significantly improved local infrastructure and people's life quality.

Source: China General Technology (Group) Holding Co., Ltd.

案例 5 中国交建与德国 GUAFF 公司合作建设 莫桑比克马普托大桥及连接线项目

马普托大桥及连接线项目为莫桑比克首都马普托市向南至南非边境口岸的干线公路，全长187千米。项目于2014年6月开工，2018年6月实现主体完工，2018年11月完成主体工程移交并举办通车仪式。项目是非洲第一大悬索桥，由中国交建下属中国路桥公司采用EPC模式建造，同时聘请德国GUAFF公司作为监理咨询单位参与马普托大桥项目的设计咨询、施工监督及质量安全控制工作。

马普托大桥作为马普托及以南地区通往南非边境的重要干线通道，建成后使原来两到三小时的渡海时间缩短至十分钟左右，显著提高了莫桑比克公路网络化水平，促进了当地货运交通、生态旅游等行业的发展。项目累计为莫桑比克创造了超过2500个就业岗位，有效改善了当地就业状况。此外，项目实施过程中注重促进居民福祉。大桥北接线经过城市贫民区，居民长期被用水用电、卫生条件差等问题困扰，中国路桥与项目业主携手为当地居民通水通电，集中处理生活垃圾，修建医院、学校、足球场等公共设施，着力建设优质移民社区，获得当地人民的高度认可。

资料来源：中国交通建设集团有限公司



▽ 马普托大桥夜景（案例5）

Night view of Maputo-Katembe Bridge (Case 5)





Case 5

Cooperation between CCCC and GUAFF of Germany on the Maputo-Katembe Bridge and Linkroads Project in Mozambique

Located in the Mozambican capital of Maputo, the Maputo-Katembe Bridge and Linkroads Project involves 187 km trunk roads extending to South Africa border crossings. Construction started in June 2014, and the main body of the project was completed in June 2018. The bridge started operation in November 2018. As a suspension bridge with the largest main span in Africa, it was built as an EPC project by China Road and Bridge Corporation (CRBC), a subsidiary of China Communications Construction Company Limited (CCCC). GUAFF, a German company, was contracted to provide such services as design consulting, construction supervision, and quality and safety control.

As an important route to the South Africa border in Maputo and areas to its south, the completion of the project reduced the sea crossing time of 2-3 hours to about 10 minutes, significantly increasing the level of road networking in Mozambique, and promoting the development of local freight transportation, eco-tourism and other industries. The project has created more than 2,500 jobs for Mozambique, effectively improving local employment. In addition, emphasis was placed on local people's well-being in implementation of the project. The connecting road in the north passes through poverty-stricken urban areas where residents have been troubled by water and electricity shortage and poor sanitation conditions for a long time. Together with the project owner, CRBC focused on building high-quality immigrant communities by providing water and electricity access for local residents, centralizing the disposal of domestic garbage, and building hospitals, schools, football fields and other public facilities. All these efforts are spoken highly of by local people.

Source: China Communications Construction Company Limited

◀ 马普托大桥（案例5）

Maputo-Katembe Bridge (Case 5)

工程合作类案例

中国企业与外方企业通过总分包、联合竞标等方式，共同在第三方市场开展项目。

Cases of Cooperation in Engineering

Chinese businesses and their international counterparts collaborate on projects in third-party markets in such forms as EPC contracting, sub-contracting, joint bidding, bidding, and etc.

案例 6 中国电建与西班牙 Grupo Puentes 集团合作建设厄瓜多尔医院项目

近年来，厄瓜多尔政府高度关注国内住房、学校和医院等民生工程建设，提出“居者有其屋计划”和“千年学校计划”等，拟通过一系列民生工程提高国民生活质量。为改善当地医疗条件，厄瓜多尔政府启动了瓜亚基尔医院项目。中国电建下属中国水电建设集团国际工程有限公司和西班牙 Grupo Puentes 集团组成联营体签约承建该项目，用时14个月完成项目建设。项目工程建筑面积7.9万平方米，包括6栋连体建筑、550个床位及相应的医疗设施。

瓜亚基尔医院设有160个专科门诊所、病理学和解剖学实验室，能够提供诊断、药房、住院、手术、影像、远程医疗、医学教学等服务。医院投入运营后，瓜亚基尔每千人医疗卫生机构床位数增加至1.9张，有效缓解了当地医疗资源紧缺的状况。

资料来源：中国电力建设集团有限公司

Case 6

Cooperation between PowerChina and Grupo Puentes of Spain on a hospital project in Ecuador

In recent years, the Ecuadorian government has paid close attention to the construction of domestic housing, schools and hospitals, and introduced the Home Ownership Plan and the Millennium School Plan, with a view to improving people's living standard through a series of projects. In an effort to improve local healthcare services, the Ecuadorian government launched a hospital project in Guayaquil. Sinohydro Corporation Limited, a subsidiary of Power Construction Corporation of China (PowerChina) and Spain's Grupo Puentes Group formed a consortium to build the project and completed it in 14 months. The construction area of the project is 79,000 m², including six connected buildings, 550 beds and corresponding medical facilities.

Los Ceibos Hospital, with 160 specialized clinics and pathology and anatomy laboratories, can provide diagnosis, pharmacy, hospitalization, surgery, imaging, telemedicine, medical teaching and other services. After the hospital was put into operation, the number of hospital beds per 1,000 people in Guayaquil increased to 1.9, effectively alleviating shortage of local medical resources.

Source: Power Construction Corporation of China





◀ 厄瓜多尔瓜亚基尔医院外景（案例6）

Los Ceibos Hospital (Case 6)

▽ 厄瓜多尔瓜亚基尔医院病房（案例6）

Ward in Los Ceibos Hospital (Case 6)



案例 7 东方电气与意大利企业合作建设埃塞俄比亚吉布三水电站项目

随着埃塞俄比亚经济社会的发展，电网建设和改造升级市场需求上升，埃塞俄比亚电力公司希望进一步开发可再生能源。吉布三水电站项目位于埃塞俄比亚南方州奥莫河，为梯级开发的第三级电站，总装机容量187万千瓦，包括10台单机容量为18.7万千瓦的混流式水轮发电机组，为目前非洲已建成运行的最大容量水电站。吉布三水电站项目是东方电气与意大利企业共同承建的第三方市场项目。其中，东方电气承担设备成套供货与服务项目，工作范围包括10台混流式水轮发电机组及其全部附属设备和所有金属结构设备的设计、制造、运输、安装、调试等；意大利Salini-Impregilo公司承担项目土建工作。

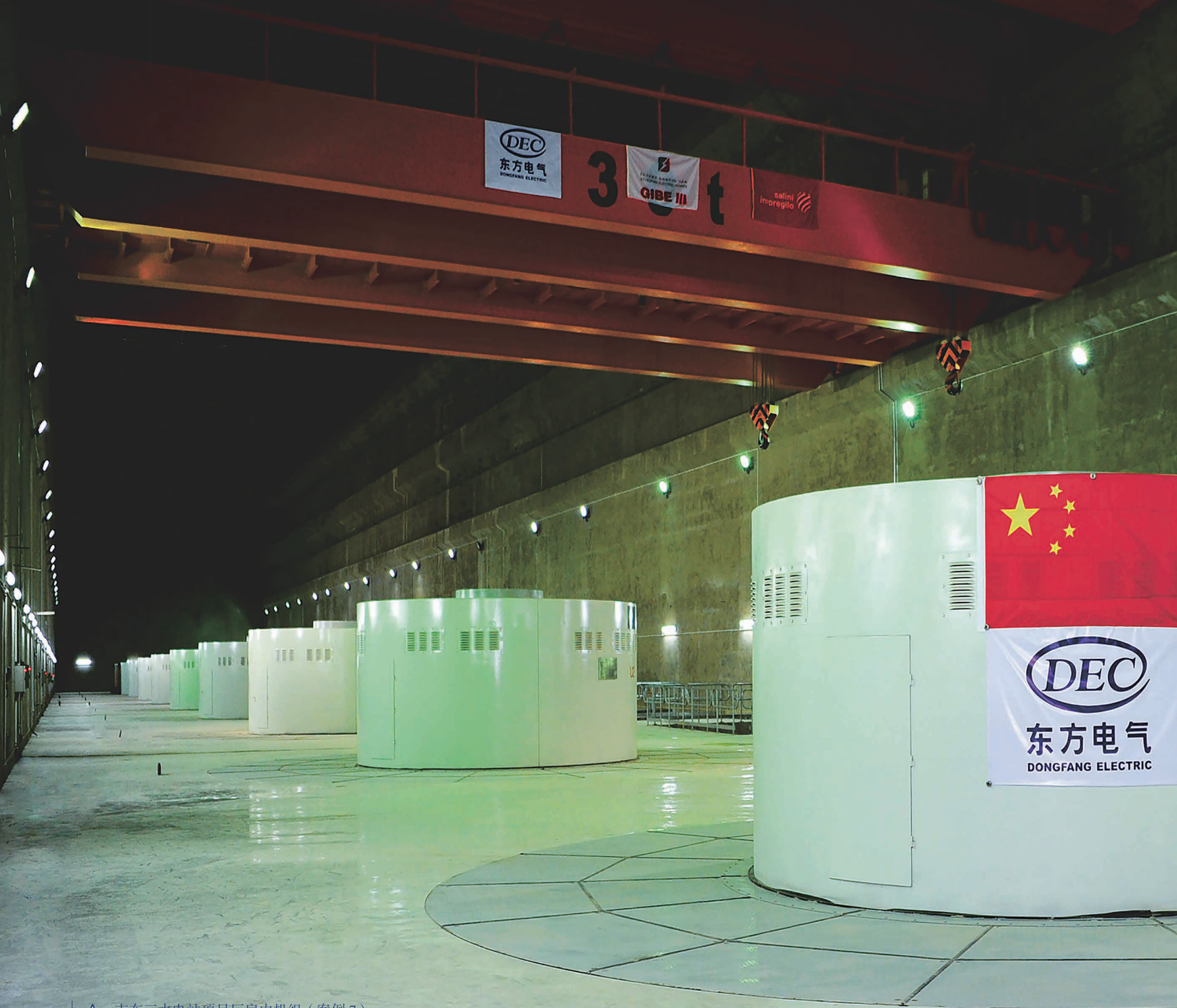
2015年10月，吉布三水电站项目首台机组正式并网发电，2016年8月底，最后一台机组投运。吉布三水电站项目的建成投产使埃塞俄比亚全国发电装机容量翻倍，达到424.5万千瓦，其中吉布三水电站单个项目占比44%。截至2018年底，吉布三水电站已累计发电约150亿度，不仅有效缓解了当地电力极度短缺的情况，促进了当地经济发展和民生改善，同时为埃塞俄比亚提供了大量可供出口的电力，使其获得可观的外汇收入。项目建设期间，中方对大量工程师进行了实地培训，为当地紧缺电力人才的培养作出重要贡献。

资料来源：中国东方电气集团有限公司

▽ 吉布三水电站项目外景（案例7）

Gilgel Gibe III Dam (Case 7)





△ 吉布三水电站项目厂房内机组（案例7）

Gilgel Gibe III hydropower units (Case 7)

Case 7

Cooperation between DEC and Salini-Impreilo of Italy on the Gilgel Gibe III hydropower project in Ethiopia

With the economic and social development of Ethiopia and rising demand for power grid construction and upgrading, Ethiopian Electric Power Corporation plans to further develop renewable energy. The Gilgel Gibe III project is located on the Omo River in southern Ethiopia. As the third-stage of cascade power plants developed on the Omo River, the Gilgel Gibe III hydropower station has a total installed capacity of 1.87 GW, including 10 Francis turbine generating units, each with a capacity of 187 MW, making it the largest hydropower plant in operation in Africa. Gilgel Gibe III is a third-party market cooperation project jointly undertaken by Dongfang Electric Corporation (DEC) of China and Salini-Impreilo of Italy. DEC was responsible for the supply of power generation units and related services, specifically including the design, manufacturing, transportation, installation and commissioning of 10 Francis turbine units and all auxiliary equipment as well as all metal structure equipment. Salini-Impreilo was responsible for the civil engineering work of the project.

In October 2015, the first unit of the Gilgel Gibe III hydropower station was officially connected to the grid for power generation, and the last unit was put into operation at the end of August 2016. The project has doubled the installed capacity of power generation in Ethiopia to 4.245 GW, of which 44% is contributed by the Gilgel Gibe III hydropower station. By the end of 2018, Gilgel Gibe III had generated about 15 billion kWh of electricity accumulatively. It has effectively alleviated power shortage in local areas, helped to boost local economy and improved people's living standard, and provided Ethiopia with a large amount of electricity available for export, resulting in considerable foreign exchange earnings. During the construction of the project, DEC conducted on-the-spot training for a large number of engineers, making important contributions to the training of talents for local electric power industry.

Source: Dongfang Electric Corporation



案例 8 上海电气与沙特、美国等企业合作建设迪拜太阳能发电项目

迪拜太阳能发电项目是迪拜水电局开发的太阳能园区四期项目，采用全球领先的“塔式+槽式”集中式光热发电技术并配合光伏发电，装机容量95万千瓦，包括1台10万千瓦塔式熔盐储热发电机组、3台20万千瓦槽式熔盐储热发电机组和容量25万千瓦的光伏发电设备，通过储能设备均能够实现24小时持续发电。项目由阿联酋、沙特和中国三国企业联合投资。上海电气作为工程总承包，与美国亮源公司、西班牙EA设计院和阿本戈公司组成联合体承建项目。

项目是迄今世界上规模最大的单体太阳能光热发电项目，有效促进了当地新能源产业发展。项目建成后，每年能够为迪拜超过27万家庭提供清洁电力，实现减排二氧化碳160万吨、二氧化硫11万吨、可吸入颗粒物2900万吨及氮氧化物5万吨。项目建设运营直接创造就业岗位约4000个，间接创造就业岗位超过10000个，为促进当地就业和经济社会发展发挥了重要作用。

资料来源：上海电气集团股份有限公司

▽ 迪拜光热发电项目塔心（案例8）

Tower center of the thermo-solar power project (Case 8)



Case 8

Cooperation among Shanghai Electric and Saudi Arabian and U.S. companies on a solar power project in Dubai

Dubai's thermo-solar power project is Phase IV of the solar energy park developed by Dubai Electricity and Water Authority. Adopting world-leading "tower+trough" centralized thermo-solar power generation technology along with photovoltaic power generation, the project has an installed capacity of 950 MW, consisting of one 100 MW tower-type molten salt heat storage generation unit, three 200 MW trough-type molten salt heat storage generation units and photovoltaic power generation units with an installed capacity of 250 MW, all of which can achieve continuous power generation 24 hours a day. The project is a joint investment by companies of the UAE, Saudi Arabia and China. As the EPC contractor, Shanghai Electric formed a consortium with BrightSource Energy of the United States and Spain's Empresarios Agrupados Internacional S.A (EA) and Abengoa.

The project is the largest single thermo-solar power plant in the world so far and has effectively promoted the development of local new energy industry. Upon completion, it can produce and supply clean energy to over 270,000 families every year, reducing 1.6 million tons of CO₂ emissions, 110,000 tons of SO₂ emissions, 29 million tons of inhalable particles and 50,000 tons of NO_x emissions annually. The project has created about 4,000 jobs directly and over 10,000 jobs indirectly, playing an important role in promoting local employment and economic and social development.

Source: Shanghai Electric Group Company Limited

▽ 项目建设搅拌站（案例8）

Mixing plant for the project (Case 8)





案例 9 中国化工与美国 IPP 公司合作建设 孟加拉国烧碱项目

2017年初，孟加拉国SR公司根据国内氯碱行业发展情况，提出拟购买氯碱化工厂二手装置设备建设3万吨烧碱项目。经多轮磋商，美国IPP公司、中国化工集团下属蓝星(北京)化工机械有限公司(以下简称“蓝星北化机”)、孟加拉国SR公司三方于2017年10月就项目合作达成一致并签订多方合同。项目由美国IPP公司联合美国金融机构提供融资，同时由蓝星北化机提供新氯碱工厂EPS总承包服务。

项目实施为孟加拉国政府和企业后续开发下游耗氯产品项目奠定了良好基础，同时创造了大量工作岗位，提高了当地民众的生活质量。

资料来源：中国化工集团有限公司

Case 9

Cooperation between ChemChina and IPP of the U.S. on a caustic soda project in Bangladesh

In early 2017, Bangladesh's SR company proposed to purchase second-hand equipment of chlor-alkali chemical plant for a 30,000-ton caustic soda project to meet the demand of domestic chlor-alkali industry. After many rounds of consultation, an American company IPP, Bluestar (Beijing) Chemical Machinery Co., Ltd. (BCMC), a subsidiary of China National Chemical Corporation Ltd. (ChemChina), and SR company reached an agreement on the project and signed a multiparty contract in October 2017. The project was financed by IPP in conjunction with American financial institutions, and IPP was the general contractor of the project's installation area. BCMC provided engineering, procurement and technical services for the new chlor-alkali plant.

The project has laid a good foundation for Bangladeshi's efforts to develop downstream chlorine-consuming products, created many jobs and improved the living standard of local people.

Source: China National Chemical Corporation Ltd.



▷ 液氯装置（案例9）

Chlorine liquefaction units (Case 9)



案例 10 中国铁建与英国、澳大利亚等国企业共同建设卡塔尔卢塞尔体育场项目

卡塔尔基础设施建设市场潜力巨大。卢塞尔体育场为2022年世界杯主场馆，设计规模18万平方米，容纳观众92500名。中国铁建以施工总承包身份承建项目，负责场馆设计、采购、施工及赛后改建设计等工作；澳大利亚Aurocon公司为设计总包单位，负责项目设计、咨询和管理等工作，英国AFL公司为建筑分包单位。

卢塞尔体育场项目需满足国际足联标准和欧美建设规范，要求高、难度大，通过中、英、澳等国企业的通力合作，目前项目设计施工图已全部完成并获得业主认可。项目实施过程中为当地企业培养了大量体育场馆设计方面的专业技术人员和施工管理人员，实现了优势互补、多方共赢。

资料来源：中国铁建股份有限公司

Case 10

Cooperation among CRCC and British and Australian companies on the Lusail Iconic Stadium project in Qatar

Qatar has a huge market potential for infrastructure construction. Lusail Iconic Stadium is the main stadium for the 2022 FIFA World Cup, with a floor area of 180,000 m² and a seating capacity of 92,500 spectators. China Railway Construction Corporation Limited (CRCC) is responsible for venue design, procurement, construction and post-Games reconstruction design in the capacity of EPC contractor. Australia's Aurocon Group, the design contractor, is responsible for project design, consulting and management, and Britain's AFL is the construction sub-contractor.

Lusail Iconic Stadium is to meet the standards of FIFA and European and American construction standards. In the face of high requirements and great challenges, companies from China, Britain, and Australia have worked closely with each other. Project design and construction drawings have been completed and approved by the project owner. During project implementation, a large number of technical professionals and construction managers in the design of sports venues have been trained for local companies. In this way, complementary advantages are made best use to produce win-win outcomes.

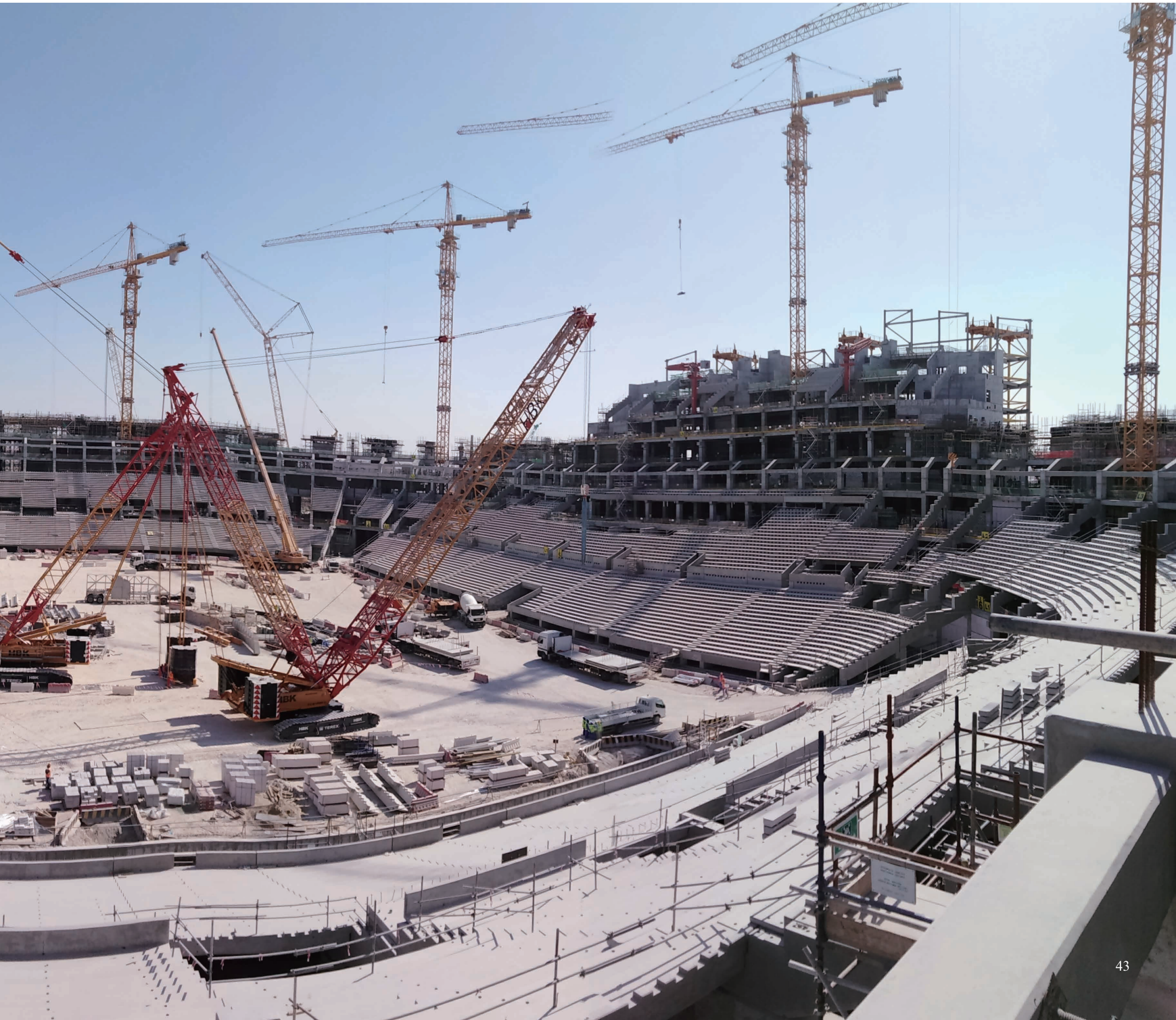
Source: China Railway Construction Corporation Limited.



△ 建设中的卢塞尔体育场（案例 10）

Lusail Iconic Stadium under construction (Case 10)





案例 11 中国机械工业集团与意大利达涅利集团合作建设 阿塞拜疆钢铁生产综合体项目

阿塞拜疆铁矿石资源丰富，初探储量超过3亿吨，但由于缺少冶炼厂，阿塞拜疆一直以来进口钢坯用于生产钢铁制品。建设阿塞拜疆钢铁生产综合体项目是其非油气领域发展战略的重要组成部分，对推动其经济发展具有较大意义。项目位于阿塞拜疆第二大城市占贾市，主要内容为新建一座年产125万吨直接还原铁(DRI)及70万吨板材制品的综合炼钢厂，项目金额11.7亿美元，合同工期42个月。2018年，中国机械工业集团下属中工国际与阿塞拜疆综合炼钢公司签署项目工程总承包合同。2019年3月，中工国际与意大利达涅利集团在中意两国元首的见证下于罗马交换项目设备采购合同。中工国际作为交钥匙工程总承包商承建项目，意大利达涅利集团作为项目的指定技术合作方负责直接还原装置、热轧与炼钢装置的工艺技术与设备供货，中工国际负责球团装置、冷轧装置以及全厂公用工程部分。

项目建成投产后，不仅能满足阿塞拜疆对还原铁的需求，推动当地区域经济均衡发展，还将通过出口为其带来大量外汇收入。项目将为当地创造上万个就业岗位，为当地民众带来了实实在在的获得感。

资料来源：中国机械工业集团有限公司

Case 11

Cooperation between Sinomach and Danieli of Italy on the Integrated Steel Mill Complex Project in Azerbaijan

Azerbaijan is rich in iron ore resources with proven and probable reserves of more than 300 million tons. However, due to the lack of smelters, Azerbaijan has been importing billets for the production of iron and steel products. The construction of an steel mill complex is an important part of the country's strategy for development in non-oil-and-gas fields, which is of great significance to its economic development. The project is located in Ganja, the second largest city of Azerbaijan. The project is to build a new comprehensive steel plant with an annual output of 1.25 million tons of direct reduced iron (DRI) and 700,000 tons of plate products. The construction contract is set to last 42 months at a total value of USD 1.17 billion. In 2018, China CAMC Engineering Co., Ltd. (CAMCE), a subsidiary of China National Machinery Industry Corporation Ltd. (Sinomach), signed the EPC contract for the project with the Azerbaijan's Steel-making Company, Baku Steel. In March 2019, CAMCE and Italy's Danieli Group exchanged equipment purchase contracts in Rome, witnessed by leaders of China and Italy. CAMCE is the general contractor of the turnkey project. Danieli Group is responsible for the supply of direct reduction plant, hot rolling and steel making plant as designated technology partner, while CAMCE is responsible for the pelletizing plant, cold rolling plant and public works of the plants.

When the project is completed and operational, it will not only meet Azerbaijan's demand for reduced iron, and promote the balanced development of the local economy, but also bring a large amount of foreign exchange income through export. It will create about ten thousand jobs for local people, giving them a real sense of fulfillment.

Source: China National Machinery Industry Corporation Ltd.

投资合作类案例

中国企业通过并购、合资、参股等方式，与外方企业共同在第三方市场开展投资，形成风险共担、利益共享的合作格局。

Cases of Cooperation in Investment

Chinese businesses and their international counterparts invest together in third-party markets through mergers and acquisitions, establishment of joint ventures, shareholding, and etc., in which they share both risks and benefits.

案例 12 招商局集团收购法国 TL 码头公司股权开拓第三方市场

2013年，招商局集团下属招商港口收购法国达飞轮船旗下TL码头公司49%的股权。在此基础上，2015年招商局集团与法国达飞轮船签署共同开发“一带一路”沿线港口市场的投资及运营战略合作协议，双方约定以TL码头公司为平台，充分利用双方全球港航及物流网络，共同研究、规划、投资、开发、建设和运营第三方国家的港口、物流及相关基础设施，实现强强联合、互利共赢。

招商港口入股后，TL码头公司逐步转型为公共码头运营商，进一步加大第三方市场开拓力度，投资了希腊塞萨洛尼基港等项目。在第三方国家开展港口合作时，TL码头公司注重推行员工本地化，为项目所在国创造了大量就业机会。同时，TL码头公司高度重视环保工作，积极落实环保政策、严格遵守相关法律法规、鼓励码头设备和挂靠船只使用环保能源，为当地码头绿色发展作出重要贡献。

资料来源：招商局集团有限公司

▽ 马耳他自由港码头（案例 12）

Malta Freeport (Case 12)



Case 12

Cooperation between CMG and CMA CGM of France on exploring third-party markets

In 2013, China Merchants Port Holdings Company Limited (CMPort), a subsidiary of China Merchants Group (CMG), purchased 49% equity of TL under France's CMA CGM. On this basis, CMG and CMA CGM signed a strategic cooperation agreement on investment and operation of the port market along the Belt and Road in 2015. The two parties agreed to take TL as the platform, make full use of the global port and shipping and logistics networks of both sides, and jointly study, plan, invest in, develop, build and operate ports, logistics and related facilities in third countries for win-win results.

With CMPort's investment, TL has gradually transformed into a public terminal operator, further increased third-party market development efforts, and invested in the Thessaloniki Port in Greece and other projects. In port cooperation in third countries, TL focuses on the localization of employees, creating a large number of jobs in the country where the project is located. In addition, TL attaches great importance to environmental protection, actively implements environmental protection policies, strictly observes relevant laws and regulations, and encourages wharf equipment and docking vessels to use clean energy, making important contributions to the green development of local wharves.

Source: China Merchants Group

▽ 马耳他自由港码头（案例 12）

Malta Freeport (Case 12)



案例 13 中国电建与卡塔尔 AMC 公司共同投资建设 巴基斯坦燃煤电站

中国与巴基斯坦传统友谊深厚，近年来两国在能源等领域合作日益密切。为推动解决巴基斯坦电力短缺问题，助力其经济发展，2013年中国电建、卡塔尔AMC公司和巴基斯坦政府签订《投资项目谅解备忘录》，明确三方将合作开发多个燃煤应急电站，其中包括卡西姆港燃煤电站项目。卡西姆项目位于巴基斯坦信德省卡拉奇市卡西姆港口工业园内，采用2台66万千瓦超临界机组，总投资约21亿美元。

截至2018年底，卡西姆项目累计发电76亿度，通过“煤代油”补充了巴基斯坦电源装机缺口，极大缓解了当地电力短缺情况，对巴基斯坦调整电源结构、提高基础设施建设水平、促进民生改善等作出重要贡献。项目建设期直接雇佣超过3500名当地员工，间接创造材料供应、车辆运输、后勤服务、代理咨询等行业的10000多个就业岗位。中国电建和卡塔尔AMC公司在项目联合开发建设过程中积极履行社会责任、采用先进环保技术，在当地获得广泛认可。

资料来源：中国电力建设集团有限公司

▶ 卡西姆电站办公楼（案例 13）

Office building for Qasim Power Plant (Case 13)





▽ 卡西姆项目全景（案例 13）

Panorama of Qasim Power Plant (Case 13)



Case 13

PowerChina and AMC of Qatari co-invest in a coal-fired power plant in Pakistan

China and Pakistan have a long-standing friendship. In recent years, the two countries have increasingly close cooperation in energy and other fields. In 2013, Power Construction Corporation of China (PowerChina), Qatar's AMC and the Government of Pakistan signed the *Memorandum of Understanding on Investment Projects* to help solve Pakistan's power shortage and boost its economic development. According to the Memorandum of Understanding, the three parties will jointly develop a number of coal-fired power plants for emergency use, including the Port Qasim Power Project. The project, located in the Port Qasim Industrial Park, Karachi, Sindh Province, Pakistan, uses two 660 MW super-critical power generation units with a total investment of about USD 2.1 billion.

By the end of 2018, Qasim Power Plant had generated 7.6 billion kWh of electricity, greatly alleviating the local power shortage. It has made important contributions to the adjustment of Pakistan's power supply structure and improvement of infrastructure and living standard. During the construction period, the project directly employed more than 3,500 local people, and indirectly created over 10,000 jobs in industries such as materials, vehicle transportation, logistics service and consulting services. In the process of joint development and construction, PowerChina and AMC actively fulfilled their social responsibilities by adopting advanced environmental technologies, which was widely recognized by local people.

Source: Power Construction Corporation of China

案例 14 中国油气企业与日本、法国等国油气企业共同投资建设俄罗斯亚马尔 LNG 项目

亚马尔 LNG 项目是中国油气企业与外国油气企业以联合投资和联合建设的方式参与第三方国家油气开发的典型项目之一。项目由俄罗斯诺瓦泰克公司、法国道达尔公司、中石油和丝路基金共同投资，法国、日本等企业共同为亚马尔 LNG 项目工程总包，中国海油工程公司为核心工艺模块建造分包商。2018 年 7 月，首船亚马尔 LNG 运抵江苏如东港。2018 年 11 月，亚马尔 LNG 项目前三条生产线实现投产，比预计时间提前近一年。

▽ 亚马尔 LNG 项目夜间施工现场（案例 14）

Night view of Yamal LNG project under construction (Case 14)



亚马尔LNG项目储量落实，规模和效益可观，通过多方合作实现了欧洲领先LNG技术与中国高性价比建造技术和服务的融合，满足了客户对工程质量、成本控制及建设工期的多重需求，保证了项目高标准、高质量、高效率实施并按期投产。作为中外方企业在第三市场联合开展的规模最大的油气合作项目，亚马尔LNG项目为人类在北极圈内建设超级LNG工厂提供了参考范本。同时，亚马尔LNG项目有效提高了俄罗斯在国际LNG市场的占有率，为俄罗斯创造了超过10万个就业岗位。项目配套建设的萨别塔国际机场和港口将俄罗斯北极地区与世界各地连接起来，有力带动了俄罗斯航运、保险、金融等相关产业发展和极地资源开发，推动了北极东北航道的使用，大幅缩短了航程，降低了物流成本，为亚太和欧洲乃至世界物流带来便利。

资料来源：中国石油天然气集团有限公司



Case 14

Oil and gas companies of China, Japan and France
co-invest in Russia's Yamal LNG project

▽ 亚马尔 LNG 项目全景（案例 14）

Panorama of Yamal LNG project (Case 14)

The Yamal LNG project is one of the typical projects in which Chinese oil and gas companies and their international counterparts engage in oil and gas development in a third country by means of joint investment and construction. It is jointly invested by Russia's Novatek, France's Total, and China National Petroleum Corporation (CNPC) and Silk Road Fund of China. French and Japanese companies are the EPC contractors and China's Offshore Oil Engineering Co., Ltd. is a subcontractor of the core process module. In July 2018, the first ship of Yamal LNG arrived at Rudong Port, Jiangsu Province, P. R. China. In November 2018, the first three trains of Yamal LNG project came on stream, nearly one year ahead of schedule.

The project's scale and benefits are considerable. The integration of leading European LNG technologies and China's cost-effective construction technologies and services is achieved through multiparty cooperation, and the client's needs for project quality, cost control and construction period are met. High standards, high quality and high efficiency are delivered, and the project is put into production on schedule. As the largest oil and gas cooperation project jointly developed by Chinese and foreign companies in a third-party market, the Yamal LNG project provides a model for the construction of super LNG plants in the Arctic Circle. In addition, it has effectively increased Russia's share in the international LNG market, creating more than 100,000 jobs for the country. The Sabetta international airport and port connect Russia's Arctic regions with the rest of the world, which has strongly promoted the development of Russia's shipping, insurance, finance and other related industries as well as the development of polar resources, boosted the use of the Northern Sea Route, and greatly reduced shipping distance and logistics cost, facilitating logistics in Asia-Pacific, Europe and the world.

Source: China National Petroleum Corporation



案例 15 国家电网与新加坡能源公司投资澳大利亚 能源网项目

作为输配电和输配气业务国际化专业企业，新加坡能源公司进入澳大利亚市场后希望引入实力强劲的行业投资者共同投资运营在澳资产，以谋求在澳大利亚市场的进一步发展。2012年，国家电网有限公司启动新加坡能源公司澳大利亚资产股权投资项目（SPI项目）。2014年，国家电网完成收购澳洲资产公司60%股权以及澳网公司19.9%股权，中方投资额共计28亿美元。此后，国家电网有限公司与新加坡能源公司紧密合作，积极优化管理架构，不断提高澳洲资产公司和澳网公司的经营管理水平。

国家电网有限公司与新加坡能源公司在SPI项目上密切配合、优势互补、各施所长，积极稳妥在澳开展业务，实现澳洲资产公司和澳网公司各项经营指标稳步提升，股东投资回报稳定，为客户提供的能源服务质量不断提高。其中，澳洲资产公司北气东输管线一期工程于2019年1月顺利完工投运，是澳大利亚当前唯一一条实现北部领地天然气外送、缓解东部天然气紧缺情况的输气管线，对澳大利亚输气市场具有重要意义。

资料来源：国家电网有限公司

▶ 澳洲资产公司北气东输管线一期工程顺利完工投运（案例 15）

Phase I of SGSPAA's North-East Gas Transmission Line
completed and put into operation (Case 15)





Case 15

SGCC and SP of Singapore co-invest in Australia's energy network projects

As a company specializing in international operations of power and gas transmission and distribution, Singapore Power (SP) plans to attract capable investors to jointly operate energy infrastructure assets in Australia so as to seek further development in the Australian market. In 2012, State Grid Corporation of China (SGCC) launched the acquisition of SP's Australian assets (SPI Project). In 2014, SGCC completed the acquisition of 60% of SGSPAA and 19.9% of Ausgrid, with a total investment of USD 2.8 billion. Since then, SGCC has worked closely with SP to improve the operation of SGSPAA and Ausgrid.

SGCC and SP work in close cooperation on the SPI project, complement each other in different strengths, and actively and prudently conduct business in Australia, delivering steady improvements in the business performance of SGSPAA and Ausgrid, offering shareholders reasonable returns on investment, and improving the quality of energy services provided to customers constantly. Specifically, Phase I of SGSPAA's North-East Gas Transmission Line was successfully completed and put into operation in January 2019. It is the first gas transmission line in Australia to realize the gas export from Northern Territory to alleviate the gas shortage in eastern Australia. It is of great significance to Australia's gas transmission market.

Source: State Grid Corporation of China

▶ 澳洲资产公司北气东输管线一期工程输气管线（案例15）

Phase I of SGSPAA's North-East Gas Transmission Line (Case 15)



产融结合类案例

中外方金融机构通过银团贷款、联合融资、转贷款、股权参与等多种方式在第三方市场开展合作，拓宽企业融资渠道，分散金融机构融资风险，实现企业和金融机构共生共荣。

Cases of Cooperation in Industry and Finance Combination

Chinese financial institutions and their international counterparts collaborate through syndicated loans, joint financing, on-lending, equity investment, and etc. in third-party markets to broaden financing channels for businesses and reduce financing risks for themselves, so that the co-existence and co-prosperity of industry and finance can be promoted.

案例 16 中国信保与意大利国家电力公司合作开拓拉美市场

2016年1月，中国信保、中国银行与意大利国家电力公司签署三方合作框架协议，约定中国信保与中国银行将联合为意大利国家电力公司及其下属绿色能源公司提供总额不超过10亿美元的融资保险额度，支持其采用中国设备或承包商在拉美等地区的项目。截至2018年底，中国信保已支持中国银行和西班牙桑坦德银行为意大利国家电力公司下属绿色能源公司在巴西的一系列可再生能源项目中提供融资，融资总额3.3亿美元，部分项目已并网发电，为巴西当地居民带来了持续的清洁能源。

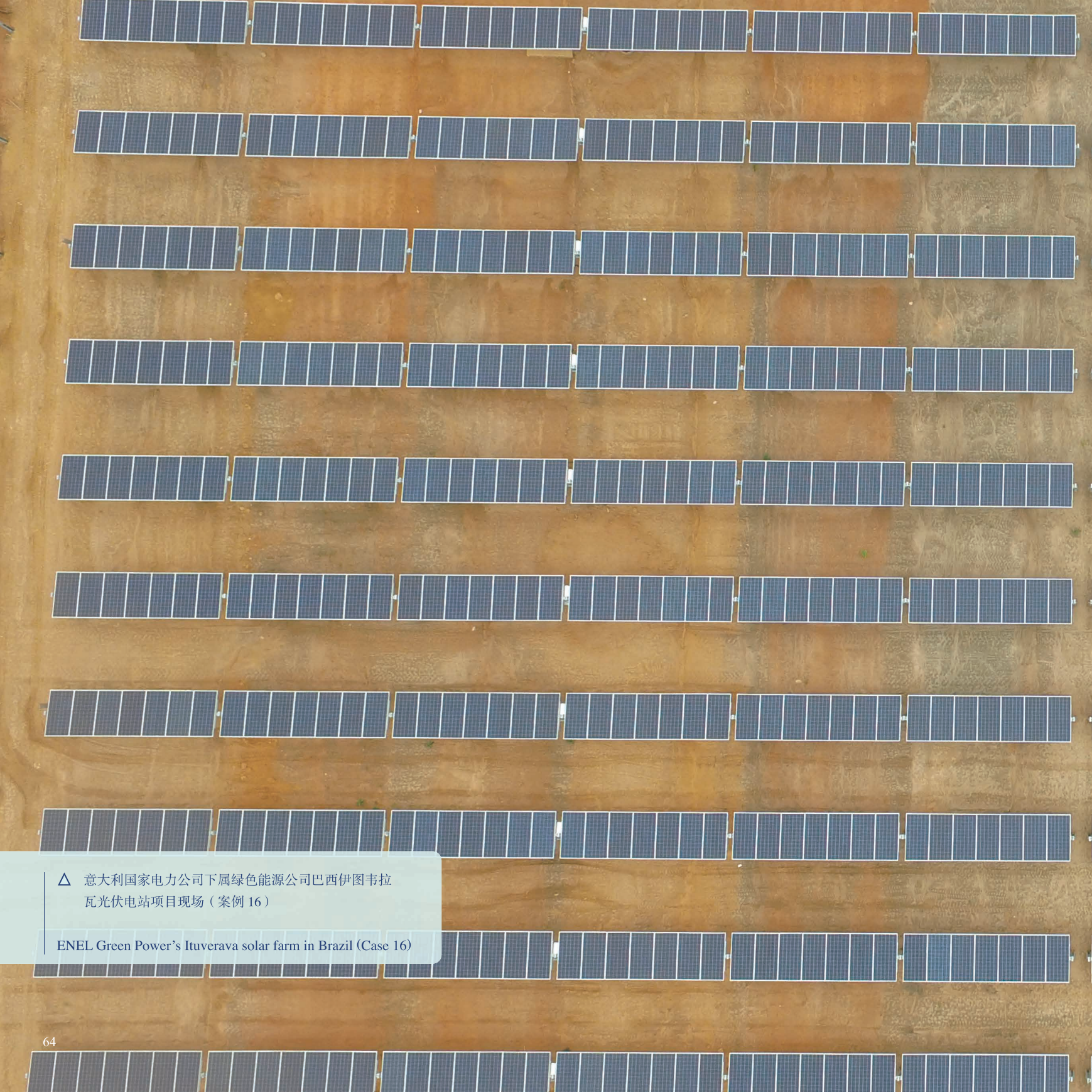
中国信保与意大利国家电力公司通过整合资源将“融资+制造”嵌入第三方市场项目中，实现了“联合开发，利益共享，风险共担”的合作模式。这一合作融合中国企业的优势产能和意大利企业的先进经验，汇聚中欧金融机构的优势，为巴西提供高性价比的新能源解决方案，实现多方共赢。

资料来源：中国出口信用保险公司

▽ 意大利国家电力公司下属绿色能源公司巴西伊图韦拉瓦光伏电站项目现场（案例 16）

ENEL Green Power's Ituverava solar farm in Brazil (Case 16)





△ 意大利国家电力公司下属绿色能源公司巴西伊图韦拉
瓦光伏电站项目现场（案例 16）

ENEL Green Power's Ituverava solar farm in Brazil (Case 16)

Case 16

Cooperation between Sinosure and ENEL of Italy in developing Latin American markets

In January 2016, China Export & Credit Insurance Corporation (Sinosure), Bank of China and Italy's ENEL signed a tripartite framework agreement. According to the agreement, Sinosure and Bank of China would jointly provide up to USD one billion financing insurance quota to ENEL to support its purchase of Chinese equipment or cooperation with Chinese contractors or investors in renewable energy projects worldwide. By the end of 2018, Sinosure has supported Bank of China and Spain's Santander Bank to provide financing up to USD 330 million for ENEL's renewable energy projects in Brazil. Some projects are already in operation and providing sustainable clean energy for local residents.

Through the integration of resources, Sinosure and ENEL embedded "financing+manufacturing" in third-party market projects, and set up a cooperation model featuring "joint development, shared benefits and balanced risks". This cooperation model combines the strong production capacity of Chinese enterprises with rich experiences of Italian enterprises in local markets, combines the strengths of Chinese and European financial institutions, and offers Brazil cost-effective win-win solutions for renewable energy development.

Source: China Export & Credit Insurance Corporation

案例 17 中国进出口银行与日本国际协力银行合作共同开拓第三方市场

2009年6月，中国进出口银行与日本国际协力银行签署了《中国进出口银行与日本国际协力银行关于通过联合融资支持中日两国企业对第三国共同出口项目的合作备忘录》。备忘录签署后，进出口银行积极与日本国际协力银行共同开拓第三方市场，为多个项目提供个性化融资服务。开展第三方市场合作有效加强了中国进出口银行和日本国际协力银行的同业间信息交流，拓展了业务领域，同时通过实行美元和日元双币种融资，帮助借款企业降低了贷款成本和单一币种负债带来的汇率风险。

越南海防火电站二期项目为EPC总承包项目，借款人为越南国家电力公司，业主为海防火电股份有限公司，由四川东方电力设备联合公司与日本丸红株式会社组成的联合体共同承建，项目由两台30万千瓦机组组成，建设工期38个月。中国进出口银行与日本国际协力银行对项目进行联合融资，越南财政部为项目提供担保，项目投保出口信用保险。其中四川东方承包的合同金额约3.8亿美元，中国进出口银行承贷该部分合同金额的85%。越南海防火电站二期项目被誉为越南北方运行最稳定、质量最可靠的机组，既为越南国家电力公司带来良好经济收益，也为越南北部地区发展作出重要贡献。

巴布亚新几内亚液化天然气上中下游一体化项目（简称PNG LNG项目）是由美国埃克森美孚石油公司、澳大利亚桑托斯石油公司、日本石油矿业公司、巴新石油勘探集团以及巴新政府和当地土地主股东共同发起的液化天然气开发项目，项目总投资约182.9亿美元，设计产能为年产660万吨液化天然气及570万~1030万桶凝析油，共计4个买家与项目签订液化天然气长期采购协议。项目采用银团贷款模式，除了发起人贷款之外，还包括6家出口信用机构（包括日本国际协力银行）以及18家商业银行，其中中国进出口银行承贷金额为13亿美元。

资料来源：中国进出口银行

▽ 巴布亚新几内亚液化天然气上中下游一体化项目（案例 17）

PNG LNG project in Papua New Guinea (Case 17)



Case 17

Cooperation between China Eximbank and JBIC of Japan in third-party markets

In June 2009, Export-Import Bank of China (China Eximbank) and Japan Bank for International Cooperation (JBIC) signed the *Memorandum of Understanding on Cooperation for Supporting Chinese and Japanese Companies' Joint Export to Third Countries through Financing*. Since then, the two banks have been actively exploring third-party markets to provide tailor-made financial services for a number of projects. Third-party market cooperation has effectively strengthened the inter-bank information exchange and expanded their business areas. Besides, the dual-currency financing structure in USD and JPY has reduced the exchange rate risks arising from loan costs and single currency liabilities for borrowers.

Phase II of Vietnam's Hai Phong Power Station is an EPC project. The borrower is Vietnam Electricity, and the owner is Hai Phong Thermal Power Co., Ltd., established by the consortium of Sichuan Dongfang Electric Equipment Co., Ltd. and Japan's Marubeni Co., Ltd. The project consists of two 300 MW power generation units with a construction period of 38 months. China Eximbank and JBIC jointly finance the project, and the Ministry of Finance of Vietnam provides guarantee for the project, and the project is covered by export credit insurance. The contract won by Sichuan Dongfang is worth about USD 380 million, and China Eximbank is responsible for 85% of the funding. Phase II of Hai Phong Power Station is regarded as the most stable and reliable power plant in northern Vietnam, which not only brings good economic benefits to Vietnam Electricity, but also makes important contributions to the development of northern Vietnam.

Papua New Guinea's PNG LNG project is developed by Exxon Mobil Corporation, Santos Limited of Australia, Petroleum Mining Company of Japan, and Papua New Guinea Oil Exploration Group as well as local governments and landowners with a total investment of USD 18.29 billion. The designed capacity of the project is 6.6 million tons of liquefied natural gas (LNG) and 5.7 million to 10.3 million barrels of condensate per year. Four buyers have signed long-term procurement agreements for liquefied natural gas with the project owner. The project adopts the syndicated loan model. In addition to the sponsor, funding is also provided by six export credit agencies (including China Eximbank and JBIC) and 18 commercial banks. The amount of loan granted by China Eximbank is USD 1.3 billion.

Source: Export-Import Bank of China

▽ 越南海防火电站二期项目（案例 17）

Phase II of Hai Phong Power Station in Vietnam (Case 17)





案例 18 中国银行与国际金融公司（IFC）合作支持加纳特马港扩建项目

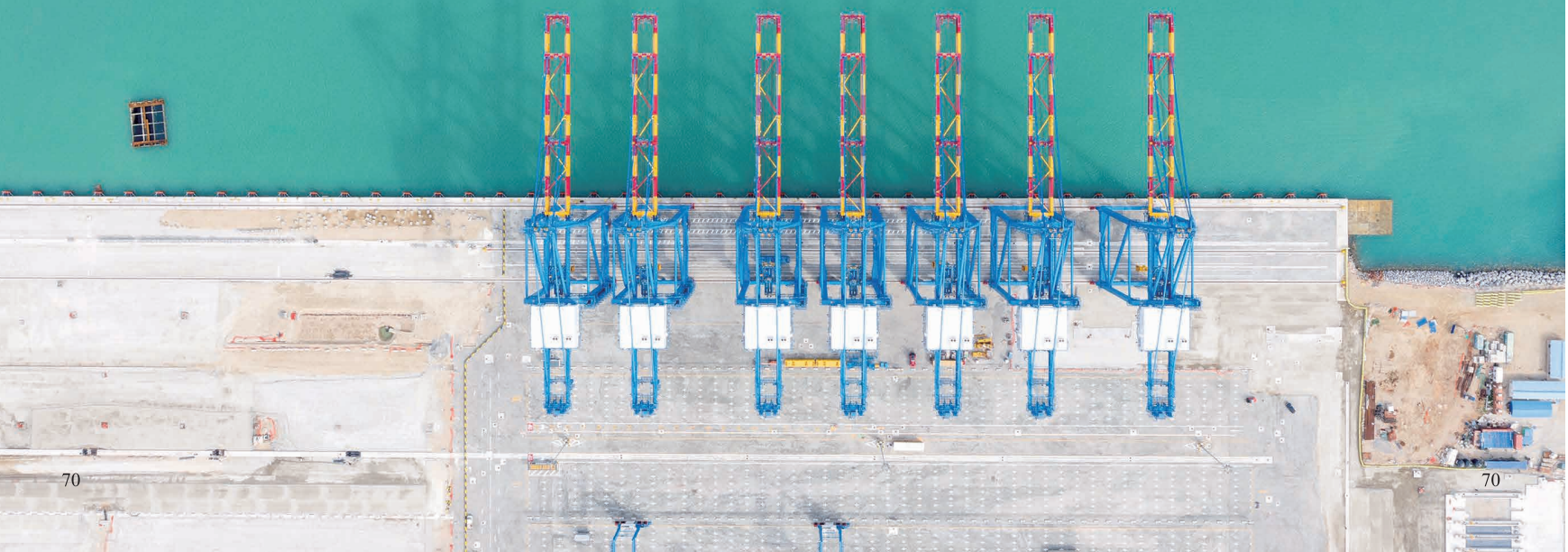
加纳特马港是目前西非最大的人造商用海港之一。近年来，加纳经济迅速发展，集装箱运输体量不断扩大，特马港运输能力已接近上限，新建3号码头和完善港机设备的需求十分迫切。为此，加纳启动了特马港扩建项目，项目完成后，特马港3号码头将升级为最大吃水16.9米、最大年吞吐量达350万标准箱的集装箱码头。项目公司将向金融机构融资6.7亿美元。在此项目中，中国银行通过A/B Loan模式（实质为银团贷款）与国际金融公司开展项目融资合作，由国际金融公司作为牵头行为项目筹组银团贷款并提供2亿美元A Loan贷款，中国银行作为联合牵头行之一，协助国际金融公司筹组B Loan贷款并与其他中外方金融机构共同提供4.7亿美元贷款。

对项目股东而言，直接高效的项目融资方式减轻了其担保压力，降低了项目公司融资成本。对国际金融公司而言，引入中资银行开展第三方市场合作为银团筹组工作的顺利完成提供了有力支撑。对加纳而言，金融机构间第三方市场合作为项目提供了充足的建设资金。

资料来源：中国银行

▼ 特马港岸桥设备（案例18）

Container cranes at Port of Tema (Case 18)



Case 18

Cooperation between Bank of China and IFC on supporting expansion of the Port of Tema in Ghana

The Port of Tema in Ghana is one of the largest man-made commercial seaports in West Africa. In recent years, with Ghana's economy growing rapidly, the country's container transportation capacity has been expanding and the capacity of the Port of Tema has approached the upper limit. There is a pressing need to build a new Terminal 3 and improve port equipment. Therefore, Ghana started the expansion project for the Port of Tema. Upon completion of the project, Terminal 3 will be upgraded to have a maximum draft of 16.9 meters and a maximum annual throughput of 3.5 million TEUs. The project company will raise USD 670 million from financial institutions. In this project, the Bank of China (BOC) engages in financing cooperation with International Finance Corporation (IFC) through the A/B Loan model (syndicated loan). IFC is responsible for arranging a syndicated loan and providing USD 200 million as the A Loan. BOC assists IFC in the preparation of B Loan and provides USD 470 million together with other Chinese and foreign financial institutions.

For project shareholders, the direct and efficient financing approach reduces guarantee pressure and financing costs. For IFC, the involvement of a Chinese bank in third-party market cooperation provides strong support for the successful preparation of syndicated loans. For Ghana, third-party market cooperation among financial institutions provides adequate funding for the project.

Source: Bank of China





◁ 特马港鸟瞰图（案例 18）

Bird's eye view of Port of Tema (Case 18)

战略合作类案例

中国企业和外方企业通过签署战略合作协议、建立战略合作联盟等形式在第三方市场开展涉及研发、制造、工程、物流、资本、人才等全方位、多领域、多层次合作，实现资源共享和优势互补，同时为第三方市场带来更多发展机遇。

Cases of Strategic Cooperation among Businesses

By entering into strategic cooperation agreements, establishing alliances or making other efforts, Chinese businesses and their international counterparts carry out all-round, multi-field and multi-level cooperation in third-party markets, involving R&D, manufacturing, engineering, logistics, funding and talents. While drawing upon each other strengths, they bring more development opportunities to third-party markets.

案例 19 中远海运与法国达飞轮船等航运公司 建立“海洋联盟”

2017年4月，由国际知名航运公司中远海运、法国达飞轮船、长荣海运及东方海外共同组建的全球航运联盟——“海洋联盟”正式投入运营。参与“海洋联盟”的各方通过共同投船、共享舱位的方式开展合作，截至2018年底共提供航线产品39组，港至港间服务586项，投入314艘船舶、实现343万标准箱运力，覆盖美国、加拿大、巴拿马、英国、德国、荷兰、希腊、意大利、西班牙、以色列、土耳其、埃及、波兰、沙特阿拉伯、阿联酋、中国、日本、韩国、新加坡、马来西亚、越南、印度尼西亚、泰国、斯里兰卡等国主要港口。

“海洋联盟”投入运营后，航线网络和船型配置的优化使2018年联盟航线覆盖的东西干线单箱网络成本同比下降27美元/标准箱。开展第三方市场合作、推动集装箱班轮经营联盟化，不仅有利于成员企业开发潜在市场和客户，而且有利于规范航运市场操作规则、优化运力布局、缓解运力过剩，促进了行业的健康发展。

资料来源：中国远洋海运集团有限公司

▷ “海洋联盟”集运船舶（案例19）

An Ocean Alliance container ship (Case 19)







Case 19

COSCO Shipping, CMA CGM of France and other shipping companies form Ocean Alliance

In April 2017, a global shipping alliance formed by international shipping companies COSCO Shipping, CMA CGM, Evergreen Line and OOCL-Ocean Alliance came into operation. Members of the Ocean Alliance collaborate through joint ship arrangement and shared shipping space. As of the end of 2018, they had provided a total of 39 container line products and 586 port-to-port services, and used 314 ships for transporting 3.43 million TEUs of containers, to major ports in the United States, Canada, Panama, the United Kingdom, Germany, the Netherlands, Greece, Italy, Spain, Israel, Turkey, Egypt, Poland, Saudi Arabia, the UAE, China, Japan, South Korea, Singapore, Malaysia, Vietnam, Indonesia, Thailand and Sri Lanka.

After the Ocean Alliance came into operation, the optimization of route network and ship type configuration reduced the cost of East-West trunk line per container in 2018 by USD 27 per TEU. Developing third-party market cooperation and promoting the alliance of container ship operations not only helps member companies to develop potential markets and customers, but also helps standardize the operation rules of shipping market, optimizes the distribution of transportation capacity, and alleviates excess transportation capacity, thus contributing to the healthy development of the industry.

Source: China COSCO Shipping Corporation Limited



案例 20 中国机械工程公司与美国通用电气公司开展企业间战略合作

2013年7月，基于在多个市场多个项目的良好合作，中国机械工程公司和美国通用电气公司签署战略合作谅解备忘录，确定在更广阔的市场区域以工程总承包、联合体、共同投资、共同融资等模式深化合作。达成战略合作以来，双方共同执行或开发装机总量超过300万千瓦的电站项目，涉及金额约35亿美元，包括火力发电、新能源、电气、自控等多个领域的工程建设、设备供货和技术服务等，覆盖巴基斯坦、尼日利亚、安哥拉、肯尼亚、孟加拉国、科特迪瓦等亚洲、非洲地区的第三方市场。

中国机械工程公司和通用电气公司的战略合作有效提升了第三国市场基础设施水平，促进了当地经济发展和民生改善。

资料来源：中国机械设备工程股份有限公司

Case 20

Strategic cooperation between CMEC and GE in third-party markets

In July 2013, based on good project cooperation in multiple markets, China Machinery Engineering Corporation (CMEC) and General Electric Company (GE) signed the *Memorandum of Understanding on Strategic Cooperation*, aiming to deepen cooperation in broader markets through EPC contracting, consortium, joint investment, co-financing and other models. Since then, the two companies have jointly implemented or developed power plant projects with a total installed capacity of more than 3 GW and total contracts of about USD 3.5 billion. The projects involve construction, equipment supply and technical services in the fields of thermal power generation, new energy, electric engineering and automatic control, covering Pakistan, Nigeria, Angola, Kenya, Bangladesh, Côte d'Ivoire and other third-party markets in Asia and Africa.

The strategic cooperation between CMEC and GE has helped to raise the level of infrastructure in third countries, promote local economic development and improve local people's living standard.

Source: China Machinery Engineering Corporation



△ 安哥拉 SOYO 燃机电站项目（案例 20）

Gas turbine power plant in Soyo, Angola (Case 20)



△ 巴基斯坦 Tenaga 风电项目（案例 20）

Tenaga wind power project in Pakistan (Case 20)



▽ 几内亚港口固定吊（案例 21）

Fixed cranes at a Guinean port (Case 21)



案例 21 山东魏桥与新加坡韦立集团等组建几内亚“赢联盟”

几内亚矿产资源丰富，铝土矿资源储量400亿吨以上，占全球铝土矿资源的三分之二，但其境内铝土矿一直未能实现大规模开发。为更好开发几内亚铝土矿资源，山东魏桥创业集团的关联公司中国宏桥集团2010年与中国烟台港集团、新加坡韦立集团、几内亚UMS公司组成了“三国四方”联合体“赢联盟”，由中国宏桥集团主导开矿，几内亚UMS公司负责陆地运输，烟台港集团负责铝土矿港口运输，新加坡韦立集团负责海运。

2015年，几内亚铝土矿出矿量为100万吨，2018年达到4200万吨。截至2019年4月，“赢联盟”项目建设第一期SMB矿区、运矿道路、博凯港Katouguma港区和第二期Dapilon港区基础设施建设已顺利完成，累计投资超过5亿美元，已形成年出口5000万吨铝土矿的能力。作为三国四方的合作项目，几内亚“赢联盟”开创了海外矿业开发多方合作共赢的新模式，以突破运输瓶颈为先导，发挥港口、物流企业优势，引入多元资本参与经营，打造了稳固的铝土矿供应链，服务于全球铝业。“赢联盟”严格遵守国际矿业开采和环保标准，坚持互利共赢，为当地社区发展和人才培养作出了重要贡献。

资料来源：山东魏桥创业集团有限公司



Case 21

Weiqiao Pioneering, Winning International Group and other companies establish a winning alliance in Guinea

▷ 几内亚港口远景（案例 21）

A Guinean port in distance (Case 21)

Guinea is rich in mineral resources and has over 40 billion tons of bauxite reserves, accounting for two-thirds of the world's bauxite resources, but it has been unable to develop bauxite on a large scale. In order to better develop bauxite resources in Guinea, China Hongqiao Group, an affiliate of Shandong Weiqiao Pioneering Group Company Limited, formed a winning alliance (SMB-Winning consortium) with China's Yantai Port Group, Singapore's Winning International Group, and Guinea's UMS. China Hongqiao Group is responsible for mining, UMS for land transportation, Yantai Port Group for bauxite's port transportation, and Winning International Group for shipping.

The output of bauxite in Guinea was one million tons in 2015 and rose to 42 million tons in 2018. The construction of SMB-Winning's Phase I of SMB mining area, roads for ore transportation, and infrastructure in the Katouguma port area and Phase II of Dapilon port area were completed by April 2019. The accumulated investment has exceeded USD 500 million, and Guinea's annual bauxite export capacity has reached 50 million tons per year. As a cooperation project involving three countries and four parties, SMB-Winning has created a new model of win-win cooperation in international mining, which aims to break through the bottle neck of transportation, give full play to the advantages of ports and logistics companies, and involve diversified investors. In this way, a solid bauxite supply chain has been created to serve the global aluminum industry. SMB-Winning strictly observes international mining and environmental standards and works for win-win outcomes, making important contributions to local community development and personnel training.

Source: Shandong Weiqiao Pioneering Group Company Limited



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第三方市场合作指南和案例

Third-Party Market Cooperation
Guidelines and Cases