



# Expo 2025 post-event session

## The Expo 2025 Promotion Section Reveals the behind-the-scenes story

The EXPO 2025 Osaka, Kansai, Japan Promotion Section (the "Promotion Section") was organized to promote the Group's project for participating in the expo as an exhibitor. Six members were assigned to the section to engage in a broad spectrum of tasks related to concept formulation, planning and production of exhibits, and PR strategy planning. For the closing of the Special Issue on Expo 2025 Osaka, Kansai, Japan, we held a special talk session for the members to share their thoughts and feelings about the related experiences while looking back on the project themed on the "Impulse to Move."

### — How would you describe "Impulse to Move" as the exhibition's theme?

**Murakami:** Around the end of 2021, a task force was launched to consider details of the exhibition, inviting about 20 members mainly from head office divisions. We held online workshops to discuss how to create a basic list of candidates for selecting the exhibition theme with more than 100 participants.



**Keisuke Murakami**  
 Manager, EXPO 2025 Osaka, Kansai, Japan Promotion Section, Corporate Communication Group

Head of the EXPO 2025 Osaka, Kansai, Japan Promotion Section. Responsible for overall management of the section and negotiations with the Japan Association for the 2025 World Exposition and other organizations.

In order to give concrete shape to the ideas and suggestions discussed, the Promotion Section was formed in 2023. We started activities based on the recognition shared within the task force about the need for redefining the values of happiness and richness, which change with the times, in order to think about the future.

**Nagahara:** As a hypothetical prospect of a future society 50 years from now, we adopted the assumption that people will spend more time on their hobbies, traveling, and participation in social activities. Against this background, we envisioned a future society using the method known as "future foresight," and drawing up specific images. Among them was one depicting "a society in which animal-like vehicles are a popular means of personal mobility" and featuring people traveling around the world by riding leopard-like vehicles. That very image of the leopard-like robotic vehicle provided the basis for developing the concept of the four-legged mobility machine.

**Murakami:** Also, around that time, Japan Association for the 2025 World Exposition, supervisor of the Future City exhibition, announced the venue allocation plan that included a request for Kawasaki to enter the "Transportation and Mobility" showcase category. In consideration of these conditions, the Promotion Section started discussions to explore the possible ways of presenting our exhibition.

**Nagahara:** The Promotion Section took over discussions from the task force and set their direction so that the exhibition theme should convey universal and fundamental messages to all people, based on the results of discussions held at the task force and the grand theme of Expo 2025 "Designing Future Society for Our Lives." For this purpose, we looked into academic

studies on transportation and mobility and learned about the theory stating that humans are predisposed to derive happiness from the act of moving. We adopted this theory as the basis for establishing the theme of "Impulse to Move."

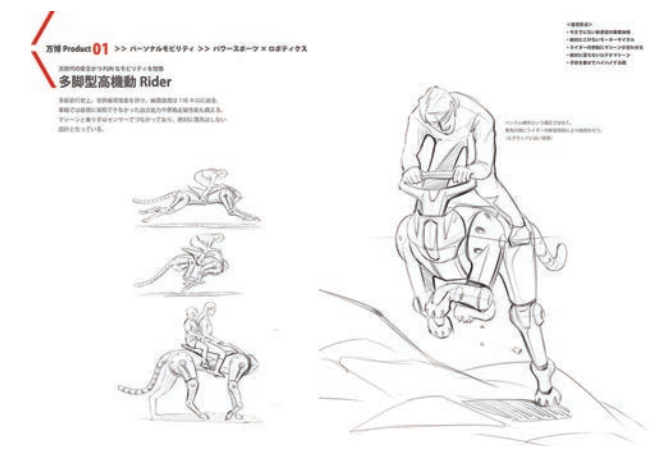
**Amatatsu:** We delved into this subject more deeply and found the explanation that the impulse to move had two different purposes to accomplish: comfort of traveling as a way to reaching the destination; and the thrill of adventure regardless of the destination. Based on this finding, we decided to develop the concept of two different modes of mobility, specifically for mass and personal transportation.

**Murakami:** In addition, we felt a responsibility to contribute to the future of the both sectors, as Kawasaki has established businesses both for public transportation systems related to railways, aircraft and ships and personal vehicles such as motorcycles and jet skis.

**Inoue:** In line with this, we decided to include a hydrogen power unit in the concept by adopting it as the power source for both the mass and personal mobility systems, considering that the Kawasaki Group has established a full-scale hydrogen supply chain, the world's first of its kind.

### — Would you explain the concept of CORLEO?

**Amatatsu:** In the field of personal mobility, Kawasaki's specialty lies in motorcycles. However, we were negative about choosing a wheeled vehicle as the subject of showcasing a future vision because such a plan would likely focus only on pursuit of technological evolution, which might result in too professional, or even geeky, exhibits. This would not be suited to the purpose of the expo. Rather, the expo exhibits should be something novel and have intuitive appeal. So, we thought we needed to create an unprecedented, completely new type of vehicle, and at the same time, it should be able to offer the equivalent of the distinctive sensation that captures what many motorcycle riders experience, the feeling of being one



Initial design drawings of CORLEO, some accompanied by a proposal for using the tail for hydrogen refueling.



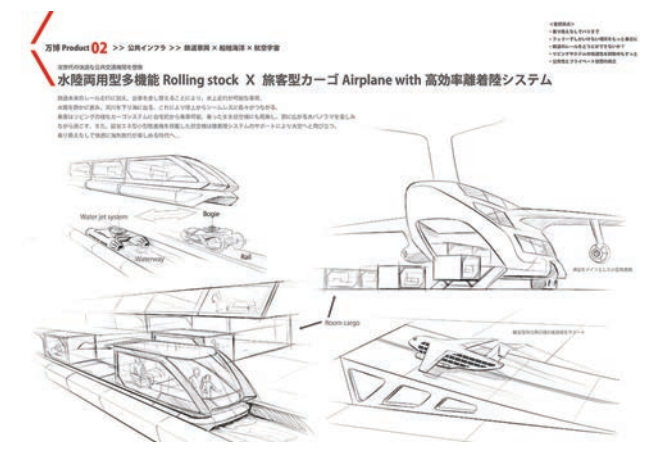
**Yusuke Amatatsu**  
 Senior Staff Officer, EXPO 2025 Osaka, Kansai, Japan Promotion Section, Corporate Communication Group; Branding Section, PR Department, Corporate Communication Group

EXPO 2025 Osaka, Kansai, Japan Promotion Project Leader. Responsible for all exhibits, videos and other works created for the project.

with the machine. We also decided to develop totally new-concept maneuvering mechanisms to replace traditional steering and accelerator systems.

For developing the new mechanisms, we used the control principle based on weight shift, an essential function of horse riding. Imagine that you are giving your child a ride on your back. You will move while detecting the shift of the child's weight in order to prevent them from falling. A similar process can be applied to innovate an unprecedented form of maneuvering method while increasing the safety of tandem ride to an appropriate level, which is difficult to achieve with conventional motorcycle technology. In addition, "legs" can offer greater stability than wheels, and can enable even children and physically weak people to climb up rough mountain roads safely and have a new experience of viewing scenery that has been virtually inaccessible to them before.

Our plan was to create a vehicle that can be maneuvered simply by the rider shifting their weight while ensuring the safety of off-road travel. Implementation of that innovative idea could be made possible only with a multi-legged structure. For appearance design, we started by planning to use the cheetah as a motif, and changed later to the present motif of the lion, looking to present a robust appearance in a bid to offer a clearer sense of safety and security.



Amphibious vehicle designed to change modes by replacing parts (left). Aircraft loading private rooms (right).



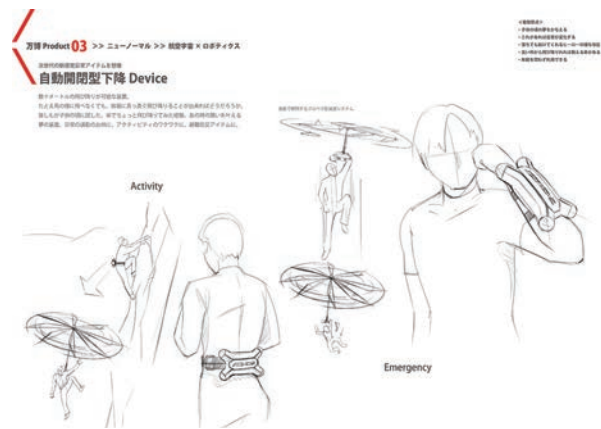
— Would you explain the concept of ALICE SYSTEM?

**Inoue:** We began by thinking how we could realize our wish to utilize Kawasaki's technological capabilities in the mobility sectors of land, sea and air in order to solve issues associated with ongoing public transportation service systems. Among many issues, we took particular note of the stress experienced by passengers in various situations, such as riding a crowded train and needing to transfer. We also looked at the recent trend of a growing number of consumers choosing personal mobility modes rather than mass transportation means. Against this background, we set the goal of creating public transportation system models that can eliminate the stress felt by all types of passengers while enabling services to provide comfortable private spaces.

We brainstormed many interesting ideas, including one for the cabin to transform itself into an automobile, train car, ship and helicopter easily by fitting optional parts, and finally decided on the plan for an interconnected mobility system centered around the cabin that allows for transfer-free travel, which has taken shape as ALICE SYSTEM.

— Could you give some other examples of plans considered but rejected?

**Hayashi:** Among the finalists was my proposal for an automatic



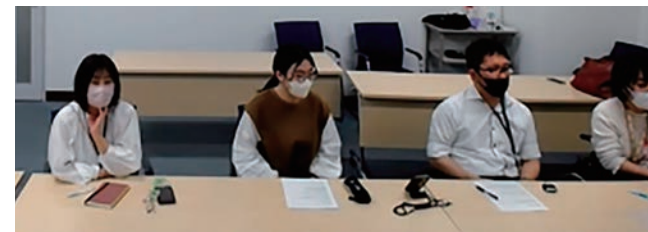
Imagery of the proposed (but rejected) automatic parachute, a device for jumping from a high place to land safely, like the traditional parachute.



**Kensuke Inoue**  
Senior Staff Officer, Global Marketing & Sales Department, Advanced Smart Mobility Supervisory Department, Presidential Project Management Division; EXPO 2025 Osaka, Kansai, Japan Promotion Section, Corporate Communication Group

Previously engaged in the design of railroad vehicles before taking the current position involved in the planning, marketing and sales of service robots. Also assigned to the EXPO 2025 Osaka, Kansai, Japan Promotion Section to take charge of the ALICE SYSTEM.

parachute, a device to be worn on the arms so that it will be activated automatically as needed to protect the user jumping from a high place. It would allow for efficiently leaving the office by enabling the user to avoid using the stairs and elevators and instead jumping from the window down to land safely. This would also effect an "extreme" leaving session. The idea came from my passion for rock climbing and represents a dreamlike tool to enable lifeline-free cliff climbing. Personally, I was instinctively very excited about this proposal, which however was rejected because it just did not qualify as a means of mobility.



Hearing from workers at Kawasaki Heartfelt Service about issues with public transportation systems.

— Could you give some details about the field research?

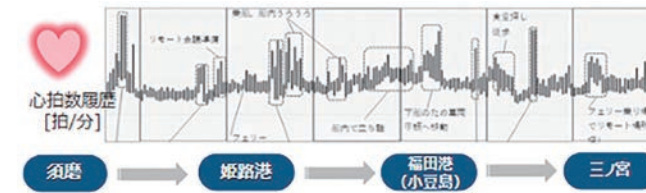
**Nagahara:** We did field research for a number of issues in response to advice received from President Hashimoto to listen to people on site and consider comfort for all people.

**Inoue:** We began by collecting feedback from wheelchair users and those with hearing difficulties working at Kawasaki Heartfelt Service about problems with using public transportation services. We learned specifically about the inconvenience they experienced related to eye levels and handling of coats and recognized the need for a design to solve such stressful situations.

**Nagahara:** To gain a better understanding, section members organized a hands-on experience session to travel in a wheelchair from Kobe to Sannomiya using a train. This provided us



Reaching out in an attempt to press the button on the vending machine while sitting in the wheelchair but failing because of the height (left). Having difficulty controlling the bodily position appropriately to use the ticket machine (upper right). In the car ferry, staircases are a major means of moving between decks (lower right).



Heart rate monitor readings recorded while traveling on the car ferry, indicating elevated heart rate associated with moving up and down the steps on board. The data also revealed the accelerating heartbeat recorded at the time of boarding.

with firsthand knowledge of present issues faced by many train passengers in wheelchairs due to difficulties with getting on and off the train and buying tickets and drinks.

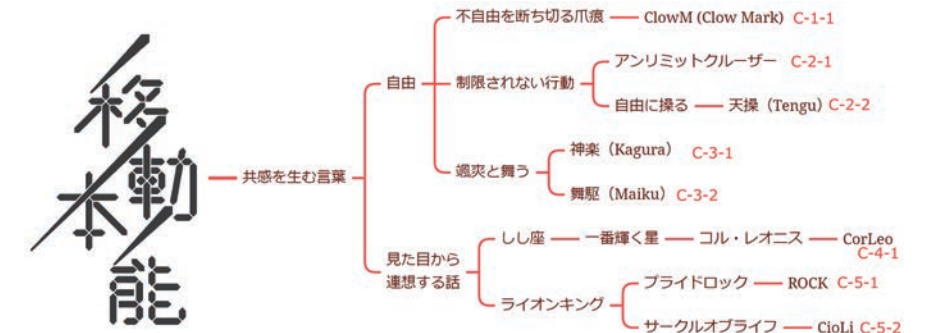
**Hayashi:** We also conducted an on-site survey on a car ferry.



In the express train with sleeping berth, having difficulty passing down the 60 cm-wide aisle while carrying bulky luggage.

While noticing people with disabilities having difficulties in moving on board, mainly due to narrow aisles and particularly between decks, I also took note of the benefit of traveling on a ship that houses large public spaces on decks where interaction with other passengers are likely to occur naturally. Actually, I happened to meet one of my fellow rock climbers during the survey, a happy surprise coming from traveling. Findings from these experiences were reflected in the concept of ALICE SYSTEM that places importance on public spaces such as the dining car and lounges.

I wore a heart rate monitor during the survey, and the readings indicated an elevated heart rate not only while climbing up and down the steps between decks but also when boarding the ship, though I didn't know why. I guessed that the phenomenon might come from the thrill I felt about embarking on a journey, and it was evidence supporting the theory about humans being predisposed to deriving happiness from the act of moving. I also did a survey on an express train with sleeping berth, and identified major issues with passing down the aisles while carrying bulky luggage and in private compartments with insufficient




**Tomoyuki Hayashi**  
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Responsible for operating events and the exhibition booth related to the EXPO 2025 exhibition. Also organized related events at the General Administration Division.

convenience despite a certain degree of consideration given to comfort. This gave a basis for discussions to determine the ideal aisle width.

**Inoue:** One interviewee at Kawasaki Heartfelt Service shared with us an unforgettable episode, which was about the tremendous challenges for wheelchair users to overcome to ride an airplane, which is often an indispensable process to engage in "supporting my fave" activities. This poses extraordinary stress on the person, which however could not damp down their passion for the activities, revealing the strong human impulse to move.

**Nagahara:** That episode and the wheelchair experience helped cement my determination to propose a future society that can solve the present stress we have identified. Also, the surveys made us more confident in the concept we developed for ALICE SYSTEM.

— How did you decide the names of CORLEO and ALICE SYSTEM?

**Murakami:** In the early days, we just used symbolic terms "Concept 1" and "Concept 2." Before long, we began to think of giving a concrete name to each in order to make our exhibits memorable to Expo 2025 visitors while also increasing our sense of attachment to them.

**Tanaka:** We also thought that having a name would help get good media exposure and aid promotion activities.

**Murakami:** One hopeful but unsuccessful candidate name for the present CORLEO was "Kagura," a Japanese word meaning



“divine joy,” which referred to the “ultimate joy of riding a vehicle” in our context. Our expectation was that the Japanese name would have a particularly strong appeal to foreign visitors. Unfortunately, however, the term turned out to be a registered trade name.

**Amatatsu:** Further out, some suggested that in order to cause a huge buzz, the idea should have attractive background stories and logical reasons. That was the beginning of the painful days Mr. Murakami had to do massive amounts of brainstorming. The history of his painful efforts can be traced on this diagram.

**Murakami:** The name CORLEO is coined from the words “Cor Leonis,” the brightest star in the constellation Leo, which means “the heart of the lion.” Reasons for this choice lie in evoked images fitting in with the appearance as well as our commitment to creating mobility solutions for fulfilling the human impulse to move to take a brave step into the unknown. ALICE is an acronym for “Accessible Linkages for Innovative and Comfortable Experiences,” an expression of the image of the system, and in line with the direction of discussions to use an abbreviation of multiple words given the difficulty with finding just the right single term to represent the system. Among many unsuccessful candidates was “C4 System,” a coined phrase beginning with an abbreviation for “cabin,” cube,” “comfortable” and “connect,” which could not outdo “ALICE.” A deciding factor was that, as the name ALICE is used in the title of a world-famous classic novel, it sounds familiar to many people, and the thrill of the lead character’s “adventures in wonderland” has a common base with the impulse to move.

**Amatatsu:** I was impressed by Mr. Murakami’s strong commitment to the naming of the exhibits while overcoming a lack of relevant expertise. The Promotion Section, as a project team, follows the principle of individual initiative and responsibility. So all members encouraged each other to “do what you want,” showing mutual respect.

**Inoue:** Expo 2025 created a golden opportunity to take up the challenge to do what you want to do. Thanks to members having diverse backgrounds, the team was able to build a culture of openness and generosity to embrace challenges.



**Hitoshi Nagahara**  
Senior Staff Officer, Innovation Promotion Department I, Innovation Center, Corporate Technology Division; EXPO 2025 Osaka, Kansai, Japan Promotion Section, Corporate Communication Group

Responsible for formulating the exhibition theme and concepts for the Expo 2025 exhibition and promoting activities for discussing the mobility of a future society



Promotion Section members explore the future possibilities of mobility with students.

Owing to this environment, everyone was able to fulfill their responsibility for completing all the tasks. This was beneficial to each individual.

— What did you do specifically in the promotion of the Expo 2025 exhibition?

**Hayashi:** We visited elementary and junior high schools throughout the country to run workshops, in which we explored the possibilities of future mobility systems with local students while introducing the concept of CORLEO and ALICE SYSTEM to them. Our tour encompassed large areas from Fukushima in the north to Hiroshima in the west, giving classes to more than 1,000 students in total. Some of them visited our exhibition and we had a happy reunion.

**Tanaka:** We received cooperation from students of HAL Osaka, junior college of technology and design. Kawasaki had no relationship with the school before then, and we directly made a request, which was accepted willingly, in spite of our fear of rejection, fortunately. The students participated in the production of our exhibition at Virtual EXPO, and worked as interns mainly on the design of the “Impulse to Move Lab.” We had a very meaningful time engaging in creative work with young people.

**Nagahara:** I think the theme of Expo 2025 “Designing Future Society for Our Lives” should also be the theme of the overall society. I noticed a sign of this view coming true when I saw



Kawasaki’s exhibition booth “Impulse to Move Lab” at Virtual EXPO.

many children at workshops expressing their creative ideas vividly. I truly felt the important meaning of Expo 2025 aiming to engage many people in thinking how to create a bright future society.

— CORLEO caused a huge buzz, recording more than 100 million views on social media in a week from its unveiling. What do you think of this phenomenal response?

**Amatatsu:** From the beginning, development of our PR plans centered around social media promotion. The most important policy was to present an appealing appearance. To this end, we prepared good-looking materials and appropriate media kits, which helped achieve a good result. Our goal has been that our exhibits will leave their mark, primarily, on the record of Expo 2025 as well as the memory of its visitors, and this did not necessarily consider global-scale targeting. So, honestly, we were pretty surprised at the big sensation caused by CORLEO around the world. In the promotion of ALICE SYSTEM, we carried out preemptive strategies, chiefly by distributing information online about the concept and purpose from early on in a bid to build a good understanding, and hosting seminars and workshops. These worked well.



Image of CORLEO in silhouette, used for promotion before its unveiling for the first time when Expo 2025 opened according to the strategy for increasing a sense of expectation.

**Murakami:** At the exhibition venue, we received favorable feedback from many visitors requesting early implementation while expressing high expectations for Kawasaki’s technology. That was what we aimed for by achieving the right balance between the reality and the dream. The dream only could not go as far as this.

**Nagahara:** Visitors’ responses revealed their confidence in Kawasaki. This is largely attributable to our strength in diverse business areas. A specialist in a single sector, motorcycle or robotics, might be able to present a comparable exhibition but could not receive comparable responses.

**Inoue:** We obtained many specific suggestions about the pos-



**Shinji Tanaka**  
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Promotion Section member responsible for public relations planning and the planning and production of the virtual exhibition for Virtual EXPO.

sibility of application, such as CORLEO for disaster rescue and ALICE SYSTEM for cabin-based shops. This also means a successful achievement of one of our goals to inspire many people in the world to have discussions in pursuit of better mobility systems.

— Now the successful Expo 2025 exhibition has closed, what are your future plans for taking up a challenge?

**Tanaka:** After Expo 2025, the actual exhibits of CORLEO and ALICE SYSTEM will be transferred to Kawasaki Good Times World and be on display. The virtual simulation space created for Virtual EXPO will also be included in Kawasaki’s special site for Expo 2025. We hope many people will visit there to meet them and experience a futuristic society presented by Kawasaki.

**Amatatsu:** One of the notable exhibits of the recent expo was the “Human Washing Machine,” a remodeled version of the attention-grabbing product that appeared in Expo 1970 in Osaka. Like this, symbolic exhibits that have left their mark on the history of the world exposition are likely to be updated and appear in the event years later. We hope we can showcase a more sophisticated model of CORLEO and ALICE SYSTEM in the next expo to take place in Riyadh, Saudi Arabia, in 2030. I’m ready, willing and able to do this. So, join me and work together aiming at the next expo!

