



**Speech  
Sebastian Ebel  
Chief Executive Officer (CEO) TUI AG  
on the occasion of the Annual General Meeting  
14 February 2023  
– Check against delivery –**

## Slide 1

Dear Shareholders, Dear Shareholders,

On behalf of the entire Executive Board, I would like to welcome you to the TUI AG Annual General Meeting.

This is my first AGM as CEO of our company. However, as many of you know, it is far from being the first TUI AGM I have attended.

I have been closely associated with the Group for many years and consider it a special honour that I have been able to help shape the direction of the company in various roles and can continue to do so with a great team.

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During my years at TUI, I have experienced time and again that our industry is not like any other. Our TUI - our product, our brand, our team - is unique.

We do not sell just any product, we do not design the simple everyday life. Our mission is to create the most beautiful moments of the year for our customers.

This is what unites the entire TUI team, which is spread across more than 100 countries around the world. This is what drives all of us at TUI. It motivates us anew every day.

And that is also what makes working for TUI so special for me. It's our TUI products and the employees that enrich the lives of millions of customers every year.

My heartfelt thanks go to Fritz Joussen, who led TUI as CEO for almost ten years and successfully brought the Group through the pandemic.

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Since 2013, we've worked together on developing the TUI strategy and strategically aligning the company for the future.

It all started with the acquisition and integration of TUI Travel Plc, followed by the ambitious expansion of our hotel business, the development of TUI Cruises into one of the most successful and modern cruise companies in Europe and, in 2018, the positioning of TUI in the experience segment through the acquisition of TUI Musement. It is precisely because of this that we are now one of the top players internationally in activities and experiences - one of the largest growth segments for worldwide tourism.

2019/20 would have been the most successful year in TUI's corporate history.

But then along came the pandemic.

Two years of crisis, with considerable restrictions and burdens - especially for you, dear shareholders.

The pandemic led the entire tourism industry into the existential crisis of the century in March 2020. From one day to the next, our business operations were stopped at all levels.

Yes, the pandemic of the century threw us off track. But now we are very firmly back.

The past business year continued to be a difficult one despite the re-launch of tourism. The first six months were still characterised by wide-spread travel restrictions – and a more positive outlook only returned in early summer.

With a strong summer quarter, a difficult year came to a conciliatory end for us.

2023 will remain demanding. There are challenges – both geopolitical and macroeconomic. But above all, we can see the opportunities for our TUI.

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The good news is that the long-term trends continue. People still have a strong desire to travel. People want to travel. They are willing to continue spending money on their holidays.

We are in a good position to benefit from this. With new products, we will win additional customers for ourselves and further expand market shares. This is the basis for profitable growth.

Over the last six months, we have brought key future projects to fruition - from the concept to the commercial product.

This is important to me: the combination of strategy and operational implementation - or simply put: the harmony of "thinking and planning" on the one hand and "doing and delivering" on the other.

The best idea is worth nothing if it is not implemented decisively and with a clear focus. We have reached a common understanding in the Group Executive Committee and management. We want to and we will take our strategy on the road.

Of course, we still have challenges from the pandemic period to deal with. We are addressing these - and we have a clear roadmap for this as well.

My colleague Mathias Kiep, our new Chief Financial Officer, will shortly present the figures for the past year in detail. He will explain what measures we are planning to refinance, to reduce debt and to strengthen our balance sheet.

For this, I ask today for your trust and for your support.

Dear shareholders, before I look back on the past financial year and give you an outlook, I would like to say thank you. Thank you for your company, for your support and for your loyalty to TUI. These have not been easy years for you as shareholders.

We appreciate all the more that you have stayed on board - and are now starting a new phase for the company with us.

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Let me share with you my brief review of the past financial year.

The peak of the pandemic seemed to be over in Autumn 2021, the vaccination campaigns were having an effect. Then the Omicron variant caused the next wave of uncertainty. A wave with high infection numbers - new lockdowns, new massive restrictions.

The first six months of the 2022 business year - from October to March – continued to be characterised by lockdowns and restrictions in almost all markets. There were travel restrictions and many ports were closed for cruises. It was only after Easter, in Spring 2022, that tourism able to pick up speed again.

In February 2022, Russia's war against Ukraine began. A war of aggression in the middle of Europe, an attack on a sovereign country, on innocent Europeans – all this was hardly imaginable for many of us after the end of the Cold War and in this era of dialogue and cooperation.

The war is a far-reaching political and economic crisis - yes, that too. But first and foremost it is a human tragedy on a scale that is hard to imagine.

With the war, the world slid from a global pandemic to the most serious European crisis in many decades.

Despite these difficult conditions, a look at the year underlines: 2022 represented the comeback of tourism. We had a strong summer - for the entire industry and especially for TUI.

In the crucial fourth quarter from July to September, all TUI segments made positive contributions to earnings. We achieved 93% of pre-Corona levels in terms of customer numbers - with a significant increase in average prices.

We had announced in advance a significantly positive adjusted EBIT on an annual basis. And that is what we delivered - with 409 million euros on a turnover of over 16 billion euros.

The Holiday Experiences sector performed particularly well. It combines our hotels, the cruise business and the activities and excursions segment. TUI's hotel brands performed stronger than before the pandemic.

From my point of view, this clearly underlines that it was right and important that we made the strategic decision a few years ago to strengthen and expand the Holiday Experiences sector. We are benefitting from this today. And we will continue to profit from this in the future.

With the onset of the pandemic, we launched an ambitious savings programme for the entire Group. We successfully completed this

programme at the end of last year and will reach our savings target of 400 million euros per year in the 2023 financial year. This was an enormous effort during the pandemic. But the result strengthens TUI's in the long term future.

The effects of the programme and, above all, the strong operating business, also enabled us last year to start repaying the state aid, to repay silent participations and to reduce credit lines.

We have always stated that we want to and will repay the state aid in full and with interest. The measures we are asking you to approve today are further important milestones on this path.

Overall, 2022 was a year of "ups" and "downs". Homework remains - a crisis of the century cannot be left behind in 12 months.

Ladies and gentlemen, our course for the coming years is focused on profitable growth.

The growth programme was developed together with the Group Executive Committee and the leaders in all areas of the Group and is now being implemented consistently. It is expected to take full effect in 12 to 18 months.

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This brings me to the outlook.

Today, for most of our customers, we stand for holidays, beach and sun.

TUI is more. TUI can do more. Our mission goes further: TUI stands for experiences at the holiday destination as well as at home. When it comes to leisure experiences, TUI wants to become number one.

We are focusing on new products to attract new customers - and want to gain market share in this way.

We are focusing on growth in our two segments "Holiday Experiences" and "Markets and Airlines".

## Slide 7

Let me start with the growth initiatives already launched in the **Holiday Experiences** segment.

We are consistently expanding the range of activities and experiences at TUI Leisure - and will also invest more in direct sales. Going forward, anyone who books their holiday trip from the Red Sea to Luxor with us today, will also be able to buy their ticket at home for a concert in Berlin or a visit to a museum in Cologne with TUI.

We have enormous opportunities here, not only to offer our customers a holiday once or twice a year - but to become their preferred partner for leisure activities with our strong brand. All year round.

We are continuing to expand our own hotel portfolio – not only in destinations where we are already represented, but also in destinations that we will develop for TUI. Year-round destinations

such as Africa offer strategic growth potential. With Cape Verde and Zanzibar we have shown how we can develop a destination virtually from scratch with our unique positioning. We still have great potential in many regions of the world. Investment partnerships such as our joint ventures or the recently launched TUI Global Hotel Fund will allow us to pursue our asset right approach.

Our hotel brands already cover a broad spectrum of the market today. In the future, we will complement our brand portfolio even further.

In line with our portfolio growth, we will also continue to expand the direct distribution of our hotels - in particular in those source markets where TUI is not yet directly represented.

And finally, we are also expanding our offer in the cruise sector. In the next few years we will be adding three new ships to the fleet, which were ordered before the pandemic.

For the **Markets and Airlines** segment, we have a clear strategic roadmap too, and are already seeing the first results of our initiatives in the individual markets:

Flexibility and individuality are becoming increasingly important for our guests, and not just since Corona. We are therefore supplementing our classic package tour offer, which is made up of previously purchased components, with more flexible, dynamic travel

offers – so customers can combine hotels and flights available at short notice according to their individual wishes.

This creates countless individual offers, such as city breaks, which will attract new customers.

In the past, the classic city break guest did not necessarily find what they were looking for at TUI – but in the future, they will. Dynamic packaging makes us interesting for many new customer segments.

Looking ahead, we will also offer separate travel components, for example hotel accommodation and flights, or additional services such as rental cars or excursions -both individually and, with TUI Tours, who also have attractive round trips on offer.

I mentioned at the beginning how important "doing" is to me. All of these propositions are therefore not just ideas and plans, but initiatives that we have already brought to the market. Very concretely:

1. In Sweden, we have already successfully launched Accommodation Only - i.e. hotels as a single component. The customer response has been very good. The other Nordic countries will follow in the next few weeks. At the end of the year, the offer will be launched in the UK.

2. In Austria, we launched Flight Marketplace, which enables single flight bookings for many airlines - and of course for our TUI fleet.
3. And in Belgium, TUI Tours successfully launched.

Digitisation also remains a priority on TUI's agenda, of course.

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In order to implement our strategic initiatives quickly and efficiently, we are dovetailing our IT teams more closely with the operational business units. The reorganisation of our IT teams has already taken place.

Retail is and will remain important. I believe in the future of travel agencies, in good advice and personal service. Retail and digital services go hand in hand. The TUI App plays a central role for us - and our guests. In the future, our customers will not only be able to book their trip via the TUI App, but also plan everything that constitutes travel, leisure and adventure: from a visit to the theatre and a city break, to a package holiday.

This approach is at the heart of another strategic initiative that will unleash further growth for TUI in the future: The **TUI Central Customer Ecosystem**.

With a high-performance customer management system, we want to make even better use of our opportunities to make customised offers to customers.

We want to target customers who book a flight with us, for example with hotel offers or concert visits at their destination.

With our worldwide customer base, there are enormous opportunities to sell additional products and services through intelligent automated customer targeting.

In summary: we want to sell new products to existing customers - and win new customers. This is what the TUI Ecosystem can do.

All of these areas are currently being developed and implemented by the teams at full speed and will have a decisive impact on the TUI of the future. I am very much looking forward to this.

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TUI sets standards in the tourism sector in terms of quality and sustainability. And our team is also unique in the entire industry in terms of experience, professionalism and internationality.

My goal as the new CEO is clear: We should not just stand still. We want to further expand our leadership in these topics.

**Service and quality** suffered across the sector last year. In particular, the situation at airports was unacceptable in many parts of Europe - including here in Germany.

Experience has shown that when the complex interplay in the travel chain gets out of sync, things get out of hand - and the guest experience is negatively affected.

Even though we as TUI could not directly influence this, the holidays of TUI's guests were also disrupted.

We were not always able to offer the high standards that guests rightly expect from us, especially at the beginning of the summer.

I am personally very sorry about that. We have done everything in our power to ensure the usual TUI quality again next summer.

**Sustainability** is THE challenge of the coming decades. This is true not only with regard to travel, but for almost all areas of life.

At TUI, we see the sustainable transformation not as a threat - but as an opportunity.

We have been working intensively on this topic since the 1990s. For us, sustainability is not a fad - but firmly anchored at all levels of our entrepreneurial activities.

We approach the topic holistically - all three dimensions of sustainability must be taken into account: the economic and social as well as the ecological.

The TUI Care Foundation, which we support, has done valuable work in many destinations around the world in recent years, particularly in the economic and social dimension - especially in emerging and developing countries.

Particularly during the pandemic, the Foundation - in cooperation with German development aid - was able to help people in our destinations get through the crisis better.

The issue of **emissions reduction** is particularly central to the company's sustainability agenda.

The political goals of 2045 or 2050 are of course too late - especially for the next generation. That is not an ambitious target.. TUI will move faster.

My personal commitment is there - of course we need innovation, technology, engines, new fuels. However, I see that technology is accelerating quickly, and the profitability of sustainable investments is significantly increasing.

Because 2050 is too late, we have agreed interim targets for 2030 with SBTi - the Science Based Targets Initiative, which was launched by WWF and the United Nations, among others.

All three business units have analysed emissions with the help of external specialists and calculated various scenarios - not in isolation, but based on the state of science and technology and expectations for the coming years.

The plans were officially confirmed and certified by the Science Based Targets Initiative at the end of January after an intensive review process.

Since 2020, we have been in discussion and intensive exchange with SBTi about the goals. They were critically scrutinised and examined. We as TUI are all the more proud that we have now received the certification.

This makes us the first cruise operator to achieve certification of the reduction targets - and only very few companies in the airline and hotel sectors have achieved this worldwide to date.

TUI is the only company in the world to have certified destinations in all three segments. This drives us to become even better.

We have taken the pre-pandemic year of 2019 as a basis and want to dramatically reduce our emissions by 2030: In the airline segment, we want to save 24% by the end of this decade, in cruises 27.5%, and in our hotels and resorts over 46%. My personal ambition for our hotel companies is to be as far as possible to zero by 2030. That is ambitious - but we want to achieve it.

One thing is clear: this is our objective today - it is based on today's view of science and technology. We remain committed and ambitious. As new opportunities arise, we will also continue to follow suit with our goals.

And we also want to be a driving force for the sector: As a lighthouse project, we have launched the "Destination Co-Lab Rhodes", which aims to make the Greek island of Rhodes the blueprint for a sustainable destination.

We invite all industry partners to become part of the Co-Lab. Everyone can make a contribution. A destination only becomes sustainable if everyone on the ground is involved and walks the path together: the state, businesses as well as holidaymakers and residents. We are looking at the whole range of issues in Rhodes: from public transport, rental and private cars, hotels, plastic avoidance, recycling and circular economy. This is what we are working on in Rhodes with the South Aegean Government and local partners and stakeholders in tourism.

Finally, my last point is a very crucial one: we want to have the best **team** in the industry.

It is the colleagues who make our company. For our guests, and for our partners.

The team worked hard under difficult conditions during the crisis and fought passionately for TUI.

My colleagues and I in the management appreciate this very much. And we would like to take this opportunity today to say a very big thank you.

Particularly over recent years, we have really felt a special TUI spirit in the team. Even when things get difficult, we tackle it together as a team at TUI – and in our own way. In a nutshell: "Let's TUI it!"

To ensure that TUI remains an attractive employer in the future, we have developed our new People Strategy. We are creating the right framework to ensure that our employees remain highly engaged in a digital TUI environment. And we are committed to ensuring that diversity in the TUI team continues to grow. Diversity and inclusion are very close to my personal heart - and I am convinced that diversity is also a real advantage in business terms.

It is also central that we are pioneers in hybrid, flexible working models - this is a factor that plays an important role for all of our up-and-coming talent.

Tourism as an industry has not had an easy time in the labour market in recent years. It is therefore all the more important for TUI that we will continue to be able to attract the best talent in the future.

TUI is now well positioned as a progressive, attractive employer. And our new employer branding strategy, which we will launch in March, will further strengthen our reputation as a good employer.

This is also recognised externally. Of the many awards TUI received last year, I was particularly pleased that TUI was named the most attractive employer among business students in Sweden.

For our new products we gain from the knowledge and know-how of the younger people - as well as the experience of our current employees. I am pleased that our TUI Way of Working is recognised and appreciated by everyone.

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Dear Shareholders,

Our strategy for the TUI of the future is in place - it's all about picking up momentum after the pandemic. The entire TUI team is focused on bringing the new strategy to life.

TUI was a successful company before the pandemic. We invested in cruise ships, hotels. We built up new business areas like TUI Musement. And we have successfully transformed the Group. TUI can change.

The concluding year 2022 has shown: TUI is back. We are on course.

In 2023, we will launch new products for new customers - and thus gain additional market share.

We want to grow again – and grow profitably.

That is my promise to you, dear shareholders. That is our promise as management.



Thank you very much.