



# 2024 ANNUAL REPORT



# LETTER FROM THE CHAIRMAN

Dear IAAPA Members,

At IAAPA, we bring the global attractions family together, and we made great strides toward that goal in 2024.

Our IAAPA Expo events around the world continue to grow. Each saw an increase in attendees, vendors, and exhibit space since the global pandemic. Looking toward the future, we're thrilled to be expanding our IAAPA Expo in Orlando into the West Hall of the Orange County Convention Center in 2026, making our signature event bigger than ever. Also in 2026, we'll be holding the inaugural IAAPA Expo Middle East, taking place in Abu Dhabi. The IAAPA Global Board of Directors also approved a new event strategy in the Latin America Caribbean region that will bring summits there in 2025 and 2026, along with a potential Expo in 2027.

As the board monitored financial performance throughout 2024 and approved the five-year financial plan, IAAPA is in the strongest financial position in the association's history. The board also gave the green light to updated strategic priorities and the 2025 business plan. Chief among them is expanding the scope of safety-related work beyond just ride safety to become an all-encompassing resource, ranging from security measures to professionals working with animals and food safety. We're also focused on growing membership in opportunity markets—like natural and adventure attractions—and placing a deeper focus on sustainability in each of our four regions instead of applying one strategy on a global level, and enhancing the workplace experience for IAAPA team members to improve professional development and retention.

While we're continually looking forward, I was also excited to be able to honor our past. At IAAPA Expo in November, we launched IAAPA LEGENDS: A Hall of Fame Celebratory Affair to honor those who have made extraordinary contributions in our industry.

As I reflect on my past year as chairman, I am deeply grateful for the opportunity to work alongside such passionate and committed individuals. Together, we have laid a strong foundation for the future, one that prioritizes regional collaboration while driving global progress to provide as much support as possible to our membership in 2025 and beyond.

With gratitude,



**Wuthichai Luangamornlert, ICAE**

**Chairman, 2024 IAAPA Global Board of Directors**

**CEO, Siam Amazing Park Thailand**

# PURPOSE, VISION, MISSION AND CORE VALUES

## 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.

# MEMBERSHIP UPDATE

IAAPA membership showed significant growth in three of our four regions in 2024. Overall, membership was steady year over year.

## OTHER HIGHLIGHTS INCLUDE:

- ▶ A **double-digit percentage increase** in membership for the Europe, Middle East, and Africa (EMEA) region.
- ▶ **Growth in the Asia-Pacific (APAC) region** despite an economic downturn and the end of the tourism bounce back from the COVID-19 pandemic.
- ▶ **Solid growth in membership** among facilities, manufacturers, and suppliers.
- ▶ While there was a decrease in membership in the North America region and individuals overall, **each number at the end of 2024 is still higher** than at the same time two years ago.

### TOTAL MEMBERSHIP BY TYPE

	2024	2023	YOY +/-	% change
Facilities	2,901	2,691	210	8%
Manufacturers and Suppliers	2,869	2,755	114	4%
Individuals	1,099	1,531	-432	-28%
Students	1,151	1,136	15	1%
Total	8,020	8,113	-93	-1%

### TOTAL MEMBERSHIP BY REGION

	2024	2023	YOY +/-	% change
Asia Pacific	980	937	43	5%
EMEA	2,143	1,935	208	11%
Latin America, Caribbean	564	558	6	1%
North America	4,333	4,683	-350	-7%
Total	8,113	6,703	1,410	21%



# MEMBER BENEFITS



## EXPOS

Three annual events transform ideas into revenue, insights into actions, and possibilities into realities. Professionals shape the future of their businesses at our signature events.



## CONNECTIONS

Across four regions, we host educational, networking, and tour events—from intimate meetups to day-long events and multi-day summits. Attendees gain hands-on exposure, learn from industry leaders, and build relationships that will propel their business forward.



## EDUCATION

We empower individuals and teams with online and in-person programs tailored to every level of the attractions industry. IAAPA provides access to leading certifications, executive leadership development, and comprehensive training that covers every aspect of the attractions industry.



## NEWS

Members stay informed and ahead of the curve with our bi-monthly Funworld magazine, the IAAPA News Daily newsletter, digital reports, and regional updates—all focused on the attractions industry.



## PUBLIC AFFAIRS

We champion the best interests of the attractions industry, working with government policymakers worldwide to create a favorable business environment for members' success.



## RESEARCH

Owners and operators gain a competitive edge with our extensive research offerings. From industry-wide trends and economic forecasts to customized research tailored to their unique needs, we empower business leaders with the data and insights necessary for strategic decision-making.



## CRISIS COMMUNICATIONS

Members can prepare for the unexpected with our crisis communication templates, training sessions, and expert support, ensuring members have the resources and guidance they need to navigate challenging situations.



## SAFETY

IAAPA elevates safety practices with our comprehensive resources, including interactive facility assessments, security training courses, in-depth case studies, and a dedicated Safety Institute. We continue to work toward harmonizing global safety standards.



## BUSINESS SOLUTIONS

Our comprehensive suite of resources and support are designed to help members generate new revenue streams, reduce costs, and optimize operational efficiencies. Our tailored solutions include cutting-edge technology, merchant processing, and procurement services.



## MEMBER BUYING GROUPS

Access exclusive discounts and regional purchasing insights to maximize profitability—from FEC's and museums, to science centers and location-based entertainment facilities. Our member buying groups unlock bulk purchasing power, allowing independent attractions to access the same cost-saving benefits as industry giants.



## JOB BOARD

We connect employers and top talent to aid in their next career move using our global job board, featuring the latest opportunities across the attractions industry. IAAPA members may post new opportunities for free for three months.



## EXPERTISE

IAAPA team members are well-connected around the world. Should members ever need advice on best practices within the industry, our regional teams are available to connect professionals with industry experts.

# 2024 HIGHLIGHTS

## IAAPA GLOBAL BOARD OF DIRECTORS SET 2025 STRATEGIC PRIORITIES

In November 2024, the Global Board of Directors approved the association's strategic priorities for 2025.



### SAFETY

We will be the international authority on safety for our industry.



### SUSTAINABILITY

We will support the long-term sustainability of our members.



### WORKFORCE DEVELOPMENT

We will support developing the industry's workforce for the future.



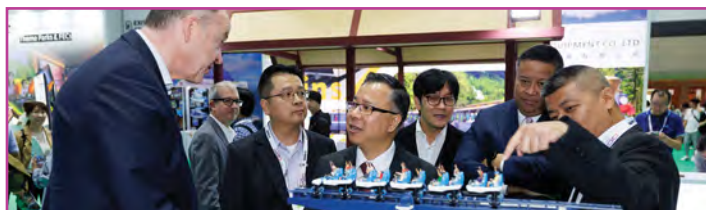
### MEMBER RESOURCE

We will be an indispensable resource for our members, now and in the future.



### GLOBAL CONNECTIONS

We will bring the global industry together in every region of this world.



### REPRESENTATION

We will represent all parts of the attractions industry.



### PEOPLE AND CULTURE

We are a world-class workplace for our employees.

# 2024 HIGHLIGHTS

## IAAPA PARTNERSHIPS AND BUSINESS SOLUTIONS

In 2024, we were excited to welcome J&J Snack Foods, Satisfi Labs, Merchant Advocate, Clover, Craft Standard, and the Orlando Economic Partnership to our portfolio. This ever-growing, comprehensive suite of resources and support is designed to help members generate new revenue streams, reduce costs, and optimize operational efficiency. IAAPA is also partnering with AAVEA (African Association of Visitor Experiences and Attractions) to offer a dual-membership program, and the team successfully co-presented the IAAPA Summit 2024 and Latin American Amusement Expo with ACOLAP in Colombia. These long-term, strategic collaborations give members an additional edge as they look to adapt and thrive in today's competitive landscape. We are proud to offer these additional resources, expert insights, and exclusive opportunities to add value for our members as they look to drive success and elevate the industry.

“Working alongside IAAPA to bring AI solutions to such a creative and guest-focused industry is incredibly exciting. Together, we are creating tools that not only improve guest experiences but also push the boundaries of operational efficiency and innovation. We're thrilled to be a part of this journey.”

- Dan Flores,  
Head of Tourism,  
Satisfi Labs



# 2024 HIGHLIGHTS

## BUILDING A STRONG DIGITAL FOUNDATION FOR MEMBERS

As the world continues to become more connected digitally – while keeping shrinking travel budgets in mind – IAAPA laid the groundwork for a more personalized, connected, and member-focused future on the digital landscape. We added a vice president of digital strategy to our team, among other new positions, and grew the skillsets of existing team members on digital initiatives. This includes expanding the IAAPA Connect+ app, launching a new email service provider to improve both communication and member service, and unveiling the new IAAPA.org to enhance the user experience for every member and visitor to our website. In addition, our information technology (IT) department helped launch new artificial intelligence (AI) offerings from Zoom, allowing members to access summaries to of virtual events. IT also increased digital security for our members with a more robust multi-factor authentication system that will pay dividends in 2025. The IAAPA News Team began offering members in all regions a digital download of Funworld magazine, thus

empowering the publication's insight to stretch into all hands.





# 2024 HIGHLIGHTS

## CREATING A NEW VISION FOR PROFESSIONAL DEVELOPMENT AND TRAINING

The IAAPA Global Board of Directors participated in a workshop to help shape the association's training and professional development programs, with the results of that work expected to show starting in 2025. The professional development team is reviewing and cataloging all existing education content to ensure it is updated and easy to use, and that team will identify opportunities for new training and development resources. The association is also creating programs to support the training needs for the growing parts of our industry in Asia and the Middle East.



# EXPO RECAPS

## IAAPA EXPO 2024



**ORLANDO,  
FLORIDA**



**41,229**

Registered  
Attendees



**20,144**

Qualified Buyers



**1,134**

Exhibiting  
Companies



**565,925**

Square Feet Sold

## IAAPA EXPO EUROPE 2024



**AMSTERDAM,  
NETHERLANDS**



**17,370**

Registered  
Attendees



**13,195**

Qualified Buyers



**685**

Exhibiting  
Companies



**18,670**

Square Meters Sold

## IAAPA EXPO ASIA 2024



**BANGKOK,  
THAILAND**



**5,057**

Registered  
Attendees



**3,187**

Qualified Buyers



**354**

Exhibiting  
Companies



**7,830**

Square Meters Sold

# EXPO RECAPS

## IAAPA EXPO 2024 | ORLANDO, FLORIDA

IAAPA Expo 2024, in Orlando was a record-setting success, **with more than 40,000 registered** for the first time. The final number represented a **13% increase over 2023**, which was also a record number of attendees at the time. With over **140 learning opportunities**, EDUSessions provided unparalleled insight, best practices, and thought-provoking knowledge to attendees. New pavilions like “Haunting Grounds” and “Street Market” delivered immersive experiences and cutting-edge trends, while special events, such as the LEGENDS: A Hall of Fame Celebratory Affair and the inaugural Women in the Industry Networking Lunch, captured the essence of perseverance and progress in the industry. In addition, **participants raised \$80,000 during IAAPA Expo** through various auctions, plus a matching gift of another \$80,000 from the IAAPA Foundation, made a financial impact of more than \$160,000.





# EXPO RECAPS

## IAAPA EXPO EUROPE 2024 | AMSTERDAM, NETHERLANDS

More than **17,000 attendees** took part in IAAPA Expo Europe 2024 in Amsterdam. Qualified buyers, exhibiting companies, and trade show floor space were also at record levels for this event. EDUSessions showcased an impressive lineup of **60 opportunities featuring almost 200 speakers from 20 countries**. More than **15,000 euros were raised** for the IAAPA Foundation through the sale of stroopwafels and a live auction featuring industry-donated items. In support of future talent in the attractions industry, IAAPA matched this amount, bringing the total to more than 30,000 euros. There were also plenty of opportunities to **highlight the Dutch culture**, including an opening ceremony that included traditional music and dance performances that reflected the rich heritage of the Netherlands.



# EXPO RECAPS

## IAAPA EXPO ASIA 2024 | BANGKOK, THAILAND

IAAPA Expo Asia 2024 returned in an **in-person capacity for the second year** in 2024, taking place at the Queen Sirikit National Convention Center in Bangkok. Thailand played host to IAAPA Expo Asia for the first time in more than 15 years. After a glut of virtual-only events from 2020-22, the renewed stability of in-person events reflected the **resilience and growth** of the Asia Pacific region as members explored innovations and connected with industry leaders. **EDUSessions** covered a wide range of topics for attendees, including animal interaction trends, water park roundtables, and crafting unforgettable guest services in theme parks.



# REGIONAL HIGHLIGHTS

## ASIA-PACIFIC (APAC)

After a three-year period of economic bounce back following the COVID-19 pandemic, the Asia-Pacific region was able to maintain growth in membership despite an economic downturn in the region that led to tightened travel budgets and other challenges. Along with IAAPA Expo Asia 2024, two summits and several regional events created valuable platforms for member engagement and industry networking. Event execution increased member engagement and retention. The dedication and hard work of the entire team played a key role in this success.

In response to increased economic burdens that are facing attractions in the region, web-based offerings will expand for 2025, ensuring broader participation and engagement despite financial constraints. For those attending events, members must see tangible benefits. More focused events in new locations strengthened connections among members, leading to increased engagement in Japan, Singapore, and Australia in particular.





# REGIONAL HIGHLIGHTS

## EUROPE, MIDDLE EAST, AFRICA (EMEA)

In addition to a record-smashing IAAPA Expo Europe, the region also grew membership to new records and a trade summit in Abu Dhabi was the largest one to date. An enhanced presence in the Middle East came to fruition by opening an IAAPA office in Dubai, and the first-ever IAAPA Expo Middle East will take place in 2026.

A Spring Summit was held in Türkiye, marking the first IAAPA event there in over a decade. In Africa, a true IAAPA first was created by the opportunity for AAVEA (African Association for

Visitor Experiences and Attractions) members to apply for a combined membership to AAVEA and IAAPA. Also, the first combined event between the two organizations took place in Johannesburg and Sun City, South Africa.

The EMEA office also offered a virtual Safety Month for the first time in the region, with webinars, live chats, and the launch of both the Ride Restricted Area White Paper and the Ride Manufacturer Training White Paper.



# REGIONAL HIGHLIGHTS

## LATIN AMERICA, CARIBBEAN

The Latin America, Caribbean office was able to retain and grow its member count by taking a more personalized approach by restructuring the membership team to provide better and more timely service in three different languages—Spanish, English, and Portuguese. The region also created content focused on communicating valuable information through social networks, engaging with more members through social media. The Latin America, Caribbean team also promoted awareness of both the IAAPA brand and attractions industry as a whole through a public relations campaign promoting the importance of the industry in the region.

Research found that members in this region prefer face-to-face networking and content over virtual meetings. To that end, the in-person safety forum saw 100% satisfaction among post-event survey respondents and a Net Promoter Score of 92 out of 100. The Latin America Caribbean Summit was the largest yet with almost 800 attendees and 100 exhibitors. An impressive 92% found the event very valuable and 87% would attend again. Working with the support of the IAAPA Global Board of Directors, the plan is to introduce an IAAPA Expo in this region in 2027.



# REGIONAL HIGHLIGHTS

## NORTH AMERICA

Building off the IAAPA Family Entertainment Center (FEC) 3-Year Strategic Plan that was created in 2023, the FEC Summit 2024 in San Antonio was a success. The IAAPA North America Summit in Las Vegas was also sold out with 211 attendees. A highlight of the event was an EDUTour of world-class attractions like Allegiant Stadium, AREA15 with Meow Wolf's Omega Mart, and The Sphere. There were also eight Meetups and two Present events, along with a Public Affairs conference in Washington, D.C. The year was capped by celebrating a record attendance for IAAPA Expo in Orlando. In 2026, IAAPA Expo will expand to the West Concourse building and effectively occupy two halls of the Orange County Convention Center.

In an effort to boost membership, the North America office grew its membership team to forge better one-on-one connections with members and offer better customer service and response times, especially leading into big events like IAAPA Expo. Increased travel and hotel costs were some of the biggest challenges for our members, but the North America team is developing engaging opportunities to add value and meet the ever-changing needs of its members—providing great connection events to provide networking and learning opportunities.





# FINANCIAL OVERVIEW

Revenue reached a record level of nearly \$40 million in 2024. No material weaknesses were identified in a 2024 audit, reflecting strong financial stewardship within the association. IAAPA is closely monitoring trade tariffs and their implications and will share updates and information on this dynamic situation to all members going into 2025.

HISTORICAL PERFORMANCE (US\$ IN MILLIONS)										
	2015 Actual	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual*	2022 Actual	2023 Actual	2024 Actual
<b>Revenue</b>	\$24.7	\$27.9	\$29.2	\$32.8	\$35.8	\$5.1	\$35.9	\$28.7	\$35.0	\$39.8
<b>Expenses</b>	\$22.3	\$23.8	\$26.6	\$30.5	\$33.2	\$16.8	\$20.7	\$28.6	\$34.1	\$40.3
<b>Surplus/(Deficit) from Ops</b>	\$2.4	\$4.2	\$2.6	\$2.3	\$2.6	(\$11.7)	\$15.2	\$0.1	\$0.9	(\$0.5)
<b>Gain/(Loss) Investment</b>	\$0.1	\$0.6	\$1.8	(\$0.4)	\$1.9	\$0.4	\$0.5	(\$2.1)	\$1.9	\$2.1
<b>Gain/(Loss) Foreign Currency Translation</b>	(\$0.3)	(\$0.4)	\$0.8	(\$0.5)	(\$0.3)	\$0.7	(\$0.5)	(\$0.6)	\$0.3	(\$1.2)
<b>Relocation to Orlando</b>	-	(\$0.3)	(\$1.5)	(\$0.2)	-	-	-	-	-	-
<b>Gain on Asset Disposition</b>	-	-	-	-	\$1.8	-	-	(\$0.1)	-	-
<b>Net Surplus/(Deficit)</b>	\$2.2	\$4.1	\$3.7	\$1.2	\$6.0	(\$10.6)	\$15.2	(\$2.7)	\$3.1	\$0.4

\* 2021 revenue includes insurance recoveries of \$12.9M and pandemic-related program revenues of \$1.9M.



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