



Australian
Political
Exchange
Council

AUSTRALIAN POLITICAL EXCHANGE COUNCIL

9TH DELEGATION TO THE REPUBLIC OF KOREA

19 to 24 April 2026

DELEGATION MEMBERS

Hon Klara Andric MLC

Member of the Legislative Council, Parliament of Western Australia
Australian Labor Party

Hon Elizabeth Lee MLA

Member for Kurrajong, Legislative Assembly of the Australian Capital Territory
Liberal Party of Australia

Hon Jordan Lane MP

Member for Ryde, Parliament of New South Wales
Liberal Party of Australia

Ms Caitlin Cook

Branch Secretary, ACT Labor
Australian Labor Party

Ms Adelaide Kidson

Assistant State Secretary, WA Labor
Australian Labor Party

Ms Kim Duong

Senior Adviser to the Deputy Prime Minister and Minister for Defence
Australian Labor Party

Mr Connor Costello

Representative of the Australian Political Exchange Council

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EXECUTIVE SUMMARY

The Australian Political Exchange Council's 9th Delegation to the Republic of Korea (ROK) provided delegates with a comprehensive insight into the ROK's political institutions, economic priorities, strategic environment, technological innovation and contemporary society.

Hosted by the Korea Foundation and the Australian Political Exchange Council, the delegation's official program ran from 19 to 24 April 2026 and took in Seoul, Sejong City, Goyang and the border region. Delegates took part in a broad range of engagements with government officials, parliamentarians, policy experts, business leaders and cultural institutions. The program highlighted the strength of the Australia–ROK relationship and reinforced the value of continued parliamentary and people-to-people exchanges between the two countries.

Throughout the visit, delegates observed a nation that has transformed itself into one of the world's leading economies through innovation, advanced manufacturing, technological capabilities and strategic long-term planning. While the ROK faces challenges associated with demographic decline, housing affordability, cost-of-living pressures and regional security concerns, it continues to demonstrate a remarkable capacity for adaptation and innovation.

A recurring theme throughout the program was the importance of the Australia–ROK Comprehensive Strategic Partnership. Discussions identified significant opportunities for cooperation in defence industries, critical minerals, battery technologies, clean energy, advanced manufacturing and regional security. Delegates were encouraged by the strong interest Korean organisations and officials showed in deepening engagement with Australia.

The visit to the Demilitarized Zone and discussions with the Ministry of Unification provided important insights into the ongoing challenges on the Korean Peninsula. Delegates gained a deeper understanding of the evolving attitudes towards reunification, particularly among younger generations, and the complexities associated with maintaining peace and stability in the region.

Meetings with Hanwha Aerospace, LG Energy Solution and Hyundai Motor Group demonstrated the ROK's leadership in advanced manufacturing, battery technology, robotics and automation. These engagements pointed to significant opportunities for collaboration with Australia, particularly in relation to critical minerals, energy transition and future industries.

The delegation's visit to Sejong City provided valuable lessons in long-term urban planning and smart city development. Delegates were struck by how quickly the city has developed and how closely technology is integrated into city management and service delivery.

Meetings at the National Assembly, National Election Commission and Australian Embassy deepened delegates' understanding of the ROK's democratic institutions and political culture. Delegates observed both similarities and differences between the Australian and ROK systems and identified opportunities for ongoing parliamentary engagement and policy exchange.

Cultural activities throughout the program complemented the formal meetings and provided delegates with an appreciation of Korean history, traditions and contemporary society. Visits to HiKR Ground and the War Memorial of Korea, together with a Korea Baseball Organization (KBO) league match, demonstrated the importance of cultural understanding in strengthening international relationships.

The delegation concluded the visit with a strong appreciation for the depth of the Australia–ROK relationship and the opportunities that exist to further strengthen cooperation across strategic, economic, technological and cultural domains.

REPORT

SUNDAY 19 APRIL 2026 – DEMILITARIZED ZONE (DMZ)

The visit to the Demilitarized Zone (DMZ) provided one of the most memorable and sobering experiences of the delegation. It offered a rare opportunity to move beyond a textbook understanding of the Korean Peninsula and gain a firsthand appreciation of the ongoing security challenges faced by the ROK.

Observing military installations only kilometres from the border with the Democratic People's Republic of Korea (DPRK) highlighted the reality of a divided peninsula that continues to shape the ROK's domestic and foreign policy settings. The delegation was particularly struck by the contrast between the ROK's modern prosperity and the reality that a heavily fortified and armed border remains only a short distance from the capital, Seoul.

Hearing personal accounts from families affected by the division was particularly moving. These stories gave a human dimension to an issue often viewed only through the lens of geopolitics and security policy, and brought home the lasting social and emotional consequences of a divided peninsula.

Delegates also gained insight into how perceptions of reunification differ across generations, a theme that recurred throughout the program.

The DMZ visit provided valuable context for subsequent discussions with government agencies, policy institutes and elected representatives throughout the program. It underscored the significance of national security, alliance relationships and reunification policy within contemporary political discourse.

The experience served as a powerful reminder that while the ROK is recognised globally for its economic success, technological innovation and vibrant culture, it continues to live alongside one of the world's most heavily militarised borders. This perspective proved invaluable in understanding many of the policy discussions encountered throughout the remainder of the exchange program.

VISIT TO SOYISAN OBSERVATORY

The delegation visited Soyisan Observatory, which provided panoramic views of the surrounding border region with the DPRK. Delegates spoke with local residents who remember the period when families were separated and the impact this had on so many people.

The observatory offered a unique perspective of the geography and strategic realities of the Korean Peninsula. Delegates reflected on the significance of the location and the importance of continued international efforts to maintain peace and stability in the region.



MONDAY 20 APRIL 2026 – SEOUL

MEETING WITH HANWHA AEROSPACE

The delegation met with representatives from Hanwha Aerospace and received a briefing on the company's activities across defence, aerospace and advanced manufacturing sectors.

The briefing showcased Hanwha's technological capability and its significant role in the ROK's defence industry. Discussions focused on innovation, advanced manufacturing and international partnerships, including the company's growing engagement with Australia.

Delegates showed particular interest in Hanwha's investment in Geelong, Victoria, which company representatives described as a strategic decision reflecting both economic and defence cooperation opportunities between the two countries. Delegates also acknowledged the company's understanding of the challenges associated with operating in the Australian market and its commitment to developing long-term partnerships.

The meeting underscored the importance of defence industry cooperation within the Australia–ROK relationship and the scope for further collaboration in advanced manufacturing and defence capability development.



TRADITIONAL TEA CEREMONY AT PUREUNKKOT

The delegation took part in a traditional Korean tea ceremony, experiencing an important aspect of Korean cultural heritage.

The ceremony emphasised values of balance, mindfulness, spirituality and calm. Delegates observed the deliberate and thoughtful nature of the practice and gained a better understanding of its role within Korean culture.

The experience provided a welcome contrast to the pace of modern Seoul and underlined the value of cultural understanding as part of international exchange programs.



MEETING AT THE ASAN INSTITUTE FOR POLICY STUDIES

The delegation met with senior representatives from the Asan Institute for Policy Studies, one of the ROK's leading independent think tanks, in the first policy-focused engagement of the visit.

Discussions focused on regional security, foreign policy, domestic political trends and broader geopolitical developments affecting the Korean Peninsula and Indo-Pacific region.

Delegates were particularly interested in analysis regarding changing public attitudes towards the DPRK, China and the United States. The discussion examined the relationship between the United States and the ROK in detail, drawing on a report by the Asan Institute.

Researchers emphasised the significant impact geopolitical developments can have on domestic politics and economic confidence within the region.

The discussion affirmed the value of cooperation between middle powers such as Australia and the ROK in supporting a stable and rules-based regional order. Delegates appreciated the Institute's independence and its role in contributing to informed policy debate on major strategic issues.

Overall, the meeting pointed to strong strategic alignment between the two countries and opportunities for deeper cooperation on foreign policy and security matters.

MEETING WITH THE MINISTRY OF UNIFICATION

The delegation met with officials from the Ministry of Unification and received a comprehensive briefing on inter-Korean relations and the ROK's approach towards the DPRK.

Officials outlined the challenges associated with maintaining dialogue and engagement in circumstances where communication channels remain limited. In 2023, the DPRK officially abandoned the goal of peaceful reunification and defined the ROK as a separate, hostile state.

Delegates learned that attitudes towards reunification continue to evolve, particularly among younger generations who increasingly view the issue through economic and practical considerations rather than historical experience.

The growing generational divide on reunification was a recurring theme of the discussion. Older Koreans often retain personal or family connections to the period of division, while younger generations are more likely to focus on housing, employment and economic security.

The briefing gave delegates a clearer sense of the complexities surrounding reunification and the importance of maintaining peace and stability in the region.

Delegates heard about the ROK's new efforts to encourage dialogue and peaceful coexistence, despite ongoing challenges and the absence of inter-Korean dialogue for seven years.

Against this backdrop, the current administration is taking a proactive approach to relations with the DPRK and has signalled its openness to dialogue and constructive engagement.

WELCOME DINNER HOSTED BY THE KOREA FOUNDATION WITH FORMER AMBASSADOR TO AUSTRALIA MR KYOUNG-HA WOO

The day concluded with a welcome dinner hosted by former Ambassador to Australia and current Executive Vice President of the Korea Foundation, Mr Kyoung-ha Woo.

The dinner provided an informal opportunity for delegates to engage with senior representatives of the Korea Foundation and discuss the longstanding relationship between Australia and the ROK. Drawing on his extensive diplomatic experience, Mr Woo reflected on the strength of bilateral ties and the importance of ongoing engagement between the two countries.

Delegates expressed appreciation for the quality and diversity of the program and the strong themes of innovation, security and culture that had already emerged.

TUESDAY 21 APRIL 2026 – SEOUL

MEETING WITH LG ENERGY SOLUTION

The delegation met with representatives from LG Energy Solution and received a briefing on battery manufacturing, energy storage technologies and future industry opportunities.

Discussions focused on global supply chains, the transition towards cleaner energy systems and the growing importance of critical minerals. Delegates learned about LG Energy Solution's investments and partnerships in Australia and the opportunities that exist to strengthen collaboration through critical minerals, battery production and clean energy technologies.

The meeting underlined Australia's role as a reliable supplier of resources required for advanced battery manufacturing and the complementary nature of the economic relationship between the two countries.

Delegates observed that technologies still emerging in Australia are already being deployed at scale in the ROK, demonstrating the advanced nature of the ROK's energy and manufacturing sectors.

Australia plays an important role in LG Energy Solution's supply chain through critical minerals partnerships and battery material sourcing. The company's growth in battery manufacturing and energy storage aligns with Australia's ambition to move up the battery and clean energy value chain.

MEETING WITH THE NATIONAL ASSEMBLY FOREIGN AFFAIRS AND UNIFICATION COMMITTEE REPRESENTATIVE KIM YOUNGBAE

The delegation met with Representative Kim Youngbae of the National Assembly, Secretary of the Democratic Party on the Foreign Affairs and Unification Committee.

Discussions focused on Australia–ROK relations, parliamentary cooperation and current domestic political issues. Delegates exchanged views on electoral politics, public policy challenges and the evolving strategic environment in the Indo-Pacific region.

The meeting offered insight into the ROK’s priorities and the importance of sustaining strong parliamentary relationships.

LUNCH WITH PROGRAM ALUMNI IN THE NATIONAL ASSEMBLY

The delegation attended a lunch at the National Assembly with participants and alumni of the exchange program.

The discussions demonstrated the long-term value of exchange programs in building enduring professional and personal relationships between Australia and the ROK. Delegates were encouraged by the positive experiences shared by former participants and the ongoing connections that had developed through previous exchanges.

MEETING WITH THE KOREA–AUSTRALIA PARLIAMENTARY FRIENDSHIP ASSOCIATION

The delegation met with Representative Yoon Sang-hyun, Chairman of the Korea–Australia Parliamentary Friendship Association.

Discussions focused on strengthening parliamentary cooperation and expanding engagement between elected representatives in both countries. Delegates exchanged views on contemporary political issues, campaign practices and the role of parliamentarians in representing increasingly diverse communities.

Delegates compared approaches to campaigning in Australia and the ROK, particularly the use of social media, regulatory differences between the two countries and the engagement of young people in the political process.

The meeting reflected the strong goodwill between Australia and the ROK and reaffirmed the value of parliamentary diplomacy in supporting broader bilateral objectives. Participants also noted the similar positions of the two nations as middle powers navigating a shifting geopolitical environment, including changes in United States policy under the Trump administration.

MEETING WITH THE NATIONAL ASSEMBLY FOREIGN AFFAIRS AND UNIFICATION COMMITTEE REPRESENTATIVE KIM GUNN

The delegation met with Representative Kim Gunn, Secretary of the People Power Party on the Foreign Affairs and Unification Committee, to discuss foreign policy, regional security and developments affecting the Korean Peninsula.

Delegates explored shared challenges facing democratic nations and considered opportunities for greater cooperation between Australia and the ROK in responding to strategic and geopolitical developments.

The discussion confirmed a growing convergence of interests between the two countries and the need for regular dialogue between policymakers.

TOUR OF THE NATIONAL ASSEMBLY

The delegation undertook a guided tour of the National Assembly of the ROK and received an overview of the structure, functions and operation of the ROK's unicameral parliamentary system.

Delegates were interested in the similarities and differences between the ROK and Australian systems, particularly in relation to electoral arrangements, parliamentary procedures and legislative processes. The tour prompted discussion regarding democratic accountability, parliamentary representation and the ways in which different systems seek to achieve effective governance.



TRADITIONAL DINNER HOSTED BY THE KOREA FOUNDATION

The day's program concluded with a traditional dinner hosted by the Korea Foundation and Executive Vice President Mr Kim Yong-uhk.

The dinner provided delegates with an opportunity to continue discussions with Korean counterparts in a more informal setting and further strengthen relationships established throughout the program.

The importance of continued dialogue, cultural understanding and parliamentary engagement emerged as consistent themes throughout the evening.



WEDNESDAY 22 APRIL 2026 – SEOUL / SEJONG

TRAVEL TO SEJONG CITY

The delegation travelled by high-speed rail from Seoul to Sejong City, the ROK's purpose-built administrative city. The journey itself showcased the country's extensive transport infrastructure and the connectivity that supports economic development across the nation.

Throughout the day, delegates observed numerous similarities between Sejong and Canberra, with both cities having been intentionally developed to support national administration while promoting balanced regional growth.

MEETING WITH THE NATIONAL AGENCY FOR ADMINISTRATIVE CITY CONSTRUCTION

The delegation met with representatives of the National Agency for Administrative City Construction and received a briefing from Deputy Commissioner Mr Choi Hyung-wook on the planning, development and future vision for Sejong City.

Delegates were impressed by how rapidly Sejong has grown since its establishment in 2006. The city has transformed from a greenfield site into a modern administrative centre housing government agencies, public institutions and a growing residential population.

Discussion focused on long-term urban planning, government coordination and the challenges associated with developing a new city. Delegates noted the strong commitment to evidence-based planning and the willingness of the government to make decisions and implement projects efficiently.

The meeting prompted comparisons with Australian planning processes and generated discussion regarding opportunities to apply similar long-term thinking to urban development challenges in Australia. The meeting was followed by a visit to the rooftop garden at Sejong's integrated multi-complex.

MEETING WITH SEJONG CITY COUNCIL

The delegation met with representatives of the Sejong City Council and discussed local government responsibilities, community engagement and the city's future growth strategy.

Council representatives outlined the challenges associated with managing a rapidly growing population while maintaining quality services and infrastructure. Delegates noted that many of the issues discussed, including cost-of-living pressures, housing affordability and employment opportunities, mirrored concerns commonly raised by Australian constituents.

The discussion also emphasised the role local government plays in ensuring citizens have opportunities to contribute to the ongoing development of the city. Delegates were encouraged by the Council's commitment to consultation and community participation.

The meeting demonstrated that despite significant cultural and institutional differences, many local government challenges remain remarkably similar across jurisdictions.

MEETING WITH SEJONG CITY GOVERNMENT

The delegation met with Deputy Mayor Mr Kim Ha-kyun and received a briefing on Sejong City's governance structure and future priorities.

Discussion focused on population growth, economic development, technological innovation and the city's ambition to become a fully functioning administrative capital.

Delegates learned about Sejong's efforts to attract investment, support young families and create employment opportunities. Officials also described the city's focus on building a strong identity as a smart and liveable city.

The delegation was impressed by the collaborative approach between different levels of government and the long-term commitment to achieving the city's strategic objectives.

VISIT TO THE SMART CITY INTEGRATED OPERATIONS CENTRE

One of the most innovative components of the visit was the delegation's tour of the Smart City Integrated Operations Centre.

Delegates observed how real-time data is used to manage traffic, monitor public safety, coordinate emergency responses and improve service delivery. The centre demonstrated how technology can be integrated into city operations to enhance efficiency and improve residents' quality of life.

The use of artificial intelligence, sensor networks and integrated digital systems illustrated the ROK's leadership in smart city development. Delegates were especially interested in the practical application of technology to address everyday urban challenges.

The visit confirmed Sejong's reputation as a testbed for innovation and demonstrated how emerging technologies can support more responsive and efficient governance.

REFLECTIONS ON SEJONG CITY

Throughout the day, delegates repeatedly reflected on the similarities between Sejong and Canberra. Both cities were intentionally designed to serve administrative functions, yet Sejong's rapid development demonstrated a remarkable capacity for coordinated planning and implementation.

Delegates observed a strong sense of pride among local representatives and officials regarding Sejong's achievements and future aspirations.

The city provided valuable lessons in long-term planning, innovation and integrated government decision-making.

The visit also showed how technology, strategic planning and strong governance can contribute to the creation of cities that are both liveable and economically productive.



THURSDAY 23 APRIL 2026 – SEOUL

MEETING WITH THE NATIONAL ELECTION COMMISSION

The delegation met with senior representatives of the National Election Commission (NEC) and received a briefing from Ms Ock Mi-sun, Director General of the Planning and Coordination Bureau, on the administration of elections in the ROK.

Discussion focused on electoral integrity, voter participation, campaign regulations and the role of technology in election administration.

Delegates observed several differences between the ROK and Australian electoral systems, including the use of technology to verify voter identity and assist in election management. At the same time, many of the underlying principles regarding fairness, transparency and public confidence were familiar.

There was considerable interest in Australia's preferential voting system and the role it plays in electoral outcomes. Delegates also discussed challenges associated with political polarisation and maintaining public trust in democratic institutions.

The meeting underscored the importance of independent electoral bodies in safeguarding democratic processes and provided useful comparative insights for delegates.

VISIT TO THE ELECTION PROMOTION CENTRE

Following the meeting, the delegation toured the Election Promotion Centre.

The exhibition provided a detailed overview of the development of democracy and the evolution of the country's electoral system. Interactive displays demonstrated voting procedures and civic education initiatives designed to encourage public participation.

Delegates gained greater appreciation for the efforts undertaken to strengthen civic awareness and maintain confidence in democratic institutions.



WAR MEMORIAL OF KOREA AND ANZAC WREATH-LAYING CEREMONY

The delegation visited the War Memorial of Korea and participated in an Anzac wreath-laying ceremony.

This was one of the most significant and reflective engagements of the program. The memorial provided a comprehensive account of the country's military history and the sacrifices made during the Korean War.

Delegates reflected on Australia's contribution to the defence of the ROK and the enduring legacy of the more than 17,000 Australians who served under United Nations Command.

The wreath-laying ceremony provided an opportunity to honour those who served and recognise the shared history that continues to underpin the modern relationship between Australia and the ROK.

The visit underlined the importance of remembrance and the foundations on which the contemporary partnership between the two countries has been built.



MEETING AT THE AUSTRALIAN EMBASSY

The delegation met with His Excellency Jeff Robinson, Australian Ambassador to the ROK, and embassy officials. Discussions focused on the current state of the bilateral relationship and emerging opportunities for cooperation across trade, defence, energy and strategic policy.

The Ambassador described the role of the Embassy as a facilitator and connector, helping bring together governments, businesses and institutions to strengthen ties between Australia and the ROK.

Delegates received valuable insights into contemporary diplomatic priorities and the significant growth in engagement occurring across multiple sectors. The briefing affirmed the ROK's standing as one of Australia's most significant regional partners.

TOUR OF HiKR GROUND

The delegation visited HiKR Ground, an interactive cultural and tourism centre showcasing contemporary Korean culture.

The visit demonstrated the global reach and influence of the Korean Wave, including music, entertainment, digital content, food and popular culture.

Delegates observed how the ROK has successfully leveraged cultural exports to strengthen its international profile and promote tourism. The experience illustrated the growing importance of soft power in international engagement and nation branding.

ATTENDANCE AT KBO LEAGUE BASEBALL GAME

The delegation attended a Korea Baseball Organization (KBO) league match between the Hanwha Eagles and LG Twins at Jamsil Baseball Stadium.

The game provided a unique opportunity to experience one of the country's most popular sporting traditions. Delegates were struck by the energy, enthusiasm and community atmosphere that characterised the event.

The experience offered valuable insight into contemporary Korean culture and demonstrated the important role sport plays in bringing communities together.

The evening also showed how sporting events can serve as expressions of national identity and civic pride.

FRIDAY 24 APRIL 2026 – SEOUL / GOYANG

MEETING WITH HYUNDAI MOTOR GROUP

The delegation's final official engagement was a visit to Hyundai Motor Group, one of the ROK's most recognised global companies and a leader in automotive innovation, robotics and future mobility technologies. The meeting was led by Mr Hong Kwang-jin, Team Leader of the HMG Robotics Planning Team.

Delegates received a briefing on Hyundai's investment in advanced manufacturing, robotics, artificial intelligence and emerging mobility solutions. Discussion focused on the ways technological innovation is being used to address workforce challenges, improve productivity and support future economic growth.

A key theme throughout the presentation was the impact of demographic change on the future workforce. Hyundai representatives outlined how robotics and automation are increasingly being developed not as a replacement for workers, but as a means of addressing labour shortages and supporting industries facing workforce constraints.

Delegates were keen to learn about the practical applications of robotics in areas such as manufacturing and logistics. The presentation demonstrated the ROK's commitment to investing in future industries and reflected the country's position as a global leader in technological innovation.

The meeting also emphasised the importance of research, development and industry collaboration in maintaining economic competitiveness in an increasingly complex global economy.

TOUR OF HYUNDAI MOTORSTUDIO GOYANG

Following the briefing, the delegation toured Hyundai Motorstudio Goyang.

The facility provided an interactive showcase of Hyundai's approach to design, sustainability, mobility and technological innovation. Delegates viewed concept vehicles, robotics demonstrations and exhibitions highlighting the company's vision for the future of transport.

The tour demonstrated how Korean companies are integrating technology, creativity and consumer engagement to remain at the forefront of global industries.

Delegates observed a strong emphasis on innovation, sustainability and future-focused thinking throughout the facility. The experience provided a fitting conclusion to a program that had consistently showcased the ROK's capacity to embrace technological change and invest in future opportunities.

CONCLUSION

The Australian Political Exchange Council's 9th Delegation to the ROK provided delegates with a valuable opportunity to strengthen relationships, deepen understanding and explore opportunities for future cooperation between Australia and the ROK.

Throughout the visit, delegates observed a nation that has achieved remarkable economic and social transformation through innovation, strategic planning and investment in future industries. While the ROK faces challenges associated with demographic change, housing affordability and regional security, it continues to demonstrate resilience, adaptability and a strong commitment to future growth.

A consistent theme throughout the program was the strength of the Australia–ROK partnership and its potential for growth. Meetings with government representatives, parliamentarians, policy experts and industry leaders identified significant opportunities to expand cooperation across defence, critical minerals, advanced manufacturing, clean energy and emerging technologies.

The delegation gained a deeper understanding of the strategic environment on the Korean Peninsula through visits to the Demilitarized Zone and discussions with the Ministry of Unification, policy experts and elected representatives. These engagements underlined the importance of maintaining peace and stability in the region and the value of cooperation between like-minded democratic nations.

Visits to Hanwha Aerospace, LG Energy Solution and Hyundai Motor Group demonstrated the ROK's leadership in advanced manufacturing, battery technology, automation and robotics. Delegates observed numerous opportunities for Australia and the ROK to work together in developing future industries and supporting economic growth.

The visit to Sejong City provided valuable lessons in urban planning, smart city development and long-term policy implementation. Delegates were impressed by the city's rapid development over the past 20 years and its commitment to innovation, sustainability and effective public administration.

Meetings with the National Assembly, National Election Commission and Australian Embassy further strengthened delegates' understanding of the ROK's democratic institutions and political culture. The similarities and differences identified throughout these discussions confirmed the value of international exchanges in promoting mutual learning and understanding.

Equally important were the cultural experiences that formed part of the program. Through the traditional tea ceremony, the visit to HiKR Ground and a KBO baseball match, delegates developed a deeper appreciation of the cultural traditions and contemporary influences that continue to shape Korean society and have given Korean culture its worldwide reach.

The delegation returned to Australia with a stronger understanding of the ROK and a renewed appreciation for the importance of maintaining and expanding the relationship between our two countries. The visit reaffirmed that Australia and the ROK share common interests, common values and significant opportunities for future cooperation.

The delegation extends its sincere appreciation to the Korea Foundation for the planning, coordination and delivery of a comprehensive and highly informative program.

The delegation thanks Mr Connor Costello of the Australian Political Exchange Council for his leadership, professionalism and support throughout the visit, making the exchange an enriching and memorable experience for all delegates. The delegation also acknowledges the outstanding assistance provided by Mr Seokrak Kim and Ms Jihyun Kim of the Korea Foundation, whose organisation, hospitality and attention to detail contributed significantly to the success of the program.

The delegation further thanks all government representatives, parliamentarians, academics, business leaders, diplomats and officials who generously shared their time, expertise and perspectives throughout the visit.

Finally, the delegation acknowledges the contribution of fellow delegates whose engagement, professionalism and willingness to share diverse perspectives enriched the experience and strengthened the value of the exchange.

The Australian Political Exchange Council's 9th Delegation to the ROK was an invaluable opportunity to strengthen understanding, build relationships and further develop the enduring friendship between Australia and the ROK.