

Annual Report

FISCAL YEAR 2024-2025



Table of Contents

A	LETTER FROM THE INTERIM CEO	4
B	MISSION & VISION	5-8
C	VALUES	9-12
D	STRATEGIC OBJECTIVES	13-16
E	DISCOVER PUERTO RICO BY THE NUMBERS	17-20
F	GOVERNANCE	21-28
G	FINANCE & ADMINISTRATION	29-36
H	2024-2025 ANNUAL RECAP	37-44
I	RESEARCH OVERVIEW	45-48
J	MARKETING OVERVIEW	49-76
K	SALES & DESTINATION EXPERIENCE OVERVIEW	77-90
L	INDUSTRY AFFAIRS AND ENGAGEMENT OVERVIEW	91-98
M	APPENDIXES	99-111

¡Saludos!

With great pride and enthusiasm, I present Discover Puerto Rico's Annual Report for fiscal year 2024-2025, a year that once again demonstrated Puerto Rico's tourism sector's strength, creativity, and adaptability.

Over the past twelve months, our destination continued to set new records across key performance indicators, solidifying its position as one of the most sought-after destinations in the Caribbean and the Americas. Lodging tax collections reached historic highs, visitor arrivals maintained strong momentum, and our marketing and sales initiatives delivered measurable economic returns directly benefiting local communities. We achieved these results while safeguarding our brand reputation, expanding our presence in priority markets, and strengthening our partnerships across the island's tourism ecosystem.

These accomplishments are a testament to the dedication, professionalism, and shared purpose of our team, industry partners, and stakeholders. Together, we have proven that Puerto Rico's tourism sector can thrive in an increasingly competitive global market.

As we look ahead, fiscal year 2025-2026 will begin an exciting new chapter for our organization. During the first quarter, we will welcome new executive leadership, a CEO and CMO whose vision, experience, and commitment to Puerto Rico will guide us into the future. Their arrival represents an opportunity to build upon our momentum, enhance our strategies, and drive further innovation in promoting our destination.

We also recognize that the year ahead will bring challenges. Global economic fluctuations, shifts in consumer travel behavior, and increasing competition will require us to remain agile and proactive. Yet, we enter this new phase with a clear strategic plan, robust market intelligence, and a strong, united team prepared to adapt, innovate, and seize emerging opportunities.

I extend my deepest gratitude to our Board of Directors, partners, and the entire Discover Puerto Rico team for their uncompromising dedication. Because of your hard work and collaboration, Puerto Rico continues to shine on the world stage.

Together, we will meet the challenges ahead and ensure that our Island's tourism industry continues to be a powerful driver of economic growth and community well-being.



J. FERNANDO RODRIGUEZ

Interim CEO

Discover Puerto Rico

SECTION B

**Mission
& Vision**



Mission

Bring prosperity to Puerto Rico by collaboratively positioning our diverse and unique Island as a premier destination for leisure, business and events.

Vision

Become a transformational, results-oriented and innovative destination marketing organization (DMO), powering sustainable economic growth.



SECTION C

Values

INCLUSIVE

We are firmly committed to inclusivity in our work and our marketing. **We respect all people from all walks of life** and believe that diversity is essential for the success of our organization, our industry, our Island, and our society.

AGILE

We are **quick to respond** to the needs of our stakeholders and customers, and to changes in our industry and Island.

COLLABORATIVE

We work closely with public and private sector partners at the local, regional and national levels to identify common objectives and **achieve progress together**.

INNOVATIVE

We **seek continuous improvement** in all we do, both individually and collectively.

RESULTS-ORIENTED

We seek to **positively impact** our Island, local businesses, and the quality of life of our Island's residents.

TRANSPARENT

We seek to provide our community and stakeholders with easy **access to relevant information** to evaluate our resource allocation, strategies, research, results, procedures and decision-making.

LEARNING & LEADING

We are **committed to ongoing education** and training to enable us to achieve our strategic objectives and lead our industry.

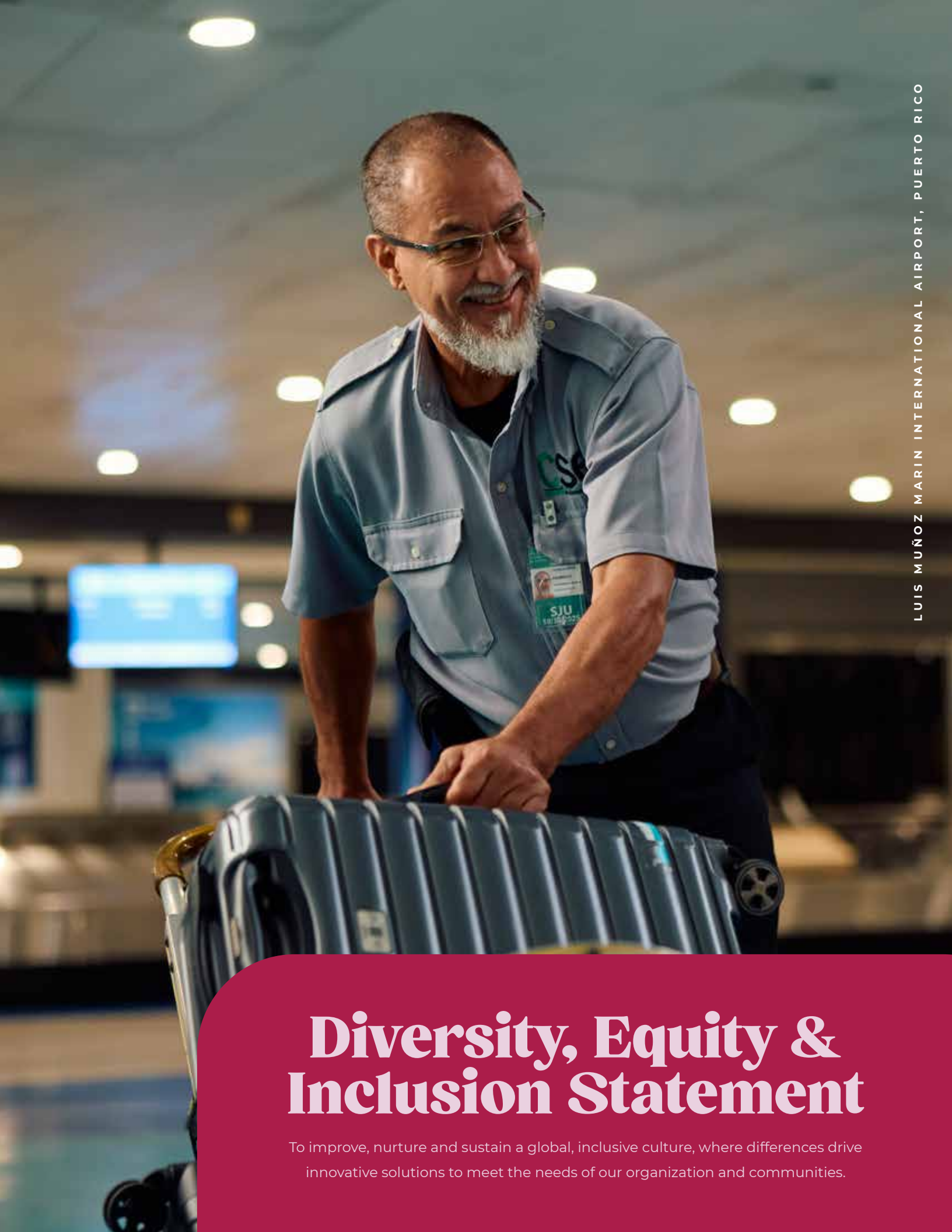
HONESTY, INTEGRITY & PROFESSIONALISM

We are professionals serving professionals, and we seek to **earn others' respect**.

WINNING

We are success-oriented and **never stop striving** to help Puerto Rico succeed.





Diversity, Equity & Inclusion Statement

To improve, nurture and sustain a global, inclusive culture, where differences drive innovative solutions to meet the needs of our organization and communities.



SECTION D

Strategic Objectives

Strategic Objectives

ECONOMIC GROWTH

Discover Puerto Rico drives economic growth by increasing the number of visitors, as well as their length of stay, average daily spend and visitation throughout the destination. We measure our success by monitoring key industry metrics, such as:

- Tourism contribution to Island GDP
- Tourism contribution to Island Tax Base
- Lodging Tax Collections
- Tourism employment

We also measure success by monitoring key organizational metrics, such as:

- Economic Impact of Advertising
- Economic Impact of MICE Sales Contracted
- Advertising Impact on Travel Bookings

BRAND HEALTH

Discover Puerto Rico safeguards and elevates Puerto Rico's brand reputation through strategic marketing aimed at key consumer markets, as well as generating positive earned media coverage. This is measured using several industry-standard metrics, such as likelihood of travel and destination familiarity.

ORGANIZATIONAL EXCELLENCE

Discover Puerto Rico achieves high standards of efficiency and effectiveness, measured through benchmarks such as resource in comparison to similar entities, compliance with industry best practices, industry engagement and industry accreditation.

- 82% of the budget is dedicated to marketing, sales and communications
- Administration and overhead costs far below industry averages
- Full accreditation by Destinations International
- Represented on key boards and committees, including U.S. Travel Association, Destinations International, U.S. Travel and Tourism Advisory Board, Meeting Planners International, Society of Human Resources Managers, and Brand USA

*Includes an allocation of direct & indirect marketing, promotion and selling expenses.





SECTION E

Discover Puerto Rico by the Numbers



"In the Southwest, we at Paradores have witnessed a notable increase in interest in local, cultural, and nature-focused tourism. Discover Puerto Rico's consistent and strategic work over the past year has been instrumental in raising awareness of our region, highlighting our beaches, Creole cuisine, and the genuine hospitality that characterizes us. Thanks to their campaigns and promotional efforts, we have managed to attract more visitors and encourage longer stays, which translates into a positive economic impact for our industry."

JUAN RODRIGUEZ, OWNER, PARADOR GUÁNICA 1929

Discover Puerto Rico By The Numbers

FISCAL YEAR 2024-2025

Building upon the organization's impressive ongoing results, we again delivered a strong performance in all areas despite unprecedented challenges.

\$500,474,566

Hotel revenue generated on advertising

(Source: Adara, FY24-25)

+2%

ADR Difference

(Source: Adara, FY 24-25)

\$389,597,054

Generated by leisure partners

(Source: Travelclick and direct reporting from co-op partners)

\$187,675,520

Meetings and conventions sales contracted

(Source: Simpleview)

\$578,913,367

Of future MICE sales pipeline

(Source: Simpleview)

\$72:1

Organizational ROI

(Source: FY 24-25, Adara, STR, AirDNA, Future Partners, Co-Ops/GDS reported revenue, OTA reported revenue & Discover Puerto Rico Expenses)

\$146,735,837

Estimated tax revenue generated

(Source: Puerto Rico Tourism Company)

\$64M

Revenue generated by OTAs and wholesalers

Source: OTA's Report

7,486,000

Total Visitors

(Source: Tourism Economics CY24, nonresident visitors)

\$1,009

Visitors Spending Average

(Source: Tourism Economics CY24, nonresident visitors)

98,700

Hospitality Jobs

(Source: Bureau of Labor Statistics Dec 2024)



SECTION F

Governance

BOARD OF DIRECTORS

As required by Act 17, the operations and finances of Discover Puerto Rico are overseen by a board of directors. This board serves in a fiduciary capacity and meets regularly to review the organization’s plans, progress and financial status. The board of directors is made up of a diverse array of leadership, representing the private and public sectors and nonprofit organizations.

RAÚL BUSTAMANTE
Chair of the Board of Directors
The Royal Sonesta San Juan, General Manager

FEDERICO STUBBE JR.
Vice Chair of the Board of Directors
PRISA Group, CEO

JUAN RODRIGUEZ
Owner
Parador Guánica 1929

GRACIELA ELETA
Vice Chair
Foundation for Puerto Rico

KATHERINE ERAZO
Chief of Staff of the President of the Senate
Senate of Puerto Rico

LOISSE HERGER
Founder and Managing Partner
The O:live Collection

WILLIANETTE ROBLES
Executive Director
Puerto Rico Tourism Company

KARLA P. FUENTES GARCÍA
Special Assistant to the President
House of Representatives

JORGE HERNÁNDEZ
President & CEO,
Aerostar Airport Holdings LLC

SEBASTIÁN NEGRÓN REICHARD
Secretary
Department of Economic Development
& Commerce

VERÓNICA FERRAIOULI
Executive Director
Puerto Rico Convention District Authority

FEDERICO J. SÁNCHEZ ORTIZ
President & CEO
Interlink



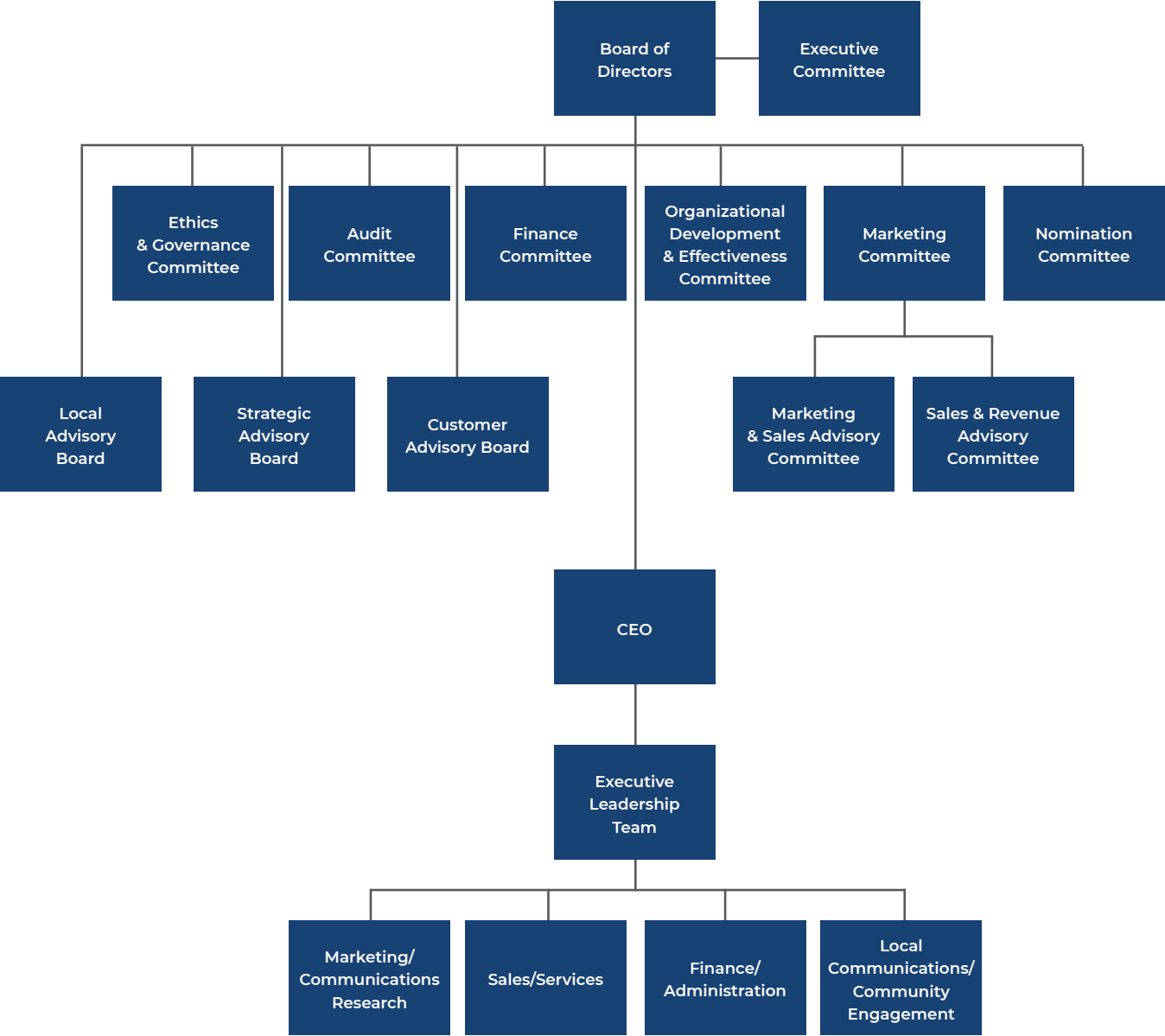
“Being part of the Discover Puerto Rico Board has been an opportunity to contribute from within to a mission I’ve always believed in: promoting the best of our island through authenticity, local expertise, and what sets us apart. What I admire most about the DMO’s work is that it’s not just about attracting tourists, but about positioning Puerto Rico with purpose—as a destination for music, gastronomy, mixology, and vibrant culture. This has been achieved with strategy, data, but above all, vision. As a businesswoman in the hotel sector, I’ve felt that wave of pride that has swept over all of us who work in hospitality. Today, many young people see tourism as a career with a future, not just a part-time job. And that is real transformation. I’m convinced that when we truly promote who we are, the impact is felt throughout the economy and in our collective self-esteem.”

LOISSE HERGER, FOUNDER AND MANAGING PARTNER, THE O:LIVE COLLECTION



ORGANIZATIONAL STRUCTURE

The organization’s governance is overseen by the board of directors using various committees and task forces staffed by professionals with specific expertise. The organization’s staff is led by the chief executive officer who reports to the board of directors and an executive leadership team.



Marketing & Sales Advisory Committee, Sales & Revenue Committee, and Board of Directors Committees – Appendix

STRATEGIC ADVISORY BOARD

Formed in accordance with Act 17, this group is made up of industry experts and thought leaders who review Discover Puerto Rico's progress and offer insights and suggestions related to strategy and innovation.

ADAM SACKS

President

Tourism Economics
An Oxford Economics Company

AMY CALVERT

CEO

Events Industry Council

AMBERLEE ENGLE

EVP

R&R Partners

BRYAN KINKADE

Vice President Publisher

AFAR Media

CARLOS MUÑOZ

Campaign Manager

Public Policy & Communications –
Caribbean & Latin America
Airbnb

CAROLINE MOULTRIE

President

MMGY GLOBAL EMEA

FERNANDO LUIS

**Senior Commercial Director/
Caribbean & Latin America**
Hilton

FRED DIXON

President & CEO

Brand USA

DENISE GODREAU

Chief Brand and Innovation Officer

Holiday Inn Club Vacations
Incorporated

DON WELSH

President & CEO

Destinations International

ERIN FRANCIS-CUMMINGS

President & CEO

Future Partners

GEOFF FREEMAN

President & CEO

U.S. Travel Association

JOHN DAVID

President & CEO

Sports Events & Tourism
Association
(Sports ETA)

JOHN TANZELLA

President & CEO

IGLTA

KIRK LOVELL

**Managing Director
Air Service Consulting**
Mead Hunt

KRIS NITZEL

Vice President – ESN

Maritz Global Events

ELIZABETH HARRISON

CEO

The Discover Collective

MICHELLE MASON

President & CEO

American Society
of Association Executives
(ASAE)

PAUL VAN DEVENTER

President & CEO

Meeting Professionals International
(MPI)

RAFAT ALI

CEO and Founder

Skift

RICHARD HARPER

Executive Vice President

HelmsBriscoe

RICHARD REASONS

President

Simpleview

SHANNON MCKEE

President

Access Cruise, Inc.

SHERRIF KARAMAT

President & CEO

Professional Convention
Management
Association (PCMA)

STEPHEN MCGILLIVRAY

CMO

Travel Leaders Group

STEVEN PAGANELLI

**Global Head of Destination
Marketing, Americas**
Tripadvisor

ZANE KERBY

President & CEO

American Society of Travel Advisors
(ASTA)

LOUISE BANG

**Chief Sales and Marketing Officer,
Caribbean and Latin America**
Marriott International

DAN JAMES

CEO

Madden Media

CUSTOMER ADVISORY BOARD

Discover Puerto Rico collaborates with existing customers who convene on a regular basis to provide dynamic perspectives and innovative advice on industry trends, business priorities and strategic direction.

BRENT RITCHIE

Senior Global Manager, Groups & Incentives
Destinations Inc.

BRYAN GANEK

Strategic Account Management, Sourcing
NHS Global Events

CARVIE GILLIKIN

CEO
McVeigh Global Meetings & Events

CHRIS JOHNSON

Director – Global Travel, Enterprise Meetings and
Experiences, and Sports Partnerships
Land-O-Lakes, Inc.

CHRISTY ASSALY

Divisional VP, Client Services
One10

DONALD POTTER

Senior Travel Buyer
Maritz

EDGARDO BARRANTES

Vice President, Global Accounts
HPN Global

DIANE MCGINNITY

Director of Industry Relations | Event Solutions
BI Worldwide

JASON GERWITZ

Vice President, Sports Division
Northstar Meetings Group

JOHN HAWKINS

Managing Director, Conventions & Operations
American Farm Bureau

JOHN WILLIAMS

President
American Guest

JOHN WINNETT

Chief Strategy Officer
HartWinn Group

KRISTEN ALTMAN

Account Manager, Destination Marketing
CVENT

LAKISHA PINDALL

Vice President of Meetings & Events
Tire Industry Association

LEIGH CAMEL

Partner
LT Events

MELISSA SOTO

Meeting Planner, Events & Incentives
Lennox Industries, Inc.

MICHELLE MALLOY

Senior Director of Meetings
National Association of Regulatory Utility
Commissioners

PATRICIA FARON

Sr. Account Director, M+I
GMR Marketing

LOCAL ADVISORY BOARD

Discover Puerto Rico collaborates with local stakeholders who convene on a regular basis to provide dynamic perspectives and innovative advice on industry trends, business priorities and strategic direction.

ALAN TAVERAS

Business Development Director
Invest Puerto Rico

ÁNGEL ALVERIO

Owner
LT Travel Agency

ÁNGELA I. COMAS RODÓN

Co-Founder
ACE Media Partners, LLC

CARMEN PORTELA

Co-Founder & Chief Marketing Officer
Local Guest

CHEZELLE RODRÍGUEZ

**Weddings, Social, Corporate +
Events Curator**
It's Chezelle

CRISTIAN HERNÁNDEZ

Sales Manager, Puerto Rico and U.S.V.I.
Delta Airlines

GUSTAVO ANTONETTI

Co-Founder
Spoon

ISMAEL VEGA

General Manager
Casino Metro

LUIS ALVARADO

President
South Chamber of Commerce

MATEO CIDRE

President
Hecho en Puerto Rico

MATÍAS FERNÁNDEZ

President
Vivo Beach Club

MICKEY J. ESPADA

Consultant
Mabudeg, Marketing and Business
Development Group

MIGUEL L. VARGAS

Adviser, Former Executive & CEO
Puerto Rico Chamber of Commerce

RAFY MOLINA

Resources & Score Volunteer
JKL Hospitality

SAJO RUIZ

CEO
Sajo/McCann Advertising Agency

TERESTELLA GONZÁLEZ DENTON

Tourism & Entrepreneurship Adviser

WALESKA SÁNCHEZ

President
West Coast Chamber of Commerce



SECTION G

Finance & Administration

Finance and Administration

FUND DISTRIBUTION

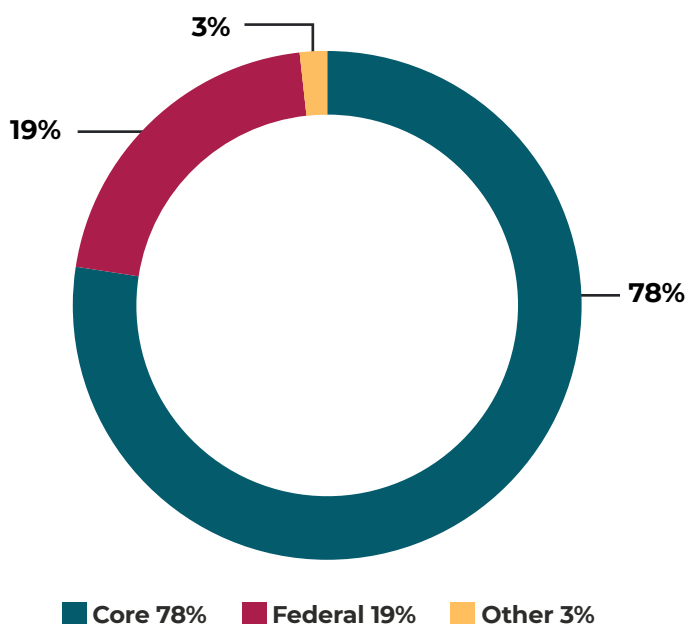
Discover Puerto Rico continues to be highly efficient and deliberate in how we allocate our resources, ensuring the majority of our budget is invested in activities that generate the highest return for Puerto Rico's visitor economy. For fiscal year 2024–2025, **87% of the total expenses** were directed to Marketing, Sales, and Promotions efforts, with only **13% allocated to administrative and operating costs**.

This disciplined approach reflects our commitment to balancing investment priorities while maintaining effective and efficient overall budget management. tourism market.

In recent years, Discover Puerto Rico has been awarded one-time federal grants and special local government funding assignments that have strengthened our ability to invest in high-impact promotional strategies. These temporary resources have enabled us to expand our presence in key markets and accelerate initiatives that delivered measurable returns for the tourism industry and the Island. For example, in fiscal year 2024–2025, federal grants totaled **\$14.1 million**, providing vital support for marketing and promotional efforts during that period.

COMPOSITION OF OUR FUNDING

for Fiscal Year 2024-2025



2024-2025 STATEMENT OF FINANCIAL POSITION

ASSETS		TOTAL
Current Assets		
Cash and Cash Equivalents	\$20,386,720	
Accounts Receivable	\$5,065,069	
Prepaid Expenses	\$1,010,580	
Total Current Assets	\$26,462,369	
Investments	\$218,216	
Property and Equipment Net	\$815,514	
Lease Assets	\$330,713	
Total Assets		\$27,826,812
LIABILITIES		
Current Liabilities		
Accounts Payable	\$1,399,293	
Accrued Expenses	\$2,049,490	
Deferred Revenue	\$23,600	
Commitments to Definite Groups	\$2,840,450	
Total Current Liabilities	\$6,312,832	
Commitments to Definite Groups	\$2,259,897	
Lease Liabilities	\$338,172	
Total Liabilities		\$8,910,901
NET ASSETS		
Board Designated Contingency Reserve	5,195,973	
Net Assets with restrictions	34,982	
Net Assets undesignated	13,684,956	
Total Net Assets		\$18,915,911
TOTAL NET LIABILITIES AND ASSETS		\$27,826,812



2024-2025 STATEMENT OF ACTIVITIES

REVENUES	
Room Tax Allocation	\$25,000,000
Matching Funds	\$5,000,000
Federal Funds	\$14,126,910
Other Public Funds	\$28,000,000
Other Revenues	\$2,067,559
Total Revenues	\$74,194,469
EXPENSES	
Marketing and Sales Expenses	
Sales/MICE and Leisure	\$14,107,839
Advertising/Promotion	\$43,086,593
Public Relations & Press FAMs	\$4,550,773
Research	\$1,100,783
Community/Industry Engagement & Gov. Affairs	\$567,043
Total Marketing and Sales Expenses	\$63,413,031
Payroll and Related Benefits	\$7,607,623
Administration/Operating Expenses	\$1,666,959
Administrative Expenses	\$9,274,582
Total Expenses	\$72,687,613
Increase (Decrease) in Net Assets	\$1,506,856

TECHNOLOGY

Throughout fiscal year 2024-2025, we remained consistent in our efforts to ensure the security of our systems and to provide employees with the technological tools they need to perform effectively. Supported by our external technology provider, we continued to monitor and strengthen our infrastructure to meet operational demands and enable seamless collaboration across departments.

By maintaining secure, reliable access to essential platforms and resources, we supported the productivity of our teams and ensured they could stay focused on delivering results.

Our commitment to leveraging technology in smart, efficient ways reflect our broader mission to serve Puerto Rico with excellence, innovation and care.



PEOPLE & CULTURE

This fiscal year brought a period of organizational transition as we navigated changes in key leadership roles. Despite this, our team remained focused, collaborative and committed to moving our mission forward with consistency and purpose. Their adaptability and continued engagement were critical to maintaining organizational momentum and achieving results across all areas.

As part of our People & Culture strategy, we remain focused on fostering a workplace that celebrates diversity, invests in talent, and supports the professional and personal growth of every team member. We are proud that **86% of our workforce is comprised of Puerto Ricans**, and **78% of leadership positions are held by women**, reflecting our commitment to elevating local talent and building a diverse, inclusive environment where all voices and perspectives from different generations are valued. This leadership diversity not only reflects the communities we serve, but also strengthens our decision-making and culture.

We continued to create meaningful opportunities for learning and growth. This year, we launched a partnership with **eCornell**, offering employees access to an online certification in **Sustainability**, a program that reinforces our long-term environmental responsibility and equips our workforce to actively contribute to Puerto Rico's future. Additionally, we held internal leadership workshops designed to enhance and expand the capabilities of our management team, ensuring we sustain institutional knowledge and prepare future leaders across all levels.

Our investment in professional development also included external certifications that elevate our team's expertise and industry standing. This year, the People & Culture director successfully completed an Executive Organizational Certified Coach credential. Two of our senior leaders, from marketing and sales, are on track to complete the prestigious Certified Destination Marketing Executive program (CDME), and another team manager obtained the Sustainable Event Professional Certificate (SEPC). These accomplishments reflect our commitment to excellence and to preparing our leaders to meet the evolving demands of our industry.

We are also proud to share that, for the seventh consecutive year, our organization was represented in the 30 Under 30 Program from Destinations International, confirmation of our continued support of emerging leaders in tourism. Beyond this, employees participated in several industry leadership forums, additional certifications and speaking engagements, both in Puerto Rico and abroad, further strengthening our reach, expertise and influence within the global hospitality sector.

At the core of our culture is the belief that people drive progress. We remain committed to creating an environment where every individual is supported, empowered and given the tools to lead with purpose. Through continuous learning, inclusive leadership and a deep-rooted passion for Puerto Rico, our people remain the driving force behind our mission.





SECTION H

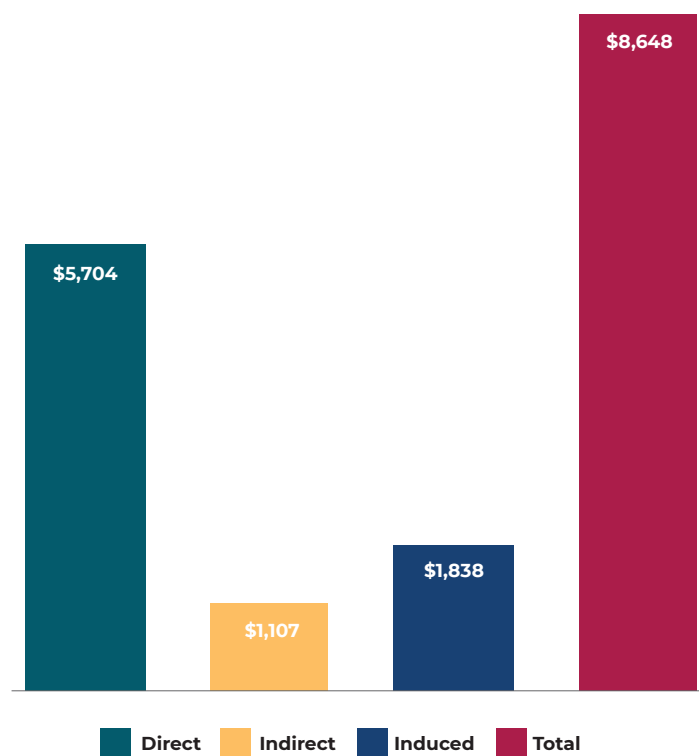
2024-2025 Annual Recap

Economic Growth

Discover Puerto Rico positively impacts the economy of Puerto Rico by increasing the number of visitors, as well as their length of stay, average daily spend and visitation throughout the destination. We measure success by monitoring key industry metrics, such as:

TOURISM CONTRIBUTION TO ISLAND GDP

(\$ Millions)



Source: Tourism Economics

GDP (VALUE ADDED) IMPACTS BY INDUSTRY

(\$ millions) CY 2024

	Direct GDP (value added)	Indirect GDP (value added)	Induced GDP (value added)	Total GDP (value added)
Total, all industries (\$ millions)	\$5,704	\$1,107	\$1,838	\$8,648
By industry (millions)				
Agriculture, Fishing, Mining	\$0.0	\$14.4	\$12.3	\$26.7
Construction and Utilities	\$0.0	\$20.2	\$10.0	\$30.2
Manufacturing	\$0.0	\$103.7	\$120.1	\$223.8
Wholesale Trade	\$0.0	\$99.5	\$88.0	\$187.5
Air Transport	\$1,217.8	\$2.5	\$4.1	\$1,224.5
Other Transport	\$351.0	\$64.7	\$10.5	\$426.2
Retail Trade	\$317.7	\$12.7	\$219.5	\$549.9
Gasoline Stations	\$63.2	\$2.4	\$11.4	\$77.0
Communications	\$0.0	\$86.1	\$95.0	\$181.2
Finance, Insurance and Real Estate	\$0.0	\$241.1	\$630.4	\$871.5
Business Services	\$0.0	\$375.5	\$125.8	\$501.3
Education and Health Care	\$0.0	\$1.3	\$355.9	\$357.2
Recreation and Entertainment	\$404.8	\$3.4	\$10.1	\$418.2
Lodging	\$1,651.4	\$13.4	\$21.7	\$1,686.41
Food & Beverage	\$1,698.0	\$23.4	\$92.2	\$1,813.6
Personal Services	\$0.0	\$0.0	\$24.0	\$24.0
Government	\$0.0	\$42.5	\$6.6	\$49.1

Source: Tourism Economics



"Being a partner of Discover Puerto Rico has been an incredible asset to our business. As the island's leading food tour company, we've gained valuable visibility through your media coverage, social platforms, and website features. Your broader marketing efforts across the U.S., Canada, and beyond have helped drive tourism to Puerto Rico and bring more guests to our tours year-round. We're grateful for the partnership and proud to be part of the collective effort to showcase all that Puerto Rico has to offer."

LESLIE WIGGINS, FOUNDER/PRESIDENT, FLAVORS FOOD TOURS

TOURISM-GENERATED TAX REVENUE

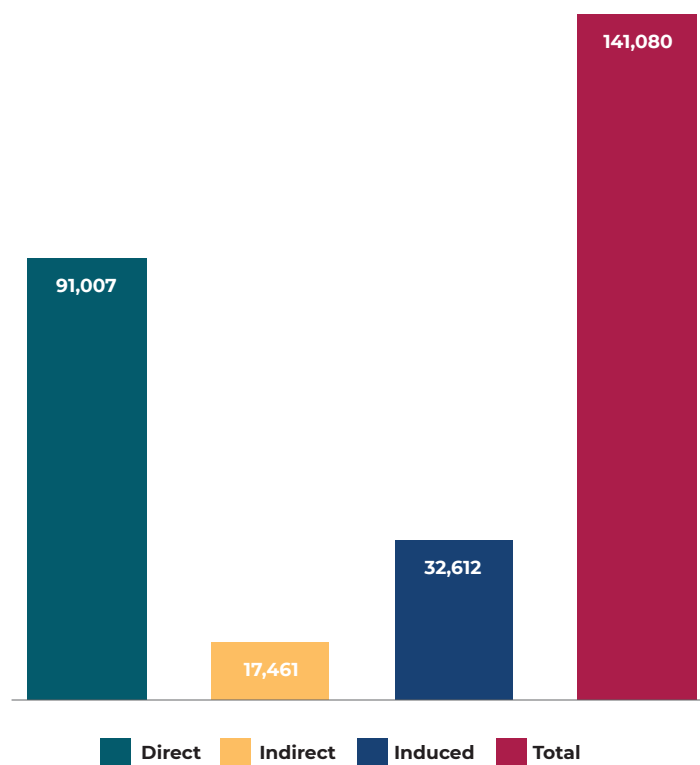
(\$ millions) CY 2024

	Direct Taxes	Induced Taxes	Total Taxes
State and Local Taxes	\$1,132.2	\$214.4	\$1,346.6
Sales	\$632.0	\$127.5	\$759.5
Accommodations tax	\$145.2	\$0.0	\$10.0
Personal Income	\$0.0	\$103.7	\$142.5
Corporate	\$8.3	\$8.7	\$16.9
Social Security	\$7.2	\$1.8	\$9.0
Property	\$13.1	\$5.4	\$18.5
Other taxes and fees	\$105.0	\$20.9	\$125.9

Source: Tourism Economics

TOURISM EMPLOYMENT

(Millions)



Source: Tourism Economics

EMPLOYMENT IMPACTS BY INDUSTRY

(number of jobs) CY 2024

	Direct Jobs	Indirect Jobs	Induced Jobs	Total Jobs
Total, all industries (jobs)	91,007	17,461	32 612	141,080
By industry (jobs)				
Agriculture, Fishing, Mining	-	813	651	1,464
Construction and Utilities	-	308	139	448
Manufacturing	-	1,180	6001	1,780
Wholesale Trade	-	901	824	1,725
Air Transport	7,857	39	65	7,960
Other Transport	6,238	1,542	309	8,089
Retail Trade	8,427	184	8,200	16,811
Gasoline Stations	828	75	387	1,290
Communications	-	581	736	1,317
Finance, Insurance and Real Estate	-	1,508	1,577	3,085
Business Services	-	8,053	2,839	10,892
Education and Health Care	-	49	9,621	9,669
Recreation and Entertainment	4,562	45	429	5,037
Lodging	15,508	291	505	16,304
Food & Beverage	47,586	1,369	5,121	54,076
Personal Services	-	-	520	520
Government	-	524	90	614

Source: Tourism Economics



For Toro Verde Parks, the DMO has been our collaborator since the very beginning. They have helped us promote our parks internationally. Their media coverage and special visits have been an essential part of our success. We work together as a team, and it's a relationship where we both win. We are truly grateful for their unwavering support."

SYLVIA RIVERA BERGOLLO CMO, TORO VERDE PARKS

EMPLOYMENT RANKING IN PUERTO RICO, BY INDUSTRY

TOTAL EMPLOYMENT INTENSITY BY INDUSTRY

CY 2024 (percent)



Source: Tourism Economics



"We would like to express our gratitude to Discover Puerto Rico for the wonderful opportunity to collaborate. Working alongside your team was a truly special experience. From the very first interaction, every member of the Discover Puerto Rico team was professional, approachable, and welcoming. We are especially thankful for the way you guided us throughout the entire process—from the initial invitation and meetings to the day of filming—with warmth and respect we deeply value. The exposure we received, particularly through the 'Puerto Rico tastes like...' campaign, was meaningful for us. Based on our social media monitoring, we noticed an increase in visibility for our business, especially among visitors who hadn't discovered us yet. Thank you for believing in our work and for giving us the opportunity to represent a piece of what we do here in Puerto Rico.

LUCIA PATISSERIE'S TEAM

Brand Health

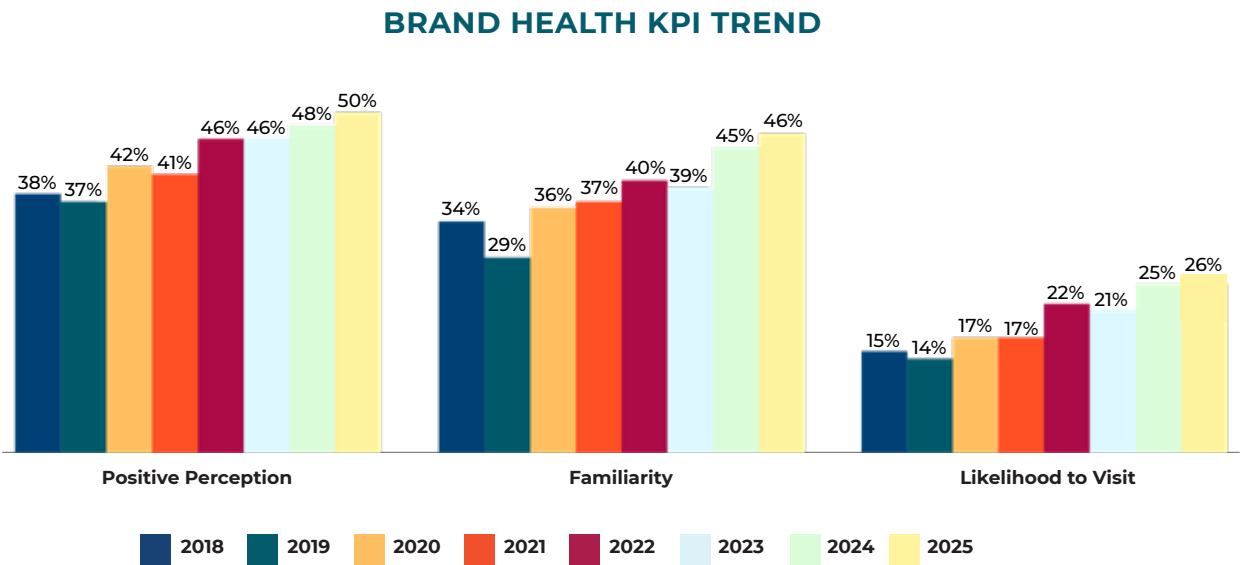
Safeguarding and elevating Puerto Rico’s brand reputation has remained a cornerstone of Discover Puerto Rico’s mission. Through targeted marketing strategies, engagement with key consumer segments, and initiatives that have generated substantial earned media value, the organization has successfully positioned Puerto Rico as a premier travel destination.

Since its founding, and especially following the launch of the Live Boricua campaign in 2022, Discover Puerto Rico has driven notable improvements in the three core Brand Health KPIs:

- Positive Perception of Puerto Rico
- Familiarity with the Destination
- Likelihood to Visit Within 12 Months

These metrics typically require decades to build. However, thanks to strategic investments and a meticulously crafted approach, each has shown consistent, year-over-year growth.

In 2025, all three indicators reached their highest levels since tracking began in 2018, underscoring the effectiveness of Discover Puerto Rico’s brand stewardship and marketing efforts.





SECTION I

Research Overview

Research Overview

STR & AIRDNA



Discover Puerto Rico remains steadfast in its commitment to acquiring and sharing the most reliable and actionable data available to the tourism industry. To support this mission, we partner with the world's foremost data providers serving destination marketing organizations.



Recognizing the critical role of the lodging sector in driving tourism's economic impact, we place strong emphasis on tracking both hotel and independent rental performance. Our analysis goes beyond occupancy and demand to include supply, revenue and competitive positioning.

To ensure accuracy and industry alignment, Discover Puerto Rico relies on trusted leaders such as Smith Travel Research (STR) and AirDNA for these essential insights.

AMADEUS HOSPITALITY & AIRLINE DATA INC.



To support strategic forecasting and optimize media targeting, Discover Puerto Rico actively monitors forward-looking travel indicators. This includes weekly hotel and short-term rental bookings through Amadeus Hospitality and AirDNA, providing a clear view of future demand trends. Additionally, we track air access data from Airline Data, Inc., which offers valuable insights into future seat capacity, passenger arrivals, fare trends and load factors. These metrics are essential for anticipating visitor flow and aligning marketing efforts with evolving travel patterns.

ADARA



To evaluate the effectiveness of its marketing initiatives, Discover Puerto Rico leverages cutting-edge technology designed specifically for the travel industry. Through ADARA, we gain detailed insights into how paid media efforts influence hotel and flight bookings and actual arrivals. This is made possible by advanced digital tracking of consumer behavior and movement, allowing us to connect marketing exposure with real-world travel decisions and outcomes.



FUTURE PARTNERS AND SMARI



Discover Puerto Rico collaborates with leading research firms specializing in destination marketing to ensure a comprehensive understanding of visitor behavior, brand performance and broader economic impact.



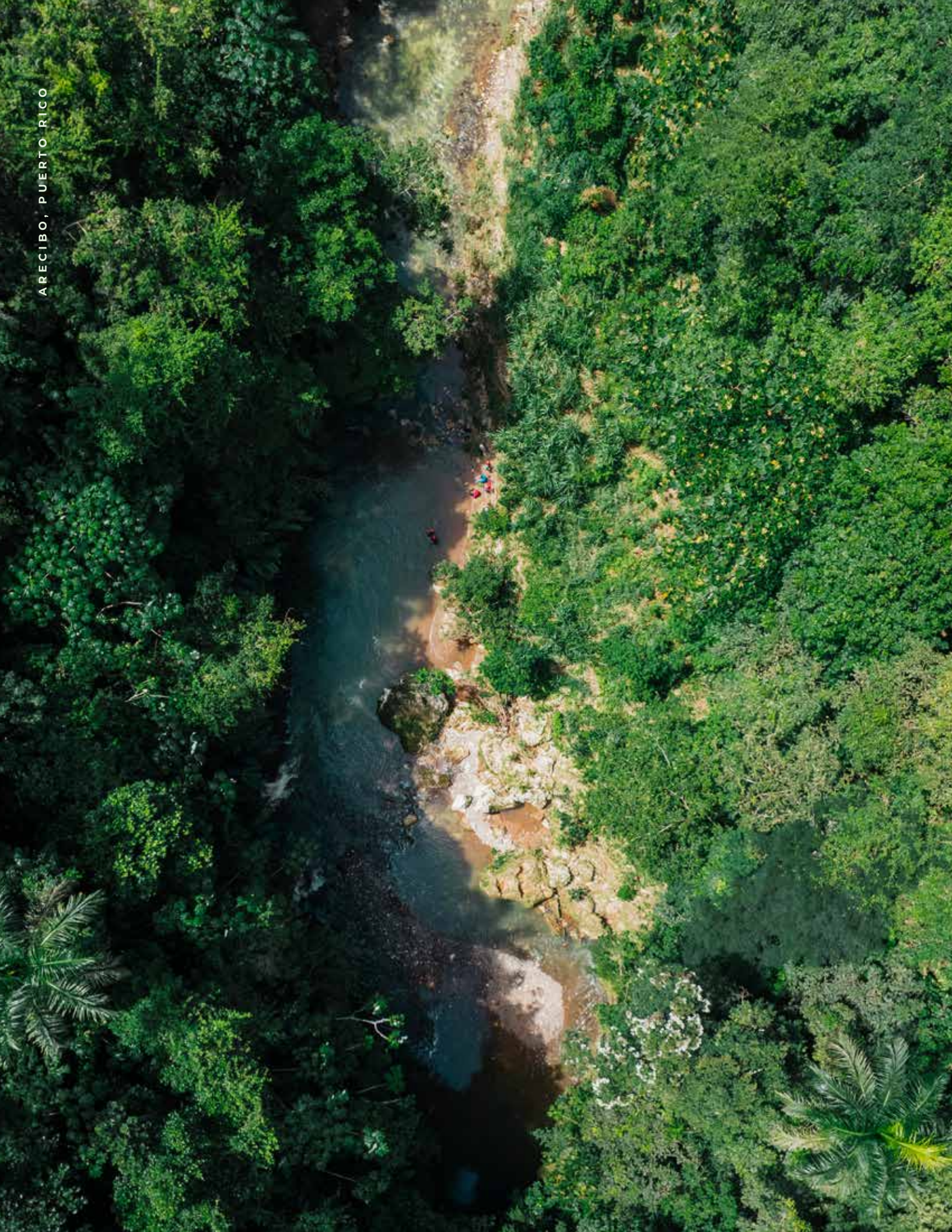
Future Partners (formerly Destination Analysts), a trusted partner since the pandemic, provides valuable insights into both visitor and resident perceptions. Strategic Marketing & Research Insights, LLC conducts an annual brand health assessment and marketing effectiveness research, measuring the performance of our paid and earned media, shifts in interest, perceptions, and the influence of advertising on travel intent.

TOURISM ECONOMICS



To quantify tourism's contribution to Puerto Rico's economy, Discover Puerto Rico partners with the world's foremost travel and tourism economists. These experts provide critical insights into total visitation, tourism spending, tax revenue generation and employment — key indicators that reflect the strength and reach of the Island's visitor economy.

Tourism Economics also powers our data integration through its advanced analytics platform, Symphony. This centralized, web-based tool streamlines data processing and reporting by combining multiple sources into a cohesive dashboard format. It enables Discover Puerto Rico to deliver consistent, accessible insights to both internal teams and external stakeholders.



SECTION J

Marketing Overview

Marketing Overview

This past year marked another pivotal chapter in Discover Puerto Rico's journey — one defined by momentum and strategic evolution. Building on a foundation of recovery and reinvention, we entered fiscal year 2024-2025 with a bold vision: to not only sustain the Island's impressive tourism gains but to elevate Puerto Rico's position as a premier global destination. As the DMO continued to harness the power of culture-driven storytelling, data-informed strategy and market agility, we saw continued record-breaking visitation, growing traveler engagement and meaningful economic impact.

Discover Puerto Rico's goal for fiscal year 2024–2025 was to ensure the destination remained ahead of the curve — continuing to stabilize the Island's economy through tourism while maintaining momentum in employment and revenue growth. This included surpassing the previous year's visitation numbers with record-breaking arrivals, total lodging demand, and lodging revenue. At the same time, we advanced our efforts to attract the more conscientious traveler — those seeking cultural enrichment, a deeper connection with nature and a thirst for authentic adventure.

The evolution and safeguarding of our brand remain one of the most significant undertakings as we aim to drive both near-term business results and long-term tourism growth. Our integrated long-term strategy continues to position Puerto Rico as a leading travel destination, rooted in its vibrant culture and unmatched natural beauty. We are intentionally deepening the brand narrative to showcase Puerto Rico's richness—from music born of Island rhythms and traditions, to world-renowned gastronomy, and daily connections to natural wonders. The potential for storytelling — and impact — is limitless.

In fiscal year 2024-2025, we expanded the reach and resonance of Live Boricua through creative that met audiences where and when it mattered most: during seasonal peaks with new Holiday messaging; during urgent need periods; and in bold, new, formats including digital; static; and high-impact, out-of-home placements in our core markets. These efforts reinforced Live Boricua as a foundational platform for all brand marketing initiatives.



Discover Puerto Rico has always been a great partner in giving our “Bed and Breakfast” brand exposure. This year 4 Casitas along with our entire bed and breakfasts association have jumped on Discover Puerto Rico’s “Green Path.” This now gives us a greater chance to expose our type of sustainable tourism. It has allowed us to start implementing more processes for sharing our ecological commitment with our visitors. We could not be happier.

FERNANDO SEDA AND JOONSEONG KIM



THE EVOLUTION OF LIVE BORICUA

The DMO's brand campaign, *Live Boricua*, was launched with the intent to redefine Puerto Rico's appeal — not just as a place to visit, but as a place to connect. More than a traditional tourism campaign, *Live Boricua* is an invitation from the people of Puerto Rico to experience the Island through their eyes, hearts and heritage. It brings to life the unique rhythms, flavors, traditions and natural beauty that define Puerto Rican culture and identity. At its core, it is the foundation of a long-term brand strategy aimed at positioning Puerto Rico as a uniquely desirable global destination for both leisure and business travel.

As we enter the next phase of *Live Boricua*, our long-term vision is focused on deepening the emotional connection between travelers and the *Live Boricua* brand, further enhancing Puerto Rico's category leadership and brand differentiation. At the same time, we are committed to safeguarding our strong brand position as the leading destination in the region and cementing Puerto Rico's place on the global travel stage. Our brand aspiration remains clear: to shine a light on Puerto Rican lifestyle and culture while driving demand to experience it firsthand.

To build on this foundation, the evolution of this campaign will continue to emphasize meaningful interactions between travelers and locals — showcasing the warmth and richness of Puerto Rican hospitality through immersive cultural exchanges that inspire visitation. The next chapter of the brand will champion the spirit of mutual respect, encouraging travelers to engage with the Island and its people in authentic and responsible ways. It will also highlight how tourism is a shared opportunity, fulfilling the modern traveler's desire for connection and purpose while supporting the economic development and long-term sustainability of Puerto Rican communities. Together, these efforts will continue to bring the essence of the Island to life, giving future visitors a powerful sense of what it truly feels like to *Live Boricua*.

MULTIMEDIA

43,448

Total Images Assets on
PhotoShelter to Date

10,056

New Assets Added
During Fiscal Year

Over 20

Hours of Video Content

CONTENT ASSET GROWTH

During the past fiscal year, the multimedia team executed a wide range of high-impact projects aimed at showcasing Puerto Rico's cultural, culinary and tourism offerings through compelling visual storytelling. These initiatives supported both national and international campaigns, partner collaborations and client-specific content development.

KEY PROJECTS EXECUTED

- Hero Shoot – Phases 2, 3 and 4: Hero images of key municipalities
- Live Boricua Hotel Shoot: St. Regis Hotel, El Conquistador and Palacio Provincial
- Luis Muñoz Marín Airport Shoot in collaboration with Aerostar
- Local Holiday in Fragranti Campaign: Local holiday celebrations around the Island
- Local Plates Shoot: Hero images of our local gastronomy
- Boricua Portraits with Devon Rodriguez
 - Behind-the-Scenes Production
 - Art Basel Activation with Juan Salgado
- Return the Love Campaign – All Three Phases
 - Featuring Amaury, local partners, and Kike Hernández
- The Green Path Project: Highlighting sustainability in our culture, stays and natural reserves
- Faces of Tourism Series: Local partners and their business offerings
- James Beard Collaboration with La Mafia
- Calm Behind-the-Scenes Content Series
- Dick Clark's New Year's Eve Integration: Event Coverage
- Arrival of Icon of the Seas in Ponce: Event Coverage
- MICE Event Coverage
 - Testimonial Video Edits
 - Recap Videos
 - Personalized Client Messages
 - Welcome Content

This fiscal year reflected a strong commitment to both quality and quantity in content creation. We strengthened our visual library and delivered tailored storytelling assets for diverse audiences and strategic partners. These efforts continue to reinforce Puerto Rico’s brand identity across multiple platforms and engagement touchpoints.

DIGITAL MARKETING

19.2M Web sessions hosted (up 34% YoY) Source: Google Analytics	6,666 Businesses promoted via DiscoverPuertoRico.com active listings Source: Simpleview	793,428 DiscoverPuertoRico.com referrals to local businesses (down 8% YoY) Source: Google Analytics
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In fiscal year 2024-2025, Discover Puerto Rico implemented a series of strategic website enhancements designed to elevate usability, drive qualified traffic, and support demand distribution across the Island. Notable platform improvements included the launch of an interactive map, enabling users to explore Puerto Rico region by region through clickable points of interest, and the debut of the “My Dream Trip” bookmarking tool, which empowers travelers to save events and partner listings as they navigate the site.

To encourage travel during off-peak periods and into lesser-known regions, we introduced a real-time availability calendar visualizing hotel and short-term rental inventory by region and date range. We also launched an AI-powered bilingual chatbot that assists users in real time — helping with itinerary building, video content discovery, and relevant content recommendations in both English and Spanish.

To deepen storytelling and improve topical navigation, several content hubs were introduced or expanded, including **Music & Dance**, **Baseball**, **Bioluminescent Bays**, **Set-Jetting**, and **Sustainability**. The Bioluminescent Bays page, in particular, combines interactive features with educational content, such as conservation best practices and immersive design elements.

On the backend, natural language processing (NLP) was deployed to intelligently surface-related stories, while new UX enhancements — such as content summaries, estimated read times and “Learn More” modules — improved page scannability and user flow. A blog commenting feature was also added, enabling two-way engagement. All new site content, including chatbot responses and email communications, was human-translated to ensure consistency and cultural accuracy in Spanish.

The results underscore the impact of these enhancements. From July 2024 to June 2025, DiscoverPuertoRico.com attracted **15 million** users (+40% YoY), **19.2 million** sessions (+34% YoY), and **12.2 million** engaged sessions (+37% YoY). Organic efforts yielded **5.58 million** clicks, **271 million** impressions, and **3.9 million** organic users. The Spanish-language site also gained traction, with a 13% increase in sessions and an average of **193,056** monthly views. New tools further boosted engagement, including 8,100 chatbot interactions, over **68,700** impressions on the Availability Calendar, and **271,000** impressions on the Bioluminescent Bays page.

SOCIAL MEDIA MARKETING

1,524,203

Leisure Social Channels Total Followers (5% Up YoY)
(Facebook, Instagram & TikTok)

Source: Falcon.io by Brandwatch

16,286

YouTube Subscribers* (18% Up YoY)
*This channel includes content from the Leisure, MICE and local communications segments.

Source: YouTube Analytics

421,049,775

Leisure Social Media Channels Total Impressions (0.29% Up YoY)
(Facebook, Instagram, TikTok & YouTube*)

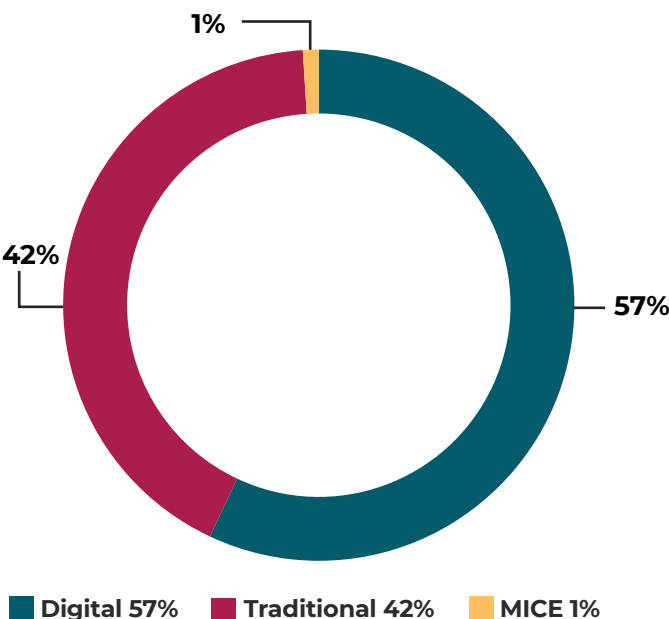
Sources: Falcon.io by Brandwatch & YouTube Analytics

In fiscal year 2024–2025, Discover Puerto Rico continued to prioritize short-form video as the primary content format for its Leisure social media channels — a strategy that consistently delivered outstanding performance and strong audience engagement. Complementing this focus, formats such as text-based posts were leveraged, yielding impressive engagement results and diversifying content offerings.

Influencer marketing played a pivotal role during the fiscal year, especially during the summer and holiday seasons, with activations spotlighting Puerto Rico’s unique features through compelling short- and long-form video content. Some of these efforts not only surpassed internal benchmarks but also exceeded industry standards, significantly amplifying the Island’s visibility.

Leisure channels also highlighted local events and festivals, reinforcing cultural pride and destination appeal. Additionally, social platforms served as powerful tools to support key social-first initiatives, including all three phases of Return the Love, the launch of The Green Path microsite, the Calm partnership, and the Tastes Like Puerto Rico video series in collaboration with LA MAFIA, celebrating the Island’s renowned culinary talent.

MEDIA ALLOCATIONS



ADVERTISING

At Discover Puerto Rico, data-driven insights and industry best practices continue to shape our strategy and guide how we allocate resources to maximize economic returns and strengthen brand performance. In fiscal year 2024–2025, we continued to support the Live Boricua campaign — designed to highlight Puerto Rico’s uniquely warm and welcoming cultural experience — as well as supported a heavier emphasis of lower-funnel strategies to maximize website referrals and combat economic factors.

As in past fiscal years, we executed an integrated media campaign across all channels, including brand new opportunities for the DMO, such as out-of-home (including 3D in Times Square), new AI-

based OTT solutions, a dedicated and exclusive podcast series and much more. In the fall, economic factors and consumer sentiment for travel generally softened; at which time, we pivoted our focus and emphasized more investment into audiences and tactics that helped offset softening demand. Over the course of the fiscal year, we achieved **2.1B** impressions, **362MM** completed views and **340K** web engagements.

PARTNERSHIP MARKETING

127 Partnerships

ROAS – OTA's Media

\$64M Total Revenue

Partnership Revenue Generated by OTAs

Source: Partners' end-of-campaign reports.

In fiscal year 2024-2025, our low-funnel efforts delivered outstanding results — achieving an impressive **\$64 million** in revenue across multiple OTAs platforms, generating over 38 million impressions and a ROAS of **127**.

Our OTA partners were strategically selected based on past performance and included Expedia, Booking.com, Priceline, Skyscanner, Travelzoo and Hopper. We also incorporated innovative, out-of-the-box initiatives with highly recognized brands to further expand our reach.

For the first time, we integrated Kayak into our low funnel media plan and developed a dedicated landing page showcasing all regions of Puerto Rico. That campaign alone generated **9.2M** impressions.

During the fall season, we launched a groundbreaking partnership with Hopper and Capital One, connecting Puerto Rico hotels to over **120 million** cardholders. This initiative generated **\$1.9 million** in revenue and created a valuable opportunity to attract new customers and drive incremental bookings. Additionally, we activated a co-op campaign with Expedia and Frontier Airlines to boost visitation and hotel bookings. The Frontier Co-op focused on promoting Paradores and smaller inns, while the Expedia Co-op targeted larger properties. Together, these efforts resulted in **\$16 million** in revenue for our lodging partners.

For the 2025 summer season, we also partnered with Hopper and launched a special Summer Sale campaign aimed at driving hotel bookings during the peak travel period, which generated \$335,000 in revenue.



OTAS ANNUAL CONVENTION

We closed the fiscal year with the OTA's Annual Convention, and this year marked our highest attendance yet, with 52 hoteliers joining us. We were proud to welcome the key OTA players: Expedia, Hopper, Skyscanner, Priceline and Booking.com. Discover Puerto Rico also took the opportunity to present the Residency Program plans to our hotel partners.

During the event, attendees gained valuable insights into market trends, explored new tools, and reviewed the results of the campaigns implemented during fiscal year 2024–2025 to promote their properties.

TOTAL OTA'S FISCAL YEAR 2024 - 2025

	Total Impresions	Hotel Revenues	Flight Revenue	Total Revenue	ROAS
Expedia	5,637,202	\$15,961,560	\$17,826,096	\$33,787,656	281
Priceline/Booking	7,530,538	\$4,620,573	\$4,179,281	\$14,579,854	121
Hopper	8,400,000	\$2,660,000	\$10,290,000	\$12,950,000	40
Skyscanner	738,569	\$1,373,598	\$1,285,402	\$2,659,000	66
Travelzoo	6,612,000	N/A	N/A	N/A	N/A
Kayak	9,200,000	N/A	N/A	N/A	N/A
TOTAL	38,118,309	\$24,615,731	\$33,580,779	\$63,976,510	127

Uber Partnership

Discover Puerto Rico partnered with Uber to train over 5,000 Uber drivers, equipping them with essential knowledge to enhance the visitor experience. The training platform, PuertoRicoTravelSpecialist.com, features four comprehensive modules covering Puerto Rico's regions, natural attractions, cultural highlights and entertainment options.

Drivers complete the training at their own pace, and upon completion, receive an official certificate to display in their vehicle — identifying them as a certified tourism advisor and reinforcing Puerto Rico's commitment to exceptional hospitality.

As part of the partnership, a dedicated section within the Uber Eats app was also launched to spotlight restaurants serving authentic Puerto Rican cuisine. This curated feature, marked with the Discover Puerto Rico logo, directs users to a handpicked selection of eateries that showcase the Island's rich culinary heritage.

Return The Love

Return the Love with Amaury Nolasco (February 2025) – To celebrate the Month of Love, Discover Puerto Rico had its first-ever celebrity collaboration with Puerto Rican actor Amaury Nolasco for a "love letter" to Puerto Rico, highlighting the Island's culture, people and natural beauty. The campaign emphasizes how to respectfully Live Boricua, experiencing Puerto Rico with mindfulness and appreciation, while including specific calls-to-action to reduce bad tourist behavior. Results from this initiative include 246.4M impressions (460.3M total when including the press release) and an EMV of \$4.9M across major outlets like USA Today, Travel and Tour World, MSN, and Insider Travel Report.

Return the Love with Local Partners (April 2025) – In the second phase of the initiative, Discover Puerto Rico promoted conscious tourism by showcasing 12 local partners who, through educational videos in English and Spanish, offered practical advice for enjoying the Island responsibly. Each feature included an article and video highlighting traveler experiences such as bioluminescent bays, beaches, El Yunque, dining at local restaurants, and stays at hotels, Paradores, Bed & Breakfasts, or short-term rentals. The series also emphasized sustainability practices like reducing waste. Engagement was overwhelmingly positive, and the content was shared with industry partners to educate travelers on how to Live Boricua mindfully.

Return the Love with Kike Hernández (June 2025) – For World Music Day, we launched the third phase of Return the Love featuring Major League Baseball player Kike Hernández, showcasing how Puerto Rican pride transcends sports and culture. His video narrative centered on celebrating Puerto Rico Boricua style—through music, sportsmanship, and unity—while urging visitors to embrace the Island responsibly. Hernández’s participation reinforced mindful travel and inspired audiences to honor Puerto Rico’s heritage in meaningful ways. This phase generated 304.9M impressions and an EMV of \$2.3M, with great local media pick-up and social media reception.

MEDIA RELATIONS

\$2.03B

Total Earned Media Value

101.57B

Total Impressions

Throughout the past year, the DMO’s communications initiatives have played a pivotal role in elevating Puerto Rico’s profile and maintaining the Island’s positive trajectory. By executing targeted media strategies and leveraging compelling narratives, the team secured consistent, high-quality coverage in leading publications, showcasing Puerto Rico as a must-visit destination with a responsible travel approach.

Each activation throughout the year was thoughtfully crafted to resonate with a diverse array of travelers, tapping into interests ranging from wellness and culinary exploration to outdoor adventure, cultural immersion, and business travel. This focused strategy resulted in robust media coverage across consumer, MICE and trade outlets, capturing key sectors such as travel, lifestyle, entertainment, food & beverage, wellness, sustainability, and culture. Coverage consistently highlighted Puerto Rico’s rich offerings while elevating the perspectives and profiles of local communities, different regions, businesses and thought leaders.

Whether it was a journalist kayaking through the bioluminescent bays, an editor sampling street food, or a profile on the Island’s latest offering, every story underscored a unifying theme: Puerto Rico is not just a destination, but a place where visitors forge meaningful connections, feel inspired and experience genuine hospitality.

These efforts resulted in an estimated **101.57B total earned media impressions**, representing an **earned media value (EMV) of over \$2.03B**. This is in comparison to last fiscal year’s results, which were an estimated **45.89B total earned media impressions (121.32% YOY growth)**, representing an **earned media value (EMV) of over \$906.73M (124.19% YOY growth)**.

REGIONAL COVERAGE (DOMESTIC)

Domestic earned media efforts have been focused on diversifying the destination's coverage. This year, the DMO significantly increased coverage beyond San Juan, with **67%** of municipality mentions highlighting regions outside San Juan, compared to **33%** focused only on San Juan.

REGIONALIZED COVERAGE (DOMESTIC)

- **Metro**
 - 55,129,377,077 Impressions
 - \$1,104,665,379.01 EMV
- **East**
 - 15,388,698,427 Impressions
 - \$307,773,884.96 EMV
- **Vieques/Culebra**
 - 10,026,904,593 Impressions
 - \$200,538,091.86 EMV
- **West**
 - 8,851,213,668 Impressions
 - \$177,024,273.36 EMV
- **Central**
 - 4,466,558,305 Impressions
 - \$91,842,690.94 EMV
- **North**
 - 3,992,767,751 Impressions
 - \$79,855,355.02 EMV
- **South**
 - 3,057,955,944 Impressions
 - \$61,159,114.86 EMV

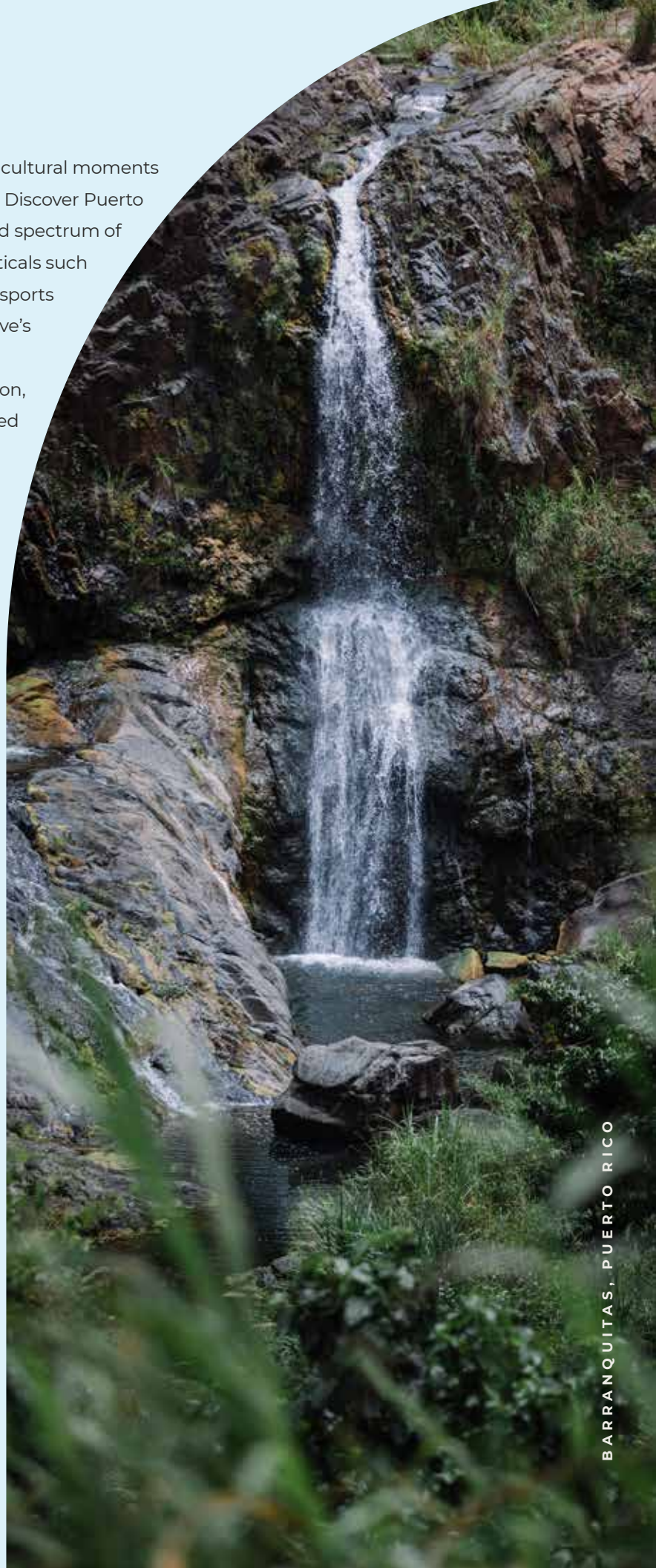


"It is a pleasure for us to collaborate with Discover Puerto Rico in their efforts to promote the beauty of our island and our people. DPR has always been mindful of the work we do at the Finca and the impact it has on our community. Showcasing our efforts on an international level has opened the doors to a new tourism market we had not reached before. The DPR team is made up of professionals who are truly committed to their work and to collaborators like us. They are always looking for ways to elevate our name and find solutions when challenges arise. We are excited about the future projects DPR may include us in and look forward to continuing to grow together."

JAN DANIEL, PRESIDENT, FINCA LA ZAFRA

DOMESTIC EARNED MEDIA ACTIVATIONS

- **Proactive News Engine** – By leveraging timely cultural moments and executing a strategic media outreach plan, Discover Puerto Rico secured consistent coverage across a broad spectrum of national and regional outlets, spanning key verticals such as travel, lifestyle, gastronomy, wellness, music, sports and trade media. Through the Discover Collective's coordinated storytelling engine, the Island was positioned as a premier yet accessible destination, with earned coverage reinforcing its multifaceted appeal. Stories spotlighted everything from Puerto Rico's sustainability efforts and world-class gastronomy to its natural beauty, growing sports presence and rich cultural heritage. This integrated approach to media engagement brought the Island's many dimensions to the forefront, driving relevance, interest and momentum across a wide range of audiences.
- **Crisis and Reputation Management** – Beyond planned media outreach, Discover Puerto Rico and the Discover Collective proactively maintained and evolved a strategic issues response framework, clearly outlining roles, responsibilities and escalation protocols to ensure alignment and agility in the face of emerging challenges. Over the past fiscal year, the team actively monitored and responded to a broad spectrum of high-profile and sensitive topics. These included tourist incidents, Real ID implementation, ongoing power outages and grid instability, and political shifts across the Island and nationally. The team also provided timely counsel and resources on hurricane season preparedness, DMO contract discussions and other matters. This disciplined, collaborative approach enabled the DMO to manage complex issues effectively, maintain stakeholder confidence, and protect the Island's position in a competitive and fast-moving travel landscape.



- **Familiarization Trips (FAMs)** – Securing top-tier media participation in FAM trips remains a critical strategy for generating substantial, in-depth and decentralized coverage. Over the past year, Discover Puerto Rico facilitated 23 domestic FAM trips, welcoming 38 media representatives and eight influencers from leading national travel, consumer, and lifestyle outlets, including Condé Nast Traveler, Forbes, Food & Wine, Parents, PopSugar, Thrillist, Travel + Leisure, and others. Coverage stemming from these domestic FAMs has achieved over **4.77B impressions**, translating into an **EMV of \$95.20M**.

PARTNERSHIP AND INTEGRATIONS

- **Van Leeuwen Partnership Launch (July 2024)** – Discover Puerto Rico partnered with Van Leeuwen Ice Cream to create a limited-edition Piña Colada ice cream flavor, celebrating the iconic drink's 70th anniversary and National Piña Colada Day on July 10th. This collaboration, which brought together renowned Puerto Rican mixologist Roberto Berdecia and local artist, Cristina Muñoz Laboy for an authentic taste of the Island, included consumer, media and MICE partner activations, and allowed Discover Puerto Rico to engage Van Leeuwen's loyal customer base and generate excitement among food enthusiasts, consumers and media. Through a branded truck and ice cream cart offering free samples, we created buzz around this new limited-edition flavor, which sold out in only two weeks, far ahead of the expected three-month shelf life! The activation garnered a total of **1.1B impressions**, representing an **EMV of \$19,119,700**.
- **Tales of the Cocktail (July 2024)** – Discover Puerto Rico partnered with Tales of the Cocktail in July to celebrate the 70th anniversary of the piña colada. The takeover in New Orleans featured a piña colada happy hour in the media lounge and a guest shift for attendees, helping to connect with media, highlight Spirit's new route to New Orleans, and promote La Factoria as one of North America's 50 Best Bars.
 - o **Guest Shift at Cane & Table:** The event attracted over 230 attendees, including industry partners, Tales of the Cocktail attendees, consumers, and media attendees, including representatives from Bon Appétit, Eater New Orleans, Epicurious, Got Rum Magazine, The Infatuation, The New Orleans Advocate, VinePair, and WGNO-TV (New Orleans), among others.
 - o **Media Lounge at The Ritz-Carlton:** Discover Puerto Rico welcomed over 100 registered influencers and media representatives, including those from Chilled Magazine, Eater, Food & Wine, Forbes, Imbibe, New Orleans Magazine, Thrillist, VinePair, and Wine Enthusiast.
- **TBEX North America 2024 (July 2024)** – As Host Sponsor of TBEX North America 2024, Discover Puerto Rico spotlighted the Island's diverse offerings to leading travel content creators and influencers through five pre-conference and five post-conference FAM trips, each curated around distinct themes including Beaches, Arts & Culture, Coffee & Sustainability, Wellness, Gastronomy, Natural Wonders, Rum & Cocoa: A Heavenly Match, and Vieques & the Bioluminescent Bay. The team also conducted one-on-one meetings with creators and delivered remarks during the conference. The activation concluded with Discover Puerto Rico receiving the Best Brand Collaboration Award, recognizing the impact and strength of its creator strategy and proactive influencer program.
- **T&L's World's Best Summit (July 2024)** – Discover Puerto Rico representatives attended the inaugural Travel + Leisure World's Best Summit, a curated two-day event featuring panel discussions, celebrity interviews, and networking moments focused on the trends redefining the travel industry. The team connected directly with top-tier media, creators, and industry leaders, strengthening relationships while gathering timely insights to

inform future strategies. The summit also offered a valuable platform to elevate Puerto Rico's presence among a highly engaged, luxury-focused audience.

- **ESTO (August 2024)** – Discover Puerto Rico participated in ESTO 2024, engaging with destination marketing peers from across the country to exchange ideas, explore emerging trends, and learn from leading voices in the industry. The team's attendance reinforced the organization's commitment to continuous learning and innovation in an increasingly competitive tourism landscape. Organized by the U.S. Travel Association, ESTO serves as the premier annual forum for destination marketing professionals, offering a valuable platform for skill-building, knowledge sharing and forward-looking discussions that shape the future of travel promotion.
- **Fall Deals SMT (September 2024)** – Discover Puerto Rico executed a "Fall Deals" SMT on Sept. 10, which focused on fall travel and hosted by award-winning travel journalist and photographer, Tykesha Burton. The SMT emphasized Puerto Rico as an accessible destination perfect for a "fall break" and highlighted available deals and promotions from partners such as La Concha, Parguera Plaza, among other resorts and adults-only properties. The SMT garnered **591M impressions**, resulting in an **EMV of \$11,757,849**. Highlights include placements across 10 Tampa Bay, CT Buzz and WCNC Charlotte (Charlotte Today), among others, as well as syndications on MSN and Yahoo! News.
- **Parque de Las Ciencias Opening (September 2024)** – Discover Puerto Rico partnered with Toro Verde to amplify the news of the Parque de las Ciencias reopening in September, which included a press release, as well as a dedicated FAM trip (August). The PR Newswire press release was distributed across 375 publications, with 208M potential reach. Top outlets publishing the press release include the Associated Press, Yahoo! Finance, Benzinga and KTLA. Earned media and social coverage around the reopening of the park garnered a total of **442.6M impressions**, totaling an **EMV of \$8,774,532.87**.



- **Pastelada NYC Dinner (September 2024)** – Discover Puerto Rico partnered with El Pretexto to co-host a Pastelada dinner event, a farm-to-table dining experience with chef Crystal Díaz, where attendees were treated to an interactive Puerto Rican kitchen tradition and typical holiday meal — pasteles! The event took place at Chef’s Dinner Table’s stunning Little Italy (NYC), private kitchen and culinary salon. Discover Puerto Rico hosted media attendees Bianca Alysse and Bianca Betancourt and influencer Julian Mu, who shared extensive posts across their social media platforms. The total **potential impressions** from this event amounted to **959k**, with an **EMV of \$2,397.65**.
- **IMEX (October 2024)** – IMEX America is the largest trade show in the U.S. for the global meetings, incentives, conferences and exhibitions (MICE) industry, attracting thousands of buyers, suppliers and media from across the world. At the 2024 event, the Discover Puerto Rico team connected with key stakeholders, hosted a dedicated press conference to highlight major developments on the Island — including new venues, hotel infrastructure and upcoming business events — and continued to position Puerto Rico as a premier destination for meetings and incentive travel. The team also gathered insights from peers and partners on what is next in the meetings space.
- **TIME 100 NEXT (October 2024)** – Discover Puerto Rico partnered with TIME Magazine — one of the most respected and recognized platforms in the world — at the TIME100 NEXT gala, gaining prime exposure through event branding and an interactive photo booth. Our former CEO, Brad Dean, also delivered remarks, positioning Puerto Rico as a premier destination to an influential audience of industry leaders and rising stars, amplifying the Island’s appeal across multiple platforms.
- **AFAR ‘Live Boricua Event’ (October 2024)** – Discover Puerto Rico hosted a media event in partnership with AFAR, inviting top-tier media to learn about the destination and enjoy Puerto Rican drinks and bites. Over 50 people, including writers from *AFAR*, *Conde Nast Traveler*, *Forbes*, *INSIDER*, *Matador Network*, *Men’s Journal*, *Travel + Leisure*, and *Wirecutter*, attended the event, with partners 787 Coffee and Chocobar Cortés also on site to promote the Island.
- **Holiday MAT Release (October 2024)** – Discover Puerto Rico executed its first-ever Media Advisory Template (MAT) release focused on the Puerto Rican holiday season to help drive visitation to the Island from key mainland U.S. markets. The campaign, which highlighted key brand messaging, secured over 1,000 placements, drove significant traffic to the Holidays page on DiscoverPuertoRico.com (with over 2,000 visits in October and more than 8,500 in November, compared to just 50 in September), and achieved **119.2M impressions**, generating **\$427.7k in EMV**.
- **Black Friday/Travel Tuesday Streaming Media Tour (October 2024)** – Discover Puerto Rico executed a highly targeted Black Friday/Travel Tuesday-focused streaming media tour on NBC/Peacock to drive lower-funnel conversions in key markets. This 30-second video segment, designed to highlight key travel messaging, leveraged the precision of streaming platforms to target audiences by location, age and interests, maximizing relevance and engagement. The campaign was run in core markets, including Atlanta, Baltimore, Boston, Charlotte, Chicago, Dallas, Hartford/New Haven, Houston, Miami/Fort Lauderdale, New York City, Orlando, Philadelphia, Raleigh, Tampa, and Washington, D.C. The campaign delivered **26.3M impressions** and contributed to a significant uptick in web traffic, with the **DiscoverPuertoRico.com/deals** page receiving **36,881 views** during the campaign period.

- **Chinchorro in Chicago Dinner (November 2024)** – In celebration of National Puerto Rican Heritage Month and the start of the holiday season, Discover Puerto Rico hosted an immersive Puerto Rican holiday experience in Chicago, a key market. The evening featured a festive chinchorro-style dinner with traditional Puerto Rican holiday cuisine prepared by Ponce Restaurant, a beloved fixture in the local Puerto Rican community. The event welcomed **23 guests**, including regional media, influencers, and industry contacts from outlets such as Time Out Chicago, Chicago Tribune, Univision Chicago and Ebony. Guests also enjoyed a coquito-making demonstration led by Puerto Rican chef Manolo López and a lively parranda, bringing the warmth and joy of Island's holiday celebration to the Windy City.
- **Pastelada Activation in Boston (December 2024)** – A continuation of Discover Puerto Rico's partnership with El Pretexto, the team supported the second iteration of the farm-to-table Pastelada dinner featuring chef Crystal Díaz, this time in Boston. Influencer attendees included Juan Durán, who previously visited the Island as part of the proactive influencer program (and whose content was the most viral of the program!), and Vivian Dang, Boston local and foodie expert.
- **Art Basel Activation (December 2024)** – Discover Puerto Rico brought the Island's vibrant creativity and culture to the global stage at Art Basel, the internationally acclaimed art fair in Miami. The activation featured a dynamic collaboration between renowned Puerto Rican artists Juan Salgado and Devon Rodríguez. Juan brought the Island to life through a captivating mural, while Devon elevated the moment with a striking portrait set against the mural's vibrant backdrop. The activation also featured comparsas, cabezudos and giveaways of Medalla beer and bacalaítos, celebrating Puerto Rican traditions on an international stage. Interviews were arranged between both artists and the editor-in-chief of BeLatina (UVM: 24,855/EMV: \$497.10), who published a feature story about the activation.
- **Forbes New Icons Event (December 2024)** – Discover Puerto Rico partnered with Forbes as part of its 30 Under 30 initiative — which spotlighted three inspiring Puerto Ricans — and brought the vibrant spirit of the Island to life through an authentic parranda at the Forbes New Icons Event in New York City. This unique cultural activation celebrated Puerto Rico's rich traditions, festive energy and charm, offering guests an unforgettable taste of the Island's holiday spirit. The experience deeply engaged the event's distinguished attendees, including several prominent creators and influencers.
- **AFAR x 787 Coffee Consumer Event (December 2024)** – Discover Puerto Rico took over a 787 Coffee location for a consumer event spotlighting the Island's festive traditions and giving a taste of its vibrant flavors and culture with a limited-edition Coquito hot chocolate. The activation attracted many attendees and generated over **1.8M impressions**, with an **EMV of \$36.3k**. Nearly 2,000 individuals across both attendees and email subscribers entered to win a free trip to the Island, bolstering DPR's email database.
- **Winter Travel Streaming Media Tour (December 2024)** – Discover Puerto Rico executed a winter travel-focused streaming media tour on NBC/Peacock across cold weather CORE markets (Baltimore, Boston, Chicago, Cleveland, Detroit, Hartford/New Haven, Minneapolis, New York City, Philadelphia, and Washington, D.C.) to help inspire travel, garnering a total of **26.5M impressions**. The SMT drove traffic to the deals page of the Discover Puerto Rico site, contributing to a **1,865% YoY increase** in views in December, along with a strong **engagement rate of 77.7%**.

- **Talker Research (December 2024)** – Discover Puerto Rico partnered with Talker Research for an editorial project that included a survey of 2,000 couples to explore how travel impacts relationships and vice versa, garnering valuable insights into various aspects of travel in relationships. The findings were distributed to top-tier media, resulting in **236 placements** and **1.2B impressions**, gaining an **EMV of \$24.6M**.
- **Holiday Media & Influencer Mailers (December 2024)** – As part of the broader holiday season plans, Discover Puerto Rico sent out **50 holiday mailers** that highlighted the musical traditions of Puerto Rico, specifically during the holiday season. The custom-branded mailers were sent to top-tier media, media friendlies, influencers, and even die-hard Puerto Rico fan Jimmy Fallon! – throughout December. The mailers included handmade instruments and an ornament sourced from local artisans, a branded speaker, and traditional Puerto Rican candy.
- **Dick Clark's NYE** – Puerto Rico hosted Dick Clark's New Year's Rockin' Eve with Ryan Seacrest 2025 for the fourth consecutive year, broadcasting live from DISTRITO T-Mobile. The event was co-hosted by Miss Universe and TV personality, Dayanara Torres and featured a headline performance by Grammy-nominated artist, Luis Fonsi. To extend the celebration's reach, Discover Puerto Rico hosted influencer, Juan Duran (@juanbiteatime), who documented his experience and helped showcase the Island's energy and appeal during one of the year's most visible televised events.
- **TravMedia IMM (January 2025)** – Discover Puerto Rico participated in IMM, the premier networking event connecting the travel industry with top-tier media and influencers. At IMM, DPR engaged more than **24 key media representatives** through one-on-one meetings to amplify brand awareness and cultivate targeted media relationships. Discover Puerto Rico also sponsored a networking breakfast, which featured Puerto Rican coffee, delicious traditional dishes, and a lively showcase of plena music and dancing, offering attendees a taste of Puerto Rico's vibrant culture.



- **Philadelphia Bomba & Plena Event (March 2025)** – Timed for Women’s History Month, this intimate event hosted local Philly media and influencers at Taller Puertorriqueño in Philadelphia, featured an immersive Bomba & Plena workshop, Puerto Rican cuisine, and a tribute to Boricua women. Social content generated 25+ shares, with a **potential reach of 524.6k**. A paid regional segment on NBC Philly Live extended the **reach to 3.2M**.
- **Live with Kelly & Mark Segment (March 2025)** – In early March, Discover Puerto Rico participated in a nine-minute feature on Live with Kelly & Mark, showcasing Steve Patterson’s adventure through Old San Juan, a mini boat tour, Frutos del Guacabo, Hacienda La Esperanza, and Casa Bacardí. The segment, which highlighted Puerto Rico’s accessibility and introduced an incredible giveaway, amassed **382M impressions**, an **EMV of \$6.79M**, as well as a record-breaking **20k entries to the giveaway**.
- **Atlanta Botanical Garden Sensory Dinner (April 2025)** – Discover Puerto Rico hosted a multisensory dining experience at the Atlanta Botanical Garden, immersing **20 media and influencers** in the Island’s diverse ecosystems. With a curated menu by chef Von Díaz, the event featured blindfolded tastings, soundscapes and expert insights from Patria Tours’ Jorge Motalvo. The evening also introduced The Green Path, Discover Puerto Rico’s new sustainability hub. While the event was primarily designed to foster relationships, it also secured regional media coverage — generating **1.2M impressions** with an **EMV of \$4k**, while strengthening media connections in this key market.
- **Boston Coffee Hacienda (May 2025)** – On May 15, Discover Puerto Rico brought the Island’s beloved coffee culture to life with a one-day Coffee Hacienda pop-up in key direct-flight market, Boston, celebrating Puerto Rico’s rich agricultural heritage through tastings, cultural performances and immersive storytelling. The day began with an exclusive preview for **15 media and influencers**, featuring a guided tasting led by Don Ruiz, signature beverages and Puerto Rican bites from La Fábrica. The experience culminated in a lively Bomba performance by BOMBAntillana, turning the space into a joyful celebration. Throughout the afternoon, approximately **850 consumers** visited the pop-up, engaging deeply with Puerto Rico’s flavors and traditions. Media outlets such as Time Out Boston, Bay State Banner, Yahoo!, and Univisión Boston, along with influencers and the Boston Mayor’s office, helped amplify the event’s reach. The activation secured **12.2M+ impressions** and **\$199K in EMV**.
- **Women in Travel Summit (May 2025)** – The Discover Puerto Rico team attended the 2025 Women in Travel Summit (WITS), the premier global platform for female travel creators and industry leaders shaping the future of travel marketing. This influential gathering brings together top-tier influencers, creative entrepreneurs, and destination management organizations to foster impactful collaborations and drive industry innovation. The team leveraged the event’s media marketplace to amplify Puerto Rico’s brand story and forge high-impact connections that align with our strategic priorities. The team conducted **20 one-on-one meetings** with targeted travel creators, focusing on fostering authentic connections to help forge long-term partnerships with key storytellers who align with the Island’s values and offerings.
- **Discover Puerto Rico x Calm Partnership (May 2025)** – Discover Puerto Rico launched its first-ever partnership with Calm during Mental Health Awareness Month, introducing global audiences to Puerto Rico’s natural soundscapes through wellness-focused content. The first-of-its-kind collaboration included a bilingual Sleep Story narrated by Lin-Manuel Miranda, guided meditations, immersive soundscapes from El Yunque and the Tanamá River, and more. To mark the launch, 1,700 users received free premium subscriptions, with a 50% discount available through May 2026. The partnership debuted with an intimate media and influencer event at Café Colmado in NYC, led by Puerto Rican wellness expert Laura Cabral, and featuring curated

takeaways from local partners like Shōga Neko and La Concha's Elemara Spa. To date, the Calm partnership, including the launch event, has generated **1.08B+ earned media impressions**, representing over **\$22M in EMV**, and **1.76M+ social media impressions**, representing **\$4.41k in earned social media value**.

- **DotDash Happy Hour (June 2025)** – Discover Puerto Rico hosted a vibrant happy hour in partnership with media powerhouse DotDash Meredith at its NYC headquarters. The event, which welcomed around **250 attendees**, celebrated Puerto Rican culture with lively music, authentic cuisine, and a curated cocktail experience crafted by La Factoría and Don Q Rum. It offered an exciting opportunity for Discover Puerto Rico spokespeople to connect directly with influential editors and staff from leading DotDash Meredith titles, including *Travel + Leisure*, *People*, *Food & Wine*, *InStyle*, and *Southern Living*.
- **UNLISTED x La Factoría Takeover (June 2025)** – Discover Puerto Rico, in collaboration with UNLISTED, co-hosted a high-impact cultural activation at NYC's UNLISTED Rooftop Bar: a one-night-only Puerto Rico takeover spotlighting La Factoría, one of the world's top bars. This exclusive event welcomed around **200 guests** who celebrated Puerto Rican excellence in mixology and hospitality, featuring signature cocktails crafted by La Factoría's acclaimed team.

Through Discover Puerto Rico earned media efforts, the destination-maintained momentum as it closed fiscal year 2024-2025, receiving **187** media accolades including:

Forbes – The Top 5 Solo Travel Trips People Are Searching – According To Google

TravelPulse – Spotlighting 2024 Travvy Award Nominees: Best Tourism Boards

Travel + Leisure – Travel + Leisure Readers' 25 Favorite Islands in the Caribbean, Bermuda, and the Bahamas of 2024

Spoon University – The Best Freebies & Deals For National Ice Cream Month

The Manual – You Can Visit Many Of The Best Beaches In The World Right Here In America - No Passport Required!

TrazeTravel – 10 of the Best Budget-Friendly U.S. Beaches

The Points Guy – The 14 Best Solo Travel Destinations In The World

PopSugar – The 9 Best Places to Travel in September, According to Experts

Travel off Path – These Are 4 Of The Safest Destinations To Visit In Latin America Right Now

Inside Hook – The 7 Best Cocktail Bars in the Caribbean

South Florida Reporter – 9 Best Labor Day Fishing Destinations in the US for 2024

The Points Guy – The 5 Best Destinations You Can Visit On A Royal Caribbean Cruise

VOGUE – The 13 Best Bachelorette Party Destinations for Every Type of Bride

The Points Guy – 29 Best Marriott Hotels In The World

FamilyVacationist – 10 Best Caribbean Resorts With Water Parks

Thrillist – The Most Beautiful Places to Swim in the World, According to Travelers

SheBuysTravel – 26 Best Christmas Vacations For Families in 2024

Lonely Planet – Where To Go When: The Best Places To Visit In December 2023

New York Post – The Most Popular Holiday Trips Revealed, According To Google Flights

Travel + Leisure – This International City Is Google's No. 1 Destination for Christmas and New Year's Travel

PopSugar – The 9 Best Places to Travel in September, According to Experts

Thrillist – The Best Places to Travel to This December

Parents – The 19 Best Family-Friendly Beach Resorts in the USA and the Caribbean

Forbes – The Top 10 Summer Destinations For 2025, According To Mastercard

Condé Nast Traveler – Top 40 Resorts in The Caribbean Islands: Readers' Choice Awards 2024

TravelPulse – Costa Rica, Puerto Rico and Mexican Caribbean Among Most Popular 2024 Caribbean Winter Escapes

GoWanderly – 14 Best Warm Destinations for Family Travel in January

MSN – 15 Best Islands in the US That Bring the Tropics to Your Backyard-No Passport Required

AWARDS

- **Skift** – Next Gen List – Leah Chandler
- **Northstar Meetings Group** – 2024 Stella Awards, Gold: Best Convention Center (International & U.S. Territories) – Puerto Rico Convention Center
- **Northstar Meetings Group** – Sports Travel Awards Nominee – International Surfing Association World Games
- **PREVUE Meetings + Incentives** – 2024 Visionary Award, Silver: Best International (or U.S. Territory) Destination for Meetings & Conventions – Discover Puerto Rico
- **Smart Meetings – Platinum Choice Award** – Discover Puerto Rico
- **PRovoke Media** – 2025 Innovation SABRE Award Finalist – Discover Puerto Rico x Van Leeuwen Partnership
- **HSMIA** – 2024 Adrian Awards, Silver – Discover Puerto Rico
- **NYPDMA** – ACE Awards, Supplier of the Year Winner – Discover Puerto Rico
- **Cvent** – Top 50 Meeting Destinations in LATAM & Caribbean, No. 2 – Puerto Rico
- **Smart Meetings** – 2025 Smart Stars: Best CVB/DMO – Discover Puerto Rico
- **Informa Connect eTourism Summit** – eTSY Award: 2025 Best Experiential Marketing Campaign – "Flavors of the Island: Discover Puerto Rico x Van Leeuwen Ice Cream Launch"

INTERNATIONAL EFFORTS

In fiscal year 2024-2025, our international initiatives delivered very strong progress and success across all core markets, including sales, marketing, and public relations.

Our teams secured 619 standout articles highlighting the Island's diverse offerings (229% of target), conducted over 637 press meetings (187%), and wrote and shared 190 bespoke, targeted pitches on the destination (184%). Additionally, the international teams organised and executed six group press trips (150%) and fourteen individual press trips (100%), as a result of which 26 international media visited the Island.

Our trade efforts notably exceeded targets in every region.

In the United Kingdom, the team partnered with 11 tour operators on new product development (220% of target), delivered 17 trade education sessions (113%), trained 1,313 participants (131%), and conducted 140 sales calls (140%).

The Spanish office collaborated with 12 tour operators on new products (120%), held 19 training sessions (190%), reached 1,383 participants (346%), and executed 127 sales calls (159%). Finally the Canadian trade team ran 15 trade education sessions (150%), trained 369 participants (148%), and completed 109 sales calls (145%).

These outcomes reflect a highly successful year in product development, trade training, and sales outreach, setting a strong foundation for continued growth.

INTERNATIONAL EARNED MEDIA

The earned media value from fiscal year 2024-2025 stands at \$50,163,769 for our international markets and our **total reach 2,081,673,236**. This includes coverage in top tier publications such as *Wanderlust*, *Forbes Colombia*, *Viajes*, *Travel Press*, *El Tiempo*, *Condé Nast Traveller*, *The Telegraph* and *JRNY*. All of which has been achieved as a result of 647 media meetings, 26 journalists on Island in the form of group FAMS and individual press trips, as well as ongoing pitching efforts to secure increased interest in the Island.

REGIONAL COVERAGE (INTERNATIONAL):

- **Vieques and Culebra**
 - **170,138,335** Impressions
 - **\$2,746,172** EMV
- **Metro**
 - **731,717,235** Impressions
 - **\$31,530,022** EMV
- **North**
 - **342,673,521** Impressions
 - **\$12,867,80** EMV
- **Central**
 - **109,734,732** Impressions
 - **\$3,566,337** EMV
- **South**
 - **225,128,884** Impressions
 - **\$10,851,551** EMV
- **West**
 - **256,941,319** Impressions
 - **\$5,213,084** EMV

- **East**
 - **247,833,030** Impressions
 - **\$5,574,306** EMV

INTERNATIONAL FAM TRIPS PROGRAM

Targeting and securing top tier media targets for familiarization trips are essential for delivering large, dedicated coverage spreads. Over the course of the year, Discover Puerto Rico has hosted 26 international journalists to experience the Island firsthand, from key publications including *Conde Nast Traveler*, *Travel + Leisure en Español*, *National Geographic Traveller*, *Vita Daily* and more. These familiarization trips resulted in a reach of **319,731,788** and an earned media value of **\$14,707,760**.

MAJOR ACTIVATIONS & PARTNERSHIPS

MEDIA MISSIONS

The international team carried out three media missions this fiscal year, in the Spanish, Colombian, and UK & Ireland markets.

Spain Media Mission: October 20-24, 2024, Discover Puerto Rico held a media mission in Madrid, Spain. The team conducted 13 top-tier media meetings with titles including Cambio 16, Libertad Digital, Top Viajes, ABC Summum and Telva. One VIP media lunch was hosted at Picalagartos Sky Bar & Restaurant for five top-tier journalists from Revista Viajar, Risbel, Woman, Expansión and Hola! Viajes. One piece of coverage in Caribbean Digital News, off the back of the media mission, resulted in a reach of **72,000** and an earned media value of **\$14,574**.

Colombia Media Mission: Discover Puerto Rico held a media mission in Bogotá, Colombia, May 6-8, 2025, featuring five top-tier media meetings and interviews with Dineros, El País, Rolling Stone en Español, RCN and El Tiempo. The team hosted one VIP media lunch hosted at Mesa Franca restaurant in Bogotá for top-tier journalists from W Radio, El Espectador, Condé Nast Latin America, El País Cali and RCN TV. Two pieces of coverage were generated as a result of the meetings, in W Radio and El Tiempo, with a combined reach of **999,349** and an earned media value of **\$39,562,500**.

UK/London Media Mission: Discover Puerto Rico held a joint trade and media mission in London, in the UK and Ireland May 12-14 2025, featuring nine top-tier media meetings with titles including *National Geographic*, *Family Traveller*, *Selling Travel*, *Travel Weekly*, *The Arbuturian*, *The Telegraph*, *Condé Nast Traveller* and *Wanderlust*. Additionally, the team held four marketing meetings with Rock Oyster, Sony, Conde Nast Britain and National Geographic. One VIP media and trade lunch was hosted at Moro for five top-tier journalists from titles including Travel Weekly, Condé Nast Traveller, and National Geographic, and five members of the trade, such as Travelbag, Best at Travel, Paramount Cruises and Freedom Travel. The media mission directly resulted in two pieces of Selling Travel and Travel Weekly, with a combined reach of **66,000** and an earned media value of **\$25,170**.

PARTNERSHIPS

Travel and Leisure en Español/Forbes Colombia partnership

Discover Puerto Rico partnered with Travel + Leisure en Español and Forbes Colombia for a brand activation in the Colombian market, focused on positioning the Island as a vibrant cultural and gastronomic destination. As part of the collaboration, both outlets offered extended print and digital coverage. Although there was a press trip that

was conducted separately, the partnership helped secure deeper editorial integration — featuring local talent like Chef Josiah Hernández from Chef's Garden.

The rooftop event in Bogotá brought Puerto Rican culture to life for 162 guests, with traditional cuisine curated by Chef Josiah, Island-inspired cocktails, and a live bomba performance by Sheila Osorio and her drummers, who were flown in for the occasion. The campaign generated **4,563,500** total impressions and **\$971,969** in earned media value. Influencers such as Alejandra Álvarez (447k) and Juan Socarrás (43.4k) also amplified the message via social media. Coverage spanned platforms like Facebook, X, Instagram, TikTok and traditional media — reinforcing Puerto Rico's image and cultural ties with the Colombian market.

Citizen Femme Partnership

Discover Puerto Rico partnered with Citizen Femme to execute a multiplatform activation including a Puerto Rico Global Tastemakers Trip, Custom Video Series, Editorial Content and Headline Sponsorship of The Future of Travel Summit. The partnership involved one VJP for journalist Demi Perrera to produce editorial content for the online platform (February 12 – 17), one group Female Tastemakers influencer trip (March 10 – 15) resulting in over **3,306,700** impressions, and the production of a documentary-style mini video series (April 21 – 26), "Best of Puerto Rico," to go live on Citizen Femme's website. Finally, Discover Puerto Rico was the headline sponsor of the AllBright x Citizen Femme Future of Travel Summit (May 15), featuring breakout sessions, an Empowering Women Panel and a roundtable; Discover Puerto Rico participated in all of these experiences. The partnership will have a total reach of **20 million** across editorial, digital and social platforms. During fiscal year 2024-2025, **24,563,500** impressions were generated through major partnerships and campaigns.

FITUR 2025

FITUR is the No. 1 business event globally for tourism professionals providing exhibitors with the opportunity to meet and network with key industry players in the Spanish-speaking market. Throughout the five-day show (January 21-25, 2025), FITUR attracted a record-breaking **255,000** visitors, including **155,000** travel professionals. The Discover Puerto Rico team conducted over 27 media and trade meetings, interviews and speaking engagements with outlets and partners such as Miradas Viajeras, Con Mucha Gula, Caribbean News, GO Travel, Jumbo Tours, IBERIA, and Viajes El Corte Inglés.

Discover Puerto Rico hosted a Media & Trade Networking Lunch for more than 80 trade and media guests, who enjoyed a blend of authentic Puerto Rican cuisine prepared by BACOA chefs and cocktails crafted by La Factoría, all set to the Island's vibrant rhythms. In addition, a VIP dinner brought together senior executives from Spain's tourism industry, representatives from the U.S. Embassy, and other key figures, who experienced a carefully curated menu blending Puerto Rican and Spanish flavors, designed by the BACOA chefs. FITUR 2025 resulted in 47 pieces of coverage across top-tier national and trade publications, with a total EMV of **\$2,814,243** and **118,827,560** total impressions.

IPW 2025

From June 14-19, 2025, the DMO attended IPW, the largest inbound travel trade show in the US. Held in Chicago, Discover Puerto Rico's presence was amplified. Over the course of the five days, the public relations and marketing team held an incredible 88 meetings with both U.S. and International media from the UK, Spain, Canada, Colombia, Mexico and Brazil. Meetings of note included Wanderlust, The Times and El Tiempo. From discussing editorial to partnership opportunities, to putting a spotlight on lesser known areas of the Island, to hosting media for an immersive event, the event was a huge success.

MARKET OUTCOMES

Canada

The Canadian activity delivered a total of **15,472,733** impressions including 2,062,815 added-value impressions. An average CTR of 0.57% was achieved from 88,494 clicks across all activities, with a reach of **3,272,315** unique users across the various campaigns run.

These results were achieved through two digital programmatic campaigns, a digital out-of-home campaign in the underground Toronto PATH system and a B2B campaign with TravelWeek Canada targeting travel agents. Timings of the campaigns were tailored specifically to be in-market during our seasonal flights from Canada to San Juan, which coincided with the harsh Canadian winter, so the campaign was led with beach and winter-sun-style imagery. The first campaign drove traffic to RedTag.ca, and following this campaign we shifted our strategy to better target a pre- and post-cruise audience by partnering with Expedia.

Spain

The Spanish activity delivered a total of **32,542,516** impressions, including **6,416,094** added-value impressions. An average CTR of 0.86% was achieved from 278,776 clicks across all activities, with a reach of **10,184,997** unique users across the campaigns run.

These results were achieved through two digital programmatic campaigns, both of which were led with Vive Boricua imagery and messaging that continue to resonate strongly in the Spanish market. The two campaigns went live over the key booking periods for the Spanish market, ensuring we reached consumers during the most relevant periods possible for the market; October and November, followed by a heavier weighting between February – April. All activity drove through to tour operators (Halcon Viajes, Viajes Carrefour and Azul Marino) to provide a clear path to booking for consumers.

UK

The U.K. activity delivered a total of **10,456,408** impressions, including **1,449,811** added-value impressions. An average CTR of 0.46% was achieved from 48,264 clicks across all activities, with a reach of **4,124,739** unique users across the campaigns run.

These results were achieved through two digital programmatic campaigns. As per our strategy campaign, imagery for this market centered around a combination of beach and culture, leaning more into the Caribbean style versus U.S. positioning as a way to reposition the destination in this market. Campaign live dates were again tailored to cover the two different key booking periods for the market; September and October for the traditional mini-peaks, and then January – February for the main peak booking period. All activity drove through to tour operators (TravelUp & Travelbag) to provide a clear path to booking for consumers.

Colombia

The Colombian activity delivered a total of **31,251,865** impressions, including **14,147,343** added-value impressions. An average CTR of 1.90% was achieved from **592,835** clicks across all activities, with a reach of **8,059,851** unique users across the various campaigns run.

These results were achieved through an optimized audience campaign (OAC) in partnership with Expedia, as well as two digital programmatic campaigns. The OAC campaign was run through our Brand USA LOA and utilised their first-party owned data, driving traffic to a dedicated Puerto Rico landing page. The digital campaigns were led with Vive Boricua imagery which, as with the Spanish market, we've seen resonate strongly in this market.

Both campaigns followed each other in terms of live dates to ensure we remained in-market across the key booking periods, October – February, driving traffic through to Tiquetes Barratos.

Overall Outcomes

During fiscal year 2024-2025, we generated the following through digital marketing campaigns and partnerships:

89,724,360	1,008,369	1.18%	25,641,902
Total Impressions	Total Clicks	Average CTR	Total Reach

INTERNATIONAL TRADE ACTIVITY

Discover Puerto Rico achieved significant reach in the travel trade by conducting over 50 travel agent training sessions in all four key markets of Spain, Canada, U.K. and Ireland. Additionally, more than 375 bespoke meetings were held with travel trade partners, steering them toward product development and exploring potential partnerships. These key meetings resulted in 24 new products being added to tour operator programs across all markets. New products range from Puerto Rico programs being launched for the first time to new itineraries and hotels being added by existing selling tour operators to ensure continuous innovation.

As part of ongoing efforts to represent Puerto Rico in the UK and Ireland, relationships were strengthened



“Discover Puerto Rico has had a positive impact on my platform. Thanks to their invaluable support, I’ve been able to grow my local tourism projects. Additionally, their collaboration on social media has been essential in amplifying my voice as a content creator focused on Puerto Rican culture and history. I genuinely believe that Discover Puerto Rico is doing an excellent job guiding tourists toward healthy and respectful travel on our Island, while actively supporting local businesses.”

LUIS PEÑA, CONTENT CREATOR OF BACKPACKING LUIS



through continued collaboration with the Caribbean Tourism Organization (CTO). Throughout the fiscal year, participation included multiple CTO activities such as the CTO Roadshow in Manchester (February 2025), which brought together key industry professionals and provided destination training covering Puerto Rico's unique selling points, attractions and travel experiences. In May 2025, additional training was delivered in partnership with the CTO and The Travel Network Group (TTNG), the destination was featured in TTNG's weekly update that was sent to its full agent network. To further develop connections with key UK trade and media partners, an exclusive group of two tour operators and seven influential journalists joined the Puerto Rico table at this year's Caribbean Tourism Organization Summer Ball.

As per our ongoing trade engagement, 15 newsletters were developed and distributed quarterly to keep travel trade professionals informed about the destination, new products and upcoming events. The Spanish trade database now includes over 550 contacts, built through participation in events, training sessions and sales calls. Canada's database has expanded to more than 8,000 contacts, gathered through sales missions, trade shows, marketplaces and training. The UK and Ireland database holds 363 contacts, mainly product managers who share updates internally with their sales teams. The newsletters covered a variety of topics, including the Puerto Rico Travel Specialist Program, Honeymoon Bliss, A Taste of Puerto Rico, Hidden Gems Beyond the Mainland, Puerto Rico as a winter escape, the Boricua Road Trip, local festivities, rum journeys, sustainability, coffee culture, family-friendly experiences, golf, new hotel openings, and activities with JetBlue and Iberia.

In fiscal year 2024-2025, Discover Puerto Rico participated in several notable trade events, including the following:

Brand USA Travel Week in London, (October 2024). During the show, 39 meetings were held with key trade partners from Spain, the UK, Ireland, Germany, Italy, Netherlands, Romania, Norway, Hungary, Portugal, France, Sweden and Turkey.

Discover Puerto Rico attended FITUR in Madrid, (January 2025). Conducted 13 meetings with top Spanish trade entities, including TUI Spain, Avoris & Viva Tours, and Viajes Carrefour. The team also hosted a curated VIP cocktail reception and dinner, welcoming a select group of top CEOs and executives from the Spanish tourism industry, including representatives from airlines, government authorities, diplomats, as well as Discover Puerto Rico representatives. Additionally, an industry lunch was held with over 80 trade and media attendees including key trade members.

Unite Caribbean in London, (March 2025). During the event, 16 meetings were held with key UK and European tour operators, including Gold Medal, Caribbee, Hays Travel, lastminute.com, USAirtours and Southall Travel, focusing on new product development and strengthening partnerships.



Southern Cross Roadshow in Madrid and Barcelona, (May – June 2025). Participated in this event to meet with leading Spanish tour operators and travel agents, strengthening relationships and promoting new products.

Catai Roadshow in Tarragona, Barcelona, Oviedo, and Madrid, (May – June 2025). Took part in this multi-city roadshow to engage with key Catai partners, presenting destination updates and supporting product development across Spain.

The UK team hosted a combined trade and media lunch as part of the UK Media Mission in London in May 2025. The event took place at the award-winning Moro restaurant in Exmouth Market, bringing together five influential media representatives and five key trade partners. Trade outcomes included continued support for Purely Travel's product development, and expanded collaboration with Travelbag who added a new hotel, launched a dedicated Puerto Rico luxury page, and completed destination training. New Puerto Rico products added by Freedom Destinations following recent FAMs, confirmed new product plans with Best at Travel, and continuing supporting Paramount Cruises on cruise pre- and post-itineraries.

Discover Puerto Rico organized and hosted three familiarization trips across which were attended by 19 product managers and travel agents from Spain, Canada, and the UK & Ireland. The goal was to encourage product development, provide firsthand knowledge through an immersive experience of what Puerto Rico has to offer. During the trip, the attendees participated in a variety of activities designed to showcase the Island's unique attractions and hospitality. Some of these activities included the El Yunque Rainforest experience, Casa BACARDÍ Mixology Experience, the Bioluminescent Experience, Old San Juan Walking Tour and Cooking Class Experience at Finca Don Manuel. The attendees also conducted inspections at multiple different hotels and resorts. This provided these key trade partners with the knowledge and firsthand experience to better sell the destination in their programs. Building strong partnerships with key airlines like Iberia and JetBlue was essential to secure seats for the Spain and UK & Ireland trade teams attending the FAM trips. This close collaboration ensured smooth travel logistics and supported our goal of showcasing Puerto Rico as an attractive and accessible destination, strengthening ties with trade partners and encouraging future sales.





SECTION K

Sales & Destination Experience Overview

Sales & Destination Experience Overview

119

hosted site
inspections

72%

booking rate
conversion

15

FAM trips- welcoming 184
planners and decision-makers

1,250

referrals to 205
local partners

During the 2024–2025 fiscal year, the Discover Puerto Rico Sales & Services teams faced a significant challenge: sustaining momentum after a record-breaking previous year amid an industry-wide slowdown caused by tariff wars and geopolitical tensions. New group event leads reached 1,484 programs, a 13.8% decline from the prior year and generated 1,157,931 room nights, down 9.7% from fiscal year 2023–2024. Nonetheless, confirmed room nights totaled 257,496, beating contracted projections by about 2% overall. Approximately 48,255 of those rooms are linked to the high-profile Bad Bunny residency. The total economic impact from these group bookings is estimated at \$378 million, of which \$187.6 million came directly from confirmed group rooms. This performance highlights the resilience and strategic agility of the Sales & Services Teams in delivering solid results during a softening market.

Meeting planners maintained a cautiously optimistic outlook—35% expected growth and 45% anticipated stability in meeting volume—despite significant economic, inflationary, budgetary and political pressures, with over half reporting flat budgets year-over-year. With planners booking 60% of events within 12 months and 22% in under six, Puerto Rico’s responsive sales approach aligned well.

An aggressive travel and tradeshow strategy carried on with high-profile activations at key industry events, complemented by a roadshows executed throughout the U.S. mainland and abroad—solidifying Puerto Rico’s value in the marketplace. Guided by insights from our strategic partners, the sales team continued nurturing relationships with key meeting and event planners. We successfully We selectively executed several key industry events such as the American Express InterAction Annual, Northstar Travel’s Incentive Live, the Teneo Summit, and Smart Meetings Leadership Summit, —to once again deliver strong visibility, prestige and future meetings potential.

This robust mix of trade presence, planner engagement, Marquis event wins, and intensive site-familiarization activity continued to elevate Puerto Rico as a premier meetings and events destination across fiscal year 2024–2025.

Our leisure sales strategy during fiscal year 2024–2025 yielded outstanding results: co-op sales surged **12%** year-over-year, driven by FAM trips, sales calls, trade show activations, and webinars across key domestic and international markets. Even more notably, Global Distribution System (GDS) bookings surpassed pre-pandemic 2018–2019 levels, marking a full rebound in advisor-driven travel to Puerto Rico.

Central to this success was the expansion and digital transformation of the Puerto Rico Travel Specialist Program, which now boasts over **46,542** enrolled advisors. In June 2024, we launched a modernized platform featuring dynamic assets—graphics, videos, e-brochures—and streamlined coursework, making it easy for advisors to promote Puerto Rico. All existing participants were automatically migrated (“grandfathered”) into the new system, ensuring continuity while encouraging ongoing engagement.

Complementing this, the Discover Puerto Rico Rewards program was rolled out alongside the advisor platform. Travel advisors earn points for every qualified hotel booking—redeemable for hotel stays and exclusive merchandise—and it has already surpassed \$1 million in direct hotel sales. Early participation has been strong, with advisors actively submitting bookings to collect rewards, further enhancing co-op sales and GDS performance.

KEY ACCOMPLISHMENTS

- The Discover Puerto Rico sales team booked 257,496 new, definite group room nights in the period from July 1, 2024, through June 30, 2025, worth **\$187.6 million** in economic impact.
- New leads were generated for 1,045,725 room nights, or **\$1.2 billion** in economic impact.
- The pipeline of new business opportunities represents 523,722 room nights and **\$578.9 million** in economic impact.
- The number of travel advisers enrolled in our Puerto Rico Travel Expert (PRTE) program grew to a high of 46,300+ enrolled advisers.
- The Destination Experience team executed 119 site inspections with a conversion rate of 72%.
- The Destination Experience team produced 1,250 referrals to 205 partner suppliers for ancillary business developed during the site inspection process.
- The Leisure Sales team hosted 15 familiarization trips from multiple consortia and the Puerto Rico Travel Specialist graduates who won trips to Puerto Rico.



CUSTOMER ACQUISITION STRATEGIES

During fiscal year 2024–2025, Discover Puerto Rico’s Sales & Services teams implemented a dynamic, data-driven leisure and group sales strategy designed to optimize exposure and capture emerging market trends:

Targeted outreach & lead optimization: Planner engagement was prioritized by market segment, focusing on regions and categories generating the most leads, with outreach also weighted by booking windows and event need dates. Lead volume was continuously monitored to improve response times.

Competitive intelligence via STR & Future Pace: We tracked peer performance using STR and “on the books” Future Pace reports, benchmarking against competitive destinations to maintain pricing and product differentiation.

Events & trade show refinement: Multiple events secured in fiscal year 2023–2024 had already heightened Puerto Rico’s visibility among planners and advisors. Throughout 2024–2025, our travel and trade show schedules were regularly reviewed and refined—allocating resources to nurture relationships with both known and prospective group and leisure booking producers.

Strategic decisions in response to trends: Recognizing early indicators from our data dashboards—such as shifts in source-market activity, group demand timing, and sector-specific lead surges—we made ongoing adjustments to meeting planner engagement. These decisions allowed us to stay ahead of emerging demand and maximize destination exposure at precisely the right times.

This adaptive, analytics-informed approach ensured that our team remained agile and strategic amid evolving market conditions—optimizing planning windows, reinforcing competitive advantage, and maximizing Puerto Rico’s visibility across leisure and group segments throughout fiscal year 2024–2025.

STRATEGIC MARKETING

Our strategic partnership engagements with ASAE, IAEE, PCMA, ConferenceDirect, HelmsBriscoe, Martiz, HPN, MPI, and others were not only maintained but enhanced—with virtual content, webinars, and activations co-developed to support partners' member outreach efforts. Additionally, existing partnerships were refined throughout the year, enhancing co-branded content and nurturing deeper collaboration toward shared targets.

On the leisure front, we added total account management for key incentive accounts and strengthened relationships with ASTA, IITA, host agencies, and travel consortia. We also resumed Brand USA sales missions in Latin America and Europe (Brazil, Colombia, Mexico, Spain), aligning our presence with the evolving source markets.

Finally, our travel and tradeshow event schedule were dynamically reviewed and refined throughout the year to ensure ongoing alignment with known and potential producers of both group and leisure bookings. This agile, data-driven, and partner-focused approach underpinned Discover Puerto Rico's sustained visibility and competitiveness across the MICE and leisure landscapes in fiscal year 2024–2025.

ENGAGEMENT

Fiscal year 2024–2025 saw an extremely high level of in-person engagement by the sales team at Discover Puerto Rico. The team attended or executed over **188** tradeshows, roadshows, and events in **100** cities in the U.S. mainland as well as Europe and Latin America. On-Island site inspections were very strong. Over 119 live site inspections were conducted with an **73%** closing ratio on those who visited the Island.

2024-2025 TRADESHOWS AND EVENTS SUMMARY

For the MICE market, we participated in 56 tradeshows, conducted 23 roadshows, organized 9 FAMS, hosted or participated in 32 client events, and had a booth at two additional events for appointments and networking. For the Sports market, we attended six tradeshows and hosted or participated in two events. For the Leisure market, we participated in 82 activities combining tradeshows, roadshows, and client events, including 11 Fam trips.



INCENTIVE TRAVEL

As the luxury offering in Puerto Rico continues to expand, the destination is well-positioned to attract luxury and incentive travel. Our highly targeted incentive sales strategies, supplemented by guidance from our customer advisory board, have resulted in increased sales activity in fiscal year 2024-2025. Partnerships with leading organizations like Maritz Global Events, BCD Meetings and Events, and Prestige Global will further position Puerto Rico as a world-class incentive destination.

EXCELLENCE IN SERVICE

Our Destination Experience team remains a key part of the sales process by delivering best-in-class experiences and infusing cultural elements into a customized planning process for all site inspections, familiarization trips, and the design and execution of large marquee events. A distinctive part of their approach includes engaging the local community—from featuring artisans and cultural performers to partnering with nonprofits—creating authentic touchpoints that elevate the experience for planners and attendees alike. Their guidance is invaluable, as there is a trust factor that is crucial when choosing a destination. The team's high conversion rate is a testament to their hard work, thoughtful integration of local culture and community, and flawless execution.

LEISURE SALES

The leisure sales team has deployed a sound strategy to optimize feeder distribution channels through a series of high-impact initiatives, which include:

- Partnering with high-producing accounts with growth opportunities.
- Expanded focus on key B2B relationships, including advisers, wholesalers and consortia, with an emphasis on incremental revenues and brand exposure.
- High-impact partnerships designed to boost leisure sales, including American Society of Travel Advisers, Cruise Lines International Association, International Inbound Travel Association and Brand USA.
- Activities with those associations and account partnerships and roadshows in collaboration with industry partners to reach travel agencies, airline call centers, and other high-potential producers in key domestic, as well as international feeder markets.

KEY LEISURE DISTRIBUTION PARTNERSHIPS

We have and continue partnering with top-producing consortia, emphasizing the development of landing pages for Puerto Rico, and implementing actions to drive traffic to those sites, increasing bookings in all B2B2C channels while growing direct reservations to each property. Companies like AAA, CCRA, Travel Leaders, Travelsavers, Virtuoso, Hotelbeds, Cruise Planners and Apple Leisure Group, and Spanish Travel conglomerates like Avoris, Icarion, Viajes El Corte Ingles, Nautalia, Viva Tours and WebBeds along with Mexjal, Copa Vacaciones, Price Travel and Tiquetes Baratos in Brasil, Colombia, and Mexico, these multimillion- and billion-dollar enterprises are at the forefront of selling travel, and so are the tens of thousands of agents who are affiliated with them.

Overall, we continue to see impressive progress in leisure sales through the various strategies and activities included herein. We have maintained promotional tactics through these and other partnerships and continue growing a wide base of well-trained travel advisers.

These strategies and partnerships, added to relentless coverage of all source markets, have helped increase leisure sales production above pre-pandemic levels. The steady growth in fiscal year 2024-2025 has been significant and provides clear evidence that our strategies are working.

Whereas the Q2 (April – June) time frame normally declines in booking pace, the revenues booked in Q1 2025 exceeded Q1 (the prior four fiscal years), and at the close of this fiscal year, we have matched fiscal year 2018-2019.

TRAVEL ADVISERS' EDUCATION

Travel advisers are now more than ever the first point of contact for consumers. Based on this, we choose to continue reinforcing our partnerships with key agencies, consortia, airline vacation programs, wholesalers and other buyers who consistently book Puerto Rico.



We ended 2024-2025 with a combined PRTE and PRTS **46,540 enrollments** and **29,224 graduations**. The combined program's graduation ratio is 63% which is well above average. The PRTS new program, with the TravPro platform and enhancements on technology providing access on Android and iPhones, reflects an even better outcome, in the 11 months it has been in place it has delivered 38% of the total graduations, and 55% of the total graduations attained by the previous program in 15 years, representing an 81% graduation ratio.

Following the revamp, the Education Platform adapted to modern technology, has grown considerably, becoming popular with a new generation of travel advisers who are technologically savvy and work at a much faster pace, with more demanding clients who need their travel arrangements done almost immediately.

The new TravPro platform brings Puerto Rico knowledge and assets to the advisers' fingertips on their computers, tablets, and mobile devices in English, Spanish and Portuguese. With such versatility, the tool allows advisers to share destination information with their clients in all markets, and close sales more efficiently.

Also, we condensed the courses into four segments, thoroughly covering the most important aspects of Puerto Rico, and making the training easier to complete in a fraction of the time the previous system took. The platform is continuously being updated with new and relevant information, keeping advisers informed and up-to-date on all happenings in Puerto Rico.

The incentives and rewards in the Loyalty program have remained in place, and are helping book more business than before, breaking "at the end of this fiscal year" the \$2 million ceiling. That's quite an accomplishment for a training platform to adapt to the current demand, and become also a selling tool.





SECTION L

Industry Affairs and Engagement Overview

Industry Affairs and Engagement Overview

Responding to the shifts in content consumption by local audiences, Discover Puerto Rico evolved its industry, media, and government relations. The goal of the improvements was to better showcase our work to critical stakeholders, reach local audiences more effectively, integrate our perspective into tourism-related debates, and facilitate interactions that enable the DMO to respond more effectively to the local industry. Constant and personal interactions with new businesses and the entrepreneurial community allow us to rapidly integrate new products into our marketing efforts, support local businesses in capturing tourist trade through their promotions, and provide additional value to the tax dollars invested in destination promotion.

In this endeavor, the Industry Affairs Department focuses its efforts on media relations, corporate social media publishing, industry newsletter programs, editorial content production, industry events, association relations, and special partnership initiatives.

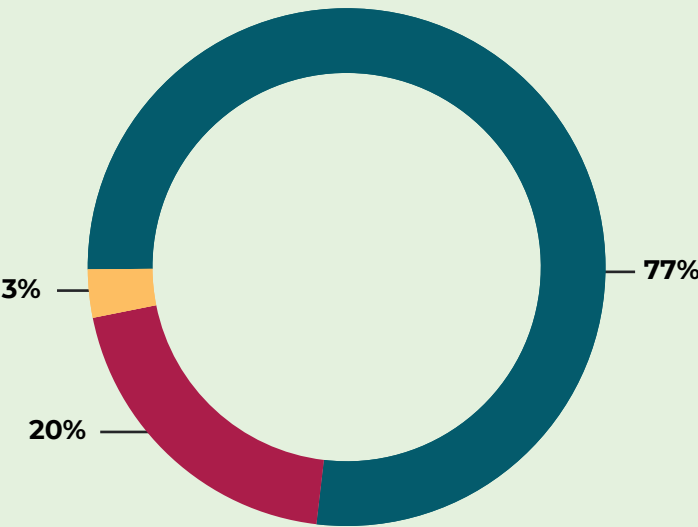
MEDIA RELATIONS

\$2,548,852

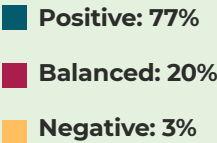
Local Engagement Earned Media Value

167,844,006

Local Engagement Media Coverage Reach



SENTIMENT DISTRIBUTED BY REACH



Local news outlets are struggling to survive a tectonic shift in the consumption habits of local audiences. So far, this decade has accelerated previous trends of content consumption through social media channels, streaming services and nontraditional media. News media audiences have shrunk significantly. Nevertheless, they have retained their place in moderating political and public policy debates. Much of the opinion of crucial stakeholders, specifically those involved in the political and professional landscape, is shaped by what they read in local newspapers, what they hear on talk radio, and what they watch during television newscasts.

Most of the local coverage is related to the tourism industry's yields and trends, the establishment of tourism-related policy, Discover Puerto Rico's activations, and mentions of Discover Puerto Rico as the source of reliable industry metrics. This type of coverage has been a significant part of the strategy since 2022, as it embodies professionalization and data-driven decision-making at the core of the DMO's values. It also provides valuable insights into the policy and political discussions that shape the industry's direction. The DMO also had special local coverage regarding a New York Yankees special activations and the Feria Internacional de Turismo (FITUR) in Spain.

CORPORATE SOCIAL MEDIA

As the audience shifts and accelerates its focus on social media and digital channels, our strategy has increasingly focused on generating content to capture their attention on those networks. In the last fiscal year, we have improved the frequency of publications, diversified the content produced, integrated new trends, and increased our reliance on video content. We also took measures to improve our agility by publishing pictures, videos and recaps of our events within 24 hours of their conclusion. That gave our publications a timeliness value. Additionally, since our ad publication restrictions were lifted, we have utilised social media boosting to engage with local audiences and showcase our work, as well as the added value that the DMO brings to the local tourism industry.

4.42M	9.77K	10.47K	182.73K
Impressions	Fans	Reach (Daily) Avgs	Interactions
(up 4%)	(up 11%)	(up 3%)	(up 44%)

INDUSTRY NEWSLETTER AND INDUSTRY PORTAL

In 2024, the Industry Affairs and Marketing departments started a project to overhaul the Industry Portal of DiscoverPuertoRico.com. The new design highlights the services Discover Puerto Rico provides to the tourism industry and facilitates interactions with local businesses. Through a series of forms, the industry website helps industry submissions for the creation of new industry profiles, the inclusion of events in our consumer events calendar, the publication of special offers and deals, and enrollment in our travel advisor rewards program. It also includes dashboards to facilitate data sharing and new spaces for industry-specific content.

To better drive users to the website, Industry Affairs and Marketing collaborated to overhaul the industry newsletters, which the department now manages. This involved reestablishing processes, implementing a language selection option for users, creating a steady stream of editorial content, renovating the content with mobile-friendly graphics, and introducing a new look and feel for both the industry newsletter and the research update.

All these changes and renovations significantly improved the performance of the industry newsletter program.

From September 2024 to April 2025, the programs improved in the following fashion:

- **Industry Newsletter**
 - Open Rate increased by 7%
 - Click Rate increased by 1%
- **Research Update**
 - Open Rate increased by 12%
 - Click Rate increased by 1%

EDITORIAL CONTENT PRODUCTION

To enhance the content on our newsletters, social media accounts and Industry Portal, we contracted freelance writers and photographers to assist in producing articles, essays, posts and scripts for all our platforms. This has resulted in the creation of over 30 editorial pieces and the capture of images from more than 40 events for small and mid-sized businesses all around the Island. The content is produced according to a topic periodization process in which marketing pillars such as music, culture, gastronomy and sports, among others, are high priority. Additionally, Discover Puerto Rico highlights the organization's operations and industry improvement topics such as sustainability and accessibility.

PLATEA SPECIAL PARTNERSHIP

During the last three months of the fiscal year, we executed a special partnership with the digital outlet Platea. This partnership was designed to target local younger audiences that are not reachable through our industry-focused channels. The initiative focused on promoting our small-business workshops, tourism industry success stories, and showcasing the visitors' economy impact on the residents' quality of life. With this partnership, 39 pieces of content were created. The results outperformed all other partners that have been featured on Platea.



PLATEA SPECIAL PARTNERSHIP SOCIAL MEDIA RESULTS

Total Impressions:

- 542,545 Facebook
- 480,834 Instagram

Average Reach Per Post:

- 45.8k Facebook
- 23.7k Instagram

Average Views Per Post:

- 60k Facebook
- 29.4k Instagram

Total Engagement:

- 2,260 Facebook
- 12,389 Instagram

El Pocillo Newsletter

- 54% Average Open Rate

WEBSITE ARTICLES

- Generated over 6.2k sessions and 9k page views on the website between 9 articles.
- 683 Avg session per article
- 999 Avg. pageviews per article

SUMMARY:

- Target: 225,000 impressions
- Results: 1,141,935 total impressions (+408% vs. target KPI)
- Avg reach per content piece: 31.8k
- Total sessions: 6.1k between 9 articles
- Total clicks: 1.5k (sum of social media and El Pocillo)



ASSOCIATION RELATIONS

Since 2024, as an organization, we have been working to enhance our collaboration with local professional organizations, serving as a facilitator in their processes and deliberations on tourism-related matters. Our strategy has been to promote professional development in our industry through our sponsorship of speakers at HSMAI events, the Puerto Rico Hotel and Tourism Association convention, the Rebook event of the Viva Puerto Rico Short Term Rental Alliance, and Hoteliercon in Puerto Rico’s western region. We have also served as collaborators in events of the Sales and Marketing Executives Association, the Puerto Rico Chamber of Commerce, the Southern Chamber of Commerce, and the Western Chamber of Commerce. We maintain our collaboration agreements with the Universidad Ana G. Méndez and the Carolina Campus of the University of Puerto Rico, and we were featured participants in industry discussions on concerts, student tourism and other topics.

INDUSTRY EVENTS

During the fiscal year 2024-2025, we renovated our community town hall events with a new set of workshops that educate businesses on Discover Puerto Rico’s services, current tourism affairs, digital marketing, social media management, brand creation, AI integration, crisis management, and more. Those new workshops expanded on knowledge already shared with business communities in previous years. The new seminars integrate sessions that promote business integration, cooperation and strategies to attract more visitors, expand their stays and encourage spending. Along with these renovations, we implemented new methods to increase attendance at events. They include social media ads, social boosting, digital and print ads, regional radio ads, and the creation of chats with government and industry leaders to streamline communications with them.

We also introduced a new tier of regional events to further discuss industry affairs that limit or hinder tourism growth. These sessions are managed with a philosophy that the private sector, not the government, can and should be the provider of solutions for many of the problems limiting visitors’ economic growth. The secondary goal of these encounters is to provide networking opportunities at a regional level that help integrate the industry effectively. These sessions have been created in coordination with local regional commerce organizations or municipalities with regional leadership roles.

At the Island level, we continued with the Industry Updates in-person events, incorporating changes that enhance local industry accessibility and integrate the new generation of professionals being formed at universities. The enhancements improved attendance and retention and provoked overwhelmingly positive feedback during exit surveys.

27 Total Events (+23%)

10 Conversemos 2 Regional
11 Workshops 4 Special Events

1,245 (+124%)

Total Attendance
46 (+84%) Average Attendance

La IDEA

On May 1, Discover Puerto Rico relaunched its award-winning program, La IDEA.

This new phase includes new workshops on artificial intelligence, crisis management and influencer marketing, all aimed at strengthening the digital presence of tourism-related businesses across the Island.

In its first two months, the gurus digitales were able to offer personalized assistance to more than 130 business owners and group seminars were held on Vega Baja (Airbnb's Association) Humacao, Caguas, Cabo Rojo, Ponce (ASORE), South Chamber of Commerce, and a special Tourism Directors seminar where most of the 78 municipalities attended.





SECTION M

Appendixes

Appendix I: Partners

Increasing the visitor economy is an arduous undertaking that requires collaboration from passionate professionals in the public, private and nonprofit sectors. Our sincere and heartfelt gratitude goes out to the following partners for their unwavering commitment and valued support:



Bill Hanbury
Academy Street
Collaboration



Caribe Golf





Future Partners







Appendix II: Committees

These committees meet regularly to offer insights, feedback and suggestions related to our marketing and sales strategies.

MARKETING AND SALES ADVISORY COMMITTEE

GRACIELA ELETA

Foundation for Puerto Rico

ADRIANA MARTINEZ

Fairmont El San Juan Hotel

ALMA BAIR

Paradise Villas & Vacations | Viva Puerto Rico
Short-Term Rental Alliance

CLARISA JIMÉNEZ

PRHTA

CRISTIAN HERNÁNDEZ

Delta Air Lines, Inc.

ELLA WOGER

Invest Puerto Rico

JAMES KARABELAS

Lion Grove – Wyndham Rio Mar

JANET MELÉNDEZ RIVAS

Interactive DMC

KARLA P. FUENTES GARCÍA

Appointed by the President of
the House of Representatives

KATHERINE ERAZO

Appointed by the President of
the Senate of Puerto Rico

KEENAN ADAM

El Yunque National Forest

LETTY RIVERO

Caribe Hilton

LOISSE HERGER

The O:live Collection

MARGARET COLÓN

Puerto Rico Convention Center
Managed by ASM Global

MIGUEL VEGA

HI Development Corporation Puerto Rico

MILITZA ORAMA

Condado Collection

JOMARIE ARTUET SUÁREZ

BluHost

NANCY MATOS

Group Services, Inc.

NELIA VILLANUEVA

Distrito T-Mobile

PAULINA SALACH

Spoon

PETER HOPGOOD

International Hospitality Enterprises

RENÉ ACOSTA

Viva Puerto Rico Short-Term Rental Alliance

CHRISTINA FERRERAS

Casa BACARDI

VERONICA FERRAIOULI

Puerto Rico Convention District Authority

WILLIANNETTE ROBLES

Puerto Rico Tourism Company

SALES & REVENUE ADVISORY COMMITTEE

AMARILYS RIVERA

Aloft San Juan

CRISTIAN HERNANDEZ

Delta Airlines

DREW MILLER

San Juan Marriott & Sheraton

Puerto Rico

ERNESTO VELAZQUEZ

Lion Grove

EVY GARCIA

Wyndham Grand Rio Mar Puerto Rico

Golf & Beach Resort

G. ARMAND EMANUELLI

Hotel Rumbao, a Tribute Portfolio Hotel

JEANNETTE AVILES

The Ritz-Carlton San Juan Hotel

JOAQUÍN CRUZ

San Juan Marriott Resort

& Stellaris Casino

KARINA DE HOYOS

Hyatt House & Hyatt Place

San Juan

LETTY RIVERO

Caribe Hilton

LUIS MÉNDEZ

El Conquistador Resort

LUZ GONZÁLEZ

La Concha Resort Autograph Collection

MARGARET COLÓN

Puerto Rico Convention Center

MARIELA REYMUNDI

Sheraton Puerto Rico Hotel & Casino

MARGARITA CASABLANCA

Hyatt Regency Grand Reserve

MILITZA ORAMA

The Condado Collection

Condado Vanderbilt Hotel

NATALIA LUNA

Courtyard by Marriott

Isla Verde Beach Resort

NELIA VILLANUEVA

Distrito T-Mobile

NIDYMAR BOSCANA

Distrito T-Mobile

RAQUEL ROSA CARMONA

The St. Regis Bahía Beach Resort

SHANNON VIDAL

Fairmont El San Juan Hotel



BOARD OF DIRECTORS' COMMITTEES

BOARD OF DIRECTORS' COMMITTEES | Executive Committee

Raúl Bustamante, Chair of the Board of Directors

Federico Stubbe Jr., Vice Chair of the Board of Directors

Juan Rodriguez, Parador Guánica 1929

Sebastián Negrón, Secretary DDEC

Graciela Eleta, Foundation for Puerto Rico

Verónica Ferraoui, Puerto Rico Convention District Authority

Jorge Hernández, Aerostar Airport Holdings LLC

BOARD OF DIRECTORS' COMMITTEES | Finance & Audit Committee

Jorge Hernández, Aerostar Airport Holdings LLC

Williamette Robles, Puerto Rico Tourism Company

Katherine Erazo, Senate Representative

Federico Sánchez, Interlink

Aida Ramírez, Technical Advisor

BOARD OF DIRECTORS' COMMITTEES | Organizational Development and Effectiveness Committee

Raúl Bustamante, Chair of the Board of Directors

Juan Rodriguez, Parador Guánica 1929

Loisse Herger, The Olive Collection

Graciela Eleta, Foundation for Puerto Rico



BOARD OF DIRECTORS' COMMITTEES | Ethics and Governance Committee

Verónica Ferraoui, Puerto Rico Convention District Authority

Raúl Bustamante, Chair of the Board of Directors

Katherine Erazo, Senate Representative

Juan Rodriguez, Parador Guánica 1929

BOARD OF DIRECTORS' COMMITTEES | Nominations Committee

Raúl Bustamante, Chair of the Board of Directors

Jorge Hernández, Aerostar Airport Holdings LLC

Loisse Herger, The O:live Collection

Juan Rodriguez, Parador Guánica 1929

Graciela Eleta, Foundation for Puerto Rico

BOARD OF DIRECTORS' COMMITTEES | Marketing Committee

Graciela Eleta, Chair and Foundation for Puerto Rico

Loisse Herger, The O:live Collection

Katherine Erazo, Senate Representative

Karla Fuentes, House Representative

*Board of Directors' Committees: Some committees have directors pending to be appointed. Once appointments have been completed, directors will be assigned.

Appendix III: Budget

CORPORACIÓN PARA LA PROMOCIÓN DE PUERTO RICO COMO DESTINO, INC. FISCAL YEAR 2025-2026 BUDGET

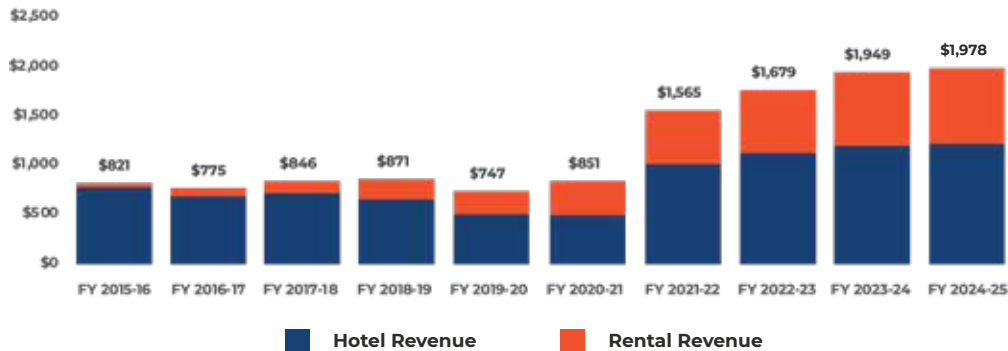
Revenues	Operational Fund
<i>Public Funds</i>	
Room Tax Revenues	\$25,000,000
Room Tax - Private funds match	5,000,000
Public Funds - other	28,000,000
<i>Private Funds</i>	
Coop Advertising/Sponsorships	150,000
Tradeshaw/Event Participation	300,000
Donated Services	300,000
Interest	300,000
Total Revenues	\$59,050,000
Payroll & related benefits	\$8,675,166
Total Administrative Expenses	
Administrative/Operating Expenses	
Facilities Expense	\$297,818
Legal fees	100,000
Consulting fees	139,412
Accounting & Audit	72,200
Depreciation	360,000
Recruiting and relocation expenses	20,000
Office Supplies/Misc. equipment	24,000
Equipment rental and maintenance	12,000
Licenses/Telephone/Internet	206,536
Training and Development	125,000
Insurance	107,278
Other	196,700
	\$1,660,944



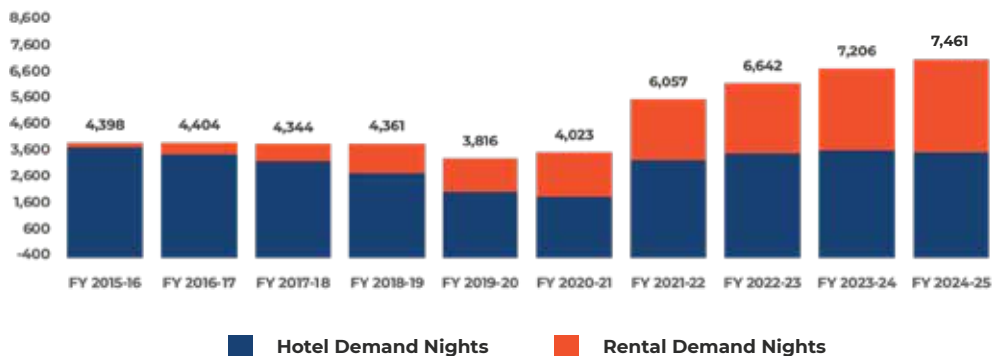
Sales/Marketing/Promotion	
Trade Shows and Conferences	2,115,000
Site Inspection	225,000
Destination Reviews	750,000
Sales Consultants	125,000
Marketing Consultants	306,200
International Sales & Marketing	2,775,000
Advisory Boards	150,000
Sales/Marketing Events	4,724,820
Advertising	24,210,000
Strategic Alliances	2,885,000
Industry/Community Engagement	400,000
Government Affairs	130,000
Public Relations	3,236,500
Group Incentive Fund	2,750,000
Promo Items/Collateral	200,000
Website Development	715,000
Digital Content Development	1,000,000
Research	1,000,000
Booth expense	100,000
S&M Technology (licenses)	276,370
Sales & Marketing Training	40,000
Other Sales and Marketing	100,000
	\$48,213,890
Total Sales/Marketing/Promotion	
Total Expenses	\$58,550,000
CAPEX	\$445,000
Reserve	\$55,000
Net Change in Assets	\$0

Appendix IV: Market Performance

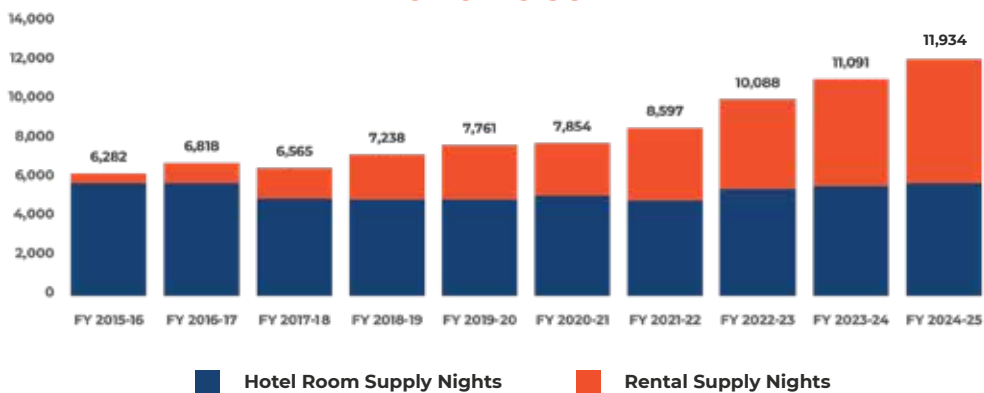
LODGING REVENUE



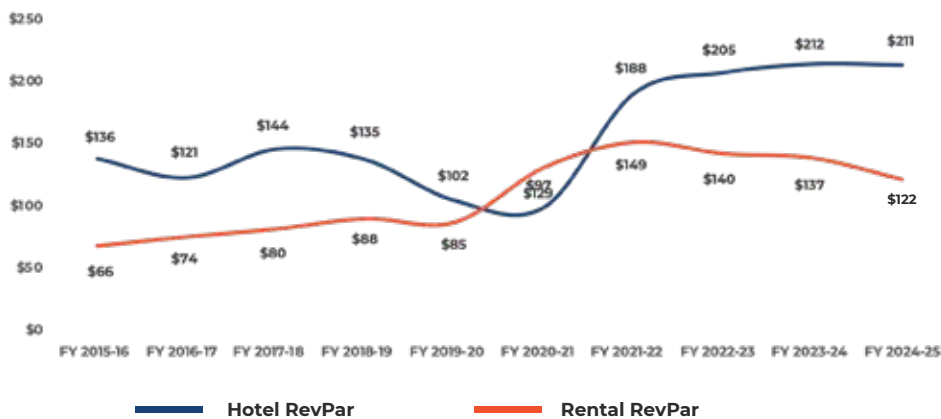
LODGING DEMAND



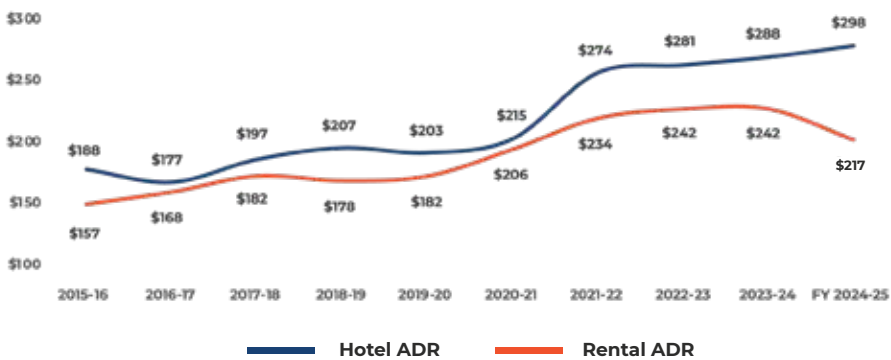
LODGING SUPPLY



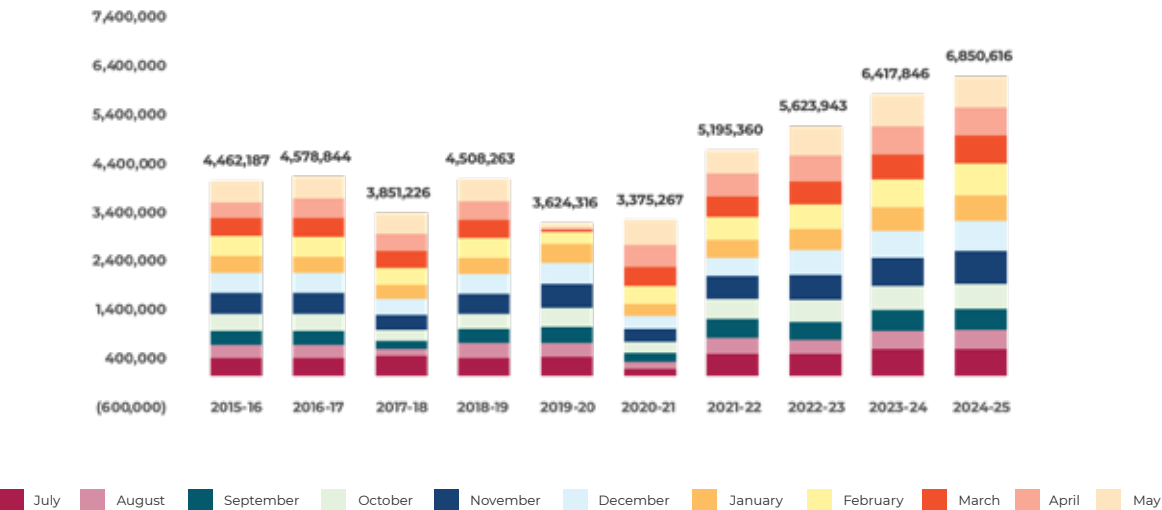
LODGING REVENUE PER AVAILABLE ROOM/UNIT (RevPAR)



LODGING AVERAGE RATES



SJU ARRIVALS

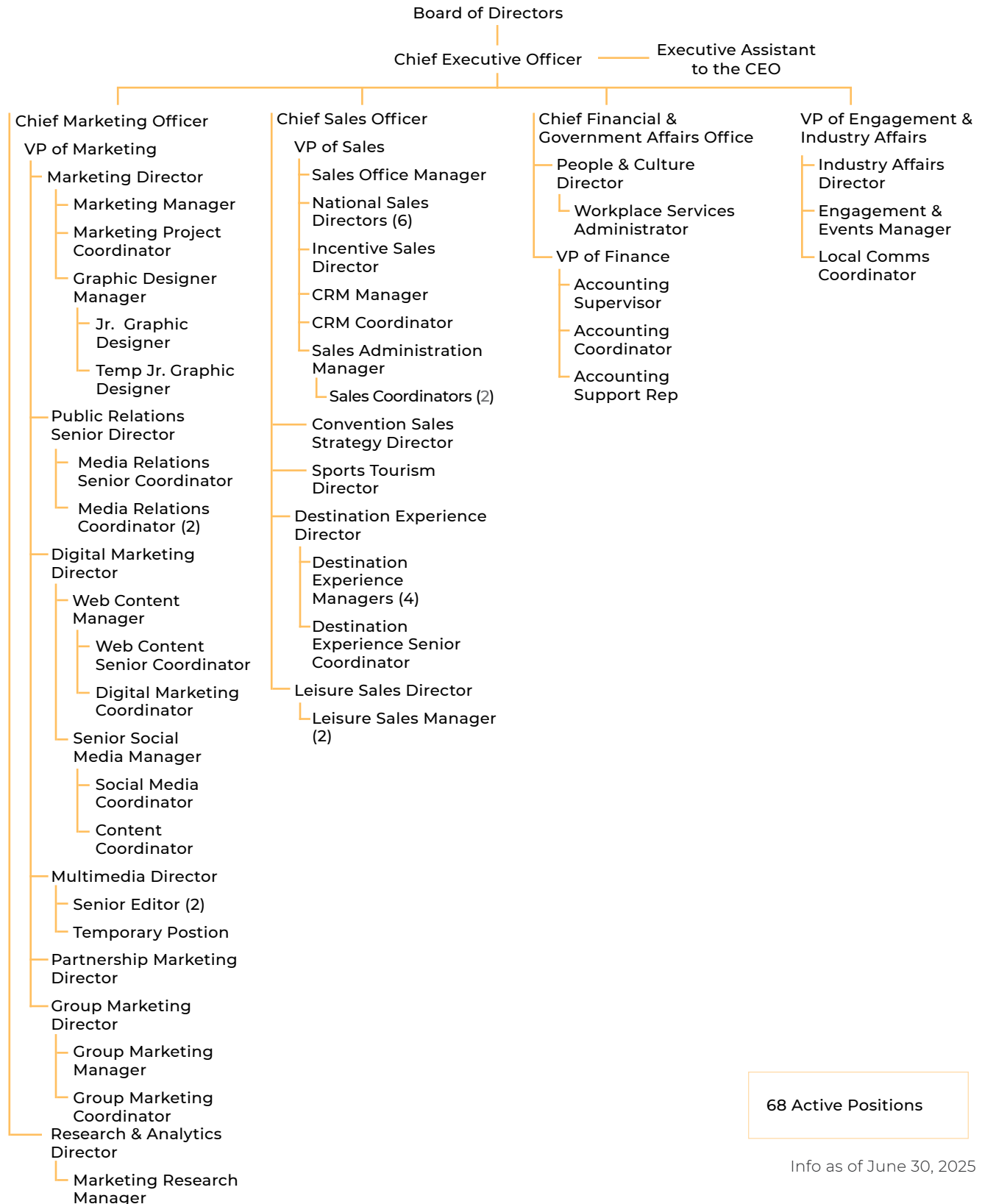




LUQUILLO, PUERTO RICO

Appendix V:

ORGANIZATIONAL STRUCTURE





DISCOVER
Puerto Rico

Annual Report

FISCAL YEAR 2024-2025