

[Brief Introduction]

The Parallel Session on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises, as part of the 8th Hongqiao International Economic Forum, was held on the morning of November 6, 2025, in A1 Hall, Pavilion No.4.2 at the National Exhibition and Convention Center (Shanghai). Co-hosted by the State-owned Assets Supervision and Administration Commission of the State Council and the Ministry of Commerce, the event included the following two sessions: opening remarks and panel discussion.



[Opening Remarks]

For the opening remarks session, guests included Li Zhen, Vice Chairman of State-owned Assets Supervision and Administration Commission of the State Council, PRC (SASAC); Sheng Qiuping, Vice Minister of Commerce, and Escipión Oliveira-Gómez, Director of the Country Programmes Division at the International Trade Centre.

The current global landscape is complex and fast changing, and the international division of labor is undergoing a profound realignment. It serves the interests, meets the keen expectations of all to consolidate, and strengthen the cooperation on global industrial and supply chains. Only by staying committed to openness and cooperation in global industrial and supply chains, and utilizing the certainty brought by development and opening up, can we provide the world with more stability and positive energy, and achieve win-win development. Enterprises in all countries should join hands to promote the deep integration of scientific and technological innovation with industrial innovation. As a source of original technology and a driver of industrial innovation, enterprise should strengthen their leading position in scientific and technological innovation, carrying out joint research and development on generic technologies and innovation across entire industrial chains and accelerating the commercialization of scientific and technological achievements. This forms a virtuous circle of "innovation-industry-innovation," and help develop on new quality productive forces. Enterprises from all countries should join hands to expand industrial cooperation with openness and win-win development, continue to deepen practical collaboration in traditional sectors such as mineral resources, equipment manufacturing, and energy and power, and promote the integration of AI with traditional industries. They should foster and strengthen emerging and future industries, accelerate the development of strategic emerging sectors such as new energy, new materials and the low-altitude economy, as well as explore and cultivate new industries, new business forms and models in fields such as quantum technology and bio manufacturing to unleash new momentum for cooperation. At the same time, enterprise should actively respond to the industrial needs of Belt and Road partner countries and open up new space for industrial synergy through sharing of production factors, extending industrial chains and creating value together. Enterprise in all countries should join hands to foster a favorable external environment for industrial and supply chain cooperation, upholding a diverse and stable international economic landscape and economic and trade relations, fully leveraging the CIIE as a key platform for opening up, deepening trade, investment and industrial collaboration, and build a mutually-beneficial industrial ecosystem.

Faced with profound reshaping of global industrial and supply chains, all parties should work together to enhance its resilience, vitality and intelligence by deepening practical cooperation to turn development opportunities into shared gains. All parties also need to support SMEs in integrating into global value chains, promote green and digital transformation, strengthen regional integrated cooperation, and enhance the resilience and inclusiveness of industrial chains. Only by staying committed to open cooperation and collaborative innovation can enterprise around the world create a global industrial and supply chain system that is more resilient and dynamic.



Li Zhen, Vice Chairman of State-owned Assets Supervision and Administration Commission of the State Council, PRC (SASAC), attended the Parallel Session on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises and addressed the audience



Sheng Qiuping, Vice Minister of Ministry of Commerce, addressed the audience via video on the Parallel Session on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises



Escipión Oliveira-Gómez, Director of the Country Programmes Division at the International Trade Centre, attended the Parallel Session on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises and addressed the audience



Zhu Kai, Director of Bureau of International Cooperation of State-owned Assets Supervision and Administration Commission of the State Council, PRC (SASAC), moderated Opening Remarks on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises

[Panel Discussion]

For the panel discussion and interactive sharing session, guests included Deng Renjie, Executive Vice President of China Merchants Group; Jiang Mingzhong, Vice President of XCMG Construction Machinery; Hawk Xu, Chief Transformation Officer of Lenovo Global Supply Chain and CEO of Leshines; William Yu, President of Honeywell Greater China; Achim Peltz, Global CEO of Motion Control, Digital Industries, Siemens AG and Senior Executive Vice President of Siemens China, and Yin Xiaopeng, Dean of Research Institute for Global Value Chains, University of International Business and Economics.

The guests focused their discussions on three key questions regarding the high-quality global expansion of enterprises, namely "what to expand, where to expand, and how to expand". First, on "what to expand", there is a shift from previously relying on scale and cost advantages to emphasizing on value advantages. Traditional industries are enhancing their value through transformation toward high-end, green, and intelligent development. For instance, in the engineering machinery sector, the focus has shifted from selling single equipment to providing green and intelligent system solutions that cover the entire life cycle. Emerging industries, including digital intelligence technology, life sciences, and green technology, have become key directions for enterprises to build a second growth curve. Producer services, such as financial services, intelligent logistics, digital empowerment, and green services, are increasingly serving as crucial supports for enterprises expanding globally. These services enhance overall operational efficiency and resilience through full-chain, platform-based offerings. Second, on "where to expand", corporate strategies are shifting from a "spray and pray" approach to a "targeted cultivation" approach. Emerging markets, leveraging their geographical advantages and policy support, have become hot spots for relocating supply chain nodes and establishing regional headquarters. Meanwhile, mature markets, with their research resources, regulatory systems, and leadership in low-carbon transformation, have become "sources of innovation" and "testing grounds" for enterprises. Third, on "how to expand", the key lies in the dual-wheel drive of "effective integration" and "in-depth empowerment", ultimately achieving sustainable integration. Enterprises integrate their advantages into local markets through production capacity, investment, standards, end-to-end industrial chain capabilities, and the establishment of open platforms. Building on this foundation, they achieve in-depth empowerment of local markets, jointly fostering an inclusive and resilient industrial ecosystem. Moreover, high-quality "global expansion" requires a scientific international governance system as a solid safeguard. Ultimately, building on the foundation of "going global", enterprises may achieve "embedding locally" and "growing together", forming a sustainable development pattern of mutual benefit and win-win outcomes.



Deng Renjie, Executive Vice President of China Merchants Group, attended the Parallel Session on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises and participated in the Panel Discussion



Jiang Mingzhong, Vice President of XCMG Construction Machinery, attended the Parallel Session on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises and participated in the Panel Discussion



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Achim Peltz, Global CEO of Motion Control, Digital Industries, Siemens AG and Senior Executive Vice President of Siemens China, attended the Parallel Session on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises and participated in the Panel Discussion



Yin Xiaopeng, Dean of Research Institute for Global Value Chains (RIGVC), University of International Business and Economics, attended the Parallel Session on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises and participated in the Panel Discussion



Jiang Yufei, News Anchor of China Business Network (CBN) Channel, Shanghai Media Group (SMG), moderated Panel Discussion on Fostering Resilient Global Industrial and Supply Chains through Open Cooperation among Enterprises