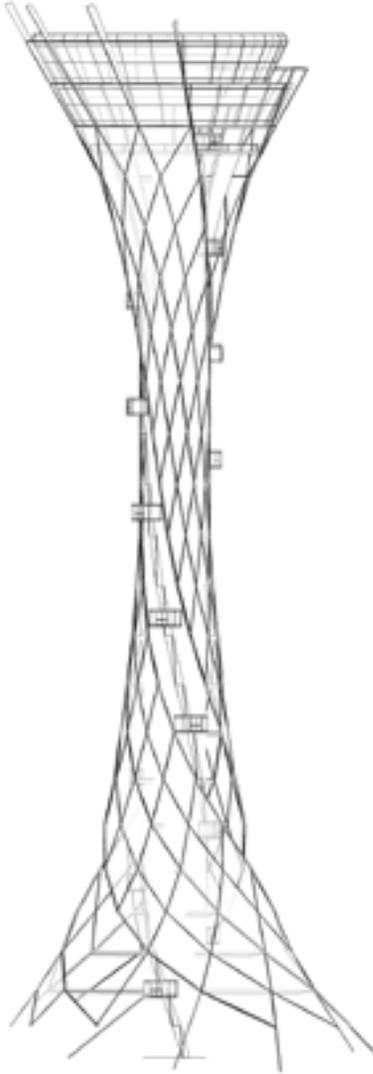


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The Spire - US ThrillCorp

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SAN DIEGO SPIRE – STUNNING, BEAUTIFUL AND UNIQUE

The Vision

San Diego, unarguably, is one of the most beautiful cities in the world. Tens of millions of San Diegans, California residents, domestic and international tourists, conventioners and military servicemen and women (and their supporting families) visit the city each and every year. Drawn by its idyllic climate, pristine beaches, unique bayside location, plentiful outdoor activities, rich history, bustling downtown, and economic prosperity. Yet one noticeable opportunity still exists: creating an architecturally striking and beautiful iconic structure that serves as a one-of-a-kind visual identifier for the downtown waterfront skyline and allows people to experience San Diego in an entirely new way.

Our vision has been to create a stunningly beautiful observation tower that produces San Diego's "icon" on the waterfront, by designing a defining structure that provides the community with an entirely unique and experiential landmark to call its own. Designed specifically for San Diego with the support of a San Diego-based and locally owned architecture firm, the San Diego Spire was conceived to serve as a distinct and breathtaking anchor for our proposed outdoor entertainment, dining and recreation center – becoming the focal point for surrounding restaurants, retail stores, parks and open space, and a new aquarium. The Spire will offer San Diego the opportunity to reflect and amplify its unique style, while providing a new perspective on the city that can be enjoyed by residents and visitors alike.

The Design

The San Diego Spire is more than just a simple observation tower; it is a multi-patented design that includes three unique destinations in one beautiful and iconic structure that only our team can deliver. ThrillCorp's and its design team has considerable experience in creating unique and profitable attractions, and the group includes some of the most experienced tall tower builders in the world.

The Gondola Experience

The San Diego Spire is a highly innovative vertical observation experience that will give visiting patrons a 360-degree view of San Diego, as they are quietly and smoothly propelled upwards in spacious, climate-controlled glass viewing gondolas spiraling up the structure. These gondolas are similar to an outdoor mounted glass elevator, but with one additional and great advantage: they offer a 360-degree panoramic route up, as the gondolas ascend and spiral around the tower to the observation level. The trip entails one complete revolution up and down the core of the structure, affording all possible views of the city and surrounding sites. Upon arriving inside the observation level, visitors will disembark within the tower's observation loading/unloading areas.

Observation and Virtual Reality Experience Level

After arriving at the observation level, visitors will have the opportunity to take in the views. The tower's observation platform allows for an unobstructed 360-degree walk around at the patron's leisure, allowing them to take in all the incredible views that San Diego has to offer. Further, patrons are invited to participate in an additional activity on top of the Spire, a truly immersive and interactive augmented reality experience. Using licensed content from the Smithsonian and locally created sources, the Spire

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will educate patrons through an augmented virtual reality interactive tour of the city, from its original founding to the present, highlighting key landmarks and historical facts, the city's past and current military footprint, and paying special homage to the tuna fishing industry that served as a one of foundations for the city's development. Not only will visitors enjoy the unmatched views of the observation level, by leveraging this cutting-edge technology, patrons will be entertained, inspired and engaged in San Diego's rich culture and historical importance - not merely presenting facts, but providing a VR immersive opportunity to stimulate visitors and engage them proactively. These technologies and content will be quickly updatable, allowing for a unique and fresh visitor experience every few years.

Patrons can then enjoy the same 360-degree gondola experience to exit the observation level and head back down to exit street level. The entire journey takes approximately 10 minutes each way. This gives ample time to experience, learn and photograph the city with friends and family. Alternatively, patrons can bypass the gondola ride up or down by taking one of the three elevators provided in the tower's core.

Pricing and Accessibility

Pricing of the observation experience will be affordable for a broad audience, allowing everyday San Diegans, visitors and military families alike to experience a sweeping, all encompassing, and true 360-degree view of San Diego. From Downtown, to San Diego Bay, Coronado Bridge and island, the beaches, Point Loma, to the Pacific Ocean and beyond, these views are currently only afforded to those who can pay premium prices visiting or overnighting in water view hotels or prohibitively expensive observation level bars that may not be

family or stroller friendly.

Top Floor - Event Space Level

The San Diego Spire will offer the apex of special event space on its highest level. With 360-degree views of the city and its surroundings, this flexible space, serviced by three elevators up the tower core, will cater to conventioners, galas, wedding ceremonies and receptions, and other special events. Catering will be provided by one or more of San Diego's unique restaurants and service is supported by an independent service elevator and entrance. It is hard to imagine a more stunning and impressive location for San Diego-based special occasions.

Patrons to the event space may also choose to take the gondola up, or bypass the gondola experience and taking the elevators directly to the top floor. This allows visitors to the event space to be separated from visitors to the observation level, with each group having its own separate facility entrances and supporting vertical transportation.

The Economics

The San Diego Spire will drive considerable economic value for the city by creating a new observation experience that currently does not exist for the vast majority of its residents and visitors. Currently, there is no affordable way for visitors to enjoy a panoramic view of the city, and thus, the Port misses an opportunity to serve the public, as well as generate additional revenues. The San Diego Spire addresses these issues by creating an accessible way for the typical person (not just the well heeled) to experience San Diego like never before.

Beyond its visual and experiential appeal, SkySpire will serve as a significant, consistent and long-term

revenue source. Its combination of accessibility, affordability, iconic uniqueness, immersive virtual reality technology and versatility provides incentive for visitors to experience the Spire firsthand. It should quickly become a must-do experience for leisure and business travelers to San Diego.

Observation experiences across the U.S., such as Seattle's Space Needle, the St. Louis Gateway Arch, New York's Top of the Rock, etc., consistently draw millions of visitors year after year. Historically, unique observation experiences provide stabilized revenue for decades, and in some cases, over a century (such as the Eiffel Tower). The Spire creates a rare opportunity for San Diego to build its own uniquely stunning icon to anchor the bay front.

In Summary

The San Diego Spire will create a new category of experience within the city, offering a wide range of patrons the opportunity to enjoy San Diego from a vantage point previously achievable for only a small fraction of residents and visitors. Its vertical design and multi-use versatility combine to create an attraction that stands to generate consistent and sustained revenue to the Port Authority for years to come. The Spire is an iconic, towering landmark that will serve as the visual focal point of the waterfront. It's city-specific design and interactive elements will solidify the Spire as a "must do" part of the quintessential San Diego experience.

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April 5th, 2016

San Diego Unified Port District
1400 Tidelands Ave
National City, CA 91950

Re: Request for Qualifications - San Diego Waterfront Opportunity

To Port Commissioners and Staff:

In a city blessed with beauty, history and economic diversity, the San Diego waterfront development project presents a once in a lifetime opportunity to showcase the city's coastal views while providing visitors and community members many diverse recreational and entertainment opportunities. As such, ThrillCorp is honored and excited to participate in the proposal to serve as a partner in the world-class waterfront development opportunity.

In collaboration with our development partners, and leveraging ThrillCorp's twenty-five years experience in the industry creating highly profitable attractions, one of our roles in the development will be the creation and management of a beautiful and iconic observation experience featuring a visually stunning, architecturally unique tower feature.

Our three principals bring more than 75 years of attractions-specific knowledge and success. The team is led by ThrillCorp's Chairman, Bill Kitchen - a renowned inventor and creator of highly successful attractions that have generated more than \$2 billion in past revenue. He is joined by Chief Executive Officer, David Gust, who brings a broad background of knowledge and experience from The Walt Disney Company, Hard Rock Cafe International and Hilton Worldwide. Michael Kitchen, ThrillCorp's Chief Development Officer has extensive experience and a track record of entrepreneurship and market development in the defense and entertainment industries.

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ThrillCorp's expertise and qualifications can be summarized as follows:

1. Chairman and founder, Bill Kitchen, is a serial inventor with many patents to his name. He has created attractions that have gone on to become new categories of entertainment. Most notable of these are the Skycoaster and iFLY (now open in Mission Valley), which have cumulatively hosted tens of millions of riders and generated more than \$2+ billion in revenue.
2. Other attractions include the Unicoaster, which is currently thrilling riders as one of the top rated rides in the Nickelodeon park at the Mall of America, and the Octotron in San Diego's Belmont Park, as well as other pending locations.
3. Our tower designs allow developers and communities to insert a uniquely gratifying and highly iconic attraction in a location where consumers already congregate. The versatility of our products allows for pairing with multi-use centers, creating a holistic attraction that increases foot traffic and encourages repeat business for both locals as well as visiting tourists.
4. The ThrillCorp team has operated and provided attractions to some of the most prominent theme parks, mixed retail and entertainment venues, tourism destination venues, family entertainment centers, and other entertainment facilities in the United States and around the globe. Our team members have been responsible for feasibility studies, economic impact studies, site evaluation, concept development, development and construction planning, construction management and oversight, training and pre-opening services, and long term operations.

The San Diego waterfront development opportunity presents a rare and important chance to develop an economically impactful and community-improving site. We are excited to participate in a project that is sure to enhance and enrich an already vibrant community.

Thank you for your consideration.

Michael Kitchen
Chief Development Officer
ThrillCorp

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