Berenberg and Goldman Sachs Fourth German Corporate Conference

Munich, 21 – 22 September 2015

Agenda

1	Overview TUI Group & 9M performance
2	Taking TUI to the next level – Our growth and value strategy
3	Summary & Outlook

TUI Group – The World’s Leading Tourism Business

Access to over 20m customers

Modern & efficient leisure airline

Attractive global hotel portfolio

Growing fleet of cruise ships

Key figures 13/14: Turnover €18.5bn; Underly. EBITA €870m; DPS €0.33

TUI Group – strong 9M performance

€m	Q3 14/15	%	9M 14/15	%
Turnover	5,081	+6	12,021	+7
Underl. EBITA	194	+18	-78	+56
Underl. EBITA excl. Easter & FX	185	+13	-96	+46

- Q3 was marked by the tragic events in Tunisia end of June and the continued economic uncertainty in Greece
- Strong growth in underlying EBITA which reflects the continued delivery of our strategy and resilience of our business model
- Robust current trading overall for Summer 2015
- Based on current trading we are tightening our guidance for FY 2015 underlying EBITA growth to 12.5% to 15%* (from 10% to 15%)
- Well positioned to deliver at least 10%* underlying EBITA CAGR over the next three years

* constant currency

Taking TUI to the next level

- We are focussing on **profitable top-line growth** in our tourism business and maximising **growth and value** from our other businesses

- The **merger** is progressing smoothly, with a **faster pace**

- We are **accelerating organisational change** – implementing a flat structure to **enable fast and agile decision-making**

The World's Leading Tourism Business

A clear structure to deliver growth and value

Tourism Business

- Northern Region
- Hotels & Resorts
- Central Region
- Cruises
- Western Region
- Inbound Services (from 2015/16)
- Platforms (aviation & customer/IT)

Specialist Travel

- Hotelbeds Group
- Specialist Group

Held for sale

- LateRooms Group
- Hapag-Lloyd AG

What we want to achieve – our growth levers

Deliver Tourism Growth

Marketing & Sales	Flight	Inbound Service	Accommodation	Integrated platforms Integrated management

Maximise Growth & Value of our other businesses

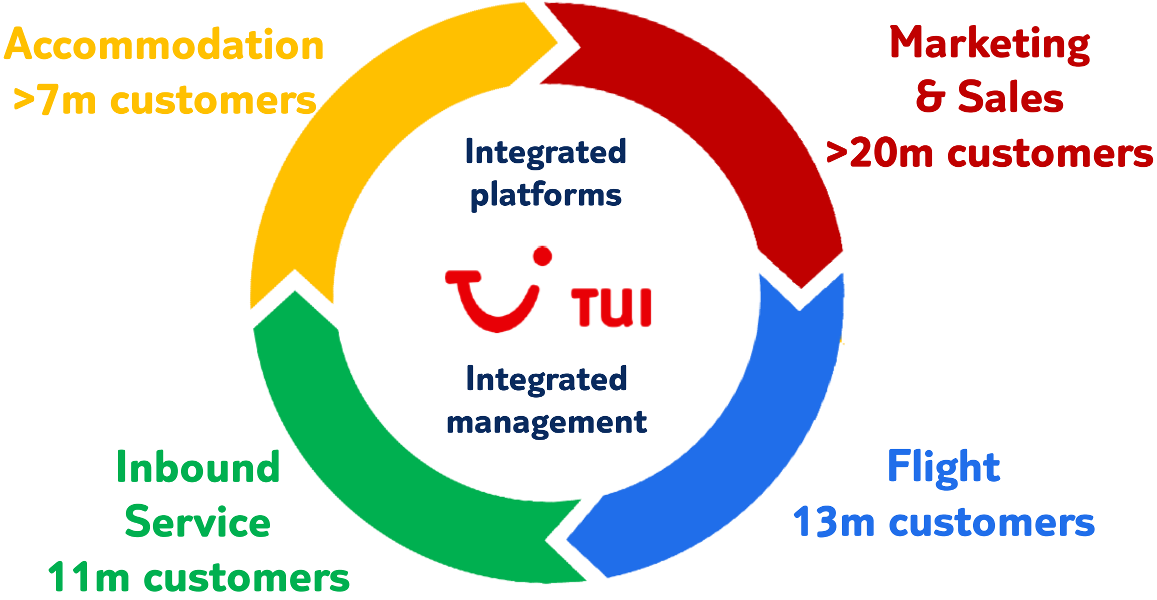
Deliver Merger Synergies

Balance sheet strength, flexibility and strong free cash flow generation

Unparalleled customer proposition

Increased shareholder returns

Strong positions in all parts of the value chain



- **Marketing & Sales** – one brand, local roots
- Business risk minimised through **integrated decision making**
- **From growing profits to profitable growth**

Customer numbers based on 2013/14, including JVs. Marketing & Sales includes Northern Region, Central Region and Western Region; Flight includes Corsair and TUIfly passengers flown for Air Berlin; Inbound Service relates to in-house customers only; Accommodation includes former TUI AG hotels and cruise customers, former TUI Travel hotels customers and Blue Diamond (Canadian JV) customers

Our brand migration process* will make sure that we don't lose local brand equity

Phase 1

NL	Arke	→	TUI
FR	*Introduce TUI*	→	TUI
BE	Jetair	→	TUI

Phased approach allows transfer of best practice and enables us to minimise risk

Phase 2

Nordics	Fritidsresor	→	TUI
UK	Thomson	→	TUI

Supporting Workstreams

Airline rebranding, destination & airport rebranding, external & internal communication, IT migration

* The implementation takes place with respect for all interests of third parties and existing contractual obligations

Strengthen local P&Ls, build on world-class global platforms

Northern Region

€398m EBITA, 6.4% margin

91% direct distribution

56% online distribution

- Highly **integrated** operating model
- High degree of **market concentration**
- Higher proportion of earnings in Winter (Nordics and Canada)
- Optimal levels of **direct and online distribution**
- Difficult trading conditions in **Russia**

Central Region

€163m EBITA, 3.0% margin

39% direct distribution

12% online distribution

- More **flexible** business model with **greater range** of offering
- Lower level of **integration** with airline
- Low degree of **market concentration**
- **Lower than average** levels of direct and online distribution results in lower margins

Western Region

€82m EBITA, 2.8% margin

66% direct distribution

45% online distribution

- Common operating model in **Belgium and Netherlands** (operated under one MD)
- **Airline-focused** model in Benelux
- **Good margin performance in Benelux (>5%)**
- Difficult trading conditions in **France**

Build on global platforms	Brand	Flight	Inbound Service	Accommodation	IT platforms

Figures based on 2013/14

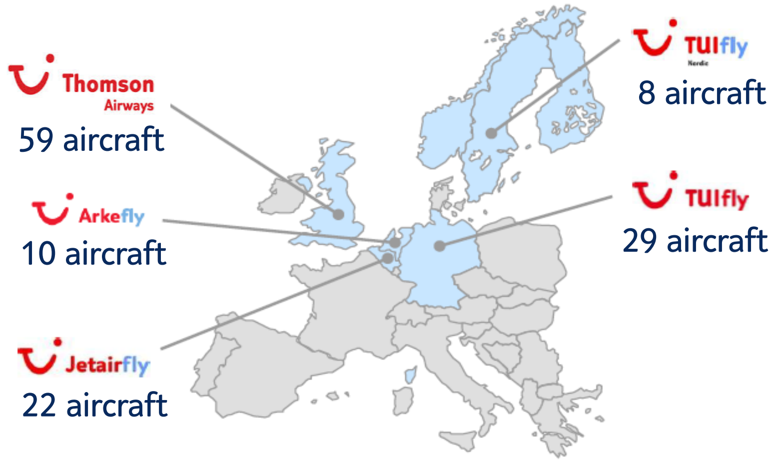
Broadening our offering in existing source markets can deliver top-line growth

Flexibility	Third-party flying	Long-haul
A **more flexible** customer offering enabled by IT	**Wider choice** of flight times and departure points enabled by IT, resulting in a **broader offering** and higher accommodation **occupancy**	Leveraging our **integrated model** to **expand** our long-haul offering

Broadening our offering further enables us to grow top-line ahead of the market

Europe's 7th largest airline fleet

Industry-leading rates of asset utilisation



The only leisure airline with 787

Central platform with local airlines

Central Platform

- One organisational structure
- Business model / ways of working
- Scale: one procurement organisation / common supply chain & process

Local airlines: crew rostering / flight planning

Targeting €50m operational efficiency improvement by 2018/19

Aircraft numbers as at 31 September 2014; TUIfly (Germany) excludes aircraft leased out to Air Berlin; Corsair excluded from above figures

Our Inbound service team

One organisation

Over 6,500 employees

11m customers

109 destinations

Service

Transport

Excursions

Transfers

Handling

Being fully integrated within Tourism

Delivering our differentiation strategy in all destinations

Customer experience ↑ Increase NPS and CSQ	**Sales** ↑ Increase sales & margin
Cost ↓ Reduce cost of sales & overheads	**People engagement** ↑ Increase engagement scores

Bringing World of TUI to life

Figures shown relate to Inbound Services business which is being moved from Hotelbeds Group to Tourism

Growth in Our Strong Hotel and Club Brands

Hotels

RIU Hotels & Resorts

TUI BLUE

Clubs

ROBINSON

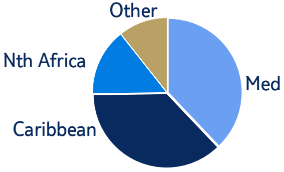
TUI MAGIC LIFE

Brand Strategy

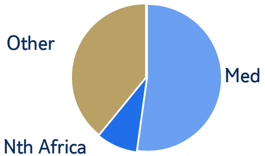
Continue to grow the **highly profitable** brand

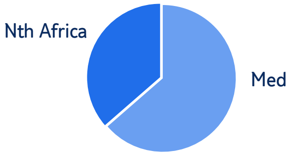
Expand & **internationalise** the club product

Footprint (30/9/14)



Our new brand : New hotels plus repositioning of some existing brands





Distribution

~50% through TUI

>75% through TUI

95% through TUI

Targeting ~60 new hotels by 2018/19

Growth in our Powerful & Exclusive International Hotel Concepts

SENSATORI

Luxurious (5* only) **family-friendly** hotels, exceptional wellness facilities and world-class entertainment

11 hotels

NPS >70

SENSIMAR

Adult-only 4&5* seafront hotels ; contemporary styling and spa facilities

56 hotels

NPS ~60

FAMILY LIFE

Upscale **modern family** resorts (4* and above) first class **wellness** experience; activities for different **generations**

40 hotels

NPS >50

- Differentiates our local market offering
- Earlier bookings
- Superior margins
- Superior NPS

International hotel concepts designed for specific customer segments - enhanced occupancy management and reduced risk

hotels currently planned for Summer 2016; NPS scores are for Summer 2014

Profitable Growth in Cruise

Brand	Fleet	Structure	Customer Proposition
TUI Cruises	4 (+4 on order)	JV with Royal Caribbean	Premium all-inclusive, German-speaking
Thomson Cruises	5	Part of Northern Region	Wide range of great value cruises
Hapag-Lloyd Kreuzfahrten	4	Subsidiary	Luxury & expedition cruising

Cruise company management to become more integrated over time

Fleet includes Mein Schiff 4 (delivers June 2015)

Conquering Destinations - Our long-haul presence

Over 1m customers
(source markets, accommodated)

Over 40 group hotels

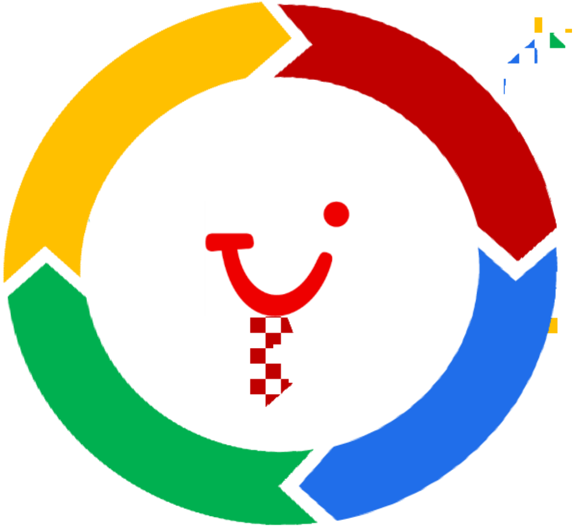
Range of cruise routes

13 x 787s (S15)

Significant and growing long-haul presence

Figures correct for 2013/14 unless otherwise noted

Conquering Destinations - Long-haul growth opportunities



>50% growth in source market customers over the next 5 years
New concept openings*

More flights –
from 13 x 787s to 17**

New hotels
Cruise growth

Expanding our
inbound services

Caribbean

Indian Ocean

Thailand

Our integrated business model is enabling further long-haul growth

* based on > 1m customers (source markets, accommodated)

** Includes 1 option on 787-9

Integrated Platforms - Focus on Customer Experience

Central Mobility Platform

Evolve

- Increasingly mobile first
- Key driver of customer engagement at every stage of the journey
- Over 1 million downloads to date

Central Customer Platform

New

- **SAP solution**:
  - Single view of the customer
  - Contact management
  - Customer service support
- Top-line and margin improvement

Central Online Platform

Evolve

- Enhancing the online customer experience
- Driving higher conversion rates in source markets
- Include hotel platforms in scope

Central eCRM

New

- **IBM strategic marketing platform**:
  - Multi-channel, personalised marketing
  - In depth view of marketing effectiveness
  - Data warehouse / analytics

Maximise Growth and Value of our other businesses

Hotelbeds Group	• **Optimise strategic future** through **standalone** operation • Run as **independent** business • Inbound Services being integrated into Tourism • Evaluating our options
Specialist Group	• **Portfolio** of businesses • Run **independently** and managed for **value**
LateRooms Group	• **Held for sale**
Hapag Lloyd AG	• **Held for sale** • CSAV merger complete, expect to deliver significant synergies and business expected to return to profitability in 2015 • Our shareholding is now <15% and we continue to hold the business for sale • Agreed upon **IPO** with other shareholders

Deliver Merger Synergies

1

Corporate streamlining

Uplifted by €5m to €50m*

2

Cash tax benefits

7% point reduction in ETR**

Significant synergy potential

3

Increased occupancy from vertical integration

Each 1% point increase equivalent to €6m EBITA*

4

Inbound Services cost savings

At least €20m*

* Synergy amounts relate to underlying EBITA
** Underlying effective tax rate
Comment: One-off costs of €104m expected to achieve full synergy target

Growth Roadmap - Growth Levers

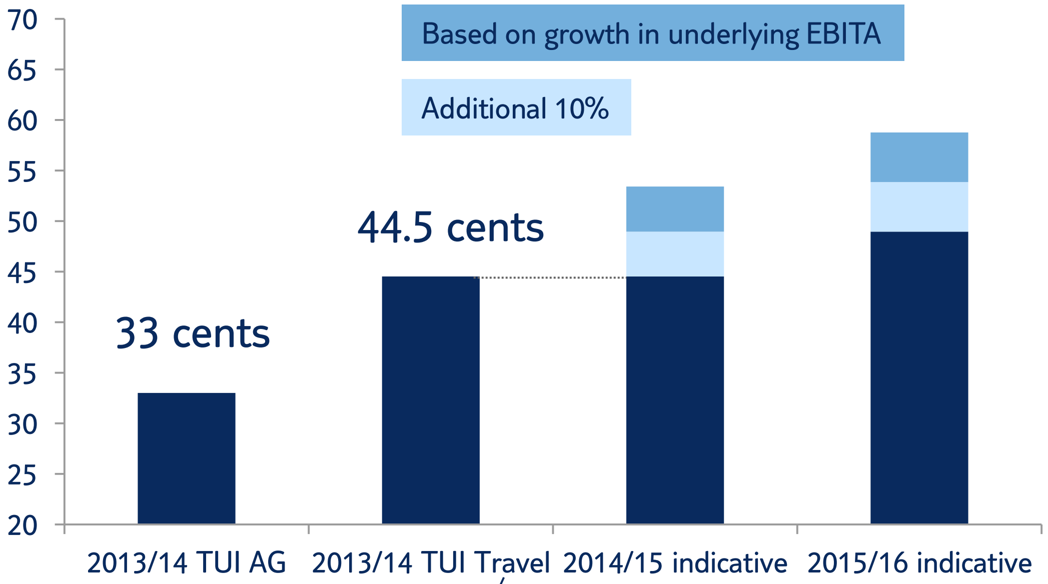
What we want to achieve	Growth Roadmap	
Profitable top-line growth & further efficiency enhancements in source markets	Source Markets	Profitable top-line growth which outperforms the market (>3%) One Aviation (€50m)
Continue strategy of capacity growth in hotels & cruises	Hotels & Cruises	>60 new hotels @ €1.4m EBITA* 4 new ships @ €25m EAT per ship (50% share)
Maximise growth & value of other businesses	Hotelbeds Group	15%-20% EBITA CAGR
	Specialist Group	EBITA CAGR in line with Tourism
Deliver merger synergies	Corporate streamlining Occupancy improvement Inbound Services	€100m by 2016/17
Focus on balance sheet simplicity, flexibility and strong free cash flow generation	P&L, Balance Sheet, Cash flow	Rigorous focus on SDIs , interest and capex management

* Hotel margin only

Progressive dividend policy

- 2014/15 dividend will be based off **44.5 cents**
- Dividend in respect of 2014/15 and 2015/16 will grow **in line with growth in underlying EBITA** at constant currency
- **Additional 10%** in 2014/15 and 2015/16

Indicative Dividend Growth



TUI Travel dividend 2013/14 (excl additional 10p)	14.55p
Converted at €0.82	17.76c
At exchange ratio 0.399	44.5c

Taking TUI to the Next Level – the World's Leading Tourism Business

- **Merger integration** ahead of our original plan - we are working well together
- **New organisation structure** in place - a flatter, more agile structure
- **Strong and sustainable business model with exciting growth prospects**
  - Profitable top-line growth **>3%**
  - Tightening of FY 15 underlying EBITA guidance to **12.5%-15%** (from 10% - 15%)
  - Expect at least **10%** underlying EBITA CAGR over the next three years
- Committed to **progressive dividend growth**

Well positioned to deliver underlying EBITA CAGR of at least 10% over the next three years

Guidance on constant currency

Appendix

9M 2014/15 Results
13 August 2015

Introduction

This quarter was marked by the tragic events in Tunisia at the end of June

- Supporting our customers, their families and our staff through this sad time remains our highest priority.
- Proud of the commitment and dedication our colleagues have shown throughout this unprecedented situation.

Q3 Performance

- Strong growth in underlying EBITA which reflects the continued delivery of our strategy and resilience of our business model.
- Robust current trading overall for Summer 2015.
- Based on current trading we are confident of delivering underlying EBITA growth of 12.5% to 15% in the current financial year and at least 10% underlying EBITA CAGR over the next three years*.

* At constant currency

Q3 2014/15

Strong Q3 underlying EBITA growth	• **Group underlying EBITA improved to €194m** (Q3 2013/14: €164m) • Includes **€11m** adverse Easter impact and **€10m** repatriation/cancellation costs for Tunisia, offset by **€20m** benefit from FX translation
Source Markets	• **Northern -** Strong UK load factor and margin performance • **Central -** Additional investment in distribution and margin pressure in Germany • **Western** - Costs due to aircraft entry into service delay in Belgium
Hotels & Resorts and Cruises	• **Hotels & Resorts** delivered significantly higher result, driven by strong **Riu** performance • **Cruises** continued to grow profits, with full year operation of Mein Schiff 3, launch of Mein Schiff 4 and continued turnaround of Hapag-Lloyd Kreuzfahrten
Hotelbeds Group	• Increase in underlying EBITA driven by **20% growth in roomnights**

Strong growth in Q3 underlying EBITA demonstrates the resilience of our integrated business model

Update on Tunisia and Greece

Tunisia

- Q3 cost **€10m**
- **UK, Belgium and Netherlands** governments have issued advice against travelling to Tunisia
- Our **scale model and strong supplier relationships** allow us to offer customers holidays to alternative destinations
- **Most** customers flying to Tunisia this summer have **rebooked** an alternative destination with TUI
- No owned hotels in Tunisia (14 leased; 10 managed)

Greece

- Cumulative bookings to Greece for Summer 2015 remain **ahead of prior year**
- Trading impacted end of June/first half of July, particularly from **Germany** and **Belgium**
- 27 hotels in Greece (c25% of hotels owned)

Turnover
Q3 and 9M 2014/15

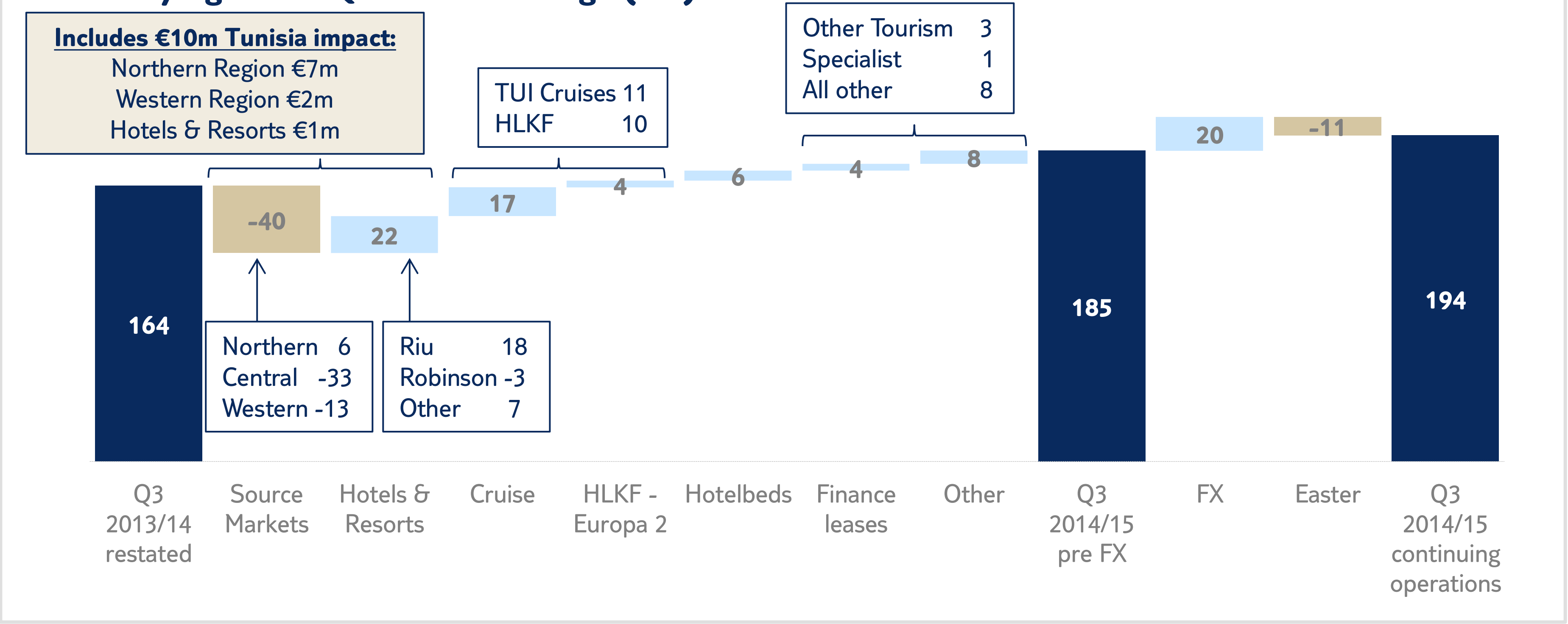
€m	Q3 14/15	Q3 13/14	%	9M 14/15	9M 13/14	%
Northern Region	1,866.3	1,660.0	12.4	4,025.1	3,629.6	10.9
Central Region	1,406.4	1,393.4	0.9	3,341.4	3,222.3	3.7
Western Region	772.0	782.8	-1.4	1,687.0	1,711.1	-1.4
Source Markets	4,044.7	3,836.2	5.4	9,053.5	8,563.0	5.7
Hotels & Resorts	135.8	105.0	29.3	381.2	316.6	20.4
Cruises	63.8	63.9	-0.2	200.0	213.1	-6.1
Other Tourism	96.5	95.9	0.6	328.9	319.7	2.9
Tourism	**4,340.8**	**4,101.0**	**5.8**	**9,963.6**	**9,412.4**	**5.9**
Specialist Group	462.8	395.5	17.0	1,355.5	1,166.6	16.2
Hotelbeds Group	259.3	262.0	-1.0	654.7	631.6	3.7
All Other Segments	18.2	18.5	-1.6	47.4	36.8	28.8
TUI Group continuing ops	**5,081.1**	**4,777.0**	**6.4**	**12,021.2**	**11,247.4**	**6.9**

Underlying EBITA
Q3 and 9M 2014/15

€m	Q3 14/15	Q3 13/14	%	9M 14/15	9M 13/14	%
Northern Region	107.0	99.1	8.0	-2.6	-25.1	89.6
Central Region	-4.2	29.9	n/a	-97.9	-46.8	-109.2
Western Region	-11.1	2.0	n/a	-72.8	-67.8	-7.4
Source Markets	91.7	131.0	-30.0	-173.3	-139.7	24.1
Hotels & Resorts	67.3	41.7	61.4	122.9	74.4	65.2
Cruises	19.3	-1.5	n/a	37.6	-17.7	n/a
Other Tourism	-20.6	-21.9	5.9	-40.2	-42.1	4.5
Tourism	**157.7**	**149.3**	**5.6**	**-53.0**	**-125.1**	**57.6**
Specialist Group	24.5	20.5	19.5	5.2	2.9	79.3
Hotelbeds Group	30.6	23.6	29.7	38.4	31.2	23.1
All Other Segments	-18.6	-29.7	37.4	-69.0	-86.7	20.4
TUI Group continuing ops	**194.2**	**163.7**	**18.6**	**-78.4**	**-177.7**	**55.9**

Q3 2014/15
Underlying EBITA bridge

Underlying EBITA Q3 2014/15 bridge (€m)



Variances due to rounding effects

Q3 2014/15
Underlying EBITA by Segment

in €m	Q3 14/15	Q3 13/14 Restated	Change	Easter impact	FX	Change ex FX & Easter
Northern Region	107	99	8	-10	12	6
Central Region	-4	30	-34	-1	-	-33
Western Region	-11	2	-13	-	-	-13
Source Markets	**92**	**131**	**-39**	**-11**	**12**	**-40**
Riu	57	35	22	-	4	18
Robinson	5	8	-3	-	-	-3
Other (incl former TUI Travel hotels)	5	-1	6	-	-1	7
Hotels & Resorts	**67**	**42**	**25**	**-**	**3**	**22**
TUI Cruises	19	8	11	-	-	11
Hapag-Lloyd Kreuzfahrten	-	-10	10	-	-	10
Cruises	**19**	**-2**	**21**	**-**	**-**	**21**
Other Tourism	-20	-22	2	-	-1	3
Tourism	**158**	**149**	**9**	**-11**	**14**	**6**
Specialist Group	24	20	4	-	3	1
Hotelbeds Group	31	24	7	-	1	6
All Other Segments	-19	-29	10	-	2	8
TUI Group continuing operations	**194**	**164**	**30**	**-11**	**20**	**21**

Variances due to rounding effects

Source Markets
KPIs Q3 2014/15

	Customers		Direct Distribution		Online		Underly. EBITA	
	y-o-y (%)	(`000)	y-o-y (ppts)		y-o-y (ppts)	(%)	y-o-y (€m)	(€m)
Northern Region	1	2,015	0	92	3	57	8	107
Central Region	-2	1,991	3	48	3	16	-34	-4
Western Region	1	1,430	0	66	3	47	-13	-11
Source Markets	0	**5,436**	2	**69**	3	**40**	-39	**92**

Q3 performance impacted by Tunisia and Easter timing, with continued growth in direct/online distribution

Hotels & Resorts
KPIs for owned and leased hotels Q3 2014/15

	Capacity[1]		Revenue/bed[2]		Occupancy[3]		Underly. EBITA /EAT[4]	
	y-o-y (%)	(`000)	y-o-y (%)	(€)	y-o-y (ppts)	(%)	y-o-y (€m)	(€m)
RIU	0	4,501	15	52.93	-2	82	22	57
ROBINSON	4	826	3	84.63	0	71	-3	5
Iberotel	-3	654	10	41.40	11	71		
Other (incl former TUI Travel Hotels)							6	5
TUI H&R	0	**6,435**	12	**54.94**	0	**79**	25	**67**

Strong performance driven by Riu

[1] Group owned or leased hotel beds multiplied by opening days per quarter
[2] Arrangement revenue divided by occupied beds
[3] Occupied beds divided by capacity
[4] Segment figures
Note: capacity, revenue/bed and occupancy restated to exclude Grecotel

Cruises
KPIs Q3 2014/15

	Passenger cruise days y-o-y (%)	Passenger cruise days ('000)	Average daily rate y-o-y (%)	Average daily rate (€)	Occupancy y-o-y (ppts)	Occupancy (%)	Underly. EBITA/EAT y-o-y (€m)	Underly. EBITA/EAT (€m)
TUI Cruises	73	647	-5	174	2	101	11	19*
Hapag-Lloyd Kreuzfahrten	-6	85	19	510	9	76	10	flat

Growth driven by full year operation of Mein Schiff 3
Hapag-Lloyd Kreuzfahrten continues to deliver its turnaround

* equity result

9M 2014/15
Income Statement – Key Figures

in €m	9M 14/15	9M 13/14 restated
Turnover	12,021.2	11,247.4
Underlying EBITA	**-78.4**	**-177.7**
Adjustments	-160.7	-64.5
EBITA	**-239.1**	**-242.2**
Net interest expense	-141.9	-182.4
Equity result Hapag-Lloyd	0.9	-46.0
EBT	**-380.1**	**-470.6**
Income taxes	230.8	122.4
Group result Continued operations	**-149.3**	**-348.2**
Discontinued operations	-20.0	-7.4
Minority interest	-3.0	99.4
Group result after minorities	**-172.3**	**-256.2**
Hybrid dividend	-10.9	-17.4
EPS (€) (continuing operations)	**-0.33**	**-1.07**

Adjustments €160.7m comprise PPA (€57m), merger-related costs (€35m), other restructuring costs (€14m), value adjustment for a VAT receivable (€18m) and provision for a pending litigation (€14m)

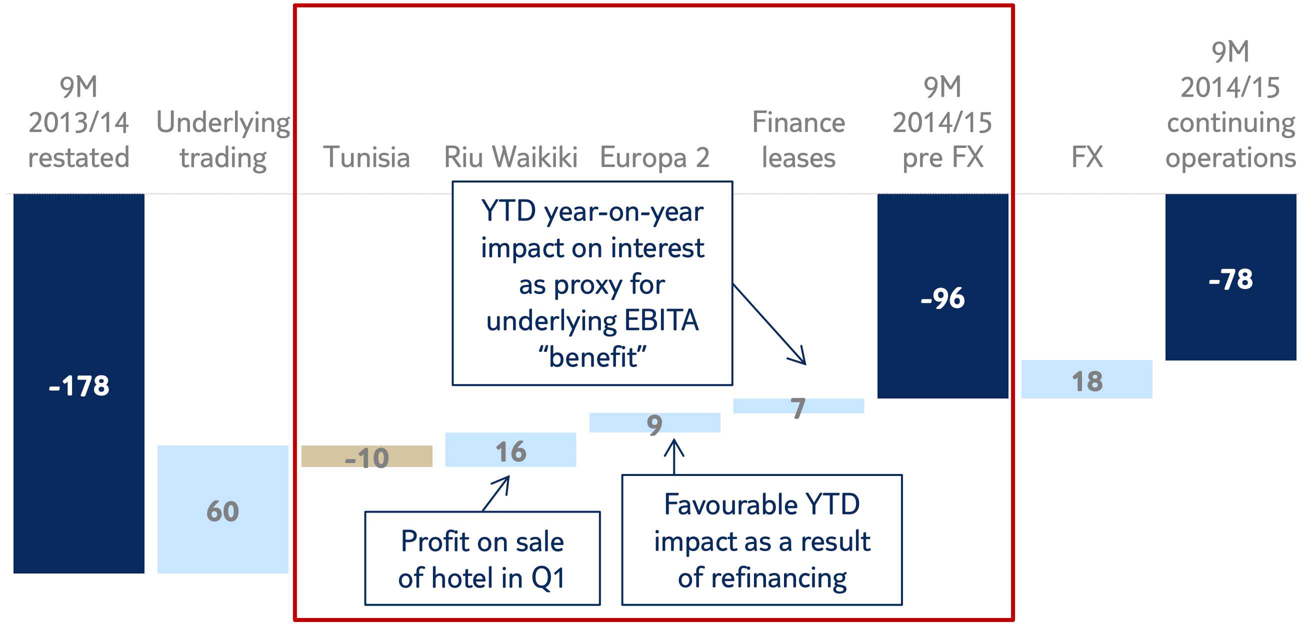
Interest decrease of **€40.5m** driven by :

- Lower convertible bond interest €74m
- Partly offset by new high yield bond interest, higher interest in relation to asset-financing (aircraft and Europa 2)

Tax income is partly attributable to the **seasonality of the tour operator business**; the merger-related reassessment of deferred tax assets on tax loss carry-forwards led to a **tax credit of €117m**

9M 2014/15
Underlying EBITA bridge

Underlying EBITA 9M 2014/15 bridge (€m)



9M 2014/15
Interest

€m	9M 14/15	9M 13/14 restated	%
Debt related interest	-103	-154	33
Non-debt related charge	-50	-47	-6
Interest income	11	19	-42
Net interest result*	**-142**	**-182**	**22**

* thereof cash interest 9M 2014/15 €68m (9M 2013/14: €117m)

Significant decrease in interest charge

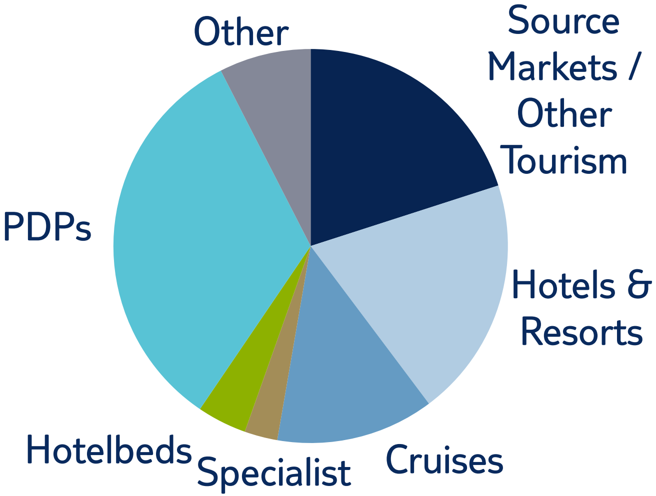
9M 2014/15
Group Cash Flow

in €m	9M 14/15	9M 13/14 restated
EBITA reported	**-239**	**-242**
Depreciation	333	287
Working Capital	897	787
Other cash effects	-275	-240
Received dividends	9	23
Tax paid	-102	-124
Interest (Cash)	-68	-117
Pension Contribution UK	-118	-120
Operating Cashflow	**437**	**254**
Gross capex incl. PDPs	-664	-400
Divestments incl. PDP liquidations	336	261
Net financial investments	-136	-58
Free Cashflow before dividends	**-27**	**57**
Dividends	-291	-139
Hybrid interest	-15	-17
Free Cashflow after dividends	**-333**	**-99**

	9M15	**9M14**
PDPs	-219	-132
Liquidations	237	189
Net	**18**	**57**

9M 2014/15
Capex

9M 14/15 Gross Capex €664m



- Increase versus prior year driven by higher **pre-delivery payments** for aircraft, **hotel growth**, **Europa 2** and higher expenditure on **IT** projects to deliver digital transformation
- Full year outlook remains at **~€800m** including pre-delivery payments

Capex reflects hotel growth strategy and profile of aircraft pre delivery payments

Group balance sheet 30 June 2015
Movement in Net Debt

€m	30 June 2015	30 Sep 2014 restated	30 June 2014 restated
Opening net cash / (debt)	**293**	**-97**	**-97**
Movement in cash net of debt	-333	101	-99
Foreign exchange movement	-164	-136	-85
Non cash movement in debt - Asset backed finance*	-689	-167	-167
Non cash movement in debt - Other	586	592	123
Closing net (debt) / cash	**-307**	**293**	**-325**

* incl. financing Europa 2 and seven new aircraft which are finance leased or debt-financed

Comment: As at 30 June 2015, cash and cash equivalents worth €194m were subject to disposal restrictions.

Group balance sheet 30 June 2015
Net financial debt

€m	30 June 2015	30 Sep 2014 restated	30 June 2014 restated
Financial liabilities	**1,883**	**1,965**	**2,240**
o/w non-current	1,672	1,748	1,418
o/w current	211	217	822
Cash	**1,576**	**2,258**	**1,915**
Net (debt)/cash	**-307**	**293**	**-325**

- **Decrease in financial liabilities since 30 September 2014** driven by conversion of bonds, partly offset by increase in asset-financing (aircraft and Europa 2)
- Increase in net debt since 30 September 2014 driven by **typical seasonal cash outflows**, primarily within the tour operators
- We expect a **broadly net debt neutral position at year-end** mainly due to higher capex (growth in hotels, Europa 2), asset-financing, redemption of hybrid and dividend payments made in December and February, partly offset by bond conversions

Current Trading
Summer 2015

- **86%** sold to date for Summer 2015, in line with prior year
- **Source Markets** bookings and average selling prices **up 2%** year-on-year
  - Capacity remixed from **Tunisia** to alternative destinations
  - Trading for **Greece** impacted end of June/first half of July, particularly from Germany and Belgium; bookings have been **recovering** in recent weeks
  - **Direct** bookings make up **69%** of the total, with **online** bookings at **39%**
- **Hotels & Resorts** performing well with good progress being made on joint occupancy management
- **Cruises** – launch of Mein Schiff 4 (June 2015) drives strong bookings; Hapag-Lloyd Kreuzfahrten continues its turnaround

Robust current trading for Summer 2015

Trading Update
Summer 2015

Current trading[1] y-o-y variation (%)	Customers[2]	ASP[2]	Sales[2]	Programme sold
Northern Region	**2**	**5**	**3**	**89%**
UK	1	6	5	91%
Nordics	6	2	-4	83%
Central Region	**2**	**4**	**1**	**85%**
Germany	4	6	2	85%
Western Region	**Flat**	**1**	**Flat**	**85%**
Benelux	Flat	3	3	85%
Total Source Markets	**2**	**4**	**2**	**86%**

1. These statistics are up to 3 May 2015 and are shown on a constant currency basis
2. These statistics relate to all customers whether risk or non-risk

Current Trading
Future Seasons

- **Winter 2015/16 in line with expectations at this early stage**
  - Overall bookings up 1%, average selling prices up 4%
  - UK 21% sold, in line with prior year – bookings up 4% with strong growth in long-haul
  - Continuing to shape our programme to reflect demand in our various source markets to different destinations
- Good start to UK trading for **Summer 2016**
- Cruises – pleased with bookings progress for **Mein Schiff 4 and 5**

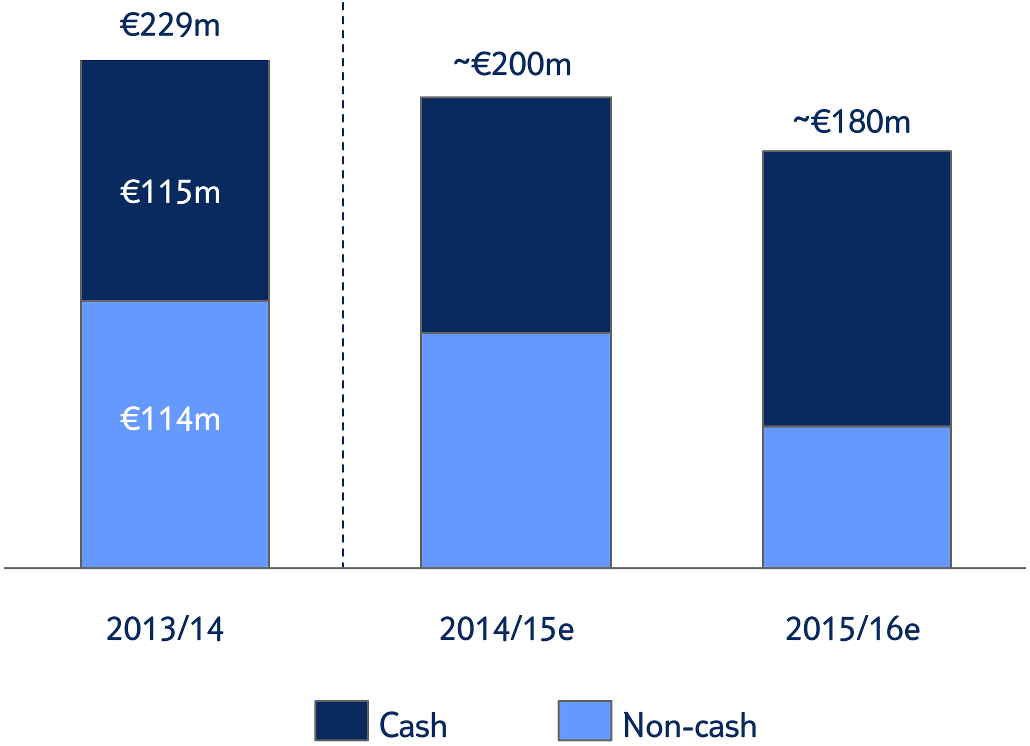
Winter 2015/16 in line with expectations

Outlook FY 2014/15

€m	FY 13/14[1]	FY 14/15e[2]
Turnover	18,537	**2-4%**
Underlying EBITA	870	**12.5%-15%**
Adjustments (incl. merger related items)	93	**~220**

[1] proforma financials (restated and continuing operations only)
[2] at constant currency

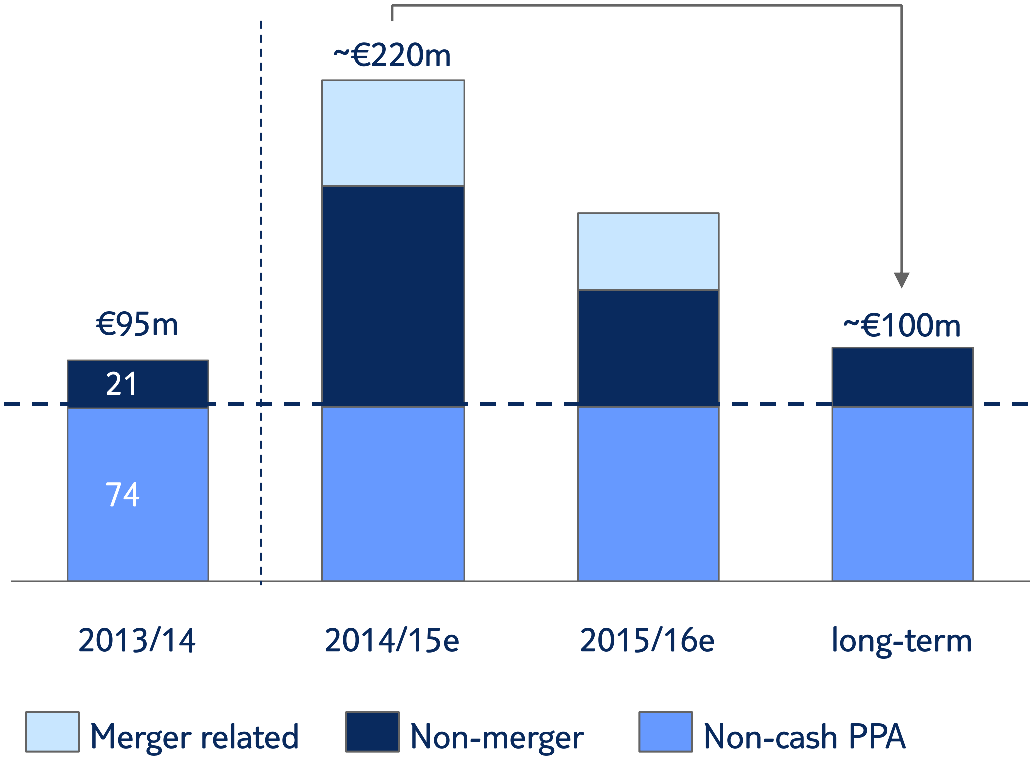
Interest Guidance



Constant currency basis

- **Lower 2015/16e P&L interest** driven by removal of four convertible bonds, partially offset by expected increase in asset financing costs (aircraft, hotels, cruise ships)
- **Hybrid finance charge** reduced to nil from 2015/16 (not included in interest)
- Long-term financing charge likely to reflect financing requirements for **aircraft and growth in hotels**

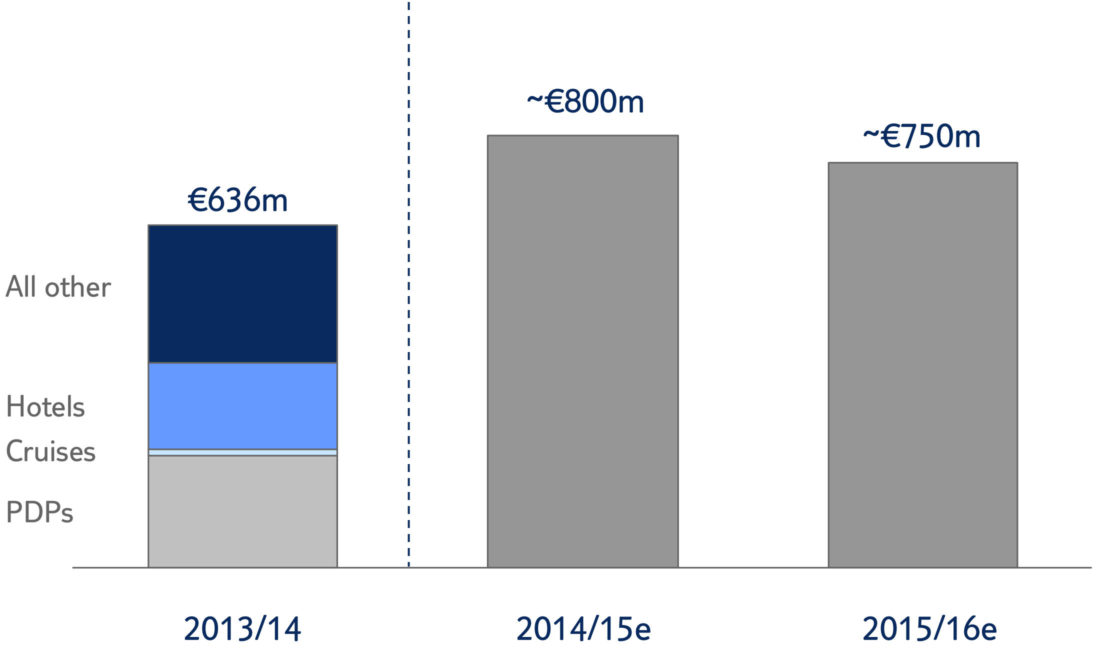
Separately Disclosed Items Guidance



Constant currency basis

- **Strict focus on SDI management**
- Purchase price allocation stable at ~€75m per annum
- SDI guidance does not include M&A transactions or significant new restructuring projects

Capex strategy reflects growth plans



- Higher 2014/15e capex driven by **growth capex for hotels** and **Europa 2**
- Capex strategy reflects growth plans:
  - **Source Markets**
    Customer platform (SAP solution), strategic marketing platform / eCRM (IBM)
  - **Hotels**
    Growth of core brands (asset right model, assumes current mix of ~50% managed, targeting 15% ROIC for new hotels)
  - **Pre delivery payments for new aircraft** with corresponding disposal proceeds when financed

Long term gross capex guidance equivalent to ~3% of turnover (excluding aircraft pre delivery payments)

Constant currency basis

Summary

- We continue to deliver our growth strategy as **the world's leading tourism business**
- **Strong growth in Q3** underlying EBITA, despite the events in Tunisia and Greece
- This demonstrates the **resilience of our business model**
- **Robust Summer 2015 trading**, start of Winter 2015/16 trading in line with our expectations

Confident of delivering full year underlying EBITA growth 12.5%-15%* and at least 10% CAGR over the next three years*

* At constant currency

Pro Forma Turnover 2012/13 & 2013/14

€m	FY 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	FY 13/14
Northern Region	6,037.2	1,047.6	922.0	1,660.0	2,571.2	6,200.8
Central Region	5,524.8	1,022.7	806.2	1,393.4	2,203.7	5,426.0
Western Region	3,019.4	494.2	434.1	782.8	1,259.1	2,970.2
Source Markets	14,581.4	2,564.5	2,162.3	3,836.2	6,034.0	14,597.0
Hotels & Resorts	462.3	101.2	110.4	105.0	199.4	516.0
Cruises	261.0	55.2	94.0	63.9	67.9	281.0
Other Tourism	440.6	110.2	116.6	102.8	148.8	478.4
Tourism	**15,745.3**	**2,831.1**	**2,483.3**	**4,107.9**	**6,450.1**	**15,872.4**
Specialist Group	1,698.1	331.0	437.1	388.6	468.8	1,625.5
Hotelbeds Group	815.0	186.8	182.8	261.9	368.1	999.6
All Other Segments	38.4	-5.4	23.7	18.6	2.4	39.3
TUI Group continuing operations	**18,296.8**	**3,343.5**	**3,126.9**	**4,777.0**	**7,289.4**	**18,536.8**

Note: The numbers are restated to reflect the new segment structure and the LateRooms Group has been classified as a discontinued operation

Pro Forma Underlying EBITA 2012/13 & 2013/14

€m	FY 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	FY 13/14
Northern Region	402.7	-43.8	-80.4	99.1	423.4	398.3
Central Region	152.7	-10.2	-66.5	29.9	209.8	163.0
Western Region	23.2	-27.1	-42.7	2.0	149.5	81.7
Source Markets	578.6	-81.1	-189.6	131.0	782.7	643.0
Hotels & Resorts	198.1	12.6	20.1	41.6	128.5	202.8
Cruises	-14.0	-15.9	-0.3	-1.5	27.4	9.7
Other Tourism	-8.8	-12.0	-8.9	-21.9	20.5	-22.3
Tourism	**753.9**	**-96.4**	**-178.7**	**149.2**	**959.1**	**833.2**
Specialist Group	44.3	-18.0	1.1	20.5	41.9	45.5
Hotelbeds Group	94.8	7.4	0.2	23.6	70.6	101.8
All Other Segments	-128.6	-32.8	-24.2	-29.7	-23.8	-110.5
TUI Group continuing operations	**764.4**	**-139.8**	**-201.6**	**163.6**	**1,047.8**	**870.0**

Note: The numbers are restated to reflect the new segment structure and the LateRooms Group has been classified as a discontinued operation

Pro Forma Income Statement – Key Figures 2012/13 & 2013/14

€m	FY 12/13	Q1 13/14	Q2 13/14	Q3 13/14	Q4 13/14	FY 13/14
Turnover	**18,296.8**	**3,343.5**	**3,126.9**	**4,777.0**	**7,289.4**	**18,536.8**
Underlying EBITDA	1,090.4	-64.3	-124.7	248.6	1,140.3	1,199.9
Depreciation	-325.9	-75.7	-76.6	-85.1	-92.5	-329.9
Underlying EBITA	**764.5**	**-139.8**	**-201.6**	**163.5**	**1,047.8**	**870.0**
Adjustments	-160.7	-18.7	26.0	-71.8	-28.1	-92.7
EBITA	**603.8**	**-158.5**	**-175.6**	**91.7**	**1,019.6**	**777.4**
Impairment goodwill	-8.2	0.0	0.0	0.0	0.0	0.0
EBIT	**595.5**	**-158.5**	**-175.6**	**91.7**	**1,019.6**	**777.4**
Interest result	-251.5	-58.0	-62.0	-62.4	-41.8	-224.2
Equity result Hapag-Lloyd	-22.3	-9.7	-26.8	-9.5	-8.2	-54.2
EBT	**321.7**	**-226.2**	**-264.4**	**19.8**	**969.5**	**498.8**
Income taxes	-145.1	70.8	73.7	-22.1	-334.9	-212.5
Group result continuing operations	**176.6**	**-155.4**	**-190.7**	**-2.2**	**634.6**	**286.3**
Discontinued operations	-10.7	0.9	-4.8	-3.5	-8.0	-15.5
Minority Interest	177.0	-45.0	-75.2	20.6	279.9	180.4
Group result after minorities	**-11.0**	**-109.5**	**-120.3**	**-26.4**	**346.6**	**90.4**
Hybrid dividend	-23.6	-5.7	-5.7	-6.0	-5.4	-22.8
EPS (€)	**-0.14**	**-0.46**	**-0.50**	**-0.13**	**1.34**	**0.26**

Note: The LateRooms Group has been classified as a discontinued operation

TUI Group
Bond financing & maturity profile 30 June 2015

Debt Finance

Instrument	Issue	Maturity	Volume €m	Interest % p.a.
Revolving Credit Facility	Sep 14	June 18	1,750	c2% margin on average above LIBOR
High Yield Bond	Sep 14	Oct 19	300	4.5

Financial Calendar

30 September 2015	Pre-close trading update
10 December 2015	Annual Report for financial Year 2014/15
9 February 2016	Annual General Meeting