

Member	David Hodgett	Electorate	Croydon
Period	1 April 2025 to 30 June 2025		

Regulation 6 - Expense allowance and electorate allowance	
Total amount paid to member for electorate allowance	\$12,514.74
Total amount paid to member for expense allowance	\$3,458.00

Regulation 7 - Motor vehicle allowance	
Total amount paid to member for motor vehicle allowance	\$0.00
Member did not receive the motor vehicle allowance in the previous quarter and member has elected to receive the motor vehicle allowance for this quarter	No

Regulation 9 - Parliamentary accommodation sitting allowance	
Total amount paid to member for parliamentary accommodation sitting allowance	\$0.00
Suburb in which the member's parliamentary accommodation is located	n/a

Regulation 10 - Travel allowance claims					
Date from	Date until	Reason for travel	Total amount paid	Town or city in which accommodation was located	Value of the accommodation
17-Mar-25	20-Mar-25	Parliamentary Sitings	\$1,182.00	Southbank	\$1,182.00
31-Mar-25	03-Apr-25	Parliamentary Sitings	\$1,182.00	Southbank	\$1,182.00
12-Apr-25	15-Apr-25	Parliamentary Sitings	\$1,182.00	Southbank	\$1,182.00
27-May-25	28-May-25	Parliamentary Sitings	\$394.00	Southbank	\$394.00
29-May-25	30-May-25	Electorate business and meetings and research	\$662.94	Brisbane	\$652.50
16-Jun-25	19-Jun-25	Parliamentary Sitings	\$1,182.00	Southbank	\$1,182.00

Total number of nights for travel allowance claims 15
Total amount paid to member for travel allowance \$5,784.94

Regulation 11 - Commercial transport allowance claims					
Date from	Date until	Reason for travel	Total amount paid	Mode of transport	Value of transport
29-May-25	31-May-25	Return Flights to Brisbane for meetings and research for Electorate Business	\$1,681.48	Flights	\$1,681.48
04-Jun-25	05-Jun-25	Return Flights for Canberra for meetings for Electorate Business	\$771.57	Flights	771.57

Total number of nights for commercial transport allowance claims 3
Total amount paid to member for commercial transport allowance \$2,453.05

Regulation 12 - International travel allowance claims			
Date from	Date until	Reason for travel	Total amount paid
8/06/2025	14/06/2025	Return Flights to Singapore to investigate, research and explore political business and economic issues and opportunities as Electorate business	\$4,696.57
22/06/2025	29/06/2025	Return Flights to Tokyo, Japan to investigate transport and infrastrucure issues and opportunities as Electorate busines	\$4,621.60
8/06/2025	14/06/2025	Accommodation for 6 nights at the Mondrian Hotel as part of my visit to Singapore to investigate research and explore political business and economic issues and opportunities as Electorate Bueiness.	\$1,834.83
Total number of nights for international travel allowance claims			6
Total amount paid to member for international travel allowance			\$11,153.00

Parliament of Victoria

Travel Report

Visit to Singapore
08 June 2025 to 14 June 2025

David Hodgett MP
Member for Croydon
Shadow Minister for Manufacturing and Innovation
Shadow Minister for Employment and Industrial Relations



Overview

Visited Singapore and met with senior representatives of Plenary Asia and Plenary Middle East, met with the EY-Parthenon Asean Infrastructure Advisory Leader; Partner, Strategy and Transactions, Ernst & Young Solutions LLP, met with the Executive Director Asia Pacific Lottery Association Limited (APLA), met with the Manager, Group Business Development, PSA International, and business representatives, and discussed management of public infrastructure, Public-Private partnerships and the application of PPP principles, planning, investment, asset management and precinct development, contract management, financial modelling, management of risk in major infrastructure projects, housing, liveability, public transport, traffic congestion vehicle ownership, trade and the economy.

Participated in briefings and discussions and held meetings where we exchanged ideas on the investment, development and management of public infrastructure; the government's approach to contract management; tendering, financing and structuring of infrastructure projects; financial modelling, cost benefit analysis, and the management of risk; gaming regulation and responsible gaming; the channelling of lottery resources into the sports and social welfare; public transport, the benefits of turn-up-and-go public transport, and tap-on tap-off ticketing systems; and the need for long term planning for the development of ports. I learned about Singapore's Land Transport Authority and the Housing Development Board. Examined and considered the application of a range of ideas and approaches for Victoria, across the areas of infrastructure, long term planning, housing, and transport.

Visited the Buddha Tooth Relic Temple and Museum and learned of their work promoting Buddhist culture and education and providing welfare services to the public. Visited the National Gallery of Singapore and learned about Southeast Asian art, culture, heritage, and history. Visited Gardens by the Bay, a showpiece of horticulture and garden artistry and learned about their principles of environmental sustainability. Visited the two glass biomes and learned 'the conservatories are a statement in sustainable engineering that apply a suite of cutting-edge technologies for energy-efficient solutions in cooling.'

Met with Looi Chi-Ling, CEO Plenary Asia and discussed Public-Private partnerships (PPPs) and explored good examples of PPPs, and the need for clear policy intent and a clear strategy. Discussed the need for private sector funding and private sector expertise in major infrastructure projects. Met with

Eileen Ng, CFA Director, Plenary Asia, met with Irving Chong, Associate Director, Plenary Asia, and met with Richard Higgins, Associate Director, Plenary Middle East and discussed the infrastructure challenges of various countries, the widening infrastructure gap, public housing, and briefed on business and economic issues and opportunities. Participated in a discussion on the long term planning in Singapore (50 year plans) and learned about Singapore's Urban Redevelopment Authority (URA). The Urban Redevelopment Authority (URA) is the national urban planning authority of Singapore, and a statutory board under the Ministry of National Development of the Government of Singapore. Discussed the benefits of a long term, stable government, and the benefits of long term planning, granting stability and certainty for business and industry.

Met with Lynn Tho, EY-Parthenon Asean Infrastructure Advisory Leader; Partner, Strategy and Transactions, Ernst & Young Solutions LLP and discussed public-private partnerships (PPPs), and structuring and financing large infrastructure projects. Explored the importance for competitive and transparent tender processes, and discussed social infrastructure in transport, education, courts, health, and water sanitisation. Examined the importance of strategic thinking and the benefits of a long term master plan, with reference to the Singapore Government's long term planning. Every project must have a very clear cost / benefit analysis, and we discussed an 'options analysis' process for projects, including an assessment of the economic and social outcomes trying to be achieved.

Briefed on the Land Transport Authority of Singapore and the long-term planning of Singapore's transport infrastructure. Discussion on Housing, Liveability, and the Housing Development Board. Discussed town planning and connectivity. The aim in Singapore is every single abode needs to be less than ten minutes from a form of transport. It was also pointed out to me, that due to the heat in Singapore, the aim is for all sidewalks to be covered, offering some protection and relief to pedestrians.

(I have included a paper written by Lynn Tho, titled *PPP in South East Asia: Trends and Initiatives* at attachment 2. The paper is from 2014, however many of the challenges are applicable today.)

Meeting with John Teo, Executive Director, Asia Pacific Lottery Association Limited and briefed on the history and operations of the Asia Pacific Lottery Association. Discussed best practice in the lottery industry; lottery-related issues; and provided with statistics and information relevant to the lottery industry. Discussed gaming regulation and responsible gaming and had an

exchange of ideas on sports betting and risk management, and scams. Learned about lottery surpluses being allocated to healthcare and 'good cause funding' and given examples of lottery funds being used for community projects. Provided information about the Tote Board and 'turning gaming surpluses into community impact'. In FY2023/24 \$527million Grants were disbursed across the grant making areas of Care, Compact, Cohesion, and City.

Briefing and discussion on understanding risk in sports betting and lottery, including a presentation on a comprehensive risk framework, and shown price structuring models and risk diversification models. Briefed on the Hong Kong Jockey Club's responsible gambling practices and informed of donations to projects via the HKJC Charities Trust.

Visited Maxwell MRT Station and learned about Singapore's Mass Transportation System; the suburban transport network; passenger volumes; and used the tap-on tap-off ticketing system. In 2004 Singapore's MRT train system was basically two cross city lines, running north / south and east / west. Today the SMRT is an extensive transport network. SMRT operates 2 million daily ridership trips and in Peak times has a headway of 2 – 4 minutes, and in Off Peak times has a headway of 5- 7 minutes. (Headway is the distance or duration between vehicles in a transit system.)

Met with Saravanan Kurusamy, Manager Group Business Development, PSA International. Extensive briefing on the Port of Singapore Authority (PSA) functions and operations. Discussion on the PSA transshipment hub, container movements, opportunities and challenges, PSA's global network, and global trade. Exchange of ideas on ports services; supply chain; logistics; automation and the balance of safety and efficiency; innovation; and container ship sizes. Discussion on long term planning for ports, future proofing, and the challenges of a transshipment hub.

Key Learnings

The discussions with key representatives of Plenary Asia, Plenary Middle East, and EY-Parthenon Asean Infrastructure Advisory and Consulting Services reinforced the continuing need for private sector funding and private sector expertise in major infrastructure projects. These discussions also strengthened the need and benefit of long term planning, creating certainty for business and industry.

“Singapore Pools has done far more than provide lottery and sports betting services. It has from the outset been about serving the public good, not only by curbing illegal gambling but by channelling resources into the sports and social welfare.” – President Tharman Shanmugaratnam, Former Senior Minister and Coordinating Minister for Social Policies at Singapore Pools 55th Anniversary Dinner on 23 May 2023. It is astounding how much lottery funds are being used for community projects. Privately owned betting, gaming, and wagering profits goes back to the shareholders, whereas Singapore pools and lottery has a major focus on putting surplus funds into community projects, social welfare, and ‘good cause funding.’

Owning a vehicle in Singapore is very expensive, primarily due to the Certificate of Entitlement (COE) system, which controls vehicle ownership. The COE, a license to own and use a vehicle, can cost upwards of \$106,000 (S\$145,000). Beyond the COE, other costs include purchase price, road tax, insurance, maintenance, fuel, parking, and Electronic Road Pricing (ERP).

Key Considerations for Car Ownership in Singapore:

- **Certificate of Entitlement (COE):** This is the most significant cost, requiring a bid for a limited quota of vehicles allowed on the road.
- **Purchase Price:** The cost of the car itself varies based on make, model, and whether it's new or used.
- **Road Tax:** This is an annual fee calculated based on the car's engine capacity.
- **Insurance:** Expect to pay a substantial amount for car insurance, which varies based on factors like the driver and vehicle.

- **Maintenance:** Regular servicing and maintenance are mandatory and can be costly.
- **Fuel:** Petrol prices are relatively high in Singapore.
- **Parking:** Parking fees can add up, especially in the Central Business District (CBD).
- **Electronic Road Pricing (ERP):** This system charges fees for driving on busy roads during peak hours.
- **Taxes:** Various taxes, like the Additional Registration Fee (ARF) and Excise Duty, add to the overall cost.

Additional Points:

- **COE Categories:**

There are different COE categories based on engine capacity and other factors.

- **COE Renewal:**

COEs are valid for 10 years and can be renewed, but this also incurs a cost.

- **Deregulation:**

After 10 years, cars must be deregistered unless the COE is renewed.

One of the people I met with gave me his example of owning an average car, costing him S\$180,000 - S\$200,000. They compare owning a car in Singapore, to buying a house on wheels. He hastened to point out too, that the Certificate of Entitlement is only valid for 10 years. You then must bid again.

The key learning here, however, is that while it is exceptionally expensive to own a car in Singapore, the government invests highly into public transport to make it easy and affordable to use as an alternative form of transport. Initiatives include reasonable prices to use public transport; the creation of a real time bus data app; tap-on tap-off credit card ticketing; turn up and go services, removing any need for a timetable; the system is safe, clean, affordable, airconditioned, with access to Wi-Fi. The Government also invest in alternative forms of transport such as cycling and walking tracks. It is a widely held view that you don't need to own a car in Singapore.

As discussed earlier in this report, in the discussions on Housing, Liveability, town planning and connectivity, I noted the aim in Singapore for every single dwelling to be less than ten minutes from a form of transport.

I observed the widespread use of Electronic Road Pricing (ERP) in Singapore. Electronic Road Pricing (ERP) is a system used to manage traffic congestion by charging vehicles for road usage during peak hours. It is a form of congestion pricing, where fees are adjusted to manage traffic flow. Singapore was the first city to implement ERP, introducing it in 1998. What's important to note here is firstly, the ERP rates are reviewed regularly to ensure traffic moves at optimal speeds, and secondly, the system also allows for different ERP operating hours on major public holiday eves. As such, this is not static road tolling system, such as the road tolling we have in Melbourne, Victoria. Rather ERP is a sophisticated tool for managing traffic congestion by charging for road usage during peak hours. This encourages drivers to make more efficient travel choices, leading to less congestion and smoother traffic flow.

The benefits include:

- **Reduced Congestion:** By charging for road usage during peak times, ERP encourages drivers to shift their travel times or routes, thus reducing congestion.
- **Efficient Traffic Management:** It allows for dynamic adjustments to traffic flow by varying ERP rates.
- **Revenue Generation:** The revenue generated from ERP can be used to fund road maintenance and infrastructure development.

A final note here, is that Singapore is currently transitioning from a gantry-based ERP system to a satellite-based ERP 2.0 system, which aims to enhance the efficiency and accuracy of the system.

The Port of Singapore Authority (PSA) city port faces similar challenges to the Port of Melbourne. Singapore's city port is close to the CBD; sits on valuable inner city land; is limited by depth of 15 metres of water, hence access is restricted to vessels of less than 15 metres draft; trucks, traffic, and container movements significantly add to congestion on access roads; and capacity is reaching its limit. The PSA has been working closely with the Singapore government to plan and develop future ports. The lease on the City Port land runs out in two years and the land will be handed back to the government in 2027. It will probably be redeveloped for housing.

PSA's Pasir Panjang Terminal is leased until 2040. It has 38 berths; 18 metre deep water draft; 150 Quay Cranes; and moved approximately 37 million TEU's last year.

To future proof Singapore's port operations, a new Tuas Port is being developed, that will be the world's largest, automated port. It will be fully operational by 2040; the time the lease expires on Pasir Panjang Terminal and the land is handed back to the government.

Tuas Port will have a handling capacity of 65 million twenty-foot equivalent units (TEUs). Tuas Port will occupy about 1,337ha of land (approximately 3,300 football fields) when completed. There will be 66 berths spanning 26km capable of handling the largest container ships.

The learning here is the need for long term planning and development, to ensure Melbourne, Victoria remains competitive as Australia's largest container port, offers certainty, value, and is ready for the future.

Recommendations

Infrastructure:

Governments need to be open to rethink and reassess major infrastructure project planning, financing, and delivery. Public-Private Partnerships (PPP) continue to offer value; however, governments need to review the risk allocation and approach. Governments must also engage in long term planning, to provide business and industry with certainty, confidence, and stability. Governments must ensure Victorians are getting value for money, and every project should have a very clear cost / benefit analysis. The Government would do well to study the Singapore Governments approach to Contract Management. Finally, Governments must ensure trust by having competitive and transparent tender processes.

Channelling gaming resources into community projects and social welfare:

In Victoria, the Community Support Fund (CSF) is a trust fund that directs a portion of gaming revenue back into the community. A reference to a joint parliamentary committee for an inquiry to further explore how much gaming resources are being directed to community projects and where these funds are being directed, would be of benefit to the Victorian Parliament. Furthermore, an expansion of the use of the Community Support Fund could be explored.

Transport Ticketing System:

With the ongoing delays, costs, and lack of functionality of the Myki system, the Government would benefit by a review and assessment of Singapore's tap-on tap-off credit card ticketing system. If such a system works in a complex mass rapid transit system in Singapore, the Victorian Government may learn from it, saving money, and delivering a system with modern functionality that other states and countries have implemented.

Future Proofing Our Ports:

Governments must engage in the long term planning and development of our next port, to ensure Melbourne, Victoria remains competitive as Australia's largest container port, offers certainty, value, and is prepared for the future.

Further study and a better understanding of our future needs to be investigated and researched. The visit to PSA Singapore and the briefing and information were timely and significant, given the direction and challenges facing Victoria in this area. This warrants further examination, analysis, discussion, and debate.

Reason for travel:

Visit to Singapore to investigate, research, and explore political, business, and economic issues and opportunities as Electorate business.

Travel Schedule:

Sunday, 08 June 2025

- Depart Melbourne
- Arrive Singapore

Monday, 09 June 2025

- Meeting with key representatives of Plenary Asia
- Meeting with representative of Plenary Middle East

Tuesday, 10 June 2025

- Meeting with EY-Parthenon Asean Infrastructure Advisory and Consulting Services
- Visit to Gardens by the Bay

Wednesday, 11 June 2025

- Meeting with Asia Pacific Lottery Association Limited (APLA)
- Visit to The Buddha Tooth Relic Temple and Museum

Thursday, 12 June 2025

- Visit to Maxwell MRT Station (TE18)
- Briefing on SMRT (Singapore Mass Transportation System)
- Visit and Tour of National Gallery Singapore

Friday, 13 June 2025

- Meeting Group Business Development Manager, PSA International
- Briefing and Tour of PSA Pasir Panjang Port Terminal

Saturday, 14 June 2025

- Depart Singapore
- Arrive Melbourne

Accommodation:

I stayed 6 nights in Singapore at a cost of \$2,684.61 AUD.

Attachment 1

Overview of the meetings and briefings held during this visit.

Attachment 2

PPP in South East Asia: Trends and Initiatives

UNITED NATIONS - ECONOMIC AND SOCIAL COMMISSION FOR ASIA AND THE PACIFIC

Workshop on “Public-Private Partnerships (PPPs) for Infrastructure Development in Lao PDR”

15-16 September 2014

I thank The representatives of Plenary Asia and Plenary Middle East; The Partner, ASEAN Infrastructure Advisory Leader Strategy and Transactions, EY-Parthenon; The Executive Director, Asia Pacific Lottery Association Limited; and The Manager Group Business Development, PSA International who made time to meet with me during my visit.

David Hodgett MP

Member for Croydon

Shadow Minister for Manufacturing and Innovation

Shadow Minister for Employment and Industrial Relations

15 June 2025

Overview of Meetings

<p>Meeting with Looi Chi-Ling CEO Plenary Asia Pte. Ltd.</p> <p>Meeting with Eileen Ng, CFA Director Plenary Asia</p> <p>Meeting with Irving Chong Associate Director Plenary Asia</p> <p>Meeting with Richard Higgins Associate Director Plenary Middle East Limited</p> <p>Plenary Asia Pte. Ltd. Offices Republic Plaza, Singapore 048619</p>	<p>Date: 09 June 2025</p> <p>Discussed investment, development, and management of public infrastructure.</p> <p>In depth discussion on public-private partnerships and the application of PPP principles.</p> <p>Discussed asset management services and precinct development.</p> <p>Briefed on the Singapore Government's approach to contract management.</p> <p>Briefing on Plenary's origination team.</p> <p>Further discussion on the tendering, financing, and structuring of infrastructure projects.</p>
<p>Meeting with Lynn Tho EY-Parthenon Asean Infrastructure Advisory Leader; Partner, Strategy and Transactions, Ernst & Young Solutions LLP</p> <p>Earnst & Young Solution LLP Offices Raffles Quay, Singapore</p>	<p>Date: 10 June 2025</p> <p>Discussion on public-private partnerships (PPPs), and structuring and financing large infrastructure projects.</p> <p>Discussed financial modelling, cost benefit analysis, and management of risk.</p>

	<p>Discussion on gaming regulation and responsible gaming.</p> <p>Briefing on Singapore pools and the channelling of resources into the sports and social welfare.</p>
<p>Visit to The Buddha Tooth Relic Temple and Museum</p> <p>288 South Bridge Rd, Singapore 058840</p>	<p>Date: 11 June 2025</p> <p>Visited the Buddha Tooth Relic Temple and Museum (BTRTM). The BTRTM is a religious and cultural institution located in Chinatown and was built to promote Buddhist culture and education and provide welfare services to the public.</p>
<p>Visit Maxwell MRT Station (TE18)</p> <p>South Bridge Rd, Singapore 058841</p>	<p>Date: 12 June 2025</p> <p>Visited Maxwell MRT Station - Maxwell MRT station is an underground Mass Rapid Transit station operated by SMRT Trains.</p> <p>Learned about Singapore's Mass Transportation System; the suburban transport network; passenger volumes; and used the tap-on tap-off ticketing system.</p>
<p>Visit and Tour of National Gallery Singapore</p> <p>Singapore 178957</p>	<p>Date: 12 June 2025</p> <p>Visited and toured the National Gallery of Singapore, learning about Southeast Asian art, culture, heritage, and history.</p>

<p>Meeting with Saravanan Kurusamy Manager Group Business Development PSA International PTE LTD</p>	<p>Date: 13 June 2025</p> <p>Extensive briefing on the Port of Singapore Authority (PSA) functions and operations.</p> <p>Discussion on the PSA transshipment hub, container movements, opportunities and challenges, PSA's global network, and global trade.</p> <p>Exchange of ideas on ports services; supply chain; logistics; automation and the balance of safety and efficiency; innovation; and container ship sizes.</p>
<p>PSA International PTE LTD Harbour Drive PSA Horizons Singapore 117352</p>	<p>Discussion on long term planning for ports, future proofing, and the challenges of a transshipment hub.</p>

PPP in South East Asia: Trends and Initiatives

**UNITED NATIONS - ECONOMIC AND SOCIAL COMMISSION
FOR ASIA AND THE PACIFIC**

Workshop on “Public-Private Partnerships (PPPs) for
Infrastructure Development in Lao PDR”

15-16 September 2014



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Leading PPP / Project Finance adviser

- ▶ Our Infrastructure Advisory Group is recognised as a global leader advising Governments in the infrastructure sector. Our global team numbers more than 1,000 people worldwide has advised on more than 800 transactions and we have industry teams specialising in key sectors including:

Power	Utilities	IT
Transport	Health	Telecoms
Education	Defence	Emergency services
Courts	Regeneration	Prisons
Waste	Property transactions	

- ▶ We have more than 100 infrastructure sector advisors based in the Asia Pacific and with presence over 10 countries in Asia. The specialist skills of our team include a broad range of professional services from one of the world's leading advisory firms. Our core skills are co-ordinated in a seamless way to provide clinical analysis of the issues and innovative solutions to the infrastructure sector including:

Lead Advisory	Due Diligence
Finance Raising	Financial Model Review
Accounting	Tax Structuring
Risk Management	Feasibility Studies
Business Cases	Economic Analysis & Modelling

PPP in ASEAN

Infrastructure snapshot

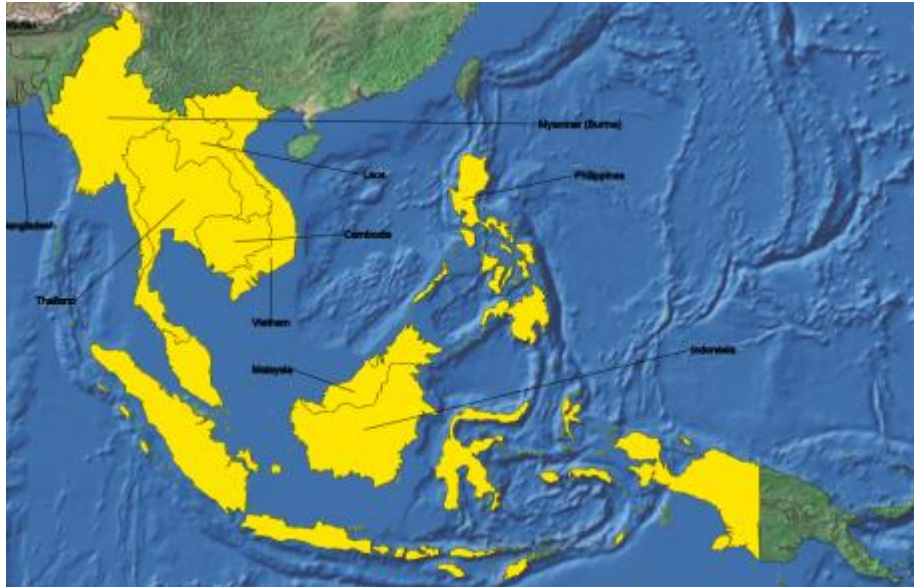
- ▶ Most ASEAN economies continue growth momentum at 4-6% per annum, dampened by global financial uncertainty.

Country	Forecast economic growth rate 2014(f) <small>source – WB</small>
Singapore	3.3
Malaysia	4.9
Vietnam	5.5
Thailand	2.5
Indonesia	5.3
Philippines	6.6
Laos	8.1 (2013)

- ▶ Significant infrastructure investment is required to sustain the growth trajectory responding to the evolving needs of these economies. ADB estimates that ASEAN nations will need to spend approx \$60bn a year to address the current infrastructure deficits.
- ▶ Asian economies are able to identify infrastructure needs; however the actual success of the infrastructure projects is mixed.
- ▶ Priority sectors include roads, ports, railways, water, sanitation and energy.

PPP in ASEAN

Funding requirements - overview



Projected infrastructure requirements in ASEAN, 2006 - 2015 (US\$ billion) (ADB)

Sector	New capacity / maintenance		Total
Power	170.3	46.0	216.3
Transport	95.6	61.2	156.8
Water and Sanitation	98.8	60.6	159.4
Telecom	30.9	32.7	63.6
Total	395.6	200.5	596.1

PPP in ASEAN

Overview

- ▶ Lack of proper infrastructure has been a significant barrier to economic growth
- ▶ Insufficient government budget to meet the scale of infrastructure requirement
- ▶ Desire to have greater private sector involvement in infrastructure development, delivery and management
- ▶ Framework to have private sector investment and operational efficiencies to develop public infrastructure

Developed and Pipeline of PPP Projects

- Singapore – sports, schools, water
- Malaysia – health, roads, waste to energy
- Thailand – rail, roads,
- Indonesia – water, power, rail, roads
- Philippines – rail, airports, water, schools

Developing a PPP framework

- Vietnam
- Cambodia
- Sri Lanka
- Myanmar
- Laos

PPP in ASEAN

Overview

COMMON THEMES / TRENDS

- ▶ Specific regulation to support PPP funding and implementation
- ▶ Centralised PPP Centre to facilitate development of PPP framework and project preparation
- ▶ More time and resources applied to project selection and preparation phase
- ▶ Competitive and Transparent tender process
- ▶ Project pipeline
- ▶ Strong political support

PPP in ASEAN

Overview

Greater Support and Funding Available - Development and Multilateral Agencies working collaboratively to assist governments to develop and fund projects

- ▶ ASEAN Infrastructure Fund (AIF) – funded by 9 ASEAN nations and Asian Development Bank
- ▶ Singapore PPP Bank – recently set up by Temasek with banks
- ▶ AICOE – set up by Singapore government and ADB to provide government with funding to hire transaction advisors
- ▶ Indonesian Infrastructure Fund / Indonesia Infrastructure Guarantee Fund – supported by development agencies to fund projects in Indonesia
- ▶ Direct Loans develop and infrastructure projects from development agencies to co-lend to projects

Establishment of dedicated teams within the government to promote, facilitate and implement PPP investment and projects eg

- ▶ Philippines PPP Centre
- ▶ Indonesia – SMI / Bappenas
- ▶ Malaysia – PFI Unit
- ▶ Thailand - SEPO

Indonesia



Quick PPP Snapshot Indonesia

- ▶ Indonesia upgraded to “investment grade” status in 2012
- ▶ It is estimated \$150bn of required infrastructure development to underpin growth, Government will be able to fund around 30%. Rest is expected from private sector participation
- ▶ Four key PPP government agencies to facilitate PPP development: Bappenas, Indonesia Infrastructure Fund, Indonesia Infrastructure Guarantee Fund and PT SMI
- ▶ PPP Framework developed. Recent enactment of Land Acquisition Act to support PPP
- ▶ Projects in Transportation, Energy, Water

Challenges

- ▶ Legislative changes around land procurement should facilitate progress for transport projects
- ▶ Decentralised / Multitier decision making
- ▶ Sufficient long term liquidity in the domestic financial markets to support long term projects
- ▶ Ongoing progress in the regulatory environment

Thailand



Quick PPP Snapshot Thailand

- ▶ Government announced in 2012 5 year plan for nearly \$76bn of expenditure (public and private) expected on infrastructure projects,
 - ▶ nearly \$20bn investment in water sector – mainly related to flood prevention and expected to be small projects
 - ▶ \$40bn announced for transportation projects
- ▶ PPP is supported by government for infrastructure development and incentives made available to develop certain sectors, eg renewable energy
- ▶ A special agency, SEPO, developed to oversee PPP Projects and PPP Law.
- ▶ PPP Law/Policy developed. PPP Law/Policy being updated, initiating a PPP project development fund, exploring setting up business trusts/infrastructure funds
- ▶ Liquid domestic banking market and international banks/companies active in Thailand

Challenges

- ▶ Long term investment requires political stability
- ▶ Early experiences of overestimation of revenues from PPP projects
- ▶ New PPP law introduced to facilitate wider application of PPP
- ▶ Approval and decision making process for pipeline projects

Malaysia



Quick PPP Snapshot Malaysia

- ▶ Government launched Economic Transformation Program to enable Malaysia to reach first world status by 2020
- ▶ Over US\$20 bn in oil and gas, healthcare, infrastructure, property development, retail and tourism. Government indicated that government would fund circa 20%, remainder should come from private sector
- ▶ Long history of concessions and IPP development in rail and power
- ▶ Dedicated PPP Unit (UKAS) within Prime Minister's Department leading on PFI and privatisation program with projects in the road sector, healthcare sector (public hospitals) and waste to energy. Simplified procurement process.
- ▶ Active domestic debt capital market familiar with concessions
- ▶ Presence of strong domestic sponsors / developers and contractors

Challenges

- ▶ Early experiences of overestimation of revenues from PPP projects (road concessions)
- ▶ Approval and decision making process and prioritisation of pipeline of projects
- ▶ Project preparation and tender process

Philippines



Quick PPP Snapshot Philippines

- ▶ Strong political support to develop infrastructure using PPPs
- ▶ Investment grade status achieved in 2013
- ▶ Long history of concessions
- ▶ Active PPP program. Over \$14bn of projects targeted to be rolled out in 2014-2015
- ▶ Progressive development to strengthen PPP pilot regulations to support PPP development in more sector. Focus on water, power and transport projects.
- ▶ Inter-departmental coordination undertaken by PPP Centre
- ▶ Strengthening domestic financial market and strong local conglomerates supporting PPP program
- ▶ Transparent tender process (ADB framework)

Challenges

- ▶ Reliance on external support and funding
- ▶ Capacity building ongoing within government agencies
- ▶ Widening the competition
- ▶ Management of risk allocation
- ▶ Project preparation

Singapore



Quick PPP Snapshot Singapore

- ▶ PPP Projects in the water and utilities, education and sports and leisure sectors.
- ▶ Government policy requiring government agencies consider PPP as one of the options for projects with capital expenditure over \$50mn. Active policy support required to support to continued use of PPP
- ▶ Singapore positioned as a financial hub to support regional infrastructure development
- ▶ Many international and regional banks, infrastructure funds, private equity and sponsors with regional focus based in Singapore
- ▶ Infrastructure activity supporting Singapore's market positioning

Challenges

- ▶ Lack of a project pipeline
- ▶ PPP champion
- ▶ Identifying the motivation of using PPP
- ▶ Dominant government roles as regulator and operator

PPP in ASEAN

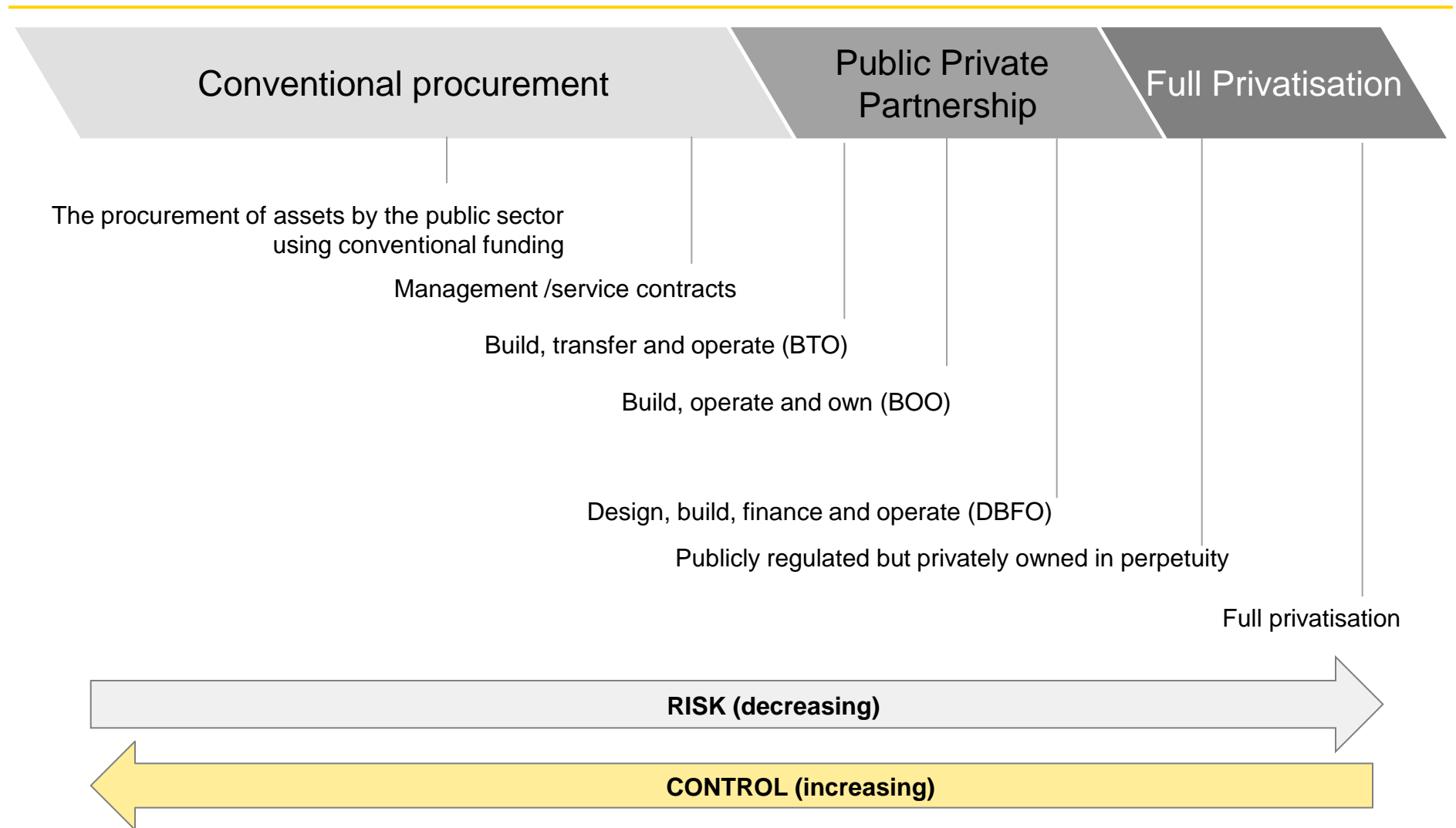
Recent Finance Developments

► Financing Trends

- International banks continue to play an active role in greenfield project financings
- Capital markets remain relatively undeveloped
- Emergence of regional and domestic banks as more active primary lenders to projects
- Export Credit Agencies, Multilaterals and Development banks increased activity as a source of funding to infrastructure projects and to provide political risk insurance
- Governments more willing to provide or source viability gap funding with private sector investors (supported by multilaterals)

PPP in ASEAN

Different approaches to involve private sector



PPP in ASEAN

Bottlenecks and Challenges

- ▶ Major Challenges to development of bankable infrastructure projects include:
 - ▶ Lack of appropriateness of government investment policies
 - ▶ Lack of appropriate regulatory and Institutional framework to support private sector investment
 - ▶ Lack of sufficient funding / budget to develop or pay for projects
 - ▶ Poor project preparation
 - ▶ Lack of capacity within government to assess and develop, prepare and evaluate projects
 - ▶ Depth and capabilities of the domestic financial markets
 - ▶ Inappropriate risk allocation

As the infrastructure projects are long term by nature, investors and financiers scrutinize the investment environment and project risks which may impact adversely their investment

PPP in ASEAN

Key Success Factors

- ▶ Developing bankable projects and implementing policy initiatives take time
- ▶ Critical project building blocks
 - ▶ Transparent procurement process
 - ▶ Selecting the appropriate procurement and financing approach
 - ▶ Standardised risk allocation and contract
 - ▶ Sufficient resources for project preparation and procurement
 - ▶ Government team to undertake procurement (project level and ministry level)
 - ▶ Appropriate level of government support and approval process
 - ▶ Political will
- ▶ *Design a PPP which can be delivered in Laos context*
- ▶ *Use experienced PPP Transaction Advisors !!*

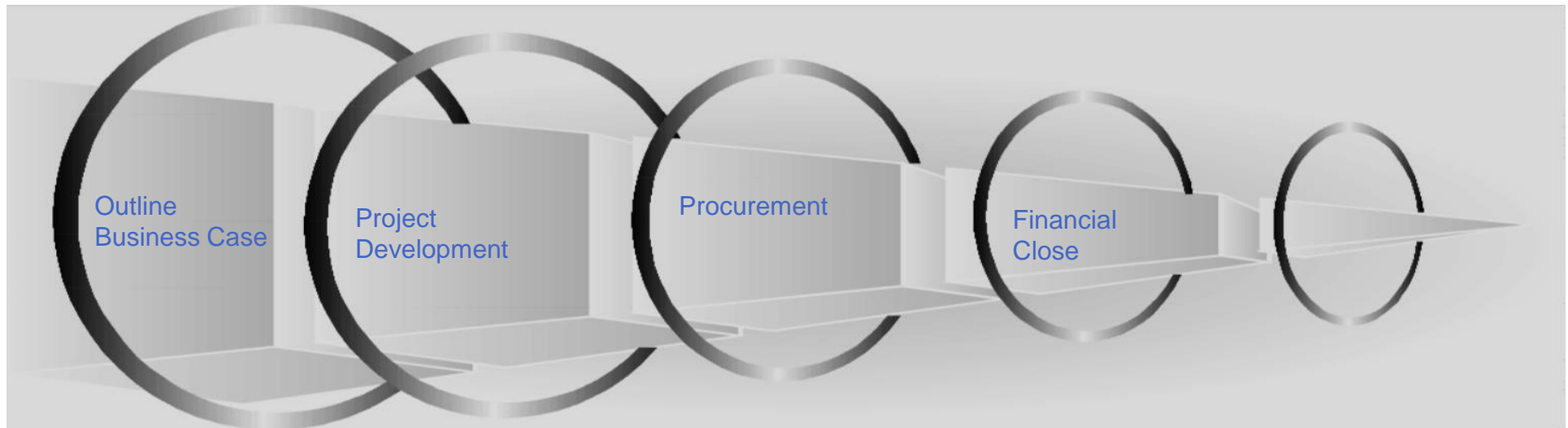
There is significant private sector liquidity and interest to invest and manage infrastructure services.

Successful long term partnerships require a sustainable investment environment and equitable allocation of risk and reward

PPP in ASEAN

How EY Can Help Governments

- ▶ Options Analysis
- ▶ Feasibility Analysis
- ▶ Economic, Affordability and Financial Analysis
- ▶ Assessment of Private Sector Interest
- ▶ Develop Reference Project
- ▶ Develop Commercial Principles
- ▶ Risk Analysis
- ▶ Develop PPP Partnership Model
- ▶ Payment/Monitoring Mechanisms
- ▶ Scenario Testing
- ▶ Market Sounding
- ▶ Commercial advice on contract & Pay Mechanisms
- ▶ Contract Development
- ▶ Develop the Finance Plan
- ▶ Finance Raising / Advice and Structuring
- ▶ Financial Modelling
- ▶ Tax Structuring
- ▶ Accounting Input
- ▶ Finance Documents
- ▶ Financial Negotiations with Lenders
- ▶ Drive Financing Process
- ▶ Financial close procedures
- ▶ Project Development
- ▶ Operational / Performance related advice



THANK YOU

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Parliament of Victoria

Travel Report

Visit to Japan

22 June 2025 to 29 June 2025

David Hodgett MP

Member for Croydon

Shadow Minister for Manufacturing and Innovation

Shadow Minister for Employment and Industrial Relations

Bill Tilley MP

Member for Benambra

Shadow Assistant Minister for Boating and Fishing



Overview

Visited Japan and met with senior representatives of Central Japan Railway Company, met with The Vice-Governor Aichi Prefecture, Japan and representatives of Aichi Prefectural Assembly, met with representatives of Osaka City Council, met with representatives of Papua New Guinea Tourism and Investment Promotion Authority, and met with the Research Analyst, Political and Economic Section, Consulate-General of Japan, and engaged in a wide range of discussions on High Speed Rail (HSR), transport and infrastructure; the design and construction of the new maglev service between Tokyo and Osaka, due to commence operation between Tokyo and Nagoya in 2034; discussed Aichi Prefecture Industries, including Innovation and Manufacturing, Agriculture, Forestry and Fisheries, Ceramics, Steel and Alloy, and received a briefing on the business opportunities in the automotive, aerospace, and robotics sectors; briefed on Osaka's Infrastructure and Business Environment, had a discussion on business costs in Osaka and provided data on commercial and industrial land prices, office and warehouse rents, and average wage; briefed on the Grand Green Osaka Project, a major urban development hub project; and briefed on Osaka's startup ecosystem city to create innovation, and support business creation.

Met with the Corporate Officer - Chief General Manager, the General Manager, the Manager, and the Assistant Manager of the Consulting and Coordination Office – Overseas High Speed Railway Project JR-Central and participated in discussions, learning about JR Central's history, structure and operations, including an in depth discussion on the company lines, rolling stock, Shinkansen services and Conventional lines, train speeds, equipment, safety, and maintenance schedules. Discussed stations, profitability, and passenger numbers. Briefed on the development, construction, and costs of the new maglev service between Tokyo and Osaka, which is due to start operation between Tokyo and Nagoya in 2034. This included a briefing on the revolutionary Superconducting Maglev (SCMAGLEV) technology, which I will discuss more in the 'Learnings' section of this report. Learned about Tokaido Shinkansen's safety technologies, the Automatic Train Control (ATC) system, braking system, and countermeasures for earthquakes and emergencies. Took part in a further discussion on HSR in Australia and potential markets for High Speed Rail. Our visit to Central Japan Railway Company concluded with a tour of Shinagawa Station, a major railway station in Japan, operated by East Japan Railway Company (JR East), Central Japan Railway Company (JR Central), and the private railway operator Keikyu. Incidentally, Shinagawa Station will be the

terminal for the Chūō Shinkansen, a maglev line under construction and scheduled to begin service to Nagoya in 2034.

We met with Shinichiro Furumoto, Vice-Governor, Aichi Prefecture, Japan; with Fumihiro Nambu, Vice-Chairperson, Aichi Prefectural Assembly; with Toshinao Takakuwa, Chairperson, Session Steering Committee, Aichi Prefectural Assembly; with Yoko Ogawa, Assistant Director, International Affairs Division, Aichi Prefectural Assembly; with Masayuki Tsuboi, Assistant Director, International Affairs Division, Aichi Prefectural Assembly; and with Members of the Aichi Prefectural Assembly.

Participated in briefings and discussions and held meetings where we exchanged ideas and learned about Aichi Prefecture's Industries, including Innovation and Manufacturing, Agriculture, Forestry and Fisheries, Ceramics, Steel and Alloy. We received a briefing on automotive, aerospace, and robotics sectors, offering numerous business opportunities. We were briefed on the Invest in Aichi -Nagoya Acceleration Initiative, and the Invest in Aichi-Nagoya Consortium. We discussed housing, education, transport, and infrastructure, and learned about Aichi Prefecture's history, culture, and demographics. We learned Aichi Prefecture is home to the Toyota Motor Corporation, and many Companies are headquartered in Aichi including the Central Japan Railway Company, Denso Corporation, Makita Corporation, and Okuma Corporation. We discussed international relations and Aichi Prefecture's 45 year sister relationship with Victoria, formed on 02 May 1980. We were briefed on "Aichi Agenda 21" – a program with activities to conserve the Local and Global environment. We had a further discussion on the Industry, Trade, and Investment Divisions of the Aichi Prefectural Government. We were informed that the Vice-Governor and Vice-Chairperson have delegations visiting Victoria State on the 20th and 21st October 2025.

Met with Aya Wada, Director General, International Relations For Economic Strategy Bureau, Osaka City Government; with Mihoko Arai, Director For International Relations, Economic Strategy Bureau, Osaka City Government; and with Masafumi Oono, Manager For International Relations, Business and International Promotion Division, Economic Strategy Bureau, Osaka City Council.

Briefed on Osaka's Infrastructure and Business Environment. Had a discussion on business costs in Osaka and we were provided data on commercial and industrial land prices; office and warehouse rents; and average wage.

We learned about the Port of Osaka distribution hub. Briefed on the Grand Green Osaka Project, a major urban development hub project. Had a briefing on Osaka's startup ecosystem city to create innovation, and support business creation. Discussed Osaka's sister relationship with the Port of Melbourne (1974) and with the City of Melbourne (1978).

(I have included a paper titled 'INVEST OSAKA' outlining Osaka's Excellent Infrastructure and Business Environment; Osaka's Plentiful Business Opportunities; Osaka's Diverse Expanding Companies; and Osaka's Comprehensive Support for Expansion, at Attachment 2.)

We visited and were briefed on World Expo 2025. The Expo venue showcases the future of society and demonstrates the world's most advanced technologies and social systems. Visited multiple pavilions, including the Health Design – Live Brighter pavilion, which showcases the current state of wellness and healthcare in Japan, with various exhibits and the latest medical equipment and information.

On a subsequent day, we were briefed on the theme of Expo 2025: Designing Future Society for Our Lives. Discussion on the design and construction of The Grand Ring at the Expo - The largest wooden architectural structure in the world, serving as the main route of visitor traffic around the Expo site. Visited multiple pavilions, and engaged in discussions with representatives from participating countries, nations, and regions.

(I have included a guide to Expo 2025 Osaka, Kansai, Japan, provided to us by the Consulate-General of Japan, at Attachment 3.)

(I have included a copy of the Health Design Live Brighter next generation catalog, from the Health Design Live Brighter Pavilion, at Attachment 4.)

Met with Simon Dari Pih, Senior Marketing Officer, International/Domestic Marketing and Promotions Division, Papua New Guinea Tourism Promotion Authority; and with Stewart Rom, Senior Marketing Officer, Marketing and Export Promotion Unit, Investment Promotion Authority, Papua New Guinea.

Briefed on the Papua New Guinea Tourism Promotion Authority. Discussion on the economic value of tourism, industry development, policy development, and marketing. Provided statistics, research, and analysis on PNG Tourism promotion. Briefed on the Papua New Guinea Investment Promotion Authority. Discussed trade, investment, and regulation of the business industry in PNG. Discussion on business opportunities in Papua New Guinea.

Visited Minamimido Buddhist Temple, learning about their activities, events, lectures, teachings, and ceremonies.

Met with Laura Hughes, Research Analyst, Political and Economic Section, Consulate-General of Japan. Extensive briefing on Japanese history, learning about Japanese art, culture, heritage, traditions, and customs. Briefing on Japan's political, business, and economic environment, and participated in a discussion on issues and opportunities. In depth discussion on a range of topics, including transport, infrastructure, housing, innovation, advanced manufacturing, health, and education. Further discussion on Expo 2025, the events and learning opportunities.

Met with Tomokazu Minesaki, PMP Manager, Central Japan Railway Company; and with Kosuke Sunami, PMP Deputy Manager, Central Japan Railway Company, and were briefed during a Shinkansen cab ride on board the fast train service for part of the journey between Osaka and Tokyo.

Extensive briefing on the systems and operations of The Nozomi Shinkansen (Bullet Train), one of Japan's fastest trains, traveling up to 300 km/h, (186 mph). Experienced a cab ride with the driver, discussing safety, procedures, controls, features, and operations of the train.

Key Learnings

The discussions with key representatives of Central Japan Railway Company reinforced the continuing need for Australia to plan, invest, and deliver high speed rail (HSR), connecting cities, regions, and communities. These discussions also emphasised the economic benefits of HSR, the need for a dedicated HSR line, and supported fast, reliable, direct services, with only a few major anchor stations along the route. (i.e. the new high speed trains have operating speeds up to 320 KPH, so it's counterproductive to have these trains stopping all stations.)

The Australian Government has established the High Speed Rail Authority and is planning for a future high speed rail network to connect Brisbane, Sydney, Canberra, Melbourne, and regional communities across the east coast of Australia. A business case for the first stage, connecting Newcastle to Sydney, is under assessment.

Further discussion and thought explored how HSR changes where people live and work and transforms the way people travel. It was clear to see the potential benefits of HSR in terms of housing and jobs in the regions.

Imagine a high speed rail service with an estimated trip time of 4 hours from Melbourne to Sydney. Imagine a high speed rail service with an estimated trip time of 30 to 40 minutes from Shepparton to Melbourne. Think what this would mean for connectivity to our regions – Geelong, Warrnambool, Hamilton, Ballarat, Bendigo, Shepparton, Wodonga, and Latrobe Valley to name a few. It would connect regions, cities, and communities with a faster way to travel, and provide people with more options of where to live and work.

More in depth discussions explored topics such as unlocking housing opportunities; managing our growth, with greater housing choices and more affordable housing; cutting travel times and getting more cars off the roads.

A key learning here stressed the importance of early engagement and ongoing consultation and discussion with the major airline carriers and the communities along the proposed route.

Spending time with the Vice Governor Aichi Prefecture, Japan and Members of the Aichi Prefectural Assembly gave us an exceptionally good understanding of the Prefecture.

Aichi Prefecture is located in the Chubu Region. The prefectural capital of Nagoya is the region's largest and Japan's fourth largest city. The prefecture is home to the Toyota Motor Corporation and as such is a major centre of Japan's automotive industry.

We learned about 'Invest in Aichi -Nagoya - Acceleration Initiative,' a project to promote the entry and establishment of foreign and foreign-affiliated companies in Aichi Prefecture and Nagoya City in order to create innovation, revitalise industry, and expand employment. We were informed the 'Invest In Aichi-Nagoya Consortium,' established by Aichi Prefecture, Nagoya City, and local support organizations, will take the lead in this project. The 'Invest In Aichi-Nagoya Consortium' was established on 25 March 2022, with the aim of fostering innovation, revitalizing industries, and expanding employment in Aichi Prefecture and Nagoya City. It is composed of Aichi Prefecture, Nagoya City, Nagoya Industries Promotion Corporation, Aichi Prefectural University (ICT Technopolis Research Institute), and Nagoya City University.

Aichi Prefecture is home to the Toyota Motor Corporation, and companies such as Fuji Heavy Industries, Mitsubishi Motors, Pfizer, Sony, Suzuki. Bodycote, and Volkswagen Group also operate plants or branch offices in Aichi.

Our meetings with representatives of Osaka City Council gave us a good appreciation of Osaka's business environment, with a focus on their business cost advantage over other regions in Japan, and we were informed on key projects, opportunities and challenges facing the Council. The key learning here was Osaka's strengths in life science and new energy. Information was provided on medical and pharmaceutical manufacturers, medicine hubs, support for medical device businesses, the commercialising of medical supplies and devices, and medical clusters. We also were provided with information and data on batteries and new energy, with one of the world's largest testing facilities for large storage battery systems located in Osaka, and their support for carbon neutral technologies and business, through The Osaka Carbon Neutral Business Network.

We learned about Osaka's large talent pool and the main international schools in Osaka City. "In Osaka Prefecture, approximately 60,000 students graduate and enter the workforce each year from 58 universities, 21 junior colleges, 1 technical college, and 108 medical-related vocational colleges", (The City of

Asaka, Business Development Department, Economic Strategy Bureau – August 2024).

We were informed about the creation of a smart city, with companies, universities, and government partnering to support startup businesses and creating a globally competitive startup ecosystem. Of particular interest was the business creation support for enterprises with advanced technology, and examples of the support given for pilot projects, startups, and incubation facilities.

The learning here was the numerous examples of support provided from the Osaka City Council for business, with a number of case studies presented on businesses, their reason for choosing Osaka City, and the support from Osaka City. The Osaka City Council provides comprehensive support and incentives for business for startups and/or business expansion.

We learned about Osaka hosting Expo 2025, the business opportunities and potential for economic growth. The Expo will showcase the future of society and demonstrate the world's most advanced technologies and social systems.

While we visited multiple pavilions at Expo 2025, of particular interest was the Health Design – Live Brighter pavilion, which showcases the current state of wellness and healthcare in Japan, with various exhibits and the latest medical equipment and information.

We learned about Robotic-Assisted Surgery System; next-generation Medical and Assistive Devices, and experienced some of these devices; predictive devices; the use of AI in care homes to enhance seniors' lifelong well-being; experienced MITAS Medical's MS1 – a tele-eye care service for seamless eye exams; and Next-gen Autofocus Eyewear to replace and extend focus, a device that auto-adjusts focus, supporting the eye's natural focusing function.

Japan is the world's most advanced ageing society with a falling birth rate, dwindling working-age population, and restrictive immigration policies. As a result, Japan is exploring the use of AI, including robots, for support for medical and elderly care. Witnessing the AI Nonomura Makoto Digital human for nursing homes demonstrated how it can interact with seniors living alone, providing conversation, answering questions, singing songs, etcetera. "AI-powered virtual assistants can remind seniors to take medications, schedule appointments, and offer helpful advice on managing chronic

conditions. Maintaining independence is crucial for seniors, and AI technology can play a significant role in supporting their autonomy.”

“Care robots can help the elderly navigate through loneliness and depression, subsequently improving their cognitive functions and quality of life (Lewis, 2014). They can perform a wide range of physical, cognitive, and social tasks to help people live healthier lives (Dankar and Badr, 2022).”

A recommendation of this report is to further explore the use of AI and its application to support medical and elderly care.

We also noted that annual health checks are part of your employment conditions in Japan. The learning here is that early detection of issues takes the pressure off the health system.

As discussed earlier in this report, in our discussions with senior representatives of Central Japan Railway Company, we learned about the revolutionary Superconducting Maglev (SCMAGLEV) technology, and were provided an in-depth briefing.

Maglev is derived from *magnetic levitation*, and is a system of rail transport whose rolling stock is levitated by electromagnets rather than rolled on wheels, eliminating rolling resistance. Compared to conventional railways, maglev trains have higher top speeds, superior acceleration and deceleration, lower maintenance costs, improved gradient handling, and lower noise.

The Superconducting Maglev is a contactless system that uses magnetic force generated between superconducting magnets on vehicle and ground coils. Unlike conventional rail systems involving wheels and rails, it is free from wheel slippage during acceleration and skidding during deceleration. The train can accelerate to 311 mph in a short distance and stop from that speed nearly as short a distance. This demonstrates SCMAGLEV's outstanding acceleration / deceleration performance compared to other conventional railway systems. This exceptional performance allows the train to maintain maximum speed for a large portion of its travel, enabling mass high-speed transportation at 311 mph.

The Superconducting Maglev uses the effect of the "Levitation and Guidance Coils" turning into magnets when other magnets come close. When superconducting magnets on vehicle pass by the Levitation and Guidance Coils

at high speed, electric current runs through the Levitation and Guidance coils, generating magnetic force and levitating and maintaining the train at a height where the train's weight is balanced against the magnetic force.

"Superconducting magnets" on vehicle and electromagnets on the guideway attract and repel one another, levitating the train by about 3.9 inches and propelling it forward.

Recommendations

High Speed Rail (HSR):

Governments need to review the plans and timelines for the construction of high speed rail in Australia. Connecting Newcastle to Sydney with HSR has been identified as Stage 1 of National HSR. The Victorian Government should position itself and advocate for the Melbourne to Wodonga HSR section to be the next priority.

High-speed rail in Australia has been under investigation since the early 1980s. Every federal government since this time has investigated the feasibility of constructing high-speed rail with speeds above 200 km/h, but to date nothing has ever gone beyond the detailed planning stage. Various corridors have been proposed for a potential high-speed line. The most commonly suggested route is between Australia's two largest cities, Sydney and Melbourne, which, as of 2023, is the world's sixth-busiest air corridor.

It was encouraging to see the establishment of the High Speed Rail Authority, a federal government agency, in 2023. The HSR Authority has been tasked with "advising on, planning, developing and overseeing the construction and operation of a transformational network along Australia's eastern seaboard". The authority's first priority is planning and corridor works for the Sydney to Newcastle section of a high-speed rail network, and again, it was very encouraging to learn that a business case for the first stage, connecting Newcastle to Sydney, is under assessment.

The Victorian Government should partner with the federal government and commence the planning, and corridor works for the Melbourne to Wodonga HSR section.

Furthermore, the Victorian Government should explore and prioritise HSR lines to connect our regions.

Governments need to be open to HSR project planning, and to engage in early consultation and discussion with the LGA's, business, industry, and the communities along proposed routes.

The Victorian Government could plan routes and undertake geotechnical investigations to inform future High Speed Rail Business Cases. Early works could be used to help inform construction methods and key details such as the

design and depth of potential rail tunnels. Environmental planning and assessment works could be undertaken, and a planning approval strategy could be developed in consultation with the relevant government agencies.

A significant funding commitment from both the Australian Government and the Victorian Government would give confidence to the delivery of high speed rail (HSR), and show a commitment to connecting our cities, regions, and communities.

Business Creation and Support:

Further analysis and investigation of Osaka City Council's business creation support for enterprises with advanced technology is warranted and should be explored. We could learn more about the support given for pilot projects, startups, and incubation facilities, and about the comprehensive support and incentives The Osaka City Council provides for business for startups and/or business expansion.

It should be noted that Osaka has a population of more than 19 million, compared to around 190,000 in the City of Melbourne. Being the Mayor of Osaka is more like being premier of Victoria. The city has 30,000 staff and controls hospitals, police, highways, and trains. As such, there is much we can learn from The Osaka City Council.

Sister City and International Relationships:

This report notes the international relations and Aichi Prefecture's 45 year sister relationship with Victoria, formed on 02 May 1980. This report also notes Osaka's sister relationship with the Port of Melbourne (1974) and with the City of Melbourne (1978).

These relationships are highly valued, respected and especially important. We should continue to promote, invest, and leverage these relationships, and foster cultural, educational, business, and technical exchanges at every opportunity.

We were informed the Vice-Governor, Aichi Prefecture, Japan and Vice-Chairperson, Aichi Prefectural Assembly have delegations visiting Victoria State on the 20th and 21st October 2025. It is recommended that we host a reception for these delegations at the Victorian Parliament. This will be conveyed to the Consulate-General of Japan, Melbourne.

Use of AI in Care Homes to Enhance Seniors' lifelong Well-being:

It is recommended that we further explore the use of AI and its application and benefits to support medical and elderly care.

A further recommendation is that we investigate, study and research the next-generation Medical and Assistive Devices, comparing our understanding, development and use of these and other next-generation Medical and Assistive Devices.

Reason for travel:

Visit to Japan to investigate transport and infrastructure issues and opportunities and visit Expo 2025 as Electorate business.

Travel Schedule:

Sunday, 22 June 2025

- Depart Melbourne
- Arrive Japan

Monday, 23 June 2025

- Meetings with key representatives of JR Railway Company
- Tour of Shinagawa Station

Tuesday, 24 June 2025

- Travel to Nagoya
- Meetings with Representatives of Aichi Prefectural Assembly
- Dinner Meeting with Vice-Governor Aichi Prefecture, Japan, and Representatives of Aichi Prefectural Assembly
- Travel to Osaka

Wednesday, 25 June 2025

- Meetings with Representatives of Osaka City Council
- Tour of the Assembly Hall of Osaka City Council
- Visit to World Expo 2025
- Meetings with Representatives of Papua New Guinea Tourism and Investment Promotion Authority

Thursday, 26 June 2025

- Visit to World Expo 2025
- Visit to Minamimido Buddhist Temple
- Meeting and briefing with Representative of Consulate-General of Japan, Melbourne Office

Friday, 27 June 2025

- Travel to Tokyo
- Meetings with Representatives of JR Railway Company
- Shinkansen cab ride for part of the journey between Osaka and Tokyo Briefing on operations, systems, technology, and safety

Saturday, 28 & 29 June 2025

- Depart Japan
- Arrive Melbourne

Accommodation:

D. Hodgett: I stayed 6 nights in Japan at a cost of \$2,117.76 AUD.

Commercial Transport:

D. Hodgett: I used internal rail transport in Japan and transport to and from Melbourne Airport at a cost of \$815.52 AUD.

Attachment 1

Overview of the meetings and briefings held during this visit.

Attachment 2

Paper titled 'INVEST OSAKA' outlining Osaka's Excellent Infrastructure and Business Environment; Osaka's Plentiful Business Opportunities; Osaka's Diverse Expanding Companies; and Osaka's Comprehensive Support for Expansion.

Attachment 3

Guide to Expo 2025 Osaka, Kansai, Japan, provided to us by the Consulate-General of Japan.

Attachment 4

Health Design Live Brighter Next Generation Catalog

We thank The representatives of Central Japan Railway Company; The Vice-Governor, Aichi Prefecture, Japan; The Vice-Chairperson, Aichi Prefectural Assembly and the Members of the Aichi Prefectural Assembly; The Director General, International Relations For Economic Strategy Bureau, Osaka City Government and the Representatives of Osaka City Government; The Representatives of Papua New Guinea Tourism and Investment Promotion Authority; and The Research Analyst, Political and Economic Section, Consulate-General of Japan, who made time to meet with us during our visit.

David Hodgett MP
Member for Croydon
Shadow Minister for Manufacturing and Innovation
Shadow Minister for Employment and Industrial Relations

Bill Tilley MP
Member for Benambra
Shadow Assistant Minister for Boating and Fishing

15 July 2025

Attachment 1 - Overview of Meetings

Meeting with Keiichi Kagayama Corporate Officer Chief General Manager Central Japan Railway Company	Date: 23 June 2025 Discussed JR Central's history, structure, and operations.
Meeting with Kentaro Takeuchi, PMP General Manager Central Japan Railway Company	In depth discussion on the company lines, rolling stock, Shinkansen services and Conventional lines, train speeds, equipment, safety, and maintenance schedules.
Meeting with Tomokazu Minesaki, PMP Manager Central Japan Railway Company	Discussed stations, profitability, and passenger numbers.
Meeting with Daichi Kato Assistant Manager Central Japan Railway Company	Briefed on the development, construction, and costs of the new maglev service between Tokyo and Osaka, which is due to start operation between Tokyo and Nagoya in 2034. Briefing on the revolutionary Superconducting Maglev (SCMAGLEV) technology. Learned about Tokaido Shinkansen's safety technologies, the Automatic Train Control (ATC) system, braking system, and countermeasures for earthquakes and emergencies.
Central Japan Railway Company Offices Tokyo, 108-8204, Japan	Further discussion on HSR in Australia and potential markets for High Speed Rail. Tour of Shinagawa Station

<p>Meeting with Shinichiro Furumoto Vice-Governor Aichi Prefecture, Japan</p>	<p>Date: 24 June 2025</p>
<p>Meeting with Fumihiro Nambu Vice-Chairperson Aichi Prefectural Assembly</p>	<p>Discussion on Aichi Prefecture, Industries, including Innovation and Manufacturing, Agriculture, Forestry and Fisheries, Ceramics, Steel and Alloy.</p>
<p>Meeting with Osamu Mineno Aichi Prefectural Assembly</p>	<p>Briefing on automotive, aerospace, and robotics sectors, offering numerous business opportunities.</p>
<p>Meeting with Kanbe Hiromi Aichi Prefectural Assembly</p>	<p>Briefed on the Invest in Aichi -Nagoya Acceleration Initiative, and the Invest in Aichi-Nagoya Consortium.</p>
<p>Meeting with Kenji Sakata Member Aichi Prefectural Assembly</p>	<p>Discussed housing, education, transport, and infrastructure.</p>
<p>Meeting with Toshinao Takakuwa Chairperson Session Steering Committee Aichi Prefectural Assembly</p>	<p>Learned about Aichi Prefecture's history, culture, and demographics.</p>
<p>Meeting with Takao Yamada Aichi Prefectural Assembly</p>	<p>Informed Aichi Prefecture is home to the Toyota Motor Corporation, and many Companies are headquartered in Aichi including the Central Japan Railway Company, Denso Corporation, Makita Corporation, and Okuma Corporation.</p>
<p>Meeting with Toshihide Hiramatsu Aichi Prefectural Assembly</p>	<p>Discussed international relations and Aichi Prefecture's 45 year sister relationship with Victoria, formed on 02 May 1980.</p>
<p>Meeting with Narimi Masuda Aichi Prefectural Assembly</p>	<p>Discussed international relations and Aichi Prefecture's 45 year sister relationship with Victoria, formed on 02 May 1980.</p>
<p>Meeting with Takaharu Itou Aichi Prefectural Assembly</p>	<p>Discussed international relations and Aichi Prefecture's 45 year sister relationship with Victoria, formed on 02 May 1980.</p>
<p>Meeting with Yoko Ogawa Assistant Director International Affairs Division Aichi Prefectural Assembly</p>	<p>Briefed on "Aichi Agenda 21" – a program with activities to conserve the Local and Global environment.</p>

<p>Meeting with Masayuki Tsuboi Assistant Director International Affairs Division Aichi Prefectural Assembly</p> <p>Meeting with Mutsumi Teranishi Member Aichi Prefectural Assembly</p> <p>Nagoya, Aichi 460-8501, Japan</p>	<p>Further discussion on the Industry, Trade, and Investment Divisions of the Aichi Prefectural Government.</p> <p>Informed that the Vice-Governor and Vice-Chairperson have delegations visiting Victoria State on the 20th and 21st October 2025.</p>
<p>Meeting with Aya Wada Director General International Relations For Economic Strategy Bureau Osaka City Government</p> <p>Meeting with Mihoko Arai Director For International Relations Economic Strategy Bureau Osaka City Government</p> <p>Meeting with Masafumi Oono Manager For International Relations Business and International Promotion Division Economic Strategy Bureau Osaka City Council</p> <p>Osaka, 559-0034, Japan</p>	<p>Date: 25 June 2025</p> <p>Briefed on Osaka's Infrastructure and Business Environment.</p> <p>Discussion on business costs in Osaka and provided data on commercial and industrial land prices; office and warehouse rents; and average wage.</p> <p>Discussion on the Port of Osaka distribution hub.</p> <p>Briefed on the Grand Green Osaka Project, a major urban development hub project.</p> <p>Briefing on Osaka's startup ecosystem city to create innovation, and support business creation.</p> <p>Discussed Osaka's sister relationship with the Port of Melbourne (1974) and with the City of Melbourne (1978).</p>

<p>Visit to World Expo 2025</p> <p>Osaka, Kansai, Japan</p>	<p>Date: 25 June 2025</p> <p>Briefed on Expo 2025: The Expo venue showcases the future of society and demonstrates the world's most advanced technologies and social systems.</p> <p>Visited multiple pavilions, including the Health Design – Live Brighter pavilion, which showcases the current state of wellness and healthcare in Japan, with various exhibits and the latest medical equipment and information.</p>
<p>Meeting with Simon Dari Pih Senior Marketing Officer International/Domestic Marketing and Promotions Division Papua New Guinea Tourism Promotion Authority</p> <p>Meeting with Stewart Rom Senior Marketing Officer Marketing and Export Promotion Unit Investment Promotion Authority Papua New Guinea</p> <p>Osaka, Japan</p>	<p>Date: 25 June 2025</p> <p>Briefed on the Papua New Guinea Tourism Promotion Authority.</p> <p>Discussion on the economic value of tourism, industry development, policy development, and marketing.</p> <p>Provided statistics, research, and analysis on PNG Tourism promotion.</p> <p>Briefed on the Papua New Guinea Investment Promotion Authority.</p> <p>Discussed trade, investment, and regulation of the business industry in PNG.</p> <p>Discussion on business opportunities in Papua New Guinea.</p>

<p>Meeting with Laura Hughes Research Analyst Political and Economic Section Consulate-General of Japan</p> <p>Osaka, Japan</p>	<p>Date: 26 June 2025</p> <p>Extensive briefing on Japanese history, learning about Japanese art, culture, heritage, traditions, and customs.</p> <p>Briefing on Japan's political, business, and economic environment, and a discussion on issues and opportunities.</p> <p>In depth discussion on a range of topics, including transport, infrastructure, housing, innovation, advanced manufacturing, health, and education.</p> <p>Further discussion on Expo 2025, the events and learning opportunities.</p>
<p>Meeting with Tomokazu Minesaki, PMP Manager Central Japan Railway Company</p> <p>Meeting with Kosuke Sunami, PMP Deputy Manager Central Japan Railway Company</p> <p>Shinkansen cab ride on board the fast train service for part of the journey between Osaka and Tokyo</p>	<p>Date: 27 June 2025</p> <p>Extensive briefing on the systems and operations of The Nozomi Shinkansen (Bullet Train), one of Japan's fastest trains, traveling up to 300 km/h, (186 mph).</p> <p>Experienced a cab ride with the driver, discussing safety, procedures, controls, features, and operations of the train.</p>

Propelling with the "Propulsion Coils" and levitating with the "Levitation and Guidance Coils"

End of Travel Report.

Expand Your Business in Osaka

INVEST OSAKA



Expo 2025 Osaka, Kansai
Image courtesy of the Japan Association
for the 2025 World Exposition



Grand Green Osaka (artist's rendition)
Image courtesy of the Umekita 2nd Project Developer

WHY OSAKA?

Osaka's Excellent Infrastructure and Business Environment

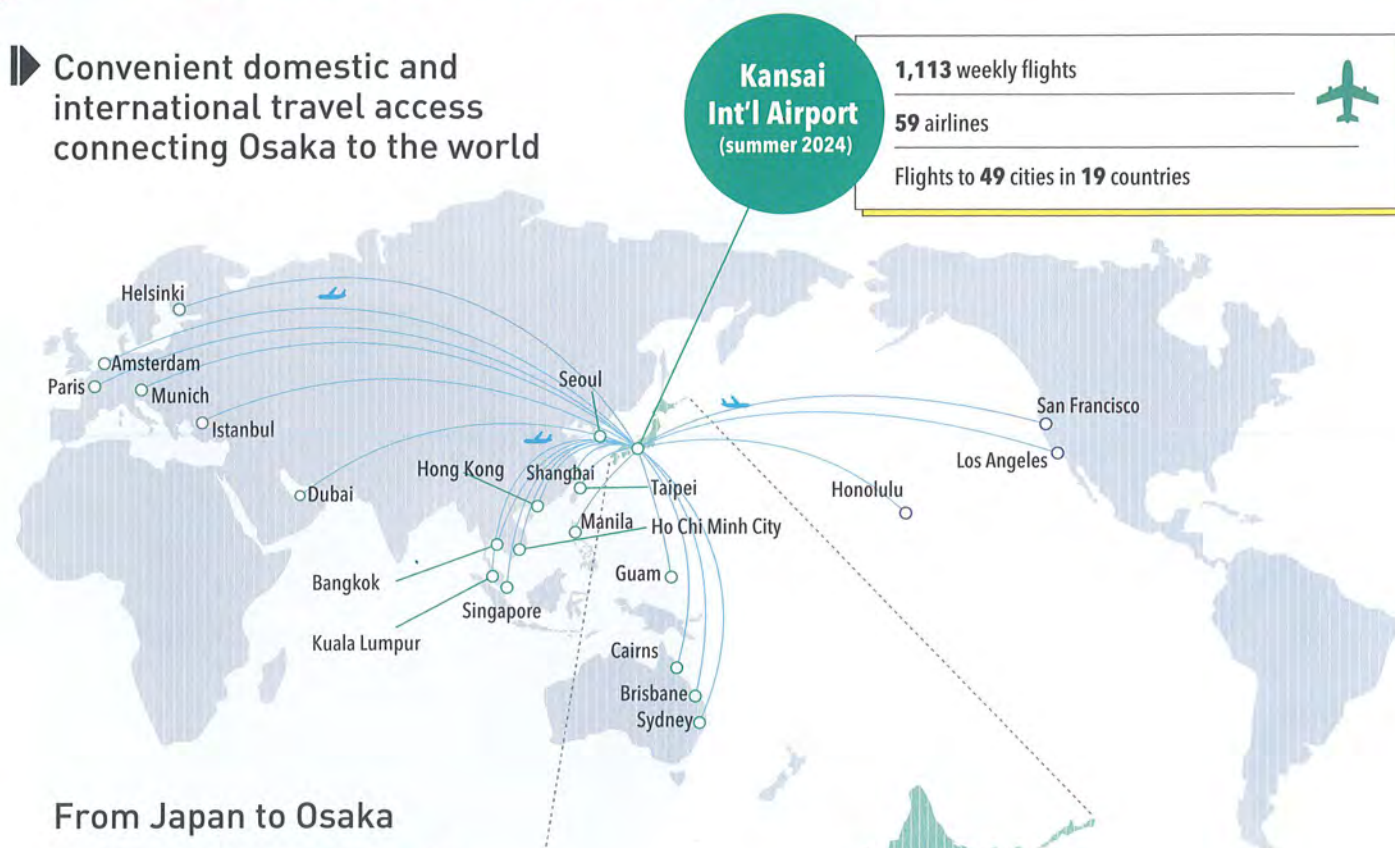
Osaka's Plentiful Business Opportunities

Osaka's Diverse Expanding Companies

Osaka's Comprehensive Support for Expansion

Osaka's Excellent Infrastructure and Business Environment

► Convenient domestic and international travel access connecting Osaka to the world



From Japan to Osaka



Port of Osaka regular container ship routes

to from China	317 /mth
to from S. Korea	249 /mth
to from Taiwan	101 /mth
to from SE Asia	73 /mth
to from Australia/New Zealand	108 /mth
to from N. America	5 /mth
to from N. America	8 /mth

*Some routes overlap.
Source: Osaka Ports and Harbors Bureau "PORTS of OSAKA 2024"

Port of Osaka Distribution Hub
(as of Aug. 2023)

Foreign trade cargo handled (2022)

Export	8.494 mil tons
Import	25.871 mil tons



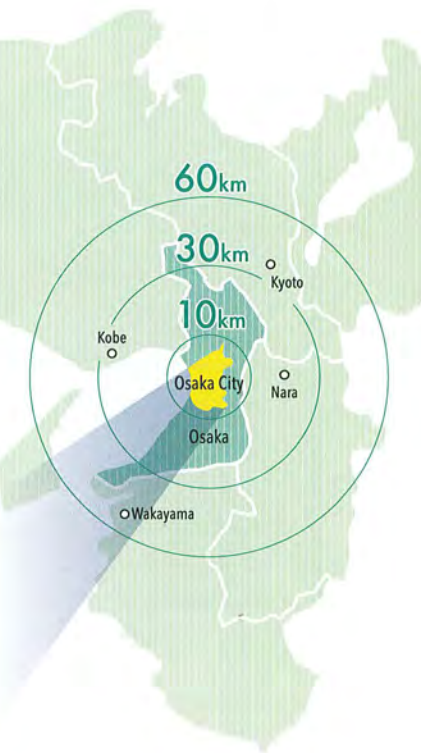
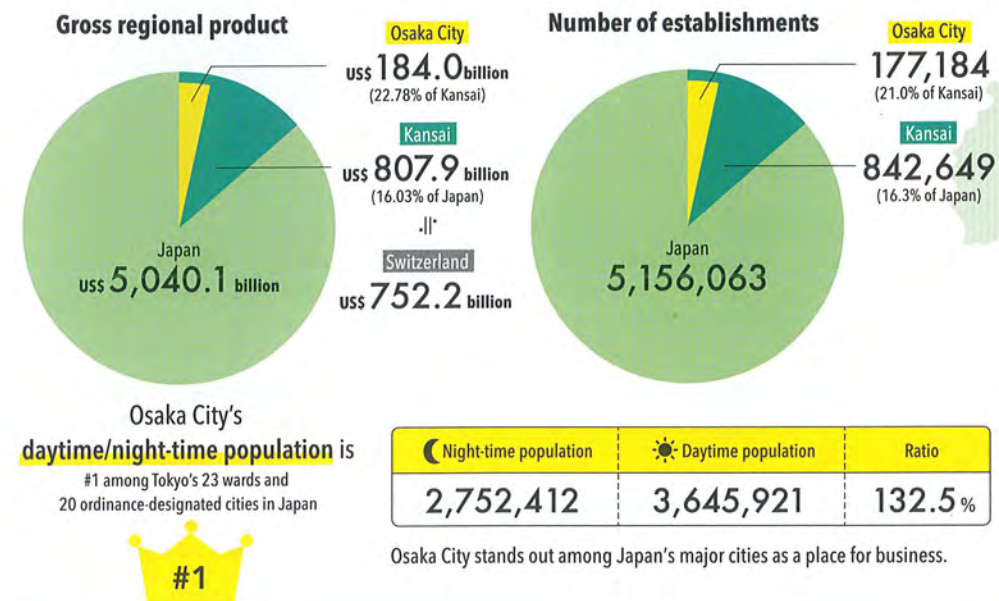
Image courtesy of Osaka Ports and Harbors Bureau

► Central city in Kansai, Japan's 2nd-largest economic region*

*Kansai = Osaka, Kyoto, Hyogo, Nara, Shiga, Wakayama prefectures

Japan vs. Kansai vs. Osaka City

Source: City of Osaka, "The Outline Osaka Economy 2024"; Ministry of Internal Affairs and Communications, "2021 Economic Census for Business Activity," "2020 Population Census"



► Business cost advantage over Tokyo ¥

Business costs in Osaka

Avg. commercial land price (yen/m²)*1

Avg. industrial land price (yen/m²)*1

Avg. office rent (yen/m²/mth)*2

Avg. warehouse rent (yen/m²/mth)*3

Avg. store rent (yen/m²/mth)*4

Avg. wage (yen/mth)*5

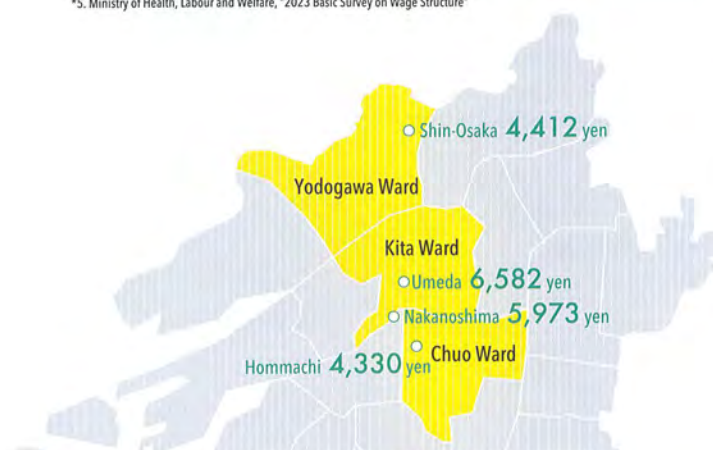
Osaka	Index (Tokyo = 100)	Tokyo
Avg. commercial land price (yen/m ²)*1	48.2	2,228,300
Avg. industrial land price (yen/m ²)*1	37.6	306,700
Avg. office rent (yen/m ² /mth)*2	66.5	6,476
Avg. warehouse rent (yen/m ² /mth)*3	92.4	1,364 (Tokyo metro-politan area)
Avg. store rent (yen/m ² /mth)*4	92.8	79,697 (Ginza)
Avg. wage (yen/mth)*5	92.3	368,500

Sources:
*1. Ministry of Land, Infrastructure, Transport and Tourism, "2023 Todoufukun Chika Chosa (Prefectural Governments' Land Price Surveys)"
*2. CBRE K.K., "Japan Office MarketView Q1 2024"
*3. CBRE K.K., "Japan Logistics MarketView Q1 2024"
*4. CBRE K.K., "Japan Retail MarketView Q1 2024"
*5. Ministry of Health, Labour and Welfare, "2023 Basic Survey on Wage Structure"

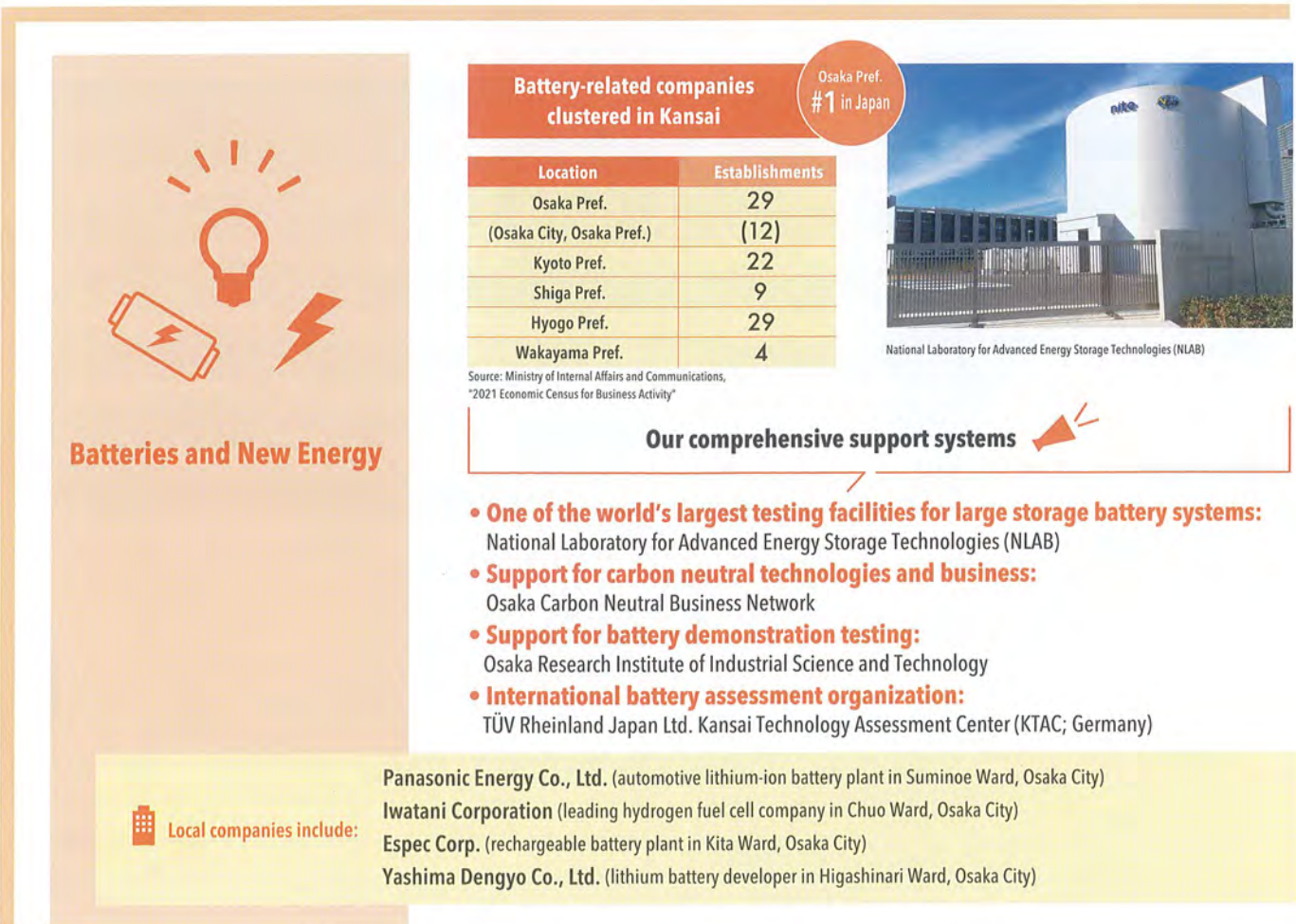
Avg. business area office rent (mth/m²)

Shin-Osaka	4,412yen
Umeda	6,582yen
Nakanoshima	5,973yen
Hommachi	4,330yen

Source: CBRE K.K., "Japan Office MarketView Q1 2024"

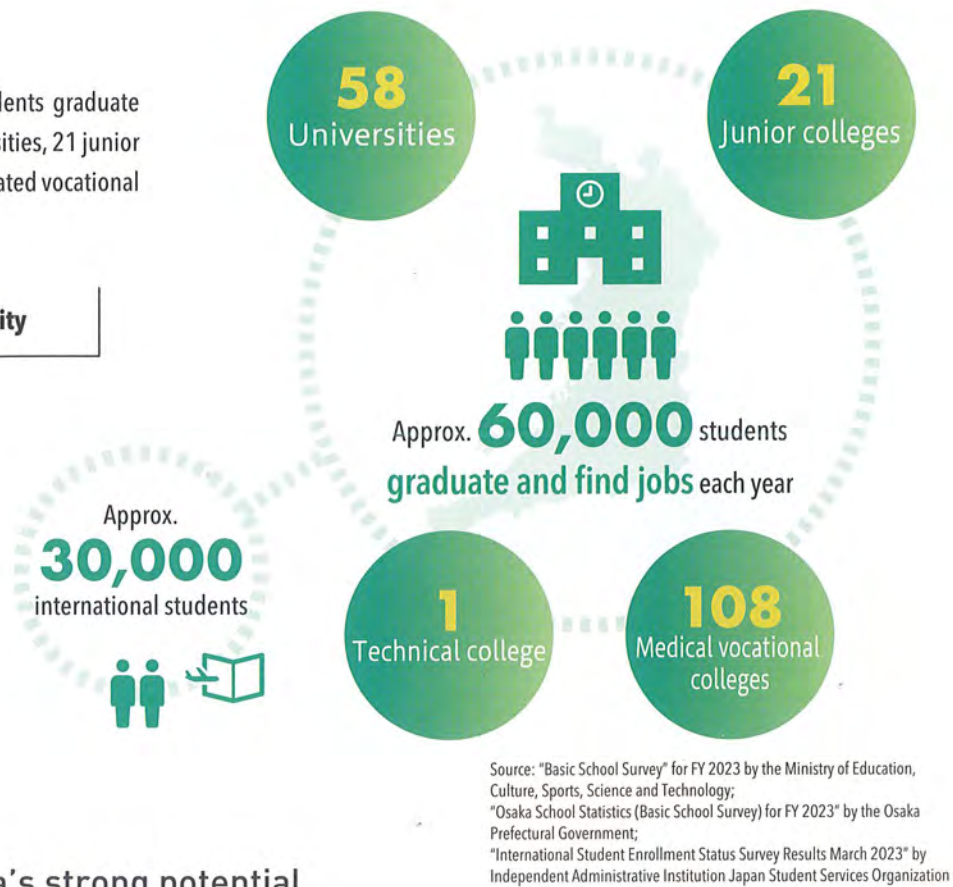


► Strengths in life science and new energy



► Large talent pool

In Osaka Prefecture, approximately 60,000 students graduate and enter the workforce each year from 58 universities, 21 junior colleges, 1 technical college, and 108 medical-related vocational colleges.



► Rankings that show Osaka's strong potential



2 Osaka's Plentiful Business Opportunities

► Hosting Expo 2025 Osaka, Kansai

The Expo will drive economic growth in Osaka and Kansai. The Expo venue will showcase the future of society and demonstrate the world's most advanced technologies and social systems.

Event overview

Theme Designing Future Society for Our Lives

- **Concept** People's Living Lab
- **Dates** April 13 – October 13, 2025

Visitors

28.2 million (est.)

Site

Yumeshima Island,
Konohana Ward, Osaka City

Examples of technology and systems for demonstration/implementation

Carbon neutrality
5G networks, other digital tech
Next-gen mobility such as flying cars

PROJECT

The City of Osaka and Osaka Prefecture will exhibit the Osaka Healthcare Pavilion Nest for Reborn to show Osaka's future potential.

Theme REBORN

Future of medical care **Future of food** **Future entertainment**

Image courtesy of EXPO 2025 Osaka Pavilion Association

► Grand Green Osaka Project

The Umekita Phase 2 Development Area under development on the north side of JR Osaka Station will show people in the Kansai region, throughout Japan, and abroad a vibrant and creative life model, **Osaka MIDORI LIFE**, by creating a dynamic urban space that blends in with greenery, facilities that kick off innovation, and a setting and framework for citizens and companies to take on new challenges.



► Osaka as backup location for head office functions

Osaka has potential as a backup location for head office functions, offering convenient transportation, a large business region, and readily available talent, in addition to less risk of simultaneous disasters compared to the Tokyo metropolitan area. Many companies have chosen Osaka as their backup location. Osaka is ideal for strengthening emergency response capabilities as well as developing business in normal times.

Companies across a wide range of industries have chosen Osaka.

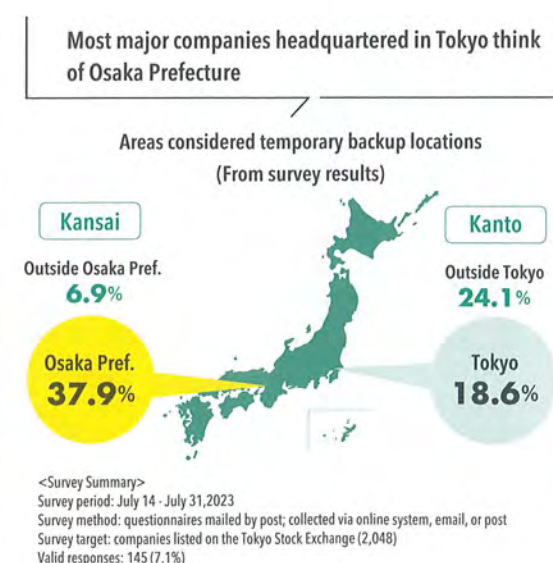
View examples of companies already in Osaka at this website.

(Japanese)

Why do you need a backup office?

Japan is prone to many disasters due to its geographical and natural characteristics. Even the Tokyo metropolitan area faces risks from major earthquakes or volcanic eruptions of Mt. Fuji. Keeping head office functions running not only minimizes damage, but also leads to enterprise growth by maintaining and improving corporate value and earning trust.

schedule	
Opening Schedule	
— September 2024 ☀	Some facilities open
— Spring 2025 🌿	South building open
— Spring 2027 🌿	Opening all park areas
— FY2027	Full opening



► Forming a startup ecosystem city to create innovation

The Japanese government selected Osaka as a global city. Looking ahead to hosting Expo 2025 Osaka, Kansai and creating a smart city, companies, universities, and government are partnering to produce globally successful startup firms and create a globally competitive startup ecosystem. This effort is concentrated in the Umekita area and its accumulated resources for producing innovation.

PROJECT 1

Osaka Innovation Hub (OIH)

This center of innovation opened in Osaka's Umekita area in 2013. With its theme "From Osaka to the world," OIH hosts events to help create and scale up new businesses, shapes business communities, and supports business creation.

PROJECT 2

Hack Osaka

The City of Osaka hosts this international innovation conference that creates opportunities to connect players of Osaka, Kansai with a worldwide network through global interaction.

PROJECT 3

Global Innovation Forum (GIF)

The Osaka Chamber of Commerce and Industry (OCCI) and the Osaka Business and Investment Center (O-BIC) hold this international startup exhibition and business conference with a focus on matching that leads to business creation for Japanese companies.

► Business creation support for enterprises with advanced tech

SUPPORT 1

Concept Demonstration Promotion Team Osaka (Osaka Pref., Osaka City, OCCI)

Local governments and economic organizations in Osaka collaborate to support pilot projects with advanced technology, whether by startups or major companies.

- Provide/refer testing fields
- Refer testing support services
- Support public relations activities at the time of demonstration tests

SUPPORT 2

TEQS, support center for business using advanced tech

- Incubation facilities
- Acceleration program
- Support for IoT and robot demonstration tests
- 5G open lab

Dental technicians test XRF's feasibility in a 5G network.

Seeking to become the Global Financial City OSAKA

Osaka Prefecture, the City of Osaka, economic circles and various other organizations are united in a public-private effort to utilize Osaka's strengths and potential to make Osaka into a global financial city with distinctive traits and functions. Strengthening the financial functions that are the lifeblood of the economy to attract domestic and foreign investment and create a new pillar for economic growth in Osaka and the Kansai region to promote further prosperity and development. In addition to providing preferential tax benefits and subsidies directed at foreign financial firms seeking to enter Osaka, we are pursuing efforts to deregulate the area as a special zone for finance and asset management.

Global Financial City OSAKA

Osaka Global Financial One-Stop Support Center

3 Osaka's Diverse Expanding Companies

CRUST JAPAN K.K.



HP ▶ <https://www.crust-group.com/sg>

Business Overview

Professional services (foodtech company upcycling food loss)

Reason for choosing Osaka City

"Our representative in Japan was operating his own business in Osaka, and when we considered the size and convenience of the city and the fact that Osaka will host the Expo, we naturally gravitated here. Being at the center of the economy, Osaka has lots of inbound tourism, and the political, business, and cultural communities are teaming up to host Expo 2025 Osaka, Kansai and make it a success. So, the city has the energy that creates maximum synergy for a startup like us."

Support from Osaka City

- Referrals to legal and labor specialists
- Business matching
- Help with PR on website

Haier Group Japan Region

Jingguo Du, CEO



Haier
Japan Region

HP ▶ <https://haier.co.jp/en/>

Business Overview

Electrical machinery and appliances manufacturing (sales, technical development, group supervision for the Aqua and Haier brands in Japan)

Reasons for choosing Osaka City

"We chose Osaka because we were building a partnership with Sanyo Electric and their headquarters was here at the time. Osaka is a modern city with an environment that's easy for people from any country to live in. The IoT age, when all sorts of things in our lives are connected over the internet, is coming, so we want to take advantage of the Osaka, Kansai Expo to accelerate IoT development in Osaka and elsewhere in the Kansai economy."

Support from Osaka City

- Help with PR on website

Business Overview

Professional services (prevention of complications arising from diabetes)

Reason for choosing Osaka City

"We initiated a project to help prevent foot amputations resulting from diabetes in response to needs presented by Malaysia. The project included establishing a base in Osaka to facilitate assistance for specialized businesses, in Japan and overseas, from JETRO Osaka, the Osaka Chamber of Commerce and Industry, IBPC Osaka, and other organizations. Osaka has a strong sense of community and humanity where people come together and support one another."

Support from Osaka City

- Help with PR on website
- Business matching
- Support for international business expansion

Second Heart Inc.

Yukihiro Ishida, CEO



HP ▶ <https://www.secondheart.co.jp/en>

Vertex Co., Ltd.

Yuji Kajio, Representative Director



HP ▶ <https://vertex-c.co.jp/> (Japanese)

Business Overview

Real estate (provides services ranging from consulting to referrals, management, and remodeling [many things involving real estate])

Reasons for choosing Osaka City

"After Kanto, we have the most customers in Kansai. We chose Osaka for our Kansai location because it would be easier to provide support to customers living in Kansai. Considering that there are many customers in Osaka and that it's easy to get to big cities like Kobe and Kyoto, we chose Osaka for our Kansai location. Osaka is attractive for business because of the large population and good access to other big cities."

Support from Osaka City

- Subsidy for locating head office functions
- Information on incentive programs
- Business Support Office (BSO)

ENTER FORCE Co., Ltd.

Hiroshi Ikeda, Representative Director



HP ▶ <https://enter-force.co.jp/> (Japanese)

Business Overview

Entertainment (runs pro esports team ENTER FORCE.36, manages players)

Reason for choosing Osaka City

"The most important thing about running a pro esports team is a close connection with the city. The city's people, companies, government, and public-private cooperation are essential to providing the dream of sports. Meanwhile, it's important for the players who lead lives in a competitive environment to have somewhere they can have fun and relax. Osaka's economy is a good size and does well keeping up with fast-changing trends. The people are energetic and lively. There are sightseeing spots and good access to nearby cities. There are also good business opportunities and lots of entertainment. That's our impression. Osaka lets us do esports like nowhere else."

Support from Osaka City

- Business matching
- Help with PR on website

BOTMIND K.K.

Muthuvelan T, Representative



botminds.ai

HP ▶ <https://promantusinc.com/>

Business Overview

IT services (Agentic AI for Hyper Transformation)

Reasons for choosing Osaka City

"Both Osaka Prefecture and Osaka City are proactive in attracting overseas companies and provide a wide range of support necessary for overseas companies to expand into the city."

Support from Osaka City

- Business matching
- Information on real estate property

4 Osaka's Comprehensive Support for Expansion

Support

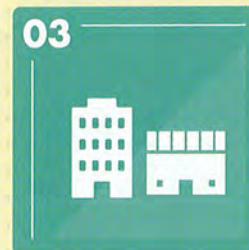
Support Menu for Expansion into Osaka City



01 Expert referrals
(legal, taxes, labor, hiring, etc.)



02 Free rental offices



03 Information on properties
(offices, factories, etc.)



04 Business matching assistance

► Free rental office: Business Support Office (BSO)

BSO Overview

Rental offices available for a limited time to prepare your expansion into Osaka City.



Private room



Shared office



PORT (6F, ITM, ATC Bldg.)

BSO Advantages

- Merit 1** Can prepare your expansion with market research and job interviews.
- Merit 2** Can hold down initial investments with free rooms.
- Merit 3** Can use the address to establish a Japanese subsidiary.
- Merit 4** Full communications equipment so you can begin working the day you move in.
- Merit 5** PORT (free office lounge) and everything you need in ATC's surrounding area: ATMs, post office, restaurants, etc.

Who has used the BSO?

More than **190** companies and organizations have used the BSO since its opening in 2004.

Address

4F, ITM, ATC Bldg., 2-1-10 Nankokita, Suminoe-ku, Osaka

Available to

A Japanese or foreign company or a foreign government agency with a plan to expand or further invest in Osaka City, such as by opening an office

Availability duration

Max 6 months (renewable in 2-month increments)

Fees

Free rooms (Users pay telephone/fax communication fees)

Deposit

50,000 yen for a private room,
20,000 yen for the shared office

► Incentives available for expansion in Osaka City

For incentive details and how to apply ►►►



◆ Subsidy programs ◆

💡 Eligibility

¥ Subsidy ratio/limit (1US\$=160JPY)

Subsidy for locating head office functions

Enterprises locating a new office with head office functions in Osaka City

Subsidy of up to 50% of building rent, up to 1 million yen (6,250US\$)/month
Subsidy available for 24 months

Regional tax breaks

Advanced businesses in new energy and/or life science and businesses to support them

Rate on below regional taxes: as low as 0% for 5 years + as low as 50% for 5 years
Municipal tax: corporate municipal tax, fixed asset tax, office tax, city planning tax
Prefectural tax: corporate prefectural tax, corporate enterprise tax, real estate acquisition tax

Subsidy for promoting prefectural investment

SMEs building or remodeling R&D facilities recognized as advanced businesses in fields such as life science and new energy

5% of the costs for premises, machinery and equipment, etc. (10% for companies that have their head offices, factories or research and development facilities in the Prefecture) will be subsidized (up to 30 million yen / 187,500US\$)

Subsidy for business start-up of foreign-capital enterprise

Foreign companies, etc., which have their offices with headquarters functions in Osaka Prefecture

If acquiring a building: 5% subsidy of expenses for the building, machinery, etc. (up to 100 million yen / 625,000US\$)
If renting a building: subsidy of one-third of rent, etc. (for 24 months) (up to 60 million yen / 375,000US\$)

Tax system for stronger regional locations (relocation)

Companies relocating head office functions to Osaka City from Tokyo's 23 wards

Office tax cut: 25% special depreciation or 7% tax exemption for the price of obtaining a special business facility
Hiring tax incentive: tax exemptions according to the number of employees hired at a special business facility

O-BIC Support Program for Foreign Companies

Foreign companies that have established a main office or branch office in Osaka Prefecture

Expenses for obtaining registration: up to 100,000 yen (625US\$)

Subsidy Program for Foreign Financial companies, etc., Establishing a Base in Osaka City

Foreign financial companies, etc., to establish a new business location in Osaka City

Preliminary Survey: Up to 1.1 million yen (6,875US\$) for office leases and initial expenses related to leasing an office space.
Base Establishment: Half of the total amount (max. 10 million yen / 62,500US\$) of office lease payments and initial expenses related to leasing an office space, furniture fixtures and equipment purchases, and recruitment expenses.

Local Tax Reduction System for Overseas Financial Corporations

Foreign financial firms engaged in asset management that are setting up business in Japan or Osaka City for the first time

Up to 100% reduction of regional taxes (corporate inhabitant tax (corporate prefectural tax, corporate municipal tax) and corporate enterprise tax) for up to 10 years.

► Cooperation with main agencies/organizations supporting companies expanding to Osaka

Osaka Business and Investment Center (O-BIC)

Support for foreign companies expanding to Osaka

Osaka Business Development Agency

Support for Osaka SMEs and entrepreneurs

Japan External Trade Organization (JETRO)

National agency encouraging trade and investment


Osaka Innovation Hub (OIH)


Center for creating innovation in Osaka City

MAP



▼ Please feel free to contact us for more information.

 <https://www.investosaka.jp/eng/>

 info@investosaka.jp



Facebook >



LinkedIn >



Publisher: The City of Osaka, Business Development Department, Economic Strategy Bureau
Date: August 2024

Towards a brighter future for all

Expo 2025

Osaka, Kansai, Japan



Period: **Sunday, 13 April to Monday, 13 October, 2025**

Venue: **Yumeshima Island, Osaka** Opening Hours: 09:00 to 22:00

Theme: Designing Future Society for Our Lives

Expo 2025 Osaka, Kansai, Japan will be an opportunity for the world to come together in one place under the theme of "Life." We hope that the Expo will foster the exchange of diverse values from around the world, encourages new connections and creations, overcome global challenges, safeguard each and every life, and by reflecting on the essence of life and how we live, we hope to make it an Expo that presents a vision of hope for the future.

Expo 2025 Osaka, Kansai, Japan Official Website



Expo 2025



Expo 2025 Osaka, Kansai, Japan
Official Theme Song

"Kono Hoshi no Tsuzuki wo" by KOBUKURO

Expo 2025 Osaka, Kansai, Japan Official Social Media





Official Participants' Pavilion

Over 160 countries, regions, and international organisations will showcase their latest technologies and unique cultures. Experience each country's diverse lifestyles, technological innovations, traditions, and future-oriented initiatives.



Australia
Chasing the Sun



Republic of Austria
Austria. Composing the Future



Kingdom of Belgium
Water



Canada
Regeneration



People's Republic of China
Building a Community of Life For Man And Nature
— Future Society of Green Development —



Czechia
Talent and Creativity for Life



French Republic
A hymn to Love



Federal Republic of Germany
Wa! Germany



Republic of Indonesia
Thriving in Harmony: Nature, Culture, Future



Ireland
Creativity Connects People



Italy
Art regenerates Life



Republic of Korea
With Hearts : Connecting Hearts,
Lives in Bloom



State of Kuwait
Visionary Lighthouse



Grand Duchy of Luxembourg
Doki Doki – The Luxembourg Heartbeat



Principality of Monaco
Take Care of Wonder



Kingdom of the Netherlands
Common Ground



Sultanate of Oman
Earth, Water, and Humanity



Republic of Poland
Poland. Heritage that drives the future



Portuguese Republic
Ocean, the blue dialogue



State of Qatar
Bridging Cultures, Shaping Futures



Kingdom of Saudi Arabia
Together for a Better Future



Republic of Singapore
Where Dreams Take Shape



Kingdom of Spain
KUROSHIO



Swiss Confederation
Life, Planet, Augmented Human



Kingdom of Thailand
Thailand Connecting Lives for Great Happiness



Turkmenistan
Inspiring a Better Tomorrow



**United Kingdom of
Great Britain and Northern Ireland**
Come Build the Future



United States of America
Imagine What We Can Create Together



Republic of Uzbekistan
Garden of Knowledge



Nordic Pavilion
(Iceland, Sweden, Denmark, Norway, Finland)
Nordic Circle



*This page contains images and themes of some Official Participants' Pavilions that have released perspective images as of June 2024. The Official Participants' pavilions are listed in alphabetical order.

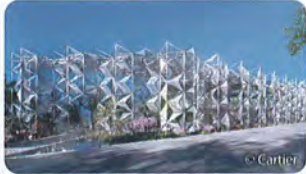


Domestic Pavilions



Courtesy of the Ministry of Economy, Trade and Industry
Japan Pavilion

With the theme of "Between Lives," the exhibition provides an opportunity for visitors to realise that they are alive through connections and circulation with other life, and that they are part of the lattice of life that is Earth.



Women's Pavilion in collaboration with Cartier

Based on the concept of "When women thrive, humanity thrives - towards a future where we live and shine together," we aim to use the experiences and perspectives of women to create an opportunity to form a world where all people can live truly equally, respect each other, and walk together in harmony while demonstrating their abilities.



Courtesy of the EXPO 2025 Osaka Pavilion Association
Osaka Healthcare Pavilion

With the theme of "REBORN," this exhibition will provide an experience that allows both children and adults to enjoy experiencing the possibilities of Future Osaka from the perspectives of life and health.



Courtesy of the UNION OF KANSAI Governments
KANSAI PAVILION

The nine prefectures of Shiga, Kyoto, Hyogo, Nara, Wakayama, Tottori, Tokushima, Fukui, and Mie will exhibit under the theme, "The Brilliance of Kansai's Rich History and Its Present Day," creating their own unique exhibition spaces to showcase diverse attractions such as the history, culture, and sights of the Kansai region.



Pavilions for the Private Sectors



Sponsor: NIPPON TELEGRAPH AND TELEPHONE CORPORATION
NTT Pavilion "Natural"

Using the next-generation infrastructure "IOWN," we will show you the shape of communication in the future, which will enable you to share space and sensations with people and things far away, transcending physical distance and psychological barriers.



Sponsor: The Federation of Electric Power Companies of Japan
Electric Power Pavilion - Eggs of Possibilities

Like no other in the world, the "egg-shaped portable device" is created specifically for you and is looking forward to your visit. Let's move and feel the light and sound together! You will touch the energy technologies that are pioneering the future.



Sponsor: Sumitomo EXPO2025 Promotion Committee
Sumitomo Pavilion

In order to help people maintain an interest in the social and environmental issues we face, we will provide interactive experiences in which they can encounter various "stories of life" in the forest, as well as the experience of planting trees.



Sponsor: Panasonic Holdings Corporation
Panasonic Group Pavilion "NOMO NO KUNI"

Here at "The Land of NOMO" we will provide each child with an experience that will change their mindset, giving them the power to believe in themselves and the courage to take a step forward.



Sponsor: Mitsubishi General Committee for Expo 2025 Osaka, Kansai, Japan
Mitsubishi Pavilion

The Mitsubishi Pavilion is like a mother ship sitting on the ground. It will take you on an epic journey through life, from the unknown deep sea to the distant universe.



Sponsor: YOSHIMOTO KOGYO
YOSHIMOTO Pavilion warai myrail

Our dream is for "warai" (smiles) to become a global language, spreading new possibilities for laughter, demonstrating its power to connect children around the world with smiles, transcending both language and culture.



Sponsor: Pasona Group Inc.
PASONA NATUREVERSE

The various exhibits on the theme of "Body, Mind, and Bonds" allow visitors to learn about the history of life, experience human knowledge and designs for future society, and convey gratitude for life.



Sponsor: ZERI Japan
BLUE OCEAN DOME

The theme is "Revitalization of the Ocean." Through this dramatic visual experience, we hope to inspire behavioural change towards the Earth and the ocean, raise awareness of sustainable use of the ocean, and work to realise the "Osaka Blue Ocean Vision."



Sponsor: Bandai Namco Holdings Inc.
GUNDAM NEXT FUTURE PAVILION

The spectacular world of Gundam is filled with new technologies and possibilities that have yet to be realised. Gundam provides an opportunity to spark an interest in new technology and space.



Sponsor: Tamayama Digital Tech Co., LTD
TECH WORLD

Based on the concept of "Connecting the World, Creating Better Future Lives," we use digital technology to perform and realize a vision of a future society in which we coexist with nature and connect with people, for a brilliant life.



Sponsor: The Japan Gas Association
GAS PAVILION OBAKE WONDERLAND

Based on the concept of "Bakero - Shape Our Future!", this pavilion talks about future technologies aimed at achieving carbon neutrality. Come enjoy the thrilling and exciting experience of transforming into the future together with "OBAKE (friendly shapeshifter)!"



Sponsor: Iida Group Holdings Co., Ltd.
Joint Pavilion Iida Group Holdings x Osaka Metropolitan Univ.

The Moebius shape draped in Nishijin textiles expresses the hope that all "living" beings can live happily. Here, you can experience the future community that is realised through the fusion of tradition and evolution.



Sponsor: Osaka Restaurant Management Association
ORA Gaijshoku Pavilion [~ UTAGE ~]

By making [~ UTAGE ~] known worldwide, we aim to bring hospitality, food experiences, new frontiers, excitement, and the development of the dining industry through [~ UTAGE ~].



Future Society Showcase



Sponsor: NIPPON TELEGRAPH AND TELEPHONE CORPORATION
Digital

Personal Agent for Visitors

We provide an Expo Site information app to help everyone get around the Expo Site without stress, supporting an efficient Expo experience.



Automatic Translation System

Automatic Translation System

We provide various tools equipped with a purely domestic translation engine to create a futuristic communication environment free of "language barriers."



Sponsor: NTT
Virtual

Virtual Expo Site

The Yumeshima Island site will be reproduced using 3DCG in an online space, and users will be able to walk around the virtual site using an avatar. At the physical Yumeshima Island site, visitors can also enjoy AR content.



Sponsor: Research Institute of Innovative Technology for the Earth (RITE), OSAKA GAS CO., LTD
Green

Carbon Recycle Factory

Able to see demonstration facilities for technologies that will contribute to the realization of a carbon-neutral society, such as technology that captures CO2 directly from the atmosphere (DAC) and methanation that synthesizes e-methane from CO2 and H2.



Sponsor: The Kansai Electric Power Company Incorporated, OSAKA METRO CO., LTD
Smart Mobility

Electric Buses

The Buses that automatically is charged electric power by themselves while in motion. You could get experience to ride in it and enjoy as it takes you around the Expo Site.



Sponsor: Iwatani Corporation
Hydrogen Ship

Hydrogen Ship

This provides a smarter, cleaner means of transportation for visitors travelling to the Expo Site by sea.

Signature Project (Brilliance of Life Project)



Signature Pavilions

Creative pavilions led by eight producers who play active roles at the forefront of their fields. This is a place where every visitor can explore life and update their understanding of it.



©SANAA



©SANAA

Theme "Resonance of Lives" Better Co-Being

"Resonance of Lives" is a pavilion without a roof or walls. It aims to be a place where nature, which changes with the seasons, weather, and time of day, resonates with visitors, creating a shared journey towards the future. Experience various forms of resonance, including an installation where you can create a rainbow together.



MIYATA Hiroaki
Professor, Keio University



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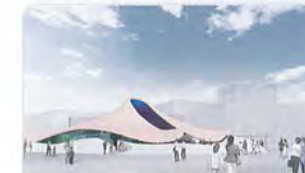
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Theme "Invigorating Lives" Playground of Life: Jellyfish Pavilion

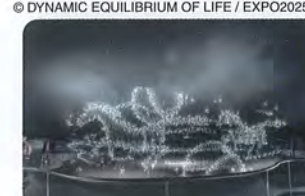
This project aims to create relationships with a variety of worlds and totally transform what it means to learn, play, create, and "live", not only during the Expo but before and after it. This is a journey to explore an inclusive "co-creation" (democratisation of creativity) society for the future filled with playfulness and hope.



NAKAJIMA Sachiko
Musician, mathematician and STEAM educator



© DYNAMIC EQUILIBRIUM OF LIFE / EXPO2025



© DYNAMIC EQUILIBRIUM OF LIFE / EXPO2025

Theme "Quest of Life" DYNAMIC EQUILIBRIUM OF LIFE

Life exists in the grand flow that begins from a single cell. At our pavilion, we would like to hand over our philosophy to redefine life for a better society and future of the Earth. It will shake your view of life to its very core and rediscover the meaning of life and hope.



FUKUOKA Shin-ichi
Biologist, Professor, Aoyama Gakuin University



© EARTH MART / EXPO2025



© EARTH MART / EXPO2025

Theme "Cycle of Lives" EARTH MART

Thinking about life through food. In an ambience reminiscent of a shopping experience in a supermarket, you can have an opportunity to rethink what you may have taken for granted about food while sharing the joy, importance, and gratitude of "sharing a meal" with people from all over the world, within the limited resources of the Earth.



KOYAMA Kundo
Broadcast writer, Vice President of Kyoto University of the Arts



©FUTURE OF LIFE / EXPO2025



©FUTURE OF LIFE / EXPO2025

Theme "Amplification of Lives" Future of Life

Half a century has passed since the Japan World Exposition Osaka 1970—we believe that human life in the future will be designed by technology, designed by technology. "Life" within technology (robots). Amplifying possibilities in "life".



ISHIGURO Hiroshi
Professor, Osaka University
Visiting Director, ATR Hiroshi Ishiguro Laboratories



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Theme "Forging Lives" null²

This giant structure shifts and transforms the surrounding scenery and people, creating a new and unknown visual experience. Visitors will experience their bodies being digitalised, transformed organically, and moved autonomously within the pavilion. These two experiences are the first-ever rediscovery of the mirror in recorded history.



©Ninagawa Mika
OCHIAI Yoichi
Media Artist



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Theme "Totality of Life" LIVE EARTH JOURNEY

We express the ephemeral, precious, powerful, loving, beautiful brilliance of life, and the connections between all life that dwells in the universe, the oceans, and on land. We strive towards a paradigm shift from the human-centred to the life-centred, and appealing to the importance of protecting and nurturing life.



KAWAMORI Shoji
Animation Director, Mechanic Designer, Vision Creator



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Theme "Embracing Lives" Dialogue Theater - sign of life -

People create boundaries between one another due to their differences. However, people are emotional beings that can communicate with each other. Accepting one another through communication and changing ourselves will lead to a better future. Communication from our hearts will take place in this forest-like theater.



©LESLIE KEE
KAWASE Naomi
Filmmaker

Future Society Showcase

The Expo Site will serve as a showcase of future society, incorporating cutting-edge technologies and systems to realise a glimpse of what that future holds.



Future-Life Future City

The Future City will present its vision, "To the city of happiness." A pavilion that allows you to virtually experience a representation of "the city of happiness" on a grand scale brought to life through a variety of innovations.



EXPO Arena "Matsuri"

For holding outdoor events, such as large-scale live performances, video screenings, and festivals.

Capacity: 16,000 max
Covered stage and large video displays



EXPO Exhibition Center "WASSE"

This is a centre for dialogue events and business exchanges aimed at solving global issues, as well for exhibitions and trade fairs.

Building area: Approx. 4,900 m²
Capacity: Approx. 3,000



Smart Mobility

Advanced Air Mobility (AAM)

At the Mobility Experience, we aim to provide a vertiport within the Expo Site and enable the flying of AAM vehicles between it and a vertiport outside the Expo Site.



Future-Life

Future Life Village

(Future Life Experience & "TEAM EXPO Pavilion")

Here, you will experience future lifestyles and actions for the future, as well as think together and co-create what future society will look like.

Gallery WEST

Rotating exhibitions featuring anime, fashion, and more will be displayed here during the Expo.

Exhibition area: Approx. 600 m²

West Gate Bus Stop

Pop-Up Stage West

Pop-Up Stage North

Pop-Up Stage Inner East

Pop-Up Stage Outer East

Domestic Pavilions / Pavilions for Private Sectors

East Gate, Yumeshima Station, Osaka Metro Chuo Line

Official Participants' Pavilion

Signature Pavilions

Water Plaza



Forest of Tranquility

The Forest of Tranquility is an especially peaceful and relaxing spot amidst the hustle and bustle of the Expo Site.

Pop-Up Stage South

Gallery EAST

Rotating exhibitions featuring anime, fashion, and more will be displayed here during the Expo.

Exhibition area: Approx. 300 m²



EXPO National Day Hall "Ray Garden"

For National Day and Special Day ceremonies, as well as other theatrical events.

Seating capacity: Approx. 500



EXPO Hall "Shining Hat"

For theatrical events such as music, drama, performing arts, and futuristic entertainment.

Capacity: Approx. 1,900
Hall with central stage and large video display



The Grand Ring

When completed, this will be one of the world's largest wooden structures, with a total circumference of approximately 2 km, a building area (horizontal projection area) of approximately 60,000 m², a height of 12 m (20 m on the outside), and an inner diameter of approximately 615m. From various locations on the roof of the Grand Ring, you can enjoy panoramic views of the entire Expo Site. If you look outside the Grand Ring, you can appreciate the appeal of the Expo Site, surrounded by sea and sky, including the abundant nature of the Seto Inland Sea and a view bathed in the light of the setting sun.



One World, One Planet.

TBD

**If the world were
one country (planet)**

**Scheduled to be held every day after
sunset during the Expo**



In a wishful moment that unites the hopes of people from around the world, the Expo site's sound and video systems, as well as the devices carried by visitors, synchronise and light up like the cells of a single large organism.

*Note: The above two are currently preliminary plans for the main events (proposals). Further details will be announced separately.

THE HUMAN ORCHESTRA

TBD

**The future orchestra in which
every person's individuality plays**

**Scheduled to be held in the EXPO Hall for
about 8 days from the opening day of the Expo**

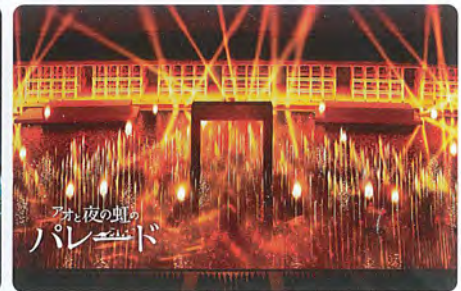


Each individual, with their diverse personalities, plays their own unique and original sound, and by recognising and resonating with each other's differences, they become one beautiful orchestra of the future.

A Spectacular Show of Water and Air "Under the Midnight Rainbow"

**This water show takes place on the "Water Plaza,"
the water inside the Grand Ring, and combines water, air, light, fire, images, and music.
On the water, a huge stage space will be created approximately 200 metres wide,
approximately 60 metres deep, and with a show area of approximately 8,800 square metres.**

Scheduled to be held daily at the Water Plaza after sunset during the Expo (184 days)



(Sponsored and images provided by: Suntory Holdings Limited, Daikin Industries, Ltd.)

National Days, Special Days and Other Events



National Days (for countries and regions) and Special Days (for international organisations) are days to honour the participation of the Official Participants. They will be held to deepen the understanding of the culture of the Official Participants and contribute to the promotion of international goodwill. On these days, distinguished guests from Japan and abroad will be invited by the Official Participants to attend ceremonies and cultural events.

**A diverse array of events will be held
every day, designed to be thrilling and exciting
while also providing opportunities
for learning and discovering new things.**



- Events where you can experience and interact with diverse international cultures
- Events where you can experience the theme of the Expo, Designing Future Society for Our Lives
- Events led by children and young people who will shape the future
- Events showcasing Japan's traditional and modern culture
- Events promoting Japan's regional highlights and attractions
- Events where you can experience cutting-edge science, engineering, new digital technologies,

and more



Advance tickets are a great deal!

First-come, first-served basis,
starting six months prior to your desired admission date



Pavilion & Event Entry Slot Lottery Application / Available Slot Application

Up to five choices can be made for each lottery *Maximum of one slot per win

25 September to 6 October, 2024

3 to 2 Months Before the Day Before Your Visit

1 Month to 8 Days Before Your Visit

3 Days to 1 Day Before Your Visit

On the Day (inside the Expo site)

Exclusive Bonus for Purchasing Super Early Bird One-Day Tickets

Pavilion & Event Lottery Application Period (with reservation)

Winners announced gradually from 7 to 12 Oct.

Winners announced 2 months prior

Winners announced 7 days prior

Available Slot Reservation (first-come, first-served)

1 slot can be reserved

After 1 slot is used, a new slot can be reserved

Same-Day Registration

On the Day (inside the Expo site)

After 1 slot is used, a new slot can be reserved

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Sales Available from the Advance Sales Period

Ticket Information		Adult (18 y/o+)	Junior (12 - 17 y/o)	Child (4 - 11 y/o)
Opening Ticket	One entry allowed from 13 to 26 Apr., 2025	4,000 JPY	2,200 JPY	1,000 JPY
First-Half Period Ticket	One entry allowed from 13 Apr. to 18 Jul., 2025	5,000 JPY	3,000 JPY	1,200 JPY
Super Early Bird One-Day Ticket	One entry allowed at any time during the Expo [Sales] From 30 Nov., 2023 to 6 Oct., 2024	6,000 JPY	3,500 JPY	1,500 JPY
Early Bird One-Day Ticket	One entry allowed at any time during the Expo [Sales] From 7 Oct., 2024 to 12 Apr., 2025	6,700 JPY	3,700 JPY	1,700 JPY
Summer Pass (on sale until 31 Aug.)	Multiple entries allowed from 19 Jul. to 31 Aug., 2025, every day after 11:00	12,000 JPY	7,000 JPY	3,000 JPY
Season Pass (on sale until 3 Oct.)	Multiple entries allowed from 13 Apr. to 3 Oct., 2025, every day after 11:00	30,000 JPY	17,000 JPY	7,000 JPY
Special Ticket (on sale during the Expo)	A guest with a disability certificate and an accompanying guest (assistant) can enter	3,700 JPY	2,000 JPY	1,000 JPY

On Sale During the Expo

Ticket Information		Adult (18 y/o+)	Junior (12 - 17 y/o)	Child (4 - 11 y/o)
One-Day Ticket	One entry allowed at any time during the Expo	7,500 JPY	4,200 JPY	1,800 JPY
Weekday Ticket	One entry allowed on a weekday after 11:00, excluding Sat., Sun., and holidays	6,000 JPY	3,500 JPY	1,500 JPY
Night Ticket	One entry allowed during the Expo after 17:00	3,700 JPY	2,000 JPY	1,000 JPY

*Tax included. *Age refers to a person's full age (in terms of full years lived since birth) as of 1 Apr., 2025. Free admission for children 3 years old or younger. *All admission tickets are electronic tickets. They can be purchased via smartphone or personal computer. They can also be purchased from travel agencies and ticket agencies. *You must make a reservation for the day of your visit. *Group discounts are available. *Please visit the Association's official website for ticket details.

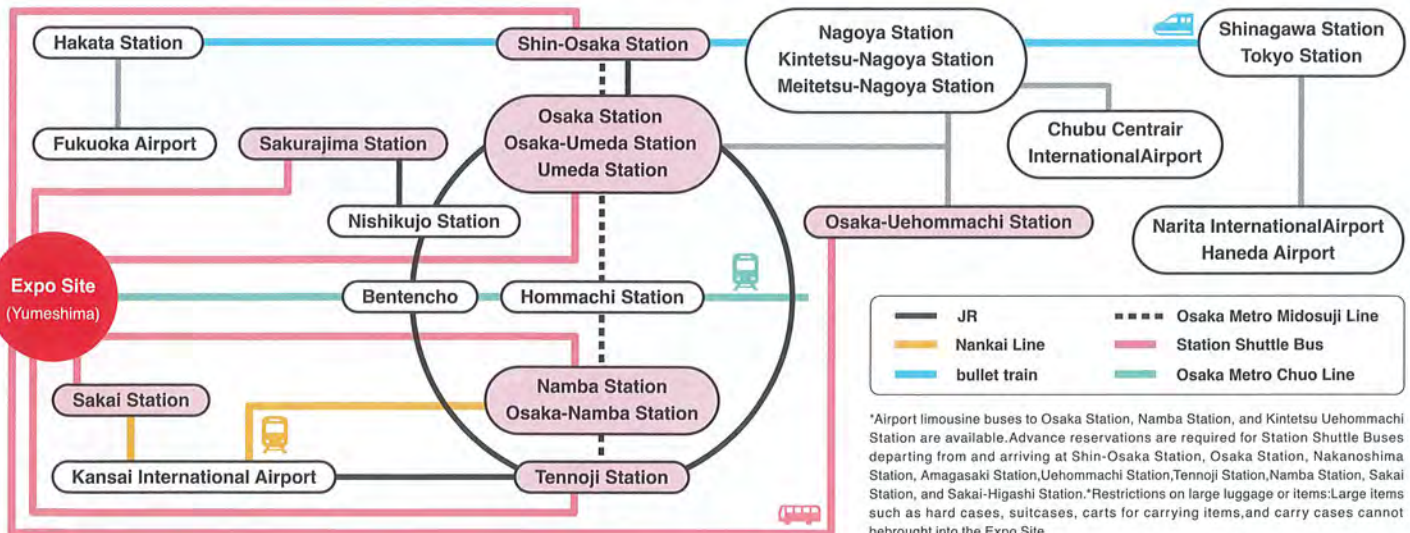
Purchase tickets here

Expo Tickets



Access

Please use public transportation, such as trains and buses.



*Airport limousine buses to Osaka Station, Namba Station, and Kintetsu Uehommachi Station are available. Advance reservations are required for Station Shuttle Buses departing from and arriving at Shin-Osaka Station, Osaka Station, Nakanoshima Station, Amagasaki Station, Uehommachi Station, Tennoji Station, Namba Station, Sakai Station, and Sakai-Higashi Station. *Restrictions on large luggage or items: Large items such as hard cases, suitcases, carts for carrying items, and carry cases cannot be brought into the Expo Site.

Expo 2025 Official Experiential Travel Guides

The site features videos introducing regions and event information, and also allows visitors to purchase products such as experiential travel packages related to the Expo theme.

Website Dates : 4 Apr, 2024 to 31 Oct, 2025

URL : <https://www.expo2025travel.jp/page/3/en>

Available languages: Japanese, English, Chinese (simplified and traditional), Korean



Enjoy sightseeing throughout Japan!



Next-generation Medical and Assistive Devices Experience Area

次世代医療機器等体験コーナー

EXPO Messe "WASSE"
North Hall

EXPO メッセ "WASSE"
北ホール

2025

6/21 SAT 29 SUN



Japan External Trade Organization

Japan External Trade Organization (JETRO)

日本貿易振興機構(ジェトロ)

Japan External Trade Organization (JETRO) is a government-related organization that works to help small and medium size Japanese firms develop their business to overseas. At EXPO 2025, JETRO and METI are hosting “Next-generation Medical and Assistive Devices Experience Area” in collaboration with the Health and Well-being Week. Visitors can enjoy cutting-edge medical equipment and services from Japan and experience the future.

日本貿易振興機構(ジェトロ)は、日本の中堅・中小企業の海外への販路開拓を支援している、経済産業省管轄の独立行政法人です。2025年大阪・関西万博では、健康とウェルビーイングウィークと連動し、「次世代医療機器等体験コーナー」を設置します。医療機器分野7社、福祉機器分野6社の合計13社の日本企業が出品し、テクノロジーを駆使した最新の機器を展示します。来場者の皆様には、普段見ることができない医療機器等に実際触って頂き、未来を体感していただけます。是非ご来場ください。



METI Medical and Assistive Device Industries Office

経済産業省 医療・福祉機器産業室

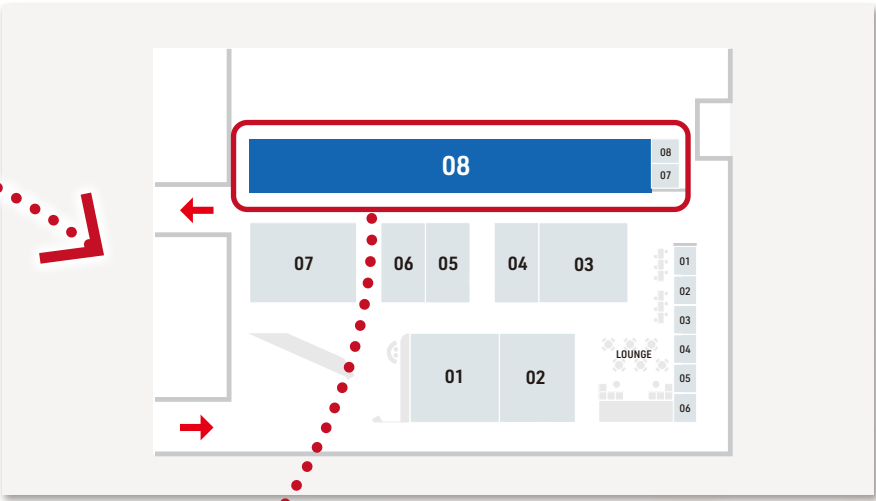
As the global demand for healthcare and long-term care continues to grow, the medical and assistive device industries, which form the foundation of these sectors, are expected to contribute significantly to people's health and experience substantial growth as industries. We, Medical and Assistive Device Industries Office, are committed to addressing social challenges and fostering economic growth in Japan through the development of these industries, implementing industrial policies such as research and development support.

世界的に医療及び福祉の需要が拡大する中、これらの基盤となる医療機器産業及び福祉機器産業は、人々の健康への貢献のみならず、産業として大きな成長が期待される分野です。経済産業省 医療・福祉機器産業室では、このような医療機器産業及び福祉機器産業の発展により、社会課題の解決のみならず日本経済の成長へとつなげることをミッションとして、研究開発支援などの産業政策を担っています。

EXPO SITE / W11
EXPO 会場／W11



EXPO Messe "WASSE" / North Hall
EXPO メッセ "WASSE"／北ホール

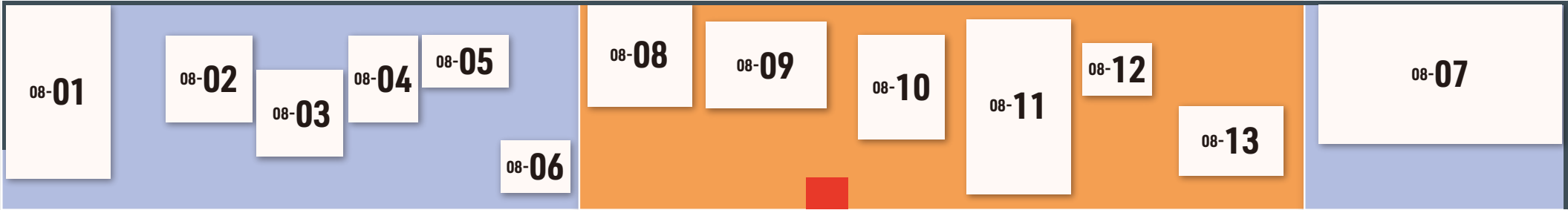


BOOTH MAP
ブースマップ

Medical Devices
医療機器

Assistive Devices
福祉機器

Medical Devices
医療機器



info

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08-01

Surgery Assistance Robot by ASAHI INTECC

朝日インテックによる
新コンセプト手術支援ロボット

A "Collaborative Assistant Robot" specialized in the role of an assistant.

助手の役割に特化した「協働型助手ロボット」。

腹腔鏡手術（開腹せず、お腹に開けた数か所の穴に、先端に小型レンズが付いた医療用カメラである内視鏡と手術器具を挿入してモニターテレビを見ながら行う外科手術）では、実際に手術を行う執刀医と数人の助手が必要です。手術支援ロボットは、執刀医のかたわらで「協働者（もう一人の外科医）」として数名の助手の役割を担い、腹腔鏡手術を支援します。



ANSUR サージカルユニット
30500BZX00025000

Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

Company Name	ASAHI INTECC CO., LTD.	出品者	朝日インテック株式会社
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<https://www.asahi-intecc.co.jp/en>



<https://www.asahi-intecc.co.jp/>

08-02

Next-gen Autofocus Eyewear to replace and extend focus

眼のピント調節機能を代替・拡張する
次世代アイウェア

A device that auto-adjusts focus, supporting the eye's natural focusing function

一人ひとりの目の見え方や見ているものに合わせて自動でピントを調節し、スムーズなオートフォーカスを実現するメガネ型デバイス。

センサーが対象物までの距離を測定し、小さな特殊レンズの形を瞬時に変えることで「眼の水晶体(レンズ)や毛様体筋(水晶体の厚みを変えてピント調整をする組織)の機能を再現」し、眼のピント調節機能をサポートします。

老視(いわゆる老眼)や近視(いわゆる近眼)、弱視(眼鏡をかけてもよく見えない状態)など見えにくさの課題を持つ方や目を酷使する方を主な対象とし、両手が塞がる精密作業や、近くと遠くを繰り返し見る場合などに適しています。



Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

Company Name	ViXion Inc.	出品者	ViXion株式会社
Contact Person	Rinsei SATO	担当者	佐藤 凜成
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<https://vixion.jp/>

English / 日

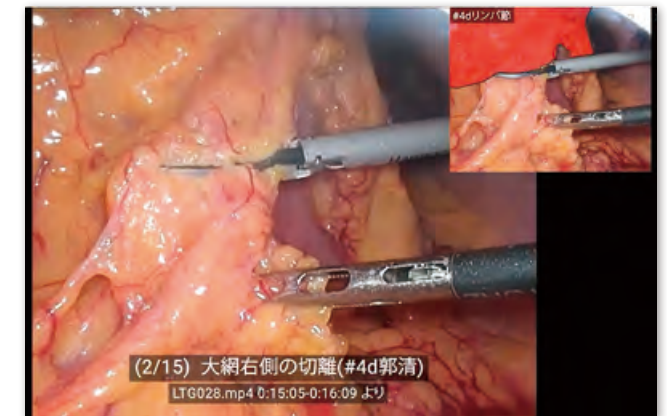
08-03

Metaverse Platform for Patient and Public Health Education

患者教育用メタバースプラットフォーム

You can experience the disease and treatment process in a virtual environment.

患者教育用メタバースプラットフォームでは、VRおよびメタバースという仮想空間・仮想現実の技術を活用することで、患者や一般の人々が疾患による臓器の状態を3Dで観察・体感することができます。治療の流れや疾患の進行を視覚的に学ぶことで、自身の治療時に医療従事者(医師や技師等)とのコミュニケーションを円滑化し、健康や疾患予防の意識向上にも貢献します。また、個別化された教育体験が可能で、体験者が自分の健康状態や生活習慣を再評価するきっかけを提供します。



Next-generation
Medical and
Assistive **D**evices
Experience **A**rea

■ Contact Information / 連絡先

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<https://www.surgstorage.com/>

English / 日

08-04

Tele-Eye Care Service by MITAS Medical

MITAS Medicalによる
遠隔眼科医療サービス

Experience MITAS Medical's MS1 – a tele-eye care service for seamless eye exams.

MITAS MedicalのMS1は、どこでも誰でも使える遠隔眼科医療サービスです。スマートフォンで簡単に撮影した高品質な眼の画像を、離れた場所にいる専門医と共有することで、迅速かつ正確な診断を可能にします。都市部から地方まで、また海外の多くの国でも導入され、眼科診療の効率化とアクセス向上に貢献しています。ぜひブースで実機をご覧ください。

Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

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20B1X10006000020



<https://www.mitasmedical.com/en/>



<https://www.mitasmedical.com/>

08-05

AI-based Endoscopic Diagnostic Imaging Support System

AI搭載の
内視鏡画像診断支援システム

Experience AI-based Endoscopic Diagnostic Imaging Support System.

内視鏡検査機器(胃カメラ等)から受信した胃内視鏡画像(胃の内壁画像)を解析し、画像上早期胃がんおよび腺腫(胃の粘膜に発生する良性の腫瘍、がん化するリスクもある)を疑う領域を検出し、モニターテレビに投影した胃内視鏡画像に矩形(正方形又は長方形)として表示するとともに音によって観察者に通知します。これにより、観察者に注意を喚起し、観察者が画像を解釈し病変検出することを支援します。

Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

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内視鏡画像診断支援ソフトウェア gastroAI
30600BZX00266000



<https://en.ai-ms.com/>



<https://www.ai-ms.com/>

08-06

Image Diagnosis Support AI produced by LPIXEL Inc.

エルピクセルの画像診断支援AI

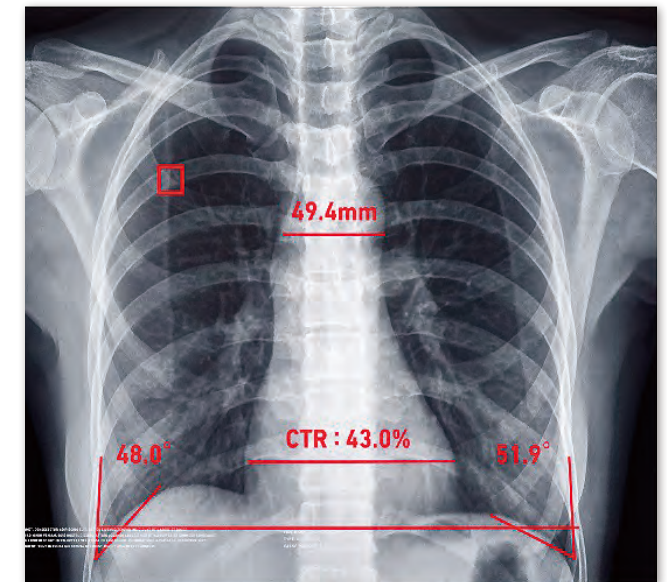
This system detects areas of suspected lesions, cancer, etc., in medical images.

画像診断支援AIは、胸部X線、CT(X線コンピュータ断層装置)、MRI(磁気共鳴画像装置)、大腸内視鏡(大腸内に小型カメラを挿入して動画・静止画を撮影する装置)などの医療画像から、がんなどの病変・所見が疑われる箇所を検出し、表示することで、医師の読影を支援するソフトウェアです。多い時で1日に何百枚もの画像を読み、診断を行う医師の、疲れや集中力低下に伴う「見落とし」の防止に寄与することが期待されます。展示モニターでは、医師が行なっている読影を体験しながら、画像診断支援AIによる検出結果をご覧ください。ことができます。

Next-generation
Medical and
Assistive Devices
Experience Area

Contact Information / 連絡先

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販売名：医用画像解析ソフトウェア EIRL Chest XR
30400BZX00285000

販売名：医用画像解析ソフトウェア EIRL Chest Metry
302AGBZX00101000



<https://lpixel.net/en/?top>



<https://lpixel.net/>

08-07

Robotic-Assisted Surgery System

手術支援ロボット

Robotic-Assisted Surgery is a cutting-edge approach for minimal invasive surgery

患者にやさしい、低侵襲な外科手術を実現するために開発されたロボットです。手術室内に設置したコックピットから医師が操作を行うと、手術器具や硬性内視鏡^{*1}が取り付けられたロボットアームが医師の動きを再現し、手術を支援します。

代表的な低侵襲手術である腹腔鏡下手術^{*2}は医師の技術習得に時間がかかるとされています。腹腔鏡下手術にロボットを用いることで、直感的な操作や高自由度の手術器具が使用でき、短期間の技術習得や精緻な手術による術後成績の更なる改善が期待されています。

^{*1} 先端にビデオカメラやライトがついた細長いスコープ。

^{*2} 数か所の小さな穴から手術器具や硬性内視鏡を挿入し、硬性内視鏡が捉えた体内の映像をモニターで確認しながら行う手術。



手術用ロボット手術ユニット
30200BZX00256000

Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

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<https://www.medicaroid.com/en/>



<https://www.medicaroid.com>

08-08

System detecting movement and vitals with mmWave radar.

ミリ波レーダーで動きやvitalを見守るシステム

It is a monitoring system that detects movements and vitals using mmWave radar.

周波数60ギガヘルツのミリ波レーダー(高速で大容量通信に適する)を用い、インターネット接続によるクラウド型の、人の動きを感知する見守りシステム。本体機器を見守る対象者の部屋に設置後、専用アプリをPCやタブレット等にセッティングして初期設定をすれば、見守る対象者に機器等を装着せずに転倒検知や起上り、ベッドイン状況等モニタリングできます。

ベッド位置を登録すれば、部屋のどこにいるのかをリアルタイムで把握でき、管理画面から徘徊(さまよい)の兆候やトイレの頻度も確認できます。

この見守りシステムと非接触型のセンサーを連携させ、心拍数や呼吸数を検知し異常が発生したら警報を鳴らすような仕組みを構築しました。



Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

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https://rgbnt.com/rgb_top/en/



<https://rgbnt.com/>

08-09

AI Nonomura Makoto - Digital Human for Nursing Homes

AI 野々村真と会話体験介護施設用デジタルヒューマン

Daily talks with AI in care homes enhance seniors' lifelong well-being.

音声対話型 AI デジタルヒューマン「AI 野々村真」会話体験コーナー。
「AI 野々村真」は、高齢者特有の発話パターンや方言等に対する高精度な音声認識率・最速1秒以内の応答能力・話題に対する豊富な知識を持つことで、高齢者との音声によるスムーズな会話が可能です。介護施設等に入居する高齢者が「AI 野々村真」と日常的に会話することにより、認知機能の維持や改善、施設利用者の満足度向上、介護職員の業務負担軽減などが期待されます。
また、個人の話題に対応するパーソナライズ機能、視覚的なコミュニケーション機能、複数人との同時対話機能、英語対応など機能も充実しています。



Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

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<https://aidigitalhuman.aspira-tech.com/company.html>

08-10

Hug is a mobility support robot produced by FUJI CORPORATION

FUJIが開発した
移乗サポートロボット Hug

Hug assists the sitting and standing of people who cannot move by themselves.

Hugはご自身で立ち上がることができなくなってしまった方の、ベッドから車いす、車いすからお手洗いといった座位の移乗動作をサポートします。また、トイレ・浴室などでの立位保持をサポートすることで、ズボンの上げ下ろし、排泄後のケア、脱衣所での更衣等の介助も行えます。
“抱え上げない介護”を実現することで、介護者の身体的負担の軽減にも役立ちます。



Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

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<https://hug.fuji.co.jp/en/>



<https://hug.fuji.co.jp/>

08-11

Future Health Experience Corner by TANOTECH

TANOTECHによる
未来の健康づくり体験コーナー

Exercise while having fun and get closer to
your ideal self !

TANOステーションは、コントローラーを持たずセンサーの前に立つだけで、体の動きや音声に反応して直感的に運動・発声・測定等のリハビリテーションやトレーニングを行うことができるシステムです。また、レクリエーションやゲームとしても楽しむこともできます。

- 約300種類のコンテンツを搭載し、車椅子の方や麻痺のある方も利用可能です。
- 「なりたい自分」を選択すると、目標に合ったコンテンツを自動提案します。
- ロボットによる案内で、無人運用が可能です。
- 習慣化を促し、行動や生活習慣の改善をサポートする環境を提供します。

簡単・直感的に楽しめるTANOステーションで、理想の自分に近づきましょう!

■ Contact Information / 連絡先

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https://tanotech-jp.translate.google/?_x_tr_sl=ja&_x_tr_tl=en&_x_tr_hl=ja



<https://tanotech.jp/>

Next-generation
Medical and
Assistive Devices
Experience Area

08-12

Toilet timing predicting device "DFree"

排泄予測デバイス DFree

Experience for "DFree," the world's first toilet timing predicting device

超音波ウェアラブル技術を活用した、
世界初となる排泄予測デバイス「DFree」の体験コーナー。
被介護者のお腹に装着した装置が膀胱内の尿の溜まり具合をモニターに送信します。
この情報から介護者は排尿のタイミングを事前に把握でき、トイレへ介助して被介護者が自身で排尿できるようにサポートできます。
「DFree」によって、要介護者の自尊心を守ったり自立支援につながり、また介護者の負担軽減が期待されます。



Next-generation
Medical and
Assistive Devices
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■ Contact Information / 連絡先

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<https://www.dfreeus.biz/>



<https://dfree.biz/>

08-13

Gentle and Future Care with Robot Technology and Hospitality

技術とおもてなしの心で優しく抱上げ
未来のケアを実現

Our technology and hospitality gently lift patients up and care for the future.

主にベッドと車いすなどへの移動・移乗をサポートします。コンセプトは、「介護をおこなう人と介護をうける人、双方に安心と安全を」です。機器の両端には2本のアームがあり、専用シートの両端に通して、シートごと抱き上げます。まるで、人の両腕で抱え上げられているように優しく支えられ、揺れずにとっても安心感があります。たった一人で、大柄な体重過多の方でも抱上げることができ、介護人材不足にも役立ちます。移乗介助の介護負担を軽減、身体的負担や精神的ストレスを軽減します。介護ロボットと一緒に介護が行えることで、心にゆとりが生まれ、介護をおこなう人、介護をうける人、ご家族に、やさしい未来の介護のカタチをお届けします。



Next-generation
Medical and
Assistive Devices
Experience Area

■ Contact Information / 連絡先

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<https://musclecorp.com/care/>



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