



INTRODUCTION TO MERLIN ENTERTAINMENTS PLC

MARCH 2019

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1. Investment Case
2. Introduction to Merlin
3. Six Strategic Growth Drivers
4. Brands and Assets
5. Financial Dynamics and Performance
6. Board and Management
7. Attraction numbers and glossary

I. INVESTMENT CASE

STRATEGIC STATEMENT



Since creation in 1999, Merlin's strategic statement has been:

**“TO CREATE A HIGH GROWTH, HIGH RETURN,
FAMILY ENTERTAINMENT COMPANY BASED ON
STRONG BRANDS AND A GLOBAL PORTFOLIO
THAT IS NATURALLY BALANCED AGAINST THE
IMPACT OF EXTERNAL FACTORS”**

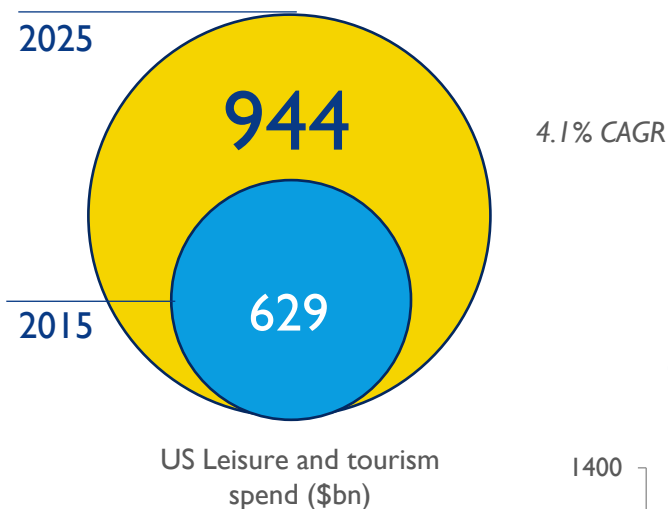
We see five key aspects to our Investment Case...

(I) ATTRACTIVE MARKET FUNDAMENTALS

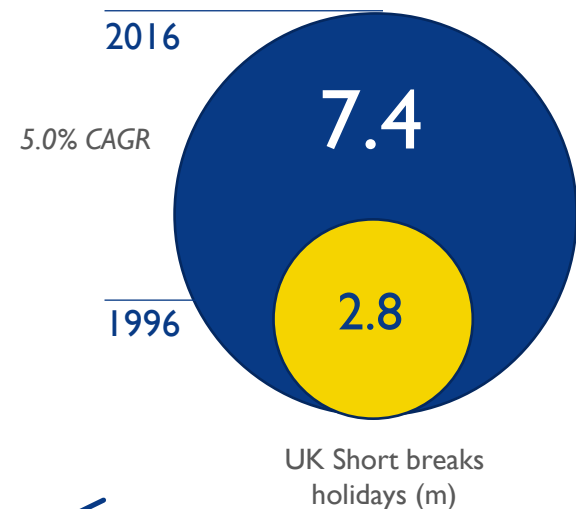


Continued market growth through increasing disposable incomes, and ever-greater value being placed on time together with friends and family

I. OVERALL GROWTH IN LEISURE SPEND...



...2. GROWING IMPORTANCE OF SHORT BREAKS...



3. GROWTH IN INTERNATIONAL TOURISM



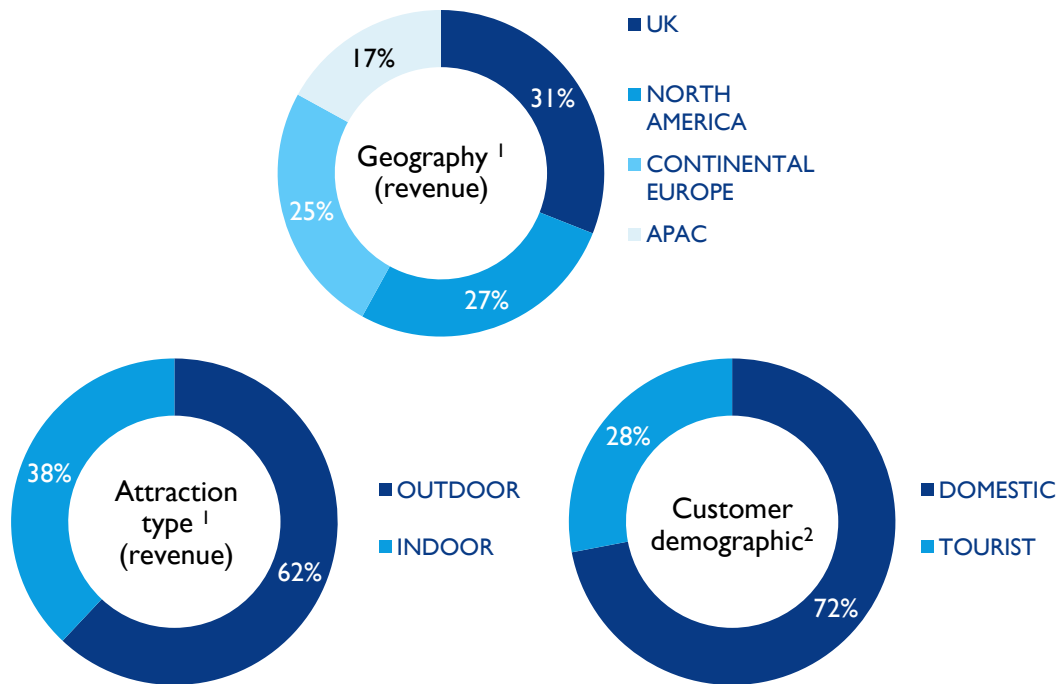
Sources:
 1: Euromonitor Passport
 2: ONS Data 1996 – 2016
 3: World Tourism Organization (UNWTO)

(2) PORTFOLIO AND BRANDS



Merlin has a portfolio of world class brands and iconic assets, diversified by geography, customer demographic and attraction type

BALANCED PORTFOLIO



¹ Based on 2018 Revenue

² Based on sample of visitors answering the question "What is our home country?"

WORLD CLASS BRANDS AND ASSETS



(3) MULTIPLE GROWTH LEVERS



Our Six Strategic Growth Drivers drive growth through existing portfolio of attractions, and through the opening of new attractions.

**1. PLANNED
INVESTMENT CYCLES IN
THE EXISTING ESTATE**
(page 17)

**2. EXPLOITING
STRATEGIC SYNERGIES**
(page 18)

**3. DEVELOPING OUR
THEME PARKS INTO
DESTINATION RESORTS**
(page 19)

**4. OPENING NEW
MIDWAY ATTRACTIONS**
(page 20)

**5. OPENING NEW
LEGOLAND PARKS**
(page 21)

**6. STRATEGIC
ACQUISITIONS**
(page 23)

(4) FINANCIAL AND INVESTMENT DISCIPLINE



Disciplined approach to capital investment, a strong balance sheet and strong cash generation. Cost efficiency programme underway.

ROCE¹
8.9%

Op. FCF¹
£345m

Net Debt /
EBITDA¹
2.4x

Phasing	2019	2020	2021	2022
Cumulative annualised savings (£m)	10	20	30	35
Exceptional operating costs to achieve (£m) ²	(16)	(11)	(4)	-

Type of saving	
Back office	c.£20m
Operational	c.£15m

¹ based on 2018

² c£4m exceptional charge in 2018. Excludes c£25m capital investment over 2019-21 related to Finance and HR systems, previously announced

(5) BEING A FORCE FOR GOOD



Merlin's commitment and strong social conscience drives our approach to business responsibility.



WE CARE ABOUT OUR PLANET

We recognise that our operations impact upon the environment and that effective management is essential for sustainable business success. We are committed to minimise the potentially harmful effects of such activity.



WE CARE ABOUT ANIMAL CONSERVATION AND WELFARE

We operate to world class welfare standards through our animal care network and support the work of the SEA LIFE trust to protect marine life and habitats across the world.



WE CARE ABOUT PEOPLE

We harness the enthusiasm of our employees to demonstrate and reinforce our core 'Merlin Way' values, especially how 'we care'.



WE KEEP PEOPLE SAFE AND SECURE

We are dedicated to delivering best in class health, safety and security (HSS) standards.

2. INTRODUCTION TO MERLIN

PROGRESS SINCE 2013 IPO



Visitors

67.0m

(+7.2m)

EBITDA

£494m

(+27%)¹

Adjusted EPS

22.9p

(+36%)¹



>1,800

New accommodation
rooms



31

New Midway attractions



Two

New LEGOLAND
parks

As at 29 December 2018

¹ Reported currency

MERLIN ENTERTAINMENTS PLC : Introduction to Merlin Entertainments

WORLD OF ATTRACTIONS



Key

- Existing Merlin attractions
- Existing UK attractions
- 2018 new attractions

MIDWAY ATTRACTIONS



Amazing Discoveries

United Kingdom: 11
Continental Europe: 18
North America: 8
Asia Pacific: 9



Famous Fun

United Kingdom: 2
Continental Europe: 4
North America: 7
Asia Pacific: 10



Playful Learning

United Kingdom: 2
Continental Europe: 3
North America: 11
Asia Pacific: 4



Continental Europe: 1
Asia Pacific: 1



United Kingdom: 1



Asia Pacific: 2



Asia Pacific: 1¹



Asia Pacific: 1¹



Asia Pacific: 2



Scary Fun

United Kingdom: 5
Continental Europe: 3
North America: 1
Asia Pacific: 1



Eye Opening

United Kingdom: 2
Asia Pacific: 1



Asia Pacific: 1



United Kingdom: 1

THEME PARKS



Playful Learning

United Kingdom: 1
Continental Europe: 2
North America: 2
Asia Pacific: 3



Fantastic Escapism
United Kingdom



Wild Adventure
United Kingdom



Big Fantasy Adventure
Italy



Extraordinary Adventure
Germany



Insane Fun
United Kingdom



Ultimate Castle
United Kingdom

As at 29 December 2018

¹We announced on 22 February 2019 the disposal of our Ski Resorts to Vail Resorts Inc.

MERLIN ENTERTAINMENTS PLC : Introduction to Merlin Entertainments

UNIQUE PORTFOLIO OF FAMILY ENTERTAINMENT BRANDS AND ICONIC ASSETS



Merlin operates two main product types, split across three Operating Groups....

MIDWAY ATTRACTIONS 113 Attractions in 22 countries	THEME PARKS	
Indoor attractions located in city centres, shopping malls or resorts	LEGOLAND PARKS 8 Parks in 7 countries LEGO themed accommodation, rides, shows and interactive experiences	RESORT THEME PARKS 6 Parks in 3 countries Accommodation, rides, shows and interactive experiences around a central theme.
40.4m Visitors	15.6m Visitors	
£650m¹ Revenue (39% of Group)	£636m¹ Revenue (39%)	
		11.0m Visitors £360m¹ Revenue (22%)

....Supported by Merlin Magic Making, our unique, in-house creative resource..



¹ Excludes IFRS 15
2018 visitor and revenue numbers
Attraction numbers as at 29 December 2018

MERLIN MAGIC MAKING (MMM)



- The unique resource sitting at the heart of Merlin, supporting all our attractions with specialists in four areas:

1. Finding the magic

Utilising consumer insight and research, MMM's experienced research teams find new business opportunities, ranging from the strategic roll out of the Midway estate to potential acquisitions

3. Producing the magic

MMM takes these creative ideas and then uses its in-house production facilities to produce amazing content for all our attractions across each Operating Group. MMM makes LEGO models, wax figures and attraction theming, also working closely with our animal specialists to ensure that Merlin provides the best animal care possible as we source creatures for display in our attractions.

2. Creating the magic

Driving innovation across the Group, MMM creates the high-class compelling propositions across the existing estate and new attractions. This includes creating Merlin's very own in-house intellectual property and working with IP partners on new concepts

4. Delivering the magic

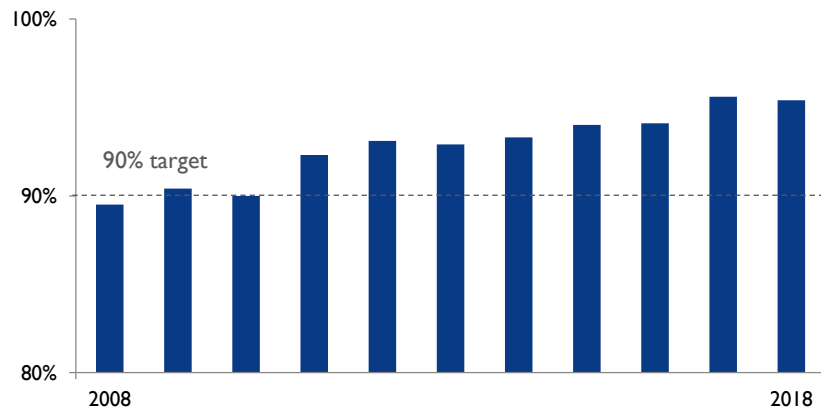
MMM's project management teams produce world class attractions for our guests to enjoy. They deliver all of Merlin's major existing estate capital projects and new Midway attractions, the latter being handed over to the New Openings team who manage the opening are responsible for operations in the first 18 -24 months of trading.



STRONG GUEST SATISFACTION KPI'S



GUEST SATISFACTION KPI AHEAD OF TARGET



- Guest feedback is monitored daily by local and central Product Excellence teams
- Touchscreens within the attractions capture >1m direct responses from guests each year
- Third party review sites are also monitored carefully
- Reports and attraction rankings are shared across the organisation

IMPROVEMENT IN OTHER KPI'S VS 2017

NET PROMOTER SCORE	✓
VALUE FOR MONEY	✓
'TOP BOX'	✓

Touchscreen data, based upon 2018 results

1 – Value for Money scores are measured as a % of visitors reporting they do not believe they have had good value for money

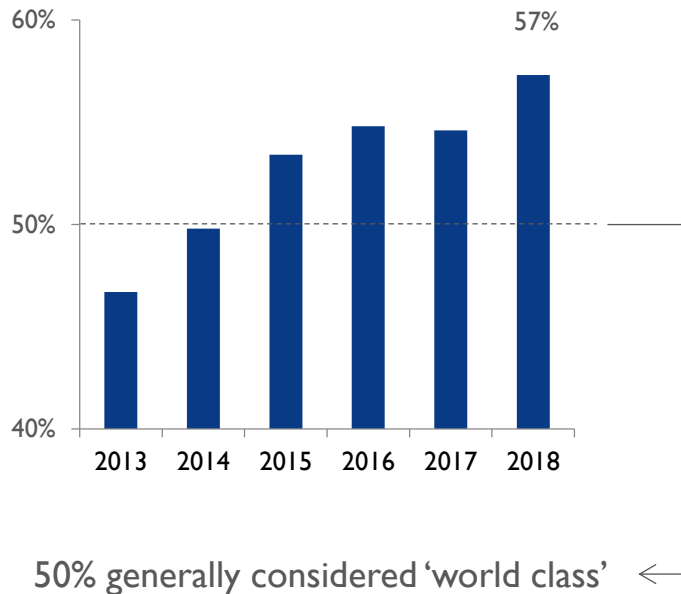
MERLIN ENTERTAINMENTS PLC : Introduction to Merlin Entertainments

STRONG GUEST SATISFACTION KPI'S (CONT.)

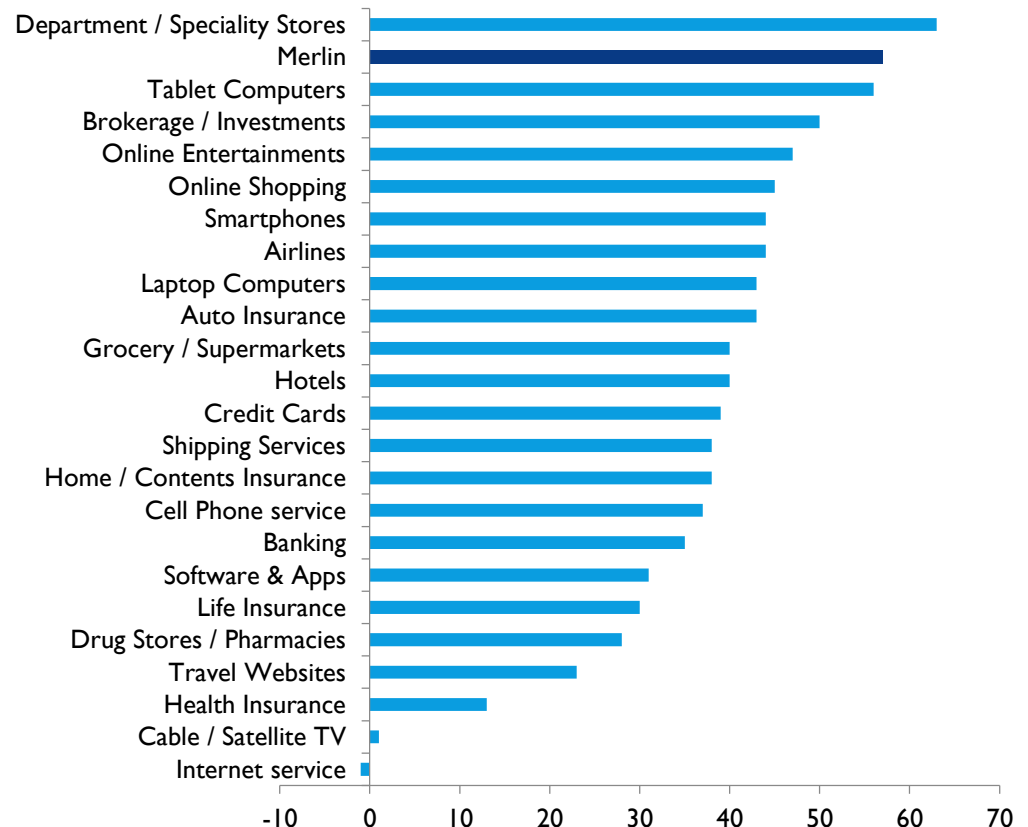


Increasing focus on secondary Guest KPI's given Guest Satisfaction metric remains well above target

MERLIN NET PROMOTER SCORE, 2013-18



NET PROMOTER SCORES, BY INDUSTRY

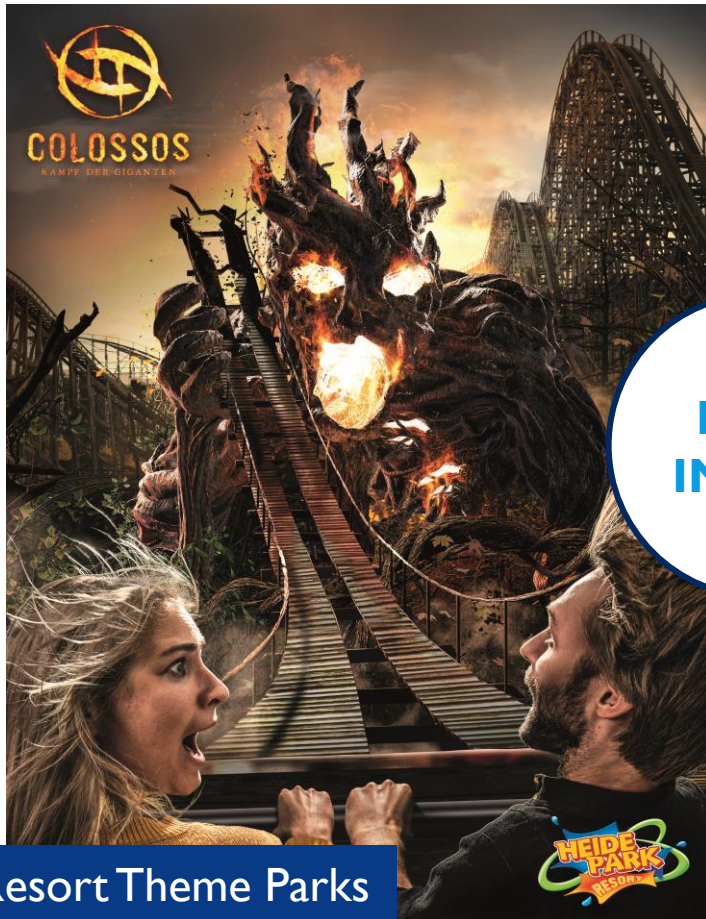


Source non-Merlin scores: Satmetrix NICE 2018 average NPS by industry report. Sample of 62,000 US consumers

3. SIX STRATEGIC GROWTH DRIVERS

#1 EXISTING ESTATE CAPEX

Existing estate investment seeks to grow visitation, provide pricing power and improve guest satisfaction



Resort Theme Parks

NEW
IN 2019



Midway Attractions



LEGOLAND parks

#2 STRATEGIC SYNERGIES

LEVERAGING THE SCALE OF THE GROUP IN KEY MARKETS TO EXPLOIT ENHANCED OPERATIONAL, MARKETING AND BUYING POWER

Example

Merlin Annual Pass




- Merlin Annual Pass allows customers to visit all attractions within a particular country for an upfront fee
- Launched in key geographies where Merlin has achieved critical mass and achieved significant growth (inc. UK, Germany, Australia, USA)
- Key benefits:
 - Ability to drive customer loyalty and brand awareness
 - Increasing revenue visibility securing cash flows in advance
 - Increase levels of secondary spend

Example

accesso® roll out

- accesso® e-commerce ticketing platform roll out now substantially complete to majority of estate
- Future e-commerce benefits through short breaks, annual passes and cluster sales

Key benefits:

-  Mobile sales and ticketing
-  Upselling, cross-selling, quick-selling
-  Software as a Service (SaaS)
-  Standardisation
-  Cluster ticketing
-  Annual Pass management
-  Queue-busting

Example

Group Promotions

- National promotions at the Group level comprising promotional discounts or national marketing campaigns in conjunction with partners
- Provides multiple benefits
 - “Low cost” advertising and opportunities to build the attraction and brand profile. In addition provides brand association opportunities
 - Flexible pricing to manage visitor numbers in selected periods (e.g. “shoulder” periods) without impacting “peak” trading periods
 - Drive commercial spends for the relevant visitors
- Successfully conducted national retail promotions in the UK
 - Partners include Tesco, News International, McDonalds and Kellogg’s
 - Opportunity for similar campaigns elsewhere
- Future opportunities through new channels, in particular online, which will provide opportunities for more targeted promotions with lower lead times

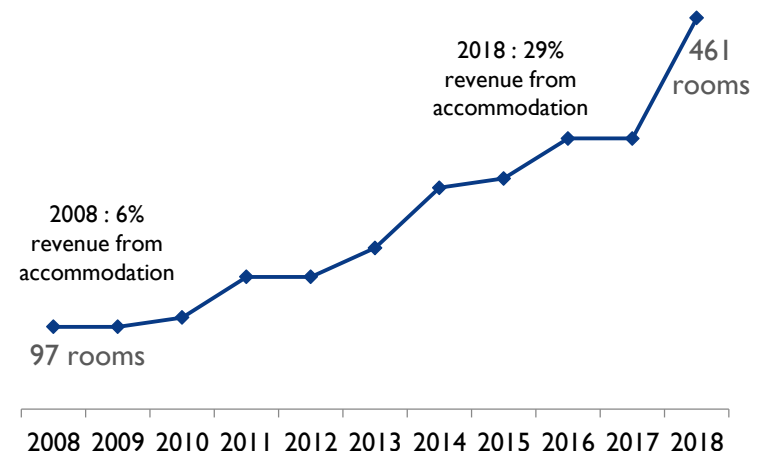


TESCO Clubcard



#3 SHORT BREAK POSITIONING

- Merlin currently has over 4,100 themed rooms across its theme park estate¹
- Multiple concepts from glamping and chalets, to 4* hotels and luxury lodges
- Clear rationale for investment in themed accommodation and the short break proposition (including second gates)
 - Increases park catchment area
 - Improved guest satisfaction (c8% differential between short break and park guest²)
 - Increases pre-booking, reducing volatility and allows for operational efficiencies
- Strong returns on both mature accommodation and recent openings
- Accommodation revenue now represents 21% of revenue compared to 13% in 2013



¹ Breakdown of rooms is detailed in the appendix

² Based upon touchscreen data

#4 MIDWAY ROLL OUT



¹ As at 29 December 2018 Breakdown of attractions is detailed in the appendix

#5 NEW LEGOLAND PARKS



- New York targeted to open in 2020
- Korea targeted to open in 2022
- Several study agreements in place in China
- Believe there is scope for 20 LEGOLAND parks around the world over time

Three flexible business models

OPERATED
AND OWNED
High Ownership
All Operations

OPERATED AND
LEASED
Medium Ownership
All Operations

MANAGEMENT
CONTRACT
No Ownership
All Operations

#5 NEW LEGOLAND PARKS



LEGOLAND parks licensing and co-operation agreement

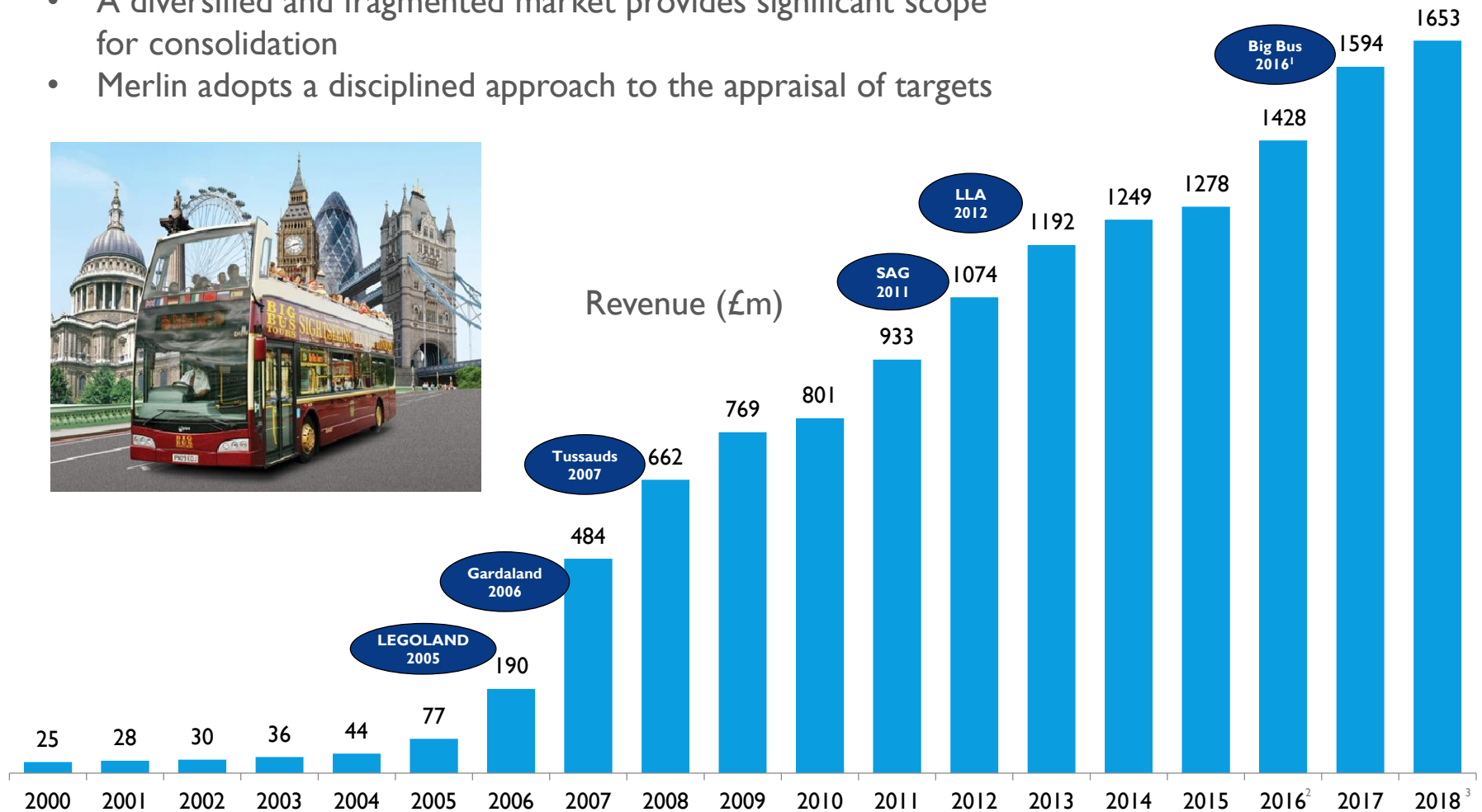
- KIRKBI, who are a 75% shareholder of the LEGO Group, are also a 29.64% shareholder in Merlin
- The Licensing and Co-operating Agreement ('LCA') was signed with LEGO in 2005 upon Merlin's acquisition of the four original parks in Denmark, California, UK and Germany
- Merlin pays a low single-digit % of revenue to KIRKBI for use of the brand
- In locations where Merlin owns or operates a LEGOLAND park, it enjoys exclusivity to do so, into perpetuity
- Where Merlin does not own a LEGOLAND park already, it has the global exclusivity to open further parks until 2054. However, for every new LEGOLAND park that is opened, or for every eight LEGOLAND Discovery Centres that are opened, this is extended by seven years.
- Merlin could lose the right to operate the LEGOLAND brands were it to be acquired by a competitor of LEGO or an 'inappropriate person'
- Furthermore, Merlin could lose the license were guest satisfaction to fall below pre-determined levels. In this scenario, the relevant park would have a two year 'grace' period during which an improvement in performance would be sought, before the license is removed from that park. Other parks would be unaffected. Guest satisfaction levels are currently significantly above the minimum levels required

#6 STRATEGIC ACQUISITIONS

- A diversified and fragmented market provides significant scope for consolidation
- Merlin adopts a disciplined approach to the appraisal of targets



Revenue (£m)



¹ Minority stake acquired for \$34m

² 52 weeks

³ Excluding IFRS 15

4. BRANDS AND ASSETS

MIDWAY ATTRACTIONS



SEA LIFE is the world's biggest aquarium brand, built around the notion of **Amazing Discoveries**, and home to a variety of creatures from shrimps and starfish to seahorses, rays, sharks and seals. SEA LIFE campaigns actively on a variety of conservation issues prioritised around breeding, rescue and protection of the marine environment.

x46 attractions

SEA LIFE

Madame Tussauds' heritage and the breathtaking artistry of the figures differentiate it from other wax attractions. **Famous Fun** is the heart of the experience, where visitors are encouraged to interact with all the historical and celebrity figures.

x23 attractions

Madame Tussauds

LEGOLAND Discovery Centres are the ultimate LEGO indoor playground, with over two million bricks under one roof. With **Playful Learning** at the heart of the experience, they create a fun filled and interactive environment where children and parents are inspired to be creative.

x20 attractions

LEGOLAND
DISCOVERY CENTRE

Dungeons are a unique mix of dark, historical horror and irreverent humour delivered through set piece shows performed by live actors, rides and spine chillingly themed sets. **Scary Fun** is the goal, delivered daily to families, teenagers and young adults.

x10 attractions

the Dungeons

Each of our **Eye** observation attractions offers the ultimate viewing experience, unparalleled and different every time, giving a **an Eye Opening perspective** of the location's landscape and iconic landmarks.

x3 attractions



Attraction numbers as at 29 December 2018

MERLIN ENTERTAINMENTS PLC : Introduction to Merlin Entertainment

WHY NEW BRANDS?

Families



City centre tourists



Teenagers & Young adults



Clustering



Pre-school families



Adventure/ experience seekers





- Little BIG City is the new way to experience the history, culture and individuality of a city
- Created by Merlin Magic Making, we opened the first in Berlin in 2017, being joined in 2018 by Little BIG City Beijing.
- Bringing to life the most important events in a cities history using a captivating combination of special effects, storytelling and interactive elements to the miniature city.
- Global roll out opportunity
- *June 2018 presentation on New Brands available online*



- Global exclusivity on the 'The Bear Grylls Adventure' concept
- Global media empire – 180 countries reaching 1.2bn people
- Growing market for adventure/experience-seekers
- Pilot attraction opened in Birmingham NEC, UK in November 2018.
- Second to open in USA or China
- Seek to establish international chain longer term
- *June 2018 presentation on New Brands available online*



Top-10 ranking pre-school brand in 30 countries including US (Top 3 in China)

Kidz Global
insights into play



- Multi-territory exclusivity to roll out Location Based Entertainment

Three product formats:

- 'Peppa World of Play': £3-5m cost, indoor attraction
- Mid scale parks
- 'In-park' lands
- Peppa Play expected to open in tranches of five following initial pilots
- *June 2018 presentation on New Brands available online*



LEGOLAND PARKS



LEGOLAND parks are aimed at families with younger children and have LEGO as the central theme. Highly themed accommodation is central to our strategy to develop the customer offering. Merlin holds the global, exclusive rights to the LEGOLAND brand.



📍 LEGOLAND® Billund
1968

📍 LEGOLAND® California
March 1999

📍 LEGOLAND® Florida
October 2011

📍 LEGOLAND® Dubai
October 2016



1968

1996

1999

2002

2011

2012

2016

2017



📍 LEGOLAND® Windsor
March 1996



📍 LEGOLAND® Deutschland
May 2002



📍 LEGOLAND® Malaysia
September 2012



📍 LEGOLAND® Japan
April 2017

RESORT THEME PARKS



Alton Towers Resort is set in 500 acres of beautiful Staffordshire countryside. Boasting three themed hotels, The Enchanted Village lodges and an indoor waterpark, it invites families, teenagers and young adults alike into a world of **Fantastical Escapism**.



Insane Fun is on offer at **THORPE PARK**, the UK's third biggest theme park and acknowledged thrill capital for teenagers, young adults and older families. The resort includes the unique **THORPE SHARK Hotel**, offering bite-sized rooms in a stunning waterfront location.



Wild Adventure is at the heart of **Chessington World of Adventures Resort**, with exotic themed lands and rides mixed with amazing creatures from around the world. Guests can stay in the heart of the adventure at our Safari and Azteca resort hotels, or even go glamping.



Heide Park is Germany's third biggest theme park with rides and attractions appealing to all ages, set in five lands of **Extraordinary Adventure**. The resort attracts visitors from all over Germany and beyond, who can stay in the **Heide Park Adventure Hotel** or adjacent Holiday Village.



Jousting knights, princesses, falconry, staged scenes by Madame Tussauds and the Castle Dungeon all make Warwick the **Ultimate Castle** experience, now with three different types of themed accommodation.

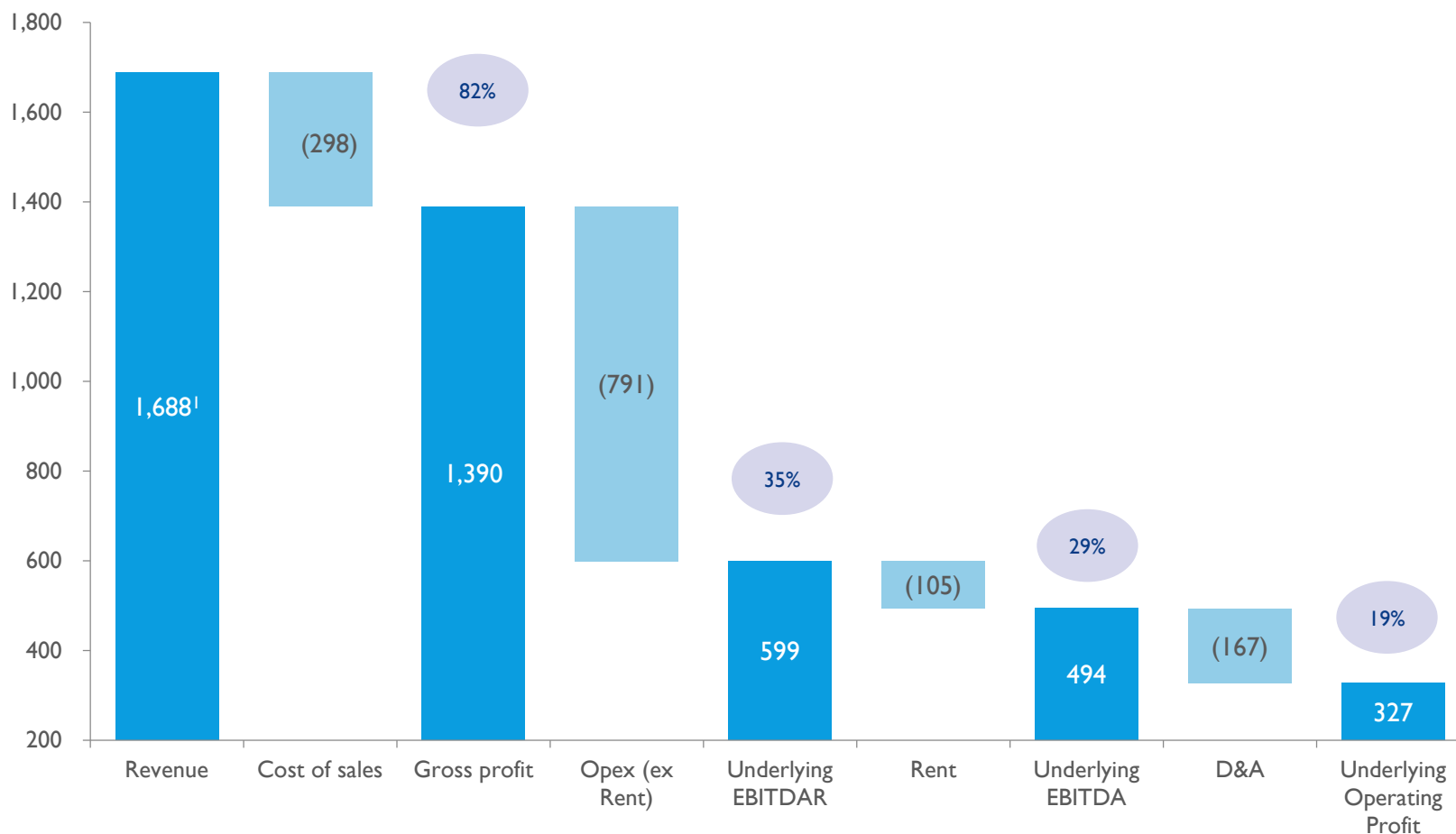


Gardaland Resort is Italy's leading theme park. Located on the edge of Lake Garda, it boasts rides for all ages set in a beautifully landscaped and themed worlds. **Big Fantasy Adventure** is all around, including at our **Fantasy** and **Adventure** hotels and adjacent SEA LIFE Centre.



5. FINANCIAL DYNAMICS AND PERFORMANCE

SUMMARY P&L



¹ Including the impact of IFRS 15
Based on 2018 results

FLEXIBLE COST BASE



	£m ¹	% of Revenue	Variable element
Revenue	1,688¹	100%	
Cost of Sales	298	18%	Directly variable with revenue
Gross Profit	1,390	82%	
Staff	448	27%	Flexible employment contracts with variable element
Marketing	84	5%	Ability to cut above the line marketing spend
Other expenses ²	259	15%	Potential to reduce other discretionary expenses
Rent	105	6%	Increasing number of sites where rent has a revenue related payment
Total Operating expenses	896	53%	
Underlying EBITDA	494	29%	

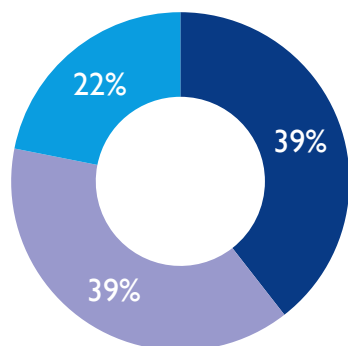
1. As at and for financial year ended 29 December 2018

2. Other includes repairs and maintenance, displays, utilities, travel costs, office costs, insurance and IT costs

REVENUE MIX

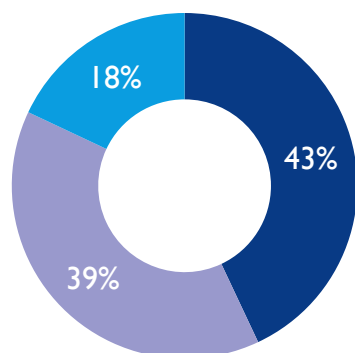


REVENUE SPLIT BY OP. GROUP



■ Midway ■ LLP ■ RTP

REVENUE SPLIT BY TENURE



■ Freehold ■ Long lease ■ Short lease

REVENUE SPLIT BY TYPE

■ Admissions ■ Commercial¹ ■ Accom ■ Non-per cap



Visitor revenue

SPEND AND MARGINS

	Revenue per capita ³	Admissions/Commercial ²	EBITDAR Margin	EBITDA Margin
Midway	£16.23	79/21	42.9%	32.3%
LLP	£35.88	56/44	39.3%	38.2%
RTP	£26.18	58/42	32.3%	24.5%
Group	£21.93	67/33	36.3%	29.9%

- Greater opportunity for F&B / Retail revenue in theme parks
- Margins impacted by tenure of property and mix of revenue type
- LLP royalty payments and higher retail spend (LEGO products)

¹ Commercial : Food and Beverage / Retail / Photos and Games

² 2018 % split of In-Park spend (Admission and Commercial)

³ 2018 RPC includes IFRS15 adjustment

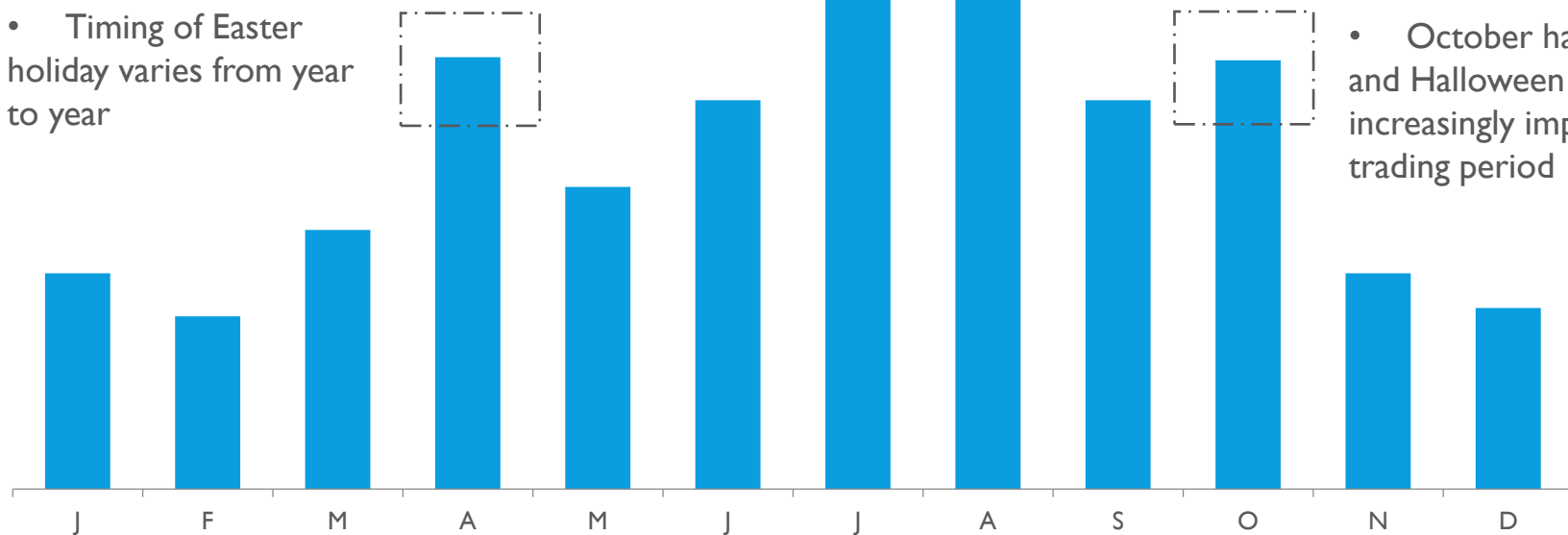
REVENUE SEASONALITY

Weighting¹

	HI	H2
Revenue	43%	57%
EBITDA	30%	70%

- Summer and school holidays represents key trading periods
- Global diversification, Midway roll out and accommodation reduces seasonality

- Timing of Easter holiday varies from year to year



- October half term and Halloween an increasingly important trading period

Indicative phasing

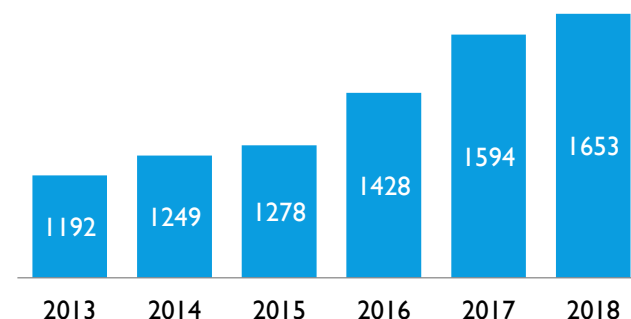
¹ Based on 2018 revenue

FINANCIAL PERFORMANCE

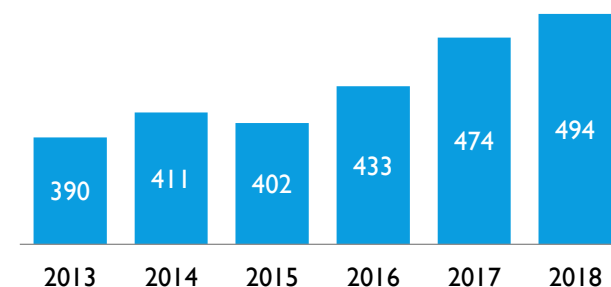


	2013 £m	2014 £m	2015 £m	2016 ² £m	2017 £m	2018 ³ £m
Total visitors ¹	59.8	62.8	62.9	63.8	66.0	67.0
<i>Growth</i>	10.7%	4.9%	0.3%	1.3%	3.5%	1.4%
Revenue	1,192	1,249	1,278	1,428	1,594	1,653
<i>Organic growth</i>	9.1%	9.6%	3.9%	3.6%	6.6%	5.2%
<i>LFL Growth</i>	6.7%	7.1%	0.4%	1.4%	0.7%	1.8%
Underlying EBITDA	390	411	402	433	474	494
<i>Margin</i>	32.7%	32.9%	31.5%	30.3%	29.7%	29.9%
Capex						
Existing estate	95	107	125	141	159	149
<i>% of revenue</i>	8.0%	8.5%	9.8%	9.8%	10.0%	9.0%
NBD	57	85	90	118	177	183
Total capex	152	192	215	259	336	332
Group ROCE	10.2%	10.6%	9.7%	9.6%	9.1%	8.9%

REVENUE CAGR 2013-18 OF 6.8%



EBITDA CAGR 2013-18 OF 4.8%



¹ All visitors to Merlin owned or operated attractions

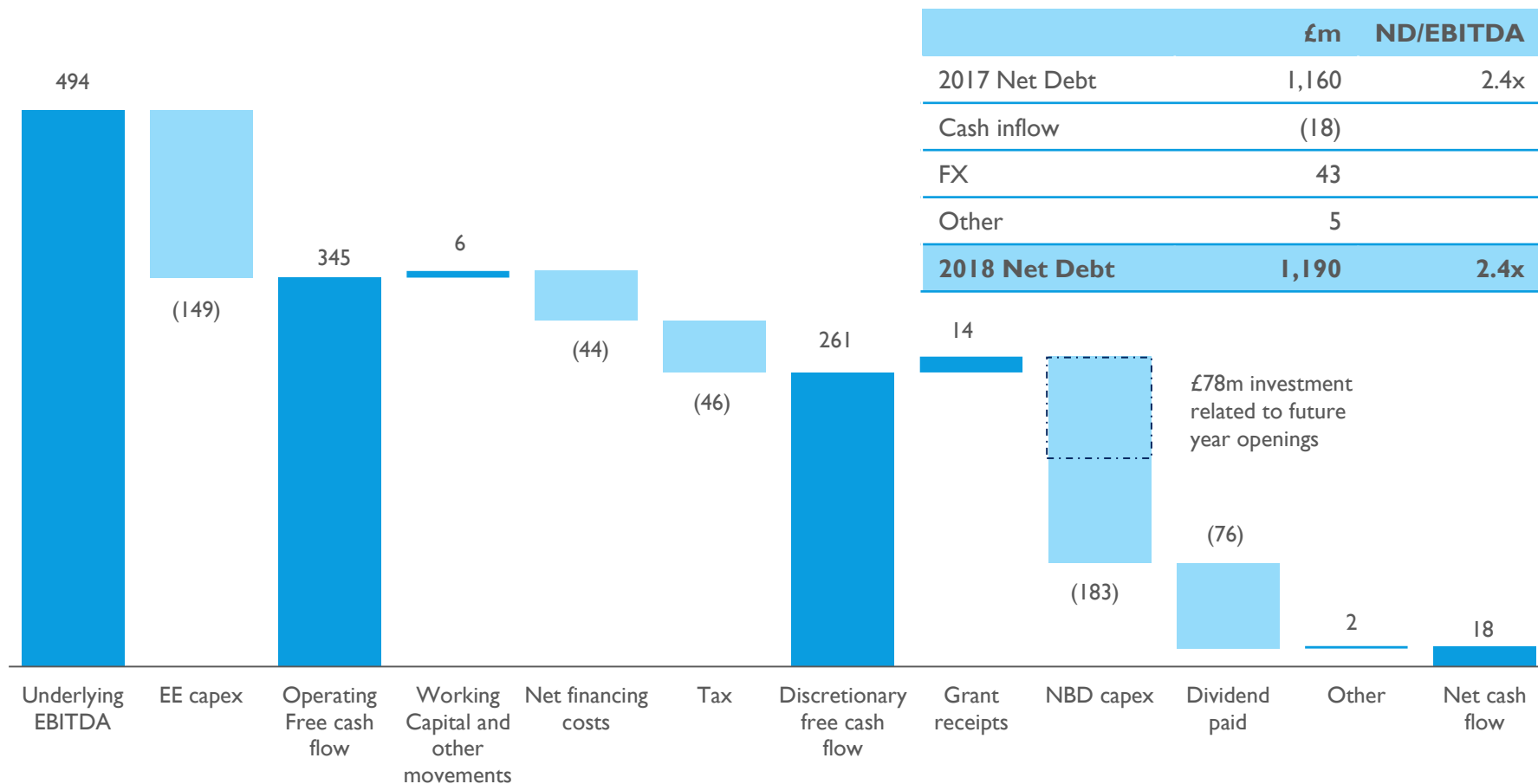
² Based on 52 weeks results

³ Excludes IFRS 15

CASH FLOW



£345m Operating free cash flow funds New Business Development
Leverage remains stable



NET DEBT



£millions, unless stated	2018	2017
Loans and borrowings	1,100	1,278
Cash and cash equivalents	(110)	(309)
Net Debt (excluding finance leases)	990	969
Finance lease obligations	200	191
Net Debt	1,190	1,160
Net Debt / EBITDA	2.4x	2.4x

Credit Ratings

S&P: BB, stable outlook

Moody's : Ba2, stable outlook

Excluding impact of IFRS16





DEBT FACILITIES

	Total (£m)	Maturity	Interest rate
Drawn from £600m Revolving Credit Facility	148	2023	LIBOR + 1.25%
€700m Bond	631	2022	Fixed 2.75%
\$400m Bond	313	2026	Fixed 5.75%
Drawn Term Debt	1,092		
Undrawn from £600m Revolving Credit Facility (£148m drawn)	452	2023	
Total Facilities	1,544		

6. BOARD AND MANAGEMENT






BOARD OF DIRECTORS



Sir John Sunderland	Chairman	Length of tenure : 5 years	<p>Sir John has over 40 years' experience in business leadership and previously held the roles of Chief Executive Officer of Cadbury Schweppes, President of the Confederation of British Industry and a Director of the Financial Reporting Council. He is an experienced Chairman and Non-executive Director, having held numerous roles over many years in a variety of sectors including financial services, alternative energy, gaming and education.</p> <p>Current external appointments : Chancellor of Aston University and Adviser to CVC Capital Partners.</p>	
Charles Gurassa	Senior Independent Non-executive Director	Length of tenure : 5 years	<p>Charles has over 30 years' experience in management roles and was previously Chief Executive of Thomson Travel Group plc. He is an experienced Non-executive Director having held numerous roles as Chairman of Virgin Mobile plc, LOVEFiLM, Phones4U and TUI Northern Europe, Non-executive Chairman of Genesis Housing Association and Non-executive Director at Whitbread plc.</p> <p>Current external appointments : Chairman of Channel 4, Chairman of Great Rail Journeys, Deputy Chairman of EasyJet plc and a trustee of English Heritage and the Migration Museum.</p>	
Nick Varney	Chief Executive Officer	Length of tenure : 5 years	<p>Nick has over 25 years' experience in the visitor attractions industry. With a background in marketing he led the management buy-out from Vardon Attractions to form Merlin in 1999, taking the Company through its successful 2013 Listing on the London Stock Exchange. He has overseen Merlin's rapid expansion ever since as Chief Executive Officer.</p> <p>Current external appointments : Chairman of UK Hospitality</p>	
Anne- Francoise Nesmes	Chief Financial Officer	Length of tenure : 2 years	<p>Anne-Francoise has over 25 years' experience in finance gained in multinational organisations, having previously held the role of Chief Financial Officer at Dechra Pharmaceuticals PLC and a number of senior finance roles at GlaxoSmithKline.</p> <p>Current external appointments : Non-executive Director of Compass Group plc</p>	

BOARD OF DIRECTORS



Fru Hazlitt	Non-executive Director	<p>Length of tenure : 4 years</p> <p>Fru has over 20 years' experience within the media sector, having previously been Managing Director, Commercial, Online and Interactive at ITV and Chief Executive Officer at both GCap Media plc and Virgin Radio.</p> <p>Current external appointments : Non-executive Director at Channel 4. Chair of Downe House Foundation, and Deputy Chair of Downe House School</p>	
Rachel Chiang	Non-executive Director	<p>Length of tenure : 3 years</p> <p>Rachel has over 25 years of private equity investment experience in Asia with a focus on the property, retail and consumer markets. Rachel was the founding member of the private equity division of the Pacific Alliance Group.</p> <p>Current external appointments : Director of Prospere Capital Ltd, Non-executive positions with Sands China, Pacific Century Premium Developments (PCPD) and Goodbaby International Ltd</p>	
Søren Thorup Sørensen	Non-executive Director	<p>Length of tenure : 5 years</p> <p>Søren has over 25 years' experience in finance and has held several senior executive positions, most notably Partner, Chief Financial Officer of A.P. Moller – Maersk Group and Managing Partner of KPMG Denmark.</p> <p>Current external appointments : Chief Executive Officer of KIRKBI A/S, Director of various KIRKBI A/S subsidiaries, Chairman of the Board of Boston Holding A/S, Non-executive Director Falck A/S</p>	
Trudy Rautio	Non-executive Director	<p>Length of tenure : 3 years</p> <p>Trudy has over 40 years' experience in finance, including more than 20 years in the hospitality and travel industry where she held several senior executive positions (including Chief Executive Officer and Chief Financial and Administrative Officer) with Carlson until her retirement in 2015.</p> <p>Current external appointments : Director of Cargill Inc, The Donaldson Company, Inc., and Securian Holding Company.</p>	
Andrew Fisher	Non-executive Director	<p>Length of tenure : 7 months</p> <p>Andrew has over 20 years' experience leading and growing a number of technology-focused enterprises and was instrumental in developing and executing a growth strategy to establish Shazam as one of the world's leading mobile consumer brands.</p> <p>Current external appointments : Non-executive Director at Marks and Spencer plc and MoneySupermarket.com Group plc.</p>	

THE EXECUTIVE COMMITTEE



Nick Varney

CEO
(27 years)

Anne-Francoise Nesmes

CFO
(2 years)



Mark Fisher
Chief Development Officer



Justin Platt
Chief Strategy Officer



Hans Aksel Pedersen
Managing Director
LEGOLAND Parks



Fiona Eastwood
Managing Director
Resort Theme Parks



Nick Mackenzie
Managing Director
Midway Attractions



John Jakobsen
Chief New Openings Officer



Fraser Montgomery
Commercial Director



Natalie Bickford
Group HR Director



Matt Jowett
General Counsel & Company Secretary



Mark Allsop
Chief Digital Marketing & Information Officer

7. ATTRACTION NUMBERS AND GLOSSARY

ATTRACTION COUNT



	UK		Cont. Europe				Americas			Asia Pacific			Group		
	30 Dec 17	Mov't	29 Dec 18	30 Dec 17	Mov't	29 Dec 18	30 Dec 17	Mov't	29 Dec 18	30 Dec 17	Mov't	29 Dec 18	30 Dec 17	Mov't	29 Dec 18
SEA LIFE	13	(2)	11	18	-	18	8	-	8	9	-	9	48	(2)	46
Madame Tussauds	2	-	2	4	-	4	7	-	7	10	-	10	23	-	23
Dungeons	5	-	5	3	-	3	1	-	1	-	1	1	9	1	10
LDC	1	1	2	3	-	3	10	1	11	4	-	4	18	2	20
Eye	2	-	2	-	-	-	1	(1)	-	1	-	1	4	(1)	3
Other	1	1	2	1	-	1	-	-	-	6	2	8	8	3	11
Midway	24	-	24	29	-	29	27	-	27	30	3	33	110	3	113
LLP	1	-	1	2	-	2	2	-	2	3	-	3	8	-	8
RTP	4	-	4	2	-	2	-	-	-	-	-	-	6	-	6
Group	29	-	29	33	-	33	29	-	29	33	3	36	124	3	127

Attractions opened in 2018 comprise SLC Nagoya, LDC Birmingham, LBC Beijing, LDC Columbus, PPWoP Shanghai, The Bear Grylls Adventure Birmingham and Shanghai Dungeon. Merlin ceased to operate four Midway attractions in the period (Manly SEA LIFE Sanctuary, the Orlando Eye, the Cornish Seal Sanctuary and SEA LIFE Oban Sanctuary), with negligible financial impact.

ACCOMMODATION COUNT



	30 Dec 17	Rooms opened	Other movements	29 Dec 18
Billund (Denmark)	436	-	-	436
California	250	250	-	500
Deutschland	319	142	-	461
Florida	318	-	-	318
Malaysia	258	-	5	263
Windsor (UK)	209	-	-	209
Dubai	-	-	-	-
Japan	-	252	-	252
LEGOLAND Parks	1,790	644	5	2,439
Alton Towers (UK)	592	-	-	592
Chessington World of Adventures (UK)	254	-	-	254
Gardaland (Italy)	347	-	-	347
Heide Park (Germany)	329	-	-	329
THORPE PARK (UK)	90	-	-	90
Warwick Castle (UK)	67	-	-	67
Resort Theme Parks	1,679	-	-	1,679
Group	3,469	644	5	4,118

Excludes campsite pitches at LEGOLAND Deutschland and LEGOLAND Billund

Increase at LEGOLAND Malaysia relates to a reconfiguration of existing rooms

MERLIN ENTERTAINMENTS PLC : Introduction to Merlin Entertainments

GLOSSARY



Key terms	Definition
Adjusted EPS	Adjusted earnings per share is calculated by dividing the profit for the year attributable to ordinary shareholders, adjusted for exceptional items, by the weighted average number of ordinary shares in issue during the year
ARR	Average Room Rate
Capex	Capital expenditure
Cluster	A group of attractions located in a city close to one another
Constant Currency growth	Using 2017 exchange rates
EBITDA	Profit before finance income and costs, taxation, depreciation and amortisation and after taking account of attributable profit after tax of joint ventures
EPS	Earnings per share
LBC	Little BIG City
FX	Effect of movements in foreign exchange
LDC	LEGOLAND Discovery Centre
Lead price	Face value of a ticket, which may then be discounted
Like for like (LFL)	2018 LFL growth refers to the growth between 2017 and 2018 at constant currency and accounting standards and includes all businesses owned and operated before the start of 2017
LLP	LEGOLAND Parks Operating Group
MAT	Moving Annual Total
Midway	The Midway Attractions Operating Group and/or the Midway attractions within it. Midway attractions are typically smaller, indoor attractions located in city centres, resorts or shopping malls
NBD	NBD relates to attractions that are newly opened or under development for future opening, together with the addition of new accommodation at existing sites. New openings can include both Midway attractions and new theme parks. NBD combines with the existing estate to give the full estate of attractions

Key terms	Definition
Non-core	Non-core represents those businesses which Merlin has ceased the operation of during the period
Net Promoter Score (NPS)	How we measure the propensity of our customers to recommend our attractions
Organic Growth	Growth from like for like businesses and new business development at constant currency and accounting standards and excluding growth from acquisitions
Operating free cash flow	Underlying EBITDA less Existing Estate Capex
Resident Market	The total population living within a two-hour drive of the attractions
ROCE	Return on Capital Employed. The profit measure used in calculating ROCE is based on underlying operating profit after tax. The capital employed element of the calculation is based on average net operating assets which include all net assets other than deferred tax, derivative financial assets and liabilities, and net debt.
RPC	Revenue per Cap, defined as Visitor Revenue divided by number of visitors
RTP	Resort Theme Parks Operating Group
Second Gate	A visitor attraction at an existing resort with a separate entrance and for which additional admission fees are charged
SLC	SEA LIFE Centre aquarium attractions. These are part of the Midway Attractions Operating Group.
Top Box Satisfaction	The highest level of customer satisfaction that we record in our customer surveys.
Underlying	Underlying information presented excludes exceptional items that are classified separately within the financial statements
Visitors	Represents all individual visits to Merlin owned or operated attractions
YOY	Year on year

ADR PROGRAMME



- Merlin Entertainments has a sponsored Level I American Depositary Receipt (ADR) programme for which Citibank acts as depositary bank.
- An ADR (American Depositary Receipt) is a security designed to facilitate the ownership of shares in non-US companies by investors based in the United States.
- An ADR is quoted in dollars and is traded like any other security.

ADR symbol	MERLY
CUSIP	59010Q205
Depository bank	Citibank
Platform	OTC
ADR ratio (ORD:DR)	2:1
Country	UK
Industry	Travel & Leisure
Effective date	1 September 2015
Underlying SEDOL	BDZT6P9
Underlying ISIN	GB00BDZT6P94
US ISIN	US59010Q2057

MERLIN INVESTOR RELATIONS



The Investor Relations team would be happy to assist with any enquiries investors may have.



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