The Bay Rises
A New Era Begins

2015 — 2026

Shenzhen Bay Forum · An Overview

BRIEF EDITION 2026

Rooted in Shenzhen Bay, facing Asia-Pacific.
Eleven years of building one network,
and the ten years that follow.



深圳湾論坛

Council and Organizing Committee Secretariat
September 2026

深圳湾論坛

The Bay Rises
A New Era Begins

An Overview of the Shenzhen Bay Forum

Rooted in Shenzhen Bay Facing Asia-Pacific Reaching the World

Council and Organizing Committee Secretariat

September 2026

CONTENTS

Contents

Preface The Bay Rises, a New Era Begins 4

Inscriptions by Leaders 5

Shenzhen Bay Forum: Who We Are 6

Why Shenzhen Bay 7

01 **What We Have Done** 8

Origins: a Thing We Do Ourselves 9

Ten Editions, One Thread 10

Three Turns 11

Ten Years, Some Numbers 12

Industry and Public Good 13

02 **What We Are Doing** 14

The World's Centre Moves East 15

Three Irreplaceables 16

Positioning, Mission and Vision 17

Four Functions, Four Pillars 18

Asia-Pacific: the Draft Already Written 19

03 **Why We Can Be Trusted** 20

Technology Serves Humanity, Not the Reverse 21

Three Boundaries 22

Public-Good Legacy: Tianyu Liufang and Baguang 23

04 **Where We Are Going** 24

Ten Years in Three Stages (2027—2036) 25

Three Insights for 2035 26

What We Invite 27

Appendix Governance, Partners and Contact 28

PREFACE

The Bay Rises, a New Era Begins

The transformation of a century is unfolding in depth; a new round of scientific and technological revolution and industrial transformation is sweeping the globe at accelerating speed; the centre of innovation keeps moving east, and Asia-Pacific has become the most active core highland of world economic growth and of scientific and technological innovation. New quality productive forces are surging, disruptive technologies keep emerging. While they bring enormous opportunity, they also raise entirely new questions for industrial-chain coordination, the translation of research into industry, the governance of technology ethics and the cross-border flow of talent. Government mechanisms play the top-level guiding role; civil dialogue platforms are the important bond and bridge that connects scientists, industry, capital and young research communities.

In 2015 a group of scholars and experts proposed the founding of the Shenzhen Bay Forum, taking root in this fertile ground of innovation and entrepreneurship in the Guangdong–Hong Kong–Macao Greater Bay Area, and for more than ten years we have worked it with steady practice. We hold to the core idea of “link, empower, responsibility, win-win”, and have built a pattern of development in which “the forum platform is the body, and serving government and enterprise and serving talent are the two wings”. In high-level dialogue, enterprise acceleration and the gathering of ideas we have produced a series of notable results: dozens of forum summits and thematic seminars; academicians, economists, industry leaders and investors gathered into a think-tank matrix of “experts, professionals, winners”; a series of think-tank outputs including the Bay Area development blue book and the Shenzhen Bay Innovation Index; more than eighty innovation and entrepreneurship projects empowered to grow; and the trust of governments at all levels, research institutes, enterprises and investment institutions.

Standing at the highlight moment when the Asia-Pacific leaders' informal meeting is held in Shenzhen, the Forum opens a wholly new journey of “re-positioning and re-setting sail”: from serving the Guangdong–Hong Kong–Macao Greater Bay Area, to being rooted in Shenzhen Bay, facing Asia-Pacific and radiating to the world; committed to building a world-class civil science-and-industry forum, and to carrying the Shenzhen consensus and assisting the landing of outcomes.

To government, we wish to be a civil observation window on policy practice and a hub of industrial feedback; to academicians and research workers, we wish to build a bridge that carries source innovation into market application; to technology entrepreneurs, industrial investors and investment institutions, we wish to create a practical field of collaboration for the collision of ideas, the matching of resources and the landing of projects; to university faculty and students and to the broad community of science and technology workers, we wish to build an open and inclusive platform of exchange, lifting young innovative forces as they grow.

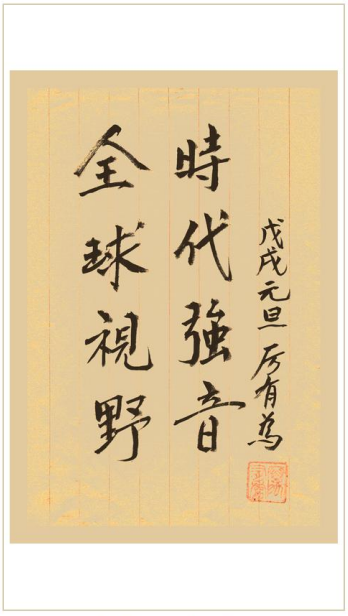
Looking up at the stars, one should have breadth of vision, altitude and a sense of responsibility; standing on solid ground, one must seek truth and be practical. The road is hard and long, yet walking will bring us there. We look forward to joining hands with government departments, academicians and scientists, industrial capital, university research strength and industry, holding fast to technology for good, gathering the wisdom of many parties, and building together an open and win-win innovation community for the Shenzhen Bay Forum's industrial ecosystem.

Council of the Shenzhen Bay Forum

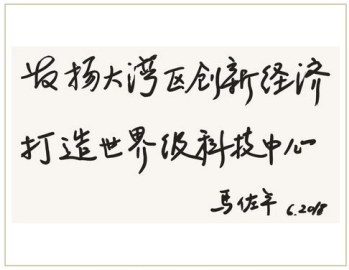
Golden autumn 2026

INSCRIPTIONS

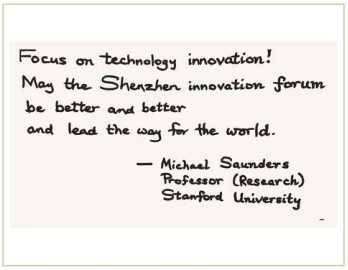
Eleven Inscriptions, One Narrative



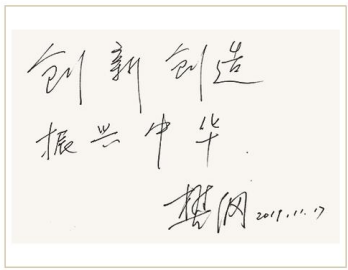
Li Youwei 2018.1.1
Former Party Secretary of Shenzhen



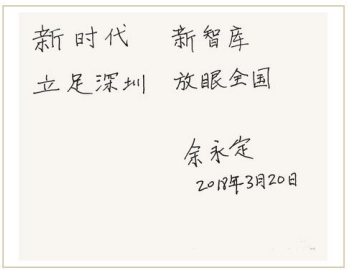
Tso-Ping Ma 2018.6.19
US NAE member; Yale University



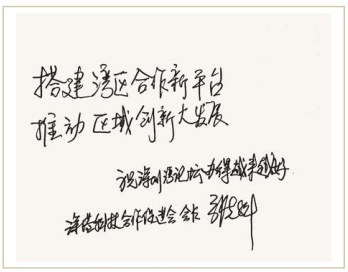
Michael Saunders 2018.7.25
Stanford University; SIAM Fellow



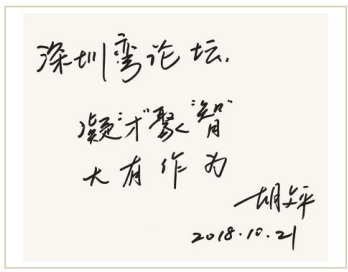
Fan Gang 2019.11.7
President, China Development Institute



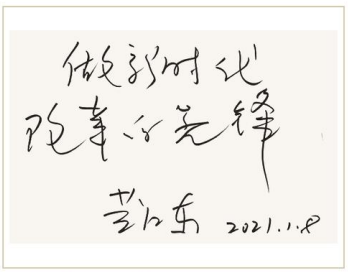
Yu Yongding 2018.3.20
Chinese Academy of Social Sciences



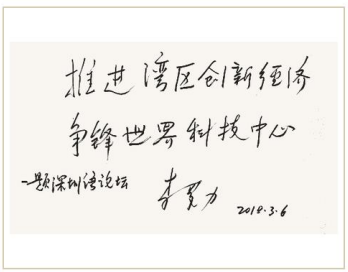
Zhang Keke 2021.1.11
Former Vice Chairman, Shenzhen CAST



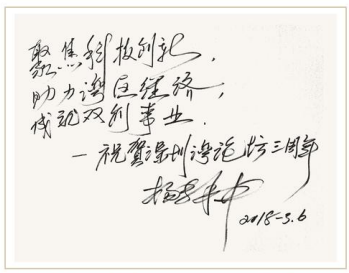
Hu Wenping 2018.10.21
CAS academician; President, Xiamen University



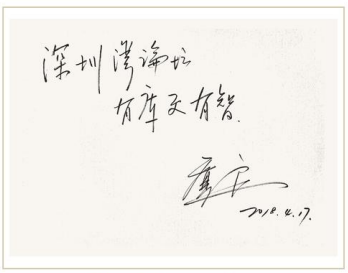
Huang Jiangnan 2021.1.8
Economist and investor



Li Luoli 2018.3.6
Vice Chairman, China Development Institute



Yang Chuangeng 2018.3.6
Former Assistant Mayor of Shenzhen



Qiao Liang 2018.4.17
Professor, National Defense University

Over eleven years, more than twenty prominent economists, academicians of the Chinese Academy of Sciences and the Chinese Academy of Engineering, world-class scientists, truth-seeking and pioneering veteran leaders, and national distinguished young scholars have written inscriptions one after another. The inscriptions reproduced above are photocopied from archived originals: not traced, the character forms not altered, not ghost-written.

OVERVIEW

Shenzhen Bay Forum: Who We Are

A civil science-and-industry forum rooted in Shenzhen Bay, facing Asia-Pacific and moving towards the world.

The Shenzhen Bay Forum (SHENZHEN BAY FORUM) upholds government guidance and civil leadership, and grasps the threefold structural opportunity of "a civil standpoint, industrialised landing, Asia-Pacific multilateralism". It builds its core positioning on "one lead, two supports": it is both the civil platform that carries the outcomes of Asia-Pacific science-and-industry cooperation, helping the Shenzhen consensus to land, and the high ground of dialogue and matchmaking for the industrialisation of the world's disruptive technologies, creating an innovation closed loop of "sourcing — industrialisation — Asia-Pacific coordination".

Rooted in the Shenzhen Bay science-and-innovation highland, the Forum links the Asia-Pacific innovation network, breaks down the barriers between basic research, disruptive technology, industrial capital and international cooperation, and keeps exporting the science-and-innovation thinking and intellectual output of the Guangdong–Hong Kong–Macao Greater Bay Area. On a ten-year horizon, it is committed to becoming the most influential civil science-and-industry summit in Asia-Pacific, the platform that carries science-and-industry cooperation under the Asia-Pacific cooperation framework, the source of thinking and the high ground of project matchmaking for the industrialisation of the world's disruptive technologies, and the landmark IP that the Shenzhen–Hong Kong–Guangzhou science-and-innovation corridor presents to the world.

The Forum is an always-on Asia-Pacific science-and-industry community. Relying on four core functions — think-tank research, high-level dialogue, industrial landing and Asia-Pacific coordination — it covers the full-cycle growth needs of micro and small enterprises at the budding stage, hidden champions at the fission stage and leading enterprises, and helps the high-quality development of the industrial economy and of the Asia-Pacific regional economy. The Forum holds to the code of action — link, empower, responsibility, win-win — and to the value vision of technology for good and a shared future.

2015	10	80+	500+	300+	27
Founded in Shenzhen Bay	Annual forum editions	Academician resources	Enterprises and governments served	Summits and seminars	Batches of international exchange

Behind these numbers is one thing: joining the scattered innovation resources of a region into a net that can repeatedly advance industrial development.

THE SETTING

Why Shenzhen Bay

The global industrial landscape is undergoing profound adjustment; de-globalisation and technology protectionism keep intensifying; technology blockades and the fragmentation of supply chains worsen the fragmentation of industrial chains, and the cross-border flow of science-and-innovation factors is obstructed. At the same time disruptive technologies are emerging at accelerating speed and new quality productive forces are surging; the deep fusion of technology and industry has given rise to many wholly new governance questions that no single actor can handle alone.

Asia-Pacific has a solid industrial base and strong development resilience; it is the core engine of global economic growth, and it urgently needs high-level, institutionalised industrial coordination to hedge against the risk of external decoupling and to explore an open, win-win path of industrial cooperation. Shenzhen, Hong Kong and Guangzhou form a science-and-innovation cluster with a complete domestic chain and extremely high innovation density, in which basic research, technical attack and industrialised landing form a closed loop; and the Shenzhen Bay Forum is precisely the civil hinge of unique value inside that ecosystem.

The Forum stands at the meeting point of the Bay Area's internal and external circulations. It relies on Hong Kong's access to global research networks, international rules and talent resources, and is backed by the huge domestic market and the complete manufacturing system; it gathers academician scientists, industry leaders, science-and-innovation enterprises, technology managers and investment forces. In a market-based and practical way, the platform conducts regular exchange around frontier technology attack, cross-border transfer of outcomes, pre-research on industrial standards and talent exchange, avoiding sensitive contests and piloting new models of industrial collaboration; through the healthy micro-circulation of collaboration within civil innovation circles, it provides a replicable sample for regional coordinated development and helps reshape an open and inclusive new order of global industry.

Three cities, one chain

City	Division of labour and resource endowment	What the Forum has already done here
Shenzhen	1 → 100: engineering and industrialisation. The most complete chain — from prototype to volume production, from supply chain to application scenarios — and the highest density of scenarios.	Ten editions and the secretariat are permanently based here; the industrial landing product line and the technology-manager network grew up here.
Hong Kong	0 → 1: basic research, international rules and the talent channel. Global research networks, the common law and the free flow of capital.	More than ten events co-organised, co-hosted or held in Hong Kong with Hong Kong and Macao institutions; seven batches, more than thirty Hong Kong and Macao experts signed; in 2025 received the Hong Kong Creative Industries Award “Partner Award” at Cyberport.
Guangzhou	100 → 1000: universities and advanced manufacturing. University density, industrial hinterland, and both exhibition and consular resources.	Attended the China–Vietnam industrial cooperation exchange and the 75th anniversary of China–Vietnam diplomatic relations at the Vietnamese Consulate General in Guangzhou; undertook the park investment-financing platform and supply-chain finance planning commissioned by governments including Guangzhou.

> The three cities are not three markets but one chain: Hong Kong from zero to one, Shenzhen from one to a hundred, Guangzhou supplies the people and the factories. A forum that works on industrialisation must stand on all three ends at the same time.



01

What We Have Done

THE RECORD · 2015—2026

Ten forums, one thread. Ten plenaries; three hundred other meetings.

Origins: a Thing We Do Ourselves

A platform usually appears not because someone wants to run a forum, but because there is one thing that has to be done.

The Shenzhen Bay Forum originated in a deep collision of ideas in Beijing in early 2015. Experts from the Chinese Academy of Social Sciences, the International Exchange Centre of the Ministry of Commerce, leading investment institutions, Ping An and other parties held discussions around scientific and technological innovation, technology investment, China's regional economy and the pattern of the global economy. At that time the wave of mass entrepreneurship and innovation was surging in Guangdong, Hong Kong and Macao, and the community of science-and-innovation entrepreneurs was growing fast; yet regional innovation resources were scattered, university–industry linkages were weak, the mechanism for cross-city industrial coordination was missing, and the market lacked an exchange vehicle rooted in the Bay Area and close to industry that could regularly connect scientists, entrepreneurs and investors. It could not meet the urgent demand for translating outcomes, matching resources and co-creating ideas — and this real gap became the starting point from which the Forum germinated. Comparing the endowments of the world's major bay areas, the experts present fixed their eyes on Shenzhen Bay between Guangzhou, Shenzhen and Hong Kong, judging it to be the ground with the strongest innovation vitality in the country, the closest to a Silicon Valley temperament, and the most suitable to carry such a science-and-innovation exchange platform. After a prudent discussion of whether to take the finance track or the science-and-innovation track, the team settled on the name “Shenzhen Bay Forum”, and made clear that it would focus on scientific and technological innovation and the industrial economy.

Four principles, four ways of working

- LINK Connecting innovation factors across regions, disciplines and industries. In ten years the Forum has brought people who would never have met into cooperation.
- EMPOWER Supplying technology, capital and ecosystem support to science-and-innovation actors. From strategic consulting to technical matchmaking, from roadshows to listing coaching, the Forum breaks “resources” into concrete services a company can use right now.
- RESPONSIBILITY Facing the changing times directly and practising the mission of self-reliant coordination and open innovation. Against the background of China–US technology competition and supply-chain restructuring, the Forum chose to be that channel of civil dialogue.
- WIN-WIN Upholding openness and inclusiveness, and promoting the co-building and sharing of science-and-innovation value. This is the value main line the Forum has followed throughout.

These four words are not slogans but four ways of working: first let people meet, then give them tools, then shoulder the hard thing together, and finally divide it clearly.

Ten Editions, One Thread

Edition	Year	Focus of the agenda	The mark of that edition
First	2015	Launch: founding and the first plenary; baseline data released	Opened in Shenzhen Bay, more than 500 attending
Second	2016	Virtual reality and intelligent technology	Nearly 300 entrepreneurs and experts attended
Third	2017	Mass entrepreneurship and China's new round of growth	“Bay area” written into the agenda for the first time
Fourth	2018	Collaborative innovation in the Guangdong–Hong Kong–Macao Greater Bay Area	1,200 attendances at the summit; three policy proposals
Fifth	2019	Information technology and integrated circuits	China–US academician dialogue; nearly 300 enterprises
Sixth	2020	Smart manufacturing and the digital economy	Bao'an International Convention Centre, more than 300 attendances
Seventh	2022	Smart manufacturing and the upgrading of digital technology	Futian Convention and Exhibition Centre; agenda continued from the sixth
Eighth	2023	Low-altitude economy and the aerospace industry	Turned into a series, several sessions in a row, over 2,000 people in total
Ninth	2024	Low-altitude economy and the integration of related industries	Several sessions over more than a year, over 1,000 people in total
Tenth	2024	2025 Shenzhen Bay Forum & 2024 Low-Altitude Logistics Innovation Development Conference	Low-altitude logistics report released; professional committee of the Shenzhen Doctoral Association unveiled

Three notes outside the table

One. Ten editions are not ten years with one meeting each. The first seven held one annual plenary each; the eighth and ninth changed to running several sessions in a row around a single track, so the form of an “edition” changed; the tenth was held at the end of the year, took low-altitude logistics innovation development as its direction, put a full stop to the series of activities on the low-altitude economy and the aerospace industry, and sounded the prelude to industrial exploration in 2025.

Two. The agenda was one step ahead of the documents. In 2019 integrated circuits were made the annual agenda, and in 2023 low altitude was made the annual agenda — both before the policy documents and before the industrial surge.

Three. No blank is left between editions. 2021 was suspended for one year because of pandemic restrictions, but government-commissioned activities, thematic seminars and public-good actions did not stop; the main line was joined up by the branch lines.



Three Turns, None of Them in the Hall

Line the ten editions up and three obvious turns appear. The turning points are not in the hall but in the agenda.

2017—2018 From “mass entrepreneurship” to “the bay”

The first two editions talked about innovation and entrepreneurship itself: how to incubate, how to raise funds, how to survive. From the third edition the Forum realised that Shenzhen's problems could not be solved in Shenzhen alone — land, talent and the depth of the industrial chain all had to find answers on a larger scale. So “the bay” entered the agenda, and in 2018 three policy proposals were completed.

2019 From “regional policy” to the “chokepoint”

The fifth edition set its theme on information technology and integrated circuits and staged a dialogue between Chinese and American academician scientists. The agenda moved from regional coordination to national industrial security, and the composition of participants changed with it: from mainly government and enterprises to a majority of academicians, experts and engineers. It is the “hardest” edition of the ten.

2023—2024 From “one a year” to “six a year”

From the eighth edition the Forum no longer held only one plenary but kept speaking around a single track: seminars, frontier lectures, fusion forums and a logistics summit, six sessions a year. The form changed because it no longer serves people who want to “hear a report” but people who “have to land a project”.

2017

From startups to the bay

2019

From regional economy to industrial security

2023

From plenary to industrial series

None of the three was the Forum “wanting to change”; each was the result of the external industrial environment changing first and industry upgrading. What the Forum does is to put the question on the table before the change has taken shape.



Ten Years, Some Numbers

No vision first; the numbers first. The following data are compiled by the Forum secretariat and are current to September 2026.

10	80+	500+	300+	27	100+
Forum editions	Academician resources	Enterprises and governments served	Summits and seminars	Batches of international exchange	Institutional partners

The think tank: 23 studies, one product line

Half of a forum's credibility comes from the hall, half from the desk. Over more than ten years the think tank has completed a whole product line: from comparative bay-area research and the compilation of innovation indices, to park strategic planning, regional industrial research, regional tourism research, regional research on the integration of institutions and mechanisms, and research on the introduction of high-level talent and the obstacles to that introduction.

The following are representative works (23 in total, arranged by type, in no particular order of rank).

Study	Lead author
Shenzhen Bay Innovation Index research	Yin Xingmin
Comparative study of the world's bay-area economies	Yin Xingmin
A bay-area mass entrepreneurship and innovation index evaluation system	Wang Qihang　Hu Shenghao
Revision of the Shenzhen Bay science and technology 13th Five-Year strategic plan	Wang Qihang　Yin Xingmin
Labour substitution and the restructuring of production relations in the AI age	Wang Qihang
Contributing editor, “Blue Book of the Guangdong–Hong Kong–Macao Greater Bay Area: report on Greater Bay Area construction”	Zhang Keke
Research on the operating mechanism of large scientific facility clusters and science cities	Cao Heping
Consulting on coastal cultural tourism and commercial formats in the Baguang area of Shenzhen	Song Ding
Top-level planning for the Nanhai Tourism Island of OCT Maoming (a 22 km² coastal cultural-tourism project)	Song Ding
Bay-area science and technology coordination policy for the Shenzhen pilot demonstration zone; institutional innovation in Shenzhen–Hong Kong science and technology	Zhang Keke
Research on the obstacles to introducing international high-level talent, and countermeasures	Wang Qihang
“Seeking Truth, Innovating Boldly, a Heart of Loyalty”	Zhou Changhu
Strategic plan of Hebei Cangzhou Municipal Engineering Co., Ltd.	Hu Shenghao
“On Science, Fairness and Development”	Zhou Changhu
“Building the Dream of Glory — decoding the miracle of Shenzhen's take-off”	Li Luoli
Research on the enclave model of the Shenzhen–Shanwei cooperation zone	Song Ding　Wang Qihang
Phase-two research and planning of Baiyun Airport	Yin Qiuming
Research on Yingtan's undertaking of industrial gradient transfer	Yin Xingmin
“Entrepreneurship Begins with Results”	Gu Jiazhong
“Principles and Practice of Organisational Behaviour”	Hu Shenghao
“From Strategy to Execution — a systemic approach to landing strategy”	Hu Shenghao

Industry and Public Good: Two Things That Landed

Industry: no one-off matchmaking

The Forum gathers industrial experts, doctoral experts and academicians, innovative entrepreneurs and investment institutions into an ecological closed loop that runs from high-level talent services to technology sources, technology networks, technology demand, and the fit between industry and parks. It has served more than 500 high-level talents, technology enterprises and government departments; linked more than 300 universities, research institutes, high-end think tanks, innovation carriers and professional service institutions, with 80+ academician resources; held ten editions, with 100+ Hong Kong, Macao and international exchange activities.

The method is characterised by not doing “one-off matchmaking”: when a project comes in, a diagnosis is made first, then resources are matched, and then it is accompanied as it runs; some projects have been followed for three years, and some founders have been followed from their first roadshow to listing coaching. This road is not light, but the retention rate is high.

Representative projects: Luci Technology, No.2 HR, Shifang Ronghai, Baicheng Technology, Hengxiang Technology, Koala Super Course, Jiugong Ai and Zihui Technology — total output value exceeding ten billion yuan. Most of them grow on Shenzhen's industrial chain, and all are businesses where “the technology can land and the market will pay”.

Public good: see a problem, and act if you can

The “Tianyu Liufang·Go Read” public welfare fund works on rural reading and scientific enlightenment, taking its name from a Naxi phrase urging study, “go and read”. Its method is “books + classes + money” — not only giving books, but also organising researchers to go and teach the children. After the fund was launched it won social acclaim and was awarded a plaque as a socially responsible enterprise.

“Green Footprints International Environmental Protection” has continued for more than ten years without interruption: a group of people treading the morning light and facing the evening wind, walking and holding on through mountains, rivers and coastlines. There are no earth-shaking feats, only footprints that never stop moving forward.

The “Baguang Action” is a physical guardianship of bending down to cultivate: the Forum has repeatedly gathered doctoral experts, entrepreneurs and science and technology workers to walk into Baguang, bend down to pick up and clear the rubbish on the mudflats. Once full of plastic and white pollution because it is an inner bay, it is now clean in vegetation and mudflat, and has become one of the hottest spots in the Greater Bay Area for family camping and outdoor leisure; the results of the treatment have drawn the attention of the municipal leader in charge, the Shenzhen Association for Science and Technology and other departments.





02

我们在做什么

THE PRACTICE · POSITION & FUNCTION

策源、产业化、亚太协同——一条链上的四段路。

The World's Centre Moves East, Asia-Pacific's Shenzhen Moment

The world today is undergoing changes unseen in a century, and the global map of economy and innovation is undergoing profound structural reconstruction.

The world's future looks to Asia

Asia has become the main engine of global economic growth, contributing nearly two thirds of it, and has the most complete industrial chain system in the world, the most active innovation ecosystem and the largest middle-income group. The centre of the world in the twenty-first century is shifting to Asia, irreversibly.

Asia's future lies in East Asia

East Asia brings together China, Japan, the Republic of Korea and other major economies of the world, and has formed the world's most competitive innovation industry clusters in semiconductors, artificial intelligence, new energy, high-end manufacturing, biomedicine and other frontier fields. It is the high ground of scientific and technological innovation and high-end manufacturing in Asia and in the world.

East Asia's future lies in Shenzhen Bay

The Guangdong–Hong Kong–Macao Greater Bay Area, with Shenzhen, Hong Kong and Guangzhou at its core, has already risen to first place in the world in science and technology innovation indices, and has formed a complete innovation chain in which Hong Kong does basic research, Shenzhen does engineering and industrialisation, and Guangzhou provides education, science and advanced manufacturing — “from 0 to 1, from 1 to 100”. It has the most complete manufacturing scenarios in the world, the most active entrepreneurial ecosystem and the most efficient system for translating outcomes.

This trend of the times calls for a world-class civil dialogue platform for science and industry that is rooted in Shenzhen Bay, faces Asia-Pacific and radiates to the world — and this is precisely the historical mission and the coordinate in time of the Shenzhen Bay Forum.

2026: the “Shenzhen moment” of Asia-Pacific cooperation

The 2026 Asia-Pacific leaders' informal meeting will be held in Shenzhen, opening the “Shenzhen moment” of Asia-Pacific cooperation and providing a historic window for the Forum's next leap. The significance of the window lies not in a single meeting but in the density of agendas, of people and of capital that will persist for several years around it. A city hosting an Asia-Pacific meeting means that for a number of years it must answer a large number of concrete questions: which technologies can be cooperated on, which standards need to be aligned, which projects can land, and which young scientists are willing to come. Official mechanisms answer part of these; the rest needs a civil platform to fill.

What the Shenzhen Bay Forum has to do is not to repeat the official agenda, nor to engage in marketing by riding the momentum, but to provide, outside the official agenda, a civil setting in which meetings can continue and delivery can continue: to translate the language of the Shenzhen consensus into project language that enterprises understand; to connect Asia-Pacific innovation resources to the most complete manufacturing system of the Greater Bay Area.

> A summit is a moment; a forum is daily life. Moments pass; daily life is what decides how long a platform can live.

Three Irreplaceables

The Forum does not talk about “whom it resembles”, only about “who it is”. After eleven years of work it stands in three positions that others have not held at the same time.

One: an independent civil standpoint

Non-governmental, non-profit, independent and open. What the civil identity brings is not resources but flexibility: it can organise international dialogue faster, discuss frontier questions more boldly, and speak for enterprises more directly.

Two: an orientation towards industrial landing

Not a forum that “ends when the meeting ends”. Behind every agenda there must be a path to landing: intellectual output, technical matchmaking, project roadshows, investment brokering, park uptake. The end of the meeting is the beginning of the work.

Three: an Asia-Pacific multilateral context

Taking Asia-Pacific economies as the main objects of dialogue, it connects the most complete manufacturing system of the Greater Bay Area with the innovation demand of Asia-Pacific. This is not a one-off home event but a long-term two-way channel.

> None of the three elements is scarce when looked at alone; no second party holds all of them at the same time. The empty position was not manufactured; it is simply where others have not stood.

Three principles that hold this position up

Principle	Meaning
Government guidance	Actively align with the national strategy and local development needs, and accept guidance on policy direction, foreign-affairs compliance and major events, so that the Forum's development stays in step with the country and faces the same direction as the times.
Civil leadership	Keep the non-governmental, non-profit, independent and open character of a civil think tank; social organisations, operating bodies, leading enterprises, scientists and investment institutions co-host and govern together in diversity, avoiding administrative tendencies and preserving independence of thought and flexibility of dialogue.
Distinct advantage	Conduct international exchange more flexibly, push industrial cooperation more practically and discuss frontier questions more boldly; be a useful complement to official diplomacy, a bridge and bond between government and market, and the platform that carries the “last mile” of multilateral outcomes.

Top-Level Positioning, Mission and Vision

One lead identity, two supports

Level	Statement	What it answers
Lead identity	A world-class civil science-and-industry forum	What we are
Support one	The civil platform that carries the landing of the Shenzhen consensus	What we take on
Support two	A high ground of dialogue and matchmaking for the industrialisation of disruptive technology	What we are good at
Method	Government guidance, civil leadership	How we stand
Value	Link, empower, responsibility, win-win; a shared destiny	Why we exist

Mission

Rooted in the Shenzhen Bay science-and-innovation highland of Shenzhen, Hong Kong and Guangzhou, linked to the Asia-Pacific innovation network, focused on the new round of scientific and technological revolution and industrial transformation: break down the barriers between basic research, disruptive technology, industrial capital, the governance of the technology environment and international cooperation; carry the landing of Asia-Pacific cooperation outcomes; and export the thinking and solutions on science, technology and industry that come from the Guangdong–Hong Kong–Macao Greater Bay Area.

Vision: in ten years, to build —

- The most influential civil science-and-industry summit in Asia-Pacific (measured comprehensively by the seniority of guests, the internationalisation index, the number of economies covered and media volume).
- One of the main platforms carrying the outcomes of science-and-industry cooperation under the Asia-Pacific cooperation framework (measured by the number of cooperation projects brokered and the number of outcomes entering the relevant agendas).
- The source of thinking and the high ground of project matchmaking for the industrialisation of the world's disruptive technologies (measured by the volume of think-tank products, citation rates and projects landed through annual matchmaking).
- The landmark IP that the Shenzhen–Hong Kong–Guangzhou science-and-innovation corridor presents to the world, realising “attend the Shenzhen Bay Forum, and see global frontier technology”.

The collaborative strategic vehicle: the Shenzhen Bay Academicians' Science and Innovation Centre

A new strategic-level scientific vehicle jointly initiated by a group of top domestic academicians and strategic scientists. The Centre is based in Shenzhen Bay, works with the Guangdong–Hong Kong–Macao Greater Bay Area, radiates to Asia-Pacific and links the world; with strategic scientists as its intellectual core and the connection of the whole innovation chain as its core capability, it runs the entire chain of “basic research — frontier attack — proof of concept — pilot maturation — engineering — industrialisation — international technology transfer”, and pushes laboratory results towards the market.

The Centre is driven by five missions: serve the strategy of building a strong nation in science and technology, organising cross-academician teams to attack key core technologies in coordination; empower the high-quality development of the Bay Area, pushing laboratory technology towards the market; attack frontier disruptive technologies, advancing R&D, engineering landing and international technology transfer; deepen the model of integrated education, science and industry to cultivate composite talent; and build an Asia-Pacific innovation coordination ecosystem, expanding the Asia-Pacific science-and-innovation network.

Four Functions and Four Agenda Pillars

The easiest thing for a forum to deliver is “a spectacle”; the hardest is “a result”.

The Forum breaks its four functions into four executable product lines: thought sourcing corresponds to think-tank products; high-level dialogue corresponds to the annual summit and thematic forums; industrial landing corresponds to incubation and acceleration and government-enterprise consulting; Asia-Pacific coordination corresponds to international exchange visits and mechanism alignment.

Function	Product form	Deliverable
Thought sourcing	Blue books, innovation indices, white papers, thematic reports	Annual publications and databases
High-level dialogue	Annual summit, thematic forums, closed-door roundtables	Conference outcomes and policy proposals
Industrial landing	Roadshows, technical matchmaking, investment brokering, incubation	Landed projects and service contracts
Asia-Pacific coordination	International exchange visits, featured sessions, mechanism memoranda	Cooperation agreements and a project pipeline

Four agenda pillars: four stretches of road on one chain

Sourcing, industrialisation, coordination and value — the four agendas are not four baskets standing side by side but four stretches of road on one chain.

	Pillar	Content	What it answers
I	World frontier technology	General artificial intelligence, quantum technology, brain-computer interfaces, synthetic biology, third-generation semiconductors, additive manufacturing	Where technology comes from (0→1)
II	Emerging and future industries	Low-altitude and aerospace economy, green hydrogen and new energy, embodied intelligence, new materials, biomedicine	Where technology goes (1→100)
III	Asia-Pacific industrial coordination	Asia-Pacific science and technology cooperation, industrial-chain and supply-chain resilience, cross-regional industrial transfer, coordination of digital economy rules	Where it is replicated
IV	Technology for good and common development	ESG and green low-carbon, technology ethics, digital governance, inclusive innovation, youth development	For whom it is done

Only when the four stretches are joined is the industrial cycle complete. Industrialisation is the axle: upstream it connects with science-type forums, downstream with industrial scenarios, and sideways with Asia-Pacific multilateral mechanisms.

Asia-Pacific: the Draft Already Written

The Forum's international exchange did not begin in 2026. By 2025 the Forum had already exchanged visits with 27 batches of experts, scholars and entrepreneurs from Malaysia, Vietnam, the Republic of Korea, Kazakhstan, the United States, Germany, Egypt, Sweden, the United Arab Emirates, the European Union, and Hong Kong, Macao and Taiwan; co-organised, co-hosted or held more than ten events of various kinds with Hong Kong and Macao institutions; and signed seven batches, more than thirty Hong Kong and Macao experts and scholars under agreements or oral arrangements, who became contracted or honorary experts of the Forum's industrial think tank.

27	10+	30+
Batches of international exchange	Joint Hong Kong/Macao events	Signed Hong Kong/Macao experts

The three visits of 2025 pushed this exchange from “inviting in” to “going out”: the China–Vietnam diplomatic anniversary in January, the Hong Kong corporate go-global event in April, and the China–Vietnam industrial cooperation exchange in Guangzhou in June. None of the three was a matter of “putting in an appearance”; each carried concrete agendas to discuss industrial cooperation.

Three lines woven into one net

The first line takes Hong Kong and Macao as a springboard. Hong Kong's basic research, international rules and talent channel were the Forum's earliest “interface for going out”. From co-hosting events with Hong Kong and Macao institutions to signing Hong Kong and Macao experts into the think tank, the Forum has spent ten years making this channel familiar.

The second takes ASEAN as the hinterland. Vietnam, Malaysia and Singapore are the first stop of industrial transfer. The Forum's 2025 cooperation with Vietnam's TASECO Group, its exchanges with the Vietnamese Consulate General in Guangzhou, and its exchange with the delegation of Malaysian small and medium enterprises are all built around “industrial complementarity” — China's equipment and production lines, ASEAN's markets and labour.

The third takes the European Union as the benchmark. The framework agreement signed with the EU–China Digital Association in 2017 was the first time the Forum established formal contact with a regional international organisation. The value of this line lies in rules: digital governance, green standards and technology ethics — the European Union sets the world's highest yardstick.

> None of the three lines is deep on its own, but together they are a net. Asia-Pacific work is not built from zero; it is this net, woven denser.

The three lines correspond to three logics of cooperation: Hong Kong and Macao are rules and people, ASEAN is capacity and market, the European Union is standards and technology. In each of them the Forum chooses one concrete thing and does it deeply, rather than engaging in general “international exchange”.

These exchanges have another inconspicuous value: they constitute a checkable draft. Who came, what was discussed, what was signed — all of it is on record. In Asia-Pacific work this draft is more useful than any introductory material, because it proves that this platform did not begin to talk about international affairs in 2026.



ross-border Cooperation: Starting with a Signing, Delivering Through Concrete Projects



Engagement with regional international organizations: the core value of this track lies in rule-setting — digital governance, green standards, AI ethics, and a global outlook on scientific development.



03

Why We Can Be Trusted

THE TRUST · RESPONSIBILITY

Three boundaries held, and the standing they protect.

Technology Serves Humanity, Not the Reverse

Technology itself has no standpoint, but the use of technology certainly does. When an algorithm can decide who obtains a loan, who is referred to a doctor and who is screened out in recruitment, it is no longer a neutral tool but a carrier for allocating power.

So “technology for good” is not a moral slogan but a set of concrete requirements: technology must be explainable, the cost must be seen, the benefit must be shared, and the risk must be placed up front. These four, in every technology dialogue the Forum organises, it tries to keep a seat for.

> We reject two kinds of romance: one that believes technology will automatically bring good, and one that believes technology will inevitably bring disaster. The real answer is: look at who uses it, for whom, and who supervises.

Four social propositions that AI brings

One, employment: substitution and restructuring happen at the same time. What AI replaces is tasks, not occupations; the real question is not “will there be unemployment” but “can the speed of transformation keep up with the speed of substitution”.

Two, distribution: to whom do the gains of efficiency belong. AI greatly lowers marginal cost, but the gains are highly concentrated in a few platforms and pools of capital; without a redistribution mechanism, the more technology advances, the wider the gap may become.

Three, ethics: how responsibility is assigned. When a self-driving car has an accident, does responsibility lie with the algorithm, the car maker, the driver, or the training data? The existing legal framework is designed around “persons”, while the behaviour of AI is emergent.

Four, governing risk in advance: from “remedy after the event” to “assessment before the event”. Biosafety, model safety and data safety share one thing: the cost of failure is extremely high and irreversible, and such risks must be assessed in advance.



At a technology dialogue: translating a question that “nobody can follow” into a question that “people can keep talking about”.

Three Boundaries

After “new quality productive forces” was written into policy documents, forums of every kind began to talk about it. But for a civil platform to talk about this matter, three boundaries must first be drawn, otherwise it easily becomes a policy repeater.

Boundary	What may be done	What should not be done
Agenda boundary	Raise real questions, provide cases, organise cross-sector dialogue	Set policy for government, draw conclusions for enterprises
Identity boundary	Conduct track-two dialogue as a civil body, undertake commissioned research	Pretend to official authorisation, imply government endorsement
Commercial boundary	Earn income by service, with prices clearly marked	Stand up for a single enterprise in the Forum's name, sell agenda space

Hold these three boundaries and the civil identity is an advantage; fail to hold them and the civil identity becomes a synonym for “irregular”. The most precious asset of the Forum's past eleven years is precisely that “when it speaks, people believe it” — harder to earn than any single summit, and easier to lose.

Why the civil identity is scarce: five blind spots

Government guidance, civil leadership, corporate ESG, capital, and the community of scientists and science and technology workers — five kinds of actors, each with its own demands and each with its own blind spot: the blind spot of government is that it cannot see the micro level; the blind spot of enterprises is that they cannot see the long cycle; the blind spot of capital is that it cannot see the parts that do not make money; the blind spot of scientists is that they cannot see cost; the blind spot of a civil platform is that it cannot see the whole. Co-governance does not mean satisfying everyone; it means that every blind spot has someone to cover it. The Forum's existing three-tier governance — council, expert committee, secretariat — is precisely the prototype of this mechanism of covering: the council sets direction, the expert committee sets professional standards, the secretariat sets execution. What has to be added next is an international advisory committee and a youth committee — the former adds international vision, the latter adds a sense of the future.

BOUNDARY OF RESPONSIBILITY

Put the real question forward, bring the real experts in, land the real projects.



Vietnamese SME Delegation Visits the Shenzhen Bay Forum, Intel Innovation Center and Siemens Innovation Center

Public-Good Legacy: Tianyu Liufang and the Baguang Action

The Forum's public good has three handles, none of them large, but all of them carried on for many years: “Tianyu Liufang·Go Read” does rural reading and scientific enlightenment, “Green Footprints” does international environmental protection, and the “Baguang Action” does coastline cleaning and ecological restoration.

The name “Tianyu Liufang” is taken from a Naxi phrase urging study, meaning “go and read”; the Forum has been awarded a plaque as a socially responsible enterprise. The Forum's method is not only to give books but also to organise researchers to go and teach science classes to children, so that the knowledge in the books has a scene in which to land.



The “Green Footprints” international environmental action is even more a matter of long duration: group after group of people from different countries, different skins and different faiths, pairs after pairs of green footprints, treading the morning light and facing the evening wind, holding the same conviction, walking and holding on through mountains, rivers and coastlines — and in the blink of an eye, more than ten years. Greatness is never a flash of light, but writing guardianship step by step into streams, forests and coastlines.

The “Baguang Action” is more like a physical guardianship of bending down to cultivate. The Forum has repeatedly gathered doctoral experts, entrepreneurs and science and technology workers to walk into Baguang, bend down to pick up and clear the rubbish on the mudflats; the solid results of the treatment have drawn the attention of the municipal leader in charge, the Shenzhen Association for Science and Technology and other departments. This coast, once full of plastic and white pollution because it is an inner bay, is now clean in vegetation and mudflat, and has become one of the hottest spots in the Greater Bay Area for family camping and outdoor leisure.

The Forum's method is not only to give books but also to organise researchers to go and teach science classes to children, so that the knowledge in the books has a scene in which to land.



From an inner bay beset by plastic and white pollution to serene greens and clean tidal flats.



Baguang beach cleaning: the Forum's public good is “bending down”, not “putting on a show”.



04

Where We Are Going

THE ROAD · 2027—2036

Three stages, one picture: the world looks to Shenzhen Bay to see technology industrialised.

Ten Years in Three Stages (2027—2036)

Not a castle in the air: everything extends outward from the think-tank, expert and industrial service capabilities the Forum already has.

The ten years are broken into three stages, each with one clear main proposition: the foundation stage answers "does it look like an international forum"; the ascent stage answers "does it have a position in Asia-Pacific"; the leading stage answers "can it define the agenda". The three stages depend on one another; if the previous stage is not finished, the indicators of the next cannot hold.

Stage	Years	Main proposition	Key indicators
Foundation	2027—2029	Set the standard in the Bay Area, set sail as a civil body	Share of international (including Hong Kong and Macao) guests ≥15%; one white paper and one index; first batch of the project pipeline in place
Ascent	2030—2032	Compete at the front in Asia-Pacific, land the outcomes	Overseas sessions in ≥3 economies; ≥3 projects landed per year
Leading	2033—2036	Source globally, stand alongside the first rank	Share of international guests >25%; outcomes cited by international organisations

Foundation stage: build the mechanism first, not a bigger meeting

The core tasks are organisational upgrading, constituting the international advisory committee, upgrading the summit brand, connecting with ABAC, iterating and upgrading think-tank products such as the Shenzhen Bay Innovation Index, and expanding the Asia-Pacific project reserve. What matters most in these three years is to give the international advisory committee fixed rules of procedure and an annual agenda, to give think-tank products a fixed production cycle and data source, and to give the project pipeline tracking, updating and exit. Another focus is brand consolidation: bring the names Guangdong–Hong Kong–Macao Greater Bay Area Innovation Development Summit, Frontier Lectures, Doctoral Taoyuan and Dialogue Shenzhen Bay under the single master brand of "Shenzhen Bay Forum".

Ascent stage: holding a meeting in someone else's country is another matter

The difficulty lies in the overseas sessions: venue, guests, communication and compliance, each of which has to be rebuilt. The way to do it should be co-hosting with local institutions — find local chambers of commerce, universities and science parks as co-hosts, with the Forum providing the agenda and guests and the other side providing the local network. The second difficulty is the statistical standard for landing outcomes; a three-stage approach is suggested: signing (intention), registration (entity) and revenue (operation), counted and disclosed separately.

Leading stage: the mark is not scale but being cited

When the report of an international organisation cites a white paper of the Shenzhen Bay Forum, and when a foreign minister mentions "the judgement of the Shenzhen Bay Forum" in a speech, only then has the platform truly entered the global agenda. What this requires is not more meetings but stronger research capability: its own data, its own method, its own judgement, and the courage to publish conclusions that are not welcome.

> Ten years from now, if this handbook is to be reprinted, I hope this page will no longer be written as a "plan", but as "a bumper harvest of fruits".

Three Insights for 2035

One, technological evolution: three lines advancing at the same time

The generalisation of intelligence. General artificial intelligence moves from “being able to chat” to “being able to do things”: it can operate software, dispatch equipment and complete multi-step tasks. The real watershed is not model parameters but whether it can reliably complete one thing in the real world; once reliability crosses the line, substitution will suddenly accelerate.

The re-coupling of energy and manufacturing. New energy is not only about generating electricity; it is reshaping the cost structure of manufacturing. When electricity prices are low and stable enough, energy-intensive materials, computing power and hydrogen production become economic. In the next ten years the cost of energy will become the first variable in choosing where industry locates — and this is precisely the new opening for cooperation between the Greater Bay Area and Asia-Pacific economies.

The intersection of biology and information. Synthetic biology, brain-computer interfaces and AI drug discovery are essentially about treating the living body as a programmable system. This line carries the greatest ethical controversy and also the greatest industrial potential. The Forum lists “technology for good” as a pillar of its own precisely to reserve discussion space for this line.

Two, Asia-Pacific cooperation: the space inside three pairs of contradictions

There are three opportunities: industrial complementarity — East Asia's technology and capital, Southeast Asia's markets and labour, the Middle East's capital and demand for energy transition can form a new cycle; demographic structure — the young populations of South Asia and Southeast Asia are the largest increment of consumption and innovation in the next twenty years; and the reconstruction of rules — digital trade, green standards and cross-border data are all still in the formative period, and whoever joins first will have a voice.

There are also three challenges: technological nationalism keeps the uncertainty of cross-border cooperation alive for the long term; the “de-risking” of supply chains forces enterprises to choose between efficiency and security, and costs rise; and under a trust deficit the space for dialogue through official channels narrows, while the value of civil channels rises — but they are also more easily misread.

Inside these three pairs of contradictions, the space for a civil platform is in fact larger: what officials cannot discuss, civil society can discuss first; where officials find it inconvenient to go, civil society can go first; when official talks break down, civil society can still keep one line open. This is not overstepping; it is covering.

Three, the picture we want to see

- Every autumn, scientists, entrepreneurs and investors from more than twenty economies gather in Shenzhen Bay, and what they discuss is not grand concepts but concrete technologies and projects;
- Cohort after cohort of young scientists come to China for the first time through the Forum's youth community, and make Shenzhen the first stop of their entrepreneurship;
- Shenzhen Bay becomes the first choice for landing the industrialisation of global frontier technology — not because the policies are the most favourable, but because from prototype to volume production is the fastest here and the industrial ecosystem is the most complete;
- The Forum no longer needs to explain “who we are”, because “Shenzhen Bay Forum” has itself become a coordinate.

Join the Shenzhen Bay Forum, and see frontier technology the way the world sees it.

What We Invite

What a civil platform can accomplish is never accomplished by itself alone. The following are the concrete matters we hope to advance together with all parties.

With government departments

- Use the Forum as a civil observation window on policy practice: turn the real feedback from the industrial frontline and the common demands of enterprises into regular briefings and thematic reports for decision-making reference.
- Build industrial and talent projects together: around concrete subjects such as park investment promotion, industrial-chain gap-filling, the enclave model and supply-chain finance, undertake commissioned research and landing services.
- Carry the landing stage of multilateral mechanism outcomes: around the cooperation consensus formed at the Asia-Pacific meeting, organise enterprise matchmaking, project roadshows and featured sessions, and act as the civil carrier of the “last mile”.

With international partners

- Joint hosting: co-host Asia-Pacific sessions with local chambers of commerce, universities and science parks, with the Forum providing the agenda and guests and the other side providing the local network.
- Joint research: carry out joint research on subjects such as bay-area comparison, innovation indices and industrial-chain resilience, with outcomes jointly signed and jointly released.
- Youth and talent: build an Asia-Pacific youth innovation alliance together, so that researchers and entrepreneurs under 35 first spend three months in Shenzhen Bay.

With industry

- Technical matchmaking and industrialisation: send laboratory results into the stages of proof of concept and pilot maturation, and send the technical difficulties of enterprises back to the laboratory.
- Going global and cross-border: relying on the Hong Kong and Macao channel and the ASEAN network, assist enterprises in completing standards certification, channel matchmaking and localisation.

How to begin

An email or a phone call will do. Explain your city, your institution and the problem you want to solve; within two weeks we will reply with a response of no more than two pages: whether this can be done, who will do it, and what the first step is.

We do not promise outcomes, but we do promise to break every matter down to a granularity that is executable, trackable and deliverable.



Accompany foreign guests and business delegates to visit the exhibition hall of the National Intelligent Sensor Innovation Center (NISIC).



ustain communication and exchanges to foster mutually beneficial two-way cooperation.

APPENDIX

Governance, Partners and Contact

Organisational structure and governance

Body	Composition	Responsibility
Council	Founding units, leading enterprises, scientists, representatives of investment institutions	Set strategy, review the budget, appoint and remove the secretary-general
Expert committee	Academicians, economists, industrial experts	Academic review, project appraisal, authorship of think-tank products
International advisory committee (in preparation)	Former heads of international science and technology organisations, multinational entrepreneurs, top scientists	Advice on the international agenda, international resource matchmaking
Secretariat	Secretary-general responsibility system, with four departments: operations, think tank, membership, international	Daily execution, event organisation, member services
Professional committees	Low-altitude economy and aerospace industry committee, among others	Agendas and projects in vertical fields

Major cooperation and institutional list (selected)

Framework cooperation signed: EU–China Digital Association (Chair Luigi Gambardella) — promoting China–Europe science and technology exchange, visits of EU science and technology delegations to Shenzhen Bay, and participation in international forum cooperation; Hong Kong International Innovation and Entrepreneurship Research Society (President Prof. Ma Weiye) — cross-border technology transfer, high-end talent exchange, industrial resource matchmaking and the translation of innovative outcomes.

China Development Institute (Shenzhen) | Ma Hong Economic Research and Development Foundation | Shenzhen Doctoral Experts Association for Emerging Strategic Industries | Shenzhen Association for Science and Technology | Shenzhen Bay Technology Development Co. | Shenzhen SME International Technology Cooperation Association | Guangdong Digital Industry Research Institute | Southern University of Science and Technology | Shenzhen University | Hong Kong Productivity Council | Vietnam TASECO Group | Shenzhen New Quality Productive Forces Science and Technology Promotion Centre | Shenzhen Human Capital Group | Hong Kong International Innovation and Entrepreneurship Research Society | Macao Association for Artificial Intelligence | Shenzhen Institute of Advanced Technology, Chinese Academy of Sciences | Shenzhen Modern Innovation and Development Institute | Shenzhen Capital Group

Contact us

Official website szbayf.com | www.szwlt.org | szbforum.com

WeChat official account / Weibo / Douyin / Xiaohongshu 深圳湾论坛 深圳湾论坛在线

Business cooperation 0755-26418102 18128843309

This handbook is compiled by the Council of the Shenzhen Bay Forum; data current to September 2026. The facts recorded in Part One are taken from the Forum's official chronology, press releases of past events and public reports; Part Two and after are strategic planning and constitute no authorisation or commitment. Copyright in the inscription images in this handbook belongs to the writers and is used only for the Forum's non-commercial publicity.

The Bay Rises · A New Era Begins

Rooted in Shenzhen Bay · Facing Asia-Pacific · Reaching the World

深圳湾論坛

Website	szbayf.com | www.szwlt.org
Telephone	+86 755 2641 8102
Secretariat	Shenzhen Bay Entrepreneurship Plaza
	Nanshan District, Shenzhen, China

LINK · EMPOWER · RESPONSIBILITY · WIN-WIN

Ten forums. Eleven years. One road.
From Shenzhen Bay to Asia-Pacific.

World-class scientists, academicians, leaders and entrepreneurs, over eleven years



SHENZHEN BAY FORUM 2026