



IAAPA
**Global Theme
and Amusement
Park Outlook:**
▶ 2020-2024

W&G

Wilkofsky Gruen Associates, Inc.





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About the IAAPA Global Theme and Amusement Park Outlook

The IAAPA Global Theme and Amusement Park Outlook is produced by Wilkofsky Gruen Associates (WGA), an internationally known consultancy that specializes in the entertainment and media industries, and funded by IAAPA, the global association for the attractions industry. The figures contained in the report represent estimates based on data from a number of sources.

About IAAPA

Founded in 1918, IAAPA is the largest international trade association for permanently located amusement facilities worldwide. The organization represents more than 5,000 attraction, supplier, and individual members from more than 100 countries.



The association's global headquarters office is in Orlando, Florida, United States. IAAPA maintains regional offices in Brussels, Mexico City, Hong Kong, Shanghai, and Orlando.

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About Wilkofsky Gruen

Wilkofsky Gruen Associates (WGA) is an internationally known consultancy that specializes in the entertainment and media industries. The firm provides analysis and forecasts for all entertainment and media markets, both emerging and established.

WGA also provides comparable analyses on media markets including television and radio broadcasting, cable television, motion pictures, newspapers, magazines, book publishing, recorded music, all home video applications, the leisure and recreational markets, video games, sports, the internet, and interactivity.

WGA's work covers the globe. WGA provides specialized primary research as well, through surveys, focus groups, and related empirical procedures. WGA also maintains extensive and proprietary databases on domestic and foreign media markets. Clients include major media companies, leading investment banking firms dealing with media transactions, large law firms involved in related transactions and litigation, other major consulting firms doing work on media, and the communications practices of national accounting firms.

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Methodology

Historical information on attendance and average spending per patron was estimated based on company reports and financial filings, reports on industry and park activities in the trade press, publicly available information on attendance at major parks, publicly available information on admission prices and discounts offered at major parks, government data, and newspaper and television reporting, as well as interviews with industry executives. Estimates of per capita spending consider the impact of discounts, season passes, peak and off-peak rates as well as estimates of in-park spending on food and merchandise. Total spending was calculated by multiplying attendance by per capita spending.

Normally, we would develop the forecasts by analyzing the factors driving the underlying trends affecting theme park spending, considering the economy, new parks scheduled to open during the forecast period, new attractions coming to existing parks, and new hotels that would contribute to extended stays. In the current situation, however, these factors will not play much of a role as the COVID-19 pandemic will be the dominant factor in determining the depth of the downturn and the rate of the recovery. We will do our best to create a scenario for attendance trends, per capita spending, and total theme park spending over the next five years that will be driven by the trajectory of the pandemic. To be sure, the traditional drivers will continue to be present but their incremental impact on the theme park market will be much more modest than during normal periods.

Figures are reported in nominal terms and include the effects of inflation. Because all figures are shown as actual spending, with the effects of inflation included, nominal gross domestic product (GDP) provides a benchmark against which the theme park market can be compared. Historical nominal GDP growth rates are provided by the International Monetary Fund. Projections were based on the latest GDP data and available projections for future GDP growth. The historical and projected growth rates for nominal GDP are shown below.

Nominal GDP growth by country in Asia Pacific (percent)												
Asia Pacific	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Australia	1.6	3.8	6.1	4.9	4.5	4.2	-8.9	4.3	9.9	8.7	4.5	3.5
Mainland China	8.0	6.7	9.3	8.5	8.0	8.1	-5.4	7.8	13.4	12.2	8.0	7.0
Hong Kong, SAR, China	6.1	3.9	6.9	6.8	2.8	5.3	-10.6	2.6	8.2	7.0	5.0	2.2
India	10.5	11.5	11.3	11.2	9.9	10.9	-3.5	9.7	15.3	14.1	10.0	8.9
Indonesia	9.1	7.6	9.6	9.1	8.4	8.7	-5.0	8.2	13.8	12.6	8.7	7.4
Japan	3.4	0.9	1.7	0.7	1.6	1.7	-11.8	1.4	7.0	5.8	2.7	0.8
Malaysia	4.9	6.2	9.8	5.5	5.5	6.4	-7.9	5.3	10.9	9.7	6.0	4.6
Philippines	5.4	8.7	9.2	10.2	7.5	8.2	-5.9	7.3	12.9	11.7	8.0	6.6
Singapore	6.1	3.8	6.3	5.1	1.4	4.5	-12.0	1.2	6.8	5.6	4.5	1.0
South Korea	6.1	5.0	5.5	3.1	1.1	4.1	-12.3	0.9	6.5	5.3	4.1	0.7
Taiwan	4.1	2.4	1.9	1.7	2.5	2.5	-10.9	2.3	7.9	6.7	2.5	1.5
Thailand	3.9	5.9	6.2	5.6	3.7	5.0	-9.7	3.5	9.1	7.9	5.0	2.9
Vietnam	6.5	7.4	11.2	10.6	9.9	9.1	-3.5	9.7	15.3	14.1	9.1	8.7
Asia Pacific Total	6.5	5.5	7.3	6.5	6.1	6.4	-7.2	6.1	11.8	10.7	6.9	5.5

Sources: International Monetary Fund, Wilkofsky Gruen Associates

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Nominal GDP growth by country in Europe (percent)

Europe	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Austria	3.3	3.5	3.8	4.4	3.3	3.7	-10.2	2.2	10.0	8.0	3.7	2.5
Finland	2.8	3.3	3.4	2.6	2.3	2.9	-11.2	1.2	9.0	7.0	2.9	1.5
Denmark	2.8	3.1	3.7	2.1	3.4	3.0	-10.1	2.3	10.1	8.1	3.4	2.5
France	2.3	1.6	2.7	2.5	2.4	2.3	-11.1	1.3	9.1	7.1	2.4	1.5
Germany	3.5	3.4	3.5	3.1	2.9	3.3	-10.6	1.8	9.6	7.7	3.2	2.1
Italy	1.9	2.3	2.2	1.7	0.8	1.8	-12.7	-0.3	7.5	5.5	1.8	0.1
Netherlands	2.7	2.7	4.2	4.9	3.8	3.7	-9.7	2.7	10.5	7.4	3.7	2.7
Norway	-0.9	-0.4	6.4	7.1	3.6	3.1	-9.9	2.5	10.3	7.2	3.6	2.5
Poland	4.6	3.4	6.9	6.4	6.7	5.6	-6.8	5.7	13.4	11.4	6.7	5.8
Spain	4.2	3.5	4.3	3.6	3.0	3.7	-10.5	1.9	9.7	7.8	3.7	2.3
Sweden	6.7	3.9	4.6	4.6	3.3	4.6	-10.2	2.2	10.0	8.0	3.3	2.4
United Kingdom	2.8	3.9	4.1	3.3	3.2	3.4	-10.3	2.1	9.0	7.0	3.2	2.0
Europe Total	3.7	3.2	4.4	4.7	3.6	3.9	-9.8	2.6	10.4	8.4	4.2	2.9

Sources: International Monetary Fund, Wilkofsky Gruen Associates

Nominal GDP growth by country in North America (percent)

North America	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
United States	4.0	2.7	4.3	5.4	4.2	4.1	-10.4	-2.2	8.1	4.7	4.1	0.6
Canada	-0.2	1.9	5.6	3.6	3.5	2.9	-9.5	-3.4	7.4	5.1	3.0	0.3
North America Total	3.6	2.6	4.4	5.3	4.1	4.0	-10.3	-2.3	8.0	4.7	4.0	0.6

Sources: International Monetary Fund, Wilkofsky Gruen Associates

Nominal GDP growth by country in Latin America (percent)

Latin America	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Argentina	14.0	-13.3	15.5	-19.2	-14.2	-4.6	-27.9	-13.4	-8.1	-10.0	-5.0	-13.3
Brazil	3.7	4.5	4.6	4.2	5.5	4.5	-8.2	6.3	11.6	9.6	4.5	4.5
Chile	7.4	6.2	6.3	6.1	4.7	6.1	-9.0	5.5	10.8	8.8	6.0	4.2
Colombia	5.5	7.3	6.5	6.3	7.5	6.6	-6.2	8.3	13.6	11.6	6.6	6.5
Mexico	6.2	8.4	8.8	7.4	4.0	7.0	-9.7	4.8	10.1	8.1	4.0	3.2
Peru	6.1	7.7	6.4	6.1	4.6	6.2	-9.1	4.1	9.7	8.5	5.5	3.5
Latin America Total	6.3	3.0	7.5	2.0	2.8	4.3	-10.5	4.3	9.9	8.2	4.3	3.0

Sources: International Monetary Fund, Wilkofsky Gruen Associates



Nominal GDP growth by country in Middle East & Africa (percent)

Middle East and Africa	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Saudi Arabia	-13.5	-1.4	6.8	14.2	-0.9	0.6	-11.9	-0.2	2.6	4.1	3.5	-0.6
United Arab Emirates	-11.2	-0.3	5.8	9.7	-2.0	0.1	-13.0	-1.3	1.5	3.0	2.9	-1.6
MidEast & Africa Total	-4.1	3.8	11.1	12.6	7.0	5.9	-3.2	7.4	10.0	9.1	7.3	6.0

Sources: International Monetary Fund, Wilkofsky Gruen Associates

Global Nominal GDP growth (percent)

Global	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Global Total	4.3	3.7	5.8	5.6	4.6	4.8	-8.9	2.7	10.2	8.3	5.3	3.3

Sources: International Monetary Fund, Wilkofsky Gruen Associates

CURRENCY

Figures were estimated in local currencies for each country and then converted to U.S. dollars using the average 2019 exchange rate, which is held constant for each historical year and each forecast year. This means the figures reflect industry trends rather than being distorted by year-to-year fluctuations in international exchange rates.

The exchange rates used for each country are shown below.

Exchange rates per US \$ (2019 average)

Asia Pacific	Currency	Exchange Rate
Australia	Dollar	1.4393
Mainland China	Yuan (renminbi)	6.9114
Hong Kong, SAR, China	Dollar	7.8353
India	Rupee	70.4273
Indonesia	Rupiah	14,145.2270
Japan	Yen	108.9774
Malaysia	Ringgit	4.1428
Philippines	Peso	51.7937
Singapore	Dollar	1.3644
South Korea	Won	1,166.2775
Taiwan	Dollar	30.9115
Thailand	Baht	31.0426
Vietnam	Dong	23,227.8257

Sources: FXTOP, Wilkofsky Gruen Associates



Exchange rates per US \$ (2019 average)		
Europe	Currency	Exchange Rate
Austria	Euro	0.8934
Finland	Euro	0.8934
Denmark	Krone	6.6703
France	Euro	0.8934
Germany	Euro	0.8934
Italy	Euro	0.8934
Netherlands	Euro	0.8934
Norway	Kroner	8.8023
Poland	Zloty	3.8397
Spain	Euro	0.8934
Sweden	Krona	9.4615
United Kingdom	Pound Sterling	0.7842

Sources: FXTOP, Wilkofsky Gruen Associates

Exchange rates per US \$ (2019 average)		
North America	Currency	Exchange Rate
United States	Dollar	1.0000
Canada	Dollar	1.3269

Sources: FXTOP, Wilkofsky Gruen Associates

Exchange rates per US \$ (2019 average)		
Latin America	Currency	Exchange Rate
Argentina	Peso	48.2246
Brazil	Real	3.9441
Chile	Peso	704.1681
Colombia	Peso	3,283.7782
Mexico	Peso	19.2575
Peru	Nuevo Sol	3.3377

Sources: FXTOP, Wilkofsky Gruen Associates

Exchange rates per US \$ (2019 average)		
Middle East and Africa	Currency	Exchange Rate
Saudi Arabia	Riyal	3.7500
United Arab Emirates	Dirham	3.6725

Sources: FXTOP, Wilkofsky Gruen Associates



Theme and Amusement Parks

Theme and amusement parks are venues that feature rides as the primary attraction. Spending consists of admission fees and, if applicable, food, souvenirs, and other related purchases made at the parks. Expenditures at zoos, museums, family entertainment centers, stand-alone water parks, and similar venues, as well as hotels are not included in this report.

Some parks do not charge admission fees but charge separately for rides. Those ride revenues are included in per capita spending. The amount of money people spend on merchandise and food is included in spending totals as it tends to relate closely to attendance and to the amount of time people stay at a park.

Approximately 55-60 percent of theme and amusement park revenue is generated from admission/ticket sales with about 25-30 percent generated from food, merchandise, and other spending by guests at the parks. Theme and amusement parks also generate approximately 10-20 percent of their revenue from licensing, sponsorships, fees from hosting special events, and other activities not directly related to the theme and amusement park experience itself. These revenue streams are not included in the totals in this report.

For this *Outlook*, added data for Austria, Finland, and Poland.

OVERVIEW

The global theme and amusement park market rose 6.5 percent in 2019, down from the 6.8 percent increase in 2018 but still above the gains recorded in 2016-17. Attendance growth dropped to 1.6 percent in 2019, the smallest increase during the past five years, while per capita spending increased 4.9 percent, the largest gain during the past five years. Those growth rates are not unrelated as the emphasis shifted from strategies designed to increase attendance to strategies designed to boost yield, or revenue per attendee, through aggressive pricing by a number of parks. Between 2014 and 2017, attendance rose 4.2 percent on a compound annual basis, more than twice the 2.0 percent compound annual increase in per capita spending. During the past two years, however, that relationship virtually reversed with per capita spending rising at 4.1 percent compound annual rate, nearly twice the 2.5 percent increase compounded annually for attendance. With parks getting more crowded and with long lines for rides and attractions becoming a detriment to the park experience, incremental attendance growth for many major parks began to face diminishing returns.

Meanwhile, theme park prices, even at the most expensive parks, remained in line with prices for tickets to concerts, the theater, and sporting events. The 6.5 percent rise in theme park spending in 2019 was 1.9 percentage points faster than the nominal global GDP growth of 4.6. In 2018 as well, theme park spending growth of 6.8 percent was 1.2 percentage points faster than the 5.6 percent increase in global GDP. Thus, even with slower attendance growth, theme parks continued to be one of the better performing industries.

In 2020, of course, all that changed with the onset of the COVID-19 global pandemic. Theme parks in virtually every country were closed for an extended period. Parks that reopened were operating under greatly limited capacity, and many were open for fewer days and fewer hours. Seasonal parks were closed during a significant portion (if not all) of their peak season, leading to steeper declines than year-round parks. We estimate attendance for 2020 fell by more than half – 58.4 percent. We expect per capita spending to continue to rise as attendees in the COVID environment are likely to be the most avid theme park enthusiasts and the most affluent patrons which will translate into higher spending per capita on food and merchandise. In fact, less attendance and lower density may also contribute to higher per capita spending. Also, with some annual passholders visiting parks less frequently in 2020, average ticket price per visit increases, contributing to the rise in per capita spending. The projected 0.1 percent increase in global per capita spending in 2020 is misleading as we are predicting larger increases in each region. However, we are also projecting North America, the highest per capita spending region, to decline in its share of the global market. As lower per capita regions gain share, their impact on the global average will increase,



cutting into overall global per capita spending. Total theme park spending in 2020 declined by an estimated 58.4 percent.

A lot of resources have been allocated to developing a vaccine, and vaccines were made available in early 2021, much faster than the historical experience. Nevertheless, it will take time before vaccines will be available to the entire population. New strains of COVID-19 could complicate that scenario but on balance we expect fewer COVID-19-related deaths and better medical outcomes in 2021 compared with 2020. Consequently, we expect more parks to be open for a full season in 2021 than in 2020. Conversely, capacity limitations will likely remain in effect, which will limit attendance.

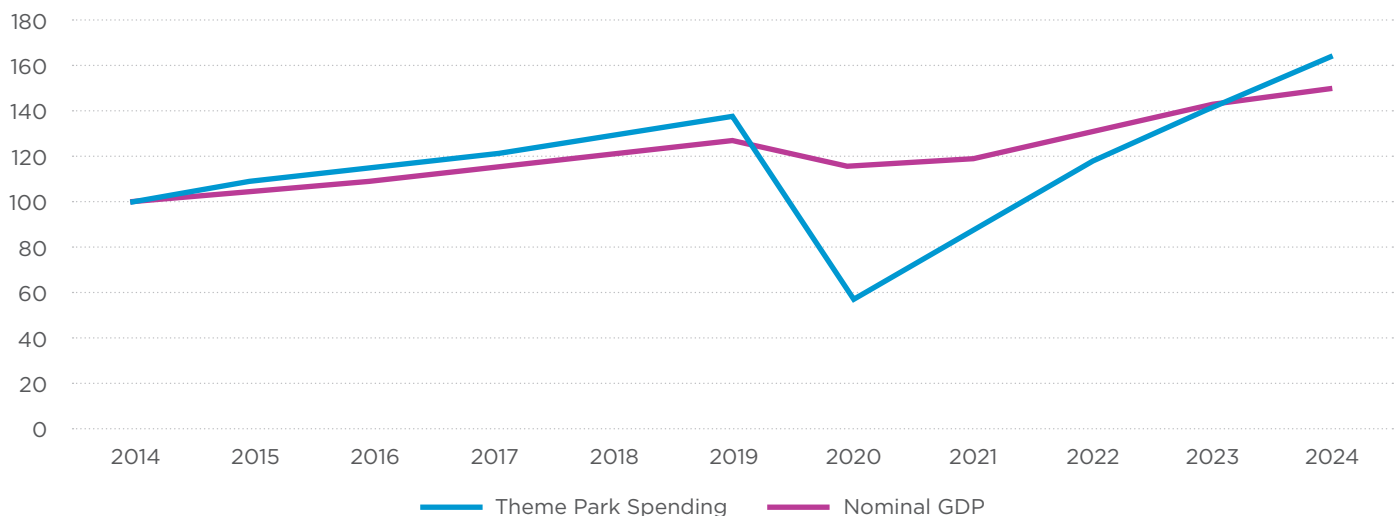
At the same time, we observe that past pandemics have run their course in a year or two and have disappeared on their own, even without a vaccine. The 1918 global influenza pandemic, for example, took off in the spring of 1918, spiked in October of that year, experienced a third wave in the winter of 1919, and then was essentially gone by April 1919. To assess the impact on theme parks we assume a similar scenario for COVID-19 and, helped by widespread vaccines, expect the disease to have nearly run its course by late 2021.

The impact on theme parks, however, will linger as it will take some time for people to be comfortable and secure in resuming normal activities. We also expect certain protocols adopted during the pandemic, such as reducing capacity and touchless transactions, will become standard. Accordingly, we project that it will not be until 2024 that attendance surpasses the level achieved in 2019. With per capita spending continuing to rise, however, we project overall theme park spending overtakes its 2019 level in 2023.

Theme parks are more impacted by COVID-19 than the economy as a whole because economic activity, albeit on a more limited basis, continued when theme parks were closed and there was no theme park spending at all during a portion of 2020. While the projected 8.9 percent decline in global GDP will be the steepest since the Great Depression, we project a far larger 58.4 percent plunge in theme park spending. We then expect theme parks in 2021 to begin to recover lost ground. Because of pent-up demand for out-of-home activity in general and theme parks in particular, we look for large increases in attendance in 2021-22 followed by more moderate growth in 2023-24.

Just as theme parks fell more than GDP on the downside, they will grow much faster than GDP on the upside as people feel safe returning to the parks. For the forecast period, the projected 3.6 percent compound annual increase in theme park spending will be above the projected 3.3 percent average increase, compounded annually, in global GDP.

Global Theme Park Spending and Nominal GDP (2014=100.0)



Source: Wilkofsky Gruen Associates

IAAPA GLOBAL THEME AND AMUSEMENT PARK OUTLOOK: 2020-2024



As in 2019, we project growth in per capita spending, projected at 2.9 percent compounded annually over the 2019-24 period, to be the principal driver of theme park spending. While we look for attendance to grow at double-digit annual rates between 2020 and 2024, because of the steep decline in 2020, attendance growth during the entire forecast period will average only 0.7 percent on a compound annual basis.

Global theme park attendance will be only 41.8 million higher in 2024 than in 2019, less than a quarter of the 180.8 million increase during the past five years. Per capita spending will average an estimated \$51.54 in 2024 compared with \$44.75 in 2019, a \$6.79 increase. That gain will exceed the \$5.87 increase between 2014 and 2019 as theme parks continue their recent strategy of boosting yield in favor of driving attendance. Total spending will reach an estimated \$60.8 billion in 2024, \$9.9 billion higher than the \$50.9 billion total in 2019. Again, the projected gain during the next five years will be below the \$13.7 billion increase during the past five years.

Global Theme Park Market by Category

Category	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	956.6	1,005.8	1,040.4	1,083.3	1,119.9	1,137.4		473.3	712.9	936.5	1,069.5	1,179.2	
% change		5.1	3.4	4.1	3.4	1.6	3.5	-58.4	50.6	31.4	14.2	10.3	0.7
Per Capita Spending* (US\$)	38.88	39.91	40.78	41.30	42.68	44.75		44.78	44.83	46.71	49.18	51.54	
% change		2.6	2.2	1.3	3.3	4.9	2.9	0.1	0.1	4.2	5.3	4.8	2.9
Total Spending* (US\$ Millions)	37,197	40,142	42,429	44,738	47,801	50,903		21,193	31,960	43,747	52,600	60,773	
% change		7.9	5.7	5.4	6.8	6.5	6.5	-58.4	50.8	36.9	20.2	15.5	3.6

*At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates

SPENDING BY REGION

Asia Pacific and North America were the fastest-growing regions in 2019 with spending increases of 7.8 percent and 6.3 percent, respectively. In both cases, growth in per capita spending was the principal driver as major parks posted large ticket price increases. Both regions also were able to record modest attendance growth, helped by new attractions at major parks in North America and the opening of new parks in China that offset declines in other countries due to fewer visits from Chinese nationals.

The Middle East and Africa region was the next-fastest-growing region in 2019 with a 6.0 percent advance in total spending. That growth, however, was well below the 45 percent compound annual increase between 2016 and 2018, buoyed by major new park openings. There was no comparable opening in 2019 but a full year's activity at Warner Bros. World, which opened in July 2018, contributed to a 2.7 percent increase in attendance, the largest gain of any region.

Latin America and Europe were next with increases of 4.8 percent and 4.1 percent in total spending, respectively. In these regions as well, per capita spending growth was the principal driver. Most of the growth in Latin America was generated in Brazil as economic conditions in that country continued to improve with Hopi Hari in particular having a strong rebound. Gains in Brazil offset a weak market in Mexico, which was hurt by the closing of La Feria de Chapultepec. In Europe, bad weather cut into attendance in a number of countries, but new attractions helped support attendance in the face of ticket price increases.

IAAPA GLOBAL THEME AND AMUSEMENT PARK OUTLOOK: 2020-2024



Each region will record steep declines in 2020 with rebounds anticipated beginning in 2021 as the impact of COVID-19 hopefully begins to taper off. For the forecast period, Middle East and Africa will again be the fastest-growing region with a projected 10.9 percent compound annual gain in spending, reflecting new parks, enhancements at existing parks, and new attractions, all off a relatively small base. Spending will rise from \$282 million in 2019 to a projected \$474 million by 2024.

Asia Pacific will be the next-fastest-growing region with an estimated 5.0 percent compound annual increase in spending, 51 percent of which will come from China and 35 percent from Japan. New parks in China are expected, most notably Universal Beijing Resort in 2021, while Japan will be boosted by new high-profile attractions at existing parks, such as Super Nintendo World at Universal Studios Japan in 2021. Spending in Asia Pacific will reach an estimated \$21.9 billion in 2024 from \$17.1 billion in 2019.

Europe will be next with a projected 4.4 percent compound annual increase in spending. With parks closed for extended periods in 2020 and new attractions scheduled for 2020 but delayed until 2021, we look for Europe to record a 61.8 percent increase in spending in 2021, the second fastest of any region after Asia Pacific. We project spending to reach \$8.5 billion in 2024 from \$6.8 billion in 2019.

The Americas will be the slowest-growing regions over the next five years with a 3.8 percent compound annual increase in spending for Latin America and 2.3 percent rise compound annual growth in North America. In 2021, Amikoo is scheduled to open in Mexico, which should boost that market, and Parque Turma da Monica in Brazil will contribute to a rebound in that country as well. The Latin America market will rise from \$330 million in 2019 to \$398 million in 2024.

North America, and particularly the United States, has been greatly impacted by the COVID-19 health crisis when compared to other regions. That may contribute to additional cases, a larger decline in 2020, and a smaller recovery in 2021. Over the 2022-24 period; however, we expect growth in North America to average 33.8 percent compounded annually, more than twice the 16.7 percent compound annual increase in the rest of the world over the same period. North America was the largest region in the world with spending at \$26.3 billion in 2019 and will continue to be the largest region at \$29.5 billion in 2024.

Global Theme Park Market Spending by Region[†] (US\$ Millions)

Region	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Asia Pacific	11,908	12,956	13,993	15,116	15,876	17,121		8,427	14,061	18,017	20,108	21,886	
% change		8.8	8.0	8.0	5.0	7.8	7.5	-50.8	66.9	28.1	11.6	8.8	5.0
Europe	5,379	5,760	5,941	6,207	6,577	6,844		3,170	5,129	6,705	7,602	8,485	
% change		7.1	3.1	4.5	6.0	4.1	4.9	-53.7	61.8	30.7	13.4	11.6	4.4
North America	19,554	21,064	22,104	22,934	24,767	26,326		9,299	12,323	18,407	24,132	29,530	
% change		7.7	4.9	3.8	8.0	6.3	6.1	-64.7	32.5	49.4	31.1	22.4	2.3
Latin America	263	274	291	299	315	330		170	248	315	361	398	
% change		4.2	6.2	2.7	5.4	4.8	4.6	-48.5	45.9	27.0	14.6	10.2	3.8
Middle East & Africa	93	88	100	182	266	282		127	199	303	397	474	
% change		-5.4	13.6	82.0	46.2	6.0	24.8	-55.0	56.7	52.3	31.0	19.4	10.9
Total	37,197	40,142	42,429	44,738	47,801	50,903		21,193	31,960	43,747	52,600	60,773	
% change		7.9	5.7	5.4	6.8	6.5	6.5	-58.4	50.8	36.9	20.2	15.5	3.6

[†]At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates



PRINCIPAL DRIVERS

The Pandemic Rules

Virtually all theme parks in the world closed for a period in 2020 in response to the COVID-19 pandemic and remained closed for several months. China was the first country impacted by the virus and the first country to close its parks with a number of parks shutting down in late January. China was also the first country to reopen, with several Fantawild parks resuming operations in late March. In some cases, parks that reopened early closed again as the disease continued to spread. Shanghai Haichang Ocean Park, for example, closed on January 24, 2020, reopened on March 20 and closed again on March 30. Shanghai Disney Resort also closed in late January (January 25) but waited until May 11 to reopen.

The rest of the world was later to react, and closings did not begin until mid-March with many parks reopening in June or July. In some cases, park openings were driven by local mandates. In the United States, for example, theme parks in Florida were permitted to reopen in June, but theme parks in California and New York were not allowed to open at all in 2020. Virtually all theme parks that reopened were required to cap attendance at well below capacity to facilitate social distancing protocols. Shanghai Disney Resort limited attendance to 30 percent of capacity (increased to 50 percent in August); Fantawild parks operated at a 50 percent capacity limit; and most other parks were roughly in that range. Local rules limiting the number of people congregating at a single location also played a role. In Sweden, the limit of 50 people during the summer applied to theme parks, and Liseberg and Gröna Lund were not permitted to open at all.

Parks that did reopen operated under a new set of protocols. Reservations were required to assist in crowd control and capacity management; parades, shows, and other group events were canceled; and guests had to pass temperature checks to be admitted. Physical distancing was practiced where possible by leaving rows empty on some attractions, maintaining one to three meters of spacing within queues, and limiting seating at restaurants. Masks/face coverings were worn by employees and were either required or strongly encouraged for guests. In Denmark, guests riding roller coasters were required to replace masks after each ride. Virtual queuing was introduced at some parks for popular attractions to reduce wait times and limit crowding. Coasters were disinfected frequently, and hand sanitizers were placed throughout parks. Most financial transactions required electronic or cashless payments.

Capacity limitations by themselves do not necessarily indicate the impact on attendance at parks. A park limited to 30 percent capacity does not necessarily imply a 70 percent decrease in attendance as parks under normal times generally do not operate at full capacity all the time. The challenge for parks is to provide a safe environment for guests so they will be willing to attend. A study by Enigma Research of parks that reopened in the United States found 87 percent of guests enjoyed the overall experience – a positive sign for theme parks. The safety protocols implemented by the parks proved to be effective as there were no significant COVID-19 outbreaks attributed to theme parks in 2020.

Many parks also rely on international visitors as well as domestic tourism, and both sectors have been hard-hit by the pandemic. International tourism has largely shut down, and domestic travel has been significantly reduced as well. Parks now and into the recovery period may rely more on local/regional/domestic visitors than in the past, which may limit their potential market.

On the plus side, other out-of-home entertainment options such as sports, concerts, or theater have shut down and, in many places, theme parks are the only out-of-home option available. People like theme parks, and once they feel safe enough to venture out, theme parks will get a portion of that activity.

Delayed Openings

A byproduct of the pandemic was the suspension of construction, which created delays for a number of projects. In some cases, parks that faced a shorter operating season chose to postpone launches of new



attractions. As a result, new parks and new attractions at existing parks that were expected to open in 2020 in some cases have been delayed. In Japan, for example, Super Nintendo World Japan, previously expected to open at Universal Studios Japan in 2020, opened in March 2021. In Poland, *Aqualantis* and an *Abyssus* coaster were planned for 2020 at Energylandia but those attraction introductions have now been postponed until 2021. Universal's Epic Universe in Orlando was put on hold temporarily, but the project is resuming in 2021. A Mary Poppins attraction and a *Spaceship Earth* upgrade at Epcot were each put on hold. The introduction of *Remy's Ratatouille Adventure* at Epcot was delayed to 2021, while construction continued on *Guardians of the Galaxy: Cosmic Rewind* at Epcot, *Tron Lightcycle/Run* at Disney's Magic Kingdom park, and Star Wars: Galactic Starcruiser hotel at Walt Disney World. Construction on the *Jersey Devil Coaster* at Six Flags Great Adventure in New Jersey was delayed, and the ride did not open as planned in 2020 but is now expected in 2021. Likewise, *Tsunami Surge* at Six Flags Great Adventure in Illinois did not open in 2020 due to construction delays. In New York, theme parks were not permitted to open in 2020 and LEGOLAND New York, originally scheduled to open in 2020, has been pushed back to 2021. Other projects are subject to delays as well.

Planting the Seeds for the Recovery

Theme parks have been forced to adopt new protocols to reopen during the pandemic. While these measures were implemented due to an emergency, the goals of reducing wait times and reducing crowding can benefit theme parks even after the threat of the pandemic wanes. In fact, overcrowding has been a growing concern for theme parks even before the pandemic because long wait times for popular rides dampened the park experience for many guests. Some operators used dynamic pricing – charging more during peak periods and less during off-peak periods – to control crowding and boost revenue. While dynamic pricing is based on demand, information on daily demand is limited by fluctuations in walk-in traffic. With advanced reservations, parks will have much more granular data on demand, enabling them to fine-tune their dynamic pricing. Hotels, for example, rely almost exclusively on advanced reservations, giving them the information to set different prices daily, unlocking the potential for dynamic pricing. We expect theme parks to be able to do that as well with advanced reservations.

Virtual queuing is another protocol that will likely survive the pandemic. With virtual queuing, guests can receive a text message alerting them when their ride is available, allowing them to avoid long hours in line and use that time to visit more attractions, dine, and shop. The overall park experience will improve, and an improved experience will translate into higher per capita spending.

With parks reopening with capacity constraints, there was the possibility parks would be sold out. At Shanghai Disney Resort, tickets for the first few days when the park reopened sold out in minutes. Available day-visit reservations for annual passholders to the Walt Disney World parks in Orlando quickly sold out. Meanwhile, several regional parks in the United States dropped the requirements for advanced reservations because of low attendance.

Intellectual Property Dominates

Per capita spending at parks featuring characters from movies, video games, and television is much higher than at parks which feature roller coasters but little or no intellectual property. Destination parks in the United States are dominated by Disney and Universal intellectual property. Per capita spending at those parks averaged \$119.70 in 2019, three times higher than the \$39.00 average for regional parks. Moreover, the 5.3 percent compound annual increase in per capita spending at U.S. destination parks over the past five years was far greater than the 1.1 percent compound annual increase in per capita spending at regional parks. The message here is that attractions based on popular characters have greater appeal than thrill rides and roller coasters. We therefore expect new attractions based on popular characters will once again drive the market once the effects of the pandemic have ended.



Asia/Pacific

OVERVIEW

Theme and amusement park spending in Asia Pacific rose 7.8 percent in 2019, up from the 5.0 percent increase in 2018 and nearly matching the 8.0 percent annual increase in 2017 and 2018. Rising attendance had been the principal driver of spending growth during the 2014-18 period, accounting for 85 percent of the total increase. In 2019, however, per capita spending was the principal driver with a 5.3 percent increase compared with only a 2.4 percent growth in attendance. Most of the growth in 2019 was generated in China and Japan, which together accounted for 88 percent of the total increase in Asia Pacific in 2019. In China, Fantawild opened several new parks in the summer of 2019, Sunac Cultural Tourism City parks opened in Guangzhou and Wuxi, Chimelong Ocean Kingdom recorded a healthy increase benefiting from a new theater and successful promotions, and per capita spending growth contributed to an overall 10.9 percent increase in spending. Japan posted a 7.0 percent increase in 2019 principally reflecting higher ticket prices.

South Korea had the largest positive turnaround with an 8.8 percent increase in 2019, a 14.1 percentage point improvement compared with the 5.3 percent decline in 2018. A weaker won, which declined in value by 6 percent in 2019, helped reverse declines in international tourism while special events at Everland contributed to the rebound.

Vietnam saw significant growth driven by increased entertainment spending from middle-income families. New Sunworld and Vinpearl parks have opened there in the last two years.

The new Transtudio Bali park opened in Indonesia, and India also saw marked increases in spending on family entertainment from a growing segment of middle-income families.

On the downside, Hong Kong experienced a 12.3 percentage point negative turnaround as spending fell 2.5 percent in 2019 following a 9.8 percent increase in 2018. Hong Kong is particularly dependent on visitors from mainland China and guests from other countries. Reductions in international tourism negatively impacted park attendance.

Malaysia also had a difficult year as growth dropped from 7.1 percent in 2018 to 1.7 percent in 2019. Movie Animation Park Studios (MAPS), a \$125 million park that opened in 2017 contributed to growth in 2018. In 2019, however, attendance at the park plunged and in early 2020 the park closed.

Theme Park Market by Category													
Asia Pacific	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	390.0	418.5	445.7	477.8	493.1	504.9		242.9	393.9	498.5	544.8	578.5	
% change		7.3	6.5	7.2	3.2	2.4	5.3	-51.9	62.2	26.6	9.3	6.2	2.8
Per Capita Spending* (US\$)	30.53	30.96	31.40	31.64	32.20	33.91		34.69	35.70	36.14	36.91	37.83	
% change		1.4	1.4	0.8	1.8	5.3	2.1	2.3	2.9	1.2	2.1	2.5	2.2
Total Spending* (US\$ Millions)	11,908	12,956	13,993	15,116	15,876	17,121		8,427	14,061	18,017	20,108	21,886	
% change		8.8	8.0	8.0	5.0	7.8	7.5	-50.8	66.9	28.1	11.6	8.8	5.0

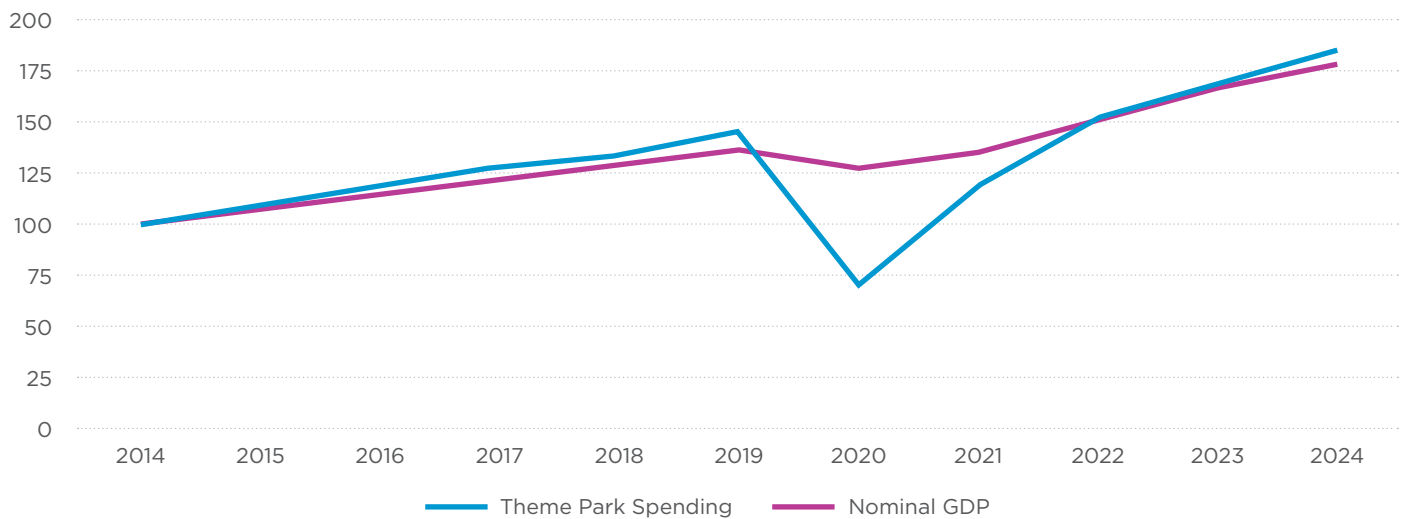
*At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates



Following a precipitous decline in 2020, there should be a strong rebound in attendance in 2021-22 followed by single-digit gains in 2023-24 as the market regains lost ground. We project attendance in Asia Pacific to increase at a 2.8 percent compound annual rate to 578.5 million in 2024. Per capita spending growth will average 2.2 percent compounded annually over the next five years, comparable to the 2.1 percent compound annual increase during the past five years. Overall spending will increase at a 5.0 percent compound annual rate, rising from \$17.1 billion in 2019 to an estimated \$21.9 billion in 2024.

Theme and amusement park spending growth in Asia Pacific outpaced nominal GDP growth over the 2014-19 period. With the expected plunge in attendance, spending will decline at a far steeper rate than GDP in 2020. We then expect the recovery in theme park spending to occur at a much faster rate than GDP growth in 2021-22 and will continue to outpace GDP growth in 2023-24.

Index of Theme Park Spending and Nominal GDP in Asia Pacific (2014=100.0)



Source: Wilkofsky Gruen Associates

We expect China to again experience growth over the next five years with a cumulative \$2.4 billion increase in theme park spending. Japan will again be next with a projected \$1.7 billion cumulative increase. Together, China and Japan will account for 85 percent of the total increase in Asia Pacific during the next five years. Japan will remain the largest market in the region, accounting for 43 percent of total spending in Asia Pacific in 2024, down from 46 percent in 2019. China's share of the market will rise from 34 percent in 2019 to 38 percent in 2024.

IAAPA GLOBAL THEME AND AMUSEMENT PARK OUTLOOK: 2020-2024



Nominal GDP growth by country in Asia Pacific (percent)

Asia Pacific	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Australia	399	406	393	382	379	377	184	330	396	410	420
Mainland China	2,691	3,357	4,141	5,105	5,290	5,866	2,969	4,860	6,495	7,424	8,283
Hong Kong, SAR, China	859	824	721	733	805	785	283	429	600	709	790
India	261	285	314	340	374	407	241	374	487	574	637
Indonesia	250	257	268	282	297	313	166	253	307	353	389
Japan	6,154	6,479	6,732	6,896	7,341	7,858	3,817	6,592	8,241	8,931	9,514
Malaysia	98	103	107	113	121	123	62	97	121	135	145
Philippines	92	100	107	116	125	135	76	120	154	183	193
Singapore	189	210	213	226	233	246	114	183	235	275	304
South Korea	765	776	828	741	702	764	380	615	728	826	897
Taiwan	45	47	47	48	50	52	27	41	49	57	59
Thailand	28	29	31	33	34	37	21	33	40	45	48
Vietnam	72	77	85	95	118	151	83	129	158	180	200
Rest of the Region	5	6	6	6	7	7	4	5	6	6	7
Total	11,908	12,956	13,993	15,116	15,876	17,121	8,427	14,061	18,017	20,108	21,886

*At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates

Theme Park Spending Growth by Country/Region (Percent)

Asia Pacific	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Australia	1.8	-3.2	-2.8	-0.8	-0.5	-1.1	-51.2	79.3	20.0	3.5	2.4	2.2
Mainland China	24.7	23.4	23.3	3.6	10.9	16.9	-49.4	63.7	33.6	14.3	11.6	7.1
Hong Kong, SAR, China	-4.1	-12.5	1.7	9.8	-2.5	-1.8	-63.9	51.6	39.9	18.2	11.4	0.1
India	9.2	10.2	8.3	10.0	8.8	9.3	-40.8	55.2	30.2	17.9	11.0	9.4
Indonesia	2.8	4.3	5.2	5.3	5.4	4.6	-47.0	52.4	21.3	15.0	10.2	4.4
Japan	5.3	3.9	2.4	6.5	7.0	5.0	-51.4	72.7	25.0	8.4	6.5	3.9
Malaysia	5.1	3.9	5.6	7.1	1.7	4.6	-49.6	56.5	24.7	11.6	7.4	3.3
Philippines	8.7	7.0	8.4	7.8	8.0	8.0	-43.7	57.9	28.3	18.8	5.5	7.4
Singapore	11.1	1.4	6.1	3.1	5.6	5.4	-53.7	60.5	28.4	17.0	10.5	4.3
South Korea	1.4	6.7	-10.5	-5.3	8.8	0.0	-50.3	61.8	18.4	13.5	8.6	3.3
Taiwan	4.4	0.0	2.1	4.2	4.0	2.9	-48.1	51.9	19.5	16.3	3.5	2.6
Thailand	3.6	6.9	6.5	3.0	8.8	5.7	-43.2	57.1	21.2	12.5	6.7	5.3
Vietnam	6.9	10.4	11.8	24.2	28.0	16.0	-45.0	55.4	22.5	13.9	11.1	5.8
Rest of the Region	20.0	0.0	0.0	16.7	0.0	7.0	-42.9	25.0	20.0	0.0	16.7	0.0
Total	8.8	8.0	8.0	5.0	7.8	7.5	-50.8	66.9	28.1	11.6	8.8	5.0

Source: Wilkofsky Gruen Associates



MAJOR PARK DEVELOPMENTS

In Japan, *Soaring: Fantastic Flight* opened at Tokyo DisneySea Resort in 2019 and Universal Studios Japan opened *Universal Cool Japan 2019*. In Malaysia, Genting Malaysia is planning to open its Genting Skyworlds Theme Park by mid-2021. In China, Shanghai Disneyland is adding a first-ever Zootopia themed land, and Sunac Group is opening four tourism complexes: in Guangzhou, Wuxi, Chengdu, and Chongqing. Three LEGOLAND projects have also been announced to open by 2024 in Shanghai, Shenzhen, and Sichuan. Universal Beijing Resort is also set to open in 2021.

In Australia, six new roller coasters are scheduled to open in 2021, three at Luna Park and one each at Dreamworld, Sea World, and Aussie World. *Steel Taipan* at Dreamworld will be the first triple-launch coaster below the equator. *Leviathan* at Sea World will join *Vortex* and *Trident* at The New Atlantis themed area. In addition to the new coasters at Luna Park, there will be six other new rides opening in 2021 as part of a A\$30 million upgrade.

In other developments, Vingroup in Vietnam has begun construction of VinWonders VuYen, a \$1 billion project that will be the largest theme park in Vietnam; India is investing in projects to boost tourism, including a Buddhist theme park at Futala Lake; and Bali Marine Park, a second gate of Bali Safari Park in Indonesia, opened in 2020 featuring aquariums, rides, animal shows, and an underwater dinner show.

THE OUTLOOK FOR THEME AND AMUSEMENT PARKS IN ASIA PACIFIC

New parks and attractions will help Asia Pacific recover following the near-term downturn. Universal Beijing Resort is expected to open in mid-2021. In addition to a number of popular Universal Parks attractions, there will be new attraction concepts that have not been seen before.

Zhuhai Chimelong Marine Science Park is expected to open in 2021 as the newest addition to Chimelong's international resort in Zhuhai. A hotel at that location is also under construction.

OCT Group is planning several new Happy Valley attractions – Happy Valley Nanjing, Happy Valley Xi'an, and Happy Valley Zhengzhou.

Ocean Park in Hong Kong is undergoing a major transformation, converting from a theme park to a themed resort, with the help of more than \$360 million in government support. The park will transition from a traditional theme park to a conservation center that will feature seven themed areas and a new water park complex. There will still be rides, but they will be integrated into the themed zones.

Development is also being taken place at Hong Kong Disneyland including its new Castle of Magical Dreams, which celebrates the 15th anniversary of the park. Additionally, work continues the park's new Frozen area, featuring a roller coaster that will take guests on a winding journey through Arendelle.

In Japan, Tokyo Disneyland Resort has several expansion projects underway including a new moderate-priced hotel (Tokyo Disney Resort Toy Story Hotel), and an expansion of Tokyo DisneySea, which features an eighth themed port with new areas and attractions based on Frozen, Tangled and Peter Pan. Super Nintendo World is expected to open in March 2021 at Universal Studios Japan. The Warner Bros. Studio Tour Tokyo: The Making of Harry Potter is under construction on the site of the former Toshimaen Amusement Park and is expected to open in 2023.

Construction on LEGOLAND Korea is underway with an opening expected in 2022. Also, in Korea, Lotte's Magic Forest is expected to open in Busan in 2021. The park will feature six themed zones and will be based on the Lotte World park in Seoul.

In Vietnam, parks are continuing to invest, and new additions are under construction at existing attractions.



Europe

OVERVIEW

Theme and amusement park spending in Europe rose an estimated 4.1 percent in 2019, down from the 6.0 percent rise in 2018. Attendance edged up a bare 0.4 percent while per capita spending increased 3.6 percent, up from the 2.6 percent rise in 2018 and accounting for most of the growth in 2019.

The opening of Wonderland Eurasia in Turkey in March 2019 had an auspicious beginning and was expected to ultimately draw 10 million visitors annually. Ticket sales, however, subsequently waned and technical problems with rides limited operations. The park did not meet expectations in 2019 and permanently closed in early 2020.

France and the United Kingdom have the largest theme park markets in Europe, together accounting for 42 percent of total theme park spending in Europe in 2019. Both countries had healthy years with increases of 5.9 percent and 5.0 percent, respectively, in part reflecting per capita spending gains. Per capita spending at Parc Asterix in France, for example, was up more than 5 percent in 2019. In the U.K., rising attendance played a greater role.

Germany and the Netherlands are the next largest markets, together comprising 23 percent of the European total. Both countries had below-average growth rates in 2019 of 3.7 percent and 2.3 percent, respectively, the result of below-average growth in per capita spending. Per capita spending averaged 2.3 percent, less than the 3.6 percent average increase for the region as a whole. Attendance was relatively stable in the Netherlands and spending was up 2.3 percent in 2019. Germany fared better with a 1.5 percent rise in attendance and a 3.7 percent increase in spending as the major parks each posted modest gains. In general, slower GDP growth throughout the region in 2019 contributed to slower growth in theme park spending.

Over the next five years, we project attendance to rise at a 0.7 percent compound annual rate to 183.4 million in 2024 from 176.9 million in 2019. Per capita spending will average 3.6 percent growth compounded annually, up a bit from the 3.0 percent compound annual increase during the past five years. Spending will rise at an estimated 4.4 percent compound annual rate.

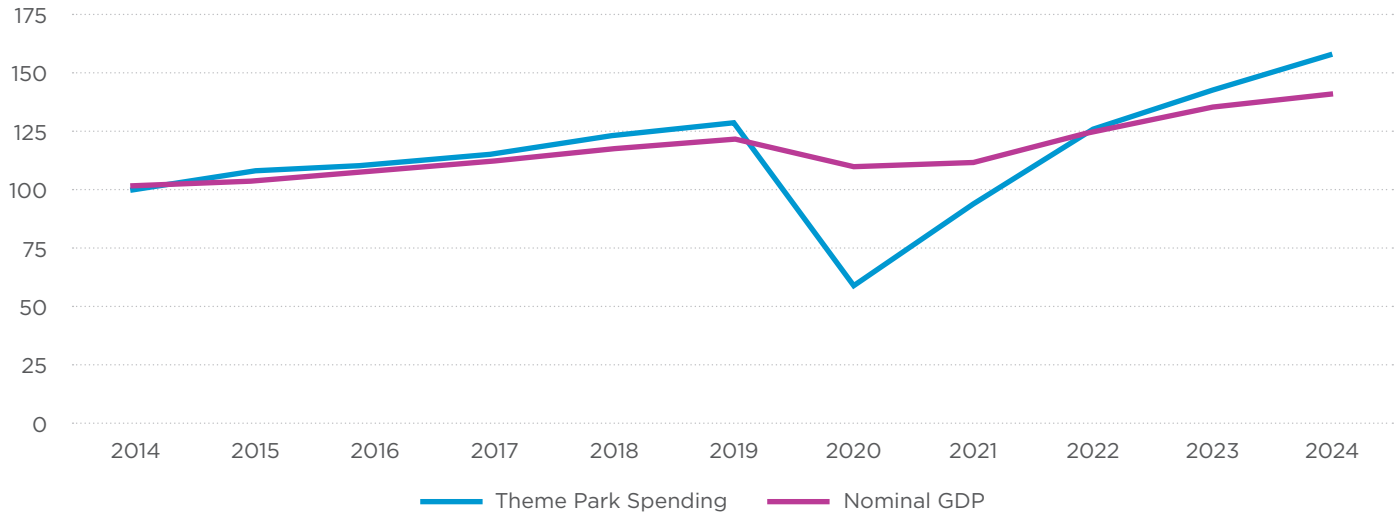
Theme Park Market by Category													
Europe	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	161.1	165.7	164.0	170.6	176.2	176.9		77.3	122.1	157.0	171.6	183.4	
% change		2.9	-1.0	4.0	3.3	0.4	1.9	-56.3	58.0	28.6	9.3	6.9	0.7
Per Capita Spending* (US\$)	33.39	34.76	36.23	36.38	37.33	38.69		41.01	42.01	42.71	44.30	46.26	
% change		4.1	4.2	0.4	2.6	3.6	3.0	6.0	2.4	1.7	3.7	4.4	3.6
Total Spending* (US\$ Millions)	5,379	5,760	5,941	6,207	6,577	6,844		3,170	5,129	6,705	7,602	8,485	
% change		7.1	3.1	4.5	6.0	4.1	4.9	-53.7	61.8	30.7	13.4	11.6	4.4

*At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates



Theme park spending growth of 4.9 percent over the past five years was 1.0 percentage point faster than the 3.9 percent rise in European GDP. Over the next five years, the projected 4.4 percent compound annual increase for theme parks will be 1.5 percentage points faster than the projected 2.9 percent compound annual increase in GDP.

Index of Theme Park Spending and Nominal GDP in Europe (2014=100.0)



Source: Wilkofsky Gruen Associates

Following a 53.7 percent downturn in 2020 we expect double-digit annual growth over the 2020-24 as the market recovers. France and Poland will be the fastest-growing countries with compound annual gains of more than 5 percent. Spain will be close behind at a projected 4.9 percent compound annual increase. France will lead the way with a projected 6.3 percent compound annual gain, buoyed by new attractions at Disneyland Paris and expansion at Futuroscope.

Poland, with a projected 5.1 percent compound annual increase, has become a popular locale for theme park development. The first slidewheel attraction in Europe opened in Poland at Aquapark Reda in 2020 and Mandoria, City of Adventures is another new park coming to Poland. Maja Land Kownaty, new attractions at Energylandia, and the launch of Suntago Water World at the Park of Poland will contribute to an expanding market in Poland.

Puy du Fou, the popular French theme park featuring historical performances, opened a night show in Spain in 2019 with a full theme park coming in 2021. In place of rides, Puy du Fou dramatizes a country's history, with shows featuring animals and special effects in authentic environments. Following its new park in Spain, Puy du Fou is considering a park in China.

The Netherlands has a large theme park market given its size. Its 10.3 percent share of the European theme park market in 2019 was more than twice its 4.2 percent share of European GDP. The Netherlands gets a lot of its visitors from neighboring countries in Europe, but travel restrictions and protocols cut into tourism and theme park attendance in 2020. Continued travel restrictions may diminish the market in 2021 as well. Accordingly, of the major theme park markets in Europe, we expect the Netherlands to be the slowest growing with a projected 2.4 percent compound annual increase over the next five years.

IAAPA GLOBAL THEME AND AMUSEMENT PARK OUTLOOK: 2020-2024



Theme Park Spending by Country [†] (US\$ Millions)											
Europe	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Austria	134	140	146	154	162	168	74	132	157	173	179
Finland	81	144	149	176	185	190	85	148	179	196	201
Denmark	380	413	421	438	420	412	184	303	377	419	466
France	1,176	1,269	1,228	1,383	1,450	1,535	690	1,158	1,532	1,811	2,081
Germany	686	753	789	813	841	872	385	644	847	956	1,054
Italy	272	281	292	281	309	320	150	232	316	353	387
Netherlands	522	553	589	612	687	703	310	488	632	717	792
Norway	69	70	71	72	74	76	43	64	81	88	93
Poland	401	422	443	451	469	492	232	417	514	579	632
Spain	379	412	442	512	559	589	279	466	625	694	749
Sweden	259	271	281	297	302	311	69	136	267	324	369
United Kingdom	1,060	1,136	1,200	1,153	1,266	1,329	733	1,071	1,319	1,446	1,642
Rest of the Region	175	180	185	195	200	205	95	150	195	215	220
Total	5,379	5,760	5,941	6,207	6,577	6,844	3,170	5,129	6,705	7,602	8,485

[†]At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates

Theme Park Spending Growth by Country (Percent)												
Europe	2015	2016	2017	2018	2019	2014- 2019 CAGR	2020	2021	2022	2023	2024	2019- 2024 CAGR
Austria	4.5	4.3	5.5	5.2	3.7	4.6	-56.0	78.4	18.9	10.2	3.5	1.3
Finland	77.8	3.5	18.1	5.1	2.7	18.6	-55.3	74.1	20.9	9.5	2.6	1.1
Denmark	8.7	1.9	4.0	-4.1	-1.9	1.6	-55.3	64.7	24.4	11.1	11.2	2.5
France	7.9	-3.2	12.6	4.8	5.9	5.5	-55.0	67.8	32.3	18.2	14.9	6.3
Germany	9.8	4.8	3.0	3.4	3.7	4.9	-55.8	67.3	31.5	12.9	10.3	3.9
Italy	3.3	3.9	-3.8	10.0	3.6	3.3	-53.1	54.7	36.2	11.7	9.6	3.9
Netherlands	5.9	6.5	3.9	12.3	2.3	6.1	-55.9	57.4	29.5	13.4	10.5	2.4
Norway	1.4	1.4	1.4	2.8	2.7	2.0	-43.4	48.8	26.6	8.6	5.7	4.1
Poland	5.2	5.0	1.8	4.0	4.9	4.2	-52.8	79.7	23.3	12.6	9.2	5.1
Spain	8.7	7.3	15.8	9.2	5.4	9.2	-52.6	67.0	34.1	11.0	7.9	4.9
Sweden	4.6	3.7	5.7	1.7	3.0	3.7	-77.8	97.1	96.3	21.3	13.9	3.5
United Kingdom	7.2	5.6	-3.9	9.8	5.0	4.6	-44.8	46.1	23.2	9.6	13.6	4.3
Rest of the Region	2.9	2.8	5.4	2.6	2.5	3.2	-53.7	57.9	30.0	10.3	2.3	1.4
Total	7.1	3.1	4.5	6.0	4.1	4.9	-53.7	61.8	30.7	13.4	11.6	4.4

Source: Wilkofsky Gruen Associates



MAJOR PARK DEVELOPMENTS

Theme parks in Europe benefited from good weather in 2018 but not so in 2019 as heavy rainfalls in Denmark and a heat wave in France cut into attendance. As in other regions, parks posted larger ticket price increases than in the past which may also have contributed to the slowdown in attendance growth.

Parc Asterix in France had a good year as its 30th anniversary celebration, a longer season, and several new attractions contributed to an increase in attendance. Parc Asterix also continued to benefit from its new hotel that opened in 2018. LEGOLAND Billund in Denmark benefited from a new hotel that contributed to extended stays and higher attendance, but Tivoli Gardens was hurt by the inclement weather.

Theme parks in the United Kingdom had good years as well in 2019. LEGOLAND Windsor posted an increase as the LEGO franchise continues to be popular. Thorpe Park Resort celebrated its 40th anniversary; Chessington World of Adventures opened *Room on the Broom: A Magical Journey*; and Alton Towers launched a journey through history attraction.

Spain also had a strong year with a 5.4 percent increase, helped by a record visitor count at the PortAventura World complex of parks – PortAventura Park, Ferrari Land, and Caribe Aquatic. Another hotel was added in 2019, and visitors could bundle hotels and admissions for all three parks. The addition of *Sesame Street Mission* contributed to the increase.

THE OUTLOOK FOR THEME AND AMUSEMENT PARKS IN EUROPE

Gulliver's Valley, a new park in an emerging group of those designed specifically for younger children, opened in July 2020 in the United Kingdom with 26 rides and attractions. As at all parks, capacity was restricted due to the pandemic, but the opening weekend was sold out. Thorpe Park Resort added *Black Mirror Labyrinth* in 2020; Alton Towers opened *The Rise* and plans to introduce *Gangsta Granny: The Ride*, *Raj's Bottom Burp*, and *Royal Carousel* in 2021. LEGOLAND Windsor added *Duplo Dino Coaster*; and Chessington World of Adventures added a Rainforest themed land and *Elmer's Flying Jumbo*. A £5 billion park, The London Resort, located in Kent has been on the drawing boards since 2012 but plans have been canceled, reintroduced, postponed, and otherwise delayed. It is now back on the table with a projected opening in 2024 although no construction has begun. Nevertheless, we are assuming a modest lift to the market should that park finally materialize.

In France, Futuroscope is planning to invest more than €300 million over the next 10 years, adding new attractions, two themed hotels, and a water park. Disneyland Paris is upgrading as well, with a major transformation taking place at the Walt Disney Studios Park adding three new themed areas with attractions, shops, restaurants, and live entertainment experiences, including Avengers Campus.

In Germany, Europa-Park added *Pirates in Batavia*, and its new water park, Rulantica, in 2019. *Awilda World* is launching at Hansa Park, and Movie Park Germany is adding a new family launch coaster.

Efteling in the Netherlands opened *Max and Moritz*, a double coaster themed to an 1865 story by Wilhelm Busch about two mischievous boys. Two coasters moving in opposite directions will lead riders through an Alpine forest.

Dream Island, an indoor park, opened in Moscow in 2020. It features animated dinosaurs and haunted houses. It will be the largest indoor park in Europe with nine themed areas. In 2023, Lukomorye, a park themed to fairy tales and poems by Alexander Pushkin, is expected to open in St. Petersburg.



North America

OVERVIEW

The theme and amusement park market in North America rose 6.3 percent in 2019, down from the 8.0 percent increase in 2018 but still above the five-year average annual growth of 6.1 percent. Per capita spending continued to be the principal driver with a 5.1 percent increase, the largest rise during the past five years. That increase may have contributed to slower growth in attendance, which edged up 1.1 percent, less than half the 2.3 percent compound annual increase over the past five years. Most of the growth in the market has been generated by destination parks in the United States, and that continued to be the case in 2019. Spending at destination parks rose 9.3 percent in 2019, four times the 2.3 percent increase at regional parks. Canadian parks, however, had a strong year with a 6.5 percent increase, the largest since 2015.

With the United States behind other regions with respect to controlling the spread of COVID-19, we expect parks in the country will experience a steeper decline in 2020 and a smaller rebound in 2021 compared with other regions. We anticipate a robust recovery beginning in 2022 and look for growth in North America to outpace the global average during the 2022-24 period.

We project attendance to fall at a 2.2 percent compound annual rate, the only region where we expect lower attendance in 2024 than in 2019, dropping to 373.5 million from 417.5 million in 2019. Per capita spending growth will average 4.6 percent compounded annually, up from the 3.7 percent compound annual increase during the past five years, rising from \$63.06 in 2019 to \$79.06 in 2024. Overall spending will rise from \$26.3 billion in 2019 to a projected \$29.5 billion in 2024, a 2.3 percent increase compounded annually.

Theme Park Market by Category													
North America	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	371.9	388.1	397.0	399.7	412.8	417.5		134.5	169.5	245.6	312.5	373.5	
% change		4.4	2.3	0.7	3.3	1.1	2.3	-67.8	26.0	44.9	27.2	19.5	-2.2
Per Capita Spending* (US\$)	52.58	54.27	55.68	57.38	60.00	63.06		69.14	72.70	74.95	77.22	79.06	
% change		3.2	2.6	3.1	4.6	5.1	3.7	9.6	5.1	3.1	3.0	2.4	4.6
Total Spending* (US\$ Millions)	19,554	21,064	22,104	22,934	24,767	26,326		9,299	12,323	18,407	24,132	29,530	
% change		7.7	4.9	3.8	8.0	6.3	6.1	-64.7	32.5	49.4	31.1	22.4	2.3

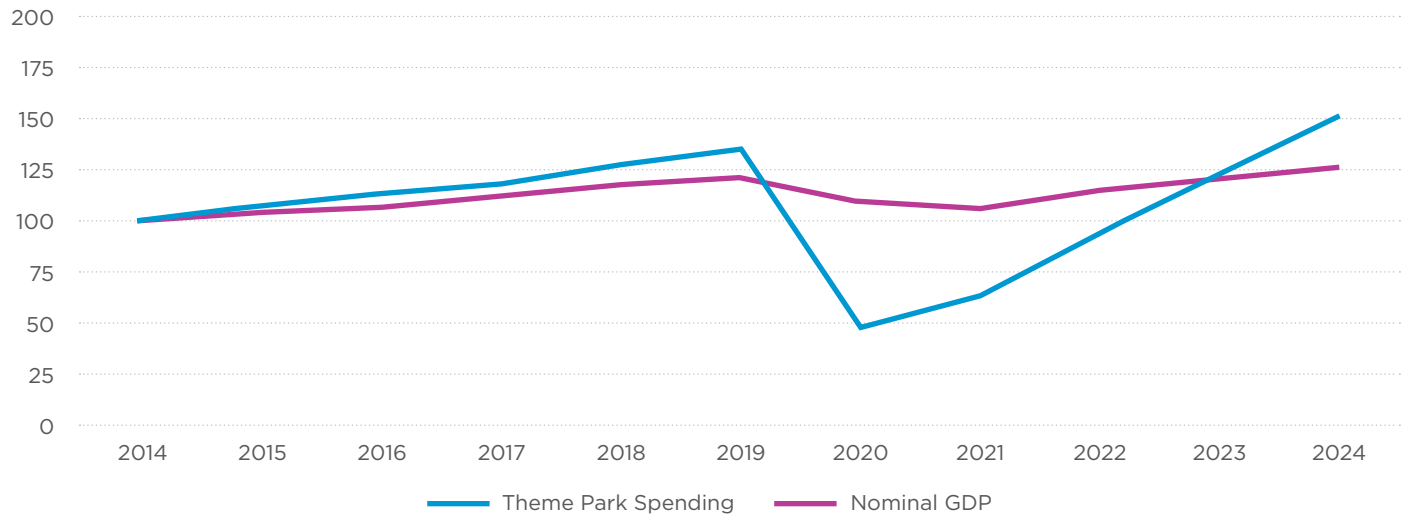
*At average 2019 exchange rates.

Sources: Statistics Canada, Wilkofsky Gruen Associates

The theme and amusement park market in North America outpaced nominal GDP growth during the past five years as the 6.1 percent compound annual increase in theme park spending was 2.1 percentage points higher than the 4.0 percent compound annual increase in GDP. During the next five years we expect GDP growth to drop to 0.6 percent on a compound annual basis, 1.7 percentage points slower than the projected 2.3 percent compound annual increase in theme park spending.



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Source: Wilkofsky Gruen Associates

Canada rose a bit faster than the United States in 2019 with a 6.5 percent increase compared with the 6.3 percent rise in the United States. Over the past five years, growth rates were comparable. Canada rose at a 5.8 percent compound annual rate with the United States increasing by 6.1 percent compounded annually. Following a steep downturn in 2020, we expect theme park spending to begin to recover lost ground in 2021 and to overtake the 2019 level in 2024. The U.S. market will increase to an estimated \$29 billion in 2024 from \$25.8 billion in 2019. Theme and amusement park spending in Canada will rise from \$490 million in 2019 to a projected \$531 million in 2024.

Theme Park Market by Country† (US\$ Millions)

North America	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
United States	19,184	20,670	21,685	22,494	24,307	25,836		9,123	12,082	18,085	23,709	28,999	
% change		7.7	4.9	3.7	8.1	6.3	6.1	-64.7	32.4	49.7	31.1	22.3	2.3
Canada	370	394	419	440	460	490		176	241	322	423	531	
% change		6.5	6.3	5.0	4.5	6.5	5.8	-64.1	36.9	33.6	31.4	25.5	1.6
Total	19,554	21,064	22,104	22,934	24,767	26,326		9,299	12,323	18,407	24,132	29,530	
% change		7.7	4.9	3.8	8.0	6.3	6.1	-64.7	32.5	49.4	31.1	22.4	2.3

†At average 2019 exchange rates.

Sources: Statistics Canada, Wilkofsky Gruen Associates

Overall attendance in the United States increased 1.0 percent in 2019, down from the 3.4 percent rise in 2018. We expect attendance to plunge by nearly 68 percent in 2020 before beginning to rebound in 2021 and continuing to grow at double-digit annual rates through 2024. Nevertheless, for the entire forecast period attendance will be 2.3 percent lower on a compound annual basis in 2024 than in 2019. Per capita spending rose 5.2 percent in 2019. We look for a 10.1 percent jump in 2020, in part reflecting fewer visits by passholders that raises spending per visit, a further 5.4 percent increase in 2021, followed by more moderate gains in 2022-24. For the overall forecast period, per capita spending will increase at a 4.7 percent compound annual rate.



U.S. Theme Park Market													
United States	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	356.6	372.5	381.0	383.5	396.4	400.5		128.5	161.4	235.0	299.0	357.0	
% change		4.5	2.3	0.7	3.4	1.0	2.3	-67.9	25.6	45.6	27.2	19.4	-2.3
Per Capita Spending[†] (US\$)	53.80	55.49	56.92	58.65	61.32	64.51		71.00	74.86	76.96	79.29	81.23	
% change		3.1	2.6	3.0	4.6	5.2	3.7	10.1	5.4	2.8	3.0	2.4	4.7
Total Spending[†] (US\$ Millions)	19,184	20,670	21,685	22,494	24,307	25,836		9,123	12,082	18,085	23,709	28,999	
% change		7.7	4.9	3.7	8.1	6.3	6.1	-64.7	32.4	49.7	31.1	22.3	2.3

Source: Wilkofsky Gruen Associates

THE CANADIAN MARKET

Attendance at theme and amusement parks in Canada rose 3.7 percent in 2019, the largest increase during the past five years. Per capita spending increased 2.7 percent and total spending rose 6.5 percent. New attractions in 2019 included *Chaos*, a looping coaster with 360-degree revolutions, at La Ronde and more special events, including Family Days, L'International de Feux Loto-Quebec, La Nuit Blanche, and Bavarian Weekends.

Canada's Wonderland opened a new themed area, Frontier Canada, with *Yukon Striker*, a 1,100-meter coaster with a 75-meter dive and a top speed of 130 kilometers per hour, and new themed restaurants including Miners Café, Mess Hall, Goldrush Junction, and The Chuckwagon. The inaugural WinterFest event at Canada's Wonderland proved to be very successful, extending the season and adding visitors.

In 2021, Canada's Wonderland is adding *Beagle Brigade Airfield* and *Mountain Bay Cliffs*. Playland Vancouver is planning a major expansion over the next several years, increasing its footprint to 22 acres from 15 acres currently and adding several themed lands.

The theme park season is relatively short in Canada, and parks lost June and much of July in 2020 due to the pandemic. Calaway Park was one of the first to reopen in mid-July but at a capacity of 33 percent. The park was not allowed to open several high-speed rides or stage shows. Playland Vancouver also reopened with fewer rides in its initial phase but expanded the number of rides in late July. La Ronde had a preview opening for season passholders in July with a full opening in early August.

Attendance in Canada will fall an estimated 64.7 percent in 2020 and will average a 0.6 percent compound annual decline to 16.5 million in 2024 from 17.0 million in 2019. Per capita spending will rise at a projected 2.2 percent compound annual rate from \$28.83 in 2019 to \$32.18 in 2024. Overall spending will rise by 1.6 percent compounded annually.



Canadian Theme Park Market

Canada	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	15.3	15.6	16.0	16.2	16.4	17.0		6.0	8.1	10.6	13.5	16.5	
% change		2.0	2.6	1.3	1.2	3.7	2.1	-64.7	35.0	30.9	27.4	22.2	-0.6
Per Capita Spending[†] (US\$)	24.18	25.26	26.19	27.13	28.07	28.83		29.39	29.77	30.37	31.35	32.18	
% change		4.5	3.7	3.6	3.5	2.7	3.6	1.9	1.3	2.0	3.2	2.6	2.2
Total Spending[†] (US\$ Millions)	370	394	419	440	460	490		176	241	322	423	531	
% change		6.5	6.3	5.0	4.5	6.5	5.8	-64.1	36.9	33.6	31.4	25.5	1.6

[†]At average 2019 exchange rates.

Sources: Statistics Canada, Wilkofsky Gruen Associates

UNITED STATES DESTINATION PARKS

We define destination parks in the United States as the eight major parks in the Orlando/Tampa area in Florida – Magic Kingdom at Walt Disney World, Epcot at Walt Disney World, Disney’s Hollywood Studios at Walt Disney World, Disney’s Animal Kingdom at Walt Disney World, Universal Studios Florida, Universal’s Islands of Adventure, SeaWorld Orlando, and Busch Gardens Tampa Bay – and the three major parks in the Los Angeles/Anaheim area in California – Disneyland, Disney California Adventure, and Universal Studios Hollywood. Destination parks tend to rely more on attractions based on intellectual property than regional parks; ticket prices are relatively expensive compared with regional parks; and a significant portion of destination park attendance is generated by tourists who live outside of the immediate vicinity of the park. Those tourists typically spend multiple days visiting a theme park.

Attendance at destination parks rose 1.1 percent in 2019, down from the gains of 3 percent or more in 2017 and 2018. Ticket price increases likely played a role in holding down attendance growth as per capita spending rose 8.1 percent in 2019, a five-year high. The staggered opening in 2019 of the \$1 billion Star Wars: Galaxy’s Edge land at Disney’s Hollywood Studios was accompanied by a price increase and more annual passholder blackout dates, and while this may have limited attendance growth, it had a positive impact on the guest experience. Star Wars: Galaxy’s Edge subsequently opened at Disneyland Resort but the *Millennium Falcon: Smugglers Run* and *Star Wars: Rise of the Resistance* rides within those areas at both parks were opened in phases in 2019 and 2020. At the same time, the land likely contributed to a modest increase in attendance which when combined with the price increase generated a significant revenue boost. Universal’s Islands of Adventure had a strong year in 2019, helped by a new coaster, *Hagrid’s Magical Creatures Motorbike Adventure* at the Wizarding World of Harry Potter land. Universal Studios Florida was helped by the full year’s availability of the Aventura hotel that opened in 2018 as well as the continued appeal of *Fast and Furious – Supercharged*, which opened that same year. SeaWorld Orlando posted a second consecutive increase, helped by the opening of Sesame Street Land.

As destination parks depend on domestic and international tourists, cutbacks in travel will hurt the market in the near term. Moreover, with the California destination parks not reopening at all in 2020, the overall destination park market will take a hit.

On the plus side, there was a lot of interest in people returning to the Florida destination parks when they reopened. New attractions include a *Bourne Stuntacular* attraction at Universal Studios Orlando in 2020 and the *Jurassic World VelociCoaster* at Universal’s Islands of Adventure which will open in March 2021.

IAAPA GLOBAL THEME AND AMUSEMENT PARK OUTLOOK: 2020-2024



Ice Breaker, the first quadruple swing launch coaster in North America, at SeaWorld Orlando, and *Iron Gwazi*, the tallest hybrid coaster in North America, at Busch Gardens Tampa Bay were originally scheduled to open in 2020 but were moved to 2021. Other new attractions include the *Secret Life of Pets: Off the Leash!* at Universal Studios Hollywood, which uses facial recognition to convert riders' faces into dog faces. Construction resumed on Universal's Epic Universe park in Orlando in 2021.

Destination Park Market													
United States	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	109.1	116.2	117.0	120.5	125.2	126.6		45.0	56.4	80.0	99.0	112.0	
% change		6.5	0.7	3.0	3.9	1.1	3.0	-64.5	25.3	41.8	23.8	13.1	-2.4
Per Capita Spending[†] (US\$)	92.25	96.05	100.95	104.50	110.75	119.70		124.50	129.50	135.00	141.50	149.00	
% change		4.1	5.1	3.5	6.0	8.1	5.3	4.0	4.0	4.2	4.8	5.3	4.5
Total Spending[†] (US\$ Millions)	10,064	11,161	11,811	12,592	13,866	15,154		5,603	7,304	10,800	14,009	16,688	
% change		10.9	5.8	6.6	10.1	9.3	8.5	-63.0	30.4	47.9	29.7	19.1	1.9

Source: Wilkofsky Gruen Associates

We expect destination parks to be more affected than regional parks by international travel restrictions. International visitors make up 15-35 percent of the attendance for many destination parks, and we expect it will take some time before international traffic returns to previous levels. We project a 64.5 percent drop in attendance in 2020 and a 2.4 percent compound annual decrease through 2024. Attendance will decline from 126.6 million in 2019 to an estimated 112 million in 2024.

We expect per capita spending to grow steadily during the next five years but at a somewhat slower rate compared with the past five years. We expect per capita spending to continue to be the principal driver over the next five years with a projected 4.5 percent compound annual increase to \$149.00 in 2024 from \$119.70 in 2019.

Total spending at destination parks will increase at a projected 1.9 percent compound annual rate, rising from \$15.2 billion in 2019 to \$16.7 billion in 2024.

REGIONAL PARKS

Regional parks are generally smaller than destination parks, rely more on day travelers than overnight tourists, and are less expensive. Average per capita spending at regional parks was \$39 in 2019, a third the \$119.70 average for destination parks. Attendance at regional parks is larger than that of destination parks as there are regional parks within driving distance for nearly the entire population of the United States, and prices are affordable for more people. Regional park attendance was more than twice that of destination parks, but spending was nearly 30 percent lower in 2019.

Attendance at regional parks rose 1.0 percent in 2019, comparable to the growth for destination parks, and down from the 3.1 percent rise in 2018. Slower GDP growth may have played a role in moderating growth for regional parks. SeaWorld San Diego contributed to the increase in 2018 with a new thrill ride, but bad weather and operating difficulties with *Tidal Twister*, its new attraction, contributed to slower growth at that park in 2019. SeaWorld San Diego is continuing with its thrill ride strategy with its anticipated 2021 launch of *Emperor*, the longest, tallest, and first floorless dive coaster in California. The attraction was originally



scheduled to debut in 2020. Lake Compounce in Connecticut originally planned to open the *Venus Vortex* family water slide in 2020, but that has been delayed to 2021. A new Peppa Pig theme park at LEGOLAND Florida Resort will be a separate gate opening in 2022.

Per capita spending at regional parks rose 1.3 percent in 2019, down from the 2.3 percent rise in 2018 but above the increases during the 2014-2017 period. Overall spending at regional parks increased 2.3 percent in 2019, down from the 5.4 percent rise in 2018.

Regional Park Market													
United States	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	247.5	256.3	264.0	263.0	271.2	273.9		83.5	105.0	155.0	200.0	245.0	
% change		3.6	3.0	-0.4	3.1	1.0	2.0	-69.5	25.7	47.6	29.0	22.5	-2.2
Per Capita Spending[†] (US\$)	36.85	37.10	37.40	37.65	38.50	39.00		42.15	45.50	47.00	48.50	50.25	
% change		0.7	0.8	0.7	2.3	1.3	1.1	8.1	7.9	3.3	3.2	3.6	5.2
Total Spending[†] (US\$ Millions)	9,120	9,509	9,874	9,902	10,441	10,682		3,520	4,778	7,285	9,700	12,311	
% change		4.3	3.8	0.3	5.4	2.3	3.2	-67.0	35.7	52.5	33.2	26.9	2.9

Source: Wilkofsky Gruen Associates

Many regional parks did not open at all in 2020. In some cases, the decision to not open was driven by state restrictions while in others the reduced operating season, capacity limitations, and COVID-19 protocol requirements made it not worthwhile to ramp up operations. Some parks opened and initially required reservations, but those requirements were subsequently dropped as attendance was well below even the limited capacity. Other parks have chosen to be open only a few days a week. A 25 percent capacity limit in New Hampshire and Connecticut discouraged some parks from opening. Parks were not permitted to open in New York, delaying the much-anticipated opening of LEGOLAND New York until 2021. Parks in California, Illinois, and Massachusetts also remained closed due to government mandate.

We expect attendance at regional parks to plunge by 69.5 percent in 2020 and spending fall by 67.0 percent, reflecting fewer parks in operation and fewer operating days for those parks that had reopened. We look for attendance to begin to increase in 2021 but gains over the 2021-24 period are not expected to offset the 2020 decline. We project attendance over the entire forecast period to fall from 273.9 million in 2019 to 245 million in 2024, a 2.2 percent compound annual decrease. We expect regional parks to fare a bit better than destination parks over the forecast period as people increasingly look to vacation closer to home.

We look for large increases in per capita spending during the next two years, in large part reflecting fewer visits from passholders and less crowding for attendees. We then look for more modest increases beginning in 2022. For the forecast period, we project per capita spending will rise to \$50.25 in 2024 from \$39 in 2019, a 5.2 percent compound annual increase. Spending at regional parks will total an estimated \$12.3 billion in 2024, a 2.9 percent compound annual increase from \$10.7 billion in 2019. In contrast with the past five years, we expect regional park revenues to grow faster than destination park revenues during the next five years.



Latin America

OVERVIEW

Theme and amusement park spending in Latin America rose 4.8 percent in 2019, down from the 5.4 percent advance in 2018. Even so, growth in 2019 was a bit higher than the 4.6 percent compound annual increase during the past five years. Growth was principally fueled by a 4.4 percent increase in per capita spending while attendance growth was only 0.3 percent.

Theme parks in 2019 reflected opposite trends in Mexico and Brazil, the two largest markets in Latin America. In Mexico, La Feria de Chapultepec was open during only a portion of the year as a fatal accident led to the loss of its operating license. The park subsequently closed, contributing to a sharp slowdown in Mexico. Mexico's theme park market averaged nearly 9 percent annual growth over the 2015-2018 period, but growth slumped to 2.2 percent in 2019. Offsetting the slowdown in Mexico was a strong rebound in Brazil. Brazil's theme park market fell 11 percent between 2016 and 2018, a victim of a weak economy. In 2019, however, Brazil's economy rebounded, posting its largest gain during the past five years. The improved economic environment contributed to a 10.7 percent increase in theme park spending in Brazil.

As in other regions, we anticipate sharp declines in 2020 due to closings and limited operations because of COVID-19. We then look for the market to begin to come back with attendance not exceeding the 2019 level until 2023, and rising to 32.8 million in 2024, up 1.4 percent on a compound annual basis from 30.6 million in 2019. We look for per capita spending to increase by 2.4 percent compounded annually, rising from \$10.78 in 2019 to \$12.13 in 2024. Overall spending will grow at a projected 3.8 percent compound annual rate to an estimated \$398 million in 2024 from \$330 million in 2019.

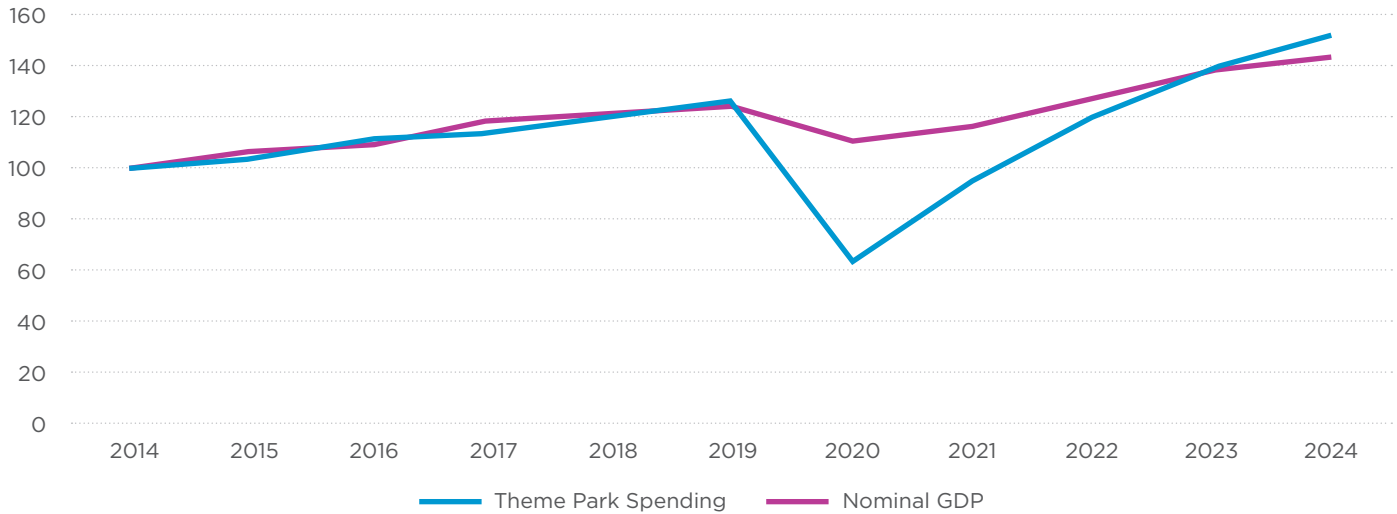
Theme Park Market by Category													
Latin America	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	30.7	30.8	30.7	30.0	30.5	30.6		15.2	22.1	27.6	30.8	32.8	
% change		0.3	-0.3	-2.3	1.7	0.3	-0.1	-50.3	45.4	24.9	11.6	6.5	1.4
Per Capita Spending* (US\$)	8.57	8.90	9.48	9.97	10.33	10.78		11.18	11.22	11.41	11.72	12.13	
% change		3.9	6.5	5.2	3.6	4.4	4.7	3.7	0.4	1.7	2.7	3.5	2.4
Total Spending* (US\$ Millions)	263	274	291	299	315	330		170	248	315	361	398	
% change		4.2	6.2	2.7	5.4	4.8	4.6	-48.5	45.9	27.0	14.6	10.2	3.8

*At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates

Theme and amusement park spending in Latin America closely tracked nominal GDP growth over the past five years. The 4.6 percent compound annual increase was only a bit slower than the 4.8 percent compound annual increase in nominal GDP over the same period. Over the next five years, we expect nominal GDP to growth to moderate to 3.3 percent compounded annually. We look for theme park revenues to outpace nominal GDP growth, averaging five-tenths of a point faster.



Index of Theme Park Spending and Nominal GDP in Latin America (2014=100.0)



Source: Wilkofsky Gruen Associates

Mexico and Brazil are the dominant markets in Latin America, together accounting 60 percent of the region's total spending in 2019. During the past five years, Mexico was the fastest-growing country with a 6.9 percent compound annual increase while Brazil was the slower-growing country in the region with a 1.7 percent increase compounded annually. In 2019, however, Mexico was on the downswing and Brazil was on the upswing. We expect the 2019 trend to reassert itself beginning in 2021 and project Brazil to be the faster-growing country over the next five years with a 5.2 percent compound annual increase compared with 3.5 percent compounded annually for Mexico.

Theme Park Spending by Country[†] (US\$ Millions)

Latin America	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Argentina	5	5	5	5	5	6	3	5	6	7	7
Brazil	57	62	63	60	56	62	30	47	60	71	80
Chile	36	34	39	39	43	44	23	34	43	50	55
Colombia	21	21	20	21	23	24	13	19	24	27	30
Mexico	98	104	114	123	134	137	71	102	131	148	163
Peru	18	19	19	20	21	22	12	17	21	24	26
Rest of the Region	28	29	31	31	33	35	18	24	30	34	37
Total	263	274	291	299	315	330	170	248	315	361	398

[†]At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates



Theme Park Spending Growth by Country (Percent)

Latin America	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Argentina	0.0	0.0	0.0	0.0	20.0	3.7	-50.0	66.7	20.0	16.7	0.0	3.1
Brazil	8.8	1.6	-4.8	-6.7	10.7	1.7	-51.6	56.7	27.7	18.3	12.7	5.2
Chile	-5.6	14.7	0.0	10.3	2.3	4.1	-47.7	47.8	26.5	16.3	10.0	4.6
Colombia	0.0	-4.8	5.0	9.5	4.3	2.7	-45.8	46.2	26.3	12.5	11.1	4.6
Mexico	6.1	9.6	7.9	8.9	2.2	6.9	-48.2	43.7	28.4	13.0	10.1	3.5
Peru	5.6	0.0	5.3	5.0	4.8	4.1	-45.5	41.7	23.5	14.3	8.3	3.4
Rest of the Region	3.6	6.9	0.0	6.5	6.1	4.6	-48.6	33.3	25.0	13.3	8.8	1.1
Total	4.2	6.2	2.7	5.4	4.8	4.6	-48.5	45.9	27.0	14.6	10.2	3.8

Source: Wilkofsky Gruen Associates

MAJOR PARK DEVELOPMENTS

The rebound in Brazil in 2019 in large part was due to a rebound at Hopi Hari park. The recession in Brazil took its toll on Hopi Hari. The park was forced to close for a three-month period in 2017 as it faced insolvency. It was then able to obtain financing and reopened later in the year, but attendance fell by two-thirds between 2015 and 2018. In 2019, however, Hopi Hari surged ahead with a 32 percent increase in attendance and a 36.3 percent rise in revenue. In addition to a stronger economy, Hopi Hari increased its food options which contributed to the rise in per capita spending. Beto Carrero World also had an up year, benefiting from the improved economy.

Partially offsetting the impact of the closing of La Feria de Chapultepec in Mexico was a gain at Parque Xcaret where a new hotel that opened in 2018 had its full-year impact in 2019 and contributed to longer stays and a growth in attendance. Six Flags Mexico also continued to expand in 2019.

Parks in Argentina had an up year in part reflecting the sharp devaluation of the Argentine peso that made it twice as expensive to travel abroad in 2019 than in 2018. Tourists stayed home and increased their visits to local parks.

THE OUTLOOK FOR THEME AND AMUSEMENT PARKS IN LATIN AMERICA

In Mexico in 2021, expected openings include Amikoo, an \$840 million theme park that highlights Mayan culture as well as featuring attractions such as *Fly Over Mexico*, a flying theater; *Mares de Mexico*, an undersea attraction; and *Piratas de Bacalar*, an immersive tunnel. Grupo Vidanta is planning to open a theme park in Vallarta. The park is under construction, and the first phases are expected to open by the end of 2021. Construction on a new project, Aztlan Park, is expected to begin in the first quarter of 2021. It will be located on the site of the former La Feria de Chapultepec park. The initial investment is expected to be 3.6 billion Mexican pesos. A Cirque du Soleil theme park had been expected to open in Mexico in 2020 but the project was canceled.

In Brazil, Hopi Hari is adding *Virtual Montezuma*, a roller coaster simulator; and Aquarela do Brasil, a carnival experience, for a limited period in 2021 to substitute for the cancellation of actual carnivals in 2020. Parque Turma da Monica in Rio Grande do Sul, featuring 30 attractions, was originally expected in 2020 but is now on track for a 2021 opening.

Otherwise, the trajectory of the COVID-19 recovery will be the principal driver.



Middle East and Africa

OVERVIEW

Theme park spending in Middle East and Africa tripled between 2015 and 2018 as a number of major parks – IMG Worlds of Adventure, Motiongate Dubai, Bollywood Parks Dubai, LEGOLAND Dubai, and Warner Bros. World Abu Dhabi park opened during that period. In 2019, however, there was no major park opening comparable to the previous flurry of activity, and spending growth dropped to 6.0 percent. For the first time since 2015, the Middle East and Africa was not the fastest-growing region.

Attendance was down at the DBX Entertainment Parks in Dubai – Motiongate Dubai, Bollywood Parks Dubai, and LEGOLAND Dubai – in 2019 after growing by 22 percent in 2018 but that decline was offset by a full-year's operation of Warner Bros. World Abu Dhabi which opened in July 2018. Overall attendance rose 2.7 percent in 2019. Per capita spending growth fell from 4.1 percent in 2018 to 3.2 percent in 2019. As per capita spending is generally higher in new parks, the lack of a new park opening in 2019 contributed to the drop in per capita spending growth.

The three DBX Entertainment parks in Dubai were expecting that a majority of visitors would come from outside the country, but that did not materialize. In 2018, only 40 percent were international with that share edging up to 42 percent in 2019. With international travel severely restricted in 2020 because of COVID-19, that source of growth will be limited in the near term.

In 2020, parks have been closed for several months, and with the absence of international visitors, we expect attendance will fall by 55.1 percent. Several new parks are scheduled to open in the next few years, which should provide a lift. With major parks now in place, new parks will add incrementally less on a percentage basis than the previous openings that occurred when the market was much less developed.

We project attendance to rebound beginning in 2021 helped by Expo 2022, the global trade fair that was originally scheduled to be held in 2020 (Expo 2020) but was pushed back because of the pandemic. Now scheduled to run from October 2021 to March 2022, the global trade fair is expected to attract international tourists which should help boost attendance at theme parks. We project attendance in 2022 to surpass its 2019 level and to grow at an 8.0 percent compound annual rate over the entire forecast period to a projected 11.0 million in 2024 from 7.5 million in 2019. Middle East and Africa will again be the fastest-growing region with respect to attendance over the next five years.

Parks that reopened in 2020 are offering steep discounts to lure visitors back, and we project only modest increases in per capita spending in 2020-21. We then expect a pickup in per capita spending growth during the latter part of the forecast period. For the entire 2019-2024 period we project per capita spending to rise at a 2.8 percent compound annual rate to an estimated \$43.09 in 2024 from \$37.60 in 2019.

We expect overall theme and amusement park spending to increase at a 10.9 percent compound annual rate to \$474 million in 2024 from \$282 million in 2019.

IAAPA GLOBAL THEME AND AMUSEMENT PARK OUTLOOK: 2020-2024



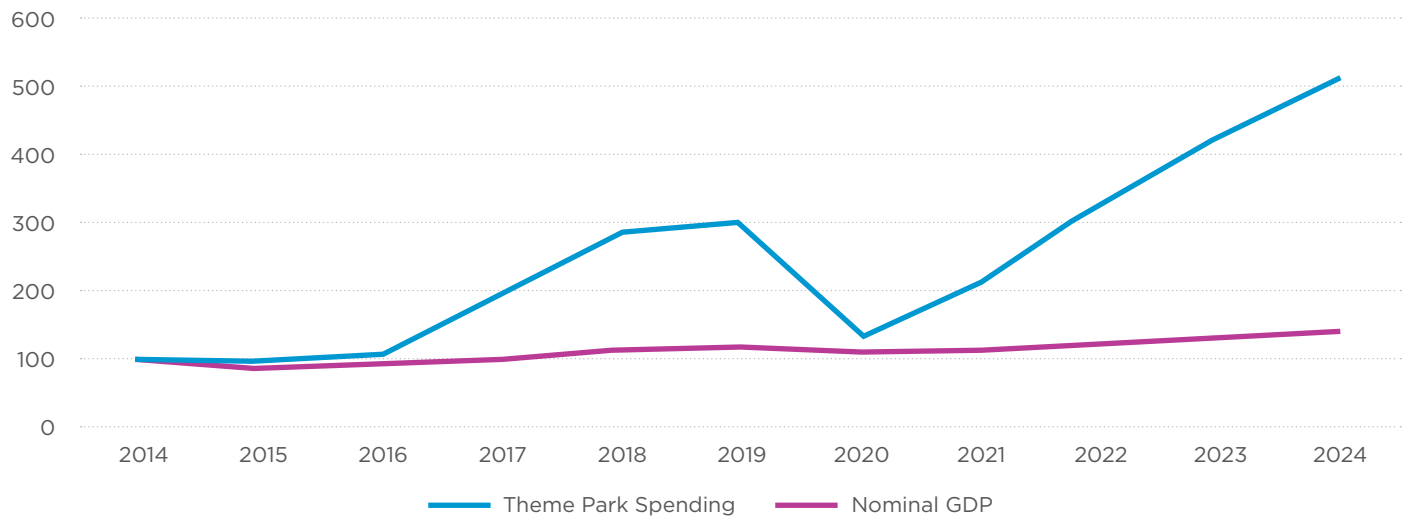
Theme Park Market by Category

Middle East and Africa	2014	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Attendance (Millions)	2.9	2.7	3.0	5.2	7.3	7.5		3.4	5.3	7.8	9.8	11.0	
% change		-6.9	11.1	73.3	40.4	2.7	20.9	-55.1	56.1	48.7	25.1	12.5	8.0
Per Capita Spending[†] (US\$)	32.07	32.59	33.33	35.00	36.44	37.60		37.69	37.83	38.75	40.59	43.09	
% change		1.6	2.3	5.0	4.1	3.2	3.2	0.2	0.4	2.4	4.7	6.2	2.8
Total Spending[†] (US\$ Millions)	93	88	100	182	266	282		127	199	303	397	474	
% change		-5.4	13.6	82.0	46.2	6.0	24.8	-55.0	56.7	52.3	31.0	19.4	10.9

[†]At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates

With the opening of major parks in a region that did not already have an established theme park infrastructure in place, the new parks provided a major lift in percentage terms and grew much faster than overall GDP beginning in 2016. The market slowed in 2019 and will decline in 2020. Beginning in 2021, we expect theme park spending to again grow much faster than nominal GDP. Over the next five years theme parks growth will average 10.9 percent compounded annually, above the 6.0 percent projected increase compounded annually for nominal GDP.

Index of Theme Park Spending and Nominal GDP in Middle East & Africa (2014=100.0)



Source: Wilkofsky Gruen Associates

With most of the new park launches going forward to be in the United Arab Emirates, we expect that country to continue to pace the market over the next five years as it did during the past five years. With a projected 9.5 percent compound annual increase, the UAE will generate 95 percent of the overall growth in the region over the next five years.

IAAPA GLOBAL THEME AND AMUSEMENT PARK OUTLOOK: 2020-2024



Theme Park Spending by Country [†] (US\$ Millions)											
Middle East and Africa	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Saudi Arabia	6	6	6	10	14	14	6	8	11	15	22
United Arab Emirates	78	76	88	165	242	257	116	184	284	371	439
Rest of the Region	9	6	6	7	10	11	5	7	8	11	13
Total	93	88	100	182	266	282	127	199	303	397	474

[†]At average 2019 exchange rates.
Source: Wilkofsky Gruen Associates

Theme Park Spending Growth by Country (Percent)												
Middle East and Africa	2015	2016	2017	2018	2019	2014-2019 CAGR	2020	2021	2022	2023	2024	2019-2024 CAGR
Saudi Arabia	0.0	0.0	66.7	40.0	0.0	18.5	-57.1	33.3	37.5	36.4	46.7	9.5
United Arab Emirates	-2.6	15.8	87.5	46.7	6.2	26.9	-54.9	58.6	54.3	30.6	18.3	11.3
Rest of the Region	-33.3	0.0	16.7	42.9	10.0	4.1	-54.5	40.0	14.3	37.5	18.2	3.4
Total	-5.4	13.6	82.0	46.2	6.0	24.8	-55.0	56.7	52.3	31.0	19.4	10.9

Source: Wilkofsky Gruen Associates

MAJOR PARK DEVELOPMENTS

There were no new parks opening in 2019 but the \$1 billion Warner Bros. Abu Dhabi park that opened in July 2018 on Yas Island contributed to growth in 2019 as it was open for the entire year. The park features the DC Comics characters including Batman, Superman, Wonder Woman, Bugs Bunny, and Scooby Doo.

Yas Island now has three parks in operation, including Yas Waterworld and Ferrari World Abu Dhabi, but the site is still only 55 percent developed. A Hilton hotel with 550 rooms and a Warner Bros. hotel with 250 rooms are opening on Yas Island in 2020 and 2021. Two new discount airlines operating from Abu Dhabi International Airport will serve price-conscious visitors from India, Russia, and other countries in Europe.

THE OUTLOOK FOR THEME AND AMUSEMENT PARKS IN THE MIDDLE EAST AND AFRICA

Ferrari World Abu Dhabi opened children's versions of adult rides in a new Family Zone in 2020. The park is also adding a Roof Walk attraction that will provide treetop views and a zipline. Dubai Parks and Resorts is expanding Motiongate Dubai and Bollywood Parks Dubai and is opening a 250-room hotel at LEGOLAND Dubai. Bollywood Parks Dubai is relaunching in 2021 with nine new rides, including the *Bollywood Skyflyer*, which will be the world's tallest swing ride. The first SeaWorld park to open outside the United States is expected to open in Abu Dhabi in 2022.

There is also activity in Saudi Arabia. While a Six Flags project was canceled in the UAE because of insufficient financing, Six Flags Qiddiya is expected to open in Saudi Arabia in 2023. The year-round park will be themed to the Kingdom of Saudi Arabia and will have indoor and outdoor attractions with six themed lands. The park will feature *Falcon's Flight*, billed as the world's fastest and tallest roller coaster, and the *Sirocco Tower*, the world's tallest drop-tower ride. Two-thirds of the population in Saudi Arabia is 35 years old or younger, making the country a promising site for theme parks and will make it easier to be supported by domestic tourists.



Qatar is emerging as a major destination in the region, hosting the FIFA World Cup in 2022 and attracting new theme park activity. Doha Oasis Quest, an indoor experiential theme park, is opening in 2021. The park will feature story-based attractions keyed to past, present, and future time dimensions. Oryxville is a land from the Arabian past; City of Imagination is a present-day cityscape that houses the *Cloud Coaster*; and *Gravity* is a futuristic spaceport. Aquatar Water Park at Qetaifan Island is expected in 2022, featuring the world's highest slide tower ride.