











Greener Together: 2025 Norway-China Green Transition Forum

China's macro policy factors leading the way for deeper future collaboration on the green transition

20th March 2025

Contact:

Hailin WANG | 王海林 Senior Consultant hwang@chinamacro.ch

China Macro Group (CMG)

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



Profile

- CMG is an agile, service-minded and innovative management consulting and research firm
- CMG serves European corporate, investment and public sectors on China related questions
- It specializes in aiding strategic decision-making of governance and executive bodies
- CMG contributes content publicly via various initiatives such as Primers and webinars
- CMG operates with presences in Zurich, Munich and Beijing

Our approach

Cross-cultural epistemic

Team dialectics, socio-economic grounded China analysis and accountable also to Chinese discourse

Interdisciplinarity

Business management/strategy, public policy, macroeconomy and geopolitics/geoeconomics

"Multipolar" analytics

For geopolitical/geoeconomic analysis actively use or seek expertise and views from respective "pole"

Research values

Original, fact-based and calibrated – plus extensive Chinese expert network

Professional services DNA

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

Our value proposition – 4 service areas

Consulting

- Strategy devising / review
- China development scenarios
- HQ-subsidiary alignment

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Briefing

- China's development strategy
- Strategic business context
- Market/competitive trends

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Monitoring

- Strategic business context
- Sector / market factors
- Geopolitical / risk factors





Curation

- Learning conference / training
- Event/webinar moderation
- Speaker/expert referrals





























2025 webinar series: China's 15th FYP: building towards next milestone in 2035 under unabating geopolitical pressure



Confirmed

Dealing with Trump 2.0 – is China making tactical or strategic adjustments in view of the 15th FYP?

DA Wei, Director of Center for International Security and Strategy (CISS) and Professor of International Relations, Tsinghua University

26 February 2025 9-945am CET | 4-445pm CST



Currently inquiring / TBC

China-EU relations – ingredient or impediment to aid China's development until 2030

CAI Run, Ambassador of PRC Delegation to the European Union (EU)

September 2025 9-945am CEST | 3-345pm CST



Confirmed / exact date TBD

Four years into 14th FYP – taking stock of its execution after the NPC 2025

ZHU Guangyao, former Vice-Minister of Finance and Counsellor of the State Council

23 April 2025 9-945am CEST | 3-345pm CST



Confirmed / exact date TBD

"Reality check" – interpreting the "15th FYP outline" as per the 20th CC 5th Plenum and anticipating shifts

BAI Chong-En, Dean of School of Economics and Management, Tsinghua University

November 2025 9-945am CET | 4-445pm CST



Confirmed / exact date TBD

The long view – 10-year outlook imagining China in 2035 as the next key modernization milestone

YU Yongding, Academician of Chinese Academy of Social Sciences (CASS) and Member of Advisory Committees of NDRC and MFA

June 2025 9-945am CEST | 3-345pm CST



Confirmed / exact date TBD

Transitioning to the 15th FYP – zooming-in on Shenzhen as local government case-study

ZHANG Lin, Director of Science, Technology and Innovation Commission of Shenzhen Municipality

December 2025 9-945am CET | 4-445pm CST

Anchor partner





Host

Key publication series: CMG Primers

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

Chinese government remodeled at the Two Sessions 2023 – policy, people and structure

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

Xi's third 'Third Plenum' pivots to implementation, doubling down on China's industrial ambition

Caixin Summit 2024 - CMG's analytical digest: slide deck and read-out webinar recording



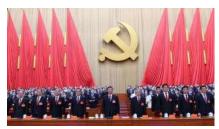








Understanding process and key outcomes of China's 20th Party Congress



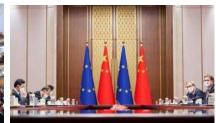
Understanding process and influencing factors of Taiwan's 2024 presidential election



Two Sessions 2024 – Strengthening proactive and better coordinated economic policy



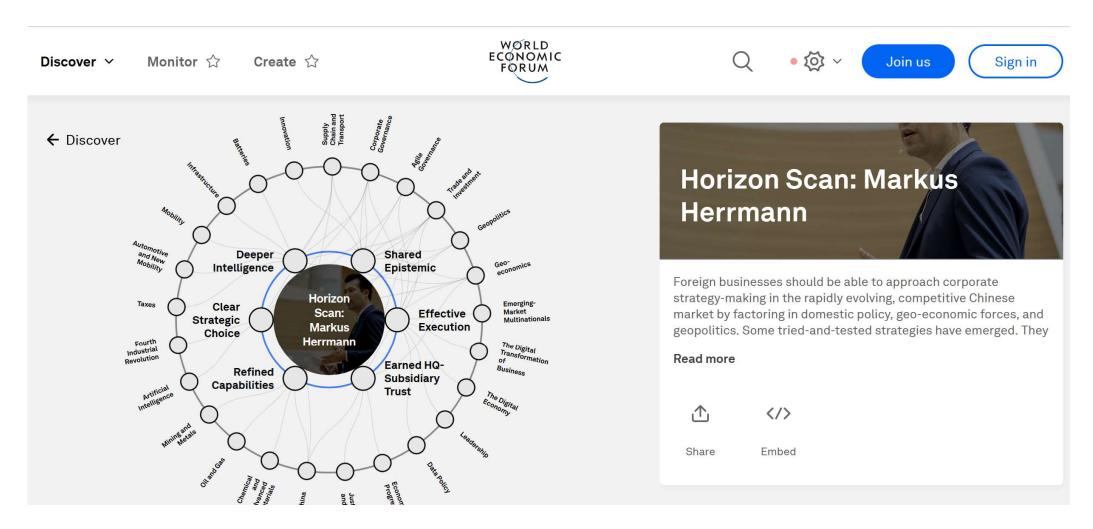
EU-China relations – from economic integration to EU's strategic autonomy and 'de-risking'



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



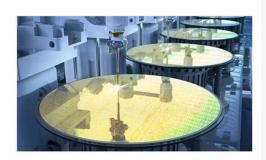
WEF Horizon Scan: Corporate strategy-making in China, six building blocks





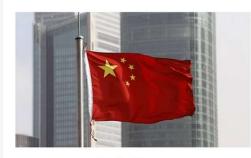
CMG services: overview of four key service types, corresponding credentials available upon request

Our Services →



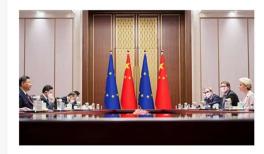
Consulting

Support your strategic decision-making, planning and actions ->



Briefing

Align your cross-functional views on China and surface questions →



Monitoring

Track what is relevant to you strategically and operationally →



Curation

Design value-adding events and interactions related to China →



Agenda

- 1 China's macro policy background
 - China's "strategic shift" with the 14th Five-Year-Plan (2021-2025) Dual Circulation
 - "Third Plenum" (July 2024)
- 2 CMG outlook for future collaboration on the green transition



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Xi's speech in April 2020 a few weeks after the initial containment of Covid alters China's development strategy

Xi's reflection on China's development strategy in the past



"The world is amid 100-year unseen changes. The pandemic is a crisis but meanwhile a crucial test...we need to think outside the box with long-term vision and refine our strategy, turn crises into opportunities and achieve high-quality development."

--Xi's speech at the 7th meeting of the CCP Commission on Economy & Finance, April 10, 2020

Fast-growing economy relied on external supply and market

- Great economic achievements made by **integrating China into the** "circulation of the world economy" (国际大循环)
- China became a 'world factory' that relied on raw material sources and end markets outside China

... but now external environment increasingly unfavorable

- Already ongoing headwinds to economic globalization, which could be intensified by the pandemic
- Global players becoming increasingly "inward-looking" (内顾倾向)

Geoeconomic concepts infused into China's development strategy

Key policy concepts emphasized

"Super-sized domestic market" 最大最有潜力的消费市场

"Complete industrial system" 完备的产业体系

"Trump-card/killer technology" 杀手锏技术 (as deterrence to de-coupling)

"Self-circulation" in extreme cases 自我循环

"Secure and reliable industrial/supply chain" 自主可控、安全可靠的产业链供应链 Rationale

Asserting China's "jurisdiction" as strategic lens of its development

"De-risking" / self-reliance



Jurisdictional rationale: China's industrial policy metric shifted from corporate to market supply lens by 2020

			<u>Phase 1</u> : 1992-2005	Phase 2: 2005-2011	Phase 3: 2011-2020	Phase 4: since 2020
"Supply security" policy terms		Scope	Catch-up rationale	Emerging security rationale	Strengthened security rationale	Top-down security approach
ese te lens	Dependence on foreign tech (对外技术依存度)	Tech		2006	2015	
Chinese corporate lens	Market share of domestic products (市场占有率)	Finished goods	1996 2018			
Market supply-lens	Self-sufficiency* (自给自足/自给率)	Food and energy	1994			Ongoing
	Supply capacity (供给能力)	Finished goods, industrial input	1996			Ongoing
	Market sufficiency (市场满足率)	Finished goods			2016	Ongoing
	Self-reliance (自立自强)	Critical industrial input			2018	Ongoing

^{*}Note: self-sufficiency used for food and energy only, except in the SEI in 2010, in which self-sufficiency was used one time also for "critical new materials" as technology



China's 14th Five-Year-Plan is seen as of historic importance and "strategic shift"





LI Junru

Former Vice-President of the Central Party School, in an interview with China News Service's "China focus face to face" (中国焦点面对面) on 26th October 2020

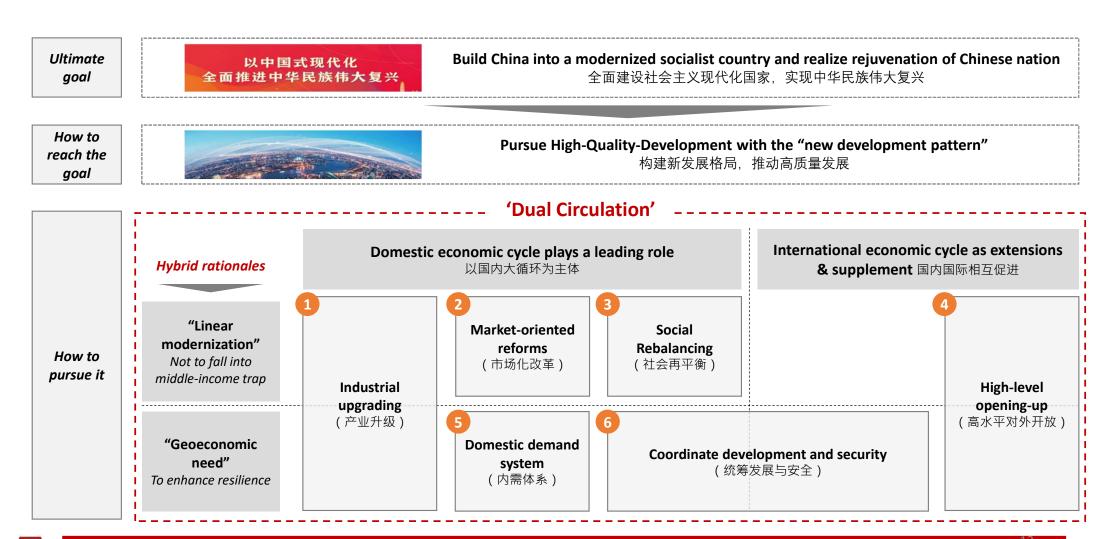
"The core of the [14th Five-year] plan is to realize the **biggest strategic shift** since the Third Plenary Session of the 11th Central Committee [in 1978] and the establishment of a market economy system. [...]

Now China clearly wants to promote the transformation of the economy from high-speed growth to high-quality development in accordance with the **new development concept**.

At the same time, the entire economic layout is a new development pattern with internal circulation as the main body and internal and external circulation reinforcing each other. This pattern is formulated based on the major changes unseen in a century and the needs of the great rejuvenation of the Chinese nation."

"规划核心要义就是实现(十一届)三中全会以来、建立市场经济体制以来**最大的一个战略转移[...]** 现在中国明确要按照**新发展理念**推动经济从高速增长到高质量发展转变。与此同时,整个经济 布局是要以内循环为主体、内外循环相互促进的新发展格局。"

'Dual Circulation' as core concept of the "strategic shift" introduced in 2020/2021 relies on 6 key policy pillars





Xi's 'Dual Circulation' vision: China as "super gravitational field" attracting international goods and resources

Xi's geoeconomic vision...



"The new development paradigm is by no means a closed domestic cycle but rather an open system of dual circulation. China's position in the global economy will continue to rise, its connections with the world economy will grow even closer, and the market opportunities it offers to other countries will become increasingly expansive. As a result, China will emerge as a super gravitational field (巨大引力场) attracting international goods and factor resources."

--XI Jinping at an expert panel meeting, Aug 2020

... hints to target outcome of "strategic shift" in China's development strategy

Previous paradigm

Benefit from opening-up and exporting into global economy

Key context factors

 Economic immaturity and favorable external environment:

High-level development

strategy

"World factory"

- Utilize China's labor endowment
 - Labor cost advantage to attract FDI
 - TFP growth additionally from urbanization
- Catch-up indigenously via tech transfers / spill-overs (from FDI)

New paradigm

Benefit from domestic economy as core, and manage interdependence with world economy

 Economic maturity and unfavorable external environment

"Dual Circulation"

- Reduce "dependence" on external demand
- Achieve more resilience via "de-risking" esp. including selfreliance policy
 - Geoeconomic / jurisdictional market logic supersedes indigenous corporatelevel catch-up logic
- TFP growth from technological leadership (NQPF's emerging and future industries)



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"Third-Plenum" (July 2024): under premise of Trump being re-elected, economic reforms are accelerated

Ad	dressing key reform	areas with select entirely new reform measures — as compared to NPC 2024	Execution since July 2024 / examples
Economic reforms	Socialist market economy	 Improve equal treatment between state-owned and private economy, esp. regarding access to factors of production, market access and legal protection Defined more SOE responsibilities in innovation, industrial upgrading and national security 	 Draft of Private Economy Promotion Law Draft "Made-in-China" definition
	Developing NQPF* (industrial policy + S&T innovation policy)	 Expanding innovative talent supply, e.g. via promoting international knowledge exchange Effective policy coordination – vertically between central and local governments Ensuring financing of innovation, e.g. via foreign VC/Pes Refined industrial upgrading blueprint: upgrade traditional industries (via standards), cultivate strategic emerging industries (via policy system), and build early leading position in future industries (via fundraising mechanism) 	 2024 National Key R&D Program Special financing scheme for high-tech SMEs ("hidden champions")
	Macro-economic governance	 Systemic policy design and effective policy coordination – horizontally among ministries Improve financial capability and granting more financial autonomy for local governments 	Closer policy coordination between PBOC and MOF on counter-cyclical measures
	Opening-up	 Proactive alignment (主动对接) with global economic standards Unilateral opening-up to least developed economies "Systemic trade policy making (贸易强国制度支撑和政策支持体系)" 	 Broadened pilot programs e.g. cross-border data transfer Broadened visa-free entry
Social and cultural reforms	Urban-rural development and social security	 Further equal treatment to rural immigrants, esp. for access to public service based on long-term residency Measures to restore population growth, e.g. birth-giving subsidy and public childcare service 	 Announcement of enhanced public service provision to rural immigrants
	Media governance	More effective governance on all-media channels and (esp. online) public opinion	Restrictions on "immoral behaviors" by self-media
Security reforms	Coordinate development and security	 Ensuring China's security interest, mainly—supply-chain resilience, technological self-reliance, risk-responding mechanism for trade activities Special focus on holistically coordinating supply chain of strategic minerals 	2025 export control list for "dual-use items" released

*NQPF = "New Quality Productive Forces", a policy term for S&T and industrial policy, invented by Xi during his visit to Heilongjiang in Sep 2023



Broad reform policymaking follow-through across all nine key socialist market economy pillars observed

Dimensions	Chapter 6 of 14th FYP outlined 9 key reform dimensions	with policies further implemented since Third Plenum (Jul. 2024)
SOE reform	 Optimize state-owned capital allocation and focus on strategic industries Enhance competitiveness, innovation, and resilience of SOEs Transform to a modern enterprise system with improved governance 	 SASAC, NDRC (Jul. 2024): Guiding Opinions on Standardizing the Procurement Management of Central SOEs State Council (Jul. 2024): 3-year Action Plan on Gov. Procurement (2024-2026)
Private economy	 Guide high-quality development of private enterprises, support R&D and encourage them to participate in major national projects Support entrepreneurship and promote entrepreneurial spirit 	 First law on private economy – Private Economy Promotion Law is in drafting process currently MIIT et al. (Dec. 2024): Action Plan for Digital Empowerm. of SMEs (2025-2027)
Property right	 Improve laws and regulations to shape a "modern property right system", incl. property rights on data, knowledge, and environment Ensure fair and equal protection of all ownership types 	MOF (Dec. 2024): Pilot Program for Whole-process Management of Data Asset
Factor marketization	 Strengthen market-based land reforms Improve human capital market, e.g., remove labor mobility barriers Develop data and technology capital market 	 CCCCP, SC (Aug. 2024): Opinions on Reform, Innovation, Dev. of Digital Trade NDA et al. (Dec. 2024): Opinions on Utilization of Enterprise Data Resources CCCCP, SC (Oct. 2024): Opinions on Industrial Worker Construction Reform
Anti- monopoly	 Improve anti-monopoly policy framework to encourage fair competition Enhance law enforcement to prevent disorderly expansion of capital 	• SAMR (Nov. 2024): Anti-monopoly Guideline for Essential Patent for Standards
Social credit	Strengthen social credit system with comprehensive policy framework, credit information management, and credit repair mechanism	In (sub-) chapters of other policy documents, no stand-alone policy
Tax reform	Strengthen fiscal relations between central and local gov. to support strategic tasks and public services, gradually enhance local tax autonomy	 State Council (Dec. 2024): Opinions on Optimizing and Improving the Management Mechanism for Local Government Special Bonds MOF et al. (Nov. 2024): Tax Policies on Steady and Healthy Dev. of Real Estate
Financial SSSR*	Guide financial sector to effectively support real economy, enhance financial supervision, promote financial innovation in orderly manner	 State Council (Jan. 2025): Guiding Opinions on HQD of Gov. Investment Funds MOF et al. (Nov. 2024): Measures for the Administration of Strategic Investment by Foreign Investors in Chinese Listed Companies
Business environment	 Build a market-oriented, rule-based, international business environment Streamline administrative approvals and remove hidden entry barriers 	 SAMR (Aug. 2024): Key Measures to Optimize the Business Environment MIIT (Jul. 2024): Opinions on ICT Industry Mgmt. and Optimizing Bus. Environm. GAC (Dec. 2024): 16 Measures to Optimize the Business Environment at Ports

*SSSR: Supply Side Structural Reform



Third Plenum offers most credible policy commitment to treat different ownership forms more equally to date

Third Plenum reform priorities across three types of market entities

	State-owned enterprises	Privately-owned enterprises	Foreign-owned enterprises
Access to factors of production	• n/a	Easier financing for POEs, e.g. lower borrowing cost	 Ensure national treatment for FIEs regarding access to factors of production
Market access	 Promote market-oriented reforms in competitive segments of sectors, e.g. in energy, railway, telecom and public utilities 	 Remove market access barriers for POEs to e.g. infrastructure construction and other types of large public projects 	 Shorten FDI negative list Remove FDI restrictions in manufacturing sector Gradually open market of finance, telco, healthcare
Legal protection	• n/a	 Private Economy Promotion Law Supervision on fee over-charging and overdue/late payments to POEs (by SOEs) 	 Build a market-oriented, rule-based, international business environment Ensure legal rights and interests of FIEs in China
Governance	 More effective evaluation of SOE performance incl. how SOEs contribute to national strategic goals 	 POE credit evaluation Guide POEs to improve self-governance, enhance compliance and risk control 	• n/a
Function	Direct state-owned reao sectors of public interest, e.g. security and public service, plus to strategic emerging industries	 Allow POEs to lead major national S&T projects Open public research resources and facilities to POEs 	Support FIE in cooperation along the supply chain Red = new measure

CMG assessment

- The 2024 reform plan removed the long-lasting "main body position"
 (主体地位) of the public economy, a political signal that China wants to further raise the position of the private sector and increase reliance of GDP growth on private economy
- Equal treatment to all types of market entities is stressed broadly, and more business environment improvement can be expected
- By making equal treatment, China wants to take advantage of different market entities and promote synergies among them
- SOEs, POEs and FIEs shall all be included in a unified framework to support China's overarching national interests, most importantly in areas of technological breakthroughs, industrial upgrading and supply-chain resilience

Implementation example: China's first-ever 'Made in China' (draft) definition, ensuring equal treatment of FIEs

MOF planning to issue requirements to "standardize" the qualification of "Made-in-China" product



Standards of Made-in-China Product in Government Procurement (Draft)

By Ministry of Finance December 05, 2024

Definition of "Made-in-China" (three requirements)

- 1 Products manufactured inside China
- 2 Percentage of components (measured by cost) manufactured inside China (varies by products)
- 3 For some products, key components shall be manufactured and key manufacturing process completed inside China

Scope of the requirement

- Only targeted at industrial products
- Procurement of agricultural and mining products are not included

Support for Madein-China "

Qualified "Made-in-China" product receives
 20% price preference in public procurement,
 compared to non-qualified

Key principles for implementation

- Equal treatment to all market entities, forbidding discrimination on foreign players in definition of "Made-in-China"
- Standardized self-declaration required, but no other materials needed for qualification
- Exemption granted for products included in trade agreement with trade partners

Impact on FIEs

Who will be impacted:

- FIEs with Chinese governments (including social health insurance and public research institutions) as key clients
- FIEs with infrastructure SOEs (e.g., energy, water telecom) as key clients (such SOEs will be regulated under public procurement soon)
- First and second tier suppliers for the above FIEs
- Indirect impact on all FIEs as this regulation will be broadly recognized by many other SOEs and private Chinese companies

How to react:

Immediately:

- Lobby MoF for the draft, possible points include:
 - Requiring all bidders to submit Made-in-China statement, not just FIEs
 - Add dispute resolution channels in case of non-compliance by local governments

In the next 3-5 years:

- Lobby via industry associations for potential requirement (2) and (3) for your products/your clients' products
- Localize in China via greenfield, M&A or JV



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CMG's outlook

- Green transition will become a higher policy priority again under the 15th FYP
 - Leadership opportunity for China in global governance and for industrial upgrading (e.g., NEV, eVTOL), plus stabilized economic growth as key incentives
 - NDRC's research calls for 15th FYP as evidence
 - Thus, continued commitment to China's 3060 targets, for which China has been open to collaboration with the West, even including USA
 - Meanwhile, enhanced efforts for securing supply of critical minerals as part of the national security concept, especially facing intensifying global geopolitics on critical minerals (e.g., Mineral Security Partnership by USA, working with "like-minded countries" by Australia)
 - Addressing overcapacity/"over competition内卷" (e.g., in solar and NEV) via national unified market (全国统一大市场)
- To deal with Trump 2.0 strategically, the "Third Plenum" has been doubling down on key reforms including socialist market economy, "new-quality productive forces" and "high-level opening up"
 - New pledge to treat all capital forms equally opens door for China's green transition to involve China-based foreign business and capabilities
 - China will specifically enhance market-oriented reform of the energy market, e.g., anti-monopoly in grid, to mobilize different capital forms of companies to contribute
 - China seeking new momentum in S&T exchange, incl. encouraging establishment of foreign organizations in China
 - Holistic coordination of China's strategic minerals' value-chain poised to increase China's self-reliance in this field



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Markus Herrmann Chen | 陈瑞华 Co-Founder and Managing Director mherrmann@chinamacro.ch

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