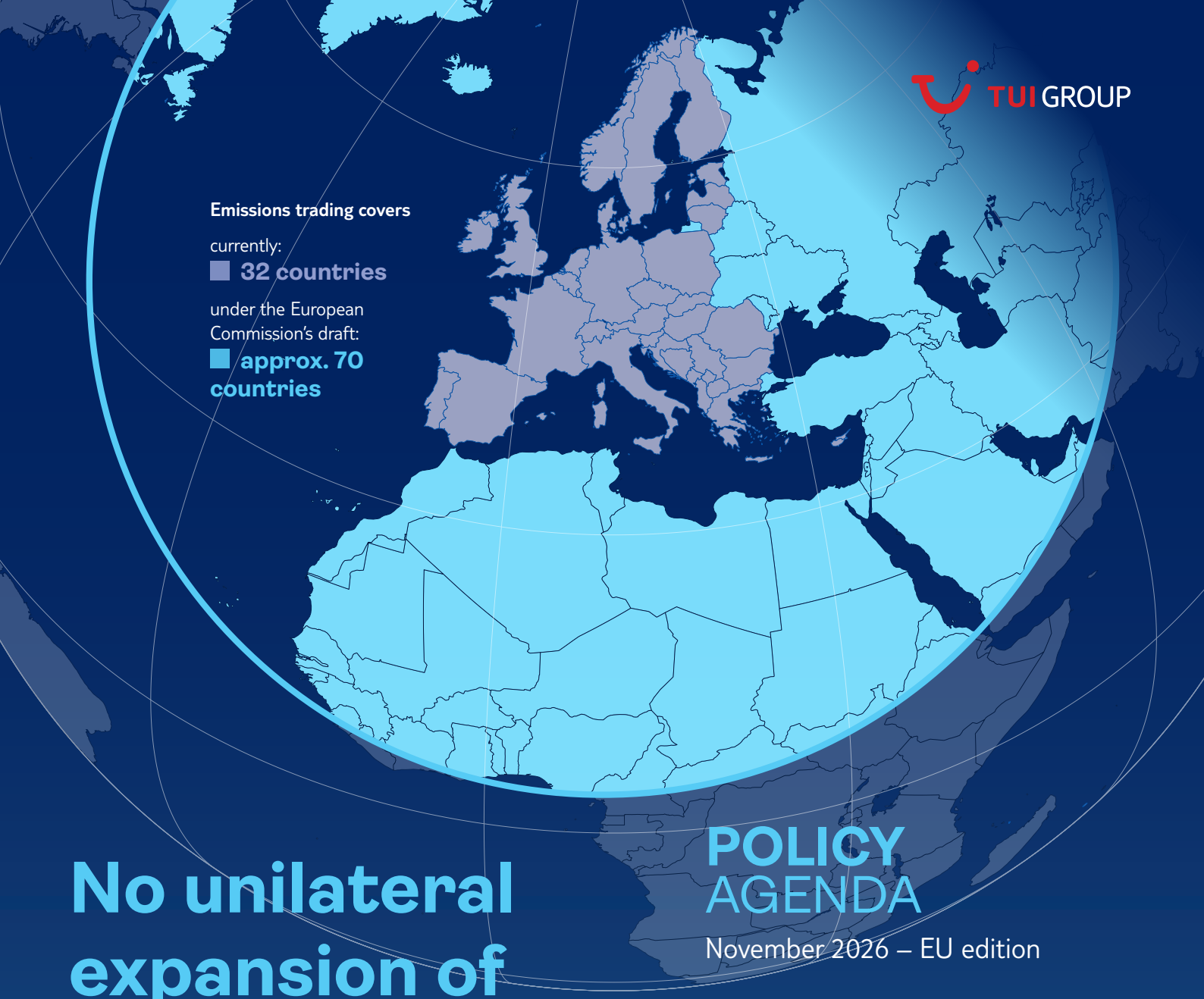

TUI GROUP

No unilateral expansion of emissions trading

POLICY AGENDA

November 2026 – EU edition

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Avert regional expansion 2

Renewable fuels
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Tourism

A SPRINGBOARD FOR THE NEXT GENERATION

Youth unemployment in Europe stands at around 15 per cent – roughly twice the overall average. On top of that, studies show that rapid advances in AI are making it harder for young people to get a foot on the career ladder. The European Commission aims to respond with its recently adopted tourism and vocational training strategies, as well as a new youth strategy that is currently being drawn up – and to open up opportunities for young people.

Opportunities for the next generation

The TUI Care Foundation actively promotes dialogue between policymakers and young people. Take Youthwise: run in cooperation with the OECD, the programme brings the perspectives of 18- to 30-year-olds into international policy debates. At the EU Youth Policy Dialogue in Athens in May 2026, the Foundation also brought young voices into the debate on the EU tourism strategy, which the Commission presented in November.

Tourism, which accounts for around 12 per cent of jobs across the EU, plays a vital role here, giving many people their first step into working life. Take TUI: the company offers apprenticeships and training in fields ranging from aircraft engineering and travel consultancy to finance and IT – right across Europe. TUI also builds its employees' skills worldwide through its "Look@Learning" approach, with online courses, virtual training sessions and peer-to-peer coaching. Those keen to launch an international career can gain experience on the International Graduate Programme – with exciting placements across different parts of TUI, mentoring, workshops and a global network.

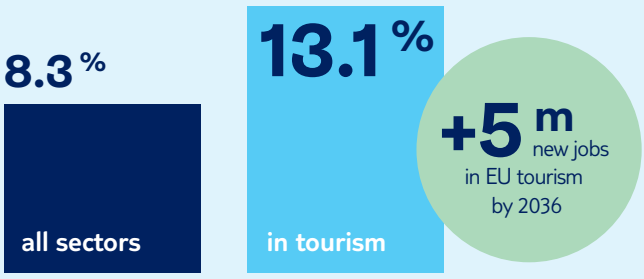
Even so, companies often struggle to fill vacancies. Skilled workers are in short supply, the baby boomers are retiring and new skills are in demand – above all in using AI. And anyone wishing to work across borders as a seasonal worker or with a foreign qualification runs into regulatory hurdles. The EU strategies can open up prospects for young people and strengthen businesses – provided they tackle a few key issues:

- **Building digital skills:** Changing requirements, a shortage of talent, widening skills gaps – policymakers must embed digital skills in education and training from the very start. The new EU education package addresses precisely this – what matters now is implementation.
- **Encouraging flexibility:** Those who keep learning stay in demand. The EU's Union of Skills initiative provides the right framework for developing skills on an ongoing basis.
- **Recognising qualifications:** A qualification must not lose its value at the border. Making it easier to transfer qualifications between Member States opens up the European labour market to young people.
- **Enabling mobility:** The EU and the UK should swiftly implement the Youth Experience Scheme, allowing young people aged 18 to 31 to live, work and study in the EU and the UK for up to three years.

Tourism as a jobs engine

More than one in eight people working in the EU tourism sector is under 25 – significantly more than the average across the economy as a whole. By 2036, European tourism is expected to create more than 5 million additional jobs, further improving entry opportunities for the younger generation.

Proportion of employees aged between 15 and 24 in the EU



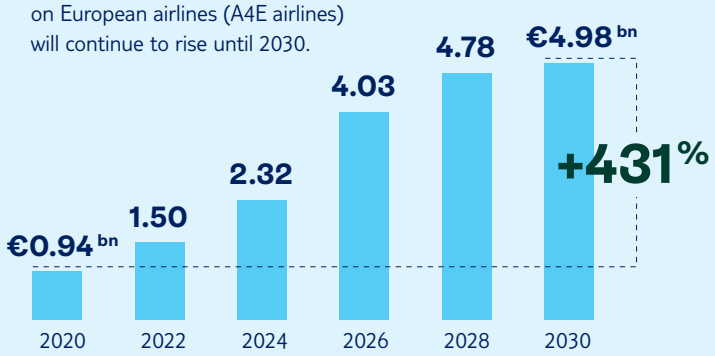
Source: World Travel & Tourism Council (WTTC)

Emissions trading

AVERT REGIONAL EXPANSION

The EU is currently revising its Emissions Trading System. The aim: to strengthen Europe's competitiveness while continuing to pursue its climate targets. The right ambition. However, the EU is also seeking to expand the system further – which threatens to pile additional burdens onto an aviation sector that is already under heavy strain.

Annual cost of the EU ETS for European airlines
Even under the current rules, the burden on European airlines (A4E airlines) will continue to rise until 2030.



Source: A4E/Steer study 2025

The focus is on the regional expansion of the EU Emissions Trading System (ETS). So far, it only covers flights within Europe; in future, it is set to extend to a distance of 5,000 kilometres from Frankfurt airport. This could make destinations like North Africa significantly more expensive. First, the expansion places an additional burden on airlines, which are paying around four billion euros for the ETS in 2026 alone. Second, part of these costs will inevitably be passed on to travellers. The absurdity: on the one hand, the German government, for example, wants to keep mobility affordable for everyone with a fuel discount worth billions; on the other, politically motivated additional costs threaten to make holidays even more expensive.

Risk of international conflict

What's more, countries such as Türkiye, Morocco and Egypt – which welcome millions of travellers from Europe every year and depend on a thriving tourism sector – would suffer massive disadvantages from the expansion of emissions trading. This raises the question of whether Europe should deliberately burden smaller partner countries at the stroke of a pen. In our view, economic, social and foreign policy considerations clearly do not support expanding the EU ETS.

> *"It is a question of fairness whether Europe should get its elbows out [against North African states] in the name of environmental protection."*
>
> **Prof. Dr. Elmar Giemulla**
> aviation law expert, on the European Commission's plans
> In: Die ZEIT, 18 July 2026

And climate action? It can only work with agreements that apply worldwide. The climate instrument CORSIA will be expanded significantly from 2027 and is set to cover major aviation markets such as China, India and Brazil as well. This important progress risks being undermined by an expansion of the EU ETS. In addition, the ETS revision gives the EU important levers to pull:

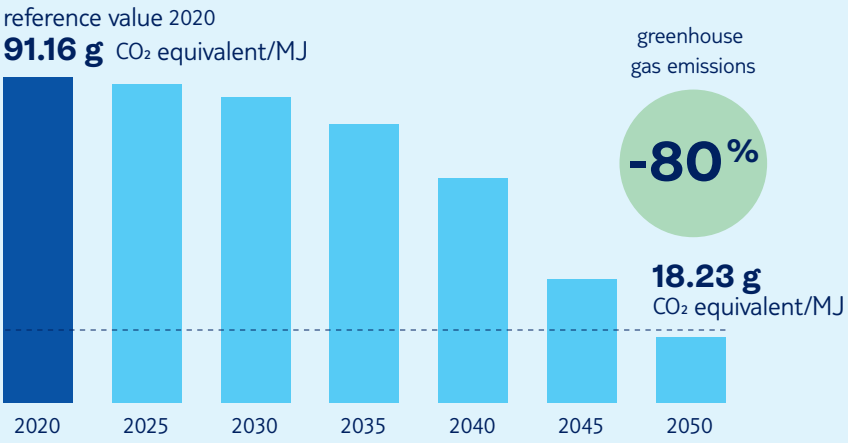
- **Earmarking:** ETS revenues must be reinvested, on a binding basis, in climate action in aviation.
- **Sustainable aviation fuels:** Airlines urgently need a larger supply of sustainable aviation fuels (SAF). The EU must consistently support both the production and the use of SAF, while also making imports easier.
- **Research:** Instead of rushing into further regulation, the EU should first focus on research and on building a robust evidence base for the climate impact of contrails and non-CO_2 effects.

Renewable fuels

ACCELERATE THE MARKET RAMP-UP

TUI Cruises is backing renewables. At the end of August 2026, Mein Schiff 7 bunkered methanol from renewable sources for the first time – a milestone on the road to decarbonising cruises. Now it is time to accelerate the market ramp-up of renewable fuels.

Climate footprint of marine fuels
Under the FuelEU Maritime Regulation, the greenhouse gas intensity of marine fuels must fall significantly.



Source: Regulation (EU) 2023/1805 (FuelEU Maritime)

TUI Cruises is investing millions in the fuel mix of the future. Dozens of specialists spent months preparing the methanol bunkering, for example, and the ship was fitted with an additional fuel and safety system. The new Mein Schiff Relax and Mein Schiff Flow also rely on dual-fuel technology. Their propulsion systems can run on both marine diesel and Bio-liquefied natural gas (bio-LNG). What's more, almost all ships are ready for shore power.

For these investments to deliver their full climate impact and for Europe to meet its climate targets, the right political and economic framework is needed now. The key starting points:

Climate action with bio-LNG

In summer 2026, for example, TUI Cruises used **17,000 t** of bio-LNG on Mein Schiff Relax and Mein Schiff Flow. Compared with conventional LNG, this cuts greenhouse gas emissions by 80 per cent over the fuel's entire life cycle. Wider use, however, is held back by a lack of production capacity and reliable supply chains.

- **Accelerate market ramp-up:** Renewable fuels are in short supply. There is a lack of sufficient production capacity, reliable supply chains and prices that are competitive in the long term. Policymakers must back up their ambitious climate targets with concrete measures to ramp up the market.
- **Use revenues from EU Emissions Trading System (ETS) in a targeted way:** Shipping has been part of the European Emissions Trading System since 2024. More of the resulting revenue should flow back into decarbonising shipping – especially into sustainable fuels, innovative propulsion technologies and the modernisation of existing ships.
- **Expand infrastructure:** While shipping companies invest in lower-emission propulsion technologies, port infrastructure must keep pace. Policymakers, port operators and the energy industry must invest jointly in expanding bunkering and shore power facilities.
- **Create a global framework – without weakening Europe:** International shipping needs climate rules that are as uniform and reliable as possible. European requirements such as FuelEU Maritime and the ETS should be aligned with the IMO's international regulations.

TUI Youth Study – ten years on

SUPPORT FOR DEMOCRACY STALLS

For a decade, the TUI Foundation has used its annual youth study to explore how young people see social and political developments and which challenges matter most to them. This year's edition paints an ambivalent picture.



TUI Youth Study
For the TUI Foundation's representative "Young Europe" study, more than 8,000 people aged between 16 and 26 were surveyed in Germany, France, Spain, Greece, Italy, Poland and the UK in 2026.

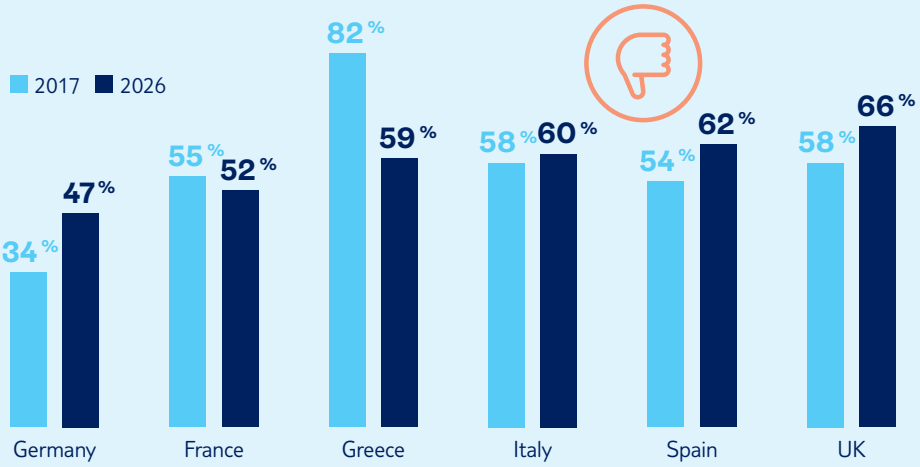
When it comes to democracy as a form of government, one thing stands out: in every country surveyed, a majority of respondents agree that "all in all, democracy is the best form of government". Across all countries, however, this figure has slipped slightly further from an already modest level – from 52 per cent to 50 per cent – while the share of those who would prefer a different form of government has held steady at 9 per cent. Yet support is developing differently from country to country, as attitudes towards the political system also show: in Germany, satisfaction has dropped sharply from 39 per cent in 2018 to 28 per cent, whereas countries such as Spain, Poland and the UK are recording gains – albeit from a low base.

Over the ten-year period, young Europeans have become noticeably less upbeat about what lies ahead. Only 57 per cent of 16- to 26-year-olds now say they are optimistic about the future, down from 70 per cent in 2017. At the same time, many young people see political freedoms as slightly less pressing than basic needs such as good health, equal opportunities and a life free from poverty. The figures point to a shift in priorities: at a time of growing uncertainty, the material, health-related and social foundations of freedom are moving to the fore.

> *"Above all, young people want one thing from politics: reliability. They have a very keen sense of whether announcements actually make a difference in everyday life or remain mere promises. Precisely because they do not fundamentally question democracy and Europe, but take a more critical view of how well they perform, policymakers should focus more on what really matters – and deliver."*

Thomas Ellerbeck
Chairman of the Board of Trustees of the TUI Foundation

Promise of progress under pressure
"Compared to my parents' generation, I believe my generation will be worse off in terms of income and standard of living."

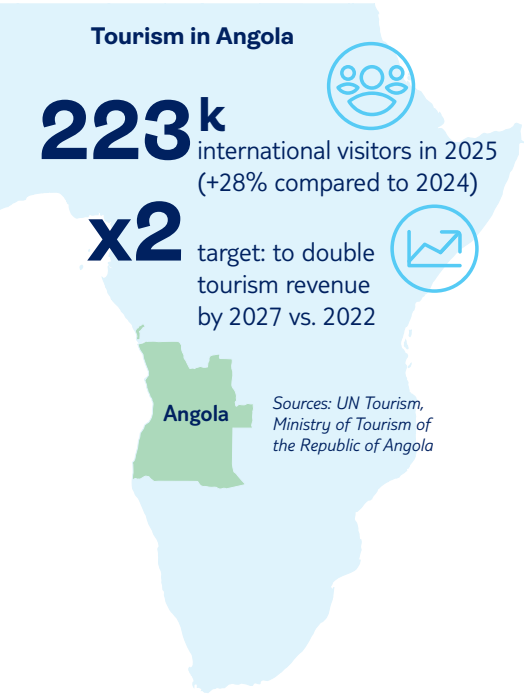


Source: TUI Youth Study "Young Europe 2026"

Partnerships with new destinations

GROWING TOGETHER

Becoming a travel destination is a complex process: it takes hotel capacity and flight connections, services on the ground, excursions and activities – and everything has to fit together. Guests expect well-trained chefs, experienced tour guides and reliable service staff. Few companies deliver all of this the way TUI does – and in future, that will also apply in countries that have yet to be developed for tourism.



The strategic background: first, TUI covers every part of the travel chain – from getting there to hotels, transfers and experiences on the ground. That creates independence. Second, TUI can drive demand through its own sales channels and get its own customers excited about new destinations – and do so highly efficiently. Third, TUI has a broad portfolio of hotel brands, allowing it to appeal to very different target groups. That creates a resilient customer base. Fourth, TUI relies on proven concepts to even out seasonal fluctuations. As a result, destinations also benefit from tourism outside the peak season.

Angola is banking on tourism

This know-how is particularly relevant for countries that have not yet tapped their full potential. Take Angola: the government wants to diversify the economy – away from oil and towards business models that are sustainable in the long term, such as tourism. To this end, it is pursuing a clear strategy and investing billions of euros.

Three prerequisites determine whether a new region will succeed in the long term:

- **Think in ecosystems:** Tourism succeeds in the long run when everyone benefits – local people, guests, the local economy, natural and cultural heritage. Success comes where the local population supports it. That is exactly what TUI aims for with investment, training and local value creation.
- **Set a reliable framework:** Investment follows coherent strategies and reliable conditions. Additional levies or barriers to access may bring states short-term revenue, but they can dampen demand and erode trust.
- **Expand connectivity:** Open markets and good aviation links allow the entire ecosystem to grow. Those who opt for connectivity rather than isolation win investment and guests – and national airlines grow along with them.

> *"Angola cannot base its economic future on oil alone. Tourism is our green oil, with enormous potential to create jobs, develop rural regions and sustainably utilise our natural and cultural heritage."*

Márcio de Jesus Lopes Daniel
Angola's Minister of Tourism,
at ITB 2026



Development cooperation

PROMOTE ENTREPRENEURSHIP IN HOLIDAY DESTINATIONS

Local entrepreneurship creates growth and prosperity, especially in regions shaped by tourism. And yet disadvantaged groups are time and again unable to develop their ideas, and creative potential goes untapped. The TUI Care Foundation's Futureshapers programme helps people overcome these hurdles – and is an important point of contact for institutional partners.

TUI Futureshapers Programme

TUI FUTURESHAPERS PROGRAMME

Active in **70** countries and territories

1,822 SMEs supported

12,600 entrepreneurs supported

€7.2 m provided



"To become economically viable, we had to diversify. With the support of the TUI Care Foundation, we were able to do just that."

Nino Dotti
Milot Hydroponics, Cabo Verde

Local women entrepreneurs in particular face major challenges: they have not yet had the chance to build networks during their working lives, they cannot reach customers in a targeted way, they lack sales channels – and banks refuse them start-up and growth capital. This is where the Foundation steps in with the TUI Futureshapers programme. It supports founders from the very first idea through to scaling up. This turns local ideas into viable business models and generates income on the ground. To date, the TUI Care Foundation has supported more than 1,800 small and medium-sized enterprises – from Chile to Fiji. Around half of this support goes to women.

Long-term prospects through market access

The TUI Care Foundation's decisive advantage: its link to the TUI ecosystem. The travel group operates in 180 countries and welcomes 34 million guests every year. Three examples:

- **Cabo Verde:** On the desert-like island of Sal, the project supports farms that rely on innovative hydroponics. The businesses sell a wide range of products to local hotels – reducing the island's dependence on imports.
- **Albania:** The Foundation supports small rural providers in hospitality, agritourism and outdoor activities. The goal: they should also benefit from the tourism boom away from the hotspots. Around 200 businesses are receiving support, and 400 new jobs are set to be created.
- **Laos:** Small tourism businesses are increasingly focusing on waste prevention and the circular economy. Small grants and advice make this transition accessible to 200 businesses and 100 young founders.

Donors benefit

With Target 8.9, the TUI Care Foundation has set up a development agency specialising in tourism that implements a large number of projects on the ground itself. What sets it apart: Target 8.9 only takes on projects for which it has the necessary local expertise. At the same time, the Foundation makes it easier for other institutions to get involved and to promote entrepreneurship in tourism efficiently. GIZ and UN Tourism, as well as national tourism ministries, already rely successfully on the expertise of the TUI Care Foundation and Target 8.9.

At a glance

TUI GROUP IN EUROPE

worldwide **66,900** employees

42,800 in Europe

- TUI guests, incoming and outgoing*
- TUI hotels and resorts
- Airports served by TUI Airline
- Ports served by TUI cruise lines

Unique integrated business model

34.7 m customers travelling to 180 regions

€24.2 bn turnover

€1.46 bn operating result

Finland
189,000
6 7

Norway
220,000
11 36

Sweden
508,000
11 18

Baltic States
83,000
3

Denmark
267,000
1 8

Ireland
179,000
1 1 12

United Kingdom
6,818,000
2 20 46

The Netherlands
1,652,000
5 4

Poland
1,494,000
2

Germany
6,452,000
3 5 9

Belgium
2,384,000
3 2

Czech Republic
26,000
1

Luxembourg
4,000

Austria
386,000
7 3

Hungary
22,000
1

19 cruise ships based in Europe

France
584,000
6 23

Switzerland
205,000

Slovenia
40,000
2

Croatia
280,000
5 3 7

Romania
2,000

Bulgaria
216,000
3 3

worldwide **460+** hotels & resorts

Spain
7,213,000
102 17 24

Italy
918,000
7 11 26

Portugal
744,000
3 2 19

Greece
3,423,000
43 17 23

Cyprus
648,000
19 2 1

130 aircraft based in Europe

Malta
75,000
1 1

1,200+ travel agencies

581 flight connections within the EU and UK

239 flight connections from Europe to the world

TUI GROUP · Mein Schiff · HAPAG-LLOYD CRUISES · MARELLA CRUISES · TUI BLUE · ROBINSON · TUI MAGIC LIFE · RIU HOTELS & RESORTS · TUI SUNEO

*Approximations that include inbound and outbound TUI customers in the country throughout all business segments, numbers therefore include double counts

TUI GROUP

TUI GROUP

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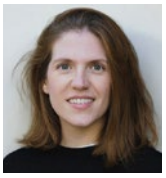

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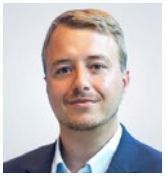

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Imprint

Publisher:
TUI Group
Group Corporate & External Affairs
Pariser Platz 6 a | D-10117 Berlin
www.tuigroup.com/en/policy

Brussels Office:
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B-1000 Brussels

Berlin Office:
Pariser Platz 6 a
D-10117 Berlin

Editorial deadline:
19 November 2026

Agency partner:
Köster Kommunikation

The digital version of this issue at
www.tuigroup.com/en/policy