



Content



- Facts – the LEGO Group
- Facts – LEGOLAND
- Facts – Merlin
- Biography Nick Varney



The LEGO Group

The LEGO Group is the fourth-largest toy manufacturer in the world with 2004 sales of DKK 6,704m.

At the beginning of the 21st century the LEGO brick was acclaimed as “Toy of the Century” – first by Fortune Magazine and later by the British Association of Toy Retailers.

The name LEGO was constructed by the company founder, Ole Kirk Christiansen, back in 1934 when he combined the first two letters of the two Danish words LEG and GODT (Play Well) – unaware that in Latin one meaning of the word LEGO is “I put together”.

Construction and enjoyable play both represent the whole idea behind the creative LEGO products.

Financial highlights (DKK 1m)

(excl. LEGOLAND Parks and other discontinuing business)

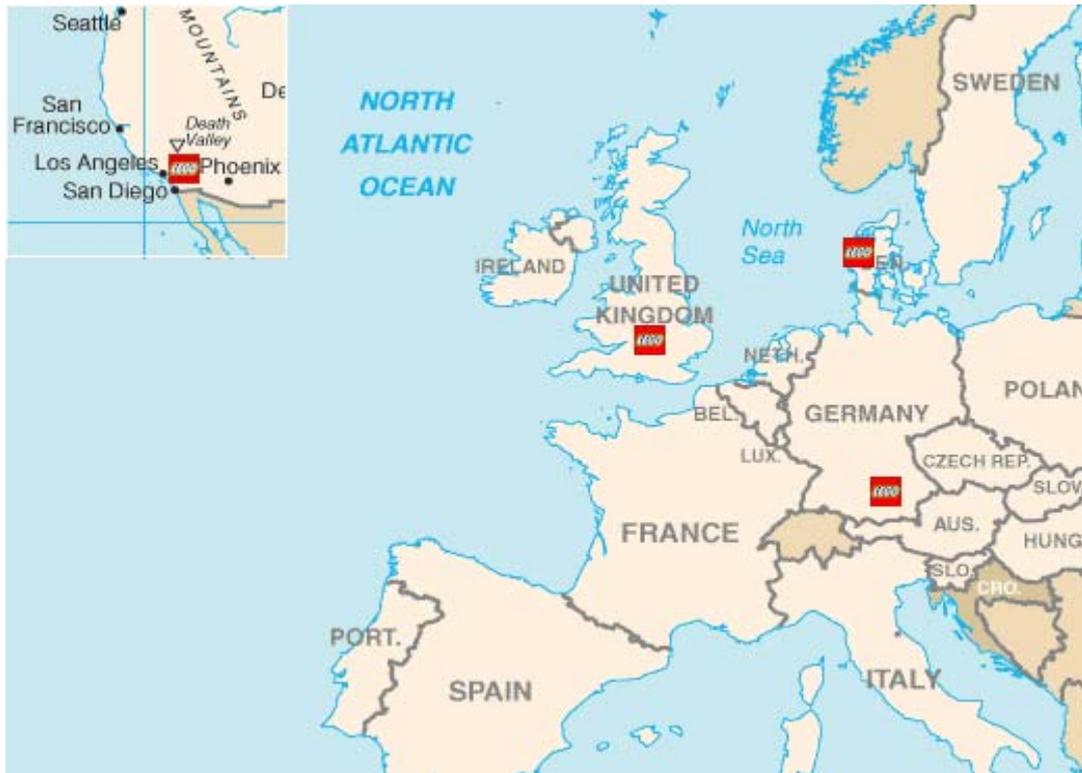


Financial Highlights (mDKK):	2004	2003	2002	2001	2000
Income Statement:					
Revenue	6,704	7,196	10,116	9,475	8,379
Expenses	(6,601)	(8,257)	(9,248)	(8,554)	(9,000)
Profit/(loss) before special items, financial income and expenses and tax	103	(1,061)	868	921	(621)
Impairment of fixed assets	(723)	(172)	-	-	-
Restructuring expenses	(502)	(283)	-	(122)	(191)
Operating profit/(loss)	(1,122)	(1,516)	868	799	(812)
Financial income and expenses	(115)	18	(251)	(278)	(280)
Profit/(loss) before tax	(1,237)	(1,498)	617	521	(1,092)
Profit/(loss) on continuing activities	(1,473)	(953)	348	420	(788)
Profit/(loss) on discontinuing activities	(458)	18	(22)	(54)	(75)
Net profit/(loss) for the year	(1,931)	(935)	326	366	(863)
Employees:					
Average number of employees (full time), continuing activities	5,569	6,542	6,659	6,474	6,570
Average number of employees (full time), discontinuing activities	1,725	1,756	1,657	1,184	1,328

For further information www.LEGO.com/info



LEGOLAND



The first LEGOLAND was built in Billund, Denmark, in 1968 to meet popular demand to see the kind of models that LEGO designers could build.

Originally the idea was to build only a small permanent exhibition but in its very first season the new-born LEGOLAND attracted some 625,000 visitors, and in the following years LEGOLAND expanded dramatically.

Today LEGOLAND – with its four individual parks – is the leading chain of theme parks targeting children in the 2-12 years age group and their families.

Operating statistics for the four parks

	Billund	Windsor	California	Deutschland	
OPERATING STATISTICS					
Opening Year	1968	1996	1999	2002	
Opening Days p.a.	215	215	300	215	
2004 ATTENDANCE					
Attendance (MM)	1.53	1.37	1.42	1.35	5.66
2004 FINANCIAL OVERVIEW					
Revenue (EURO MM)					172.2
EBITDA (EURO MM)					36.3

LEGOLAND Billund

The original LEGOLAND Park was built in Billund in 1968 adjacent to the LEGO factory.

The park has been regularly expanded, and today contains many buildings and imaginative environments made up of 20 million LEGO bricks – an idea exported to the three newer parks. In addition there are amusements, restaurants and lots of opportunities to build with LEGO bricks, programme robots in LEGO MINDSTORMS, and try the latest LEGO games in the Interactive Centre.

Billund is about three hours by road west of Copenhagen. Billund International Airport is in the immediate vicinity of LEGOLAND, offering direct flights to many European cities.

LEGOLAND Billund is one of Denmark's main tourist attractions.

More than half of its visitors are Danish families with children in the 2-12 age group.

Most of the non-Danish families who visit LEGOLAND are from Germany, Sweden, Norway and the Netherlands. The Billund park also includes HOTEL LEGOLAND with its views across the popular family theme park.



For further information about LEGOLAND Billund, please contact:

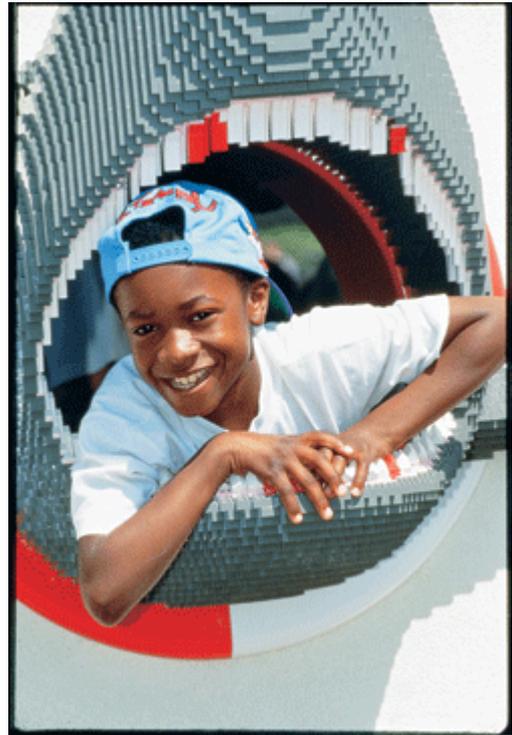
LEGOLAND Billund A/S
Annemarie Kvist
Phone +45 7533 1333
Email press@legoland.dk

LEGOLAND Windsor

The first LEGOLAND Park outside Denmark opened in 1996, bringing the fun of LEGOLAND to children and families unable to travel to Denmark. LEGOLAND Windsor is located only 23 miles west of metropolitan London and contains figures, buildings and environments constructed from more than 47 million LEGO bricks.

In the Park – close to the entrance – the guest has a wonderful view of the majestic Windsor Castle, the entire London skyline, and the new Wembley Stadium Arch.

In addition to traditional LEGOLAND amusements and LEGO building work, the Windsor park has an Imagination Centre – where children, for example, can test whether their buildings can withstand an earthquake. The Park unveiled five brand new attractions including three new rides for 2005. These include the Dino Dipper, Dino Safari and Fire Academy rides.



For further information about LEGOLAND Windsor, please contact:
Alison Bledge
LEGOLAND Windsor Press Office
Phone +44 (0) 1753 626125
Email: pressoffice@legoland.co.uk

LEGOLAND California

The first American LEGOLAND opened in the Californian coastal city, Carlsbad, in 1999.

The park has more than 50 amusements, shows and interactive experiences – plus the biggest LEGO shop in the entire USA.

The park contains models, buildings and environments built of no fewer than 30 million LEGO bricks. LEGOLAND California is strategically located – only 30 miles from SeaWorld, 60 miles from Disneyland, 25 miles from the famous San Diego Zoo's Wild Animal Park, and only 30 minutes from the vineyards of Temecula Valley. A great area for a family vacation.

Unlike the European parks, the sun-drenched LEGOLAND California is open all year. One of the new features at the park this year is a model of the Freedom Tower, which is under construction on the site of the former World Trade Center in New York.



For further information about LEGOLAND California, please contact:
Kimberly Clark
LEGOLAND California
Phone +1 (760) 918-5412
news@america.lego.com

LEGOLAND Deutschland

Günzburg in Bavaria, Germany, is the very central location of the latest LEGOLAND park.

The park is only an hour's drive from both Munich and Stuttgart, and a population of no fewer than 25 million people live within a radius of just 300 km.

The park occupies an area equal to 25 soccer pitches, and it is laid out to ensure that both children and adults are challenged by the amusements, LEGO experimenting centres, etc.

Miniland contains a number of European cities and landscapes built from more than 50 million LEGO bricks. The latest attraction is an authentic copy of the Allianz Arena in Munich, which will house the FIFA World Soccer Cup in summer 2006 – when it is completed.

LEGOLAND Deutschland puts the emphasis on active participation, enabling young architects to build towering skyscrapers, construct LEGO robots, and test their driving skills in the Audi LEGOLAND Driving School.



For further information about LEGOLAND Deutschland, please contact:

Marion Moormann

LEGOLAND Deutschland GmbH

Phone +49 (0) 8221700221

press@legoland.de

Merlin Entertainments Group



Merlin Entertainments Group is a leading European brand within visitor attractions for children and families.

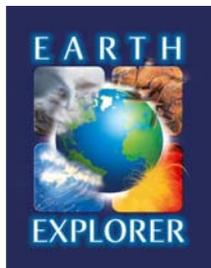
The company has 28 attractions in eight countries under the brands:



"Sea Life" – the world's biggest aquarium brand - a chain of aquarium centers targeting small children and their families. 19 Sea Life Centres and 3 Marine Sanctuaries. 3 more Sea Life Centres to open in next 12 months.



The Dungeons – attractions with scary catacombs targeting teenagers, young adults and families with older children. 4 Dungeon attractions. 1 more scheduled to open October 2005.



Earth Explorer – park that give an exciting and adventurous insight into the interior of the earth and an understanding of earthquakes, volcanic eruptions etc. 1 Earth Explorer in Belgium. Second to open 2007.

History

- Created in 1999 as a result of an MBO backed by venture capitalist company APAX; headline price £47 million
- Secondary buyout by Hermes Private Equity for £72.5 million in February 2004;
- Acquired by The Blackstone Group for £102.5 million in May 2005.



Key figures 2004

Visitors (million)	6.3
Revenue GBP m	44.9
EBITDA GBP m	14.5
Staff	1,000

Merlin 'Firsts'

- Opened the worlds biggest mobile aquarium in Dortmund in 2002
- Opened Sea Life at Disneyland Paris in 2001 – first external attraction operator to open within Disneyland
- Strong ecological roots – involved in high profile research/conservation projects - first major commercial partner for Greenpeace
- Earth Explorer first new visitor attraction brand launched in many years

Merlin Entertainments' mainland European success is based on strategy that is customer led and locally focused. Building 'chainable' brands without imposing a formula on the host country,

www.merlinentertainments.biz/english/press/press.htm

Facts on

Nick Varney, CEO, Merlin Entertainments



- 42 years old, Economics graduate
- 1984-1990: Brand Marketing Manager
 - Nestle Rowntree
 - Reckitt & Colman plc
- 1990: Marketing Director, Alton Towers (owned by Tussauds Group)
- 1994-95: Head of Group Marketing, Tussauds Group
- 1995: Managing Director, Vardon Attractions
- 1997: Appointed to Vardon plc Board
- 1998/99: Management buyout of Vardon Attractions to form Merlin Entertainments Group Ltd, backed by APAX Partners
- 2004: Secondary buyout of Merlin backed by Hermes Private Equity
- 2005: Sale of Merlin to Blackstone Capital Partners
- Married with four children (ages 4-13)