

Message from the Supervisory Board

The world keeps changing – our commitment as a family and Supervisory Board remains strong.

2025 asked a lot from all of us. From the perspective of our Supervisory Board, we see how geopolitical tensions, economic uncertainty, and shifting consumer expectations continue to reshape our industry. These developments remind us of the importance of a steady, long-term view – something that has guided our family for generations. What reassures us most is that people still love to travel and seek meaningful moments – moments that let them escape their day-to-day worries. Creating these moments has been at the heart of Gebr. Heinemann for decades. And it is our customers, travelers from all over the world, who inspire us to keep evolving. Their curiosity, desire to discover, and trust in our offering give our work meaning. Seeing how our teams turn this inspiration into memorable experiences every day makes us proud as owners.

Our partnerships also play a central role in shaping these moments. Many of them span decades and are built on continuity, mutual trust, and shared ambitions. Renewed contracts, expanded collaborations, and strong ties across airports, ferries, and cruise lines show how closely we work together for the benefit of travelers. These relationships are living proof that long-term coopera-

tion creates real value – for our partners, customers, and the industry we all care about.

We are equally grateful for the commitment of our global teams. Their passion, professionalism, and care for our customers make this company feel like a family, extending far beyond its ownership. In times of global uncertainty, our thoughts are especially with colleagues in regions affected by conflict or crisis. We hope the months ahead bring them strength, stability, support, and peace.

Looking back on a solid year in 2025, we feel both grateful and optimistic. As a family and as members of the Supervisory Board, we remain committed to supporting the Executive Board in leading the company forward with clarity, resilience, and a farsighted mindset.



Gunnar and Claus Heinemann