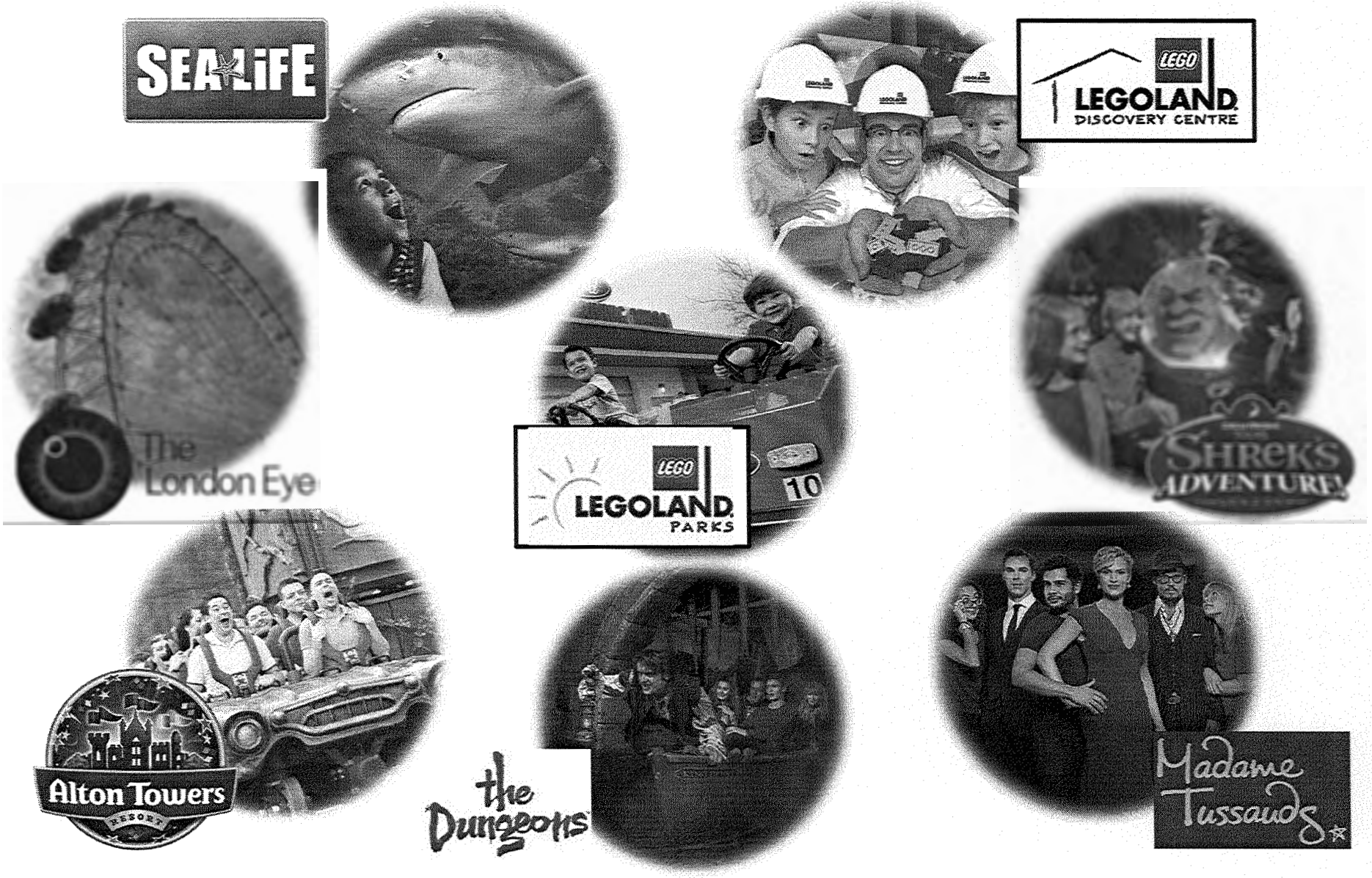
MERLIN
ENTERTAINMENTS

# Who We Are

MERLIN
ENTERTAINMENTS

# Making Memorable Experiences



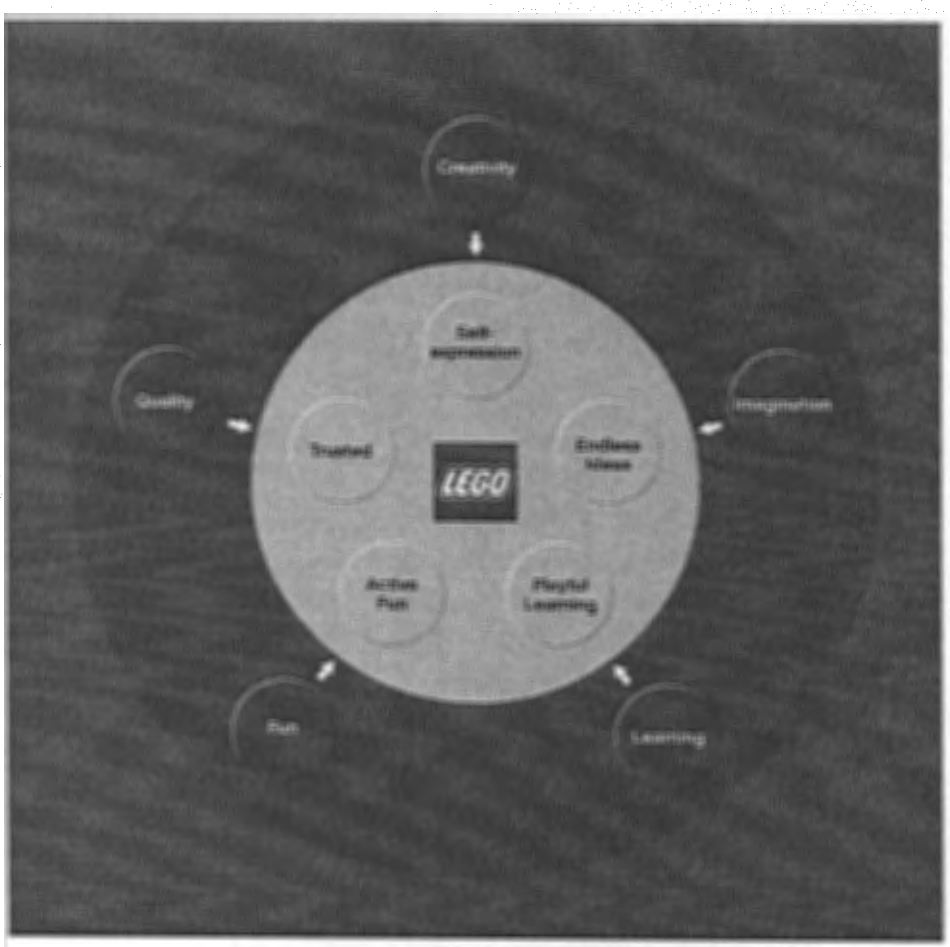
# Merlin Entertainments Plc.

- PLC Company as of November 13, 2013 (MERL FTSE)
- 2nd largest visitor attraction group in the world
- 62.8 million visitors
- 114 sites, 12 hotels, 4 holiday villages in 23 different countries on 4 continents
- Iconic brands
- 27,000 employees (peak season)

WORLD OF ATTRACTIONS
UK ATTRACTIONS
NORTH AMERICA ATTRACTIONS
ASIA ATTRACTIONS
EUROPE ATTRACTIONS
AUSTRALIA / NEW ZEALAND ATTRACTIONS
2016 Openings
MERLIN
ENTERTAINMENTS

# About The LEGO® Group

- Established in 1932
- 4th generation family business
- Mission – To inspire and develop the builders of tomorrow



# The Power of the LEGO® Brand

**2014 North America RepTrak® Ranking**

| Rank | Company | RepTrak® Pulse Score |
|---|---|---|
| 1 | Amazon.com | 80.7 |
| 2 | The LEGO Group | 79.5 |
| 3 | Hershey Company | 78.8 |
| 4 | Campbell Soup Company | 78.5 |
| 5 | Colgate-Palmolive | 77.5 |
| 6 | Kellogg's | 77.3 |
| 7 | Johnson & Johnson | 76.9 |
| 8 | The Walt Disney Company | 76.7 |
| 9 | Canon | 76.6 |
| 10 | Rolls-Royce Aerospace | 76.0 |
| 11 | 3M | 75.9 |
| 12 | Michelin | 75.9 |
| 13 | Nintendo | 75.7 |
| 14 | Nestlé | 75.7 |
| 15 | Procter & Gamble | 75.7 |
| 16 | Deere & Co. | 75.5 |
| 17 | Samsung Electronics | 75.4 |
| 18 | Sony | 75.2 |
| 19 | Bayer | 74.9 |
| 20 | Goodyear | 74.7 |
| 21 | Nike | 74.7 |
| 22 | FedEx | 74.5 |
| 23 | General Mills | 74.5 |
| 24 | Google | 74.2 |
| 25 | Microsoft | 73.8 |

Source: Reputation Institute, 2014 RepTrak® Ranking

| Rank | Company |
|---|---|
| 26 | Rolex |
| 27 | Xerox |
| 28 | Intel |
| 29 | Daimler |
| 30 | UPS |
| 31 | Whirlpool |
| 32 | BMW |
| 33 | Caterpillar |
| 34 | Philips Elect |
| 35 | HJ Heinz |
| 36 | Toshiba |
| 37 | General Elec |
| 38 | Pirelli |
| 39 | L'Oréal |
| 40 | Honda Motor |
| 41 | Danone |
| 42 | LG Corporat |
| 43 | Toyota |
| 44 | The Coca-C |
| 45 | Hilton World |
| 46 | Lavazza |
| 47 | Apple |
| 48 | Mondelēz Int |
| 49 | Singapore A |
| 50 | Boeing |

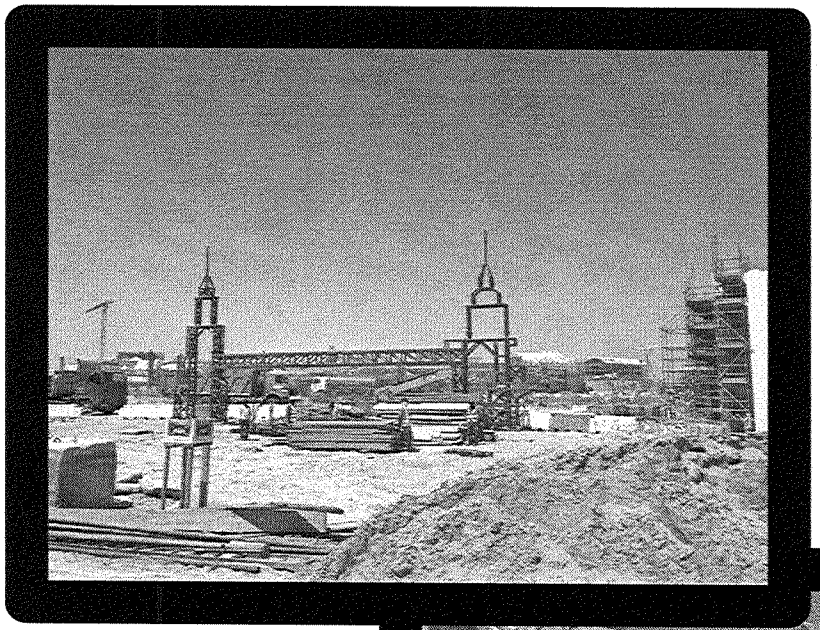
RepTrak® Pulse Score

## Lego Tops Global Ranking Of The Most Powerful Brands In 2015

+ Comment Now + Follow Comments

# LEGOLAND® Estate

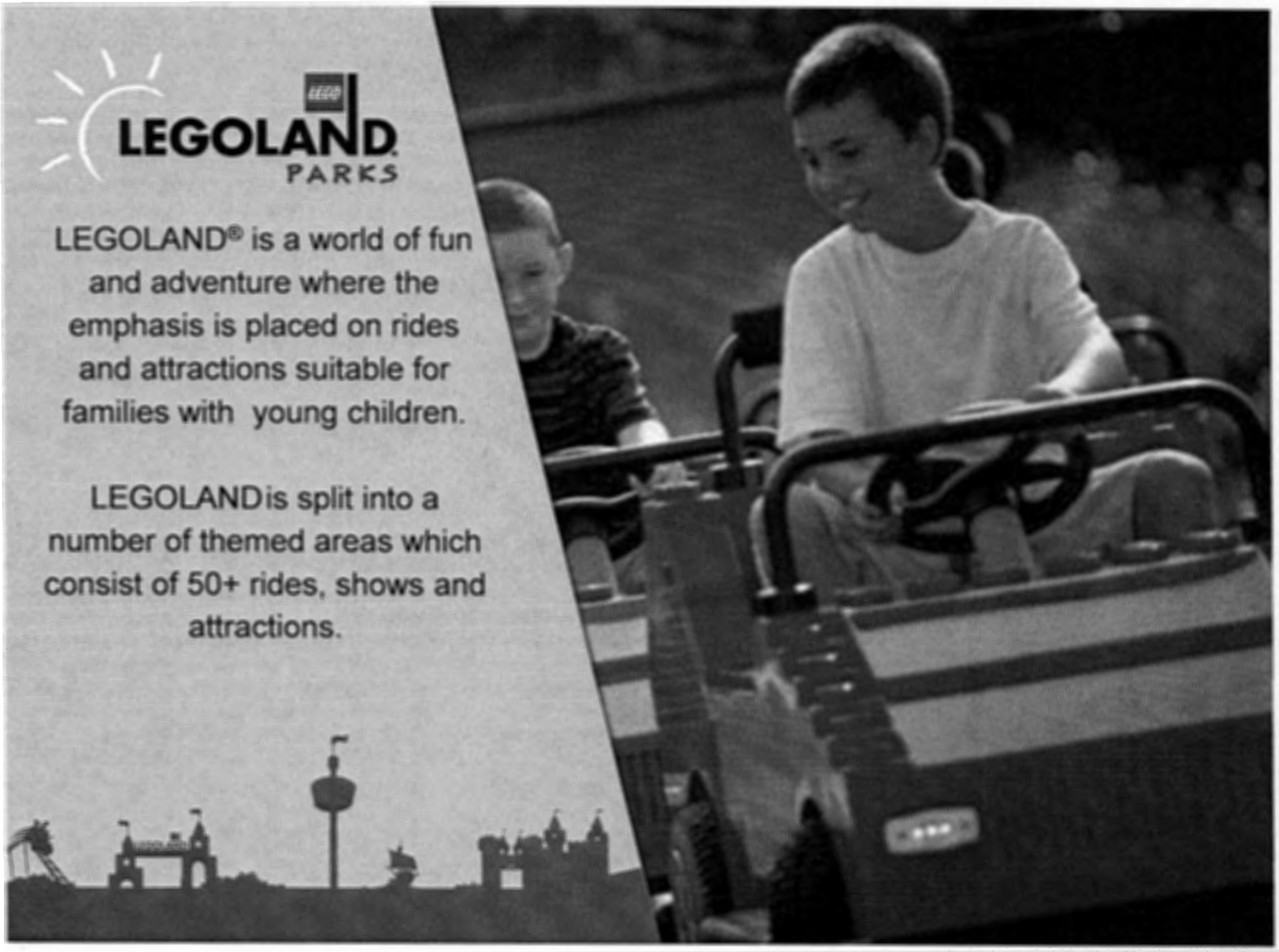
# LEGOLAND® Development



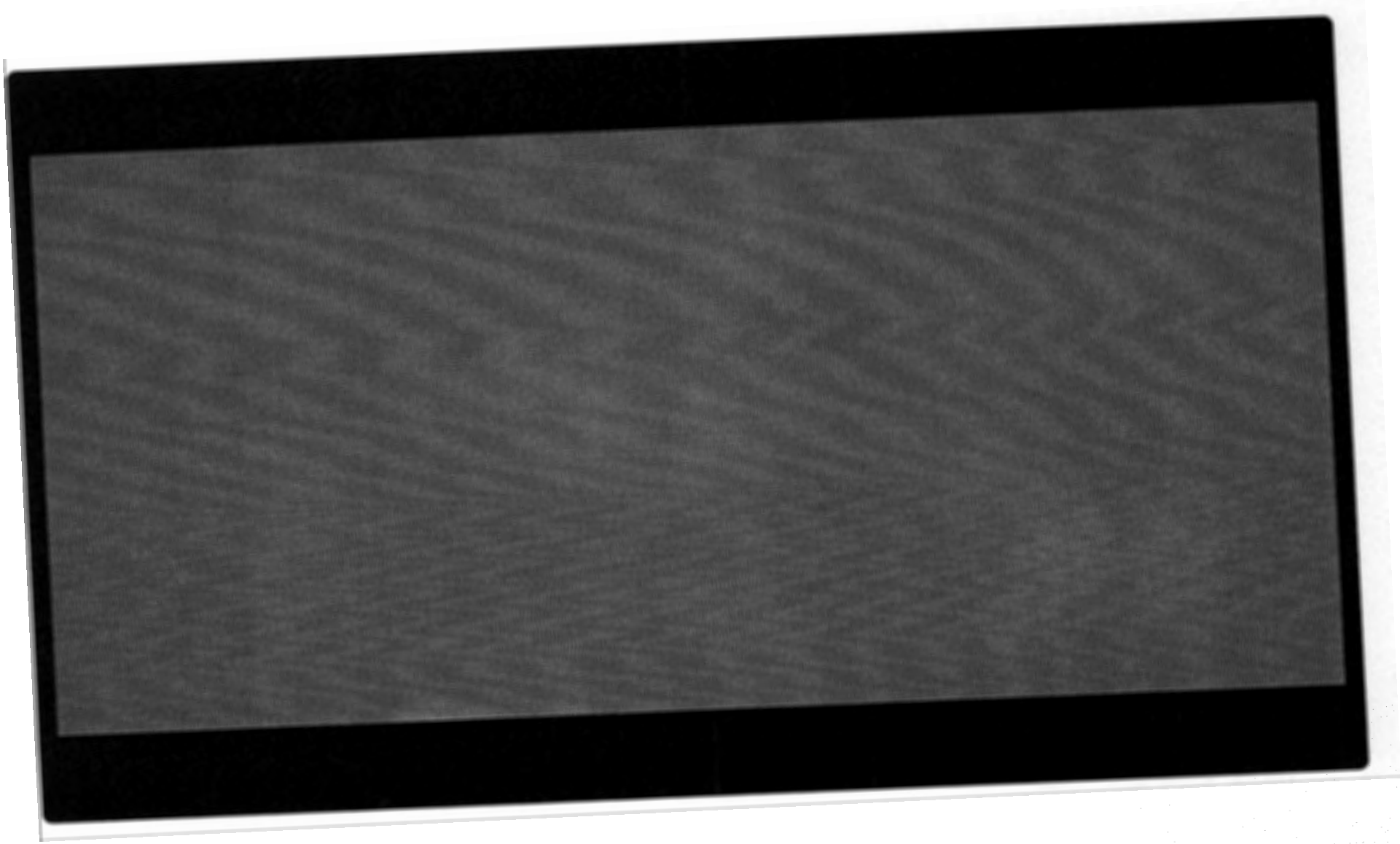
LEGOLAND PARKS

LEGOLAND® is a world of fun and adventure where the emphasis is placed on rides and attractions suitable for families with young children.

LEGOLANDis split into a number of themed areas which consist of 50+ rides, shows and attractions.



# What Are We

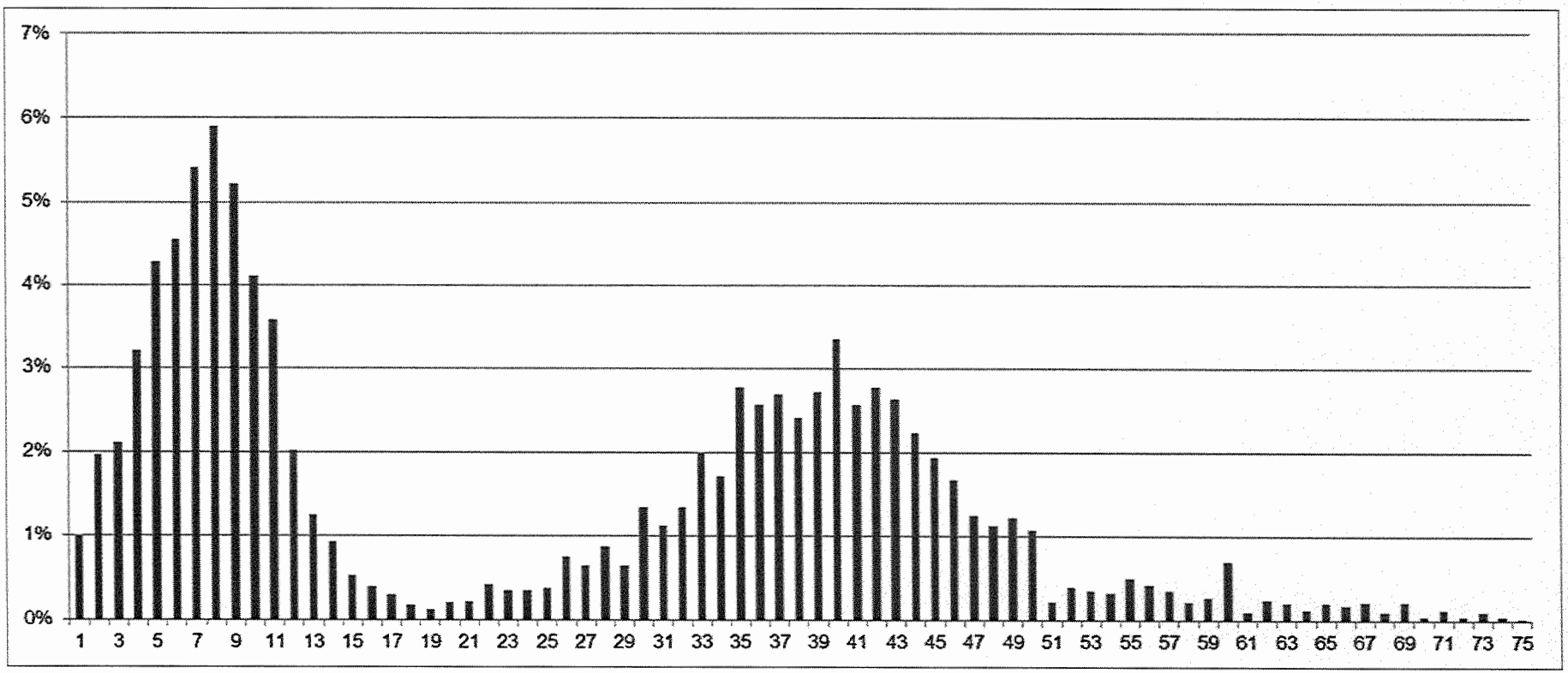


# LEGOLAND® Resorts

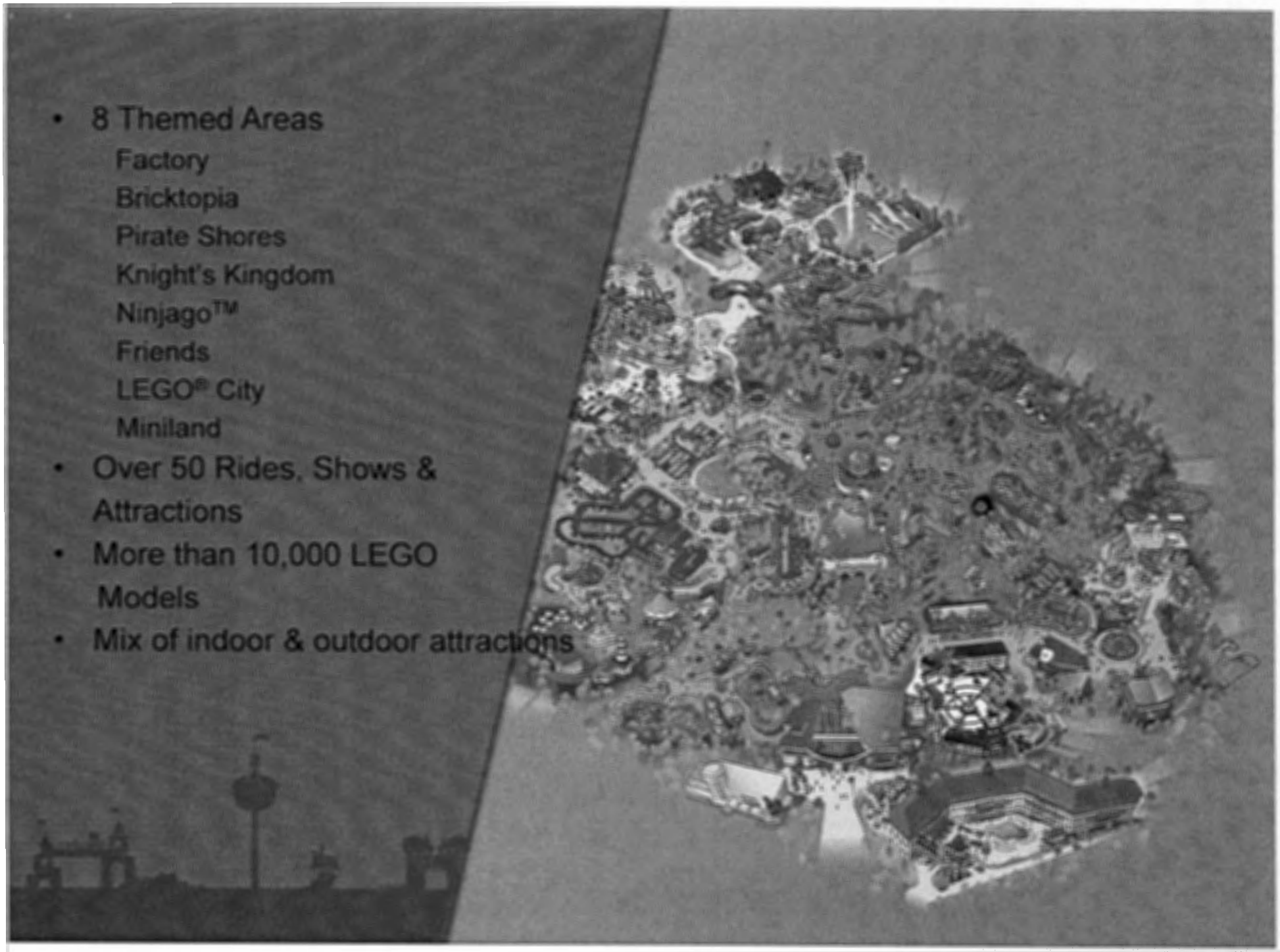
- LEGOLAND® Resorts are designed as short break destinations
- A LEGOLAND Park typically attracts 1.5-2.5m visits per year
- Industry leading guest satisfaction scores
- Highly attractive for repeat visitation – 80-120K Pass Holders
- High appeal for tourists – Typically 30%+ of visitation
- Intensive reinvestment cycles

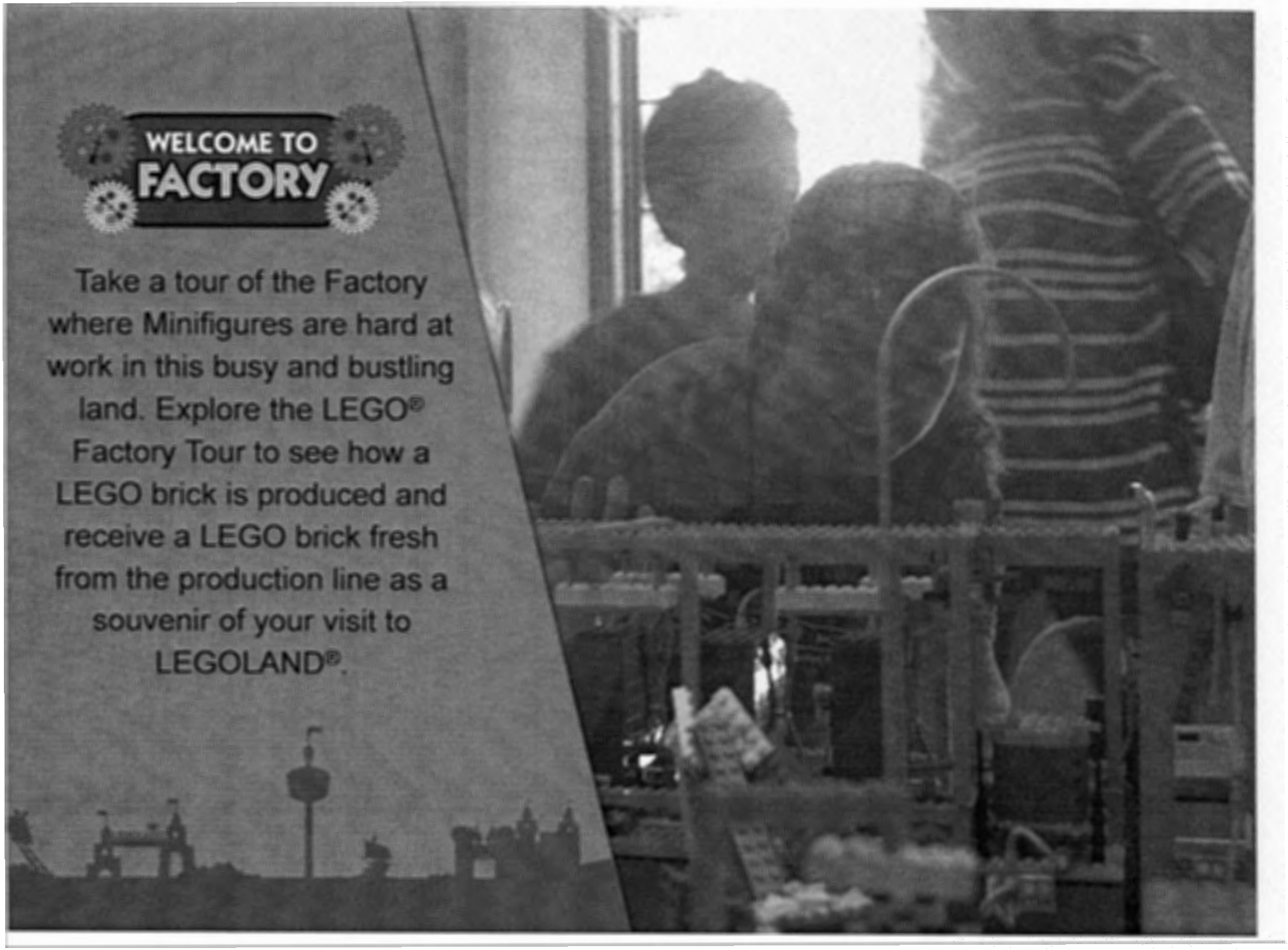
# LEGOLAND® Parks

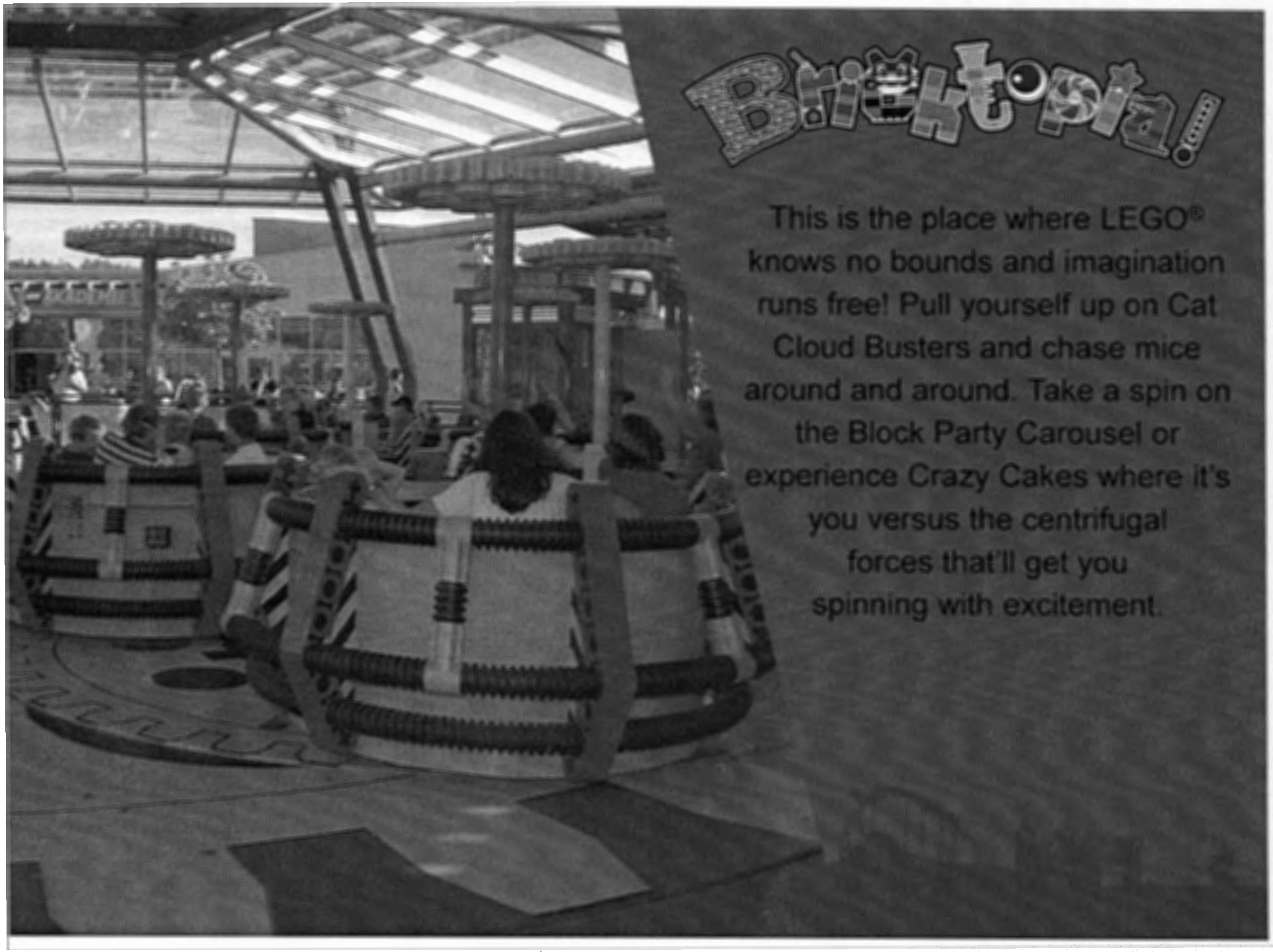
- LEGOLAND® Parks are designed for families with Children 2-12
- Each LEGOLAND Park is based on same concept
- Carefully adapted to local culture, site and taste

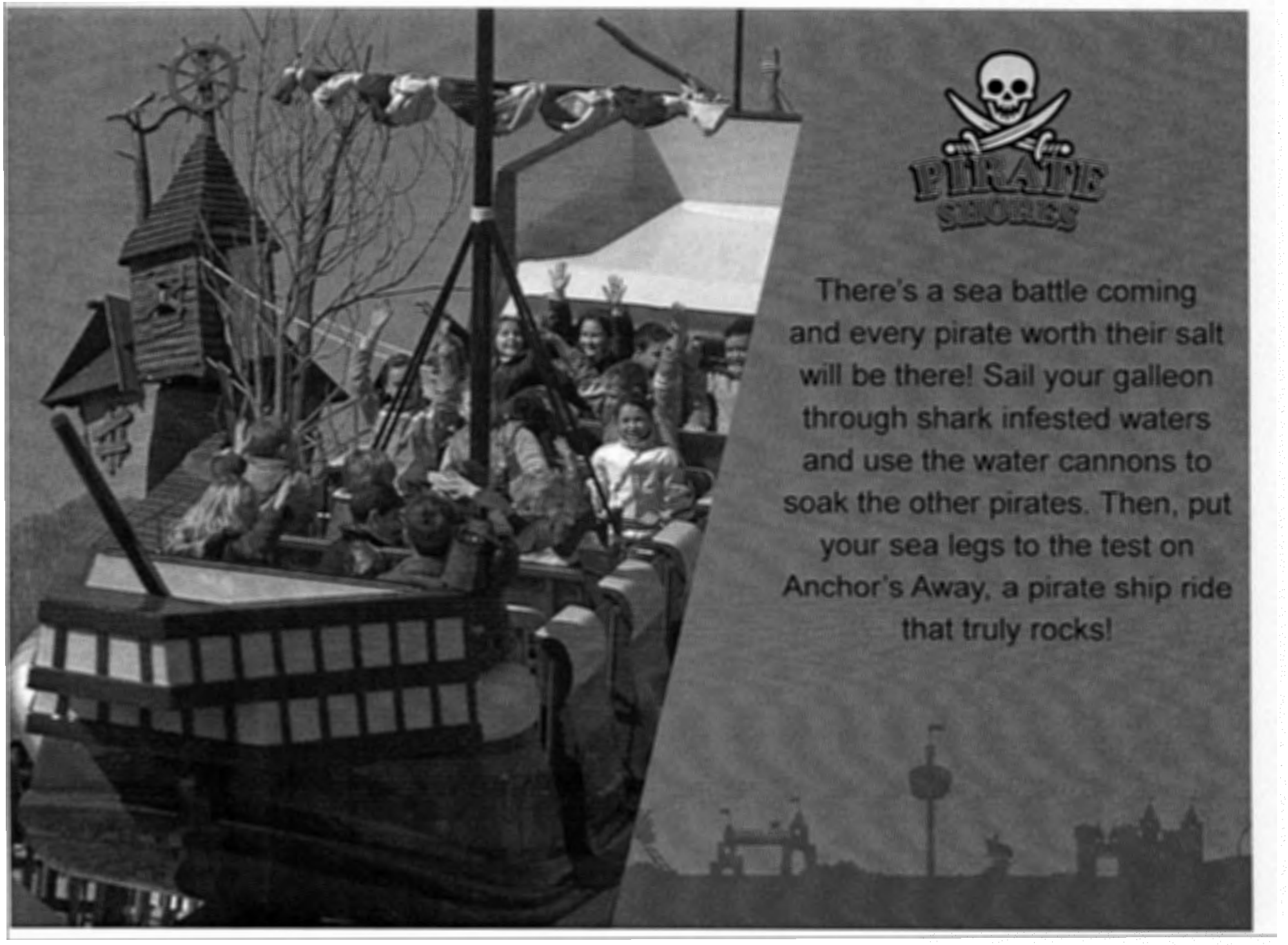


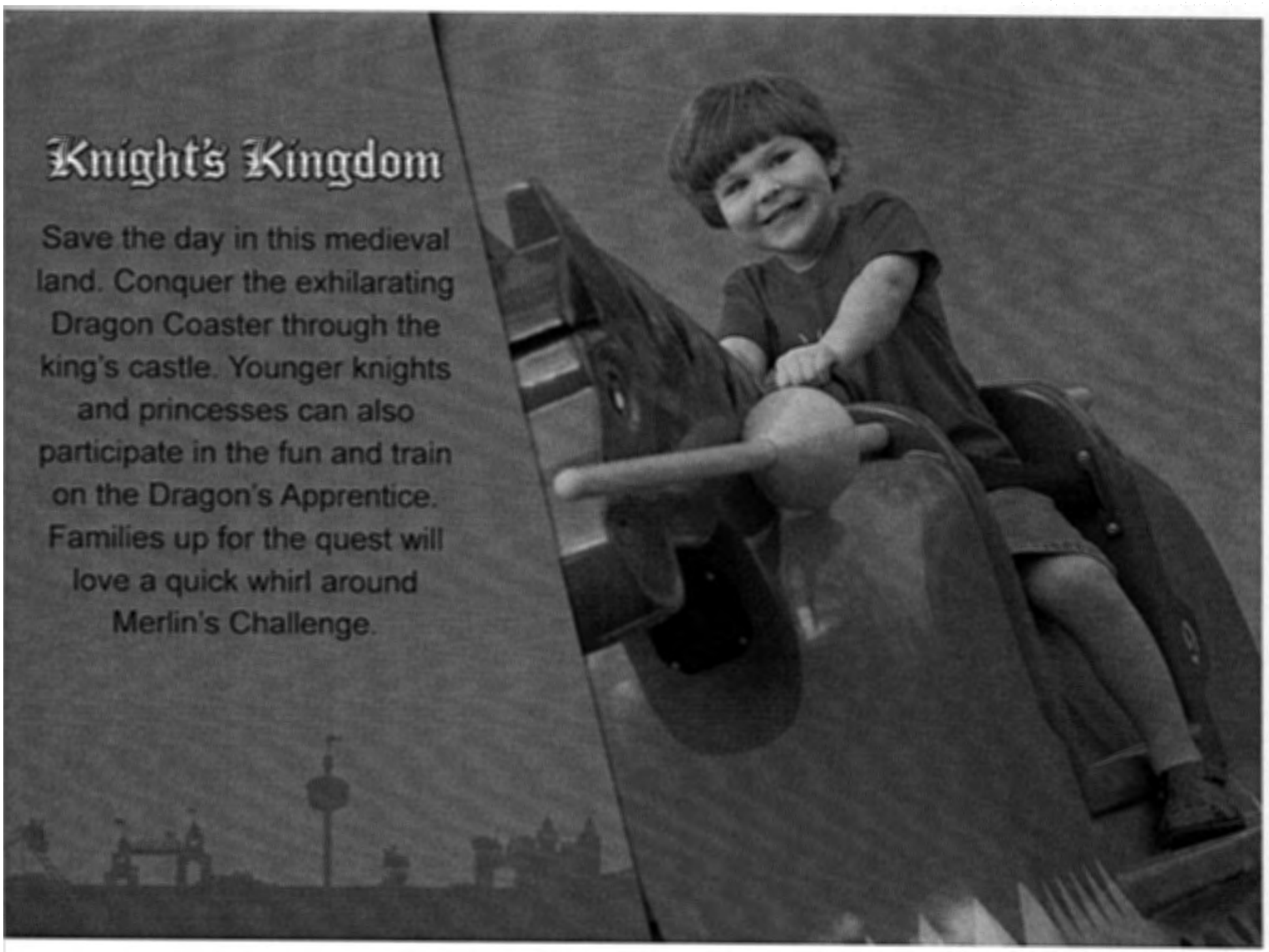
- 8 Themed Areas
  - Factory
  - Bricktopia
  - Pirate Shores
  - Knight's Kingdom
  - Ninjago™
  - Friends
  - LEGO® City
  - Miniland
- Over 50 Rides, Shows & Attractions
- More than 10,000 LEGO Models
- Mix of indoor & outdoor attractions

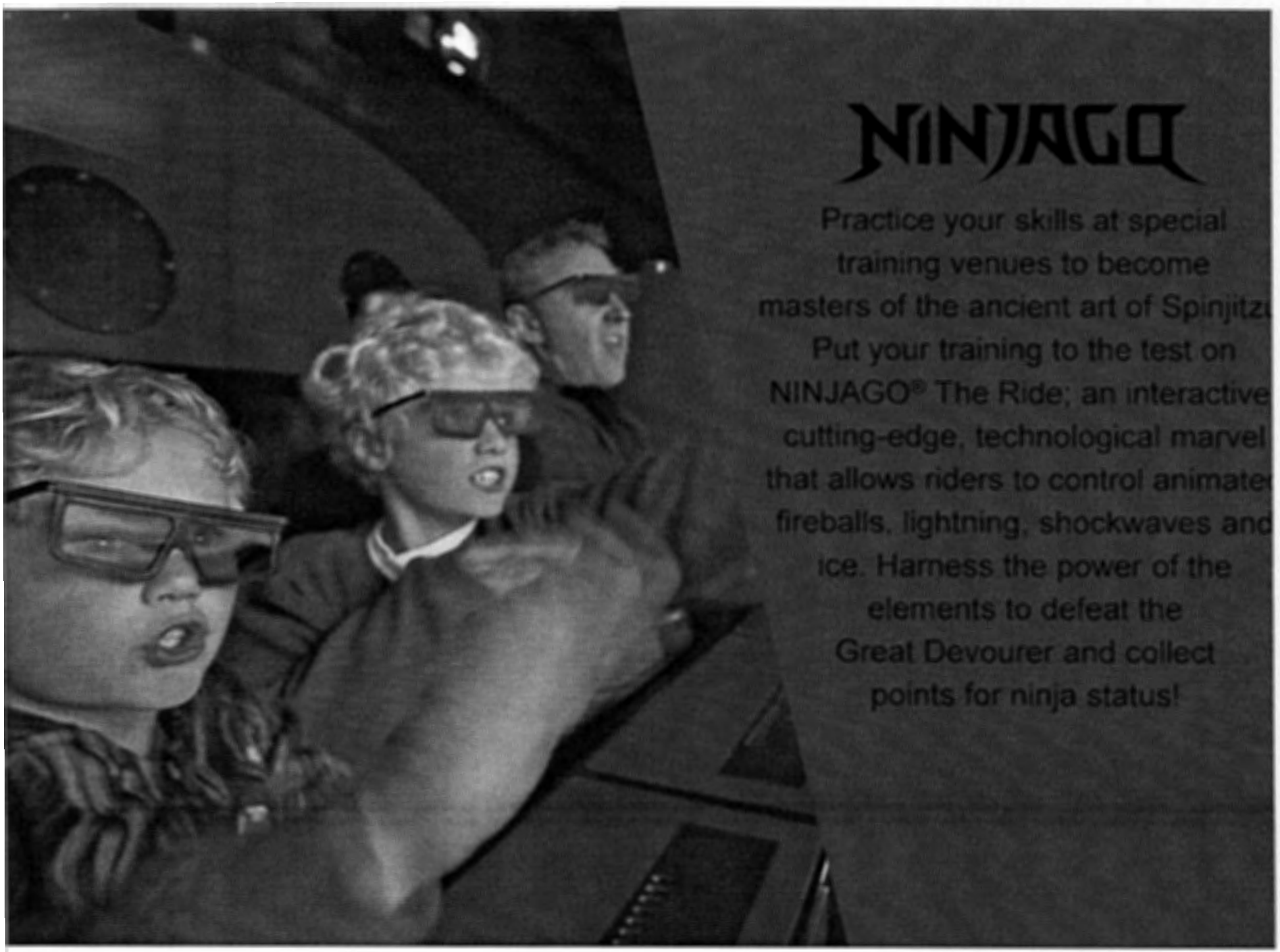



WELCOME TO
FACTORY
Take a tour of the Factory where Minifigures are hard at work in this busy and bustling land. Explore the LEGO® Factory Tour to see how a LEGO brick is produced and receive a LEGO brick fresh from the production line as a souvenir of your visit to LEGOLAND®.

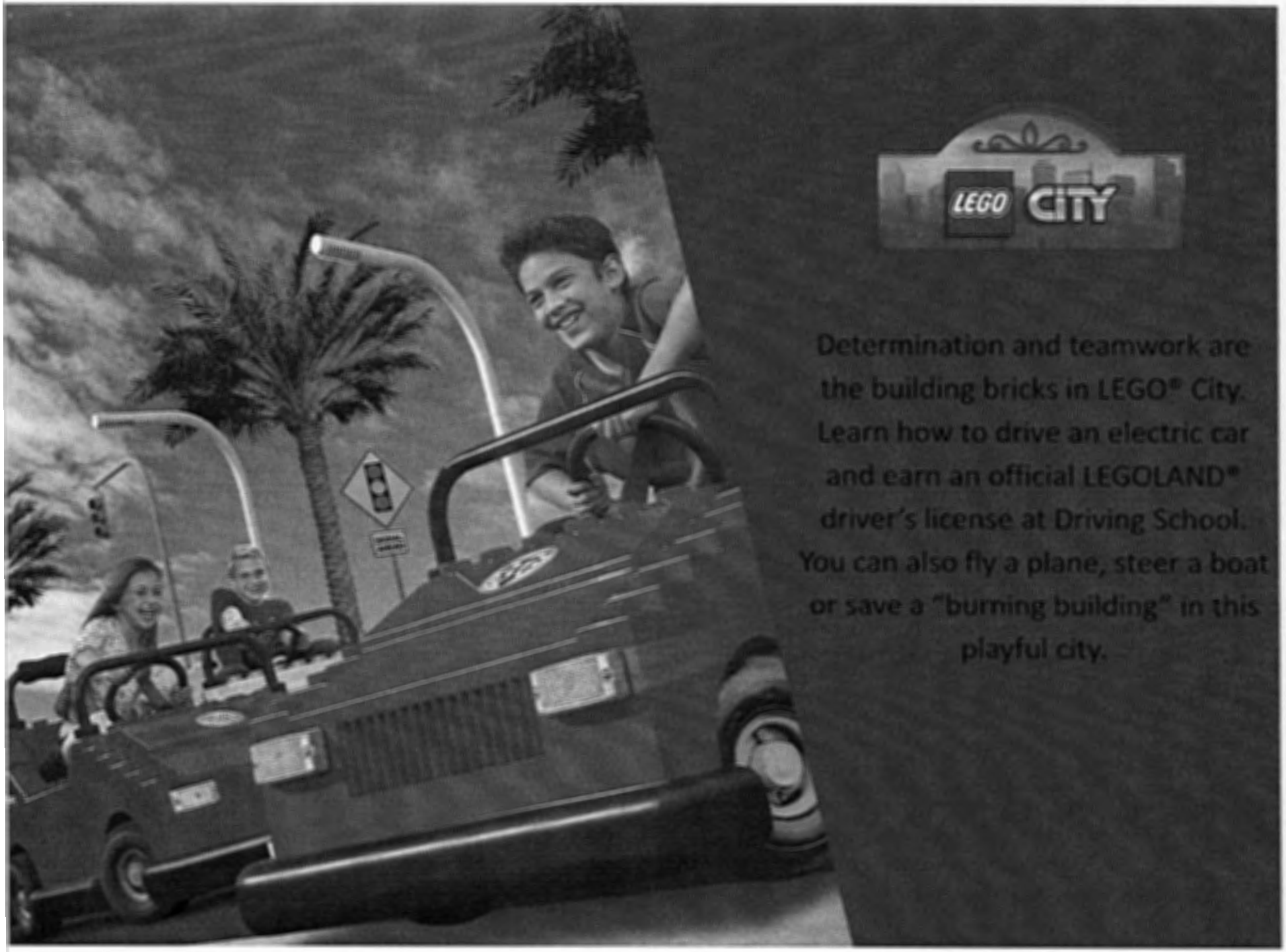

Brickotopia!
This is the place where LEGO® knows no bounds and imagination runs free! Pull yourself up on Cat Cloud Busters and chase mice around and around. Take a spin on the Block Party Carousel or experience Crazy Cakes where it's you versus the centrifugal forces that'll get you spinning with excitement.

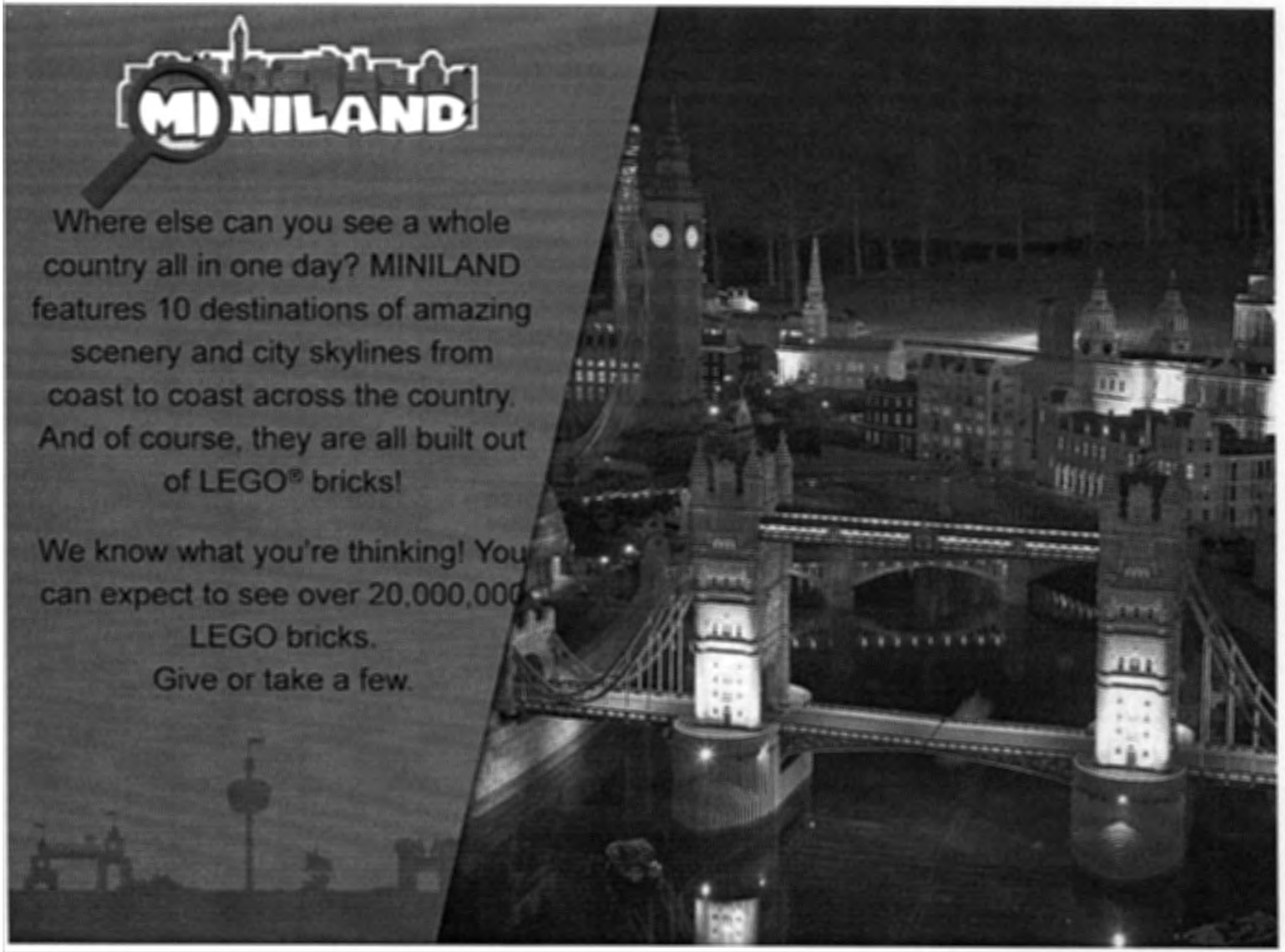

PIRATE
SHORES
There's a sea battle coming and every pirate worth their salt will be there! Sail your galleon through shark infested waters and use the water cannons to soak the other pirates. Then, put your sea legs to the test on Anchor's Away, a pirate ship ride that truly rocks!

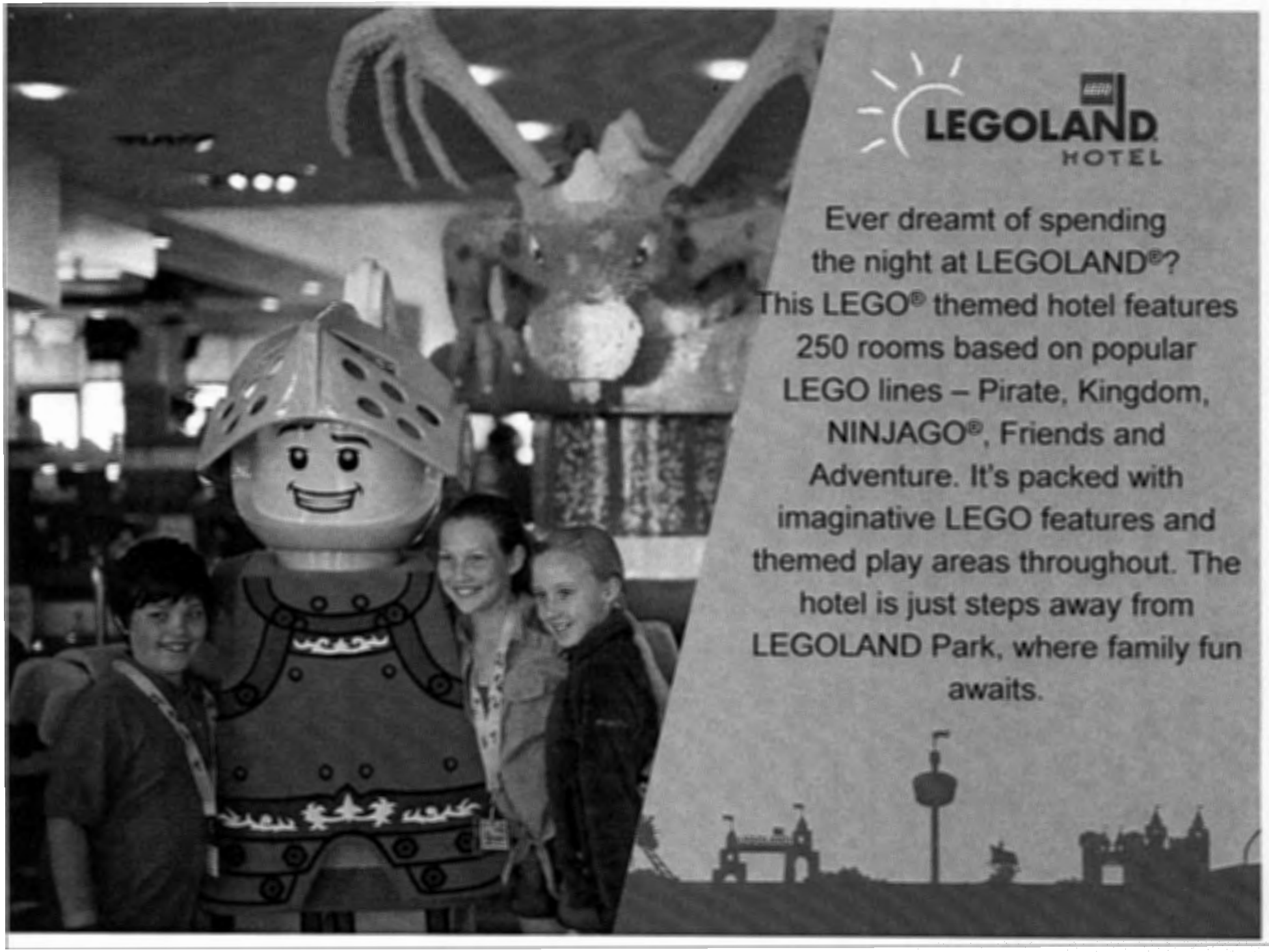

Knight's Kingdom
Save the day in this medieval land. Conquer the exhilarating Dragon Coaster through the king's castle. Younger knights and princesses can also participate in the fun and train on the Dragon's Apprentice. Families up for the quest will love a quick whirl around Merlin's Challenge.


NINJAGO
Practice your skills at special
training venues to become
masters of the ancient art of Spinjitz
Put your training to the test on
NINJAGO® The Ride; an interactive
cutting-edge, technological marvel
that allows riders to control animate
fireballs, lightning, shockwaves and
ice. Harness the power of the
elements to defeat the
Great Devourer and collect
points for ninja status!

HEARTLAKE CITY
Step into Heartlake City where Mia, Olivia, Andrea, Emma and Stephanie's world comes to life! Follow your favorite LEGO® Friend on a series of adventures exploring the sights and sounds of the City and create friendship moments that last a lifetime.


LEGO CITY
Determination and teamwork are the building bricks in LEGO® City. Learn how to drive an electric car and earn an official LEGOLAND® driver's license at Driving School. You can also fly a plane, steer a boat or save a "burning building" in this playful city.


MINILAND
Where else can you see a whole country all in one day? MINILAND features 10 destinations of amazing scenery and city skylines from coast to coast across the country. And of course, they are all built out of LEGO® bricks!
We know what you're thinking! You can expect to see over 20,000,000 LEGO bricks.
Give or take a few.


LEGOLAND
HOTEL
Ever dreamt of spending the night at LEGOLAND®? This LEGO® themed hotel features 250 rooms based on popular LEGO lines – Pirate, Kingdom, NINJAGO®, Friends and Adventure. It's packed with imaginative LEGO features and themed play areas throughout. The hotel is just steps away from LEGOLAND Park, where family fun awaits.

# What Are We About

# In the Community

- Merlin's Magic Wand
- Green Wave
- Additional Local Support
  - Local charity donations
  - FIRST® LEGO® League
  - Coastal Clean-Up
  - Underwater Parks Day
  - World Oceans Day

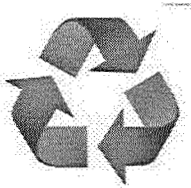
# Merlin's Magic Wand

Provides seriously ill, disadvantaged or disabled children and their families a fun filled day out to any Merlin attraction of their choosing.

Over 40,000 tickets have bee donated across the USA sinc 2012.

www.merlinsmagicwand.org/usa
Merlin's Magic Wand Foundation is a Public Cha ity and a 501(c)(3) tax-exempt organization

# Environmentally Conscious



## LEGOLAND® California

- Recycles 2 million pounds of material annually
- Green Waste processed into mulch
- Cooking oils processed into biodiesel fuel
- Vermicomposting
- HDPE plastics processed into trash cans & benches

# We start from scratch

LEGOLAND® is proud of the quality of our Food & Beverage menu offering. Our staff source as much of our goods locally as possible.

LEGOLAND offers an extensive menu selection of fresh, wholesome foods catering to every palate. All of our meals are prepared with the freshest ingredients. We do not use commissary, factory-made or previously prepared goods in our kitchens. We also offer many gluten-free options, and restaurants are trans-fat free.

Healthy meal options are part of the variety of choices for kids as well. We make everything on site!

# Education Programs

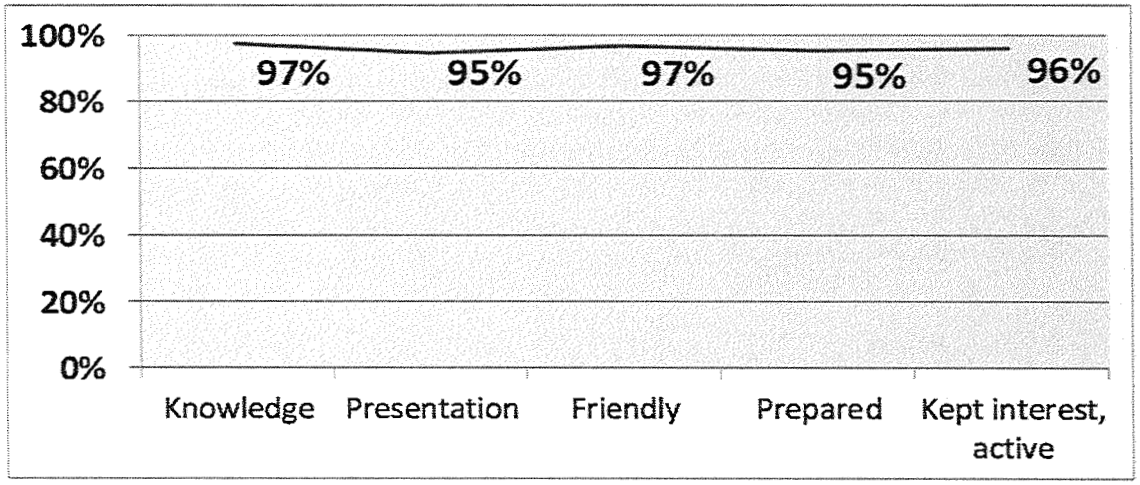
Field Trips

*FIRST*® LEGO® League

Community Events

# Educational Field Trips
# Science, Technology, Engineering & Math

## Teachers rate LEGOLAND® Education Staff



# *FIRST*® LEGO® League
# Special Events at LEGOLAND® California

500 *FLL*® robotics teams, ages 9-14

Championship Tournaments and Expos

Community Volunteers—Judges

Science & Tech Partners and Sponsors

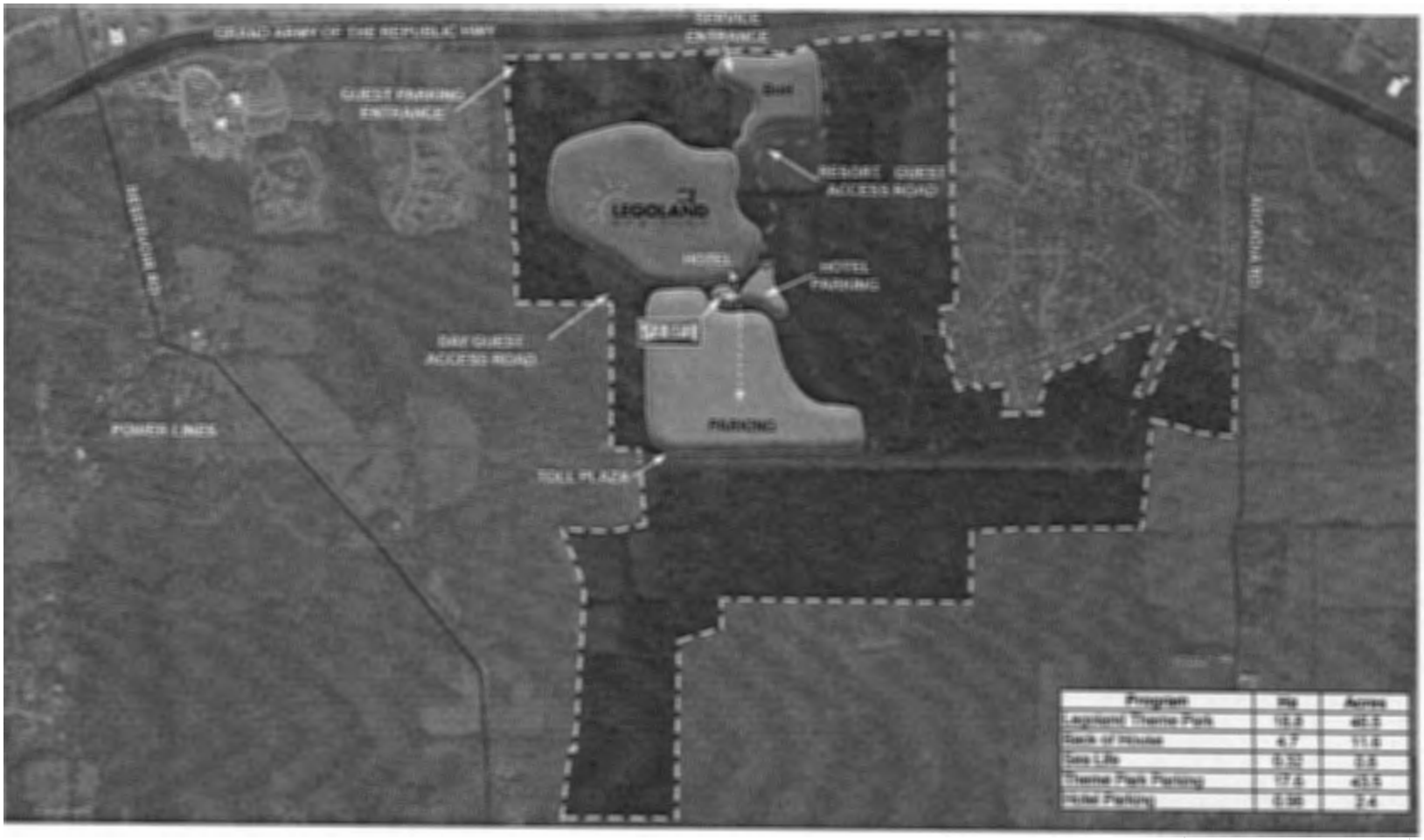
# Community Events
# Annual Celebrate Carlsbad Days

- Student performances and Family Fun
- Fundraiser for local education foundations
- Over $100,000 raised for Carlsbad School District in one day

# LEGOLAND®
# in Goshen

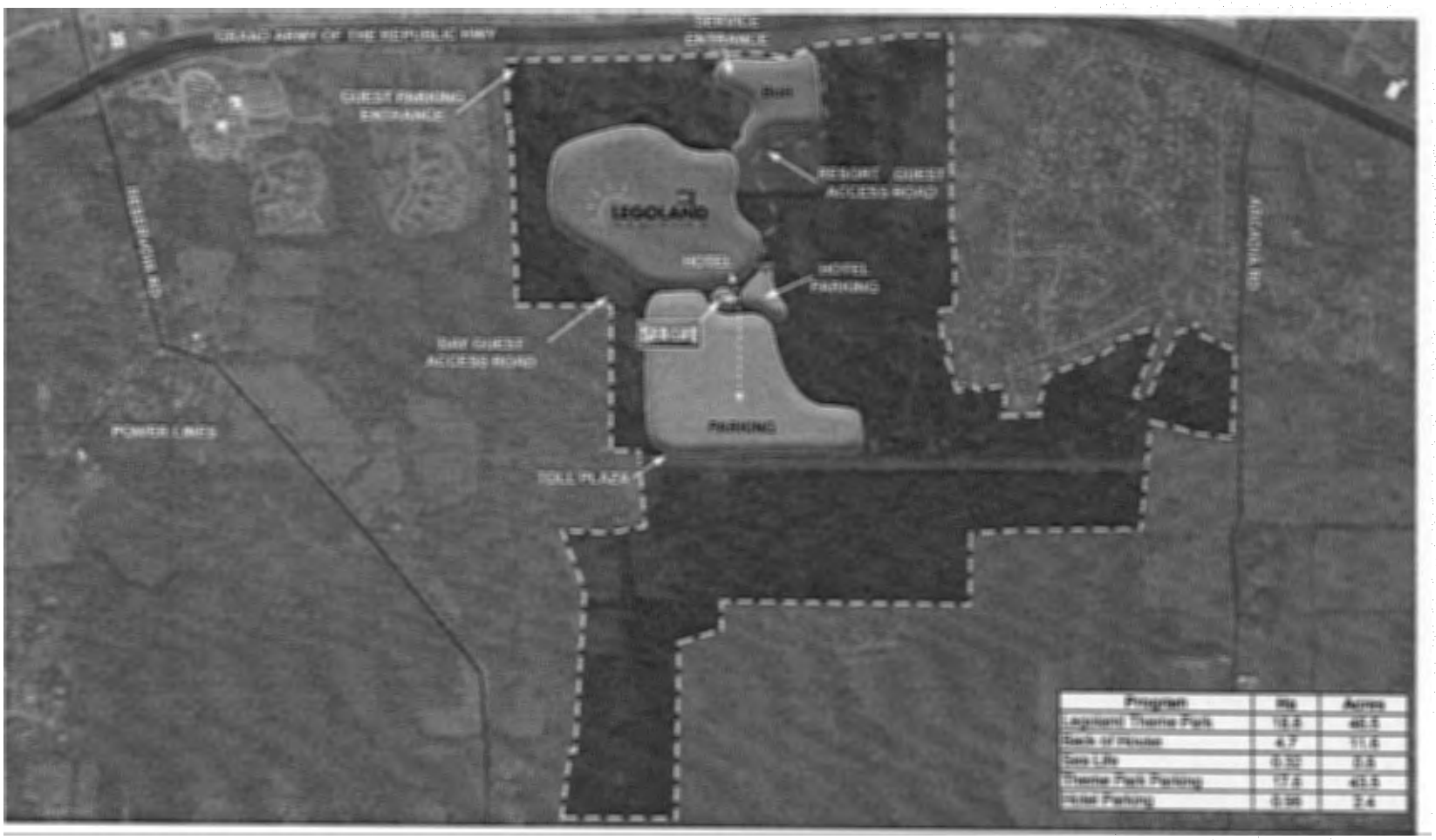
# Site Details

- 523 Total Acres



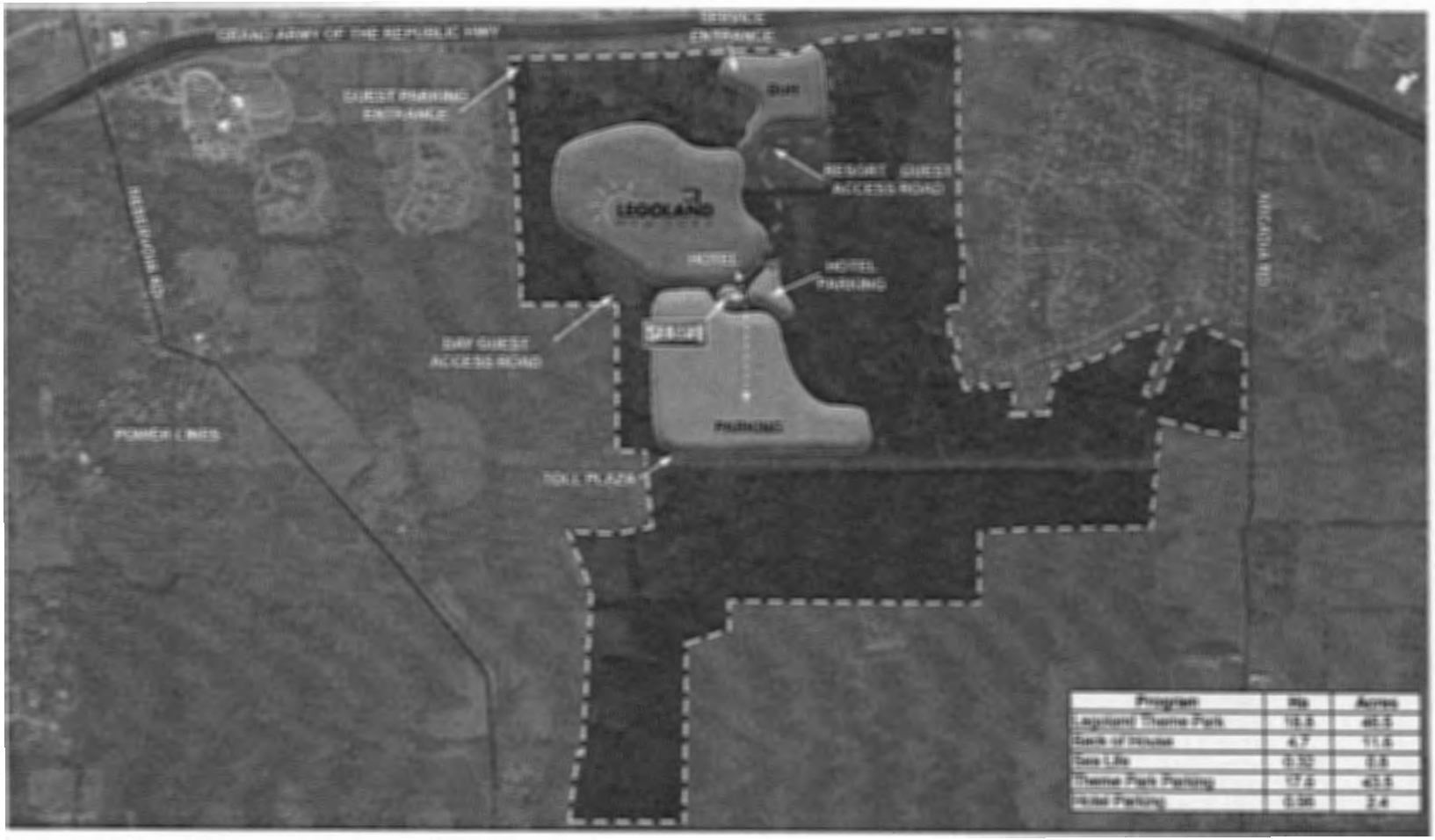
# Site Details

- 153 Developed Acres



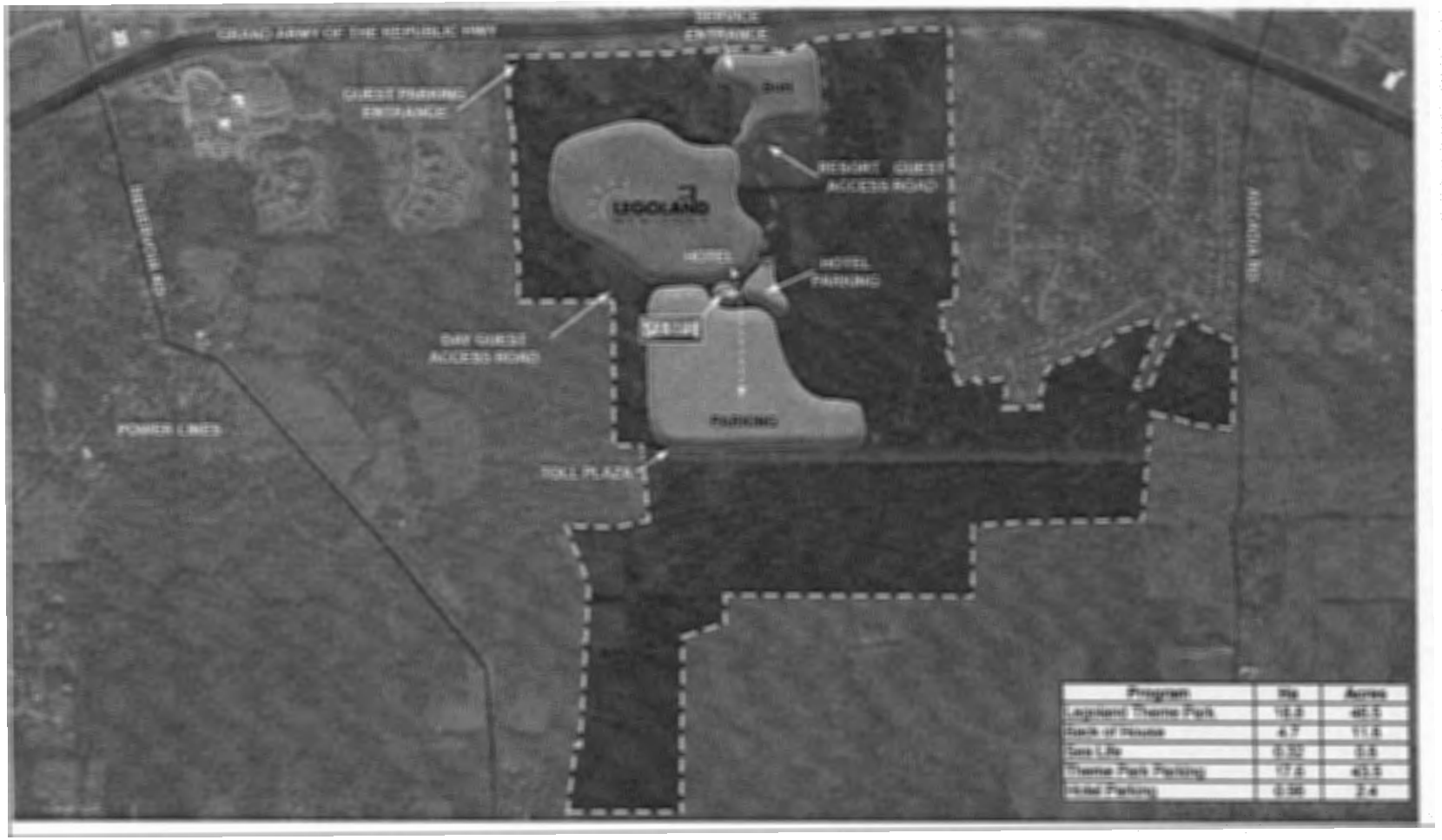
# Site Details

- 2,000 feet to the nearest house in Arcadia Hills from the boundary



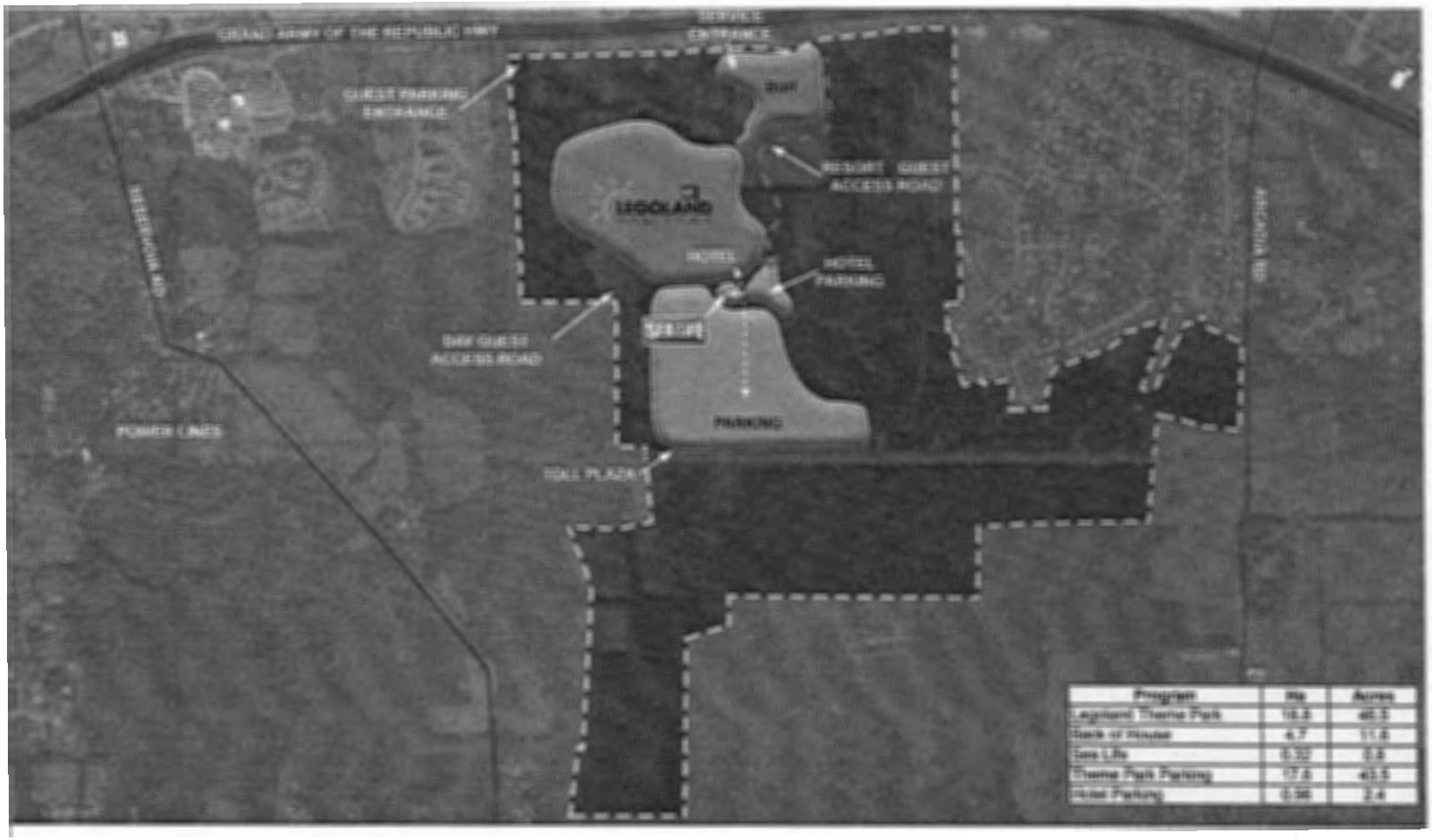
# Site Details

- 1,000 feet of green space to the parking lot which will remain wooded area



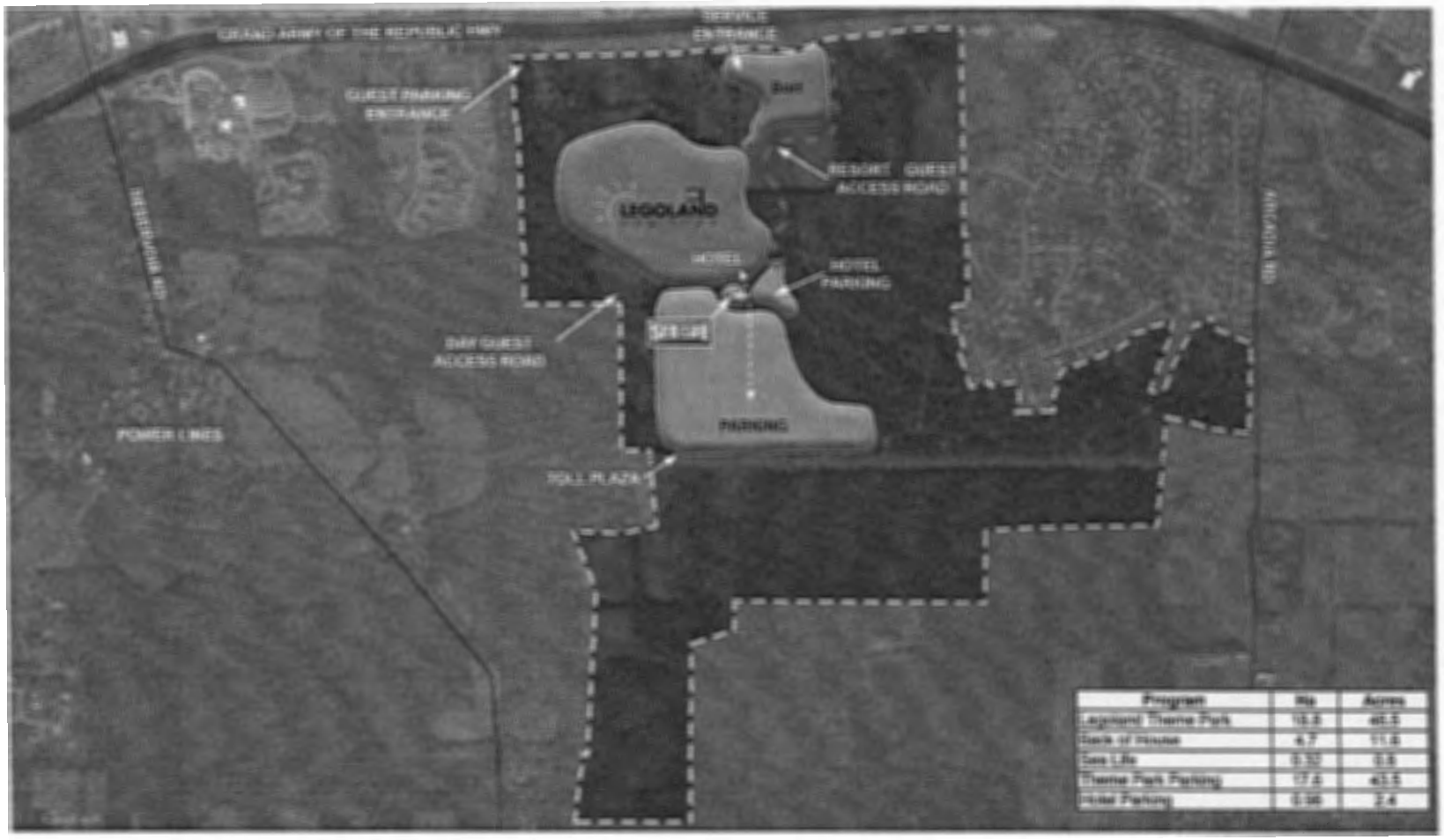
# Site Details

- Average daily attendance of 10,000 visitors with a peak visitation of 20,000



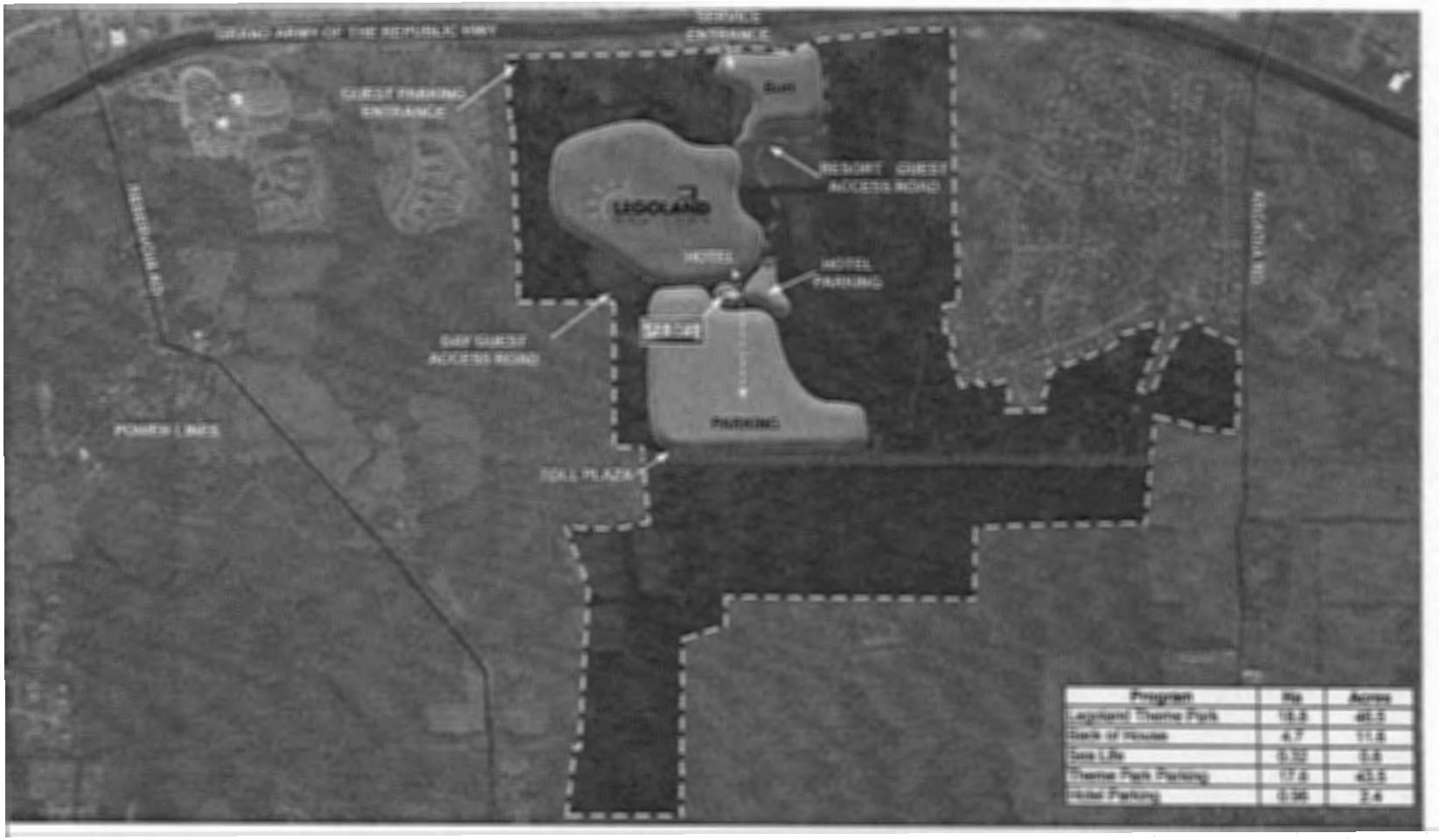
# Site Details

- 5,000 Parking Spaces, average daily cars around 3,500



# Site Details

- Opening hours of 10:00am – 8:00pm in high season and 10:00am-6:00pm in shoulder seasons

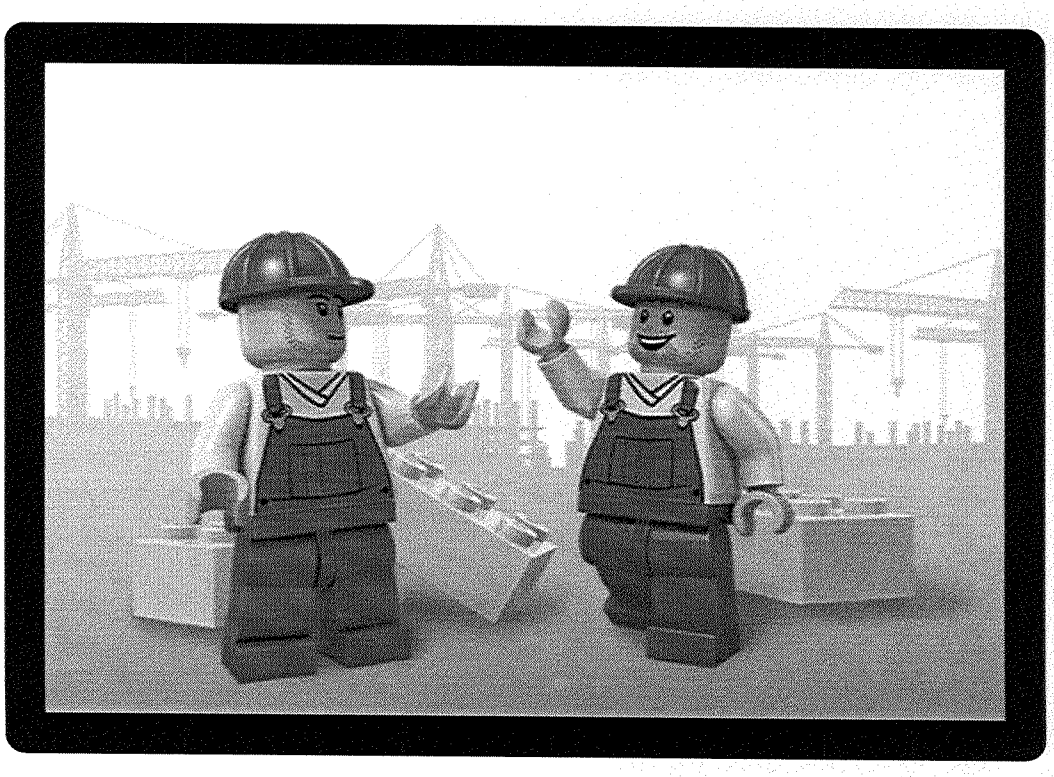


# LEGOLAND® New York

- Possible opening in 2019
- Half a billion dollar investment between initial development and the 1st five years of operations
- 250 room LEGOLAND® themed hotel on opening day
- Opening year attendance in line with other LEGOLAND Parks, between 1.5 million and 2.5 million visitors
- 1/3 tourists, 1/3 day trip, 1/3 local residents
- Strong school program

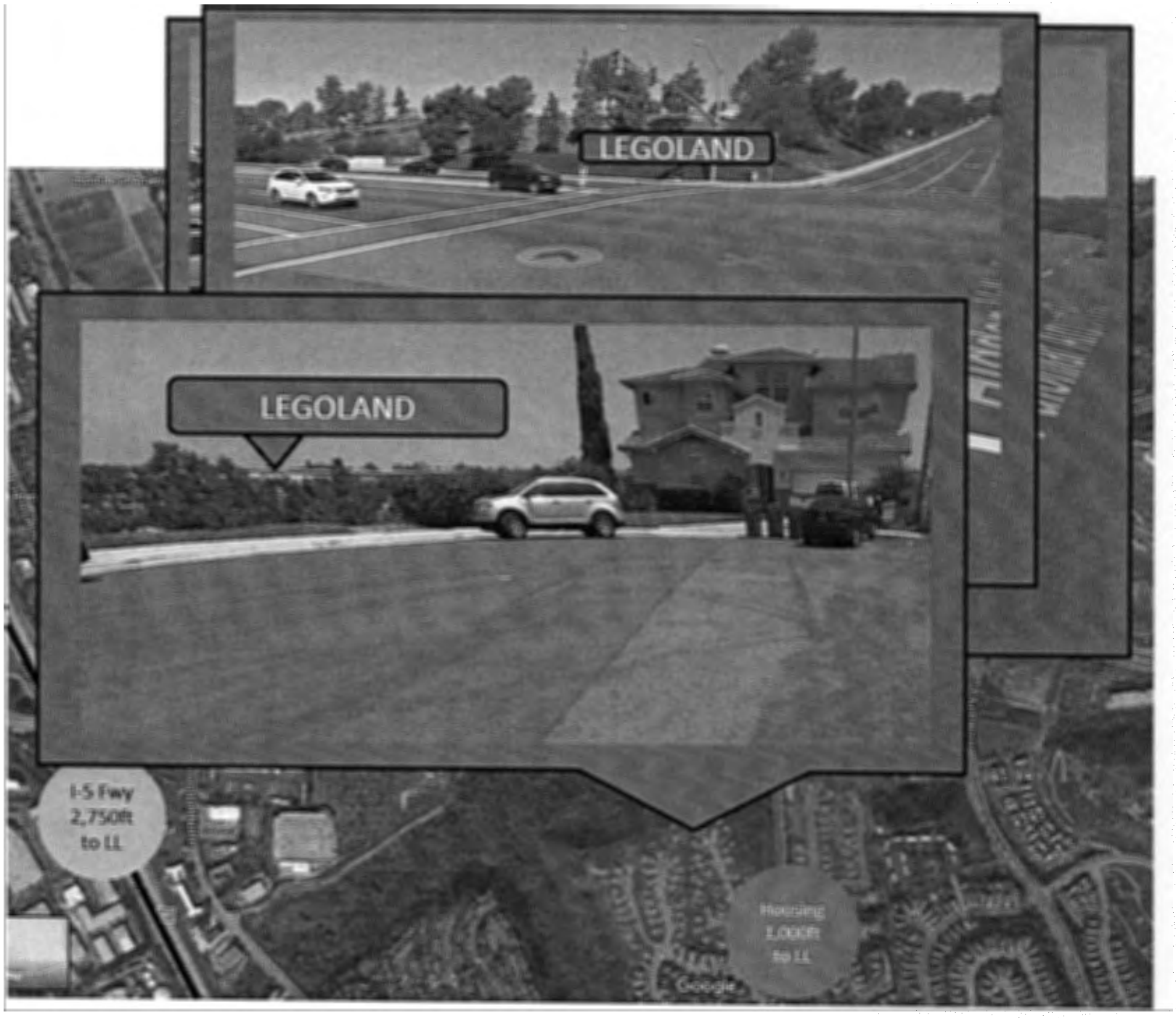
# Jobs

- 800 construction jobs
- 500 Full time jobs:
  - Technical trades
  - Management
  - Retail
  - Food & Beverage
  - Administrative
- 300 Part-Time
- 500 Seasonal



# Mutual Objectives

# Carlsbad Today


LEGOLAND
LEGOLAND
I-5 Fwy
2,750ft
to LL
Housing
2,000ft
to LL
Google

LEGOLAND
LEGOLAND

# Traffic

UPGRADE AND INTERCONNECT TRAFFIC SIGNAL WITH ADJACENT SIGNALS. INSTALL ADAPTIVE SYSTEM WITH ALL NEW VIDEO ACTUATION
UPGRADE TRAFFIC SIGNAL AND INTERCONNECT WITH ADJACENT SIGNALS
WIDEN TO PROVIDE CHANNELIZED CONTINUOUS RIGHT TURN LANE
WIDEN TO PROVIDE SEPARATE LEFT TURN LANES ON ALL APPROACHES
WIDEN TO PROVIDE SEPARATE RIGHT TURN LANE ON EASTBOUND APPROACH
CONSTRUCT POSSIBLE ROUNDABOUT
WIDEN TO PROVIDE SEPARATE RIGHT TURN LANE
RESTRIPE TO PROVIDE A SEPARATE LEFT TURN LANE AND A SHARED LEFT/THROUGH LANE
INSTALL ACTUATED ADAPTIVE TRAFFIC SIGNAL
WIDEN TO PROVIDE TWO LANE RECEIVER
Preliminary Traffic Plan
Google

# Required Assistance

- Town of Goshen
  - Planning and zoning approval
- Village of Goshen & Orange County
  - Water and sewer
- Orange County
  - Off-site roads and infrastructure
- State of New York
  - Project incentives required to green light the LEGOLAND® project

# What's Next

- Community Involvement
  - Open House on July 7th
  - Storefront in Goshen
- Transparency
- SEQRA
- Communication
  - LEGOLAND.com/new-york
  - Facebook.com/LEGOLANDParks

# What's in it for the Stakeholders?

## Effect of a LEGOLAND® Park

- Carlsbad, California
- Winter Haven, Florida

# LEGOLAND® California

## CARLSBAD FACTS

- LEGOLAND California Resort ranks 3rd of top employers
- 13% Entertainment & Hospitality employment growth from 2012 – 2014

## TAX

- Property Tax (Paid to the County of San Diego): $2.04M
- Hotel Transient Occupancy Tax (Paid to City of Carlsbad): $2.14M
- Sales Tax (Paid to the State of California): $5.38M
- Use Tax (Paid to the State of California): $0.2M
- Income Tax (Paid to the State of California): $3.2M

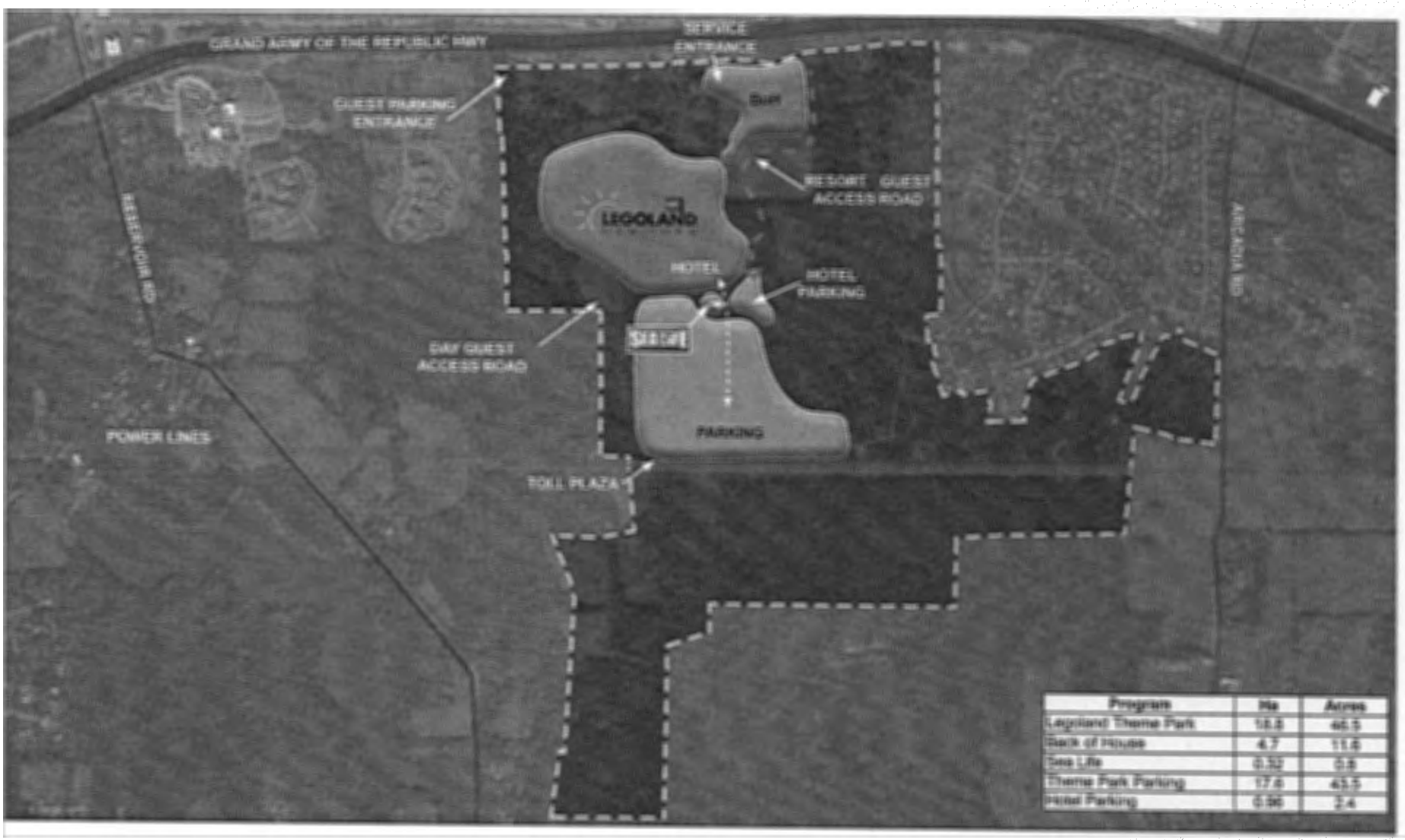
# LEGOLAND® Florida

- LLFR's ongoing operations generated an average of 1,631 jobs and $136 million of economic activity per year during the first 5 years of operations.

**Table 3: Impact Summary - 2010 through 2015 Operations**

| Impact Type | Employment | Labor Income | Total Value Added | Output |
|---|---|---|---|---|
| Direct Effect | 6369.3 | $153,750,920 | $318,333,956 | $467,954,651 |
| Indirect Effect | 819.0 | $32,403,349 | $54,319,449 | $97,572,863 |
| Induced Effect | 966.7 | $37,479,358 | $68,128,553 | $115,124,036 |
| **Total Effect** | **8155.0** | **$223,633,627** | **$440,781,958** | **$680,651,550** |

LEGO, the LEGO logo, the Brick and Knob configurations, the minifigure and LEGOLAND are trademarks of the LEGO Group. ©2015 The LEGO Group.




| Program | Ha | Acres |
|---|---|---|
| Legoland Theme Park | 18.8 | 46.5 |
| Back of House | 4.7 | 11.6 |
| Sea Life | 0.32 | 0.8 |
| Theme Park Parking | 17.6 | 43.5 |
| Hotel Parking | 0.96 | 2.4 |