



Shambhala Happiness World *Pioneering a New Civilization for Humanity*

Constructing a Global Happiness Ecosystem



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01

*A Great Transformation
Across Time and Space*





1. A Great Transformation Across Time and Space

The “Happiness Deficit” of Our Era — Systemic Imbalance Beneath Prosperity

In the journey of life, happiness is the ultimate meaning we seek.

- As described in the “Liyun Datong Chapter,” an ideal state of happiness is one where: “the elderly are cared for, the able are engaged, the young are nurtured, and the vulnerable are supported.” This reflects a vision of holistic security across all life stages, ensuring dignity, care, and social inclusion.



Happiness is not confined to material abundance alone.

- Increasing research in psychology and happiness science shows that true well-being arises from inner peace and self-awareness. When individuals live within stable and supportive environments—where fundamental needs are met—inner anxiety subsides, allowing for sustained well-being. At a higher level, happiness emerges through contributing to the well-being of others. In elevating collective happiness, individual fulfillment naturally expands.





1. A Great Transformation Across Time and Space

The Gap in True Well-being

A truly thriving society must go beyond eliminating poverty and scarcity—it must actively cultivate both individual and collective well-being.

This includes balanced development across material and inner dimensions, yet reality remains far from this ideal.

Connectivity Without Connection

Despite unprecedented global connectivity, many struggle to find genuine human connection in moments of pain and loneliness.

This “happiness deficit” reveals a deeper disconnection within both our inner lives and social foundations.

The Lost Purpose of Education

Education drives the pursuit of success, yet rarely clarifies the purpose behind that pursuit. Amid intense competition, individuals risk becoming instruments of systems, gradually losing their passion for life and deeper meaning.



A Shared Community of Mutual Support

We aspire to build a deeply interconnected social fabric—a shared community where no one stands alone in times of difficulty. In this collective, the strength of many supports the individual, and each person’s well-being is interwoven with that of others.

The Strain on the Family Unit

The gradual erosion of family support systems has made life increasingly fragile. We hesitate to fully pursue our potential, burdened by caregiving responsibilities across generations. When hardship arises, many feel powerless—even fearing illness or aging as a burden to loved ones.



1. A Great Transformation Across Time and Space

-- The New Civilization Movement & the Vision of Shambhala Happiness World

张卜生
Zhang Bu Sheng

National Treasure Master
(From Singapore)

**Build A
New Civilization**

Mr. Zhang Bu Sheng recognized the systemic imbalances of our era and initiated the New Civilization Movement—driving the creation of the Shambhala Happiness World. Within this shared ecosystem, individuals support one another—forming a resilient life-support system. Enabling each individual to find peace, stability, and belonging in a complex world.





1. A Great Transformation Across Time and Space

-- The New Civilization Movement & the Vision of Shambhala Happiness World

张卜生

Zhang Bu Sheng

-Contemporary Vimalakirti

- Chairman of the Project Management Committee for the Vajrayana Centre of the Mindfulness City in the Kingdom of Bhutan
- President of the Chinese Cultural Promotion Society (Singapore)
- Chairman of Buddhist Kusala Society (Singapore)

Founder & CEO, OOSS Global (Singapore)

- Master Zhang Bu Sheng has leveraged business as a vehicle to build global platforms, establishing over 30 international branches and a cross-regional collaborative network.
- Over the past decade, he has built an SGD 100 million ecosystem, transforming personal cultivation into an organized, systemized, and globally scalable movement.





Towards a Shared World: Advancing Peace & Cultural Integration

- Inspired by the Vimalakirti principle of “Pure Land through Pure Mind,” Professor Zhang Bu Sheng advances global peace through vision and execution.
- In 2023, he initiated the inaugural International Forum on Global Faith and Culture International Forum, fostering cross-cultural and interfaith dialogue for global harmony.

 **45**
Participating
Countries

 **150+**
Distinguished
Leaders

Bridging Religious & Cultural Divides
Advancing Global Peace & Cultural Integration



1. A Great Transformation Across Time and Space

◀◀◀ *Now Is the Time to Scale Happiness Globally* ▶▶▶



Shambhala Happiness World: 300 Global Centers, Reaching Every Corner, Making Happiness a Global Reality



1. A Great Transformation Across Time and Space

Gelephu Mindfulness City, Bhutan

Gelephu Mindfulness City is the world's first international eco-smart zone centered on Mindfulness and Gross National Happiness (GNH). Announced by the King of Bhutan in 2023, with a 20-year development vision—it aims to pioneer holistic well-being across body, mind, spirit, society, and environment. Spanning over 1,000 km², with 70% preserved as ecological and green zones, integrating tradition with sustainable, low-carbon development. Key sectors include mindfulness wellness, international education, eco-tourism, and green finance—positioning it as a global benchmark for future happiness cities.

Launch Date:

17 December 2023

Core Concept:

**Mindfulness
+ GNH**

Planned Area:

1,000+ km²



Master Plan Aerial View — Mindfulness City



Village Aerial View

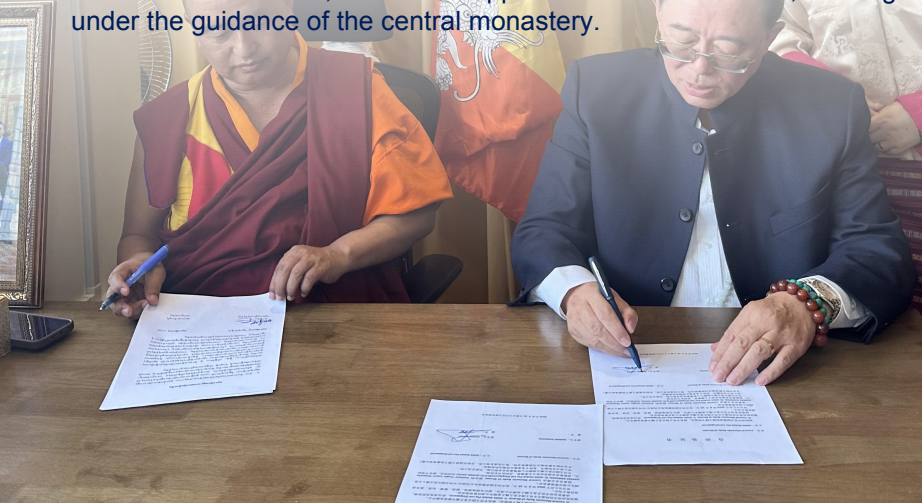


1. A Great Transformation Across Time and Space

" His Majesty the King of Bhutan has granted royal permission for the establishment of the Project Management Committee for the Vajrayana Centre in GMC

By Royal Command, the Vajrayana Centre has invited OOSS Global Pte Ltd (Singapore) to jointly establish the Project Management Committee for the Vajrayana Centre in GMC. This committee is tasked with the planning, design, construction, management, and operation of the future World Buddhist Centre.

His Eminence Tsugla Lopen Rinpoche KARMA RANGDOL and Mr. ZHANG JIAHUI (ZHANG BU SHENG), Chairman of the Board of OOSS Global Pte Ltd, have been appointed as Co-Chairmen, working under the guidance of the central monastery.



COOPERATION AGREEMENT

Upon receiving the decision from His Majesty the King of Bhutan, a Vajrayana Centre will be constructed in Gelephu Mindfulness City ("GMC" hereafter). After multiple cordial consultations, CMB and OOSS have decided to jointly establish the Project Management Committee for the Vajrayana Centre in GMC. This committee shall be responsible for the comprehensive planning, construction, management, and operation of the Vajrayana Centre at GMC until project completion.

On August 16, 2024, CMB and OOSS formally established the "Project Management Committee for the Vajrayana Centre in GMC" in Thimphu, the capital city of the Kingdom of Bhutan. The committee will be jointly chaired by His Eminence Tsugla Lopen Rinpoche KARMA RANGDOL, designated by the CMB, and ZHANG JIAHUI (ZHANG BU SHENG), designated by OOSS, with equal authority. Other committee members shall be nominated and appointed by the Co-chairs, subject to mutual agreement.

The Project Management Committee of the Vajrayana Centre in GMC will hereby be officially established and commence work from the date of signing.

The specific terms of cooperation between CMB and OOSS will be stipulated in a detailed contract to be signed in the future.

The CMB and OOSS will work closely together to strive for the completion of all tasks and realize His Majesty the King's vision and wishes as soon as possible.



1. A Great Transformation Across Time and Space

Vajrayana Centre Management Committee, Mindfulness City

Inauguration of Headquarters & Global City Offices

Global Locations

Bhutan · Toronto · New York · Los Angeles · Hong Kong · Singapore



2024.10 - 2024.11

02

What Kind of World Will
the Shambhala Happiness
World Be?





2. What Kind of World Will the Shambhala Happiness World Be?

The “Shambhala Happiness World” project is initiated and strategically led by Master Zhang Bu Sheng, a leading figure of the global New Civilization Movement.

01

- This is not a conventional large-scale real estate or tourism project, but a grand social undertaking to systematically explore and physically realize the future possibilities of human civilization.



02

- True transformation must begin with inner clarity and order within each individual (Pure Mind), then manifest as ways of living in harmony with nature (Pure Land), ultimately co-creating a civilization of peace, wisdom, and joy in this world (Blissful World in the Human Realm).



03

- Through this global, real-world platform, Master Zhang Bu Sheng seeks to transcend civilizational conflicts and ideological divides, fostering deep understanding, preservation, and innovative integration among diverse cultures—to explore and demonstrate a new, harmonious model of human development centered on holistic human flourishing and ecological sustainability.





2. What Kind of World Will the Shambhala Happiness World Be?

A Super Ecosystem

A \$100 billion integrated ecosystem spanning eight core dimensions: Spirituality · Holistic Health · Lifelong Education · Financial Security All-Age Living · Frontier Technology · Ecological Sustainability · Foundational Infrastructure



Shambhala Happiness World International Business Cooperation Alliance

- To operationalize the project, the Shambhala Happiness World International Business Cooperation Alliance was established—a key institutional innovation enabling the transition from vision to scalable global implementation.
- It is designed to build a high-cohesion, high-trust global community of business and wisdom, integrating global capital, intelligence, technology, and industry—to power the realization of the Shambhala Happiness World.



White Paper Navigation

- As a programmatic document, this white paper systematically deconstructs the project with near-engineering precision—covering philosophy, strategy, operations, finance, risk, and the Alliance as its core engine.
- A comprehensive action roadmap and strategic investment blueprint for global co-builders—uniting vision, pathways, feasibility, and value.

03

Core Concepts and Vision

Philosophical Foundation, Ultimate Goals,
and Driving System





3. Core Concepts and Vision

— Philosophical Foundation, Ultimate Goals, and Driving System

Philosophical Foundation: From the “Shambhala” Mythic Archetype to a New Civilizational Operating System

Origin

Within ancient Eastern wisdom traditions, it is not a geographical concept, but a spiritual archetype symbolizing an ideal realm of perfect inner order, highly developed spiritual civilization, and harmonious resonance with the universe.



Objective

What this project undertakes is by no means a simple imitation or religious replication of a mysterious utopia, but rather a serious creative transformation and innovative development of this profound spiritual archetype, aiming to distill it into a universal, operable, and modern “source code” and “operating system” for civilizational construction.



3. Core Concepts and Vision

— Philosophical Foundation, Ultimate Goals, and Driving System

“Pure Mind”

—
A Systematic
Project of
Individual
Consciousness
Awakening
and Evolution

01

Building the Foundation of the Mind

- All external social harmony and ecological balance have their root and starting point in the order and clarity of the individual's inner world. If the inner world is filled with greed, anger, ignorance, doubt and arrogance, then any social design will be building a tower on sand.
- This project will invest massive resources to construct a systematic “infrastructure of the individual mind.”

02

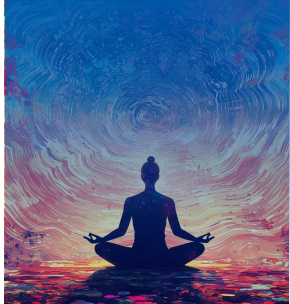
Building a Complete Mind Support System

- Embedding mindfulness meditation centers and retreat spaces into all community living scenarios, providing a complete cultivation support system ranging from introductory guidance to long-term retreat;
- Designing a life education curriculum integrating modern positive psychology, existential philosophy, virtue ethics, and expressive arts, assisting residents in deep self-exploration, clarification of values, and construction of life meaning;
- Based on rigorous empirical research, implementing intervention programs aimed at cultivating character strengths such as optimism, resilience, gratitude, empathy, and forgiveness.

03

Shaping the Inner Operating System

- Its fundamental goal is to enable every resident and visitor of Shambhala to master a set of “inner operating systems” that return the mind to peace, joy, and wisdom, thereby laying a solid micro-level personality foundation for constructing a society full of understanding and goodwill.





3. Core Concepts and Vision

— Philosophical Foundation, Ultimate Goals, and Driving System

“Pure Land” — Environmental Regeneration and Sustainable Design Philosophy Guided by Ecological Ethics

Abandoning Domination, Returning to Symbiosis

01

- This requires us to completely abandon the arrogant posture, since the industrial civilization era, of humans as “dominators” and “plunderers” of nature, and instead establish a humble identity as “co-inhabitants” and “restorers.”

High-Standard Ecological Practice Across the Full Lifecycle

02

- The project will implement the highest standards of ecological ethics throughout the entire lifecycle—from site selection, planning, and design, to construction, operation, maintenance, and eventual deconstruction.

Ecology First, Restoration as Priority

03

- Prioritizing ecologically degraded regions, and applying “nature-based solutions” to carry out soil revitalization, water purification, forest restoration, and biodiversity recovery projects, such that development itself becomes an act of ecological restoration.

Closed-Loop Resources, Circular Sustainability

04

- Fully introducing circular economy principles, constructing closed-loop water systems, organic waste resource recovery centers, and establishing detailed material metabolism accounting systems.

Net-Positive Energy Communities, Biophilic Design

05

- Mandating “positive energy” and “biophilic design” in all architecture and community planning—through passive design and renewable energy microgrids, ensuring that communities become net energy producers, while allowing buildings and natural landscapes to seamlessly integrate, promoting residents’ physical and mental well-being.

Organic Food Systems, Low-Carbon Symbiosis

06

- Building a full-chain localized organic food system, from “community-supported agriculture” to local food processing, greatly reducing carbon footprint and restoring intimate human–nature relationships at the level of food. Here, “purity” does not merely refer to visual cleanliness, but rather to the re-integration of all material and energy flows within the community into the larger cycles of nature in a way that is friendly to, or even nourishing for, the Earth’s web of life.



3. Core Concepts and Vision

— Philosophical Foundation, Ultimate Goals, and Driving System

◆ *“Blissful World in the Human Realm” — Paradigmatic Innovation in Social Relations and Governance Systems* ◆

Social Ideal, A Paradigm of Happiness

This represents the project’s most ambitious social ideal: to demonstrate, through rigorous social design, that a mode of life combining a high level of material civilization, spiritual civilization, and ecological civilization—while also generating sustained happiness—is entirely achievable in the present era.

A Cooperative and Sharing-Based Economic Model

This depends on a series of social and economic institutional innovations that go beyond existing mainstream models. For example: developing a new community economy centered on cooperatives, social enterprises, and local exchange trading systems, emphasizing cooperation, sharing, and care for local ecology, rather than solely competition and profit maximization.

Participatory Community Co-Governance

Implementing deep participatory community governance, through regular community assemblies, thematic workshops, and consensus-based decision-making processes, enabling residents to have substantive decision-making power over public space planning, budget allocation, and community rule-making, thereby cultivating strong civic responsibility and a sense of belonging.

The “Five-Free” Social Security System

Establishing a revolutionary “Five-Free” social security system, institutionally eliminating core anxieties related to illness, aging, education, end-of-life matters, and spiritual belonging.

Community Symbiosis and Mutual Support

Continuously cultivating strong social capital and a culture of mutual support through carefully designed festivals, artistic co-creation, community service, and public dialogues.

“Bliss in Shambhala”

In Shambhala, “bliss” is by no means a passive or static state of enjoyment, but rather a dynamic process in which individuals and collectives continuously grow upward, contribute to one another, and co-create a better life within a community environment characterized by safety, trust, meaning, creativity, and spiritual development.



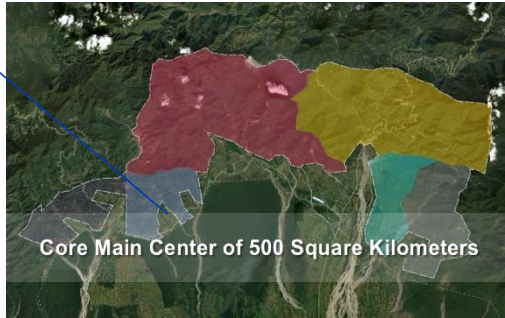
3. Core Concepts and Vision

— Philosophical Foundation, Ultimate Goals, and Driving System

Definer, leader, and standard exporter of the global happiness-living paradigm in the 21st century

Global Physical Network Construction Objective

10-15
Year Plan



Core Main Center of 500 Square Kilometers

Core Main Center: Global R&D Hub, Model Incubator, High-End Talent Center, Management Headquarters, Ecosystem Display and Iteration Base

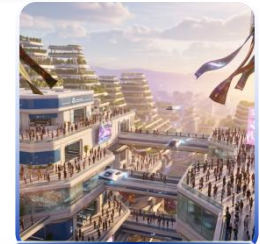
300 Specialized Sub-Centers



Coastal Healing & Marine Conservation



Mountain-Forest Retreat & Forest Wellness



Urban Renewal & Well-being

These sub-centers are by no means standardized replicas, but rather “adaptive variants” that undergo deep innovation based on local cultural genes, climatic conditions, and resource endowments. Some may emphasize coastal healing and marine conservation, some may be rooted in mountain-forest retreat and forest wellness, and some may focus on community happiness-capacity transformation within urban renewal, thereby forming a global happiness-living network that both shares unified core values and quality standards, and at the same time exhibits a flourishing diversity, each with its own characteristics.

A global happiness-living network that shares unified core values and quality standards, while flourishing in diversity, each with its own distinct characteristics.



3. Core Concepts and Vision

— Philosophical Foundation, Ultimate Goals, and Driving System

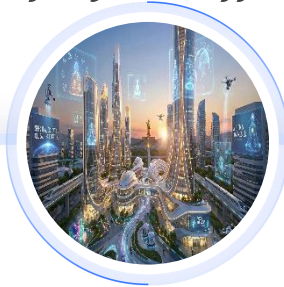
New Economy and Industrial Influence Objective

*Anchoring a trillion-level new track,
opening a new chapter for the happiness industry*



Multi-Industry Synergy to Co-Create Sustainable Value

Through direct construction and ecosystem incubation, strongly driving the development of dozens of frontier industrial clusters, including green building technology, integrative medicine and precision health, mind technology and digital therapeutics, sustainable agriculture and food technology, eco-cultural tourism, impact investment, and philanthropic finance



Empowering Industries Globally Co-Creating Value-Driven New Employment

It is estimated that, through direct investment, industrial chain coordination, and startup incubation, millions of new types of jobs—possessing both high economic value and high sense of meaning—will be created globally



Cultivating Industry Benchmarks and Building a Happiness Economy Ecosystem

The project is committed to cultivating a group of “unicorn” enterprises and “lighthouse”-type institutions that possess core intellectual property within the global happiness industry and have the capability to define industry standards, ultimately forming a “happiness economy” ecosystem that possesses strong endogenous innovation capacity and self-reinforcing growth momentum



3. Core Concepts and Vision

— Philosophical Foundation, Ultimate Goals, and Driving System



Mobilizing Global Think Tanks to Produce Frontier Happiness Research

- We will co-establish joint laboratories with the world's top universities and research institutions, continuously producing frontier academic achievements, authoritative white papers, and index reports (such as the annual “Global Happiness Community Development Index”) in areas including happiness community governance models, social mental health promotion, ecological city evaluation, and cross-civilizational dialogue mechanisms.

Distilling the Shambhala Standards System, Contributing Eastern Development Wisdom

- All practical experiences of the project will be systematically summarized and distilled, forming a “Shambhala standards system” that is assessable, certifiable, and promotable. This system will become a toolkit of a new urban–rural development paradigm—centered on “comprehensive human development and ecological sustainability,” and surpassing traditional real estate development logic—that can be adopted by governments, city managers, community developers, and financial institutions of various countries, thereby, on a broader spatiotemporal scale, providing systematic solutions from the East for the evolution of human civilization toward directions that are more resilient, more compassionate, and more sustainable.





3. Core Concepts and Vision

— Philosophical Foundation, Ultimate Goals, and Driving System



Value Creation Wheel (System Gravitational Core)

- Rooted in the eight core modules, creating deep value for all user groups through products, services, and experiences.
- Building multidimensional value experiences, realizing inner peace, vitality, a sense of achievement, and community belonging.
- Forming a powerful gravitational field, attracting people worldwide through reputation, and establishing a strong foundational core of the ecosystem.



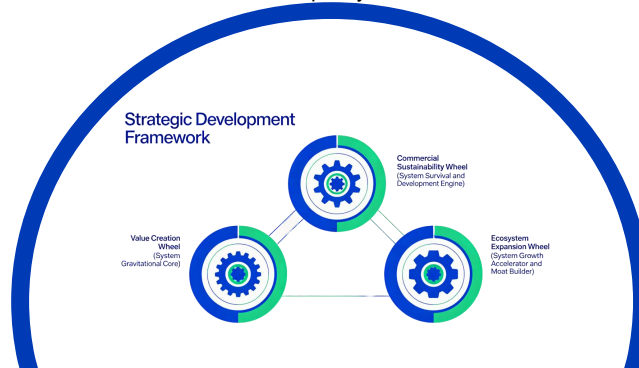
Commercial Sustainability Wheel (System Survival and Development Engine)

- Ensuring that value creation remains financially healthy and sustainable in the long term, without reliance on subsidies or donations.
- Constructing a diversified revenue model and capital circulation system, covering both traditional and innovative income channels.
- Aggregating global long-term capital, enhancing resilience against risks and strengthening sustained innovation capacity.



Ecosystem Expansion Wheel (System Growth Accelerator and Moat Builder)

- With the Shambhala Happiness World International Business Cooperation Alliance as the core, reducing the cost and risk of global expansion.
- Modularizing, standardizing, and replicating proven models, providing full-cycle empowerment for global projects.
- Each newly established center continuously enhances brand and network value, forming a self-reinforcing and virtuous cycle of expansion.



04

In-Depth Structure and
Business Model Innovation of the
Eight Core Sectors



WISDOM & COMPASSION



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module One: Cultural and Belief Sector

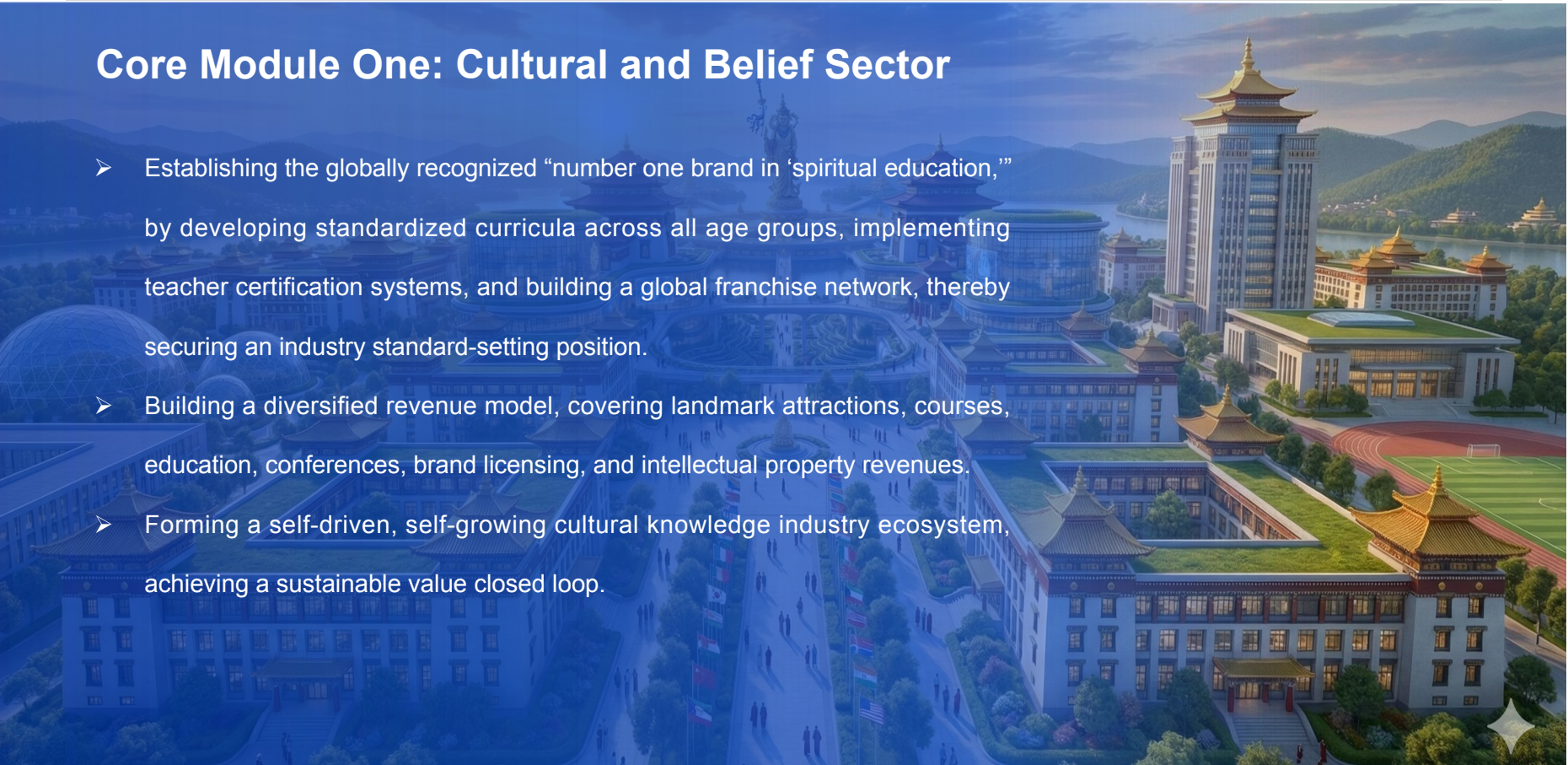
- Padmasambhava Statues: The core carrier is the highly symbolic and artistically significant Guru Rinpoche cultural project, including the construction of grand statues of 108 meters (symbolizing ultimate enlightenment) and 10.8 meters (symbolizing stages of practice). These are not only visual landmarks, but also coordinates of spiritual orientation.
- Padmasambhava Mandalas: Constructing 108 mandalas embodying the esoteric essence of Guru Rinpoche's teachings, providing rich religious and cultural experiences.
- World Buddhist University: Breaking through the traditional Buddhist academy model, offering interdisciplinary curricula integrating Buddhist studies, modern psychology, neuroscience, and ecological ethics, cultivating future-oriented scholars and practitioners.
- International Conference Center: Equipped with top-tier facilities, intended to become a permanent venue for "global civilizational dialogue," hosting activities ranging from academic summits to cross-disciplinary innovation camps.



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module One: Cultural and Belief Sector

- Establishing the globally recognized “number one brand in ‘spiritual education,’” by developing standardized curricula across all age groups, implementing teacher certification systems, and building a global franchise network, thereby securing an industry standard-setting position.
- Building a diversified revenue model, covering landmark attractions, courses, education, conferences, brand licensing, and intellectual property revenues.
- Forming a self-driven, self-growing cultural knowledge industry ecosystem, achieving a sustainable value closed loop.





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Two: Mind–Body Healing Sector

- This sector is dedicated to building a world-class integrated health destination. Its core philosophy is the belief that true health originates from harmony across five dimensions—body, mind, spirit, society, and environment—and that nature is the greatest healer.
- The primary task is to develop “healing landscapes” that coexist deeply with original natural environments rather than intrusively intervening in them, enabling individuals to activate their innate self-healing capacities through nature-guided activities such as “forest bathing,” “earth therapy,” and “hydro-meditation” within untouched mountains, forests, streams, and coastlines.
- All artificial facilities within these areas—such as forest treehouses, cave meditation rooms, and ecological hot spring spa centers—are designed and constructed according to extreme ecological friendliness, themselves embodying the harmonious relationship between humans and nature.





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Two: Mind–Body Healing Sector

- Professional Service Core: An international high-end mind–body healing system will assemble interdisciplinary “health steward teams,” integrating assessments and interventions from functional medicine, traditional Chinese and Tibetan medicine, clinical psychology, nutrition and exercise science, and energy medicine, to formulate personalized “whole-person health optimization plans” for each client.
- Technological Engine: The Mind Technology and Integrative Medicine Laboratory consists cutting-edge technologies such as brain–computer interfaces, biofeedback, VR exposure therapy, and microbiome analysis, but also undertakes the mission of initiating a “health science revolution”—using rigorous scientific methods to study and validate the effective components and mechanisms within traditional wisdom (such as meditation, qigong, herbal medicine, and energy therapies), exploring the frontiers of interaction between consciousness and matter, information and energy, with the aim of surpassing the limitations of current biomedical models and creating a new paradigm of integrative, predictive, and participatory health.
- Business Model: Centered on high-net-worth, high-retention “deep health transformation residency programs” and membership-based health management services, while also providing executive health performance solutions for enterprises, and exporting “Shambhala Integrative Healing” standards and solutions to the global health industry through training certification, technology licensing, and joint research.



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Three: Education and Research Sector

- This sector aims to deconstruct the age and spatial limitations of traditional education, constructing a “lifelong growth, full-domain learning” living community, while continuously driving the evolution of the entire ecosystem through frontier research.
- The World Buddhist University and International Conference Center together form a hub for the production and exchange of high-end academic thought. The Shambhala Institute of Happiness Science serves as the “brain” and R&D headquarters of the ecosystem, adopting an integrated model of “basic research – applied development – scenario validation,” focusing on frontier fields such as well-being measurement, neural mechanisms of social connection, positive organizational behavior, ecological psychology, and happiness economics, with its research outcomes directly translated into community governance policies, educational products, and healing protocols.
- The lifelong learning ecosystem is the “vascular network” through which education occurs. It has no fixed campus boundaries, turning the entire community into a classroom, guided by the principle that “everyone is a teacher, everywhere is a place to learn.” Children engage in project-based learning in “nature exploration schools”; Youth transform ideas into sustainable community projects in “social innovation incubators”; Middle-aged individuals explore career transformation and rediscovery of life meaning in “second-curve life academies”; Elders systematically organize and transmit their life wisdom in “wisdom inheritance and life review workshops.”
- The “study-tour elderly care center” represents the ultimate embodiment of this concept, seamlessly integrating in-depth cultural travel, thematic learning communities, and high-quality elderly care services, allowing seniors to experience dignified, passionate, and growth-oriented later lives through continuous exploration, creation, and connection.



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Three: Education and Research Sector

- Business Model: The institute generates revenue through research funding from governments and foundations, enterprise collaborative R&D, and intellectual property licensing (assessment tools and intervention methods);
- The education system generates income from modular course fees, high-end workshops, online knowledge platform subscriptions, and customized corporate training services;
- The “study-tour elderly care” model generates revenue through curated thematic study-tour programs and long-term elderly care service packages.



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Four: Finance and Security Sector

- World Buddhist Bank: A conceptual financial institution guided by the highest ethical and ESG principles, aiming to direct financial tools toward benevolence. It provides green credit and impact investment, while innovating instruments such as “social impact bonds” and “sustainability-linked loans,” and exploring blockchain-based community complementary currency systems to channel capital into ecological restoration, social enterprises, and inclusive health sectors.
- “Five-Free Insurance Company”: Through an innovative mutual-aid model, it systematically addresses five fundamental life concerns—elderly care, healthcare, education, end-of-life care, and spiritual belonging. It goes beyond traditional insurance compensation to provide a “one-stop solution service,” including contracted elderly care communities and nursing services, integrated medical networks, lifelong learning accounts, hospice and dignified burial services, and spiritual comfort based on Buddhist rituals. Its sustainability relies on actuarial model innovation, large-scale risk-sharing membership pools, and cost and quality control through direct investment in service entities. It is not merely a financial product, but a lifelong support system ensuring members are “secure in life, supported in old age, treated in illness, sustained in learning, and settled at life’s end,” representing the most solid and compassionate social contract of the “Blissful World in the Human Realm.”



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Four: Finance and Security Sector

- Banks generate revenue through interest spreads, asset management, and transaction fees;
- Insurance companies achieve sustainability through long-term stable investment returns on premiums, along with efficiency gains and scale effects from integrated service procurement, maximizing both financial balance and social value.





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Five: Elderly Care and Living Sector

- “Study-Tour Elderly Care Center”: The flagship product, fundamentally breaking the isolation and stagnation of traditional elderly care, transforming the global network of sub-centers into a “mobile campus and home,” supported by various star-rated and themed accommodations ensuring comfort and diversity.
- The community itself is a deeply mixed-age, all-age-friendly symbiotic entity. Its planning follows “New Urbanism” and “complete community” principles, ensuring that residential, work, commercial, leisure, and educational functions are all accessible within walking distance, with architecture fully adhering to universal design principles.
- The community actively develops a healthy food industry, including community-supported agriculture, and extending into plant-based protein R&D and functional food production, ensuring residents have access to nutritious, safe, and sustainable food.
- As a physical anchor of the international health industry alliance, the community serves as a showcase, experience space, and clinical testing base for the latest global health products, technologies, and services, forming a dynamic micro-ecosystem of the health industry.



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Five: Elderly Care and Living Sector

- Adopting a composite model of “asset operation + service value-added + industry platform”:
- Initial capital recovery through residential development sales or long-term leasing rights;
- Long-term stable cash flow generated from property management, health management, study-tour programs, and community services;
- At the same time, generating platform revenues through alliance membership fees, transaction commissions, and equity investment returns from resident innovative enterprises.



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Six: Industry and Technology Sector

- International Health Industry Alliance: Operating as a virtual network to aggregate global resources, while its physical anchor—the Health and AI Technology Park—attracts enterprises in fields such as digital therapeutics, telemedicine, rehabilitation robotics, health big data, and personalized nutrition, with the Shambhala community providing real-world application scenarios and user feedback.
- In artificial intelligence applications, it is used not only for smart community management and personalized health recommendations, but also for fostering deep dialogue between AI and traditional cultural wisdom—for example, developing AI-assisted classical text interpretation systems, generative art based on traditional aesthetic algorithms, and mentor–disciple simulation learning systems.
- This sector encourages an exploratory “paradigm shift,” conducting foundational research at the intersection of consciousness science, complex systems theory, ecological simulation, and Eastern holistic philosophy, aiming to propose breakthrough theoretical frameworks and technological pathways in fields such as energy, information, and life.





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Six: Industry and Technology Sector

- Including technology park rental and value-added service fees
- Venture investment and incubation services for resident enterprises
- Intellectual property sharing and transfer from joint R&D outcomes
- Exporting integrated “happiness technology” solutions to broader markets





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Seven: Culture and Environmental Protection Sector

- On the cultural side, by establishing a new cultural industry park, attracting artists, designers, craftsmen, musicians, and filmmakers to reside and create, encouraging them to transform values such as harmony, tranquility, and inner exploration into contemporary works with broad appeal, including films, music albums, fashion design, public art, and handicrafts.
- On the environmental side, ecological protection is elevated to a core operational principle and proactive responsibility, not only minimizing carbon footprints across all processes, but also investing in regional ecological restoration projects such as mangrove protection and wildlife corridor construction. Culture and environmental protection are deeply intertwined: visualizing environmental data through art installations, telling ecological restoration stories through documentaries, producing cultural products with sustainable materials, and organizing eco-themed art festivals.





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Seven: Culture and Environmental Protection Sector

- Including cultural IP licensing and derivative product development and sales
- Ecological consulting and engineering services
- Carbon credit development and trading
- Providing content co-creation and marketing collaboration services for companies emphasizing ESG values.



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors





4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Eight: Supporting Industry Chain Sector

- As a super-complex itself, the project will directly stimulate the upgrading and development of dozens of related industries, including green real estate, low-carbon construction, environmentally friendly building materials, renewable energy systems, smart water management, and organic agriculture.
- At the operational level, a smart community operating system based on IoT, big data, and AI will be established, enabling real-time optimization of energy, water, waste, and transportation. Internal transportation prioritizes electric shuttles, bicycles, and walking, while externally integrating seamlessly with public transport.
- Of greater strategic value is the creation of a global green supply chain and industrial service platform, centrally procuring certified green building materials, healthy home appliances, and organic food for the Shambhala network, ensuring quality and traceability, and with potential to expand into a broader market as an authoritative procurement and certification platform for sustainable living products. The supply chain data and product lifecycle analysis accumulated by this platform will become valuable industry insights.



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors

Core Module Eight: Supporting Industry Chain Sector

- Including fees from green infrastructure construction and operation services
- Commissions and financial value-added services from centralized procurement
- Licensing and implementation fees for smart community solutions
- Revenue from industry consulting and research reports based on operational data



4. In-Depth Structure and Business Model Innovation of the Eight Core Sectors



05

Core Engine

Deep Empowerment by the Shambhala
Happiness World International Business
Cooperation Alliance





5. Core Engine — Deep Empowerment by the Shambhala Happiness World International Business Cooperation Alliance

Unique Value Proposition & Multi-Dimensional Strategic Roles of the Alliance

The authority and efficiency of the Alliance derive from its exclusive mandate as the project's official global business cooperation platform.

Multiple Strategic Roles:

Connector & Curator

- Leveraging its global network to continuously identify and curate top-tier capital, technologies, and strategic partners.

Enabler & Accelerator

- Delivering full-cycle, end-to-end support—from strategic consulting and legal compliance to investment facilitation and operational implementation—substantially reducing the barriers and risks of engaging in complex projects.

Collaboration & Innovation Platform

- By convening cross-industry salons, thematic forums, and joint innovation challenges, the Alliance catalyzes interaction and collaboration across diverse member backgrounds—incubating new business combinations and solutions within its ecosystem.

Standards & Trust Anchor

- Membership serves as a credibility endorsement, while the “Shambhala Standards” led by the Alliance set industry reference benchmarks. Fundamentally, the Alliance operates as a social-technological infrastructure—systematically lowering transaction costs, mitigating information asymmetry, and reducing innovation risks—thereby enabling the accelerated and sustainable growth of the value network.



5. Core Engine — Deep Empowerment by the Shambhala Happiness World International Business Cooperation Alliance

Membership System & Value Realization Path

Individual Members

Thought Leaders · Impact Investors · Senior Experts

Core Value: Global Intelligence Network · Exclusive Experiences



Invitation to private, closed-door exclusive lectures hosted by Professor Zhang Bu Sheng



Priority access to pre-release prototypes of healing and education programs



Opportunity to serve as an Honorary Advisor in early-stage discussions



5. Core Engine — Deep Empowerment by the Shambhala Happiness World International Business Cooperation Alliance

*Corporate/Institutional Members
(core co-building entities):*

Observer Members

- Ecosystem Access Pass
- Access to Annual Global Summits
- Access to project updates and industry insights
- Low-barrier entry to explore the full ecosystem and potential opportunities

Formal Members

- Opens the “Specific Cooperation Channel.”
- Includes detailed RFP opportunities, sector-focused matchmaking, and standardized legal and policy support by the Alliance Secretariat.
- Designed to facilitate clear, point-to-point project collaboration.

Advanced Members

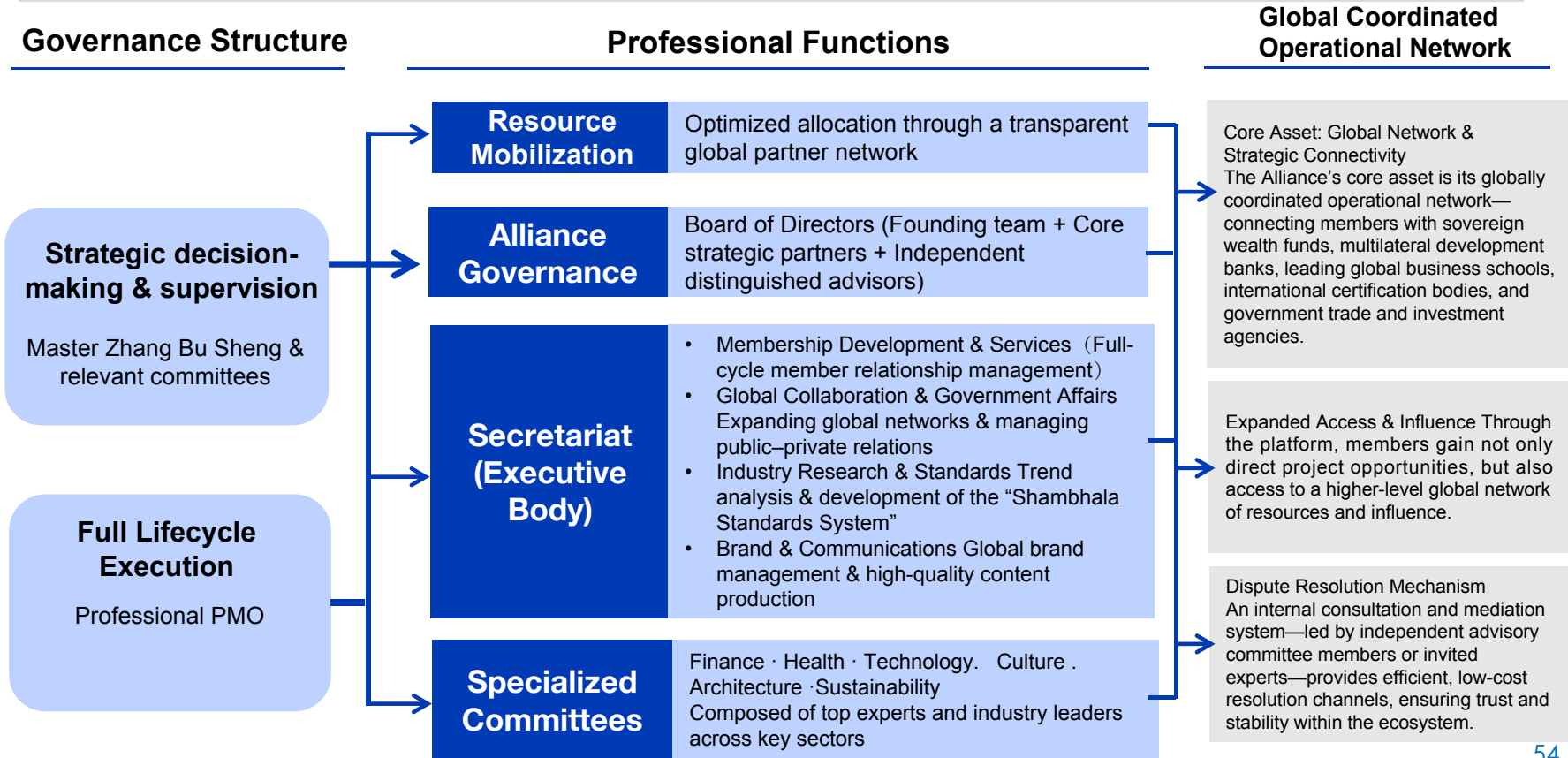
- Upgraded to “Strategic Priority Partner” status
- Dedicated account manager for customized collaboration strategies
- Priority negotiation rights across multiple opportunities
- Co-marketing opportunities leveraging the Alliance brand
- Invitations to participate in regional standard-setting forums

Strategic Partners

- “Co-Founder-Level” Partner
- Senior-led strategic committee for top-level design & standards
- Priority access to core direct investment opportunities
- Deep brand alignment with global co-launch and joint releases
- Flexible collaboration models
- Membership contributions convertible into project investments or strategic resource commitments



5. Core Engine — Deep Empowerment by the Shambhala Happiness World International Business Cooperation Alliance



06

Financial Model,
Comprehensive Risk Management,
and Long-Term Sustainability Strategy





6. Financial Model, Comprehensive Risk Management, and Long-Term Sustainability Strategy

The total project investment of 100 billion USD is a forward-looking, indicative estimate of total scale. Actual execution will adopt an agile strategy of “overall planning, phased rolling investment, and dynamic feedback adjustment” to maximize capital efficiency and minimize risk.

Phase I: Paradigm Creation and Benchmark Development (Year 1–4)

- Estimated Investment: USD 15–20 Billion
Develop the first ~50 km² core hub demonstration zone
 - Build a Minimum Viable Ecosystem, including:
 - Lotus Master cultural landmark
 - Integrated healing destination
 - Phase I of the World Buddhist University
 - Research institutes
 - Model community

Global Expansion Preparation

- Select 3–5 locations across North America, Europe, and Southeast Asia
- Initiate feasibility studies, land acquisition, and master planning
- Lay the foundation for the first batch of international sub-centers

2026

Model · Validate · Build Global Brand Awareness

Phase II: Model Replication & Network Expansion (Years 4–10)

- Estimated Investment: USD 40–50 Billion
- Continue optimization and full-scale operation of the core hub
 - Accelerate global expansion using validated models from Phase I
 - Expand through multiple approaches:
 - Self-development
 - Joint ventures
 - Management export
 - Grow the global network to 80–100 sub-centers

Growth Outcomes

- Achieve significant economies of scale
- Establish supply chain cost advantages
- Enter mainstream global brand visibility
- Strengthen cash flow across all business segments
- Ecosystem incubation enters harvest phase

2030

Phase III: Ecosystem Deepening and Value Elevation (Year 10–15)

- Estimated Investment: USD 30–40 Billion
- Complete global network of 300 sub-centers
- Shift from large-scale construction to operational optimization & value extraction
- Leverage global data to drive personalized product and service innovation

Strategic Priorities

- Develop light-asset, high-margin businesses:
 - IP licensing
 - Brand franchising
 - Consulting services
- Ecosystem companies enter maturity:
 - Value realization through IPOs & M&A

Transformation Outcome

Evolve into a platform-based global operator of happiness infrastructure and an investment holding group

2041



6. Financial Model, Comprehensive Risk Management, and Long-Term Sustainability Strategy

Conservatively estimated, a mature sub-center reaches cash flow breakeven in 3 – 5 years, with group EBITDA turning positive in 8 – 10 years. Long term, driven by asset appreciation, IP growth, and investment exits, the project offers strong IRR potential, ideal for capital seeking sustainable, dual financial and social returns.

5

- Carbon credit trading from ecological restoration projects;
- Green bonds and ESG-linked financing.

4

- “Shambhala” planning and design licensing fees;
- IP licensing for healing and education curricula;
- Certification mark usage fees;
- Brand co-licensing and naming rights.

3

- Tech park rental, service fees, and equity returns;
- Procurement commissions and supply chain finance fees.

2

- Healing retreat packages and memberships;
- Lifelong education and online platform fees;
- Property, health, and study-tour service fees;
- “Five-Free” insurance premiums and fund income.

1

- Sales and long-term leasing of residential, commercial, and office spaces;
- Ongoing rental income from held properties.



07

Call to Action and
Global Collaborative Network





We sincerely invite global partners to co-create a new chapter of human happiness

The Shambhala Happiness World is a grand narrative on humanity's collective destiny and the direction of civilization. It boldly asks and seeks to answer the core questions of our era: after material abundance, how should we live, organize society, and reconcile with nature and the inner self ?

Its success does not depend on any single entity, but on the convergence and co-creation of global forces with vision, courage, resources, and goodwill.

With sincerity and respect, we invite global partners to co-create this history together:



7. Call to Action and Global Collaborative Network



**To global industry leaders
and business giants:**

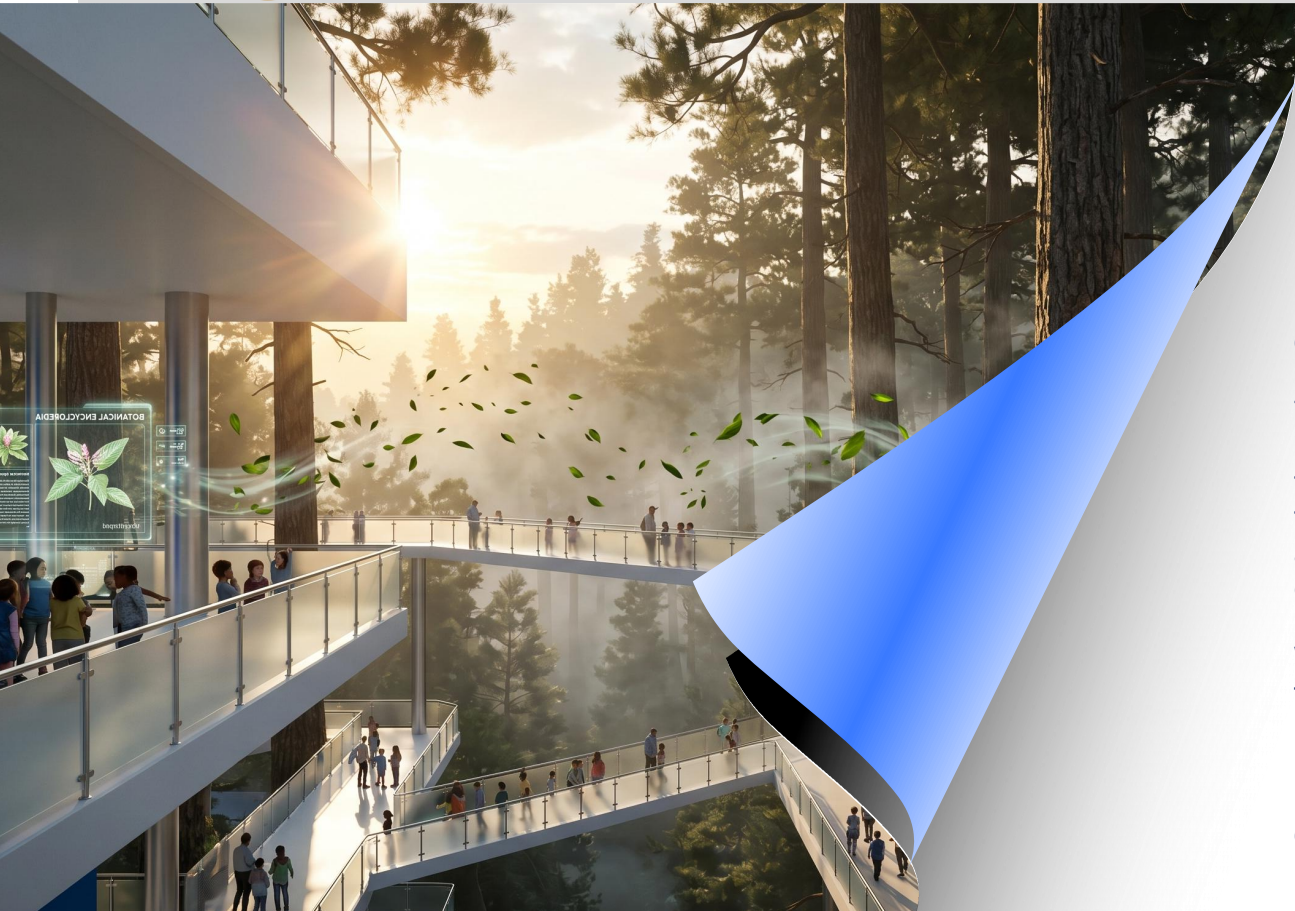
Please inject your cutting-edge technologies, outstanding products, refined processes, and powerful networks—tempered through experience—into this flourishing happiness ecosystem.

This is not a traditional buyer's or seller's market, but rather a “value symbiotic entity” and an “innovation consortium” aimed at jointly defining future lifestyles. In fields such as smart living, green technology, health intervention, cultural content, and sustainable finance, we have already reserved positions for you to participate deeply and co-lead.

Together, we will explore this vast “blue ocean” of the happiness industry, not only achieving commercial success, but also leaving a legacy for generations.



7. Call to Action and Global Collaborative Network



To the stewards of long-term value, influence, and intergenerational wealth:

If your pursuit goes beyond quarterly returns toward long-term value, positive impact, and real human well-being, Shambhala is your ideal destination and strategic anchor.

To invest here is to invest in long-term human physical and mental health, the restoration and sustainability of the Earth's life-support systems, and a more intelligent, caring business civilization.

We commit to delivering strong financial returns while placing measurable, reportable, and improvable social and environmental impact at the core—offering a true dual-value model.



7. Call to Action and Global Collaborative Network



**To frontier scientists,
technological innovators, and
academic thought institutions:**

Shambhala Happiness World is a unique “large-scale real-world laboratory” and “socio-technical experimental field.”

Your frontier research—across AI ethics, new materials, energy, ecological engineering, consciousness, social networks, and positive psychology—finds rare real-world applications, validation, and interdisciplinary collaboration here.

We invite you to turn research and ideas into solutions that elevate human life, bringing the light of knowledge into the real world.



7. Call to Action and Global Collaborative Network



To cultural artists, educational practitioners, and social innovation organizations:

A society with material abundance and technology alone—without spiritual depth, aesthetics, and human warmth—is fragile. We need your wisdom, creativity, and compassion to shape the soul of this ecosystem.

Together, let us create art that touches the heart, education that awakens wisdom, and communities that nurture connection—so Shambhala becomes not only a place to live, but a global center of spiritual culture and creativity.



7. Call to Action and Global Collaborative Network

To governments of all countries, urban governors, and public policy makers:

What Shambhala seeks to explore and address—how to systematically enhance residents’ sense of happiness, promote social harmony and inclusiveness, drive green economic growth, and realize modernization of governance—is precisely the common challenge and core task faced by every city and region worldwide. We are not a traditional developer, but rather a “comprehensive solution provider” and “innovation partner” for new-type urbanization and regional sustainable development.

We look forward to deeply integrating the already mature “Shambhala modules” (such as carbon-neutral communities, integrated health centers, lifelong learning systems, and community governance toolkits) with your development vision and plans, and jointly, within localized contexts, creating replicable, scalable, and demonstrative models of “happy cities” or “happy regions.”



7. Call to Action and Global Collaborative Network



「Embark on the Shambhala Journey, Co-create a New Civilizational Paradigm」

--Join the International Business Cooperation Alliance to shape the future of human happiness together

Joining the Shambhala Happiness World International Business Cooperation Alliance is the most direct and powerful way to participate in shaping this historic process.

Here, you go beyond contracts or projects—you become a core node in a global ecosystem of wisdom and capital, alongside leading thinkers, practitioners, and changemakers. You connect your expertise and purpose with a civilizational mission to advance human well-being and the Earth's health—creating not just wealth, but legacy, and helping define a future-oriented new paradigm of civilization.

The path is set. Shambhala is both an inner path of wisdom and an outer path of building world harmony. With blueprint and tools ready, we welcome global talents and partners to join this journey—connecting hearts, bridging worlds, and shaping the future together.





7. Call to Action and Global Collaborative Network

The project has established a support and advisory network covering major regions worldwide. All sectors are welcome to inquire and initiate dialogue:

Singapore / International Headquarters:

+65 8666 5557 | +65 9388 1439 | +65 9297 0989

Greater China (Taipei): +886 908 621 391

Greater China (Kaohsiung): +886 958 232 315

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2408930

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Hong Kong, China: +852 9226 2976

North America (Vancouver): +1 778 325 8873

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Europe: +31 623205897

Australia: +61 410 681 858

United States (New York): +1 917-415-9315

United States (California): +1 559-213-1377



Wechat:

Singapore & Other Countries: Zeoanegoh, ooss_SG

Malaysia – Kuala Lumpur: Kellyysp, ZenHu79

Malaysia – Penang: oosspenang

Taiwan – Taipei: Ting_Wei23 | Line: @501lzvpa

Taiwan – Kaohsiung: ehtr4527 | Line: a0958232315

Hong Kong: OOSS_HK

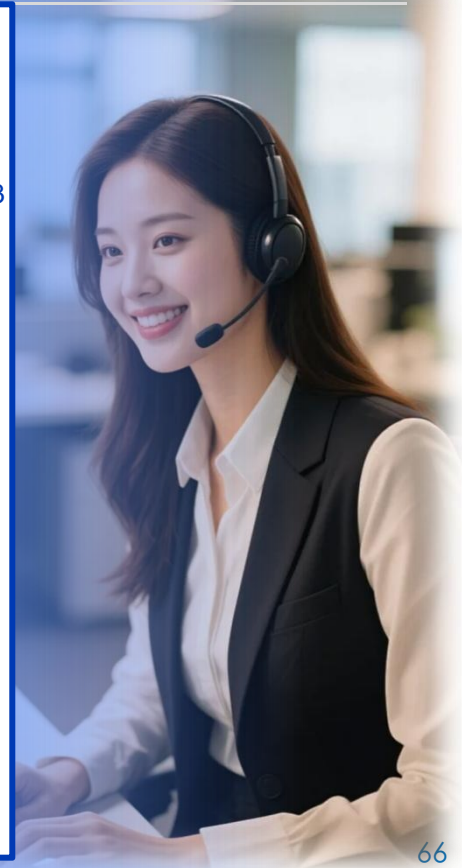
USA – New York: Cathy81925

USA – California: jin_lin_2015

Canada: medhac123

Toronto: OOSS_TORONTO

Australia: dmzhang1370





7. Call to Action and Global Collaborative Network

Let us, from this moment—from a shared understanding, a commitment, and a connection—transform the lofty ideal of “when the human heart is pure, the land is pure, and the Pure Land exists in the human world” into a warm reality on this planet that can be touched, experienced, and shared, through perseverance and steady progress.





Shambhala Happiness World

Constructing a Global Happiness Ecosystem