ASSET MANAGEMENT COUNCIL

Australia–China Asset Management Technical Study Tour

Program

Wednesday 14 October – Friday 23 October 2026

Delegates arrive Guangzhou Tuesday 13 October 2026

Guangzhou · Shenzhen · Shanghai · Qingdao · Beijing

DRAFT PROGRAM — host organisations and running order are indicative and subject to change. The confirmed program will be published on or before 4 September 2026.

About this program

This document sets out the draft day-by-day program for AMC's Technical Study Tour to China, together with an introduction to each host organisation. It builds directly on the connections established during AMC's preliminary visit to China in July 2026, led by Chief Executive Dr Anne Gibbs and China Liaison and Technical Exchange Lead Kai Dong.

The tour is a professional technical exchange for AMC members and asset management, maintenance, engineering and operations professionals. It is not a trade mission and involves no procurement activity. Every host organisation is given the same technical question set in advance — covering asset availability, maintenance cost, spares strategy and maintenance delivery model — so that each visit produces material a delegate can bring home and apply.

As agreed with hosts, participation by each organisation named in this program is subject to that organisation's own internal approval process, which in several cases is still being finalised. Please treat the running order below as the current working draft.

Each host introduction below also gives the company's most recent annual revenue, its Fortune Global 500 standing where applicable, and a brief note on its asset portfolio — included so delegates can gauge the calibre of organisation being visited. Figures are the latest publicly available as at August 2026 and are cited from company disclosures, stock-exchange filings or reputable financial media; privately-held companies that do not publish audited financials are labelled accordingly.

Cost and key dates

Cost

A$6,000 per person, in-country only — from 9:00am Wednesday 14 October (Guangzhou hotel) to 5:00pm Friday 23 October (Beijing hotel). Delegates arrive Guangzhou on Tuesday 13 October. 11 nights' accommodation across five cities, breakfast included.

What's included

- 11 nights' accommodation with breakfast.
- Group dinners and group lunches on most days (see day-by-day program for the free Shanghai weekend, which is excluded).
- Airport and rail transfers on the principal travel days (16, 20 and 21 October).
- Ground transport to and from visits.
- Two internal flights, Shenzhen → Shanghai and Shanghai → Qingdao, and one fast-train leg, Qingdao → Beijing.

What's not included

- Return international airfares, Australia ↔ China — booked as a single multi-city ticket, into Guangzhou and out of Beijing, not two separate return tickets. Book early: inbound Guangzhou fares typically rise from around 10 October due to the Canton Fair.
- Transport between the international airport and the Guangzhou hotel, and between the Beijing hotel and the international airport.
- The free weekend in Shanghai (17–18 October) — sightseeing, lunches and dinners at delegates' own cost.
- Special dietary requirements.
- Visas — currently fee-free for Australian passport holders until 31 December 2026; confirming visa requirements is each delegate's own responsibility.
- Travel and medical insurance, and personal expenses.

Deposit, refunds and balance

- 12 spots available. Places are allocated on a first-12-by-payment basis; delegates beyond 12 go on a wait list.
- A$2,000 deposit is required by 21 August 2026 to secure a place, paid via the AMC event portal as for a regular AMC event.
- The final program and confirmed host meetings are published 4 September 2026.
- Refunds are available up to 4 September 2026.
- The full balance is payable by 11 September 2026.
- Deposit and registration require passport details, full name, organisation, position, email and phone number — needed for meeting access at host sites and for booking internal flights and train tickets.

Requirements and conditions

- This is a technical knowledge exchange, not a trade mission — AMC is not seeking procurement outcomes and is not selling anything.
- The delegation does not act on AMC's behalf and does not sign documents on site — that is Board business.
- The tour is undertaken at each delegate's own risk; AMC holds no liability. Delegates are expected to review DFAT Smartraveller advice for China and accept the associated travel risk.
- Delegates should be reasonably fit and healthy — able to walk up to approximately 2km and manage stairs — and culturally sensitive.

Host organisations

Introductions are grouped by leg of the tour, in the order the delegation will visit them. Full logistical detail for each visit — timing, address and any site requirements — will be issued in the pre-departure pack.

Guangzhou and Shenzhen

EHang 亿航智能

A Guangzhou-based developer of autonomous, passenger-carrying electric vertical take-off and landing (eVTOL) aircraft. EHang holds the world's first Type Certificate, Standard Airworthiness Certificate and Production Certificate issued for a pilotless, passenger-carrying eVTOL — a live case study in building an assurance and continuing-airworthiness regime for an entirely new class of asset, including after-sales maintenance and repair.

EHang Holdings (Nasdaq: EH) — US$72.9m FY2025 revenue, +11.7% year on year; market capitalisation approximately US$479m (June 2026). A small, specialist manufacturer, well short of Fortune 500 scale — its significance here is regulatory and technical, not financial.

China Rail — construction site visit

A major Chinese rail infrastructure construction enterprise, hosting the delegation at a live construction site to demonstrate advanced techniques for high-speed and metro rail assets, including automation, remote-controlled plant and site safety systems.

Host entity to be confirmed with Kai before the pre-departure pack is issued. China's two national rail construction groups — China Railway Construction Corporation and China Railway Group — both rank inside the global top 50 by revenue; this figure will be completed once the specific host is confirmed.

Pudu Robotics 普渡机器人

A Shenzhen-headquartered manufacturer of commercial service robots, with a large fleet deployed internationally across delivery, cleaning and hospitality applications. The session will focus on fleet reliability, remote monitoring and the maintenance model that supports a very large distributed robot fleet.

Privately held; valued at more than US$1.5 billion following an April 2026 capital raise (cumulative funding over US$300m). Not Fortune 500 scale. Company reports more than 120,000 robots shipped cumulatively across 80+ countries and regions (company-reported, not independently audited).

DJI 大疆创新

The world's largest manufacturer of civilian and commercial drones, headquartered in Shenzhen. The visit will look at drone platforms used for infrastructure inspection — power lines, rail corridors, pipelines and construction sites — and how organisations manage and maintain drone fleets at scale.

Privately held and discloses no audited financial statements. Chinese financial media estimate FY2024 revenue of approximately RMB 80 billion (~US$11 billion) — a third-party estimate, not a confirmed company figure. Independent market research puts DJI's share of the global consumer and commercial drone market above 70%.

Electric vehicle (EV) site visit

An additional site visit connected to China's electric-vehicle manufacturing and supply chain — a theme raised during the July preliminary visit — remains under discussion.

Host, city and date to be confirmed. Will be communicated to delegates as soon as it is locked in.

Aviation / low-altitude economy site visit

An additional site visit connected to China's low-altitude economy and airport infrastructure — a theme raised repeatedly during the July preliminary visit — remains under discussion.

Host, city and date to be confirmed. Will be communicated to delegates as soon as it is locked in.

Shanghai

CCCC — China Communications Construction Company 中国交通建设集团

One of the world's largest engineering and construction contractors, with a major presence in ports, bridges, roads and marine infrastructure. Delegates meet CCCC's Shanghai operations to discuss asset delivery and lifecycle management on large transport infrastructure projects.

RMB 771.9 billion (~US$106.5bn) FY2024 revenue · Fortune Global 500 rank #61 (2025 list). Operates ports, bridges, roads, dredging and marine engineering across 100+ countries; built the Hong Kong–Zhuhai–Macau Bridge and Gwadar Port; owns the Australian contractor John Holland.

Three Gorges Water 三峡水务

Part of the China Three Gorges Corporation group's water and environmental business, active in smart water network operation, treatment and digital monitoring across Chinese cities. The session covers condition monitoring and the maintenance model for widely dispersed water network assets.

China Three Gorges Corporation: RMB 162.5 billion (~US$22.4bn) FY2024 revenue. Not on the Fortune Global 500. The world's largest hydropower operator, with approximately 158 GW of installed generation capacity; also runs Yangtze River water-environment and sewage-treatment operations across roughly 20 countries.

Baowu / Baosight 宝武集团 / 宝信软件

China Baowu Steel Group is the world's largest steel producer. Its subsidiary, Baosight Software, built China's first manufacturing industrial-IoT platform and now operates more than 1,000 robots in live production, taking workers out of repetitive and hazardous roles. The visit examines industrial asset management systems and data platforms operating at the scale of a major heavy-industry asset base.

China Baowu Steel Group: RMB 900.2 billion (~US$124bn) FY2024 revenue · Fortune Global 500 rank #73 (2025 list). The world's largest steel producer for five consecutive years, with 130 million tonnes of crude steel output in 2024.

China Tower 中国铁塔

China's national shared telecommunications tower operator, with more than two million tower sites and one of the highest rates of infrastructure sharing anywhere in the world. Discussion focuses on remote condition monitoring and maintenance of a very large, geographically dispersed, low-value-per-node asset portfolio — directly relevant to Australian water, telecommunications and electricity distribution networks.

RMB 100.4 billion (~US$13.8bn) FY2025 revenue. Not on the Fortune Global 500 (listed on the Fortune China 500). More than 2.15 million tower sites and 3.86 million tenants nationally as at FY2025.

Bove Technology — smart metering

A manufacturer of smart water and heat metering systems — ultrasonic and prepaid meters, IoT communication modules (NB-IoT, LoRa, 4G) and cloud metering-data platforms — with an installed base the company reports at more than 1.8 million meters across 90+ countries. The visit would focus on remote-metering asset monitoring, non-revenue-water reduction and field-calibration practices for a large, distributed, low-value-per-unit asset base — a useful comparator for Australian water utilities.

Privately held; discloses no audited financial statements. Third-party estimates (not company-confirmed) put annual revenue in the order of US$10–15 million — several orders of magnitude smaller than the other hosts on this program. Not Fortune Global 500 or Fortune China 500 scale. Meter and country-count figures are company-reported and not independently verified.

Qingdao

Qingdao Port 青岛港

Operator of one of the world's most automated container terminals and holder of the world record for automated-terminal crane productivity. The visit examines how scheduling software and control logic — not just new equipment — drive asset productivity, together with the terminal's approach to maintaining a large automated equipment fleet.

Shandong Port Group: RMB 186.0 billion (~US$25.7bn) FY2024 revenue; a new entrant on the Fortune China 500 (2025), not yet on the Fortune Global 500. Group-wide cargo throughput of 1.81 billion tonnes and 44.8 million TEU in 2024; Qingdao is China's fourth-largest port by container volume.

Qingdao Metro Group — public transport 青岛地铁集团

Qingdao's metro operator, and the delegation's public transport visit for the Qingdao/Shandong leg. Line 6, opened in 2024, runs Fully Autonomous Train Operation — China's first fully driverless metro line in commercial service — and is a strong asset-management case study in its own right: a young, heavily capitalised rail network still working through the depreciation curve of a decade of rapid build-out. The visit will look at driverless operations, the central control centre and depot maintenance model.

RMB 4.99 billion (~US$690m) FY2024 revenue; total assets exceed RMB 330 billion. Eight lines across approximately 352 km of network; 529 million passenger trips in 2024 (average 1.44 million per day, peak 2.35 million). Not Fortune 500 scale — a municipal asset owner, not a national conglomerate, but a genuinely instructive case on managing a large, young, still-depreciating rail asset base.

Shandong Hi-Speed Group — expressway network 山东高速集团

Shandong's provincial expressway, bridge and rail-transit investor and operator, and the delegation's highway-asset visit for the Qingdao/Shandong leg. The session would focus on network-level asset management across a large expressway portfolio — pavement condition, bridge inspection regimes, toll and traffic-monitoring systems, and the capital planning model for a still-expanding network.

Fortune Global 500 rank #391 (2025 list); ranked #412 on the 2024 list with US$36.7 billion revenue — a more current revenue figure was not available at time of writing. Historically Shandong's largest provincially-run enterprise by assets; operates several thousand kilometres of expressway together with bridge, rail transit, port and logistics interests across more than 20 Chinese provinces.

Host contact and exact visit scope (network operations centre vs a specific expressway or bridge asset) to be confirmed with Kai before the pre-departure pack is issued.

Beijing

CAPE — China Association of Plant Engineering 中国设备管理协会

AMC's closest structural counterpart in China — the national professional body for plant and equipment asset management, with a supervisory relationship to the National Development and Reform Commission. This session builds on contact established during AMC's preliminary visit in July 2026 and is intended as the foundation for an ongoing professional exchange relationship between the two associations.

A national industry association, not a commercial entity — no revenue or Fortune 500 comparison applies. Session date and venue (Qingdao or Beijing) to be confirmed.

CEC and Elinc 中国电子

China Electronics Corporation is one of China's largest state-owned electronics and information-technology conglomerates, spanning semiconductors, cybersecurity, advanced computing and government IT systems. The session also involves Elinc.

China Electronics Corporation: RMB 250.5 billion (~US$35bn) FY2023 revenue, the most recent independently verifiable figure · Fortune Global 500 rank #427 (2025 list) — CEC states it has featured on the list for 16 consecutive years. Total assets approximately RMB 488 billion; around 189,000 employees.

Scope of the Elinc engagement to be confirmed with the host before the pre-departure pack is issued — see note to Kai below.

State Grid Corporation of China 国家电网

The world's largest electric utility by revenue and by assets. State Grid already holds a 60% stake in Jemena and a 46.6% stake in ElectraNet in Australia. The visit examines asset management practice at national grid scale, including condition-based maintenance and long-term network investment planning.

US$548.4 billion FY2024 revenue · Fortune Global 500 rank #3 (2025 list) — China's highest-ranked company, in the global top 3 for the sixth consecutive year. Serves more than 1.1 billion customers across roughly 88% of China's land area, with over 60,000 km of ultra-high-voltage transmission lines alone.

Day-by-day program

This is a draft: items are listed in likely order for the day rather than split into morning/afternoon/evening, and the running order may be resequenced closer to departure to suit host availability.

Date	Day	Program
GUANGZHOU		
Tue 13 Oct	1	Depart Australia Arrive Guangzhou; transfer to hotel Welcome Dinner, 7:00pm
Wed 14 Oct	2	9:00am — Tour officially begins; delegation briefing and orientation EHang — eVTOL and low-altitude economy demonstration Group dinner, Guangzhou
SHENZHEN		
Thu 15 Oct	3	China Rail — construction site visit (host TBC) Pudu Robotics — Shenzhen HQ

Date	Day	Program
SHANGHAI		
Fri 16 Oct	4	DJI — Shenzhen HQ Electric vehicle (EV) site visit (host TBC) Flight Shenzhen → Shanghai, afternoon or after dinner Arrive Shanghai; transfer to hotel
Sat 17 Oct	5	Free day — own arrangements
Sun 18 Oct	6	Free day — own arrangements
Mon 19 Oct	7	CCCC — Shanghai operations Three Gorges Water — smart water networks Baowu / Baosight — industrial asset management systems, data centre Bove Technology — smart metering (Jiaxing day trip) China Tower — reception
Tue 20 Oct	8	Free time / delegation wrap-up, Shanghai End of day — flight Shanghai → Qingdao
QINGDAO / SHANDONG		
Wed 21 Oct	9	Qingdao Port — automated container terminal Qingdao Metro Group — driverless Line 6 operations and depot Shandong Hi-Speed Group — expressway network (host TBC) End of day — dinner, then fast train Qingdao → Beijing (dinner may be taken on the train)
BEIJING		
Thu 22 Oct	10	CAPE — closing session (venue TBC — see note above) CEC and Elinc Group dinner, Beijing
Fri 23 Oct	11	State Grid Corporation of China 5:00pm — Program concludes Transfer to Beijing International Airport

Notes

- Grey rows mark the free weekend in Shanghai (17–18 October) — no group program; delegates make their own arrangements.
- City bands mark each change of base. Intercity travel: flight Shenzhen → Shanghai; flight Shanghai → Qingdao; high-speed rail Qingdao → Beijing.
- Every host organisation receives AMC's standard technical question set ahead of the visit: asset availability, mean time between failures, spares holding and lead time, maintenance cost per unit of output, and who performs maintenance and under what contract.
- Revenue, Fortune Global 500 rank and asset-portfolio figures given for each host are the most recent publicly available as at August 2026, drawn from company disclosures, stock-exchange filings and reputable financial media. Privately-held companies that do not publish audited financials are labelled accordingly; figures should be re-checked before the pre-departure pack is finalised.
- No delegate, and no representative of AMC, will sign any memorandum of understanding, letter of intent or joint statement during the tour. Only material already in the public domain is to be discussed or presented at any host site.

- This program is a working draft. The confirmed host list, running order and any changes will be published on or before 4 September 2026.