



2025 ANNUAL REPORT



LETTER FROM THE 2025 CHAIRMAN

Dear IAAPA Members,

Looking back on this past year, my time as Chairman of the IAAPA Global Board of Directors has really been about one thing: bringing our global attractions community closer together. Technology keeps changing fast, and so do our guests' habits. But, we kept our focus on two things that matter most: real human connection, and building strong mentorship for the people who will lead our industry tomorrow.

Having founded and grown Wonderwood myself, I felt it was important to also speak up for the smaller, family-run attractions out there. Throughout 2025, IAAPA worked to help operators of every size—from big national theme park chains to family-owned parks—create better guest experiences through thoughtful design and a personal touch.

Developing the future of our industry is something I care about deeply. The leaders of tomorrow are—right now—loading rides, working a food stand, or helping guests on the frontline. Never forget: a simple interaction with one of your young employees could shape the rest of their career in this business. This past year, we turned our training programs from standard instruction into something more interactive and lasting. We also built a real global mentorship program—young professionals now get to shadow veteran operators internationally, learning firsthand how the best facilities run and helping set a shared standard across our industry. It's a great way to show just how much innovative work our members are doing to improve the guest experience, run more sustainable businesses, and make our industry safer.

Whatever the size of the attraction you run, we're all facing the same headwinds: global economic uncertainty and our guests' growing reliance on screens and technology. To thrive in this environment, we have to lean into what we do better than anyone else—creating real emotional connections with our guests and giving them memories that last. Our members proved just how much they value that human connection: by showing up to IAAPA Expo 2025 in record numbers.

In 2025, I also had the chance to meet hundreds of our members all around the world—some who just joined, others who've been part of IAAPA for decades. Meeting all of you reminded me of something simple: together, all of us together, we make the difference.

Our association remains financially strong, well run, and clear about its mission—you'll see the details in the pages ahead. I'm confident that staying focused on mentorship and on connecting with each other will keep IAAPA growing and relevant for decades to come.

Grazie di cuore,



Massimiliano Freddi

Chair, 2025 IAAPA Global Board of Directors
CEO, Wonderwood

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

IAAPA's vision is to be the driving force behind the global attractions industry's growth and success.

IAAPA IS FUELED BY

- ▶ Inspiring our members with innovative ideas and best practices.
- ▶ Growing the industry through collaboration and strong member connections.
- ▶ Protecting the industry's reputation by promoting safety and high standards.
- ▶ We are committed to being an invaluable resource for our members worldwide, a respected authority within the industry, and a top-tier employer for our talented team.

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.
- ▶ We have fun.

2025 MEMBERSHIP UPDATE

IAAPA achieved record-breaking membership growth in 2025 by adding a net of 1,740 members. That number also surpassed the annual plan by 853 members.

OTHER HIGHLIGHTS INCLUDE:

- ▶ Overall membership was **up 23%**.
- ▶ **All four regions saw growth**, with North America bouncing back after a dip in membership in 2024.
- ▶ Retention also improved year-over-year, with **corporate retention up three basis points to 81%**.

TOTAL MEMBERSHIP BY TYPE

	2025	2024	YOY +/-	% change
Facilities	4,022	2,691	1,331	49%
Manufacturers and Suppliers	3,034	2,755	279	10%
Individuals	1,419	1,531	-112	-7%
Students	1,378	1,136	242	21%
Total	9,853	8,113	1,740	21%

TOTAL MEMBERSHIP BY REGION

	2025	2024	YOY +/-	% change
Asia Pacific	1,059	980	79	8%
EMEA	2,409	2,143	266	12%
Latin America, Caribbean	640	564	76	13%
North America	5,745	4,333	1,412	33%
Total	9,853	8,113	1,740	21%

2025 STRATEGIC PRIORITIES

In November 2024, the IAAPA 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.



EDUCATIONAL RESOURCES

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



INCREASE INDUSTRY ENGAGEMENT

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.

SAFETY AND SECURITY

Safety and security continue to be the foundation of the attractions industry—reducing the risks of injury from equipment or people. As guest experiences advance, working environments change, and human behaviors evolve, IAAPA's safety and security work is continuous and in pace with the changing needs of the industry.

The No.1 priority of the attractions industry is safety. Thus, both safety and security best practices, along with lessons learned, are shared so that peers can apply the knowledge in their operation. IAAPA supports this culture of knowledge sharing through our member connections and advocacy with authorities having jurisdiction over the attractions industry.

EDUCATION AND RESOURCES

Through in-person and online education, along with white paper resources, members collaborate in sharing knowledge. In 2025, the IAAPA website received a major redesign to centralize available assets in one place. The effort produced new tools where users can now easily search and download resources. Throughout the year, new educational materials were published—including a significant white paper, Change Management for Amusement Rides and Devices,—with May designated as Safety and Security Month, providing focused education globally.

Read more at [IAAPA.org/education/resources](https://iaapa.org/education/resources)

RESEARCH

Since 2003, IAAPA has partnered with the National Safety Council to collect injury data from members and publish annual reports with statistics and learning lessons. In 2025, each region published a ride safety report, and North America published a water slide report. *Read more at [IAAPA.org/research/safety-reports](https://iaapa.org/research/safety-reports)*

STANDARDS HARMONIZATION

IAAPA coordinates volunteers from the three global ride safety standards (ASTM F24, EN 13814, ISO 17842) who are focused on ensuring the standards stay aligned with evolving global trade and raises the level of safety worldwide.

ADVOCACY

Through our Public Affairs work, we advocate for the adoption of global safety standards, require periodic inspections, incident reporting, and post incident investigation.

To learn more about IAAPA's commitment to Safety and Security, connect with IAAPA Global Director of Health & Safety and Security, Linda Freeman at LFreeman@IAAPA.org.

[IAAPA.org/safety-security](https://iaapa.org/safety-security)

TECHNOLOGY

In 2025, IAAPA launched the new IAAPA.org website, marking a significant milestone in how the association supports and **engages members**, event attendees, exhibitors, and the global attractions industry.

The project proved challenging and allowed IAAPA's Digital Strategy the opportunity to assume a greater role in contributing to the redesign's launch. For a small team, the responsibility proved substantial.

Since the rollout, the same team has **continued to enhance site performance**, improve search and content discovery, optimize membership and event user journeys, strengthen mobile usability, and increase overall engagement. New tools and **functionality enhancements** now allow users to easily find information, resources, and opportunities relevant to their interests and needs.

A key part of this ongoing effort has been the **increased use of analytics** and user behavior data to **inform decision-making**. By better understanding how visitors navigate the site, where engagement is strongest, and where opportunities for improvement exist, the team is making more informed and impactful enhancements. Highlights include:

AI-POWERED SEARCH

Launched conversational search

A NEW MEMBER BOOKSTORE

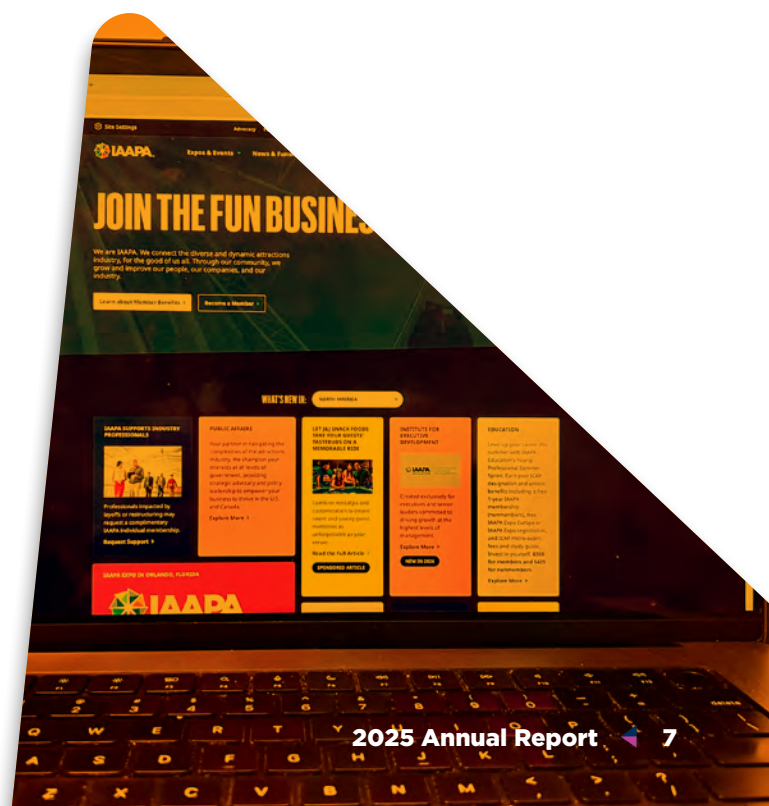
IAAPA's research and publications now appear in modern storefront

NEW IAAPA CAREER CENTER

Destination where talent connects with opportunities

To learn more about IAAPA's growing website and offer user experiences, connect with IAAPA Global Head of Digital Strategy, Omar Rivera at ORivera@IAAPA.org.

IAAPA.org



WORKFORCE DEVELOPMENT AND RESOURCES

In 2025, IAAPA's Global Professional Development team **expanded learning opportunities**, strengthened strategic partnerships, and advanced workforce development initiatives worldwide.

A major milestone included the development and launch of **Sustainability Fundamentals**, an online course offered in five languages, broadening access to sustainability education and supporting the industry's **commitment to responsible business practices**.

IAAPA also established transformative partnerships that expanded member access to high-quality learning resources. Through a new collaboration with Study Academy USA, IAAPA developed a **custom learning management system** that expanded IAAPA's online learning portfolio with **32 new industry-specific courses**, which was targeted for an early 2026 launch.

Additionally, IAAPA partnered with Morgan's Inclusion Institute to co-develop a **six-course accessibility and inclusion curriculum** over a two-year term, with the first course, **Disability Awareness**, introduced in December 2025.

Member engagement and professional achievement reached new heights in 2025:



Certification renewal rates

UP 73%



NEW ICAP AND ICAE CERTIFICATIONS

UP 15%



27%

INCREASE IN ICAE CERTIFICATIONS



GLOBAL WEBINAR OFFERINGS

UP 131%

growing from 29 SESSIONS IN 2024 TO 67 IN 2025

To learn more about IAAPA's Workforce Development and Educational Resources, connect with IAAPA Senior Director, Professional Development & Education Aviva Ezring at AEzring@IAAPA.org.

IAAPA.org/education/online-learning

SUSTAINABILITY

Sustainability is about meeting today's needs without compromising the ability of future generations to meet theirs. In the attractions industry, sustainability can take many forms, from reducing climate impact and protecting biodiversity to respecting human rights and building financially resilient operations. These topics are increasingly expected by members, guests, employees, investors, regulators, and communities. Therefore, sustainability is no longer a choice; it is an expectation for how to do business. In practice, this means acting responsibly across three interconnected dimensions.

▶ ENVIRONMENTAL

This represents our commitment to protect nature and natural resources by reducing our carbon footprint and creating more sustainable practices.

▶ SOCIAL

We are guided by the ethical responsibility to do the right thing. It's vital to promote safe and inclusive working environments and ensure fair working conditions for all.

▶ ECONOMIC AND GOVERNANCE

Business ethics should be transparent as we aim to achieve long-term profitability through ethical leadership, strict compliance, and active risk mitigation.

To learn more about IAAPA's Sustainability strides, connect with IAAPA Global Director Sustainability Ylva Linder at YLinder@IAAPA.org

IAAPA.org/Sustainability



WHAT'S NEXT VISION 2035

In 2025, the IAAPA Global Board of Directors established the **Vision 2035 Task Force**, led by IAAPA Second Vice Chair Chris Perry, ICAE, to help the global attractions industry look beyond today's trends. The goal is to prepare the organization, IAAPA members, and the industry for the **forces that could shape our collective future**.

The Task Force guided IAAPA's **first long-term, future-focused research initiative**, bringing together perspectives from across regions and industry segments. Together, they asked questions and began **exploring the opportunities, challenges, and emerging scenarios** that could influence attractions worldwide over the next decade.

The Vision 2035 plan will continue to evolve and be shared in 2026. The results from a **member-focused research study** that commenced in 2025 and continued into 2026 will be analyzed, shared, and presented to IAAPA members to help each better prepare for the decade ahead.

To learn more about Vision 2035, connect with IAAPA Vice President of Global Research Kelly Repass at KRepass@IAAPA.org

IAAPA.org/Research



EXPO RECAPS

IAAPA EXPO 2025

 **ORLANDO,
FLORIDA**



38,520

Verified Attendees



28,598

Qualified Buyers



1,146

Exhibiting
Companies



565,520

Square Feet Sold

IAAPA EXPO EUROPE 2025

 **BARCELONA,
SPAIN**



15,877

Verified Attendees



11,477

Qualified Buyers



710

Exhibiting
Companies



20,916

Square Meters Sold

IAAPA EXPO ASIA 2025

 **SHANGHAI,
CHINA**



7,093

Verified Attendees



5,006

Qualified Buyers



353

Exhibiting
Companies



8,676

Square Meters Sold

EXPO RECAPS

IAAPA EXPO 2025

ORLANDO, FLORIDA

IAAPA Expo continues to set records—the **38,520 verified attendees, representing 102 countries**, was the most attended Expo in history. The 2025 event also **expanded and elevated education by nearly 20%** while delivering bold innovation at the attractions industry’s most influential global gathering. **More than 170 educational events were led by top industry experts**, and an inaugural Water Park Day was held along with the second annual Women in the Industry luncheon. IAAPA Expo 2025 took full advantage of the insights and key learnings provided by the recently opened **Universal Epic Universe**, located just across from the Orange County Convention Center. Universal Orlando Team Members participated in panel discussions, while Mark Woodbury, chairman and chief executive officer of Universal Destinations & Experiences provided the keynote address at Leadership Breakfast. Meanwhile, **the largest IAAPA Celebrates ever** took place at Universal Epic Universe, with all attractions open for attendees to enjoy. **Highly sought-after EDUTours** provided behind-the-scenes access to industry-leading destinations, another sell-out success with four of the five EDUTours reaching full capacity, reflecting strong industry engagement. **Sustainability continued as a cornerstone** throughout the week. IAAPA Expo also hosted more than **300 journalists and supported 30 press conferences**, generating extensive national and international coverage.



EXPO RECAPS

IAAPA EXPO EUROPE 2025

BARCELONA, SPAIN

With **15,877 verified attendees** IAAPA Expo Europe became the region's largest trade show for the third consecutive year. The momentum continued on the **trade show floor with an expansion to 20,916 square meters—a 12% increase** compared to 2024. The show floor also sold out a year in advance, with a total of **710 companies exhibiting** their latest products and services. This represents a year-on-year growth of 3.6%. The Education Conference segment was another major highlight, offering cutting-edge insights and industry expertise. It featured **170 speakers**, of which a record **60% were new presenters and 40% of speakers were women**. The final day of IAAPA Expo Europe 2025 focused on the future of the industry. **Over 150 young professionals and students** attended Student Track, a unique opportunity that featured special presentations, a show floor tour, and a job fair.

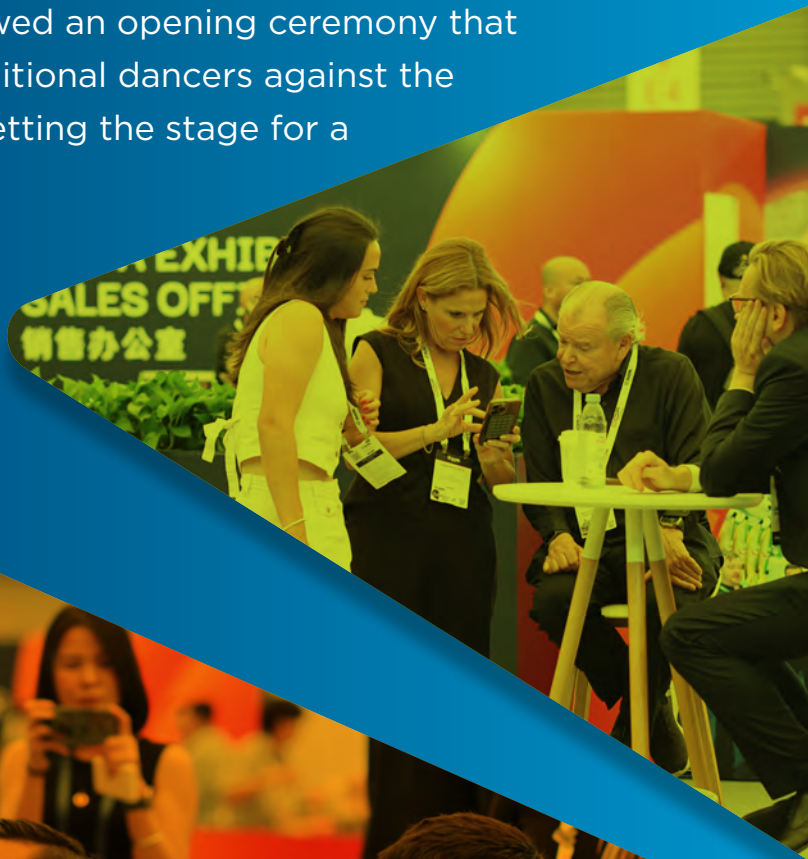


EXPO RECAPS

IAAPA EXPO ASIA 2025

SHANGHAI, CHINA

IAAPA Expo Asia returned to Shanghai and showcased immense growth from the previous year's event in Bangkok. The **7,093 verified attendees** marked a year-over-year **increase of more than 53%**, and the **number of buying companies grew by over 78%**. Sold exhibit space also grew by around 10% and featured **31 first-time exhibitors**. The overall education program saw high attendance for each session and included insightful presentations, seminars, and panel discussions focused on emerging technology, sustainability, safety, and operational best practices. **EDUTours at Legoland Shanghai Resort and Shanghai Disney Resort** also captivated attendees. The highlights followed an opening ceremony that featured captivating performances by traditional dancers against the backdrop of Chinese art and characters, setting the stage for a celebration of innovation and culture.



EDUCATION CONFERENCES

Education remains a cornerstone of the global IAAPA experience, delivering world-class insights, thought leadership, and professional development opportunities across Asia, Europe, Latin America, the Middle East, and North America.

In 2025, IAAPA education conferences achieved record engagement, with Expo Education sessions attracting **25,602 attendees worldwide**. Across all regions, programming addressed the industry's most pressing opportunities and challenges through EDUSessions, EDUTalks, EDUTours, institutes, roundtables, and peer-to-peer learning experiences.

At **IAAPA Expo Asia 2025**, attendees explored topics such as artificial intelligence, storytelling and intellectual property, sustainability, and safety. Highlights included a Leadership Breakfast featuring Jill Estorino, then president and managing director of Disney Parks International, and **behind-the-scenes learning experiences** at Shanghai Disney Resort, and Legoland Shanghai Resort as the park opened for the first time. IAAPA Institute for Attractions Professionals and IAAPA Safety Institute, reinforced IAAPA's commitment to developing future industry leaders in Asia-Pacific.

At **IAAPA Expo Europe 2025**, educational programming brought together leaders from

organizations including Parques Reunidos, PortAventura World, Europa-Park, Disneyland Paris, Merlin Entertainments, Efteling, Liseberg, and Walt Disney Imagineering. **More than 60 educational experiences** focused on sustainability, leadership, digital transformation, guest experience, operational excellence, and the future of themed entertainment, providing attendees with practical strategies and valuable industry connections.

At **IAAPA Expo 2025**, attendees heard from influential industry leaders, including Mark Woodbury, chairman and CEO of Universal Destinations & Experiences, who shared insights into the creation and launch of Universal Epic Universe. IAAPA Expo also introduced a dedicated **natural and adventure attractions track**, expanding learning opportunities for professionals across nature-based and adventure attractions.

Harnessing tech, IAAPA successfully expanded Wordly AI-powered translation services across all three Expos, enabling access to **educational content in more than 60 languages**. Strong participation, high satisfaction scores, growing speaker demand, and positive member feedback demonstrate that Expo education remains one of IAAPA's most valued member benefits and a leading source of professional development, industry knowledge, and global connections.

REGIONAL HIGHLIGHTS

ASIA-PACIFIC (APAC)

To support IAAPA's strategic priorities, the APAC team increased its focus on safety and security in 2025 by delivering an expanded slate of sessions at IAAPA Expo Asia and other events to raise awareness and build capability. The team also organized the region's first **Sustainability Summit**, creating a forum for stakeholders to explore challenges and opportunities in sustainability. To provide ongoing direction, an APAC Sustainability Taskforce was established to advise on member needs and recommend future actions.

Membership growth was a major achievement in 2025. The team met the year's target through sustained recruitment and engagement efforts. Support for emerging talent continued with the first IAAPA Foundation scholarship awarded to Hong Kong Metropolitan University, furthering the association's work to **prepare the next generation of industry leaders and workforce.**

As the region's leisure industry evolves, the APAC team engaged an increasingly diverse

membership base. Recognizing **Family Entertainment Centers (FECs) as a key growth market**, the team formed an FEC Taskforce to assess the constituency's needs and develop **targeted initiatives.**

Building on the momentum from IAAPA Expo Asia 2025, the team will introduce additional initiatives in 2026—including a **Japan expansion plan** and **new activations at IAAPA Expo Asia**—to continue regional growth and ensure alignment with the association's strategic objectives.



REGIONAL HIGHLIGHTS

EUROPE, MIDDLE EAST, AFRICA (EMEA)

2025 kicked off with IAAPA Middle East Trade Summit, in Riyadh, Saudi Arabia. A successful event with **65 booths and more than 600 attendees** gathered at Boulevard City. IAAPA's commitment to the Middle East region remains strong. For that reason, the annual Middle East Trade Summit was forecasted to evolve into the first **IAAPA Expo Middle East in 2026**—a testament to the growth the attractions industry is enjoying in that region.

As a new global event, IAAPA Honors took place in the EMEA region for the very first time in 2025, resulting in a **30% increase of EMEA participants**. New regions were serviced with the AAVEA-IAAPA Africa Summit in the Cape Town area in South Africa, as well as IAAPA Presents: Poland. IAAPA Expo Europe in Barcelona, Spain, was the highlight of the year, resulting in **more than 15,000 attendees** and a record-breaking show floor. With the 2026 edition emanating from London, we're expecting even more records to be broken.

Besides events, member benefits like the Ride Accessibility Research Paper and the Practical Guide to Accessibility in Parks & Attractions were provided to members by the IAAPA EMEA Safety and Security Committee, as well as the **2025 Guide to Good Practices in Sustainability** and the 2025 Sustainability Toolkit by the IAAPA EMEA Sustainability Committee.



REGIONAL HIGHLIGHTS

LATIN AMERICA, CARIBBEAN

2025 saw an increase in needs for in-person connections and education throughout the region. The consolidation of the LAC team gave way to **strengthening IAAPA's offering** by introducing new and dynamic ways to connect, learn and engage. This past year, we increased the number of **in-person events by 43% over 2024.**

The LAC Summit was held in Mexico City, attracting **350 attendees from 33 countries** from Latin America and all over the world. The region hosted two Meet & Greets in Brazil, along with four Meetups in Brazil, Guatemala, Mexico, and in the Caribbean, hosting an event for the first time ever in the Dominican Republic, which allowed us to identify future **training opportunities** in that part of our region.

The regional also successfully launched a **new training format** through the IAAPA Safety Bootcamp held in Guatemala. **A two-day intensive program** combined theory with hands-on activities focused on safety SOPs, accessibility, and accident prevention. The **family entertainment center (FEC)** constituency is the **largest membership in the region.** To further serve these members, an FEC Committee was formed to support the development of standards, best practices, and identifying further strategies and resources. This committee also helped host our first IAAPA Family Entertainment Center Summit in Mexico City.



REGIONAL HIGHLIGHTS

NORTH AMERICA

In 2025, the North America Membership Team exceeded expectations by delivering the most IAAPA members for a region in history. **Membership was 5,735 total members, up 16%** to plan. North America hosted a variety of events in constituency markets, including FEC Summit in New Orleans and North America Summit at Disneyland in Anaheim, California. Key highlights of the North America Summit were **a pre-opening guided tour through Toontown at Disneyland Park** and a behind-the-scenes look at **Knott's Berry Farm's Boysenberry Festival**.

Despite a challenging political environment, a Public Affairs Conference was hosted in Washington, where members had direct access to voice support on a number of key government initiatives. A direct outcome after many years of advocacy was passing **The Safer Skies Act**—a policy restricting drone flights over fixed-site amusement parks. This was a major win for amusement park members and the Public Affairs team.

IAAPA Expo 2025 marked a defining moment for the global attractions industry: delivering **record-breaking attendance**, expanded and **elevated education**, and **bold innovation** that reinforced IAAPA Expo as the industry's most influential global gathering. This year's Expo welcomed attendees **representing 102**

countries, reinforcing IAAPA Expo's unmatched global reach. **In 2026, IAAPA Expo will expand to the West Concourse building** and effectively occupy two halls of the Orange County Convention Center in Orlando.



THE IAAPA FOUNDATION

In 2025, the IAAPA Foundation reached new heights in its mission to **inspire and support the next generation of attractions industry professionals**. Through record-breaking fundraising and expanded academic partnerships, the organization significantly amplified its global impact over the course of the year.

The IAAPA Foundation, a U.S. 501(C) (3) tax-exempt charity, **raised more than \$835,000 in 2025**, which represents a substantial increase from the \$466,000 raised the year prior. A significant portion of this success was driven by the IAAPA Expo, where **participants raised more than \$175,000 through various auctions**. IAAPA matched that number, resulting in a total **financial impact of more than \$350,000** from the event alone.

The foundation also remained committed to bridging the gap between the classroom and the career by nearly doubling its scholarship output. In 2025, **scholarships were awarded to 132 students**. This growth in student support was bolstered by the establishment of partnerships with three new universities and industry organizations, further expanding the foundation's **global recruitment and support network**.

To learn more about the IAAPA Foundation, please connect with IAAPA Foundation Executive Director Katie Pfingsten at KPfingsten@IAAPA.org

IAAPA.org/Foundation

PARTNERSHIPS

In 2025, IAAPA strengthened its role as a strategic business catalyst for the global attractions industry by expanding both its partnership portfolio and the association's value-driven solutions platform. IAAPA continued its successful collaborations with J&J Snack Foods, Satisfi Labs, SB Value, Clover, Craft Standard, and TrustLayer—delivering members access to innovative tools, preferred pricing, and operational expertise.

The year also marked meaningful expansion of several high-impact strategic alliances.

- ▶ **LICENSING INTERNATIONAL:** This collaboration supports members seeking to leverage intellectual property, secure brand partnerships, and unlock new monetization opportunities.
- ▶ **SEATRADE CRUISE GLOBAL:** Through speaking engagements, visibility initiatives, and business development opportunities, this partnership strengthens our positioning within the cruise and maritime entertainment market.
- ▶ **ORLANDO ECONOMIC PARTNERSHIP:** This collaboration supports workforce development, regional advocacy, and business expansion initiatives that further solidifies our role in the global attractions capital.

To learn more about these partners or how IAAPA members can benefit from Strategic Partnerships, please connect with IAAPA Vice President of Business Development and Partnerships Alice Mathu at AMathu@IAAPA.org

IAAPA.org/Partnerships



FINANCIAL OVERVIEW

2025 presented **continued revenue growth** over 2024. **Revenue increased** from \$39.8 million in 2024 to \$43.3 million in 2025, representing **growth of approximately 8.8%—a record for the association**. This achievement demonstrates continued organizational expansion and strong top-line performance.

Investment gains increased from \$2.1 million in 2024 to \$2.7 million in 2025, reflecting stronger investment performance.

No material weaknesses were identified in a 2025 audit, reflecting **strong financial stewardship** within the association.

HISTORICAL PERFORMANCE (US\$ IN MILLIONS)

	2016 Actual	2017 Actual	2018 Actual	2019 Actual	2020 Actual	2021 Actual*	2022 Actual	2023 Actual	2024 Actual	2025 Actual
Revenue	\$27.9	\$29.2	\$32.8	\$35.8	\$5.1	\$35.9	\$28.7	\$35.0	\$39.8	\$43.3
Expenses	\$23.8	\$26.6	\$30.5	\$33.2	\$16.8	\$20.7	\$28.6	\$34.1	\$40.3	\$45.0
Surplus/(Deficit) from Ops	\$4.2	\$2.6	\$2.3	\$2.6	(\$11.7)	\$15.2	\$0.1	\$0.9	(\$0.5)	(\$1.7)
Gain/(Loss) Investment	\$0.6	\$1.8	(\$0.4)	\$1.9	\$0.4	\$0.5	(\$2.1)	\$1.9	\$2.1	\$2.7
Gain/(Loss) Foreign Currency Translation	(\$0.4)	\$0.8	(\$0.5)	(\$0.3)	\$0.7	(\$0.5)	(\$0.6)	\$0.3	(\$1.2)	\$1.1
Relocation to Orlando	(\$0.3)	(\$1.5)	(\$0.2)	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0
Gain on Asset Disposition	\$0.0	\$0.0	\$0.0	\$1.8	\$0.0	\$0.0	(\$0.1)	\$0.0	\$0.0	\$0.0
Net Surplus/(Deficit)	\$4.1	\$3.7	\$1.2	\$6.0	(\$10.6)	\$15.2	(\$2.7)	\$3.1	\$0.4	\$2.1

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

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.



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