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DANISH  
CHAMBER OF  
COMMERCE  
IN CHINA  
ANNUAL REPORT

2025



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# LETTER FROM DCCC LEADERSHIP

**Dear Members,**

We are filled with pride and gratitude to share this letter with you. Over the past year, we have seen meaningful progress, strengthened collaboration, and significant milestones — all of which have reinforced the Danish Chamber of Commerce in China (DCCC) as a vital platform for our members and stakeholders.

## **Advocacy and Government Relations**

2025 has been a defining year for DCCC's advocacy and government relations—one that will be remembered as a landmark in the history. Notably, on May 06, in a highly symbolic gesture, President Xi Jinping sent a formal and personal reply to DCCC and its members, coinciding with the 75th anniversary of diplomatic relations between China and Denmark. President Xi Jinping commended the longstanding commitment of Danish companies operating in China and recognized the deep goodwill they have consistently shown towards the country.

This year marks the third consecutive year that we have submitted a recommendation letter to the State Council of China, which includes 62 specific points representing the voices of our members this year. This continued practice, together with the reply from President Xi Jinping, has given us unprecedented visibility, credibility, and momentum in our advocacy efforts. Over the past year, DCCC has received an exceptional level of recognition and attention from key ministries and local governments. This has been reflected in significantly higher-level meetings, longer and more in-depth policy discussions, and a marked increase in formal invitations to participate in government–business dialogues within the fields of green energy, healthcare, food and agriculture, bioscience, and manufacturing, etc. These engagements not only demonstrate the growing trust placed in DCCC as a constructive partner but also allow

us to shape policy conversations in ways that better reflect the realities and priorities of Danish companies operating in China.

Overall, DCCC's advocacy framework enables member companies especially All China Members to engage in structured, high-level dialogue with Chinese authorities and Danish government representatives. Through coordinated policy input, direct consultations, and exclusive engagement platforms, DCCC has helped members tackle practical business challenges, achieve measurable outcomes, and secure real benefits, while also enhancing their visibility and strengthening their long-term positioning in China.

### **Strategic Engagement and Community Building**

This year, under our new event strategy, DCCC shifted from broad event types and working groups to delivering high-quality, targeted events designed for senior leaders in Danish and international companies. In total, DCCC organized 43 events for members, including 18 Knowledge Events, 4 Flagship Events, 3 Signature Events, 4 Company Visits, 10 Social Events, 1 Training Event, and 3 Annual General Meetings across its three chapters in the North, East and South.

Guided by our focus to "Enable Growth for Danish Companies in China", we prioritized strategic forums and executive dialogues that addressed the realities of operating in an increasingly complex market. Throughout the year, experts from Nordea and Danske Bank provided key insights into China's economic outlook, geopolitical tensions, and the implications of evolving consumer trends. We also convened industry leaders for panel discussions on strengthening supply-chain resilience and invited Nordic executives and design leaders to explore how Nordic design can elevate brand loyalty and adapt to China's shifting consumer landscape.

Through our partnership with the i10 Innovation Network, we co-hosted innovation-focused events on cross-border challenges and competitiveness. We co-organized with the Sino-Danish Center for Education and Research (SDC) to deliver a two-day program on Innovating with Integrity. We brought our members to visit four companies and their factories, including Carlsberg in Foshan, The LEGO Group in Jiaxing, Ambu in Xiamen, and Alibaba in Hangzhou. At the same time, we continued to uphold our social traditions across all three chapters by celebrating Danish traditions through key events and social gatherings. We celebrated the Sankt Hans in Zhuhai, the Danish Summer Night in Beijing, and the Danish Gala in Shanghai. We kept the Danish culture alive through a range of social events, including Fredagsbar, Easter, and Julefrokost Christmas events. These combined efforts strengthened both the professional network

and social cohesion of the Danish community in China, reinforcing DCCC's role as a platform for learning, connection, and shared growth.

### **Membership and Community Growth**

Members remain at the core of DCCC, and this year DCCC is pleased to welcome 12 new members and associates. Among the new members, three are All China Members, reflecting the growing confidence in the Chamber's work and the strengthened impact DCCC brings to the Danish business community in China.

As part of DCCC's member engagement efforts, we continued our membership visit initiative started last year. Although we have not yet reached every member, we strengthened connections by sending a commemorative gift to all members in celebration of the 75th anniversary of diplomatic relations between Denmark and China. This gesture underscores our appreciation and our dedication to fostering a supportive and connected community across China.

In parallel, our social media community continued to expand in 2025, with LinkedIn followers increasing by more than 500 and WeChat followers growing by more than 800, further strengthening our reach and engagement across platforms.

### **Challenges, Geopolitics Risks and the Road Ahead**

While 2025 has been a year of meaningful progress, it has also brought even greater complexity than the year before. In an era of unprecedented global change, businesses are navigating geopolitical risks that now have direct, tangible effects on strategic and operational decisions. Several members have felt the impact of these uncertainties firsthand, underscoring the increasingly critical role DCCC plays in providing clarity, balance, and practical guidance.

Amid this turbulence, we remained steadfast in supporting our community — facilitating dialogue, strengthening connections, and delivering high-quality events that help leaders better understand the shifting landscape. Through our advocacy efforts, knowledge-sharing platforms, and networking initiatives, DCCC continues to serve as a trusted forum where members can exchange insights and find support from peers facing similar challenges. This resilience is a reflection not only of the Secretariat's work but of the collective commitment of our members across China.

Looking ahead to 2026, we remain cautiously optimistic. We expect to see an even stronger and more connected community, continued membership growth, and an enhanced range of high-quality events designed to meet the evolving needs of Danish

businesses in China. In a world that remains unpredictable, DCCC's mission — to enable growth, strengthen collaboration, and represent our members' interests — will continue to guide our efforts in the year to come.

### **A Year of Leadership Changes**

In 2025, we bid farewell to our Honorary Board Members — Ambassador Mikael Winther, Mads Vestager Nielsen, Morten Kruse, and East Board Member Anne Sophie Zerlang Karlsen — and Secretary General Anna Lin Yip. Their dedication and support have been instrumental in shaping DCCC into a more mature and cohesive national Chamber. At the same time, we warmly welcomed our new Honorary Board Members, Jens Martin Alsbirk and Jonas Bruntse, along with our new Secretary General, Belinda Bøttern Bai. They bring fresh energy, extensive experience, and strong connections with Danish enterprises, positioning DCCC to advance its mission and impact in the years ahead.

Warm regards,



**Mathias Boyer**

DCCC National Chair & North Chair



**Jan Laegaard Broni**

DCCC South Chair & National Vice Chair



**Ann Sophie de Meester**

DCCC East Chair & National Vice Chair



**Belinda Bøttern Bai**

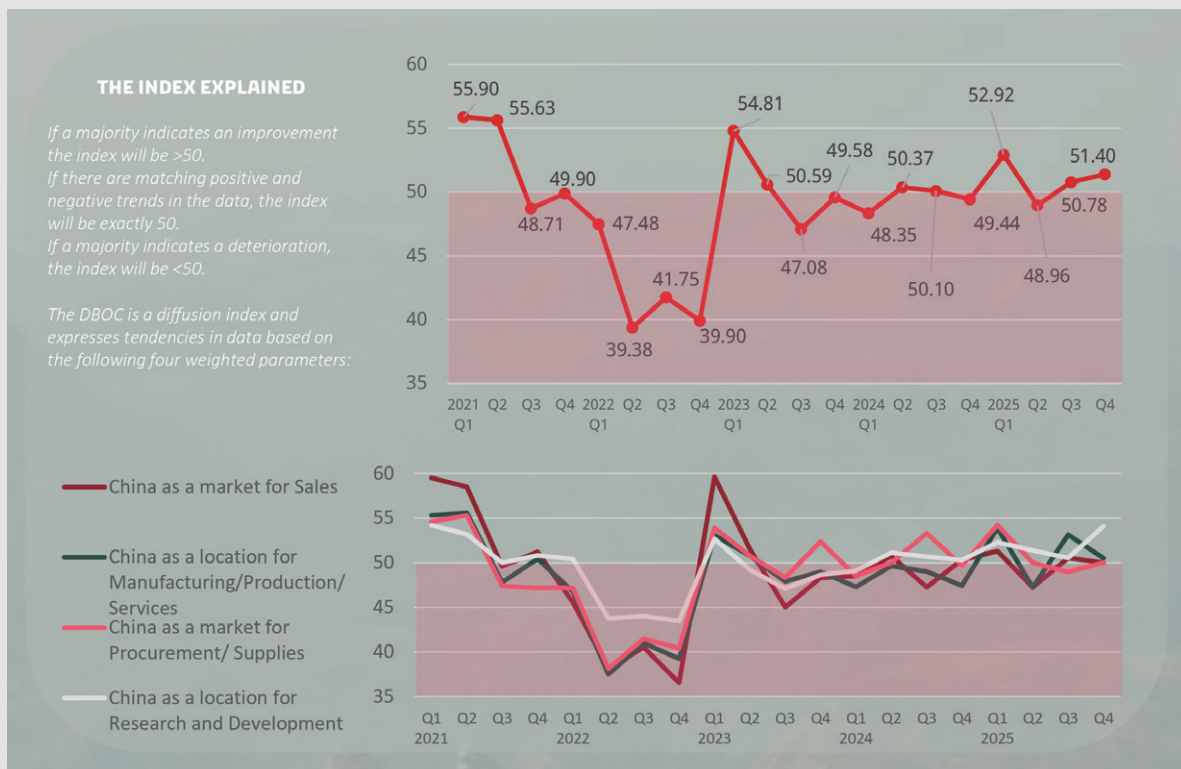
DCCC Secretary General

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# 2025 DANISH BUSINESS OUTLOOK ON CHINA



The Danish Business Outlook on China (or DBOC) Index is a joint initiative of the Embassy of the Kingdom of Denmark in Beijing, the Danish Chamber of Commerce in China (DCCC), the Danish-Chinese Business Forum (DCBF) and the Sino-Danish Center for Education and Research (SDC). DBOC is a quarterly index tracking changes in the short-term outlook of the Danish business community regarding China. All participating companies have a Danish CVR number and are either members of DCCC or DCBF.

## Q1, March 2025 | DBOC Index 52.92

In Q1 2025, the short-term outlook for Danish companies in China improved significantly, reaching its highest level since Q1 2023 and returning firmly into

positive territory. The rebound was broad-based, with five out of six sectors reporting improved sentiment. Only the design and lifestyle sector remained negative, with an index of 49.34. Respondents based both in China (52.77) and Denmark (53.52) expressed strong optimism. Both large companies (51.4) and SMEs (54.38) showed positive outlooks, with SMEs outperforming larger firms. Despite this upbeat sentiment, over 30% of respondents anticipated a negative impact on their China operations from the upcoming US tariff measures announced in early April.

### **Q2, June 2025 | DBOC Index 48.96**

In Q2 2025, sentiment softened markedly, pushing the DBOC Index back into negative territory. Five out of six sectors reported declining outlooks, with only the design and lifestyle sector holding steady. Optimism waned among respondents both in Denmark (down to 45.46 from 53.52) and in China (falling to 49.85 from 52.77). Both large companies (49.6) and SMEs (48.18) saw deteriorating sentiment, with SMEs experiencing a sharper reversal after their strong Q1 performance. A recurring concern was decoupling between China operations and global headquarters: more than one-third of respondents indicated it had reduced their ability to pursue new projects or investments.

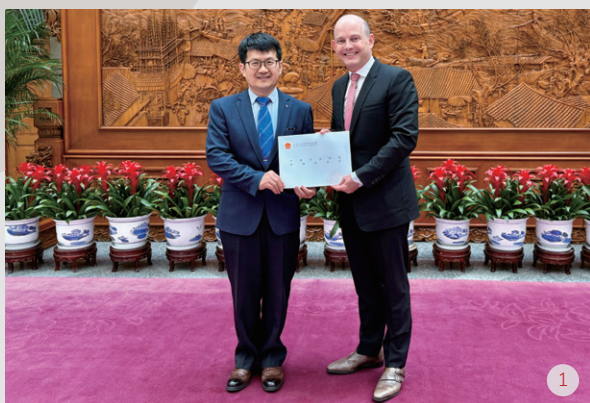
### **Q3, September 2025 | DBOC Index 50.78**

In Q3 2025, the DBOC Index modestly rebounded into positive territory. Sector performance diverged: energy, logistics/maritime, and agri/food led with improved outlooks, while the environment/water sector saw a sharp decline. Sentiment strengthened among respondents based in both Denmark (48.86, up from 45.46 but still negative) and China (51.35, entering positive territory). SMEs staged a solid recovery (53.25), reversing Q2's drop, while large companies weakened slightly (47.9). Decoupling and communication gaps between HQ and China operations continued to be cited as a key constraint, with over one-third of firms reporting missed opportunities as a result.

### **Q4, December 2025 | DBOC Index 51.40**

In Q4 2025, the DBOC Index edged higher to 51.40, maintaining a modestly positive outlook as the year closed. Four out of six sectors reported improved sentiment, led by environment/water and health/life science, while logistics/maritime and energy declined. Respondents based in Denmark showed stronger optimism (53.13), reversing their earlier pessimism, whereas those in China remained cautiously upbeat (50.75). Large companies rebounded into positive territory (51.50), but SMEs slipped back below 50 (48.44) after their Q3 recovery. Persistent challenges around HQ–China coordination and regulatory unpredictability continued to weigh on strategic decision-making, with nearly one-third of firms citing these factors as barriers to investment.

# ADVOCACY



Picture 1: Simon Lichtenberg, Advocacy Chair of DCCC, received the letter from President Xi.



Picture 2: DCCC Chairs with Minister for Foreign Affairs of Denmark Lars Løkke Rasmussen and Michael Starbaek Christensen, Ambassador of the Kingdom of Denmark. Beijing, May.

This year coincides with the dual important milestone of the 75th anniversary of the establishment of diplomatic relations between China and Denmark and the 25th anniversary of the founding of the Danish Chamber of Commerce in China (DCCC). In April, DCCC Advocacy Chair Simon Lichtenberg sent an official letter to President Xi Jinping to congratulate on the 75 years history, expressed the desire to deepen Denmark China cooperation. In a separate personal letter, he shared his reflections on over 30 years in China, and hoped more Danish and European business leaders would experience the Chinese government's sincerity, the Chinese market's potential and the Chinese people's friendliness. On May 6, the Chamber was honored to receive a reply letter from President Xi Jinping. This letter represents high recognition and earnest encouragement for the Chamber's work and has injected strong impetus into the Chamber's subsequent development.

In the letter addressed to Simon Lichtenberg, Advocacy Chair of DCCC, President Xi Jinping commended the longstanding commitment of Danish companies operating in China and recognized the deep goodwill they have consistently shown towards the country.

'I hope that the Danish Chamber of Commerce in China and its member companies will continue to play a bridging role between China and Denmark, as well as between China and Europe, contributing to the enhancement of mutual understanding, friendship, and the deepening of mutually beneficial cooperation.' the President stated.



Picture 3: Simon Lichtenberg, Advocacy Chair of DCCC, with Jeppe Tranholm-Mikkelsen, Permanent Secretary of State for Foreign Affairs of Denmark, Michael Starbaek Christensen, Ambassador of the Kingdom of Denmark at the China-Nordic Economic and Trade Cooperation Forum. Wuhan, Hubei, October.



Picture 4: Simon Lichtenberg, Advocacy Chair of DCCC, met with Ling Ji, Vice Minister of MOFCOM at the 24th Meeting of the China-Denmark Joint Economic and Trade Committee. Wuhan, Hubei, October.

## 2025 Recommendations

In 2025, DCCC continued in the third year of active advocacy for all-China members, reflecting the collective concerns and recommendations. Spearheaded by DCCC Advocacy Chair Simon Lichtenberg, the advocacy effort of this year, was compiled into 62 key recommendations spread over eight major areas:

1. Foreign invested enterprises related policy implementation across the nation
2. Competing on a level playing field
3. Market access procurement practices
4. Product & regulatory adaptation for a unified market
5. Support for R&D and innovation
6. IP protection & management
7. Domestic consumption
8. Green Transition, Decarbonization & Climate Collaboration

Notably, this year also marks the first time that recommendations have been submitted to the Danish government and Danish businesses' headquarters in Denmark.

National Chair Mathias Boyer handed in the letter to Minister for Foreign Affairs of Denmark Lars Løkke Rasmussen in May. This achievement enabled us to put forward suggestions bidirectionally to the governments of both China and Denmark.

The 62 key recommendations were sent to 33 government entities at various levels, including:

- 11 letters at the national level: submitted to the State Council, the Ministry of Industry and Information Technology, the Ministry of Finance, the National Development and Reform Commission, the Ministry of Science and Technology, the State-owned Assets Supervision and Administration Commission, the Ministry of Commerce, the Ministry of Foreign Affairs, the International Department of the Central Committee of the Communist Party of China, Publicity Department of the



Picture 5: Simon Lichtenberg, Advocacy Chair of DCCC with Ren Hongbin and other panelists on the Global Trade and Investment Promotion Summit. Beijing, May.



Picture 6: Mathias Boyer, National Chair of DCCC, Simon Lichtenberg, Advocacy Chair of DCCC with Ren Hongbin, Chairman of CCPIT. Beijing, May.

Communist Party of China Central Committee, and the China Council for the Promotion of International Trade.

- 13 letters at the provincial level: submitted to Shanghai, Beijing, Tianjin, Zhejiang, Jiangsu, Hubei, and Guangdong.
- 9 letters at the municipal level: submitted to Suzhou, Hangzhou, Jiaxing, Ningbo, Nanjing, Chengdu, Shenzhen, Xiamen, and Guangzhou.

These 33 official submissions not only led to a surge of high-level government engagements but also brought forward more concrete challenges and needs from our members, deepening policy dialogue in a more practical and solution-focused way than ever before.

Throughout the year, DCCC's strengthened engagement with governments has been demonstrated through a series of high-level activities:

### Government Meetings & Events

On May 19, DCCC Chairs held a two-hour meeting with Ling Ji, Vice Minister of the Ministry of Commerce of China, at the Ministry's meeting room, engaging in in-depth discussions on the practical implementation of Chamber's recommendations.

On May 25, DCCC attended the Global Trade and Investment Promotion Summit hosted by the China Council for the Promotion of International Trade (CCPIT). Simon Lichtenberg, DCCC Advocacy Chair, spoke as a panelist during the summit. After the event, DCCC National Chair Mathias Boyer and DCCC Advocacy Chair Simon Lichtenberg held a closed-door meeting with Ren Hongbin, Chairman of CCPIT.

On October 13, DCCC joined senior Danish government representatives, the Consulate General of Denmark in Guangzhou, and Guangdong authorities at "Denmark Day on Dane's Island," celebrating 75 years of Denmark–China relations.

On October 15, DCCC participated in the China-Nordic Economic and Trade



Picture 7: Mathias Boyer, National Chair of DCCC, spoke at the Tianjin Commerce Bureau Roundtable.  
Picture 8: DCCC members, its Chairs, and the Secretariat at the Jiaxing Commerce Bureau Roundtable.

Cooperation Forum and the 24th Meeting of the China-Denmark Joint Economic and Trade Committee in Wuhan, hosted by MOFCOM and the People's Government of Hubei Province, together with DCCC member companies Maersk, Novo Nordisk, Arla and others.

On November 20, DCCC hosted a China–Denmark Business Roundtable with the Tianjin Municipal Commerce Bureau, attended by six Danish companies: Novo Nordisk, Maersk, Danfoss, Novonosis, Bestseller, and Nissens Cooling Solutions.

On November 25, DCCC was invited by China Council for the Promotion of International Trade (CCPIT) to take part in a Fuzhou roundtrip, led by Ren Hongbin, joined by local foreign companies.

On December 3, DCCC Advocacy Chair Simon Lichtenberg, National Vice Chair & East Chair Ann Sophie de Meester and Secretary General Belinda Bøttern Bai, met with the Shanghai Municipal Commission of Commerce in Shanghai. A roundtable meeting joined by DCCC members and Shanghai local authorities was agreed to take place in early 2026.

On December 10, DCCC and 5 member companies The LEGO Group, Danfoss, DSV, Leman and ISS held a dedicated roundtable meeting with the Jiaxing government. 26 concrete suggestions were presented and discussed.

2026 is the crucial opening year for the implementation of China's 15th Five-Year Plan.

The Danish Chamber of Commerce in China (DCCC) will continue to focus on issues related to Market access, Domestic consumption, IP protection, Policy support and Trade frictions, closely aligning with the core arrangements of the Plan. We will facilitate Danish enterprises' in-depth participation in China's high-quality development process and further deepen mutually beneficial cooperation between China and Denmark.

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# BUSINESS & KNOWLEDGE EVENTS

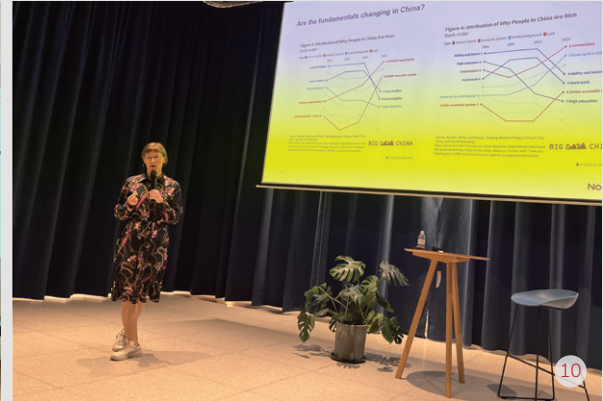
In 2025 DCCC continued providing Danish companies in China with insights, dialogues, and strategic perspectives through high-level seminars, roundtables, panel talks with top industry leaders, and engagement with global innovation networks. These initiatives kept our members informed on market trends, innovation, and business strategies, helping them adapt and strengthen their competitive advantage in an evolving China market.

- **Exclusive C-Suite Insights: Navigating China's 2025 Market – Beijing – January** (Picture 9)

DCCC invited Markus Herrmann Chen, Co-Founder and Managing Director of China Macro Group (CMG) to share insights of China's economic policy evolution and practical lessons for senior executives.

- **China Economic Outlook 2025, Seminar with Tuuli Koivu, Chief Economist at Nordea – Beijing and Shanghai – March** (Picture 10)

Tuuli Koivu provided a comprehensive China Economic Outlook, offering expert analysis on China's economic landscape and its potential implications for both local and global markets.



• **China's Consumption Push – What It Means for Danish Businesses, Seminar with Allan von Mehren, Chief Analyst and China Economist at Danske Bank – Beijing and Shanghai -April** (Picture 11)

Allan von Mehren shared insights of China's current consumption stimulus especially following the Two Sessions and the implications for Danish Businesses.

• **i10 Innovation Festival Events including “Different Continents, Unified by Innovation Power” – Shanghai and Beijing – April to June** (Picture 12)

DCCC joined the i10 Innovation Network in China, participating in sessions on how different continents drive China's innovation agenda, circular economy leadership, and global collaboration etc.

• **Webinar: Staying in Dialogue with China 2025 – Online - April**

DCCC partnered with China Macro Group (CMG) for an online webinar where Former Vice Minister ZHU Guangyao talked about "Four years into 14th Five-Year-Plan - taking stock of its execution after the NPC 2025".



- **Global Trade Disruptions – How to Survive and Thrive – Shanghai - August** (Picture 13)

DCCC invited Silvia Ding, Managing Director of Maersk Greater China, to deliver a keynote speech about “Building Resilient Supply Chain with Flexibilities”. A panel formed by top executives from importing and exporting sectors including the global logistics provider – Silvia Ding, the exporter – Simon Lichtenberg, CEO of Trayton Group, and the importer – Philip Xiao, CEO of Profex discussed and shared insights on risk management, localization, and leadership strategies in turbulent times.

- **Thriving in China’s New Reality: How MNCs Can Localize, Link, and Lead – Shanghai – August**

DCCC co-organized a high-level forum with Ingka Centres, SwedCham China, and FinnCham China, bringing together senior leaders, industry experts, and strategic partners to exchange insights on how multinational companies can localize with greater relevance. Jacob Johansen, DCCC East Vice Chair, Principal at PwC Strategy & Author of 'From Customer to User' delivered a keynote on “How multinational can compete in China”.

- **Can Nordic Design Drive Sales in China? – Shanghai – October** (Picture 14)

DCCC brought together top executives and design leaders from Nordic icons including Bang & Olufsen, HAY, Marimekko, Volvo, Schmidt Hammer Lassen, IKEA, and design consultancy IDEO to explore how Nordic design can influence buying behavior, strengthen brand loyalty, and adapt to China's shifting consumer landscape.



- **Unlock Your China Strategy: Decoding China's 15th Five-Year Plan (2026-2030) – Beijing – November**

DCCC co-organized the seminar with partner Nordic chambers and China Macro Group (CMG), offering a first glimpse into the 15th FYP, which highlights a programmatic focus on social policy alongside concrete priorities on industrial upgrading and market reforms.

- **EUCCC Executives Present the 2025/2026 Position Paper to the Danish Business Community – at the Consul General's Residence! – Shanghai – November** (Picture 15)

DCCC invited Carlo Diego D'Andrea, National Vice President of the EUCCC, and Simon Lichtenberg, Entrepreneur and EUCCC Executive Committee Member, to present the EUCCC's 2025/2026 Position Paper to the Danish business community at the Residence of Jens Alsbirk, Consul General of Denmark in Shanghai.

- **Corporate Innovation Days 2025 – Beijing – November** (Picture 16)

DCCC co-organized a transformative two-day event with SDC, DCBF, ICDK, and DI, featuring keynotes, workshops, panel discussions, as well as enterprise and student engagement sessions, exploring how sustainable, traceable, verifiable, and accountable innovation is shaping the future of business in China.

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# SOCIAL EVENTS & NETWORKING

Social events and networking remained a cornerstone of DCCC community. Through a variety of informal gatherings, traditional Danish celebrations, and member-centric events across multiple cities, DCCC provided opportunities for relationship-building, engagement, and cultural connection, reinforcing a dynamic and supportive network beyond business interactions.

- **Danish Friday Spring Social Mixer – Shanghai – March**

DCCC hosted a casual and relaxing social mixer for the Danish and international community at SOMETHING Dining & Bar.

- **Danish Easter Lunch – Guangzhou – March**

DCCC invited members and friends from Southern China to gather around communal tables and celebrate Easter in the Danish way.

- **Nordic Easter Breakfast Buffet & Mingle – Shanghai – April**

DCCC co-hosted an Easter Breakfast celebration for its members and friends in Shanghai, together with its fellow Nordic chambers, including SwedCham China, FinnCham China, and the Norwegian Business Association China.

- **The Great Wall Calls: Ultimate Marathon Challenge – Beijing – May**

DCCC co-hosted this annual marathon race with the Great Wall International Marathon in Huangyaguan, where participants challenged themselves by running against the backdrop of the Huangyaguan Great Wall.

- **Sankt Hans: Celebrating the Danish Summer Solstice – Zhuhai – June**

(Picture 19)

Each year, DCCC gathers members from Southern China in Zhuhai to celebrate this beloved key event. This year, the Summer Solstice celebration featured a day



of fun games, dinner, a bonfire, and a speech, followed by the traditional Sankt Hans song by the fire.

- **Meet & Greet with The Raveonettes Band – Shanghai – August**

DCCC invited members and fans to meet the Raveonettes Band - one of Denmark's most iconic indie rock duos - for an artistic and light-hearted evening right before their show in Shanghai.

- **Fredagsbar: Late Summer Welcome Back Party – Shanghai – August**

DCCC introduced the spirit of boss-bashing into this after-work mixer, inviting the Danish and international community to embrace the legendary Friday ritual. The event featured a casual speech on Fredagsbar by Thomas Knudsen, General Manager, Greater China, Pandora.

- **All Chambers Networking – Beijing – September**

DCCC co-organized the event together with more than 10 other chambers at Hotel JEN Beijing, inviting members to connect and network with professionals from across the chamber community.

- **Danish Summer Night 2025 – Beijing – September** (Picture 17)

DCCC hosted this unique annual key event celebrating the traditional Danish midsummer ritual at The Embassy of the Kingdom of Denmark. This year marked a historic milestone: 75 years of diplomatic ties between China and Denmark, and 25 years of the Danish Chamber of Commerce in China (DCCC) uniting Danish business community.

- **Danish All Stars Gala 2025 – Shanghai – November** (Picture 18)

As a special annual key event, DCCC celebrated its 25th Anniversary and 75



years of Sino-Danish diplomacy, while honoring the outstanding contributions of the Danish business community in China. The ALL STARS Gala brought together past award winners, business leaders, and long-standing partners for a glamorous and memorable evening.

- **Julefrokost/Danish Christmas – Shenzhen – November** (Picture 20)

DCCC upheld the Danish Christmas tradition of Julefrokost and invited members and friends to celebrate the festive season with a Grand Tombola (lucky draw), traditional Danish dishes, and joyful holiday music.

- **Christmas Market at The Embassy of the Kingdom of Denmark – Beijing – November**

Co-hosting with the Embassy of the Kingdom of Denmark, DCCC helped raise RMB 1,923 through a lucky draw booth at the market, which was directly donated to the Shan Shui Conservation Center (SSCC), a Chinese NGO dedicated to species and ecosystem conservation.

- **Julefrokost/Danish Christmas – Beijing – December**

DCCC kept the Danish Christmas tradition of Julefrokost to the heart and invited members and friends to celebrate the festive season with a gift exchange dice-rolling game (pakkeleg), delicious Danish dishes, and festive music.

- **Julefrokost/Danish Christmas – Shanghai – December**

DCCC wrapped up a fruitful year during the festive Christmas season, inviting members and friends to embrace the spirit of the Danish gift-exchange game (pakkeleg), enjoy traditional Danish food, uncover the almond lucky presents, and share laughter in a warm and welcoming atmosphere.



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# FACTORY & COMPANY VISITS

Company and factory visits continued to be an important platform for knowledge exchange at DCCC in 2025, offering members first-hand insights into leading enterprises and operational excellence. Through exclusive, member-focused corporate visits, DCCC enabled direct engagement with industry leaders. These visits encouraged the sharing of best practices and strengthened professional connections.

- **Visit Carlsberg's State-Of-The-Art Brewery in Foshan – March** (Picture 21, 22) DCCC hosted members for an exclusive visit to Carlsberg's state-of-the-art brewery, featuring a guided tour highlighting Carlsberg's leadership in environmental responsibility, followed by a presentation from CK Lee, President of Carlsberg China, who shared the company's strategy for navigating the dynamic Chinese market.



• **LEGO Factory Tour in Jiaxing – August** (Picture 23, 24)

DCCC invited members to explore The LEGO Group's factory in Jiaxing, discovering how the company integrates sustainability into its operations. Attendees learned about sustainability, while experiencing the innovative manufacturing processes firsthand.

• **Ambu Factory Visit in Xiamen – September** (Picture 25)

DCCC took members inside Ambu's production site to see how innovation, lean processes, and sustainability drive operational excellence. James Zhan, Vice President of Xiamen Operations, shared Ambu's journey and its strategic approach in China.

• **Alibaba Nordic Companies Visit in Hangzhou – October** (Picture 26)

The visit, organized by DCCC together with the Norwegian Business Association China and FinnCham China, gave participants exclusive access to Alibaba's campus. Attendees learned how artificial intelligence is applied in fashion and sports, gaining insights into innovative tech-driven solutions.



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# PRESS COVERAGE

The leadership of the Danish Chamber of Commerce in China (DCCC) engaged extensively with China's leading media, underscoring the chamber's active role in promoting Denmark–China economic ties. Through a series of high-profile interviews and public appearances, DCCC leaders highlighted the importance of sustained collaboration, the opportunities within the Chinese market, and their commitment to supporting Danish businesses in China.

## **Simon Lichtenberg**

- Interviewed by Xin Hua News Agency regarding the letter from President Xi in May.
- Interviewed by CCTV in May, regarding Letters from a Great Country in May.
- Was interviewed by multiple journalists at CCPIT summit in May, followed by a panel talk in May.
- Interviewed by People's Daily in May regarding President Xi Jinping Replies letter to Danish Chamber of Commerce in China.
- Interviewed by CNR Global Information Radio in May, regarding “Not Investing in China May Lead to Falling Behind”.
- Interviewed by China Daily in May, regarding President Xi's Reply Letter Strengthens Foreign Enterprises' Confidence.
- Interviewed by CGTN, Voice of the Vanguard in May, regarding Believe in China, Serve the World.



- Interviewed by CCTV-13 in May, regarding Investing in China Is Investing in the Future.
- Interviewed by Wenhui Daily in May, regarding Received a Reply Letter from the President.
- Interviewed by Guangming Net, Economic Cooperation Fosters Civilizational Dialogue in July regarding The Story of President Xi and I Practicing the Global Initiative on Civilization Harmony Together
- Interviewed by People's Daily in July, regarding Marching Forward on the Great Path, Living in Harmony and Coexistence.
- Interviewed by CCTV News, CIIE Live Studio in November regarding promote Danish products.

### **Mathias Boyer**

- Delivered remarks at the reception hosted for the Danish Foreign Minister Lars Løkke Rasmussen in May.
- Interviewed by several journalists at CCPIT summit in May
- Interviewed by CCTV Business Channel in July regarding foreign investors' active engagement in Chinese market, with special focus on Danish enterprises.

### **Ann Sophie de Meester**

- Interviewed by CCTV - Letters from a Great Country in May regarding DCCC the reply letter from President Xi

### **Jan Lægaard Broni**

- Interviewed by CGTN in May regarding DCCC the reply letter from President Xi.

# 2025/2026 DCCC BOARD OF DIRECTORS

## DCCC NATIONAL BOARD OF DIRECTORS



**Mathias Boyer**  
CFO/COO, ISB  
CHAIR



**Ann Sophie de Meester**  
Group Operations Program Director, Acclime  
VICE CHAIR



**Jan Lægaard Broni**  
Executive VP, Alurehab  
VICE CHAIR



**Martin Vejling Andersen**  
VP Operations, LINAK  
TREASURER



**Michael Schjerbeck Jensen**  
GM, F&H Asia  
SECRETARY



**Jacob Johansen**  
Principal, PwC



**John Markmann**  
President, Grundfos



**Philip Timm**  
Senior Director, Finance &  
Operations, Novo Nordisk



**Simon Lichtenberg**  
Founder & CEO  
Trayton Group



**Michael Starbæk Christensen**  
Denmark's Ambassador to China  
HONORARY BOARD MEMBER

## DCCC NORTH CHAPTER BOARD OF DIRECTORS



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Senior Director, Finance &  
Operations, Novo Nordisk  
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P2  
SECRETARY



**Alex Leufgen**  
Head of Region Asia-Pacific  
Arla Foods Ingredients



**Chris Cui**  
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Kopenhagen Fur (KPHG FUR)



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Executive Director  
Sino-Danish Center



**Zhan Hu**  
Government & Public Affairs Director  
The LEGO Group



**Jonas Bruntse**  
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Embassy of Denmark to China  
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Secretary General



**Xingling Wei**  
East Manager and National  
Events & Projects



**Rocky Liu**  
Marketing & Member  
Relations



**Tina Wu**  
Advocacy & Event

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# COLLABORATIONS



MINISTRY OF FOREIGN AFFAIRS  
OF DENMARK

DCCC is honored to invite representatives from the Danish Foreign Ministry as honorary board members on both its national and local boards of directors. This close collaboration fosters synchronized efforts to support Danish businesses and citizens in China, particularly in advocacy initiatives, organizing industry-specific events in conjunction with the Trade Council, and providing a framework for annual general meetings and social gatherings.



丹中商会 DANISH-CHINESE BUSINESS FORUM

Danish Industry (DI) is Denmark's largest and most influential business organization, representing the interests of Danish companies across various industries. It acts as a voice for businesses in Denmark, advocating for policies that foster economic growth, innovation, and competitiveness.



SWEDCHAM.CHINA  
中国瑞典商会

The purpose of Danish-Chinese Business Forum is to promote exchange of information and contacts among Denmark-based companies, organizations, top executives and managers who have Danish-Chinese commercial interests. DCCC and DCBF work closely together on webinars. DCBF is based in Copenhagen, Denmark.

## FINNCHAM



Danes Worldwide is a non-profit organization dedicated to supporting the global Danish diaspora. The organization connects Danes living abroad, helps preserve Danish culture and language, and represents their interests in Denmark.

We also had a wide collaboration with SwedCham, Norwegian Business Association (NBA), FinnCham and co-organized a dozen of quality activities.

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# MISSION & VISION

The objectives of the Danish Chamber of Commerce in China are to promote, study and advance commercial and industrial relations, investments and trade between Denmark and China.

The Ministry of Commerce (MOFCOM) approved the formation of the Danish Chamber of Commerce in China on October 8, 2000, at the recommendation of the China Council for the Promotion of International Trade (CCPIT). The Chamber registered on December 21, 2000 with the Ministry of Civil Affairs (MCA).

DCCC is one of 18 official foreign chambers of commerce in China.

## **VISION**

Facilitate meaningful connections, best practices and events that have a significant positive impact for our members in China.

## **MISSION**

To be a highly member-centric and value-driven Chamber of Commerce - empowered by our community.

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# DCCC FINANCE

The Danish Chamber of Commerce in China is a non-profit, membership fee-based organization. Revenue streams of the DCCC come in the shape of three different categories: memberships, events and sponsorships.

All revenue that the DCCC receives is utilized with the purpose of providing the best quality services for its members, by sustaining the Secretariat team, utilizing service provider platforms to support the operations and activities, as well as to maintain the quality of our events and initiatives. The DCCC is not a government-funded organization.

The DCCC gets its funding through three channels:



## **MEMBERSHIP**

DCCC is a membership-driven organization with multiple membership categories. Membership fees are our primary source of revenue and form the financial foundation that supports our operations and missions.



## **EVENTS**

DCCC organizes seminars, company visits, business panel talks, networking sessions, and large-scale projects. For events, we aim to balance costs while delivering high-quality services, ensuring strong value and meaningful engagement for our members.



## **SPONSORSHIPS**

Sponsorships contribute not only to DCCC's financial sustainability but also play a key role in building and maintaining a resilient business community. Through sponsorships, companies are actively integrated into the planning and marketing of events and activities, strengthening visibility, collaboration, and long-term partnerships.

# ALL CHINA MEMBERS 2025



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# FOR YOU AND YOUR TEAM

DCCC is an inclusive organization for you and your team.

We announce our main events, activities, news, and invitations through our primary marketing channels, including WeChat, LinkedIn, and email updates. We strongly encourage our members to stay connected so that you do not miss the services, insights, and opportunities provided by DCCC.

Follow us on WeChat and LinkedIn and subscribe to our email updates to ensure that everyone on your team has access to DCCC's resources and networking opportunities. To be added to our mailing list, or to share any marketing-related feedback, please contact us at [mail@dccc.com.cn](mailto:mail@dccc.com.cn).

## WEBSITE

[www.dccc.com.cn](http://www.dccc.com.cn)

## WECHAT



## LINKEDIN

[www.linkedin.com/company/danish-chamber-of-commerce-china](http://www.linkedin.com/company/danish-chamber-of-commerce-china)

## NEWSLETTER

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