GLOBAL RESILIENCE NETWORK

ATOUT FRANCE

France Tourism Development Agency

AI++ Executive Immersion
Shanghai China, 28th May

Alibaba

EUROPEAN TRAVEL COMMISSION

Fliggy

上海英国商会 BritCham Shanghai

110 共振启新 Legacy in Motion

ATOUT FRANCE
L' Agence de développement touristique de la France

GLOBAL RESILIENCE NETWORK

Morning Agenda

15:00 – 15:10	Arrival and Welcome
15:10 - 15:20	Session 1 – ATOUT FRANCE Welcome and Strategic Context
15:20 – 15:40	Session 2 – AI and Chinese Tourism
15:40 – 16:10	Session 3 – China as a Travel System
16:10 – 16:30	Session 4 – The Evolving Chinese Traveller
16:30 – 17:00	BREAK

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GLOBAL RESILIENCE NETWORK

ATOUT FRANCE
France Tourism Development Agency

Welcome

Rajan Datar, Journalist and Host, BBC

Christian Delom, President, Global Resilience Network

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Session 01

Welcome And Strategic Context

Agnes Angrand, Deputy Director Asia, ATOUT France

Agnes Angrand

Deputy Director China, Hong Kong & Taiwan

ATOUT France

ATOUT FRANCE
L'Agence de développement touristique de la France

Session 02

AI And Chinese Tourism

Professor Sebastien Lion, Sorbonne University, Paris

Sébastien Lion

Professor of AI and Travel & Tourism

Sorbonne University

SORBONNE UNIVERSITÉ

CHINESE TOURISM: 2000 → 2025

VOLUME AND SPENDING IN US DOLLARS

YEAR	DOMESTIC TOURISM VOLUME (Trips)	DOMESTIC TOURISM SPENDING (USD)	OUTBOUND TOURISM VOLUME (Trips)	OUTBOUND TOURISM SPENDING (USD)	COMMENTARY
2000	~744 million	~$39 billion	~10.5 million	~$13 billion	• The beginning of tourism opening-up
2010	~2.1 billion	~$190 billion	~57 million	~$48 billion	• Expo 2010 Shanghai, explosion of outbound tourism
2019	~6.0 billion	~$820 billion	~169 million	~$255 billion	• Record pre-COVID
2020	~2.9 billion	~$340 billion	~20 million	~$35–40 billion	• Collapse due to the COVID-19 pandemic
2025	~6.5 billion	~$870 billion	~168 million	~$220–240 billion	• Moderate growth, focus on cultural and sustainable tourism

25 YEARS OF GROWTH (2000–2025)

- **x9** Domestic Trips
- **x22** Domestic Spending
- **x16** Outbound Trips
- **x18** Outbound Spending

KEY TAKEAWAYS

- China has the world's largest domestic tourism market.
- One of the world's leading outbound travel markets.
- A major driver of global luxury, retail, hospitality and airlines.
- Growing focus on cultural experiences and sustainable travel.
- A digital-first ecosystem powered by AI, social platforms and mobile payments.

Sources: Ministry of Culture and Tourism of China (MCT), CEIC, CNTA, UNWTO, WTTC – Data converted to USD

China is back: why Chinese tourism matters again

2026 = the return of Chinese outbound tourism at scale

- 170M+ outbound trips expected
- Gen Z accelerating recovery
- Europe entering a new competition for Chinese travelers
- China is no longer only a market → it is a system

Understanding Chinese tourism today means understanding Chinese digital ecosystems.

China became the world's largest AI tourism laboratory

COVID transformed China into an AI-native tourism ecosystem

- Domestic tourism exploded during border closures
- AI integrated into booking, mobility, payment, recommendation and customer service
- Tourism became platform-driven and data-driven
- China industrialized AI usage faster than any other tourism market

•China moved from "digital tourism" to "AI-assisted travel behavior."

TOP 5 Chinese Destinations Using AI Tools for Chinese Tourists

These destinations stand out for their **systematic integration of AI** (not just isolated gadgets) — covering the entire journey from trip planning to on-site experience, including booking and customer service. They meet the expectations of Chinese tourists (**efficiency, personalization, cultural connection**) and have become role models for China's digital tourism development.

1 Smart Trip Planning

AI analyzes preferences, budgets, and real-time data to recommend personalized itineraries, attractions, and the best times to travel.

2 AI-Powered Guides

Smart guides provide multilingual explanations, cultural insights, and real-time answers tailored to traveler needs.

3 Smart Booking & Seamless Services

From hotels to transport and tickets, AI simplifies booking, compares options, and offers 24/7 customer support.

4 Crowd Management & Real-Time Alerts

AI monitors visitor flow in real time, sends alerts, and suggests less crowded times or areas to improve the travel experience.

5 AI-Powered Immersive Experiences

AR/VR brings history and culture to life through interactive storytelling, digital art, and engaging cultural activities.

AI-DRIVEN TOURISM FOR THE FUTURE

Efficiency | Personalization | Cultural Connection | Sustainable Growth

Smarter journeys.
Richer experiences.
Stronger connections.


AI TOURISM
CENTERED AROUND
WEST LAKE IN HANGZHOU
AI enhances every step of the journey, offering smarter services, richer experiences, and a deeper connection to the beauty and culture of West Lake.
West Lake
Hangzhou
Hello in Hangzhou! How can I help you explore West Lake?
Smart Itinerary
Real-time Crowd Info
Audio Guide
Cultural Stories
Recommended for You
Boat Ride on West Lake
AI Assistant
Your smart travel companion around West Lake
SMART ITINERARIES
AI creates personalized itineraries based on your interests, time, and preferences.
REAL-TIME CROWD INFO
AI monitors visitor flow and suggests the best times and places to avoid crowds.
AI AUDIO GUIDE
Multilingual audio guides share the legends, history, and culture of West Lake.
CULTURAL STORIES
AI brings ancient poetry, paintings, and tales to life through interactive experiences.
SUSTAINABLE TOURISM
AI supports eco-friendly travel and helps preserve the natural beauty and cultural heritage.
SMARTER TRAVEL, BETTER EXPERIENCES
Save Time
Enjoy More
Connect Deeper
Travel Responsibly

Profile and Behavior of Chinese Generation Z

Generation Z is at the center of travel momentum, but its relationship with technology is nuanced:

1. **Hybrid use of AI**: Students and young travelers actively compare AI tools such as DeepSeek and ChatGPT with human-driven social content platforms.
2. **Quest for authenticity**: Despite their strong reliance on digital tools, a certain reluctance toward total digitalization is emerging. They use platforms such as Xiaohongshu (Little Red Book) to access “authentic” and human-based information, sometimes preferring a combination of AI recommendations and real user experiences.
3. **Autonomy**: Unlike previous generations, these travelers favor independence over traditional organized tours.

The shift from “search” to “suggest”

- Travelers no longer actively search
- Platforms recommend destinations automatically
- Algorithms increasingly shape tourism demand

Example : Xiaohongshu, Douyin ,Trip.com, WeChat ecosystem fliggy

Session 03

China as a Travel Ecosystem

Gilbert Réveillon, CEO Digital Transformation, Quantum Tech & Quantum AI, FinTech, Web3, DeFi, Tokenization Chevalier de l’Ordre National du Mérite – Knight of French National Merite Order

Gilbert Réveillon

CEO Digital Transformation

Quantum Tech & AI | FinTech | Web3 | DeFi | Tokenization

“EARTHQUAKE” ALERT
MARIO DRAGHI REPORT

CTA-CES & CES GovTech 2026

- The EU is late by 2 decades & 750 B€/Y investment to catch up
- **CES Las Vegas : the metrone of innovation technologie**
- *New heights of competitiveness across countries, ecosystems & corporations*

BETTING ON THE “AI, QT and DLT” convergence for a couple of years now

The 3T convergence and the density of investments poured in is **redrawing** global competition

- Each geographic area has a different **weighting**
- Different dynamic of confrontation within the vertical levers of 3T

BUT ➔ beyond a posture agility specific to each of these three vertical ecosystems, a **fourth posture of conquest & synergies** are revealed

➔ which combinations are delivering fast & sounded results

AI+ QT

AI+DLT

AI + QT + DLT

… etc

=> Technologies converge, bloc strategies diverge


CES Powered by the Consumer Technology Association®

DIVE IN

Big Week for CES Announcements

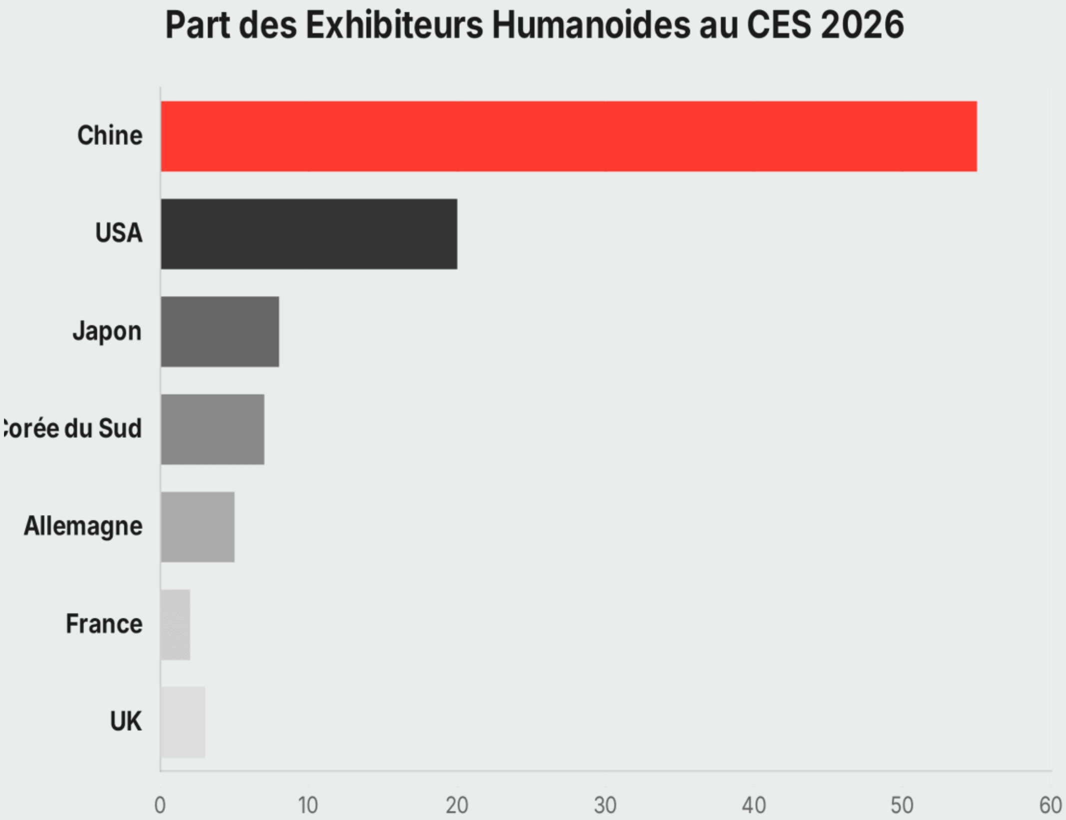
While CES 2026 may feel far away, it's never too early to start your planning! Join others from around the globe who are already in full swing. From the **U.S. to Australia, South Korea to France, Canada to Japan**, exhibitors are getting ready to make their splash. And we have some pretty big news of our own too!

Introducing the CES Foundry — the heartbeat of AI, Blockchain & Quantum innovation at CES 2026. Held at Fontainebleau Las Vegas, steps from the Convention Center, this bold new community brings together workshops, demos, networking and cutting-edge programming.

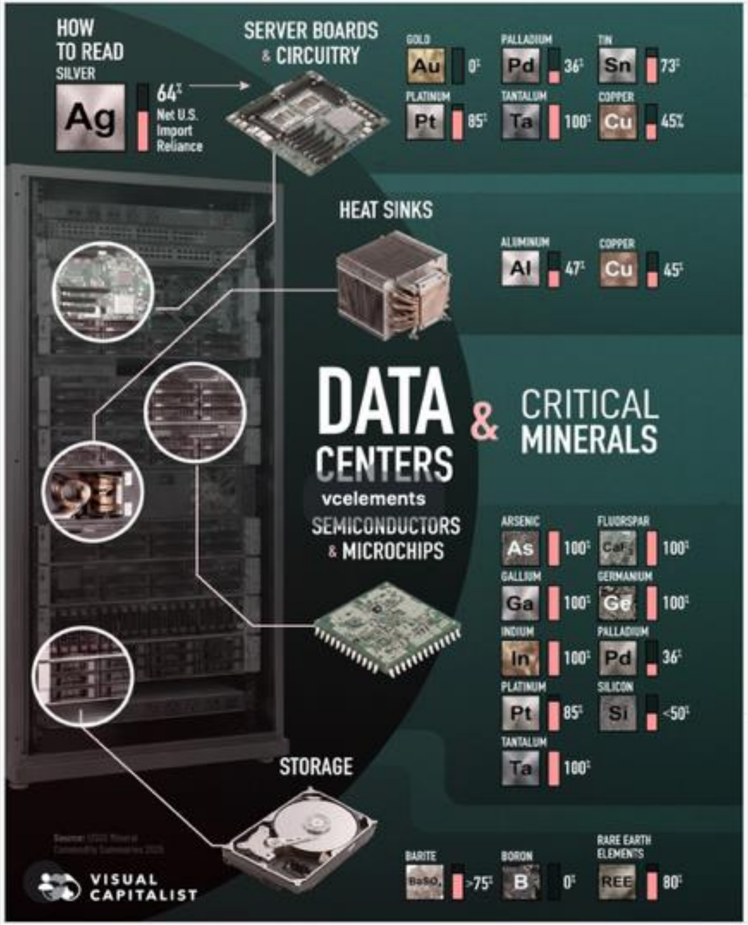
A New CES Innovation Awards® Category — in partnership with Marché du Film of the Festival de Cannes, this new category will recognize technologies and tools to produce films, bring films to

The backbone is the transistor (1947) put in a chip (microprocessor) applied to… ROBOT

14K$ vs 150K$

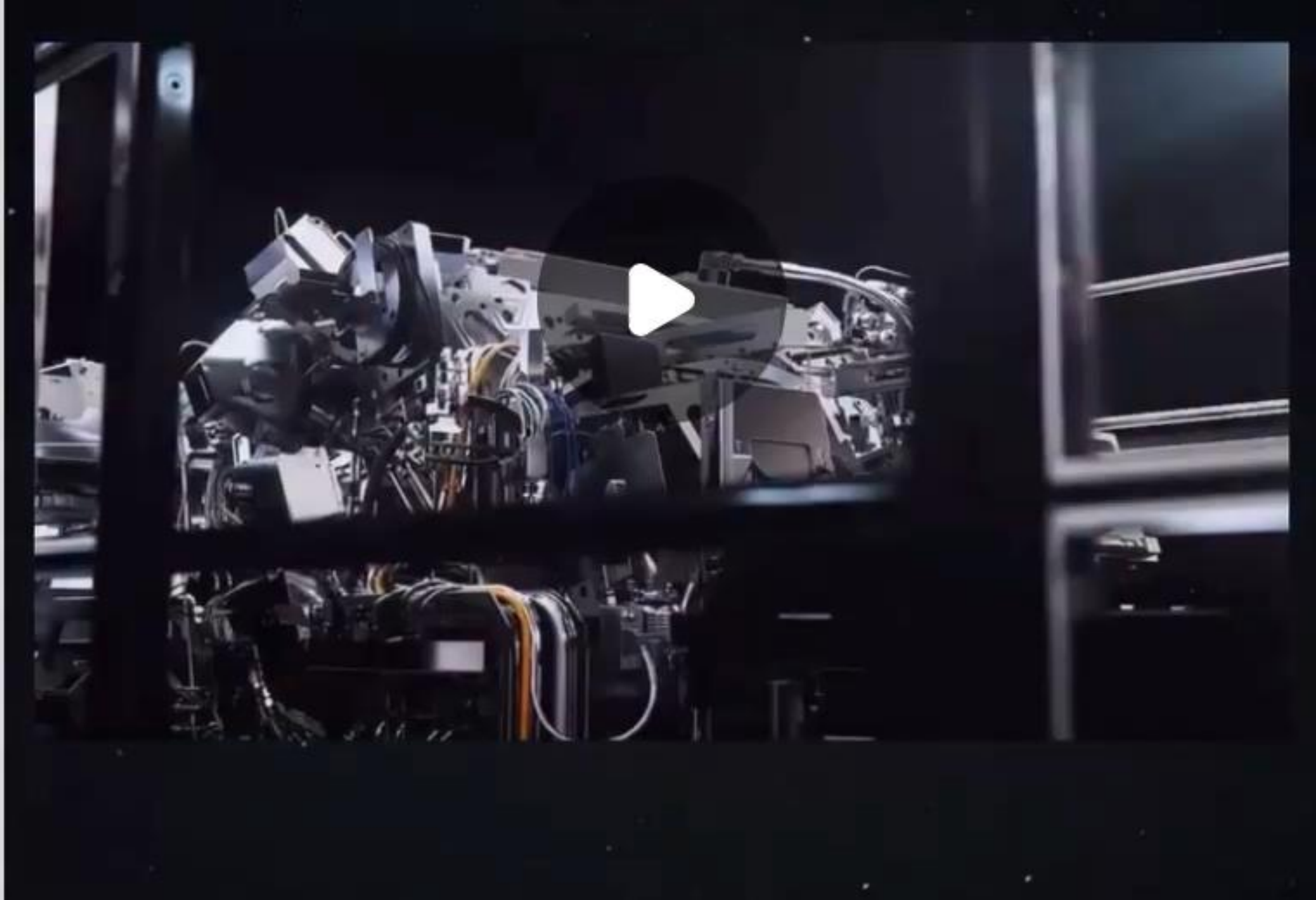


https://mirofish-demo.pages.dev



https://www.instagram.com/p/DWjSucaDipY/?igsh=YjVvNXN6dmVza2gy

Backbone of our Digital World



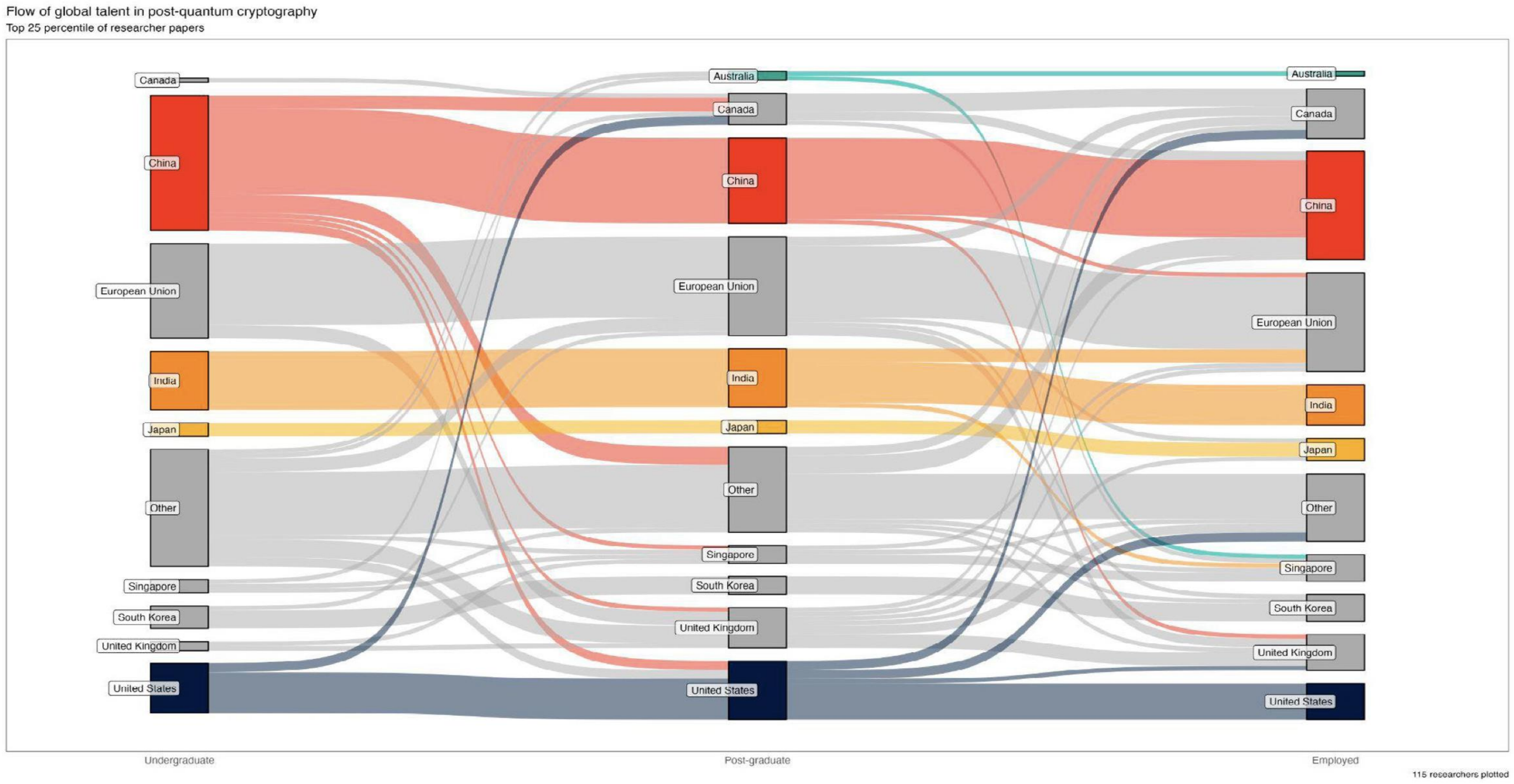
ASML Machine 380M USD/ Unit

“Neural networks are mathematical systems that learn skills by analysing data”

But that’s not sufficient today… where is leadership according to him

https://www.youtube.com/shorts/w0L43e4OSgM

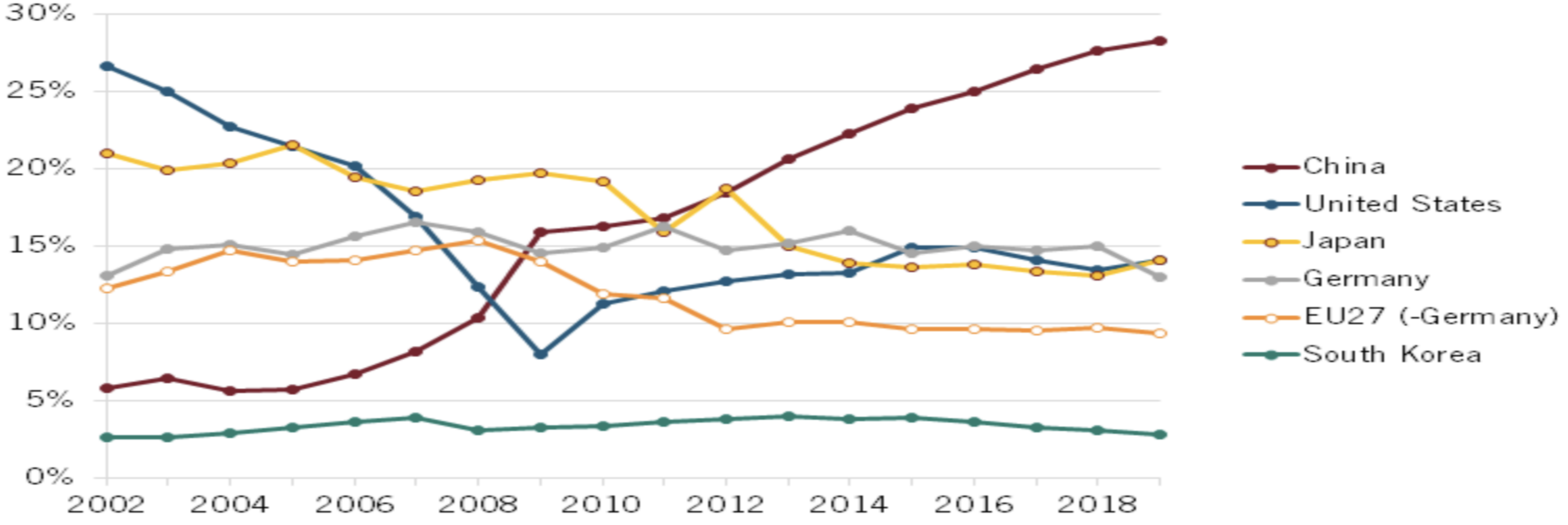
Figure 11: Flow of global talent in post-quantum cryptography (top 25% of research papers).

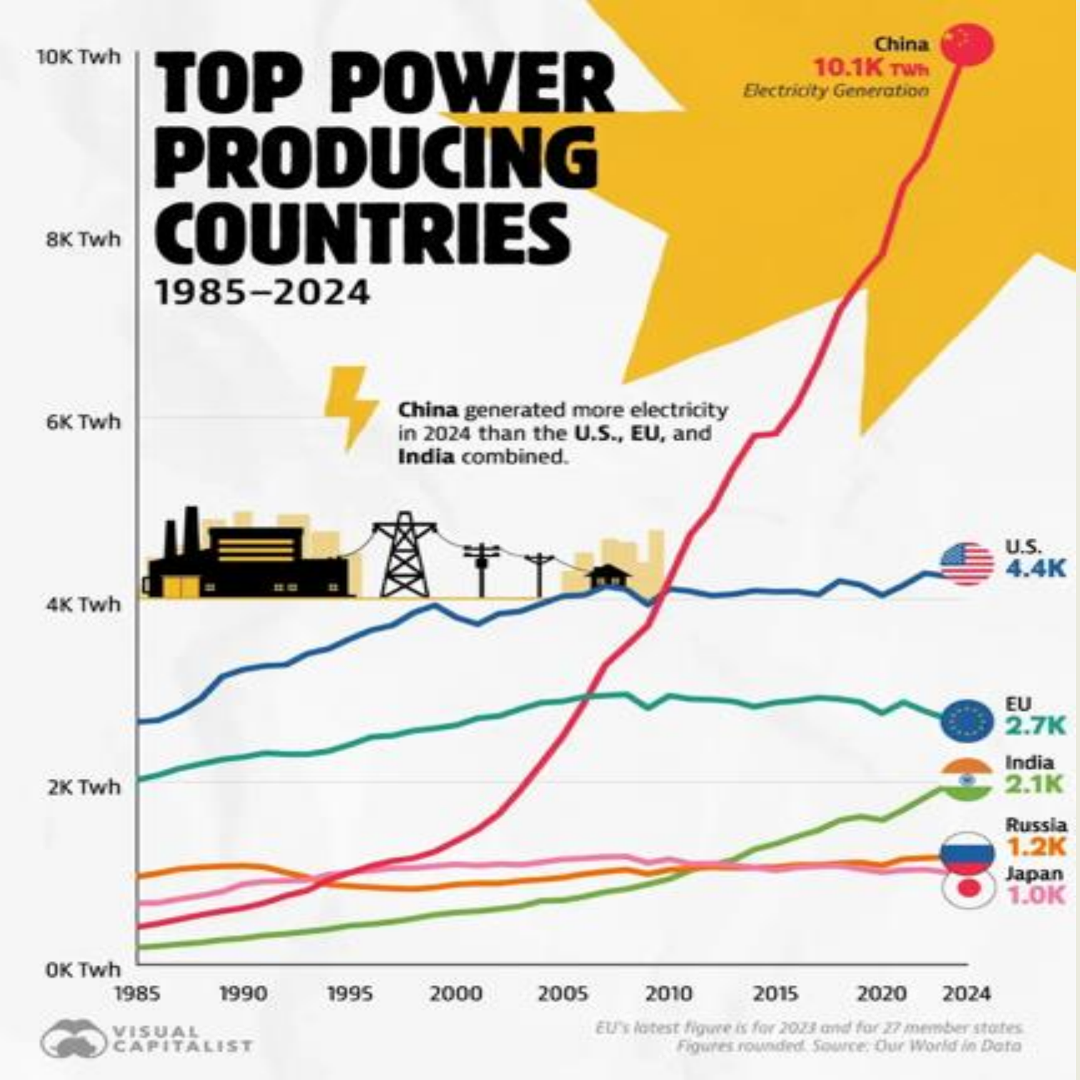


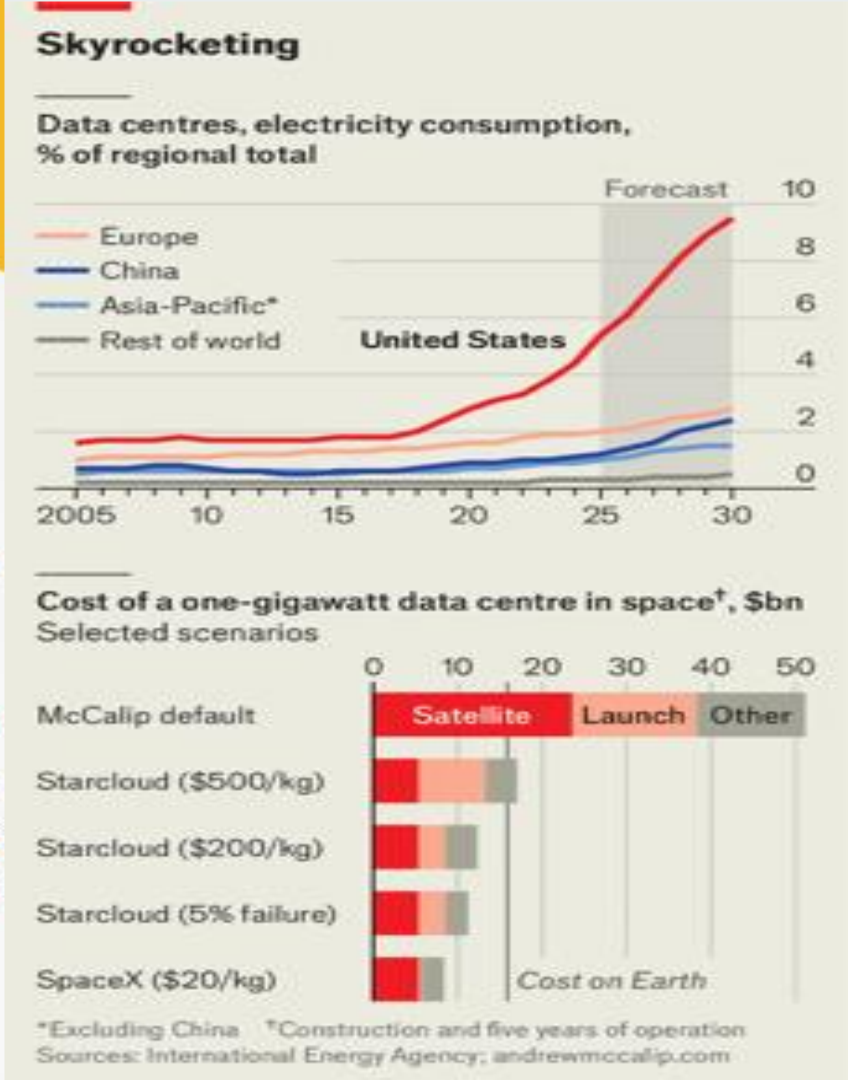
As of 2022, China accounted for 62 percent of all EVs sold in the world, a tremendous increase from the 0.1 percent of global EV sales Chinese enterprises accounted for in 2012.

The U.S. National Science Foundation (NSF) provides data on countries' shares of total value added in the motor vehicle, trailer, and semi-trailer industries (unfortunately, it does not break out EVs separately) and it finds that China's share of value added in the automotive industry increased nearly fivefold from 6 percent in 2002 to roughly 28 percent by 2019. By contrast, the United States' global share fell significantly over the 2000s and has never meaningfully recovered since the end of the 2008 recession, while the European Union's share declined about one-third from its 2008 peak (31.2 percent) to 2019 (22.3 percent). (See figure 7.)

Figure 7: Global shares of value added in the motor vehicles, trailers, and semi-trailers industry[40]




TOP POWER PRODUCING COUNTRIES
1985–2024
China
10.1K TWh
Electricity Generation
China generated more electricity in 2024 than the U.S., EU, and India combined.
10K Twh
8K Twh
6K Twh
4K Twh
2K Twh
0K Twh
1985
1990
1995
2000
2005
2010
2015
2020
2024
U.S.
4.4K
EU
2.7K
India
2.1K
Russia
1.2K
Japan
1.0K
VISUAL CAPITALIST
EU's latest figure is for 2023 and for 27 member states.
Figures rounded. Source: Our World in Data


Skyrocketing
Data centres, electricity consumption, % of regional total
Forecast
Europe
China
Asia-Pacific*
Rest of world
United States
10
8
6
4
2
0
2005
10
15
20
25
30
Cost of a one-gigawatt data centre in space†, $bn
Selected scenarios
0
10
20
30
40
50
McCalip default
Satellite
Launch
Other
Starcloud ($500/kg)
Starcloud ($200/kg)
Starcloud (5% failure)
SpaceX ($20/kg)
Cost on Earth
*Excluding China †Construction and five years of operation
Sources: International Energy Agency; andrewmccalip.com

Half of planned US data center builds have been delayed or canceled, growth limited by shortages of power infrastructure and parts from China — the AI build-out flips the breakers

News By Anton Shilov published April 3, 2026

U.S. still depends on China, despite years of onshoring efforts.

(Image credit: Google)

12 Newsletter

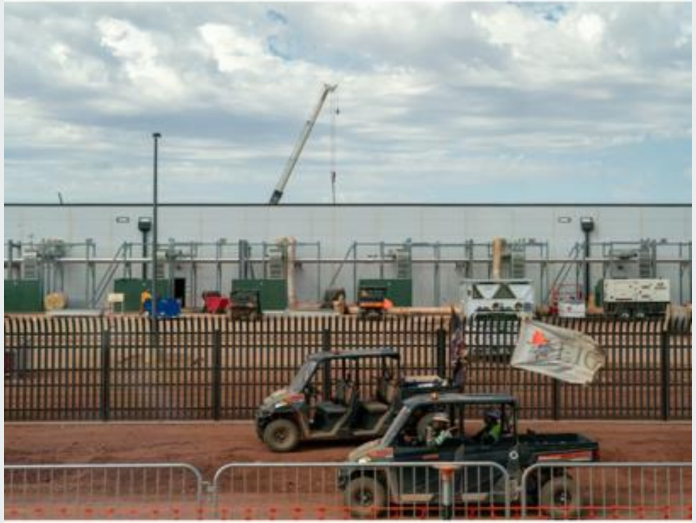
The trade-war between the U.S. and China has forced server makers out of the People's Republic, greatly reducing reliance of American companies on producers from Tianxia. However, China remains the world's largest producer of electrical equipment that is required to build power infrastructure inside and outside of AI data centers. To that end, shortages of power delivery equipment, including devices from China and other countries, are slowing project timelines, Bloomberg reports.

China controls the Electrical infrastructure of US Data Centers

America's AI Build-Out Hinges on Chinese Electrical Parts

The struggle to manufacture transformers, switchgear and batteries domestically has forced the US to rely on imports, delaying data center construction.

By Emily Forgash and Akshat Rathi • April 1, 2026 at 6:40 PM GMT+2



One of the world's largest data center is under construction in Abilene, Texas. Its main user OpenAI will likely consume as much as 1.2 gigawatts of power— enough to power 1 million American homes.

Photographer: Kyle Grillot/Bloomberg

https://www.bloomberg.com/news/features/2026-04-01/us-ai-data-center-expansion-relies-on-chinese-electrical-equipment-imports?embedded-checkout=true

https://www.tomshardware.com/tech-industry/artificial-intelligence/half-of-planned-us-data-center-builds-have-been-delayed-or-canceled-growth-limited-by-shortages-of-power-infrastructure-and-parts-from-china-the-ai-build-out-flips-the-breakers

AI Giants Hit the Brakes

The constraints are already reshaping investment decisions by major AI companies. OpenAI paused its flagship Stargate UK project in April, citing high industrial energy prices — estimated at around for UK £168 per megawatt-hour, compared to £69 in France and £38 in Texas — along with regulatory uncertainty.

https://www.perplexity.ai/page/new-study-warns-europe-s-ai-da-0bKKPiqCSCqBxDbrMkBS9w

New study warns Europe's AI data centres face up to 13-year grid waits

Europe's race to build the infrastructure needed to power its artificial intelligence ambitions is running headlong into an immovable obstacle: its own electricity grid. A major new study by Interface, a European energy and digital policy think tank, warns that grid connection delays of up to 13 years in the continent's most congested markets are effectively freezing large-scale data centre development. euronews +1

perplexity

Published 15 hours ago

en euronews
Europe is hungry for AI data centres — but its energy...

intellectia
Denmark Faces Limits on Data Center Investments...

news.yahoo
Europe is hungry for AI data centres — but its energy...

yahoo
Europe is hungry for AI data centres — but its energy...

VALUE CHAIN – Total Cost of Ownership

The price per token is not the actual cost.

Comparing the token price to the human wage is the most common economic mistake in COMEX in 2026. Gartner: COMEX underestimates their GenAI costs by a factor 5 to 10.

The total cost includes
- orchestration, integration, governance, monitoring, verification, escalation management, and organizational redesign

Worse, the LLM Cost Paradox documented March 2026 (Gartner, AISuperior) shows that the drop-in unit price (up to -90% by 2030) is offset by explosion in consumption: agentic models consume 5 to 30 times more tokens per task, reasoning models hide their internal consumption.

For French-speaking organizations, there is also the "language tax": French consumes +60% of tokens vs. English on the same tasks.

2. Tableau Comparatif (Top 11 of IA Chips 2025-2026)

Constructeur	Puce (Architecture)	VRAM (HBM)	TDP (Watts)	FP16 (TFLOPS)*	FP8 (TFLOPS)*	FP4 (TFLOPS)*
Nvidia	B300 (Blackwell Ultra)	288 GB	1 400 W	3 500	7 000	15 000
Nvidia	B200 (Blackwell)	192 GB	1 000 W	2 250	4 500	9 000
Nvidia	H200 (Hopper)	141 GB	700 W	1 979	3 958	N/A
Nvidia	H100 (Hopper)	80 GB	700 W	1 979	3 958	N/A
Huawei	Ascend 950PR	112 GB	~600 W	~500	1 000	2 000
Alibaba (T-Head)	**Zhenwu M890**	**144 GB**	**~400 W**	**600**	**Supported**	**Supported**
AMD	MI300X (CDNA 3)	192 GB	750 W	1 300	2 610	N/A
Intel	Gaudi 3	128 GB	900 W	1 835 (BF16)	1 835	N/A
Google	TPU v6e	32 GB	N/A	918 (BF16)	N/A	N/A
Google	TPU v5p	95 GB	N/A	459 (BF16)	N/A	N/A
AWS	Trainium2	65 GB	N/A	850 (BF16)	1 700	N/A

FP4 vs FP8 vs FP16: The Decisive Variable

Critical variable in hardware war is native support for ultra-low precision formats like **FP4 (Floating-Point 4-bit)**. Reducing data size, chips sacrifice a fraction of absolute mathematical precision to achieve massive gains in speed and frugality, bypassing US embargoes.

4x Computer Speed
FP4 quadruples theoretical TFLOPS compared to the historical FP16

½ Memory Footprint

Energy Frugality

MANUFACTURER	CHIP (ARCHITECTURE)	VRAM	TDP (WATTS)	FP16 (TFLOPS)	FP8 (TFLOPS)	FP4 (TFLOPS)
US Nvidia	B300 (Blackwell Ultra)	288 GB	1 400 W	3 500	7 000	15 000
US Nvidia	B200 (Blackwell)	192 GB	1 000 W	2 250	4 500	9 000
CN Huawei	Ascend 950PR	112 GB	~600 W	~ 500	1 000	2 000
CN Alibaba T-Head	Zhenwu M890	144 GB	~ 400 W	600	Supported	Supported
CN Baidu Kunlunxin	P800	64 GB	~400 W	345	Supported	TBC
US AMD	MI300X (CDNA 3)	192 GB	750 W	1 300	2 610	N/A
US Intel	Gaudi 3	128 GB	900 W	1 835	1 835	N/A
US AWS	Trainium2	65 GB	N/A	850	1 700	N/A

**TFLOPS values are for dense matrices based on official specs or 2026 industry estimates. Chinese chips (Huawei, Alibaba) have Nvidia's format strategy while maintaining extreme energy frugality (400W-600W vs 1400W).*

Huawei Ascend 950PR : The new chip impacting geopolitics also

Performances 2,87× supérieures à la Nvidia H20 en inférence.

Huawei targets US$12 billion in AI chip sales as China firms seek Nvidia alternatives

https://www.digitimes.com/news/a20260504VL213.html?

- Première puce chinoise avec support natif FP4
- Puissance FP4: **1,56 PFLOPS**
- Mémoire HBM: **112 Go**
- Bande passante: **1,4 To/s**
- Innovation: **CANN Next** (compatibilité CUDA-like)

=> 1,6Trn parameters and major booking orders from BATHX

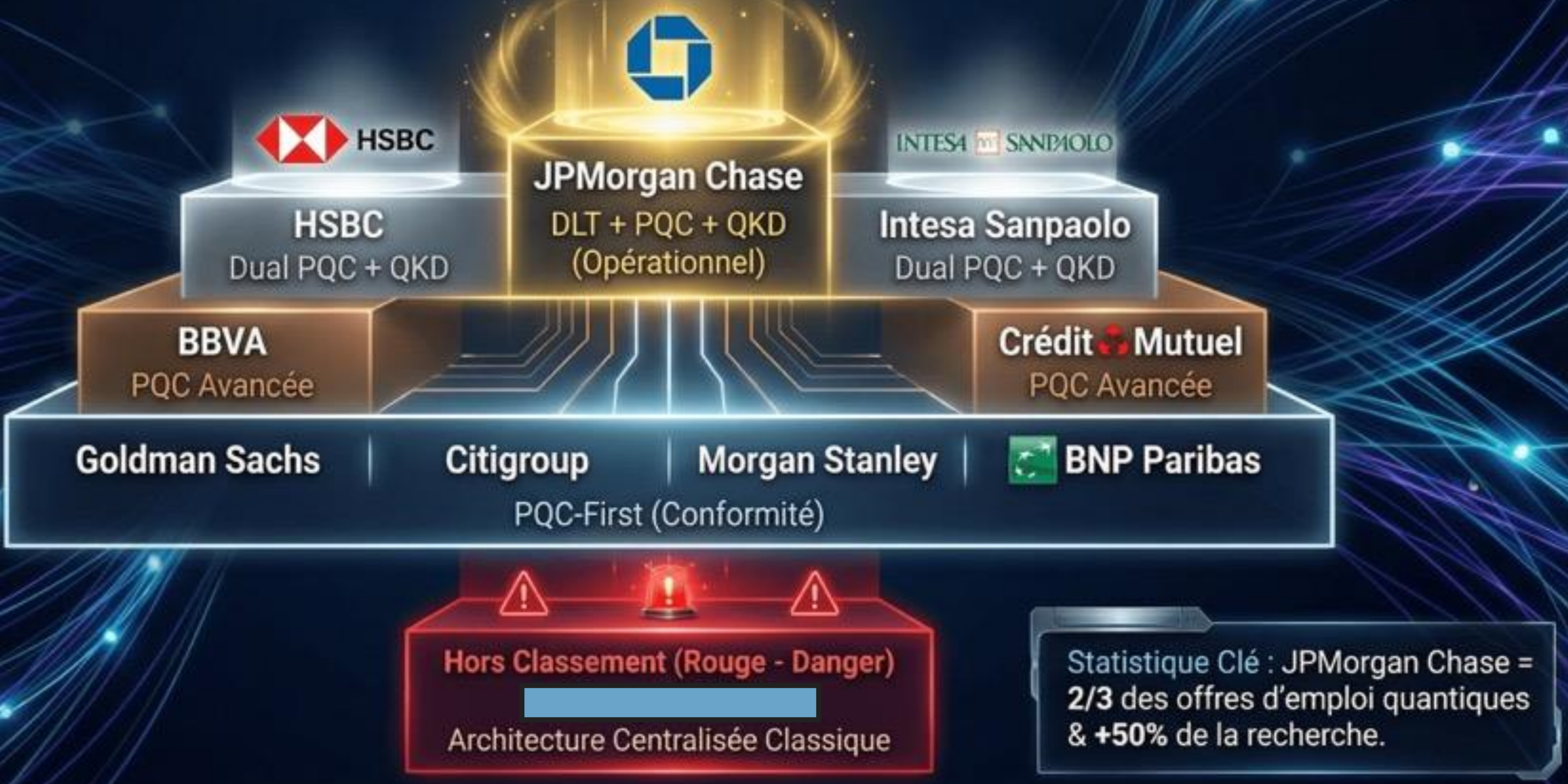
Date: Avril 2026 | Sources: The Information, Reuters, Zhihu, Tom's Hardware, Asia Times

INVESTMENT STATUS IN THE 3 REGIONS
"CONVERGENCE of 3 TECHNOLOGIES IA, TQ & DLT

Comparatif synthétique

Aspect	Chine	États-Unis	Europe
Investissements	138 Md$ (IA), 55 Md$ (TQ), 270 Md$ (DLT)	500 Md$ (IA), 1,8 Md$ (TQ)	200 Md€ (IA), 112 M€ (TQ)
Modèle	Centralisé, étatique et standardisation BSN en avance d'ISO, QKD & Micius et 13e plan PCC	Public-privé (entreprises dominantes) & standardisation NIST compliance (PQC etc.) Propagande StarGate	Collaboratif, éthique et règlementation par anticipation RGPD, MICA, DMA, DSA etc... BPI 20 m€
Cibles	Souveraineté, surveillance	Défense, leadership mondial défié par Chine sur 40/50 tech	Durabilité, gouvernance éthique,
Risques	Dépendance aux subventions étatiques ; pool (IA, TQ, DLT)	Restrictions à l'export limitant les marchés (matériaux, hard & software & RH)	Retard face aux géants américains (hardware & modèles économiques) ; delta Fiscalités & Cultures

EVIDENT 2025 RANKING vs QKD + PQC = DLT …VALUE CHAIN BENEFITS ?



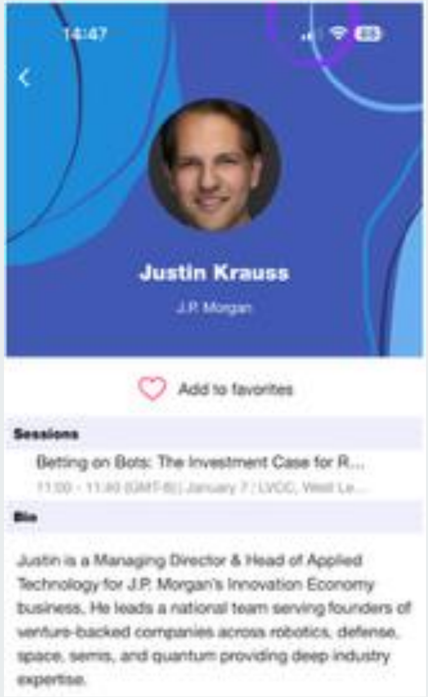
ICBC (China) — The "Unknown" Pioneer

The world's largest bank by assets, deployed a QKD network between Beijing and Shanghai as early as 2015-2017 (partnership with QuantumCTek), and cf MICIUS 2016.
The target "quantum-safe" architecture clearly distinguishes:
"confidentiality/transport" layers (QKD + PQC network), "integrity/auditability" layers (permissioned blockchain + smart contracts), "access governance" layers (identities, rules, SOC)

6. Tableau Comparatif des Stratégies (Version 2.0)

Banque	Tiers (Evident)	Architecture Stratégique	Jalon Clé Public Illustratif
JPMorgan Chase	🥇 Trailblazer	DLT + PQC + QKD	**Fév. 2022**: Sécurisation QKD de la blockchain Liink
HSBC	🥈 Strong Second	Dual (PQC + QKD)	**Juil. 2023**: Connexion QKD UK (62km) pour transactions
Morgan Stanley	⚪ On the Case	PQC-First (Conformité)	**Sep. 2025**: Exigence PQC pour les fournisseurs
Gouvernement FR (Bercy)	(Non classé)	Centralisée Classique	**Fév. 2026**: Intrusion FICOBA par vol d'identifiants

Tableau 2 : Comparaison synthétique des architectures de sécurité.



AI AGENTS VS AGENTIC AI: A STRUCTURAL SHIFT

1/3 Marc SAUTY CDO Alliance

	Generative IA	AI Agent	Agentic AI
Goal	create content based on prompt	Execute specific task using external tool	Automate workflow
Information flow	Input → Output	Input → Tool → Output	Input → Agent1 → Agent2 → ... → Output
Decision making	Pattern selection	Tool usage selection	Goal decomposition & assigment
Evaluation focus	Coherence, diversity	Accuracy, latency	Autonomous goal setting
Example	Chatbot	Search agent 	All steps from Vendor invoice reception to payment proposal

Source: "AI Agents vs. Agentic AI: A Conceptual Taxonomy, Applications and Challenges" Ranjan Sapkota*‡, Konstantinos I. Roumeliotis†, Manoj Karkee*, *Cornell University

Agentic AI = multi-agent collaboration with shared goals and self-coordination.

Agentic AI: agents working together

Some agents specialized in execution, using tools or functions, while others coordinate or supervise.

Creative agents explore solutions, while rigorous ones enforce compliance.

STRATEGIC INTELLIGENCE BRIEF
MAY 2026

From DeepSeek V4
& Huawei Ascend 950PR
China's AI Independence

… To Alibaba’s T Head & ZHENWU M890

How China's AI ecosystem achieved software and hardware sovereignty — and what it means for global business governments.

CHINA VS USA

$1.2T
MARKET CAP WIPED—JAN27, 2025

1.6T
DEEPSEEK V4 PARAMETERS

6 / 9
TOP GLOBAL AI MODELS ARE CHINESE

$5.6B
BYTEDANCE HUAWEI CHIP ORDER (2026)

DeepSeek R1 Shock: $1.2 Trillion Wiped in One Day

$1.2T

Global market capitalization Lost on Jan 27, 2025

Jan 27, 2025: DeepSeek R1 launches as a free, open-weight model — no Western security audit of the source code.

100 million users in 10 days — breaking ChatGPT's record (2 months). #1 on the US App Store within 48 hours.

DeepSeek R1 proved that a **world-class AI model** could be built at a fraction of the cost of US models, challenging the entire Nvidia-dependent AI investment thesis.

NVIDIA — LARGEST SINGLE-DAY MARKET CAP LOSS IN HISTORY

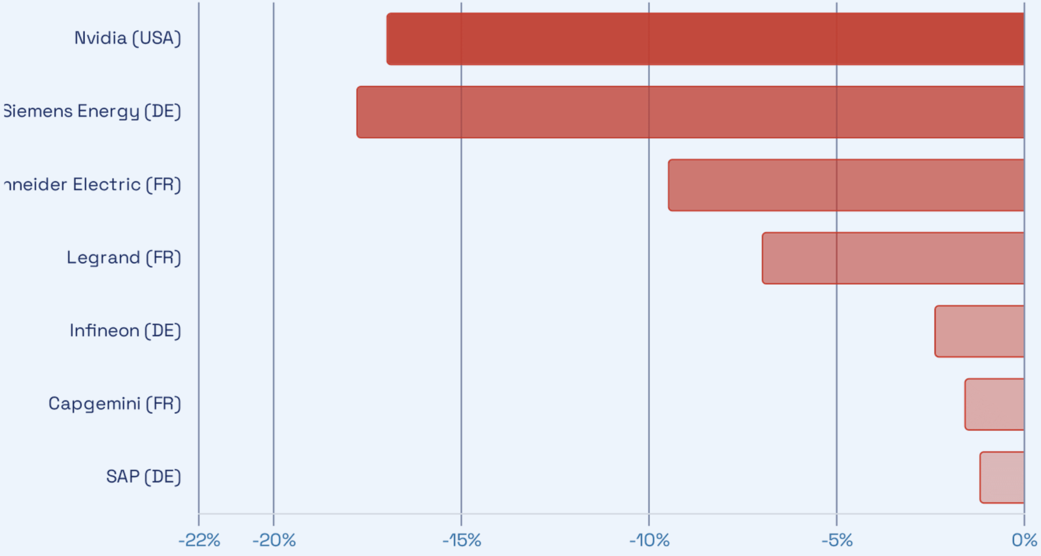
-$593 Billion (-17%)

Sources: Forbes, TechCrunch, Reuters — January 27, 2025

⚠ THE **OPEN-WEIGHT** PARADOX

Massively downloaded by the public — yet no Western government had audited the source code. A "Trojan horse" risk ignored by millions of users.

STOCK DROPS ON JAN 27, 2025 — SELECTED COMPANIES



Sources: Reuters, Les Echos, CNBC, Yahoo Finance — January 27, 2025

A Strategic Alliance Born from Sanctions

BEFORE — THE CONSTRAINT

Total Dependency on Nvidia & CUDA

All frontier AI models required **Nvidia GPUs** and the **CUDA software ecosystem**. China was deeply dependent on US semiconductor exports. US export controls (2022–2025) progressively banned the most powerful chips: A100, H100, H200, then even the bridged H20.

DeepSeek's V4 training was **slowed by hardware instabilities** on Huawei Ascend 910B chips, forcing partial reliance on Nvidia.

→ STRATEGIC SHIFT

AFTER — THE DECLARATION OF INDEPENDENCE

DeepSeek V4: Exclusive Early Access to Chinese Chips

For the inference optimization phase of V4, made a **radical decision**: exclude Nvidia and AMD entirely, and focus exclusively on **Huawei Ascend** and and **Cambricon** chips.

This is not a technical compromise — it is a **deliberate geopolitical statement**: Chinese AI will run on run on Chinese hardware, regardless of performance gaps.

*"This is not a simple technical cooperation — it is a strategic shift: from 'adapt to the US first, then think about the domestic market' to '**domestic market first, the US second**'."*

Source: Zhihu (知乎) — DeepSeek V4 发布：绕过英伟达，华为站C位！？(March 2026)

2022	2025	Apr 2026	95%→ 55%
First US chip export ban (A100 / H100 blocked)	H20 ban — China's last Nvidia lifeline cut	DeepSeek V4 launches on Huawei Ascend 950PR	Nvidia's China market share collapse (IDC, 2025)

DeepSeek V4: A Technical Leapfrog

1.6 Trillion Parameters

DeepSeek-V4-Pro is the largest open-weight model ever released. Using Mixture-Mixture-of-Experts (MoE) 2.0 architecture, it activates only 49 Billion parameters per query. This enables ultra-fast inference at a fraction of the compute cost.

1.6T Total / 49B Active

Native Multimodality

Moving beyond text-only processing, V4 natively supports the generation and processing of Text, Images, and Video. This places it in direct competition with frontier models like GPT-4o and Gemini 1.5 Pro.

Text + Image + Video

1M Token Context Window

The context window has been massively expanded to 1 Million tokens. This allows the model to process entire codebases, massive legal documents, or multiple books in a single pass without losing context.

1,000,000 Tokens

FP4 / FP8 Native Support

Designed specifically to utilize low-precision data formats (FP8 and FP4). This drastically reduces memory requirements and accelerates inference, perfectly aligning with the capabilities of Chinese domestic chips.

Hardware Synergy

RELEASE DATE	MODEL TYPE	PRICING DISRUPTION	STRATEGIC GOAL
April 24, 2026	Open-Weight	90% Cheaper than GPT-4o	Global Market Dumping

Yuan's global payments triple in five years as Iran war reshapes oil trade

The ongoing US-Iran conflict is reshaping the currency landscape of global oil trade, with China's cross-border payment infrastructure reaching record volumes and Gulf states openly weighing alternatives to dollar settlement for the first time.

perplexity Published 19 hours ago

fortune
UAE officials warned they may...

scmp
China's yuan settlements hit...

fortune
Iran is already charging a toll, i...

aljazeera
In Strait of Hormuz, Iran and...

CIPS Hits Record as Yuan Demand Surges

China's Cross-border Interbank Payment System (CIPS) recorded a single-day transaction high of 1.22 trillion yuan ($178.5 billion) in early April, with average daily volumes in March climbing to 920.45 billion yuan — a nearly 50 percent rise from February's 619.74 billion yuan, according to the South China Morning Post, citing Shanghai Securities News. The surge reflects mounting demand for yuan settlement in oil trade as Iran's control of the Strait of Hormuz forces commercial shipping to pay transit fees in Chinese currency. sc +3

According to Chinese media cited by South Korea's Maeil Business Newspaper, the share of Saudi Arabia's crude oil transactions settled in yuan reached 41 percent in March — a level that analysts say overtakes the euro's share of such settlements for the first time. Iran itself has moved to near-total yuan settlement for its oil exports to China, reportedly totalling over 320 billion yuan. +2

TOP 6 COUNTRIES

Ranking & Positionning of Agentic Commerce

CES STRATEGIC INSIGHTS

Alipay's Agentic Commerce surpasses 120 million weekly transactions

1,417

Alipay has crossed a symbolic threshold in the evolution of digital payments.

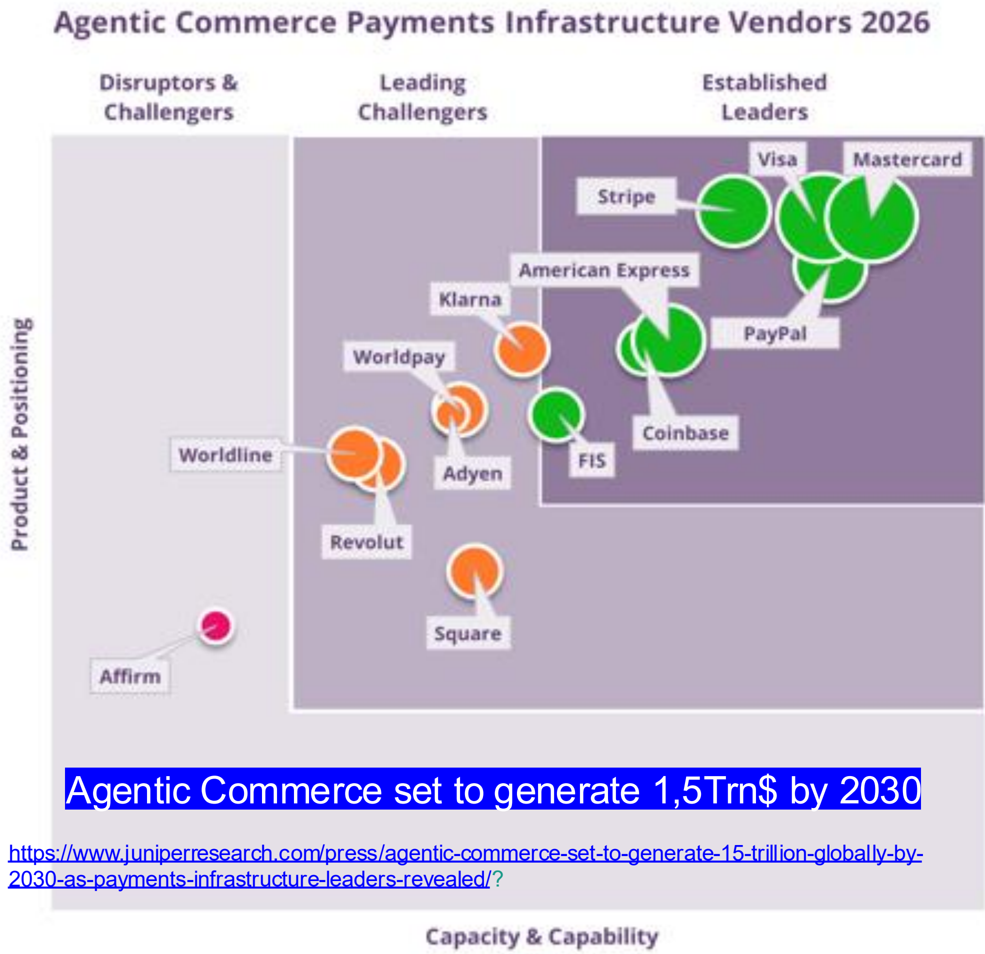
Alipay's Agentic Commerce

The company revealed that its agentic commerce, AI Pay platform processed more than 120 million transactions in a single week, positioning it as the first large-scale "agentic" payment service to reach such volume.

The milestone underscores how quickly artificial intelligence is being woven into China's consumer economy — not merely as a recommendation engine, but as a transactional actor.

COMPETITOR

Leaderboard



Agentic Commerce set to generate 1,5Trn$ by 2030

https://www.juniperresearch.com/press/agentic-commerce-set-to-generate-15-trillion-globally-by-2030-as-payments-infrastructure-leaders-revealed/?

GOLDEN WEEK 2026: THE SUPER APP STORY HAS CHANGED

THE TRAVEL DECISION STARTS WITH AN AI NOW.

CHINA'S AI AGENTS ARE NOW THE FIRST STOP IN THE TRAVEL DECISION — NOT THE LAST.

515M

Chinese netizens using generative AI - 50% of internet users

CNNIC, April 2026

200M+

AI-agent orders via Qwen during Spring Festival consumergoods, travel, and services

Alibaba, Feb 2026

800%+

Growth in Fliggy AI-agent travel bookings vs. pre-holiday levels;scenic tickets up 24x

Alibaba/Fliggy, Feb 2026

Two agents, two data universes

Where recommendations come from

DOUBAO-BYTEDANCE

Destination Recs — **97.7% Douyin/Toutiao**

Travel Strategy — **84.5% Douyin/Toutiao**

Travel Tips — **98.5% Douyin/Toutiao**

Per QuestMobile Q1 2026 AI Ecosystem Report

QWEN - ALIBABA

OTA inventory — **100+ brands**

Content index — **multi-source**

Presence in one ecosystem does not guarantee visibility in the other- regardless of platform spend.

Sources: CNNIC Statistical Report on Internet Development in China, June 2025; Alibaba / Fliggy, February 2026; QuestMobile AI Application Insights Report, Q1 2026

How Did They Get There?

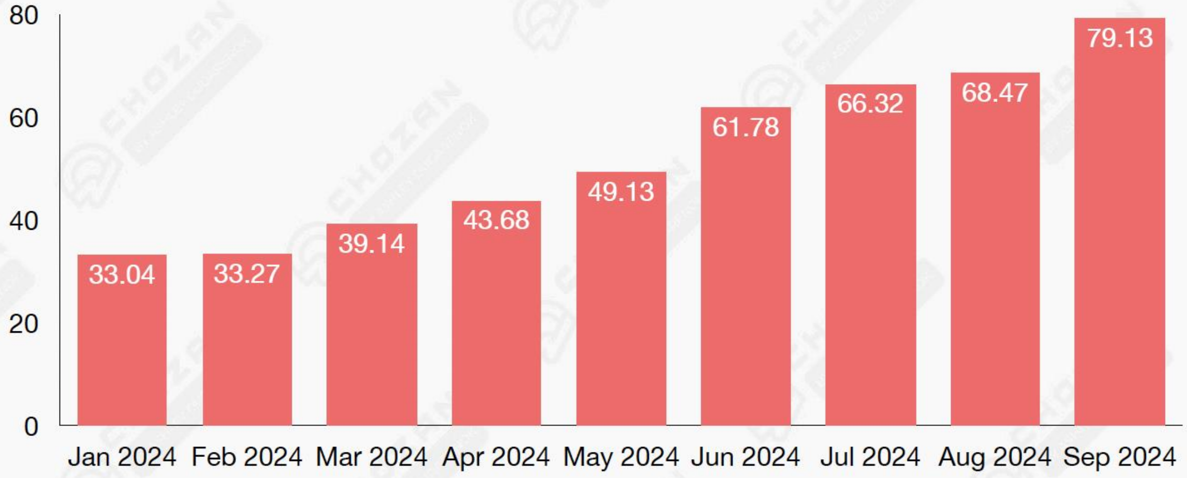
CHINA'S ONLINE ENTERTAINMENT

AIGC CONTENT IS PREVAILING AMONG CHINESE ONLINE USERS

2024 marks the inaugural year of AI application development, with the AIGC (AI-generated content) app industry experiencing rapid growth. Monthly active users (MAU) in this sector are nearing 80 million, according to QuestMobile.

AIGC APP MAU IN 2024 (UNIT: MILLION)

YoY Growth	759.7%	698.6%	761.9%	574.7%	618.7%	654.3%	600.8%	540.8%	393.9%



Source: QuestMobile

Two AI Ecosystems: The Great Bifurcation

US WESTERN BLOC

HARDWARE & INFRASTRUCTURE

Nvidia | AMD | Intel | AWS / Google Cloud

SOFTWARE & MODELS

OpenAI | Anthropic | Google (Gemini) | CUDA

VS

CHINESE BLOC

HARDWARE & INFRASTRUCTURE

Huawei (Ascend) | Alibaba (Zhenwu) | Baidu (Kunlunxin)

SOFTWARE & MODELS

DeepSeek | Qwen (Alibaba) | Kimi (Moonshot) | CANN Next

Rare Earth Leverage

China's dominance over critical raw materials (gallium, germanium) has forced the US to soften export tariffs. The **"Net US Import Reliance"** highlights a structural vulnerability in Western supply chains.

The "Chinese CUDA"

Huawei's CANN Next software stack mimics Nvidia's CUDA architecture. By proving world-class models can run on domestic hardware, China is breaking the software monopoly that locked developers into Nvidia.

Shifting Perceptions

At CES Las Vegas 2026, **52% of GovTech decision-makers** acknowledged the loss of American leadership to China across an expanding perimeter of the AI value chain.

13th–15th CCP Plans: A Decades-Long State Strategy

In the West, AI innovation (OpenAI, Nvidia) is perceived as the organic result of private enterprise and venture capital. In China, the rise of DeepSeek and Huawei is the methodical execution of a **state strategy planned over decades** by the Chinese Communist Party (CCP).

2016 — 2020
13TH PLAN

FOUNDATIONS OF INDEPENDENCE

- **Shift in Paradigm**
  Transition from "Made in China" to "Designed in China".
- **R&D Acceleration**
  Massive state subsidies to build the foundational infrastructure for domestic tech ecosystems.

Result: Creation of national tech champions and AI research labs.

2021 — 2025
14TH PLAN

DUAL CIRCULATION

- **Sanction Resilience**
  Strategy of "Dual Circulation" to build internal economic resilience against US semiconductor embargoes.
- **Vertical Integration**
  Forcing domestic software to run on domestic hardware to survive the chip bans.

Result: Produced Huawei Ascend chips and DeepSeek R1 optimization.

2026 — 2030
15TH PLAN

TOTAL SOVEREIGNTY

- **Absolute Independence**
  Full sovereignty in critical technologies: Semiconductors, AI, Quantum Computing, and Blockchain.
- **Global Export**
  Exporting these new, independent tech standards and infrastructures to the Global South.

Result: DeepSeek V4 & Qwen3 establishing global frontier dominance.

Frontier Models: Stanford Report Bias vs. Neutral Sources

STANFORD HAI 2026 REPORT

The US-Centric Narrative

The widely cited Stanford AI Index report often presents a skewed weighting US-based benchmarks and English-language tasks. It historically insurmountable US dominance in frontier AI models.

Methodological Flaws:

- Underrepresentation of Chinese evaluation frameworks.
- Delayed inclusion of open-weight models from Asia.
- Focus on raw parameter count over architectural efficiency (MoE).

VS

NEUTRAL & CHINESE SOURCES

OpenRouter Global Usage

China holds 6 of the top 9 spots in global AI model usage (Qwen, MiMo, Step, MiniMax, MiniMax, DeepSeek), surpassing Anthropic and Google.

CAICT Official Benchmark

The Chinese Ministry of Industry officially classifies DeepSeek V3.1 and Qwen3-235B as "super-"super-integrated frontier models", confirming software sovereignty.

Artificial Analysis Index

Independent scoring ranks Alibaba's Qwen3.7 Max at 57/60, making it statistically equal to to Claude Opus 4.7 and Gemini.

SWE-bench (Coding)

In software bug resolution, Kimi K2.5 and DeepSeek V3.2 rank 3rd and 4th globally, outperforming Gemini 3 Pro.

Strategic Recommendations for Executives & Governments

I. THE STATE OF GLOBAL AI SOVEREIGNTY

China: Software Sovereignty

Models like **DeepSeek V4** and **Qwen** have achieved true frontier status. China no longer relies on Western algorithms and is actively dumping open-weight dominate global usage.

China: Hardware Sovereignty

Through **Huawei (Ascend)**, **Alibaba (Zhenwu)**, and **Baidu (Kunlunxin)**, China has bypassed US embargoes by mastering mastering low-precision (FP4) and highly frugal chip architectures.

Europe: The Hardware Vulnerability

While Europe possesses world-class software capabilities capabilities (e.g., **Mistral AI**, valued at €11B), its **total dependency on Nvidia and TSMC** for compute infrastructure infrastructure remains a critical strategic flaw.

II. ACTION PLAN FOR GLOBAL CEOS

ACTION 01

Audit AI Supply Chains

Mandate immediate audits of corporate and government IT systems to identify hidden dependencies on **unverified open-weight models**. Implement strict verification for all AI assets.

ACTION 02

Invest in Sovereign Compute

Shift subsidies from pure software R&D toward **European sovereign hardware initiatives** and secure, isolated cloud infrastructures to mitigate the risks of the US-China bifurcation.

ACTION 03

Deploy Independent Guardrails

Acknowledge that DeepSeek V4 will inevitably penetrate Western markets due to its **90% cost advantage**. Organizations must build independent security filters (guardrails) that do not rely on the model's native alignment.

"The AI race has transformed into a war for semiconductor independence. 2027 will reveal the full leverage of this bipolar infrastructure." — G. Réveillon

China owns the ecosystem Densest Innovation

China's competitive advantage lies not only in its products, but an interconnected ecosystem that is unique accelerates technological development.

Vertical Integration

Full control of the value chain: from rare earths to batteries, motors and AI chips. This autonomy allows for a drastic reduction in costs and lead times.

"Shenzhen Speed"

A culture of rapid iteration and agile prototyping. The design-prototype-test cycle is reduced to a few days, compared to weeks elsewhere.

People's Bank of China's report for 2025, "non-bank" mobile payment transactions have reached €42.2 (Le Monde May 2026)

Talent Pool

Millions of STEM engineers graduate each year, fueling a highly skilled workforce available for intensive R&D.

Governmental Support

Strategic alignment between national targets, massive subsidies, and the creation of innovation-friendly regulatory testing areas.

In 2025, China had 229 car manufacturers with 1.21 million manufacturing employees, producing 34.5 million cars.

Session 04

Executive Insight: The Evolving Chinese Traveller

Kitty Wang, Founder, The Rare Group

Kitty Wang

Founder

The RARE Group


GLOBAL RESILIENCE NETWORK
ATOUT FRANCE
France Tourism Development Agency
Break
Alibaba
EUROPEAN TRAVEL COMMISSION
Fliggy
上海英国商会
BritCham Shanghai
110
共振启新
Legacy in Motion

Afternoon Agenda

17:00 – 17:25	Session 5 | Strategic Briefing: AI and the Travel Ecosystem
17:30 – 18:10	Session 6 | Destination Response: France and the Chinese Market
18:10 – 18:30	Session 7 | Closing Synthesis
18:30 - 20:00	DINNER
20:15	Depart for Hangzhou
23:30	Arrival Shangri la Hotel, Hangzhou

ATOUT FRANCE
L'Agence de développement touristique de la France

GLOBAL RESILIENCE NETWORK

Alibaba EUROPEAN TRAVEL COMMISSION Fliggy 上海英国商会 BritCham Shanghai 110 共振启新

Session 05

Strategic Briefing:
AI and The Travel Ecosystem

Ada Xu, Director of International Affairs, Fliggy (Alibaba Group)

Ada Xu

Director International

Fliggy (Alibaba Group)

Fliggy

Fliggy

From inspiration to Engagement: AI and China's Digital Travel Ecosystem

28th May 2026 - Ada XU

Fliggy

01

Organization Overview

To make it easy to do business anywhere

Our Vision

We aspire to be a good company that will last for **102** years. We envision that our customers will meet, work and live at Alibaba. Our vision for fiscal year 2036 is to serve 2 billion global consumers, enable 10 million businesses to be profitable and create **100 million** jobs.

Our Strategies

- Consumption
- Cloud
- Globalization
- ESG

Group Structure:

Alibaba

ANT GROUP

Alibaba China E-Commerce Group

E-commerce

- 淘宝
- 天猫 TMALL
- 闲鱼
- Fliggy

Instant Retail

- 淘宝闪购
- 饿了么

Wholesale

- 1688

Alibaba International Digital Commerce Group

Retail

- AliExpress
- Lazada
- trendyol
- Daraz

Wholesale

- Alibaba.com

Cloud Intelligence Group

- 阿里云

Others

- 钉钉
- 夸克
- 高德地图
- CAINIAO 菜鸟
- 优酷
- 大麦娱乐
- 盒马 FRESHIPPO
- 阿里健康
- 橙狮体育

Ant Group

- 支付宝 ALIPAY

Alibaba's Cross-Sector Leadership:

Alibaba has established itself as a market leader across multiple sectors that shape users' everyday life.

E-commerce

1B+
Registered Users

380M+
DAU

Payment

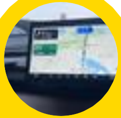
1.7B+
Consumers

66
Markets

Entertainment

Level-1
Online Video Platform

NO.1
Live Event Ticketing Platform



Transportation

800M+
MAU

200M+
DAU*

*2025 May Day Holiday DAU Peak

Fliggy

02

Platform Overview

About Fliggy…

Fliggy, established in 2016, is a comprehensive **online travel platform** under Alibaba Group.

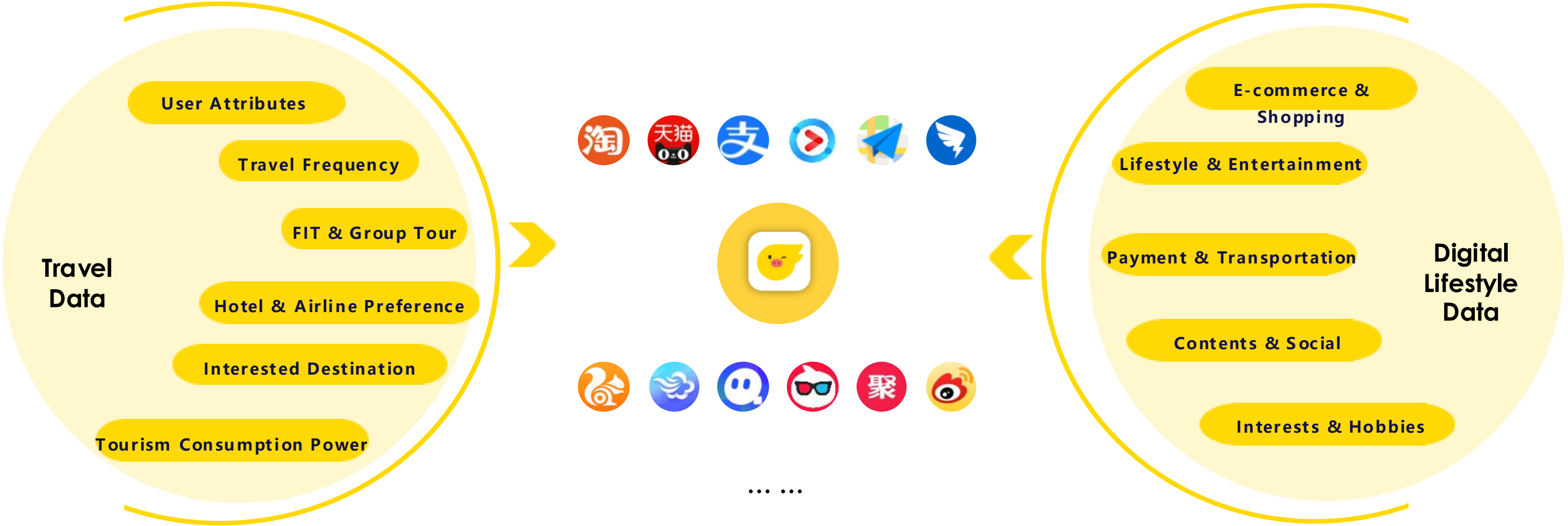
Fliggy offers domestic and international transportation, hotel accommodations, attraction tickets, destination activities, and travel-related services, creating effortless, enjoyable, and trustworthy journeys for **500m+** registered users.

25K+	8M+	1.5M+	8K+	2K+	4M
Domestic & International Direct Flight Routes	Train Routes	Hotels & Inns	Scenic Spots	Cities with Local Travel Products Sold	Car Rental

Data Source: Fliggy

Ecosystem-Driven Destination Growth:

Leveraging Alibaba's cross-mapped data, Fliggy targets audiences through multi-touchpoint engagement across various scenarios, which enables precise identification of potential travelers and drives new user growth for destinations.



Fliggy's Leadership in Outbound Independent Travel:

No.1 in outbound independent travel market share **43%**

Proportion of young travelers choosing Fliggy for their first trip **88.3%**

No.1 in visa-processing market share **59.4%**

No.1 in telecommunication services market share **49.4%**

No.1 in local entertainment market share **46.2%**

Data Source: China's Outbound Tourism Industry Development Report 2024, Fastdata

Fliggy’s Portfolio Companies:

The future of travel is shaped by openness. Through strategic investments, Fliggy brings together like-minded partners to explore how digital technology can improve industry efficiency and create a vibrant cultural tourism ecosystem.

道旅科技 didatravel — China's #1 B2B travel distribution service provider

众信旅游集团 u-tour — China's first publicly listed outbound travel wholesaler

租租车 zuzuche.com — China's #1 global car rental & self-drive travel platform

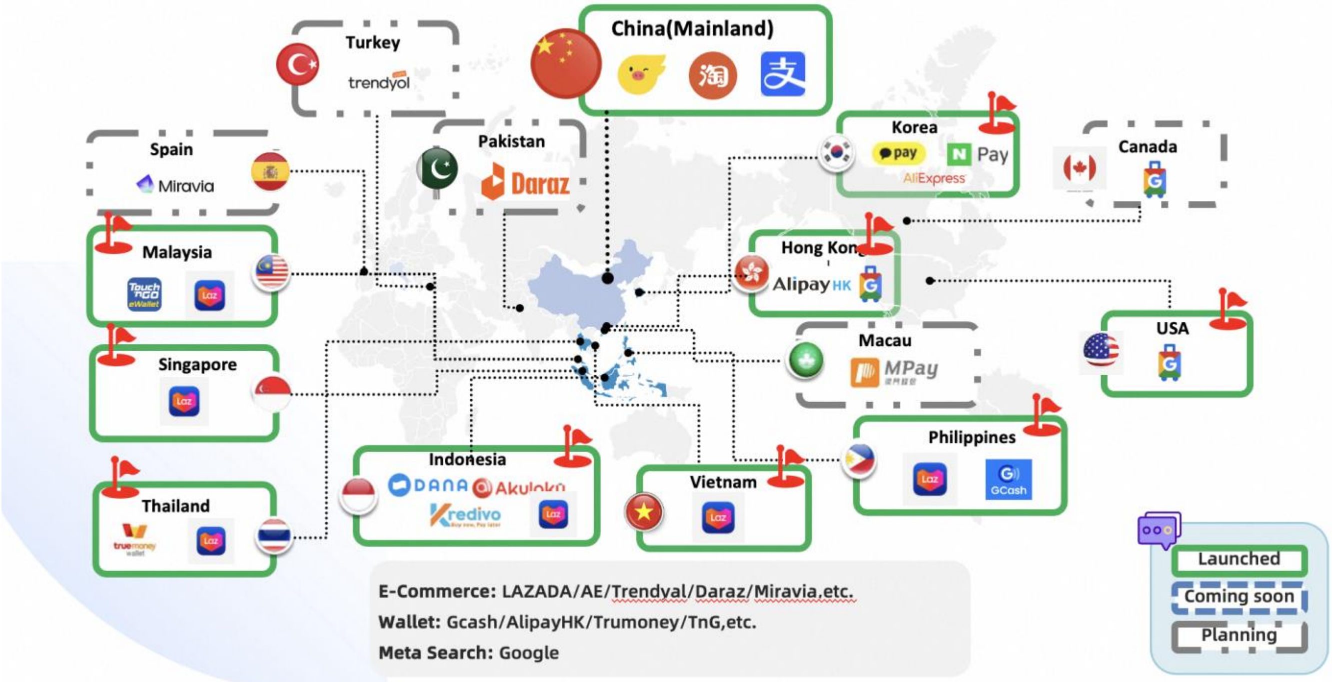
盛威时代集团 SHENGWEI TIMES GROUP — Intercity & intracity road passenger transportation information services provider

小猪民宿 — China's second-largest independent homestay platform

BEST 倍施特科技 — Road passenger transportation industrial internet platform

Fliggy's Global Business Landscape:

Fliggy's global business —supported by the Alibaba and Ant Group ecosystems, now cover 9 countries and regions globally, including South Korea, Thailand, the Philippines, Malaysia, Vietnam and Singapore.



Fliggy

Fliggy

From inspiration to Engagement: AI and China's Digital Travel Ecosystem

28th May 2026

Ada XU-FANOUILLERE ada.xu@Alibaba-inc.com

Session 06

Destination Response: France and The Chinese Market

Anne-Laure Tunzer, Regional Director, Far East, ATOUT France

Anne-Laure Tuncer

Director Asia (China, Hong Kong, Taiwan, South Korea, Japan, ASEAN) — Atout France

Session 06

Closing Synthesis

Rajan Datar, Journalist and Host, BBC

Christian Delom, President, Global Resilience Network

Gilbert Réveillon, CEO Digital Transformation, Quantum Tech & Quantum AI, FinTech, Web3, DeFi, Tokenization Chevalier de l’Ordre National du Mérite – Knight of French National Merite Order

Master of Ceremonies

Rajan Datar

Journalist and Host,

The Travel Show, BBC

Christian Delom

President

Global Resilience Network (GRN)

GLOBAL RESILIENCE
NETWORK

Gilbert Réveillon

CEO Digital Transformation

Quantum Tech & AI | FinTech | Web3 | DeFi | Tokenization

GLOBAL RESILIENCE NETWORK

ATOUT FRANCE
France Tourism Development Agency

Dinner

Alibaba

EUROPEAN TRAVEL COMMISSION

Fliggy

上海英国商会 BritCham Shanghai

110 共振启新 Legacy in Motion