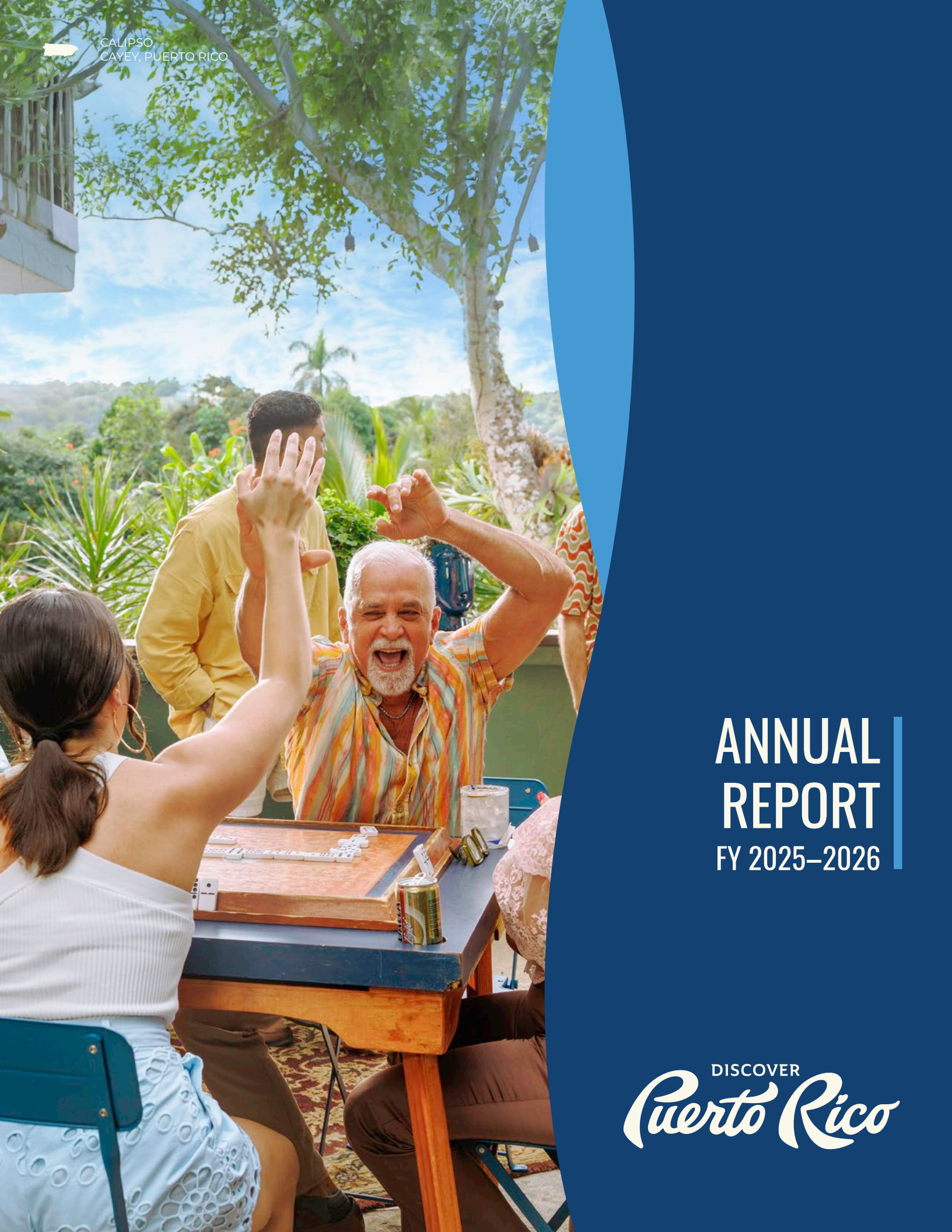




CALIPSO
CAYEY, PUERTO RICO

ANNUAL REPORT

FY 2025–2026

DISCOVER
Puerto Rico



TETUAN STREET,
OLD SAN JUAN, PUERTO RICO

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¡Saludos!

When I accepted the responsibility of leading Discover Puerto Rico last September, I did so with profound optimism for our Island’s future. Puerto Rico is living through one of the most transformative periods in its tourism history—not because of a single campaign or a single year of strong performance, but because the foundations are being laid for sustained, long-term growth. This report reflects the progress we have made together, but even more importantly, it reflects the extraordinary opportunity that still lies ahead.

Today, Puerto Rico’s visitor economy is stronger than at any point in its history. Tourism contributed \$10.25 billion to the Island’s GDP, supported more than 166,000 jobs, and welcomed 8.478 million visitors who spent an average of \$1,009 per trip. Through Discover Puerto Rico’s marketing, sales, and partnership initiatives, we generated nearly \$2 billion in measurable economic activity—from hotel revenue and online travel partnerships to a record pipeline of future meetings and conventions business. These outcomes are independently validated by respected organizations such as Tourism Economics and Adara because our success must always be measured by objective results, transparency, and accountability.

Yet, the most important story is not the scale of these achievements. It is how they were accomplished.

The defining lesson of this fiscal year is that intelligence has become one of Puerto Rico’s greatest competitive advantages. Operating with our leanest marketing budget in years required us to replace scale with precision, data, creativity, and disciplined execution. Rather than limiting

our impact, those constraints strengthened our organization, sharpened our decision-making, and demonstrated that sustainable growth is driven by strategy—not simply spending.

We called this our Intelligence Year, and every area of the organization embraced that philosophy. As we transitioned from Live Boricua to Awaken Your Senses, Brand Health investment declined by 62%, yet our brand equity remained among the strongest in our history. Paid media conversions increased by 27%, email lead generation grew by 59%, and our Global Sales team expanded new group business opportunities by 19%, despite geopolitical uncertainty, evolving travel patterns, and continued headwinds affecting the global meetings industry.

These results demonstrate what a mature organization looks like under pressure. It does not retreat when resources become constrained. It becomes more focused, more disciplined, and ultimately more effective.

Looking ahead, we remain appropriately disciplined. With a largely flat budget for the coming fiscal year, we are planning conservatively and expect measured growth. I view that reality not as a limitation, but as validation of the strategy presented throughout this report. We have demonstrated that disciplined investment, guided by intelligence, innovation, and accountability, creates a stronger foundation for sustainable growth than spending alone ever could.

More importantly, Puerto Rico’s greatest opportunities remain ahead of us.

Our Island possesses advantages that cannot be replicated: a vibrant and authentic culture,

extraordinary natural beauty, expanding nonstop air connectivity, world-class hospitality investments, internationally recognized cuisine, and a creative spirit that continues to capture the world’s attention. Every new hotel opening, every additional air route, every international event, and every visitor who returns home inspired by Puerto Rico strengthens the foundation for future prosperity.

Tourism is far more than a visitor industry. It is an engine of economic development.

Every visitor represents more than a hotel stay or an airline seat. Tourism creates opportunities for entrepreneurs, strengthens small businesses, supports thousands of careers, encourages private investment, and generates tax revenues that benefit communities across the Island. When we grow tourism responsibly, we strengthen Puerto Rico’s economy, expand opportunities for our residents, and elevate our global competitiveness. That responsibility is one we embrace with purpose every day.

None of these achievements would have been possible without our people.

Eighty-six percent of our team is Puerto Rican, and women hold 78% of our leadership positions. The organization entrusted with telling Puerto Rico’s story to the world is led by the very talent that reflects our culture, resilience, creativity, and determination. Every accomplishment reflected in these pages is the result of their professionalism, passion, and unwavering commitment to our mission.

Throughout my career, I have had the privilege of leading many of Puerto Rico’s most iconic venues and world-class events. Those experiences reinforced a belief that has only

grown stronger during my time at Discover Puerto Rico: our competitive advantage has never been the size of our budget. It is the authenticity of our destination, the intelligence of our strategy, the strength of our partnerships, and the extraordinary people entrusted with bringing our vision to life.

The momentum we have built is real. Our strategy has been tested, our discipline has been proven, and our confidence in Puerto Rico’s future has never been stronger. While this report celebrates an exceptional year, I believe history will remember it for something even more important: it demonstrated what is possible when vision, accountability, collaboration, and an unwavering belief in Puerto Rico come together with purpose.

The best chapters of Puerto Rico’s tourism story have yet to be written. It is an honor to help lead that journey alongside our Board of Directors, our government partners, our private-sector stakeholders, our communities, and the remarkable team at Discover Puerto Rico.

Together, we are doing more than growing tourism. We are strengthening an economy, elevating a destination, and helping shape a more prosperous future for Puerto Rico.

Thank you for your trust, your partnership, and your belief in what we can accomplish together.



JORGE L. PÉREZ

Chief Executive Officer
Discover Puerto Rico



EAST ISLAND CATAMARAN,
FAJARDO, 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, powering sustainable economic growth.



ARCADA,
OLD SAN JUAN, PUERTO RICO

SECTION C

Values

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 AND LEADING

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

HONESTY, INTEGRITY AND 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

Discover Puerto Rico organizes its work around three strategic objectives: Economic Growth, Brand Health, and Organizational Excellence. They are deliberately interdependent.

Economic growth is the outcome we are accountable for; brand health is the asset that makes that growth possible, and organizational excellence is the discipline that ensures every dollar entrusted to us works as hard as it can.

In fiscal year 2025–2026, that discipline carried more weight than usual. With a leaner media investment than the prior year, progress depended less on how much we spent and more on how precisely we spent it. The measures that follow are drawn from industry-standard benchmarks and independent research, so stakeholders can evaluate not only what we achieved, but how efficiently we achieved it.

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 through 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 our 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 resources 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 and indirect marketing, promotion, and selling expenses

SECTION E

Discover Puerto Rico by the Numbers

Discover Puerto Rico by the Numbers

FISCAL YEAR 2025–2026

In a year defined by discipline, every number below tells the same story: we focused our resources where the data said they work, and they worked harder.

Fiscal Year 2025–2026 Organizational ROI: \$110:1

Sources: Adara, STR, AirDNA, Future Partners, Co-Ops/GDS reported revenue, OTA reported revenue, DPR Expenses—internal

DISCOVER PUERTO RICO'S ECONOMIC IMPACT

\$375.3M

Hotel revenue generated on advertising
Source: Adara, Fiscal Year 2025–2026

\$100M

Revenue generated by OTAs
Source: OTA's End of Campaign Report

\$455M

Generated by leisure partners
Source: Travelclick and direct reporting
from co-op partners

8,478M

Total visitors
Source: Tourism Economics CY25,
non-resident visitors

\$243.7M

Meetings and conventions sales contracted
Source: Simpleview

\$1,056

Visitors spending average
Source: Tourism Economics Calendar Year,
non-resident visitors

\$783.3M

Of future MICE sales pipeline
Source: Simpleview

101.8K

Hospitality jobs
Source: Bureau of Labor Statistics Dec 2025

\$163.6M

Estimated tax revenue generated
Source: PRTC

SECTION F

Governance

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
General Manager
The Royal Sonesta San Juan

FEDERICO STUBBE JR.

VICE CHAIR OF THE BOARD OF DIRECTORS
CEO
PRISA Group

JUAN RODRIGUEZ

SECRETARY OF THE BOARD OF DIRECTORS
Vice President/Assistant Manager
Parador Guánica 1929

JORGE HERNÁNDEZ

TREASURER
President & CEO
Aerostar Airport Holdings LLC

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
House of Representatives

CARLOS J. RÍOS PIERLUISI

Secretary
Department of Economic Development
& Commerce

VERÓNICA FERRAIOLI

Executive Director
Puerto Rico Convention District Authority

FEDERICO J. SÁNCHEZ ORTIZ

President & CEO
Interlink

LUIS E. PIZARRO-OTERO

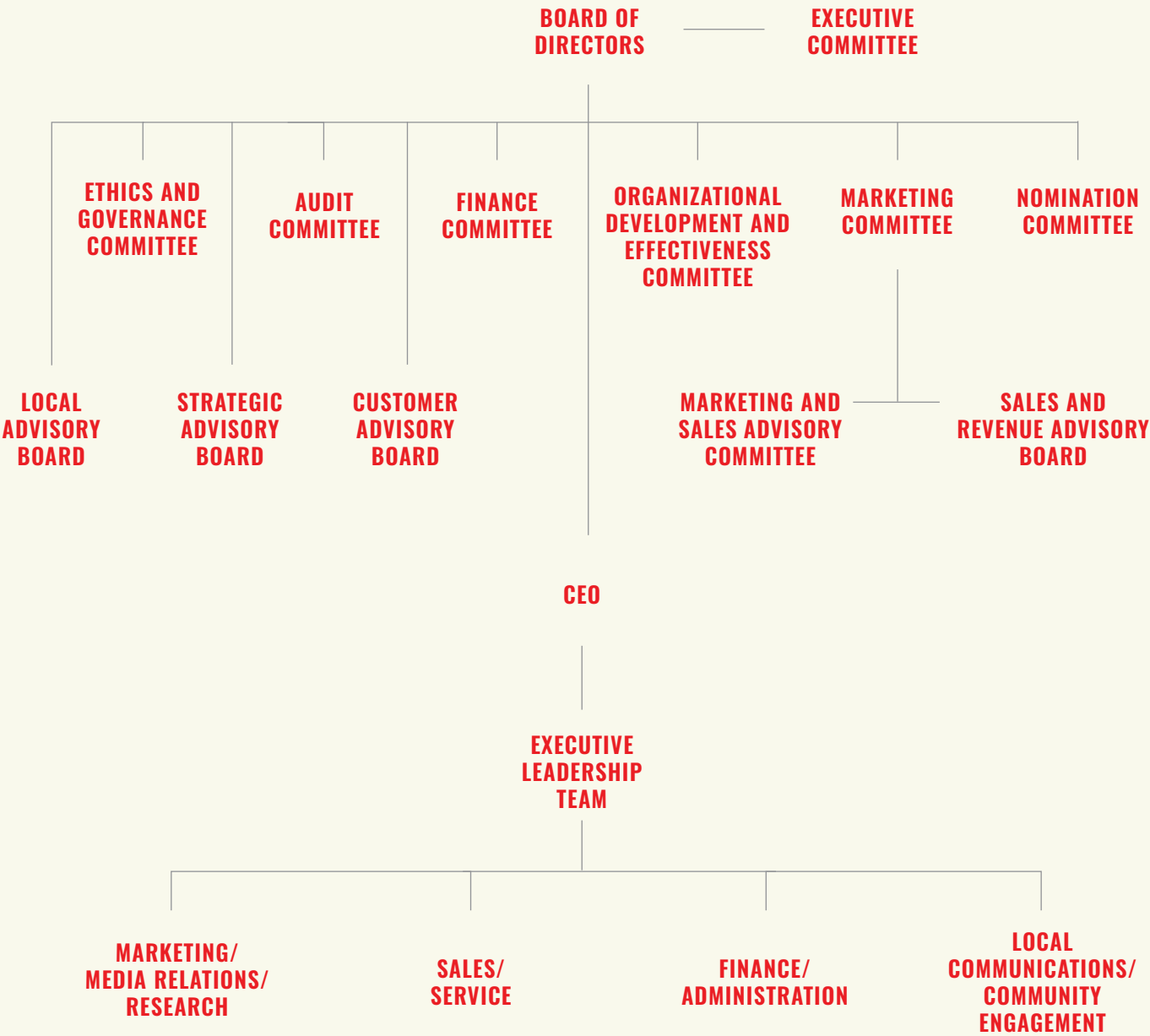
President & CEO
FIDE LLC

ERIC PÉREZ ROVIRA

Founder and President
Duars Entertainment

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.



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

BETH HELENE FREEDMAN

EXECUTIVE VICE PRESIDENT

MMGY GLOBAL

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)

KIRK LOVELL

MANAGING DIRECTOR, AIR SERVICE
CONSULTING

Mead Hunt

KRIS NITZEL

VICE PRESIDENT—ESN

Maritz Global Events

MICHELLE MASON

PRESIDENT & CEO

American Society of Association Executives
(ASAE)

PAUL VAN DEVENTER

PRESIDENT & CEO

Meeting Professionals International (MPI)

RAFAT ALI

CEO & FOUNDER

Skift

RICHARD HARPER

EXECUTIVE VICE PRESIDENT

HelmsBriscoe

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
CHIEF EXECUTIVE OFFICER
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 I
EVENT SOLUTIONS
BI Worldwide

JASON GERWITZ
VICE PRESIDENT, SPORTS DIVISION
Commissioners 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.

MICHAEL BUTLER
VICE PRESIDENT SALES, INCENTIVE TRAVEL, CHANNEL REWARDS, EVENT PLANNING
Brightspot Incentives & Events

MICHELLE MALLOY
SENIOR DIRECTOR OF MEETINGS
National Association of Regulatory Utility

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
ADVISOR, 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 ADVISOR

WALESKA SÁNCHEZ
PRESIDENT
West Coast Chamber of Commerce

SECTION G

Finance and Administration

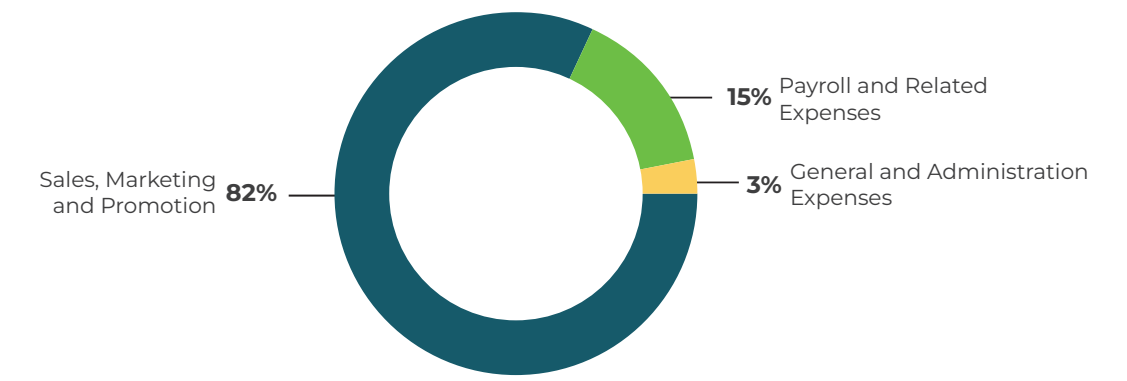
Finance and Administration

FUND DISTRIBUTION

Discover Puerto Rico continues to be highly efficient and deliberate in how we allocate our resources, ensuring most of our budget is invested in activities that generate the highest return for Puerto Rico's visitor economy. For fiscal year 2025–2026, **82% of the total expenses** were directed to marketing, sales, and promotions efforts, with only **18% allocated to administrative and operating costs**, in compliance with the Agreement for Destination Marketing Services.

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

COMPOSITION OF OUR FUNDING FOR FISCAL YEAR 25–26



2025–2026 STATEMENT OF FINANCIAL POSITION (UNAUDITED)

ASSETS

Current Assets:	
Cash and Cash Equivalents	\$20,913,374
Accounts Receivable	\$9,428,186
Prepaid Expenses	\$1,321,123

Total Current Assets **\$31,662,683**

Investments	\$219,044
Property and Equipment Net	\$616,542
Lease Assets	\$117,047

Total Assets **\$32,615,316**

LIABILITIES

Current Liabilities:	
Accounts Payable	\$2,561,669
Accrued Expenses	\$4,361,217
Deferred Revenue	\$102,675
Commitments to Definite Groups	\$2,622,382

Total Current Liabilities **\$9,647,943**

Commitments to Definite Groups	\$2,349,800
Lease Liabilities	\$119,533

Total Liabilities **\$12,117,277**

NET ASSETS

Board Designated Contingency Reserve	5,195,973
Net Assets with Restrictions	129,777
Net Assets Undesignated	15,172,288

Total Net Assets **\$20,498,039**

TOTAL NET LIABILITIES AND ASSETS **\$32,615,316**

2025–2026 STATEMENT OF ACTIVITIES (UNAUDITED)

REVENUES

Room Tax Allocation	\$25,000,000
Matching Funds	\$5,000,000
Other Public Funds	\$29,875,000

Other Revenues \$1,429,875

Total Revenues **\$61,304,875**

EXPENSES

Marketing and Sales Expenses

Sales/MICE and Leisure	\$12,252,736
Advertising/Promotion	\$31,592,557
Public Relations and Press FAMs	\$3,055,622
Research	\$939,457
Community/Industry Engagement and Gov. Affairs	\$515,153

Total Marketing and Sales Expenses \$48,355,525

Payroll and Related Benefits \$8,754,859

Administration/Operating Expenses \$2,072,392

Administrative Expenses \$10,827,251

Total Expenses **\$59,182,776**

Increase (Decrease) in Net Assets **\$2,122,099**

TECHNOLOGY

Throughout fiscal year 2025–2026, 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 continue to monitor and strengthen our infrastructure to meet operational demands and enable seamless collaboration across departments. As part of our ongoing commitment to operational excellence, we invested in an IT solution featuring a high-performance storage system to provide greater stability, scalability, and resiliency across our technology environment.

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 AND CULTURE

The story of this fiscal year is a new strategy, and the untold half of that story is the team that carried the organization while it took shape. A year that brought new executive leadership and a redefined direction could have been a year of hesitation. Instead, every result in this report was delivered mid-transition, by a staff that absorbed change, kept its focus, and treated a new chapter as something to build rather than something to weather.

Who that team is matters as much as what it did. Eighty-six percent of our workforce is Puerto Rican, and 78% of leadership positions are held by women. Those are not diversity statistics for a slide; they are the answer to a question this report keeps raising.

A campaign built by the Island, marketing grounded in cultural truth, credibility with local communities: all of it is possible because the people making the decisions are of the place they promote. The organization that asks the world to respect Puerto Rican talent is run by it.

We invested in that talent accordingly. A new partnership with eCornell opened an online Sustainability certification to employees, aligning the team’s growth with the Island’s long-term environmental responsibility, while internal leadership workshops strengthened the management bench and safeguarded institutional knowledge.

Individual milestones marked the year across the organization: our People and Culture Director earned an Executive Organizational Certified Coach credential, two senior leaders in marketing and sales advanced toward the industry’s premier Certified Destination Marketing Executive designation, and a team manager completed the Sustainable Event Professional Certificate.

And for the seventh consecutive year, Discover Puerto Rico placed an emerging leader in Destinations International’s 30 Under 30 program, seven straight years of the industry recognizing the next generation rising here, while employees represented the organization at forums, certifications, and speaking engagements in Puerto Rico and abroad.

People drive everything in this report. The pages before this one measure what the organization achieved; this page names how: a team that is overwhelmingly Puerto Rican, led largely by women, developing constantly, and carrying a shared conviction that the Island they market is the home they are building.



SECTION H

2025-2026 Annual Recap

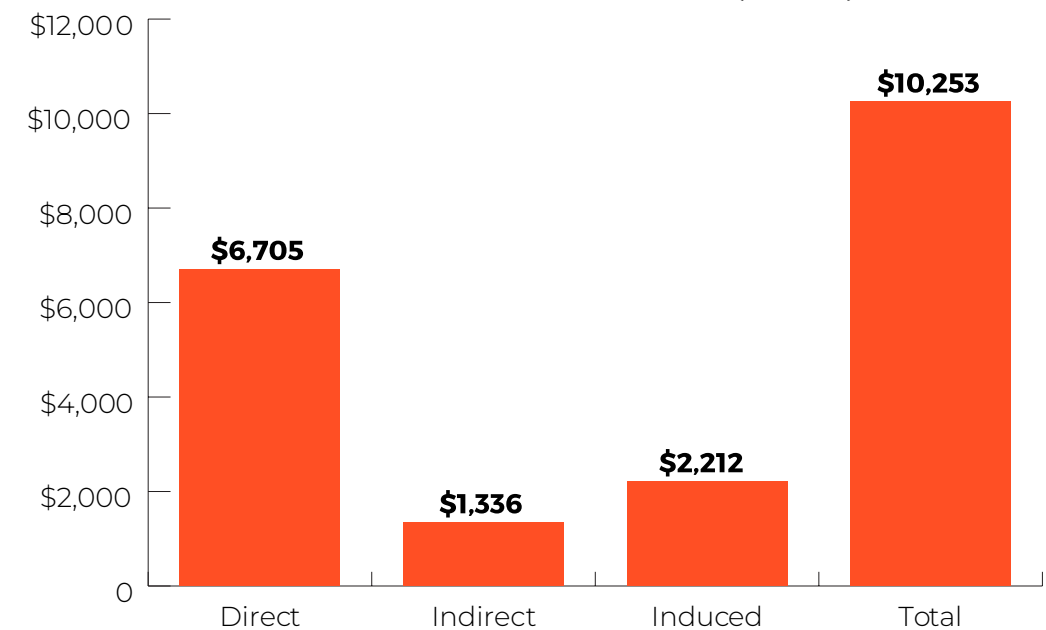
2025-2026 Annual Recap

ECONOMIC GROWTH

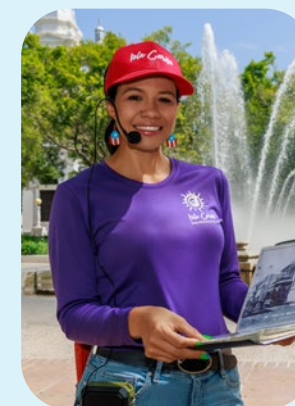
Marketing metrics measure what Discover Puerto Rico does. The measures on these pages capture why it matters: tourism's contribution to Puerto Rico's GDP, its tax base, and its jobs, the numbers that reach households whether or not anyone in them works in a hotel.

Every campaign, partnership, and sales effort in this report exists to move the figures below, tracked independently by Tourism Economics, so the Island's return on its investment is measured by an outside expert, not by us.

TOURISM CONTRIBUTION TO ISLAND GDP (\$ Millions)



Source: Tourism Economics



Collaborating with Discover Puerto Rico has been an important part of **Isla Caribe's** growth and visibility, providing us with greater exposure through both local initiatives and international media coverage. Through its connections with journalists and industry partners, Discover Puerto Rico has helped us tell not only our own story, but also the story of Puerto Rico from a tourism perspective while showcasing the culture and communities that make our island unique.

Every collaborative effort strengthens our mission to highlight the rich history and culture of **Ponce** and Puerto Rico as a whole. We truly value Discover Puerto Rico's trust and its ongoing commitment to elevating our destination's profile on a global scale, as well as being a valued partner in that journey.

Melina Aguilar Colón, Founder/Tour Guide, Isla Caribe

GDP (VALUE ADDED) IMPACTS BY INDUSTRY
(\$ millions) CY 2025

	Direct GDP (value added)	Indirect GDP (value added)	Induced GDP (value added)	Total GDP (value added)
Total, all industries (\$ millions)	\$6,705	\$1,336	\$2,212	\$10,253
By industry (\$ millions)				
Agriculture, Fishing, Mining	\$0.0	\$17.5	\$14.9	\$32.4
Construction and Utilities	\$0.0	\$24.5	\$12.1	\$36.6
Manufacturing	\$0.0	\$125.6	\$145.4	\$271.0
Wholesale Trade	\$0.0	\$120.5	\$106.6	\$227.1
Air Transport	\$1,426.8	\$3.0	\$4.9	\$1,434.6
Other Transport	\$425.1	\$75.9	\$12.3	\$513.4
Retail Trade	\$379.5	\$14.9	\$257.8	\$652.1
Gasoline Stations	\$75.1	\$2.9	\$13.4	\$91.3
Communications	\$0.0	\$104.3	\$115.1	\$219.4
Finance, Insurance and Real Estate	\$0.0	\$292.0	\$763.4	\$1,055.4
Business Services	\$0.0	\$454.8	\$152.3	\$607.1
Education and Health Care	\$0.0	\$1.6	\$431.0	\$432.6
Recreation and Entertainment	\$481.3	\$4.0	\$11.8	\$497.2
Lodging	\$1,957.2	\$15.7	\$25.5	\$1,998.4
Food and Beverage	\$1,960.1	\$27.4	\$108.3	\$2,095.9
Personal Services	\$0.0	\$0.0	\$29.0	\$29.0
Government	\$0.0	\$51.5	\$8.0	\$59.5

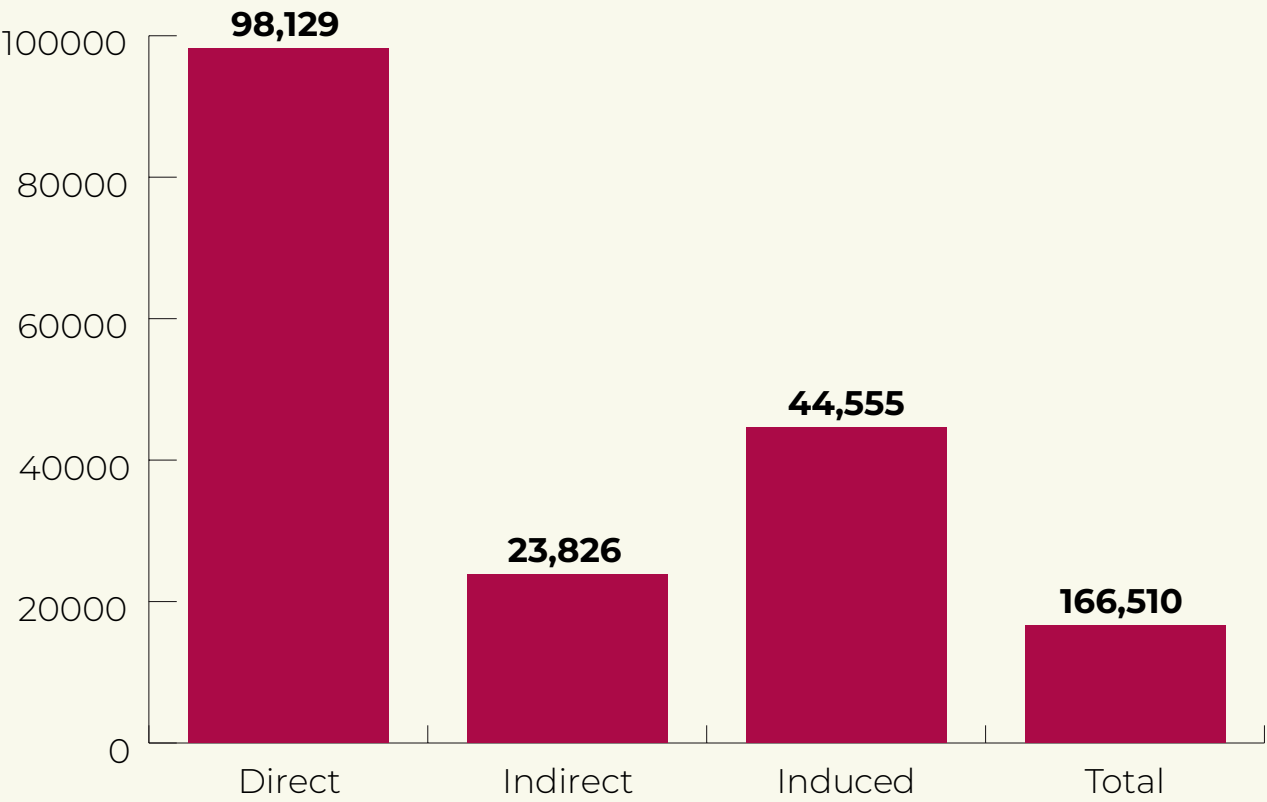
Source: Tourism Economics

TOURISM CONTRIBUTION TO ISLAND TAX BASE:
TOURISM-GENERATED TAX REVENUE
(\$ millions) CY 2025

	Direct taxes	Indirect taxes	Total taxes
State and local taxes	\$1,299.2	\$237.4	\$1,536.6
Sales	\$742.3	\$143.8	\$886.1
Accommodations tax	\$153.7	\$0.0	\$153.7
Personal income	\$404.2	\$53.1	\$457.3
Corporate	\$9.4	\$9.4	\$18.8
Social security	\$8.3	\$2.0	\$10.3
Property	\$14.9	\$6.0	\$20.8
Other taxes and fees	\$120.2	\$23.1	\$143.3

Source: Tourism Economics

TOURISM EMPLOYMENT CY 2025



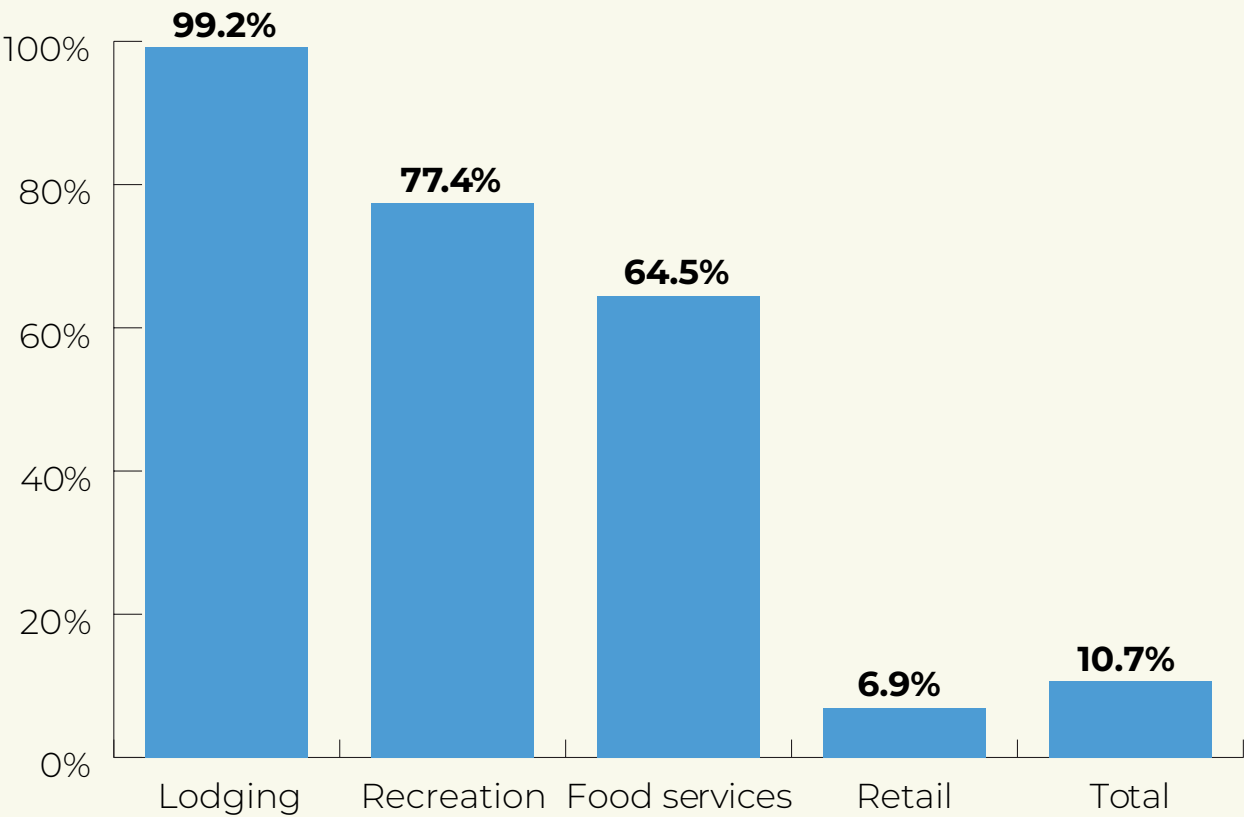
Source: Tourism Economics



EMPLOYMENT RANKING IN PUERTO RICO, BY INDUSTRY

	Direct jobs	Indirect jobs	Induced jobs	Total jobs
Total, all industries (jobs)	98,129	23,826	44,555	166,510
By industry (jobs)				
Agriculture, Fishing, Mining	-	1,108	887	1,996
Construction and Utilities	-	420	190	610
Manufacturing	-	1,608	818	2,427
Wholesale Trade	-	1,228	1,123	2,351
Air Transport	9,531	52	88	9,671
Other Transport	8,089	2,167	434	10,690
Retail Trade	9,119	254	11,367	20,740
Gasoline Stations	891	103	533	1,527
Communications	-	792	1,003	1,795
Finance, Insurance and Real Estate	-	2,055	2,150	4,205
Business Services	-	10,977	3,870	14,846
Education and Health Care	-	66	13,113	13,179
Recreation and Entertainment	4,787	45	592	5,424
Lodging	14,661	400	694	15,755
Food and Beverage	51,053	1,834	6,861	59,748
Personal Services	-	-	709	709
Government	-	715	122	837

TOTAL EMPLOYMENT INTENSITY, BY INDUSTRY CY 2025



Source: Tourism Economics

BRAND HEALTH

Brand reputation is the hardest thing to build in destination marketing, and the easiest to take for granted. It takes years of discipline to build and Discover Puerto Rico has treated it that way from the start.

Since 2018, Discover Puerto Rico has tracked three KPIs that tell us if that’s working: Positive Perception, Familiarity with the Destination, and Likelihood to Visit within 12 months. In 2022, Live Boricua gave the island a voice no other destination could borrow, built on culture, pride, and authenticity. It worked. Four years running, all three numbers climbed to their highest points since tracking began.

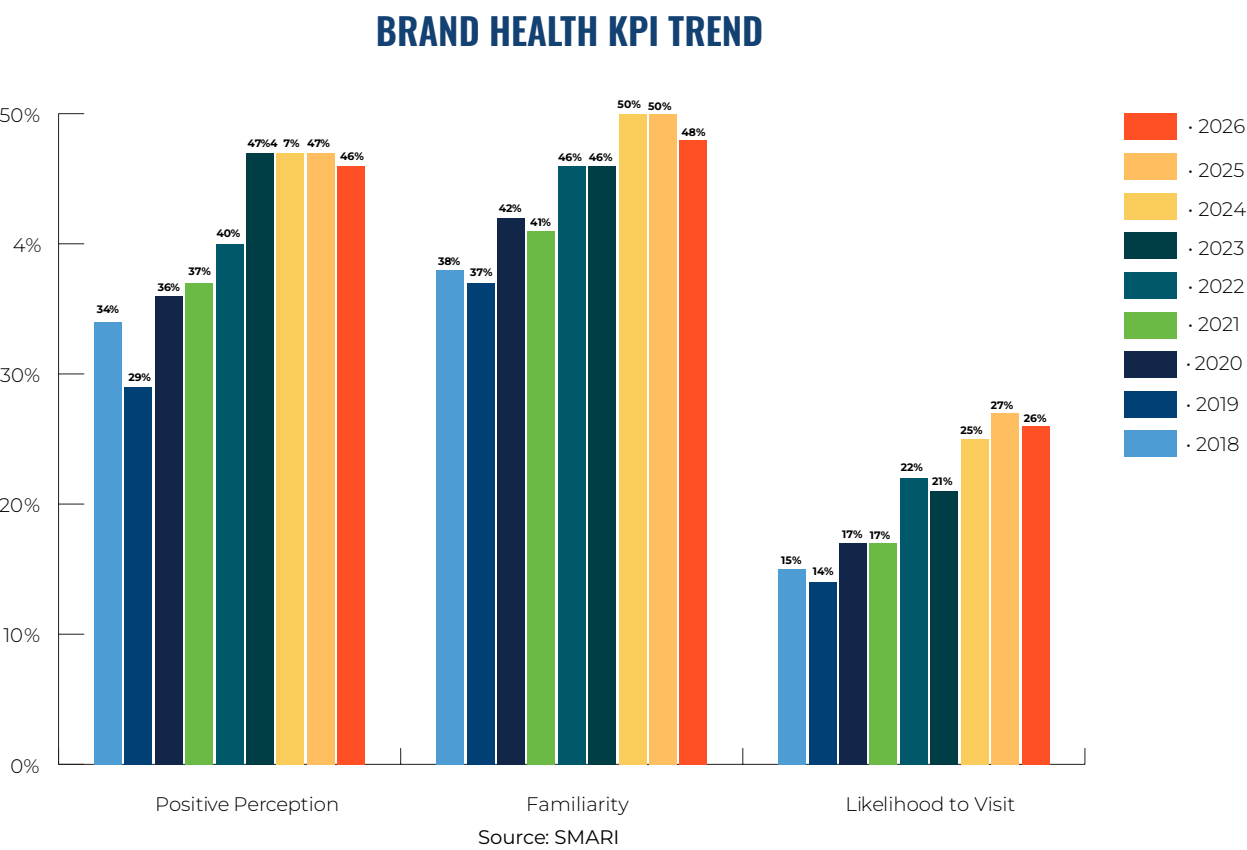
In March 2026, we launched Awaken Your Senses, a new chapter built on a simple truth about how people choose where to go. They decide with emotion and justify with logic, and emotional memory is made through the senses, sight, sound, taste, touch, and rhythm. Puerto Rico is one of the few destinations built to engage all five, and this campaign was designed to prove it.

We measured performance the same way we always have, through SMARI’s annual study of more than 5,000 people across the U.S. Familiarity landed at 46.2%, perception at 48.3%, and likelihood to visit at 26.4%, up 12, 11, and 11 points against the 2018 baseline. Likelihood to visit has grown fastest of the three, up 74% over eight years, a sign that the awareness we built continues converting into real intent to travel.

Even with a 62% reduction in Brand Health investment, from \$15.18 million to \$5.78 million, as Awaken Your Senses replaced Live Boricua, all three Brand Health KPIs held their ground, softening by just 1.2, 1.8, and 0.4 points.

That’s a strong result, and it didn’t happen by accident. Awaken Your Senses was built on an insight-led framework, using audience research and intrinsic motivators to target more precisely by segment, channel, and platform, and that precision is exactly what protected the brand at this scale of investment.

The campaign already outperformed its predecessor on efficiency, with recall up 18.7% and cost per aware household down 22.8%, and these results confirm that same discipline extended brand equity even as spend dropped. This is the clearest proof yet that precision, not volume, is now driving Puerto Rico’s brand growth. We’ll continue to monitor closely as we head into next year, and we see real upside in what this strategy could deliver with restored investment behind it.



CAMPAIGN EFFICIENCY

Beyond measuring Brand Health, measuring the efficiency of our paid media dollars is paramount, particularly with decreasing investment.

Live Boricua, launched in 2022, proved to be a successful campaign in delivering strong performance and reach to a broad number of households. Leveraging the same measurement instrument as the Brand Health metrics, Awaken Your Senses results show that it has directionally outperformed its predecessor on efficiency measures, as intended. Recall reached 43.0% against 36.2% for Live Boricua, 6.8 points higher, an 18.7% relative improvement, while cost per aware household fell from \$0.94 to \$0.73, a 22.8% efficiency gain.

The new campaign reached 7.96 million aware households from a \$5.78 million investment, compared with the 16.14 million from \$15.18 million from the broader focus previously executed. This means that Awaken Your Senses is delivering materially more awareness per dollar from a more tightly defined audience.

Segment performance reinforces the result: recall was strongest among Bespoke Adventurers (59.6%) while the Female segment delivered the lowest cost per aware household at \$0.22.

The Boricua Bridge has been the standout audience of the year: 59.3% recall at \$0.32 per aware household, well under half the campaign-wide \$0.73.

AWAKEN YOUR SENSES					
Campaign Efficiency	Live Boricua	Overall	Boricua Bridge	Female	Bespoke Adventures
Trageted HHs	44,562,690	18,520,158	4,090,593	9,552,658	5,335,247
Recall	36%	43%	59%	38%	60%
Aware HHs	16,136,749	7,961,201	2,426,125	3,647,443	3,177,457
Media Investment	\$15,175,150	\$5,778,380	\$771,329	\$759,313	\$1,789,510
Cost per Aware Household	\$0.94	\$0.73	\$0.32	\$0.22	\$0.56

Source: SMARI

SECTION I

Research Overview

Research Overview

This report calls fiscal year 2025–2026 the Intelligence Year, and this section is where intelligence comes from. Research is not a department at Discover Puerto Rico. It is the operating system: the segmentation strategy came from studying travelers, the media budget moved where measurement said it should, the brand campaign was validated across thousands of interviews before it scaled, and the sales team benchmarked its market against competitors weekly. Every consequential decision described in this report started as a question someone insisted on answering with data.

Getting those answers takes more than conviction. It takes infrastructure: the lodging performance trackers, booking and air capacity feeds, advertising attribution systems, brand health studies, and economic models that together give Puerto Rico something few destinations its size possess, a continuous, independent picture of how the visitor economy is actually performing. Independence is the operative word. The organization deliberately sources its most important measurements from outside firms, the industry's most respected names, so that when this report states an economic impact or a booking figure, the number comes from a party with no stake in flattering us.

That infrastructure serves more than our own decisions. Through the industry portal and stakeholder communications, the same

data flows to the hoteliers, operators, and municipalities building businesses on it, because a destination where everyone can see the numbers is a destination where everyone can plan. The partners below are the firms that make that visibility possible.



STR AND AIRDNA

Lodging is where tourism's economy becomes visible first: every trend in this report, from campaign performance to a record year, eventually shows up as a room occupied and a rate paid. That is why Discover Puerto Rico tracks the Island's lodging market continuously and, on both fronts, traditional hotels through STR and short-term rentals through AirDNA, the two firms the industry itself treats as the standard.

The tracking goes well past occupancy, capturing supply growth, revenue trends, and how Puerto Rico performs against competing destinations, so a hotelier weighing an expansion, an investor sizing the market, or our own team reading demand can all work from the same trusted picture. Between them, the two partners cover the full spectrum of how visitors actually stay, because a destination where guesthouses and resorts and vacation rentals all matter needs data that sees all three.



AMADEUS HOSPITALITY / AIRLINE DATA INC.

Most tourism data describes the past. These partners describe what is coming.

Weekly forward-booking figures for hotels and vacation rentals, sourced from Amadeus Hospitality and AirDNA, show demand building or softening months before travelers arrive, and flight intelligence from Airline Data, Inc. adds the other half of the picture: upcoming seat capacity, arrival volumes, pricing patterns, and load factors on the routes that carry visitors to the Island.

Together they let the team market in the future tense. A soft booking window three months out becomes a tactical campaign deployed now, the way the June Push filled summer rooms; a new route's opening becomes a market activation timed to its first flights, the way Mexico launched alongside Aeroméxico. In a year built on precision, this is where the timing came from.



Every attributed dollar in this report's marketing chapters runs through this partnership.

Adara is the measurement layer connecting our paid advertising to what travelers actually did afterward, the hotel bookings and flight arrivals that followed exposure to a campaign, tracked through travel-specific behavioral data that generic analytics platforms cannot see. It is the reason this report can state that \$375.3 million in hotel revenue traces to this year's media investment rather than estimating it, and the reason the media budget could move with confidence all year: when every campaign's downstream bookings are visible, underperformance has nowhere to hide and effective spend earns more of the budget.

Attribution is the difference between believing the marketing works and knowing which marketing works, and in a year that ran on evidence, Adara is where the evidence came from.



FUTURE PARTNERS AND SMARI

Bookings and arrivals measure behavior. These partners measure the mind that produces it.

Future Partners, alongside the organization since the pandemic era, studies how the destination is perceived from both directions, by the travelers we invite and by the residents who host them, a dual lens that keeps the organization accountable to the Island as well as the market.

Strategic Marketing and Research Insights (SMARI) leads the annual brand health and advertising effectiveness study, the research behind the findings this report leans on hardest: the three-brand health KPIs at their strongest levels since tracking began, and the discovery that campaign recall triples a traveler's likelihood of visiting. That single insight surfaced through this partnership, became the foundation of the hyper-segmentation strategy and reshaped how the organization spends. It is the clearest case in this report of what research partnership is for: one well-designed study asked the right question, and the answer redirected millions of dollars toward the travelers most ready to say yes.



The last translation is the one that matters most: turning tourism activity into the language of the Island's economy. Tourism Economics, an Oxford Economics company and the recognized authority in travel economics, produces the measures this report's biggest claims stand on, total visitor volume, spending patterns, tax contributions, and employment, the figures that tell Puerto Rico's government and people what the visitor economy is actually worth to them.

When this report states that 8.478 million visitors came, that they spent an average of \$1,056, or that tourism supports the jobs and tax base it does, those numbers carry the weight of independent economic analysis, not self-assessment, and the distinction is the difference between a marketing claim and a public record.

The partnership extends past analysis into access. Through Symphony, Tourism Economics' cloud-based analytics platform, the many data streams described across this section flow into a single reporting environment available not only to Discover Puerto Rico's staff but to external stakeholders, which makes Symphony the delivery mechanism for a promise this report has made repeatedly: the same picture of the visitor economy, visible to everyone building on it. From the weekly booking feeds to the annual economic totals, the research infrastructure ends where it should, in the hands of the industry it serves.



Our collaboration with **Discover Puerto Rico** at **Café Colmado** this past February during Super Bowl weekend was a great example of the impact that a partnership rooted in culture and community can have. Thanks to this activation, we were able to give away more than **700 Mallorca sandwiches** to our community, creating a meaningful moment of celebration and accessibility for everyone who joined us that day.

Initiatives like this not only help grow our business and introduce Café Colmado to new audiences, but they also reinforce the purpose behind the work we do as a Puerto Rican cultural space in New York. This kind of support helps businesses and community spaces like ours not only survive, but continue to grow while proudly representing Puerto Rico and moving our culture forward.

Manolo López, Owner, Café Colmado

SECTION J

Marketing Overview

Marketing Overview

Every dollar Discover Puerto Rico invests in marketing belongs, ultimately, to the people of Puerto Rico. And we treat it that way.

Marketing efforts drove \$375.3 million in hotel revenue for the Island's lodging industry, supported by 250,400 bookings attributed directly to our campaigns. Our online travel agency partnerships returned \$110.9 million in revenue, \$116.80 for every dollar invested. And the travelers responding to our message engaged more deeply than ever: website conversions grew 27%, and the number of travelers asking to hear from us directly grew 59%.

We delivered these results with discipline. This year the marketing team began operating like a lab. Every campaign carried out a hypothesis; every dollar produced a learning, and budget moved continuously toward what the data proved was working. When something underperformed, we retired quickly and reinvested where travelers were responding. The results above were achieved on a leaner media budget than the year before, because precision does the work that volume used to.

The pages ahead show that discipline in action. A second screen bilingual experience, a museum partnership, and a storybook created with local authors and artists. Our first campaign built specifically for meeting planners, which became one of our most efficient channels in that market. A documentary series so successful that American Airlines picked it up for global in-flight streaming. None of these were bets on reach alone. Each was a test of whether the right story, told to the right traveler, brings them closer to Puerto Rico. The results say yes.

Where reach numbers in this section sit below last year's, the conversion numbers beside them sit well above. That is by design. We stopped measuring success by how many people saw Puerto Rico and started measuring it by how many chose it.

MULTIMEDIA

This was a year defined by firsts, each one opening a format we had never used to tell Puerto Rico's story. Boricua Spin, our first reality competition show, turned culture into episodic entertainment audiences could follow rather than a message they were served. Our first storybook brought together local authors, artists, and audio engineers to create something families keep, not content they scroll past. And our first collaboration with the Museo de Arte de Puerto Rico, formalized through an MOU, produced Boricua Portraits, a museum exhibition that placed Puerto Rican Identity where it belongs: On gallery walls, curated by the people who live it.

The biggest first of all was the launch of Awaken Your Senses, a campaign that asks travelers to feel Puerto Rico before they arrive. Just as important as the campaign was how it was made. To produce it, we partnered with World Junkies, a Puerto Rican production company, and committed to a fully local approach: Puerto Rican talent in front of and behind the camera, with wardrobe, props, and products

sourced from Puerto Rican designers, makers, and brands. The campaign about the Island was built by the Island, and it shows in every frame.

Partnerships extended that storytelling far beyond our channels. The Matador series on Puerto Rico’s outdoor adventure, published on YouTube and Roku, generated 30 million minutes of viewing, the equivalent of one person watching around the clock for nearly 57 years. American Airlines saw the same thing audiences did and picked up the series for in-flight streaming across its global fleet beginning this fall, meaning travelers heading anywhere in the world will spend part of their flight inside Puerto Rico.

Underneath the marquee projects, the team’s work turned segmentation from strategy into pictures. Each core audience got imagery built for what moves them, from Taste the Town for travelers who plan trips around food, to Mi Casa, Mi Navidad capturing the warmth of a Puerto Rican Christmas, to a dedicated MICE shoot that gave our meetings sales effort its first purpose-built visual library. The team raised both the volume and the standard of our imagery in the same year it absorbed a brand transition, which is the quiet accomplishment that made every louder one possible.

Key Projects Executed

- Mi Casa, Mi Navidad
- Boricua Spin
- Taste the Town
- Awaken Your Senses
- MICE Shoot
- Boricua Portraits: Museum Exhibition
- Matador Collaboration

DIGITAL MARKETING

Website and MarTech Fiscal Year 2025–2026

DiscoverPuertoRico.com welcomed 13.8 million users this year, and the way they used the site tells us more than the number itself. Visits ran deeper than ever: engagement rate climbed 11% to 71%, and average time on site rose 18% to nearly three minutes. Overall traffic softened alongside our leaner media investment, with users down 8% and partner referrals down 10%, but the travelers who arrived came with intent. Fewer window shoppers, more trip planners.

What those trip planners looked at should shape how everyone reads this report. The most visited pages on the site were not only Places to Stay and Things to Do. Music and Dance was the second most viewed page on the entire website. La Isla and Culture both ranked in the top five. The Female Traveler Guide, built specifically for one of our core audience segments, outperformed Events. Travelers are telling us directly, through millions of clicks, that Puerto Rico’s culture is the product. Our strategy is built on truth, and the website is where we can watch it hold.

The team spent the year building for the traveler behind those clicks. The Spanish-language expansion of the consumer site continued, opening the full planning experience to the diaspora and Spanish-speaking markets in their own language. Audience and interest pages were optimized around how each segment actually plans. And a foundational shift began behind the scenes: moving from a one-size-fits-all email program toward an identity-driven engagement model, where what a traveler explores on the site shapes what they hear from us next. That work, spanning CRM migration planning, audience segmentation, and newsletter refinement, is the plumbing that turns this year’s intelligence into next year’s personalization.

The team is also preparing for a change in how travelers find destinations at all. A growing share of trip discovery now happens through AI platforms like ChatGPT, Perplexity, Gemini, CoPilot, and Claude. Our traffic data shows Puerto Rico’s visibility on these platforms rising. Rather than treating this as an experiment, we are treating it as a channel, optimizing our content to be found and recommended wherever travelers ask their questions. Most destinations will react to this shift after it arrives. We intend to be discoverable on day one.

METRICS OVERVIEW

13.8M
Users
(down 8% YoY)

16.7M
Sessions
(down 13% YoY)

22.8M
Views
(down 19% YoY)

71%
Engagement rate
(up 11% YoY)

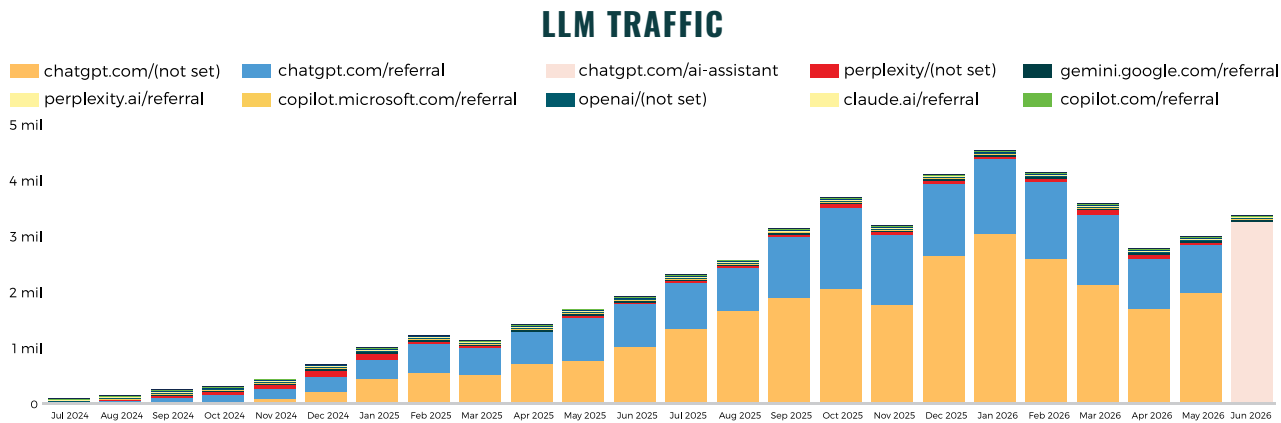
2.47 min
Average session duration
(up 18% YoY)

711,729
Partner referrals
(down 10% YoY)

Source: GA4

Most viewed pages

- | | |
|--------------------|--------------------------|
| 1. Places to Stay | 6. Female Traveler Guide |
| 2. Music and Dance | 7. Events |
| 3. Home | 8. Outdoors |
| 4. La Isla | 9. Things to Do |
| 5. Culture | 10. Blog |



SOCIAL MEDIA MARKETING

This year, Discover Puerto Rico’s social channels stopped promoting a destination and started sharing a culture. The distinction sounds subtle. The audience’s response was not.

The clearest proof came from Boricua Slang, a new series that turns everyday Puerto Rican expressions into content travelers can learn from and laugh with. The very first post generated more than 19,000 engagements and a 17.84% engagement rate on Instagram, several times what destination content typically earns. Travelers did not just watch it. They saved it, shared it, and tagged the people they wanted to bring. When the culture is the content, the audience does the marketing.

That insight shaped the back half of our year. In January 2026, the social media team joined the Communications department, uniting social content, media relations, and brand storytelling under one roof. The integration paid off in speed. When the James Beard Award nominations recognized Puerto Rican culinary talent, a celebratory Instagram carousel earned 9,000 engagements and over 1,000 saves within days. When the Met Gala spotlighted Puerto Rican designers, we were in the conversation. During the 2026 GRAMMY Awards, more than 15 real-time posts generated 13,000 engagements and roughly 2,000 profile visits in a single night. We stopped waiting for travel occasions and started showing up wherever Puerto Rican culture was already winning.

In May, the team took the strategy further with a hyper-segmented, platform-specific approach. Instead of publishing the same content everywhere, each channel now plays a distinct role in the traveler’s journey, matching how its audience actually behaves. The early results validate the move: 4,683 net new followers in two months, with engagement rates of 11.09% on Instagram and 6.82% on TikTok.

The year’s numbers reflect a deliberate shift in what we optimize for. Total impressions grew 61% to 686 million, while the mix of engagement changed underneath. Facebook interactions declined in line with the platform’s broader industry trajectory, but on the platforms where travelers dream and plan, engagement deepened. Instagram’s engagement rate rose by 23%. TikTok’s rose 285%. And the most telling number of the year: saves on TikTok grew 1,564%. A like is a reaction. A save is a traveler filing Puerto Rico away for their next trip. By that measure, more people are planning to experience the Island than ever before.

- **1,605,048** leisure social channels total followers (4% Up YoY)
 - Facebook, Instagram, and TikTok
 - Source: Falcon.io by Brandwatch
- **18,500** YouTube subscribers* (14% Up YoY)
 - *This channel includes content from the Leisure, MICE, and Local Communications segments.
 - Source: YouTube Analytics
- **686,495,246** leisure social media channels total impressions (61% Up YoY)
 - Facebook, Instagram, TikTok, and YouTube*
 - Sources: Falcon.io by Brandwatch and YouTube Analytics
- Leisure social channels engagement rate by reach
 - Facebook 2.63% (3% Down YoY)
 - Instagram 8.99% (23% Up YoY)
 - TikTok 8.55% (285% Up YoY)

- Leisure social channels saves or shares
 - 32,490 Facebook shares (53% Down YoY)
 - 61,602 Instagram saves (3% Up YoY)
 - 24,005 TikTok saves (1564% Up YoY)

ADVERTISING

The story of this year’s media investment is not where the dollars started. It is how they moved.

Operating with a leaner budget than the prior year, the team ran paid media the way the new strategy demanded: as a continuous experiment. Full-funnel plans were built for each of our three audience segments, replacing the single general-audience plan of years past, and every campaign was monitored against one question: Is this moving the right traveler closer to booking? When the answer was no, the budget moved. Underperforming demographic segments, ad schedules, keywords, and placements were paused throughout the year. Spend shifted between formats when the data showed a better path, prioritizing display over native where acquisition costs ran high, migrating placements to mobile where engagement was stronger, and reallocating toward competitive conquesting to reach travelers actively comparing destinations.

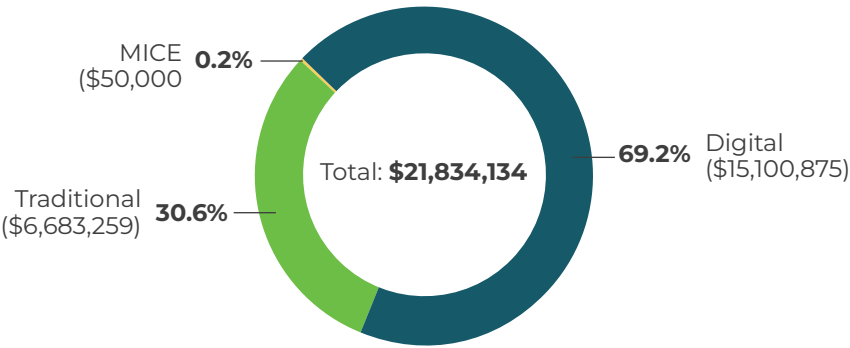
Some experiments failed, and that is part of the model working. A two-month test of Google’s AI Max in our search campaigns did not deliver, so we reverted to the standard approach and redeployed spend. In a lab, a failed test that costs two months is cheaper than an assumption that costs a year.

The results of that discipline show up in every efficiency measure. The investment delivered 2 billion impressions and 362 million completed video views, with cost per completed view improving year over year despite rising media prices. More importantly, the metrics closest to a booked trip all grew against the smaller budget: website conversions reached 7.1 million, up 27%, at an 18% lower cost per conversion. Email leads reached 27,600, up 59%, at a 31% lower cost per lead. And Adara attribution connected \$375.3 million in hotel revenue and 250,400 hotel bookings directly to this media investment, holding steady with the prior year on considerably less spend.

Creative worked as hard as the media plan. A New York Times integrated campaign with custom content produced a measured 7.2% lift in favorability, twice the travel industry benchmark, and a 5.4% lift in travel intent. A Pandora partnership used dynamic audio to serve more than 3,000 creative variants, tailoring the message to each listener. And during Super Bowl week, the Plena Game Report livestream brought together Discover Puerto Rico, the Puerto Rico Tourism Company, RUMS of Puerto Rico, and Boricua talent, drawing 837,000 video views and more than 1,200 hours of watch time on YouTube while Puerto Rican culture held the national spotlight.

Every dollar in the allocation above was accountable for a result, and when the result was not there, the dollar went somewhere it was. That is what a marketing budget looks like when it operates as a lab.

MEDIA ALLOCATIONS



PARTNERSHIP MARKETING

115

Partnerships
ROAS—OTA’s media

100M

Total partnership revenue
generated by OTAs

Source: Partners' end-of-campaign reports

Discover Puerto Rico does not sell a single hotel room. Every campaign we run creates desire, but the booking itself happens somewhere else, and increasingly, that somewhere is an online travel agency. Most travelers today research, compare, and purchase their trips on platforms like Expedia and Booking.com. Whichever destination shows up at that moment, with the right message and the right offer, wins the trip.



Collaborating with Discover Puerto Rico has helped **Plena Libre** reach new audiences and continue opening doors for Puerto Rican music. Thanks to Discover Puerto Rico, we had the opportunity to perform in **New York** during a special Super Bowl broadcast, perform for the first time in **Madrid, Spain**—a historic milestone for the group—and perform at **Disneyland Paris** in France. These performances have opened the door for Plena Libre to return to the European market and expand into other countries next year.

We are proud to represent our island and share who we are as Puerto Ricans through our music, **bomba** and **plena**. We look forward to continuing to work together to promote Puerto Rico as a premier travel destination.

LuisGa Núñez, Director, Plena Libre

That is the role our OTA partnerships play. They are the final step of the journey our marketing begins: the point where inspiration becomes a reservation at a Puerto Rico hotel. And because these platforms report booked revenue directly, they are also among the most precisely measurable investments we make.

This year, the program returned \$115 for every dollar invested, generating \$100 million in revenue, up 12.4% from \$89 million the year before. Revenue in this section is reported directly by our OTA partners through end-of-campaign reporting and is measured separately from the advertising-attributed revenue reported by Adara elsewhere in this report.

The portfolio is built so each partner covers a different moment in the traveler’s decision. Expedia, our largest partner, delivers scale at the point of purchase and generated approximately \$53 million, nearly half the national total. Hopper reaches travelers through its Capital One cardholder program, people with rewards to spend and dates in mind, contributing \$18 million. Booking.com and Priceline together added roughly \$10.7 million. Skyscanner captures travelers a step earlier, while they are still comparing destinations, and delivered \$4.2 million. Travelzoo works earlier still, keeping Puerto Rico in consideration before the booking window opens. From first comparison to final confirmation, a traveler moving toward a Caribbean trip meets Puerto Rico at every step.

These partnerships also do something brand advertising cannot: they steer demand to when the Island needs it. OTA campaigns were deployed against specific booking windows and softer travel periods; filling rooms in the week’s hotels need help most. A tactical June Push aimed at the summer booking window turned \$150,000 into \$13.7 million in attributable revenue in a matter of weeks. And through co-op programs, local hotels joined their marketing dollars with ours to amplify both: the fall Expedia Co-op produced \$13.6 million in revenue from an \$85,000 shared investment, one of the strongest returns in the portfolio. Co-op participation keeps growing because hoteliers can see the results land on their own books.

The year also opened a new frontier. For the first time, the OTA strategy went international, with a Booking.com campaign across key European markets timed to the momentum of Bad Bunny’s world tour. It is a deliberate test of a question that matters for our future: can a global cultural moment be converted into international bookings through the platforms where those travelers buy? The campaign runs through the tour’s end in August 2026, and its results will shape how we invest internationally in the years ahead.

These relationships extend beyond media campaigns. At the annual OTA Convention, Discover Puerto Rico brought representatives from Expedia, Hopper, Skyscanner, Priceline, and Booking.com together with 60 local hoteliers to review campaign results, share destination performance data, and present emerging tools, including the use of artificial intelligence in campaign development. The data shared at the convention reinforced a position worth stating plainly: Puerto Rico remains the most in-demand destination in the Caribbean on the platforms where the world books its travel. Growing attendance from the local lodging sector each year reflects what these partnerships have become: not a media buy, but part of Puerto Rico’s tourism infrastructure.

TOTAL OTA's NATIONAL FY 2025–2026

Partner	Total Impressions	Hotel Revenue	Flight Revenue	Total Revenue	ROAs	Investment
Expedia	12,209,785	\$27,833,311	\$25,556,300	\$53,389,611	324	\$165,000
Priceline	6,574,029	\$2,475,530	\$2,300,000	\$4,775,530	38	\$125,000
Booking.com	4,075,000	\$4,560,00	\$1,438,472	\$5,998,472	80	\$75,000
Hopper	4,113,496	\$4,593,487	\$13,798,597	\$18,392,084	123	\$150,000
Skyscanner	1,256,019	\$2,080,291	\$2,125,840	\$4,206,131	56	\$75,000
Travelzoo	2,207,656	N/A	N/A	N/A	N/A	\$35,000
Expedia Co-op 2025	4,032,000	\$9,598,000	\$4,049,000	\$13,647,000	161	\$85,000
June Push 2026	9,905,617	\$7,458,000	\$9,668,105	\$17,126,105	107	\$160,000
Total OTA's National FY 2025–2026	44,373,602	\$58,598,619	\$58,936,314	\$100,408,828	115	\$870,000

INTERNATIONAL

Partner	Total Impressions	Hotel Revenue	Flight Revenue	Total Revenue	ROAs	Investment
Booking.com/ Bad Bunny Campaign	1,717,107	\$103,495	\$78,966	\$182,461	1.8	\$100,000

TOTAL OTA's NATIONAL/INTERNATIONAL FY 2025–2026

	Total Impressions	Hotel Revenue	Flight Revenue	Total Revenue	ROAs	Investment
Total	46,090,079	\$58,702,114	\$59,015,280	\$100,591,289	104	\$970,000

WORLD BASEBALL CLASSIC 2026

For the first time in more than a decade, the World Baseball Classic came home to Puerto Rico. More than 180,000 fans filled the stands for the Pool A games, and for one week, the eyes of the baseball world were on an Island where the sport is not a pastime but a birthright.

Hosting at that scale is itself a statement. It demonstrated to event organizers, leagues, and planners everywhere that Puerto Rico can stage a world-class international sporting event, the same infrastructure and hospitality case that supports our meetings and conventions business. But the opportunity was bigger than the games, and Discover Puerto Rico treated it that way, surrounding the tournament with an integrated push across digital content, social media, earned media, and paid amplification that turned a sporting event into destination storytelling.

The results showed up where they matter most: in what people did next. During the tournament, searches for “Puerto Rico baseball” rose 800%, and searches pairing Puerto Rico with the WBC surged 1,000%. Fans who came for the box scores stayed to look up the destination. Our content met them there, generating 2.4 million social impressions, more than 354,000 video views, and 65,000 page views of WBC-related destination content, with paid amplification driving over 21,500 clicks deeper into trip planning.



The Classic was not a standalone moment. It anchors a broader baseball strategy built on one of Puerto Rico’s most powerful cultural exports, connecting to the Puerto Rico Day at the Ballpark series now running in key U.S. markets. Baseball gives the Island something few destinations have: a living tradition that millions of Americans already love, with Puerto Rico’s name written all over it.

MLB PARTNERSHIP—PUERTO RICO DAY AT THE BALLPARK

The baseball strategy extends into the heart of the season through Puerto Rico Day at the Ballpark, now in its second year and already one of the most visible cultural platforms any destination operates in the United States. Across two seasons, the series has generated more than 6 billion impressions, reached over 128 million people, and put Discover Puerto Rico face to face with more than half a million fans at MLB stadiums across the country.

The events work because they are genuine celebrations before they are marketing. Each one honors Puerto Rico’s baseball legacy and the players carrying it forward, from legends to current stars, in front of crowds where Puerto Rican flags outnumber giveaways. For the millions of Puerto Ricans living stateside, these nights are a homecoming in their own city. That emotional connection is the asset: the diaspora is one of our highest-intent audiences, travelers with family on the Island, cultural fluency, and a reason to return, and this platform reaches them at a moment of pure pride.

The market strategy behind the series is as deliberate as the celebration. The 2025 season concentrated on New York, Philadelphia, and Chicago, the largest Puerto Rican communities in the country. In 2026, the series expanded to Texas, Colorado, and Los Angeles, markets chosen because new air routes now connect them to San Juan. When a new route opens, seats need filling, and we put Puerto Rico’s culture in front of tens of thousands of potential travelers in that exact city. The ballpark series has become one of our most direct tools for supporting air access, which is the infrastructure everything else in tourism depends on.

The platform has also matured beyond visibility. Activations are now built to convert: translating fan engagement into destination awareness, travel consideration, and first-party data that feeds our segmented marketing, so a fan who celebrates Puerto Rico in June hears from Puerto Rico when they start planning their winter escape.

MICE MARKETING: END OF THE YEAR REPORT FISCAL YEAR 2025–2026 KEY EFFORTS

MICE Segmented Marketing Planning

Puerto Rico’s meetings business is won planner by planner, and this year the MICE marketing team started where the winning happens: inside the planner’s world.

The work began with research, not assumptions. Drawing on the AMEX Global Meetings and Events Forecast, GBTA, Northstar, Cvent, Maritz, and destination industry studies, the team mapped the pressures reshaping the meetings business: event costs rising faster than budgets, booking windows compressing, mounting pressure on planners to prove ROI on every program, AI changing how they work, and attendees who now expect meetings to be meaningful experiences rather than obligations. These are the realities every destination is competing inside. Most build their pitch around their own assets. We built ours around the planner’s problems.

The same discipline that reshaped our leisure marketing was then applied to the meetings market: segmentation. Three planner audiences were defined, each with distinct pressures and decision patterns. Association planners answer to members and boards, judging destinations on attendance draw and operational efficiency. Enterprise planners manage scale and complexity across large programs. Small and midsize business planners work with tighter budgets and leaner teams, needing a destination that makes execution easy. One message cannot speak to all three, so one message no longer tries. Each segment now has its own messaging, content, media approach, and sales support.

The most practical output is a structured map of planner pain points matched to Puerto Rico’s answers. For every pressure planners named, from cost sensitivity and short lead times to attendance concerns and sustainability requirements, the framework defines both the rational case and the emotional one: no passports for U.S. attendees, proven infrastructure, a flexible business environment, and the advantage no competitor can copy, a destination attendees genuinely want to attend. That last point matters more than ever. Rising costs make every meeting a harder sell inside a planner’s own organization, and a destination that lifts attendance is not a luxury in that environment. It is the planner’s business case, and Puerto Rico intends to be it.

This framework now anchors the fiscal year 2026–2027 plan, and its thinking shaped everything this year’s program executed: the campaigns, media, content, and outreach detailed in the pages that follow.

MICE PAID MEDIA EFFORTS

MICE Paid Media September to November 2025

The hardest problem in meetings marketing is precision. Meeting planners are a small professional audience scattered inside a very large internet, and most destination advertising reaches around them rather than to them. This year's paid media program was built to solve that.

The fall campaign, running September through November, put Puerto Rico's meetings story in front of planner audiences across video, social, display, and native placements through Sojern, The Trade Desk, and, for the first time, a dedicated MICE campaign on Meta. The Meta test answered the precision question directly: targeting by meeting planner job titles drove the majority of the campaign's conversions, meaning the people engaging with our content were not lookalikes or travel enthusiasts, but the professionals who sign contracts. Video carried awareness, with Sojern delivering an 86.5% completion rate at two cents per completed view, an audience choosing to watch to the end at a cost most destinations would not believe.

In spring, the program shifted from being seen to being considered. As trade tensions and political pressures pushed some planners to reconsider programs in Mexico and other international destinations, a responsive campaign positioned Puerto Rico as the secure, reliable alternative: fully American access with a distinctly Caribbean experience. The emphasis moved deliberately from video views to website conversions, pulling planners past awareness and into evaluation.

The full-year results validate the approach. The program delivered 25.2 million impressions, up 20%, and 131,000 website conversions, up 163% from the prior year, at a 19% lower cost per conversion. Fewer passive views, more planners actively exploring what a program in Puerto Rico looks like: exactly the trade the strategy intended.

The year also expanded what we know for next year. Testing surfaced new high-performing prospecting audiences, including Distillery Emporio and lookalike segments built from our own CRM, which outperformed several traditional targeting approaches. Every campaign in this program doubled as research, and the audience intelligence it produced is already built into the fiscal year 2026–2027 framework.

MICE EARNED MEDIA EFFORTS

Media impressions in meetings and trade publications grew 1,748% this year. Behind that number is a simple decision: for the first time, Puerto Rico’s meetings story got its own dedicated earned media program.

The program starts with a truth about how planners choose. Puerto Rico is no longer competing on price or logistics alone. It competes on experience, because when a planner selects a destination, they are betting their own reputation on what their attendees will remember. And planners do not form that judgment from advertising. They form it from the publications they trust, the peers they talk to, and the

destinations they hear about at the industry’s own gatherings. Earned media is how a destination enters that conversation, and until this year, Puerto Rico was leaving it to chance.

The new program replaced chance with a calendar. Outreach was timed to the moments that matter in a planner’s year, anchored by presence at the industry’s defining events, tradeshow activations, familiarization visits, and thought leadership placements that put Discover Puerto Rico's executives into the industry’s discussions rather than just its ad pages. Eight distinct pitch angles ran through the year, spanning Puerto Rico’s meetings growth, the global attention surrounding Bad Bunny, new organizational leadership, and the sales incentive promotion, each one giving editors a reason to write about the Island that was news, not promotion.



The result was 42 published placements across the meetings and trade press, including Convene, Prevue Meetings, SmartMeetings, Travel Weekly, Trade Show News Network, Conferences and Meetings World, and Northstar’s meetings titles. These are the outlets open on a planner's desk when a destination shortlist gets made. A year ago, Puerto Rico appeared in them occasionally. Now it appears consistently, and consistency is what turns a destination from an option planners consider into one they expect to see. These placements include:

- Conferences and Meetings World
- Convene Online
- Meeting Spotlight
- News is My Business
- Prevue Meetings
- Recommend Online
- SmartMeetings
- Sports Travel magazine
- Trade Show News Network
- Travel Weekly
- Breaking Travel News

MICE NEWSLETTER EFFORTS

Every month this fiscal year, without exception, the MICE newsletter produced RFP submissions: meeting planners formally inviting Puerto Rico to compete for their business. No other marketing channel converts attention into sales pipeline that directly, Which is why the newsletter has become the quiet workhorse of the MICE program.

The engine grew considerably stronger during the year. The planner database expanded 62%, from 7,024 contacts in July to 11,395 by May, built largely through badge scans and lead capture at tradeshow and industry events. Every conversation at a booth became a subscriber, and every subscriber became

someone Puerto Rico talks to all year instead of once. That is the compounding value of the tradeshow investment: the handshake ends when the show closes, but the relationship keeps running through this channel.

Growth like that usually dilutes engagement, since new names typically open less than loyal ones. Here it did not. Open rates held between 22% and 41% and click-through rates between 7% and 12%, both well above B2B norms, while unsubscribes stayed under half a percent. Planners joined the list and stayed engaged; a sign the content earns its place in a crowded inbox: destination stories, industry updates, planner testimonials, incentive offers, and direct paths to our sales team and RFP submission.

The channel's best months show its ceiling. February and May produced 9 and 13 RFP submissions respectively, including three traced directly to email traffic, and a March deployment added more than 1,200 unique clicks without denting the program's engagement averages. With the database still growing and the fiscal year 26–27 segmentation framework ready to tailor content by planner type, this channel is positioned to convert an even larger audience with even greater precision next year.

MICE SEGMENT PHOTOSHOOT

Every meetings destination has photos of ballrooms, and every ballroom looks the same. When a planner builds the internal pitch for their next program, generic imagery makes destinations interchangeable, and interchangeable destinations compete on price. This year, the team invested in the visual asset no competitor can reproduce: Puerto Rico itself.

The MICE Content Enhancement Project replaced a library of archival event footage with intentional, destination-driven photography and video built around the full attendee journey, from the meeting room to everything a planner is really buying when they choose Puerto Rico. Using a lean production approach, the shoot was staged entirely in Old San Juan, moving from executive gatherings at Hotel Palacio Provincial to networking over dinner at Verde Mesa, coffee at Café Botánico, an open-air reception at Caleta Wine, and the walk between them through five centuries of cobblestone streets. That walk is the point. The imagery shows planners what attendees will actually remember: a meeting that steps out its own doors into a place unlike anywhere else they have convened.

The project delivered approximately 100 retouched images plus extensive raw photography and horizontal and vertical video, a versatile library now supporting every arm of the MICE effort: campaigns, sales collateral, tradeshow promotion, and digital and print marketing. It is a one-time production investment that will work in every planner pitch for years.

Booth Graphics Redesign

The same thinking extended to the tradeshow floor, where Puerto Rico's booth is the destination's front door for thousands of planners and travel advisors each year. The redesigned booth trades the previous coffee hacienda concept for the streets and architecture of Old San Juan, wrapping visitors in the most recognizable space Puerto Rico owns. On a floor of look-alike exhibits, a planner who steps into the booth now steps into the same experience the new photography sells: a business that opens onto cobblestone.



What stayed is as deliberate as what changed. The Puerto Rican coffee activation, the signature of our tradeshow presence, still anchors the space, now served inside Old San Juan’s atmosphere instead of alongside it. A planner holds Puerto Rican coffee while standing in Puerto Rico’s most iconic streetscape, a full sensory impression of the destination delivered in the middle of a convention hall. It is Awaken Your Senses working a tradeshow shift, and it is the booth planners remember when the shortlist gets made.

MEDIA RELATIONS

Across hundreds of headlines in dozens of markets this year, Discover Puerto Rico told one story: Puerto Rico is the Caribbean without compromise. No passport required for U.S. travelers, safety anchored in San Juan, and a destination you feel rather than simply see. Those messages held from the first pitch of the fiscal year to the last, and consistency is what turned individual placements into a reputation.

The year’s defining shift came with Awaken Your Senses. Media outreach stopped showcasing attractions and started creating experiences: multisensory dinners where journalists tasted the campaign, culturally inspired mailers that put Puerto Rico’s traditions in their hands, editorial events and creative partnerships that let storytellers engage with the Island’s flavors, music, and people firsthand. Journalists who feel a destination write differently about it than journalists who are told about one, and this year’s coverage shows the difference.

It shows most clearly at the top of the media world. Against an annual goal of one or two placements in the industry’s most coveted outlets, the team secured twelve, including National Geographic, NYT Travel, Vogue, and six features in Billboard. Roughly half traced to the global attention surrounding Bad Bunny’s historic San Juan residency and Super Bowl halftime performance, moments the team converted into destination storytelling through rapid, deliberate pivots that met journalists at peak interest. Positive sentiment across all coverage held at 89.6%. And the coverage traveled: 61% of domestic stories featured Puerto Rico beyond the San Juan metro area, up 73% year over year, direct evidence that the strategy of dispersing tourism’s benefits across the Island is reaching the media narrative first.

In total, the program generated an estimated 44.18 billion earned media impressions representing over \$884.2 million in earned media value. These totals sit below the prior year’s 101.57 billion impressions and \$2.03 billion EMV, and the difference deserves a plain explanation. The prior year’s figures reflected a larger budget, an extraordinary baseline of cultural moments and a broader, higher-funnel outreach approach. More significantly, the syndication landscape shifted structurally across the media industry this year: in March 2026 the team secured 279 placements, more than double the 119 placements of March 2025, yet those placements carried a fraction of the syndicated reach. Puerto Rico earned more coverage in better outlets; the industry’s redistribution machinery simply multiplied it less. That is why this program now measures success by the metrics the team can control, and that actually move travelers: placement quality, message consistency, sentiment, and geographic reach. By every one of those measures, this was the strongest year in the program’s history.

REGIONAL COVERAGE (DOMESTIC):

METRO 8,402,205,921 Impressions \$168, 044,118.42 EMV 39% Percentage of coverage	VIEQUES/CULEBRA 3,106,000,508 Impressions \$62,120,010.16 EMV 9% Percentage of coverage	NORTH 655,244,365 Impressions \$13,104,887.30 EMV 9% Percentage of coverage
EAST 2,945,292,061 Impressions \$68,013,661.14 EMV 18% Percentage of coverage	WEST 2,609,487,285 Impressions \$52,189,745.70 EMV 10% Percentage of coverage	SOUTH 494,830,382 Impressions \$9,896,607.64 EMV 3% Percentage of coverage
CENTRAL 268,717,388 Impressions \$5,374,347.76 EMV 12% Percentage of coverage	39% Metro coverage 61% Non-Metro coverage	

Domestic Earned Media Activations

- Proactive News Engine:** The foundation of the domestic program is an always-on newsroom mindset: rather than waiting for travel stories to happen, the team creates the reasons to write them. Anchored in Awaken Your Senses, outreach was built to immerse journalists in the Island’s rhythms, flavors, sounds, and textures instead of simply describing them, with every pitch tailored to the receiving outlet’s editorial lens. A gastronomy editor got Puerto Rico through its kitchens. A wellness writer got it through its coastline and rainforest. A music journalist got it through bomba, salsa, and the artists carrying them forward. The result was consistent national and regional coverage across travel, lifestyle, gastronomy, wellness, music, sports, culture, and trade media. Each story reinforcing the same idea from a different angle: this is a destination you feel.

- **Crisis and Reputation Management:** A destination’s reputation is built in good weeks and defended in hard ones. Working with MMC and Fleishman Hillard, the team maintained and continually refined a strategic issues response framework with clear roles, escalation protocols, and rapid alignment across the organization. Throughout the year, that discipline was applied to sensitive moments as they arose, from isolated tourist incidents to infrastructure disruptions, alongside proactive counsel and preparedness resources ahead of hurricane season. The measure of this work is what did not happen: no issue this year grew into a narrative that damaged traveler confidence or the Island’s competitive position. In a landscape where a single viral story can cost a destination a season, that quiet record is one of the program’s most valuable results.
- **Familiarization Trips (FAMs):** Nothing produces deeper coverage than a journalist who has stood in the story. The domestic FAM program hosted 15 trips welcoming 33 media representatives from leading national outlets, including Lonely Planet, Forbes, Travel + Leisure, Outside Magazine, and PopSugar, each itinerary redesigned this year around Awaken Your Senses: built as sequences of encounters with the Island’s people, food, music, and landscapes rather than checklists of attractions. Coverage from these trips has generated more than 249 million impressions and \$4.9 million in earned media value to date, with stories still publishing, the long tail that makes FAM investment compound well beyond the fiscal year.

Partnership and Integrations

- **Puerto Rico Day at the Ballpark (August–September 2025):** As part of the ballpark platform detailed in Partnership Marketing, the communications team turned each of the season’s five events, in New York, Philadelphia, Atlanta, Chicago, and Pittsburgh, into a working press event. While tens of thousands of fans celebrated in the stands, media, influencers, and stakeholders joined the Discover Puerto Rico team in private suites, experiencing the on-field tributes to Puerto Rican players and ceremonial first pitches alongside the people who could carry the story forward. The setting did the pitching: journalists watched a stadium celebrate Puerto Rican culture, then talked travel with our team while it happened. The relationships built in those suites generated more than 3 million impressions in earned social content and opened editorial conversations and FAM commitments that extended well beyond the season.
- **Piña Colada Day at NYC’s Citi Field (August 2025):** Puerto Rico invented the piña colada, and on National Rum Day, we reminded New York whose drink it is. The first-ever Piña Colada Day turned a Mets game into a celebration of Puerto Rican hospitality, with a block party outside the stadium serving complimentary piña coladas, branded giveaways, and stadium coupons that carried the party through the gates. Inside, media, influencers, and industry partners joined the team in a private suite, where the conversation moved naturally from the drink in their hands to the Island that created it, seeding editorial features and future FAM participation. The activation generated more than 66,000 earned social impressions and gave Puerto Rico a playful, ownable moment in its most important stateside market.

- **Society of American Travel Writers (SATW) Annual Convention (September 2025):** Discover Puerto Rico participated in the SATW Annual Convention in Detroit, connecting with **12 journalists** and engaging in strategic one-on-one meetings. This event provided valuable opportunities to build relationships with leading travel content creators and publishers, paving the way for future coverage and partnerships that can amplify Puerto Rico’s visibility among travel audiences.
- **Cafecito and Dominoes PR Mailer (September 2025):** To celebrate National Coffee Day, Discover Puerto Rico sent a culturally immersive PR mailer to **22 media contacts and influencers**. The package featured Puerto Rican coffee, a domino set, a guide to coffee haciendas, and other keepsakes—offering recipients a tangible connection to the island’s traditions. This creative outreach was designed to build closer relationships in key regional markets. The campaign generated **600K+ impressions** and highly positive feedback, highlighting its effectiveness in connecting media to Puerto Rican culture.
- **IMEX America 2025 (October 2025):** In early October, the team participated in IMEX America 2025, where Jorge Pérez, in his first industry appearance as CEO, lead a press conference titled “Redefining Excellence Through Culture and Community.” He also participated in various media meetings and interviews during the event, including a media lunch with Steven Grasso, Senior Editor at PREVUE, and David Lytle, Senior Editor at *SmartMeetings*, as well as an interview with *SmartMeetings*’ TV Host, Myke Lyons.
- **NYC Media Tour (November 2025):** Timed to the Parranda at PMC activation, CMO Storm Tussey spent November 13 in meetings with the editors and journalists who shape how America sees travel, including AdWeek, Condé Nast Traveler, Hearst Media, PRWeek, and TravelPulse. The tour introduced her vision for Discover Puerto Rico directly to the desks that matter: a DMO redefining destination marketing through an integrated, culturally authentic approach, with Puerto Rico’s holiday traditions and year-round appeal as the proof points. The outlet mix was deliberate. Travel titles inspire the travelers; AdWeek and PRWeek cover the marketers, positioning Discover Puerto Rico’s work itself as an industry story worth writing about. Those relationships opened doors for the editorial features and thought leadership placements that followed through the year.
- **Parranda at PMC (November 2025):** The media tour ended with a surprise. That evening, Discover Puerto Rico brought a full parranda, the roving musical celebration that kicks off one of the longest holiday seasons in the world, directly into the offices of Penske Media Corporation, home to Billboard, Robb Report, StyleCaster, WWD, and more. Instead of hearing about Puerto Rico’s Christmas traditions, a hundred editors and storytellers were suddenly inside one, instruments and all.

The cocktail-style takeover introduced Storm Tussey to media across lifestyle, beauty, entertainment, and the arts, audiences well beyond the travel desk, and the enthusiasm in the room translated into exactly what a parranda is for: people who did not want the connection to end. Attendees left asking to stay involved with Discover Puerto Rico and our partners, seeding collaborations that carried through the year.

Together, the media tour and the Parranda captured the communications strategy in a single day: meet the media where they work, then make them feel where we live. Six Billboard features later in the year trace their roots to relationships in that building.

- **La Mesa Navideña PR Mailer (December 2025):** Timed to Puerto Rico’s iconic holiday season, Discover Puerto Rico’s La Mesa *Navideña* mailer celebrated the Island’s food-centered traditions and the holiday table as a space for connection, culture, and community. Inspired by classic dishes like pernil, arroz con gandules, pasteles, and coquito, the program delivered an authentic, sensory experience, featuring curated ingredients, keepsakes, recipes, and storytelling developed in collaboration with Puerto Rican chefs and local partners. The mailer reached a hand-selected group of 36 media and influencers, three actors and personalities (Luis Guzmán, Amaury Nolasco, and Jimmy Fallon), and five consumers via a giveaway, generating 2M+ impressions and \$5.2K in EMV as of 12/19, with continued earned and social engagement reinforcing Discover Puerto Rico’s role as a cultural storyteller.
- **Adweek Miami (April 2026):** The November meeting with AdWeek became an April stage. At Adweek House Miami during the Possible conference, Storm Tussey joined Juan Carlos Urrutia, Area General Manager of Hotel Rumbao, for a panel moderated by Adweek Chief Content Officer Zoe Ruderman: “From Inspiration to Impact: How Destination Marketing Is Driving Behavior Change.” In a room full of the marketing industry’s decision-makers, Puerto Rico was not the destination being discussed. It was the case study teaching the discussion. The pairing on stage made the argument itself: a DMO and a local hotelier presenting one integrated story, evidence that the strategy runs deeper than a campaign. The session drew marketing leaders, industry professionals, and Puerto Rican entrepreneurs to the speakers afterward, extending conversations that continued well past the conference.
- **“Awaken Your Senses” Multisensory Dinners (May-June 2026):** From May 14 through June 11, Discover Puerto Rico executed a three-city sensory dining series in partnership with Chef Josiah Hernandez of Chef’s Garden and Ron del Barrilito, positioning Puerto Rico as a destination that is felt as much as it is seen. The intimate activations brought together 64 carefully selected guests—including Travel + Leisure, Refinery 29, People, Condé Nast Traveler, Fodor’s, TODAY Show, JetBlue, Amazon Music, Mitu, and Remezcla—to experience Puerto Rico through all five senses. The dinners generated 2.16M social impressions across 30+ posts and sparked meaningful conversations around editorial collaborations, content partnerships, FAM trip participation, and long-term storytelling opportunities, effectively challenging the traditional destination narrative and unlocking genuine relationship opportunities.
- **Puerto Rico Day at the Ballpark (June 2026):** The season’s ballpark program returned to New York for its second year, and the details tell you why it works. On the field, Francisco Lindor, one of baseball’s brightest Puerto Rican stars, received a custom travel bag in front of a stadium of his people. The ceremonial first pitch went not to a celebrity but to Toñita, the beloved owner of Brooklyn’s Caribbean Social Club and a matriarch of Nuyorican culture, a choice the diaspora

understood instantly, and the press wrote about. In the suite, media and influencers talked about travel with DPR leadership alongside Hall of Fame candidate Carlos Beltrán, and the live content flowed all evening, generating more than 917,000 impressions to date. Guests kept using the same word afterward: authentic. That word is the strategy. Anyone can rent a stadium; the choices about who stands on the field are what tell New York’s Puerto Rican community that this organization is one of them.

- **“Awaken Your Senses” Mailer (June 2026):** Most destination mailers get opened once. This one was designed to be lived with. Sent to 50 media, creators, and partners as an extension of the Sensory Dinner series, the mailer structured an entire day around Puerto Rico: five ritual moments, Awaken, Energize, Pause, Slow Down, and Restore, each built on local Puerto Rican products and timed from morning through night. A journalist’s coffee, afternoon reset, and evening wind-down all became small encounters with the Island, repeated by design, because a message experienced five times a day embeds the way a single unboxing never can. Each moment carried the campaign’s central idea: Puerto Rico is a place you feel, not a place you escape to. A QR code invited recipients deeper, to a landing page mapping sensory experiences across all 78 municipalities, extending the ritual from their desk to the full breadth of the Island.
- **PRSA 2026 Travel and Tourism Conference (June 2026):** The thought leadership year closed where the industry’s communicators gather. At the PRSA 2026 Travel and Tourism Conference, Storm Tussey joined destination marketers from Visit Savannah and the New Mexico Tourism Department on the “Brand Partnerships That Spark Wanderlust” panel, presenting the Discover Puerto Rico and Calm partnership as the case study. The fit was the argument: a destination whose brand promise is sensory presence, partnered with the world’s leading mindfulness app, reaching millions of people at the exact moment they are practicing how to slow down and feel. The results made the case in numbers: 1.08 billion earned impressions, more than 650 placements, and \$1.096 million in creator-generated content value. The lesson she left the room with applies to every partnership in this report: relevance beats reach, and alignment is what makes a collaboration feel discovered rather than sponsored.
- **Tribeca Film Festival (June 2025):** When “The Summer of Three,” a Puerto Rican film, premiered at the Tribeca Film Festival, Discover Puerto Rico made sure the Island’s storytellers had an audience beyond the theater. The team hosted three journalists from leading Hispanic media, Carole Joseph of People En Español, Joan Wallace of Travel + Leisure En Español, and Lizeth Perez of El Diario NY, at the premiere. The coverage followed: People En Español featured the film in its roundup of Hispanic cinema at the festival, generating 830,455 impressions and \$16,609 in earned media value. The activation was small by design and strategic by nature. Puerto Rico’s creative exports, its films, its music, its designers, are the Island’s most persuasive ambassadors, and showing up for them tells culture-first media that Discover Puerto Rico supports Puerto Rican talent everywhere it appears, not only when it photographs well for tourism.

- **The Puerto Rico Song (June-July 2026):** The year’s final activation began with something no marketing budget can buy: the internet fell in love with Puerto Rico on its own. A song about the Island by creator Bill Stiteler, known online as Saxboy Billy, went viral to the tune of hundreds of millions of organic plays. Most destinations would have watched it happen. Discover Puerto Rico moved. Within weeks, the team partnered with Stiteler to produce an official music video, launched July 1 and shot deliberately across the Island’s regions: Old San Juan and El Morro, but also Caguas, Luquillo, and Fajardo, extending the moment beyond the postcard and into the towns the dispersion strategy is built to lift. The video features local Puerto Rican brands throughout and includes a sing-along version, an open invitation for audiences and creators to make the song theirs and keep it spreading. A multi-market satellite media tour with Stiteler, streaming in English and Spanish, plus a syndicated feature story on Caguas, carried the moment into summer travel coverage nationwide.
- The activation is the year’s thesis in miniature. The audience supplied the passion. The team supplied the speed, the strategy, and the Island itself. That is what “we don’t create the moments, we convert them” looks like in practice, and it is the muscle this organization spent the year building: from Bad Bunny to the Super Bowl to a saxophone player the algorithm chose, whenever the world starts talking about Puerto Rico, Discover Puerto Rico is now built to answer.

ACCOLADES

Through Discover Puerto Rico earned media efforts, the destination-maintained momentum as it closed fiscal year 2025-2026, receiving **125 accolades** media accolades including:

- **Spotlighting 2025 Travvy Award Nominees:** Best Destinations
- **The Best Beaches** in America Are in the Caribbean
- **Best Cities** to Meet Street Cats While Traveling
- **The 10 Best Caribbean Hotels** You Can Book with Hilton Honors Points
- **The 5 Best Resorts** in Puerto Rico of 2025
- **These Are the Best Islands** in the Caribbean, Bermuda, and the Bahamas for 2025—and No. 1 Has 33 Pristine Beaches With Turquoise Waters
- **15 Best Warm Places** to Travel to this Winter
- **Definitive List** of the 11 Best Caribbean Islands to Visit in 2025 and 2026
- **Puerto Rico** Is Getting 7 Flights a Day from Miami on American Airlines This Winter
- **The Best Beaches** in Puerto Rico Still Feel Like a Secret
- **9 best** places to visit in Puerto Rico



- **These Are the Top Resorts** in Puerto Rico With an All-Inclusive Feel
- **31 Airbnbs** with Breathtaking Views, From Santorini to Sri Lanka
- **The Best Caribbean Airbnbs** for a Post Card-Worthy Tropical Vacation
- **20 Best Places** to See the Stars and Reconnect with Nature
- **The Best Rum** Drinks For Summer
- **I've Stayed at More Than 50** Hotels in the Caribbean—These 12 Keep Me Coming Back Again and Again
- **The 10 Best** Royal Caribbean Cruises to Book in August
- **The 23 Best** Beaches In the USA
- **Best Distillery** Experiences for Bachelor Parties and Guys Trips
- **Best National Parks** in Latin America
- **Best sailing** destinations in the U.S.
- **America is the perfect winter** destination—these are the best trips to book now
- **2025 Travel Noire Awards Nominees:** Best Stateside Vacation
- **10 Best Family** Spring Break Vacation Destinations

- **The Best Bioluminescent** Beaches Around the World
- **Best Hiking** in the Caribbean
- **The 13 Best Airbnbs** in Puerto Rico, Whether You're Planning a Romantic Retreat or Family Vacation
- **Our 10 travel rewards** redemptions that delivered the most value in 2025
- **6 best family cruise** deals for last-minute October half-term holidays
- **The Best Restaurants** in Old San Juan, from Legendary Burger Joints to Iconic Tables
- **The 9 best** winter sun destinations in the USA
- **28 Best Restaurants** in Puerto Rico, From San Juan to Rincón
- **The Best Caribbean** Cruises to Book for 2026
- **The best places** to visit in December 2025
- **20 Best** U.S. Islands You Can Visit Without Passport
- **10 Best Snorkeling** Locations in the U.S. for Both Beginners and Pros, According to Research
- **Top Islands:** Readers' Choice Awards 2025
- **Best Caribbean** Islands to Visit with Kids | Ciao Bambino
- **Six of the Best Places** to Go in Winter for Warm Weather with the Whole Family
- **The 14 Best Places** for Retirees to Spend the Winter
- **The 13 Best Bachelorette** Party Destinations for Every Type of Bride
- **The 14 Best Places** for Retirees to Spent the Winter
- **12 Best Historic** Districts to Visit In America
- **The 10 most beautiful** Caribbean beaches (and where to stay near each)
- **Caribbean Beaches** and Colonial Vibes: San Juan, Puerto Rico Named Among the Best Cities in the U.S.
- **The Best Hotels** in San Juan, Puerto Rico
- **The Best Beaches** to Watch Bioluminescent Waves (Other Than Florida), According to Research
- **The Best And Cheapest** Spring Break Trip (From Experience)
- **The Best Islands** in the World: 2025 Readers' Choice Awards
- **The 10 best destinations** in the U.S. to de-stress between the holidays

- **Best Places** to Travel in December
- **23 of the Caribbean's** Dreamiest Villas and Vacation Rentals to Book Now
- **13 Best Villas** in Puerto Rico, From San Juan to Rincón
- **These are 9 of the best** golf resorts in America—and they're seriously stunning
- **The Best Beaches** to Visit in December for a Warm Weather Escape
- **26 best Caribbean** Airbnbs to escape to every season of the year
- **These are the best** all-inclusive spa resorts to revive your body and soul
- **11 Best Tennis** Resorts in the Caribbean
- **12 Best Places** to Visit in the U.S. for First-Timers to Start Your American Adventure
- **30 Beach Resorts** That Will Reset Your Mind and Body
- **The 17 Best** Tropical Honeymoon Destinations for Post-Nuptial Bliss
- **12 Best American** Destinations to Put on Your 2025 Travel List
- **These Are the Best** Luxury Resorts on the Island of Puerto Rico
- **Where is hot in December?** Best winter sun holiday destinations 2025
- **February's best** family travel destinations in the U.S., Caribbean, Europe, and more
- **The 20 Best Caribbean Resorts:** Tripcast360 2025 Readers' Choice Awards
- **Best Beaches** in the World for Sunbathing, Surfing, and Doing Absolutely Nothing—According to Our Readers
- **Top 10: The Best Beaches** in Puerto Rico
- **I've visited 120 countries.** These are the best places to travel in 2026.
- **Best Caribbean** Islands for Families
- **5 of the best** affordable Caribbean destinations
- **15 Best Warm** U.S. Destinations in March for Spring Break
- **The Best Valentine's Day** Vacation Spots for Couples
- **The Best LGBTQ+** Travel Destinations for 2026
- **Puerto Rico's 5 Best** Cities for A Vibrant and Warm Winter Vacation

- **San Juan’s 5 Best** Places to Get Mofongo, According to Customers
- **The Best** Farm-to-Fork Restaurants in Puerto Rico
- **8 Best Resorts** in Puerto Rico Outside of San Juan
- **2026’s Best Destinations**, Events, Attractions and More
- **The 5 Best Islands** in the Caribbean to Visit for Viewing Unique Wildlife
- **Best 3 Public** Golf Courses in Puerto Rico—Golfers’ Choice 2026
- **The Best Affordable** Hotels in San Juan for Tropical Thrills That Won’t Break the Bank
- **The Best Airbnbs** in Puerto Rico, from Beach Pads to Penthouses
- **The Best Airbnbs** in Puerto Rico, from Eco Villas to City Hideaways
- **The 15 best holiday** destinations for March sun
- **Best “one-of-a-kind”** beaches around the world
- **The 13 best places** to travel solo in 2026
- **5 Best Spring Break** Trips to Book with Kids in 2026
- **13 of the best beaches** in the Caribbean for the bucket list
- **The 31 Best Luxury** Resorts and Hotels in the Caribbean You Should Book Right Now
- **10 Best Caribbean** Nightlife Destinations for 2026: Where to Party After Dark
- **12 Best Beaches** in Puerto Rico for Swimming, Snorkeling, and Surfing
- **Plan a Vacation** to the Best Warm-Weather Destinations of 2026—See All the Winners
- **5 Best Honeymoon** Destinations in the USA—From Hawaii to the Rockies
- **12 Best Beaches** in Puerto Rico to Visit Now
- **The Best Caribbean** Airbnbs for a Post Card-Worthy Tropical Vacation
- **43 New Best Hotels** in the World 2026
- **The 10 Best Tourist** Attractions in the Caribbean for 2026
- **15 Best Honeymoon** Destinations in the USA
- **San Juan’s Stylish**, Top-Rated Restaurant has Deservedly Appeared on Countless “Best of” Lists
- **Best Warm Winter** Getaways for Americans in 2026

- **This Little-Known** U.S. Beach Was Just Voted One of the Best in the World
- **The 50 Best Beaches** in The World For 2026, According to Global Travel Experts
- **11 best national parks** to visit summer 2026
- **15 Best Honeymoon** Destinations in the U.S. for Romance
- **The 11 Best Tropical** Vacation Spots in the World, From South Caicos to Trancoso
- **Rolling Stone**
- **3 of the Best Airbnbs** to Book for an Island Escape (Without Renewing Your Passport)
- **15 Best American Honeymoon** Spots—From Hawaii to California
- **This Beach Was Just Named** the Best in the U.S. for the Second Year in a Row
- **12 Best Beaches** in Puerto Rico—From Culebra to San Juan
- **10 best free Caribbean** beaches worth skipping cruise excursions for
- **Best Caribbean** Islands for Adventure
- **The Best Summer Cocktails** to Sip All Season Long
- **The Best Luxury** Caribbean Experiences
- **5 Best Weekend** Getaway Ideas
- **Best Islands** in the World
- **Best Resorts** in Puerto Rico
- **World’s Best** Awards 2026

INTERNATIONAL EFFORTS

Roughly 90% of Puerto Rico’s visitors come from the U.S. mainland. The international program exists to change that arithmetic over time, market by market, and this year it advanced on every front: more than 749 articles secured across our core markets, over 701 media meetings conducted, 262 bespoke pitches delivered, and 16 press trips executed, with every market exceeding its target benchmarks. Behind the totals, each market ran the play its stage of development demanded.

Colombia delivered the proof of concept. In our most mature Latin American market, years of investment produced the year’s most meaningful international result: at ANATO 2026, Puerto Rico ranked as the number one most visited non-traditional destination for Colombian travelers. Not **most covered**. Most visited. The media program that helped drive it had its strongest year yet, securing 200 articles against a target of 100, alongside 155 media meetings and six press trips, including a first for Discover Puerto Rico anywhere in the world: a fashion-focused press trip with El Espectador and renowned designer Juan Pablo Socarrás, positioning Puerto Rico’s creative economy for a market that already knows its beaches.

Mexico proved the model travels. In its first year as a core market, timed to the new Aeroméxico direct route, the Mexican program generated 255 articles reaching more than 300 million people, with \$1.25 million in earned media value against the program’s investment, a 20-to-1 return in year one.



At **East Island Excursions**, we have had the privilege of sharing the beauty of Puerto Rico with visitors from around the world for more than 30 years. While our collaboration with Discover Puerto Rico is a recent one, it has already become a valuable part of our journey, providing us with new ways to continue growing and sharing the unique experiences our island has to offer.

The tools and market research insights provided by Discover Puerto Rico have helped us better understand visitor preferences and make more informed business decisions. This valuable information has allowed us to continue developing experiences that meet the needs and expectations of today’s travelers. We also greatly appreciate the promotional initiatives that have helped us connect with new audiences and introduce our company to new markets.

We are grateful for this partnership and look forward to continuing to work together to highlight the natural beauty, culture, and unforgettable experiences that make Puerto Rico such a special destination.

Sorren Varney Robb, Sales and Experience Director, East Island Excursions

The market’s first group FAM brought four editors from national and consumer outlets to the Island. A new market, a new flight, and a functioning media engine within twelve months: this is the launch playbook for every market that follows.

The United Kingdom deepened a foothold. The UK team exceeded every KPI, securing 74 articles at 114% of target and delivering 96 bespoke pitches at 320% of target, while press trips hosted journalists from The Times, Culture Trip, HELLO! Fashion, and Cosmopolitan. The outlet mix reflects the strategy: positioning Puerto Rico in Britain as a Caribbean experience with culture and style at its center, not another beach in the brochure.

Spain leaned into a cultural moment. With Puerto Rican culture ascendant in Spain, amplified by Bad Bunny’s global tour, the Spanish team ran a significantly more proactive program, increasing pitches 33% and hosting seven journalists across five press trips, including Condé Nast Traveler Spain, La Vanguardia, and Barcelonantes. The market where cultural affinity runs deepest got the program built to convert it.

Canada showed the program can flex. Operating without a press trip program this year, the Canadian team pivoted to a pitch-led model and converted at a remarkable 91%, securing 34 placements across English and French media including the Toronto Star, La Presse, Rolling Stone Canada, and TVA Nouvelles. Fewer tools, same result: a demonstration that the international program’s discipline, not its budget, is what produces coverage.

INTERNATIONAL EARNED MEDIA

International coverage of Puerto Rico reached a combined audience of nearly 2.4 billion this year, generating \$93.5 million in earned media value across all markets. The stories landed where reputations are made: National Geographic, Condé Nast Traveler, Rolling Stone Canada, Food and Travel, and the leading titles of every core market. For context, that reach means Puerto Rico’s story was placed in front of international audiences roughly 30 times for every visitor the Island currently welcomes in a year, which is precisely the point. International earned media works ahead of the travel decision, building the familiarity and desire today that the diversification strategy converts into visitation tomorrow.

REGIONAL COVERAGE (INTERNATIONAL):

VIEQUES/CULEBRA	NORTH	WEST
242,052,965,300	381,878,276,245	381,971,711,513
Impressions	Impressions	Impressions
\$14,180,621,750	\$18,945,480,268	\$18,955,713,803
EMV	EMV	EMV
14.06%	9.45%	11.06%
Percentage of coverage	Percentage of coverage	Percentage of coverage

METRO	CENTRAL	EAST
388,083,626,268	381,972,503,720	382,244,335,260
Impressions	Impressions	Impressions
\$18,964,203,827	\$8,942,929,538	\$18,965,892,239
EMV	EMV	EMV
24.48%	9.99%	15.16%
Percentage of coverage	Percentage of coverage	Percentage of coverage

SOUTH	
382,469,146,425	80.39%
Impressions	Metro coverage
\$18,958,509,024	10.61
EMV	Non-Metro coverage
15.81%	
Percentage of coverage	

INTERNATIONAL FAM TRIPS PROGRAM

No pitch competes with standing in the story. The international FAM program brought the world’s travel press to experience Puerto Rico firsthand, organizing four group trips this year, one each for the UK and Ireland, Colombia, Spain, and Mexico, hosting 15 journalists from leading outlets including Culture Trip, The Irish Examiner, El País, La FM, Woman, Vanitatis, Reforma de Viaje, Design Hunter, and Food & Travel. Each itinerary was rebuilt around Awaken Your Senses: sequences of encounters with the Island’s people, food, music, and landscapes rather than checklists of attractions, so the coverage that followed described how Puerto Rico feels, not just what it has.

Published stories have already generated a combined reach of more than 131 million and \$1.77 million in earned media value, with significant coverage still to come, the long tail that makes hosted journalism

one of the most durable investments in the program. A journalist visits for five days. Their story sells the Island for years.

Angie Rodríguez El Tiempo One-off

From July 31 to August 2, Discover Puerto Rico hosted Colombian journalist Angie Rodríguez for a one-off experience on the Island. Some of the experiences included in her itinerary were dinner at La Central by Mario Pagán in Distrito T-Mobile and a sailing catamaran excursion to Icacos with Sail Getaways.

Rolling Stone en Español

Music tourism is one of Puerto Rico’s clearest growth opportunities, and no validator matters more in Latin music journalism than Rolling Stone en Español. In August, writers Valentina Sánchez and Beatriz Marulanda spent four days tracing the Island’s sound across San Juan, Ponce, and Bayamón, from the roots of bomba and salsa to the global reign of reggaetón, with a night at Bad Bunny’s residency at the Choliseo as the centerpiece. The coverage delivered twice over: “Más allá del dembow: Puerto Rico y su identidad sonora” in Rolling Stone en Español, and “Puerto Rico: identidad que resuena en el mundo” which crossed over into The Hollywood Reporter, carrying the story beyond music media into global entertainment coverage. Together, the features have generated an estimated \$105,000 in earned media value and made the argument the itinerary was built to prove: Puerto Rico is not a place that hosts concerts. It is a place music comes from, and the world’s biggest artist is only the latest export.

Manu Espinosa One-off

Days after Mexico became a core market, the creator program followed. Mexican food influencer Manu Espinosa brought his combined audience of 470,000 followers along for two days on the Island, from a gastronomic walking tour of Old San Juan with Flavors Food Tours, complete with a mofongo workshop, to a historical tour of Ponce with Isla Caribe, capped by a night at the Bad Bunny residency. Espinosa published across both of his platforms, Fudis por el Mundo and ManuManuti, putting Puerto Rico’s food, heritage, and music in front of the Mexican audiences most likely to act on it: his followers are food travelers by definition, people who choose destinations by what they will eat there. With Aeroméxico’s new direct route opening the path, the content answered the only question that matters in a launch market: what is waiting for me there, and how soon can I go?

Aeroméxico PRE FAM

Discover Puerto Rico hosted Mexican writers Alejandra Villegas from Dónde Ir, Cristóbal Sandoval from Milenio, and Rodrigo Guerrero from El Universal México for a group press trip to Puerto Rico. The writers stayed at Palacio Provincial and enjoyed experiences like an Old San Juan Walk and Taste Tour with The Spoon Experience, a Mixology Class at Casa Bacardí, and an El Yunque and Loíza Tour with Bespoke Lifestyle Management. Some of the restaurants included in their itinerary were Bartolo, Kioskos de Luquillo, and MARO.

El Colombiano One-off

From November 4–8, 2025, Discover Puerto Rico hosted Colombian journalist Juan Antonio Sánchez for an individualized trip to Puerto Rico. The writer stayed at Courtyard By Marriott Isla Verde Beach Resort

and enjoyed activities like an El Yunque and Loíza Heritage Tour with Bespoke Lifestyle Management, an Old San Juan walking tour with Patria Tours, a sensorial farm tour and lunch at Frutos del Guacabo, a Mixology Class at Ron del Barrilito, and a kayaking tour in Condado with Night Kayak. Some of the gastronomic experiences included in his itinerary were SOCIAL, Furtivo Speakeasy Bar, Casita Miramar, and Santaella.

Risbel One-off

From November 18–23, 2025, Discover Puerto Rico hosted Spanish writer Matero Carrasco and photographer Roi Copero for an individualized trip to Puerto Rico. The media attendees stayed at Palacio Provincial Hotel, Casa Bajura B&B, El Blok Hotel, and The Serene House. Some of the activities included in their itinerary were an Old San Juan Walking Tour with Patria Tours, a Mixology Tour with Ron del Barrilito, a beach hopping tour with Mariex Adventures, a Bio Bay Tour in Vieques with Blackbeard Sports, a Vieques Island Tour with Kiani Tours, and an Arte Yunque Tour with The Art Walk PR. Some of the restaurants included in their itinerary were Mar y Rosa, Casita Miramar, Eclipse Restaurant, Rising Roost, Sama, and Lluvia Deli Bar.

Condé Nast Traveler Spain One-off

From December 5–10, Discover Puerto Rico hosted Spanish writer María Ángeles Cano and Puerto Rican photographer Gabi Pérez Silver from Condé Nast Traveler Spain for a press trip to Puerto Rico. The writers stayed at Casa Sol Bed & Breakfast, Ponce Plaza Hotel & Casino, and Fairmont El San Juan Hotel. Some of the activities included in their itinerary were a Reggaeton Tour with CL Tours, a Cayey Chinchorro Tour, a Salsa and Plena Tour with Isla Caribe, and a Loíza Heritage Tour with Puerto Rico as a Local. Some of the restaurants included in their itinerary were Ariel, Diverso, Níspero Asador Vinos & Coctelería, and Caña.

Spain Press FAM

From February 8–15, Discover Puerto Rico hosted three writers from Spain for a group press trip to Puerto Rico. The hosted writers were Beatriz García Manso (Prensa Ibérica), Sonia Guijarro (Vanitatis El Confidencial), and Andrea Arabia (Woman). During their visit, they stayed at properties like Palacio Provincial, Hotel El Convento, and Marriott Courtyard Isla Verde. Some of the activities included in their itinerary were an Old San Juan and Santurce Tour with Patria Tours, a visit to Museo de Arte de Puerto Rico, a Mixology Class at Ron del Barrilito, an El Yunque and Loíza Heritage Tour with Bespoke Lifestyle Management, and a Ponce Tour with Isla Caribe, among others. Some of the restaurants included were Cocina Abierta, Amor y Sal, and Areyto Modern Cuisine.

Colombia Press FAM

With Puerto Rico newly ranked the number one most visited non-traditional destination for Colombians, the February group FAM was built to deepen the market’s next chapter: moving Colombian travelers beyond San Juan. The trip hosted five journalists spanning trade, radio, and print, Dora Forero of Turismo LATAM, Cristian Torres of La FM, Juan Carlos Solarte of Blu Radio, Bernardo Peña of El País, and Andrea Ramírez of 15 Minutos, on an itinerary that ran south and west on purpose. After a cooking class rooted in local ingredients at Culinary U and a cultural and gastronomic walk

through Old San Juan with Sofrito Tours, the group traveled to Ponce, where Isla Caribe traced the Island’s salsa legacy through the places that shaped Héctor Lavoe and Cheo Feliciano, artists Colombian audiences hold as their own. The journey ended in La Parguera: a sunset swim in the bioluminescent bay with Hook’d on Adventure, snorkeling with Paradise Scuba, and a farm visit to Hacienda Verde Tahití, with stays and meals at local establishments throughout, from Parguera Plaza Hotel to Mario Pagán Restaurant and Brújula. For a market that already knows the capital, the itinerary was the message: the Puerto Rico worth returning for begins where the last trip ended.

El Espectador Colombia One-off

From March 24–28, 2026, Discover Puerto Rico hosted Juan Pablo Socarrás (Colombian Fashion Designer), Lucety Carreño (Journalist from El Espectador), and Begi Valentina Rojas Duarte (Videographer from El Espectador). The visit aimed to highlight Puerto Rico’s luxury fashion scene, contemporary design, and high-end gastronomy while generating editorial opportunities across key Colombian lifestyle and social media platforms. The experience began with the group’s arrival at O:LV Fifty Five. That evening, they enjoyed a culinary experience at Bóveda by Chef Carol Reyes, featuring an integration with designer Bernice Viera (Viera Leather Handbags), who shared her journey in luxury leather craftsmanship.

The following day, the group explored the creative heart of the Island, starting with an interview with Herman Nadal and Dita Zayas in Bayamón. After lunch at Tintineo in Old San Juan, they met with sisters Paola and Bianca at their store, MUNS, to discuss sustainable jewelry. That night, dinner was held at Bardot, where they met Neysha De León from De León Headwear & Design. The itinerary continued with an exclusive visit to the workshop of Stella Nolasco, one of Puerto Rico’s most celebrated designers, followed by brunch at Amor y Sal. The afternoon included an in-depth conversation with designer Yayi Pérez at MADMi (Museo de Arte y Diseño de Miramar), and a visit to Museo de Arte de Puerto Rico. The day concluded with dinner at Santaella in Santurce.

On Friday, the group visited the ateliers of Jean Cintrón and Isleñas by Karla López Rivera, as well as the Concalma and CONLOQUE studios. The trip concluded with a farewell lunch at Lala and a visit to The Mall of San Juan before their departure. The trip generated strong engagement and extensive coverage across social media throughout the experience, particularly within the fashion and luxury lifestyle niches.

Chris Haslam The Times UK One-off

Few bylines carry more weight in British travel journalism than Chris Haslam, Chief Travel Writer for The Times and The Sunday Times. Hosting him was the UK strategy in its purest form: winning the single voice that moves the market. His five-day itinerary skipped the resort brochure entirely and went straight into how Puerto Ricans actually live, a private chinchorro tour with Sofrito Tours, hopping between the roadside spots where locals eat and drink, a plena and salsa tour with Isla Caribe, and a reggaeton tour with CL Tours tracing the sound from its neighborhoods to the world stage. Meals ran the same register, from La Guaracha and El Chicharrón to AQA Oceanfront, with La Concha Resort as base. For a British readership that files the Caribbean under beaches, the itinerary was designed to introduce a different filing: Puerto Rico as the Caribbean’s cultural capital, told by the writer his audience trusts most.

Viva La Moda One-off

Colombia’s fashion press came for a side of Puerto Rico the travel pages never show. Camila Villamil of Viva La Moda spent five days inside the Island’s creative economy, from the ateliers of designers Jean Cintrón and Herman Nadal, where she discovered the local fragrance brand Vidaroma, to concept store El Nido, URAL Studio, Necromancy Cosmetica, and the contemporary art space La Lineal. The creative thread ran through everything else she experienced: a bomba workshop in Loíza, roadside gastronomy in Piñones, a mixology class at Ron del Barrilito, a farm-to-table visit to Frutos del Guacabo in Manatí, and a dining itinerary spanning DRGN, Vianda, SOCIAL, Mar y Rosa, MUSA, and Levant, with the design-forward Magdalena 1163 as her base. The trip extends a deliberate bet the Colombian program placed this year alongside the El Espectador fashion trip: that Puerto Rico’s designers, artists, and makers can pull an entirely new reader toward the Island, one who has never once searched for a beach.

Mexico Group FAM

From April 20–24, Discover Puerto Rico hosted a Mexico Group Press Trip with Patricia Miranda (Reforma de Viaje), Christian Gress (Design Hunter), Elsa Navarrete (Food&Travel), and Erika Padrón (Publimetro) to showcase the Island’s culture, gastronomy, nightlife, and natural attractions.

The group stayed at Condado Ocean Club and began the trip with dinner at DRGN. Experiences throughout the itinerary included a food tour of Old San Juan with The Spoon Experience, a visit and rum tasting at Ron del Barrilito in Bayamón, dinner at Levant, and nightlife exploration in the La Concha area and La Placita de Santurce.

The group also visited Culebra and its beaches, participated in an immersive culinary experience at Culinary U, explored El Yunque National Forest and its natural water slides, and ended the trip with a nighttime kayak tour through Puerto Rico’s bioluminescent bays.

UK Ireland Media Group

The UK group trip took four journalists the full width of the Island, by design. Ryan Gray of Culture Trip, Megan Beattie of Hearst UK, Alice Pencil of The Sun, and Cian Byrne of The Irish Examiner began in San Juan, touring Old San Juan and the street-art energy of Santurce and attending the Puerto Rico Wine and Food Festival at La Concha Resort, then left the capital behind. The route ran through the Central Mountains, a coffee and waterfall tour with Sofrito Tours and a night at the El Oasis mountain retreat, and on to the West Coast: Crashboat beach, a surfing lesson in Rincón, a cheese-making class at Vaca Negra, and meals at Ylang Ylang and Pal Monte.

Built around Awaken Your Senses, the itinerary put taste, sound, and landscape in front of writers whose readers span the British market’s full range, from Culture Trip’s experience seekers to The Sun’s mass audience to Hearst’s lifestyle titles. One island, five days, three regions: for a readership that thinks it knows the Caribbean, the trip was structured to prove how much of Puerto Rico exists beyond the first postcard.

Barcelonautes

Some markets need Puerto Rico to be introduced. Spain needs it remembered. The trip hosted for Alicia Escribano of Barcelonautes and photographer David Bigorra was built around the connections Spanish and Catalan readers already carry: five centuries of shared history written into the streets they walked. The pair stayed at Hotel El Convento, a former Carmelite convent dating to the 1600s, dined at Consular Restaurant, and explored Old San Juan through a guided walking tour and craft workshop before the itinerary widened, a cultural tour of Ponce with dinner at Materia Prima, a coffee and waterfall tour in Ciales with a farm-to-table experience, and a coastal close from the Royal Sonesta in Isla Verde with a snorkeling and boat excursion.

For a Barcelona audience, the story writes itself in the familiar and the transformed: architecture they recognize, a language they share, and an island that took what Spain brought and made something entirely its own.

HELLO! Fashion and Glass

From May 6–12, Discover Puerto Rico hosted Molly Saunders, Design Lead at HELLO! Fashion, the UK-based fashion and lifestyle publication known for its trend-focused editorial content and curated style features, alongside Olga Petrusiewicz, freelance journalist and contributing writer for The Glass Magazine and its affiliated publications, where she covers travel, dining, culture, and lifestyle.

Throughout their stay, the media experienced a variety of accommodations that showcased Puerto Rico’s distinctive hospitality offerings, including The Serene House, Casa Isleña, and Alma Hotel. Their itinerary was designed to highlight the Island’s rich blend of outdoor adventure, culinary experiences, and authentic local culture.

Trip highlights included a farm experience at Finca Neo Jibairo, a bioluminescent bay tour with Yokahú Kayak Trips, a surfing lesson with Pine Grove Surf Club, a private West Coast beach-hopping excursion with Mariex Adventures, and a horseback riding experience through Isabela with Tropical Trail Ride. These activities provided an immersive look at Puerto Rico’s natural beauty and diverse outdoor offerings.

The journalists also explored the Island’s vibrant culinary scene, enjoying meals at renowned restaurants including Amor y Sal, Sama, Veranda by Meso, Ylang Ylang, and Mar y Rosa. Together, these experiences offered a well-rounded introduction to Puerto Rico’s culture, gastronomy, and adventure tourism, helping position the Island as a premier destination for travelers seeking authentic and elevated experiences.

La Vanguardia

From June 1–6, Discover Puerto Rico hosted a Spanish media familiarization trip with Jesús Rodríguez of La Vanguardia and photographer James Rajott. Designed to explore why Puerto Rico has become the “Island of the moment” amid the global spotlight surrounding Bad Bunny, the itinerary highlighted the culture, gastronomy, landscapes, and authentic experiences that have influenced the artist’s music and identity.

The trip began in Old San Juan with a stay at Decanter Hotel, followed by an immersive reggaeton-focused tour of the capital that provided insight into the Island’s vibrant music scene and cultural heritage. The pair then traveled across Puerto Rico, visiting Vega Baja and Ponce, where they experienced the “Ponce es Plena” tour with Isla Caribe, offering a deeper understanding of the Island’s rich musical traditions.

Additional highlights included a stay at El Pretexto in Cayey and a guided “Chinchorreo en Cayey” food tour with Sofrito Tours along the renowned Ruta del Lechón in Guavate. The itinerary also featured dinner at Calypso by Bryan, showcasing contemporary Puerto Rican cuisine, and a visit to several local culinary landmarks that reflected the Island’s diverse food culture.

The final portion of the trip focused on Puerto Rico’s natural beauty and outdoor offerings. In Fajardo, the attendees participated in a Mini Boats excursion that included snorkeling among coral reefs and time to relax on the shores of Icacos. After an overnight stay at The Serene House, the trip concluded with time to enjoy the property’s wellness amenities before a final visit to El Yunque, providing a memorable conclusion to a week of cultural discovery, culinary exploration, and outdoor adventure across the Island.

MAJOR ACTIVATIONS AND PARTNERSHIPS

Two forces shaped the international partnership year. The first was ours: Awaken Your Senses gave every market a new creative language, and the activations that follow show it translated across borders, into a podcast in Colombia, a fashion collection in London, an immersive dinner in Madrid, each one built to be felt in its market’s own idiom rather than copied from a global template.

The second force arrived on its own: Bad Bunny’s Super Bowl LX halftime performance and the *Debí Tirar Más Fotos* world tour put Puerto Rico at the center of global culture for months. Every international team was positioned to convert that attention, pitching press within hours of the halftime show and hosting media and talent at tour stops across four markets. One force we created, one we captured, and the discipline was the same for both: when the world is ready to talk about Puerto Rico, be the first voice in the conversation.

Diana Uribe x Discover Puerto Rico (Colombia)

In Colombia, one voice explains the world: Diana Uribe, the country’s most beloved historian, whose podcast has taught a generation how to understand other cultures. For the first time in the market, Discover Puerto Rico partnered with her to create a sponsored limited series, Puerto Rico Through Music, Flavors, Nature and Fashion, exploring the Island’s regions through its musical heritage. The format was the strategy. A campaign built on the senses found its purest expression in a medium made of nothing but sound: bomba, salsa, and the Island’s living soundtrack carried directly into listeners’ ears by a narrator Colombians trust the way they trust a favorite teacher. The series ran across Spotify, Deezer, and Apple Podcasts and through Uribe’s own highly subscribed channels, borrowing not just her audience but her authority. When Diana Uribe spends hours explaining why a place matters, Colombia listens, and this year, the place was Puerto Rico.

Bad Bunny Super Bowl Halftime—Global Activation (Spain, UK and Ireland, Mexico, Canada and Colombia)

For thirteen minutes in February, the most watched stage on earth belonged to a Puerto Rican, performing in Spanish, about home. The moment the halftime show ended, Discover Puerto Rico’s response began, with pitching activated simultaneously across every international market while the performance was still trending. The coverage landed within the news cycle, in El Espectador in Colombia, The Independent and Wanderlust in the UK and Ireland, La Vanguardia in Spain, the Toronto Star in Canada, and Vogue México, each story connecting what hundreds of millions had just watched to the Island it came from. The window for a cultural moment of that size is measured in hours, and five markets on three continents hit it at once. That is not luck or improvisation. It is the rapid-response capability this program spent the year building, operating exactly as designed on the biggest night it will ever be tested.

Aeromexico Route Launch (Mexico)

The Mexico market opened the way every new market should: with a seat on a plane. In September, as Aeroméxico launched its new direct flight between Mexico City and San Juan, Discover Puerto Rico was on the ground with a media mission introducing the destination to top-tier Mexican travel and trade press. The centerpiece was a hosted dinner in partnership with the airline itself, putting Tier 1 media at the same table as the carrier that could now take them there. That pairing is the point. A destination pitch answers why; an airline partner in the room answers how, and coverage written with both answers converts. The event generated significant consumer and trade coverage across leading Mexican outlets, and the market it launched delivered 255 articles and a 20-to-1 return on PR investment within its first year.

Topshop “La Casita” Activation (UK and Ireland)

When Topshop, one of British fashion’s most iconic names, staged its return to the UK market, Puerto Rico was stitched into the comeback. The brand’s SS26 collection was designed in partnership with Discover Puerto Rico, and its launch at the Topshop Summer House pop-up at Cowdray House in Sussex put the Island at the event’s heart: La Casita, an immersive Puerto Rican space alive with tropical plants, straw hats, a rum cocktail bar, and a soundtrack straight from the Island. Fashion editors and high-profile guests spent the afternoon inside a piece of Puerto Rico, and the coverage flowed through channels a destination can almost never reach, Topshop and Topman’s own platforms and the social feeds of the guests themselves, carrying the Island to style-first audiences who would scroll past any travel ad. This is what the Calm partnership proved in the US applied to British fashion: when the collaboration is genuine, the partner’s audience becomes yours, and Puerto Rico spent the summer dressed across one of the UK’s most watched brand comebacks.

Frameless Sensory Dinner (UK and Ireland)

The campaign that asks travelers to feel Puerto Rico found its most literal expression in London. At Frameless, the immersive art venue built entirely of 360-degree video and sound, 17 top-tier UK media

sat down to dinner inside the Island itself: beaches breaking across the walls, bioluminescent bays glowing around the room, El Yunque’s rainforest closing over the ceiling between courses. The menu matched the room. Chef Efen Robles of Frutos del Guacabo, whose Manatí farm has hosted journalists throughout the year, built each course from Puerto Rican and native ingredients, so the flavors on the plate came from the same soil appearing on the walls. For an evening, sight, sound, and taste all said the same thing, which is precisely the campaign’s promise, and the seventeen writers in the room experienced it 4,000 miles from the Island without a passport check. Awaken Your Senses did not need translating for the British market. It needed a venue, and London happened to have the perfect one.

FITUR 2026 (Spain)

FITUR is where the Spanish-speaking travel world does business, and this year Puerto Rico’s presence reached further than it ever has. Coverage from the fair, more than 37 pieces, traveled well beyond Spain, landing in Mexico, the United States, Argentina, Chile, Ecuador, and Bolivia, turning one Madrid tradeshow into a hemisphere of visibility. Around the fair itself, the team ran the relationship program that makes the coverage possible: the annual media and trade lunch, and a trade-only cocktail reception at the Mandarin Oriental attended by the Governor of Puerto Rico, Jennifer González. The Governor’s presence told the room something no marketing budget can: Puerto Rico’s tourism ambitions carry the full weight of its government, and the buyers, operators, and media in attendance were shaking hands with the proof.

Bad Bunny—“Debi Tirar Mas Fotos” World Tour Concert Hosting (Spain, UK And Ireland, Mexico and Colombia)

The Super Bowl was one night. The world tour was a year of them. As *Debí Tirar Más Fotos* moved across the globe, Discover Puerto Rico’s teams in four markets, Spain, the UK and Ireland, Mexico, and Colombia, hosted more than 30 media and influencers at Bad Bunny’s concerts, turning each tour stop into a Puerto Rico activation. The logic is the campaign’s own: a Bad Bunny show is three hours inside Puerto Rican sound, language, and pride, the most powerful sensory experience of the Island available anywhere outside it, and the guests lived it beside the team that could turn the feeling into a trip. The nights produced extensive coverage across guests’ Instagram and TikTok feeds and, more durably, relationships: journalists and creators in four markets who now associate the best concert of their year with the people who brought them, an association that outlasts any single post.

Hola! Partnership and Spain Media Mission (Spain)

The Spanish market’s year closed at the top of its society pages. In partnership with Hola! España, the publication that has chronicled Spanish high society for eight decades, Discover Puerto Rico hosted an exclusive Awaken Your Senses dinner in Madrid for 30 influential guests: media, creators, entrepreneurs, and members of European royalty and aristocracy. The evening was the campaign staged at full scale. Inside a rainforest-inspired setting, an eight-course tasting menu traveled Puerto Rico’s six regions plate by plate, live music carried the Island’s sound through the room, a traditional piragua cart served the shaved ice of a San Juan afternoon, and a fashion showcase put leading Puerto Rican designers on a Madrid runway.

The partnership extended the night into Hola!’s own channels, six articles in print and online, five stories, and an Instagram reel, placing Puerto Rico in front of the readership that defines aspiration in Spain. Reaching Spain’s most influential audience is not about scale. It is about who is in the room, and this room was chosen guest by guest.

MEDIA MISSIONS

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

Bogota, Colombia + Anato 2026

During the Colombia media mission in February 2026, the team held 17 media meetings with top-tier titles including Semana, El Tiempo, Rolling Stone and Turismo FM. At ANATO, a further 29 meetings were held with outlets including Travel2Latam, Turismo Latam and La Vanguardia. Together, both events generated 30 pieces of coverage, a combined reach of **207,873,223** and an EMV exceeding **\$1M**.

Mexico City, Mexico

The Mexico media mission was held in Mexico City in September 2025, enabling the Discover Puerto Rico team to carry out 13 meetings with tier 1 lifestyle, travel and trade outlets including El Universal, Ladevi, Milenio, Expansión, El Financiero and Fast Company. The mission directly preceded the Aeroméxico route launch, maximizing earned media momentum through a launch event in partnership with the airline. Aeroméxico representatives and its VP of Global Sales attended the event, alongside key media guests.

Valencia and Barcelona, Spain

Discover Puerto Rico carried out its Spain media mission in Valencia and Barcelona in November 2025, broadening media outreach beyond its typical Madrid-based contacts. The mission concluded with strong interest from journalists in both cities, extending Discover Puerto Rico’s Spanish-market footprint beyond Madrid at scale for the first time.

London, UK

During the UK and Ireland media mission which took place in June 2026, Discover Puerto Rico held 10 media meetings with leading UK travel and lifestyle titles, including Condé Nast Traveler, Wanderlust, i-D, The Times, Roadbook, Attitude Magazine, JRNy Travel Magazine, Escapism and Hearst. The mission also featured an immersive sensory dinner experience at FRAMELESS; concluding with a once-in-a-lifetime opportunity for nine content creators and media attendees to experience Bad Bunny’s first “Debí Tirar Más Fotos” World Tour show in London.

Awards and Recognition

Colombia: Discover Puerto Rico earned Global Finalist recognition at the WPI Grand Indies Awards, securing second place in the Travel and Tourism category, while Puerto Rico was ranked the number one “Most Visited Non-traditional Destination” by ANATO 2026.

Market Outcomes

Alongside the earned media program, each international market ran paid campaigns matched to its travelers, its booking calendar, and its path to the Island.

Canada

The Canadian program is built on the sharpest seasonal logic in the portfolio: when winter grips Canada, seasonal direct flights connect it to San Juan, and the campaigns were timed to be in-market at exactly that intersection, leading with beach and winter-sun imagery aimed at travelers watching snow through their windows. The mix included two digital programmatic campaigns, a digital out-of-home takeover in Toronto’s underground PATH network, where hundreds of thousands of commuters walk daily specifically to avoid the weather the creative promised an escape from, and a B2B campaign with TravelWeek Canada reaching the travel agents who still shape much of the Canadian market’s booking. Together, the activity delivered 15.5 million impressions, including 2.1 million in added value, reaching 3.3 million unique users and generating 88,494 clicks at a 0.57% average click-through rate. The program also evolved mid-year: after the first campaign drove bookings through RedTag.ca, the strategy shifted to a partnership with Expedia targeting pre- and post-cruise travelers, capturing Canadians already committed to the region and extending their itineraries onto the Island.

Spain

Spain delivered the largest paid footprint in the international portfolio: 32.5 million impressions, including 6.4 million in added value, reaching 10.2 million unique users and generating 278,776 clicks at a 0.86% click-through rate, half again the Canadian benchmark. The creative choice behind it is worth noting. While the brand evolved at home, the Spanish campaigns continued to lead with Vive Boricua imagery and messaging, because in Spain, the platform still outperforms; a market bound to Puerto Rico by language and heritage responds to a campaign built on Boricua identity, and the discipline of following the data means running what works in each market rather than what is newest. Both programmatic flights were timed to Spain’s booking rhythm, October and November for the early planners, then a heavier weighting from February through April for the main booking season, and every click routed to a clear path to purchase through tour operators Halcón Viajes, Viajes Carrefour, and Azul Marino, the channels through which Spanish travelers actually buy long-haul trips.

UK

The UK campaigns are doing the hardest work in the paid portfolio: not selling a destination Britain already wants, but changing what Britain thinks the destination is. British travelers largely file Puerto Rico as an American territory, which in this market reads as familiar rather than exotic, so the creative

deliberately led with a blend of beach and culture that positions the Island as distinctly Caribbean, an identity that earns a place on the British long-haul shortlist alongside Barbados and St. Lucia rather than Florida. Two programmatic campaigns carried that repositioning across the market’s booking calendar, September and October for the traditional mini-peaks, then January and February for the main peak, driving to tour operators TravelUp and Travelbag for a clear path to booking.

The activity delivered 10.5 million impressions, including 1.4 million in added value, reaching 4.1 million unique users with 48,264 clicks at a 0.46% click-through rate, a measured response consistent with repositioning work, where the campaign’s job is to change the mental map first and harvest the clicks in the seasons that follow.

Colombia

Colombia closed the paid portfolio with its strongest performance, and the numbers describe a market leaning in: 31.3 million impressions, including a remarkable 14.1 million in added value, nearly half the total delivered as bonus reach, with 592,835 clicks at a 1.90% click-through rate, three to four times the response of any other international market.

When nearly two in a hundred people who see an ad click it, the market is not being persuaded. It is being reminded. The campaign mix matched that readiness with precision tools: an optimized audience campaign with Expedia, run through our Brand USA letter of agreement, put the platform’s first-party travel data to work identifying Colombians already showing intent and routing them to a dedicated Puerto Rico landing page. Two programmatic campaigns ran in sequence to hold continuous presence across the October-through-February booking season, led, as in Spain, by Vive Boricua creative that continues to outperform in markets bound to the Island by language and culture, and driving through to Tiquetes Baratos for a clear path to booking. Paired with the ANATO ranking and the earned media program’s strongest year, the paid results complete a consistent picture: Colombia is no longer a market Puerto Rico is developing. It is a market Puerto Rico is winning.

OVERALL OUTCOMES

Across all international markets, the fiscal year’s digital campaigns and partnerships delivered:



Behind the totals sits the number that matters most: more than one million times this year, a traveler in Canada, Spain, the UK, or Colombia saw Puerto Rico and chose to learn more. Each market ran its own strategy, winter sun in Toronto, heritage in Madrid, repositioning in London, precision in Bogotá, but the outcome was shared: the Island’s story working in four markets, in three languages, at a 1.12% average response rate that outperforms typical destination benchmarks.

SECTION K

Sales & Destination Experience Overview



International Trade Activity

During the 2025-2026 fiscal year, the Discover Puerto Rico Sales and 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 1,748 programs, a 19% increase from the prior year and generated 1,134,504 room nights, up 9.9% from fiscal year 2024-2025. Nonetheless, confirmed room nights totaled 222,211, down 14.4% from fiscal year 2024-2025. Approximately 48,255 of last fiscal year's rooms are linked to the high-profile Bad Bunny residency, so excluding those, we would actually be up 5.2%. The total economic impact from these group bookings is estimated at \$378 million, of which \$263.4 million came directly from confirmed group rooms. This performance highlights the resilience and strategic agility of the Sales and 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.

Our Site Inspection and Familiarization (FAM) Program continued to be one of Discover Puerto Rico's strongest business development tools during fiscal year 2025-2026, directly supporting meeting conversions and strengthening Puerto Rico's competitive position in the meetings and conventions market.

- **116 site inspections** were hosted, showcasing Puerto Rico's premier hotels, venues, and authentic destination experiences to qualified meeting and event professionals.
- These efforts achieved an **87% conversion rate**, reflecting the effectiveness of our sales and destination experience strategy in securing future business.
- **11 familiarization (FAM) trips** welcomed **96 meeting planners and key decision-makers**, providing immersive firsthand experiences that inspire confidence in selecting Puerto Rico as their host destination.

- To further connect clients with the destination’s tourism ecosystem, the Destination Experience team facilitated **1,362 referrals to 254 local industry partners**, supporting site inspections, FAM programs, and confirmed meetings while expanding business opportunities across the destination.

Together, these initiatives strengthened planner confidence, accelerated booking decisions, and generated meaningful business opportunities across Puerto Rico’s meetings and events ecosystem, reinforcing the destination’s position as a premier choice for business events.

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 2025-2026.

Our leisure sales strategy during fiscal year 2025–2026 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 50,000 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 **222,211** new, definite group room nights in the period from July 1, 2025, through June 30, 2026, worth more than **\$263.4M** in economic impact.

- New leads were generated for **1,134,504** room nights, or **\$1,146M** in economic impact.
- The pipeline of new business opportunities represents **653,313** room nights and **\$783.3M** in economic impact.
- The Leisure Team Co-op and GDS production reached an unprecedented **\$420M** in 2025.
- The number of travel advisors enrolled in our Puerto Rico Travel Expert (PRTE) program grew to a high of 50,000.

- **36,000** graduated from the course.
- There are over 5,500 mobile phones with the Discover Puerto Rico training app.
- The Destination Experience team executed **116 site inspections** with a **conversion rate of 87%**.
- The Destination Experience team produced **1,362 referrals to 254 partner suppliers** for ancillary business developed during the site inspection, FAMs process and definite programs support.
- The Leisure Sales team hosted familiarization trips from multiple consortia and the Puerto Rico Travel:

1.	Flot FAM, July 13–20, 2025	(Brazilian wholesaler)
2.	MAST All Stars Trip, September 26–30, 2025	(Domestic Host Agency)
3.	Vacation Express FAM, October 5–9, 2025	(Domestic wholesaler)
4.	Catai/JetBlue FAM, October 13–17, 2025	(Spain wholesaler)
5.	GBT Network FAM, November 19–22, 2025	(Domestic Host Agency)
6.	Travel Leaders FAM, February 23–27, 2026	(Domestic Consortia)
7.	TravelSavers FAM, March 2–6, 2026	(Domestic Consortia)
8.	PRTS/Rewards FAM, April 13–17, 2026	(*PRTS rewards program)
9.	Vacation Express FAM, May 3–7, 2026	(Domestic wholesaler)
10.	Virtuoso Study Tour FAM, May 31–June 5, 2026	(International Luxury Consortia)

*Specialist graduates who won trips to Puerto Rico.

CUSTOMER ACQUISITION STRATEGIES

During fiscal year 2025–2026, Discover Puerto Rico executed a comprehensive, data-driven customer acquisition strategy focused on strengthening relationships with meeting planners, event organizers, and travel trade partners while positioning Puerto Rico as a premier destination for meetings, conventions, incentive travel, and leisure visitation. Our approach centered on three key pillars: strategic sales engagement, industry partnerships, and immersive destination experiences.

- **Strategic sales engagement:** Sales activities were continuously aligned with market intelligence, Cvent sourcing trends, booking windows, Future Pace data, and CRM analytics to prioritize the highest-value opportunities. The team adjusted travel schedules, customer outreach, and sales initiatives throughout the year in response to changing demand patterns, ensuring resources were focused on areas that could generate the greatest return.
- **Industry partnerships and thought leadership:** Discover Puerto Rico continued to deepen strategic partnerships with organizations such as PCMA, ASAE, MPI, IAEE, HelmsBriscoe, ConferenceDirect, HPN Global, Teneo Hospitality Group, Maritz, and other key industry partners.

These relationships provided ongoing access to customers, market intelligence, educational opportunities, and strategic collaboration, thereby strengthening Puerto Rico’s position in the meetings and conventions marketplace.

- **Trade shows, sales missions, and customer engagement:** The team maintained an active presence at major industry trade shows, customer events, and targeted sales missions across key domestic and international markets. These engagements allowed Discover Puerto Rico to strengthen existing relationships, cultivate new business opportunities, and showcase the destination’s continually expanding product offerings.
- **Hosted experiences and destination immersion:** Recognizing that experiencing Puerto Rico firsthand remains one of the most effective sales tools, Discover Puerto Rico continued to invest in curated site inspections, familiarization (FAM) tours, and hosted customer experiences. These programs connected qualified planners directly with local hotels, venues, partners, and cultural experiences, resulting in stronger customer engagement and increased booking opportunities.
- **Hosting marquee industry events:** During the fiscal year, Discover Puerto Rico successfully hosted a number of important industry events, including:
 - **Sports Express Indoor and Outdoor Conference**, bringing together sports event organizers and meeting planners for 1:1 appointments and networking with local facilities and hotel representatives.
 - **Society for Incentive Travel Excellence (SITE) Texas Technology and Innovation Summit**, hosting 100 buyers for technology-based meetings, education, and networking.
 - **Discover Puerto Rico Sports Travel Island Series**, in partnership with Northstar Meetings Group/SportsTravel, we hosted this inaugural event designed to showcase Puerto Rico’s premier sports facilities, venues, and destination experiences to targeted sports event organizers.
 - **PCMA Business Events Industry Summit** (formerly PCMA EduCon) inaugural event, bringing together hundreds of business events professionals from around the world.

Hosting these events showcases Puerto Rico’s capabilities firsthand, strengthens relationships with key decision-makers, generates significant destination exposure, and reinforces the island’s reputation as a leading meetings destination.

This integrated strategy allowed Discover Puerto Rico to remain agile in a dynamic marketplace by combining actionable market intelligence, strategic partnerships, targeted customer engagement, and world-class hosted experiences. The result was continued growth in customer relationships, enhanced destination visibility, and a stronger competitive position across both the meetings and leisure travel sectors.

STRATEGIC ALLIANCES AND PARTNERSHIPS

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, host agencies, and travel consortia. We also continue our partnership with Brand USA, covering multi-market events in Latin America and Travel Week Europe, aligning our presence with the evolving source markets.

Finally, our travel and tradeshow event schedule were 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 2025-2026.

ENGAGEMENT

Fiscal year 2025–2026 saw an extremely high level of in-person engagement by the sales team at Discover Puerto Rico. The team attended or executed over **177** tradeshows, roadshows, and events in **78** cities in the U.S. mainland as well as Europe and Latin America. On-Island site inspections were very strong. Over **116** live site inspections were conducted with an **87%** closing ratio on those who visited the Island.

2025–2026 Tradeshows and Events Summary

For the MICE market, we participated in 52 tradeshows, conducted 20 roadshows, organized 11 FAMS, and hosted or participated in three client events, For the Sports market, we attended four tradeshows and hosted or participated in four events. For the Leisure market, we participated in 56 activities combining tradeshows, roadshows, and client events, including 10 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. The addition of the Four Seasons brand to our resort portfolio as well as the reopening of the Ritz Carlton San Juan will help us gain additional attention within the incentive buyers’ community. Our highly targeted incentive sales strategies, supplemented by guidance from our customer advisory board, have resulted in increased sales activity in fiscal year 2025–2026. 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

DESTINATION EXPERIENCE

Our Destination Experience team continued to play a critical role in the sales process by designing and delivering customized experiences that inspire confidence, strengthen planner relationships, and showcase Puerto Rico's unique sense of place. Through personalized site inspections, familiarization trips, and the execution of marquee events, the team seamlessly integrated local culture, authentic experiences, and community partnerships to create meaningful connections between clients and the destination.

This fiscal year also marked a significant evolution in our destination servicing strategy. Through an enhanced focus on **citywide meetings**, the team elevated the attendee and planner experience by providing strategic coordination, personalized support, and seamless collaboration among hotels, venues, partners, and stakeholders. These efforts resulted in exceptionally positive planner feedback, increased confidence in Puerto Rico as a host destination, and growing interest in returning with future meetings and conventions.

Another milestone was the launch of the **Service Excellence Recognition Program**, an initiative designed to celebrate hospitality professionals who consistently deliver outstanding service to the meetings and conventions industry. By recognizing and empowering frontline employees across the destination, the program reinforces a culture of excellence, inspires exceptional service, and strengthens Puerto Rico's reputation for delivering memorable experiences that differentiate the destination in an increasingly competitive marketplace.

Together, these initiatives reflect Discover Puerto Rico's commitment to continually elevating the destination experience, not only by supporting clients throughout the planning process, but also by investing in the people, partnerships, and service culture that drive long-term competitiveness and future business.

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 advisors, 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 Advisors, Cruise Lines International Association, International Inbound Travel Association and Brand USA. We have expanded this strategy to include host agencies and booking platforms in Spain, Colombia, and Mexico.

- Activities with those associations and account partnerships, and road shows 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, Classic Vacations, Vacation Express, WebBeds, Argus Reisen and Spanish Travel conglomerates like Avoris, AVASA, Civitatis, Carrefour, eDreams, Icarion, Viajes El Corte Ingles, Nautalia, Pangea, Viva Tours, W2M, along with Mexjal, Copa Vacaciones, Auto Renta, Travel Shop, Price Travel, and Tiquetes Baratos in Brazil, 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.

We continue to see impressive progress in leisure sales through the various strategies and activities included herein. We maintain promotional sales strategies through these partnerships and continue growing a wide base of well-trained travel advisers.

These partnerships, added to the ongoing coverage of all source markets, continue to increase leisure sales production year over year. The steady growth in fiscal year 2025–2026 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 and Q2 2026 exceeded the prior four fiscal years, and at the close of this fiscal year, we have broken all previous records.

MAIN HIGHLIGHTS IN LEISURE SALES EUROPE FISCAL YEAR 2025–2026

Trainings and Webinars

- In-person wholesaler trainings: Icarion, Pangea, Catai, Nautalia: trade and end consumer (Spain)
- Iberia: Trade training Leisure market (Italy and Portugal)
- MICE event for trade Bilbao, Spain; Iberia Plus high spending cardholder VIP event in Madrid
- JetBlue: Germany trade webinar
- Solferias (Portugal)
- Omni Travel (Belgium)
- Grands Voyages (France), with JetBlue Paris and OhLaLa DMC (PR)

Events

- Virtuoso Luxury Travel On Tour, Madrid, DPR Co-Sponsor (September)
- Virtuoso Luxury Travel Impact Summit (February)
- Virtuoso Luxury Travel On Tour, Sevilla, DPR head sponsor (May)
- Icáron Travel/Viajes Azul Marino, post sales contest activations during Madrid’s first Bad Bunny DTmF Concert with winner travel agents, famous VIPS and influencer and winners at our own pre-party “Casita” (30 May)
- Viajes Carrefour’s 4th Noche Boricua for travel agents and influencers in Madrid with Catai wholesaler (May)
- JetBlue DPR Rum Bar sponsorship for new flights from Barcelona, SPAIN to Boston (April) and Milan, Italy to Boston (May)
- BCD Travel Exploradores weekend show in Madrid attracted hundreds of corporate clients of BCD looking for family holiday inspiration. Puerto Rico was extremely popular generating dozens of leads for BCD (March)
- DPR was head sponsor of the Avoris Travelplan Annual Party for travel agents held in Madrid. 1,700 agents signed up and attendance reached over 1,000 agents (April)

Roadshows

- Catai (2026)
- Nautalia (may and june)
- Southern cross (march)

New Co-op Partners

- Avasa: Oldest and most prestigious marketing solutions supplier for independent travel agencies in Spain
- Civitatis: #1 company in the world for tours in Spanish. Includes YouTube TV outdoor advertising, ALSA bus in full livery in Madrid/Pais Vasco routes
- Pangea: Boast the largest travel stores in the world where expert and 1 to 1 travel advice, travel equipment and gear, café and a regular travel and culture agenda all meet in each of their premium stores in main Spanish cities
- Solferias: Leading B2B travel wholesaler in Portugal

Ongoing Co-op Marketing Executions with All Leading Travel Distributors:

- Avoris: As part of a 360° plan this year included outdoor advertising bus in full livery in Madrid
- W2M: Included unique Bad Bunny sales contest
- Viajes Carrefour: Used Calle 365 Puerto Rico branded venue for our Noche Boricua
- eDreams: top selling OTA for PR in Europe
- Nautalia: over 250 key high street store locations

FITUR 2026

FITUR in Madrid is the highest-leverage event on Discover Puerto Rico’s international calendar because it is the one week when Spanish-language media and trade from both Europe and Latin America occupy the same halls. A relationship built in Madrid can surface in Mexico City, Santiago, or Bogotá, which makes it the rare investment that compounds across markets instead of serving just one. In 2026, we treated the show floor as a starting point rather than the whole program, pairing our stand presence with an annual media and trade lunch and a trade-only cocktail reception at the Mandarin Oriental attended by Governor Jennifer González, a signal to operators that Puerto Rico’s commitment to the market extends well beyond its DMO.

In-Stand Activations

Civitatis: 140 end clients were received in four groups in Fitur throughout the consumer weekend for VIP showing of the immersive cube at the Puerto Rico stand.

Halcón Viajes: Over 1,000 participants participated in La Llave de tu Viaje promo on our stand at Fitur. DPR Trade has agreed with Avoris that a special they will be sending a dedicated Puerto Rico programming B2B2C newsletter to all Halcon leads generated in our FITUR.

Off-Stand

VIP Cocktail event at Mandarin Oriental Ritz for mostly luxury bespoke travel retailers in Madrid and a lunch event at Novotel, ensuring we had quality group and MICE accounts attending as well as key leisure booking agents that could network with our hoteliers and DMCs.

FAM Trips

Catai and JetBlue FAM for select Spain travel agents combining Boston and Puerto Rico itinerary (October). This FAM trip resulted in additional wholesalers other than Catai such as Icarion created new Boston/Puerto Rico packages.

Newsletters

Newsletters were created for Spain, Germany, Portugal, and Italy travel trade including special agent discounts from selected Puerto Rico hotel partners for Germany and Italy markets.

MAIN HIGHLIGHTS IN LEISURE SALES LATAM FISCAL YEAR 2025–2026

Training and Webinars

- Virtual Capacitación TravelShop (August 2025)—42 travel advisors attended
- PriceAgencies Mexico Webinar (October 2025)
- PriceAgencies Mexico Webinar (November 2025)
- CTM Tours (Peru) Webinar (April 2026)

Tradeshows and Events

- Feria de Turismo Avianca (Bogotá, September 2025)
- Feria Internacional de Turismo | FIT (Argentina, September 2025)
- Virtuoso Connects Monterrey (November 2025)
- Virtuoso On Tour Mexico (November 2025)
- Vitrina ANATO (Bogotá, February 2026)
- 2026 Brand USA Travel Week South America (March 2026): Four-day event, in Rio de Janeiro, Brazil, designed to connect U.S. exhibitors with top trade, media, and travel industry professionals from Brazil, Colombia, Argentina, Chile and Perú
- IPW 2026 (May 2026)—87 1:1 appointment from LATAM

Roadshows

- Brand USA Chile and Argentina Sales Mission (August 2025) Brand USA’s 2025 Chile and Argentina Roadshow offered U.S. partners the chance to engage directly with top travel trade professionals in both countries. Building and strengthening in-person relationships with key industry players in these markets is essential for driving growth and increasing inbound travel to Puerto Rico.
- Aeromexico Events (September 2025)
- Lavedi Workshops in Cali, Bogota, and Medellin (tradeshows and destination presentations in each city—October 2025)
- Brand USA Sales Mission Mexico (January 2026): Held from January 11–16 in Monterrey, Guadalajara, and Mexico City. The mission connected 28 U.S. destinations and tourism organizations with Mexican tour operators, travel agencies, and OTAs. We strengthened strategic partnerships. Business appointments were conducted in the 3 cities, and specialized training sessions reached 274 travel agents, enhancing market knowledge and trade engagement.
- Pre-Vitrina ANATO (Colombia: Bucaramanga, Barranquilla, and Pereira—February 2026).

Co-op Partners

- TravelShop: Mexican tour operator
- Hotelbeds
- PriceTravel Holding: PriceTravel Holding was founded in 2000 as a global distribution company with a strong focus on Latin America and the Caribbean. The company is present in Mexico, Colombia, the United States, and Brazil, and its distribution network reaches over 50 source markets
- AutoRental Mexico (Mobility)
- PrimeTour: Premium travel agency specializing in luxury tourism in Brazil
- Ladevi: Ladevi Medios y Soluciones is the leading multiplatform communications ecosystem specializing in the Spanish-speaking travel and tourism industry

FAMS

- Flot Viagens—Brazil FAM in Puerto Rico (July 2025), 16 travel advisors

Travel Advisors' 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 2025–2026 with a combined PRTE and PRTS enrollment of 49,221 advisers, resulting in 30,821 graduations. The combined program’s graduation ratio is 60%, which is well above average. The new PRTS program, with the TravPro platform and enhancements on technology providing access to more than 7,000 Android and iPhones, reflects an even better outcome and further reach.

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 key 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 it took on the previous system. The platform is continuously updated with new, 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. At the end of this fiscal year, enrolled agents have exceeded \$7 million in sales, more than \$5 million compared to last year’s results. This is an unprecedented accomplishment for a training platform to which the agents have adapted, and a clear reflection that this team is focused on making every effort a selling tool.

To add to the success of tapping into the distribution mainstream of each of our partnerships, we have the support of Travel Relations, a company that monitors travel advisor activity, and constantly cleanses our CRM database to ensure we are working with qualified travel professionals at all times and at all the right levels.



SECTION L

Engagement and Industry Affairs Overview

Local Industry Communications and Engagement

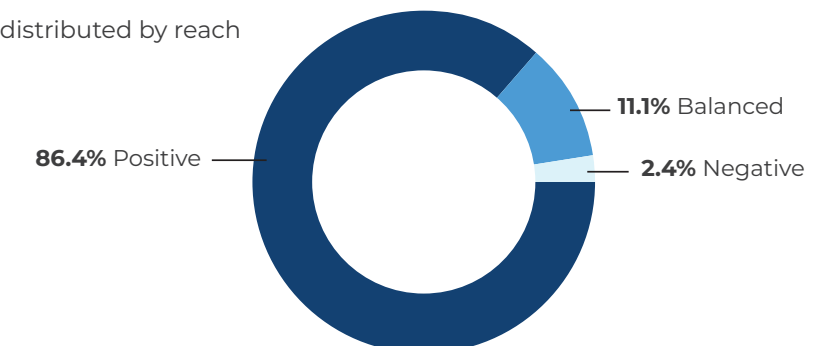
Everything in this report ultimately lands somewhere on the Island: a booking at a family guesthouse, a tour group in a mountain town, a restaurant full on a night it would not have been. The Local Communications and Engagement department exists to make sure the people running those businesses are never the last to know what is coming their way.

That work took every form a relationship can. The team kept Puerto Rico's tourism industry informed and equipped through stakeholder communications, educational workshops, and regional events, and kept the connection moving in both directions, building relationships with government agencies, municipalities, associations, and the entrepreneurs opening the Island's newest experiences. Those relationships are not a courtesy. They are a pipeline: when a new tour, restaurant, or guesthouse opens anywhere in Puerto Rico, an established relationship means it can move into Discover Puerto Rico's marketing quickly, connecting with visitors while the paint is still fresh. The faster a new business enters the destination's story, the sooner marketing dollars become local revenue.

The department's year spanned stakeholder communications, corporate social media, editorial content, local media relations, association partnerships, municipal outreach, and industry events, all detailed in the pages that follow. And it ended by building something larger: the foundation for a broader Community Engagement strategy, introduced at the close of the fiscal year, that will deepen the organization's presence in communities across the Island in fiscal year 2026–2027. The strategy reflects a conviction that runs through everything this department does: tourism only works for Puerto Rico when Puerto Ricans are partners in it, not spectators of it.

MEDIA RELATIONS

- **\$23.5M** local engagement earned media value
- **609M** local engagement media coverage reach
- Sentiment distributed by reach



The national media program tells Puerto Rico's story to the travelers we want. Local media tells it to the people we answer to. Throughout fiscal year 2025–2026, Discover Puerto Rico worked to be the source Puerto Rico's press could rely on, providing tourism data, industry insight, and destination expertise so that the public conversation about tourism ran on facts rather than impressions. That role produced 609 million in coverage reach and \$23.5 million in earned media value, but the number that matters most is the sentiment: 86.4% of local coverage by reach was positive and only 2.4% negative, in front of the audience with every right to be the industry's toughest critic. Residents live with tourism's costs as well as its benefits, and their news coverage says the case for it is being made and believed.

The year gave that coverage plenty to report. Local media followed the industry's momentum story across record visitation and lodging performance, the economic force of the concert and sporting event calendar, expanding air connectivity, and Puerto Rico's promotion abroad through platforms like FITUR. Just as important, coverage reflected Discover Puerto Rico's role beyond marketing: the educational initiatives, regional partnerships, research findings, and visitor experience programs that show the organization building the industry, not just advertising it. When local journalists need to explain what tourism means for Puerto Rico's future, they increasingly start with this organization's data, and that trust, built through years of showing up as a straight source, is an asset no campaign could buy.

CORPORATE SOCIAL MEDIA

If the consumer channels answer “Why visit Puerto Rico?”, the corporate channels answer a question the organization takes just as seriously: “What is Discover Puerto Rico doing with its mandate?” These platforms are where the Island's tourism industry, and any resident who cares to look, can watch the DMO work in something close to real time.

This year the window got bigger. The team launched a corporate Instagram account, extended its video-first approach with behind-the-scenes coverage and short-form Reels, and held itself to a newsroom's clock, publishing event photos, videos, and recaps within 24 hours so stakeholders saw the work while it was still news. The most significant addition was Tourism in the Community, a new video series that turns the camera away from the organization and toward the Island: local tourism businesses, community initiatives, and regional engagement efforts, told town by town. The series makes a quiet argument no press release can, that tourism's story is written in communities, and the DMO's job is to help tell it. Alongside it, consistent coverage of the CEO's industry appearances, interviews, and speaking engagements kept stakeholders connected to where the organization is leading.

The response says the audience wanted exactly this. The channels generated 7.8 million views for the year, and every engagement measure climbed: content interactions up 15%; page visits up 58.9%, new followers up 49.9%, and, most tellingly, link clicks up 137.4%. That last number is the one to sit with. A stakeholder who clicks through is not browsing; they are going to the workshop registration, the research report, the program details. The corporate channels are doing more than showing the work. They are moving the industry toward it.

7.8M	42.5K	70.4K	39.1K	2.6K
Views (New Meta reporting metric*)	Content interactions (+15.8%)	Link clicks (+137.4%)	Page visits (+58.9%)	New followers (+49.9%)

**Beginning in fiscal year 2025–2026, Discover Puerto Rico updated its corporate social media reporting to align with Meta's current analytics framework. As part of this platform update, Meta replaced several legacy metrics, including Impressions, Reach, and Fans, with new reporting metrics such as Views and New Followers. Therefore, Views are not directly comparable to prior fiscal years.*

INDUSTRY NEWSLETTER AND INDUSTRY PORTAL

Eighty times this fiscal year, more than three times every two weeks, Discover Puerto Rico put useful information directly in the hands of Puerto Rico's tourism industry.

The Industry Newsletter and Research Update carried tourism performance data, marketing opportunities, research findings, educational resources, and organizational news to partners across the Island, a cadence that means no operator, hotelier, or entrepreneur who wants to know how the industry is performing ever has to wonder.

The Industry Portal is where that information becomes action. More than a resource library, the portal is a working front door to the DMO: partners submit new business profiles that feed the destination's marketing, promote their events and special offers to visitors, pull live performance data from the dashboards, and join the programs that raise their visibility. A guesthouse in the mountains has access to the same research, tools, and marketing pathways as a resort in Condado, which is the practical meaning of a commitment this organization makes throughout this report: the visitor economy should be open to everyone building it.

Together, the newsletter and portal are transparency at working speed, not an annual report's once-a-year accounting but a continuous flow of the data, tools, and opportunities the industry runs on.

EDITORIAL CONTENT PRODUCTION

Behind every channel in this chapter sits a writing desk. The department's editorial operation produces the original content the newsletters carry, the portal hosts, and the social channels distribute: profiles of tourism businesses, explainers on marketing initiatives and educational opportunities, and reporting on sustainability, accessibility, and regional partnerships across the Island. The range matters. A feature on an accessible beach program, a piece on a new regional partnership, and a profile of a family-run operation in the interior are each a small act of the same editorial judgment, deciding which of the industry's stories deserve telling and telling them well.

Combined with the video storytelling detailed above, this original content is why the organization’s channels read as journalism about an industry rather than announcements from an agency, and it is the raw material every other communication in this chapter depends on.

ASSOCIATION RELATIONS

An industry is only as strong as the institutions that hold it together, and this year Discover Puerto Rico renewed its commitments to three of them.

Collaboration agreements were re-signed with Universidad Ana G. Méndez, the Southern Chamber of Commerce, and the Western Chamber of Commerce, and each renewal answers a different long-term question. The university partnership is the workforce answer: tourism’s future depends on Puerto Ricans trained and choosing to build careers in it, and advancing tourism education keeps that pipeline flowing. The two chambers are the geography answer: formal ties to the business communities of the south and west put institutional weight behind the dispersion strategy running through this report, ensuring the regions beyond San Juan have a standing voice in how the destination grows. Beyond the agreements, the organization stayed an active partner across the industry’s conferences, educational programs, and professional development initiatives, present wherever the visitor economy’s sectors gather. Renewals rarely make headlines, and that is their point: partners who have worked together, seen the results, and signed again. In relationship terms, a renewal is a reference.

INDUSTRY EVENTS

Twenty-five times this year, Discover Puerto Rico pulled up chairs. Through the Conversemos series, educational workshops, regional gatherings, and special events, the department brought the organization’s tools, research, and marketing directly to the people who can use them: 1,364 business owners, municipal leaders, association representatives, and tourism professionals across the Island.

Everything shared in these rooms, the data dashboards, the marketing programs, the industry research, is free to the operators who attend, because a guesthouse or tour company that markets smarter makes the whole destination stronger.

The name of the flagship series is the philosophy: Conversemos, let’s talk, 14 sessions built as conversations rather than presentations, alongside workshops, seminars, and regional events that took the DMO’s resources to where stakeholders actually are instead of asking the Island to come to San Juan. The room kept getting fuller.

Average attendance grew 9.6% over the prior year. The simplest measure of relevance there is: busy operators do not return to events that waste their time, and this year more of them came back and brought others.

- 25 total events
 - 14 Conversemos
 - 3 workshops and seminars
 - 3 regional events
 - 5 special events
- 1,364 (+9.6%) total attendance
 - 54.6 (+9.6%) average attendance



SECTION M

Appendixes

Appendix I: Partners

No destination markets itself. Behind every result in this report stands a network of partners across the public, private, and nonprofit sectors: airlines and hotels, agencies and associations, government institutions and family businesses, all pulling in the same direction for Puerto Rico. To every organization listed here, our sincere gratitude. The wins in these pages are yours as much as ours, and the Island is stronger for your commitment.





Appendix II: Committees

Strategy improves when it has to answer questions. The committees listed here, drawn from hotels, airlines, attractions, agencies, and public institutions across Puerto Rico’s tourism ecosystem, meet regularly to review our marketing and sales strategies, pressure-test our thinking, and bring the industry’s frontline perspective into our planning. The members below volunteer their time and expertise, and this organization’s work is sharper for it.

MARKETING AND SALES ADVISORY BOARD

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

JOMARIE ARTUET SUÁREZ

BluHost

KARLA P. FUENTES GARCÍA

Special Assistant

KATHERINE ERAZO

Appointed by the House of 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

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 FERRAIOLI

Puerto Rico Convention District Authority

WILLIANNETTE ROBLES

Puerto Rico Tourism Company

SALES AND REVENUE ADVISORY BOARD

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. ARMANDO 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 BOSCAN

Distrito T-Mobile

RAQUEL ROSA CARMONA

The St. Regis Bahía Beach Resort

SHANNON VIDAL

Fairmont El San Juan Hotel

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

Verónica Ferraiouli, Puerto Rico Convention District Authority

Jorge Hernández, Aerostar Airport Holdings LLC

FINANCE AND AUDIT COMMITTEE

Jorge Hernández, Aerostar Airport Holdings LLC

Willianette Robles, Puerto Rico Tourism Company

Katherine Erazo, Senate Representative

Federico Sánchez, Interlink

ORGANIZATIONAL DEVELOPMENT AND EFFECTIVENESS COMMITTEE

Raúl Bustamante, Chair of the Board of Directors

Juan Rodriguez, Parador Guánica 1929

Loisse Herger, The O:live Collection

ETHICS AND GOVERNANCE COMMITTEE

Verónica Ferraiouli, Puerto Rico Convention District Authority

Raúl Bustamante, Chair of the Board of Directors

Katherine Erazo, Senate Representative

Juan Rodriguez, Parador Guánica 1929

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

MARKETING COMMITTEE

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

FISCAL YEAR 2025–2026 BUDGET

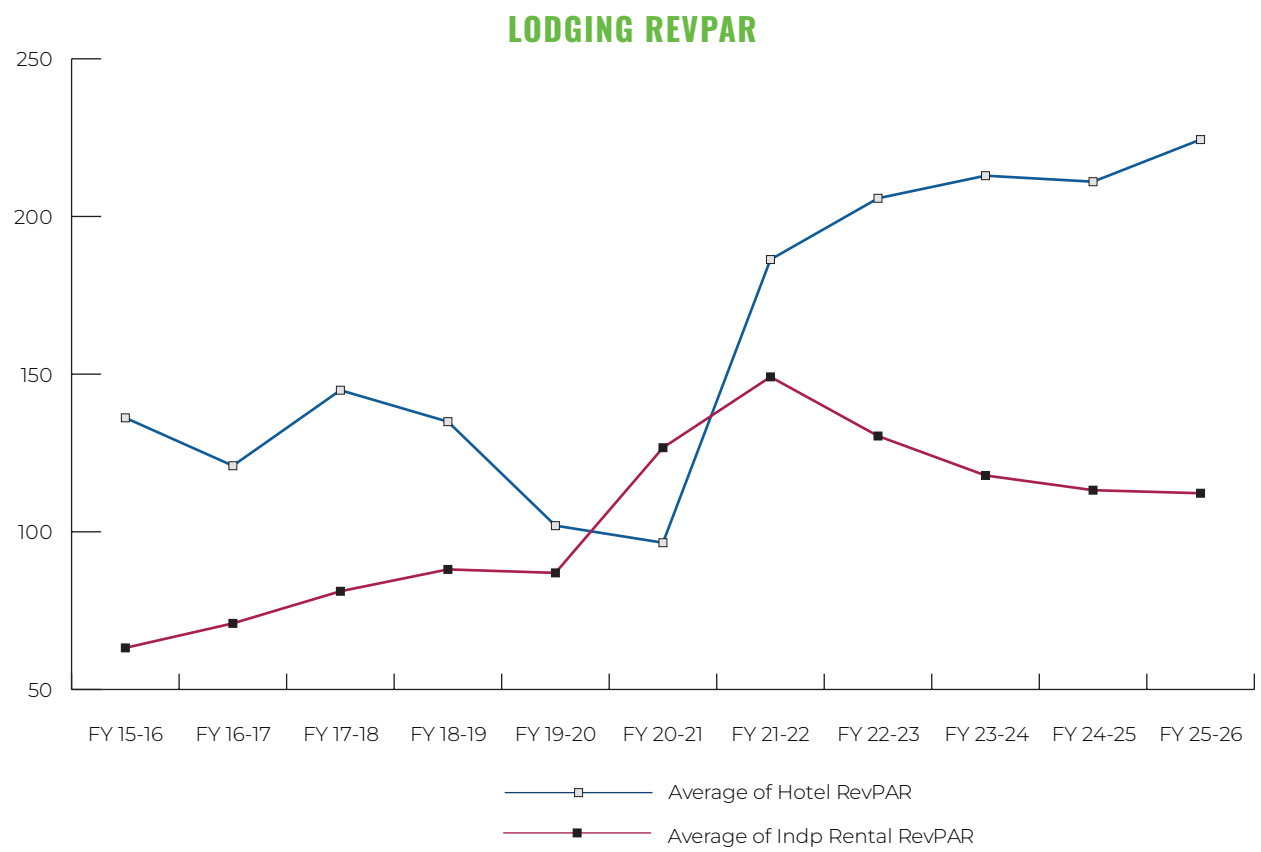
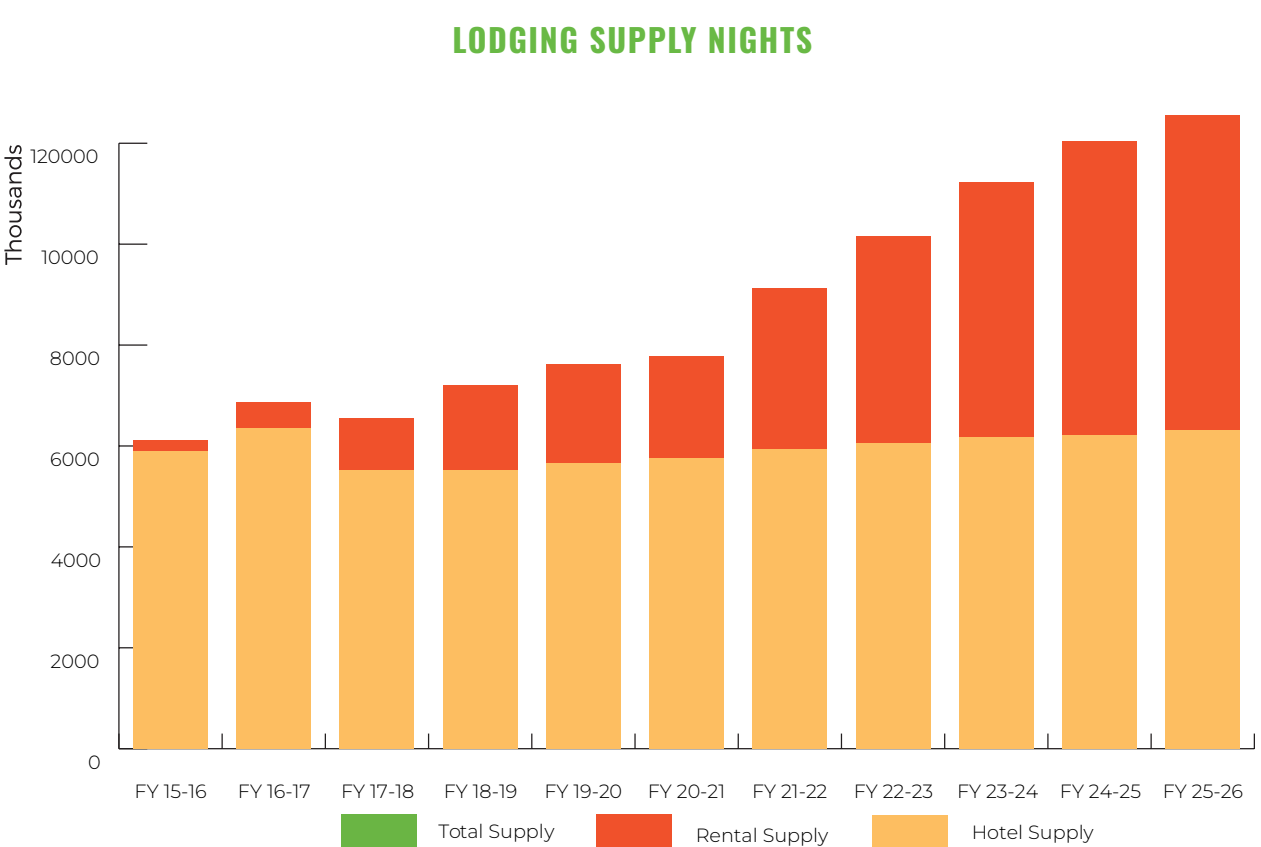
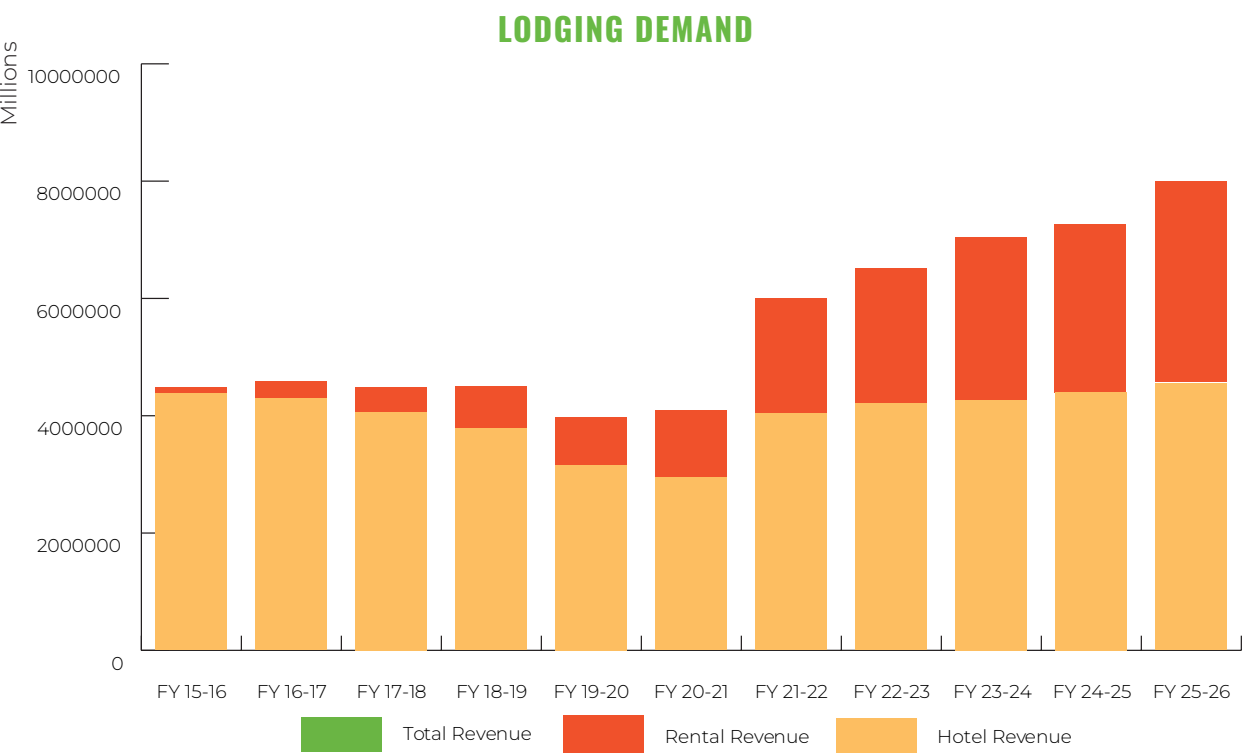
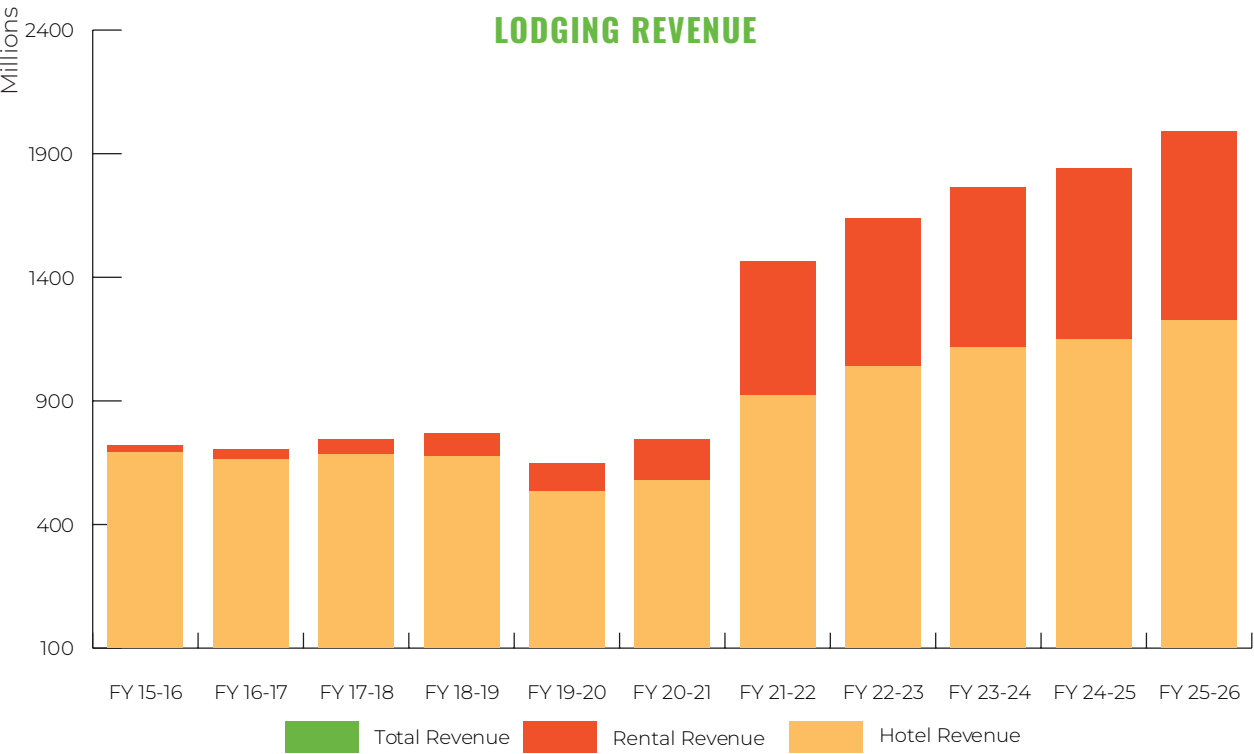
Revenues	Consolidated
Public Funds	
Room Tax Revenues	\$25,000,000
Room Tax—Private Funds Match	\$5,000,000
Public Funds—other	\$28,000,000
Co-op Advertising/Sponsorships	\$50,000
Tradeshaw/Event Participation	\$300,000
Donated Services	\$150,000
Interest	\$300,000
Total Revenue	\$58,800,000
Expenses	
Payroll and Related Benefits	\$8,903,732
Administrative/Operating Expenses	
Facilities Expense	\$409,537
Legal Fees	\$262,000
Consulting Fees	-
Accounting and Audit	\$77,600
Depreciation	\$462,105
Recruiting and Relocation Expenses	\$10,000
Office Supplies/Misc. Equipment	\$23,000
Equipment Rental and Maintenance	\$10,800
Licenses/Telephone/Internet	\$222,212
Training and Development	\$100,000
Insurance	\$146,000
Other	\$200,000
	\$1,923,254

FISCAL YEAR 2025–2026 BUDGET

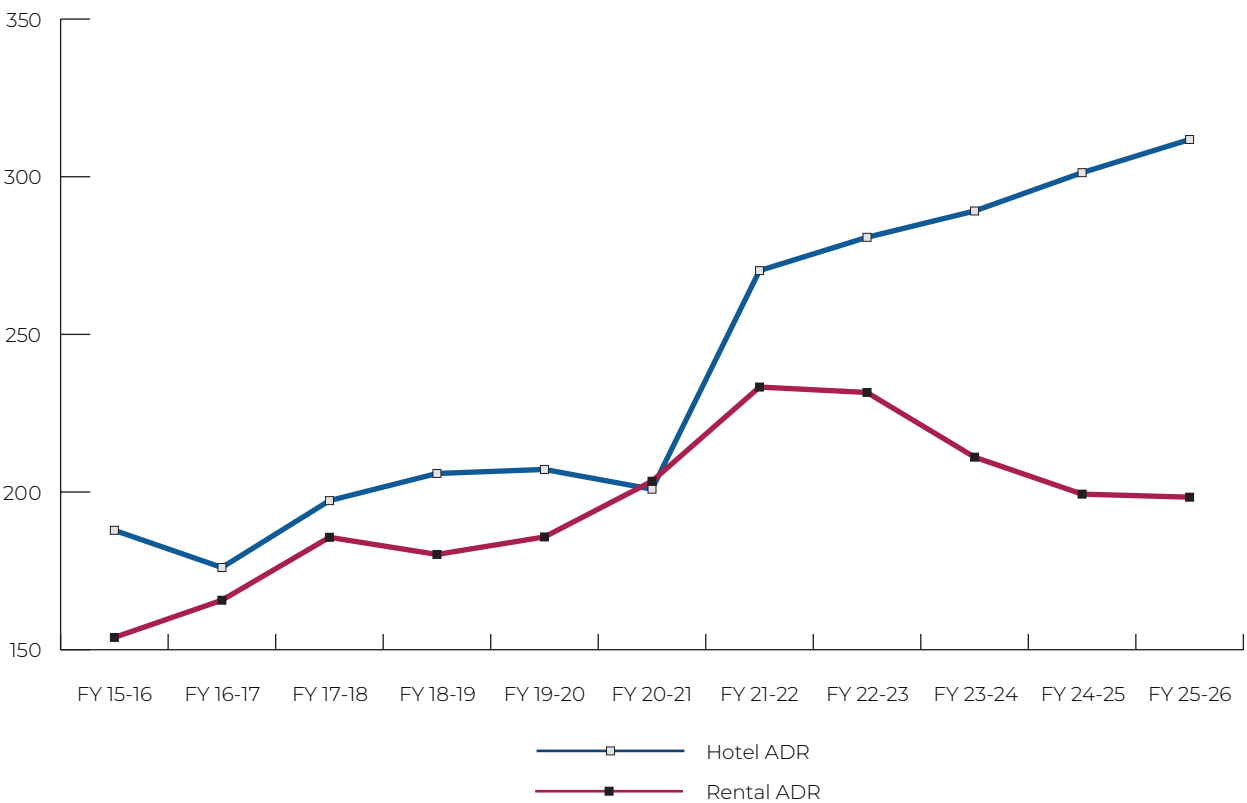
(Cont.)

	Consolidated
Sales/Marketing/Promotion	
Trade Shows and Conferences	\$2,100,000
Site Inspection	\$150,000
Destination Reviews	\$600,000
Sales Consultants	\$225,000
Marketing Consultants	\$331,200
International Sales and Marketing	\$2,895,000
Advisory Boards	\$135,000
Sales/Marketing Events	\$3,720,000
Advertising	\$22,712,991
Strategic Alliances	\$3,000,000
Industry/Community Engagement	\$400,000
Government Affairs	\$125,000
Public Relations	\$3,936,500
Group Incentive Fund	\$3,000,000
Promo Items/Collateral	\$200,000
Website Development	\$765,000
Digital Content Development	\$1,050,000
Research	\$1,500,000
Booth expense	\$25,000
S&M Technology (licenses)	\$285,000
Sales and Marketing Traning	\$37,323
Other Sales and Marketing	\$400,000
Contingency Opportunity Fund	\$115,000
	\$47,708,014
Total Expenses	\$ 58,535,000
CAPEX	\$ 265,000
Reserve	-
Net Change in Asstes	\$0

Appendix IV: Market Performance

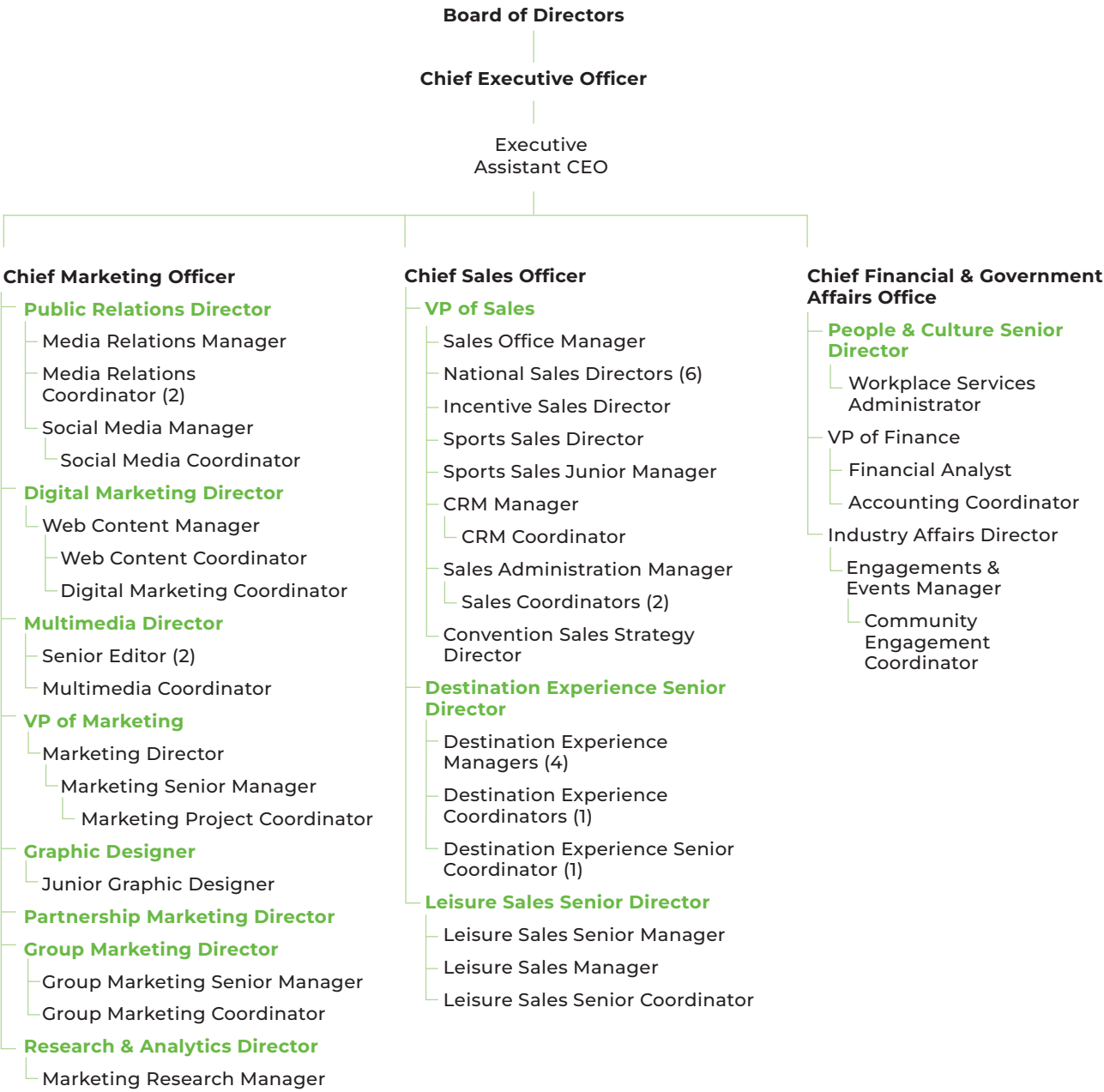


AVERAGE RATES



EAST ISLAND CATAMARAN,
ICACOS

Appendix V:
Organizational Structure



66 Active Regular
Positions

Info as of August 17, 2026



DISCOVER
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