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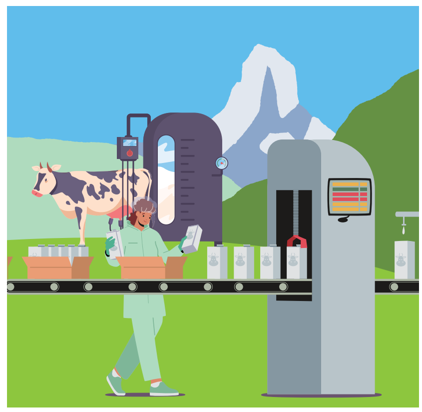

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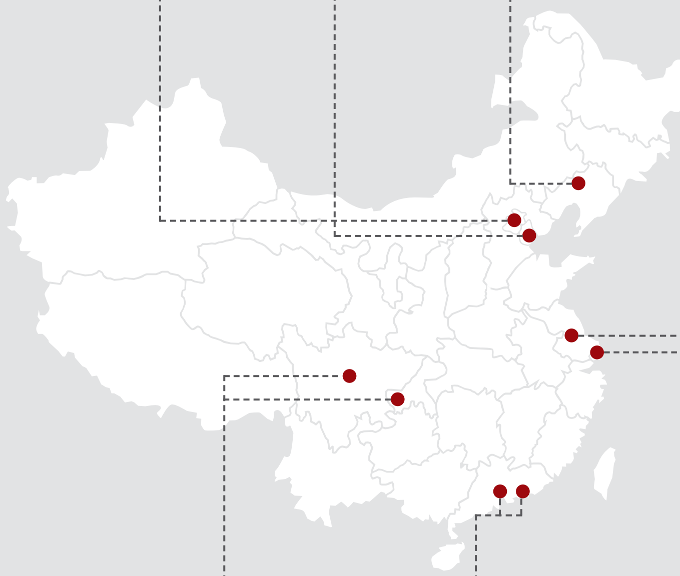

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President's Foreword

Celebrating 25 years of the European Chamber

Jens Eskelund

President

European Union Chamber of Commerce in China

This year we are proud to celebrate a major milestone: the 25th anniversary of the establishment of the European Union Chamber of Commerce in China.

The European Chamber was born out of the need for a unified voice for European business in China. It was tasked with both monitoring China's progress on its World Trade Organization (WTO) accession commitments; and advocating for improvements to China's business environment.

In the quarter of a century since, the European Union (EU)-China trade and investment relationship has taken flight, creating significant value for both regions.

China has become the world's manufacturing superpower, a success story European Chamber members have contributed to by bringing investment and technological know-how. Their presence created a virtuous cycle, helping China to scale up and develop unparallelled manufacturing clusters, which in turn attracted more investment.

China has developed into an economic superpower as well, creating remarkable growth opportunities for foreign and Chinese companies alike, and its highly demanding customer base, coupled with the ability to rapidly commercialise new products, has turned the country into a global innovation hub.

For its part, the European Chamber has grown in step with China's economy: from an initial membership of 51 founding companies in one city, spread across 16 working groups, we now represent over 1,600 members, organised across 53 working groups, sub-working groups, industry desks, fora and task forces in seven local chapters across nine cities. I am proud to say that the European Chamber—as both an advocacy platform and a source of business intelligence—is now an indispensable tool for our many member companies.

Still, the past 25 years have not all been plain sailing, with domestic and global challenges having grown substantially in both abundance and severity during this time.

Much of the optimism present at the time of China's WTO accession has given way to increasing concerns over escalating geopolitical tensions. Events such as the COVID-19 pandemic and Russia's invasion of Ukraine have exposed the fragility of global supply chains; and concerns related to overreliance on China and the potential weaponisation of trade dependencies are now increasingly common in the corridors of Brussels and EU Member State capitals.

With free trade and globalisation being called into question like never before, there is a palpable sense of urgency for the EU and China to build a more equitable relationship, based on a more sustainable model of cooperation that will enable both sides to continue to prosper.

To facilitate this, the European Chamber remains committed to serving the interests of our members, and to providing candid and reliable information to ensure that the conditions faced by European companies operating on the ground in China are well understood, both by policymakers on either side of the Eurasian continent and decision makers in company headquarters. We will continue to provide tangible, constructive recommendations on steps the Chinese authorities can take to address economic headwinds and optimise the business environment in order to build investor confidence.

We believe that this will pave the way for the next 25 years and beyond.

VIP INTERVIEWS

CAI RUN

Ambassador, Chinese Mission to the European Union

On behalf of the Chinese Mission to the European Union, I would like to congratulate the European Union Chamber of Commerce in China on reaching its 25th anniversary!

European businesses were among the pioneering foreign investors in the Chinese market. The European Chamber has witnessed the robust development of China-EU economic and trade relations since China's accession to the World Trade Organization (WTO), making active contributions to deepening the friendship and mutually beneficial cooperation between China and the EU.

China is now actively pursuing a strategy to boost domestic demand, unlocking the immense market potential of its 1.4 billion citizens, and further creating a business environment that upholds market-orientated principles, the rule of law and international standards. By embracing high-quality development and greater openness, China will provide new cooperation and development opportunities for countries worldwide, including European nations.

This year marks the 50th anniversary of the establishment of diplomatic relations between China and the European Union, an important milestone for building on past achievements and looking to the future. In July, President Xi Jinping met with European Council President António Costa and European Commission President Ursula von der Leyen during their joint visit to China. The leaders of both sides held in-depth discussions on the development of China-EU relations. They reached an important consensus, charting the way forward and providing strategic guidance for this relationship.

The essence of China-EU economic and trade relations lies in complementarity and mutual benefit. I look forward to the European Chamber further mobilising the European business community to explore the vast potential for cooperation with China, supporting long-term strategic investments by European firms in China, and highlighting inspiring stories of business cooperation between China and Europe.

Let us work together to make our contribution to another promising 50 years of China-EU cooperation!

JENS ESKELUND

President, European Union Chamber of Commerce in China

Q: How does the European Chamber help your company and industry operate in China?

JE: My company, Maersk, was among the founding members of the European Chamber in 2001. Being a leader in transport and logistics, we saw early on the potential for significant trade growth in China following its accession to the World Trade Organization (WTO) in 2001. We also realised that this would only be possible if the international transportation and logistics industry were allowed to contribute to China's development with fewer constraints. The Chamber served as a platform for us, together with other leading companies in the industry, to share our recommendations with the Chinese Government and highlight to EU negotiators where we felt that China had not lived up to commitments.

I hope China will be able to mobilise the same courage, creativity and willpower in the coming years to address some of the fundamental issues facing its economy and trade relations.

In the years immediately after joining the WTO, we saw significant deregulation within our industry, which I think the Chamber can also take some credit for. This has contributed to driving down the cost of logistics in China, connecting China to international trade routes and enhancing connectivity, as well as reducing transit times. This has been a key enabler for China's emergence as the world's leading exporter. From a European perspective, we can take pride in European shipping and logistics companies having achieved leadership positions in China, and indeed globally.

What is the difference between China's business/regulatory environment today versus 25 years ago, and do you expect it to change in the next decade?

Twenty-five years ago, China's negotiations with the WTO were fairly advanced, the economy was heavily regulated, dealing with the government was complex and time consuming, and laws were generally not well adapted to the global trading system, which China would eventually join.

This abruptly changed with WTO membership, which led to a rapid, and at times fundamental, transformation of China's regulatory system. The period immediately after WTO accession saw an enormous amount of courage, creativity and sheer will to give China a modern and efficient regulatory environment. The Chamber was founded in part to navigate all these changes and to ensure that regulations would be drafted according to the letter and spirit of the WTO agreement.

China's economy and its position in the world have changed dramatically since 2001, and so have the challenges China faces. I hope China will be able to mobilise the same courage, creativity and willpower in the coming years to address some of the fundamental issues facing its economy and trade relations.

What has been your favourite European Chamber event/experience and why?

I always enjoy the release of our publications, such as the annual *Position Paper*. We have access to uniquely precise and granular data through our many members, and when this treasure trove of data is analysed and shared with a wider audience, we see how some of these reports become points of reference and inform important discussions. I find it really gratifying that we can add precision and detail to discussions about the conditions for foreign businesses in China and offer fact-based suggestions as to how we, as foreign businesses in China, can thrive and contribute to development here.

How do you hope to see the Chamber develop over the next few years?

We need to fiercely safeguard our position as the independent and trustworthy voice of European business in China. The objectivity of our data and quality of our analyses must always meet the highest standards – our integrity is everything. This is at the very core. We must also continue to work on the effectiveness of our advocacy efforts. We need to pick the battles that truly matter to our members and where we can make a difference. Lastly, I am convinced that there is potential to reach new members. We exist because of our members and our members are the source of our strength. A stronger membership is a stronger chamber.

What advice would you give to the next generation of European business leaders in China?

Come to China with an open mind and immerse yourself. Learn the language, learn the history, talk to people, travel the country. Yes, there will be frustrations, but give it time and be prepared to challenge your preconceptions of how business works, and you can be sure there will be rewards to match. Doing business in China can be challenging, even frustrating, but never boring.

PASCAL LAMY

Former European Commissioner for Trade (1999–2004)

It is with great pleasure and pride that we can celebrate this important milestone – the 25th anniversary of the European Chamber.

Looking back a quarter of a century, I vividly recall the vision and considerable efforts we had to make to build this institution and bring it to life. At the time, I was serving as European trade commissioner and I was deeply committed to establishing a unified European voice in China, specifically in Beijing.

It was a challenging endeavour to align the various national chambers of commerce, each with their own traditions and perspectives, and to be able to do that with a common goal. I think that the Chamber stands today as a testament to this collective will, spirit and determination.

The Chamber has not only thrived, but has become an indispensable part of the European business community in China. With its comprehensive reports and advocacy, it has set a new benchmark.

Once the reports from AmCham [the American Chamber of Commerce in China] were the ones that everyone consulted, now I know for sure that it's the European Chamber's analysis that everyone consults, including, and this matters a lot, the Chinese authorities.

The Chamber stands as a powerful example of what Europeans can achieve when we are united and work together. So thank you to everyone at the Chamber for their hard work over the past 25 years – here's to many more years of success.

DAVIDE CUCINO

Former European Chamber President (2011–2014) and current Overseas Representative

Dear colleagues and friends of the European Union Chamber of Commerce in China, I was one of the 51 crazy guys who founded the Chamber back in the year 2000. I still have so many memories of my time as a member and, later, president. It was a different era, a different time. I particularly remember the efforts we made to be more inclusive of smaller and new Member States' industries. I am also proud to have launched the Chamber's first Conference of Women Empowerment. Despite no longer being in China, I still have the privilege of joining the Brussels Tour and ensuring that the Chamber's voice is heard in the European Union. I hope the Chamber continues to evolve. Happy 25th anniversary!

JÖRG WUTTKE

Former Chamber President (2007–2010, 2014–2017 and 2019–2023)

Q: How does the European Chamber help your company and industry operate in China?

JW: By analysing regulatory and policy hurdles, and formulating constructive recommendations that can help improve the economic landscape for its members, the Chamber is uniquely positioned to address national and regional decision-makers and kickstart necessary debates in the media and other public forums.

What is the difference between China's business/regulatory environment today versus 25 years ago, and do you expect it to change in the next decade?

In the early 2000s, there was a justified optimism among European businesses about China, which was borne out of the open-minded leadership of Premier Zhu Rongji and Vice Premier Wu Yi. The dynamic they created was one of the main reasons the Chamber was established in the first place, and there was genuinely a feeling that we could move things together. The mantra 'China can do better', rapid urbanisation, demographics, and the country's low base gave us the underlying economic growth pattern.

Now, China has plucked most of the low-hanging fruit and, unfortunately, displays a low appetite for further reforms. Given the local debt burden and the shrinking working population, the next decade needs energetic and visionary economic leadership once again. Can we expect that? I am sure the Chamber is more than eager to help with good ideas.

What has been your favourite European Chamber event/experience and why?

The launch of the Chamber's first publication on Made in China 2025 in March 2017. The ballroom at the Four Seasons Hotel was packed to the rafters with journalists, and the media feedback was incredibly positive. Members across all chapters went into overdrive to discuss how to engage in China's future. The report showcased 'China speed' but also warned about looming overcapacities in high-tech industries. It was a visionary publication.

How do you hope to see the Chamber develop over the next few years?

European Chamber members will face serious economic headwinds while operating in the China 'fitness club', with its deep bench of fantastic engineers and risk-taking entrepreneurs operating in a digital wonderland. The Chamber must continue dissecting the challenges, but also distil the opportunities. We are all in this together.

What advice would you give to the next generation of European business leaders in China?

First, beware cultural and corporate silos. Instead, remain rooted in the incredible richness of our many European cultures while benefitting from the diversity of European, international and Chinese managers. Second, as the world turns increasingly tribal and politically inward-looking, it is more important than ever to embrace the Chinese art of speed and inventiveness: this way one and one will equal 11, not two.

MATS HARBORN

Former President (2017–2019)

Q: How does the European Chamber help your company and industry in China?

MH: The Chamber is helpful in many ways. I'd highlight the importance of the annual *Position Paper*. We know that the issues raised in the paper are read closely by the relevant ministries and authorities. This gives us an excellent opportunity to explain why and how certain regulatory issues impact different industries and why our suggestions for improvements should be considered.

What is the difference between China's business/regulatory environment today versus 25 years ago, and do you expect it to change in the next decade?

Well, it's a much more mature business and regulatory environment today than it was back then. But today, competition is fiercer than ever. And in many industries, we are experiencing destructive price wars or what we call *neijuan* (involution). However, we hope and believe that the Chinese Government and leadership will use modern regulation and strict reinforcement to combat the price war, guiding industry towards higher quality growth and more orderly markets.

What has been your favourite European Chamber event/experience and why?

When I was Chamber president in 2016, I led the annual Brussels tour. During the Mid-autumn Festival we were invited to the Chinese Embassy for an informal dinner. What was expected to last around one and a half hours extended well over three hours because the ambassador, Zhang Ming, had spent two days reading our *Position Paper* cover to cover. He asked us very detailed questions and wanted to get an in-depth understanding of our arguments.

How do you hope to see the Chamber develop over the next few years?

I think we can expect more European businesspeople to return to China in the next five years as China's role in the global economy changes and matures, and the Chamber should continue to evolve accordingly.

What advice would you give to the next generation of European business leaders in China?

As China embarks on a path of 'high-quality' growth—and when it has overcome its present internal and external challenges—its economy will mature to a level where the value offered by European companies will be in even greater demand. At the same time, of course, more serious competitors will emerge. And for any global corporation that wants to stay relevant, ensuring a strong market position in China will be an absolute prerequisite.

MASSIMO BAGNASCO

Executive Committee Member - States' Representative

Q: How did the European Chamber help your company and industry operate in China?

MB: When I first arrived in China in 2004, navigating the regulatory landscape for a design company in the construction sector felt like reading a book in a language I didn't fully understand. Attending my first Construction Working Group meeting almost 20 years ago was an eye-opener – I sat among peers from the same sector, exchanging challenges, strategies and sometimes frustrations.

Over time, my involvement deepened: I took on different roles within the Chamber, from local initiatives in the Southwest to national-level projects. These interactions taught me as much as any formal training, helping my company comply with regulations, anticipate changes and seize opportunities.

What is the difference between China's business/regulatory environment today versus 25 years ago, and do you expect it to change in the next decade?

Twenty five years ago, doing business in China was exciting but unpredictable. Rules were often opaque, processes slow and personal networks were critical. Today, the environment is far more structured. However, as the annual *Business Confidence Survey* shows, business has become increasingly politicised, creating new challenges. Looking ahead, I expect continued evolution in areas such as sustainability, digital transformation and foreign investment. Companies that remain adaptable and committed to building local trust will be best positioned to navigate these changes and remain competitive.

What has been your favourite European Chamber event/experience and why?

I have so many memories of exciting and unique experiences. Over a decade ago, I participated multiple times in the EU-China Business Summit, co-organised by the Chamber, in Beijing and in Brussels. These occasions were connected to the EU-China Partnership on Sustainable Urbanisation, where one of my company's projects was included as part of the partnership's pilot projects.

I had the privilege of representing the Chamber at many important moments, with some of the most formative being the missions to Brussels where we met with the European Commission, Council, Parliament and other stakeholders. These visits were crucial for advocacy, strengthening cohesion and building a sense of belonging among delegates.

More recently, as chairman of the Southwest Chapter, I had the honour of hosting—for two consecutive years—the delegation of all EU Member State ambassadors visiting Southwest China under the guidance of EU Ambassador Jorge Toledo.

Serving the Chamber in various capacities for over 18 years, including 12 years as an Executive Committee member, has been an incredibly rewarding journey. My experiences have shown me why the organisation is so effective: it bridges knowledge, fosters collaboration and creates meaningful impact.

How do you hope to see the Chamber develop over the next few years?

I foresee the Chamber continuing to strengthen its key mission as a policy advocate, providing insightful, fact-based reports and building a community for European companies in China.

Supporting sustainability, innovation and cross-border investment will remain vital.

What advice would you give to the next generation of European business leaders in China?

Be curious, patient and resilient. Take the time to understand China's culture, people and rules – both the written and the unwritten ones. Build strong yet genuine personal relationships, and engage collaboratively with both local partners and the European community. Success rarely comes overnight, but thoughtful engagement, persistence and trust create lasting results.

GIANNI DI GIOVANNI

Vice President

Q: How does the European Chamber help your company and industry operate in China?

GDG: The European Chamber has long been a vital bridge between European SMEs, large enterprises and Chinese stakeholders. In the energy sector—in which regulatory clarity and long-term planning are critical—it has provided a trusted platform to voice concerns, exchange insights, and advocate for transparent and predictable rules. Through its working groups, position papers, and policy dialogues, the Chamber has helped European energy companies, including Eni, better navigate evolving policies and align their expertise with China's climate goals, turning regulatory challenges into opportunities for partnership.

What is the difference between China's business/regulatory environment today versus 25 years ago, and do you expect it to change in the next decade?

Twenty-five years ago, China's business environment was defined by market opening and the first wave of foreign investment, with regulations often fragmented and inconsistently applied across regions. Today, it is far more structured and sophisticated, guided by clear national priorities in sustainability, digitalisation and energy security. Looking ahead, I expect China to further align its regulatory system with international standards, particularly in renewable energy, digital governance and carbon markets. For European energy companies, success will depend on anticipating these shifts and positioning ourselves as trusted partners in China's transition.

What has been your favourite European Chamber event/experience and why?

Of the many Chamber activities I take part in, I attach special importance to the annual *Position Paper* launch.

> **"The European Chamber has long been a vital bridge between European SMEs, large enterprises and Chinese stakeholders."**

It embodies the collective voice of European business in China, offering both a diagnosis of challenges and a roadmap for solutions. In addition, this year's high-level delegations to Brussels and Rome in February highlighted the Chamber's critical role in linking China's local resources with Europe's strategic priorities. For the energy industry, these platforms are indispensable for demonstrating how European expertise can contribute to China's decarbonisation pathway.

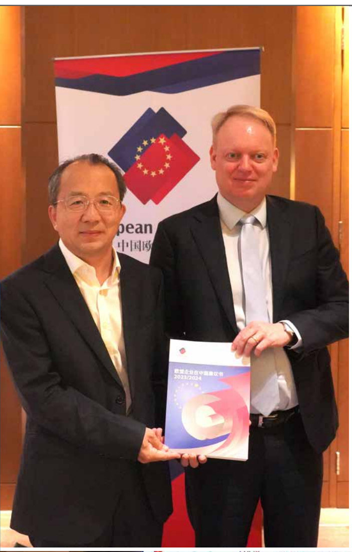
How do you hope to see the Chamber develop over the next few years?

I hope the Chamber will further strengthen its sustainability and energy transition leadership while fostering greater cross-industry collaboration. Energy is not an isolated sector – it is interconnected with aviation, manufacturing, digitalisation and finance. By encouraging dialogue across these areas, the Chamber can help European businesses remain competitive and relevant as they engage with China's climate ambitions and innovation agenda.

What advice would you give to the next generation of European business leaders in China?

Be adaptive, collaborative and sustainability-driven. China is evolving rapidly, and the next decade will be shaped by the green transition and digital innovation. Cultivating cultural understanding, investing in long-term relationships and aligning business models with sustainability goals will be essential. Above all, I would urge future leaders to view China not just as a market, but as a partner in tackling global challenges – from energy transition to technological transformation.

Events: 2000–2025

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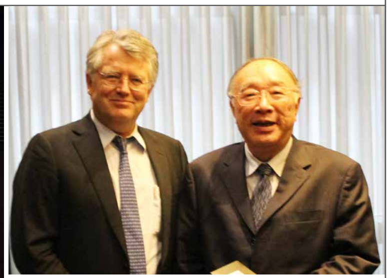



中国欧盟商会
第四届医疗器械论坛
EUROPEAN CHAMBER FOURTH MEDICAL DEVICE FORUM


European Chamber
SUSTAINABLE BUSINESS AWARDS
2024 CONFERENCE & CEREMONY
4th September, 2024

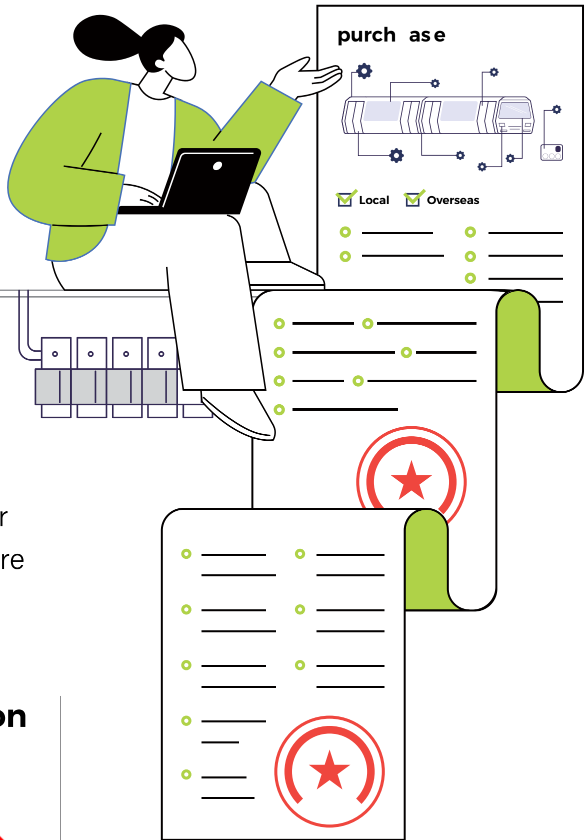

to China H.E. Mr. Jorge Toledo in
23rd May 2023


European Chamber
中国欧盟商会
中国欧盟商会
EUROPEAN CHAMBER
第三届碳中和大会


Ms. Joanna Ye
Board Member of European Chamber South China Chapter,
Partner at Mazars Guangzhou, Audit & Financial Advisory


INVESTMENT FORUM 2019
European Chamber
中国欧盟商会

ADVOCACY HIGHLIGHTS



Every year, the European Chamber takes countless advocacy actions on behalf of its members. By organising meetings, submitting comments and writing letters, the Chamber engages the authorities in dialogue and provides constructive recommendations on how to solve its members' concerns. Over the years, there have been numerous advocacy successes – here are just a few of the highlights.

Paediatric Nutrition (2015)

Background: In 2013, reforms to improve food safety in China prompted the China Food and Drug Administration to begin the process of revising the Food Safety Law. The first draft of the law contained a proposal to restrict sub-contracting and original equipment manufacturer (OEM) production of infant and young children formula foods. Recognising that such a restriction had the potential to result in up to a 20 per cent shortage in market supply, members raised their concerns through the European Chamber.

Result: The Chamber engaged relevant government agencies by holding meetings, submitting numerous comments to legislators and organising a training programme. These steps resulted in the proposed block on OEM production of infant formula being rescinded. It also provided increased certainty and stability for businesses by expanding their choices of business models and enriching product offerings in the market.

Anti-unfair Competition Law (2017)

Background: After remaining unchanged for more than two decades, the Anti-unfair Competition Law (AUCL) was no longer fit to effectively regulate unfair competition practices due to the rapid development of China's economy and other changes to market conditions.

Result: The Chamber engaged relevant government agencies by holding meetings and submitting collated comments. The steps resulted in more clarity on certain terms contained within the AUCL, particularly the definition of illegal undertakings of business operators in relation to commercial bribery, trade secret leaks and commercial mark infringement.

Cosmetics (2021)

Background: Since 1989, China has required animal testing for imported general cosmetics.

Result: On 4th March 2021, the National Medical Products Administration officially released the *Provisions for Management of Cosmetic Registration and Notification Dossiers*, which provided a conditional waiver for the requirement for animal testing of general cosmetics imported into China, something that the European Chamber's Cosmetics Working Group had tirelessly advocated for.

Healthcare Equipment (2021)

Background: As Europe struggled to contain the COVID-19 outbreak in 2020, the demand for medical equipment soared. On 31st March 2020, the Ministry of Commerce (MOFCOM), the General Administration of Customs (GAC) and the National Medical Products Administration jointly issued the *2020 No. 5 Announcement on Orderly Export of Medical Materials* to ensure the quality of medical exports. This regulation required export products to acquire a registration certification in China, which blocked some Chamber member companies from exporting at a time of high demand for their products.

Result: The European Chamber's Healthcare Equipment (HCE) Working Group immediately raised this issue with the European Union Delegation in China, the MOFCOM and other stakeholders, and proposed suggestions on how to make the regulation more inclusive. On 25th April 2020, the requirement for a registration certificate issued in China was removed in an announcement issued by the MOFCOM, the GAC and the State Administration for Market Regulation. The HCE Working Group's actions helped member companies and contributed to the global fight against the pandemic.

Rail (2024)

Background: In the rail sector, foreign-invested enterprises in China have long faced unequal treatment, particularly in urban rail projects. A key barrier was the 2014 version of the *Tender Evaluation Method for Urban Rail Transit Vehicles* (*Tender Evaluation Method*), issued by the China Association of Metros. This method embedded discriminatory scoring against wholly foreign-owned enterprises and foreign-controlled joint ventures. As many local urban rail projects adopted this template in the bidding process, it could determine the outcome of a bid, prompting Chinese original equipment manufacturers to avoid foreign component suppliers entirely.

Result: The European Chamber's Rail Working Group tirelessly advocated for a fairer evaluation system. Through annual position papers, targeted advocacy letters and direct engagement with key authorities—including the State Council, the National Development and Reform Commission, the Ministry of Commerce, and their local counterparts—the working group persistently highlighted this issue. As a result, a revised version of the *Tender Evaluation Method* was released in December 2024, removing the discriminatory scoring system.

Financial Leasing (2024)

Background: Leasing companies in China previously faced the risk of an asset's ownership being transferred or sold without their consent, leaving them unable to claim it back. To protect their ownership rights, leasing companies often practiced 'double registration' for leased vehicles, which increased their costs, thereby negatively impacting financing pricing.

Result: The Non-banking Financial Institutions Working Group advocated for improvements to the registration system in line with international practices by regularly communicating with Chinese and European authorities. In early 2024, the registration system was improved, and regulators confirmed that registering an asset once is sufficient to protect a leasing company's ownership rights (including for vehicles). It has significantly reduced the administrative burden for industry players.

Quality and Safety Services (2018)

Background: In order to remain consistent with the 2016 revision of the *Regulations on Certification and Accreditation and the Metrology Law*, and to strengthen product quality and safety, the General Administration of Quality Supervision, Inspection and Quarantine overhauled and streamlined administrative approval processes, while delegating power, optimising services and enhancing supervision of the certification authorities, through the revision of the *Measures for Certification Agencies* (*Measures*). However, some aspects of the *Measures* were unclear.

Result: The Chamber engaged relevant government agencies by holding meetings, sending an advocacy letter and submitting collated comments. These steps resulted in the publication of the *Interpretation on the 2017 Measures*, and more clarity was provided on certain articles contained within the *Measures*. In particular, greater flexibility was provided on the languages permitted for use in certification documents, and the option of paper-free records for certification service providers was acknowledged.

Don't forget to look out for '#becauseofus' stories in future editions of EURObiz to learn about the Chamber's advocacy successes.

CHAPTER CHAIRS' MESSAGES

Carlo Diego D'Andrea

Chair of the Shanghai Chapter

I have been the proud chair of the Shanghai Chapter for two years – part of a journey that began at the Chamber 16 years ago. The Shanghai Chapter is the Chamber's largest, with over 620 members. It has been an honour to be part of the Chamber's story and to represent a diverse range of companies, small and medium-sized enterprises, and multinationals from many different countries. We have achieved much, and we continue to set high standards for ourselves, as shown by the 80 events and training sessions we organise each year, and by our good relations with the local government – these reached a peak last year when we met with Shanghai's Mayor Gong Zheng for the first time. I only hope that the next 25 years will continue to bring success to our chapter, with a growing membership and increased collaboration with the Shanghai Government.

Erich Kaiserseder

Chair of the Shenyang Chapter

What I relish most about my role as chair of the Shenyang Chapter, is the chance to cultivate a thriving ecosystem where Shenyang and European businesses interweave. It's deeply fulfilling to see partnerships and mutual growth sparked through our chapter's initiatives, from forging new relationships to facilitating cross-industry exchanges.

The Chamber is a cornerstone for European businesses in Shenyang. It equips us with a robust network, insightful policy decoding, supportive advocacy, and platforms for knowledge exchange and experience sharing. Whether it's industry-focussed seminars that shed light on market trends or networking galas that bring together leaders from different sectors, these resources help enterprises navigate the market with confidence, turning potential opportunities into tangible successes.

Witnessing entrepreneurs share cutting-edge technologies, engage in lively debates about future industrial landscapes, and strike deals to drive industrial advancement has been a true highlight for me. It is a testament to the Chamber's ability to bridge enterprises and ideas.

Happy 25th anniversary to the European Chamber! Here's to many more years of connecting Shenyang and European businesses, promoting sustainable growth, and writing new chapters of prosperity together in the ever-evolving business landscape.

In my capacity as chairman of the European Chamber's South China Chapter, it is my privilege to support our members in navigating the complexities of this dynamic market. The Chamber remains the indispensable platform for European businesses committed to sustaining competitiveness and achieving long-term growth in China.

We provide unparalleled insight and advocacy, enabling our members to adopt industry best practices, anticipate regulatory shifts and forge critical connections. Our collective voice and resources are vital for those striving to excel in an ever-evolving business landscape.

I want to send my good wishes to the Chamber on its 25th anniversary.

Fabian Blake
Chair of the South China Chapter

As chairman of the Nanjing Chapter and a loyal member of the European Chamber—with nearly two decades of experience at BASF—I am truly delighted to mark the Chamber's 25th anniversary.

Over the years, I have closely observed how the needs of European businesses in China have evolved, alongside unique challenges: navigating market access barriers, competing in an increasingly competitive market, and adapting to uncertainties from global trade and business tensions. Yet I've also seen these businesses act proactively – expanding operations, forging partnerships with local supply chains and authorities, and seizing new opportunities amid challenges.

This deepens my appreciation for the Chamber's irreplaceable role as a bridge, and where our Chamber's evolving role proves vital. We continually strive to tailor our support to meet our members' shifting needs, building trust and solidarity. We leverage that solidarity to facilitate dialogue with local authorities, amplify our collective voice on critical issues, and connect members to the support they need to thrive.

Here's to celebrating this spirit of unity as one Chamber family, and to the Chamber continuing to grow alongside its members. Driven by mutual support, we are dedicated to serving our community.

Jianhua Shan
Chair of the Nanjing Chapter

Mirko Turrina

Chair of the Tianjin Chapter

Over my years as a member of the European Chamber, I've been consistently impressed by how the organisation empowers businesses to navigate China's dynamic landscape through its unique combination of strengths: an unparalleled professional network, effective advocacy and transformative knowledge-sharing platforms.

My journey took on new meaning when I assumed the role of chair of the Tianjin Chapter. This position has allowed me to witness—and contribute to—the Chamber's remarkable ability to bridge European and Chinese business interests. Whether through our carbon neutrality forums that drive sustainable business practices, the rigorous annual *Position Paper* process that shapes policy dialogue, the *Business Confidence Survey* launch or our sector-specific seminars that deliver actionable insights, we've created tangible value for members operating in this complex market.

What makes the Chamber exceptional isn't just what it does, but how it does it – through the collective dedication of our members and secretariat. As we celebrate 25 years of excellence, I'm reminded that the Chamber's greatest achievement is the vibrant, resilient community we've built together. Here's to the next 25 years of turning challenges into opportunities!

Raquel Ramirez Alexander

Chair of the Southwest China Chapter

Southwest China offers a rich diversity of people and landscapes – it is full of surprises in the best way, and so is doing business here.

Over the years, I've had the privilege of engaging with our Southwest members – today as chair of the Southwest China Chapter, and previously as a board member and chair of the HR Forum. These roles have given me a deep appreciation for our members' businesses, and the unique opportunities and challenges of operating in this dynamic region.

I recently had the honour of sharing the views of our members with the vice governor of Sichuan Province in a closed-door meeting; in addition, I led a delegation of members to meet with the mayor of Guangyuan. With over 700 EU companies active in Sichuan—in fields as varied as medical, aviation, gaming, auto, food and beverage, and services—our responsibility is to amplify their voices and secure the reforms and opportunities they need to thrive.

Looking ahead, we will continue expanding our initiatives, such as industry briefings, expert roundtables, cross-sector panels and government-industry forums, to ensure we continue to deliver for our members.

Happy 25th anniversary to the European Chamber – here's to the next 25!

China's labour market

What European business leaders must know in 2025

Over the past 25 years, China has transformed from being the world's low-cost manufacturing hub into a high-value, digital talent market. This evolution has profound implications for European companies operating in China says **Roland Brouwer**, particularly in the areas of human resources (HR), talent acquisition and long-term business strategies.

When the European Chamber was founded 25 years ago, China was widely considered the 'workshop of the world' – a vast, low-cost labour hub powering global supply chains. For European businesses, the appeal was straightforward: efficiency, speed and scale.

Today, this picture has shifted dramatically. Labour costs have increased, employee skills have improved and workforce expectations are higher than ever. HR is no longer just an operational function – it has become a strategic lever for growth, innovation and long-term competitiveness. Companies must now consider talent strategy as a core component of their overall business strategy in China.

Phase one: Cost and scale (early 2000s)

In the early 2000s, China's workforce powered its economic miracle. Millions of migrant workers moved from rural areas to coastal cities to work in factories. For many, a stable job with regular pay was sufficient. HR departments focussed mainly on payroll, contracts and compliance, with high turnover being the norm. Labour was plentiful, and recruitment was often described as 'a queue at the factory gate'.

During this period, European businesses benefited from low-cost labour and rapid production scalability. Talent development, career progression and retention strategies were minimal. The priority was production efficiency rather than strategic HR management.

Phase two: Policy reform and rising talent (mid-2000s to 2010s)

The 2008 Labour Contract Law marked a turning point. Employment rights were strengthened, compliance became essential, and HR had to move from reactive administration to proactive strategic planning.

Meanwhile, China's talent pool began to evolve. A new generation of digitally savvy, university-educated workers entered the market. They sought career growth, skill development and meaningful work, not just job security. European companies had to pivot their HR practices: offering structured training programmes, career progression and stronger employee engagement.

This period also saw the emergence of employer branding in China. Firms that invested early in building a strong reputation among talent gained a competitive advantage in attracting and retaining employees. For many European companies, this was a critical learning phase – realising that people strategy is as important as operational efficiency.

Phase three: A sophisticated, high-value talent market (2020s–2025)

Fast forward to today, China offers one of the largest pools of highly educated, digital-native talent in the world. Competition for talent—both local and foreign—is intense, particularly in areas like technology, research and development, digital transformation and green energy.

Key trends European CEOs and HR leaders should know

- Gen Z workforce expectations: Salary alone is no longer sufficient to attract top talent. Flexibility, autonomy, purpose, environmental, social and governance (ESG) alignment, and career development are now baseline expectations.
- Digital recruitment platforms: Companies must meet candidates where they 'live' online. WeChat, Douyin, and Xiaohongshu have become essential for employer branding and recruitment marketing.
- Regional talent shifts: Tier-two and tier-three cities, such as Chengdu, Suzhou and Wuhan, offer strong technical talent, lower living costs and higher employee loyalty. European firms must increasingly leverage these locations for sustainable growth.

Talent today is a strategic differentiator. Companies that fail to align their HR and business strategies with these trends risk losing their competitive advantage.

Lessons from 25 years: Strategic HR success in China

European companies that have thrived in China share common approaches:

1. A localised HR strategy

   Global policies cannot be applied directly. Companies must adapt to local labour laws, cultural norms and generational expectations.

2. Building a strong employer brand

   Visibility is critical, both online and offline. Your employee value proposition (EVP) must resonate with Chinese talent, highlighting opportunities for growth and meaningful work.

3. Development of talent pipelines

   Partnerships with universities, internships and leadership programmes help secure a steady flow of high-quality talent and strengthen an employer's reputation.

4. Investments in talent retention

   Providing growth opportunities, purpose-driven work and wellbeing benefits reduces turnover and improves overall workforce stability.

Looking ahead: China's labour market beyond 2025

Demographic pressure

China's ageing population and shrinking workforce will increase competition for young talent. Companies must strategically plan succession, skills development and cross-generational collaboration.

Technology and automation

Artificial intelligence-driven HR, predictive analytics and automation are transforming workforce management. European businesses must embrace digital HR solutions to remain competitive.

ESG and purpose-driven work

Employees, especially those from younger generations, increasingly expect companies to align with sustainability, social impact and corporate responsibility. Integrating ESG principles into HR and business strategy is now a differentiator.

Regional expansion opportunities

Second- and third-tier cities are growing in importance. These markets offer untapped talent pools, lower operational costs and opportunities for long-term, sustainable growth.

Conclusion: People strategy equals business strategy

The evolution of China's labour market is no longer about cheap labour – it is about capability, innovation and strategic talent management. European companies that invest in people, embrace digital HR transformation and adapt to China's fast-changing socio-economic landscape will thrive in the coming decades.

Key takeaways for European businesses:

- Invest in talent and company culture;
- Embrace digital HR and recruitment strategies;
- Localise HR practices to Chinese regulations and culture;
- Leverage regional cities for sustainable growth; and
- Align business with ESG and purpose-driven values.

Roland Brouwer is the regional director for Europe at BIPO, a global HR and payroll solutions provider. He helps European companies navigate regulatory, cultural, and talent-related challenges in China and Asia.

BIPO is a global provider of payroll and people solutions, supporting businesses across 160+ markets. With strong expertise in Asia and Europe, BIPO combines local compliance knowledge with cloud-based HR technology, enabling organisations to manage global workforces efficiently and remain competitive.

HOW CHINESE CROSS-BORDER E-COMMERCE IS RESHAPING GLOBAL TRADE

A new frontier for European businesses

The global trade landscape is undergoing a profound transformation, driven not only by traditional trade negotiations between nations, but also by the consumer behaviour of millions of online customers. At the epicentre of this digital revolution is China, where the cross-border e-commerce ecosystem has developed into a powerful force, simultaneously reflecting and accelerating shifts in trade patterns. In this article, **Elaine Chen** and **Jane Su** argue that European businesses in China must understand these shifts to navigate the future of global trade.

The rise of the Chinese cross-border e-commerce industry is a story of multiple converging forces: manufacturing strength, digital innovation and evolving consumer demand. While public attention seemed to have been focussed on geopolitical tensions, and 'decoupling' became a commonly used phrase, data reveals a more nuanced reality. As highlighted in *The DHL Trade Atlas 2025* (*Altas*),[1] while the share of United States (US) imports coming directly from China has declined, the overall reliance on Chinese-made content has not substantially decreased. Goods are simply finding new routes – trade flows have continued but are now stretched out over longer distances and via diversified destinations, demonstrating a shifting geography of world trade. According to the State Council, China's foreign trade grew 3.5 per cent year-on-year in the first eight months of 2025. Although trade with the US fell 13.5 per cent, this was offset with the Association of Southeast Asian Nations (ASEAN) showing robust growth of 9.7 per cent, and the European Union (EU) at 4.3 per cent.[2] This indicates a complex restructuring rather than a simple retreat, with Chinese manufacturing remaining deeply embedded in global value chains, and China's still vast market size remaining indispensable for many European companies.

58

%

of Chinese consumers buy online at least two to three times per week

3.5

%

Year-on-year growth of China's foreign trade (Jan–Aug 2025)

What matters most to global e-commerce shoppers

A major engine of this continued integration is e-commerce. A survey of 24,000 global shoppers that we conducted in 2025,[3] paints a picture of a world that is browsing and buying online more frequently than ever. Chinese consumers are among the most active globally, with 85 per cent browsing and 58 per cent buying online at least two to three times a week. This domestic digital fluency has provided the perfect testing ground for Chinese brands to hone their online strategies before going global.

Platforms like AliExpress, TEMU and Shein have become household names across Europe and the Americas, leveraging China's manufacturing and logistics infrastructure to offer an unparalleled combination of variety, speed and affordability. Their success is built on a sophisticated understanding of digital consumer behaviour, as well as what drives online purchases, which is easy and fast delivery, flexible returns, and secure payment options. Chinese platforms have excelled at meeting these expectations, triggering even higher standards for sales and logistics service performance.

For European businesses, the implications are twofold. First, these platforms represent a formidable new competitive force. Second, and more significantly, they represent a monumental opportunity for market access. Chinese consumers are increasingly looking outward for

[1] Altman, S.A., and Bastian, C.R., *The DHL Trade Atlas 2025*, NYU Stern School of Business, 12st March 2025, viewed 21st September 2025, p. 11 <https://www.dhl.com/global–en/microsites/core/global–connectedness/trade–atlas.html>

[2] *China's foreign trade sustains stable growth despite external headwinds*, State Council, 8th September 2025, viewed 21st September 2025, <http://english.www.gov.cn/archive/statistics/202509/08/content_WS68be6e1dc6d0868f4e8f565c.html>

[3] *DHL's E–Commerce Trends Report 2025: AI and social media reshaping online shopping*, DHL, 4th June 2025, viewed 21st September 2025, <https://www.dhl.com/content/dam/dhl/local/global/dhl–ecommerce/documents/pdf/g0–dhl–e–commerce–trends–report–2025.pdf>

quality, branded goods. Our 2025 survey identifies China as a top destination for cross-border shoppers globally, with 42 per cent of Chinese consumers buying from international retailers. Why do shoppers buy from other countries? Their motivations are clear: lower prices (51 per cent); products or brands not available domestically (47 per cent); wider choice (44 per cent); previous positive experiences (34 per cent); and better-quality products (33 per cent).

This presents a golden opportunity for European brands, particularly in sectors like electronics, clothing, sport, leisure and hobby items, household products, and books, which rank highly in online import categories. However, building a sense of trust across the entire value chain remains challenging. The same report notes that fear of fraud (52 per cent), longer delivery times (46 per cent), customs charges (43 per cent), return costs (33 per cent), and complex return processes (32 per cent) are the primary reasons shoppers hesitate to buy cross-border goods. Trust is the ultimate currency.

Four dimensions for a resilient e-commerce supply chain

This is where strategic supply chain diversification becomes imperative for European companies looking to win in the Chinese e-commerce space. Four dimensions would be suggested as proactive strategies: multi-shoring, multi-sourcing, adding modes of transport, and diversifying logistics operations.[4] These would build an intelligent and resilient supply chain that leverages China's strengths while mitigating its risks.

For example, a European luxury brand might practice multi-shoring by maintaining its high-end craftsmanship in Italy or France for its flagship lines while establishing a separate, localised production or assembly facility in Asia aimed at the volume-driven e-commerce market. This brings them closer to the customer, reducing delivery times and import complexities. Many automakers are already leading this change, building gigafactories in key markets to localise production while also adopting advanced local technologies and flexible business models.

Similarly, more and more senders are diversifying modes of transport. Relying solely on one shipping mode for e-commerce deliveries to/from China is incompatible with consumer expectations on both speed and cost. A blended approach, using air freight for high-value or urgent shipments, and ocean/railway/trucking for bulkier, less time-sensitive inventory, supported by customs declaration strategies tailored for different countries, creates a resilient and cost-effective logistics flow.

The fourth dimension, diversifying logistics operations, which involves building a localised logistics footprint, is perhaps the most critical for cross-border success. A remarkable 81 per cent of global shoppers would abandon their cart if their preferred delivery option was not offered. Global online shoppers have distinct preferences for last-mile delivery – for Chinese shoppers the preferences are home delivery (38 per cent, a rate much lower than the global average of 64 per cent), parcel shops (26 per cent), and parcel lockers (24 per cent, a rate double the global average of 12 per cent). This requires a logistics provider with an extensive domestic network to allow European brands to offer a seamless, localised delivery and returns experience, which is a key driver of purchase decisions.

64%

of Chinese shoppers prefer home delivery

81%

of global shoppers would abandon their cart if their preferred delivery option was not offered

[4] *DHL Logistics Trend Radar 7.0*, DHL, 2nd September 2024, viewed 30th September 2025, p. 64, <https://www.dhl.com/content/dam/dhl/global/csi/documents/pdf/glo–csi–logistics–trend–radar–7–0.pdf>

Trends worth monitoring

Looking ahead, several trends are expected to impact the development of China's cross-border e-commerce.

Sustainability is a rising concern for many Chinese consumers. While price and quality remain paramount, 83 per cent of Chinese shoppers say sustainability is important to them when making an online purchase – a figure significantly higher than in many European markets. European companies have a strong story to tell here, but it must be communicated in a manner that is both respectful and connects with local audiences. Also, the number of sustainability-conscious consumers and how much they are willing to pay for sustainable products and delivery options remains a key question that businesses need to investigate further.

In addition, the integration of artificial intelligence (AI) will redefine the shopping experience, encompassing both positive and negative aspects. Chinese consumers are among the most open to AI-powered features, with 77 per cent interested in virtually trying on products and 76 per cent interested in AI-powered shopping assistants. European brands must invest in these technologies to remain competitive in a market that is at the forefront of digital innovation. Potential negative impacts associated with AI must be proactively mitigated, such as data privacy and security risks, algorithmic bias and discrimination, and accountability issues.

Given the deep integration of social commerce into Chinese consumer behaviour—evidenced by the fact that 96 per cent of Chinese shoppers have made purchases through social platforms, with 92 per cent expecting it to become their primary shopping channel by 2030—European companies must urgently

European businesses must defend domestic markets by learning from the agility of Chinese platforms, while deep diving into China by building trusted relationships.

adapt their digital engagement strategies. It is recommended that businesses actively establish and maintain a visible, interactive presence on key Chinese social media platforms. Furthermore, 89 per cent of consumers are influenced by trending or viral products, highlighting the importance of leveraging data analytics and localised influencer partnerships to identify and capitalise on emerging trends quickly. Since 90 per cent of shoppers express interest in live-streamed shopping events, investing in high-quality, interactive live e-commerce capabilities should be a priority to enhance product demonstration and consumer trust. Finally, with 68 per cent of buyers' decisions being affected by social media reviews, proactively managing digital reputation, encouraging user-generated content, and highlighting positive customer feedback are essential to building credibility and driving conversion.

Globally, the rapid expansion of Chinese e-commerce platforms is having a significant distortive impact on third markets, triggering a major regulatory backlash. The high volume of small, low-value direct shipping parcels benefits from the de minimis policy, which allows goods under a certain value to be imported with little to no duty or scrutiny. Arguing that this creates an unlevel playing field for domestic retailers, and leads to tax evasion, the US has already revoked the de minimis privilege for shipments from China, with the European Union widely expected to follow suit. It still remains to be seen how regulatory changes in the two largest destination markets will shape the evolution of China's cross-border e-commerce industry.

Conclusion

Successful e-commerce depends on building a resilient, customer-centric, and digitalised global trade network. Chinese cross-border e-commerce is not a disruptor to be feared, but can be a powerful new channel to be utilised. For European businesses, the path forward requires a dual strategy: defend domestic markets by learning from the agility of Chinese e-commerce platforms, and deep diving into the Chinese market by building trusted relationships with Chinese consumers. By doing so, European companies can leverage the immense power of China's digital trade revolution, ensuring they are not merely observers of the new global trade landscape, but active and successful participants in shaping it.

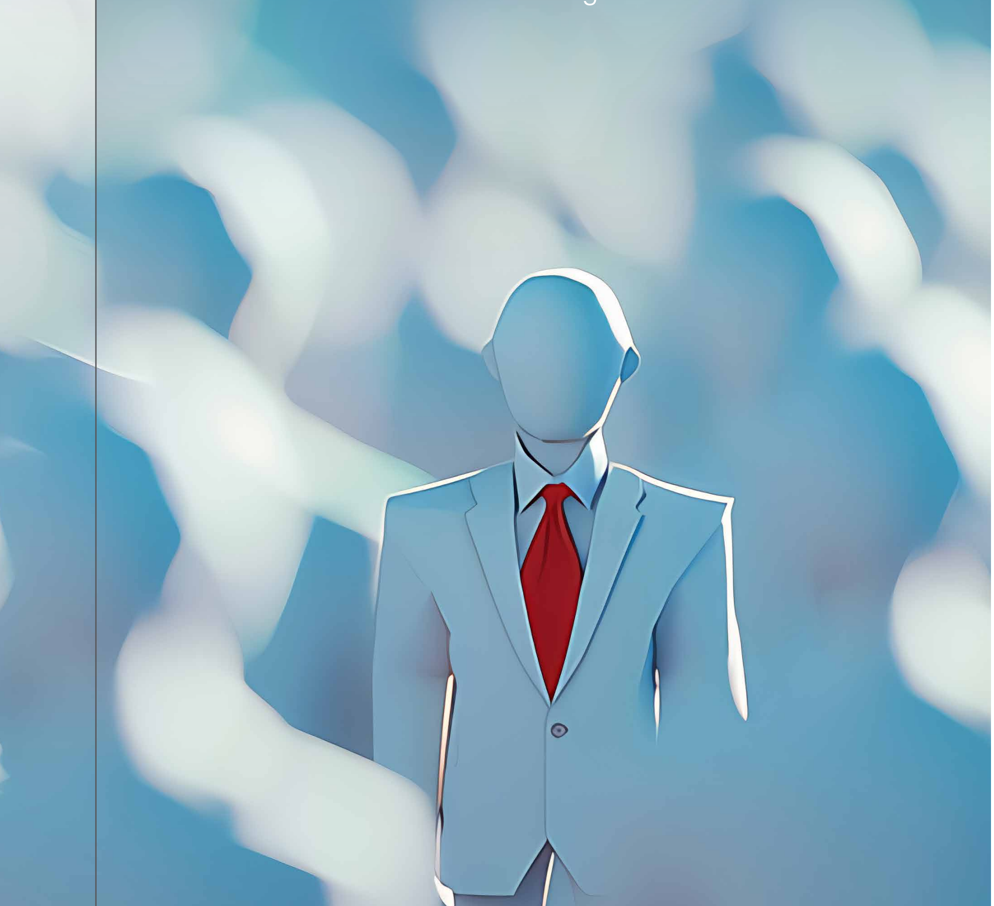
Elaine Chen is the national chair of the European Chamber's **Logistics Working Group**, and vice president, public affairs of **DHL Group China**. **Jane Su** is public affairs manager of DHL Group China.

DHL Group is the world's leading logistics company, offering an unrivalled portfolio of logistics services ranging from national and international postal service, parcel delivery, e-commerce shipping and fulfilment solutions, international express, road, air and ocean transport to industrial supply chain management. With sustainable business practices and a commitment to society and the environment, the Group makes a positive contribution to the world. DHL Group aims to achieve net-zero emissions logistics by 2050.

Launchpad to limbo

2000–2025: Foreign executives in China

In 2000, China was one of the most promising international assignments for ambitious foreign executives, offering adventure and advantage. In 2025 it remains a strategic destination, but the days of it being an obvious choice for top leadership talent are over. **Gabor Holch** contrasts the experiences of foreign business leaders in China at the start of the millennium and today across career prospects, motivations, living standards and strategic relevance.



At the turn of the millennium, a posting to China was considered a career breakthrough. In 2025, it still might be – depending on whom you ask.

The year 2000 marked the start of a golden era for foreign executives in China. With accession to the World Trade Organization underway, the country was opening to foreign investment at unprecedented speed. Multinationals in a range of sectors—from automotive to financial services—rushed to establish a foothold, often with nearly non-existent local experience. Leadership roles were offered to foreigners not just for their technical skills, but for their potential to build systems and connect China to global operations.

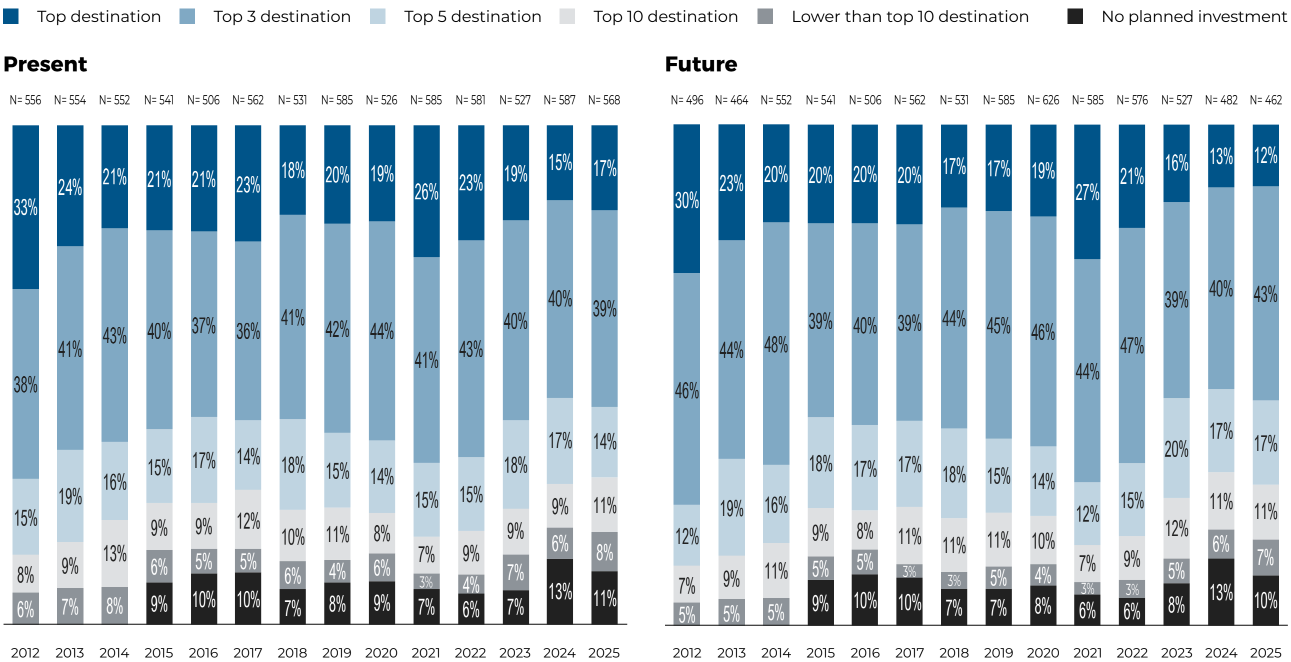
In 2025 China is no longer a frontier market, nor is it a blank canvas for foreign development. It is a global powerhouse with high domestic expectations, tightened political controls and a long line of local talent seeking lucrative jobs. This evolution has shifted the role of foreign leadership in the country – transforming China from a fast-track promotion into a specialised, often challenging, but still potentially rewarding assignment.

Economic standing: Attractions and tractions

2000: China was a rising giant. The world gazed in awe as its annual gross domestic product growth exceeded 10 per cent, foreign investment poured in, and the country became the workshop of the world. While the majority still underestimated its potential, to the few with unchecked global ambitions it was an unparalleled opportunity. A presence in Shanghai or Beijing was proof that a company was serious about Asia, and a leader who took charge was guaranteed a global stage.

One in five do not view China as a top-10 destination for present investments

On a global scale, where does China rank as a destination for present and future investments for your company?*



Note: * Excludes respondents that selected 'Not applicable'
Source: *European Business in China Business Confidence Survey 2025 (BCS 2025)*

2025: China is the second-largest economy in the world, but the growth narrative has become mature and muted. Political risk, regulatory unpredictability, and competition from emerging markets like India and Vietnam mean that fewer foreign nationals see China as the necessary next career leap. Today's China is still important but increasingly viewed as *one of many* strategic markets, not the centre of global momentum.

Motivations to move: Hubris to harmony

2000: In surveys and interviews, foreign professionals often cited a dynamically opening economy, career growth and a chance to maximise their potential as top reasons for relocating to China. Roles came with expansive mandates, the freedom to move fast and take risks, combined with a sense of adventure. Multinationals sought people with high adaptability and in return offered steep upgrades in responsibility, visibility and income.

2025: According to recent surveys like HSBC's *Expat Explorer*, motivations have shifted.[1] Post-COVID, managers working abroad value work-life balance, reliable services tailored for foreign nationals, support from company headquarters (HQ) and clarity of purpose. Fewer cite aggressively building a new business as their primary goal. Instead, they look for roles with realistic scopes, strong local teams and measurable impact – often with a side glance at long-term career goals after leaving China.

Assignment goals: Rainmaker to caretaker

2000: The average three- to five-year China posting came with clear expectations: establish operations, build teams, hit growth targets and send reports of rich spoils back to HQ. For foreign professionals, it was a springboard to senior leadership – often within Asia or into global roles. China was a testing ground for high-pressure, high-reward leadership ambitions.

2025: China remains a demanding post, but outcomes are more ambiguous. With fewer greenfield operations and tighter controls on foreign firms, leaders must focus on surviving intense local competition, maintaining local relevance, navigating policy shifts and ensuring compliance. They must also balance extensive stakeholder networks in person and virtually, and mediate between HQ and local teams that insist on localising leadership, operations and work culture. Career-wise, some thrive and others just survive, depending on industry, resources and luck.

[1] *The HSBC Quality of Life Report 2024*, HSBC, 2024, viewed 15th September 2025, <https://internationalservices.hsbc.com/quality-of-life/2024/>

Life in China: Perks and pitfalls

2000: Life for foreign executives was often luxurious. Salary packages generally included housing, drivers, housekeepers and nannies, private schooling, club memberships and even 'hardship bonuses'. International schools had waiting lists. High disposable income and tailored services made life in China feel like an upgrade. Adjustment was eased by the growing presence of other foreign residents and a rapidly opening social environment in major cities.

2025: The 'expat bubble' first shrunk, then burst. Official numbers show the number of foreigners dropped from nearly a million in 2015 to about 700,000 by 2023, but foreign firms report much steeper falls in the number of foreign employees.[2] Meanwhile, compensation packages withered for all but the most senior leaders, leaving others to bargain with employers about local packages, health and education allowances. Many families left due to schooling or visa complications. Thinning expat communities complicate cultural adaptation, and even experienced managers face burnout from political, legal and regulatory uncertainty. Many foreign nationals enjoy a high quality of life in China's top-tier cities, but they consider themselves settled residents rather than career-focussed professionals.

Business climate: Competition to caution

2000: China was not without risk, but the economy was slowly opening up. Foreign firms had access to new sectors, favourable joint ventures and a regulatory environment that, while inconsistent, seemed to incrementally improve year by year. Executives often acted as entrepreneurs, helping shape local ecosystems. Data flows were largely unregulated, and multinationals could align their China operations with global information technology systems and corporate protocols with relative ease.

2025: Geopolitical and national security tensions, as well as digital restrictions—including the consolidation of the Great Firewall around 2008—severed China from global operations and limited both professional and personal access to global platforms and communities. The Made in China 2025 initiative heightened the competitive heat for foreign firms, particularly in strategic sectors like artificial intelligence, biotech and automotive. Foreign executives now operate in narrower spaces under more constraints, with fewer guarantees of either access or success, and in an ever-changing regulatory space.

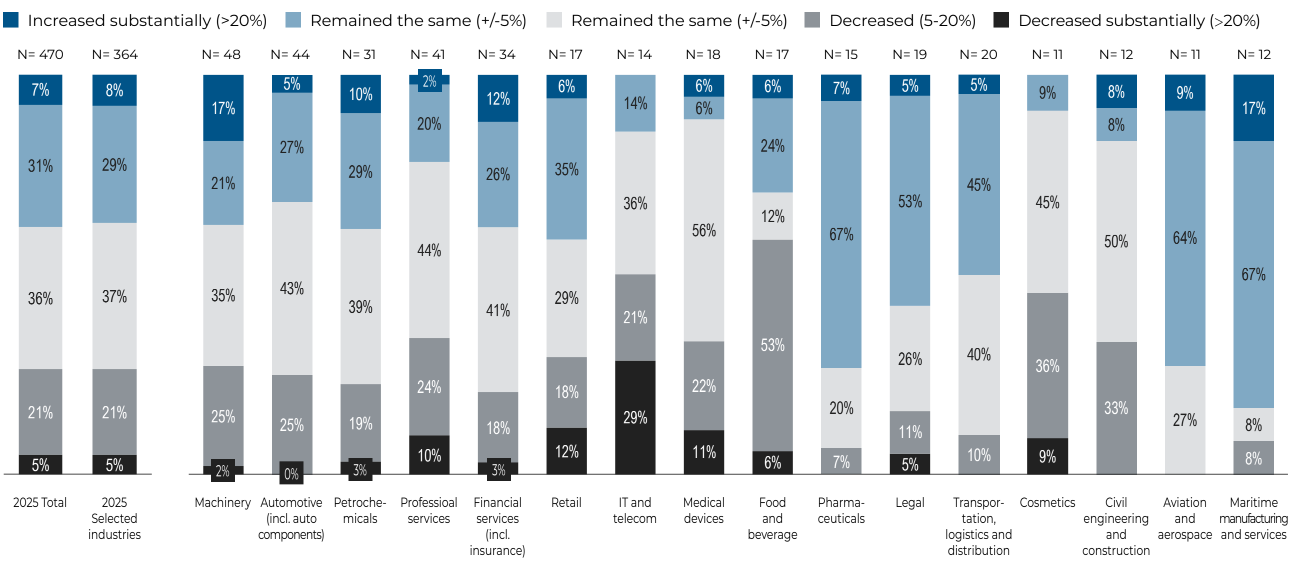
Visibility: Obvious to obscure

2000: As China rose to the top of corporate charts, executives who led local subsidiaries to success could expect visibility and promotion. Success was easy to showcase. Annual growth, booming

[2] Leahy, J, *China's expat gap problem, Financial Times*, 4th June 2024, viewed 15th September 2025, <https://www.ft.com/content/dfd5c399–976f–4f0b–8a1b–fbac495100b6>

Revenue by industry – a mixed bag

How did your company's total 2024 revenue in the Chinese mainland evolve compared to 2023?[1,2]



Note: 1. Excludes respondents that selected 'Not applicable'
2. Industries selected are those for which there were at least 10 responses

Source: *European Business in China Business Confidence Survey 2025 (BCS 2025)* sales, market expansion, ribbon-cutting at factories and offices: China was a boardroom darling. Achievements were celebrated and closely tied to a leader's upward trajectory. Communication about upward numbers was straightforward and technology aligned with global reporting systems, making it easy to highlight wins.

2025: China experience is still respected, but awareness about developments often fades with time. The duplicate digital systems that companies created to circumvent internet restrictions make results less visible, with results often reaching company HQ through biases of economic rivalry and political alarmism. Being in China, speaking the language and empathy with local realities can isolate executives from the resources, information, support and opportunities available at, or close to, their head offices. Success stories still abound in developing industries, but remain local wins unless foreign executives proactively lobby boards, investors and influential global executives.

Life after China: Stellar to regular

2000: A successful China stint unlocked opportunities across the world. Managers were seen as pioneers capable of launching new markets or turning around underperforming ones. 'China experience' became something to highlight on a résumé. While many foreign professionals switched to local contracts or even became entrepreneurs to be able to stay, many others carried positive experiences to their next career location, putting into practice skills and techniques learnt in China.

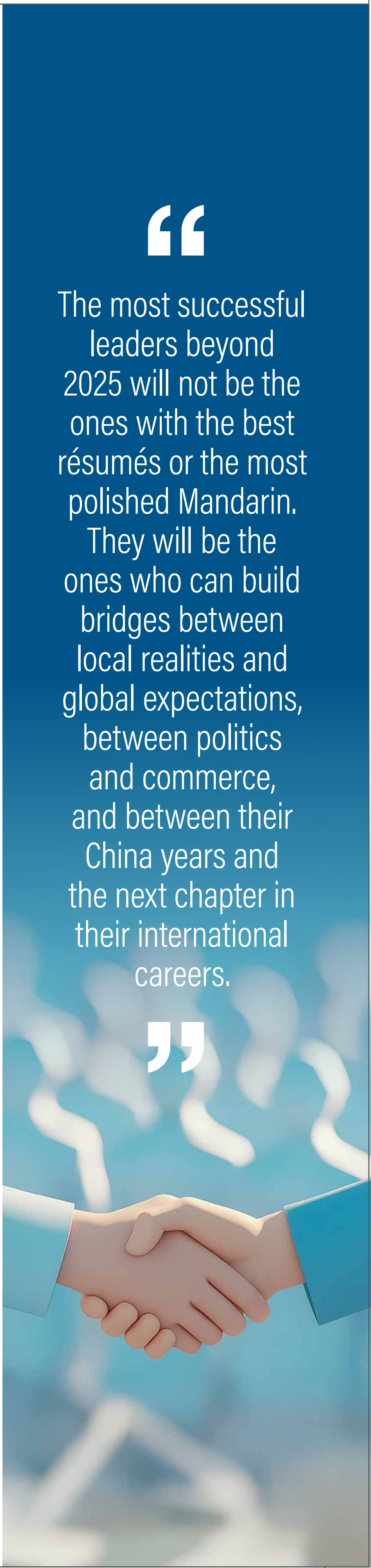
2025: The value of China experience is more situational. Some executives leverage their insight in nearby hubs like Singapore or Bangkok: remotely running China-based teams has become a lasting trend since the pandemic. Others aim for global strategy or compliance roles. However, due to geopolitical tensions and reputational risks, a name card with a Mandarin flip side no longer carries the same authority. In fact, some HQs prefer to park China veterans in quieter markets before re-integrating them into senior leadership. Corporate careers are boosted elsewhere: in Mexico, the United Arab Emirates or South-East Asia.

Conclusion: From storming to norming

In 2000, China was a career frontier: full of unknowns and high stakes, but with huge upsides. In 2025 it is a highly localised, niche leadership trajectory that requires long-term investment and promises decent returns in one specific yet gigantic market. For the right executive, it is still transformational. But unlike a quarter of a century ago, that transformation now involves the risks of fading global networks and an uncertain future in China itself.

Despite the departure of about two thirds of its foreign national population, foreign leadership in China has not disappeared – it has simply entered a new era. The most successful leaders beyond 2025 will not be the ones with the best résumés or the most polished Mandarin. They will be the ones who can build bridges between local realities and global expectations, between politics and commerce, and between their China years and the next chapter in their international careers.

Gabor Holch coaches and advises multinational executives on upgrading their skills from competent managers to corporate leaders with global mindsets. China-based since 2002 and working globally, Holch is a Certified Management Consultant (CMC) in Mandarin and licensed in major assessment tools. His book, *Dragon Suit: The golden age of expatriate executives in China*, was published in 2023.



"The most successful leaders beyond 2025 will not be the ones with the best résumés or the most polished Mandarin. They will be the ones who can build bridges between local realities and global expectations, between politics and commerce, and between their China years and the next chapter in their international careers."

WORKING GROUP CHAIRS' MESSAGES

The SME Forum of the European Chamber's Tianjin Chapter represents the interests of small and medium-sized enterprises, and strives to understand the regulatory challenges that they face in Tianjin. The forum has participated in government dialogues, hosted networking events and provided market insights to help European SMEs thrive. Its impactful work is marked by discussions with Tianjin officials, the hosting of practical workshops and the creation of a vital peer-support network.

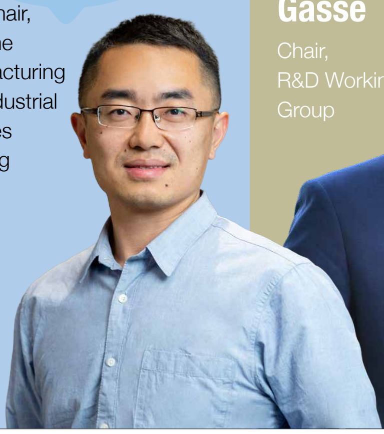
On its 25th anniversary, we extend heartfelt congratulations to the European Chamber for its unwavering commitment to strengthening EU-China business ties. Cheers to a quarter-century of dialogue and growth – may the next 25 years be even more fruitful!

Alessandro Moalli
Chair,
Tianjin SME Forum

The European Chamber's Maritime Manufacturing and Industrial Services Working Group has helped our members connect with Chinese shipbuilding companies, while providing constructive recommendations to policymakers tasked with developing the maritime industry in China. As the global maritime industry works towards decarbonisation, there is significant opportunity for deepening cooperation between Europe and China.

On the occasion of the Chamber's 25th anniversary, we look forward to working closely with Europe and China to contribute towards a more sustainable development that will serve our planet for the next 25 years, and beyond.

Alex Gu
Vice Chair,
Maritime Manufacturing and Industrial Services Working Group



The R&D Working Group advances green and digital innovation in China by translating member insights into policy recommendations. Recent highlights include accelerating low-carbon and circular technologies; enabling interoperable data and open science; strengthening IP enforcement; unlocking fair incentives for foreign-invested R&D centres; and easing international talent mobility.

Looking ahead, we propose a reciprocal, transparent EU-China science and technology collaboration framework that supports joint pilots, shared standards and trusted data flows, advancing innovation that serves people and planet, while creating prosperity.

Warm congratulations to the European Chamber on 25 years of impact, connecting communities, shaping policy and championing sustainable progress.

Kris Van Gasse
Chair,
R&D Working Group

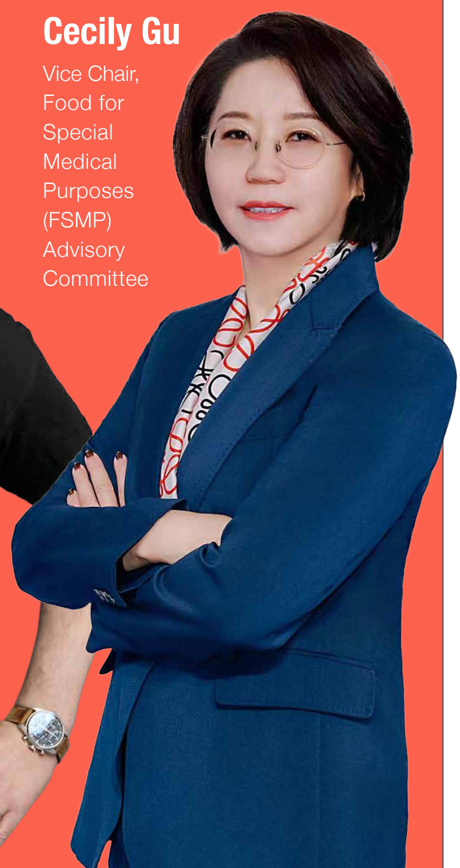
André Rittermeier
Vice Chair,
R&D Working Group

Annie Yin

Chair, Healthcare Equipment (HCE) Working Group

The Healthcare Equipment (HCE) Working Group has made considerable contributions to the development of China's medical device industry, through a strong and unique network that has been instrumental in shaping critical policies. Its advocacy, training programmes, and workshops have yielded great outcomes in areas such as country-of-origin elimination, clinical trial waiving, change management optimisation and e-labelling.

On the European Chamber's 25th birthday, I would like to acknowledge the significant impact that the HCE Working Group has had on the medical device industry, and extend my gratitude to our members for their continued commitment to driving positive change.



Cecily Gu

Vice Chair, Food for Special Medical Purposes (FSMP) Advisory Committee

I am privileged to have been part of the Food for Special Medical Purpose (FSMP) Advisory Committee for the past decade, which is dedicated to serving Chinese patients and consumers with science-based nutrition solutions for special medical conditions. The committee has played a crucial role as a liaison between Chinese authorities and Chamber members, providing valuable feedback on ongoing policies and fostering constructive dialogue. Our shared mission is to better serve Chinese society in its pursuit of health and wellness.

Congratulations on the 25th anniversary of the European Chamber. Let's continue to work hand in hand for a brighter future!

Benjamin Wahl

Vice Chair, Sports Forum

The European Chamber's Sports Forum provides a platform for sports brands, venues, clubs and federations to connect, and to share their insights with relevant government and commercial stakeholders.

The forum builds bridges between nations, providing updates and insights, while opening doors and extending the reach of our members. In addition to our quarterly meetings at the Chamber, we host several events throughout the year, which have brought our members closer to influential and famous sports idols from the worlds of F1, winter sports, table tennis, triathlon and football.

Happy 25th birthday to the European Chamber!

The Petrochemicals, Chemicals and Refining (PCR) Working Group represents the leading European companies in the petroleum and chemical industry in China, many of which are global Fortune 500 companies. The aim of the working group is to facilitate PCR companies' operations in China by facilitating communication between member companies, the government and Chinese industrial associations. The working group provides up-to-date information on pressing issues related to the petrochemical industry and the effects from various locally-enacted regulations. Blessings for the Chamber's 25th anniversary celebrations and I wish everyone an even more prosperous future!

Celine Zeng

Vice Chair, Petrochemicals, Chemicals and Refining (PCR) Working Group

Xiaolu Chen

Chair, Automotive Working Group

The Automotive Working Group is composed of manufacturers and importers of automotive products such as passenger cars, commercial vehicles, motorcycles, tyres, special vehicles and automation systems. The working group has over 100 member companies, and actively maintains close communication with relevant government departments and institutions on topics related to the development of China's automotive industry. It has a particular focus on market access, technical standard setting, unified regulatory standards, maintaining fair competition and improving the business environment.

May the Chamber's initiatives meet with great success, leading to prosperity and shared achievements for every member.

The majority of European Chamber members consider decarbonisation a crucial aspect of their ESG initiatives, as well as a key lever for their local and global competitiveness. The Chamber is leading on this topic, making carbon neutrality an advocacy priority, and promoting concrete and effective solutions for the energy transition. The Energy Working Group has had several advocacy successes, including in the areas of green power, the electricity market and hydrogen. Congratulations to the Chamber on its 25th anniversary; I wish everyone all the best. Together we can pave the way for a decarbonised and sustainable future!

Clement Lix

Vice Chair, Energy Working Group

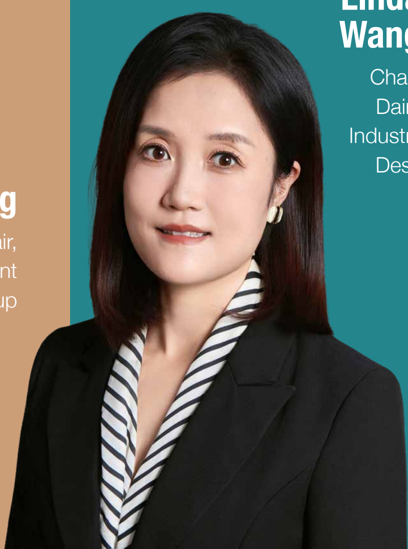
The Environment Working Group comprises over 180 companies from diverse sectors including environmental services, waste management, resource recycling and water treatment. The working group has recently been advocating for the circular economy transition, to better facilitate sustainable development and carbon neutrality. As the Chamber celebrates its 25th anniversary, our working group sincerely hopes that it will continue to create another 25 years of success, further facilitating Europe and China's economic cooperation and green transition.

Jet Chang

Chair, Environment Working Group

The Dairy Industry Desk, originally the Cheese Industry Desk, was established in 2014, and now comprises seven prominent European dairy producers and industry associations committed to bringing the best dairy products to the Chinese market. The desk represents members' interests and promotes constructive dialogue between relevant stakeholders, including industry associations and regulators, to ensure a level playing field for all market participants.

As the chair of the Dairy Industry Desk, and on behalf of all our members, I extend our warmest congratulations on your 25th anniversary. Your leadership has been invaluable in fostering EU-China dairy trade and dialogue!



Linda Wang

Chair, Dairy Industry Desk

Phoebe Tang

Chair, Paediatric Nutrition (PN) Desk

I am proud to have been involved with the Paediatric Nutrition Desk since it was established in 2009, to support the development of the paediatric nutrition industry in China. We currently have nine members that are widely recognised by Chinese consumers for providing high-quality products. These members have actively participated in the drafting process of major legislation such as the Food Safety Law, and have achieved some major advocacy successes. The Chamber has been a key partner throughout, and on its 25th anniversary I would like to send my best wishes, and hope that it will continue to advocate for a sustainable business environment in China!

Victor Shen
Chair, Compliance and Business Ethics Working Group

Felix Hess
Vice Chair, Compliance and Business Ethics Working Group

Ronnie Luo
Vice Chair, Compliance and Business Ethics Working Group

The Compliance and Business Ethics Working Group provides a trusted platform for members to share best practices on compliance, integrity and corporate governance in China. In 2024, the group organised important events on ESG and CSR, and contributed to the European Chamber's Compliance Conference. The efforts of our working group have strengthened members' capacity to manage risks and raise compliance standards. As the Chamber celebrates its 25th anniversary, we remain committed to building on this foundation and promoting best compliance practices, thus benefitting the entire compliance community in China. Eb

Weiping Yang
Chair, Food for Special Medical Purposes (FSMP) Advisory Committee

The members of the Food for Special Medical Purposes (FSMP) Advisory Committee are pioneers in China's FSMP industry, and for clinical nutrition overall. We are proud of what we have achieved in advancing specialised nutrition in China, with European standards having greatly shaped the field. Through collaboration, we share expertise, promote best practices, and enhance patient care for Chinese medical care workers and industry associates. Congratulations to the European Chamber on its 25th anniversary, and we look forward to continuing our work together in advancing this vital area of healthcare. Eb

The Agriculture, Food and Beverage Working Group is one of the European Chamber's earliest and largest working groups. For 25 years, through effective dialogue with regulatory authorities in China and Europe, the working group has been instrumental in supporting the growth of European agri-food businesses in China. It has also fostered vital cooperation between regulators, establishing itself as a benchmark for successful EU-China collaboration. Here's to the next 25 years of the European Chamber!

Jiafeng Wu

Chair, Agriculture, Food and Beverage Working Group

Xiaofeng Zhong

Chair, Asset Management Sub-working Group

The Asset Management Sub-working Group was established two years ago, echoing the development of the asset management business in China, and highlighting the need to advance advocacy in this important area to unlock the huge potential of the China market. I extend my warmest congratulations to the European Chamber on its 25th anniversary. It has been a remarkable quarter-century journey, accompanying European enterprises in their business efforts in China. The financial services sector has greatly benefitted from the Chamber's platform and proudly contributed to its profile and influence.

The Energy Working Group is a vital platform, representing the interests of over 200 European energy companies in China. We remain committed to working closely with our stakeholders to create a more favourable business environment and to realise our ambition of ensuring a more sustainable, green, and safe future. We need more energy and less emissions. Our strengths, skills, collaborative spirit and technological innovation capabilities will ensure a much better next 25 years for China, and for the world. Congratulations to the European Chamber on its 25th anniversary!

Zhonghua Xu

Chair, Energy Working Group

25 Years in the Media

上一篇 下一篇 放大+ 缩小- 默认o 朗读

李强会见欧盟驻华代表团团长史伟

本报讯 6月13日，省委书记、省人大常委会主任李强在南京会见了欧盟驻华代表团团长、大使史伟一行。

李强代表省委、省政府对史伟一行来访表示欢迎，并介绍了江苏经济社会发展情况。他说，江苏经济发展开放程度高，制造业发展基础好，在新的发展阶段推动经济转型升级，需要我们把开放的大门敞得更开，进一步加强与包括欧盟国家企业在内的国外企业深度合作。欧盟国家有先进的技术和广阔的市场，与江苏经济发展互补性强，双方进一步拓展务实合作前景广阔。李强表示，江苏愿在对欧经贸合作已有的基础上，进一步加强与欧盟国家在贸易、投资以及旅游等服务贸易领域的务实合作，为推动中欧关系深入发展作出积极贡献。江苏欢迎更多欧盟国家的企业前来投资发展，我们将加强知识产权保护，为所有市场主体营造公平公正的发展环境，积极倡导"店小二"精神，创造更好的营商环境。

史伟说，很高兴再次来到江苏访问，江苏经济社会发展取得显著成绩令人钦佩。欧盟驻华代表团将发挥积极作用，鼓励更多的欧盟国家企业来江苏投资，进一步促进贸易特别是服务贸易的深度合作，加强人文交流往来，进一步推动中欧关系深入发展。

CHINA, LATEST NEWS

China-base robust prot

European businesses warn China over zero-Covid policy

EU Chamber of Commerce calls for new approach as country's services sector activity sinks to lowest level in two years

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Business advocate tells Beijing not to antagonise Europe, which will be more difficult to negotiate with than the US

Leaving China, long-time EU trade group chief says investors remain keen, but with more reservations

- Joerg Wuttke, president emeritus of the European Union Chamber of Commerce in China, is departing after four decades in the country
- Multinationals still want to invest, he says, but obstacles include overcapacity in manufacturing and a lack of candour from top leadership

Economy / China Economy

China's foreign firms grapple with upward mobility in post-Covid era as state-owned peers rise

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中国欧盟商会：西南地区发展势头强劲

来源：中央广电总台国际在线 | 2021-07-18 15:05:34

国际在线四川消息：7月15日，中国欧盟商会在成都发布《商业信心调查2021》。该项年度调查由585家欧盟商会会员企业完成，就在华欧洲企业2020年业绩以及未来前景等相关问题作答。

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Oct 14, 2021 08:17 PM CHINA

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By Zhenhua Lu

FINANCIAL TIMES

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EU chamber of commerce warns Chinese market barriers and slow growth are prompting businesses to look elsewhere

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Transcript 12:52, 23-Oct-2020

China-EU Business Ties: EU paper urges more opening up in China

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A new paper by the European Union Chamber of Commerce in China is calling for more reforms in the Chinese market. That came at an event in Chengdu celebrating the chamber's 20th anniversary on Wednesday. Meng Qingsheng reports.

陈光浩局长会见中国欧盟商会主席伍德克一行

Doing Business in China Is Getting Harder, but Its Exports Are Hard to Resist

European companies operating in China say the market has become increasingly challenging because of weak economic demand and opaque government rules on business.

人民网

胡春华出席中国欧盟商会成立20周年庆祝晚宴

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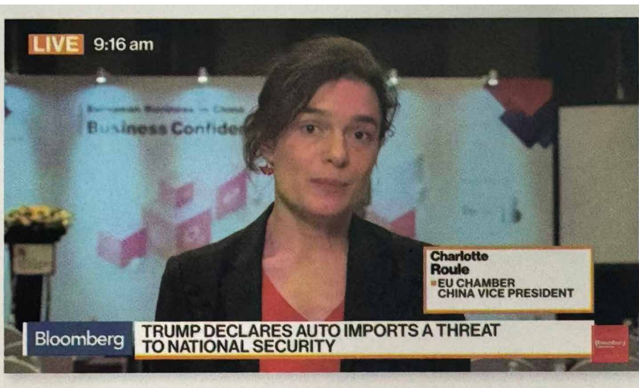

Charlotte Roule, vice president at the European Union Chamber of Commerce China, discusses the Chamber's *Business Confidence Survey*, auto tariffs, where companies are moving their supply chains, the opening up of China's markets, doing business in China and the foreign investment law. She spoke on *Bloomberg Markets: China Open* on 20th May, 2019 in Beijing.

Media: Bloomberg TV

Date: 20th May, 2019

China

Jun 12th 2021 edition ›

Chaguan

Foreigners rush inside the Great Wall

Globalisation was meant to change China. Instead, China is changing globalisation

Prognosis

China's Covid-Zero Strategy Risks Leaving It Isolated for Years

Bloomberg News

9 August 2021, 18:30 GMT+8 *Updated on 10 August 2021, 07:00 GMT+8*

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- 23% figure is highest proportion in a decade: European chamber
- ASEAN, Europe among most considered alternatives, survey shows

STAFF INTERVIEWS

ADAM DUNNETT

Secretary General
Start date at the Chamber: 2006

How did you end up in your current role at the European Chamber?

AD: The nexus between business and government always fascinated me, so the idea of working for an organisation that represented companies from the world's largest market in the world's fastest-growing market seemed like a dream come true. It was then, and it still is now.

What was the Chamber like when you first joined?

I first joined the European Chamber in 2006. We had 20 staff (now 80), 400 members (now 1,600), and four offices (now nine). While obviously the external environment has changed a lot since that time, much of the internal work we do remains surprisingly similar. Back then, we also had our *Position Paper*, *Business Confidence Survey*, calls for comments on legislation, press releases, high-level meetings, annual general and working meetings.

What have been some of the highlights of your career at the Chamber so far?

There have been so many, such as organising and participating in the EU-China Summits, visiting China's ministries and speaking with officials, and meeting

European commissioners in Beijing and Brussels. I've worked with and learnt from so many passionate members, watched staff develop, take on Chamber leadership positions and go on to other careers. I've enjoyed drafting and revising many internal policies and governance documents with colleagues, as well as visiting and learning about the different municipalities and provinces where we are represented. I've participated and spoken at many events, business roundtables and been interviewed by the media. This year, I also had the pleasure of joining the 50th anniversary celebration of EU-China diplomatic relations. It was a moment that made me reflect on my time in China and with the European Chamber.

How can members get the most out of the Chamber?

Members can get a lot out of the Chamber, even just as ordinary members. But the ones that get the most are the ones that know how to leverage it. There are some super active members that really know how to advocate for their company and industry interests through the Chamber. They might do it by being the chair of a working group or a local board, responding to calls for comments, joining our Brussels tour, joining our meetings with the government, or by being a frequent and popular speaker at our events.

How would you like to see the Chamber develop over the next few years?

While I believe that the Chamber needs to retain its core values and stay true to its vision and mission statement of creating a better business environment in China, it must also be flexible, adapt to new trends and be willing to try new things. Over the years, we have introduced a number of new initiatives, such as the Cross-industry Mentor Initiative, tours to EU Member States and new thematic publications. We've also opened and closed various working groups based on demand, put on signature events, such as human resources and cybersecurity conferences, given awards for corporate social responsibility and sustainability, and implemented different EU projects. In the coming years, I'd like to see the creation of new China desks that can address the needs of some industries for better advocacy.

How has the business environment in China for foreign companies changed over the years?

So many things have changed. The business environment has become much more competitive. It was competitive 20 years ago, but everybody was growing and nearly everybody was profitable. Companies and government alike are now understandably much more cautious and cost conscious.

We used to advocate for companies to operate as wholly foreign-owned enterprises and not to be obliged to enter a joint venture, but nowadays people are more inclined to remain in their joint ventures. This is because the role of the state is still very important and arguably even more so.

The issue of security is also much more prevalent and pervasive. Geopolitics has become more complicated, and protectionism has grown continually since the 2008 financial crisis.

China has also greatly strengthened its focus on compliance and has come down hard on corruption. Overall, it has become a more mature market.

How can the Chamber best help its members take advantage of future opportunities in China?

We must continue to monitor and explain government policy to our members. While the five-year plans or the Government Work Report, for example, might seem boring to some people, these documents provide great insight into the priorities of the government, the policies that will follow, and the likely impact and opportunities they may create.

The Chamber must also continue to comment on draft legislation, helping to shape new laws and regulations to ensure they benefit the industries in which our members operate.

What has been the biggest advocacy success during your time as secretary general?

There are many, but I will pick one. The COVID-19 pandemic was a scary time for everyone in the world. Nobody knew which way things would go, with many countries opting for different approaches. China took some draconian measures that initially worked well but eventually proved both costly and inefficient. We advocated for what we believed was an acceptable and constructive, more flexible approach that eventually allowed for greater travel between China and the rest of the world. We helped bring families back together again and supported global growth by keeping our members' factories operating.

CARL HAYWARD

Beijing Chapter General Manager and Director of Communications
Start date at the Chamber: 2011

How did you end up in your current role at the European Chamber?

CH: I was director of communications at the Chamber when the previous general manager left. I didn't apply for the role at first because I wanted to continue working on policy, media and publications, as it's a very stimulating role. After some time, a suitable candidate had still not been found, so I was encouraged to apply. During subsequent discussions, I was asked to entertain the idea of becoming general manager while retaining my communications role. I accepted because I thought it would be a big challenge. I wasn't wrong.

What was the Chamber like when you first joined?

The Chamber's work was much the same as it is now, albeit the environment was far less complex. Over the past nearly 15 years, China's economy has grown significantly, as has its influence in global affairs, and with that have come far more challenges.

There was also more optimism about the Chinese market in the very early 2010s – despite relatively limited economic reforms during that time, there was a feeling that China would continue to open up.

What have been some of the highlights of your career at the Chamber so far?

I'm extremely proud of a lot of the work that the Chamber has done, and invariably it has been the result of strong teamwork, so I guess the main highlight has been working with many talented and interesting people. I don't really like to reflect too much on individual highlights – when you look back there is a tendency to do so through rose-tinted glasses. That can cause sentimentality to creep in, and that can make you complacent. I think it's better to keep moving forward and try to improve what you do.

How can members get the most out of the Chamber?

It's all about engagement – you get out what you put in. The principal goal of the Chamber is to improve the operating conditions for European business in China, and the primary vehicle for delivering that is advocacy. Advocacy boils down to exerting influence on key decision makers through compelling and persuasive narratives, so that they understand your problem, empathise, and then, hopefully, implement solutions. Members that fully engage shape the Chamber's messaging based on the challenges they're facing and the recommendations they want to convey, and by doing so they are more likely to affect positive change and get the results they are looking for.

How would you like to see the Chamber develop over the next few years?

I think the Chamber is in a good position based on the years of hard work that has gone into our advocacy work, and the credibility we have established—with both the Chinese and European governments, as well as media—but there is always room for improvement. We live in increasingly challenging times, both politically and economically, so the Chamber must adapt to the new realities we confront every day, while continuing to deliver core services to our members.

NINA JIANG

HR & Operations Director
Start date at the Chamber: 2007

How did you end up in your current role at the European Chamber?

NJ: I joined the Chamber's operations team in 2007. I reported to both the operations manager and the secretary general, which gave me the opportunity to work with internal and external stakeholders at different levels, and take on some of the work of the EU projects, such as the EU-China Managers Exchange and Training Programme, and the China IP SME Helpdesk.

In my current role working as HR and operations director, I am constantly looking for smart and talented individuals to work at the Chamber, while overseeing our employees' development as they progress in their careers here. Meanwhile, I get to share the best HR practices through my coordination of the European Chamber's HR Forum in Beijing and my management of the Cross-industry Mentor Initiative (CIMI).

What was the Chamber like when you first joined?

The Chamber had around 1,100 members when I first joined, but it didn't have that many staff at the time. There were many high-level visits and meetings in our office, and the offline events were always at capacity.

What have been some of the highlights of your career at the Chamber so far?

I am proud that we have hired—and continue to hire—so many well-educated and talented staff. We give them the opportunity to work with senior-level professionals while they're still in the early stages of their careers. This allows them to develop their stakeholder management skills while perfecting the ability to tailor content for different audiences – from advocacy points for our position papers to putting together presentations for working group meetings.

Another highlight has been the CIMI, which I am responsible for. So far, we have delivered five cycles of the initiative, receiving strong support from the C-suite level leaders that act as mentors. Many of the 80 mentees enrolled in the initiative have seen significant benefits for their career development.

How can members get the most out of the Chamber?

Members can get the most out of the Chamber by joining our working groups, contributing to our annual *Position Paper* and *Business Confidence Survey*, and attending our events. We need members to play a full role and keep us informed of what is going on in their industry – it helps to shape our advocacy.

How would you like to see the Chamber develop over the next few years?

In recent years, some members have changed their China strategies due to the current geopolitical tensions and economic uncertainties. While I am personally a bit pessimistic about the future, the Chamber needs to continue to advocate for its members, supported by accountable leadership at all levels. Ensuring the quality of everything that we do is the key to our future.

KITTY WANG

Senior Project Manager
Start date at the Chamber: 2007

How did you end up in your current role at the European Chamber?

KW: Joining the Chamber in 2007, I never imagined these 18 years would become such a vital part of my life – it's been a journey of mutual growth. For the first 11 years, I served as the manager of the Tianjin Chapter, a period I now see as 'putting down roots'. Every day, I worked closely with local member companies: solving their specific operational issues, organising government-business matchmaking sessions, and watching Tianjin's membership grow from just a dozen to over 100. That sense of witnessing a platform mature was incredibly warm and rewarding.

In 2018, I moved to the Beijing Chapter, eventually taking on a project management role.

What was the Chamber like when you first joined?

Back in 2007, the Chamber was still finding its feet. Its membership, business scope and influence were far smaller than today. Take the Tianjin Chapter, for example: we only had a dozen members, and activities focussed on meeting basic needs – like policy briefings to help companies understand local operating rules and small networking events to connect members. For the first two years, I worked alone; now, Tianjin has a team of four talented colleagues.

What have been some of the highlights of your career at the Chamber so far?

Over 18 years, I've been both a witness and a participant in the Chamber's growth. In Tianjin, the core focus was on solving members' practical difficulties to help them develop – being able to ease members' challenges made my work meaningful. Working in Beijing, leading projects like the Finland Turku Desk, EU SME training programmes and the Cosmetics Desk have brought immense satisfaction. These initiatives not only delivered real value to members but also strengthened the Chamber's financial position. At various times, I've also helped support the operations of the South China, Shanghai and Shenyang chapters, something that has made me feel truly part of the Chamber family.

But the biggest highlight has undoubtedly been 'growing with the Chamber'. I watched it evolve from a regional platform to an influential bridge for EU-China cooperation, while I grew from a local manager to cross-regional leader.

How can members get the most out of the Chamber?

The key is mutual engagement. We often talk about the Chamber's 'ABC' framework: Advocacy, Business Intelligence, and Community. But this isn't a one-size-fits-all template – it needs to adapt to members' needs. For the Chamber, our responsibility is to listen to members' concerns so we can provide targeted, precise support.

For members, it is essential to get involved: come and join the events, participate in working groups and network with fellow members. By working through and with the Chamber, members can maximise the benefits of their membership.

How would you like to see the Chamber develop over the next few years?

Looking ahead, I hope the Chamber continues to promote cooperation between the EU and China. Beyond its existing strengths—like advocacy and business intelligence—the Chamber could explore more EU-focussed projects to unlock additional opportunities and expand its influence.

JESSICA YUAN

Head of Industry Desks
Start date at the Chamber: 2012

How did you end up in your current role at the European Chamber?

JY: My path to this role was rather serendipitous. It began with a number of recommendations from industry experts in both China and Europe that thought I had potential. These recommendations eventually led to a position at the Chamber.

What was the Chamber like when you first joined?

When I first joined the Chamber, while there were some operational challenges typical of a fast-growing organisation, these were overshadowed by our increasing impact. It was—and remains—a fun and challenging place to work.

What have been some of the highlights of your career at the Chamber so far?

I have particularly enjoyed the chance to mentor and develop new staff. During my time here, I have mentored nine government affairs staff members and several interns that later took full-time positions at the Chamber. It's a very rewarding experience to be able to pass on your own knowledge and skills to others.

How can members get the most out of the Chamber?

For members, we're more than a service provider – we're partners in overcoming challenges together. The Chamber's value lies in being both an ally during difficult times and a growth accelerator for businesses navigating China's complex environment.

How would you like to see the Chamber develop over the next few years?

I think the Chamber will remain essential for European businesses in China – from huge multinationals to small and medium-sized enterprises. We will continue helping them to thrive while advocating on their behalf. This isn't just empty rhetoric. Corporate success drives industrial and economic progress – something that ultimately benefits every one of us.

CAROL HE

Senior Government Affairs Manager
Start date at the Chamber: 2005

How did you end up in your current role at the European Chamber?

CH: I've been at the Chamber for 20 years now. I started as a receptionist and assistant to the secretary general for a year before moving to government relations. I then took on a position at the EU-funded China IPR SME Helpdesk – the first EU project run by the Chamber. After nine years, I transitioned to my current role, leading the Fashion and Leather Desk.

What was the Chamber like when you first joined?

At the time, working for a chamber of commerce was something new and fresh to me. I didn't even know the meaning of 'advocacy' when they asked me in my initial interview. The Chamber felt like a very fashionable place to me; it was a young organisation in a fancy office. Some of my earliest memories are of the president and secretary general taking the *Position Paper* to various stakeholders, such as embassies and think tanks.

What have been some of the highlights of your career at the Chamber so far?

My time with the Helpdesk tops the list of my longest-serving positions at the Chamber. The Helpdesk is a bit unique as it's run quite independently from the main operations of the Chamber. We were once visited by Peter Mandelson, the former EU commissioner for trade, and he was full of praise for the work we were doing. I also have fond memories of my first business trip to Europe, which allowed me to take a photo in front of the symbolic headquarters of the European Commission. My current work for the Fashion and Leather Desk is very rewarding. Although it's about luxury, the role is very fundamental, pragmatic and driven by members' needs. While it is not a hot topic at the Chamber, it is still 'seen' by members. When reviewing my time at the Chamber, I realise that my growth has been significant, probably due to having run an industry desk, which requires you to be able to think independently, engage with members, and proficiently allocate the resources and tools available.

How can members get the most out of the Chamber?

Stay in regular contact with Chamber staff, communicate issues and needs, and ensure that we know what is going on in your industry. This helps to shape our advocacy. While advocacy is not an instant solution, it can at least start to give visibility to issues being experienced by European companies.

How would you like to see the Chamber develop over the next few years?

I want to see the Chamber continue to focus on members' needs. With 25 years of advocacy experience under our belt, we are well positioned to serve our members and advocate on behalf of European businesses in China.

JOY YU

Finance Director

Start date at the Chamber: 2005

How did you end up in your current role at the European Chamber?

After graduating from Massey University in New Zealand in 2004, I returned to China. At that time, I was eager to find a job related to finance in a foreign company. I came across an advertisement for the position of interim office manager at the European Chamber, which was vacant due to maternity leave. The name of the organisation sparked my curiosity, and eventually, I was fortunate enough to get this temporary position.

What was the Chamber like when you first joined?

When I joined the Chamber, there were only three chapters: Beijing, Shanghai and Nanjing. The Beijing office had just seven employees, meaning that each employee had to play several different roles. Initially, I basically served as assistant to the secretary general, receptionist and office manager, while also being responsible for event logistics.

What have been some of the highlights of your career at the Chamber so far?

I am extremely grateful to the Chamber for giving me the opportunity to try out various positions, enabling me to develop skills in different areas. As the Chamber has continued to grow, more and more staff have been hired, meaning that most staff can now put all their energy into one role. From 2007 I worked purely in finance roles, becoming finance director in 2018.

Every position has taught me many different skills and provided opportunities for me to use them effectively at the Chamber.

As a finance professional, I have been involved in the work of over a dozen EU projects. Changes in Chinese laws and regulations once made the tax status of the Chamber unclear. After long-term advocacy efforts, the Chamber was finally included in the list of non-profit organisations eligible for tax exemption in 2024.

How can members get the most out of the Chamber?

Members can get the most out of the Chamber by sharing their aspirations and challenges, allowing us to ensure we are advocating on their most important issues.

How would you like to see the Chamber develop over the next few years?

I want to see the Chamber continue to put its members' interests first, so that we remain the trusted voice of European business interests in China. I hope we can expand our membership and, if it makes sense, perhaps even open another chapter.

#BECAUSE OFUS

Ensuring market access for cream produced using standard European production processes

As the independent voice of European business in China since 2000, the European Chamber actively participates in China's legislative process and our advocacy activities are widely recognised by the Chinese authorities.

We launched our #becauseofus campaign in 2019 to show our gratitude for the joint advocacy efforts of all stakeholders: governments, think tanks, member companies and our own working group and desk managers.

Background

Cream is one of the key dairy products imported from Europe. It is valued for its nutritional benefits and wide application in a variety of cuisines.

In 2021, the *National Food Safety Standard Cream, Butter and Anhydrous Milk Fat* (*GB 19646*) *(Draft for Comments)* was released, which posed challenges for overseas cream manufacturers. According to *GB 19646*, a common method of cream production in Europe and other regions would not be recognised, and many products classified as 'cream' under the previous standard would be re-labelled as 'modified cream'. This would have potentially confused customers and influenced their purchasing decisions, resulting in substantial losses for companies from re-categorisation in the Chinese market. Companies would also have incurred significant costs when revising product labels.

Advocacy efforts

Since the preparation of the draft of *GB 19646* in 2019, the Dairy Industry Desk has been actively working to help policymakers gain a better understanding of the actual production practices used by European cream manufacturers and how these practices ensure product quality. This has involved consolidating industry recommendations, submitting them to policymakers, and engaging in multiple face-to-face meetings with officials. The ultimate goal has been to encourage the revision of *GB 19646* and its supporting documents to recognise common production practices used in Europe so that current cream products can remain categorised as 'cream' instead of 'modified cream'.

Advocacy success

Following the release of the *National Food Safety Standard Cream, Butter and Anhydrous Milk Fat* (*GB 19646-2025*) in March 2025, the National Health Commission responded to the industry in July, clarifying that cream produced using common European production processes would be considered cream in addition to the definition set out in *GB 19646-2025*. All European companies can continue labelling their products as cream without being re-categorised and losing the important Chinese market.

China ShortCuts

The European Chamber launched its new, short-format podcast series in October 2022.

China ShortCuts is a five-minute weekly catch-up about the Chinese business landscape.

Tune in to stay informed on the latest economic data, market trends, and policy and regulatory updates that could shape your industry.

HELLO

5 minutes

Hey!

Hi!

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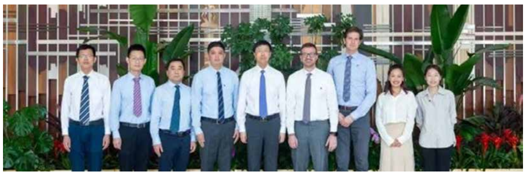
4TH JULY
BEIJING

Shanghai Chapter meets with Shanghai Municipal Bureau of Justice



A Chamber delegation with Wu Jianyong, party secretary and director general of the Shanghai Municipal Bureau of Justice
Photo: European Chamber

On 4th July, the European Chamber's Shanghai Chapter met with Wu Jianyong, party secretary and director general of the Shanghai Municipal Bureau of Justice. Speaking at the event, European Chamber Vice President and Shanghai Chapter Chair Carlo D'Andrea highlighted key concerns related to legal and intellectual property (IP) protection, including the need for greater transparency and efficiency in legal procedures; faster arbitration rulings; fair regulations for foreign law firms and foreign lawyers; and clearer standards for handling electronic evidence in IP infringement cases.

9TH JULY
TIANJIN

Tianjin Chapter hosts Q&A session on industrial policy

Attendees at the Tianjin Chapter's Q&A session
Photo: European Chamber

On 9th July, the European Chamber's Tianjin Chapter held a question and answer (Q&A) session on industrial policy with the Tianjin Government Service Office, aimed at addressing practical issues faced by member companies. Representatives from various bureaus of the Tianjin Government also attended the session.

Zhang Jun, deputy director general of the Tianjin Government Service Office, hosted the meeting with Lorraine Zhang, general manager of the Tianjin Chapter. Zhang expressed a willingness to answer the questions of Chamber member companies and promised to foster an open and pragmatic business environment.

24TH JULY
BEIJING

President Eskelund speaks at EU-China Summit business roundtable

Participants at the business roundtable hosted by the Chinese Ministry of Commerce
Photo: European Chamber

A business roundtable hosted by the Chinese Ministry of Commerce took place on the margins of the EU-China Summit on 24th July. It comprised of two sessions: one with European and Chinese chief executive officers, and one with European Union (EU) and Chinese leaders, including European Commission President Ursula von der Leyen and Chinese Premier Li Qiang. European Chamber President Jens Eskelund delivered a keynote address during the state leaders' session.

Eskelund recognised the significant value the EU-China relationship has generated for both sides over the past five decades and the potential for future value creation. He also noted that there are now significant imbalances in the relationship that must be addressed for that value to be realised.

14TH JULY
BEIJING

Meeting with European Commission Executive Vice President Teresa Ribera

European Chamber representatives meet Teresa Ribera
Photo: European Chamber

On 14th July, a group of European Chamber representatives led by Bruno Weill, chair of the Financial Services Working Group, met with Teresa Ribera, executive vice president of the European Commission for a Clean, Just and Competitive Transition.

Weill provided Ribera with an overview of the key findings of the Chamber's *Business Confidence Survey 2025*. He stressed that China's economic slowdown was the main challenge reported by European businesses and a key driver behind the recent spike seen in Chinese exports to the European Union (EU). Weill also gave recommendations on how the EU can seek to address imbalances in its trade relationship with China, and ensure that Chinese investments into the EU benefit both parties.

Industry representatives from the Energy, Financial Services, and Information and Communication Technology working groups provided an overview of the key trends and operating conditions for European companies operating in China in their respective sectors. Topics covered included access to green electricity and power purchase agreements; challenges and opportunities linked to energy solutions; the impact of China's rare earth export controls; and procurement and localisation requirements in China.

20TH AUG.
SOUTH CHINA

European Chamber co-organises EU-Shenzhen Policy Conference

The EU-Shenzhen Policy Conference co-organised with the Shenzhen Investment Promotion Bureau
Photo: European Chamber

On 20th August, the European Chamber co-organised the EU-Shenzhen Policy Conference with the Shenzhen Investment Promotion Bureau, marking the fourth time both organisations have co-organised the event. Liu Zhenqiang, deputy director general of the Shenzhen Investment Promotion Bureau, and Fabian Blake, vice president of the European Chamber and chair of the South China Chapter, attended. During the conference, local government officials from the Shenzhen Commerce Bureau and Shenzhen Investment Promotion Bureau provided an update on local policy developments, including the implementation of the Foreign Investment Reward Plan. Blake delivered a speech in which he emphasised Shenzhen's potential, thanks to several pro-business policies, including subsidies for greenfield projects, research and development rebates, and corporate income tax cuts. He expressed the Chamber's willingness to deepen its relationship with the Shenzhen Government.

Media Watch

China restricts access to government procurement market for EU medical devices

On 6th July, China's Ministry of Finance announced that European-invested enterprises would be restricted from bidding for Chinese government procurement tenders worth over Chinese yuan 45 million. On 7th July, the Chamber issued a statement on the development that was quoted by *Bloomberg*, *EuroNews* and *Caixin*.

European Group Decries China's New Medical Device Restrictions

By Bloomberg News
July 8, 2025 at 12:22 PM GMT+8

Bloomberg article on China's restrictions on medical devices imported from the EU
Media: *Bloomberg*
Date: 8th July 2025

Europe > Europe News

EU-China tensions escalate over medical device trade restrictions

EuroNews article on China's restrictive measures adopted in the medical device sector
Media: *EuroNews*
Date: 7th July 2025

Chamber comments on China's use of exit bans

Wells Fargo banker Chenyue Mao was prevented from leaving China, due to her alleged involvement "in a criminal case currently being handled by Chinese law-enforcement authorities" and was "subject to exit restrictions in accordance with the law," according to an announcement issued by China's Ministry of Foreign Affairs on 21st July 2025.

Reuters interviewed Chamber President Jens Eskelund on the development and how China's use of exit bans in recent years has impacted the business confidence of foreign companies operating in the country. Eskelund pointed out that such developments have heightened concerns among the business community and undermine the authorities' goal of restoring investor sentiment.

Wells Fargo exit ban revives fears about doing business in China

By Antoni Slodkowski, Casey Hall and Scott Murdoch
July 19, 2025 1:28 AM GMT+8 · Updated July 19, 2025

Aa

Reuters reports on a US banker placed under an exit ban
Media: *Reuters*
Date: 19th July 2025

Exit Ban Tensions: U.S. Bank Employee Held in China Amid Growing Concerns

A U.S. Wells Fargo employee has been banned from leaving China, raising concerns among foreign businesses operating there. Business leaders view the incident as part of a broader trend of exit bans, which they say conflicts with China's efforts to attract foreign investment. The U.S. government has expressed concerns over the impact on bilateral relations.

A *Devdiscourse* article on the Wells Fargo employee
Media: *Devdiscourse*
Date: 18th July 2025

CNBC interviews Chamber President Jens Eskelund on the EU-China Summit
Media: *CNBC*
Date: 24th July 2025

President Eskelund being interviewed by *Bloomberg* on the summit
Media: *Bloomberg*
Date: 24th July 2025

CRI Online reporting on the Chamber's *Business Confidence Survey 2025*
Media: *CRI Online*
Date: 8th August 2025

Chamber's views on EU-China Summit sought by media

On 24th July, the 25th EU-China Summit was held in Beijing. A business roundtable hosted by the Ministry of Commerce took place on the sidelines of the summit. European Chamber President Jens Eskelund delivered a keynote address at the business roundtable, which also featured keynote speeches from European Commission President Ursula von der Leyen and Chinese Premier Li Qiang. The Chamber proactively issued statements to media on both the summit and the business roundtable, prior to and following the two events taking place.

Speaking live with both *CNBC* and *Bloomberg*, Eskelund outlined the concerns of European businesses operating in China related to the European Union's (EU's) growing trade imbalance with Beijing, as well as the persistence of market access and regulatory barriers. The Chamber's voice also featured in articles from domestic media including *CCTV* and the *Global Times*, which explored potential areas for strengthening EU-China cooperation, with a particular focus on decarbonisation.

Tianjin Chapter holds Business Confidence Survey launch

On 6th August, the Chamber's Tianjin Chapter held a local launch event for the *Business Confidence Survey 2025*. *CRI Online* reported on the event and highlighted Tianjin Chapter Chair Mirko Turrina's presentation, in which he outlined the need for better communication between government and industry, enhanced policy transparency and better coordination between Tianjin Government departments if the municipality is to realise its economic potential.

Events Gallery

BEIJING, 1ST AUGUST 2025

Townhall Briefing on the EU-China Summit and Business Roundtable

- The EU emphasised structural issues like market access gaps and trade imbalances, while China framed overcapacity as 'irrational competition' and focussed on European Union (EU) research and development shortfalls.
- Sector-specific struggles and small and medium-sized enterprise vulnerabilities are becoming critical priorities in EU-China engagement.

BEIJING, 29TH AUGUST 2025

How Should Companies Handle Complaints from Core Consumers?

- A recent incident involving a missed illness during a physical examination was used to emphasise the importance of protecting user privacy when responding to a public relations crisis.
- Failing to meet the demands of highly engaged customers can lead to a crisis more impactful than ordinary customer complaints.
- Crisis public relations requires professional teams to guide decision-making. Management should avoid letting personal emotions dominate strategies and ensure the proper handling of incidents to minimise brand damage.

SHANGHAI, 4TH SEPTEMBER 2025

Sustainable Supply Chain Conference

- Resilient and circular green supply chains depend on strong collaboration between government, businesses and experts, prioritising responsibility, efficiency and transparency at every stage.
- Green finance and digital technologies like artificial intelligence are vital enablers for promoting sustainable practices and speeding up the green transition in supply chains.
- Embedding environmental, social and governance principles, supplier engagement, sustainable logistics and clear targets are fundamental to achieving decarbonisation, resilience and sustainable business growth.

SHANGHAI, 9TH SEPTEMBER 2025

European Chamber 25th Anniversary Shanghai Celebration Dinner

- Shanghai serves as a critical bridge between Europe and China, but trade imbalances, involution and supply-demand mismatches are challenges that need to be addressed to improve the business relationship.
- The Shanghai Government continues to promote opening-up policies and provide services to enterprises, aiming to offer greater certainty for international investments in the region.
- Multiple Shanghai districts and provincial agencies from the Yangtze River Delta region actively participate in supporting European companies, demonstrating strong local government engagement in fostering a favourable business environment.

TIANJIN, 26TH AUG 2025

Tax Big Data Management Trends & Strategic Compliance Challenges in 2025

- Tianjin has tightened tax inspections since late 2023, utilising a 'double random' selection method that covers the full tax category, combined with self-examination, on-site verification and executive interviews.
- Companies should pay attention to various risks during self-examination, such as discrepancies between value-added tax and corporate income tax revenues, high-tech enterprise qualification issues, export rebate violations and false invoice liabilities.
- Companies can use digital tools such as tax data hubs to achieve automated invoice processing and direct declaration of all tax types in phases.

NANJING, 4TH SEPTEMBER 2025

Visit to Changzhou National Hi-tech District & SME Dialogue

- European and Chinese small and medium-sized enterprises (SMEs) can leverage specialised services from institutions like the EU SME Centre and China IP SME Helpdesk to facilitate market integration and innovation.
- Direct dialogue and site visits enhance mutual understanding and create tangible opportunities for future collaboration.

SOUTHWEST CHINA, 4TH SEPTEMBER 2025

Chongqing Business Confidence Survey Launch

- There is a clear risk that failing to act on the challenges faced by foreign companies will prevent Southwest China from realising its full potential as a leading business destination; decisive measures remain essential.
- In 2025, the share of companies finding it 'easy' to do business in Southwest China saw a 16-point increase, driven by improvements in credit access, access to utilities and property registration procedures.
- Green goals extend beyond environmental benefits to creating a predictable, innovation-orientated framework for business growth.

SOUTHWEST CHINA, 7TH AUGUST 2025

Making Cross-border Mobility Simple and Convenient

- The visa services of some small countries have been outsourced to specialised companies.
- The complexity of different countries' visa requirements creates a need for specialised help.
- Standardised and digitalised visa application procedures make cross-border mobility more convenient.

Advisory Council News

Maersk opens new office in Poland

Maersk's new office in the heart of the Polish capital addresses the growing need to provide European customers with contemporary services and support various parts of the business in several languages.

Launched with the aim of providing Maersk's diverse customer base with consistent and superior service, the new office draws from the growing talent pool that Warsaw and Poland have to offer.

Situated in a newly developed office and residential compound with a strong focus on a sustainable and collaborative environment, the new Maersk office is in the heart of the city's fast-growing Wola district, which has over the past decade become Warsaw's vibrant financial and business centre. The location is therefore a perfect match for over 100 Maersk colleagues already working there, representing nine nationalities with an average age of 28.

Photo: Maersk

Philips and Masimo announce partnership to advance access to patient monitoring technologies

Royal Philips, a global leader in health technology, and Masimo announced that the two companies have renewed their multi-year strategic collaboration, marking a fresh chapter in their long-standing partnership. With a shared commitment to innovation and expanding access to high-quality, connected care, the two companies are taking a bold new approach in accelerating the development and delivery of next-generation patient monitoring solutions. This expanded agreement reflects their commitment to empower clinicians with smarter, more integrated technologies that support better outcomes across the continuum of care.

Accelerating access to next-generation monitoring technologies

At the heart of the expanded partnership is a joint effort to integrate Masimo's advanced monitoring technologies—including SET® pulse oximetry, Radius PPG, and a range of sensor technology—into Philips' multi-parameter patient monitoring platforms. This integration supports clinicians with reliable data and actionable insights across bedside monitors, central stations and wearable solutions, while giving them the flexibility to use their preferred measurement technologies within a single, unified system. By embedding these capabilities into Philips' monitoring ecosystem, the collaboration aims to reduce complexity, enhance interoperability, and deliver streamlined tools that support timely decision-making and continuity of care.

Building on this foundation, Philips and Masimo also plan to collaborate on the development and co-promotion of next-generation monitoring solutions that reflect emerging clinical needs and evolving market demands, such as the need for greater patient mobility. These efforts are focussed on advancing smart, connected care and expanding access to innovative technologies, including AI algorithms, that have the potential to improve patient care over time.

A shared commitment to innovation and impact

The renewed partnership underscores both companies' dedication to transforming patient care through meaningful innovation. By bringing together Philips' deep expertise in patient monitoring and Masimo's advanced non-invasive technologies, the collaboration is focussed on delivering integrated, clinically validated solutions that scale to meet the needs of healthcare providers. It also aligns with Philips' broader strategy to work with industry-leading partners to enhance care delivery, improve operational efficiency, and support vendor-neutral interoperability across healthcare systems.

Photo: Philips

TotalEnergies participates in WCCE12 and APCChE 2025

On 14th July 2025, the grand opening of the 12th World Congress of Chemical Engineering (WCCE12) and the 21st Asian Pacific Confederation of Chemical Engineering Congress (APCChE 2025) took place at Beijing National Convention Center. This marks the first time in 50 years that these two prestigious events have been jointly held in China, attracting nearly 5,000 top scientists, industry leaders, and corporate elites from 66 countries across six continents to explore the theme 'Paradigm Shifting in Chemical Engineering for Global Challenges'.

At the event, Yu Yongjian, country chair and managing director of TotalEnergies China, was invited to deliver a keynote speech titled 'TotalEnergies Low-Carbon Transition Strategy and Innovation', comprehensively presenting the company's strategic approach and technological innovations in the global energy transition.

Yu emphasised that TotalEnergies is committed to the goal of 'More Energy, Less Emissions', actively advancing its transition from traditional energies to diversified low-carbon energies. Through an integrated strategy spanning from production to end customers, the company is expanding across multiple sectors, including oil, biofuels, natural gas, biogas, low-carbon hydrogen, renewables and electricity, aiming to achieve its ambitious goal of net-zero emissions by 2050.

Yu highlighted TotalEnergies' innovative practices in the following areas:

- **Energy mix transition:** By 2050, electricity and renewables are expected to account for over 50 per cent of the company's energy sales, and low-carbon molecules (e.g., biofuels, hydrogen, e-fuels) will become a key pillar.
- **R&D investment and technological innovation:** The company invests over United States dollar 1 billion annually in R&D, with 68 per cent dedicated to low-carbon energies and environmental impact mitigation, focussing on methane emission reduction, carbon capture, utilisation and storage (CCUS), biofuels, digitalisation and artificial intelligence.
- **Digitalisation:** Initiatives like 'Digital Factory', 'Refining 4.0', and 'AI+HPC' (Artificial Intelligence + High Performance Computing) are driving data value realisation and intelligent upgrades in the energy sector.
- **Open innovation ecosystem:** TotalEnergies signs R&D and innovation contracts with over 1,000 partners annually, holds more than 10,000 active patents, and has built a global innovation network encompassing universities, startups and industrial partners.
- **Plastics circulation and sustainable development:** As a founding member of the Alliance to End Plastic Waste (AEPW), the company continues to invest in mechanical and chemical recycling, and bioplastics, aiming to achieve 30 per cent recycled and renewable polymer output by 2030.

The speech not only demonstrated TotalEnergies' global vision and local implementations in low-carbon transition but also underscored its commitment to driving green development in the global chemical industry. Moving forward, TotalEnergies will continue collaborating with partners worldwide to build a more sustainable and intelligent energy future.

Photo: boehringer–ingelheim

Boehringer Ingelheim's JASCAYD® approved in China for treatment of idiopathic pulmonary fibrosis

In October, Boehringer Ingelheim's innovative therapy for pulmonary fibrosis, JASCAYD® (generic name: nerandomilast tablets), an oral, preferential phosphodiesterase 4B (PDE4B) inhibitor, was officially approved by the National Medical Products Administration for the treatment of adult idiopathic pulmonary fibrosis (IPF).

This marks the first IPF treatment in over a decade to achieve the primary endpoint in a Phase III clinical trial and gain regulatory approval, representing a significant breakthrough in the field of IPF treatment. Notably, JASCAYD® achieved simultaneous global research and development, registration, and approval, with China granting approval within just two weeks after the United States – giving timely access to Chinese patients.

Infineon to enable humanoid robots powered by NVIDIA technology

Infineon Technologies is accelerating the development of humanoid robotics with NVIDIA technology. This integration combines Infineon's expertise in microcontrollers, sensors and smart actuators with the cutting-edge NVIDIA Jetson Thor Series modules, enabling original equipment manufacturers (OEMs) and original design manufacturers (ODMs) to create more efficient, powerful, and scalable motor control solutions for humanoid robotics. Humanoid robots are increasingly deployed in various important areas, including manufacturing, logistics, and healthcare, where they require efficient and reliable solutions for precise motion.

"We are excited to collaborate with NVIDIA, a leader and innovator in the humanoid robotics space," said Jochen Hanebeck, CEO of Infineon Technologies. "By combining our microcontroller, sensor, and smart actuator expertise with NVIDIA accelerated computing technology, we will deliver a simple, integrated, and scalable solution to our customers, reducing their time to market significantly. Infineon enables the key functional blocks in humanoid robots with a broad portfolio of dedicated products and technologies – from power switches to microcontrollers, sensors and connectivity. We empower humanoid robots to sense, move, act and connect. Safe and secure."

"NVIDIA Jetson Thor is designed to accelerate the future of physical AI and robotics," said Deepu Talla, vice president of Robotics and Edge AI at NVIDIA. "Infineon is bringing their broad product and technology portfolio to the Jetson Thor ecosystem to help accelerate customers' time-to-market by creating more efficient, powerful and scalable motor control solutions for humanoid robots."

Infineon offers a full suite of dedicated solutions for humanoid robots, including the microcontroller families PSOC™ and AURIX™, which offer

Photo: infineon

industry-leading security to protect against cyberattacks and unauthorised access. The microcontrollers provide multi-core real-time processing capabilities essential for safe, responsive and adaptive robotic systems. As the world leader in automotive microcontrollers, Infineon has considerable experience in critical applications that ensure safety and reliability in high-end, precise motion solutions.. With its latest acquisition of Marvell's Automotive Ethernet business, Infineon has further extended its portfolio with the BRIGHTLANE™ series offering high-speed ethernet capabilities, another core element of humanoid robots.

Real-time AI and Control is critical to general robotics. As part of the collaboration, Infineon provides its PSOC Control C3 family of microcontrollers, which integrate seamlessly with the NVIDIA Holoscan Sensor Bridge to the NVIDIA Jetson Thor series modules – a platform for physical AI and humanoid robotics, delivering real-time reasoning performance and scalability. PSOC Control devices are well-suited for implementing so-called field-oriented-control (FOC) algorithms, which are widely used for precise motor control due to their ability to reduce noise and provide stable torque output which decreases vibrations in humanoid system designs. Additionally, Infineon provides a full motor control chip set including the company's latest transistor technology based on gallium nitride (GaN) for high-density and best-efficiency motor control solutions. The integration of Infineon's gate drivers and current sensors helps control communication and design challenges in humanoid robotics, allowing developers to focus on creating innovative solutions.

Through this initiative, Infineon is spearheading further advancements in humanoid robotics, enabling the creation of more sophisticated robots that can perform complex tasks with precision and accuracy.

Photo: Veolia

Veolia signs strategic green fuel supply cooperation agreement with SIPG Energy and VENEX

Veolia, SIPG Energy (Shanghai) and VENEX are taking the lead in responding to China's 'dual carbon' goals and the green transformation requirements of the port and shipping industry. The three companies officially signed a strategic green fuel supply cooperation agreement to develop comprehensive green methanol supply and distribution networks, thereby creating an end-to-end green fuel supply ecosystem that spans from production to bunkering.

According to the agreement, the three parties will leverage Veolia's expertise in local decarbonising energy solutions and its worldwide decarbonisation experience, SIPG Group's leading advantages in port energy infrastructure, and VENEX's specialised green methanol production and operations knowledge to develop comprehensive green methanol supply and distribution networks, creating an end-to-end green fuel supply ecosystem from production to bunkering.

Through the coordinated development of the green methanol chain, the partnership will deliver sustainable fuel solutions to port and shipping companies, progressively reducing the industry's reliance on fossil fuels and driving a profound low-carbon transformation in the maritime sector, ultimately fostering a green, low-carbon industrial ecosystem in transportation.

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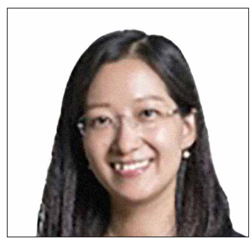

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