ONE ABOVE

Montparnasse 56 USA
One WTC Observation Deck
Development and Management RFP

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May 7, 2012

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230 Park Avenue, 10th Floor
New York, NY 10169
www.montparnasse56USA.com

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1. Cover Letter

230 Park Avenue, 10th Floor
New York, NY 10169
www.montparnasse56USA.com

Montparnasse 56 USA LLC (M56) is pleased to respond to the Request for Proposals (RFP) for designation as Developer/Manager of the Observation Deck at One World Trade Center.

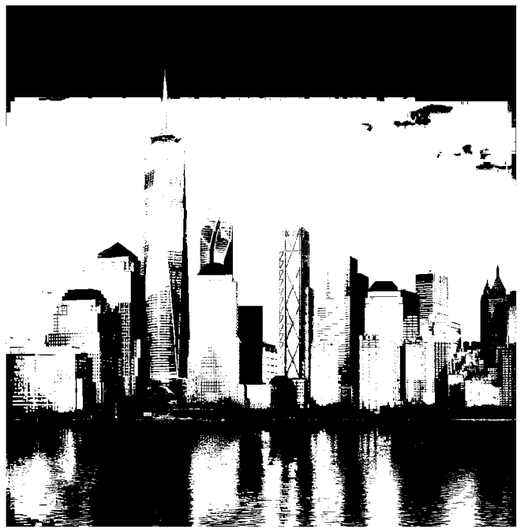
M56 is a member of the Montparnasse Group and a wholly owned subsidiary of Montparnasse 56 SA, a privately held company headquartered in Paris, France, which owns and operates Observation Deck venues in Paris and Berlin. We are making the attached proposal as a single entity and, as such, will use the experience we have garnered over the past three decades to develop, manage and operate the Observation Deck at One World Trade Center.

It is clear from the RFP that The Port Authority of NY & NJ and The Durst Organization share a powerful yet fully realistic vision for this one-of-a-kind enterprise. As partners in the building, you expect that the Observation Deck will soon take its place as one of the world's most successful, most visually alluring and most popular destinations. Moreover, it will not only stand as a crown jewel of global and regional tourism, but will also function as a high revenue-generating business.

We believe that Montparnasse 56 is the right team to bring this vision into reality.

We have unparalleled expertise

Observation Deck management is our core business. Today, M56 successfully operates two of Europe's most prominent Observation Decks: the Montparnasse Tower in Paris and Germany's iconic Berlin TV Tower. We have recently gone into contract to acquire and operate a major tourism venue in a large United States city, which further indicates our commitment to becoming one of the premiere Observation Deck managers and operators in the United States. While it is our hope and expectation to be able to describe this project in detail in the near future, a signed confidentiality agreement prohibits us from doing so at this time.



M56 enthusiastically embraces the Owner's vision for this one-of-a-kind venue. And to make this vision a reality, we have assembled an operating team and consulting team with an unparalleled array of skills and experience at the local, national and international level.

M56 will use its proprietary technology to distinguish the Observation Deck at One World Trade Center and position it as an essential "first stop" for visitors. In fact, our efforts in the area of technology have been recognized by the Federation of Great Towers which gave our Berlin TV Tower venue the international Award of Excellence for access control and queuing management features. Our dedication to technological innovation will inform our entire approach. For example, transparent LCD features will educate visitors about New York and New Jersey while multiple mobile applications will facilitate tour planning to other destinations in the area.

To ensure absolute security at this venue, we will draw upon our experience in successfully maintaining public safety at the Berlin TV Tower, a high-profile venue whose prominence and symbolic value bring major security-related concerns.

We will work in close cooperation with the Port Authority, the Owner, the Port Authority Police and the New York City Police Department. To this end, M56 will make a multi-million-dollar investment in on-site security-related personnel and infrastructure, and designate a highly qualified director of security to manage all security-related operations.

Finally, M56 will rely on and enhance its eight-country network of global sales offices – working systematically with 13,200 tour operators worldwide – to market the Observation Deck at One World Trade Center to millions of guests annually.

We will develop a compelling visitor experience

M56 is enthusiastic about the opportunity to introduce this new venue to the world of great Observation Decks. We have conceptually branded the Observation Deck at One World Trade Center as "One Above" – to signify both its identification with this iconic building and to reinforce its presence above the world's most dynamic metropolitan region.

Our program will maximize attendance by both tourists and local guests by providing a visitor experience that goes far beyond the view. Working with a pre-eminent team of historians including Geoffrey C. Ward, six-time Emmy Award winner and writer/co-producer of most of Ken Burns' PBS historical documentaries; Kevin Baker, prize-winning novelist and journalist specializing in New York City-based historical fiction; Gail Buckland, internationally prominent photo-historian and distinguished professor at Cooper Union; the New Jersey Historical Society; and the Brooklyn Historical Society, we will provide visitors with permanent and revolving content that presents an introduction to New York and New Jersey looking at both the past, the present and the future.

To ensure that visitors have access to the most comprehensive and up-to-date information possible about tourism and entertainment opportunities in New York City and New Jersey, M56 has also engaged Time Out New York as a content partner.

Equally important, national and international guests will be treated to some of the best food and beverage offerings available in the tri-state area. Gerber Group, branded as the pre-eminent tastemaker in creating cool, chic and classic bars with modern glamour, will operate the lounge on the 102nd floor. Continuing its successful partnership at Time Warner Center and elsewhere, Gerber will be joined in the food and beverage concession by Chef Marc Murphy. Owner of Landmarc and Ditch Plains restaurants and a frequent guest judge on the hit television show Chopped, Marc will provide his version of classic New York fare as part of the food venue. Through his Benchmarc Events division, Marc will offer New Yorkers and others an opportunity to hold private events within the Observation Deck complex, a venue sure to become one of the most popular in New York/New Jersey.

Our plan maximizes revenue generation

We have designed an innovative guest experience at the Observation Deck with compelling content and visually arresting architecture and design. At the same time, multiple purchasing opportunities will enhance the profitability of each guest visit in addition to admissions revenue. Our plan systematically structures retail programming to ensure that all guests directly experience three successive opportunities to make retail purchases. The event space will generate significant revenues by maintaining a highly active schedule of breakfasts, lunches, dinners, parties, conferences, receptions, media events, business meetings and other activities. And our lounge area will be designed and marketed as a marquee gathering place for Lower Manhattan executives, office workers and residents, filling a definite void in the marketplace.

At the same time, underscoring our long-standing corporate commitment to positive community relations, M56 will donate one percent of ticket revenues to nearby charitable organizations, an amount expected to reach at least $13 million over the lease period.

We look forward to being partners with WTC Tower 1 LLC and want you to benefit substantially from the success of the business. Based on the program herein, M56 anticipates generating an estimated $840 million in nominal dollars in payments to the Owner over the operating term through guaranteed rent and revenue sharing.

We will attract the greatest possible number of tourists from around the region, country and world. M56's eight-country network of global sales offices will feed hundreds of thousands of overseas visitors into the venue annually.

A new chapter in New York City history

The entire world will be waiting in anticipation of the day the doors open to the Observation Deck at One World Trade Center. On that day, The Port Authority of NY & NJ and The Durst Organization will begin to write a dramatic and inspiring new chapter in the history of one of the world's great cities.

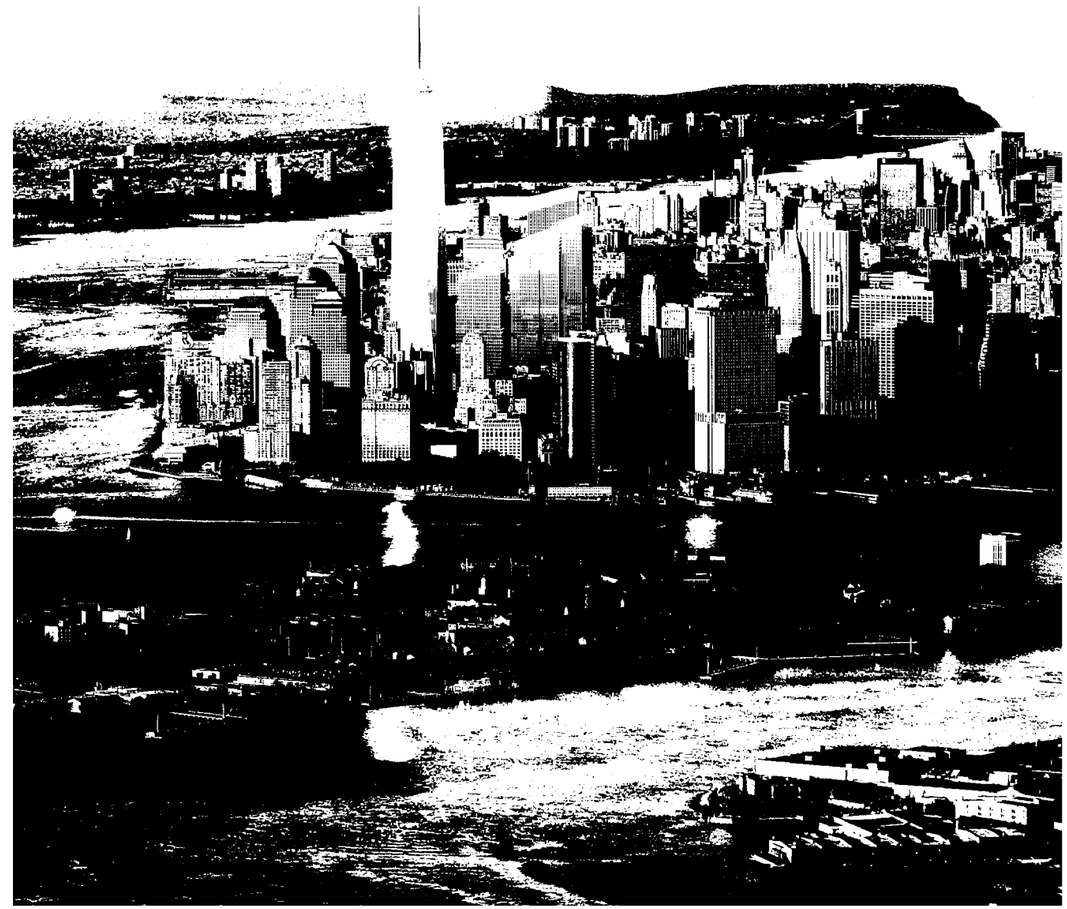
Supported by an exceptionally well-qualified operating team and consulting team, Montparnasse 56 USA LLC is ideally suited to ensure the long-term success of this remarkable venue – both as a tourism destination and as a profitable business. We are prepared and fully equipped to join you in transforming this incomparable venue into a true global landmark.

If you desire additional information or have any questions, please contact Eric Deutsch at (212) 808-3018 or edeutsch@montparnasse56USA.com.

Sincerely,

Patrick Abisseror
Chief Executive Officer
Montparnasse 56 SA

Eric J. Deutsch
Vice President
Montparnasse 56 USA, LLC



2. Agreement on Terms of Discussion

Original, signed, 8.5" x 11" Agreement on Terms of Discussion (Attachment A) can be found in "original" Appendix A.

Attachment A – Agreement on Terms of Discussion

The Owner's receipt or discussion of any information (including information contained in any proposal, vendor qualification, ideas, models, drawings, or other material communicated or exhibited by us or on our behalf) shall not impose any obligations whatsoever on the Owner or entitle us to any compensation therefor (except to the extent specifically provided in such written agreement, if any, as may be entered into between the Owner and us). Any such information given to the Owner before, with or after this Agreement on Terms of Discussion ("Agreement"), either orally or in writing, is not given in confidence. Such information may be used, or disclosed to others, for any purpose at any time without obligation or compensation and without liability of any kind whatsoever. Any statement which is inconsistent with this Agreement, whether made as part of or in connection with this Agreement, shall be void and of no effect. This Agreement is not intended, however, to grant to the Owner rights to any matter, which is the subject of valid existing or potential letters patent. The foregoing applies to any information, whether or not given at the invitation of the Owner.

Montparnasse 56 USA LLC

(Company)

Eric J. Deutsch

(Signature)

Vice President

(Title)

5/2/12

(Date)

ORIGINAL AND PHOTOCOPIES OF THIS PAGE ONLY.

DO NOT RETYPE.

3. Non-Disclosure Agreement

NON-DISCLOSURE AGREEMENT

To be fully responsive to the RFP— and to ensure that this document keeps within its prescribed 60-page limit— M56 wishes to provide as complete a presentation as possible of our Business Concept, Business Plan, Financial Proposal, Technical Proposal and Management Proposal. We are thus providing a copy of the signature page of the Non-Disclosure Agreement (Attachment B) here and the complete document can be found in Appendix A.

Original documentation and signatures can be found in the "Original" Appendix.

16. **Construction.** This Agreement is the joint product of the parties hereto and each provision of this Agreement has been subject to the mutual consultation, negotiation, and agreement of the parties hereto, and shall not be construed for or against any party hereto. The captions of the various sections in this Agreement are for convenience only and do not, and shall not be deemed to, define, limit or construe the contents of such Sections.

RECIPIENT:

Signature: _____

Print Name: Eric J. Deutsch

Title: Vice President

Date: January 31, 2012

Port Authority Handbook NDA 062711

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4. Certification of Information

CERTIFICATION OF INFORMATION

An original, signed, 8.5"x11" Certificate of Information for Montparnasse56 USA LLC can be found in the "Original" Appendix A.

Attachment C – Certification of Information

The undersigned, on behalf of the company named below, hereby represents and certifies to the Owner to the best of their knowledge that:

- The information contained in the enclosed response is accurate and truthful as it relates to this Request for Proposals for Operator and Manager for the One WTC Observation Deck.
- Compliance to all applicable laws, regulation or ordinances of applicable federal, state and other governmental or regulatory agencies, which have jurisdiction, will continually be maintained.
- Unless fully disclosed in the response, the information submitted was not prepared in conjunction or cooperation with any other company and or individual.
- The firm named below unconditionally accepts all terms and conditions listed in this Request for Proposals, unless fully disclosed in the response.
- The firm has examined the Request for Proposals, drawings, and related documents, and hereby submits the attached Statement of Proposals.
- The individual signing this form is an officer of the firm and is authorized to sign agreements on behalf of the company.
- The firm has received of all addenda to the Request for Proposals and all of the provisions and requirements of such addenda have been taken into consideration in preparation of this Statement of Proposals.
- Owner reserves the right to reject any or all Proposals and to waive any formality in the selection process.

Date: 5/2/12

Signed:

Name: Eric Deutsch

Title: Vice President

Name of Firm: Montparnasse 56 USA LLC

Organized as a (mark one): Proprictorship _____ Partnership _____

Corporation X (limited liability company) Joint Venture _____

Under the Law of the State of: Delaware

Legal Address: 230 Park Avenue - 10th Floor
New York, New York 10169

Telephone: 212 - 808-3018

Facsimile: N/A

Web: www.montparnasse56usa.com

If a corporation, indicate the state of incorporation, if a partnership, enumerate all partners.

5. Executive Summary

M56 is pleased to submit this proposal to develop and manage the Observation Deck at One World Trade Center. The opening of the building will be a significant milestone in the decade-long process to redevelop the World Trade Center site and, with the structure reaching a height of 1,776 feet, will reclaim the Manhattan skyline.

M56 is excited by the opportunity to contribute to the continued renaissance of Lower Manhattan as the developer and manager of this distinguished Observation Deck. As described in this proposal, M56 will make a significant investment in creating the most exciting Observation Deck, event venue and lounge to open in New York City. We have combined our global experience in managing and operating successful observation venues in Paris and Berlin with Scott Gerber of Gerber Group and Marc Murphy of Landmarc Restaurants/ Benchmarc Events, who have created some of New York City's most sought-after food and beverage venues. Our collaboration with Gerber and Landmarc ensures that the Observation Deck, the event venue and lounge will together make this one of the world's great destinations.

This rich, imaginative and varied plan stimulates guests, maximizes revenue, and sets the stage for one of the world's most exciting and well-attended destinations.

CONCEPT

We have conceptually branded the Observation Deck at One World Trade Center as "One Above" – to both signify its identification with this iconic building and to reinforce its presence above the world's most dynamic metropolitan region.

A successful Observation Deck must offer visitors a panoramic and visually arresting view. But a spectacular view alone does not ensure long-term success—especially when the deck faces strong and well-established competition. M56's business approach is to offer a wide spectrum of features and amenities that exceeds the expectations of guests of every category, from global tourists to business professionals to local event attendees. This business strategy will succeed by:

- Maximizing attendance by both tourists and local guests
- Leveraging advanced technology as a competitive differentiator
- Leveraging the site's educational and tour-planning features to position the venue as the natural "first stop" for all visitors to New York City
- Continually improving the visitor experience through market research and customer surveys
- Maximizing revenue generation throughout the operation

M56 will deliver an exemplary guest experience at each stage of the visit. Our program includes the following key elements:

- Arriving visitors enjoy retail and photographic opportunities on Base Level B2; timed ticketing expedites tours
- Elevators feature stimulating visual effects
- The 100th floor – with highly dramatic design elements – focuses fully on a viewing experience enhanced by an innovative, interactive transparent LCD feature that informs and educates – and helps guests plan their New York City visit
- The 101st floor – featuring a stunning "glass bridge" build-out – combines the viewing experience with food venues, retail and irresistible photo opportunities
- The 102nd floor houses the lounge and event space

This rich, imaginative and varied plan stimulates guests, maximizes revenue, and sets the stage for one of the world's most exciting and well-attended destinations.

BUSINESS PLAN

M56 has developed a comprehensive business plan based on more than 30 years of experience as a developer/operator of tourist attractions which has been complemented by an abundance of local expertise. Key components of the plan include:

An understanding of the visitor market

A market study conducted by HR&A Advisors, Inc. analyzed demand, pricing and competition for Observation Decks in New York City and lounge and event venues in Lower Manhattan. HR&A estimates that the Observation Deck could attract approximately 3.3 million visitors, including tourists and residents, in a stabilized year. This estimate informs many of our assumptions about the venue's revenue potential.

Multifaceted marketing and advertising

M56's advertising campaign includes a full range of conventional and social media components, complemented by top-quality printed collateral. We budget $3 million for the first year, including pre-launch, and $2.5 million annually thereafter.

Advanced sales and ticketing

M56's network of international sales offices has relationships with 13,200 tour operators worldwide, which will ensure that this venue is systematically included on the itineraries of millions of visitors each year. In addition, M56's award-winning, proprietary, timed-ticketing operation minimizes idle waiting periods. Visitors buying tickets on-site can receive a text message when it is time to enter the line. Instead of wasting time waiting around, guests will be able to visit nearby attractions and shopping, such as the retail amenities in the World Trade Center complex.

Unique visitor activities

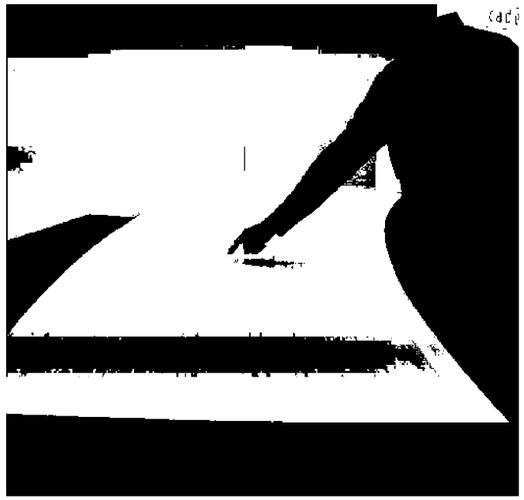
While the view will attract people to the site, the intriguing mix of activities will get them to stay. M56's proposed program includes:

- M56's design integrates transparent LCD technology to enhance the vista in a dramatic manner that allows each customer to tailor his or her view to their specific interests.

- **position the site as a**

  The 101st floor's advanced technology tour-planning offering will systematically drive attendance and revenues by branding the Observation Deck as the obvious "first stop" for visitors to New York City. Visitors will get a current and historical overview of New York City simply by pointing to landmarks through sealed in window screens. Transparent picture and text options will appear with historic and cultural information curated by an award-winning team of U.S. historians. These interactive screens will help visitors plan their citywide tours.

- The partnership between Gerber Group and Chef Marc Murphy's Landmarc restaurants ensures

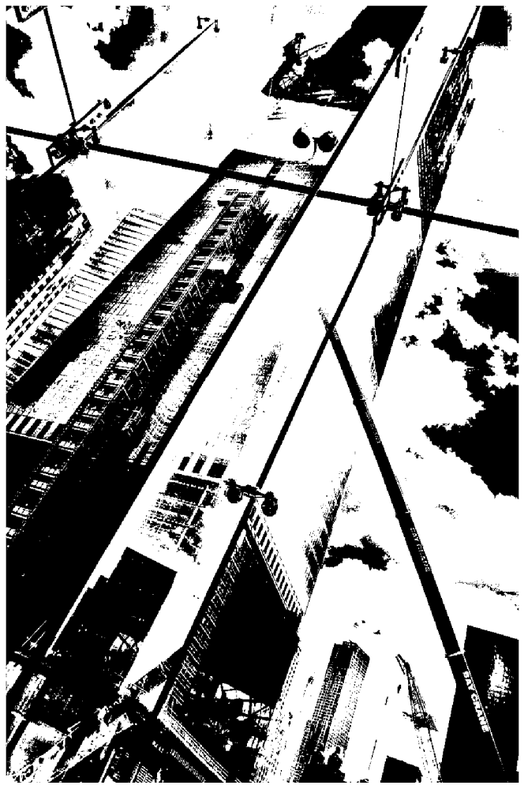


profitable, high-quality food and beverage concessions. Landmarc's 101st floor food venues will offer innovative menu options appealing to any palate at a range of price points. The 102nd floor will offer a "hip" bar, lounge managed by Gerber Group – and an event space under the direction of Marc Murphy's Benchmarc Events. A full event calendar will attract both tourists and locals. M56's global network of field offices will schedule group tour events for breakfasts, lunches and dinners.

Base Level B2 offers a "green screen" photo opportunity. A 101st-floor "glass bridge" will be a "must-have" photo spot – but only house photographers will be positioned to capture the best angles. We maximize point-of-sale opportunities by sending guests back to the Base Level retail space to pick up photos.

Emulating our retail success at our other venues, we will create a 2,000-square-foot retail space on Base Level B2 offering branded merchandise, guidebooks, postcards and mementos. Visitors can create personalized souvenirs using 3D extrusion machines. The 101st floor's 750 square foot retail component will parallel the B2 retail element.

Outstanding Customer Experience
M56 provides an exciting, information-rich and seamless experience. Our model's success is driven by timed ticketing — advanced technology that informs and assists — incomparable visual and design enhancements — quality retail and photography — and top-notch food, beverage, lounge and event space offerings.



Based on more than 30 years of experience developing and managing similar Observation Decks and infused with the expertise of local construction, building management consultants, and financial advisors, M56 prepared an extensive pro forma that estimates total costs through design, construction and start up activities. M56 based its revenue estimates on conservative, market-driven assumptions that it fully expects to exceed based upon its innovative program and operational experience.

M56's financial offer provides a very generous financial commitment to the Owner through guaranteed rent and profit sharing without requesting any additional Owner investment for build-out. In addition to investing more than $43 million to develop the venue, M56 will pay the Owner a total of $270 million in guaranteed base rent over the term of the lease in addition to a total estimated percentage rent of $570 million from ticketing, photography, retail, food and beverage, and event revenues. This amounts to an expected total payment of $840 million. M56 will also be responsible for all CAM, PILOT and BID fees as detailed in the RFP.

In addition to leveraging its own financial resources, M56 has secured a debt commitment for $30 million from Entertainment Property Trust (EPT), an investment-grade, Real Estate Investment Trust with a market capitalization of $3.5 billion. EPT is committed to fueling M56's growth in the United States.

Montparnasse 56 USA has a well-qualified team of professionals to develop and operate the Observation Deck.

TECHNICAL PROPOSAL

M56 and its consultant team have extensive experience developing and operating complex projects. We propose a tightly choreographed 20-month schedule to design and construct the venue and launch business operations. We will have ongoing involvement from senior staff at our Paris and Berlin Observation Decks, particularly during the launch of operations. Critical milestones include:

- Execution of the lease with the Owner
- Obtaining construction permits at least nine months prior to opening
- Launching New York advertising
- Hiring the general manager, security director and other key personnel
- Opening

MANAGEMENT PROPOSAL

Montparnasse 56 USA has a well-qualified team of professionals to develop and operate the Observation Deck. For the first year of planning and development, we will rely on senior staff from our renowned international operations as well as senior management from our current U.S. operations. Key individuals include:

Patrick Abisseror, M56 Group CEO, oversees all current operations of the M56 Group as well as the acquisition and development of new venues. He has more than 30 years of experience in the tourism industry and has been with M56 since 2002.

Eric J. Deutsch, head of US operations, has overseen the company's expansion into the US market since he began his tenure in 2011. Mr. Deutsch has over 20 years of experience in real estate development in New York City.

In addition, senior staff from M56's Paris and Berlin operations will be extensively involved in planning the venue and building the staff capacity to operate it. They include:

Jean-Marc Champrobert, General Manager of our Paris Observation Deck, has 16 years of experience in the tourism industry and has overseen the dramatic growth of Montparnasse Tower.

Christina Aue, General Manager of our Berlin Observation Deck and revolving restaurant, has overseen installation of our award-winning ticketing system, and the recent renovation of the venue.

Bernd Ziegler, IT Manager and Controller of our Berlin operations, has more than 30 years of experience in the tourism industry with expertise in the integration of technology and financial reporting systems.

Management efforts for developing the venue and starting operations will be carefully coordinated. Under Mr. Deutsch's leadership, M56 will immediately retain an experienced construction manager to coordinate design and construction efforts. In addition, M56 will hire a security consultant to ensure security operations are properly integrated into the venue's design and operation and to ensure seamless coordination with the Port Authority security program. M56 senior staff from the Paris and Berlin will support an intensive hiring effort for senior operations staff, including:

- General manager
- Security director
- Marketing director
- Operations director
- IT manager
- Controller

In addition to leveraging its own financial resources, M56 has secured a debt commitment for $30 million from Entertainment Property Trust (EPT)

Food service, lounge, and event spaces are integral to the success of the Observation Deck. M56 is working in association with Gerber Group and Chef Marc Murphy both nationally known, New York City based food and beverage leaders—to develop and operate these components.

- **Gerber Group** is known as one of the world's most influential nightlife proprietors and encompasses 23 iconic venues internationally under such brands as The Whiskey, Whiskey Blue, Living Room and Stone Rose Lounge.
- **Chef Marc Murphy** leads New York City-based Landmarc Restaurants, which has six venues of Landmarc or Ditch Plains restaurants, as well as Benchmarc Events. Landmarc/ Benchmarc has established brand recognition with the popularity and critical acclaim of each of its venues, as well as his growing presence in the media as a regular judge on the Food Network's hit show Chopped.

In addition to the key staff described previously, M56 is committed to local hiring. We plan to hire at least 250 staff members to operate the Observation Deck.

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Four key principles, designed to maximize visitation and revenues, drive M56's operating approach for the Observation Deck:

Outstanding customer experience

From friendly and knowledgeable staff to compelling content to diverse food offerings to vibrant architectural design, M56's Observation Deck will offer much more than just a view – along with the lounge and event space, this will quickly emerge as a "must go" destination in Lower Manhattan.

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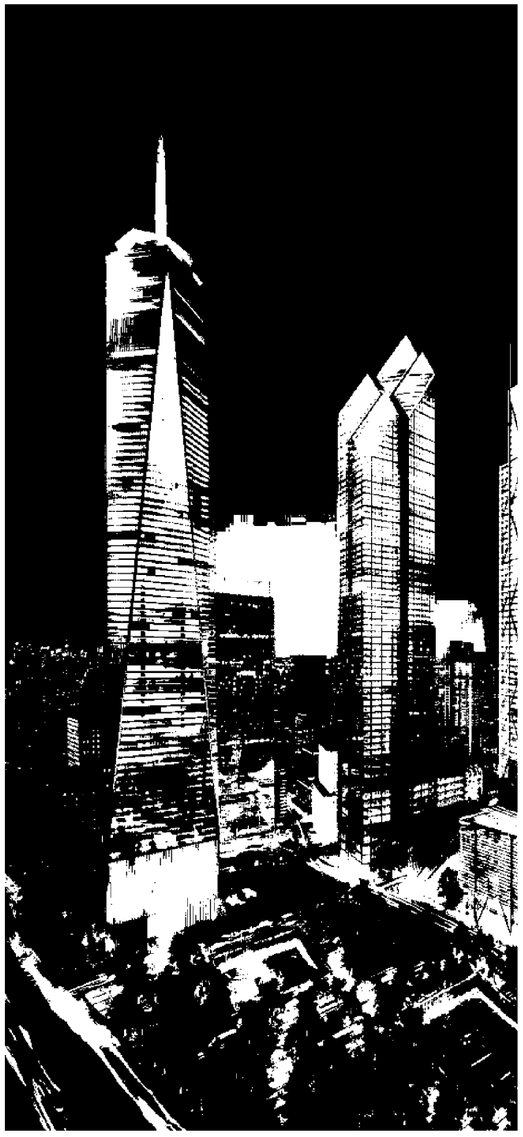
The ongoing technological revolution has created new mechanisms for interaction and information sharing through mobile devices, 3-D imagery, social media, etc. M56 will use the most sophisticated technology available to enhance the visitor experience.

Worldwide marketing

Our program ensures that the Observation Deck remains the attraction to see in New York for years to come. Using the same approach that has led to our successes in Paris and Berlin, we will implement an exhaustive global marketing strategy, including leveraging our relationship with over 13,000 international travel industry professionals.

The new World Trade Center complex will be among the most security sensitive complexes in the world. M56 is committed to providing that same sense of security to our guests in the most seamless and unobtrusive way possible.



6. Background Qualification Questionnaire

[redacted]

7A. Venue Concept

GENERAL BUSINESS CONCEPT

A successful observation deck must offer visitors a panoramic and visually arresting view. But a spectacular view alone does not ensure long-term success— especially when the deck faces strong and well-established competition, as is the case with One World Trade Center.

To ensure this site attracts the maximum number of visitors and generates maximum revenue, our business approach offers a wide spectrum of features and amenities that exceed the expectations of visitors of every category. This extends not only to global and national tourists – but also local visitors, business professionals, and event attendees from New York, New Jersey and surrounding areas.

By giving visitors more than they expect - by engaging, informing and educating them - by stimulating their imagination whenever possible - and by delivering extraordinary design elements, the site will distinguish itself from competing observation decks. It will also generate the kind of favorable

word-of-mouth reputation – a reputation among tourists, travel professionals and locals alike — that will prove vital to the attraction's continued success, its global appeal, and its lasting, revenue-generating power.

To briefly summarize the program, arriving visitors will enjoy retail and photographic opportunities on Base Level B2 and expedite their tour through a timed ticketing system. Elevator rides feature stimulating visual effects. The 100th floor – with dramatic design elements — is fully devoted to the observation deck experience. The visitor experience on that floor is significantly enhanced by an innovative, interactive LCD feature used to both inform and educate – and to help plan one's tour of New York City. The 101st floor – which features a stunning "glass bridge" build-out of the original floorplate — combines the observation deck experience with concessions, retail and photography. And the 102nd floor is devoted to lounge and event space.

Strategic drivers that propel the business concept include:

- Maximizing revenue generation throughout the operation
- Maximizing attendance by both tourists and local visitors
- Leveraging advanced technology as a competitive differentiator
- Conducting market research and customer surveys that will help guide the continuous improvement of the physical site and improve services to visitors
- Leveraging the site's educational and tour-planning features to position the venue as the natural "first stop" for all visitors to New York City

PRE-ARRIVAL

As with other M56 venues, customers can purchase tickets prior to arriving at the site, either online or through hotel concierges or other ticketing venues.

Also prior to arrival, the site's website will offer various "lenses" of information visitors can use as guides for their journey to New York – as well as access to various tour and ticket packages, and the opportunity to post comments and recommendations on a site blog.

TIMED TICKETING

M56 offers visitors an advanced ticketing system that avoids waits on long lines. This system— in use at our Berlin observation deck— won the international Award for Excellence from the World Federation of Great Towers for its access control and queue management features. Tickets — whether booked in advance or bought on site – would indicate approximate times when the visitor should arrive for entry to the site, or would send SMS text messages advising visitors to come to the entry point at a particular time. Timed ticketing not only makes queuing smoother and more efficient, but also functions as a revenue generator for the Port Authority. Instead of standing idly on lines for long periods, visitors will be free to shop and dine around the World Trade Center campus.

THE VISITOR EXPERIENCE ON BASE LEVEL B2

Individual ticket kiosks will be placed around the large columns on B2 to allow for the pick-up of pre-purchased tickets and purchase of tickets with a credit card. Visitors may also be served at a concierge ticketing area where they can interact with a guest representative, pay cash, and obtain further assistance.

A 2,000-square-foot retail space on B2 will offer branded merchandise, guidebooks, postcards and site-related mementos. Visitors can also create and purchase personalized, one-of-a-kind souvenirs using 3D extrusion technology from MakerBot.

Visitors will access the retail shop at the beginning of their journey and will be guided back there after departing from elevators at the end of their visit. Visitors are sent back to the B2 retail site to pick up two "highlight" photos — and ready-to-mail photo postcards. The first of the two separate photo opportunities is shot on B2 using a green screen with superimposed sky-scape images. The second photograph is taken up on the unique "glass bridge" on the 101st floor from a "walking on air" vantage point accessible only to an on-site professional photographer.

As visitors queue for the concierge ticket area or security screening, they can view a long presentation wall of graphic and digital information about the building, and various "lenses" of information as their tour is about to commence. The queue passes through the security screening area into a waiting space for the elevator entrance, which contains further information on surrounding walls.

Visitors on Base Level B2 can download digital applications to help them navigate both the Observation Deck and chart their overall New York and New Jersey journey. A simple app can be included in the ticketing package. More advanced features will be available at incremental prices to provide more functionality for the visitor and generate added revenue.

THE VISITOR'S ELEVATOR EXPERIENCE

Terrazzo-floored elevator cabs have digital screens on the walls and ceiling. Each elevator begins its journey with passengers surrounded by a solid-color interior. The solid color begins to fragment into multi-color pixels as the cab ascends. The pattern radiates from the center of the cab's ceiling, simulating the feeling of riding through a light beam or into a giant kaleidoscope.

Nearing the 100th floor, the pixels diminish and white light takes over more and more space on the screens. By the time the cab stops – and expectation reaches its peak — the whole interior space has turned a softly glowing white. The doors open onto a corridor that elicits a sense of anticipation and visual inspiration. Visitors then enter the Observation Deck lobby.

THE VISITOR EXPERIENCE ON THE 100TH FLOOR

The 100th floor is dedicated to the classic observation deck experience, with an array of intriguing enhancements.

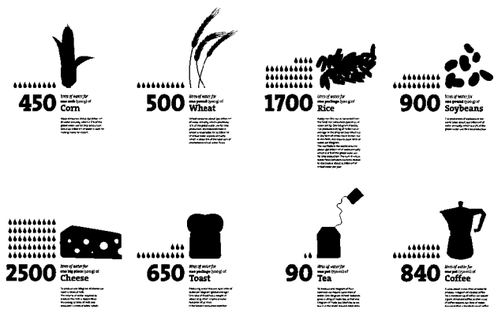
Upon their arrival here, the visitors' great anticipation is at last fulfilled and they eagerly start scanning the full, breathtaking panorama. But the view is not the only

sight that dazzles their eyes. Visitors also immediately note two compelling visual enhancements that complement – in a potent yet tasteful way – the incomparable outdoor vista: a stunning, spiral, structural glass staircase based on this floor, that circulates upward through all three stories of the venue. Visitors also see the lower half of an inspiring, two-story mirror sculpture that projects refracted light and exterior views.

This floor's interactive, transparent touch-screen LCD feature will strongly differentiate this observation deck from its competition. One of the attraction's most technologically advanced elements, the offering serves visitors in two ways: it educates and informs, and it helps visitors plan their tour of New York City.

The transparent, easy-to-use LCD screens are sealed into windows. By touching the screen at the point where a particular landmark or destination is visible, various diaphanous picture and text options pop into view, including a site description, images in adjustable sizes and at different times in its history, and other text and visual content. Written information is viewable in multiple languages.

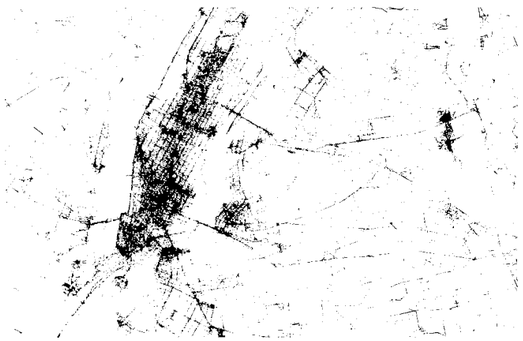
This educational/informational component will be curated by a highly prominent historian/novelist/photo-historian team. Information is arrayed in various "chapters" on such themes as architecture, historical figures, immigration, Wall Street, sustainability, the Hudson River, the Brooklyn Bridge, and others.



In respect to historica content and offerings, --- has attracted participatic from three award-winning uminaries in the fields of New York City history and 'S history. These include:

- Six-time Emmy Award winner Geoffrey C. Ward, writer and co-producer for most of Ken Burns' celebrated PBS documentaries
- New York Times best-selling historical novelist Kevin Baker, who has published several successful novels based upon the history of New York City
- Internationally acclaimed photo-historian Gail Buckland, a distinguished professor at Cooper Union with access to one of the world's largest portfolios of historic photographs and images

The features of the transparent touch-screen LCD tour-planning component, together with the educational/historical component, will help maximize attendance by positioning One World Trade Center as the natural "first stop" for visitors to the city. The transparent screens helps tourists plan the balance of their itinerary by allowing them to literally see sites they intend to visit and get basic information on how and when to go there. To ensure availability of the most comprehensive and up-to-date information possible about New York City and New Jersey tourism and entertainment offerings, M56 has engaged Time Out Magazine as a content partner.



Also, in the short time since the RFP was issued, M56 has gained commitments of institutional support from the New Jersey Historical Society and the Brooklyn Historical Society to assist with the venue's historical and archival components. These partners represent only a starting point in the process of building valuable institutional partnerships. M56 will reach out to a spectrum of additional, potential partners to provide content.

The 100th floor also includes a "Digital Window" with real-time views from corresponding locations of the deck, a "Facet Exhibition Wall," and large, fixed kaleidoscopes providing colored refractions of the view.

Reflecting the RFP's call for "extraordinary and innovative" concepts, this floor delivers an unusually powerful viewing opportunity through the addition of a bold architectural feature: a built-out "glass bridge" extension of a portion of the 101st floor floorplate.

This dramatic enhancement will further differentiate One World Trade Center from its competition by giving visitors the sensation of "walking on air" or being suspended in space, while offering incomparable photo opportunities. Taken together, the glass spiral staircase, the two-story mirror sculpture, the "glass bridge" and the view itself will provide visitors with a unique and mesmerizing experience.

This dramatic enhancement will further differentiate One World Trade Center from its competition by giving visitors the sensation of "walking on air" or being suspended in space...

This floor's 750 square-foot retail component parallels the retail element on Base Level B2 by offering a wide array of branded and customized items. In addition, capitalizing on the "walking on air" visual element of the "glass bridge," a professional photographer stationed on this floor will shoot the second of two featured "highlight" photos, the first having been taken before a green screen on Base Level B2. Visitors pose here for a uniquely angled "I am suspended in mid-air over Manhattan" shot, but can only pick up both photos — or ready-to-mail picture postcards — upon returning to B2.

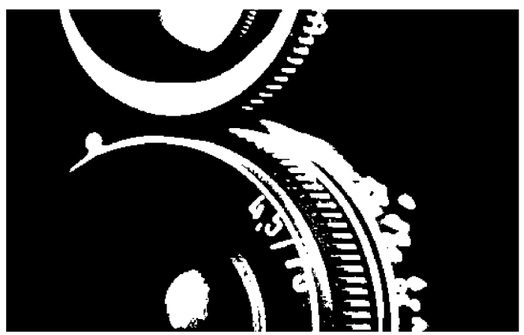
The location-related programming of these two "highlight" photo opportunities reflects a well-established retail strategy of repeatedly exposing visitors to direct point-of-sale opportunities through the way tours and amenities are structured. The first photo is taken on Base Level B2 and the second on the 101st floor. Visitors, however, must return to the Base Level retail concession to pick up both "highlight" images.

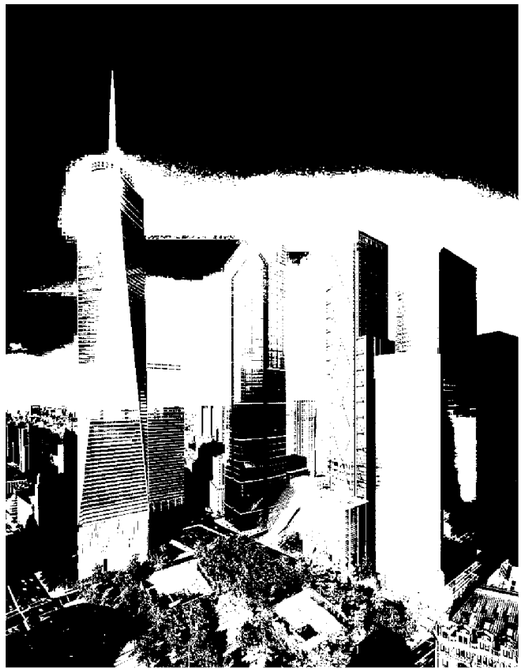
Both here and on the 102nd floor, the M56 business concept places special emphasis on the quality of the venue's food offerings, lounge and event space components. Thanks to a highly prominent and successful food service team, this aspect of deck operations will function as a compelling competitive differentiator and revenue generator.

This floor's food area, operated by Marc Murphy of Landmarc, a nationally prominent chef and restaurateur with a strong New York following, will offer an accessible menu of snacks, salads and sandwiches at prices visitors can afford at all times.

Three food and beverage kiosks will be stationed on one side of the floor, with a beverage station and a small wine and beer bar on the other side. Along with seating, a bar-height counter will run along the mezzanine rail. Food areas will be open from 9:00 am to 10:00 pm, seven days a week.

A concierge counter is situated near the glass staircase. Visitors can purchase upgrade passes here to continue their journey to the lounge area on the 102nd floor. The 101st floor will also provide added space for large events that cannot be fully accommodated in the event area on the 102nd floor.





This floor is dedicated to a lounge and special event space. The floor will be managed by Scott Gerber of Gerber Group, a highly successful nightlife proprietor with 23 venues internationally. Gerber will be working in partnership with Marc Murphy of Benchmarc. The space will be designed to resonate with New York and New Jersey locals, with business people in Lower Manhattan, and with visitors to One World Trade Center.

It will help bolster Downtown's position as the most-talked-about Manhattan neighborhood, and serve as the hot new daytime and nightlife destination for all occasions while embodying a classic "New York vibe." This will be "the place" to see and be seen for visitors and locals alike.

This floor is also available to guests visiting the 101st floor. For a slight added charge, these visitors have the opportunity to ascend to the "hip" lounge venue on 102 to enjoy a snack or a beverage.

To schedule the fullest possible calendar of revenue-producing events, M56 will replicate an international business strategy at One World Trade Center that has proven highly successful at our Paris and Berlin observation decks. Tapping our global network of sales offices, we will work with tour companies from across the world to augment group visits with group events at the Observation Deck. Under this proven and profitable business model, M56 regularly brings in large numbers of overseas visitors for breakfast, lunch or dinner events at the European destinations. We will boost revenues by doing the same here.

In addition to high-profile events garnering national and international media attention, this flexible event space will accommodate a full spectrum of event styles, whether hosting a rehearsal dinner, wedding or corporate event — or hosting movie premiere parties, fashion house fetes and the Tribeca Film Festival.

Gerber Group and Benchmarc team will craft unique events by marketing the property to building tenants, local businesses and tourists, and by leveraging their ability to cross-market this exceptional location throughout their properties worldwide. Drawing upon their extensive contacts, relationships and experience, the vendor team will rapidly establish One World Trade Center as a premier event destination. The bar and lounge will be open from 11:00 am to 2:00 am, seven days a week. The floor has been designed to optimize revenue and operating efficiencies.

One large bar will be positioned along the glass and a second service bar will be located under the mezzanine. Terrazzo-floored event space will feature a large crystal-style chandelier at its center. A bar will serve special events. The event area can accommodate ten round tables with 200 stackable chairs.

Drawing upon their extensive contacts, relationships and experience, the vendor team will rapidly establish One World Trade Center as a premier event destination.

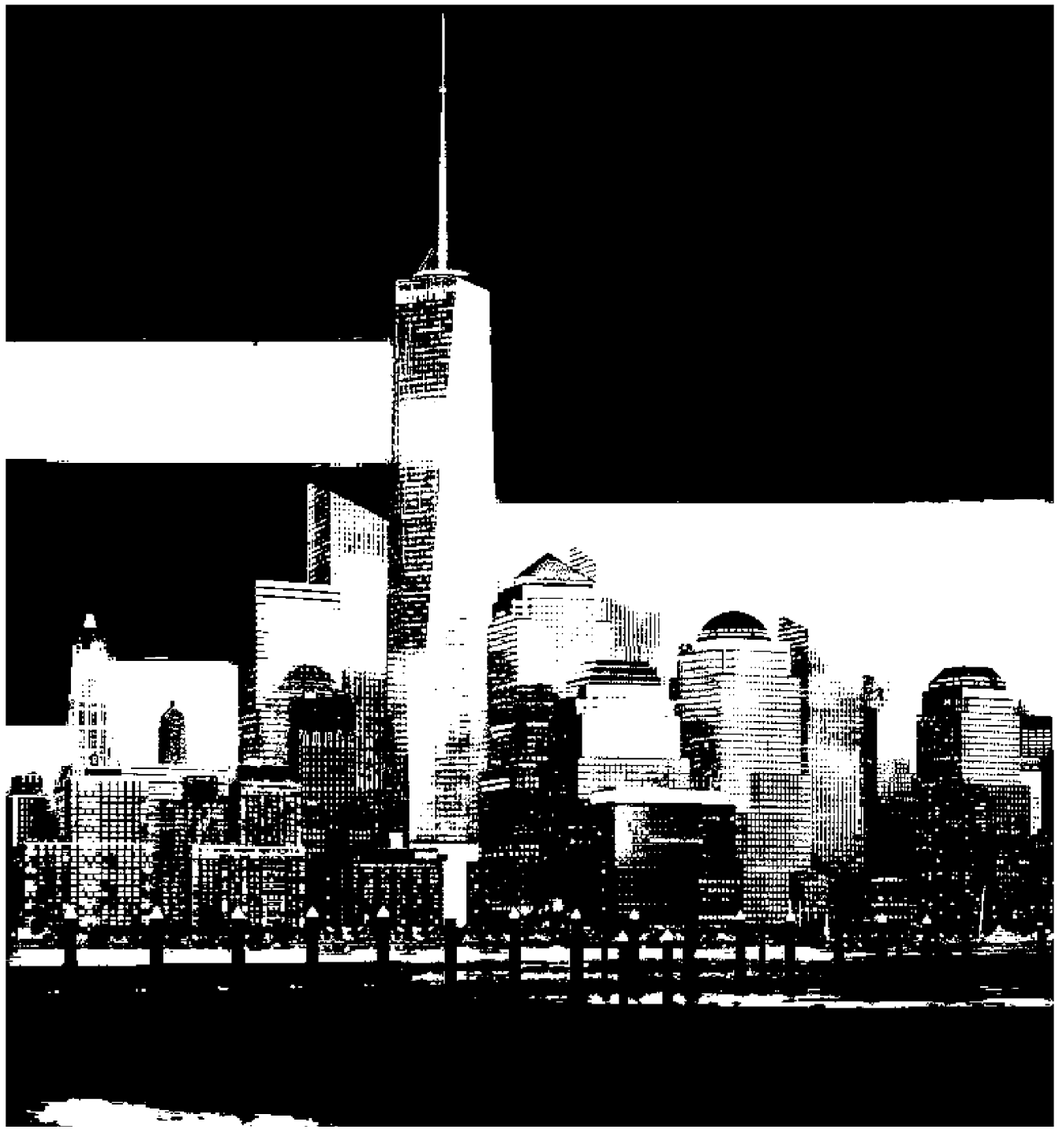
A sculptural, reflective ceiling element will run across the top of the ceiling and turn the crystal-style chandelier. Furniture includes a variety of built-in banquettes, dining tables, chairs and lounge chairs. Food preparation and storage space – not a full kitchen — will include standard heating and preparatory kitchen equipment.
Floor 102B (Mezzanine)

The 102nd floor mezzanine presently exists only within the core. It allows access to mechanical and electrical elements. We propose extending this mezzanine into the building's floorplate. This extension will provide additional preparation area for special events, add storage room, and add some "cool," added bar and lounge seating space.

The mezzanine's lounge area will feature high-level finishes similar to that in the main bar. There are staircases on either side of the mezzanine inside the lounge for egress, as well as storage and food preparation areas.

Access to the mezzanine space is provided by an ADA-compliant elevator operating between the 100th and 102nd floors.

All told, the M56 business concept maximizes revenues, pleases and engages the customer, appeals to a broad spectrum of both tourists and locals, takes maximum advantage of space in a number of creative ways, leverages M56's extensive and successful experience in observation management, and takes advantage of advanced technology.



Visitor Experience

EXPERIENCE MATRIX

The Observation Deck experience at One World Trade will support any number of visitor demographics. Food/beverage offerings and exhibit elements may be customizable to accommodate multiple visitor segments depending on particular needs. Multilingual technology applications and personalized catering menus provide flexibility when entertaining domestic or international visitors.

SEGMENTATION

The segmentation matrix at right represents a general cross section of 1WTC visitors, their potential duration of stay and special considerations.

We've identified four general experience models to further communicate the experience story on the following pages:

1. International Visitors
2. Domestic Visitors
3. Business Professionals
4. Event Attendees

Sample Guest Profile	Duration of Stay	Special Considerations	Food & Beverage
Tour Group from China (15-20 visitors)	20 minutes	▪ Packaged tour guide experience ▪ Native Chinese speaker ▪ Programmed visit	▪ Catered lunch, specialized menu ▪ Pre-fix price
Tourist Family from Berlin (4 visitors, 2 children)	45 min – 1 hour	▪ Pre-booked tickets online ▪ Self-guided experience, equipment checkout ▪ Special coupon partnership for WTC retail	▪ Snacks/beer and lounge seating on Floor 101 ▪ Return to premium lounge at night
Domestic family from Chicago (2 adults, 2 children)	1 hour	▪ Purchased bundled package for Memorial Museum and Observation Deck ▪ Interactive mobile applications for kids	▪ Ditch Dogs and Big Marc burgers on Floor 101 for the kids
Regional day tripper (2 adults)	1.5 hours	▪ Visitors from Boston ▪ Impulse visit to 1WTC site ▪ Visited local retail shops with promo coupons	▪ Light snacks and cocktail package on mezzanine floor 101
Local Manhattan couple (2 young adults)	1 hour	▪ Already familiar with NYC ▪ First trip to One World Trade ▪ Self-guided tour	▪ Reserved table within lounge space for twilight cocktail hour
Wall Street account manager (1 adult, 2 clients)	1.5 hours	▪ Annual member ▪ Entertaining foreign clients	▪ Morning business breakfast on 102 in special event space ▪ Evening cocktails with clients
Special event attendee (2 adults)	3 hours	▪ Private event on Floor 102 ▪ Special invitation/entrance ▪ Live broadcast of event coverage	▪ Catered event, passed appetizers, champagne and cocktails
School tour group (2 adults, 15 children)	1 hour	▪ Pre-arranged tour ▪ Escorted/facilitated entry ▪ Private guide	▪ Fixed price box lunch ▪ 1WTC Observation deck souvenir included
Elderly retired couple (2 adults)	1.5 hours	▪ ADA access necessary ▪ Not-technology savvy	▪ Light snacks and wine on mezzanine floor 101

The profiles at right represent four different experience categories. Most if not all Observation Deck visitors will fall into one or more of these groups. This will serve a framework for illustrating each visitor narrative on the following pages.

INTERNATIONAL VISITORS

International visitors may be visiting One World Trade from any part of the globe. Key considerations are multi-lingual applications, ticket bundling, tour booking and retail.

SAMPLE PROFILE:

- Vacationing from China
- Native Chinese speakers
- Duration of stay: 20 minutes
- Time of day: afternoon

DOMESTIC VISITORS

Domestic visitors include any US citizen or local New Yorker. Key considerations include highlighting local New York media and events to drive return visitation.

SAMPLE PROFILE:

- Young couple
- Tech savvy
- Local New York residents
- Duration of stay: 1.25 hours
- Time of day: morning/night

BUSINESS PROFESSIONALS

Business professionals are the foundation for the revitalization of downtown. Serving as a key hub for business and commerce, 1WTC has the potential to leverage a strong business community through a tailored premium Observation Deck experience.

SAMPLE PROFILE:

- Condé Nast media executive
- Entertaining clients
- Duration of stay: 1.5 hours
- Time of day: evening

EVENT ATTENDEES

As a premier New York destination the 1WTC Observation Deck will serve as a high visibility event space for any number of clients.

SAMPLE PROFILE:

- Local couple
- Special Event attendees
- Duration of stay: 3 hours
- Time of day: late evening

Duration of stay:

20 minutes

- Chinese tour group visiting from China,
- Family of four
- Pre-organized experience

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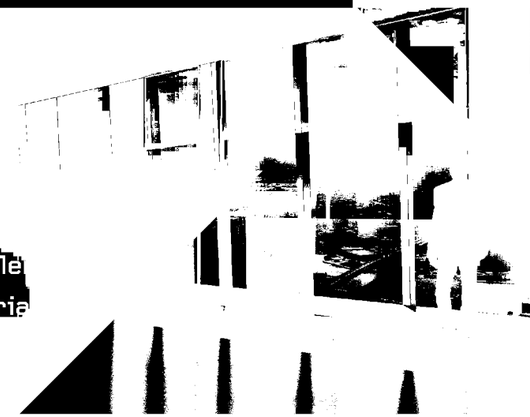

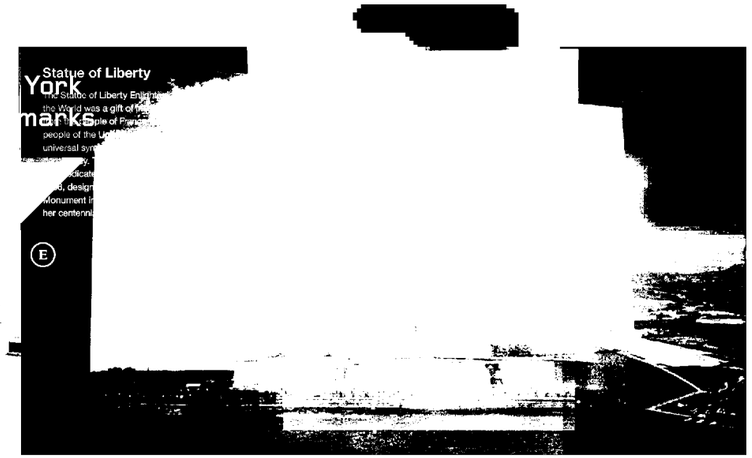

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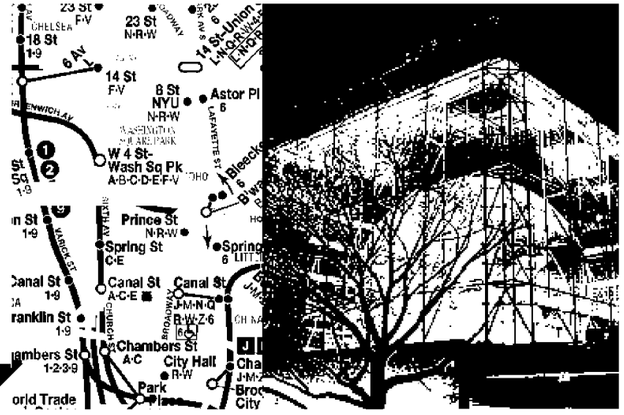

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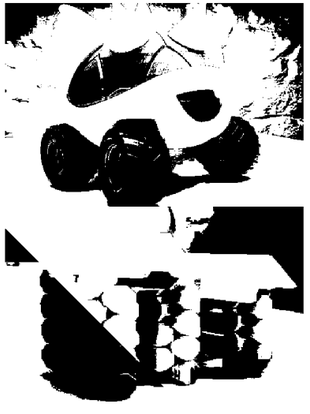

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Duration of stay:

1.25 hours

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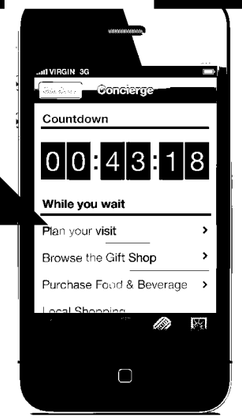


Retail partnership [illegible]pportunities near plaza site

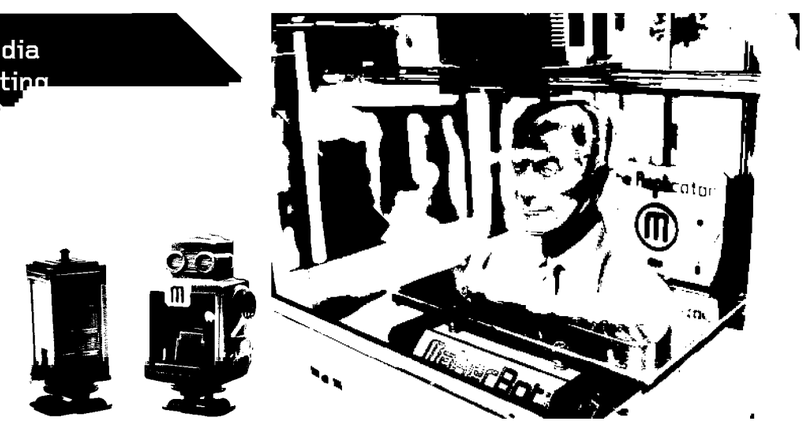
- Interactive experience [illegible]ghlights local fashion week events
- Sponsorsh[illegible] throu[illegible] TimeOut New York

- Discovery of sculptural light/ glass installations
- Photography opportunity
- Social media [illegible]magery contest via mobile application
- [illegible]Authentic [illegible]marketing stories

[illegible]UTHENTIC [illegible]EW YORK CITY [illegible]UISINE WITH

DITCH DOGS
BIG MARC BURGERS
LOBSTER ROLLS

- Live social media feeds highlighting [illegible] Observatio[illegible] experienc[illegible]
- Viral mark[illegible]
- Custom [illegible]



Duration of stay:

1.5 hours

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UNPARALLELED
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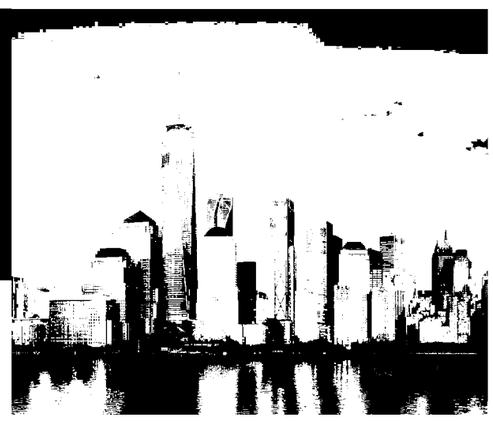

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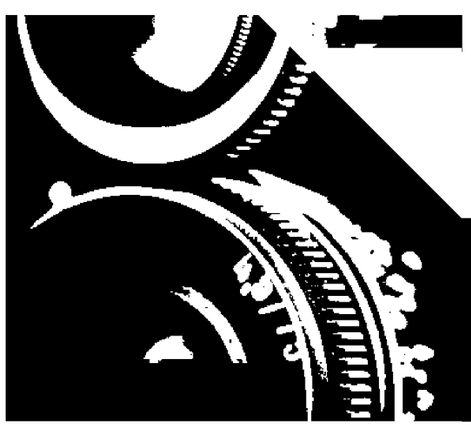

One-of-a-kind
commemorative
souvenir

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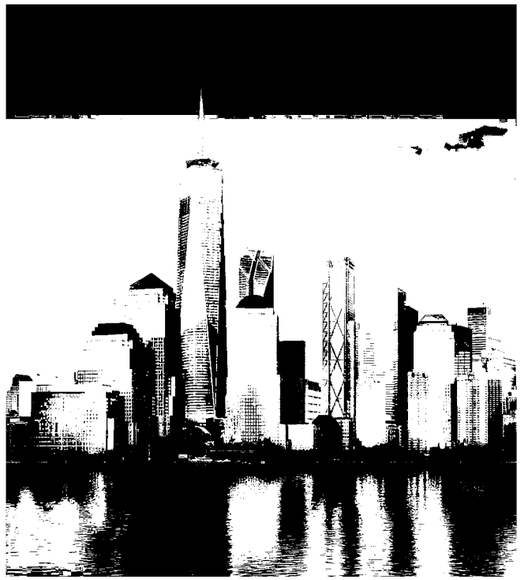
Design [illegible]

One World
One Vision
One Above

Brand positioning: A foundational statement that positions the Observation Deck experience within the overall market and highlights key differentiators.

The One World Trade Observation Deck will unify visitors of all backgrounds through shared experiences that celebrate New York City and support a global partnership.



With unparalleled views, we feature an experience that enchants locals and visitors alike. Using a combination of functional and emotional experiences, One World Trade is an essential destination for an authentic, local New York experience with a unique global perspective.

As a comprehensive resource of historical, geographical, and real-time information, we are the ideal location to research, plan and book your visit.

Brand Attributes: Traits or characteristics associated with a brand that inform planning and programming as it relates to the overall experience.

INSPIRATIONAL
One World Trade Center is a beacon of optimism and a symbol of New York's dynamism and economic prowess.

ICONIC
A modern aesthetic designed to integrate the view and the experience creates a timeless sensibility. Strategic use of planning and programming bring the visitor closer to New York from a unique perspective.

GLOBAL
One World Trade is an international destination and local icon of New York perseverance. Our visitors are global travelers and local citizens. We bring together cultures from all over the world through shared experiences and common aspirations for the future.

HELPFUL
The Observation Deck will offer much more than just the view. Rich in content and technology, natives and visitors alike will always have something new to discover. Information design, helped by innovative LCD touch-screen technology, is intuitive and accessible across multiple platforms. Local partnerships with top destinations deliver a unique advantage when it comes to planning your experience.

LOCAL
As a comprehensive resource of New York history and culture, One World Trade is a compendium of information delivered at a 1,300-foot level. Dining, entertainment and exhibits support a truly authentic New York experience.

INNOVATIVE
Utilizing the latest advancements in technology, programming and interactivity, One World Trade is at the forefront of communication innovation. Strategic storytelling across multiple media platforms ensures a universal experience for a diverse range of visitors.

SUSTAINABLE
Sustainability is a core element of the 1 WTC design philosophy. The Observation Deck will elevate this level of responsible design as it relates to materials, products and technology tools. Good design is sustainable design, and our goal is to balance human needs, economic requirements, and environmental responsibility at every step of the project, no matter how small or large.

Naming has the power to inspire and delight. "One World Trade" has already established itself as an international symbol. Within this context, the use of "one" supports this vision.

"One" also lends itself to a number of linguistic treatments that begin to establish a unique and ownable branded system of experiences.

The power of ONE

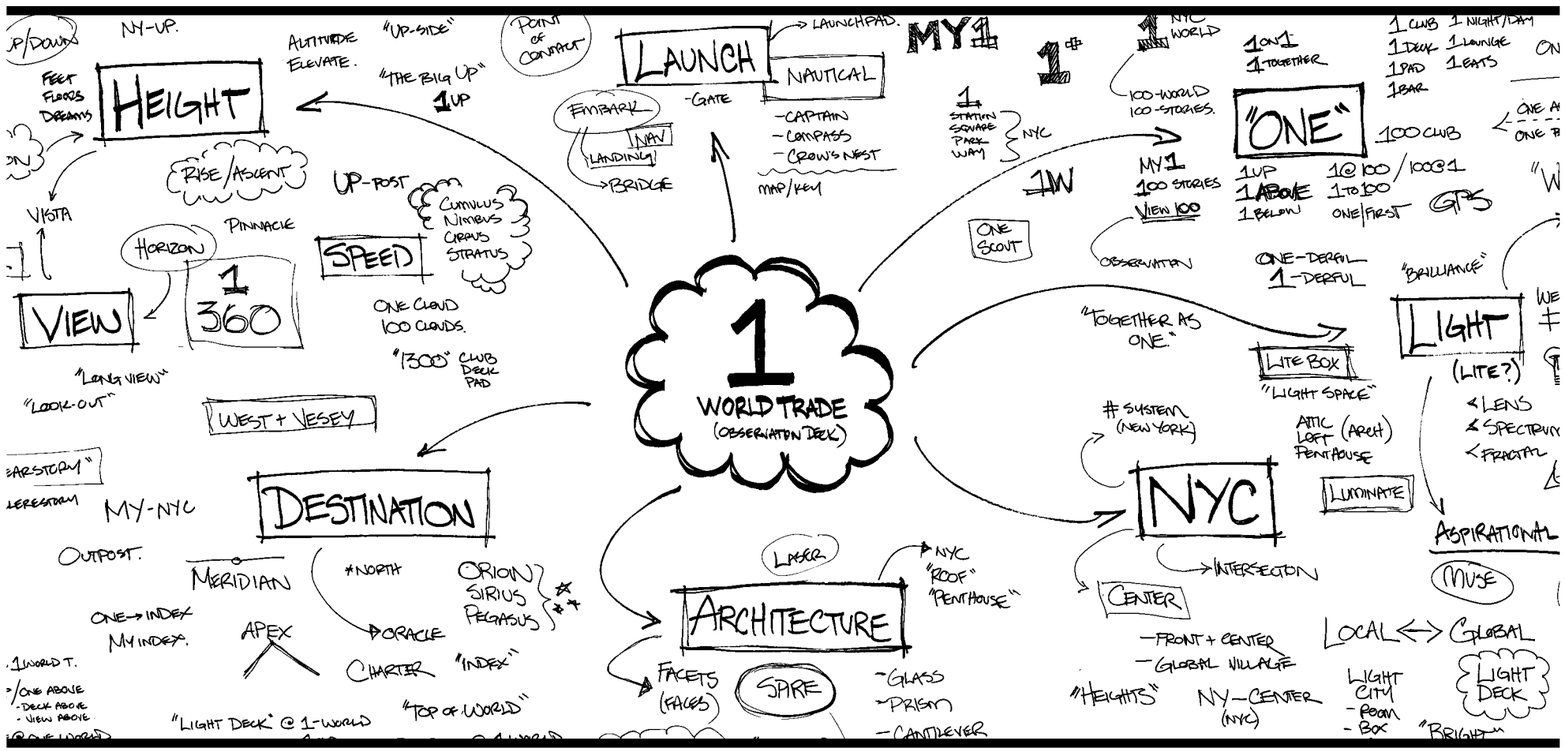
Complete Experience:

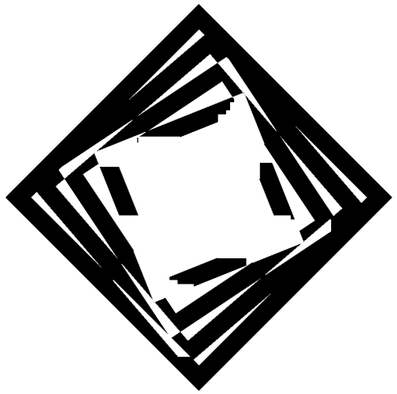
One Above

Lounge Space:

One Above Lounge

"One Above" is a powerful use of that metaphor, supporting the literal interpretation of "above the building" while also reinforcing a theme of unity, partnership, and strength.





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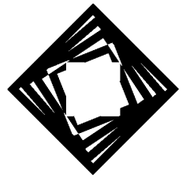

ONE ABOVE

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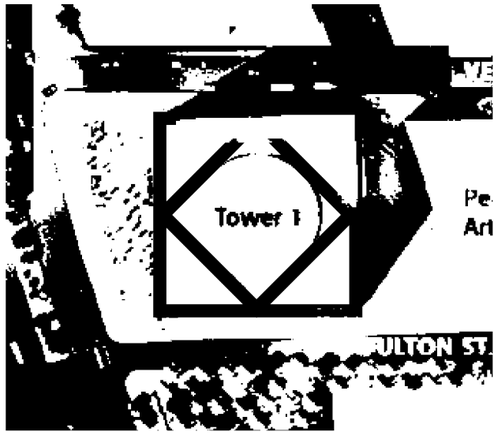
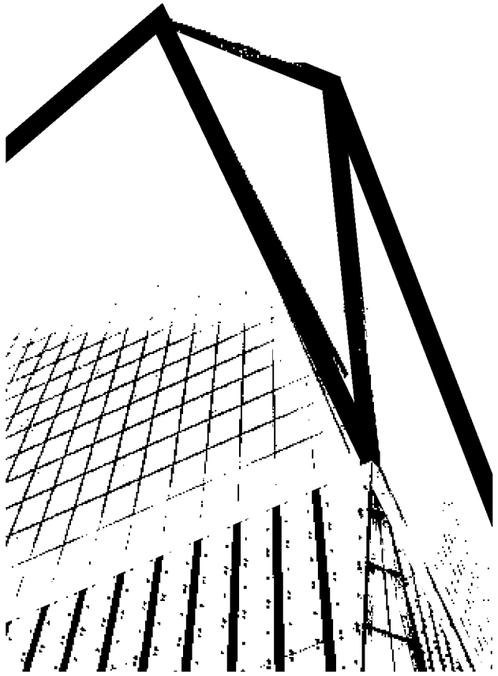




The One Above identity is inspired by the faceted design of the building itself and the prismatic qualities of the Observation Deck.

INSPIRATIONAL
ICONIC
LOCAL
HELPFUL
INNOVATIVE
GLOBAL

Both literally and figuratively, many elements of the building present a "kaleidoscopic" experience. Using this metaphor as inspiration, much of the interior architecture, identity and exhibit elements support a faceted or fractal approach.

The top of the building presents a strong geometric impression of two concentric squares or diamonds. Use of color, shape and form enhance this relationship, creating movement and energy towards the center of the symbol. This amplified experience supports our iconic and inspirational brand attributes.

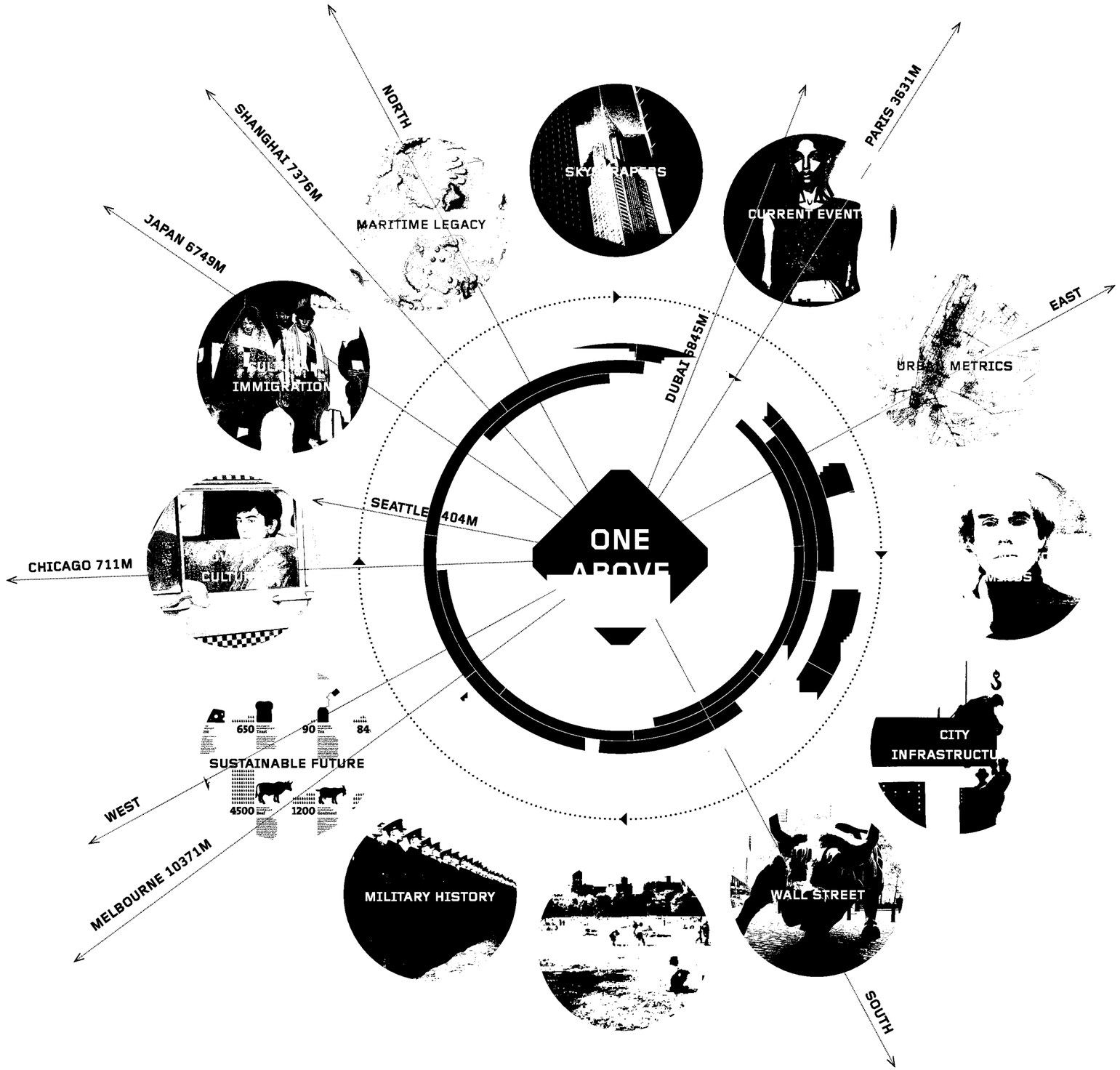
Kaleidoscopic experience elements enrich your view of the city, allowing the landscape to serve as a foundation for information design. Interactive features layer information directly onto the view, creating different "lenses" through which to discover the city.

The "1,300-foot point of view" establishes One Above as a primary destination to explore, plan and learn about New York's culture, history and current events.

Leveraging One Above's unique position and height, information architecture is driven by the actual view itself. Transparent LCD screens allow the visitor to filter information directly through the lens of the city.

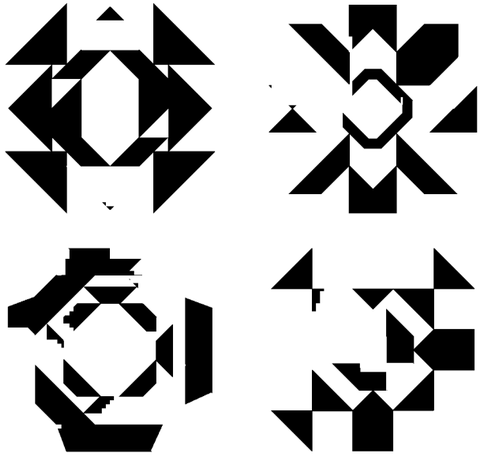
Through a unique lens, visitors will have a top-level view of all things New York to help guide their urban experience. Serving as a destination to both discover and book your experience, One Above has the potential for numerous public and private partnerships.

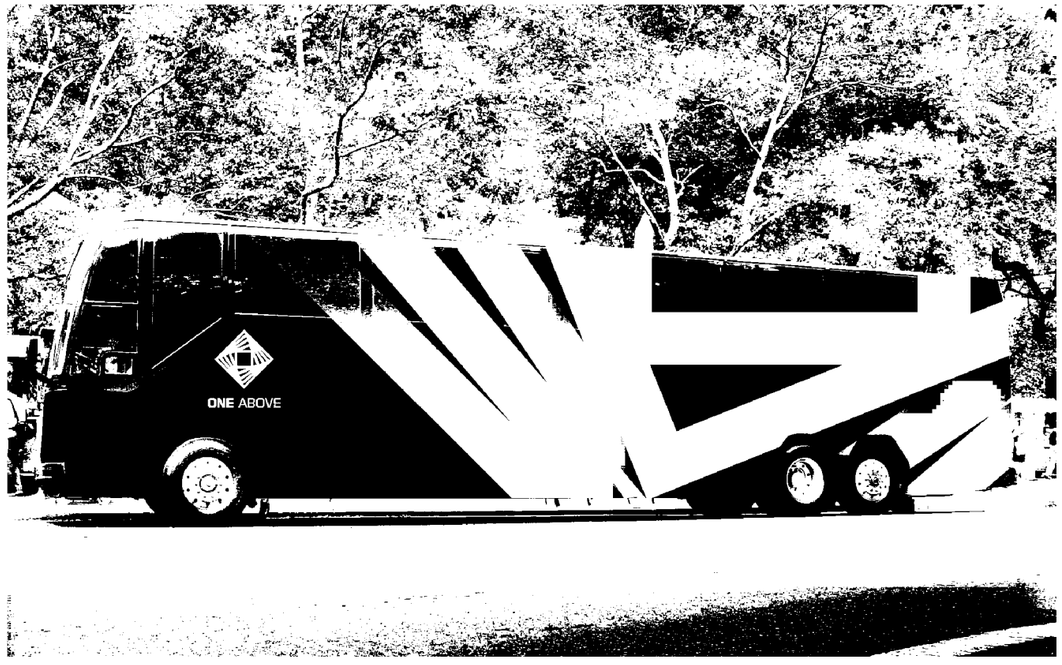
Operating as a self-curated experience, each visitor is able to filter information based on their own personal interests and passions. Supported by a digital concierge, visitors are then able to bundle their activities at one central location.

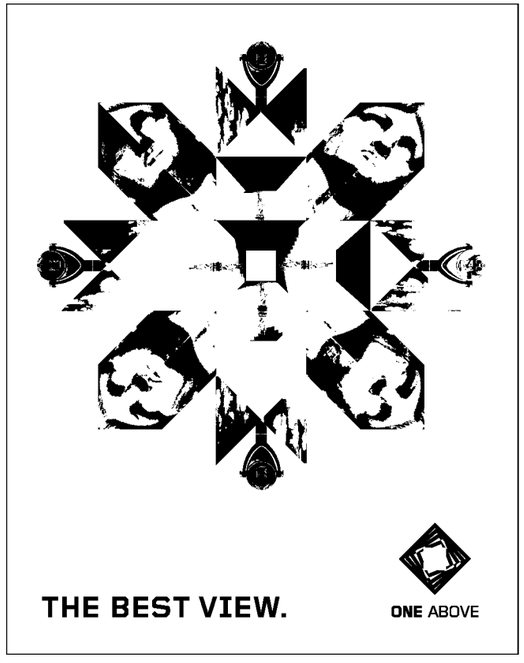


Creative advertising will play an essential role in marketing the Observation Deck as a multi-faceted experience. A distinctive visual system with integrated messaging and iconic skylines, will position One Above as a unique and versatile destination for any visitor.

Use of "one" as a marketing platform further differentiates the experiences at the Observation Deck as unique and distinct from our competitors







NEW YORK'S NUMBER ONE VIEW
ONE ABOVE
NEW YORK'S NUMBER ONE VIEW
ONE CLUB. ONE NIGHT OUT.
THE BEST VIEW.
ONLY
Subway
Subway
NYPD SECURITY CAMERA

Understanding that flexibility is imperative, One Above can accommodate any number of circulation scenarios to maximize revenue and preserve visitor experience.

OVERVIEW

The One Above Observation Deck is designed to support multiple circulation scenarios depending on general visitor access, private event bookings or corporate functions.

The diagram at right represents a typical operating scenario with no special event function. All visitors will enter on Floor 100 and circulate upwards towards 102. Entrance to floor 102 will be at an additional price point. Exit opportunities will be available on both 101 and 102.

The following page illustrates variable circulation options and capacities. This section is followed by a rendered three-dimensional walk-through of the proposed spaces that visually describe the guest experience from start to finish.

102

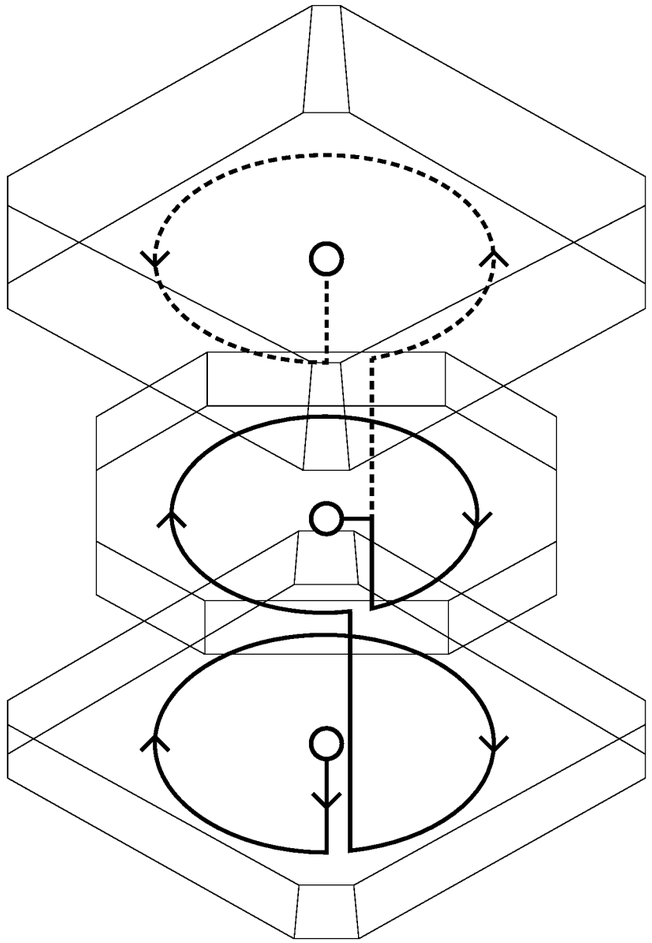
- Downtown's most important gathering space
- Special event space
- Double height ceiling

101 MEZZANINE LEVEL

- Concession style food service
- Retail offering
- Standard experience ticket exit

10

- Primary "observation" experience– experience pods, concierge service, interactive exhibits

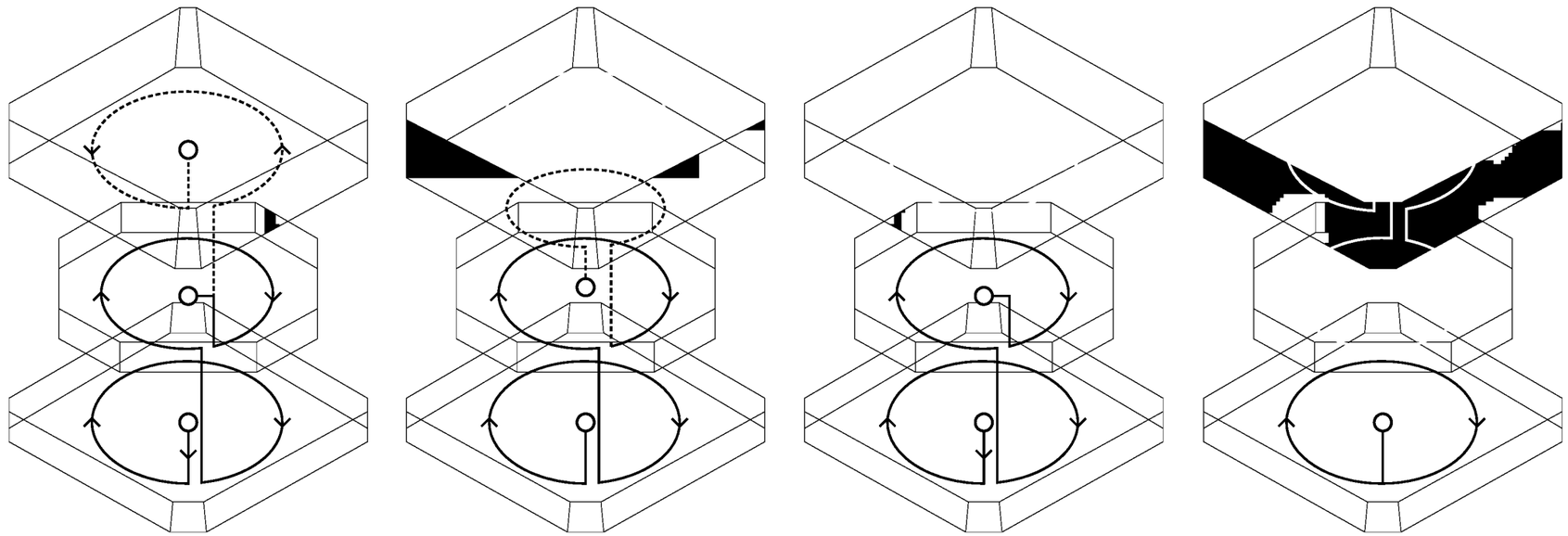


FUNCTIONALITY

The diagrams at right represent four circulation scenarios based on the scale of any given private event. Entry and exit points are flexible depending on a particular situation.

All scenario capacities assume food and beverage service on floors 101 and 102. Should service be suspended, capacity may be increased to 480 per floor.

- ■ Private event
  - Floor 102
  - Floor 101
  - Floor 100
- ○ Standard entry/exit
- — Standard ticket circulation
- ··· Premium ticket circulation
- ● Private event entry/exit
- ▬ Private event circulation



SCENARIO A

Typical traffic flow
(No private event bookings).

General Entry: 100
General Exit: 101
Premium Exit: 102

OCCUPANCY:
Floor 100: 480
Floor 101: 360
Floor 102: 360

SCENARIO B

Partial booking in event space on floor 102.

General Entry: 100
General Exit: 101
Private Entry/Exit: 102

OCCUPANCY:
Floor 100: 480
Floor 101: 360
Floor 102: 360

SCENARIO C

Full event booking, no premium Observation Deck tickets offered.

General Entry: 100
General Exit: 101
Private Entry/Exit: 102

OCCUPANCY:
Floor 100: 480
Floor 101: 360
Floor 102: 360

SCENARIO D

Unique event booking, full rental floors 101 and 102.

General Entry: 100
General Exit: 100
Private Entry/Exit: 102

OCCUPANCY:
Floor 100: 480
Floor 101: 360
Floor 102: 360

GROUND LEVEL – PLANNING AND PROGRAM

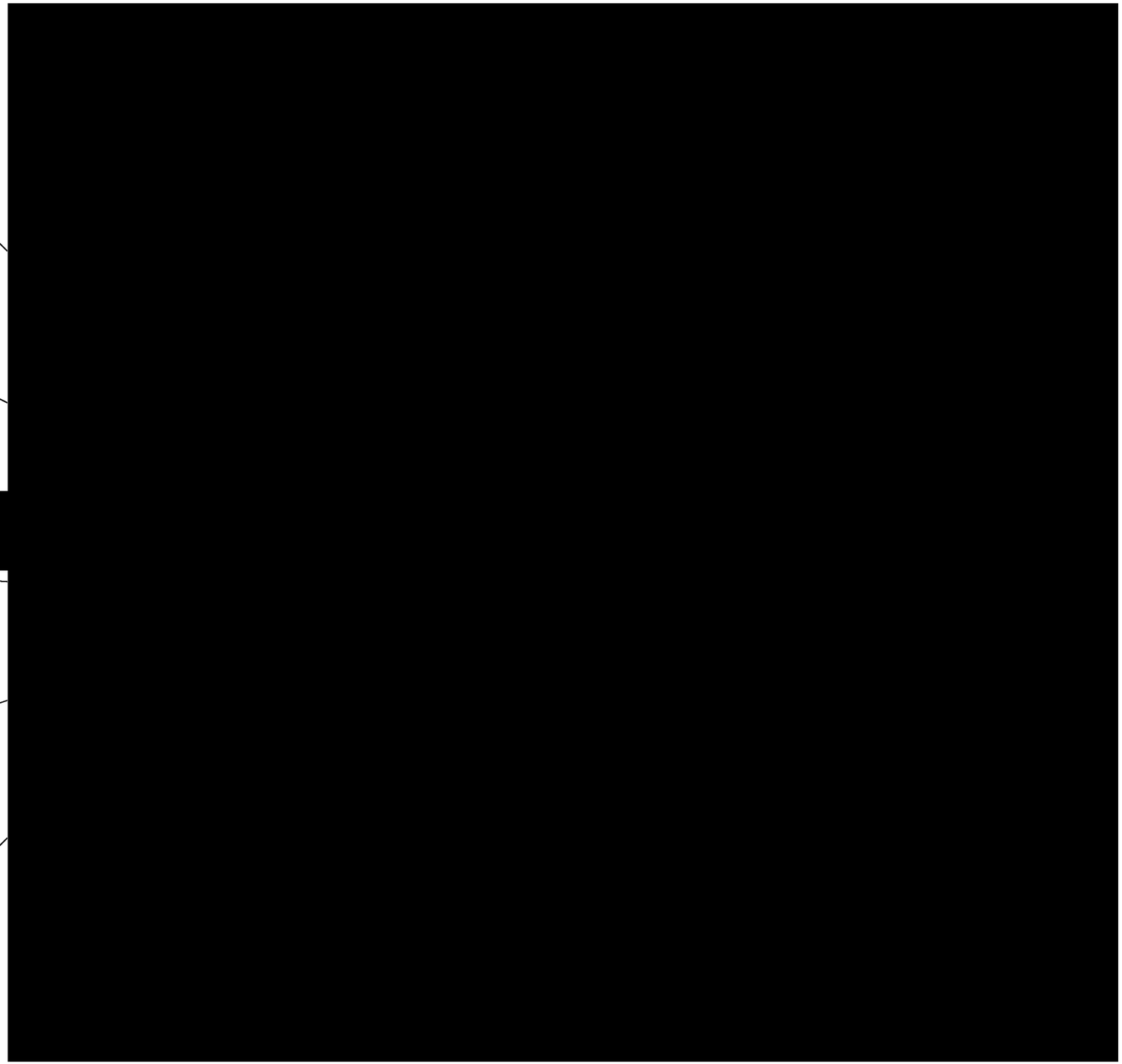
ATRIUM
A geometric glass and mirror sculpture hangs in the atrium space above the One Above retail space below. Visitors can stand at the glass railing to view the lower level media installation and ticketing lobby.

ENTRY
Upon entry from street level, a large three-dimensional sculpture in the entry hall over the One Above signage guides visitors to the elevators and escalators leading down to the main ticketing lobby.

DIGITAL KIOSK
A digital panel provides further information about visitor options and includes a display clock for timed ticket entry.

STAIR & ESCALATORS
A glass stair and escalators carry visitors down to the lower concourse level. A digital presentation showing elements of the overall experience brings light and movement to the soffit above as they enter the lower space.

ELEVATO
Provides an accessible route to the ticketing and security area from the street level.



TICKET COUNTER
A concierge desk where visitors can speak to a One Above associate and purchase tickets.

SOUVENIR PHOTO
Visitors step in front of a green screen for the first of two organized photo opportunities.

RETAIL
The 2,000-sq-ft One Above retail space will showcase one-of-a-kind branded merchandise and souvenirs. It is available to the general public and those visiting the Observation Deck. Visitors will depart through the retail space where they will be able to purchase the two professional photographs taken during their visit.

MEDIA INSTALLATION
Upon arriving in the lower level visitors join with other groups entering from the underground transportation hub and are greeted by a large, dynamic wal presentation curving into the space, pulling them toward the ticketing area. This narrative introduces the visitor to the history, design and engineering of One World Trade Center.

MEDIA INSTALLATION
After security screening, a second media installation introduces visitors to the "lenses" of information usable as guides through One Above experience. A downloadable digital app is included in the ticket purchase to assist in navigating One Above. Further revenue-generating features will be available to add functionality for the visitor experience at incremental prices.

ELEVATOR EXPERIENCE
Each elevator cab is faceted like the building exterior and will feature a digital screen with an exciting kaleidoscopic multimedia display and will take visitors directly from B2 to Floor 100.

Visitors can access individual ticketing kiosks to pick up pre-purchased, timed-entry tickets or purchase ticket packages, including additional offerings from One Above in partnership with other New York and New Jersey cultural institutions and entertainment venues.

FLOOR 100 – PLANNING AND PROGRAM

Visitors enter into a triple-height space filled with light and surrounded by extraordinary views of New York and New Jersey. A stunning glass staircase links all three floors allowing visitors to move through the open volume. A glass floor separates Floor 102 from the lower levels.

EXHIBITION
The core walls display digital and printed informational graphics that relate to the views from each perspective of the building.

ART INSTALLATION
Visitors can interact with a mirrored, site-specific art installation reinforcing One Above as a monumental destination.

A long "digital window" that allows visitors on one side of the building to see the view on opposite side as if the core of the building were a clear volume.

ESCALATORS
Escalators between Floor 100 & 101 are in a darkened space with a light sculpture. Voice-overs featuring famous and everyday New York and New Jersey residents talking about what makes their region remarkable.

Large-scale crystal sculptures spread a kaleidoscope of colors on the floor as the natural light passing through them throughout the day.

CLEAR LCD SCREENS
Clear, easy-to-use, LCD touch screens mounted along the perimeter provide visitors with an interactive experience that allows them to access information about what they are viewing out the window. Guests can customize the focus of information according to their individual interests.

EXPERIENCE PODS
Four semi-enclosed experience pods with controlled light and sound will each focus on a different topic with more in-depth information, including a short film on the construction of One World Trade Center.

NAVIGATION CONSOLES
Through digital screens, and downloadable apps, the navigation consoles help plan a custom itinerary for a journey through New York. A concierge will be available on the floor to assist visitors and give an insider's perspective on the region.

FLOORING NAVIGATION
Throughout the terrazzo floor, the relationship between One World Trade and world landmarks are demonstrated through mile markers on the floor.

FLOOR 101 – PLANNING AND PROGRAM

PREMIUM CONCIERGE
Visitors can purchase a premium ticket to continue their journey to Floor 102 to visit the lounge.

FOOD AND BEVERAGE KIOSKS
Food and beverage kiosks offer a variety of snacks, salads, sandwiches and drinks all day. Offerings of beer and wine are also available.

Visitors with snacks can sit at communal tables, sturdy high-tops or a standing counter around the perimeter that looks over the site-specific art installation on Floor 100.

TELESCOPES
The balcony provides an opportunity for visitors to overlook the city in detail with telescopes that incorporate digital and analog features.

STAIR & BALCONY
Visitors on the stair and balcony are surrounded by extraordinary views of New York and New Jersey. The glass staircase links all three floors, allowing visitors to move through the open volume. A glass floor separates Floor 102 from the lower levels.

PHOTO SCREEN
Photo screen displays photos recently taken on the glass bridge. Guests must return to the B2 retail site for photo pick-up.

A glass bridge carries visitors out to the perimeter of the building allowing them a bird's eye view and a feeling of "walking on air" above the landscape. A professional photographer is uniquely positioned to capture the best photo angle.

RETAIL KIOSKS
A curated display of retail items is available while visitors are enjoying their One Above journey.

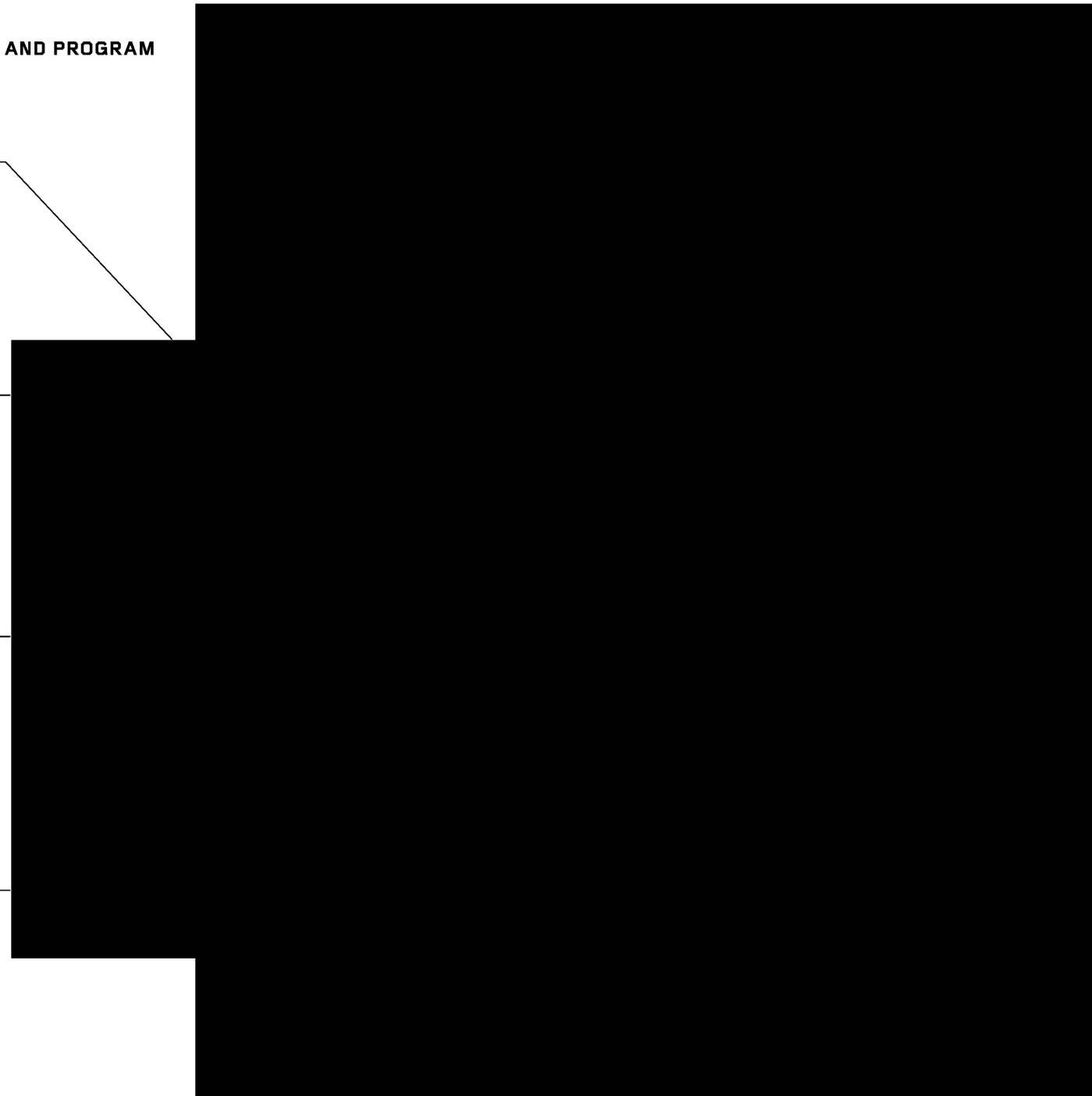
FLOOR 102A – PLANNING AND PROGRAM

Tiered seating lounge seating and high counters along the perimeter allow guest to get comfortable and enjoy the view.

MAIN LOUNGE
Day or night, the main lounge serves as a stage for the visitor experience with a fabulous skyline view as backdrop.

E
Cozy banquettes are nestled under the mezzanine to provide a more intimate experience.

S
A service bar allows visitors options within the space.



The glass stair arrives on Floor 102 where visitors can walk to the edge of the building on the glass floor separating it from the lower floors. A non-directional film applied to the glass will allow light to filter through and provide privacy for visitors standing on the glass.

Visitors arriving from private events will shuttle directly from B2.

SERVICE BAR
An additional service bar allows visitors options with in the space.

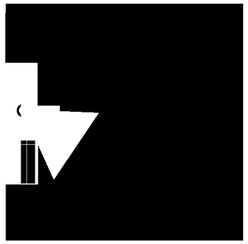
SPECIAL EVENT SPACE
A private event space with integrated bar can be configured for receptions, awards ceremonies and gatherings. It is available for business breakfasts, lunches and, when not in use, becomes an additional lounge open to premium ticket guests.

LOUNGE MEZZANINE
Staircases from the main lounge allow visitors to circulate up to the mezzanine to experience the two story space. There is amble space for a DJ booth and lounge space that can be reserved for smaller special events.

Provides access to the mezzanine for small parties and access to back of house storage on either side of the building core.

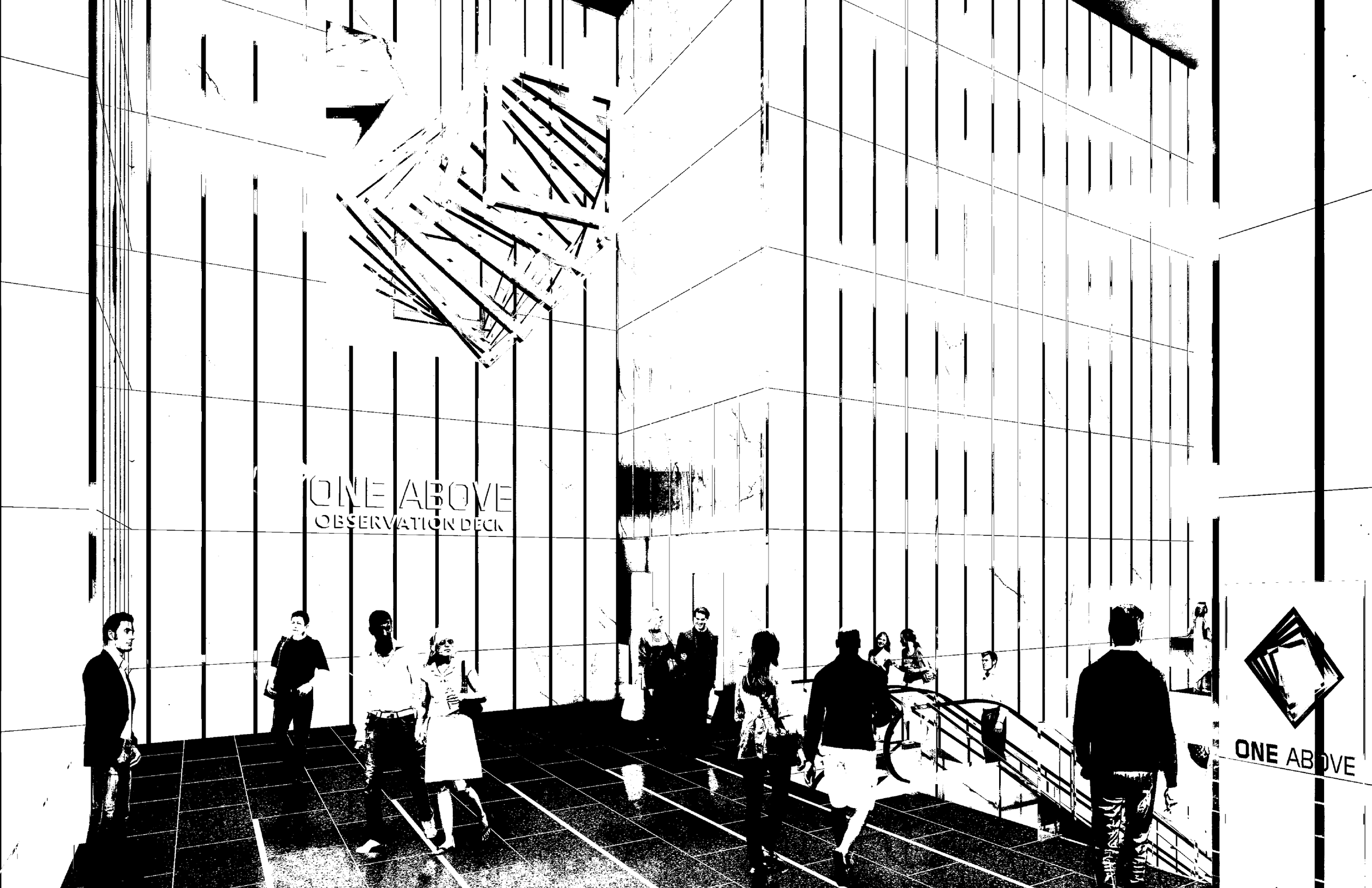
A large sculptural chandelier based on the topography of the island of Manhattan floats on the ceiling above the special event space.

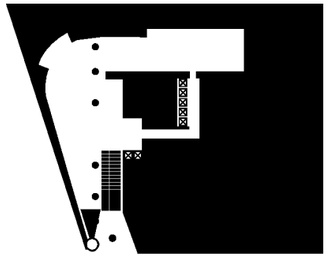
Rendering



GROUND FLOOR VIEW
8:30 AM

Arriving on the ground floor, visitors enter the lobby through the impressive atrium space which features a large glass sculpture and the One Above logo. There is also a digital display available for visitors to check their timed entry to the observation deck.

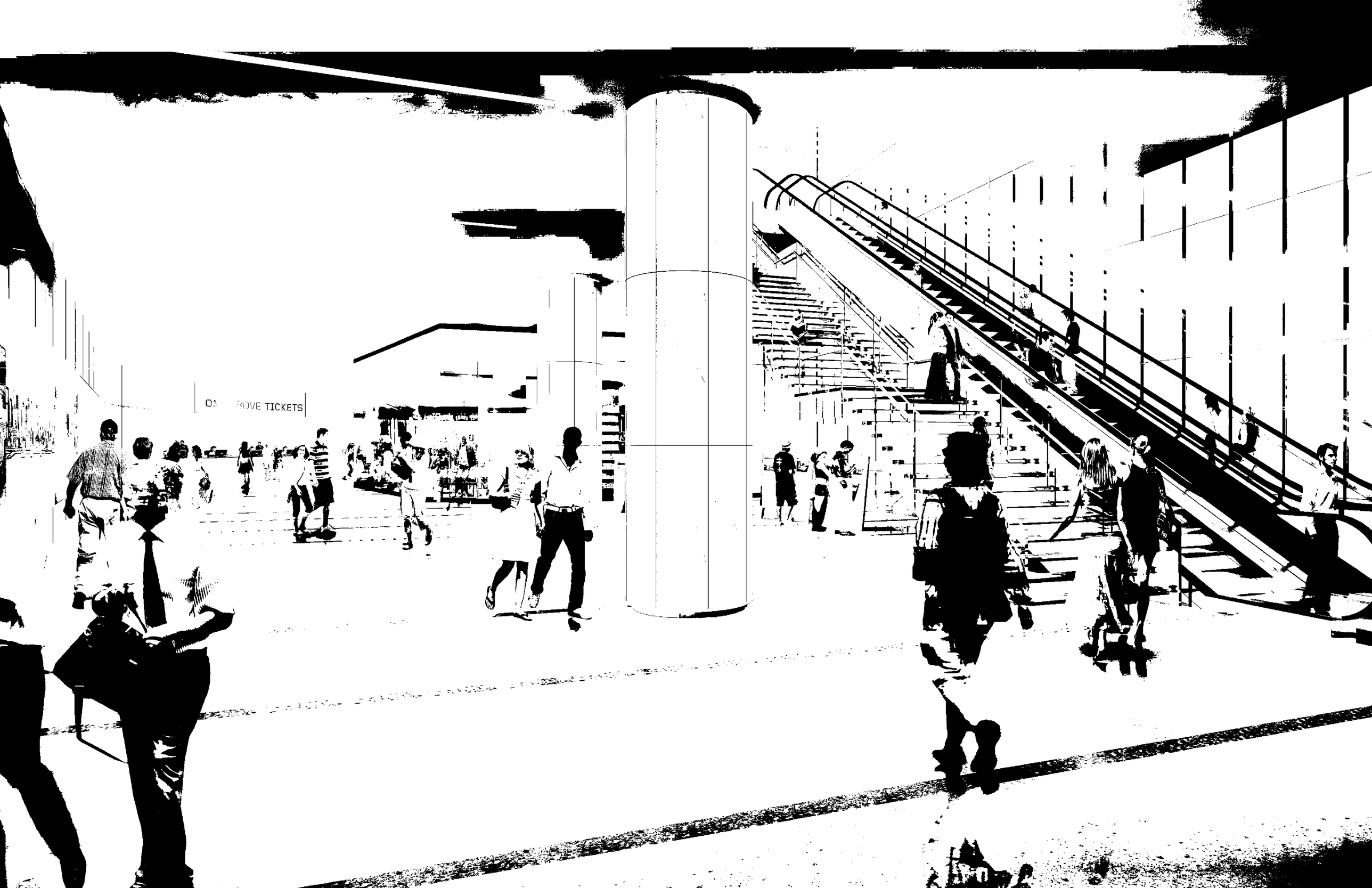

ONE ABOVE
OBSERVATION DECK
ONE ABOVE

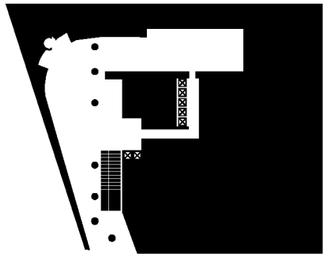


B2 VIEW 1
8:45 AM

Upon arriving on B2, visitors will join other groups entering from the underground transportation hub where they are greeted by a large media installation introducing the visitor to the design and engineering of One World Trade.

Visitors can then utilize individual ticketing kiosks and visit the retail space for branded, premium and custom souvenirs.


ON ROVE TICKETS



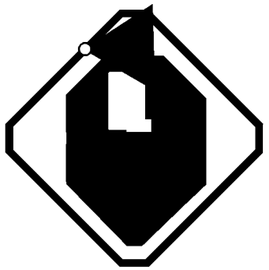
B2 VIEW 2
8:45AM

Visitors can meet with the One Above concierge to purchase tickets and learn more about the Observation Deck. Visitors then pass through security, where they are introduced to a second media installation that will display more information about the unique experiences that await at the top of One World Trade. Elevators then transport visitors to the lobby of the Observation Deck.

TO ONE ABOVE

FLOOR 100 VIEW 1
9:05 AM

Upon arrival in the lobby on Floor 100, visitors are oriented to a stunning view of the northwest skyline that includes the Empire State building. A glass stair draws visitors into the space as well as a crystal kaleidoscope art installation that provides one-of-a-kind photography opportunities.



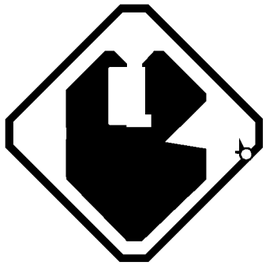
FLOOR 100 VIEW 2
10:30 AM

Walking into the atrium the visitor discovers that the glass stair rises three stories and terminates at Floor 102 with a glass floor.

FLOOR 100 VIEW 3
11:30 AM

The Glass Bridge on Floor 101 becomes the next highlight of the One Above experience. Appearing as if it is floating, the Glass Bridge allows visitors to experience the thrill of walking to the edge of the glass suspended over Floor 100.

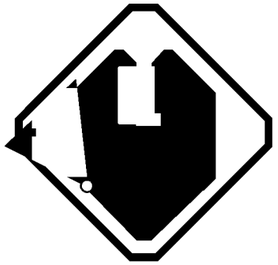
SAHARA DESERT AFRICA 1,296 MILES



FLOOR 100 VIEW 4
12:15 PM

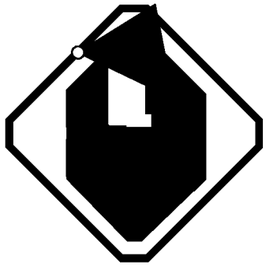
Looking back towards the core, the visitor has the opportunity to immerse themselves in the history and culture of New York. Interactive navigation consoles and experience pods offer opportunities for all ages to discover and learn new things.

Citi



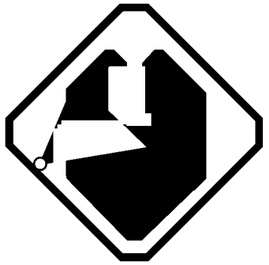
FLOOR 100 VIEW 5
1:00 PM

A site specific sculptural installation fills the two story volume on the opposite side of the Observation Deck. The mirrored organic form captures the skyline and creates a fun and exciting display.



FLOOR 101 VIEW 1
2:05 PM

Ascending the glass stair becomes a visitor highlight as they travel upstairs to the mezzanine.



FLOOR 101 VIEW 2
3:30 PM

The food and beverage area offers visitors a place to relax and grab a snack from one of the kiosks before continuing on their experience.

EatOne
One

FLOOR 102 VIEW 1
4:45 PM

The glass stair ends at 102 and is illuminated by a crystal chandelier. Surrounded by a glass floor, visitors can experience the skyline like no other place in the World.

FLOOR 102 VIEW 2
7:30 PM

The bar/lounge is a destination for those seeking the premium One Above experience. The stunning bar and mezzanine seize the two-story space and create a memorable experience for visitors as well as One World Trade Center tenants.

FLOOR 102 VIEW 3
9:45 PM

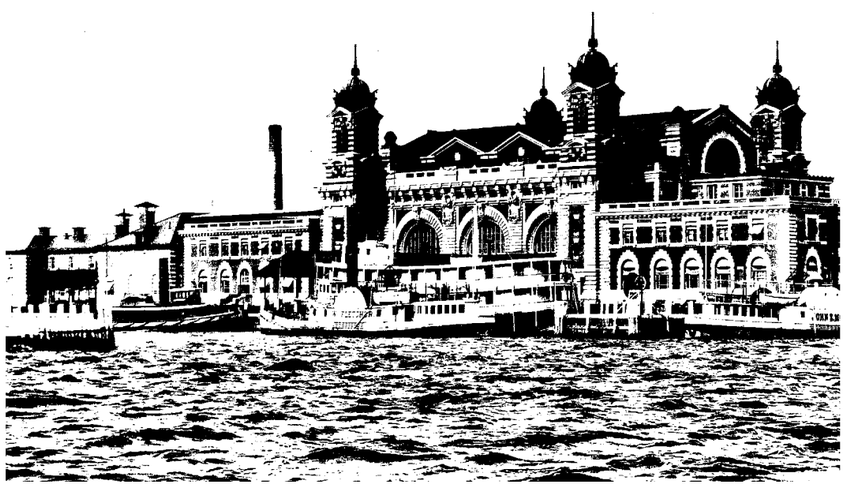
Attending a function at the special events space at One Above is an experience all its own. Illuminated by a custom chandelier inspired by the shape of Manhattan, visitors are able to enjoy the breathtaking skyline with no distractions.

Experience Programming

With such a rich heritage and thriving culture, New York is a multi-faceted city. As a prime destination for a unique "top-level" city stories, One Above will entertain visitors and natives alike. The themes presented here are just a sampling of dynamic content available.

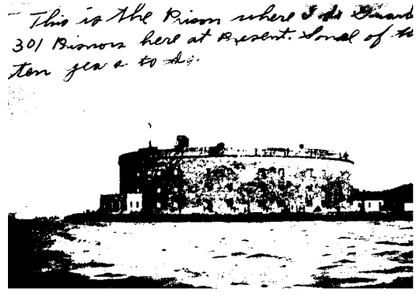
CULTURAL IMMIGRATION

New York is one of the most international cities on the planet. Discover its roots, explore your heritage or book a tour.



MILITARY HISTORY

Learn about the development and expansion of Governor's Island. Discover New York's unique military history.



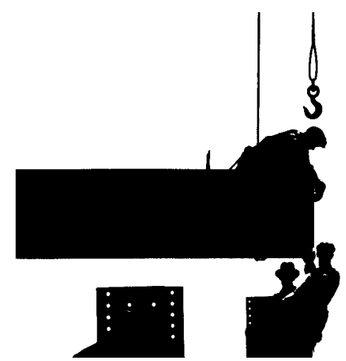
A SEASONAL CITY

New Yorkers cherish their green space. Find the best parks, the most historic locations and the perfect proposal spot... any time of the year.

SKYSCRAPER SKYLINE

New York is the skyscraper capital of the country. Learn about the birth of the modern skyscraper and local feats of engineering and innovation.

Historic shoreline of Manhattan and its expansion. Experience the geographic evolution of the island. Discover how the public transit system has shaped the city.



MOVIES AND CULTURE

Historic landmarks, iconic street corners, famous addresses. Plan your New York experience through the director's lens.

GREAT MINDS OF NEW YORK

Past and present, those who have left an iconic mark on the city. Learn where they drew inspiration, discover where they made their mark.

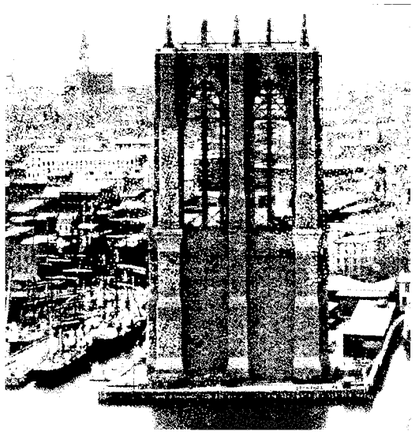
CURRENT EVENTS

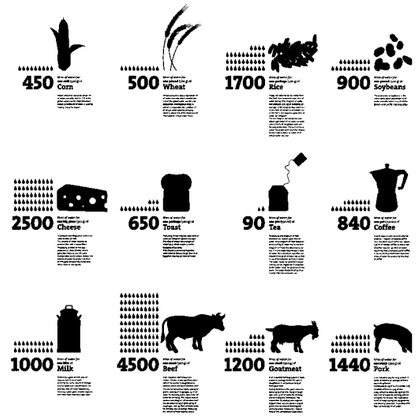
Fashion Week, AMFAR, Fleet Week, Santa-Con, Music in the Park, premiers, openings, and anniversaries— get up to speed on the latest and greatest NY culture has to offer.

URBAN METRICS

With an island of over 8 million people, New York has one of the greatest population densities on the planet. Explore demographics as they relate to urban mapping and metrics.

Learn about the Hudson River and its legacy. Support waterfront restoration and track the latest developments in restoration and preservation.



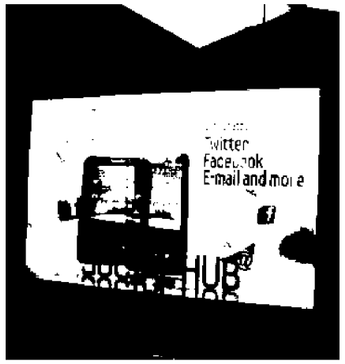


SUSTAINABLE FUTURE

How big is your carbon footprint? Multiply that by 8 million. Learn how New York is elevating sustainability throughout the five boroughs. Discover easy ways to reduce your own waste and help the planet (and the city) in the process.

WALL STREET

The business capital of the world. Learn about the legacy (and the drama) of the American Financial Institution.



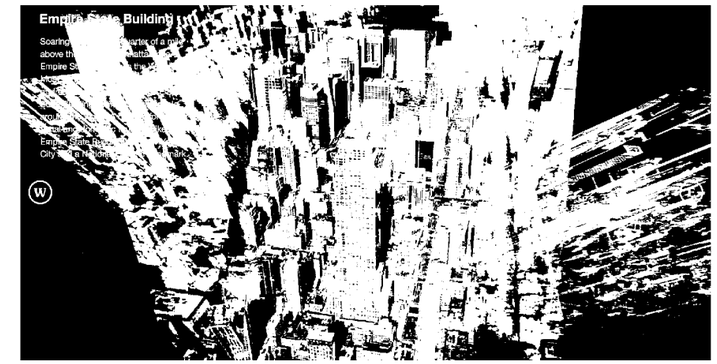
An innovative and recent addition to the market, transparent LCD screens offer the ability to switch between unobstructed views and digital overlays that augment the visitor's perspective with a wealth of content. One World would position these facing out on to the city, allowing visitors to see experience views that come alive with stories and information. These digital lenses offer new perspectives on the city's history overlaid on to the city itself.

THE EXPERIENCE

Users will be able to approach one of these displays, look out onto the buildings in the distance and launch an interactive interface that will allow them to select from a series of pre-existing themes. These themes can then be used as filters to sort through content about the city. By selecting themes such as Skyscraper Skyline, Current Events and Urban Metrics, users are presented with relevant information on those topics. Buildings and locations that can be seen at a distance are brought to the forefront, allowing users to see the city in a more detailed and intimate way than would otherwise be possible.

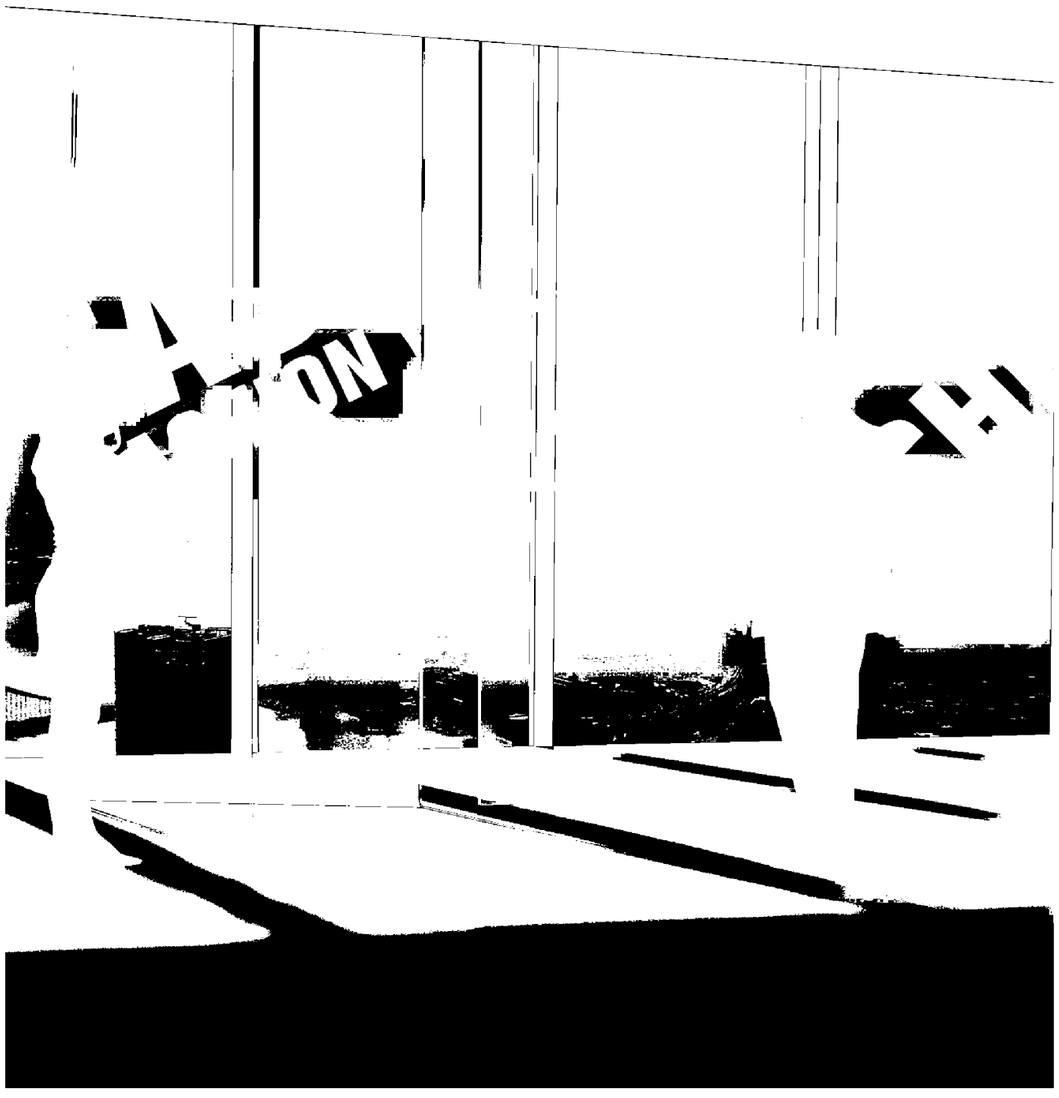
EXPERTEN

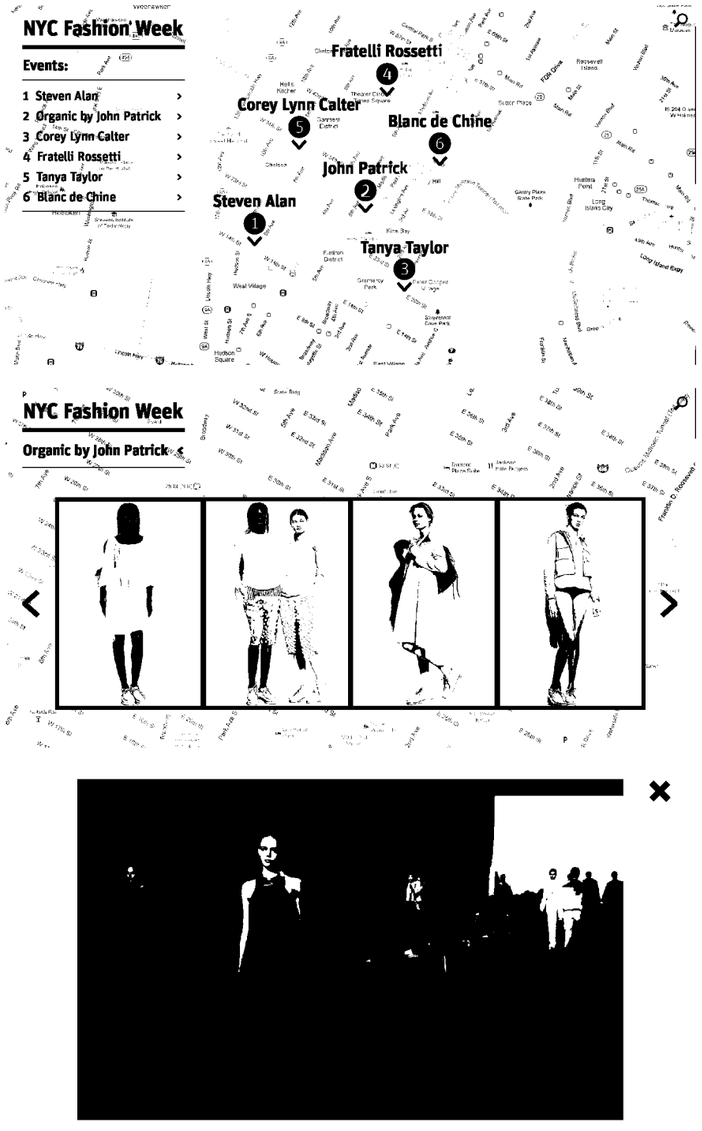
The Skyscraper Skyline theme provides additional content on some of New York City's most iconic buildings. By touching the interactive display and selecting a building in the distance, the interface reveals a composite of views on the towers, stitched together from photos taken by visitors and local photographers.



EXPERIENCE NARRATIVE:

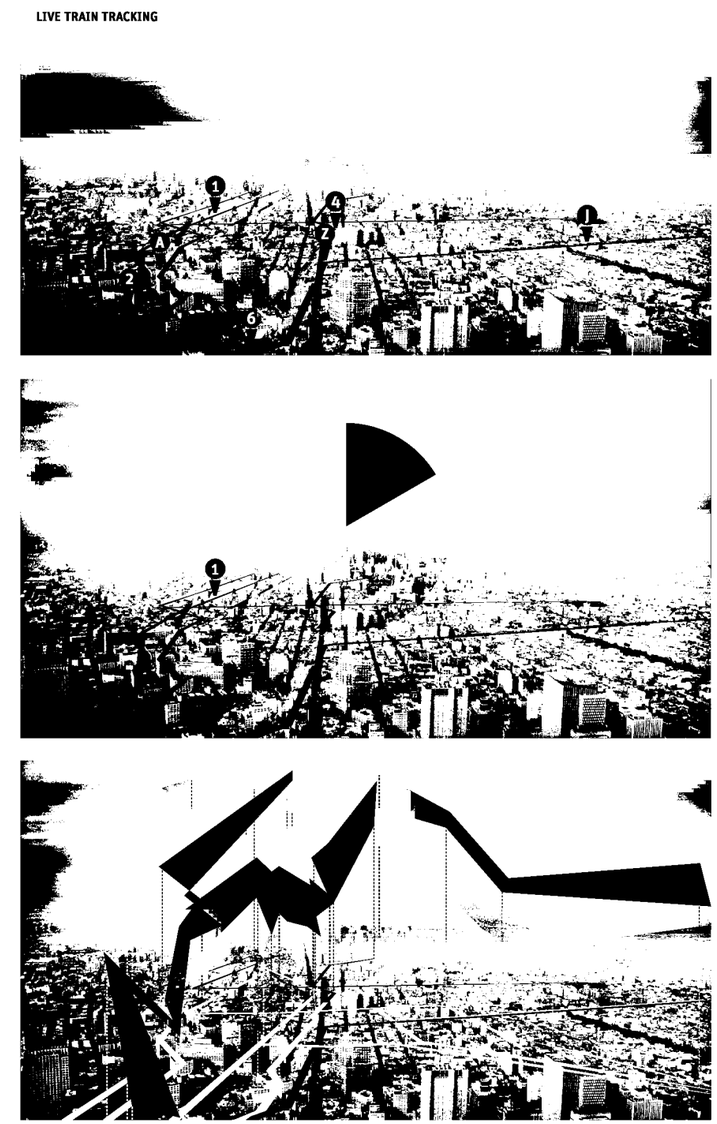
The Event theme will offer the opportunity to highlight major events either in the city, or at One World. The screens can be taken over entirely to create a branded panorama, as shown here for Mercedes Benz Fashion Week. This mode could also rotate to feature videos of runway shows, maps for fashion shows and sales, and other event media. It is an opportunity for potential sponsors to write their brand large over the panorama of the city, and to highlight exciting events as they occur.



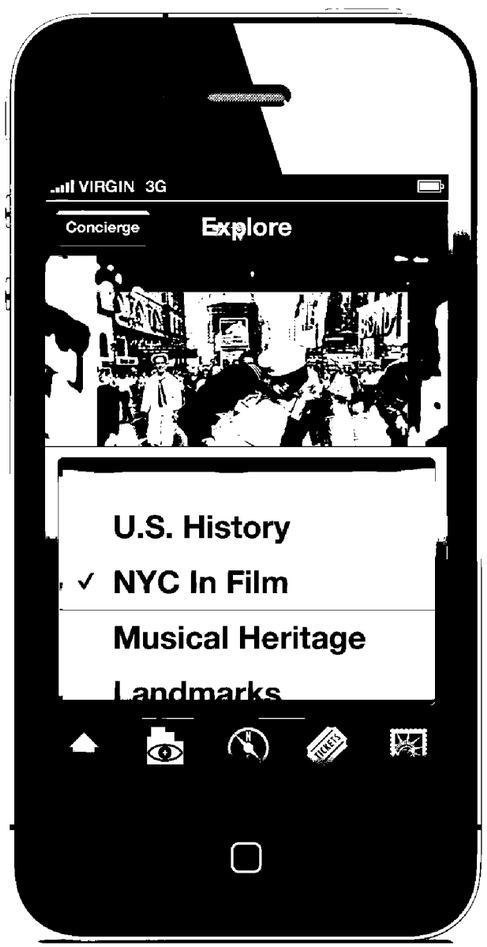


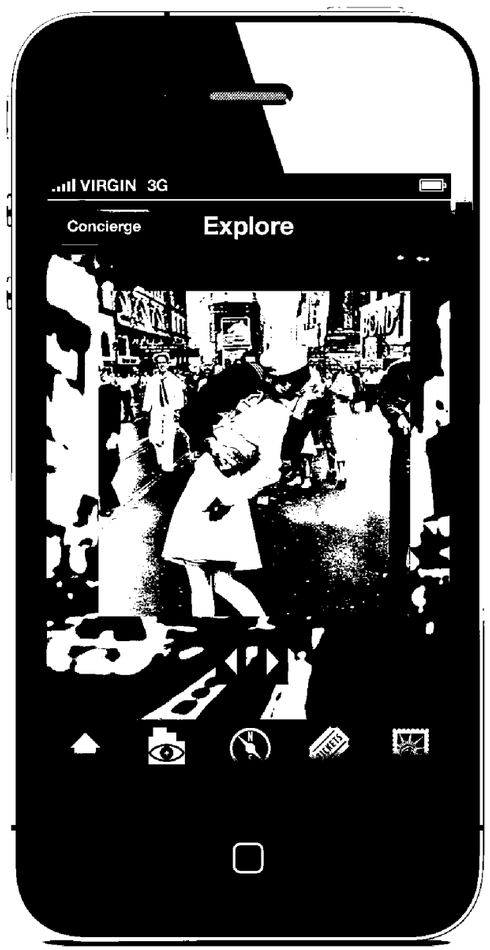
EXPERIENCE NARRATIVE:

The Urban Metrics theme will feature real-time data visualizations of what is happening in the city. Statistics and information graphics will reveal how the city moves, population density and location popularity throughout the day. This data will give One World visitors a feel for how the city lives and breathes, works, shops, and relaxes.



The interpretive experience at One Above continues as the visitor explores the city with a mobile device. Using augmented reality, historic images are overlaid directly on the camera image. Users can select categories to customize their interpretive experience as they explore the city.

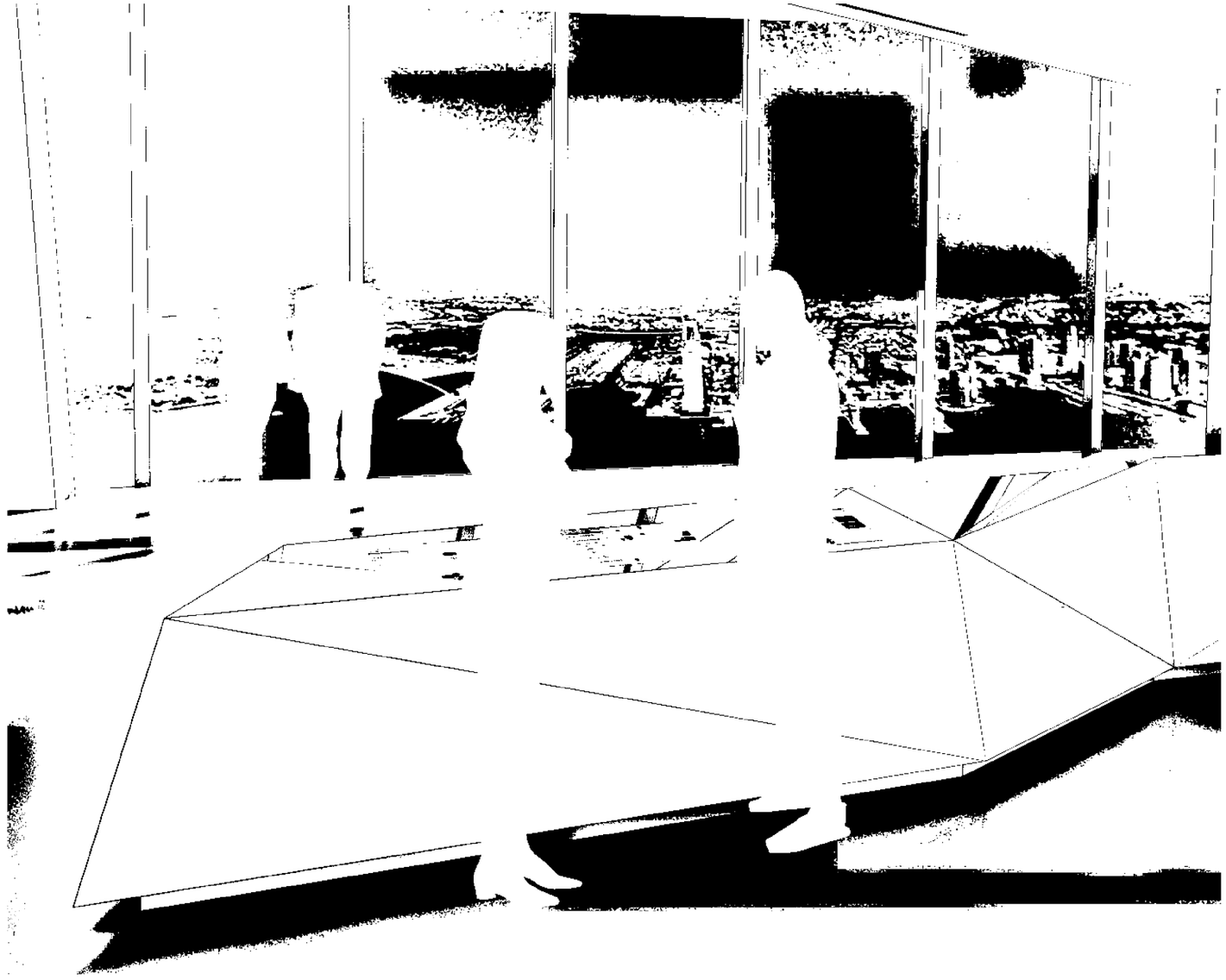




REVENUE GENERATION
While visitors are waiting for their entry time, the app could provide time-limited coupons for nearby businesses.

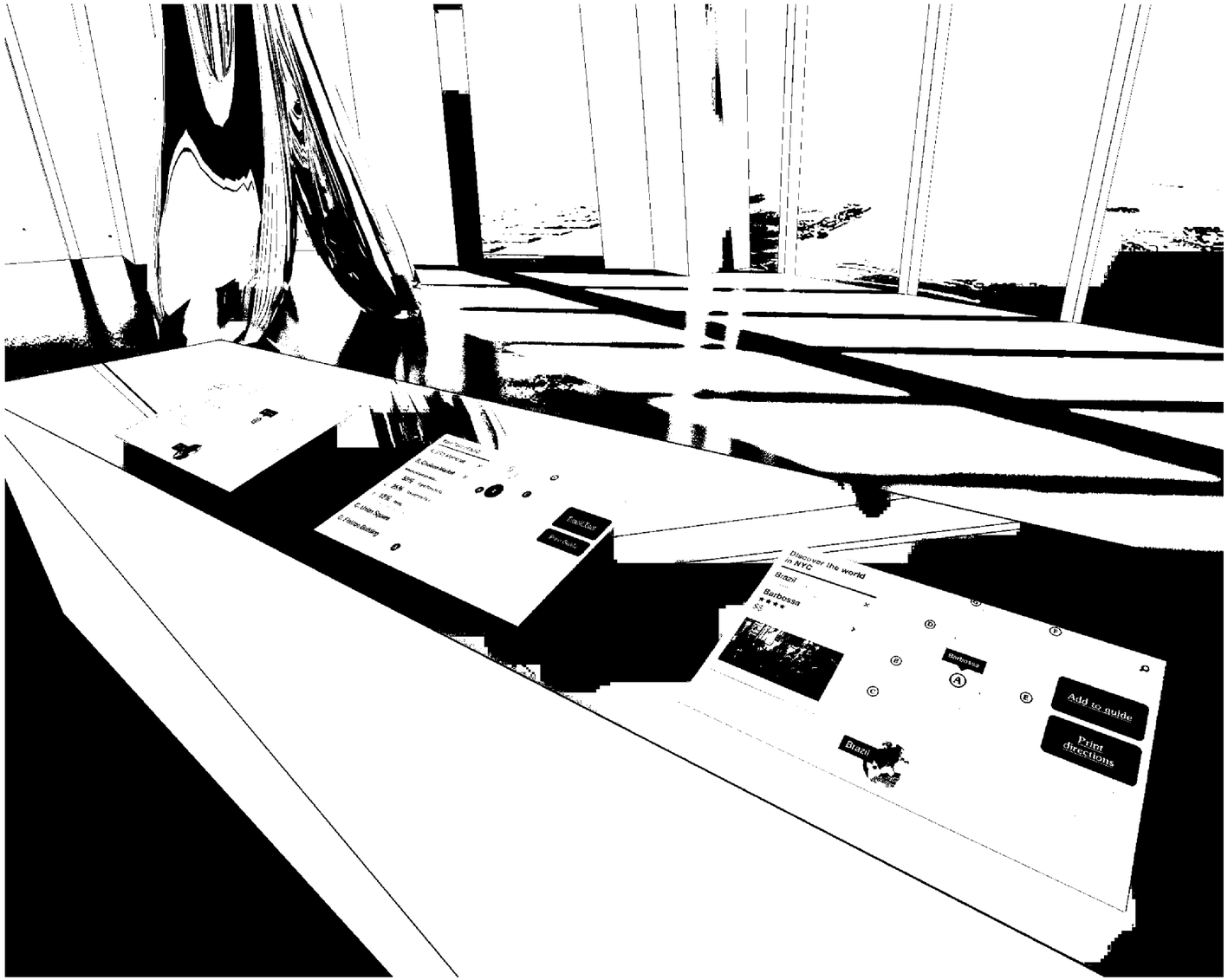
The app could use the visitor's photos to produce customized souvenirs, such as a physical postcard, available as an in-app purchase.

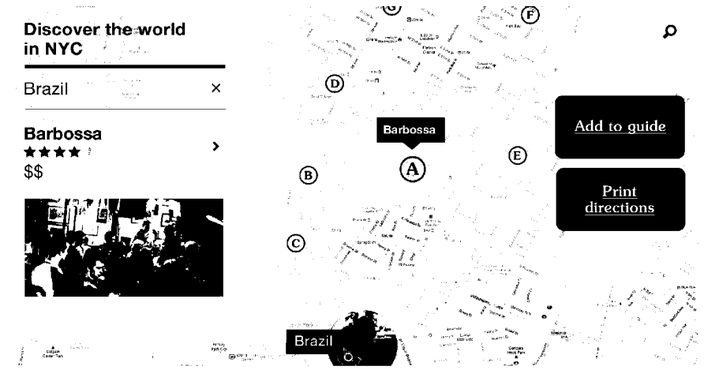
Each of the two Digital Concierge tables will be comprised of three touch screen displays that are integrated into the architecture of the piece. Users can approach these tables and intuitively guide themselves through the interface by touching the screens. The software will use a Content Management System that will allow the content to be revised and added to as needed, ensuring that the information displayed is always up to date.



THE EXPERIENCE

The Digital Concierge will allow users to plan itineraries for their trip to the New York area. The interface will provide information on some of the best places to go according to a user's interests. The content can be as specific as pinpointing all of the Brazilian restaurants and shops throughout the area or it can act as a general overview of the most popular tourist destinations. The Digital Concierge will also offer discounts and package deals at retail stores, restaurants, and Broadway shows, and will allow users to conveniently book tickets or make reservations at these locations.


Discover the world in NYC
Brazil
Barbossa
Add to guide
Print directions


Discover the world in NYC
Brazil
Barbossa
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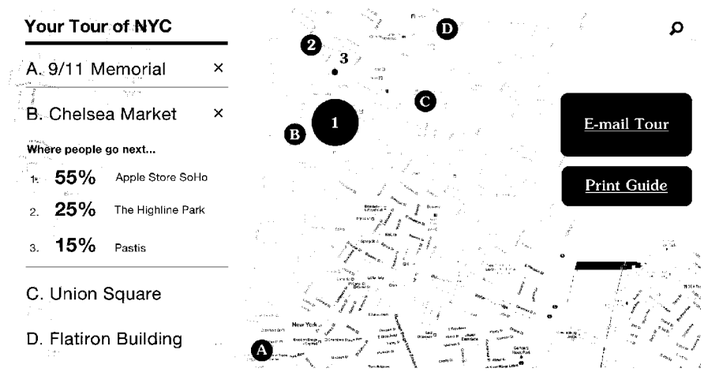
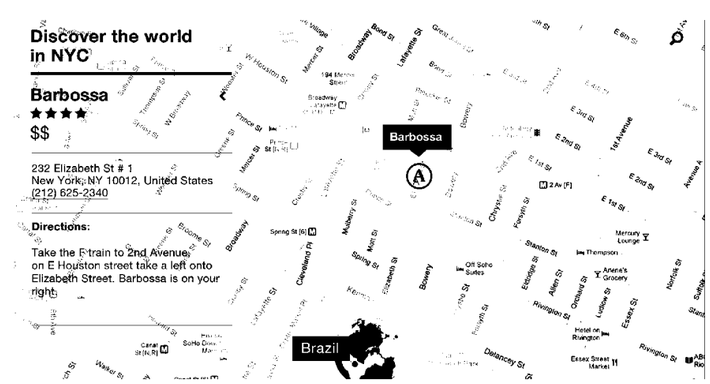
Barbossa
Add to guide
Print directions
Brazil

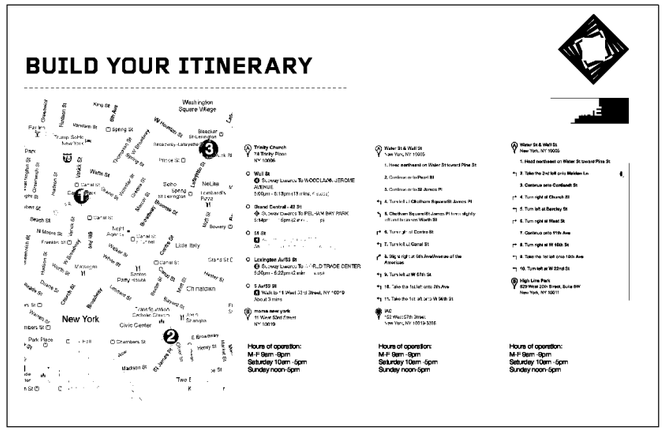

Your Tour of NYC
A. 9/11 Memorial
B. Chelsea Market
Where people go next...
1. 55% Apple Store SoHo
2. 25% The Highline Park
3. 15% Pastis
C. Union Square
D. Flatiron Building
E-mail Tour
Print Guide

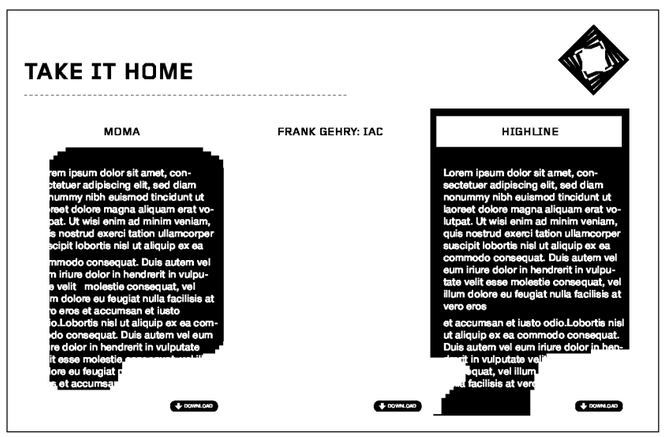

Discover the world in NYC
Barbossa
$$
232 Elizabeth St # 1
New York, NY 10012, United States
(212) 625-2340
Directions:
Take the F train to 2nd Avenue, on E Houston street take a left onto Elizabeth Street. Barbossa is on your right.
Barbossa
Brazil

EXPERIENCE NARRATIVE:

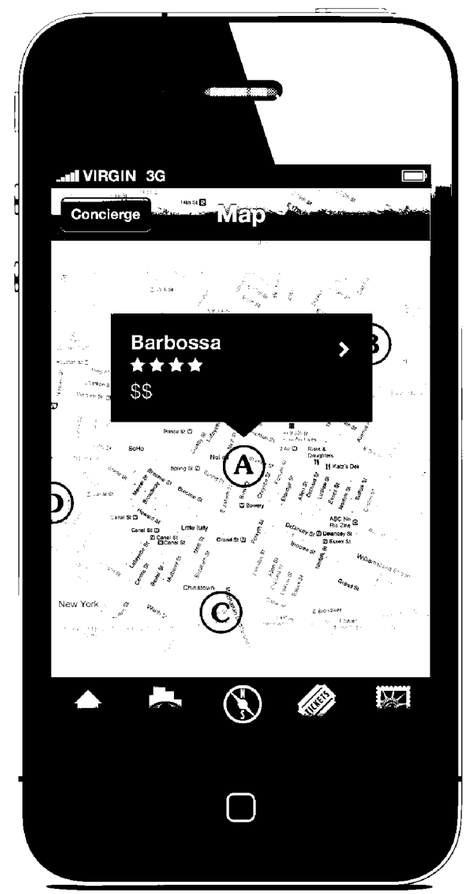
Once a user has planned their itinerary at a Digital Concierge, they are able to take this itinerary away with them in either of two convenient ways. An itinerary can be printed directly on site, giving the user a physical copy that maps out their destinations. Tickets to shows and coupons for stores and restaurants can also be printed as well. Additionally, there is an option for the itinerary to be sent to a mobile phone, so that a user can have all of the information they need transmitted to them in the palm of their hand.

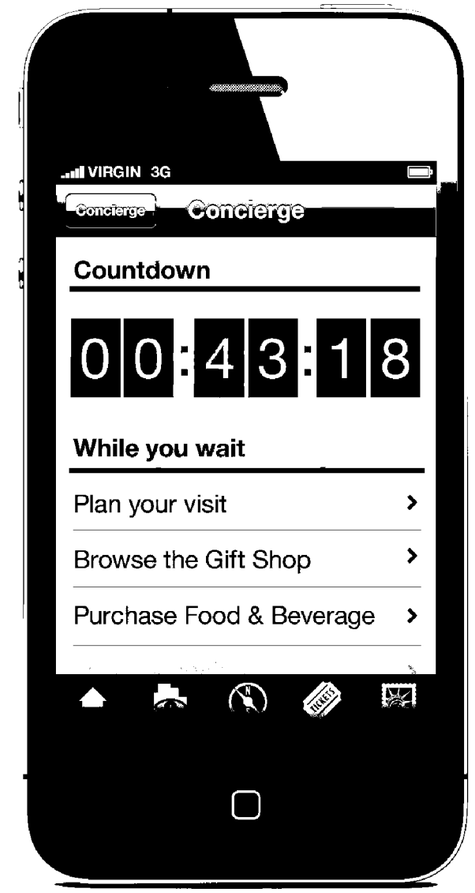
PRINTED CUSTOM ITINERARY





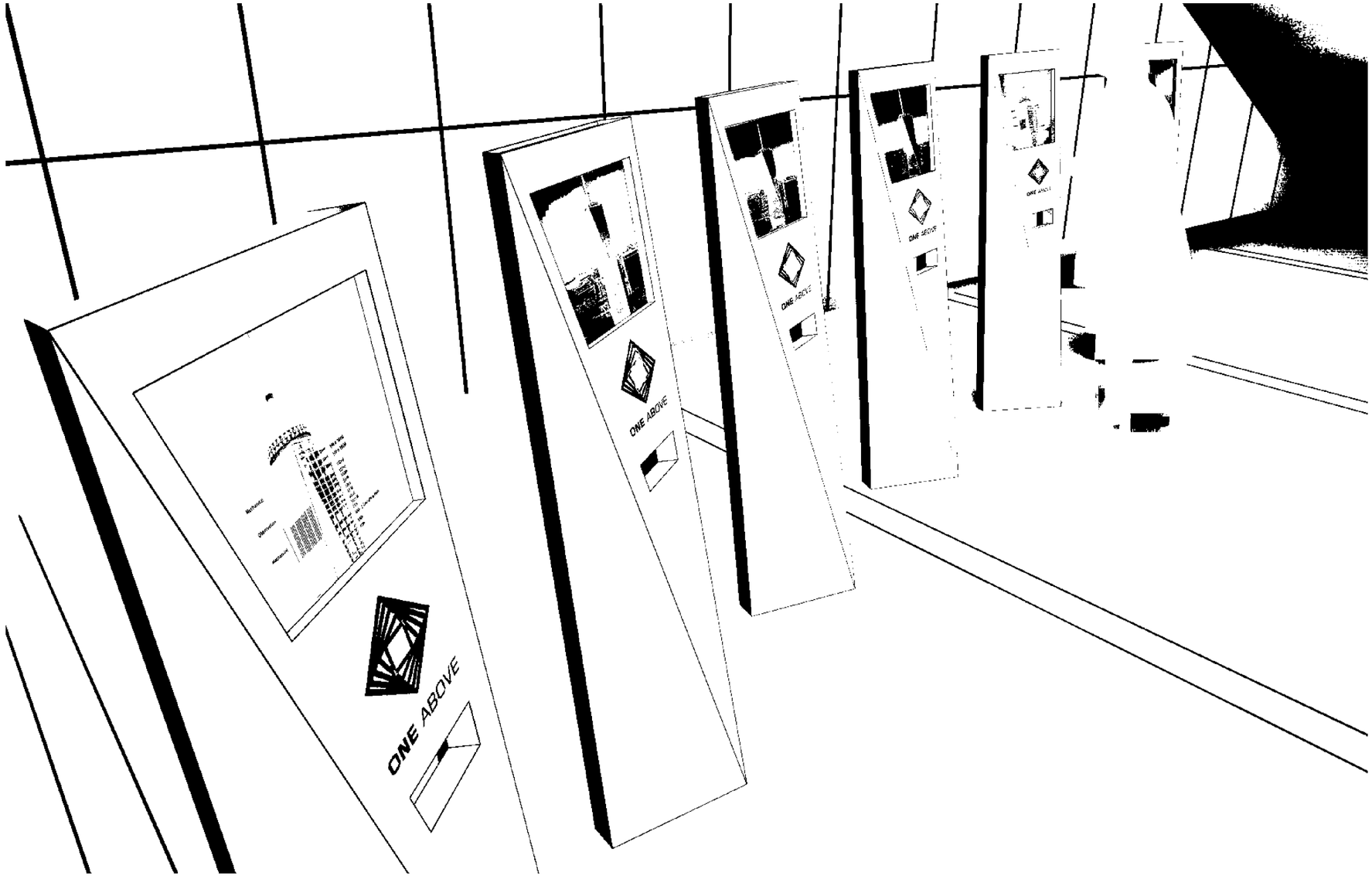
MOBILE PLATFORM





EXPERIENCE NARRATIVE:
Along with online, mobile and advanced ticketing sales, more traditional kiosk options will be available as well. Given our diverse visitor base, it is important to offer flexibility and variety when purchasing tickets.

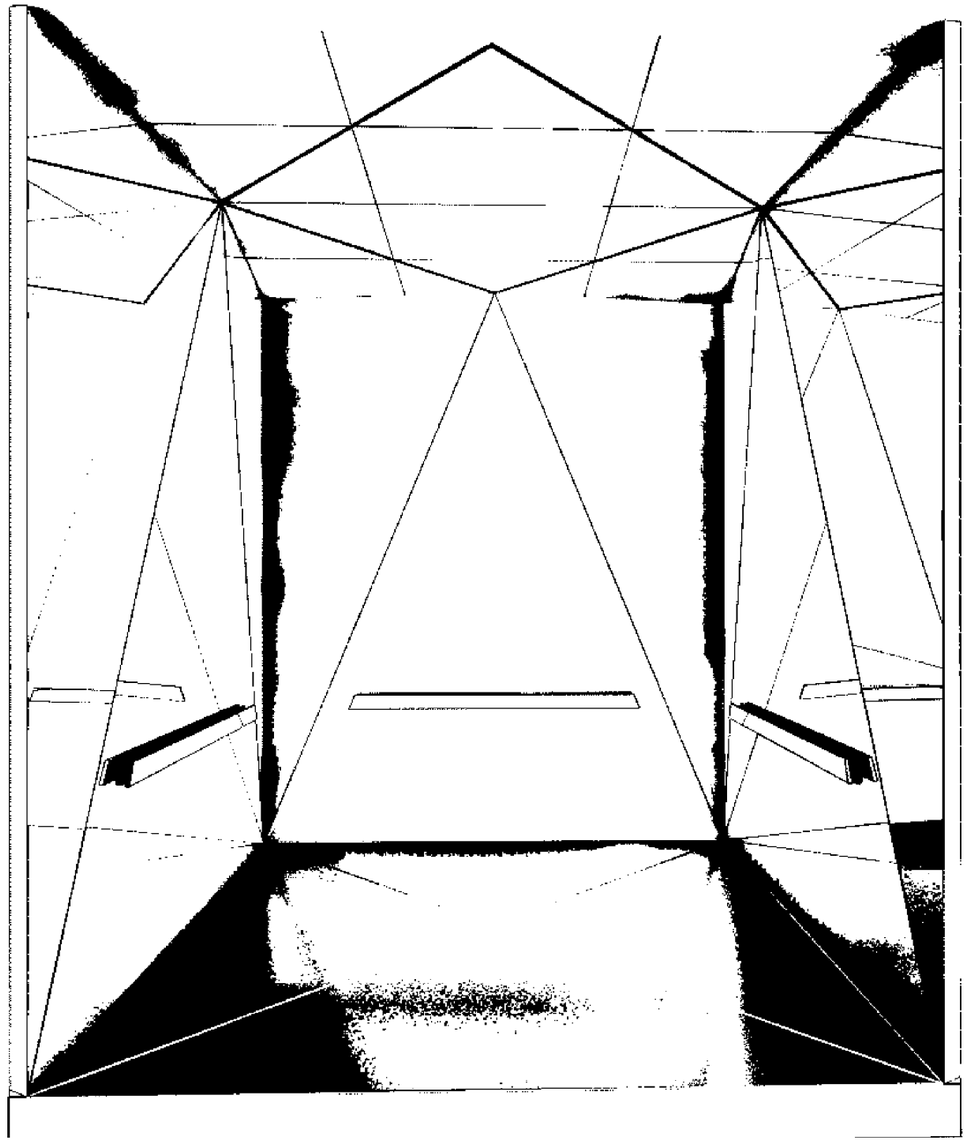
Kiosk design would reflect the identity of One Above and serve as a visual accent to complement the interior architecture.

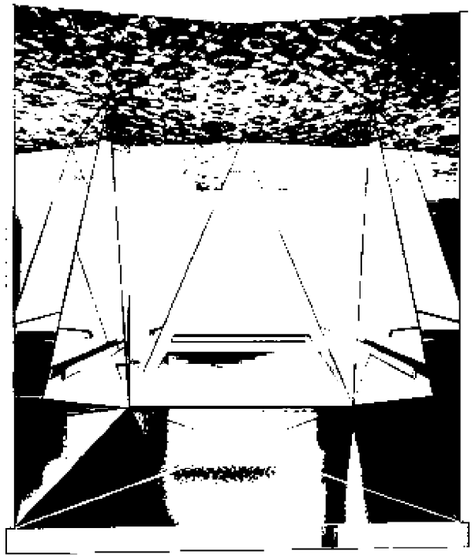


EXPERIEN'

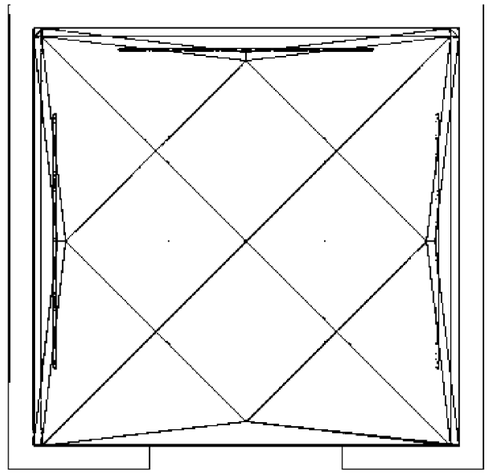
The elevator experience at One Above takes you inside a "digital prism" that ascends to the upper most floors of 1WTC.

The exterior faceted architecture of the building is reflected inside the cab itself. Digital screens map your journey on the ceiling as you near the 100th floor.

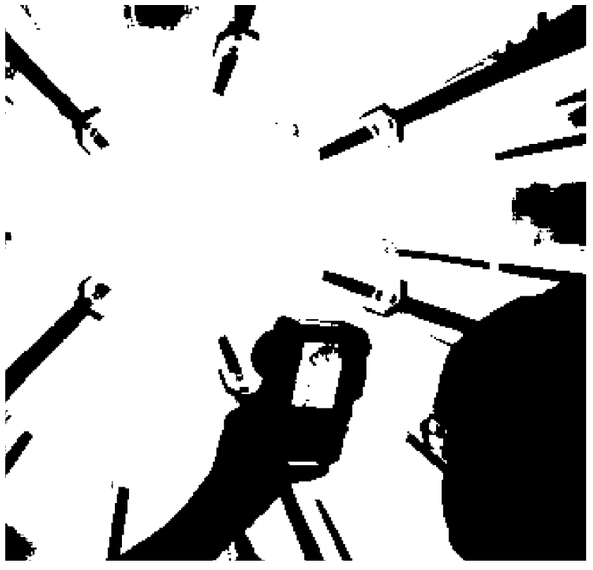


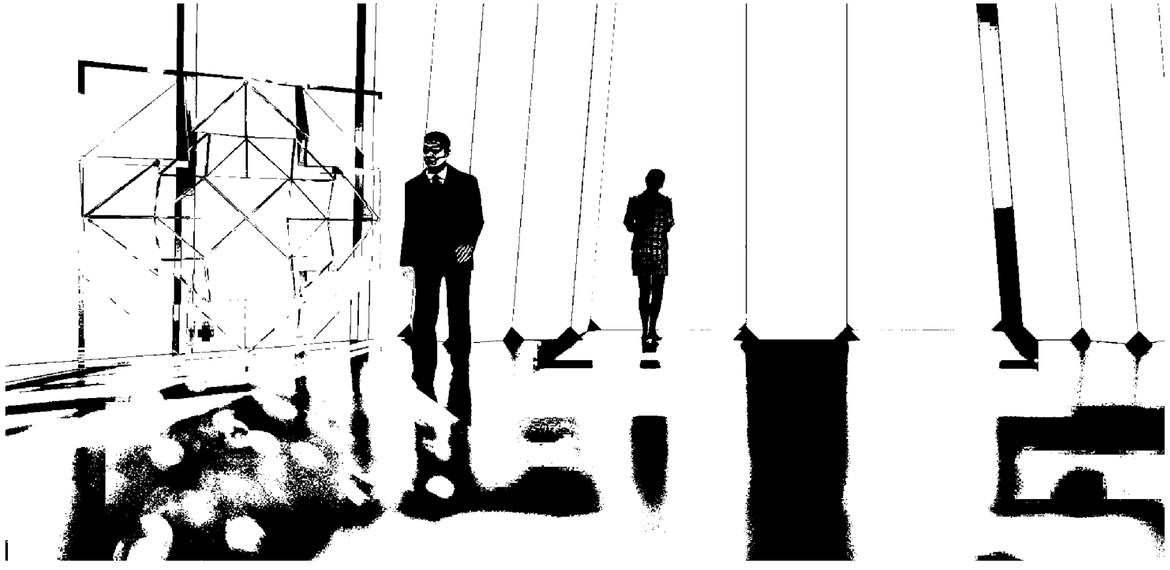


Plan view



EXPERIENCE NARRATIVE:
To complement the interactive technology experiences, various crystal sculptures would be installed at key locations throughout the 100th floor. These installations would enhance natural daylight, refracting color and imagery throughout the space. Visitors would be able to move around the sculptures for further exploration and/or photography moments.





Retail Offering

The central column is surrounded by a lacquer and glass display cabinet that houses 3D extrusion machines (MakerBots) that allow visitors to create personalized, one-of-a-kind souvenirs. A salesperson will help guests choose which item, out of a catalog of options, will be customized (by color, with a name, or other choices) and then set the machine to begin its extrusion cycle. Visitors will be able to watch the machines working as they create individual pieces. Above the machines at display height, a series of rotating shelves surround the column displaying all types of souvenirs that can be made with the MakerBots and customized by visitors.

As a focal point of B2, the retail area is enclosed in glass which continuously showcases merchandise. Visitors can also look down in the retail space from above on the Ground Floor.

MERCHANDISE DISPLAY
Assorted branded offerings include apparel, mugs, keychains, notebooks and journals, frames and other traditional souvenirs.

Visitors can supplement their custom itinerary with guide books, postcards, maps and posters.

CASH WRAP
Centralized cash wrap serves visitors' sales and concierge needs and showcases premium souvenirs.

PHOTO DISPLAY SCREEN
This area allows visitors to review the photos taken at the "green screen" at the beginning of their journey and on the Glass Bridge. They may choose to purchase individual photos or packages along with other souvenirs.

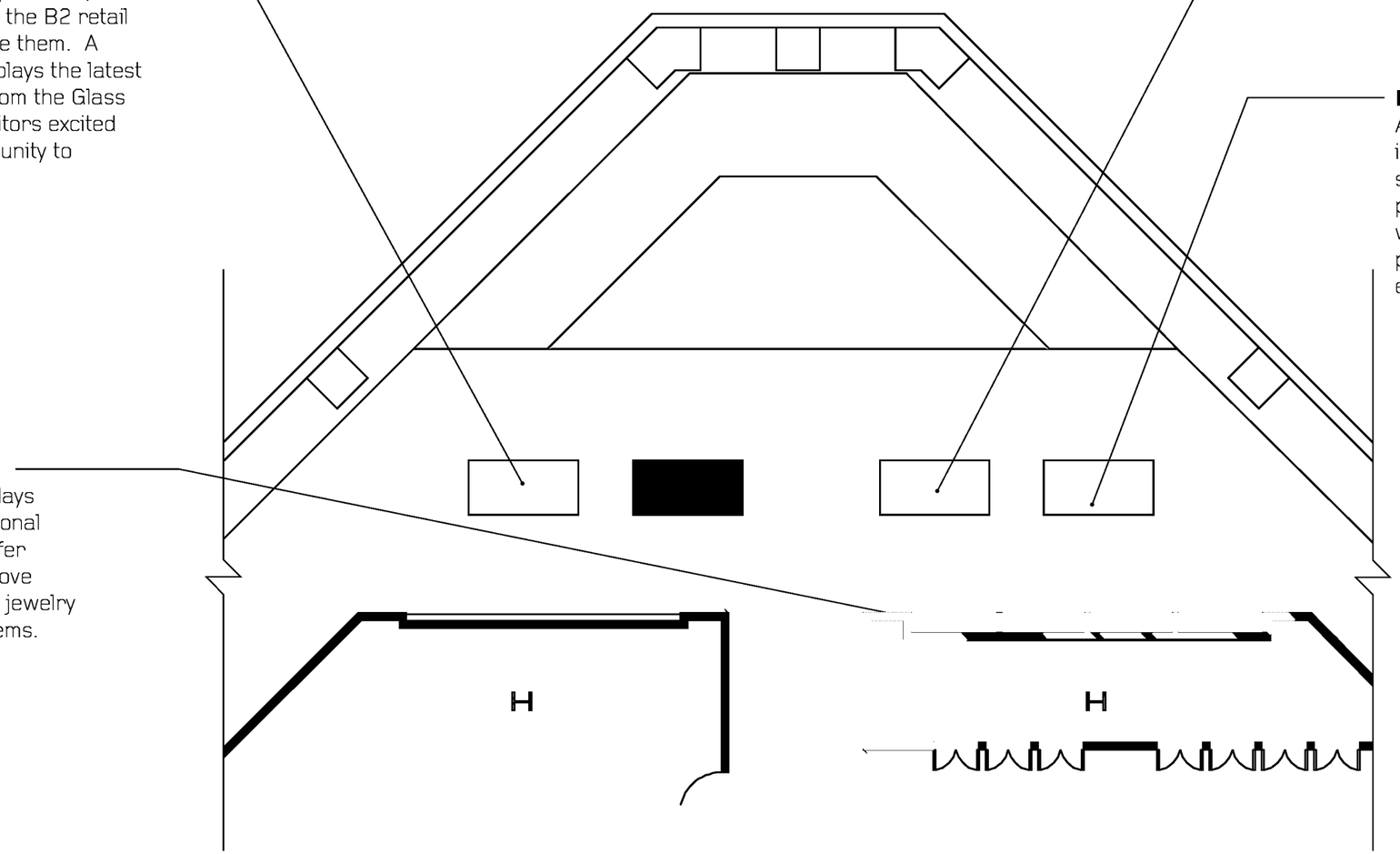
PHOTO POSTCARDS
A visitor can send their friends a digital postcard with photos taken during their journey, or can have collectible postcards stamped and mailed from the building to their home mailbox as a keepsake.

CENTRAL SEASONAL DISPLAY
Featuring new and seasonal branded and premium souvenirs.

Visitors take their official Glass Bridge photographs here, but will return to the B2 retail store to purchase them. A large screen displays the latest pictures taken from the Glass Bridge to get visitors excited about the opportunity to purchase.

KIOSK CASH WRAP
Centralized cash wrap serves sales and concierge needs.

KIOSK DISPLAYS
A curated display of retail items - including traditional souvenirs, branded frames and photography accessories as well as digital and collectible postcards - are available to enhance the experience.

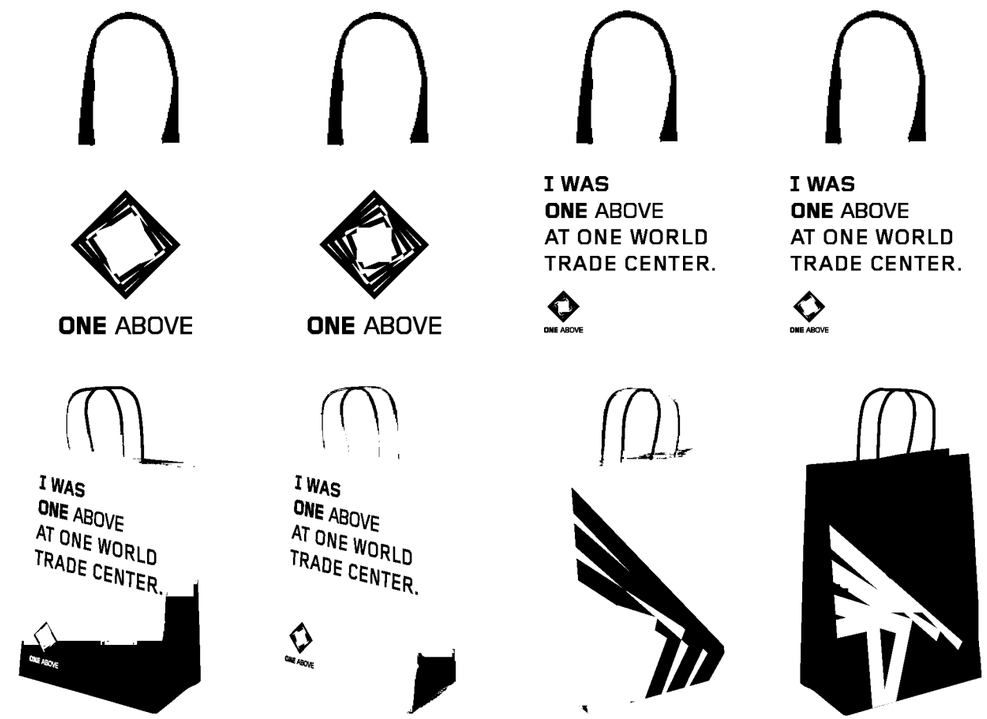


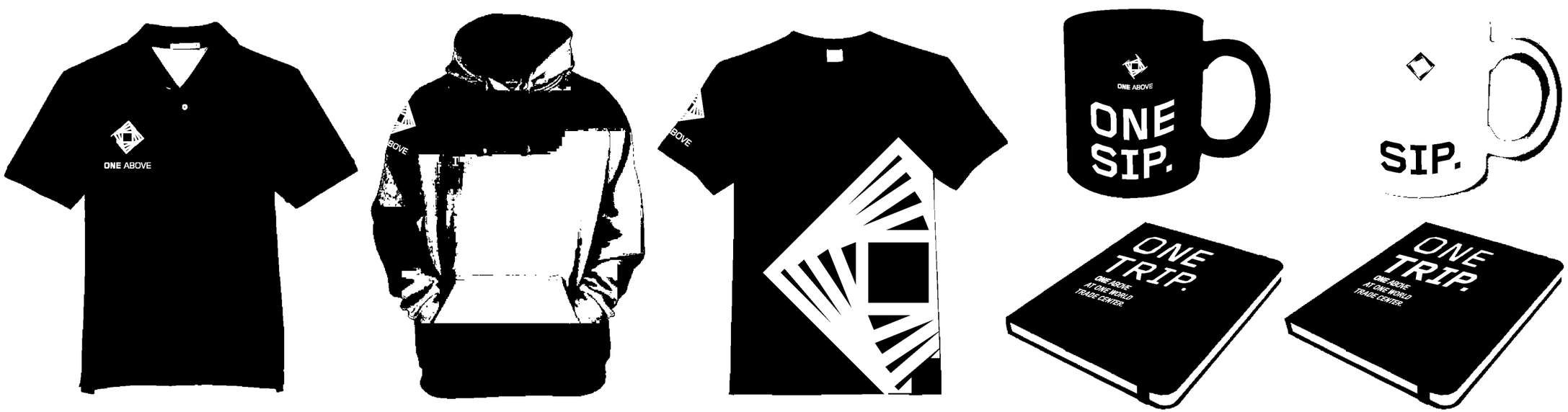
Built-in wall displays provide an additional opportunity to offer premium One Above merchandise like jewelry and collectible items.

RETAIL MERCHANDISE

As the premier New York destination for locals and tourists alike, One Above maintains enormous retail potential. Given the diverse tastes of our visitors, retail merchandise is designed to appeal to any number of audience segments.

By offering an intriguing spectrum between traditional merchandise and premium pieces, we can ensure there will always be something for everyone.

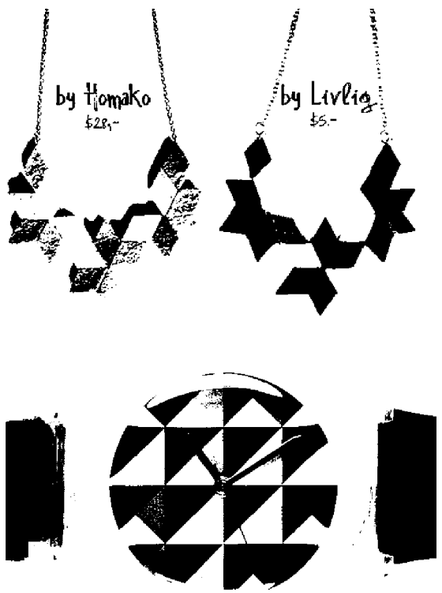


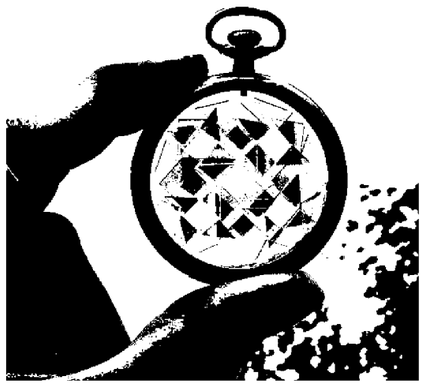


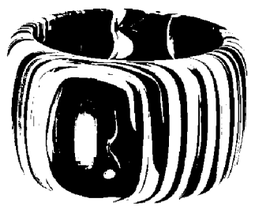
ARTISAN DESIGN/ACCESSORIES

As the newest iconic building to grace the New York skyline, One Above retail merchandise will reflect a similar "one-of-a-kind" sensibility.

Partnerships with local designers and manufacturers will keep product offerings authentic and fresh. Jewelry, accessories and apparel reflect the unique brand and experience at One Above.



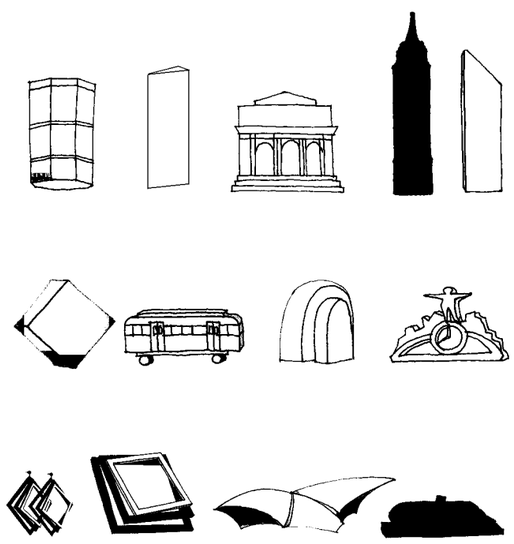


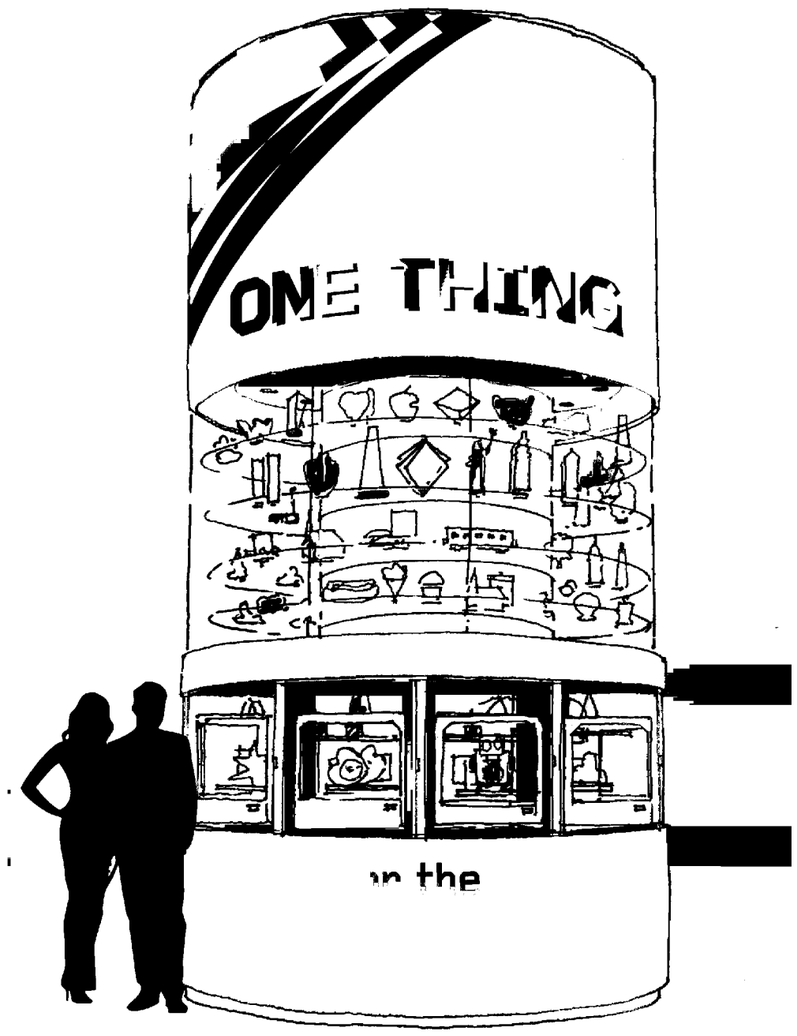


3D PRINTING TECHNOLOGY

Custom 3D printing technology rounds out the One Above merchandising spectrum. 3D printing has expanded beyond industrial fabrication into the consumer market. Within a short amount of time, visitors can design their own custom souvenir and watch it come to life in front of their eyes.

Using layered plastic polymer, MakerBot printers convert digital 3D models into physical objects in minutes. Children and adults can leave One Above with their very own "One Thing."





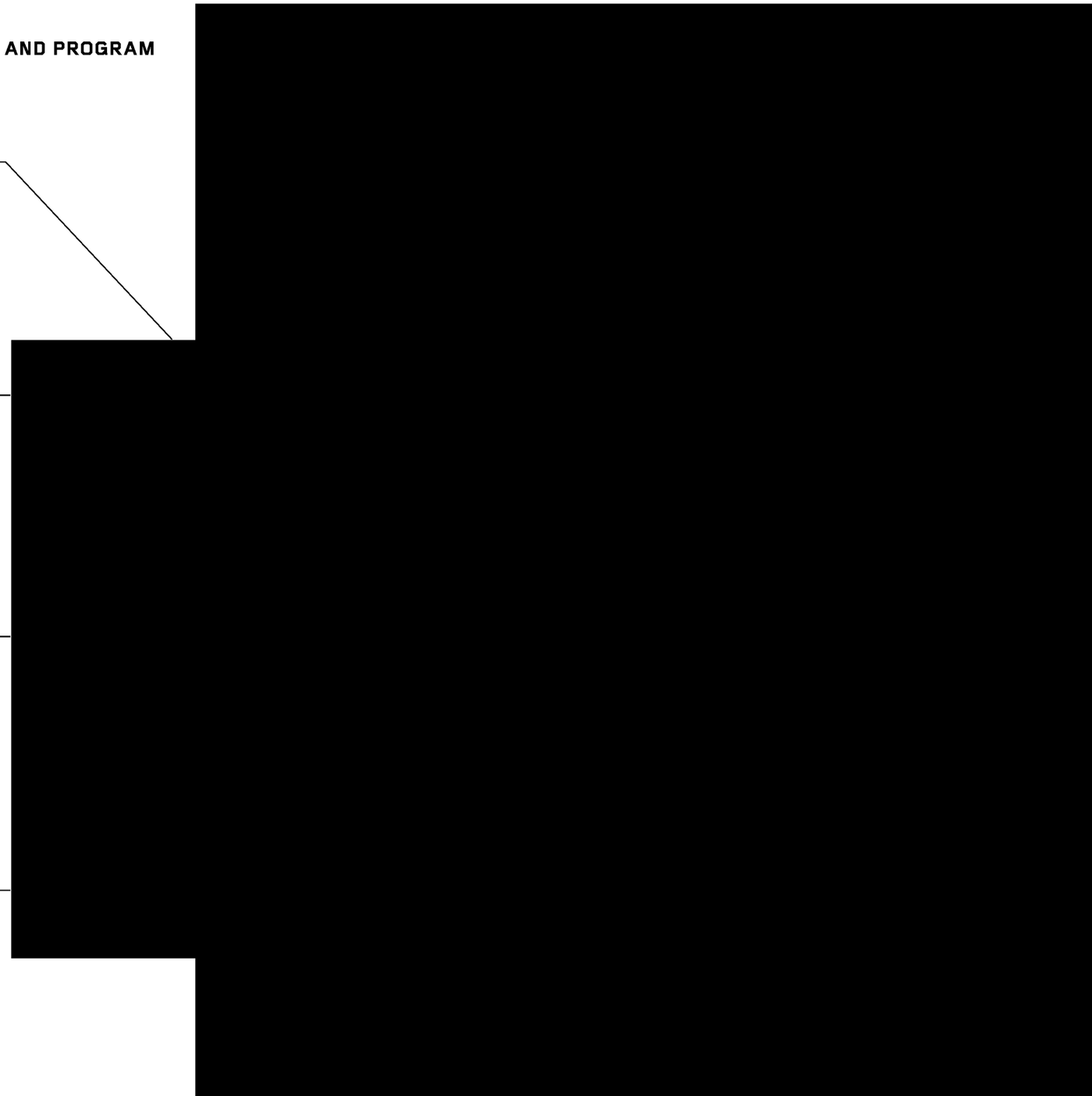
FLOOR 102A – PLANNING AND PROGRAM

Tiered seating lounge seating and high counters along the perimeter allow guest to get comfortable and enjoy the view.

MAIN LOUNGE
Day or night, the main lounge serves as a stage for the visitor experience with a fabulous skyline view as backdrop.

E
Cozy banquettes are nestled under the mezzanine to provide a more intimate experience.

S
A service bar allows visitors options within the space.



The glass stair arrives on Floor 102 where visitors can walk to the edge of the building on the glass floor separating it from the lower floors. A non-directional film applied to the glass will allow light to filter through and provide privacy for visitors standing on the glass.

Visitors arriving from private events will shuttle directly from B2.

SERVICE BAR
An additional service bar allows visitors options with in the space.

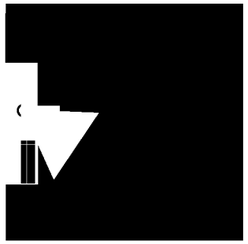
SPECIAL EVENT SPACE
A private event space with integrated bar can be configured for receptions, awards ceremonies and gatherings. It is available for business breakfasts, lunches and, when not in use, becomes an additional lounge open to premium ticket guests.

LOUNGE MEZZANINE
Staircases from the main lounge allow visitors to circulate up to the mezzanine to experience the two story space. There is amble space for a DJ booth and lounge space that can be reserved for smaller special events.

Provides access to the mezzanine for small parties and access to back of house storage on either side of the building core.

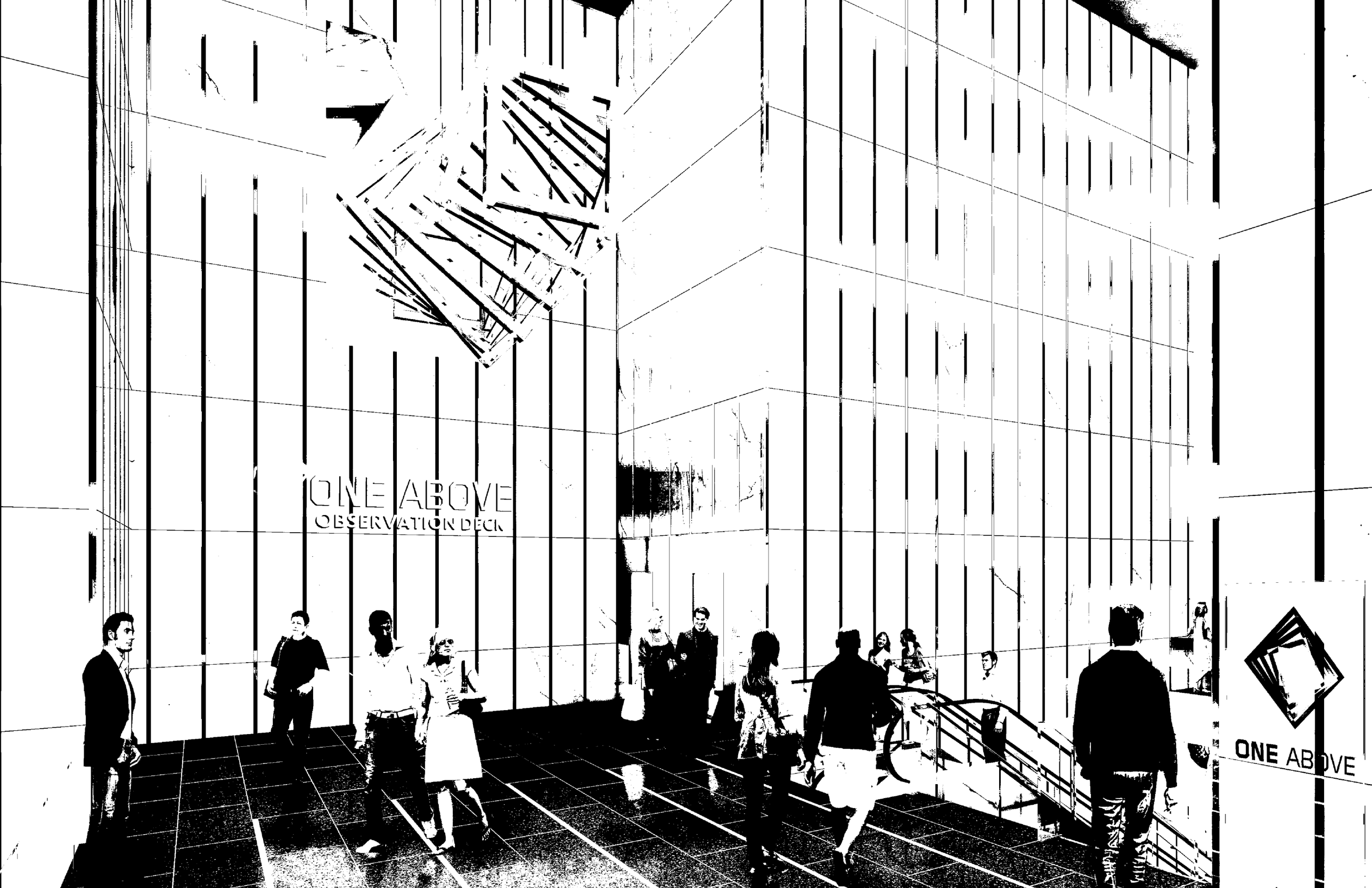
A large sculptural chandelier based on the topography of the island of Manhattan floats on the ceiling above the special event space.

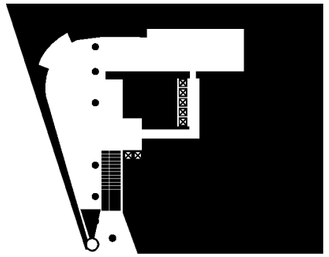
Rendering



GROUND FLOOR VIEW
8:30 AM

Arriving on the ground floor, visitors enter the lobby through the impressive atrium space which features a large glass sculpture and the One Above logo. There is also a digital display available for visitors to check their timed entry to the observation deck.

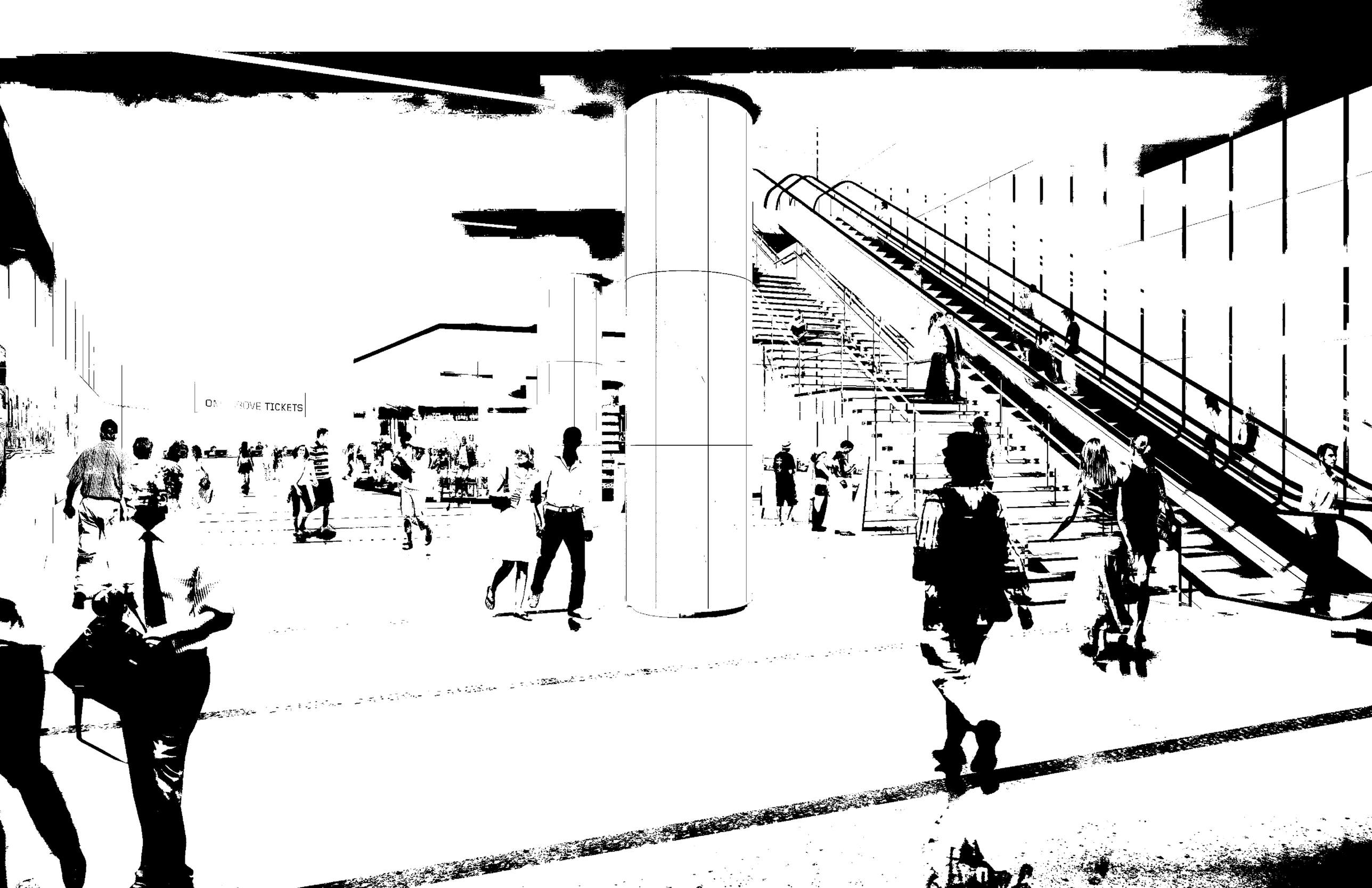

ONE ABOVE
OBSERVATION DECK
ONE ABOVE

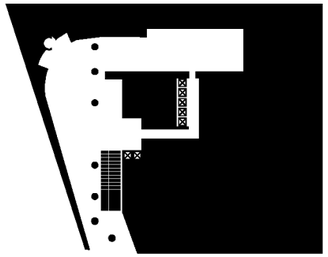


B2 VIEW 1
8:45 AM

Upon arriving on B2, visitors will join other groups entering from the underground transportation hub where they are greeted by a large media installation introducing the visitor to the design and engineering of One World Trade.

Visitors can then utilize individual ticketing kiosks and visit the retail space for branded, premium and custom souvenirs.


ON ROVE TICKETS



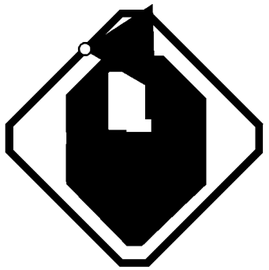
B2 VIEW 2
8:45AM

Visitors can meet with the One Above concierge to purchase tickets and learn more about the Observation Deck. Visitors then pass through security, where they are introduced to a second media installation that will display more information about the unique experiences that await at the top of One World Trade. Elevators then transport visitors to the lobby of the Observation Deck.

TO ONE ABOVE

FLOOR 100 VIEW 1
9:05 AM

Upon arrival in the lobby on Floor 100, visitors are oriented to a stunning view of the northwest skyline that includes the Empire State building. A glass stair draws visitors into the space as well as a crystal kaleidoscope art installation that provides one-of-a-kind photography opportunities.



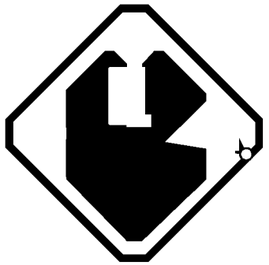
FLOOR 100 VIEW 2
10:30 AM

Walking into the atrium the visitor discovers that the glass stair rises three stories and terminates at Floor 102 with a glass floor.

FLOOR 100 VIEW 3
11:30 AM

The Glass Bridge on Floor 101 becomes the next highlight of the One Above experience. Appearing as if it is floating, the Glass Bridge allows visitors to experience the thrill of walking to the edge of the glass suspended over Floor 100.

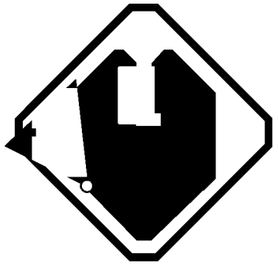
SAHARA DESERT AFRICA 1,296 MILES



FLOOR 100 VIEW 4
12:15 PM

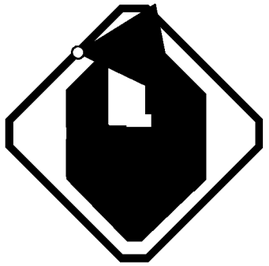
Looking back towards the core, the visitor has the opportunity to immerse themselves in the history and culture of New York. Interactive navigation consoles and experience pods offer opportunities for all ages to discover and learn new things.

Citi



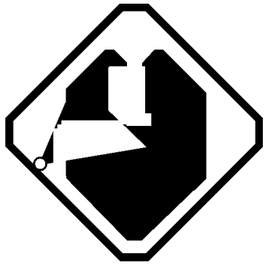
FLOOR 100 VIEW 5
1:00 PM

A site specific sculptural installation fills the two story volume on the opposite side of the Observation Deck. The mirrored organic form captures the skyline and creates a fun and exciting display.



FLOOR 101 VIEW 1
2:05 PM

Ascending the glass stair becomes a visitor highlight as they travel upstairs to the mezzanine.



FLOOR 101 VIEW 2
3:30 PM

The food and beverage area offers visitors a place to relax and grab a snack from one of the kiosks before continuing on their experience.

EatOne
One

FLOOR 102 VIEW 1
4:45 PM

The glass stair ends at 102 and is illuminated by a crystal chandelier. Surrounded by a glass floor, visitors can experience the skyline like no other place in the World.

FLOOR 102 VIEW 2
7:30 PM

The bar/lounge is a destination for those seeking the premium One Above experience. The stunning bar and mezzanine seize the two-story space and create a memorable experience for visitors as well as One World Trade Center tenants.

FLOOR 102 VIEW 3
9:45 PM

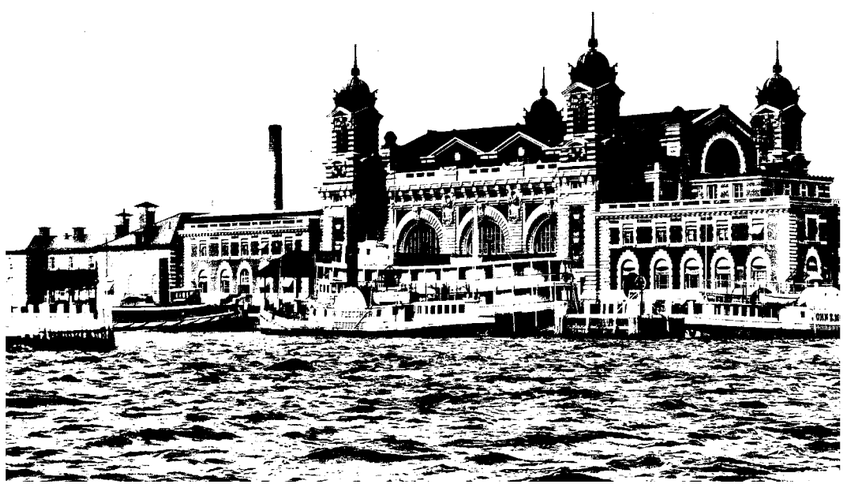
Attending a function at the special events space at One Above is an experience all its own. Illuminated by a custom chandelier inspired by the shape of Manhattan, visitors are able to enjoy the breathtaking skyline with no distractions.

Experience Programming

With such a rich heritage and thriving culture, New York is a multi-faceted city. As a prime destination for a unique "top-level" city stories, One Above will entertain visitors and natives alike. The themes presented here are just a sampling of dynamic content available.

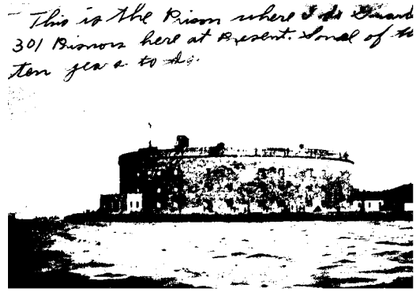
CULTURAL IMMIGRATION

New York is one of the most international cities on the planet. Discover its roots, explore your heritage or book a tour.



MILITARY HISTORY

Learn about the development and expansion of Governor's Island. Discover New York's unique military history.



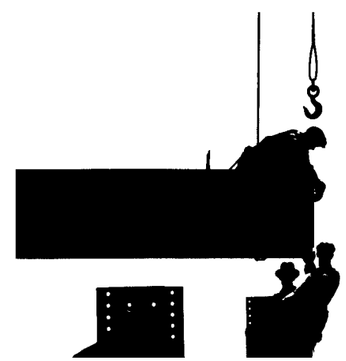
A SEASONAL CITY

New Yorkers cherish their green space. Find the best parks, the most historic locations and the perfect proposal spot... any time of the year.

SKYSCRAPER SKYLINE

New York is the skyscraper capital of the country. Learn about the birth of the modern skyscraper and local feats of engineering and innovation.

Historic shoreline of Manhattan and its expansion. Experience the geographic evolution of the island. Discover how the public transit system has shaped the city.



MOVIES AND CULTURE

Historic landmarks, iconic street corners, famous addresses. Plan your New York experience through the director's lens.

GREAT MINDS OF NEW YORK

Past and present, those who have left an iconic mark on the city. Learn where they drew inspiration, discover where they made their mark.

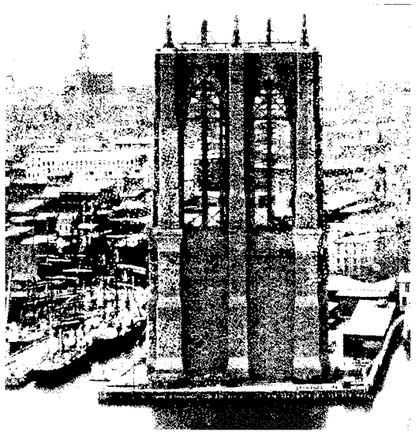
CURRENT EVENTS

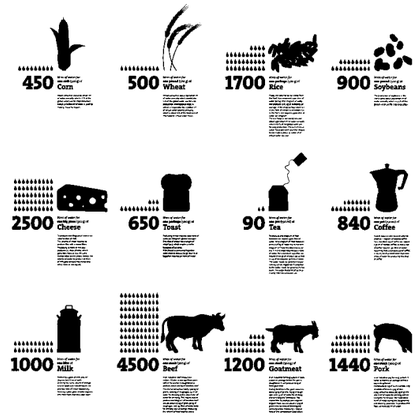
Fashion Week, AMFAR, Fleet Week, Santa-Con, Music in the Park, premiers, openings, and anniversaries— get up to speed on the latest and greatest NY culture has to offer.

URBAN METRICS

With an island of over 8 million people, New York has one of the greatest population densities on the planet. Explore demographics as they relate to urban mapping and metrics.

Learn about the Hudson River and its legacy. Support waterfront restoration and track the latest developments in restoration and preservation.



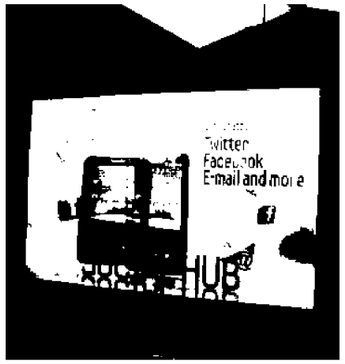


SUSTAINABLE FUTURE

How big is your carbon footprint? Multiply that by 8 million. Learn how New York is elevating sustainability throughout the five boroughs. Discover easy ways to reduce your own waste and help the planet (and the city) in the process.

WALL STREET

The business capital of the world. Learn about the legacy (and the drama) of the American Financial Institution.



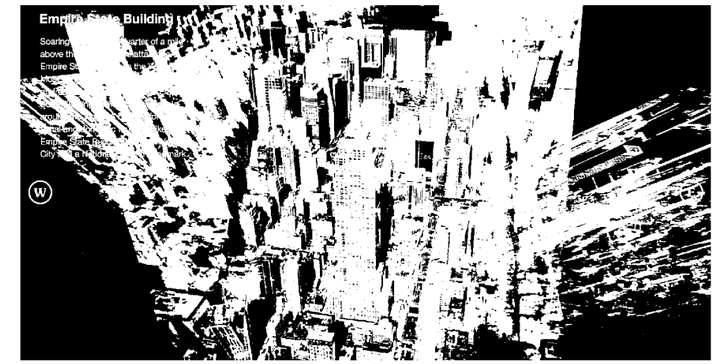
An innovative and recent addition to the market, transparent LCD screens offer the ability to switch between unobstructed views and digital overlays that augment the visitor's perspective with a wealth of content. One World would position these facing out on to the city, allowing visitors to see experience views that come alive with stories and information. These digital lenses offer new perspectives on the city's history overlaid on to the city itself.

THE EXPERIENCE

Users will be able to approach one of these displays, look out onto the buildings in the distance and launch an interactive interface that will allow them to select from a series of pre-existing themes. These themes can then be used as filters to sort through content about the city. By selecting themes such as Skyscraper Skyline, Current Events and Urban Metrics, users are presented with relevant information on those topics. Buildings and locations that can be seen at a distance are brought to the forefront, allowing users to see the city in a more detailed and intimate way than would otherwise be possible.

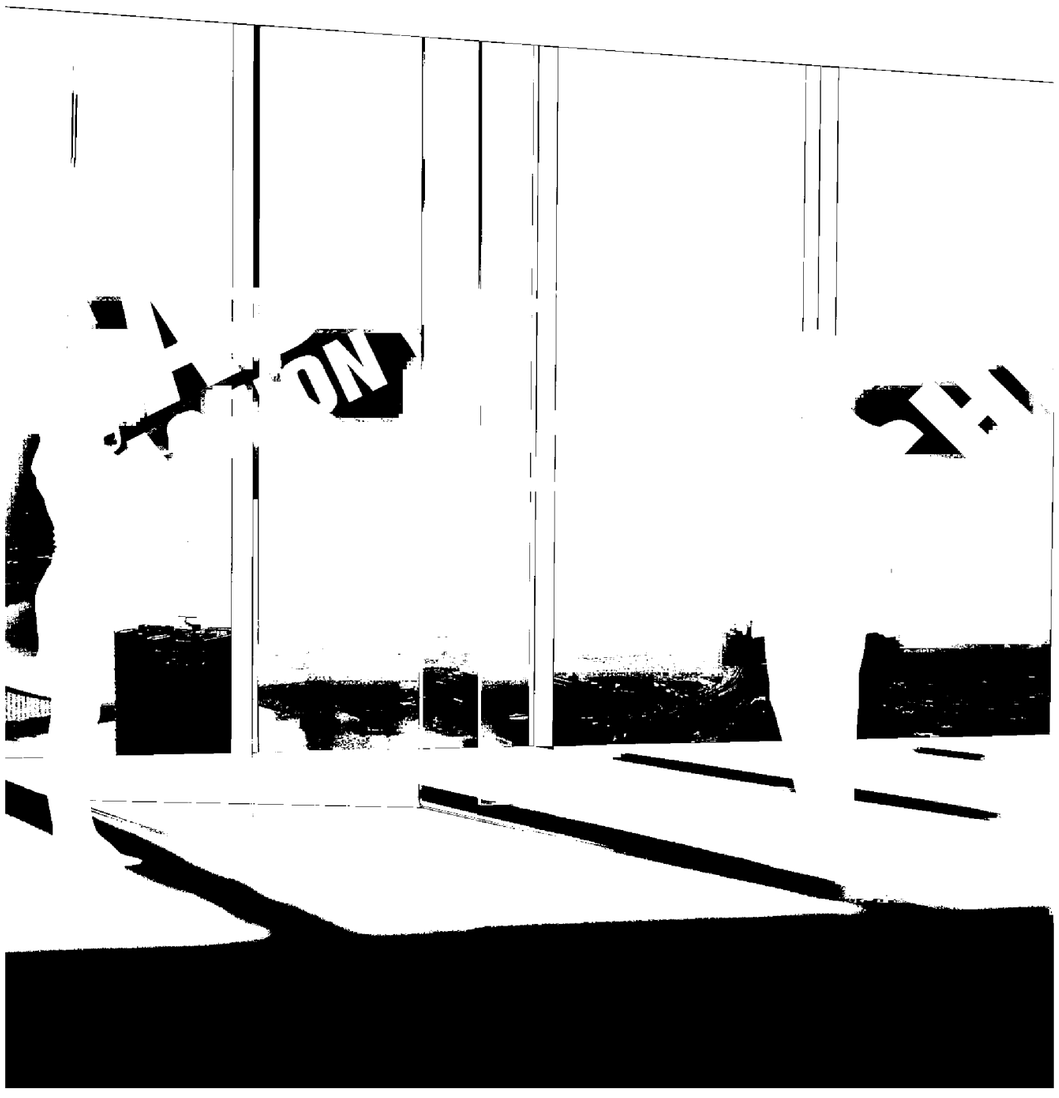
EXPERTEN

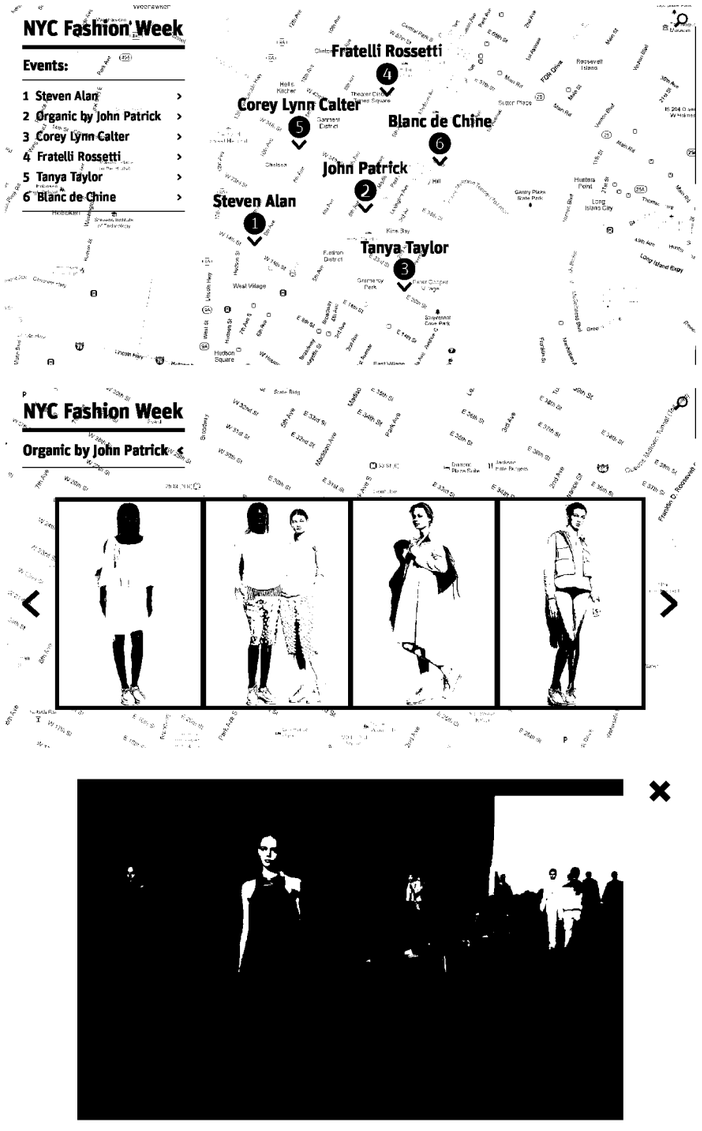
The Skyscraper Skyline theme provides additional content on some of New York City's most iconic buildings. By touching the interactive display and selecting a building in the distance, the interface reveals a composite of views on the towers, stitched together from photos taken by visitors and local photographers.



EXPERIENCE NARRATIVE:

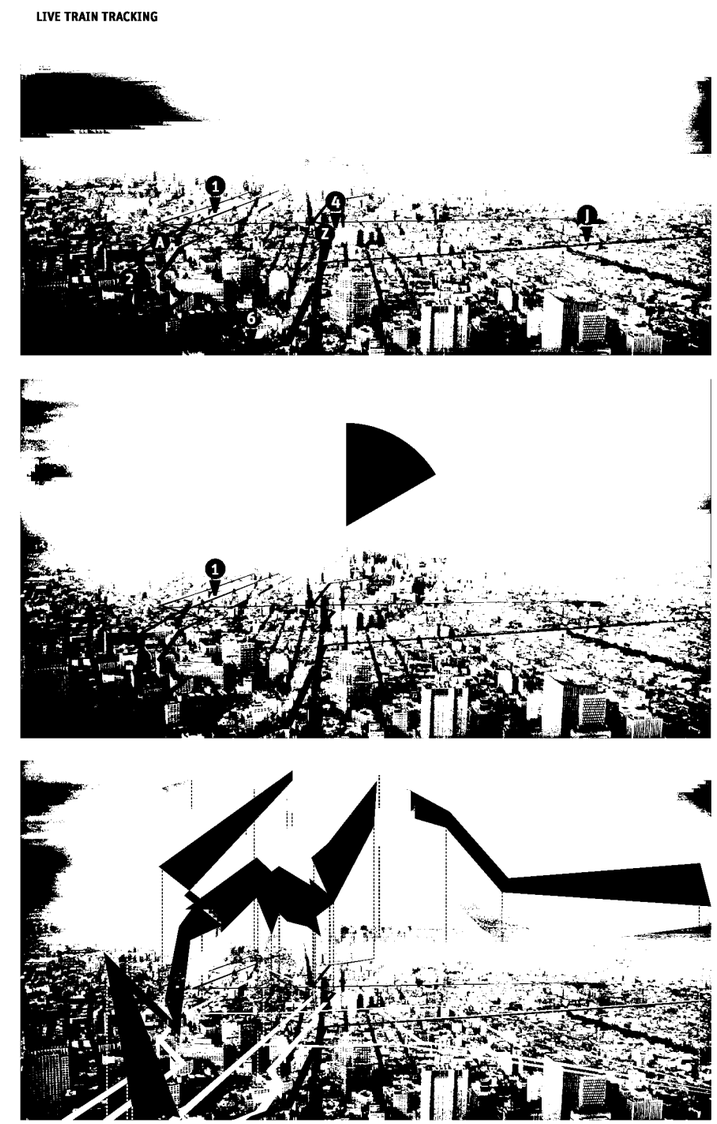
The Event theme will offer the opportunity to highlight major events either in the city, or at One World. The screens can be taken over entirely to create a branded panorama, as shown here for Mercedes Benz Fashion Week. This mode could also rotate to feature videos of runway shows, maps for fashion shows and sales, and other event media. It is an opportunity for potential sponsors to write their brand large over the panorama of the city, and to highlight exciting events as they occur.



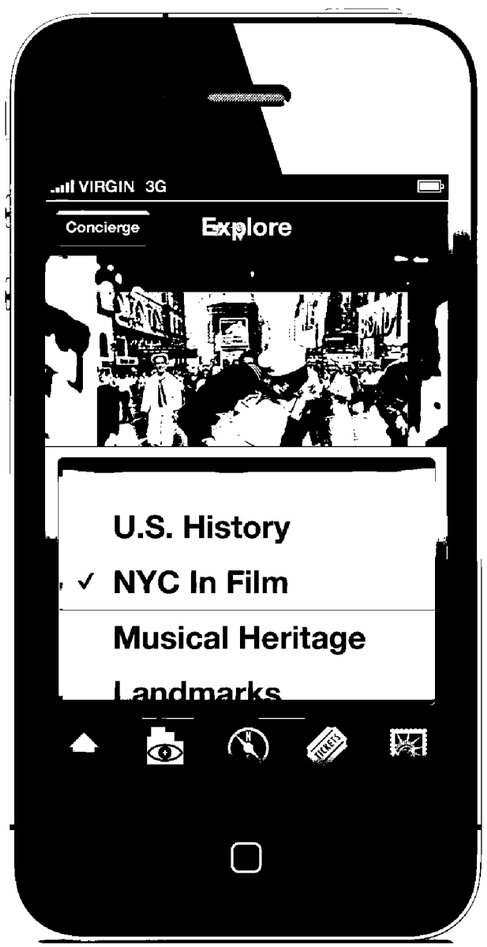


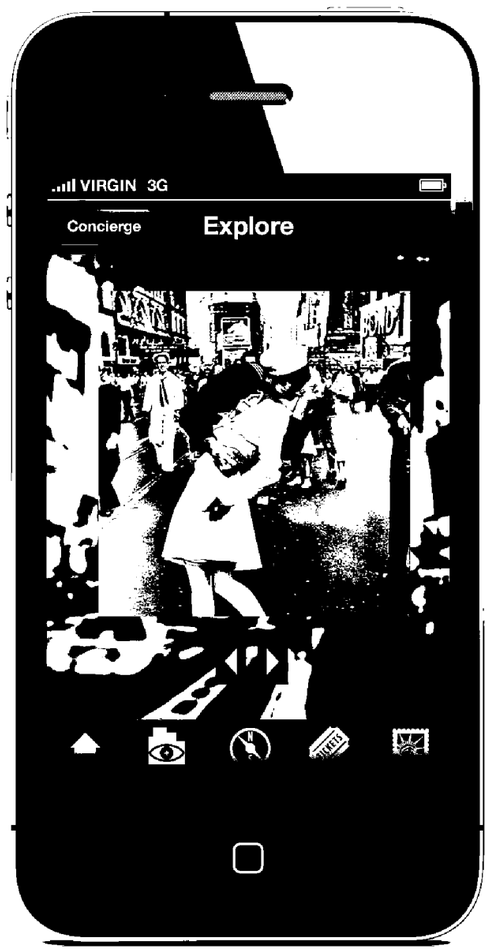
EXPERIENCE NARRATIVE:

The Urban Metrics theme will feature real-time data visualizations of what is happening in the city. Statistics and information graphics will reveal how the city moves, population density and location popularity throughout the day. This data will give One World visitors a feel for how the city lives and breathes, works, shops, and relaxes.



The interpretive experience at One Above continues as the visitor explores the city with a mobile device. Using augmented reality, historic images are overlaid directly on the camera image. Users can select categories to customize their interpretive experience as they explore the city.

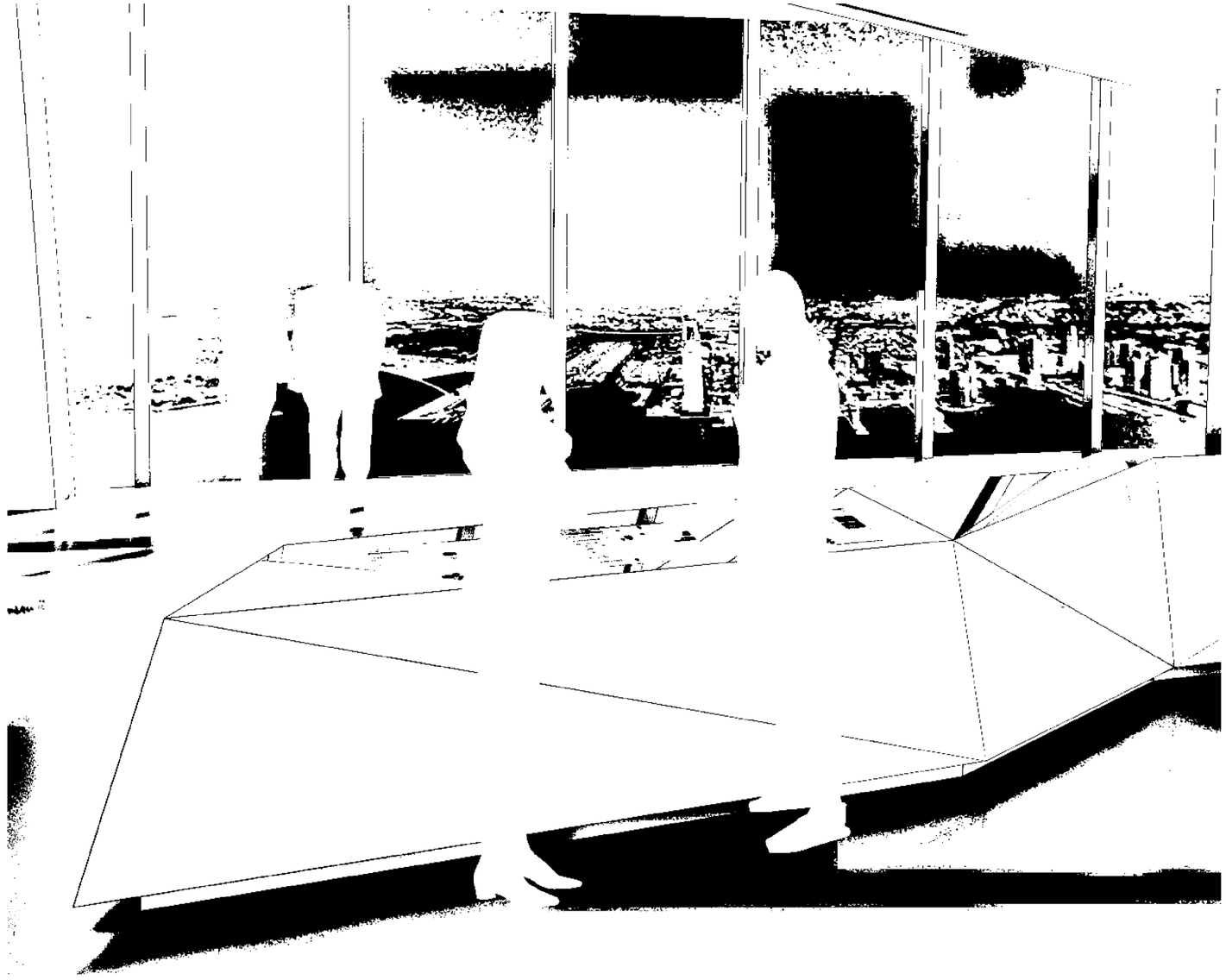




REVENUE GENERATION
While visitors are waiting for their entry time, the app could provide time-limited coupons for nearby businesses.

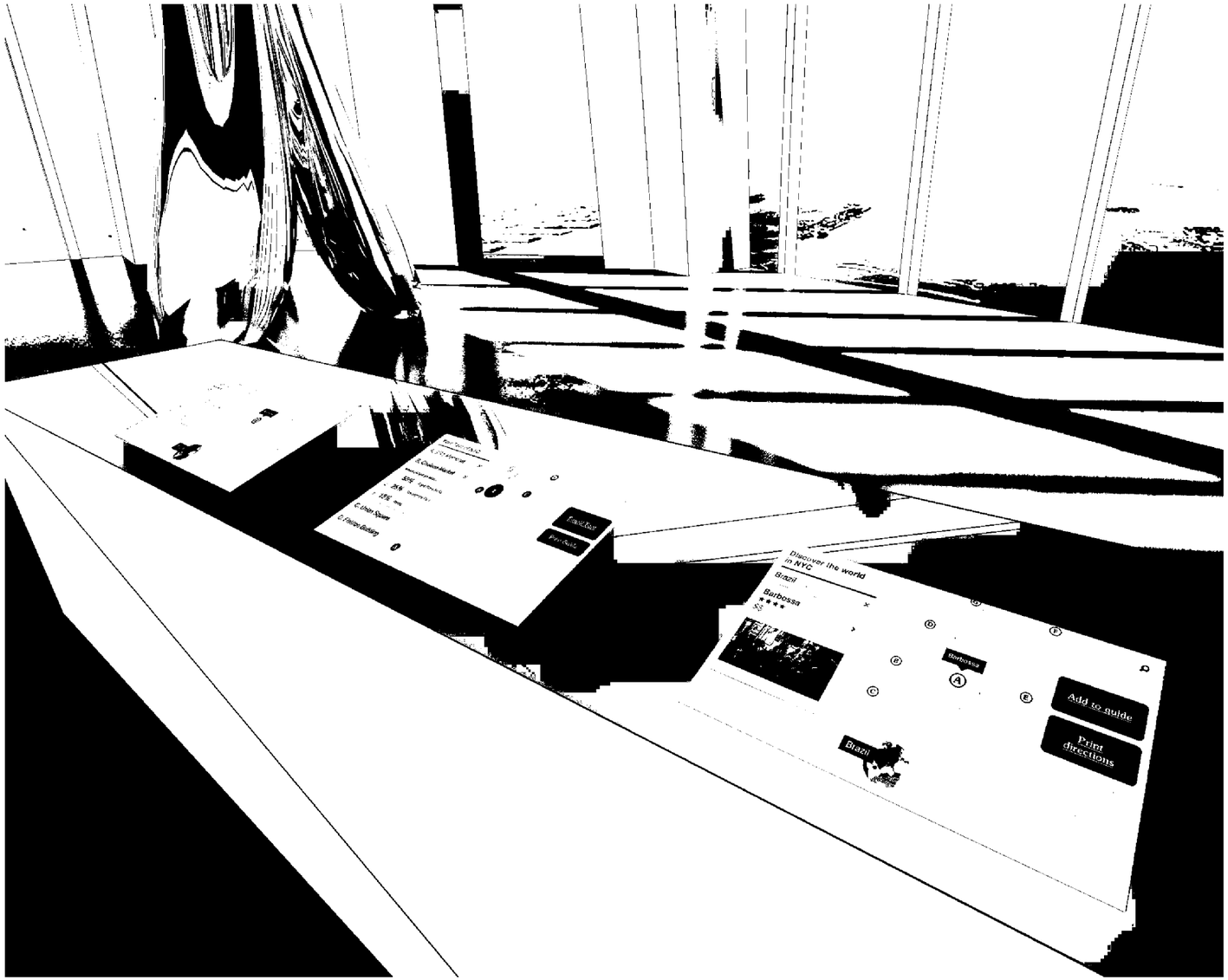
The app could use the visitor's photos to produce customized souvenirs, such as a physical postcard, available as an in-app purchase.

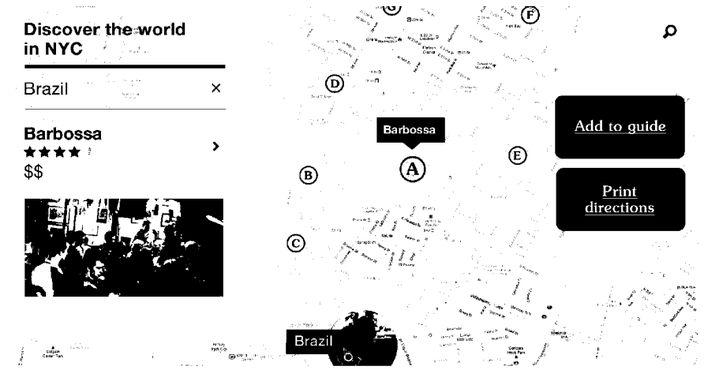
Each of the two Digital Concierge tables will be comprised of three touch screen displays that are integrated into the architecture of the piece. Users can approach these tables and intuitively guide themselves through the interface by touching the screens. The software will use a Content Management System that will allow the content to be revised and added to as needed, ensuring that the information displayed is always up to date.



THE EXPERIENCE

The Digital Concierge will allow users to plan itineraries for their trip to the New York area. The interface will provide information on some of the best places to go according to a user's interests. The content can be as specific as pinpointing all of the Brazilian restaurants and shops throughout the area or it can act as a general overview of the most popular tourist destinations. The Digital Concierge will also offer discounts and package deals at retail stores, restaurants, and Broadway shows, and will allow users to conveniently book tickets or make reservations at these locations.


Discover the world in NYC
Brazil
Barbossa
Add to guide
Print directions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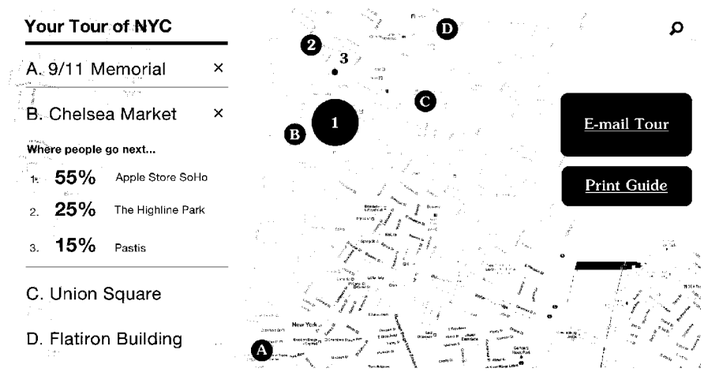
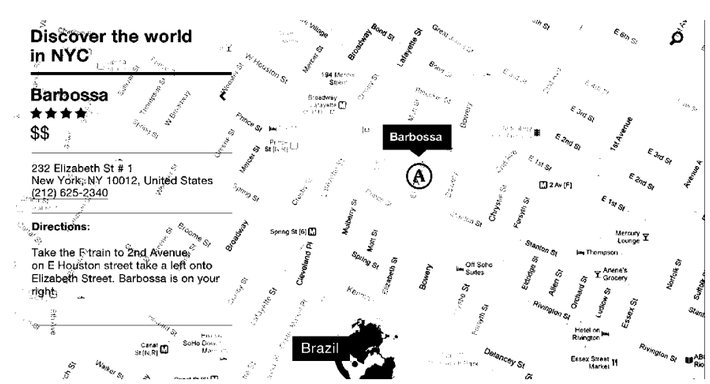
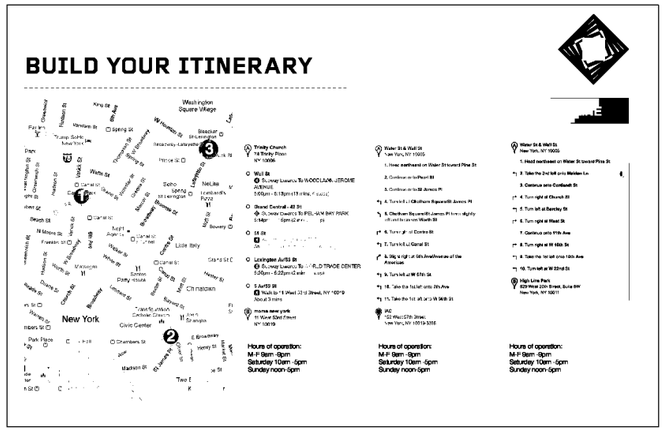

Your Tour of NYC
A. 9/11 Memorial
B. Chelsea Market
Where people go next...
1. 55% Apple Store SoHo
2. 25% The Highline Park
3. 15% Pastis
C. Union Square
D. Flatiron Building
E-mail Tour
Print Guide

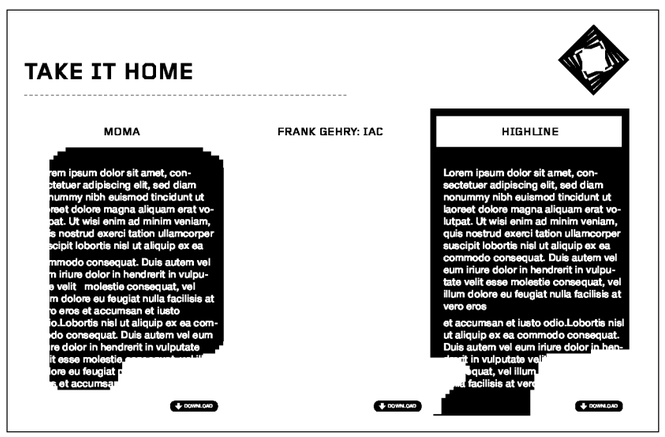

Discover the world in NYC
Barbossa
$$
232 Elizabeth St # 1
New York, NY 10012, United States
(212) 625-2340
Directions:
Take the F train to 2nd Avenue, on E Houston street take a left onto Elizabeth Street. Barbossa is on your right.
Barbossa
Brazil

EXPERIENCE NARRATIVE:

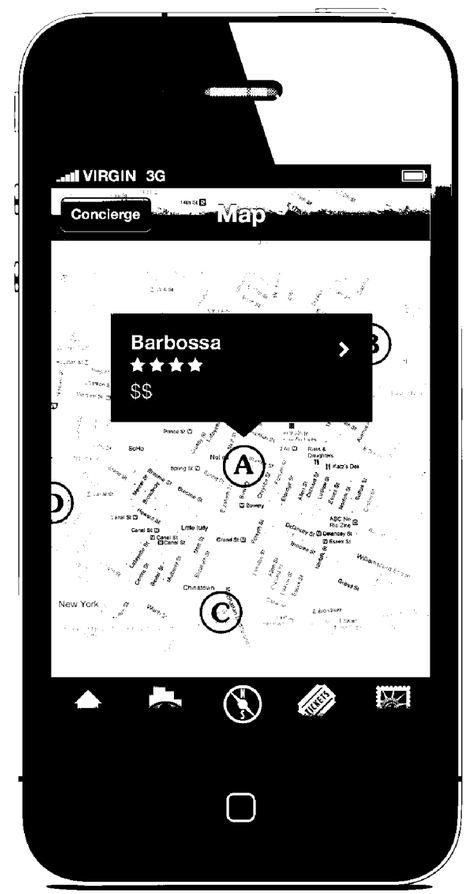
Once a user has planned their itinerary at a Digital Concierge, they are able to take this itinerary away with them in either of two convenient ways. An itinerary can be printed directly on site, giving the user a physical copy that maps out their destinations. Tickets to shows and coupons for stores and restaurants can also be printed as well. Additionally, there is an option for the itinerary to be sent to a mobile phone, so that a user can have all of the information they need transmitted to them in the palm of their hand.

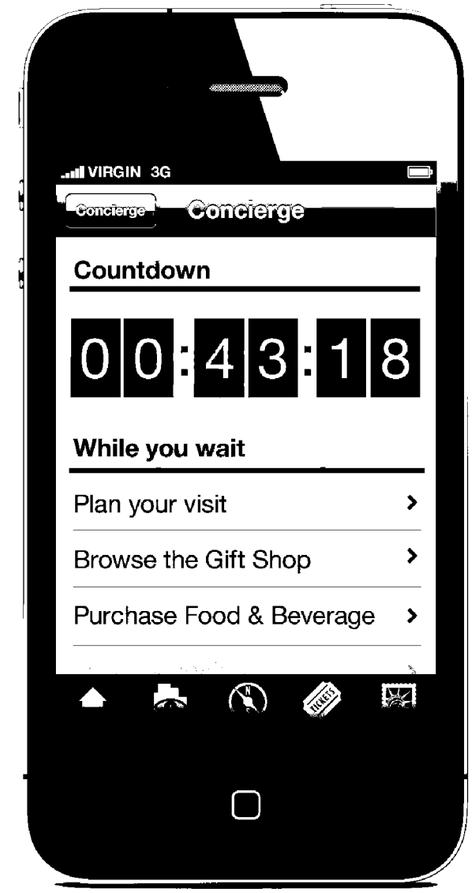
PRINTED CUSTOM ITINERARY





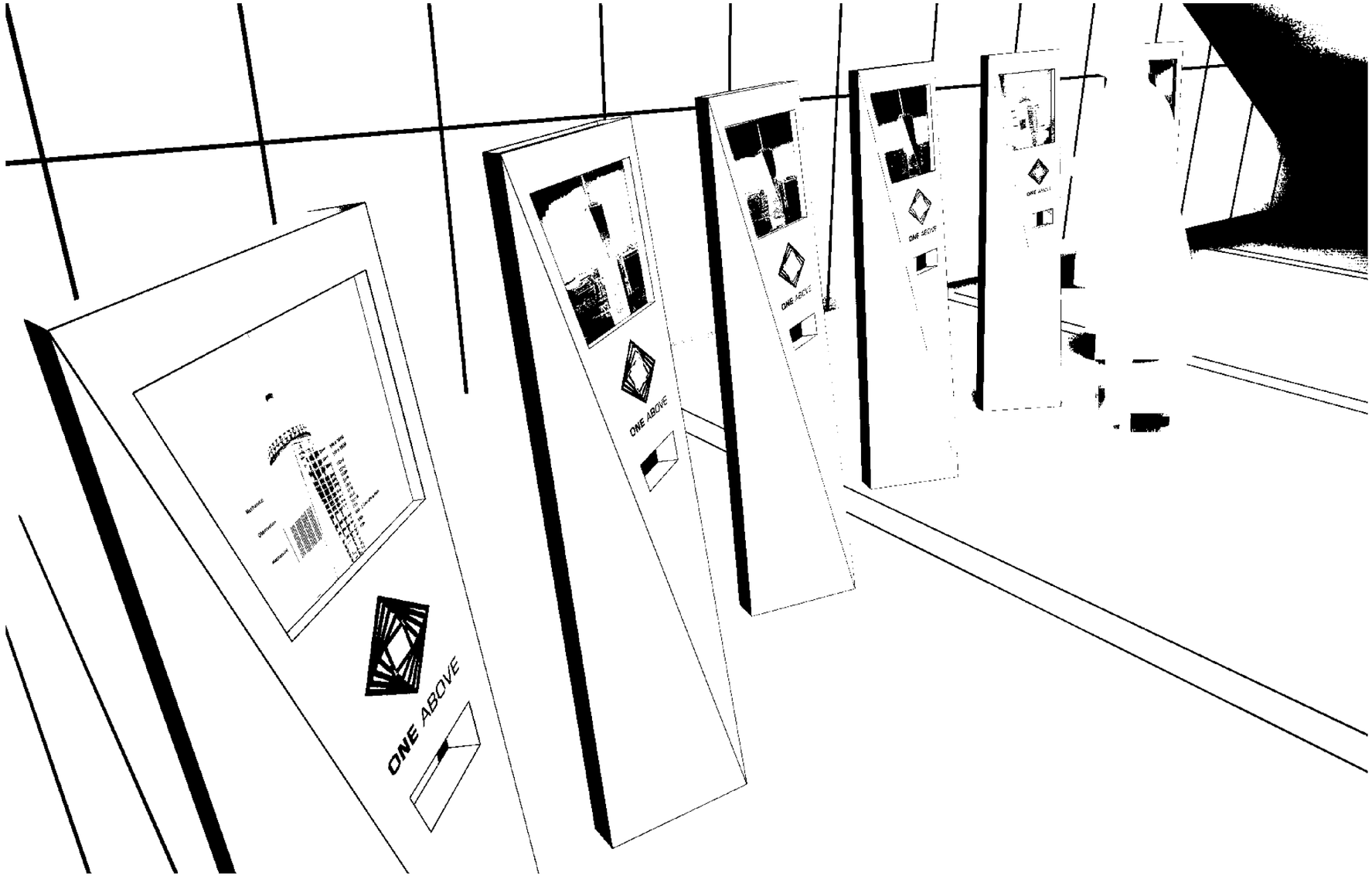
MOBILE PLATFORM





EXPERIENCE NARRATIVE:
Along with online, mobile and advanced ticketing sales, more traditional kiosk options will be available as well. Given our diverse visitor base, it is important to offer flexibility and variety when purchasing tickets.

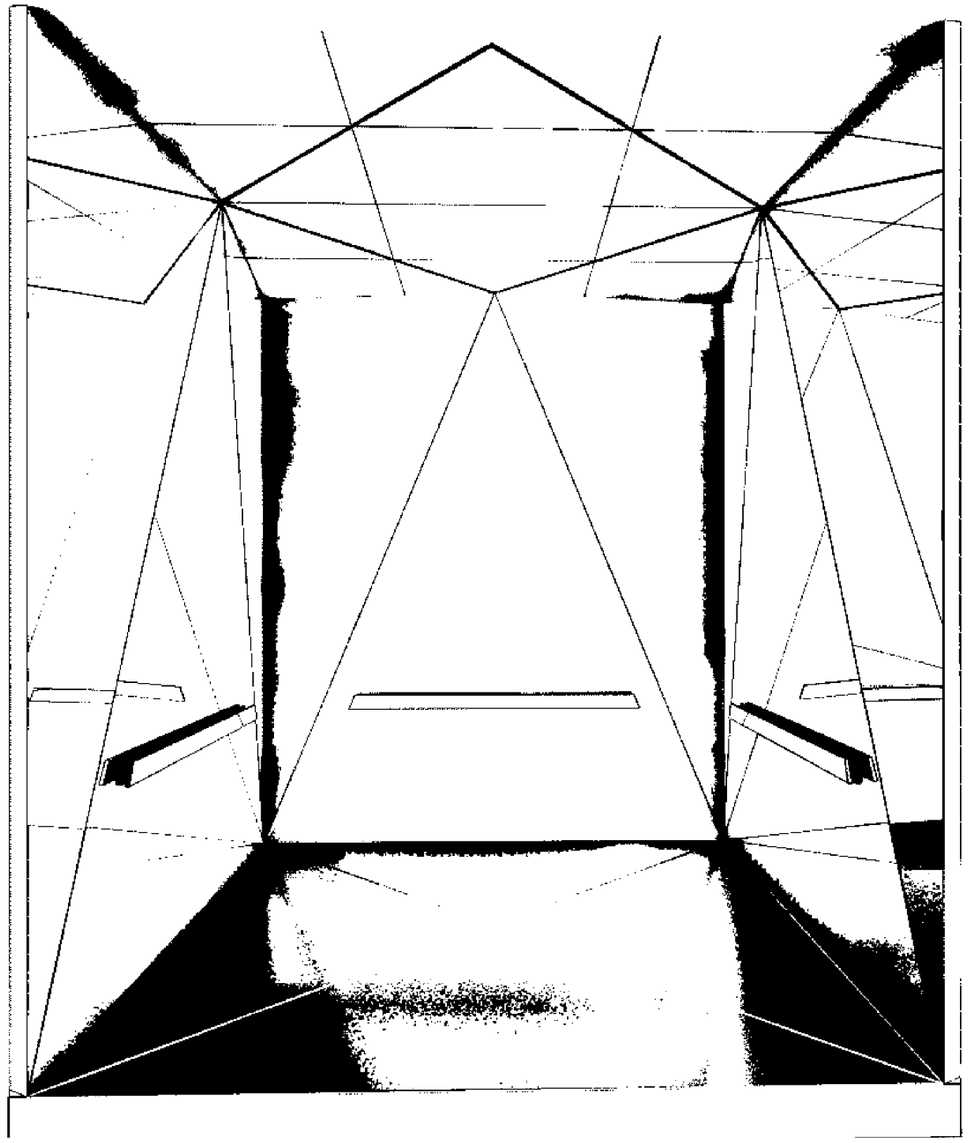
Kiosk design would reflect the identity of One Above and serve as a visual accent to complement the interior architecture.

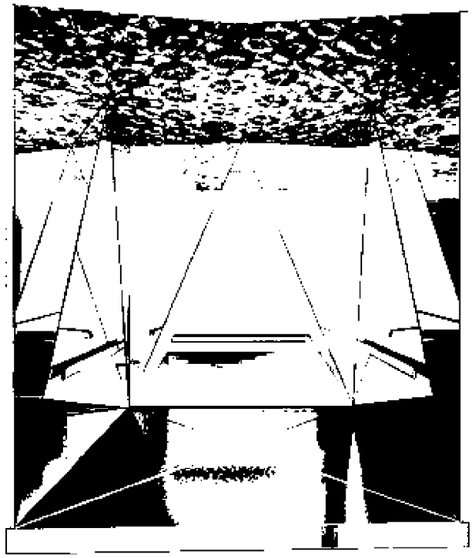


EXPERIEN'

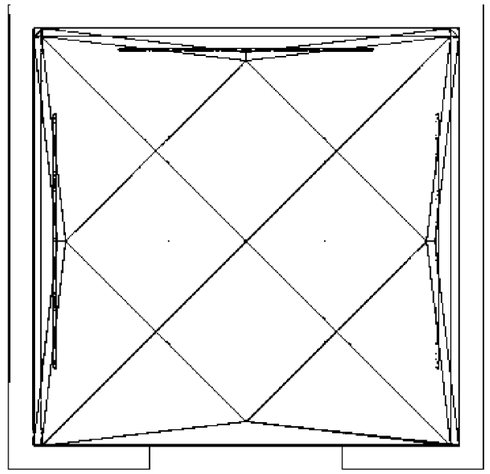
The elevator experience at One Above takes you inside a "digital prism" that ascends to the upper most floors of 1WTC.

The exterior faceted architecture of the building is reflected inside the cab itself. Digital screens map your journey on the ceiling as you near the 100th floor.

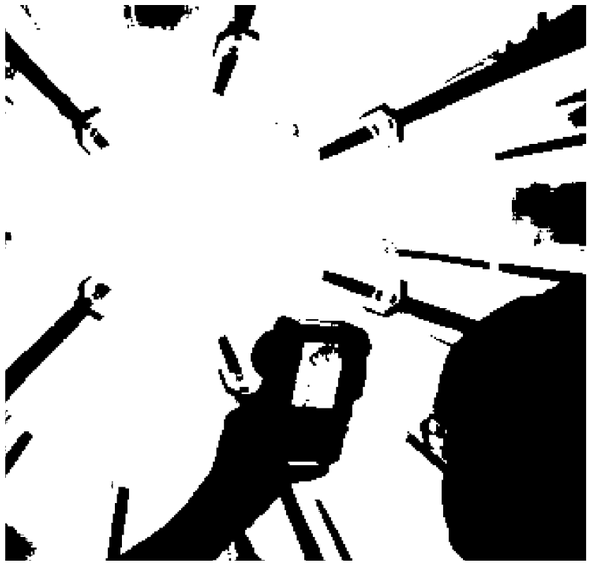


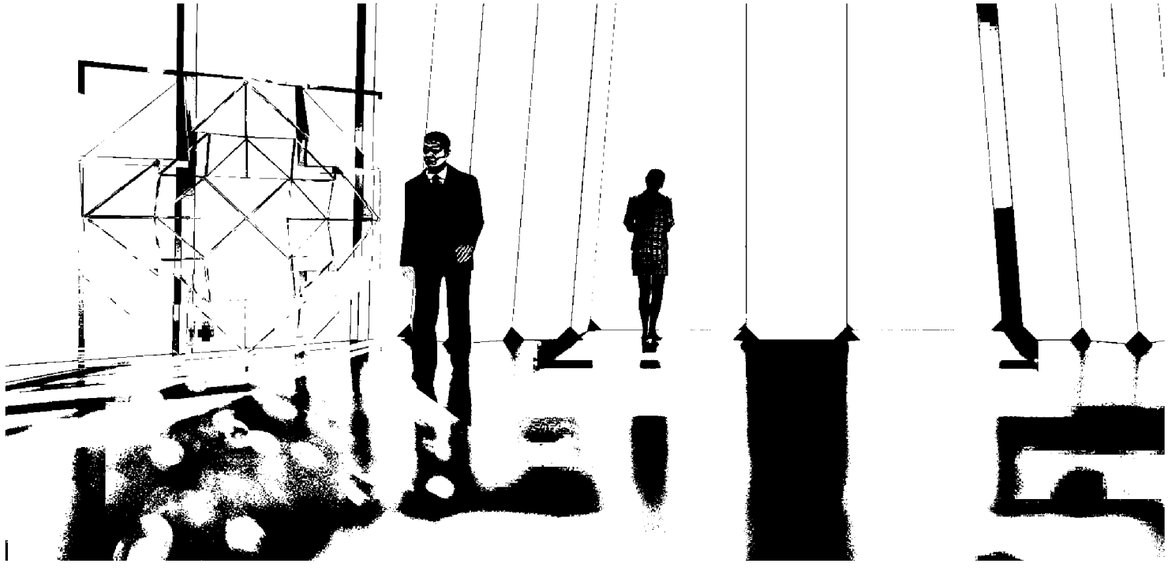


Plan view



EXPERIENCE NARRATIVE:
To complement the interactive technology experiences, various crystal sculptures would be installed at key locations throughout the 100th floor. These installations would enhance natural daylight, refracting color and imagery throughout the space. Visitors would be able to move around the sculptures for further exploration and/or photography moments.





Retail Offering

The central column is surrounded by a lacquer and glass display cabinet that houses 3D extrusion machines (MakerBots) that allow visitors to create personalized, one-of-a-kind souvenirs. A salesperson will help guests choose which item, out of a catalog of options, will be customized (by color, with a name, or other choices) and then set the machine to begin its extrusion cycle. Visitors will be able to watch the machines working as they create individual pieces. Above the machines at display height, a series of rotating shelves surround the column displaying all types of souvenirs that can be made with the MakerBots and customized by visitors.

As a focal point of B2, the retail area is enclosed in glass which continuously showcases merchandise. Visitors can also look down in the retail space from above on the Ground Floor.

MERCHANDISE DISPLAY
Assorted branded offerings include apparel, mugs, keychains, notebooks and journals, frames and other traditional souvenirs.

Visitors can supplement their custom itinerary with guide books, postcards, maps and posters.

CASH WRAP
Centralized cash wrap serves visitors' sales and concierge needs and showcases premium souvenirs.

PHOTO DISPLAY SCREEN
This area allows visitors to review the photos taken at the "green screen" at the beginning of their journey and on the Glass Bridge. They may choose to purchase individual photos or packages along with other souvenirs.

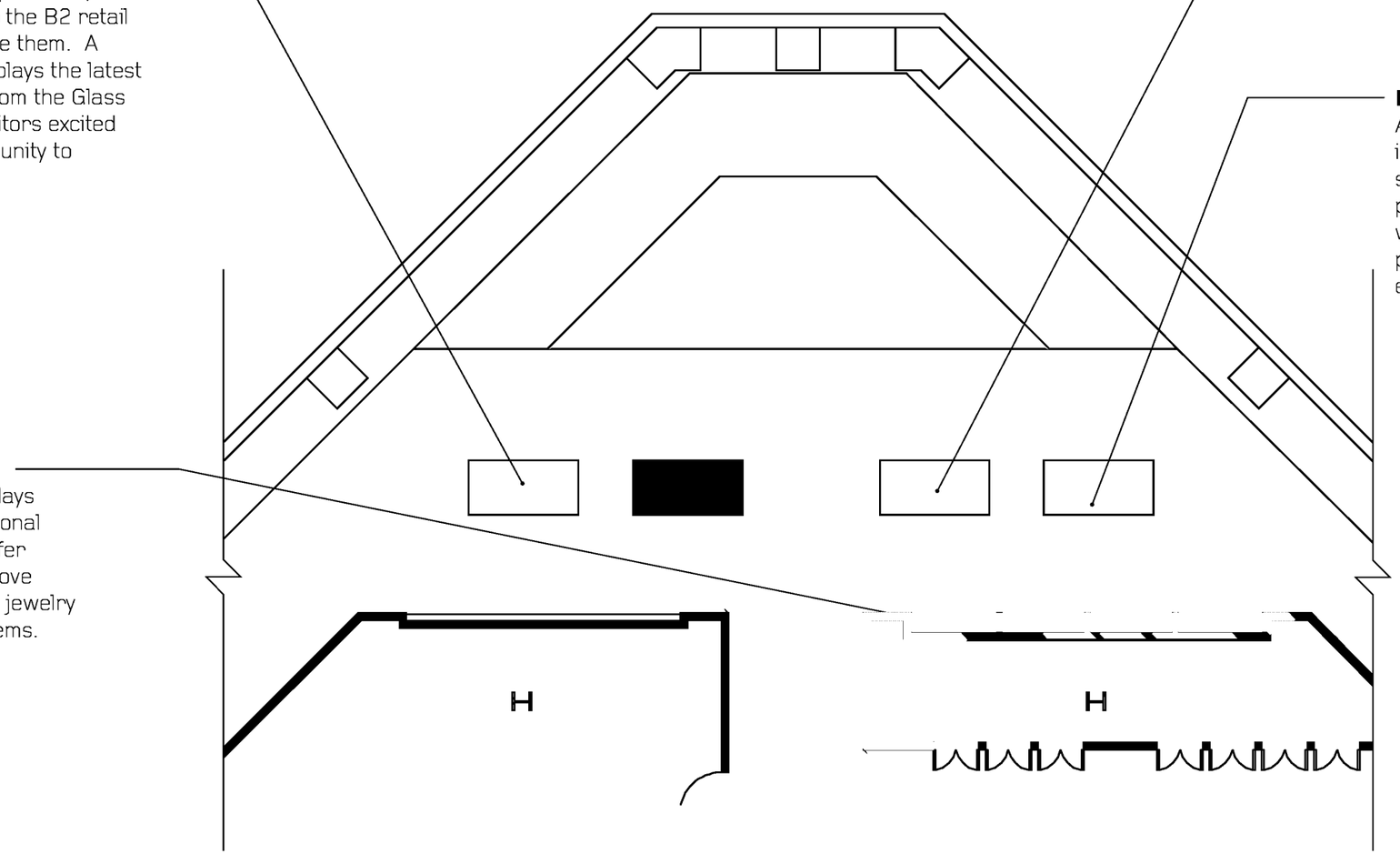
PHOTO POSTCARDS
A visitor can send their friends a digital postcard with photos taken during their journey, or can have collectible postcards stamped and mailed from the building to their home mailbox as a keepsake.

CENTRAL SEASONAL DISPLAY
Featuring new and seasonal branded and premium souvenirs.

Visitors take their official Glass Bridge photographs here, but will return to the B2 retail store to purchase them. A large screen displays the latest pictures taken from the Glass Bridge to get visitors excited about the opportunity to purchase.

KIOSK CASH WRAP
Centralized cash wrap serves sales and concierge needs.

KIOSK DISPLAYS
A curated display of retail items - including traditional souvenirs, branded frames and photography accessories as well as digital and collectible postcards - are available to enhance the experience.

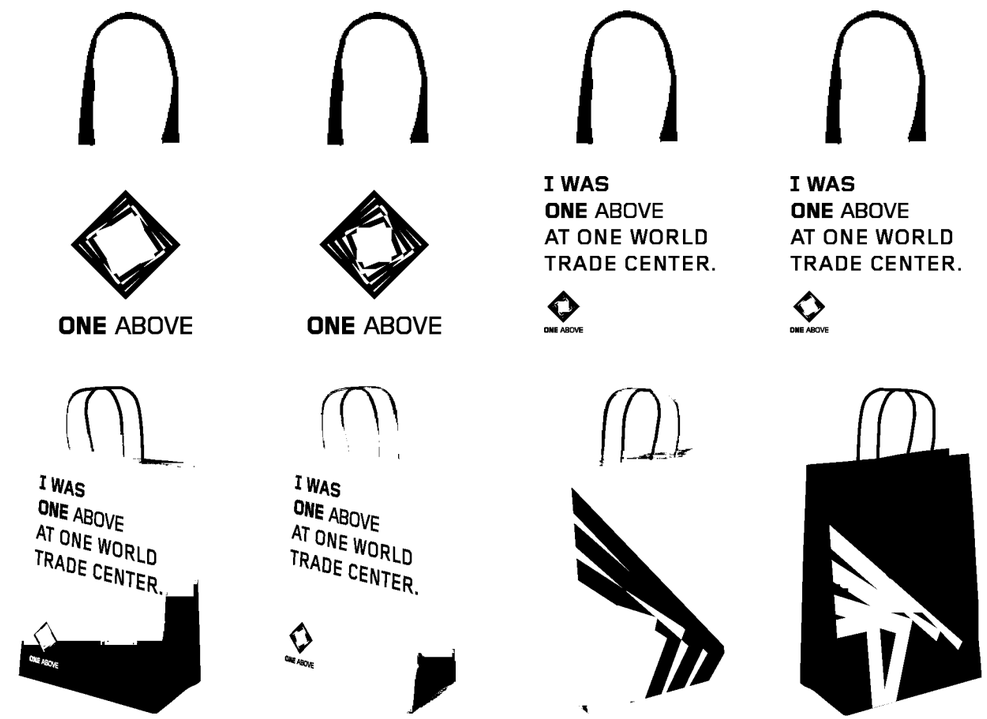


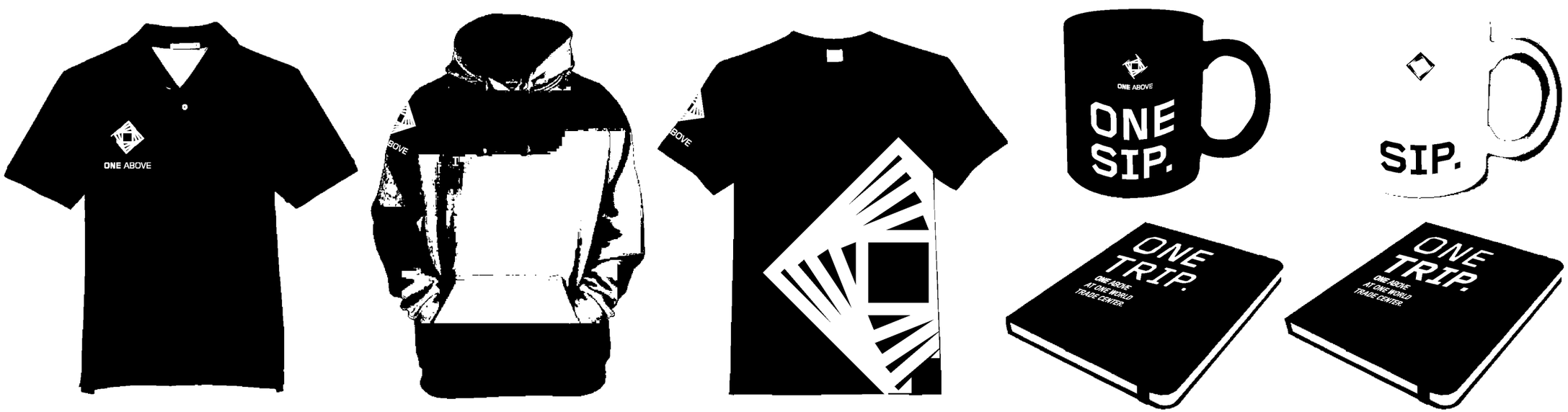
Built-in wall displays provide an additional opportunity to offer premium One Above merchandise like jewelry and collectible items.

RETAIL MERCHANDISE

As the premier New York destination for locals and tourists alike, One Above maintains enormous retail potential. Given the diverse tastes of our visitors, retail merchandise is designed to appeal to any number of audience segments.

By offering an intriguing spectrum between traditional merchandise and premium pieces, we can ensure there will always be something for everyone.

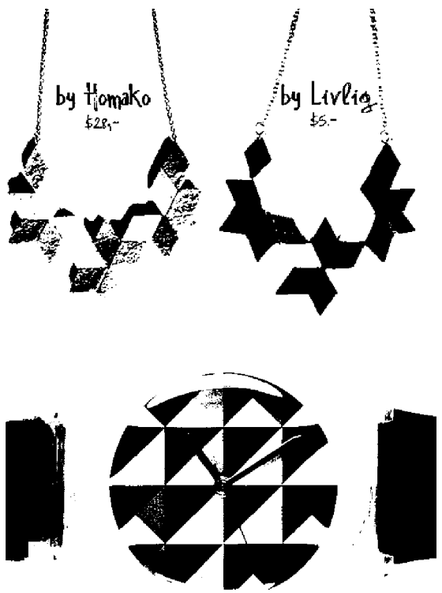


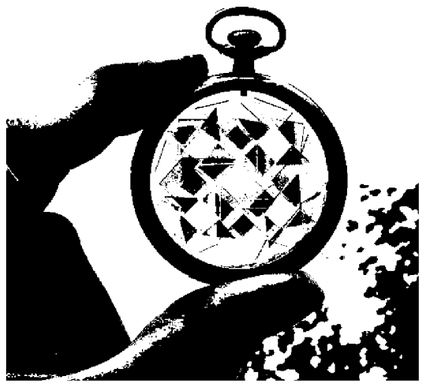


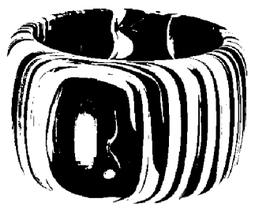
ARTISAN DESIGN/ACCESSORIES

As the newest iconic building to grace the New York skyline, One Above retail merchandise will reflect a similar "one-of-a-kind" sensibility.

Partnerships with local designers and manufacturers will keep product offerings authentic and fresh. Jewelry, accessories and apparel reflect the unique brand and experience at One Above.



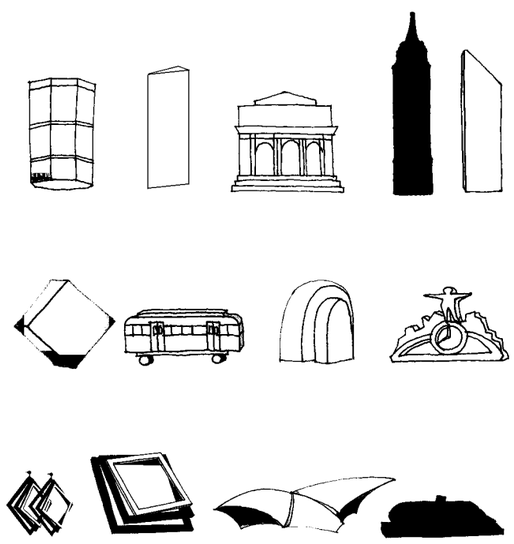


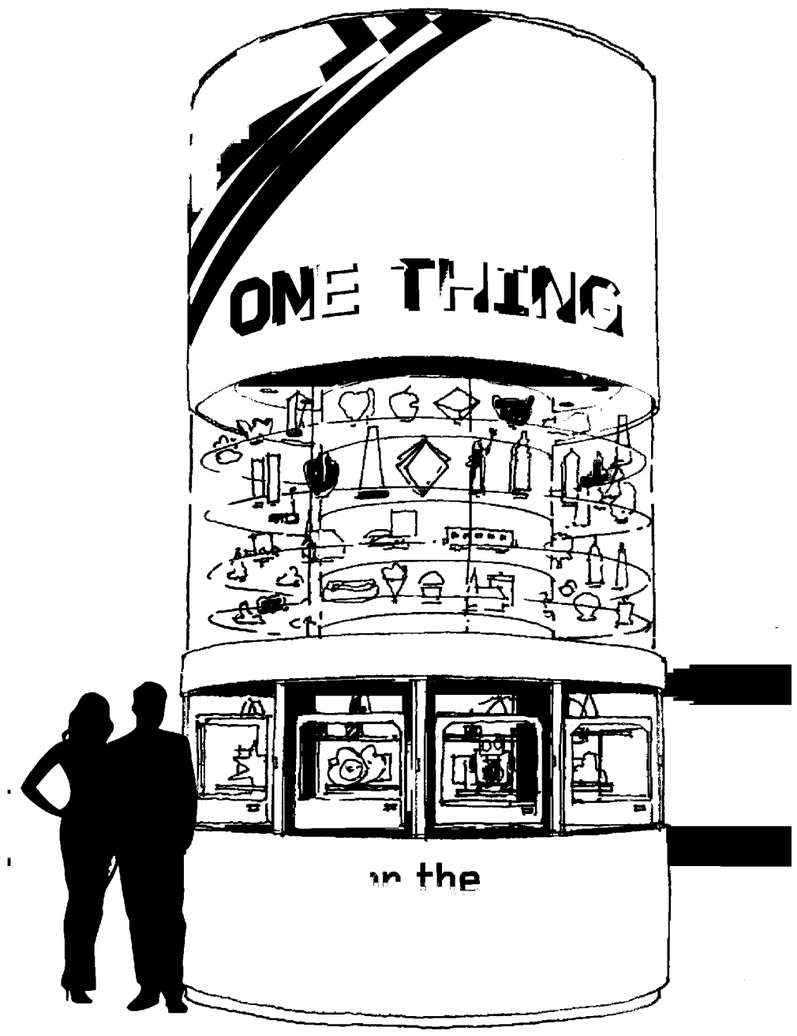


3D PRINTING TECHNOLOGY

Custom 3D printing technology rounds out the One Above merchandising spectrum. 3D printing has expanded beyond industrial fabrication into the consumer market. Within a short amount of time, visitors can design their own custom souvenir and watch it come to life in front of their eyes.

Using layered plastic polymer, MakerBot printers convert digital 3D models into physical objects in minutes. Children and adults can leave One Above with their very own "One Thing."





7B. Business Plan & Financial Proposal

BUSINESS PLAN

M56 is an ideal partner to implement a successful and sustainable observation deck business at One World Trade Center. With decades of experience in two of the most important cities in the world, Montparnasse 56 is poised to establish this venue as the most important new destination in the world. We have spent years providing breathtaking experiences for our customers, while consistently generating increased attendance and revenues. This is a business and a market we not only understand. We live and breathe it every day.

With the assistance of New York-based consulting firm HR&A Advisors, M56 has conducted a thorough market study to analyze demand, pricing and competition for the One World Trade Center Observation Deck. The study examines how the venue will fit into both the New York and worldwide markets as one of the world's greatest Observation Deck experiences.

The report includes a comprehensive examination of visitation rates for New York, the competitive set of the seven top ticketed attractions in New York City and nine of the most important observatories in the world. There is an analysis of the penetration rates of the other two observatories in New York City as well as others in North America, Europe and Asia. The report also examines pricing for the top competitive attractions in New York, helping give guidance to projected pricing for this site.

We utilized this study to help us determine the number of visitors and the admissions pricing found in our financial analysis. The HR&A analysis projected a median of 3.32 million visitors annually, with a range from 2.45 million to 4.18 million.

The executive summary of this report can be found in the body of this document and the full report in Appendix B.

We have spent years providing breathtaking experiences for our customers, while consistently generating increased attendance and revenues.

OBJECTIVES AND PLANS TO REALIZE OUR GOALS

Montparnasse 56 plans to make the Observation Deck at One World Trade Center not only a sustainable business, but one that over time, will achieve a capture rate of more than four million visitors. Further, as is the case with all of our investments, we will be here for the long term and help ensure that this venue will thrive and continue to grow for many years to come.

This is done by working hard to make the entire experience enjoyable and seamless for our customers. From the time our customers decide to come to One World Trade Center, we will make the ticketing system smooth, the arrival relaxed, the experience extraordinary, and the selling points compelling.

TICKETING/SALES

As described in the RFQ response and in previous sections of this proposal, we will use our proprietary, timed ticketing operation to minimize waiting periods for our customers. We will also be utilizing our international network of sales offices and relationships with thousands of tour operators to structurally ensure that we are included on the itinerary of hundreds of thousands of visitors who come to New York as part of a tour group.

FOOD, BEVERAGE AND PHOTOS

We have enlisted Landmarc Restaurants and Gerber Group to ensure that the food and beverage concessions will be top quality and generate maximum revenue. The concessions on the 101st floor will provide food services for millions of visitors each year who come to enjoy the unique experience we will provide at the Observation Deck. Landmarc has extensive experience in the food service arena, and recently won a competition to provide a concession for food service on Pier One at Brooklyn Bridge Park. The offerings on the 102nd floor of a high-quality lounge and event space will maximize revenue generation at the space. Gerber Group is the nation's top operator of high-end lounges throughout the country, with a strong and unparalleled history of sustainable success at their venues. Benchmarc Events also has a strong history in marketing for and catering events in New York City.

Photographic services will be outsourced to an outside vendor. M56 works with such vendors at our existing venues and understands how to maximize this portion of the business. While we have not yet chosen a vendor, we have worked with many over the years and will structure a deal that maximizes revenue for the operation. Moreover, the unusually dramatic spaces we have designed will provide a "must-have" photo for all visitors. Similar to the large increase seen in photographic revenue at the Willis Tower in Chicago when "the Ledge" was opened a few years ago, the Observation Deck will have a similar opportunity for dramatic photos of customers seemingly suspended 1,300 feet above the city.

LEVERAGES TECHNOLOGY TO POSITION THE SITE AS NEW

The 101st floor's advanced, tour-planning offering drives attendance and revenues by establishing a global reputation for the venue as the obvious "first stop" for visitors to the city.

Interactive, transparent LCD touch-screens serve visitors by educating and informing them – and by helping visitors plan their New York City tour. By touching an easy-to-use, sealed-in screen at the point on the window where a landmark is visible, transparent picture and text options pop into view. Historical/educational components are curated by a team of award-winning luminaries in U.S. history.

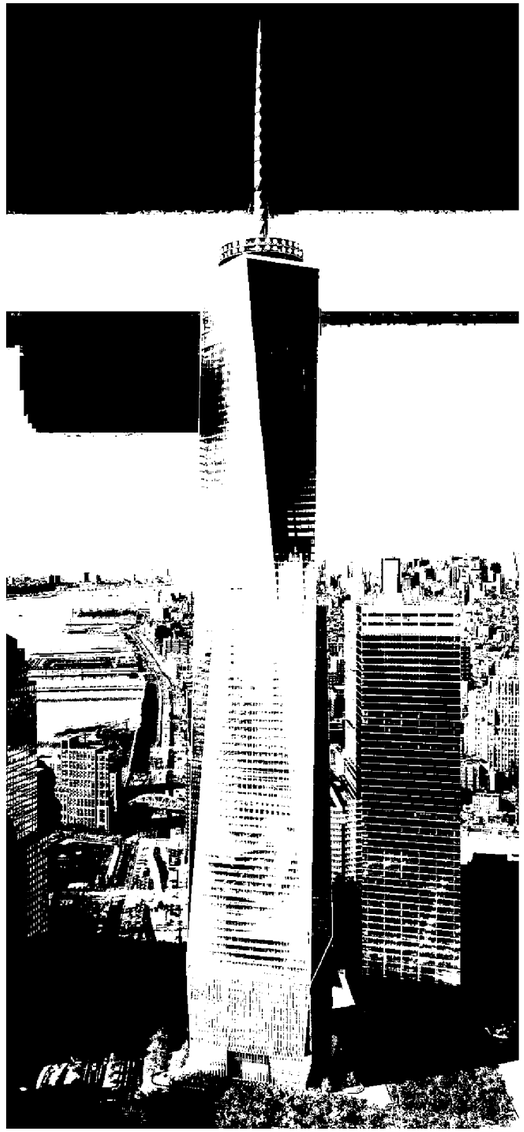
RETAIL

M56 owns and operates the retail establishments at all of its venues. We expect to do so at One World Trade Center. We have extensive experience in purchasing goods at reasonable costs, and providing an array of licensed merchandise that is attractive and, most importantly, ideally suited for tourist customers. By operating the retail ourselves, we save on the cost of goods sold and therefore generate more revenue.

MARKETING/ADVERTISING

Our financial plan includes a thorough advertising campaign to attract customers through both traditional and social media outlets. This includes print, TV, bus, subway, taxi, airport and street banner advertising. We will also seek out social media campaigns with various viral and internet components. Finally, as we do at all of our venues, we will invest in top-quality brochures and flyers for distribution throughout the region. M56 has consistently mounted successful marketing campaigns along these lines in the Paris and Berlin markets. We have allotted $3.0 million for the first year, including pre-launch efforts, and $2.5 million each year thereafter. The breakdown of those costs is included in the financial plan.

> Our financial plan includes a thorough advertising campaign to attract customers through both traditional and social media outlets.

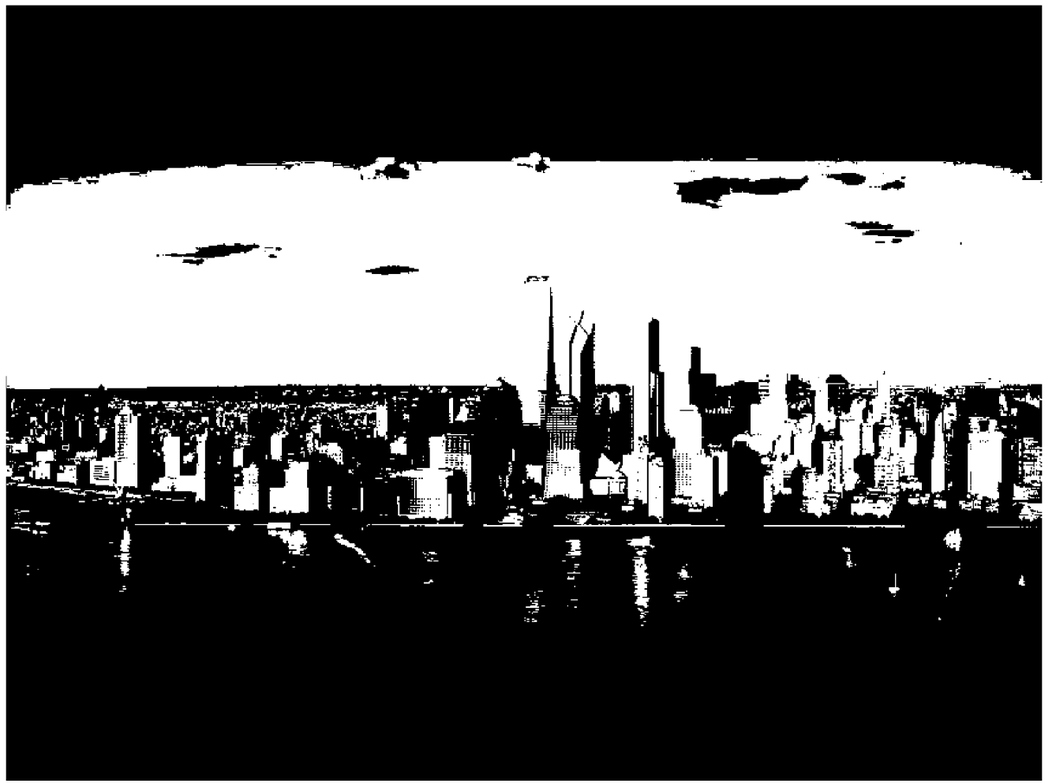


BEATING THE COMPETITION

In Paris we compete with the Eiffel Tower, yet we have grown our attendance every year for the past decade. We have consistently not only held our own in the highly competitive Paris tourist market, but continued to capture a higher and higher share of the market. In fact, we reached 850,000 visitors in 2011, including 170,000 from mainland China and 70,000 from Russia, and expect to reach 1 million total visitors in 2012. In Berlin, the TV Tower is the top tourist destination, and we have been able to retain that position by providing a first-class experience. Working within the physical constraints of limited elevator capacity and occupancy allowances for that space, we set a new attendance record in 2011 by attracting more than 1.2 million visitors.

M56 is the ideal partner to achieve significant market share, as we specialize specifically in operating Observation Decks on the global stage. This is our core business and we are poised to make this incredible venue an unparalleled success.

We understand what it takes to deliver a successful Observation Deck in a competitive marketplace in a major, world-class city



We understand what it takes to deliver a successful Observation Deck in a competitive marketplace in a major, world-class city. M56 knows how to provide a unique experience that will capture the maximum possible market share. Unlike other Observation Decks in New York, our plans for One World Trade Center provide a unique, exciting, informative and seamless experience for visitors. From our timed ticketing system, to the compelling use of technology to inform and educate our customer, to the quality retail offerings, and to the top-notch food, beverage, lounge and event space offerings, this venue is certain to quickly become the most important destination for visitors from around the region, the nation and the world.

EXECUTIVE SUMMARY

HR&A Advisors, Inc. (HR&A) was retained by Montparnasse 56 to conduct a study of potential visitation to the One World Trade Center Observation Deck. The estimates will be used to support the financial projections of the proposal that Montparnasse 56 is submitting to the Durst Organization and the Port Authority of New York and New Jersey to operate the 1WTC Observation Deck. For the purposes of this analysis, HR&A assumes 2017 is the stabilized operating year.

1 WTC OBSERVATION DECK MARKET OVERVIEW

To estimate market penetration of the competitive set and potential visitation to the One WTC Observation Deck, HR&A defined two key markets:

- **VISITORS:** The visitor market included domestic visitors traveling upwards of 50 miles one way or staying in New York City overnight, as well as international visitors. Assuming the annual number of visitors increases at the 2000-2011 Compound Annual Growth Rate (CAGR) of 2.5 percent, HR&A estimates that New York City will have 58.6 million annual visitors by 2017, up from 50.5 million in 2011.
- **RESIDENTS:** The resident market included individuals living within a one-hour drive time of One World Trade Center (approximately 50 to 60 miles from Manhattan). For the purposes of this analysis, HR&A excluded children under the age of five, who would likely not pay an admission fee. Assuming an average regional growth rate of nearly 0.4 percent annually, this figure is expected to increase to 17.4 million by 2017.
- **TOTAL MARKET:** Combined, the resident and visitor markets represented 67.5 million people in 2011 and 76.0 million people in 2017.

HR&A looked at top visitor attractions in New York City to evaluate their operations and performance. These attractions included:

- Statue of Liberty
- Empire State Building (ESB)
- Top of the Rock
- Metropolitan Museum of Art
- Museum of Modern Art
- American Museum of Natural History
- National September 11 Memorial

Overall, HR&A finds that the competitive set had the following key attributes:

- Annual visitation ranged from a reported 2.5 million at Top of the Rock to 5.7 million at the Metropolitan Museum of Art. Attendance at the National September 11 Memorial, which would annualize to 3.4 million in 2012, is expected to range from 5 to 7 million upon completion of site-wide construction.
- Of the venues that charge admission, ticket prices range from $5.00 to $16.00 for children and from $13.00 to $25.00 for adults. While the National September 11 Memorial is free of charge, it does suggest a donation amount, ranging from $10 to $100.
- Ticket prices range from $16.00 for children to $25.00 for adults at Top of the Rock, the Metropolitan Museum of Art, and the Museum of Modern Art. In addition to this base price, each venue offers packaged deals with other attractions that lower the effective prices.

KEY FINDINGS

HR&A identified key considerations affecting potential visitation based on its analysis of the New York City visitor market, competitive venues, and comparable international attractions. HR&A believes that the following factors would positively affect visitation to the new Observation Deck:

- Significance of the World Trade Center site
- Emergence of Lower Manhattan as an up-and-coming tourist destination
- Modern, high-quality design of the Observation Deck
- Creative programming by Montparnasse 56
- Inclusion in City Pass and other multiple venue tours
- Appeal to tour groups

At the same time, the introduction of a new Observation Deck at the World Trade Center site faces many challenges, including:

- History of location
- Height
- On-site competition

Given the high-quality design, unique views, and national and historical significance of the World Trade Center, as well as its synergies with the burgeoning downtown tourist market, HR&A believes that the planned Observation Deck could conservatively achieve annual visitation within the median of this range, at:

3.32 MILLION VISITORS PER YEAR.

Estimated Visitation, 2017

	Total Market	Low Capture	High Capture	Median Capture
Capture Rate	100%	3.22%	5.55%	4.39%
Est. Visitation	76,000,000	2,450,000	4,180,000	3,320,000

HR&A conducted three separate analyses to estimate benchmarks for the expected visitation to the Observation Deck at One World Trade Center. These analyses generated a range of estimates that HR&A used to estimate a potential visitation for the Observation Deck.

1. **OBSERVATION DECK MARKET SHARE**
   HR&A estimated potential visitation by assuming that it would share total Observation Deck visitation with Top of the Rock and the Empire State Building. Based on a one-third share of the 6.5 million Observation Deck visitors today, adjusted for overall market growth in 2017, the One WTC Observation Deck would generate 2.45 million visitors. This estimate is conservative because it excludes expected induced demand that the new Observation Deck would generate due to the positive influence of the factors described earlier.

2. **LOCAL COMPETITIVE SET**
   HR&A calculated the median penetration rate of New York City's top attractions to estimate what visitation at the 1WTC Observation Deck would be if it performs as well as the typical local attraction. HR&A applied this median penetration rate, 5.55 percent, to the projected 2017 New York City visitation base of 76.0 million people. This resulted in a potential visitation estimate of 4.2 million people to the 1WTC Observation Deck.

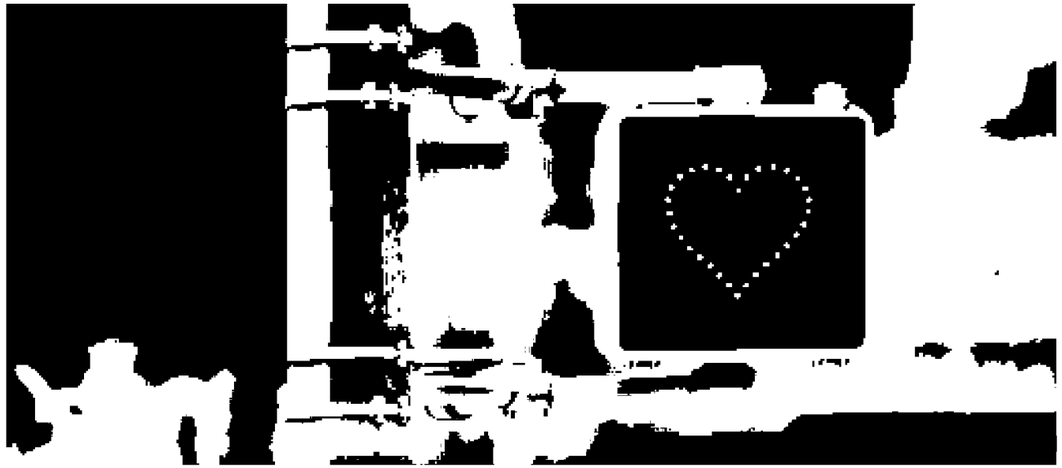
3. **INTERNATIONAL OBSERVATION VENUES**
   HR&A looked at visitation and penetration rates at nine similar venues around the world, including the London Eye, Montparnasse 56 (Paris), the CN Tower (Toronto), and the Space Needle (Seattle). These venues showed high variation in visitation and market capture, but the median capture rate (4.67 percent) fell within the expected range of visitation generated by the two previous analyses (3.22 percent and 4.39 percent) and confirmed HR&A's stabilized year visitation projection of 2.45 to 4.18 million annual visitors.

INTRODUCTION

In the past ten years, Lower Manhattan has experienced tremendous growth, emerging as one of the most vibrant neighborhoods in New York City and one of the fastest-growing neighborhoods in the nation. This growth has been driven by a rapidly expanding residential base, the recovery and expansion of the downtown office market, and substantial public and private investment in the area. The result is an area that has become one of Manhattan's most exciting 24/7 neighborhoods. More than 56,000 New Yorkers live in Lower Manhattan, double the number of residents a decade ago. Over nine million tourists visit Lower Manhattan each year, including an estimated 3.4 million visitors to the September 11th Memorial. With nearly 90 million square feet of office space, Lower Manhattan is one of the largest office districts in the country, and its prominence will continue to grow as new commercial space in the World Trade Center complex comes to the market.

In addition to the growth that has already occurred, the completion of infrastructure improvements and real estate development at the World Trade Center site, as well as new connections to a repositioned World Financial Center, will transform the physical character and vibrancy of Lower Manhattan. When completed, the WTC will deliver an additional 8.8 million square feet of commercial office to Lower Manhattan, as well as over 350,000 square feet of retail, making it a destination for residents, workers, and visitors.

In the past ten years, Lower Manhattan has experienced tremendous growth, emerging as one of the most vibrant neighborhoods in New York City



The opening of One World Trade Center will be a significant milestone in the decade-long process to redevelop the World Trade Center site. With the structure reaching an overall height of 1,776 feet, One World Trade Center will reclaim the Manhattan skyline. The Observation Deck on the 100th floor, with retail, food and beverage, and event spaces on the 101st and 102nd floors, will provide one-of-a-kind 360 degree views of the entire metropolitan area, including the New York Harbor and the East River bridges.

Montparnasse 56 is excited by the opportunity to contribute to the continued renaissance of Lower Manhattan as the developer and manager of the One World Trade Center Observation Deck. As described in the following financial proposal, M56 will make a significant investment in creating the most exciting Observation Deck, lounge, and event venue to open in New York City. We have combined our global experience in managing and operating successful observation venues in Paris and Berlin by partnering with Marc Murphy of Landmarc Restaurants/Benchmarc Events and Scott Gerber of Gerber Group, who have created some of New York City's most sought-after hospitality venues. Our partnership ensures that along with the Observation Deck, the food and beverage facilities and event venue will become destinations for New Yorkers, as well as for national and international visitors.

FINANCIAL OFFER

We believe that our business plan will create one of the most popular attractions in the world, and are pleased to present a total financial offer of $840 million through a combination of guaranteed annual rent and a generous revenue sharing proposal, all at absolutely no cost to the Port Authority of New York and New Jersey and the Durst Organization. In addition, M56 will also be responsible for all CAM, PILOT, and BID fees as detailed in the RFP, and described later in this document.

The following sections outline the key guiding principles of our financial offer, and describe in detail the amounts and schedule of rent payments and the public benefits of the project. The final section describes the project financials, including capital and operating revenue and cost assumptions.

Our financial offer is based on four guiding principles:

. guaranteed base ent commitment

The Observation Deck is a unique property and we believe that the Owner should be guaranteed a significant minimum base rent that reflects the value of the asset. This ensures that the Owner receives a guaranteed stream of rent of $18 million per annum or $270 million over the term of the lease, with M56 assuming all the risks associated with external factors that could affect operating revenues.

3

No financial investment from the Owner

Given the enormous financial investment that has been made in the building to-date and in the larger World Trade Center site, we believe that the Owner should not be required to make any further investment. Our proposal does not require any capital investment or tenant improvement allowances from the Owner.

2

A financial stake in the project's success

We believe that the Owner should share in the success of the project. Our proposal maximizes returns to the Owner by providing additional on-going revenue streams in the form of percentage rent based on all sources of top-line revenues. This is projected to be $570 million over the term of the lease.

4

Broad commitment to Lower Manhattan

M56 believes it is important to engage with the communities in which it operates venues. Therefore, we plan to donate 1% of attendance revenues to charitable organizations in the neighborhood. We anticipate the total donation over the lease term will be approximately $13 million. This funding will support the ongoing transformation of Lower Manhattan into a vibrant community through the work of charitable institutions.

PAYMENTS TO OWNER

M56's financial offer to develop and manage the Observation Deck is based on the assumption that M56 will commence fit out in the fourth quarter of 2013 and the venue will open to the public in the first quarter of 2015. Our financial offer includes the following elements:

M56 will make an advance on first year's rent of $5 million to demonstrate our full commitment to the project. We will provide a deposit of $250,000 at the execution of the Memorandum of Understanding designating M56 as developer of the Observation Deck, and an additional $4.75 million at lease signing. This payment will cover rent during the construction fit out period and will be credited against the guaranteed annual rent in the first year of operation.

Upon opening, M56 will guarantee a minimum annual base rent of $18 million for the leased premises, totaling $270 million of guaranteed rent over a 15-year period.

M56 looks forward to a close working relationship with the Owner to develop a spectacular attraction. To this extent, we are proposing a generous revenue-sharing arrangement that ensures that the Owner will share and benefit financially from the success of the project. Furthermore, we have structured participation rent on the basis of top-line gross revenues with M56 assuming all operating risks and contingencies. We have structured our percentage rent proposal to reflect the different programmatic elements of our overall concept and business arrangements between M56 and its operating partners, Landmarc Restaurants/Benchmark Events and Gerber Group as follows:

We propose the following participation rent structure for revenues associated with tickets, photography, and other miscellaneous program elements:

- $15 million in guaranteed annual rent for up to $35 million in revenue
- 55% of incremental revenue between $35 and $50 million
- 60% of incremental revenue between $50 and $65 million
- 65% of incremental revenue between $65 and $100 million
- 70% of incremental revenue above $100 million

The concessions operations in the lobby and Observation Deck floors will contain an attractive array of unique gift items, many commissioned especially for the Observation Deck. We propose the following participation rent structure for retail-related revenues:

- $1.5 million in guaranteed annual rent for up to $12 million in gross revenue
- 15% of incremental gross revenue over $12 million

The Observation Deck and 102nd Floor Lounge and Event space will offer a range of eating and drinking options, from casual dining for Observation Deck visitors to formal venues for special events. We propose the following participation rent structure for food and beverage and events-related revenues:

- $1.5 million in guaranteed annual rent for up to $15 million in gross revenue
- 12% of incremental gross revenue between $15 and $20 million
- 13% of incremental gross revenue above $20 million

M56 engaged HR&A Advisors to conduct a comprehensive market study and attendance projection for the Observation Deck. Based on HR&A's projections, we believe that the Observation Deck will attract an average of 3.3 million visitors in the first stabilized year of operation. Based on that visitation estimate and per-visitor spending assumptions that are detailed in the following Project Financial Sections, M56 estimates that the Percentage Rent from all three programmatic elements would total $24.7 million in the first full year of operation. Assuming conservative growth projections in attendance and per-capita visitor spending, M56 estimates that Percentage Rent over the lease term will total $570 million.