

Overall Strategic Business Model

Mohegan Sun is a stable, well governed, financially transparent destination casino operator that is a highly regarded enterprise in both commercial and tribal business. Our business practices, like our brick and mortar facilities, are “built to last.” We practice with every operating decision to seek a balance between achieving the best financial results and delivering to our team and to our guests the best possible experience. We will not sacrifice our values to achieve excessive financial gains.

Our initial business plan is guided by the overriding business objective of achieving projected revenues and enhancing the overall attractiveness and awareness of the region surrounding the proposed site for Mohegan Sun at the Concord. This strategic plan is multi-faceted and includes tactics relating to the following seven areas of discipline:

Product Review

We will review the product delivered to ensure that it best meets the experience of a destination resort in the area of Upstate New York and in a manner that complements and enhances tourism, travel and lodging. We will determine the adjustments required and execute the same in accordance with our budgeted objectives.

Financial Discipline

We will measure our financial results in both revenue and expenditures, determine the appropriate deployment of capital and other resources required to achieve the expected results. Always guided by our core values, we will conduct regular, disciplined reviews to ensure that we are achieving our obligations to the State of New York, to our team and to our shareholders.

Marketing

Based on our current enterprise database we will make a complete measurement of the geographic region that we expect to dominate, determine where and how we can grow the opportunities in this region through a variety of mediums and develop the tactics to achieve same. Furthermore, we will establish a working initiative with the appropriate tourist agencies, both at the state and regional levels, to encourage visitation from geographic regions well beyond our reach, both nationally and internationally.

Customer

We will profile our customers within a regional database we plan to develop, to determine a variety of demographics, budgets, product interest, dining habits and experience retail experience and other objective information available to us before opening and we will update that profile post opening in order

to guarantee that service is properly focused and that our rewards and promotional activities fit. We will adjust according to what we learn and to an ever-growing sophistication of our data.

Competitors

We will identify new factors, if any, presented by our competitors, potential competitors, or general market conditions that favor or hinder such competitors. We will reposition our marketing, products and services to ensure that we track toward our stated objectives and that we satisfy the needs of our valued guests.

Quality and Service

We will measure the satisfaction of our guests regarding a variety of metrics. Notably, we will be guided by two overriding survey factors: the intent of a patron to return to visit us and the willingness to recommend us to others. Attachments VIII.A.5.1; VIII.A.5.2; and VIII.A.5.3 demonstrate the guest survey, guest service score and guest service update we currently use at our Mohegan Sun Connecticut facility. Similar surveys will be used at Mohegan Sun at the Concord.

Culture, Training and Resources

The Mohegan Sun guest experience begins with our commitment to our internal team. The team at Mohegan Sun possesses a culture of caring leaders, quality internal services, and passionate staff who are hired for their internal locus control. We believe that such behavioral control, quite simply, reflects happier people and translates into happier guests. Our business plan includes aggressive efforts to identify and hire these individuals.

Primary Overarching Business Objectives and High Level Tactics:

We are always firmly guided by our core values:

- Blowing away the customer
- Developing passionate and dedicated employees
- Continuously striving for perfection
- Bottom-line performance

Mohegan Sun practices, with every operating decision, to seek a balance between achieving the best financial results and delivering to our team and to our guests the best possible experience. We will not sacrifice our values over profits.

Achieve targeted slot and table games revenue projections, always being guided by our core values:

- Execute marketing plan and media spend plan to create maximum awareness throughout our geographic region.

- Aggressively pursue long-established regional database contact prior to Mohegan Sun at the Concord opening and establish the direct mail rewards and frequency program.
- Introduce player card “Momentum” program to establish guest controlled rewards and to cross market to other Mohegan Sun properties.
- Establish aggressive on-site visual awareness and player services team to further grow the size of the regional database, including the feeder markets of Connecticut, New Hampshire, Massachusetts, Rhode Island and Maine.
- Complete a training curriculum and provide guest service training broadly to the slot service and table service teams including, slot attendants, security, cage and cashier personnel, pit clerks, table game and poker dealers, marketing service representatives, bus service representatives, cocktail service personnel, and the entire casino leadership team.
- Establish the slot dispatch program to deliver the shortest wait time and the maximum satisfaction on slot machine jackpots and machine malfunctions.
- Assess staff turnover logistics to ensure that facilities and retention programs are sound. Target yearly turnover to 20% or less.

Maximize critical mass in order to achieve projected non-gaming revenues, always being guided by our core values:

- Identify the underserved geographic markets and capture them through our marketing and media plans.
- Leverage messaging through the quality and uniqueness of our retail, food and beverage, hotel and adventure park offerings.
- We will ensure that our marketing reach is sound and complete both within and outside our geographic.
- The access/egress plan to our site will be managed to deliver a hassle-free experience.

Maximize EBITDA and EBITDA margins, always being guided by our core values. We will not sacrifice our values over profits.

- Identify practical efficiencies in labor, the organizational structure, supplies and services through a scheduled monthly management review.
- Monitor results of the monthly marketing analysis that identifies spending by Average Daily Theoretical spending in order to more effectively allocate authorized marketing dollars.
- Minimize the impact from the high cost of utilities and maximize the effect of our green energy initiatives through the continuous technology review process and conservation efforts.

Ensure guest satisfaction through guest surveys.

- Begin the guest survey process to measure satisfaction, intent to return and willingness to recommend.
- Analyze monthly trends of guest service scores by department to determine ongoing action plans.
- Enhance developmental leadership training as it relates to the Mohegan Performance Plan.
- Conduct weekly property zone inspections.

- Institute at opening the team training facility review to identify and report damage to walls, carpets, furniture and equipment.

Initialize regional marketing programs to foster improvements in tourism for the Upstate New York Region.

- Create partnership support with appropriate venue booking websites or businesses, tourism efforts with transportation, member cross-marketing, on-site tourist exposure and other initiatives.
- Monitor and grow the Mohegan Sun at the Concord Momentum Program to enhance regional business as demand warrants.

Use training and round tables initiatives to establish and ensure labor neutrality understanding with all Mohegan Sun internal leadership.

- Initiate a direct working relationship with successful labor bargaining units to ensure open communication with labor leaders and to provide training that ensures extraordinary guest service.

Establish a sound regulatory compliance.

- Work directly with NYS Gaming Commission staff to determine the working relationship and ground rules for communications and compliance.
- Work directly with the New York State Police to determine the working relationship and ground rules for communications and compliance.
- Establish internal reporting to ensure that communications are adhered to.
- Initiate and facilitate effective responsible gaming regulations.
- In addition to training as required by the Gaming Commission, supplemental training will prepare our leadership to know the Responsible Gaming Policy and to embrace the Mohegan Sun philosophy on recognizing the negative impact on individuals and families who are experiencing gambling-related problems.
- Our leadership will be knowledgeable in self-exclusion policies and resources available to patrons troubled with gambling problems.
- The technological, marketing and analytical teams will work with the Gaming Commission to develop the platform required to periodically deliver the patron database to the Commission.

Conduct a six-month review of capital needs, always being guided by our core values.

- We will determine if enhancements are required to ensure that the product is complete and up-to-date.
- We will ensure that adjustments required are identified, budgeted and approved.

Commit to a highly adaptable, diverse, and effective organizational structure.

- We will demand qualified diverse hiring.
- We will demand equal access to personal growth through succession planning.
- We will passionately live by our core values.
- We will be the employer of choice.