

Final Report Swiss Pavilion Expo Osaka 2025



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01

Editorial

Based on the decision of the Federal Council and Parliament to participate in Expo 2025 Osaka, Presence Switzerland developed a pavilion dedicated to science and innovation, building on the strong and positive perception of Switzerland in Japan. From the outset, particular attention was given to ensuring coherence and relevance: key actors from the fields of education, research and innovation were closely involved, allowing the content to reflect both Swiss priorities and local expectations, in close collaboration with the State Secretariat for Education, Research and Innovation.

World Expos remain unique platforms for international communication. They offer moments of high visibility, fostering positive engagement, dialogue and exchange among participating countries. In line with Switzerland's International Communication Strategy 2025–28, they provide an opportunity to engage both broad audiences and decision-makers, and to position Switzerland as a reliable, innovative and open partner in addressing global challenges.

The Swiss Pavilion stood out through a distinctive combination of striking architecture, among the most photographed at the Expo, paired with high-quality content and the thoughtful use of Swiss icons, notably Heidi. This blend created a compelling narrative that resonated with visitors, the media and decision-makers across the Kansai region and throughout Japan. Beyond visitor numbers and media coverage, the Swiss Pavilion was also designed as a long-term accelerator serving Switzerland's interests. Through close collaboration with the Embassy of Switzerland in Japan and Swissnex in Japan, it has not only delivered a six-month programme, but also laid the groundwork to strengthen diplomatic, scientific and economic ties well beyond the Expo itself.

I would like to express my sincere gratitude to all public and private partners whose commitment made it possible for this pavilion to fulfil its mission, serve Switzerland's interests and contribute to a truly global event open to the world.

Ambassador Alexandre Edelmann
Head of Presence Switzerland



02

Purpose

Expo 2025 Osaka

Expo 2025 Osaka, held on the artificial island of Yumeshima in Osaka Bay, carried the theme 'Designing Future Society for Our Lives', structured around three sub-themes: Saving Lives, Empowering Lives, and Connecting Lives. Spanning an area of 1.55km², the Expo welcomed 158 countries and regions and seven international organisations, alongside numerous corporate and thematic pavilions, making it one of the most diverse World Expos to date.

Over the six-month duration, the eight 'Theme Weeks' focused on global challenges, bringing participants together to discuss solutions through both a Dialogue Programme and Business Exchange initiatives, aimed at generating concrete actions.

All international pavilions were connected by the majestic Expo Ring, a Guinness World record-holding wooden structure designed by Sou Fujimoto. Stretching for two kilometres, the ring was not only a stunning promenade offering panoramic ocean and pavilion views but also a powerful symbol of unity. It served as a circular gathering point for visions, projects and events presented at the Expo, emphasising that while digital connectivity is invaluable, nothing can replace real-life encounters.

Expo 2025 Osaka, Kansai brought together people from across the globe, fostering human, in-person interaction in this post-Covid era. In an age of instability, the Expo connected different cultures in a single space, creating a captivating, out-of-the-ordinary experience where new diplomatic, business, academic and cultural exchanges took place. It reaffirmed the pertinence of the Expo as a global public good that brings about mutual understanding and dialogue and serves as a catalyst for change. In particular, local communities, businesses, students, non-profit organisations and academic and cultural institutions actively engaged with each other and visitors in and outside of the venue, discussing common challenges and giving rise to new initiatives. Such dialogue and collaboration offer a valuable model for future Expos and international exchanges.

The Swiss Pavilion, in this context, contributed to the global dialogue, showcasing Swiss innovation, sustainability and design excellence, while fostering direct connections between visitors, high-level delegations, academic and industry stakeholders.



Swiss Participation

For its third time participating in a World Expo hosted in Japan, Switzerland was the very first country to unveil its architectural concept, in February 2023.

Japan is an important country within the FDFA's communication strategy. Coming shortly after the celebration of 160 years of Swiss–Japanese bilateral relations, Expo 2025 Osaka represented a key milestone to highlight and showcase Switzerland's strengths in robotics, life sciences and sustainable development. It provided a unique opportunity to further reinforce already close ties with Japan – Switzerland's most important partner in Asia in the fields of science and technology.

With these shared strengths and longstanding bonds, Expo 2025 Osaka offered an unparalleled platform to expand networks, foster new partnerships and initiate collaborative projects aimed at improving and enriching lives.

On 12 May 2021, the Federal Council decided on Switzerland's official participation in Expo 2025. This decision was subsequently approved by the National Council on 2 September 2022 and by the Council of States on 8 December 2022, together with the granting of a CHF 16.7 million commitment credit.

As Switzerland's leading economic partner in Asia and the world's fourth-largest economy, Japan represents a strategic market. Switzerland's presence in Osaka was structured around the guiding theme 'Innovative Switzerland', with the ambition of moving beyond traditional perceptions of the country – such as nature, tourism, and quality of life – to position it as a hub of innovation and sustainable technologies, and as a strong and reliable partner for Japan. To develop the concept and content, three thematic pillars – Augmented Human, Life, Planet – were defined based on a survey conducted among stakeholders in the education, research and innovation (ERI) sector, ensuring that the Swiss proposal was fully aligned with the specific needs and priorities of the Japanese audience and market. The method of definition for the three pillars is expanded upon in the next section.



Objectives

Presence Switzerland's international communication framework positions flagship platforms – such as Swiss pavilions at World Expos and Houses of Switzerland at the Olympic and Paralympic Games – as key instruments for accelerating strategic objectives at major international events. These platforms aim to:

- 1 Generate success in terms of visitor numbers and media impact,
- 2 Create opportunities for relevant Swiss stakeholders,
- 3 Strengthen Switzerland's image in the host region or around specific themes, and
- 4 Expand Switzerland's network of influence.

Each platform is therefore subject to an assessment of its potential impact, the definition of specific objectives and target audiences, and the development of a tailored communication plan. Public and private stakeholders with an interest in the theme or region are consulted and given the opportunity to engage with and contribute to the project.

In the specific context of Expo 2025 Osaka, Switzerland aims to present itself as an innovative, competitive, cohesive and responsible country offering an outstanding quality of life. Emphasis is placed on 'Innovative Switzerland' and on positioning the country as a high-performing, leading global innovation hub. As stated in the International Communication Strategy 2021–24, participation in a World Expo serves to enhance awareness of Switzerland's achievements in innovation and to increase the visibility of Swiss companies and actors within the ERI ecosystem.

03 Strategy

To achieve the objectives of creating opportunities for relevant Swiss stakeholders, strengthening Switzerland's image in the host region around the three main themes and expanding Switzerland's network of influence, a multi-channel approach was implemented.

A key success factor of this strategy was the close cooperation between Presence Switzerland and Swissnex. Building on the early establishment of Swissnex in Japan in Osaka in 2023, this collaboration was further strengthened during the preparation phase through the creation of a Swissnex Project Manager position, co-funded by the State Secretariat for Education, Research and Innovation (SERI) and Presence Switzerland, within the Pavilion team. This role was central to curating the content and selecting the projects presented in the Swiss Pavilion, ensuring strong coherence between scientific excellence, innovation messaging and Japan's ecosystem. The content of the Swiss Pavilion was designed to support the defined objectives and convey the key messages effectively. The main themes therefore had to meet several criteria: first, they needed to present innovation in an engaging manner and illustrate Switzerland's performance in this field; second, they had to be relevant within the context of Expo 2025 Osaka and appealing for the primarily Japanese target audience; and third, they had to align with the needs, priorities and competencies of Swiss partners.

Thematic Pillars

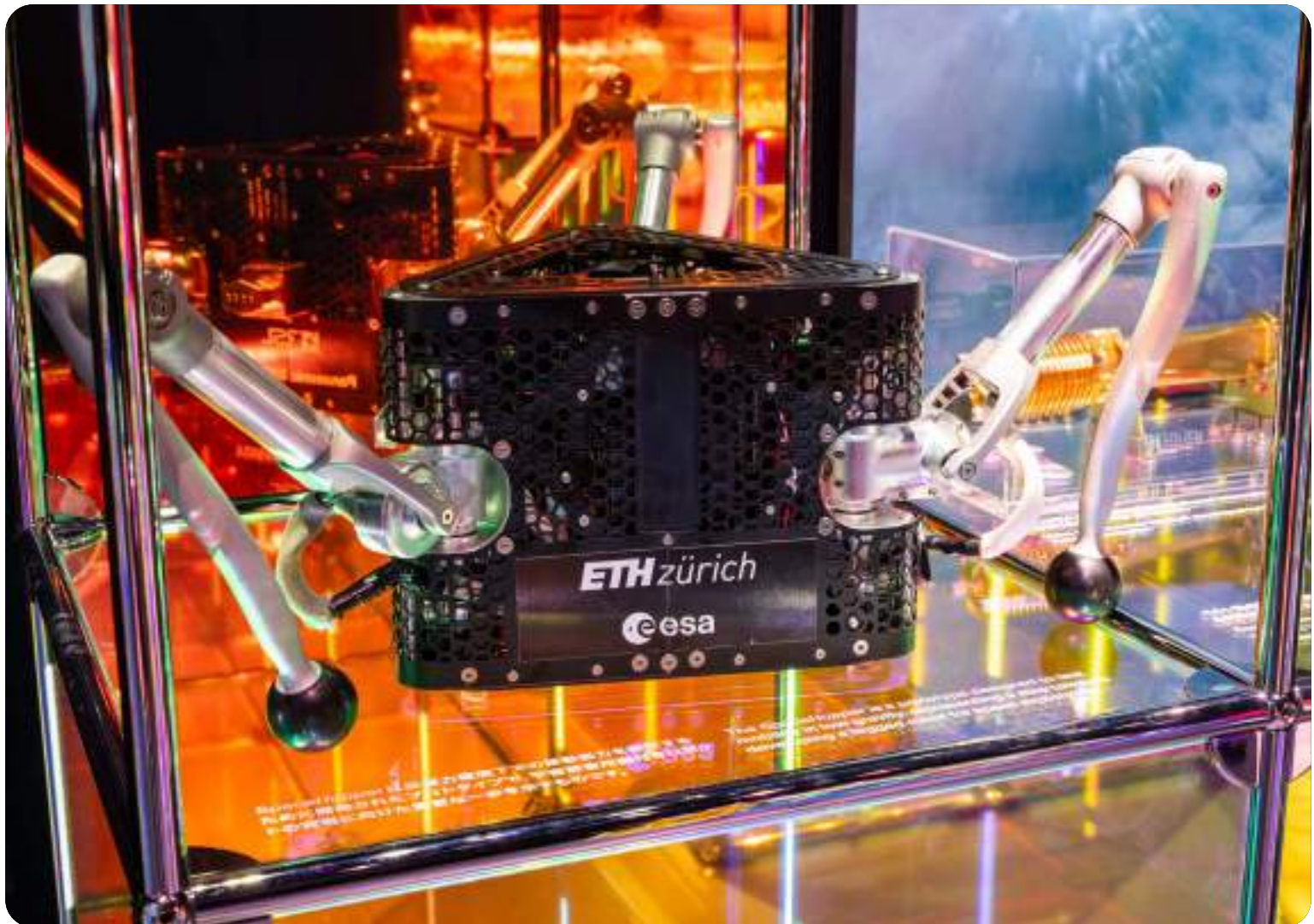
A survey conducted among innovation stakeholders both within and outside the federal administration identified six fields as particularly well-suited to showcasing Switzerland's innovative strengths:

- 1 Life sciences, health and food,
- 2 Sustainability, climate and energy,
- 3 Innovation, research and education, and the economy,
- 4 Robotics and artificial intelligence (AI),
- 5 Digitalisation, and
- 6 Architecture, infrastructure and the built environment.

Based on these areas and applying the criteria outlined above, three thematic pillars were identified as especially relevant:

- 1 Augmented Human,
- 2 Life Sciences, and
- 3 Planet.





Channels

The strategy was deployed through the following channels:

- 1 **An innovative pavilion**, designed to move beyond traditional Swiss clichés and modernise Switzerland’s image;
- 2 **Innovation-driven exhibitions**, showcasing Swiss excellence across the three thematic pillars. Projects that could not be accommodated within the pavilion were also presented at the Swissnex in Japan showroom in the city centre, freely accessible to the public;
- 3 **Public and private events**, structured around the three themes, aimed at fostering dialogue, networking and concrete collaboration opportunities;
- 4 **A public-private partnership model**, enabling Swiss companies to strengthen their market presence through high visibility and meaningful interactions with high-level visitors, including parliamentarians and international delegations;
- 5 **A bold and targeted communication approach**, translating these initiatives into tailored actions for distinct audiences: the general public, leveraging the popularity of Heidi, and niche audiences, through innovation-focused content and messaging.

Target Groups

These channels were strategically deployed across two main target groups:

Broad audiences

- Local general public: residents of the Kansai region and Japanese Expo visitors, and an
- International audience: business and private visitors, primarily from Asia.

Niche audiences

- Key opinion leaders (KOLs) from the fields of economy, science, education and culture, with a focus on the three thematic pillars,
- Emerging Japanese KOLs, and
- Multipliers, including media and influencers.

By addressing mass audiences through mainstream media and emotional storytelling, while simultaneously engaging KOLs and specialised media through exhibitions and curated events, the strategy achieved a balanced and effective mix across social media, public relations and digital platforms. This dual approach placed Swiss innovation at the centre, generating **high visitor traffic, multiple visits and a strengthened image of Switzerland in key innovation domains.**

The resulting impact of this strategy is presented for each channel in the *IMPACT* section below.





04

Pavilion

An immersive experience

The concept of the Swiss Pavilion centred on using the visitor journey as the primary vehicle to showcase Switzerland's culture of innovation. Under the slogan 'From Heidi to High-Tech', visitors were invited on an exploratory journey through four thematic spheres that intertwined Switzerland's Alpine heritage, which is highly appreciated in Japan, with its contemporary position as a global leader in science, technology and innovation.

Sphere 1

Introduction to Switzerland's innovation landscape

A ten-metre paper installation in the traditional Swiss paper-cutting art used playful and symbolic imagery set within an alpine landscape to introduce key elements of the Swiss innovation ecosystem, such as direct democracy, the dual education system and the close collaboration between private industry and research institutions.

Success

The pavilion offered an introduction to Switzerland that strongly resonated with visitors, combining alpine scents and sounds, striking landscapes and a gamified 'Look for Heidi' experience that proved highly engaging and generated strong media visibility.

It also provided an opportunity to embed key SERI strategic messaging directly into the scenography. From the seven strategic innovation values incorporated into the installation, three were highlighted: a global leader in research, a culture of collaborative work and excellence in education. These elements were expressed visually and textually, reinforcing Switzerland's research and development excellence, its dual education system and the strong synergies between academia, public institutions and industry.

Areas for improvement

Clearer signage and more concise explanations of the key elements would enhance understanding for visitors. While staff were present, their role in actively conveying the pavilion's core messages should be established.



Sphere 2

Experiencing the Swiss spirit of innovation

Around a central 'lake' filled with floating soap bubbles, visitors were invited to whisper their visions for the future into three microphones placed around the 'lake'. Each wish was then translated into a new bubble within the installation, symbolising Switzerland's belief in collaborative innovation. The wishes were also processed digitally using AI, generating weekly heatmaps to visualise common aspirations and inviting visitors to compare their visions with those of others.

Success

Unlike many other pavilions that relied heavily on screens, this interactive activity was both enjoyable and an opportunity for visitors to create viral images, boosting their interest and engagement. Sphere 2 applied Swiss innovation in a concrete way by integrating a Swiss ERI partner to process visitors' wishes collected at the 'lake'. Following targeted outreach to contributors of the pavilion's earlier call for projects, the CodeLounge at the Università della Svizzera italiana (USI) developed the AI system for the installation. The system analysed the visitors' whispered wishes and produced a digital heatmap of the most common aspirations.

Areas for improvement

The heatmaps lacked visibility and could be made more intuitive and easier to understand in the visitor journey. They were hidden in the tunnel between sphere 2 and 3, making them hard to see.



Sphere 3

Discovering cutting-edge Swiss innovation

A rotating Swissnex exhibition showcased projects from Swiss universities, start-ups and research centres, presenting concrete examples of Swiss excellence in the thematic areas of Augmented Human, Life, Planet. The experience was complemented by the Geneva Science and Diplomacy Anticipator (GESDA) Public Portal to Anticipation, an interactive installation enabling visitors to create speculative future scenarios at the intersection between art, science and diplomacy, informed by data from the GESDA Science Breakthrough Radar projecting developments over the next five, ten and twenty-five years.

Success

Changing every two months, this exhibition encouraged repeat visits over the six-month period and offered a compelling overview of Switzerland's innovation landscape. The highly interactive GESDA Portal, featuring a striking curved screen, proved especially engaging for visitors.

Areas for improvement

Moving around the USM display furniture inside the sphere was challenging, and the project texts and explanations were often too small to be read easily. Staff presence was essential in this area, and accessibility for visitors with reduced mobility could be better integrated.



Science & Diplomacy



5
YEARS

科学技術外交

Eco-Regeneration & Geoengineering



5
YEARS

環境再生とジオエンジニアリング

Eco-Regeneration & Geoengineering



環境再生とジオエンジニアリング

Sphere 4

Reflecting on Swiss–Japanese collaborative innovation

The final sphere offered a cultural and emotional conclusion through a small exhibition and photo point centred on Heidi, the pavilion’s mascot. As a Swiss literary figure who later became a beloved Japanese anime character, Heidi symbolises the shared values, creativity and long-standing cultural ties between Switzerland and Japan.

Success

The Heidi-themed photo points created joyful, shareable moments, offering a memorable and positive conclusion to the visitor experience. Overall, integrating Heidi throughout the pavilion and in the communications strategy strengthened engagement with both the general public and the mass media. A total of 40,000 stickers and 10,000 pins featuring Heidi were distributed, delighting visitors and generating viral merchandising that even resold on eBay at premium prices.

Areas for improvement

The popularity of the photo spots caused congestion at the exit as photo-taking and staff-assisted activation required additional time, leading to bottlenecks.



Sustainability at the heart

In the spirit of Expo 2025, conceived as a platform for dialogue around a sustainable future, Switzerland developed a pavilion exemplary in environmental terms. Its fluid and organic architecture, combining lightweight materials with energy efficiency, integrated harmoniously into a green and serene setting.

The construction of the pavilion was made possible through the collaboration between architect Manuel Herz, general contractor NUSSLI Group, scenographers Bellprat Partner and landscape architect Robin Winogrand, following a competitive ‘design&build’ tender process. The ambition to create “the lightest pavilion ever built by Switzerland for a world expo” shaped the winning project, with the goal of participating in the event while keeping the environmental impact to a strict minimum. The notion of lightness was approached in two complementary ways: in the literal sense – how much does the building physically weigh – and in the broader sense of reducing environmental footprint, improving accessibility and ensuring possibilities for recycling and reuse.

The front-of-house consisted of five interlocking pneumatic spheres made from modular steel components and clad in ultra-light ETFE and PVC membranes. Their varying degrees of transparency and translucency visually reinforced the theme of lightness, while weighing only a fraction of traditional façade or roofing materials.

To further minimise structural load, all public exhibition areas were positioned at ground level, eliminating the need for elevators or escalators – both heavy and resource-intensive systems – while guaranteeing full accessibility for every visitor.

The back-of-house followed the same lightweight and modular logic, combining a steel structure with wood and aluminium cladding, and integrating an additional pneumatic sphere echoing those at the front.

The pavilion’s lightweight construction and environmental impact were further analysed in collaboration with the Kyoto Design Lab, whose researchers also developed innovative proposals for the reuse and recycling of its components.

The weight assessment showed the following results: the front-of-house had a total weight of 48 tonnes and a CO₂ footprint of only 100 tonnes (excluding disassembly). If the same geometry had been built using conventional pavilion materials – for example, aluminium sandwich panels – the front-of-house would have weighed approximately 85 tonnes, with a CO₂ footprint of 147 tonnes.

In summary, the chosen design for the front-of-house resulted in a structure that weighed roughly half as much as an equivalent pavilion constructed with conventional materials.

As with any construction project, the pavilion generated valuable takeaways. A more visible and prominent signage system would have been helpful to guide visitors. Moreover, the local climatic conditions, characterized by a hot and humid summer as well as frequent storms, posed particularly complex challenges for architectural design. The reflective materials used to create the spheres produced a greenhouse effect that was difficult to manage, particularly in the elevated Heidi Café, which was directly exposed to the strong sunlight. To maintain a comfortable temperature for visitors, supplementary air-conditioning units and a light shading layer had to be installed during the Expo.

Despite these challenges, the design resonated strongly with the Japanese public. It attracted significant media attention from the outset – including coverage in WIRED and Dezeen, with a focus on the pavilion's architecture – and consistently attracted long queues outside the entrance.



Project Team

Presence Switzerland was responsible for the preparation and implementation of Switzerland's contribution to Expo 2025 Osaka.

Manuel Salchli was appointed commissioner general of the Swiss Pavilion and chairman of the Expo 2025 Osaka Steering Committee for the second time after Expo Dubai 2020. The project team was under his leadership.



During the Expo the Swiss Pavilion was run by an international team of 47 people working for the following departments, out of which 16 were based in Japan:

6

Management

3

Administration

29

Guest relations

3

Communication

3

Events

47

Heidi Café & Shop

3

Protocol

11

Total spoken languages

Presence Switzerland would like to take this opportunity to thank the whole Swiss Pavilion team for its excellent work.

05 Impact

Visitors

The Swiss Pavilion was widely cited as one of the most successful pavilions of Expo 2025, according to numerous official and media rankings, and this recognition was further reinforced by several awards received throughout the event (see under Awards below). This success was reflected in the pavilion's attendance figures, with a total of 1,005,172 visitors with 40 different nationalities over the six months of the Expo. In addition, the pavilion's virtual presence on the Yumeshima Islands in the Sky application attracted more than 40,000 additional visitors.

With visitors spending an average of 20 minutes in the physical pavilion – well above initial projections – the data indicates that visits were of high quality and particularly engaging. In particular, visitors showed a marked interest in Spheres 2 and 3, where pavilion staff received numerous questions related to the innovations on display. Extended visiting times were also driven by the high level of participation in the GESDA Portal for Anticipation, through which 523,000 fictional futures, representing approximately 800,000 people, were generated.

The Swiss Pavilion consistently experienced very high demand and was rarely seen without a queue outside, which could extend to up to three hours during peak periods. From the opening onwards, the queue frequently extended as far as the Portuguese Pavilion, located two pavilions away. As a result, an efficient queue management system was implemented, with the aim of transforming waiting time into a positive and engaging experience for visitors.

A particularly successful initiative emerged from the pavilion staff, who began distributing Swiss flags to visitors waiting in line. This simple gesture not only generated numerous viral images of enthusiastic visitors but also created strong Swiss branding, attracting the attention of both visitors and the media.

To further enhance the waiting experience, several QR codes were made available along the queue, offering access to the Heidi Café menu, the virtual pavilion and a competition organised in partnership with Switzerland Tourism.



Key figures related to the visitor experience are presented below:

1,005,172
Visitors

46,199
Virtual pavilion visitors

84,526
Wishes generated in (SP2)

67,124
Scans of Switzerland
Tourism contest (SP1)

523,000
GESDA Portal
Fictional futures (SP3)

Most common wishes expressed in Sphere 2:

English cluster	Japanese cluster	Percentage
"Global peace"	"世界平和"	9.9%
"Global recovery"	"世界の回復"	8.7%
"Fulfilled dreams"	"夢が叶いました"	3.4%
"Happy life"	"幸せな生活"	2.6%
"Wonderful future"	"素晴らしい未来"	2.3%
"Delicious meal"	"美味しい食事"	2.1%
"Successful career"	"成功したキャリア"	1.9%
"Global harmony"	"世界の調和"	1.9%
"Bright future"	"明るい未来"	1.8%
"Beautiful earth"	"美しい地球"	1.6%

Survey

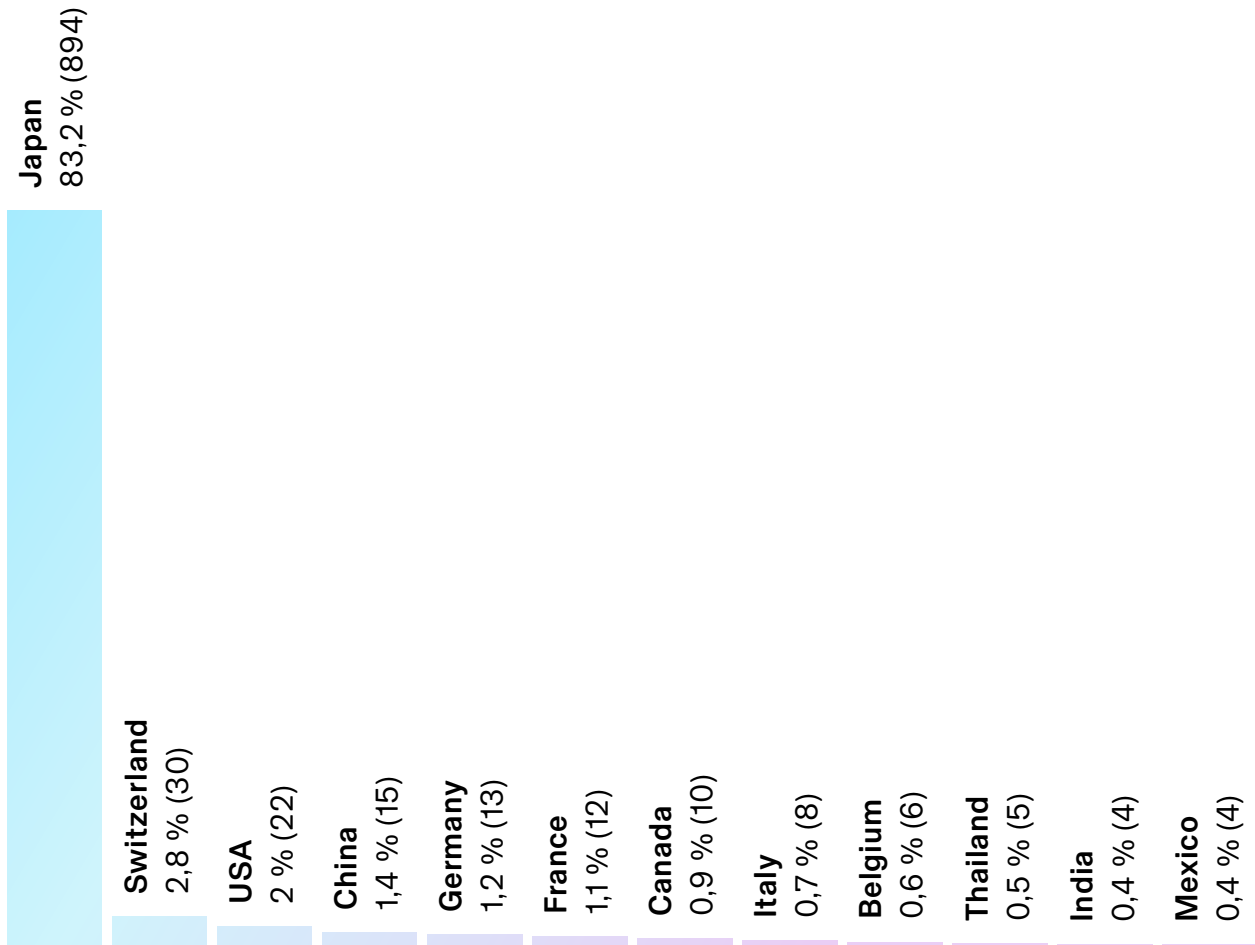
A representative on-site survey was conducted among 1,075 visitors aged 16 and over between 25 April and 13 October. This survey served as a key instrument for evaluating the success of our pavilion. Its primary objective was to measure the impact of the visit on visitors' perception of Switzerland by comparing two respondent groups: one surveyed at the pavilion entrance and the other at the exit. By asking participants about their assessment of the pavilion and their overall image of Switzerland as a country, we gathered valuable insights into how Switzerland is perceived and identified key takeaways for future pavilion projects.

The on-site staff played an essential role in data collection, using iPads and small incentives to maximise participation despite high temperatures and long waiting times at the Expo. Giveaways, such as badges and stickers featuring Heidi, significantly increased response rates.

In line with the overall Expo visitor statistics, the majority of visitors to the Swiss pavilion were Japanese. More than four-fifths of all respondents (83.2%) came from Japan, followed by Switzerland (2.8%), the United States (2.1%) and China (1.4%).

«What is your nationality?»

n = 1075 Combined pre- and post-test samples, including individuals with Swiss nationality/residence

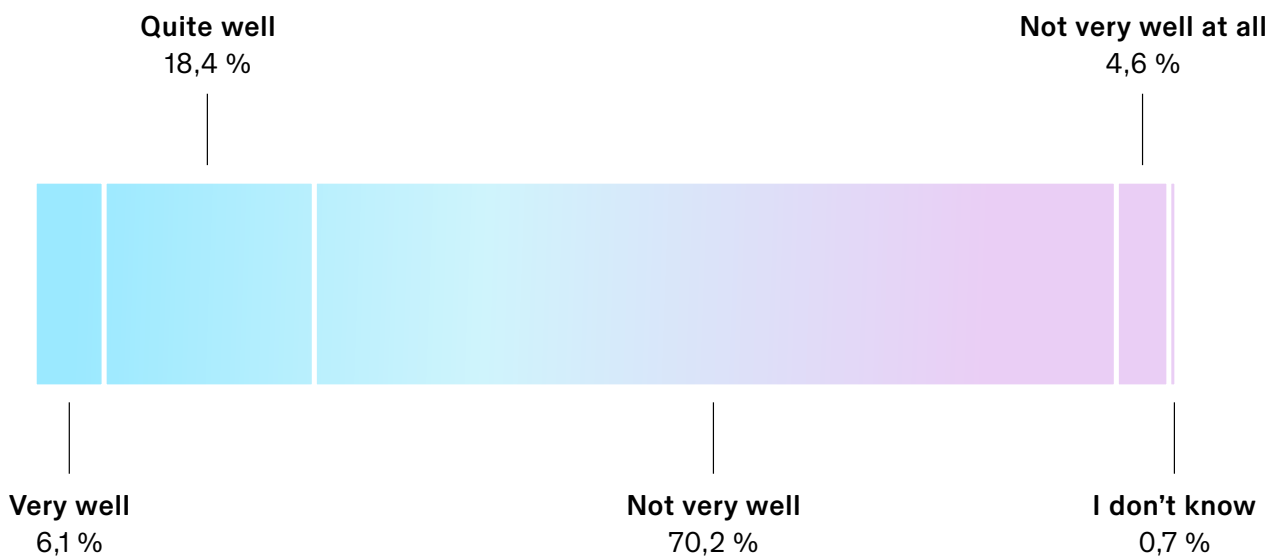


The majority of respondents were young and/or highly educated. Nearly 40% were under 36 years of age and more than half (52.2%) were under 46. In addition, half of all respondents (50.3%) held a university degree or had an academic background.

In the context of this Expo, the Swiss Pavilion primarily attracted visitors with limited direct experience of Switzerland. Around three-quarters of respondents (74.9%) had never visited the country, while approximately one quarter (24.6%) stated that they knew Switzerland «well» or «very well».

«How well do you know Switzerland, all things considered?»

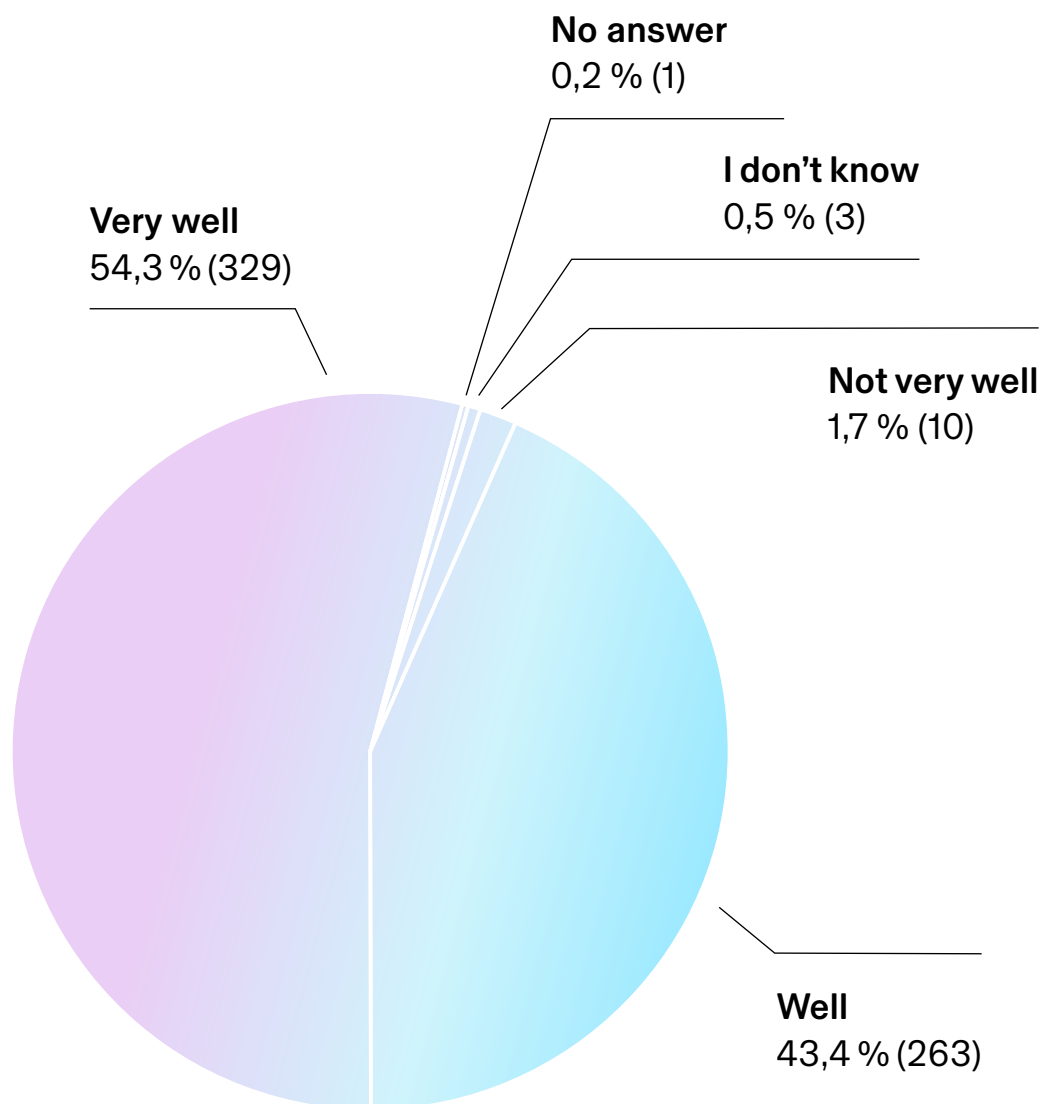
n = 1075 Combined pre- and post-test samples, including individuals with Swiss nationality/residence



Overall, the Swiss presence at the Expo was evaluated very positively. The majority of visitors (54%) reported that the pavilion left them with a «very good» impression, while a further 43% described their impression as «good». Criticism mainly related to high temperatures inside the pavilion, long waiting times and occasional difficulties in reading the explanatory texts about the exhibition. Nevertheless, all spheres were rated very positively overall, with Spheres 1 and 2 receiving the highest levels of appreciation.

«How do you rate the Swiss Pavilion overall?»

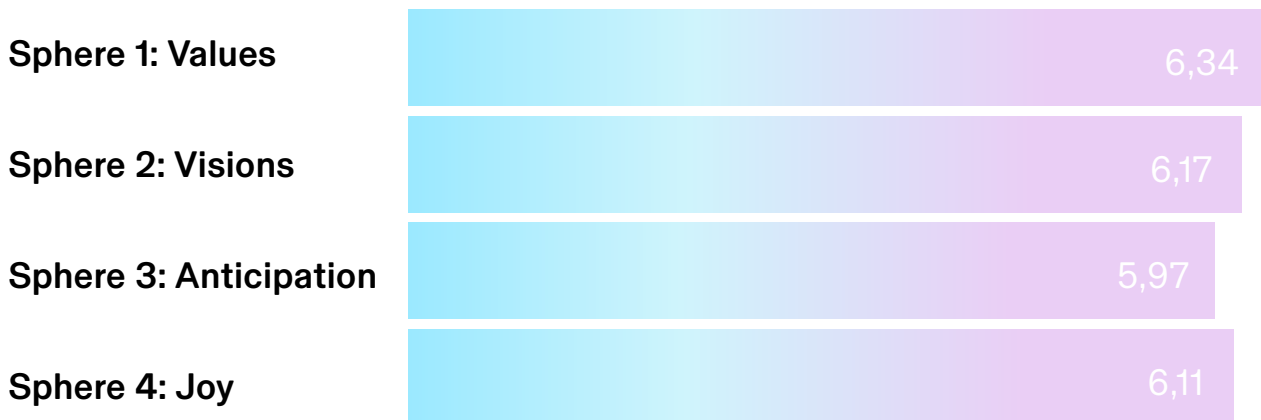
$n_{post} = 606$ including persons with Swiss nationality/residence



«How did you like the following areas in the Swiss Pavilion?»

$n_{post} = 606$ including persons with Swiss nationality/residence

1 = very negative 7 = very positive



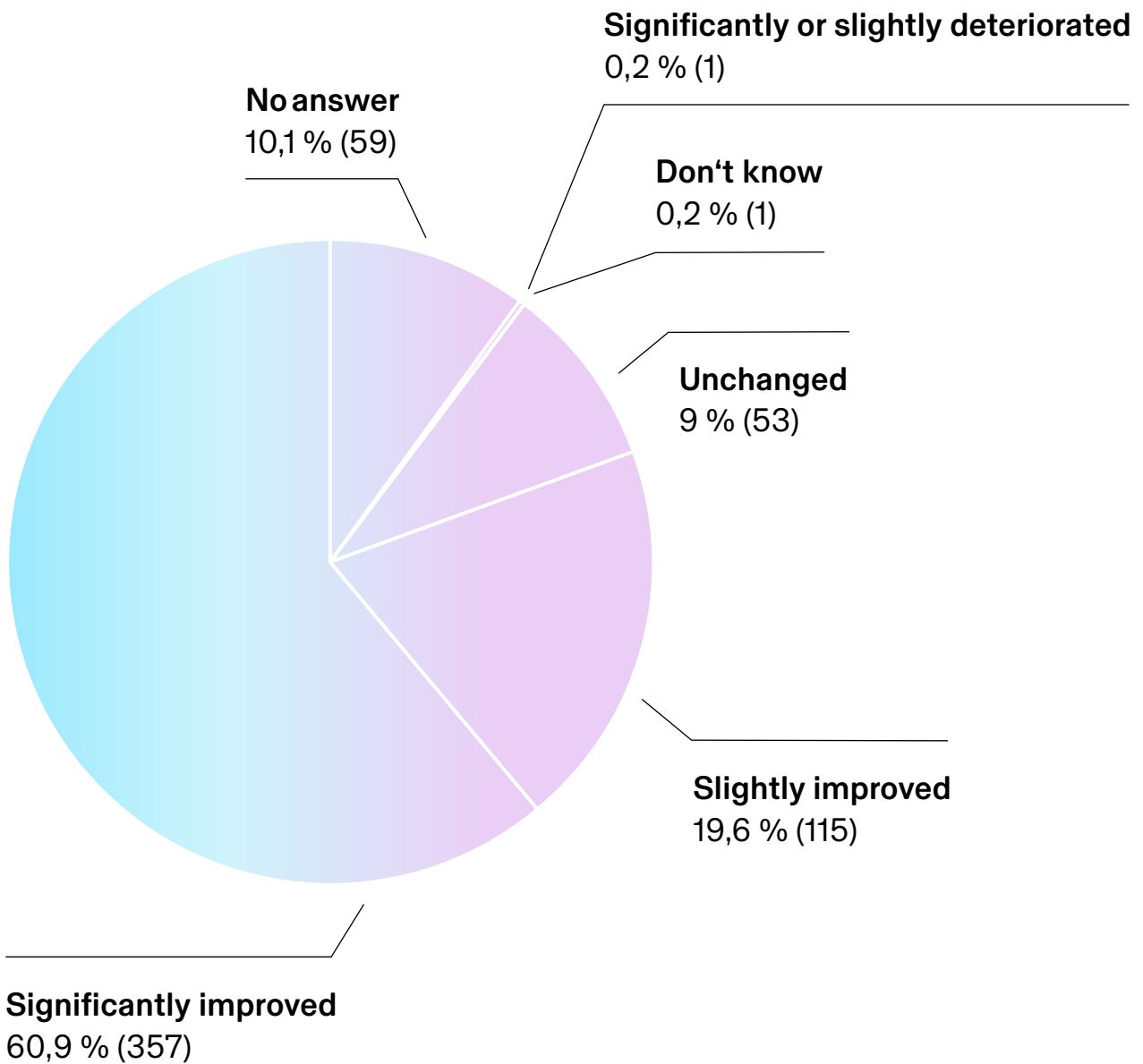
According to the **Image Monitor 2024** study (pre-Expo) conducted by Empiricon AG on behalf of the Federal Department of Foreign Affairs (FDFA), Switzerland already enjoyed a positive image overall among Japanese respondents, ranking second behind Canada and ahead of Sweden. Nevertheless, the study highlighted a key challenge: moving perceptions beyond traditional, nature-based stereotypes towards a more innovation-driven and forward-looking image of the country.

The results of the present survey suggest that a significant shift in perception occurred between the pre- and post-visit evaluations. A substantial proportion of visitors left with a positive impression of Swiss technologies, indicating that the motto «**From Heidi to High-Tech**» resonated strongly and effectively conveyed a modern and dynamic image of Switzerland.

This positive development is clearly reflected in the findings: four-fifths of respondents (80.5%) reported that their perception of Switzerland had slightly or significantly improved following their visit to the Swiss Pavilion. The biggest improvements were observed in the areas of innovation and high technology as well as tourism and healthcare.

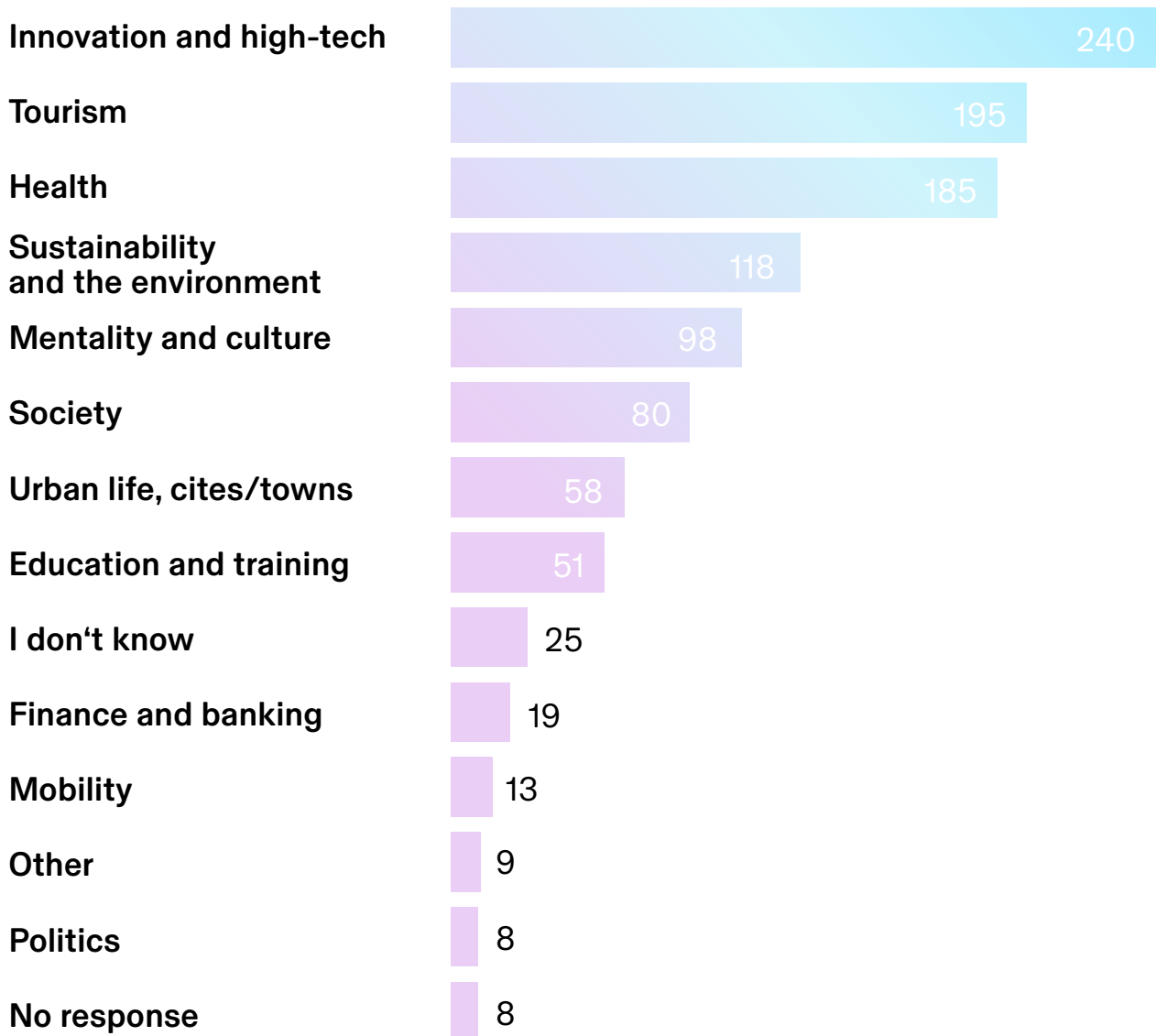
«How did visiting the Swiss Pavilion change your perception of Switzerland?»

$n_{post} = 586$ excluding persons with Swiss nationality/residence



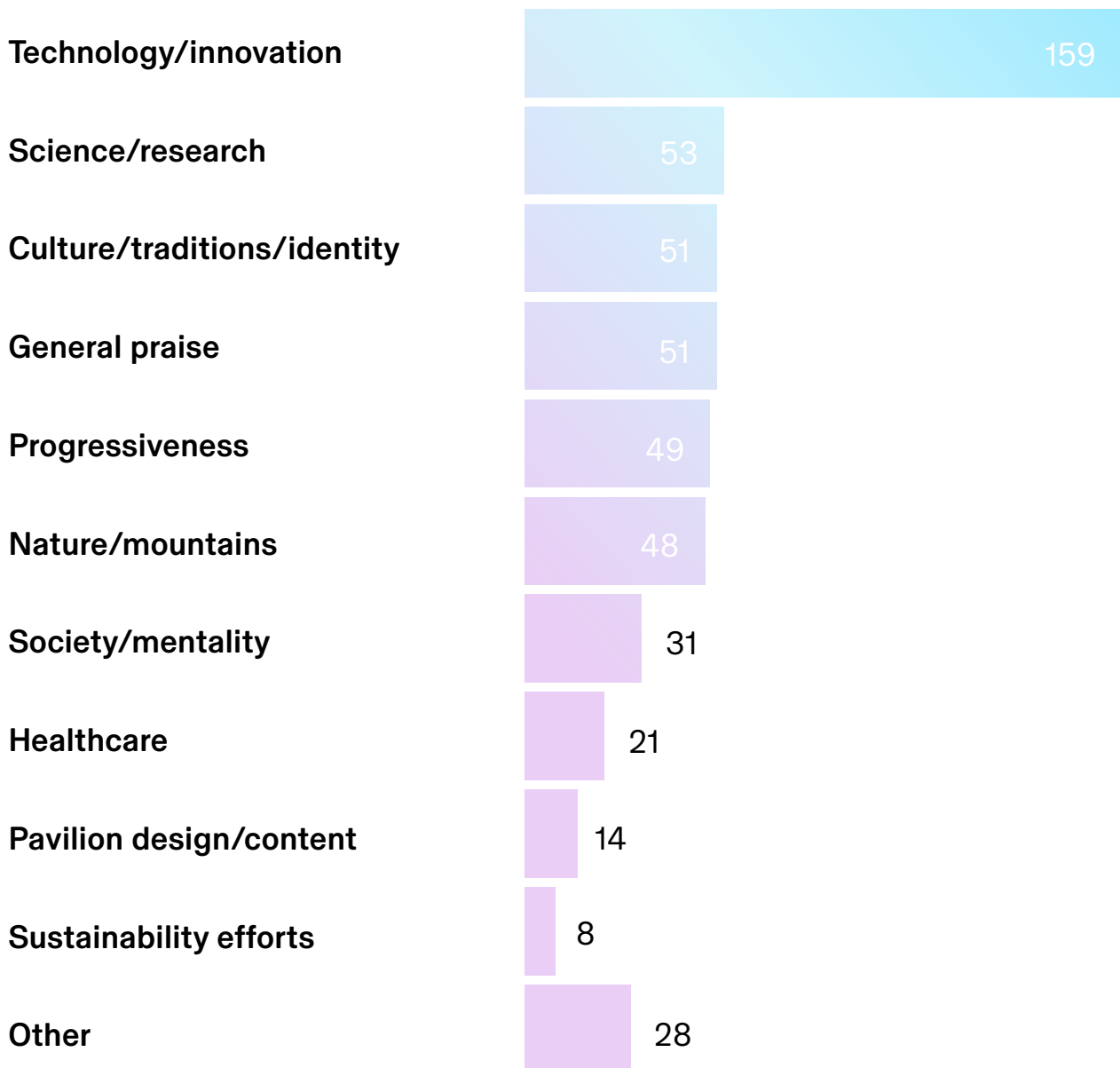
«Has your perception of Switzerland changed with regard to a particular issue?»

$n_{\text{post Change}} = 474$ Only people who stated that their perceived image of Switzerland had changed, excluding people with Swiss nationality/residence; predetermined response categories, multiple responses possible



«What new things have you learned about Switzerland?»

$n_{post\ discovery} = 490$, only people who stated that they had learned something new about Switzerland, excluding people with Swiss nationality/residence; open-ended question, summarised in categories, multiple answers possible

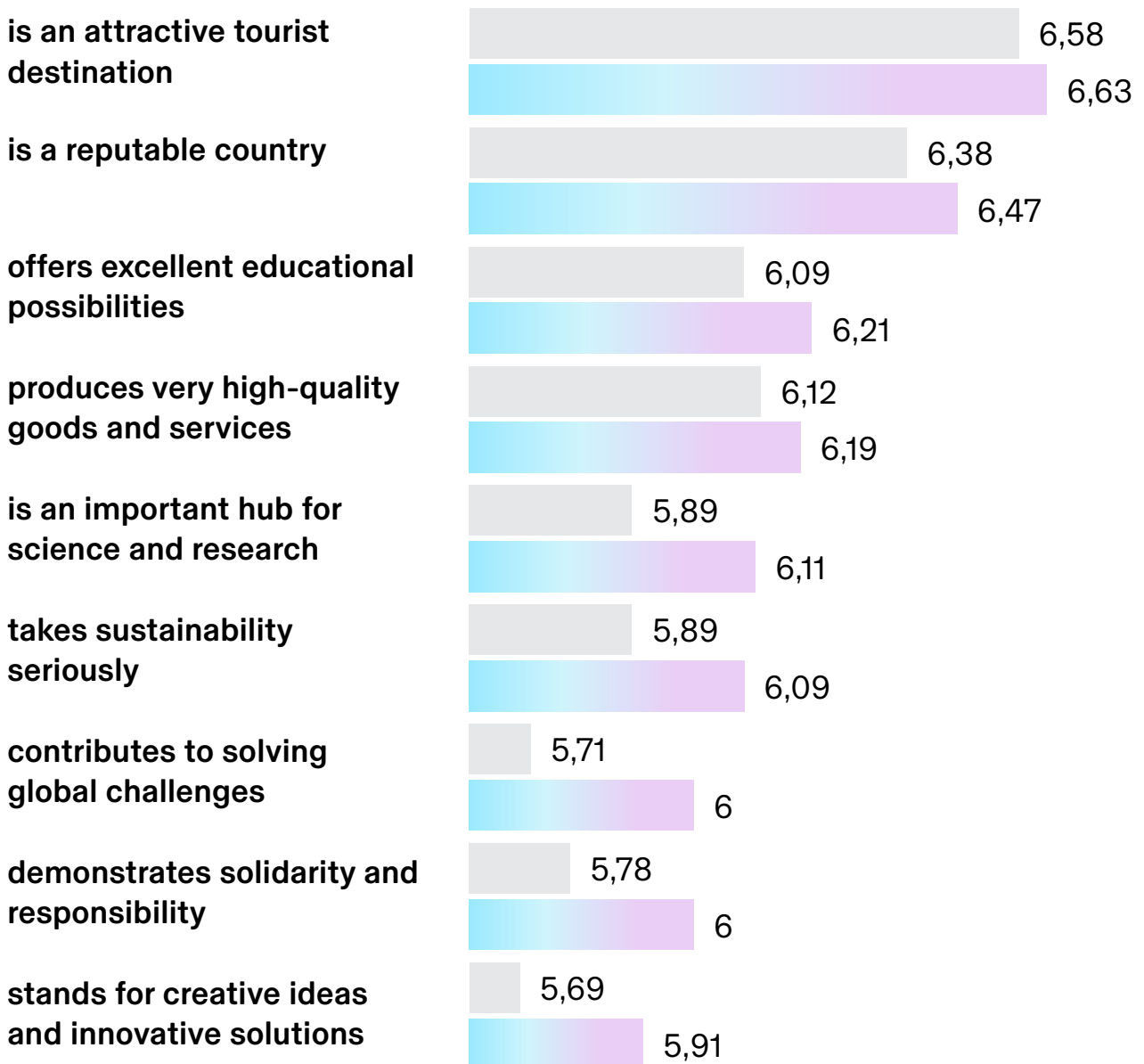


«To what extent do you agree with the following statements? Switzerland ...»

$n_{pre} = 451$ $n_{post} = 586$ excluding persons with Swiss nationality/residence

1 = strongly disagree 7 = strongly agree

● Before visit ● After visit



It is important to note that the results should be interpreted with caution, as the survey likely attracted respondents who were already positively inclined and who experienced the pavilion in a friendly and relaxed context.

At the same time, the feedback also included constructive criticism that should be carefully considered in the planning and implementation of future platforms at similar events. Below is a representative selection of respondents' quotes reflecting their impressions of the pavilion.

スイスの科学技術や歴史的背景などが愉しみながら
ら学べるところでした

«It was a place where you could learn about Swiss science and technology, historical background, etc. in an entertaining way.»

28 July 2025

新しい技術の紹介の部分がとても興味深かった

«The area where new technologies were presented was very interesting.»

4 May 2025

ハイジ探しが面白い中で、アインシュタインやフェデラー
の切り絵を見つけられるところからの発見が楽しかったです

«While the search for Heidi was fun, I especially enjoyed the discoveries that came from finding paper cutouts of Einstein and Federer.»

20 August 2025

Overall, the survey indicates that the visitor experience was highly successful – not only in terms of immediate impressions and overall atmosphere, but also regarding the quality of content and the meaningful shift in visitors' perception of Switzerland.

Sponsoring

The Swiss Pavilion is based on a public-private partnership model. At Expo 2025 Osaka, this approach offered sponsors a unique opportunity to leverage the strength of the Swiss brand and enhance their visibility and attractiveness on the Japanese market – a key strategic partner for Switzerland in Asia.

In total, thirty Swiss partners were represented in the pavilion, including five main partners, fourteen suppliers, four destination partners, one media partner, two institutional partners and four partners in architecture, design and construction. In addition, sixteen Swiss companies and organisations used the pavilion as a platform for their own events and networking activities. These included the three main partners – GESDA, swissnex and Nestlé – as well as MSC, Firmenich, USM, Vitra and organisations such as Switzerland Tourism, Swiss Wine Promotion and several Swiss universities. Companies such as Breitling, Lombard Odier and Mobyfly rented the pavilion's event spaces for one-day or evening events, allowing them to create a strong and targeted presence.

Sponsors were integrated across several levels of the pavilion. On the ground floor, accessible to all visitors, the presence of the main partners was highlighted as follows:



Switzerland Tourism integrated the Grindelwald/Jungfrau destination into the Sphere 1 paper installation, supported by a website contest offering several prizes.

MSC Mediterranean Shipping Company SA & MSC Group, as presenting partner of Sphere 2, inviting visitors to reflect on their aspirations for society.

GESDA, with its Geneva Public Portal to Anticipation, occupying one third of Sphere 3 with a large, curved screen. This immersive experience, offered to the general public for the first time, attracted a significant number of visitors eager to explore possible futures.

Nestlé, featured within the Planet theme, presenting its commitment to the future by combining Nestlé's food expertise, Switzerland's spirit of innovation and Japanese craftsmanship, expressed through visual content created by Saeko Ehara.

Swissnex, which co-curated twenty-three projects from Swiss universities, research institutes, start-ups and companies, showcased across the three themes in Sphere 3.



Beyond these contributions, numerous partners supported the pavilion through in-kind services and products. These included Bally, whose elegant uniforms reflected Swiss quality and craftsmanship; Firmenich, whose fragrances enhanced the immersive experience; USM, whose modular furniture showcased ERI projects; Vitra, which furnished the VIP area and restaurant; and Nespresso and Dolce Gusto, present in the shop and restaurant areas. Many other partners also contributed significantly to the pavilion's success. This section provides an opportunity to extend sincere thanks to all partners – not only for their products and services, but also for their role in reinforcing Switzerland's image as a high-quality and reliable country in the eyes of a public already strongly attached to the Swiss Made label.

Sponsorship revenues amounted to approximately CHF 900,000. Additional income was generated through the operation of the restaurant and shop, event bookings and merchandise sales, totalling around CHF 170,000. Overall revenues therefore reached nearly CHF 1.1 million, complemented by in-kind contributions valued at approximately CHF 570,000.

The benefits offered to sponsors varied according to contribution level, with several tiered packages available. These included on-site visibility through logo placement, integration within the exhibition, invitations to visit Expo sites prior to the opening and VIP tickets. Sponsors also received a range of communication opportunities, including participation in press conferences, a dedicated section in the press kit, visibility across social media posts and inclusion on the pavilion's website and newsletters.



We would like to take this opportunity to thank all our partners for their great support and contribution to the joint success of the Swiss Pavilion:

Main Partners



Suppliers



Media



Destinations



Institutional



Architecture, Design & Built



Bilateral Relations and Official Delegations

Over the six months of Expo 2025, the Swiss Pavilion hosted 545 official delegations, including 291 economic delegations, 95 government delegations, 79 delegations from other pavilions, 69 academic delegations and 11 royal delegations from a variety of countries. Switzerland had the honour of welcoming members of the Japanese Imperial Family on two occasions, highlighting the symbolic importance of these visits. The numerous official meetings and events held at the pavilion provided Swiss representatives with opportunities to advance the implementation of the Asia G20 strategy, adopted in June 2025 for the region and for Japan, with a particular focus on prosperity and competitiveness. Within this framework, high-level discussions explored ways to deepen Switzerland's partnership with Japan in the economic and technological sectors. In line with objective 4 of the International Communication Strategy defined by Presence Switzerland, Switzerland was able to position itself as a reliable partner and an innovative actor in Japan.



High-level political visits from Switzerland to the Expo – including those of National Council President Maja Riniker, Council of States President Andrea Caroni and Federal Councillor Ignazio Cassis – made a substantial contribution to strengthening bilateral Swiss–Japanese relations at the level of key decision-makers in both countries. These meetings led to concrete progress, particularly in innovation cooperation, with effects expected to extend well beyond the Expo.

In the fields of innovation and trade, high-level events were organised, such as the ‘Future of Health’ conference, hosted by the Swiss Business Hub Japan and the Swiss embassy. The conference brought together approximately 100 Japanese C-suite executives from the life sciences, medical technology and healthtech sectors. Concurrently, the Japan Health exhibition at Osaka Intex featured around ten Swiss start-ups.

The pavilion also provided a platform for attractive events in Tokyo. In September and October, for example, a conference on quantum physics was organised in collaboration with Wired, the pavilion’s media partner, alongside a roundtable on science diplomacy in cooperation with GESDA. State Secretary Martina Hirayama and her delegation also visited Japan, including a stop at Expo 2025.

To ensure long-term impact, Vitality.Swiss, the Swiss embassy’s public diplomacy programme in Japan, will build on the legacy of the Swiss Pavilion to continue promoting Switzerland’s image around strategic themes such as innovation, sustainability and next-generation leadership.



Key figures

41 Average VIP
guests per day

7091 Total VIP
guests

3 Average
delegations
per day

545 Total
delegations

13 Average
delegation size

241 Total no. of
Japanese
delegations

111 Total no. of Swiss
delegations

328 Swiss politicians

193 Total no. of
other
delegations

144 Japanese
politicians

Country – Number of delegations

241

Japan

111

Switzerland

24

Austria

16

Germany

11

Saudi Arabia

9

France

9

USA

8

Belgium

7

Thailand

6

China

110

Others

545

Grand Total

Events

The Swiss Pavilion's opening and Swiss National Day marked a high-profile start to Expo 2025 in Osaka. The pavilion officially opened on 13 April, attended by a parliamentary delegation led by the president of the National Council, Maja Riniker, the FDFA general secretary, Markus Seiler, the Swiss ambassador to Japan, Roger Dubach, the chairman of the Expo 2025 Osaka Steering Committee and commissioner general for Switzerland, Manuel Salchi, and the head of Presence Switzerland, Alexandre Edelmann.

For the Swiss Expo National Day on 22 April, Federal Councillor Cassis highlighted Switzerland's leadership in innovation and high tech. Many representatives from Swiss research and technology institutions were present, including the president of the ETH Board, Michael Hengartner, and the president of Innosuisse, André Kudelski, among the 110 VIP guests. Their presence emphasised the importance of public and private partners represented in the pavilion.

In partnership with HEAD Genève, the day was celebrated with a fashion show entitled «Je m'appelle Heidi» («My Name is Heidi») on the Expo's main stage. This immersive performance combined design and cinema. The students' innovative approach gave a contemporary twist to the traditional figure of Heidi, a timeless symbol of Swiss culture.

Following these events, the Swiss Pavilion hosted more than 75 events, serving as a key platform for dialogue with regional actors in economy, science and politics. Of these, 44 were dedicated to ERI partners and 31 to private-sector companies.



Alongside the Swissnex exhibition, the ERI events programme was the second most important curated channel for conveying Switzerland's message on innovation. Each of the three thematic pillars – Augmented Human, Life, Planet – was explored through conferences, workshops, networking sessions and art-science showcases. Wherever possible, the events were aligned with the Expo's eight theme weeks, creating synergies and enhancing visibility for participating stakeholders.

Most activities took place in the Swiss Pavilion's 70 m² event room, a flexible space capable of hosting workshops for up to 30 participants, conferences for 45 attendees or standing receptions for 80 people. Additionally, the Swissnex Osaka Consulate served as a complementary venue for exhibitions and public programming, extending Switzerland's presence beyond the Expo site.

In total, more than 3,700 participants attended events at the Swiss Pavilion. Approximately 5,000 VIP tickets were distributed to participants and partners. This figure does not include spontaneous visitors attending musical and cultural events open to the public. Some of these events were co-organised with other pavilions, creating exchanges with countries such as Angola, Portugal and Spain, as well as performances on the Expo's pop-up stages.

Partners' survey:

After each event, a survey was sent to the organisers to assess their level of satisfaction with the various aspects of the event and to evaluate the extent to which the defined objectives had been achieved.

The results of the post-event survey confirm a strong overall performance and high level of satisfaction with the organisation of the Swiss Pavilion. The average overall satisfaction rating reached 3.72 out of 5, on a scale of 5 indicating «highly satisfied» and 1 indicating «not satisfied at all».

Collaboration with the event team clearly stood out as a key strength, while the technical equipment available in the event space was the most frequently cited area for improvement.

«Everything was excellent but in particular the staff were absolutely outstanding! Bravo to Luca, Lorenzo, Noemi but also Hiroko, Hanako, Béatrice and of course Michaela! What a great team! You make us citizens of Switzerland very proud and your actions will continue to leave a good impression on the image of Switzerland worldwide!»

Touradj Ebrahimi, professor at EPFL

The JPEG workshop – 12 June 2025

«Thank you very much for the excellent coordination and communication carried out by the Swiss Pavilion event team. We received all the support we needed throughout the planning and execution of the VIP event for Breitling, and the Breitling team were very pleased with the outcome. I want to highlight Lorenzo and Roberto's outstanding service. Arigatou gozaimasu!»

Miki Takashima, Swiss Business Hub Japan

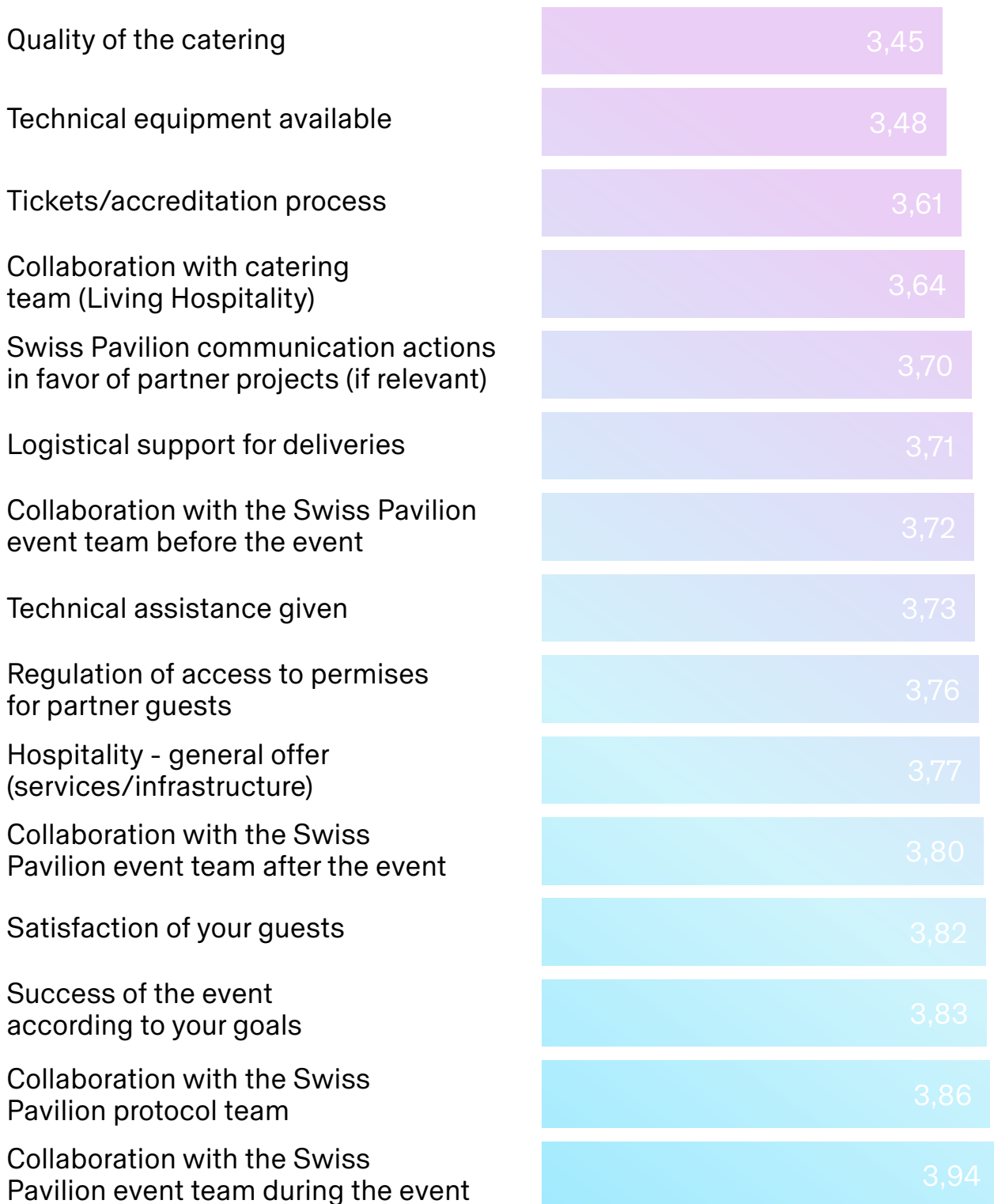
Breitling VIP talk event – 20 July 2025

«Over two days, despite organising an extremely complex programme – dividing nearly 350 guests from diverse backgrounds across 12 sessions featuring pavilion tours, live performances in the multi-functional room and networking, while enjoying the Heidi cafe menu + Heidi memorial photo – all Swiss Pavilion members (Event team, Protocol team, Visitor experience team, Living Hospitality, PR&Comm team, Admin team) delivered perfectly professional preparation, execution and post-event follow-up services. The result was overwhelmingly positive feedback from our guests. We look back on this as a success in achieving enhanced engagement between Nestlé – a Swiss-born global company – and its retail customers, business partners, employees and their families. We are truly grateful.»

Takuya Hiramatsu, Expo project leader at Nestlé Japan

Nestlé – 4 & 11 September 2025

Average Score per Question (1-5)



Swissnex Exhibition

The Swissnex exhibition served as the Swiss Pavilion's primary vehicle for conveying Switzerland's core messages as a global leader in innovation to a broad public audience. Designed to be engaging and dynamic, it presented cutting-edge research and technological advances from universities, research institutions and start-ups across Switzerland. The exhibition rotated approximately every two months and was structured around the pavilion's three thematic pillars:

- Augmented Human (13.04–10.06.2025): Robotics, AI and Space
- Life (12.06–12.08.2025): Life Sciences, Health and Quantum Technologies
- Planet (14.08–13.10.2025): Biodiversity, Climate Change and Decarbonisation

To position the pavilion as an open platform for Switzerland's research and innovation ecosystem, Swissnex and Presence Switzerland launched an open call for projects in spring 2024. The call targeted stakeholders across Switzerland and Japan and was disseminated through university networks, embassy channels and Swissnex communication platforms.

Applicants submitted project proposals via an online form. The call yielded over 230 submissions for exhibits and events, reflecting a strong appetite among Swiss ERI actors to engage with Japan. After a thorough evaluation made in collaboration between Swissnex and the Science and Technology Office (STO) at the Embassy of Switzerland, a total of 20 projects from more than 30 ERI partners were selected and presented across the three thematic rotations.



230

submissions

20

selected exhibitions

From more than 30 ERI partners across:

15

departments across
8 universities

3

start-ups

3

research institutions

4

Japanese collaborators

An additional five shortlisted projects were found to be suitable for the ‘Swissnex Window’ exhibition at Swissnex in Japan and could be implemented there by the Swissnex in Japan team as a satellite programme complementing the Swiss Pavilion.

Collaborations: The Expo, both internally and through external engagement by the Expo Association and participating institutions, generated a wide range of collaborative efforts. Many potential initiatives emerged, greatly exceeding the available capacity to pursue them all. Careful prioritisation was therefore essential, weighing potential impact against required resources. Strategic selection, supported by potential partner contributions, helped ensure that available capacity was used effectively and resulted in the following three collaborative initiatives:

- Student ambassador programme: The Student Ambassador Initiative was a pilot programme developed in collaboration with Kyoto University of Advanced Science (KUAS) to meaningfully engage local students in the activities of the Swiss Pavilion. Through an application and matching process, selected KUAS students were assigned to participating ERI exhibition partners, offering hands-on support while gaining direct exposure to the Swiss ERI ecosystem, science communication and the workings of a world expo;
- SDG camps: The SDG Camps initiative, organised by the Japanese Ministry of the Environment together with the Expo Association, invited selected countries to deliver interactive public workshops on specific Sustainable Development Goals (SDGs). The Swiss Pavilion contributed to this programme by developing a workshop in cooperation with the Swiss Agency for Development and Cooperation (SDC) and the 1 Million Youth Actions Challenge (1MYAC). Over the six months of Expo 2025, the Swiss Pavilion hosted ten camps with a total of 347 participants;
- RobotATTA ‘Robot Experience’ Guide: As part of Expo 2025’s smart mobility and robotics programming, the Swiss Pavilion contributed five ERI exhibition projects to RobotATTA, a public-facing online guide with over 180,000 users developed by Incubion Inc. to present all robotics demonstrations and research featured across the Expo. By showcasing Swiss research and innovation on the RobotATTA platform, the Swiss Pavilion extended the reach of its robotics content and broadened its visibility well beyond the pavilion’s physical presence.

A follow-up survey conducted among participating ERI partners showed that the new connections established or strengthened with relevant actors in Japan and the wider region, as well as the high level of visibility provided by the World Expo for showcasing Switzerland's innovation capacity, were considered particularly valuable.

In this context, new linkages and initiatives emerged between Swiss and Japanese partners across several fields, notably medical technologies, civil aviation, robotics and quantum technologies:

- Wyss Zurich (ETH Zurich/University of Zurich) and Nakanoshima Qross signed a memorandum of understanding (MoU) aimed at strengthening cooperation in regenerative medicine, translational research and biotechnology innovation;
- The Federal Office of Civil Aviation (FOCA) established new contacts with Japanese ministries, notably the Ministry of Economy, Trade and Industry (METI) and the Ministry of Land, Infrastructure, Transport and Tourism (MLIT). These new counterparts have already been invited to an international specialists' conference;
- Senior industry representatives from SoftBank, Toshiba, Mitsubishi Electric, NTT, Marubeni, Kyocera and Takenaka participated in Swiss Quantum Week;
- METAS (Federal Institute of Metrology) strengthened its cooperation with the Japanese National Metrology Institute in the field of real-time pollen monitoring;
- Toyota and the DNP Japan Group initiated discussions to explore partnership or technology transfer opportunities to Switzerland in the fields of healthcare infrastructure and data technologies;
- An MoU between CHUV, Kyoto University and Kansai Medical University is currently under discussion;
- The University of Bern significantly deepened its collaboration with ISAS/JAXA.

Communication

The communication activities surrounding the Swiss Pavilion at Expo 2025 Osaka generated strong visibility in Japan across traditional media, digital platforms and social networks. Overall, the pavilion benefited from extensive and sustained media exposure, with more than 500 print articles, 139 television segments and over 2,400 online publications in Japan. The total advertising value equivalency (AVE) reached approximately JPY 3.6 billion (around CHF 18 million), underlining the high level of media interest throughout the Expo period.

518

Print media
articles Japan

139

TV segments
Japan

2,463

Online articles
Japan

JPY
3,616,213,155

AVE (approx. CHF 18 million)

219

Media-guided
tours

10

Press events

32

Influencer visits

+16,000

Growth in Instagram followers
(Swiss Pavilion)

2,076

Social media posts

34,633,079

Total social media impressions

Public relations efforts played a central role in this performance. Switzerland leveraged two key narrative assets: the early presentation of its innovative pavilion architecture and the strong cultural resonance of Heidi with Japanese audiences. Ten press events were organised before and during the Expo, attracting a total of 625 journalists. Media previews were held for each thematic cluster of the exhibition, and a dedicated media preview was organised ahead of the official Expo media programme. In addition, two media trips to Switzerland prior to the opening of the Expo generated high-profile coverage:

- The first trip combined a Myaku-Myaku and Heidi greeting in the Swiss Alps with a media conference hosted by the Japanese embassy in Bern, in collaboration with the Expo Association’s PR team;
- The second trip was organised with Wired Japan and focused on Switzerland’s leadership in quantum science. The magazine dedicated both its cover and a multi-page feature story to CERN, including an exclusive visit by world-renowned pop singer Hikaru Utada. Her personal interest in quantum physics – also reflected in her album ‘Electricity’ – provided a strong narrative hook. In collaboration with Wired Japan, a special feature highlighted Switzerland’s role in quantum computing, including visits to the Open Quantum Institute and the GESDA Foundation as well as an exclusive interview with Peter Brabeck.



This high-profile trip sparked Wired Japan's broader interest in Expo 2025 Osaka and, in particular, the ERI projects presented at the Swiss Pavilion. Several Sphere 3 projects were integrated into the editorial visit, including Space Hopper, e-DNA, Rrreefs, Maxwell Biosystems, ZHAW's Institute of Computational Life Sciences, the Research Group for Neuromorphic Computing in Zurich, Robots for the Wild, RoboFood, Deepfake Mirror and JPEG DNA (EPFL).

Media and influencer engagement at the pavilion was particularly intensive. A total of 219 guided tours were conducted for journalists and influencers, including 40 tours specifically dedicated to ERI projects. Television media accounted for the largest share of visits, reflecting the importance of TV formats in Japan (where live shows, comedy formats and food-related programmes play a major role), followed by online media, influencers and print outlets. Two prominent Japanese celebrities also visited the Swiss Pavilion, significantly expanding its reach among new audiences.

- Takahiro, pop star from the band EXILE;
- Norika Fujiwara, actress and model, and honorary ambassador of the Japanese Pavilion.

Both celebrities showed a strong interest in Swiss ERI projects. Their guided tours, conducted by Japanese staff, reached wide audiences and significantly expanded the Swiss Pavilion's visibility among new target groups.



Across all media channels, a substantial share of coverage focused explicitly on innovation and ERI content, with projects combining hands-on experiences, real-world applications and relevance to Japan proving especially attractive to major broadcasters and leading newspapers.

Media channel	Total media visits	Share (%)
TV	76	34.7%
Online media	64	29.2%
Influencer	30	13.7%
Print	30	13.7%
Radio	8	3.7%
Other	11	5.0%



Digital communication further amplified the Swiss Pavilion's visibility. Over the course of the Expo, more than 2,000 social media posts were published on X, Facebook, Instagram and TikTok, generating over 34 million impressions and more than 200,000 organic engagements. Instagram was the main driver of follower growth, while TikTok proved particularly effective in reaching younger and broader audiences. ERI-focused content performed above average in terms of engagement, confirming strong interest in Switzerland's innovation narrative when combined with human-centred storytelling.

Influencer marketing complemented these efforts through targeted collaborations with leading Japanese content creators and media outlets, including Gizmodo Japan, Boss B and Mizutamari Bond. These partnerships were aligned with the Swiss Pavilion's three thematic pillars and timed to coincide with peak visitor periods such as Golden Week, summer holidays and Silver Week. Influencer content generated more than 1.6 million views and contributed significantly to awareness and visitation, especially among audiences less familiar with science and technology topics.

Paid digital advertising supported organic and earned media activities. A multi-phase campaign on Instagram and TikTok ran from March to September 2025 with a total investment of approximately CHF 12,000. The campaign delivered nearly 10.8 million impressions, reached over 3.8 million unique users and generated more than 3.7 million engagements. Cost efficiency remained high across all phases, with strong performance in both engagement-driven and reach-driven formats.

	Amount Spent	Impressions	Reach	Post engagement	Campaign length (days)
Warm-up campaign	¥ 299,999	574,358	267,969	94,684	36
Video campaign (IG)	¥ 500,000	1,380,033	805,508	898,401	35
Always on campaign (IG)	¥ 709,851	3,226,506	1,154,273	2,770,584	98
Always on campaign (TT)	¥ 736,313	5,615,723	1,637,354	-	98
TOTAL	¥ 2,246,163 CHF 12,082	10,796,620	3,865,104	3,763,669	169

Finally, the long-term partnership with Wired Japan provided access to a highly specialised audience of Japanese KOLs. Content produced through this collaboration generated over 1.3 million views and culminated in a Swiss-sponsored session at the Wired Future Conference, where Swiss and Japanese experts discussed innovation ecosystems and future technologies. Nearly all Sphere 3 ERI projects were featured through this channel, reinforcing Switzerland's positioning as a leading innovation partner.

Overall, the communication activities achieved broad public visibility, strong engagement with key target groups and sustained media interest in Switzerland's innovation, culture and partnerships throughout Expo 2025 Osaka.



Awards

Additional qualitative evidence of visibility and impact is provided by the international awards the Swiss Pavilion received:

- Best Small Pavilion, EXHIBITOR Magazine World Expo Awards
- Bronze Award – Best Sustainable Pavilion, Experiential Design Authority
- Bronze Award – Architecture and Landscape, Bureau International des Expositions
- Excellent Architecture – Fair and Exhibition, German Design Award 2026



06

Conclusion

Finance

The table below shows the budget according to the credit dispatch submitted to the Federal Assembly and the financial statement as of 31 March 2026 (in CHF).

	BUDGET credit dispatch	prov. statement 31.03.2026
Project management staff costs	2'400'000	2'434'620
Admin, expenses	300'000	197'029
Preparation	2'700'000	2'631'649
Construction/dismantling/logistics	9'700'000	11'149'152 *
Discounts/in-kind for pavilion furnishings	1'800'000	301'608
Project competition	250'000	132'998
Reserve	1'250'000	0
Construction/setting-up	13'000'000	11'583'758
Operational costs	1'000'000	273'098
Operational staff costs	2'000'000	1'628'621
Discount for uniforms		76'329
Operations	3'000'000	1'978'048
Marketing, communication, events	700'000	535'379
In-kind services for National Day, events and virtual Expo		229'700
Communication/marketing	700'000	765'079
Total	19'400'000	16'958'534

Proceeds in cash	4'250'000	899'397
Discounts/in-kind	1'800'000	610'637
Events	50'000	6'509
Bar/shop sale share	100'000	159'664
Proceeds	6'200'000	1'676'207

Internal compensation		1'689'580
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Net amount	13'200'000	13'592'747
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*The anticipated refund of Japanese VAT has already been accounted for.

Preparation costs are slightly below budget due to the decision to forgo non-essential travel. For the construction and dismantling of the pavilion, successful negotiations with the contractor meant that the full reserve did not need to be used. Overall, expenditures are approximately CHF 1.4 million below budget; however, these savings unfortunately had an impact on the quality of the pavilion.

Operating costs are around CHF 1 million lower than budgeted. Expenses for maintenance, water and energy had been overestimated. In addition, personnel costs were reduced by deliberately limiting the number of temporary staff. By contrast, costs for marketing, communication and events are around 10% above budget due to participation in the virtual Expo.

Despite extensive fundraising efforts until shortly before the opening of the Expo, the target of CHF 4.4 million in third-party funding was far from being achieved. While the share from restaurant and shop sales exceeded expectations, sponsorship income remained significantly below projections. Although initial interest from Swiss companies in Japan was relatively high, only a limited number ultimately received the necessary budget approvals from their head offices in Switzerland.

To minimize the increase in net costs for the Confederation, several anticipatory measures were taken. First, cost-saving measures reduced construction expenses by scaling back certain spaces and their fittings, while seeking a balance between budgetary objectives and the visitor experience. Second, the operating budget was reduced by foregoing certain elements, such as a cultural program and limiting staffing levels.

Finally, an internal cost compensation by the FDFA covered CHF 1.7 million. These various measures limited the increase in net costs to CHF 400,000.

Acknowledgements

It is now almost two decades since I inaugurated my first Swiss Pavilion in Aichi. Since then, I have been fortunate to contribute to Switzerland's presence in Aichi, Zaragoza, Shanghai, Yeosu, Milan, Astana and Dubai. Each Expo brought new challenges – and each one proved, again and again, that no digital solution can replace real-life encounters. A child discovering robots that can be eaten and foods that behave like robots in our Augmented Human exhibition. Delegations designing future societies in our Public Portal to Anticipation from GESDA. Japanese visitors dressed up in Heidi costumes discovering that before the anime version, Heidi already existed in Johanna Spyri's book. These are just some of the moments that made our experience at the Swiss Pavilion worthwhile. During these six months, Swiss–Japanese relations with partners from academia and business leaders were further strengthened in our numerous events – from edible robotics tasting sessions to reimagining traditional crafts with cutting-edge technology.

Along with my dedicated team, it's now time to say goodbye. We're taking home not just unforgettable memories, but also Swiss connections with so many countries. Like the Grand Ring, we were able to experience the world connected as a whole, with valuable takeaways that will accompany us into future Expos. Collaborative innovation in its purest form.

Thank you – どうもありがとうございます!

Manuel Salchli

Commissioner General of the Swiss Pavilion
and Chairman of the Steering Committee
of Expo 2025 Osaka

