

TUI GROUP INVESTOR PRESENTATION

March 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.

1 TUI at a glance

2 Recap FY22 Q1 Highlights

3 FY22 Q1 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
- **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

- 21m customers[1]
- 134 aircraft[3]
- Omni-channel own & 3rd party distribution

HOLIDAY EXPERIENCES

- 414 Hotels[2]
- 16 Cruise ships[3]
- "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 | 2 Includes Group hotels and 3rd party concept hotels as at 30 September 2021 | 3 As of 31 December 2021

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FY22 Q1 delivering further operational and financial progress with encouraging early indications for Summer 22

- **67% capacity of FY19 Q1 operated** in line with expectations
- **2.3m customers** departed in the quarter, +1.7m versus prior year Q1, **achieving 79% load factor**
- **Q1 Und. EBITDA almost break-even at €65m** loss, improving **€392m** on FY21 Q1
- **Q1 Und. EBIT loss** of **€274m, improving €402m** versus FY21 Q1 with **Hotels & Resorts delivering second sequential positive quarter** since start of pandemic
- **Strong liquidity position of €3.3bn**[1] as we continue our strict cost discipline, with lower working capital swing as anticipated (compared to normalised quarter) and €1.1bn proceeds from recent capital increase
- **First step in handing back** government funding, **~€0.7bn planned** on **1 April 2022**
- Positive booking trends in L4Ws post Omicron concerns in December, gives confidence **Summer 22 is likely to return to close to normalised Summer 19 levels**

Significant ramp-up of operations vs. prior year



Hotels & Resorts
(No. of available bednights)

FY22 Q1	FY21 Q1
8.6m[1]	5.2m



Cruise
(Ships in operation/full fleet

FY22 Q1	FY21 Q1
14 / 16	5 / 15



TUI Musement
(Excursions sold)

FY22 Q1	FY21 Q1
1,053k	109k



Markets & Airlines
(Departed pax)

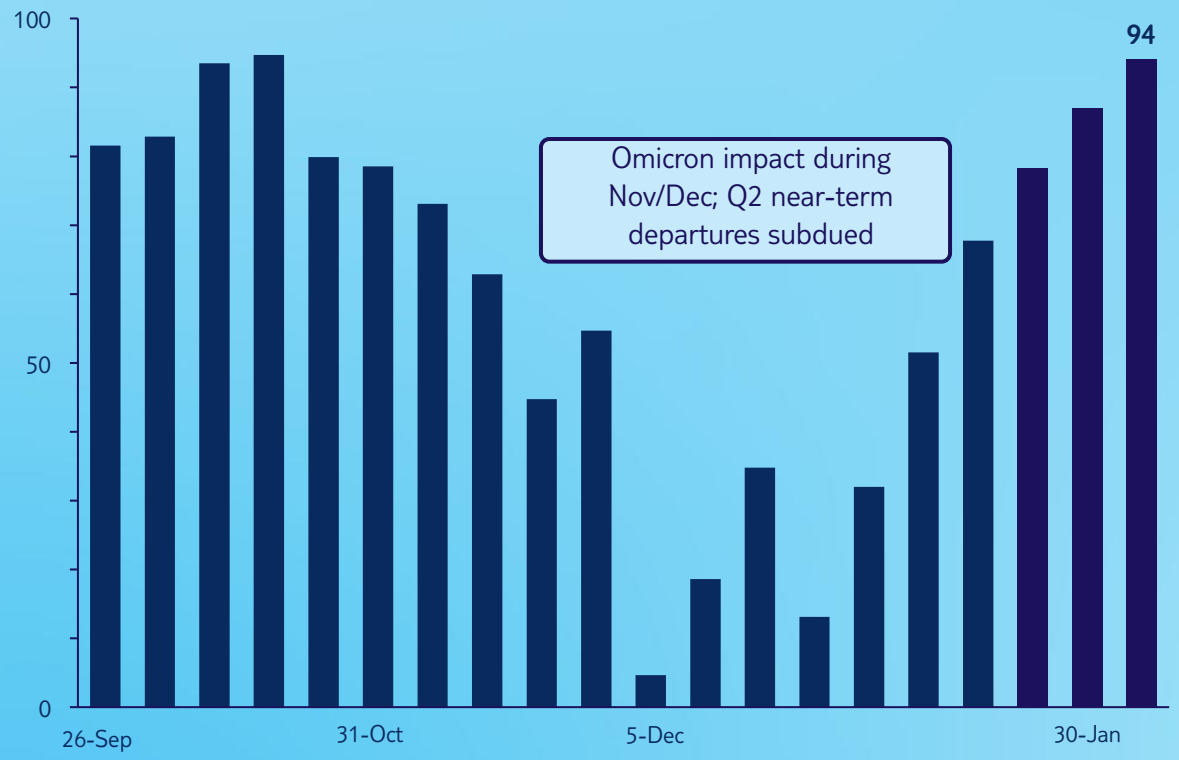
FY22 Q1	FY21 Q1
2.3m[2]	0.5m

Our integrated business model has enabled us to quickly ramp up operations when restrictions have eased

1 Number also reflects winter seasonality - FY19 Q1 9.1m bednights | 2 FY19 Q1 departed pax 3.7m

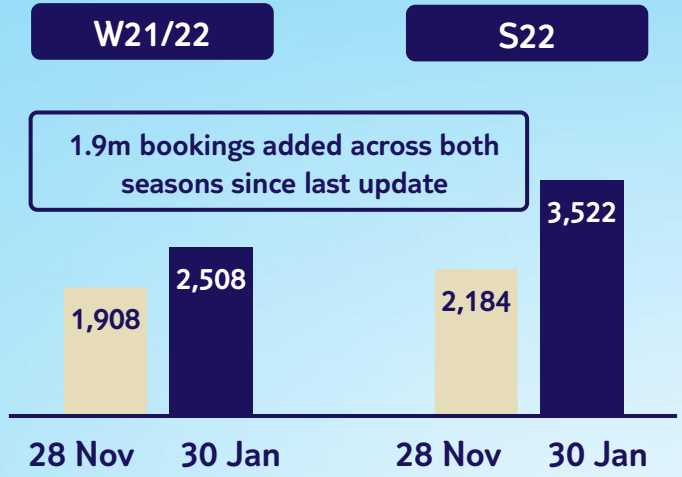
6m bookings across both seasons – November and December bookings impacted by Omicron, expect later booking trend to continue for both seasons, Summer on track

W21/22 Net weekly bookings as % of W18/19



Versus 2018/19	W21/22	S22
BOOKINGS[1]	(42%)	(28%)
ASP	+15% Holding up strongly	+22% Holding up strongly
CAPACITY	Likely low to mid-range of between 60%-80%	Close to normalised S19 levels

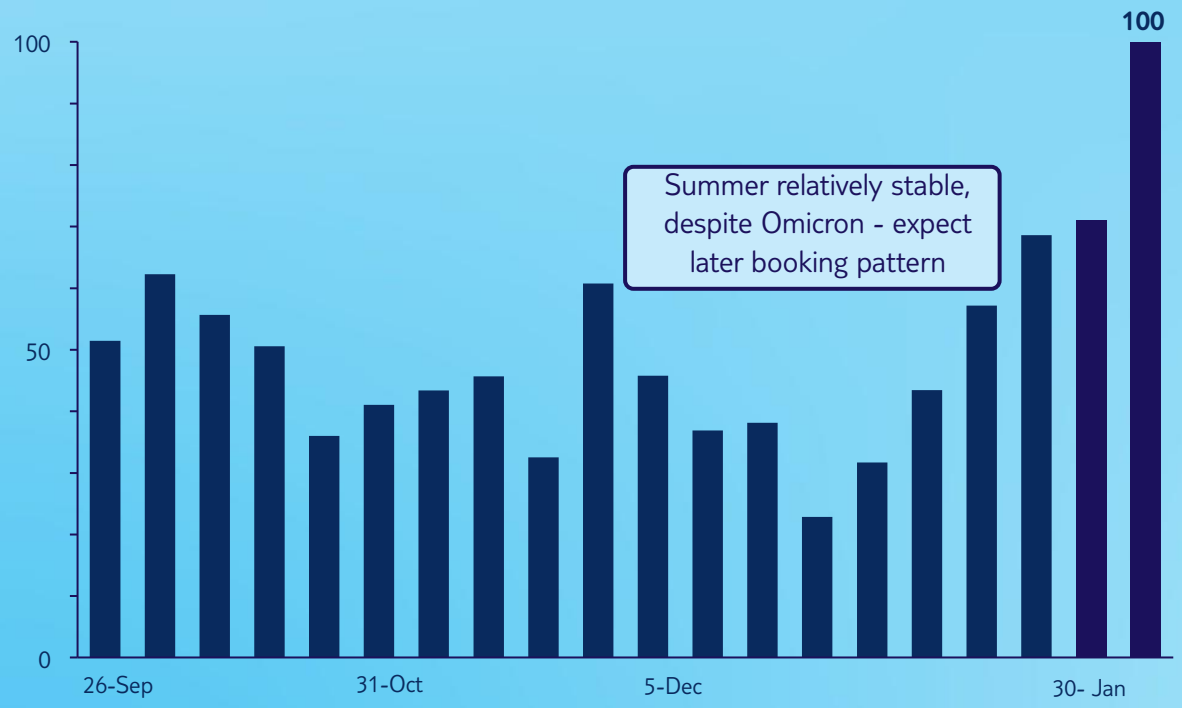
TOTAL NET BOOKINGS[1] (K)



1 Bookings up to 30 January 2022 compared to 2018/2019 programmes (undistorted by C-19), relate to all customers whether risk or non-risk and includes amendments and voucher re-bookings

Latest development: Summer on track - expect Summer 22 capacity to trend close to normalised S19 levels based on improving customer confidence and later booking profile

S22 Net weekly bookings as % of S19



- **L4W has seen an acceleration** in bookings reflecting a return of confidence in departure
- **ASP continuing to be strong at +22%** driven by higher mix of packages and reflective of robust appetite
- Summer 22 bookings[1] **remains behind Summer 19,** but **trending in same pattern** on lower volume levels at present
- Following the removal of testing requirements in the **UK**, we have seen a **step-up in bookings**, with **UK Summer 22** bookings[1] currently **up 19%** on Summer 19
- Expect **Summer 22 capacity to trend close to normalised S19 levels** based on improving customers confidence and later booking profile

1 Bookings up to 30 January 2022 compared to Summer 2019 programme (undistorted by C-19), relate to all customers whether risk or non-risk and includes amendments and voucher re-bookings

Winter 21/22 & Summer 22: Diversified and integrated model a clear advantage for Holiday Experiences segment

CURRENT TRADING ENVIRONMENT

HOTELS & RESORTS



- Diversified destinations and markets will continue to benefit the segment – expect the **Canaries, Caribbean, Cape Verde** and **Egypt** to be key winter destinations for both Markets & Airlines and third-party customers
- We expect the positive trend to continue developing into the Summer, with the short-term booking profile likely to continue

CRUISE



- **TUI Cruises & Hapag-Lloyd Cruises -** as a result of various port closures, 7 ships temporarily on pause throughout January. Itineraries expected to resume from February (expect 10 of 12 ships to be in operation)
- **Marella Cruises** currently operating **2 out of 4 ships** in the Canaries and Caribbean with modified itineraries. Explorer 2 expected to be on pause until March and Discovery 2 until April
- Short-term booking environment continues, with Q2 likely to be impacted due to various port closures. FY22 H2 and FY23 bookings, all at higher rates

TUI MUSEMENT

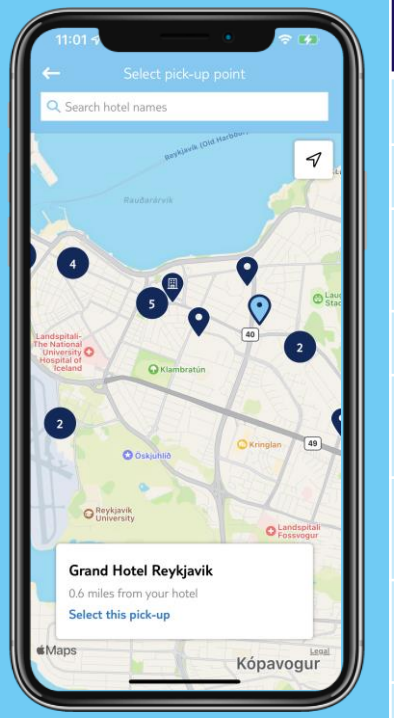


- We expect EATs to develop beyond the capacity assumptions of Markets & Airlines Winter 21/22 and Summer 22, as third-party sales return, in line with a wider reopening across our global destinations

EAT Excursions, activities & tours

Digital enhancement & collaboration driving further online distribution and operational benefits – Q1 package departure penetration of 68%

TUI APP



APP FEATURES	Launched FY22 Q1 /Updates
Inflight brochures	✓
Map search: Excursions	✓
Dynamic Bookflow Messaging	✓
Cross-Channel Deeplinking	✓
Speed & performance enhancement	✓
Accommodation Only & Future Markets	Soon
Browse & Book Hotel Activities	Soon
Live Transfer Tracking	Soon

DIGITAL COLLABORATIONS

MOBI

- Implementation of machine learning to enhance automated transfer platform
- Customers will benefit from live vehicle tracking, expected transfer timing and instant app notification of changes
- Platform launched in Mallorca in January 2022 - further destinations to be added throughout 2022
- Upgrade will increase efficiency, helping to reduce CO_2 emissions

Optimising distribution cost base

Optimising operational cost base

Package departure penetration represents the percentage of total TUI package bookings departing in the reporting period that have logged-in the app at least once at any time before departure

TUI initiates international hotel fund with gross target volume of ~€500m with HANSAINVEST as AIFM, strengthening our asset-right growth

TUI GLOBAL HOSPITALITY FUND S.C.S., SICAV-RAIF

STRUCTURE

- First **Hotel Fund** by HansaInvest **focused on global hotel investments** outside of Europe
- TUI provides **hotel management** & **investment advisory** services
- **Investment partners provide capital** to finance hotel ownership, 40% of equity already subscribed
- Market standard fund structure guarantees **highest governance standards**

ROBINSON

TUI BLUE

TUI MAGIC LIFE

STRATEGIC RATIONALE

- **High market demand** for real-estate investments – leisure hotels a new & **attractive investment area**
- **Separation** of **real-estate investments** from **hotel brands and operations** at TUI level
- **Balanced risk and reward** for investors due to proven TUI track record in hotel management
- **New TUI profit pool**, leveraging TUI's advisory capabilities
- **Highly-attractive pipeline** of hotels for purchase

The fund benefits directly from the unique marketing and management expertise of TUI Group

AIFM Alternative Investment Fund Management, RAIF Reserved Alternative Investment Fund

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FY21 – Significant steps towards returning to gross leverage ratio of around 3x

FINANCIAL YEAR 21 & BEYOND

MEASURE	TIMING	VOLUME	IMPACT
3rd support package	Jan 21	€1.8bn	• €500m **equity** contribution • €1.1bn **IFRS equity** through WSF Silent Participations • €200m add. RCF credit line
Convertible bonds	Apr & Jun 21	**€590m**	• Start of **refinancing** only one quarter post 3rd support package
RIU real estate disposal	May 21	**€541m[1]**	• Deliver on **asset-right** strategy
Credit facilities (RCF)	Jul 21	€4.5bn[3]	• **Further prolongation** to Jul 24, no major **maturities** until then • **Covenant holiday** for Sep 21 & Mar 22 & further headroom for Sep 22 & Mar 23[2]
Capital increase	Oct 21	**€1.1bn**	• Further **strengthening of balance sheet** • **Reduction** of **interest costs & RCF drawings** • **Rating upgrade** by Moody's (B3) / S&P (B-)

€2.2bn of refinancing achieved in less than 12 months after third support package

1 excluding earn-out | 2 Net leverage: 4.5x and interest cover: 2.25x – thereafter net leverage: 3x and interest cover: 2.5x | 3 €1.535bn cash RCF + €2.85bn KfW RCF + €170m non-core secured KfW RCF, less the credit line of a British bank (~€80m cash) which could not be extended beyond summer 2022 for regulatory reasons due to Brexit

Income Statement – Und. EBIT improved by €0.4bn, Und. EBITDA almost at break-even continuing positive trend from Q4

In €m (IFRS 16)	FY22 Q1	FY21 Q1
Revenue	2,369	468
Underlying EBITDA	**-65**	**-458**
Depreciation & Amortisation	-208	-218
Underlying EBIT	**-274**	**-676**
Adjustments (SDI's and PPA)	2	-22
EBIT	**-271**	**-698**
Net interest expense	-133	-109
EBT	**-404**	**-807**
Income taxes	18	17
Group result cont. operations	**-387**	**-790**
Minority interest	2	10
Group result after minorities	**-384**	**-780**
Basic EPS (€)	**-0.27**	**-1.32**

REVENUE

- ~€2.4bn of revenue generated in Q1, +€1.9bn YoY, driven by increased levels of operations
- Markets & Airlines achieved 2.3m passengers, +1.7m on prior year Q1 FY21 (+329%)
- Hotels & Resort achieved 8.6m bednights, +3.4m on prior year Q1 FY21 (+66%)

UNDERLYING EBIT

- Q1 loss reduced by €0.4bn to -€274m with all segments achieving improved results YoY due to the increased levels of operations and improved utilisation
- Markets & Airlines achieved a load factor of 79%, up 9%pts YoY
- Hotels & Resorts achieved occupancy rate of 64%, up 21%pts YoY

ADJUSTMENTS

- Includes Nordotel disposal gain of €21m, partially offset by ongoing costs relating to the Global Realignment Programme
- FY22: Assume Adjustments range of between -€90m to -€110m

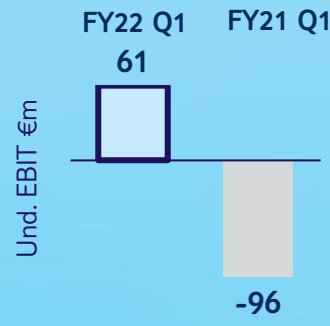
NET INTEREST

- YoY increase despite lower cash interest primarily driven by positive one-off accounting effects in prior year Q1, most notably from the Senior Notes revaluation
- FY22: Assume Net interest charge of between -€380m to -€425m

Q1 result – Improved Und. EBIT achieved across all segments due to increased activity, higher utilisation and stronger ASPs

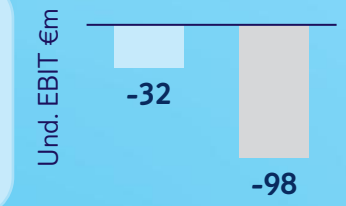
HOLIDAY EXPERIENCES

HOTELS & RESORTS



	Q1	YoY
Av. Bednights:	8.6m	+66%
Occupancy:	64%	+21%pts
Ave. Rate:	€72	+€12

CRUISE



	Q1	YoY
Pax Days (m):	1.0m	+399%
Occupancies:	48% to	53%

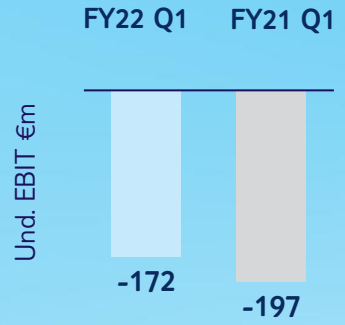
TUI MUSEMENT



	Q1	YoY
# EAT sold:	1.1m	+863%
# Transfers:	3.3m	+266%

MARKETS & AIRLINES

NORTHERN REGION



	Q1	YoY
Departed pax:	0.7m	+485%
Load Factor:	75%	+20%pts

CENTRAL REGION



	Q1	YoY
Departed Pax:	0.9m	+274%
Load Factor:	81%	+10%pts

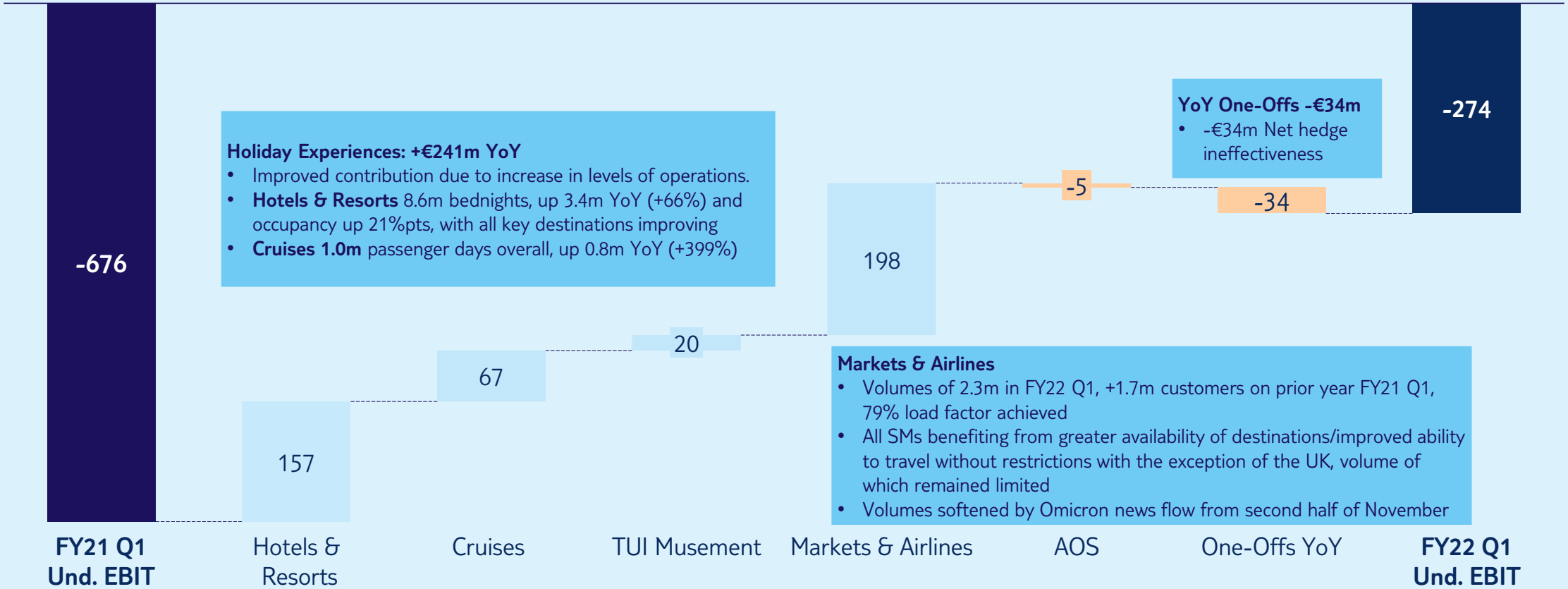
WESTERN REGION



	Q1	YoY
Departed Pax:	0.7m	+305%
Load Factor:	81%	+2%pts

Q1 result – Significant improvement due to increased level of operations

FY21 Q1 vs. FY22 Q1 UNDERLYING EBIT IN €M



Q1 Cash flow driven by lower seasonal WC outflow & proceeds from capital increase

In €m (IFRS 16)	FY22 Q1	FY21 Q1
Underlying EBITDA	**-65**	**-458**
Adjustments	10	-17
Reported EBITDA	**-55**	**-475**
Working capital	-937	-400
Other cash effects	60	64
At equity income	2	104
Dividends received (JV's, associates)	0	5
Tax paid	-6	-8
Interest (cash)	-93	-107
Pension contribution & payments	-29	-29
Operating Cash flow	**-1,059**	**-845**
Net Investments	-53	47
Free Cash flow	**-1,112**	**-798**
Dividends	-	-
Free Cash flow after Dividends	**-1,112**	**-798**
Cash flow from financing	1,172	825
o/w inflow from fin. Instruments[1]	*1,391*	*959*
o/w outflow from fin. Instruments[2]	*-219*	*-134*
Total Cash Flow	**59**	**27**

WORKING CAPITAL

- As expected Q1 working capital outflow of €937m significantly less than usual due to lower Summer 21 business volume
- Outflow driven by normal seasonal supplier payments and seasonal decrease in customer deposits as typical for the first financial quarter

CASH INTEREST

- YoY improvement in cash interest due to savings from lower RCF drawings and prior year interest & fees from senior notes, partly offset by coupon payments for convertible bonds

NET INVESTMENTS

- YoY increase driven by prior year divestment proceeds and sale & leaseback financings
- Low cash-out for capex in line with prior year due to continuous strict capex management

FCF AFTER DIVIDENDS/ TOTAL CASH FLOW

- Largely driven by lower working capital seasonal swing per above and reflective of our continued cash discipline
- Resulting positive total cash flow of €59m, driven by net inflow from financing of €1.1bn capital increase in November in addition to RCF drawings, partly offset by 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

Strong liquidity position of €3.3bn[1], reflecting strict cost discipline, lower working capital swing, and proceeds from recent capital increase

SUMMARY – LIQUIDITY DEVELOPMENT

	€bn
Cash & avail. fac. 6 December 2021	**~3.5**
Cash outflow December & January	-0.2
Cash & avail. fac. 3 February 2022	**~3.3**
Hand back of government funding – April	~-0.7
Pro-forma Cash & avail. fac. 3 February 2022	**~2.6**

- **~€0.7bn will be first step in handing back** government funding on **1 April 2022**
- Hand back will utilise **cash proceeds generated** from our recent **capital increase**

Strong liquidity position as we look ahead to a close to normalised Summer 22

1 Available liquidity position defined as unrestricted cash plus committed lines including financing packages as of 3 February 2022

Movement in Net Debt

FY21 YE to FY22 Q1

In €m	FY22 Q1 IFRS 16	FY21 YE IFRS 16	QoQ Δ
Opening net debt as at 1 October	**-4,954**	**-6,421**	**1,467**
FCF after Dividends	-1,112	143	-1,256
Asset Finance	-104	-451	346
Capital Increase	1,107	1,744	-637
Other	-5	13	-18
Discontinued operations - Nordotel	-	18	-18
Closing Net Debt	**-5,070**	**-4,954**	**-115**

In €m		FY22 Q1 IFRS 16	FY21 YE IFRS 16	QoQ Δ
Financial liabilities		**-6,837**	**-6,550**	**-287**
- Lease liabilities under IFRS16		-3,260	-3,229	-31
- Bond with warrant		-124	-119	-5
- Convertible Bond		-517	-522	5
- Liabilities to banks		-2,870	-2,612	-258
- Other liabilities		-65	-67	2
Cash & Bank Deposits		**1,767**	**1,596**	**171**
Net debt		**-5,070**	**-4,954**	**-115**
- Net Pension Obligation		-700	-798	98
Memo: Lease liabilities	*- Aircraft*	*-2,419*	*-2,367*	*-52*
	- Hotels	*-348*	*-357*	*9*
	- Ships	*-167*	*-171*	*4*
	- Other	*-326*	*-334*	*8*
Memo: Liabilities to banks	*- RCF*	*-2,151*	*-1,834*	*-317*
	- of which Cash[3]	*-1,509*	*-1,478*	*-31*
	- of which KfW[3]	*-650*	*-375*	*-275*
	- SSD	*-427*	*-425*	*-2*
	- Asset Financing	*-292*	*-353*	*61*

COMMENTS

- SP1[1] and SP2[1] are classified as equity & dividends will be paid on the basis of the drawn participations[2].
- **As at 31/12/21:**
  - SP1 - €420m fully drawn
  - SP2 - €671m fully drawn
  - Cash RCF - €1.5bn of €1.5bn utilised
  - KfW RCF - €0.7bn of €3.0bn utilised
- **Post balance sheet date 3/02/22:**
  - Cash RCF - €1.5bn of €1.5bn utilised
  - KfW RCF - €0.5bn of €3.0bn 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; General comment: Gross debt is defined as financial liabilities plus net pension obligation | 3 RCF detailed split includes accrued issue and interest costs amounting to ~€8m

Reiterate capital structure development & ongoing priorities

GENERATE CASH FLOW

- Continue with strict cash discipline
- Manage working capital flow back
- Disciplined CAPEX management
- Focus on asset-right strategy e.g. initiation of hotel fund

DRIVE OPERATING EFFECTIVENESS

- Lowered and continue to optimise (fixed) capacity
- Deliver Global Realignment Programme, further ~25% to be delivered by end FY22
- Drive digitalisation & enhance quality
- Return to growth – expand dynamic packaging

OPTIMISE FINANCING

- Maximise de-lever opportunities, including new capital authorisations sought as part of 2022 AGM agenda
- Continue debt reduction and optimise interest expenses using both organic cash and any generated proceeds
- Continuous improvement of credit rating

Solid & healthy balance sheet – target return to gross leverage ratio[1] of less than 3.0x

1 Defined as gross debt (Financial liabilities incl. lease liabilities & net pension obligation) divided by underlying EBITDA/R

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TUI is managing the C-19 pandemic actively and is well prepared to benefit from a strong rebound in the leisure industry

TRAVEL AS A MEGA TREND



- Tourism is a growth industry
- "Experience is the new luxury"
- Favourable demographic supported by high disposable income and longevity

TOURISM IS A FORCE FOR GOOD

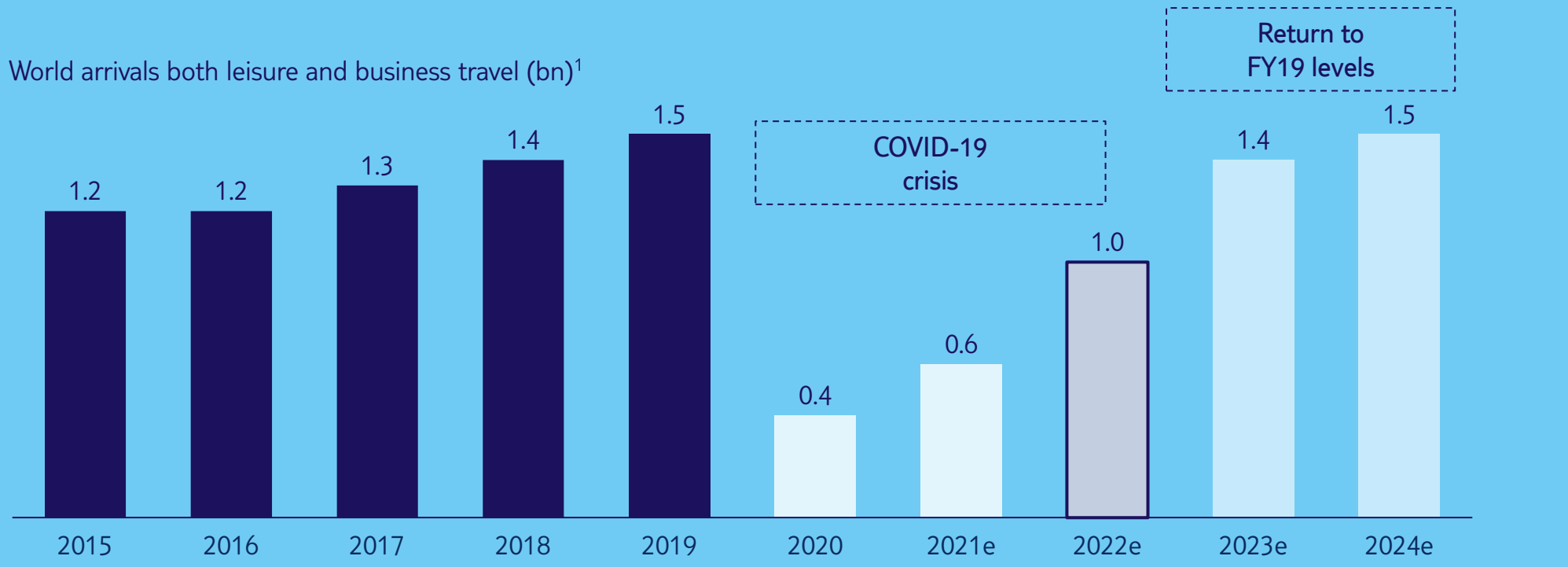


- Sustainable transformation is an opportunity
- Tourism creates jobs, provides education & improves social & environmental standards
- TUI has been a pioneer in sustainable tourism & is committed to lead the transformation in the future

TUI is strategically well positioned to exploit market recovery and growth opportunities

World arrivals are expected to show strong increase in 2022 & return to normalisation in 2023 & 2024

ACTUAL DEVELOPMENT | **FORECAST[2]**



Common expectation that leisure travel will recover more quickly than business travel

Source: Euromonitor International, Travel 2022 edition I 1 Arrivals refer to non-resident overnight visitors to the country of reference, travelling for business and leisure purposes, excluding same day visitors. If a person visits the same country several times each year, each trip is recorded as a separate arrival. If a person visits several countries during a single trip, their arrival in each country is recorded separately. I 2 Euromonitor baseline forecast, 27 September 2021

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



Growth through asset-right financing structures



Execute Global Realignment Programme

LEADING THE WAY TO

OUR MID-TERM AMBITIONS

- **Underlying EBIT to significantly build on FY19[1], driven by both top line growth & GRP[2] benefits**
- **Return to a gross leverage ratio of less than 3.0x**

1 FY19A Underlying EBIT of €893m excluding €293m Boeing MAX cost impact | 2 Global Realignment Programme

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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

TUI leading sustainability



No.1 + No.4[1]



83% certified[2]



Most modern fleet

Rhodes first sustainable destination in public private partnership

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

1 atmosfair Airline Index 2018 England and Germany | 2 Pre-crisis year 2019, % of TUI Hotels & Resorts achieving Global Sustainable Tourism Council (GSTC) recognised certifications

TUI Cruises

Reduction of Food Waste: As part of a pilot project, TUI Cruises carried out a waste analysis on board Mein Schiff 4 and subsequently tested measures to reduce food waste. The measures saved 17% of food waste. Proven measures were subsequently rolled out across the entire fleet.



ROBINSON Club Apulia



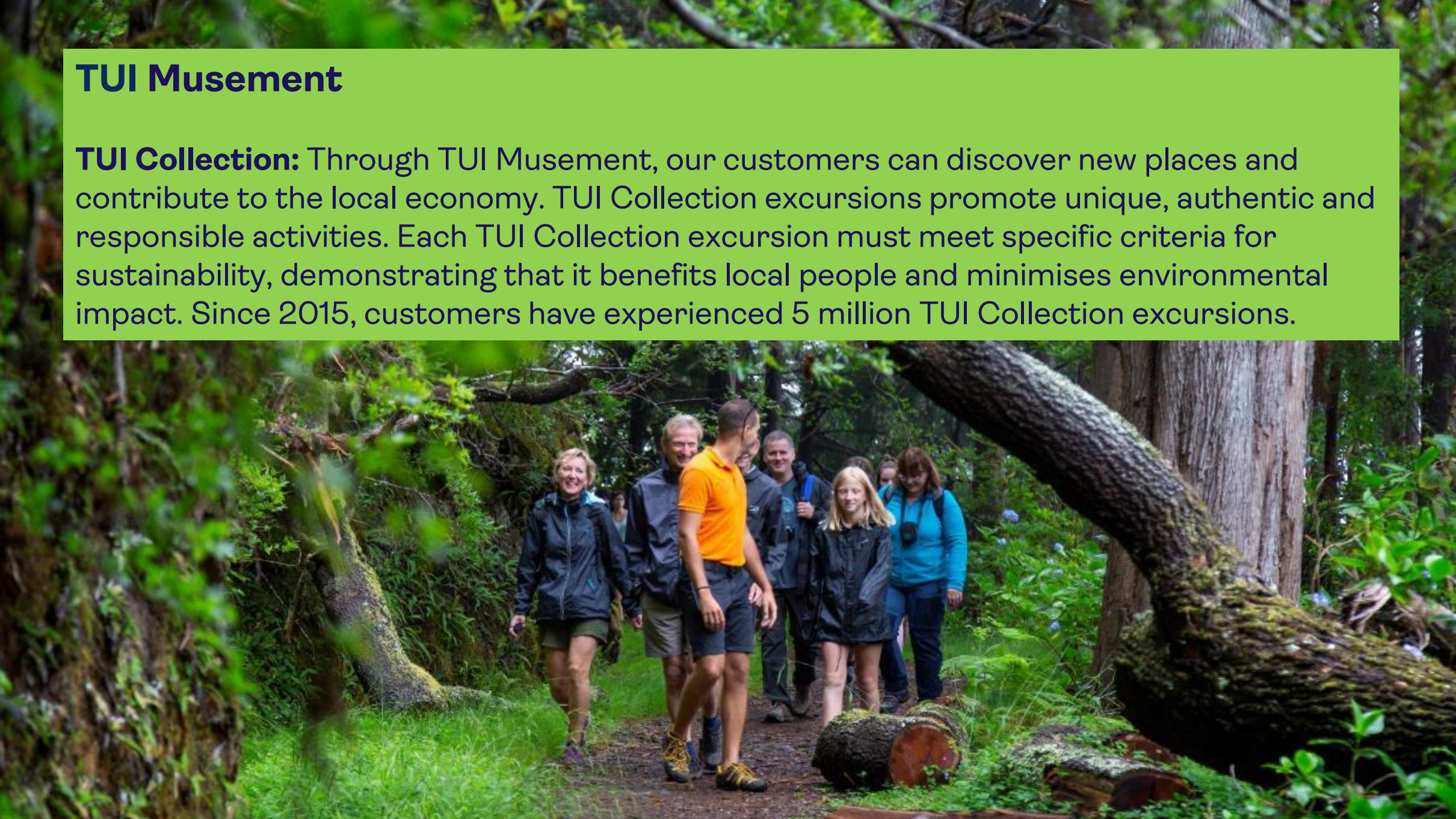
Solar Power Plant: The ROBINSON Club Apulia installed 3,280 solar modules on a total area of 5,500 square metres. This makes the system one of the largest in Europe and generates 1,438 megawatt hours of electricity per year. Around 70% of the electricity generated is used for the hotel's needs and the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

See https://www.tuigroup.com/en-en/media/press-releases/2018/2018-06-21-robinson-hotel-solar-panel-system

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 Musement

TUI Collection: Through TUI Musement, our customers can discover new places and contribute to the local economy. TUI Collection excursions promote unique, authentic and responsible activities. Each TUI Collection excursion must meet specific criteria for sustainability, demonstrating that it benefits local people and minimises environmental impact. Since 2015, customers have experienced 5 million TUI Collection excursions.

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

PILLARS

REDUCE COSTS

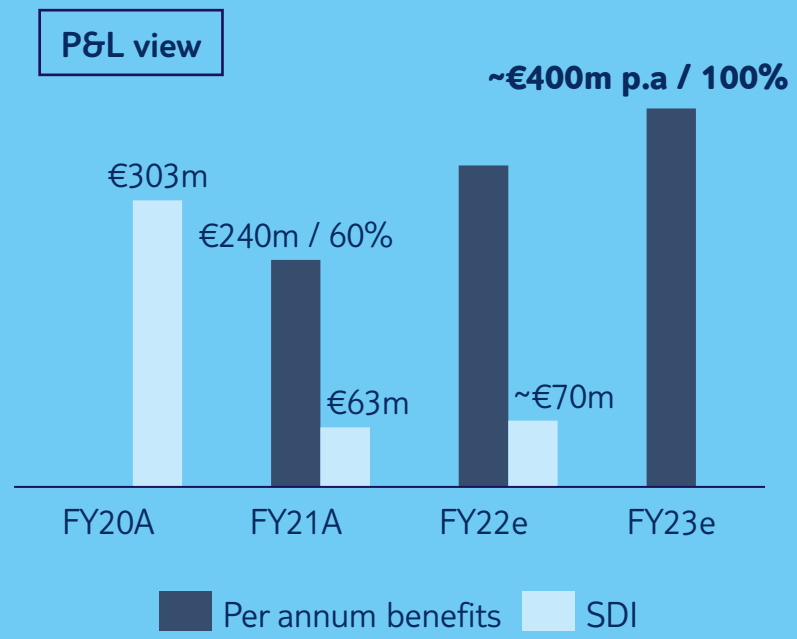
REDUCE CAPITAL INTENSITY

DRIVE DIGITALISATION

RECENT PROGRESS

- FY20 H1: Announced programme with potential impact on 8k roles, **~7k reduction in FTEs** to date already agreed
- TUI Musement: significant progress made to transform into a Digital Platform with **the majority of benefits now delivered**
- A major part of the cost reduction measures have been implemented to date with **most benefits** sitting in **Markets & Airlines**
- The restructuring of the German airline fleet has progressed and we envisage to conclude the fleet **reduction of 17 aircraft** by end of Q2 FY22
- Retail: **further 9 shops closed** in Q1 FY22 bringing total to **103 closures** (63 in Central Region and 40 in Northern Region)

PHASING



Further ~25% of ~€400m p.a. target on track to be delivered in FY22

Movement in Net Debt

FY21 Q1 to FY22 Q1

In €m	FY22 Q1 IFRS 16	FY21 Q1 IFRS 16	YoY Δ
Opening net debt as at 1 October	**-4,954**	**-6,421**	**1,467**
FCF after Dividends	-1,112	-798	-315
Asset Finance	-104	-77	-27
Capital Increase	1,107	35	1,072
Other	-5	85	-90
Closing Net Debt	**-5,070**	**-7,177**	**2,107**

In €m		FY22 Q1 IFRS 16	FY21 Q1 IFRS 16	YoY Δ
Financial liabilities		**-6,837**	**-8,442**	**1,606**
- Lease liabilities under IFRS16		-3,260	-3,275	15
- Senior Notes		-	-284	284
- Bond with warrant		-124	-116	-8
- Convertible Bond		-517	-	-517
- Liabilities to banks		-2,870	-4,752	1,882
- Other liabilities		-65	-16	-49
Cash & Bank Deposits		**1,767**	**1,265**	**502**
Net debt		**-5,070**	**-7,177**	**2,107**
- Net Pension Obligation		-700	-837	137
Memo: Lease liabilities	*- Aircraft*	*-2,419*	*-2,263*	*-156*
	- Hotels	*-348*	*-457*	*109*
	- Ships	*-167*	*-176*	*9*
	- Other	*-326*	*-379*	*53*
Memo: Liabilities to banks	*- RCF*	*-2,151*	*-4,019*	*1,868*
	- of which Cash[3]	*-1,509*	*-1,519*	*10*
	- of which KfW[3]	*-650*	*-2,500*	*1,850*
	- SSD	*-427*	*-424*	*-3*
	- Asset Financing	*-292*	*-309*	*17*

COMMENTS

- SP1[1] and SP2[1] are classified as equity & dividends will be paid on the basis of the drawn participations[2].
- **As at 31/12/21:**
  - SP1 - €420m fully drawn
  - SP2 - €671m fully drawn
  - Cash RCF - €1.5bn of €1.5bn utilised
  - KfW RCF - €0.7bn of €3.0bn utilised
- **Post balance sheet date 3/02/22:**
  - Cash RCF - €1.5bn of €1.5bn utilised
  - KfW RCF - €0.5bn of €3.0bn 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; General comment: Gross debt is defined as financial liabilities plus net pension obligation | 3 RCF detailed split includes accrued issue and interest costs amounting to ~€8m

Financing facilities and support packages overview (per 3 February 2022)

	Instrument	Support package #	Facility €m	Utilisation €m	Debt/equity	Maturity date
Bank facilities	RCF (unsecured)	-	1,535	1,488m drawn	Debt	July 2024
		-	215	guarantee line	-	
		1 & 2	2,850	450m drawn	Debt	
	RCF (secured)	3	170[1]	undrawn	Debt	July 2024
	Schuldschein	-	425	-	Debt	July 2023/25/28
Bonds	Bond with warrant WSF	2	150	-	Debt/ Equity-Linked	Bond-Sept 2026 Warrant-Sept 2030
	Convertible bonds (incl. tap issue)	-	590	-	Debt / Equity-Linked	April 2028
Silent participations	Silent Participation I & II WSF	3	420	-	Hybrid with equity credit	-
		3	671	-	Hybrid with equity credit	
Lease liabilities	Lease liabilities	-	3,260[2]	-	Debt	Various

1 Reduced by €30m from €200m to €170m on 30 September 2021 | 2 As of 31 December 2021

FY22 Q1 Revenue by Segment (excludes Intra-Group Revenue and JVs/associates)[1]

In €m	FY22 Q1 IFRS 16	FY21 Q1 IFRS 16	Change incl FX	FX	Change ex FX
Hotels & Resorts	**198.3**	**56.5**	**141.9**	**1.3**	**140.5**
- Riu	162.4	41.9	120.5	1.2	119.4
- Robinson	20.6	6.6	14.0	0.2	13.8
- Blue Diamond	-	-	-	-	-
- Other	15.3	8.0	7.3	-	7.3
Cruises	**34.2**	**0.6**	**33.6**	**2.1**	**31.5**
- TUI Cruises[2]	-	-	-	-	-
- Hapag-Lloyd Cruises[2]	-	-	-	-	-
- Marella Cruises	34.2	0.6	33.6	2.1	31.5
TUI Musement	**66.3**	**10.5**	**55.8**	**0.8**	**55.0**
Holiday Experiences	**298.8**	**67.5**	**231.3**	**4.2**	**227.1**
- Northern Region	652.2	107.0	545.2	34.4	510.8
- Central Region	985.1	213.2	771.9	-0.8	772.7
- Western Region	416.1	74.1	342.0	-	342.0
Markets & Airlines	**2,053.4**	**394.3**	**1,659.1**	**33.6**	**1,625.5**
All other segments	17.0	6.3	10.7	0.2	10.4
TUI Group	**2,369.2**	**468.1**	**1,901.1**	**38.1**	**1,863.0**

1 Table contains rounding effects | 2 Hapag-Lloyd Cruises is consolidated at equity within the TUI Cruises JV

FY22 Q1 Underlying EBITDA by Segment[1]

In €m	FY22 Q1 IFRS 16	FY21 Q1 IFRS 16 (adj.)[4]	Change incl FX	FX	Change ex FX
Hotels & Resorts	**107.0**	**-41.5**	**148.6**	**1.4**	**147.2**
- Riu	86.3	-11.1	97.4	0.7	96.7
- Robinson	10.8	-6.8	17.5	0.1	17.4
- Blue Diamond	4.8	-13.6	18.4	0.4	18.0
- Other	5.2	-10.1	15.3	0.1	15.1
Cruises	**-15.0**	**-83.6**	**68.6**	**-0.7**	**69.3**
- TUI Cruises[2]	-2.6	-69.6	67.0	-	67.0
- Hapag-Lloyd Cruises[3]	-	-	-	-	-
- Marella Cruises	-12.4	-14.0	1.6	-0.7	2.3
TUI Musement	**-6.8**	**-26.8**	**20.0**	**-**	**20.0**
Holiday Experiences	**85.1**	**-152.0**	**237.2**	**0.6**	**236.5**
- Northern Region	-96.5	-120.8	24.3	-6.6	30.9
- Central Region	-27.1	-119.7	92.6	0.7	92.0
- Western Region	3.0	-40.4	43.5	1.3	42.2
Markets & Airlines	**-120.6**	**-281.0**	**160.4**	**-4.7**	**165.1**
All other segments	-30.0	-24.7	-5.3	-0.7	-4.6
TUI Group	**-65.4**	**-457.6**	**392.2**	**-4.8**	**397.0**

1 Table contains rounding effects | 2 Equity result | 3 Hapag-Lloyd Cruises is consolidated at equity within the TUI Cruises JV | 4 Adjusted for derivatives phasing between FY21 Q1 and FY21 Q2 – no change to FY21 full-year reported result

FY22 Q1 Underlying EBIT by Segment[1]

In €m	FY22 Q1 IFRS 16	FY21 Q1 IFRS 16 (adj.)[4]	Change incl FX	FX	Change ex FX
Hotels & Resorts	**61.1**	**-95.6**	**156.8**	**1.1**	**155.7**
- Riu	62.1	-36.9	98.9	0.6	98.4
- Robinson	1.4	-16.8	18.2	0.1	18.1
- Blue Diamond	4.8	-13.6	18.4	0.4	18.0
- Other	-7.2	-28.4	21.2	0.1	21.2
Cruises	**-31.7**	**-98.4**	**66.6**	**-1.7**	**68.4**
- TUI Cruises[2]	-2.6	-69.6	67.0	-	67.0
- Hapag-Lloyd Cruises[3]	-	-	-	-	-
- Marella Cruises	-29.1	-28.8	-0.3	-1.7	1.4
TUI Musement	**-12.7**	**-32.6**	**19.9**	**-**	**19.9**
Holiday Experiences	**16.7**	**-226.6**	**243.3**	**-0.7**	**244.0**
- Northern Region	-171.7	-197.3	25.6	-9.6	35.2
- Central Region	-55.0	-149.4	94.4	0.3	94.1
- Western Region	-32.4	-76.5	44.1	0.4	43.7
Markets & Airlines	**-259.0**	**-423.1**	**164.1**	**-8.9**	**173.0**
All other segments	-31.3	-26.0	-5.3	-0.7	-4.5
TUI Group	**-273.6**	**-675.8**	**402.2**	**-10.3**	**412.5**

1 Table contains rounding effects | 2 Equity result | 3 Hapag-Lloyd Cruises is consolidated at equity within the TUI Cruises JV | 4 Adjusted for derivatives phasing between FY21 Q1 and FY21 Q2 – no change to FY21 full-year reported result



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