

# Delivering international visitation

Our strategy focuses on delivering international visitation to DPR, targeting an international visitor mix of upwards of 60 percent. This is essential in order to reach our targeted EBITDA break-even during the second half of 2020. Our ongoing hotel development program, which will deliver over 1,300 rooms to the destination by 2020, is core to delivering our strategy and will be supported by our strategic partnerships with international brands and the marketing initiatives of Dubai Department of Tourism and Commerce Marketing.

**The increasing occupancy at the Lapita Hotel™ and the resultant positive impact on visitation has shown the success of our on-site hotel offering and provides a strong benchmark for the launch of both the third-party owned and operated Rove Hotel and the LEGOLAND® Hotel, a joint venture with our partner Merlin Entertainments.**

As well as driving additional visitation to the parks through hotel guests, our hotel strategy presents us with an opportunity to enhance the destination's appeal to international markets, and sell premium and higher-margin packages that include both accommodation and entry to the theme parks rather than just individual tickets or hotel nights.

We will continue to work closely with our market-leading strategic partners such as Emirates Airline, Dubai Airports, Dubai Duty Free, Jumeirah Group and Dubai Tourism & Commerce Marketing to build pre- and post-arrival awareness as well as spearheading key initiatives such as our participation in the Hala China initiative to encourage visitation from the Chinese market.

Our marketing will increasingly be directed from domestic to international with a particular focus on those markets within the shortest flight times to Dubai such as the Kingdom of Saudi Arabia and the Indian subcontinent.

DPR was built with a long-term vision and is strategically located between Dubai and Abu Dhabi, in the heart of new Dubai and close to Al Maktoum International Airport, Dubai South and Expo 2020. As we move closer to the launch of Expo 2020 and as the state-of-the-art new city emerges we expect to see a ramp-up in our visitation.

Our cost base has reduced 21 percent year-on-year and we will continue to maintain tight control over our costs without impacting customer experience. Our partnership with world-class operators Merlin Entertainments, Parques Reunidos and Marriott International continues to deliver the highest standards in customer service to our visitors, ensuring a best-in-class offering whilst leveraging their experience to optimise costs.

Our Bollywood Parks™ Dubai turnaround strategy is underway and yielding positive results. At the time of writing we are recommending to our shareholders to approve the enhancement of MOTIONGATE™ Dubai and Bollywood Parks™ Dubai through the introduction of a select portfolio of 10 to 12 rides, including world-record rides. By doing so we aim to broaden our demographic appeal, increase dwell times, per-capita spend, and encourage repeat visitation.

DPR by its nature is a long term project and we are confident that we are making progress towards our long-term strategic plan of being the preferred theme park destination in the Middle East, while being profitable. Our short-term goal remains to achieve EBITDA break-even, which we anticipate during the second half of 2020.





Hotel rooms by 2020

**+1,300**



Year-on-year reduction  
in cost base

**21%**

