



Exhibitions on Demand

CONSOLIDATED BUSINESS PLAN

Consolidated regroups WallMuse's:

- Art sharing possibilities to various groups and to the public,
- Holistic approach at hospitality retail estate level,
- Further opportunities to come

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EXECUTIVE SUMMARY 1/2

1. WallMuse aims to provide a soul, artistic dimensions, and concepts for public spaces to homes, for computer devices to TVs.

The project is highly disruptive, part of the sharing economy, monetising transparently and making art more accessible on the net.

Sharing art is not solely a business, it has various social implications such as for education and health, and includes professional training on digital exhibitions.

The shared business model involves nearly 100 k artists from around the world. This innovation benefits various author's rights management firms, allowing artists, museums, and other mediators to securely display artworks.

2. WallMuse proprietary platform for sharing art required over 5 years development, used R&D and has IP. Funding from Creative Europe helped prepare resources for digital exhibitions for museums, festivals, and art centres. Contents concern both digital original forms and digitizations, renown and emerging artists.

During the past 5 years, we formed extensive contacts & prospects in the hospitality sector. For a decade, the trend separated management/operations from investment/real estate. We found that operational budgets are low as up to 30% is taken for reservations or bookings, that many operations rely on these to have sufficient occupancy to function.

WallMuse subscriptions costs started at 1 k€ / year and we set-up internet offers for independents too costly to prospect that start at 75€ / month.

4.
NEW CONSUMER SERVICES

3.
REPOSITIONING

2.
FIRST 7 YEARS

1.
SHARING ART

Solely brightfor.me digital art and public digital exhibitions from Team Lab (JP) and Culturespaces (FR) have significant yearly billings from a broadcast activity

EXECUTIVE SUMMARY 2/2

3. WallMuse B2B with Real Estate ensures additional digital exhibition revenues: over 1 M€ is scheduled for the next five years. WallMuse will sell its real estate shares making an important added value.

WallMuse B2B with Retail Estate changes our strategy where we would not seek correct margins on subscriptions, rather minimal margins and buzz to increase the number of subscriptions significantly (see appendix: [B2B Price Repositioning](#)).

Repositioning includes more attractively priced subscriptions, player installation and later more digital interactive contents with V4.

4. With sufficient financial capacity, WallMuse will reapply for a large-scale Creative Europe project with media agencies having digital collections of prestigious museums internationally. The objectives would aim at secondary usages to enhance interiors using consumer behavior/knowledge (B2C). A typical western European household comprises 9 displays (PCs, TVs, Pads, Smartphones). With 2 M€ co-funding of a total 4 M€, all partners will have a commercial role.

WallMuse Blockchain will indicate rights clearance through web services to internet platforms in view of a new European directive on copyrighted materials on the internet. We consider that platforms won't accept to pay for these so we could barter with the various platforms for compensation either in advertising useful to support B2A, B2B, B2G, and B2C or either in high-quality content with end capturers consent.

WallMuse will support through its technology a number of city initiatives. A first project regarding St Raphaël city south of France is in preparation and will involve hospitality and transport sectors.

4.
NEW CONSUMER SERVICES

3.
REPOSITIONING

2.
FIRST 7 YEARS

1.
SHARING ART

And the platform should offer other impactful results: income generating for emerging artists, cooperation amongst museums, education programs, deployments in hospitals and retirement homes



ongoing

DIGITAL CONTENT TECHNOLOGY

IT

Platform, media, DRM

- Supports all modern media
 - Slides, photos, with or without audio tracks, PSD layers for 2.5D effects
 - Supports most video formats, as well as 3D videos for sculptures, installations, and monumental artworks
 - Creation of notes, commentary and credits
 - Interactive programs nesting to come
- The solution includes scenography of contents
 - Easy-to-use multi-display digital exhibition tools
 - Multi-screen broadcasts, in landscape or portrait formats
 - Patented process and system for synchronized broadcasts on complementary media
- Special optimization to withstand "live" dissemination in HD and 4K
- Strong encryption of the media which prevents copies
- Rights integration along the entire chain



Digital prints on dibond 2009 Yang Yongliang in [Contemporary Antiquities](#)

- Robust 24/7
- Remote assistance and support
- Investment : over 500 k€

Platform



- A rights management system for digital artworks and exhibitions

DRM



- Unlimited number of Players and displays for digital exhibitions, even with limited internet connection

Multiple Displays



See www.wallmuse.com

ACTIVITIES, ENVIRONMENT AND CHALLENGES

B2A Business towards artists and their mediators (museums, festivals, centers, galleries)

WallMuse brings new life to exhibitions and art collections by taking them into the virtual realm, including recent art of the past 100 years, a challenge due to highly sensitive intellectual property rights.

WallMuse has rights to broadcast 100k+ artists internationally and its catalogue covers 100 digital exhibitions covering modern art to art films.

WallMuse V4 will include interactive programs to share digital art and further cooperation will be sought regarding architecture, design, crafts, nature, space and more... so as to be more mainstream.

Home Digital Exhibitions Training Services Français Log In

SHAREX
Shared Art Exhibitions

 CURATE

Create digital exhibitions
Broadcasting rights for over 95 000 artists
DRM protection of artworks and curations

 SHARE

Shared transparent business model
Different media formats accepted
Multiple screens | devices

 LEARN

Dedicated website
Membership required to join the project
Forum and support

Co-funded by the Creative Europe Programme of the European Union 

DIGITAL EXHIBITIONS

















Homepage

Co-funded by the Creative Europe Culture program to support the creation and dissemination of digital exhibitions globally.

Total Budget : 327 770 €

EC funding: 192 570 €

See www.sharedart.eu

ACTIVITIES, ENVIRONMENT AND CHALLENGES

B2B Business towards public spaces (hospitality, retail, health, old age)

Shortlisted as a content supplier for Accor Group and having contacts with most operators in Europe, deployments are ongoing in France, Germany, Belgium, Greece, and Japan soon.

Although continued efforts these past 5 years, operators have little say and are price driven in their purchases, given that booking and vendors can take up to 30% on reservations.

On display in the Samsung Professional showroom near Paris.

[Online shop](#) for independents.



Exhibitions on Demand

DIGITAL WINDOWS OF MUSEUMS AND ART FESTIVALS



Alone or synced HD/4K



Video Walls



Destructured Installations



Room TVs

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Co-funded by the
Creative Europe Programme
of the European Union 

Commercial presentation cover

click to open





prototype

ACTIVITIES, ENVIRONMENT AND CHALLENGES

B2G Education and more

A participatory approach that promotes:

- Motivation and creativity
- Working together
- Sharing existing materials and resources
- Awareness of, and interaction with, new digital discourses and curations, their different possibilities
- Usage of the available media but also those from students
- Curations to the class, between classes, or even in public spaces to promote the school

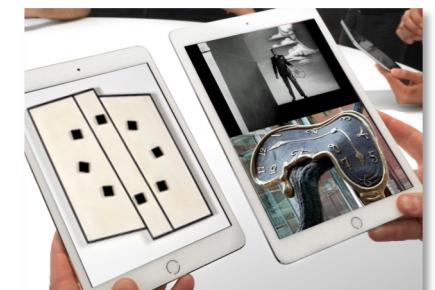
Pilots will involve some teachers and their classes prior to open access for the institution concerned. Improvements demanded by one will profit to all, as the same platform although customizable, including graphics.

Open Training/Distance Education

The diagram illustrates the components of Open Training/Distance Education:

- Project types:**
 - models
 - presentations prepared with the teacher's facilitation
 - other presentations, also feeding on different territories
- Monitoring**
- Support**
- Valuing**
- PR & News**

Copyrighted materials along side Creative Commons



Students present their exposés together, eventually on different devices



Investment
stage

NEW REVENUES ACTIVITY AND WINDOW

Real Estate

Pi Athens uses WallMuse for its common areas and suites. A holistic concept for boutique hotels took shape and preparation were made for a first suitable location of 1500 m². The Real Estate Company will be founded both by Pi Athens, in charge of renovation, and WallMuse, in charge of digital exhibitions. Pi Athens and WallMuse will respectively charge during 18 months of renovation works 180 k€ and abandon 150 k€ in exchange of shares.

Pi Athens has a proven track record as operator and has received design awards. They would for a period of 15 years onwards act as the operator.

The revenues of the rent will ensure over 8% ROI to investors after 10 years when loan ends. It will be a commercial window for 4 further operations in the next 5 years and generate over 1M € in digital exhibitions.



ROI=8%+Added Value Property

With an average stay lasting 2 days, the complex will comprise everything to create a memorable experience

click to open



PPTX

OTHER OPPORTUNITIES

Apps

Aim secondary usage to enhance interiors using consumer behaviour/knowledge. A typical western European household comprises 9 displays including TV, Pads, Smartphones, and PCs.

Total Budget: 4M€

EC aimed funding: 2M€



EU COPYRIGHT RULES FIT FOR THE DIGITAL AGE



Better choice & access to content online and across borders



A fairer online environment for creators and the press



Improved copyright rules for education, research, cultural heritage and inclusion of disabled people

#copyright #DigitalSingleMarket

[Modernisation EU copyright rules](#)



Japanese home usage example

Internet Platforms

WallMuse Blockchain will indicate rights clearance through web services
Self-funded and possible barters with platforms

Cities

Digital culture, tourism, support and more
Festival and city funding schemes

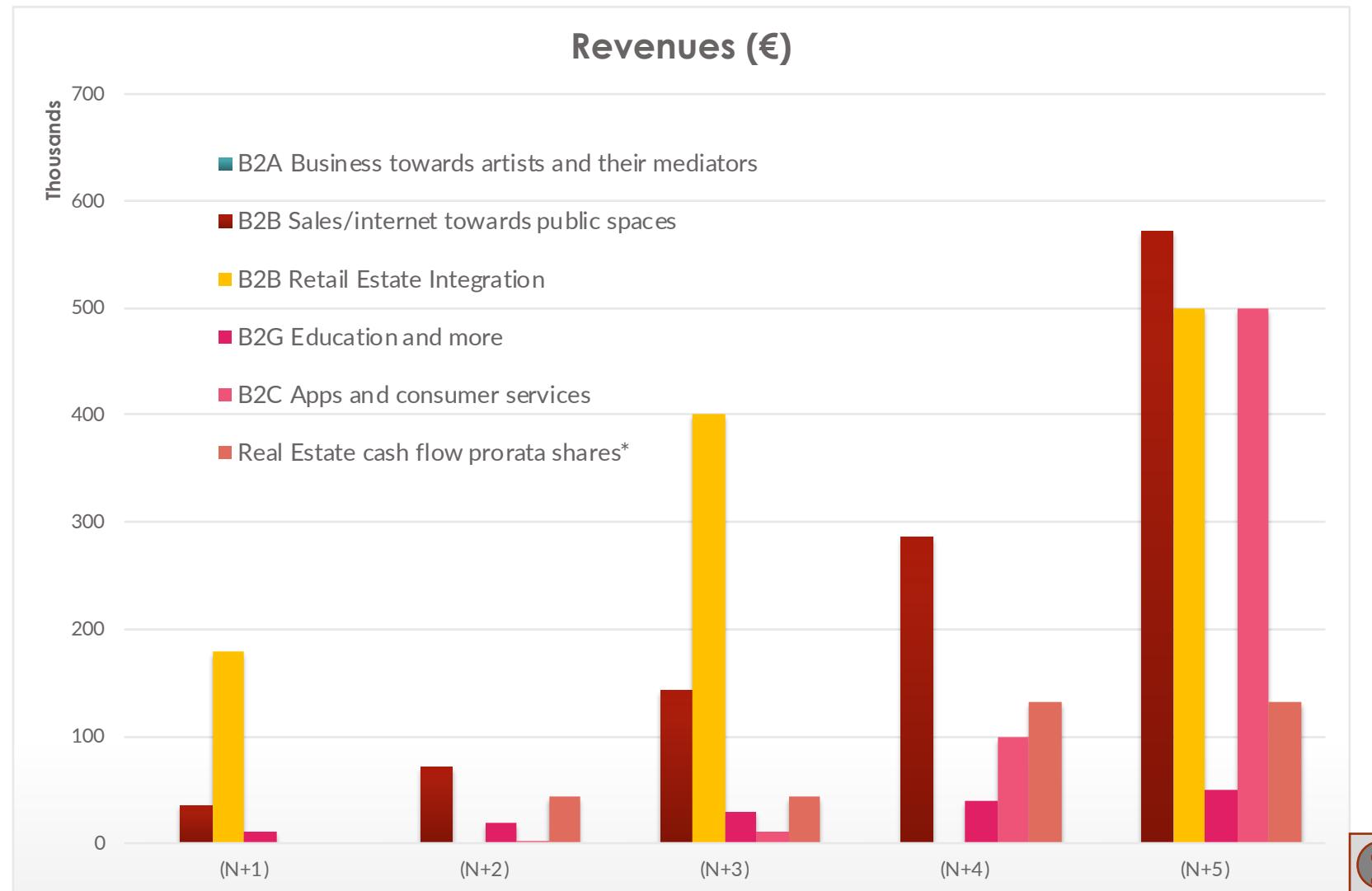
FINANCIAL FORECASTS

Both B2B activities, Sales/Internet, and Real Estate Integration generate above 1 M€ over 5 years.

A TV/web general public offer will need to generate 1 M€ and other partners 1 M€ to match the 2 M€ co-funding.

Blockchain and Smart Cities, not yet financially integrated in the business plan, should commence in 2019 and aim to exceed 1M€ revenues in 5 years.

* Cash flow rather than rent because of loan reimbursements

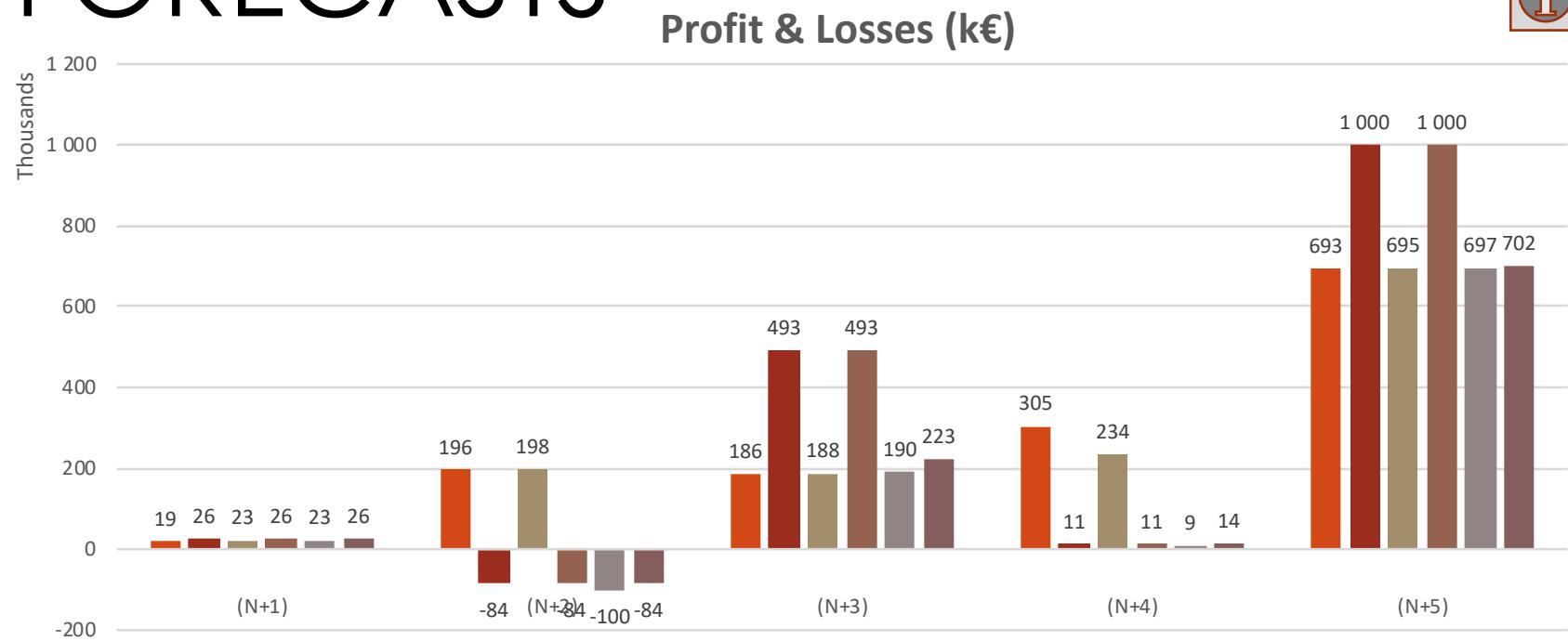


FINANCIAL FORECASTS



End of N+5:

- Real estate share acquisitions reach 12 M€
- Programs can be estimated between 5 and 10 fold investment value: 1.3 to 2.6 M€. A modest valuation is preferred to facilitate 2nd stage investors.
- Hypotheses indicate that even in a pessimistic real estate market and without 2 M€ Creative Europe co-funding, valuation remains high.



HYPOTHESES

Creative Europe 2 M€	Real Estate	
CE1: 2019-2023	Resales	N+3 N+5
CE2: 2020-2024	RE1:	2.5 M 5.0 M
CE3: below threshold	RE2:	2.1 M 4.3 M
	Devaluation	-14%

	CE1+RE1	CE1+RE2	CE2+RE1	CE2+RE2	CE3+RE1	CE3+RE2
AK Salary pause		N+2: 50%		N+2: 50%		N+2: 50%
Aloum Curr. Acc.	N+1: 50%	N+1: 50% N+2: 50%	N+1: 25% N+2: 50%	N+1: 50% N+2: 50%	N+1: 50% N+2: 50%	N+1: 50% N+2: 50%
2 nd Investments	N+3: 2.5M	N+3: 2M	N+3: 2.5M	N+3: 2M	N+3: 2M	N+3: 2M
3 rd investments	N+5: 12M	N+5: 10 M	N+5: 11.5 M	N+5: 11 M	N+5: 11.5 M	N+5: 10.5 M
Loan MLT	N+3: 500k	N+3: 250k	N+3: 250k	N+3: 250k	N+2: 250k	N+2: 275k
Content Production	N+4+: 50k/year pre-financing of augmented paintings (2.5D), interactive installations, sculptures including monumental ones (3D) + digital productions (Interactive)					No pre-financing

SEEKING 500 K€ FOR 20% OF CAPITAL

WallMuse devoted itself mostly to IT, B2A and B2B offers (see [History](#) in appendices).

The current B2B income generating offer:

- omits digital art content which is an important driver as successful for others,
- is high end (prospects when interested, negotiate), and
- involves too many stakeholders: architects, installers, IT, marketing/design...

The new B2B offer with V4 of the platform will:

- host digital art programs as well as videos, images, and texts,
- will be much more affordable (-60% cheaper), and
- include installation/rental of players avoiding other stakeholders.

The new strategy with a first retail estate project will provide 180 k€ income (over 1 M€ in 5 years) to offer daily digital exhibitions for suites and commons areas.

We will seek further co-funding and international partners, 2 M€ of an overall 4 M€ budget for a TV and Web version.

Other opportunities exist regarding internet and smart cities.

WallMuse having retail estate shares will restructure its consolidated assets so reflecting both software development and real estate.

The creators shares are currently:

WallMuse capital of 100 k€	Shares	%
Mr. Alexandre Khan, France	31,497	31.5%
One World Research Limited ⁽¹⁾ , United Kingdom	39,420	39.4%
Aloum SARL ⁽²⁾ , France	15,350	15.4%
Other shareholders having contributed to the project	13,733	13.7%
Total Shares	100,000	100%

(1) belongs to Alexandre Khan (2) belongs to Frederic Ortun

The current accounts represent a value of over 200 k€

Investor(s) are sought to provide 500 k€ for 20% of shares. The company is therefore valued at 5 M€ (post-money). A French Institution would match in equity/semi-equity.

Investor(s) will find reassuring when first real estate renovated, market price at 5 M€ of which over 50% belongs to WallMuse shareholders, hence like collateral in form of preferred shares.

In N+5, another capital increase will consider the future of the company, also with first stage investor(s) exit.

TEAM



ALEXANDRE KHAN

Coordinator

International expertise in the field of marketing, innovative projects



FREDERIC ORTUN

Software

Expertise in architecture - J2EE, mobility, distributed processing



PASCAL HUMBERT

Financial Management

Expertise in finance, in management control and business plan



STEFFEN ENTZEROOTH

NPD

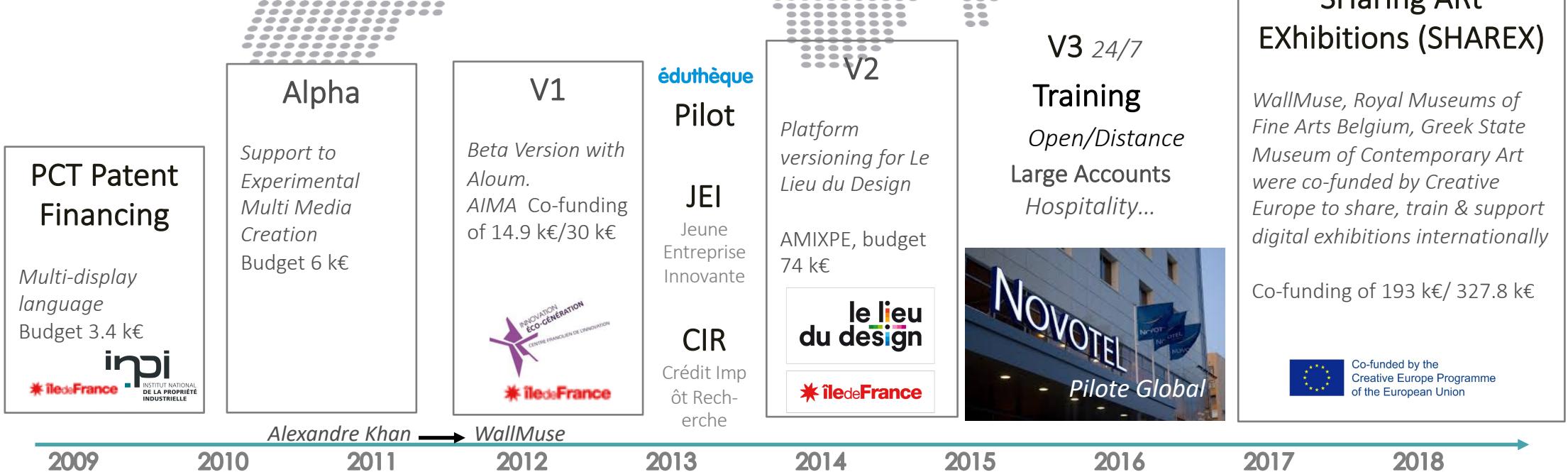
Expertise in international marketing, NPD for both B2B and B2C

AND...

Representation for Japan, production support and developers

HISTORY

APPENDICES



B2B PRICE REPOSITIONING

Costs can be reduced by 60% and also include (bundle) Player and installation.

Including Player and installation simplifies the purchase.

New V4 of programs will require Intel i5 processors with graphical cards worth half in cost to i7 Players currently used today.

Margins should be minimal year 1 and after better.

Internet does not include any installation, solely remote assistance.

Current Costs							Repositioned Costs						
Sales Costs (yearly)							Sales Costs (yearly)						
Sales Costs (yearly)							Sales Costs (yearly)						
Common spaces	standard		diagonal: 2.5-5m		diag.: 5 m-10 m		Common spaces	standard		diagonal: 2.5-5m		diag.: 5 m-10 m	
Number & type of displays	HD	4K	HD	4K	HD	4K	Number & type of displays	HD	4K	HD	4K	HD	4K
1 to 10	1 000 €	1 500 €	4 000 €	6 000 €	8 000 €	12 000 €	1 to 10	600 €	900 €	2 400 €	3 600 €	4 800 €	7 200 €
11 to 100	800 €	1 200 €					11 to 100	480 €	720 €				
<i>- Maintenance included</i>							<i>Installation, player, maintenance included</i>						
Private spaces and rooms							Private spaces and rooms						
1 to 10	11 to 100	101 to plus					1 to 10	11 to 100	101 to plus				
Number of HDs	150 €	120 €	96 €				Number of HDs	90 €	72 €	58 €			
<i>- 1 Player can broadcast 1 to 3 channels to all the rooms</i>							<i>- 1 Player can broadcast 1 to 3 channels to all the rooms</i>						
WallMuse Player Bundle Offer							WallMuse Player Bundle Offer (V4)						
Yearly subscription	1 year	2 years	3 years				Yearly subscription	1 year	2 years	3 years			
s							s						
Player cost (3 HD or 1 4K)	1 000 €	500 €	0 €				Player cost (3 HD or 1 4K)	500 €	250 €	0 €			
<i>- Player Shuttle (3 years guarantee)</i>							<i>- Player Shuttle (3 years guarantee)</i>						
Internet Costs (Monthly)							Internet Costs (Monthly)						
Common spaces	standard		video wall		destructured		Common spaces	standard		video wall		destructured	
Number & type of displays	HD	4K	2x2	3x1	Less 2.5 m	Less 6m	Number & type of displays	HD	4K	2x2	3x1	Less 2.5 m	Less 6m
1 to 10	75 €	95 €	135 €	110 €	115 €	225 €	1 to 10	45 €	57 €	81 €	66 €	69 €	135 €
<i>-60%</i>							<i>-60%</i>						

FINANCIAL FORECASTS DETAILS



REVENUES (€)	6/2018-5/2019 (N+1)			6/2019-5/2020 (N+2)			6/2020-5/2021 (N+3)			6/2021-5/2022 (N+4)			6/2022-5/2023 (N+5)			
	units	unit costs	volume	units	unit costs	volume	units	unit costs	volume	units	unit costs	volume	units	unit costs	volume	
B2A Business towards artists and their mediators	50	0	0	100	0	0	150	0	0	200	0	0	250	0	0	
Cofunding received not indicated in revenues			57 771			52 500			140 000			822 500			60 000	
rights representation (artists)	96 000			99 000			102 000			105 000			108 000			
museum, festival, centre, gallery mediators	5			10			20			40			75			
artworks accessible	5 000			10 000			15 000			20 000			25 000			
<i>other indicators</i>																
B2B Business towards public spaces		215 750			71 500			543 000			286 000			1 072 000		
Sales B2B (deployments/year)	100	350	35 000	200	350	70 000	400	350	140 000	800	350	280 000	1 600	350	560 000	
Internet B2B (deployments/month)	15	50	750	30	50	1 500	60	50	3 000	120	50	6 000	240	50	12 000	
Retail Estate Integration	1	180 000	180 000				2	200 000	400 000				2	250 000	500 000	
Sales B2B (number of clients)	5			10			15			20			25			
Real Estate Athens Two (phase 1 opens 6/2020)		renovation			renovation			renovation			renovation			renovation		
Real Estate Europe (phase 2.1 opens 6/2022)																
Real Estate International (phase 2.2 opens 6/2024)																
<i>other indicators</i>																
B2G Education and more	1	10 000	10 000	2	10 000	20 000	3	10 000	30 000	4	10 000	40 000	5	10 000	50 000	
cofounding not counted in revenues									30 000						50 000	
French cooperation					pilot			development			development			development		
European cooperation									pilot						development	
International cooperation															development	
<i>other indicators</i>															development	
B2C Apps and consumer services				1000	1	1000	10000	1	10 000	100000	1	100 000	500000	1	500 000	
cofounding not counted in revenues							800 000					800 000				
consortion & proposal writing		preparation														
Implementation during 4 years								implementation			implementation			implementation		
<i>other indicators</i>																
Real Estate cash flow prorata shares				1	44 248	44 248	1	44 248	44 248	3	44 248	132 745	3	44 248	132 745	
REVENUES TOTAL			225 750			92 500			583 000			426 000			1 622 000	

Page 1

FINANCIAL FORECASTS DETAILS



Profit/Loss Simulations

	(N+1)	(N+2)	(N+3)	(N+4)	(N+5)
CE1+RE1	19 241	195 869	186 379	305 035	693 077
CE1+RE2	25 681	-84 191	492 819	11 475	999 516
CE2+RE1	23 241	197 869	188 379	233 835	695 077
CE2+RE2	25 681	-84 191	492 819	11 475	999 516
CE3+RE1	23 241	-100 131	190 379	9 035	697 077
CE3+RE2	25 681	-84 191	222 674	13 644	701 685

Net Cash Simulations

	(N+1)	(N+2)	(N+3)	(N+4)	(N+5)
CE1+RE1	4 333	53 931	248 972	528 105	37 024
CE1+RE2	4 333	-2 037	138 420	141 954	375 272
CE2+RE1	-4 834	63 098	259 805	471 839	474 657
CE2+RE2	4 333	47 963	188 420	191 954	305 272
CE3+RE1	4 333	22 265	218 972	222 505	255 824
CE3+RE2	4 333	122 963	51 950	105 484	468 802

^

Hypotheses

Creative Europe 2 M€

CE1: 2019-2023

CE2: 2020-2024

CE3: below threshold

Real Estate

Resales N+3 N+5

RE1: 2.5 M 5.0 M

RE2: 2.1 M 4.3 M

Devaluation -14%

SWOT

	B2A	B2B	B2G
Strengths	<ul style="list-style-type: none">- Rights' management for broadcasts with DRM- Incentives for digital handling and curation- Inter-organisational rules- Creative Europe	<ul style="list-style-type: none">- Highly restricted content securely broadcasted through DRM- Satisfaction research integrated in major projects to support ROI- Technology, R&D, IP	<ul style="list-style-type: none">- Handling of copyright/free for education/cc/public domain rights with DRM- POC fees as supported by B2A/B2B developments
Weaknesses	<ul style="list-style-type: none">- Revamping front end, completing wizard and auto curation- We require a production manager to continuously network and facilitate digital exhibitions	<ul style="list-style-type: none">- Hospitality sector pays up to 30% on reservations and bookings, budget sensitive- Digital art programs need to be nested by the platform as highly attractive	<ul style="list-style-type: none">- Web/mobile versions required
Opportunities	<ul style="list-style-type: none">- Partner with prestigious museums, centres- Include media agencies as business oriented partners- Coordinate new Creative Europe (2M€) for new public web/TV services (B2C)	<ul style="list-style-type: none">- Blue-chip clients' capability globally- Consumer electronics' partnerships- Bundlex for B2B, Players and installation, reducing the number of stakeholders- New offer through Blockchain on right's clearance using WM's DRM	<ul style="list-style-type: none">- Cooperate with a university to develop front end solutions- Explore cooperation with municipalities for instance through EC programmes. St-Raphaël Festival of Festivals will use the platform
Threats		<ul style="list-style-type: none">- Insufficient funding- Past loans handling (+/-35k€ bank loan and 29k€ AK personal loans)	

B2B COMPETITION

The Internet offer – having no business model and therefore limited to works in the public domain or whose rights have been released – is formed of:

- Google Art Project: Explores key museums around the world; allows users to view hundreds of works whose rights have been lifted; designed for active usage (click here and there), or the user can create playlists from a given selection. The project has allowed several museums to participate symbolically by publishing works in the public domain. The project is funded by a foundation whose resources stem from Google's advertising activities.
- Generalist and social sites containing numerous unauthorized copies or limited versions (in terms of quality or duration). These sites have deployed artistic sections, which are used by some video artists in order to have a presence or teasers on the Web.
- ArtChannel.info: A digital chain disseminating thematic video works submitted free of charge by the artists.
- Impasto.tv (NL): Presents museums' masterpieces which are in the public domain for use in public spaces and interiors, and includes a Chromecast, Apple TV and iOS application. The pay offer model was initiated by cable channels and is now being supplemented by Internet subscriptions.
- PureScreens, which became themuseumchannel.tv, proposes some works from the Réunion des musées nationaux which are in the public domain, without protection. The channel is made available through a number of packages offered by cable, satellite, ADSL and TNT Pay TV in France, the Netherlands, Portugal and Romania, as well as through an iPad or Android application.
- Souvenirsfromearth.tv, an Internet channel available on television networks in France on FREEBOX169, Orange167 and SFRbox183, as well as in Germany on Unitymedia and Kabel BW.
- The forthcoming establishment of a digital hub, which will invite the public to discover the extensive image holdings of the Réunion des musées nationaux – Grand Palais, a major public cultural organization (source: their activity report).
- DayLighted, created by French expats in San Francisco, presents works sold by different galleries on screens in hotels.
- The brightfor.me website acts as a platform where digital creators can show, co-create and market their works of art by broadcasting them in hotels, shops and public spaces for branding and aesthetics.

CURRENT IMMERSIVE ATTRACTIONS



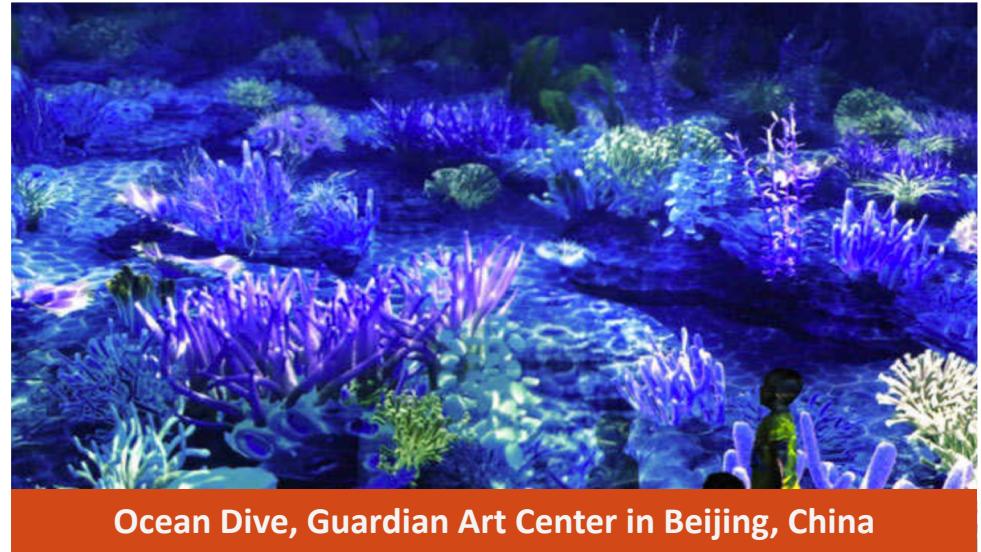
Grande Exhibitions, Australia



Culturespaces, France



TeamLab, Japan



Ocean Dive, Guardian Art Center in Beijing, China