SUB-FORUM ON BUILDING HONGQIAO INTERNATIONAL OPENING-UP HUB & HUB Conference 2026

Date: November 6, 2026 (9:00-11:30)

Venue: D1, Hall 4.2, National Exhibition and Convention Center (Shanghai)

Hosts: Shanghai Municipal People's Government

Ministry of Commerce of the People's Republic of China

Organizers: Shanghai Hongqiao International Central Business District Administrative Committee

Co-organizers: Bank of China

Introduction:

This year's HUB Conference focuses on deeper integration and capability upgrading across Hongqiao's four core functions: transportation, convention and exhibition, commerce, and sci-tech innovation. It will explore Hongqiao's strategic mission and unique position in China's broader pursuit of high-standard opening up, as well as its systemic innovations and new practices in becoming a hub for the global allocation of production factors and a strategic anchor for enterprises expanding overseas. The conference will release authoritative, credible knowledge resources for public use, including the White Paper on the Development of Hongqiao's Comprehensive Overseas Service System (2026). It will systematically showcase a new model for coordinated overseas expansion that combines "Hongqiao Services + Yangtze River Delta Manufacturing + Global Markets", underscoring Hongqiao's commitment to becoming the first stop for Yangtze River Delta enterprises seeking support for going global.

Program:

Agenda	Timeslot	Honored Guests	Title & Organization
Promotional Video	09:00-09:02		
Opening	09:02-09:20	Remarks by Officials	
Keynote Speeches	09:20-09:53	ZHANG Hui	President, Bank of China
		JIANG Xiaojuan	Professor, University of Chinese Academy of Social Sciences (UCASS); Former Deputy Secretary-General of the State Council
		Ian Goldin	Professor of Globalization and Development, Oxford University; Founding Director, Oxford Martin School; Former Vice President, World Bank
Thematic Speeches	10:03-10:33	Gordon Naylor	Chief Executive Officer and Managing Director of CSL
		ZHOU Yuxiang	Founder and Chief Executive Officer of Black Lake Technologies

分论坛 PARALLEL SESSION

Agenda	Timeslot	Honored Guests	Title & Organization
Signing and Launch Ceremonies	10:33-10:43	Signing Ceremony for the Memorandum of Cooperation between Shanghai Hongqiao International Central Business District, Suzhou and Jiaxing on Strengthening Coordination across "One Core and Two Corridors" to Advance the Development of the Hongqiao International Opening-up Hub during the 15th Five-Year Plan Period	
		Launch of The Joint Development of the Private Enterprise Globalization Work Platform	
		Release of the White Paper on the Development of Hongqiao' s Comprehensive Overseas Service System (2026)	
		Release of Globalization Case Studies of Exemplary Innovative Enterprises in the Yangtze River Delta	
HUB DIALOGUE	10:43-11:30	HUANG Wei	TV Anchor of Yicai, Shanghai Media Group
		PIAO Dongguo	President of Huace Navigation
		WANG Kun	Board Director , Chief Investment Officer, Greengrid (China) Technology Co., Ltd.
		WU Songhua	Founder and Chairman of Shanghai SAINS Culture &Tech Co., Ltd.
		JI Feifeng	Vice President, Yangtze River Delta Financial Research Institute, Bank of China Shanghai Branch
		CHEN Yi	Vice Chairman, Senior Partner of Eastern & Western Region, KPMG China

内容简介 / Overview

发布仪式：《“十五五”时期虹桥国际中央商务区与苏州市、嘉兴市加强“一核两带”协同联动，推动虹桥国际开放枢纽建设的合作备忘录》签约仪式

Launch Ceremony: Memorandum of Cooperation between Shanghai Hongqiao International Central Business District, Suzhou and Jiaxing on Strengthening Coordination across “One Core and Two Corridors” to Advance the Development of the Hongqiao International Opening-up Hub during the 15th Five-Year Plan Period

发布单位：上海虹桥国际中央商务区管理委员会

Launching Organization: Shanghai Hongqiao International Central Business District Administrative Committee

内容简介：作为虹桥国际开放枢纽建设阶段性重大成果的集中展示，此次签约是进一步提升虹桥国际开放枢纽辐射能级的具体实践，标志着“十五五”时期“一核两带”协同联动进入深度融合、机制深化的新阶段，为虹桥国际开放枢纽从“基本建成”迈向“全面建成”注入澎湃动能。备忘录紧扣“一体化”“高质量”“国际化”，围绕协同构筑开放平台、协同提升枢纽功能、协同促进产业联动、协同创新区域联动等四大板块，推动苏州、嘉兴与虹桥在出海服务、产业协同、制度创新等11项重点领域开展更深层次合作，形成合力，共同打造长三角协同开放新格局。

Overview: Showcasing major milestones at this stage in the development of the Hongqiao International Open Hub, this signing marks a concrete step toward further strengthening the hub’ s reach and influence. It marks a new stage of deeper integration and mechanism enhancement for the coordination across “One Core and Two Corridors” during the 15th Five-Year Plan period, injecting powerful momentum into the Hub’ s progress from being “largely established” to “fully established”. With a focus on integration, high-quality development and internationalization, the memorandum covers four areas of joint action: developing platforms for opening up, enhancing hub functions, strengthening industrial linkages, and innovating regional coordination. It will advance deeper cooperation among Suzhou, Jiaxing and Hongqiao in 11 priority areas, including services for global expansion, industrial collaboration and institutional innovation, bringing their strengths together to shape a new pattern of coordinated opening up across the Yangtze River Delta.

内容简介 / Overview

发布仪式：共建民营企业全球化工作平台

Launch Ceremony: The Joint Development of the Private Enterprise Globalization Work Platform

发布单位：虹桥国际中央商务区管理委员会

Launching Organization: Shanghai Hongqiao International Central Business District Administrative Commission

内容简介：本环节拟举办国家发改委国际合作中心、虹桥国际中央商务区管委会、上海地产集团三方《合作谅解备忘录》签约仪式，并共建“民营企业全球化工作平台”。该平台将聚焦当前民营企业对外投资经营的重点问题和核心诉求，构建一个以“民营企业海外风险防控与利益保护”和“民营企业全球化能力建设”为双轮驱动的综合性服务业平台，力争在虹桥形成面向长三角、辐射全国、链接海外的民营企业全球化发展服务枢纽，全力打造长三角企业走出去服务第一站。

Overview: This session will feature the planned signing of a Memorandum of Understanding on Cooperation among the International Cooperation Center of the National Development and Reform Commission, the Shanghai Hongqiao International Central Business District Administrative Commission, and Shanghai Land (Group) Co., Ltd. to jointly develop the “Private Enterprise Globalization Work Platform”. Working with relevant central government ministries, departments and agencies, the platform will address the key issues and core needs of private enterprises investing and operating overseas. The platform will focus on the key issues and core needs of private enterprises in overseas investment and operations. It will serve as a comprehensive service platform driven by two priorities: preventing and mitigating overseas risks and protecting the interests of private enterprises, and building their capabilities for globalization. The initiative aims to establish Hongqiao as a service hub supporting the global expansion of private enterprises, serving the Yangtze River Delta, extending its reach nationwide and connecting with overseas markets. It will make every effort to position Hongqiao as the first stop for Yangtze River Delta enterprises seeking services for global expansion.

内容简介 / Overview

发布仪式：《虹桥海外综合服务体系建设白皮书2026》发布

Launch Ceremony: Release of the White Paper on the Development of Hongqiao' s Comprehensive Overseas Service System (2026)

发布单位：商务部国际贸易经济合作研究院

Launching Organization: Chinese Academy of International Trade and Economic Cooperation, Ministry of Commerce

内容简介：《虹桥海外综合服务能力建设白皮书（2026）》（以下简称白皮书）立足服务高质量共建“一带一路”和长三角，在国家海外综合服务体系建设要求下，紧扣虹桥“大交通、大科创、大商务、大会展”枢纽优势，围绕“谁来虹桥、在虹桥做什么、虹桥怎么服务”三大核心问题总结虹桥海外综合服务现状与经验，以构筑出海企业总部高地、打造海外综合服务高地和出海制度创新高地为重点，研究平台能级提升等内容，明确实施路径，持续为长三角企业高质量出海提供系统性支撑。

Overview: The White Paper on the Development of Hongqiao' s Comprehensive Overseas Service Capabilities (2026) (hereinafter the “White Paper”) aims to support high quality "Belt and Road" cooperation and the development of the Yangtze River Delta. In line with national requirements for developing a comprehensive overseas service system, the White Paper draws on Hongqiao' s strengths as a hub for transportation, sci-tech innovation, commerce, and conventions and exhibitions, and reviews its comprehensive overseas services and experience through three core questions: “Who comes to Hongqiao?”, “What do they do in Hongqiao?” and “How does Hongqiao serve them?” With a focus on establishing Hongqiao as a leading headquarters hub for enterprises expanding overseas, a center of excellence for comprehensive overseas services, and a hub for institutional innovation supporting overseas expansion, it performs a study on measures including upgrading platform capabilities, defines implementation pathways, and provides sustained, systematic support for the high-quality overseas expansion of Yangtze River Delta enterprises.

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内容简介 / Overview

发布仪式：《长三角创新样本企业全球化案例》发布

Launch Ceremony: Release of Globalization Case Studies of Exemplary Innovative Enterprises in the Yangtze River Delta

发布单位：上海长三角商业创新研究院

Launching Organization: Shanghai Yangtze River Delta Institute of Business Innovation

内容简介：《长三角创新样本企业全球化案例》依托上海长三角商业创新研究院十年创新样本积累，聚焦企业全球化布局与合规体系建设，围绕海外市场拓展、跨境风险防控、国际规则适配开展研究。通过调研10家龙头及专精特新样本企业，梳理企业出海面临的贸易壁垒、境外监管、ESG披露、投资审查等挑战，提炼“产业洞察—趋势研判—风险解构—范式输出”全球化经验，总结上海虹桥国际中央商务区作为长三角企业走出去服务第一站的桥头堡的定位与资源协同优势，形成“出海，从虹桥出发”的共识。

Overview: Globalization Case Studies of Exemplary Innovative Enterprises in the Yangtze River Delta draws on a decade of innovation case studies compiled by the Shanghai Yangtze River Delta Business Innovation Research Institute. Focusing on enterprises' deployment of global expansion and the development of compliance systems, it examines overseas market expansion, cross-border risk prevention and mitigation, and alignment with international rules. Through research into 10 representative enterprises, including industry leaders and specialized, sophisticated, distinctive and innovative enterprises, the publication summarizes the challenges businesses face when expanding overseas, including trade barriers, overseas regulation, ESG disclosure and investment screening. It distills their globalization experience into a framework of “industry insights—trend assessment—risk analysis—replicable models”. It also highlights the role of Shanghai Hongqiao International Central Business District as a strategic gateway and the first stop for enterprises in the Yangtze River Delta seeking services for global expansion, together with its strengths in coordinating resources, building a consensus around the slogan “Go Global, Set Off from Hongqiao”.

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