

# BRI - Beobachtungen für Schweizer Unternehmen und zur Dritt-Markt-Kooperation mit China

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# Sinolytics – a specialized consultancy focused on China



## Presence



## Key expertise areas



**Social credit system for companies**



**China's industrial policy**



**The Belt and Road Initiative**



**China's digital eco-system**



**Sino-Partnerships** (e.g. MNCs, public sector, cities/provinces, universities, associations)

## Approach

*Focus on business-policy nexus in China's market*

*Primary source and Chinese-language policy research*

*Business consulting problem-solving approach*

*Chinese expert network*

*Interdisciplinary team*



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# 5 key points – as input for today's discussion

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- The «Sino-Swiss BRI MoU» is a **critical enabler** for Swiss businesses to effectively engage in the BRI
- High level of **international dynamism** to engage commercially in BRI projects
- Overall **BRI business context** is poised to **become more inclusive** for foreign businesses
- **Business opportunities:** co-investing/-lending, services (financial, insurance, professional), some EPC
- **MoU implementation** requires effective and government-driven **implementation platform**

# Three business engagement modes for 'BRI projects'

## Business scope as per Sino-Swiss MoU

MEMORANDUM OF UNDERSTANDING  
ON DEVELOPING THIRD-PARTY MARKET  
COOPERATION

BETWEEN

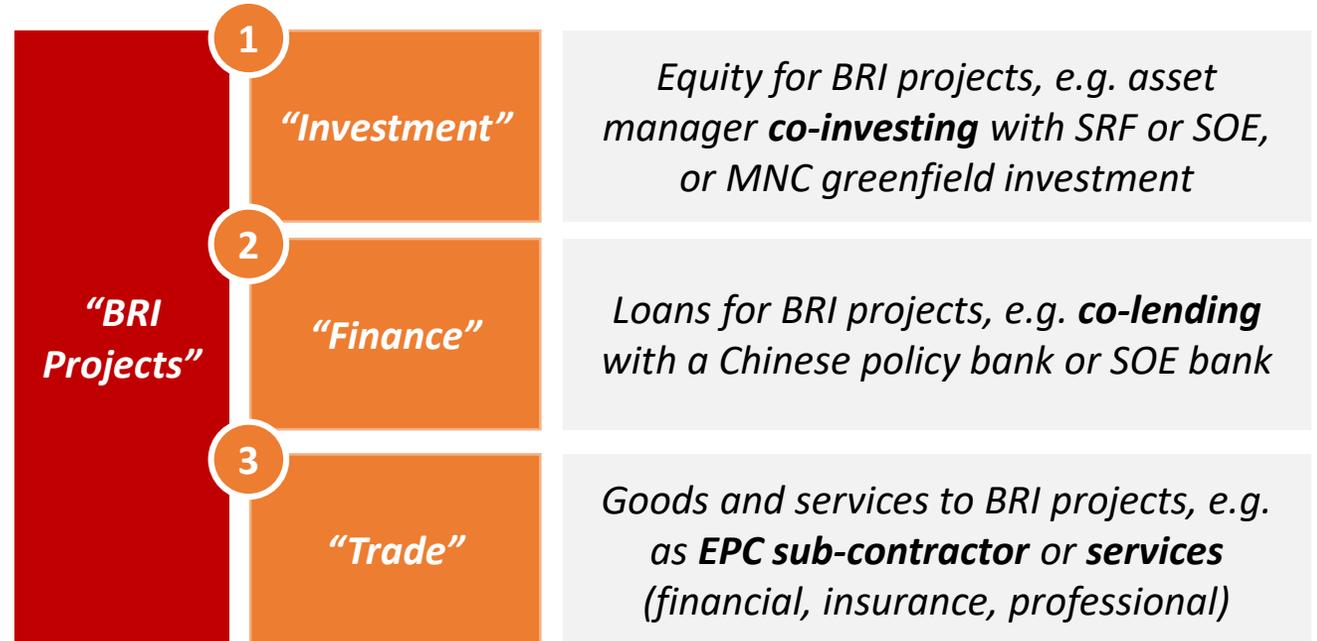
THE FEDERAL DEPARTMENT OF FINANCE AND  
THE FEDERAL DEPARTMENT OF ECONOMIC  
AFFAIRS, EDUCATION AND RESEARCH OF THE  
SWISS CONFEDERATION

AND

THE NATIONAL DEVELOPMENT AND REFORM  
COMMISSION OF THE PEOPLE'S REPUBLIC OF  
CHINA

*(...) expand areas of  
collaboration in **trade,**  
**investment and finance**  
for **projects in third**  
**countries along the Belt**  
**and Road Initiative ; (...)***

## Three business engagement modes



**Deliberately taking a company-level perspective on the Belt and Road Initiative**

# 2 examples of 'BRI projects'

## Addis Ababa-Djibouti Railway



- Total project cost: **\$4 billion**
- Railway stretches **751.7 km** and is able to carry trains traveling at speeds up to 120 km/h
- Cuts travel time between two nations' capitals from seven days by road to just **10 hours**

## Road upgrading in Laos



- **430 km** of new and upgraded road in Savanakhet in central Laos
- 88.2 km new **road, bridges**, installation of **traffic signs** and **fence**
- Target speed of upgraded road: **80 km/h**

## Implementing Chinese SOEs



### Local partner



Ethiopian Railway Corporation

## Implementing Chinese SOE



### Local partner

Ministry of Public Works and Transport (Laos)

# China pledges to improve BRI policy principles ...

**Chinese President Xi Jinping** reinforces business-critical policy principles of BRI in his speech in the 2<sup>nd</sup> Belt when compared with his speech delivered at the opening of the 1<sup>st</sup> Belt and Road Forum in 2017

## 1<sup>st</sup> Belt and Road Forum, May 2017

## 2<sup>nd</sup> Belt and Road Forum, May 2019

### Intellectual Property



“We will fully improve **the legal framework** for protecting intellectual property... enhance protection of the lawful rights and interests of foreign intellectual property owners”

### Environmental protection

“Efforts should be made to **strengthen cooperation** in ecological and environmental protection and **build a sound ecosystem**”

“We will continue to jointly implement the **Belt and Road South-South Cooperation Initiative on Climate Change**. We will also **deepen cooperation in water resources**”

### International standards



“We...encourage participating companies to follow general international rules and standards in **project development, operation, procurement and tendering and bidding**”

### Corruption and Transparency

“We should also strengthen **international counter-corruption cooperation**”

“In pursuing Belt and Road cooperation, we should have **zero tolerance** for corruption”

### Financial sustainability

“We should establish a stable and sustainable financial safeguard system that **keeps risks under control**”

“We have formulated the **Guiding Principles on Financing the Development of the Belt and Road** and published the **Debt Sustainability Framework for Participating Countries of the Belt and Road Initiative** to provide guidance”

# ... while stepping-up “pro”-foreign business rhetoric



**“We need to encourage the full participation of more countries and *companies*, thus expanding the pie of common interests.” (Xi Jinping)**



**“Government money will play a catalyst role to *mobilize funds from the private sector*. The *private sector* will be the major player in investment (...)” (Yi Gang, PBOC Governor)**

## Foreign enterprises

**“We are committed to promoting open, inclusive, pragmatic and effective cooperation in third-party markets, so as to help Chinese and *foreign enterprises* utilize their complementary strengths (...)**

*(Progress, Contributions and Prospects, 2019, Office of the Leading Group for Promoting the BRI)*

**“We encourage the participation by *enterprises from all countries* in the cooperation, including micro, small and medium enterprises.”**

*(Joint Communiqué of the Leaders’ Roundtable of the 2nd BRF for International Cooperation)*

## Foreign capital

**“We encourage (...) *the mobilization of private capital* into projects in line with local needs”**

*(Joint Communiqué of the Leaders’ Roundtable of the 2nd BRF for International Cooperation)*

**“China will also encourage closer cooperation between government and *private capital*, build a diverse financing system and a multi-tiered capital market, develop inclusive finance, and improve financial service networks”**

*(Progress, Contributions and Prospects, 2019, Office of the Leading Group for Promoting the BRI)*

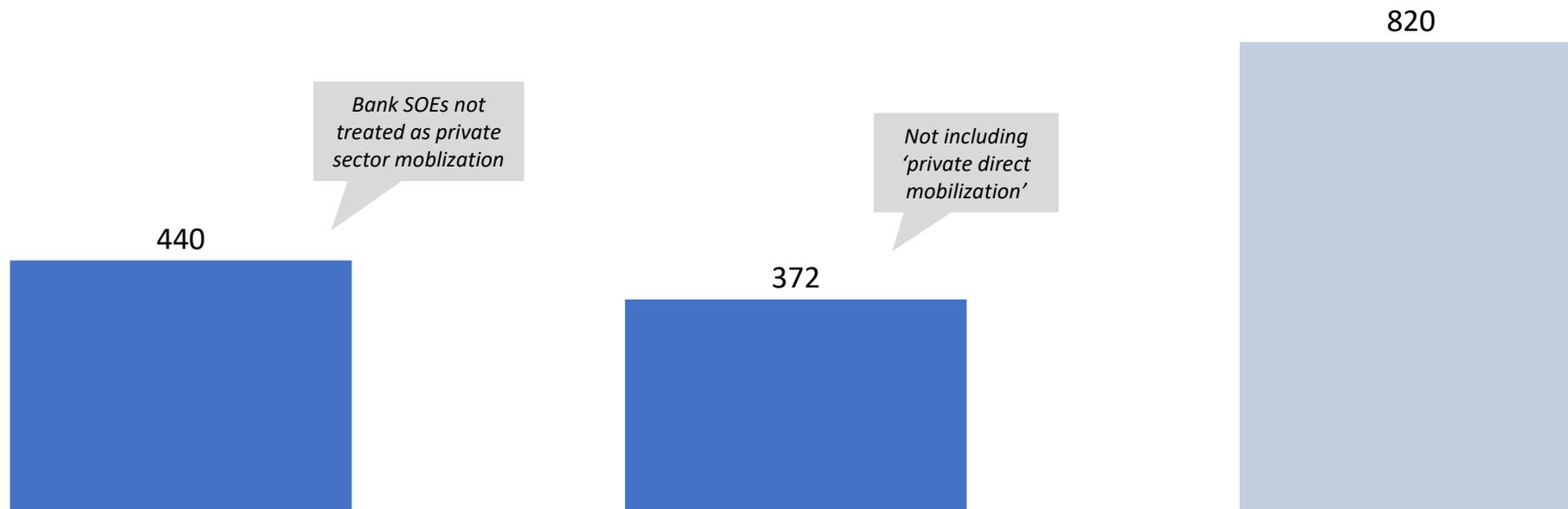
# BRI established as significant development financing source

## “Development financing” (‘13-’18; B USD)

BRI (unilateral initiative)

Multilateral Develop. Banks

OECD countries’ ODA



# Emergence of third-party co-lending and co-investing

	State-driven BRI financing sources...						... market-driven
	Sovereign Wealth Fund (investment)	BRI-dedicated SWF (investment)	Pension Fund (investment)	Policy Banks (lending)	SOE Commercial Banks (lending)	PBOC	Tradable bonds
<b>Key Chinese financing</b> 		 		 	   		 
<b>... co-financed with CN actor</b> 	 	 					
<b>“Co-financing” with third-party private sector</b>	  	     		       	     		          
<b>“Co-financing” with third-party public sector</b>		     		     		    	

**AIIB only involved in one co-financing structure with a BRI-financing institution, i.e. with Silk Road Fund (Oman’s national fiber optic broadband network project, 29<sup>th</sup> Oct. 2018)**

# Variety of ancillary BRI-financial services opportunities

## Selected BRI activities of non-Chinese banks

### Co-Financing

#### Bond issuance



国家开发银行  
CHINA DEVELOPMENT BANK

CDB issued a BRI special **bond** in Hong Kong worth US\$350mn in 2017

### Financial market services

#### Bond issuance advisory



HSBC

HSBC served as **Joint global coordinator** for ICBC green BRI bonds in 2017

### Transaction banking services

#### Escrow account



Standard Chartered

SC was **escrow agent** for a Chinese bank for construction of Nepal International Airport

### Syndicated Loans

ExIm Bank China and SC agreed to cooperate on **syndicated loans** for BRI projects



Standard Chartered

### Currency Swaps

SC offered an Indonesian bank a **currency swap** for a BRI project as it had limited access to offshore CNY



Standard Chartered

### Cash management

RBI offers **cash management service** to Chinese companies for BRI projects



Raiffeisen Bank International

### Project finance

SC and construction company CCCC signed an agreement including **project finance**



Standard Chartered

### Foreign exchange hedging

Citibank won **FX hedging** contracts for several companies operating on BRI projects



citi

### Trade Guarantees

DB re-issued a **trade guarantee** for approx. 100 million USD for a Chinese bank in a water project in S. Arabia



DB

# Commercial platforms for foreign insurers emerging

## From Sinosure-centered BRI insuring...

### China Export and Credit Insurance (Sinosure)



- As per Sinosure: by the end of the third quarter of 2017, **total insured amount** of SINOSURE on export and investment to the BRI Belt and Road countries was nearly **510 billion USD**, with claims paid amounting to nearly 2 billion USD, covering about **1300 BRI projects**
- Two key **insurance products**
  - **Overseas Investment Insurance**: Available for **equity and debt investments** made by Chinese enterprises in projects outside of China
  - **Export Credit Insurance**: covers risks for **deferred payments** from BRI host countries

## ... to BRI insurance business platforms

### Insurance Summit on the BRI hosted by HSBC

- Held in Singapore with 140 participants
- Chinese insurers **lagging in risk management and pricing capabilities** for overseas business – foreign insurers can fill gap

China Reinsurance Group hosted 2018 **Sino-UK Belt and Road Initiative Insurance Cooperation Forum** in London

### Belt and Road Insurance Exchange Facilitation (Hong Kong Insurance Authority)

- Platform providing information and allowing insurers to **search cooperation partners in BRI projects**
- **29 companies** currently engaged including AIG, Bank of China Group Insurance, China Merchants Insurance, Lloyds, Chubbs and Swiss Re

# Today Chinese EPC SOEs lead the BRI construction...

Power generation		Minerals & materials	Energy transport	Transport infrastructure	Special providers
Hydropower	Oil refinery & gas processing	Mining facility	Energy transmission	Shipping & ports	Industrial parks
 中国电建 POWERCHINA  CTG  CGGC 中国葛洲坝集团	 SINOPEC  CPECC	 CNMC 中国有色集团	 CEEC 中国能建	 COSCO SHIPPING  HEC 中国港湾 CHINA HARBOUR  中国寰球 工程公司	 招商局集团 CHINA MERCHANTS GROUP
Power plant	Solar plant	Steel plant	Water supply & irrigation	Railway & train	Telco & optical fibers
 DEC  CEEC 东方电气 中国能建  国家电网 STATE GRID 中国电力技术装备有限公司 CHINA ELECTRIC POWER EQUIPMENT AND TECHNOLOGY CO., LTD.	 TBEA 特变电工 Equip China Powering the world	 HBIS 河北钢铁集团	 北方工业 NORINCC  GAMC 中工国际	 REC 中国中铁  中国中车 CRRC	 中国通服 CHINA COMSERVICE
Coal plant	Nuclear plant	Cement plant	Gas pipeline	Road construction	Consulting
 中国南方电网 CHINA SOUTHERN POWER GRID  CMEC  CEEC 中国能建	 CGN  中国核电 CNNP	 CNBM	 GCL	 CCCC CHINA COMMUNICATIONS CONSTRUCTION COMPANY  中国建筑 CHINA STATE CONSTRUCTION	 CPECC China Power Engineering Consulting Group Corporation

# ... while few foreign EPC suppliers/contractors involved

Despite dominance of Chinese EPC companies, there are opportunities for foreign high-tech companies as sub-contractors and suppliers in BRI projects



中國建築  
CHINA STATE CONSTRUCTION



China's CSCEC and South Korea's SK E&C were jointly awarded a contract to build a rail section in UAE



A French-Chinese consortium won the bid to build and operate a port in Cameroon



ABB has provided traction motors for the trains designed by CRRC Tangshan Co Ltd for line 2 of the Izmir metro in Turkey

SIEMENS



Siemens provided gas turbines for a combined cycle power plant in Pakistan



GE and PowerChina build a wind farm together in Pakistan

SIEMENS

By 2017, Siemens had joined forces with more than 100 Chinese EPC players in exploring more than 60 overseas markets

# Siemens very strategic in sourcing BRI projects

## SIEMENS

Siemens secured BRI projects mostly for its 'Power & Gas' Division

- Providing turbines, generators, and management system equipment

Two main partnerships models applied

- Siemens signs MoUs with **Chinese EPCs** to provide equipment and support



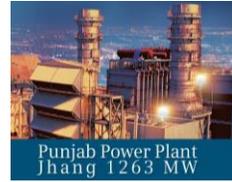
- Siemens entered **strategic collaboration agreements** with the following SOEs



Financing typically provided by Chinese policy banks

### Illustrative Siemens BRI projects

#### Power plants



Jhang Power Plant, Pakistan



Berezov Power Plant, Belarus

#### Port



Khalifa Port, Abu Dhabi

#### Sugar Refinery



OmoKuraz Sugar Development Project, Ethiopia

### Siemens' five success factors

#### 1. Politically endorsing the BRI

- "BRI could become a new economic world order in long run" (CEO Siemens)

#### 2. Partnership with Chinese government

- 1<sup>st</sup> global company with **comprehensive partnership** with Chinese government
- MoU with **NDRC** (26<sup>th</sup> March 2019) to jointly promoting participation of Chinese and German enterprises and application of digital technologies

#### 3. Top Mgmt. commitment and resources

- **Siemens CEO** actively engaging for BRI
- Opened dedicated **BRI Office** in Beijing

#### 4. Puts itself into center of BRI platforms

- Organized **BRI International Summit**

#### 5. Proactively identify viable BRI projects

- Internal **BRI Task Force** identifying and suggesting projects to Chinese authorities

# Different «BRI MoUs» to involve foreign countries

## Foreign BRI endorsements...



“More than **150 countries and international organizations** have signed agreements on Belt and Road cooperation with China. The complementarity between the BRI and the development strategies of the participating countries has been enhanced.”

- Xi Jinping, 2<sup>nd</sup> BRF

## ... existing in various formal

Type	General content	Example signatories
MoU (谅解备忘录)	Reach understanding of cooperating and building on <b>five cooperation priorities of BRI</b> in different sectors	Czech Republic, 2015 Greece, 2018
Cooperation document (合作文件)	<b>Participate in building BRI</b> and jointly promote healthy and stable development of bilateral ties	Ecuador, 2018
Joint statement/ declaration / communiqué (联合声明)	High-level <b>exchanges</b> , deepen <b>political trust</b> and hold <b>meetings between leaders</b> of two countries on BRI	Afghanistan, 2018 France, 2018 Pakistan, 2018
3rd party market cooperation (第三方市场合作协议)	Jointly develop and participate in <b>projects in 3<sup>rd</sup> party countries and markets</b>	France, 2015 Japan, 2018 Italy 2019

3rd party market cooperation emerged as a key framework for developed countries' BRI engagement

## Policy background

Mentioned first time in **Annual Government Work Report** by Premier Li Keqiang in 2019 as a «**new cooperative model**» under the BRI

今年的《政府工作报告》在部署“推动共建‘一带一路’”时提出，坚持共商共建共享，遵循市场原则和国际通行规则，发挥企业主体作用，推动基础设施互联互通，加强国际产能合作，拓展第三方市场合作。

“这是‘拓展第三方市场合作’首次出现在《政府工作报告》中。”商务部研究院国际市场研究所副主任许英明在接受经济日报记者采访时表示，第三方市场合作是国际合作的新模式，也是凝聚更大共识、实现开放发展共享发展的重要途径，促进“互利多赢”已成为共建“一带一路”的重要内容。

According to the government work report, the 3rd party market cooperation mode will become the **focus of this year's BRI projects**

政府工作报告：第三方市场合作成今年工作重点

2019-04-08 来源：利用外资和境外投资司网站

## Key objectives pursued

- 1 **1+1+1>3**: build better consensus, create more mutual benefit and achieve more shared development for **local country, third party country and China**
- 2 Combining the **industrial strength of China**, in particular its mid-end manufacturing capabilities, with the **high-end technologies of developed countries**
- 3 More effectively meeting needs of BRI countries by leveraging **particular market expertise**, such as France's for French-speaking African countries, or Spain's for LatAm
- 4 Setting up **third-party co-investment funds** for investment in third-party countries
- 5 Better addressing consideration for **local laws and policies**

# International dynamism for third market cooperation



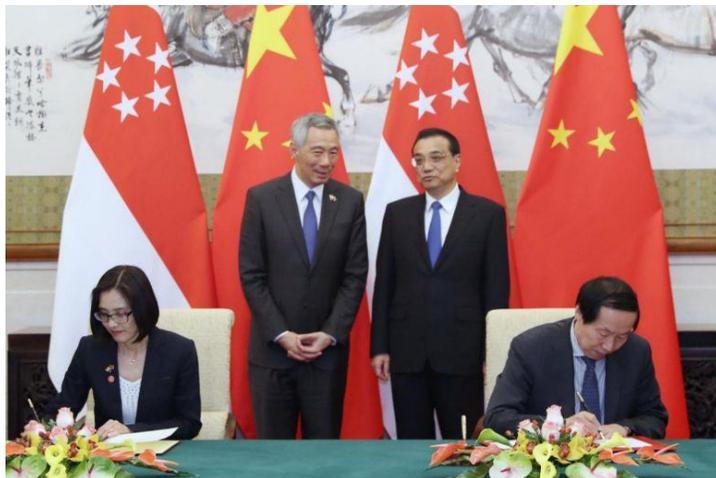
First Sino-Austrian Forum on Third Market Cooperation (5th April 2019, Beijing)



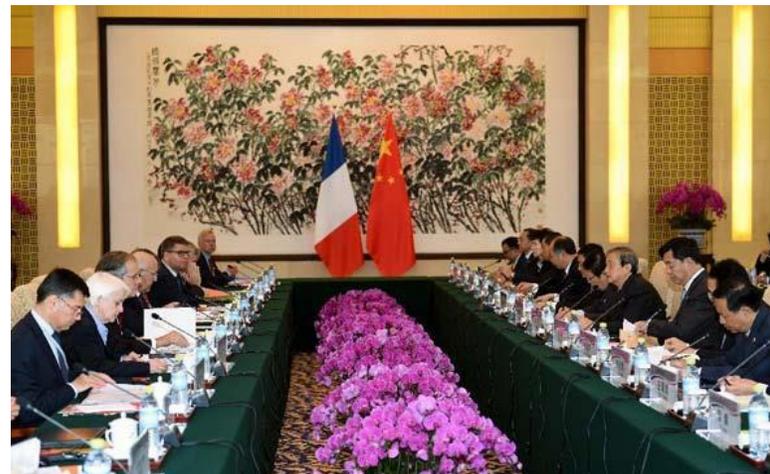
Minister Luigi Di Maio in Rome at the Sino-Italian Business Forum on 3rd market cooperation (April 2019, Rome)



Sino-Japanese 3rd market cooperation forum with Prime Ministers Li Keqiang and Shinzo Abe (26 Oct. 2018, Beijing)



Singapore and China sign MoU in presence of Li Keqiang and Lee Hsien Loong (8 April 2018, Beijing)

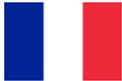


French and Chinese delegates sign to establish Sino-French Third Market Cooperation Fund



Sino-Spanish Forum on the cooperation in third-party markets (20 Dec. 2017, Beijing)

# Government-driven implementation platforms dominant

Country	MoU signed	Operationalization	Outcomes
<b>France</b> 	<b>June 2015</b> <i>(published)</i>	3 <sup>rd</sup> Market Cooperation <b>Steering Committee</b> (NDRC & French Treasury)	Already three rounds of <b>BRI priority project lists</b> , launched Sino-French <b>Third Market Cooperation Fund</b> (CIC, BNPP)
<b>Canada</b> 	<b>Sept. 2016</b> <i>(published)</i>	<i>Inconclusive findings</i>	BRI project engagement of Canadian businesses so far mainly in <b>solar farms, mining and nuclear technology</b>
<b>Singapore</b> 	<b>April 2018</b>	Singapore-Shanghai <b>Comprehensive Cooperation Council</b>	Singapore and China will focus on BRI third-party cooperation in <b>logistics, financial- and legal services</b>
<b>Japan</b> 	<b>May 2018</b>	Government-driven Sino-Japanese third-party market cooperation <b>forum</b>	<b>52 cooperation documents signed</b> , amounting to over 18 bn USD; cooperation focus on new energy and transport
<b>Netherlands</b> 	<b>Oct. 2018</b>	<b>China-Netherlands Joint Committee</b> on Economy and Trade working group	Chinese and Dutch companies focus on BRI third-party cooperation on <b>equipment supply, design and consulting</b>
<b>Belgium</b> 	<b>Oct. 2018</b>	<b>China-Belgium Joint Committee of Economy &amp; Trade</b>	<i>Inconclusive findings</i>
<b>Italy</b> 	<b>Sept. 2018</b>	<b>Forum</b> co-hosted by <b>Italian Ministries and Banking Association, NDRC, BoC</b>	Top management of <b>30 energy and infrastructure companies and banks</b> joined; over <b>200 1-on-1 meetings</b>
<b>Spain</b> 	<b>Nov. 2018</b> <i>(published)</i>	<b>Forum</b> organized by 'ICEX Spain Trade & Investment' and NDRC	Spain positioning its <b>EPC companies</b> (ACS Group, Técnicas Reunidas) and <b>Telefónica</b> (for syndicate with Huawei)
<b>Austria</b> 	<b>April 2019</b>	<b>Forum</b> co-hosted by <b>NDRC, Advantage Austria and AUT Embassy</b> in Beijing	<b>40 member firms</b> of Austrian Federal Chamber of Commerce, <b>Andritz AG-Gezhouba MoU</b> , CDB present

- The **Sino-Swiss MoU** on 3rd party market cooperation provides an **important framework** for the Swiss private sector to engage in BRI projects for **finance, investment** and **trade** (services and goods)
- As seen, there is already a **high level of international dynamism** to engage commercially in BRI projects
- Despite persisting political complexities around the BRI, the overall **BRI business context** is poised to become **more inclusive** for foreign businesses
- **Opportunities of the Swiss economy** mainly lie in co-investing and co-lending in/for BRI projects, insuring BRI project related commercial activities as well as general financial services, potentially selected EPC sub-contracting and professional services – however, less SMEs
- **MoU** can only be implemented with an effective **implementation platform** relying on close cooperation between firms, associations and the federal government – **Swiss federal government** has to play an active role of weighing in to ensure follow-through of China on its pledges

*China insights and judgment **at the nexus of business and policy***

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