

Sub-Forum on Building Hongqiao International Opening-up Hub&HUB Conference 2025 Hongqiao, Bridging the World: Chinese Enterprises Venturing Abroad Amid Global Shifts

【Basic Information】

Moderator:

LIU Ye

TV Presenter of Yicai Media Group(SMG)

Remarks:

Moderator:

CHEN Jie

Member of the Standing Committee of the CPC Shanghai Municipal Committee, Vice Mayor of Shanghai

Guest:

GONG Zheng

Deputy Secretary of the CPC Shanghai Municipal Committee, Mayor of Shanghai

SHENG Qiuping

Member of the CPC Leadership Group and Vice Minister of the Ministry of Commerce

XIAO Weiming

Deputy Secretary General of the National Development and Reform Commission

Keynote Speeches:

ZHANG Hui

President of Bank of China

ZHU Min

Member of the Senior Expert Advisory Committee of the China Center for International Economic Exchanges, Former Deputy Managing Director of the IMF

Jack Perry

Chairman of the 48 Group, Chief Executive of London Export Corporation

Eric LI S. M.

Chairman of Chengwei Capital, Chairman of GuanCha.cn

Richard Baldwin

Professor of International Economics at IMD, Founder and Editor-in-Chief of VoxEU.org

Launch Ceremony:

KONG Fuan	Secretary of Party Leadership Group Executive Deputy Director-General, Shanghai Hongqiao International Central Business District Administrative Commission
FU Baozong	Deputy Director General of International Cooperation Center, National Development and Reform Commission
YAN Hua	Director, Department of Outward Investment and Cooperation, Investment Promotion Agency of Ministry of Commerce of the People's Republic of China
MU Zengbo	Division Director of International Cooperation Department, Talent Exchange Center of Ministry of Industry and Information Technology

Thematic Sharing:

Moderator:

QIN Shuo Humanities and Finance Observer, Organizer of Chin@ Moments

Guests:

ZHAO Lei	SVP of Innovent Biologics, General Manager of Shanghai Branch
JIANG Peijun	Founder of Chenxianggui Group and Vice Chairman of the Noodle Committee of the World Federation of Chinese Catering industry
LI Xiang	Co-founder of Black Lake Technology
HOU Yongtao	Vice President of Huace Navigation

HUB DIALOGUE:

Moderator:

LIU Ye TV Presenter of Yicai Media Group(SMG)

Guests:

Jacky Zou	Chairman of KPMG China
SUN Lei	Deputy General Manager of Shanghai Cross-border Business Center, Bank of China
Siren Xia	Partner of Mercer, China Business Leader of Mercer Marsh Benefits
MA Yun	Head of Corporate, Clifford Chance He Ping Joint Operation Office

【Brief Introduction】

The Sub-forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 was held on the morning of November 6, 2025, at D1, Hall 4.2 of the National Exhibition and Convention Center (Shanghai). Co-hosted by the Shanghai Municipal People's Government and the Ministry of Commerce of the People's Republic of China, the conference featured five segments: Remarks, Keynote Speeches, Launch Ceremony, Thematic Presentation, and HUB DIALOGUE.

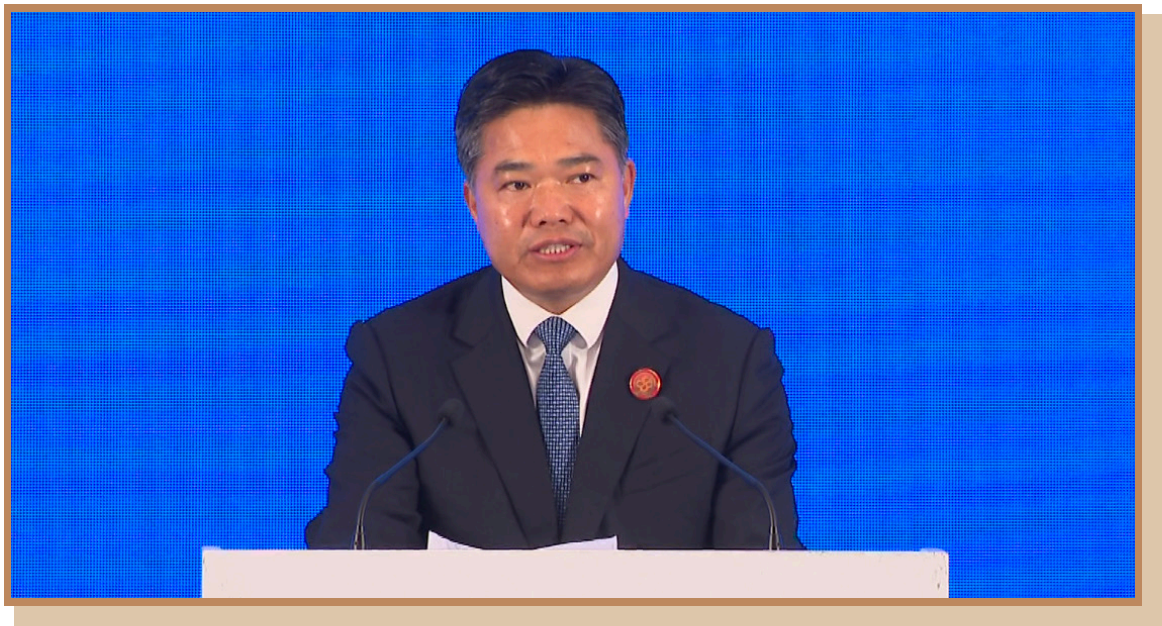


[Remarks]

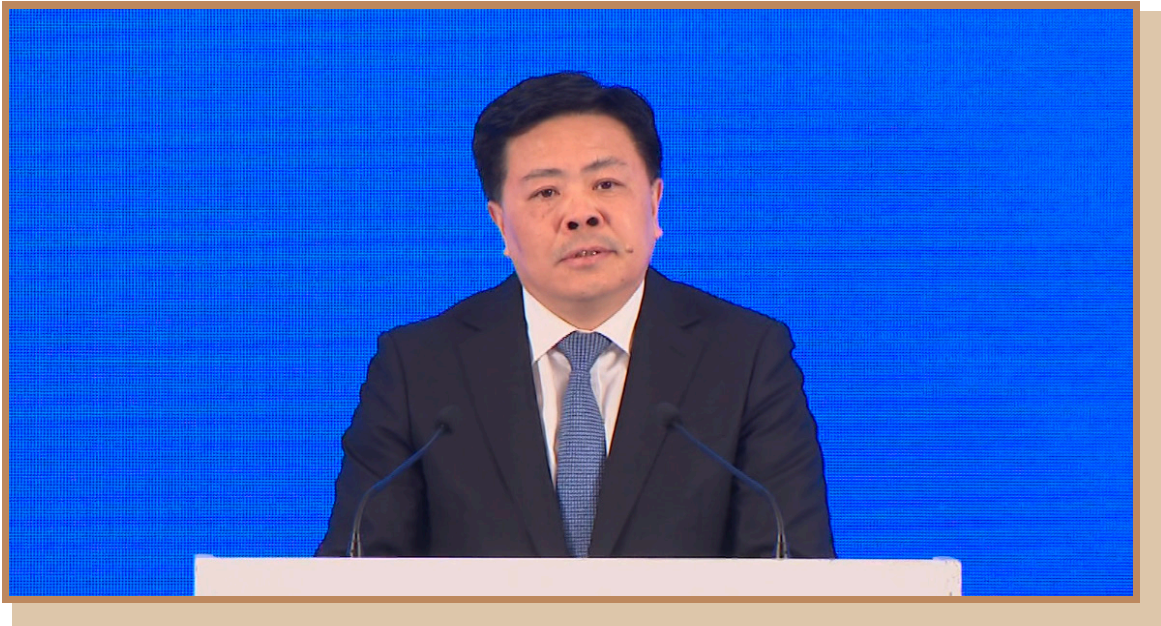
The Remarks session invited officials including Gong Zheng, Deputy Secretary of the CPC Shanghai Municipal Committee and Mayor of Shanghai; Sheng Qiuping, Vice Minister of Commerce of China; and Xiao Weiming, Deputy Secretary-General of the National Development and Reform Commission of China. Mayor Gong Zheng noted that building the Hongqiao International Opening-up Hub is a major strategic initiative to advance the integrated development of the Yangtze River Delta and to expand high-level opening-up. Over the past four years, Shanghai has significantly strengthened the hub's role as the "strongest engine" by leveraging major sci-tech innovation to empower integrated transportation, broad exhibition, and big business. Looking ahead, Shanghai will focus on the Hongqiao International Central Business District and build a pioneering zone for supporting enterprises in "going global". Priority areas include developing a headquarters hub for enterprises seeking global expansion to drive the systematic globalization of the Yangtze River Delta's competitive production capacity, technologies, and standards; building a comprehensive service hub for overseas operations to reinforce service platforms that support risk mitigation and rights protection; and advancing a hub for institutional innovation related to global expansion, creating regulatory and institutional frameworks aligned with international rules to drive new breakthroughs in trade platform development. Vice Minister Sheng Qiuping stated that construction of the Hongqiao International Opening-up Hub is a key measure to expand China's opening-up and to promote the integration of the Yangtze River Delta. The Ministry of Commerce will fully implement the central government's directives, steadily expand institutional opening-up, support Hongqiao's linkage with platforms such as the China International Import Expo, enhance the comprehensive overseas service system, and guide industries toward rational and orderly cross-border deployment. Deputy Secretary-General Xiao Weiming emphasized that during the forthcoming "15th Five-Year Plan" period, the National Development and Reform Commission will continue to support Hongqiao in expanding opening-up, broadening functional capabilities, and deepening regional cooperation, so as to build a pilot zone for institutional opening-up and a new hub for two-way opening-up.



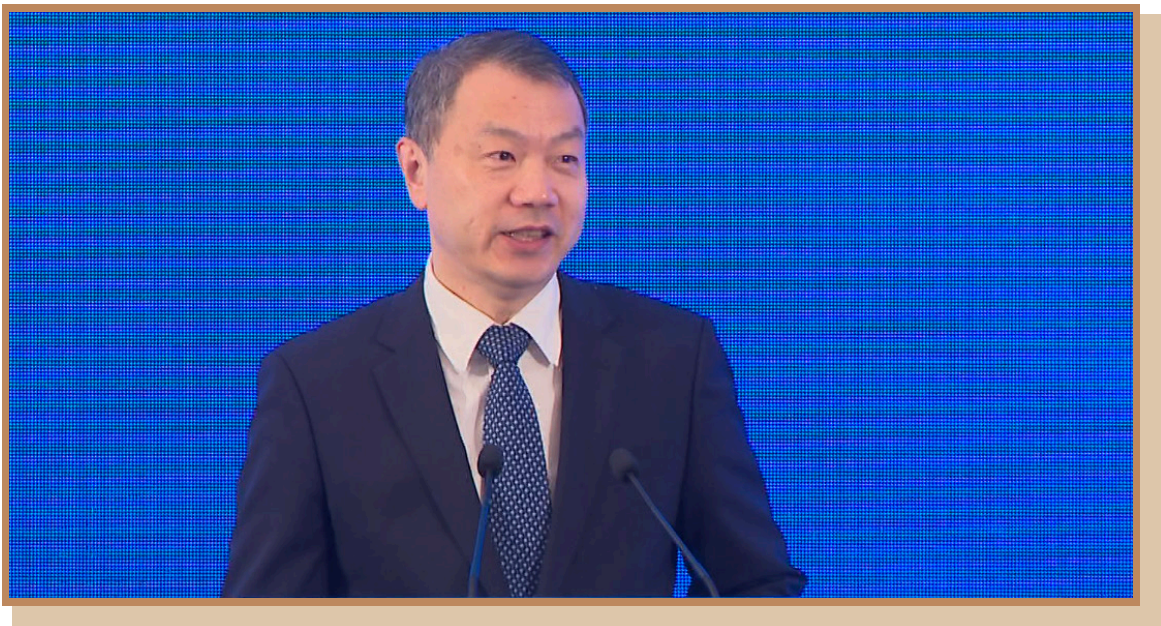
GONG Zheng | Deputy Secretary of the CPC Shanghai Municipal Committee, Mayor of Shanghai, attended and addressed the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025.



SHENG Qiuping | Member of the CPC Leadership Group and Vice Minister of the Ministry of Commerce, attended and addressed the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025.



XIAO Weiming | Deputy Secretary General of the National Development and Reform Commission, attended and addressed the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025.

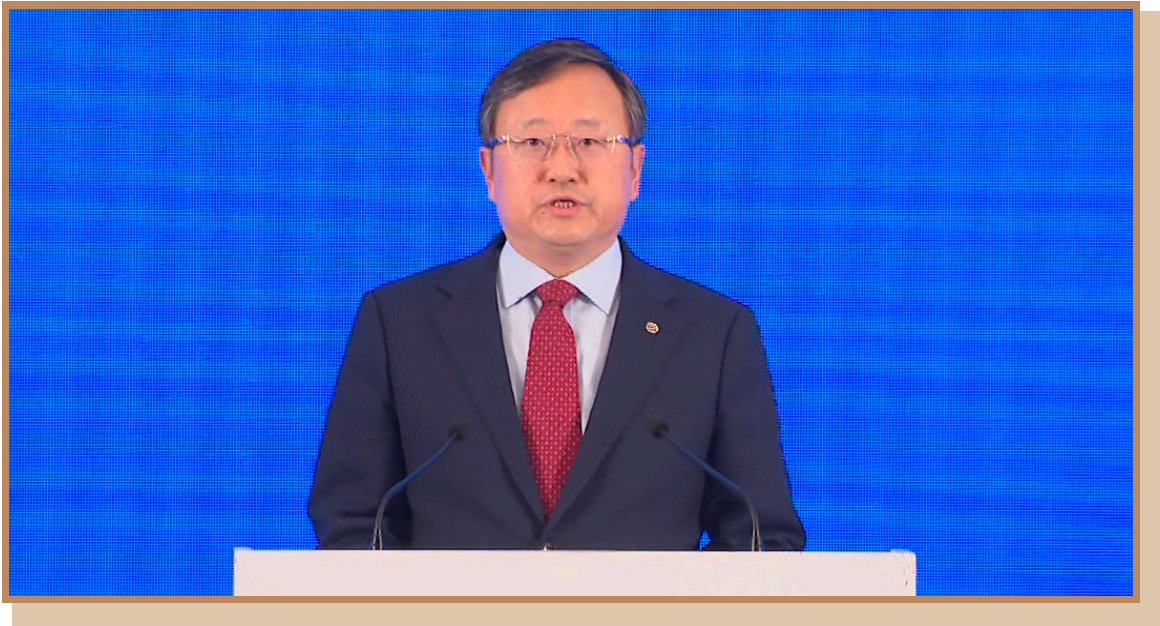


CHEN Jie | Member of the Standing Committee of the CPC Shanghai Municipal Committee, Vice Mayor of Shanghai, chaired the Remarks session of the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025.

[Keynote Speeches]

The Keynote Speeches segment featured Zhang Hui, President of Bank of China; Zhu Min, Member of the Senior Expert Advisory Committee of the China Center for International Economic Exchanges and Former Deputy Managing Director of the IMF; and Jack Perry, Chairman of the 48 Group and Chief Executive of London Export Corporation. The speakers explored both the practice and the future role of financial institutions in supporting the global expansion of Chinese enterprises. On the practical front, Chinese enterprises' going global efforts have evolved beyond the export of products to encompass the internationalization of industrial chains, standards, and brands, positioning this shift as a critical strategy in reshaping global industrial chains. Looking ahead, financial institutions should leverage their global reach and integrated service capabilities to support enterprises' international deployment by providing country-specific guidance, sectoral insights, and risk alerts; coordinate resources to offer comprehensive financial solutions such as investment-loan linkages and M&A financing; and advance the international use of CNY to help enterprises hedge exchange rate volatility and reduce transaction costs. Ultimately, financial support should function as a bridge of opportunity, empowerment, and security, delivering high-quality services that ensure the high-quality global expansion of enterprises and enhance their international competitiveness.

This session also featured Eric LI S. M., Chairman of Chengwei Capital and Chairman of GuanCha.cn, and Richard Baldwin, Professor of International Economics at IMD and Founder & Editor-in-Chief of VoxEU.org. Their discussions centered on the diverse opportunities available to Chinese enterprises' global operations amid global shift. From the perspective of global economic and trade dynamics, changes in the international trade order are accelerating the overseas expansion of Chinese enterprises, prompting a transformation from trade entities to multinational corporations with rising overseas revenue shares. In terms of sectoral and geographic reach, Chinese enterprises are expanding across manufacturing, digital economy, and other domains, forming industrial belts in Southeast Asia, North America, Europe and beyond. In terms of technological innovation, technological breakthrough has become a new driving force for re-globalization. China has made significant advances in foundational research, artificial intelligence, and biopharmaceuticals, and is reshaping the global landscape with open-source ecosystems and inclusive technologies. From a perspective of value chain evolution, the current global value chain shows China's dominant position in manufacturing and intermediate goods supply, with strong interdependencies across supply chains. This environment requires enterprises to mitigate geopolitical shocks and strengthen resilience through diversified layouts. As a comprehensive service platform, Hongqiao is uniquely positioned to offer full-chain support, enabling enterprises to pursue steady, sustainable development in global markets.



ZHANG Hui | President of Bank of China,
attended the Sub-Forum on Building Hongqiao International
Opening-up Hub & HUB Conference 2025 and delivered a keynote speech.



ZHU Min | Member of the Senior Expert Advisory Committee of the China Center
for International Economic Exchanges, Former Deputy Managing Director of the IMF,
attended the Sub-Forum on Building Hongqiao International
Opening-up Hub & HUB Conference 2025 and delivered a keynote speech.



Jack Perry | Chairman of the 48 Group, Chief Executive of London Export Corporation, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and delivered a keynote speech.



Eric LI S. M. | Chairman of Chengwei Capital, Chairman of Guancha.cn, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 in Shanghai and delivered a keynote speech.



Richard Baldwin | Professor of International Economics at IMD, Founder and Editor-in-Chief of VoxEU.org, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and delivered a keynote speech.

【Launch Ceremony】

At the Launch Ceremony, three key initiatives were released to strengthen support for Chinese enterprises expanding globally. The Guidelines for Chinese Enterprises to Go Global was introduced, offering comprehensive guidance on global market rules, strategic planning, supply chain management, legal compliance, and other critical dimensions. The Hongqiao Cases of Going Global was also unveiled, showcasing the innovation and tangible outcomes demonstrated by enterprises in their overseas expansion journeys. In addition, the Hongqiao Overseas Development Service Center 3.0 was officially launched. The ceremony was attended by Kong Fuan, Secretary of Party Leadership Group and Executive Deputy Director-General of Shanghai Hongqiao International Central Business District Administrative Commission; Fu Baozong, Deputy Director General of International Cooperation Center, National Development and Reform Commission; Yan Hua, Director of the Department of Outward Investment and Cooperation, Investment Promotion Agency of the Ministry of Commerce; and Mu Zengbo, Division Director of the International Cooperation Department, Talent Exchange Center of the Ministry of Industry and Information Technology. Together, the three releases showcased a consolidated suite of resources and platforms aimed at supporting Chinese enterprises in going global. These initiatives are designed to provide systematic and standardized references and safeguards, enhancing enterprises' ability to manage risks and elevate their level of internationalization.



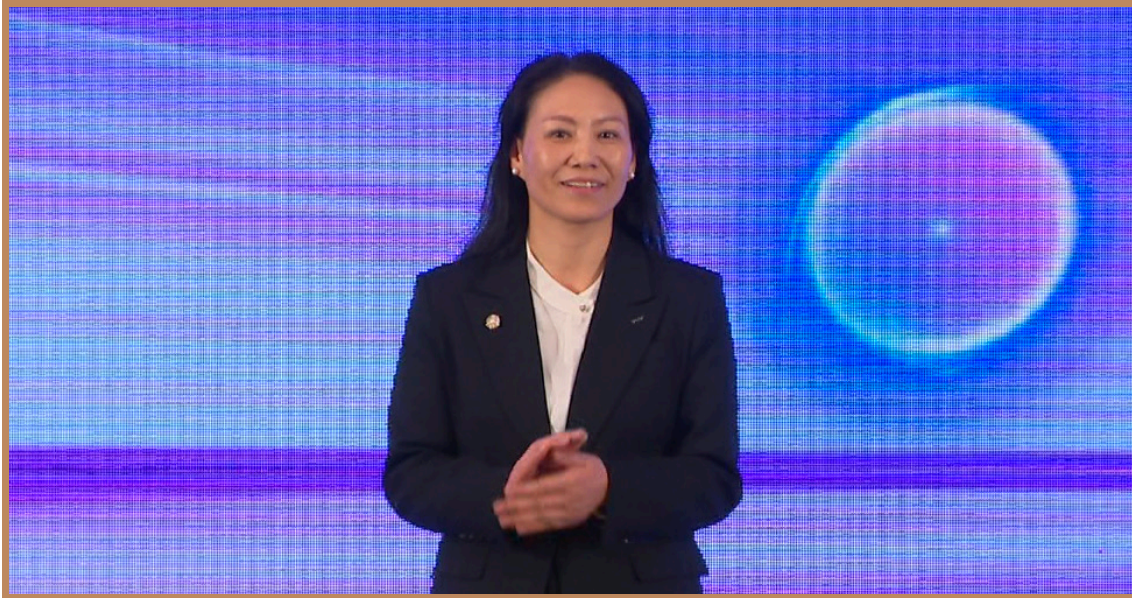




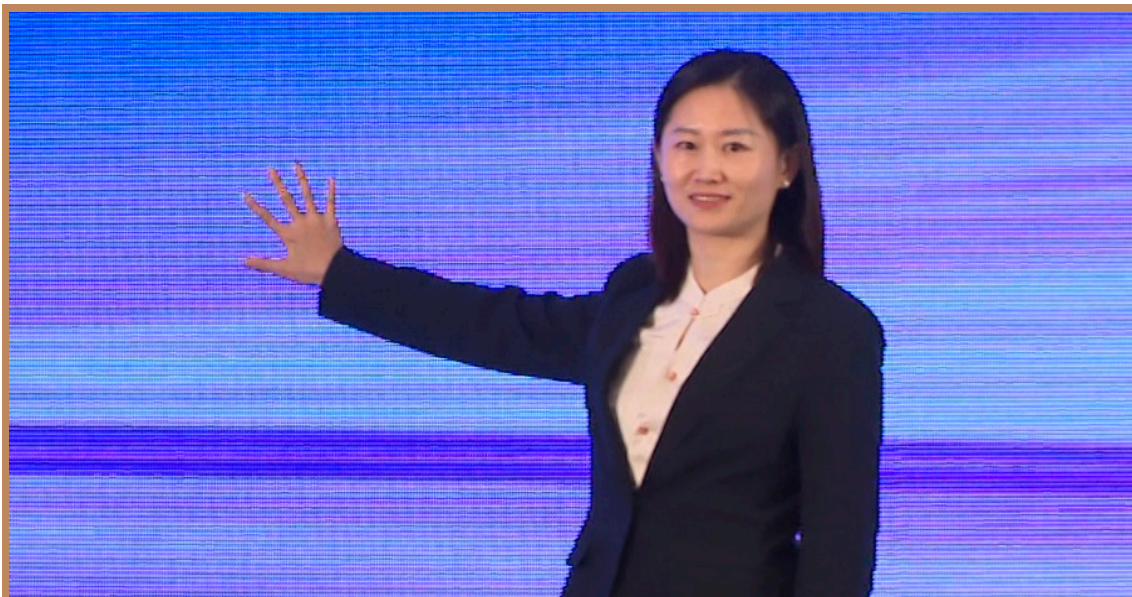
KONG Fuan | Secretary, Party Leadership Group Executive Deputy Director-General, Shanghai Hongqiao International Central Business District Administrative Commission, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and participated in the launch ceremony.



FU Baozong | Deputy Director General of International Cooperation Center, National Development and Reform Commission, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and participated in the launch ceremony.



YAN Hua | Director, Department of Outward Investment and Cooperation,
Investment Promotion Agency of Ministry of Commerce of the People's Republic of China,
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MU Zengbo | Division Director of International Cooperation Department,
Talent Exchange Center of Ministry of Industry and Information Technology,
attended the Sub-Forum on Building Hongqiao International
Opening-up Hub & HUB Conference 2025 and participated in the launch ceremony.

[Thematic Sharing and HUB DIALOGUE]

The Thematic Sharing and HUB Dialogue brought together Zhao Lei, SVP of Innovent Biologics and General Manager of Shanghai Branch; Jiang Peijun, Founder of Chenxianggui Group and Vice Chairman of the Noodle Committee of the World Federation of Chinese Catering Industry; Li Xiang, Co-founder of Black Lake Technologies; Hou Yongtao, Vice President of CHC Navigation; Jacky Zou, Chairman of KPMG China; Sun Lei, Deputy General Manager of Shanghai Cross-Border Business Center, Bank of China; Siren Xia, Partner of Mercer and China Business Leader of Mercer Marsh Benefits; and Ma Yun, Head of Corporate, Clifford Chance He Ping Joint Operation Office. The guests explored how enterprises can strengthen their international expansion and how professional services can better support Chinese companies going global. From the perspective of enterprise internationalization, industries such as biopharmaceuticals, food and beverage, technology, and navigation have built valuable experience in overseas decision-making, localization, policy responses, and supply chain management. Many enterprises have successfully entered international markets by leveraging high-quality products, globally capable teams, and phased market entry strategies. With its strategic location and mature service ecosystem, the Hongqiao International Central Business District provides policy support, resource matchmaking, and opportunities for group-based international expansion, effectively lowering the barriers for companies venturing overseas. On the professional services front, auditing, finance, human resources, and legal institutions play critical roles throughout the entire overseas expansion lifecycle—from early-stage risk identification to mid-stage financing and compliance, and later-stage operation and cultural integration. To improve their readiness and success rate on the global stage, enterprises are encouraged to engage professional institutions early and make full use of Hongqiao's platform resources, enabling the joint development of a more robust and comprehensive support ecosystem for global expansion.



ZHAO Lei | SVP of Innovent Biologics, General Manager of Shanghai Branch, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and participated in the discussions.



JIANG Peijun | Founder of Chenxianggui Group and Vice Chairman of the Noodle Committee of the World Federation of Chinese Catering industry, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and participated in the discussions.



LI Xiang | Co-founder of Black Lake Technology, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and participated in the discussions.



HOU Yongtao | Vice President of Huace Navigation,
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Jacky Zou | Chairman of KPMG China,
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Opening-up Hub & HUB Conference 2025 and participated in the discussions.



SUN Lei | Deputy General Manager of Shanghai Cross-border Business Center, Bank of China,
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Siren Xia | Partner of Mercer, China Business Leader of Mercer Marsh Benefits, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and participated in the discussions.



MA Yun | Head of Corporate, Clifford Chance He Ping Joint Operation Office, attended the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and participated in the discussions.



QIN Shuo | Humanities and Finance Observer, Organizer of Chin@ Moments, chaired the Thematic Sharing of the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025.



LIU Ye | TV Presenter of Yicai Media Group(SMG), hosted the Sub-Forum on Building Hongqiao International Opening-up Hub & HUB Conference 2025 and chaired the HUB DIALOGUE.