



Economics



2010 THEME INDEX

The Global Attractions Attendance Report





Credits

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Key figures

^(A) 18

- (A) Total attendance for the top 25 parks worldwide, an **increase of 1.9 percent** from 2009.
- (B) Total attendance for the top 20 theme parks in North America, an **increase of 1.8 percent** from 2009.
- (C) Total attendance for the top 15 Asian theme parks, **up 7.3 percent** from 2009.
- (D) Total attendance for the top 20 European theme parks, a **decrease of 1.8 percent** from 2009.
- (E) Total attendance for the top 20 worldwide waterparks, an **increase of 7.3 percent** from 2009. (Since 2006, total attendance for the top 20 worldwide waterparks has **grown by 27.4 percent**.)
- (F) Total attendance for the top 20 waterparks in the U.S., an **increase of 2.9 percent** from 2009.
- (G) Total attendance for the top 10 theme parks in Mexico and Latin America, **up 8.2 percent** from 2009. (Since 2006, total attendance for the top 10 Mexico and Latin America theme parks has **grown by 20.5 percent**.)

39.1 m

[ⓑ] 123.6 m

[ⓒ] 83.3 m

[ⓓ] 56.3 m

[ⓔ] 22.2 m

[ⓕ] 15.1 m

[ⓖ] 13.3 m

Wizards and waterparks help beat the economic doldrums.

U.S. markets approach pre-recession levels; Brazil leads Latin America

“The 2010 TEA/AECOM Theme Index reveals an average attendance increase of 1.8 percent in North American parks, with many sectors at or close to pre-recession levels,” said John Robinett, senior vice president, Economics at AECOM. “The major players saw mixed results, but the trend was generally positive. Both Universal and Disney parks reaped the rewards of substantial reinvestment with outstanding new attractions in Orlando and Los Angeles. Orlando saw regional tourism grow by 10.5 percent and preliminary estimates indicate 8 percent growth in Los Angeles. Both residents and tourists are coming back to the parks.”

“The remarkable success of Universal Studios’ Wizarding World of Harry Potter lifted attendance at Universal’s two parks in Orlando by more than 1.7 million visitors in 2010,” said Brian Sands, AICP, vice president, Economics at AECOM. “Universal Studios Hollywood was also up significantly due to the opening of King Kong 360 3-D. World of Color, at Disney California Adventure, helped offset a mostly flat year for Disney parks. These are great examples of how valuable strong content and excellent execution are for the themed entertainment industry, in what remains a challenging economic environment.”

In U.S. waterparks: “Attendance at the top five declined somewhat, but overall attendance at the top 20 was up by nearly one million visitors,” said Sands. “The largest portion of this increase was from the new Wet ‘n’ Wild in Phoenix, Arizona, opened for its first full year in 2010.”

South of the U.S. border: “The addition of Parque Mundo Aventura in Bogotá, Colombia, to the reporting list increased visitation by nearly one

million for the top 10 theme parks in Mexico-Latin America,” said Sands. “However, Hopi Hari in São Paulo, Brazil, had the biggest increase among parks reporting in previous years, with close to 500,000 additional visitors — driven by a combination of the opening of several major new rides plus very strong economic growth in Brazil, where the size and income of the middle class continues to increase.”

Recovery in Europe is gradual but steady, and in the Middle East, uneven

“Despite the recession, European theme parks turned in a pretty strong performance in regard to attendance,” said David Camp, vice president for Economics at AECOM in Europe, Africa and the Middle East. “In most cases, after a bumper 2009, parks in Europe saw slight declines, so that the totals for 2008 and 2010 were about the same. Some are up from 2009, some are down, and some stayed the same, but the down ones are not hugely down. Bad weather at the start of the season hit the German and Dutch parks, and if you start a few points down, it can be hard to catch up.”

Camp continued, “Overall, people are still nervous and the economy is pretty mixed. Germany is probably doing the best and the U.K. is still in the doldrums. Greece, Spain and Italy are in decline. We expect another year or two of hurt and mixed results. Looking at the current season in the U.K., the first few weeks have been fabulous, with lovely weather, but it can all be wiped out with a lot of rain at the beginning of summer. The 2012 Olympic Games in London will have a positive impact.”

The Middle East has lost its industry boom status but there are some bright spots. “Ferrari World Abu Dhabi, the world’s largest indoor theme

Global snapshots

Wizards and water parks

park, opened in October,” said Camp. “But aside from that, theme park development in the Middle East is largely dormant. Waterparks are a different story; they’re a natural leisure solution for a region with baking hot weather. Aquaventure and Wild Wadi, both in Dubai, both made the Top 20 Worldwide Waterparks list this year.”

Asia bounces back; Chinese tourism drives development; Jakarta emerges

“The recession appears to be officially over in Asia,” reported Chris Yoshii, global director, Economics. “2010 was a solid bounceback from ’09, with China and South Korea exhibiting the strongest growth. Thanks to the economy rebounding and a surge of visitors from mainland China, fueled by a change in tourist visa policies, Asian theme parks had a strong year in 2010. Korean theme parks saw an increase of more than 10 percent due to the influx of Chinese tourists; parks in other Asian countries benefited as well. China’s growing prosperity is driving a lot of theme park development in Asia.”

Disney parks in Asia prospered in 2010. “The attendance increase at Disney parks in Japan and Hong Kong (800,000 and 600,000 respectively) can be attributed to three things: increased tourism from China, aggressive marketing and new attractions,” said Yoshii. “Hong Kong Disney added the Autotopia ride and Stitch Encounter and is continuing with additional investment/expansion plans adding three new lands in as many years.”

In China itself, the six-month Shanghai 2010 World Expo, which closed in October, was the largest world fair in history, in physical size as well as attendance. The successful mega-event drew significant international

participation, attracted 73 million visits and was the catalyst for major infrastructure improvements: subways, highways, airport expansion and new high speed trains. “It was a huge investment and not many cities in the world could have done it,” observed Yoshii. Commercial/residential redevelopment of the expo site is underway; some of the attractions are still open, including the exhibition center, sports arena and China Pavilion, reportedly still drawing some 10,000 people a day.

Also in Shanghai, groundbreaking has taken place for the new Disney park. “Design work is moving forward very quickly,” said Yoshii, “and the hotels are also starting major construction this year. With the opening targeted for the end of 2016, it will be a very aggressive construction schedule. The project is creating a lot of excitement and interest. Whenever these big park operators come into a market, it stirs interest in theme parks, and a lot of developers are now looking at projects in various cities. The growth of the middle class in Asia is phenomenal and will drive huge investments in theme parks in the coming decade.”

Ocean Park Hong Kong posted a record year in terms of attendance: 5.1 million visits. “Ocean Park is implementing an eight-year reinvestment plan, rebuilding and expanding the park section by section,” said Yoshii. “They’re adding new rides and shows, and a lot of capacity. The new Aqua City area offers a fantastic aquarium experience and nighttime spectacular that have extended the average length of stay by 30 minutes.”

Universal Studios Singapore (USS), which held its grand opening in May 2011, tallied more than two million visits during its nine-month soft-open period in 2010. USS is part of Resorts World Sentosa. “The resort business model is drawing a lot of interest as a way of cross-subsidizing the expense

Global snapshots

Wizards and water parks

of a theme park with a casino,” noted Yoshii.

Waterparks in Asia also did well. In South Korea, Caribbean Bay at Everland posted a very good 2010 with a 20 percent uptick in attendance. “Jakarta is emerging as a new market, with a lot of interest in waterparks as well as theme parks and indoor attractions,” said Yoshii, citing redevelopment of Jaya Ancol, home to Dunia Fantasi theme park and Atlantis waterpark.

It’s not all blockbuster news in Asia however, while the big name parks drew healthy visitor numbers, for the most part smaller regional parks still experienced some decline, such as the parks in Japan where the economy is generally flat. Visitation totals for 2011 will likely suffer at the Tokyo Disney parks, which closed for one month due to the earthquake and subsequent disruptions in Fukushima. “It will take some time before people in Japan start seeking recreation again; they are still limiting their discretionary spending very much. Tourism in general will be affected as well,” said Yoshii.

In the face of economic and political challenge, a resilient industry produces some of its finest work.

2010 was beset with obstacles for the themed entertainment industry. In addition to continued economic and political challenges, the year also saw its share of natural disasters. But, 2010 also stands as a year in which the industry unveiled some of its very finest, mature work.

As pointed out in last year's edition of this report, the 2009 TEA/AECOM Theme Index, "Repositioning for the Regional," the recession caused people to cut back on travel and leisure spending — a phenomenon that boosted regional attractions yet challenged destination theme parks. 2009 was the year of the staycation; but, in 2010, destination parks began their recovery by giving visitors some compelling reasons to return in the form of stellar new attractions.

"Reinvestment fuels attendance growth and the resurgence of major parks in 2010 demonstrates that," said Camp. "But it's not just 'reinvestment' — it's reinvestment in quality family rides and shows. Looking at the best projects of 2010, we can see that the business of themed entertainment has stayed in touch with the fundamentals of creating a quality product to draw a family market."

"Our industry has produced some of the best work in its history, during some of the worst economic times we've had," said Robinett. "It shows that this industry has leaders — global leaders — building on the hope of the future, not just focused on the troubles of the present."

Here's a short list of world-class projects that opened in 2010 and have been successful in terms of creativity, design, execution and guest appeal:

Global snapshots

A resilient industry

The Wizarding World of Harry Potter (Universal Studios Orlando)

One of the most anticipated attractions in the history of themed entertainment, Universal Studios' The Wizarding World of Harry Potter successfully met the expectations of a very demanding audience. Universal pulled out all the stops in creating this *tour de force* immersive guest experience, right down to the taste of the Butterbeer. The Wizarding World of Harry Potter was honored with a record four Thea Awards for Outstanding Achievement by the Themed Entertainment Association.

World of Color (Disney California Adventure)

Five years in the making, the 26-minute show takes its name from the 1960s television series "Walt Disney's Wonderful World of Color." This nighttime fountain spectacular is a visual and technical marvel, and an important focal point in the reimagining of Disney California Adventure theme park. It was honored with a Thea Award for Outstanding Achievement by the Themed Entertainment Association. World of Color helped recapture destination park visitors in the wake of the recession and revive Disney's attendance totals for 2010.

Universal Studios Singapore

This boutique-sized theme park shares territory with a casino, hotels and other visitor attractions at Resorts World Sentosa. Its lengthy soft-opening period (more than a year) enabled operators to fine-tune while building a customer base, and the mix of attractions helps offset the longer return on investment period of a theme park.

Shanghai Expo 2010

Sometimes referred to as "China's coming out party," the Shanghai expo was an outstanding example of how even today a world's fair can have

contemporary relevance. This colossal, six-month mega-event was a vehicle for international and trade relations and a laboratory for entertainment design and technology with many outstanding pavilions. (See Yoshii's observations in "Asia Bounces Back," pp10-12.)

Ferrari World Abu Dhabi

Developer Aldar Properties PJSC succeeded in creating a landmark licensed attraction and the world's largest indoor theme park. Ferrari World bears watching as a new kind of corporate branding venture. This ambitious undertaking was of the few Mideast themed entertainment projects to actually reach opening day.

Doing what it takes with today's global resources to fit the project to the market.

In today's global market, the basics of project development remain the same, but attention to detail is vital. "Whether the project is in your native country, or a continent away, it is imperative to be up to date on the demographics of your target market, what appeals to them and how to communicate with them," said Robinett. "Do your research and use all the tools available."

Knowing one's market includes getting to know its business culture, Camp pointed out. "Study successful recent projects and the paths they took. What were the planning and approvals processes, public/private sector relationships, timeframes, budgets, financing and the local construction environments, among others?" With specific infrastructure needs, climate factors can be as important as cultural ones. "The roof of [Abu Dhabi] Ferrari World cost \$1.2 billion," said Camp. "It is probably the largest roof in the world."

Mobility

Global availability and mobility of resources affects how project teams come together and what they bring to the job. "Increasingly, in the creation of themed entertainment products, we're seeing labor, expertise, capital and management flow freely around the world," said Brian Sands. "People do drawings in China for delivery in Los Angeles the next morning; expatriates move around to work in India, Latin America and Eastern Europe. The industry's managers, operations people, planners, architects, designers and engineers are circling the globe."

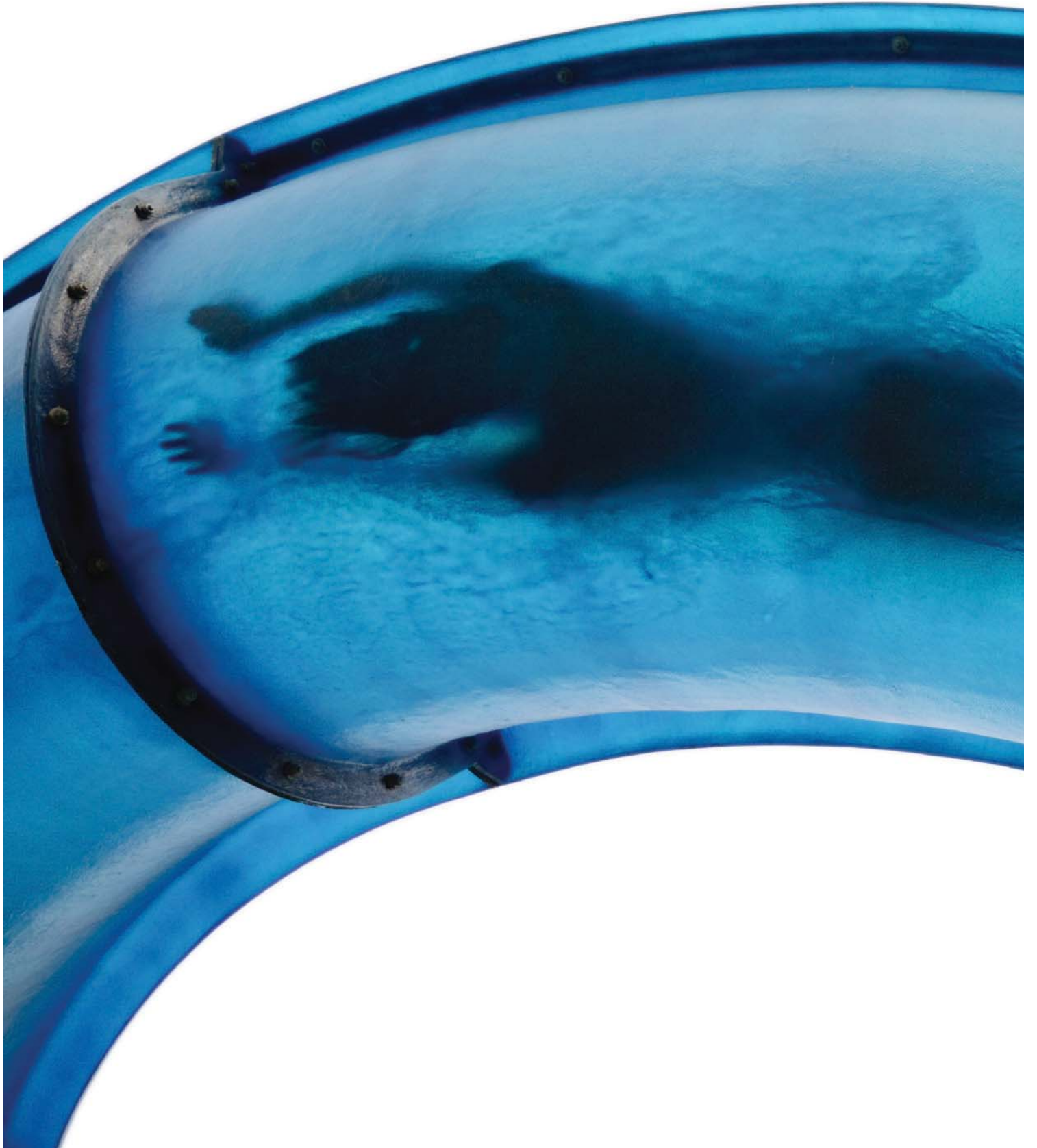
Flexible pricing opportunities

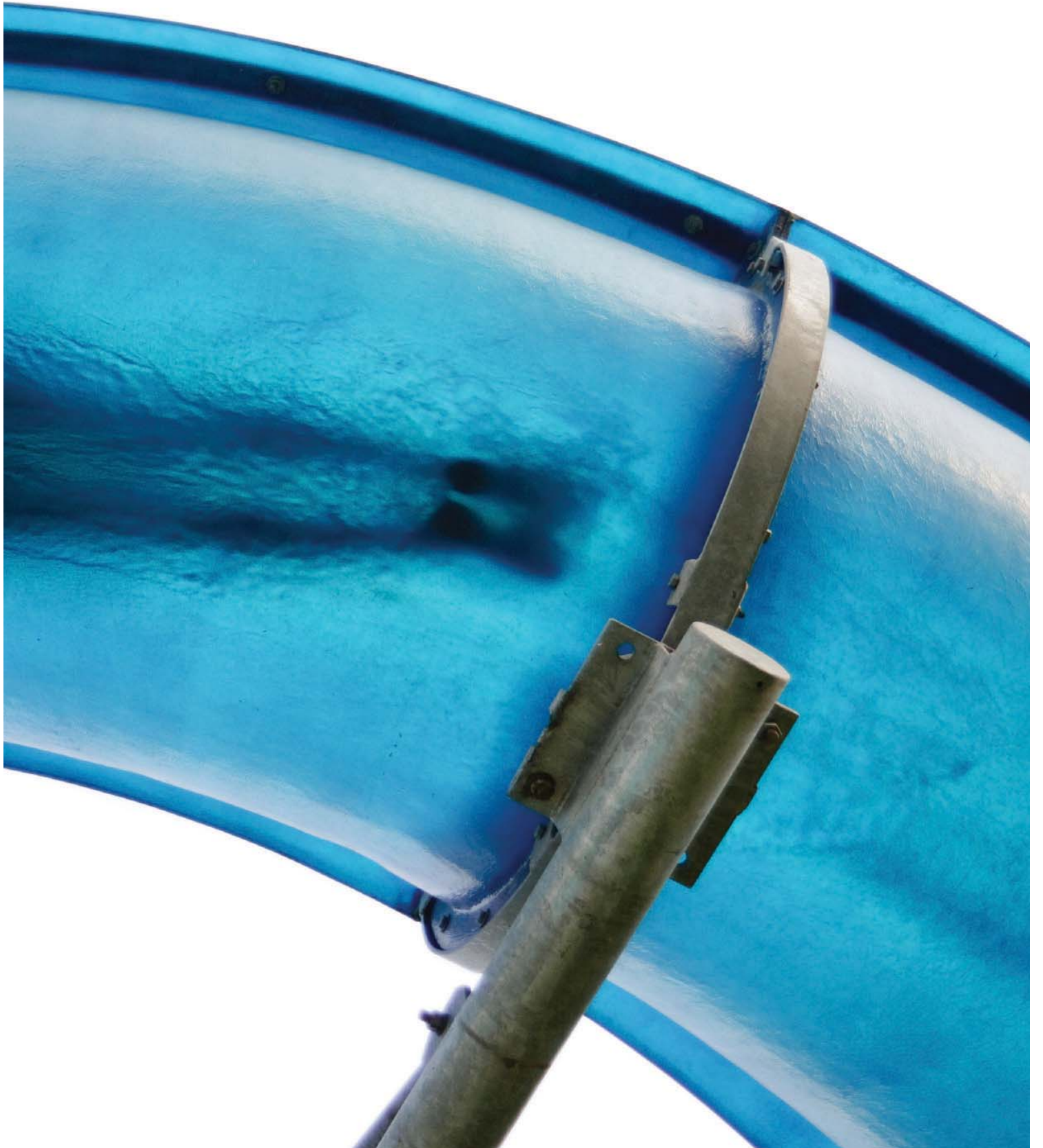
A flexible pricing structure facilitated by Internet ticketing can yield both profits and crowd regulation, giving operators the ability to respond quickly to the market. And by coordinating with customer relations tools, they can gain more precise knowledge of guests' needs on which to base personalized service and special offers. "Parks can now drive volume in a manner similar to airline ticket pricing," observed Camp. "They can modify pricing on short notice if a park is getting full. In summer peaks, if you push price 10 percent and lose 5 percent of people you can make more money — and the guests will be happier because they aren't overcrowded." Online ticketing also facilitates up-selling via such items as "fast passes" and meal deals. "It could be that the combination of credit card payment and Internet encourages people to spend more — they don't feel the out-of-pocket expense as much," said Camp.

Disaster preparedness and Tokyo Disney's example

"We are all proud of the wholehearted, unhesitating actions of the Tokyo Disney parks following the earthquake in Fukushima. They fed and sheltered the multitude of guests who had been stranded there, and in so doing they underscored the bond that exists between an attraction venue and its community," said Yoshii.

"Tokyo Disney set an example," said Robinett, "and that example has raised the question of whether theme parks might embrace this role more fully from the start — be designed in a way that incorporates their potential function as shelters within their safety and disaster preparedness programs."





Data

TEA-AECOM summary of 2010 data

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Data key: amusement parks/theme parks

Colors



Magenta

Positive growth from 2009-2010



Orange

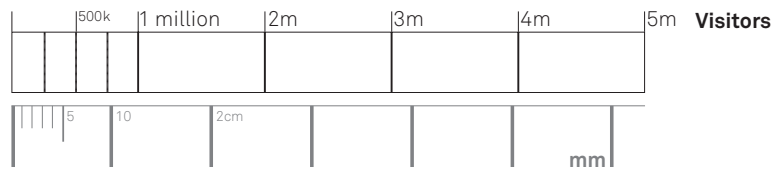
Negative growth from 2009-2010



Grey

No change in growth from 2009-2010

Scale



Data key: water parks

Colors



Blue

Positive growth from 2009-2010



Light blue

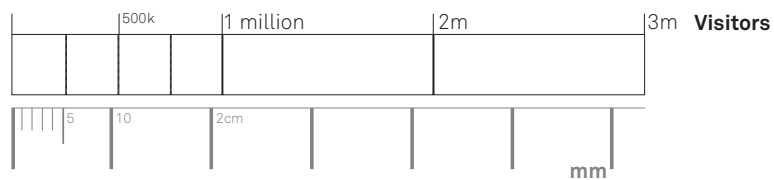
Negative growth from 2009-2010



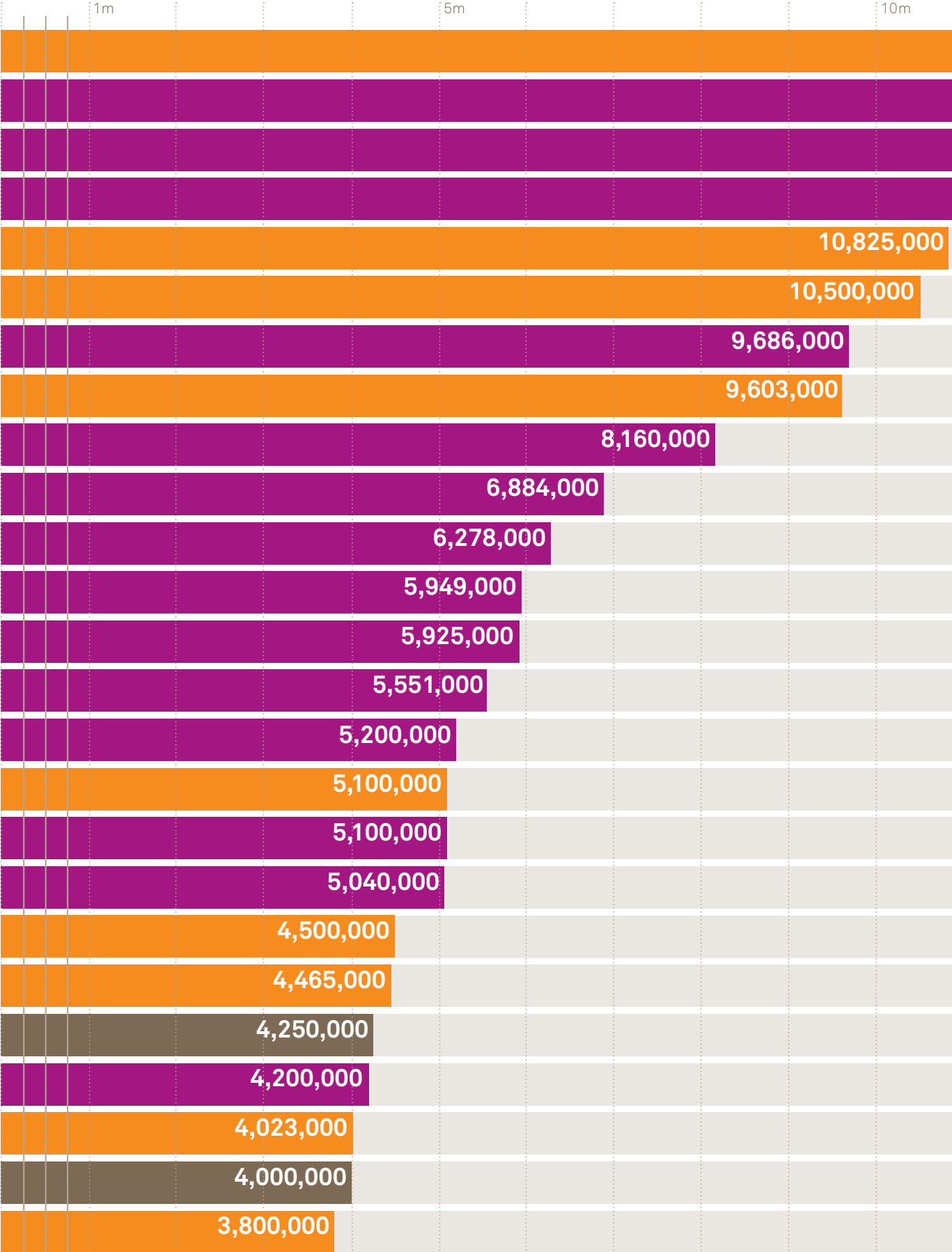
Grey

No change in growth from 2009-2010

Scale



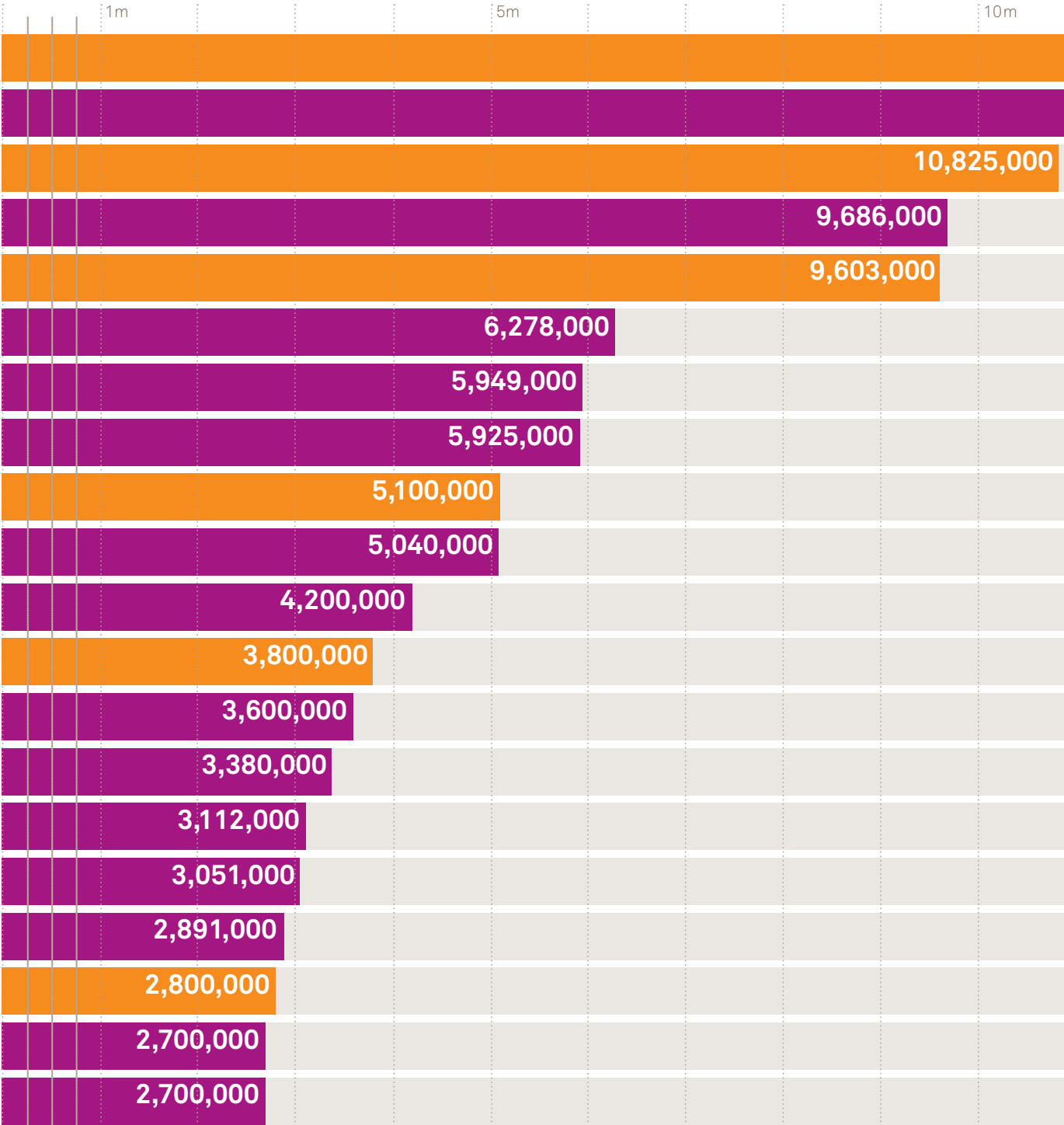
Top 25 amusement parks/theme parks worldwide



15m

16,972,000	▼ -1.5%	MAGIC KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.A
15,980,000	▲ 0.5%	DISNEYLAND, Anaheim, CA, U.S.A.
14,452,000	▲ 5.9%	TOKYO DISNEYLAND, Tokyo, Japan
12,663,000	▲ 5.5%	TOKYO DISNEYSEA, Tokyo, Japan
	▼ -1.5%	EPCOT at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▼ -2.6%	DISNEYLAND PARK at Disneyland Paris, Marne-la-Vallee, France
	▲ 1.0%	DISNEY'S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▼ -1.0%	DISNEY'S HOLLYWOOD STUDIOS at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▲ 2.0%	UNIVERSAL STUDIOS JAPAN, Osaka, Japan
	▲ 11.6%	EVERLAND, Gyeonggi-Do, South Korea
	▲ 3.0%	DISNEY CALIFORNIA ADVENTURE, Anaheim, CA, U.S.A.
	▲ 30.2%	ISLANDS OF ADVENTURE at Universal Orlando, FL, U.S.A.
	▲ 6.1%	UNIVERSAL STUDIOS at Universal Orlando, FL, U.S.A.
	▲ 22.4%	LOTTE WORLD, Seoul, South Korea
	▲ 13.0%	HONG KONG DISNEYLAND, Hong Kong S.A.R.
	▼ -12.1%	SEAWORLD FLORIDA, Orlando, FL, U.S.A.
	▲ 6.3%	OCEAN PARK, HONG KONG S.A.R.
	▲ 26.0%	UNIVERSAL STUDIOS HOLLYWOOD, Universal City, CA, U.S.A.
	▼ -2.6%	WALT DISNEY STUDIOS at Disneyland Paris, Marne-la-Vallee, France
	▼ -5.0%	NAGASHIMA SPA LAND, Kuwana, Japan
	0.0%	EUROPA PARK, Rust, Germany
	▲ 2.4%	BUSCH GARDENS TAMPA BAY, Tampa, FL, U.S.A.
	▼ -6.0%	YOKOHAMA HAKKEIJIMA SEA PARADISE, Yokohama, Japan
	0.0%	DE EFTELING, Kaatsheuvel, the Netherlands
	▼ -9.5%	SEAWORLD CALIFORNIA, San Diego, CA, U.S.A.

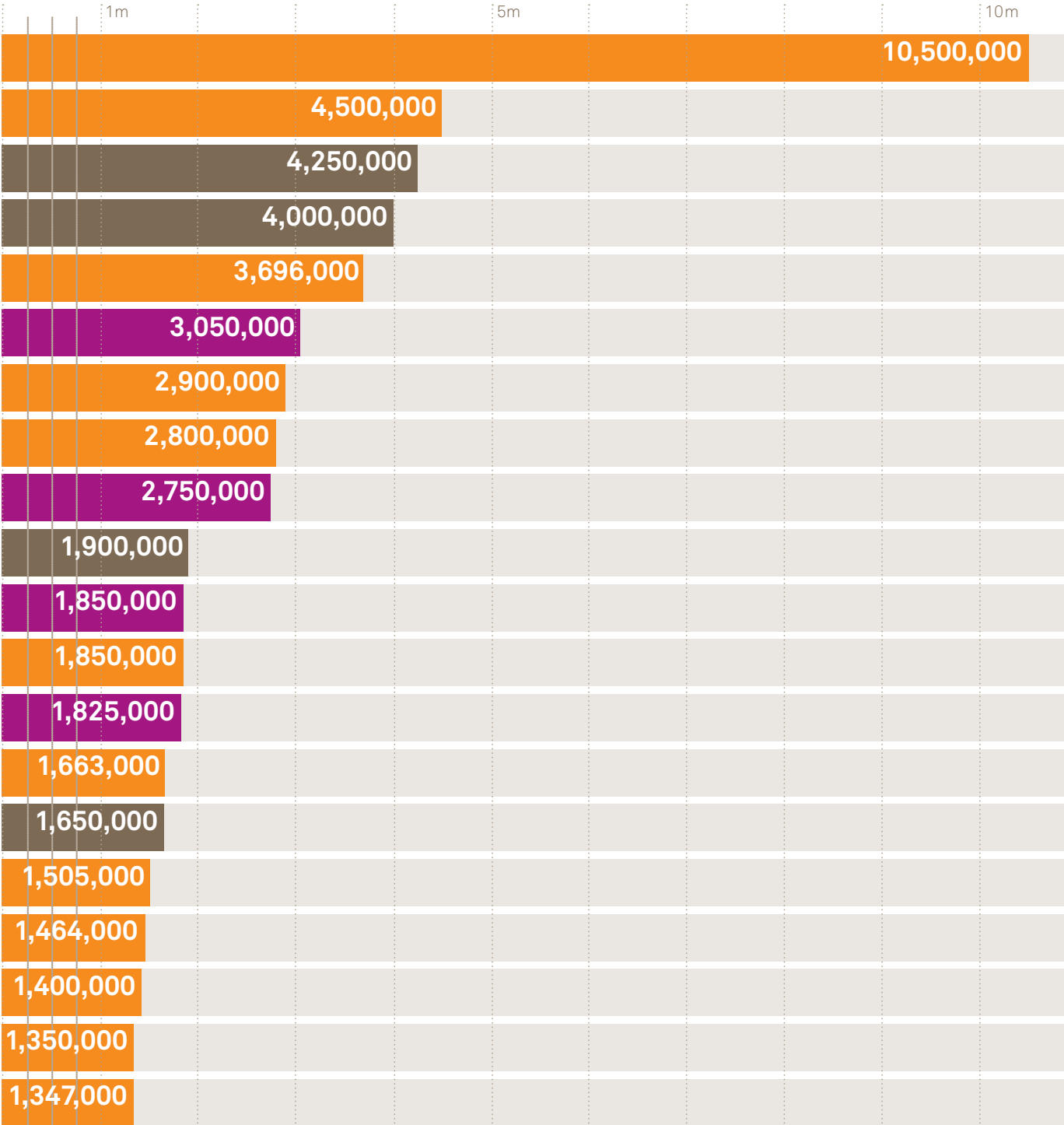
Top 20 amusement parks/theme parks in North America



15m

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15,980,000	▲ 0.5%	DISNEYLAND, Anaheim, CA, U.S.A.
	▼ -1.5%	EPCOT at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▲ 1.0%	DISNEY'S ANIMAL KINGDOM at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▼ -1.0%	DISNEY'S HOLLYWOOD STUDIOS at Walt Disney World, Lake Buena Vista, FL, U.S.A.
	▲ 3.0%	DISNEY CALIFORNIA ADVENTURE, Anaheim, CA, U.S.A.
	▲ 30.2%	ISLANDS OF ADVENTURE at Universal Orlando, FL, U.S.A.
	▲ 6.1%	UNIVERSAL STUDIOS at Universal Orlando, FL, U.S.A.
	▼ -12.1%	SEAWORLD FLORIDA, Orlando, FL, U.S.A.
	▲ 26.0%	UNIVERSAL STUDIOS HOLLYWOOD, Universal City, CA, U.S.A.
	▲ 2.4%	BUSCH GARDENS TAMPA BAY, Tampa, FL, U.S.A.
	▼ -9.5%	SEAWORLD CALIFORNIA, San Diego, CA, U.S.A.
	▲ 8.0%	KNOTT'S BERRY FARM, Buena Park, CA, U.S.A.
	▲ 7.0%	CANADA'S WONDERLAND, Maple, ON, Canada
	▲ 3.7%	KINGS ISLAND, Kings Island, OH, U.S.A.
	▲ 3.7%	CEDAR POINT, Sandusky, OH, U.S.A.
	▲ 3.0%	HERSHEY PARK, Hershey, PA, U.S.A.
	▼ -3.4%	BUSCH GARDENS, Williamsburg, VA, U.S.A.
	▲ 2.5%	SIX FLAGS GREAT ADVENTURE, Jackson, NJ, U.S.A.
	▲ 10.2%	SIX FLAGS GREAT AMERICA, Gurnee, IL, U.S.A.

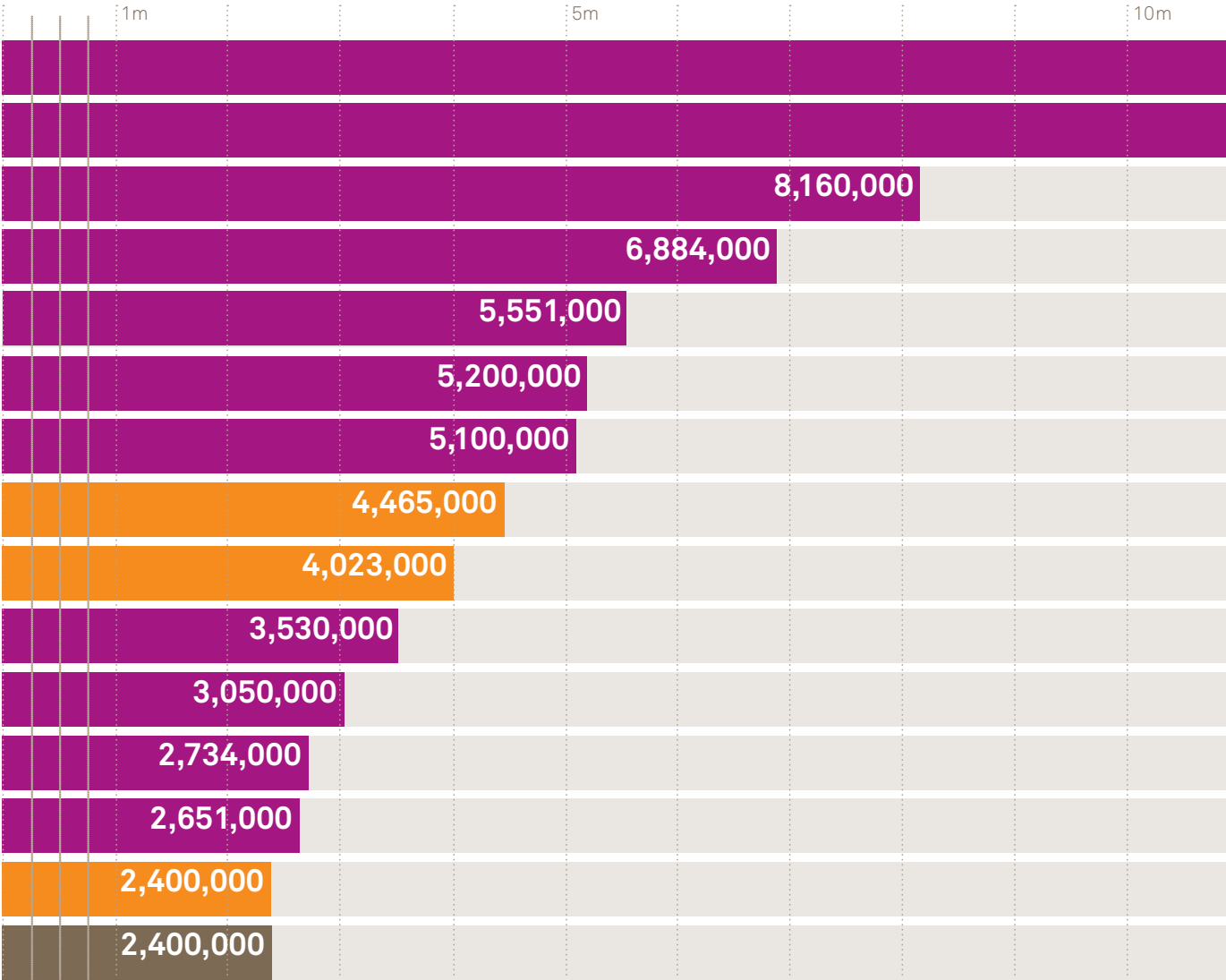
Top 20 amusement parks/theme parks in Europe

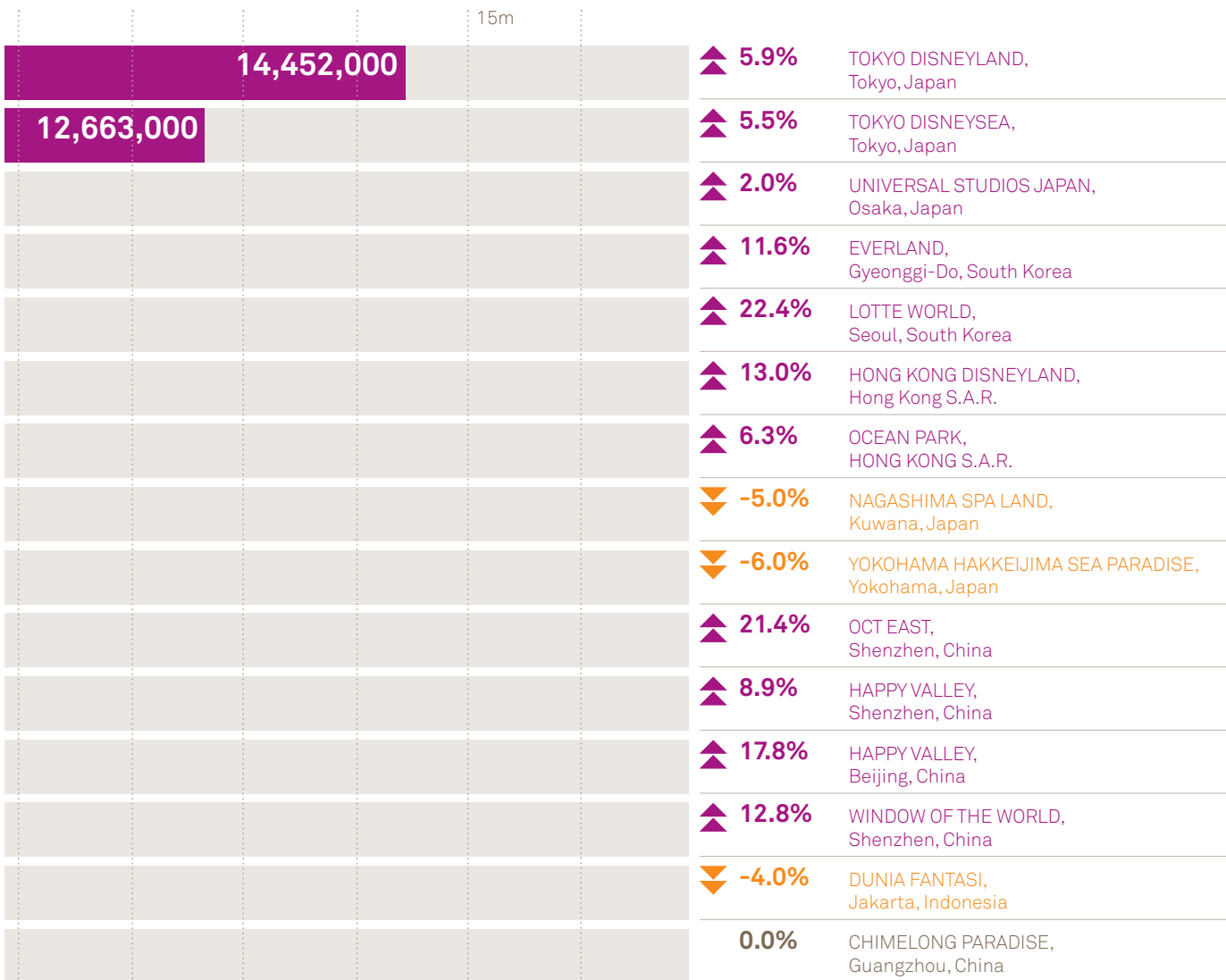


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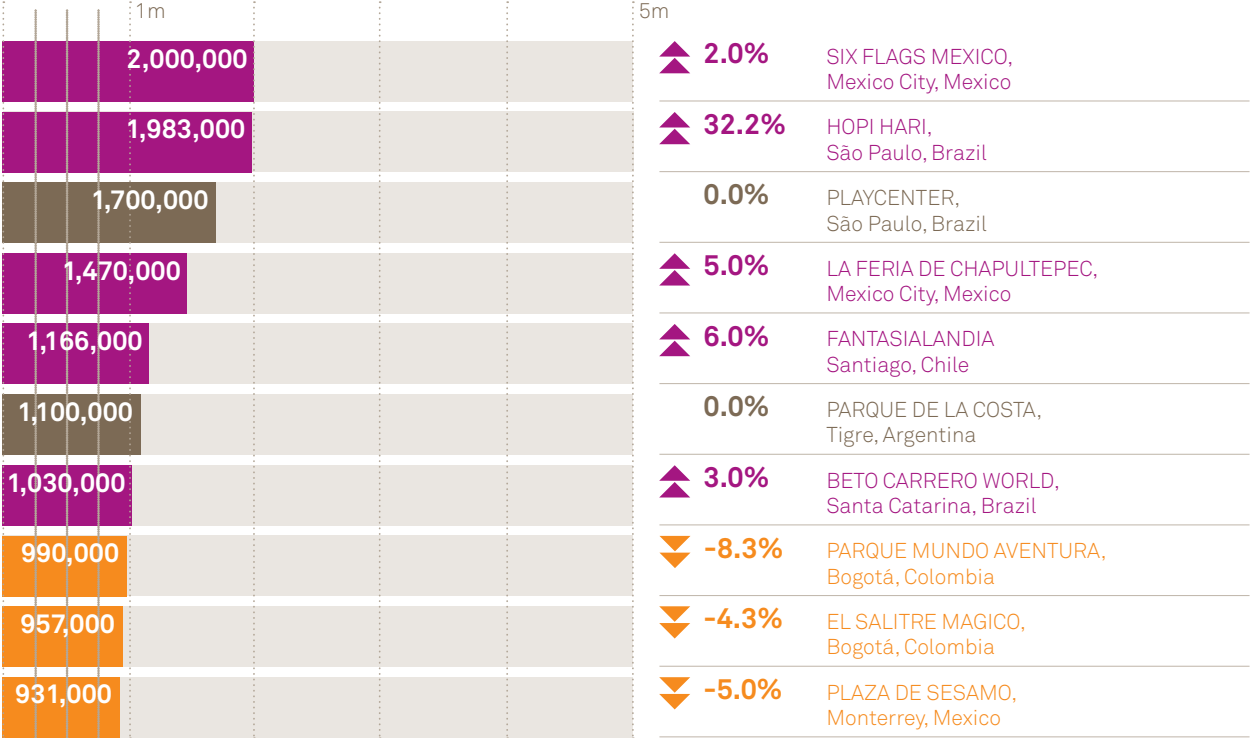
	▼ -2.6%	DISNEYLAND PARK AT Disneyland Paris Marne-la-Vallee, France
	▼ -2.6%	WALT DISNEY STUDIOS AT Disneyland Paris, Marne-la-Vallee, France
	0.0%	EUROPA PARK, Rust, Germany
	0.0%	DE EFTELING, Kaatsheuvel, the Netherlands
	▼ -4.5%	TIVOLI GARDENS, Copenhagen, Denmark
	▲ 1.7%	PORT AVENTURA, Salou, Spain
	▼ -7.9%	LISEBERG, Gothenberg, Sweden
	▼ -3.4%	GARDALAND, Castelnuovo del Garda, Italy
	▲ 3.8%	ALTON TOWERS, Staffordshire, U.K.
	0.0%	LEGOLAND WINDSOR, Windsor, U.K.
	▲ 3.4%	THORPE PARK, Chertsey, U.K.
	▼ -5.1%	PHANTASIALAND, Brühl, Germany
	▲ 7.4%	FUTUROSCOPE, Jaunay-Clan, France
	▼ -8.6%	PARC ASTERIX, Plailly, France
	0.0%	LEGOLAND BILLUND, Billund, Denmark
	▼ -7.3%	MIRABILANDIA, Savio, Italy
	▼ -6.9%	SLAGHAREN, Hardenberg, the Netherlands
	▼ -1.3%	FLAMINGOLAND, Malton, U.K.
	▼ -3.6%	HEIDE PARK, Soltau, Germany
	▼ -10.2%	PARQUE DE ATRACCIONES, Madrid, Spain

Top 15 amusement parks/theme parks in Asia-Pacific

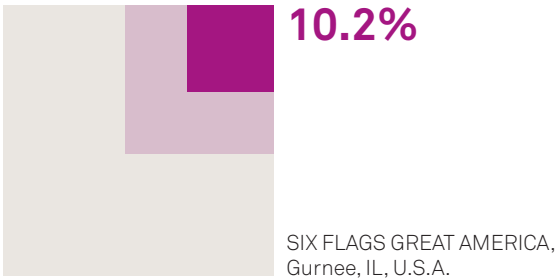
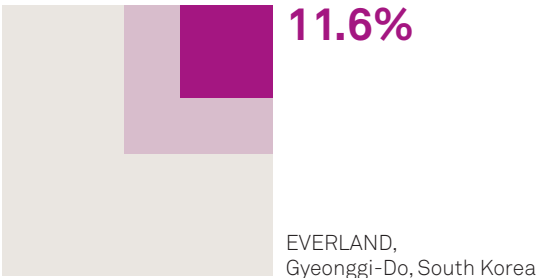
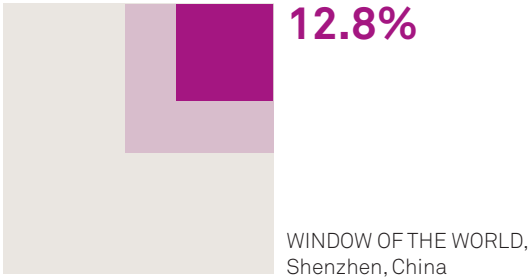
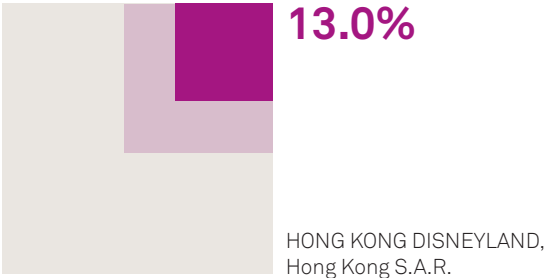
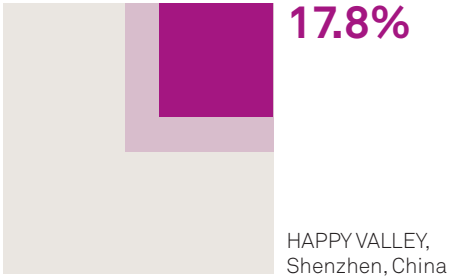
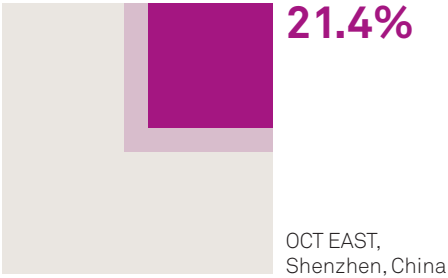
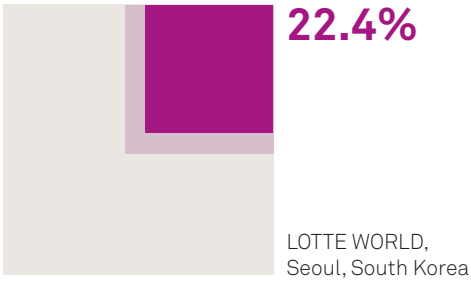
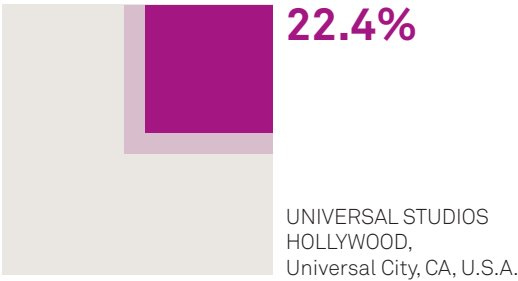
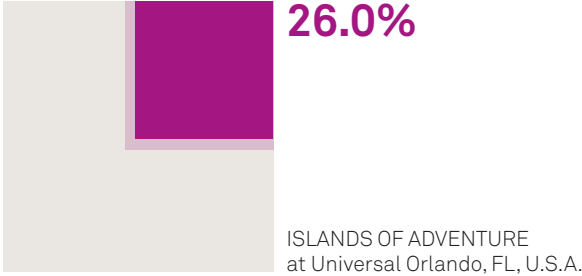
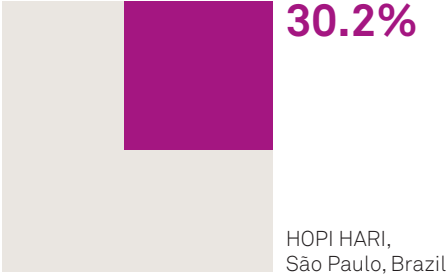




Top 10 amusement parks/theme parks in Mexico-Latin America



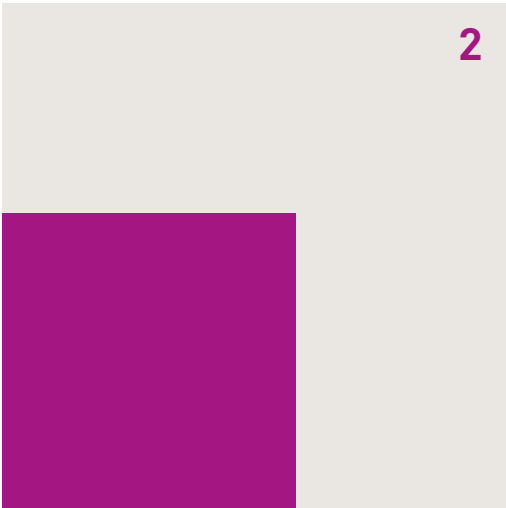
Fastest growing amusement parks/theme parks in 2010



Top 10 amusement park chains worldwide



WALT DISNEY ATTRACTIONS
Attendance: **120.6 million** 1.3% ▲



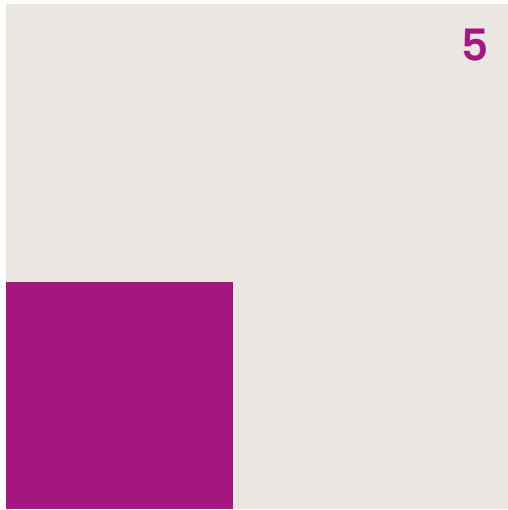
MERLIN ENTERTAINMENTS GROUP
Attendance: **41.0 million** 6.5% ▲



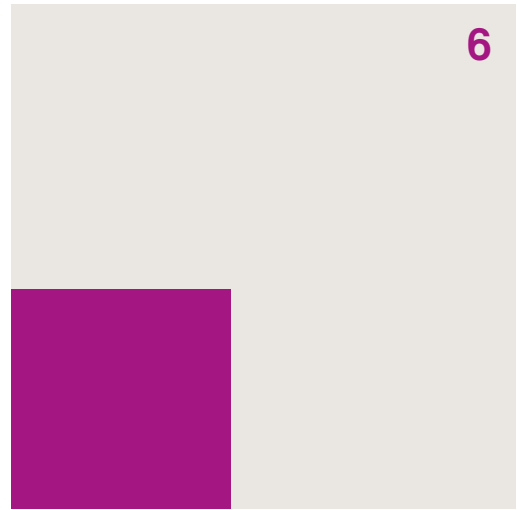
UNIVERSAL STUDIOS RECREATION GROUP
Attendance: **26.3 million** 11.0% ▲



PARQUES REUNIDOS
Attendance: **25.8 million** 4.0% ▲



SIX FLAGS INC.
Attendance: **24.3 million** **2.1%** ▲



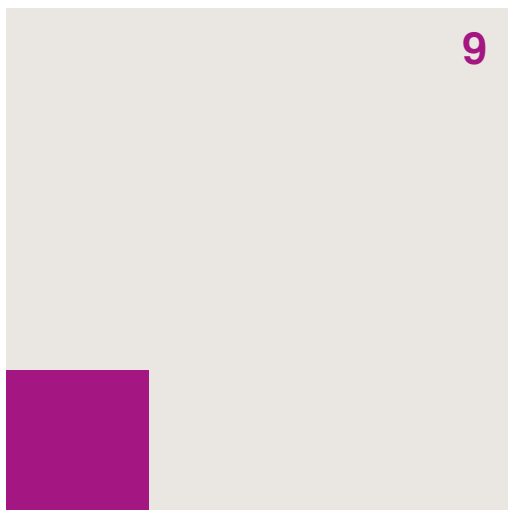
CEDAR FAIR
ENTERTAINMENT COMPANY
Attendance: **22.8 million** **8.1%** ▲



BUSCH ENTERTAINMENT
Attendance: **22.4 million** **4.9%** ▲



OCT PARKS CHINA
Attendance: **19.3 million** **22.2%** ▲

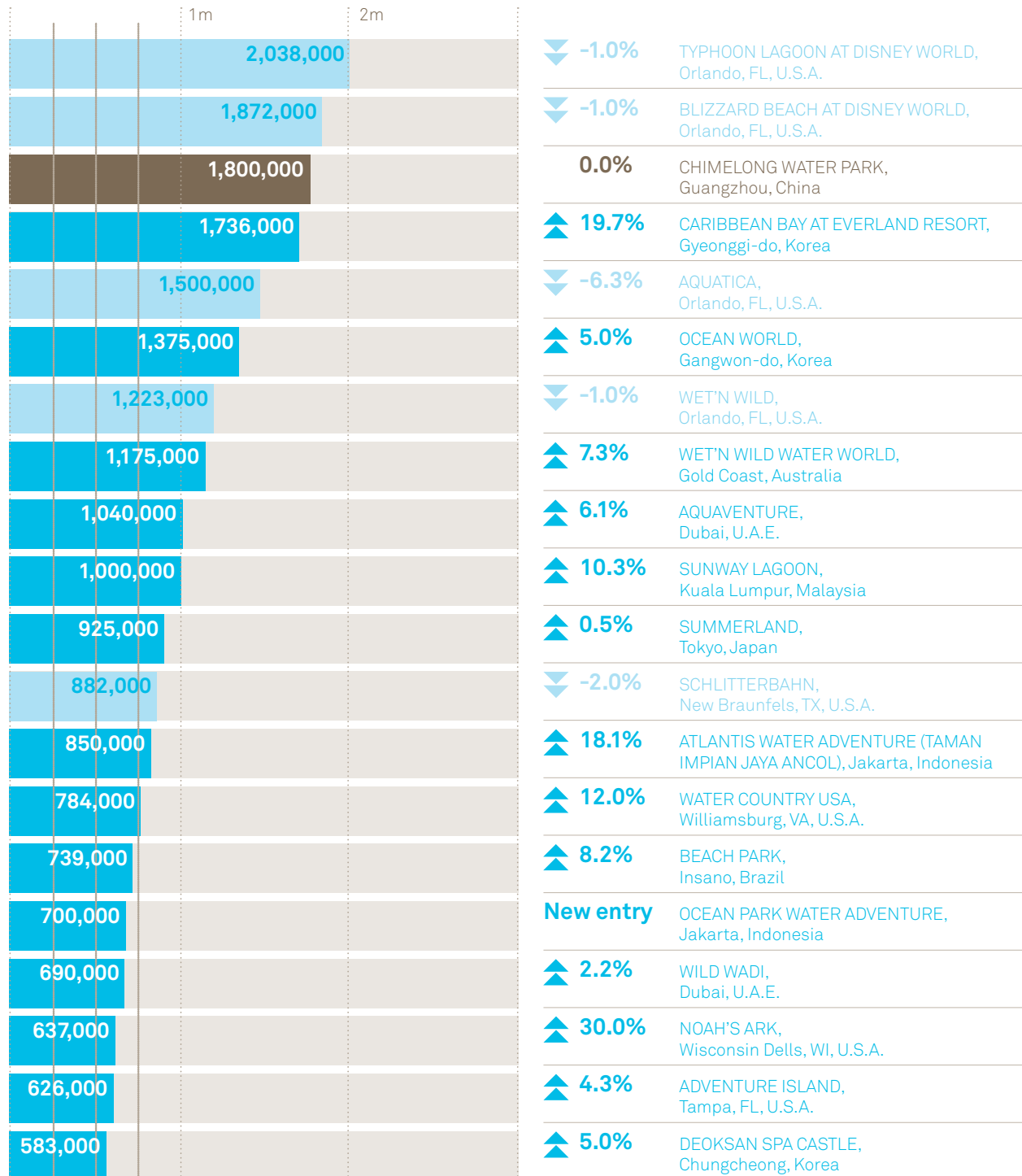


HERSCHELD ENTERTAINMENT
Attendance: **9.6 million** **New entry**

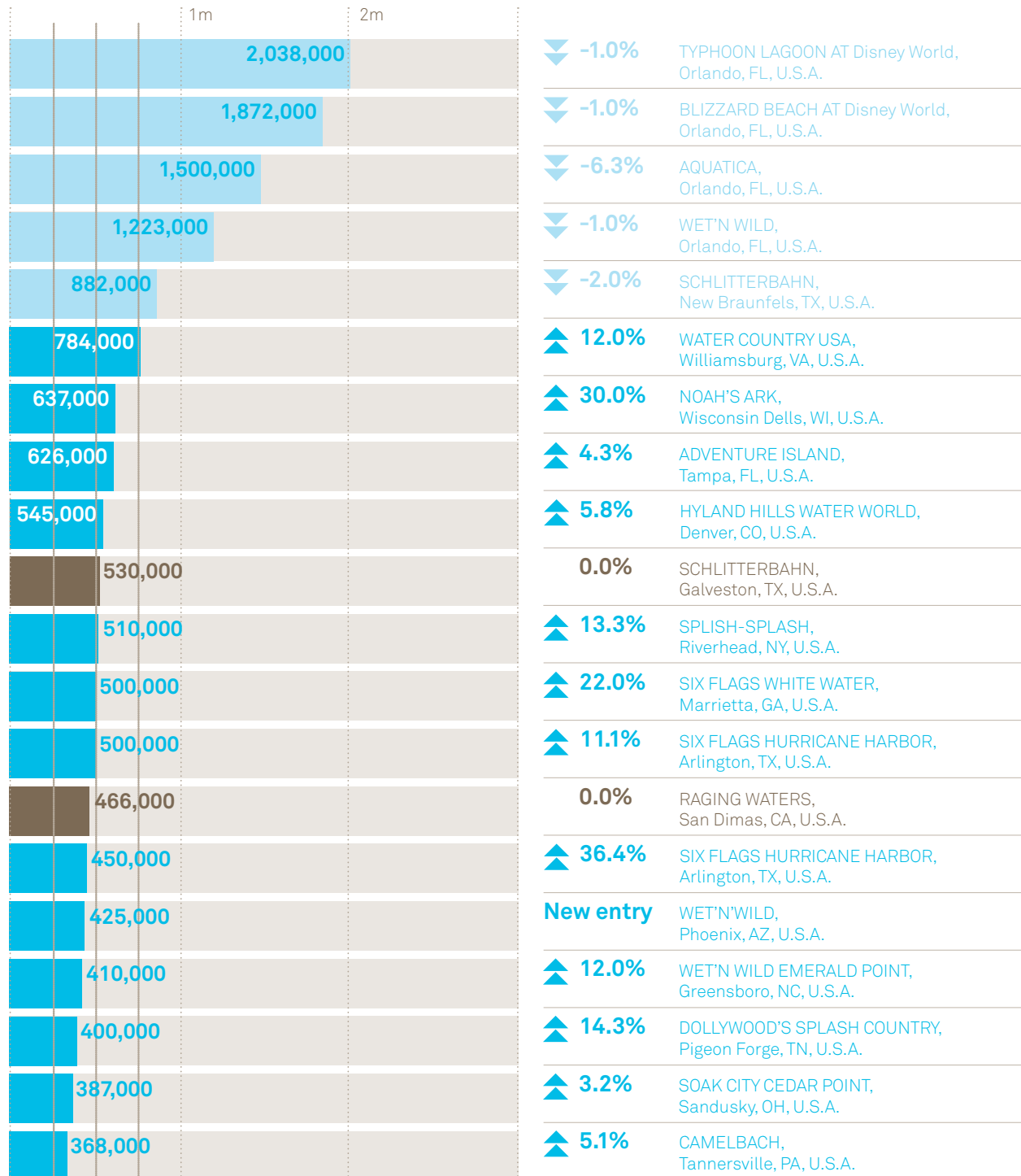


COMPAIGNE DES ALPES
(GREVIN)
Attendance: **9.0 million** **-9.1%** ▼

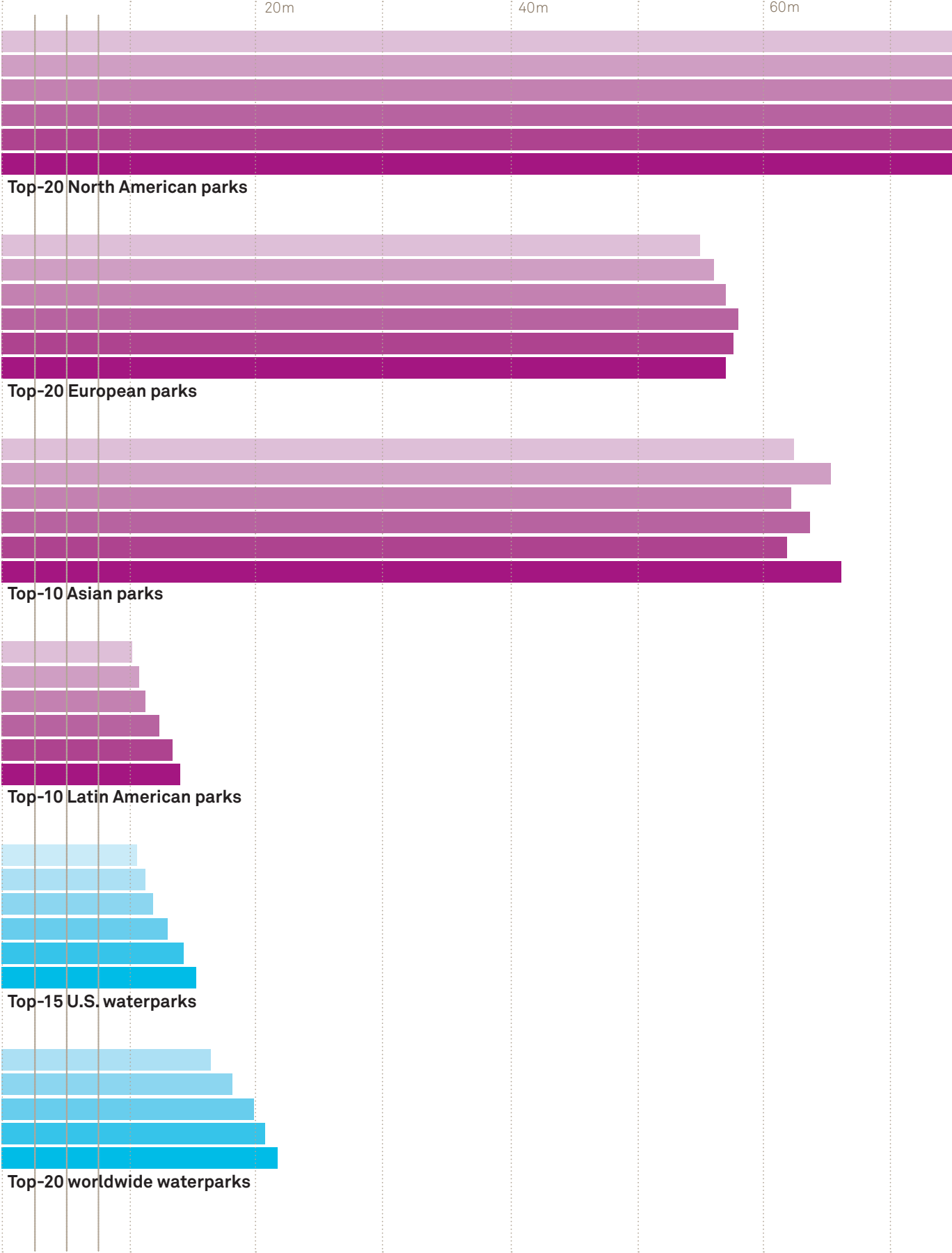
Top 20 waterparks worldwide

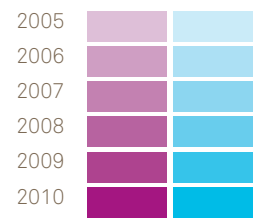
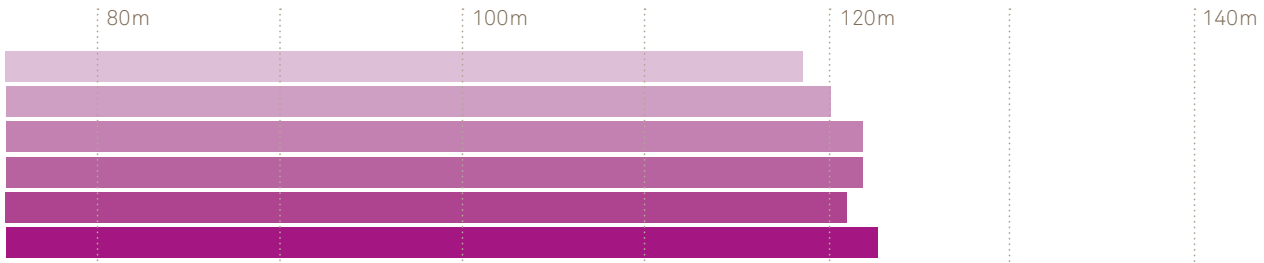


Top 20 waterparks in the United States

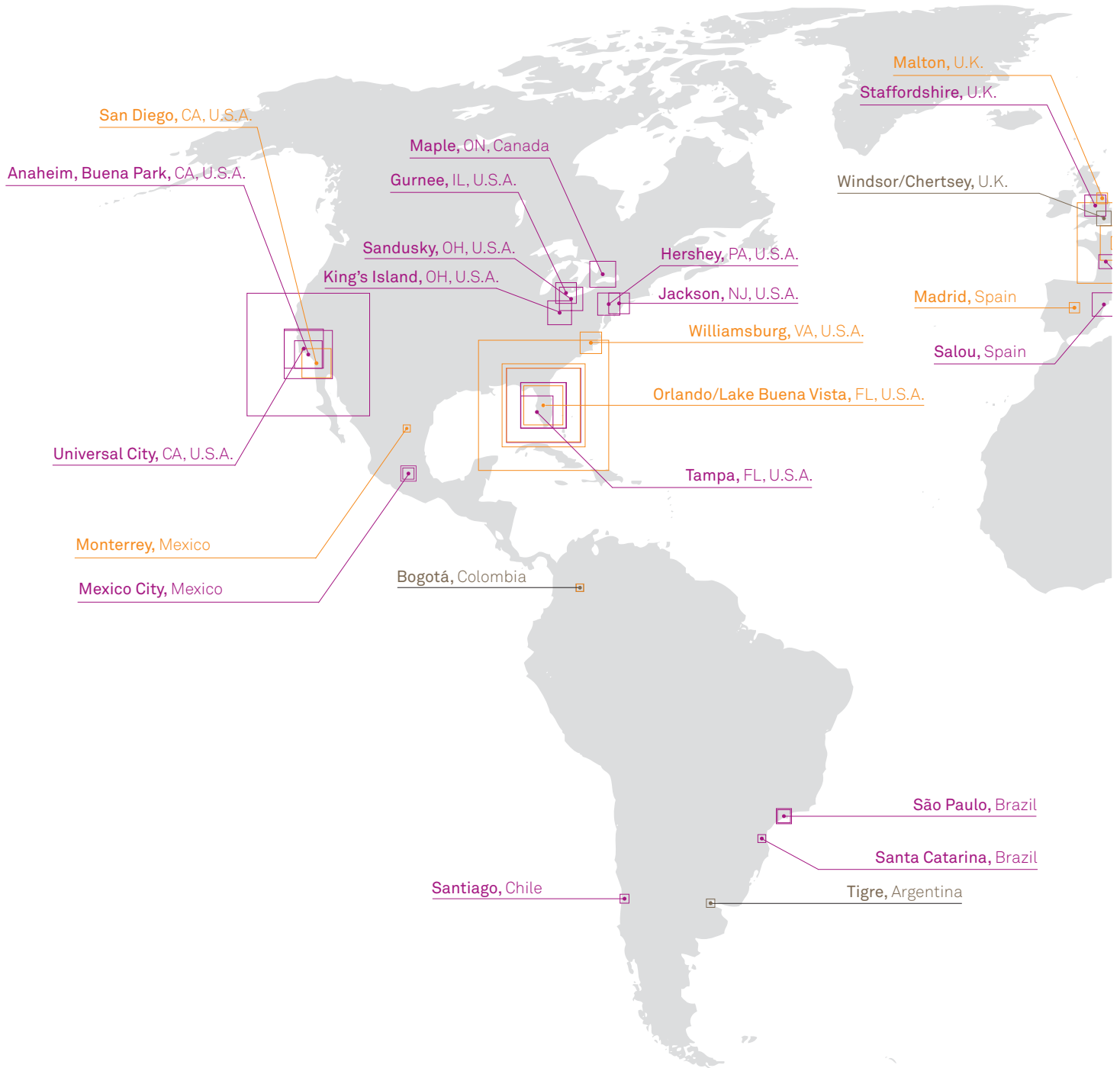


Charting global trends





2010 Theme Map



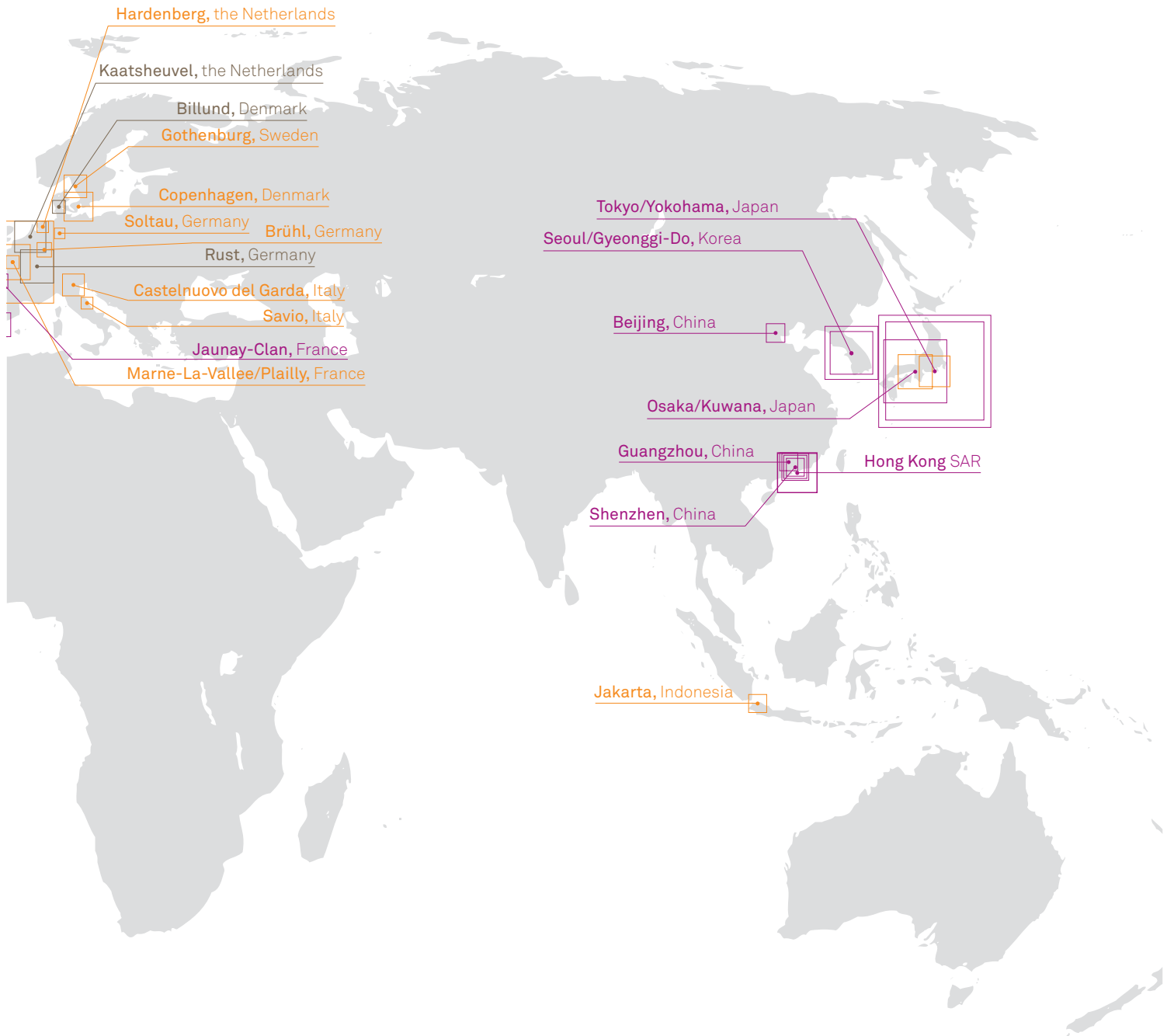
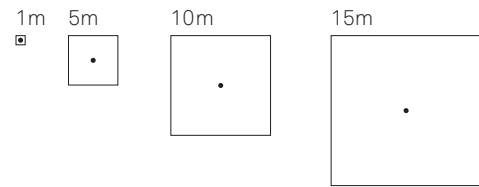
Colors:

Magenta
Positive growth

Orange
Negative growth

Gray
No change in growth

of visitors per park:



Should your property be included?

This is the fourth annual Theme Index collaboration between the Themed Entertainment Association (TEA) and AECOM, although the study itself has been in existence for much longer. It began as an attendance report of major U.S. theme parks, produced by AECOM with now defunct *Amusement Business Magazine*. Over the years, this study evolved to add waterpark figures and address the international scope of the industry.

Inclusion in the annual Theme Index is now seen as a benchmark of success among operators. Every year, AECOM hears from parks desiring to share their attendance increases and earn a place on the list. Operators who believe their properties should be included in the Theme Index are encouraged to contact the AECOM office in their region after studying the criteria for consideration given below. The more feedback and information we receive, the more accurate this report will become.

AECOM obtains the figures used to create the TEA/AECOM Theme Index through a variety of sources, including statistics furnished directly by the operators, historical numbers, financial reports, the investment banking community and local tourism organizations, among others. The global market is studied as a whole, and each of its four main regions is also studied separately: North America, Mexico/Latin America, Europe and Asia. There is also a table of the top waterparks in the world, in the United States, and of the top global chain operators.

To be included in the study, a facility in general must be gated (entry ticket required). North American parks must have annual visits above one million. To be included on the top chains list, a chain operator must have theme parks in its portfolio. External and internal factors such as development, pricing, customer service, weather, demographics, investment/expansion,

attendance and other dynamics that affect the estimated numbers are noted in comments within the charts.

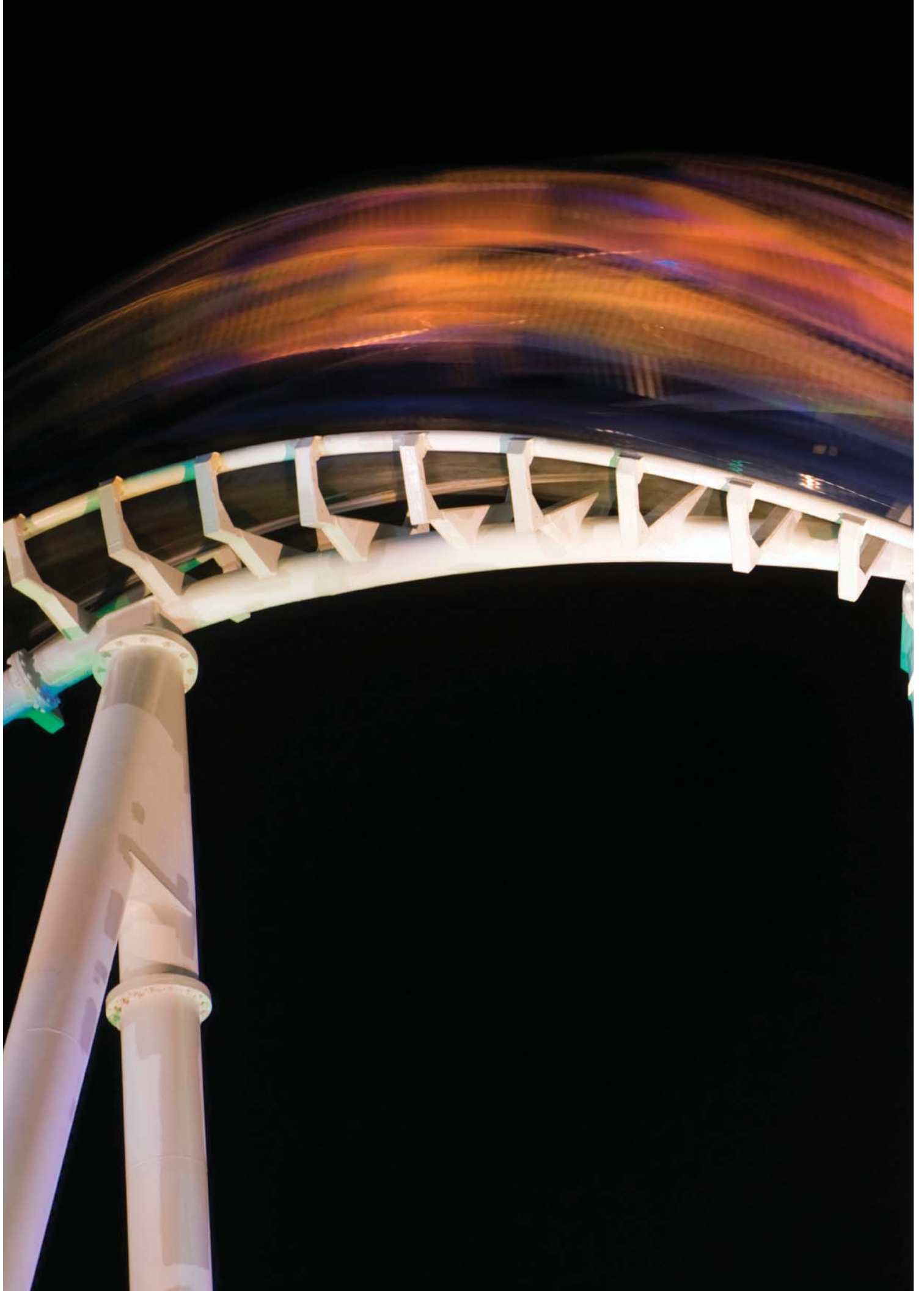
TEA and AECOM express thanks to the numerous park operators who graciously and generously furnished attendance information, enabling this report to be as complete and accurate as possible.

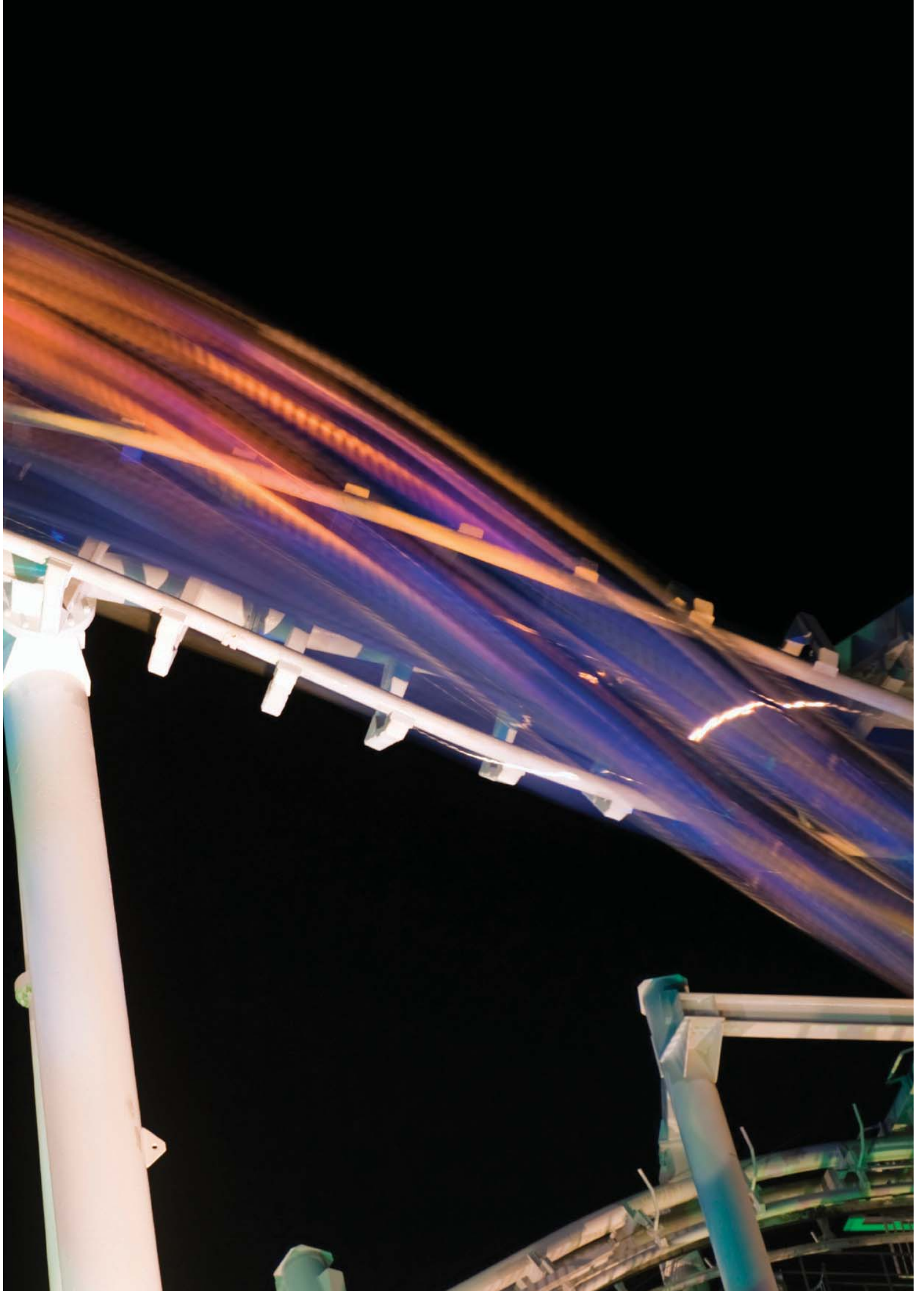
About the authors

The Economics practice at AECOM is the world leader in real estate consulting services. It advises clients on economic and financial planning issues for a myriad of commercial land uses, including theme parks, hotels and resorts, sports venues and major events, cultural facilities, tourism, complex mixed-use developments as well as economic regeneration schemes. The Economics practice at AECOM has made important contributions to some of the world's most innovative and successful projects.

AECOM is a global provider of professional technical and management support services to a broad range of markets, including transportation, facilities, environmental, energy, water and government. With approximately 45,000 employees around the world, AECOM is a leader in all of the key markets that it serves. AECOM provides a blend of global reach, local knowledge, innovation and technical excellence in delivering solutions that create, enhance and sustain the world's built, natural and social environments. A *Fortune 500* company, AECOM serves clients in approximately 125 countries and had revenue of \$7.3 billion during the 12 months ended March 31, 2011. More information on AECOM and its services can be found at www.aecom.com.

The TEA (Themed Entertainment Association) is an international nonprofit alliance founded in 1991 and based in Burbank, Calif. TEA represents some 7,000 creative specialists, from architects to designers, technical specialists to master planners, scenic fabricators to artists, and builders to feasibility analysts working in more than 680 firms in 39 different countries. TEA presents the annual Thea Awards and the TEA Summit and hosts the annual SATE conferences (Story, Architecture, Technology, Experience). TEA also produces a variety of print and electronic publications, including the TEA/AECOM Annual Theme Index, TEA Project Development Guidelines, and TEA Annual & Directory. Visit www.TEAconnect.org.





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