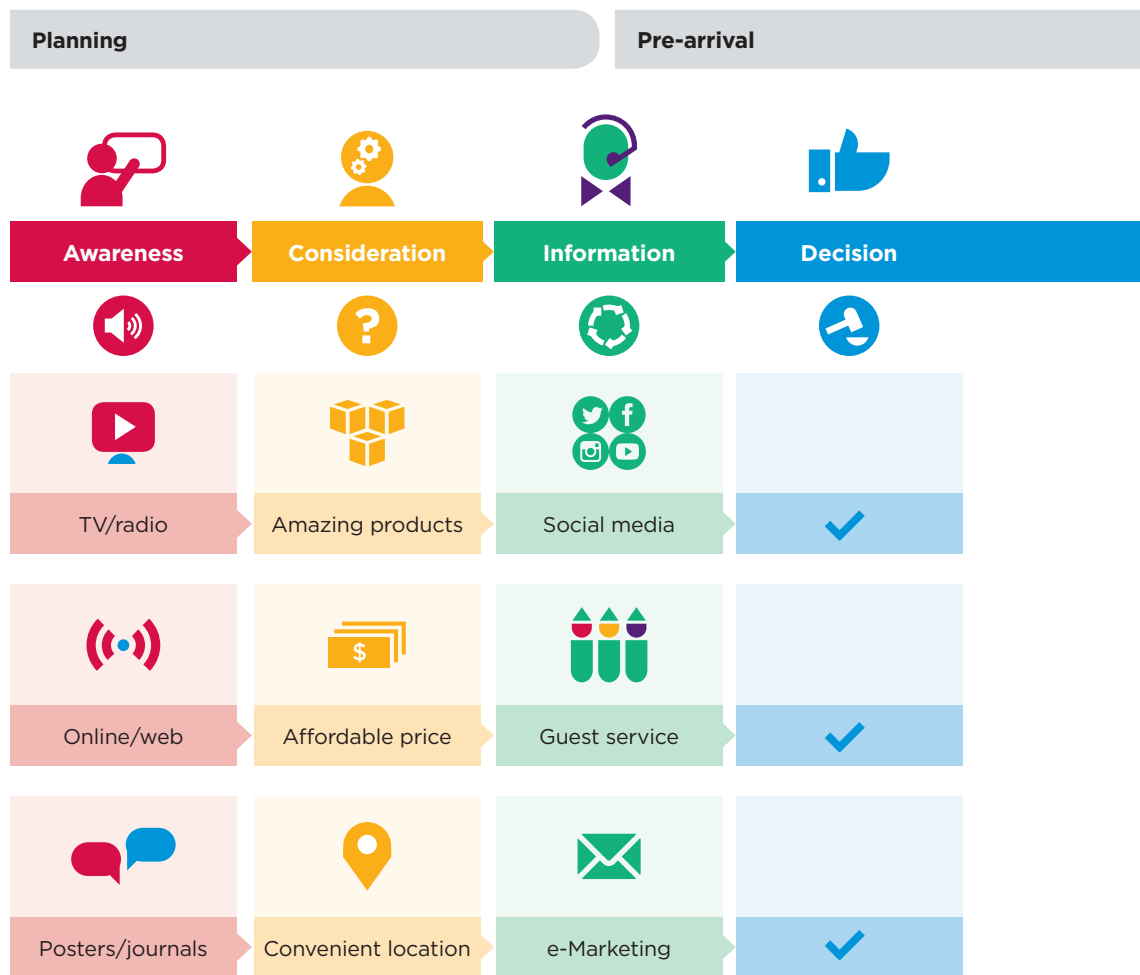


Perfecting the guest experience

By understanding and tracking each step of the guest journey we ensure we are responsive to the needs of our customers, continuously improving our offering and delivering on our promise to offer best-in-class guest experiences. Essential to this process is listening to our employees, harnessing their knowledge and learnings, working together collaboratively to deliver on guest expectations - before, during and after their visit.





An essential part of our adaptive process is that we listen to our staff and harness their knowledge of our attractions and customers.

Participation

Post-journey



Empowerment through listening and innovation



We have a structured and well-defined recruitment process which is streamlined and efficient.

A values-based ethos

Promotes engagement of our employees with the business, which in turn translates into a continuously evolving and best-in-class guest experience.

We have set out to develop an innovation hub by adopting a comprehensive framework to manage all our activities, including evaluating employee suggestions with the aid of an idea-gathering tool called FIKRA™ (fikra being the Arabic word for idea).

It is a system that encourages participation at every level of the organisation and has as its heart the objective to refine or perfect the guest experience and provide operational efficiencies.

In 2018, almost 150 ideas to enhance guest experience were received from our employees, of which to date a number have been implemented with the remainder under evaluation.

As is normal in any industry, but especially in the highly competitive leisure and entertainment space, retention of key staff can be a challenge, as is managing the highly cyclical nature of our business.

To mitigate this, we have a structured and well-defined recruitment process which is streamlined and efficient.

Furthermore we are able to leverage our relationships with outsource resource providers to meet short-term resourcing needs and scale up in response to demand cycles.

Empowering and engaging our employees at all levels of the business is our key priority. We want our people to feel that they have a voice, that their opinions matter and, crucially, that they work for a fair-minded employer who has their best interests at heart. This is our mission and all our HR initiatives are geared towards accomplishing it.



Ideas for guest experience

In 2018, almost 150 ideas to enhance guest experience were received from our employees, of which to date a number have been implemented with the remainder under evaluation.

150



Employee breakdown

(as at 31 December 2018)

- Theme parks 1,324
- Retail and hospitality 473
- Corporate and shared services 166



1,963



Emiratisation

Our Emiratisation initiatives resulted in an Emiratisation ratio of seven percent at year end.




Unique insights from managing third-party assets

Management of the Meraas Group's Family Entertainment Centres and the Roxy Cinemas chain continues to provide sales and marketing synergies whilst allowing unique consumer insights and bundling opportunities across the wider portfolio of leisure and entertainment assets.

Family Entertainment Centres

A component of our strategy is the management of third-party-owned assets, allowing unique insights into the wider leisure and entertainment industry in Dubai and facilitating bundling and cross-promotion opportunities.



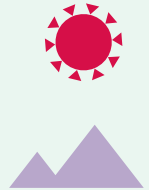
We continue to utilise our experience from the FEC assets to better understand our consumer preferences. Our initiatives to increase footfall, target new customers and improve overall customer experience have proven to be successful.





3,000 plants and animals in The Green Planet, spread across four levels

3,000



Our Family Entertainment Centre (FEC) experiences are located in high footfall areas, integrated into the popular retail and dining districts of City Walk, Boxpark and The Beach, with a wide appeal to residents and tourists. The overall FEC market continues to grow in the UAE and across the region and we are confident that with our proven track record of success in the space we will be able to leverage our experience across new opportunities as they arise.

We continue to utilise our experience from the FEC assets to better understand our consumer preferences. Our initiatives to increase footfall, target new customers and improve overall customer experience have proven to be successful.

Looking forward, we are confident about adding to our management portfolio and we will continue to target new opportunities both within the UAE and across the region.

Hub Zero

18 attractions spread over four gaming zones

18



Mattel Play Town

Five world-recognised brands: Barney™, Thomas & Friends™, Bob the Builder™, Angelina Ballerina™, and Fireman Sam™

5



Delivering excellence to ensure the highest standards of health and safety

Awarded the latest ISO Certification for Quality Management Systems, Environmental Management Systems, and Occupational Health and Safety Management Systems in recognition of efforts to widen sustainable development implementation.



We are committed to protecting the health, safety and environment of our employees, guests, external providers and other relevant parties.



Safety being our primary concern, all our rides and attractions are built and installed to international standard EN13814. They are also inspected and certified annually by TUV, an international third-party body, in line with international regulations and best practice.



We also reinforce our safety processes through staff training and certification, including park and ride evacuation drills, and educate our guests to take the necessary precautions when using the various attractions. We work closely with our operators, including Merlin Entertainments and Parques Reunidos, who are renowned for their stringent HSE standards.

