



IAAPA

The Global Association
for the Attractions Industry



2020 ANNUAL REPORT



ON THE FRONT LINE

Dear IAAPA Members,

Around the world, we all felt the impact of the COVID-19 pandemic on our businesses, families, and lives in 2020. As attractions and manufacturers around the world were forced to shutter, many who fought to reopen discovered new ways of operating their business. The result was that no stone was left unturned throughout the global attractions industry. Our resiliency to weather the storm became evident by the creativity of those on the front line who operated more efficiently, while supporting each other.

As IAAPA's 2020 Annual Report illustrates, the global association for the attractions industry worked hard to support your recovery. In the past year, IAAPA authored and released new safety and security guidelines that assisted all our members around the world. The association also developed new educational programs and ways to communicate—from virtual expos and summits, to webinars and even streaming Funworld Live on Facebook—connecting each other when we could not be together in person.

While several events were canceled out of an abundance of caution in 2020, we have plans in place to again gather in person in the months ahead. This pandemic has shown us all how essential face-to-face meetings and trade shows are, while challenging us to stay flexible and stand ready to adapt to the needs of our members.

Following a year like no other, I feel it's important to thank our IAAPA team members in our regions and around the world. Each has developed and deployed new platforms and tools to help you find success on all levels. In addition, I personally would like to thank all our members who have served on committees; this has not been an easy year—but we have navigated it together.

A handwritten signature in black ink that reads "Amanda Thompson". The signature is written in a cursive style with a long horizontal line extending from the end.

Amanda Thompson OBE
2020 IAAPA Chairman of the Board
and Managing Director of
Blackpool Pleasure Beach

PURPOSE, VISION, MISSION

PURPOSE

We exist to connect the diverse and dynamic attractions industry, for the good of us all. Through this, we grow and improve our people, our companies, and our industry.

VISION

A diverse and dynamic association for the attractions industry with global reach and impact.

MISSION

We inspire, grow, and protect the global attractions industry through member connections.

IAAPA is the premier organizer of global attractions industry events and the facilitator of marketplace connections. Through this, we enable the success and competence of our members to deliver safe and memorable experiences to guests.

IAAPA will be an indispensable global resource for our members, an international authority for our industry, and a world-class workplace for our employees. IAAPA will have a significant presence in every region of the world and in every part of the growing and diversifying attractions industry. Through this, IAAPA will support the long-term sustainability of members, their partners, and communities.

IAAPA'S CORE VALUES

- ▶ **We treat others with respect.**
- ▶ **We operate with transparency.**
- ▶ **We are courageous and seek to innovate.**
- ▶ **We are inclusive and value collaboration.**
- ▶ **We are passionate about our industry and our work.**





IAAPA'S ROLE IN THE ROAD

IAAPA's diligence continues as the organization supported members around the world through the global coronavirus pandemic. IAAPA first focused on COVID-19 in early January 2020 as the virus began to impact our members in Asia. The association effectively addressed public health issues in the past, but such instances have paled in comparison in terms of complexity, concern, speed, and ease of transmission.

The global attractions industry includes a variety of permanently located attractions, including theme and amusement parks, water parks, family entertainment centers, museums, zoos, aquariums, science centers, resorts, cultural attractions, cruise lines, and more. To address the rapidly evolving outbreak, IAAPA facilitated calls between our members in Asia so they could share information and discuss modifying operations to reduce the health risks associated with the transmission of COVID-19. The outcome of those conversations included the development of preliminary operating guidelines that we shared with our members

throughout the region.

As the virus spread and rates of transmission increased across the world, our members started to feel the impact—in their countries, communities, and organizations. We also saw consumers begin to worry about visiting attractions as information about COVID-19 changed daily.

Building from the guidelines established by and for our members in Asia, we expanded that sharing initiative, holding calls and gathering input from members throughout the global attractions industry. We further developed the operating guidance with input and expertise from more than 60 companies around the world. We also enlisted the assistance of a respected infectious disease expert and referenced guidance provided by a variety of industries and government health agencies, including the World Health Organization and the U.S. Centers for Disease Control and Prevention. That information provided the foundation for our conversations and ensured the protocols and solutions we developed were based on science and the latest information available.



TO RECOVERY

The resulting “COVID-19 Reopening Guidance: Considerations for the Global Attractions Industry” was made available to our members in both English and Spanish and shared with local and regional governments and public authorities tasked with reopening their communities to help communicate the work the industry was doing to ensure safe operations for guests and employees. In addition, we created a thorough, member-exclusive resource center on the IAAPA website with timely information, contacts, updates, and data about the pandemic in each region.

Through this complex and collaborative process, we were confident that attractions, like many other businesses (grocery stores, retail establishments, etc.), could modify their operations and provide safe experiences for guests and employees. And while these new protocols often required limiting capacities to allow for physical distancing, the wearing of face coverings, and enhanced cleaning, our members worked with their local public health officials to develop operating plans that reduced

risks significantly and drove economic activity.

The protocols have worked. We are not aware of any mass coronavirus infections attributed to parks or attractions in any country in 2020. The guidelines also became a reference cited by the United Nations World Tourism Organization in its “Global Guidelines to Restart Tourism” and the World Travel & Tourism Council in its “Attractions: Global Protocols for the New Normal” resource.

The economic impact of the pandemic on the attractions industry proved devastating. Some attractions closed and were not allowed to reopen—even with COVID-19 safety protocols in place. Some shuttered for several months, while others remained open but at greatly limited capacities. Sadly, some IAAPA members may never reopen again; the effects of lost revenue and business for such an extended time left an irrevocable impact.

IAAPA has worked with governments to assure them attractions can open safely. We will continue to do so until all attractions can open at 100% capacity.

IAAPA 2020 HIGHLIGHTS

A look at the association's significant activities and accomplishments from the past year is below. Keep in mind, these were all accomplished with the IAAPA team working remotely from March to December.

MEMBERSHIP

Many members endured a difficult year, unable to open or only able to open for a short period before the virus forced them to close again. That difficulty impacted some members' ability to maintain their IAAPA membership. In fact, the pandemic affected all membership types and regions, and the association finished the year down 20% in

membership compared to our all-time record membership year in 2019. Cancelling our Expos played a significant role in membership since the in-person events often provide a catalyst for companies to join or renew their membership. At the same time, the team worked to deliver member value through a number of new digital engagement opportunities. (See page 11 for details.)

GLOBAL MEMBERSHIP OVERVIEW

TOTAL MEMBERSHIP

	2020	2019	% change
Facilities	1,976	2,495	-21%
Manufacturers and Suppliers	2,279	2,880	-21%
Individuals	202	226	-11%
Students	604	747	-19%
Total	5,061	6,348	-20%

REGIONAL MEMBERSHIP OVERVIEW

	ASIA-PACIFIC			EMEA			LATIN AMERICA, CARIBBEAN			NORTH AMERICA		
	2020	2019	% change	2020	2019	% change	2020	2019	% change	2020	2019	% change
Facilities	166	198	-16%	575	586	-2%	272	357	-24%	963	1,354	-29%
Manufacturers and Suppliers	292	459	-36%	707	784	-10%	46	59	-22%	1,234	1,578	-22%
Individuals	16	18	-11%	32	25	28%	12	11	9%	142	172	-17%
Students	13	29	-55%	159	169	-6%	9	16	-44%	423	533	-21%
Total	487	704	-31%	1,473	1,564	-6%	339	443	-23%	2,762	3,637	-24%

AMID THE PANDEMIC, IAAPA LAUNCHES NEW PROFESSIONAL DEVELOPMENT ECOSYSTEM

After three years of planning and work, IAAPA's Global Education team introduced a new professional development ecosystem to benefit the industry. At the same time, the team responded to the pandemic to best serve the membership.

COVID-19 Response

The IAAPA team, in collaboration with the IAAPA Global Education Committee and the Regional Education Subcommittees adapted to the ever-changing environment brought on by the pandemic. Some examples to support our members included:

- Aligned the education content and delivery strategy with content provided by the Funworld editorial team to execute coordinated, timely, and relevant articles, video news reports, webinars, Facebook Live events, and other resources on a COVID-19 page on IAAPA's website.
- Delivered COVID-19-specific webinars on a variety of topics, including risk mitigation, management, business continuity, and reopening safety protocols.
- Provided IAAPA members with complimentary access to more than 100 online courses. Through this five-month initiative, 1,400 individuals took more than 14,000 courses that covered a variety of topics ranging from COVID-19 to diversity, inclusion, and equity topics.
- Refreshed the "First Steps" training series on safety, game operations, guest relations, ride operations, and supervision.
- Introduced on-demand courses that focus on core skills in three content clusters: people, personal, and business.
- Collaborated with the National Restaurant Association to bring IAAPA members access to the ServSafe training and certification program at a discount.

IAAPA's Online Learning Portal

We completely overhauled the user experience and content and introduced IAAPA's Online Learning Portal, which provides members with 24/7 access to on-demand training.

- In collaboration with the IAAPA Global Safety Committee, we launched a five-part security training video series to provide a greater understanding of how to screen guests and recognize and respond to critical incidents, such as hostile intruders, those behaving in a suspicious manner, or people displaying heightened emotions.



IAAPA Certification

IAAPA's certification program was completely overhauled, which will greatly expand access to members around the globe. The primary change is individuals will need to pass an examination to earn an IAAPA certification designation in the future. Activities completed in 2020 included:

- Onboarding IAAPA's first dedicated team member to oversee the entire lifecycle management of the current and soon-to-be-launched certification program.
- Transitioning the IAAPA Certified Attractions Manager (ICAM) designation to the IAAPA Certified Attractions Professional (ICAP) designation. Those who currently hold the ICAM designation will be grandfathered into the ICAP designation in early 2021. The program continues to provide an IAAPA Certified Attractions Executive (ICAE) designation as well, based on a case study-focused certification exam.
- Developing the first global job task analysis, which identified the knowledge, skills, and abilities important for our industry.
- Creating a global validation survey, which verified the work of the job task analysis. The survey is the final step to ensure the exams will align with the needs of the industry and create the blueprint for future examinations. The ICAP designation focuses on the individual, while the ICAE certification focuses on how executives apply their knowledge, skills, and abilities across the organizational level.
- Founding an item-writing team to develop questions for future exams.
- Establishing criteria for professionals to maintain their certification every three years.

Institute Curriculum

IAAPA's two flagship curriculum programs—IAAPA Institute for Attractions Managers and IAAPA Safety

Institute—continue to evolve to meet member needs. Even before the impacts of COVID-19, IAAPA planned additional ways to deliver these programs to members globally in a virtual environment. In early 2020, the professional development team successfully developed and delivered both programs virtually, increasing access to these important experiences around the world.

To support the on-demand learning preferences for members and further meet their needs, these courses are available in IAAPA's Online Learning Portal in a "light" version. These on-demand courses are meant to provide an overview and drive demand toward the full course.

Following the effects of the pandemic, we delayed the relaunch of the IAAPA Institute for Executive Education. This course builds on the learnings of the IAAPA Institute for Attractions Managers program and prepares attendees for moving into a senior leadership position within their company. The team will explore a virtual delivery of this experience in 2021 and will make plans to resume periodic in-person experiences when the time is right.

Educational Partnerships

For the first time, IAAPA Education is launching an Education Partnership program to allow for partnership opportunities throughout the educational ecosystem. Several options are available for IAAPA members to highlight their company, furthering the overall membership value proposition and generating additional revenue for the association.

EDUCATION

RECORD NUMBER OF WEBINARS IN 2020

IAAPA hosted a record 79 webinars, including two specifically for manufacturers and suppliers (M&S): "Strategies for the M&S Community During COVID-19" and "CEO Perspective: The Mindset to Thrive During Turbulent Times." More than 8,600 people attended IAAPA webinars in 2020, which were offered in English, Spanish, and Portuguese.

LIMITED IN-PERSON EVENTS IN 2020

Sixty people attended the IAAPA EMEA Summit in South Africa from Jan. 27 to Feb. 1. This event also included two Meet IAAPA events—one at Gold Reef City Theme Park in Johannesburg and one at Two Oceans Aquarium in Cape Town.

More than 170 family entertainment center (FEC) professionals gathered in Stone Mountain, Georgia, Jan. 26-28, for the eighth annual IAAPA FEC Summit—the attractions industry's leading international conference for the FEC community.

IAAPA North America held its first-ever Meet IAAPA event in Canada at Ripley's Believe It or Not! in Niagara Falls, Ontario. Nearly 140 people attended the March 3 event.

Over 150 attractions industry colleagues came together for IAAPA Leadership Summit 2020 in Los Angeles, California, March 11-13. Attendees heard from industry experts about creativity, innovation, and collaboration and gained fresh insight into their impact on guest experiences, team dynamics, training, and more.

Meet IAAPA in Macao on Sept. 26 featured a virtual meet-up and tour attended by 30 industry professionals, followed by an in-person networking event with 28 attendees.

More than 100 people attended IAAPA Safety Institute Shanghai on Oct. 29.

VIRTUAL EVENTS REPLACE EXPOS

Due to COVID-19-related travel concerns and restrictions, the pandemic forced changes to IAAPA's three major Expos. Planned for London, England, IAAPA Expo Europe 2020 was canceled. IAAPA Expo Europe 2021 is scheduled for Sept. 27-30 in Barcelona, Spain, and will return to London in 2022.

IAAPA Expo Asia 2020 pivoted to IAAPA Virtual Expo: Asia, which featured both a virtual trade show and education conference from July 28-30. A total of 3,100 people participated in the event, including 131 exhibitors and 21 speakers. The event schedule also included nine education sessions and seven networking events.

IAAPA Expo 2020 also could not happen in person this year, but IAAPA still brought members



together to learn, share, and connect at IAAPA Expo | Virtual Education Conference. More than 25 unique sessions planned for IAAPA Expo moved online, connecting attendees to industry pros. The virtual event took place Nov. 16-18 and included keynote presentations, education sessions, and networking opportunities through unique events and virtual lounges. Experts shared valuable insights and best practices regarding safety, operations, marketing, and more. The 2020 IAAPA Awards also were presented, including the IAAPA Hall of Fame Awards, IAAPA Service Awards, and IAAPA Young Professional of the Year Award.

In addition, we held IAAPA Virtual Conference: The Americas, a new collaborative education event between the North America and Latin America, Caribbean regions on Sept. 2-3. The meeting attracted 188 attendees and featured 10 sessions presented in Spanish and English.

Also in September, two additional IAAPA regions teamed up for IAAPA Virtual Conference: EMEA and APAC. This online event provided 21 sessions for participants to strengthen their leadership skills, learn best practices, and take advantage of the valuable sharing of peer-to-peer expertise. The innovative education platform connected both regions where 223 attendees benefited from timely topics centered around marketing, leadership, and operations.

In looking for new ways to engage our M&S and facility members, Deal Days in December was held for the first time. More than 85 M&S companies participated with many attendees visiting the event. Deal Days allowed M&S companies to present their products to facilities in a new format.

REGIONAL OFFICES SUPPORT AND ADVOCATE FOR PANDEMIC ASSISTANCE

Asia-Pacific

- As the Asia-Pacific (APAC) region was the first to face COVID-19, the IAAPA APAC team quickly responded with COVID-19-specific webinars, fact sheets, operator videos to share knowledge, IAAPA's first exchange group for COVID-19, and government updates.
- Subsequently, the team sent letters of appeal to governments in the region to support reopening of parks and attractions that included APAC and global reopening guidance documents.

Europe, Middle East, Africa

- IAAPA Europe, Middle East, Africa (EMEA) launched the IAAPA EMEA Workplace, a networking and connection tool for all IAAPA members to exchange information. More than 800 IAAPA members from all over the world registered, and that success led to introductions of similar groups in Latin and North America.
- The team introduced IAAPA Live Chats, where members from specific constituencies and departments discussed experiences in an open format as related to the pandemic.
- Prominent members of the IAAPA EMEA Advisory Committee formed the COVID-19 Exchange Group, where members could share their experiences and ask questions.
- Government relations activities included working with authorities and political stakeholders to elevate the needs of the industry and explain how attractions could reopen safely and responsibly. We also worked with national associations to publish the "COVID-19 Reopening Guidance," ultimately distributing the document that promoted reopening and safe operations.

Latin America, Caribbean

- "IAAPA COVID-19 Reopening Guidance: Considerations for the Global Attractions

Industry" has served as the base guidelines for many national associations, and operators have used them to create their own reopening protocols to present to their local governments across Latin America and the Caribbean.

- The Ministry of Tourism in Brazil launched a Responsible Tourism Seal and referenced the "IAAPA COVID-19 Reopening Guidance."

North America

- Advocacy efforts in North America ramped up immediately with the onset of the pandemic. IAAPA provided weekly public affairs updates and grassroots advocacy alerts to U.S. members. Grassroots advocacy initiatives resulted in an average of 900-plus member communications sent directly to Congress. IAAPA created COVID-19 task forces and scheduled regular calls in the United States and Canada to discuss learning and communicate measures in states/provinces to assist members navigating through the reopening process. IAAPA sent letters to the U.S. Congress directly and participated in multiple coalitions of businesses and associations to highlight federal needs and ask for relief for the attractions industry as well as to emphasize needs regarding Paycheck Protection Program (PPP) funding, Small Business Administration (SBA) programs, and more. IAAPA also contracted lobbyists in multiple states to assist with COVID-19-related issues, including promoting reopening safety protocols and communicating relief needs.
- The team established regular COVID-19 discussion groups with IAAPA members in the U.S. and Canada to examine issues faced by members on a federal, state, and province level. Sharing learnings and areas of concern helped to provide timely information to solve issues collectively.



IAAPA'S CONTINUOUS GLOBAL SAFETY AND ADVOCACY WORK

- Supported the industry and national associations with letters to government authorities in Argentina, Brazil, Colombia, Ecuador, Mexico, and Peru.
- Translated amusement ride safety standard ASTM F770 into Vietnamese to support local members and operator needs.
- Worked with the European Commission on security-related issues and a proposed revision to the Machinery Directive.

COMMUNICATION

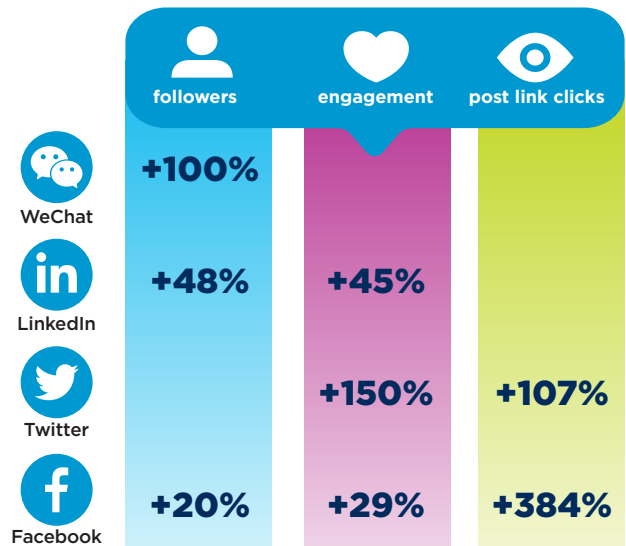
SOCIAL MEDIA ENGAGEMENT GROWS

In 2020, membership engagement reached an all-time high across multiple channels. Understanding the crucial need for member connection, IAAPA pivoted its communication strategy to increase engagement through social media. These were easily accessible channels and could be used in real time across all regions. Through creative new programs, including Funworld Live events with members, we highlighted custom digital content written by the Funworld team. New Community Groups on Workplace were used by more than 800 members in the EMEA region along with the Latin America, Caribbean region and North America. By year-end, IAAPA's main social channels saw a significant jump in followers.

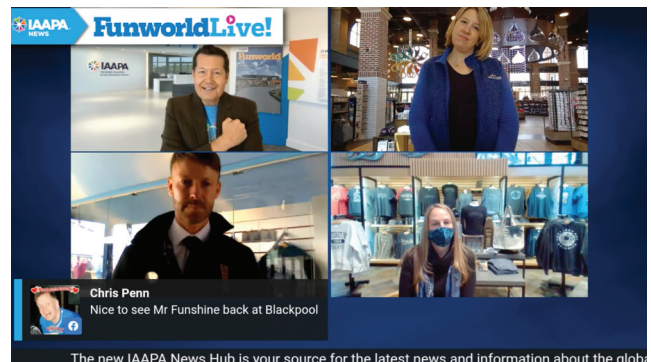
FUNWORLD LIVE DEBUTS

In April, the association debuted Funworld Live, a talk show-style video program that streams live to Facebook. Produced monthly, the show brings together thought leaders from around the globe to share their experiences as owners, operators, manufacturers, and suppliers. Programs ranged from how to safely hold Halloween events to the proactive pivots members made that brought success. The interactive nature of the show allows viewers to ask questions in real time and make comments appearing on the screen. Meanwhile, the archival ability of Facebook allows members to watch each episode on demand. In its inaugural season, more than 25,000 people watched Funworld Live.

RECORD ENGAGEMENT ON SOCIAL MEDIA



Engagement in our top three social posts of 2020 far outpaced the top posts of 2019. IAAPA EMEA also launched a LinkedIn channel in May 2020.





WEBSITE TRAFFIC ACCELERATES

Overall, traffic to the IAAPA.org website remained strong, with page views up 68% over 2019, and unique visitors to the site growing by 21%. The Funworld team worked quickly to generate 50 custom articles that drove engagement, along with more than a dozen video reports where members could hear directly from other members on best-practices and key learnings. The enhanced digital content served as a supplement to Funworld's print editions.

The newly created COVID-19 Resource Center received more than 40,000 page views. Additional pandemic related resources, like a new COVID-19 products page that spotlighted more than 60 member manufacturers and suppliers, received more than 1,300 page views.

NEWSLETTERS RESONATE

The organization also saw record engagement with IAAPA News Daily. The email newsletter had click-through rates skyrocket in May, with traffic up 100%. A COVID-19 Special Report deployed in April saw a respectable 9.8% click-through rate.

VIDEOS CONNECT

As the pandemic began to spread, IAAPA partnered with a production house and created a pair of videos that expressed the resilient nature of the global attractions industry. Each video conveyed a sense of hope, unity, and collaboration using archival footage (resulting in a beneficial cost-savings) in a fresh way. The theme of "no challenge is too great when we're connected" highlighted operators and manufacturers making tough decisions in March. A companion video released in April showed the importance of togetherness, using the hashtag #StayConnected. Each video was viewed and shared by users across several social media platforms, drawing awareness to IAAPA's efforts to connect members during the global lockdown.

EXTENDING THE IAAPA BRAND

The IAAPA team also took part as guests in global and constituency webinars and live video programs to share the industry's ongoing response and efforts throughout the year. IAAPA embraced new channels and outlets to ensure its message of support for the industry reached as widely as possible.

FINANCE

IAAPA TAKES STEPS TO REMAIN ON SOLID FINANCIAL FOOTING

IAAPA reduced expenses by approximately 50% versus 2019 through comprehensive cost management efforts.

Going forward we've positioned IAAPA with a leaner cost base that should allow us to be nimbler and more responsive to member needs in 2021 and beyond.

HISTORICAL PERFORMANCE (US\$ in Millions)

	2011 Actual	2012 Actual	2013 Actual	2014 Actual	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual*	2020 Forecast
Revenue	\$16.4	\$18.4	\$20.9	\$23.5	\$24.7	\$27.9	\$29.2	\$32.8	\$35.8	\$5.2
Expenses	\$15.2	\$17.1	\$18.8	\$20.5	\$22.6	\$24.2	\$25.8	\$31.0	\$33.5	\$16.1
Surplus from Ops	\$1.2	\$1.3	\$2.1	\$3.0	\$2.1	\$3.8	\$3.4	\$1.8	\$2.3	-\$10.9
Gain/(Loss) Investment	-\$0.1	\$0.8	\$0.7	-\$0.1	\$0.1	\$0.6	\$1.8	-\$0.4	\$1.9	\$0.5
Relocation to Orlando	-	-	-	-	-	\$0.3	\$1.5	\$0.2	-	-
Gain on Asset Disposition	-	-	-	-	-	-	-	-	\$1.8	-
Addition to Reserves	\$1.1	\$2.1	\$2.8	\$2.9	\$2.2	\$4.1	\$3.7	\$1.2	\$6.0	-\$10.4

*includes \$1.6M Gain on Asset Disposition (primarily the sale of the Alexandria, Virginia office)

FINANCIAL FOCUS





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for the Attractions Industry

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