



TUI Group Annual General Meeting 2023

Sebastian Ebel – CEO



Welcome to the 2023 Annual General Meeting



**We create the most beautiful moments of the year
for our customers**

Transformation of TUI and recovery from Covid crisis

2014
TUI Travel
integration



2015+
Building
Holiday
Experiences



2020-2021
Covid
crisis



2022
Recovery



2023+
Return to
growth

Focus on
execution

TUI is well positioned to tap market opportunities

Growing market: Intact travel demand and high willingness to pay

INCREASE
MARKET SHARE

NEW
PRODUCTS

NEW
CUSTOMERS

Implementation of major future projects

Remaining challenges from the pandemic

Return to profitable growth



Review FY22:

Year of transition – strong recovery in early summer



Positive under. EBIT
of €409m,
Revenue of >€16bn

Summer 2022
customers at ~90% of
pre-Covid levels,
+18% higher average
prices

€400m Global
Realignment Program
successfully
implemented

Significant repayment
of government funding

Winter still impacted by Covid, Spring by Ukraine war, Summer recovery

Outlook: Grow to become the No. 1 in leisure experiences...

Holiday
Experiences

Becoming a holistic
leisure experience provider

New products & new customers



Markets &
Airlines

...driven by strong product and customer growth...



Holiday Experiences

TUI MUSEMENT

From holiday excursions provider to preferred partner for leisure experiences, all year round.

HOTELS

Growth of hotel portfolio (incl. new destinations), and brand portfolio – “asset right”, expansion of direct sales

CRUISES

Fleet and capacity growth



Markets & Airlines

DYNAMIC PACKAGING

In addition to classic packages: individual, flexible, dynamic

COMPONENTS:

Hotels, flights, car rentals, excursions, tours, ...

Already launched:

“Acco-Only” in Sweden,

“Flight Marketplace” in Austria,

TUI Tours in Belgium

...and embedded in a digitalized central customer ecosystem



REORGANIZATION OF IT TEAMS

as basis for strategy execution already completed

TUI APP

as booking platform for travel, leisure, excursions – from ticketing for events to package travel



TUI CENTRAL CUSTOMER ECOSYSTEM

for groupwide customer management

SELLING OF ADDITIONAL PRODUCTS AND SERVICES

through tailor-made offerings for customers

My priorities as CEO

QUALITY

SETTING HIGH STANDARDS



SUSTAINABILITY

AN OPPORTUNITY – NOT A THREAD

People

People to benefit even more from sustainable tourism



Planet

Reduce environmental footprint¹



- 24% Intensity by 2030²



- 27.5% Absolute by 2030²



- 46.2% Absolute by 2030³

Net-zero emissions until 2050 latest

Progress

Accelerate transformation



PEOPLE

BEST TEAM OF THE INDUSTRY

Digital, Engaging, Inclusive

Pioneer in hybrid and flexible work models

TUI: a modern and attractive employer

Award-Winning Employer

**TUI is back. We are on track.
We want to grow again – grow profitable.**

**New
Products**

**New
Customers**

**Gain Market
Shares**

**Sustainability
as an
Opportunity**

Thank you.

