

■ Strategic plan for creating business models shared by "the core project in Tianjin eco-city" and "sister project in Tokyo" (Toyota & Japan team redevelopment)

I

[Business Strategy and Concrete Contents for the Successful Implementation of the Tianjin Eco-City Development]

■ Eight Conditions to Develop New Industries and New Business Styles for the Eco-City

1. What is **"Originality"** that only the Eco-City can provide?
2. What is **"Cutting Edge"** " ?
3. What is **"Topicality & Entertainment"** " ?
4. What is **"Marketability"** " ?
5. What is **"Social Traits"** that only the Eco-City can create?
6. What is **"Community Development"** that only the Eco-City can do?
7. What is **"Lifestyle Development"** " ?
8. What is **"Business Development"** " ?

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■ Seven Strategic Operation Areas for the Eco-City

1. **"Merchandise"** in the Eco-City
--Environment, facility development, accumulation of commercial goods, various services, employees, "new lifestyle" with water expense and reducing long approach by "environment, automobiles and entertainment"
2. **"Safe System"** in the Eco-City
--Creating a "holistic" safe system which is able to offer ideas for living in a comprehensive manner, by an "integrated function and information operation" through companies under the groups of Toyota & Japan team, and SSETC in order to make full use of each member's strength
3. **"Waka of selling"** in the Eco-City
--In the Eco-City, developed know-how, sales know-how, service know-how, entertainment provision know-how, approached from the environment and automobile. Aggressive and creative selling method.
4. **"Compound Capital"** in the Eco-City
--Including treatment by Toyota & Japan team, assets (including knowledge and know-how), and SSETC by making use of their existing assets (including knowledge and know-how)
5. **"Composite Business"** in the Eco-City
--Business & Life: ensure correct considering business advantage of each of Toyota & Japan team, and SSETC group, as the top priority
6. **"Composite Business Styles"** in the Eco-City
--Not only a "style" of business facilities and shops, but a complex by participants sharing the strategy of the Eco-City as a whole plan
7. **"Composite Operation"** in the Eco-City
--Ensuring a "holistic" operation system making full use of business networks and operation networks of Toyota & Japan team, and SSETC group

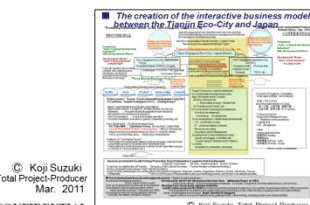
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■ Conceptual Image of Development:

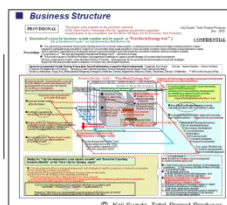
Various Developmental Features that the "Auto Resort EV Park" will obtain in the Tianjin Eco-City

- *** This Auto Resort EV Park intends to seek the environment - humans - vehicles relationship in a planned environment where people can relax
- *** The environment and spaces for vehicles may ensure amenity, relaxation and entertainment for "human" spaces, depending on its planning
- *** Here, the services of openness, security, convenience, and status can be featured through the environment-humans-vehicles' relation by allowing vehicles to connect with people and by sharing spaces
- *** By making the EV Resort Park as a whole a high status area, activated customers purchasing desires will be directed to high-value-added businesses, large leisure equipment, and high-value-added services and merchandising
- *** Shops providing "Club House" like services will satisfy their desires. The whole EV Resort Park can be considered as the business place for developer business, retailing business and service business.

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■ "New lifestyle develop"

■ "Community Developer"

■ "Business Developer"

III

■ Strategic plan for creating business models shared by "the core project in Tianjin eco-city" and "sister project in Tokyo" (Toyota & Japan team redevelopment)

■ "Early Recovery of Joint Venture Development Investment"

1. To have a business strategy using JV assets and resources
--Making full use of the existing resources of SSETC, Toyota & Japan team, and
 2. To reconstruct complexes by development investment
--Reducing the amount of investment by reusing resort industries and combining high-value added businesses with an environmental focus
 3. Business operation prior to the opening of Auto & Entertainment Complex / the Auto Resort EV Park
--Considering to obtain assets upon the opening, even before the opening
 4. Leasing commercial spaces
--"City development" emphasizing the stance of developers
 5. Attempting to develop franchising businesses by JV (SSETC, Toyota & Japan team,)
--Attempts to develop various kinds of franchising businesses by combining the strength of the three partners (human resources, office, commercial goods, management systems, software contents, etc.)
- "Enhancing Utilization Rates of Assets"
1. To attract massive visitors making full use of the features of an environmentally-friendly EV Resort, i.e., low cost and low operation risk, and to create sales opportunities of all possible categories
--"City development" emphasizing the stance of developers
 2. To develop a Multi-Face Park by housing different operators and to extend business hours
--"City development" emphasizing the stance of developers
 3. To reduce the amount of investment, and to obtain high occupancy by sharing the resources
--"City development" emphasizing the stance of developers
 4. To upgrade the productivity of human resources in operating a new business style as the Eco-City
--"City development" emphasizing the stance of developers
 5. To increase facility occupancy rates by diverse service businesses
--"City development" emphasizing the stance of developers

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■ Development Stance toward New Joint Venture Businesses

- "New lifestyle development" to bring new businesses and a new living movement
- *** For the new industry development within the Eco-City
- *** Creating new businesses by proposing a new lifestyle movement to create new industries within the Eco-City

1. New lifestyle with water expense and innovation through the Environment and Automobile approach & entertainment to enrich lifestyle life incorporating new strategies and know-how as a new industry
2. Offering new merchandise as the Eco-City targeted at new lifestyle visitors
3. New business business style sales of goods and new services involving the environment and automobile approach

■ "Community Developer" toward City Development

- *** as a citizen community to be involved in the development site in the Eco-City

1. "Active" control toward different business types and operation styles as a new operation style development
2. City development approach approached by the environment and automobiles and "proposal for a new citizen life and an autonomous community"
3. Citizen community development by high-quality and highly reliable buildings and follow-up management that are provided by "Toyota & Japan team" + SSETC

■ "Business Developer"

1. Knowledge business - Industrialization of "automobile development" with an environmental approach inside the Eco-City
2. Frontier development business - starting with a new group of basic inside the Eco-City
3. Mechanism to prepare in the front of new businesses and practice action to develop new merchandise by Toyota & Japan team + SSETC

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■ What is the Eco-City in its true sense? Five Pillars of the Facility Plan Concept

1. "Low cost / high-quality services / automatic operation" and time-wise management to be incorporated in the "Auto Resort EV Park"
2. "High-quality / specialized / secure operations"
3. Development of new relations between customers and facility management spaces which have a leisure and resort-oriented sense of status. But "only the Auto Resort EV Park can do"
4. High-value added housing business and leisure-oriented condominium business
--Sales of "club house" from the automobile and entertainment complexes - Sales of Wellness merchandise
5. Business strategy as a "Multi-Business Complex Center" taking an "ET Hub" approach
--"ET Hub" = "Entertainment, Education, and Technology" Hub city
--Innovative Business Development by introducing a "Multi-Business Complex Center" concept

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V

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Descriptions on the following are already explained from p. 1 to p. 30 in the separate document file.
[Name of Investors / Operators]
[Business roles of Investors / Operators]
[Functions of Facilities]
[Amounts of Investments (including Investment Ratios) and Business Scales]
Others

(If explained in the separate document file.)

- Feasibility Study Plan and Schedule
-- Investors, Operators and their concrete roles
-- Studying investment ratios by operators, etc.
- (If explained in the separate document file.)

3. ● Contents of the Support as a Community Developer, to Customers, Dwellers and Citizens to be Provided
(Service infrastructure and facilities, service menus and the development of service provision and management methodology)
- (If explained in the separate document file.)

4. ● Contents of Concrete Businesses to Create New Industries, and High-Tech Development
- (If explained in the separate document file.)

5. ● Contents of the Support Required of the Respective Governments
- (If explained in the separate document file.)

6. ● Plan to create Business Models and putting them into practice
- (If explained in the separate document file.)

22. Businesses as a Community Developer (to Customers, Dwellers and Citizens to be provided)
Menu: Service infrastructure and facilities, service menus and the development of service provision and management methodology
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■ Core "Auto & Entertainment Complex" business

- Auto Mail Business (commercial complex developed by Auto-maker / TOYOTA as a core)
- Smart center operation (Toyota with Motorcar Dealers Sales Business including EV + PHV Development and sales of customized vehicle by applying environmental and new energy devices

- First-in-the-World Convention Business combining the following Japanese entertainment performance business (Amusement show + Motor-show + Customize-show + Animation-show + Game-show + license show)

- 2. Leisure and Resort Development Business with an Environmental Approach to Create New Industries "as an "Auto Resort EV Park"

- 3. Environment businesses including EV / PHV / Smart Centre / Smart City

- 4. Development and sales of high value-added houses and apartment houses

- 5. Convention business for environmentally approached new industries

- 6. Sales of large leisure-time merchandise and Convention business

- 7. Sales of "Activity & Wellness" merchandise

- 8. Large-scale Retail for Japan Brands and International Brands

- 9. Restaurants & Food Entertainment Business

- 10. Office Tenant and R&D Tenant Business

- 11. International brand hotels and condominium business

- 12. High-value-added "Club House" businesses

- 13. Various kinds of franchising businesses using the resources of participating operators

- 14. Businesses offering the ways of management, licenses of Japan brands

- 15. Collaborating business involving soft industries such as animation characters, game business and licensing business

- 16. Amusement appliances and software system sales

- 17. Sales of vehicles, services and other businesses, sales of automobile related merchandise by automobile manufacturers and sales companies

- 18. Sales using the IT networks of participating investors / operators by environmental approach

- 19. Licensing business using the licenses of participating operator

- 20. Development and sales of the business models by applying environmental and new energy devices

- 21. Infrastructure and Environmental Planning (including Smart City development)

- 22. Businesses as a Community Developer (to Customers, Dwellers and Citizens to be provided)
Menu: Service infrastructure and facilities, service menus and the development of service provision and management methodology
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II

IV

VI

■ ***Eight Conditions to Develop New Industries and New Business Style for the Eco-City***

1. What is ***“Originality”*** that only the Eco-City can provide?
2. What is ***“Cutting Edge”*** “ ” ?
3. What is ***“Topicality & Entertainment”*** “ ” ?
4. What is ***“Marketability”*** “ ” ?
5. What is ***“Social Trends”*** that only the Eco-City can create?
6. What is ***“Community Development”*** that only the Eco-City can do?
7. What is ***“Lifestyle Development”*** “ ” ?
8. What is ***“Business Development”*** “ ” ?

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■ ***Seven strategic Operation Axes for the Eco-City***

1. ***“Merchandise”*** in the Eco-City
--- Environmental plan, facility development, accumulation of commercial goods, various services emphasizing “new lifestyle with wider expanse and restructuring living” approached by the environment, automobiles and entertainment
2. ***“Sales System”*** in the Eco-City
--- Creating an “innovative sales system which is able to offer ideas for living in a comprehensive manner,” by an “integrated function and information operation” through companies under the groups of Toyota & Japan team, and SSTECH in order to make full use of each member’s strength
3. ***“Ways of selling”*** in the Eco-City
--- Re-structuring “Development know-how, sales know-how, service know-how, entertainment provision know-how” approached from the environment and automobiles. Aggressive and circularly-linked sales methods.
4. ***“Compound Capital”*** in the Eco-City
--- Reducing investment by Toyota & Japan team, , and SSTECH by making use of their existing assets (facilities, merchandise and know-how)
5. ***“Composite Business”*** in the Eco-City
--- Building a Joint Venture concept considering business advantage of each of Toyota & Japan team, and SSTECH groups, as the top priority
6. ***“Composite Business Styles”*** in the Eco-City
--- Not simply a complex of business facilities and shops, but a complex by participants sharing the strategy and concept of an overall plan as a joint venture
7. ***“Composite Operation”*** in the Eco-City
--- Ensuring an innovative operation system making full use of business networks and operation networks of Toyota & Japan team, and SSTECH groups.

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- 
- ***“New lifestyle developer”***
 - ***“Community Developer”***
 - ***“Business Developer”***

Various Developmental Features that the “Auto Resort EV Park” will obtain in the Tianjin Eco-City

**** The “environment and spaces for vehicles” may ensure amenity, relaxation and entertainment for “human” spaces, depending on its planning.

**** By making the EV Resort Park as a whole a high status area, activated customers' purchasing desires will be directed to high-value-added houses, large leisure activity equipment, and high-value-added services and merchandizing.

**** Shops providing "Club House-like" services will satisfy their desires. The whole EV Resort Park can be considered as the business place for developer business, retailing business and service business.

“Composite Business Styles”

for Multiple businesses by participants sharing the strategy and concept of an overall plan as a JV

“Compound Capital”

Multiple investors (JV, consortium, business owner's cooperatives)
—facilities, merchandise and know-how

“Composite Operation”

Multiple business operators
(operation of a complex by single company,
or, divided operation by plural companies)
—Ensuring an innovative operation system
Making full use of business networks and
operation networks

“Composite Business”

- Joint business operations(finance, service, etc.)
 - Building a JV concept considering business advantage of each operators as the top priority

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■ **The creation of the interactive business model between the Tianjin Eco-City and Japan**

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■ Business Structure

[illegible]

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■ **Strategic plan for creating business models shared by “the core project in Tianjin eco-city” and “sister project in Tokyo” (Toyota & Japan team redevelopment)**

I ■ “Early Recovery of Joint Venture Development Investment”

1. To have a business strategy using JV assets and resources

***Making full use of the existing resources of SSTE, Toyota & Japan Team, and

2. To construct complexes by development investment

***Reducing the amounts of investment by involving resort industries and combining high-value added businesses with an environmental focus

3. Business operation prior to the opening of Auto & Entertainment Complex / the Auto Resort EV Park

***Considering to obtain assets upon the opening, even before the opening
 ※ Examining the use of the existing Keppel Land Club House

4. Leasing commercial spaces

***City development emphasizing the stance of developers

5. Attempting to develop franchising businesses by J/V (SSTE, Toyota & Japan team,)

***Attempts to develop various kinds of franchising businesses
 by combining the sales strength of the three partners
 (human resources, offices, commercial goods, management systems, software contents, etc.).

II ■ “Enhancing Utilization Rates of Assets”

1. To attract massive visitors making full use of the features of an environmentally-friendly EV Resort, i.e., low cost and low operation risk, and to create sales opportunities of all possible categories

***Capitalize the nature of the city. Creation of topicality.

2. To develop a Multi-Face Park by housing different operators and to Extend business hours

***From marketing and managing standpoints

3. To reduce the amounts of investment, and to obtain high occupancy by sharing the resources

***by sharing the resources of SSTE, Toyota & Japan team, as a network

4. To upgrade the productivity of human resources in operating a new business style as the Eco-City

***to respond to multiple needs

5. To increase facility occupancy rates by diverse service businesses

***simultaneous operation of multiple businesses

III ■ “Expanding Assets”

1. Expanding Franchising Businesses inside and outside the Eco-City

***Introducing a new management method and its supporting system

2. Expanding Franchising Business to leisure and resort businesses inside and outside the Eco-City

***Environmentally friendly new industries = Business expansion to new resort industries

3. Developing businesses by introducing new categories of industry aiming at creating new industries making environment and vehicle industries as leaders

***Leadership for a new industrialization age of environmental business and vehicle manufacturing

***Expanding environment businesses including EV / PHV / Smart Centre / Smart City

4. Business to develop peripheral facilities of the Core in the Eco-City

***Street development, business development on a developer standpoint

5. New businesses with an environmental focus

***Developing new businesses emerging from the new business style

■ Development Stance toward New Joint Venture Businesses

■ ***“New lifestyle development”*** to bring new businesses and a new living movement

*** For the new industry development within the Eco-City

*** Creating new businesses by proposing a new lifestyle movement to create new industries within the Eco-City

1. New lifestyle with wider expanse and innovation through the Environment and Automobile approach & entertainment to enrich emotional life incorporating new strategies and know-how as a new industry
2. Offering new merchandise as the Eco-City targeted at new lifestyle seekers
3. New business linking new style sales of goods and new services involving the environment and automobile approach

■ ***“Community Developer”*** toward City Development

*** as a citizen community to be involved in the development site in the Eco-City

1. “Multiple control toward different business types and operation styles” as a new operation style development
2. City development concept approached by the environment and automobiles and “proposal for a new citizen life and an autonomous community”
3. Citizen community operation by high-quality and highly mature buildings and follow-up management that are provided by Toyota & Japan Team + SSTECH

■ ***“Business Developer”***

1. Innovative business = Industrialization of “automobile development with an environmental approach” inside the Eco-City
2. Franchise development business starting with a new group of bases inside the Eco-City
3. Mechanism to prepare for the front of new businesses and proactive action to obtain new markets by Toyota & Japan Team + SSTECH

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■ What is the Eco-City in its true sense? Five Pillars of the Facility Plan Concept

1. ***“Low cost / high-quality services / automatic operation”***

and time-wise merchandising/marketing to be incorporated in the “Auto Resort EV Park.”

2. ***“High-quality / specialized / secure operations”***

for a high quality urban resort with the amenity and conventional merchandising.
Drastic restructuring of conventional merchandising based on this concept.

3. Development of new relations between customers and facility and shop spaces which have a leisure- and resort-oriented sense of status that ***“only the Auto Resort EV Park can do”***

4. High value-added housing business and leisure-oriented condominium business

“capitalizing nature and the environment”

—Sales of large leisure-time merchandise and Convention business —Sales of Wellness merchandise

5. Business strategy as a ***“Multi-Business Complex Center”*** taking an ***“E³ Hub”*** approach.

— ***“E³ Hub” city — [Economic Hub, Ecology Hub & Entertainment Hub] city***

Innovative Business Development by introducing a city development concept focusing on “the environment, vehicles and entertainment”

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Descriptions on the following are already explained from p. 1 to p. 30 in the separate document file.

[Name of Investors / Operators]

[Business roles of Investors / Operators]

[Functions of Facilities]

[Amounts of Investments
(including Investment Ratios) and
Business Scales]

Others

● Concrete Plan of Facilities, Infrastructure and Environmental Planning
(including Smart City development),
Setting Scales, Plan for Functions

(※ explained in the separate document file.)

● Feasibility Study Plan and Schedule
— investors, Operators and their concrete roles
— Studying investment ratios by operators, etc.

(※ explained in the separate document file.)

1 ■ Core “Auto & Entertainment Complex” business

- Auto Mall Business (commercial complex developed by Auto-maker / TOYOTA as a core)
- Smart center operation (Toyota) with Motorcar Dealers Sales Business including EV / PHV
- Development and sales of customized vehicle by applying environmental and new energy devices

- First-in-the World Convention Business combining the following Japanese entertainment businesses / Stage Shows and Entertaining performance business (Amusement-show × Motor-show × Customize-show × Animation-show × Game-show × license show)

2 ■ “Leisure and Resort Development Business with an Environmental Approach to Create New Industries” as an “Auto Resort EV Park”

3 ■ Environment businesses including EV / PHV / Smart Centre / Smart City

4 ■ Development and sales of high value-added houses and apartment houses

5 ■ Convention Business for environmentally approached new industries

6 ■ Sales of large leisure-time merchandise and Convention business

7 ■ Sales of “Activity & Wellness “ merchandise

8 ■ Large-scale Retails for Japan Brands and International Brands

9 ■ Restaurants & Food Entertainment Business

10 ■ Office Tenant and R&D Tenant Business

CONFIDENTIAL

V

3. ●

Contents of the Support as a Community Developer, to Customers, Dwellers and Citizens to be Provided

(Service infrastructure and facilities, service menus and the development of service provision and management methodology)

(※ explained in the separate document file.)

4. ●

Contents of Concrete Businesses to Create New Industries, and High-Tech Development

(※ explained in the separate document file.)

5. ●

Contents of the Support Required of the Respective Governments

(※ explained in the separate document file.)

6. ●

Plan to create business Models and putting them into practice

(※ explained in the separate document file.)

11 ■ **International brand hotels and condominium business**

12 ■ **"High value-added Club House" businesses**

13 ■ **Various kinds of franchising businesses using the resources of participating operators**

14 ■ **Businesses offering the ways of management, licenses of Japan brands**

15 ■ **Collaborating business involving soft industries such as animation characters, game business and licensing business**

16 ■ **Amusement appliances and software system sales**

17 ■ **Sales of vehicles, services and other businesses, sales of automobile related merchandise by automobile manufacturers and sales companies**

18 ■ **Sales using the IT networks of participating investors / operators by environmental approach**

19 ■ **Licensing business using the licenses of participating operator**

20 ■ **Development and sales of the business models by applying environmental and new energy devices**

21 ■ **Infrastructure and Environmental Planning (including Smart City development)**

22 ■ **Businesses as a Community Developer (to Customers, Dwellers and Citizens to be provided)
Menu: Service infrastructure and facilities, service menus and the development of service provision and management methodology**