

Torres Rojas, Genara

From: boburg@northjersey.com
Sent: Thursday, January 08, 2015 7:00 PM
To: Duffy, Daniel
Cc: Torres Rojas, Genara; Van Duyne, Sheree
Subject: Freedom of Information Online Request Form

Information:

First Name: Shawn
Last Name: Boburg
Company: The Record
Mailing Address 1: 1 Garret Mountain Plaza
Mailing Address 2:
City: Woodland Park
State: NJ
Zip Code: 07104
Email Address: boburg@northjersey.com
Phone: 973-569-7196
Required copies of the records: Yes

List of specific record(s):

I am requesting the following documents: 1 The request for proposal, qualifications, or solicitation issued prior to the awarding of the contract to run the observation deck at 1 WTC 2 All the responses submitted to that request 3 Copies of presentations, including audio, video, or documents, provided by bidders before any panel, committee or group responsible for judging the bids 4 Records showing the Port Authority employees who were on the selection group or committee 5 Ratings, assessments or grades assigned by each member of the group or committee as to each bid or presentation, along with the final recommendation 6 A copy of the contract awarded or agreement between the Port Authority and Legends 7 Any memo or other correspondence, including memoes, e-mails, text messages or handwritten notes, sent to the committee its members from any non-member with recommendations or observations about any of the bidders or their qualifications.

THE PORT AUTHORITY OF NY & NJ

FOI Administrator

February 13, 2015

Mr. Shawn Boburg
The Record
1 Garret Mountain Plaza
Woodland, NJ 07104

Re: Freedom of Information Reference No. 15652

Dear Mr. Boburg:

On February 13, 2015, materials were provided to you in response to your request for bidders' responses to the Request for Proposals (RFP) in connection with the One WTC Observatory. It has come to our attention that, due to a clerical error, one of the six RFP responses was inadvertently omitted from the materials you received. A copy of this proposal can be found on the Port Authority's website at <http://www.panynj.gov/corporate-information/foi/15652-WTC-2.pdf>. Paper copies of the available records are available upon request.

Pursuant to the Code, certain portions of the material responsive to your request are exempt from disclosure as, among other classifications, trade secrets, proprietary commercial and financial information, and facility security.

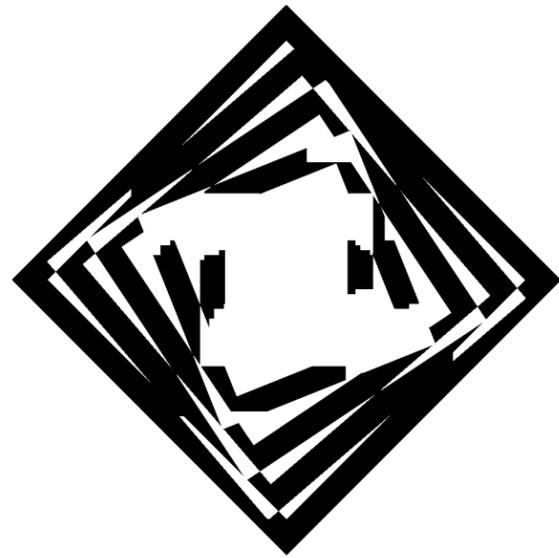
Please refer to the above FOI reference number in any future correspondence relating to your request.

Very truly yours,



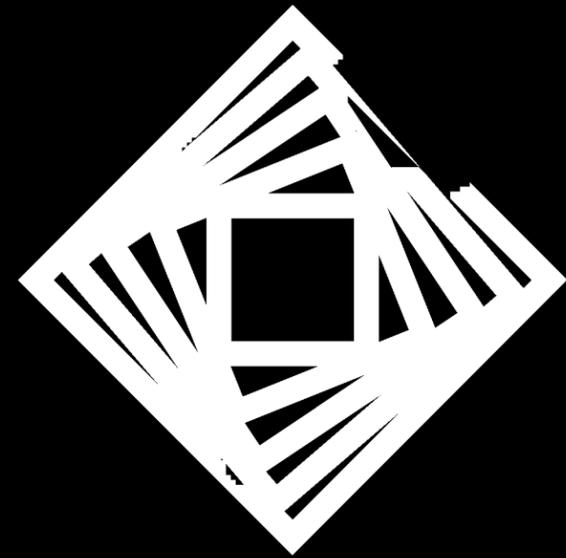
Danny Ng
FOI Administrator

*4 World Trade Center, 18th Floor
150 Greenwich Street
New York, NY 10006
T: 212 435 3642 F: 212 435 7555*



ONE ABOVE

**Montparnasse 56 USA
One WTC Observation Deck
Development and Management RFP**



ONE ABOVE

Montparnasse 56

One WTC Observation Deck
Development and Management RFP
May 7, 2012



Montparnasse 56

One WTC Observation Deck
Development and Management RFP

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

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1. Cover Letter

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.

COVER LETTER

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 Benchmark 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

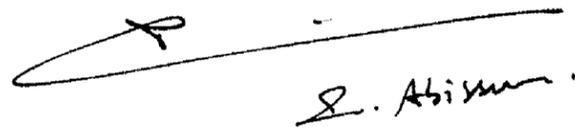
The entire world will be waiting in anticipation of the day the doors open to the Observation Deck at One World Trade Center. On that day, The Port Authority of NY & NJ and The Durst Organization will begin to write a dramatic and inspiring new chapter in the history of one of the world's great cities.

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.

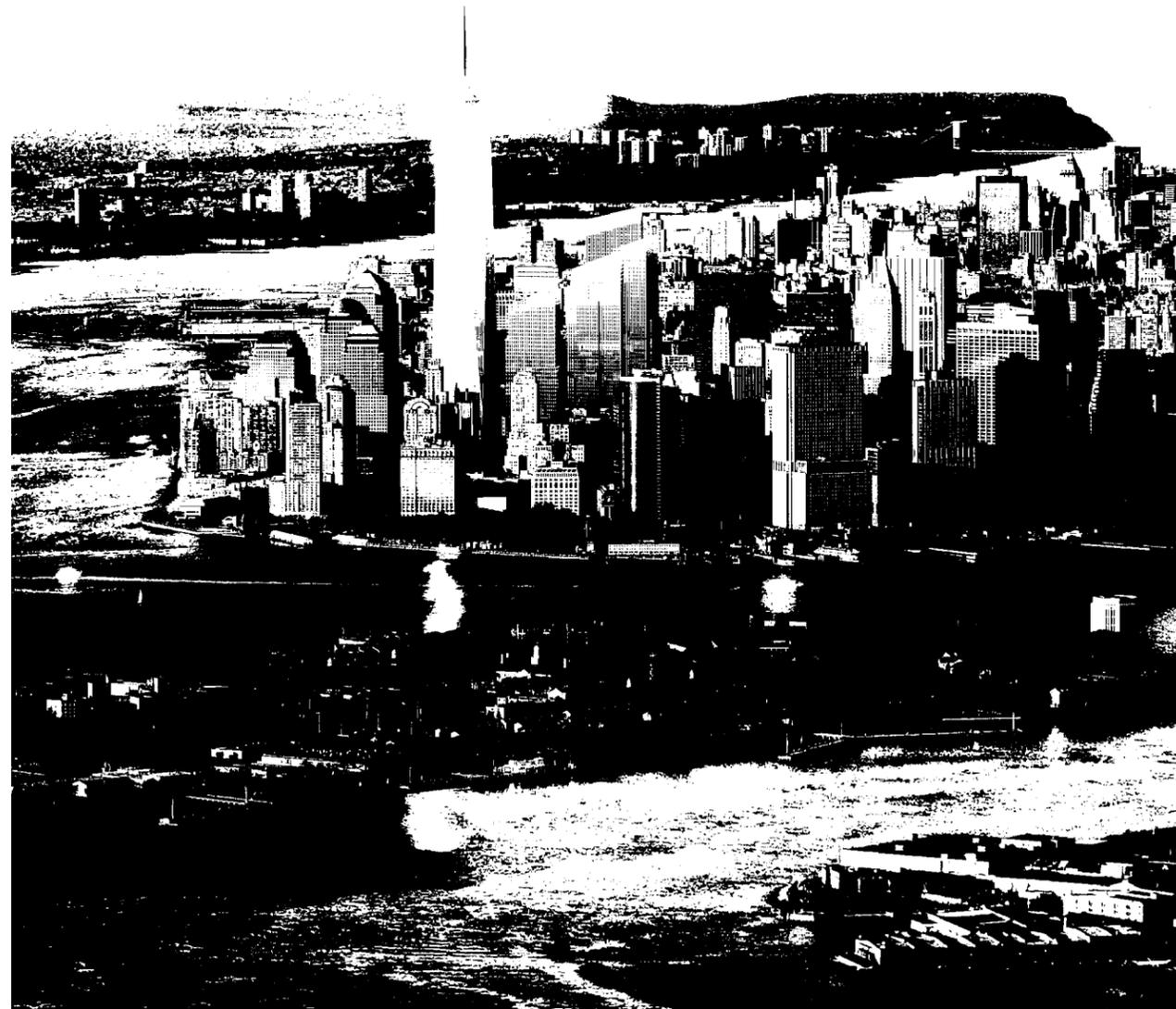
If you desire additional information or have any questions, please contact Eric Deutsch at (212) 808-3018 or edeutsch@montparnasse56USA.com.

Sincerely,



Patrick Abisseror
Chief Executive Officer
Montparnasse 56 SA

Eric J. Deutsch
Vice President
Montparnasse 56 USA, LLC



2. Agreement on Terms of Discussion

AGREEMENT ON TERMS OF DISCUSSION

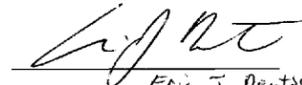
Original, signed, 8.5" x 11" Agreement on Terms of Discussion (Attachment A) can be found in "original" Appendix A.

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)



(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.

One WTC Observation Deck
Request for Proposal Page 23

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

One WTC Observation Deck
Request for Proposal Page 24

Name of Firm: Montparnasse 56 USA LLC

Organized as a (mark one): Proprietorship Partnership

Corporation Joint Venture
(limited liability company)

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

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.

EXECUTIVE SUMMARY

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** **tour-planning hub**
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



EXECUTIVE SUMMARY

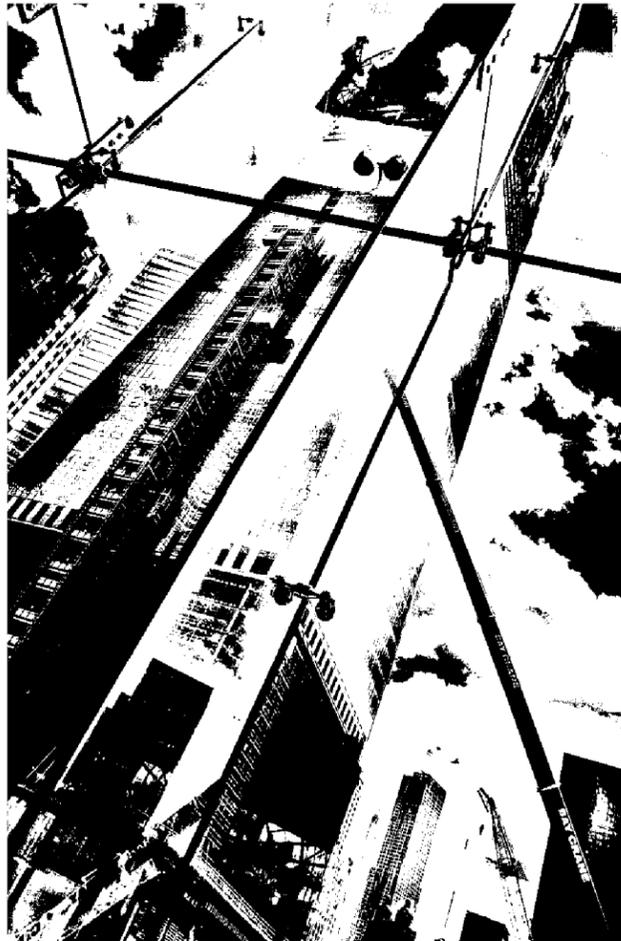
profitable, high-quality food and beverage concessions. Landmarc's 101st floor food venues will offer innovative menu options appealing to any palate at a range of price points. The 102nd floor will offer a "hip" bar, lounge managed by Gerber Group – and an event space under the direction of Marc Murphy's Benchmark 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.

EXECUTIVE SUMMARY

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.

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:

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.

- 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)

EXECUTIVE SUMMARY

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.

... ..
ticket to when they ride the elevator
down to the ground, M56's operatin
plan will provide for an unforgettabl
visit to what will undoubtedly be New
York City's leading attraction

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.

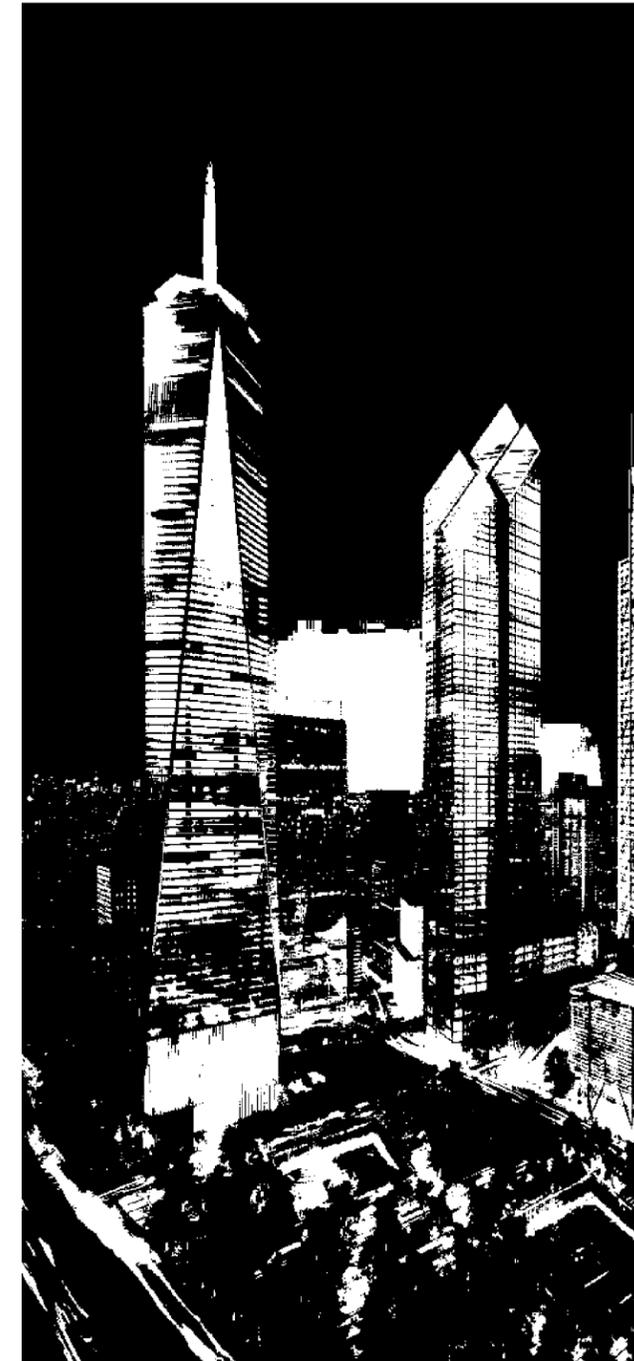
IF

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

BACKGROUND QUALIFICATION QUESTIONNAIRE



7A. Venue Concept

BUSINESS 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

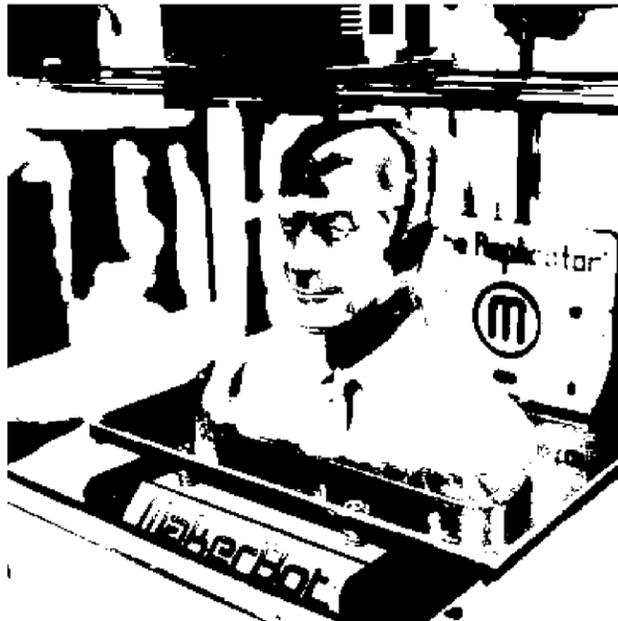
M56 offers visitors an advanced ticketing system that avoids waits on long lines. This system— in use at our Berlin observation deck— won the international Award for Excellence from the World Federation of Great Towers for its access control and queue management features. Tickets — whether booked in 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.

BUSINESS CONCEPT

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

BUSINESS CONCEPT

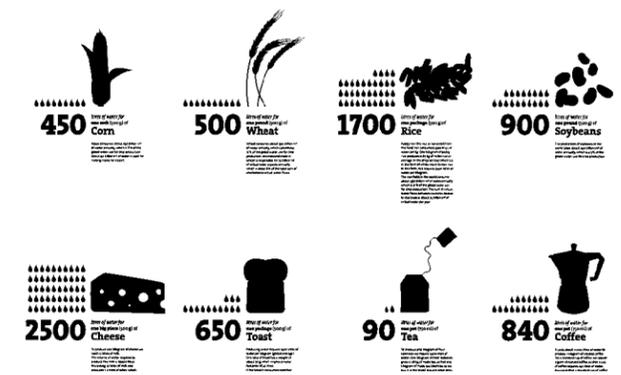
sight that dazzles their eyes. Visitors also immediately note two compelling visual enhancements that complement – in a potent yet tasteful way – the incomparable outdoor vista: a stunning, spiral, structural glass staircase based on this floor, that circulates upward through all three stories of the 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 historical content and offerings, --- has attracted participati 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.



BUSINESS CONCEPT

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

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...

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 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.

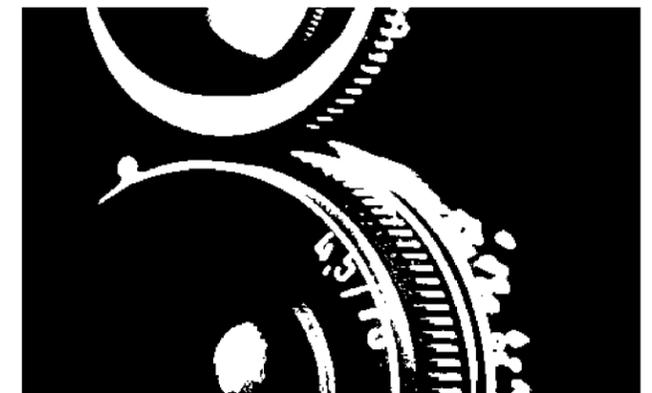
The location-related programming of these two "highlight" photo opportunities reflects a well-established retail strategy of repeatedly exposing visitors to direct point-of-sale opportunities through the way tours and amenities are structured. The first photo is taken on Base Level B2 and the second 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.



BUSINESS CONCEPT



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 Benchmark. 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 Benchmark 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)

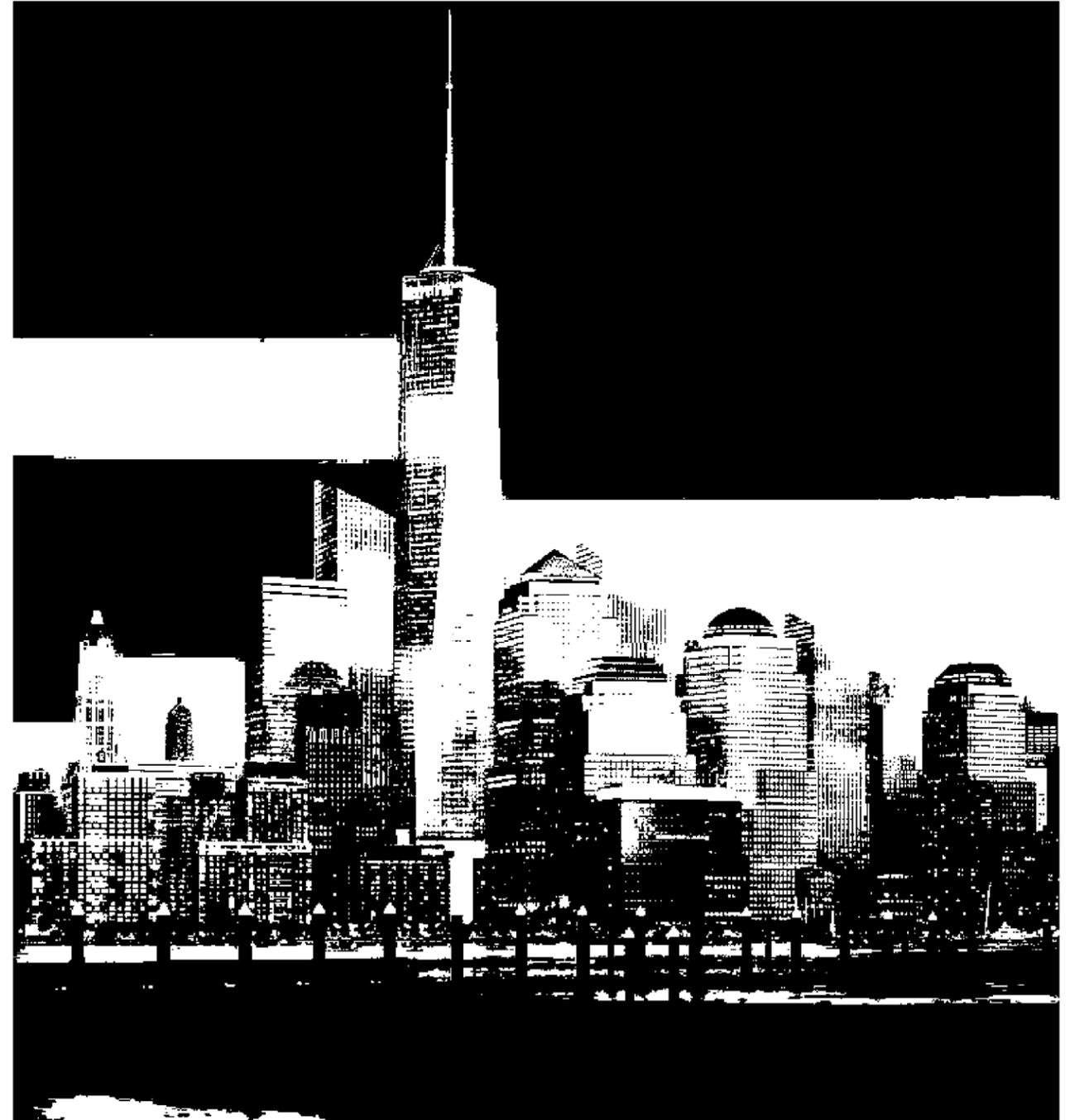
The 102nd floor mezzanine presently exists only within the core. It allows access to mechanical and electrical elements. We propose extending this mezzanine into the building's floorplate. This extension will

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 deck management, and takes advantage of advanced technology.



Visitor Experience

The image features a minimalist, high-contrast design. A solid black horizontal bar at the top contains the text "Visitor Experience" in a white, clean, sans-serif font. The background is white, with several thick, black diagonal lines and shapes that create a sense of movement and depth. These shapes include a large, wide diagonal band, a narrower parallel line, and a complex, angular shape in the lower right corner that resembles a stylized architectural element or a modern logo.

VISITOR EXPERIENCE

SEGMENTATION

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	<ul style="list-style-type: none"> ▪ Packaged tour guide experience ▪ Native Chinese speaker ▪ Programmed visit 	<ul style="list-style-type: none"> ▪ Catered lunch, specialized menu ▪ Pre-fix price
Tourist Family from Berlin (4 visitors, 2 children)	45 min – 1 hour	<ul style="list-style-type: none"> ▪ Pre-booked tickets online ▪ Self-guided experience, equipment checkout ▪ Special coupon partnership for WTC retail 	<ul style="list-style-type: none"> ▪ Snacks/beer and lounge seating on Floor 101 ▪ Return to premium lounge at night
Domestic family from Chicago (2 adults, 2 children)	1 hour	<ul style="list-style-type: none"> ▪ Purchased bundled package for Memorial Museum and Observation Deck ▪ Interactive mobile applications for kids 	<ul style="list-style-type: none"> ▪ Ditch Dogs and Big Marc burgers on Floor 101 for the kids
Regional day tripper (2 adults)	1.5 hours	<ul style="list-style-type: none"> ▪ Visitors from Boston ▪ Impulse visit to 1WTC site ▪ Visited local retail shops with promo coupons 	<ul style="list-style-type: none"> ▪ Light snacks and cocktail package on mezzanine floor 101
Local Manhattan couple (2 young adults)	1 hour	<ul style="list-style-type: none"> ▪ Already familiar with NYC ▪ First trip to One World Trade ▪ Self-guided tour 	<ul style="list-style-type: none"> ▪ Reserved table within lounge space for twilight cocktail hour
Wall Street account manager (1 adult, 2 clients)	1.5 hours	<ul style="list-style-type: none"> ▪ Annual member ▪ Entertaining foreign clients 	<ul style="list-style-type: none"> ▪ Morning business breakfast on 102 in special event space ▪ Evening cocktails with clients
Special event attendee (2 adults)	3 hours	<ul style="list-style-type: none"> ▪ Private event on Floor 102 ▪ Special invitation/entrance ▪ Live broadcast of event coverage 	<ul style="list-style-type: none"> ▪ Catered event, passed appetizers, champagne and cocktails
School tour group (2 adults, 15 children)	1 hour	<ul style="list-style-type: none"> ▪ Pre-arranged tour ▪ Escorted/facilitated entry ▪ Private guide 	<ul style="list-style-type: none"> ▪ Fixed price box lunch ▪ 1WTC Observation deck souvenir included
Elderly retired couple (2 adults)	1.5 hours	<ul style="list-style-type: none"> ▪ ADA access necessary ▪ Not-technology savvy 	<ul style="list-style-type: none"> ▪ Light snacks and wine on mezzanine floor 101

EXPERIENCE PROFILES

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

VISITOR EXPERIENCE – INTERNATIONAL VISITOR



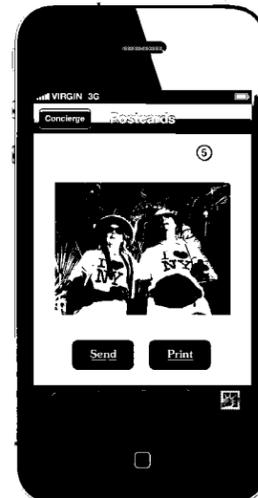
Duration of stay:
20 minutes

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

Initial contact with interactive experience elements. Private tutorial provided.



PURCHASE UNBUNDLED PACKAGE FOR LOCAL EVENTS, HEATER AND DINING



Revenue generation through mobile offerings and

itinerary for top New York landmarks



PREPARED SUSHI BOX LUNCH

CUSTOM SOUVENIR



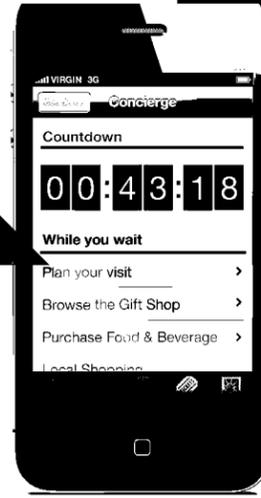
CHOREOGRAPHIC EXIT PLAN BUS LOADING DOCKING AND DEPARTURE





Duration of stay:
1.25 hours

- Local Manhattan
- Average age: 28
- Online ticketing
- Memorial visit
- Downloaded mobile application
- Online ticketing
- Local coupon partnerships



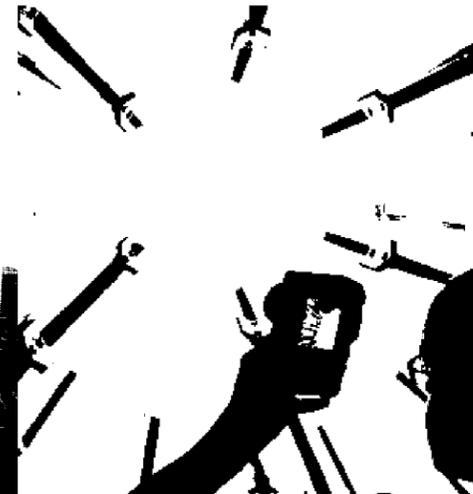
Retail partnership opportunities near plaza site



- Interactive experience highlights local fashion week events
- Sponsorship through Time Out New York



Fashion Week



- Discovery of sculptural light/glass installations
- Photography opportunity
- Social media imagery contest via mobile application
- Authentic marketing stories

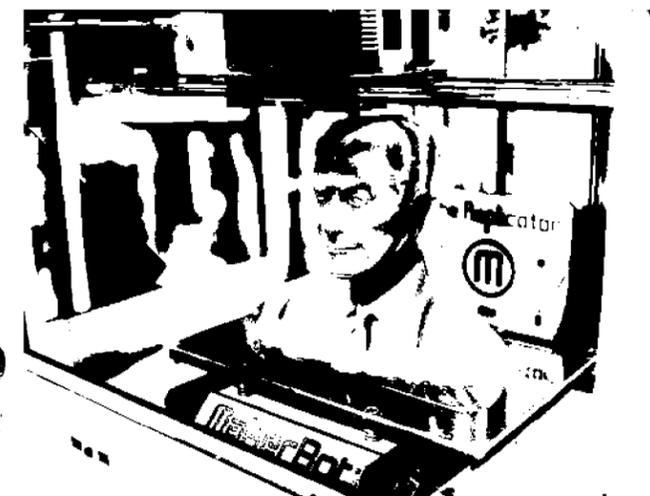
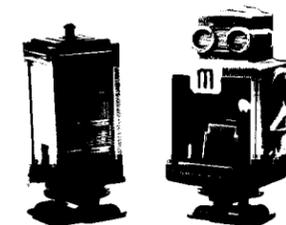


AUTHENTIC NEW YORK CITY CUISINE WITH

DITCH DOGS
BIG MARC BURGERS
LOBSTER ROLLS



- Live social media feeds highlighting Observations experience
- Viral marketing
- Custom





Duration of stay:
1.5 hours

Works within
the World
Local m
xecuti
ntert
ien

- Corporate Observatio membership
- Express V to 102 lou



**CORPORATE
EVENT
BREAKFAST**

**CATERED
EVENTS**



BROADCA

**LIVE
MEDIA
COVERAGE**



**The
New York
Times**

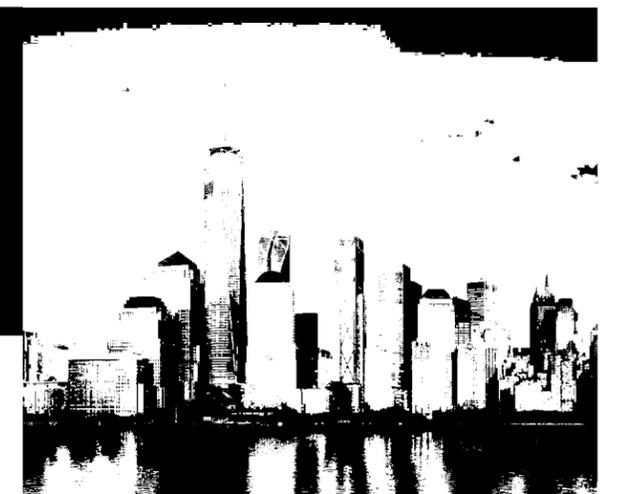


Premium
access
to lounge
happy



**UNPARALLELED
VIEWS**

**UNLIMITED
BUSINESS
OPPORTUNITIES**



VISITOR EXPERIENCE – EVENT ATTENDEE

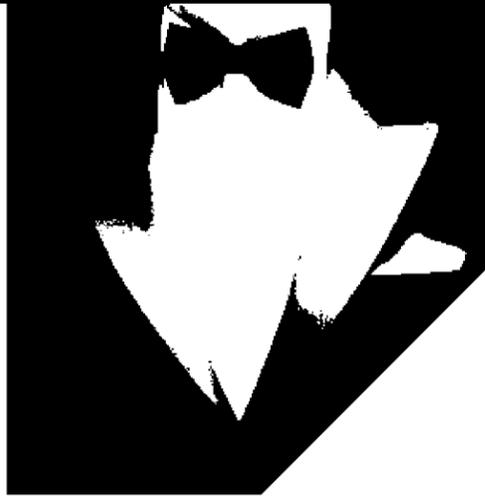


Duration of stay:

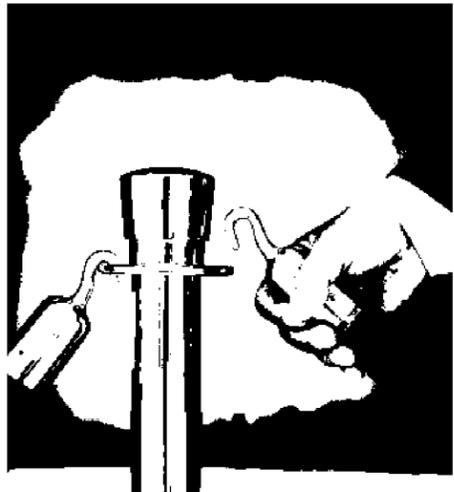
11:00 AM

Priority of

- Special invitation
- Private entrance
- Express access to 102 event space



Remain event space
Coat check
Passed
cocktails and
appetizers
Live music and

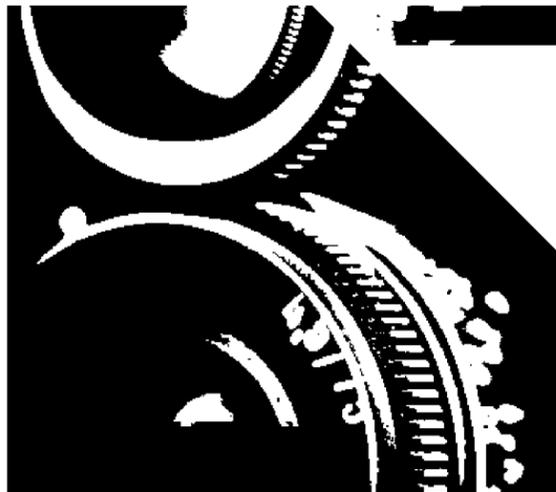


Controlled
secure
access to
observation
deck floors

Exhibit
experience



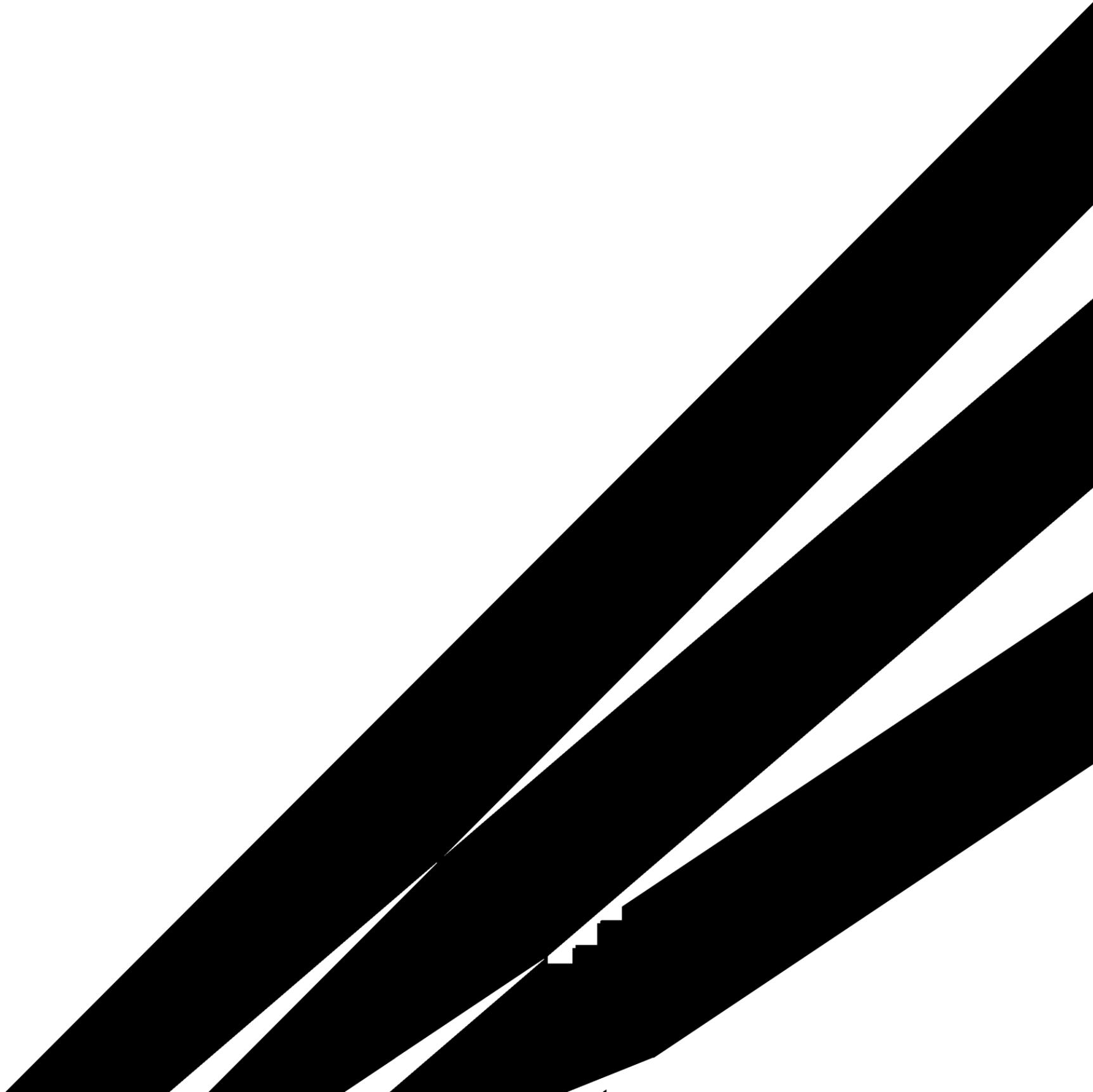
WINE
CAMPAGN
STRAWBERRY
ON PRE-EVENT
SPACE, THEM
APPETIZER



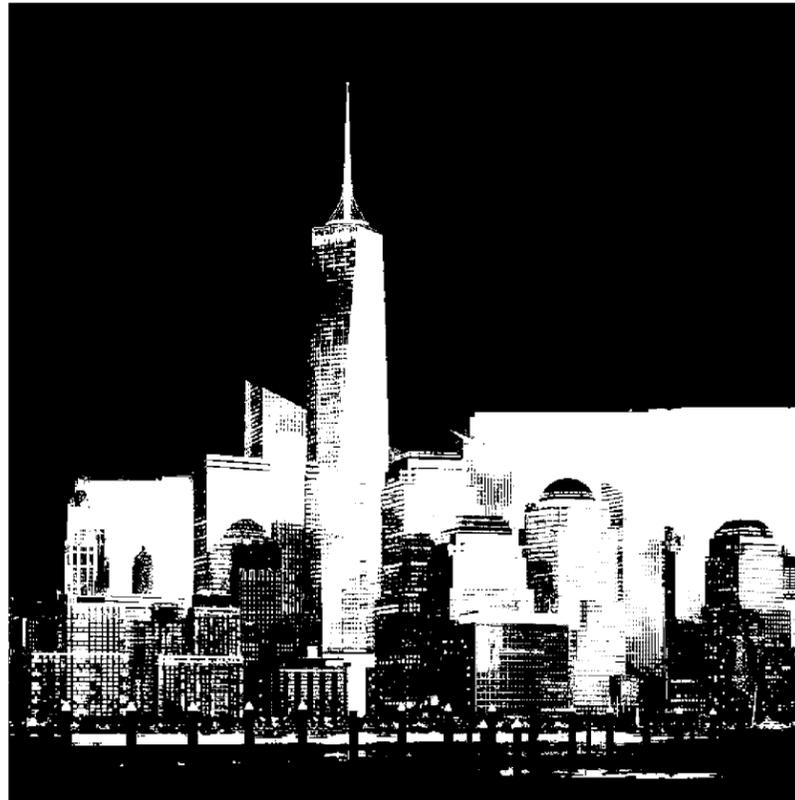
One-of-a-kind
commemorative
souvenir



Design Partner



One World
One Vision
One Above



BRAND POSITIONING

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

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.

OBSERVATION DECK + EXPERIENCE NAMING

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.

"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.

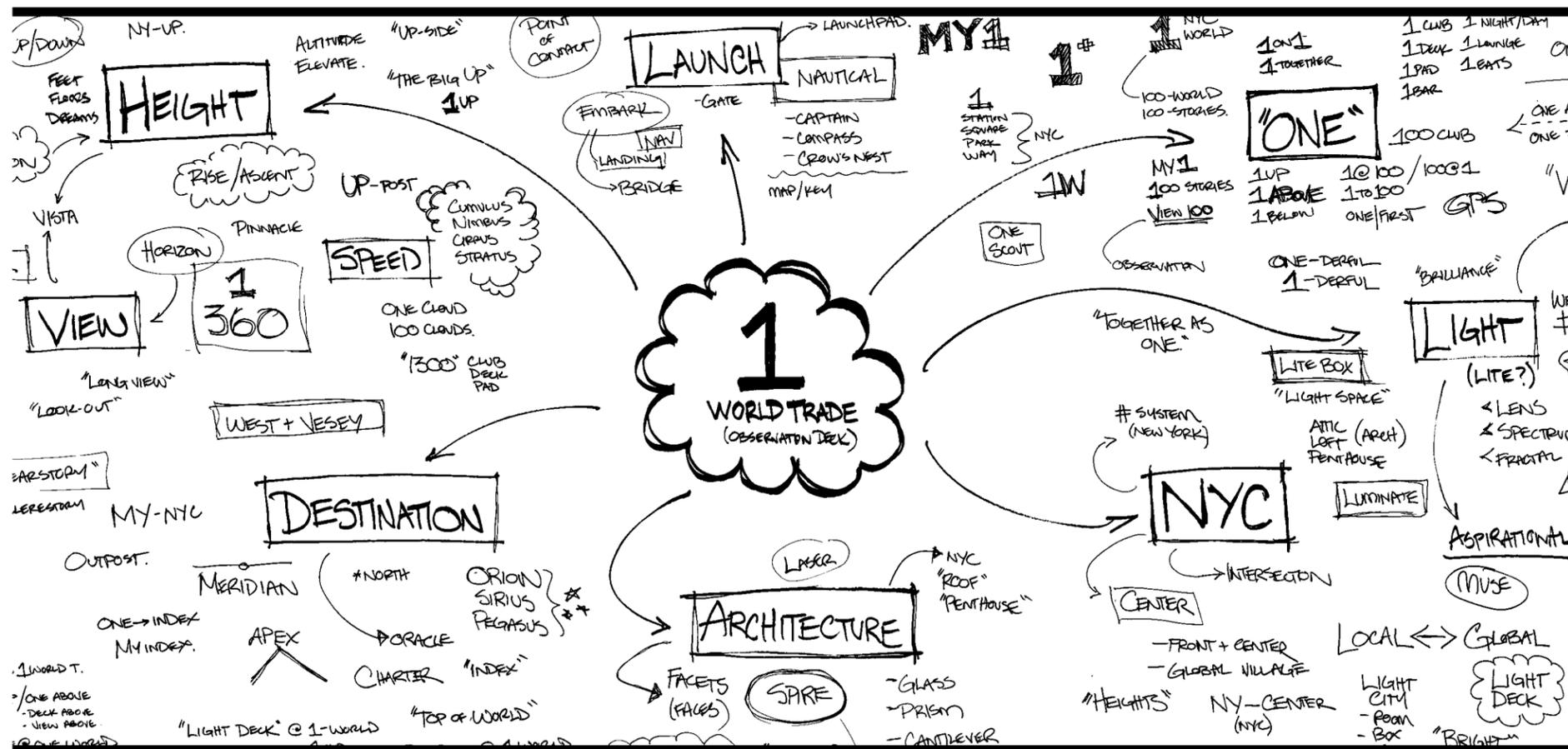
The power of
ONE

Complete Experience:

One Above

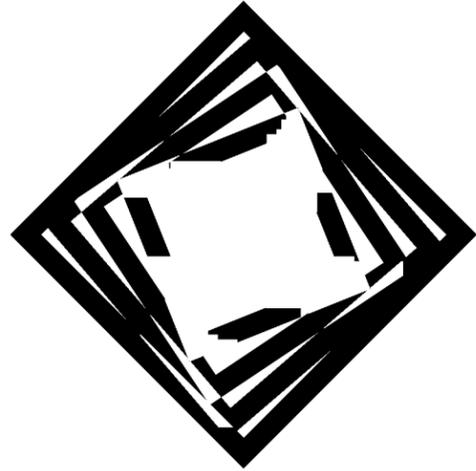
Lounge Space:

One Above Lounge



BRAND IDENTITY

COLOR FAMILY



ONE ABOVE



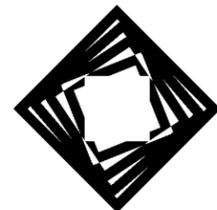
ONE ABOVE



ONE ABOVE



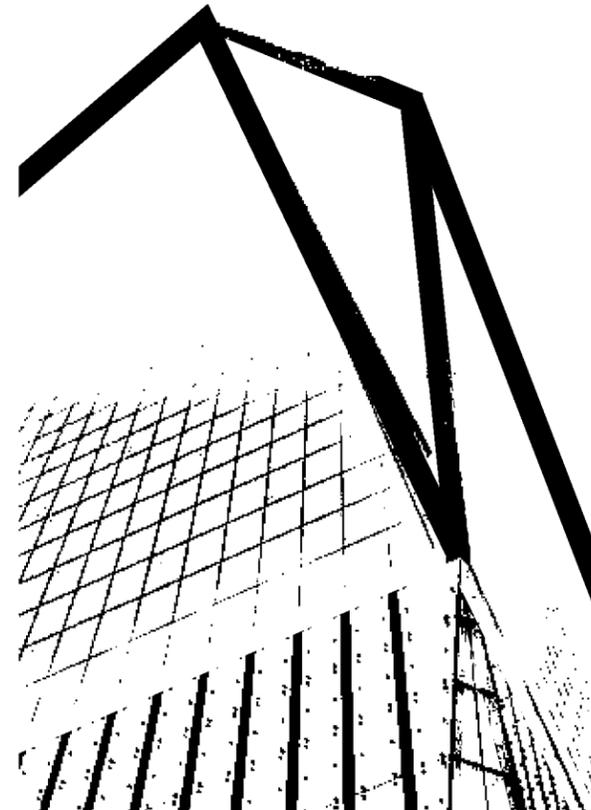
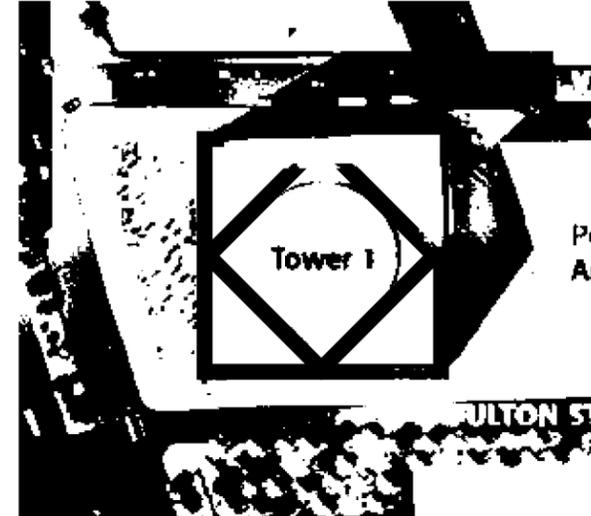
ONE ABOVE



ONE ABOVE

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.

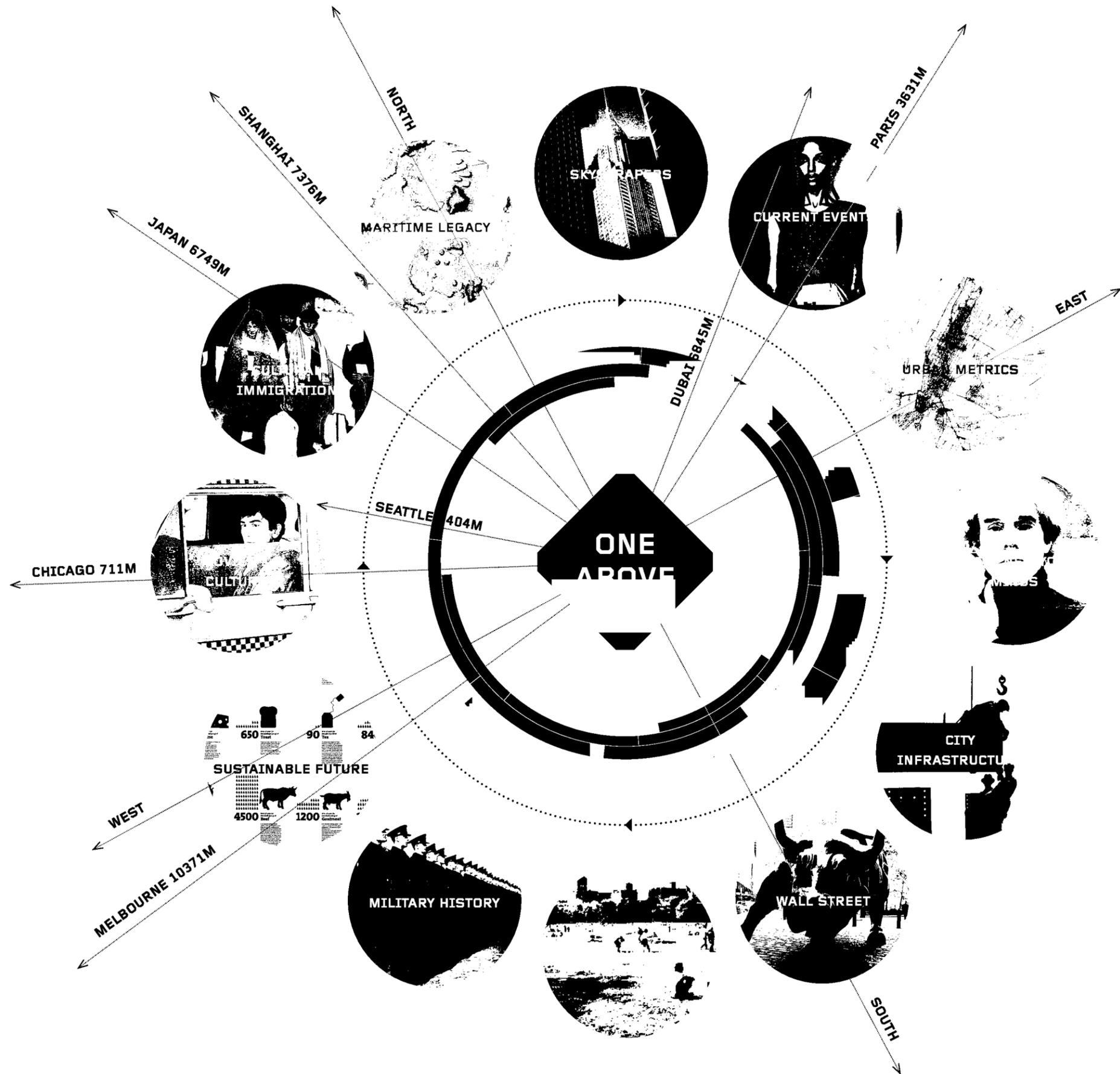
"BEYOND THE VIEW"

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.

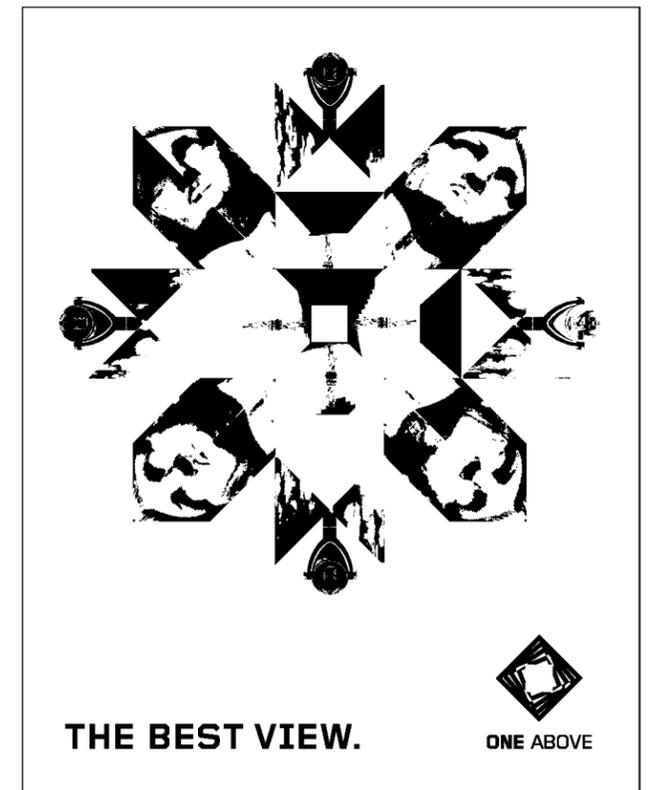
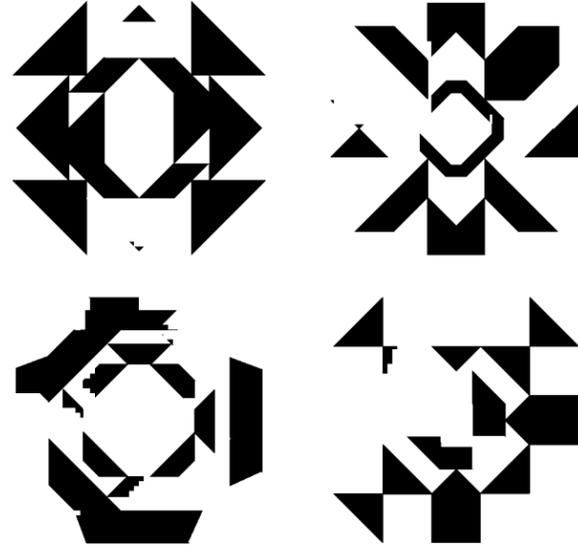
Operating as a self-curated experience, each visitor is able to filter information based on their own personal interests and passions. Supported by a digital concierge, visitors are then able to bundle their activities at one central location.



MARKETING AND ADVERTISING

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

LIVE CLUB. ONE NIGHT OUT.

Subway

Sub

THE BEST VIEW.

ONLY 4PM-7PM
M-F 11A-10P

ONE ABOVE

WWW.

LOFT

VISITOR CIRCULATION

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

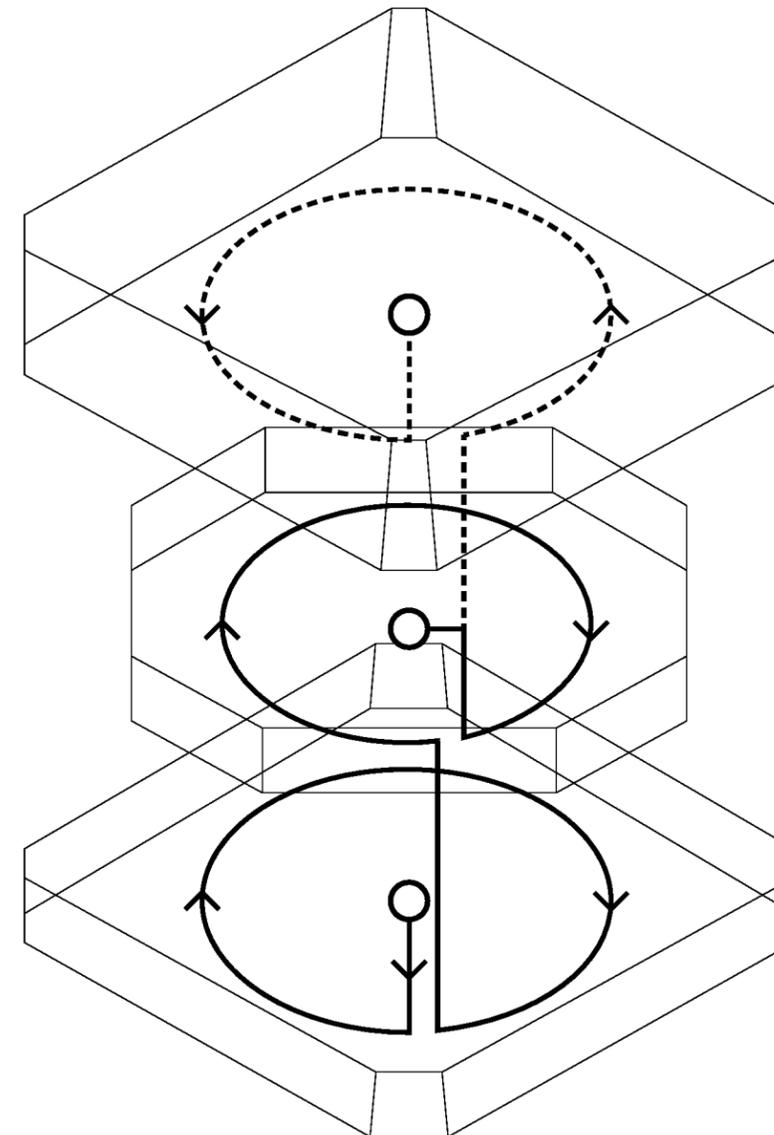
- Downtown's most important gathering space
- Special event space
- Double height ceiling

101 MEZZANINE LEVEL

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

100

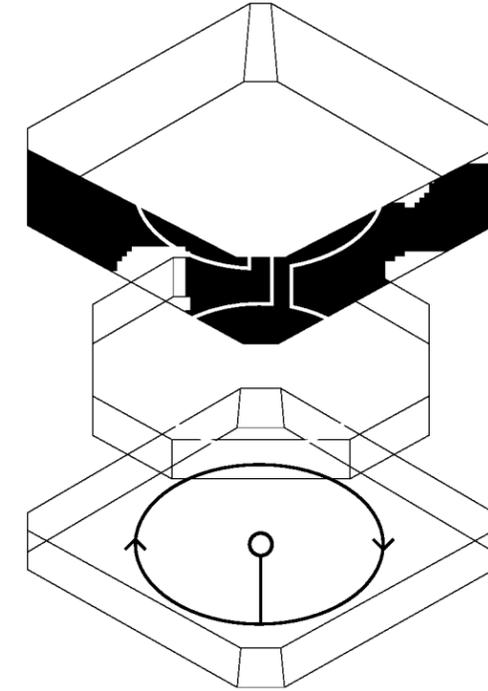
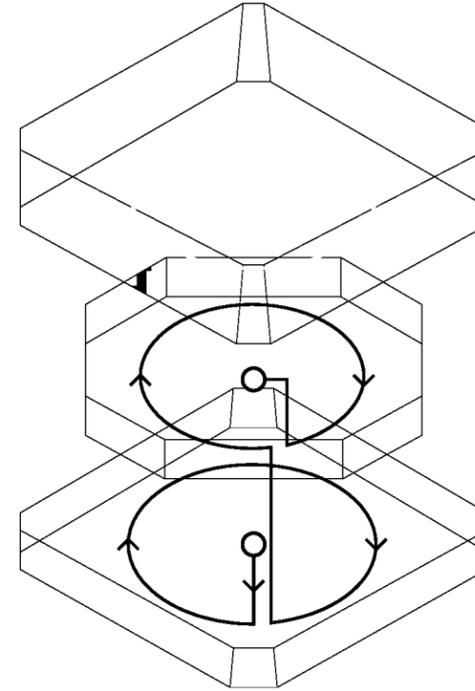
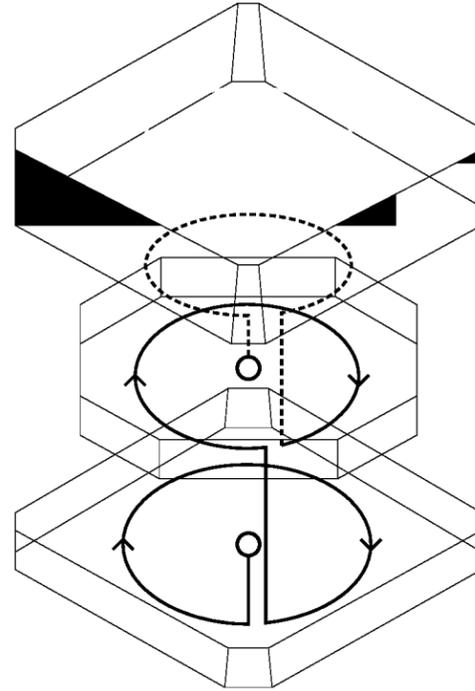
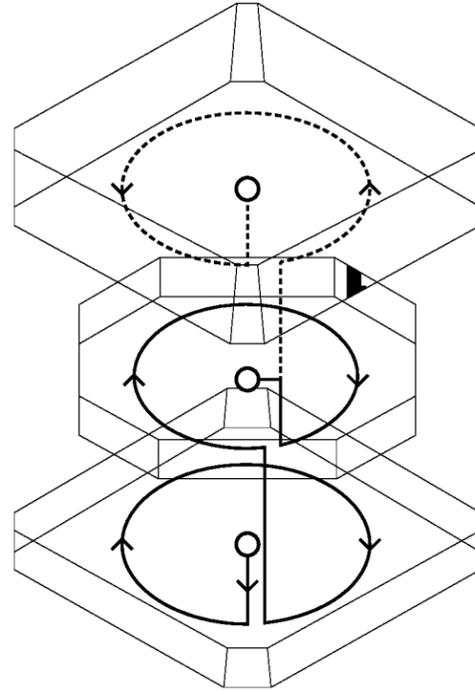
- Primary "observation" experience—experience pods, concierge service, interactive exhibits



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

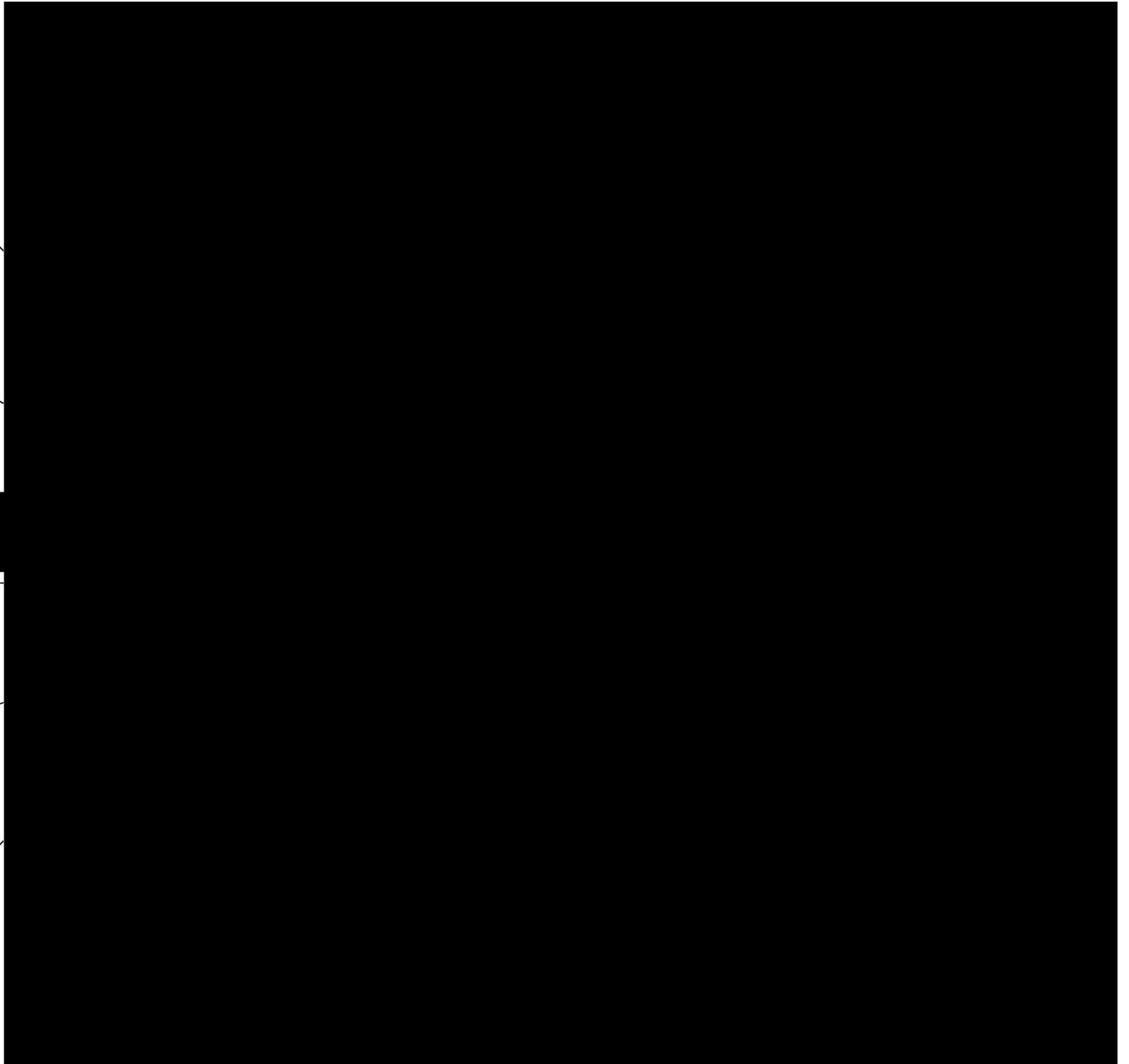
A digital panel provides further information about visitor options and includes a display clock for timed ticket entry.

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.

ELEVATOR

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



BASE LEVEL B2 – PLANNING AND PROGRAM

TICKET COUNTER

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

SOUVENIR PHOTO

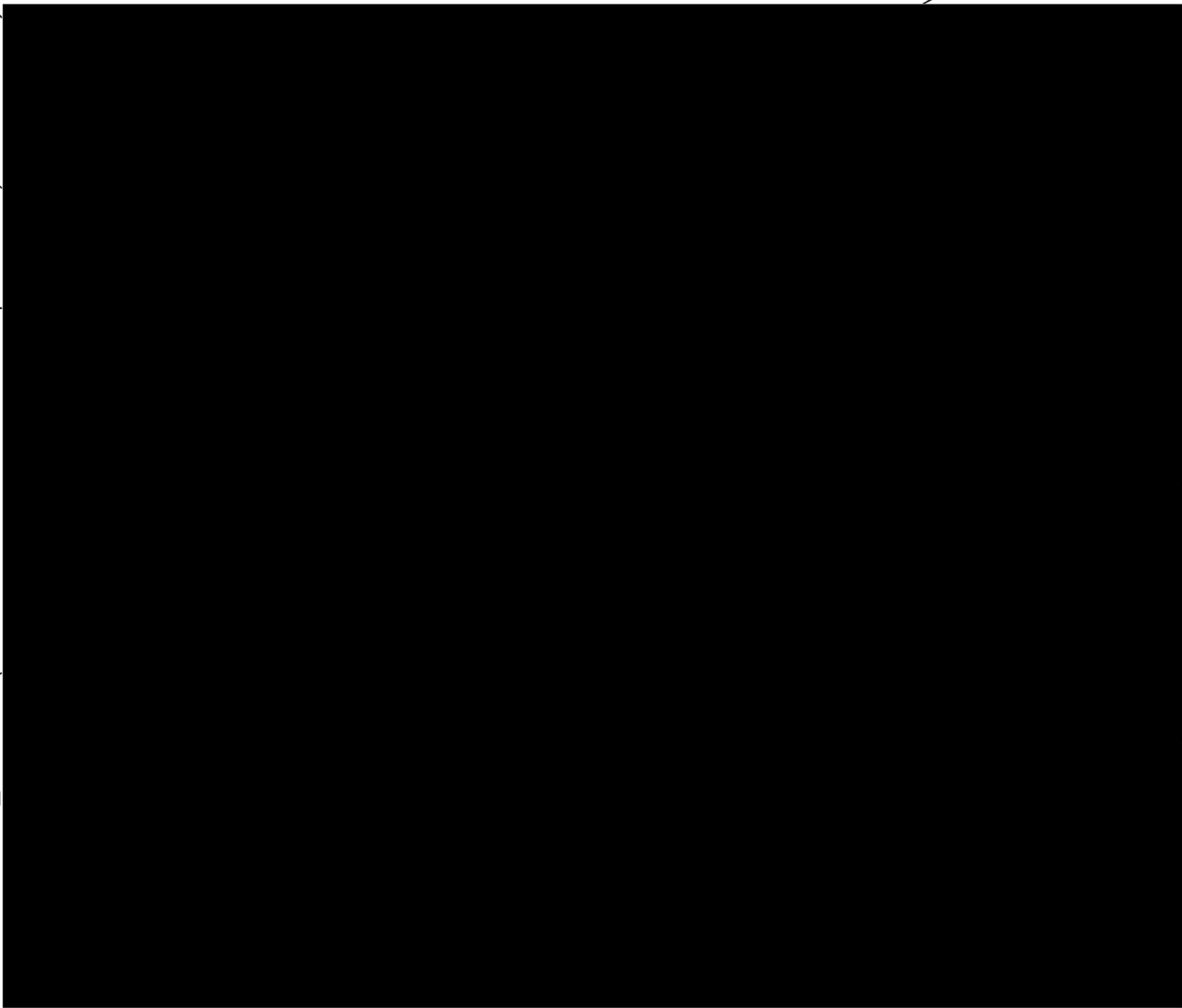
Visitors step in front of a green screen for the first of two organized photo opportunities.

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 wall 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 within 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.

FLOOR 102B – PLANNING AND PROGRAM

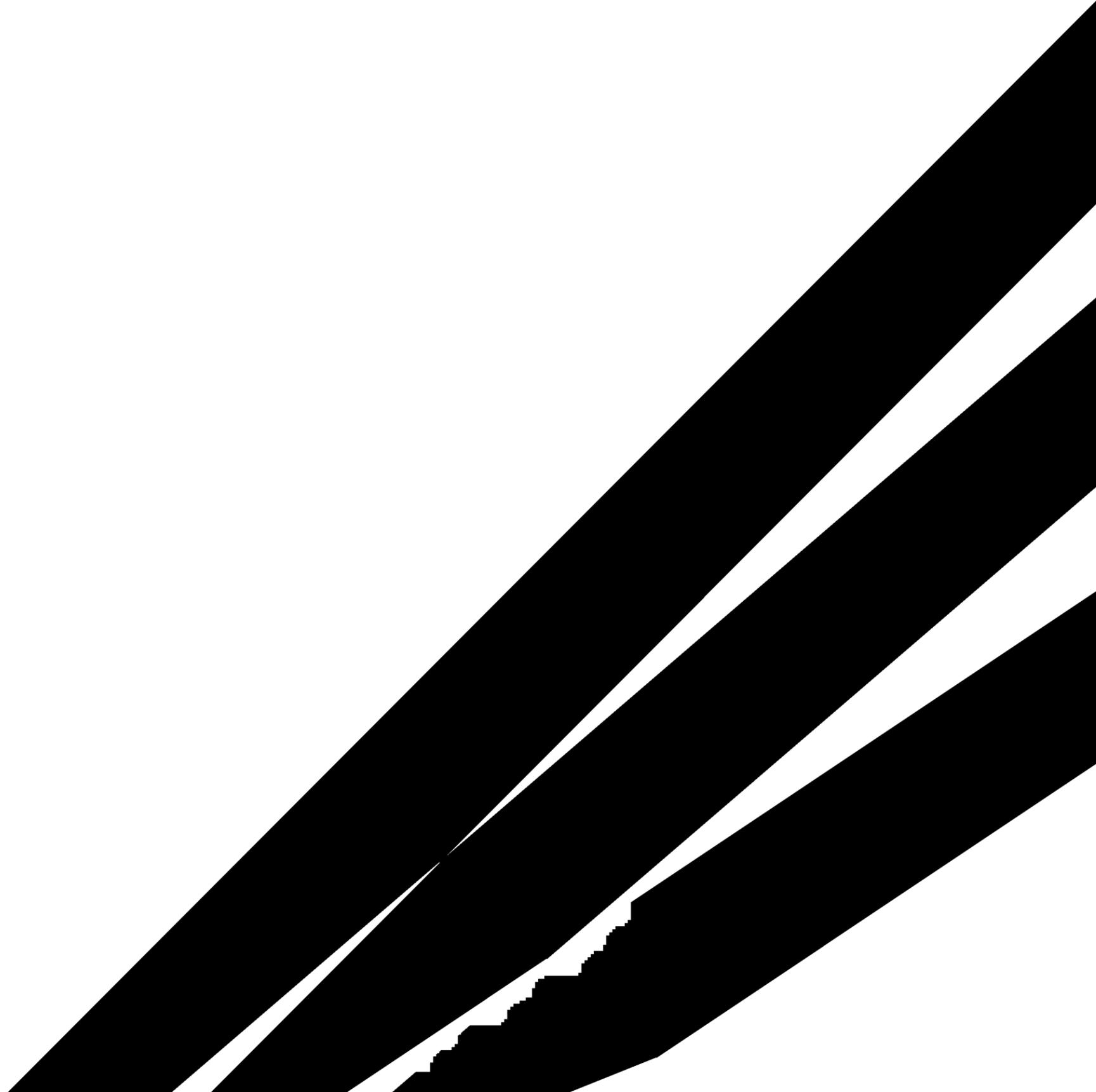
LOUNGE MEZZANINE

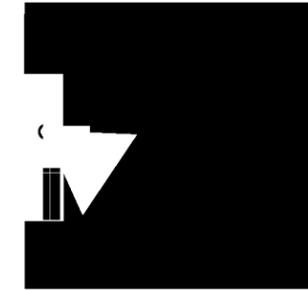
Staircases from the main lounge allow visitors to circulate up to the mezzanine to experience the two story space. There is ample space for a DJ booth and lounge space that can be reserved for smaller special events.

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.

Renderino

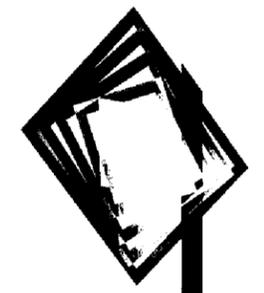




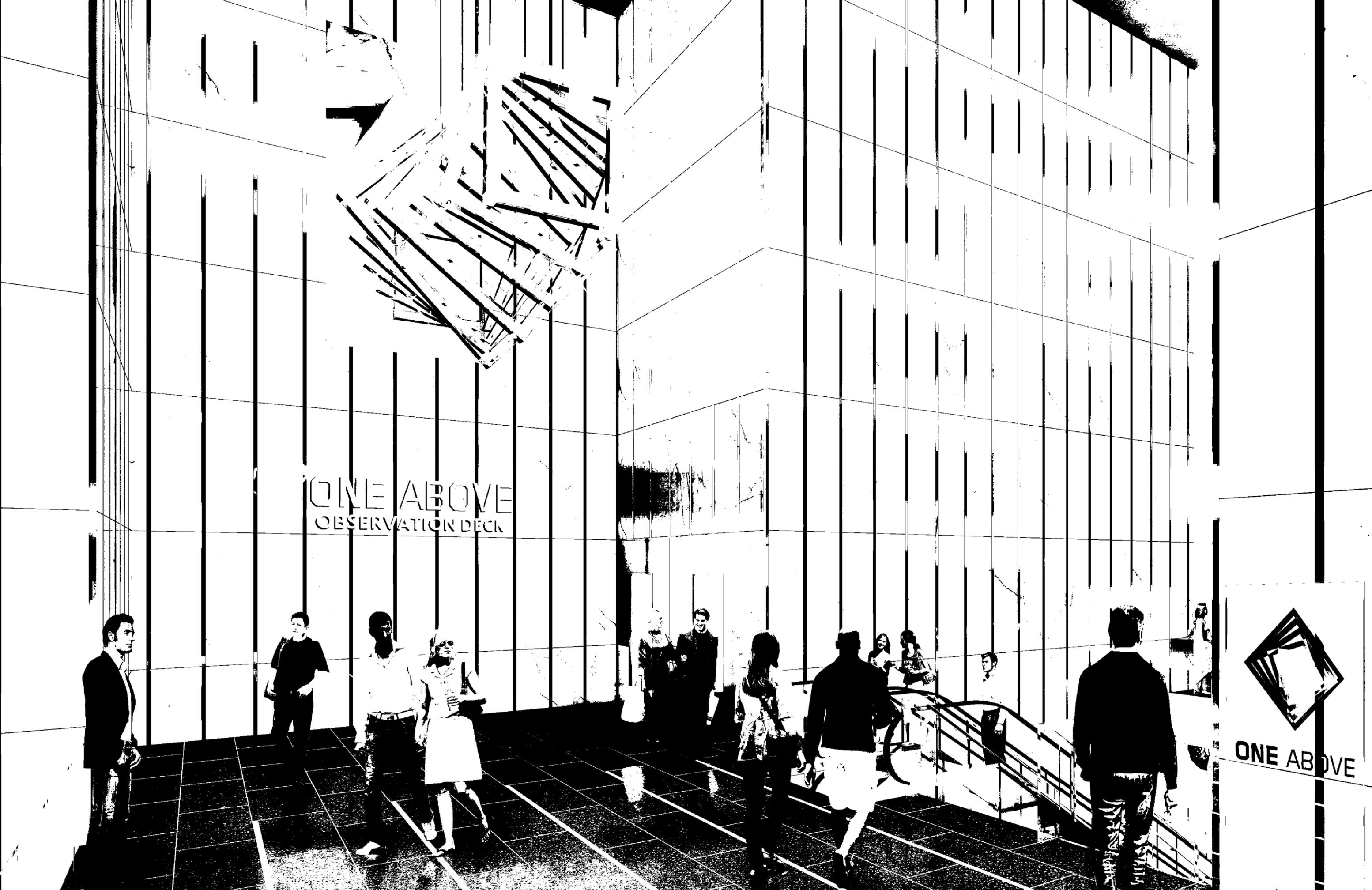
**GROUND FLOOR VIEW
8:30 AM**

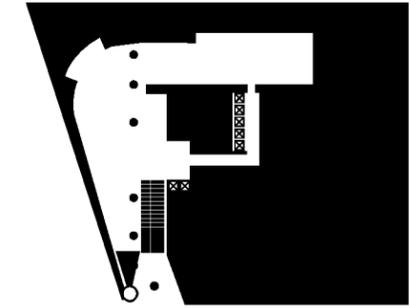
Arriving on the ground floor, visitors enter the lobby through the impressive atrium space which features a large glass sculpture and the One Above logo. There is also a digital display available for visitors to check their timed entry to the observation deck.

ONE ABOVE
OBSERVATION DECK



ONE ABOVE

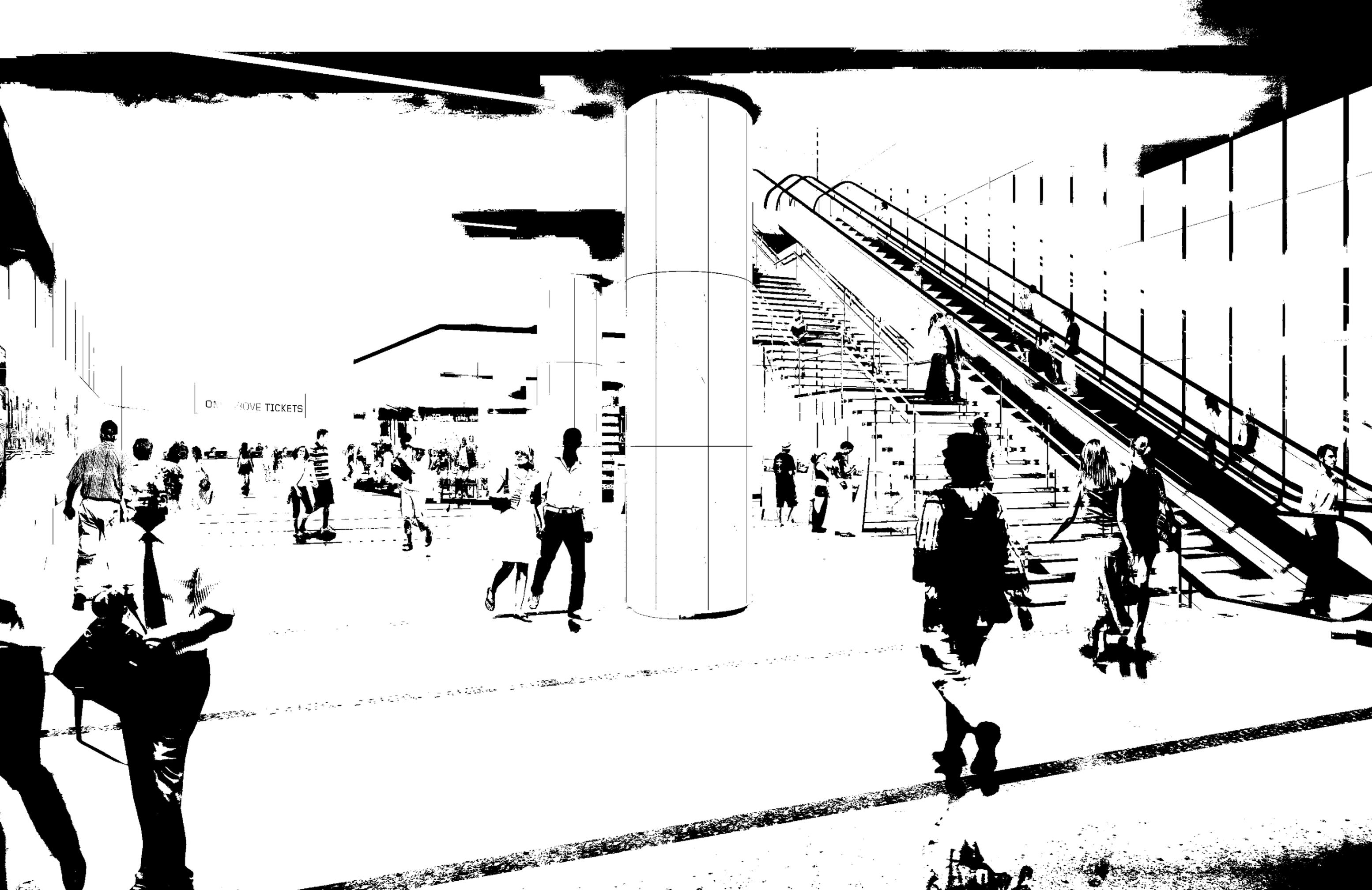




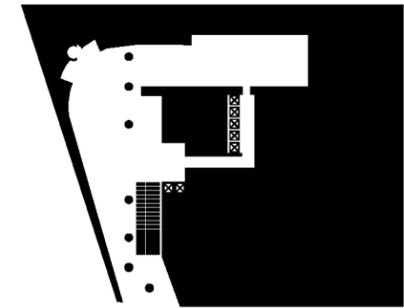
B2 VIEW 1
8:45 AM

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.



ONLY ABOVE 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

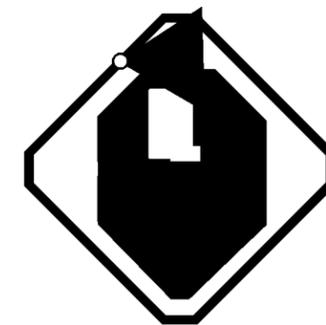




FLOOR 100 VIEW 1
9:05 AM

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.

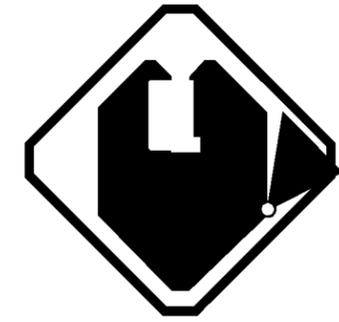




FLOOR 100 VIEW 2
10:30 AM

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



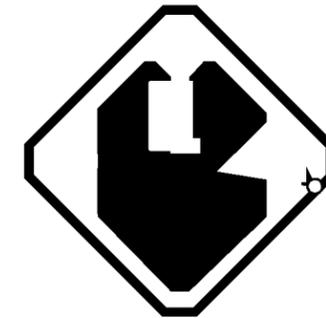


FLOOR 100 VIEW 3
11:30 AM

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.



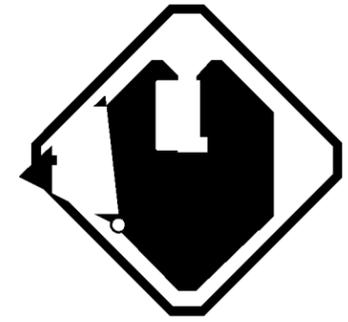
SAHARA DESERT AFRICA 3000 MILES



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.





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.

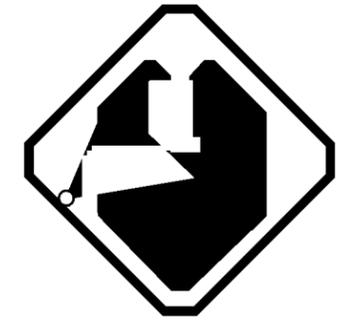




FLOOR 101 VIEW 1
2:05 PM

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.

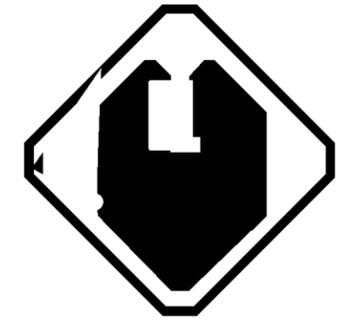




FLOOR 102 VIEW 1
4:45 PM

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.

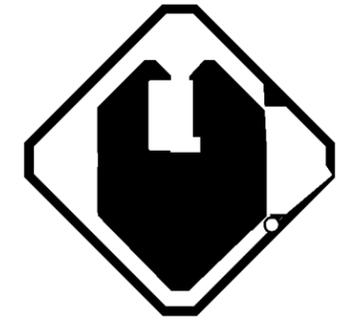




FLOOR 102 VIEW 2
7:30 PM

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

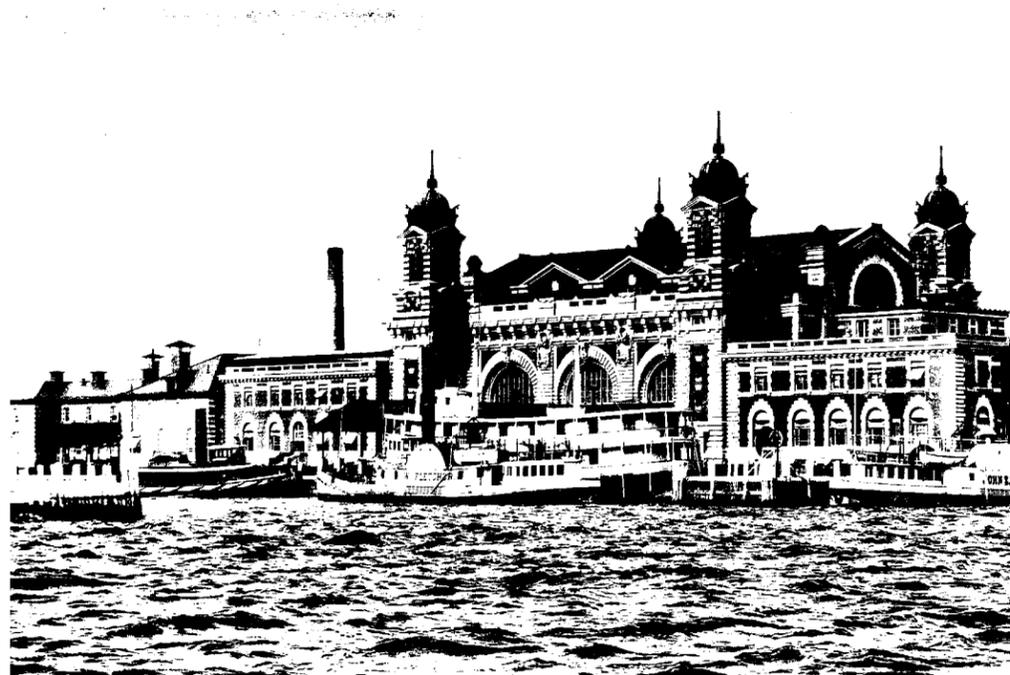
The image features a minimalist, high-contrast design. A solid black horizontal bar at the top contains the text "Experience Programming" in a white, monospaced font. Below this, the background is white, with several large, black, angular shapes that resemble stylized mountains or abstract architectural forms. These shapes are composed of straight lines and sharp angles, creating a sense of depth and movement. The overall aesthetic is clean, modern, and graphic.

"BEYOND THE VIEW"

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.

*This is the Prison where I do stand
301 Bironia here at Present. Lord of the
Ten place to die.*



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.



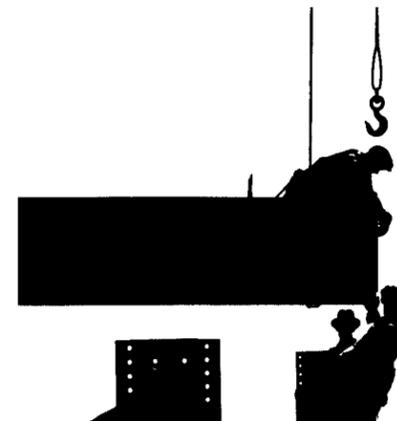
SKYSCRAPER SKYLINE

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



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.

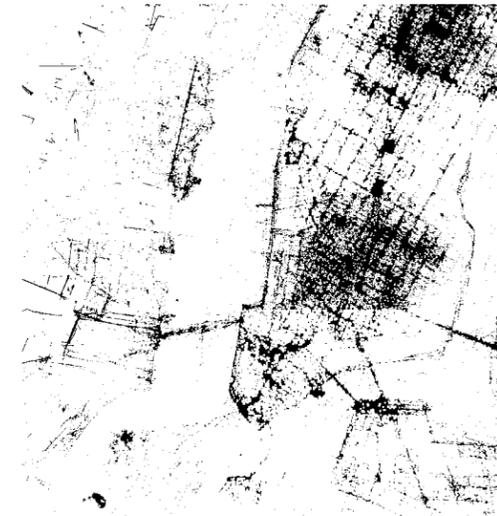
CURRENT EVENTS

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.

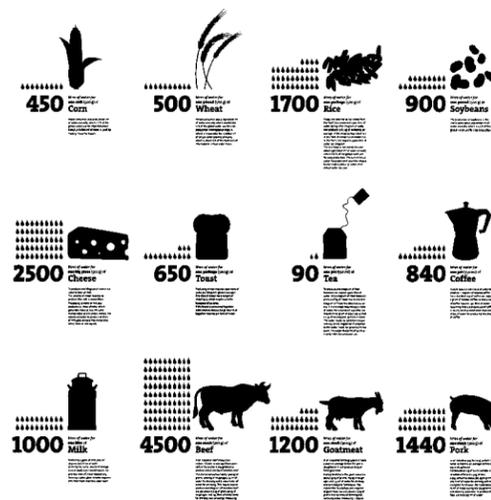
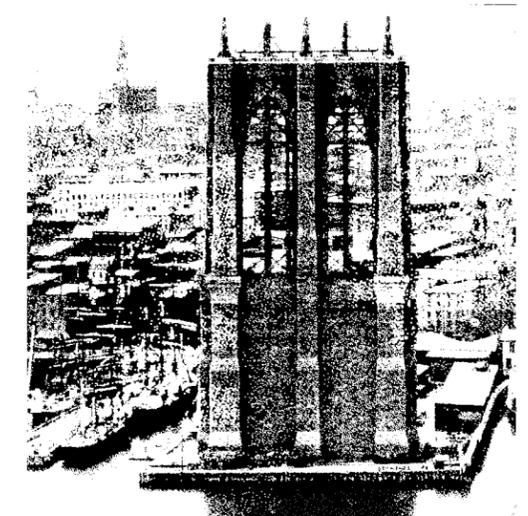


URBAN METRICS

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.

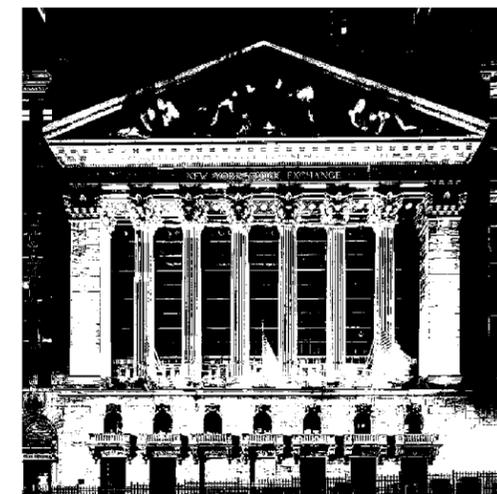


Learn about the Hudson River and its legacy. Support waterfront restoration and track the latest developments in restoration and preservation.



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.

INTERACTIVE EXHIBIT DISPLAY



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.

INTERACTIVE EXHIBIT DISPLAY

EYEDENTEN

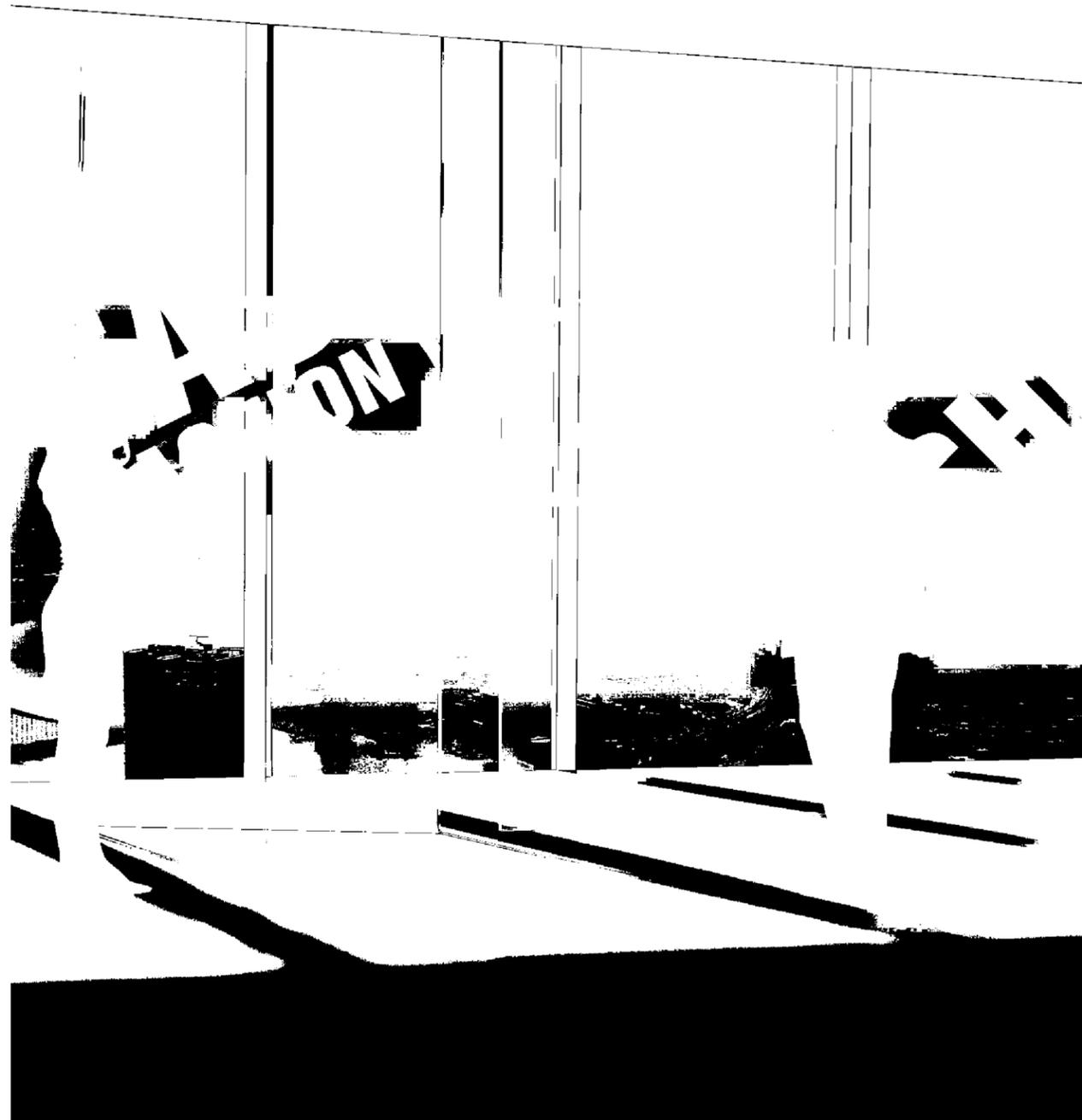
The Skyscraper Skyline theme provides additional content on some of New York City's most iconic buildings. By touching the interactive display and selecting a building in the distance, the interface reveals a composite of views on the towers, stitched together from photos taken by visitors and local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



INTERACTIVE EXHIBIT DISPLAY FASHION WEEK

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.



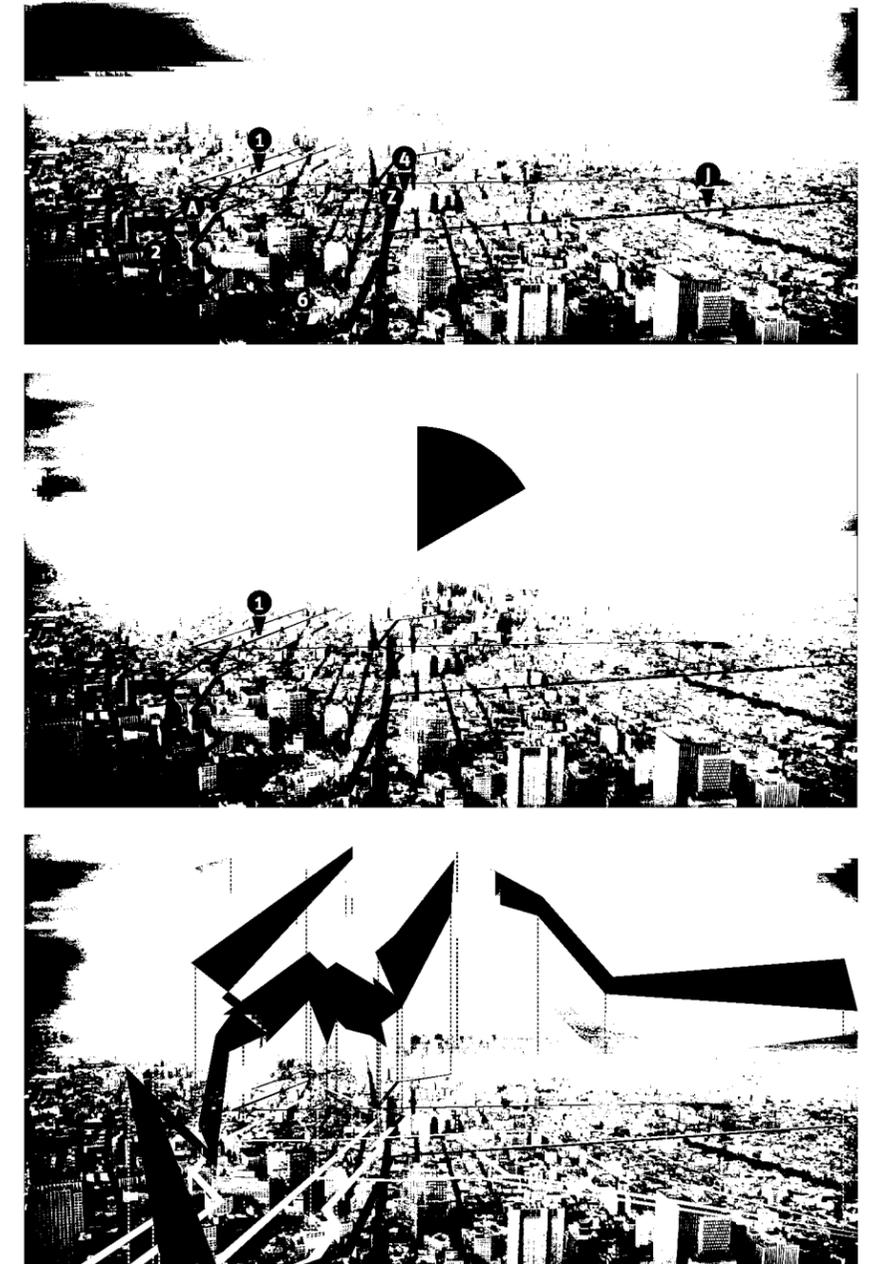
**INTERACTIVE EXHIBIT DISPLAY
URBAN METRICS**

**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.



LIVE TRAIN TRACKING



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.

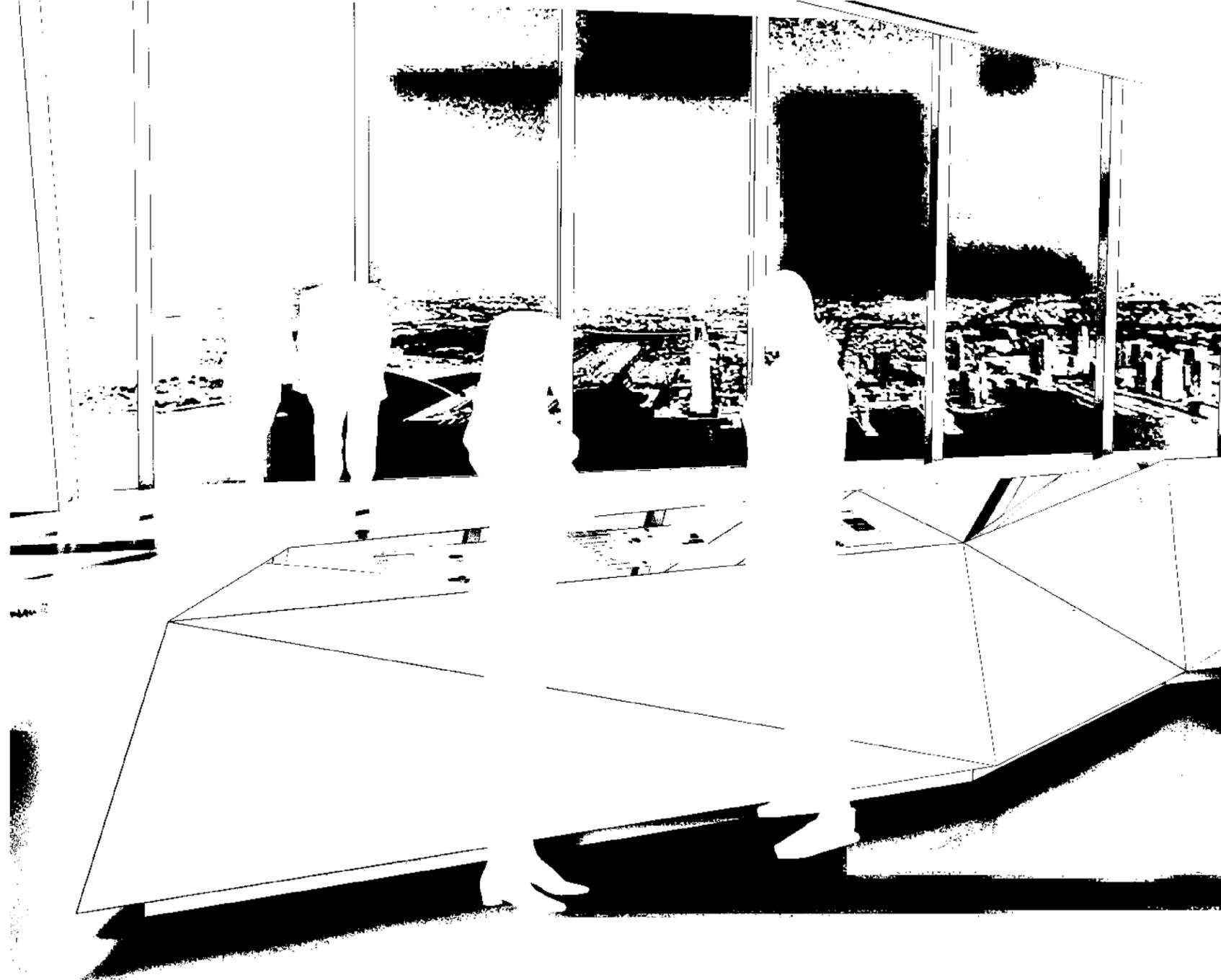
The app could use the visitor's photos to produce customized souvenirs, such as a physical postcard, available as an in-app purchase.



DIGITAL CONCIERGE



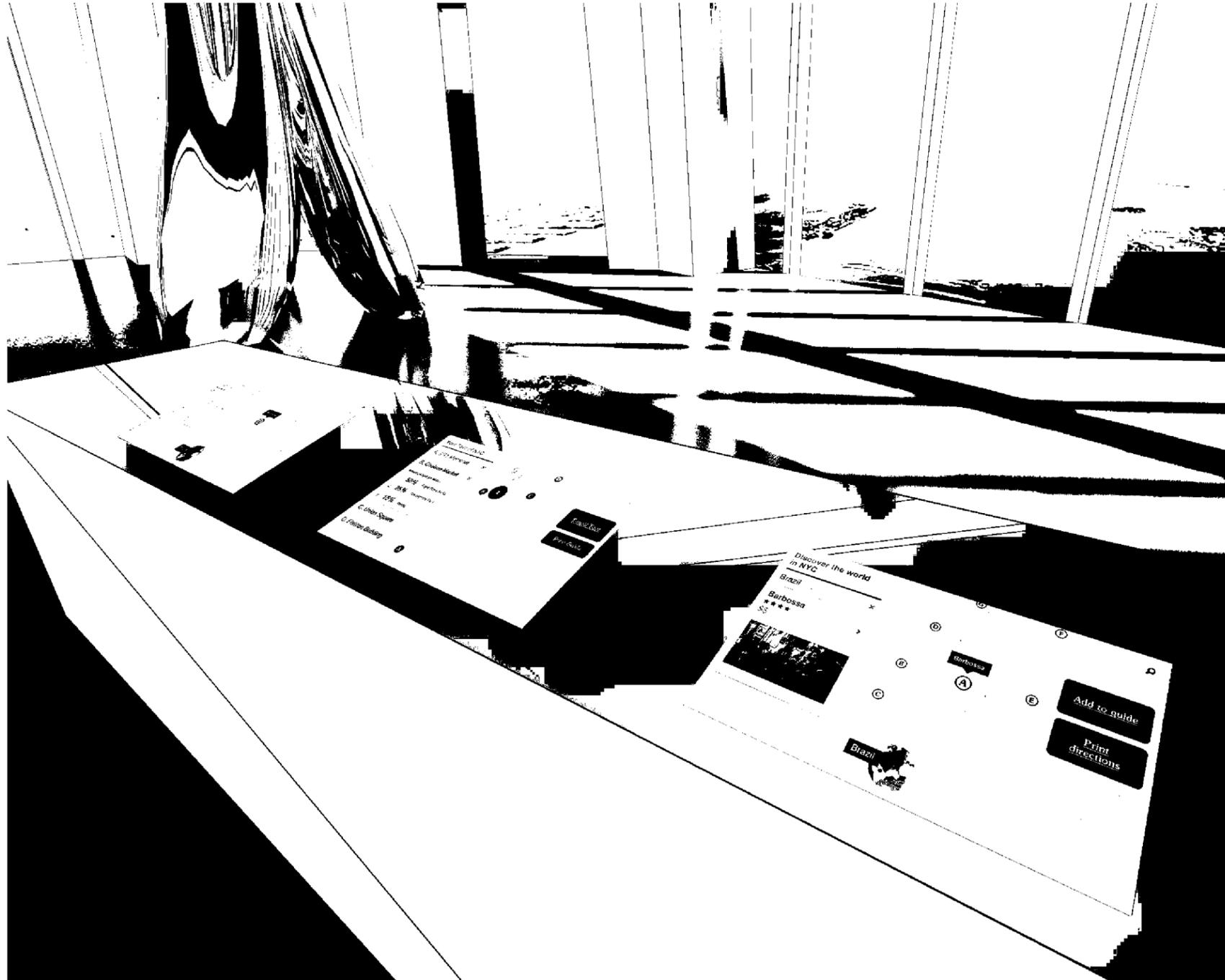
Each of the two Digital Concierge tables will be comprised of three touch screen displays that are integrated into the architecture of the piece. Users can approach these tables and intuitively guide themselves through the interface by touching the screens. The software will use a Content Management 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.

**DIGITAL CONCIERGE
PLANNING A NEW YORK EXPERIENCE**



**Discover the world
in NYC**

Brazil x

Barbossa

★★★★☆

\$\$



Your Tour of NYC

A. 9/11 Memorial x

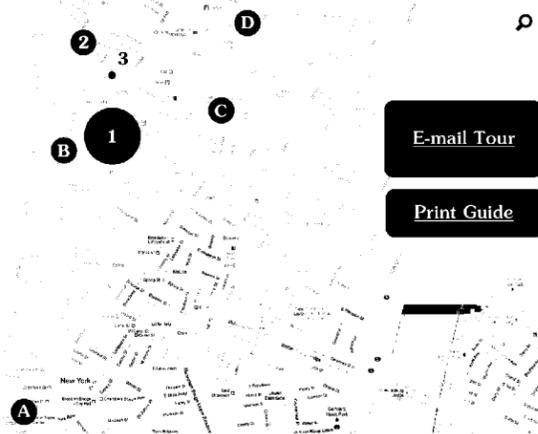
B. Chelsea Market x

Where people go next...

- 1. **55%** Apple Store SoHo
- 2. **25%** The Highline Park
- 3. **15%** Pastis

C. Union Square

D. Flatiron Building



**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.

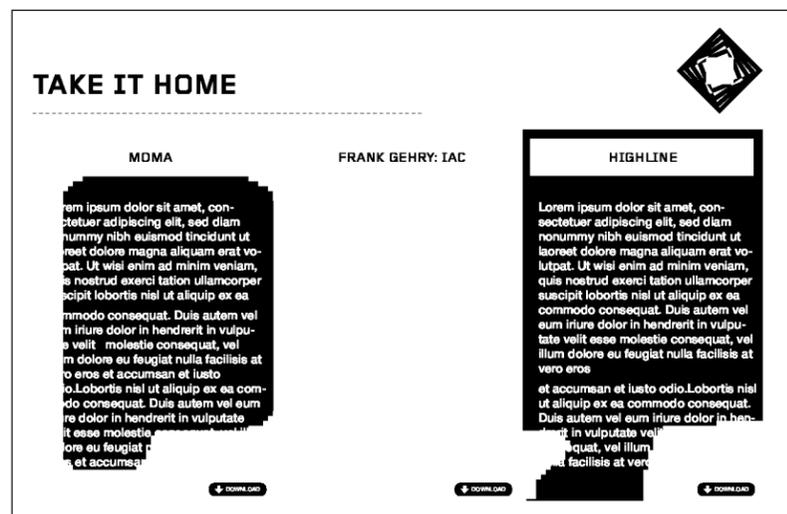
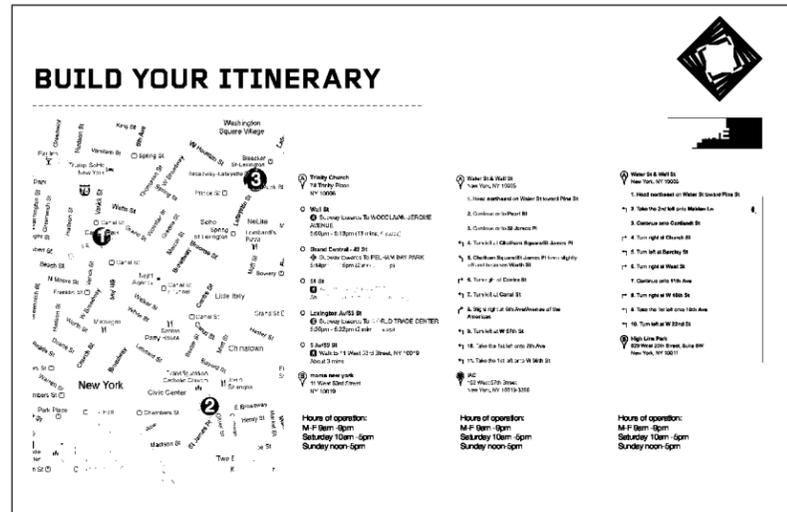


**ITINERARY GENERATION
TAKE IT HOME WITH**

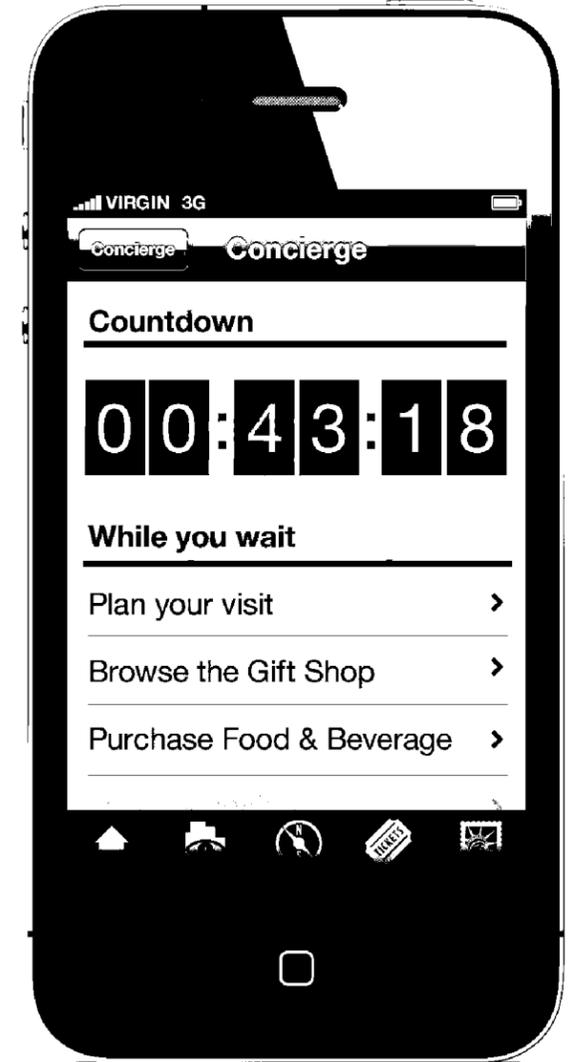
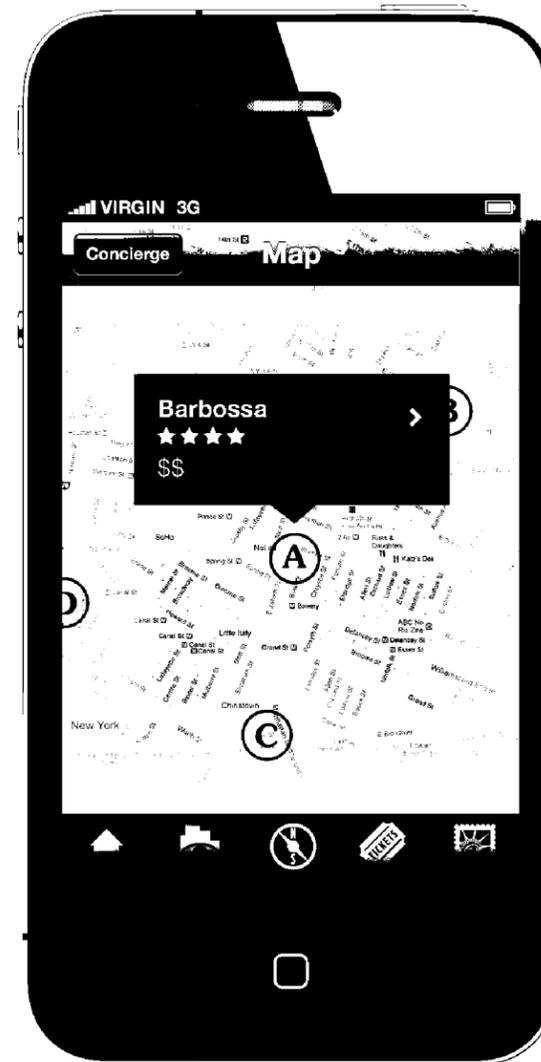
**EXPERIENCE
NARRATIVE:**

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

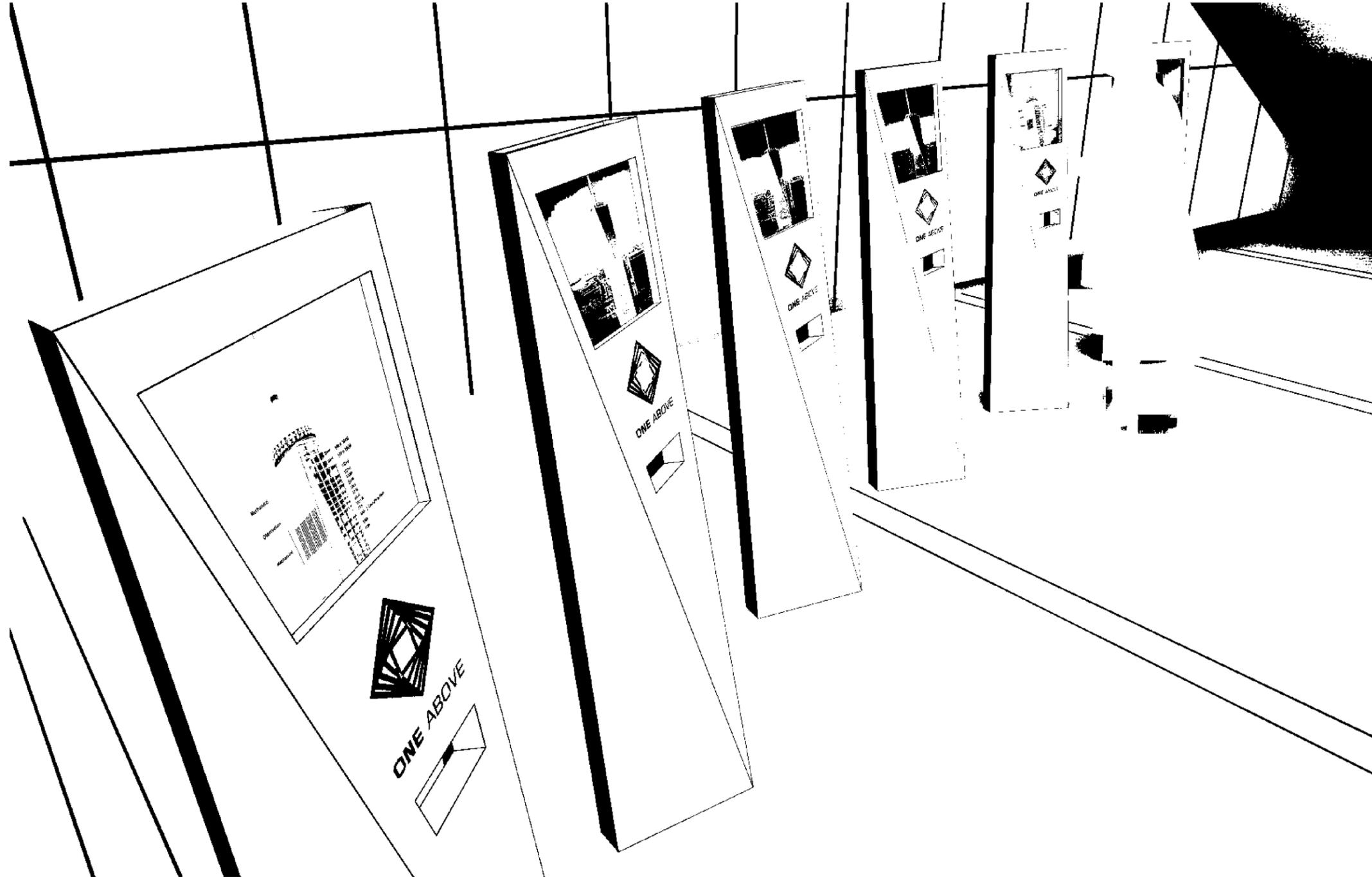


SELF-TICKETING

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.

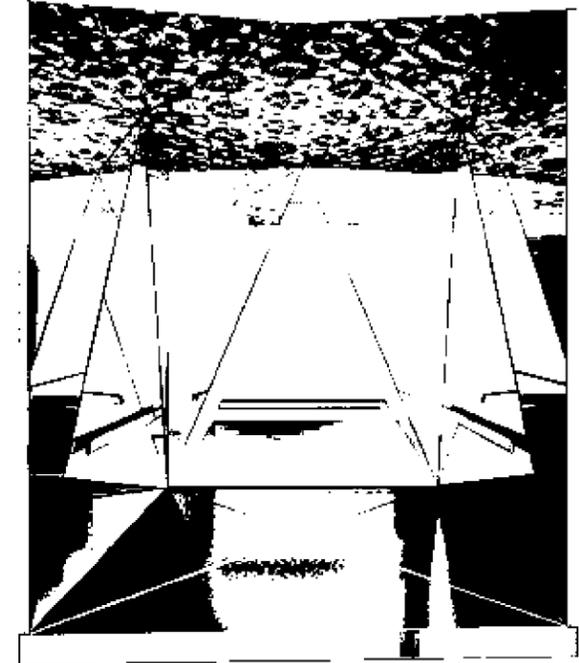
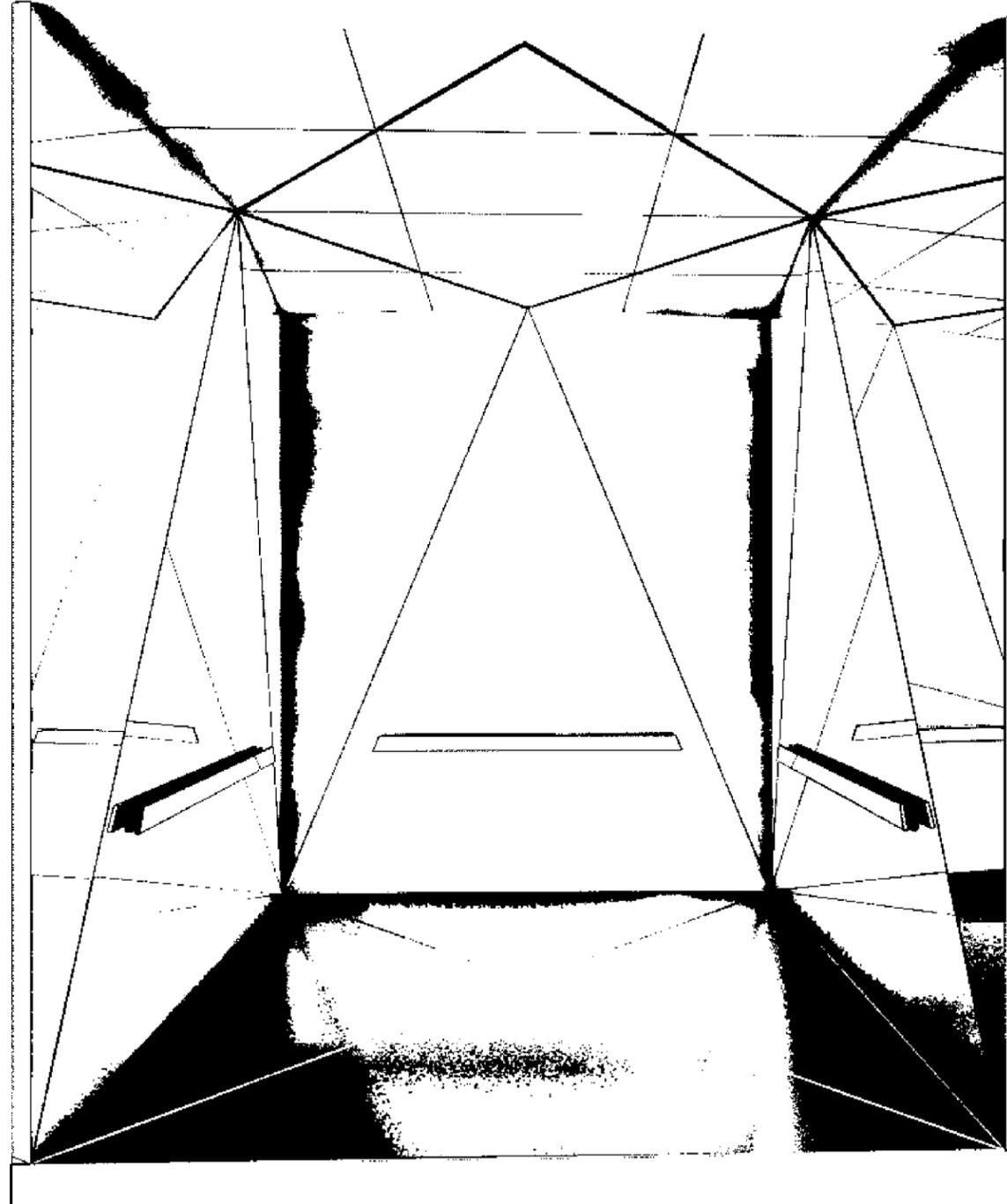


ELEVATOR EXPERIENCE

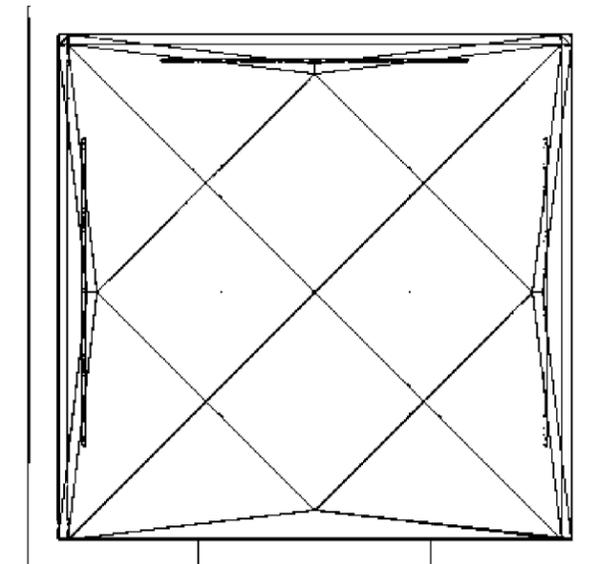
EXPERIENCE

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.



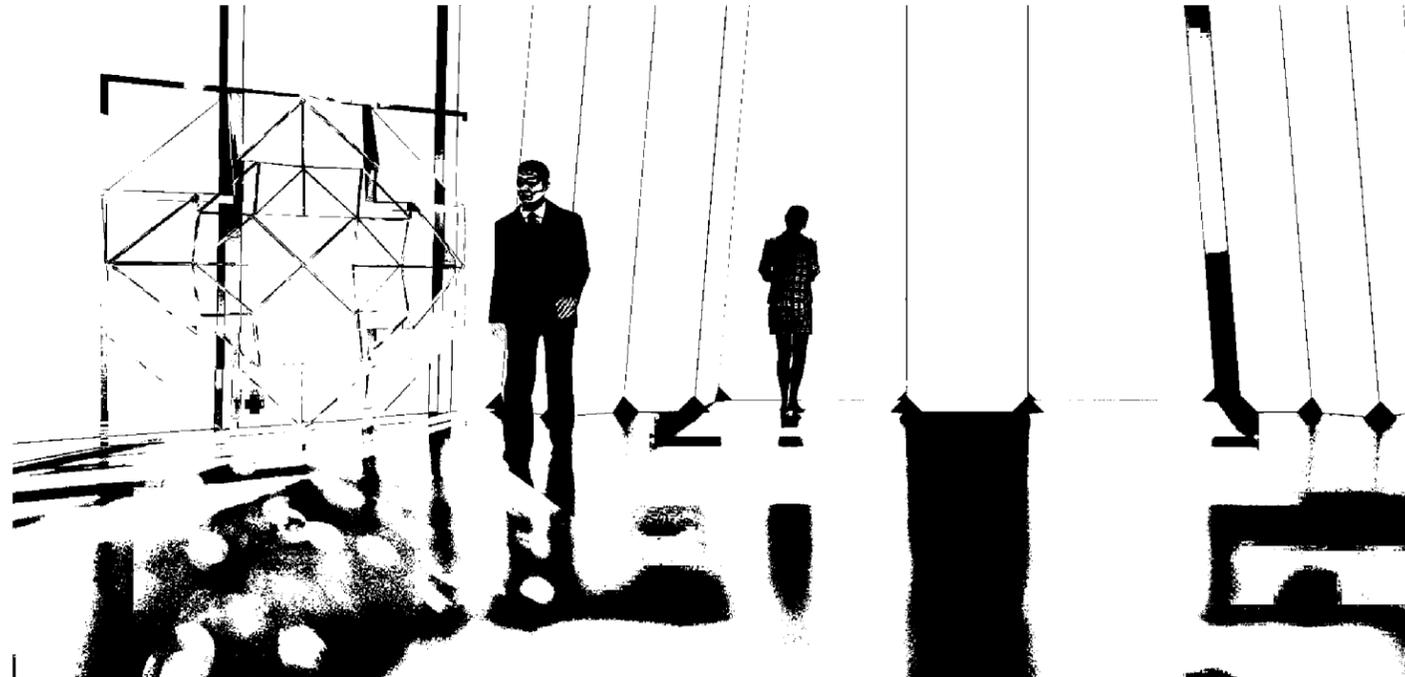
Plan view



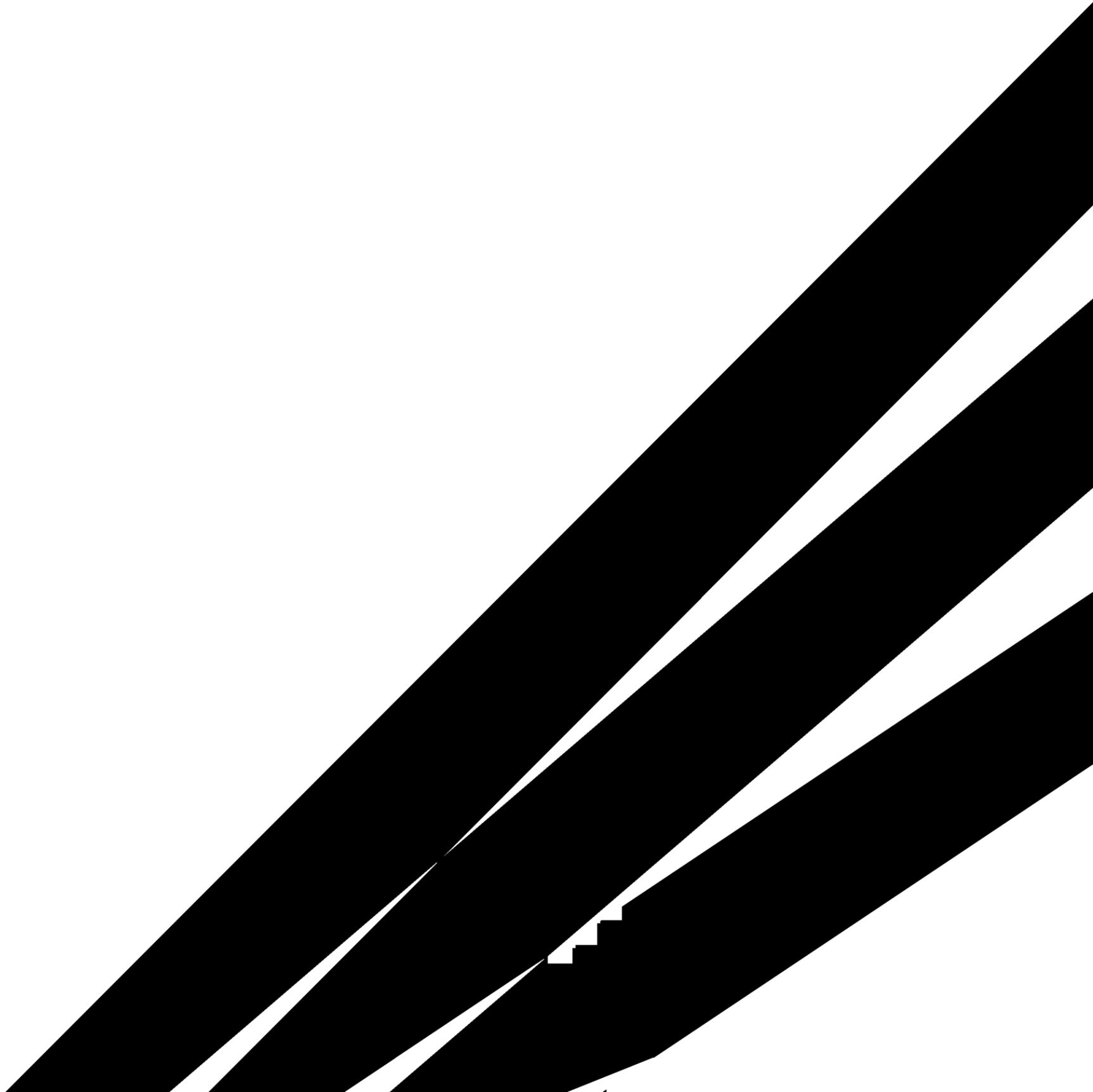
CRYSTAL SCULPTURES

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 Offerings



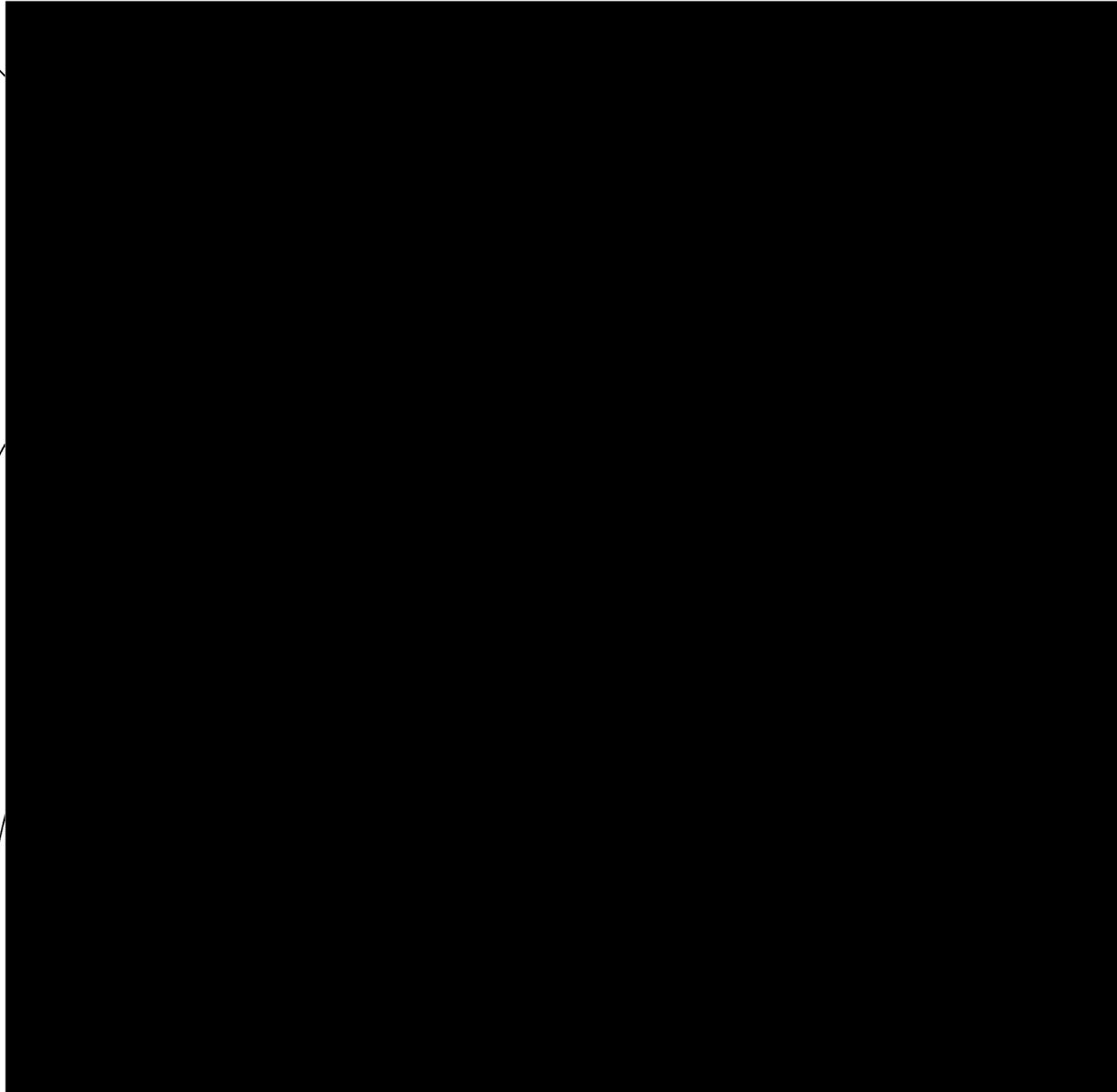
BASE LEVEL B2 – RETAIL PLANNING AND PROGRAM

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.

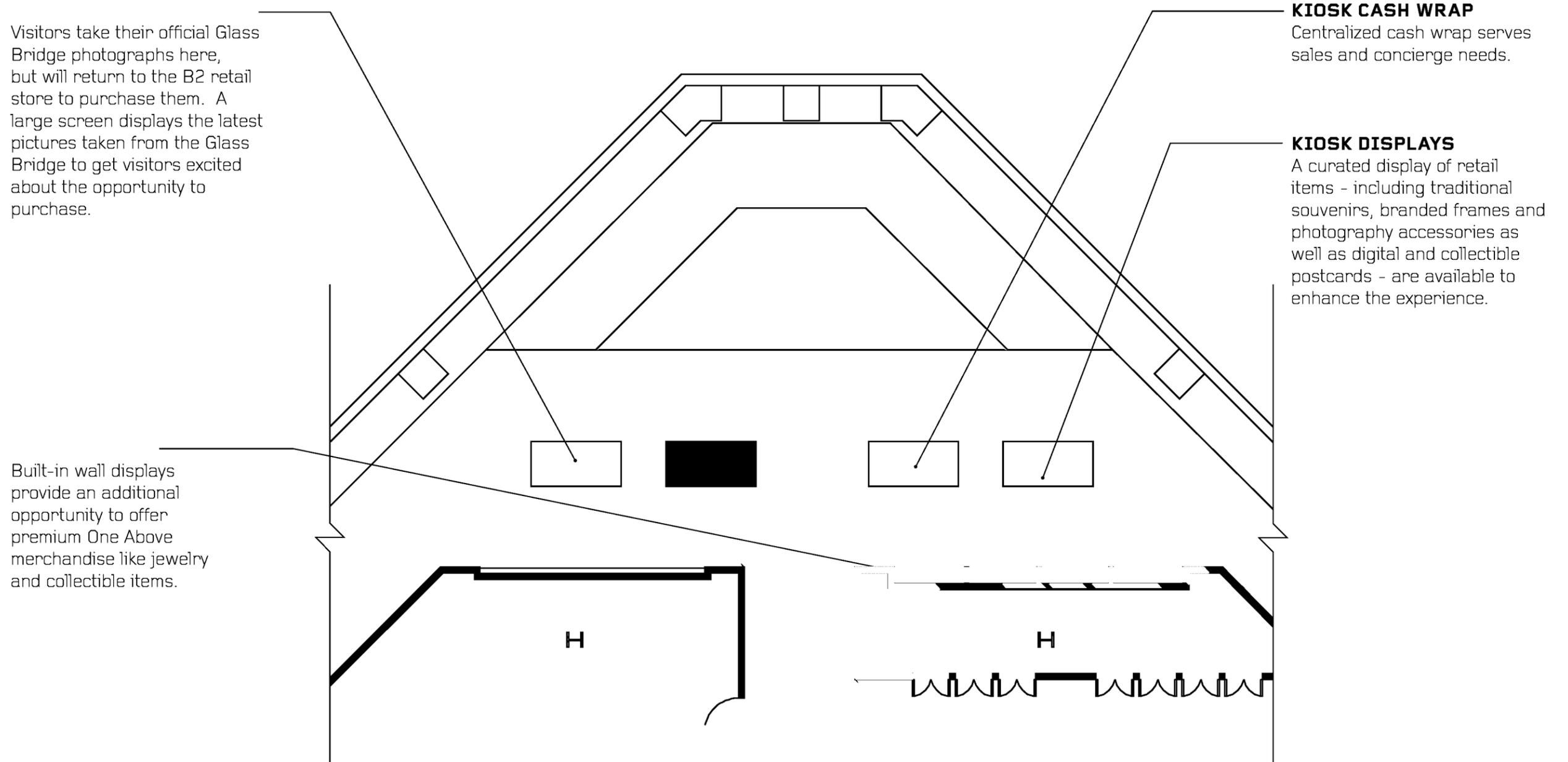
PHOTO POSTCARDS

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.

FLOOR 101 – RETAIL PLANNING AND PROGRAM



BRANDED RETAIL

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.



ONE ABOVE



ONE ABOVE

I WAS
ONE ABOVE
AT ONE WORLD
TRADE CENTER.



ONE ABOVE



I WAS
ONE ABOVE
AT ONE WORLD
TRADE CENTER.



ONE ABOVE

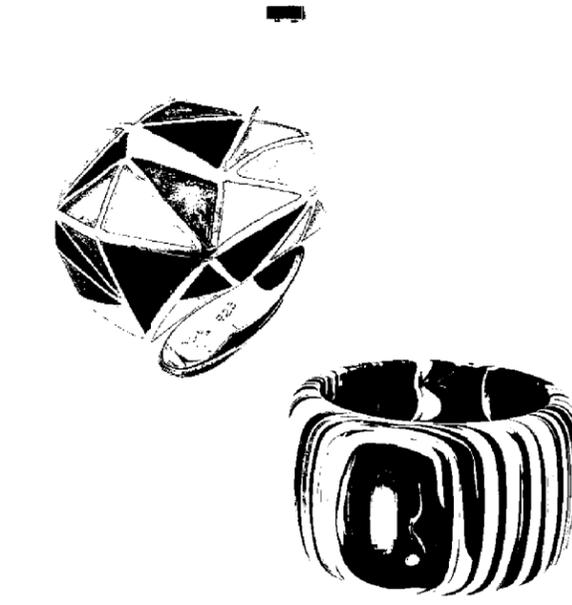
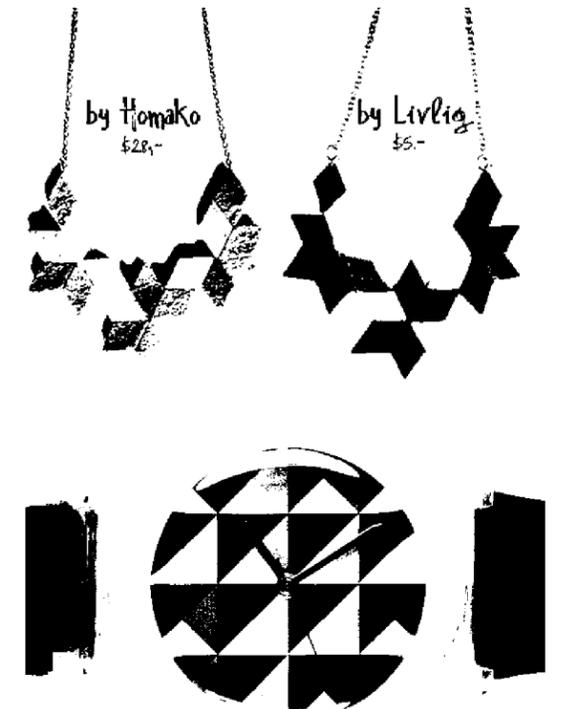
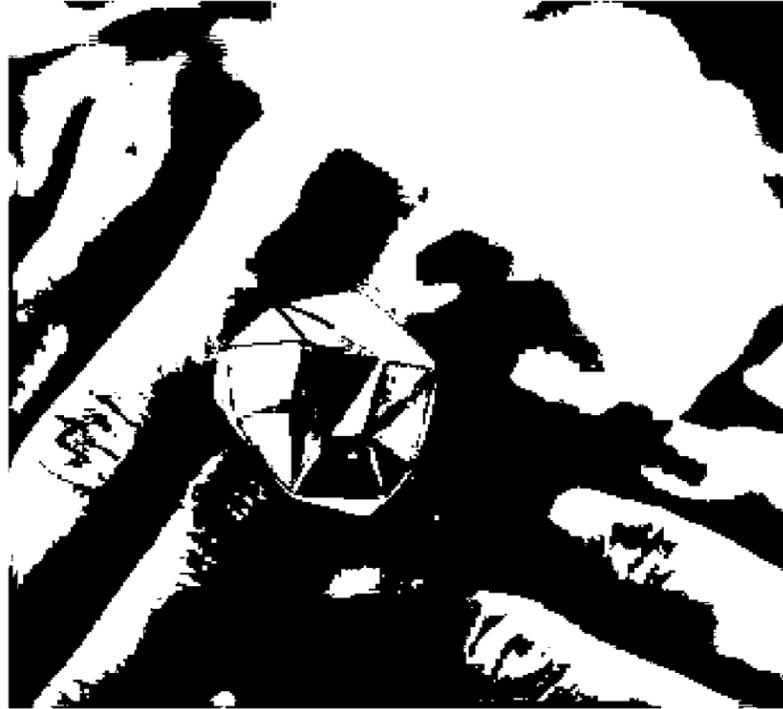


PREMIUM RETAIL

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.

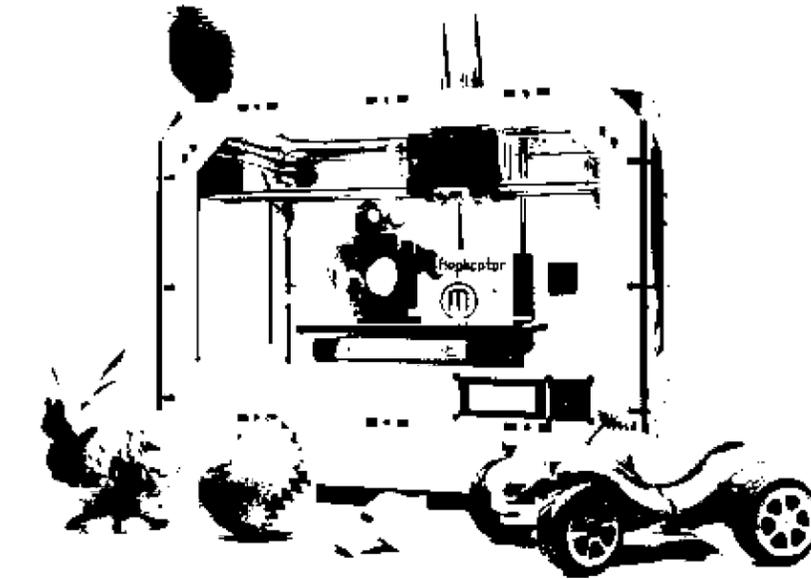
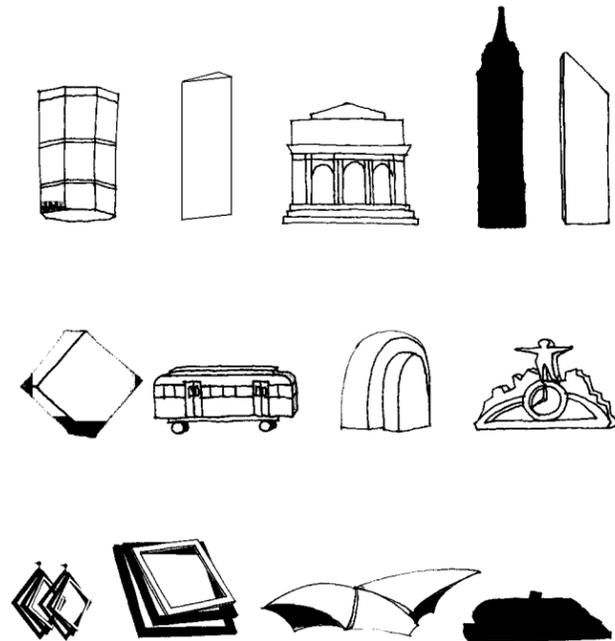


CUSTOM RETAIL

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.

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. Benchmark Events also has a strong history in marketing for and catering events in New York City.

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



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.

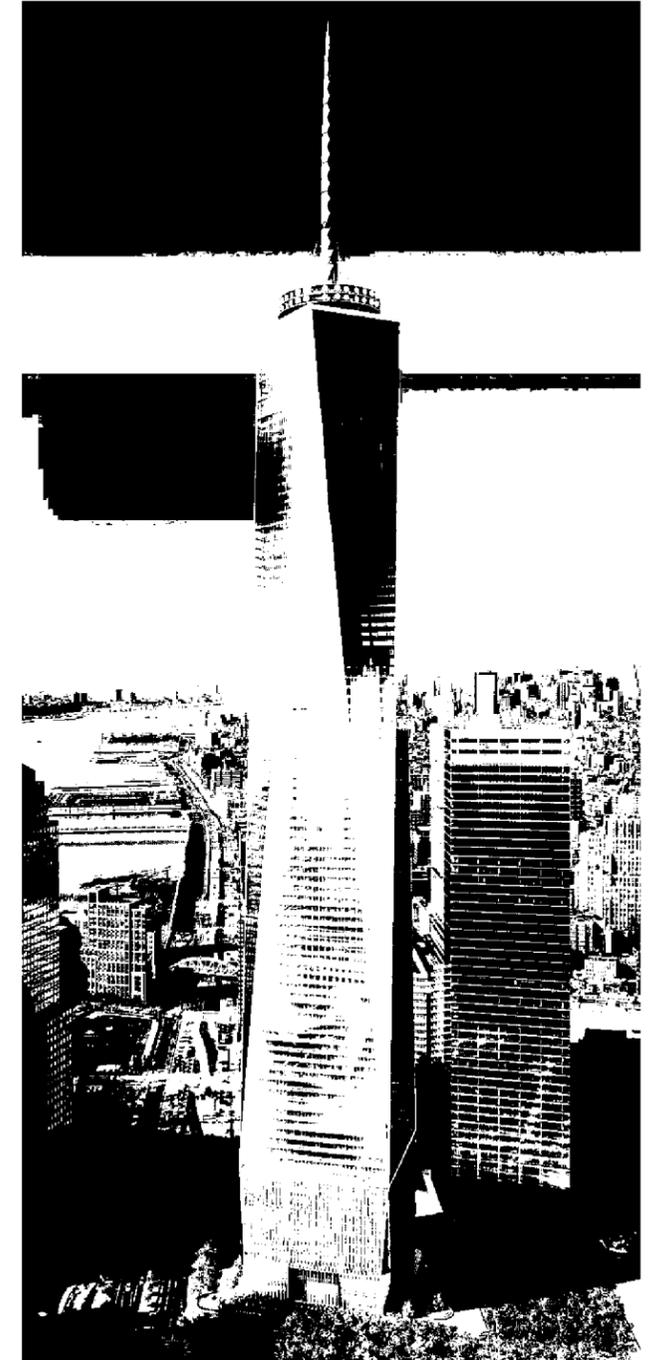
RETAIL

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 a global stage. This is our core business and we are poised to make this incredible venue an unparalleled success.

To 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.**

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.

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

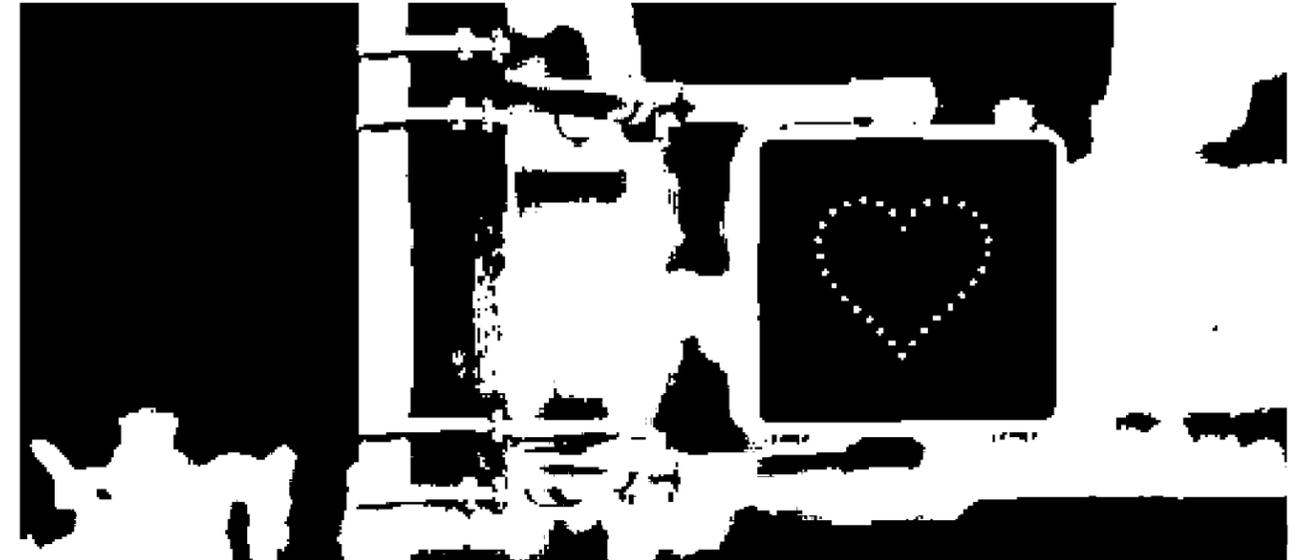
INTRODUCTION

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:

1
guaranteed base rent 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.



FINANCIAL PROPOSAL

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.

FINANCIAL PROPOSAL

Summary of Payments to Owner

TOTAL PAYMENTS TO OWNER

This financial proposal is based on the assumption of a 15-year operating period commencing upon the Observation Deck opening in the first quarter of 2015. In addition, we assume M56 will be able to begin construction and fit out in the fourth quarter of 2013. Over the term of the lease, M56 guarantees the owner \$270 million in upfront payment and guaranteed base rent. We estimate that additional payments will be approximately \$570 million for a total payment of \$840 million in nominal dollars. The following table summarizes the annual payments to the Owner over the lease term.

While this proposal responds to the Owner's request for the development and management of the Observation Deck for a 15-year period, M56 hopes that this initial lease term will be just the beginning of a long and productive relationship. M56 will invest \$43 million in upfront capital to create a world-class experience at the Observation Deck. In addition, M56 plans to make substantial periodic capital investments over the course of the lease to ensure the facilities are maintained to the highest standards and the visitor experience remains exceptional. To this extent, M56 is interested in exploring lease renewal options as part of this initial agreement at terms favorable to both parties.

Year	Base Rent	Upfront Payment	Capital Expenditures	Total Payment
1	\$4,750,000	\$13,000,000	\$24,679,293	\$37,679,293
2	\$4,750,000	\$18,000,000	\$25,271,436	\$43,271,436
3	\$4,750,000	\$18,000,000	\$25,980,639	\$43,980,639
4	\$4,750,000	\$18,000,000	\$28,023,251	\$46,023,251
5	\$4,750,000	\$18,000,000	\$30,136,913	\$48,136,913
6	\$4,750,000	\$18,000,000	\$32,324,059	\$50,324,059
7	\$4,750,000	\$18,000,000	\$34,587,207	\$52,587,207
8	\$4,750,000	\$18,000,000	\$36,928,968	\$54,928,968
9	\$4,750,000	\$18,000,000	\$39,352,040	\$57,352,040
10	\$4,750,000	\$18,000,000	\$41,859,218	\$59,859,218
11	\$4,750,000	\$18,000,000	\$44,453,397	\$62,453,397
12	\$4,750,000	\$18,000,000	\$47,137,572	\$65,137,572
13	\$4,750,000	\$18,000,000	\$50,082,865	\$68,082,865
14	\$4,750,000	\$18,000,000	\$53,137,775	\$71,137,775
15	\$4,750,000	\$18,000,000	\$56,298,192	\$74,298,192
Total	\$73,750,000	\$265,000,000	\$570,252,825	\$840,000,000

PUBLIC BENEFITS

Over the past decade the downtown tourism economy has grown substantially to 9 million visitors. The plan envisioned by M56 for the Observation Deck at One World Trade Center will further support the growth of downtown as a tourist destination. In its first stabilized year, we expect that 3.3 million people will visit the Observation Deck, making it one of the City's premier destinations. Additional patrons will attend events in the 102nd floor event venue and visit the lounge.

Visitors to the Observation Deck will also provide a new market for hotels, retail shops and restaurants, as well as other attractions in Lower Manhattan. Because of the innovative online and mobile phone ticketing and queuing system that M56 has developed, visitors will no longer need to spend time waiting in line to reach the Observation Deck. Instead, they will be free to spend time and money at area venues until their designated admission time. During peak visitation times, this may provide additional hours for Observation Deck visitors to visit downtown shops and cultural attractions, generating benefits to businesses throughout the neighborhood and supporting its ongoing development.

FINANCIAL PROPOSAL

In addition to supporting local spending, visitor spending at the Observation Deck will generate significant retail sales tax revenues that will accrue to the City, State, and the MTA. M56 anticipates approximately \$2.0 billion in taxable sales and \$178 million in total tax revenue to the various agencies over the lease term.

M56 will also contribute directly to the City over the lease term with a total PILOT payment of \$18 million and a total BID contribution of \$362,000. In addition, as part of our mission to more broadly invest in Lower Manhattan, we anticipate contributing a total of approximately \$13 million to charitable organizations in the neighborhood.

Sources and Uses of Capital

The Sources and Uses of this project are as follows: M56 estimates that it will require \$43 million of capital to successfully complete the RFP process, execute a lease with the Owner, complete design and construction, and ensure that the Observation Deck, retail stores, food venues, lounge and event space are fully operational.

SOURCES OF CAPITAL

M56 intends to fund the \$43 million in costs through its own capital and a well-capitalized lender that has committed to backing M56's overall growth initiative in the United States.

Projected Sales-Tax Generated (Nominal \$ in millions)

Revenue Source	Taxable Sales	SALES TAX REVENU			
		City (@4.5%)	State (@4.0%)	MCTD (@0.375%)	Total
Attendance	\$1,276	\$57	\$51	\$5	\$113
Photo	\$135	\$6	\$5	\$1	\$12
Retail (1)	\$50	\$2	\$2	\$0	\$4
F&B	\$549	\$25	\$22	\$2	\$49
Total	2,010	105	80	8	178

(1) 15% of retail sales assumed to be taxable.

USES OF CAPITAL	
Rent Advance to Owner	\$5,000,000
Closing Costs (RFP/Lease Signing)	\$2,500,000
Hard, Soft & FF&E Costs	\$29,000,000
Interest & CAM Reserve	\$2,900,000
Start-up Costs	\$3,600,000
Total Uses of Capital	\$43,000,000

SOURCES OF CAPITAL	
M56 Equity	\$16,000,000
EPT Debt* 63% LTC	\$27,000,000
Total	\$43,000,000

*EPT total commitment is \$30 million.

FINANCIAL PROPOSAL

M56 will contribute approximately \$16 million to the total costs. In addition to current cash on hand of \$19 million, M56 has a \$6.6 million unused credit facility put into place specifically to fund expansion in the United States. In addition, M56 projects it will generate \$20 million of net cash flow from its global operations prior to year-end 2013.

M56 has secured a debt commitment for \$30 million from Entertainment Property Trust

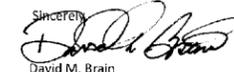
M56 has secured a debt commitment for \$30 million from Entertainment Property Trust ("EPT"), a publicly traded (NYSE Ticker: EPR), investment grade, real estate investment trust with a market capitalization of \$3.5 billion. EPT is committed to fuel M56's growth in the United States. Annually, EPT invests \$300 million in specialty entertainment, recreation and educational venues and is extremely interested in the Observation Deck business. Based on M56's estimated

costs and its desire to make a substantial capital contribution, M56 anticipates that it will utilize \$27 million of EPT's \$30 million debt commitment.

EPT's \$27 million of debt represents a 63% loan to cost. It will have an 11.5% coupon and a 15-year term. While it will be interest only during the construction period, repayment will occur with blended principal and interest payments based on a 15-year amortization schedule. Please see letter that details EPT's commitment to M56 for this project and its overall United States expansion plan. The contact information for EPT is as follows:

President of EPT East
Tel: 816.472.1700
Email: timl@eprkc.com

It is also EPR's longstanding business practice to invest in multiple transactions with strong operators in important entertainment and other specialty market niches. This has included megaplex theatres, entertainment retail centers, destination recreational assets and other specialty properties such as charter schools. We believe entering the observation deck business with M56 provides just such an opportunity to provide repeat business with a world class operator. Therefore, we hope One World Trade Center will be the next investment we can make with M56.

Sincerely,

David M. Brain
Entertainment Properties Trust
President and CEO



909 Walnut,
Suite 200
Kansas City, Missouri 64106
816-472-1700
Toll Free: 888-EPR-REIT
Fax: 816-472-5794
www.eprkc.com

April 27, 2012

Patrick Abisseror
Director General (CEO)
Montparnasse 56 USA LLC
230 Park Avenue, 10th Floor
New York, NY 10169

Re: M56 Response to RFP for Observation Deck at One World Trade Center

Ladies and Gentlemen:

Entertainment Properties Trust "EPR" (EPR: NYSE), is a specialty real estate investment trust of approximately \$3.5 billion total market capitalization. We are an investment grade rated Company that invests in about \$300 million annually in specialized entertainment, recreation or education oriented properties. We are long-term holders and reinvest in our properties to maintain market leading positions and performance.

I am writing to express EPR's strong support of M56's bid to become the operator of the observation deck at One World Trade Center. We believe M56 to be one of the leading operators of observation deck attractions in the world and is a client of EPR. As such, we are working closely with M56 to provide substantial financial resources to enable the company to develop and successfully operate the observation deck at One World Trade Center and make it the greatest new attraction in the world.

EPR has been working for several months with M56 to help it secure a foothold in the US market. As a REIT that specializes in entertainment venues we have been extremely impressed with the company's business model and organization. We are excited about the prospects of helping M56 bring its unique focus to the US market. In fact, we are now nearing completion of a transaction with M56 to be its sole lender in the acquisition of a similar type of asset in another major US city. This anticipated investment is comparable in size to our expected investment at One World Trade Center. M56 has impressed us with its understanding of all of the details of this business and with its plans for significant growth of the project's bottom line.

Therefore, we could not be more excited about the opportunity to team with them again to invest in the observation deck at One World Trade Center. Currently, we expect to commit up to \$30 million to the One World Trade Center project. We appreciate that this project is in the initial stages of a bidding process, and are committed to working with M56 as this process unfolds. We have become familiar with this business with M56 and have found creative ways to approach financial structures with them. We are able to do so because as is the case with EPR, M56 is a long term investor and significant financial contributor to its projects.

FINANCIAL PROPOSAL

USES OF CAPITAL

The \$43 million of costs or “Uses” of capital can be broken into three broad categories – A) Costs through Lease Execution, B) Construction Costs and C) Start-up Costs. They are detailed below.

A. COST THROUGH LEASE EXECUTION

M56 expects that it will expend a total of \$2.5 to successfully complete the RFP process and execute a lease with the Owner. Additionally, M56 expects to pay the Owner an advance of \$5 million on its first year rent payment. Thus, the total capital required through lease execution with the Owner is expected to be \$7.5 million.

B. CONSTRUCTION COST ESTIMATE

M56 has spent a great deal of time in developing a detailed space concept with the assistance of its architect, Gensler. With a very specific set of plans and detailed finishes, M56 engaged Plaza Construction (“Plaza”), a New York City-based general contractor and construction manager, to provide a detailed cost estimate and project schedule. Including a 10% hard costs, soft costs and FF&E contingency, Plaza has estimated the cost of construction to be approximately \$29.0 million.

In addition to construction costs, M56 expects that a \$2.9 million reserve will be needed to fund interest expenses and CAM to Owner during the construction phase.

C. START-UP COSTS

M56 has budgeted \$3.6 million for start-up costs. The vast majority of the start-up costs, approximately \$2.1 million, will be used to hire and train staff prior to the Observation Deck opening. Other start-up costs include:

- Rent of office space, office build-out, furniture/fit-out costs (\$362,000)
- POS/Telephone/CCTV Equipment purchase (\$200,000)
- Legal expenses for employment and service contracts (\$300,000)
- Pre-launch advertising (\$500,000)

M56 expects revenues to cover expenses once the Observation Deck opens.

Operating Summary

M56 has put together its pro forma based on over 30 years of experience operating similar facilities in Paris and Berlin, two of the largest cities in Europe. It has a track record of successfully capitalizing on and reinforcing the iconic aspects of tourist destinations and monuments, making them integral parts of an area’s culture. Visitation to the Montparnasse 56 Tower in

Paris has increased 15 percent per year over the past 3 years. Montparnasse 56 is well-positioned to bring this experience to One World Trade Center and develop an innovative, world-class destination in Lower Manhattan.

In addition to an extensive review of its current operations and internal research on operating a business in New York City, M56 has engaged a number of outside consultants and experts to develop revenue and expense projections. HR&A Advisors, Inc. conducted a comprehensive market study that informed both estimates of visitation and competitive pricing. Gerber Group, which operates venues in nine cities globally, including six in New York, and Landmarc Restaurants/Benchmark Events, which operates four restaurants in New York and a food kiosk in Brooklyn Bridge Park in addition to a catering business, provided estimates related to food and beverage. M56 consulted with the building management division of CBRE to estimate facility operating costs and Willis to estimate insurance costs. We are confident that the combination of international experience and local market expertise has resulted in a business plan that provides a realistic estimate of the expected financial performance of the Observation Deck.

Construction Budget (\$ in millions)

Hard Cost	\$20.5	\$2.0	\$22.5
FF&E	\$2.4	\$0.2	\$2.6
Soft Costs	\$3.5	\$0.3	\$3.8
			\$29.0

(1) 10% contingency on all costs assumed.

FINANCIAL PROPOSAL

Finally, it should be noted that our guaranteed base rent offer of \$18 million per year, which is significant in itself, is based on a conservative annual visitation estimate of 2 million. M56 fully expects to attract many more visitors, and we have structured a generous revenue sharing arrangement with the Owner through participation rents at various milestones. This approach balances our need to make prudent decisions with a generous proposal for the Owner to share in the success of the project. Using our median annual visitation estimate of 3.3 million visitors, we anticipate the owner will receive a total financial return of \$570 million above the total guaranteed base rent payments of \$270 million.

It is assumed that the Observation Deck, under M56's management, will generate \$123.5 million in revenue per annum (exclusive of sales tax). Seven sources will generate revenue at the Observation Deck: a) Ticket Purchase, b) Photography Sales, c) Retail, d) Food Venue, e) Lounge, f) Events and g) Other Revenue.

Revenue assumptions are based on the HR&A market study as well as the experience that M56 has in operating Observation Decks for over three decades. With the exception of ticket revenue and 'other revenue', all revenue is expected to grow at 2.5% per annum.

M56 has assumed the following ticket prices:

	Price	Commission	Observation Deck	Price	Price Less Tax Discount
Adult	\$25.00	57.50%	10.00%	\$22.50	\$20.67
Senior Citizens	\$20.00	10.00%	10.00%	\$18.00	\$16.53
Kids (7-12)	\$17.00	20.00%	10.00%	\$15.30	\$14.05
VIP	\$40.00	12.50%	0.00%	\$40.00	\$36.74
Average	\$24.1			\$2.8	\$0.94

* Price includes 8.875% sales tax.

M56 assumes that approximately 50 percent of all tickets will be bought at full price and the remaining 50 percent will be purchased at a discount. Based on its experience, there will be 10 percent to 20 percent discounts for groups, corporate members, schools, etc. Additionally, there will be a 20 percent commission paid on all sales generated by M56's global third-party sales network of more than 13,200 agents.

The VIP tickets allow guests to proceed to the front of the line and are common among a number of comparable venues

and attractions. These ticket prices are supported by the prices of comparable attractions in New York City. No discounts will be applied to VIP tickets.

Based on the assumptions described above, M56 projects a ticket yield of \$22.80 per visitor including sales tax or \$20.94 excluding sales taxes. M56 has conservatively estimated that average ticket prices will increase each year by \$0.25/ticket including tax or \$0.23/ticket excluding sales tax.

M56 fully expects to attract many more visitors, and we have structured a generous revenue sharing arrangement with the Owner through participation rents at various milestones.

FINANCIAL PROPOSAL

Revenue Assumptions

		Comment			Comment
Ticket Revenue	\$69.5	Revenue assumptions based on 3,320,000 attendees per year and a Year 1 average ticket price of \$20.94/ticket. This figure is supported by the market study M56 commissioned from HR&A.	Food Venue Revenue	\$13.3	With the assistance of Marc Murphy of Landmarc, Ditch Plains and Benchmarc Events, the intended operator of the 101st floor Food Venue, M56 has assumed that the average Food Venue revenue of \$4/attendee or aggregate sales of \$13.3 million in Year 1. It has been assumed that the average Food Venue purchase will be \$10 and that 40% of the attendees will make a Food Venue purchase.
Photographic Revenue	\$6.6	Similar to M56's other Observation Decks, M56 has assumed a price of \$10 per picture and that 20 percent of all attendees would purchase one photo. Thus, on average, the photographic revenue is \$2/attendee (\$10/picture x 20 percent of attendees) or \$6.6 million in Year 1. With the Observation Deck having 360-degree views and numerous breathtaking photographic opportunities, it is very possible to greatly exceed these revenue assumptions.			Marc Murphy will take the food revenue experience to a whole new level, sharing his expertise of elevated American classics. The food venue offerings will include Mr. Murphy's award winning dishes including the Big Marc, the Ditch Dog, Lobster Rolls and the Ditch 'Wich.
Retail Revenue	\$16.6	M56 has planned several retail spaces, which includes 2,000 square foot space in the Lobby area and several retail kiosks throughout the 100th and 101st floor. M56 will stock the retail store with unique product offerings for all ages, similar to what is available in the museum stores in New York City. This will be in addition to the customary products available in tourist venues, (clothing, postcards, etc.). Based on M56's other decks, it has assumed that the average purchase at the retail store will be \$20 and that 25% of all attendees will make a retail purchase resulting in average retail revenue of \$5/attendee or \$16.6 million in retail revenue Year 1.	Lounge Revenue	\$7.0	Gerber Group, a premier operator of high-end lounges across the United States, including 6 locations in New York City, will operate the Lounge area. The Lounge will be located on half of the 102nd floor and will open at 11am and is currently planned to be open until the Observation Deck closes at midnight, with the expectation of later hours at least three nights a week. The Lounge's beverage and food sales projection of \$7 million are based upon Gerber Group experience in other similar venues that it operates in New York City. However, Gerber Group has assumed higher revenues at One World Trade Center based on an anticipated visitation of over three million people and that it will be open, on average, six hours per day more than Gerber's other New York City lounges.

FINANCIAL PROPOSAL

All revenue assumptions are summarized below:

		Comment
Event Revenue	\$8.1	<p>M56 believe that the Event space located on the 102nd floor, with its unparalleled view of the New York City skyline, will become one of the premier event venues in New York City. This venue will have the opportunity for multiple events in a day, with business, celebratory or tour group related breakfasts, lunches, dinners, and nighttime parties.</p> <p>Marc Murphy of Landmarc, Ditch Plains and Benchmarc Events, the intended operator of the Event space, assume that there will be an average 310 events per year with an average of 125 attendees per event. An average price of \$175 per attendee has been assumed with total revenue of \$8.1 million in the first year.</p> <p>Food for events will be provided from an off-site kitchen with warming and presentation done on site at the Observation Deck.</p>
Other Revenue	\$2.4	<p>M56 assumes that in addition to the above mentioned revenue sources, there will be the opportunity to generate revenue from advertising sales (i.e. on the back of tickets), ticket sales to other major New York City attractions, pressed penny and other vending machines, etc.</p> <p>M56 has assumed that the 'Other Revenue' is a net revenue item and is net of costs, commissions, credit card fees royalty payments, etc. It has been assumed that 'Other Revenues' is 2% of total revenues or \$2.4 million in the first year 1.</p>

Expense Assumptions

M56 will provide the highest quality visitor experience in the City. In addition to the upfront capital investment, achieving this goal will require significant annual operating expenses in programming, lounge, and event services. Excluding base and percentage rent payments to the Owner, M56 estimates that the total annual Observation Deck operating cost will be approximately \$63.3 million. These estimates are based on an average annual visitation of 3.3 million people and M56's experience with similar facilities around

the world as well as detailed research into the cost of doing business in the New York City market. M56 has developed a flexible operating and staffing plan that can be adjusted to respond to changes in attendance.

The table below provides a high level breakdown and description of key cost items. The "Pro Forma Assumptions Tab" and Appendix 1 through 11 provide a detailed explanation of all costs assumptions. All expenses, except as indicated below, are grown at 3% per annum. In summary, the major costs are summarized on the following pages.

Expense Assumptions

		Comment
Cost of Goods Sold	\$18.5	<p>This includes:</p> <ul style="list-style-type: none"> ▪ Retail – 40% COGS margin; \$6.6 million COGS year 1 – based on M56's global COGS margin ▪ Food Venue – 36.5% COGS margin; \$4.8 million COGS year 1 – includes food, beverage, trucking and kitchen disposables/supplies expense ▪ Events – 29.0% COGS margin; \$2.3 million COGS year 1 – includes food, beverage, trucking and kitchen disposables/supplies expense ▪ Lounge – 18.3% COGS margin; \$1.3 million COGS year 1 – includes food and beverage expense ▪ Photography – 50% COGS margin; \$3.3 million COGS year 1 – assumes 50% profit share with third party photography company

FINANCIAL PROPOSAL

* Unless otherwise indicated, excludes costs of Food Venue, Lounge and Event businesses.

<p>Advertising*</p>	<p>\$3.0 Year 1, \$2.5 Year 2+</p>	<p>Advertising</p> <p>The advertising budget will be spent through traditional and internet channels. After the first year, the budget will drop from \$3 million to \$2.5 million and there will be no growth thereafter. An additional \$0.5 million will be spend in the first year prior to launch.</p>	<p>Utilities*</p>	<p>\$0.6</p>	<p>Utilities</p> <p>Assumes electricity, water, condenser water and waste removal. This line item includes the condenser water expense for the Food Venue, Lounge and Event business.</p>
<p>Observatory/ Retail Personnel*</p>	<p>\$4.3</p>	<p>This includes 17 staff on hand during observatory hours (16 hours per day, 7 days a week). These staff will assist with crowd control and ticket sales in the Lobby and guest management on the Observation Deck floors. Additionally, it has been assumed that there will be 6 retail staff manning the 2 retail stores (Lobby and 101st floor) during Observation Deck operating hours.</p>	<p>Repair and Maintenance*</p>	<p>\$0.3</p>	<p>Repair and Maintenance</p> <p>\$3.50/gsf. This is broken down as \$150,000 for general repair and maintenance costs, including HVAC repair and \$270,000 for upkeep of interactive programming and technology.</p>
<p>General Administrative Costs*</p>	<p>\$7.1</p>	<p>This includes cost for management staff of \$4.5 million and other administrative costs of \$2.6 million. M56 has assumed a total of 26 general management staff including one general manager, 4 directors of operations, 1 director of security, 2 full time engineers, 1 director of HR, 3 directors of marketing, 2 accountants, 2 bookkeepers, 4 guest services managers and 4 admin staff. The other administrative costs include office rent/operations costs, legal costs, holiday decoration costs, cctv/telephone costs, point of sale rental/ticket printing, technology upkeep costs, etc</p>	<p>Capex and Refurbishment Reserves*</p>	<p>\$0.5</p>	<p>Capex and Refurbishment Reserves</p> <p>Assumed \$5/gsf</p>
			<p>Cleaning Costs*</p>	<p>\$1.9</p>	<p>Cleaning Costs</p> <p>This assumes 3 cleaning staff on hand during Observatory operating hours and 8 staff for heavy cleaning after hours. This line item includes cleaning costs for the Food Venue area but, not the Lounge and Event area.</p>
			<p>Credit Card Fees*</p>	<p>\$1.9</p>	<p>Credit Card Fees</p> <p>2% of attendance, photo and retail revenue</p>
			<p>Security Costs</p>	<p>\$6.2</p>	<p>Security Costs</p> <p>Including 13 security staff in the Lobby and Observatory floors and between 12 to 24 security staff, depending on the hour, manning up to 6 scanning machines. After hours, there will be 2 security guards manning the Observation Deck space. Additionally, the Lounge will be open after midnight on select nights. There will a total of 10 security staff manning one scanner, operating 2 elevators and manning the Lobby area.</p>

	in million	Comment
Escalator/ Elevator Maintenance	\$1.2	This estimate was developed using both the guidance from the Owners on elevator maintenance costs and M56's property management consultants, CBRE. This expense item is grown at a rate of 5% per annum based on guidance from CBRE.
Insurance Expense	\$1.7	Willis assisted M56 in pricing out property damage and business interruption (\$125K), terrorism (\$250K), general liability/liquor liability (625K), workers compensation (\$150K), umbrella liability (\$550K) and directors/ officers/ network security (\$100K)
CAM	\$1.3	\$10.65/gsf based on guidance from Owner
SG&A for Food Venue/Lounge/ Events	\$10.5	Captures all operating costs, aside from COG. This includes staffing, utilities, repair and maintenance, event/lounge specific security and cleaning. This line item does not include certain costs such as insurance, security costs, CAM, elevator/escalator maintenance – as these costs are carried elsewhere.
Downtown Charitable Contribution	\$0.7	M56 is committed to donating 1% of gross revenue from attendance to a downtown charitable cause.
Management Fee to M56	\$3.7	3% of revenues

Returns to Owner

The aggregate rent paid to the Owner over the 15-year lease under M56's business plan is \$840 million. Of this, \$270 million is paid as a base rent payment and \$570 million is paid as percentage rent. For the NPV analysis, M56 has attached a 50 basis point risk premium over the 10-year treasury to the guaranteed base rent payments and a 250 bps risk premium to the percentage rent revenue stream to the Owner.

Discounting the guaranteed base rent payments at a 2.5% rate and the percentage rent at a 4.5% rate, the net present value of the total rent payments to the owner is approximately \$606 million.

The aggregate rent paid to the Owner over the 15-year lease under M56's business plan is \$840 million.

PRO FORMA MODEL
STACKING PLAN & SOURCES & USES

ONE WTC OBSERVATION DECK – STACKING PLAN

Use			Height		Area			
Floor #	Elevat. Bank	Program	Floor Heights	Floor to Floor	(G) Gross Floor Area (GSF)	(D) Core Deduction	(U) Useable Area U=G-D	(E) Efficiency E=U/G
102	J	Bar, Lounge Event	1268'-4"	25'-0"	26,569	5,418	21,151	80%
101	J	OB Deck, Food, Retail	1254'-2"	14'-2"	19,755	5,408	14,347	73%
100	J	Observation Deck	1241'-8"	12'-6"	27,744	5,397	22,347	81%
Total Observation Deck Area					74,068	16,223	57,845	
Ground		Entry Experience	311'-2"	55'-2"	9,938	2,684	7,254	73%
B-2		Ticketing, Security	284'-0"	14'-0"	35,790	9,663	26,127	73%
Total Lobby & Back-of-House Area					45,728	12,347	33,381	

ONE WTC OBSERVATION DECK –

Sources			Uses	
Equity - M56	37%	\$16,000,000	Cost to Lease Signing	
Debt - EPT (1)	63%	\$27,000,000	Rent Advance to Owner	\$5,000,000
			Closing Costs (RFP/Lease Signing)	\$2,500,000
			Construction Costs	
			Hard, Soft & FF&E	\$29,000,000
			Interest & CAM Reserve	\$2,900,000
			Start-up Costs (see Apndx 11)	\$3,600,000
Total Sources		\$43,000,000	Total Uses of Capital	\$43,000,000

(1) EPT's total commitment to the 1 WTC project is \$30 million.

**PRO FORMA MODEL
CAPACITY ASSUMPTIONS**

ONE WTC OBSERVATION DECK – APACITY ASSUMPTIONS

	Weekend Daily Throughput				Weekday Daily Throughput		
	Projected Demand	Accommodated Demand	Excess Demand		Projected Demand	Accommodated Demand	Excess Demand
8am - 9am	534	534	(666)	8am - 9am	385	385	(815)
9am - 10am	534	534	(666)	9am - 10am	385	385	(815)
10am - 11am	891	891	(309)	10am - 11am	727	727	(473)
11am - 12pm	891	891	(309)	11am - 12pm	727	727	(473)
12pm - 1pm	891	891	(309)	12pm - 1pm	727	727	(473)
1pm - 2pm	891	891	(309)	1pm - 2pm	727	727	(473)
2pm - 3pm	891	891	(309)	2pm - 3pm	727	727	(473)
3pm - 4pm	891	891	(309)	3pm - 4pm	727	727	(473)
4pm - 5pm	891	891	(309)	4pm - 5pm	385	385	(815)
5pm - 6pm	891	891	(309)	5pm - 6pm	385	385	(815)
6pm - 7pm	534	534	(666)	6pm - 7pm	385	385	(815)
7pm - 8pm	534	534	(666)	7pm - 8pm	385	385	(815)
8pm - 9pm	534	534	(666)	8pm - 9pm	385	385	(815)
9pm - 10pm	534	534	(666)	9pm - 10pm	385	385	(815)
10pm - 11pm	534	534	(666)	10pm - 11pm	385	385	(815)
11pm - 12am	534	534	(666)	11pm - 12am	385	385	(815)
Total	11,401	11,401	(7,799)	Total	8,209	8,209	(10,991)

Elevator Capacity

Capacity per Hour	312	Assumes 3 stops
Number of Dedicated Elevators	5	
Elevator Capacity per Hour	1,560	

Accommodated Demand - Weekends	11,401
Weekend days per week	2
Accommodated Demand - Weekdays	8,209
Weekdays per week	5

Security Capacity

Number of X-ray Machines	6
Processing Time per Machine	
Processing Time (sec per visitor)	15
Visitors per minute	4
Visitors per hour	240
Security Capacity per Hour	1,440

Peak Hours

Physical Capacity

	FLOOR 100	FLOOR 101	FLOOR 102
Maximum Instant Capacity per Floor	480	360	360
Number of Floors	1	1	1
Average Visitor Stay			
Avg Visitor Length of Stay (mins)	60	60	n/a
Avg Visitor stay (hours)	1.00	1.00	n/a
Physical Capacity per Hour	480	360	360

**PRO FORMA MODEL
FITOUT COSTS (1 OF 2)**

ONE WTC OBSERVATION DECK –

Observation Deck			
	Budget	per GSF (1)	Description
Hard Costs		119,796	
Trade Costs			
Foundations	-	-	Not applicable
Superstructure	\$723,000	\$6.04	
Façade	-	-	Not applicable
Roofing	-	-	Not applicable
Interior Construction	\$11,946,000	\$99.72	
Conveying	\$375,000	\$3.13	
Mechanical			
Plumbing	\$180,000	\$1.50	
Fire Protection	\$746,000	\$6.23	
HVAC	\$2,322,000	\$19.38	
Electrical	\$1,166,000	\$9.73	
Equipment	\$500,000	\$4.17	Touch Screen Technology
Sitework	-	-	
Special Construction	-	-	Included elsewhere
Other	-	-	
Total Trade Costs	\$17,958,000	\$149.90	
General Conditions	\$1,077,480	\$8.99	- 6% of Total Trade Costs
Construction Management (CM) Fee	\$538,740	\$4.50	- 3% of Total Trade Costs
Commercial General Liability (CGL) Insurance	\$296,307	\$2.47	- 1.65% of Total Trade Costs
Contractor Controlled Insurance Program (CCIP)	-	-	Included elsewhere
Subguard	\$224,475	\$1.87	- 1.25% of Total Trade Costs
Testing & Inspection	\$200,000	\$1.67	
Other	\$202,950	\$1.69	-1% of all Hard Costs except contingency for Bonding
Contingency at 10%	10.00% \$2,049,795	\$17.11	-10% of all Hard Costs
Total Hard Costs	\$22,547,747	\$188.22	
FF&E	Budget	per GSF	Description
Pre-Opening Expenses	\$3,600,000		Includes staffing costs, marketing, buildout and rent of 3,000 sf of office space at 1 WTC; Includes a contingency (see Apndx 11)
Lighting Design	\$30,000	\$0.25	
Graphics Design	\$200,000	\$1.67	
Consultant Reimbursable	\$15,000	\$0.13	
Graphics Material / Installation	\$100,000	\$0.83	
Exterior Signage	\$20,000	\$0.17	
Warehousing / Installation	\$50,000	\$0.42	
Public Space	-	-	Included elsewhere
Equipment	\$850,000	\$7.10	Interactive content, mobile application and concierge furniture
Other	\$1,000,000	\$8.35	FFE for Lounge and Event Space
Sales Tax at 8.875%	8.875% \$88,750	\$0.74	Assumes WTC sales tax exemption; Sales tax only on F&B
Freight	n/a	-	Included elsewhere
Contingency at 10%	10.00% \$235,375	\$1.96	Contingency excludes pre-opening expense
Total FF&E	\$6,189,125	\$21.61	

**PRO FORMA MODEL
FITOUT COSTS (2 OF 2)**

ONE WTC OBSERVATION DECK –

Soft Costs	Budget	per GSF	Description
Pre-Construction Services Fee	\$100,000	\$0.83	
Architect	\$1,100,000	\$9.18	
MEP	\$200,000	\$1.67	
Elevator	-	-	
Structural	\$200,000	\$1.67	
Interior Design Consultant	-	-	Included in Architect fee
Elevator Consultant	-	-	
Acoustic Consultant	\$20,000	\$0.17	
Code Consultant	\$200,000	\$1.67	
AV/Sound Consultant	\$100,000	\$0.83	
Security Consultant	\$100,000	\$0.83	
Network Integrator Consultant	\$50,000	\$0.42	
Expeditor	-	-	Included in code consultant
LEED Program	-	-	Included in Architect fee
Permits and Fees	\$100,000	\$0.83	
Commissioning	\$100,000	\$0.83	Testing & Training - Verification of Performance
Owner's General Liability / Property Insurance	\$300,000	\$2.50	Provided by Willis
Builder's Risk Insurance	-	-	Include elsewhere
Consultant Disbursements	-	-	Not applicable
Marketing & Advertising	-	-	Included in Pre-Opening Expenses
Legal & Accounting	\$150,000	\$1.25	
Developer Expenses	-	-	Included in Development Fees
Project Manager	-	-	Included in Development Fees
Development Fees	\$40,000	\$6.34	\$40,000/month for 19 months
Misc. - Consultant Fees	-	-	Not applicable
Misc. - Other	-	-	Not applicable
Soft Cost Contingency at 10%	10.00%	\$348,000	\$2.90
Total Soft Costs	\$3,828,000	\$31.95	

TOTAL COSTS	\$32,564,872	\$241.78
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(1) Includes the Observatory Floors (100, 101 and 102) as well as the Lobby area as per Owner's measurements.

**PRO FORMA MODEL
OWNER'S NET PRESENT VALUE**

ONE WTC OBSERVATION DECK –

Operating Year Calendar Year	DISCOUNT RATE	TOTAL NOMINAL RENT	NPV OF RENT	CONSTRUCTION PERIOD							
				-2 2013	-1 2014	1 2015	2 2016	3 2017	4 2018	5 2019	6 2020
Base Rent	2.50%	\$270,000,000	\$217,548,049	\$5,000,000		\$13,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000
Percentage Rent	4.50%	\$570,252,825	\$388,078,435			\$24,679,293	\$25,271,436	\$25,980,639	\$28,023,251	\$30,136,913	\$32,324,059
Total		\$840,252,825	\$605,626,484	\$5,000,000		\$37,679,293	\$43,271,436	\$43,980,639	\$46,023,251	\$48,136,913	\$50,324,059

Note: \$5 million rent advance of first years base rent upon lease signing.

Operating Year Calendar Year	OPERATING PERIOD								
	7 2021	8 2022	9 2023	10 2024	11 2025	12 2026	13 2027	14 2028	15 2029
Base Rent	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000
Percentage Rent	\$34,587,207	\$36,928,968	\$39,352,040	\$41,859,218	\$44,453,397	\$47,137,572	\$50,082,865	\$53,137,775	\$56,298,192
Total	\$52,587,207	\$54,928,968	\$57,352,040	\$59,859,218	\$62,453,397	\$65,137,572	\$68,082,865	\$71,137,775	\$74,298,192

PRO FORMA MODEL

Operating Year Calendar Year	CONSTRUCTION PERIOD				OPERATING PERIOD												
	-2 2013	-1 2014	1 2015	2 2016	3 2017	4 2018	5 2019	6 2020	7 2021	8 2022	9 2023	10 2024	11 2025	12 2026	13 2027	14 2028	15 2029
Revenue																	
Admissions Revenue																	
Annual Attendance			3,320,000														
Average Adult Ticket Price			\$25.00	\$25.25	\$25.50	\$25.75	\$26.00	\$26.25	\$26.50	\$26.75	\$27.00	\$27.25	\$27.50	\$27.75	\$28.00	\$28.25	\$28.50
Average Sr. Citizen Price			\$20.00	\$20.25	\$20.50	\$20.75	\$21.00	\$21.25	\$21.50	\$21.75	\$22.00	\$22.25	\$22.50	\$22.75	\$23.00	\$23.25	\$23.50
Average Child (7+) Ticket			\$17.00	\$17.25	\$17.50	\$17.75	\$18.00	\$18.25	\$18.50	\$18.75	\$19.00	\$19.25	\$19.50	\$19.75	\$20.00	\$20.25	\$20.50
VIP Ticket			\$40.00	\$40.25	\$40.50	\$40.75	\$41.00	\$41.25	\$41.50	\$41.75	\$42.00	\$42.25	\$42.50	\$42.75	\$43.00	\$43.25	\$43.50
Global Discount			10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%	10%
Taxes				8.875%	8.875%	8.875%	8.875%	8.875%	8.875%	8.875%	8.875%	8.875%	8.875%	8.875%	8.875%	8.875%	8.875%
Effective Ticket Price (excluding sales tax)																	
Net Ticket Revenue																	
Credit Card and Other Sales Fees (Retail and Attendance only)																	
Total Admissions Revenue			\$67,662,820	\$68,406,595	\$69,142,070	\$71,624,272	\$74,187,146	\$76,833,163	\$79,564,869	\$82,384,879	\$85,295,890	\$88,300,674	\$91,402,088	\$94,603,068	\$97,906,640	\$101,315,914	\$104,834,095
Other Revenue																	
Food Venue			\$0	\$13,280,000	\$13,612,000	\$14,301,108	\$15,025,101	\$15,785,747	\$16,584,900	\$17,424,511	\$18,306,627	\$19,233,400	\$20,207,091	\$21,230,074	\$22,304,847	\$23,434,030	\$24,620,378
Retail			\$16,600,000	\$16,600,000	\$17,015,000	\$17,876,394	\$18,781,376	\$19,732,194	\$20,731,125	\$21,780,639	\$22,883,283	\$24,041,750	\$25,258,863	\$26,537,593	\$27,881,059	\$29,292,537	\$30,775,472
Photography			\$6,640,000	\$6,806,000	\$6,972,000	\$7,316,450	\$7,673,765	\$8,044,373	\$8,428,715	\$8,824,247	\$9,234,467	\$9,668,770	\$10,112,744	\$10,572,874	\$11,049,690	\$11,543,738	\$12,055,583
Special Events																	
Lounge																	
Other																	
Total Other Revenue			\$54,001,960	\$54,647,362	\$56,068,530	\$58,541,421	\$61,123,835	\$63,820,751	\$66,637,387	\$69,579,200	\$72,651,907	\$75,861,493	\$79,214,226	\$82,716,668	\$86,375,690	\$90,198,491	\$94,192,608
Total Revenue			\$121,664,779	\$123,053,957	\$125,210,601	\$130,165,693	\$135,310,980	\$140,653,915	\$146,202,255	\$151,964,079	\$157,947,797	\$164,162,168	\$170,616,314	\$177,319,736	\$184,282,330	\$191,514,406	\$199,026,703
Expenses																	
Operating Expenses																	
Base Rent to Owner (C)			\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000	\$18,000,000
Percentage Rent to Owner - Attendance/Other Revenue			\$21,309,093	\$21,817,602	\$22,335,999	\$24,045,841	\$25,811,858	\$27,619,479	\$29,464,751	\$31,464,751	\$33,473,538	\$35,547,813	\$37,699,614	\$39,901,039	\$42,352,268	\$44,890,814	\$47,511,537
Percentage Rent - Retail/Photography			\$1,686,000	\$1,710,900	\$1,798,050	\$1,978,925	\$2,168,271	\$2,366,483	\$2,573,976	\$2,791,183	\$3,018,558	\$3,256,578	\$3,505,741	\$3,766,570	\$4,039,612	\$4,325,441	\$4,624,658
Percentage Rent - Concession, Lounge and Event			\$1,684,200	\$1,742,934	\$1,846,590	\$1,998,485	\$2,166,784	\$2,321,774	\$2,493,753	\$2,673,033	\$2,859,944	\$3,054,827	\$3,258,041	\$3,469,963	\$3,690,985	\$3,921,519	\$4,161,997
Start-up Costs (C)			\$2,500,000	\$32,600,000													
Payroll			\$4,278,273	\$4,406,621	\$4,538,820	\$4,674,984	\$4,815,234	\$4,959,691	\$5,108,481	\$5,261,736	\$5,419,588	\$5,582,176	\$5,749,641	\$5,922,130	\$6,099,794	\$6,282,788	\$6,471,271
Marketing & Advertising			\$3,000,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000	\$2,500,000
Maintenance and Repairs			\$326,295	\$336,083	\$346,166	\$356,551	\$367,247	\$378,265	\$389,613	\$401,301	\$413,340	\$425,740	\$438,513	\$451,668	\$465,218	\$479,174	\$493,550
Cleaning			\$1,896,697	\$1,953,598	\$2,012,206	\$2,072,572	\$2,134,749	\$2,198,792	\$2,264,755	\$2,332,698	\$2,402,679	\$2,474,759	\$2,548,002	\$2,622,472	\$2,704,236	\$2,785,363	\$2,866,924
Utilities/Waste Management			\$634,761	\$653,804	\$673,418	\$693,620	\$714,429	\$735,862	\$757,938	\$780,676	\$804,096	\$828,219	\$853,065	\$878,657	\$905,017	\$932,168	\$960,133
Insurance			\$1,700,000	\$1,751,000	\$1,803,530	\$1,857,636	\$1,913,365	\$1,970,766	\$2,029,889	\$2,090,786	\$2,153,509	\$2,218,114	\$2,284,658	\$2,353,198	\$2,423,794	\$2,496,507	\$2,571,403
General and Administrative			\$7,119,755	\$7,333,348	\$7,553,348	\$7,779,948	\$8,013,347	\$8,253,747	\$8,501,360	\$8,756,400	\$9,019,093	\$9,289,665	\$9,568,355	\$9,855,406	\$10,151,068	\$10,455,600	\$10,769,268
Security			\$6,186,297	\$6,371,886	\$6,563,042	\$6,759,934	\$6,962,732	\$7,171,614	\$7,386,762	\$7,608,365	\$7,836,616	\$8,071,714	\$8,313,866	\$8,563,282	\$8,820,180	\$9,084,785	\$9,357,329
Elevators			\$1,200,000	\$1,260,000	\$1,323,000	\$1,389,150	\$1,458,608	\$1,531,538	\$1,608,115	\$1,688,521	\$1,772,947	\$1,861,594	\$1,954,674	\$2,052,407	\$2,155,028	\$2,262,779	\$2,375,918
Food Venue, Lounge and Events SG&A			\$10,482,448	\$10,649,561	\$10,944,487	\$11,376,665	\$11,827,066	\$12,296,501	\$12,785,823	\$13,296,920	\$13,827,726	\$14,382,216	\$14,960,410	\$15,563,379	\$16,192,240	\$16,848,167	\$17,532,386
Total Operating Expenses			\$2,500,000	\$32,600,000	\$79,503,818	\$80,487,336	\$82,238,655	\$85,484,312	\$88,843,689	\$92,320,833	\$95,919,942	\$99,645,370	\$103,501,633	\$107,493,416	\$111,625,580	\$120,499,440	\$125,265,107
Allocated Building Expenses																	
PILOT			\$9			\$1,01							\$1,24				
Sitewide Common Area Maintenance			\$5			\$4							\$4				
Business Improvement District (BID)																	
Total Allocated Building Expenses			\$1,275,827	\$1,314,102	\$1,353,525	\$1,394,131	\$1,435,955	\$1,479,034	\$1,523,405	\$1,569,107	\$1,616,180	\$1,664,665	\$1,714,605	\$1,766,044	\$1,819,025	\$1,873,596	\$1,929,803
Cost of Goods Sold (COGS)																	
Food Venue, Lounge and Events						\$6,000,000			\$6,000,000								
Retail			\$6,640,000	\$6,640,000	\$6,806,000	\$7,150,554	\$7,512,551	\$7,892,873	\$8,292,450	\$8,712,255	\$9,153,313	\$9,616,700	\$10,103,545	\$10,615,037	\$11,152,423	\$11,717,015	\$12,310,189
Photography			\$3,320,000	\$3,403,000	\$3,486,000	\$3,658,225	\$3,836,883	\$4,022,186	\$4,214,358	\$4,413,623	\$4,620,219	\$4,834,385	\$5,056,372	\$5,286,437	\$5,524,845	\$5,771,869	\$6,027,792
Total COGS			\$18,419,025	\$18,636,880	\$19,123,877	\$19,989,411	\$20,893,525	\$21,837,972	\$22,824,588	\$23,855,293	\$24,932,097	\$26,057,107	\$27,232,525	\$28,460,660	\$29,743,927	\$31,084,856	\$32,486,096
Operator Fee																	
Operator Fee (% Cash Flow)																	
Operator Fee			\$3,705,598	\$3,747,831	\$3,813,336	\$3,964,247	\$4,120,947	\$4,283,664	\$4,452,634	\$4,628,102	\$4,810,323	\$4,999,566	\$5,196,106	\$5,400,233	\$5,612,248	\$5,832,464	\$6,061,208
Capital Reserves																	
Reserves (% Total Revenue)																	
Capital Reserves																	
Other Expenses																	
Downtown Charitable Donations																	
Total Expenses			\$2,500,000	\$33,875,827	\$104,103,858	\$105,408,494	\$107,774,948	\$112,119,283	\$116,624,244	\$121,295,933	\$126,140,699	\$131,165,140	\$136,376,127	\$141,780,801	\$147,386,595	\$153,201,239	\$159,400,800
Net Operating Income (NOI)			(\$2,500,000)	(\$33,875,827)	\$17,560,921	\$17,645,464	\$17,435,653	\$18,046,410	\$18,686,737	\$19,357,982	\$20,061,557	\$20,798,938	\$21,571,670	\$22,381,366	\$24,118,497	\$24,881,531	\$25,675,471
Financing (A)																	
Debt																	
Debt Service Payments																	
Total Financing Costs			\$0	\$25,375,827	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)	(\$3,858,958)
Net Cash Flow			(\$2,500,000)	(\$8,500,000)	\$13,701,963	\$13,786,506	\$13,576,695	\$14,187,452	\$14,827,779	\$15,498,024	\$16,202,600	\$16,939,981	\$17,712,712	\$18,522,409	\$19,370,762	\$20,259,539	\$21,022,573
Distributions (B)																	
M56			\$11,109,053	\$11,176,607	\$10,909,312	\$11,419,052	\$11,953,809	\$12,514,720	\$13,102,972	\$13,719,806	\$14,366,519	\$15,044,470	\$15,755,077	\$16,499,827	\$17,112,253	\$17,748,693	\$18,418,282
Concessionaire Fee			\$2,692,910	\$2,609,899	\$2,667,383	\$2,768,400	\$2,873,969	\$2,984,304	\$3,099,627	\$3,220,175	\$3,346,193	\$3,477,939	\$3,615,684	\$3,759,712	\$3,910,320	\$4,067,820	\$4,232,540

(A) Assumes \$27 million of EPT's \$30 million debt commitment is drawn. The interest will be 11.5% and the annual payments will be based on a 15 year amortization schedule.
 (B) The Concessionaire Fee: Food Venue, Event and Lounge net operating income is distributed 60% to the Gerber Group/Marc Murphy and 40% to M56 (See Apndx 8).
 (C) Start-up costs excludes a \$5,000,000 advanced 2015 base rent payment to Owner at signing of lease. Base Rent to Owner in 2015 does not account for the reimbursement of the deposit at lease signing.

**PRO FORMA MODEL
ASSUMPTIONS (1 OF 4)**

ONE WTC OBSERVATION DECK – PRO FORMA ASSUMPTIONS

Revenue grown at 2.5% and Expenses grown at 3% per annum unless otherwise noted.

	Proposer Assumption (Unit Value)	Proposer Assumption (Percentage Value)	Proposer Description of Assumptions
Revenue			
Annual Attendance	3,320,000		- 3.32 million is a stabilized 2017 attendance figure projected in the HR&A market study commissioned by M56. There is expected to be a surge of attendance the first few years where attendance will surpass 3.32 million and then will normalize down to 3.32. To be conservative, M56 has not modeled a surge and has instead modeled a flat 3.32 million attendance in 2015, 2016 and 2017 and then grown attendance 2.5% thereafter
Average Adult Ticket Price	\$25.00		Please See 'Appendix 10 - Ticket Price' for more detail
Global Discount		10.00%	- M56 has assumed half the tickets are bought at full price and the other half are either bought at a 10-20% discount or a 20% sales commission is paid. These discounts would be applied to groups, corporations, schools, etc. As well, if the sale occurs through M56's 13,200 third party tour agents globally, a 20% commission would be paid on the full ticket price
Credit Card and Other Sales Fees	\$1,855,160	2.00% of Retail and Attendance Revenue	- Assumed to be 2% of Retail, Photo and Attendance Sales. Assumed that most sales will be via credit card; Concession/Lounge/Event credit card fees included in individual SG&A lines
Other Revenue	\$54,001,960		
Food Venue	\$13,280,000	\$4.00/attendee	- See 'Appendix 1-Food Venue Assumptions' for more detail. M56 has assumed \$4/ attendee in Food Venue revenue. This is based on the following assumptions: a) \$10 average purchase at concession stands and b) 40% of attendees making a food venue purchases. This is based on M56's experiences at its other observation decks
Retail	\$16,600,000	\$5.00/attendee	- It has been assumed the average purchase at the retail store will be \$20 and that 25% of all attendees will make a retail purchase. Thus, the average retail revenue/attendee is \$5
Photography	\$6,640,000	\$2.00/attendee	- M56 has assumed \$2/ attendee in photographic revenue. This is based on an the following assumptions - a) photography price of \$10/ photo before sales taxes and b) 20% of all attendee purchasing pictures. This is based on M56's experience at its other observation decks
Audio Tours	NA	NA	- M56, in all its observation deck/tourism operations globally, has modern interactive technology throughout its observation decks that conveys information in a more interesting and richer manner than audio guides and provides a better guest experience
Special Events	\$8,060,000		- Event revenue was based on an average price per person of \$175.00, 150 people per event and 310 events per year
Lounge	\$7,000,000		- Lounge beverage and food sales based upon the Gerber Group experience in the 6 other lounges it operates in New York City. Additional revenue has been assumed at 1 WTC because Lounge will be open for an average of 6 additional hours per day when compared to the Gerber Groups other NYC Lounge
Other	\$2,421,960	2.00% of total revenue	- Assume other revenue such as vending machines, advertising revenue, cross selling tickets for other NYC venues, etc, will be 2% of all other revenue items. This is a net revenue line item, it is net of all costs, commission, credit card fees, profit share arrangements, etc..
Operating Expenses			
Base Rent to Owner	\$18,000,000		- \$15 million from Attendance/Other Revenue businesses - \$1.5 million from Retail/Photography business - \$1.5 million from Concession, Lounge and Event Business

**PRO FORMA MODEL
ASSUMPTIONS (2 OF 4)**

ONE WTC OBSERVATION DECK –

	Proposer Assumption (Unit Value)	Proposer Assumption (Percentage Value)	Proposer Description of Assumptions
Percentage Rent to Owner			<ul style="list-style-type: none"> - Attendance/Photography/Other Revenue <ul style="list-style-type: none"> - 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 - Retail Revenue <ul style="list-style-type: none"> - 15% of incremental revenue over \$12 million - Food Venue, Lounge and Event Revenue <ul style="list-style-type: none"> - 12% of incremental revenue between \$15 and \$20 million - 13% of incremental revenue above \$20 million - Year 1, the percentage rent is expected to be \$24.7 million. When combined with the guaranteed base rent, the total rent to owner is expected to be \$42.7 million - See 'Appendix 8- Rent to Owner' for more details
	\$24,679,293		
Start-up Costs			<ul style="list-style-type: none"> - This includes (see 'Sources and Uses' and 'Apndx 11 - Start-up Costs' for more detail): <ul style="list-style-type: none"> - Construction Costs - Closing Costs - CAM charges during construction - Interest Reserves during construction - Office - rent, build out and fit out costs - Staffing Cost - onboarding and training staff before Observation Deck opening - Legal costs for employment and service contracts - Equipment purchase costs (TV, POS, CCTV, etc) - Excludes rent advance to Owner at lease signing
	\$38,000,000		
Payroll			
Observatory/Retail Staff			<ul style="list-style-type: none"> - Assumes the Observatory/Retail staff will be on site from 7am - 12am, 7 days a week - At all times, M56 has assumed that the Observatory/Retail areas will be staffed with: 6 Retail Staff, 2 Concierge Staff, 15 Guest Management Staff to be located in Lobby and Observatory area (see 'Appendix 4 - Retail & Obs Staff' for more details). - An hourly rate of \$24 is assumed with 35% override for bonuses, benefits and taxes. Additionally, 10% overtime is assumed - This does NOT include staff needed for Food Venue and Lounge area or staff needed for Events (see Appendix 1, 2 and 3 for more detail) - All Retail/Observatory staff are assumed to be M56 Staff
	\$4,278,273		
Security			<ul style="list-style-type: none"> - General Security Staff: From 7am to 12am, there will be 2 Site Supervisor, 5 Lobby Guards, 2 Guards on the 100th floor, 2 Guards on the 101st floor, 2 Relief Staff. From 12am to 8am, there will be 1 Site Supervisors and 1 Security guard walking the space. - Scanners: Assumes M56 will have 6 scanner machines in the Lobby area. At peak hours, 10am - 6pm, all 6 scanners will be operational. At non-peak hours (8am - 10am, 6pm - 12am), 3 machines will be operational. Each scanner will be staffed with 3 people and for every 3 machines there will be a relief crew of 3 people. Thus, during peak hours, there will be 24 security staff manning scanners and during non-peak hours, there will be 12 security staff manning the scanners. - After-Hours Lobby Security for the Lounge/Events: Three days a week the Lounge is expected to stay open until 2am. During this time, there will be one scanner operational and the staffing will be as follows: 1 Site Supervisor, 2 Lobby Guards, 3 Security Staff manning 1 Scanner, 2 Elevator Guards and 1 Relief Staff. - All Security staff are assumed to be from a highly qualified third party security company (see 'Appendix 5 - Security Staff' for more detail)
	\$6,186,297		

**PRO FORMA MODEL
ASSUMPTIONS (3 OF 4)**

ONE WTC OBSERVATION DECK –

	Proposer Assumption (Unit Value)	Proposer Assumption (Percentage Value)	Proposer Description of Assumptions
Cleaning/Janitorial	\$1,896,697		<ul style="list-style-type: none"> - M56 has assumed that all heavy cleaning will be done after hours - M56 has assumed that from 8am-12am, 7 days a week, 3 Porters are on staff for light cleaning and garbage disposal; from 12am - 7am, 7 days a week, there will be 2 Night Cleaner, 2 Marble Cleaners, 2 Window Cleaners, 1 Metal Cleaner; During weeknights, there will also be 1 Supervisor - It is assumed that the cleaning/janitorial costs for the Lounge and Events (but not Food Venue area) is included in individual Lounge and Event SG&A expenses (see Appendix 2 and 3 for more details) - Please see 'Appendix 6 - Janitorial/Cleaning' for more detail
Marketing & Advertising	\$3.0 million for yr 1 \$2.5 million/yr thereafter		<ul style="list-style-type: none"> - Advertising cost assumed to be \$3 million in yr 1 and \$2.5 annually thereafter. There is no growth assumed in this figure after year 2. - The advertising budget is expected to be spent as follows: <ul style="list-style-type: none"> - \$1.5 million for an advertising campaign along the streets (bus stop), the airports, cabs and screens on Times Square; drops to \$1 million after year 1 - \$1 million for a viral and internet media campaign - \$0.5 million for brochures, flyers and advertising - Assumed that there is \$0.5 million spent before launch
Maintenance and Repairs	\$326,295	\$3.50/gsf for Lobby, 100 and 101	<ul style="list-style-type: none"> - M56 has assumed \$1.25/ gross square foot for repair and maintenance reserve and \$2.25/gross square foot for interactive display content/technology upkeep - This is only for the Lobby, 100th and 101st floor. The Lounge and Events R&M carried in individual SG&A figures (see Appendix 2 and 3 for more details)
Utilities	\$634,761		<ul style="list-style-type: none"> - The below are utility costs. They exclude Food Venue/Lounge/Event actives unless otherwise indicated: <ul style="list-style-type: none"> - Electric expense assumed \$2.25/gross square foot - \$100,000 in waste disposal per annum - \$100,000 for water/sewer expense per annum - \$750/ton for condenser water and 300 tons per annum is assumed (includes Food Venue, Lounge and Event space) - Food Venue, Lounge and Event utility expense, except for condenser water, carried in their respective SG&A line times (See Appendix 1, 2 and 3 for more detail)
Insurance	\$1,700,000		<ul style="list-style-type: none"> Willis provided a comprehensive quote for insurance. The following types of insurance have been included in the quote: <ul style="list-style-type: none"> - Property Damage & Business Interruption - Property Damage & Business Interruption due to Terrorism - General Liability, Including Liquor Liability and TRIA - Workers Compensation, including TRIA - Business Auto - Umbrella Liability - Directors & Officers - Network Security
Food Venue SG&A	\$4,330,980	32.61%	- Please see 'Appendix 1 -Food Venue Assumptions' for more details
Events/Banquets SG&A	\$2,765,565	34.31%	- Please see 'Appendix 2 -Banquet' for more details
Lounge SG&A	\$3,385,903	48.37%	- Please see 'Appendix 3 - Lounge Assumptions' for more details
General and Administrative	\$7,119,755		<ul style="list-style-type: none"> - Non-Staff Expense: Includes \$2.56 million in expense including POS Rentals, Ticket Printing Costs, CCTV System, Fire Alarm Monitoring, Rent for 3,000 sf of space at 1 WTC, Office Supplies/Operations, Telephone/Technology costs, Holiday Decoration Expenses of Observation Deck/Lobby, etc. - Staff Expense: Include \$4.16 million in general management expense. Includes a General Manager, 4 Operations Managers, a Director of Security, 3 Directors of Marketing, a Director of HR, 6 Guest Management Staff, 2 Engineers, 2 Accountants, 2 Bookkeepers and 4 Assistants. These will all be M56 staff that will be located at 1 WTC. - See 'Appendix 7- G&A' for more details

**PRO FORMA MODEL
ASSUMPTIONS (4 OF 4)**

ONE WTC OBSERVATION DECK –

	Proposer Assumption (Unit Value)	Proposer Assumption (Percentage Value)	Proposer Description of Assumptions
Elevators	\$1,200,000		- Utilized information provided by Owner and information provided by M56's property management consultants, CBRE. Based on knowledge of Thyssen elevator system used at 1 WTC - This cost is grown by 5% per annum
Other	\$695,180	1.00% of Attendance	- Downtown Charitable Contribution
Allocated Building Expenses			
PILOT	\$7.50	3.00%	PSF, increasing at 3% annual growth rate
Site Wide Common Area Maintenance	\$3.00	3.00%	PSF, increasing at 3% annual growth rate
Business Improvement District (BID)	\$0.15	3.00%	PSF, increasing at 3% annual growth rate
Cost of Goods Sold (COGS)			
Food Venue	\$4,840,560	36.45%	- Please see 'Appendix 1 - Food Venue Assumptions' for more details; Includes Food Cost, Beverage Cost, Kitchen Disposables & Supplies and Trucking Expenses
Retail	\$6,640,000	40%	- Based on M56's retail COGS in its global operations
Photography	\$3,320,000	50%	- The photography business line will be operated by a third party operator. M56, based on its other operations, is assuming it pays the operator a 50% profit share
Audio Tours	NA		See Audio revenue comment
Special Events	\$2,334,100	28.96%	- Please see 'Appendix 2 -Banquet' for more details; Includes Food Cost, Beverage Cost, Kitchen Disposables & Supplies and Trucking Expenses
Lounge	\$1,284,365	18.35%	- Please see 'Appendix 3 - Lounge Assumptions' for more details; Includes Food Costs and Beverage Costs
Other	\$0		- Other Revenue line item is net of costs
Operator Fee			
Operator Fee (% Cash Flow)	\$3,705,598	3.00%	- 3% of Gross Revenues or 6% of Income after expenses but before Rent to Owner
Capital Reserves			
Reserves (% Total Revenue)	\$466,135	\$5.00/ gross square foot	- This is an annual capex and refurbishment reserve - This does not include a FF&E reserve for the Food Venue, Lounge and events area. The FF&E reserve for these business areas is incoded in the individual business unit SG&A line items (See Appendix 1, 2 and 3 for more detail)
Other			
Concessionaire Fee	\$2,592,910		- The Concessionaire Fee is a payment to Marc Murphy and the Gerber Group for operating the Food Venue, Event and Lounge business - 40% of all profits for the Food Venue, Event and Lounge business are paid as a Concessionaire Fee - See 'Appendix 9 - Concessionaire Fee' for more details

8. Technical Proposal



TECHNICAL PROPOSAL

M56 has outlined a 19-month schedule designing, building, and launching One Above. Establishing the newest and most dynamic visitor destination to open in New York in years will require extensive choreography among the Owner, M56, and the development and operations teams. This technical proposal outlines the critical path and key tasks M56 will undertake to plan and construct the venue, develop programming, and develop an operating plan. The following figure provides a month-by-month schedule of when key tasks will be executed. The management plan provides more detail on key staff.

Following lease execution, M56 will undertake the following:

PRE-DEVELOPMENT AND DESIGN

1. Hire construction manager/owner's representative: M56 will immediately hire a locally based construction manager experienced with design and construction of projects within complex development sites. This position will be filled by either a full-time M56 employee or outside consultant.
2. Develop a detailed design and construction schedule: M56 senior staff and the construction manager will work closely with the Owner to develop



3. Engage a design/engineering/construction consultant team: M56 intends to continue working with Gensler on the venue design. M56 and Gensler will procure additional engineers, specialty architects, designers and technical construction consultants as necessary to develop the complete design and construction documents.
4. Complete interior design: Gensler will expand and refine the interior design concepts presented in this proposal into full construction documents. This will include the full design for the observation floors. In addition, Gensler will work closely with Gerber Group and Chef Marc Murphy to complete designs for a detailed construction schedule that coordinates with other base-building and fit-out work. The schedule will create a plan for completing fit out and opening the Observation Deck by the first quarter of 2015.
5. Integrated design and programming planning: M56 presents high-level programming concepts for One Above in this proposal. Senior M56 staff from both the U.S. and European operations will work closely with the interior designers, technology consultants, and historical experts to refine and expand these concepts into detailed programming plans. This work will include:
 - Development of program content (historical exhibits, etc.)
 - Development of interactive technology (mobile apps, interactive exhibits, etc.)the lounge and event spaces. M56 expects this process to take approximately 6 months. This iterative process will result in a programming plan that is integrated with the venue's design.

This technical proposal outlines the critical path and key tasks M56 will undertake to plan and construct the venue

iRUC

6. Secure permits: The quick receipt of all required permits is a critical milestone for commencing construction within a reasonable timeframe to complete the fit-out. The construction manager will work closely with Gensler and the construction team to ensure all required documentation is provided to the City for permits. M56 will need the full cooperation of the Owner to expedite this process.
7. Hire general contractor: The construction manager will oversee a competitive bid process to select a general contractor to oversee all on-site construction activities.
8. Start construction: Achieving the milestone of being fully operational by the first quarter of 2015 will require construction to commence nine months earlier.

TECHNICAL PROPOSAL

Months:	0	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	
Lease Execution	◆																					
Pre-Development & Design																						
Hire Construction Manager/Project Manager																						
Engage Design/Engineer/Construction Consultant Team																						
Engage Security Consultant																						
Design Observation Areas (100th Floor)																						
Design Lounge/Event Spaces (101st & 102nd Floors)																						
Interactive Content/Space Programming																						
Construction																						
Permitting/Approvals																						
Bidding out Construction Contracts																						
Construction																						
Operations																						
Development of Operations Plans by M56																						
Promotion Advertising																						
Outreach Of M56'S +13,200 Global Third-Party Travel Agents																						
Engage Advertising and PR Firms																						
Local New York City Outreach																						
Launch of Pre-Launch Media Blitz																						
Staffing - Hiring Additional Staff																						
Controller																						
General Manager																						
Directors Marketing																						
Engage Property Manager																						
Director of Security																						
Director of HR																						
Operations Managers																						
Engage Security Provider																						
Engage Cleaning Company																						
Start of Security Staff																						
Start of Cleaning Staff																						
Start of all Other Staff																						
Pre-Launch Event																						
Observation Deck Opening																						◆

Y

- ◆ MAJOR MILESTONE
- OPERATIONS AND STAFFING
- PRE-DEVELOPMENT & DESIGN
- CONSTRUCTION
- MARKETING

OPERATIONS

9. Develop operating plans: Experienced senior staff from M56's other venues will play a critical role in developing operating plans simultaneous to the design process. This work will include the creation of:

- A detailed marketing strategy
- A staffing plan and hiring strategy
- A security plan
- A technology plan

10. Global outreach and sales: Almost immediately following lease execution, M56's global sales office will begin outreach to its partners around the world to promote the new Observation Deck. Many group tours are planned years in advance, thus, M56's use of its existing sales structure will enable it to build a pipeline of group sales bookings well in advance of the facility's opening.

11. Hire additional staff: While M56's experienced European professionals will be extensively involved in developing this venue, the establishment of dedicated, full-time staff will be a critical step in launching the operation. M56 will hire the following additional staff to help launch the Observation Deck. Additional information on staff roles is available in the Management Approach section of this proposal.

- General Manager
- Director of Security
- Director of Marketing
- Director of Human Resources

In conjunction with adding operations staff, M56 will establish an operational office in Lower Manhattan, ideally at One World Trade Center.

12. Promotional activities: Once fully staffed, the operations team will gear up for the launch with extensive outreach and marketing activities. M56 will begin promoting the facility with its 13,200 global travel agent partners almost immediately following its designation as the developer. Based on our previous experience, more extensive on-the-ground efforts in New York will begin approximately 4-6 months before opening. These activities will include:

- Engaging local advertising and PR firms
- Establish relationships with local partners (e.g., City Pass, downtown retailers, etc.)
- Plan and launch pre-opening media activities

13. Opening: M56 will host a highly publicized pre-launch event prior to the venue's opening in the first quarter of 2015.

9. Management Proposal



MANAGEMENT PLAN

The Montparnasse 56 USA approach for the management of the One World Trade Center Observation Deck is to create an organization aligned with the principles and values of M56 Group, which is, above all, to offer our visitors an unforgettable visit.

We will accomplish this by establishing 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.

Patrick Abisseror serves as the CEO of the M56 Group. Mr. Abisseror oversees all current operations of the M56 Group as well as the acquisition and development of new venues. He has over 30 years of experience in the tourism industry and has been with M56 since 2002. He will be dedicating 40% of his time to oversee the successful development of the observation deck at One World Trade Center. Once completed and open for business, Patrick will continue to supervise the work of the team assembled in New York and ensure proper integration with our global network of attractions and marketing structures.

Eric Deutsch serves as head of U.S. operations for the M56 Group. Mr. Deutsch has overseen the company's expansion into the U.S. market since he began his tenure at the beginning of 2011. Mr. Deutsch has over 20 years of experience in real estate development in New York City. He has managed both large development projects as well as significant ongoing operations at the NYC Economic Development Corporation, the Brooklyn Navy Yard Development Corporation, the Alliance for Downtown New York and the Clarett Group. Mr. Deutsch will continue to use his vast contacts and familiarity with the development process in New York City to ensure a successful launch and ongoing operation of the Observation Deck at One World Trade Center. He will manage all aspects of the development and construction process. This will include serving as the ongoing liaison between M56 and the Owner.

General managers and senior technology staff from M56's operations in Paris and Berlin will be actively involved in all phases of the initial design, construction, and operations planning. They will work closely with Mr. Abisseror and Mr. Deutsch as well as with the designated general manager for the One World Trade Center Observation Deck.

- **General Manager of our Paris observation deck.** Mr. Champrobert has 16 years of experience in the tourism industry and has helped oversee the dramatic growth of Tour Montparnasse.
- **General Manager of our Berlin observation deck and revolving restaurant.** Ms. Aue has over 20 years of experience in the tourism industry and has overseen the continued growth of our operations in Berlin, the installation of our award-winning ticketing system, and the recent renovation of the venue.
- **IT Manager and Controller of our Berlin operations.** Mr. Ziegler has more than 30 years of experience in the tourism industry. He is responsible for supervising the entire IT system, and is expert in the time ticketing system that has allowed us to achieve a record number of visitors in Berlin in 2011. He also supervises the entire accounting system that includes F&B management.
- **General Manager for the One World Trade Center Observation Deck.** M56 is committed to hiring an experienced general manager with expertise in operating and marketing highly visible visitor attractions. The GM will assume overall management responsibilities for the site, including operations,

marketing, hiring, and coordination with food and event space partners.

Our management structure is organized into development and operational teams that will closely coordinate. The following paragraphs provide descriptions of key staff positions under each.

DEVELOPMENT

Under the leadership of Eric Deutsch, M56 will begin the process of hiring the New York-based staff to develop and manage the project.

- **Construction Manager/Owners Representative:** M56 will immediately hire an experienced construction professional as we work with Gensler to complete the design and build out of the Observation Deck. This person will be based in New York and have extensive experience in working on complicated and complex projects in New York City. This professional will assist us in the selection of a qualified general contractor or construction management firm to build the job, and coordinate directly with the Owner.
- **Security Consultant:** M56 will retain an appropriately qualified security consultant. This entity will participate in the design, construction and operational planning of the project as well as the selection of a full time security director.

9A MANAGEMENT APPROACH/ MANAGEMENT AND OPERATING PLAN

OPERATIONS

An important advantage M56 will bring to the Observation Deck is its access to the resources of our expert staff members at other locations who will devote their knowledge and expertise to the project. In concert with the development process, M56 will establish a world class management and operating team under the direction of a general manager and with substantial guidance from senior staff at our Berlin and Paris venues.

The General Manager will hire the following key members of the management team:

- **Director of Marketing:** To manage the site's multi-faceted and far-reaching marketing program including interaction with our seven overseas offices. The director will be assisted by two associate directors.
- **Security Director:** Responsible for all aspects of the site's safety and security, visitor screening and queuing. The security director, likely a veteran former law enforcement official, with assistance of the property management team, will identify a suitable vendor to carry out the security plan which includes a staff of nearly 100 security-focused

employees. The security director will ensure the security plan provides adequate safety for all personnel and visitors to the site.

- **Operations Manager:** To prepare a detailed program that addresses overall security, staffing and guest management; the operations manager will have two assistants plus three other staff members.
- **IT Manager:** M56 will have a sophisticated information technology operation to oversee its award winning ticketing system, planned interactive exhibits, and mobile applications. We will hire an experienced professional and team to ensure these functions support an unmatched customer experience.
- **Controller:** M56 will hire a controller and accounting team to manage all financial tracking and reporting.

In addition, as the restaurant, lounge, and event spaces are integral to the success of the venue, M56 has brought on New York City lounge and restaurant leaders Gerber Group and Chef Marc Murphy to develop and operate these components.



is known as the most influential nightlife proprietor in the world – encompasses 23 iconic venues internationally under such brands as The Whiskey, Whiskey Blue, Living Room and Stone Rose Lounge. Setting out to provide an innovative nightlife experience, Gerber Group opened its first property, The Whiskey at the Paramount Hotel, in 1991. Since then, the company continues to revolutionize the industry, working to redefine the 'hotel bar' with its unique venues.

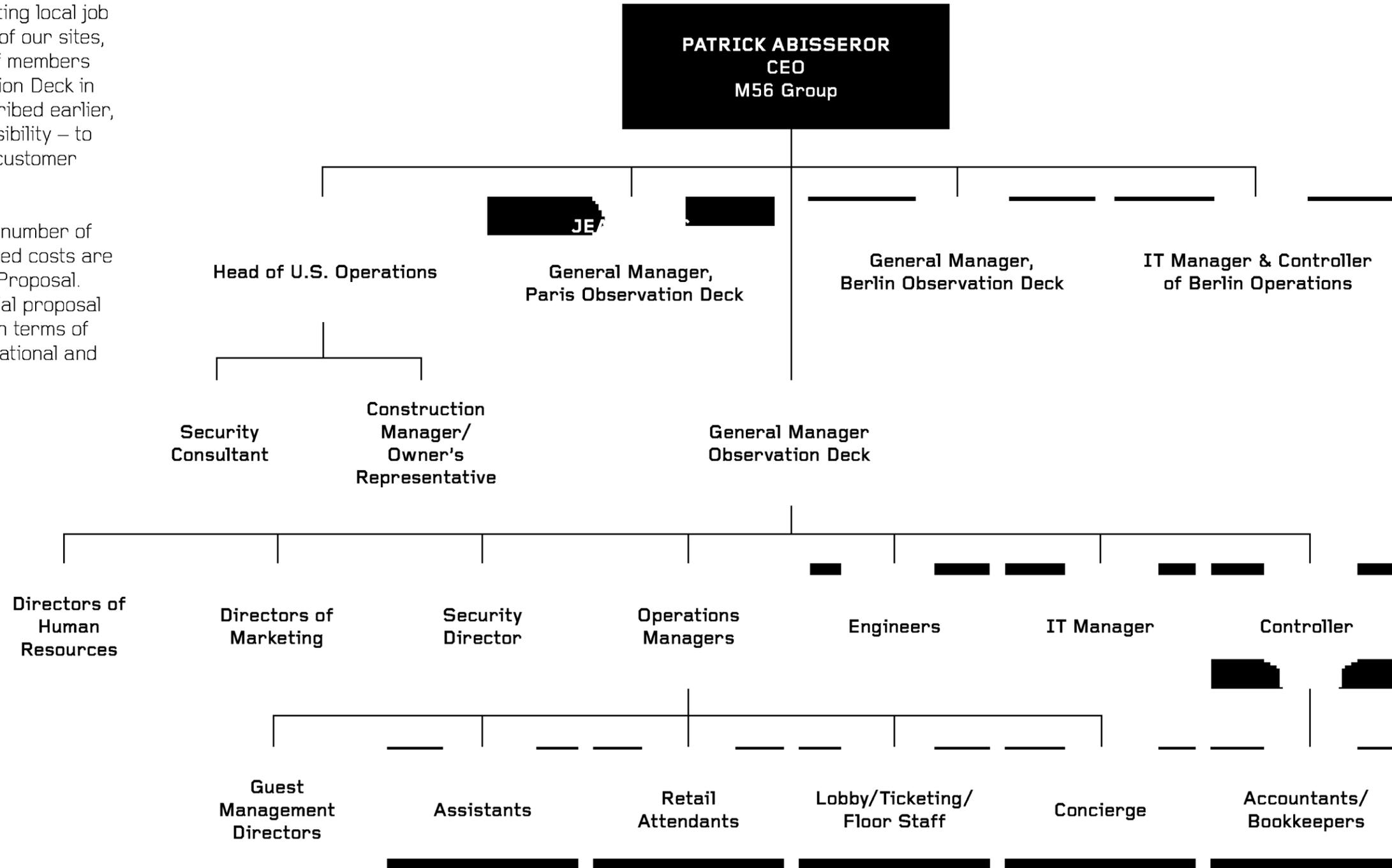
leads New York City-based Benchmark Restaurants that operates Landmarc [Tribeca], Landmarc [at the Time Warner Center], Ditch Plains [West Village], Ditch Plains [Upper West Side], Ditch Plains Drop In and Benchmark Events by Marc Murphy. Benchmark has established brand recognition with the popularity and exposure of each of its restaurants as well as with Marc Murphy's growing presence in the media as a regular judge on the Food Network's hit show Chopped along with other appearances. Its advantage in the marketplace is its unique approach to executing concepts that are casual, hip and inviting with a good value and are accessible to a wide demographic including business, neighborhood and family diners.

9A MANAGEMENT APPROACH/ MANAGEMENT AND OPERATING PLAN

M56 is committed to creating local job opportunities. As with all of our sites, the 250 locally-hired staff members employed at the Observation Deck in addition to positions described earlier, have one primary responsibility – to ensure the quality of the customer experience at the venue.

The detailed plans for the number of personnel and the projected costs are provided in the Financial Proposal. Also detailed in the financial proposal are all of the start costs in terms of personnel and other operational and acquisition costs.

OPERATIONS DEVELOPMENT



OPERATING PLAN

Four key principles, designed to maximize visitation and revenues, drive M56's operating approach for the Observation Deck: outstanding customer experience, innovative technology, worldwide marketing, and seamless security.

Outstanding Customer Experience

In order to achieve a high-quality experience, our staff's main priorities are to:

- Produce an unforgettable visitor experience with the help of knowledgeable, friendly staff. Guidance and information will be supplied to the visitors by a team of operations staff members spread throughout the site. They will show visitors how best to use the interactive screens, direct them to the viewing areas, and help them use the tour guide technology effectively to create a travel itinerary that ensures a gratifying visit to New York. These on-site staff members will be supervised by an Operations manager.
- Gerber Group and Chef Marc Murphy will create a food experience that is significantly different from the concessions one would find at a typical visitor attraction. The observation level food offerings would be at a price point that is affordable to the broadest

consumer market, yet at the same time will present new local popular favorites such as the Big Marc burger, the Ditch Dog, and the Ditch 'Wich.

- Offer a continuously updated attraction. As with each of our sites – two of which completed major renovations within the last year – we plan to regularly review and update the interactive and static displays and technology at the Observation Deck.
- Ensure that the visitor experience is so high quality that it brings repeat visits. Continuous customer satisfaction surveys ensure that we know what visitors think of the site and how the experience can be improved. This is key to ensuring visitor satisfaction, as we know from experience at our present sites, where we have a strong track record for attracting repeat customers.



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

outstanding customer experience, innovative technology, worldwide marketing, and seamless security.

Innovative Technology

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

- Create a seamless and effortless entry and queuing system. We aim to eliminate unnecessary and cumbersome waiting lines to our visitors. Our award winning ticketing system allows visitors to reserve in advance and to be advised by SMS text message of the exact time they should come to the entrance gate. Visitors will waste no time and can take advantage of other offerings in the area like nearby local shops as they await their designated entry time.

- Utilize technology and marketing to ensure that visitors take maximum advantage of the itinerary planner feature, which will make the Observation Deck the number one place to start a visit in New York. Visitors can plan their trip while admiring the view. The simple, yet sophisticated system will help tourists select an itinerary that meets their needs. Visitors can view their custom itinerary via text or email message.

Worldwide Marketing

Our goal is to ensure that the Observation Deck remains the attraction to see in New York for years to come. We plan to achieve this by using the same approach that has lead to our successes in Paris and Berlin: a global advertising and marketing plan that helps us meet our goals.

We will develop a strategy to target each of the key market sectors:

- **International tour operators**

To reach tour operators outside the U.S., we will tap all of our resources to fully utilize our international offices. In doing so, we will provide direct access to hundreds of thousands of contacts and clients worldwide.

- **North American tour operators**

A sales team will promote the One World Trade Center Observation Deck visit to North American tour operators, aiming at both tour groups and individual travelers. The Observation Deck will immediately be included with various New York tour passes and we will create a special Downtown pass to ensure the site is included on every tourist's visit to the area.

- **New York City tourism groups**

In addition to direct sales via tour operators, we will aggressively pursue all partnerships, sponsorships and special promotions by working with NYC & Co., the Downtown Alliance, and all other local tourism and economic development agencies and groups. We will also aggressively pursue all media outlets geared to travel and tourism and seek to have a presence in relevant features to promote the Observation Deck.

- **Web and social media**

The public at large will be informed via the web and social media. At the same time, the interactive kiosk within the Observation Deck will allow our clients to share on the spot their experience with their social network. By allowing visitors to leave their recommendations and feedback, they will essentially become our ambassadors, encouraging others to come to the site. This instant content is continuously updated, ensuring that all visitors are pleased with their visit and troubleshooting any potential negative comments as they happen.

Our goal is to ensure that the Observation Deck remains the attraction to see in New York for years to come.



- **Advertising campaign**

We also plan a significant, multi-faceted advertising campaign with an estimated budget of \$500,000 for the year leading up to the opening, \$3 million for the first year of operation and \$2.5 million per annum thereafter. Our advertising program will include an array of traditional, and non-traditional venues and new media platforms.

Our advertising program will include an array of traditional, non-traditional and new media platforms.

Gerber Group and Landmarc/Benchmarc Events have extensive marketing reach that will position the Observation Deck as a place for both visitors to New York, as well as local area residents. To ensure that the Observation Deck lives up to its reputation as the place “to see and be seen” just like their other locations Gerber Group and Landmarc/Benchmarc Events will utilize their marketing prowess by bringing high-profile events garnering national and international media attention. They will also market the property to building tenants, local businesses and tourists, and leverage their ability to cross-market this exceptional location throughout their venues worldwide. Drawing upon their extensive contacts, relationships and experience, the vendor team will rapidly establish One World Trade Center as a premier event destination.

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

Seamless Security

The new World Trade Center complex will be among the most security-sensitive complexes in the world. We will create a 100-percent safe and secure environment for visitors to enjoy the view. To totally accomplish this we will recruit a staff of over 100 security professionals dedicated to monitoring visitor movements throughout their stay and we will install a centralized security system covering the entire area. Screening machines will filter visitors before they enter the premises.

On top of providing an outstanding customer experience, we believe our operating plan is designed to maximize total revenues. Entrance revenues will be enhanced by purchases of personalized photos, which will be brought home as a proud souvenir. Visitors will have multiple opportunities to patronize retail stores in both the lobby and on observation floors. Our food and beverage program will cater to diverse tastes and price points, including premium access tickets to the high-end lounge on 102. Events will also be held on 102, ensuring not only substantial additional revenues, but also use of the space by local area residents. Our financial proposal details our generous plan for sharing our success with the Owner.

On top of providing an outstanding customer experience, we believe our operating plan is designed to maximize total revenues.

9B SPECIFIC QUALIFICATIONS AND EXPERIENCE
MONTPARNASSE 56

MONTPARNASSE PROFILE

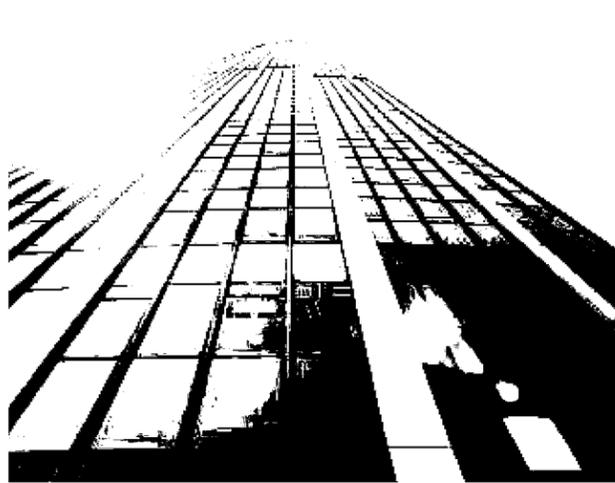
Montparnasse 56 s.a. (M56) was founded in 1975 when the company opened an observatory and restaurant on the 56th floor at the top of the newly constructed Montparnasse Tower. Montparnasse Tower is situated in the Montparnasse section of Paris' historic Left Bank. Until 2011, Montparnasse Tower was the tallest building in Paris and the city's tallest structure besides the Eiffel Tower. It stood as the Europe's tallest office building until 1990.

In the year the company was founded, 1975, the observatory and restaurant had been opened by a prominent French businessman, Jacques Borel — an original founder of M56. By 1978, however, because of poor management, these activities were running at a loss and were on the verge of bankruptcy.

Jean-Paul Ferroud and Jean Bernard, and a third partner who is now deceased, took over and rescued the company. M56's commitment was to reimburse 100 percent of the debt, including a long-term loan for the purchase of the 56th floor. This goal was achieved, leading to the successful, long-term redevelopment of the site.

M56 owns the entire 16,000-square-foot 56th floor as a commercial condominium. The 56th floor observatory was renovated in 2005 and is undergoing further renovations in 2012.

Additional improvements to the floor have included "Espace 56" — utilized for more than 100 events annually — along with the "360 Degree Café" and a gift shop. The venue has had a fine-dining restaurant from the outset, today known as "Le Ciel de Paris" (Paris Sky). The popular restaurant is also under renovation and will re-open this spring.



From the outset, M56 held a lease for the rooftop that was also utilized for viewing. However, this rooftop also housed a heliport until 2009. After the closure of the heliport — at our urging — and upon renewal of the lease in 2010, M56 modernized the venue in a spectacular way that enhanced the visual experience for visitors. This upgraded space — from which visitors can observe a full, 360-degree view of Paris — was reopened in 2011.

With 870,000 visitors in 2011, the Montparnasse Tower Observation Deck is the largest private attraction in Paris. M56 expects to achieve one million visitors in 2012.



M56 also serves as operator of the observatory and restaurant at one of Europe's most prominent landmarks and Germany's tallest structure, Berliner Fernsehturm (Berlin TV Tower).

The Tower was constructed in the late 1960's by the former German Democratic Republic (East Germany). The Tower — together with the Reichstag and the Brandenburg Gate — is universally recognized as one of the three icons symbolizing the city of Berlin.

After the reunification of Germany, the Tower was privatized and an international competition was conducted to identify an operator for its observatory and restaurant. In 1993, M56 won the competition to serve as operator on the basis of a long-term lease. At the same time, the ownership of the structure was

With 870,000 visitors in 2011,
the Montparnasse Tower
Observation Deck is the largest
private attraction in Paris.

9B SPECIFIC QUALIFICATIONS AND EXPERIENCE MONTPARNASSE 56

sold to Deutsch Telekom Group. M56's RFQ submission, the Statement of Qualifications (SOQ) dated November 16, 2011, included a letter of support from the company's specialized subsidiary, Deutsche Funkturm.

Despite constraints associated with limited elevator capacity, this venue attracted a record 1,253,978 visitors in 2011, in part assisted by M56's award-winning and proprietary time ticketing system. Thirty percent of these guests also patronize the tower's bar and restaurant. Due to the iconic nature of the building, M56 has instituted strict security measures.

Until 2002, M56 was managed by its main shareholders, Jean-Paul Ferroud and Jean Bernard. Then, to grow the business and increase revenues, M56 recruited Patrick Abisseror as Chief Executive Officer. An accomplished veteran in the international tourism industry, Patrick expanded the company's global reach by opening sales offices in the UK, Brazil, India and China, in addition to existing offices in France and Germany.

This international expansion has served as the key strategic driver of overseas tourists to our sites. Through this vibrant global network, our firm has successfully forged powerful, ongoing relationships with 13,200 tour operators in countries where we have offices. The positive business impact of these relationships is reflected in the

letters of support – included in November 16th SOQ — from several of China's largest tour operators. Demonstrating the success of this approach, in 2011 the Montparnasse Tower received 170,000 visitors from continental China, Hong Kong and Taiwan to our attractions. This is a dramatic increase from 2006 when the Montparnasse Tower received only 3,500 Chinese visitors.

Through this vibrant global network, our firm has successfully forged powerful, ongoing relationships with 13,200 tour operators in countries where we have offices.

Looking to continue the company's expansion, M56 acquired a nature preserve and crocodile zoo – "La Ferme aux Crocodiles" — in southwestern France in 2007. Situated in a 90,000-square-foot greenhouse, the preserve includes 400 crocodiles and giant turtles, as well as 600 exotic plants.

At the time M56 acquired the preserve, the facility was facing serious financial and operational difficulties. M56

implemented a multi-faceted turnaround strategy that soon transformed the struggling venue into a popular and profitable tourist attraction. Improvements included expansion of the facilities to enhance visitor and animal comfort, the addition of new species of large reptiles, and expanding the preserve's institutional relationships with the international scientific community.

Attracting 330,000 visitors annually, the venue is now one of France's largest zoos. The preserve is also recognized and respected for its dedication to biodiversity and to the preservation of endangered species, as reflected in the enclosed letters of support.

Today, Montparnasse 56 Group has 200 employees and eight offices in seven countries on four continents. Our attractions now draw nearly 2.5 million

visitors annually, and our sites have experienced a 15-percent increase in visitor growth over the last three years. Each site attracts a return visit rate exceeding the national average. Company revenues have surged 82 percent in the last five years from \$19.6 million in 2005 to \$35.8 million in 2010.

After three decades of successful operations in Europe, M56 has been pursuing a new and aggressive growth strategy aimed at acquiring and operating exceptional sites around the world — and elevating these sites' potential as world-class destinations. Here in the United States, our company has made New York City the focus of our national strategy because of the city's unparalleled status as an international tourist destination — and because of our proven ability to attract and cater to international tourists.

To set the stage for success in America, M56 has devoted more than two years to developing a solid understanding of the New York market, identifying and nurturing key contacts, and assembling an outstanding and richly qualified team. It is also noteworthy that our company's two principals, Jean-Paul Ferroud and Jean Bernard, were educated in the United States, and both have lived and worked in New York.

**9B SPECIFIC QUALIFICATIONS AND EXPERIENCE
GERBER GROUP**

Gerber Group – known as the most influential nightlife proprietor in the world – encompasses 23 iconic venues internationally under such brands as The Whiskey, Whiskey Blue, Living Room and Stone Rose Lounge. Setting out to provide an innovative nightlife experience, Gerber Group opened its first property, The Whiskey at the Paramount Hotel, in 1991. Since then, the company continues to revolutionize the industry, working to re-define the ‘hotel bar’ with its unique venues.

Rande Gerber founded Gerber Group in 1991, in which his brother, Scott, was one of the original investors. Today, Scott Gerber manages the company and its full portfolio of properties.

The extraordinary success of Gerber Group’s brands has established the company as a pre-eminent tastemaker, with an uncanny ability to create cool, chic and classic bars with modern glamour. Its properties have also become a top choice of hoteliers who look to the company not only for increased food and beverage revenue, but also for increased occupancy rates. Gerber Group’s vision continues to expand with bars and lounges in leading national and international hotels including Starwood Hotels & Resorts,

Host Hotels & Resorts, Accor, W Hotels® Worldwide, Sofitel Luxury Hotels, Strategic Hotels & Resorts, Related Companies and Noble Investment Group.

Its complete portfolio of properties includes: Whiskey Park, Whiskey Blue, Living Room, Stone Rose Lounge, Liliium and Stone Rose Bar & Grill in New York, N.Y.; Whiskey Blue and Stone Rose Lounge in Los Angeles, Calif.; The Whiskey Bar & Grill and Whiskey Sky in Chicago, Ill.; Whiskey Park, Whiskey Blue and Living Room in Atlanta, Ga.; Whiskey Blue, Living Room and WET in Fort Lauderdale, Fla.; Stone Rose Lounge in Scottsdale, Ariz.; and Whiskey Blue and Living Room in New Orleans, La. International properties include Whiskey Blue, W Lounge and Red2One in Santiago, Chile.

Gerber Group is positioned to continue their significant growth in the U.S., Europe and South America throughout 2012.



*Too much of anything is bad,
but too much good whiskey
is barely enough. — Mark Twain*



The extraordinary success of Gerber Group's brands has established the company as a pre-eminent tastemaker, with an uncanny ability to create cool, chic and classic bars with modern glamour.



**9B SPECIFIC QUALIFICATIONS AND EXPERIENCE
GERBER GROUP**

Rande Gerber founded Gerber Group, in which his brother Scott, who now manages the company and its full portfolio of properties, was one of the original investors. The same year, the group opened its first property, The Whiskey, at the Paramount Hotel.

1992

The group continued its success, launching Morgans Bar at the Morgans Hotel in New York City. Expanding to the west coast, Gerber Group also opened The Whiskey Los Angeles at the Sunset Marquis Hotel, followed by the legendary Sky Bar at the Mondrian Hotel in Los Angeles.

1995

Moving beyond nightlife, Gerber Group was approached by Giorgio Armani to restructure and redesign his Armani Cafes, located in Boston, Costa Mesa, Los Angeles and San Francisco.

1997

Whiskey Park opened upon Donald Trump tasking Gerber Group with infusing life into his Trump Parc building, located on Central Park South.

A deal was signed with Starwood Hotels & Resorts as they were in the process of creating a distinctive new hotel brand —



the now renowned W Hotels® Worldwide. The alliance led to the rapid expansion of the Gerber Bars in W Hotels around the country and properties were opened at several W Hotels in New York including Lexington, The Court, The Tuscany, Times Square, and Union Square. Properties were also opened at W Hotels in Los Angeles, Boston, New Orleans, Mexico City and Chicago - at both the City Center and Lakeshore locations.

The Whiskey opened in the Green Valley Ranch Resort in Las Vegas.

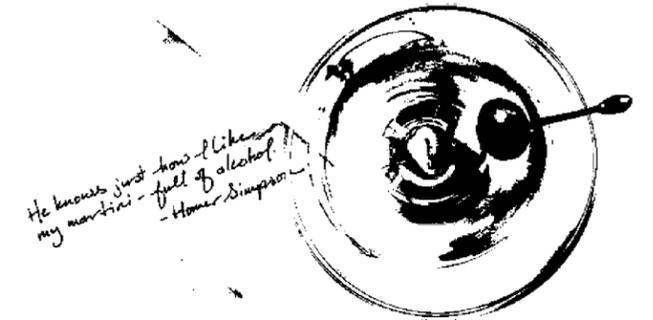
2004

Stone Rose Lounge opened in the Time Warner Center in New York.

2006

The second Stone Rose Lounge opened at the Sofitel Los Angeles. Other openings that year included Midnight Rose and The Penthouse in the historic Hotel Reina Victoria, now ME Madrid; The Beachhouse, Rose Bar and Maxim Beach, a partnership with Maxim magazine, all located at ME Cancun and Cherry, a nightclub at Red Rock Resort & Casino in Las Vegas.

Forming a partnership with Strategic Hotels & Resorts, Gerber Group opened the third Stone Rose Lounge at the Fairmont Hotel in Scottsdale, Arizona.



2008

As a result of working with Noble Investment Group, Whiskey Park and Living Room opened at the W Midtown Hotel in Atlanta, Georgia.

2009

Gerber Group opened Whiskey Blue at the W Buckhead in Atlanta, Georgia; Whiskey Blue, Living Room and WET at the W Fort Lauderdale, Florida; Whiskey Blue, Living Room and Red2One at the W Santiago, Chile.

Stone Rose Bar & Grill opened in the Delta Terminal of New York's John F. Kennedy International Airport.

2011

Lilium, a fresh reinterpretation of Gerber Group's iconic principal property, The Whiskey, opened in the W Hotel — Union Square in New York City.

9B SPECIFIC QUALIFICATIONS AND EXPERIENCE
LANDMARC (TIME WARNER CENTER) BY MARC MURPHY

MARC MURPHY, CHEF + OWNER

Ask Chef Marc Murphy where he grew up and he'll fire off a list of cosmopolitan destinations— Milan, Paris, Villefranche, Washington DC, Rome and Genoa to name a few. For some, growing up the son of a globe trotting diplomat might have been stressful, yet for Murphy, this dizzying list of hometowns served as an excellent education in French and Italian cuisine, and afforded him the luxury of learning from a young age just how much he loved the world of cooking and of restaurants.

Since then, Murphy has logged more than 20 years in the restaurant business, working in some of the world's most highly esteemed kitchens, including Le Miraville in Paris, Alain Ducasses' Louis XV in Monte Carlo and Le Cirque in New York. He was also the Executive Chef at Cellar in the Sky at Windows on the World in the World Trade Center, La Fourchette and Chinoiserie. In March 2004, Murphy opened his first shop with Landmarc [Tribeca] and today serves as Chef and Owner of all of the restaurants in the Benchmarc group, which includes

Murphy has logged more than 20 years in the restaurant business, working in some of the world's most highly esteemed kitchens.

Landmarc [at the Time Warner Center] (opened May 2007), Ditch Plains [West Village] (opened May 2006), Ditch Plains Drop In (opened July 2010) and Ditch Plains [Upper West Side] (opened March 2011).

Murphy's involvement in the industry moves beyond the restaurants as well, with a regular role as a judge on the Food Network's weekly hit, Chopped, as well as appearances on Iron Chef America, Hot Chefs, The Martha Stewart Show, Make My Day, The Best Thing I Ever Ate, The Best Thing I Ever Made, The Rachael Ray Show, Unique Eats and The Today Show among others. He is the Vice President of the Manhattan chapter of the New York State Restaurant Association, is a board member of City Harvest, as well as a member of their food council and is on

the advisory boards of Culintra, Passport NYC at the 92nd Street Y and the Institute of Culinary Education. Murphy is also the official spokesperson and a member of the prestigious Leadership Council for Share Our Strength's No Kid Hungry campaign.

BENCHMARC RESTAURANTS BY MARC MURPHY

Led by restaurateur and chef Marc Murphy, Benchmarc Restaurants by Marc Murphy is a New York City-based restaurant group currently managing Landmarc [Tribeca], Landmarc [at the Time Warner Center], Ditch Plains [West Village], Ditch Plains [Upper West Side], Ditch Plains Drop In and Benchmarc Events by Marc Murphy.

Benchmarc Restaurants has established brand recognition with the popularity and exposure of each of its restaurants as well as with Marc Murphy's growing presence in the media. Our advantage in the marketplace is our unique approach to creating concepts that are casual, hip and inviting with a good value and that are accessible to a wide demographic including business, neighborhood and family diners.



**9B SPECIFIC QUALIFICATIONS AND EXPERIENCE
LANDMARC (TIME WARNER CENTER) BY MARC MURPHY**

An operations company built for growth, we have created a model with an effective leadership team. Benchmark Restaurants has strong cost control operations in place, including state of the art inventory control software. We can leverage all of these assets to effectively conceptualize, create, deliver and service a new venture. Our scope of work includes providing the following management services for our businesses: food and beverage operations, human resources, accounting, centralized delivery, public relations, architecture, design and event sales.

Furthermore, Marc Murphy has a vested interest in the restaurant industry and has forged strong relationships with local community boards. Our social awareness combined with our contributions to the community through job opportunities and support of charities and organizations such as City Harvest, the New York Restaurant Association and the New York City Nightlife Association make us a valuable asset to any neighborhood.

The founding concept behind Benchmark Restaurants by Marc Murphy, the burgeoning restaurant group led by restaurateur and Chef Marc Murphy is simple: to create accessible yet unique eateries that focus on creating a community for its diners and staff while thriving in the breakneck world of New York City restaurants. With strong roots in each of the neighborhoods they inhabit, the restaurants in the Benchmark group are each intimate and warm in feel with cuisine that reflects all that Chef Murphy loved to cook and eat during his eclectic upbringing throughout Europe and the U.S., whether serving rustic French and Italian fare at Landmarc or ditch dogs and lobster rolls at Ditch Plains, each restaurant is passionately committed to exceptional food and superlative friendly service that moves well beyond its customers' expectations.

Create accessible yet unique eateries that focus on creating a community for its diners and staff while thriving in the breakneck world of New York City restaurants.

RESTAURANTS

179 West Broadway
New York, NY 10013
Opened March 2004

29 Bedford Street
New York, NY 10014
Opened May 2006

10 Columbus Circle 3rd floor
New York, NY 10019
Opened May 2007

at Brooklyn Bridge Park
Brooklyn, NY 11201
Opened July 2010

100 West 82nd Street
New York, NY 10024
Opened March 2011

COMPANIES:

Benchmark Restaurants
by Marc Murphy
Benchmark Events by
Marc Murphy



9B SPECIFIC QUALIFICATIONS AND EXPERIENCE THE PARTNERSHIP

THE PARTNERSHIP

After years of operating in the same iconic Time Warner Center in New York City, Scott Gerber, Owner of Gerber Group and Marc Murphy, Chef and Owner of Benchmarc Restaurants by Marc Murphy and Benchmarc Events by Marc Murphy forged a partnership for Murphy to provide the food at Stone Rose Lounge at Time Warner Center. Gerber and Murphy are now bringing their operating expertise to present a concession, lounge and events space at One World Trade Center.

Having operated in NYC for a combined 40-years, Gerber and Murphy have an established adoration from local residents and visitors alike, offering accessible venues devoted to the highest quality in food, beverage, service and coordination.

They envision sharing this classic New York experience with the visitors of One World Trade Center.

Through his relationship with the Brooklyn Bridge Park Conservancy operating Ditch Plains Drop In at Pier One, Murphy is no stranger to the needs of bustling New York City crowds. The concession at One WTC will offer an accessible menu of snacks, salads, sandwiches, novelties and signature dishes at prices visitors can afford all of the time.

THE LOUNGE

Gerber's vision is to design a lounge that will at once resonate with NYC locals, tenants of the building and visitors to residents.

Thanks to Gerber, the Financial District will become the next most talked about Manhattan neighborhood. This lounge will serve as the new daytime and nightlife destination for all occasions while embodying that classic New York vibe, making it the place to see and be seen for visitors and locals alike.

THE EVENTS

Gerber and Murphy look forward to uniquely crafting events at One WTC. By marketing this property to tenants of the building, local businesses and tourists and leveraging their ability to further cross market this exceptional location throughout their properties worldwide, Gerber and Murphy will surely create a buzz about hosting events at One WTC. In addition to programming high profile events from their existing client base that will garner national and international press, this flexible events space will accommodate the 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 and Murphy will draw upon their extensive contacts, relationships and experience to establish One WTC as the premier events destination.

HOURS OF OPERATION

Concession:

9am – 10pm, 7 days

Lounge:

11am – 2am, 7 days

Gerber and Murphy will draw upon their extensive contacts, relationships in entertainment, business, fashion, and sports as well as experience to establish One WTC as the premier events destination.



...the Financial District will become the next most talked about Manhattan neighborhood...

Gensler is a global architecture, design, and planning firm with 40 locations and more than 3,000 professionals in Asia, UK, the Middle East, and the Americas. The firm has more than 2,200 active clients in virtually every industry and delivers projects as large as a city and as small as a task light for an individual's desk.

The basic component of Gensler's organization is the design studio, which functions as an independent unit of 20 to 40 professionals.

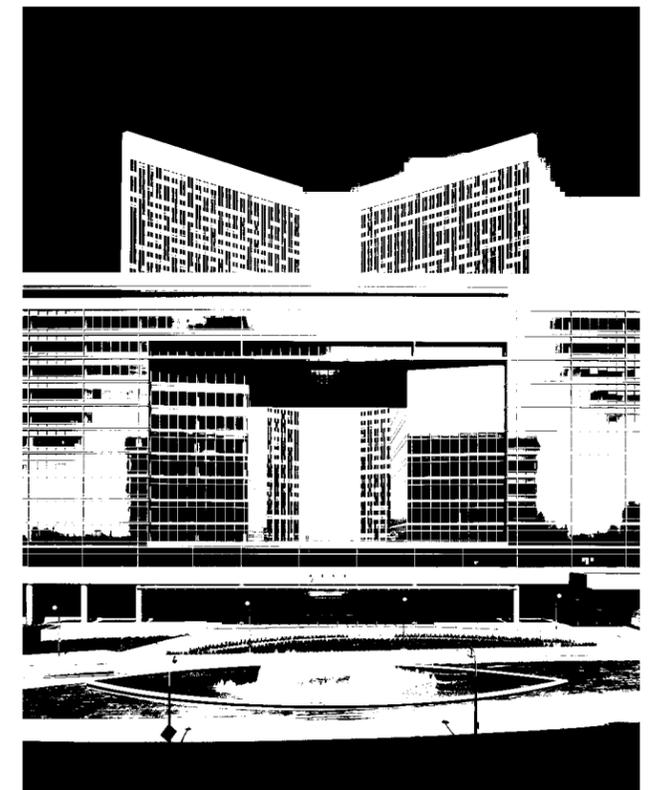
INTEGRATING BRAND INTO THE GUEST EXPERIENCE

Gensler provides comprehensive design and brand development for our clients in order to create a fully integrated guest experience. We develop engaging experiences via a holistic approach of brand strategy, naming and identity design, graphic communications, environmental design, and signage and wayfinding programs. We take projects from positioning and concept development through to implementation to ensure the original design intent is maintained. We are adept managers and implementors, making sure that all needs and ideas are realized cost effectively, with integrity and quality.

Every possible point of contact is an opportunity to make a guest connection and create a positive impression for the brand, which creates brand affinity and eventually, brand loyalty. It is important, therefore, to establish a vision that considers the full range of touchpoints throughout the guest journey.

At Gensler, we understand that it is crucial to not only meet, but exceed, user expectations. Our goal is to create a system of experiential components that are interesting, engaging, and dynamic enough to provide an enriched brand experience that encourages people to revisit time after time. We seek to satisfy them, but to also leave them wanting more.

Gensler is an expert in the integration of brands within built environments, ensuring an optimal guest experience every step of the way.



**9C SPECIFIC QUALIFICATIONS AND EXPERIENCE
OF PROPOSER'S STAFF**

PATRICK ABISSEROR

CEO, Montparnasse 56 Group
Secretary, Montparnasse 56 USA LLC

Work experience

30 years of tourism experience, over 20 years of which was in hotels and restaurants. CEO of Montparnasse 56 Group since 2002.

1990 – 2002

General Manager of FIAPAD SA (Hotels)

1983 – 2001

Assistant of the Mayor in charge of the finance (town of 20,000 people)

1981 – 1990

Director of JAL Association (reception, youth tourism, formation)

Education

Paris Sorbonne, Degree in History

Projects and references

- In 1997, organized the World Young Tourism Conference with 750 attendees to facilitate worldwide travel and exchange for the youth worldwide
- Member of the National Council for Tourism
- Member of the Montparnasse Tower building Committee, which represents a condominium of 280 owners. He also serves as president of the Communications Committee and president of the strategy committee.
- Member of the board of directors of the National Syndicate for Attractions and Leisure and Cultural Spaces (SNELAC), a professionals and employers' association that promotes tourism and leisure sites

40% of his time will be dedicated to this project

ERIC DEUTSCH

Vice President - Montparnasse 56 USA LLC since January, 2011

Work experience

Seasoned real estate and economic development executive with more than 20 years experience

Former positions:

- Managing Director
The Clarett Group
- President
Alliance for Downtown New York
- President and CEO
Brooklyn Navy Yard
Development Corporation
- Senior Vice President
New York City Economic
Development Corporation
- Executive Director
New York City Industrial
Development Agency

- Executive Director
Group of 35
- Manager
KPMG Real Estate
and Hospitality Practice
- Assistant Vice President
Real Estate Board of New York

Education

Columbia University
Graduate School of Architecture,
Planning & Preservation
M.S. Real Estate Development

George Washington University
Columbian College of Arts and Sciences
B.A. Political Science

85% of his time will be dedicated to this project

**9C SPECIFIC QUALIFICATIONS AND EXPERIENCE
OF PROPOSER'S STAFF**

JEAN-MARC CHAMPROBERT

Sales Manager
Montparnasse 56 Group

Work experience

16 years professional experience.
Sales Manager at Montparnasse 56
Group since 2003

1992 – 2003:

Sales group Manager at
Flunch Restaurants

Education

Master's degree in administration and
business management (IFOCOP RUNGIS)
Law degree

Projects and references

- Define the objectives and the trade policy in order to maximize revenues
- Determine business targets and market priorities
- Opened each of our sales offices in Hong-Kong, New Delhi, London and Sao Paulo; through his efforts, total sales from tour groups increased three-fold

25% of his time will be dedicated to this project

BERND ZIEGLER

Work experience

30 years of professional experience in tourism. IT Manager and Controller of the Berlin Tower since January 2008

2002 – 2007:

Assistant to the General Manager of the Cecilienhof Hotel in Potsdam

2001 – 2002:

Assistant to the General Manager of the Stuttgarter Hof Hotel in Berlin

1992 – 2001:

Chef and IT Manager of the Hotel Ambassador in Berlin

1991 – 1992:

Consultant at CCS Clinic Catering Service

1987 – 1990:

Chef at Hotel Ambassador in Berlin

1984 – 1987:

Souschef in "Conti Fischstuben" at the Hotel Ambassador in Berlin

Education

General Certificate of Secondary Education
Master Diploma for cooking

Projects and references

Supervises the whole IT System at the tower and controlling all purchases, contracts, financial statements, financial results, budgeting, supervising the accountability system including F&B Management

25% of his time will be dedicated to this project

CHRISTINA AUE

Work experience

20 years of professional experience in tourism. Managing Director of the Berlin Tower since July, 2007

2002 – 2007:

General Manager of the Cecilienhof Hotel in Potsdam

2001 – 2002:

General Manager of the Stuttgarter Hof Hotel in Berlin

1991 – 2001:

General Manager of the Ambassador Hotel in Berlin

Education

Language studies
(Diploma of State)

Projects and references

- Member, Management Committee World Federation of Great Towers

25% of her time will be dedicated to this project

**9C SPECIFIC QUALIFICATIONS AND EXPERIENCE
OF PROPOSER'S STAFF**

In addition to M56, below please find names of additional service providers:

OPERATING TEAM (in addition to Montparnasse 56 USA LLC):

Observation Deck	Montparnasse 56 USA LLC, a member of the Montparnasse Group
F&B and Events	Gerber Group: Scott Gerber Landmarc Restaurants: Marc Murphy

CONCEPT TEAM

Architect	Gensler: Robin Klehr Avia John Bricker Michael Gatti Matthew Calkins
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Technology provider	Local Projects: Jake Barton
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CONTENT TEAM

Historical curators	Geoffrey C. Ward Writer/historian Kevin Baker Historical novelist
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Photo-historian	Gail Buckland Cooper Union
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Institutional historical partners	New Jersey Historical Society Brooklyn Historical Society
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Media partner	Time Out New York
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TECHNICAL TEAM

MEP	Robert Derector Associates: Robert Derector Marc W. Feldman, PE, LEED AP ID+C
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Structural engineer	WSP Cantor Seinuk: Yoram Eilon
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Kitchen Consultant	Sam Tell Jerry C. Kouveras
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Construction	Plaza Construction: Richard Wood
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ADDITIONAL CONSULTANTS

Legal	Cleary Gottlieb Steen & Hamilton LLP: Steven Wilner Jordan Solomon
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Market study/competitive analysis	HR&A Advisors: Kate Coburn
--	----------------------------

Property management	CBRE: Paul Allegretti Niall Freeman
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Event production/consultant	Auster Agency: Karen Auster
------------------------------------	-----------------------------

Tourism consultant	Tourism Solutions: Daniel Thomas
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Financial planning	Atalanta Advisors: Annu Chopra
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Accounting	Holtz Rubenstein Reminick: John Basile
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Insurance consultant	Willis: Brian Acrish
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Public relations	The Marino Organization: Frank Marino
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**9D PROFILE OF THE PROPOSING TEAM
ATTACHMENT E**

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 here providing a copy of M56’s Attachment E, Gerber Group and Gensler’s acknowledgments, List of Proposer’s Affiliates and letters of reference from the mayors of Paris and Berlin. The complete Profile of Proposing Team can be found in Appendix A.

Original documentation and signatures can be found in the “Original” Appendix.

One WTC Observation Deck
Request for Proposal Page 28

Attachment E – Company Profile – Contact Information

COMPANY PROFILE

REQUEST FOR PROPOSALS FOR OBSERVATION DECK DEVELOPMENT
AND MANAGEMENT, ONE WORLD TRADE CENTER, NEW YORK, NEW
YORK

1. Company Name (print or type):
Montparnasse 56 USA LLC
2. Business Address (to receive mail for this RFP):
230 Park Avenue - 10th Floor
New York, New York
3. Business Telephone Number:
(212) 808 3018
4. Business Fax Number:
N/A
5. Firm website:
www.montparnasse56usa.com
6. Federal Employer Identification Number (EIN):
[REDACTED]
7. Date (MM/DD/YYYY) Firm was Established: 01 / 12 / 2011
8. Name, Address and EIN of Affiliates or Subsidiaries (use a separate sheet if necessary):
See attached sheet.

One WTC Observation Deck
Request for Proposal Page 29

9. Officer or Principal of Firm and Title:
Eric Deutsch, Vice President
10. Name, telephone number, and email address of contact for questions:
Eric Deutsch, (212) 808-3018, edeutsch@montparnasse56usa.com
11. Is your firm certified by the Port Authority as a Minority-owned, Woman-owned or Small Business Enterprise (M/W/SBE)? Yes No

If yes, please attach Port Authority certification as a part of this profile.

If your firm is an M/WBE not currently certified by the Port Authority, see the Port Authority’s web site – <http://www.panynj.gov/business-opportunities/supplier-diversity.html>, to receive information and apply for certification.

Attachment E – Question 8 Sheet

Montparnasse 56 USA LLC has no subsidiaries.

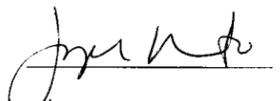
Affiliate	Address	EIN
Montparnasse 56 New York Corp.	c/o Montparnasse 56 USA LLC, 230 Park Avenue - 10th Floor, New York, New York 10169	[REDACTED]
Montparnasse 56 USA Corp.	c/o Cleary Gottlieb Steen & Hamilton LLP, One Liberty Plaza, New York, New York 10006	[REDACTED]
Montparnasse 56 Illinois Corp.	c/o Cleary Gottlieb Steen & Hamilton LLP, One Liberty Plaza, New York, New York 10006	[REDACTED]
Montparnasse 56 Chicago LLC	c/o Cleary Gottlieb Steen & Hamilton LLP, One Liberty Plaza, New York, New York 10006	[REDACTED]
Montparnasse 56 S.A.	33 Avenue du Maine, 75015 Paris, France	N/A
La Financière de la Serre SAS	33 Avenue du Maine, 75015 Paris, France	N/A
SCI Immobilière de la Serre	Les Blachettes 26700 Pierrelatte, France	N/A
La Serre au Croco SAS	Les Blachettes 26700 Pierrelatte, France	N/A
Tourismus in Deutschland und Amerika TKG GmbH	Panoramastras 10178 Berlin, Germany	N/A
TV-Turn Gastronomiegesellschaft mbH	Panoramastras 10178 Berlin, Germany	N/A

NEWYORK203320.1

**9D PROFILE OF THE PROPOSING TEAM
ACKNOWLEDGEMENTS**

ACKNOWLEDGEMENT

"I Joseph Brancato, Managing Principal of Gensler Architecture, Design and Planning, P.C. ("[COMPANY]"), hereby acknowledge and confirm awareness of, and agreement to, Gensler Architecture, Design and Planning, P.C.'s participation and role on Montparnasse 56 USA LLC's team with respect to providing Interior Design Services in connection with the Observation Deck Project at One World Trade Center.

By: 
Name: JOSEPH BRANCATO
Title: MANAGING PRINCIPAL
Date: 5/3/12

NEWYORK:2551673.2

ACKNOWLEDGEMENT

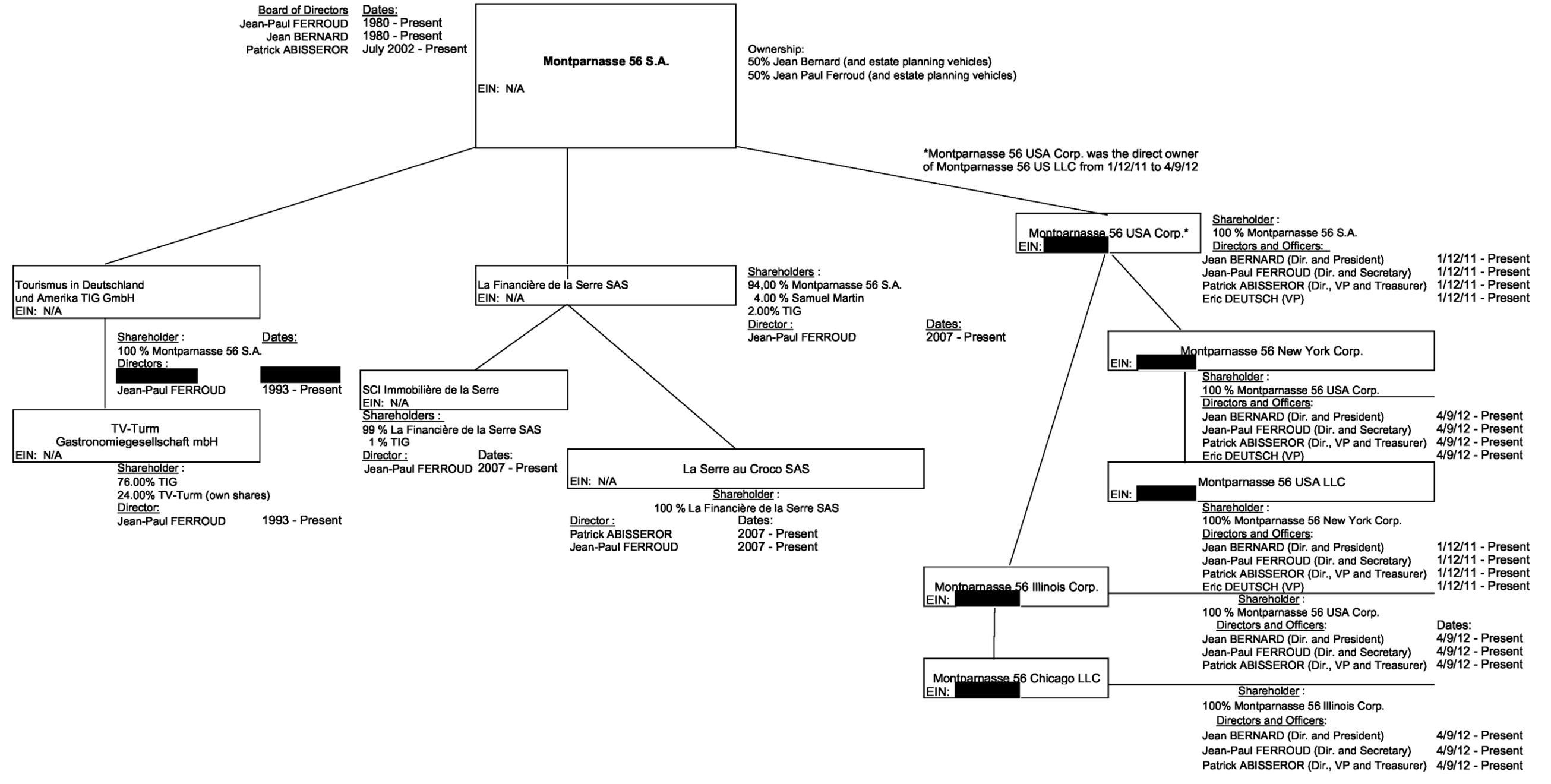
"I, Scott Gerber, Manager of After Midnight Company, LLC d/b/a Gerber Group ("GG"), hereby acknowledge and confirm awareness of, and agreement to, GG's participation and role on Montparnasse 56 USA LLC's team with respect to providing Food and Beverage Services in connection with the Observation Deck Project at One World Trade Center.

By: 
Name: Scott Gerber
Title: Manager
Date: 5/3/12

NEWYORK:2551673.1

**9D PROFILE OF THE PROPOSING TEAM
LIST OF PROPOSER'S AFFILIATES**

MONTPARNASSE 56 GROUP



9D PROFILE OF THE PROPOSING TEAM
LETTERS OF REFERENCE

Der Regierende Bürgermeister von Berlin



Der Regierende Bürgermeister von Berlin
Senatskanzlei – Judenstraße 1, 10178 Berlin (Postanschrift)

WTC Tower 1 LLC
c/o The Durst Organization
1 Bryant Park
USA – New York NY 10036

GeschZ. (bei Antwort bitte angeben)
III B 4
Bearbeiter(in)
Frau Bloß
Dienstgebäude: Berlin-Mitte
Berliner Rathaus, 10178 Berlin
Eingang: Rathausstraße
Zimmer
☎ (Durchwahl): (0 30) 90 26-2324
Zentrale (0 30) 90 26-0
(926)2324
Intern:
Fax (Durchwahl): (0 30) 90 26-
Zentrale: (0 30) 90 26-2013
Internet: <http://www.berlin.de/rbmskzl>

e-mail:

Datum  Januar 2012

Ladies and gentlemen,

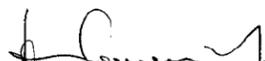
I have been informed that a bidding process for the operation of the observation platform and the restaurant at the new World Trade Center (Freedom Tower) is currently under way. "TV Turm Alexanderplatz Gastronomiegesellschaft mbH" is a subsidiary of Montparnasse 56 SA, one of the bidders, and operates the television tower located in direct proximity to the Berlin Town Hall.

Almost 1.2 million visitors a year from Germany and abroad take advantage of the tower's observation platform, which is Berlin's highest, to enjoy its view of the entire city and to see sights like Brandenburg Gate, the Victory Column, and Museum Island from above.

In 2007 an advanced visitor management system was introduced and ensures smooth visitor flow each day. While maintaining normal operations, all visitor areas are currently undergoing comprehensive renovations to improve comfort and security. All of this construction is being conducted in compliance with regulations on the protection of historic monuments. In addition to the visitors' terrace, the restaurant offers a lovely setting to relax and enjoy modern interpretations of regional cuisine.

This operator's professional management has helped to make the television tower itself one of Berlin's landmarks. In the context of official visits by guests of state, I have had many opportunities to witness its smooth operation even while accommodating special protocol considerations.

Yours sincerely,


Klaus Wowereit

Der Regierende Bürgermeister,
Senatskanzlei, Judenstraße 1,
10178 Berlin

Verkehrsverbindungen:
U- und S-Bahn Alexanderplatz,
Regionalbahn, Tram M 2, M 5, M 6,
Autobus M 48, 100, 200, 248, TXL

Besuchszeiten der Bürgerberatung:
Mo/Di/Fr 9.00 - 12.00 Uhr,
Do 16.00 - 18.00 Uhr
Sprechzeiten telefonisch:
Mo - Mi 9.00 - 15.00 Uhr
Do 9.00 - 18.00 Uhr
Fr 9.00 - 14.00 Uhr

Le Maire de Paris

Paris, le 23 MARS 2012

Dear Sir,

I have been informed of the candidacy submitted by Montparnasse 56 in response to the call for tender for the management of the observation deck and restaurant of 'One World Trade Center' in New York. I am therefore writing to support the candidacy of Montparnasse 56 and their American team who offer the savoir-faire to make the observation deck a unique place which not only proposes a magnificent view but also harnesses New York's history to celebrate the city's diversity and modernity.

The Montparnasse 56 company have successfully run the 56th floor of the Montparnasse Tower and its terrace since 1974, thanks notably to their commercial presence in London, Berlin, New Delhi, Sao Paulo and Hong Kong.

The Montparnasse Tower is an exceptional venue to discover the capital's unique panorama and all its monuments. The determination of Montparnasse 56 to make it more than simply a panoramic viewpoint by featuring interactive activities or exhibitions allows visitors to enjoy a cultural dimension highlighting the rich diversity on offer in Paris.

The venue is among the 10 most visited sites in Paris and 80% of its visitors come from abroad, compared to the average of 60%. In total, some 900 000 visitors enjoy the Montparnasse Tower's panorama.

'Montparnasse 56' has actively contributed to Paris' international standing by participating for many years in promotional events held by the Office of Tourism and Congresses of Paris, particularly in faraway markets like China, Russia, India and Brazil. In 2011, Paris welcomed some 700-800 000 Chinese visitors, adding significantly to the city's total visitor numbers. 'Montparnasse 56' is among the tourist sites which benefited from this new clientele by creating partnerships with Chinese tour operators.

'Montparnasse 56' is also media-savvy and knows how to be visible at key moments with initiatives such as publicity campaigns in the Paris Metro.

I am confident that 'Montparnasse 56' is more than capable of successfully managing the observation deck of One World Trade Centre in New York.

Yours sincerely,



Bertrand DELANOË

Monsieur Pat FOYE
Executive Director of the Port Authority
of New York and New Jersey
WTC Tower 1 LLC
c/o The Durst Organization
1 Bryant Park
USA – New York NY 10036

10. Legal Proceedings

LEGAL PROCEEDINGS

Montparnasse 56 is not currently, and has not been for the past five (5) years, a party to any pending legal, administrative or arbitration proceeding. There have been no actions related to any procurement or any contract that have been concluded adversely to the company.

Originals of the signed documents at right can be found in the Original RFQ submission.



MONTPARNASSE 56
TOUR MONTPARNASSE

CABINET F.- M. RICHARD & ASSOCIÉS
Monsieur Gérard Chabrol
Certified Public Accountant
1 PLACE D'ESTIENNE D'ORVES
75009 PARIS

Paris, November 16th, 2011

Certified Statement

As CEO I herewith certify that the company Montparnasse 56 and its subsidiaries have never ever had any disagreements or legal dispute with any client, provider, employee or any other third.

This certified statement is provided within the scope of the RFP for the management of the observation deck of the ONE WORLD TRADE CENTER in New York City.


Patrick ABISSEROR
CEO

 MONTPARNASSE 56 SA - Tour Montparnasse - 33, avenue du Maine 75755 PARIS CEDEX 15
Téléphone : (33) 01 45 38 52 98 - Télécopie : (33) 01 45 38 69 96 - Email : visa@montparnasse56.com
www.montparnasse56.com
Société Anonyme au capital de 504 000 € - R.C Seine 75 B 176 - SIRET : 301 499 904 00017
TOUT PARIS À 360°

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F.-M. RICHARD & ASSOCIÉS
SOCIÉTÉ D'EXPERTISE COMPTABLE COMMISSAIRE AUX COMPTES

Auditor's certification

To the attention of the Chairman of the Supervisory Board

As auditors of the Montparnasse 56 firm and to answer your demand, we checked the attached document.

This document presented to our control has been issued by the management of Montparnasse 56. It is within our responsibility to certify all information included in the attached document.

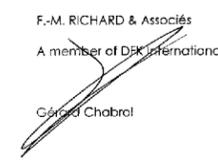
Our mission, which does not consist in either an audit or a limited review, was performed according to our professional standards, applicable in France.

Our work consisted in the control of the procedure implemented by the company management in order to confirm that Montparnasse 56 and its subsidiaries have, up to now, no dispute or litigation with any client, provider, staff member or any third party.

Based on our controls, we have no additional or complementary comment about the information mentioned in the attached documents.

Paris, November 16, 2011

The auditors
F.-M. RICHARD & Associés
A member of DFK International


Gérard Chabrol

Membre de DFK International - Société Anonyme au capital de 100 000 € - Siège social : 1, boulevard de France et 9, Courcaille des Commissaires aux Comptes de Paris
1, PLACE D'ESTIENNE D'ORVES 75009 PARIS (Tel : 33 (0) 1 52 92 60 70 - Fax : 33 (0) 1 45 65 58 54 - www.fmr.com)
Société Anonyme au capital de 100 000 € - R.C. Paris M. 55 635 576 15 013 3 0 633 576 00069 | APE 6920Z | TVA FR 35 215 633 576

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Exhibit E

