TUI
Aktiengesellschaft

TUI GROUP – INVESTOR PRESENTATION

Commerzbank – German Investment Seminar

New York, 15 – 16 January 2013



Future-related statements

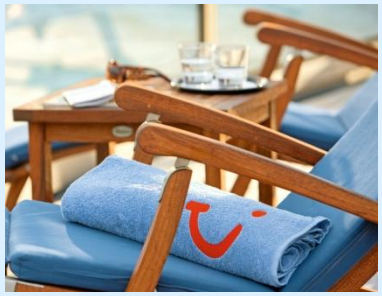
This presentation contains a number of statements related to the future development of TUI. These statements are based both on assumptions and estimates. Although we are convinced that these future-related statements are realistic, we cannot guarantee them, for our assumptions involve risks and uncertainties 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.

TUI group – Current structure

TUI Aktiengesellschaft

TUI Aktiengesellschaft

Tourism

Tour operator	Hotels	Cruises
		
TUI Travel	TUI Hotels & Resorts	Hapag-Lloyd Kreuzfahrten TUI Cruises

22%-stake

Hapag-Lloyd

Container line

Exit

Core business

World of TUI

Overview Financial Year 2011/12

Business development

- Excellent operating performance of **TUI Group** with record results at TUI Travel and TUI Hotels & Resorts
- **Strong** margin development in **summer 2012** high season, esp. in the UK
- Cash inflow of €700m due to reduction in **Hapag-Lloyd** stake
- Further significant reduction in **net debt**

Key figures

€m	2011/12	2010/11	%
Turnover	18,330.3	17,480.3	+ 4.9%
Underlying EBITA	745.7	600.1	+ 24.3%
Reported EBITA	538.8	444.5	+ 21.2%
Net result (before minorities)	141.9	118.2	+ 20.1%
Net debt	178	817	- 78.2%

Turnover and earnings by sector 2011/12

Turnover (€m)	11/12	10/11	%	FX effect GBP	11/12 Constant currency	%
TUI Travel	17,681.5	16,867.0	+4.8	463	17,218.5	+2.1
TUI Hotels & Resorts	384.7	362.6	+6.1			
Cruises	231.0	200.8	+15.0			
Central Operations	33.1	49.9	-33.7			
Group	**18,330.3**	**17,480.3**	**+4.9**	463	**17,867.3**	**+2.2**

Underlying EBITA (€m)	11/12	10/11	%	FX effect GBP	11/12 Constant currency	%
TUI Travel	637.4	500.1	+27.5	57	580.4	+16.1
TUI Hotels & Resorts	178.6	145.3	+22.9			
Cruises	3.0	11.2	-73.2			
Central Operations	-73.3	-56.5	-29.7			
Group	**745.7**	**600.1**	**+24.3**	57	**688.7**	**+14.8**

TUI Group - Three key trends for TUI

	Trend: ***Content***	*Trend:* ***Online***	*Trend:* ***Emerging Markets***
Key-Trend	▪ Unique & inclusive product ▪ Specialist & Activity products	▪ "Go online", search, compare, book & share	▪ New markets – growth shifting away from Europe
TUI Position	▪ Increase of differentiated products in all markets ▪ Further development of brand positioning (e.g. Hotels & Cruises concepts)	▪ Development of "best-in-class" multi-channel distribution ▪ Online transformation of production and sales	▪ Focused expansion of activities with market-specific business models ▪ Incoming activities in Europe may also benefit from Emerging Markets boom







TUI
Aktiengesellschaft

Tourism
TUI Travel



World of TUI

TUI Travel – Overview



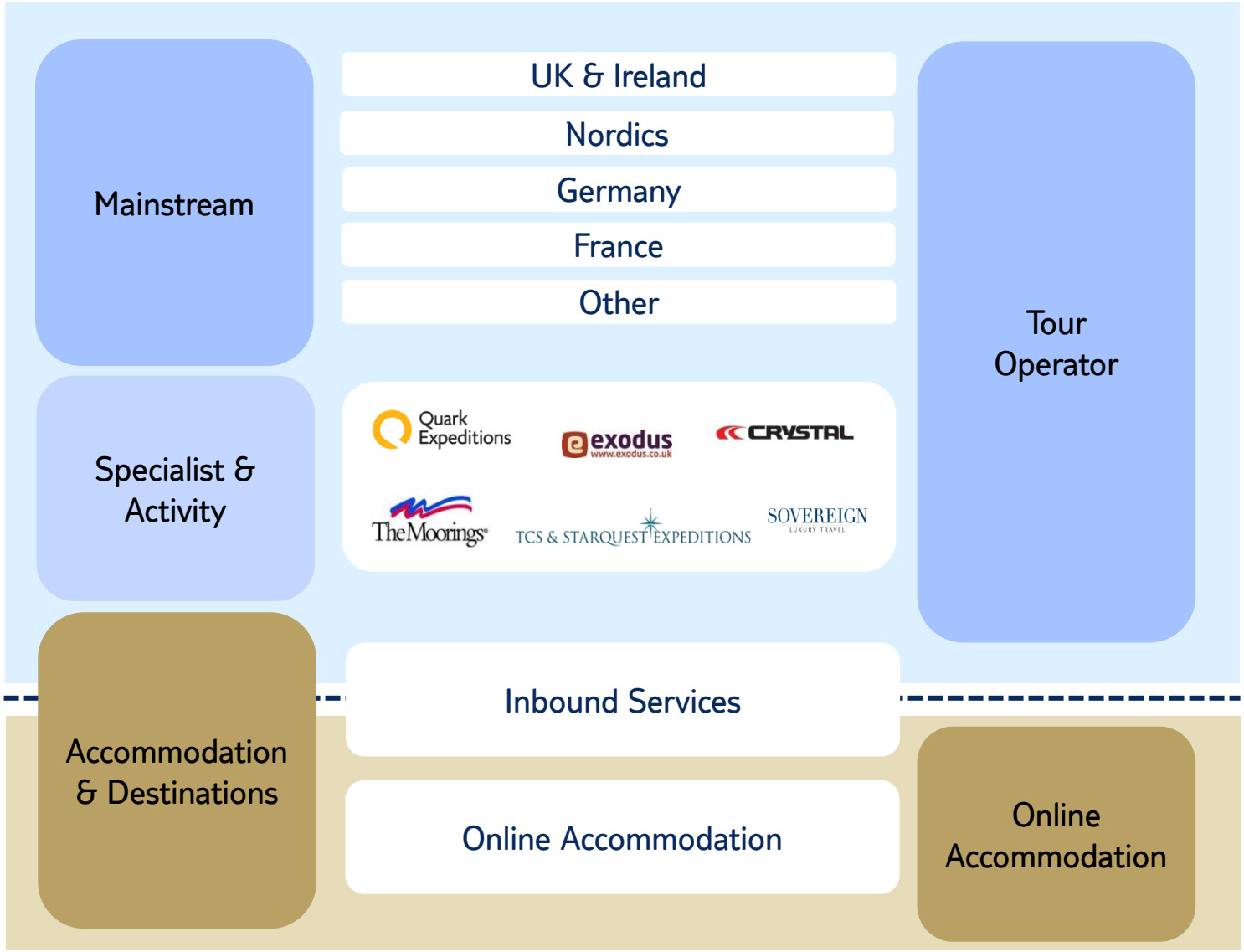




TUI Travel

- Europe´s leading tourism company
- About 30 million customers from above 30 source markets
- Bundling of sales (on- and offline), tour operator and flight activities
- Leading provider of accommodation and destination services

TUI Travel - Business structure

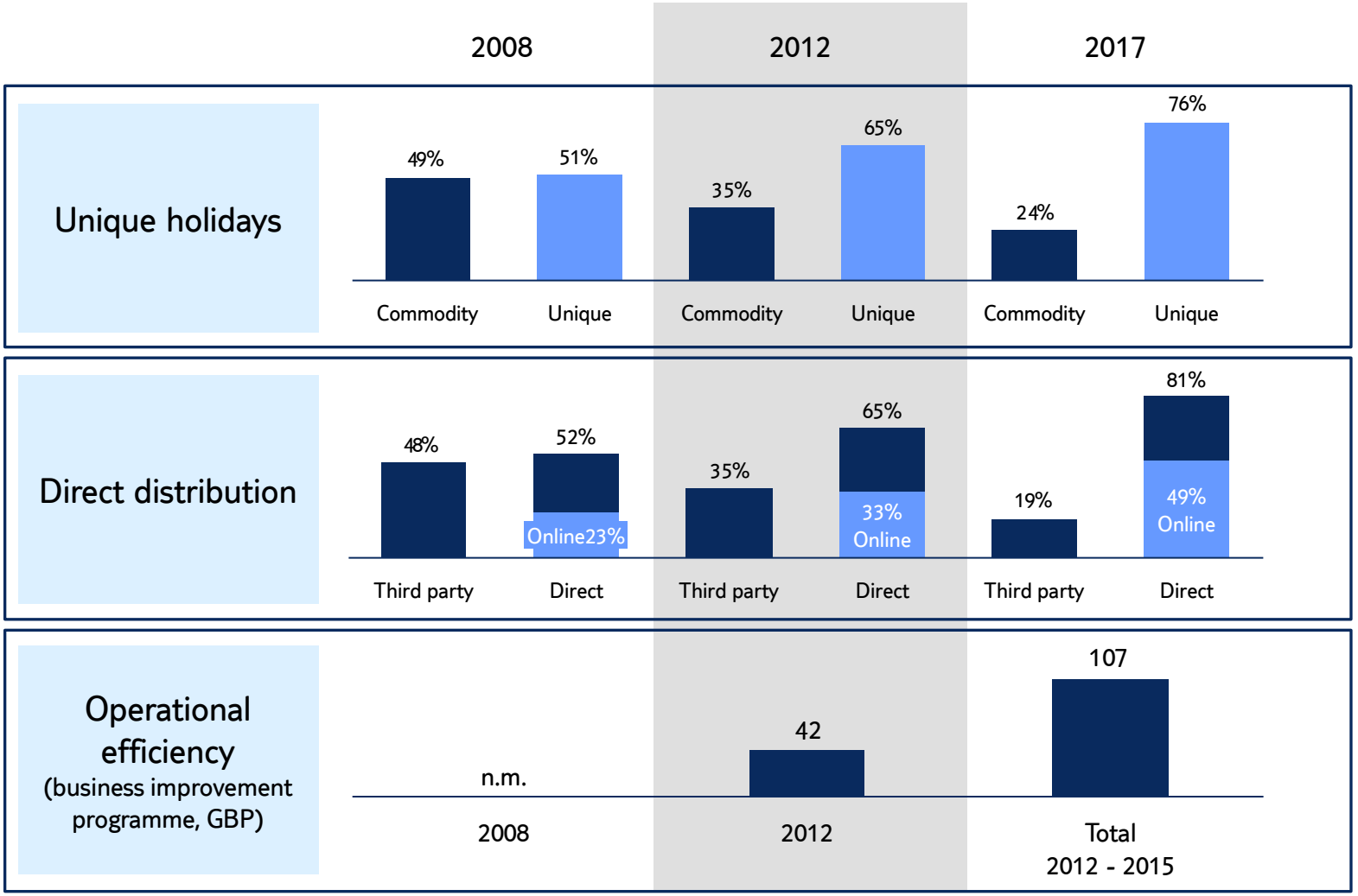


TUI Travel – Two strong business models

Tour Operator		Online Accommodation
▪ Unique, inclusive holidays ▪ Tailor-made holidays	Content	▪ Range & diversity of hotel stock ▪ Global destination & source market coverage
▪ Market leading brands ▪ Trusted brands – safety & security ▪ High levels of controlled distribution – Focus on online	Brands & Distribution	▪ Well known Accommodation Wholesaler & Accommodation OTA brands ▪ Online
▪ Flexible technological platforms to support growth	Technology	▪ Market leading technology
▪ Leveraging scale	Growth & Scale	▪ Leveraging scale
▪ Knowledge & expertise ▪ Driving innovation	People	▪ Knowledge & expertise ▪ Driving innovation

Online Driven + Operational Efficiency

TUI Travel
Mainstream – Key success factors

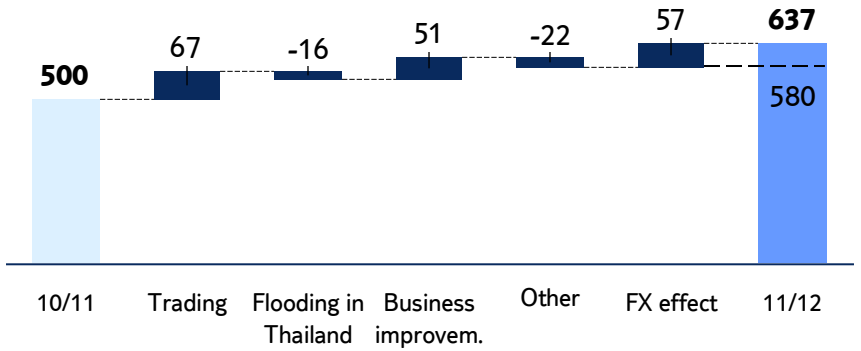


TUI Travel
Operating performance 2011/12

Turnover and Earnings (€m)

	11/12	10/11	%
Turnover	17,681.5	16,867.0	+4.8
Underlying EBITDA	833.9	718.4	+16.1
Underlying EBITA	637.4	500.1	+27.5
Reported EBITA	441.0	321.4	+37.2

Bridge Underlying EBITA (€m)



Turnover grew by 4.8% to €17.7bn driven by strong sales of differentiated product, higher average selling prices as well as currency effects (FX adjusted growth rate of 2.1%)

Underlying EBITA increased strongly to €637m; this result includes €57m positive FX effect (GBP/€)

- UK outperformed the market as a direct result of increased unique content and online sales
- Germany profited from business improvement programme absorbing a weak season for Greece
- France overall still loss making; Tour operator benefited from efficiency savings
- Business improvement programme delivered in total GBP42m in the financial year, above expectations

TUI
Aktiengesellschaft

Tourism
TUI Hotels & Resorts



TUI Hotels & Resorts – Overview







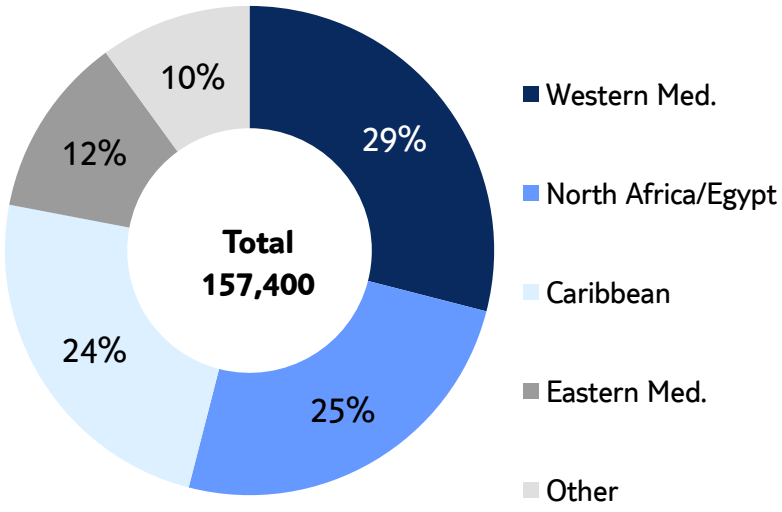
TUI Hotels & Resorts

- No 1 leisure hotelier in Europe with 248 hotels and approx. 157,400 beds*
- Unique leisure hotel portfolio in attractive destinations
- Most hotel companies with local partners
- Focus on four star category
- Designed for the specific needs of tour operator customers
- Access to TUI Travel customers guarantees high occupancy rates for hotels
- Selective growth in existing and new destinations

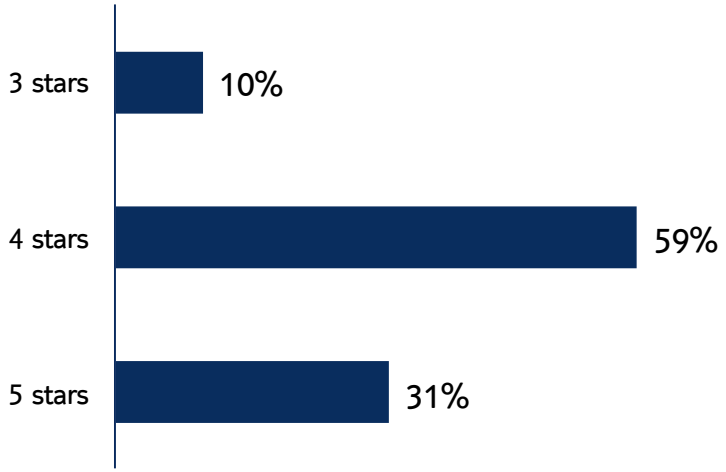
* per FY 2011/12

TUI Hotels & Resorts - Portfolio

Hotel beds by region (%)

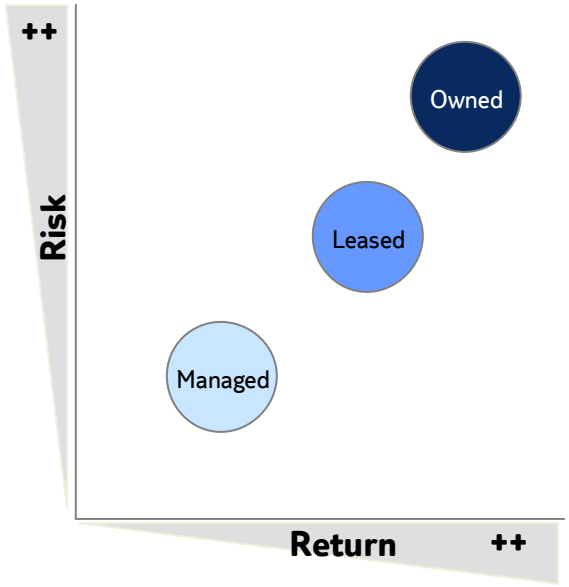


Hotels by categories (%)

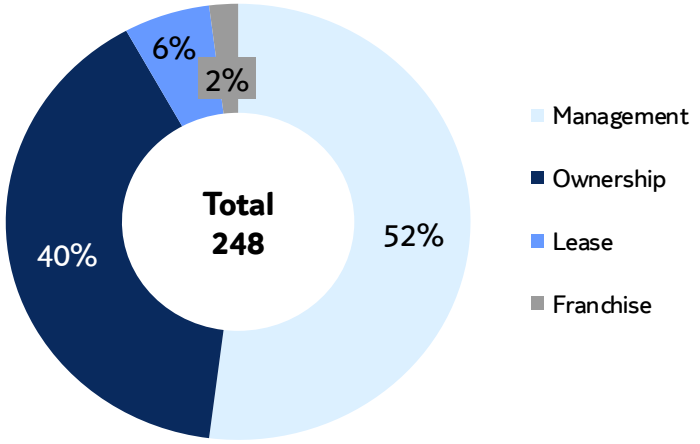


TUI Hotels & Resorts
Key principles of hotel portfolio management

Risk and return profile (illustrative)



Financing structure TUI Hotels & Resorts



Balanced hotel portfolio

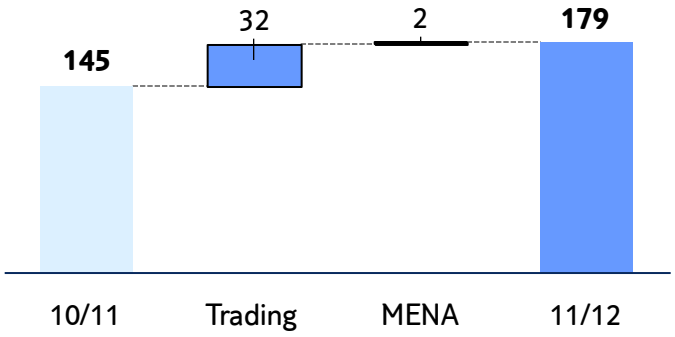
- Balanced mix of financing models produces the best risk-return profile
- Hotel portfolio is geographically well diversified
- Diversified financing and portfolio strategy ensures flexibility in challenging market environments

TUI Hotels & Resorts
Operating performance 2011/12

Turnover and Earnings (€m)

	11/12	10/11	%
Total Turnover	826.0	780.8	+5.8
Turnover 3rd party	384.7	362.6	+6.1
Underlying EBITDA	246.2	234.8	+4.9
Underlying EBITA	178.6	145.3	+22.9

Bridge Underlying EBITA (€m)



Total turnover at €826m up by 6%, driven above all by an increase in average revenue per bed and an improvement in occupancy

Underlying EBITA improved strongly by €33m to €179m

- Strong performance of Riu driven by higher pricing levels and successful cost management
- Robinson with good performance in all destinations as KPIs improved
- Iberotel with pleasing result in a challenging market environment

TUI
Aktiengesellschaft

Tourism
Cruises



Cruises – Overview









Hapag-Lloyd Kreuzfahrten

- Hapag-Lloyd Cruises operates 4 ships in the German luxury and expedition segment
- Strategic fleet expansion with “Europa 2” in 2013, will strengthen the luxury segment

TUI Cruises

- Joint Venture (50/50) with Royal Caribbean Cruises Ltd.
- Operating 2 ships in the premium-volume segment
- Two new builds on order for delivery in May 2014 and April 2015

Cruises – Fleet expansion

Hapag-Lloyd Cruises	TUI Cruises

MS Europa 2



- New build
- Luxury segment
- 516 passengers
- Spring 2013

Mein Schiff 3 and 4



- New builds
- Premium-volume segment
- 2,500 passengers
- May 2014 and April 2015

- Continue to participate in the on-going growth of the German cruise market
- Strengthening position in luxury and premium segment
- Fleet expansion with attractive 3rd party financing and minimal cash requirements for TUI AG

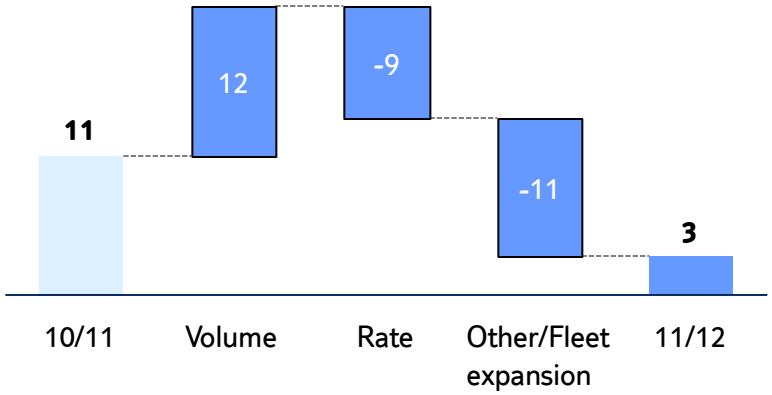
Cruises - Operating performance 2011/12

Turnover and Earnings (€m)

	11/12	10/11	%
Turnover	231.0	200.8	+15.0
Underlying EBITDA	13.2	19.7	-33.0
Underlying EBITA	3.0	11.2	-73.2

The joint venture TUI Cruises (50%) is consolidated at equity

Bridge Underlying EBITA (€m)



Turnover grew to €231m (€201m) due to capacity expansion in Hapag-Lloyd's fleet

Underlying EBITA decreased to €3.0m (€11.2m)

- TUI Cruises sustained its positive performance and improved its earnings strongly
- Hapag-Lloyd Kreuzfahrten reported decline in earnings due to start-up costs in connection with fleet expansion (Columbus 2 and Europa 2) and lower rates due to special offers for Europa

Occupancy rate

- Hapag-Lloyd Kreuzfahrten at 77% (77%)
- TUI Cruises at 101% (100%)

Financials & Outlook



P&L - Key figures 2011/12

in €m	11/12	10/11
Turnover	18,330.3	17,480.3
Underlying EBITA	**745.7**	**600.1**
Adjustments	-206.9	-155.6
EBITA	**538.8**	**444.5**
Impairment of goodwill	-13.8	-
EBIT	**525.0**	**444.5**
Interest result	-284.9	-286.8
Gains on investment in HL	61.6	51.2
Equity result Hapag-Lloyd	-49.0	-2.1
EBT	**252.7**	**206.8**
Income taxes	110.8	88.6
Group result	**141.9**	**118.2**
Minority interests	157.0	94.3
Hybrid dividend	25.4	25.3
Group result after min./hybrid	-40.5	-1.4
EPS (€)	**-0.16**	**-0.01**

Adjustments comprise one-off items due to the reorganisation in France and the Specialist & Activity division as well as PPA (see page 16)

Net result for **equity stake** in **Hapag-Lloyd** decreased due to higher bunker costs and fierce competition in a challenging macroeconomic environment

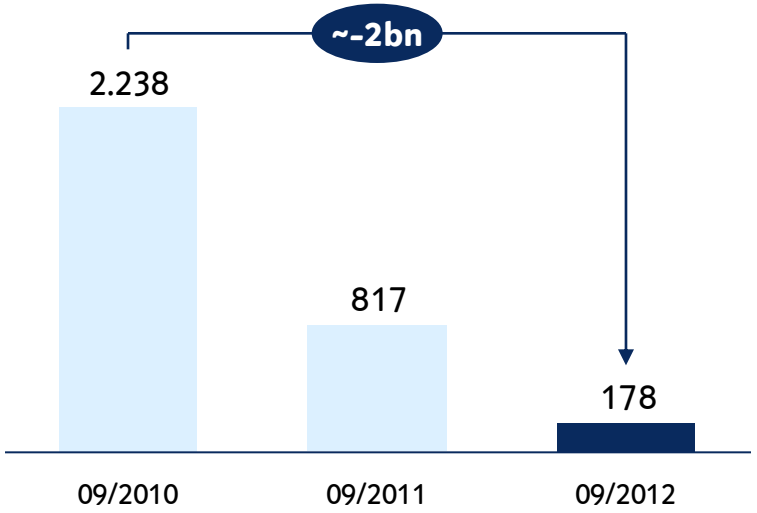
Minority interests increased due to better operating results of TTP and Hotels

Group balance sheet 30 September 2012
Net financial debt

€m

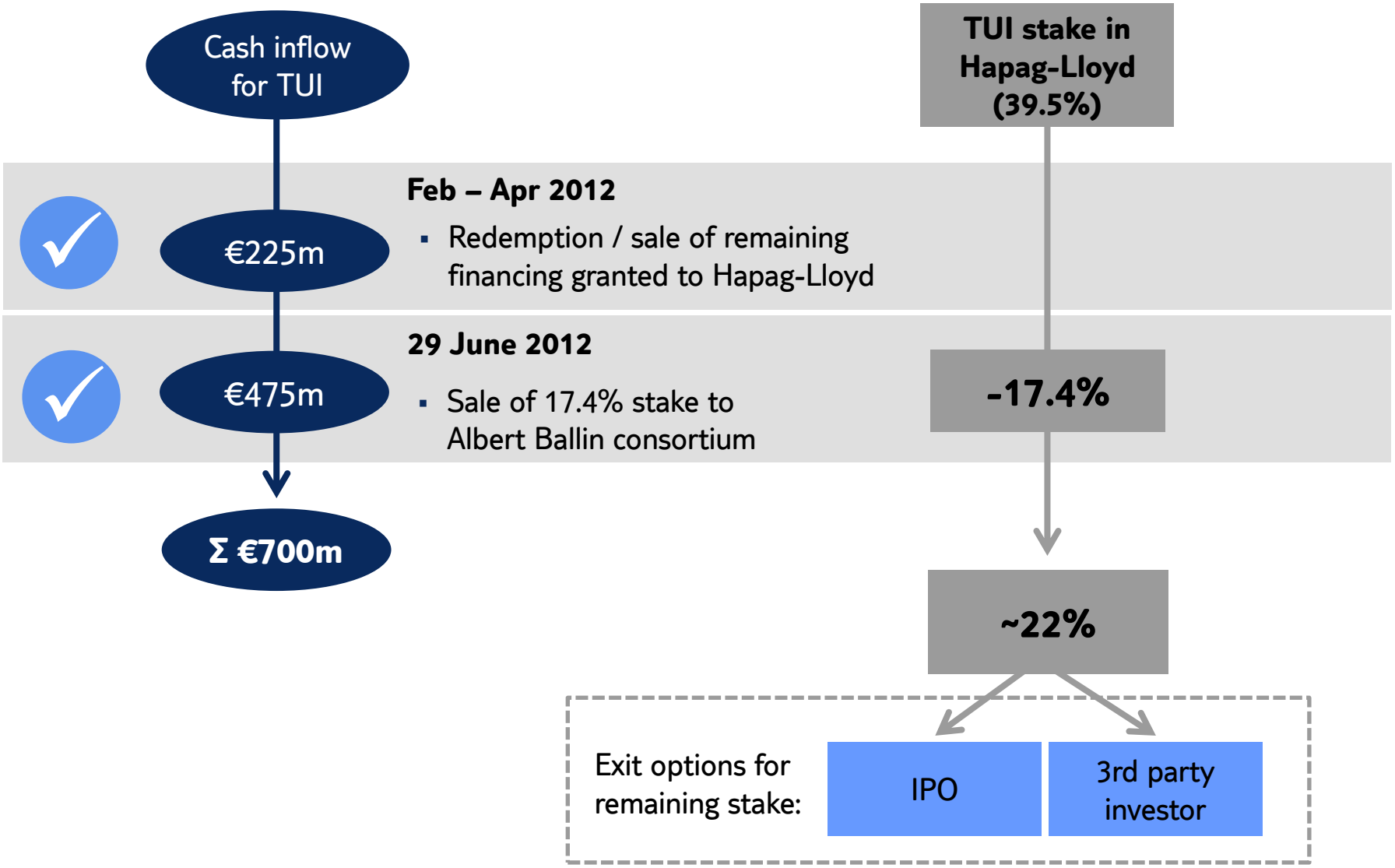
	30 Sep 2012	30 Sep 2011
Financial liabilities	**2,457**	**2,798**
o/w non-current	1,811	2,325
o/w current	646	473
Cash	**2,278**	**1,981**
Net debt	**178**	**817**

Development of net debt (€m)



- The net financial debt position was significantly reduced due to monetisation of Hapag-Lloyd investment
- At financial year-end the Group was almost net debt-free and has the potential to deleverage further

Reduction in Hapag-Lloyd investment



Outlook FY 2012/13

Key figures (in €m)	FY 2010/11	FY 2011/12	Outlook FY 2012/13e
Turnover	17,480	18,330	
Underlying EBITA	600	746	
Reported EBITA	445	539	
Net result*	118	142	positive
Net debt	817	178	

* before minorities

Outlook FY 2012/13
Expectations for underlying EBITA

TUI Travel



- Positive effects of business improvement programme
- Improved margins through higher sales of unique products
- Risk/Chance: FX effects from translation of GBP into €
- Risk: development of consumer sentiment in the key source markets
- Earnings expected to match the high level of last year
  (on a like-for-like currency basis earnings are expected to rise slightly)

TUI Hotels & Resorts



- Slight reduction in capacity and bednights due to renovation
- Occupancy rates expected to remain stable
- Earnings expected to be in line with the sound level of the previous year

Cruises



- Continued growth in the German cruise market
- Despite further start-up costs for fleet expansion earnings are expected to increase slightly

TUI Group

- Group underlying EBITA expected to match the high level of the previous year
- Group reported EBITA expected to grow y-o-y
- Positive Group result before minorities expected for FY 2012/13

Summary

- Implementing the Modern Mainstream approach in all source markets by increasing the proportion of unique holiday product and expanding controlled distribution, in particular web-based sales
- Delivering on business improvement programme, above all in France and Germany
- Improving profitability of TUI Travel's specialist tour operator business
- Further differentiating and optimising our own hotel portfolio in line with the tour operator needs
- Focusing Hapag-Lloyd Kreuzfahrten on luxury and expedition cruises and strengthening the market position of TUI Cruises in the German-speaking premium market
- Exiting remaining Hapag-Lloyd stake

Appendix



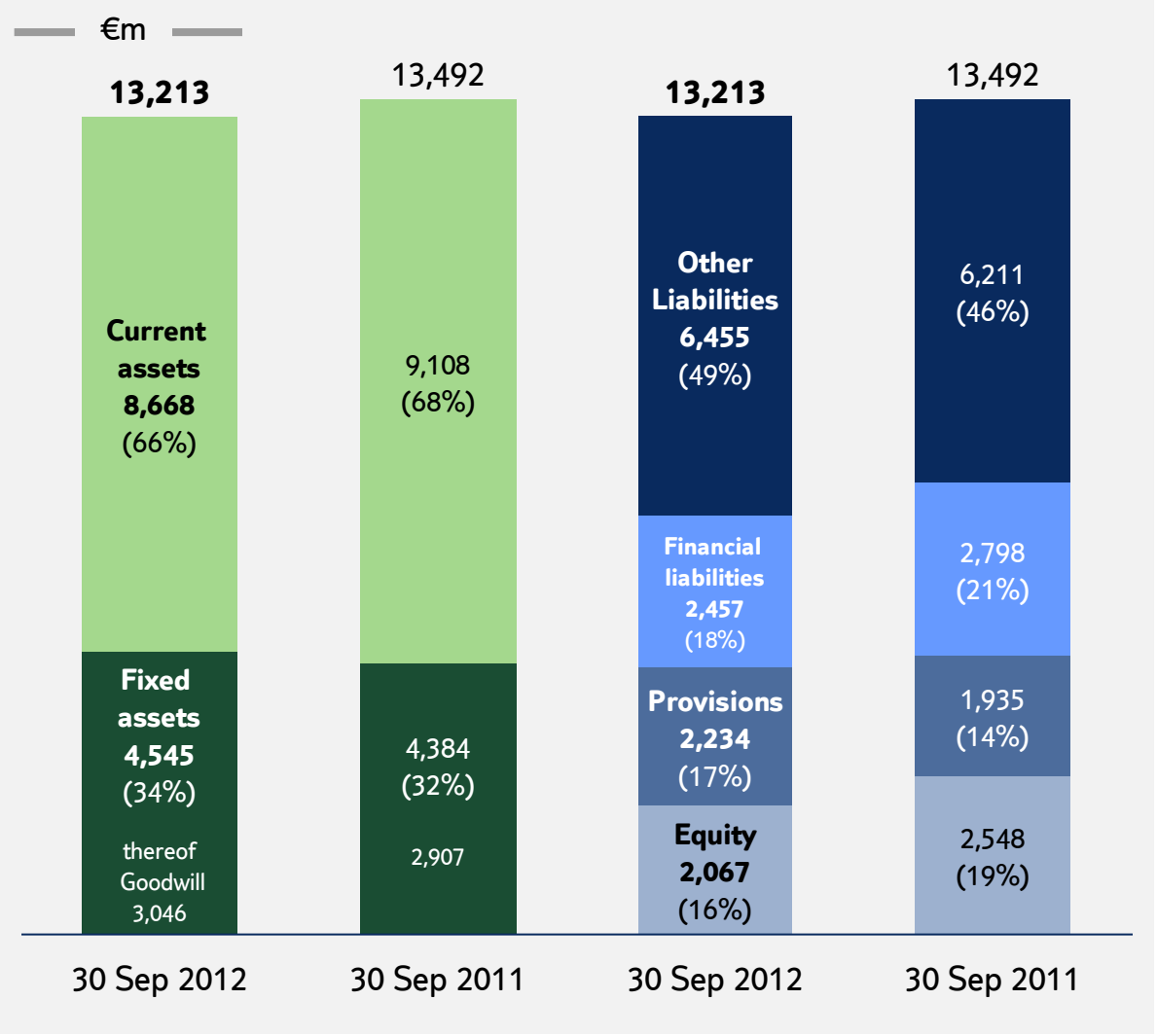
Earnings by segment 2011/12

(in €m)	Reported EBITA			Underly. EBITA			Underly. EBITDA		
	11/12	10/11	%	11/12	10/11	%	11/12	10/11	%
TUI Travel	441.0	321.4	+37.2	637.4	500.1	+27.5	833.9	718.4	+16.1
TUI Hotels & Resorts	177.5	144.2	+23.1	178.6	145.3	+22.9	246.2	234.8	+4.9
Cruises	0.8	11.2	-92.9	3.0	11.2	-73.2	13.2	19.7	-33.0
Central Operations	-80.5	-32.3	-149.2	-73.3	-56.5	-29.7	-69.8	-49.5	-41.0
Group	**538.8**	**444.5**	**+21.2**	**745.7**	**600.1**	**+24.3**	**1,023.4**	**923.5**	**+10.8**

Group profit and loss statement 2011/12

€m	11/12	10/11	%
Turnover	18,330.3	17,480.3	+4.9
Cost of sales	16,285.8	15,655.2	+4.0
Gross profit	**2,044.5**	**1,825.1**	**+12.0**
Admin. expenses	1,555.7	1,508.8	+3.1
Other income and expenses	71.1	77.1	-7.8
Impairment of goodwill	13.8	-	n.m.
Financial result	-284.7	-239.5	-18.9
Equity result	-8.7	52.9	n.m.
Earnings before taxes	**252.7**	**206.8**	**+22.2**
Reconciliation to underlying earnings			
Earnings before taxes	252.7	206.8	+22.2
Equity result container shipping	49.0	2.1	n.m.
Interest result (incl. gains on HL investments)	223.3	235.6	-5.2
Impairment of goodwill	13.8	-	n.m.
Reported EBITA	538.8	444.5	21.2
Adjustments	206.9	155.6	33.0
Underlying EBITA	**745.7**	**600.1**	**+24.3**
Income taxes	110.8	88.6	25.1
Group result	**141.9**	**118.2**	**20.1**
Minorities	157.0	94.3	66.5
Group result attr. to shareholders	**-15.1**	**23.9**	**n.m.**

Balance sheet 30 September 2012



- Balance sheet total down by 2.1% due to repayment of outstanding bonds
- **Equity ratio** declined to **15.6%** primarily due to higher pension provisions as a consequence of lower interest rates
- **Gearing** decreased significantly to **68.0%** (83.7%)

TUI Travel
Mainstream customer numbers by country

in '000	11/12	10/11[1]	%
Germany[1]	6,425	6,424	Flat
Austria	525	543	-3
Switzerland[1]	211	149	+42
Poland	221	166	+33
Central Europe	**7,382**	**7,282**	**+1**
UK & Ireland	5,158	5,440	-5
Nordic region	1,502	1,427	+5
Northern Region	**6,660**	**6,867**	**-3**
France	1,956	2,057	-5
Netherlands	1,455	1,360	+7
Belgium	2,528	2,541	-1
Southern Europe	128	143	-10
Western Europe	**6,067**	**6,100**	**-1**
TOTAL MAINSTREAM	**20,109**	**20,249**	**-1**

1 Customer figures for Germany and Switzerland have been restated for Q1 2011 to reflect redefined product reporting following the implementation of a new system

TUI Travel
Trading update Winter 2012/13

Current Trading[1] y-o-y variation (%)	ASP[2]	Sales[2]	Customers[2]	Risk only Capacity[3]	Risk only Left to sell[3]
UK	+4	+5	+1	Flat	-2
Nordic region	+5	+10	+5	+4	+3
Germany	+6	+8	+2	-3	-14
France tour operators	+8	-22	-28	-34	-35
Other[4]	+1	Flat	-1		
MAINSTREAM	**+4**	**+3**	**-1**		
SPECIALIST & ACTIVITY	**N/A**	**-3**	**N/A**		
A&D[5]	**+7**	**+20**	**+12**		

1) These statistics are up to 25 November 2012 and are shown on a constant currency basis
2) These statistics relate to all customers whether risk or non-risk
3) These statistics include all risk capacity programmes
4) Other includes Austria, Belgium, Netherlands, Poland and Switzerland
5) These statistics refer to online accommodation businesses only; Sales refer to total transaction value (TTV) and customers refers to roomnights

TUI Travel
Trading update Summer 2013

Current Trading[1] y-o-y variation (%)	ASP[2]	Sales[2]	Customers[2]	Risk only Capacity[3]	Risk only Left to sell[3]
UK	+3	+15	+12	+3	+1
Nordic region	+3	+20	+16	+4	+3
Germany	+3	+12	+9	Flat	-1

1) These statistics are up to 25 November 2012
2) These statistics relate to all customers whether risk or non-risk
3) These statistics include all risk capacity programmes

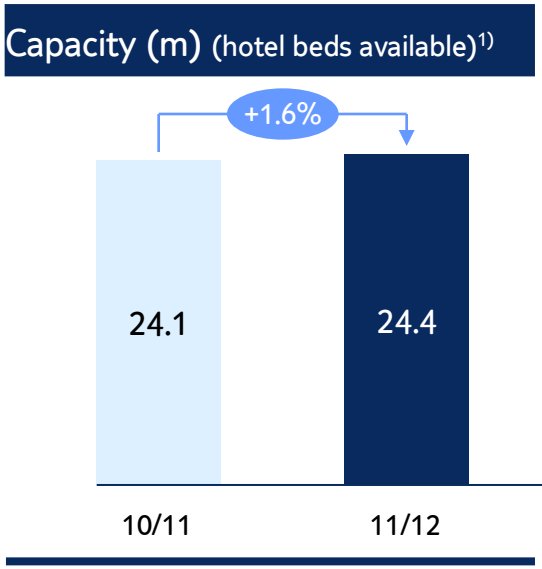
TUI Hotels & Resorts Portfolio

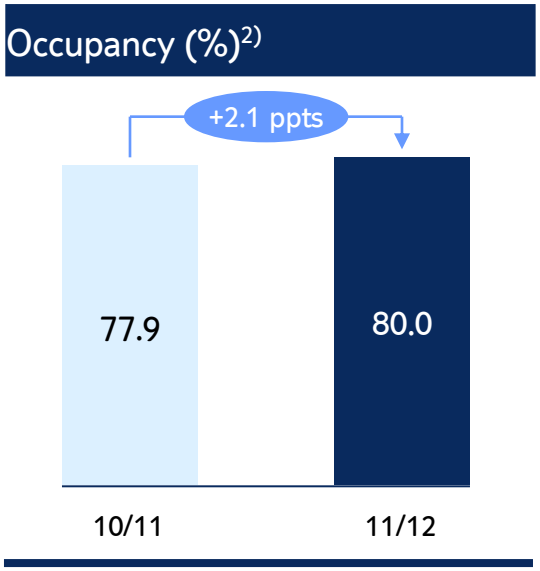
Hotel	3 stars	4 stars	5 stars	Total hotels	Beds	Main sites
Riu	7	62	35	104	85,459	Spain, Mexico, Tunisia, Caribbean, Cape Verde
Robinson	-	21	4	25	14,135	Spain, Greece, Turkey, Switzerland, Austria
Iberotel	-	15	11	26	16,063	Egypt, Turkey, Germany
Grupotel	15	17	2	34	13,182	Spain
Grecotel	-	10	10	20	10,327	Greece
Other	2	22	15	39	18,258	Egypt, Germany, Austria
Total	**24**	**147**	**77**	**248**	**157,424**	

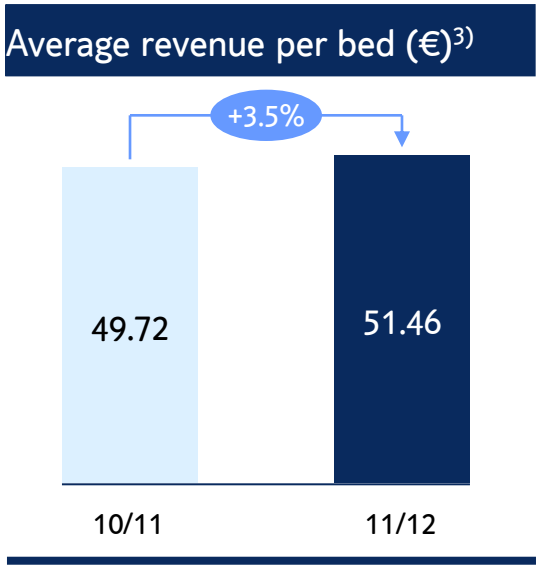
As of 30 September 2012

TUI Hotels & Resorts
KPIs for owned and leased hotels

TUI Aktiengesellschaft







- Capacity grew slightly due to increases in Riu (Riu Touareg, Cape Verdes) and Robinson (Club Landskron, Austria); Iberotel with lower capacity
- The overall occupancy rate of TUI Hotels & Resorts improved by 2.1 ppts; especially the facilities on the Canary as well as Balearic Islands and later in the season also in Greece benefited from a pick-up in demand
- Average revenue per bed grew 3.5% y-o-y, the development was mainly driven by Riu and Iberotel

1) Group owned or leased hotel beds multiplied by number of days open per year
2) Occupied beds divided by capacity
3) Arrangement turnover divided by occupied beds

World of TUI

Cruises
Fleet

30 September 2012	Hapag-Lloyd Kreuzfahrten	TUI Cruises
Source market	D – A – CH	D – A – CH
Number of ships / beds	4 / 1,454	2 / 3,836
Segment	Luxury and Expedition	Premium
Business model	▪ Own operation and marketing ▪ Worldwide routes ▪ Distribution direct and through TUI Travel	▪ Joint venture with Royal Caribbean Cruise Lines (RCCL) ▪ Own operation and marketing ▪ Butterfly Mediterranean Sea /Caribbean ▪ Distribution direct and through TUI Travel

Cruises
Operating data

Hapag-Lloyd Kreuzfahrten

	11/12	10/11	%
Passenger days ('000)	369	315	17.1
Occupancy (% p.)	77.4	76.7	0.7
Average rate (€)*	399	422	-5.5

TUI Cruises

	11/12	10/11	%
Passenger days ('000)	1,399	969	44.4
Occupancy (% p.)	100.9	100.0	0.9
Average rate (€)*	151	152	-0.7

*per day and passenger

Sustainable Development at TUI

TUI Aktiengesellschaft

"Satisfying our guests is our foremost priority. Our values set our course for achieving this goal. Quality, variety, innovation, sustainability and growth are firmly anchored in our entrepreneurial thinking and activity at TUI. They point the way in our quest to develop unmistakeable products and to delight our customers."

Our Priorities

Environment

- Climate protection
- Preserving biodiversity
- Efficiency of resources
- Certification of environmental management systems

Employees

- Staff development
- Diversity in our corporate culture
- Work-life balance

Society

- Social commitment in the holiday destinations
- Supporting human and children's rights
- Fair working conditions

Product

- Sustainable product development
- Consumer information and safety

Our Listings

Dow Jones Sustainability Indexes
Member 2012/13

TUI AG is the sector leader in the Dow Jones Sustainability Index 2012/13.

INCLUDED IN ETHIBEL SUSTAINABILITY INDEX EXCELLENCE

FTSE4Good

ECPI Sense in sustainability

DAXglobal® Sarasin Sustainability Germany

For further information please visit our website: www.tui-sustainability.com

World of TUI

Financial calendar

13 February 2013	Annual General Meeting
13 February 2013	First Quarter 2012/13
May 2013	Half Year 2012/13
August 2013	Third Quarter 2012/13
December 2013	Financial Year 2012/13

Contact

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