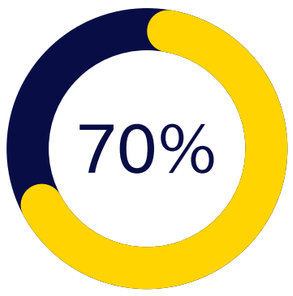
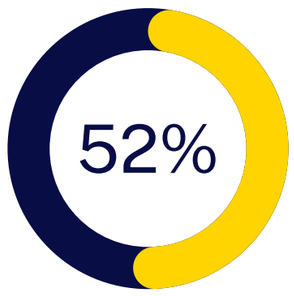
CHINESE ENTERPRISES GOING GLOBAL: NAVIGATING THE NEXT PHASE OF GLOBAL GROWTH

Demographics



have established overseas operations



have been operating internationally for more than two years

Modes of "going global"

68% establishing subsidiaries/ branches

33% joint ventures with local partners

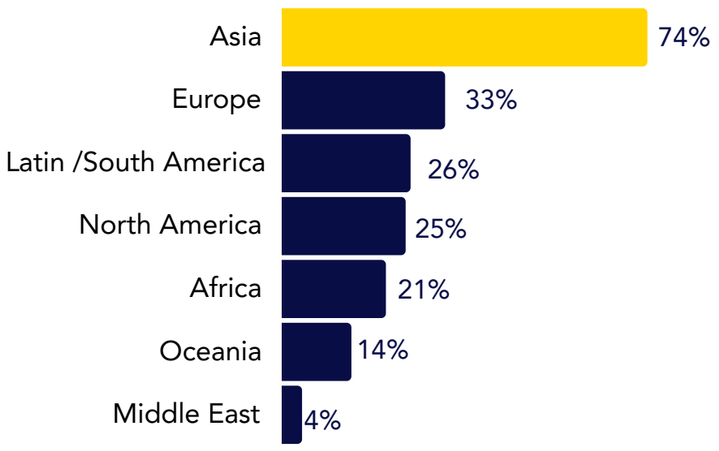
23% mergers and acquisitions/ equity investment

Drivers of "going global"

- Market expansion
- Building a global brand
- Diversifying geopolitical risks

Destinations of "going global"

Geographic distribution of overseas operations

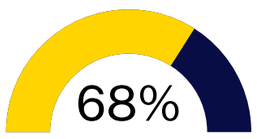


Challenges and capability gaps of "going global"

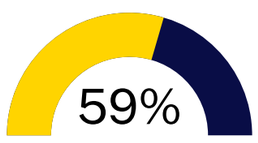
Key challenges

1. Compliance and risk: predominantly reactive approach and weak governance
2. Organisation and talent: shortage of globally experienced, multi-skilled talent; limited localised incentive mechanisms
3. Strategy and market: overreliance on domestic playbooks; limited forward-looking assessment of market differences.

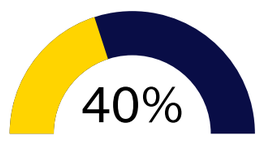
Current state of financial and governance capabilities



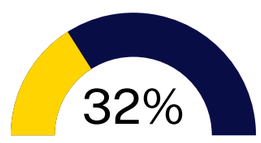
have not established overseas risk management frameworks or rely only on simple reactive measures



do not have digital finance tools for overseas operations or rely solely on basic financial tools



have limited understanding of local tax regimes and rely on external agents for tax compliance



have no unified overseas treasury planning or capital management framework

Expertise that businesses are prioritising in talents

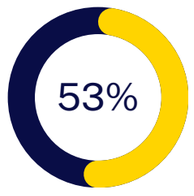
82% International tax regulations

66% Financial risk management

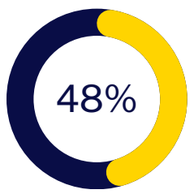
54% International financial reporting standards

Future priorities over the next 1 - 3 years in "going global"

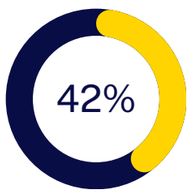
Key focuses for cross-border finance and tax management in 1-3 years



Standardising overseas financial processes



Enhancing the capability of overseas finance teams



Strengthening global tax management

Recommendations

Strategic alignment and targeted market positioning

Adopt a structured, forward-looking approach to market entry, grounded in comprehensive assessment of political, economic, industry, technological, and social factors, and aligned with long-term strategic objectives.

Capability building and integrated operating models

Strengthen global finance and tax capabilities across strategy, compliance, treasury, digitalisation, and organisation through standardised processes, optimised structures, and enhanced systems, enabling finance to shift from transactional support to strategic value creation.

Talent-led transformation and ecosystem collaboration

Leverage industry platforms such as CPA Australia, the Shanghai National Accounting Institute, and global professional service firms including Deloitte to build capability frameworks aligned with global best practice, supporting the development of globally oriented, multi-skilled finance and tax talent.

*"Going global" refers to a strategic approach widely adopted by Chinese enterprises, supported by national policy frameworks, to establish overseas operations, integrate into global value chains, and pursue long-term growth through international markets.