

**TRADE, INVESTMENT AND TRANSPORT MISSION TO SINGAPORE, HONG KONG,  
CHINA AND JAPAN BY  
THE HON ANDREW CONSTANCE MP MINISTER FOR TRANSPORT AND  
INFRASTRUCTURE  
4-14 July 2016  
POST MISSION REPORT**

**MISSION PURPOSE**

The Hon Andrew Constance MP, Minister for Transport and Infrastructure travelled to Singapore, Hong Kong, China and Japan to promote current and future infrastructure pipelines and investment opportunities in NSW, and experience world class transport systems and their operations. The key objectives and outcomes for the mission were to:

- Ensure New South Wales remains at the forefront of transport delivery by engaging with industry leaders to enable Transport for NSW to become a world leader in applying technology to deliver better transport outcomes.
- Provide an opportunity to promote NSW's ambitious infrastructure investment program and build international relationships to proactively position NSW as a prime location for business growth and investment, in major transport infrastructure
- Gather learning from the region with a particular focus on transport and infrastructure delivery and operations.
- Strengthen government to government relationships.

**MISSION DESCRIPTION**

The NSW Transport and Infrastructure Minister visited Singapore, Hong Kong, Shanghai and Tokyo over 10 days.

**MISSION BACKGROUND**

The NSW Government International Engagement Strategy (2013) identifies priority markets and aims to have high level missions to these markets to promote trade and investment. ASEAN (including Singapore), China and Japan are priority markets under the strategy. The mission involved the Minister visiting cities where complex integrated transport solutions have been successfully deployed. There was a strong focus on promoting New South Wales' infrastructure investment program and establish relationships with key infrastructure industry representatives and investors. The mission also aligns with Transport for NSW objectives in the areas of:

- metro rail, light rail and high speed rail:
  - to inform delivery of Sydney Light Rail, Sydney Metro, Newcastle Light Rail, Parramatta Light Rail and public transport in the Badgerys Creek precinct;
  - to inform discussions on proposed high speed rail routes.
- transport interchanges and complex multi-modal integration, including airport and land transport interaction:
  - to inform full integration of the land transport network;
  - to reveal new and innovative ways to ensure public transport on-time running;
  - to inform congestion mitigation strategies around airport precincts.
- integrated ticketing and fare technology:

- to reveal innovations and incentives that optimise the customer experience;
- to build on momentum from the NSW Government Future Transport Summit to transform service and product offerings.

## **SINGAPORE**

The Minister for Transport and Infrastructure visited Singapore on 4 July and 5 July to progress the NSW-Singapore government to government relationship and investment prospects and to investigate opportunities to improve technology utilisation and operational processes in NSW transport and infrastructure.

While in Singapore, the Minister for Transport and Infrastructure:

- Visited the Changi East Airport construction to view the project scope, consider land use and transport implications, and understand learnings for proposed NSW developments
- Met with Ms Josephine Teo, Minister for Foreign Affairs and Transport in Singapore to strengthen the NSW-Singapore relationship and to understand the management of transport operations
- Met with the Land Transport Authority to review metro rail operations, congestion management, autonomous vehicles and land value capture
- Visited the SBS Transit depot to discuss operational activities and view the fully automated Operational Control Centre
- Chaired an investor roundtable hosted by Austrade to promote NSW's investment pipeline with Singaporean investors with a demonstrated interest in diversified investments in NSW

## **HONG KONG**

The Minister for Transport and Infrastructure visited Hong Kong on 5 July to 7 July to progress the NSW-Hong Kong government to government relationship and investment prospects and to investigate opportunities to improve technology utilisation and operational processes in NSW transport and infrastructure.

While in Hong Kong, the Minister for Transport and Infrastructure:

- Met with Ms Ingrid Yeung, Commissioner for Transport to understand the management of transport operations and understand value capture mechanisms utilised in Hong Kong
- Chaired an investor roundtable to promote NSW's investment pipeline with Hong Kong investors with a demonstrated interest in diversified investments in NSW
- Met with Mass Transit Rail (MTR) Corporation to discuss complex multi-modal transport integration, advanced value capture strategies, integrated ticketing and fare integration
- Visited Wong Chuk Hang Depot to discuss and experience fully automated operation trains
- Visited Admiralty Station to observe passenger flow and crowd management at one of Hong Kong's busiest metro rail stations during the evening peak
- Visited Kowloon Station to experience and view transport interchanges and complex multi-modal integration
- Visited Tsingyi Operational Control to observe the functioning of the Operational Control Centre for the MTR rail network

## **CHINA**

The Minister for Transport and Infrastructure visited Shanghai on 7 July to 9 July to progress the NSW-China government to government relationship and investment prospects and to investigate opportunities to improve technology utilisation and operational processes in NSW transport and infrastructure.

While in China, the Minister for Transport and Infrastructure:

- Met with the Australian China Chamber of Commerce
- Met with the Shanghai Municipal Transport Commissioner to understand the management of transport operations and discuss transport innovations being undertaken in Shanghai
- Chaired an investor roundtable to promote NSW's investment pipeline with Chinese investors with a demonstrated interest in diversified investments in NSW
- Visited Hong Qiao Logistics Hub to observe the world's largest multi-modal transportation hub connecting an international airport, high-speed and inter-city rail, metro system and public ground transportation systems, and the arterial road network and expressways.
- Visited Shanghai Yangtze River tunnel and bridge to observe fully operational monitoring and alert systems for traffic flow and management
- Experienced high speed rail (bullet train) and maglev rail technology.

## **JAPAN**

The Minister for Transport and Infrastructure visited Tokyo on 9 July to 13 July to progress the NSW-Japan government to government relationship and investment prospects and to investigate opportunities to improve technology utilisation and operational processes in NSW transport and infrastructure.

While in Japan, the Minister for Transport and Infrastructure:

- Met with JR Central to discuss and experience high speed rail, above ground station development and operational processes
- Met with Mr Masafumi Shukuri, Chairman for International High-Speed Railway Association to discuss high speed rail opportunities
- Met with Tokyo Metro to observe and discuss rail operations and high speed rail
- Chaired an investor roundtable to promote NSW's investment pipeline with Japanese investors with a demonstrated interest in diversified investments in NSW
- Met with Mr Hideki Miyauchi, Parliamentary Vice-Minister of Lands, Infrastructure, Transport and Tourism to strengthen the NSW-Japan relationship and understand the management of transport operations

## **KEY OUTCOMES**

The mission promoted current and future infrastructure pipelines and investment opportunities in NSW and provided the opportunity to experience world class transport systems, and their operations, to inform future NSW Government investment in major transport infrastructure.

### **Showcased NSW's ambitious infrastructure pipeline and generated interest in investment opportunities**

The mission drew investor's attention to key NSW sectors, in particular transport and infrastructure. The Minister promoted NSW as an attractive investment environment and discussed the pipeline of infrastructure projects with potential investors and reinforced the strong NSW economy. There was significant interest from business leaders in current NSW infrastructure projects.

### **Innovation and Technology**

The mission provided a unique opportunity to see firsthand the world class transport systems in Asia. These learnings are of benefit to NSW as there are opportunities to expand technology utilisation in NSW public transport and infrastructure to improve customer service and satisfaction and to ensure Transport for NSW remains agile and innovative. Learning about Asia's operational processes used to support complex integrated transport solutions was also a key outcome from the mission.

### **Airport – rail infrastructure connectivity**

The mission provided an opportunity to better understand how major cities link their airport and rail infrastructure to promote economic growth and productivity, including planning considerations, funding models and the use of different transport modes to achieve optimal transport outcomes.

## **OFFICIAL DELEGATION**

The Hon Andrew Constance MP  
Minister for Transport and Infrastructure

### **Accompanied by:**

Mr Ryan Bloxsom  
Chief of Staff  
Office of the Hon Andrew Constance MP

Mr Peter Regan  
Deputy Secretary and Chief Financial Officer  
Finance and Investment  
Transport for NSW

<b>Minister</b>	Hon. Andrew Constance, MP
<b>Portfolio</b>	Transport and Infrastructure
<b>Destinations(s) visited</b> a) Countries b) Cities	a) Singapore; Hong Kong; China; Japan b) Wan Chai; Kowloon, Shanghai; Tokyo, Nagoya
<b>Dates of travel</b> a) Departure date b) Return date	a) 4 July 2016 b) 14 July 2016
<b>Number of official travel days</b>	10
<b>Number of accompanying</b> a) Minister's staff b) Government officials	a) 1 b) 1
<b>Accompanied by spouse</b> a) in an official capacity b) in a private capacity	a) No b) No
<b>Costs</b>	
<b>Airfares</b> a) Minister and Minister's staff b) Government officials	a) \$23,880.86 b) \$11,880.45
<b>Accommodation</b> (includes any meals/incidentals charged to room) a) Minister and Minister's staff b) Government officials	a) \$14,500 b) \$7,250.00
<b>Official hospitality</b> a) Minister and Minister's staff b) Government officials	a) Nil b) Nil
<b>Other expenses</b> a) Official gift presentation b) Ground transport c) Meals and refreshments d) Interpreter e) Venue hire	a) \$880.86 b) \$2,027 c) \$783.31 d) \$3,574.30 e) \$9,380
<b>TOTAL estimated travel cost</b>	\$ 74,157.78
<b>Currency conversion rate</b>	1 AUD = 5.8028 HKD 78.48 JPY 5.00 CNY 1.02 SGD Date of conversion: 26/07/2016

Note: A number of costs will be incurred by the Department of Premier and Cabinet

## MEETING AND SITE VISIT SCHEDULE

Date	Organisation	Purpose
04/07/2016	Changi East Airport Development <ul style="list-style-type: none"> <li>Lee Seow Hiang, CEO, Changi Airport Group</li> <li>Choy Dawen, Senior Vice President, Changi East</li> </ul>	Site tour
05/07/2016	DFAT/Austrade <ul style="list-style-type: none"> <li>Australian High Commissioner to Singapore</li> <li>NSW Trade and Investment Commissioner to Singapore</li> <li>Australian Senior Trade Commissioner to Singapore</li> </ul>	Market briefing
05/07/2016	Minister for Foreign Affairs and Transport in Singapore <ul style="list-style-type: none"> <li>Ms Josephine Teo</li> </ul>	Management of transport operations
05/07/2016	Land Transport Authority Singapore <ul style="list-style-type: none"> <li>Mr Chew Men Leong, Chief Executive</li> </ul>	Management of rail operations
05/07/2016	Investor Roundtable <ul style="list-style-type: none"> <li>Mr Kua Hong Pak, Group CEO ComfortDelgro</li> <li>Mr Gan Juay Kiat, CEO SBS Transit</li> <li>Mr Cheng Siak Kian, SVP (Bus) SBS Transit</li> <li>Mr John Anderson, Regional General Manager (South East Asia) John Holland</li> <li>Mr Reuben Low QW, Associate Director Temasek</li> <li>Mr Manohar Khiatani, Deputy Group CEO Ascendas Singbridge</li> <li>Chairman of Investment, Mastercard Asia-Pacific</li> <li>Mr Tay Lim Hock, GIC</li> <li>Mr Chua Tiow Chye, Group Chief Investment Officer &amp; Regional CEO, North Asia &amp; New Market</li> </ul>	Investment opportunities in NSW
05/07/2016	SBS Transit <ul style="list-style-type: none"> <li>Leong Yim Sing, Snr Vice President, Rail Engineering</li> <li>Simon Lane, Executive Vice President, Rail</li> </ul>	Site tour – fully automated Operational Control Centre
06/07/2016	DFAT NSW Trade and Investment Commissioner for South China and Hong Kong	Market briefing
06/07/2016	Hong Kong Transport Department <ul style="list-style-type: none"> <li>Ingrid Yeung, Commissioner for Transport</li> </ul>	Site tour- real-time operations
06/07/2016	Investor Roundtable Lunch <ul style="list-style-type: none"> <li>Mr Paul Tighe, Australian Consul-General Hong Kong</li> <li>Mr Sam Guthrie, Austrade Senior Trade Commissioner</li> <li>Mr David Cao, Chairman and Founder, Newcity Group</li> <li>Mr Michael Cao, Vice General Manager, Newcity Group</li> <li>Mr Chris Hoong, Managing Director, Far East International</li> <li>Mr Chan Hung Fei, Hong Kong Representative, ASF Group</li> <li>Ms Wendy Tong, Chief Public Affairs Officer, Cheung Kong Infrastructure</li> <li>Ms Joanna Chen, Head of Business Development, Cheung Kong Infrastructure</li> </ul>	Investment opportunities in NSW
06/07/2016	Mass Transit Railway (MTR) <ul style="list-style-type: none"> <li>Professor Frederick Ma, Chairman, Board of MTR Corporation</li> <li>Mr Lincoln Leong, CEO, MTR Corporation</li> <li>Dr Jacob Kam, Managing Director - Operations &amp; Mainland</li> <li>Dr Peter Ewen, Engineering Director</li> <li>Mr David Tang, Property Director</li> <li>Mr Victor Chan, General Manager - China Property</li> <li>Mr Oscar Ho, Deputy General Manager</li> </ul>	Complex multi-modal integration Integrated ticketing and fare integration

	<ul style="list-style-type: none"> <li>• Ms Rebecca Wong, Senior Town Planning Manager</li> <li>• Mr Brian Chambers, International Operations Director</li> <li>• Mr Andy Yip, General Manager-International Operations</li> <li>• Mr Mike Bezzano, Construction Manager</li> </ul>	
<b>06/07/2016</b>	<p>Wong Chuk Hang Depot</p> <ul style="list-style-type: none"> <li>• Mr CS Chan, Project Manager-Rolling Stock</li> <li>• Mr Dennis Chau, Senior Construction Engineer-Rolling Stock</li> <li>• Mr Leon Pang, Depot Engineer, Wong Chuk Hang Depot</li> </ul>	Site tour - fully automated operations
<b>06/07/2016</b>	<p>Admiralty Station</p> <ul style="list-style-type: none"> <li>• Mr CY Leung, Group Station Manager</li> </ul>	Site tour- passenger flow and crowd management
<b>06/07/2016</b>	<p>Corporate dinner MTR</p> <ul style="list-style-type: none"> <li>• Professor Frederick Ma, Chairman, Board of MTR Corporation</li> <li>• Mr Lincoln Leong Kwok-kuen, CEO, MTR</li> </ul>	
<b>07/07/2016</b>	<p>DFAT</p> <ul style="list-style-type: none"> <li>• NSW Trade and Investment Commissioner South China and Hong Kong,</li> </ul>	Market briefing
<b>07/07/2016</b>	<p>Kowloon Station</p> <ul style="list-style-type: none"> <li>• Mr CK Cheung, Operations Manager-AEL,TCL&amp;DRL</li> <li>• Mr Gordon Ng, Senior Station Manager, Kowloon Station</li> <li>• Mr Oscar Ho, Deputy General Manager - China Property</li> <li>• Ms Rebecca Wong, Senior Town Planning Manager</li> <li>• Photographer</li> </ul>	Site tour -transport interchanges and complex multi-modal integration
<b>07/07/2016</b>	<p>Tsingyi Operational Control Centre</p> <ul style="list-style-type: none"> <li>• Mr CK Cheung, Duty Operations Network Control Manager</li> </ul>	Site tour- observe the functioning of the Operational Control Centre for the MTR rail network
<b>08/07/2016</b>	<p>DFAT</p> <ul style="list-style-type: none"> <li>• NSW Trade and Investment Commissioner</li> <li>• Senior Trade and Investment Officer</li> </ul>	Market briefing
<b>08/07/2016</b>	<p>Australian China Chamber of Commerce</p> <ul style="list-style-type: none"> <li>• Mr Peter Arkell, Chairman of Australian China Chamber of Commerce</li> <li>• Mr Udo Doring, CEO, AustCham Shanghai</li> </ul>	NSW trade and investment opportunities
<b>08/07/2016</b>	<p>Shanghai Municipal Transport Commissioner</p> <ul style="list-style-type: none"> <li>• Mr LIU Jun, DDG of the Shanghai Municipal Transport</li> </ul>	Management of transport operations
<b>08/07/2016</b>	<p>Investor Roundtable Lunch</p> <ul style="list-style-type: none"> <li>• Mr JIANG Bo, Vice President, Traffic Control Technology</li> <li>• Mr ZHANG Ying, Director of International Department China Railway Group</li> <li>• Mr Peter Yao, Executive General Manager, Fosun Property Holdings</li> <li>• Mr SHEN Ming, Vice President/Chief Financial Officer, Greenland Urban Development (Group)</li> <li>• Mr ZHANG Jun, National Solution Manager, IT Infra TD Tech</li> <li>• Mr ZHOU Jun, General Manager, SUCGI International Engineering</li> <li>• Ms XU Wen, Senior Manager SUCGI International Engineering</li> <li>• Mr CHEN Junwei, President Harvest Tech Investment</li> </ul>	Investment opportunities in NSW
<b>08/07/2016</b>	<p>Hong Qiao Logistic Hub</p> <ul style="list-style-type: none"> <li>• Mr WEI Aiming, Director of Transport Coordination, Shanghai Hongqiao Hub</li> </ul>	Site tour- multi-modal transportation



	<ul style="list-style-type: none"> <li>Mr XU Bing, Deputy Director of Transport Coordination, Shanghai Hongqiao Hub</li> </ul>	
<b>09/07/2016</b>	Shanghai Yangtze River Tunnel and Bridge <ul style="list-style-type: none"> <li>Mr ZHOU Jun, General Manager, SUCGI International Engineering</li> </ul>	Site tour - fully operational monitoring and alert systems for traffic flow and management
<b>09/07/2016</b>	Shanghai Maglev Train <ul style="list-style-type: none"> <li>Tony Zhang, Commissioner of NSW Shanghai Office</li> </ul>	Site tour-experience high speed train travel
<b>10/07/2016</b>	Tour of major retail and commercial precincts around rail stations plus convergence of multiple metro, Japan Rail and Shinkansen platforms and integrated ticketing	Site tour-experience fully integrated transport system
<b>11/07/2016</b>	DFAT <ul style="list-style-type: none"> <li>NSW Trade Commissioner for Japan</li> </ul>	Market briefing
<b>11/07/2016</b>	JR Central Day Tour <ul style="list-style-type: none"> <li>Mr Shohei Yoshida, General Manager</li> </ul>	Rail operations High speed rail Integrated operations
<b>12/07/2016</b>	Tokyo Metro Day Tour <ul style="list-style-type: none"> <li>Mr Yoshimitsu Oku, President Tokyo Metro</li> </ul>	Rail operations Integrated operations
<b>12/07/2016</b>	Tokyo Metro <ul style="list-style-type: none"> <li>Mr Masafumi Shukuri, Chairman for International High-Speed Railway Association, Snr Advisor for Tokyo Metro and former Secretary for Ministry of Land, Infrastructure, Transport and Tourism</li> </ul>	Rail operations High speed rail
<b>13/07/2016</b>	Investor Roundtable Breakfast <ul style="list-style-type: none"> <li>Mr Takashi Matuso, Senior Manager of Project Finance Office, Structured Finance Division, Bank of Tokyo-Mitsubishi UFJ, Ltd</li> <li>Ms Yoko Yanagida, Chief Manager of Project Finance Office, Structured Finance Division, Bank of Tokyo-Mitsubishi UFJ, Ltd</li> <li>Mr YOICHI YAMANO, General Manager, Government &amp; External Relations Division, Hitachi</li> <li>Mr Hidetoshi Miura, General Manager, Business Development &amp; Sales, Hitachi</li> <li>Mr Yasuhiko ASADA, ITOCHU Corporation</li> <li>Deputy Chief Operating Officer, Plant Project, Marine &amp; Aerospace Division, ITOCHU Corporation</li> <li>Mr. Tomoyuki HIRATA, General Manager, Plant Project Dept., ITOCHU Corporation</li> <li>Ms Miki Yamakawa, Manufacturing Industry Department Environment and Infrastructure Division, Japan External Trade Organization (JETRO)</li> <li>Mr Kei TOMOMI, General Manager of Transport &amp; Infrastructure Project Dept., Board Director of NRT Pty Ltd (Sydney Metro North West project), and Board Director of Gold Coast Light Rail project</li> <li>Mr Tomoyuki KAKIUCHI, General Manager of Transport &amp; Infrastructure Project Sec. III, Transport &amp; Infrastructure Project Dept. Marubeni Corporation</li> <li>Mr Takuji Naruse, GM Transport, Mitsubishi Corporation Mitsubishi Corporation, Mitsubishi Corporation</li> <li>Mr Noriyuki Mitani, Manager, Transportation Infrastructure Business Department, Infrastructure Business Division, Mitsubishi Corporation</li> </ul>	Investment opportunities in NSW

- Mr Atsushi Takase, General Manager, Overseas Marketing Department, Public Utility Systems Mitsubishi Electric Australia Pty Ltd
- Mr Tatsuhiro Sato, Operating Office, Infrastructure Projects Business, Unit Mitsui & Co
- Mr Fumio Inagawa, General Manager, Global Project Finance Department, Mizuho
- Katsuhiro Ito, Group Manager, NEC Corporation
- Mr. Maeda Hirochi, Partner, Nishimura & Asahi
- Mr. Mikio Tanuma, General Manager, Tokyo Corporate Banking Department, Sumitomo Mitsui Banking Corporation
- Noburu Kato, Director, Deputy Head of Banking Unit, Sumitomo Mitsui Banking Corporation
- Mr. Hiroyuki Ota, Chief Specialist Railway System Division, Toshiba Corporation

**13/07/2016**

Mr Hideki Miyauchi, Parliamentary Secretary, Parliamentary Vice-Minister of Land, Infrastructure, Transport and Tourism

Management of transport operations