



**MINISTRY OF COMMUNICATIONS**  
460, Alexandra Road, #39-00,  
PSA Building, Singapore 119963  
Republic of Singapore  
Telefax: 375 7734

Our ref:

Your ref:

7 October 1995

Mr Koji Suzuki  
Super Studio Inc  
Suite 501, 7-1 Shinjuku 6 chome  
Shinjuku-ku, Tokyo 160  
JAPAN  
Fax: 81-3-3352-6969

Dear Mr Suzuki

Please refer to your letter addressed to the Minister for Communications, Mr Mah Bow Tan.

- 2 As mentioned in your letter, you would like to meet Mr Mah during your trip to Singapore from 23rd to 27th Oct. Mr Mah will be available on 24th or 26th Oct (morning and afternoon).
- 3 Please confirm with me the date and time convenient to you.

Yours sincerely

*Christine*  
MRS CHRISTINE NG  
PA/MINISTER FOR COMMUNICATIONS



Cheung Kong (Holdings) Limited 長江實業(集團)有限公司

21st Floor, China Building, 29 Queen's Road Central, Hong Kong: Tel. (852) 2526 6911 Telex: 86209 Fax: (852) 2845 2940

**George C. Magnus**  
Deputy Chairman

Date: 27th November 1995

From: G.C. Magnus

To: Mr. Koji Susuki  
Super Studio Inc.  
81 3 3352 6969

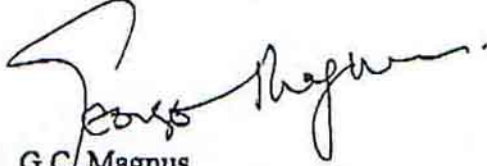
Dear Mr. Suzuki,

Thank you for your fax of 26th November 1995. I look forward to meeting you at 1630 hours on Friday, 15th December at my office:

21st Floor China Building  
29 Queen's Road Central

Regards.

Yours sincerely,



G.C. Magnus



# PSA

# PORT OF SINGAPORE AUTHORITY

PSA BUILDING 460 ALEXANDRA ROAD SINGAPORE 0511  
Tel: 2747111 Fax: (65) 2744677 Telex: RS 21507

Please address your correspondence to: P.O. Box 300 • PSA Building Post Office • Singapore 9111 • Republic of Singapore

S/25.002

TEL: 65-2795500  
FAX: 65-2795958

1 Nov 95

Mr Koji Suzuki  
President  
Super Studio Inc  
Suite 501 7-1 Shinjuku 6-chome  
Shinjuku-ku  
Tokyo 160  
JAPAN

Dear Mr Suzuki

My Minister Mr Mah Bow Tan had forwarded the papers on your project to us at the Port of Singapore Authority for study.

We note that you have proposed a bold and challenging project. However our interests in China are currently directed towards other areas. We will therefore not be participating in this venture of yours.

Wishing you every success

Yours sincerely

GOON KOK LOON  
for CHIEF EXECUTIVE OFFICER  
PORT OF SINGAPORE AUTHORITY





F A X M E S S A G E

To Koji Suzuki Fax No 002 81 3 3952 6960  
Company Super Studio Inc Date October 17, 1995  
From Dorothy Hon for Gary Davey Number of Sheets including this one 1

Message

Dear Mr Suzuki

We have received your policy proposal on Kobe, by mail and fax, and will pass your document on to our Regional Director - Japan, John McBride for his consideration. I am sure John will come back to you with an idea whether there will be any opportunity for business co-operation in your project.

John McBride  
Regional Director-Japan  
Satellite TV Asian Region Ltd/Japan Branch  
Halifax Shiba Bldg 2F  
1-3-10 Shiba Koen  
Minato-Ku, Tokyo 105  
Japan  
tel: 5472 4370  
fax: 5472 4374

Thank you for your interest in Star TV.

Yours faithfully

Dorothy Hon

Assistant to CEO

c.c. John McBride

Satellite Television Asian Region Ltd  
8th Floor, One Harbourfront, 18 Tak Fung Street, Hung Hom, Kowloon, Hong Kong. Tel: +852 2621 8832 Fax: +852 2621 8835

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*Dr. Lee Kum Tatt*

*88, Binjai Park, Singapore 2158.*

*Tel. 4697974*

30 March 1995

Mr. Koji Suzuki  
Suite 501 , 7 -1 Shinjuku 6-chome  
Shinjuku-ku. Tokyo , Japan  
FAX : 81 - 3 - 3352 - 6969

Dear Mr. Suzuki,

Thank you for your letter of 27 March 1995. It may interest you to know that Mr. Albert Hong whom you met during your recent visit to Singapore, has been voted Our Businessman of the Year. Our Prime Minister personally presented Mr. Hong a trophy in recognition of his achievements. I am sending some local press cuttings on this for your information.

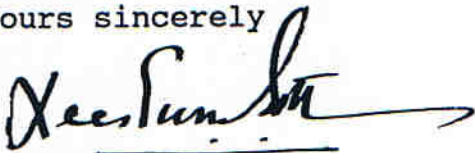
Mr. Albert Hong is a very influential and effective individual to cooperate with you on your projects where he can provide you not only with ideas but also active participation. He is a person who puts his money and time when his mouth is. What he promises he will do.

Thank you for speaking to Mr. Takaoka , Chairman of Seiyu, on what Seiyu can possibly do to promote their image when they commence business in Singapore. I am quite sure they have their own ideas. My suggestion is just one little aspect aimed at projecting a human and compassionate aspect of Seiyu which may touch the hearts of not only the Japanese nationals who live here but also the local Singaporeans. I agree we should not rush this as time is needed for the planning if this is considered desirable.

I will be most honoured and happy to meet Mr. Takaoka when he visits Singapore if he can find the time in his busy schedule.

With best wishes.

Yours sincerely



Lee Kum Tatt.

Fax 278-8628



**SEMBAWANG  
INDUSTRIAL**

To Mr. Koji SUZUKI Room No. 427.1

701

Sembawang Construction Pte Ltd  
391A Orchard Road #10-02  
Ngee Ann City Tower A, Singapore 0923  
Orchard Road P. O. Box 0566, Singapore 9123  
Tel: 7332222  
Fax: 7361162

22-10-95

(via fax: 81 3-3352-6989)

Mr Koji Suzuki  
Executive Producer  
Super Studio  
Suite 501, 7-1 Shinjuku 8-chome,  
Shinjuku-ku, Tokyo 160  
Japan

Dear Mr Suzuki,

I refer to the letters which you had written to my Chairman, Mr Phillip Yeo.

I would like to thank you for your kind input. On Mr Philip Yeo's behalf, I would be most glad to follow up with you on the plans which you have raised. However, I will be out of Singapore between 25<sup>th</sup> to 27<sup>th</sup> October, 1995 and will therefore not be able to meet up with you during your visit. I will nevertheless call you up personally in the near future to discuss the matter.

May I wish you every success in your endeavour.

Best regards.

Yours sincerely,

**QUEK KENG NGAK  
DEPUTY GENERAL MANAGER**



A Subsidiary of Sembawang Industrial Pte Ltd

SC003

F-038

Memorandum on Discussion and Future Direction  
of Feasibility Study for the Enterprise Zone, Kobe  
STIC & Super Studio  
October 25, 1995

::Background::

The Social Capital and Investment Study Group and Super Studio Inc. made some proposals for post-earthquake Kobe rehabilitation programs to the Japanese government as well as Hyogo prefectural and Kobe municipal governments. The following two proposals were accepted by them, hence, they are applicable to the government subsidy for rehabilitation works.

1. Develop a Japanese-style Economic Special Zone in the Port Island in Kobe that will be named "Enterprise Zone."
2. Develop an Economic Sharing Zone linking Kobe with rapidly growing Shanghai.

We are currently preparing the concrete plan to submit to the Chairperson of the Cabinet Rehabilitation Committee.

::Points for Feasibility Study and its Target Businesses::

1. In order to promote economic exchange and interaction with Shanghai and other cities along the Cheung Kong River, we would act as promoter to attract vigorous enterprises and entrepreneurs from this district and other parts of Asia to Kobe to invest.
2. We are now trying to form a consortium comprising agencies and companies of both Japan and overseas to develop a town within the Enterprise Zone. We intend to make such town to be a pleasant complex embracing Hawkers Food Court, Shopping Center, Amusement Center and specialty shops. State-of-the-art high technologies and information/communications devices will be incorporated to these facilities.
3. We will create systems to manufacture Private Brand products, which is the mainstream merchandising in Japan at present, and to develop high-tech products and higher value added merchandise, as well as new types of shops.

We will approach Japanese manufacturers for items 2) and 3).

Japan Investment Council

KARATSU Hajime      SUZUKI Koji  
Chairman              Secretary General  
Social Capital and Investment Research Group

Project Producer  
Super Studio

June 1, 1995

The Japan Investment Council (annex 1) is an inter-ministerial forum to gather opinions on promoting foreign investment in Japan from the government and private sectors of both Japan and overseas and to make policy proposals to the government.

The Council published its "7-point Proposal for Promoting Foreign Investment in Japan" on April 30, 1995 (annex 2).

The Social Capital and Public Investment Research Group, a research group supported by the MITI and Ministry of Construction, proposed to the government that the development of Economic Special Zones in                      Kobe be considered as means of promoting foreign investment in Japan, rather than as means of promoting import to Japan.

Upon request made by OBUCHI Keizo, vice-chairman of the Liberal Democratic Party, we had an occasion on May 10 to report to his LDP study meeting our proposal and the development so far made regarding the ESZ development in Kasugai and Kobe. At this occasion, our proposal was well received by the LDP members.

Following this, on May 23, we submitted a letter of proposal and request to the LDP. In this proposal, we drew pictures of redevelopment projects in both Kasugai and Kobe making the most of the government's proposed plan of "industrial infrastructure improvement" and the "7-point Proposal for Promoting Foreign Investment in Japan," including expanded tax and financial incentives. The former plan was already proposed to the Senior Officials' Meeting of the APEC. We requested the LDP for its support to the                      Kobe projects.

This proposal and request will be conveyed to Prime Minister Murayama who is going to announce the Statement of the Japan Investment Council in later June. We will ask for the government cooperation to the                      Kobe projects as pilot or forerunning projects for promoting foreign investment in Japan.

As you see in the list of the Expert Committee of the Japan Investment Council, there is no representation from Singapore. We consider it profitable to your country in the future process in the WTO and APEC if you participate in the Council. Your cooperation in the projects in the two cities will be a good opportunity to participate and influence the Council.



7-POINT PROPOSAL FOR PROMOTING FOREIGN INVESTMENT IN JAPAN  
INCLUDING TAX INCENTIVES

(1995.4.30)

The Japanese government proposes foreign investment promotion policies with an emphasis on the support on non-manufacturing sectors. The Japanese government plans to take measures to increase foreign investment in Japan as a means of economic activation and coping against the strong YEN currency.

The seven-point proposal by the Japan Investment Council (chairman, Prime Minister Murayama) published in May, 1995 includes expanding tax and financial incentives to foreign corporations making investment in Japan, and relaxing regulations relating to foreign investment. In particular, tax and financial incentives will be applied to non-manufacturing sectors, i.e., department stores, supermarkets, management consultants.

Foreign investment in Japan has been lingering low since 1992, due mainly to the appreciation of the yen value and the economic recession in Japan. Considering foreign investment as a trigger to promote import and also to expand domestic consumption, the government included the need of promoting foreign investment also in its emergency measures against the yen appreciation announced on April 14, 1995. The Japan Investment Council set up on July 15, 1994 by the Cabinet, has heard opinions from foreign corporations and the private sector in Japan, and prepared policy proposals to promote foreign investment in Japan, which was published in May, 1995.

The outline of the seven-point proposal is as follows:

1. Creation of new business opportunities by relaxing regulations.

One of the regulations for foreign investment in Japan is the obligation of prior registration of an intended investment in the stipulated industries. The government is considering to reduce the number of industries (such as mining industry) that are required of prior registration, and to accept reporting after the establishment of a corporation.

2. Provision of tax and financial incentives. Expand the support for investors based on the Import and Investment Law, and postponement of the enforcing time of the law.

The Import and Investment Law stipulates incentives to foreign corporations making investment in Japan. The incentives include a special provision for the carryover period of losses, and a liability guarantee by the Industrial

## Infrastructure Improvement Fund.

The carryover period of losses is generally five years. However, the applicable corporations can enjoy a longer carryover period up to ten years.

The financing system to help foreign corporations by the Japan Development Bank will be reviewed to allow a wider range of companies to be applicable to benefit from the Bank's financing services.

At present, the law is applied only to corporations whose parent companies based in foreign countries are manufacturers. Under the proposal, the beneficiaries of the law will be expanded to include wholesalers, retailers, and service industries. The reason for this is the fact that nearly half of the total amount of foreign investment in Japan is from non-manufacturing sector.

By providing incentives, the government expects that service industries will find it easier to invest in Japan. Encouraged by the success in entry by a major US toy distributor Toysarus, it is expected that other US distributors are interested in making entry into the Japanese market.

The law is a time-limit law to expire in 1996. The government is now considering to prolong its enforcement period with a wider range of support.

3. Positive use of the Office of Trade Ombusman to handle complaints concerning market opening, import and investment affairs.
4. Provision of labor-related information Provision of information on human resources, shared stock-holding among companies, etc. to foreign companies will be discussed.
5. Request the private sector to clarify their business practices.  
Encourage the local governments to invite businesses in their localities.  
The government will request the economic organizations to hold seminars to promote foreign investment in Japan.
6. Improve the international investment climate through the OECD and other multinational consultation.

The regulations on the investing industries will be reviewed to allow increased industries to make investment in Japan. With regard to the types of industries to be newly allowed to invest, the decision of the OECD on the multi-national agreement on investment (MAI) being under negotiations will be referred to. The Fair Trade Commission will simplify the registration system of joint

ventures and other international contracts.

7. Improve statistics in order to grasp the reality of the foreign investment already made in Japan.

KOMURA Masahiko, Minister of the Economic Planning Agency, who directed the preparation of the foreign investment promotion policies said in a press interview on May 19, relating to the promotion of foreign investment in Japan, excerpt:

"Direct investment by foreign companies will serve to vitalize the Japan's economy and to increase Japan's import. At the moment, there is a considerable imbalance between Japan's investment in other countries and foreign investment in Japan. In order to consider ways to increase foreign investment in Japan, the Japan Investment Council was set up in 1994. There, incentives in the tax system and financing services, information services and so on are being discussed. A draft proposal was prepared, and a statement to welcome foreign investment will be soon announced in the name of the Japan Investment Council. The proposal will mark a step forward to the liberation of foreign investment."