

Independent report reveals Expo 2025 Osaka attracted EUR 1.53 billion in national investments, providing crucial guidance for Expo 2027 Belgrade organisers and participants.

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EUR 1.53Bn

Total national investment
(≈ 282 Bn JPY)

25.57M

Visits — largest human
gathering of 2025

53%

Of average EUR 32M pavilion budget
spent on construction

AMSTERDAM /BELGRADE, June 23, 2026 — As Belgrade prepares to host the 2027 world exposition, a new independent research publication, “Expo 2025 Osaka in Numbers”, offers a detailed look at the financial and operational realities behind the recent World Expo in Japan.

Published by world exposition experts THEY VISUALIZE VALUE, the report shows that participating countries invested a total of approx EUR 1.53 billion in the development of the independent national pavilions, marking a milestone in Expo history.

One of the most significant drivers of this shift is the increasing share of capital consumed by building costs. In Osaka, 53 percent of the average EUR 32 million pavilion budget. went to construction.

“When construction takes more than half the budget, it leaves relatively less for the exhibition, programming, and operational execution. For countries preparing for Belgrade 2027, our data provides vital benchmarks to adjust their strategies.”

— Tjaco Walvis, co-founder at THEY VISUALIZE VALUE and lead researcher of the project

In Hannover, 18.1 million visitors had access to over 131,000 m² of total independent pavilion space. In Osaka, a larger crowd of 25.6 million was forced to fit into 82,000 m² of total independent pavilion space. In other words, 41% more people were offered 37% less pavilion space. This resulted in long queues in front of pavilions.

The report consolidates insights and interviews with commissioners and pavilion directors, offering clear lessons for the Belgrade Organisers.

“With 25.57 million visits, Expo 2025 Osaka was the largest human gathering on Earth in 2025. It was a massive global event, hosted by Japan, and a cultural, geopolitical, and financial success. There are many vital lessons for the organisers of Expo 2027 Belgrade.”

— Tjaco Walvis

ABOUT THE REPORT

“Expo 2025 Osaka in Numbers” is the third edition of THEY’s “Expo in Numbers” series and an independent, private initiative since 1992. We believe the purpose of world expo’s is to stimulate better understanding between the people of the world. For over three decades, the team behind THEY has been deeply involved in world expositions, motivated by this purpose.

Expo 2025 Osaka in Numbers is invaluable for national teams reporting back to their government as well as teams planning future pavilions for World Expos such as Belgrade 2027 and Expo 2030 Riyadh. It covers 120 pages and includes:

- Expo 2025 pavilion performance benchmarks (visits, costs, m², staffing, capacity), compiled across independent national pavilions.
- Creative strategies and Expo 2025 case studies explaining why certain pavilions worked, using clear strategic lenses (creative approach, narrative style, visitor density and operational reality).
- Advice from Commissioners and Pavilion Directors what they would repeat, what they would change, and what future teams should know from day one.
- Lessons and blueprints for future Expos, connecting Osaka’s learnings to practical decisions teams must make for Belgrade 2027 and Riyadh 2030.

Expo 2025 Osaka in Numbers offers valuable insights for governments, ministries, expo authorities, and architectural firms preparing for future Expos. It outlines patterns in spending, design decisions, and operational outcomes that may shape global participation strategies in the coming decades.

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ABOUT THEY VISUALIZE VALUE

THEY VISUALIZE VALUE is a creative leadership communications agency based in Amsterdam and New Delhi, specialising in strategic storytelling and communication for nations, governments, and large-scale entrepreneurs. The agency provides independent research, communication strategy, narrative development and creative execution for organisations seeking to articulate and amplify their impact on a global stage.

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