

## Decarbonization and China – policy ‘thinking’, industrial policy approach and capabilities

Input for CEO4Climate event, hosted by Gustav Baldinger (PwC), Marcel Winter (Afry) and Fabian Etter (swisscleantech)

**2<sup>nd</sup> February 2026**

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China Macro Group (CMG)

# China Macro Group (CMG) – a specialized European management consulting and research firm



## Corporate profile

- ✓ CMG is an agile, service-minded and innovative **management consulting and research firm**
- ✓ CMG serves **international corporate, investment and public sectors** on China related questions
- ✓ It specializes in aiding **strategic decision-making** of governance, executive and functional bodies
- ✓ CMG combines three **core capabilities**: policy (domestic + trade conditionalities), business and strategy
- ✓ CMG operates with presences in **Zurich, Munich and Shanghai**

## How we work

### «China inside-out»

Cross-cultural team, extensive networks in China, “reality checked” China analysis and also accountable to the Chinese discourse

### Inter-disciplinarity

Business / strategy, public policy / political science, macro-economy, geopolitics / geoeconomics / trade

### “Multipolar” analytically

For geopolitical / geoeconomic analysis actively use, seek and iterate with expertise and views from different “poles”

### Epistemological and dialectical values

Original, fact-based and calibrated  
Dialectics seen as resource and a process principle

### Professional services DNA

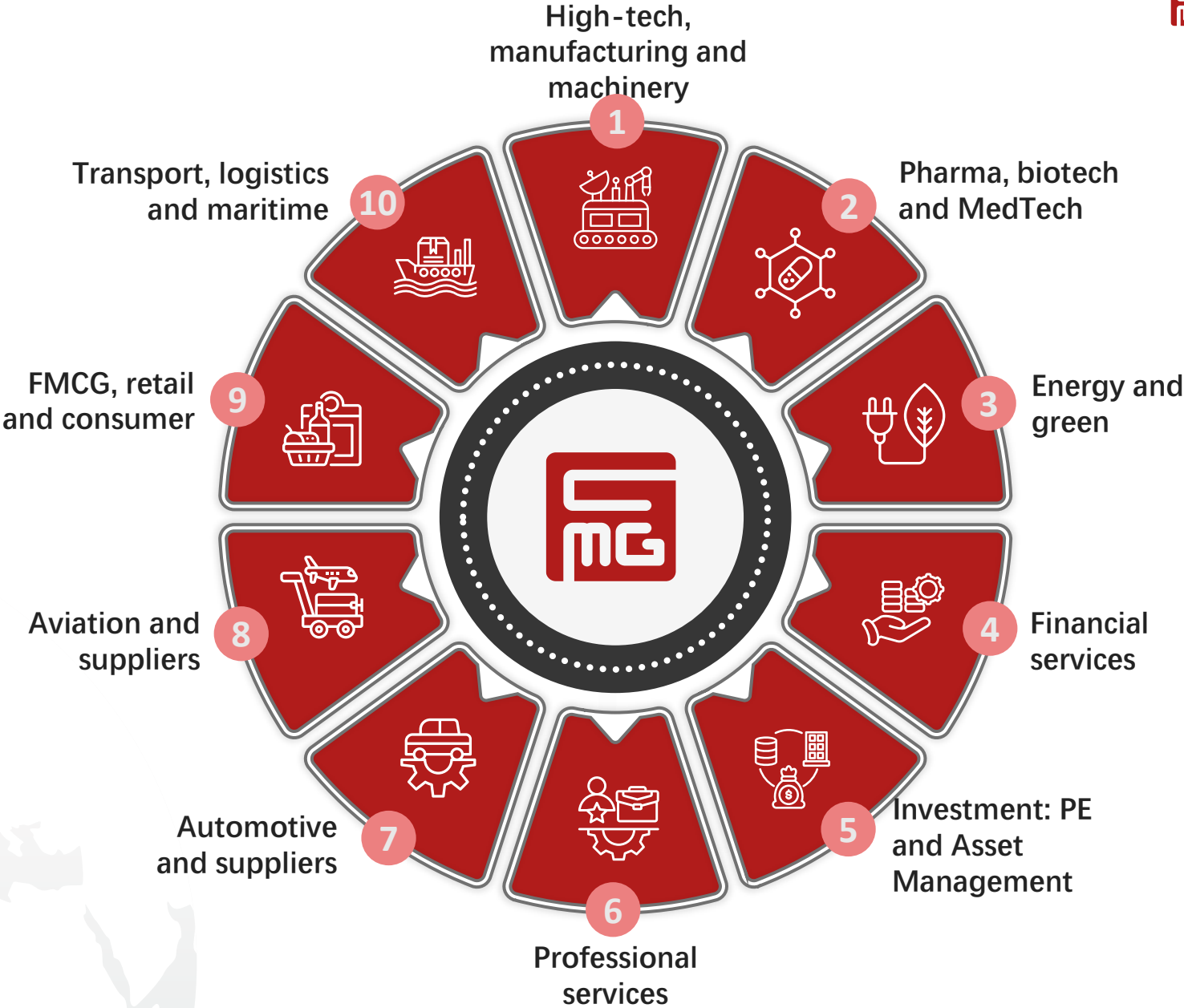
Listening, ownership and co-creation as foundation to build trusted and tailored collaborations

## Our value proposition – 6 service areas

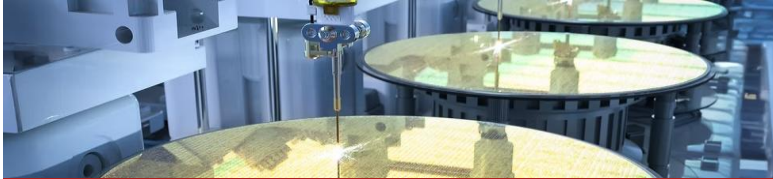
-  **Consulting**
  - Strategy devising / review
  - HQ-subsidary alignment
-  **Briefing**
  - Strategic business context
  - Market / competitive trends
-  **Sector/market/tech intelligence**
  - Value-chain, competitive and go-to-market
  - Tech, cluster and ecosystem analysis
-  **Partnering with Chinese firms**
  - Partner mapping and evaluation
  - Collaboration concepts
-  **Monitoring**
  - Policy / sector / market factors
  - Geopolitical / risk factors
-  **Learning & curation**
  - Learning conferences / fact-finding
  - Trainings, events and moderations



# We serve 10 key sectors among European business



# CMG's key six service areas



## Consulting

Support your strategic decision-making, planning and actions

- Strategy development / review
- Workshops spanning strategy to governance aspects
- Partnership- and negotiation concepts
- M&A target screenings
- New capabilities (e.g. GA)



## Briefing

Align your cross-functional views on China and surface questions

- Group BoD / ExCo briefing
- Briefings during HQ delegations' traveling to China
- Event-driven or pre-travel briefings
- Informal / bottom-up lunch & learn-type of briefing
- Briefing as part of internal training program



## Intelligence

Surfacing sector, market, tech and ecosystem granularity that matters

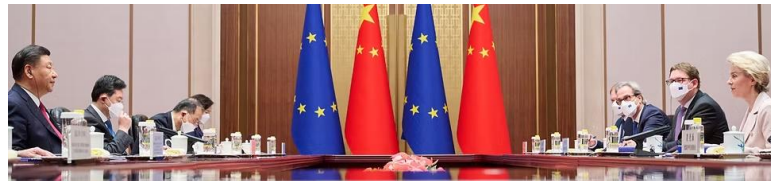
- Competitive benchmarking
- Value-chain analysis
- High-tech park analysis
- Tech capabilities mapping



## Partnering

Helping you partner for synergies with Chinese business – anywhere

- Partner screening and synergy evaluation
- Negotiation concept and strategy
- Target screening and outreach curation
- Contact facilitation and process support



## Monitoring

Track what is relevant to you strategically and operationally

- Evolving strategic business context
- Sector, market and/or competitive monitoring
- Geopolitical and risk factors
- Macroeconomic factors
- Chinese domestic politics



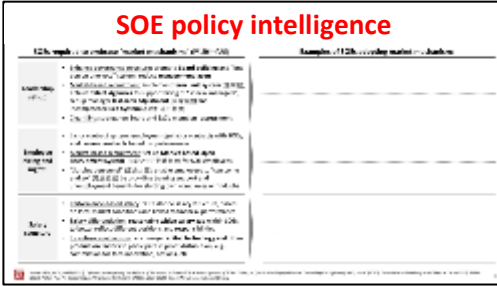
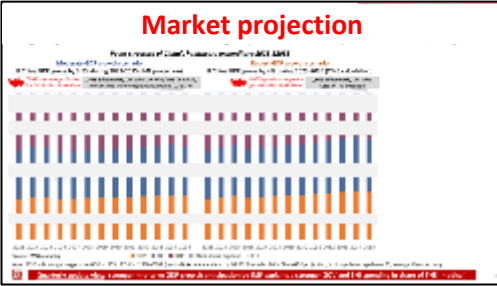
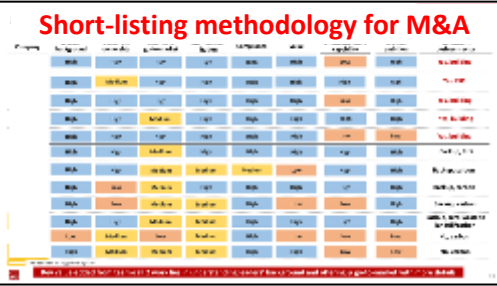
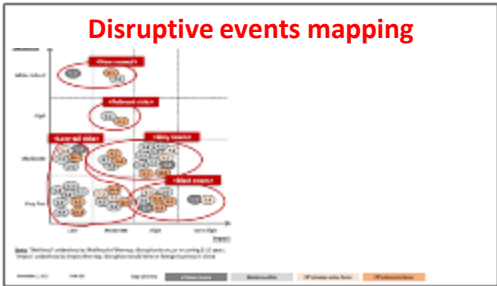
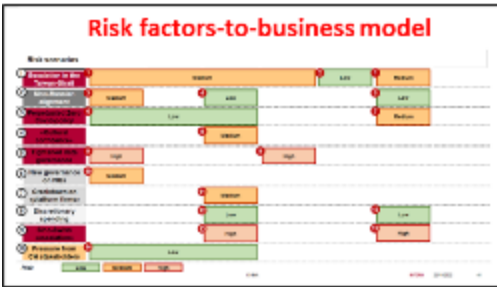
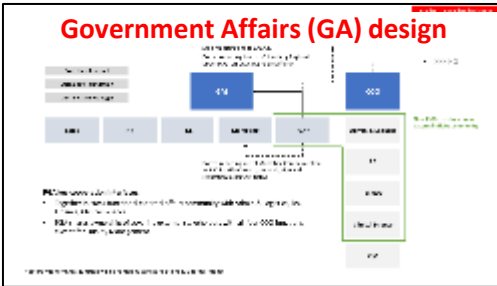
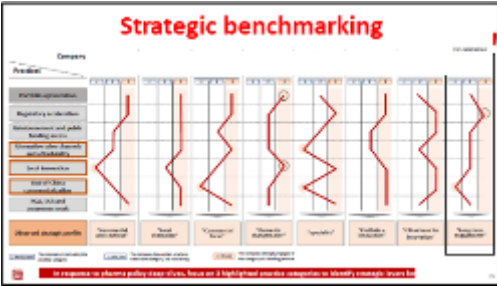
## Learning & CURATION

Design value-adding events and interactions related to China

- Expert presentations
- Panel / webinar moderations
- Conference (co-) hosting / MCing
- Trainings



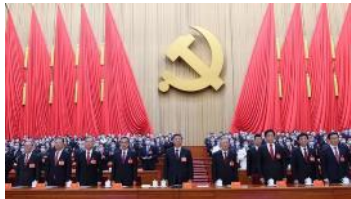
# Exemplary CMG project types for European business



# CMG Publications, Webinars and Events

## CMG Primers

Understanding process and key outcomes of China's 20<sup>th</sup> Party Congress



EU-China relations – from economic integration to EU's strategic autonomy and 'de-risking'



Understanding supply chain distortions of critical minerals powering the green energy transition



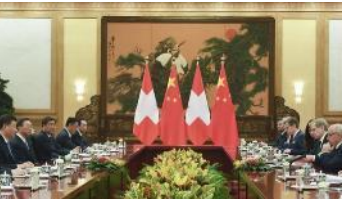
Understanding China's economy into 2025 – evolved development strategy, reform priorities and short-term macroeconomic management



Understanding the "Taiwan issue" – context, influencing factors and outlook



Sino-Swiss – from honing a "special relationship" to balancing new geopolitical complexities



## CMG curated webinars

**New webinar series: China's 15<sup>th</sup> FYP: building towards next milestone in 2035 under unabating geopolitical pressure**

**Dealing with Trump 2.0 – is China making tactical or strategic adjustments in view of the 15th FYP?**  
18 May 2022 | 15:00-16:45 CST  
Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China  
Moderator: Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China

**Five years into 14th FYP – taking stock of its execution after the NPC 2025**  
20 June 2022 | 15:00-16:45 CST  
Zhu Guangqian, Former Vice Minister of Finance and Treasurer of the State Council  
Moderator: Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China

**The next China – (dis)rupt or (re)define China in 2035 as the next big transformation milestone**  
20 June 2022 | 15:00-16:45 CST  
Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China  
Moderator: Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China

**China-EU relations – impediment or impetus to aid China's development until 2035**  
20 June 2022 | 15:00-16:45 CST  
Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China  
Moderator: Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China

**"Reality check" – interpreting the "15th FYP outline" in the 20<sup>th</sup> CC 5th Plenary and subsequent shifts**  
20 June 2022 | 15:00-16:45 CST  
Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China  
Moderator: Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China

**Transitioning to the 15th FYP – assessing in on Shenzhen as a local government case study**  
20 June 2022 | 15:00-16:45 CST  
Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China  
Moderator: Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China

**18 May 2022 | 15:00-16:45 CST**  
"EU China Relations in Challenging Times"  
Nicolay CHAPUIS, Ambassador of the Delegation of the European Union to the People's Republic of China, Beijing

**9 June 2022 | 15:00-16:45 CST**  
"China in the World from a Swiss Perspective"  
Bernardine BEOZZONI, Ambassador of Switzerland to the People's Republic of China, Beijing

**24 February 2023**  
9:00-9:45 CET | 16:00-16:45 CST  
"Post Covid China and Foreign Business - Quo Vadis?"  
Jiang MU, IBF, President, European Union Chamber of Commerce in China (ECCC), Beijing, China

**29 March 2023**  
9:00-9:45 CET | 15:00-16:45 CST  
"China's Economic Policy Blueprint after the NPC"  
SAI Chengyu, Member of the Standing Committee of the National People's Congress, Beijing, China

**18 April 2023**  
9:00-9:45 CET | 15:00-16:45 CST  
"Special Topic after 2023 NPC: Organizational Changes of China's Financial Regulatory System to Manage Risks and Revive the Real Economy"  
WANG Yanyan, Senior Advisor, Hong Kong Monetary Authority (HKMA), Hong Kong, China

**17 May 2023**  
9:00-9:45 CET | 15:00-16:45 CST  
"Europe China Relations in Fragile Times - Drivers and Outlook"  
Jorge QUESADA ALBARRAN, Ambassador of the Delegation of the European Union to the People's Republic of China, Beijing, China

**9 June 2023**  
9:00-9:45 CET | 15:00-16:45 CST  
"China's Concepts and Aspirations for a Multipolar World"  
JIA Guangjun, Member of the Standing Committee of the 13<sup>th</sup>-14<sup>th</sup> National Committee of the CPC CPC CC 2022-1, Member of the Central and Grand Governance Working Group, Foreign Affairs, School of International Studies, Peking University, Beijing, China

**26 August 2022 | 15:00-16:45 CST**  
"China's Economy and Ongoing Reforms in Uncertain Times"  
HUANG Yinying, Deputy Dean and Senior Asia China Professor of Finance and Economics, National School of Development, Peking University, Beijing

**9 September 2022 | 15:00-16:45 CST**  
"Leading or ASEAN as Part of China's External Circulation"  
LI Xinyi, Managing Editor, Global Globe, Vice President, Global Media Managing Director, Guang Chuan, Singapore

**20 June 2023**  
10:00-10:45 CET | 16:00-16:45 CST  
"China-EU Relations - Beijing's View on Challenges and Opportunities"  
LIU Dong, Ambassador and Head of the Mission of the People's Republic of China to the European Union, Brussels, Belgium

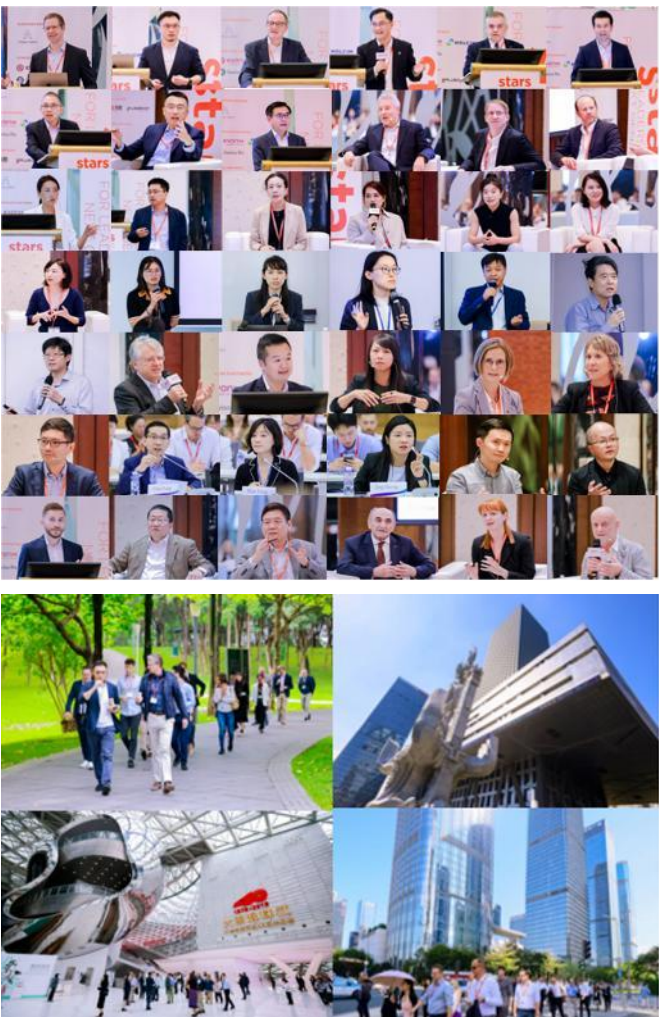
**20 September 2023**  
9:00-9:45 CET | 15:00-16:45 CST  
"Shook taking and prospects of Sino-Swiss relations in a re-asserting Europe and post Covid China"  
Jiang MU, IBF, President of the Swiss Chamber of Commerce in China, Beijing, China

**1 December 2023**  
9:00-9:45 CET | 15:00-16:45 CST  
"12 months into China post Covid: China's economy, policy and evolving posture in international affairs - what does it mean for European Business?"  
Jiang MU, IBF, President of the Swiss Chamber of Commerce in China, Beijing, China

**Moderator:**  
Dr. Wang, Director of Center for International Studies and Strategic Studies, Tsinghua University, Beijing, China

**Host:**  
Tan, Senior Advisor, Hong Kong Monetary Authority, Hong Kong, China

## CMG curated conferences



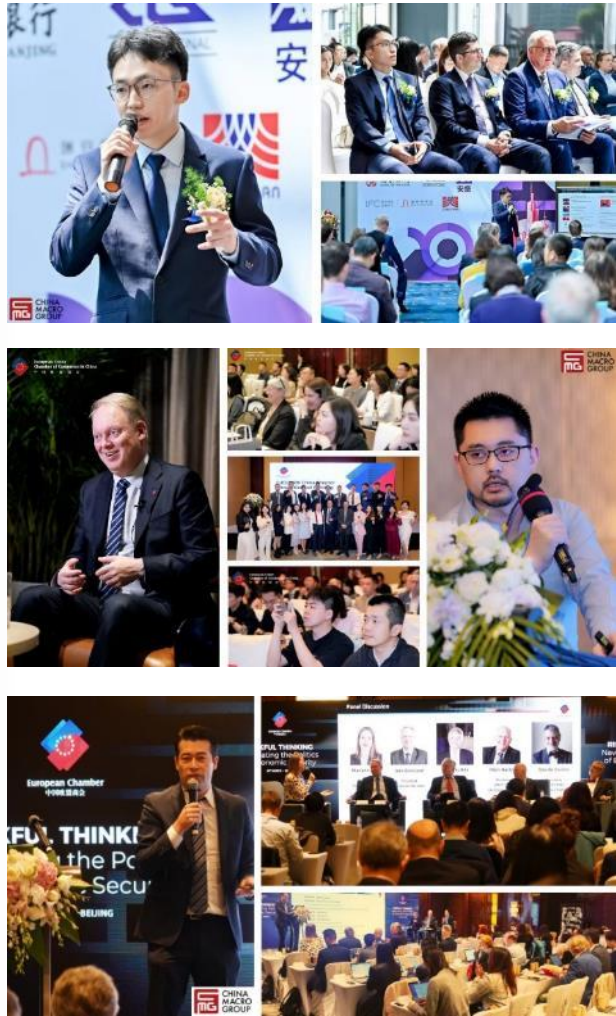
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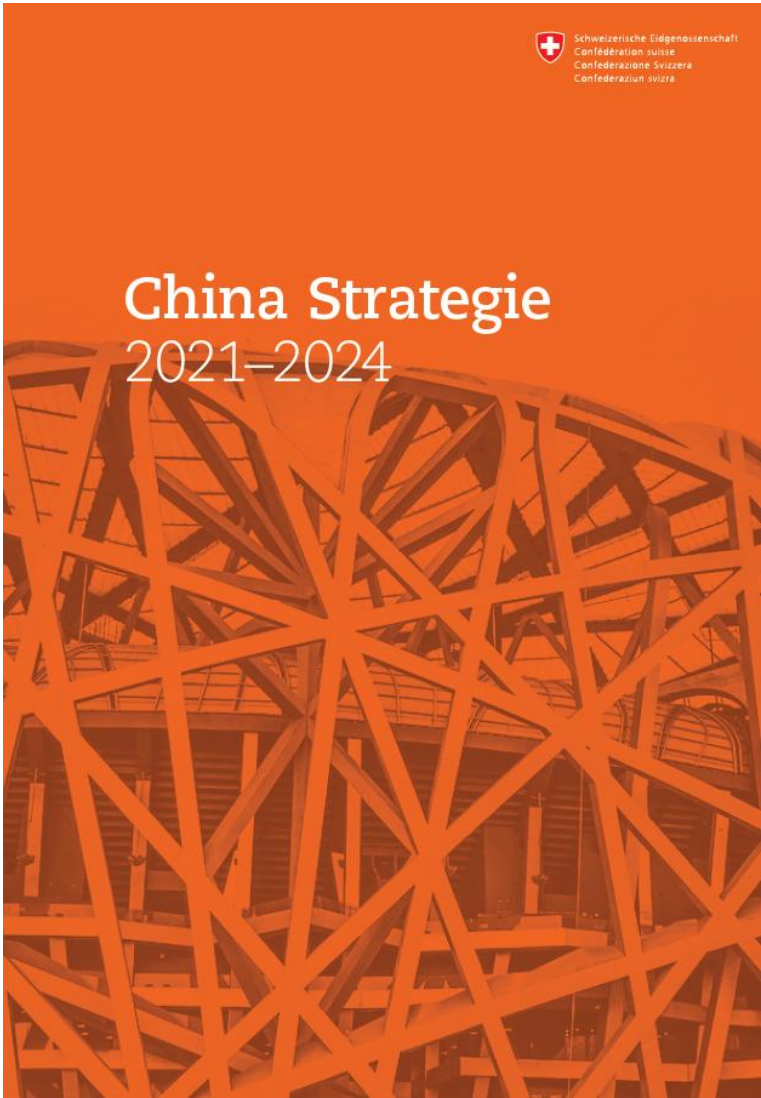
**Referential publication: EUCCC-CMG report “Riskful thinking – navigating the politics of economic security”**





**Download  
full report here**



Referential publication: CMG mandated to conduct external evaluation of Federal Council’s China strategy



<div>Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra</div> <div>CHINA MACRO GROUP policy · market · strategy</div>	
<b>Externe Evaluation der China-Strategie des Bundesrats vom März 2021</b>	
Verfasst durch die China Macro Group AG (CMG) zuhanden des Staatssekretariats des Eidgenössischen Departments des Äusseren (EDA)	
November 2024	
<b>Abstract:</b> Der vorliegende Bericht ist eine in den Monaten August bis Oktober 2024 extern durchgeführte Evaluation der China-Strategie des Bundesrats vom März 2021. Die China-Strategie wird anhand von fünf Aspekten evaluiert und stützt sich dabei auf Erkenntnisse aus Interviews mit der Bundesverwaltung, eine mit Stakeholdern der China-Strategie im Sinne des "Whole-of-Switzerland"-Ansatzes durchgeführte Umfrage, durch die Bundesverwaltung zur Verfügung gestellte Dokumente sowie auf eigene Analysen und Recherchen von öffentlichen Quellen. Die Evaluation betrachtet nicht die politische oder inhaltliche Richtigkeit oder Adäquatheit der in der China-Strategie enthaltenen Analysen, Urteile oder der definierten Prinzipien, Ziele und Massnahmen. Abschliessend macht die Evaluation Empfehlungen für die künftige Umsetzung und Formalisierung der China-Politik als Teil der ausserpolitischen Strategiekaskade des Bundesrats.	
1	

<div>Schweizerische Eidgenossenschaft Confédération suisse Confederazione Svizzera Confederaziun svizra</div> <div>CHINA MACRO GROUP policy · market · strategy</div>	
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**“Summer Davos” – a multi-year partnership engaging international Executives on China analysis**

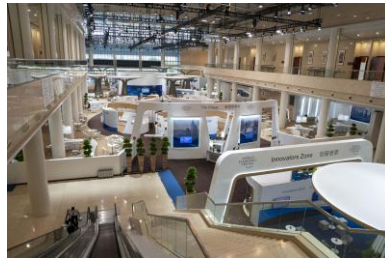
# Tianjin 2023

## Dalian 2024

# Tianjin 2025



## Predictions and insights on seven emerging geoeconomic trends



## Six building blocks for effective corporate strategy-making in China today



# Agenda

**1**

## **Decarbonization and China**

- Policy “thinking”, NDCs and 15<sup>th</sup> FYP priorities
- From corporate capabilities to China’s strategic industrial policy approach

**2**

## **Key business trends and proposed key conclusions for Swiss actors**

# Agenda

- 1 Decarbonization and China**
  - **Policy “thinking”, NDCs and 15<sup>th</sup> FYP priorities**
  - From corporate capabilities to China’s strategic industrial policy approach
- 2 Key business trends and proposed key conclusions for Swiss actors



## Policy “thinking”: decarbonization as part of “High-Quality-Development” – an economic driver, not a cost



*Xi Jinping making speech at 11th collective study session of Politburo of 20th CC CCP on January 31, 2024*

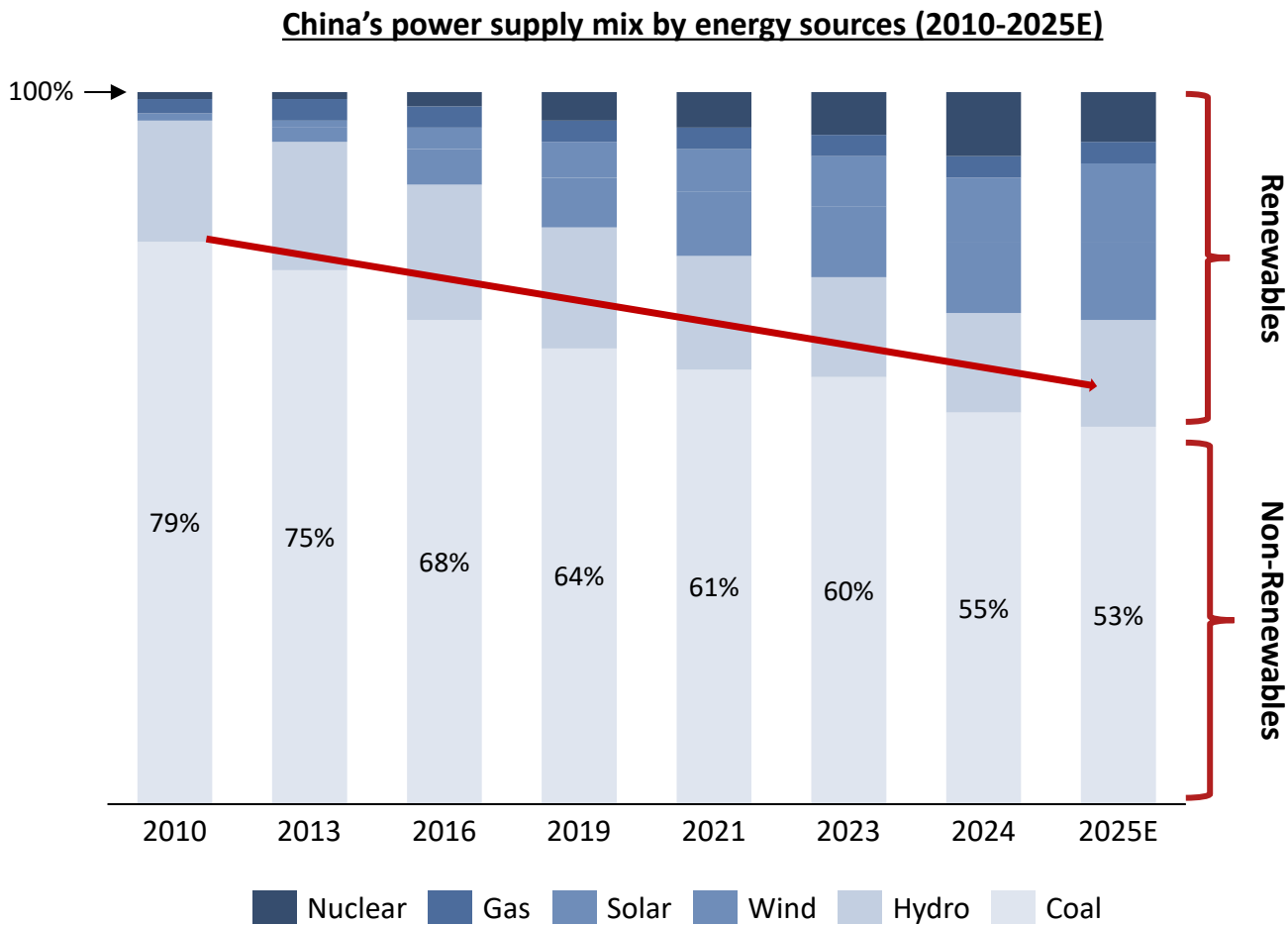
*“**Green development** is the **foundation of ‘High-Quality Development’**, and ‘New Productive Forces’ are inherently ‘green productive forces’.*

*We must **speed up green innovation** and deployment of green technologies, strengthen green manufacturing, develop green services... and build a green, low-carbon, and circular economic system.”*

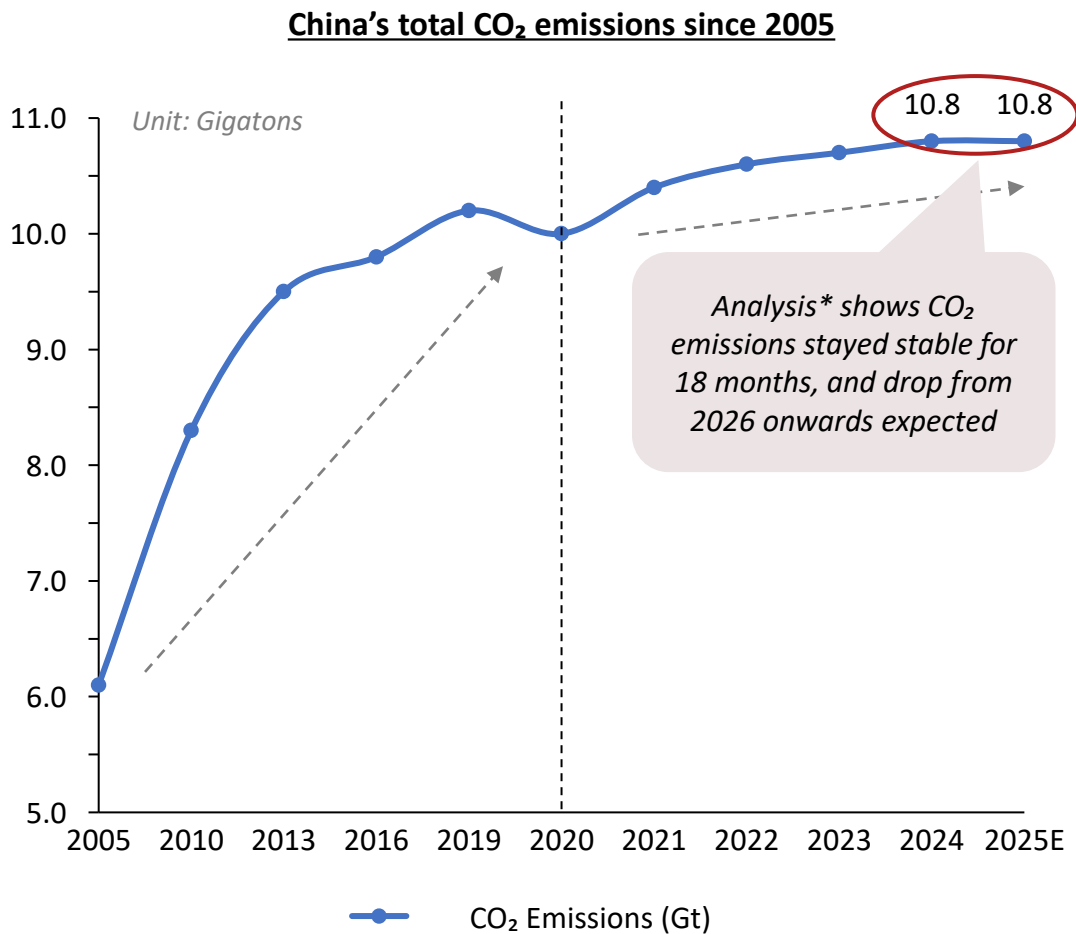
*“绿色发展是高质量发展的底色，新质生产力本身就是绿色生产力。（...）加快绿色科技创新和先进绿色技术推广应用，做强绿色制造业，发展绿色服务业... 构建绿色低碳循环经济体系。”*

# At-a-glance: China's energy supply structure and CO2 emissions profile

Coal dependency gradually declining – renewables now at 47%



Total CO2 emission growth is plateauing post 2021

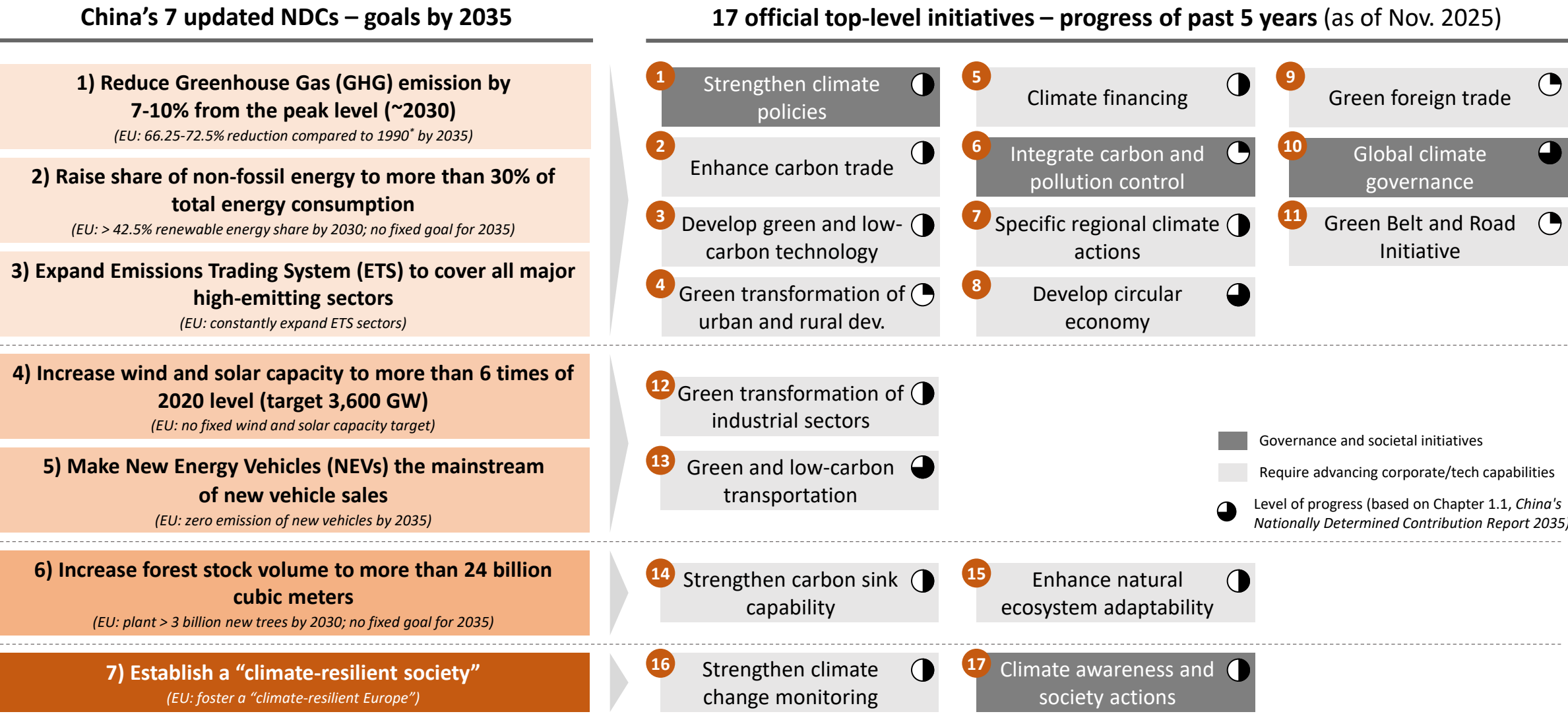


Source: 2010-25 China Energy Data Report, Hunan Renewable Energy Society; \*Analysis is by Centre for Research on Energy and Clean Air



China's CO<sub>2</sub> emissions growth is plateauing, even if China remains by far the world's largest CO<sub>2</sub> emitter

# China's new NDCs show good ongoing progress already at outset of 10-year period across most 17 initiatives





# 15<sup>th</sup> FYP (2026-2030): green policy shifts focus from renewable capacity to marketized framework conditions...

## Five key green policy priorities – as per “Proposition” for 15th FYP

Develop a “New Power System”	<ul style="list-style-type: none"><li>Integrate wind, solar, hydro and nuclear into a unified power system</li><li>Enhance grid flexibility, resilience and inter-regional balancing</li></ul>
Grid & Storage Infrastructure	<ul style="list-style-type: none"><li>Scale up pumped hydro and new-types of energy storage</li><li>Strengthen transmission and distribution to support variable renewables</li></ul>
Market & Pricing Reform	<ul style="list-style-type: none"><li>Align investment efforts with decarbonization objectives</li><li>Improve pricing mechanism of power market</li></ul>
Managed Fossil Fuel Transition	<ul style="list-style-type: none"><li>Promote cleaner and more efficient fossil fuel use</li><li>Advance coal-to-electricity substitution</li></ul>
Zero-Carbon Industrial Models	<ul style="list-style-type: none"><li>Support distributed energy systems</li><li>Develop zero-carbon factories and industrial parks</li></ul>

## “Zero-Carbon Parks” as illustration of micro-level execution



Photo shows the China-Germany Equipment Manufacturing Industrial Park in Shenyang, Liaoning Province. Through a renewable geothermal heating project in partnership with BMW Brilliance Automotive, the park targets at realizing zero-carbon operation status by 2027 (Photo/IC)

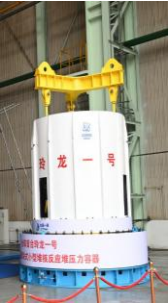


Source: Proposal of the Central Committee of the Communist Party of China on Formulating the 15th Five-Year Plan for National Economic and Social Development (Oct. 2025)

# ... while China's new "NQPF" industrial policy framework defines 6 key new green technologies as priorities

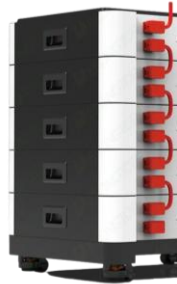
## Early piloting

### Next-level Nuclear Energy



- Key products: small Modular Reactors (SMRs)
- Policy focus: demonstration stage, not mass rollout, used to complement to large reactors, not substitutes
- Market trend: SOEs (CGN) as sole developers and operators, no private demand yet

### New Energy Storage



- Key products: long-duration electrochemical storage for inter-provincial grids
- Policy focus: pilot - early scaling via quotas
- Market trend: Grid SOEs (State Grid, Southern Grid) as first buyers, energy SOEs to adopt

### Advanced Power Systems & New-Type Grids



- Key products: grid-forming inverters for renewable penetration
- Policy focus: planning scaling and system integration phase ( 15<sup>th</sup> FYP proposals)
- Market trend: State Grid as dominant buyer

## Earlier stage R&D

### Sustainable Aviation Fuel (SAF)



- Key products: advanced bio- & E-fuels; next-Gen low-carbon fuels
- Policy focus: Early R&D phase supported via CAAC, and SASAC-led pilots, no mandates yet
- Market trend: Central SOE airlines as first potential off takers, use in symbolic routes to meet external pressure

### Bio-manufactured Energy



- Key products: Bio-based fuels, biogas upgrading
- Policy focus: Early R&D, framed as key to rural revitalization
- Market trend: Local SOEs and municipal platforms as early adopters

### Carbon-Removal Technology



- Key products: Carbon-removal-integrated power systems
- Policy focus: Early R&D + limited, selective pilots
- Market trend: Energy SOEs as project sponsors, deployment tied to policy demonstration zones, not commercial demand

\* Note: emerging vs future industries defined by *Standardization Pilot Program for New Industries (2023-2035)*, issued jointly by MIIT, MOST, Standardization Administration of China

# Agenda

1

## Decarbonization and China

- Policy “thinking”, NDCs and 15<sup>th</sup> FYP priorities
- **From corporate capabilities to China’s strategic industrial policy approach**

2

Key business trends and proposed key conclusions for Swiss actors



# Corporate capabilities: Chinese firms are leading globally across multiple key green industries

Key green industries (revenues/jobs)		Chinese champions – SOEs vs POEs		International competitiveness
		SOEs	POEs	
	<b>NEVs</b> \$0.3 trillion / 1.5 million	 上汽集团 SAIC MOTOR  长安汽车 CHANGAN  广汽集团 GAC GROUP	 BYD  XPENG  NIO  MI	<ul style="list-style-type: none"> <li>China exported 1.3 million NEVs in 2024, 6.7% growth</li> <li>Global expansion, e.g., BYD has 6+ factories overseas</li> </ul>
	<b>Lithium batteries</b> \$0.2 trillion / 1 million	 CALB 中创新航  LISHEN 力神电池	 国轩高科 GOTION HIGH-TECH  CATL  EVE ENERGY VERY ENDURE	<ul style="list-style-type: none"> <li>CATL already has &gt; 30% of global market share</li> <li>License out technologies</li> </ul>
	<b>Solar</b> \$0.2 trillion / 4.6 million	 国家电投 SPIC  中节能太阳能 CECEP SOLAR	 通威股份 TONGWEI CO., LTD.  TrinaSolar 天合光能  JA SOLAR 晶澳太阳能	<ul style="list-style-type: none"> <li>China exported 235.9 GW of PV modules in 2024, up by 13% vs. 2023</li> <li>Strong global footprint</li> </ul>
	<b>Wind energy</b> \$0.2 trillion / 2.0 million	 上海电气 SHANGHAI ELECTRIC  运达风电 WINDEY  DEC 东方电气 DONGFANG ELECTRIC	 Envision  LONGI  MINGYANG	<ul style="list-style-type: none"> <li>More going-out, mostly project-based</li> <li>Cumulative export volume of 20 million KW by 2025</li> </ul>
	<b>Hydrogen equipment</b> ~\$0.1 trillion / N/A	 中能建氢能有限公司 CHINA ENERGY ENGINEERING GROUP HYDROGEN ENERGY CO., LTD.  国创氢能 GUOCHUANG HYDROGEN ENERGY  国氢科技 SPIC HYDROGEN ENERGY	 美锦能源 MEIJIN ENERGY  HYDREXIA  国鸿氢能 SINOSYNERGY  亿华通 SinoHytec	<ul style="list-style-type: none"> <li>Going-out focus on hydrogen equipment export, incl. to Europe, SEA, Australia</li> <li>Exploring onshore project collaboration in Middle East and SEA</li> </ul>

Source: National Energy Administration, Ministry of Industry and Information Technology, China Association of Automobile Manufacturers, China Photovoltaic Industry Association, China Renewable Energy Society, China Hydrogen Alliance, International Renewable Energy Agency, IBISWorld, CMG Analysis

# Role of SOEs: SOEs often function as long-term investors and important enablers in China's green transition

## NDRC guides SOEs to play demonstrative and leading roles...



*“The **SOEs** shall integrate carbon peaking and carbon neutrality objectives into their overall development strategy, and **play demonstrative and leading role** in implementing the policy actions for progressing the green transition.”*

--NDRC Announcement on “10 Actions for Carbon Peaking”, Nov 2022

## ...and defines four key roles SOEs should play to drive green transition



### Large capex requirements

- SOEs can access patient capital (耐心资本) and policy banks, at lower financing costs
- Absorb policy risk, price volatility, and long amortization periods



### Frontier technology

- SOEs can deploy at scale before profitability, providing real-world testing
- Reducing risk gap between early lab research and market adoption



### Ecosystem building (产业生态)

- SOEs often span multiple nodes of market system (energy, grids, industry, transport)
- SOEs can internalize coordination costs and e.g. align investment timing



### Co-lead basic research

- Absorb early-stage R&D risks via demonstration projects
- Steer research toward national strategic needs and priorities

## Case-study: China created new national-level SOE, CRRG, specializing in circular economy sector

China Resource Recycling Group was founded 2024...



*Ceremony for the establishment of CRRG in Tianjin. October 18, 2024*

- Founded in September 2024, China Resources Recycling Group (CRRG) is the **98th central SOE** of China. **CRRG is a nationwide recycling network.**
- CRRG has founded **8 subsidiary companies**, in battery, minerals, plastic, vehicle, electronics, etc.

...with four stated functions to promote the circular economy

### *Pioneer demonstrator*

- CRRG builds national recycling platforms that consolidate fragmented and informal markets. SOE backing allows these systems to scale before viability.

### *Large-scale and long-term Investor*

- CRRG invests in capital-intensive recycling assets such as batteries and end-of-life renewables despite uncertain returns. This absorbs technical and commercial risk.

### *System integrator (系统集成者) and ecosystem builder*

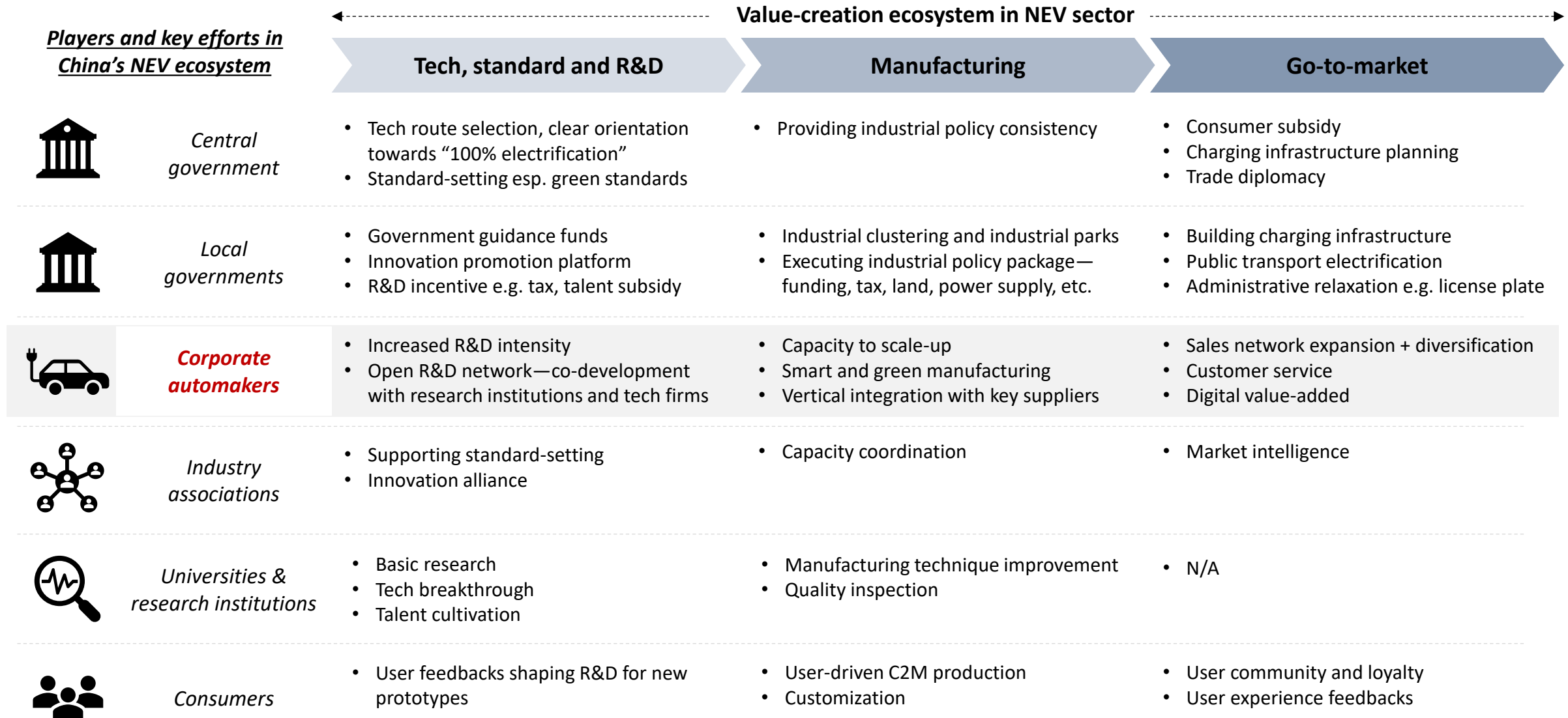
- CRRG integrates collection, processing and reuse across multiple recycling streams. It links waste sources directly back into industrial supply chains.

### *Technology enabler*

- CRRG deploys digital platforms and standardized processes to improve traceability and efficiency. Large-scale rollout helps turn recycling R&D into industry benchmarks.



# Corporate capabilities are merely one pillar in China's ecosystem approach to push green transition – NEV case



# Agenda

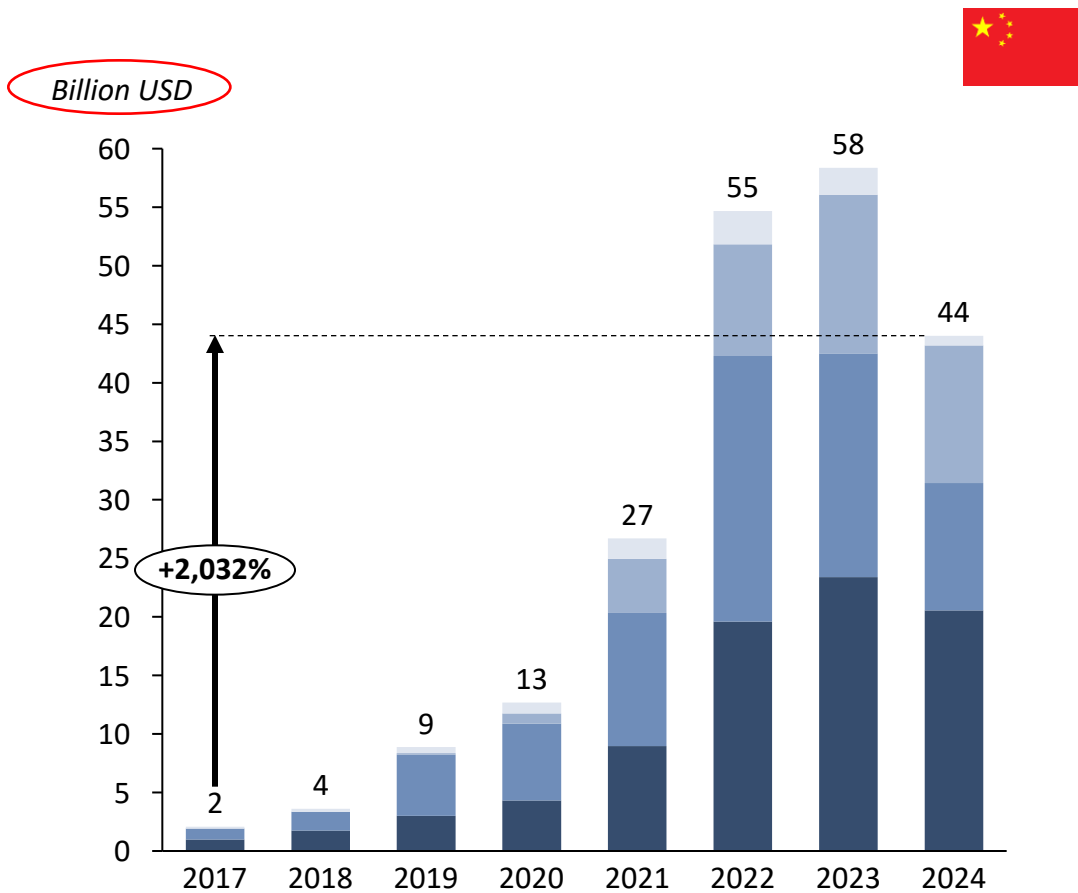
## 1 Decarbonization and China

- Policy “thinking”, NDCs and 15<sup>th</sup> FYP priorities
- From corporate capabilities to China’s strategic industrial policy approach

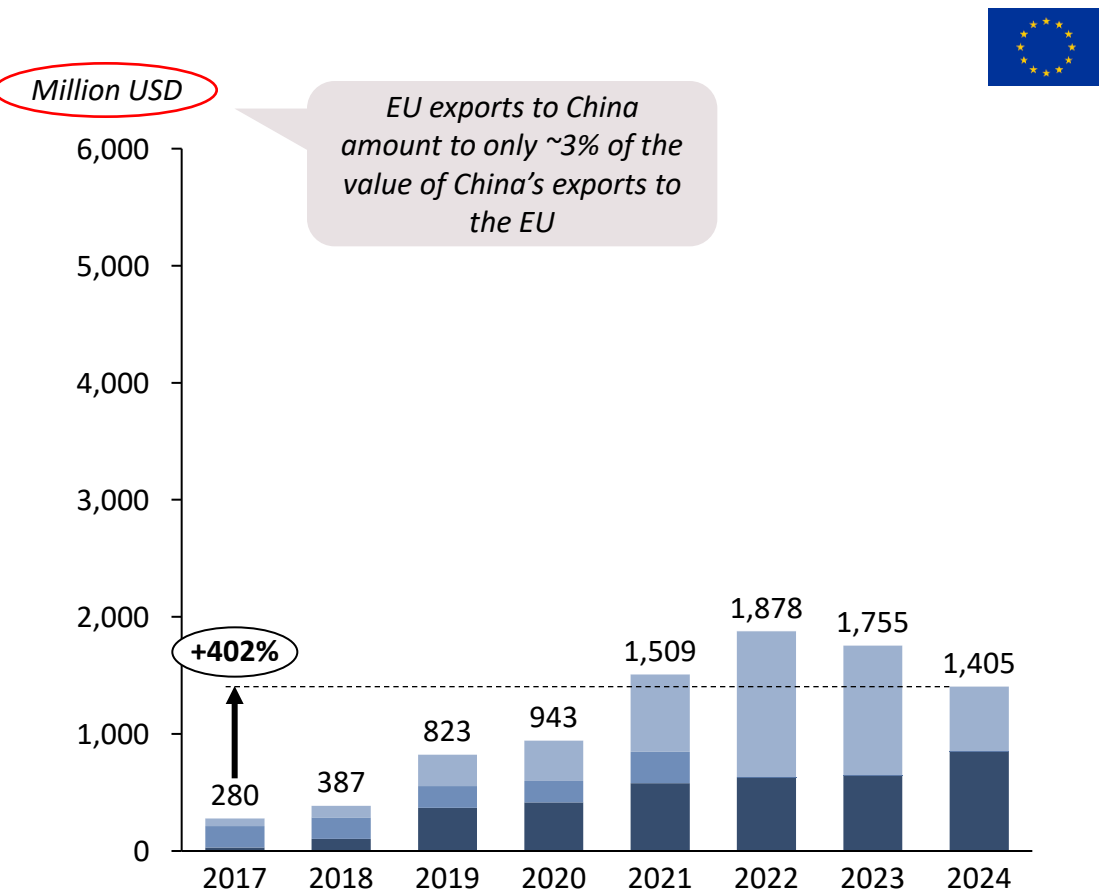
## 2 Key business trends and proposed key conclusions for Swiss actors

# Trade view: China with strong export surplus in green tech to EU – lithium-ion batteries as focus in recent years

Since 2017, Chinese green exports to EU increased twenty-fold...



... contrasted by modest rise in corresponding EU exports to China



Source: UN Comtrade HS codes: Biofuel: 382600; EVs: 870380; Solar: 854140 & 854143; Lithium-ion batteries: 850760; note: Switzerland included in data figure

A 31x China–EU green-tech export imbalance underscores China’s decisive competitive advantage over Europe

# MNC strategies: 4 key strategy paradigms adopted by European MNCs to deal with Chinese green competitors

## Observed key strategy paradigms

## Illustrative sector vs company examples

**Going alone, primarily to defend home market**  
(without China reliance)

Batteries

Wind

Hydrogen

NEVs



**Northvolt** builds a fully European battery value chain to reduce exposure to Chinese suppliers

**Vestas & Ørsted** pursue a Europe-centric model for the EU market

**Thyssenkrupp - Nucera** competes with proprietary electrolysis technology developed and manufactured outside China

**Renault's Ampere brand:** designs and builds EVs and software in EU

**Co-localizing in China to compete locally and globally**

NEVs

Wind

Hydrogen



**VW** set up a dedicated NEV JV in Anhui to access local scale and supply chains.

**Siemens-Gamesa** has major manufacturing operations in China to serve the Chinese market while sustaining global competitiveness

**HydrogenPro** manufactures electrolyzers in China to lower costs, while retaining IP and branding

**Strategic partnership / co-investment with Chinese firms**

NEVs

Batteries

Wind

Hydrogen

Solar



**Stellantis** co-invests in battery manufacturing, e.g. in Spain

**ACC** builds EU gigafactories while sourcing Chinese production equipment at scale

**Renexia** partners on turbine supply aiming to manufacture in Italy

**Air Liquide** and Sinopec to jointly develop hydro energy tech

**Bee Solar** and Huasun have signed a cooperation agreement focused on solar panel components and production capabilities in Europe

**Distribution- or services focused partnering with Chinese firms**

Batteries

Wind

Solar



**Wärtsilä** purchases Chinese battery cells and systems, integrates and services storage projects in Europe

**Numerous SMEs, dealerships, and developers** import Chinese wind turbines, solar modules, and EVs to install / directly sell in Europe, solely focusing on distribution.

Source: IEA; European Commission; BloombergNEF; company disclosures

**No major European firm in green tech identified that still competes in the Chinese market uses a "going alone" strategy paradigm**

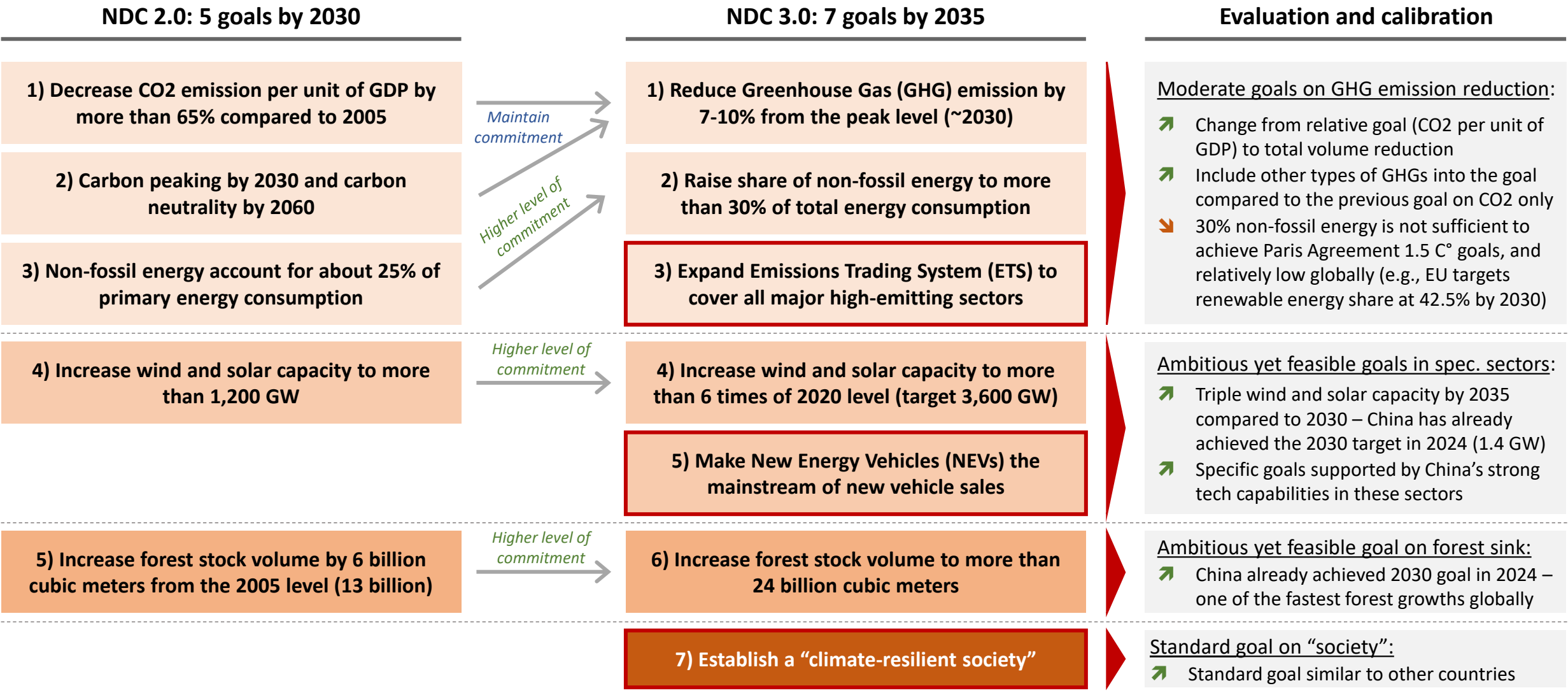


## Proposed key conclusions for Swiss actors

- Corporate level
  - China as “emerging tech winner”?
    - Explore collaboration to deepen / defend your value creation
    - Re-think role of US market?
  - Raise your strategic and entrepreneurial game
    - Review your current strategy
- Policy level
  - Generally: keep a rational foreign policy towards China, guided by Swiss interests
    - E.g. need clear and long-term rationale if resorting to protectionist measures
  - Be open to gov-private sector collaboration and industrial policy
    - To act more strategically, less “cost”-centered

# Appendix

# China maintains commitment in GHG, with higher commitment in green industry, ecosystem and society goals



Source: 7 Nationally Determined Contributions (NDCs) extracted from China’s report to UNFCCC – China’s Nationally Determined Contribution Report 2035 (Nov. 2025)

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