The information contained in this presentation has not been independently verified and this presentation contains various forward-looking statements that reflect managements current views with respect to future events and financial and operational performance. The words “anticipate”, “target”, “expect”, “estimate”, “intend”, “plan”, “goal”, “believe” and similar expressions or variations on such expressions identify certain of these forward-looking statements. Others can be identified from the context in which the statements are made. These forward-looking statements involve known and unknown risks, uncertainties, assumptions, estimates and other factors, which may be beyond Merlin Entertainments plc’s (the “Group’s”) control and which may cause actual results or performance to differ materially from those expressed or implied from such forward-looking statements. All statements (including forward-looking statements) contained herein are made and reflect knowledge and information available as of the date of preparation of this presentation and the Group disclaims any obligation to update any forward-looking statements, whether as a result of new information, future events or results or otherwise. There can be no assurance that forward-looking statements will prove to be accurate, as actual results and future events could differ materially from those anticipated in such statements. Accordingly, readers should not place undue reliance on forward-looking statements due to the inherent uncertainty therein. Nothing in this document should be construed as a profit forecast.
2015 HIGHLIGHTS

 Visitors: 62.9m (+0.3%)

 Revenue: £1,278m (+3.9%, Constant FX)
  - Strong performance in LEGOLAND Parks
  - Solid Midway trading, ex London and Hong Kong
  - RTP impacted by decline in ATR day-visit market, but accommodation resilient
  - Continued strong New Business Development roll out

 LFL revenue growth: +0.4%

 EBITDA: £402m ((1.1)%), Constant FX

 Underlying profit after tax: £180m (+0.4%)

ONGOING STRATEGIC PROGRESS DESPITE SPECIFIC TRADING CHALLENGES

Definitions are provided in the appendix
Throughout the presentation, all figures are presented on an underlying basis, excluding exceptional items, unless otherwise stated
PROGRESS ON STRATEGIC GROWTH DRIVERS

- **Capex cycle** – something new at every attraction, including major investments in Gardaland, LEGOLAND Windsor and Madame Tussauds London and Berlin

- **Synergies** – Continued progress on developing the enhanced digital guest journey

- **Destination positioning** – 125 lodge accommodation at Alton Towers and new 152 room hotel at LEGOLAND Florida

- **Midway roll out** – Seven new openings across four countries, including the new ‘Shrek’s Adventure!’ attraction in London

- **LEGOLAND Parks Development** – Continued progress towards the opening of LEGOLAND Dubai (2016), LEGOLAND Japan (2017) and LEGOLAND Korea (2018)
Being a Force for Good
Corporate Social Responsibility – The Merlin Way

Merlin’s Magic Wand
• Days out for over 75,000 Children
• ‘Magic Spaces’ projects opening across the globe
• Community Outreach at all attractions

Sustainability and the Environment
• Carbon emission reduction target of 2% achieved
• Investing in Green Projects across estate

SEA LIFE and WILD LIFE Conservation
• Campaigns run on marine litter and whaling
• Pilot ‘SEA LIFE Trust’ features completed in Brighton and Berlin

Accessibility
• Investment in training and driving awareness
• Accessibility action planning
FINANCIAL RESULTS

Andrew Carr, Chief Financial Officer
## SUMMARY

<table>
<thead>
<tr>
<th>£ millions (unless stated)</th>
<th>2015</th>
<th>2014</th>
<th>Total growth at constant FX</th>
<th>Total growth at actual FX</th>
<th>Like for like growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>1,278</td>
<td>1,249</td>
<td>3.9%</td>
<td>2.3%</td>
<td>0.4%</td>
</tr>
<tr>
<td>EBITDA</td>
<td>402</td>
<td>411</td>
<td>(1.1)%</td>
<td>(2.1)%</td>
<td>(4.3)%</td>
</tr>
<tr>
<td>Margin</td>
<td>31.5%</td>
<td>32.9%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Profit</td>
<td>291</td>
<td>311</td>
<td>(5.6)%</td>
<td>(6.2)%</td>
<td></td>
</tr>
<tr>
<td>PBT</td>
<td>250</td>
<td>249</td>
<td></td>
<td>0.3%</td>
<td></td>
</tr>
<tr>
<td>Underlying profit for the year</td>
<td>180</td>
<td>179</td>
<td></td>
<td>0.4%</td>
<td></td>
</tr>
<tr>
<td>Adjusted EPS</td>
<td>17.8p</td>
<td>17.7p</td>
<td></td>
<td>0.4%</td>
<td></td>
</tr>
<tr>
<td>DPS</td>
<td>6.5p</td>
<td>6.2p</td>
<td></td>
<td>4.8%</td>
<td></td>
</tr>
<tr>
<td>ROCE</td>
<td>9.7%</td>
<td>10.6%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
CONTINUED STRONG NEW BUSINESS DEVELOPMENT OFFSET BY UNFAVOURABLE FX MOVEMENTS

Detail of the FX impact is shown in the appendix.
### MIDWAY FINANCIALS

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
<th>Constant Currency</th>
<th>Reported Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>561</td>
<td>529</td>
<td>7.5%</td>
<td>6.0%</td>
</tr>
<tr>
<td>Like for like growth</td>
<td>2.3%</td>
<td>3.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>221</td>
<td>214</td>
<td>2.0%(1)</td>
<td>1.2%(1)</td>
</tr>
<tr>
<td>Margin</td>
<td>39.4%</td>
<td>40.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Profit</td>
<td>167</td>
<td>167</td>
<td>(1.9)%(1)</td>
<td>(2.4)%(1)</td>
</tr>
<tr>
<td>Margin</td>
<td>29.7%</td>
<td>31.5%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing Estate Capex</td>
<td>42</td>
<td>37</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of revenue</td>
<td>7.6%</td>
<td>7.0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 - Excluding the effect of the change in allocation of central costs in 2015. Including this reallocation, reported underlying EBITDA and operating profit growth were 3.0% and 0.0% respectively, and 3.8% and 0.4% respectively on a constant currency basis.

- Ongoing strong NBD contribution from roll out
- Like for like growth lower due to continuing drag from London and Hong Kong trading
- Strong performance in Asia
- Investment in regional structures and support functions in developing markets
- Existing estate capex within 6-8% range
Continued strong like for like performance, driven predominantly by admissions RPC

Positive contribution from new hotel at LEGOLAND Florida

Strong margin growth

Capex within guided 7-9% range

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
<th>Constant Currency</th>
<th>Reported Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>429</td>
<td>386</td>
<td>10.6%</td>
<td>11.2%</td>
</tr>
<tr>
<td>Like for like growth</td>
<td>8.2%</td>
<td>13.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>169</td>
<td>142</td>
<td>16.7%(1)</td>
<td>18.6%(1)</td>
</tr>
<tr>
<td>Margin</td>
<td>39.6%</td>
<td>36.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Profit</td>
<td>146</td>
<td>120</td>
<td>19.7%(1)</td>
<td>21.8%(1)</td>
</tr>
<tr>
<td>Margin</td>
<td>34.2%</td>
<td>31.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing Estate Capex</td>
<td>34</td>
<td>25</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of revenue</td>
<td>8.0%</td>
<td>6.3%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

1 - Excluding the effect of the change in allocation of central costs in 2015. Including this reallocation, reported underlying EBITDA and operating profit growth were 19.3% and 22.6% respectively, and 17.4% and 20.5% respectively on a constant currency basis.
### Resort Theme Parks Financials

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
<th>Constant Currency</th>
<th>Reported Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Revenue</td>
<td>285</td>
<td>331</td>
<td>(10.2)%</td>
<td>(14.0)%</td>
</tr>
<tr>
<td>Like for like growth</td>
<td>(12.4)%</td>
<td>7.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>EBITDA</td>
<td>47</td>
<td>87</td>
<td>(46.5)%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>(49.2)%&lt;sup&gt;(1)&lt;/sup&gt;</td>
</tr>
<tr>
<td>Margin</td>
<td>16.5%</td>
<td>26.3%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operating Profit</td>
<td>18</td>
<td>60</td>
<td>(73.6)%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>(75.0)%&lt;sup&gt;(1)&lt;/sup&gt;</td>
</tr>
<tr>
<td>Margin</td>
<td>6.2%</td>
<td>18.2%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Existing Estate Capex</td>
<td>35</td>
<td>34</td>
<td></td>
<td></td>
</tr>
<tr>
<td>% of revenue</td>
<td>12.2%</td>
<td>10.4%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

- Significant and sharp revenue decline at Alton Towers
- Short-break market relatively resilient, including new accommodation at Alton Towers
- Good performance in Gardaland following major new ride investment
- Capex % of revenue above guidance range due to revenue shortfall

<sup>1</sup> - Excluding the effect of the change in allocation of central costs in 2015. Including this reallocation, reported underlying EBITDA and operating profit growth were (46.2%) and (70.7%) respectively, and (43.3%) and (69.0%) respectively on a constant currency basis.
### SUMMARY UNDERLYING P&L

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
<th>Constant Currency</th>
<th>Reported Currency</th>
</tr>
</thead>
<tbody>
<tr>
<td>Op. Group EBITDA</td>
<td>437</td>
<td>443</td>
<td>(2.3)%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>(3.1)%&lt;sup&gt;(1)&lt;/sup&gt;</td>
</tr>
<tr>
<td>Central Costs</td>
<td>(35)</td>
<td>(32)</td>
<td>16.3%&lt;sup&gt;(1)&lt;/sup&gt;</td>
<td>16.3%&lt;sup&gt;(1)&lt;/sup&gt;</td>
</tr>
<tr>
<td>EBITDA</td>
<td>402</td>
<td>411</td>
<td>(1.1)%</td>
<td>(2.1)%</td>
</tr>
<tr>
<td>D&amp;A</td>
<td>(111)</td>
<td>(100)</td>
<td>(13.0)%</td>
<td>(10.7)%</td>
</tr>
<tr>
<td>Operating Profit</td>
<td>291</td>
<td>311</td>
<td>(5.6)%</td>
<td>(6.2)%</td>
</tr>
<tr>
<td>Net Finance Costs</td>
<td>(41)</td>
<td>(62)</td>
<td></td>
<td>32.6%</td>
</tr>
<tr>
<td>PBT</td>
<td>250</td>
<td>249</td>
<td></td>
<td>0.3%</td>
</tr>
<tr>
<td>Tax</td>
<td>(70)</td>
<td>(70)</td>
<td></td>
<td>0.0%</td>
</tr>
<tr>
<td>Underlying profit for the year</td>
<td>180</td>
<td>179</td>
<td></td>
<td>0.4%</td>
</tr>
</tbody>
</table>

- Decline in Central costs excluding the impact of the change in allocation of costs
- D&A upper end of 8-9% guidance range
- Financing costs lower due to refinancing
- Tax rate in line with guidance of ‘high twenties’

<sup>1</sup> Excluding the effect of the change in allocation of central costs in 2015. Including this reallocation, reported underlying Op. Group EBITDA and Central Costs growth were (1.5%) and (6.2%) respectively, and (0.6%) and (6.2%) respectively on a constant currency basis.
## Capital Expenditure and Acquisitions

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Existing Estate</td>
<td>125</td>
<td>107</td>
</tr>
<tr>
<td>New Business</td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Accommodation</td>
<td>40</td>
<td>34</td>
</tr>
<tr>
<td>- Midway</td>
<td>44</td>
<td>49</td>
</tr>
<tr>
<td>- LLP Development</td>
<td>6</td>
<td>2</td>
</tr>
<tr>
<td>Total Capital Expenditure</td>
<td>215</td>
<td>192</td>
</tr>
<tr>
<td>Other Investing Activities</td>
<td>5</td>
<td>3</td>
</tr>
<tr>
<td>Total Capex and Investing Activities</td>
<td>220</td>
<td>195</td>
</tr>
</tbody>
</table>

**EE Capex % of total revenue**

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>9.8%</td>
<td>8.5%</td>
</tr>
</tbody>
</table>

- **Existing Estate capex % remains within 8-10% range**
- **Midway roll out spend reflecting 7 openings in 2015**
- **New LLP development expenditure of £6m**
- **£5m investment in LEGOLAND Malaysia**
- **Total capex of £250-270m expected in 2016**

**Investment Consistent with Strategic Objectives – Existing Estate CAPEX at 8-10% of Revenues**
CASH FLOW

Free cash flow after existing estate capex: £200m

<table>
<thead>
<tr>
<th>Category</th>
<th>£m</th>
<th>ND/EBITDA</th>
</tr>
</thead>
<tbody>
<tr>
<td>2014 Net Debt</td>
<td>935</td>
<td>2.3x</td>
</tr>
<tr>
<td>Cash flow</td>
<td>13</td>
<td></td>
</tr>
<tr>
<td>Amortisation of financing items</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>FX</td>
<td>(14)</td>
<td></td>
</tr>
<tr>
<td>2015 Net Debt</td>
<td>937</td>
<td>2.3x</td>
</tr>
</tbody>
</table>

STRONG CASH GENERATION USED TO FUND NEW BUSINESS DEVELOPMENT, DIVIDENDS AND INTEREST
Current Trading and Outlook

- Seasonally quiet period
- Strong pipeline of openings and existing estate investments
- Remain confident in the growth trajectory of the business
PRELIMS Q&A
STRATEGIC DEVELOPMENTS 2016-2020

Nick Varney, Chief Executive Officer
MARKET CONTEXT

1. Increasing fusion of Intellectual Property (IP) based ‘content’ between screen and location based entertainment

2. Growth in international tourism driven by developing country middle classes. Prime importance of ‘Gateway’ cities

3. Long term transition to multiple short breaks in developed markets

4. Move to online, mobile, transaction model in most countries

5. Appetite of Asian consumers for western, high quality, brands
MERLIN’S COMPETITIVE ADVANTAGES IN A DYNAMIC MARKET

1. Global, exclusive rights to LEGOLAND brand
2. Only company to successfully operate Midway product across multiple brands and sites
3. Largest international presence in the industry (23 countries) via proven roll out of LEGOLAND and Midway brands
4. Highly successful themed accommodation formats
5. MMM as unique development resource
2015/2016 INVESTMENT IN IT AND MANAGEMENT INFRASTRUCTURE

IT / acesso

Midway Regional Structure (North America and Asia)

New openings
THE MERLIN MODEL

“Create a high growth, high return, family entertainment company, based on iconic brands, and naturally balanced against external factors.”

<p>| | | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1</strong></td>
<td>Existing estate growth via capex</td>
<td>Mid-single digit like for like EBITDA growth + &gt;15% ROIC on accommodation</td>
</tr>
<tr>
<td><strong>2</strong></td>
<td>Strategic synergies</td>
<td></td>
</tr>
<tr>
<td><strong>3</strong></td>
<td>Transformation of theme parks into short break destinations</td>
<td></td>
</tr>
<tr>
<td><strong>4</strong></td>
<td>Midway roll out</td>
<td>&gt;20% ROIC</td>
</tr>
<tr>
<td><strong>5</strong></td>
<td>Developing new LEGOLAND parks</td>
<td></td>
</tr>
<tr>
<td><strong>6</strong></td>
<td>Strategic acquisitions</td>
<td>Synergised &gt;20% ROIC</td>
</tr>
</tbody>
</table>
2016-2020 MILESTONES
1. EXISTING ESTATE GROWTH VIA CAPEX

Target...

Continue to deliver mid-single digit EBITDA growth via capex broadly in line with depreciation

Supported by...

Pipeline of compelling product from MMM, focus on Existing Estate and market growth
2. STRATEGIC SYNERGIES

Target...
Continue to deliver synergies to support Existing Estate growth objectives

Supported by...
Benefits of enhanced digital guest purchase journey and upgraded CRM
3. DEVELOPING OUR THEME PARKS IN TO SHORT BREAK DESTINATIONS

Target...

Double the number of new rooms from 200 p.a. to over 400 p.a.
2,000 new keys by the end of 2020 representing capital investment of £200m+

Supported by...

Strong pipeline of hotel and other accommodation projects across LLP and RTP
4. MIDWAY ROLL OUT

Target...
Step up openings with target of 40 new Midway attractions by the end of 2020 (equivalent to 8 p.a.)

Supported by...
Strong pipeline of new sites, new brand concepts and rapid expansion in China
5. DEVELOPING NEW LEGOLAND PARKS

Target...
Open four new park / resorts by the end of 2020

Supported by...
Three (Dubai, Japan, South Korea) under development and strong US / China pipeline
6. STRATEGIC ACQUISITIONS

Target...
Continue to make opportunistic acquisitions appropriate to strategy. Focus on North America / Asia and primarily Midway ‘Invest to learn’ where necessary

Supported by...
Strong balance sheet and dedicated resource in a fragmented market
BIG BUS / MERLIN’S STRATEGIC INVESTMENT

‘Own’ City Centre Tourism

- Strategic investment in minority stake
- Opportunity to learn and possibly acquire in the future
- Immediate synergies from closer working relationship

- Biggest Hop On Hop Off owner-operator in the world
- Transport link and attraction in one
- Main orientation experience for new tourists
Merlin and Big Bus currently overlap in 8 cities with trade relationships in the majority.

1 – Merlin presence in Rome and Dubai by the end of 2016
THE ‘SPARKLE’

DEVELOP GLOBAL AND LOCAL IP PARTNERSHIPS FOR USE ACROSS THE PORTFOLIO

Core, global, multiproduct and exclusive

Global, multiproduct and some exclusivity

Brand and/or country specific
TODAY’S MERLIN CAST

Mark Fisher
Chief Development Officer

Paul Moreton
Group Creative Director

Nick Mackenzie
Managing Director, Midway Attractions

Hans-Aksel Pedersen
Managing Director, LEGOLAND Parks

Justin Platt
Managing Director, Resort Theme Parks

John Jakobsen
Chief New Openings Group Officer

Emma Woods
Group Marketing Director

Mark Allsop
Chief Information Officer

Putnam Shin
Divisional Director, Midway Asia
Mark Fisher
Chief Development Officer

25 years Marketing, Operations and Development experience in location based visitor entertainment

Paul Moreton
Group Creative Director

Over 20 years experience in Marketing, Media and Creativity
AT THE HEART OF EVERYTHING WE DO...
WHAT WE DO?

- Business Development
- Product Innovation
- Creative
- Attraction
- IP
- Shows
- Project Construction
- Content Production
- NEW Brand Creation
- Animal Husbandry

©MERLIN ENTERTAINMENTS 2016
FINDING THE MAGIC
“The Science”

Market Factors
Penetration/Pricing
Financial Parameters

Profit & Loss
\[ \frac{\text{Profit & Loss}}{\text{Development Costs}} = \% \text{RETURN} \]

\( >20\% \text{ ROIC?} \)

Cluster Values/Strategic
Growth Factors
Competitor Identification & Assessment
Acquire? Challenge? Avoid?

Rationale
One or more potential issues

Example
Moscow

Action
Monitor market

Prioritisation & active site search

Final Ranking & Prioritisation

Low priority
Satisfied returns & qualitative assessment

Primary target
>100 attractions

Range from Phoenix to Manilla
FINDING THE MAGIC

"The Science"

RESEARCH

Desktop

Qualitative

Quantitative
Track Record of **Delivery** & Extensive **Pipeline Opportunity**

Over 100 attractions identified with potential for 90 opportunities in clusters
Focus on Asia - specifically China
USA
Europe

Long term Strategy

Finding the Magic...

1/3 Asia Pacific
1/3 EMEA
1/3 Americas

40 New Midways in next 5 years
New Compelling creative
New Brands
New IP
Innovation
Leading Creative Team
Technology
MERLIN MAGIC MAKING
CREATIVE DEVELOPMENT

New Product Development

New attraction roll out

New Midway Brand

IP development & exploitation

© MERLIN ENTERTAINMENTS 2016
Co-creation: 6th Midway brand
Utilising Dreamworks IP 2016
Building on LEGO IP
Creating Further IP Product 2016
World First New Product 2016

DERREN BROWN'S GHOST TRAIN

GALACTICA
GALACTICA VR CONTENT
MERLIN PRODUCT 2016 and beyond
THE SHAPE OF THINGS TO COME
2,000 keys next 5 years
Gardaland Adventure Hotel
Warwick Lodges

The Idea

Planning

The Product

The Concept

The Detail
LEGOLAND Deutschland Castle

Product
LEGOLAND Florida Lodges

Final visuals
Before construction

MERLİN MAGIC MAKING
© MERLİN ENTERTAINMENTS 2016
STRATEGY UPDATE

The presentation will resume shortly
MIDWAY ATTRACTIONS

Nick Mackenzie
Managing Director, Midway Attractions

24 years experience of multi-site operations and international real estate

[Logos for Bass, Allied Domecq, and Diageo]
MIDWAY OPERATING MODEL

Iconic Brands

- Strong cash generation and EBITDA margin
- Low ongoing capex 6-8% existing estate capex / revenue
- High return on capital
- Clustering

International Footprint

- Gateway Cities

- Scale

- Proven Financial Model

People / structure to support long term growth

1 – Excludes 7 other sites including DreamWorks Tours – Shrek’s Adventure!
2 – Includes one attraction in Hong Kong
MIDWAY STRATEGY

Iconic Brands
World Class Product

“Own the Visit”

Operational & Financial Synergies

- Pre book revenue to 50%
- Cluster city penetration to 25%
- Regional structures to support long term growth
- Accesso & e-commerce

Mid-single digit LFL EBITDA Growth
“OWN THE VISIT”

1. A Merlin welcome to the Queens Walk
2. Improved ticketing and removing queues
3. Deliver Brand Flagships
4. Secondary spends that enhance the experience
5. Events that create ‘FOMO’
6. Extensions to the visit
STRUCTURE TO SUPPORT FUTURE GROWTH

INVESTMENT IN REGIONAL STRUCTURES AND SUPPORT FUNCTIONS IN DEVELOPING MARKETS

USA EXAMPLE
- Current sites: 22
- Sites by 2020: 35+

DIVISIONAL DIRECTOR
- REGIONAL GM (WEST)
- REGIONAL GM (N.EAST)
- REGIONAL GM (S.EAST)
- REGIONAL GM (CENTRAL)

ASIA EXAMPLE
- Current sites: 12
- Sites by 2020: 25+

DIVISIONAL DIRECTOR
- HEAD OF CHINA
- SHANGHAI CLUSTER
- BANGKOK GM
- BUSAN GM
- HONG KONG GM

Current sites: 22
Sites by 2020: 35+

Current sites: 12
Sites by 2020: 25+
2016 STRATEGY IN ACTION

1. Existing Estate Growth via Capex
   - Iconic brands and world class product
   - Capital efficient model

2. Strategic Synergies
   - Leveraging clusters
   - ‘Own the visit’
   - Digital guest journey

- Iconic brands
- Capital efficient model
- Strategic Synergies
- ‘Own the visit’
- Digital guest journey
Hans Aksel Pedersen
*Managing Director, LEGOLAND PARKS*

26 years experience in international marketing
"We want every child, everywhere to grow up wanting LEGOLAND to be their first theme park experience."
LEGOLAND PARKS VISION - WHAT SUCCESS LOOKS LIKE...
SUCCESS FORMULA

+ Land = LEGO
## STRONG STRUCTURED COORDINATION AND RELATIONSHIP BETWEEN MERLIN AND LEGO

### Touchpoints

<table>
<thead>
<tr>
<th>Touchpoints</th>
<th>Board</th>
<th>CEO</th>
<th>Global Marketing</th>
<th>Regional hubs</th>
<th>Country GM</th>
<th>Brand/PR/Promotion Managers</th>
</tr>
</thead>
<tbody>
<tr>
<td>PLC Board</td>
<td>⚖️ alm</td>
<td>alm</td>
<td>⚖️ alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
</tr>
<tr>
<td>CEO</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
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</tr>
<tr>
<td>MD/Global Marketing Director</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
</tr>
<tr>
<td>Park Divisional Director</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
</tr>
<tr>
<td>Park Marketing Director</td>
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<td>alm</td>
<td>alm</td>
<td>alm</td>
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</tr>
<tr>
<td>Brand/PR/Promotion Managers</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
<td>alm</td>
</tr>
</tbody>
</table>

---

*Note: The table represents the coordination and relationship between Merlin and LEGO.*
BUILDING BLOCKS OF SUCCESS

- Deliver unique rides for our target audience
- Create unique, themed accommodation
- Partnerships
- Leverage LEGO as our DNA

1) Mid single-digit LFL EBITDA growth
2) 50% of guests sourced from short breaks
IP partnerships
**MUTUALLY SYNERGISTIC RELATIONSHIP WITH LEGO AND WARNER BROS.**

🌟 Virtuous circle relationship between LEGO, Warner Bros. and Merlin

🌟 Promotion of core LEGO play material and associated products

🌟 Brand ‘story’ captured through film by Warner Brothers

🌟 ‘Experiencing’ the brand through Merlin theme parks
LEGO Ninjago one of the best selling LEGO play material lines – ever!

Film produced by Warner Brothers scheduled to be released in 2017

IP PARTNERSHIPS – LEGO 4D MOVIE
Just signed a LEGO “Star Wars – The Force Awakens” Miniland exhibition licensing deal
Accommodation
RANGE OF ACCOMMODATION

🌟 4* hotels to Beer Barrels!

![Image of a 4* hotel room](image1.png)

![Image of a camping barrel](image2.png)

![Image of a Legoland castle](image3.png)

![Image of children playing](image4.png)
Currently five freehold parks

Significant expansion opportunity

22 hectares of green field expansion area in Germany
2016 STRATEGY IN ACTION

1. **Existing Estate Growth via Capex**
   - Deliver unique rides for our target audience

2. **Strategic Synergies**
   - Partnerships

3. **Transformation to Short Break Destinations**
   - Create unique, themed accommodation
RESORT THEME PARKS

Justin Platt
Managing Director, Resort Theme Parks

20+ years marketing experience in consumer driven organisations
Resort Theme Parks Overview

- National brands with high consumer awareness
- Leading market positions
  - 4 of Europe’s largest top 20 theme parks
  - Leading theme parks in UK, Italy, and Northern Germany
  - Each theme park is pre-eminent in their market
- Positioned to appeal across range of demographics
“To create a portfolio of differentiated short break destinations centred around unique and compelling theme park propositions”

Existing Estate Growth via Capex - ‘Theme Park News’

Transformation of Theme Parks into Short Break Destinations

Strategic Synergies

1) Mid single-digit LFL EBITDA growth 2018+

2) 50% of guests sourced from short breaks
## THEME PARK NEWS

### Capex cycle

- **4 Year Capex Cycle**
- **High, Medium, Low, Low**
- Increasingly fusing IP and technology for capital efficiency

### Rationale

- ‘New News’ drives visitation
- Family attractions less capex intensive

### HIGH YEAR

- Major thrill investment
- ‘Sweet spot’ of target market
- Licensed IP **PLUS** leading edge product

### MEDIUM YEAR

- Family land proposition
- Complements Hotel Launch
- Leverage launch of IP New Movie Release

### LOW YEAR

- Existing product upgrade
- New Thrill Brand experience
- Internal IP **PLUS** cutting edge technology (Virtual Reality)
Recovery trajectory anticipated to be 2 Years

Cost base restructuring provides greater ongoing workforce flexibility

Strategic Growth Drivers remain the key focus

Compelling Day Trip and Short Break News

--> Rebuilding trust and reputation
## SHORT BREAKS OPPORTUNITY

The Short Breaks Market offers an opportunity to increase resilience of revenues, enhance guest satisfaction and grow EBITDA.

<table>
<thead>
<tr>
<th></th>
<th>Increased catchment area</th>
<th></th>
<th>Visibility &amp; Resilience of Revenues</th>
<th></th>
<th>Growth in Multi-Day Visitation</th>
<th></th>
<th>New Revenue Streams</th>
<th></th>
<th>Improved Guest Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<td></td>
<td></td>
<td></td>
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<td></td>
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<td>3</td>
<td></td>
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<td></td>
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<td>4</td>
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<tr>
<td>5</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2020+</th>
</tr>
</thead>
<tbody>
<tr>
<td>% guests overnight</td>
<td>35%</td>
<td>50%</td>
</tr>
<tr>
<td># rooms</td>
<td>516</td>
<td>700-1000</td>
</tr>
<tr>
<td>% guests overnight</td>
<td>35%</td>
<td>50%</td>
</tr>
<tr>
<td># rooms</td>
<td>247</td>
<td>700-1000</td>
</tr>
</tbody>
</table>
Build on market perception by driving understanding of the immersive, exciting theme park short break experience.

Establish the Theme Park Short Break

Unique Accommodation + Lots to Do + Constant News + Made Easy
STRAIGHTL IN ACTION - 2016

1. Existing Estate Growth via Capex

2. Transformation to Short Break Destinations

3. Strategic Synergies
NEW OPENINGS AND ACQUISITIONS

John Jakobsen  
_Chip New Openings Officer_

30 years’ experience in business development, operations and executive roles at Merlin and LEGO
Over the next 5 years, the New Openings Group will:

- Open 40 new Midway attractions and 4 new LEGOLAND Resorts
- Increase annual visitation by c20m
- Hire 7,000 new team members
- ...and integrate any Acquisitions.
NEW OPENINGS GROUP

SCOPE

- Implementation
  - Operate for 12 – 18 months post opening

- Business development
  - Implementation
  - Operate for 12 – 18 months post opening

- Operate outside of Existing Estate
  - Integrate into Merlin

CHALLENGES

- Higher pace of openings

- Greater frequency of openings
  - Park → Resort

- Approach pending specific acquisition
John Jakobsen
Chief New Openings Officer

John Ussher
LLP Developments

Brian Shaw
Finance Director

Ben Thompson
Marketing Director

Jacquie Kirk
HR Director

Meike Schulze
Acquisitions and Midway
New Openings

17 Years with Merlin –
Midway Attractions

Previously Divisional
Director for Midway Asia

Based in Hamburg

Meike Schulze
Acquisitions and Midway
New Openings

17 Years with the
LEGOLAND division

Opening LEGOLAND
Florida and Malaysia

Based in Vancouver

John Ussher
LLP Developments

20 Years with Merlin
Finance

Previously Finance Director
for LEGOLAND
Development

Based in California

Brian Shaw
Finance Director

Ben Thompson
Marketing Director

Joined in 2015

Joins in April

Jacquie Kirk
HR Director

Previously with Mars
and Disney

Previous with Royal Caribbean
Cruises Ltd

Based in UK

John Jakobsen
Chief New Openings Officer

Joined LEGOLAND in 1985

Previously General Manager of LEGOLAND
California and LEGOLAND Deutschland

Appointed MD of LEGOLAND Parks in 2007

Current role since June 2015
MIDWAY ROLL OUT

2016 pipeline

7 OPENINGS IN 2016

Michigan

Arizona

Rome

Istanbul

Shanghai

Chongqing
2016 KEY DEVELOPMENT PROJECTS
LEGOLAND PARKS DEVELOPMENT

WHY?

❖ All 4 existing Resorts performing well
❖ LEGOLAND Malaysia and LEGOLAND Florida:
  ❖ Delivered expectations
  ❖ Converted Park to Resort

HOW?

❖ LEGOLAND Florida and Malaysia opened within 11 months
❖ 3 Parks currently scheduled to open within 24 months
❖ Flexibility by mixing business models
Open 4 new LEGOLAND Parks by end of 2020

Business development focus on US and China for the 10th resort

15 LEGOLAND Resorts by 2030

Three possible business models:

- **Fully Owned - Operated**
  - High Ownership
  - All Operations

- **Operated and Leased**
  - Medium Ownership
  - All Operations

- **Management Contract**
  - No Ownership
  - All Operations
EXISTING PARKS

LEGOLAND California  
March 1999

LEGOLAND Florida  
October 2011

LEGOLAND Windsor  
March 1996

LEGOLAND Billund  
June 1968

LEGOLAND Deutschland  
May 2002

LEGOLAND Malaysia  
September 2012

Existing attractions
STATUS ON LEGOLAND DUBAI

- Part of Dubai Parks and Resorts
- Management Contract
- Un-locked other opportunities: - Waterpark and more to come
- On schedule for opening in October 2016
STATUS ON LEGOLAND JAPAN

- Well located in the centre of Japan
- 4th Merlin attraction in Japan
- Operated and Leased model
- Planned for summer 2017 opening
- A LEGOLAND Hotel planned for Q1 2018
 STATUS ON LEGOLAND KOREA

- Strong location 60km from Seoul
- Operated and Leased model
- Provincial government anchors the project
- Infrastructure going in
- High potential for Resort development
LONGER TERM VISION

At least 25 LEGOLAND Resorts around the world in the fullness of time

- +5 in Americas
- +2 in Europe
- +2 in Middle East and Africa
- +7 in Asia Pacific

Existing and announced attractions

Approximate additional number of LEGOLAND Parks possible, longer term
Update on Merlin IT and Digital Guest Journey

Emma Woods
Group Marketing and Digital Director
25 years’ experience in consumer marketing

Mark Allsop
Global CIO
20 years’ experience in large digital media organisations
Overarching IT Strategy...

1. Strengthening the Foundations
2. Protect the Business
3. Support the Guest Journey

...underpinned by clear Guiding Principles

- Focus on our guests
- Get mobile
- Deliver global solutions and drive standardisation
- Use Software as a Service
- Test and learn
1 Strengthening the Foundations

- New data centres in USA, Hong Kong and UK
- Desktop refresh with over 3,000 new PCs and 3,000 tills replaced
- Network upgrades with CenturyLink and O2 across all offices and attractions
- Wi-Fi now live in over 42 sites

2 Protect the Business

- Invested over £3m to secure PCI DSS compliance and protect data
- ID controls and reviewed access entitlement
- Global standards for website security including penetration testing
- Updated core finance systems and implemented disaster recovery plans
Support the Guest Journey

Key to supporting the guest journey is identifying **best of breed** partners such as Accesso and O2, who have **shared visions around mobile**

<table>
<thead>
<tr>
<th>Mobile sales and ticketing</th>
<th>Upselling, cross-selling, quick-selling</th>
<th>Software as a Service (SaaS)</th>
<th>Standardization</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cluster ticketing</td>
<td>Annual Pass management</td>
<td>Queue-busting</td>
<td>An award-winning system</td>
</tr>
</tbody>
</table>

Support the Guest Journey
By the end of 2015, Accesso was already live across most US attractions.

USA
Orlando Cluster
SLC Charlotte
LDC Atlanta
LDC Boston
LDC Westchester
Kansas Cluster
Dallas Cluster
LDC Chicago
SLC Michigan
MT New York
MT Washington
MT Las Vegas
Dungeon San Francisco
MT San Francisco
SLC Arizona
SLC Minnesota

EMEA
Thorpe Park (eCommerce only)
SLC Birmingham
About to go live across London

London
- London Eye
- MT London
- SLC London
- London Dungeon
- Dreamworks Tours: Shrek’s Adventure! London
Focus for 2016: EMEA and ANZ

EMEA
European Midways
UK Parks

ANZ
ANZ Midways
The final stage: ASIA PAC and final parks
Merlin’s digital guest journey: three stages

**BEFORE VISITS**
- Considering
- Investigating
- Purchasing
- Confirming

**DURING VISITS**
- Entertain me (even in the boring bits)
- Anticipate my needs
- Manage my day

**AFTER VISITS**
- Understand satisfaction
- Consider the next thing

**OUR DIGITAL TOOLKIT**
- CRM Databases
- Wireframes
- Accesso
- Q-Bot
- Wi-Fi
- Mobile App
- iBeacons
- CRM

**Merlin’s digital guest journey**

1. **Before visits**
   - Considering
   - Investigating
   - Purchasing
   - Confirming

2. **During visits**
   - Entertain me (even in the boring bits)
   - Anticipate my needs
   - Manage my day

3. **After visits**
   - Understand satisfaction
   - Consider the next thing

---

**Merlin’s digital guest journey:**

- **Before visits:**
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  - Investigating
  - Purchasing
  - Confirming

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**Merlin’s digital guest journey:**

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  - Purchasing
  - Confirming

- **During visits:**
  - Entertain me (even in the boring bits)
  - Anticipate my needs
  - Manage my day

- **After visits:**
  - Understand satisfaction
  - Consider the next thing
**Global CRM Approach**

**OUR DIGITAL TOOLKIT**
- CRM Databases
- Wireframes
- Accesso
- Q-Bot
- Wi-Fi
- Mobile App
- iBeacons
- CRM

**BEFORE VISITS**

**DURING VISITS**

**AFTER VISITS**

**Principles**
- One global database
- Single customer view: MOSAIC profiled for fuller pictures of the guest
- Customer-focused communication rules: relevant and timely (‘woo them when in the mood’)

**Timely and appropriate communications**
- Handraising emails
- Pre-visit teaser
- Post-visit trigger
- Short break up-sell

**Results**

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
<th>2016 (est)</th>
</tr>
</thead>
<tbody>
<tr>
<td>CRM programmes</td>
<td>UK</td>
<td>UK</td>
<td>UK, DE</td>
<td>UK, DE, DK, US</td>
</tr>
<tr>
<td>Global database size</td>
<td>1.3M</td>
<td>3M</td>
<td>5M</td>
<td>7M</td>
</tr>
<tr>
<td>Customer opens</td>
<td>19%</td>
<td>20%</td>
<td>25%</td>
<td>&gt;25%</td>
</tr>
</tbody>
</table>

Experian: travel sector 2015 average open rates 20%
# Mobile-first web design

## Principles

- Bring the experience to life: branded website designs which build on the CRM approach and tell relevant brand stories
- Focus on mobile devices: fully responsive sites

## Bringing the experience to life

![Madame Tussauds Website](image)

## Results

<table>
<thead>
<tr>
<th></th>
<th>2013</th>
<th>2015</th>
<th>2016 (est)</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of people browsing on a mobile</td>
<td>48%</td>
<td>63%</td>
<td>70%</td>
</tr>
<tr>
<td>Gross online sales*</td>
<td>189M</td>
<td>241M</td>
<td>272M</td>
</tr>
<tr>
<td>Gross mobile sales*</td>
<td>40M</td>
<td>91M</td>
<td>115M</td>
</tr>
</tbody>
</table>

*Sales includes online tickets plus online extras, but excludes any accommodation and tickets associated with accommodation packages
Accesso eCommerce Platform

**OUR DIGITAL TOOLKIT**

- CRM
- Databases
- Wireframes
- Accesso
- Q-Bot
- Wi-Fi
- Mobile App
- iBeacons
- CRM

**BEFORE VISITS**

**Principles**

1. Visual merchandising makes it easier for the customer to choose
2. Intuitive upsell and cross-sell
3. Direct-to-mobile ticketing means there’s no need to print tickets

**Intuitive, mobile-first design and direct-to-mobile ticketing**

**BEFORE VISITS**

**Results**

Desktop – marginal benefit
Mobile – guest is **25% more likely** to complete a mobile booking

**DURING VISITS**

**Results**

Desktop – marginal benefit
Mobile – guest is **25% more likely** to complete a mobile booking

**AFTER VISITS**

**Results**

Desktop – marginal benefit
Mobile – guest is **25% more likely** to complete a mobile booking
In-attraction brand app to help guests get more out of their visits

OUR DIGITAL TOOLKIT

<table>
<thead>
<tr>
<th>CRM Databases</th>
<th>Wireframes</th>
<th>Accesso</th>
<th>Q-Bot</th>
<th>Wi-Fi</th>
<th>Mobile App</th>
<th>iBeacons</th>
<th>CRM</th>
</tr>
</thead>
</table>

BEFORE VISITS

**Principles**

- Geofencing allows ‘hello’ and ‘goodbye’ messaging
- Maps and wayfinding increase guest satisfaction
- Beacons allow location-based contextual offers
- Trialled in Windsor, Summer 2015; being rolled out to California for 2016

**Results**

<table>
<thead>
<tr>
<th></th>
<th>App users vs non-users</th>
</tr>
</thead>
<tbody>
<tr>
<td>Customer Service</td>
<td>+6.0%</td>
</tr>
<tr>
<td>Improved Guest Queueing</td>
<td>+20%</td>
</tr>
<tr>
<td>Conversion of relevant offers</td>
<td>+10–20%</td>
</tr>
</tbody>
</table>

**Typical in-attraction messaging**

Trial for 8 weeks in July/August 2015 in LEGOLAND Windsor
Based on responses to the questions: 1 How would you rate the customer service? 2 How much would you agree with the following statement?: ‘Standing in queue lines spoilt my visit’
Summary

• Since 2013: energy and investment in strengthening IT foundations and giving us a platform to develop a guest journey vision

• Increased digital capabilities across the business and identified some world-class vendors

• Three digital/IT thrusts for the future

1. Continue to roll out Guest Journey Programme
2. Support the commercial drivers
3. Fit for future short breaks customer journey
CHINA STRATEGY

Putnam Shin
Divisional Director, Midway Asia

Strategist and director with an international background
ASIA MIDWAY TODAY

- 12 Midway attractions in Asia
- 4 in mainland China
- 1 in Hong Kong
- 3 to open in China in 2016

LDC Osaka under New Openings Group following its opening in 2015
Merlin China – Target Market (mil)

Source: Goldman Sachs: China Consumer Close Up (Jan 2015); US Population reflect 2012 data from same report
CHINA – TARGET CONSUMERS

Selection Criteria

<table>
<thead>
<tr>
<th>Criteria</th>
<th>Bar Length</th>
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<tbody>
<tr>
<td>Unique</td>
<td>Long</td>
</tr>
<tr>
<td>High Quality</td>
<td>Medium</td>
</tr>
<tr>
<td>Safe</td>
<td>Medium</td>
</tr>
<tr>
<td>Good service</td>
<td>Medium</td>
</tr>
<tr>
<td>Educational</td>
<td>Medium</td>
</tr>
<tr>
<td>Kid Centric</td>
<td>Medium</td>
</tr>
<tr>
<td>Fun</td>
<td>Short</td>
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<tr>
<td>Social Interaction</td>
<td>Shortest</td>
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</table>

Emerging Trends

<table>
<thead>
<tr>
<th>Trend</th>
<th>Bar</th>
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<td>Online</td>
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<tr>
<td>OTAs</td>
<td>Medium</td>
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<tr>
<td>Mobile Commerce</td>
<td>Medium</td>
</tr>
<tr>
<td>App Commerce</td>
<td>Short</td>
</tr>
<tr>
<td>New Developments</td>
<td>Existing Estate</td>
</tr>
<tr>
<td>------------------------------------------------------</td>
<td>-----------------------------------------------------------</td>
</tr>
<tr>
<td>✷ Accelerate in Tier 1 cities</td>
<td>✷ Launch new innovative products each year</td>
</tr>
<tr>
<td>✷ Pursue opportunistically in other cities</td>
<td>✷ Differentiate through product quality and service</td>
</tr>
<tr>
<td>✷ Introduce new brands</td>
<td>✷ Realise cluster synergies</td>
</tr>
<tr>
<td>✷ Develop clusters</td>
<td>✷ Leverage national brand, scale and network</td>
</tr>
<tr>
<td>✷ Unlock opportunities through partnerships</td>
<td></td>
</tr>
</tbody>
</table>
MERLIN - CMC JOINT VENTURE

New Brands

- **LEGOLAND (Shanghai)**
- **The Dungeons (China)**
- **Kung Fu Panda (China)**
- **New Brands (China)**
- **LEGOLAND Discovery Center (1 in Shanghai)**
MERLIN – CMC JOINT VENTURE

**Development**

- Capitalise Merlin’s and CMC’s access to popular brands and IP
- Leverage relationships & network to access premium locations
- Adapt content to local tastes

**Management**

- Leverage existing Merlin divisional & global infrastructure
- Rely on Merlin know-how and experience for daily operations
- Utilise local networks and relationships
SUMMARY AND CLOSING REMARKS

Nick Varney, Chief Executive Officer
SUMMARY 2016-20

- Existing Estate long term growth underpinned by product, synergies and resort positioning

- NBD accelerated growth based on market potential and strong pipeline:
  - 2000 more hotel / accommodation rooms
  - 40 new Midway attractions
  - 4 more LEGOLAND Resorts

- The ‘sparkle’ from IP partnerships and strategic investments

- Merlin’s competitive advantages well suited to evolving market context

- A strong and motivated management team!
APPENDIX
## REVISED ALLOCATION OF CENTRAL COSTS

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015 as reported</th>
<th>Adjustment</th>
<th>2015 – prior basis</th>
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<tbody>
<tr>
<td>Midway</td>
<td>221</td>
<td>(4)</td>
<td>217</td>
</tr>
<tr>
<td>LEGOLAND Parks</td>
<td>169</td>
<td>(1)</td>
<td>168</td>
</tr>
<tr>
<td>RTP</td>
<td>47</td>
<td>(2)</td>
<td>45</td>
</tr>
<tr>
<td>Central</td>
<td>(35)</td>
<td>7</td>
<td>(28)</td>
</tr>
<tr>
<td><strong>Group EBITDA</strong></td>
<td><strong>402</strong></td>
<td><strong>nil</strong></td>
<td><strong>402</strong></td>
</tr>
</tbody>
</table>
## Exceptional Items

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Refinancing</td>
<td>13</td>
<td>-</td>
</tr>
<tr>
<td>Loss on re-measurement of financial liabilities measured at amortised cost</td>
<td>-</td>
<td>23</td>
</tr>
<tr>
<td>Net exceptional items</td>
<td>13</td>
<td>23</td>
</tr>
<tr>
<td>Tax impact</td>
<td>(3)</td>
<td>(6)</td>
</tr>
<tr>
<td>Post tax exceptional items</td>
<td>10</td>
<td>17</td>
</tr>
</tbody>
</table>

Actual currency Definitions are provided in the appendix
### 2015 LIKE FOR LIKE GROWTH

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>Week 18</th>
<th>Week 26</th>
<th>Week 36</th>
<th>Week 52</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midway</td>
<td>-</td>
<td>2.9%</td>
<td>2.6%</td>
<td>2.3%</td>
</tr>
<tr>
<td>LEGOLAND Parks</td>
<td>-</td>
<td>6.0%</td>
<td>6.7%</td>
<td>8.2%</td>
</tr>
<tr>
<td>Resort Theme Parks</td>
<td>-</td>
<td>(2.0)%</td>
<td>(11.4)%</td>
<td>(12.4)%</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>3.3%</td>
<td>2.8%</td>
<td>0.3%</td>
<td>0.4%</td>
</tr>
</tbody>
</table>

Definitions are provided in the appendix
All figures represent cumulative, year to date performance
## NET DEBT

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
</tr>
</thead>
<tbody>
<tr>
<td>Loans and borrowings</td>
<td>1,007</td>
<td>1,136</td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>(152)</td>
<td>(285)</td>
</tr>
<tr>
<td>Total</td>
<td>855</td>
<td>851</td>
</tr>
<tr>
<td>Finance lease obligations</td>
<td>82</td>
<td>84</td>
</tr>
<tr>
<td>Net Debt</td>
<td>937</td>
<td>935</td>
</tr>
<tr>
<td>Net Debt / EBITDA</td>
<td>2.3x</td>
<td>2.3x</td>
</tr>
</tbody>
</table>

### Credit Ratings

- **S&P**: BB, positive outlook
- **Moody’s**: Ba2, stable outlook
### COST BREAKDOWN

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
<th>Constant Currency</th>
<th>Reported Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employment costs</td>
<td>327</td>
<td>312</td>
<td>7.3%</td>
<td>4.8%</td>
</tr>
<tr>
<td>% of revenue</td>
<td>25.5%</td>
<td>24.9%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rent</td>
<td>87</td>
<td>83</td>
<td>5.9%</td>
<td>4.8%</td>
</tr>
<tr>
<td>% of revenue</td>
<td>6.8%</td>
<td>6.6%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Marketing</td>
<td>68</td>
<td>62</td>
<td>10.6%</td>
<td>8.8%</td>
</tr>
<tr>
<td>% of revenue</td>
<td>5.3%</td>
<td>5.0%</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other</td>
<td>201</td>
<td>200</td>
<td>2.5%</td>
<td>0.6%</td>
</tr>
<tr>
<td>% of revenue</td>
<td>15.7%</td>
<td>16.0%</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
## MIDWAY REVENUE SPLIT

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
<th>Reported Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory visitors¹ (m)</td>
<td>39.2</td>
<td>37.8</td>
<td>3.8%</td>
</tr>
<tr>
<td>Revenue per capita (£)</td>
<td>13.66</td>
<td>13.35</td>
<td>2.3%</td>
</tr>
<tr>
<td>Visitor revenue</td>
<td>536</td>
<td>504</td>
<td>6.2%</td>
</tr>
<tr>
<td>Other revenue</td>
<td>25</td>
<td>25</td>
<td>1.3%</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td><strong>561</strong></td>
<td><strong>529</strong></td>
<td><strong>6.0%</strong></td>
</tr>
</tbody>
</table>

¹ Statutory visitors, excluding joint ventures and management contracts

Definitions are provided in the appendix
### LEGOLAND PARKS REVENUE SPLIT

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
<th>Reported Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory visitors (m)</td>
<td>11.0</td>
<td>10.7</td>
<td>2.8%</td>
</tr>
<tr>
<td>Revenue per capita (£)</td>
<td>31.62</td>
<td>29.97</td>
<td>5.5%</td>
</tr>
<tr>
<td>Visitor revenue</td>
<td>348</td>
<td>321</td>
<td>8.5%</td>
</tr>
<tr>
<td>Other revenue</td>
<td>81</td>
<td>65</td>
<td>24.3%</td>
</tr>
<tr>
<td><strong>Total revenue</strong></td>
<td><strong>429</strong></td>
<td><strong>386</strong></td>
<td><strong>11.2%</strong></td>
</tr>
</tbody>
</table>

1 Statutory visitors, excluding LEGOLAND Malaysia
Definitions are provided in the appendix
## RESORT THEME PARK REVENUE SPLIT

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2015</th>
<th>2014</th>
<th>Reported Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statutory visitors(^1) (m)</td>
<td>10.3</td>
<td>12.0</td>
<td>(14.2)%</td>
</tr>
<tr>
<td>Revenue per capita (£)</td>
<td>21.85</td>
<td>22.75</td>
<td>(4.0)%</td>
</tr>
<tr>
<td>Visitor revenue</td>
<td>224</td>
<td>272</td>
<td>(17.6)%</td>
</tr>
<tr>
<td>Other revenue</td>
<td>61</td>
<td>59</td>
<td>2.8%</td>
</tr>
<tr>
<td>Total revenue</td>
<td>285</td>
<td>331</td>
<td>(14.0)%</td>
</tr>
</tbody>
</table>
## LEGOLAND JAPAN AND LEGOLAND KOREA COMBINED FINANCIALS

<table>
<thead>
<tr>
<th></th>
<th>2015</th>
<th>2016</th>
<th>2017</th>
<th>2018</th>
</tr>
</thead>
<tbody>
<tr>
<td>Capex</td>
<td>£6m</td>
<td>c£40m</td>
<td>c£45m</td>
<td>c£20m</td>
</tr>
<tr>
<td>Pre-opening costs</td>
<td>&lt;£1m</td>
<td>£3m-£5m</td>
<td>£5m-£10m</td>
<td>£1m-£2m</td>
</tr>
</tbody>
</table>
## FX SENSITIVITY

Tables show impact of translating 2014 reported results at actual, 2015 average rates
Definitions are provided in the appendix

### Revenue impact, £m

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2014</th>
<th>2015</th>
<th>% Change</th>
<th>Revenue impact, £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>1.66</td>
<td>1.54</td>
<td>7.4%</td>
<td>22</td>
</tr>
<tr>
<td>EUR</td>
<td>1.24</td>
<td>1.39</td>
<td>(11.5)%</td>
<td>(26)</td>
</tr>
<tr>
<td>AUD</td>
<td>1.82</td>
<td>2.04</td>
<td>(11.9)%</td>
<td>(9)</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td>(6)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>(19)</strong></td>
</tr>
</tbody>
</table>

### EBITDA impact, £m

<table>
<thead>
<tr>
<th>£ millions, unless stated</th>
<th>2014</th>
<th>2015</th>
<th>% Change</th>
<th>EBITDA impact, £m</th>
</tr>
</thead>
<tbody>
<tr>
<td>USD</td>
<td>1.67</td>
<td>1.54</td>
<td>7.6%</td>
<td>9</td>
</tr>
<tr>
<td>EUR</td>
<td>1.25</td>
<td>1.40</td>
<td>(12.0)%</td>
<td>(9)</td>
</tr>
<tr>
<td>AUD</td>
<td>1.82</td>
<td>2.06</td>
<td>(13.2)%</td>
<td>(3)</td>
</tr>
<tr>
<td>Other</td>
<td></td>
<td></td>
<td></td>
<td>(1)</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td></td>
<td></td>
<td><strong>(4)</strong></td>
</tr>
</tbody>
</table>
### New unsecured bank facilities

<table>
<thead>
<tr>
<th>Total (£m)</th>
<th>Maturity</th>
<th>Interest rate</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>5Y Term Loan</strong></td>
<td>640</td>
<td>2020</td>
</tr>
<tr>
<td><strong>Bond</strong></td>
<td>363</td>
<td>2022</td>
</tr>
<tr>
<td><strong>Drawn Term Debt</strong>&lt;sup&gt;1&lt;/sup&gt;</td>
<td><strong>1,003</strong></td>
<td></td>
</tr>
<tr>
<td>£300m RCF (Undrawn)</td>
<td>300</td>
<td>2020</td>
</tr>
<tr>
<td><strong>Total Facilities</strong></td>
<td><strong>1,303</strong></td>
<td></td>
</tr>
</tbody>
</table>
## ATTRACTION COUNT

<table>
<thead>
<tr>
<th></th>
<th>UK</th>
<th>Cont. Europe</th>
<th>Americas</th>
<th>Asia Pacific</th>
<th>Group</th>
</tr>
</thead>
<tbody>
<tr>
<td>SEA LIFE</td>
<td>13</td>
<td>-</td>
<td>13</td>
<td>18</td>
<td>-</td>
</tr>
<tr>
<td>Madame Tussauds</td>
<td>2</td>
<td>-</td>
<td>2</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>Dungeons</td>
<td>5</td>
<td>-</td>
<td>5</td>
<td>3</td>
<td>-</td>
</tr>
<tr>
<td>LDC</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>2</td>
<td>1</td>
</tr>
<tr>
<td>Eye</td>
<td>2</td>
<td>-</td>
<td>2</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Shrek</td>
<td>-</td>
<td>1</td>
<td>1</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Midway</td>
<td>23</td>
<td>1</td>
<td>24</td>
<td>26</td>
<td>1</td>
</tr>
<tr>
<td>LLP</td>
<td>1</td>
<td>-</td>
<td>1</td>
<td>2</td>
<td>-</td>
</tr>
<tr>
<td>RTP(1)</td>
<td>4</td>
<td>-</td>
<td>4</td>
<td>3</td>
<td>(1)</td>
</tr>
<tr>
<td>Group</td>
<td>28</td>
<td>1</td>
<td>29</td>
<td>31</td>
<td>-</td>
</tr>
</tbody>
</table>

---

1 - Gardaland Water Park in Milan disposed of during the period, with immaterial financial impact.
## GLOSSARY

<table>
<thead>
<tr>
<th>Key terms</th>
<th>Definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>ARR</td>
<td>Average Room Rate</td>
</tr>
<tr>
<td>Cluster</td>
<td>A group of attractions located in a city close to one another</td>
</tr>
<tr>
<td>Constant Currency growth</td>
<td>Using 2015 exchange rates</td>
</tr>
<tr>
<td>EBITDA</td>
<td>Underlying basis, excluding exceptional items</td>
</tr>
<tr>
<td>LDC</td>
<td>LEGOLAND Discovery Centre</td>
</tr>
<tr>
<td>Lead price</td>
<td>Face value of a ticket, which may then be discounted</td>
</tr>
<tr>
<td>LFL</td>
<td>2015 Like for like growth refers to the growth between 2014 and 2015 on a constant currency basis using 2015 exchange rates and includes all businesses owned and operated before the start of 2014</td>
</tr>
<tr>
<td>LLB</td>
<td>LEGOLAND Billund Resort</td>
</tr>
<tr>
<td>LLC</td>
<td>LEGOLAND California Resort</td>
</tr>
<tr>
<td>LLD</td>
<td>LEGOLAND Deutschland Resort</td>
</tr>
<tr>
<td>LLD</td>
<td>LEGOLAND Deutschland Resort</td>
</tr>
<tr>
<td>LLF</td>
<td>LEGOLAND Florida Resort</td>
</tr>
<tr>
<td>LLM</td>
<td>LEGOLAND Malaysia Resort</td>
</tr>
<tr>
<td>LLP</td>
<td>LEGOLAND Parks Operating Group</td>
</tr>
<tr>
<td>LLW</td>
<td>LEGOLAND Windsor Resort</td>
</tr>
<tr>
<td>MAP</td>
<td>Merlin Annual Pass</td>
</tr>
<tr>
<td>Midway</td>
<td>Midway Attractions Operating Group</td>
</tr>
<tr>
<td>Key terms</td>
<td>Definition</td>
</tr>
<tr>
<td>----------------</td>
<td>---------------------------------------------------------------------------</td>
</tr>
<tr>
<td>NBD</td>
<td>New Business Development</td>
</tr>
<tr>
<td>Resident Market</td>
<td>The total population living within a two-hour drive of the attractions</td>
</tr>
<tr>
<td>ROCE</td>
<td>Underlying Operating Profit after tax divided by average net operating assets</td>
</tr>
<tr>
<td>ROIC</td>
<td>Average EBITDA over the first five years divided by total development capex</td>
</tr>
<tr>
<td>RPC</td>
<td>Revenue per Cap, defined as Visitor Revenue divided by number of visitors</td>
</tr>
<tr>
<td>RTP</td>
<td>Resort Theme Parks Operating Group</td>
</tr>
<tr>
<td>Second Gate</td>
<td>A visitor attraction at an existing resort with a separate entrance and for which additional admission fees are charged</td>
</tr>
<tr>
<td>SLC</td>
<td>SEA LIFE Centre</td>
</tr>
<tr>
<td>Visitors</td>
<td>Represents all individual visits to Merlin owned or operated attractions</td>
</tr>
</tbody>
</table>