TEA/ERA
Theme Park
Attendance Report

TEA/ERA Theme Park Attendance Report 2006

Executive Publisher: TEA
Executive Editor: Gene Jeffers
Research: Economics Research Associates
Editor: Judith Rubin
Publishers: *InPark Magazine*, *Park World*

TEA Headquarters
175 E. Olive, Suite 100 Burbank, CA 91502, USA
Tel. +01-818-843-8497 www.teaconnect.org

About TEA

The TEA (formerly Themed Entertainment Association) is an international nonprofit organization founded in 1991 to represent the creators of compelling experiences and places worldwide—from architects to designers, technical specialists to master planners, scenic fabricators to artists, and builders to feasibility analysts—some 6,500 creative specialists working in nearly 500 firms in 39 different countries.

About ERA

Economics Research Associates is an international consulting firm focused on economic analysis for the entertainment and leisure industry, real estate development, public-policy analysis, tourism, and economic development. Since its founding in 1958, ERA has completed over 17,000 assignments yielding unmatched experience in land use economics. Visit www.econres.com.

About the Editor

Judith Rubin is a prominent industry voice, since 1987 actively using the written word to promote the attractions community on behalf of trade associations, publications and creative companies. Areas of specialization include urban development, theater technology, performing arts, themed entertainment, museums and heritage attractions, safety, tech integration and effects, markets and trade events.

Initially Distributed By:

TEA's Research Initiative Is Supported By

Introduction

One of the goals of TEA from the very start of the association was to be an industry leader in terms of information, education and standards and practices. With the introduction of this report, TEA moves ever-closer to fulfilling that goal.

This report is, plain and simple, the industry standard for attendance data as compiled by Economics Research Associates (ERA). ERA's annual theme park attendance report has always been a must-read for the industry—a tool for journalists; a resource for industry professionals and others. TEA is proud to be working with ERA to release and distribute this report. We look forward to continuing the relationship and the production cycle, so that you can look forward to a regular stream of these useful educational materials. We are also truly honored to be working with two fine magazines that support our industry, *Park World* and *InPark Magazine*, to ensure timely and efficient distribution of this information to the widest possible audience worldwide.

TEA will continue to build a library of trade resources and information that will be of enduring value to TEA members and the industry as a whole. Look for more initiatives of this kind to appear in the months and years to come.

Sincerely,

Craig

Craig Hanna, Thinkwell Design & Production
International Board President, TEA

2006 Theme Park Attendance Numbers Demonstrate The Benefits of Reinvestment

By Judith Rubin

"Rule Number One in the theme park industry is 'Thou Shalt Reinvest!'"

Ray Braun, ERA

About this Report

This annual study of global theme park attendance numbers compiled by Economics Research Associates (ERA) identifies the top commercial theme parks around the world, and presents an instructive, yearly snapshot of the industry for the benefit of those whose businesses depend on it. In past years, this report was released in *Amusement Business*, which recently ceased publication. TEA was fortunately in a position to take up the production of this vital report and arrange for its simultaneous printing in two magazines, *Park World* and *InPark*. The information will also be available in pdf format on the TEA and ERA websites at www.teaconnect.org and www.econres.com, respectively.

ERA obtains the figures used to create this report through a variety of sources, including statistics furnished directly by the operators, historical numbers, financial reports, the investment banking community, local tourism organizations and convention and visitors bureaus, among others. The global market is studied as a whole, and each of its four main regions are also studied separately: North America, Latin America, Europe and Asia. There is also a table of the top waterparks in the United States and of the top global chain operators. To be included in the study, a facility must be gated (entry ticket required). North American parks must have annual visits above one million. To be included on the top chains list, a chain operator must have theme parks in its portfolio.

Factors such as development, pricing, customer service, weather, demographics, investment/expansion, attendance and other dynamics that affect the numbers are noted in the comments and analysis provided. Part of framing the yearly snapshot is deciding how many to include on a particular list in order to give the clearest representation, i.e. top 25 worldwide given for 2006; top 20 North American given for 2006. It should be noted that some 2005 numbers (published last year in *Amusement Business*) have been adjusted and updated based on new information and may not be directly comparable to previous years' published information. Facilities that for one reason or another do not qualify for the tallies but that fit into the general industry and are generating significant attendance, are addressed in the end notes on page 10. Eventually some of these are liable to warrant the creation of new categories, as the nature of parks, attractions and entertainment continues to evolve.

A Quick Sketch of The Global Picture

Overall, the 2006 numbers point to stability and moderate growth, showing a worldwide attendance increase of 2.2%. In all tallies, few parks have changed position from 2005. Disney remains the leader, topping the worldwide list and all regional lists except Mexico/Latin America. The latter market is less developed compared to North America and Europe because of a disparity in income levels and a more moderately-sized middle-class population (although growing). Nonetheless, several years ago this region introduced a most promising new product type in La Ciudad de los Niños (Kidzania), a unique facility set up as a functional mini-metropolis in which children role-play at being working adults. This Mexico City

TOP 25 AMUSEMENT/THEME PARKS WORLDWIDE (2006)		
Rank 2006	Park & Location	Attendance
1	MAGIC KINGDOM at Walt Disney World, Lake Buena Vista, Florida, USA	16,640,000
2	DISNEYLAND, Anaheim, California, USA	14,730,000
3	TOKYO DISNEYLAND, Tokyo, Japan	12,900,000
4	TOKYO DISNEY SEA, Tokyo, Japan	12,100,000
5	DISNEYLAND PARIS, Marne-La-Vallee, France	10,600,000
6	EPCOT at Walt Disney World, Lake Buena Vista, Florida, USA	10,460,000
7	DISNEY-MGM STUDIOS THEME PARK at Walt Disney World, Lake Buena Vista, FL, USA	9,100,000
8	DISNEY'S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, Florida, USA	8,910,000
9	UNIVERSAL STUDIOS JAPAN, Osaka, Japan	8,500,000
10	EVERLAND, Kyonggi-Do, South Korea	7,500,000
11+	UNIVERSAL STUDIOS at Universal Orlando, Florida	6,000,000
11+	BLACKPOOL PLEASURE BEACH, England	6,000,000
13	DISNEY'S CALIFORNIA ADVENTURE, Anaheim, California, USA	5,950,000
14	SEAWORLD FLORIDA, Orlando, Florida, USA	5,740,000
15	LOTTE WORLD, Seoul, South Korea	5,500,000
16	YOKOHAMA HAKKEIJIMA SEA PARADISE, Yokohama, Japan	5,400,000
17	ISLANDS OF ADVENTURE at Universal Orlando, Orlando, Florida, USA	5,300,000
18	HONG KONG DISNEYLAND, Hong Kong, SAR, China	5,200,000
19	UNIVERSAL STUDIOS HOLLYWOOD, Universal City, California, USA	4,700,000
20	TIVOLI GARDENS, Copenhagen, Denmark	4,396,000
21	OCEAN PARK, Hong Kong, China	4,380,000
22	BUSCH GARDENS TAMPA BAY, Tampa Bay, Florida, USA	4,360,000
23	SEAWORLD CALIFORNIA, San Diego, California, USA	4,260,000
24	EUROPA-PARK, Rust, Germany	3,950,000
25	NAGASHIMA SPA LAND, Kuwana, Japan	3,910,000

Note: + indicates a tie
Source: TEA and Economics Research Associates (ERA)

innovation has begun to have sister facilities worldwide, most recently in Tokyo. Asia is experiencing stronger growth, especially dramatic in China where the middle class is expanding rapidly. Several major attraction projects are in the pipeline in the region including a Universal Studios theme park in Singapore in 2010. European parks are being well-maintained and replenished by continuing private investment.

Some Key Figures:

* 119.8 million: Total visits to the Top 20 parks in North America in 2006, representing growth of an estimated 1.5% compared to the previous year.
* 59.2 million: The 2006 attendance total for the Top 20 parks in Europe, representing a growth rate of 1.9% compared to 2005 (higher than the comparable US growth rate for the same period).
* 11 million: Visits to the Top 10 parks in Latin America for 2006. This number is estimated to be flat or slightly down compared to 2005, tempered by a couple of parks in Brazil and Mexico having performed very well.
* 68.3 million: Visits recorded for the Asia/Pacific Top 10 parks in 2006, up 4.4% from 2005. The increase is mainly due to the opening of Hong Kong Disneyland and a record year at Ocean Park.
* 11.8 million: Visits for the Top 15 waterparks in the United States in 2006, up 2.5% from the previous year. Several new entrants on the list helped to achieve this healthy growth figure.
* 186.5 million: Total attendance for 2006 among world's Top 25 parks (parks with attendance above 3.9 million), up 2.9% from 2005.
* 2.2% growth: Percentage by which the report found that worldwide theme park attendance continued its growth from last year.

Investing in A Family Tradition

"The basic purposes of a theme park visit—a family outing and interaction as a group—haven't changed," observes Christian Aaen, senior associate in the Los Angeles office of ERA. The simplicity of a family coming together in a safe and secure, attractive and unique themed setting remains the fundamental magnet—whether to enjoy a thrill ride, see a show or simply amble among landscaped paths and eat ice cream. The setting and its details are key. Wise operators are making sure their environs are top-notch and up to date. "Rule number one in the theme park industry is 'Thou shalt reinvest,'" says Ray Braun, senior vice president of ERA in Los Angeles.

TOP 10 ASIAN/PACIFIC RIM AMUSEMENT/THEME PARKS (2006)

Rank	Park & Location	Attendance
1	TOKYO DISNEYLAND, Tokyo, Japan	12,900,000
2	TOKYO DISNEY SEA, Tokyo, Japan	12,100,000
3	UNIVERSAL STUDIOS JAPAN, Osaka, Japan	8,500,000
4[1]	EVERLAND, Kyongii-Do, South Korea	7,500,000
5[2]	LOTTE WORLD, Seoul, South Korea	5,500,000
6	YOKOHAMA HAKKEIJIMA SEA PARADISE, Yokohama, Japan	5,400,000
7	HONG KONG DISNEYLAND, Hong Kong, China	5,200,000
8	OCEAN PARK, Hong Kong, China	4,380,000
9	NAGASHIMA SPA LAND, Kuwana, Japan	3,910,000
10	HAPPY VALLEY, Shenzhen, China	2,930,000

1 Everland attendance does not include Caribbean Bay water park visitation
2 Lotte World attendance only includes theme park (adjusted from previous year)
Source: TEA and Economics Research Associates (ERA)

Adding new rides or zones that address families will tend to result in a higher attendance impact than improvements with a more specialized or niche appeal. "If you go for the broad market, adding a major ride or 'land' to a park can bring a 5%-10% increase in attendance," confirms John Robinett, senior vice president of ERA in Los Angeles. The 2006 numbers bear this out. Attendance increases of better than 4-5% were seen at parks that added major family-oriented improvements, such as Disney's Animal Kingdom (Expedition Everest), Sea World ("BELIEVE") and Legoland California (Pirate Shores), among others. The latter is credited for a stellar 16% attendance boost. "Legoland California was a top performer this year," notes Aaen. "The $10 million spent to create Pirate Shores represents a significant reinvestment that hit critical mass and then some." [See Notes for more on Legoland California.] He adds, "Sixteen percent is all the more impressive because in North America, where the industry is mature, double digit growth is rare." According to Robinett, "We've passed where we were before 9/11 and moved into a phase of steady, modest growth. An increase of 1% to 5% is a good year." Along with Legoland, Disney's Animal Kingdom beat those odds, with an 8% surge in attendance.

The simplicity of a family coming together in a safe, attractive and unique themed setting remains the fundamental magnet

TOP 10 LATIN AMERICAN AMUSEMENT/THEME PARKS (2006)

Rank	Park & Location	Attendance
1	SIX FLAGS MEXICO, Mexico City, Mexico	2,054,000
2	PLAYCENTER, Sao Paulo, Brazil	1,600,000
3	HOPI HARI, Sao Paulo, Brazil	1,500,000
4	LA FERIA DE CHAPULTEPEC, Mexico City, Mexico	1,457,000
5	EL SALITRE MAGICO, Bogota, Columbia	1,105,000
6	PLAZA DE SESAMO, Monterrey, Mexico	1,050,000
7	LA CIUDAD DE LOS NINOS, Mexico City, Mexico	782,000
8	SELVA MAGICA, Guadalajara, Mexico	730,000
9	PARQUE DA MONICA, Sao Paulo, Brazil	548,000
10	VALLE FANTASTICO, Puebla, Mexico	234,000

Source: TEA and Economics Research Associates (ERA)

The Role of Technology

Integrating technology into rides, games, shows and attractions in creative, modern ways—as all the above-mentioned facilities do—helps a park stay relevant to the contemporary market. The bar continues to be raised in terms of the quality of guest experience that can be provided by integrating audiovisuals, lighting and effects, show-control technology, theater technology and modern fabrication techniques with ride elements and great design. At the same time, the relative cost for such packages is more and more within reach of the mid-size and smaller parks.

Operators also are applying sophisticated technology to enhance the guest experience and make the park environment more interactive in customized, personal ways. Interactive and wireless technologies (Wii, RFID badges and kiosks, others) are finding their way into family entertainment centers (FECs), attractions (MagiQuest, Kidzania, Negone), resorts (Great Wolf Lodge) and children's museums. Nintendo's Wii video game system has become the official gaming console of Six Flags parks, through a recent sponsorship and marketing agreement.

Adding a new ride, attraction or zone is a proven way to add value and revenue, now occurring across the board. "The trend, which started with larger parks that added a second gate or an entertainment retail zone, has shifted downward and smaller-scale parks are now benefiting from the same approach," explains Robinett. Other land uses are also important in preserving and adding value. Basic curb appeal counts: the kind of investment that keeps the entrance area of a park looking fresh and well-kept is not lost on guests. "You can't neglect central operating expenses and continue to perform," says Robinett. And increasingly, parks are implementing what Robinett calls "pre-emptive development of peripheral land"—taking an interest in the neighborhood to ensure quality accommodations and services, as well as aesthetic consistency. "You want to preserve the visitor experience, establish an entry sequence, and have it be of your design," notes Robinett. "If you don't pay attention you will suffer in the long term."

TOP 20 EUROPEAN AMUSEMENT/THEME PARKS (2006)

Rank	Park & Location	Attendance
1	DISNEYLAND PARIS, Marne-La-Vallee, France	10,600,000
2	BLACKPOOL PLEASURE BEACH, Blackpool, England	6,000,000
3[1]	TIVOLI GARDENS, Copenhagen, Denmark	4,396,000
4[2]	EUROPA PARK, Rust, Germany	3,950,000
5	PORT AVENTURA, Salou, Spain	3,500,000
6	DE EFTELING, Kaatsheuvel, Netherlands	3,200,000
7	GARDALAND, Castelnuovo del Garda, Italy	3,100,000
8	LISEBERG, Gothenburg, Sweden	2,950,000
9	BAKKEN, Copenhagen, Denmark	2,700,000
10	ALTON TOWERS, Staffordshire, England	2,400,000
11	WALT DISNEY STUDIOS, Marne-La-Vallee, France	2,200,000
12	PHANTASIALAND, Germany	1,900,000
13	PARC ASTERIX, France	1,800,000
14+	THORPE PARK, England	1,700,000
14+	MIRABILANDIA, Italy	1,700,000
16	PARQUE DE ATRACCIONES, Madrid, Spain	1,500,000
17	LEGOLAND WINDSOR, Windor, England	1,480,000
18	LEGOLAND BILLUND, Billund, Denmark	1,460,000
19+	DUINRELL/ATTRAKTIEPARK, Holland	1,350,000
19+	FUTUROSCOPE, France	1,350,000

Note: + indicates a tie.
1 Attendance for Tivoli and Liseberg includes Christmas market operations
2 Attendance for Port Aventura is for theme park only (excl. waterpark - separate ticket)
Source: TEA and Economics Research Associates (ERA)

Regional & Cultural Factors

Reinvestment can also include expansion into new regions. In Asia, the industry is experiencing its fastest growth, geographically. The Hong Kong government is actively promoting the area as a family destination and Hong Kong Disneyland, which opened in 2005, is the latest global extension of Disney's brand. Its first full-year run in 2006, plus growth in Disney's Orlando parks, are the main factors in Disney's 6% attendance increase as a chain.

A new Disney park brings significant competition to the existing entertainment operators of an area, and in the case of Hong Kong Disneyland, Ocean Park has faced the challenge by masterplanning a $700 million redevelopment to take place over the next several years, and by making the most of certain regional advantages. "With the borders opened up, there's been a strong market in daytrips from China, which Ocean Park knows how to cater to very well," observes Aaen. "Between the tour groups, good marketing, park upgrades and lower price points, Ocean Park had a record season. Knowing your local market is always an advantage—and the long-term reinvestment will enable Ocean Park to continue holding its own." Braun drew a parallel with the approach taken by Parc Asterix when Euro Disneyland opened near Paris.

TOP 15 U.S. WATER PARKS (2006)

Rank 2006	Rank 2005	Park Name and Location	Attendance	Change	Comments
1	1	Disney World-Typhoon Lagoon, Orlando, FL	2,050,000	6.6%	Hotter summer (up five degrees from prior years) kept interest in waterparks high. Strong season also fueled by Orlando tourism growth and on the heels of the highly successful 50th anniversary celebration at WDW
2	2	Disney World-Blizzard Beach, Orlando, FL	1,880,000	5.4%	Hotter summer (up five degrees from prior years) kept interest in waterparks high
3	3	Wet 'n Wild - Orlando, FL	1,340,000	flat	Strong performance at area theme parks, especially Disney, held down gains
4	4	Schlitterbahn-New Braunfels, TX	880,000	-4.7%	Weather issues, new competition from sister park in Galveston pushed numbers lower until end of summer when normalcy returned
5	5	Water Country USA-Williamsburg, VA	670,000	1.6%	Stable weather and precipitation kept numbers similar. New Great Wolf waterpark hotel added focus to Williamsburg as water destination
6	6	Raging Waters-San Dimas, CA	650,000	flat	Hot dry weather, up four degrees on average, kept attendance strong
7	7	Adventure Island, Tampa, FL	609,000	1.5%	Consistent weather and up slightly along with Busch Gardens Tampa
8	8	Noah's Ark-Wisconsin Dells, WI	590,000	2.4%	Very good summer for Wisconsin Dells as a destination kept Noah's Ark Strong and improved
9	-	Schlitterbahn-Galveston,TX	500,000	n.a.	New indoor/outdoor facility does very well in first year serving Galveston tourists and Houston market area. Welcome to first year on list
10+	11	Six Flags-White Water-Marietta, GA	464,000	1.8%	Precipiation half previous year and warmer temperatures helped park buck
10+	10	Wet 'n Wild Emerald Point - Greensboro, N.C.	464,000	-5.1%	Precipitation up by 70% slowed attendance reversed attendance gain of last year corporate declines
12	9	Six Flags-Hurricane Harbor-Arlington, TX	448,000	-10.3%	Hotter summer and a part of the overall Six Flags slump in 2006
13	13	Hyland Hills Water World-Denver, CO	443,000	12%	Steady weather but everything was running on all cylinders - strong season
14	-	Dollywood's Splash Country, Pigeon Forge, TN	410,000	8.5%	Record season for Splash Country and Dollywood. Warm temperatures during the peak season. Addition of Firetower Falls slides had a good marketing impact on tweens. Additions over the past three years continued the attendance growth
15	14	Soak City Cedar Point, Sandusky, OH	390,000	3.1%	Declines at Cedar Point caused in part by continued economic conditions in Detroit and Cleveland affected water park too

Note: + indicates a tie
Source: TEA and Economics Research Associates (ERA)

"Asterix repositioned itself more strongly as a local attraction and reaped the natural advantages of cultural and regional loyalty."

Cultural sensitivity and redevelopment have enabled Happy Valley, the most-attended theme park in China (2.9 million visitors in 2006), to also remain competitive with Disney's entry into the market. Happy Valley recently added a new waterpark section and has future improvements on the drawing board. Whereas the Japanese like Western-style thrill rides and well-stocked gift shops, the Chinese are partial to mini-worlds, landscaped areas and cultural shows. Happy Valley excels in these areas while expanding its range through selectively adding major rides. "They have the formula down," says Aaen. Braun concurs: "Happy Valley is the top performer of the Overseas Chinese Town [OCT] chain." Owner-operator OCT's properties also include Wonders of the World and Splendid China Folk Village in Southern China, plus another Happy Valley which opened in Beijing in 2006. Combined, the OCT parks accommodate some 7 million annual visits. There are plans to expand into Shanghai and other locations.

Reinvestment requires reinvestment capital, and if a chain is burdened with excessive debt and underperforming properties, it must first divest itself of these. The Six Flags chain is in the midst of this process as this report is being written. "The problems are known," says Robinett. "Their investment was spread too thin. The job at hand is to focus and recalibrate: focus on the best parks, take down the debt load, reposition the brand, improve the guest experience, broaden the market appeal. You've got to generate capital to do all that."

Extending the Range, The Stay and the Calendar

Categories throughout the industry are blurring on all continents as parks add second-gate attractions and hundreds of hotel rooms, and otherwise expand in ways that transform them into integrated resorts capable of operating year-round or nearly so, with increasingly diverse revenue streams. In the US, the second gate waterpark added several years ago at Dollywood (Pigeon Forge, TN) grew sufficiently to land it in the waterparks' Top 15. Mainstay waterparks operator Schlitterbahn added its third park (Galveston, TX) and, with indoor and outdoor components, welcomes guests 10 months of the year.

The integrated resort is a season extender and in some cases, it can also be the means of introducing a lucrative component that might not appeal to the community as a standalone. For instance, parts of Singapore are being opened up for the first time for gambling in this context. On Sentosa Island, a major tourist and family destination, the first integrated resort will soon appear (2010) contained within a larger, family-themed resort being developed with Universal Studios. The Sands casino (Las Vegas) is involved in developing Marina Bay, an urban, integrated casino resort in downtown Singapore to open in 2009.

The resort approach also points to ways of extending the length of the operating day. "There's a media infusion across all experiences that can be used to broaden the appeal of a destination," explains Dan Martin, VP of ERA's Chicago office. "Music, sound, and lighting packages can be programmed and cycled to attract different age groups at different times of day and night."

The growth, success and business creativity of indoor waterpark resorts—of which there are currently about 40 across the US—invites study. They are not turnstile attractions; they distribute a certain number of passes per room night booked. (That makes it difficult to gauge actual park visits, and has kept them from being listed in these attendance tallies.) Todd Nelson's family- and business-friendly Kalahari resorts in the US boast some of the world's most extensive indoor waterplay attractions in combination with hotel and convention facilities plus retail, restaurants and condominiums. "If indoor waterparks were on the Top 15 list, Nelson's would be there," says Martin. "And the Wilderness Hotel and Golf Resort in Wisconsin Dells would be right behind them."

Potential age-range appeal within waterpark resorts is especially broad and resorts are making the most of it by offering such diverse experiences as hydrotherapy and spa facilities; open-ended adventures that are not physically demanding (i.e. lazy rivers);

TOP 20 NORTH AMERICAN AMUSEMENT/THEME PARKS (2006)

Ranking 2006	Ranking 2005	Park & Location	2006 Attendance	Change
1	1	MAGIC KINGDOM at Walt Disney World Lake Buena Vista, Florida	16,640,000	3.0%
2	2	DISNEYLAND, Anaheim, Calfornia Lake Buena Vista, Florida	14,730,000	1.2%
3	3	EPCOT at Walt Disney World Lake Buena Vista, Florida	10,460,000	5.5%
4	4	DISNEY MGM STUDIOS at Walt Disney World Lake Buena Vista, Florida	9,100,000	5.0%
5	5	DISNEY'S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, Florida	8,910,000	8.6%
6	6	UNIVERSAL STUDIOS at Universal Orlando, Florida	6,000,000	1.2%
7	8	DISNEY'S CALIFORNIA ADVENTURE Anaheim, California	5,950,000	2.1%
8	9	SEAWORLD FLORIDA, Orlando, Florida	5,740,000	2.5%
9	7	ISLANDS OF ADVENTURE at Universal Orlando, Florida	5,300,000	-4.8%
10	10	UNIVERSAL STUDIOS HOLLYWOOD Universal City, California	4,700,000	0.0%
11	12	BUSCH GARDENS TAMPA BAY, Tampa, Florida	4,360,000	1.5%
12	13	SEAWORLD CALIFORNIA, San Diego, California	4,260,000	4.0%
13	15	KNOTT'S BERRY FARM, Buena Park, California	3,670,000	2.0%
14	14	PARAMOUNT CANADA'S WONDERLAND Maple, Ontario	3,230,000	-2.0%
15	18	CEDAR POINT, Sandusky, Ohio	3,070,000	-2.5%
16	16	PARAMOUNT'S KINGS ISLAND, Kings Island, Ohio	3,050,000	-1.5%
17	23	HERSHEY PARK, Hershey, Pennsylvania	2,690,000	-0.4%
18	20	SIX FLAGS GREAT ADVENTURE Jackson, New Jersey	2,730,000	-8.0%
19	21	SIX FLAGS GREAT AMERICA, Gurnee, Illinois	2,620,000	-8.0%
20	22	SIX FLAGS MAGIC MOUNTAIN Valencia, California	2,550,000	-10.0%

Note: Attendance figures are estimates, based on company information, annual reports, published information
Percent changes for 2006 for certain parks (noted by *) are based on adjusted/updated figures for

Source: TEA and Economics Research Associates (ERA)

TOP 20 NORTH AMERICAN AMUSEMENT/THEME PARKS (2006)

Comments 2006
Kicked off "Year of a Million Dreams" in Oct on the heels of the highly successful 50th anniversary celebration. Strong season also fueled by Orlando tourism growth. Reopened Pirates of the Caribbean ride after makeover
Coming off strong 2005 season and 50th year anniversary celebration. Tourism up. Reopened Pirates of the Caribbean and new nighttime version of Space Mountain
Opened new attraction, Seas of Nemo and Friends. Good international tourism response
Second year of “Lights, Motors, Action!” auto stunt show. Star Wars weekends. Benefitted from 50th year celebrations
Strong guest response to major new attraction, Expedition Everest. Continued benefit from 50th anniversary and new Year of a Million Dreams campaign in fall 2006
Opened "Universal 360: A Cinesphere Spectacular", a new high-tech nightly lagoon show celebrating blockbuster films. Faced competition from Walt Disney - strong Halloween and 4th quarter. Increased admission price twice in 2006 similar to Disney
Part of "Year of a Million Dreams" in Oct on the heels of the 50th anniversary celebration. Opened new attraction, Monsters Inc
The park debuted three rides geared toward young children within its Shamu's Happy Harbor area, including a Shamu themed roller coaster, a tower ride with a jellyfish theme and a teacup-style beach bucket ride, in addition to new Shamu show “BELIEVE”
Opened "High In The Sky Seuss Trolley Train Ride", an island where guests journey through seven specially created scenes. WDW competition and challenging in attracting intl. market
Upgraded features at Studio Tour, a behind-the-scenes experience with 'The Fast and The Furious: Tokyo Drift' and 'King Kong', 'virtual studio guide' appearances, and more working sets. Halloween Horror Nights returned in 2006
Opened Pirates 4-D, a film attraction that had previously been opened at other parks and reportedly done well. Successful series of special events. Increased their daily admission, following the lead of Disney and Universal
Very good response to new Shamu show "BELIEVE", which opened Memorial Day - strong summer with tourism up in Southern California
Summer attendance surpassed the park's expectations - during heat wave many choose Knott's Soak City. Lowered adult admission by $5 to $39.95
Coming off anniversary celebrations in 2005. Slightly down
Continuing challenging economic conditions in several key source markets. Lowered admission prices by $5 for 2006
Slightly down year. New Hanna-Barbera Attraction in Action FX Theater and new Nickelodeon Universe rides and attractions. Winterfest was cancelled
Added Reese's Xtreme Cup Challenge, an interactive dark ride and new family health and services center. Wet early summer and hot mid/late summer
Opened the following: El Toro Roller Coaster with record breaking 76-degree opening drop, a third children’s area and Bugs Bunny National Park. Above average rainfall. General down year
Coming off opening of major in-park waterpark expansion in 2005. Added a second parade, fireworks, more looney tunes characters, addition of the Justice League. Weather was not a major factor on attendance. Did experience some summer heatwaves
Launched "Tatsu" in May of 2006, major roller coaster. Wet spring. Generally off-year with attendance down 12% during key June through December period

and from reliable TEA/ERA industry and tourism sources
2005, thus not directly comparable to published AB-ERA list for 2005.

specialized areas that accommodate more challenging activities such as surfing wavepools; thrill providers such as water coasters and centrifugal force rides; and spray pads and wading pools for the youngest guests. “Everyone likes to play in the water,” observes Martin.

European parks have a method for extending the season that has little to do with adding infrastructure: the Christmas market. Denmark’s Tivoli Gardens, Germany’s Europa Park, Sweden’s Liseberg Park and Italy’s Gardaland are among those that open for a few to several weeks during the winter period, providing a special, seasonal gathering place for local families and visiting tourists. According to Aaen, Tivoli has been the top performer in Europe in successfully extending its season—with a new Halloween celebration in October that attracted 250,000 visitors over 10 days and 965,000 visitors to the Christmas event in December. Both events significantly boosted the park’s attendance (to almost 4.4 million—up 5%) and revenues.

In overall attendance figures, the European park scene is relatively static compared to the United States or Asia. The Top 10 have not changed much. Geography and strong national identity are major factors. “Each country has one big park and one lead market,” points out David Camp, an ERA director based in the company’s London office. “Apart from Disney, European parks are regional parks. The big ones get a little bigger each year.” Some have added hotels and other elements, such as Alton Towers’ new indoor waterpark, Cariba Creek. “Adding a hotel can be good for an attendance increase of 50,000 - 100,000 over the course of a year, depending on the number of rooms,” notes Camp.

Two additional chains that don’t appear on our 2006 tallies (because they are all-indoor facilities and do not have theme parks) but that deserve notice for significant numbers are Ripley's Entertainment (13 million annual visitors) and Palace Entertainment (10 million). [Others are listed in the Notes: Selected Parks.]

The Consolidation/ Investment Cycle

The real dynamism in the Euro parks scene is behind-the-scenes investment and consolidation, where the potential exists for significant profits in a relatively short period. "Ultimately, park ownership is a long-term investment business," says Camp. "When the market matures, we'll see parks in the hands of institutions' pension funds, or as publicly held companies. But in Europe you can buy underperforming parks at a good price now." Entire chains have been changing hands, but some of the current opportunity also has to do with small, family-owned parks begun in the 1970s or '80s. The original owner retires and the family puts the property on the market. Private equity investors active in European parks acquisitions include Hermes, Palomon, Dubai International Capital (DIC), Advent, Blackstone and CDA/Grevin, among others. Chains that have recently changed ownership include Six Flags Europe, the Tussauds Group, StarParks, Legoland Parks and Parques Reunidos.

The current popularity of European parks with investors is a benefit to the industry as a whole, bringing in capital that stimulates business, fuels creativity and fosters innovation. It is also a boon for the park-going public who flock in to enjoy the improvements, facelifts, new rides and attractions. A number of these investors are also active in other regions—for instance, Blackstone, a key private equity player in theme parks, owns Merlin Entertainments, which owns 70% of Legoland parks and gets credit for the Pirate Shores expansion that has returned so well in the California property. Merlin operates a large number of indoor

TOP 10 THEMED ATTRACTION CHAINS WORLDWIDE (2006)

1. WALT DISNEY ATTRACTIONS

Estimated 2006 Attendance: 112.5 million

- BLIZZARD BEACH at Walt Disney World, Lake Buena Vista, Florida
- DISNEY-MGM STUDIOS at Walt Disney World, Lake Buena Vista, Florida
- DISNEY'S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, Florida
- DISNEY'S CALIFORNIA ADVENTURE, Anaheim, California
- DISNEYLAND, Anaheim, California
- DISNEYLAND PARIS, Marne-La-Vallee, France
- WALT DISNEY STUDIOS PARK, Marne-La-Vallee, France
- EPCOT at Walt Disney World, Lake Buena Vista, Florida
- MAGIC KINGDOM at Walt Disney World, Lake Buena Vista, Florida
- HONG KONG DISNEYLAND, Hong Kong, China
- TOKYO DISNEYLAND, Tokyo, Japan
- TOKYO DISNEY SEA, Tokyo, Japan
- TYPHOON LAGOON at Walt Disney World, Lake Buena Vista, Florida

2. SIX FLAGS INC.

Estimated 2006 Attendance: 28.5 million

- AMERICAN ADVENTURE, Marietta, Georgia
- ENCHANTED VILLAGE, Federal Way, Washington
- FRONTIER CITY, Oklahoma City, Oklahoma
- LAKE GEORGE, Lake George, New York (Formerly Great Escape)
- LARONDE, Montreal, Quebec, Canada
- SIX FLAGS AMERICA, Largo, Maryland
- SIX FLAGS DARIEN LAKE, Darien Lake, New York
- SIX FLAGS ELITCH GARDENS, Denver, Colorado
- SIX FLAGS FIESTA TEXAS, San Antonio, Texas
- SIX FLAGS GREAT ADVENTURE, Jackson, New Jersey
- SIX FLAGS GREAT AMERICA, Gurnee, Illinois
- SIX FLAGS HURRICANE HARBOR, Valencia, California
- SIX FLAGS HURRICANE HARBOR, Jackson, New Jersey
- SIX FLAGS HURRICANE HARBOR, Arlington, Texas
- SIX FLAGS KENTUCKY KINGDOM, Louisville, Kentucky
- SIX FLAGS MAGIC MOUNTAIN, Valencia, California
- SIX FLAGS MARINE WORLD, Vallejo, California
- SIX FLAGS MEXICO, Mexico City, Mexico
- SIX FLAGS NEW ENGLAND, Agawam, Massachusetts
- SIX FLAGS OVER GEORGIA, Atlanta, Georgia
- SIX FLAGS OVER TEXAS, Arlington, Texas
- SIX FLAGS SPLASHTOWN, Houston, Texas
- SIX FLAGS ST. LOUIS, St. Louis, Missouri
- SIX FLAGS WHITE WATER, Marietta, Georgia
- SIX FLAGS WILD SAFARI ANIMAL PARK, Jackson, New Jersey
- WATERWORLD USA, Sacramento, California
- WATERWORLD USA, Concord, California
- WHITE WATER BAY, Oklahoma City, Oklahoma
- WYANDOT LAKE, Powell, Ohio

3. UNIVERSAL STUDIOS RECREATION GROUP

Estimated 2006 Attendance: 25.8 million

- UNIVERSAL STUDIOS at Universal Orlando, Orlando, Florida
- UNIVERSAL STUDIOS HOLLYWOOD, Universal City, California
- UNIVERSAL STUDIOS JAPAN, Osaka, Japan
- ISLANDS OF ADVENTURE at Universal Orlando, Orlando, Florida
- WET 'N WILD, Orlando, Florida

4. CEDAR FAIR ENTERTAINMENT COMPANY (CEDAR AND PARAMOUNT)

Estimated 2006 Attendance: 24.7 million

- CEDAR POINT, Sandusky, Ohio
- DORNEY PARK/WILDWATER KINGDOM, Allentown, Pennsylvania
- KNOTT'S BERRY FARM, Buena Park, California
- CAMP SNOOPY at Mall of America, Bloomington, Minnesota
- MICHIGAN'S ADVENTURE, Muskegon, Michigan
- VALLEYFAIR, Shakopee, Minnesota
- GEAUGA LAKE & WILDWATER KINGDOM, Aurora, Ohio
- WORLDS OF FUN, Kansas City, Missouri
- 5 Cedar Fair Water Parks
- PARAMOUNT'S CANADA'S WONDERLAND, Maple, Ontario, Canada
- PARAMOUNT'S CAROWINDS, Charlotte, North Carolina
- PARAMOUNT'S GREAT AMERICA, Santa Clara, California
- PARAMOUNT'S KINGS DOMINION, Doswell, Virginia
- PARAMOUNT'S KINGS ISLAND, Kings Island, Ohio

Note: Six Flags total attendance updated 4/01/2007

TOP 10 THEMED ATTRACTION CHAINS WORLDWIDE (2006)

5. ANHEUSER-BUSCH THEME PARKS

Estimated 2006 Attendance: 21.7 million

- ADVENTURE ISLAND, Tampa, Florida
- BUSCH GARDENS WILLIAMSBURG, Williamsburg, Virginia
- BUSCH GARDENS TAMPA BAY, Tampa Bay, Florida
- DISCOVERY COVE, Orlando, Florida
- SEAWORLD CALIFORNIA, San Diego, California
- SEAWORLD FLORIDA, Orlando, Florida
- SEAWORLD TEXAS, San Antonio, Texas
- SESAME PLACE, Langhorne, Pennsylvania
- WATER COUNTRY USA, Williamsburg, Virginia

6. MERLIN ENTERTAINMENTS

Estimated 2006 Attendance: 16.0 million

- LEGOLAND Billund, Denmark
- LEGOLAND Windsor, England
- LEGOLAND California, Carlsbad, California, USA
- LEGOLAND Germany, Gunzburg, Germany
- Gardaland, Castelnuovo del Garda, Italy
- 23 Sealife Centers (UK, Germany, Finland, France, Spain, Netherlands, Ireland, Belgium), 3 Marine Sanctuaries (UK), Mobile Aquariums -5 Dungeons Visitor Attractions UK, Scotland, Germany, Netherlands), 1 Earth Explorer (Belgium)

7. THE TUSSAUDS GROUP

Estimated 2006 Attendance: 14.3 million

- ALTON TOWERS, Straffordshire, England
- CHESSINGTON WORLD OF ADVENTURES, Burough of Kingston, England
- THORPE PARK, Chertsey, Surrey, England
- HEIDE PARK, Soltau, Germany
- THE LONDON EYE, London, England
- 5 Other Attractions/Various Locations (UK, Holland, US)

8. GREVIN & CIE

Estimated 2006 Attendance: 10.0 million

- 21 parks - 6 countries (France, Belgium, Holland, Germany, Switzerland, United Kingdom)
- PARC ASTERIX, Plailly, France
- PARC BAGATELLE, Rang du Fliers, France
- WALIBI BELGIUM, Wavre, Belgium
- BELLEWAERDE PARK, Leper, Belgium
- WALIBI WORLD, Biddinghuizen, Holland
- WALIBI RHONE ALPES, Les Aveniers, France
- WALIBI AQUITAINE, Rocquefort, France
- FORT FUN ABENTEUERLAND, Bestwig/Sauerland, Germany
- HELLENDOORN AVONTURENPARK, Hellendoorn, Holland
- GRAND AQUARIUM DE SAINT MALO, Saint Malo, France
- PANORAMA PARK SAUERLAND, Oberhundem, Germany
- NEW PLEASURELAND HILLS LEISURE PARK, Suffolk, England
- BIOSCOPE, Ungersheim, France
- FRANCE MINIATURE, Saint-Quentin-en-Yvelines, France
- GREVIN, Paris, France
- MINI-CHATEAUX, Amboise, France
- AQUAPARC, Le Bouveret, Switzerland
- LE MER DE SABLE, Ermenonville, France
- PLANETE SAUVAGE, Port Saint Pere, France
- DOLFINARIUM, Hardenwijk, Holland
- AQUARIUM DU VAL DE LOIRE, Lussault sur Loire, France

9. PARQUES REUNIDOS

Estimated 2006 Attendance: 9.2 million

- 22 parks (theme-amusement parks, nature and wildlife, water and cable railway) across Spain, Belgium, Norway,France and Italy, and outside Europe,in Argentina
- PARQUE DE ATRACCIONES, Madrid, Spain
- BOBBEJAANLAND, Belgium
- BO SOMMARLAND, Norway
- MIRABILANDIA, Italy
- MARINELAND, Antibes, France
- WATER PARKS, Spain
- SELWO/VALWO PARKS, Spain
- ZOO MADRID, Madrid, Spain
- MAR DEL PLATA AQUARIUM, Argentina
- CABLE CARS, Spain

10. EVERLAND

Estimated 2006 Attendance: 8.9 million

- EVERLAND, Kyongii-Do, South Korea
- CARIBBEAN BAY, Kyongii-Do, South Korea

Source: TEA and Economics Research Associates (ERA)

attractions in Europe, and in 2006 acquired Italy's Gardaland. Merlin's properties have grown from 12.2 million to 16 million in attendance on a chain basis [and with their £1.03 billion ($1.98 billion) acquisition in March 2007 of the Tussauds Group, the combined attendance for the group will be more than 30 million, elevating the group to the second spot on the Top 10 chart just behind Disney].

Consolidation in the US is still going on, though the overall cycle is further along than in Europe. For the most part, consolidation of parks in the US has resulted in positive attendance numbers. Universal parks (now owned by GE and Blackstone) are up 1.2% as a chain. Cedar Fair is down 0.6%, but this figure is to its credit: this major successful operator, that began years ago as the lone Cedar Point, absorbed the Paramount Parks chain in midyear. (Viacom sold the properties but has retained rights to continue to use the Paramount Parks name.) "Cedar Fair does most things right," observed Robinett. "The integration seems to be going well and there's a very strong management team in place. You've got an operator that understands the business, and reinvests consistently." SEC filings and management numbers show the Six Flags chain down 14% from 2005, but this may well turn around based on the new owners' improvements as noted above.

In total, according to ERA, the 2006 worldwide indicators for the industry look good with 2.2% growth overall in comparison to the previous year. Looking ahead, some of the things to watch for will be the evolution of the investment/consolidation cycle especially in Europe and Asia, upgrading and expansion of existing parks in North America, the continuing trend to indoor facilities (urban locations) and destination resort development, and the inexhaustible capacity of this industry to reach new heights of creativity and invention.

Notes: Selected Parks

Legoland California,
Carlsbad, CA, USA
2006 Attendance: 1,660,000
Change: up 16.1%
It was a record year for Legoland California, which enjoyed a very strong reception of its new interactive Pirate-themed attraction (Pirate Shores), an area of interactive water games and rides. A pleasant, warm summer season also helped drive the strong attendance. Merlin Entertainments acquired all four Legoland parks in 2005 and has been actively expanding and improving the property. A new expansion of Miniland opening in March 2007 will be the largest such in Lego history. It features a miniature version of the Las Vegas Strip. The park will spend $3 million on improvements in 2007, including the Miniland expansion and the construction of a new ride at Pirate Shores set to open in May. The new investment comes on the heels of $10 million spent last year for construction of Pirate Shores.

Kennywood,
West Mifflin, PA, USA
2006 Attendance: 1,240,000
Change: up 3.3%
Strong attendance in September and October. The park added a new slingshot ride, and expanded its marketing into Cleveland. There were no price changes, but admission is set to go up in 2007.

Silver Dollar City,
Branson, MO, USA
2006 Attendance: 2,050,000
Change: up 7.3%
The park benefited from the opening of the Grand Exposition, a kid-oriented new ride development, and from new festival elements.

Dollywood,
Pigeon Forge, TN, USA
2006 Attendance: 2,410,000
Change: up 2.1%
It was a record season for Dollywood (2.41 million) and Splash Country (0.4 million). There was a favorable weather pattern with less rain and warm temperatures during the peak season, and mild temperatures through the fall and Christmas. Timber Tower and Timber Canyon were successful, providing publicity opportunities. These successes combined with a new award-winning summer show, a new festival and a new million-dollar Christmas show resulting in strong attendance for all time periods. At Splash Country, the addition of Firetower Falls was a good marketing hook for tweens. Cumulatively, the additions over the past three years (Big Bear Plunge, Bear Mountain Firetower and Firetower Falls) continued the attendance increase.

Lagoon,
Farmington, UT, USA
2006 Attendance: 1,200,000
Change: up 4.2%
Up from the previous year's 1.15 million, despite no significant marketing. There were some additions to children's rides.

Cypress Gardens,
Winter Haven, FL, USA
2006 Attendance: 1,400,000
Change: Flat
The area suffered a very wet January and February but had optimal weather from March through July for the first full season of the new Splash Island Waterpark. No price changes were implemented. A new Starliner coaster opens in June 2007; also in spring 2007 opens Bugsville Children's Area, with 13 rides and shows and a four-story interactive play structure.

Wild Adventures,
Valdosta, GA, USA
2006 Attendance: 1,475,000
Change: Flat
A strong first half of the year did not carry through due to the lack of new attractions and a limited concert line-up. The venue is adding a new amphitheater for 2007 with a bigger stage and larger seating capacity, which is accompanied by a much improved concert schedule for 2007

Non-Gated, Pay-As-You-Go Parks

Adventuredome at Circus Circus,
Las Vegas, NV, USA
2006 Attendance: 4,200,000 (estimate) Change: down -6.7%
There were no price changes and no new rides. With the Wet'N'Wild waterpark in Las Vegas having closed, Adventuredome, the top attraction at the Circus Circus hotel/casino, is now the only children's park in Vegas. The downturn in attendance is attributed to high gas prices (75% of customers drive in from California) and heavy construction on the I-15 freeway.

Santa Cruz Boardwalk,
Santa Cruz, CA, USA
2006 Attendance: 3,000,000 (est.)
Change: Flat; similar to 2005
Because the well-known amusement pier has no gate, it is not included in the Top 20 list. The venue has begun Spanish-language and Internet marketing, and has a new restaurant and new ride, Wipe Out. The area had a wet spring but weather in the summer was excellent.

Other Large Chain Operators

Ripley's Entertainment
Ripley's Entertainment exceeded attendance expectations for 2006 with a record-high 13 million visitors to its family of worldwide attractions, which would rank them as no. 8 on the Top 10 list among major theme park operators.

Currently with 60 attractions in 10 countries worldwide, Ripley's Entertainment has expansion plans in place for 2007 that will bring the number of attractions to 64 in 11 countries. The entertainment company will be opening Ripley's Believe It or Not! on 42nd Street in New York City and Bangalore, India within the next year. Ripley's opened Great Wolf Lodge in Niagara Falls, Canada in 2006, marking the company's first venture into the hospitality industry.

Palace Entertainment
Palace Entertainment is one of the largest family entertainment center and waterpark operators in the US, with 32 facilities and over 10 million visitors annually.

Palace Entertainment waterparks include; Wet 'N'Wild, Raging Waters, Splish Splash, Big Kahuna's, Water Country, Mountain Creek and Wild Waters. Palace Entertainment also owns Boomers, Castle Park, Silver Springs, Malibu Grand Prix, Mountasia, and Speedzone family entertainment parks in CA, TX, FL, GA, and NY. Established in 1998 after the initial acquisition of four independently owned family entertainment companies, Palace Entertainment continues to consolidate the fragmented family entertainment industry and recently announced the acquisition of Waterworld USA Cal Expo from Six Flags.