



2026 Consultation with the OECD Ambassador Informal Reflection Group on China

Draft Internal Concept Note

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Background

Over the past decade, *Business at OECD* (BIAC) has worked closely with its members, partners and the OECD to monitor evolving policy developments, assess their impact on the business environment, and support informed dialogue between OECD governments and the private sector. This cooperation has allowed Business at OECD to contribute business insights including on industrial policy, innovation, competition, market access, and global value chains to the OECD Ambassador-led Informal Reflection Group on China (IRG China).

Policy Context

Ten years after the launch of **Made in China 2025** – China's strategy to upgrade its manufacturing base, reduce technological dependence, and build leadership in advanced industries – the country's industrial transformation continues to shape global competition and market conditions for OECD economies. The strategy's focus on innovation, domestic capacity building, and expanding global market share has significantly affected key sectors of OECD economies. As China develops and implements its next Five-Year Plan, the country's industrial policy drive may deepen, making it critical to advance public-private dialogues and cooperation among market-based OECD economies. Recent OECD work on the level playing field, industrial subsidies, and economic security provides an important backdrop for this discussion.

Draft Concept

The *Business at OECD* China Expert Group has proposed to organize an informal high-level consultation with the *Ambassador-led IRG China* in October 2026. This will be prepared in close coordination with relevant BIAC Committees, and co-organized with the OECD Global Relations Directorate. OECD Trade Committee leadership and Delegates will also be invited.

- Date: Tuesday, 6 October 2026, 16:00-18:00 (CET) – confirmed
- Venue: OECD Conference Center in Paris, France - Château Room C – confirmed
- Duration: ~120 minute consultation (followed by BIAC dinner)
- Format: In-person
- Theme: "Made in China: 10 Years On – Past Achievements, Current Ambitions, Future Implications"

Context

- To facilitate member travel and engagement, the consultation is foreseen to be held back-to-back with relevant BIAC and OECD Trade Committee meetings (including a dialogue on critical minerals on 5 October, a workshop on technology transfer on 6 October, as well as the OECD Global Forum on Trade and Trade Committee plenary on 7-8 October)

Purpose

- Reflect on developments and outcomes in selected sectors originally prioritized under *Made in China 2025*;
- Address cross-cutting issues (such as critical raw materials, export controls, dual-use technologies, financing and digital/AI) impacting multiple sectors
- Draw lessons on how China's industrial policies have shaped market conditions, competitive dynamics, and global value chains;
- Anticipate how China's future industrial policy direction may affect these sectors in the coming decade, including in the context of the next Five-Year Plan;
- Inform discussions on future OECD priorities, focus issues and outreach initiatives

Session architecture

- **Opening remarks**
- **High-level business keynote**
- **20-30 minute business presentation**, combining
 - overarching messaging on *Made in China 2025*, also reflecting agreed BIAC key messages on industrial policies;
 - a series of 3-5 short sector interventions (approximately 4-5 minutes each), providing practical business perspectives from selected sectors
- **60 minute substantive, interactive exchange** and Q&A session with OECD Ambassadors, trade delegates and other participants.
- **Closing remarks**

Sector Focus

Expressions of interest from *Business at OECD* members across sectors are welcome. Selection will prioritize sectors with significant spillovers and relevance to OECD industrial policy debates.

For reference, the original *Made in China 2025* plan included:

- Next-generation information technology (including semiconductors & telecom equipment)
- Numerical control tools and robotics
- Aerospace equipment
- Ocean engineering equipment and high-tech ships
- Advanced rail transportation equipment
- Energy-saving and new energy vehicles
- Electrical equipment
- Agricultural machinery
- New materials
- Biopharmaceuticals and advanced medical products

Potential Cross-Cutting Issues

- critical raw materials
- export controls
- dual-use technologies
- financing
- digital/AI