

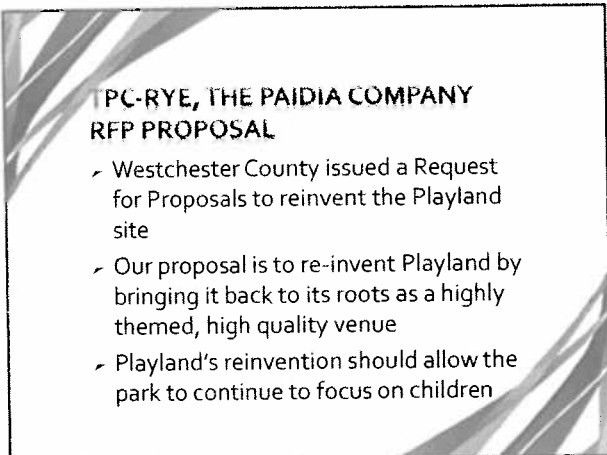


RYE PLAYLAND

Redevelopment Proposal
TPC-Rye
The Paidia Company

OVERVIEW

- Playland is an historic park owned by Westchester County
- The park originally featured highly themed attractions and offered an immersive entertainment environment
- Over time, the park seems to have lost its focus and has evolved into a combination of carnival type attractions randomly scattered around historic structures that no longer serve their original intended purposes
- As a result, attendance has declined



TPC-RYE, THE PAIDIA COMPANY RFP PROPOSAL

- Westchester County issued a Request for Proposals to reinvent the Playland site
- Our proposal is to re-invent Playland by bringing it back to its roots as a highly themed, high quality venue
- Playland's reinvention should allow the park to continue to focus on children

PLAYLAND

- Theme parks are suppose to be constantly growing and changing.
- Nostalgia is important, but should not put limits on a park's ability to evolve.
- What we propose may appear to some as a drastic change, but all we are really proposing are changes to the appearance of the park.
- By transforming the appearance of the park into LEGOLAND New York, we can help keep the park true to its historic "heart" and allow the park to flourish for many more generations.



CASE STUDY: LEGOLAND FLORIDA

- Cypress Gardens was an historic park
- The property included botanical gardens that are protected by the state
- In reinventing that park into LEGOLAND Florida, LEGOLAND successfully dealt with many of the same issues they would face in reinventing Playland

THANK YOU

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A Brief History

"It started with a fish...."

- 1979 First SEA LIFE Centre opens in Oban, Scotland
- 1992 SEA LIFE Centres acquired by Vardon plc, merged with London/York Dungeons to form Vardon Attractions Ltd.
- 1996 First German SEA LIFE Centre opens
- 1999 MBO backed by Apex to form Merlin Entertainments Group
- 2000 Major expansion of SEA LIFE Centres and Dungeons in continental Europe
- 2006 Secondary MBO backed by Hermes
- 2005 Tertiary MBO backed by Blackstone Acquisition of LEGOLAND Parks
- 2006 Acquisition of Gardaland
- 2007 Acquisition of The Tusseids Group
- 2008 Acquisition of London Aquarium and Underwater Adventures, Minnesota
- 2010 Acquisition of Cypress Gardens in Florida for the development of a new LEGOLAND Park
- 2011 Acquisition of Sydney Attractions Group
- 2012 Acquisition of Living and Leisure Australia

Annual Visitors	46m
2011 Revenue	£801m
2011 EBITDA	£256m
Sites	94
Geographical Footprint	21 countries
Employees	20,000

Unique Portfolio of Family Entertainment Brands and Iconic Assets

2 Products, 3 Operating Groups

SEA LIFE

- World's largest aquarium brand
- Combination of theming and marine biology expertise to provide an educational and entertaining family experience
- SLC new unit developments (15 in last 10 years) have been significant success - time to maturity is typically only 12 months
- 30 stand-alone SEA LIFE attractions across Europe, North America and Australia/New Zealand, including 3 marine sanctuaries
- 2 second gates at Gardaland Resort and LEGOLAND California
- In addition, 4 SEA LIFE features within Resort Theme Parks and LEGOLAND Parks
- Families with young children, schools
- Visitor Mix: 18% tourists, 82% domestic
- Opened Phoenix, Arizona site in 2010
- Underwater Adventures, Minnesota rebranded and re-launched in 2011
- Attract repeat visitors by refreshing displays and regularly opening new displays which can be rotated across the portfolio
- New investing in "creature development" - cladding and feed management systems

The LEGO Group

- Founded in 1932 by Ole Kirk Kristiansen
- Name from 1934: "LEG GODT" (play well) → "LEGO"
- One brand company
- 10,769 employees (April 2012)

LEGO® Brand Framework - our brand core and 4 promises

Mission	Inspire and develop the builders of tomorrow	
Vision	Inventing the future of play	
Promises	Way Promise Joy of building. Pleasure of creation	Partner Promise Mutual respect. Mutual success
	Planet Promise Positive impact	People Promise Success together
Spirit	Only the best is good enough	
Values	Imagination - Creativity - Fun Learning - Caring - Quality	

LEGOLAND Family ownership

An original business with real quality and an authentic meaning and soul

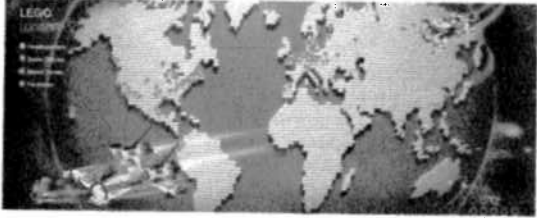



Picture of the three generations taken at Ole Kirk's 60th birthday in 1951



LEGOLAND LEGO® world map

Headquarters: Denmark (Billund)
 Concept and product development: Denmark, Germany, UK, Japan and the USA
 Production: Denmark, Czech Republic, Hungary & Mexico

LEGOLAND The LEGO® portfolio

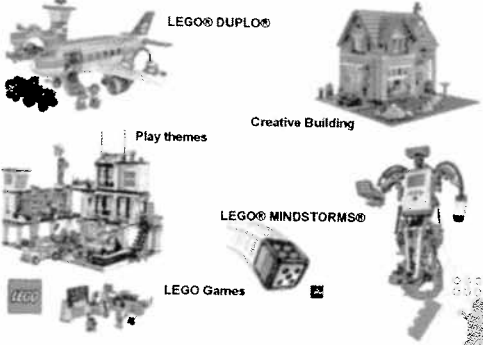

LEGO® DUPLO®

Play themes

Creative Building

LEGO® MINDSTORMS®

LEGO Games

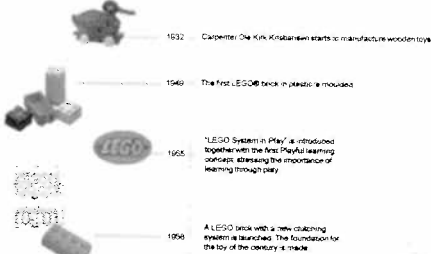

LEGOLAND The history of the LEGO® product

1932 Carpenter Ole Kirk Kristiansen starts to manufacture wooden toys

1949 The first LEGO® brick in plastic is moulded

1965 "LEGO System of Play" is introduced together with the first playful learning concepts, stressing the importance of learning through play

1999 A LEGO brick with a new clatching system is launched. The foundation for the toy of the century is made

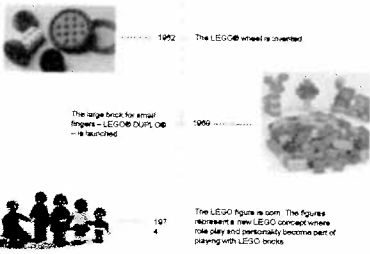

LEGOLAND The history of the LEGO® product

1932 The LEGO® wheel is invented

The large brick for small fingers – LEGO® DUPLO® is launched

1959

1971 The LEGO figure is born. The figures represent a new LEGO concept where role play and personality become part of playing with LEGO bricks

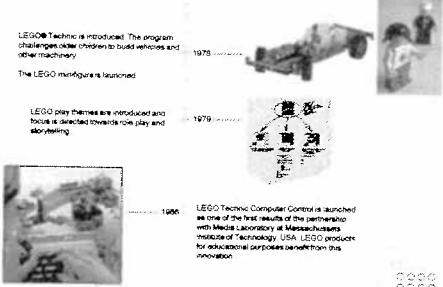

LEGOLAND The history of the LEGO® product

LEGO® Technic is introduced. The program challenges older children to build vehicles and other machinery

The LEGO minifigure is launched

LEGO play themes are introduced and focus is directed towards role play and storytelling

1996 LEGO Technic Computer Control is launched as one of the first results of the partnership with Media Laboratory at Massachusetts Institute of Technology, USA. LEGO products for educational purposes benefit from this innovation

LEGOLAND The history of the LEGO® product

The first structural game is introduced - 1907

1966 The LEGO Group signs a license agreement with Lucasfilm Ltd. and obtains the right to develop, produce and market LEGO® products based on the Star Wars™ franchise. Later, the LEGO Group signs agreements with e.g. Disney and Entertainment and Motion Fox.

1968 LEGO® MINDSTORMS® is launched as a result of the cooperation between the LEGO Group and the Massachusetts Institute of Technology, USA.

2001 The BRICKLE universe is launched, which combines physical products with a comprehensive on-line universe. Later, the BRICKLE® series is replaced by the new HERO Factory product line.

LEGOLAND The history of the LEGO® product

A new and updated version of the LEGO® MINDSTORMS NXT is launched, more advanced and able to both see, hear, feel and move - 2006

2009 A completely new product line - LEGO Games - is launched. The line consists of a series of board games that can be played by the whole family.

The LEGO Group launches a new product line - LEGO NINJAGO - 2011

LEGO Friends - a new line targeted at girls aged 5-8 - is launched - 2012

LEGOLAND Fun LEGO® facts

- Eight LEGO sets are sold each second.
- In 2011 approx. 22 billion LEGO elements were made at the factory in Billund, Denmark - equivalent to approx. 2.5 million elements an hour or 42,000 a minute.
- Laid end to end, the number of LEGO bricks sold in 2011 would reach more than 16 times round the world.
- If all LEGO sets sold in 2011 were stacked on top of each other, they would fill a football field (5,000 m²) to a height of 193 m - equivalent to a 58 story building.
- On average every person on earth owns 80 LEGO bricks.
- With a production of over 300 million tyres in 2011, the LEGO Group is one of the world's largest tyre manufacturers.
- In the manufacture of LEGO bricks the tolerance of the knob is 2/100 mm.
- Over the years, approx. 600 billion LEGO elements have been manufactured.

LEGOLAND LLP Brand Positioning

What am I?
A playful world of LEGO adventures.

What do I actually do?
I fuel the imagination and inspire days of family fun in an exciting LEGO themed environment.

Values
Interactive, imagination and active fun for the whole family (based on the LEGO Values - quality, creativity, playful learning and fun).

If I was somebody who would I be?
Tom Hanks in Big (in the toy store).

What is at the heart of everything I do?
Playful learning.

Who wants to come and visit me?
Active and involved families with children aged 2 - 12 years.

LEGOLAND LEGOLAND® parks


In July 2005, the LEGO Group sold its four LEGOLAND® parks (in Denmark, Germany, England and the USA) to Merlin Entertainment Group. MERLIN AIS (parent company of the LEGO Group) owns approx. 36% of Merlin Entertainment Group.

LEGOLAND LEGOLAND Parks – Key Facts


- LEGOLAND Parks are targeted families with Children 2-12
- LEGOLAND Parks are becoming short break destination resorts
- A LEGOLAND Park typically attracts 1.5-2.0m visits per year
- Industry leading guest satisfaction scores
- Strong Revenue Per Cap - higher social profiles, tourists and LEGO
- More than 50% of revenue comes from admission. Retail is 2nd highest source
- Highly attractive for repeat visitation - 80 -120K Pass Holders
- High appeal for tourists - 30-70% of visitation
- Each LEGOLAND Park based on same concept
- Carefully adapted to local culture, site and taste
- Land occupied on average 100-200 acres, all inclusive

LEGOLAND LEGOLAND Developments

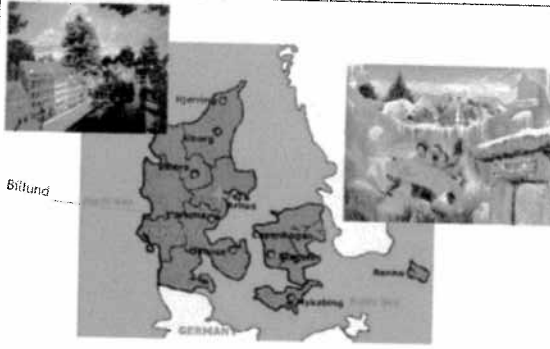
- 6 fully owned LEGOLAND Parks
- LEGOLAND Malaysia locally funded – Merlin operates and earns equity
- 2 LEGOLAND Hotels plus 2 under construction
- 1 Holiday Village
- 1 stand alone SEA LIFE Centre – 3 in-park
- 2 Water Parks and 1 under construction
- In-house development group
 - Designers
 - Model Builders
 - Project management
 - Pre-opening



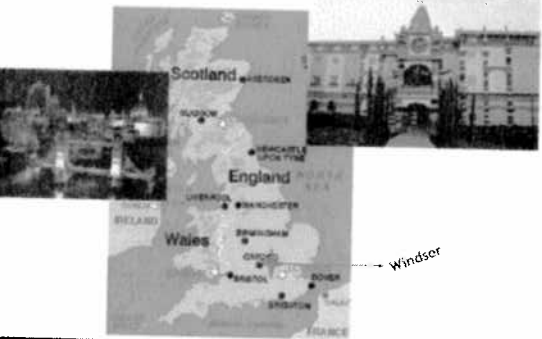
LEGOLAND



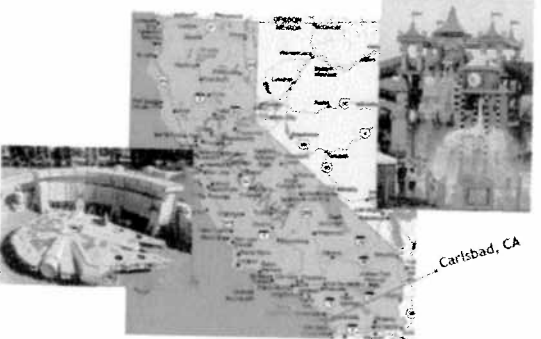
LEGOLAND LEGOLAND Billund



LEGOLAND LEGOLAND Windsor



LEGOLAND LEGOLAND California



LEGOLAND LEGOLAND Deutschland

