

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Exhibit VIII.A.5 A Qualitative Five (5) Year Business Plan for the Proposed Gaming Facility Describing, at least, the Components and Projected Results of the Material Revenue Lines and Expense Categories of the Proposed Gaming Facility, the Applicant's Sources and Availability of Financing, the Principal Business and Financing Risks of the Proposed Gaming Facility and Plans to Mitigate those Risks

**The Grand Hudson Resort and Casino
Business Plan**

Table of Contents

I. The Project.....3

 I. A. Project Vision.....3

 I. B. Location.....3

 I. C. Project Description.....4

 I. D. SWOT Analysis.....10

II. The Customer.....11

 II. A. Target Market Segments.....11

 I. B. Gaming Revenue Estimates by Market Segment.....18

III. The Competition.....19

 III. A. Casino Resort Competition.....19

 III. B. Catskills Casino Competition.....26

 III. C. Racino Competition.....26

 III. D. Future Downstate Competition.....29

IV. Grand Hudson Business Strategy.....30

V. Management.....31

 V. A. Full House Resorts.....31

 V. B. Management Team.....32

VI. Human Resources Plan.....35

 VI. A. Staffing.....35

 VII. B. Recruitment and Training Timeline.....38

VIII. Summary of Marketing Plan.....40

 VIII. A. Casino Marketing Objectives.....40

 VIII. B. Casino Marketing Strategies.....40

 VIII. C. Player Reward Program Strategies.....42

 VIII. D. Tiered Reward Program Strategies.....43

IX. Risk Assessment.....44

X. Financial Summary.....46

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

I. The Project

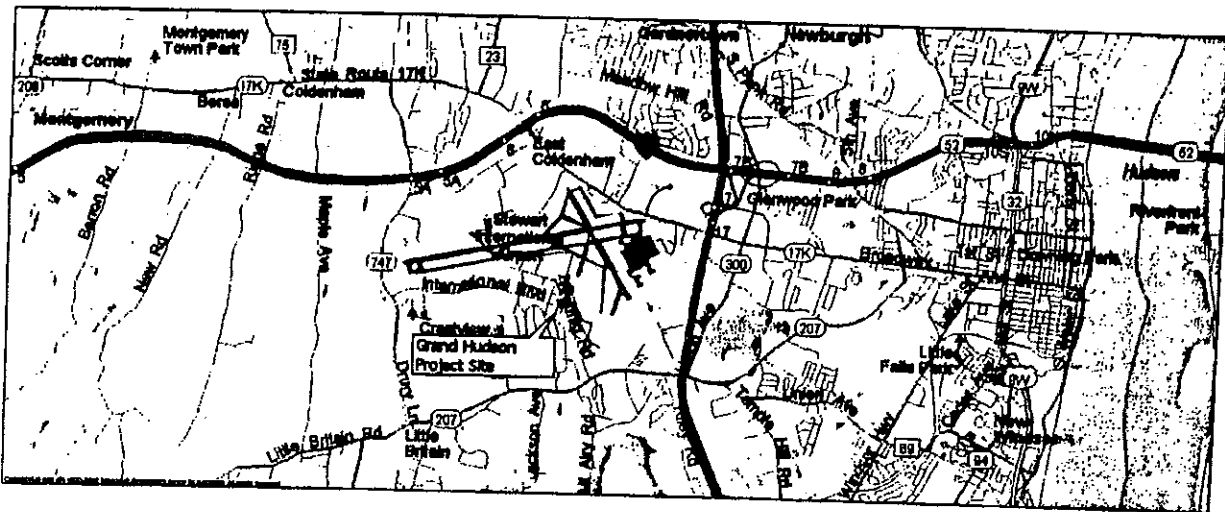
I. A. Project Vision

The Grand Hudson Resort and Casino is envisioned to be a destination resort that is reflective of the culture, cuisines and heritage of the Hudson Valley. First and foremost, the project is a casino-resort, designed to provide gaming entertainment along with a wide array of dining and entertainment options to visitors of the Hudson Valley and the Catskills.

While its intent is to be a must-see attraction that attracts regional, national and international tourism, the Grand Hudson is first and foremost a community-oriented project, providing outstanding career opportunities across a broad spectrum of industries including hospitality, gaming, retail, engineering, life safety and environmental sciences. It is a project that is designed to enhance the economic vitality of the surrounding region by creating jobs, attracting tourism, promoting green technologies, providing tax dollars for community needs and enhancing the region's economy.

I. B. Location

The Grand Hudson Resort and Casino ("Project") will be located on a 140 acre land parcel directly opposite Stewart International Airport at the intersection of International Boulevard and Breunig Road in the Town of New Windsor, NY. The Project is easily accessible via International Boulevard, a four lane arterial roadway that connects to Interstate 84, which in turn connects to the New York State Thruway (Interstate 87), five miles to the east. Interstate 84 links Scranton, PA to the west with Waterbury, CT to the east. Interstate 87 runs from New York City to Albany and north to the Canadian border.



The site offers a number of advantages. Built to connect the airport to Interstate 84, International Boulevard is a fully improved arterial roadway that today remains under-utilized. As such, the casino-resort will offer excellent access with minimal impact on the surrounding community. The intersection of two major interstate highways further enhances the Project's effective catchment area to a far broader region than other potential locations.

The land parcel offers sufficient acreage for the development of the Project along with capacity to accommodate future phases. The proximity of the Project to Stewart International Airport allows the Project to act as a catalyst for business and economic growth by providing a full-service hotel, conference center and other business amenities. The casino will further stimulate airlift into Stewart International Airport by increasing demand for flights from feeder markets.

I. C. Project Description

The Grand Hudson Resort and Casino will be a four-star resort, providing guests with an unpretentious but luxurious resort experience. The architectural style will take cues from the mountain lodge architecture of the Hudson Valley and Catskills region, but with a transitional interpretation using contemporary detailing and finishes.

The Project is nestled into the hillside allowing for public gathering areas that interact with the natural surroundings. This emphasizes the central concept of linking the built environment with nature. Numerous sustainable measures are planned for the Project to the same aim, including a mix of green and occupied rooftop spaces and clerestory day lighting over the perimeter of the casino. Project components are as follows.

Casino

Programming Rationale

Given projected levels of visitation and gaming revenues, the casino will cater to a number of markets including residents from the three surrounding states, the New York metropolitan area, as well as tourists from other parts of the United States along with international visitors. Within these groups are unique racial and ethnic groups that have specific wants and needs. As such, the casino will be designed to service their unique desires. The casino will be carefully designed to cater to these multiple gamer groups.

Programming Strategies

- Create an easily navigable entertainment experience
- Design a casino floor that allows for the free and open movement of gamers
- Create specialized gaming areas for mass market, premium level players, Asian gamers and poker players
- Concentrate all gaming activity on a single level
- Offer exclusive amenities to premium level players

Casino Components

The 101,550 square foot single-level casino will occupy the main floor of the Project

- Main Gaming Floor
 - 3,000 electronic gaming devices
 - 100 table games
- VIP Gaming Room
- Premium Players' Lounge
- Poker Room
 - 30 tables

Hotel

Programming Rationale

The Grand Hudson Resort and Casino is a gaming resort and as such, requires an outstanding lodging experience. The lodging experience must not only support the casino's needs but function as a full-service business class hotel that can accommodate conferences, conventions and independent business travelers. The hotel must also be large enough to accommodate anticipated weekend demand from the casino yet optimally sized to support midweek business demand.

Unlike Las Vegas where in 2011 the average length of stay was 3.7 nights (4.3 days), visitors to the Grand Hudson will have an average length of 1.8 nights. As such, the mix of hotel amenities must be different than those found in Las Vegas. The number and size of non-gaming amenities (retail, dining,

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

spa, pools, outdoor recreation, and entertainment) will be different, designed to maximize gaming revenue while optimizing guest satisfaction.

Programming Strategies

- Develop a 350-key, AAA 4-Diamond hotel that offers a sufficient mix of amenities to meet the needs of casino visitors, business travelers and conference/meeting attendees.
- Provide a sufficient number of luxury experiences to meet the needs of gamers and VIP guests.
- Create memorable experiences for all The Grand Hudson hotel guests.

Hotel Components

- 295 king and double-double rooms
 - 420 sq. ft.
 - 4-fixture bath
- 40 junior suites
 - 630 sq. ft.
- 10 standard suites
 - 840 sq. ft.
 - Separate living room
- 5 penthouse suites
 - 1,250 sq. ft.
 - Balconies and terraces
- Indoor pool
- Outdoor pool
- Full-service spa
- Fitness center
- Business center

Conference Center

Programming Rationale

Casino-hotels are in high demand on weekends and holidays, so much so that area hotels often benefit from excess demand and are able to fill their hotels during inherently slower weekend periods.

Mid-week demand for casino rooms tends to be soft, requiring the casino to offer discounted or complimentary rooms to members of their rewards program. This strategy is common in the casino industry but tends to reduce the value of the lodging experience. It also reduces profitability of the property. By developing a conference center, a casino can fill its hotel with attendees during mid-week periods. The setting for the Grand Hudson also presents a unique environment for corporate retreats and conferences. The natural setting associated outdoor activities and overall attractiveness makes it ideally suited as a conference and meeting center.

The casino will also have needs for a large meeting space. Player parties and headline entertainment will be provided to attract new players and encourage incremental visitation from existing players.

Programming Strategies

- Develop a conference center adjacent to the hotel that provides an environment suitable for business meetings, corporate retreats and regional conventions.
- Create an environment that can be used for casino parties and events.
- Create a larger events center that can accommodate 600 people in a banquet arrangement or 800 persons in a showroom format.

Conference Center Components

- 7,200 square foot ballroom, divisible into two 3,500 spaces
- Three 1,000 square foot meeting rooms, each capable of accommodating 40 people in a classroom format

Dining

Programming Rationale

Casinos have historically looked to Las Vegas for emerging trends, whether they be gaming, nightlife, convention, lodging or dining trends. Beginning in 1992 with the opening of Spago at the Forum Shoppes at Caesars in Las Vegas, celebrity chef restaurants have grown not only on the Las Vegas Strip but in regional gaming markets such as Atlantic City and Biloxi. Operators in those markets faced excess gaming and dining capacity and sought ways to increase traffic into their properties with new non-gaming attractions. In many markets celebrity chef restaurants grew non-gaming visitation, albeit at a high cost to casino operators who had to provide expensive concessions in order to woo these restaurateurs.

The problem with this strategy is two-fold. First, it puts independent restaurateurs operating outside of the casino at a disadvantage. They risk losing business to a casino that can offer dining options with marketing panache. Second, the Grand Hudson will be targeting customers whose primary reason for visitation is gambling – not dining. While it will be important to serve these guests with high quality food products, the dining experience will be secondary to the gaming experience.

More important, celebrity chef dining experiences take time away from the gaming experience. Gamers seek to get in and out of a restaurant quickly and get back into the action. Fine dining experiences, particularly those operated by third parties do not adhere to the principles of quick cycle time. The casino also cannot control the service experience. It is for these reasons that the Grand Hudson intends to operate most of its restaurants in order to better tailor dining experiences to the wants and needs of gamers. Only one restaurant is designated as a leased operation.

Programming Strategies

Offer a traditional mix of dining options that meet the needs of the region's gamers. Develop restaurant concepts that appeal to gamer expectations with the addition of unique dining concepts developed in-house.

Dining Components

Hudson Valley Buffet

Buffets are an essential dining option for all large-scale casinos. They allow gamers to dine and get back on the floor quickly and they offer diners a wide variety of high-quality menu items. No matter the racial or ethnic group, virtually anyone can find food items that are appealing. The Buffet will feature a 4-star dining experience with foods prepared in a series of highly themed exhibition kitchens. Hudson Valley dishes, seafood from Cape Cod, along with a variety of ethnic cuisines including Chinese, Korean, Jewish and Italian will be served in themed stations, offering diners a feast for the eyes and palate.

The Buffet will strive to feature local and regionally grown foods, not only to emphasize freshness, but to support local and regional farm and food producers. Ultimately, the goal of the Buffet, in addition to providing great dining experiences, is to tell the story of the Hudson Valley.

Cuisine: American
Dining Style: Casual
Check Average: \$19.00
Sample Menu Items:

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Meal Periods: Breakfast, Lunch and Dinner
Seating Capacity: 350

Italian Restaurant

The Italian Restaurant will capture the intimacy of the great Italian restaurants in the Little Italy. The menu will be high quality but this will not be a fine dining restaurant. A centerpiece wood fired brick oven and exhibition kitchen where pastas are hand-made will let visitors know that this place is about the food and that food is authentic and fresh. This will be leased to a third party operator – The Bonura Hospitality Group - with knowledge of and experience in the regional market. The Bonura Hospitality Group has entered into a collaborative agreement (See Exhibit VIII.A.5.1) which provides that they will create a unique dining experience utilizing local produce.

Cuisine: Italian

Dining Style: Business Casual

Check Average: \$41

Sample Menu Items: Mozzarella Caprese, Scaloppini di Vitello, Cannoli alla Sicilliana

Meal Period: Lunch and Dinner

Seating Capacity: 175

Lucky Noodle

Lucky Noodle is the property's Asian themed restaurant. Lucky Noodle will replicate the vibrancy, smells, tastes and diversity in food styles found in Asian countries. This will be a highly themed restaurant featuring Hong Kong, Shanghai, Korean, Vietnamese, Japanese and other Asian specialties. All cuisines will be authentic and appealing to targeted ethnic groups while being accessible to those who are unfamiliar so they can taste, try and learn.

Cuisine: Chinese, Korean, Vietnamese, Japanese

Dining Style: Casual

Price Point: \$22

Sample Menu Items: Singapore Noodles, Har Gow, Shanghai Dumplings, Bulgogi, Pho

Meal Periods: Lunch, Dinner and Late Night

Seating Capacity: 150

Savannah

Savannah brings the unique cuisines of the South to the Hudson Valley. The menu will offer traditional Southern dishes of Alabama and Louisiana mixed with the low country cuisines found along the Savannah River in South Carolina.

Cuisine: Traditional Southern and Low Country

Price Point: \$25

Sample Menu Items: Shrimp & Grits, Catfish Stew, Baked Mac & Cheese

Meal Periods: Lunch & Dinner

Seating Capacity: 135

Grand Hudson Steak and Seafood

Grand Hudson Steak and Seafood will be a contemporary steak house. The atmosphere will introduce outside light into the dining room, creating an appealing dining environment. The dining room will feature wood treatment, comfortable seating and crisp white linen napkins. The menu will feature copious cocktails, choice quality steaks, fresh seasonal vegetables from the Hudson Valley along with fresh fish and seafood from the Atlantic coast. The restaurant will be business casual but elegant enough to serve as a special occasion venue.

Cuisine: Contemporary American

Dining Style: Business Casual

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Check Average: \$75

Sample Menu Items: Jumbo Shrimp Cocktail, Locally Raised Duck Breast, Dry Aged New York Steak, Sautéed Fiddle Head Fern

Meal Periods: Dinner

Seating Capacity: 85 seats

Grab & Go

Grab & Go will offer a wide range of freshly prepared quick-serve items. It will feature traditional grilled items, freshly made sandwiches and salads.

Cuisine: Traditional American Grill Foods

Dining Style: Self-serve

Check Average: \$10

Sample Menu Items: Char-Broiled Cheeseburgers, Chicken Tenders, Italian Cold Sub, Meat Ball Hero

Meal Periods: 24 hours

Seating Capacity: 100 seats

Beans

Beans will serve as the hotel lobby coffee bar and the property's pastry and ice cream shop.

Cuisine: Coffee and Pastries

Dining Style: Self-serve

Check Average: \$6

Sample Menu Items: Lattes, gelato, blueberry scones, and smoothies

Meal Periods: Breakfast, lunch, dinner and late night

Seating Capacity: 26 seats

The Grapevine VIP Lounge

The Grapevine VIP Lounge will be a private lounge and dining room accessible through the high limit gaming room. It will offer a place for premium players to get off the gaming floor, relax, check their messages and grab a beverage or a light meal. The VIP Lounge will offer a private bar and a menu of complimentary appetizers prepared to order.

Cuisine: Tapas, appetizers, deserts

Dining Style: Butler service

Check Average: Complimentary

Sample Menu Items: Venison Sliders, Crab Cakes, Grilled Ahi Tacos, Petit Fours

Meal Periods: Breakfast, lunch, dinner and late night

Seating Capacity: 46 seats

Entertainment

Programming Rationale

Entertainment will serve a critical role in the marketing activities at the Grand Hudson Resort and Casino. The programming will include a mix of entertainment venues designed to appeal to gamers with diverse tastes in entertainment. The ultimate goal is to energize the gaming experience by providing a diverse program of entertainment.

Programming Strategies

Create a compelling mix of entertainment venues that can accommodate a wide variety of entertainment options.

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Entertainment Components

The Meridian Bar

The Meridian Bar will serve as a focal point in the casino. Located in the center of the casino it will create a zone of energy and excitement that will emanate into the surrounding gaming floor. It will be a place to meet, take a break, recharge and relax. The Meridian Bar will seat 128 guests at the bar and surrounding lounge seating.

Jazz Lounge

The Jazz Lounge will serve a number of purposes. During the day the Jazz Lounge will serve as a casino bar. At night the Jazz Lounge will convert to an entertainment lounge with nightly live entertainment and dancing. On weekend afternoons it will be the place to meet and watch sporting events.

THE CLUB

The Club is a two-story, high-energy nightclub. Open on weekends, the Club will accommodate 400 patrons.

Events Center

The Events Center will offer headline entertainment in an intimate setting. Designed to accommodate 800 patrons, the room will afford patrons excellent site lines and up-close seating. Its unique size will assure that the facility will not compete with larger entertainment venues found in regional market.

Ultra Theater

The Ultra Theater is a private movie theater and special event experience where invited guests can attend private screenings, closed-circuit sporting events and private parties. Designed to accommodate 40 patrons, the Ultra Theater will offer state-of-the-art audio/visual technologies in an intimate setting.

Retail

Programming Rationale

Retail stores have long demonstrated their importance as part of the entertainment experience in casinos. From fashion boutiques to full scale shopping malls, retail serves an essential function. An upscale jewelry store can allow a gambler to memorialize a great gaming experience by purchasing a fine watch. A cluster of boutiques allows patrons a diversion from the casino. A general store, strategically placed, allows patrons to purchase beverages and sundries before a long drive home. Grand Hudson leadership understands how to utilize retail to achieve specific goals.

Programming Strategies

Provide a mix of retail options that support the wants and needs of gaming customers and hotel guests. Provide compelling retail options that support and enhance visitors' experiences. The anticipate mix of stores are listed below.

Retail Components

- Hotel Lobby shop
- General Store featuring lottery tickets and sundries, snacks and beverages
- Accessories & Jewelry
- Hudson Valley Wines and Local Artisan Merchandise
- Women's Apparel

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

I. D. SWOT Analysis

Strengths

- Excellent access to the region's interstate highway system
- Four-lane arterial roadway linking the Project to Interstate 84
- Location directly across from Stewart International Airport
- Experienced casino operator
- Strong community support
- Tremendous positive economic impact on the region and the state
- A location that complements rather than competes with a casino development in the Catskills
- A Project that will serve markets that are different than convenience-based racinos.
- Project will have minimal impact on local traffic

Weaknesses

- No golf course; however, the Grand Hudson Resort and Casino has made arrangements with four (4) local golf courses in the immediate region.
- New market entrant requires building awareness among gamers living in the region
- 350 hotel rooms will be insufficient to meet weekend demand

Opportunities

- Grand Hudson has the opportunity to steal a substantial portion of the overnight gaming market that currently goes to Foxwoods and Mohegan Sun
- Grand Hudson's direct access to Scranton allows it to take a substantial portion of the day-trip gaming market that currently visits the casinos in the Poconos
- The casino's location will allow it to better serve the Asian market that currently gambles at Sands Bethlehem
- Proximity to airport will allow resort to stimulate airlift into market
- Conference center will stimulate mid-week visitation into the region

Threats

- Foxwoods and Mohegan Sun will aggressively price their room products in order to maintain market share and exert pricing pressure on the Grand Hudson
- Foxwoods and Mohegan Sun will increase their level of player reinvestment, increasing competition for value seeking gamers
- The casinos in the Poconos will increase the amount of free play that they send to their customers

II. The Customer

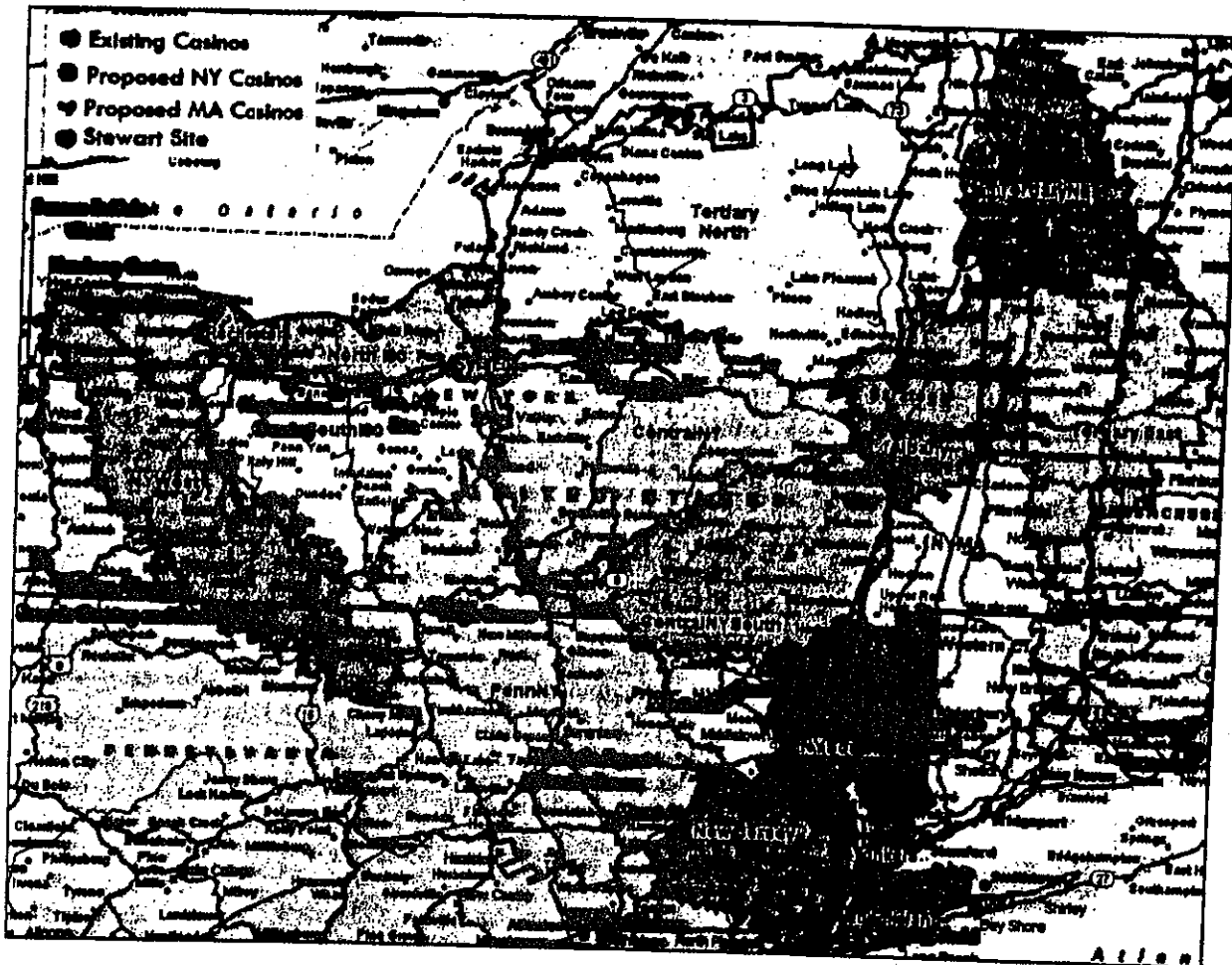
Note to reader: Exhibit VIII. B. 9. a. (Target Market Segments) includes portions of this chapter and portions from Exhibit VIII. B. 9. b (Marketing Plans). They are included as part of this stand-alone business plan.

II. A. Target Market Segments

The Grand Hudson Resort and Casino will serve patrons from a number of geographic regions. This section examines the geographic markets that the Project will serve and the revenue contributions that they will make to the Project.

The first step in identifying sources of demand for the Grand Hudson Resort and Casino was to divide the casino's catchment area, primarily comprised of the southern portion of New York, the eastern portion of Pennsylvania, the northern portion of New Jersey and the eastern part of Connecticut into segments based on access to the subject facility as well as competing facilities.

The map below illustrates the 21 market segments. Below the map is a brief discussion of the demographic composition of each individual segment. For each segment total population, adult (21+) population, and average annual household income ("AAHI") were quantified.



New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

New York South

The New York South sector encompasses the southeast corner of New York from the border of Connecticut to the east, the border of New Jersey to the south and the Secondary West market to the west. This market contains the Grand Hudson Casino. In 2013 this market was home to a total of 1,366,725 residents. Approximately 71% of this market's population were adults, with 21+ population reported at 974,133 in the same year. The number of total residents is projected to grow at a CAGR of 0.5% with total and adult population estimated at 1,403,122 and 1,015,403 in 2018.

Income levels in this market are the third highest of the 21 analyzed areas, with average annual household income quantified at \$101,920 in 2013. AAHI growth is projected at 0.8% annually, reaching \$106,293 in 2018.

New York Southwest

The New York SW ("NYSW") market extends west of the NY South market and includes the city of Monticello. This market has one existing casino within it and two proposed sites for gaming licenses. This market contained a total population of 149,025 in 2013 and is the smallest area in terms of population for the 21 analyzed areas. This segment is expected to experience zero growth and drop to 148,096 in 2018. Adult population was 108,203 in 2013 and is projected to have a flat growth rate of -0.1% dropping slightly to 107,925 in 2018.

The NYSW market is below the average annual household income of the other markets, with an AAHI of \$65,545 in 2013. AAHI in this market is estimated to have a CAGR of 0.8%, reaching \$68,085 in 2018.

Central New York South

The Central NY South market is located entirely within the State of New York and runs along the border of Massachusetts. This market doesn't have any gaming facilities within it and there are no proposed sites located within this area either. This market is the third smallest in terms of population with total population quantified at 239,178 in 2013. Adults represent roughly 76% of this region's population, with 21+ population reported at 182,283 in the same year. Both total and adult population levels in this market are estimated to have no increase over the next five years with populations estimated at 233,514 and 180,109 respectively, in 2018.

The Central NY South segment is slightly below the market average in terms of AAHI and reported at \$69,211 in 2013. AAHI in this segment is projected to grow at an average annual rate of 0.5%, reaching \$70,812 in 2018.

New York / Massachusetts

The New York Massachusetts ("NYMA") market extends east of the Central NY South market and encompasses the western side of Massachusetts. This market has no gaming facilities within it and there are no proposed sites located in this area. The NYMA market was home to a total of 217,429 residents in 2013. This market is projected to have a no population growth over the next five years with total population projected at 211,239 in 2018. Adults account for approximately 77% of local population, with 21+ population reported at 166,307 in 2013. Adult population is estimated to have a growth rate of -0.3%, declining to 163,958 in 2018.

Income levels in the NYMA market are below the regional average, with AAHI at \$71,227 in 2013. AAHI is estimated to undergo a modest amount of growth over the next five years, projected at \$74,193 in 2018.

Western Connecticut

The Western CT market extends east of the NY South market and is made up of the western portion of Connecticut. There are no gaming facilities within this market, and there is no quick and easy access to any other gaming facilities in other segments.

New Windsor Resort & Casino, LLC

Sub-Binder 1: A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

The Western CT market is the fourth largest market in terms of population with 1,584,198 total residents in 2013, of which 1,154,831 were at least 21 years of age. This segment is projected to undergo a steady amount of population growth over the next five years, with total and adult population estimated at 1,812,967 and 1,189,345 respectively, in 2018.

The Western CT market's AAHI was \$99,195 in 2013. AAHI is projected to grow at an annual rate of 1.5%, estimated at \$107,019 in 2018.

Yonkers

The Yonkers market is south of the NY South market and includes the city of Yonkers and the surrounding suburbs. This market has one gaming facility within it, Empire City. This market was home to 2,287,519 total residents in 2013, with total population projected to experience moderate growth over the next five years, reaching 2,355,190 in 2018. Adults represent approximately 71% of the market's population, with 21+ population reported at 1,610,173 in 2013. Adult population is projected to grow by 0.8% within the next five years, estimated at 1,676,175 in 2018.

Income levels in the Yonkers market are the lower than the average of the 21 markets, with AAHI quantified at \$80,929 in 2013. AAHI is estimated to undergo relatively strong growth, projected to reach \$85,079 in 2018.

Manhattan

The Manhattan market includes the island of Manhattan and is the smallest of the 21 markets in terms of area. In 2013 this market was home to a total of 1,594,858 residents. Approximately 81% of this market's population are adults, with 21+ population reported at 1,292,737 in the same year. The number of total residents will grow slightly with total and adult population estimated at 1,673,550 and 1,340,667 in 2018.

Income levels in this market are the highest of the 21 analyzed areas, with AAHI quantified at \$125,241 in 2013. AAHI is estimated to grow over the next five years, projected at 1.0% annually, reaching \$131,753 in 2018.

Long Island

The Long Island market is comprised of the entire island of Long Island. This market has one gaming facility within it, Resorts World NYC in Queens. This market is the largest in terms of population and contained a total population of 6,280,210 in 2013. This segment is expected to experience a growth rate of 0.8% to reach an estimated population of 6,530,905 in 2018. Adult population was 4,642,638 in 2013 and is projected to have a steady growth rate of 0.9% reaching 4,854,558 in 2018.

The Long Island market is below the average annual household income of the other markets, with an AAHI of \$80,324 in 2013. AAHI in this market is estimated to have a growth rate of 0.6%, reaching \$82,908 in 2018.

New Jersey

The New Jersey market includes the northern portion of New Jersey from the border of New York on the east to the border of Pennsylvania on the West. This market doesn't have any gaming facilities within it. This market is the second largest in terms of population with total population quantified at 4,755,269 in 2013. Adults represent roughly 73% of this region's population, with 21+ population reported at 3,477,081 in the same year. Both total and adult population levels in this market are estimated to have a steady increase over the next five years with populations estimated at 4,866,942 and 3,573,617 respectively, in 2018.

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

The New Jersey segment is above the market average in terms of AAHI and reported at \$95,897 in 2013. AAHI in this segment is projected to grow at an average annual rate of 1.3%, reaching \$102,012 in 2018.

Pennsylvania / New York

The Penn/NY market extends west of the Central NY South and NYSW market and encompasses the northwestern corner of Pennsylvania and a very small portion of New York including Tioga County and the city of Elmira. This market has three gaming facilities within it, Tioga Downs, Mohegan Sun at Pocono Downs and the Mount Airy Casino. The Penn/NY market was home to a total of 1,298,584 residents in 2013. This market is projected to have flat population growth over the next five years with total population projected at 1,290,768 in 2018. Adults account for approximately 75% of local population, with 21+ population reported at 970,791 in 2013. Adult population is estimated to have a growth rate of 0.2%, reaching 980,011,436 in 2018.

Income levels in the Penn/NY market are below the regional average, with AAHI at \$80,969 in 2013. AAHI is estimated to undergo a high amount of growth over the next five years, projected at \$63,155 in 2018.

Central New York

The Central NY market extends north of the NYSW market and has two gaming facilities within it, Turning Stone Resort and Vernon Downs. The Central NY market is home to 627,413 total residents in 2013, of which 463,852 were at least 21 years of age. This market is projected to undergo no population growth over the next five years, with total and adult population estimated at 617,590 and 463,455 respectively, in 2018.

AAHI was \$63,760 in 2013 and is projected to grow at an annual rate of 0.5%, estimated at \$65,292 in 2018.

Albany

The Albany market is east of the Central NY and Central NY South markets and runs along the borders of Massachusetts and Vermont. This market has no gaming facilities within it, but is proximate to the Saratoga Springs Raceway and is home to one of three possible sites for the Capital region gaming license. This market was home to 561,799 total residents in 2013, with total population projected to remain stagnant over the next five years, reaching 562,032 in 2018. Adults represent approximately 74% of the market's population, with 21+ population at 416,314 in 2013. Adult population is projected to grow by 0.2% within the next five years, estimated at 420,917 in 2018.

Income levels in the Albany market are lower than the average of the 21 markets, with AAHI quantified at \$72,511 in 2013. AAHI is estimated to undergo moderate growth, projected to reach \$74,168 in 2018.

Saratoga

The Saratoga market is east of the Central NY and Central NY South markets and runs along the border of Vermont. This market has one gaming facility within it, Saratoga Springs Raceway and is home to one of the projected sites for the new resort-casino license. This market was home to 286,413 total residents in 2013, with total population projected to experience slight growth over the next five years reaching 290,381 in 2018. Adults represent approximately 75% of the market's population, with 21+ population reported at 213,918 in 2013. Adult population is projected to grow by 0.5% within the next five years, estimated at 219,190 in 2018.

Income levels in the Saratoga market are the lower than the average of the 21 markets, with AAHI quantified at \$71,777 in 2013. AAHI is estimated to undergo relatively moderate growth, projected to reach \$74,839 in 2018.

New Windsor Resort & Casino, LLC

Sub-Binder 1: A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Tertiary North

The Tertiary North sector extends north of the Central NY and Saratoga markets. In 2013 this market was home to a total of 338,171 residents. Approximately 74% of this market's population are adults, with 21+ population reported at 250,556 in the same year. The number of total residents is projected have a modest increase by 2018 with total and adult population estimated at 342,216 and 255,165 in that year.

Income levels in this market are among the lowest of the 21 analyzed areas, with AAHI quantified at \$58,601 in 2013. AAHI is estimated to undergo slight growth over the next five years, projected at 0.5% annually, reaching \$59,986 in 2018.

Tertiary Northeast

The Tertiary Northeast sector extends north of the Saratoga and Tertiary East market segments and east of the Tertiary North market segment. In 2013 this market was home to a total of 274,875 residents. Approximately 75% of this market's population are adults, with 21+ population reported at 205,874 in the same year. The number of total residents is projected have a slight increase of 0.1% by 2018 with total and adult population estimated at 276,790 and 211,107 in that year.

Income levels in this market are below the average of the 21 analyzed areas, with AAHI quantified at \$71,747 in 2013. AAHI is estimated to undergo moderate growth over the next five years, projected at 0.9% annually, reaching \$74,948 in 2018.

Tertiary East

The Tertiary East sector extends northeast of the NYMA market segment and east of the Saratoga market segment. This market does not have any gaming facilities in it. In 2013 this market was home to a total of 278,345 residents. Approximately 77% of this market's population are adults, with 21+ population reported at 214,212 in the same year. The number of total residents is projected to remain relatively stagnant with total and adult population estimated at 275,646 and 214,665 in 2018.

Income levels in this market are among the lowest of the 21 analyzed areas, with AAHI quantified at \$64,992 in 2013. AAHI is estimated to undergo relatively moderate growth over the next five years, projected at 1.1% annually, reaching \$68,617 in 2018.

Syracuse

The Syracuse market is sandwiched between the Central NY, Tertiary North, North I-90 and South I-90 markets and includes the city of Syracuse and the surrounding suburbs. This market is the fifth smallest in terms of population and contained a total population of 297,228 in 2013. This segment is expected to experience flat growth and have an estimated population of 296,993 in 2018. Adult population was 215,318 in 2013 and is projected at 216,826 in 2018.

The Syracuse market is the lowest of the 21 analyzed markets with an AAHI of \$55,925 in 2013. AAHI in this market is estimated to have a growth rate of 0.5%, reaching \$57,362 in 2018.

North I-90

The North I-90 market includes the northern portion of New York along Lake Ontario. This market is the fourth smallest in terms of population with total population quantified at 267,707 in 2013. Adults represent roughly 73% of this region's population, with 21+ population reported at 194,997 in the same year. Both total and adult population levels in this market are estimated to have a steady increase over the next five years with populations estimated at 266,255 and 197,316 respectively, in 2018.

The North I-90 segment is below the market average in terms of AAHI and reported at \$64,171 in 2013. AAHI in this segment is projected to grow at an average annual rate of 0.5%, reaching \$65,652 in 2018.

South I-90

The South I-90 market extends south of the North I-90 market next to the Penn/NY and Central NY markets. This market has one gaming facility within it, Finger Lakes Gaming. The South I-90 market was home to a total of 405,180 residents in 2013. This market is projected to have a modest amount of population growth over the next five years with total population projected at 408,447 in 2018. Adults account for approximately 74% of local population, with 21+ population reported at 300,303 in 2013. Adult population is estimated to have a growth rate of 0.3%, reaching 305,210 in 2018.

Income levels in the South I-90 market are below the regional average, with AAHI at \$69,859 in 2013. AAHI is estimated to undergo a moderate amount of growth over the next five years, projected at \$71,458 in 2018.

New York West

The NY West segment extends west from the Rochester and South I-90 markets and has one gaming facility within it, Batavia Downs. The NY West market is home to 474,710 total residents in 2013 and is projected to decrease slightly in population over the next five years to 472,065 in 2018. Adult population was at 350,743 in 2013 and is projected to increase slightly to 352,862 by 2018.

The NY West market is below the average of the 21 analyzed markets in terms of affluence, with AAHI at \$59,961 in 2013. This market is projected to have a steady increase over the next five years to \$61,479 by 2018.

Rochester

The Rochester market extends west of the North I-90 market and north of the South I-90 market and contains the city of Rochester, NY and the surrounding suburbs. The Rochester market is home to 693,335 total residents in 2013, of which 507,628 were at least 21 years of age. This segment is projected to undergo a slight amount of population growth over the next five years, with total and adult population estimated at 698,130 and 520,018 respectively, in 2018.

The Rochester market is below the average of the 21 analyzed markets, with AAHI quantified at \$67,596 in 2013. AAHI is projected to grow at an high annual rate of 0.5%, estimated at \$69,196 in 2018. The following tables summarize the size of each of the region's markets along with each market's compounded annual growth rate ("CAGR").

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Total Population by Market Segment

	2013	2018	CAGR ('13-'18)
NYSouth	1,366,725	1,403,122	0.5%
NYSW	149,025	148,898	0.0%
CentralNYSouth	239,178	233,514	-0.5%
NYMA	217,429	211,239	-0.6%
Western CT	1,584,198	1,812,967	0.4%
Yonkers	2,287,519	2,355,190	0.6%
Manhattan	1,594,858	1,673,550	1.0%
Long Island	6,280,210	6,530,905	0.8%
New Jersey	4,755,289	4,886,942	0.5%
Penn/NY	1,298,584	1,290,768	-0.1%
Central NY	627,413	617,590	-0.3%
Albany	581,799	582,032	0.0%
Saratoga	286,413	290,381	0.3%
Tertiary North	338,171	342,218	0.2%
Tertiary NE	274,875	276,790	0.1%
Tertiary East	279,345	275,648	-0.2%
Syracuse	297,228	298,993	0.0%
North I 90	287,707	286,255	-0.1%
South I 90	405,160	406,447	0.1%
NYWest	474,710	472,085	-0.1%
Rochester	693,335	698,130	0.1%
TOTAL	24,278,161	24,831,438	0.5%

Source: PCensus, GMA

Adult Population (21+) by Market Segment

	2013	2018	CAGR ('13-'18)
NYSouth	974,133	1,015,403	0.8%
NYSW	108,203	107,925	-0.1%
CentralNYSouth	182,283	180,109	-0.2%
NYMA	186,307	183,958	-0.3%
Western CT	1,154,631	1,189,345	0.6%
Yonkers	1,610,173	1,676,175	0.8%
Manhattan	1,292,737	1,340,667	0.7%
Long Island	4,642,838	4,854,558	0.9%
New Jersey	3,477,081	3,573,617	0.5%
Penn/NY	970,791	980,011	0.2%
Central NY	483,852	483,455	0.0%
Albany	416,314	420,917	0.2%
Saratoga	213,918	219,190	0.5%
Tertiary North	250,558	255,165	0.4%
Tertiary NE	205,874	211,107	0.5%
Tertiary East	214,212	214,665	0.0%
Syracuse	215,318	216,828	0.1%
North I 90	194,997	197,316	0.2%
South I 90	300,303	305,210	0.3%
NYWest	350,743	352,862	0.1%
Rochester	507,826	520,018	0.5%
TOTAL	17,912,690	18,488,499	0.6%

Source: PCensus, GMA

AAHI by Market Segment

	2013	2018	CAGR ('13-'18)
NYSouth	\$101,920	\$106,293	0.8%
NYSW	\$85,545	\$88,085	0.8%
CentralNYSouth	\$69,211	\$70,812	0.5%
NYMA	\$71,227	\$74,193	0.8%
Western CT	\$99,195	\$107,019	1.5%
Yonkers	\$80,929	\$85,079	1.0%
Manhattan	\$125,241	\$131,753	1.0%
Long Island	\$80,324	\$82,908	0.6%
New Jersey	\$95,897	\$102,012	1.3%
Penn/NY	\$80,989	\$83,155	0.7%
Central NY	\$83,780	\$85,292	0.5%
Albany	\$72,511	\$74,188	0.5%
Saratoga	\$71,777	\$74,839	0.8%
Tertiary North	\$58,601	\$59,988	0.5%
Tertiary NE	\$71,747	\$74,948	0.9%
Tertiary East	\$64,992	\$68,617	1.1%
Syracuse	\$55,925	\$57,382	0.5%
North I 90	\$64,171	\$65,652	0.5%
South I 90	\$69,859	\$71,458	0.5%
NYWest	\$59,961	\$61,479	0.5%
Rochester	\$67,598	\$69,198	0.5%
Average	\$84,957	\$89,079	1.0%

Source: GMA PCensus

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

I. B. Gaming Revenue Estimates by Market Segment

The following table is a gaming revenue projection summary for the Grand Hudson Casino Resort by market segment in 2018, in which the project opens in late 2018. To account for the modest impact of hotels in the area, drive-by traffic, local residents whose legal residence is elsewhere and visitors from outside of the market, the tables includes an Outer Market figure equal to 2.5% of gross gaming revenue. With the Outer Market included, total Local and Outer Market gaming revenue is estimated at \$500.7 million in 2018, with approximately \$488.2 million coming from the local market segment.

Projected 2018 Gaming Revenue By Market					
	Propensity	% Revenue to Casinos in Model	% Income as Annual Win	Grand Hudson Casino	Market Revenue
NYSouth	33%	90%	1.50%	\$ 202,411,864	\$ 477,572,824
NYSW	36%	95%	1.60%	\$ 5,429,767	\$ 39,898,340
CentralNYSouth	32%	95%	1.50%	\$ 4,391,593	\$ 57,291,067
NYMA	32%	93%	1.50%	\$ 3,816,277	\$ 53,962,696
Western CT	33%	95%	1.48%	\$ 59,049,021	\$ 583,395,150
Yonkers	32%	75%	1.00%	\$ 15,376,080	\$ 338,372,122
Manhattan	35%	75%	0.70%	\$ 9,949,110	\$ 304,958,499
Long Island	34%	70%	0.70%	\$ 11,114,535	\$ 666,098,851
New Jersey	38%	90%	1.35%	\$ 159,265,262	\$ 1,651,823,248
Penn/NY	38%	90%	1.50%	\$ 5,106,271	\$ 316,892,139
Central NY	35%	95%	1.48%	\$ 1,567,185	\$ 155,633,256
Albany	33%	95%	1.50%	\$ 1,577,261	\$ 147,225,854
Saratoga	37%	95%	1.65%	\$ 1,723,142	\$ 93,477,987
Tertiary North	28%	100%	1.15%	\$ 682,352	\$ 49,055,870
Tertiary NE	26%	80%	1.10%	\$ 1,252,992	\$ 36,026,243
Tertiary East	33%	80%	1.53%	\$ 1,681,670	\$ 58,666,301
Syracuse	35%	98%	1.45%	\$ 569,057	\$ 62,189,587
North I 90	36%	95%	1.50%	\$ 642,182	\$ 85,923,398
South I 90	36%	95%	1.50%	\$ 904,857	\$ 110,649,745
NYWest	38%	93%	1.65%	\$ 856,984	\$ 125,338,616
Rochester	35%	90%	1.65%	\$ 818,854	\$ 187,316,180
SubTotal				\$ 488,166,116	\$ 5,581,767,973
Outer Market				\$ 12,517,080	
Gaming Market Advisors				\$ 500,683,196	
<i>Source: GMA</i>					

III. The Competition

Note to reader: This chapter is identical to Exhibit VIII. B. 8. (Competitive Environment). It is included as part of this stand-alone business plan.

The Grand Hudson Resort and Casino will open in a very mature and competitive environment. While the addition of this full-service casino resort will grow the overall gaming market, the property will still need to compete with other full-service casino resorts for its share of the region's gaming market.

Full-service resort casinos in Connecticut and Pennsylvania have well established databases and well-tested marketing programs. While the Project will have a locational advantage over other resort casinos and a far superior gaming and entertainment environment than that which is available at racinos today, the Company does not take the competition lightly and will need to spend considerable resources to carve out its share of the market. This section examines the regional gaming competition, evaluates each property's strengths and weaknesses and provides the reader with insights into how the Grand Hudson will maintain a competitive advantage over its regional competitors. It concludes with strategies that the Company will employ to compete for its share of the region's gaming market.

Leadership of the Grand Hudson defines its primary competition as full-service casino resorts that target the primary markets of the four-state area. The primary competition is further delineated based on driving distance. Secondary competitors are comprised of racinos that offer convenience-based gaming for gamers residing in and around New York City. Given that those properties are very dependent on area residents for the lion's share of their gaming revenue and those properties focus on VLT gaming, the Hudson Grand views New York State racinos as secondary competitors.

III. A. Casino Resort Competition

The table below lists the project's primary competitors and their driving distances from midtown Manhattan.

Casino	Miles from NYC	Miles from Site
Grand Hudson	71	*
Ulster County Casino	96	45
Sands Bethlehem	81	126
Mount Airy	89	106
Pocono Downs	124	90
Mohegan Sun	133	143
Foxwoods	141	150

Source: MapPoint

Sands Bethlehem

The Sands Bethlehem Casino Resort is owned and operated by Las Vegas Sands Corporation, one of the largest gaming operators in the world. The resort is located on the former Bethlehem Steel plant on the south side of the city of Bethlehem, PA, 81 miles outside New York City. Due to the enormous site clean-up efforts, the project opened in phases. The investment into and quality of the resulting casino resort is a testament to Las Vegas Sands' commitment to compete at any price.

The casino opened in May 2009, table games began operating in July 2010 and the hotel opened the following May (2011). As it continues to add attractions, Sands Bethlehem has become Pennsylvania's

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

premier gaming destination. Sands Bethlehem generated \$461 million annually in gaming revenues in 2013.

Sands Bethlehem has been very successful in cultivating the Asian-American gaming segment, particularly those residents residing in and around Flushing, NY. The continued penetration into this market has come at the expense of both Foxwoods and Mohegan Sun, both of whom had long relied on this market for their mass market and premium Asian table game play. Asian-American gamers are time/distance sensitive and commuting times play an important role in their decision making process. With a location that is 50-60 miles closer than the Connecticut casinos, Sands Bethlehem has been able to capture a considerable amount of play from this market.

The Grand Hudson intends to capitalize on its locational advantage by offering this market a more convenient gaming destination that offers a full complement of Asian-oriented table games as well as non-gaming amenities such as food and in-language hosting services. While the Grand Hudson will offer a location that is ten miles closer, its advantage is enhanced in that the commute time from Flushing is considerably quicker, given traffic congestion into, through and out of Manhattan.

Casino

- 3,008 slot machines
- 147 table games
- 37 poker tables

Hotel & Attractions

- 302 rooms and suites
- Spa
- Event Center

Food & Beverage

- Burgers And More (BAM) by Emeril Lagasse
- Emeril's Chop House
- Emeril's Italian Table
- Carnegie Deli
- Steelworks Buffet and Grill
- St. James Gate Irish Pub and Carvery
- The Market Gourmet Express (Food Court): Bananas, Green Leaf's, South Philly Steaks & Fries, Villa Fresh Italian Kitchen, Mo' Burger, Far East, Casa Java
- Chopstick Asian Cuisine
- Coil Lounge
- Infusion Lounge
- Molten Lounge
- Vision Bar

Retail

The Outlets at Sands Bethlehem – 24 stores with recognizable brands such as Coach, Under Armour, and Tommy Hilfger

Strengths

- Driving distance from New York City
- Wealth of gaming and non-gaming amenities
- Excellent mix of dining
- Outlet mall
- Excellent management team

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

- PA gaming regulations allow Sands Bethlehem to issue unlimited amounts of free play to its patrons (in 2013 33.8% of every dollar cycled through their machines was free play).

Weaknesses

- Urban location in downtown Bethlehem detracts from the resort experience
- Gamers residing on Long Island must navigate New York traffic to reach property
- Very high slot floor hold percentage at 10.2%
- Must maintain high slot floor hold percentage to compensate for the prodigious amounts of free play that the casino issues through demand stimulation programs

Mount Airy Casino Resort

Mount Airy Casino Resort sits in the heart of Pennsylvania's Pocono Mountains, in Mount Pocono, PA and is located on the site of the former Mount Airy Lodge. Much like the Catskills, this resort has history dating back to the turn of the century and fell on troubled times in the 1980's. Mount Airy went into foreclosure in November 1999 and closed in October 2001.

An investment company, Oaktree Capital Management, bought the resort in 2000 and sold the resort to Louis DeNaples in 2004. The old resort was completely demolished and a completely new \$412 million, 188 room hotel and casino were erected from the ground up in the same location as the old lodge. The new casino resort officially opened in October 2007. Mount Airy generated \$184 million annually in gaming revenues in 2013.

Despite having been completely rebuilt the Mount Airy Casino Resort is not a particularly luxurious property. It is at best a 3 ½ star hotel and casino with only a nominal mix of non-gaming amenities. Its location is also somewhat remote, requiring a five mile drive along rural roads. The casino attracts the lion's share of its business from the I-80 corridor in Eastern Pennsylvania and western New Jersey. This will be a battleground market for the Project.

Casino

- 1,875 slot machines
- 65 table games
- 9 poker tables

Hotel & Attractions

- 188 Rooms
- Mount Airy Golf Club
- The SPA at Mount Airy

Food, Beverage & Retail

- Gypsies Night Club and Lounge
- Red Steakhouse
- Le Sorelle Cucina
- Betty's Diner
- The Buffet
- Starbucks

Strengths

- Convenient to residents of northwest New Jersey

Weaknesses

- Location requires driving several miles from Interstate 80
- Limited appeal to higher worth gamers

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Mohegan Sun at Pocono Downs

The Mohegan Sun Tribal Gaming Authority owns and operates a gaming and entertainment facility known as Mohegan Sun at Pocono Downs, located on a 400-acre site in Plains Township, PA. While technically a racino, it has evolved into a full-service casino resort offering table games, lodging and multiple dining options.

In November 2008 Mohegan Sun at Pocono Downs became the first location to offer slot machine gaming in the Commonwealth of Pennsylvania when Phase I of its gaming and entertainment facility opened. In July 2008 a major expansion was completed, which included increased gaming, restaurant and retail space. In July 2010 Mohegan Sun opened its table game and poker operations, including additional non-smoking sections and a high-limit gaming area.

A \$50 million hotel expansion project located adjacent to the casino opened on November 15, 2013. This expansion included a 238-room hotel and an approximately 20,000-square-foot convention center. The hotel is comprised of a combination of standard guest rooms and suites and features rooms with exclusive views of the race track, as well as a fitness center, an indoor pool and spa and a bistro serving breakfast and light fare. The convention center is located adjacent to the hotel and can accommodate a number of different sized groups, including up to 800 for seated banquets. This space also can be converted into a 1,500-seat concert venue. Mohegan Sun at Pocono Downs generated \$263 million in gaming revenues in 2013.

Mohegan Sun at Pocono Downs offers a superior gaming/resort experience than Mount Airy. Like that property, it serves eastern Pennsylvania as well markets north into the Southern Tier region of New York.

Casino

- 2,330 slot machines
- 66 table games
- 18 poker tables
- Live harness racing
- Simulcast and off-track wagering

Hotel

- 238 rooms
- Convention center

Food, Beverage & Retail

- Ruth's Chris Steakhouse
- Pearl Sushi Bar
- Rustic Kitchen Bistro and Bar
- Bar Louie, a casual bar and restaurant
- Timbers Buffet
- Food Court, including: Johnny Rockets, Wok 8, Puck Express by Wolfgang Puck and Ben & Jerry's Ice Cream
- Five retail shops
- Sunburst Bar – Center Bar
- Breakers Night Club

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Mohegan Sun

Mohegan Sun in Uncasville CT, opened in 1996 and is owned and operated by the Mohegan Tribal Gaming Authority. The destination resort currently has 350,000 square feet of gaming space with 5,529 slot machines, 284 table games, 40 poker tables, 1,176 hotel rooms, 36 restaurants, three entertainment venues and a myriad of retail shops.

In August of 2008 Mohegan Sun opened the \$130 million Casino of the Wind, the first part of its Project Horizon expansion. The 64,000 square foot expansion featured 45,000 square feet of gaming space offering 650 slot machines, 28 table games and a 40-table poker room. The space also featured multiple food & beverage outlets including a 16,000 square foot, two-level Jimmy Buffet's Margaritaville.

The next phase of the expansion was to include a 920-room hotel, additional food & beverage and retail space. Originally slated to be completed in 2010, the Mohegan Tribal Gaming Authority halted the remainder of Project Horizon, citing the economic recession. After an impairment charge of \$58.1 million in late 2010, Project Horizon was terminated.

In June of 2013 the Mohegan Tribal Gaming Authority announced plans to build 200,000 square feet of additional retail, dining and entertainment space. The \$50 million "Downtown District" will feature a New England-themed food pavilion; a 14-screen Marquee Cinemas multiplex; an upscale bowling and dining facility; and a promenade of retail shops whose tenants will include Coach, Tiffany, Sephora, Tommy Bahama, Puma and others.

Casino

- 5,529 slot machines
- 284 table games
- 42 poker tables
- Race book

Hotel

- 1,176 Rooms
- Elemis Spa
- 100,000 sq. ft. convention center

Food, Beverage & Retail

- Seasons Buffet
- Asian themed Food Court
- Bobby Flay's Bobby's Burger Palace
- Bow & Arrow Sports Bar
- Ballo Italian Restaurant & Social Club
- Frank Pepe Pizzeria Napoletana
- Hash House a Go Go
- Two traditional food courts
- Todd English's Tuscany
- Bobby Flay's Bar Americain
- Landsdowne Irish Pub
- Vista Lounge
- Jimmy Buffett's Margaritaville Restaurant
- Sol Toro Mexican Restaurant
- Michael Jordan's Steakhouse
- Michael Jordan's 23 Sports Bar
- Jasper White's Summer Shack
- Virgil's BBQ

New Windsor Resort & Casino, LLC

Sub-Binder 1: A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Entertainment & Retail

- Wolf Den entertainment lounge
- Cabaret entertainment lounge
- 10,000 seat arena
- Shops at Mohegan Sun – Mall consisting of 30 upscale retail shops
- Kid's & Cyberquest

Strengths

- Excellent lodging product
- Multiple entertainment options
- One of the most visually stimulating gaming environments in North America
- Well established database
- Excellent suite of gaming and non-gaming amenities

Weaknesses

- Remote location from key feeder markets
- Very high operating costs
- Very high player reinvestment rate

Foxwoods

Owned and operated by the Mashantucket Pequot Tribe, Foxwoods Resort Casino in Ledyard, CT is one of the world's largest hotel-casinos as measured by floor space for gaming (344,000 sq. ft.). The entire destination resort comprises 4.7 million square feet. The property currently has 353 table games, 97 poker tables, 5,832 slot machines, as well as a 3,600-seat bingo hall and keno lounge. There are 38 restaurants and bars. Foxwoods has four hotels featuring a total of 2,241 hotel rooms and a two-story arcade.

In May of 2008 the tribe and MGM Resorts opened the MGM-Grand at Foxwoods adjacent to the existing Foxwoods Casino. The agreement allowed Foxwoods to use the MGM Grand brand trademark at the property. The \$700 million project included 1,400 slot machines, 50 table games and a 26-story hotel featuring 825 suites. The property also features a 21,000 square foot spa, meeting and convention space, a 4,000-seat entertainment venue as well as various retail and restaurant outlets. In November of 2013 Foxwoods terminated its licensing agreement with MGM and rebranded the hotel as the Fox Tower.

In 2013 Foxwoods began construction on a 312,000 square foot outlet mall that will connect Foxwoods' Grand Pequot Hotel to the Fox Tower. It is being developed, owned and managed by a partnership between Tanger Factory Outlet Centers of Greensboro, N.C., and Gordon Group Holdings of Greenwich, and will include some 80 outlet stores.

Recently leadership of Foxwoods announced that it was closing its Rainmaker Casino midweek in order to reduce operating costs. This midweek closure reflects the property's state as having too much gaming capacity for current demand.

Casino

- 5,832 slot machines
- 350 table games
- 100 poker tables
- High limit room
- High limit lounge

New Windsor Resort & Casino, LLC

Sub-Binder 1: A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Hotels

- Four separately branded hotels
 - 2,230 standard rooms (oversized)
 - 324 suites
 - 23 Villas
- 150,000 square feet of convention and meeting space
- Norwich Spa at Foxwoods
- G Spa
- Wedding planning service

Dining

- Fine dining
 - Paragon – AAA Four Diamond French Restaurant
 - Al Dente - Italian
 - Alta Strada - Italian
 - Cedar's Steak House
 - Craftsteak
 - David Burke Prime – Steakhouse
 - Red Lantern – Asian
- Casual sit-down dining
 - California Pizza Kitchen
 - Comix – Appetizers and finger foods
 - Golden Dragon - Asian
 - Hard Rock Café - American
 - High Rollers – American
 - Junior's – New York comfort food
 - Matches Tavern – American
 - The Grill at Two Trees – New England comfort food
 - Scorpion Bar - Mexican
 - Veranda Café – Three Meal cafe
- Buffet
 - Festival Buffet
- Quick serve dining
 - Boar's Head
 - Dunkin' Donuts
 - Einstein Brothers
 - Fay Da Bakery
 - Fox Deli
 - Fuddruckers
 - Gelato Café
 - Lucky 7
 - Noodles
 - Panera Bread
 - Pequot Bay
 - Pequot Café
 - Phillips Seafood
 - Regina Pizzeria
 - Sbarro
 - Subway
 - The Grill Shack

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Entertainment

- 4,000 seat Theater
- 1,400 seat Fox Theater
- Atrium Lounge – live performances
- Center Bar
- Halo Bar
- High Rollers – bowling and billiards
- Paragon Lounge – Champagne Bar
- Comix Comedy Club
- Shrine Nightclub

Other Amenities

- Lake Isles Golf Club – championship golf course
- Outdoor venues set in manicured gardens
- 2-story arcade for teens and children
- Foxwoods shopping mall

Strengths

- Multiple lodging products allows it to attract diverse groups of gamers
- Well established database
- Excellent suite of gaming and non-gaming amenities
- Positioned as an entertainment superstore

Weaknesses

- Remote location from key feeder markets
- Very high operating costs
- Very high player reinvestment rate

III. B. Catskills Casino Competition

The regional gaming market will also see the addition of a second full-service casino resort in the Catskills region, ostensibly in Ulster County or Sullivan County. This casino will represent Grand Hudson's primary competitor. While its precise location and operator have yet to be determined as well as its mix of amenities, leadership of the Hudson Grand recognizes that this project will be a formidable competitor.

While the Grand Hudson will have a locational advantage based on access to the regional highway network, this second Catskills region casino will offer a four-season resort experience and will also attract patrons from Rockland County, a primary target market and one that will ultimately emerge as a battleground region.

III. C. Racino Competition

Racino competition is comprised of racetracks in New York State that provide patrons with convenience-based gaming experiences. Their primary gaming products are video lottery terminals and non-gaming amenities consist primarily of quick-serve dining. None of these properties offer particularly attractive gaming environments and they attract gamers from within relatively compact catchment areas. The table below lists the primary racino competitors and their distances from Manhattan.

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Casino	Miles from NYC	Miles from Site
Grand Hudson	71	-
Resorts World NY	14	78
Empire Slots	18	84
Monticello Casino	96	45

Source: MapPoint

Monticello Raceway

Monticello Casino and Raceway is a racino facility located in Monticello, NY, 45 miles west of the Grand Hudson. The facility offers 1,110 video slot machines ("VLT's"), 2 electronic roulette machines, a race and sports book, live harness racing, and three dining options. For the 12 months ended December 2013, Monticello generated \$62.8 million in video gaming revenues. Monticello is a fairly pedestrian facility. For a market that had historically been accustomed to full service casinos located in Atlantic City, Connecticut and now Pennsylvania, Monticello is not competitive.

Casino & Gaming

- 1,110 electronic gaming devices
- Harness race track
- Race book
- Sports book

Food & Beverage

- Mighty M Food Court
- The Terrace Restaurant
- Winner's Circle Buffet

Strengths

- Established local customer base
- Convenient access from Route 17

Weaknesses

- Poor surface parking
- Limited dining options
- Dearth of amenities for higher worth gamers
- No table games

Empire City at Yonkers Raceway

Empire City Casino at Yonkers Raceway is a racino located in Yonkers, NY, just north of Manhattan and 64 miles south of the Grand Hudson. The facility offers more than 5,300 VLT's, electronic roulette and electronic craps, live harness racing and simulcast, and a small variety of non-gaming amenities.

Although the facility is relatively new, the build-out and theming already appears dated (in comparison to Resorts World), a result of constrained capital investment and a very high tax rate. Perhaps one of the greatest inhibitors to potential gaming revenue growth is its inconvenient parking. All surface parking requires gamers to take a shuttle bus from the parking lot to the casino entrance. This significantly detracts from its relative attractiveness. In addition, as it is located in Yonkers just north of the Bronx, traffic frequently makes this venue difficult to reach. Despite these shortcomings, Empire City generated \$560 million in video gaming revenues with a win per unit per day of \$288 in 2013.

New Windsor Resort & Casino, LLC

Sub-Binder 1: A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Casino & Gaming

- 5,327 electronic gaming devices (including electronic table games)
- Harness racetrack
- Simulcast theater

Food & Beverage

- Pinch – gourmet dining from renowned Chef Alan Ducasse
- Empire Terrace - American serves lunch and dinner
- Grand Victorian Bar
- International Food Court
- Grab-n-Go
- Nonno's Trattoria - Italian
- Winner Circle Bar
- Entertainment Bar

Parking

- Surface parking lot
- Valet parking

Strengths

- Location adjacent to I-87 just north of the Bronx
- Dense population surrounding the facility

Weaknesses

- Poor surface parking
- Limited non-gaming amenities
- No table games

Resorts World New York

Resorts World Casino New York City is located on the grounds of the Aqueduct Raceway in Queens, NY, 78 miles south of the Grand Hudson. Resorts World is a wholly-owned subsidiary of Genting Malaysia Berhad, one of the world's largest destination resort operators with Resorts World branded properties located throughout Asia.

Resorts World offers more than 5,000 VLT's and electronic roulette as well as other electronic versions of table games. The facility is new, opening in the fall of 2011 and is considered the best of New York's racinos, exemplifying Genting's commitment to become a major resort and casino operator in the United States.

Although the Aqueduct Raceway is adjacent and serves as an added attraction, Resorts World clearly distances itself from the NYRA (New York Racing Authority) operated thoroughbred raceway, as they neither promote, nor even mention the attraction on their website.

For the twelve months ended December 2013, Empire City generated \$785 million in video gaming revenues with a win per unit per day of \$430 (the single highest win per unit in the country for facilities with more than 5,000 slots).

New Windsor Resort & Casino, LLC

Sub-Binder 1: A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Casino

- 5,004 electronic gaming devices (including electronic roulette, craps, and sic-bo)

Food & Beverage

- RW Prime Steakhouse and Wine Bar
- Genting Palace – Full service Chinese
- Food Court: Haagen-Dazs, Artichoke - Basille's Pizza, Cups N' Cones, Popeye's, Queens Burgers, Stage Deli, Subway
- Bar 360 – Entertainment Bar

Parking

- Surface parking lot
- Valet parking

Aqueduct Raceway

- Thoroughbred horse racing adjacent to the casino

Strengths

- Direct pedestrian access to the NYC subway system
- Only gaming property serving residents of Long Island

Weaknesses

- Limited non-gaming amenities
- No table games

III. D. Future Downstate Competition

The enabling legislation authorized up to seven resort casinos in New York State with four licenses issued to sites in upstate New York. Casinos would be banned in New York City and downstate suburbs for a period of five years after upstate casinos open in order to allow those upstate casinos to gain market share, build their databases and develop loyalty among the region's gamers.

No casino sites have been identified for the three remaining downstate licenses. As such it is impossible to determine the impact that those casinos will have on the Project.

IV. Grand Hudson Business Strategy

The regional gaming market is and will remain very competitive. As new competition emerges in the region, both in the Catskills as well as the Capital Region and western Massachusetts, all casinos (resort casinos and racinos) will be forced to increase the amount of money that they spend on marketing, advertising and player reinvestment.

Casinos, like all businesses compete by employing one of two basic strategies: price or differentiation. Businesses that compete on price strive to offer the lowest price. They do so by reducing the costs of production in order to deliver a product or service at a price that is lower than the competition. Businesses whose products and services are superior and clearly differentiated can adopt a differentiation strategy, charging more for those products or services. Consumers in turn recognize the higher value of the differentiated product and are willing to pay more for it.

Casinos are no different. They too compete on either price or differentiation. Pricing in a casino is comprised of a rather complex array of pricing tactics. These include cash rebates (same-day cash-back or free play for points); the kinds and values of offers sent in the mail; the hold percentage on a casino's slot machines; table game rules (which affects table game hold); the types and costs of promotions; how much a casino pays for buses (and bus customers); as well as the prices it charges for food and lodging. Typically a casino with fewer amenities, such as a slot parlor or racetrack casino would gravitate towards a pricing strategy while a full-service casino with hotel, spa and multiple food & beverage outlets, would adopt a differentiation strategy. In the latter, a customer would be willing to pay more, whether in the form of less advantageous table game rules, less generous mail offers or a smaller cash back rebate rate in order to enjoy the atmosphere and amenities available in a full-service resort.

While casino resorts, particularly Foxwoods and Mohegan Sun, were designed with a differentiation strategy in mind, their competitive strategies have long devolved into pricing strategies. Collectively, these properties have some of the most generous rebate rates in the nation. At Foxwoods, \$135 coin-in earns \$1 in comps while at Mohegan Sun \$125 coin-in earns \$1 in comps. Their direct mail programs are equally as generous. These two casinos were forced to resort to a pricing strategy as more convenient racinos opened in New York and Rhode Island. They needed to give people reasons to drive two more hours in order to gamble and they did so with generous rebate programs and direct mail offers. They will continue to over-spend in order to maintain a share of the regional gaming market.

The Sands Bethlehem Casino also has resorted to a pricing strategy. Since Pennsylvania does not tax free play nor limit how much free play a casino can issue, Sands Bethlehem issues an inordinate amount of free play through its mail program. According to the Pennsylvania Gaming Control Board, 33.8% of every dollar cycled through their machines in 2013 was free play. To compensate, Sands Bethlehem maintains a very high slot hold on their machines.

Grand Hudson expects that, given the nuances of the tax regime in Pennsylvania, both Mohegan Sun at Pocono Downs and Mount Airy will also rely more and more on pricing tactics in the form of generous free play offers in order to compete. They will compensate by increasing their hold percentages on their machines, thereby negating the gaming value that free play could offer.

The Grand Hudson will employ a differentiation strategy. Rather than rely on pricing tactics, primarily in the form of free play to drive visitation, the Grand Hudson will provide a superior gaming, lodging, entertainment and lifestyle experience that will be clearly differentiated from convenience-based racino properties and regional resort casinos. Grand Hudson will also capitalize on its convenient access from key feeder markets. While leadership understands that comps, free play and mail offers play an important role in how gamers choose one casino over another, it adheres to the principle that superior products and services are the key elements to foster loyalty.

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

The Grand Hudson will also offer a better wagering experience on its slot floor by offering more generous slot hold percentages than its primary resort competitors. Its target hold will be approximately .5% higher than Empire Slots effective hold of 6.64%, net of free play. The target slot hold is forecast at 7.1%. This will be substantially lower than Sands Bethlehem and ultimately a critical success factor for the Project.

V. Management

The Company has assembled a management team with extensive experience developing, opening and operating integrated casino resorts. Full House Resorts will be the operator of the Grand Hudson Resort and Casino.

V. A. Full House Resorts

Full House Resorts, Inc., ("Full House") a casino gaming company, was incorporated in Delaware on January 5, 1987. The management team, which joined in mid-2004, revitalized and reorganized the company following a two prong business approach:

- o The ownership of local casinos with a market leadership and strong management and operations accretive to earnings
- o The management of casinos on behalf of Native American tribes and commercial clients which can benefit from the knowledge and experience of its team

Full House's Board of Directors, which includes Lee Iacocca, brings a history of success. The management team has tremendous depth of experience in casino gaming and its own track record of success. The first phase of its vision has already been implemented by the disciplined purchase of Stockman's Casino, a very successful local casino and continued with the acquisition of the Rising Star Casino Resort.

The January 2007 acquisition of Stockman's Casino in Fallon, NV started the first prong of this approach. The property is without doubt the market leader, which was acquired at a reasonable price. Full House is actively seeking acquisitions of additional local casinos at moderate multiples. Full House's strategy is to locate market leading properties with strong management which can be acquired at an appropriate earnings multiple to be immediately accretive to our bottom line.

As of April 2011, Full House acquired the Grand Victoria Casino & Resort in Rising Sun, IN, which is now the Rising Star Casino Resort, carrying the host city's name to new levels of excitement and enjoyment. This full scale riverboat casino exemplifies the broad operational base we strive for. The Rising Star has 40,000 square feet of gaming space with almost 1,300 slot and video poker machines and 37 table games. The property includes a 201-room hotel with spa, pool, meeting space and a pavilion with five food and beverage outlets, including a fine dining restaurant, buffet, sports bar, quick service restaurant and coffee shop and a large, multi-purpose Grand Theater for concerts and performance events as well as meetings and conventions. The 300-acre grounds also contain an 18-hole Scottish links golf course with full-service clubhouse. The property is conveniently located within driving distance of Indianapolis and Cincinnati, and near Lexington and Louisville.

As of September 1, 2011, Full House assumed the operations of the Grand Lodge Casino in Incline Village, NV on the north shore of Lake Tahoe. As part of the Hyatt Regency Resort, Spa and Casino complex, the casino offers a full spectrum of casino gaming from slots to all forms of table games, poker and a sports book. It is the key adjunct to making the resort a full service spa resort.

The second prong of Full House's business strategy is well-represented by the management of FireKeepers Casino in Battle Creek, MI, which opened in August 2009 and was managed by GEM, a joint venture in which the Full House owned a fifty percent stake.

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

The casino, developed on behalf of the Nottawaseppi Huron Band of Potawatomi is located between Chicago and Detroit on 78 acres of land, right at Exit 103 on I 94. The casino caters to over six million adults within 100 miles of its location and features over 3,000 Las Vegas style gaming positions including 2,880 state of the art slot machines, 78 table games and a 120 seat poker room. As development manager, Full House brought the construction project in under budget and on time. Under Full House management, in its first year of operations, the casino was named the best casino in southern Michigan and continues its outstanding performance. Effective on March 30, 2012, the company sold its interest in the management contract to the Band, but continue to advise on the development of a 240-room hotel and events/convention center.

Effective September 23, 2011, Full House commenced a three-year management of the gaming facilities of the Pueblo of Pojoaque in Santa Fe, New Mexico. These facilities include the Buffalo Thunder Casino and Resort which has approximately 1,200 slot machines, 18 table games and a poker room. The casino is part of a resort consisting of a 300 room hotel, spa, golf course and variety of dining outlets. Also included is the Cities of Gold Casino, consisting of 575 slots, table games, hotel, buffet and casual dining restaurant, and the Cities of Gold Sports Bar, with 150 slots and a sports book.

Those properties, though geographically diverse, have several factors in common: they all cater to a local customer base, they have good to great demographics and they have easy accessibility, together a recipe for success.

V. B. Management Team

Andre Hilllou

Andre M. Hilllou is President and Chief Executive Officer of Full House in March 2004. From 2001 until joining Full House, he served as Chairman and Chief Executive Officer of Vision Gaming and Technology. Mr. Hilllou held executive positions with various companies including Chief Executive Officer of American Bingo and Gaming, Inc. and Chief Executive Officer of Aristocrat, Inc. He also spent approximately 11 years with the Showboat Corporation, reaching the level of Senior Vice President of Operations for its Atlantic City, NJ property, and Chief Executive Officer of Showboat's Sydney Harbour Casino.

Mark J. Miller

Mark J. Miller is Chief Operating Officer of Full House Resorts and has served in that role since in 2009. From 2007 until 2012 he served as our Chief Financial Officer. From September 2003 until December 2006, Mr. Miller served as Executive Vice President and Chief Financial Officer of Aero Products International, a leading maker of premium, air-filled bedding products. From December 1998 until May 2003, Mr. Miller was Executive Vice President and Chief Financial Officer and then, Chief Operating Officer of American Skiing Company, owner and operator of nine well-known ski resorts located in New England, Colorado, California and Utah. From 1994 until 1998, he was an Executive Vice President of Showboat, Inc. with operational support responsibility for new casino development. Previously, Mr. Miller served in various positions within the Showboat organization, including President and Chief Executive Officer of the Atlantic City Showboat.

Deborah J. Pierce

Deborah J. Pierce is Chief Financial Officer at Full House Resorts. Ms. Pierce served as Chief Financial Officer for 155 East Tropicana, LLC and its successor Nay-115 E. Tropicana, LLC. doing business as Hooters Casino Hotel, across from the MGM Grand in Las Vegas, NV. Hooters Casino Hotel is a 700 room hotel with full casino services. Ms. Pierce held financial executive positions with various companies including vice president of finance for Tropicana Hotel Casino and Silverton Casino Hotel, both in Las Vegas, and Chief Financial Officer of Midby & Associates, a developer and owner of the Gold River Hotel Casino in Laughlin. From 1998 to 2003, she served with Ameristar Casinos, Inc. as vice president of finance at the corporate level, assisting in the acquisition and development of their Missouri properties,

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

along with other financial duties. Ms. Pierce, a Certified Public Accountant, worked for 11 years in public accounting for KPMG and Lavenhol, both large audit firms, and also has served as chairman of the Nevada Economic Forum, a governor appointment.

Wesley Elam

Wesley Elam has over 30 years' experience in the casino/hotel industry. He is an expert in casino openings and operations. Most recently, he served as General Manager of the Argosy Casino - Baton Rouge, LA. In 1999, he turned the property around to profitability by implementing an identity re-branding of the casino, renovation of the casino and construction of a hotel. From 1994 to 1998, he served as Chief Operating Officer for the Star City Casino in Sydney, Australia, responsible for the openings and operations of both the temporary and permanent casino/hotel. Prior to that, he served as Controller for Casino Windsor, Ontario, Canada, overseeing the construction and opening of the temporary casino, which was a fast-track project, opening in six months. Previously, he had served in various executive positions with responsibilities for the opening and operations of the Trump Taj Mahal Casino, Showboat Casino, Trump Castle Casino and the Tropicana Casino in Atlantic City. Mr. Elam holds a Bachelor of Science degree in Business Administration from the Thomas Edison State College.

Elaine Guidroz

Elaine Guidroz is General Counsel at Full House Resorts. Prior to serving as General Counsel, Ms. Guidroz served as Associate General Counsel since February 2012. Ms. Guidroz began her gaming career in 2004 where she served as In-House Counsel to Grand Victoria Casino & Resort, owned and managed by Hyatt Gaming Management, Inc. From 2008 through 2011, Ms. Guidroz served as General Counsel and Compliance Officer to Rising Star Casino & Resort. Prior to joining Rising Star, Ms. Guidroz was in private practice in Indianapolis, IN where she focused primarily on insurance defense matters. Ms. Guidroz received her Juris Doctorate, magna cum laude, from Indiana University McKinney School of Law. Ms. Guidroz also holds a Masters of Business Administration from Xavier University Williams College of Business, and a Bachelor of Arts from the University of North Carolina-Chapel Hill.

John Sheldon

John Sheldon is Vice President of Marketing at Full House Resorts. John became Senior Vice President of Marketing in November 2013. John is a seasoned gaming industry executive with more than twenty-five years of experience in casino marketing and operations with a clear track record of success starting with the Hilton Hotels Corporation in Las Vegas serving in various sales, marketing and operations positions. Subsequently, he held major positions that included corporate executive level responsibilities for multiple properties in various domestic and international jurisdictions. Most recently, Mr. Sheldon was the Senior Vice President/CMO for Majestic Star Casinos, and he has previously served in similar capacities for the Boyd Gaming Nevada Region and Hyatt Gaming.

James Meier

James Meier has over 20 years' experience in the hospitality industry. With a proven background in analyzing the economic and tax implications of business transactions and acquisitions, SEC disclosures, corporate asset management and development, James has experience in the United States, Canada, Mexico, Caribbean and Native American tribal enterprises. He has hands-on experience in casino accounting and internal controls as well as regulatory compliance. A CPA and CMA, James earned his Master's Degree from University of Nevada, Las Vegas and his Bachelor of Science degree in Business Administration from Minnesota State University.

Jim Dacey

Jim has over twenty years' experience managing complex, multi-discipline projects. He has worked with tribal governments, federal agencies and local municipalities and civic organizations to secure the approvals, agreements and support necessary to conduct tribal gaming. He is responsible for identifying and securing the services of all key suppliers and consultants, developing the strategy and then directing and managing the efforts of the team. He has extensive experience in project and contract management,

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

customer relationship management, as well as implementation of the business process. Prior to joining Full House Resorts, Jim was with GTECH, the world's largest lottery supplier, as Director of Operations.

V. C. Ownership Team

Luther Winn, Jr

Luther Winn, Jr. is president of Greenetrack, Inc., the largest African American owned gaming facility in the United States, and a New York State Certified Minority Owned Business.

Winn came to Greenetrack in 1999, bringing more than twenty years of experience and leadership in the gaming industry. He has received numerous awards reflecting his commitment to the community. Greene County, home to Greenetrack, was singled out in 2008 by the Alabama Bureau of Analysis as the fastest growing county in Alabama. Greene County was once listed as the poorest county in Alabama. Under Winn's leadership, Greenetrack and the implementation of gaming saved Greene County. In 2004 Winn's implementation of gaming in Greene County created four hundred jobs.

From 1992-1999 Winn served as Director of Racing at Gulf Greyhound Park in LaMarque, TX. Among his accomplishments he was the first African American Director of Racing in the United States. He worked closely with the owner to open the facility and he assisted with the implementation of policies and procedures to ensure best practices.

Prior to assisting with the opening of the Gulf Greyhound Park, Winn assisted in the opening of gaming facilities in Coeur d'Alene, ID and in Council Bluffs, IA.

Winn began his career as a security guard and paddock judge for the Greene County Greyhound Park in 1978. In 1988 he was promoted to oversee the racing department. In 1995 Green County Greyhound Park was renamed to Greenetrack, Inc. and after resigning his position of Director of Racing at Gulf Greyhound Park he returned to Greenetrack as President and CEO.

Winn attended Alabama A&M University in Normal, AL. A supporter of the Boy Scouts of America and the American Cancer Society, he also sits on the Boards of the Greene County Industrial Development Authority, the Eutaw Airport Authority, West Alabama Mental Health, and National Action Network.

Herlecia Hampton

Herlecia Hampton is General Manager and Director of Marketing for Greenetrack, Inc., a Class II gaming facility and simulcasting thoroughbred and greyhound racing facility in Eutaw, AL.

Herlecia joined Greenetrack, Inc. in 2003 as Director of Marketing to coordinate all marketing programs, promotions and advertising, establish objectives, and plan marketing strategies.

In 2006 Herlecia was promoted to General Manager of Greenetrack, Inc. to oversee, manage and direct the day-to-day operations of the company.

Herlecia received her Certification in Gaming Management from the University of Nevada, Reno in 2006 that included Planning and Business Analysis, Management of Slot Operations, Financial Accounting, Analysis and Auditing, Fraud in the Gaming Industry and Game Protection.

Prior to joining Greenetrack, Inc., Herlecia served as the Executive Director of Greene/Sumter Enterprise Community. She was responsible for coordinating activities and strategies to promote economic development thru infrastructure, education, and small business loans. In addition, Herlecia administered the micro loan program to assist in creating homegrown businesses. In working closely with the Economic Development Committee, infrastructure grants were given to companies to expand their business in order to create additional jobs. A Work force development training lab was established to provide job training for a multi-county to train residents for jobs at Mercedes Benz and its supplier. Herlecia graduated from Alabama A&M University in 1983; Cum Laude with a degree in Marketing and Communications.

VI. Human Resources Plan

VI. A. Staffing

The following table illustrates projected number of employees by functional area and the related average pay scale for each of the low, average and high revenue projection model. This information is based on historical knowledge of similar sized gaming properties and substantial experience in the gaming business. The Company expects that slightly over 92% of the staffing positions to be filled by NY state residents with the majority of these positions being filled by residents in the immediate surrounding municipalities.

Hudson Grand Staffing Summary			
Functional Area	Low Case	Average Case	High Case
General & Administrative			
Full-Time Equivalent Employees			
Based on 1500 hours annually	88	88	88
Full Time Employees	67	67	67
Part-Time Employees	2	2	2
% of positions filled by locals	67.86%	67.86%	67.86%
Average Hourly Rate	\$17.75	\$17.75	\$17.75
Average Salary	\$120,363	\$120,363	\$120,363
Total Burden as a %	28.46%	28.46%	28.46%
Gaming			
Full-Time Equivalent Employees			
Based on 1500 hours annually	871	874	882
Full Time Employees	821	824	831
Part-Time Employees	70	70	70
% of positions filled by locals	87.07%	87.07%	87.07%
Average Hourly Rate	\$13.05	\$13.08	\$13.05
Average Salary	\$74,082	\$74,082	\$74,082
Total Burden as a %	37.64%	37.65%	37.67%
Retail			
Full-Time Equivalent Employees			
Based on 1500 hours annually	25	25	25
Full Time Employees	22	22	22
Part-Time Employees	4	4	4
% of positions filled by locals	100.00%	100.00%	100.00%
Average Hourly Rate	\$13.12	\$13.12	\$13.12
Average Salary	\$52,190	\$52,190	\$52,190
Total Burden as a %	36.58%	36.58%	36.58%
Cage, Credit & Collections			
Full-Time Equivalent Employees			
Based on 1500 hours annually	49	49	49
Full Time Employees	49	49	49
Part-Time Employees	0	0	0
% of positions filled by locals	85.71%	85.71%	85.71%
Average Hourly Rate	\$15.01	\$15.01	\$15.01
Average Salary	\$52,615	\$52,615	\$52,615
Total Burden as a %	37.18%	37.18%	37.18%
Facilities			
Full-Time Equivalent Employees			
Based on 1500 hours annually	107	107	108
Full Time Employees	107	107	108
Part-Time Employees	0	0	0
% of positions filled by locals	100.00%	100.00%	100.00%
Average Hourly Rate	\$17.10	\$17.10	\$17.10
Average Salary	\$53,080	\$53,080	\$53,080
Total Burden as a %	40.12%	40.12%	40.12%

Continued on following page

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Continued Payroll Summary

Functional Area	Low Case	Average Case	High Case
Security & Surveillance			
Full-Time Equivalent Employees			
Based on 1500 hours annually	174	174	175
Full Time Employees	165	165	166
Part-Time Employees	12	12	12
% of positions filled by locals	98.54%	98.54%	98.54%
Average Hourly Rate	\$14.90	\$14.90	\$14.91
Average Salary	\$48,777	\$48,777	\$48,777
Total Burden as a %	38.27%	38.27%	38.28%
Marketing			
Full-Time Equivalent Employees			
Based on 1500 hours annually	84	84	84
Full Time Employees	84	84	84
Part-Time Employees	0	0	0
% of positions filled by locals	92.86%	92.86%	92.86%
Average Hourly Rate	\$13.50	\$13.50	\$13.50
Average Salary	\$57,066	\$57,066	\$57,066
Total Burden as a %	36.92%	36.92%	36.92%
Hotel			
Full-Time Equivalent Employees			
Based on 1500 hours annually	130	130	131
Full Time Employees	128	128	127
Part-Time Employees	6	6	6
% of positions filled by locals	100.00%	100.00%	100.00%
Average Hourly Rate	\$12.18	\$12.18	\$12.18
Average Salary	\$43,668	\$43,668	\$43,668
Total Burden as a %	37.98%	37.98%	37.99%
Food and Beverage			
Full-Time Equivalent Employees			
Based on 1500 hours annually	989	992	1000
Full Time Employees	883	866	874
Part-Time Employees	175	175	175
% of positions filled by locals	99.50%	99.50%	99.50%
Average Hourly Rate	\$10.02	\$10.01	\$10.01
Average Salary	\$42,445	\$42,445	\$42,445
Total Burden as a %	36.35%	36.36%	36.38%
TOTAL Full-Time Equivalent Employees	2,498	2,504	2,522
TOTAL Full Time Employees	2,304	2,310	2,328
TOTAL Part-Time Employees	269	269	269

VII. B. Recruitment and Training Timeline

The Human Resources department is responsible for recruiting over 2,000 candidates for positions at the Grand Hudson. To do so the department has identified the following critical milestones to opening.

Online Application Portal

The online application portal allows candidates to examine all of the career opportunities at the Grand Hudson and submit an application on line. The Online Application Portal will be operational within sixty days from issuance of the gaming license and will begin accepting applications.

Leadership Team In Place

Eighteen months prior to opening senior leadership will have completed recruitment of its property leadership team. These managers will in turn prepare for the opening of the resort casino and recruit supervisors and line staff for their departments.

Human Resource Team In Place

Eight months prior to the opening date the Human Resource team will establish a physical presence in the form of a recruitment center in New Windsor. The team will prepare for the task of processing what is expected to be over 10,000 applications.

Recruitment Center Opens

Six months prior to opening the recruitment center will open. The facility, ideally a former shopping mall or supermarket, will need to have sufficient parking, interviewing rooms, queuing and other facilities to manage the thousands of applicants that are expected to visit the facility. The Grand Hudson has committed to the Cities of Newburgh, Middletown, Port Jervis and Beacon to hold at least two job fairs in each locale.

Dealers School

The Grand Hudson will establish a dealers' school four months prior to opening. Training dealers, particularly craps and specialty games, requires weeks of intensive training and Full House table game supervisors will oversee the training process. The Dealer's School will be located on the Project site at one of the existing buildings. The Grand Hudson will provide transportation to those future employees in need.

Slot Technical Staff

The task of installing, programming and testing over three thousand electronic gaming devices is a challenging task. Few casinos in the world have opened up with this many gaming devices at once. To meet this challenge, the slot technical staff will come on board three months prior to opening to first train and then, upon receipt of temporary occupancy permits, begin the installation and testing of electronic gaming devices.

Grand Hudson Academy

Grand Hudson Academy is the Company's customer service training program. Every employee who is selected to the Grand Hudson team will be trained in the delivery of outstanding customer service. Grand Hudson Academy teaches employees the values of the organization, principles of customer service, the delivery of customer service and how to overcome challenging situations. Grand Hudson Academy will open two months prior to opening.

Onboarding

Onboarding is the process of bringing employees into the organization, processing their gaming applications, issuing uniforms and beginning formal training. Depending on the position, onboarding is expected to start one month prior to opening and continuing until two weeks prior to opening.

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

Dress Rehearsal

One week prior to opening, the property will conduct a series of dress rehearsals. Employees will dine in the properties restaurants, stay in the hotel rooms and, pending approval of the New York State Gaming Commission, participate in play nights in the casino.

The table below summarizes the Human Resources Timeline Path to Opening.

Human Resources Critical Path to Opening	
Task	Date
Online Application Portal	22 months prior to opening
Leadership team on board	18 months prior to opening
HR team on board	8 months prior to opening
Recruitment center opens	6 months prior to opening
Dealers school opens	4 months prior to opening
Slot technical staff on board	3 months prior to opening
Grand Hudson Training Academy opens	2 months prior to opening
Onboarding of line staff	1 month prior to opening
Dress rehearsal	1 week prior to opening

VIII. Summary of Marketing Plan

Exhibit VIII. B. 9. b. contains the Grand Hudson Resort and Casino's Marketing Plan. A summary of key objectives and strategies are found below. The reader is advised to refer to the plan for a more detailed explanation of the marketing plan.

VIII. A. Casino Marketing Objectives

The database is the lifeblood of any successful casino. It is the primary tool to foster loyalty and encourage repeat visitation. The Company has established the following database goals.

Database Growth Objectives					
	2017	2018	2019	2020	2021
Total	324,186	360,184	379,141	383,891	387,911

In order to achieve the financial objectives for the Project the Company intends to institute a tiered player rewards program. Chapter VIII. D. of this plan describes the Project's tiered player reward program strategy. Individual tiers are forecast to grow over five years as detailed below.

Database Growth Objectives By Tier					
	2017	2018	2019	2020	2021
Base	243,124	270,138	284,356	287,768	290,933
1st Premium Tier	48,625	54,028	56,871	57,554	58,187
2nd Premium Tier	16,208	18,009	18,957	19,185	19,396
3rd Premium Tier	11,348	12,606	13,270	13,429	13,577
Top Tier	4,862	5,403	5,887	5,755	5,819
Total	324,186	360,184	379,141	383,891	387,911

VIII. B. Casino Marketing Strategies

All casinos divide casino marketing strategies into three integrated activities: attract new players to the property; capture their names, contact information and relevant gaming behaviors into a database; and induce those patrons to return through a combination of marketing activities. What differentiates one casino from another is how they attract, capture and induce their patrons to return. This section defines the specific strategies that the Grand Hudson will employ in its casino marketing plan.

Attract

- Attract new visitors to the property by crafting an exciting, alluring and entertaining gaming and entertainment experience that is superior to any casino resort in Connecticut or Pennsylvania and is competitive with North America's best gaming resorts.
- Utilize print, radio, television, outdoor, direct mail, and the Internet to communicate these experiences to gamblers throughout the four-state area.
- Utilize public relations prior to and through the opening period to attract the interest of travel writers in order to create excitement among gamers and resort travelers in the key feeder markets along the eastern seaboard.
- Utilize social media to create interest and excitement among mass market day-trip gamers.
- Employ an aggressive advertising campaign through the opening period in order to attract day-trip gamers.
- Employ hosts on property and in key feeder markets to attract premium players.

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

- Utilize headline entertainment to induce trial.

Capture

- Clearly communicate the important attributes of the player rewards program throughout the property in order to induce customers to join the rewards program and use their cards whenever they gamble.
- Capture the name, address, mobile phone number and e-mail address of every person who plays in the Grand Hudson Casino by enrolling them in the casino's player rewards program.
- Employ roving Ambassadors to enroll non-carded gamblers in the property's player rewards program.
- Capture the name, address, mobile phone number and e-mail address of every person who checks into the hotel by providing hotel registration personnel with the equipment and training necessary to enroll new players, print cards and explain membership benefits to hotel guests.
- Track the spending patterns and dining preferences of every person who dines in any of the Grand Hudson's restaurants by requesting player reward cards at the point of purchase, capturing those transactions into the POS system and forwarding those transactions to a central database warehouse.
- Train every employee at each customer contact point, including restaurants, bars, nightclubs, cashier's cage and hotel registration to articulate to customers the benefits of reward program membership.
- Require membership in the player rewards program in order for customers to participate in any casino drawing.

Induce to Return

- Touch each customer who enrolls in the rewards program and wagers in the casino within twenty-four hours of enrollment with a targeted e-mail offer that is predicated on their first day's wagering activity.
- Induce repeat visitation by segmenting customers by place of residence along with their gaming, hotel and dining activities. Determine each patron's gaming spend per visit and spending patterns at the Grand Hudson's various outlets and then encourage those people to return through a series of targeted e-mail offers that match their spending preferences.
- Send local members a monthly e-newsletter containing a colorful promotional calendar and a link to MyGrandHudsonCasino.com where players can log on and view their individually tailored offers comprised of free play, hotel offers, drawing entries and/or comp meal offers.
- Utilize MyGrandHudsonCasino.com to allow customers to view their tier status and a graphical illustration of additional play required to achieve the next tier.
- Utilize text messages as calls to action, promoting drawings and promotions and to remind players to check their MyGrandHudsonCasino.com accounts for their current offers.
- Send monthly room rate calendars and promotional package offers to out of market customers (who are not assigned to a host) that had previously stayed at the Grand Hudson hotel.
- Implement promotions that appeal to Socializers and not Value Seekers and Advantage Players.
- Utilize casino hosts to build personal relationships with premium players and periodically invite those players back to the property for special events and tournaments.
- Create a tiered rewards program that is both aspirational and attainable. Use the tiered rewards program as a tool to develop players into loyalists in addition to rewarding loyal players for past loyalty.
- Utilize entertainment to induce incremental visitation from premium level players.
- Treat every customer with respect, wish them good luck and thank them for their patronage.

VIII. C. Player Reward Program Strategies

Grand Hudson will offer a less generous rebate rate than Foxwoods and Mohegan Sun while affording the property the ability to implement more demand stimulation programs delivered via mail and e-mail, more coupons for meals and hotel stays during shoulder periods and more high-value gaming tournaments.

- Create a Grand Hudson Rewards program that targets high value consumers but still rewards the frequent, lower ADT guests.
- Design a player rewards program that achieves the following target player reinvestment rates¹ by tier segment:

Player Reinvestment Rates	
Base	10%
1st Premium Tier	14%
2nd Premium Tier	18%
3rd Premium Tier	22%
Top Tier	30%

- Allow points to accrue on a coin-in basis with a target base accrual rate of 3.5%.
- Offer point multipliers to players who achieve higher tier status.
- Allow patrons to redeem points at any retail or restaurant outlet on property.
- Allow points expire after 18 months of inactivity. As long as a player continues to generate carded tracked/gaming revenue, unredeemed comp dollars remain valid and redeemable. The logic for this is simple: the player earned it; the player is entitled to it as long as they continue to visit periodically. There may be a customer who is saving up for a special occasion dinner or a high-end customer who is superstitious.
- Grand Hudson will permit joint accounts whereby couples can accrue points in one account and either spouse can redeem them.

¹ Player reinvestment is comprised of all expenses that the casino incurs in fostering loyalty and encouraging repeat visitation. It includes points redeemed, comp redeemed, direct mail offers redeemed (free play, room offers, etc.), transportation (limousines, air, etc.) as well as all promotions.

VIII. D. Tiered Reward Program Strategies

- The Grand Hudson's tiered player reward program ("TPRP") will be both aspirational and attainable. For players in each tier, the benefits accorded in the next highest tier will be so compelling that they will aspire to reach it.
- Throughout the property there will be visible cues of what premium tier status can bring. For the highest tier player it may be access to a private gaming lounge while for a mid-tier player it might include complimentary valet parking and a separate queue at the buffet. The Grand Hudson's TPRP will be comprised of a base tier and four premium tiers.
- Create aspirational elements throughout the property and everywhere there is a customer queue so that customers aspire to reach the next level.
- Clearly communicate to players how easy reaching the next tier is.
- Encourage aspirational movement among tier levels.
- Create unique experiences for the premium card level status.
- The qualification period will take place on an annual basis. On January 1 of each year, players start to qualify for premium tier status. Whatever level a player achieves by December 31, the player will keep that tier level through the next year. For example, the qualification period begins on January 1, 2018. A player achieves 1st premium tier status on April 15, 2018 and 2nd premium tier status on September 30, 2018. The player keeps that 2nd premium tier status through the end of 2018 and all of 2019, expiring on December 31, 2019. The player's 2020 premium tier status is determined by their gaming activity in 2019.
- By creating an entry level premium tier (1st Premium Tier), Hudson Grand starts the player development process deeper into the database. This strategy allows players who share their loyalty among multiple properties to see the benefits of playing exclusively at the Hudson Grand. Achieving premium tier status must also be attainable. To accomplish this, Grand Hudson Marketing proposes the following breakdown of the database which in turn creates four sub-segments of players that are candidates for advancement to the next highest tier. The segmentation of these tiers is illustrated in the following table.

Breakdown of Tiers	
Tier	Percentile
Base	0-75%
1st Premium Tier	75.1%-90%
2nd Premium Tier	90.1-95%
3rd Premium Tier	95.1-98.5%
Top Tier	98.6%-100%

IX. Risk Assessment

Economic Downturn

The Great Recession clearly illustrated the effects that a severe economic downturn can have on a region's economy. While New York State and the New York metropolitan area fared better than other regions of the country, the region was not immune. Another economic crisis, whether related to real estate, banking, or world events could once again negatively impact the region.

The Grand Hudson Resort and Casino will not be immune from the effects of another severe economic downturn. Casino gaming is a purely discretionary activity and it is one of the first entertainment experiences that consumers forego during difficult economic times. Casinos throughout the country experienced slowdowns in business volume as the recession took hold. Nevertheless, virtually all regional casinos were able to survive the economic downturn. While patrons reduced their spending levels and rates of visitation, customers did not completely abandon gaming as a form of entertainment. This was clearly evidenced by the performance of New York's racinos during the recession.

All members of the leadership team now have had experience in dealing with a sudden and severe economic downturn. Grand Hudson leadership understands how to implement demand stimulation programs in order to increase visitation and reduce operating expenses in order to maintain profitability. Leadership has the knowledge and strategies to overcome the effects of a severe economic downturn.

Acts of Terrorism

No region of the country was more impacted by acts of terrorism than the New York metropolitan area. The lingering effects remain today as painful memories to many of its residents. An act of terrorism in the region could once again have a profound effect on the collective psyche of the region's citizens. Nevertheless, New Yorkers had demonstrated a resiliency and ability to overcome the latent effects of such heinous acts. While an act of terrorism will have a short-term effect on all entertainment destinations including casinos, those effects are expected to be short-lived.

Leadership is prepared to implement strategies that support the local and surrounding communities should an act of terrorism strike the region again. It is also prepared to implement strategies similar to those designed to deal with an economic downturn in order to maintain profitability.

New York City Market Entrants

This business plan addressed all current market entrants during the initial planning period. The financial forecasts also took into account the other planned casino resorts in resorts in upstate New York (one in Ulster County, one in the Capital region and one in the Southern Tier region). The forecasting model also took into account new market entrants in Massachusetts.

The enabling legislation authorized three additional casinos in and around New York City. Those casinos are prohibited from opening for a minimum of five years from the opening of the Grand Hudson Resort and Casino, ostensibly to give the property sufficient time to build its database, gain market share and develop loyalty among area gamers. Given the absence of any information regarding the specific location of future downstate New York casinos, it was impossible to forecast the impact that those casinos could have on the Project.

A future New York City casino, located in northern part of the city or northern suburbs would have a negative impact on the Grand Hudson Resort and Casino. A casino on Long Island would have very little impact on the Project.

Unanticipated New Market Entrants

This business plan and its accompanying forecasts of gaming revenue do not anticipate additional new market entrants other than those described in this plan. It is possible that other state legislatures may pass legislation allowing for the introduction of additional casinos in adjacent states. A casino in and around the New Jersey Meadowlands is one such possibility. A casino resort in Connecticut is another possibility. While remote, one or more unanticipated market entrants would negatively impact the Project, particularly if such a casino were to be located in southern Connecticut or Northern New Jersey. Given the absence of any enabling legislation, the possibility of additional market entrants remains remote.

Second Orange County Casino

The enabling legislation permits up to two casino resorts in the Catskills region. This business plan and its accompanying forecasting models assumed that the second casino would be located in Ulster County at or near the Concorde Hotel. A second casino resort in Orange County at a location south of the Project would have a significant deleterious effect on the Project.

Possible Repeal of Gaming Legislation

Opponents to gaming in Massachusetts recently succeeded in placing a referendum on the November 2014 ballot that will allow voters to repeal the enabling legislation permitting casino resort development in the Commonwealth of Massachusetts. Approval of the legislation would terminate current and planned casino development in that state. Although voters approved a constitutional amendment to expand casino gambling New York, there remains the remote possibility that a similar scenario could play out in New York.

New Windsor Resort & Casino, LLC

Sub-Binder 1:

A. Finance and Capital Structure

Exhibit VIII.A.5 Business Plan

X. Financial Summary

Pro Forma Income Statement Summary for Grand Hudson Hotel & Casino					
	Year 1 2017	Year 2 2018	Year 3 2019	Year 4 2020	Year 5 2021
Number Slot Machines	3,000	3,000	3,000	3,000	3,000
Win Per Slot	\$368	\$388	\$418	\$430	\$438
Number Tables	100	100	100	100	100
Win Per Table	\$2,481	\$2,726	\$2,891	\$2,992	\$3,082
Gaming Revenue	\$ 489,788,778	\$ 544,220,855	\$ 588,710,804	\$ 588,815,882	\$ 600,387,998
Gross Revenue	\$ 588,573,822	\$ 829,483,701	\$ 857,877,397	\$ 880,877,285	\$ 894,641,395
Net Revenue	\$ 489,805,757	\$ 544,185,851	\$ 588,741,144	\$ 588,821,243	\$ 600,540,253
Operating Expenses					
Cost of Sales	\$ 23,518,988	\$ 24,468,347	\$ 25,288,235	\$ 25,883,421	\$ 25,807,235
Total Labor and Burden	\$ 95,353,930	\$ 99,917,128	\$ 97,159,373	\$ 99,102,581	\$ 101,084,812
Gaming Taxes	\$ 148,898,473	\$ 165,288,838	\$ 172,833,210	\$ 178,820,597	\$ 182,181,709
Community Agreements	\$ 5,710,000	\$ 5,710,000	\$ 5,710,000	\$ 5,710,000	\$ 5,710,000
Marketing and Related	\$ 29,387,927	\$ 31,332,850	\$ 30,710,383	\$ 31,198,831	\$ 31,220,178
Property Taxes	\$ 15,840,000	\$ 18,000,000	\$ 18,180,000	\$ 18,321,600	\$ 18,484,816
Other Operating	\$ 81,751,878	\$ 85,647,248	\$ 87,098,516	\$ 88,254,351	\$ 89,788,099
Total Expenses	\$ 380,457,273	\$ 408,342,007	\$ 414,759,717	\$ 425,089,162	\$ 432,258,848
EBITDAR	\$ 109,348,484	\$ 135,843,844	\$ 153,981,427	\$ 163,832,082	\$ 168,283,808
EBITDA Margin (Net)	22.3%	25.0%	27.1%	27.8%	28.0%

*EBITDAR is before any management and/or development fees paid and/or other developer payments.
Source: Gaming Market Advisors*