

THE PORT AUTHORITY OF NY & NJ

April 21, 2015

FOI Administrator

Ms. Andrea Bernstein
WNYC
160 Varick Street
New York, NY 10013

Re: Freedom of Information Reference No. 15653

Dear Ms. Bernstein:

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/15653-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.

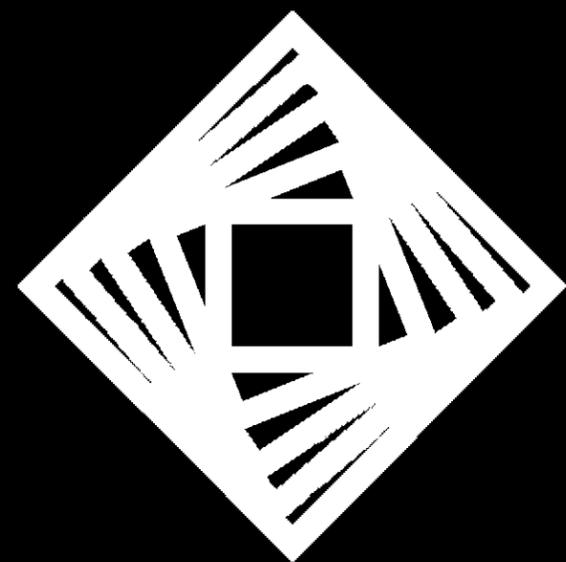
Very truly yours,



Danny Ng
FOI Administrator

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 10022
www.montparnasse.com

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1. Cover Letter

Montparnasse 56
One WTC
Development from M56
Request RFP

110 Park Avenue 11th Floor
New York, NY 10017
www.montparnasse56.com

Montparnasse 56 LLC (M56) is pleased to submit this Cover Letter for the proposed Observation Deck at One World Trade Center.

M56 is 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 joint venture and, as such, will be a joint venture. We have spent 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 compatible vision for this one-of-a-kind venue. As partners in the building, we are confident that the Observation Deck will successfully emerge as one of the world's most iconic, most visually stunning and most profitable destinations. It will not only stand as a symbol of global and regional tourism, but it will also function as a high revenue-generating business.

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

We have unparalleled expertise

Observation Deck management is our core business. Through our fully operational European continent 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 new 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 not possible for us to be able to discuss this project in detail in the near future as 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 unparalleled technical expertise in the Observation Deck at One World Trade Center and position it as the essential "first stop" for visitors. In fact, our efforts in the area of technology have been recognized by the Berlin TV Tower as one of the most forward of its kind. Our dedication to safety and security will inform our entire operation. For example, through our LED features will educate visitors about New York and New Jersey while multiple mobile applications will facilitate our 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 that has mirrored the same value for its 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 technology and infrastructure, and will employ a highly qualified director of security to manage all security-related operations.

Finally, M56 will reinvigorate and enhance its eight-country network of global sales offices – work in partnership with 13 LED tour operators nationwide – to market the Observation Deck at One World Trade Center to millions of guests annually.

We will develop a compelling visitor experience

M56 is excited 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 the experience by both maximizing the view, providing visitor experiences that goes beyond the view. Working with a talented team of professionals including Geoffrey C. Ward, Emmy Award winner and writer of the PBS series Ken Burns' *Empire of the Air*; Martin E. Kelly, Pulitzer Prize-winning author of *Empire of the Air*; Elizabeth Fenton, author of *Empire of the Air*; and distinguished professor at Cornell University; the New Jersey Historical Society and the New Jersey Historical Society will provide visitors with relevant and revolving content that provides 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 current and up-to-date information available about tourism opportunities in New York and New Jersey, M56 has an engaged Time Out New York as 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. Guests will enjoy the local, historic and iconic with national renown, will complement the lounge on the 102nd floor. Continuing its successful partnership at Time Warner Center and elsewhere, *Chop* will be featured in the food and beverage program by Chef Marc Murphy, Executive Chef and Ditch Plains restaurant, a frequent judge on the hit TV show *Chopped*. Marc will provide a New York fare element of the food program. Through his Benchmark Event program, Marc will offer New York City's best opportunity to have a meal 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

Visitors will be signed an impressive 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 strategically structures retail programming to ensure that all guests directly purchase three successive opportunities to maximize their experience. The event will generate significant revenue through a schedule of parties, events, and activities designed to maximize the guest experience.

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.

Offering a gathering place for Lower Manhattan natives, office workers and residents, filling a definite void in the marketplace.

At the same time, our long-standing corporate commitment to positive community relations, M56 will donate 10 percent of ticket revenues to charitable organizations, an amount that will reach at least \$13 million over the first period.

We look forward to being partner with WTC Tower 1 LLC and visit that benefit substantially from the success of the business. Based on the program herein, M56 anticipates generating an estimated \$10 million in nominal dollars in revenue to the Owner over the operating term through event and retail sales.

A new chapter in New York City history

The entire world will be waiting in anticipation of the day that we 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 remarkable venue into a truly global landmark.

If you require additional information or have any questions, please contact Eric Deutsch at (212) 875-3018 or edeutsch@montparnasse56USA.com.

Sincerely,



A handwritten signature in black ink that reads 'P. Abisseror'.

Patrick Abisseror
Chief Executive Officer
Montparnasse 56 USA

Eric J. Deutsch
Vice President
Montparnasse 56 USA, LLC



2. Agreement on Terms of Discussion

AGREEMENT ON TERMS OF DISCUSSION

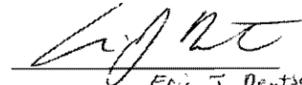
Original, signed, 8.5" x 11" Agreement on Terms of Discussion (Attachment A) can be found in "original" Appendix A.

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

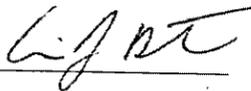
NON-DISCLOSURE AGREEMENT

To be fully responsive to the RFP— and to ensure that this document keeps within its 60-page limit— MTA wishes to ensure that our Financial Business Plan, Financial Proposal and MTA's response to the Non-Disclosure Attachment B) here and the complete document can be found in Appendix A.

Original documentation and attachments can be found in the "Original" folder.

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

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 _____, hereby represents and certifies to the Owner to the best of _____ 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 with all laws, regulations or ordinances of applicable federal, state and local, or regulatory agencies, which have jurisdiction, will be maintained.
- Unless otherwise stated in the response, the information submitted was not prepared in connection with any other company and/or individual.
- The undersigned 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 undersigned signing this form is a _____ firm and is authorized to sign on behalf of the company.
- The firm has received all addenda to this 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 X 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.

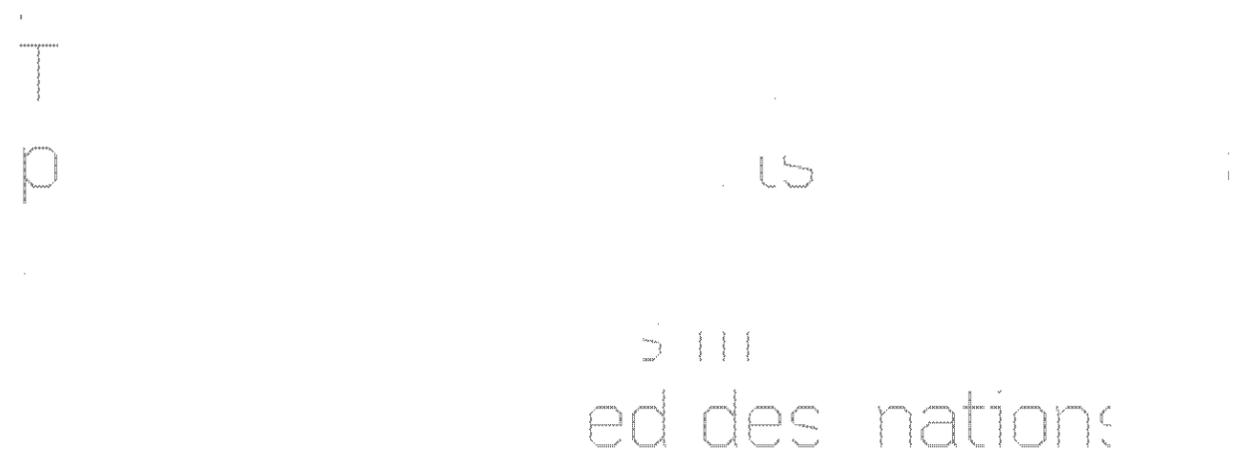
5. Executive Summary

The background of the slide is a dark, almost black, field. It is divided into several large, diagonal sections by sharp, white lines. One section is a solid black triangle. Another is a white triangle. A third is a grey triangle with a fine halftone dot pattern. The overall effect is a modern, high-contrast, geometric design.

EXECUTIVE SUMMARY

M56 will deliver a world-class experience at each stage of the visit. Our program includes the following key elements:

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Visitors will fully understand the significance of the World Trade Center's "One World" – to both signify its identification with this iconic building and to reinforce its presence at the world's most iconic metropolitan destination. As a result, our Observation Deck must offer visitors a panoramic and visually stunning view. Even the most spectacular view will not ensure a bottom success – especially when the market is strong and the established competition. M56 applied a unique approach with the form of a fully integrated, multi-level experience, offering a unique and highly differentiated experience.

- Our program includes the following key elements:
- Maximizing efficiency for both tourists and local
 - 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 a world-class 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 view of the city, 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

This rich, integrated experience plan stimulates the visitor's interest and sets the stage for the most exciting view of the city's most exciting view – the city's most exciting view.

EXECUTIVE SUMMARY

M56 has conducted a comprehensive market analysis of more than 30 different experiential technology/entertainment solutions which has been complemented by an abundance of local expertise. Key components of the plan include:

Market Research

Market research conducted by HR&A Advisors, Inc. analyzed demand, pricing and competition for Observation Decks in New York City and other major 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 12-month period. This estimate informs marketing and promotional activities about the potential of the market.

M56's marketing plan includes a full range of traditional and social media components, complemented by top-quality printed collateral. We estimate \$7 million for the first year, including pre-launch, and \$2.5 million annually thereafter.

M56's technology solution allows for the purchase of tickets with 15,200 different views available worldwide, which will ensure that the 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 time for visitors buying tickets on-site and can reduce a ticket's wait time to less than 15 minutes when it is time to view the view. The elimination of wasting time waiting for a view is a valuable benefit to visitors. The venue will also offer such services as complimentary Wi-Fi.



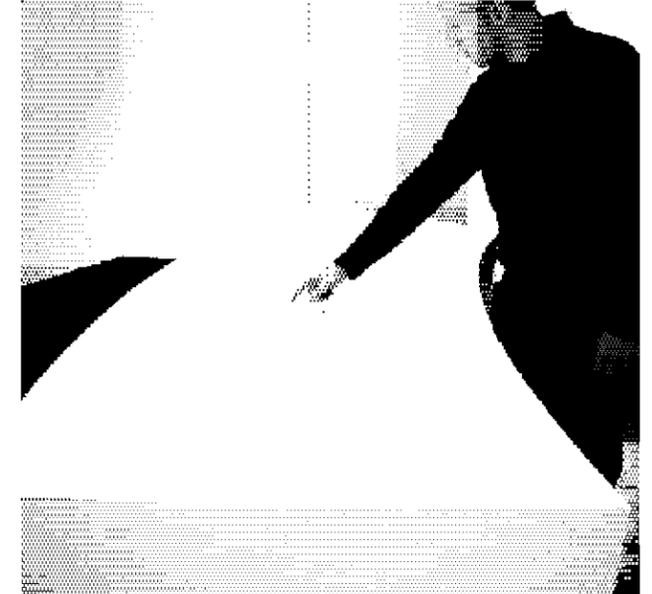
While the view is available to the site, the interactive technology will get their attention and ensure a profitable experience.

- M56 will use interactive LCD technology to enhance the view in a dramatic manner that allows visitors to tailor his or her view to their specific interests.
- M56 will use interactive LCD technology to enhance the view in a dramatic manner that allows visitors to tailor his or her view to their specific interests.

The use of interactive LCD technology will drive attention to the venue and branding through the use of 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 at the LCD which is sealed in weatherproofing. The LCD picture area will be protected with historic glass and will be protected by a barrier.

- M56 will use interactive LCD technology to enhance the view in a dramatic manner that allows visitors to tailor his or her view to their specific interests.
- M56 will use interactive LCD technology to enhance the view in a dramatic manner that allows visitors to tailor his or her view to their specific interests.

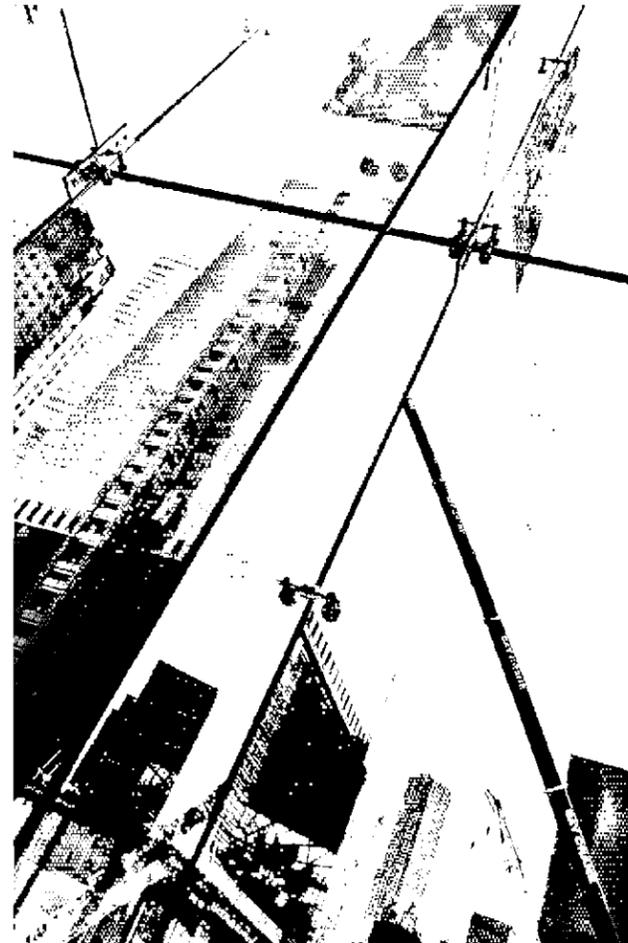
Photo: © M56. Murillo Landmark Restaurants ensures



EXECUTIVE SUMMARY

profitable, high-quality food and beverage concession. L'Orchard's 101st floor food venue will offer innovative menu items appealing to any palate at a range of price points. The 102nd floor will feature a "hip" bar, lounge and entertainment Group – and an event space in the direction of Mani Music and Live Events. A full event calendar will attract both tourists and business travelers. A global network of field offices will announce their events and offer special dining experiences.

M56 will offer a unique, interactive experience. Our state-of-the-art, fully timed digital signage will feature interactive technology that will provide real-time information — incomparable visual and audio enhancements — quality retail and photography — and top-positioned advertising. Lounge and event spaces will be available for private and corporate events.



to the 101st floor. The 101st floor will be a "mist-haze" — a truly unique vantage point — positioned to capture the best angles. We maximize point-of-sale opportunities by sending guests back to the Base Level retail areas to pick up their purchases.

By maximizing our retail space, we will generate additional revenues, view the city from a unique vantage point, and create a unique experience for our guests. The 101st floor retail component will parallel the retail element.

M56 has over 20 years of experience in managing large-scale construction, design, and financial projects. M56 prepared an extensive pro forma that estimates total costs through design, construction and start up activities. M56 bases its estimates on conservative assumptions that it fully based upon its innovative project management and operational experience.

M56 firm will offer project delivery guarantee, firm commitment, the Owner's 100% guaranteed rent and profit share without requesting any additional owner investment for build-out. In addition to investing more than \$40 million to develop the venue, M56 will also invest approximately \$1 million in additional construction at the term of the lease. M56 will generate a total estimated per year revenue of \$70 million from ticketing, photography, retail, food and beverage, and event revenues. This amount includes a total payment of \$10 million. M56 will also be responsible for all O&M, PILOT and BIU 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 Entertainer's Entertainment Trust (EPT), an investment holding Real Estate Investment Trust with a market capitalization of \$1.5 billion. EPT is committed to fueling M56's growth in the United States.

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, launch business operations. We will have ongoing construction staff at our Frankfurt location December particularly during the launch of operations. Critical milestones include:

- Establishing relationships with the Owner
- Obtaining all necessary permits by nine months prior to opening
- Launching M56's marketing advertising
- Hiring the operational management team
- Opening

Management of the venue will be provided by M56 Group. To 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 recruitment from our current US operations including individuals from:

Michael Decker, M56 Group CEO, will manage all of our 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 2007.

Eric Decker, Head of US operations, has over 20 years of experience in the US market. He has worked for 20 years in the development in New York City.

Irwin Frenkel, Director of Operations, will manage the venue in terms of capacity, staff and other operational matters.

Michael Decker, General Manager of our Frankfurt location, has over 20 years of experience in the tourism industry and has been with the dramatic Tower.

Franklin Chiriac, Director, Manager of our Frankfurt location, has over 20 years of experience in the tourism industry, and has been with the dramatic Tower.

Franklin Chiriac, IT Manager of our Frankfurt location, has more than 20 years of experience in the tourism industry with expertise in the integration of technology and financial reporting systems.

Management efforts for developing the venue and starting operations will be fully coordinated. Under Mr. Decker's leadership, M56 will continue to maintain its reputation as a leading venue in the world. M56 will continue to ensure security and safety is properly integrated into the design and operation and to maintain coordination with the Frankfurt security program. M56 will continue to ensure and Berlin will continue to ensure the best for senior staff,

Franklin Chiriac, Director, Manager of our Frankfurt location, has over 20 years of experience in the tourism industry, and has been with the dramatic Tower.

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

In Frankfurt, with its own resources, M56 has secured a debt commitment for \$30 million from Entertainer's Entertainment Property Trust (EPT)

EXECUTIVE SUMMARY

Food, lounge, and event space, the iconic design of the Observation Deck, M56's iconic architecture in association with the iconic architecture of the Empire State Building. Murphy both a New York City based food and beverage company—to develop and manage the restaurant components.

- M56 is known as one of the most influential and profitable properties internationally under the name as The Whiskey, Whiskey Blue, L'Espresso, F. L. O., F. L. O., F. L. O.

- M56's New York City-based restaurant, which has received critical acclaim and recognition with the Food Network's "America's Best Restaurants" award.

Beyond its critical acclaim and recognition with the Food Network's "America's Best Restaurants" award, M56 has also received critical acclaim and recognition with the Food Network's "America's Best Restaurants" award.

In addition to the services described previously, M56 will hire local staff to operate the Observation Deck.

From the time a guest purchases a ticket to when they ride the elevator to the top of the building, M56's marketing plan will ensure that every New York City's leading attraction.

From the time a guest purchases a ticket to when they ride the elevator to the top of the building, M56's marketing plan will ensure that every New York City's leading attraction.

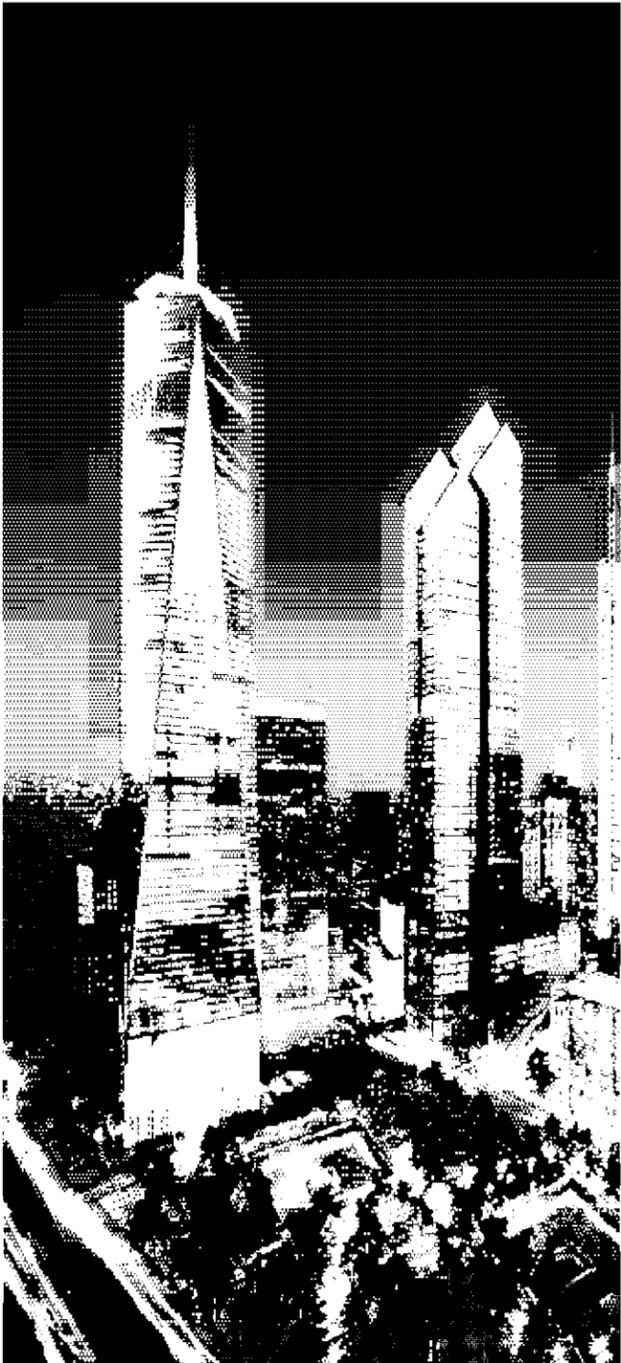
Outstanding customer experience

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 event space this will quickly become a "must-see" attraction in New York City.

The Observation Deck's architecture has created new mechanisms for interaction and information sharing through mobile devices, 3-D image projection, etc. M56 will utilize the latest technology to enhance the visitor experience.

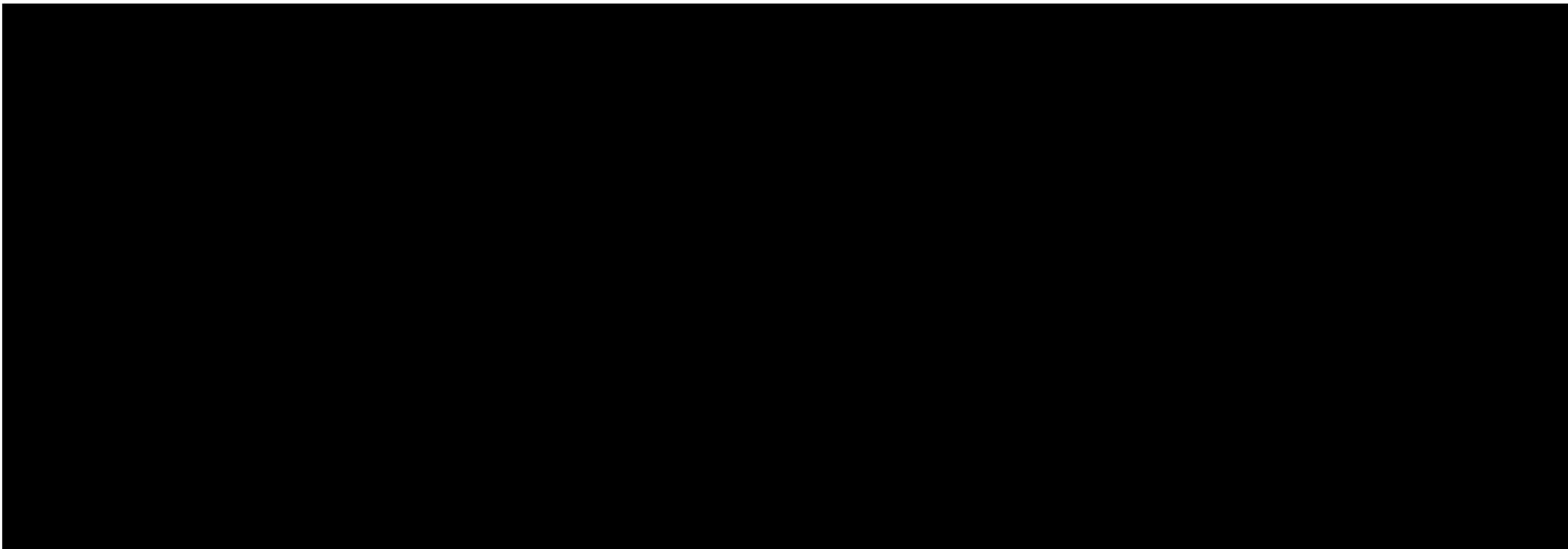
Our Observation Deck is the attraction to see in New York City to come. Using the same strategy that has led to our successes in Paris and Berlin, we will implement an exhaustive global marketing strategy, including leveraging our relationship with over 1,000 international travel industry professionals.

The Observation Deck complex will be one of 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

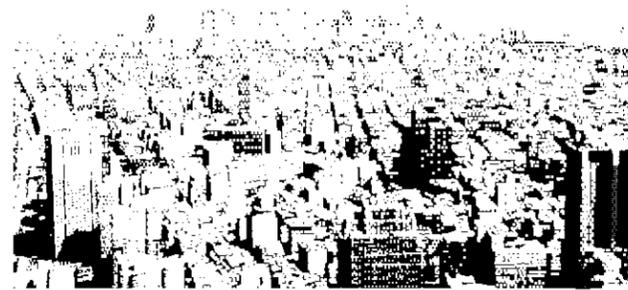
BUSINESS CONCEPT

... beautiful panoramic views from the observation deck. But a spectacular view alone does not ensure long-term success—when the deck faces strong and well-established competition, as it does with the World Trade Center

The new observation deck will be the most advanced in the world. It will be a unique experience for each

The new observation deck will be the most advanced in the world. It will be a unique experience for each

By giving visitors more than they expect — by engaging, informing and educating them — by stimulating their imagination whenever they are here — and by providing them with a truly unique experience, the new observation deck will distinguish itself from competing observation decks. It will also generate the kind of favorable



view — a 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 help visitors maximize the program, visitors will enjoy retail and dining opportunities. The 101st floor will offer their tour through a timed ticketing system. Elevator rides feature stimulating visual effects. The 100th floor — with dramatic design elements — is fully dedicated to the observation deck experience. The visitor will be able to see significantly enhanced, an innovative, interactive LCD feature used to both inform and educate — and to help plan one's tour

New York City. The 101st floor — which features a stunning “cantilevered” bridge” building — the original floor plan — combines observation deck with retail and dining. 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 international and tour-planning features to position the venue as the natural “first stop” for all visitors to New York City

With the new observation deck, customers will be able to purchase tickets prior to arriving at the site either online or through hotel and other ticketing venues.

Also prior to arrival, the site's website will offer various “lenses” of information visitors can use as guide for their journey in New York — from the best time to visit to the best time to visit and the opportunity to post comments and recommendations on a site blog.

TIMED TICKETING

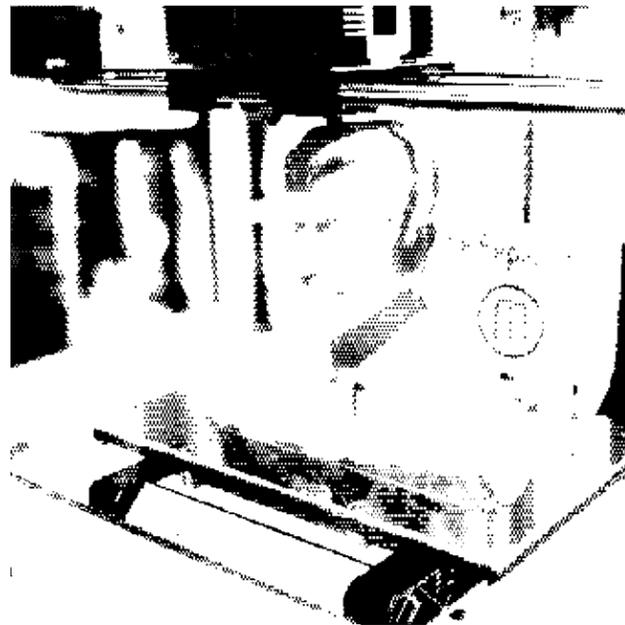
Maximizing visitors an advanced ticketing system that avoids waiting in line. This system — in use at the World Trade Center — won the international award for Excellence from the World Federation of Great Towers for its control and queue management features. Tickets — whether purchased in advance or 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 the indicated time. Timed ticketing not only makes the experience smoother and more efficient, but also functions as a revenue generator for the Port Authority. Instead of standing idly in line, visitors will be free to explore the area around the World Trade Center.

BUSINESS CONCEPT

THE VISITOR EXPERIENCE ON BASE LEVEL B2

Interactive ticket kiosks will be placed throughout the lobby to allow first-time visitors to edit their ticket information and purchase a concierge ticket. Visitors can interact with the kiosks to edit their ticket information, pay cash, and obtain further assistance.

A 2,000-square-foot retail space on B2 will offer branded merchandise, museum gift shop items and site-related merchandise. Visitors can also purchase personalized, one-of-a-kind souvenirs using 3D extrusion technology from MintoBot.



Visitors will access the retail shop at the beginning of their journey and will be guided back there after departing from the Observation Deck at the end of their visit. Visitors will be able to purchase tickets to the Observation Deck and the "highlights" tour — and download digital applications. The first application will be available on B2 using the kiosks. Visitors can also purchase a personalized, one-of-a-kind souvenir using 3D extrusion technology from MintoBot.

After visitors queue for the concierge ticket and pass through security screening, they can view a long presentation wall of graphic and

digital information about the city and various "lenses" of information as their tour is about to commence. The queue passes through the security screening area into a waiting area that features a wall 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 similar application included in the ticketing process will be available. Prices will be available for the application to provide more functionality for the visitor and generate added revenue.

THE VISITOR EXPERIENCE ON THE OBSERVATION DECK'S ELEVATOR

The Observation Deck's elevator cabs have a unique design with a pattern of light on the walls and ceiling. The pattern begins its journey with a solid white color, surrounded by a solid-colored interior. The solid color then transitions into multi-colored patterns as the elevator ascends. The pattern of light on the walls and ceiling is a simulation of the feeling of being in a light beam as it travels through a light beam up into a giant

100th floor, the pixels diminish and the light takes over more and more of the interior space. The elevator cab is a soft, 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 observation deck experience, with an array of intriguing enhancements.

Upon their arrival here, the visitor's great anticipation is fulfilled. The view is not only the full, unobstructed view of the city, but the view is not only

BUSINESS CONCEPT

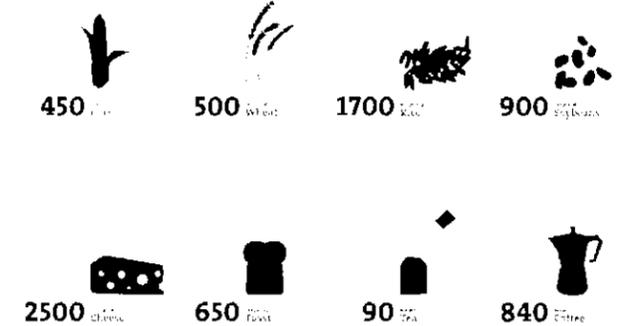
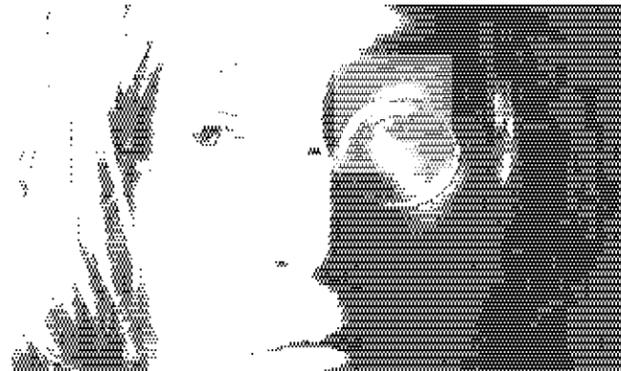
sight that dazzles the eye. Visitors also immediately notice two compelling visual enhancements that complement – in particular a beautiful way – the iconic architectural sculpture: a stunning, spiral, structural sculpture that is based on this floor, that circles upward through all three stories of the avenue. Visitors also see the lower half of an inspiring, two-story copper sculpture that projects richly against an exterior view.

This floor of interactive, transparent LCD floors will be the most technologically advanced element of 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 embedded into windows. By touching the screen at the point where a particular landmark or destination is visible, various digital pictures and text options pop into view, including pictures, descriptions, interactive maps, and more. Different titles can be heard, and sound is visible on the screen. Written information is viewable in multiple languages.

This educational/informative component will be complemented by an eminent historical, architectural, and cultural team. Information will be presented in a “chapter”

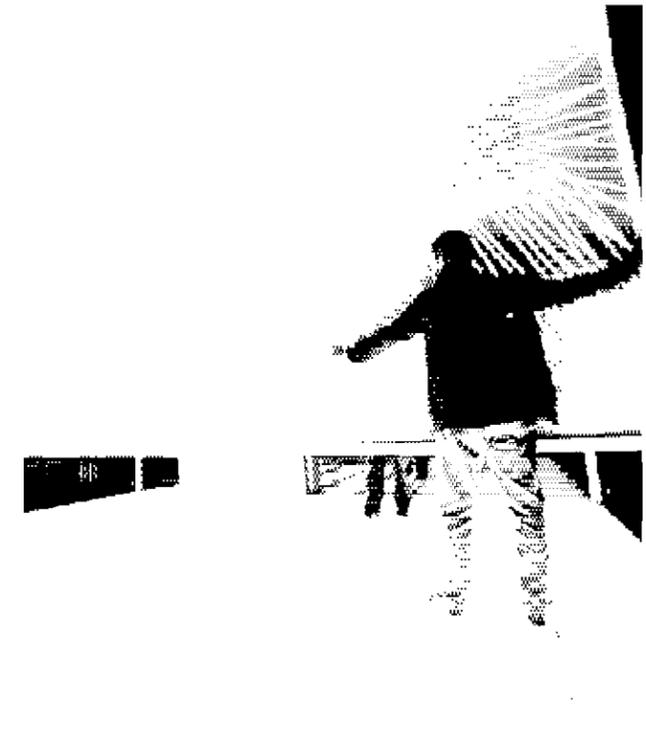
on such themes as architecture, historic figures, immigration, Wall Street, financial stability, the Hudson River, the Empire State Building, and more.



- Six-time Emmy Award winner Geoffrey C. Ward, writer and producer for most of Ken Burns' celebrated PBS documentaries
- New York Times bestselling author of the award-winning book *Empire State* and the historical fiction novel *Empire State*
- Internationally acclaimed photo-historian Gail Buckland, a distinguished professor at Cooper Union with one of the world's largest portfolios of historical photographs and images

The features of the transparent touch-sensitive 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 help tourists plan their own customized itinerary by allowing them to literally “visit” the 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 about New York City and New Jersey tourism and entertainment, the One World Trade Center will feature a dedicated information kiosk at the 110th floor.



BUSINESS CONCEPT

Also, in the short time since the RFP was issued, M56 has gained commitments of institutional support from the New York Historical Society and the Brooklyn Historical Society to assist with the venue's historical and architectural components. These partners represent not only a starting point in the process of building valuable institutional partnerships, M56 will reach out to a number of additional potential partners to provide content.

The 100th floor will feature a “Digital Window” with real-time views from surrounding areas of the deck, “Floor to Ceiling Wall,” and large, illuminated graphics providing colored views of the city.

Finally, in recognition of M56’s commitment to “innovative” concepts, this floor will offer an unusually powerful viewing opportunity through the addition of a large architectural feature: a built-out “balcony” consisting of a portion of the 101st floor’s perimeter.

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

This 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 photo opportunity located on this floor will shoot two featured “highlight” photos for visitors having lunch on the 100th floor. Located on the 100th floor, a uniquely designed mid-air over-the-counter kiosk will allow visitors to pick up their photo — or request an e-mail picture — upon returning to B2.

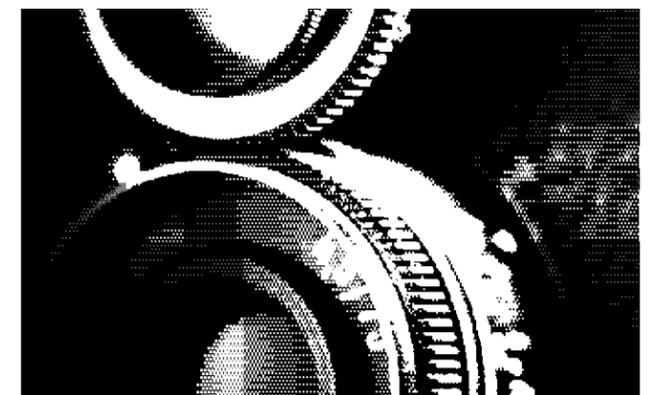
The location-related programming of these two “highlight” photo opportunities reflects a well-established retail strategy of repeatedly exposing visitors to direct point-of-sale opportunities through the way tours are structured. The first photo is taken on Base Level B2 and the second on the 101st floor.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

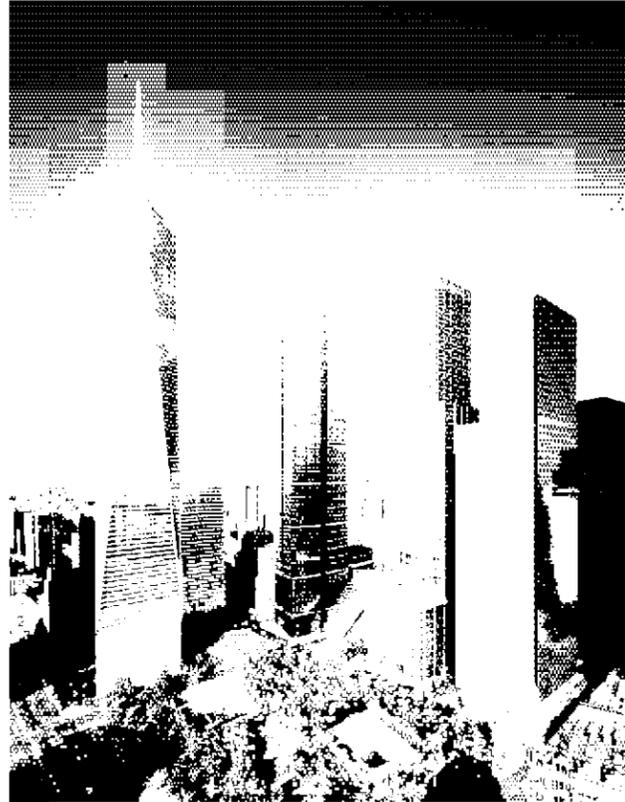
Both here and on the 102nd floor, the M56 business concept places special emphasis on the quality of the venue’s food and beverage service and event programming. Thanks to a highly professional and efficient service team, M56’s food and beverage service will be a highlight of the visitor’s experience.

This floor’s restaurant, operated by Marc Murphy of Landmarc, a nationally prominent chef and restaurateur with a strong New York following, will offer an exceptional menu of fresh salads and sandwiches at prices visitors can afford at all times.

Three food and beverage kiosks will be located on one side of the floor, with a large information station and a small wine and beer kiosk on the other side. A long, 27-foot high-height counter will run along the perimeter of the rail. Food and beverage service will be provided from 11 a.m. to 10 p.m., seven days a week.

A concierge counter is situated near the glass bridge. Visitors can purchase tickets here to continue their tour on the 102nd floor. The 101st floor will also provide additional space for large exhibits that cannot be fully accommodated in the retail area on the 100th floor.





The 101st floor will be reimagined as a highly successful nightlife destination with 25 venues internationally. We 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 clientele in Lower Manhattan, and with visitors to One World Trade Center.

It will help bolster Downtown as the most-talked-about Midtown neighborhood, and complement new developments in the area while maintaining the iconic skyline. This will be "the place" seen for visitors and local residents.

This floor is also available to guests visiting the 101st floor. For a slight added charge, the space will be available to ascend to the 102nd floor to enjoy a snack.

To schedule the full calendar of revenue-producing events, M56 will rely on international business travelers to the World Trade Center that will be a highly successful Parisian destination. Tapping our global network, we will work with the company across the world to present group events at the Observatoire. Under this model, profitable business models are brought in, numbers of events are increased, lunch or dinner at the European Union. We will generate revenues; the same.

In addition to high-profile events garnering national and international attention, this floor will accommodate a full spectrum of events, whether hosting rehearsal dinner, wedding

or corporate event — or hosting premiere parties, fashion house fetes and the Tribeca Film Festival.

The group and Benchmark team will host unique events by marketing the space to building tenants, local residents and tourists. The high-profile visibility will market the floor to local businesses and their clients. Through our extensive network and experience, the team will rapidly establish One World Trade Center as a premier event destination. The lounge will be open from 11:00 AM to 1:00 AM, seven days a week.

The floor has been designed to optimize revenue and operating efficiencies.

On 101st floor will be a bar will be located on the 101st floor. The bar will feature a large terrace area at its center. A bar will host events. The event area can accommodate round tables with 200 comfortable 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 along the top of the ceiling and turn the ceiling into a chandelier. Furniture includes built-in bar stools, dining chairs, and lounge chairs. Food preparation and storage areas – not a full kitchen – will include heating and preparation equipment. Floor 102B (Mezzanine)

The 102nd floor mezzanine is only within the core. It allows for mechanical and electrical services. We are looking for the mezzanine to be a building floor, late. The mezzanine will

provide additional preparation area for special events, add storage room, and add a “cool,” added bar and lounge seating.

The mezzanine’s lounge area will feature high-level finishes similar to that in the main bar. There will be an entrance on either side of the mezzanine, a lounge for egress, as well as a food preparation areas.

The mezzanine will be a 102nd floor mezzanine, late. The mezzanine will be a 102nd floor mezzanine, late. The mezzanine will be a 102nd floor mezzanine, late.

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 ways, provides a unique experience and a high level of service, and takes advantage of advanced technology.





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 requirements. Multilingual technology applications and personalized catering menus provide flexibility when developing a unique and memorable experience for each visitor.

SEGMENTATION

The segmentation matrix at right provides a general cross-section of 1WTC visitors. It is important to note that the duration of the experience is subject to change based on special considerations.

We have identified four general experience requirements. Further information on these requirements can be found by communicating the experience requirements on the following pages:

- 1 **International Visitors**
- 2 **Domestic Visitors**
- 3 **Business Professionals**
- 4 **Event Attendees**

Visitor Segment	Duration	Key Characteristics	Experience Elements
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 Interested in educational applications for kids 	<ul style="list-style-type: none"> Ditch Dogs and Big Marc burgers on Floor 101 for the kids
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 for twilight 1 hour
Special event attendee (2 adults)	3 hours	<ul style="list-style-type: none"> Private event on Floor 101 Corporate event at night Large group of 50+ people 	<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"> Free admission Educational field trip Private tour 	<ul style="list-style-type: none"> Fixed non-alcoholic lunch 1WTC floor 101 on deck souvenir included
Elderly retired couple (2 adults)	1.5 hours	<ul style="list-style-type: none"> Active and healthy Needing assistance with walking 	<ul style="list-style-type: none"> Light snacks and wine on mezzanine floor 101
Domestic family from Berlin (4 visitors, 2 children)	45 min – 1 hour	<ul style="list-style-type: none"> Free-licensed tickets online Gifted to family as a special occasion Interested in educational applications for WT 101 	<ul style="list-style-type: none"> Snacks/beer and lounge on Floor 101 Return to premium lounge at night
International family from China (2 adults, 2 children)	1.5 hours	<ul style="list-style-type: none"> Not familiar with NYC Family reunion visit 	<ul style="list-style-type: none"> Private dining, celebratory menu
Local family from Chicago (2 adults, 2 children)	1.5 hours	<ul style="list-style-type: none"> Visited 1WTC site Impaired by 1WTC site Visited 1WTC gift shops with promo coupons 	<ul style="list-style-type: none"> Light snacks and cocktail on mezzanine floor 101
Local family from Chicago (2 adults, 2 children)	1.5 hours	<ul style="list-style-type: none"> Annual member Entertaining foreign clients 	<ul style="list-style-type: none"> Morning buffet breakfast on 102 in lounge Evening cocktail with clients

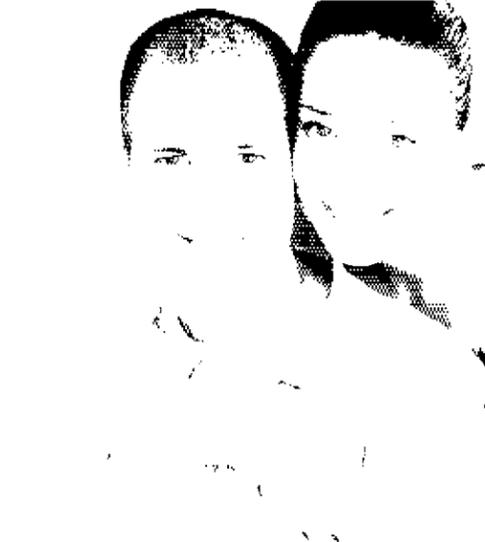
EXPERIENCE PROFILES

The profiles at right illustrate four different experience categories. Most if not all One World Trade Center visitors will fall into one or more of the categories. This will serve a framework for illustrating each visitor relationship on the following pages.



International visitors include those visiting One World Trade Center from any part of the world. They are often accompanied by multi-lingual tour guides and may be interested in bundling, tour packages, and other services.

- Young couple 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 York resident. Key considerations include highlighting local New York events 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

Event attendees are the focus of the revitalization of downtown. Serving as a key hub for business and commerce, 1WTC has the potential to leverage existing and emerging community through a variety of premium opportunities.

SAMPLE PROFILE:

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

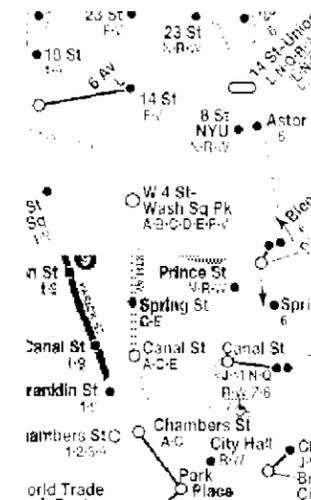
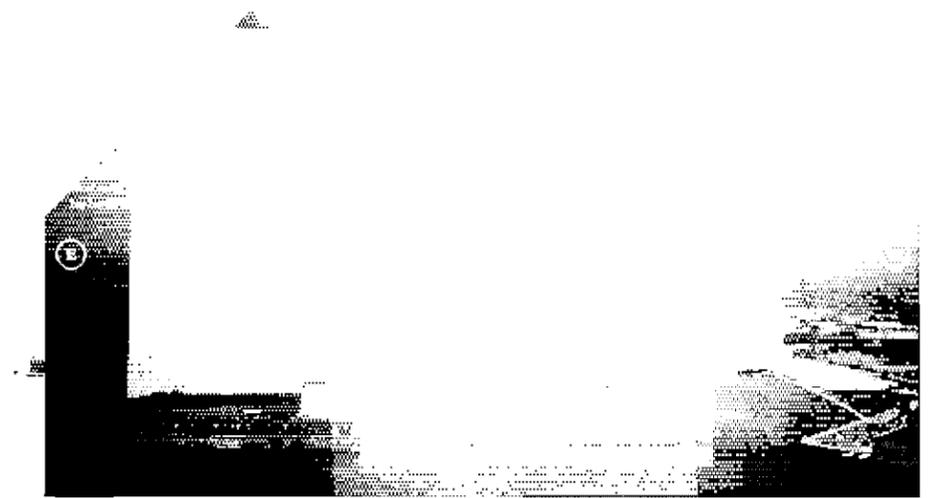
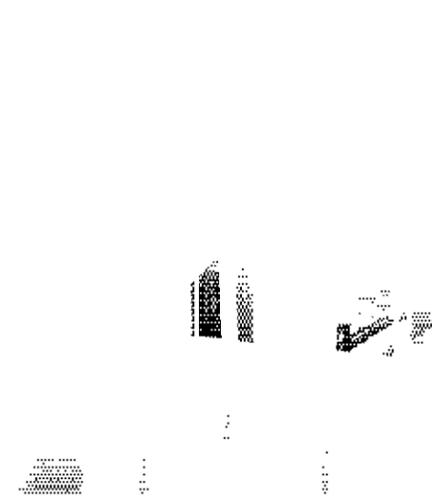


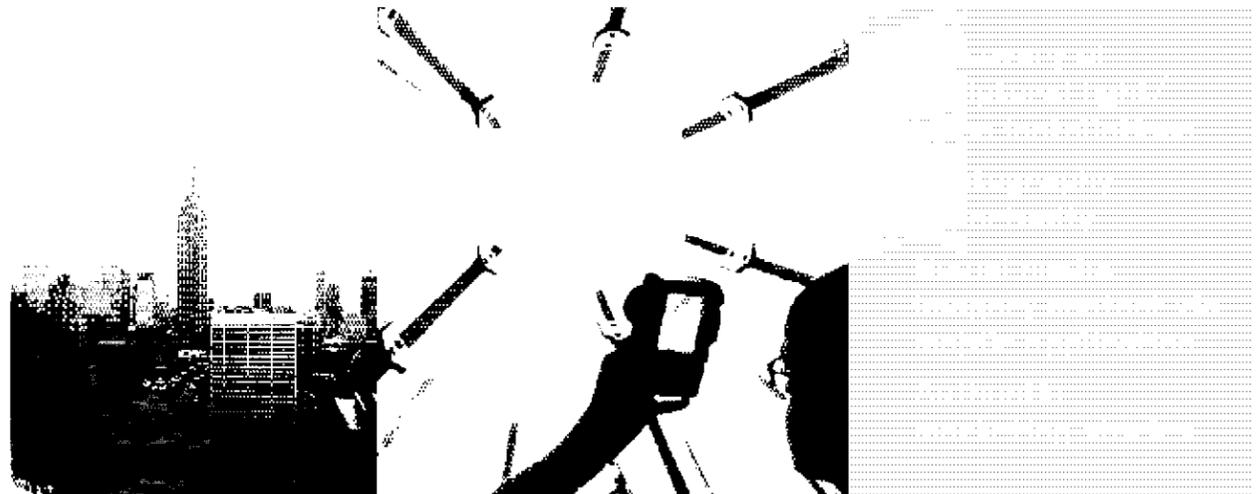
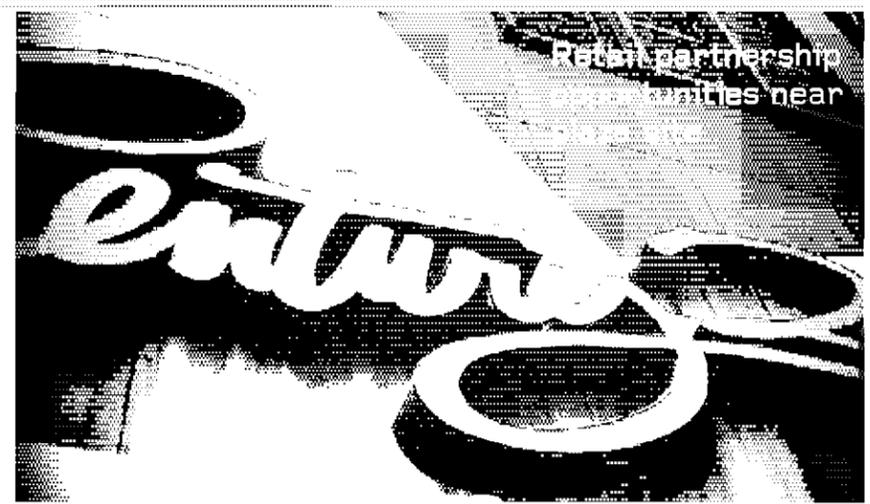
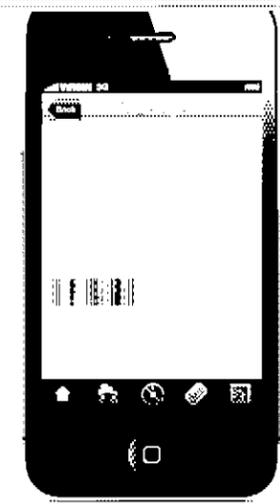
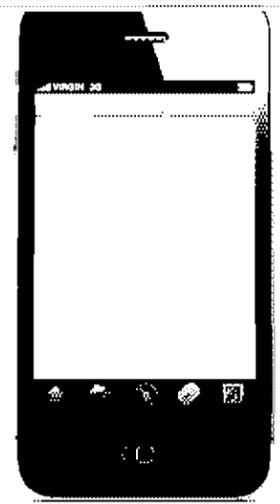
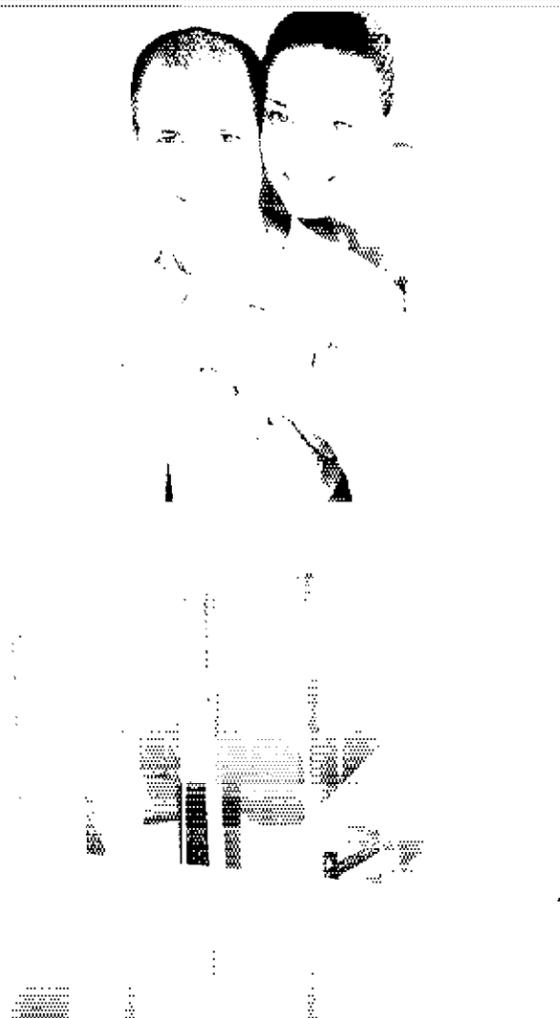
EVENT ATTENDEES

Special events in New York City, including the 1WTC Community Event, will serve as a high visibility event space for any number of clients.

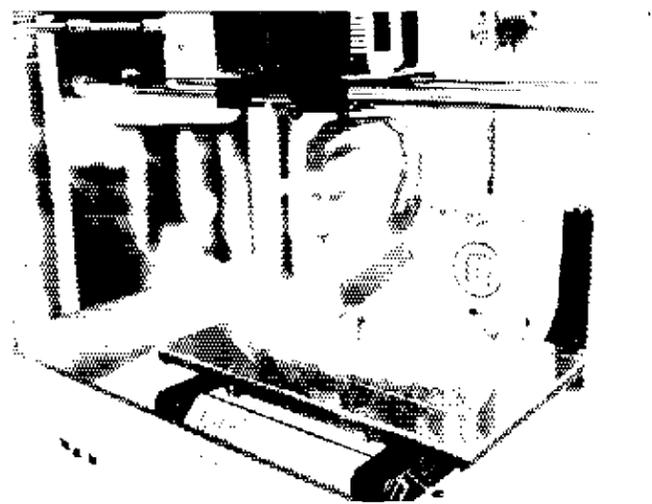
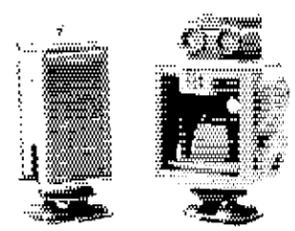
SAMPLE PROFILE:

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



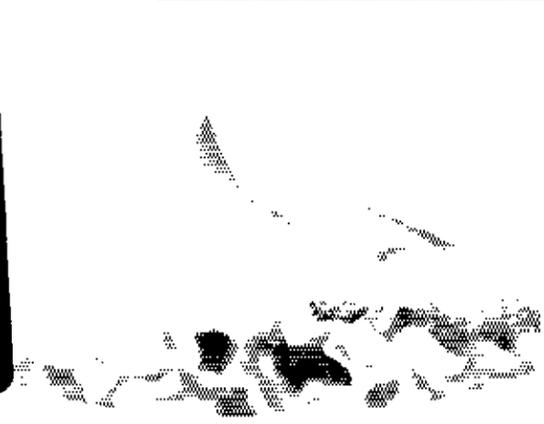


DITCH DOGS
BIG MARC BURGERS
LOBSTER ROLLS



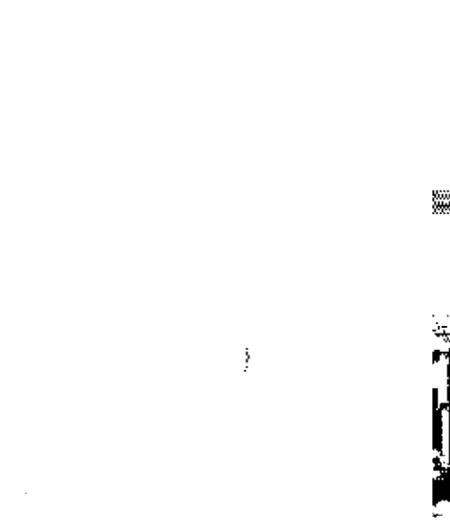


1.5 hours



CORPORATE
EVENT
BREAKFAST

CATERED
EVENTS



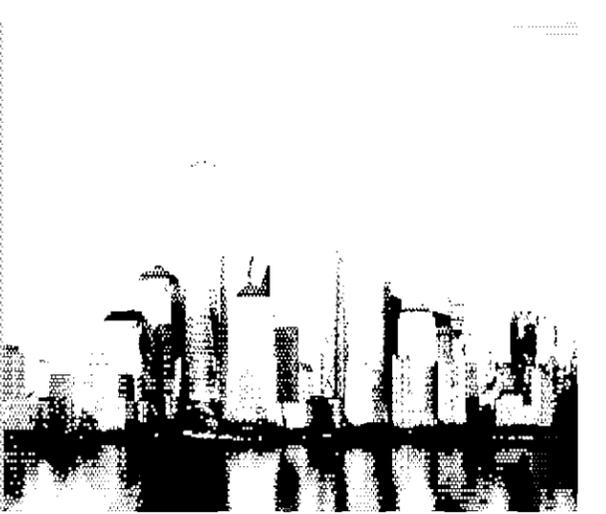
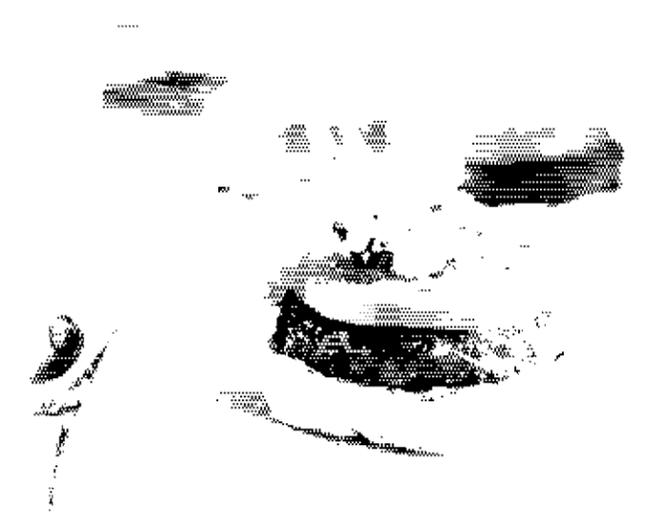
LIVE
MEDIA
COVERAGE



The
New York
Times

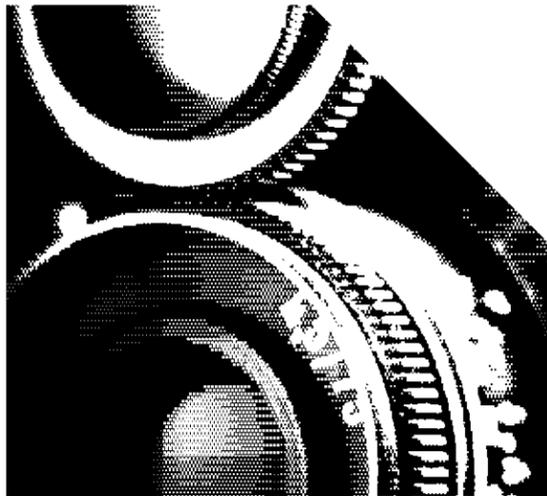
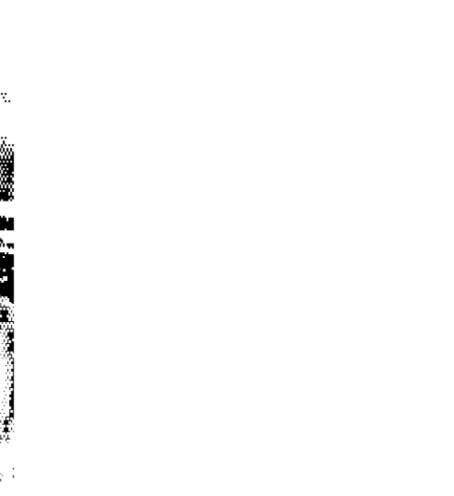
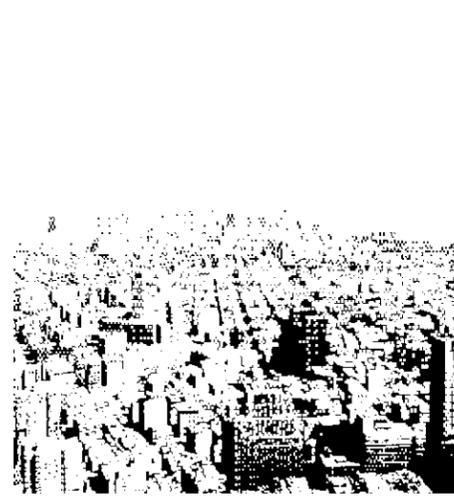
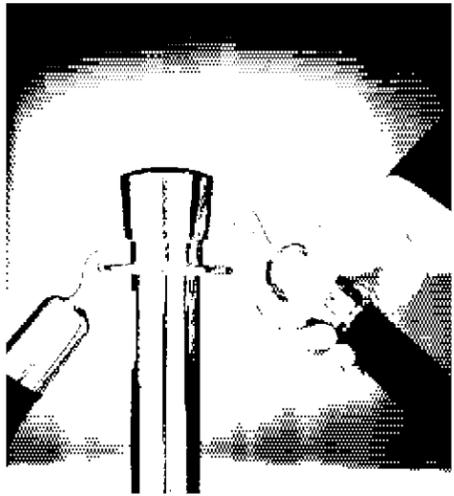
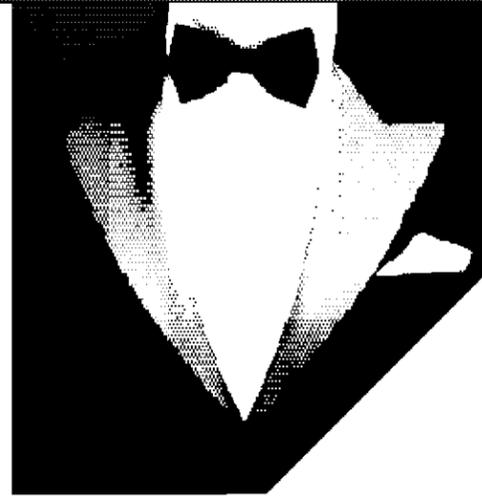


CBS

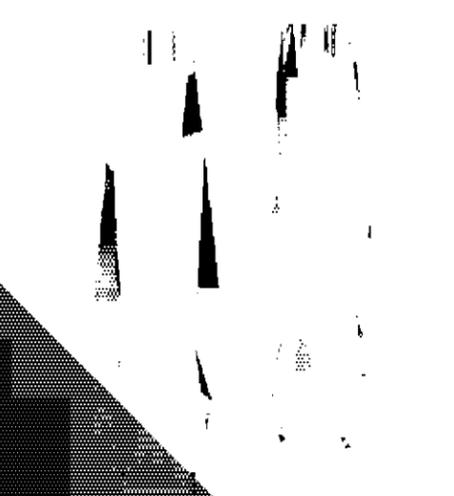




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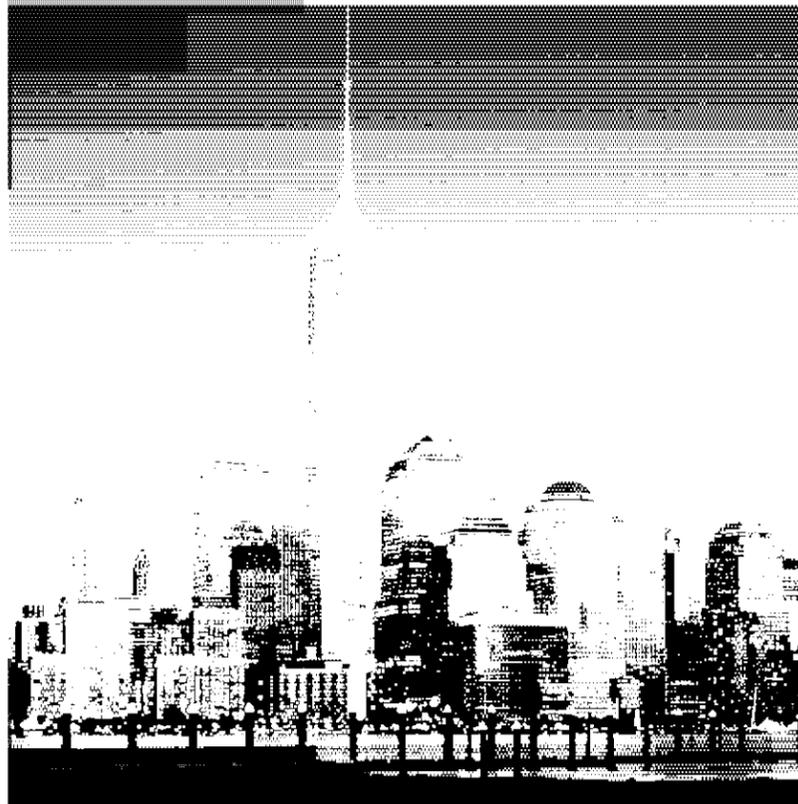


One-of-a-kind commemorative souvenir





One Above



BRAND POSITIONING

Brand positioning:

One World Trade Center is a global partnership.

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 a premier 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 search, plan and book your visit.

BRAND ATTRIBUTES

Brand Attributes: Traits or characteristics of 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 of the experience creates a timeless, iconic landmark. Strategic use of planning and programming bring the visitor to the heart of New York from a unique perspective.

GLOBAL

One World Trade is an international destination and local icon of New York City. Our visitors are both 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, visitors and visitors alike will always have something new to discover. Information, 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 other amenities 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 unique, immersive experience for all who engage with it.

SUSTAINABLE

Sustainability is a core element of the 1 WTC design philosophy. The building's design will be a model for sustainable products and practices. The building's design is sustainable by design. 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

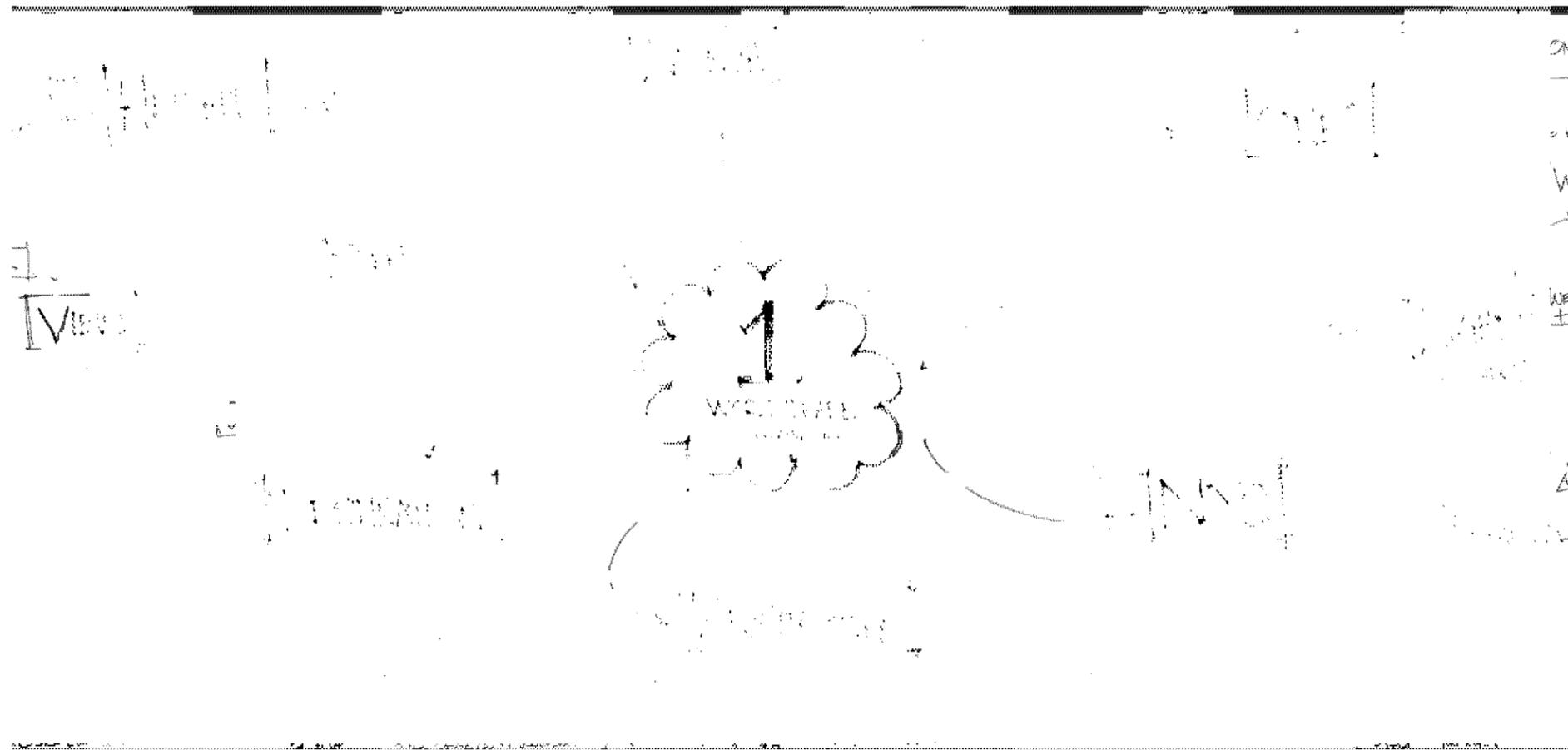
Naming has the power to inspire and delight. "One World Trade" has already established itself as an international symbol. Within this context, the "one" supports this vision.

"One" also lends itself to a number of linguistic treatments in order to establish a unified branded system.

"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



ONE ABOVE

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

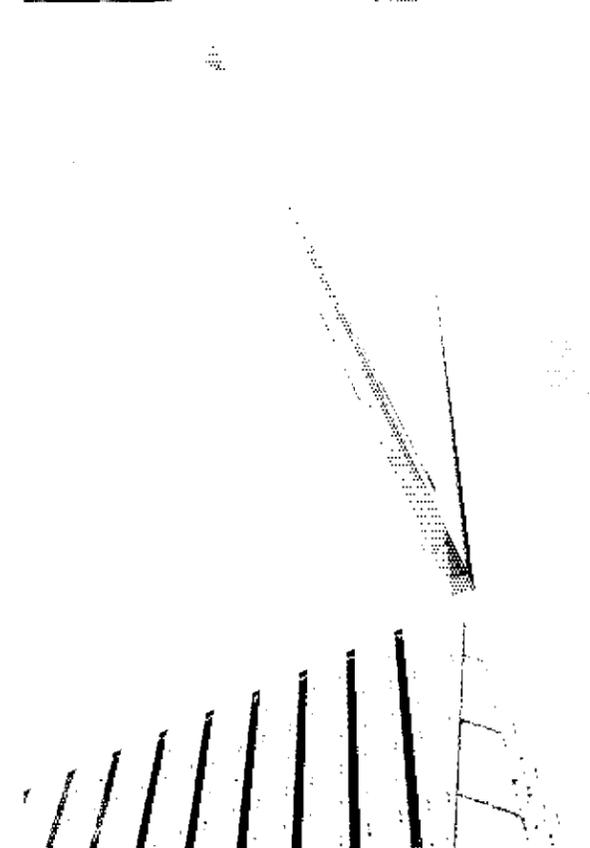
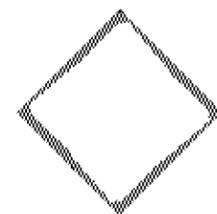
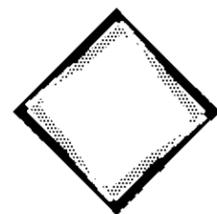
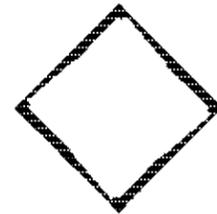
ONE ABOVE

ONE ABOVE

ONE ABOVE

ONE ABOVE

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 branding will support a faceted or kaleidoscopic experience.

The top of the building presents a strong geometric impression of two overlapping squares or diamonds. The overlapping shape and form create a dynamic relationship, creating movement and depth towards the center of the building. This amplification of form supports our iconic and inspirational brand attributes.

Kaleidoscopic experience elements enrich the quality of the city, allowing the One Above to serve as a foundation for information and innovation. Its design features layering that adds depth onto the view, creating “lenses” through which to view the city.

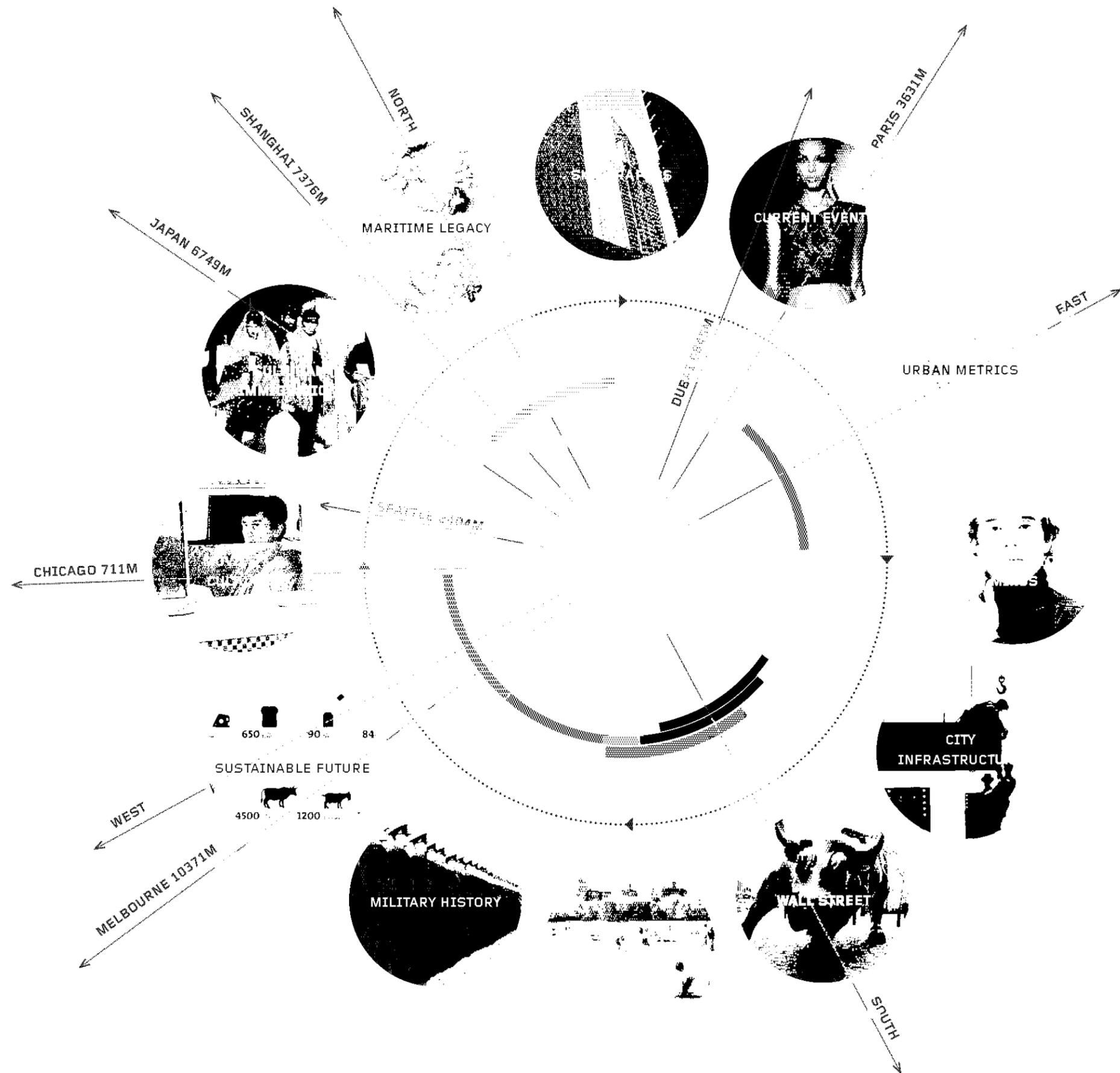
"BEYOND THE VIEW"

Information architecture and history and current events.

Leveraging One World Trade Center's 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 digital and book experiences, One World Trade Center has the potential for numerous public and private partnerships.

From a digital concierge to a physical digital concierge, visitors can find their way through the city from one central location.

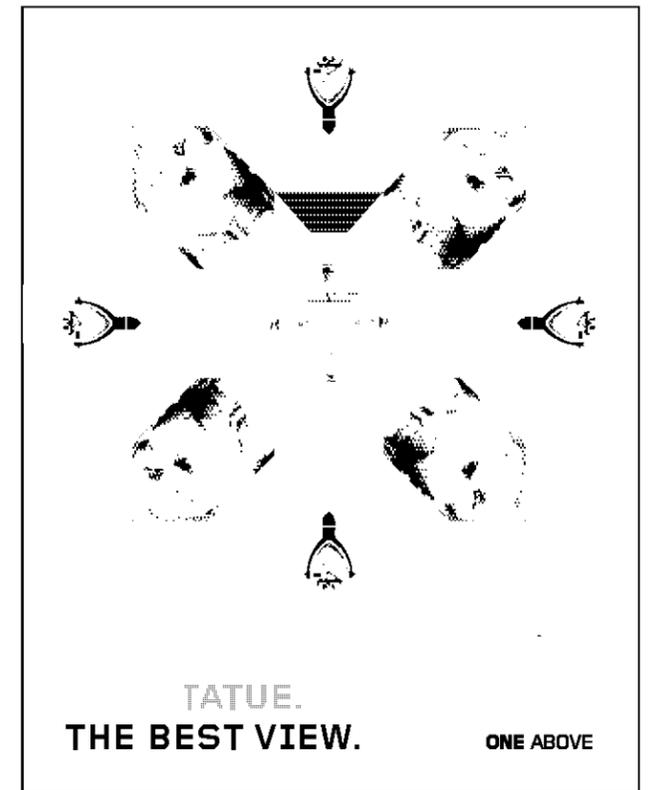
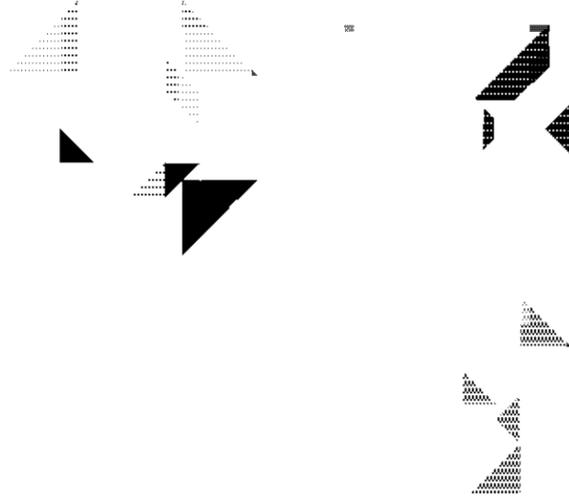


MARKETING AND ADVERTISING

...nc² ...mi
 ...with ir
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 ...unique ar
 ...in for any visitor.

"one

...in our compute
 ...wrs





NEW
YORK'S
NUMBER
ONE VIEW

ONE ABOVE

Subway

Sub

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 proposed design allows for multiple circulation scenarios to accommodate general visitor traffic, event bookings or functions.

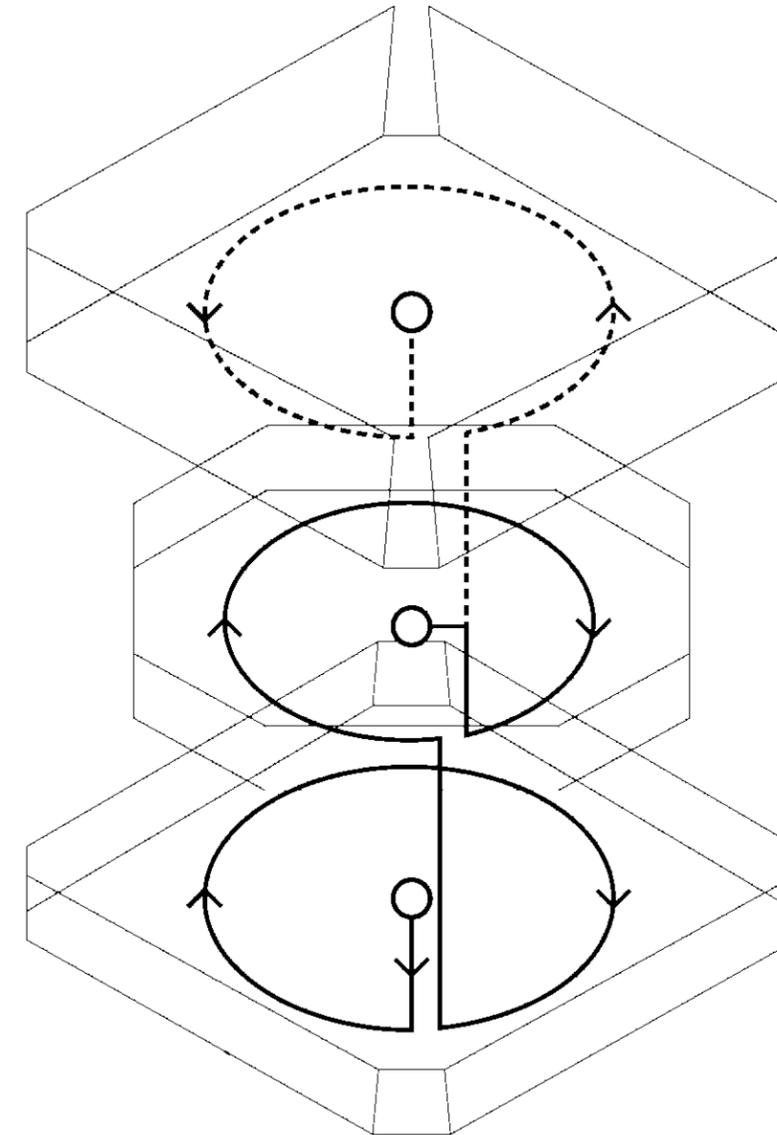
The diagram at right illustrates an operating scenario with regular event function. All visitors will enter on Floor 100 and circulate up to Floor 102. Entrance to floor 101 will be at an additional price point. Exhibitions opportunities will be available on both 101 and 102.

The diagram will illustrate the three-dimensional vision of the proposed design that will provide the guest experience from start to finish.

- Double height mezzanine gathering space
- Special event space
- Double height ceiling

- Circulation
- Floor plan
- Section

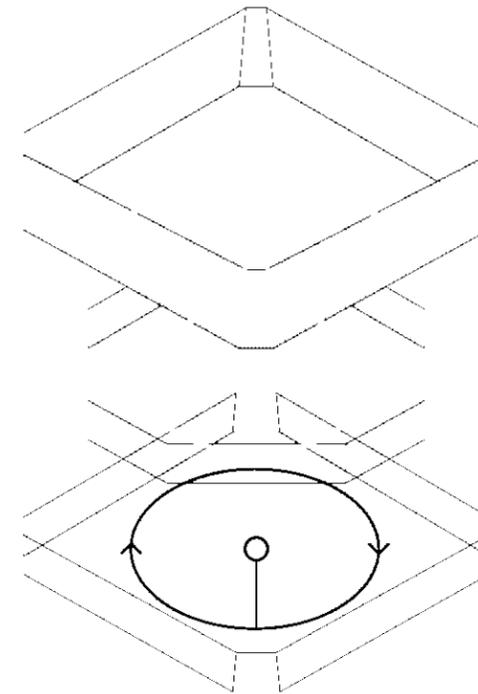
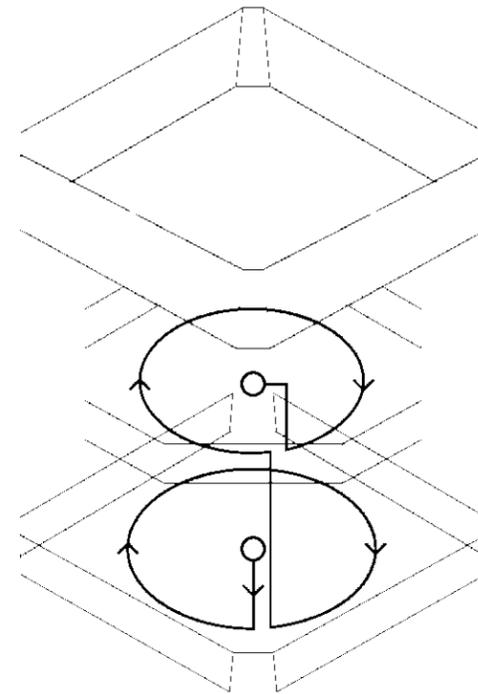
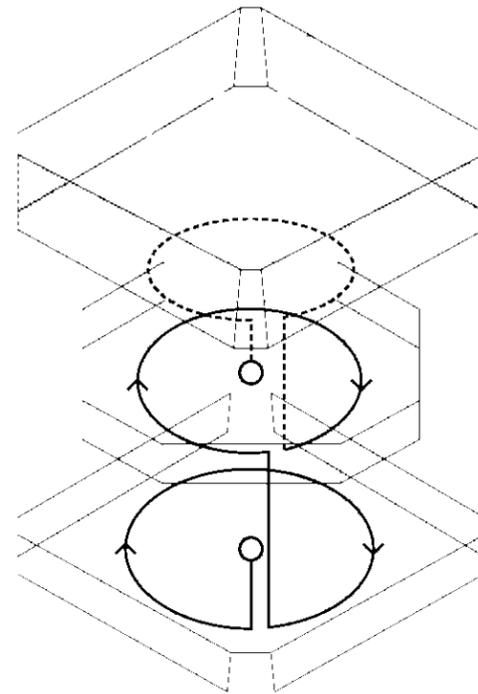
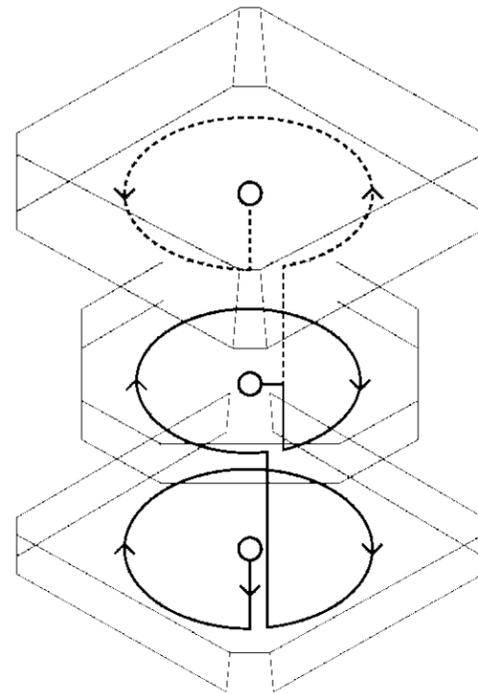
- Fair "experience" – entrance pods, concierge service, interactive exhibits



VISITOR CIRCULATION

EVENT SCENARIOS

The reference circulation scale of the building is flexible depending on particular event scenarios. The scale may be increased to 400 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

Private event circulation flow (No private event bookings).

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

Floor 100: 400
 Floor 101: 400
 Floor 102: 400

Private event circulation flow on floor 102.

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

Floor 100: 400
 Floor 101: 400
 Floor 102: 400

Private event circulation flow on floor 102. Deck tickets offered.

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

Floor 100: 400
 Floor 101: 400
 Floor 102: 400

Unique private event, full private event on floors 101 and 102.

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

Floor 100: 400
 Floor 101: 400
 Floor 102: 400

GROUND LEVEL – PLANNING AND PROGRAM

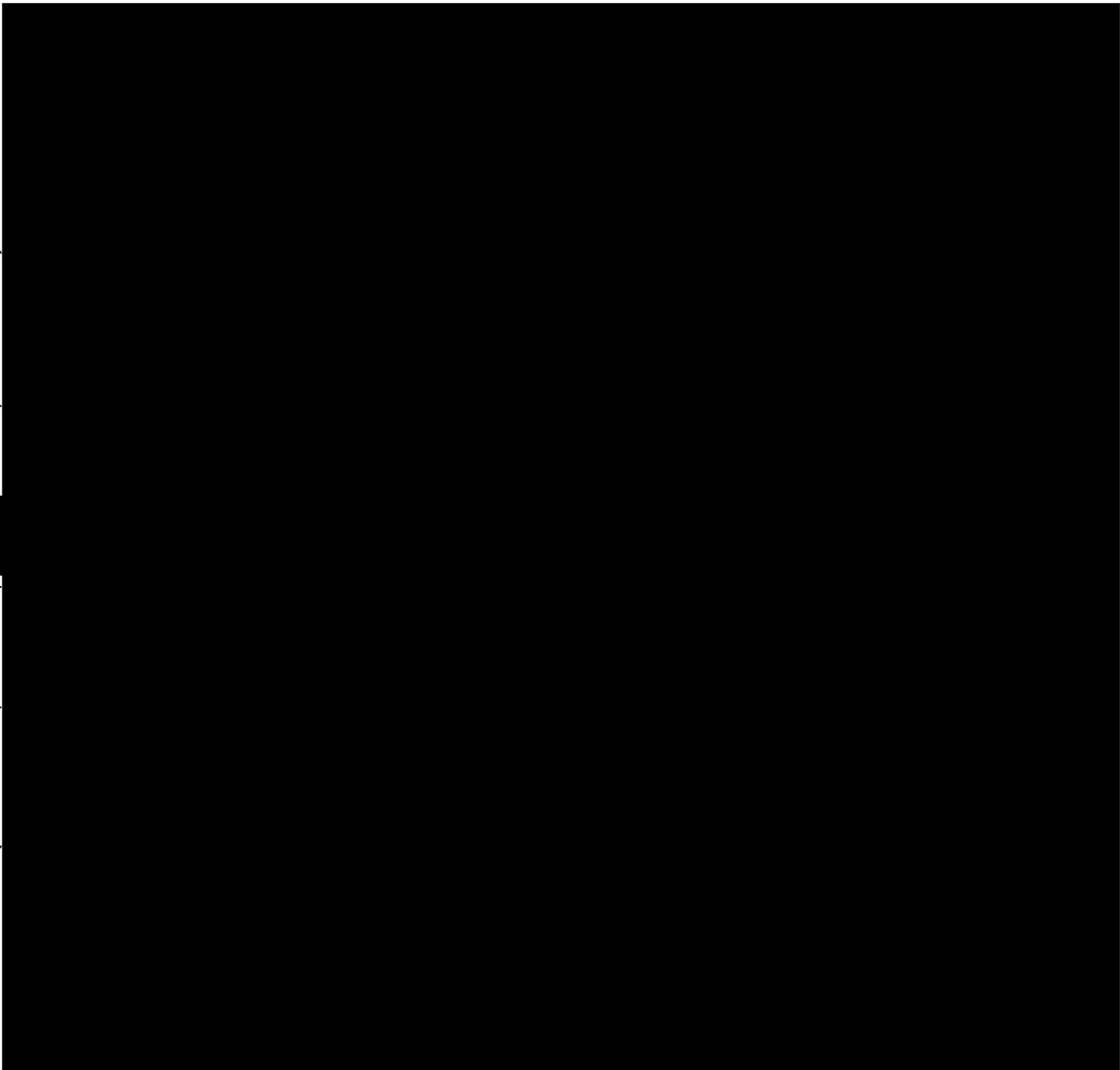
... and mirror
... atrium
... Above
retail space below. Visitors
can stand at the ceiling
to view the low ...
... and ticketing lobby.

... from street level,
... three-dimensional
... in the entry
hall ...
... to
the elevators, escalators
... down to the main
ticketing lobby.

... dig
further ... it
...
a display cl ...
ticket ...

...
...
low ...
...
the ...
... the soffit ...
... the lower space.

P
th ...
from th ...



On the left side of the space, there will be a series of retail and public art opportunities.

On the right side of the space, there will be a series of retail and public art opportunities.

RETAIL

The 2,000-sq-ft retail space will be located on the left side of the space. It will be used for retail and public art opportunities. Visitors will depart through the retail space where they will be able to see the two... during the...

MEDIA INSTALLATION

Upon arriving in the lower level, visitors will be greeted with other... and... This narrative introduces the visitor to the history and engineering of the World Trade Center.



int... through... One... A d... app... ticket pur... in navigating... Further reve... features will... to add functi... the visit... incremental...

Each element... like the... will feature... with... multime... take visi... directly from B2 to Floor 10U.

...si... ir... ti... on p... inclu... from... with oth... New Jersey cultura... institutions and entertainment venues.

FLOOR 100 – PLANNING AND PROGRAM

View water in triple-height atrium with light and extraordinary views of Manhattan and Lower East Side from the atrium. Rise from the low level of the atrium to the high level of the floor slabs. Floor slabs from the low level of the atrium to the high level of the floor slabs.

Through the display digital and interactive digital graphics to the views from the side of the atrium.

View of the atrium with mirrored walls. One of the most monumental and iconic buildings in the world.

“Low level” that allows the side view of the building if the building were to be built.

Experience when Floor 100 & 101 are in a confined space with a light sculpture. Voice-overs featuring famous and everyday New York and New Jersey residents talk about what makes their city remarkable.

Through the display digital and interactive digital graphics to the views from the side of the atrium.

Through the display digital and interactive digital graphics to the views from the side of the atrium. Rise from the low level of the atrium to the high level of the floor slabs. Floor slabs from the low level of the atrium to the high level of the floor slabs.

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 the World Trade Center.

Through the display digital and interactive digital graphics to the views from the side of the atrium. Rise from the low level of the atrium to the high level of the floor slabs. Floor slabs from the low level of the atrium to the high level of the floor slabs.

FLOORING NAVIGATION

Throughout the atrium floor slabs from the low level of the atrium to the high level of the floor slabs. Rise from the low level of the atrium to the high level of the floor slabs. Floor slabs from the low level of the atrium to the high level of the floor slabs.

FLOOR 101 – PLANNING AND PROGRAM

Visitors can purchase premium tickets to continue their journey to Floor 102 to visit the lounge.

Floor 101 features a variety of interactive exhibits that engage visitors. All exhibits are also accessible to visitors with disabilities.

Visitors with children can sit on the high-backed chairs around the perimeter to view the site-specific art installation on Floor 100.

TELESCOPES

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

Visitors can view the world through the eyes of the characters in the award-winning film "The Glass Bridge" by the award-winning filmmaker. The film is shown on all three floors and visitors can move through the film in a glass floor on Floor 102 from the lower levels.

PHOTO SCREEN

Photographers can take photos of the site-specific art installation on the B2 retail site for photo pick-up.

The interactive screen carries visitors out of the perimeter of the site, giving them a virtual view and a feeling of being above the city. The screen also provides a platform for visitors to capture the best photo angle.

RETAIL KIOSKS

A curated display of retail items is available while visitors enjoy their site-specific journey.

FLOOR 102A – PLANNING AND PROGRAM

Ti... floor
...enters
...perimeter allow
...get comfortable
...y the view.

Di... in
...a...
for th...
with a fa...
view as t...nc,

... furniture
mezzanine to pro... a
more intimate exp...

... allows visitors
optic... within the space.

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

... from
... will shuttle
... from 32.

... ce bar
allows... ons
with in tl

... with
int...
confi...
award...
gather...
...
lu... in se,
beco... lounge
open to premium ticket guests.

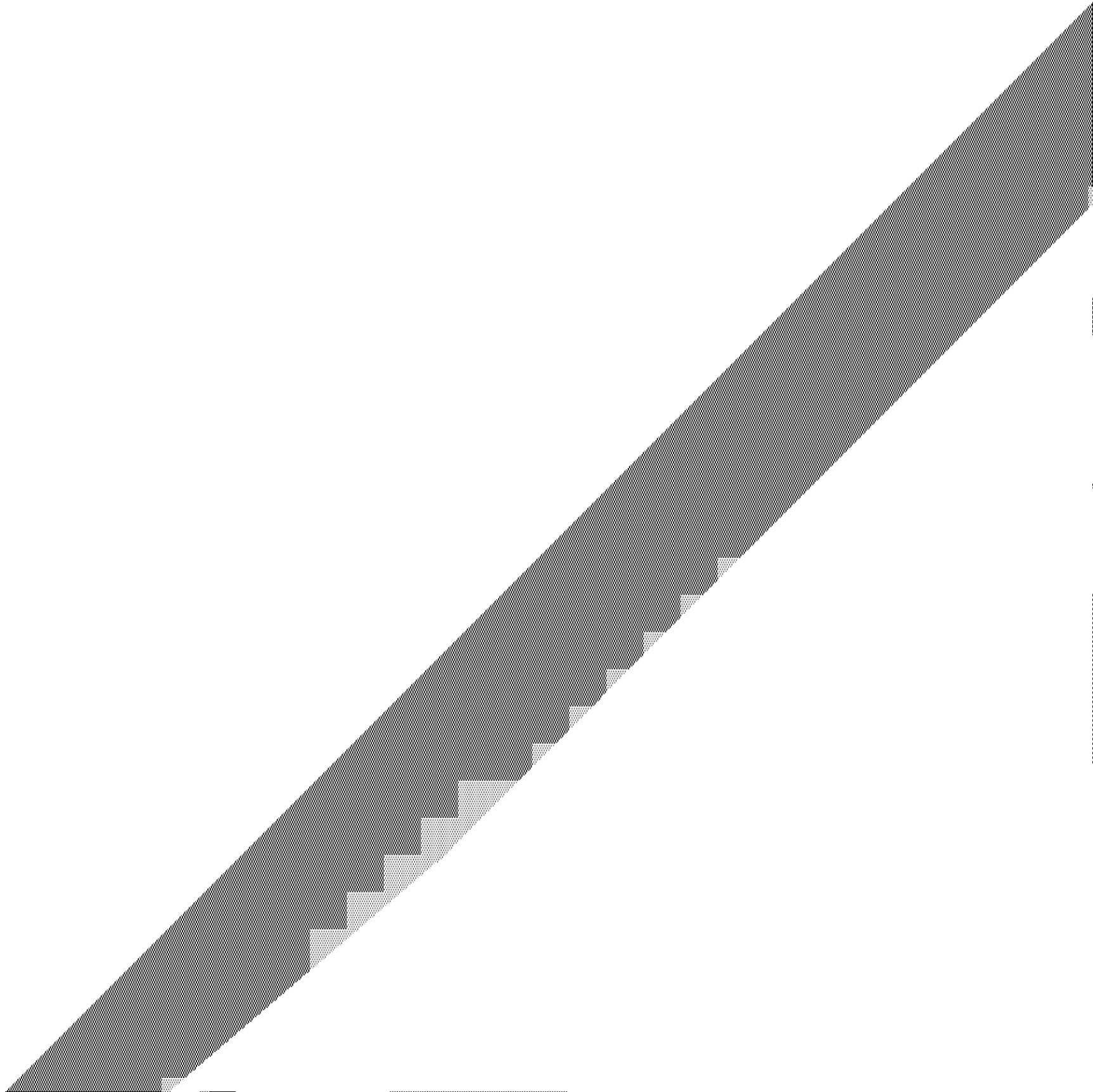
FLOOR 102B – PLANNING AND PROGRAM



On the 10th floor in
the building
to provide a
space for a DJ booth and lounge
space that can be reserved
for special events.

Provide the
main hall parties
back of house
storage on either side of the
building.

LIGHTING
A large chandelier based on the
topography of the island
of Manhattan floats on the
ceiling to provide the special
atmosphere.



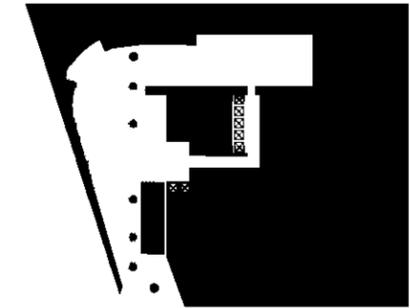


Arriving on the ground floor, visitors enter the lobby through the impressive atrium space which features a large chandelier and the Onyx sculpture. There is also a digital display available for visitors to check the current entry to the building track.

ONE ABOVE
OBSERVATION DECK

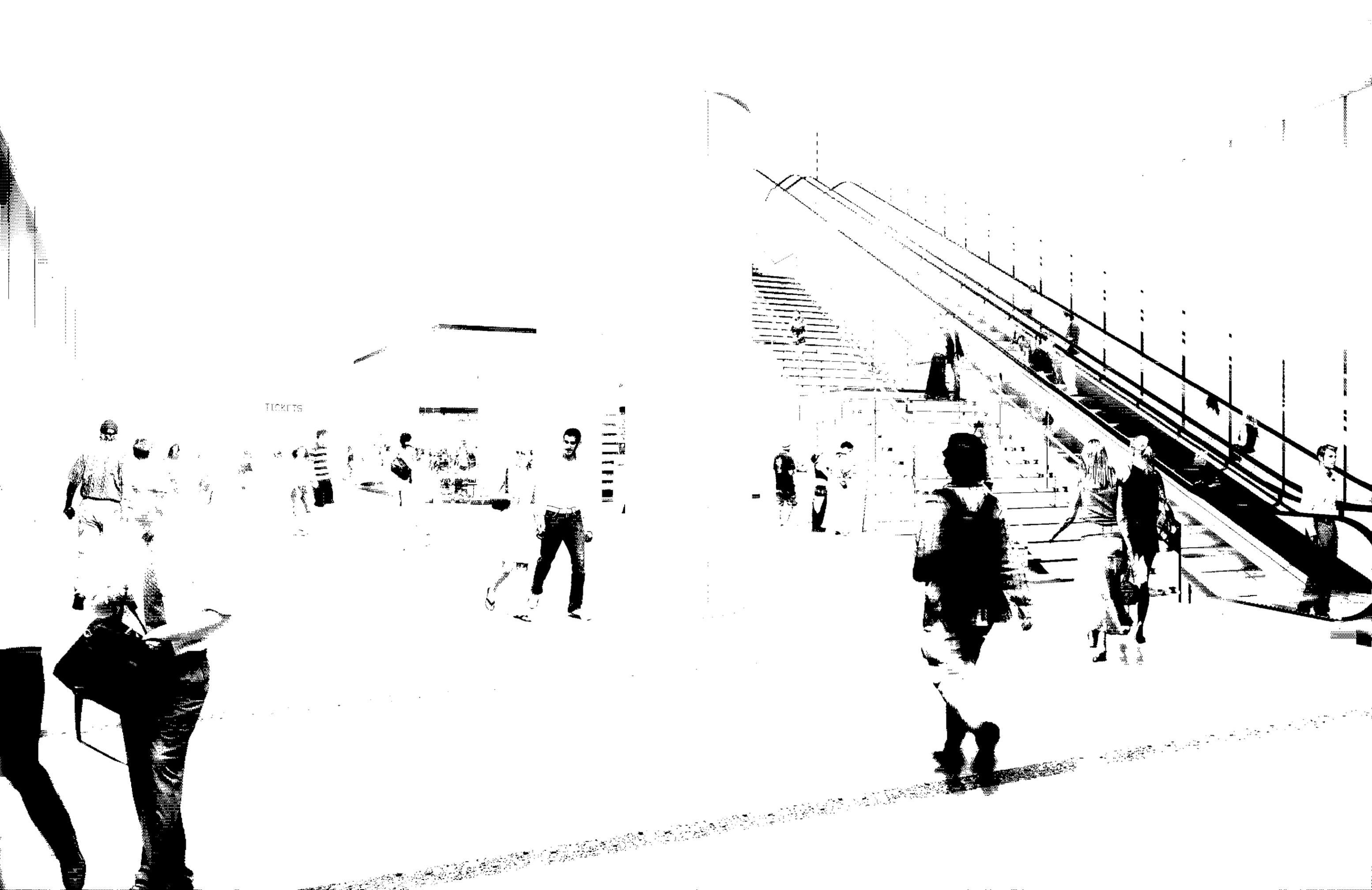


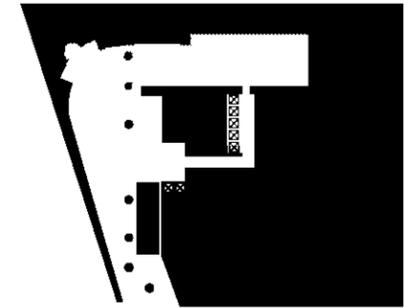
ONE ABOVE



Upon arriving on B2, visitors will join other groups that arrive from the underground transportation hub with a large multimedia presentation introducing the visitor to the design and engineering of One World Trade.

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

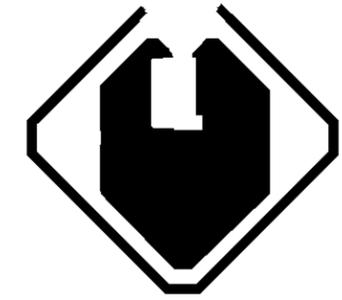




visitors can meet with the One
World Trade Center's
top-level observation deck at the
City Hall [New York City]
through security, where
they are introduced to a second
media installation that will display
more information about the unique
experiences that await at the top
of One World Trade. Elevators then
transport visitors to the lobby of
the One World Trade Center.

TO ONE ABOVE





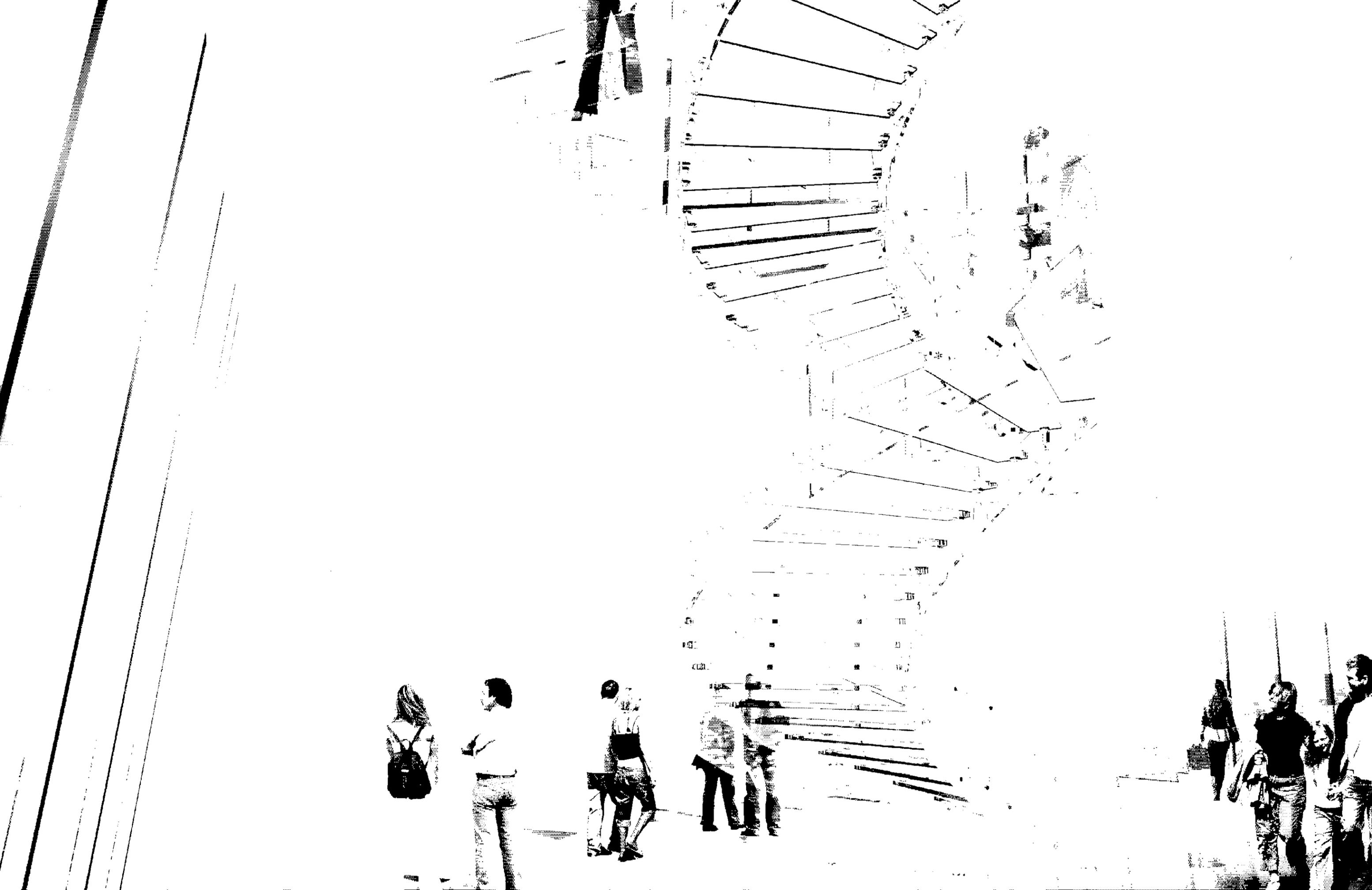
Use the original in the lobby on
Floor 1. Visitors are oriented
to the view of the
not the view that includes
the Empire State building. A
glass shield allows visitors into
the space as well as a crystal
kaleidoscope installation
that provides one-of-a-kind
learning opportunities.





FLOOR 100 VIEW 2
10:30 AM

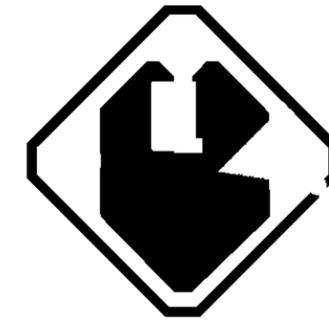
Walking into the atrium
the interior design is that
the design is in three
levels. The design is at
Floor 100 with a glass floor.





The Sky Bridge on Floor 101 is the next highlight on the tour. Above the bridge is a glass walkway that is flat to the ground. The bridge allows visitors to experience the thrill of walking to the edge of the building suspended over Floor 100.

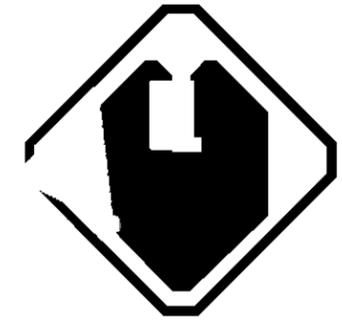




FLOOR 100 VIEW 4
12:15 PM

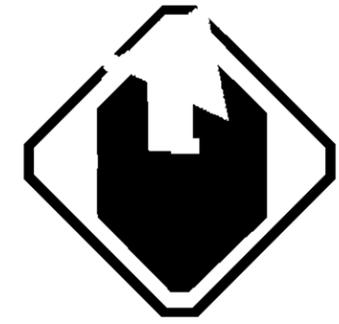
Looking back towards the
colony, the visitor has the
opportunity to immerse
themselves in the
an interactive exhibit.
Interactive exhibits on
consoles and interactive
pods offer opportunities
for all ages to discover
and learn new things.



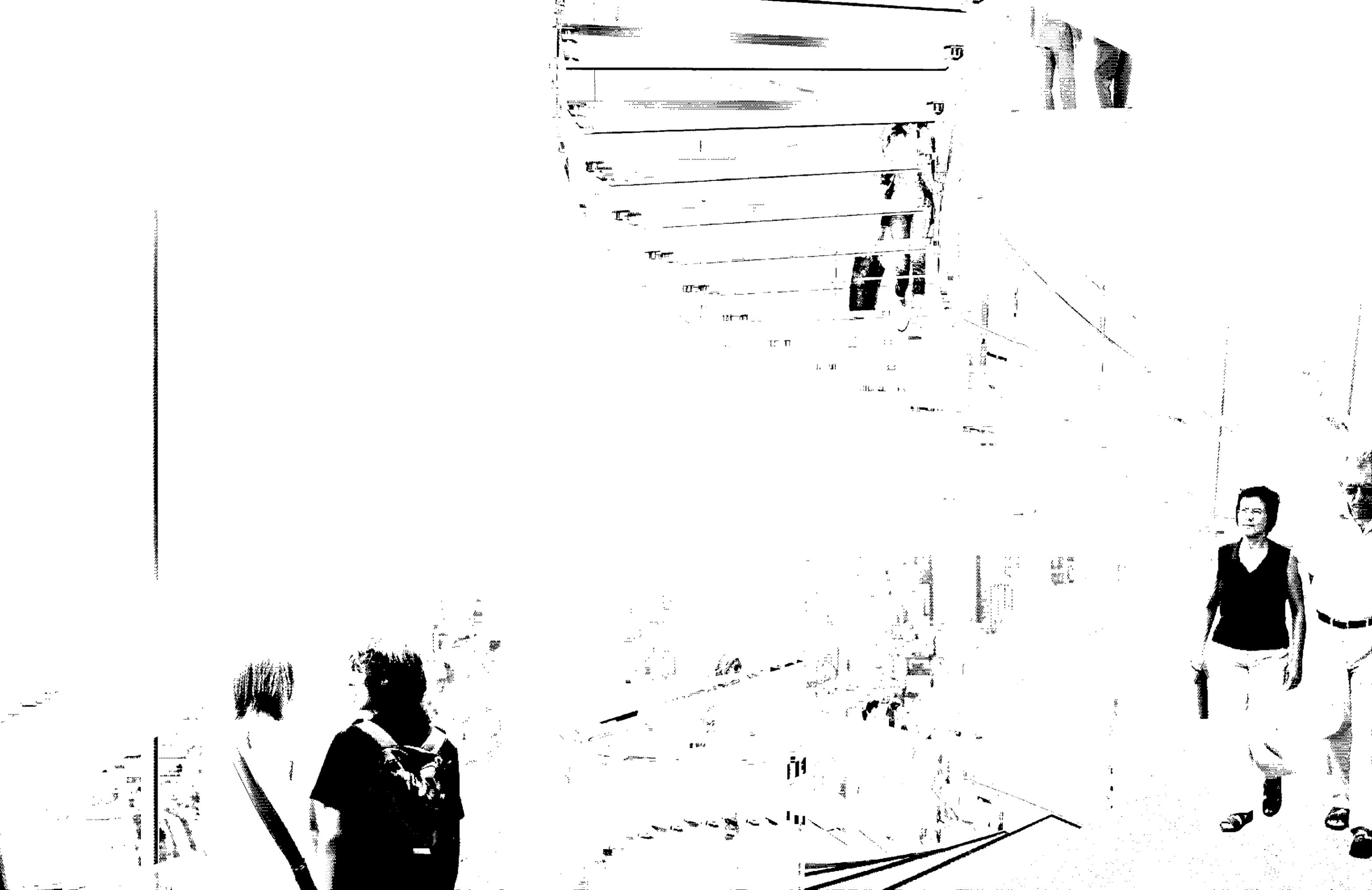


A colorful gif sculptural installation
fills the gallery with fun on the
opposite side of the exhibition
floor. The colorful gif sculpture
captures the spirit of the event
and creates a fun and exciting display.





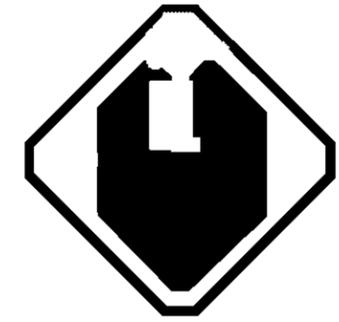
the glass stair
visitor highlight
level upstairs to
nine.





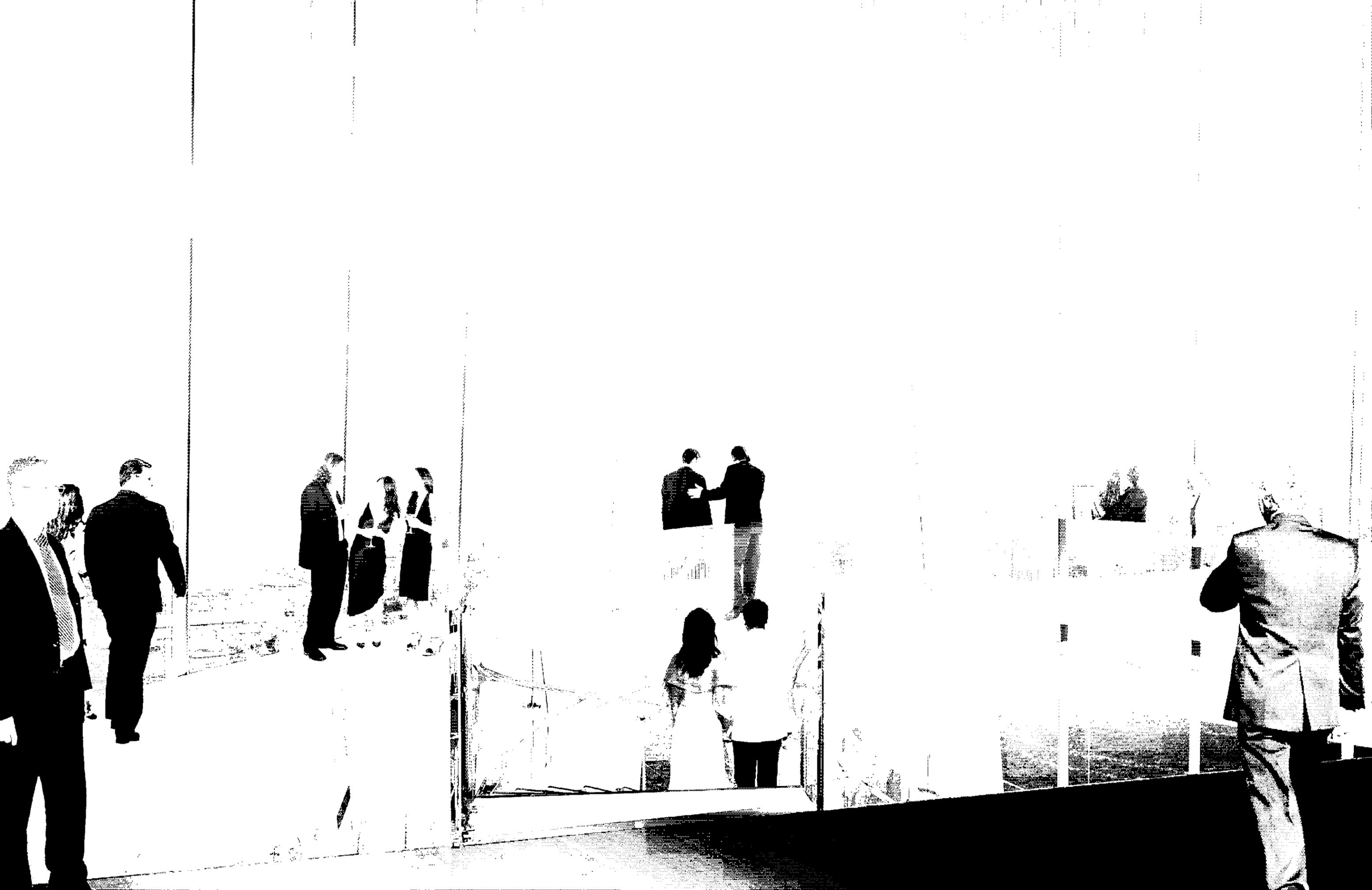
This sign indicates a food and beverage area
off to the side, a place to relax
and enjoy a drink from one of
the kitchen's continuing
on their menu.





FLOOR 102 VIEW 1
4:45 PM

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

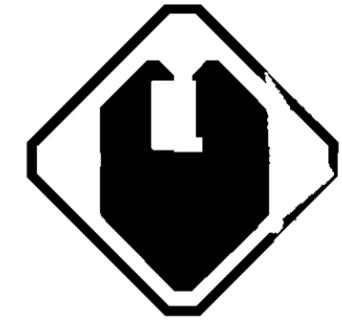




FLOOR 102 VIEW 2
7:30 PM

The bar/lounge is a destination for those seeking the premium Club lounge experience. The bar/lounge is a two-story space that will create a memorable experience for visitors as well as One World Trade Center tenants.





At ...ing a function at the special event 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 breath-taking view with no distractions.





"BEYOND THE VIEW"

With such a rich heritage and thriving culture, New York is a multi-faceted city. As a prime destination for our "top-level" city stories, *Cape 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 and history.

MILITARY HISTORY

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

*This is the place where I de Board
301 P... .. of the
line.*



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



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



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



"BEYOND THE VIEW"



1. It's iconic. 2. It's in the
Learn what they drew
ation, discover where they
their mark.

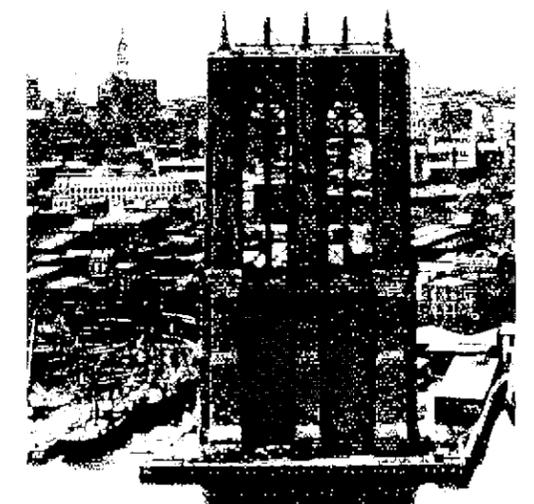
URBAN METRICS

With an island of over 8 million
people, New York has one of the
most diverse populations in
the world. The demographic
as the key to urban manag
at a

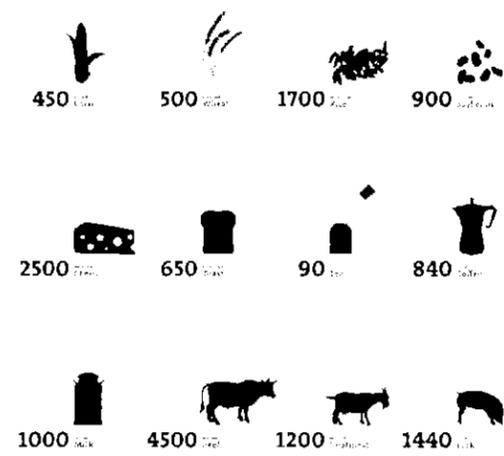
L
Ri
waterfront
track the
restoration
and preservation.

CURRENT EVENTS

1. Fashion Week, AMFAR, Fleet
Week, Comic-Con, Music in the
City
2. Get up
3. Get out and great! N.
Cultural has to offer.

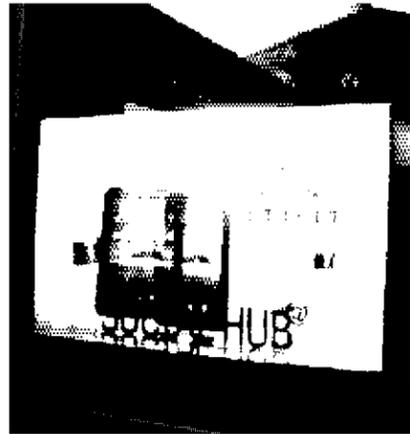


Learn about the
(the drama) of the
Financial Institution.



1. Multiply that
2. Learn how
3. ti
4. throughout the
5. [] easy
6. to reduce your own
7. d help the p
8. the city) in th

INTERACTIVE EXHIBIT DISPLAY



An innovative transparent LCD screen offer the ability to switch between unobstructed views and digital overlays that augment the visitor experience with a wide range of content. The World's Edge position to the city, allowing visitors to see experiential content that come alive with and information. The digital lenses offer new perspectives on the city, from a bird's-eye view laid on to the city itself.

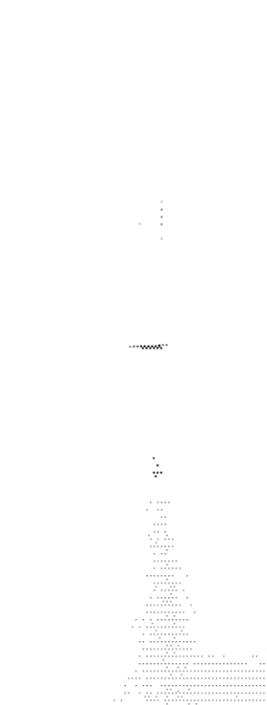
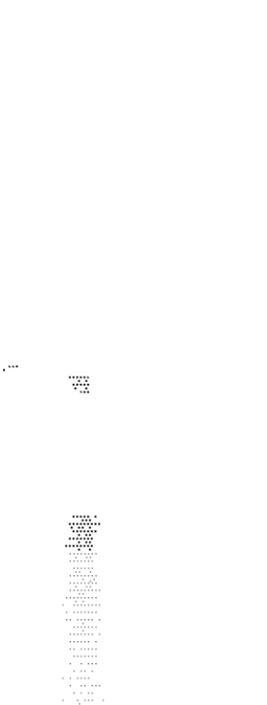
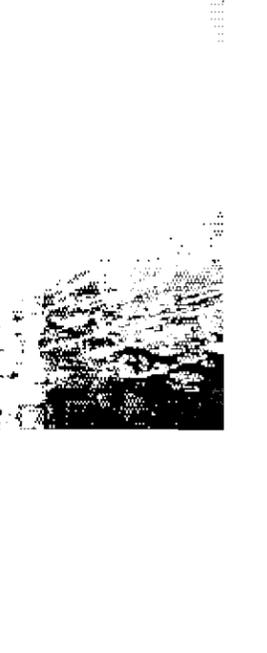
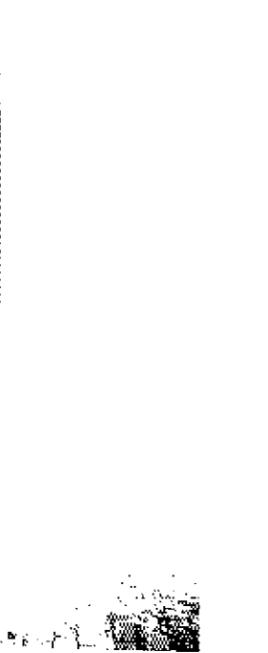


These digital lenses offer a unique perspective on the city, allowing visitors to see experiential content that come alive with and information. The digital lenses offer new perspectives on the city, from a bird's-eye view laid on to the city itself.

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INTERACTIVE EXHIBIT DISPLAY

The interactive exhibit displays a virtual tour of the World Trade Center towers. By touching the interactive display and selecting a building in the distance, the interface reveals a composite of views of the towers, stitched together from photographs taken by visitors and staff members.

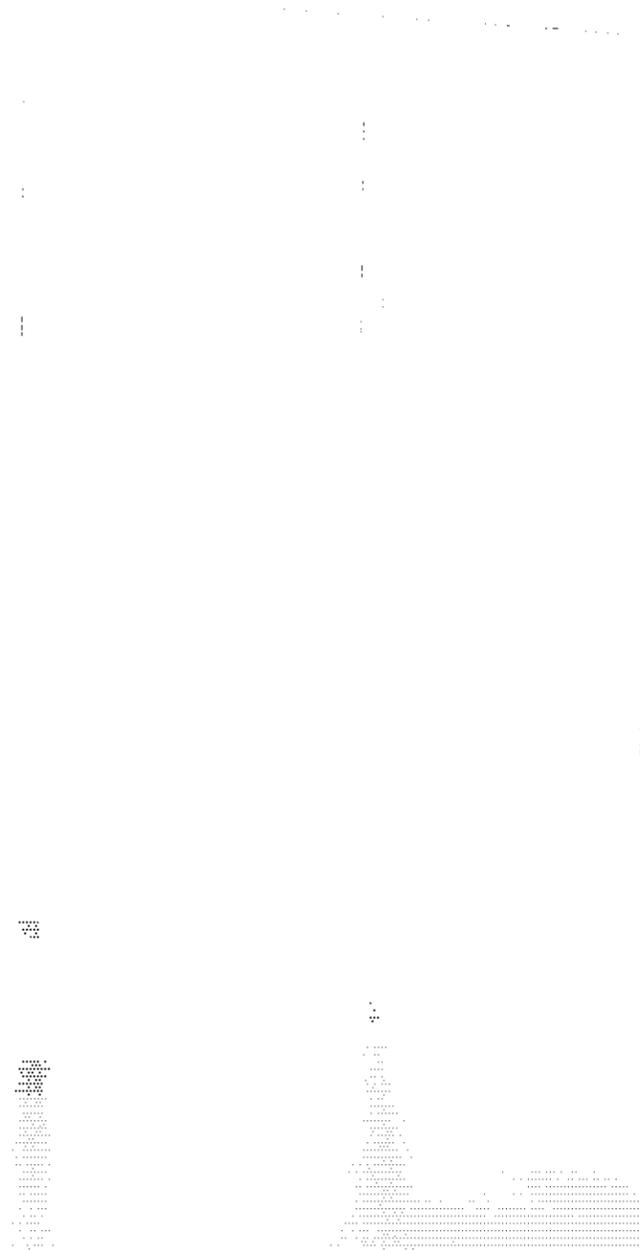


**INTERACTIVE EXHIBIT DISPLAY
FASHION WEEK**

**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 on entirely to create a brand partnership, or own brand for Madison Avenue.

When the event is running, the screens can be used to promote and highlight the event. It is a potential to highlight the partnership with the event as the main focus.



Fratelli Rossetti
Corey Lynn Carter
Blanc de Chine
John Patrick
Steven Alan
Tanya Taylor



INTERACTIVE EXHIBIT DISPLAY

The Urban Metrics theme will feature real-time data visualizations of what's happening in the city. Metrics and information graphics will reveal how the city manages population density and how it impacts city throughput. This data will give World View a model for how the city lives and breathes, works, shops, and relaxes.

Urban Metrics



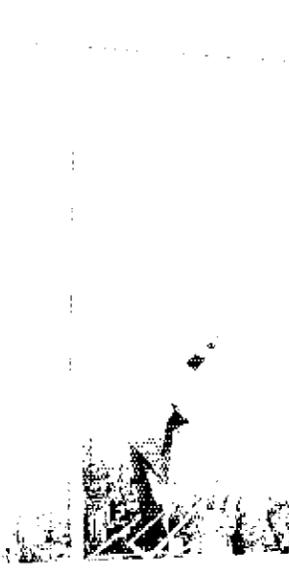
Urban Metrics



Urban Metrics



Urban Metrics

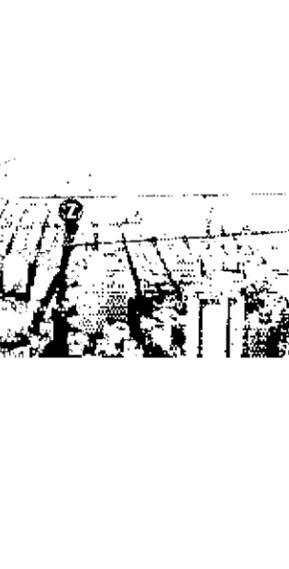


LIVE TRAIN TRACKING

LIVE TRAIN TRACKING



LIVE TRAIN TRACKING



LIVE TRAIN TRACKING



The interface continues with a

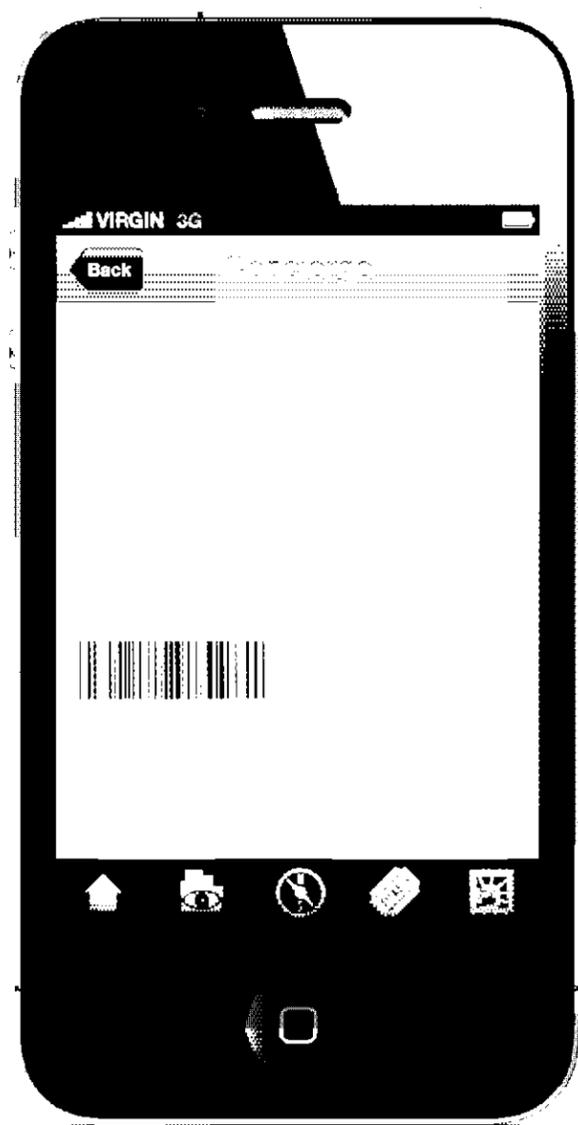
of Above the city ted

of new can select their interpretive as t

REVENUE GENERATION

While visitors are waiting for their entry time, the app could provide a time-limited coupon

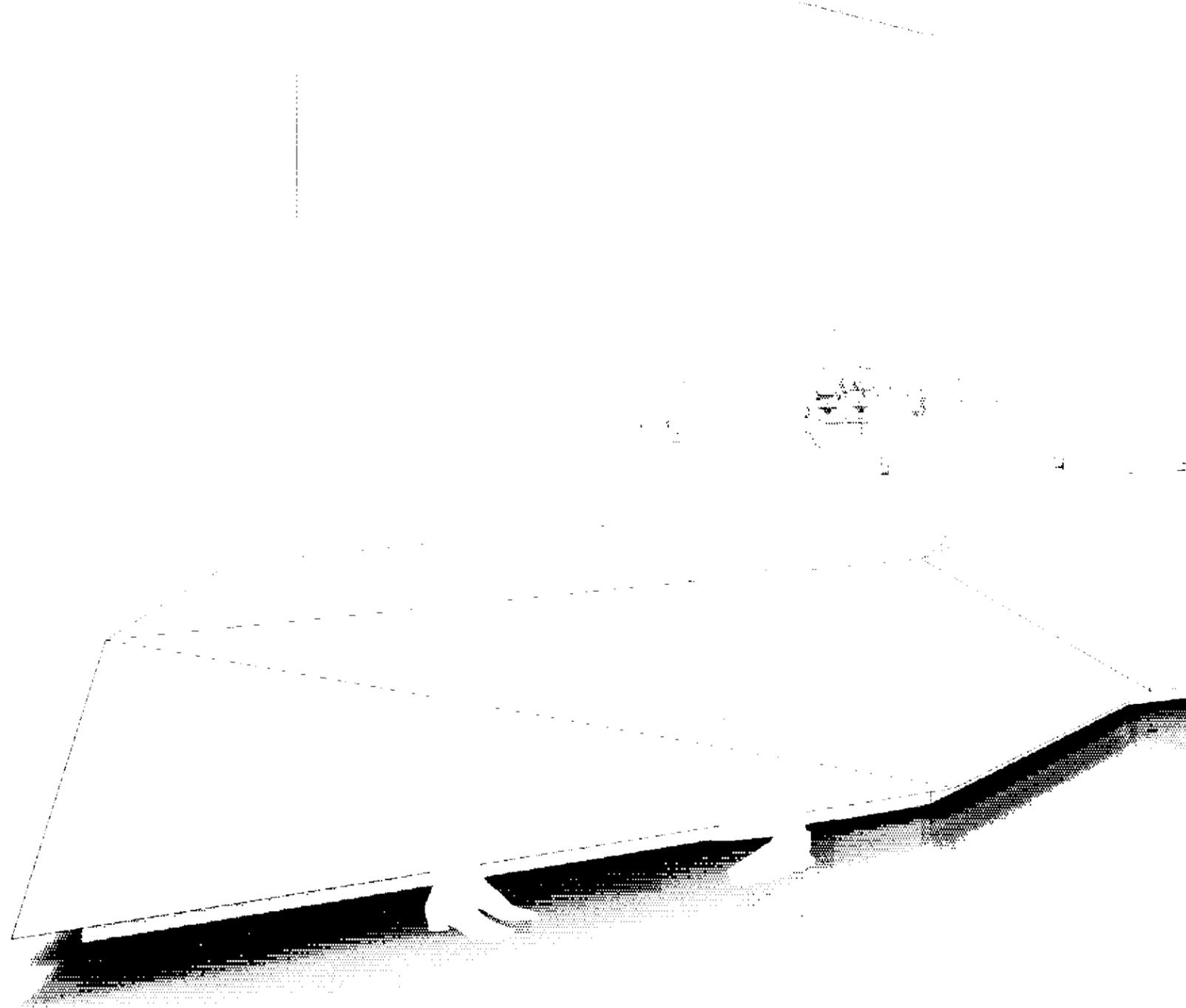
The app could offer a virtual ticket as a physical card, available in-app pu



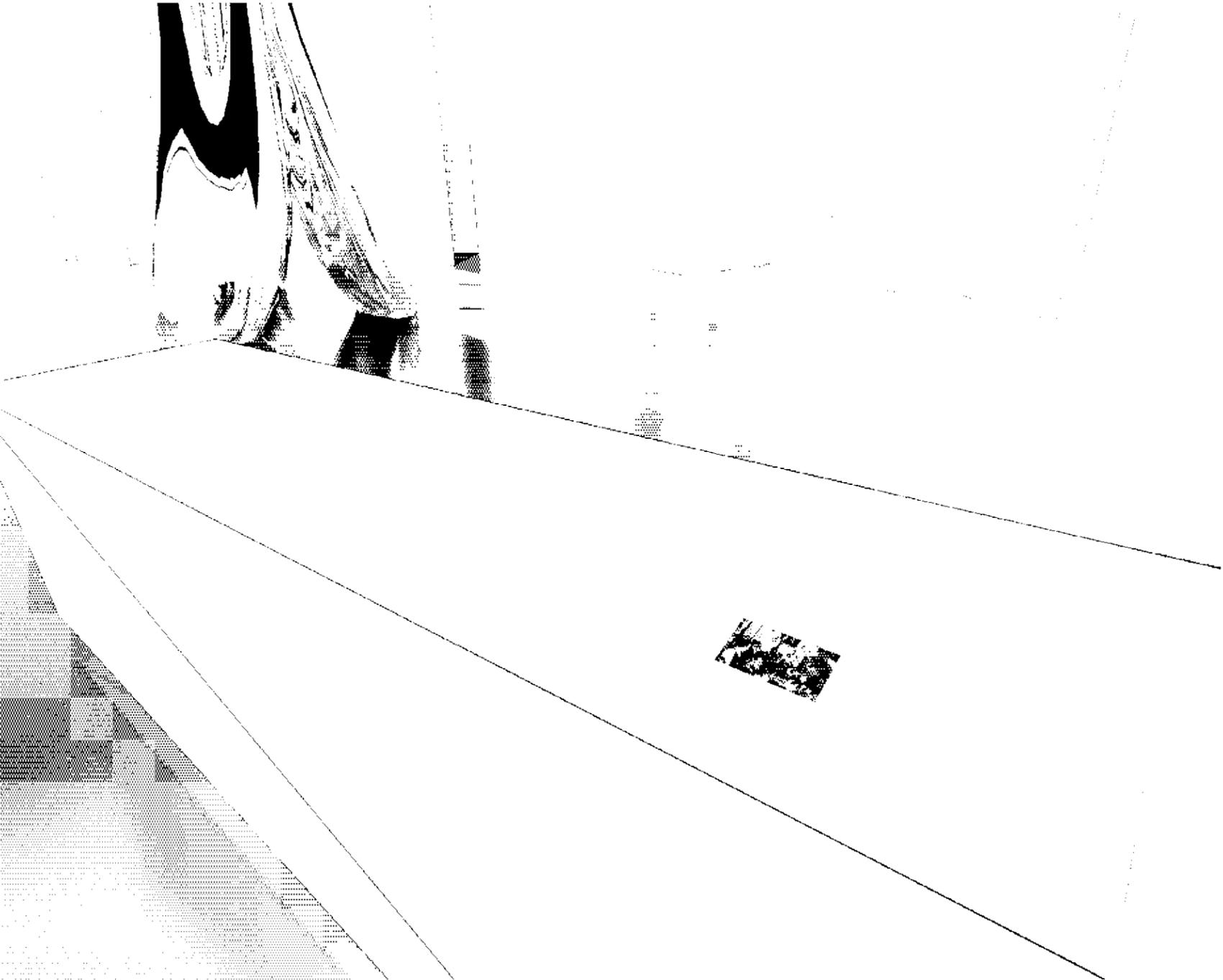
DIGITAL CONCIERGE



Each of the digital concierges will be designed to be used through three touch points: a mobile app, a kiosk, and a tablet. The mobile app will be designed to be used on a smartphone or tablet, while the kiosk and tablet will be used in a public space. The mobile app will be designed to be used on a smartphone or tablet, while the kiosk and tablet will be used in a public space. The mobile app will be designed to be used on a smartphone or tablet, while the kiosk and tablet will be used in a public space.



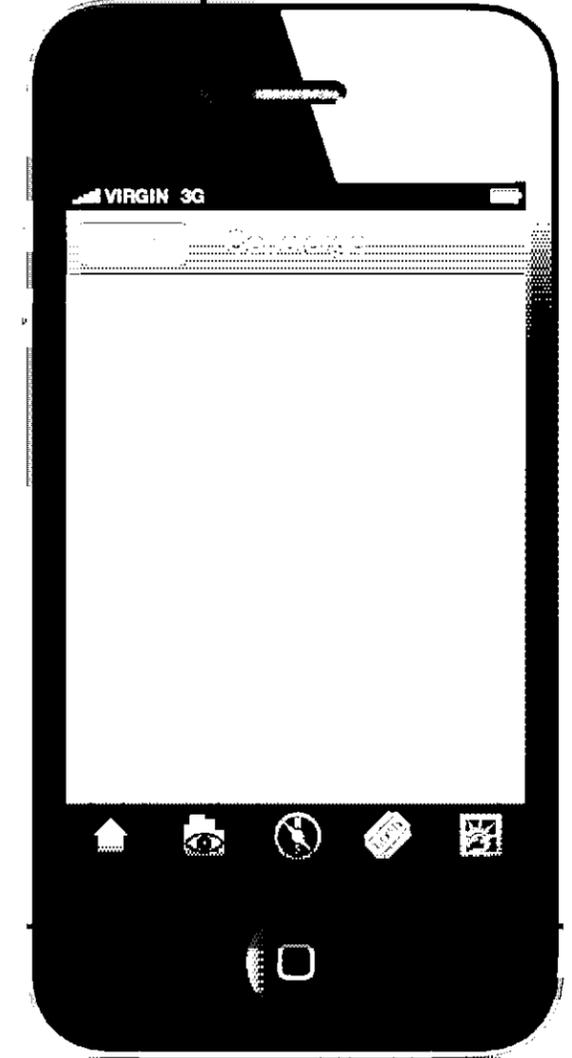
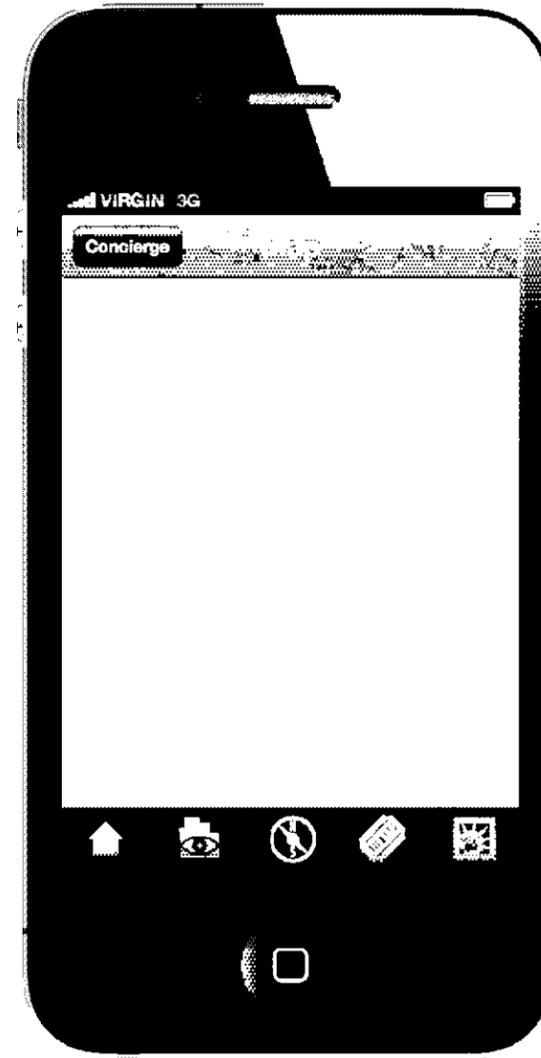
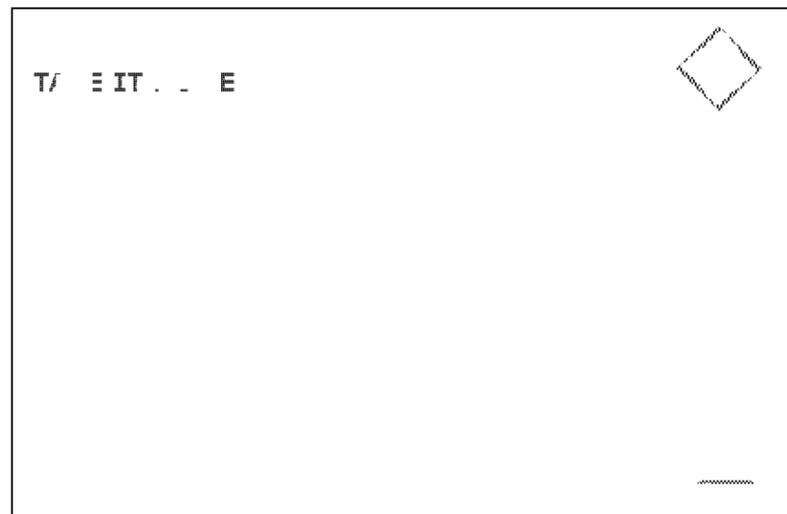
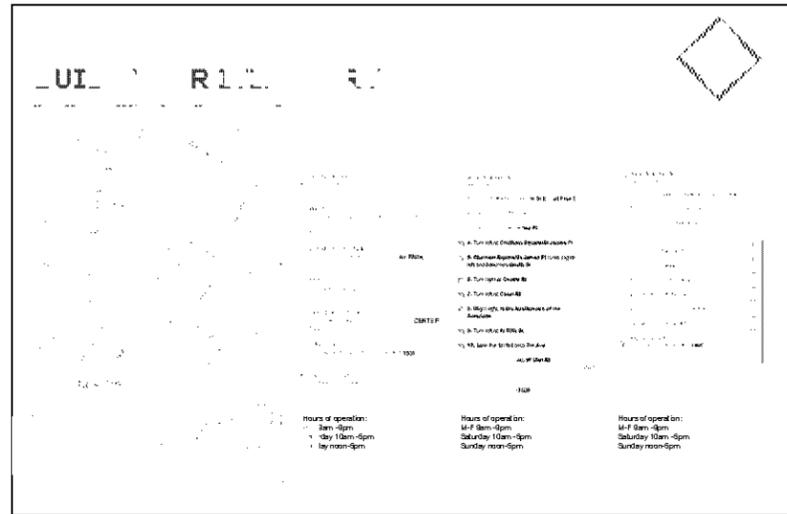
The digital concierge will be designed to be used through three touch points: a mobile app, a kiosk, and a tablet. The mobile app will be designed to be used on a smartphone or tablet, while the kiosk and tablet will be used in a public space. The mobile app will be designed to be used on a smartphone or tablet, while the kiosk and tablet will be used in a public space. The mobile app will be designed to be used on a smartphone or tablet, while the kiosk and tablet will be used in a public space.



ITINERARY GENERATION

For users who prefer to have their itinerary printed, the Concierge app offers two convenient ways. An itinerary can be printed directly from the app, giving the user a hard copy that can be used for reference. Alternatively, users can print the itinerary as well as the hours of operation for the selected location.

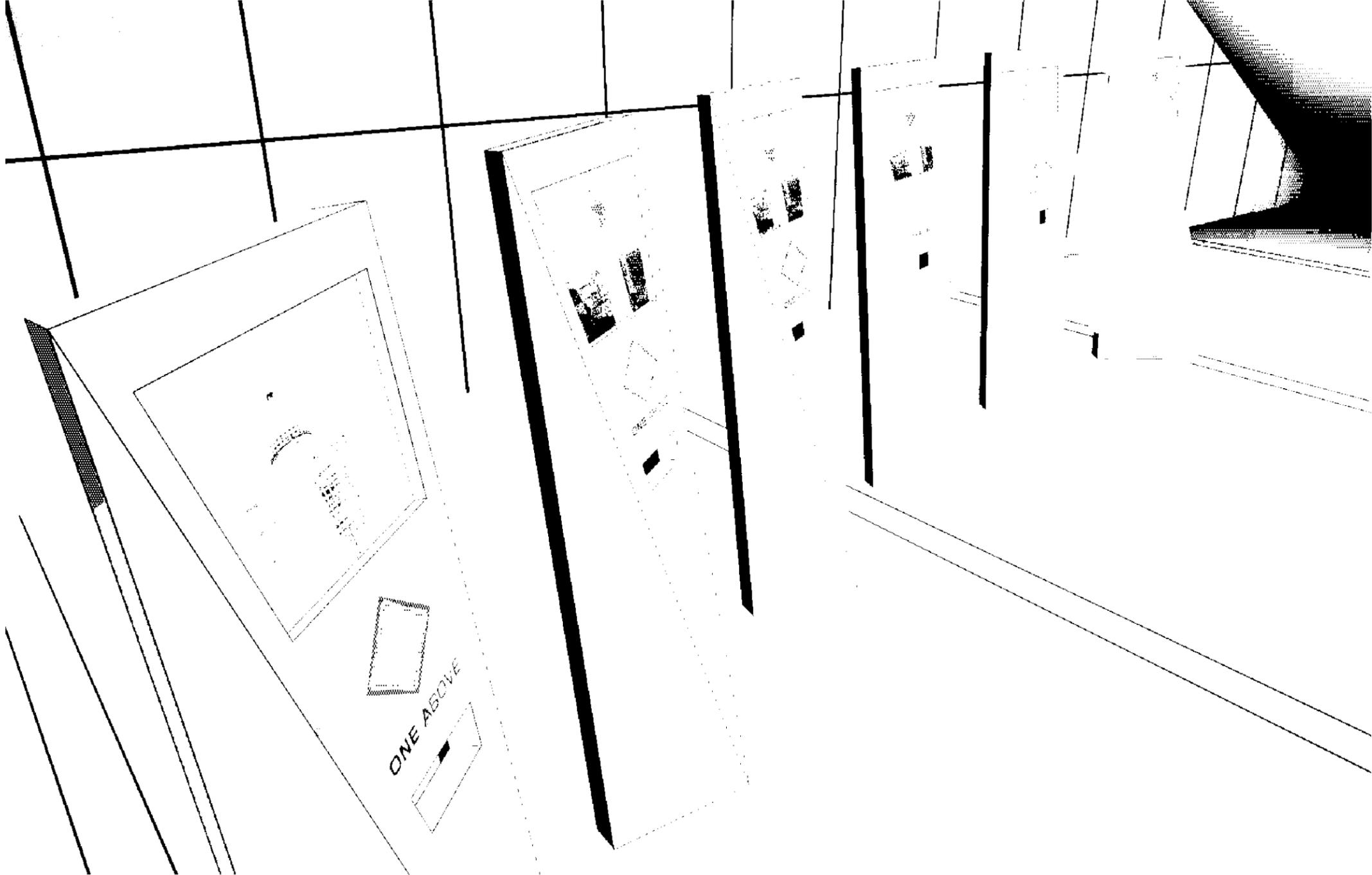
For users who prefer to have all of the information they need transmitted to them in the palm of their hand,



SELF-TICKETING

...v...line, mobile
and ad...
sales, mor...lit...
options will...
as well. Given...
visitor base, it...
to offer flexibility...
when purchasir...ti

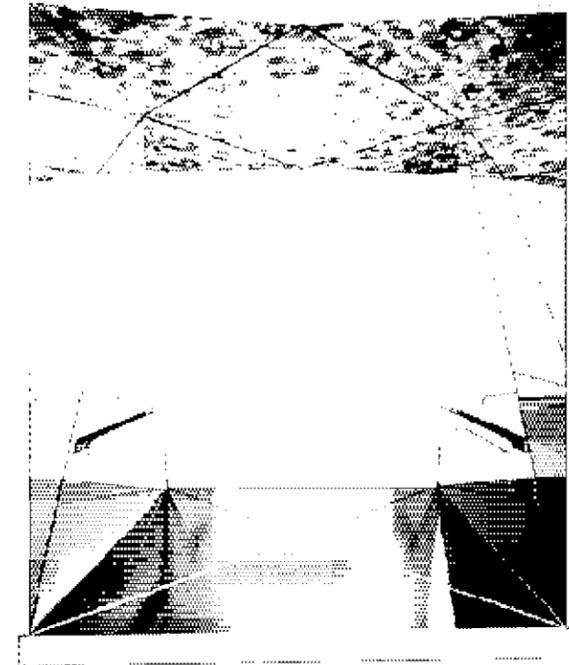
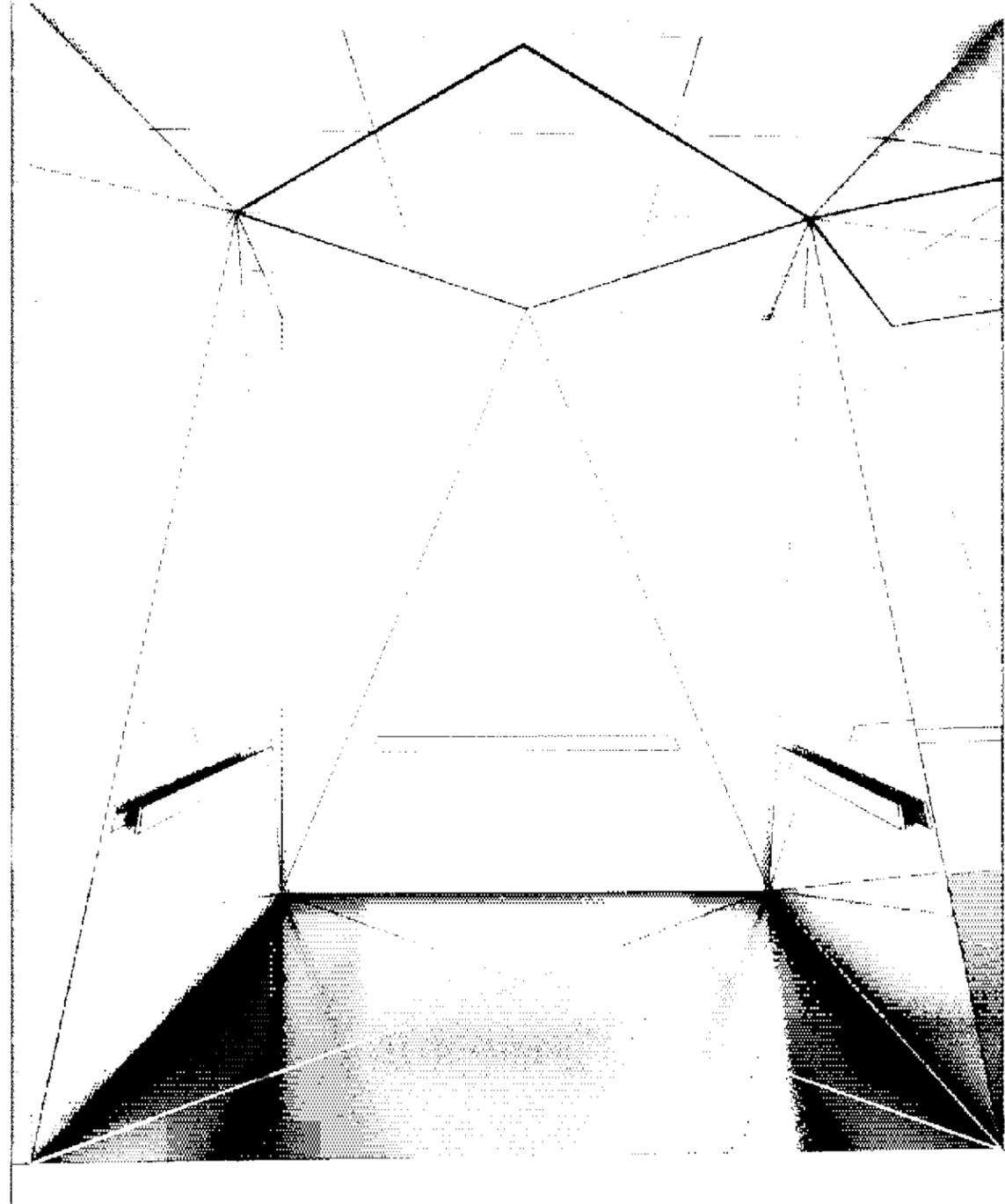
Kiosk design would...
the identity of One Above
and serve as a visual ac...
to complement the interi...
architecture.



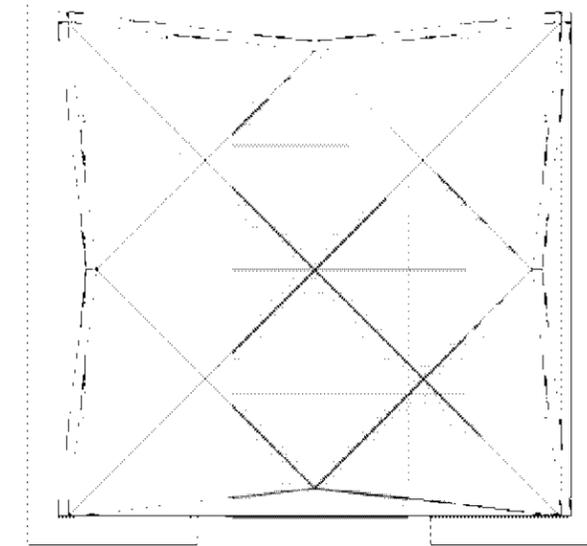
ELEVATOR EXPERIENCE

The experience of the
"100th floor" that
is reflected in the
ceiling of the 100th floor.

The exterior facade of the building
is reflected in the cab
itself. Digital screens map
your journey to the ceiling
as you rise to the 100th floor.



Front view



The central column is made 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 when they are out of the line. The column will be color-coded; with a name, or theme (e.g., "Eiffel Tower") and then set the rotation to begin its extrusion cycle. Visitors will be able to watch the machines working through the individual pieces. 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.

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MERCHANDISE DISPLAY

A central column will be made 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 when they are out of the line. The column will be color-coded; with a name, or theme (e.g., "Eiffel Tower") and then set the rotation to begin its extrusion cycle. Visitors will be able to watch the machines working through the individual pieces. 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.

Visitors will supplement their custom itinerary with guidebooks, postcards, maps and posters.

CASH WRAP

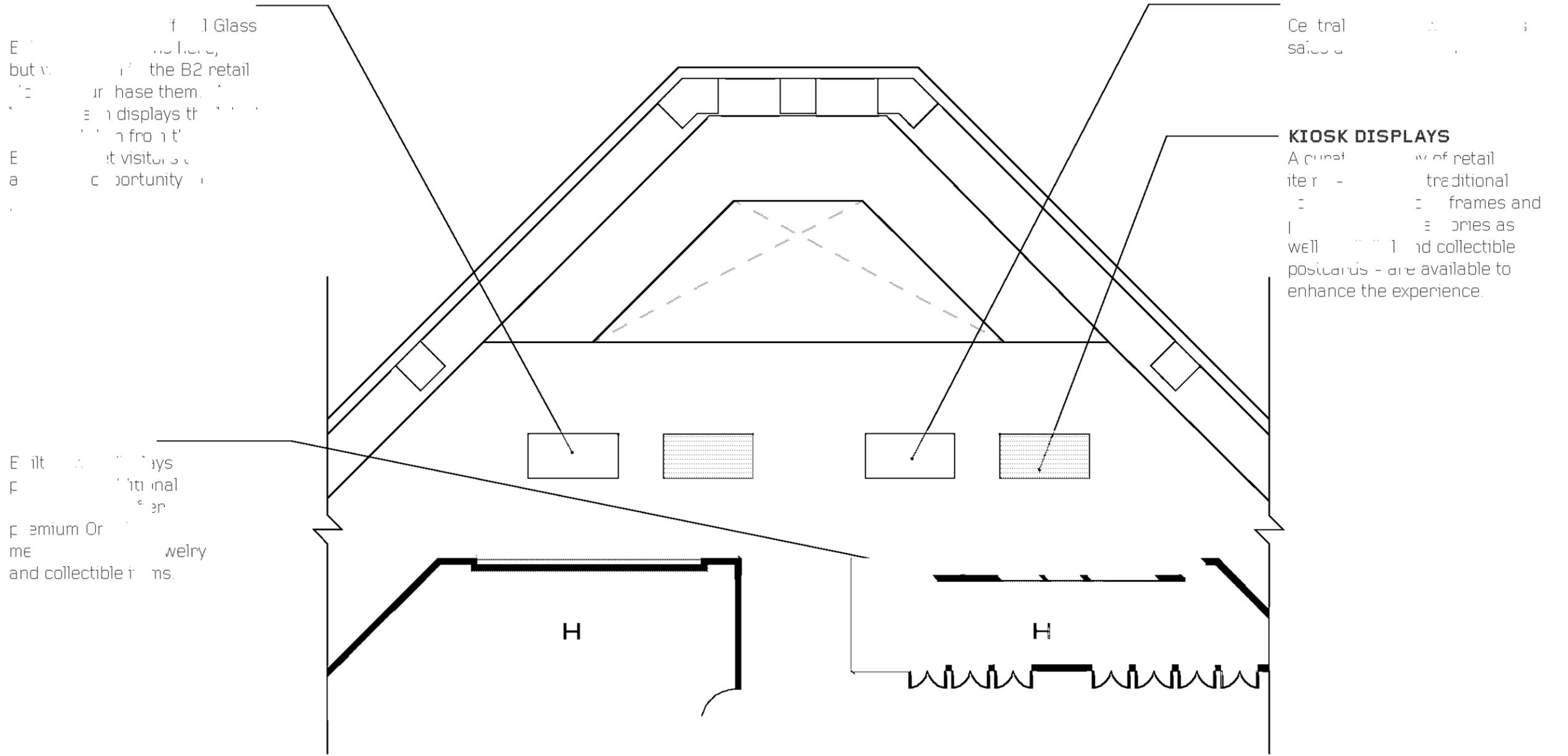
Central column cash wrap displays personalized lacquer cases, premium souvenirs.

Visitors will supplement their custom itinerary with guidebooks, postcards, maps and posters.

Visitors will supplement their custom itinerary with guidebooks, postcards, maps and posters.

Visitors will supplement their custom itinerary with guidebooks, postcards, maps and posters.

FLOOR 101 – RETAIL PLANNING AND PROGRAM



BRANDED RETAIL

RETAIL MERCHANDISE

As the primary destination for high-end retail merchandise, One Above maintains a high level of potential. Given the diverse nature 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.



I WAS
ONE ABOVE
AT ONE WORLD
TRADE CENTER.



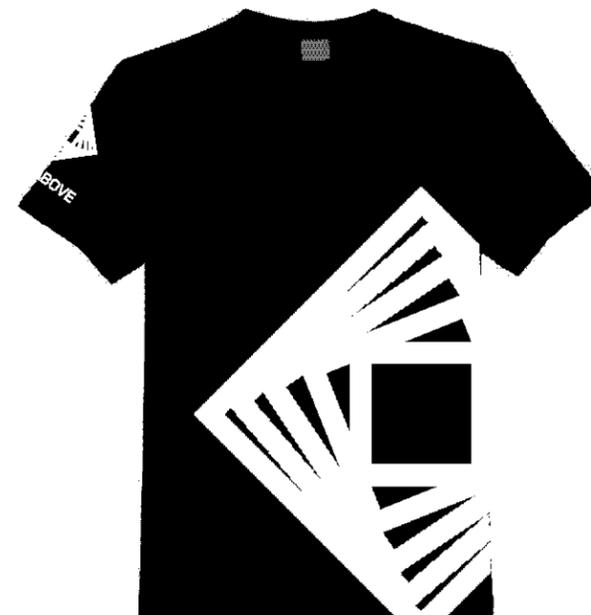
I WAS
ONE ABOVE
AT ONE WORLD
TRADE CENTER.



I WAS
ONE ABOVE
AT ONE WORLD
TRADE CENTER.



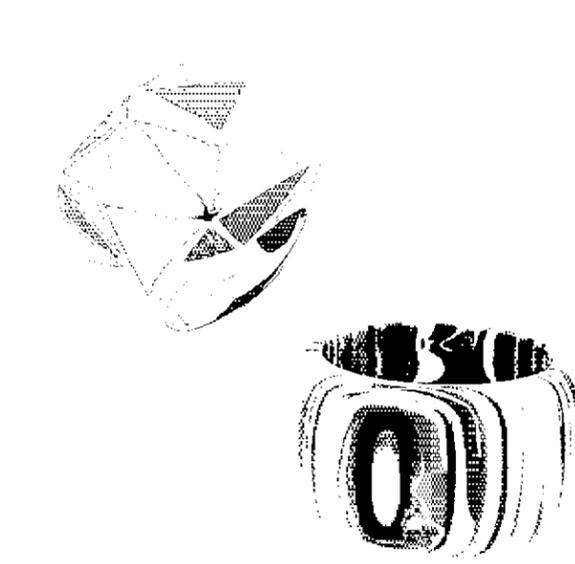
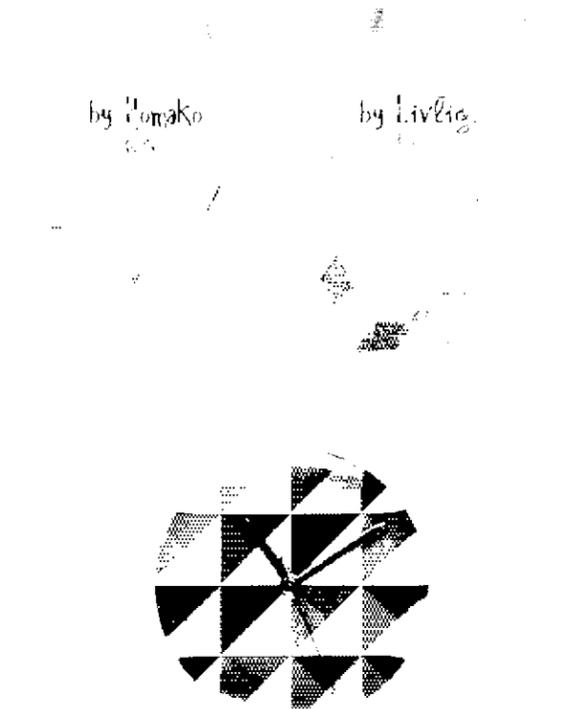
I WAS
ONE ABOVE
AT ONE WORLD
TRADE CENTER.



PREMIUM RETAIL

Partnerships with local designers and manufacturers will keep products authentic and fresh. Jewelry, apparel and accessories will reflect the unique brand and experience at each location.

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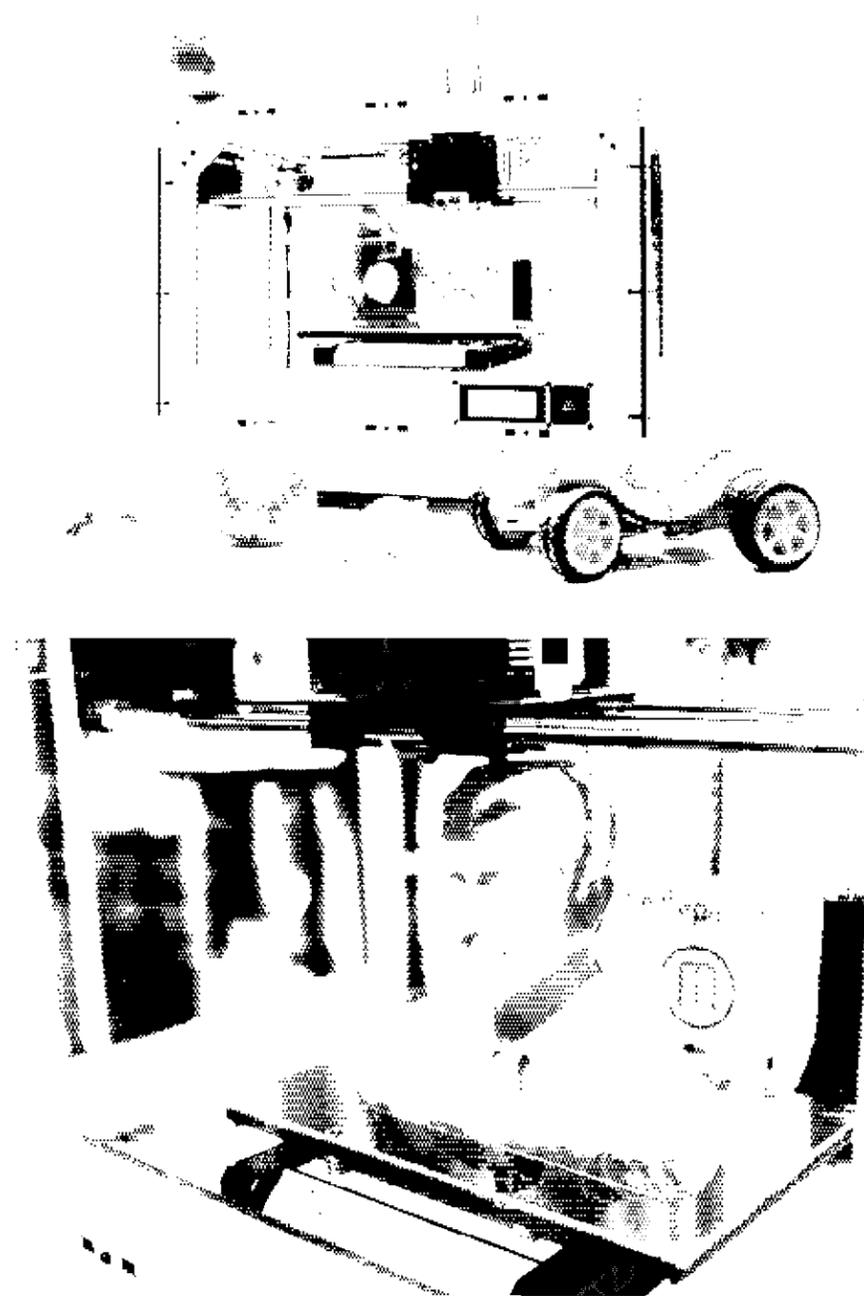
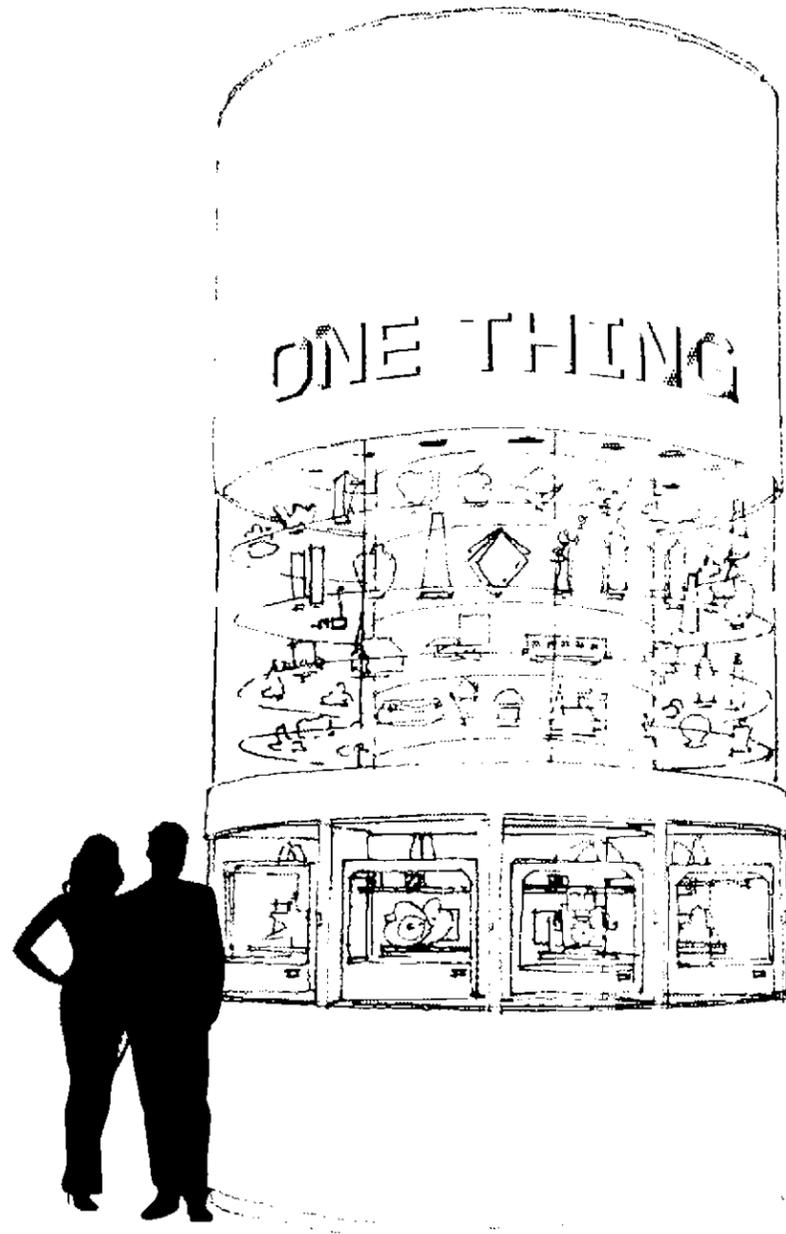
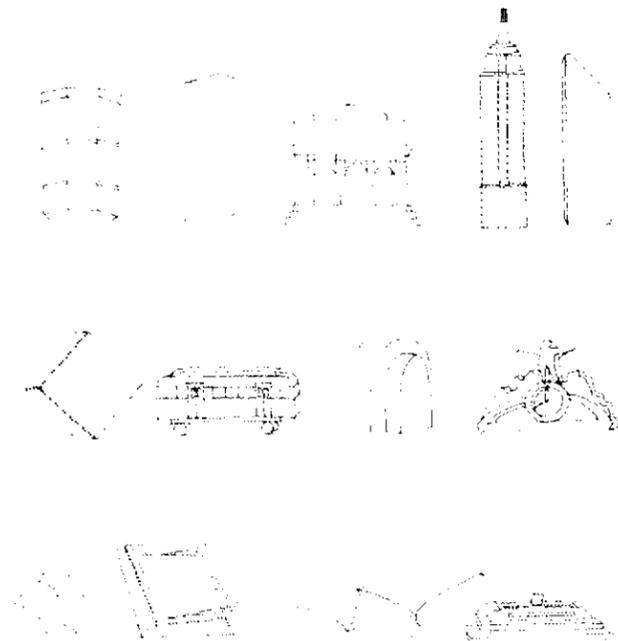


CUSTOM RETAIL

3D PRINTING TECHNOLOGY

Custom 3D printing technology is featured above the entrance to the 3D printing kiosk. Industrial fabrication technology is featured in 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 Crayola with their very own "One Thing."



7B. Business Plan & Financial Proposal

The background of the slide is black. On the right side, there are several diagonal lines and shapes. A large, dark grey, halftone-patterned triangle points towards the top right. Below it, there are several solid black triangles of varying sizes, also pointing towards the top right, creating a sense of depth and movement.

BUSINESS PLAN

M56 is an ideal partner to implement a successful and sustainable observation deck built at One World Trade Center. With decades of experience in two of the most important markets in the world, M56 has the expertise to establish the venue as a premier and new destination for tourists and residents years past. Our extensive experience for our clients has allowed us to consistently generate increased attendance and revenues. This business plan and a market we not only understand. We live and breathe it every day.

With our extensive experience in the study to determine the pricing and competitive market for One World Trade Center Observation Deck. The study examines how the venue will fit into both

the New York and worldwide market 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 observatories in North America, Europe and Asia. The report also examines pricing for the competitive attractions in New York City and provides guidance to determine pricing for this site.

We utilized this study to help us determine the number of visitors and the admissions price for our financial analysis. The HFMA report shows a median of 3.32 million visitors annually, with a range from 2.45 million to 4.2 million.

The executive summary of the report can be found in the report itself and the full report in Appendix B.

M56 has the expertise to make the Observation Deck at One World Trade Center not only a sustainable business, but one that over time, will consistently capture a rate of more than four million admissions. 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 why we are 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.

As a result of the RFQ process and in response to questions of this nature, we will utilize our proprietary timing and operations 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 entered into agreements with Marc Restaurants and Gerber Group to ensure that the food and beverage offerings will be top quality and maximize revenue. The restaurant on the 101st floor will provide spaces for millions of visitors who come to enjoy the unique experience we will provide at the Observation Deck.

Our food and beverage offerings will recently with our partners to provide a concession for food service on Pier One at Brooklyn Bridge Park. The offerings on the 102nd floor will include a quality lounge and event space that will maximize revenue generation. The Specialty Member Group is the national 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.



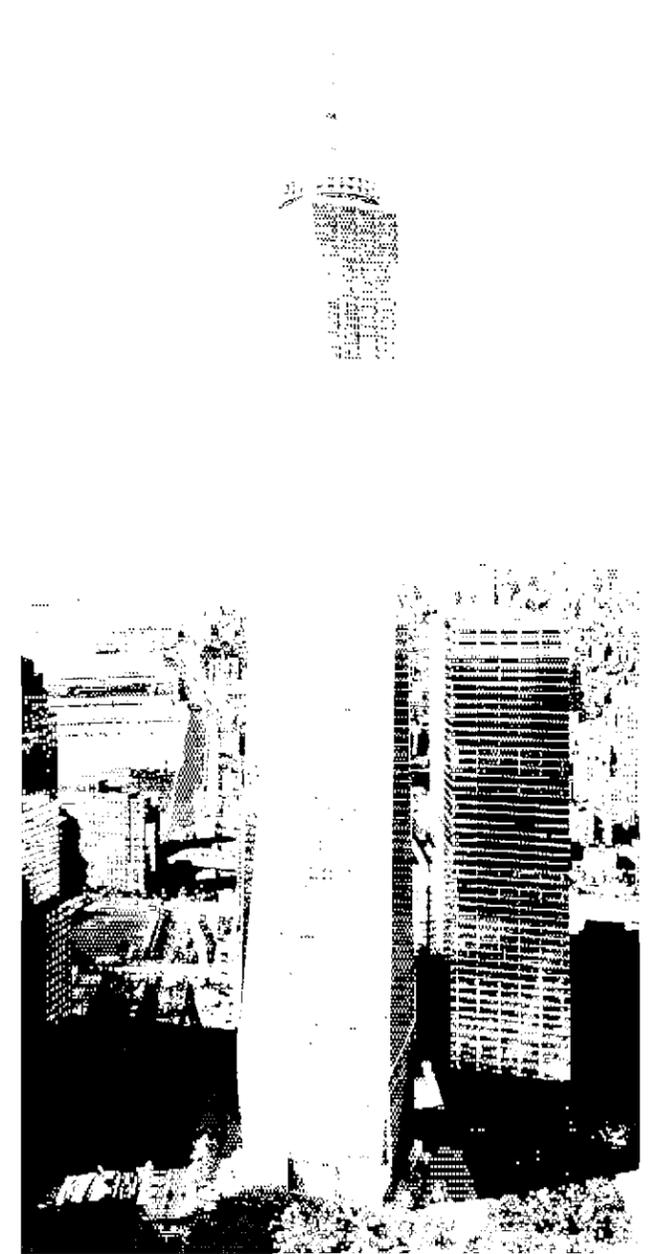
Photographic services will be outsourced to an outside vendor. M56 works with such vendors at our existing venues and understands how to maximize this portion of the business. While we have not yet chosen a vendor, we have worked with many over the past year and will structure the deal to maximize M56's revenue. For the past year, we have seen a significant increase in dramatic photos of customers being suspended 1,300 feet above the city.

Our existing and new marketing efforts will focus on building our reputation for being the obvious "first stop" for tourists in the city.

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

M56 will also operate the retail store at the top of the tower. We expect to generate significant revenue in partnership with the city. The store will be a key component of our marketing efforts and will generate revenue through the sale of merchandise. The store will also be a key component of our marketing efforts and will generate revenue through the sale of merchandise.

Our marketing efforts will focus on building our reputation for being the obvious "first stop" for tourists in the city. We will utilize both traditional and digital marketing outlets. This includes print, TV, radio, taxi, airport and street marketing. We will also utilize digital marketing campaigns with social viral marketing components. Finally, as we do at all of our venues, we will invest in top-quality brochures and flyers for distribution throughout the city. M56 has consistently mounted successful marketing campaigns across all of our venues in the Paris and Berlin markets. We have allotted \$2.0 million for the first year, including pre-launch efforts, and \$2.5 million thereafter. The breakdown of these costs is included in the financial model.



In France, we compete with the Eiffel Tower, which has shown an 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 we expect to reach 1 million visitors in 2012. In Berlin, the Top Tourist destination, we have been able to reinvent the tower as a first-class experience. Working within the constraints of limited capacity and occupancy allowances for that space, we set a new attendance record in 2011 by attracting more than 1.2 million visitors.

Our goal is to become the most visited observation deck in the world. We will achieve this by offering a unique, exciting, and world-class experience that will attract visitors from around the region, the nation and the world.

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



We understand what it takes to deliver a successful Observation Deck in a major, world-class city. We know how to create a unique experience that will attract visitors from around the region, the nation and the world. We know how to manage capacity and occupancy allowances for that space, and we know how to set a new attendance record. We know how to create a world-class experience that will attract visitors from around the region, the nation and the world. We know how to manage capacity and occupancy allowances for that space, and we know how to set a new attendance record. We know how to create a world-class experience that will attract 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 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 Department of Transportation 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, HR&A identified visitation to the One WTC Observation Deck, HR&A defined the

- VISITORS:** The visitor market included all individuals who live upwards of 5 miles from the site in New York City and within a one-hour drive of the site. The annual number of visitors to the 2000-2011 Competitive Set (CAGR) is 1.2%. At this growth rate (CAGR) of 1.2%, 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 competitive market included all individuals living within a one-hour drive of the World Trade Center site, roughly 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 projected to increase to 17.4 million by 2017.

- TOTAL MARKET:** Combined, the resident and visitor markets represent 67.9 million people in 2011 and 77.9 million people in 2017.

HR&A identified top visitor attractions in New York City to evaluate their operating performance. The attractions included:

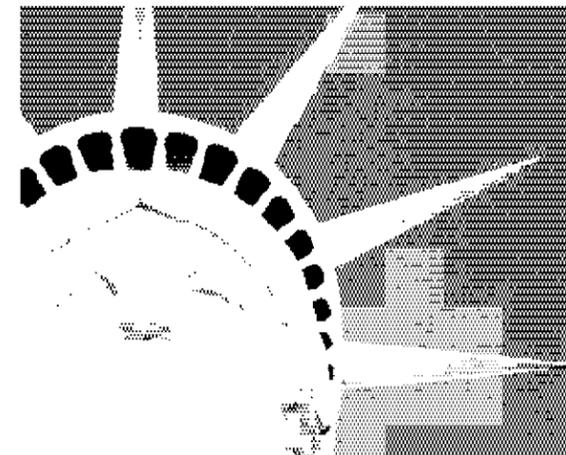
- Statue of Liberty
- Empire State Building (ESB)
- Top of the Rock
- Metropolitan Museum of Art
- Museum of Modern Art
- American Museum of Natural History
- National September 11 Memorial

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 was reported to be 3.4 million in 2012, fell within the range from 5 to 7 million on the assumption of site-wide construction.

- Of the venues that charge admission, ticket prices range from \$5.00 to \$13.00 for children and from \$13.00 to \$25.00 for adults. While the National September 11 Memorial is free of charge, it does still charge an admission 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 their admission, each venue offers a variety of other services with the exception of the National September 11 Memorial.



KEY FINDINGS

HR&A identified key considerations affecting potential visitation based on its evaluation of New York City visitor markets, operating venues, and comparison to other local attractions. HR&A believes that the following factors would positively affect visitation to the new One WTC 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 new visitation to the One WTC 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:

VISITORS PER YEAR.

Estimated Visitation, 2017

Scenario	1	6	5.5 %	4
Est. Visitation	76,000,000	2,450,000	4,180,000	3,000,000

HR&A conducted three separate analyses to determine the potential annual visitation to the One World Trade Center Observation Deck. The first analysis, a national analysis, used the time-series method of visitation for the One World Trade Center.

1. NATIONAL ANALYSIS

HR&A conducted a national analysis of total visitation to the One World Trade Center Observation Deck. The analysis compared the One World Trade Center Observation Deck to the Empire State Building, which is the second-most visited observation deck in the United States. The Empire State Building attracts approximately one-third of the 6.5 million Empire State Building visitors today, adjusted for overall market growth in 2017, the One WTC Observation Deck would generate 2.45 million visitors annually. This estimate is conservative because it excludes the positive influence of the One World Trade Center on the Empire State Building, which would generate a positive influence of the One World Trade Center.

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 performed 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 of 76 million people. This resulted in a potential visitation estimate of 4.2 million people to the 1WTC Observation Deck.

3. INTERNATIONAL VISITATION 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 (4.0 percent) fell within the range of the One World Trade Center Observation Deck. HR&A applied this median capture rate to the projected 2017 New York City visitation of 76 million people, resulting in a potential visitation estimate of 3.1 million people to the 1WTC Observation Deck. HR&A's national and local competitive set analyses confirm the potential visitation to the 1WTC Observation Deck of 2.45 million to 4.18 million annual visitors.

FINANCIAL PROPOSAL

INTRODUCTION

In the heart of Lower Manhattan, 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 built on a strong foundation of public and private investment. The result is an area that is one of Manhattan's most vibrant neighborhoods. Lower Manhattan will double the number of residents and attract over nine million tourists visit Lower Manhattan each year, including an estimated 4 million visitors to the September 11th Memorial. With nearly 90 million...

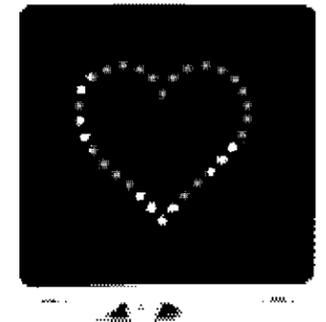
one of the largest office districts in the country, and its prominence will continue to grow as new commercial developments in the World Trade Center site...

In addition to the growth that has occurred in the area, the World Trade Center site, as well as new commercial office space, will transform the physical character and vitality 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.

The new 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 with retail, food and beverage, and observation on the 101st and 102nd floors. The building will provide one-of-a-kind panoramic views of the entire metropolitan area, including the New York Harbor and the East River.

Construction of the One World Trade Center is being led by the Skanska Construction Group, with the continued support of the City of New York and the State of New York. The One World Trade Center is a testament to the resilience and vision of the City of New York.

V. A significant portion of the investment in creating the most exciting Observation Deck, lounge, and event venue to open in New York City will be provided by the Skanska Construction Group in partnership with the Skanska Construction Group. The Skanska Construction Group is a leading provider of construction services and has been instrumental in the development of the One World Trade Center. The Skanska Construction Group is a leading provider of construction services and has been instrumental in the development of the One World Trade Center.



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 \$570 million through a combination of fixed and variable annual rent, a share of the net operating income, all at absolute net cost to the Port Authority of New York and New Jersey and the District of Columbia. 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 distribution of net operating income. The following sections describe the project financially, including capital and operating revenue and cost assumptions.

The District of Columbia is a unique property and we believe that the Owner should be guaranteed a significant minimum base rent that reflects the value of the property. This ensures that the Owner receive 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 operational 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 offer will not require any capital investment in tenant improvement allocations from the Owner.

We believe that the Owner should share in the success of the project. Our proposal provides returns to the Owner, including additional on-going income, in the form of percentage rent based on a percentage of top-line revenues. This provides for a total of \$570 million over the term of the lease.

4
Benefit to the community

M56 is committed to working closely with the communities in which it operates. Therefore, we plan to donate 1% of attendance revenues to local organizations in the neighborhood. We anticipate that this contribution over the lease term will be approximately \$10 million. This further investment is going to benefit the Lower Manhattan into the future through the work of charitable institutions.



FINANCIAL PROPOSAL

PAYMENTS TO OWNER

M56 will develop and construct the Observation Deck 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:

1. M56 will make a deposit on first year's rent of \$5 million to demonstrate our full commitment to the project. We will provide a deposit of \$50,000 for the first year of operation. M56 as a tenant of the Observation Deck, will pay a base rent of \$10 million at the start of the first year. This rent will cover the fit out of the Observation Deck during the first year. M56 will also pay a deposit of \$10 million against the first year's rent. M56 will also pay a deposit of \$10 million in the first year of operation.

2. M56 will provide a guarantee of \$18 million in the first year, totaling \$270 million over a 15-year period.

3. M56 will enter into a close working relationship with the Owner to ensure the Observation Deck is a successful attraction. To this

end, we are proposing a revenue-sharing arrangement that ensures that the Owner will not be left financially from the project. Furthermore, we will provide a participation rent on the basis of top-line gross revenues with M56 assuming all operating risks and costs of the project. We will structure our participation rent to reflect the different economic elements of our project and the different risks associated with it. M56 will also pay a deposit of \$50,000 for the first year of operation. M56 will also pay a deposit of \$10 million against the first year's rent. M56 will also pay a deposit of \$10 million in the first year of operation.

- \$15 million in guaranteed annual rent for up to \$35 million in gross revenue
- 55% of incremental revenue between \$35 and \$50 million
- 60% of incremental revenue between \$50 and \$75 million
- 65% of incremental revenue between \$75 and \$100 million
- 75% of incremental revenue above \$100 million

The participation rent structure in the Observation Deck will be unique to the project and will be based on 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 above \$12 million

The participation rent structure for food and beverage and events-related revenues will be based on 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

TO: M56 will develop and construct the Observation Deck 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:

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FINANCIAL PROPOSAL

Summary of Payments to Owner

This agreement covers the 15-year term of the lease for the Observation Deck. In addition, we assume M56 will be able to begin construction and put out in the fourth quarter of 2013. Over the term of the lease, M56 guarantees the owner \$1 million in up-front payment and guaranteed base rent. We estimate that additional payments will be approximately \$570 million for a total payment of \$571 million in nominal dollars. The following table summarizes the annual payments to be made over the lease term.

When the Observation Deck is completed and managed by M56, this will increase the front-end capital to the Observation Deck. In addition, M56 plans to make potential periodic capital investments over the course of the lease to ensure that the Observation Deck is 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 (\$MM)	Guaranteed Base Rent (\$MM)	Total (\$MM)
1	\$13,000,000	\$24	\$37,679,293
2	\$18,000,000	\$25,114,300	\$43,271,400
3	\$18,000,000	\$25,114,300	\$43,271,400
4	\$18,000,000	\$28,132,251	\$46,132,251
5	\$18,000,000	\$30,136,913	\$48,136,913
6	\$18,000,000	\$32,324,059	\$50,324,059
7	\$18,000,000	\$34,511,207	\$52,511,207
8	\$18,000,000	\$36,698,354	\$54,698,354
9	\$18,000,000	\$39,352,400	\$57,352,400
10	\$18,000,000	\$41,859,218	\$59,859,218
11	\$18,000,000	\$44,470,397	\$62,470,397
12	\$18,000,000	\$47,115,576	\$65,115,576
13	\$18,000,000	\$49,795,755	\$67,795,755
14	\$18,000,000	\$52,511,934	\$70,511,934
15	\$18,000,000	\$55,264,113	\$73,264,113

PUBLIC BENEFITS

Over the course of the downtown tourism economic development project, initially to 9 million visitors annually, supported by M56 for the duration of the lease. The World Trade Center will further support the growth of downtown as a tourist destination. In its first stabilized year, we estimate 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 queueing system, M56 has reduced the need to queue for the Observation Deck. The Observation Deck will be free to spend time in the area venues until the end of the admission time. During peak times, this may provide additional revenue to Observation Deck visitors to visit downtown shops and cultural institutions. The benefits to the City and the area will be realized through the economic activity generated by the Observation Deck.

FINANCIAL PROPOSAL

In addition to the local spending, visitation spending at the Observation Deck will generate significant retail sales tax revenue that will accrue to the City, the State and the MTA. M56 estimates that it will generate approximately \$2.0 billion in retail sales tax revenue and \$178 million in net revenue to the various agencies over the 10-year 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 \$1 million to local 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 all general construction, and ensure that the Observation Deck retail site is fully operational and ready to accept food venues, lounge and event space.

SOURCES OF CAPITAL

M56 will 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

Source	Taxable Sales	City (4.5%)	State (4.0%)	MTA (1.5%)	Total
Attendance	\$1,276	\$57	\$51	\$5	\$113
Photo	\$135	\$6	\$5	\$1	\$12
Retail (1)	\$50	\$2	\$2	\$0	\$4
Food	\$110	\$5	\$5	\$2	\$12

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

Contribution to Owner	\$5,000,000	MEI Equity	\$10,000,000
Capital Costs (FF&E (air))	\$2,500,000	MEI LT	\$10,000,000
Hard, Soft & FF&E Costs	\$29,000,000	EPIC Commitment	\$10,000,000
Interest & CAM Reserve	\$2,900,000		
Contingency	\$1,000,000		

FINANCIAL PROPOSAL

M56 will contribute approximately \$16 million to the project. In addition to current cash flow of \$19 million, M56 has \$100 million unused credit facilities in 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 \$100 million from Entertainment Property Trust

M56 has secured a debt commitment for \$100 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 currently investing in the Observatory in Chicago. EPT is based on Market Street in

Chicago. In its desire to make a substantial capital contribution, M56 anticipates that it will utilize \$7 million of EPT's \$100 million debt commitment.

EPT will provide \$7 million of debt to M56 at a 11.5% coupon and a 15-year term. While it will be interest only during the construction period, repayment will begin with principal and interest payments beginning a 15-year amortization schedule. Please see letter that details EPT's commitment to M56 for this project for all United States expansion plans. The contact information for EPT is as follows:

Project: EPT East
 Telephone: 212.1700
 Email: timl@eprkc.com

...the next investment we can make in the U.S.

...the next investment we can make in the U.S.

...the next investment we can make in the U.S.

April 27, 2012

Mr. [Name]
 [Address]
 [City, State, Zip]

Re: M56's investment in the World Trade Center

Ladies and Gentlemen:

Entertainment Properties is pleased to announce that we have secured a \$100 million debt commitment from EPT. We are an investment grade real estate investment trust with a market capitalization of \$3.5 billion and an annual operating income of \$19 million. 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 currently investing in the Observatory in Chicago. EPT is based on Market Street in Chicago.

I am very pleased to announce that we have secured a \$100 million debt commitment from EPT. We are an investment grade real estate investment trust with a market capitalization of \$3.5 billion and an annual operating income of \$19 million. 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 currently investing in the Observatory in Chicago. EPT is based on Market Street in Chicago.

EPR has been ranked in the top 100 real estate investment trusts in the world for several years. EPR's focus is on specialty entertainment, recreation and educational venues. EPR has a track record of successful investments in the U.S. and has a strong financial position. EPR 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 currently investing in the Observatory in Chicago. EPT is based on Market Street in Chicago.

FINANCIAL PROPOSAL

USES OF CAPITAL

The \$13 million of costs or “Uses” of capital can be broken into three broad categories: A) Construction (A) Lease Execution, B) Construction (B) Start-up Costs. They are detailed below.

A. COST THROUGH LEASE EXECUTION

Montparnasse 56 Tower expects to expend a total of \$2.5 to complete the RFP process and execute a lease with the Owner. Montparnasse 56 Tower expects to pay the Owner approximately \$5 million on its first lease payment. Thus, the total capital required through lease execution with the Owner is expected to be \$7.5 million.

B. CONSTRUCTION COST ESTIMATE

Montparnasse 56 Tower expects to engage in design-build construction with the Owner. Construction cost estimate includes: General Contracting (including construction of the “Plaza”), a full-service general contractor and construction manager, to provide a detailed cost estimate and project schedule. Including a 10% contingency, FF&E and FF&E, the total construction cost is estimated to be approximately \$20.0 million.

In addition to construction, Montparnasse 56 Tower will be responsible for FF&E and CAM through construction.

C. START-UP COSTS

Montparnasse 56 Tower expects to spend \$1.6 million for start-up costs. The 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 (\$62,000)
- POS/Telephone/CCTV Equipment purchase (\$290,000)
- Leasehold improvements and signage (\$1,000,000)
- Furniture and fixtures (\$500,000)

Montparnasse 56 Tower expects to cover the start-up costs prior to the Observation Deck opening.

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

In addition to the current flow of its current one-third of the total revenue on a regular basis in Manhattan, Montparnasse 56 Tower is expected to deliver a significant and sustained increase in revenue and occupancy. HF Associates, Inc. conducted a market research study that infers that the total visitation and occupancy of the Montparnasse 56 Tower Group, which has revenues in nine cities globally, including New York, and Landmark 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 the data related to food and beverage consumption related to the building.

Montparnasse 56 Tower will be working with the building owner and CBRE to estimate the total operating costs and Willis to estimate the total insurance costs. We are confident that the total operating costs will be covered by the revenue generated by the Observation Deck. The total operating costs of the Observation Deck are estimated to be approximately \$1.6 million per year. The total operating costs of the Observation Deck are estimated to be approximately \$1.6 million per year. The total operating costs of the Observation Deck are estimated to be approximately \$1.6 million per year.

Montparnasse 56 Tower is a similar facility in Frankfurt, Germany, one of the largest cities in Europe. It has a track record of successfully operating on and reinforcing the iconic status of tourist destinations and monuments, making them integral parts of an area's culture. Visitation to the Montparnasse 56 Tower in

Construction Budget* (in millions)

	2012	2013	2014
Construction	\$5.0	\$10.0	\$5.0
FF&E	\$4.0	\$2.0	\$2.0
Start-up Costs	\$1.5	\$1.5	\$1.5
Total	\$10.5	\$13.5	\$8.5

(1) 10% contingency for all construction

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Finally, it should be noted that our guaranteed base rent offer of \$18 million per annum, which is significant in itself, is based on our conservative estimate of 2 million M56 fully occupied seats per annum. We will attract many more visitors, and we have structured a generous revenue sharing arrangement with the Owner through participating elements at various milestones. This arrangement balances our need to recover our investment with a guaranteed base rent to share in the upside of the project. Using our marketing program, we estimate a total of 3.3 million visits per annum. The owner will receive a total return of \$570 million above the guaranteed base rent payment of \$18 million.

Revenue sources include: a) Ticket Purchase, b) Merchandise Sales, c) Retail, d) Food Vendor, e) Lounge, f) Event and g) Other Revenue.

Revenue assumptions are based on the HF study as well as the experience of M56 has in operating other venues. With the addition of the new venue, all revenue is expected to grow at 2.5% per annum.

M56 Ticket Price

Adult	Price	Discount	Discount	Price	Price
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	\$25.00	10.00%	10.00%	\$22.50	\$20.25

* Price includes tax and service charge.

M56 as a result of approximately 50 percent of the revenue will be shared with the owner. The full portion of the revenue will be shared with the owner on it. The owner will receive a total return of \$570 million above the guaranteed base rent payment of \$18 million.

And finally, the revenue from the ticket sales will be shared with the owner. The owner will receive a total return of \$570 million above the guaranteed base rent payment of \$18 million.

The VIP tickets allow the holder to proceed to the front of the line and are shared among a number of comparable venues and attractions. These ticket prices are supported by the price of comparable attractions in the area. The M56 will offer a VIP ticket.

Based on the assumptions described above, the M56 will generate a total return of \$570 million above the guaranteed base rent payment of \$18 million. The ticket prices will include a tax of \$0.25/ticket including tax of \$0.25/ticket excluding sales tax.

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Revenue Assumptions

<p>Ticket Revenue</p>	<p>... at ... price of \$20 ... This figure ... the market study ... M56 commissioned from H ... A.</p>		
<p>Photographic Revenue</p>	<p>Similar to M56's other Observation Decks, M56 has assumed a price of \$10 per picture and that 20 percent of all attendees will purchase a picture. Therefore, on average, the photographic revenue will be (\$10/picture x 20 percent of attendees) = \$2 million in Year 1.</p> <p>With the operation of 360-degree views and numerous photo opportunities, it is very possible to greatly exceed this revenue assumption.</p>	<p>Food Venue Revenue</p>	<p>With the operation of M56 Museum of Learning, Dining and Entertainment Events, the intended operator of the 101st floor Food Venue, M56 has assumed that the average photographic revenue of \$4/attendee or aggregate sales of \$4 million in Year 1. It has been assumed that the average Food Venue purchase will be \$10 and that 40% of attendees will make a Food Venue purchase.</p> <p>Mr. Murphy will take the food revenue income to a wholly owned subsidiary, sharing his ownership with ...</p> <p>Mr. Murphy is a ... winning ... the Big Mac, the Ditch Egg, Lobster Rolls and the Ditch 'Wich.</p>
<p>Retail Revenue</p>	<p>M56 has planned several retail areas which include 2,000 square feet of space in the Lobby, ... at the 100th and 101st floors.</p> <p>It will be a retail store with unique product offerings similar to what is available in the museum ... New York City. This will be in addition to the current products available in tourist venues, etc.).</p> <p>Based on M56's other decks, it has assumed that the average purchase threshold will be ... that 25% of all ... resulting in \$1.6 million in retail revenue in Year 1.</p>	<p>Lounge Revenue</p>	<p>Group, a premier operator of high-end lounges throughout the United States, including 6 locations in New York City, will operate the Lounge area.</p> <p>The lounge will be located on half of the 102nd floor and open at 11am and is currently planned to be open ... with the ...</p> <p>... of \$7 ... in other ... However, ...</p> <p>... anticipated ... over three million people and that it will be open, on average, six hours per day more than Gerben's other New York City lounges.</p>

<p>Event Revenue</p>	<p>The Event space located on the 102nd Street with its unparalleled view of the New York City skyline, will be one of the premier event venues in New York City. The space will have the opportunity for multiple events including business, celebratory or tour group related events, dinners, and nighttime entertainment.</p> <p>The Event space is located on the 102nd Street, Ditch Plain, New York. The space will be used for 10 events per year with an average of 125 attendees per event. The price of the space is \$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>
<p>Other Revenue</p>	<p>M&E assumes that in addition to the above mentioned revenue sources, there will be the opportunity to generate revenue from a number of other sources including:</p> <ul style="list-style-type: none"> • Other revenue from the work center, penny and other vending machines. • Other revenue from the work center, penny and other vending machines. <p>It is assumed that the work center will generate a net revenue of \$1.4 million in the first year.</p>

M&E will be responsible for the full cost of the observation deck. In addition to the upfront investment, achieving this goal will require significant annual operating costs including, but not limited to, the following:

- The Owner, M&E, estimates that the total annual Observation Deck operating cost will be approximately \$2.0 million. These estimates are based on an average annual visitation of 3.3 million visitors per year. M&E has experience with similar projects.

Expense Assumptions

The following table provides a high level breakdown and description of key cost items. The "Pro Forma Assumptions Tab" and "Pro Forma" 1 through 11 provide a detailed breakdown of all costs and assumptions. All expenses, except indicated otherwise, are grown 3% per annum. In summary, the major expense assumptions are the following:

the world as well as the local market. The project will be a key business in the New York City market. M&E has developed a flexible staffing 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 "Pro Forma" 1 through 11 provide a detailed breakdown of all costs and assumptions. All expenses, except indicated otherwise, are grown 3% per annum. In summary, the major expense assumptions are the following:

- Retail – 40% margin; \$6.6 million in year 1 – includes food, beverage, and other retail items
- Food and Beverage – \$1.0 million in year 1 – includes food, beverage, and other retail items, trucking and other expenses
- Entertainment – \$1.0 million COGS in year 1 – includes entertainment, printing and kitchen disposal
- Lounge – 18.3% margin; \$1.0 million COGS in year 1 – includes lounge, printing and other expenses
- Photography – 5% margin; \$3.3 million in year 1 – includes photography, printing and other expenses; 50% profit share with third party photography company

FINANCIAL PROPOSAL

* Unless otherwise indicated, all costs are in US Dollars (USD)

<p>Additional advertising and promotion costs for the first year, the budget will drop from \$3.5 million to \$2.5 million and there will be no spend thereafter. An additional \$0.5 million will be spent in the first year prior to launch.</p>	<p>This includes 17 staff on hand during opening hours (17 hours per week) for the first year. Additionally, it includes 1 staff member on hand during the first year prior to launch.</p>	<p>This line item includes the cost of waste removal. This line item includes the condenser water removal for the Food Venue, Lounge and Event bar.</p>
<p>This includes cost for management staff of \$4.5 million and other administrative costs of \$2.6 million. Management includes 4 directors, 2 full time directors of marketing, 1 director of operations, 1 director of creative and 1 director of technology.</p>	<p>This includes cost for management staff of \$4.5 million and other administrative costs of \$2.6 million. Management includes 4 directors, 2 full time directors of marketing, 1 director of operations, 1 director of creative and 1 director of technology.</p>	<p>This line item includes the cost of waste removal for the Food Venue area but, not the Lounge and Event area.</p>
<p>This includes cost for management staff of \$4.5 million and other administrative costs of \$2.6 million. Management includes 4 directors, 2 full time directors of marketing, 1 director of operations, 1 director of creative and 1 director of technology.</p>	<p>This includes cost for management staff of \$4.5 million and other administrative costs of \$2.6 million. Management includes 4 directors, 2 full time directors of marketing, 1 director of operations, 1 director of creative and 1 director of technology.</p>	<p>This line item includes the cost of waste removal for the Food Venue area but, not the Lounge and Event area.</p>

FINANCIAL PROPOSAL

	<p>TI... from the Owner... M56's property... expense item is grown... used on guidance from CBRE.</p> <p>... compensation (\$150K), umbrella liability (\$550K) and directors/ officers/ network... (\$100K)</p>	<p>The... million. Of this... is paid... million... the NF... 50 bas... year tr... payment... the... the Ow...</p>
<p>CAM</p>	<p>... \$10.65/gsf based on guidance from Owner</p>	<p>Dis... the guaranteed base... rent... at a 4.5... the... value of the total... to... is approximately... million.</p>
	<p>... all operating costs, aside from... This... affing, utilities, repair and... Large specific... not include... M... costs are carried el...</p>	
	<p>M56 is committed to donating 1% of gross revenue from attendance to a downtown charity...</p> <p>... % of revenues</p>	

PRO FORMA MODEL
 STACKING PLAN & SOURCES & USES

ONE WTC OBSERVATION DECK – 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 –

Weekend Daily Throughput			Weekday Daily Throughput				
	<i>Projected Demand</i>	<i>Accommodated Demand</i>	<i>Excess Demand</i>		<i>Projected Demand</i>	<i>Accommodated Demand</i>	<i>Excess Demand</i>
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%	\$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	0	\$0.25	
Graphics Design	\$200,000	\$1.67	
Consultant Reimbursable		\$0.13	
Graphics Material / Installation	\$100,000	\$0.83	
Exterior Signage	0	\$0.17	
Warehousing / Installation	0	\$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%	\$88,750	\$0.74	Assumes WTC sales tax exemption; Sales tax only on F&B
Freight	-	-	Included elsewhere
Contingency at 10%	\$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 – FITOUT COSTS

Soft Costs	Budget	per GSF	Description
Pre-Construction Services Fee		\$0.83	
Architect	\$10,000	\$9.18	
MEP	\$1,000	\$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	\$760,000	\$6.34	\$40,000/month for 19 months
Misc. - Consultant Fees	-	-	Not applicable
Misc. - Other	-	-	Not applicable
Soft Cost Contingency at 10%	\$348,000	\$2.90	
Total Soft Costs	\$3,828,000	\$31.95	

TOTAL COSTS **\$32,564,872** **\$241.78**

(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 –

VALUE

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																	
Adult																	
Child																	
Group																	
Concession																	
Other																	
Total Admissions Revenue																	
Other Revenue																	
Food and Beverage																	
Retail																	
Photography																	
Special Events																	
Lounge																	
Other																	
Total Other Revenue																	
Total Revenue																	
Expenses																	
Operating Expenses																	
Advertising																	
Construction																	
Depreciation																	
Insurance																	
Interest																	
Lease																	
Legal																	
Marketing																	
Maintenance																	
Professional Fees																	
Real Estate																	
Repairs																	
Salaries and Benefits																	
Travel																	
Utilities																	
Wages																	
Other																	
Total Operating Expenses																	
Allocated Building Expenses																	
PILOT																	
Site-wide Common Area Maintenance																	
Business Improvement District (BID)																	
Total Allocated Building Expenses																	
Cost of Goods Sold (COGS)																	
Food Venue, Lounge and Events																	
Retail																	
Photography																	
Total COGS																	
Operator Fee																	
Operator Fee (% Cash Flow)																	
Operator Fee																	
Capital Reserves																	
Capital Reserves																	
Capital Reserves																	
Other Expenses																	
Total Expenses																	
Net Operating Income (NOI)																	
Financing (A)																	
Total Financing Costs																	
Net Cash Flow																	
Distributions (B)																	
Shareholder Fee																	
Shareholder Fee																	
Net Cash Flow																	

Notes: (1) Construction period includes start-up costs and construction of the facility. (2) Operating period includes the first 15 years of operation. (3) The net cash flow is calculated as NOI less financing costs and distributions. (4) The net cash flow is calculated as NOI less financing costs and distributions. (5) The net cash flow is calculated as NOI less financing costs and distributions.

**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 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 – PRO

	Proposer Assumption (Unit Value)	Proposer Assumption (Percentage Value)	Proposer Description of Assumptions
Percentage Rent to Owner	\$24,679,293		<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
Start-up Costs	\$38,000,000		<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
Payroll			
Observatory/Retail Staff	\$4,278,273		<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
Security	\$6,186,297		<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)

PRO FORMA MODEL
ASSUMPTIONS (3 OF 4)

ONE WTC OBSERVATION DECK – PRO FORMA ASSUMPTIONS

	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 Cleaners, 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 activities 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 items (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 – PRO

	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	\$3,705,598		
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 included 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

The background of the slide is a complex geometric composition. It features several diagonal lines that create a sense of depth and movement. A prominent feature is a large, dark triangular area on the left side. To the right, there are lighter, more intricate shapes, including a series of small, white, rectangular blocks that resemble a staircase or a series of steps, set against a background of fine, repeating patterns. The overall aesthetic is modern and technical.

TECHNICAL PROPOSAL

M56 has developed a 19-month schedule design, construction, and launching One America Center, the newest and most prominent addition to the skyline in New York in years. This project will require choreography among the Owner, architect, and the development and operations team. This technical proposal outlines the critical path and key tasks M56 will undertake to plan and construct the venue, develop programming, and develop an interior fit-out plan. The following figure provides a month-by-month schedule of work tasks and milestones. The critical path plan is provided in the appendix.

Following construction, M56 will undertake the following:

1. **Fit-out and construction management:** M56 will hire a construction manager with fit-out and construction experience within complex development sites. This position will be filled by either a full-time M56 employee or outside consultant.
2. **Construction management:** M56 will hire a construction manager who will work closely with the Owner to develop



detailed construction schedule that coordinates with other building fit-out work. The construction manager will create a plan for interior fit-out and construction of the Observation Deck by the first quarter of 2015.

3. **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 required to complete 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 of the observation floors. In addition, Gensler will work closely with Gerber Group, led by Marc Murphy to complete

the interior design of the M56 observation deck.

5. **Development of program content:** M56 will hire a high-level program manager for One America Center in the second quarter of 2014. In cooperation with the interior designers, M56 will research and historical research to inform 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.)

This iterative process will result in a programming plan that is aligned with the venue's design.

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

1. **Interior design and fit-out:** M56 will hire a construction manager to oversee the fit-out and construction of the venue. The construction manager will work closely with Gensler and the construction team to ensure all required documentation is submitted to the City for permits. M56 will require the full cooperation of the Owner to expedite this process.

7. **Fit-out and construction:** The construction manager will oversee the fit-out and construction of the venue through a competitive bid process to select a construction contractor to oversee all on-site construction activities.

8. **Construction completion:** Achieving the milestone of being fully operational by the first quarter of 2015 will require construction to begin nine months earlier.

KEY

- ◆ 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 construction process. This work will include the completion of:

- Finalize menu
- Finalize recruitment and hiring strategy
- Finalize pricing
- Finalize marketing plan

10. Develop group sales strategy: Most immediately following license execution, M56's initial sales efforts will begin with its partners around the world. Group tours are planned year 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 and train staff: While M56's experienced management professionals will be heavily involved in development of the venue, the establishment of a full-time staff will be a critical element in launching the operation. M56 will hire the following additional staff to help launch the Observation Deck. A list of job formats and staff roles is included in the Management Approach section of this proposal.

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

In conjunction with their operations staff, M56 will also hire a retail office in Lower Manhattan, likely at One World Trade Center.

12. Finalize marketing plan: Once fully staffed, the marketing team will begin work for the launch with a focus on both on-ground and marketing activities. The focus will be in promoting the facility to the 1,200 global travel agents that M56 has most immediately followed in its operation as the developer of the venue. Our previous experience, most extensive on-the-ground efforts in New York will begin approximately 4-6 months before opening. These activities will include:

- Engaging local advertising through local F&B firms
- Establishing relationships with local print publications, City F&B, neighborhood retailers, etc.
- Plan and launch pre-opening media activities

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

9. Management Proposal

9A MANAGEMENT APPROACH/ MANAGEMENT AND OPERATING PLAN

In addition, the advantage M56 will bring to the Construction Deck is its ability to attract the most experienced and talented construction professionals who will bring their knowledge and expertise to the project. In concert with the construction process, M56 will establish a work management and coordinating team in the direction of a general manager working with substantial experience from his staff at our Franklin and Paris venues.

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

- **Director of Marketing:** To manage the site's multi-faceted marketing and promotional marketing efforts in conjunction with our existing marketing office and direct to work supported by two additional employees.
- **Security Director:** Responsible for all aspects of the site's safety and security, visitor screening and queuing. The security director, likely a veteran from a previous project, an official, with extensive experience in the property management team, will identify a reliable vendor to carry out the security plan which includes a staff of nearly 100 security-

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

- **Construction Manager:** To prepare a detailed program that addresses overall security, staffing and general management; the operations manager will have two assistants plus three other staff members.
- **IT Manager:** M56 will have a sophisticated information technology operation that includes its award-winning ticketing system, planned interactive exhibits, and mobile applications. We will hire an experienced professional and team to ensure that we can support an unmatched user experience.
- **Controller:** M56 will hire a controller and accountant 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 to develop and operate these components.



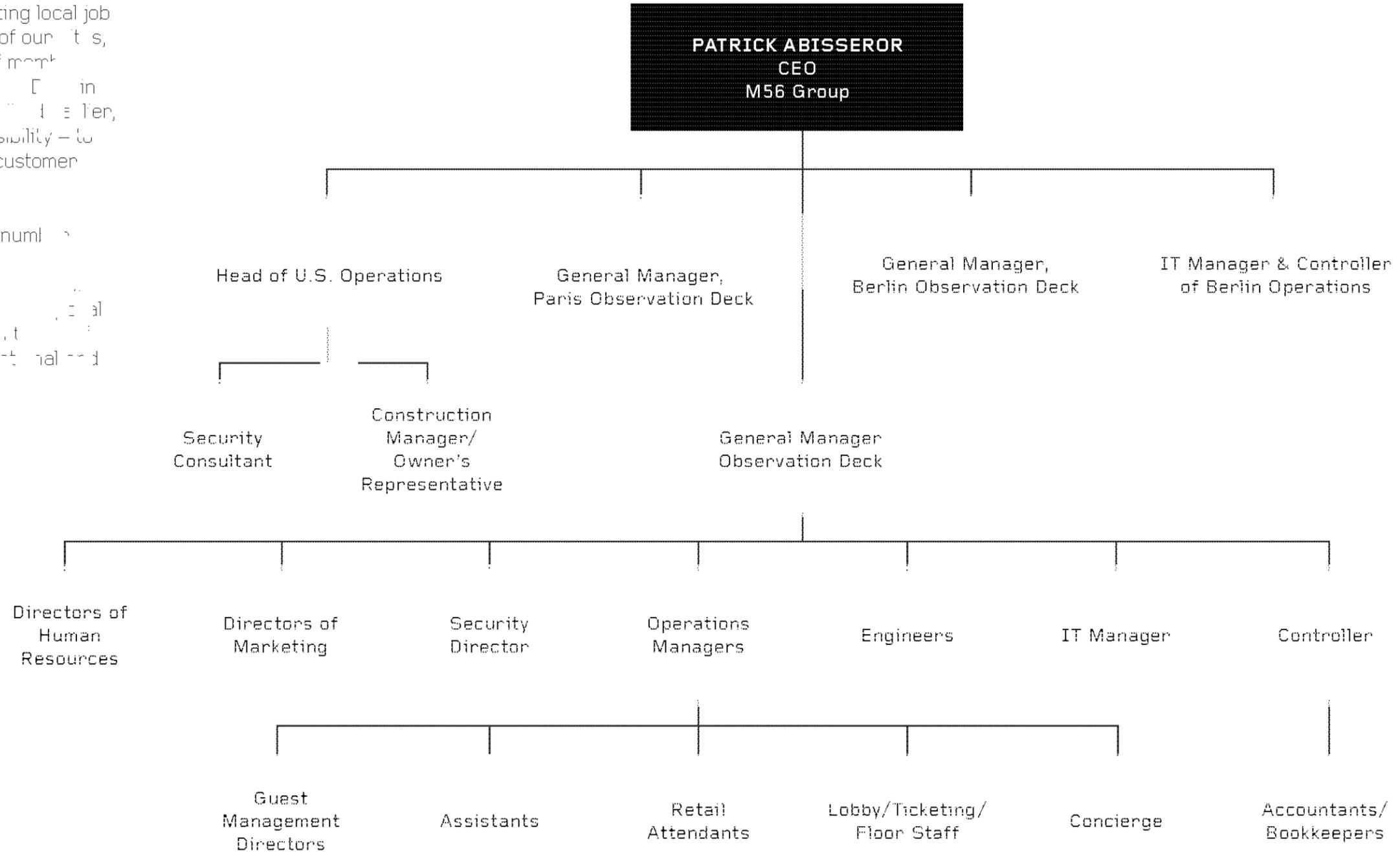
- **General Manager:** Gerber Group is known as the most influential general manager in the world – a reputation earned through iconic venues internationally, including venues such as The Whiskey, Whiskey Blue Lounge Room and Stone Rose Lounge. Setting out to provide an innovative nightlife experience, 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 "nightlife" with its unique venues.
- **Marketing Director:** Gerber Group leads New York City's premier nightlife Restaurants that operate in the heart of Tribeca, Landmark [located at Time Warner Center], Ditch Plains [located in 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, with Marc Murphy's growing popularity in the media as a regular judge on the Food Network hit show "Chopped" and with his frequent appearances in the mainstream media. Gerber Group's venues are hip and inviting with a sophisticated and are accessible to work and family diners.

9A MANAGEMENT APPROACH/ MANAGEMENT AND OPERATING PLAN

M... committed to creating local job opportunities. As with all of our... the 50% fully-hired staff member... in addition to... have one primary responsibility – to ensure the quality of the customer experience at the venue.

The... plans for the... and the... in the Financial... in the... project and

OPERATIONS DEVELOPMENT



OPERATING PLAN

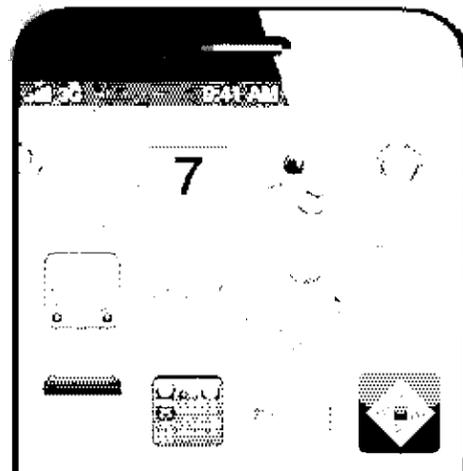
Four key principles, designed to maximize visitation and revenues, will drive M56's operating approach for the Observation Deck. These principles are: outstanding customer experience, innovative technology, worldwide marketing, and seamless security.

In order to provide a high-quality experience, the main priorities are to:

- Provide an unforgettable visitor experience with the help of knowledgeable, friendly staff. Guidance and information will be provided to the visitors by our staff members 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. The on-site staff members will be supervised by an Operations manager.
- The Group and Chef Marc Murphy will provide a food service that is significantly different from the offerings one would find at a typical visitor attraction. The observation Deck's offerings would be at a price point that is affordable to the broadest

middle market, yet at the same time will present new local popular favorites like the Big Marc burger, the Ditch 'n' the Ditch 'Wich.

- Create a continuously updated attraction. As with each of our sites – two of which completed major renovations within the last year – we plan to regularly refresh and update the interactive and audio 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 first-hand from our present sites, which have a strong track record of 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 methods 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 simple and effortless entry and check-in process. We aim to eliminate unnecessary and cumbersome waiting lines for our visitors. Our award winning ticketing system allows visitors to reserve in advance and to be notified 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 innovation to ensure that visitors take maximum advantage of their itinerary planning process, 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 technology will help tourists select an itinerary that meets their requirements and view their itinerary via text or email messages.

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 strategy that has led to our success 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 following segments:

- To reach tourists from all over the world, we will fully utilize our international advertising budget. In doing so, we will reach hundreds of thousands of potential clients worldwide.
- We will continue to work with World Travel Media to ensure that our Observation Deck visit is a top priority for international travelers, aiming at both to increase the number of individual travelers. The Observation Deck will immediately be included with various travel packages and we will continue to work with Downtown Development Corporation to ensure that the area is included on all travel itineraries in the area.

In addition, we will continue to work with our local partners, including the City of New York, the Downtown Alliance, and all other local tourism and economic development agencies and groups. We will also continue to pursue all media outlets to ensure that we have a presence in relevant features to promote the Observation Deck.

The public will be informed via the various media outlets. At the same time, their experience 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 continue to help our ambition and ensure that others to come to the Observation Deck. It is important content is continuously updated, ensuring that all visitors are satisfied with their visit and troubleshooting any 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.



- We will continue to implement a multi-faceted advertising strategy with an annual budget of \$1,000,000 for the year 1 up to the opening, \$3 million for the first year of operation and \$2.5 million per annum thereafter. Our advertising program will include a variety of [traditional, and non-traditional venue and new media platforms.

Gerber Group and Landmarc/Benchmark Events have extensive marketing reach that will position the Observation Deck as a place for both visitors to view the city 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 the most iconic locations. Gerber Group and Landmarc/Benchmark Events will utilize their marketing program bringing high-profile event to their international and international attention. They will also ensure that the Observation Deck is the most accessible 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.

The One 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 from the top. To accomplish this we will employ a team of 100 security professionals dedicated to monitoring visitor movements throughout their stay and we will install a cutting-edge security system covering the entire building. All machines will filter out all weapons that enter the premises.

In addition to providing our guests with a unique experience, our plan is to maximize total revenues. Entertainment will be enhanced by purchasing limited edition items, which will be available as a special souvenir. Visitors will have multiple opportunities to patronize the lobby and other areas on floors. Our food and beverage program will cater to diverse tastes and preferences, including a menu of treats to the highest end. Events will also be held on the Observation Deck, only substantial additional revenue will be generated by use of the space by our financial proposal. Our financial proposal for sharing our success with the owner.

On top of providing an outstar...
our... is designed to maximize total revenues.

MONTPARNASSE PROFILE

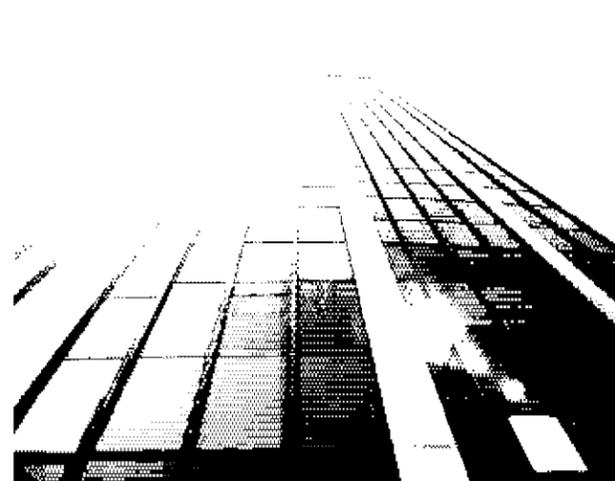
Montparnasse 56 s.a. (M56) was founded in 1975 when the company opened an observation restaurant on the 56th floor of the newly constructed Montparnasse Tower in the Montparnasse section of Paris' historic Left Bank. Until 2011, Montparnasse Tower was the tallest building in Paris and the city's tallest 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 architect, architect's firm — an architect's firm. In 1978, the company's management, the company was running at a loss and was 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 goal was to reinvigorate the site of the debt, including a long-term lease for the purchase of the 56th floor. This goal was achieved, leading to the successful, long-term redevelopment of the site.

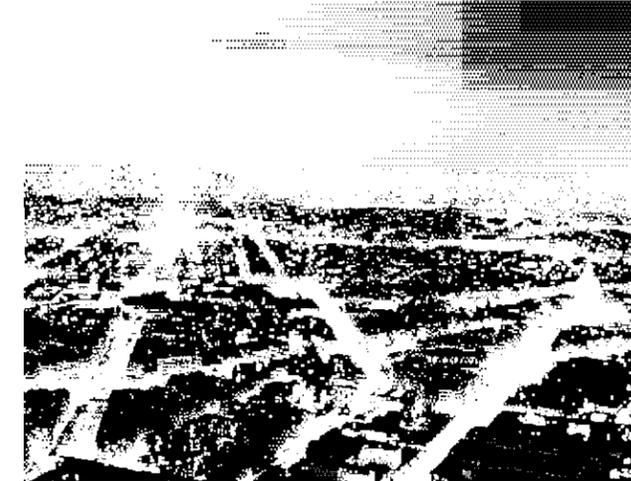
M56 owns the entire 16,000-square-foot 56th floor and the entire minimum. The 56th floor observatory was renovated in 2011 and is undergoing further renovations in 2012.

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 renovated the venue in a special way that enhanced the visual appeal for visitors. This upgrade — 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 is the most popular private attraction in France. M56's goal is to achieve one million visitors in 2012.



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

The Tower was constructed in the late 1960's by the former German Democratic Republic (GDR). The Tower — the tallest structure in the GDR — is the tallest structure in the GDR — 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 the observatory and restaurant. In 1990, M56 was the only company to submit an offer for the building 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
GERBER GROUP**

Gerber Group – known as the most influential nightlife operator in the world – has created iconic venues internationally through brands as The Whiskey Blue, Living Room, Stone Rose and W Lounge. Setting out in 1991, Gerber Group has a nightlife experience that has become its trademark. The Whiskey Blue, the Palm Beach Hotel, in 1991. Later that year, 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 flair. The company has also been recognized for its ability to create

venues that are not only for increasing revenue, but also for creating a unique experience. Gerber Group continues to expand with bars and lounges in leading national and international hotels including Starwood Hotels & Resorts,

Hotel Four Seasons, W Hotels, WorldVivo, Hilton Luxury Hotels, Stone Rose, and other Related Companies and the Gerber Group.

Its complete portfolio of properties includes: Whiskey Blue, Living Room, Stone Rose, Liliam and Stone Rose, Grill, New York, N.Y.; Whiskey Blue, Stone Rose & Grill, Chicago, Ill.; Whiskey Blue, Living Room, Atlanta, Ga.; W Lounge, Living Room, WET in Fort Lauderdale, Fla.; Stone Rose Lounge in Scottsdale, Ariz.; and Whiskey Blue and Living Room in New Orleans. Liliam 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.



The mark of anything is bad, but the mark of 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**

Mr. Gerber founded Gerber Group, in which he is the majority owner, in which he is the majority owner, and its full portfolio of properties, including the original in Los Angeles. The same year, the group opened its first property, The Whiskey, at the Fairmont Hotel.

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 Lounge at the Sunset Mountain Hotel, and the legendary Bar at the Morgan Hotel in Los Angeles.

1995

Mr. Gerber joined the firm, Gerber Group, and worked with the firm to help Armani to re-launch the brand in his Armani Cafes in Boston, Los Angeles, and San Francisco.

Whiskey Park opened upon Donald Trump's partnership with Gerber Group with infusing life into the Trump Parc building, located on Central Park South.

Mr. Gerber signed with Starwood Hotels and 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 Portfolio in W Hotels around the country and several properties were opened at various 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, New Orleans, Miami, and San Francisco at both the CityCenter and L.A. Live locations.

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

2004

Starwood Lounge opened in the Time Warner Center in New York.

The Whiskey Lounge opened at the Sunset Los Angeles. Other openings that year included Miami at Boca and The Penthouse in the Fairmont Hotel in Victoria, now ME Hotels. The group also opened The Beachhouse, Boca Raton, Miami Beach, in partnership with The Ritz-Carlton, all of which are now ME Hotels. The group also opened ME Cancun and ME Chery, a property at Red Rock Resort & Casino in Las Vegas.

For the partnership with Strategic Hotels and Resorts, the group opened the Whiskey Lounge at the Fairmont Hotel in Scottsdale, Arizona.



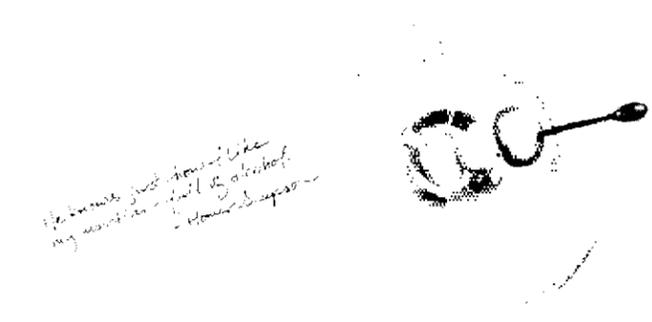
2008

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

The group also opened Whiskey Blue at the W Park 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.

The Chill opened in the W Park in Atlanta, Georgia.

Lilium, a new interpretation of Gerber's signature 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 metropolitan cities— Milan, Paris, Florence, Washington DC, Rome and London, to name a few. For some, growing up in a diplomatic family might be a bit unusual, but for Murphy, this diverse 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 acclaimed kitchens, including Le Miraville in Paris, Alain Ducasse at Louis XV in Monte Carlo and Le Cirque in New York. He was also Executive Chef at Cellar in the West Village on the World in the West Village, La Fourchette and his current venture, Landmarc [Tribeca] in 2004, as Executive Chef and Co-owner of Landmarc [at the Time Warner Center] in 2009. Murphy also includes

Murphy has logged more than 20 years in the restaurant business, including Le Miraville in Paris, Alain Ducasse at Louis XV in Monte Carlo and Le Cirque in New York. He was also Executive Chef at Cellar in the West Village on the World in the West Village, La Fourchette and his current venture, Landmarc [Tribeca] in 2004, as Executive Chef and Co-owner of Landmarc [at the Time Warner Center] in 2009. Murphy also includes

Landmarc [at the Time Warner Center] in 2009, Landmarc [Tribeca] (2007), Ditch Plains [West Village] (2007), Ditch Plains [Upper West Side] (2007), Ditch Plains Drop In (opened July 2, 2011) and Ditch Plains Events [Upper West Side] (opened March 2011).

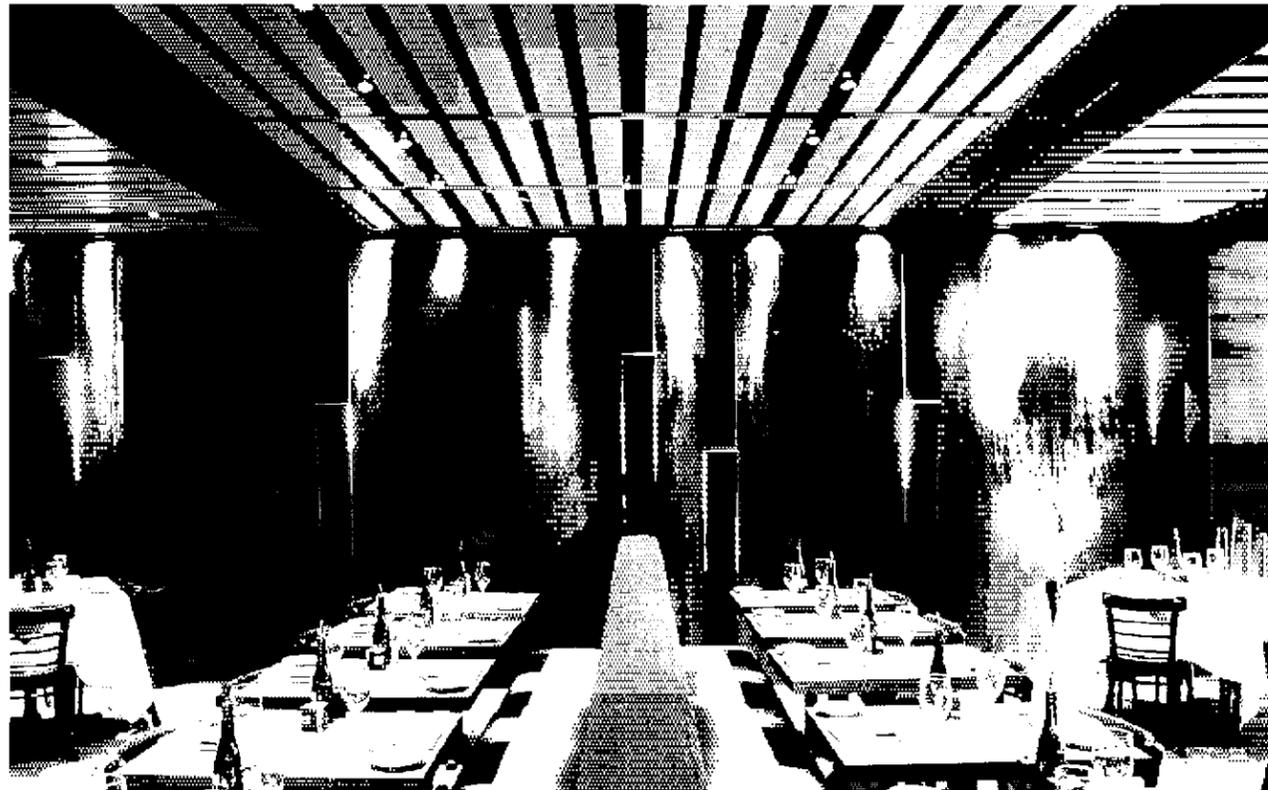
Murphy is also active in the industry through his work with restaurants as well, with a regular role as a judge on the Food Network's weekly hit, Chopped, as well as appearances on Iron Chef America, Hot Chefs, The Martha Stewart Show, Make My Day, The Best Thing I Ever Ate, The Best Thing I Ever Made, 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 member of City Harvest, as well as a member of their food council and is on

the advisory boards of Culintrotto Foundation NYC at the West Street Y and the Institute of Culinary Education. Murphy is also the official chef for the United Nations 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 success of each of its concepts, as well as with Marc Murphy's visibility and presence in the media. Our success in the marketplace is our unique approach to creating concepts that are casual, hip and intimate with a focus on quality and artistry that a wide demographic of diners can appreciate. We are a family driven



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

One Above is a company built for growth, with a proven model with a flexible, 100% turnkey approach. Perchmanoff's team has successfully executed this model in a variety of states of the market. Our team can leverage all of the resources we have to effectively conceptualize, create, deliver and service a new venture. Our scope of work includes providing the following management services for our clients: business plan development, operations management, accounting, centralized financial reporting, 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 the New York City Fire Dept, the New York Fire Department, the New York City Police Department and the New York City Fire Department make us a valuable asset to any neighborhood.

The Landmarc Group is a leading Benchmark Franchise Group. Chef Marc Murphy, the burgeoning restaurant group led by Marc Murphy is simple: we are creating yet unique eateries that are creating a community for our staff while thriving in the competitive world of New York City restaurants. With strong roots in each of the cities they inhabit, the restaurants in the Landmarc 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 at Landmarc or ditch dogs and burgers at Ditch Plains, each restaurant is passionately committed to providing a world superlative dining experience that moves well beyond its competitors' expectations.

RESTAURANTS

Landmarc
179 West Broadway
New York, NY 10013
Opened March 2004

Ditch Plains [West Village]
29 Bedford Street
New York, NY 10014
Opened May 2006

Landmarc [Time Warner Center]
10 Columbus Circle, 3rd floor
New York, NY 10019
Opened May 2007

Ditch Plains [Dough Dough] at Brooklyn Bridge Park
Brooklyn, NY 11201
Opened July 2010

Urban Hill
100 West 11th Street
New York, NY 10014
Opened March 2011



...aces... yet unique...
focus on creating a community... ts diners
and staff while thriving in the b... eck

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 Benchmark Restaurant by Marc Murphy and Francesco Esposito by Marc Murphy, have agreed for Murphy to provide the food at the new Polo Lounge at Time Warner Center.

Gerber and Murphy are now bringing their operating expertise to provide 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 excellent reputation from local residents and tourists alike offering exceptional service and the highest quality in food, beverage and coordination.

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

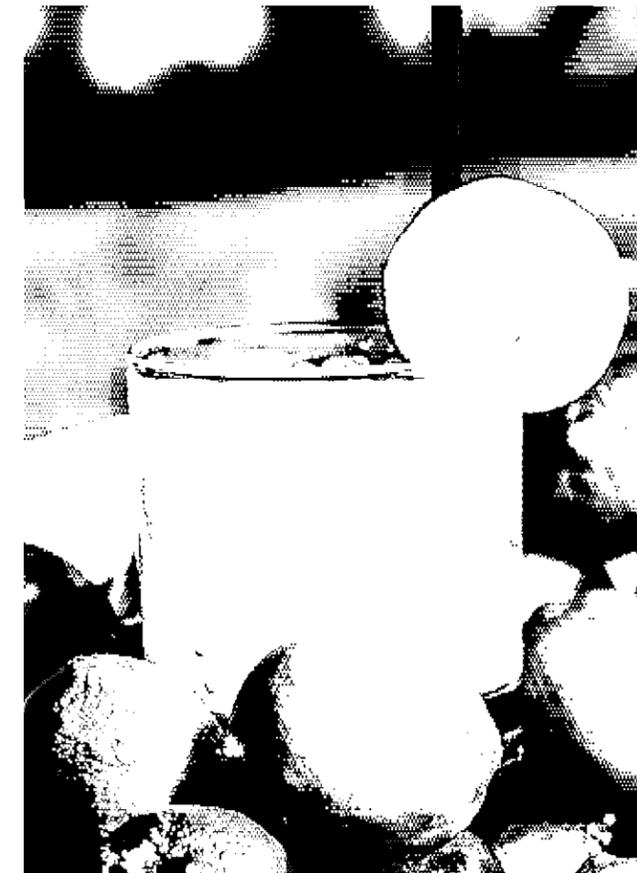
This partnership, with the E&O, E&O's existing operating Ditch Kitchen at Pier One, Murphy is no different from the needs of building New York City. The Polo Lounge at One World Trade Center is a hub of activity and a place where residents and visitors can afford to spend their time.

THE

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 - visitors while embodying that classic New York vibe, making it the place to see and be seen for visitors and local residents.

Gerber and Murphy will work to ensure a profitable and vibrant One WTC. By marketing this space to tenants of the building, local businesses and tourists and leveraging their ability to further market the building's location throughout the region and 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 happen national and international events, this flexible events space will accommodate the full spectrum of event styles, whether hosting a rehearsal dinner, wedding or corporate event or hosting movie premieres, fashion house fetes and the Tribeca Film Festival. Gerber and Murphy will ensure their clients and guests have a memorable experience at One WTC that makes it a destination.



**9B SPECIFIC QUALIFICATIONS AND EXPERIENCE
GENSLER**

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 brand and design development for our clients in order to create a fully integrated experience. We develop a holistic approach to brand strategy, identity design, graphic communications, environment, interior design, and wayfinding projects from concept through to implementation to ensure the original design intent is maintained. We are adept at working with clients, major contractors, and all relevant stakeholders to ensure ideas are effectively and efficiently implemented.

Every possible point of contact is an opportunity to make a guest connection and create a positive impression for the brand, which builds loyalty and affinity and eventually, business. It is important, therefore, to have a clear vision that encompasses the full range of touchpoints throughout the guest experience.

At Gensler, we understand that it is crucial to not only create a user experience that is functional, but also to create a user experience that is dynamic enough to provide a memorable brand experience that encourages people to return over time. We are committed to not only 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 Hotel Group
Montparnasse Hotel, Montparnasse 56 USA LLC

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

1990 – 2002

General Manager of FIAPAD SA (France)

1983 – 2001

Assistant of the Mayor in charge of the financial budget (10,000 people)

1981 – 1990

Director of the Montparnasse Hotel (reception, management, financial)

French national, Degree in History

- Member of the World Young Entrepreneurs Association with 750 attendees from 100 countries, travel and business with worldwide

- Member of the National Council for Tourism

- Member of the Montparnasse Hotel Building Committee which represents a condominium of 280 owners. He also served as president of the building committee and president of the management committee

- Member of the board of directors of the National League for Antiquities and Local Cultural Heritage (ONELAC), Paris

Member of the National Association of Hoteliers and Restaurateurs

ERIC DEUTSCH

Vice President, City of New York
January, 2011

Specialized in urban and economic development with more than 15 years of experience

- Member of the Clinton Group

- President Alliance for Downtown New York

- President and CEO East Village Navy Yard Development Corporation

- Senior Vice President New York City Economic Development Corporation

- Executive Director New York City Industrial Development Agency

- Executive Director of the City of New York

- Manager KPMG Real Estate for Hospitality Practice

- Assistant Vice President of the City of New York

City of New York
Department of Architecture,
Planning and Conservation
M.S. Real Estate Development

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

9C SPECIFIC QUALIFICATIONS AND EXPERIENCE OF PROPOSER'S STAFF

JEAN-MARC CHAMPROBERT

Sales Manager
Montparnasse 16 Group

15 years of professional experience in
Sales Manager at Montparnasse 16
Group since 2006

1992 – 2003:
Sales group Manager at
Flur Hotel Group

Master in Administration
Economic Management (IFOCUP RUIV&L)
Lyon

- Define the strategy of the trade policy in the hotel industry
- Determine business targets and market priorities
- Control the performance of our sales offices in France, India, New Delhi, London and Sao Paulo through his efforts: total sales increased by 10% in 2011 (three-fold increase)

BERND ZIEGLER

15 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 "Corti Festsstuben" at
the Hotel Ambassador in Berlin

1987
Diploma Certificate of Secondary Education
Mathematics

15 years of professional experience in
Tourism, IT Manager and Controller of the
Berlin Tower since January 2008
Responsible for the IT system at the
lower and controlling all purchasing
contracts, financial statements, financial
results, budgeting, supervising the
accountability system including F&B
Management

CHRISTINA AUE

15 years of professional experience
in Tourism, Marketing 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

Language Studies
(Diploma of State)

- Member of the Marketing Committee World
Forum Towers

**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 page limit— M' wishes

in R'.

E

F

M' Group and E acknowledgments, List of Proposer and letters of reference from the of Paris and lin. The complete of Proposing can be found in

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

Page 28

Attachment E – Company Profile – Contact Information

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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	██████████
Montparnasse 56 USA Corp.	c/o Cleary/Gottlieb Steen & Hamilton LLP, One Liberty Plaza, New York, New York 10005	██████████
Montparnasse 56 Illinois Corp.	c/o Cleary/Gottlieb Steen & Hamilton LLP, One Liberty Plaza, New York, New York 10005	██████████
Montparnasse 56 Chicago LLC	c/o Cleary/Gottlieb Steen & Hamilton LLP, One Liberty Plaza, New York, New York 10005	██████████
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
Te mus in Deutschland und Ar a TIG GmbH	Panoramastr. 10178 Berlin, Germany	N/A
TU-Turn - tronomiegesellschaft mbH	Panoramastr. 10178 Berlin, Germany	N/A

NEW YORK 25512 1

9D PROFILE OF THE PROPOSING TEAM
ACKNOWLEDGEMENTS

ACKNOWLEDGEMENT

I, the undersigned, 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: _____
Title: _____
Date: _____

ACKNOWLEDGEMENT

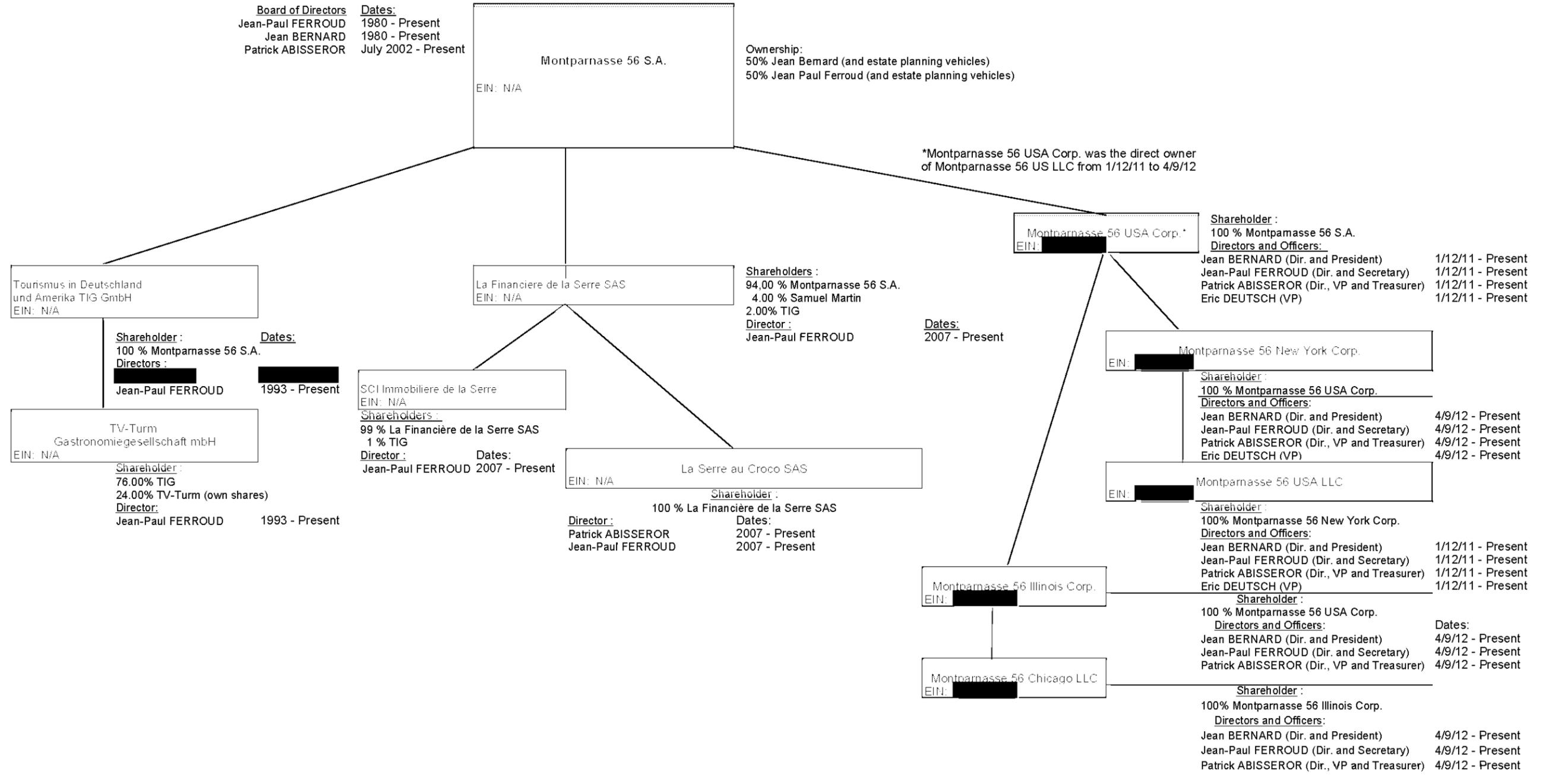
"I, Scott Gerber, Manager of After Midnight Company, LLC d/b/a Gerber Group ("GG"), hereby acknowledge and confirm awareness of, and agreement to, GG's participation and role on Montparnasse 56 USA LLC's team with respect to providing Food and Beverage Services in connection with the Observation Deck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

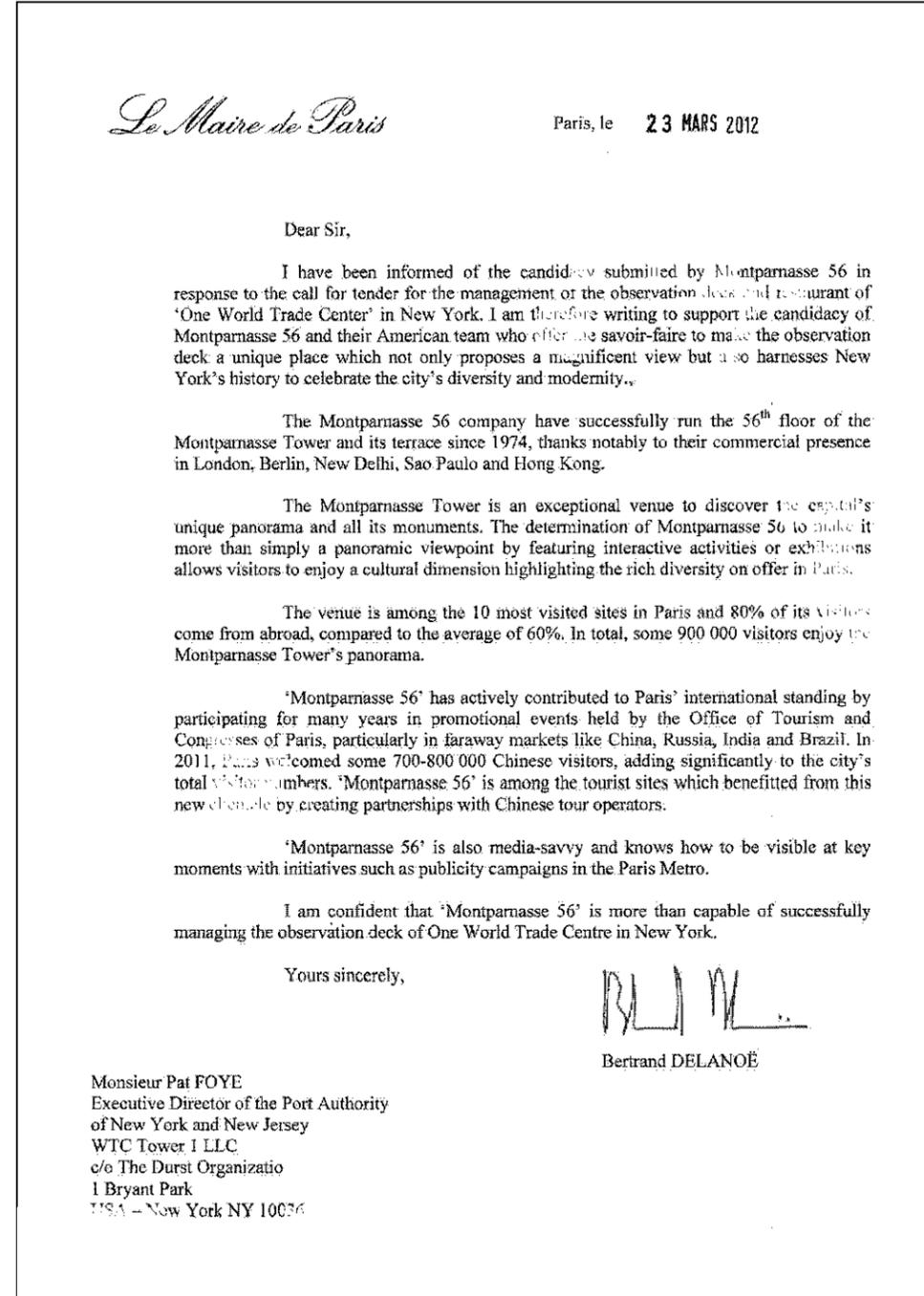
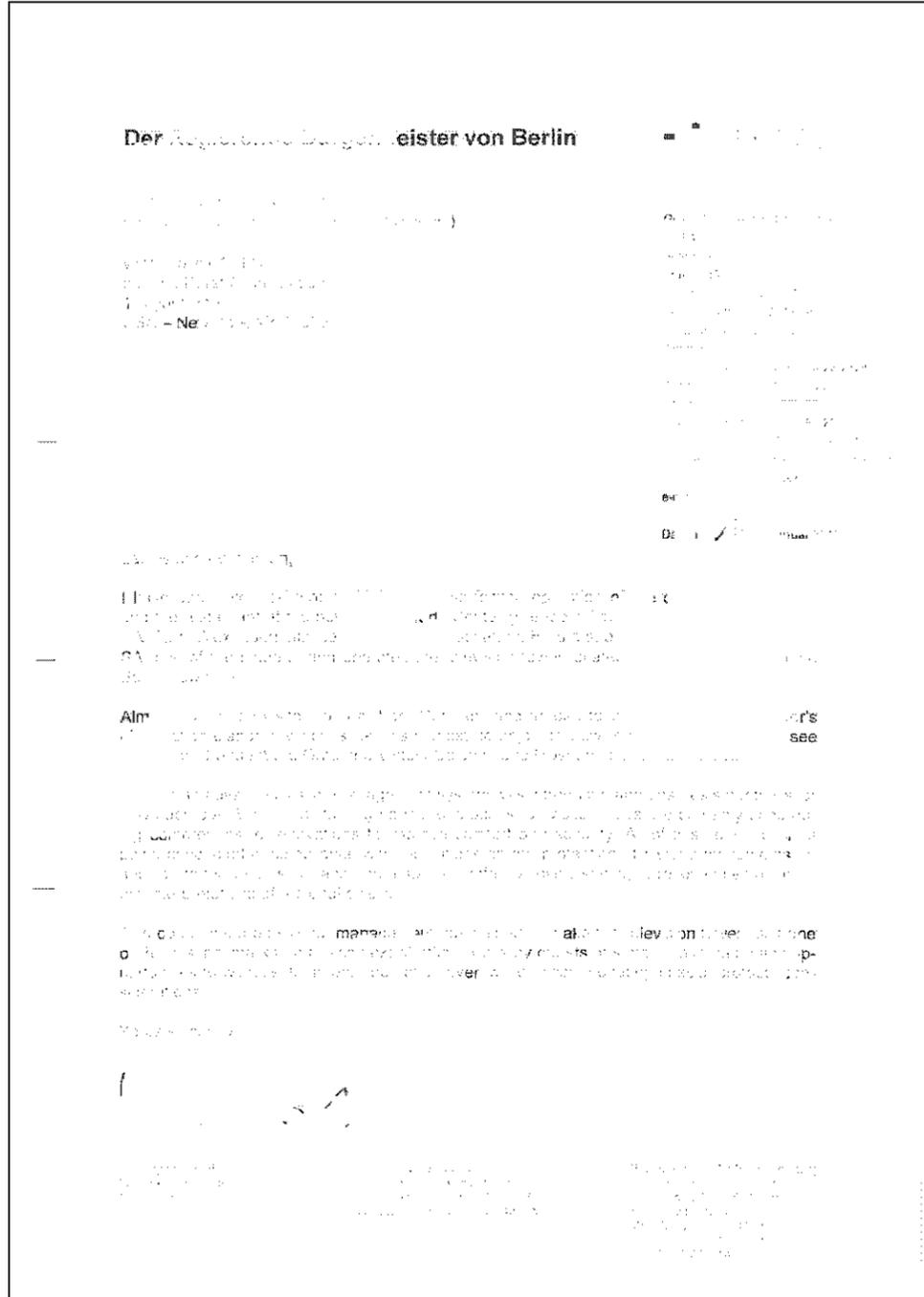
By: 
Name: Scott Gerber
Title: Manager
Date: 5/3/12

NEWYORK.2551673.1

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

MONTPARNASSE 56 GROUP





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 proceedings. There have been no actions related to any procurement or any contract that have been concluded with the company.

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

