

Report of the Board of Trustees

Management report

For many regions in the world, tourism remains a key pathway to a more secure and prosperous life. At the TUI Care Foundation, we are well aware of the travel industry's power to drive positive change. At the same time, we recognise that tourism can create challenges for both people and the environment. Through our work, we aim to strengthen the positive impact of global tourism in destinations worldwide while developing solutions to its inherent challenges.

In 2025, the global travel, tourism, and hospitality sector continued its strong growth trajectory, reaching new record levels of economic contribution and employment. The industry contributed over €10 trillion to the global economy – almost 10% of global GDP – while supporting hundreds of millions of jobs worldwide. International travel demand remained robust, with rising visitor spending and continued expansion in both established and emerging destinations, demonstrating the sector's resilience and long-term growth potential.

At the same time, the sector continued to face structural and emerging challenges. Overtourism in global hotspots remained on the media agenda, prompting some destinations to introduce visitor caps, taxes and regulatory measures to protect local communities and cultural heritage. Economic pressures, including persistent inflation and labour shortages, continued to affect service delivery and operational resilience in parts of the industry. In addition, geopolitical tensions and uneven recovery across key markets influenced travel patterns and demand, with some destinations experiencing slower growth than others.

Climate change and environmental pressures further impacted the sector in 2025. Extreme weather events and shifting climate patterns increasingly affected destination resilience, infrastructure, and tourism assets, as illustrated by severe storms and flooding in São Vicente and Santo Antão in Cabo Verde in August 2025, as well as Hurricane Melissa that struck Jamaica later in the year. These events disrupted local economies and livelihoods that depend on tourism, while raising the urgency for more sustainable and resilient tourism models. These developments reinforced the need for tourism approaches that are environmentally responsible, inclusive, and aligned with the long-term well-being of local communities.

Building on the momentum of previous years, the TUI Care Foundation continued to expand and deepen its project portfolio, guided by its long-term Strategy 2030 and a sharpened focus on sustainable tourism development. The foundation strengthened its programmes across its key initiatives – education, community empowerment, environmental protection, and cultural preservation – ensuring tangible socio-economic benefits in priority destinations worldwide. A key milestone during the year was the establishment of implementing agency Stichting Target 8.9, enabling more direct engagement with local partners and more effective on-the-ground project delivery. In response to the increasing impact of climate-related events outlined above, the foundation also engaged in targeted emergency relief activities, including support to tourism communities affected by the above-mentioned weather events in Cabo Verde and Jamaica, reinforcing its commitment to both long-term development and responsiveness in times of crisis.

Additionally, the foundation continued to support communities in tourism destinations through targeted initiatives that foster resilience, create livelihoods, and enable sustainable business development. These included programmes supporting small and medium-sized tourism enterprises with access to finance, mentoring, and market opportunities. In doing so, the TUI Care Foundation reaffirmed its dual commitment to long-term impact and to strengthening the sustainability and inclusiveness of the tourism sector as a whole.

At the organisational level, the foundation further advanced its evolution as an international corporate foundation. Efforts in 2025 focused on strengthening operational capacity, including the gradual development of direct implementation capabilities and the first-time engagement of directly employed staff, alongside personnel on a TUI payroll working fully for the foundation. In parallel, collaboration with institutional, corporate, and individual donors

was further enhanced. Strategic engagement with key stakeholders – particularly within the policy and donor landscape – was also expanded to increase visibility, partnerships, and funding diversification. This report provides an overview of the foundation’s current state and key developments in 2025.

Our Mission and Values

Building on the positive impact of tourism, the TUI Care Foundation works to empower people and protect the natural environment in travel destinations around the globe. Using the potential of tourism as a force for good, the foundation supports and initiates partnerships and projects that create new opportunities and contribute to thriving communities all over the world. By connecting holidaymakers to good causes, the TUI Care Foundation supports education and training opportunities for young people, promotes the protection of the natural environment in holiday destinations, and helps local communities to benefit sustainably and inclusively from tourism.

The TUI Care Foundation works globally and acts locally. Through partnerships with local and international organisations, and by enabling holidaymakers to make a difference by contributing to good causes in their holiday destinations, it aims to create meaningful and long-lasting impact. The foundation strongly believes that tourism can contribute positively to social and economic development, particularly in developing regions, by fostering cultural exchange, supporting knowledge transfer, and creating economic opportunities.

Ways of Working

TUI Care Foundation’s approach is developed to deliver impact on the UN Sustainable Development Goals (SDGs). Our focus is on contributing to the empowerment of young people through education, the protection of the natural environment and wildlife, and the development of thriving communities in holiday destinations worldwide. These areas lie at the core of both the foundation’s regular programmes and projects, as well as its emergency relief activities. As a foundation initiated and supported by TUI Group, the TUI Care Foundation aims to leverage the expertise, knowledge and infrastructure of one of the world’s leading integrated tourism businesses.

The TUI Care Foundation supports and initiates projects that fit its strategic framework and meet the foundation’s project and partner criteria. It builds on strong partnerships with local and international organisations to create meaningful impact and supports a wide range of partners, from established global NGOs to smaller non-profit organisations, social enterprises and startups. The foundation also continues to engage individuals and organisations with creative ideas and innovative solutions to address challenges faced by local communities.

Activities are concentrated in defined priority destinations, last updated in 2022. The selection of fields of engagement and programmes is based on the socio-economic development stage of countries, combined with the potential for effective collaboration with partners on the ground to maximise impact. The foundation’s strength lies in combining financial support, programmatic expertise, access to local and international tourism networks, and extensive industry knowledge.

In 2025, the TUI Care Foundation maintained its focus on so-called Least Developed Countries (LDCs), recognising the significant role of tourism as a driver of sustainable development in many of these countries. The sector, with its extensive linkages to a wide range of stakeholders and activities, can contribute to economic growth, community development, intercultural dialogue and environmental conservation. Through its Tourism for Development Fund (TFDF), supported by UN Tourism, the foundation contributes to education, local entrepreneurship, support for artisans and creatives, and the protection of natural habitats on land and below water. The foundation has committed to investing at least €10 million by 2030 through this fund, supporting sustainable tourism development in LDCs and contributing to the achievement of the Sustainable Development Goals

The TUI Care Foundation refers to the SDGs to assess the relevance of its activities. The foundation’s strategic plan has a direct or indirect link to all 17 SDGs. It contributes directly to SDG 1 (No Poverty), SDG 2 (Zero Hunger), SDG 4 (Quality Education), SDG 5 (Gender Equality), SDG 8 (Decent Work and Economic Growth), SDG 9 (Industry, Innovation and Infrastructure), SDG 11 (Sustainable Cities and Communities), SDG 12 (Responsible Consumption and Production), SDG 13 (Climate Action), SDG 14 (Life Below Water), SDG 15 (Life on Land), and SDG 17 (Partnerships for the Goals).

Strategic Developments during 2025

During 2025, the TUI Care Foundation further strengthened its focus on aligning tourism with sustainable development by investing in initiatives that create long-term value for both destinations and the wider travel industry. The year marked continued implementation of the foundation's long-term strategy, launched in 2022 and guiding its activities until 2030. This strategy delivers impact in its fields of engagement through four initiatives: the Enabling Education Initiative, the Lively Landscapes Initiative, the Empowering Communities Initiative and the Marine Conservation Initiative. Each of these initiatives encompasses multiple programmes. In addition, the Helping Hands Fund supports small donations and emergency relief activities.

All initiatives and programmes are tailored to the specific needs of travel destinations and aim to harness the positive power of tourism to improve livelihoods, protect the natural environment and support resilient local communities. As part of this approach, the foundation prioritises inclusive growth, including through the scaling of entrepreneurial support programmes such as TUI Futureshapers across emerging destinations. This not only enhances economic self-reliance in tourism-focused communities but also positions TUI Care Foundation as a driver of equitable development, particularly for women and youth. Additionally, environmental and cultural conservation measures – including marine protection and the promotion of local heritage – contribute to strengthening the sustainability of tourism destinations and their long-term viability. These efforts support the entire sector in its transition to a more sustainable future amid growing consumer demand for responsible travel.

Strategic Ambition: Improving the life chances of young people through education

The Enabling Education Initiative focuses on expanding educational opportunities that enable young people to develop their potential. Particular emphasis is placed on disadvantaged children and youth in tourism destinations, ensuring access to safe learning environments, quality education, and pathways to employment. This initiative includes two programmes and one platform. TUI Academies provide vocational training with high practical relevance for the job market, work experience and life skills development for disadvantaged young people. TUI Junior Academies focus on environmental education for younger audiences and promote awareness of sustainability challenges, empowering children to become *Eco Champions*. The TUI e-Academy complements these activities through a free digital learning platform offering accessible training in tourism and hospitality by offering self-paced courses designed to enhance employability and promote sustainable practices within the tourism industry.

In 2025, ongoing TUI Academy projects continued in Cabo Verde (Boa Vista), Jamaica, Kenya, Montenegro, Senegal, and Sri Lanka. The Academies in the Dominican Republic, Morocco, Tanzania (Zanzibar) and Thailand were completed and immediately renewed for a next phase. In Cabo Verde (Sal), another Academy was concluded. New TUI Academy projects were launched in Cabo Verde (Sal), Vietnam (Hanoi), alongside a joint initiative implemented simultaneously in Kenya and Tanzania (Zanzibar).

TUI Junior Academy projects were ongoing in Greece (Rhodes), Sri Lanka, Türkiye, and Zimbabwe. The project on the island of La Palma in Spain – initiated as part of the foundation's emergency relief activities following the eruption of the Cumbre Vieja volcanic ridge in 2021 – came to an end. The project in Jamaica reached completion as well and was subsequently extended for a new phase. Similarly, the initiative in South Africa was prolonged, with its next cycle scheduled to commence in January 2026. At the same time, additional TUI Junior Academy initiatives were introduced in Germany and The Gambia, complemented by a global programme centred on nature-based education.

Strategic Ambition: Promoting entrepreneurship and sustainable development to ensure that local communities benefit from tourism

The Empowering Communities Initiative supports local communities in holiday destinations by fostering sustainable and innovative income opportunities and improving access to tourism markets and it comprises two programmes. The TUI Futureshaper Programme promotes entrepreneurship and the creation of economic opportunities in tourism destinations, with a particular emphasis on marginalised groups. The TUI Colourful Cultures Programme supports the preservation and promotion of cultural heritage and creative industries. In addition, entrepreneurs and artisans can apply for an impact loan from the foundation, complementing grant funding by enabling access to alternative financing, including impact investment approaches.

Within the TUI Futuroshapers Programme, activities remained active in Albania, Greece, Namibia, Portugal, and Sweden, alongside the TUI Futuroshaper House in Cabo Verde (Sal). Several initiatives reached completion, including projects in Senegal and Tunisia, a joint intervention spanning Cabo Verde and Tanzania (Zanzibar), and a global collaboration with UN Tourism. A separate global partnership with the UnTours Foundation was also finalised and subsequently extended into a second phase. A project supporting women city guides was initiated and brought to a close in the United Kingdom (London), before being scaled up and continued into a new phase with expansion to Germany (Berlin), the Netherlands (Amsterdam), and another location within the UK (Edinburgh). At the same time, new TUI Futuroshapers projects were launched in Cabo Verde (Sal), Cambodia, Colombia, the Dominican Republic, Jamaica, Laos, Spain, Tanzania (Zanzibar), and Türkiye. In addition, two global initiatives were launched – one in cooperation with the OECD and another focused on LGBTQIA+ entrepreneurs – as well as three multi-country projects implemented across Morocco and Namibia, Tunisia and Egypt, and the wider North Africa region (Egypt, Morocco, and Tunisia).

Across the TUI Colourful Cultures Programme, a range of initiatives remained in progress during 2025, including a project in Morocco and a jointly implemented initiative in Rwanda and Zambia. In addition, two Africa-focused projects continued to advance – one delivered in partnership with UN Tourism and another in collaboration with Kulturveranstaltungen des Bundes in Berlin (KBB) in support of the Berlinale World Cinema Fund. During the year, activities in Tanzania (Zanzibar) were concluded, while the project in Croatia was also completed and renewed for a second phase, set to begin in January 2026. Alongside these developments, a number of new projects were rolled out, including two separate initiatives in Cambodia – one in Battambang and one in Siem Reap – as well as projects in Egypt, Jamaica, México, the Netherlands (Amsterdam), Portugal (Lisbon), and The Gambia.

Strategic Ambition: Encouraging sustainable and regenerative agricultural practices, protecting and preserving endangered species and their habitats, and supporting local communities

The Lively Landscapes Initiative addresses the sustainable use of land, nature and resources in tourism destinations. It includes the TUI Field to Fork Programme, the TUI Wildlife Programme and the TUI Forests Programme. The TUI Field to Fork Programme promotes the transition from conventional to more sustainable/regenerative agricultural practices and strengthens the links between agriculture and tourism, ensuring better income opportunities for rural communities. Building on the positive impact tourism can have on conservation, the TUI Wildlife Programme focuses on the protection of endangered animals and their natural habitats, while supporting local communities in deriving economic benefits from conservation and the expansion of protected areas. The TUI Forests Programme contributes to reforestation and supports community-based livelihoods linked to forest ecosystems through community-managed tree nurseries and the creation of forest-based tourism experiences.

Within the TUI Field to Fork Programme, activities spanned a diverse set of destinations in 2025, with projects underway in Cabo Verde (Sal), Colombia, Cyprus, Portugal, and Tanzania. Over the course of the year, the initiative in Greece (Crete and Rhodes) reached its conclusion. At the same time, the programme expanded its footprint with the introduction of several new projects, including a further initiative in Cabo Verde (Sal), as well as new interventions in Italy (Puglia) and across the Western Balkans (Albania, Montenegro, and North Macedonia). In addition, a global project with a focus on food waste reduction was launched in partnership with UN Tourism and the University of Cambridge.

The TUI Wildlife Programme saw both continuity and new momentum in 2025. Ongoing initiatives remained in place in Costa Rica – already prepared for renewal into 2026 – as well as in Cambodia and Namibia. Over the same period, the project in Kenya was completed. At the same time, the programme expanded with the introduction of new projects in México and Rwanda. The TUI Forests Programme maintained a broad geographical reach in 2025, with initiatives active in the Dominican Republic, Indonesia (Borneo) – where activities were further expanded during the year – as well as in Mauritius, Peru, Spain (Mallorca), and Zambia. Several projects reached completion during the year, including those in Tanzania (Zanzibar), Kenya, and Spain (Gran Canaria), with the initiative in Tanzania subsequently relaunched for a new phase. Simultaneously, the programme's portfolio was further diversified through the introduction of a second project in Peru, alongside additional new initiatives in Colombia, Greece (Rhodes), Jamaica, Mozambique, and Spain (Navarra).

Strategic Ambition: Protecting and preserving coastal areas and facilitating a sustainable blue economy in tourism destinations

The Marine Conservation Initiative is all about the protection and preservation of marine ecosystems and coastal habitats, while promoting sustainable economic opportunities for local communities. This initiative encompasses the TUI Sea the Change, the Destination Zero Waste and the TUI Turtle Aid Programmes. The TUI Sea the Change Programme paves the way to a sustainable blue economy in tourism destinations. It focuses on ocean, coastal and marine ecosystems and on creating and expanding marine protected areas. The Destination Zero Waste Programme promotes a circular economy model to reduce waste and improve resource management in holiday destinations. It cultivates the mindset that waste can be reused and supports innovative and community-driven solutions to collect and upcycle plastic and other waste into saleable products. Finally, the Turtle Aid Programme contributes to the protection of endangered and vulnerable sea turtles, especially around nesting beaches.

In 2025, the TUI Sea the Change Programme sustained its presence in Aruba and Spain (Balearic Islands), where initiatives remained active throughout the year. Across several other locations, projects were brought to completion, including those in the Dominican Republic, Indonesia (Bali), Mozambique, and Türkiye. The initiative in Türkiye progressed into a new phase, building on the outcomes achieved in its initial cycle.

The Destination Zero Waste Programme advanced a range of initiatives across multiple destinations throughout 2025, with projects ongoing in Jamaica and Mauritius. The project in Tanzania (Zanzibar) reached completion and transitioned into a new phase, as did the initiative in Cyprus, which was further expanded to include Greece (Rhodes). Activities in Curaçao were also finalised, with preparations underway for a renewed phase in 2026. In parallel, two pilot initiatives – implemented in Indonesia (Bali) and Italy (Sicily) – were both launched and completed within the year and are now also being considered for continuation in 2026. The programme further expanded with the initiation of new projects in México (Cancún) and Spain (Menorca).

The TUI Turtle Aid Programme evolved further in 2025, with ongoing initiatives in Greece and Türkiye (Antalya). Projects in Kenya and Cabo Verde (Sal) were successfully concluded and at the same time, the programme extended its reach through the launch of a new project in Italy. Additionally, the global TUI Turtle Aid Network continued operation, which has been initiated as a venue to create synergies between different stakeholders, and to positively influence the tourism industry to actively engage in wildlife protection and marine conservation – a special focus area being the introduction of a turtle-friendly certification for hotels and resorts along turtle nesting beaches.

Helping Hands and Emergency Relief Activities

The Care Foundation also operates the Helping Hands Fund, a small-donations fund for grassroots organisations working to create positive impact on communities or the environment in tourism destinations worldwide. During 2025, the Helping Hands Fund of the TUI Care Foundation supported projects in Cabo Verde, Croatia, Greece (Crete, Samos and the mainland), India, Kenya, México, Morocco, Rwanda, Senegal, South Africa, Spain (Mallorca), Sri Lanka, Tanzania (Pemba, Zanzibar and the mainland), Thailand, The Gambia, Tunisia, Türkiye, Vietnam, and Zambia.

As part of its overall approach, the TUI Care Foundation combines long-term development programmes with targeted, short-term emergency response measures. While its core activities focus on creating sustainable impact in tourism destinations, the foundation also provides support in times of crisis to help affected communities address immediate needs and enable early recovery. In 2025, this approach included targeted emergency support in response to climate-related events. The foundation implemented relief activities in Cabo Verde, particularly on the islands of São Vicente and Santo Antão, following severe storms and flooding in August, in close cooperation with local partners and aligned with ongoing programme activities in the country. In Jamaica, following Hurricane Melissa later in the year, the foundation initiated a fundraising appeal, with donations matched by the TUI Care Foundation. The corresponding recovery activities are planned for implementation in 2026.

Governance

TUI Care Foundation is the international corporate foundation of TUI Group, one of the world's leading tourism companies. The foundation is independent under Dutch law and has been qualified as a Public Benefit Organisation (PBO, or ANBI in Dutch: *Algemeen Nut Beogende Instelling*) by the Dutch Tax and Customs Administration, which is part of the Ministry of Finance. The foundation places strong emphasis on transparency and the efficient use of funds. The majority of operating costs, including marketing and communication expenses, are covered by TUI Group, either through direct financial contributions, in-kind donations or through donations automatically included in TUI products (e.g. Fair Travel holidays).

The governance structure of the TUI Care Foundation consists of the Board of Trustees and the Management team. During 2025, the foundation continued to strengthen its organisational setup. A key milestone was the establishment of the independent implementing agency Stichting Target 8.9, which will implement projects in various countries, conduct destination assessments worldwide, and engage institutional donors and other stakeholders independently. It has also taken over destination-based project management activities previously carried out by external consultants. Following this transition, cooperation with these consultants ended in March 2025, with selected individuals joining the newly established entity.

At the organisational level, the foundation further developed its staffing structure. During the year, two staff members left the organisation, while three new staff members joined the team. In addition, the TUI Care Foundation registered as an employer in the Netherlands and, for the first time since its establishment, directly employed staff members. This is alongside personnel on the TUI payroll working fully for the foundation.

The foundation has an independent Board of Trustees consisting of five members. The Board oversees all activities of the foundation and sets the strategic framework for its development. During 2025, the Board of Trustees continued its review of the overall governance structure of the foundation, with the aim of ensuring that governance arrangements remain aligned with the foundation's expanding activities and evolving operational model. A majority of the members of the Board of Trustees are not affiliated with TUI or its entities. Members are appointed for a period of three years and are eligible for reappointment. Board members do not receive remuneration, either direct or indirect, for their activities. Expenses are covered by TUI Group of the TUI Care Foundation. The current Board of Trustees consists of:

- Mr Thomas Ellerbeck, Chair
- Mr Nico Visser, Secretary
- Mr Frank Oostdam, Treasurer
- Mrs Dagmar Wöhr
- Mrs Helen Caron

Board of Trustees Members – Professional and Voluntary Roles (2025)

Mr T. Ellerbeck, Chair

Appointed on 1st October 2015 (1st term)

Re-elected in 2018 (2nd term), 2021 (3rd term) & 2024 (4th term)

Eligible for re-election: yes

Main function:

- Member of the Group Executive Committee of TUI Group

Additional function:

- Member of the Supervisory Board of TUIfly GmbH

Voluntary functions:

- Member of the Board of BDL – Bundesverband der Deutschen Luftverkehrswirtschaft
- Chairman of the Board of TUI Stiftung
- Member of the Board of Trustees of Stiftung Hilfe mit Plan

- Member of the Council of the Lindau Nobel Laureate Meetings
- Member of the Board of the Lindau Nobel Laureate Meetings Foundation

Prof. N.W. Visser, Secretary

Appointed on 21st September 2011 (1st term)

Re-elected in 2014 (2nd term), 2018 (3rd term - adjusted), 2019 (4th term), 2022 (5th term) & 2025 (6th term)

Eligible for re-election: yes

Main Function:

- Chairman of the Fisheries Committee for the Dutch Caribbean BES Islands (Saba, Sint Eustatius, Bonaire)

Additional function:

- Co-Patron of the Dutch Caribbean Nature Alliance

Voluntary function:

- Board member of Stichting Zeeheldentuin, the Hague

Mr F.J.P. Oostdam, Treasurer

Appointed on 21st September 2011 (1st term)

Re-elected in 2014 (2nd term), 2015 (3rd term), 2018 (4th term), 2021 (5th term) & 2023 (6th term)

Eligible for re-election: yes

Main functions:

- President of ECTAA
- Chairman of the Calamiteitencommissie

Additional function:

- Chairman of SER Overijssel

Voluntary functions:

- Chairman of the Board of Stichting Keurmerk Private Lease
- Chairman of the Supervisory Board of Stichting Dat Bolwerck
- Member of the Supervisory Board of SailWise BV

Mrs D.G. Wöhrl, member

Appointed on 23rd February 2017 (1st term)

Re-elected in 2019 (2nd term), 2022 (3rd term) & 2025 (4th term)

Eligible for re-election: yes

Main functions:

- Investor at TV Show „Die Höhle der Löwen“
- CEO of DGWoehrl Consulting GmbH
- CEO of DMW Investment (Pvt) Ltd in Sri Lanka
- CEO of DMW Management (Pvt) Ltd in Sri Lanka

Additional functions:

- Honorable Member of Deutschen Parlamentarischen Gesellschaft

Voluntary functions:

- President of the Animal Welfare Association Nürnberg-Fürth und Umgebung e.V.
- Honorary President of Verband der Mittel- und Großbetriebe Bayerns
- Founding Member of the Board of cnetz – Verein für Netzpolitik
- Member of the Board of Trustees of Emanuel Wöhrl Foundation
- Ambassador for UNICEF Deutschland
- Member of CSUnet

Mrs H. Caron, member

Appointed on 1st July 2018 (1st term)

Re-elected in 2021 (2nd term) & 2024 (3rd term)

Eligible for re-election: yes

Main function:

- Board Adviser, NED & Trustee

The Management team, or Executive Board, executes the strategy and projects in accordance with the framework set by the Board of Trustees. Members of the Management team receive remuneration for the work performed for the foundation. In 2025, remuneration continued to be paid by TUI Group. The Management team consisted of:

- Mr A. Panczuk, Managing Director
- Mr D.C.D. Hekker, Director Finance

Management Team – Professional and Voluntary Roles (2025)

Mr A. Panczuk, Managing Director (as of 1st January 2016)

Main function:

- Group Director Policy & Reputation, TUI Group

Voluntary function:

- Member of the Board of Trustees of Stichting Target 8.9 (as of 20th March 2025)

Mr D.C.D. Hekker, Director Finance (as of 5th October 2023)

Main function:

- Head of Financial Planning & Analysis BeNe, TUI Nederland N.V. (until 31st December 2024)
- Head of Financial Planning & Analysis M+A, Overheads and Expansion Businesses, TUI Group (as of 1st January 2025)

Procedures and Policies

The foundation's internal governance structure is set out in its Rules of Procedure and Power of Attorney. The Rules of Procedure define the key principles guiding the foundation's operations, including the roles and responsibilities of the Executive Board and team, the preparation of the annual plan and annual report, the project selection process, and the allocation and disbursement of funds, as well as the criteria for engaging project partners. The Power of Attorney governs the representation of the foundation in external contractual matters, specifying which individuals are authorised to enter into commitments on behalf of the TUI Care Foundation, and how responsibilities related to the allocation and disbursement of funds towards external parties are to be exercised. Both the Rules of Procedure and the Power of Attorney were reviewed and updated by the Board of Trustees in 2025.

In addition, the foundation maintains three core policies to which Board and staff members must adhere. The Conflict of Interest Policy supports the identification and appropriate management of potential conflicts of interest and establishes procedures that allow transactions to remain valid and binding where such conflicts arise, provided they are handled in accordance with the policy. To ensure high standards of accountability, transparency and legal compliance, the Policy on Fraud and Corruption outlines the responsibilities of Board and staff members in preventing and addressing risks related to fraud, bribery and corruption, and reflects the foundation's commitment to a culture of integrity and transparency. The Travel Policy provides a framework for the consistent, efficient and cost-conscious planning, execution and settlement of business travel.

As part of its Partnership Agreements for long-term projects, project partners are required to adhere to the TUI Care Foundation's Partnership Terms and Conditions, as well as its Code of Conduct, which are included as annexes to these agreements. The Terms and Conditions cover key areas such as the conclusion of the agreement, payment arrangements, use of grants, performance monitoring, measurement and reporting, communication, intellectual property rights, sustainability and anti-corruption, liability, confidentiality, deviation and termination, and personal

data. The Code of Conduct sets out the foundation's expectations in relation to core values and principles, partner obligations, the prohibition of bribery and corruption, working conditions, child protection, non-discrimination, health and safety, and information security.

Fundraising

Various TUI entities worldwide continue to contribute to the TUI Care Foundation and have established a broad range of channels to collect customer donations on its behalf. Following the strong recovery from the pandemic in 2022 and 2023, donation income continued to grow in 2024 and reached a new high in 2025, thereby surpassing the previous year. While UK-based entities of TUI Group remained the main source of income, contributions from other markets continued to increase, resulting in a more diversified funding base for the foundation.

At the time of drafting and approval of the 2026 budget by the Board of Trustees at the end of 2025, the expectation was that this positive trend would continue, with donation income in 2026 projected to exceed the level achieved in 2025. However, subsequent developments have indicated that this trajectory is very unlikely to be maintained. A combination of external factors, including revised regulatory demands for UK online bookflows, geopolitical challenges and more adverse conditions in the wider travel and tourism sector affecting booking volumes, as well as a moderation in contributions across certain donation channels, is expected to result in a lower level of income in 2026 compared to 2025. Looking ahead, the foundation will continue to monitor these developments closely and adapt its fundraising approach where appropriate, while further strengthening engagement with institutional donors to support a stable and diversified income base. The foundation has adjusted its programmatic planning for the year 2026 accordingly.

The foundation is very grateful to members of the TUI family worldwide who continue to support its work with significant dedication and effort.

Stakeholder Engagement

The foundation continued to actively engage with a wide range of stakeholders in 2025, including project partners, local communities, the tourism industry, media representatives, as well as governmental and public sector stakeholders. Through its programmes and partnerships, the TUI Care Foundation plays a convening role, connecting local and international organisations with actors across the tourism ecosystem in order to maximise impact and foster long-term, sustainable development. This includes facilitating linkages between project partners and TUI's destination management companies, hotels, excursion providers and other tourism stakeholders, as well as promoting knowledge exchange and collaboration across its global network.

A strong focus remained on communication and visibility activities to raise awareness of the foundation's work and to highlight the impact of its programmes. In 2025, dedicated press trips were organised to Cabo Verde, Cambodia, Cyprus, Indonesia (Bali), and Portugal, providing media and stakeholders with first-hand insight into project implementation on the ground and strengthening engagement with key audiences. Building on these activities, the foundation continued to generate high-quality content in collaboration with its partners, including photography, video material and testimonials, supporting consistent storytelling across communication channels.

Engagement with political and institutional stakeholders was further strengthened in 2025, with the foundation maintaining dialogue with decision-makers in key destination countries and European source markets. These interactions focused on sharing insights from programme implementation, identifying opportunities for collaboration, and contributing to broader discussions on sustainable tourism and development. In parallel, the foundation continued to deepen its relationships with institutional partners and donors, aligning its activities with its long-term strategic framework and the Sustainable Development Goals.

Through this multi-layered approach, the foundation aims to ensure that its activities are firmly embedded in local contexts, supported by strong partnerships, and aligned with broader sector developments, thereby enhancing both the reach and the sustainability of its impact.

Project Monitoring and Evaluation

In general, project partners follow structured procedures for the application and approval of funding. Upon approval, partners enter into a Partnership Agreement or Partnership Letter, based on the submitted and discussed Project Plan, Financial Plan, and Partnership & Project Visibility Plan, and agree to the TUI Care Foundation's Terms & Conditions and Code of Conduct. For several small-scale projects, partnerships may also be formalised through Donation Letters or Partnership Letters, while in specific cases a Memorandum of Understanding may be established.

All projects supported by the TUI Care Foundation contribute to the objectives of the Strategic Plan 2030. Since 2017, the foundation has systematically monitored and evaluated its performance by assessing the progress and results delivered by its partners. Project partners are required to submit structured reports at different stages of the project lifecycle, typically including Progress Reports as mid-year reviews, Annual Reports as end-of-year reviews, and a Final Report at the end of the partnership period.

These reports are designed to ensure a comprehensive and consistent approach to monitoring and evaluation and generally consist of three core components:

1. **Progress monitoring and evaluation:** This section provides qualitative insights into project implementation, including key achievements, challenges, lessons learned, milestones reached, communication activities undertaken, alignment with the United Nations Sustainable Development Goals, and planned next steps.
2. **Indicators:** This component focuses on quantitative progress against predefined outputs and outcomes as outlined in the project application. The indicators enable the TUI Care Foundation to track results, assess the effectiveness of activities, and analyse partner performance in relation to the foundation's strategic objectives.
3. **Financial reporting:** This section provides a detailed overview of actual expenditure compared to the approved project budget. Financial reporting forms an integral part of the monitoring process and is a prerequisite for the disbursement of subsequent funding instalments.

In addition to reporting, the foundation maintains regular engagement with project partners through ongoing communication, review processes, and, where appropriate, monitoring visits, ensuring continuous oversight and support throughout the project cycle. The monitoring and evaluation framework was last comprehensively reviewed in 2022. While its core structure remains in place, the framework is continuously monitored by the foundation's team and further refined and updated where necessary to respond to evolving programme needs, partner feedback, and developments in the wider operating environment.

Risks and Uncertainties

The foundation has established clear funding principles to ensure the efficient, transparent and effective use of its resources. Organisations eligible for funding from the TUI Care Foundation must meet defined criteria, including demonstrating sound governance, adequate financial controls, and reporting processes. The foundation operates within clearly defined priority destinations and designated fields of engagement, ensuring that its activities are strategically focused and aligned with its mission. The Board of Trustees and Management apply structured and well-defined processes for the selection, approval and monitoring of projects, as well as for the disbursement of fund.

The main financial risk to the foundation's operations remains a potential decline in donation income, as experienced during the pandemic in 2020 and 2021. In recent years, the foundation has successfully strengthened and diversified its income base, although a substantial share of funding continues to be generated by TUI entities in the UK. While income has shown strong growth up to 2025, more recent developments indicate a less favourable outlook for 2026. In response, the foundation continues to prioritise the diversification of its funding base, further strengthening existing donation channels and exploring additional income opportunities, including institutional funding streams and collaboration with other private-sector donors, in order to enhance its long-term financial resilience.

To mitigate financial risks, project agreements include provisions that allow the foundation to adjust or, if necessary, discontinue funding commitments towards the end of a project year in the event of significant changes in available income. At the same time, all project commitments formally approved by the Board are underpinned by available funds, ensuring that the foundation can meet its obligations at all times.

In addition, the foundation is exposed to currency risks arising from the imbalance between income and expenditure denominated primarily in GBP and EUR. This exposure is actively managed through currency conversions where appropriate and by aligning the currency of project disbursements, where feasible, with the foundation's available funds.

The financial year 2025

The donations received for projects increased to EUR 11,585,663 (2024: EUR 11,260,820), an increase of 2.9%.

The donations received for operating costs decreased to EUR 320,713 (2024: EUR 242,592). This income is related to the number of fundraising channels that do not require an active customer/donor decision, to which 3% administration costs were applied.

The expenditure on objectives increased to EUR 13,144,045 (2024: EUR 8,629,320). Besides this, the Board already allocated EUR 1,654,200 (2024: EUR 3,510,255) to projects for which the contract still had to be signed on 31 December 2025. Taking these allocated amounts into account, the total amount confirmed to projects increased by 28.3% to EUR 11,287,990.

The operating costs increased to EUR 706,752 (2024: EUR 508,146). Main reason for the the increase are higher staff costs. The costs of personnel monitoring and working on projects are accounted for as project costs. Therefore, the Management and Administration costs account only for the overhead personnel costs.

In respect of banking, all necessary changes and transactions regarding TUI Care Foundation's bank accounts are carried out by TUI Nederland N.V. on behalf of TUI Care Foundation.

The realised ratios of the expenses were as follows:

Expenditure on objectives	94.3%
Costs of generating funds	0.6%
Management and administration costs	5.1%

The costs of generating funds are less than 1% of the sum of income own fund raising.

It is TUI Care Foundation's aim to allocate as much of the foundation's income from fund raising as possible to projects and to keep the costs of generating funds and management and administration costs as low as possible, taking into account the mandatory and desired quality of the organisation.

Prospects

The development of the foundation's income remains closely linked to developments in the global tourism sector. While tourism has shown overall resilience in recent years, continued volatility driven by geopolitical and economic factors affects booking volumes and, consequently, donation income. After strong growth up to and including 2025, current developments indicate a more moderate outlook for the near term.

As in previous years, the TUI Care Foundation will continue to align its project expenditure with its actual financial position, ensuring a prudent and flexible approach to financial planning and commitments.

The foundation has no need for external financing, as its activities are fully supported by its income and available reserves. In response to the evolving funding landscape, the foundation is placing increased emphasis on broadening its income base through engagement with institutional donors, including government agencies, European Union bodies and other funding institutions.

In line with the further development and professionalisation of its operations and the increased focus on mobilisation of third-party and institutional funding, staff deployment increased during 2025 and is expected to continue to evolve in line with organisational needs and the requirements of new funding partners.