

Contacts

For further information about Entertainment + Culture Advisors (ECA):



Christiar Aaen

Principal and Co-Founder christian@entertainmentandculture.com



Edward Shaw

Principal ed@entertainmentandculture.com

For further information about The Park Database:



Wonwhee Kim

Chief Intelligence Officer won@theparkdb.com

For inquiries about the study and potential inclusion in the report:



Edmond Chih

Director, Entertainment + Culture Advisors edmond@entertainmentandculture.com

For more information about the Themed Entertainment Association (TEA):



Martin Palicki

Global Index Editor and Press Contact martin@inparkmagazine.com



Chloe Hausfeld

FEA Global Director of Strategic Partnerships chloe@teaconnect.org

The TEA Global Experience Index™

The definitive annual attendance study for the themed entertainment and museum industries

Published by the Themed Entertainment Association (TEA)

Credits

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Producer: Melissa Oviedo

Editor: Martin Palicki

Publication design contributed by Storyland Studios: Ben Thompson, Ed McGowan, Renata Molnar, Maddy McGowan, Rebecca Allday, Nathan Smith, Christy Lopez, Andrew Niedziela

Publication team: Christian Aaen, Edmond Chih, Chloe Hausfeld, Wonwhee Kim, Melissa Oviedo, Martin Palicki. Edward Shaw

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Cover Image:

The biggest land expansion at Tokyo Disney Resort, Fantasy Springs opened at Tokyo DisneySea in June 2024 with three areas: Frozen Kingdom (pictured), Peter Pan's Never Land and Rapunzel's Forest.

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FOREWORD

A MESSAGE FROM OUR PRESENTING PARTNER



A New Benchmark for the Global Experience Industry

This year marks the debut of a new annual resource for the themed entertainment industry. The TEA Global Experience Index acknowledges that today's world of carefully crafted, in-person experiences has evolved beyond the traditional definition of themed entertainment: theme parks, water parks and museums. Developed in partnership with leading organizations across the field, this report provides more than numbers alone - it offers a lens through which operators, developers, and creators can better understand the "experience economy" (as Joseph Pine and James Gilmore so helpfully define it): identifying performance, spotting opportunities, and anticipating where this dynamic market is headed.

This year's edition reveals a strong and evolving global marketplace, with the COVID recovery period now appearing to have finally stabilized across regions. The Middle East continues its rise as a major hub for world-class destinations, while China, long a dominant force, is now entering a more mature stage in its theme park market even as its museum sector expands at a scale unmatched anywhere else. In Europe and the Americas, steady performance prevails, with North America growing more modestly than global averages as operators sharpen their focus on revenue strategies.

One consistent story across every region is the enduring strength of intellectual property. From blockbuster theme park attractions to entirely new quest experiences, IP continues to fuel investment, capture imaginations, and deliver the kind of immersive storytelling that sets our industry apart.

We are honored to collaborate with the Themed Entertainment Association (TEA), Entertainment + Culture Advisors (ECA), The Park Database (TPDB), and InPark Magazine to present this first edition of the TEA Global Experience Index. Together, we aim to equip the global community with insights that drive creativity, innovation, and resilience - helping all of us better understand where the industry stands today, and where it is going tomorrow.



Ben Thompson Chief Executive Officer **Storyland Locations** The Development Arm of Storyland Studios



Libertyland USA: an immersive theme park destination in Sioux Falls, South Dakota, blending world-class attractions, live entertainment, and family-friendly experiences that celebrate the spirit of American adventure. Image Credit: Storyland Studios



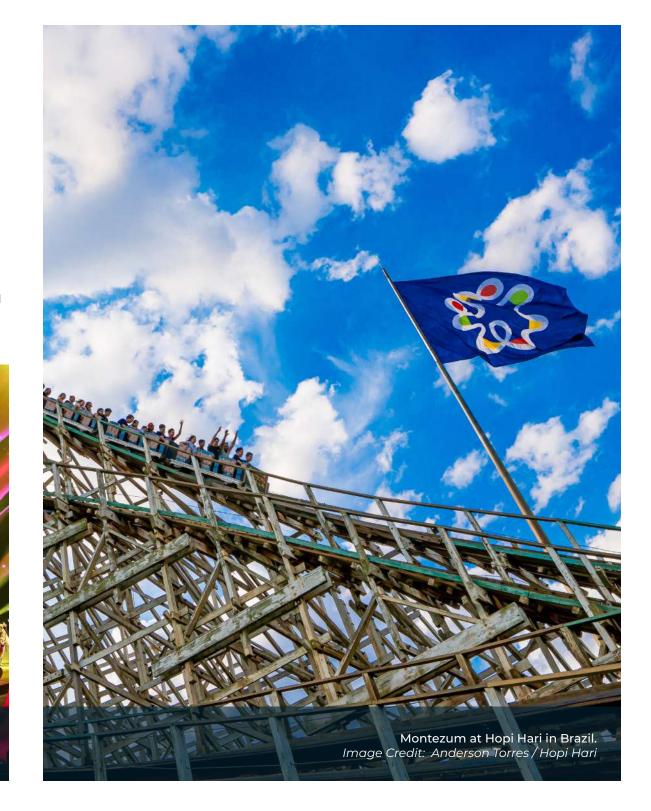


New Name and a New Era in Global Insights

The TEA Global Experience Index[™], formerly the Theme Index and Museum Index Report, has served as the definitive study of attendance at the world's top theme parks, water parks and museums for the past 19 years.

For this year's publication, TEA has partnered with Entertainment + Culture Advisors (ECA) and The Park Database. Members of both firms are long-standing industry veterans with backgrounds in market analysis, business planning, and feasibility for all manner of attractions, and have also been directly involved in producing this effort for TEA in the past.





Global Attendance Trends

The year saw the Asia-Pacific (APAC) region fully turn the page from the COVID-19 pandemic. In particular, domestic Chinese tourism and outbound Chinese travel continued to rebound from 2023 into 2024, helping to fuel increases in attendance across many of China's museums and attractions, as well as bolstering tourism to neighboring APAC countries.

Within the Americas and Europe, the attraction industry remained active and leading parks continued to produce strong numbers, despite inflation and cost pressures. The industry in the Middle East continued to be led by the UAE. In particular, Yas Island in Abu Dhabi saw double digit growth in visitation, with SeaWorld Yas Island, Abu Dhabi having its first full year of operation, the opening of teamLab Phenomena on nearby Saadiyat Island, and a well-programmed calendar of events, concerts, shows, and festivals.

The combined attendance of the top 25 theme parks globally grew 2.4% in 2024 to 246 million. In general, the leading parks in the mature markets of the U.S., Japan, and western Europe saw flat to modest changes in attendance, while the leading internationally branded parks in China saw notable continued growth and registered record years - including Shanghai Disneyland, which grew 5.0%, and Universal Studios Beijing, which grew 8.6%.

Many of the top-attended water parks in the world saw some variance in attendance changes in 2024, attributable to various market-specific factors, at a combined total of 30.6 million among the top 25 water parks worldwide. Aquaventure World in Dubai grew 11.1%, due to higher participation from hotel guests, event-driven spikes in visits, and strong shoulder-season offerings. Sunway Lagoon in Malaysia grew 8.3%, benefiting from the continued rebound of domestic and inbound tourism in the Southeast Asia region.



246.0m

Top 25 theme parks worldwide attendance 2024

240.1m

Image Credit: Six Flags

Top 25 theme parks worldwide attendance 2023



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Given a rich cultural history, very large population centers, and high urban density, China achieves some of the world's highest museum attendance figures.

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The leading water parks in Latin America continued to exhibit strong performance in 2024 and Latin America represents a quarter of the top water parks in the global list.

Among the top 10 park operators worldwide, the top four retained their position from last year with Disney Experiences continuing to lead the way, followed by Fantawild Group, Merlin Entertainments, and Universal Destinations & Experiences. The composition of the remaining six has changed. Most notably, Six Flags and Cedar Fair completed a landmark merger in 2024, forming an expanded Six Flags Entertainment Corporation and making it the fifth largest park operator globally in terms of attendance. Additionally, Haichang Ocean Park Holdings Ltd. has been added to the list for 2024, bringing the total number of China-based operators in the top 10 to four. Overall, the Top 10 entertained an impressive 549 million visitors during 2024.

Among the museum market, one of the most notable highlights in 2024 is the continued rise of China's museum sector. Government initiatives have prioritized cultural infrastructure as a marker of national identity and soft power, and allowed for free or low-cost admission. Given a rich cultural history, very large population centers, and high urban density, China achieves some of the world's highest museum attendance figures. In 2024, the top three attended museums globally consisted of The Palace Museum in Beijing, Chengdu Wuhou Shrine Museum, and The Museum of Emperor Qin Shihuang's Mausoleum (Terracotta Warriors).

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Looking ahead, the global attractions landscape remains active and dynamic and poised for continued growth in 2025 and beyond.

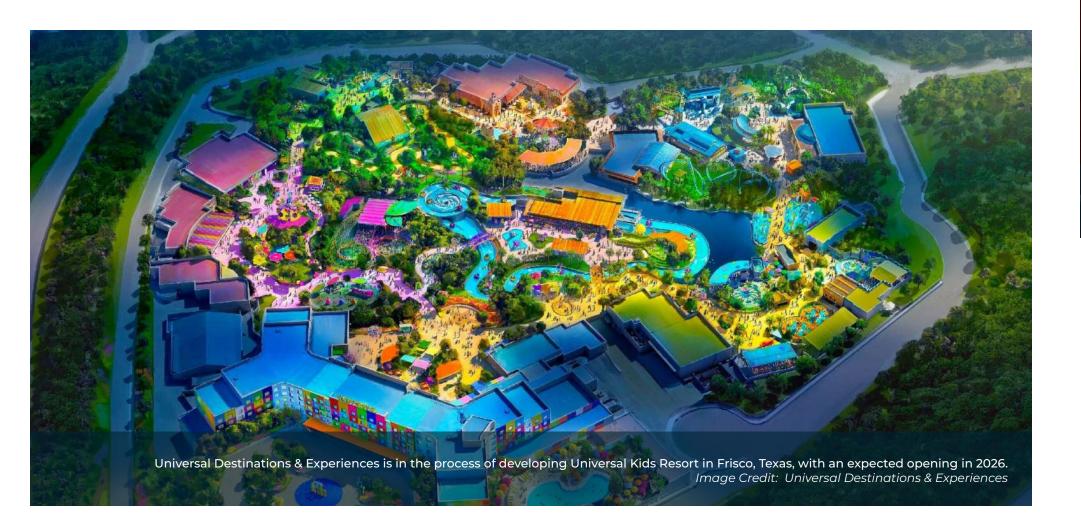
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Going Forward

Looking ahead, the global attractions landscape remains active and dynamic and poised for continued growth in 2025 and beyond.

The opening of Universal Epic Universe in 2025 represents a monumental addition to the U.S. theme park scene and continues to reinforce the Central Florida region as the world's premier theme park hub. Universal Destinations & Experiences also announced plans to build and operate its first Universal-branded theme park and resort in Europe, located in Bedford, U.K.

Expected to open soon, Six Flags Qiddiya City park and Aquarabia water park near Riyadh will be a milestone destination development in the region and for the Kingdom of Saudi Arabia as part of its Vision 2030.





In 2024, Disney Experiences announced that \$60 billion would be deployed in new projects with a major attraction or land revealed in every part of their portfolio over the next 10 years. According to their own materials, there are more projects underway at Disney Experiences now than at any other time in the company's history. Disney recently announced the largest ever expansion of Magic Kingdom, the world's most visited theme park. In the Middle East, Disney has announced plans with Miral for its first theme park in the region with Disneyland

Abu Dhabi, further elevating Yas Island as a global entertainment destination.

When the biggest players in the industry make such a significant commitment to growth over the next decade it shows real confidence in the industry's future and the global experience economy.

For museums, institutions are continuing to look for new ways to engage visitors and re-envision spaces and interactions, and some approaches will no doubt be inspired by the successes found within commercial attractions, unique partnerships, and fast-growing immersive experiences.

At the same time, other concepts and formats continue to grow and be explored, including within the immersive experiences space (both rotating/traveling and permanent exhibitions), wellness attraction space, and cruise ships. As the industry continues to evolve, the TEA Global Experience Index will continue to adapt alongside and expand its coverage with new features in years to come.

Top 10 Amusement/Theme Park Operators Worldwide

2024 RANK	OPERATOR .	% CHANGE 2023-2024	ATTEN	
20		% C	2023	2024
1	DISNEY EXPERIENCES	1.2%	143,428	145,196
2	FANTAWILD GROUP	1.7%	85,689	87,168
3	MERLIN ENTERTAINMENTS	1.1%	62,100	62,800
4	UNIVERSAL DESTINATIONS & EXPERIENCES	-0.7%	59,410	58,975
5	SIX FLAGS ENTERTAINMENT CORPORATION	2.8%	48,945	50,300
6	OVERSEAS CHINESE TOWN (OCT) GROUP	15.1%	35,710	41,100
7	CHIMELONG GROUP	9.1%	36,090	39,370
8	UNITED PARKS & RESORTS	6.2%	21,606	22,947
9	HAICHANG OCEAN PARK HOLDINGS LTD.	12.2%	20,134	22,594
10	PARQUES REUNIDOS	0.3%	19,340	19,400
TOP 10 T	OTAL ATTENDANCE	3.3%	532,452	549,850

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3.3%

Top 10 amusement/theme park operator groups worldwide attendance change 2023-24*

532.5m

Top 10 amusement/theme park operator groups worldwide attendance 2023

549.9m

Top 10 amusement/theme park operator groups worldwide attendance 2024

Top 25 Amusement/Theme Parks Worldwide

24 RANK	LOCATION	% CHANGE 2023-2024	ATTEND	
2024	<u> </u>	20:	% 17,720 % 17,250 % 16,000 % 14,724 % 14,000 % 12,520 % 12,091 % 11,980 % 10,300	2024
1	MAGIC KINGDOM PARK AT WALT DISNEY WORLD RESORT, LAKE BUENA VISTA, FL, U.S.	0.7%	17,720	17,836
2	DISNEYLAND PARK AT DISNEYLAND RESORT, ANAHEIM, CA, U.S.	0.5%	17,250	17,337
3	UNIVERSAL STUDIOS JAPAN, OSAKA, JAPAN	0.0%	16,000	16,000
4	TOKYO DISNEYLAND, TOKYO, JAPAN	2.6%	14,724	15,104
5	SHANGHAI DISNEYLAND, SHANGHAI, CHINA	5.0%	14,000	14,700
6	CHIMELONG OCEAN KINGDOM, HENGQIN, CHINA	0.9%	12,520	12,628
7	TOKYO DISNEYSEA, TOKYO, JAPAN	2.9%	12,091	12,441
8	EPCOT AT WALT DISNEY WORLD RESORT, LAKE BUENA VISTA, FL, U.S.	1.3%	11,980	12,133
9	DISNEY'S HOLLYWOOD STUDIOS AT WALT DISNEY WORLD, LAKE BUENA VISTA, FL, U.S.	0.3%	10,300	10,333
10	DISNEYLAND PARK AT DISNEYLAND PARIS, MARNE-LA-VALLÉE, FRANCE	-1.8%	10,400	10,214
11	DISNEY CALIFORNIA ADVENTURE PARK AT DISNEYLAND RESORT, ANAHEIM, CA, U.S.	0.5%	10,000	10,050
12	UNIVERSAL STUDIOS BEIJING, BEIJING, CHINA	8.6%	9,000	9,775
13	UNIVERSAL STUDIOS FLORIDA AT UNIVERSAL ORLANDO RESORT, ORLANDO, FL, U.S.	-2.6%	9,750	9,500
14	UNIVERSAL ISLANDS OF ADVENTURE AT UNIVERSAL ORLANDO RESORT, ORLANDO, FL, U.S.	-5.5%	10,000	9,450
15	DISNEY'S ANIMAL KINGDOM THEME PARK AT WALT DISNEY WORLD RESORT, LAKE BUENA VISTA, FL, U.S.	0.3%	8,770	8,800

24 RANK	LOCATION	% CHANGE 2023-2024	ATTEN (in thou	DANCE usands)
202		20.8	2023	2024
16	UNIVERSAL STUDIOS HOLLYWOOD, UNIVERSAL CITY, CA, U.S.	-9.9%	9,660	8,700
17	HONG KONG DISNEYLAND, HONG KONG, SAR	3.3%	7,685	7,936
18	EUROPA-PARK, RUST, GERMANY	3.3%	6,000	6,200
19	EFTELING, KAATSHEUVEL, NETHERLANDS	0.7%	5,560	5,600
20 (TIE)	WALT DISNEY STUDIOS PARK AT DISNEYLAND PARIS, MARNE-LA-VALLÉE, FRANCE	-1.8%	5,700	5,598
20 (TIE)	EVERLAND, YONGIN, SOUTH KOREA	-4.8%	5,880	5,598
22	CHINA DINOSAURS PARK, CHANGZHOU, CHINA	25.1%	4,300	5,380
23	LOTTE WORLD ADVENTURE, SEOUL, SOUTH KOREA	2.1%	5,190	5,300
24	SHANGHAI HAICHANG OCEAN PARK, SHANGHAI, CHINA	10.3%	4,290	4,730
25	CHIMELONG SPACESHIP, HENGQIN, CHINA	241.1%	1,356	4,627
TOP 25 T	OTAL ATTENDANCE	2.4%	240,126	245,970

TEA MINION ECA

2.4%

Top 25 amusement/theme parks worldwide attendance change 2023-24*

240.1m

Top 25 amusement/theme parks worldwide attendance 2023

246.0m

Top 25 amusement/theme parks worldwide attendance 2024

^{*}The parks on this list in the current year may be different than the parks listed in prior year. Prior year estimates for Tokyo Disneyland, Tokyo DisneySea, and Hong Kong Disneyland have been adjusted from fiscal year to calendar year.

Top 25 Amusement/Theme Parks Worldwide



DISNEYLAND PARK AT DISNEYLAND RESORT | Anaheim UNIVERSAL STUDIOS HOLLYWOOD | Universal City

68.1m Florida, U.S. 6 Parks

DISNEY'S ANIMAL KINGDOM THEME PARK, DISNEY'S HOLLYWOOD STUDIOS, EPCOT, AND MAGIC KINGDOM PARK AT WALT DISNEY WORLD RESORT | Orlando

UNIVERSAL STUDIOS FLORIDA AND UNIVERSAL ISLANDS OF ADVENTURE AT UNIVERSAL ORLANDO RESORT I Orlando

5.6m 6.2m Netherlands Germany 1 Park 1 Park EFTELING | Kaatsheuvel EUROPA-PARK | Rust 15.8m France 2 Parks DISNEYLAND PARK AND WALT DISNEY STUDIOS PARK AT DISNEYLAND PARIS I Marne-la-Vallée

10.9m South Korea 2 Parks

EVERLAND | Yongin LOTTE WORLD

43.5m 3 Parks

TOKYO DISNEYLAND AND TOKYO DISNEYSEA I Tokyo

> 7.9m **Hong Kong SAR** 1 Park

HONG KONG DISNEYLAND | Hong Kong

51.8m China 6 Parks

SHANGHAI DISNEYLAND I Shanghai CHIMELONG OCEAN KINGDOM AND CHIMELONG SPACESHIP | Henggin UNIVERSAL STUDIOS BEIJING | Beijing CHINA DINOSAURS PARK | Changzhou SHANGHAI HAICHANG OCEAN PARK | Shanghai



Top 25 amusement/theme parks worldwide attendance change 2023-24*

240.1m

Top 25 amusement/theme parks worldwide attendance 2023

246.0m

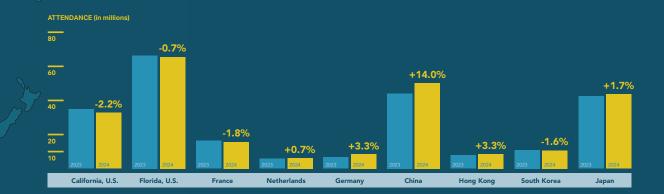
Top 25 amusement/theme parks worldwide attendance 2024

*The parks on this list in the current year may be different than the parks listed in prior year.









Top 20 Water Parks Worldwide

2024 RANK	LOCATION	% CHANGE 2023-2024	ATTEND	ands)
<u> </u>	<u> </u>	% %	2023	2024
1	CHIMELONG WATER PARK, GUANGZHOU, CHINA	0.1%	2,807	2,810
2	AQUAVENTURE WORLD, DUBAI, U.A.E.	11.1%	1,800	2,000
3	THERME ERDING, ERDING, GERMANY	2.7%	1,860	1,910
4	THERMAS DOS LARANJAIS, OLIMPIA, BRAZIL	-5.3%	1,954	1,850
5	DISNEY'S TYPHOON LAGOON AT WALT DISNEY WORLD RESORT, LAKE BUENA VISTA, ORLANDO, FL, U.S.	-4.3%	1,898	1,817
6	AQUAVENTURE AT ATLANTIS PARADISE ISLAND, NASSAU, BAHAMAS	-5.3%	1,891	1,790
7 (TIE)	AQUAVENTURE WATERPARK, SANYA, CHINA	3.1%	1,600	1,650
7 (TIE)	UNIVERSAL VOLCANO BAY AT UNIVERSAL ORLANDO RESORT, ORLANDO, FL, U.S.	-8.3%	1,800	1,650
9	THERME BUCHAREST, BUCHAREST, ROMANIA	5.9%	1,520	1,610
10	AQUATICA, ORLANDO, FL, U.S.	-0.1%	1,437	1,435
11	HOT PARK, CALDAS NOVAS, BRAZIL	-10.8%	1,600	1,427
12	SUNWAY LAGOON, KUALA LUMPUR, MALAYSIA	8.3%	1,200	1,300
13	SIAM PARK, SANTA CRUZ DE TENERIFE, SPAIN	5.8%	1,200	1,270
14	TROPICAL ISLANDS, KRAUSNICK, GERMANY	4.2%	1,200	1,250
15	RULANTICA, RUST, GERMANY	2.5%	1,200	1,230

024 RANK	LOCATION	CHANGE 323-2024	ATTENE	sands)
ă	<u> </u>	20 %	2023	2024
16	CARIBBEAN BAY, YONGIN, SOUTH KOREA	-9.4%	1,270	1,151
17	WATER WORLD AT AQUAPALACE, PRAGUE, CZECH REPUBLIC	3.0%	1,108	1,141
18	HOT BEACH, OLIMPIA, BRAZIL	5.3%	1,066	1,122
19	HACIENDA NAPOLES THEME PARK, MEDELLIN, ANTIOQUIA, COLOMBIA	-8.7%	1,200	1,096
20	PARQUE ACUATICO XOCOMIL, SAN MARTÍN ZAPOTITLÁN, RETALHULEU, GUATEMALA	19.8%	900	1,078
TOP 20	TOTAL ATTENDANCE	0.2%	30,511	30,587

TEA INGO ECCA Database

0.2%

Top 20 water parks worldwide attendance change 2023-24*

30.5m

Top 20 water parks worldwide attendance 2023

30.6m

Top 20 water parks worldwide attendance 2024

21

Top 20 Water Parks Worldwide

178m Bahamas 1 Park AQUAVENTURE AT ATLANTIS PARADISE ISLAND I Nassau 4.9m Florida, U.S. 3 Parks DISNEY'S TYPHOON LAGOON WATER PARK AT WALT DISNEY WORLD RESORT | Lake Buena Vista UNIVERSAL VOLCANO BAY AT UNIVERSAL ORLANDO RESORT I Orlando AQUATICA | Orlando

1.1m Guatemala 1 Park

PARQUE ACUÁTICO XOCOMIL | San Martín Zapotitlán,

1.1m Colombia

1 Park

HACIENDA NAPOLES THEME PARK | Medellin

1.1m 4.4m **Czech Republic** 1 Park Germany 3 Parks WATER WORLD AQUAPALACE | Prague THERME ERDING | Erding TROPICAL ISLAND | Krausnick 1.6m Romania 1 Park 1.3m THERME BUCHAREST I Bucharest Spain 1 Park SIAM PARK | Santa Cruz de Tenerife 2.0m United Arab Emirates 1 Park AQUAVENTURE WORLD | Dubai Brazil 3 Parks THERMAS DOS LARANJAIS | Olimpia HOT BEACH | Olimpia

0.2%

Top 20 water parks worldwide attendance change 2023-24*

30.5m

Top 20 water parks worldwide attendance 2023

30.6m

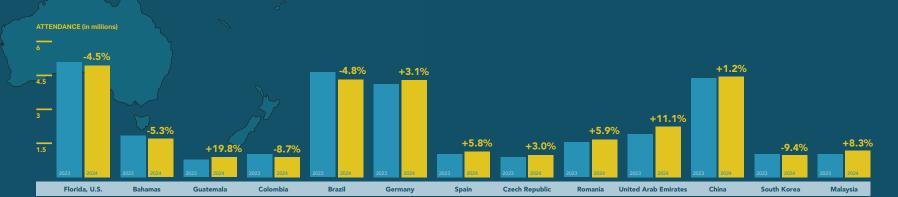
Top 20 water parks worldwide attendance 2024

*The parks on this list in the current year may be different than the parks listed in prior year.









South Korea

CARIBBEAN BAY | Gyeonggi-Do

CHIMELONG WATER PARK | Guangzhou

1.3m

Malaysia

1 Park

SUNWAY LAGOON | Kuala Lumpur

AQUAVENTURE WATERPARK | Sanya

1 Park

4.5m

2 Parks

China

Top 20 Museums Worldwide

2024 RANK	LOCATION	% CHANGE 2023-2024	ATTENI (in thou	
20	호 3	20 %	2023	2024
1	PALACE MUSEUM, BEIJING, CHINA	17.2%	14,500	17,000
2	CHENGDU WUHOU SHRINE MUSEUM, CHENGDU, CHINA	-10.6%	16,300	14,570
3	EMPEROR QINSHIHUANG'S MAUSOLEUM SITE MUSEUM, XI'AN, CHINA	3.5%	11,220	11,610
4	MUSÉE DU LOUVRE, PARIS, FRANCE	-1.4%	8,860	8,737
5	OPIUM WAR MUSEUM, DONGGUAN, CHINA	33.4%	5,413	7,221
6	NATIONAL MUSEUM OF CHINA, BEIJING, CHINA	3.0%	6,757	6,957
7	VATICAN MUSEUMS, VATICAN, VATICAN CITY	0.9%	6,765	6,825
8	SHENZHEN NANSHAN DISTRICT MUSEUM, SHENZHEN, CHINA	26.2%	5,393	6,805
9	BRITISH MUSEUM, LONDON, U.K.	11.3%	5,821	6,480
10	NATURAL HISTORY MUSEUM, LONDON, U.K.	10.8%	5.689	6,302
11	SANXINGDUI MUSEUM, GUANGHAN, CHINA	85.6%	3,230	5,994
12	THE METROPOLITAN MUSEUM OF ART, NEW YORK, NY, U.S.	6.8%	5,364	5,727
13	NANJING MUSEUM, NANJING, CHINA	13.4%	5,007	5,680
14	CHINA SCIENCE AND TECHNOLOGY MUSEUM, BEIJING, CHINA	2.0%	5,315	5,421
15	AMERICAN MUSEUM OF NATURAL HISTORY, NEW YORK, NY, U.S.	8.0%	5,000	5,400

2024 RANK	LOCATION	% CHANGE 2023-2024	(in thou	
2	8.5	, %	2023	2024
16	THE MUSEUM OF DR. SUN YAT-SEN, ZHONGSHAN, CHINA	14.6%	4,451	5,100
17	SUZHOU MUSEUM, SUZHOU, CHINA	5.0%	4,852	5,095
18	GUANGZHOU LIWAN DISTRICT MUSEUM, GUANGZHOU, CHINA	N/A	N/A	5,087
19	HUBEI PROVINCIAL MUSEUM, WUHAN, CHINA	16.3%	4,300	5,000
20	HUNAN MUSEUM, CHANGSHA, CHINA	11.4%	4,398	4,900
TOP 20	TOTAL ATTENDANCE	13.4%	128,635	145,911

The Park Database

13.4%

Top 20 museums worldwide attendance change 2023-24*

128.6m

Top 20 museums worldwide attendance 2023

145.9m

Top 20 museums worldwide attendance 2024

Top 20 Museums Worldwide

11.1m **United States** 2 Museums

THE METROPOLITAN MUSEUM OF ART I New York, NY AMERICAN MUSEUM OF NATURAL HISTORY | New York, NY

12.8m ____ United Kingdom 2 Museums

BRITISH MUSEUM I London NATURAL HISTORY MUSEUM | London

8.7m France 1 Museum

MUSÉE DU LOUVRE | Paris

Vatican City

13.4%

Top 20 museums worldwide attendance change 2023-24*

128.6m

Top 20 museums worldwide attendance 2023

145.9m

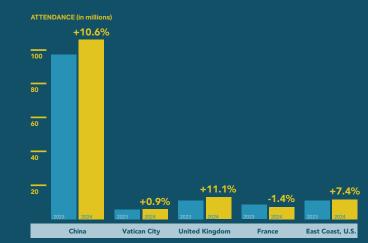
Top 20 museums worldwide attendance 2024

*The museums on this list in the current year may be different than the museums listed in prior year.











China



Attendance Stabilizes While Revenue Jumps

North American parks remained flat in 2024, Latin America showed mixed results, and water parks across the region declined slightly, all pointing to a stabilizing post-pandemic market.

The Americas theme park industry remains concentrated in the U.S. and still accounts for a high share of theme park attendance worldwide. While attendance at the top 25 theme parks worldwide increased 2.4% from 2023, North American parks remained relatively flat, showing a minor decline of 0.3%. This reflects a normalization of post-pandemic recovery patterns, and when combined with earnings reports, indicates a trend of operators focusing on revenue optimization rather than pure volume growth.

144.0m

Top 20 amusement / theme parks in North America attendance 2024

144.4m

Top 20 amusement / theme parks in North America attendance 2023

6

The Americas theme park industry remains concentrated in the U.S. and still accounts for a high share of theme park attendance worldwide.

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Within the U.S., Florida kept its position as the hub of theme park activity with 76.4 million visitors across eight parks. California ranked second, with 47.9 million guests for six parks. This concentration is a result of the favorable climate, established infrastructure and dense tourism networks that support effective year-round operations for both areas. Once again, Walt Disney World's Magic Kingdom topped the chart with 17.8 million visitors, though Disney reported a softening towards the end of the year for its Orlando parks, primarily due to hurricane impacts.

The major news story of 2024 was the corporate merger of Six Flags and Cedar Fair, creating the largest regional park operator in the Americas. The merger represented broader industry consolidation trends, as operators sought scale advantages in procurement, technology investment, and operational efficiency. This consolidation reduced competitive dynamics but enabled larger capital investments in next-generation attractions.

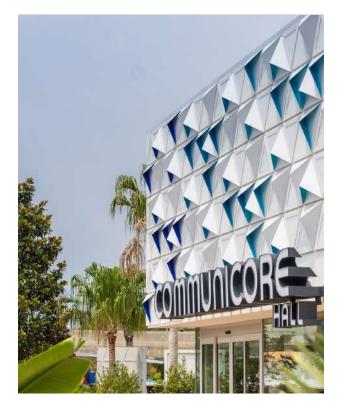
In the broader marketplace, consumer preferences continued to evolve as other forms of entertainment such as immersive experiences, traveling exhibitions and indoor LBE more effectively competed for attention. And throughout the year, in Orlando, the industry eagerly awaited the debut of Universal Epic Universe.

Disney Experiences

Disney parks maintained their market-leading position despite increased competition, with domestic theme parks contributing 76.5 million in total attendance in 2024, a 0.6% increase over 2023. On the financial side, the growth driver came from a 5% increase in per-capita ticket revenue.

EPCOT saw the largest attendance increase (1.3%) across the Disney parks, the result of a multi-year transformation of the park that culminated with the new CommuniCore Hall and Plaza opening in June 2024. The area is the park's dedicated festival hub, creating a centralized space for the park's seasonal programming and providing both refreshing indoor relief and outdoor entertainment.

(Below) CommuniCore Hall at EPCOT at the Walt Disney World Resort, part of a multi-year transformation for the theme park. Image Credit: ©Disney





Universal is now diversifying its portfolio geographically as well as with new entertainment concepts.

"

Universal Destinations & Experiences

Universal Epic Universe neared completion in 2024, building anticipation for the park's opening on May 22, 2025. This massive investment is doubling Universal Orlando's size by adding 750 acres and five themed worlds, transforming Universal from a multi-day destination into a full week-long vacation experience. In 2024, however, Universal's North American parks all lost attendance with both parks in Orlando dropping more than 2.5%, and Universal Studios Hollywood declining nearly 10%. On the financial side, Universal theme parks experienced an approximate 4% decline in revenue from 2023. This decrease was primarily attributable to lower park attendance and the adverse impact of foreign currency fluctuations.

Universal is also investing in products outside of their traditional theme parks. Universal Kids Resort will open in Frisco, Texas, in 2026 and Universal Horror Unleashed, a year-round indoor haunted attraction, opened in Las Vegas at AREA15 in August 2025. A second location has also been announced for Chicago. With another Universal theme park planned for the U.K., Universal is diversifying its portfolio geographically as well as with new entertainment concepts.

Six Flags & Cedar Fair

The \$4.3 billion merger between Six Flags and Cedar Fair, completed in July 2024, brought 42 parks across North America under one ownership group and reflects a larger trend towards industry consolidation. Following the merger, the combined company announced nearly \$500 million of capital improvements across the parks, including new coasters at seven larger parks, family attractions at Carowinds, multiple water park renovations and upgraded/expanded F&B facilities across their portfolio.

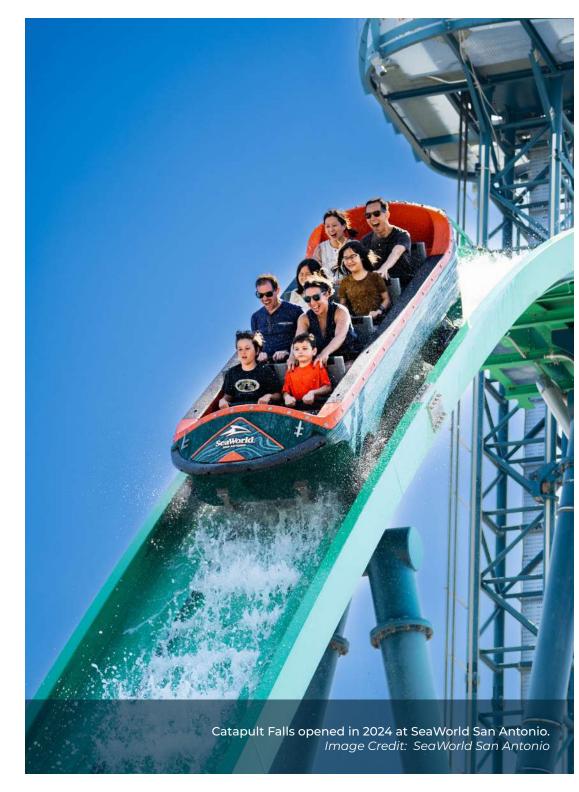
In 2025 Six Flags announced a softening of both attendance and earnings across the chain early in the season, although later summer reports showed improvement. The company is examining its properties for profitability and announced changes and closures for some of their parks in an effort to focus on the best performing locations, which could have an impact on future attendance lists.



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The \$4.3 billion merger between Six Flags and Cedar Fair, completed in July 2024, brought 42 parks across North America under one ownership group and reflects a larger trend towards industry consolidation.

22



6

United Parks & Resorts is continuing their investments into 2025 with an array of new rides for each of their three SeaWorld parks and both Busch Gardens locations.

"

United Parks & Resorts

United Parks & Resorts' performance was roughly flat compared to 2023, with attendance growth mitigated by adverse weather and hurricanes impacting visitation at their Florida parks during peak tourism times.

That didn't stop them from unveiling several new attractions in 2024, including the multi-launch family coaster Penguin Trek at SeaWorld Orlando; the world's first launched flume coaster Catapult Falls at Seaworld San Antonio; and the suspended family coaster Phoenix Rising at Busch Gardens Tampa Bay. United Parks & Resorts is continuing their investments into 2025 with an array of new rides for each of their three SeaWorld parks and both Busch Gardens locations.

Latin America

Leading theme parks in Latin America continued to show strong performance in 2024, building on the strong post-pandemic rebound in 2022-2023 with year-over-year attendance growth at most major parks. Regional parks with targeted investments and strong value positioning continue to drive domestic visitation. Notable 2024 gains include Brazil's Hopi Hari (+25%) and Guatemala's Mundo Petapa (+11%), as well as steady single-digit growth at several Colombian parks.

Brazil, with the largest population in Latin America, maintained its position as the leading theme and water park market in the region, supported by a diversified portfolio of attractions and strong domestic leisure travel. Mexico delivered a stable to slightly positive performance, supported by the dense local market of Mexico City and increased domestic tourism. Colombia recorded broad improvements, thanks to strong local repeat visitation and value-oriented pricing. In contrast, Chile saw a market

contraction amid macroeconomic pressures and limited new product introductions. Finally, Guatemala's theme and water parks both delivered exceptionally strong growth stories, reportedly due to a major increase of post-pandemic domestic and international tourism to the country. Guatemala welcomed over 3 million international visitors in 2024, a 15% increase over 2023 and a notable achievement in the region.



12.9m

Top 10 amusement / theme parks in Latin America attendance 2024

12.2m

Top 10 amusement / theme parks in Latin America attendance 2023

Water Parks

Total combined attendance of the top 20 water parks in North America was 13.9 million, down 1.8% from 2023. Many of the top-attended water parks saw low to moderate movement. The Orlando water park market continued to top the list, with facilities benefiting from the major theme parks that draw guests to the area. To better grasp just how dominant Central Florida is on the market, the top three leading water parks in Orlando each had over 1.4 million visitors in 2024, while the median water park of the top 20 in the region drew 478,000.

6

Looking ahead, the water park market is expected to remain reliable and stable.

7

In Latin America and the Caribbean, water park attendance experienced a 3.4% decrease from 2023. The popular Aquaventure at Atlantis Paradise Island in the Bahamas dipped 5.3% after coming off a very successful 2023. Performance was still strong and it remains the largest property in the region, but the park is more exposed to fluctuations in cruise ship arrivals and broader tourist trends. Parque Acuático Xocomil in Guatemala was a notable standout, surging 20% with strong local demand and effective product promotion and event strategies.

Looking ahead, the water park market is expected to remain reliable and stable, though we do expect some small changes to the list. Since the pandemic in 2020, the Walt Disney World water parks Blizzard Beach and Typhoon Lagoon have alternated operating schedules throughout the year, with Typhoon Lagoon being open during higher visitation periods. For 2025, both properties operated during the busy spring and summer months, so we anticipate Blizzard Beach's attendance to grow considerably from 2024.

66

The Orlando water park market continued to top the list, with facilities benefiting from the major theme parks that draw guests to the area.

99

13.9m
Top 20 water parks in North

America attendance 2024

14.1m

Top 20 water parks in North
America attendance 2023

11.5m

Top 10 water parks in Latin
America attendance 2024

12.0m

Top 10 water parks in Latin
America attendance 2023

Top 20 Amusement/Theme Parks North America

10.3m Midwest, U.S. 3 Parks

CEDAR POINT | Sandusky, OH KINGS ISLAND | Mason, OH SIX FLAGS GREAT AMERICA | Gurnee, IL

47.9m

California 6 Parks

DISNEY CALIFORNIA ADVENTURE PARK AND DISNEYLAND PARK AT DISNEYLAND

UNIVERSAL STUDIOS HOLLYWOOD | Universal City

KNOTT'S BERRY FARM | Buena Park

SEAWORLD SAN DIEGO | San Diego

SIX FLAGS MAGIC MOUNTAIN | Valencia

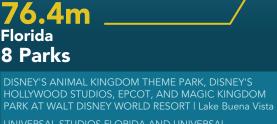
76.4m Florida 8 Parks

HOLLYWOOD STUDIOS, EPCOT, AND MAGIC KINGDOM PARK AT WALT DISNEY WORLD RESORT | Lake Buena Vista

UNIVERSAL STUDIOS FLORIDA AND UNIVERSAL ISLANDS OF ADVENTURE AT UNIVERSAL ORLANDO

SEAWORLD ORLANDO | Orlando

BUSCH GARDENS TAMPA BAY | Tampa





Ontario, Canada

Northeast, U.S.

HERSHEYPARK | Hershey, PA

CANADA'S WONDERLAND | Vaughan

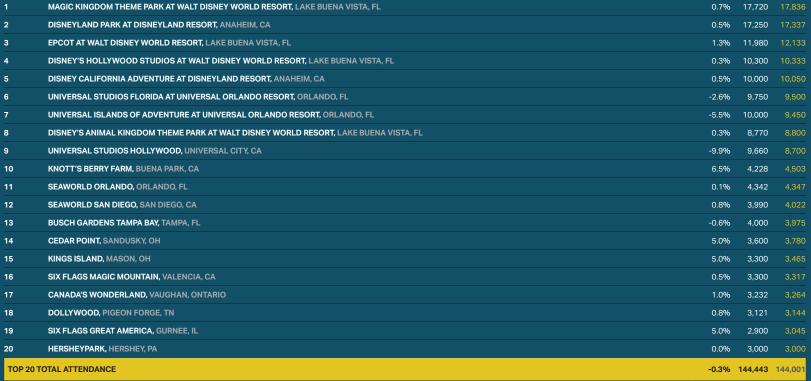
1 Park

3.0m

1 Park

South, U.S.

1 Park



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-0.3%

Top 20 amusement/theme parks **North America attendance** change 2023-24*

144,41

Top 20 amusement/theme parks North America attendance 2023

144.0m

2023 2024

Top 20 amusmeent/theme parks North America attendance 2024

*The parks on this list in the current year may be different than the parks listed in prior year.

Top 10 Amusement/Theme Parks Latin America & The Caribbean



2024 RANK	LOCATION	% CHANGE 2023-2024	ATTENE (in thou 2023	
1	BETO CARRERO WORLD, PENHA, BRAZIL	0.0%	2,500	2,500
2	SIX FLAGS MEXICO, MEXICO CITY, MEXICO	1.5%	2,021	2,051
3	PARQUE XCARET, CANCUN, MEXICO	-3.5%	1,637	1,580
4	HOPI HARI, VINHEDO, BRAZIL	24.7%	1,039	1,295
5	FANTASILANDIA, SANTIAGO, CHILE	13.3%	1,015	1,150
6	PARQUE MUNDO AVENTURA, BOGOTÁ, COLOMBIA	11.5%	1,015	1,131
7	MUNDO PETAPA, GUATEMALA CITY, GUATEMALA	11.0%	912	1,012
8	PARQUE DEL CAFÉ, MONTENEGRO, COLOMBIA	3.5%	845	875
9	PARQUE DE LA COSTA, BUENOS AIRES, ARGENTINA	3.5%	617	639
10	EL SALITRE MAGICO, BOGOTÁ, COLOMBIA	3.5%	608	629
TOP 10 T	OTAL ATTENDANCE	5.4%	12,209	12,862

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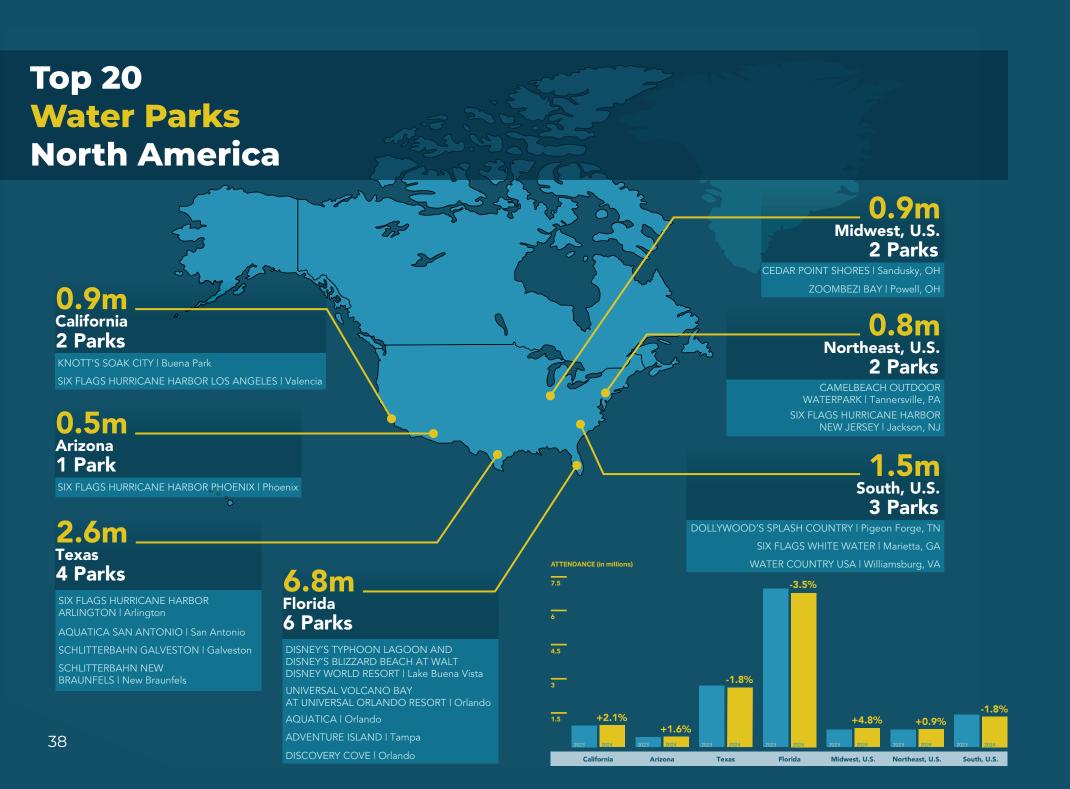
5.4%

Top 10 amusement/theme parks Latin America & The Caribbean attendance change 2023-24* 12.2m

Top 10 amusement/theme parks Latin America & The Caribbean attendance 2023 12.9m

Top 10 amusement/theme parks Latin America & The Caribbean attendance 2024

^{*}The parks on this list in the current year may be different than the parks listed in prior year.



2024 RANK	LOCATION	% CHANGE 2023-2024	ATTENI (in thou 2023	
1	DISNEY'S TYPHOON LAGOON WATER PARK AT WALT DISNEY WORLD RESORT, LAKE BUENA VISTA, FL	-4.3%	1,898	1,817
2	UNIVERSAL VOLCANO BAY AT UNIVERSAL ORLANDO RESORT, ORLANDO, FL	-8.3%	1,800	1,650
3	AQUATICA, ORLANDO, FL	-0.1%	1,437	1,435
4	SCHLITTERBAHN, NEW BRAUNFELS, TX	-1.5%	933	919
5	DISNEY'S BLIZZARD BEACH WATER PARK AT WALT DISNEY WORLD RESORT, LAKE BUENA VISTA, FL	-1.4%	910	897
6	WATER COUNTRY USA, WILLIAMSBURG, VA	-0.8%	736	730
7	AQUATICA SAN ANTONIO, SAN ANTONIO, TX	0.3%	650	652
8	ADVENTURE ISLAND, TAMPA, FL	-1.1%	640	633
9	SCHLITTERBAHN, GALVESTON, TX	-5.0%	539	512
10	KNOTT'S SOAK CITY, BUENA PARK, CA	2.5%	475	487
11	SIX FLAGS HURRICANE HARBOR ARLINGTON, ARLINGTON, TX	-1.5%	476	
12	SIX FLAGS HURRICANE HARBOR NEW JERSEY, JACKSON, NJ	3.1%	450	464
13	SIX FLAGS HURRICANE HARBOR PHOENIX, PHOENIX, AZ	1.6%	450	457
14	SIX FLAGS HURRICANE HARBOR LOS ANGELES, VALENCIA, CA	1.6%	440	447
15	ZOOMBEZI BAY, POWELL, OH	7.1%	411	440
16	CEDAR POINT SHORES, SANDUSKY, OH	2.5%	400	410
17	DOLLYWOOD'S SPLASH COUNTRY, PIGEON FORGE, TN	-1.1%	379	375
18	DISCOVERY COVE, ORLANDO, FL	1.7%	363	369
19	CAMELBEACH OUTDOOR WATER PARK, TANNERSVILLE, PA	-1.9%	366	
20	SIX FLAGS WHITE WATER ATLANTA, MARIETTA, GA	-4.6%	373	356
TOP 20 T	OTAL ATTENDANCE	-1.8%	14,126	13,878

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-1.8%

Top 20 water parks North America attendance change 2023-24* 14.1m

Top 20 water parks North America attendance 2023 13.9m

Top 20 water parks North America attendance 2024

*The parks on this list in the current year may be different than the parks listed in prior year.

Top 10 Water Parks Latin America & The Caribbean



2024 RANK	LOCATION CATION	% CHANGE 2023-2024	ATTENI (in thou 2023	
1	THERMAS DOS LARANJAIS, OLÍMPIA, BRAZIL	-5.3%	1,954	1,850
2	AQUAVENTURE AT ATLANTIS PARADISE ISLAND, NASSAU, BAHAMAS	-5.3%	1,891	1,790
3	HOT PARK, CALDAS NOVAS, BRAZIL	-10.8%	1,600	1,427
4	HOT BEACH, OLÍMPIA, BRAZIL	5.3%	1,066	1,122
5	HACIENDA NAPOLES THEME PARK, MEDELLIN, ANTIOQUIA, COLOMBIA	-8.7%	1,200	1,096
6	PARQUE ACUATICO XOCOMIL, SAN MARTÍN ZAPOTITLÁN, GUATEMALA	19.8%	900	1,078
7	THERMAS DE SAO PEDRO, SAO PEDRO, BRAZIL	3.8%	867	900
8	BEACH PARK, AQUIRAZ, BRAZIL	6.3%	800	
9	MAGIC CITY, SUZANO, BRAZIL	-4.1%	763	732
10	PISCILAGO, GIRARDOT (BOGOTÁ), COLOMBIA	-23.2%	914	702
TOP 10	TOTAL ATTENDANCE	-3.4%	11,955	11,547

© 2025 TEA / ECA / TPDE



-3.4%

Top 10 water parks
Latin America & The Caribbean
attendance change 2023-24*

12.0m

Top 10 water parks
Latin America & The Caribbean
attendance 2023

11.5m

Top 10 water parks Latin America & The Caribbean attendance 2024

*The parks on this list in the current year may be different than the parks listed in prior year.

41



Developing into a Stable Market

APAC parks grew steadily with a 3.2% attendance increase as operators focused on expanding IP-based attractions and improving the overall guest experience to drive attendance.

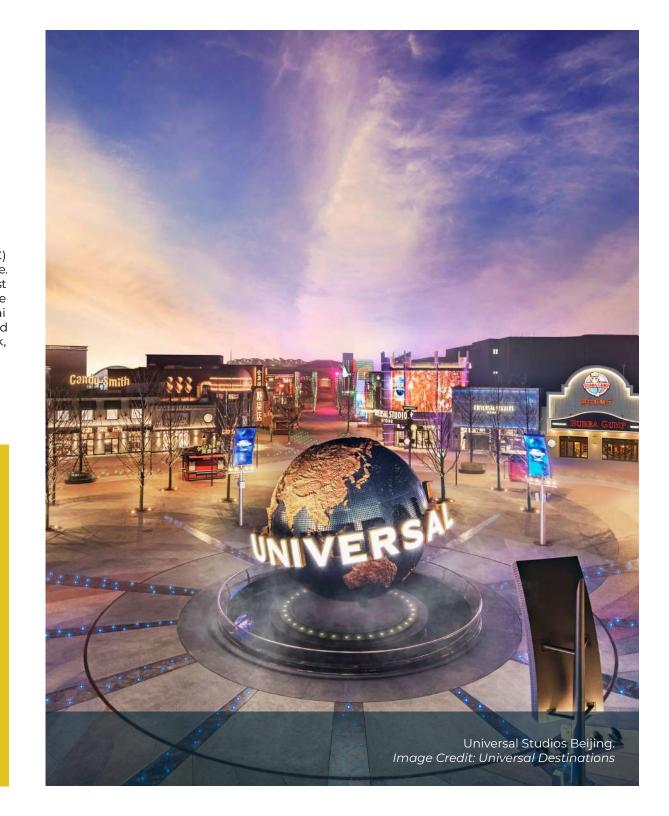
Theme park attendance across the Asia-Pacific (APAC) region remained relatively stable in 2024 with a 3.2% increase. As expected for such a major player, China drove the strongest gains but was also home to eight of the nine parks on the list that saw a decline. Robust performance at Shanghai Disneyland and Universal Studios Beijing, which both had record years, as well as Shanghai Haichang Ocean Park, underpinned the region's results.

148.1m

Top 20 amusement / theme parks in Asia-Pacific attendance 2024

143.5m

Top 20 amusement / theme parks in Asia-Pacific attendance 2023



66

This is representative of the market in China moving toward a maturity phase.

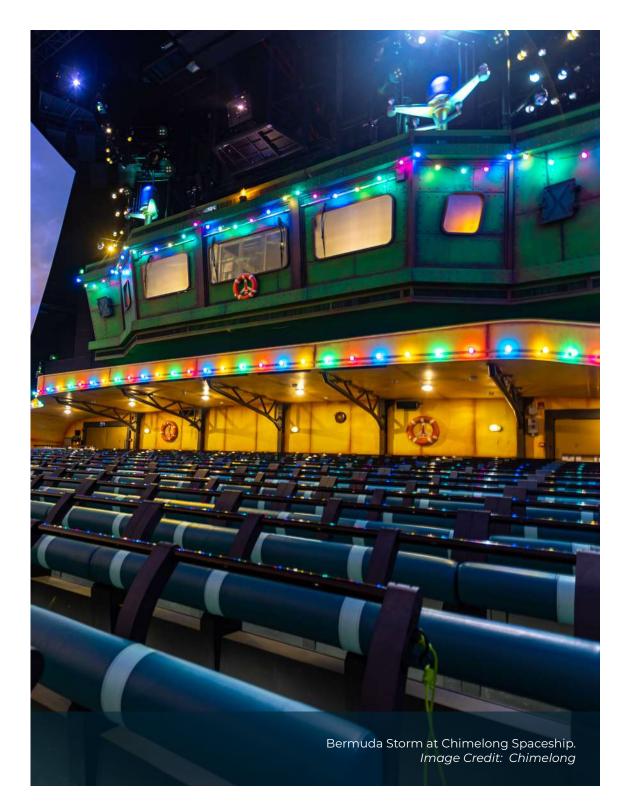
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The 3.2% increase is in line with 2023's 4% increase over prepandemic numbers. This potentially points to a new benchmark for the region as the market shifts from (pre-pandemic) rapid expansion towards sustainable growth.

By the end of 2023, most operators had moved beyond post-pandemic recovery, having taken full advantage of the pent-up demand. In 2024, they returned to time-tested methods for encouraging repeat visitation. Particularly in China, parks utilized aggressive reinvestment and price promotions to drive attendance. Many parks also turned to technologies like VR, AR, Al and multisensory attractions to create more immersive and personalized experiences. Being media-based in nature, those formats easily lend themselves to anime- and film-based Intellectual Property (IP). As has been shown around the world, IP – when done well – is one way to make parks and attractions instantly more appealing to guests.

All of this is representative of the market in China moving toward a maturity phase. While some locations like Japan and South Korea have already been grappling with a mature market for years, this is new territory for China. As the number of new parks being developed slows, a mature market demands operators focus on the guest experience and price/value engineering to sustain revenue and growth.

Heading into 2025, regional momentum is expected to remain closely tied to major IP-driven expansions. Universal Studios Japan's new Donkey Kong-themed land is expected to boost attendance. Universal Studios Singapore opened a new Minion Land in February and Shanghai Disneyland recently started construction on a new Spider-Man themed land. Elsewhere, operators are expected to focus on improving quality, operational efficiency, and seasonal programming to sustain market share following years of aggressive expansion and pandemic recovery.



China

China was the primary driver of growth in Asia in 2024, led by Shanghai Disneyland, which set a record of 14.7 million visitors. The late 2023 opening of Zootopia land led to a major impact throughout 2024, with the land's headline ride, Zootopia: Hot Pursuit, drawing long queues and receiving high guest satisfaction scores.

Chimelong's portfolio continued to grow. Chimelong Spaceship, which opened in late 2023 as the largest indoor theme park in the world, saw its first full operational year in 2024 and delivered strong attendance, placing it solidly in the top 20 list for the first time. Many Chimelong properties leaned heavily into a full calendar of special/seasonal events, such as Manatee Celebration, Summer Splash & Sounds, Super Dolphin Festival, and more. Of special note, Chimelong Paradise had a 26.5% drop in attendance related to reduced park capacity due to rides being removed or relocated to make room for new expansion projects.

Fantawild Group continued its steady rate of expansion with eight new parks in 2024, including theme parks, water parks and resorts, with several themed to Boonie Bears IP. While overall attendance and consumer spending recovery lagged expectations, Fantawild's addition of new water parks helped deliver slight gains in attendance for its portfolio.

Overall, economic headwinds remained prevalent in China with consumer confidence wavering. A slower-than-expected recovery in consumer spending negatively impacted many regional parks and is likely to affect the market into 2025 and potentially beyond.

66

Overall, economic headwinds remained prevalent in China with consumer confidence wavering.

Hong Kong continued its stee



Hong Kong continued its steady return to pre-pandemic tourism numbers, reaching just below 80% of 2019 visitor arrivals. Building on that, Hong Kong Disneyland set a new attendance record of nearly 8 million guests in calendar year 2024, driven in large part by multi-year investments in the park, including the popular World of Frozen, which opened in November 2023.



66

In 2024 Japan's economy saw modest levels of growth, but the depreciating yen made travel to the country more affordable, resulting in a big influx of tourists.

Japan

In June 2024, Tokyo DisneySea debuted the 320 billion yen (\$2.1 billion), 35-acre Fantasy Springs expansion. It features four new attractions themed to the Disney films *Frozen, Tangled* and *Peter Pan*, and helped drive an uptick in attendance at both Tokyo DisneySea and Tokyo Disneyland.

Though Universal Studios Japan remained flat compared to 2023, the park opened the Donkey Kong Country expansion to Super Nintendo World in 2024, which increased that themed land's size by 70%. The lands's Mine Cart Madness is an innovative roller coaster system that futher extends the popular Nintendo IP. The new addition, along with the park's proximity to Expo 2025 Osaka, provide signs of optimism for next year's numbers.

Within the APAC region, Japan is one of the most mature markets for theme parks and serves as a model for other countries. In 2024 Japan's economy saw modest levels of growth, but the depreciating yen made travel to the country more affordable, resulting in a big influx of tourists.

South Korea

The South Korean market faces demographic challenges such as a declining population. Everland saw a 4.8% decrease from 2023 while Lotte World Adventure in Seoul saw a modest 2.1% increase. Though not on our list, LEGOLAND Korea announced an investment of 20 billion won (\$14 million) in a new Ninjago attraction for 2025, aimed at broadening its family appeal and positioning the park more competitively against well-established domestic operators.

India

India, the world's most populous nation, continues to warrant attention with its expanding middle-class and increasing demand for parks and attractions. While no theme parks in the country currently make the top 20 list, major studios and IP owners continue to monitor the leading markets of Delhi and Mumbai for new opportunities.



Water Parks

Water park attendance across the Asia-Pacific region remained essentially flat in 2024, with two new Malaysian parks joining the list: Splash-Mania Waterpark at Gamuda Cove and LEGOLAND Water Park Malaysia. Performance varied widely among individual operators. While attendance to the leading water parks in China dropped by nearly 7%, visitation to top water parks in Southeast Asia, led by Singapore and Malaysia, significantly increased by more than 15%.

China remains the dominant force in the water park market, with Chimelong Water Park and Atlantis Aquaventure Sanya again holding the top two attendance spots. Overall, eight Chinese parks ranked in the top 20, underscoring the country's central role in shaping the sector.

Similar to theme parks, reinvestment was a defining theme in 2024, as operators shifted away from real estate-driven growth toward investment in the guest experience and operational sustainability. OCT's Playa Maya Beijing expansion exemplified this trend, debuting multiple high-profile slides and attractions from well-respected vendors. In addition to investing in new slides, operators expanded nighttime events to extend appeal beyond core daytime markets. Sustainability measures also

gained traction, including water recycling systems and energy-efficient infrastructure, reflecting rising environmental awareness.

Finally, Malaysia emerged as one of the stronger performers in 2024, with three parks landing in the top 20, including Sunway Lagoon, LEGOLAND Water Park, and newcomer SplashMania Waterpark. SplashMania saw its attendance surge following the launch of FunPark, as well as continued investment in the overall destination, a partnership with international adventure attraction operator Skyline Luge, and strategic joint collaborations with Tourism Malaysia & Tourism Selangor that drove additional visitation.



60

Reinvestment was a defining theme in 2024, as operators shifted away from real estatedriven growth toward investment in the guest experience and operational sustainability.

7

18.4m

Top 20 water parks in Asia-Pacific attendance 2024

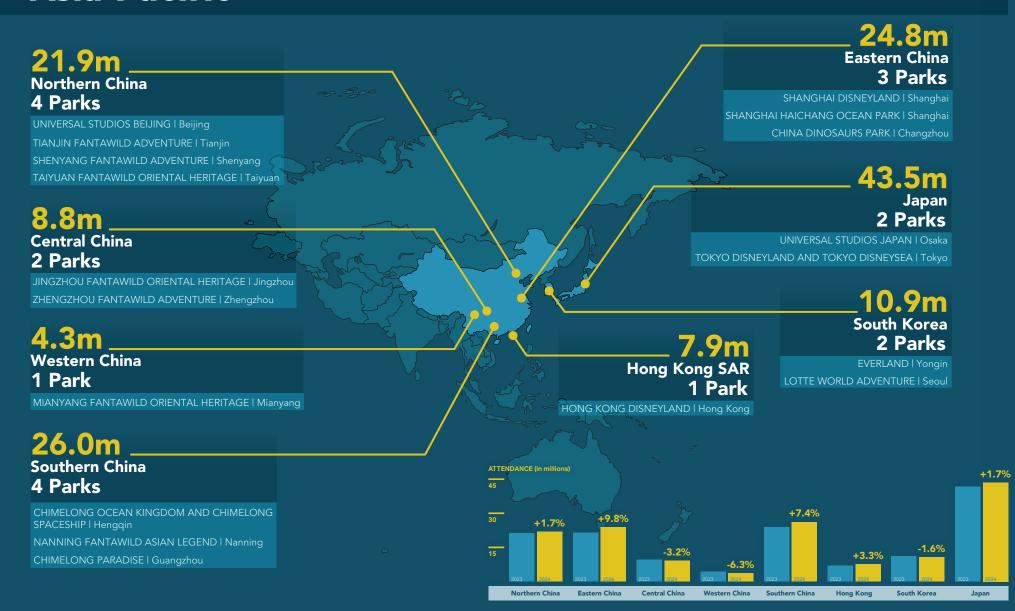
18.5m

Top 20 water parks in Asia-Pacific attendance 2023





Top 20 Amusement/Theme Parks Asia-Pacific



2024 RANK	LO CATION	% CHANGE 2023-2024	ATTEN (in thou	
1	UNIVERSAL STUDIOS JAPAN, OSAKA, JAPAN	0.0%	16,000	16,000
2	TOKYO DISNEYLAND, TOKYO, JAPAN	2.6%	14,724	15,104
3	SHANGHAI DISNEYLAND, SHANGHAI, CHINA	5.0%	14,000	14,700
4	CHIMELONG OCEAN KINGDOM, HENGQIN, CHINA	0.9%	12,520	12,628
5	TOKYO DISNEYSEA, TOKYO, JAPAN	2.9%	12,091	12,441
6	UNIVERSAL STUDIOS BEIJING, BEIJING, CHINA	8.6%	9,000	9,775
7	HONG KONG DISNEYLAND, HONG KONG, SAR	3.3%	7,685	7,936
8	EVERLAND, YONGIN, SOUTH KOREA	-4.8%	5,880	5,598
9	CHINA DINOSAURS PARK, CHANGZHOU, CHINA	25.1%	4,300	5,380
10	LOTTE WORLD ADVENTURE, SEOUL, SOUTH KOREA	2.1%	5,190	5,300
11	SHANGHAI HAICHANG OCEAN PARK, SHANGHAI, CHINA	10.3%	4,290	4,730
12	CHIMELONG SPACESHIP, HENGQIN, CHINA	241.1%	1,356	4,627
13	NANNING FANTAWILD ASIAN LEGEND, NANNING, CHINA	-2.2%	4,703	4,601
14	JINGZHOU FANTAWILD ORIENTAL HERITAGE, JINGZHOU, CHINA	-2.9%	4,610	4,474
15	MIANYANG FANTAWILD ORIENTAL HERITAGE, MINAYANG, CHINA	-6.3%	4,620	4,328
16	ZHENGZHOU FANTAWILD ADVENTURE, ZHENGZHOU, CHINA	-3.5%	4,430	4,276
17	TAIYUAN FANTAWILD ORIENTAL HERITAGE, TAIYUAN, CHINA	-2.9%	4,230	4,107
18	CHIMELONG PARADISE, GUANGZHOU, CHINA	-26.5%	5,580	4,100
19	TIANJIN FANTAWILD ADVENTURE, TIANJIN, CHINA	-1.9%	4,087	4,011
20	SHENYANG FANTAWILD ADVENTURE, SHENYANG, CHINA	-5.3%	4,200	3,979
TOP 20 1	OTAL ATTENDANCE	3.2%	143,497	148,096

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3.2%

Top 20 amusement/theme parks Asia-Pacific attendance change 2023-24*

143.5m

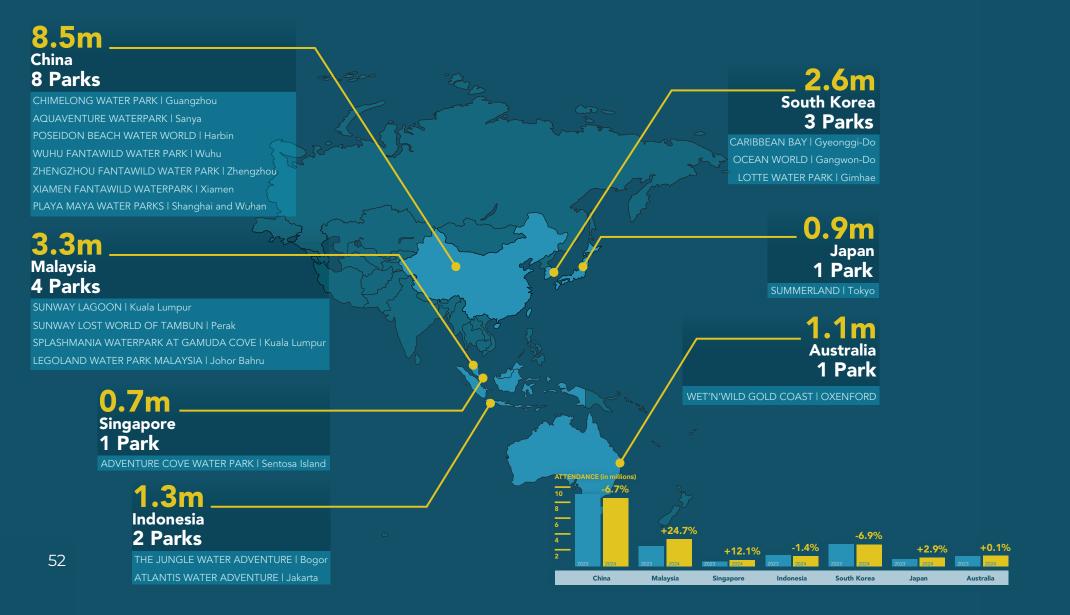
Top 20 amusement/theme parks
Asia-Pacific attendance 2023

148.1m

Top 20 amusement/theme parks
Asia-Pacific attendance 2024

^{*}The parks on this list in the current year may be different than the parks listed in prior year. Prior year estimates for Tokyo Disneyland, Tokyo DisneySea, and Hong Kong Disneyland have been adjusted from fiscal year to calendar year.

Top 20 Water Parks Asia-Pacific



2024 RANK	LOCATION	% CHANGE 2023-2024	ATTENI (in thou 2023	
1	CHIMELONG WATER PARK, GUANGZHOU, CHINA	0.1%	2,807	2,810
2	AQUAVENTURE WATERPARK, SANYA, CHINA	3.1%	1,600	1,650
3	SUNWAY LAGOON, KUALA LUMPUR, MALAYSIA	8.3%	1,200	1,300
4	CARIBBEAN BAY, GYEONGGI-DO, SOUTH KOREA	-9.4%	1,270	1,151
5	WET'N'WILD GOLD COAST, OXENFORD, AUSTRALIA	0.1%	1,050	1,051
6	OCEAN WORLD, GANGWON-DO, SOUTH KOREA	-1.4%	960	947
7	POSEIDON BEACH WATER WORLD, HARBIN, CHINA	1.2%	895	906
8	SUMMERLAND, TOKYO, JAPAN	2.9%	870	895
9	SUNWAY LOST WORLD OF TAMBUN, PERAK, MALAYSIA	3.8%	800	830
10	THE JUNGLE WATER ADVENTURE, BOGOR, INDONESIA	17.9%	674	795
11	WUHU FANTAWILD WATER PARK, WUHU, CHINA	-19.3%	922	744
12	ZHENGZHOU FANTAWILD WATER PARK, ZHENGZHOU, CHINA	-5.7%	783	739
13	XIAMEN FANTAWILD WATERPARK, XIAMEN, CHINA	-20.0%	905	724
14	SPLASHMANIA WATERPARK AT GAMUDA COVE, KUALA LUMPUR, MALAYSIA	249.8%	202	705
15	ADVENTURE COVE WATER PARK, SENTOSA ISLAND, SINGAPORE	12.1%	580	
16	LOTTE WATER PARK, GIMHAE, SOUTH KOREA	-10.2%	614	551
17	PLAYA MAYA WATER PARK, SHANGHAI, CHINA	-28.4%	740	530
18	ATLANTIS WATER ADVENTURE, JAKARTA, INDONESIA	-21.3%	657	517
19	LEGOLAND MALAYSIA WATER PARK, JOHOR BAHRU, MALAYSIA	5.4%	465	490
20	PLAYA MAYA WATER PARK, WUHAN, CHINA	-12.2%	490	430
TOP 20 T	OTAL ATTENDANCE	-0.4%	18,484	18,414

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-0.4%

Top 20 water parks Asia-Pacific attendance change 2023-24*

18.5m

Top 20 water parks Asia-Pacific attendance 2023

18.4m

Top 20 water parks Asia-Pacific attendance 2024

*The parks on this list in the current year may be different than the parks listed in prior year.



Stability, Innovation & Expansion

EMEA theme parks grew 3.3% in 2024, led by Middle East expansion and steady performance in Europe.

The EMEA region's theme park market posted a 3.3% year-over-year gain in 2024, driven primarily by double-digit growth at several key parks, including two new entries to the list. Puy du Fou (France) and Parque Warner Madrid (Spain) each added roughly 12% to attendance, while new-comers Energylandia (Poland) and SeaWorld Yas Island, Abu Dhabi (UAE) significantly outperformed the market.

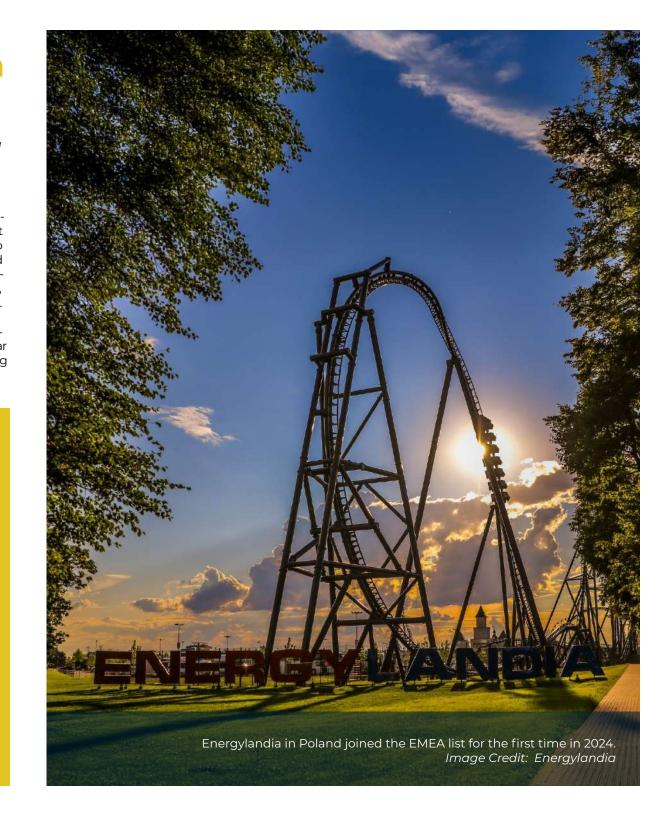
Energylandia, a new addition to the index, recorded an impressive 28% growth, attributed to extending its operating calendar to year-round, implementing themed events, and expanding its Autumn/Halloween and Winter/Christmas offerings.

68.5m

Top 20 amusement / theme parks in EMEA attendance 2024

66.3m

Top 20 amusement theme parks in EMI attendance 2023



The EMEA region's theme park market posted a 3.3% year-over-year gain in 2024, driven primarily by double-digit growth at several key parks, including two new entries to the list.

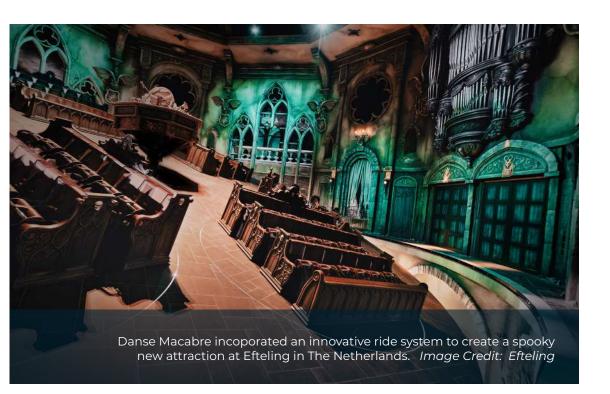
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SeaWorld Abu Dhabi joined the list after its first full year of operations. The park opened in 2023 with only seven months of operation, underscoring the park's strong initial performance. Including Warner Bros. World Abu Dhabi - which grew 12.5% - UAE theme parks now make up 10% of the parks in the top 20 list in EMEA and are a major influence on regional attendance trends.

Compared to the Middle East, European parks remained relatively stable, with destination parks largely maintaining their market share. Parks that launched new attractions or themed areas typically experienced the largest gains, highlighting the value of targeted reinvestment.

Looking ahead, Europe's stable attendance and incremental development demonstrate a market that continues to innovate within established boundaries, while the Middle East shows no signs of slowing its development pipeline, adding global IP and large-scale destination resorts at a pace currently unmatched elsewhere. Water parks remain remarkably stable throughout the region and continue to be successful when paired with other elements, such as resorts or wellness centers. Operators who invest strategically in attractions, experiences, and seasonal programming are well positioned to drive continued growth in the region.









Looking ahead, Europe's stable attendance and incremental development demonstrate a market that continues to innovate within established boundaries, while the Middle East shows no signs of slowing its development pipeline.

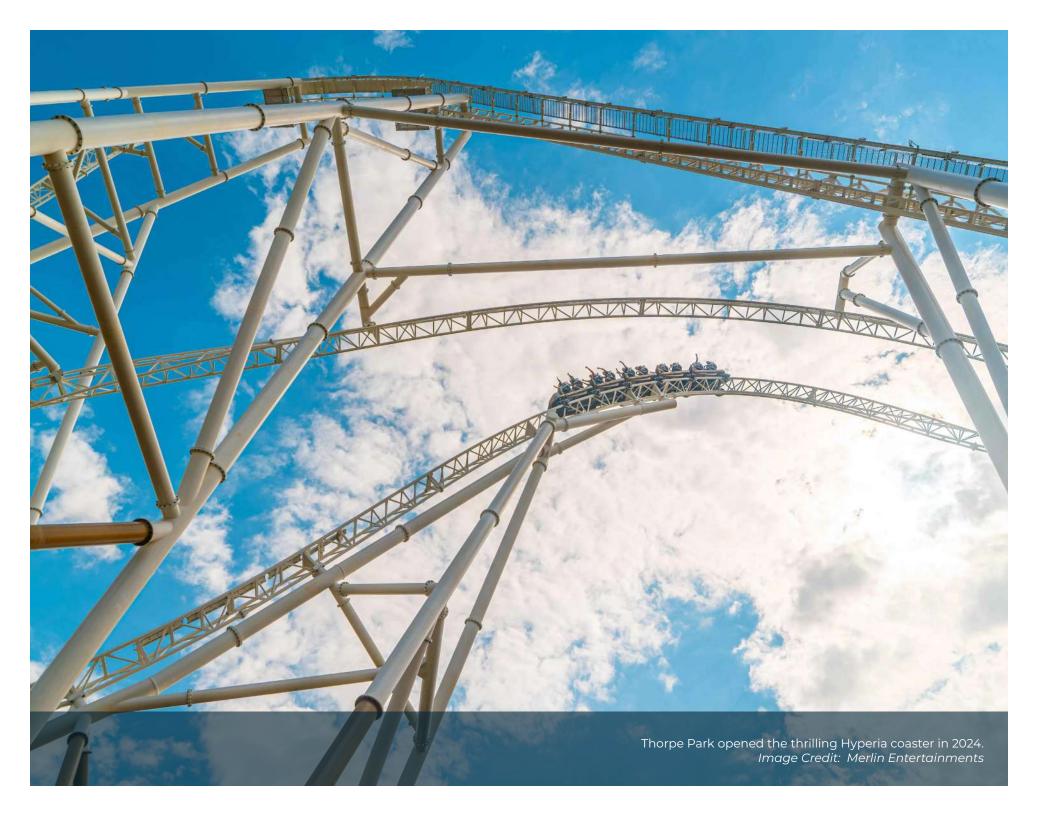
Europe

Disneyland Park in France again led the European rankings, though both Disneyland Park and second-gate Walt Disney Studios Park saw a 1.8% decline in attendance. The parks were impacted by the Paris 2024 Summer Olympics, which raised hotel rates and shifted visitor attention during the peak summer months.

Germany's Europa-Park debuted its Croatia-themed land, anchored by Voltron Nevera, a high-profile and innovative multi-launch coaster that garnered significant attention from media and fans. The park is celebrating its 50th anniversary in 2025, with special events, a new parade, and a 3D ride themed to the park's mascots Ed and Edda. The characters are also appearing in their first feature film, currently being released to theaters throughout Europe.

Efteling in The Netherlands maintained its record-breaking attendance streak over the past decade, unveiling Huyverwoud late in 2024. The spooky land is anchored by the technologically advanced haunted attraction Danse Macabre. The ride utilizes the first Dynamic Motion Stage, a rotating and tilting platform that moves vehicles around the room, revealing special effects in the scenery, all set to Saint-Saëns' classical score. Further investments include the Efteling Grand Hotel in 2025 and a new family attraction and show slated for 2026.

Spain's PortAventura saw a 4.4% decrease in 2024 attendance with reduced visitation attributable to lower traffic during the European Football Championships and the Olympics, which occurred during the peak summer months. Floods in nearby Valencia and overall subdued consumer spending in Europe were also factors.





In April 2025, Universal announced a new resort development in the U.K., set to be the largest of its kind in the country and the second mega theme park in Europe.

77

United Kingdom

All three U.K. parks on the list are operated by Merlin Entertainments, and their results varied significantly. Alton Towers saw the highest gain with a 6.4% increase after opening Nemesis Reborn, a refreshed version of its flagship roller coaster. LEGOLAND Windsor remained flat and Thorpe Park saw an 8% decline in attendance, perhaps due to their new coaster, Hyperia, experiencing a delayed opening.

In April 2025, Universal announced a new resort development in the U.K., set to be the largest of its kind in the country and the second mega theme park in Europe (after Disneyland Paris). The project is expected to break ground in 2026 with an opening in 2031. The resort will likely raise the profile of the United Kingdom as a theme park destination and its close proximity to greater London will give it access to a large local population and tourist market.

Middle East

The Middle East has emerged as the most dynamic EMEA submarket, driven by the UAE's aggressive investment strategies. Abu Dhabi remains the most successful emirate on the theme park front, with their continued investment in Yas Island producing impressive results. Yas Island reported a record 38 million guests in 2024 (a 10% increase, with international visits up 40%), fueled by a diversified calendar of concerts, sports, and business events. Hotel occupancy on the island also rose to 82%, its highest level since 2019. The result is an environment primed for theme park growth. The island's three indoor theme parks - Ferrari World, Warner Bros. World and SeaWorld Abu Dhabi collectively added over 1 million visits against 2023's attendance. With additional investment planned, including a large-scale Harry Potter expansion for Warner Bros. World, as well as a new Disney Abu Dhabi theme park announced in 2025, Yas Island is well positioned as the region's hub for branded theme parks and attractions.

Dubai reinvested in its portfolio with the November 2024 debut of Real Madrid World at Dubai Parks and Resorts, transforming the former Bollywood Park site into a football-themed destination with more than 40 attractions. Nearby, Ras Al Khaimah continued construction of the region's first Integrated Resort (a casino-anchored resort property typically including significant entertainment components) under Wynn Resorts. Elsewhere in the region, Qatar made headlines with the groundbreaking of the \$3 billion Land of Legends theme park while work progressed on Six Flags Qiddiya City and Aquarabia in Saudi Arabia.

66

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66

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Africa

Africa continues to be an early stage emerging market with selected countries of development led by South Africa (Gold Reef City, uShaka Marine World), Egypt (Dream Park), Nigeria (Dreamworld Africana), and Kenya. Nature-based and cultural experiences drive most of the leisure tourism on the continent. These include numerous national parks, nature/wildlife reserves, and natural landmarks and formations at destinations such as Victoria Falls in Zambia/Zimbabwe, Kruger National Park in South Africa, the Masai Mara National Reserve in Kenya, and Serengeti National Park and Ngorongoro Conservation Area in Tanzania.

Among the leading facilities in Africa, the 16-hectare uShaka Marine World welcomes a reported 850,000 to 1 million ticketed guests each year, spread across multiple attractions including an aquarium and water park; while Johannesburg's Gold Reef City, the largest theme park in South Africa, is also a multi-attraction destination. Both parks offer admission for roughly \$15.

Water Parks

Once again, our top 10 list of water parks in the EMEA region retains the same list of properties, with small movements in the rankings. The biggest change came from Aquaventure World at Atlantis Dubai, which saw an impressive 11% increase over 2023, moving the park into the top spot. The boost was aided by the opening of Atlantis The Royal hotel and the park's strong integration with resort operations. Holiday promotions, shoulder-season offers, and operational improvements all contributed to consistent visitation and improved guest flow during peak periods.

Therme Erding in Germany and Therme Bucharest in Romania, though primarily wellness-focused, remained high-volume destinations with a mix of slides, spa features, and thermal experiences - illustrating the market's demand for combined leisure and wellness offerings.

Siam Park in Tenerife, Spain, continued to post impressive numbers, with 1.3 million visitors in 2024 - particularly notable given the relatively small general visitor population (~7 million).

Finally, in mid-2024 French theme park Futuroscope (ranked 15th on the EMEA list) opened Aquascope, an innovative indoor water park. The facility blends water attractions with media and AV technology in novel and entertaining ways, making the park a potential model for new water park design, as well as a likely contender for future top attendance lists.





Once again, our top 10 list of water parks in the EMEA region retains the same list of properties, with small movements in the rankings.

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12.8m

Top 20 water parks in EMEA attendance 2024

12.2m

Top 20 water parks in EMEA attendance 2023



Italy United Kingdom Netherlands Sweden Denmark

2024 RANK	LOCATION	% CHANGE 2023-2024	ATTENE (in thou:	
1	DISNEYLAND PARK AT DISNEYLAND PARIS, MARNE-LA-VALLÉE, FRANCE	-1.8%	10,400	10,214
2	EUROPA-PARK, RUST, GERMANY	3.3%	6,000	6,200
3	EFTELING, KAATSHEUVEL, NETHERLANDS	0.7%	5,560	5,600
4	WALT DISNEY STUDIOS PARK AT DISNEYLAND PARIS, MARNE-LA-VALLÉE, FRANCE	-1.8%	5,700	5,598
5	TIVOLI GARDENS, COPENHAGEN, DENMARK	5.4%	4,031	4,250
6	PORTAVENTURA, SALOU, SPAIN	-4.4%	3,975	3,800
7	GARDALAND, CASTELNUOVO DEL GARDA, ITALY	-2.3%	3,070	3,000
8	PARC ASTÉRIX, PLAILLY, FRANCE	1.0%	2,815	2,842
9	PUY DU FOU, LES EPESSES, FRANCE	12.0%	2,500	2,800
10	ALTON TOWERS, STAFFORDSHIRE, ENGLAND	6.4%	2,350	2,500
11	LISEBERG, GOTHENBURG, SWEDEN	4.3%	2,300	2,400
12	LEGOLAND WINDSOR, WINDSOR, ENGLAND	1.2%	2,230	2,256
13	PARQUE WARNER MADRID, MADRID, SPAIN	12.5%	2,000	2,250
14	PHANTASIALAND, BRÜHL, GERMANY	-1.9%	2,140	2,100
15 (TIE)	FUTUROSCOPE, JAUNAY-CLAN, FRANCE	3.8%	1,975	2,050
15 (TIE)	ENERGYLANDIA, ZATOR, POLAND	28.1%	1,600	2,050
17	LEGOLAND DEUTSCHLAND, GÜNZBURG, GERMANY	0.0%	2,000	2,000
18	SEA WORLD YAS ISLAND, ABU DHABI, ABU DHABI, U.A.E.	N/A	N/A	1,750
19	LEGOLAND BILLUND, BILLUND, DENMARK	0.6%	1,664	1,674
20 (TIE)	WARNER BROS. WORLD ABU DHABI, ABU DHABI, U.A.E.	12.5%	1,400	1,575
20 (TIE)	THORPE PARK, CHERTSEY, ENGLAND	-8.0%	1,712	1,575
TOP 20 TO	OTAL ATTENDANCE	3.3%	66,322	68,484

© 2025 TEA / ECA / TPDB



3.3%

Top 20 amusement/theme parks EMEA attendance change 2023-24*

Top 20 amusement/theme parks EMEA attendance 2023 68.4m

Top 20 amusement/theme parks EMEA attendance 2024

Top 10 Water Parks EMEA 5.1m Germany 4 Parks 0.8m RULANTICA | Rust Denmark NETTEBAD | Osnabrück 1 Park **2.0**m Czech Republic 1.6m 2 Parks 1.3m Romania WATER WORLD AT Spain 1 Park AQUALAND MORAVIA I Pasohlávky 1 Park THERME BUCHAREST | Bucharest SIAM PARK | Santa Cruz De Tenerife 2.0m **United Arab Emirates** 1 Park AQUAVENTURE WORLD | Dubai ATTENDANCE (in millions) +2.6% +3.1% +11.1% +5.9% 64

Germany Czech Republic Spain

2024 RANK	LOCATION	% CHANGE 2023-2024	ATTENI (in thou 2023	usands)	
1	AQUAVENTURE WORLD, DUBAI, U.A.E.	11.1%	1,800	2,000	
2	THERME ERDING, ERDING, GERMANY	2.7%	1,860	1,910	
3	THERME BUCHAREST, BUCHAREST, ROMANIA	5.9%	1,520	1,610	
4	SIAM PARK, SANTA CRUZ DE TENERIFE, SPAIN	5.8%	1,200	1,270	
5	TROPICAL ISLANDS, KRAUSNICK, GERMANY	4.2%	1,200	1,250	
6	RULANTICA, RUST, GERMANY	2.5%	1,200	1,230	
7	AQUAPALACE, PRAGUE, CZECH REPUBLIC	3.0%	1,108	1,141	
8	AQUALAND MORAVIA, PASOHLÁVKY, CZECH REPUBLIC	3.3%	835	863	
9	LALANDIA, BILLUND, DENMARK	-1.3%	800	790	
10	NETTEBAD, OSNABRÜCK, GERMANY	-0.4%	720	717	
TOP 10 TOTAL ATTENDANCE		4.4%	12,243	12,781	

© 2025 TEA / ECA / TPDB



4.4%

Top 10 water parks EMEA attendance change 2023-24*

12.2m

Top 20 water parks EMEA attendance 2023

12.8m

Top 20 water parks EMEA attendance 2024



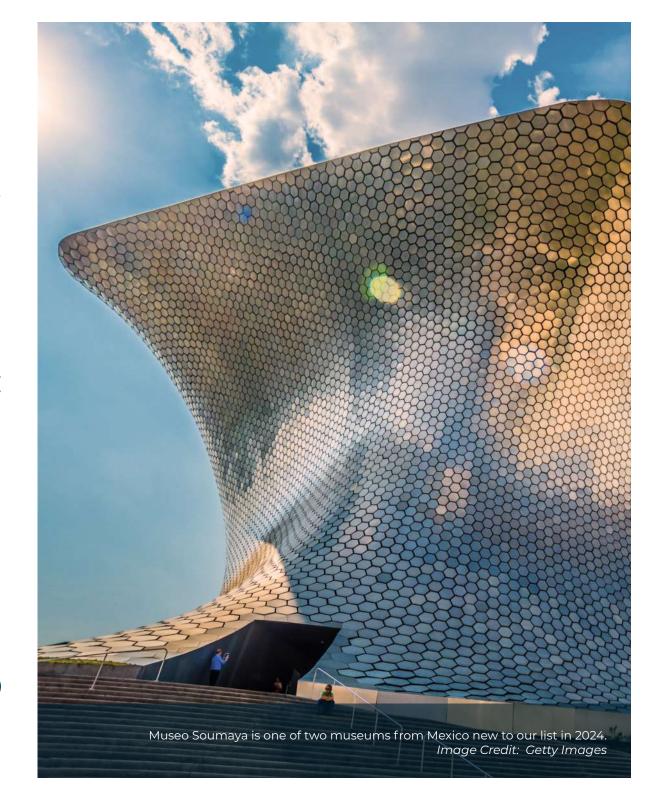
Growth in China Outpaces the Rest of the World

China's rapid development of museums – over 200 in 2024 – illustrates the country's dominant position on the top 20 museums list; the rest of the world continues to stabilize, with a few standouts.

2024 saw major growth across the museum industry with especially strong representation from the leading institutions in APAC, and China in particular. This was partially due to the TEA Global Experience Index broadening the definition of museums to include selected leading historic sites that have significant museum components. The result is an impressive seven new Chinese institutions added to the list, taking the place of several American and European facilities and further cementing China's dominance in this market vertical.

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This year China holds 19 of the top 20 spots for the APAC region.

22

APAC

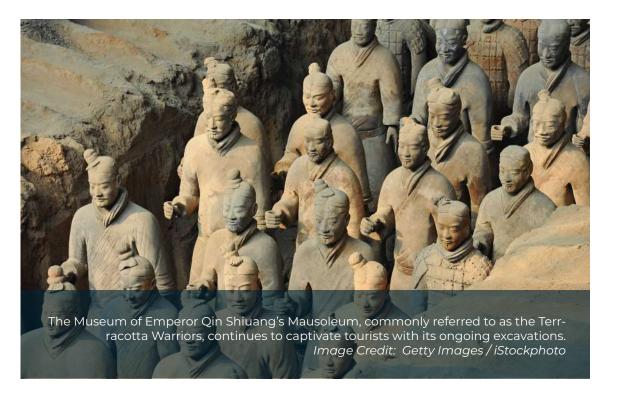
China continues to lead the list of museums in the APAC region. In fact, this year China holds 19 of the top 20 spots, with the National Museum of Korea in Seoul holding the only non-Chinese spot. This means five museums in Japan, Taiwan and Hong Kong have fallen off the list. China's museums benefit from a large domestic population, high urban density, a strong commitment from the government to invest in cultural institutions, and a prominence of free or low-cost pricing models.

The numbers are staggering. By the end of 2024, China had 7,046 registered museums in the country, an increase of 213 from 2023. That works out to one museum for every 200,000 people. Throughout the year, nearly 1.5 billion people visited Chinese museums, which held a collective 40,000 exhibitions and over half a million educational activities – giving guests unending reasons to keep visiting.

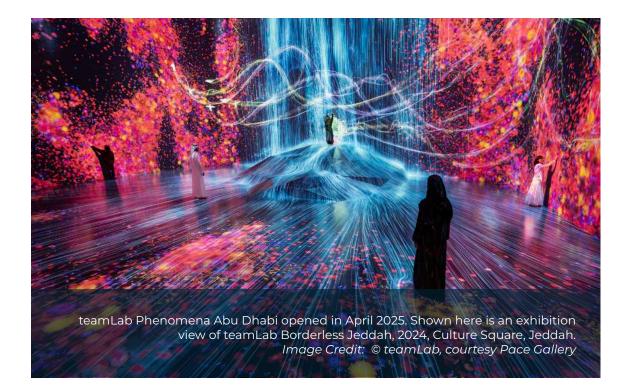
Domestic tourism also played a role in China's success story. Public confidence in post-pandemic travel recovered gradually in 2023 and reached a high point in 2024. Additionally, the exponential increase of social media exposure and exclusive merchandise like collectibles, figurines, plush toys, and magnets also contributed to the rise in museum visitation.

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As with tourism in general, the post-pandemic surges in attendance are leveling off to more normal levels.

EMEA

The museum market in the EMEA region remained relatively stable in 2024. Nearly all the same museums remained on the list, with some fluctuations in rankings. The U.K.'s and France's prominence on the list weakened slightly with one French museum being replaced by the Reina Sofia in Madrid, Spain. The Reina Sofia posted an impressive 29.4% increase over 2023, earning it a spot on our list.

Throughout Europe, most museums on the list are in tourist-heavy capitals that benefit from the sheer volume of visitors passing through each year. As with tourism in general, the post-pandemic surges in attendance are leveling off to more normal levels. Two facilities significantly outperformed, however. The State Russia Museum in St. Petersburg saw a nearly 25% increase and Humboldt Forum in Berlin bumped up an impressive 94%!

In the Middle East, teamLab Phenomena Abu Dhabi opened in April 2025 as part of the Saadiyat Cultural District, which is home to the most prestigious Abu Dhabi art museums. It showcases groundbreaking artworks by the international art collective teamLab. The installations are inspired by the balance between nature, the manufactured world, and the environment, with both permanent and changing immersive multimedia exhibits.

North America

Attendance at North American museums was strong in 2024, driven by post-pandemic stabilized attendance at major museums and growth at many of the leading institutions on our list. Museo Nacional de Antropología and Museo Soumaya, both in Mexico City, joined the list, bringing international diversity to the rankings, which previously had focused on the United States. The Field Museum returns to the list as well, adding a third museum from Chicago to the roster and solidifying "The Windy City" as the Midwestern hub for large museums in the U.S.

Topping the list again is the Metropolitan Museum of Art (The Met) in New York City with a 6.8% increase. In 2024 the museum brought in blockbuster exhibitions like Van Gogh's Cypresses, Richard Avedon: MURALS, and Manet/Degas. Each attracted hundreds of thousands of visitors, driving overall attendance significantly. The museum also benefitted from local visitation, which surpassed pre-pandemic levels, comprising 60% of total attendance - with record-high participation from BIPOC audiences. Finally, the museum launched the interactive 81st Street Studio and expanded free cultural programming, which attracted large numbers of families and encouraged repeat visitation.

A significant wave of capital investment in North American museums is continuing to power growth. In 2024, approximately 90 new cultural construction or renovation projects broke ground – ranging from galleries at the Los Angeles County Museum of Art to expansions at The Met and the Frick Collection. Upgrades frequently include modernized galleries, enhanced visitor amenities, and infrastructure improvements.



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The Museo Nacional de Antropología is an architectural, artistic, and historical gem in the middle of Mexico City. Image Credit: Getty Images

Looking Ahead

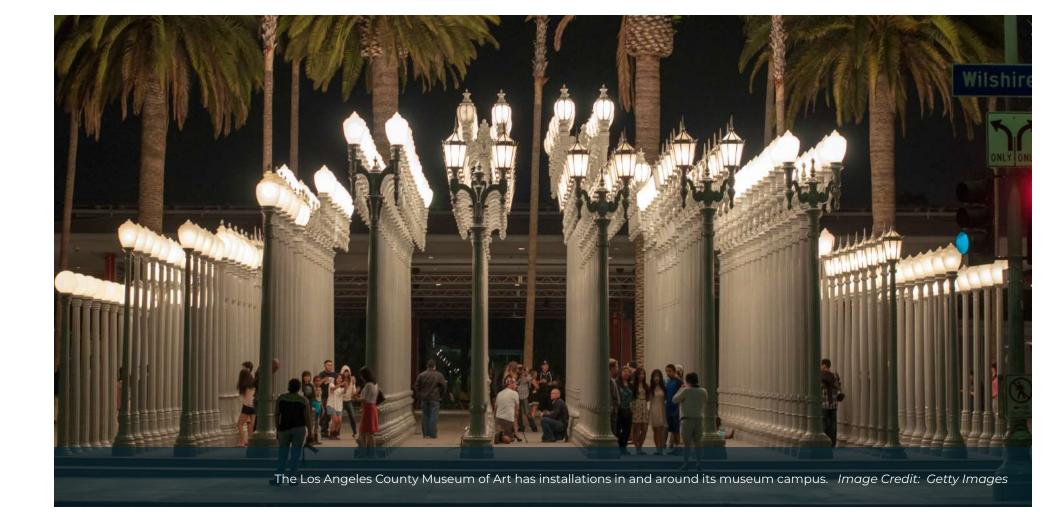
As museums look for new ways to drive attendance and generate revenue, they are increasingly incorporating more interactive storytelling and immersive multimedia experiences into their exhibits, evolving the guest experience from passive observation to engaged participation.

Tactics include:

- Custom digital landing pages
- Story corners where visitors can contribute and record their own narratives
- Real-time social media storytelling with hashtags
- · QR-enabled behind-the-scenes content

Additionally, museums are increasingly seeking out partnerships for online content monetization. By crafting virtual experiences and web-based collections, museums are engaging their audience before or after their visit in an effort to generate additional revenue. Digital assets also widen their potential audience and provide new levels of accessibility.

Finally, at this writing it clear that the U.S. government is currently taking on an unprecedented role in the direction of museum content. While the end results remain to be seen, the process could very well have an impact on future attendance for cultural institutions in the United States.



Top 20 Museums **North America**



1.4m

Colorado

1 Museum

DENVER MUSEUM OF NATURE & SCIENCE | Denver

3.0m

California 2 Museums

CALIFORNIA SCIENCE CENTER | Los Angeles THE J. PAUL GETTY MUSEUM I Los Angeles

Texas 1 Museum

HOUSTON MUSEUM OF NATURAL SCIENCE | Houston

NATIONAL MUSEUM OF NATURAL HISTORY I Washington, DC Mexico 2 Museums OMUSEO NACIONAL DE ANTROPOLOGIA | Mexico City MUSEO SOUMAYA | Mexico City

17.5m Northeast U.S. 5 Museums

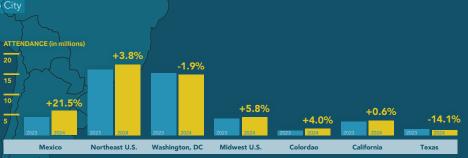
THE METROPOLITAN MUSEUM OF ART I New York, NY AMERICAN MUSEUM OF NATURAL HISTORY | New York, NY THE MUSEUM OF MODERN ART | New York, NY NATIONAL SEPTEMBER 11 MEMORIAL & MUSEUM | New York, NY MUSEUM OF SCIENCE | Boston, MA

14.9m

Washington, DC 6 Museums

NATIONAL MUSEUM OF AMERICAN HISTORY | Washington, DC NATIONAL AIR AND SPACE MUSEUM I Washington, DC NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE I Washington, DC SMITHSONIAN AMERICAN ART MUSEUM (WITH THE RENWICK GALLERY) | Washington, DC

NATIONAL GALLERY OF ART | Washington, DC



2024 RANK	LOCATION	% CHANGE 2023-2024	ATTENI (in thou	sands)
1	THE METROPOLITAN MUSEUM OF ART, NEW YORK, NY	6.8%	2023 5.364	2024 5,727
2	AMERICAN MUSEUM OF NATURAL HISTORY, NEW YORK, NY	8.0%	5,000	5,400
3	NATIONAL GALLERY OF ART, WASHINGTON, DC	2.8%	3,830	3,937
4	NATIONAL MUSEUM OF NATURAL HISTORY, WASHINGTON, DC	-11.4%	4,400	3,900
5	MUSEO NACIONAL DE ANTROPOLOGIA, MEXICO CITY, MEXICO	40.2%	2,640	3,700
6	THE MUSEUM OF MODERN ART, NEW YORK, NY	-6.4%	2,840	2,657
7	NATIONAL 9/11 MUSEUM, NEW YORK, NY	6.0%	2,265	2,400
8	MUSEO SOUMAYA, MEXICO CITY, MEXICO	N/A	N/A	2,300
9	NATIONAL MUSEUM OF AMERICAN HISTORY, WASHINGTON, DC	0.0%	2,100	2,100
10	NATIONAL AIR AND SPACE MUSEUM, WASHINGTON, DC	0.0%	1,900	1,900
11	CALIFORNIA SCIENCE CENTER, LOS ANGELES, CA	0.0%	1,700	1,700
12	NATIONAL MUSEUM OF AFRICAN AMERICAN HISTORY AND CULTURE, WASHINGTON, DC	0.0%	1,600	1,600
13	HOUSTON MUSEUM OF NATURAL SCIENCE, HOUSTON, TX	-14.4%	1,800	1,547
14	SMITHSONIAN AMERICAN ART MUSEUM (WITH THE RENWICK GALLERY), WASHINGTON, DC	7.1%	1,400	1,500
15	GRIFFIN MUSEUM OF SCIENCE AND INDUSTRY, CHICAGO, IL	0.0%	1,476	1,476
16	THE FIELD MUSEUM, CHICAGO, IL	20.0%	1,135	1,362
17	DENVER MUSEUM OF NATURAL HISTORY, DENVER, CO	4.0%	1,306	1,358
18	THE ART INSTITUTE OF CHICAGO, CHICAGO, IL	0.2%	1,322	1,324
19	MUSEUM OF SCIENCE, BOSTON, MA	-5.5%	1,400	1,323
20	THE J. PAUL GETTY MUSEUM, LOS ANGELES, CA	1.3%	1,251	1,268
TOP 20 T	OTAL ATTENDANCE	8.4%	44,729	48,480

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8.4%

Top 20 museums North America attendance change 2023-24*

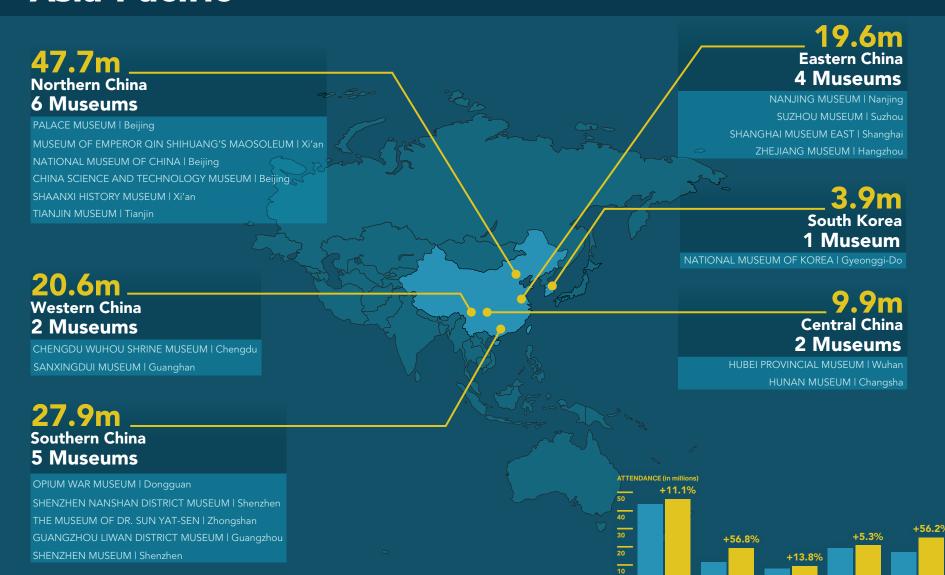
Top 20 museums North America attendance 2023

48.4m

Top 20 museums North America attendance 2024

72

Top 20 Museums Asia-Pacific



Northern China Eastern China Central China Western China South Korea

2024 RANK	LOCATION	% CHANGE 2023-2024	ATTEN (in thou 2023	
1	PALACE MUSEUM, BEIJING, CHINA	17.2%	14,500	17,000
2	CHENGDU WUHOU SHRINE MUSEUM, CHENGDU, CHINA	-10.6%	16,300	14,570
3	MUSEUM OF EMPEROR QIN SHIHUANG'S MAUSOLEUM, XI'AN, CHINA	3.5%	11,220	11,610
4	OPIUM WAR MUSEUM, DONGGUAN, CHINA	33.4%	5,413	7,221
5	NATIONAL MUSEUM OF CHINA, BEIJING, CHINA	3.0%	6,757	6,957
6	SHENZHEN NANSHAN DISTRICT MUSEUM, SHENZHEN, CHINA	26.2%	5,393	6,805
7	SANXINGDUI MUSEUM, GUANGHAN, CHINA	85.6%	3,230	5,994
8	NANJING MUSEUM, NANJING, CHINA	13.4%	5,007	5,680
9	CHINA SCIENCE AND TECHNOLOGY MUSEUM, BEIJING, CHINA	2.0%	5,315	5,421
10	THE MUSEUM OF DR. SUN YAT-SEN, ZHONGSHAN, CHINA	14.6%	4,451	5,100
11	SUZHOU MUSEUM, SUZHOU, CHINA	5.0%	4,852	5,095
12	GUANGZHOU LIWAN DISTRICT MUSEUM, GUANGZHOU, CHINA	N/A	N/A	5,087
13	HUBEI PROVINCIAL MUSEUM, WUHAN, CHINA	16.3%	4,300	5,000
14	HUNAN MUSEUM, CHANGSHA, CHINA	11.4%	4,398	4,900
15	SHANGHAI MUSEUM EAST, SHANGHAI, CHINA	N/A	N/A	4,800
16	ZHEJIANG MUSEUM, HANGZHOU, CHINA	52.4%	2,624	4,000
17	NATIONAL MUSEUM OF KOREA, SEOUL, SOUTH KOREA	-7.5%	4,180	3,866
18	SHANZHEN MUSEUM, SHENZHEN, CHINA	41.8%	2,602	3,690
19 (TIE)	SHAANXI HISTORY MUSEUM, XI'AN, CHINA	13.9%	2,950	3,360
19 (TIE)	TIANJIN MUSEUM, TIANJIN, CHINA	52.0%	2,210	3,360
TOP 20 T	OTAL ATTENDANCE	22.5%	105,701	129,515

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22.5%

Top 20 museums Asia-Pacific attendance change 2023-24*

105.7m

Top 20 museums Asia-Pacific attendance 2023

129.5m

Top 20 museums Asia-Pacific attendance 2024

*The museums on this list in the current year may be different than the museums listed in prior year.

Top 20 Museums **EMEA**



Spain

2 Museums

REINA SOFÍA I Madrid

6.8m

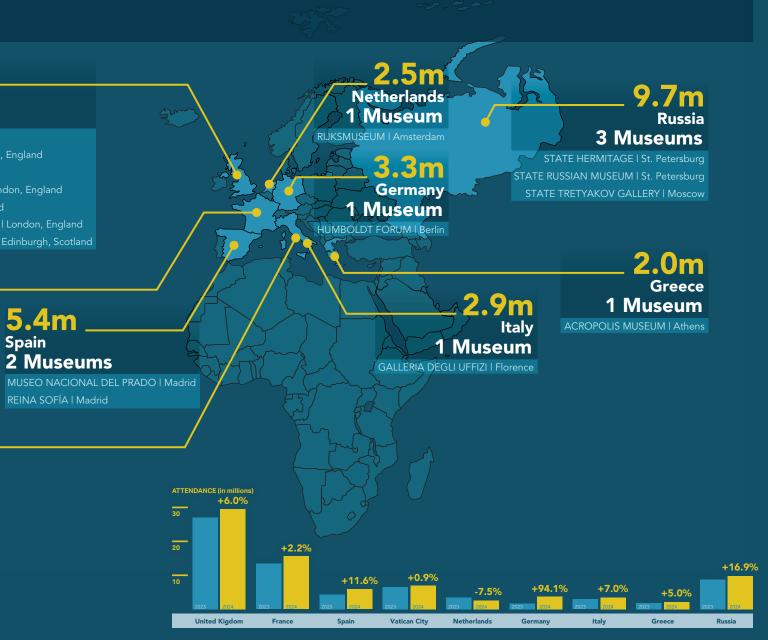
3 Museums

MUSÉE DU LOUVRE | Paris, France

CENTRE POMPIDOU | Paris, France

Vatican City 1 Museum

VATICAN MUSEUMS | Vatican



2024 RANK	LOCATION	% CHANGE 2023-2024		ATTENDANCE (in thousands) 2023 2024	
1	MUSÉE DU LOUVRE, PARIS, FRANCE	-1.4%	8,860	8,737	
2	VATICAN MUSEUMS, VATICAN, VATICAN CITY	0.9%	6,765	6,825	
3	BRITISH MUSEUM, LONDON, U.K.	11.3%	5,821	6,480	
4	NATURAL HISTORY MUSEUM, LONDON, U.K.	10.8%	5,689	6,302	
5	TATE MODERN, LONDON, U.K.	-2.9%	4,742	4,603	
6	MUSÉE D'ORSAY, PARIS, FRANCE	-3.1%	3,871	3,751	
7	STATE RUSSIAN MUSEUM, ST. PETERSBURG, RUSSIA	24.6%	2,900	3,612	
8	STATE HERMITAGE, ST. PETERSBURG, RUSSIA	8.9%	3,274	3,564	
9	VICTORIA AND ALBERT MUSEUM, LONDON, U.K.	13.4%	3,110	3,526	
10	MUSEO NACIONAL DEL PRADO, MADRID, SPAIN	3.6%	3,338	3,457	
11	HUMBOLDT FORUM, BERLIN, GERMANY	94.1%	1,700	3,300	
12	CENTRE POMPIDOU, PARIS, FRANCE	22.2%	2,622	3,204	
13	NATIONAL GALLERY, LONDON, U.K.	3.4%	3,097	3,203	
14	GALLERIA DEGLI UFFIZI, FLORENCE, ITALY	7.0%	2,718	2,909	
15	SCIENCE MUSEUM (SOUTH KENSINGTON), LONDON, U.K.	-4.4%	2,957	2,827	
16 (TIE)	RIJKSMUSEUM, AMSTERDAM, NETHERLANDS	-7.5%	2,703	2,500	
16 (TIE)	STATE TRETYAKOV GALLERY, MOSCOW, RUSSIA	19.0%	2,100	2,500	
18	NATIONAL MUSEUM OF SCOTLAND, EDINBURGH, U.K.	5.9%	2,187	2,315	
19	ACROPOLIS MUSEUM, ATHENS, GREECE	5.0%	1,904	2,000	
20	REINA SOFÍA, MADRID, SPAIN	29.4%	1,515	1,960	
TOP 20 T	OTAL ATTENDANCE	7.9%	71,873	77,575	

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7.9%

Top 20 museums EMEA attendance change 2023-24*

Top 20 museums EMEA attendance 2023

77.6m

Top 20 museums EMEA attendance 2024

76

About the Study

The TEA Global Experience Index™ (formerly known as the Theme Index and Museum Index Report) is a collaboration between the Themed Entertainment Association (TEA), research partners Entertainment + Culture Advisors (ECA) and The Park Database, and editorial/sponsorship partners InPark Magazine and Storyland Studios. It provides critical insight into trends shaping leisure and entertainment markets worldwide.

This calendar-year study of global attractions attendance is a free resource for the worldwide experience economy including park operators, museums, developers, investors, governments, and the travel and leisure industry. Top worldwide theme parks, amusement parks, water parks, museums and theme park group operators are named, ranked by attendance, and industry trends are identified. The global market is studied as a whole, and each of its main regions is also studied separately: the Americas, EMEA, and Asia-Pacific. The report represents a significant body of international research and annual tracking.

Inclusion in the annual TEA Global Experience Index is now seen as a benchmark of success among operators, parks, and museums. Every year the team hears from parks and museums desiring to share their attendance performance and earn a place on the list. The more feedback and information we receive, the more accurate this report will become.

Those who believe their properties should be included in the report are encouraged to contact the research partners listed at the front of this report. For a theme park or water park to be included in the report, at a minimum the property must be gated (entry ticket required). To be included in the top theme park groups list, an operator must have theme parks in its portfolio in which it has controlling ownership or that are branded by the operator (i.e., licensed).

Our researchers derive the figures used to create the TEA Global Experience Index through a variety of sources, including statistics furnished directly by the operators, historical numbers, financial reports, local tourism organizations, national and international attraction associations, mobile location analytics and professional estimates where necessary.

Due to differences in reporting across operators and regions, there is some variation in the time periods for which figures are reported. Unless otherwise noted, figures for theme parks and water parks are calendar year figures, while some figures for museums are fiscal year figures.

Edmond Chih

Director,
Entertainment + Culture Advisors

Edmond Chih has over 15 years of experience specializing in market assessment, strategy, attendance forecasting, and financial analysis for entertainment and cultural developments. Edmond has advised government entities, cultural institutions, and leading private developers and operators on major projects worldwide.

Martin Palicki

Editor, TEA Global Experience Index

Martin Palicki has reported on the TEA Global Experience Index (and its previous versions) for many years in his trade publication for the themed entertainment industry, InPark Magazine, and frequently can be seen taking photographs at TEA events. This marks his fourth year as editor of this report. Martin also collaborates with TEA on production of the Thea Awards Program and has written for a variety of industry clients and publications.



Did you re-rank the parks and museums for 2024?

Yes. The practice of freezing the rankings for the 2020-2022 reports due to the COVID-19 pandemic was ended with the 2023 study. The normal process of ranking the parks and museums in order of attendance will continue for the foreseeable future.

Why should parks share their numbers?

When operators share their information, it is good for the industry. It ties directly into reinvesting wisely in ways that bring in more attendance and more repeat visitation, driving revenue and profits. Tracking differences and fluctuations in attendance helps the industry assess current trends and recognize what is driving changes in performance. Knowing what works, what doesn't work- and where and why- allows operators to make wise investment decisions and to know what results can be expected.

Do some operators exaggerate in order to look more successful? What can you do about that?

Our role is to share what the industry operators say officially or, if that information is not provided, to share our best professional estimate. It's possible that some are overreporting their numbers. We can't control that. However, all of the major operators are publicly owned and therefore obliged to report financial performance information at the corporate level, even if they don't break it down to the park level.

Overreporting may get an operator temporarily higher on the list than its competitors, but it will cause problems, some in the near term and others down the road. In the near term, if attendance is up but revenues or profitability are not, it raises

questions. In the longer term, eventually, they'll hit a point where the numbers are too far off to be credible.

Misrepresenting also complicates the picture if the company eventually goes public, is acquired, or wants to sell off an individual property. Operators know this. Misreporting also raises false expectations. If you're trying to make an investment decision and forecast future performance, you need accurate information. If a property is not investing in regular improvements, vet reports that numbers are stable or growing, the numbers are suspect. Moreover, it's not the kind of secret that can be kept for long. People move from one operator to another, and they take that knowledge with them. Consultants are called upon to help interested parties evaluate ongoing operations as well as potential new investments and activities. In other words, overreporting will eventually come to a point of correction. Our advice is to trust the process.

How do you estimate figures for individual parks that don't report them?

Fortunately, with a team or professionals providing decades of experience working in the attractions industry, our researchers offer a strong understanding of what drives performance at the park level and a robust process to estimate attendance where necessary. The following outlines our general process:

• The process begins with a review of publicly available information, including annual reports, about the performance of the multi-park/attraction operators and the individual parks/museums. The team also reviews information collected as part of the previous year's report and throughout the year.

- Where park/museum-level information is missing, the multi-park operators and the individual parks/museums are asked to provide their attendance figures, and many of them do so directly.
- Where specific park/museum-level figures are not received from the operator, our researchers use a detailed methodology that considers the following: historic attendance trends at the park/museum; generally available information on the park/museum and/or operator: park/ museum changes, such as new rides, areas, shows, exhibits, ticket prices, intellectual property connections, etc.; general economy of the nation and the specific metropolitan area; tourism trends nationally and in the metropolitan area; visitation estimates based on mobile location data; for parks, weather trends in the area, particularly during peak periods; the performance of nearby parks/ museums and other attractions; media coverage about the operator/park/museum: and select factors as relevant.
- Park/museum operators are also given the opportunity to review and comment on our estimate before the Index is finalized and published. Of those that don't provide official figures at the park/museum level, the research team generally receives some form of feedback regarding the individual parks/museums. Leadership at the Themed Entertainment Association (TEA) plays an important role here, encouraging responses.
- As leading providers of business planning studies worldwide for attractions, our researchers

also work frequently with many of the major operators, parks and museums, providing them the opportunity to periodically compare estimates with actual figures. They are used to refine the methodology where necessary.

As part of its active work in these markets and

to maintain awareness of what drives performance and the macroeconomics of different countries, members of the research team visit parks and museums, watching for new developments and trends. This helps to bring professional processes to the industry so that a higher level of quality can be transmitted from more developed markets into emerging markets. Our researchers frequently work for operators who are looking to enter the attractions business, or to grow or improve their existing operations. They also team with attraction master planners and designers to help correctly position and right-size parks and museums to match their market potential and optimize their financial performance. In addition, they regularly speak at industry events, such as those organized by TEA, IAA-PA, WWA, AAM, AZA, ULI, and many others, about industry trends, and also contribute to articles for industry publications and in more general media publications.

How is a water park defined for the purposes of the TEA Global Experience Index?

A water park must have a minimum of three water slides/flumes, a wave pool, retail and food areas, and at least two of the following other elements: tube rides, free-form pool, lazy river, and kids' water play area. If a water park also has a separate spa facility, only the entertainment related attendance is factored into our study.

Why aren't other attraction types included, such as zoos and aquariums, observation experiences, and sports and performance venues?

The report has evolved over the years, starting as just a report on major U.S. theme parks, with additional regions (EMEA, APAC, Latin America) and attraction types (water parks, museums) added over time. The team is exploring additional attraction types to be potentially featured in greater depth in future publications.

Why do you focus on the top-attended parks and museums?

The top-attended parks and museums are a clear indicator of the overall state of the industry and associated trends. In addition, trends and activities at the top-attended parks and museums signal both what is currently occurring in the industry more broadly, as well as what is likely to occur in the future, particularly in such areas as investment, technology, IP, marketing, facility spending, visitor spending, and behavior. This is also why the top attended parks and museums tend to be the most watched by the media as well as the industry. The report currently lists more than 200 parks and museums, the result of a significant research, tracking, and evaluation effort on the part of our team.

Can we assume that the same dynamic of the top parks is playing out in the smaller parks and museums?

Generally, the answer is yes, with attractions of all types and scales facing many of the same ongoing challenges, which include meeting visitor expectations, hiring and retaining good management and staff, efficient operations, understanding and applying new technology, addressing the need for continuous reinvestment, and the like. That said, smaller and more regional venues have their own unique place in the market. They have distinct challenges when it comes to marketing, investment, and guest retention, making the most of smaller budgets and differentiating themselves from other leisure options competing for visitors' time and money. How they respond to those challenges often sets an example of creativity, innovation, leadership and/or economic stimulus that influences the rest of the sector many such examples have appeared in the annual slate of TEA Thea Awards recipients over the years.

How do you account for the performance of operators of numerous smaller attractions that don't make the lists but that are still large operators?

The two operators that most readily come to mind here are Merlin Entertainments and Parques Reunidos, both of which do make the Top 10 Theme Park Groups Worldwide list. In the case of Merlin Entertainments, they are one of the most attended operators globally with attendance of 62.8 million in 2024, of which around 44% occurred at their resorts and LEGOLAND parks, with most of these located in the EMEA region (e.g., LEGOLAND Windsor, LEGOLAND Billund, Alton Towers, etc.). However, about 56% of Merlin's attendance occurs in mid- and small-sized attractions, particularly at "Gateway" attractions, most of which are situated in highly trafficked locations in well-known cities, particularly top tourist destinations, with highly recognized individual brands (e.g., Madame Tussauds, SEA LIFE, the Dungeons, etc.).

Similarly, with 19.4 million visitors in 2024, Parques Reunidos focuses largely on a wide variety of attraction types, including amusement parks, zoos, aquariums, and indoor entertainment centers, primarily located in the EMEA region. Clearly both Merlin Entertainments and Parques Reunidos have developed effective strategies to attract large numbers of visitors overall to their respective attraction portfolios, but a combination of factors such as location, focus, and scale, inhibits most of their properties from reaching levels for inclusion in the TEA Global Experience Index.

TEA, ECA and The Park Database express thanks to the numerous park and museum operators who graciously and generously furnished attendance information, enabling this report to be as complete and accurate as possible.

About the Themed Entertainment Association

The Themed Entertainment Association (TEA) brings together the creators and makers of experiences worldwide - from the creative storytellers to the technical builders, from operators to investors, from idea to operation - and provides them with tools, education, advocacy, community, and connection to help grow their businesses and careers. The international non-profit association's members focus on creating for and serving the leisure and travel sectors. Their work can be seen in entertaining and educational projects found in theme parks, water parks, museums, zoos, corporate visitor centers, casinos, restaurants, branded experiences, multimedia spectaculars, retail spaces, resorts and hospitality, destination attractions, and more. TEA encompasses a dynamic community of more than 1,600 member companies in over 40 countries.

teaconnect.org
@tea_connect

About Entertainment + Culture Advisors

Entertainment + Culture Advisors (ECA) is a leading international advisory firm focused on attraction strategy, market analysis, business planning, and feasibility for entertainment attractions and destination development projects. ECA works with the global industry's leading investors, institutions, developers, designers, licensors and operators to support core business planning across multiple stages of a project's development, from program definition and global benchmarking to market prioritization and site-specific feasibility. Since 2010, ECA has worked in more than 30 countries on projects ranging from theme park destinations to indoor branded attractions, cultural attractions, immersive experiences, and live event venues. With offices in Los Angeles and Hong Kong, ECA has a highly experienced team of Principals, Associates, and Analysts, focused on providing tailored, strategic advice for the global entertainment development industry.

entertainmentandculture.com

About The Park Database

The Park Database is the attractions industry's knowledge engine, offering a world-renowned public database, widely disseminated white papers and research publications, and data products.

theparkdb.com

About Storyland Studios

Storyland Studios is a full-service strategy and design firm on a mission to imagine, design, and create immersive experiences and environments that lift the spirit. With offices in California, Atlanta, Orlando, and London, its team of professionals has significant experience designing projects, around the world such as theme parks, museums, resorts, and more. Storyland helps clients arrive at a story-driven big idea and then shape it into narratives that resonate with guests and users across the globe. The firm's collaborative process launches a journey through strategic storytelling to master planning and production design while aligning creative efforts with client business goals and providing memorable guest experiences.

storylandstudios.com

About InPark Magazine

InPark Magazine was founded in 2004 by Martin Palicki as a professional trade publication covering the themed entertainment industry, with a particular focus on theme parks, water parks, museums, and world's fairs. The magazine is known for in-depth articles that highlight many of the components that go into creating the world's best themed entertainment projects, including AV technology, storytelling, branding/IP, creative design, and more. InPark publishes print and digital issues along with a website constantly updated with the latest news and stories. Subscribe for free online.

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This version of the TEA Global Experience Index can be downloaded at the following link: https://www.teaconnect.org/form/2024-tea-global-experience-index

Previous versions of the Index:

https://www.teaconnect.org/tea-global-experience-indextm



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