TUI GROUP INVESTOR PRESENTATION

September 2022

FORWARD-LOOKING STATEMENTS

This presentation contains a number of statements related to the future development of TUI. These statements are based both on assumptions and estimates. Although we are convinced that these future-related statements are realistic, we cannot guarantee them, for our assumptions involve risks and uncertainties which may give rise to situations in which the actual results differ substantially from the expected ones. The potential reasons for such differences include market fluctuations, the development of world market fluctuations, the development of world market commodity prices, the development of exchange rates or fundamental changes in the economic environment. TUI does not intend or assume any obligation to update any forward-looking statement to reflect events or circumstances after the date of these materials.

AGENDA

1. TUI at a glance
2. Recap FY22 Q3 Highlights
3. FY22 Q3/9M Results
4. Mid-term ambitions & Strategic Summary
5. Appendix

TUI Group at a glance – normalised levels pre C-19

TUI GROUP

21m Customers[1]

€18.9bn Turnover

€893m EBIT / excl. MAX **€1,186m** EBIT[2]

15.5% ROIC / excl. MAX **~21%** ROIC[2]

~71,500 Employees

HOLIDAY EXPERIENCES (~70% EBIT[2])

€452m EBIT — Leading leisure hotel and club brands around the world; investments, operations, ownership

€366m EBIT — Leading German & UK cruise brands

€56m EBIT — Tours, activities and service provider in destination

MARKETS & AIRLINES (~30% EBIT[2])

€425m[2] EBIT — Market leaders in packaged distribution, fulfilment, strong market and customer knowledge

* FY19 Results pre IFRS 16 adoption I 1 defined as our Markets & Airlines customers – excludes 7m customers from our joint ventures in Canada and Russia as well as direct and 3rd party distribution customers from our Hotels & Resorts and Cruise brands which would total 28m customers I 2 Excluding €293m cost impact of Boeing 737 MAX grounding in Markets & Airlines segment

TUI's unique and integrated business model continues to be the foundation of our success

INTEGRATED BUSINESS MODEL

MARKETS & AIRLINES	HOLIDAY EXPERIENCES
21m customers[1]	419 Hotels[2]
133 aircraft[3]	16 Cruise ships[3]
Omni-channel own & 3rd party distribution	"Things to do" in >120 countries
STRONG CUSTOMER BASE	**DIFFERENTIATED CONTENT**

- Integrated business model with differentiated product and service offering along the whole value chain
- Strong brand reputation with double diversification across source markets and destinations
- Customer ownership: digitalised product upselling
- Strong yields and occupancies driven by access to broad customer base
- Pioneering ESG initiatives embedded across operations - enhancing the positive impact of tourism

Integrated omni-channel business with diversified customer base and distribution power offering unique & exclusive products

1 FY19 normalised level pre C-19 I 2 Includes Group hotels and 3rd party concept hotels as at 30 June 2022 | 3 As of 30 June 2022

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Q3 first broadly break-even quarter post pandemic - clearly profitable excluding flight disruption costs

FY22 Q3 delivering further operational and financial progress

- **In Q3 we operated 82% of capacity with customers at 84% of 2019 levels**, Summer 22 remains well on track to deliver close to 19 levels
- **5.1m customers** departed in the quarter, **+4.2m** versus prior year, **achieving 92% load factor**
- **Q3 Und. EBIT broadly break-even at €27m loss. Excluding the impact from additional flight disruptions costs** (€75m) **Q3 Und. EBIT clearly profitable at +€48m**
  - **First positive quarter of EBIT contribution for Cruises** and **Musement** since the start of the pandemic
  - **Hotels & Resorts** delivering a fourth successive positive quarter and **already back to 2019 levels with a positive Q3 Und. EBIT of €105m**
- **Strong FCF generation of €1.2bn,** improving +€0.9bn versus prior year
- **Silent Participation II of €671m plus interest repaid** using the net proceeds from ABB and existing cash resources; **undrawn KfW credit lines further reduced from €2.4bn to €2.1bn**

Q3 first broadly break-even quarter post pandemic - clearly profitable excluding flight disruption costs

SUMMER 22 – momentum remains encouraging, we are confident the season will be close to 2019 levels

- S22 cumulative booked position improved by 5%pts, now being 90% of S19 levels with strong ASPs +18%
  - **UK S22 cumulative bookings remain +5% ahead of Summer 2019**
  - **Germany has been particularly encouraging with S22 bookings up c. 20%** since our H1 update compared to the same period of Summer 2019
- **We re-confirm our expectations to return to significant positive Und. EBIT[1]** and our commitment to reducing debt and German government exposure further

Tourism – A force for good: People, Planet & Progress

- Sustainability is top priority for CEO and Boards – Agenda will be presented in detail in Autumn 2022
  - **Highest Standards:** We continue to lead industry and actively shape a more sustainable future for tourism through highest sustainability standards
  - **Science-based:** TUI has committed to the Science Based Targets initiative (SBTi) and has submitted hotel, cruises and airline reduction targets for approval
  - **Blueprint for industry:** Developing sustainable destination of the future with Greek government and Island of Rhodes: Destination Co-Lab Rhodes

1 Refer to page 25 footnote 1

Strong operational performance in Q3, with a first positive Und. EBIT post pandemic of €122m in Holiday Experiences

HOTEL & RESORTS
(Available bednights & Occupancy %)

Benefits of integration and strong brands driving an EBIT of €105m in Q3, an **improvement of +€12m on FY19 Q3** even after disposal of RIU I

CRUISES
(Available passenger days & Occupancy %)

Significant ramp up of operations in Q3 supported by recovering occupancies, resulting in the **first positive EBIT of €3m since the start of the pandemic**

TUI MUSEMENT
(Excursions sold)

Continues to benefit from increased integration and digitalisation, resulting in the **first positive EBIT of €14m since the start of the pandemic**

	Hotel & Resorts		Cruises		TUI Musement	
	FY21 Q3	FY22 Q3	FY21 Q3	FY22 Q3	FY21 Q3	FY22 Q3
Capacity % of 2019	56%	90%[1]	26%	90%	9%	88%
Capacity	6,640k	10,738k	698k	2,371k	212k	2,031k
Occ. %	48%	74%	41-48%	57-70%		

1 Unadjusted for RIU I disposal in Jul 2021

Markets & Airlines ramp up continued in Q3, achieving high load factors, overall performance impacted by flight disruptions

MARKETS & AIRLINES
(Departed Pax & Load Factor %)

	TOTAL	NORTHERN	CENTRAL	WESTERN
	Clear pent up demand with Q3 load factor returning above 2019 level – overall Q3 EBIT improved by €343m YoY	**Departed pax close to 2019 levels**, however, headwinds remain from costs & flight disruptions - overall EBIT improved by €197m YoY	**First break-even quarter since the start of the pandemic –** overall EBIT improved by €129m YoY	**Departures continue to improve –** overall EBIT improved by €17m YoY

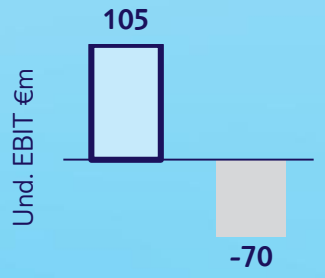
Pax	FY21 Q3	FY22 Q3	FY21 Q3	FY22 Q3	FY21 Q3	FY22 Q3	FY21 Q3	FY22 Q3
% of 2019	15%	84%	2%	97%	23%	76%	20%	78%
	876k	5,061k	50k	2,095k	510k	1,708k	317k	1,259k
Load Factor %	79%	92%	63%	92%	83%	95%	75%	88%

Q3 Und. EBIT broadly break-even at -€27m, excluding the impact from additional flight disruptions costs of (€75m) clearly profitable at +€48m

HOLIDAY EXPERIENCES

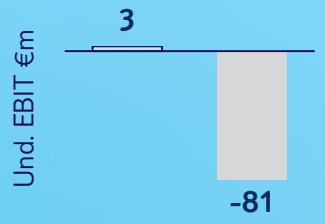
FY22 Q3 | FY21 Q3

HOTELS & RESORTS



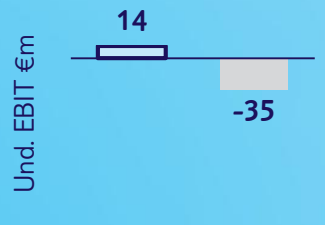
	Q3	YoY
Avail. Bednights:	10.7m	+62%
Occupancy:	74%	+26%pts
Ave. Rate:	€73	+4%

CRUISES



	Q3	YoY
Avail. Pax Days	2.4m	+240%
Occupancies:	57% to	70%

TUI MUSEMENT

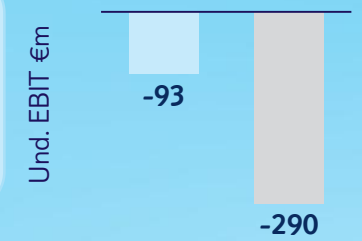


	Q3	YoY
# EAT sold:	2.0m	+858%
# Transfers:	7.2m	+551%

MARKETS & AIRLINES

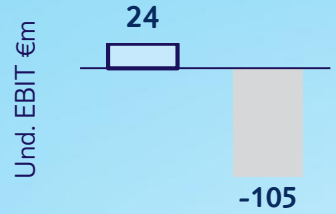
FY22 Q3 | FY21 Q3

NORTHERN REGION



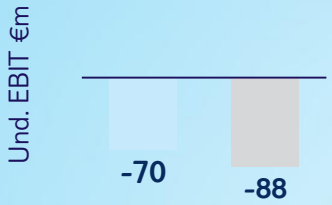
	Q3	YoY
Departed pax:	2.1m	n.m.
Load Factor:	92%	

CENTRAL REGION



	Q3	YoY
Departed Pax:	1.7m	+235%
Load Factor:	95%	

WESTERN REGION



	Q3	YoY
Departed Pax:	1.3m	+297%
Load Factor:	88%	

May & June disruption costs predominately incurred in the UK – Q4 levels still remain elevated, however, expected to normalise for future seasons

Impact mainly due to delays, not cancellations experienced by other airlines

REASONS

- **Main impact in UK**
- **3rd Party Suppliers & Airports**
  - **Ground handling & security staffing shortage**
  - **Airside passes backlog & delays**
  - **Aircraft Availability** - extended maintenance due to supplier delays & reliability issues with lease-in partners

MITIGATION

- **Aircraft resilience measures - doubling the number of standby aircraft** across the group
- **Active management of 3rd party suppliers**
- **Prioritised customer experience & support**
  - **Increased staff** in airports, call centres & destinations
  - **Flexible rebooking offer** via different airports when cancellations unavoidable
  - **Additional compensation** via vouchers

FINANCIAL IMPACT

FY22 Q3

- **Additional disruption costs in Q3 of €75m, primarily driven by FDC[1]** in late May and June with c.600 additional payable 3 hour+ delays plus increased resilience and customer welfare costs.

FY22 Q4e

- **FDC remains above normalised levels,** but below rates experienced in late May and early June. **Too early to estimate impact for Q4**
- FDC expected to **normalise for future seasons**

We continue to work closely with our airport partners to improve operational effectiveness

1 FDC – Flight Delay Compensation

TUI customers regrettably impacted by industry wide challenges, but TUI remains committed to operate the Summer with minimum cancellations

TUI Airline has carried 4.8m[1] passengers in May & June **with 96%[2] of customers arriving without any major impact. Customers which regrettably experienced more significant delays still arrived in destination**

Cancellations are rare compared to other airlines, with less than ~200[3] outbound flights cancelled in May & June, representing **significantly less than 1% of our Summer programme**

Our NPS[4] & CSQ[5] scores have quickly recovered from the impact of flight disruptions experienced in late May & June, **confirming customers are enjoying holidays with TUI**

Customers trust in our brands, TUI remains the best choice for travel

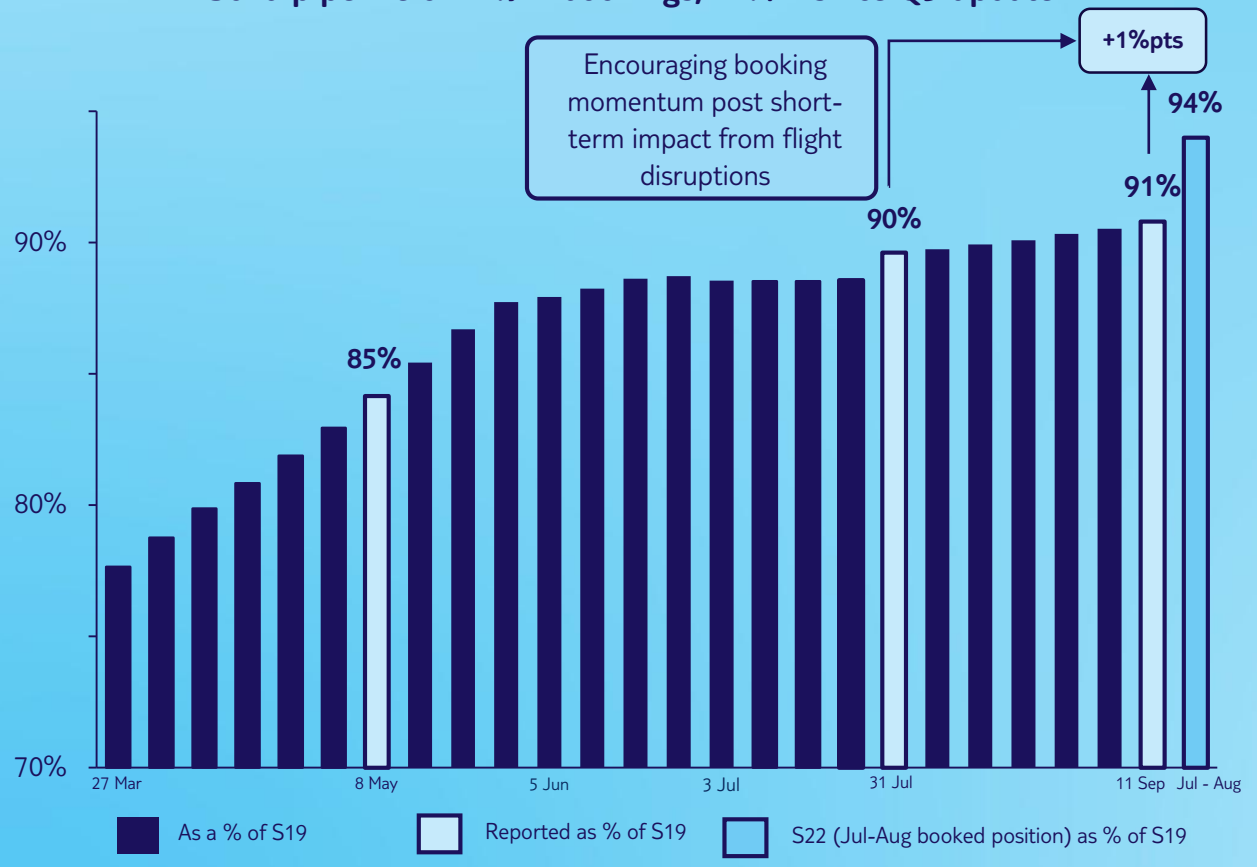
1 4.8 million passengers reflect outbound and return sectors | 2 <3hrs delay from arrival time | 3 Majority of cancellations relates to 43 flights a week proactively cancelled from Manchester airport in June | 4 Net Promoter Score | 5 Customer satisfaction

Summer 22 set to close in line with expectations, later booking pattern continues into Winter with strong ASP, confirming solid customer demand

Per Q4 Pre-Close Trading Update (20 September)

S22 Cumulative Net bookings as % of S19

Solid pipeline of 12.9m bookings, +1.4m since Q3 update



Versus 2019	S22	S22 (Jul-Aug)
BOOKINGS[1]	-9%	-6%
ASP	+18% Holding up strongly	+19%
CAPACITY	Close to normalised S19 levels	Close to normalised S19 levels

Versus 2018/19	W22/23	W22/23 (Nov-Dec)
BOOKINGS[1]	-22%	-19%
ASP	+26%	+28%
CAPACITY	Close to normalised W18/19 levels	Close to normalised W18/19 levels

Winter 22/23:

- UK, with 36% of the programme sold, is the most advanced booked at +9% and ASP up +22% versus Winter 18/19
- Q1 bookings, are 54% sold compared to around 60% in a normalised year

1 Bookings up to 11 September 2022 compared to Summer 2019 and Winter 2018/19 programme respectively (undistorted by C-19), relate to all customers whether risk or non-risk and includes amendments and voucher re-bookings

Summer 22 & Winter 22/23: Our diversified and integrated model continues to be a clear advantage for the Holiday Experiences segment

CURRENT TRADING ENVIRONMENT - Per Q4 Pre-Close

HOTELS & RESORTS

- We expect the **Canaries, Balearics, Greece** and **Turkey** to be key summer destinations for both Markets & Airlines and third-party customers
- Hotels & Resorts **continues to perform strongly in Q4**, with July and August **occupancies broadly in line** and **average rates above pre-pandemic levels**. For Winter 22/23, we expect **occupancies and average rates to develop strongly**

CRUISES

- **Mein Schiff & Hapag-Lloyd Cruises –** currently operating **a full fleet of 12 ships,** offering itineraries in the **Mediterranean, Northern Europe** and around the world, with Asia itineraries resuming in Winter 22/23
- **Marella Cruises** currently operating a **full fleet of 4 ships** across the Mediterranean and in Winter 22/23 with 1 ship in the Canaries and 3 ships in the Caribbean
- Cruises has **continued to recover into Q4**, with **occupancies building strongly** and **rates in line with 2019**. Winter 22/23 **occupancies are developing** in line with our expectations at **rates above 2019 levels**

TUI MUSEMENT

- We expect **EATs to develop ahead** of the capacity assumptions of Markets & Airlines for **Q4**, as **third-party** sales return, across global **cities** and **sun & beach destinations**, in line with a more normalised pre-pandemic travel environment

EAT Excursions, activities & tours

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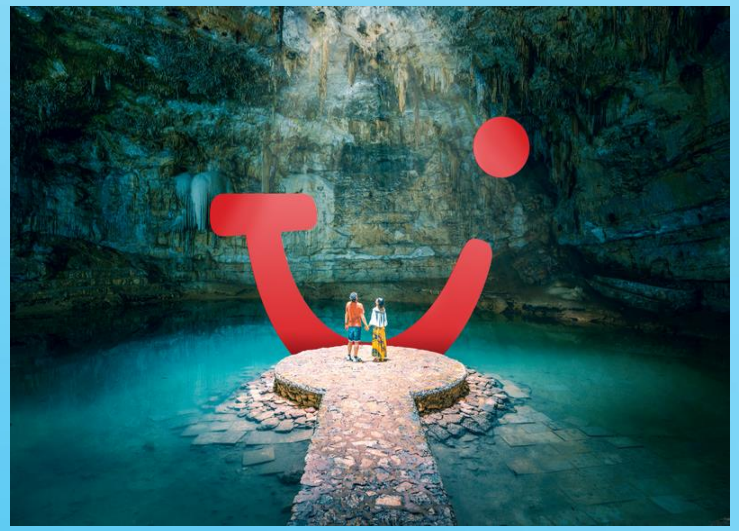
CFO priorities

Support & Structure growth transformation



Cash & Balance Sheet

People

Further progress with successful €0.4bn Capital Increase to accelerate repayment of Corona state aid

ABB TRANSACTION OVERVIEW

Transaction Structure	**162.3m shares** issued via **non-preemptive capital increase** of **10%** utilising TUI AG's existing capital authorisations
Proceeds	**€425m gross proceeds** raised at €2.62 per share
Use of proceeds	Proceeds and existing cash resources have been used to further reduce interest costs and German government funding: • Repaid in full the **€671m Silent Participation II**, saving **c.€40m p.a. of net coupon costs** • Reduced the outstanding **KfW RCF by €336m** to €2.1bn

TUI has handed back further Corona state aid of €1bn and remains committed to reducing debt and German government exposure

* For further details please refer to ad hoc notification as published on 17th May 2022

Income Statement – Q3 Und. EBIT broadly break-even, significant improvement YoY upon return to more normalised operating environment

In €m (IFRS 16)	FY22 Q3	FY21 Q3	FY22 9M	FY21 9M
Revenue	4,433	650	8,931	1,366
Underlying EBITDA	**181**	**-449**	**-8**	**-1,305**
Depreciation & Amortisation	-208	-221	-623	-674
Underlying EBIT	**-27**	**-670**	**-630**	**-1,979**
Adjustments (SDI's and PPA)	-16	-78	-27	-68
EBIT	**-43**	**-748**	**-657**	**-2,047**
Net interest expense*	-119	-99	-376	-344
EBT	**-162**	**-847**	**-1,033**	**-2,391**
Income taxes	-170	-93	-7	-47
Group result cont. operations	**-331**	**-940**	**-1,039**	**-2,438**
Minority interest	-25	5	-38	28
Group result after minorities	**-357**	**-935**	**-1,077**	**-2,410**
Basic EPS (€)	**-0.21**	**-0.85**	**-0.68**	**-2.66**
Underlying EPS (€)	**-0.10**	**-0.69**	**-0.58**	**-2.09**

Excl. disruption +€48m

*Comment on SP II coupon: Due to equity credit payment accounted for as dividend

REVENUE

- Q3 Revenue up €3.8bn YoY, reflecting a more normalised pre-pandemic travel environment and ramp-up of operations versus prior year

UNDERLYING EBIT(DA)

- Cruises and Musement achieved positive EBIT for the first time post pandemic - Hotels & Resorts delivered a fourth consecutive quarter of positive EBIT.
- Result impacted by –€75m of flight disruption costs
- Depreciation reduced by c. €13m due to one-off impairments booked in the prior year

ADJUSTMENTS

- Adjustments includes restructuring costs related to the Global Realignment Programme (mostly airline).
- **FY22 assumption:** range between -€90m and -€110m unchanged

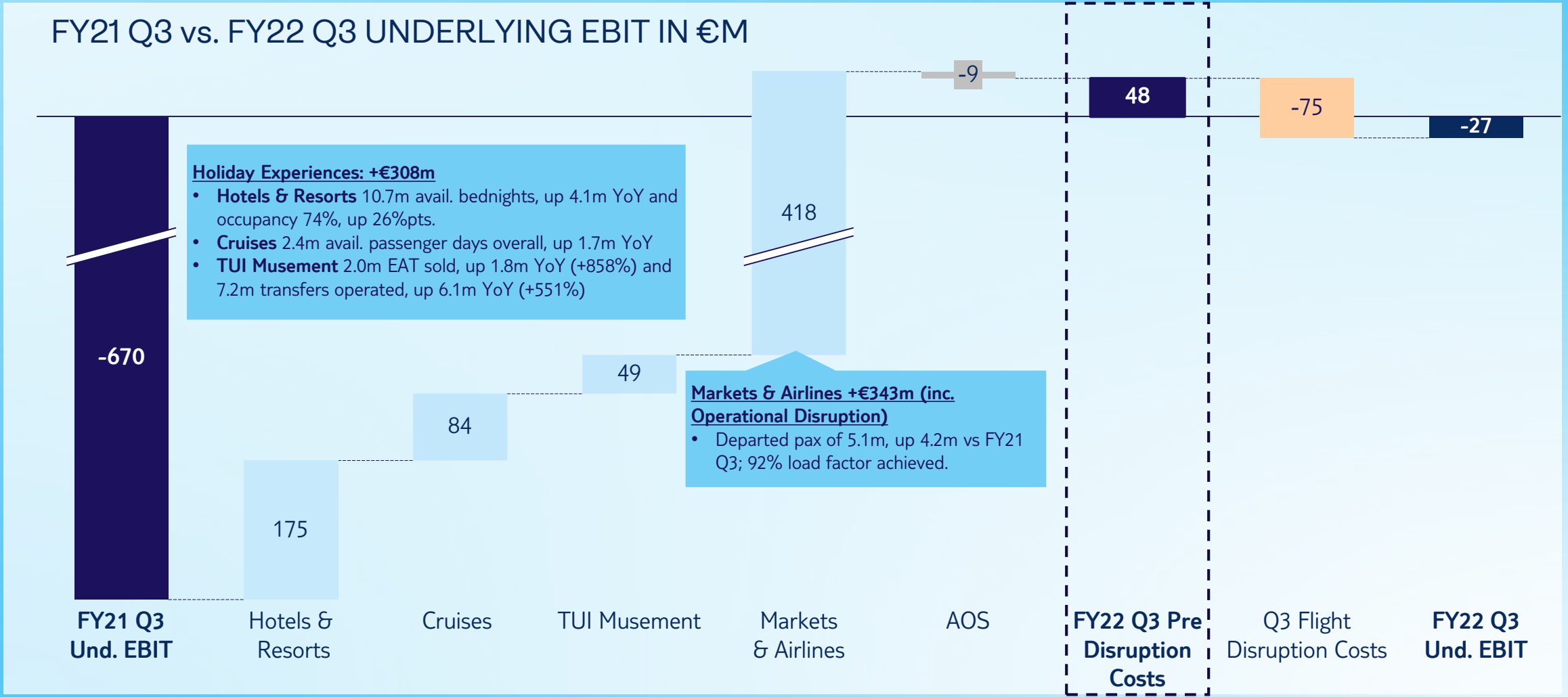
NET INTEREST

- YoY increase (-€20m) due to accounting treatment of early repayment of WSF Silent Participation II – benefit from saved interest visible in FY23
- **FY22 assumption:** new range of -€450m to -€475m (prior -€380m to -€425m) due to non-cash/accounting impacts in relation to the early redemption of SP II and bond with warrant (cash interest c.€100m lower)

INCOME TAXES

- Q3 tax expense of -€170m due to the reversal/reduction of benefits from tax loss carry forward

Q3 result – Und. EBIT broadly break-even at €27m loss, excluding the impact from flight disruptions costs Q3 Und. EBIT clearly profitable at +€48m



Q3 Cash flow driven by positive EBITDA and significant WC inflow from customer bookings

In €m (IFRS 16)	FY22 Q3	FY21 Q3	FY22 9M	FY21 9M
Underlying EBITDA	**181**	**-449**	**-8**	**-1,305**
Adjustments	-10	-43	-7	-18
Reported EBITDA	**171**	**-491**	**-14**	**-1,323**
Working capital	1,474	793	2,098	85
Other cash effects	59	33	100	-19
At equity income	-26	69	9	227
Dividends received (JV's, associates)	0	3	0	13
Tax paid	-112	1	-122	-4
Interest (cash)	-121	-82	-293	-296
Pension contribution & payments	-38	-21	-106	-73
Operating Cash flow	**1,406**	**304**	**1,672**	**-1,389**
Net Investments	-152	14	-289	123
Free Cash flow	**1,254**	**319**	**1,383**	**-1,266**
WSF SP2 coupon payment	-51	0	-51	0
Free Cash flow after Dividends	**1,203**	**319**	**1,332**	**-1,266**
Cash flow from financing	-1,121	-200	-1,311	1,530
o/w inflow from fin. instruments [1]	*445*	*610*	*1,570*	*2,435*
o/w outflow from fin. instruments [2]	*-1,567*	*-810*	*-2,881*	*-905*
Total Cash Flow	**82**	**119**	**22**	**264**

WORKING CAPITAL

- Inflow driven by increase in customer deposits as a result of strong bookings and pricing development

TAX PAID

- Taxes paid by entities that already returned to profitability and deferred tax payments from prior years

CASH INTEREST

- YoY increase in cash interest despite significantly reduced RCF drawings due to interest payments for bonds[3] and various one-off effects

NET INVESTMENTS

- YoY increase due to higher maintenance capex, lower net PDPs and prior year divestments
- **FY22 assumption:** expect upper end of cash outflow range of -€120m to -€280m

WSF COUPON PAYMENT

- WSF SP2 coupon payment accounted as dividends due to equity credit of the instrument

TOTAL CASH FLOW

- Total cash flow of +€82m driven by net outflow from financing of ~€1.1bn, o/w ~€0.4bn inflow from ABB and outflows of ~€0.6bn from reduction of RCF drawings, ~€0.8bn from repayment of WSF instruments & ~€0.1bn from principal lease payments.

1 From the issue of bonds, commercial paper, equity instruments and drawings from other financial facilities | 2 For redemption of loans, commercial paper and other financial liabilities | 3 Incl. convertible bonds & WSF bond with warrant

Strong liquidity position of €3.9bn[1] post €1.7bn[2] repayment of total Corona state aid

SUMMARY – LIQUIDITY DEVELOPMENT

	~ €bn
1st Hand back of government funding - April	-0.7
Cash & avail. fac. 6 May 2022	**3.7**
2nd Hand back – WSF SP2 repayment	-0.7
2nd Hand back – KfW cancellation	-0.3
Net proceeds ABB	+0.4
Cash inflow May to Aug	+0.8
Cash & avail. fac. 5 Aug 2022	**3.9**

Comfortable liquidity position reflects strong operational business development

1 Available liquidity position defined as available cash plus committed lines including financing packages as of 5 Aug 2022 | 2 €1.7m includes 1st hand back of €0.7bn government funding in April and 2nd hand back of €1.0bn in June

Strong reduction in net debt by €0.6bn to €3.3bn

FY22 H1 to FY22 9M

In €m	FY22 9M IFRS 16	FY22 H1 IFRS 16	QoQ Δ
Opening net debt as at 1 October	**-4,954**	**-4,954**	**-**
FCF after Dividends	1,332	129	1,203
Asset Finance	-253	-139	-113
Capital Increase	852	1,106	-255
Other	-294	-80	-214
Discontinued operations - Nordotel	2	2	-
Closing Net Debt	**-3,314**	**-3,936**	**622**

In €m		FY22 9M IFRS 16	FY22 H1 IFRS 16	QoQ Δ
Financial liabilities		**-5,013**	**-5,572**	**560**
- Lease liabilities under IFRS16		-3,231	-3,146	-85
- Bond with warrant		-52	-149	97
- Convertible Bond		-522	-527	5
- Liabilities to banks		-1,116	-1,685	569
- Other liabilities		-91	-65	-26
Cash & Bank Deposits		**1,699**	**1,636**	**62**
Net Debt		**-3,314**	**-3,936**	**622**
- Net Pension Obligation		-387	-551	164
Memo: Lease liabilities	*- Aircraft*	*-2,468*	*-2,345*	*-123*
	- Hotels	*-319*	*-333*	*14*
	- Ships	*-155*	*-161*	*6*
	- Other	*-289*	*-307*	*18*
Memo: Liabilities to banks	*- RCF[3]*	*-333*	*-948*	*615*
	- of which Cash	*-340*	*-956*	*616*
	- of which KfW	*-*	*-*	*-*
	- SSD	*-429*	*-427*	*-2*
	- Asset Financing	*-355*	*-311*	*-44*

COMMENTS

- SP1[1] is classified as equity & dividends will be paid on the basis of the drawn participation[2].
- **As at 30/06/22:**
  - SP1 - €420m fully drawn
  - Cash RCF - €0.3bn of €1.5bn utilised
  - KfW RCF - €0.0bn of €2.1bn utilised
- **Post balance sheet date 5/08/22:**
  - Cash RCF - €0.2bn of €1.5bn utilised
  - KfW RCF - €0.0bn of €2.1bn utilised

1 WSF Silent Participation – as agreed as part of third support package | 2 Timing of the payment will be at the discretion of TUI AG. Any unpaid dividend has to be paid on termination or conversion of a silent participation at the latest | 3 RCF total split includes cost of issuance and accrued interest costs amounting to ~€7m in 9M and €8m in H1 | General comment: Gross debt is defined as financial liabilities plus net pension obligation

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Our priorities to transform TUI into a digital platform company enables the delivery of our mid-term ambitions

POCKETS OF FUTURE GROWTH

Expand tours & activity segment

Drive digitalisation, dynamic packaging & component sales

Growth through asset-right financing structures

Execute Global Realignment Programme

LEADING THE WAY TO

OUR FY22 ASSUMPTIONS

- S22 capacity of close to normalised S19 levels
- After two years of turbulence, expect return to significantly positive Und. EBIT[1]

OUR MID-TERM AMBITIONS

- Und. EBIT to significantly build on FY19[2], driven by both top line growth & GRP[3] benefits
- Return to a gross leverage ratio[4] of less than 3.0x

1 In view of the ongoing COVID-19 pandemic and the war in Ukraine, the assumptions for underlying EBIT are subject to considerable uncertainty. The greatest area of uncertainty will be the impact on consumer confidence, should travel restrictions be reintroduced, should there be further cost inflation volatility and/or an escalation of the war in Ukraine | 2 FY19A Underlying EBIT of €893m excluding €293m Boeing MAX cost impact | 3 Global Realignment Programme | 4 Defined as gross debt (Financial liabilities incl. lease liabilities & net pension obligation) divided by underlying EBITDA/R

APPENDIX

TUI Group – ESG as a solid foundation for creating value

... 2015 ... 2020 AGENDA 2050

We are mindful of the importance of travel and tourism for many countries in the world and people living there.

We partner with these countries and help shape their future – in a committed and sustainable manner.

Think Travel. Think TUI.

ESG ACHIEVEMENTS

CARBON EFFICIENCY IMPROVEMENTS*

-13.6% Cruises

-5.2% Hotels

-3.6% Airlines

GROWTH IN SUSTAINABLE HOLIDAYS*

43m Greener & fairer holidays delivered

1,688 Sustainability certified hotels

257m Single-use plastic items removed

83% TUI Hotels & Resorts sustainability certified

5m Excursions with a focus on sustainability

€39m Invested to enhance positive impacts

GOVERNANCE

Integrity Passport
Supplier Code of Conduct
Global Employment Statement
Group-wide crisis management

SOCIAL

Upskilling: Learning Lounge & Online Academies

29% women in managerial positions

We will innovate for a more sustainable future for the tourism industry and partner with others to accelerate progress

We will boost the positive impacts of our industry and empower a generation of sustainability change makers

We will achieve net-zero emissions within our own operations and become a circular business

More information at www.tui-sustainability.com

Destinations Co-Lab Rhodes

Creating a leading example for sustainable tourism of the future

Destination, Collaboration, Laboratory.

The Co-Lab is a creative collaboration that brings together a variety of key stakeholders in a destination, where together we will co-create solutions that fundamentally (re)shape and (re)design a holistic sustainable business model for tourism that is scalable and duplicable for tourism destinations worldwide.

A project by

THE RHODES CO-LAB
SUSTAINABLE DESTINATION
SOUTH AEGEAN REGION & TUI GROUP

aegean islands
cyclades • dodecanese
Region of South Aegean

TUI GROUP

TUI CARE FOUNDATION

GOAL: Establish the South Aegean Islands region - and Rhodes in particular - as the global centre for sustainable destination model development.

- Alignment between EU Green Deal, SDGs, South Aegean & Rhodes Action Plan, TUI's Sustainability Agenda and TUI Care Foundation's strategy

TUI Airlines

Reduction of Carbon Emissions: TUI Group has invested in cutting edge aviation technology, such as the Boeing 737 MAX aircraft. On average the planes are 16% more fuel-efficient than the 737 NG aircraft they replace in the TUI Airline fleet. The aircraft's engine and aerodynamic design are key to its superior fuel efficiency. The Boeing 737 MAX also has a 40% smaller noise footprint than previous generation aircraft.

TUI Cruises

Methanol readiness: TUI Cruises sets another milestone for sustainable growth. The production of Mein Schiff 7 is underway in the Meyer Turku shipyard in Finland. The focus is on setting high environmental standards by optimizing the design regarding energy efficiency and technologies to improve sustainability. The ship will be built so it is prepared to be fuelled with methanol in the future. It will enter service in 2024. This is an important milestone in TUI Cruises efforts to provide the first climate-neutral cruises by 2030.

ROBINSON Club Apulia

Solar Power Plant: The ROBINSON Club Apulia installed 3,280 solar modules on a total area of 5,500 square metres. This makes the system one of the largest in Europe and generates 1,438 megawatt hours of electricity per year. Around 70% of the electricity generated is used for the hotel's needs and the rest is fed into the local power grid.

TUI Musement

TUI Collection: Through TUI Musement, our customers can discover new places and contribute to the local economy. The TUI Collection excursion portfolio offers high quality, great value, more sustainable tours and activities. All experiences meet TUI's high standards for sustainability based on leading industry criteria, demonstrating that they benefit local people and minimise environmental impact. Since 2015, customers have experienced 5 million TUI Collection excursions. The portfolio has grown to 650 tours and activities, available in more than 100 sun & beach and city destinations.

FY22 Modelling Assumptions per 10 August 2022

	FY22e[1]	FY21A
Revenue	Expect significant increase year-on-year	€4,732m
Underlying EBIT	After two years of turbulence, expect return to significantly positive Und. EBIT[2]	-€2,075m
Adjustments[3]	-€90m to -€110m	+€63m
Net interest[4]	-€450m to -€475m (prior -€380m to -€425m) Due to non-cash/accounting impacts in relation to the early redemption of SP II and bond with warrant (cash interest c.€100m lower)	-€449m
Net investments[5]	-€120m to -€280m (expect upper-end)	+€699m
Leases & asset financing	Broadly stable	-€3,582m
Net debt	Expect significant improvement year-on-year	-€4,954m

1 Based on constant currency and post IFRS 16 | 2 In view of the ongoing COVID-19 pandemic and the war in Ukraine, the assumptions for underlying EBIT are subject to considerable uncertainty. The greatest area of uncertainty will be the impact on consumer confidence, should travel restrictions be reintroduced, should there be further cost inflation volatility and/or an escalation of the war in Ukraine | 3 Adjustments include goodwill impairment and SDIs | 4 Includes non-cash interest | 5 Includes PDPs (pre-delivery payments)

Global Realignment Programme on track to meet ~€400m p.a. cost reduction target

PILLARS

REDUCE COSTS

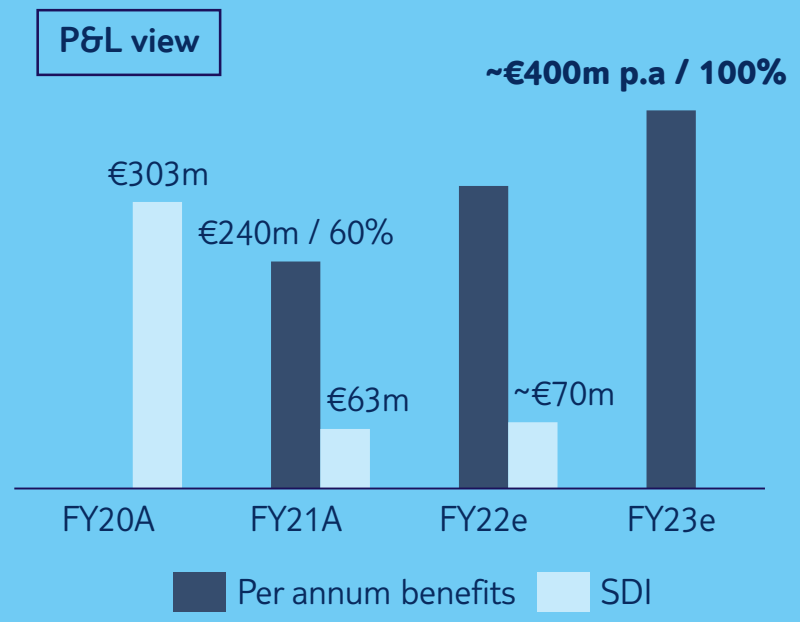
REDUCE CAPITAL INTENSITY

DRIVE DIGITALISATION

RECENT PROGRESS

- **~7k reduction in FTEs** to date already agreed driving the majority of the cost savings
- A major part of the cost reduction measures have been implemented to date with **most benefits** sitting in **Markets & Airlines**
- Retail: **further 10 shops closed** in Q3 FY22 bringing total to **116 net closures** (76 in Central Region 40 in Northern Region)
- During the pandemic TUI Musement successfully transformed into a **Digital Platform business**. Focus is now moving to growing this platform.

PHASING



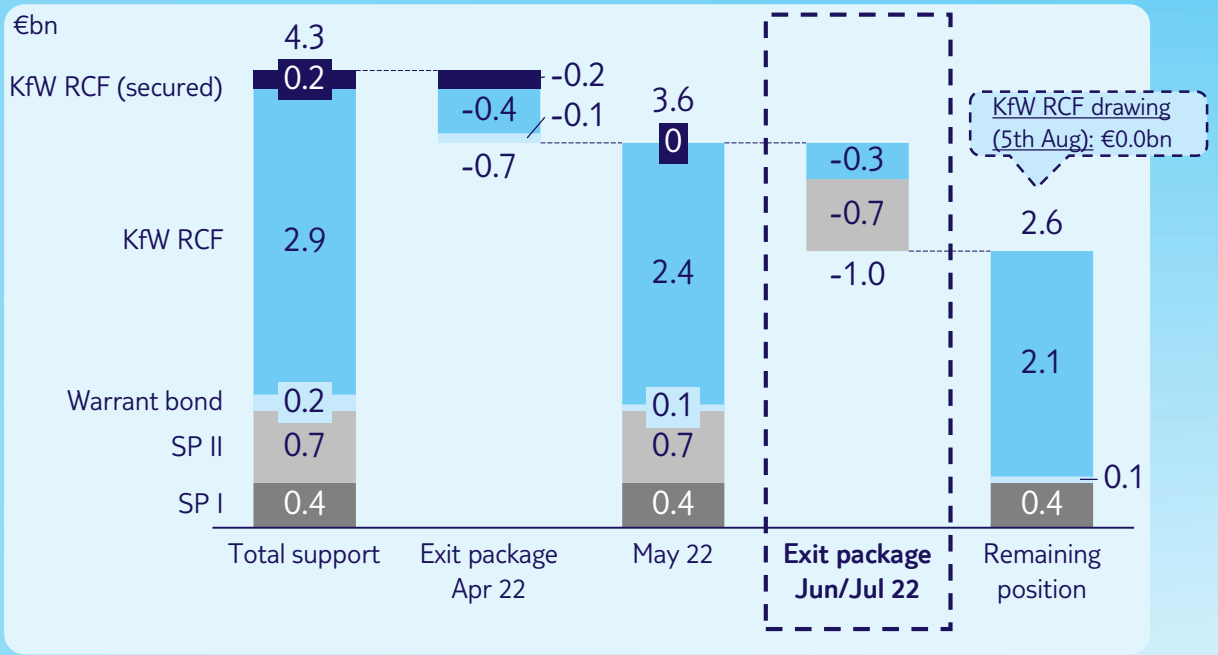
Further ~20% of ~€400m p.a. target on track to be delivered in FY22

Further progress with successful €0.4bn Capital Increase to accelerate repayment of Corona state aid

Transaction Overview

Transaction Structure	**162.3m shares** issued via **non-preemptive capital increase** of **10%** utilising TUI AG's existing capital authorisations
Proceeds	**€425m gross proceeds** raised at €2.62 per share
Use of proceeds	Proceeds and existing cash resources have been used to further reduce interest costs and German government funding: • Repaid in full the **€671m Silent Participation II**, saving **c.€40m p.a. of net coupon costs** • Reduced the outstanding **KfW RCF by €336m** to €2.1bn

Summary - German government facilities



TUI has handed back further Corona state aid of €1bn and remains committed to reducing debt and German government exposure

* For further details please refer to ad hoc notification as published on 17th May 2022

Financing facilities and support packages overview per 5 Aug 2022

	Instrument	Support package #	Facility €m	Utilisation €m	Debt/equity	Maturity date
Bank facilities	RCF (unsecured)	-	1,454[1]	216m drawn	Debt	July 2024
		-	190[1]	guarantee line	-	
		1 & 2	2,100[2]	Fully undrawn	Debt	
	Schuldschein	-	425	-	Debt	July 2023/25/28
Bonds	Bond with warrant WSF	2	59	-	Equity-Linked	Warrant-Sept 2030
	Convertible bonds (incl. tap issue)	-	590	-	Debt / Equity-Linked	April 2028
Silent participations	Silent Participation I WSF	3	420	-	Hybrid with equity credit	-
Lease liabilities	Lease liabilities	-	3,231[3]	-	Debt	Various

1 For regulatory reasons caused by Brexit, the credit line of Lloyds bank (cash and cash equivalents of ~€80 million & guarantee line of ~€25 million) could not be extended beyond 20 July 2022. | 2 As previously announced, in the course of the non-preemptive capital increase in May, the €671m Silent Participation 2 has been fully repaid and additionally the KfW RCF has been reduced by €336m to €2.1bn | 3 As of 30 June 2022

FY22 Q3 Revenue by Segment (excludes Intra-Group Revenue and JVs/associates)[1]

In €m	FY22 Q3 IFRS 16	FY21 Q3 IFRS 16	Change incl FX	FX	Change ex FX
Hotels & Resorts	**259.5**	**74.0**	**185.5**	**11.3**	**174.2**
- Riu	199.6	49.1	150.5	9.5	141.0
- Robinson	37.5	15.2	22.3	1.6	20.7
- Blue Diamond[2]	-	-	-	-	-
- Other	22.5	9.8	12.7	0.1	12.7
Cruises	**103.3**	**1.1**	**102.2**	**1.6**	**100.6**
- TUI Cruises[2]	-	-	-	-	-
- Marella Cruises	103.3	1.1	102.2	1.6	100.6
TUI Musement	**158.6**	**19.0**	**139.6**	**4.9**	**134.7**
Holiday Experiences	**521.4**	**94.1**	**427.3**	**17.7**	**409.6**
- Northern Region	1,762.8	56.0	1,706.8	20.7	1,686.1
- Central Region	1,449.1	370.3	1,078.8	-0.4	1,079.1
- Western Region	683.2	120.5	562.7	-	562.7
Markets & Airlines	**3,895.1**	**546.8**	**3,348.2**	**20.3**	**3,327.9**
All other segments	16.7	8.7	8.0	0.3	7.7
TUI Group	**4,433.2**	**649.7**	**3,783.6**	**38.4**	**3,745.2**

1 Table contains rounding effects | 2 No revenue is carried for Blue Diamond as an associate which is consolidated at equity, or for Mein Schiff and Hapag-Lloyd Cruises which are consolidated at equity within TUI Cruises JV

FY22 Q3 Underlying EBITDA by Segment[1]

In €m	FY22 Q3 IFRS 16	FY21 Q3 IFRS 16	Change incl FX	FX	Change ex FX
Hotels & Resorts	**147.9**	**-18.8**	**166.6**	**5.1**	**161.5**
- Riu	99.8	14.4	85.4	3.8	81.6
- Robinson	14.3	-3.3	17.6	-0.0	17.6
- Blue Diamond	12.6	-6.6	19.2	1.4	17.8
- Other	21.2	-23.3	44.5	-	44.5
Cruises	**20.7**	**-65.2**	**85.9**	**-0.1**	**86.0**
- TUI Cruises[2]	13.3	-47.3	60.7	-	60.7
- Marella Cruises	7.4	-17.8	25.2	-0.1	25.3
TUI Musement	**20.0**	**-28.7**	**48.7**	**0.5**	**48.3**
Holiday Experiences	**188.6**	**-112.7**	**301.2**	**5.5**	**295.7**
- Northern Region	-10.9	-204.7	193.8	7.0	186.8
- Central Region	49.3	-77.4	126.7	2.2	124.5
- Western Region	-34.8	-53.6	18.8	4.1	14.6
Markets & Airlines	**3.6**	**-335.7**	**339.3**	**13.3**	**325.9**
All other segments	-11.4	-0.4	-11.0	-0.2	-10.8
TUI Group	**180.8**	**-448.7**	**629.5**	**18.6**	**610.9**

1 Table contains rounding effects | 2 Mein Schiff and Hapag-Lloyd Cruises are consolidated at equity within TUI Cruises JV

FY22 Q3 Underlying EBIT by Segment[1]

In €m	FY22 Q3 IFRS 16	FY21 Q3 IFRS 16	Change incl FX	FX	Change ex FX
Hotels & Resorts	**104.9**	**-70.3**	**175.2**	**4.1**	**171.1**
- Riu	77.5	-8.4	85.9	2.9	82.9
- Robinson	5.4	-12.8	18.2	-0.2	18.3
- Blue Diamond	12.6	-6.6	19.2	1.4	17.8
- Other	9.4	-42.6	52.0	-0.0	52.0
Cruises	**3.0**	**-81.3**	**84.2**	**-0.4**	**84.6**
- TUI Cruises[2]	13.3	-47.3	60.7	-	60.7
- Marella Cruises	-10.4	-33.9	23.6	-0.4	24.0
TUI Musement	**13.8**	**-34.7**	**48.5**	**0.4**	**48.1**
Holiday Experiences	**121.6**	**-186.3**	**308.0**	**4.1**	**303.9**
- Northern Region	-93.1	-289.8	196.7	1.2	195.5
- Central Region	23.9	-105.4	129.3	0.9	128.3
- Western Region	-70.2	-87.6	17.4	1.5	15.9
Markets & Airlines	**-139.4**	**-482.7**	**343.4**	**3.7**	**339.7**
All other segments	-9.3	-0.8	-8.5	-0.2	-8.3
TUI Group	**-27.0**	**-669.8**	**642.8**	**7.6**	**635.2**

1 Table contains rounding effects | 2 Mein Schiff and Hapag-Lloyd Cruises are consolidated at equity within TUI Cruises JV

FY22 9M Revenue by Segment (excludes Intra-Group Revenue and JVs/associates)[1]

In €m	FY22 9M IFRS 16	FY21 9M IFRS 16	Change incl FX	FX	Change ex FX
Hotels & Resorts	**638.8**	**157.9**	**480.9**	**16.9**	**464.0**
- Riu	514.0	108.3	405.7	14.4	391.3
- Robinson	76.2	28.5	47.6	2.1	45.5
- Blue Diamond[2]	-	-	-	-	-
- Other	48.7	21.1	27.5	0.3	27.5
Cruises	**178.8**	**2.7**	**176.1**	**5.1**	**171.0**
- TUI Cruises[2]	-	-	-	-	-
- Marella Cruises	178.8	2.7	176.1	5.1	171.0
TUI Musement	**287.4**	**37.5**	**249.8**	**7.2**	**242.6**
Holiday Experiences	**1,105.0**	**198.2**	**906.9**	**29.2**	**877.6**
- Northern Region	3,262.9	215.1	3.047.8	82.3	2,965.5
- Central Region	3,053.8	707.7	2.346.1	-0.6	2,346.6
- Western Region	1,465.5	222.6	1.242.9	-	1,242.9
Markets & Airlines	**7,782.2**	**1,145.5**	**6,636.8**	**81.7**	**6,555.0**
All other segments	43.6	22.3	21.2	0.8	20.5
TUI Group	**8,930.8**	**1,365.9**	**7,564.9**	**111.7**	**7,453.1**

1 Table contains rounding effects | 2 No revenue is carried for Blue Diamond as an associate which is consolidated at equity, or for Mein Schiff and Hapag-Lloyd Cruises which are consolidated at equity within TUI Cruises JV

FY22 9M Underlying EBITDA by Segment[1]

In €m	FY22 9M IFRS 16	FY21 9M IFRS 16	Change incl FX	FX	Change ex FX
Hotels & Resorts	**322.8**	**-105.9**	**428.7**	**9.7**	**419.0**
- Riu	252.5	-11.7	264.2	5.9	258.2
- Robinson	23.6	-13.6	37.2	0.4	36.8
- Blue Diamond	38.3	-33.8	72.1	3.2	68.8
- Other	8.4	-46.8	55.3	0.1	55.1
Cruises	**-49.8**	**-187.4**	**137.6**	**-1.7**	**139.4**
- TUI Cruises[2]	-24.9	-141.5	116.7	-	116.7
- Marella Cruises	-24.9	-45.9	20.9	-1.7	22.7
TUI Musement	**2.3**	**-78.3**	**80.5**	**0.5**	**80.5**
Holiday Experiences	**275.3**	**-371.6**	**646.9**	**8.5**	**638.4**
- Northern Region	-212.9	-460.2	247.4	-2.1	249.4
- Central Region	29.7	-287.3	317.1	3.7	313.4
- Western Region	-55.2	-144.2	89.1	7.5	81.6
Markets & Airlines	**-238.3**	**-891.8**	**653.5**	**9.1**	**644.4**
All other segments	-44.6	-41.5	-3.2	-1.2	-2.0
TUI Group	**-7.7**	**-1,304.8**	**1,297.2**	**16.4**	**1,280.8**

1 Table contains rounding effects | 2 Mein Schiff and Hapag-Lloyd Cruises are consolidated at equity within TUI Cruises JV

FY22 9M Underlying EBIT by Segment[1]

In €m	FY22 9M IFRS 16	FY21 9M IFRS 16	Change incl FX	FX	Change ex FX
Hotels & Resorts	**189.7**	**-268.6**	**458.3**	**8.0**	**450.3**
- Riu	183.6	-81.7	265.3	4.6	260.6
- Robinson	-3.5	-42.1	38.6	0.1	38.5
- Blue Diamond	38.3	-33.8	72.1	3.2	68.8
- Other	-28.6	-111.0	82.3	-0.0	82.4
Cruises	**-102.3**	**-234.6**	**132.3**	**-3.8**	**136.1**
- TUI Cruises[2]	-24.9	-141.5	116.7	-	116.7
- Marella Cruises	-77.4	-93.1	15.6	-3.8	19.5
TUI Musement	**-15.7**	**-96.7**	**81.0**	**0.4**	**81.0**
Holiday Experiences	**71.7**	**-599.9**	**671.6**	**4.6**	**667.1**
- Northern Region	-445.7	-708.1	262.4	-14.7	277.1
- Central Region	-51.8	-377.4	325.6	1.4	324.2
- Western Region	-159.5	-247.3	87.8	2.5	85.3
Markets & Airlines	**-657.1**	**-1,332.8**	**675.8**	**-10.8**	**686.6**
All other segments	-45.1	-45.9	0.8	-1.2	2.0
TUI Group	**-630.5**	**-1,978.6**	**1,348.1**	**-7.4**	**1,355.6**

1 Table contains rounding effects | 2 Mein Schiff and Hapag-Lloyd Cruises are consolidated at equity within TUI Cruises JV

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