

**ORIENTAL MINING CLUB ADDRESS**  
**SHANGHAI, APRIL 10**  
**WANG LIXIN, CHAIRMAN, MMG LIMITED**  
**MMG – CREATING AN INTERNATIONAL GROWTH PLATFORM IN AUSTRALIA**  
东方矿业俱乐部  
上海, 4月10日  
MMG 董事长王立新  
MMG – 在澳洲建立国际发展的平台

*Introduction by Victorian Premier, The Honourable. Dennis Napthine MP*  
维多利亚州州长、联邦议员尊敬的 Dennis Napthine 阁下

**THANK YOU**

谢谢

Thank you for the kind introduction Premier.  
感谢州长的介绍。

While Victoria may not have the deposits of Iron Ore, Coal or Base Metals that fuel Australia's current export-led prosperity, Melbourne has been home to some of the world's great mining houses.  
在澳大利亚, 铁矿石、煤炭和基本金属的出口带来了经济繁荣, 虽然维多利亚州的资源储量并不丰富, 但是墨尔本却吸引了许多世界级的矿业公司在此设立总部。

Worldwide mining names such as BHP, CRA and WMC were started within a city block in Melbourne.  
BHP、CRA 和 WMC 等全球知名的矿业公司都起步于墨尔本。

And while MMG may not yet claim the standing or longevity of these miners, for five years we have proudly called Melbourne our home.

和这些公司相比, MMG 还是年轻的新兴企业, 但是五年的时间足以让我们为立足墨尔本而感到自豪。

We sincerely thank your government and the people of Victoria for their ongoing support.  
对于澳洲政府和维州人民不断的支持, 我在此表示诚挚的谢意。

**INTRODUCTION**

<<Prime Minister, the Honourable Tony Abbot, Premiers of Western Australia, Victoria, and NSW, ((other)),  
MMG CEO Andrew Michelmore, Ladies and Gentleman - TBC>>

尊敬的 Tony Abbot 总理,

尊敬的 Dennis 州长, 五矿资源首席执行官 Andrew Michelmore 先生

尊敬的各位贵宾,

女士们, 先生们, 朋友们

It is an honour to address the Oriental Mining Club here in Shanghai.  
很荣幸能在东方矿业俱乐部上海晚宴上发言。

Welcome to Shanghai.

欢迎来到上海。

I understand that this week marks the largest trade delegation ever to visit China from Australia.  
本周澳大利亚史上最大规模的贸易代表团访问中国。

This is a wonderful sign of Australia's increasing engagement with the region and – from my own perspective –you have an extraordinary amount to offer.

这标志着澳大利亚与中国之间更加紧密的合作，从个人角度来看，澳大利亚可以在中国吸引更多的投资。

You visit my country at a remarkable time.

你们的来访恰逢其时。

We are a nation of over 1.3 billion people experiencing growth, development, trade and investment that is supercharged.

中国有 13 亿人口，经济、贸易与投资都在经历急速发展。

For over three decades, we have invested in the creation of an economic reform program that has lifted more people out of poverty, more quickly, than has ever been achieved.

过去三十年，我们全力投入以经济体制改革为重点全面深化改革，更多的人快速脱贫，成绩斐然。

And for a little over a decade, we have turned our attention to diversifying our investment base beyond China's shores.

近十年以来，我们的投资转向多元化、国际化。

I have had the privilege of being a small part of this amazing journey.

我有幸参与其中。

This evening I'd like to present some observations regarding the successes and remaining challenges, with a particular focus on the Australia – China business, investment and trade relationship.

今晚我想和大家分享一些中澳商贸投资关系方面的成功经验和存在的挑战。

And to speak from my own experience about the creation of one unique Australia / China business partnership at MMG.

并且和大家探讨在创立 MMG 这样一个独特的中澳商业合作关系方面，我个人的经验。

## **THE CASE FOR OUTGOING CHINESE INVESTMENT IN RESOURCES**

中国在海外资源领域的投资案例

While China's exceptional domestic growth story is increasingly well told, the overseas direct investment script is only now being written.

中国国内市场大幅发展，对外直接投资却刚刚开始兴起。

China's Overseas Direct Investment was estimated at US\$90.2 billion in 2013.

2013 年中国对外直接投资流量为 902 亿美元。

This extraordinary increase is guided by key pillars of the 'going out' strategy as set out by the governing State Council.

在国务院对外投资和合作“走出去”战略指引下，中国对外直接投资快速增长。

- to more effectively utilise domestic and international resources and markets;  
更加有效利用国内国外两个市场，两种资源；
- facilitate the structural adjustment of the economy;  
进一步调整经济结构
- enhance the international competitiveness of Chinese companies; and  
提高中国企业的国际竞争力；以及
- promote cooperation and development of China and partner countries.  
促进中国和其他合作伙伴互利共赢，共同发展原则。

What's inherent in this strategy is a focus on domestic economic transformation and reciprocity.

“走出去”战略以国内经济转型和互惠为重点，

In other words,  
换句话说

- “How can overseas direct investment strengthen the Chinese economy and companies?” and 对外直接投资如何加强中国经济和中国企业的实力？以及
- “How can this investment drive mutual benefit and development?” 对外投资如何带来互利双赢和共同发展？

I'll return to these two questions later in my address, but first I'd like to talk a little about the company I chair. MMG Limited.

在讨论这些问题之前，我先和大家介绍一下 MMG。

## **AN INTERNATIONAL EXPANSION VEHICLE FOR MINMETALS** 中国五矿集团国际扩张的平台

While I am no longer an employee of Minmetals, I spent most of my business life at what has become one of China's largest State Owned Enterprises.

虽然我现在已经不在五矿任职，但我大部分的职业生涯供职于这家中国最大的央企之一。

At its formation in the 1950s, Minmetals was charged with the responsibility as a metals trader to source the commodities required for nation building.

中国五矿成立于 1950 年代，曾主要承担中国金属矿产品进出口贸易业务，支持国家建设。

Ever since that time, Minmetals has been a company that has faced outwards and traded with international markets.

自从那时，中国五矿集团公司长期发挥从事对外贸易，熟悉国际市场的优势。

When China decided that it needed to expand and diversify its overseas investment portfolio – the 'going out' policy – we believed our international experience placed us in a unique position to prosper.

随着中国对外直接投资规模增加和多元化 – 并制定“走出去”战略，我们相信在国际贸易方面积累的经验为未来的成功提供独特定位。

Our first significant effort to expand overseas was actually in Canada through a subsequently discontinued proposal with Canadian Nickel and Copper miner, Noranda in 2004.

五矿首次尝试海外发展时间追述至 2004 年收购加拿大诺兰达铜镍矿山，但最终以撤销收购计划告终。

In what turned out to be a quite bruising experience for Minmetals, we realised that it takes much more than assessing value and seeing opportunity to successfully invest overseas.

这次挫败对于五矿而言是难能可贵的经历，我们认识到对于海外投资除了评估价值、寻找机遇，还有更多的方面需要考虑。

Without the capability to quickly build an 'in-country' presence and leverage international relationships, mining and operation skills, we didn't have the right vehicle to turn that opportunity into reality for Minmetals. One of the key lessons we learnt is an "in-country" presence means we engage with local stakeholders. The best people to do this are the local people with expertise and existing relationships. 对于五矿来说，如果无法发挥国际关系，矿业和运营经验以及本地优势，我们不可能将海外发展的机遇变成现实。

However, in the subsequent review of the Noranda experience, we conceived a different kind of approach that paid as much attention to the capabilities within an organisation as it did to the assets.

随后在回顾诺兰达收购案时，公司获得了宝贵的经验，即公司的能力与资产同样重要。

This is where the MMG story begins.  
MMG 的故事是从这里开始的。

## **CREATING MMG**

MMG 的诞生

Five years later, we assessed a very different opportunity in zinc and copper miner, Oz Minerals.  
五年以后，我们准备收购 Oz Mineral 锌铜业务。

Following a recent merger just prior to the difficult global financial conditions of 2009, Oz Minerals found itself needing significant cash injection to survive.  
OZ Mineral 在全球金融危机来临前完成并购之后，陷入债务困境。

We had done the numbers on the business and were attracted to acquiring in Australia with its stable investment economy, open investment regime and strong resources pedigree.  
在对商业数据进行评估后，澳大利亚稳定的投资环境，开放的投资政策和丰富的资源背景吸引了我们。

We put together a proposal to acquire the company with a clear strategy to retain the talented management team and create a new type of partnership.  
我们提出收购建议并且在建议中明确指出保留现有管理团队的策略，同时建立一种新型合作关系。

The new company, MMG, was to be the expansion vehicle for Minmetals to pursue base metal opportunities wherever they may occur.  
新的 MMG 成为中国五矿寻求基本金属发展的扩张平台。

Through discussion with the Australian Foreign Investment Review Board, we agreed to maintain an Australian head office, management team and company structure.  
经过与澳大利亚外国投资审查委员会讨论，我们达成一致，保留澳大利亚总部，管理团队以及公司架构。

We retained the external reporting, governance and transparency discipline – even when as a private company there was no obligation to do so – and we set about running the existing portfolio of assets in Australia and Laos to established international standards.  
在作为非上市公司阶段，我们依旧保持外部市场报告，公司治理的透明度。我们以国际标准运营澳大利亚和老挝的资产。

I should say on FIRB that while some observers still see FIRB as unduly restrictive to foreign investors seeking access to the Australian market, that has not been our experience. Five years later we maintain an open and positive relationship with FIRB.  
尽管有观察家认为外国投资审查委员会过分限制外国投资者进入澳大利亚市场，我们却不这样认为。五年后我们依然与外国投资审查委员会保持开放而积极的关系。

The FIRB process keeps Australia open to direct investment from abroad while dealing with the real and difficult populist pressure exerted by almost every sovereign nation to restrict foreign ownership.  
与任何主权国家一样，澳大利亚外国投资审查委员会在确保澳大利亚对海外投资开放的同时，也要面对来自民族主义者的压力。

In a country so reliant on foreign investment as Australia, it is a matter that is rightfully discussed and debated at the highest level.  
在澳大利亚这样如此依赖外国投资的国家，对此问题进行最高级别的讨论甚至辩论都是合理的

Now, five years later, MMG is in very good health.  
五年后的今天，五矿资源依然稳步发展。

Our management team has changed to become increasingly international and outward looking in its approach.

我们的管理团队变得更加国际化和外向型。

While we have listed the company via the Hong Kong Stock Exchange, the Headquarters and executive team remain Melbourne based.

我们在香港联合交易所上市，本部和高级管理团队依旧扎根于墨尔本。

Our sites in Laos and Australia are operating to capacity with excellent safety, operational and community standards.

公司在老挝和澳大利亚的运营致力于安全生产，并全面达到运营和社区标准。

We have acquired and now operate the Kinsevere copper mine in the Katanga province of the Democratic Republic of Congo.

公司收购并且正在运营位于刚果民主共和国 Katanga 省的 Kinsevere 铜矿业务。

Five years after the acquisition, we are a major employer and contributor to Australian communities. We have continued and expanded our community commitment - including Indigenous job readiness and trade and apprenticeship programs. Indigenous programs at our largest Australian mine at Century have lifted participation to over 20% of the workplace. Our safety and environmental programs are best practice.

收购 OZ 五年以来，作为澳大利亚主要雇主我们对社区作出大量贡献。在包括原住民就业，贸易以及培训项目方面我们持续保持并扩大对社区的承诺。MMG 在澳大利亚最大的 Century 矿山通过原住民项目使原住民就业率提升超过 20%。我们的安全和环保项目为最佳实践。

We have invested over \$500 million in the last two years at our newest project at Dugald River in North West Queensland. While we are facing some challenges with the structure of the ore-body, this is a critical investment for Queensland's North West when many others are reducing their commitments.

过去两年来，公司对昆士兰西北部的 Dugald River 项目投资逾 5 亿美元。尽管 Dugald River 复杂的矿体结构带来一些挑战，但是在其他很多矿业公司减少项目投资的时候，这个项目对于昆士兰西北部来说仍然是一个重要的投资。

We carry not only the reputation of our own company but that of Chinese state owned investment on our shoulders.

我们肩负的声誉不仅仅代表我们的公司，同时也代表了中国国有企业的投资。

It is a responsibility we take both seriously and willingly.

我们恪尽职守、担此重任。

The partnership between major shareholder Minmetals and MMG is increasingly strong.

MMG 和其主要股东中国五矿集团间的合作关系日益稳固。

## **LONG TERM PARTNERSHIP FOR PROSPERITY**

### **长期合作繁荣昌盛**

Now MMG is run by a diverse Board of independent, non-executive and executive directors, a fusion of East and West, a talented and experienced international management and operational team. We know that MMG's unique structure ensures our performance is watched very closely – more than most.

MMG

董事会成员多元化，东西方结合以及国际化运营管理人才经验丰富。MMG 独特的公司架构确保业绩得到高度关注。

In the last 5 years MMG has achieved some progress towards an improved business climate and transparency. MMG is committed to the best practices in corporate governance, operating standards and excellence, safety, and the long-term sustainability of its business and the communities in which it operates.

过去五年，MMG 的业务状况和透明度大大改善。并对公司治理最佳实践，生产标准，安全优质运营以及业务长期可持续性发展，运营所在社区作出承诺。

Our major shareholder Minmetals creates value for all our shareholders through sharing customer and market insight, collaborating supply and procurement opportunities and strong funding support which is hard to obtain from the current capital market.

通过交流客户和市场信息、在供应与采购机遇方面进行合作，以及提供目前资本市场上难以获得的强有力融资支持，本公司的主要股东五矿为所有的股东创造了价值。

We are prepared for growth.

我们已做好准备，迎接发展。

Our growth strategy includes actively pursuing value-focused opportunities with a disciplined approach to acquisition opportunities. This was demonstrated in our approach to Equinox. The key to any acquisition or investment is to ensure the price you pay is aligned to your valuation. We will walk away when we cannot see value – there is nothing we have to buy.

公司发展战略包括积极寻求以价值型为主的收购机遇。在收购 Equinox 案中，我们也充分展示了这一点。确保收购价格和价值保持一致，对于任何收购和投资都至关重要。没有什么是非买不可的 – 在无法确保价值的情况下我们会选择退出。

We “go out” for the long term and intend to grow by expansion and investment.

我们以“走出去”为长期发展战略，并且通过扩展和投资发展公司。

We are aggressively pursuing our growth ambitions to deliver on the promise of creating one of the world’s top three mid-tier international mining companies.

我们积极进取，致力实现成为世界三大中型矿业公司的承诺。

## **SUMMARY AND KEY LESSONS**

Before I close my address, I wanted to reflect on the two questions I raised earlier at the heart of China’s overseas investment approach.

结束发言前，我想再回到之前中国对外投资的核心问题。

### **Strengthening the Chinese economy and companies**

加强中国公司和经济

The MMG investment and partnership with Australia has been critical in strengthening Minmetals – through direct financial contribution and indirect sharing of international governance and practice.

通过直接财务贡献和间接分享国际化公司治理和经验，投资 MMG，以及和澳大利亚之间的合作关系，对于做强做大五矿至关重要。

Minmetals and MMG have developed an open and constructive partnership to share technology, learnings and best practice across all areas.

五矿和 MMG 之间建立了开放和建设性的合作关系，分享科技，经验和最佳实践。

Admitted as a member of the International Council of Mining & Metals, MMG sits at the table with leading international miners and we benchmark ourselves against the same standards.

作为国际金属矿业理事会成员公司，MMG 和世界领先的矿业集团参照同样的标准。

As a welcome local operator in Laos and now the DRC, we are building a depth of experience in operating in these regions – and doing so successfully.

在老挝和刚果民主共和国地区，我们积累了丰富的运营经验，并且取得成功。

MMG's CEO Andrew Michelmore who joins us here this evening is the chair of the Minerals Council of Australia, the International Zinc Association and Deputy Chair of the ICMM. Not only is MMG accepted as an international peer, it is increasingly looked to for leadership.

今晚 MMG 首席执行官 Andrew Michelmore 先生也来参加晚宴。Andrew 同时担任澳大利亚矿业协会主席，国际锌协会主席以及国际金属矿业理事会副主席职务。MMG 不仅被视为国际同行，同时也显现越来越多领导地位。

## **Mutual Benefit**

互惠互利

The second test of success for Chinese ODI while more difficult to assess, is the most critical to the future success of collaborations such as MMG.

尽管很难评估中国对外直接投资的第二次尝试是否成功，对于 MMG，未来的成功合作更为重要。

There must be mutual benefit for countries such as China and Australia from this expanding investment approach.

国家之间例如中国和澳大利亚必须在展开投资方案中互利互惠。

Given the long established benefit that Australia has derived from decades of foreign capital inflows, this is no new argument to Australians.

毋庸置疑，澳大利亚受益于数十年引进外资带来的好处。

After all, for some time, Australia has been the largest single ultimate destination for Chinese overseas investment. Both countries are doing something right in the relationship.

澳大利亚曾经是中国海外投资最大的目的地。双方均对两国关系做出了正确的决策。

There is an ongoing challenge for both sides of the relationship to continue the dialogue and engagement. Trade and investment missions such as this week are a critical part of this.

保持对话与合作对双边关系的发展非常重要。本周的贸易和投资代表团为重要环节。

At its simplest, overseas investment is a partnership.

简单来说，外国投资就是合作关系。

It is a partnership between countries, between companies and most importantly, between different cultures and people.

是国家之间，公司之间，更重要的是文化之间，人与人之间的合作关系。

Chinese business has the financial reserves, the market demand and the entrepreneurship to be looking for global opportunities.

中国公司拥有金融储备、市场需求与能力杰出的企业家，寻求国际机遇。

As Minmetals experience in Australia has shown, where we listen, where we are open and transparent, where we respect and value local communities, employees and management and where we look for win-win opportunities – we can build great partnerships.

五矿在澳大利亚的经验显示，聆听、开放、透明，尊重当地社区、员工和管理团队会带来双赢的机遇，这对成功的合作关系至关重要。

Australia must however, continue to push its areas of competitive advantage in an increasingly competitive investment climate for global capital.

然而，澳大利亚必须继续推进其在竞争力上的优势，在日益竞争激烈的环境下获得全球资本。

It is not enough to welcome foreign investment in principle only.

欢迎海外投资不能仅停留在资金层面上。

Good governance, strong rule of law, attractive, diverse skills and technology are strengths.  
良好的治理、强有力的法律，吸引力、多样的技能与技术都是优势。

However, rising costs, falling productivity and an increasingly uncertain tax framework are hurting Australia's international investment reputation. Much needs to be improved to benchmark its significant advantages against those nations doing their absolute best to deprive Australia of its hard won position.  
然而，持续上升的成本，生产力下降和税务框架的持续不确定性也对澳大利亚的国际投资声誉产生了影响。澳大利亚必须继续保持自己的优势，才能超过其他全力以赴的竞争国，保护自己来之不易的有利地位。

As a country built on waves of migrants and foreign investment, Australia will still be an attractive investment destination as its tolerance and inclusion continues to grow.  
作为外来投资和移民国家，澳大利亚经济和社会的包容性将化为吸引外来投资的助力。

As many countries are learning – particularly in my industry of resources – legal and political support are not enough.  
许多国家都在学习，尤其是我所从事的资源行业，法律与政治支持是不够的。

We have a shared responsibility to win community acceptance and retain support for the benefits that business and investment brings.  
双方都有责任获得社区的接纳，保留公司与投资带来的好处。

At MMG, this is at the core of our values.  
这正是 MMG 的核心价值。

## **CLOSE** **结束**

Thank you for your time this evening.  
感谢各位！

I remain a passionate supporter of the investment partnership our two countries have established.  
我对中澳两国的投资伙伴关系非常有信心，希望我们的合作更上一层楼。

While I am yet to choose a football team in any of your codes, I have still been able to build strong and lasting friendships in Australia.  
我还没有选定支持哪支澳式足球队，不过我在澳大利亚建立了真挚长久的友谊。

And, on behalf of my homeland, I wish you safe travels and a successful visit this week.  
谨代表我的祖国，祝各位本周旅途愉快、满载而归。