

**AmCham China**

# QUARTERLY

Issue 3  
2025

Executive insights, interviews, and intelligence for business in China

**P24** Mars' Min Qin on Advocacy & Strategy

**P34** US-China Trade War Timeline

**P42** Intelligent Solutions from Carrier

A photograph of a middle-aged man with grey hair and glasses, wearing a dark pinstripe suit, white shirt, and a purple patterned tie. He is holding a black microphone with a red stripe in his left hand and gesturing with his right hand. He is speaking, and his mouth is open. The background is slightly blurred, showing what appears to be a stage or conference setting.

## Where Do We Go from Here?

*Insights on US-China Policy from The Asia Group  
Partner Ambassador Daniel Kritenbrink*

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## AmCham China Leadership

AmCham China's success is rooted in the vision, hard work, and dedication of its members. Through their efforts, these volunteer leaders make it possible to provide the information and intelligence, business services, networking opportunities, and events that benefit all members and the advocacy initiatives that help shape the business environment in China. At AmCham China's national level, the chairman, two vice chairs, and 11 governors comprise the organization's Board of Governors. Additionally, AmCham China's three Chapters each have their own local executive committee to ensure they are responsive to the needs of local AmCham China members.

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# Constructive Engagement Amid Positive Momentum

As we approach the final quarter of the year, it's clear this has been a busy one for our members. Many of you have stayed active – supporting major events, advancing important work, and engaging with key stakeholders in both China and the US. Your efforts are vital to ensuring AmCham China remains a trusted and effective voice for the American business community.

Encouragingly, the US-China relationship has been on a modest upward trajectory in recent months. The extension of tariff deadlines, the successful meeting between Secretary Bessent and Vice Premier He Lifeng in Madrid that preceded the recent presidential phone call, and the possibility of a state visit or summit between Presidents Trump and Xi are all positive developments. Meanwhile, a recent Congressional delegation visit to China – the first of its kind in six years – underscores the importance of sustained dialogue. While the relationship still faces deep structural challenges, the trend toward more frequent and substantive engagement is welcome news for our community.

Over the past quarter, I have also had the opportunity to represent AmCham China beyond Beijing. In Tianjin, I joined our Chapter event to share perspectives on the US-China relationship and its impact on foreign businesses. I also participated in the Global Trade Associations Conference in Hefei, where AmCham China served as the lead international business association at the table. I met with provincial leaders, including the Party Secretary, and engaged in extensive discussions on behalf of our members and US investors in Anhui Province.

Looking ahead, our upcoming Board election is now in process. This is a critical opportunity to ensure that the Chamber continues to be guided by leaders who are deeply committed to strengthening the US-China business relationship and who can dedicate their expertise, energy, and resources to our

mission. If you are interested, I would strongly encourage you to think seriously about considering a run for the Board.

This issue of the *Quarterly* magazine reflects the breadth of our work and our members' perspectives, while also bringing in top insights and voices from beyond our community. Ambassador Daniel Kritenbrink, who was the Assistant Secretary of State for East Asia and Pacific Affairs from 2021 until his retirement earlier this year, offers thoughts into shifting supply chains and investment access across Asia (pages 16-19). Board member Min Qin shares her views on advocacy and leadership (pages 24-26). We also look at the evolving trade war (p.34-37), developments in data security (pages 20-23), and the impact of smart technologies on industrial and commercial spaces (pages 42-45). I encourage you to explore these timely features, along with highlights from our July 4th celebrations (pages 10-15) and our recent Social Impact Summit (pages 38-40).

As always, thank you for your continued engagement and support. Together, we will build on this momentum to ensure that the American business community in China continues to thrive in a dynamic and challenging environment.

Best regards,

**Alvin Liu**

AmCham China Chair

## AmCham China Chairman's Circle

AmCham China Chairman's Circle is a select group of premium membership holders that provide the chamber with exceptional support and leadership. The current Circle members are:







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*Stars, Stripes & Summer Vibes:*

# Celebrating America's 249th Birthday at AmCham China's July 4th BBQ



**T**his year's celebration held special significance, as it welcomed newly arrived US Ambassador to China David Perdue. Having just arrived in Beijing, Ambassador Perdue's presence offered a valuable opportunity for AmCham China members and the wider community to connect with him in a relaxed and festive setting. His attendance underscored the importance of people-to-people exchange and the business community's role in fostering constructive bilateral engagement.

The day offered something for everyone. Children enjoyed a vibrant play zone featuring face

painting, arts and crafts, science shows, and appearances by cheerful clowns. Meanwhile, adults kicked back with live music, a generous buffet, and free-flowing drinks.

A signature highlight was the always-popular July 4 prize draw. Emceed by AmCham China President Michael Hart and Vice President Claire Ma, the lucky draw featured standout prizes including a round-trip flight to the United States courtesy of United Airlines, luxury hotel stays, dining packages, and a one-year membership to United Family Healthcare.





*Red, white, and blue took center stage as more than 300 AmCham China members, families, and friends gathered at the Kerry Hotel Beijing to celebrate Independence Day in classic American style. The annual signature event, America's BBQ & Family Day, marked the United States' 249th birthday with food, fun, and festive spirit, reaffirming community ties and the enduring friendship between the US and China.*



**Top:**

AmCham China Chair Alvin Liu welcomes attendees

**Bottom:**

US Ambassador to China David Perdue, AmCham China President Michael Hart, and Chair Alvin Liu with attendees

Photos courtesy of AmCham China







**Above:**  
Guests enjoy festive celebrations and activities at the annual America's BBQ & Family Day

Photos courtesy of AmCham China





**Top:**  
President Michael Hart with the AmCham China team

**Bottom:**  
Lucky raffle winners walked away with prizes, including a US-China round-trip ticket from United Airlines

Photos courtesy of AmCham China

## Welcoming Ambassador Perdue

We were honored to welcome US Ambassador to China David Perdue and AmCham China Chair Alvin Liu to the festivities. In his remarks, Ambassador Perdue spoke to the long-standing friendship between the Chinese and American people, emphasizing the role of business as a shared “language” between the two nations. He praised AmCham China’s contributions to strengthening bilateral ties and expressed optimism for the future of US-China cooperation.

## Giving Back and Giving Thanks

Adding to the excitement was a silent auction featuring two premium prizes: a deluxe weekend at China World Hotel and a business class round-trip ticket between China and the US, generously provided by United Airlines.

AmCham China extends heartfelt thanks to everyone who joined us and made the day so special. A special note of appreciation goes to the Kerry Hotel Beijing for providing an exceptional venue and outstanding hospitality.

Finally, we are deeply grateful to our generous sponsors. This celebration would not have been possible without your support. 🙏



# Chapter by Chapter: Fourth of July Festivities from Tianjin to Wuhan

*Beyond our annual Fourth of July celebration in Beijing, AmCham China Chapters around the country hosted their own celebrations to mark America's 249th birthday. From Tianjin to Dalian to Wuhan, members and guests came together to enjoy food, music, and community, each event offering a unique local take on a shared American tradition.*



## Tianjin Chapter: A Night of Country Rhythms in Tianjin

On July 4th, the AmCham China Tianjin community gathered for an evening of music, games, and all-American comfort food at the Hard Rock Café. More than 60 guests enjoyed live performances from the venue's house band, dancing to classic American hits, and a hearty buffet of BBQ and burgers.

The evening also featured trivia, pizza-eating and beer-drinking competitions, and a lucky draw. Special thanks to Community Sponsor Tianjin Airtech Advanced Materials, trivia host Dennis Hejna, and the Hard Rock Café team for their hospitality and support.



**Above:** Chapter Manager Amanda He celebrates July 4th with attendees in Tianjin

Photos courtesy of AmCham China

## Northeast Chapter: Celebrations and Farewells in Dalian



### Above:

AmCham China Northeast Chapter leadership and staff bid farewell to outgoing Chair Dr. Richard Swann and welcomed the new leaders: Chair Olive Liu, Vice Chair Ladon Ghalili, and Executive Committee member Robin Zhang

Photos courtesy of AmCham China



The Northeast Chapter marked Independence Day with an evening of networking and celebration at the Grand Hyatt Dalian's Smoke House Terrace. With views overlooking Xinghai Bay, guests enjoyed a gourmet BBQ buffet and 4th of July-themed trivia while connecting with fellow members and the local business community.

This year's event also served as a moment of transition, as the Chapter bid farewell to outgoing Chair Dr. Richard Swann and introduced new leaders: Chair Olive Liu, Vice Chair Ladon Ghalili, and Executive Committee member Robin Zhang. The change in leadership marked a new chapter for the region's continued engagement and growth.



In Wuhan, the Central China Chapter brought a tropical twist to their July 4th celebration with the Aloha! Summer Member Mixer: One Night in Hawaii. Hosted on July 4th, the event featured a Hawaiian-style buffet, festive decor, and networking in a relaxed, island-inspired setting.

Chapter Chair Steve Carpenter opened the evening with welcome remarks, as guests enjoyed refreshing drinks, lively conversation, and the chance to reconnect while exchanging insights on the latest business trends.

As always, our Chapter events would not be possible without the support of our Chapter sponsors, local partners, and the vibrant AmCham China community across the country. Thank you to everyone who helped make these celebrations a success! 🍹

## Central China Chapter: Hawaiian Vibes in Wuhan



### Above:

Central China Chapter members celebrate July 4th at the Hawaiian-themed Summer Member Mixer in Wuhan

Photos courtesy of AmCham China



# Where Do We Go from Here?

*Insights on US-China Policy  
from Ambassador Daniel Kritenbrink*





*With US-China trade talks entering another uncertain phase, AmCham China members gathered for exclusive insights from one of Washington's most seasoned Asia hands. Ambassador Daniel Kritenbrink, drawing on decades of frontline diplomatic experience, examined how the Trump Administration is approaching Beijing, what lessons both sides carried over from past tariff battles, and why leader-level diplomacy remains indispensable. For businesses weighing Section 232 investigations and looming tariff deadlines, his perspective underscored both the risks and potential opportunities ahead.*

**Ambassador Daniel J. Kritenbrink** is a Partner at The Asia Group, bringing decades of diplomatic experience in US engagement across the Indo-Pacific. A career Foreign Service Officer, he has shaped US policy toward China, Japan, Southeast Asia, and regional security, while also advocating for US businesses.

From 2021 to 2025, he served as Assistant Secretary of State for East Asian and Pacific Affairs, leading US diplomacy across a region critical to global stability and growth. He strengthened alliances with Japan and South Korea, expanded cooperation with Southeast Asia, and managed competition with China, while advancing initiatives on maritime security, economic coercion, and the Indo-Pacific Economic Framework.

As US Ambassador to Vietnam (2017–2021), he deepened the partnership, expanded economic and security ties, and promoted reconciliation and exchanges. His tenure included the first US aircraft carrier visit since the Vietnam War and a strengthened trade and education relationship.

Earlier roles include Senior Director for Asian Affairs at the National Security Council (2015–2017) and Deputy Chief of Mission at the US Embassy in Beijing (2013–2015), where he oversaw high-level negotiations, economic dialogues, and crisis management. He also served as Director of the Office of Chinese and Mongolian Affairs, Chief of the Political Section's Internal Unit in Beijing, and held assignments in Japan, China, Kuwait, and Washington, DC.

He holds a B.A. from the University of Nebraska-Kearney and an M.A. from the University of Virginia. He speaks Mandarin Chinese and Japanese.

Photo by Jin Peng

**O**n September 23, AmCham China's Policy+ program hosted an exclusive luncheon in Beijing with special guest speaker, Ambassador Daniel Kritenbrink, former US Ambassador to Vietnam and, most recently, the Assistant Secretary of State for East Asian and Pacific Affairs. The closed-door session welcomed more than 20 senior representatives from AmCham China member companies and offered rare insight into evolving US-China relations from the lens of a veteran diplomat now serving as a Partner at The Asia Group.

Titled "US-China Policy: Where We Go from Here," the discussion focused on four key areas of interest to the US business community in China, centered on the evolving posture of the current US Administration under President Trump.

## A Centralized Approach

Ambassador Kritenbrink noted that under President Trump's leadership, the approach to China has become more centralized, with decision-making shifting directly to the President. Earlier in the Administration, Peter Navarro played a prominent role in trade negotiations. That responsibility has since shifted, with US Treasury Secretary Bessent now responsible for securing a more commercially balanced trade relationship. The shift shows how the White House has prioritized deal-making at the top, even as working-level negotiations continue to face challenges.

## Lessons from the First Trump Term

Kritenbrink then reflected on lessons from the first Trump Administration. Chinese

diplomats, he observed, have learned from their previous encounters with US tariffs and have adapted accordingly. That experience now informs Beijing's response to the renewed wave of tariffs under the current administration.

This "institutional memory," Kritenbrink explained, shapes not just the tactics but also the tone of Chinese engagement. For AmCham China members, the point underscored how past trade disputes continue to reverberate through current negotiations.

## Leader-Level Diplomacy

Despite roadblocks at the working level, Kritenbrink emphasized the enduring importance of leader-level diplomacy. In his view, the personal relationship between President Trump and President Xi Jinping could prove decisive in easing tensions.

Kritenbrink reminded members that mutual respect between heads of state has often been the key to unlocking broader agreements. For businesses watching the calendar, upcoming high-level meetings could provide critical signals about where bilateral relations are headed.

## Business Implications

For member companies navigating rising uncertainty, especially around Section 232 investigations and the upcoming November 10 tariff truce deadline, Ambassador Kritenbrink encouraged close attention to the diplomatic calendar. He noted that periods of high-level engagement between the two governments may present opportunities to advance commercial agreements.

Section 232 of the Trade Expansion Act of 1962 allows the US president to impose tariffs if a Department of Commerce review finds that certain imports threaten national security. The Trump Administration has already used this authority to raise duties on aluminum, steel, copper, and automobiles, and has launched investigations into nine other categories.

**Right:**

Ambassador Daniel Kritenbrink  
at AmCham China's Policy+  
event in Beijing

Photos by Jin Peng



**Above:**

Event attendees Tracy Doherty-McCormick of Boeing and AmCham China Vice President Claire Ma

Photos by Jin Peng



## Q&A Highlights: What's Next?

In the Q&A session that followed, Ambassador Kritenbrink addressed questions from member companies on topics ranging from semiconductor and pharmaceutical sector investigations to President Trump's planned visit to China in 2026.

### Business Advocacy

AmCham China President Michael Hart asked about the limited appetite for business perspectives in Washington during AmCham China's recent DC Door-knock trip this past spring. Kritenbrink acknowledged that rhetoric in the US capital is highly politicized and often tense. Despite the scale of US-China trade, debate tends to center on "who sounds toughest on China," leaving business input crowded out.

### Clarity on Trump's China Visit

Members also sought clarity on whether President Trump's planned visit to China might be delayed. Kritenbrink noted there are many reasons the trip might not happen and that final details remain difficult to confirm at this stage.

### Tariffs and Section 232 Investigations

On the tariff truce deadline, he assessed that an extension on November 10 was the most likely outcome. He advised companies to leverage the diplomatic calendar, upcoming calls and visits, as opportunities to position themselves for commercial deals.

### Industry-specific Concerns

One participant asked about the outlook for the pharmaceutical sector, while another raised the challenge facing US allies and ASEAN companies that risk being caught between Washington and Beijing.

## Role of Companies During a Trump Visit

Members inquired about how companies should engage if President Trump's trip moves forward and CEOs are invited to join. Kritenbrink's guidance was simple: "Be in the room and stay engaged."

The event provided AmCham China members with a behind-the-scenes view of how diplomacy and trade policy are evolving in Washington, and what that means for doing business in China. As both countries navigate a complex and competitive relationship, insights like these remain crucial for shaping company strategy and staying ahead of geopolitical developments. 

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For more information, please contact Will Hao at [whao@amchamchina.org](mailto:whao@amchamchina.org).



# China's Evolving Data Security Framework for Financial Institutions

By Kenneth Zhou, Ziquan Gao,  
and Yuxin Zhao

*China's financial regulators are rolling out a series of detailed measures to strengthen data security and personal information protection across the sector. With new rules from the PBOC and NAFR, as well as classification standards from the CSRC, financial institutions face growing compliance obligations regarding data governance, cross-border transfers, and internal risk controls. This article outlines the evolving regulatory framework and what it means for both domestic and foreign firms operating in China.*

Over the past several years, China has significantly strengthened its regulatory approach to data security and the protection of personal information (PI). This shift is being driven by several landmark laws, including the Cybersecurity Law, Data Security Law, and Personal Information Protection Law, as well as an expanding network of implementation rules and national standards. These collectively establish stricter requirements around Important Data, cross-border transfers, compliance protocols, and internal risk assessments.

For financial institutions, this has led to a cascade of new obligations issued by three core regulators: the People's Bank of China (PBOC), the National Administration of Financial Regulation (NAFR), and the China Securities Regulatory

Commission (CSRC). This article provides a high-level overview of recent developments and their implications for domestic and foreign financial institutions operating in China.

## Regulatory Landscape: Key Financial Authorities

Three main regulators oversee China's financial services industry:

- **People's Bank of China (PBOC)** – Oversees monetary policy, RMB transactions, inter-bank markets, AML, and more. All payment



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Photo courtesy of JunHe LLP

**Kenneth Zhou** is a partner at JunHe LLP and a member of the AmCham China Board of Governors, where he also chairs the Outbound Investment Forum. His practice focuses on foreign direct investment, cross-border M&A, private equity/venture capital, joint ventures, regulatory and data security matters, FCPA investigations, and dispute resolution. He advises multinationals across sectors such as tech, telecom, healthcare, finance, and consumer goods on China strategy, and assists Chinese companies with outbound investments in the US and Europe. Zhou is the author of the “Business Organization” chapter in Business Law in China and co-author of China’s Anti-Monopoly Law – The First Five Years. He frequently speaks on M&A, data security, antitrust, and outbound investment, with appearances on CNN, Bloomberg, CCTV, and at AmCham China events.

“Institutions and their executives should expect greater scrutiny and take proactive steps to align with the evolving regulatory landscape.”

organizations and AML-related activities fall under its jurisdiction.

- **National Administration of Financial Regulation (NAFR)** – Formed in 2023, replacing the former banking and insurance regulator, and supervises banks, insurers, and non-bank financial institutions.
- **China Securities Regulatory Commission (CSRC)** – Regulates securities, futures, investment funds, and related market participants.

These bodies play distinct but often complementary roles in overseeing data security in the sector.

## PBOC: New Rules for Data Security

On May 1, 2025, the PBOC issued the Measures for the Administration of Data Security in the Business Areas of the PBOC, effective June 30, 2025.

### Applicability

Applies to financial institutions under PBOC supervision, covering activities such as payment, clearing, and AML. “Data processors” include entities designated or approved by the PBOC.

### Key Features

- Three-level data classification: Ordinary, Important, and Core Data, each with escalating control obligations.
- Institutional governance: Establish dedicated security teams, conduct staff training, and enforce role-based access control.
- Handling Important Data: Subject to a formal catalogue and direct oversight by the PBOC.
- Data sharing and transmission: Strict conditions for sharing, cross-border transfers, and storage, with emphasis on legal consent, accuracy, and system isolation.

- Self-assessment and reporting: Annual risk assessments for processors of Important Data; others must conduct triennial self-assessments.
- Self-assessment and reporting: Annual risk assessments for processors of Important Data; others must conduct triennial self-assessments.

### Enforcement

Fines range from RMB 50,000 to RMB 10 million, with possible business suspension or license revocation. Individual accountability and criminal liability may apply.

## NAFR: Sector-Wide Data Security Standards

On December 27, 2024, NAFR issued its Measures on the Administration of Data Security in Banking and Insurance Institutions, the first comprehensive data governance framework for the banking and insurance sector.

### Applicability

Applies to all banks and insurance firms, including commercial, policy, rural, leasing, and asset management institutions.

### Key Features

- Four-level governance framework: Board/senior leadership, management departments, execution units, and oversight functions (risk, compliance, audit).
- Data classification: Follows GB/T 43697-2024. Classes include Core Data, Important Data, and General Data (further divided into Sensitive and Other General Data).
- Intra-group sharing: Parent-subsidiary firewalls must ensure effective data segregation. Consent is required for sharing sensitive data.
- Outsourcing: Prohibits outsourcing core functions. Contracts must specify processing scope, responsibilities, and exit protocols.





**Above:**  
Kenneth Zhou speaks  
at the 2024 AmCham  
China Finance and  
Investment Forum

Photo by Jin Peng

- Technical measures: Emphasize full-lifecycle data protection, including system isolation, encryption, and access control.
- PI protection: Consent-based processing with mandatory PI impact assessments (PIAs). Reports must be retained for three years.
- Incident reporting: Initial reports within two hours; full reports within 24 hours; bi-hourly updates for severe incidents.
- Annual report: Due by January 15, covering risk assessments and mitigation efforts.

### Enforcement

Institutions and individuals may face dual penalties, including fines, license revocation, or industry bans.

## CSRC: Classification Guidelines for Securities and Futures

The CSRC has not yet released unified rules, but follows sector standards like the Securities and Futures Industry Data Security Risk Prevention and Control – Data Classification and Grading Guidelines.

This framework promotes data lifecycle management, incorporating principles of confidentiality, integrity, and availability. Institutions are expected to evaluate data risks and implement targeted mitigation measures aligned with national financial security interests.

## Supporting National Standards

Supplementary standards include:

- GB/T 43697-2024 – Data classification rules
- JR/T 0197-2020 – Financial data security classification guidelines
- JR/T 0223-2021 – Data lifecycle specifications
- JR/T 0171-2020 – PI protection technical standards

## Compliance Imperatives for Foreign Institutions

As enforcement ramps up, financial institutions, especially multinationals, must reevaluate internal frameworks to identify compliance gaps. Key focus areas include:

- Data localization and cross-border transfer controls
- Strengthened governance structures
- Full-cycle data protection protocols
- Incident response and reporting
- Parent-subsidiary data isolation ('firewall') measures
- Annual self-assessment and regulatory filings

Authorities have already penalized both Chinese and foreign-invested institutions for non-compliance. Institutions and their executives should expect greater scrutiny and take proactive steps to align with the evolving regulatory landscape. **U**

*This article was contributed by AmCham China member JunHe LLP. To learn more about JunHe and their work in regulatory compliance and data governance, visit [www.junhe.com](http://www.junhe.com)*

*With nearly 30 years of experience at the intersection of business and policy, Min Qin has built her career on fostering trust, understanding, and collaboration. Now navigating what some people call a “BANI” world (Brittle, Anxious, Non-linear, and Incomprehensible) she draws on her role as Vice President for Public Affairs at Mars China and Vice Chair of AmCham China to share perspectives on leadership, advocacy, and the future of US companies operating in China.*

# Vice Chair Min Qin on Collaboration and Resilience in a BANI World

***Can you share an overview of your career and the key lessons you’ve learned along the way?***

**Min Qin**

I have spent nearly three decades working at the intersection of business and policy, with a focus on bridging between and among various stakeholders to create shared value. What has remained dear to my heart over the years is the passion for fostering mutual understanding and building trust.

The most important lessons I’ve learned are to learn to unlearn, stay humble, and always be open to new ideas; never assume you already know. It is also important to stay agile, embrace change, and seek growth opportunities along the way. And finally, to treasure trust, this is what gives meaning to all conversations and collaborations and is key to success.

***You served on the AmCham China Board before becoming Vice Chair this year. What lessons from those earlier terms guide you today?***

**Min Qin**

My earlier terms on the Board coincided with

periods of significant uncertainty, from pandemics to shifting geopolitical dynamics. It is usually during times like those that people appreciate the power of unity and value every chance to meet and talk.

AmCham China’s great strength is its ability to convene, to bring together diverse voices, distill common priorities, and present them clearly to policymakers. These strengths are still very much in demand today. Now, AmCham is better connected, better represented, and more experienced and resilient. We continue much-needed advocacy efforts in a principled and pragmatic way that represents our broad membership.

***From your perspective, what do policymakers in Washington and Beijing most often misunderstand about the realities foreign companies face on the ground in China?***

**Min Qin**

People can only understand each other better when they have ample chances to communicate and do so in a transparent, constructive way. Today’s world is described by some as BANI – Brittle, Anxious, Non-linear, and Incomprehensible. What makes it even harder is the complexity



Photo courtesy of Mars China

**Min Qin** is Vice President for Public Affairs of Mars China. She joined Mars in 2018 and leads Mars' efforts to build and grow strategic partnerships with key public stakeholders at both central and local levels, conduct policy advocacy in key categories Mars operates in, formulate public affairs strategies, and protect and promote Mars' corporate reputation. Min started her career with the public sector and then worked with McKinsey and Fonterra, building and leading their external affairs function in Greater China.

of operating in China's fast-evolving market, from consumer expectations to digital transformation; the pace of change is extraordinary. AmCham China plays a vital role in bridging these understanding gaps by providing nuanced, real-world insights. We truly believe more people-to-people exchanges could help with the mutual understanding of the two most important economies in the world.

***What are the most pressing policy priorities for the rest of this year?***

**Min Qin**

From a company perspective, our top priorities include strengthening supply chain resilience through diversified sourcing and logistics solutions, promoting regulatory transparency and predictability to reduce operational uncertainty, and improving the overall business environment to encourage innovation and long-term commitment.

We will continue engaging constructively with both US and Chinese stakeholders to advance these priorities and achieve practical, mutually beneficial outcomes.

***How can AmCham China better engage both SMEs and multinationals?***

**Min Qin**

AmCham China is proud of its broad membership and is committed to serving the members by protecting and advancing their interests. While recognizing the common themes for the American business community in China, we also endeavor to tailor our value proposition by sectors, sizes, and differing focus areas of our members. From our observation, for example, SMEs tend to prefer practical guidance, networking, and market-entry support, while multinationals in general are more interested in strategic advocacy, regulatory insights, and peer-to-peer learning.

By differentiating engagement strategies while maintaining a shared platform for all, we aim to make all members feel equally supported.

***Mars China has recently launched new facilities in Tianjin and Guangzhou. How do these investments reflect Mars' long-term strategy in China?***

**Min Qin**

Since entering China in 1989, Mars has been committed to this fast-growing market,



continuing to expand our footprint to meet evolving consumer needs while positively impacting local communities. Our two latest investments, the Tianjin pet food factory and the Guangzhou ice-cream factory demonstrate this commitment. The Tianjin facility is our largest pet food factory in Asia, while the Guangzhou site is our third ice-cream factory globally. With seven factories in China across snacks and pet food, several R&D centers (including a Global Food Safety Centre), and 8,000 Associates, Mars is dedicated to innovation and serving diverse consumer needs.

In Mars we are guided by our Five Principles. One of the principles is Mutuality, by which we believe business growth and positive social impact go hand in hand. Through initiatives such as packaging sustainability, Better Cities for Pets, and community engagement programs, we strive to create lasting benefits for people, pets and the planet.

***How do Mars China's packaging innovations support sustainability and consumer engagement?***

**Min Qin**

At Mars, we believe the world we want tomorrow starts with what we do today, and doing what is right can drive business success. We launched our Sustainable in a Generation Plan in 2017 and have so far invested nearly US \$3 billion globally to support a comprehensive sustainability strategy. In 2023, we published our Net Zero Roadmap, committing to Net Zero emissions by 2050. By 2024, we had reduced greenhouse gas emissions across our value chain by 16.4% compared to 2015 levels, while growing our business by 69%.

Packaging innovation is central to this effort. Mars is committed to making 100% of its packaging recyclable, reusable, or compostable. By 2024, 64.1% of consumer-facing packaging globally was designed for circularity. In China, we developed over 30 types of recyclable mono-material packaging.

Consumer engagement is also critical. Over the past two years, Mars partnered with CR Vanguard to lead packaging recycling events, reaching 4 million people nationwide. Collected plastics were repurposed into benches and bins installed in parks across 10 cities. With industry partners, Mars also launched the Flexible Reborn Initiative to improve the recycling of flexible plastics. By 2024, over 18,000 tons of flexible plastics had been gathered, equivalent to about 2.3 billion plastic bags, across 39 cities, reaching more than 13 million urban residents.



**Above:**  
Min Qin speaking  
at the World  
Manufacturing  
Convention in Hefei

***Looking ahead, what are the greatest opportunities and challenges for US companies in China, and how can AmCham China support them?***

**Min Qin**

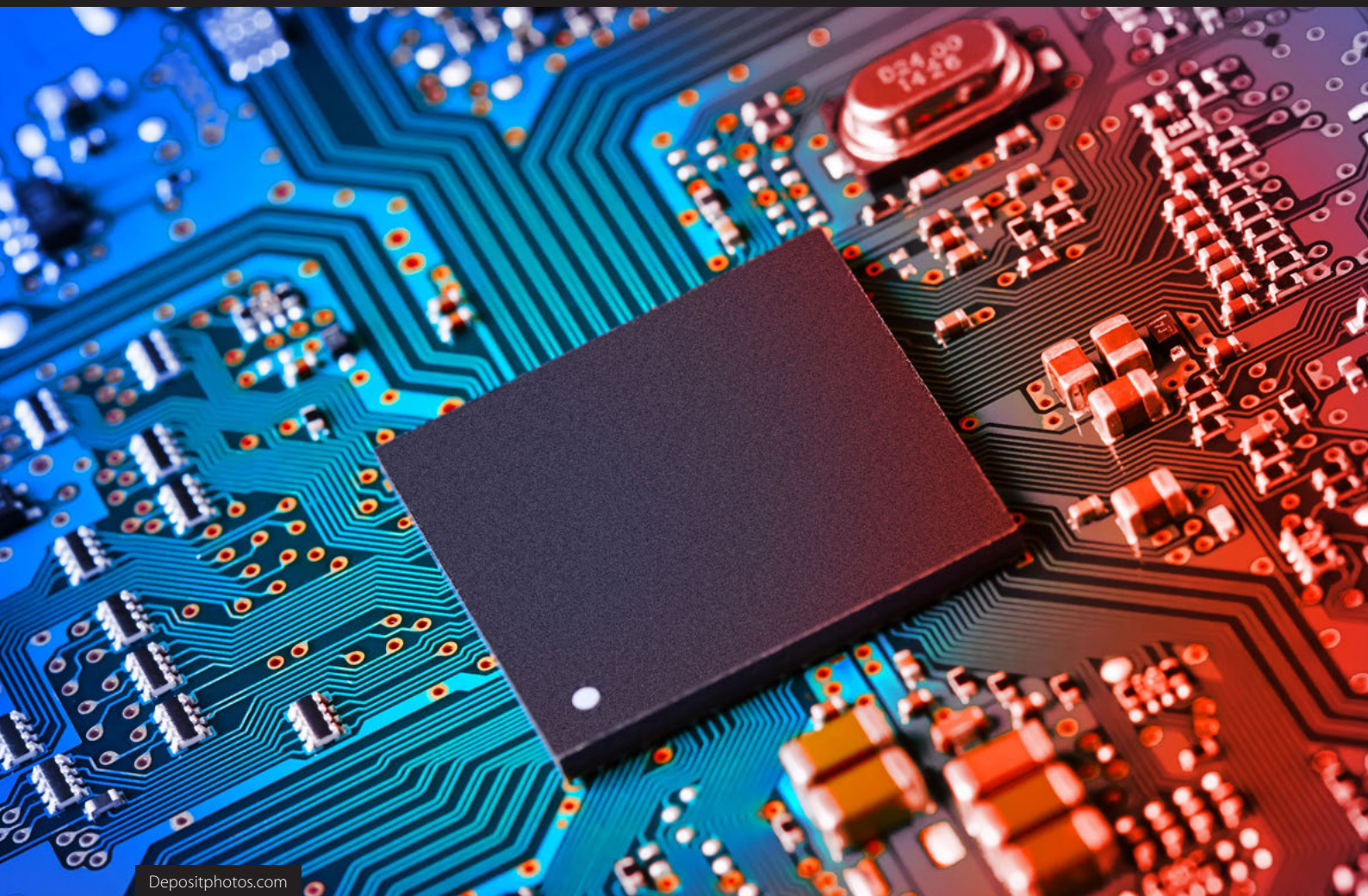
China is a huge and vibrant market with a growing middle class, vast talent pool, fast-moving digital innovation, and a high-potential green economy. Opportunities are abundant, though challenges vary by sector. For consumer goods, supply chain stability and competition are among the top-ranking challenges. But challenges are not always counter-productive; if used well, they can make us stronger.

AmCham China can help US companies by providing timely insights, facilitating dialogue, and creating platforms for best practice sharing and policy advocacy.

In both my Mars and Chamber roles, I believe in the power of connecting, between people, ideas, and across markets, geographies and cultures. When we truly listen, share, innovate, and work together, we can navigate challenges and seize opportunities in ways that benefit all. **Q**

**Photo courtesy of  
Mars China**





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# Escalate or Stabilize?

## *The Uncertain Future of US-China Export Controls*

From AI chips to rare earths, dual-use export controls have become central to US-China trade tensions. John Larkin, President of Larkin Trade International and former Export Control Attaché at the US Embassy in Beijing, examines how recent negotiations may shift the landscape, and what that means for businesses on both sides.

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By John Larkin

Over the past five years, we have seen a rapid expansion of dual-use export controls by both the United States and China, significantly impacting companies on both sides and disrupting global supply chains. This shift is primarily due to the addition of controls over previously non-controlled items

and the increased scope of end-use and end-user-based controls. The US has added controls on a variety of items and expanded the scope of its controls on items made outside the US through its Foreign Direct Product Rule (FDPR). China, often in response to the US, has also expanded its controls to cover additional items and more



**John Larkin** is the President of Larkin Trade International (LTI), one of the leading providers of trade compliance consulting in China and the Asia Pacific region. In addition to his work with LTI,

he helps oversee the AmCham China Export Control Working Group (ECWG), where he leverages his extensive government and industry experience to guide monthly discussions and organize special briefings with key US government decision-makers.

Prior to founding LTI, he served as the Director for Export Compliance for Veeco Compound Semiconductor, a company that provides compound semiconductor manufacturing equipment for use in the production of light-emitting diodes, radio frequency emitters, and solar cells. From 2002 to 2004, Larkin served at the US Embassy in Beijing as the Export Control Attaché and as a Commercial Officer. As the Export Control Attaché, Larkin was the Bureau of Industry and Security

representative in China, serving as the US Government expert on dual-use export controls.

From 1995 to 2001, he was a Special Agent, first with the US Customs Service in Los Angeles, then with the Dallas Field Office of the Bureau of Industry and Security. As a Special Agent, he conducted administrative and criminal investigations related to US Government trade laws and regulations, including valuation, intellectual property rights, antidumping, and export controls.

He is a graduate of the University of Pennsylvania (BA 1989, MS 1989) and a veteran of the United States Marine Corps. He speaks, reads, and writes Mandarin Chinese.

broadly regulate the reexports of its dual-use items outside of China.

Many of these controls have centered around the race for technological superiority in semiconductors and artificial intelligence (AI), particularly a national security imperative for both countries. These controls focus in part on the relevant AI chips themselves, but also cover the technology, software, materials, and equipment for making these chips. The US has focused on semiconductor manufacturing equipment, where it has a dominant position. China, in turn, has focused on rare earths, where it has a near monopoly. Both areas have been, and continue to be, at the forefront of trade negotiations between the two countries.

As trade tensions between the US and China have increased over the past few years, the use of export controls as a tool to gain leverage in negotiations has become central, particularly as the two nations work to arrange a meeting between Presidents Trump and Xi. How this meeting comes about and what results from it will be a key driver of how export controls are implemented moving forward. As we have recently seen with Nvidia's H20 and now potentially the TikTok negotiations, the two sides can reach consensus on export controls. However, so far, this has occurred more at a transactional level than as part of a broader policy shift.

## Diplomatic Stops and Starts

According to recent developments, the US and China remain engaged in talks and are working to arrange a meeting between the two Presidents. During this period, both sides have paused major export control actions. This pause reflects mutual commitments to continued dialogue, as neither nation wants new export control measures to undermine the diplomatic process.

However, a similar pause in tensions nearly broke down earlier this year, following agreements reached during talks in Geneva in May. Shortly afterward, both sides accused each other of failing to meet the agreed-upon obligations. In response, the US took several export control actions. These included halting exports of Nvidia's H20 chip and EDA tools to China, suspending licenses related to domestic Chinese aircraft and other long-supported programs, and revoking visas for Chinese students.

Fortunately, the US and China quickly recognized that these actions threatened ongoing negotiations and agreed to meet to resolve the issues. Trade negotiators convened in London in June, where they reaffirmed the commitments made in Geneva and took steps to get the negotiations back on track. The US rescinded



“As trade tensions between the US and China have increased, the use of export controls as a tool to gain leverage has become central.”

controls on EDA tools, began processing licenses for the H20 chips, reinstated the previously suspended licenses, and welcomed Chinese students at US universities. In turn, China pledged to license rare earth exports to US companies and took steps to improve and expedite the licensing process for these items. While implementation of these commitments has not been perfect, with companies still facing delays in receiving rare earth licenses from China and H20 chip licenses from the US, both sides have made a genuine effort to uphold their promises.

## A Fragile Truce

With negotiations back on track, both sides have tried to lessen the antagonistic actions toward each other. As a result, we have seen a significant decrease in additions to the US Entity List and holds placed on new export control regulations, such as the 50% rule that would have expanded the scope of the Entity List to cover subsidiaries of listed entities meeting certain criteria. China has also decreased its actions against US companies through its Entity List and Unreliable List. However, this limited truce remains precarious, as we saw in mid-September when the US added 23 Chinese companies to the Entity List. In response, China announced an anti-dumping investigation into certain analog chips imported from the US and launched an anti-discrimination investigation regarding US measures targeting China's integrated circuit (IC) sector.

Fortunately, these actions do not appear to have derailed the negotiations or impeded plans for the meeting between the Presidents. In fact, the negotiations continued, and the two sides reached a framework agreement during meetings in Madrid on the TikTok issue. This agreement was finalized during a call between Presidents Trump and Xi on September 19. The negotiations are also proceeding despite calls by President Trump for the EU to impose tariffs on China and India for purchasing Russian oil, which the US would then follow. China has not taken any specific retaliatory actions


in response, but it has strongly warned the EU against taking this step.

## Corporate Considerations

This back-and-forth on negotiations and the on-again, off-again export control activities does not leave companies with a clear understanding of how this will all conclude. Nevertheless, the fact that the negotiations have survived numerous setbacks bodes well for the US and China to reach a new trade agreement. It is clear from the US side that President Trump wants to reach a trade agreement with China, and President Xi also appears to want a deal. If a deal is reached, we may see a decrease in export control restrictions between the two countries, as seen with Nvidia H20 and TikTok.

With that as a model, we can hope that some export control restrictions will be eased because of the negotiations. From our view, it would make sense for the US to review current technology control levels in the semiconductor sector and adjust them based on China's current capabilities. It would also be beneficial to confirm the commitment to issuing licenses in support of Chinese programs that the US has supported for many years. On the Chinese side, we would hope to see improvements in the licensing of rare earths and a halt to retaliatory investigative actions taken in response to US export control measures.

In sum, how US and Chinese export controls are applied in the future will largely depend on the progress of ongoing trade negotiations and the agreements reached by Presidents Trump and Xi. If successful, we may see a reduction in export control restrictions and a more stable trade environment. If not, a significant expansion of controls could further disrupt supply chains and raise questions about the long-term reliability of both markets.

We remain hopeful that the former path will prevail. For now, the continued engagement between both sides is encouraging, and reflects a priority long emphasized in AmCham China's *American Business in China White Paper*. 



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# *Greener, Smarter, Stronger:* Airtech Asia's Leadership in Innovation

By Norris Tangen

Photo courtesy of Airtech Asia

*From circular product design to innovative 3D printing applications, Wolfgang van Hooff, General Manager of Airtech Asia, explains how the company is paving the way toward a more sustainable and resilient future for China's high-tech industries, while also taking a leadership role in the AmCham China Tianjin Chapter.*

**A**s global industries push to meet ambitious ESG goals, the intersection of sustainability and advanced manufacturing is emerging as a critical space for innovation. Few companies embody this convergence better than Airtech Advanced Materials Group, and few executives understand the challenges and opportunities better than Wolfgang van Hooff.

Airtech Asia is the China-based division of Airtech Advanced Materials Group, a global manufacturer of vacuum bagging and composite tooling materials used in aerospace, wind energy, marine, and automotive sectors. With operations in Tianjin since 2007, the company has steadily expanded its local presence while introducing innovations in sustainability and additive manufacturing, including bio-based fabrics and recyclable 3D printing resins. Its work reflects the broader push across high-tech industries toward greener, more efficient production.

Van Hooff has spent nearly 25 years living and working in China and now serves as General

Manager of Airtech Asia, overseeing the company's rapidly growing Tianjin operations. Beyond his work at Airtech, van Hooff is an active member of the AmCham China Tianjin community. This past year, he even joined the Tianjin Chapter's Executive Committee in a bid to further improve the business climate for foreign enterprises at both the local and national levels.

In a wide-ranging conversation with *AmCham China Quarterly*, van Hooff reflects on China's evolving regulatory landscape, the future of additive manufacturing, and the role of advocacy in strengthening the business environment.

## Sustainability with Substance

Sustainability is a key competitive advantage for multinational companies operating in China. And,

van Hooff believes this change is long overdue. “At Airtech Advanced Materials Group, we have a global approach to sustainability and ESG disclosure,” he says. “We are committed to environmental, social, and corporate responsibilities and to making a positive impact on the world we live in.”

That impact is built on four key strategic pillars: carbon neutrality and energy efficiency; innovative technology and development; circular lifecycle management (reduce, reuse, recycle); and community engagement through



Photo courtesy of Airtech Asia

**Wolfgang van Hooff** has served as General Manager of Airtech Asia since 2017, overseeing operations at the company’s Tianjin facility. Airtech, founded in California in 1973, is the world’s largest supplier of vacuum bagging and composite tooling materials, with a strong presence in China’s aviation sector.

With over 37 years of global experience in engineering, management, and business development across 34 countries, and two decades in China, van Hooff has led industrial projects and technology implementation in sectors including ironmaking and zinc. He now focuses on advancing Airtech’s leadership in the advanced composite industry, in sustainability, recycling, and large-scale additive manufacturing.

strategic partnerships and education. Van Hooff explains that for Airtech, these pillars are not just aspirational, they are being actively implemented at scale. In Tianjin, Airtech Asia runs multiple recycling lines that reprocess in-house production waste. The company has launched a new series of products under the trademarked “Huangbaomo” line, offering recycled and partially recycled materials alongside its Made-in-China Econolon offerings. It is also innovating with bio-based materials like Enconoweave, a breathable fabric made from natural fibers.

But Airtech’s most notable breakthrough is its DAHLTRAM 3D print resins, thermoplastic polymer materials that are 100% recyclable after use. This technology helps customers in aerospace, automotive, and other high-performance sectors meet strict sustainability targets while reducing material waste and increasing cost efficiency. “Innovation in materials is at the core of our sustainability journey,” van Hooff notes. “We’re investing in solutions that are both high-performance and environmentally responsible.”

## Powering the Future

Airtech’s Tianjin facility has also made investments in solar power generation and environmental protection equipment, reflecting the company’s commitment to decarbonizing operations.

“Last year, we implemented solar power at our Tianjin facility, and we are continuously expanding our capacity,” van Hooff says. “We also have state-of-the-art environmental protective equipment that is closely monitored to meet local and international standards.”

These investments are part of the company’s initiative to localize manufacturing and strengthen supply chain resilience in response to changing global circumstances, including economic uncertainty, trade issues, and geopolitical developments.

## 3D Printing and the Rise of Additive Manufacturing

Airtech is not only redefining sustainability standards, it’s also transforming how things are made.

“We have emphasized a lot on our expansion in the area of large-scale additive manufacturing,” van Hooff explains. “Based on more than 50 years of experience in compounding high-tech resins, we successfully developed the Airtech DAHLTRAM resins specifically for 3D printing applications.”

Traditional resins used for injection molding are often not suitable for 3D printing. Airtech’s proprietary compounds, however, are optimized for the pellet-based printing process, which allows the production of large, complex shapes at a fraction of the time and cost of traditional manufacturing.

Airtech already operates 12m x 3m 3D print and machining centers in the United States and



“Innovation in materials is at the core of our sustainability journey. We’re investing in solutions that are both high-performance and environmentally responsible.”

Luxembourg. By early 2026, the company plans to launch a hybrid 3D print and machining center at its Tianjin factory, significantly enhancing local prototyping and manufacturing capabilities.

“There is tremendous interest in this technology—not just in aerospace, but in architecture and even consumer goods,” van Hooff says. “We’re also expanding into filament-based printing with our KIMYIA® line, made in Luxembourg, to support more diversified applications in China.”

## Partnering with China’s Aerospace Industry

Airtech’s relationship with China’s aerospace sector dates back to 1982. Over the past four decades, the company has evolved into a strategic partner, not just a supplier. “We support customers like COMAC on the C919 and C929 projects, and we also work with global OEMs like Boeing and Airbus, as well as the fast-growing UAV and VTOL sectors,” van Hooff explains. “Since 1982, Airtech has been servicing the aviation industry in China. That makes us one of the longest-standing and leading partners in the Chinese composites space.”

With the establishment of Airtech Asia in 2007, the company strengthened its local presence and broadened its customer base. Today, Airtech’s advanced composite materials are used not only in aerospace, but also in high-speed trains, wind turbines, automotive components, marine vessels, high-end glass production, and even sports equipment, reflecting the company’s cross-sector adaptability.

“Innovation and superior quality for high-end applications are what set us apart,” van Hooff says. “We’ve built a very competent, experienced, and reliable local team, and continuous education and training are part of our DNA.”

“Our Tianjin facility has grown significantly in size and capability,” he adds.

## A Veteran Perspective

Having lived in China for nearly 25 years, van Hooff has a unique vantage point on the country’s industrial transformation.

“The changes have been phenomenal,” he says. “China has evolved from a labor-driven economy

to a global leader in innovation and sustainability.”

Van Hooff is realistic about the current challenges facing foreign businesses: “Tariffs, over-capacity in some sectors, and global competition from markets like India and Vietnam are all part of today’s landscape.”

But rather than retreat, Airtech is doubling down on China through intelligent foresight, investment in local capabilities, and a flexible, adaptive approach.

“We stay close to our customers’ needs and adapt our products and processes accordingly,” he says. “That’s how we stay competitive in a globalized but unstable environment.”

## Supporting the AmCham China Tianjin Chapter

Van Hooff sees his role on the Tianjin Chapter’s Executive Committee as a natural extension of his leadership at Airtech. “It’s a synergy,” he says. “Improving the business environment for AmCham members also benefits Airtech and our community.”

He identifies strategic advocacy as one of the Chapter’s top priorities, particularly fostering dialogue between member companies and government stakeholders. “Supporting businesses and advancing a transparent, fair, and improving work environment is a key goal we should focus on,” van Hooff says. “Our contributions to the annual *American Business in China White Paper* are crucial. Its accuracy reflects the most pressing issues facing our members, and presenting clear, evidence-based arguments helps drive improvements in Tianjin’s business climate.”

Looking ahead, van Hooff sees strong potential in leveraging Tianjin’s unique advantages. “It’s a major port city, an advanced manufacturing hub, and close to Beijing. That gives us strategic positioning,” he notes. “We can build AmCham Tianjin’s reputation as an indispensable voice and trusted partner for US businesses.”

He also stresses the importance of engagement and visibility. “Understanding our members’ needs, whether to keep them engaged or to bring in new participation, will help grow the community,” he says. “Championing signature events and maintaining a credible presence on social media are key to ensuring the Tianjin Chapter remains a strong and constructive support for US companies in China. I believe we have a few exciting years ahead of us.” **Q**



# US-China Trade War:

## *How Did We Get Here and What's Next?*

By Mark Dreyer

Within weeks of President Trump's inauguration, US-China trade relations were back on a collision course – an unsettling echo of his first term, but faster, sharper, and with broader stakes. Tariff hikes were matched by retaliatory measures, disputes spilled across sectors from semiconductors to shipping lanes, and the World Trade Organization was again sidelined – perhaps, this time, for good. US businesses braced for higher costs, Chinese exporters scrambled for new markets, and yet neither government could afford to let the conflict spiral unchecked.

Amid this turbulence, Europe emerged as the neutral stage for dialogue. From the first exploratory encounter in Geneva to subsequent rounds in London, Stockholm, and Madrid, US and Chinese officials circled each other in a series of highly scrutinized meetings. While these sessions did not yield a breakthrough, they offered a rare counterpoint to months of relentless escalation.

### **From Phone Call to Tariff Crossfire**

The warning signs were already flashing before Trump moved back into the White

House on January 20. Just three days earlier, he had spoken with Chinese President Xi Jinping in what was billed as a goodwill phone call, but the optimism proved fleeting. Within hours of taking office, Trump announced his intent to slap tariffs on a broad range of imports, reviving his signature tactic from 2018.

By early February, those intentions had hardened into action. Washington unveiled a universal 10% tariff and doubled levies on Chinese goods to 20%, scrapping exemptions for small e-commerce parcels – known as *de minimis* – in the process. Beijing retaliated quickly, raising duties on US agricultural products and tightening export controls on critical minerals. It also widened the battlefield by





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opening antitrust probes into American companies, including Google, and adding more firms to its Unreliable Entities List.

The tit-for-tat dynamic accelerated through March. Trump rolled out sweeping tariffs on steel and aluminum and moved to expand restrictions on Chinese technology firms, citing national security concerns. China countered with higher duties on US farm goods, sanctions on American companies, and threats to withhold rare earth exports. As the rhetoric escalated, tariffs reached 54% by the end of March, with Trump threatening to push the rate well into triple digits if Beijing did not yield – far beyond what most analysts had considered possible.

April brought the sharpest escalation yet. On April 2, Trump declared a “Liberation Day” for American industry, announcing a universal 10% tariff on all imports alongside a 54% levy on Chinese goods. Within days, China struck back with new tariffs of its own, export curbs on rare earth minerals, and expanded investigations targeting US firms operating in its market. Both sides piled on sector-specific measures: Washington hit solar cells, shipbuilding, and maritime shipping; Beijing

*Months before Donald Trump returned to the White House in January 2025, he was reminding the world that tariffs were his weapon of choice. By spring, the United States and China were once again locked in a cycle of escalation, with tariff levels hitting historic highs and both sides scrambling to absorb the impact. But high-level meetings in Geneva, London, Stockholm, and Madrid were bilateral attempts to de-escalate the situation and find consensus. This article traces that journey: from Trump’s inauguration and the rapid escalation of tariffs, through four European meetings that revealed both the depth of division and the pressure to stabilize.*

targeted chemicals and announced further curbs on critical exports.

By mid-April, the headline tariff rate had soared to 145%, a number designed more for psychological impact than for practical implementation. Yet even this did little to calm markets or reassure businesses caught in the crossfire. Meanwhile, US importers faced ballooning costs, and Chinese exporters scrambled to preserve market access.

The result was a stalemate: neither side was winning, but both were bleeding. It was against this backdrop of spiraling tariffs and mutual damage that Washington and Beijing agreed to meet in Geneva in May – the first serious attempt under Trump’s second term to test whether dialogue could lead to de-escalation.

## Geneva: First Face-to-Face Negotiations

The Geneva meeting, the first formal dialogue of Trump’s second term, was less about reconciliation and more about managing the pace of conflict. Both sides arrived with sharply defined objectives. The US delegation, led by senior trade adviser Scott Bessent, also included USTR Jamieson Greer – who had held a video call in late March with Chinese Vice Premier He Lifeng – framed the talks around fentanyl, arguing that punitive tariffs were necessary to compel Beijing to do more to curb precursor exports. Meanwhile, He Lifeng and the

Chinese delegation sought to steer the discussion toward restoring stability and rolling back what it described as unilateral and illegal measures. With pressure mounting, Geneva became the forum for testing whether either side was willing to blink.

The outcome was modest but not insignificant. Both parties agreed to lower reciprocal tariffs from 125% to 10% for 90 days, bringing the effective rate on Chinese goods down to around 30% (including the 20% fentanyl-related levy). Non-tariff countermeasures were suspended, and the two sides pledged to keep channels open for further discussion. For businesses battered by months of uncertainty, the agreement offered a temporary reprieve.

Yet the limitations were clear. Geneva did not address the structural issues at the heart of the dispute: subsidies for Chinese industries, US technology restrictions, or China’s use of export controls. Nor did it create a framework for permanent de-escalation. Instead, it functioned as a pressure valve, preventing further escalation while leaving the underlying conflict unresolved.

Still, the symbolism mattered. After months of tit-for-tat tariff hikes, Geneva showed that dialogue was still possible – and that Europe could serve as neutral ground for talks neither Washington nor Beijing could comfortably host. It was enough to set the stage for a second meeting in London the following month, though few expected that session to deliver more than another fragile pause.

## London: Partial De-escalation, Focus on Rare Earths

If Geneva was about testing the waters, London was about raising the stakes. On June 9-10, US and Chinese negotiators gathered at Lancaster House, the historic government venue near Buckingham Palace that often hosts high-level summits. Over two days of six-hour-plus sessions, the talks brought an expanded cast of officials and a sharper focus on the nexus between tariffs, export controls, and critical materials.

The US side, still anchored by Treasury Secretary Scott Bessent and Trade Representative Jamieson Greer, added two heavyweights: Commerce Secretary Howard Lutnick and Jeffrey Kessler, Under Secretary of Commerce for Industry and Security. Their presence signaled that Washington wanted the talks to address technology and export licensing, not just headline tariffs. China elevated its delegation as well, with Commerce Minister Wang Wentao joining Vice Premier He Lifeng and Vice Minister Li Chenggang.

The backdrop was a June 5 Trump-Xi phone call, widely interpreted as an attempt to reset the tone after weeks of tit-for-tat license suspensions and export restrictions. In that spirit, the London discussions were candid and intensive. Chinese statements afterwards described the meetings as “constructive,” noting that the two sides had reached a framework for implementing prior consensus and had made progress on mutual trade concerns. They reiterated familiar talking points – that trade relations should be mutually beneficial, and that China does not seek a trade war but is not afraid of one.

The US response was more cautious, but Lutnick struck an upbeat note, telling reporters that the new framework put “meat on the bones” of Geneva’s limited agreement. President Trump was even more characteristically blunt, declaring, “We are doing well with China,” though he acknowledged the process was “not easy.” Behind the optimism, US officials hinted at tactical recalibration: reports suggested Washington was open to easing export controls in sectors such as commercial aviation and semiconductors, potentially allowing Nvidia to sell its new B40 chip into China. In return, Beijing was expected to accelerate approvals for rare

earth shipments – a crucial input for both defense and clean energy supply chains.

Still, the limitations of London were clear. No binding commitments were announced, and industry insiders noted the lack of transparency around US licensing decisions, which in some cases had bypassed normal interagency review. Chinese analysts also pointed to internal divergences within the US team as a possible obstacle to durable progress.

## Stockholm: A 90-Day Pause

By mid-July, the trade dispute had begun to spill into new sectors, with Washington threatening fresh tariffs on Chinese pharmaceuticals, including fentanyl precursors, while Beijing weighed curbs on exports of gallium and graphite. Against this fraught backdrop, negotiators convened in Stockholm for the third round of European talks eager to come to an agreement before Geneva’s 90-day pause expired on August 12.

The meetings were deliberately lower-key than London, held over a single day in the Swedish capital. Treasury Secretary Scott Bessent once again led the US side, joined by a slimmed-down team, while Vice Premier He Lifeng headed the Chinese delegation. The tone was less about hammering out new frameworks than about preventing the fragile détente from collapsing altogether.

The main outcome was what officials described as another “90-day truce.” Both sides agreed to refrain from imposing new tariffs or restrictions through the end of October, while technical working groups would explore possible compromises on export controls, rare earths, and pharmaceuticals. For Washington, the pause bought breathing space before the summer recess, easing pressure from US manufacturers warning of supply-chain shocks. For Beijing, it secured short-term access to critical technologies while keeping rare earth exports flowing.

## Madrid: TikTok-ing Toward a Deal

The fourth round of European talks took place in Madrid in mid-September

2025, following on from calls earlier that month between Secretary of State Marco Rubio and Chinese Foreign Minister Wang Yi and between US Secretary of War Pete Hegseth and his counterpart Admiral Dong Jung. In Spain, the US sought commitments from China on fentanyl enforcement, a reduction in export controls, and guarantees of fair competition. Beijing, for its part, pressed for tariff rollbacks, relief from the Entity List, and assurances against unilateral tech sanctions. Both delegations framed the discussions as pragmatic but cautious, emphasizing stability over breakthrough outcomes.

TikTok, which had been given a reprieve by President Trump on his very first day in office, dominated the agenda. According to Xinhua, negotiators reached a “basic framework consensus” on resolving TikTok-related issues cooperatively, reducing investment barriers, and promoting economic and trade cooperation – but, in the immediate aftermath of the talks, it was anyone’s guess how that would actually work in reality. Crucially, questions remain over how much access or modification US investors will gain of TikTok’s vaunted algorithm, and whether a transitional arrangement will be required.

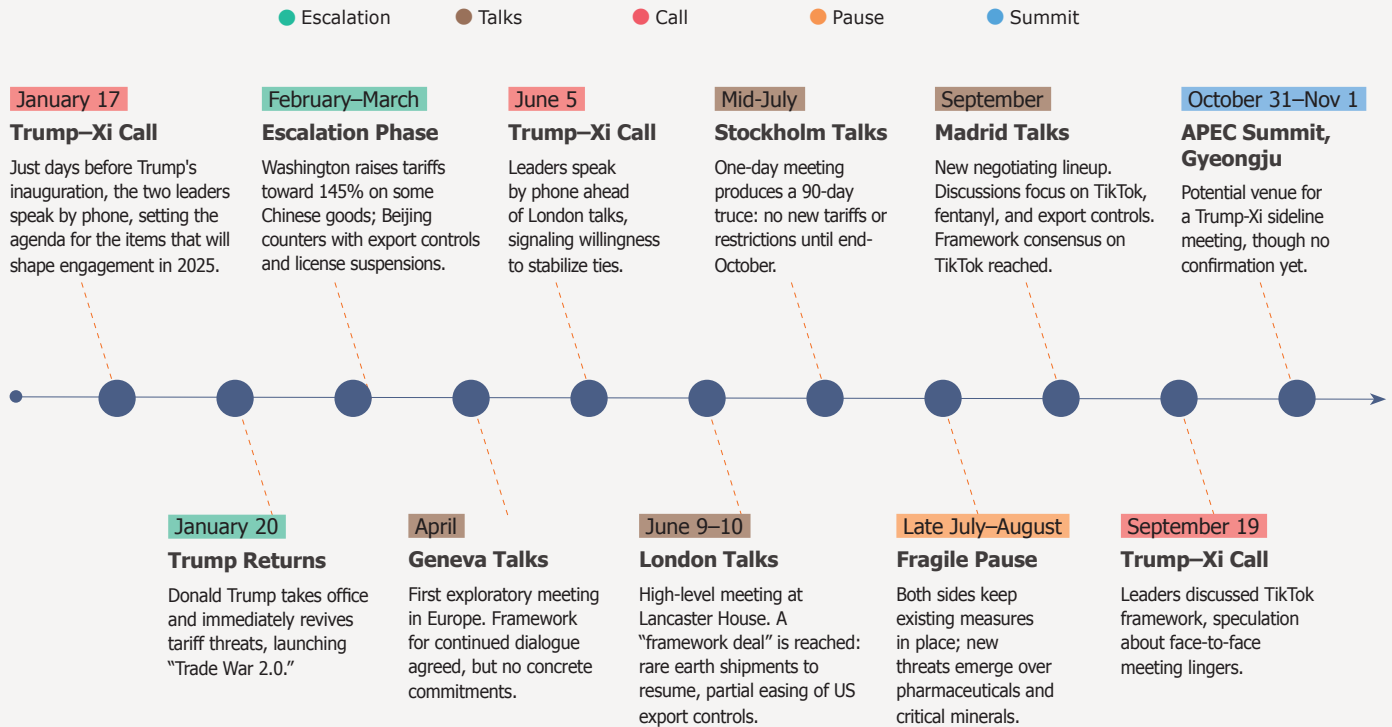
## So Where Does This Leave Us?

After eight intense months of escalation – from the early-2025 tariff surges, export controls, and sectoral bans to four rounds of European talks – bilateral trade relations are, as ever, balanced on a knife edge. The worst of the tariff spikes seem to be in the rearview mirror, but the underlying tension remains, and many more recent flashpoints – not to mention longstanding issues – remain unsettled. Neither side seems poised to capitulate, but neither can ignore the cost of continued inactivity.

Europe has played an outsized and somewhat unexpected role in this arc: as neutral ground for negotiating teams, as a stage for announcements, and as a signal to global business that some norms may hold even in a volatile moment. For US companies, inflationary pressure, disrupted supply chains, and uncertainty over export licensing and tariffs are mounting, while Trump’s farming base in the US heartland is starting to feel the economic pinch.



# US-China Trade Tensions 2025: Key Moments



Eight months of rolling escalation have defined US-China trade relations in 2025. From Trump's January tariff blitz to four rounds of European talks, a fragile 90-day truce, and the latest Madrid framework on TikTok, the timeline shows how quickly the conflict has spread across sectors. The next inflection point could come with a possible encounter at APEC in South Korea.

For China, external demand is softening, export volumes in certain sectors are squeezed, and industrial overcapacity is being scrutinized both at home and abroad.

Going forward, several dynamics look key. Trump faces a domestic audience that expects visible wins – lower prices, stable supply, relief for affected industries – especially with the 2026 mid-term elections on the horizon. Meanwhile, China is unlikely to offer large structural concessions without secure guarantees against tech sanctions or adverse legal exposures, while it attempts to balance stimulus and industrial strategy. As a result, it seems likely that smaller, sector by sector deals (TikTok, rare earths, export licenses etc.) are more feasible than sweeping trade treaties or balanced comprehensive agreements.

## To Meet or Not To Meet

One looming question surrounds the timing of a planned meeting between


Presidents Trump and Xi. A phone call between the two took place following the Madrid talks, with details on the framework of a TikTok deal trickling out in subsequent days. At the same time, the latest reports suggest Trump may visit China in early 2026, with Xi set to make the return trip later next year.

Meanwhile, the APEC meeting – set for October 31–November 1, 2025, in Gyeongju, South Korea – may provide another venue for a face-to-face meeting. If it happens, it could mark a turning point: not because it guarantees resolution, but because leader-level engagement can shift expectations and set the terms for what's politically possible.

## 2026 and Beyond

Less than a year into Trump's second term, the trade war 2.0 has proven faster, broader, and more unpredictable than its predecessor. The four European

meetings didn't resolve the core tensions – tariffs, export controls, technology access, supply chains – but they have marked the battle lines, showing each side a clear picture of what to expect. Madrid didn't deliver a deal, but it reinforced the pattern: rounds of escalation, followed by negotiations that buy breathing room. The question now is whether we're seeing the start of a new negotiation cycle, or just another pause in a longer, bumpy contest.

If the Trump–Xi call or meeting leads to even modest progress – on TikTok, export licensing, or tariff rollbacks – it will show that diplomacy still matters. But unless there are clear guardrails for how both sides behave between conversations, the underlying friction remains. And when the next crisis strikes, it won't take much for the cycle to snap back. 

Mark Dreyer is the Senior Director of Marketing & Communications at AmCham China



# Inside the 2025 Social Impact Summit: MNCs Driving Change in China

On September 19, AmCham China hosted the 2025 Social Impact Summit at the Hilton Hotel Beijing. As AmCham China's annual signature event, this year's summit was held under the theme "Together Shaping Green Prosperity, United Building a Sustainable Future." The event brought together nearly 100 representatives from the Chinese government, think tanks, research institutions, and member companies to share best practices and experiences in advancing corporate social impact. During the summit, AmCham China officially released the 2025 Social Impact Report.

Former AmCham China Chair Colm Rafferty delivered opening remarks, welcoming attendees. He praised member companies for their outstanding achievements in social impact and highlighted the critical role businesses play in addressing global challenges and driving China's social development.

Chunxiu Tian, Deputy Director General of the Policy Research Center for Environment and Economy (PRCEE) under the Ministry of Ecology and Environment, delivered the keynote speech. She



Above: AmCham China Vice President Claire Ma

Photo courtesy of AmCham China



**Top:**

Chunxiu Tian, Deputy Director General of the Policy Research Center for Environment and Economy (PRCEE) under the Ministry of Ecology and Environment

**Middle:**

Liyang Zhu, President of the China Association of Circular Economy

**Bottom:**

Panel 1 on "Driving the Green Economy: MNCs' Innovative Practices"

Photos courtesy of AmCham China

elaborated on China's policies, actions, and progress in promoting green transformation and achieving carbon neutrality. Tian emphasized that, moving forward, China will leverage market mechanisms to guide enterprises in fulfilling their environmental and social responsibilities. She also welcomed deeper engagement with foreign-invested enterprises in China and encouraged their active participation in the country's green development process.

Liyang Zhu, President of the China Association of Circular Economy, shared insights into China's development of a circular economy over the past five years, particularly its effectiveness in reducing CO<sub>2</sub> and greenhouse gas emissions. He noted that circular economy practices serve as a key area of convergence for China-US climate collaboration and highlighted the potential for continued bilateral cooperation.

## Panel Discussions

### Panel 1: "Driving the Green Economy: MNCs' Innovative Practices"

Moderated by Jing Wu, Co-Chair of AmCham China's Business Sustainability Committee and Vice President of Public Affairs at UPS China, this panel featured:

- Olive Liu, Chief of Staff at HPE China and Co-Chair of AmCham China's Business Sustainability Committee
- Catherine Jin, Senior Vice President of Human Resources and ESG at Sony (China)

The discussion explored how tech companies are leveraging AI, cloud computing, and network technologies to advance carbon footprint tracking and energy-saving innovation. Panelists also discussed their efforts to help Chinese enterprises reduce emissions and adapt to international environmental standards, reinforcing the private sector's vital role in China's ongoing reform and commitment to sustainable development.

### Panel 2: "Sustained Social Empowerment: From Vision to Action"

Moderated by Chang Liu, Co-Chair of AmCham China's Agriculture Committee and Vice President at Cargill China, panelists included:

- Fiona Chen, Communications and Public Affairs Director, PPG Asia Pacific
- Ada Chen, Head of Corporate Affairs and Sustainability, Greater China at Reckitt
- MJ Wang, Partner at WildChina



**Top:**  
Social Impact Award winners with Vice President Claire Ma

**Bottom:**  
Panel 2, titled “Sustained Social Empowerment: From Vision to Action”

Photos courtesy of AmCham China

This panel focused on how companies are translating corporate social responsibility into concrete actions that promote inclusion and sustainable development. Speakers shared case studies related to community development, women’s empowerment, and rural revitalization, and explored how businesses can align social responsibility with commercial success to create shared value.

## Social Impact Report Launch

Following the keynote speeches and panel discussions, AmCham China Vice President Claire Ma officially launched the 2025 Social Impact Report.

This year’s report features 40 case studies from nearly 30 member companies, almost double last year’s total, demonstrating significant progress by foreign enterprises in advancing sustainability and inclusive development in China.


## Awards

The summit concluded with the Social Impact Awards Ceremony, recognizing member companies for outstanding contributions to social impact and China’s economic and social development over the past year. The 2025 awardees included:

- 3M
- Boston Scientific
- ExxonMobil
- HPE
- Micron Technology
- SLB

## About the Social Impact Initiative (SII)

Launched in July 2020, AmCham China’s Social Impact Initiative (SII) is founded on the belief that the private sector can play a meaningful role in supporting China’s development goals. AmCham China member companies are uniquely positioned to contribute through their expertise and global networks.

With a spirit of collaboration, responsibility, and shared success, the Initiative continues to explore new public-private partnership opportunities in digital empowerment, green development, and rural revitalization. 

*For more information about the Social Impact Initiative, contact Scott Fu at [sfu@amchamchina.org](mailto:sfu@amchamchina.org)*



**SIGN  
UP,**

and promote your company on our website, in our magazine, and through our WeChat posts and emails to let our members know more about you. We'll help you to amplify your message and enhance awareness of your brand!

# AmCham China's Exclusive Discount Program (EDP)!

## Annual Fees to Join the EDP:

Large Corporation  
(China revenue above US \$50m)

**RMB 30,000**

Small Corporation  
(China revenue between US \$1m-50m)

**RMB 15,000**

Venture  
(China revenue below US \$1m)

**RMB 6,000**



Once you have joined the EDP program, we will create an individual page to promote your products and services, with your company logo featured on our EDP landing page

Then, your products, services, and company logo will be shared in our:

EDP  
WeChat post

Promotional email  
to over 10K recipients

Quarterly  
magazine

More than that, you will also get:

One time free display booth at an  
AmCham China Member Mixer

Participation in AmCham China  
events at Member rates

Opportunities to connect and interact  
with AmCham China's 800+ corporate  
members and 4,000+ cardholders

More opportunities to promote your  
brand, products, and services

# Cooler Cities, Cleaner Tech:

## *How Carrier is powering China's next generation of Commercial HVAC solutions*

By Norris Tangen

**Cissy Wang,** Managing Director, Carrier China Commercial HVAC. Cissy brings experience from previous roles at Carrier including a robust skill set in Product Management, Sales, Engineering, Marketing Strategy, Marketing Communications, to name a few. She holds a Bachelor of Science from Xi'an Jiaotong University and an MBA from the University of Hong Kong.

Photo courtesy of Carrier China





*As China intensifies its focus on sustainability and infrastructure modernization, global HVAC leader Carrier is evolving to meet the moment. The AmCham China Quarterly sat down with Cissy Wang, Managing Director of Carrier China Commercial HVAC, to learn how the company is advancing green innovation, sector-specific solutions, and intelligent systems across the country's commercial and industrial landscape.*

**C**arrier's story begins in 1902 with the invention of the first modern air-conditioning system. This innovation not only laid the foundation for an entire industry but also ushered in a new era of comfort. In the 1980s, Carrier became one of the first multinational air-conditioning manufacturers with operations in China, entering the market through a joint venture with their partner, Shanghai Electric. In the years since, Carrier has massively expanded its footprint in China.

"At present in China, we operate multiple R&D centers and manufacturing bases, all committed to driving green and sustainable development with new quality productivity," says Cissy Wang, Managing Director of Carrier China Commercial HVAC (CHVAC).

You may not realize it, but chances are you've been cooled, warmed, or comforted by a Carrier system. Their technology is behind many of China's most iconic buildings, including around 69% of the 2008 Beijing Olympic venues and all three permanent buildings of the 2010 Shanghai World Expo.

With a stronghold across commercial real estate, skyscrapers, shopping malls, transportation hubs, and public infrastructure, Carrier China CHVAC is now focusing on high-growth sectors like data centers, new energy, electronics, cleanroom pharmaceuticals, senior care, and healthcare. "For each vertical, we develop tailored CHVAC solutions that address unique operational and regulatory needs," Cissy notes.

## Strategic Transformation

To meet the evolving needs of the Chinese market, Carrier China CHVAC has undertaken a strategic transformation, focusing on sustainability, lifecycle services, and industry-specific solutions.

"In mature markets like China, where urbanization is already advanced, we prioritize modification solutions that improve comfort, energy efficiency, and carbon reduction throughout the equipment lifecycle," says Cissy.

Carrier China CHVAC's transformation is anchored on three strategic pillars:

- Customization for key verticals: Solutions are

tailored for sectors like data centers and advanced electronics.

- Lifecycle solutions: Carrier now supports the full product journey, from delivery to long-term service and upgrades.
- System integration: High-performance chiller plants and integrated systems reduce emissions and optimize energy use.

"By proactively building multi-dimensional capabilities to support long-term development, Carrier China CHVAC is well-positioned to sustain high-quality growth," she explains.

"This strategic approach enables us to meet current market demands while confidently seizing future opportunities and navigating emerging challenges."

## Investment in Innovation

Cissy says that innovation and differentiation are central to Carrier's DNA. In 2024 alone, the company invested nearly US \$700 million globally in research and development. "Carrier is now a transformed company, focused on sustainable HVAC and energy management, developing integrated solutions for customers, commercial buildings, data centers, and factories," Cissy says.

"Carrier plays a crucial role in enhancing energy efficiency and reducing carbon emissions globally."

Carrier's centrifugal water-cooled and high-efficiency air-cooled chillers are widely adopted across industries, including in data centers where energy usage is mission-critical. The company's flagship 19DV centrifugal chiller, which uses low-GWP refrigerants, is one example of its push toward environmentally responsible innovation. "Our digital platforms enable full lifecycle carbon management from measurement to monetization," Cissy says.

And Carrier's always working on new advances: the company's global innovation engine includes seven i3 Labs (imagine, innovate, ignite), including one in China, where teams incubate and validate cutting-edge ideas using customer-centric design and rapid prototyping.

oneAs1a



## Smarter Commercial HVAC Solutions

As China's CHVAC market becomes increasingly sophisticated, Carrier China CHVAC has expanded beyond hardware, offering intelligent, connected solutions that can adapt to dynamic environments. "We are expanding our offerings beyond hardware, integrating digitally enabled and connected lifecycle solutions that adapt to changing environments, delivering both comfort and energy efficiency," says Cissy.

The company offers different tiers within each product line, including low-GWP refrigerants, to meet regional regulations and customer sustainability targets.

"Our comprehensive aftermarket offerings include remote monitoring and diagnostics, predictive maintenance, spare parts, repairs, modifications and upgrades, rentals and other cutting-edge digital services," she adds.

Carrier's digital tools include the Carrier Abound suite, the Lynx digital ecosystem, and ALC's WebCTRL building automation system.

## Supporting Emerging Industries

Carrier China CHVAC is increasingly working with emerging sectors that demand precision, efficiency, and environmental compliance, especially data centers, which can consume massive amounts of energy for cooling alone. "In data centers, cooling can account for up to 40% of total energy consumption," Cissy says. "This represents a critical opportunity to reduce environmental impact. Our high-efficiency equipment and digital lifecycle solutions are purpose-built to ensure reliable and energy-efficient operations in this sector."

Carrier's recent investments underscore this commitment. In 2024, the company partnered with Strategic Thermal Labs (STL) to develop liquid cooling technologies. In 2025, it launched Carrier QuantumLeap Data Center Solutions, an end-to-end suite covering everything from chip to chiller.

"QuantumLeap delivers intelligent cooling, predictive monitoring, and tailored services. It's scalable, adaptable, and designed to ensure

**Above:**  
OneAsia Nantong Data Center

Photo courtesy of  
Carrier China



“Carrier is a transformed company, focused on sustainable HVAC and energy management, developing integrated solutions for customers, commercial buildings, data centers, and factories.”

real-time optimization across the most demanding environments,” Cissy explains.

## Delivering Sustainability and ROI

For Carrier, sustainability isn’t just a corporate value; it’s a customer value proposition. The company’s full lifecycle solutions help clients achieve measurable returns while reducing environmental impact.

A standout example is Carrier China CHVAC’s partnership with OneAsia for a data center in Nantong Industrial Park. The high-efficiency water-cooled chiller plant saves approximately RMB 1.27 million (US \$180,000) in annual electricity costs.

“This was also OneAsia’s first PLC-based data center project in China using Carrier’s proprietary CCN framework,” Cissy highlights. “We participated in PUE planning, dynamic load analysis, and group control strategy, delivering a comprehensive energy optimization package.”

In another case, Carrier China CHVAC installed energy-efficient centrifugal chillers and heat

pumps at Terminal 3B of Chongqing Jiangbei International Airport to support terminal expansion. Carrier also provides consulting services to optimize chiller plant performance, enhancing overall system energy efficiency. This comprehensive HVAC solution will help the airport meet its sustainability goals and maintain a comfortable indoor environment for millions of travelers each year.

“These are not one-off installations—they’re long-term engagements built on shared sustainability goals,” she adds.

## Sustainable Manufacturing

Carrier embeds sustainability throughout its manufacturing and operations. “At our seven manufacturing bases in China, including two CHVAC manufacturing facilities, we combine Carrier’s global technologies with local execution, guided by our Carrier Excellence operating system,” Cissy says.

The company uses Manufacturing Execution System (MES) tracking systems, visual dashboards, and analytics to drive precision and efficiency. In 2024, the Carrier Airside & Compressor factory (CARS) was recognized as a Shanghai Green Factory.

“True to our tagline, ‘For the World We Share,’ Carrier China embed environmental responsibility throughout our operations and value chain — designing, sourcing, producing, and delivering innovative solutions to reduce emissions, conserve resources, and align with China’s green development goals,” she affirms.

## A Greener Future

As China charts its course toward carbon neutrality and technological leadership, Carrier China CHVAC stands ready to support this transformation. Carrier views its future in China as an opportunity to drive intelligent, sustainable HVAC innovation at scale.

“Carrier’s long history in China has been about more than selling equipment—it’s been about building relationships, solving industry challenges, and supporting national priorities,” Cissy concludes. “With our global innovation engine, local execution, and customer-centric mindset, we’re excited to shape the next era of intelligent, sustainable CHVAC.” 



Above:  
Terminal 3B of Chongqing Jiangbei International Airport

Photo courtesy of Carrier China

## AmCham China Committees and Co-Chairs

AmCham China's Committees are the lifeblood of our advocacy, industry relations, and community development. We have Committees focusing on industry sectors, corporate functions, and special issue-based interests that well represent American businesses operating in China as well as the active membership of our community. Committees allow members to:

- Use AmCham China as a platform to drive foreign companies and industry-based advocacy efforts
- Hold dialogues with regulators and industry stakeholders to influence the business environment
- Share information and ideas specific to their industries
- Meet like-minded people for professional development
- Generate contacts for business development

If you are interested in joining any of our **Committees**, please contact the corresponding member of staff listed below.

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**Lynn Luo**, General Motors

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**US-China Energy Cooperation Program <sup>9</sup>**

Yang Yumin, ConocoPhillips

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# The AI Business Revolution:

## *Inside the Amazon Web Services Technology Salon*

**A**t a time when digital transformation is redefining competitiveness, Generative AI is emerging as a cornerstone of enterprise innovation. Co-hosted earlier this year by AmCham China and Amazon Web Services, the Technology Salon brought together a diverse group of multinational executives, tech experts, and industry leaders for an afternoon of strategic insight and peer exchange.

AmCham China Vice President Claire Ma opened the event with observations on AI's transition from experimental labs to boardroom agendas. She described AI as a "core engine" for unlocking growth and navigating the complexities of today's economic landscape. While acknowledging the ongoing uncertainties of the US-China trade environment, she reaffirmed the Chamber's confidence in China's long-term market potential.



**Above:**

AmCham China Vice President Claire Ma delivers remarks at the Amazon Web Services Tech Salon

Photo courtesy of AmCham China



*Artificial Intelligence (AI) is transforming business models and reshaping enterprise growth strategies across industries. This spring, AmCham China and Amazon Web Services co-hosted a technology salon to bring together leading voices from multinational corporations, consulting firms, and tech giants to explore how Generative AI (GenAI) is driving this transformation and what it takes for businesses to lead in this new era.*

Following Ma, AmCham China's Senior Director of Marketing and Communications, Mark Dreyer shared key findings from the Chamber's 2025 China Business Climate Survey (BCS) Report. For over 20 years, AmCham China has been conducting the (BCS) to reflect on the business performance and outlook of member companies in China. The BCS report serves as an important reference for understanding the overall sentiment of the American business community in China. It offers valuable insights into critical topics for both Chinese and US policy-makers, as well as foreign enterprises looking to invest in and operate within China.

The 2025 report – conducted from October 21 to November 15, 2024, spanning before and after the recent US Presidential Election – compiled the responses of over 350 companies across 20+ different industries and covers a range of topics, including financial performance, business outlook, business environment, views on US-China relations, and more.

## 2025 BCS Report Key Findings

- 46% of member companies reported being profitable in 2024;
- 87% view US-China relations as crucial to operations;
- 51% expressed concern over future bilateral deterioration;
- 48% still see China as a top market priority;
- Domestic consumption ranked as the leading growth opportunity;
- Rising US-China tensions remain the top challenge for members.

Dreyer closed his remarks by noting how AI is already impacting workforce dynamics, from productivity tools to cross-border collaboration.



**Above:** AmCham China Senior Director of Marketing and Communications Mark Dreyer presents key findings from the 2025 BCS Report

Photo courtesy of AmCham China

## GenAI in the Enterprise

Qi Xinguo, Partner at Deloitte China's Consulting Business Unit, delivered the first keynote of the event, titled "Winning the Future: AI-Driven New Trends in Enterprise Growth." In which he mapped out implementation strategies for Generative AI based on business priorities, organizational maturity, and use-case readiness.

Qi also addressed ROI tracking, evolving operating models, and the cultural shift required for effective GenAI integration.

## Turning AI Theory into Business Value

Next up, Amazon Web Services experts Zhang Xia, Enterprise Strategy Expert, and Wang Xiaoye, Director of the Technical Specialist Team at





“Humans won’t be replaced by AI. They will be replaced by humans using AI.”

— Qi Xinguo, Deloitte China


Amazon Web Services Greater China, presented a joint keynote titled “From Technological Potential to Business Practice.” Their session spotlighted how Amazon is using GenAI across business functions, including demand generation, customer experience, internal tooling, and after-sales service.

During their session, they emphasized that effective GenAI adoption begins with choosing the right model for each specific business scenario. Just as critical is the ability to unlock value from proprietary data assets, often the most underutilized resource within an organization. They also stressed the need for companies to invest in AI-readiness across their workforce, ensuring that employees are equipped to collaborate with evolving technologies rather than be disrupted by them. Rounding out the presentation was a showcase of Amazon Web Services’ full suite of GenAI tools, which are designed for rapid, secure deployment and tailored to meet the complex demands of enterprises in China’s fast-moving market.

## AI's Broader Business Impact

The final session of the afternoon was a panel discussion moderated by Claire Ma and featuring all of the event’s keynote speakers. The panel explored a range of topics, from the latest developments in AI and real-world implementation challenges to how companies are adapting their business models in response to this technological shift. Panelists also discussed what enterprises should look for in potential AI partners and shared practical considerations for deploying GenAI across industries.

The discussion invited active participation from the audience, with attendees raising questions related to implementation timelines, change management, and regulatory readiness. The discussion underscored the growing appetite for actionable insights on how to apply AI at scale in today’s business landscape.

The Amazon Web Services Technology Salon offered a grounded and timely discussion on how GenAI is already reshaping business strategies, from implementation frameworks to workforce integration. As companies navigate this evolving landscape, one takeaway was clear: success will favor those ready to apply, adapt, and scale. 

*AmCham China extends its appreciation to all speakers and attendees for contributing to a meaningful exchange. To learn more about Amazon Web Services’ GenAI offerings, visit [aws.amazon.com](https://aws.amazon.com)*

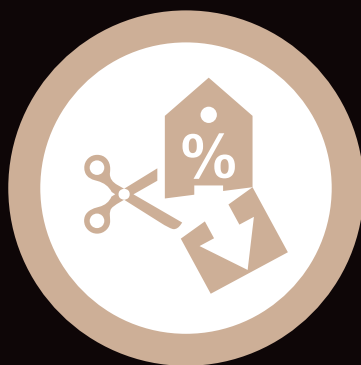


### Above:

Amazon Web Services representatives Zhang Xia (top), Enterprise Strategy Expert, and Wang Xiaoye (bottom), Director of the Technical Specialist Team at Amazon Web Services Greater China, deliver a joint keynote titled “From Technological Potential to Business Practice”

Photos courtesy of AmCham China





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