



Speech

Sebastian Ebel

Chief Executive Officer (CEO) TUI AG

on the occasion of the Annual General Meeting

on 13 February 2024

- the spoken word prevails -

Dear shareholders,

I would like to welcome you to our Annual General Meeting. I am delighted that so many of you have joined us.

Today, I would like to take a look at the past financial year with you and share my thoughts on the present and the future of our company. Before I do so, however, I would like to say a few words about a topic that has been very much on our minds in recent months - for me personally as well as for many colleagues in the Group and, I am sure, for many of you.

DIVERSITY AT TUI

We are currently facing a new wave of far-right-wing ideas and nationalisms. Here in Germany, but also in many other countries in Europe and the world. The social climate has become harsh - unacceptably harsh. Isolation, intolerance and narrow-minded thinking are creeping into the centres of our societies. This is cause for concern and requires the majority to take a stand against it. We cannot confront intolerance with tolerance or indifference. This is a question of our values and our responsibility.

Tourism stands for exchange and understanding like no other industry. Travelling allows us to look beyond our own horizons. Travelling creates

space for personal encounters across borders and cultural differences. In personal exchanges, we often discover things that unite us where at first glance we would expect things to divide us.

As the market leader in tourism, TUI is a company of diversity in a very special way. Diversity is at the core of our DNA - and we are very proud of this. Every day, people from over 100 countries around the world work with us. Our colleagues are welcome as guests anywhere in the world and they feel at home there for a while.

The same applies to around 19 million holidaymakers who travel with TUI and discover other countries, cultures and religions. The world is our home. We experience openness, hospitality and diversity when travelling - and we also want to live and defend this at home.

To further strengthen our position as a diverse business, we have worked intensively over the past year on our Diversity, Equity and Inclusion Strategy, which we will be launching in the coming weeks. Together with employee representatives and all colleagues, we want to ensure that everyone at TUI can be who they are. Regardless of origin, gender, age, sexual identity, religion or special abilities.

Diversity is our strength - this applies to TUI as a company as well as to Europe. Diversity may not always make life easier, but it undoubtedly makes it better. All of us at TUI will continue to stand up for diversity, tolerance and understanding. Never again is now - that is our clear

commitment. That is also my commitment as TUI CEO - and as a fellow citizen Sebastian Ebel.

PEOPLE

The 65,000 colleagues in and around the world make TUI what it is. They are the face of the company to our guests and partners in our destinations. They make the difference. I would therefore like to take this opportunity right at the beginning to say a big thank you to the entire TUI team. Thank you for a successful financial year 2023. Thank you for your tireless efforts over the past few years - years that were certainly not easy and brought uncertainty and also losses for many colleagues and their families. All the more reason for us to appreciate their great loyalty and commitment to TUI.

Last year, I visited many colleagues in all parts of the world and had the opportunity to learn from the local teams. I am therefore also pleased that we were able to implement our TUIgether employee survey again last year - with good results. The feedback from employees helps me and my colleagues on the Group Executive Committee a great deal. No CEO or Executive Board can prescribe change alone, it is a team effort. And I am delighted that the entire TUI team is pulling in the same direction.

The employee representatives play a crucial role in this. I would like to thank Frank Jakobi, Chairman of the Group Works Council and Deputy

Chairman of the Supervisory Board, and his colleagues in the employee representative bodies for the good and constructive cooperation. The openness with which we jointly discuss and advance topics ranging from artificial intelligence to training and lateral hiring is an important success factor for TUI.

I would also like to take this opportunity to sincerely thank all members of our Supervisory Board for their close support over the past financial year. Your intensive, supportive and also critical guidance is the basis for good results in the interests of the employees, the company and its shareholders. Many thanks!

REVIEW 2023

Let me now turn to a review of the past financial year. At this point last year, I told you that 2023 would be a year of transition for TUI. And today I can say that 2023 was a **successful** year of transition for TUI.

After three years that were severely impacted by the pandemic, TUI is back on track. And the positive momentum continues to grow. At the beginning of the financial year, we announced that we wanted to significantly increase our underlying EBIT. This is exactly what we have achieved - with a record revenue of over 20 billion euros and a significant increase in underlying EBIT to almost one billion euros. For the first time after years of the pandemic and losses of 5.9 billion euros, we also

achieved a positive result after taxes and minority interests of 306 million euros.

Operating performance was good in all segments. We saw a very good summer for tourism, almost reaching the level of 2019.

In the Holiday Experiences segment, our hotels and resorts achieved excellent results for the sixth consecutive quarter. And we see strong growth potential here.

A somewhat slower recovery was expected for cruises. However, our cruise fleets of Mein Schiff, Hapag-Lloyd Cruises and Marella are well on the way back to their previous strength. For the first time since the outbreak of the pandemic, the cruise business also had a good year. And in TUI Musement, our activities and experiences segment, we also continued our profitable growth trajectory in the past year.

We were also able to significantly improve our operating performance in the Markets and Airlines segment. Our tour operators are growing profitably again. It should be emphasised in particular that the proportion of dynamically produced package tours is increasing significantly.

All in all, 2023 was a successful year for TUI in operational terms.

We have also achieved important milestones in strengthening our balance sheet. With your support, we successfully completed our capital increase

totalling 1.8 billion euros in April. This enabled us to repay the WSF corona state aid in full. As a result, we were also able to improve our credit ratings again in the spring.

Today, TUI is once again a company that stands on its own two feet. We have always said that we want to and will repay the government's Covid-19 aid as quickly as possible. And we have done so. We have repaid the funds that were lent to us during the emergency through no fault of our own - plus hundreds of millions of euros in interest. The support was therefore an extremely profitable investment for the Federal Republic of Germany.

Ladies and gentlemen, it was temporary aid with good interest rates - not gifts. Decisive action saved a company and jobs, and also an ambassador - because in many places in the world TUI is also a respected ambassador for Germany and Europe.

Tourism is the most important employer for many countries in the world and is a catalyst for the development of these countries and their societies. Especially when it comes to education, training, economic development or sustainable transformation. Tourism is the most efficient form of international development cooperation.

In Germany itself, people often look at other industries. As an industry, we are aware of this - but we will not get used to it. It is unacceptable - and I will come back to this later with the political framework conditions for aviation and tourism. One thing is certain: tourism is one of the most

important economic sectors in the world. TUI is at home in the world and an ambassador for Europe. That is why I mention this directly in connection with the loans that the German government had made available.

You, our shareholders, have made the repayment of the WSF Covid-19 aid possible. I would like to thank you for your support of the capital measures. Your approval, trust and support were important steps and are our obligation to you. I have always been very aware of what it means for shareholders to make additional investments in the company and in shares in these difficult times and after three years of the pandemic.

POLITICAL FRAMEWORK

We are particularly pleased that we were able to defy the challenging overall environment with our good performance last year. In the summer, we were confronted with forest fires in Greece, which had a massive impact on Rhodes in particular. Geopolitically, 2023 was not an easy year either. Russia's war against Ukraine, the attacks on Israel and the war in the Middle East show us all how fragile the geopolitical environment is. Many things have been put to the test and we all have to question what was considered secure. The world is in disarray. Certainties that have characterised our view of the world and the economic order for over three decades have been called into question overnight. An entire generation of

young people in Europe is experiencing threats that they did not know, did not expect and did not foresee.

Yes - the complexity of the challenges that Germany and Europe are facing is enormous and yes - the German energy supply had to be completely reorganised in just a short space of time. But it is precisely in difficult times that we must be able to demand a clear strategy and a high degree of reliability from policymakers. Nobody can be satisfied with the current political framework in Germany and Europe. Excessive regulation and bureaucracy prevent growth and rob companies of the strength to invest in innovation.

After taxes and interest, the scope for investment is also limited for our company. Of course, we think very carefully about where we want to and can invest. Unfortunately, Germany is currently not the first choice for many companies. This alienation, which began years ago and is now accelerating, must worry us. It jeopardises our prosperity.

What characterised Germany for many decades was stability and reliability. That is why companies from all over the world came to this country. This trust is currently being squandered in Germany.

The recent instantaneous decision to increase the air traffic levy is an example of a lack of political reliability. As far as international flight connections are concerned, Germany is still far behind where it was before the pandemic. Naturally, this weakens Germany's competitiveness

- especially for a country that is so dependent on exports and international collaboration. The recovery in air traffic in Germany is lagging behind many other countries in Europe and the world.

And as if the situation wasn't already challenging enough, a further increase in the air traffic levy was recently announced practically overnight. Holiday packages for the summer have been sold before this change - under different calculations. Anyone who changes the rules in the middle of the game is damaging the country's competitiveness. Good policy is characterised by predictable regulation. Then it supports the economy - instead of slowing it down. Therefore, once again: a reliable political and regulatory framework is essential.

Turning away from the promotion of sustainable aviation fuels is another example of misguided policy. These fuels are essential for the sustainable transformation in aviation. It was therefore right that the German government decided to fund this mammoth task with 2 billion euros. This funding was then cancelled out of nowhere. To a whole 17 million euros! We should be honest and cancel the funding altogether.

The German aviation industry wants to deliver the sustainable transformation. But here too, political targets and concrete measures of the government are two loose ends that do not come together. These two examples show: Currently policymakers are not supporting the transformation - they are putting additional obstacles in the way of companies.

We need to return to predictable policies, to policies that leave room for growth and innovation. To policies that do not constantly invent new rules, specifications and regulations - but instead consistently reduce bureaucracy and obstacles for people and companies. Regulation must set a framework and be geared towards a goal, but not prescribe the path in detail. People and companies usually find this path a lot better and faster than policymakers and administrations.

We in Germany and Europe do not lack innovative spirit and good ideas - we lack the support and the freedom to develop them. To stay with the image of traffic lights: when red, amber and green lights flash at the same time in traffic, it has little to do with orderly traffic management, it is simply a disruption - and accidents are inevitable.

OUTLOOK FOR 2024

Let me now turn to the outlook for 2024.

As was the case before the pandemic, the global tourism sector is expected to grow significantly faster than the global economy in the future. The sector is healthy and global demand for travel is strong. This is based on a number of global megatrends: the middle classes around the world continue to grow. People are living healthier and longer. Experiences

are becoming increasingly more important than possessions in all age groups. These three factors act as strong drivers for tourism.

At the same time, we also see challenges. Cost inflation, geopolitical conflicts, higher interest rates and exchange rate fluctuations are creating uncertainty for consumers. Our strong brand and our outstanding products give us an advantage in these market conditions. People know TUI, they trust the brand and our employees. And they know that they can rely on TUI - even in difficult situations and crises. We want to utilise this advantage even more in the future.

This morning we presented our figures for the first quarter of the current financial year. And they look good. We have achieved the strongest first quarter in TUI's history. The booking momentum remains very good. This underlines the fact that TUI is clearly on course for growth.

I just mentioned reliability - reliability and competitiveness are crucial for investments, the expansion of our business and, in particular, **where** we invest. I would therefore like to emphasise once again at this point: We need better political and regulatory framework conditions in Germany and in Europe.

I am clearly in favour of good consumer protection. It is precisely this very good protection that is offered by package holidays and European tour operators such as TUI. However, I am against ever new rules to the detriment of German and European tour operators and travel agencies.

Even today, online platforms often have an advantage. Customers often have the impression that they are getting the same thing. But that's exactly what they are not getting. This is where the EU should intervene and ensure greater transparency and a level playing field. Instead of regulating the already highly regulated tour operators even further, Brussels should get to grips with the online-only platforms and their business models.

This is because they offer little or no protection for the customer: they act as intermediaries, but are almost never the customer's direct business partner. They also do not provide on-site support or bring customers home, as in the case of the forest fires in Rhodes for example. A level playing field must be created here.

We need a commitment from the EU and also from German politics to the tour operators. This is also in the interest of the thousands of travel agencies in Germany in particular. Pure intermediaries do not offer this security for holidaymakers and their families and they are the competitors of local travel agencies. We are also digital. But we are clearly committed to package holidays and retail.

STRATEGY UPDATE

This brings me to TUI's strategy. The strategic reorganisation of the company is in full swing. The TUI of tomorrow is different from the one you all know.

We have accelerated the strategic transformation in the individual segments in recent months. The objective is clear: profitable and sustainable growth through more products, more choice, more flexibility - and all this for more customers. We want to offer holiday experiences, of course, but also leisure experiences and activities at home.

Along our new TUI vision: Excellence in Leisure Experiences.

Holiday Experiences

In the Holiday Experiences segment, we have focused on profitable growth for differentiated products with our strong brands such as RIU, Robinson and TUI BLUE. We are also establishing strong global direct distribution channels for our products. We consistently follow the asset right approach. This means that we only tie up capital where it is necessary and sensible.

At TUI Hotels & Resorts, we were thus able to add over 40 new hotels to our plans in financial year 2023 - and we are consistently pursuing this growth path in the current financial year. In line with our asset-right strategy, the growth of our hotel brands is being driven by a mix of franchise and management agreements, joint ventures, the Global Hotel

Fund and our own investments. We are also tapping into new customer groups by broadening our hotel portfolio.

Growth in the cruise business is being driven by new ships. Within the next three years, the Mein Schiff fleet of TUI Cruises will grow by three new ships. The first new ship will be delivered this summer. At our British cruise line Marella Cruises, we are continuing our strategy of fleet modernisation. The Marella Voyager, which was launched last June, is an example of this.

TUI Musement also remains focused on customer growth. We are also strengthening our own differentiated product portfolio with even more of our own tours and activities. As one of the most exciting segments in tourism, the experiences and activities sector still has enormous potential. We are currently experiencing significant double-digit growth here.

Markets and airlines

In the Markets and Airlines segment, we will tap into new customer segments with new products. Retail will continue to play an important role in the future - I have already mentioned this. We believe in retail. And more importantly, our customers value it and it is successful. In the UK, for example, our own travel agencies and partner sales are showing very good growth.

None of this diminishes the importance of the digital transformation that we have continued to drive forward in recent years. The digitalisation of

our tour operators enables us to continuously expand our offer, to individualise it more and to make it more flexible. The relaunch of the First Choice brand in the UK, for example, broadens our offering and our presence - particularly among younger target groups.

A standardised IT system for all our tour operators will further increase the share of our dynamic packaging business and enable us to expand our hotel-only and flight-only business in all markets. Last year, we already sold around 2.5 million dynamically packaged holidays and we see further growth potential here.

Our increasingly powerful digital platforms also enable us to tap into new source markets. In markets where TUI was not traditionally represented, we can thus efficiently acquire new customers. The constantly growing middle classes in many countries in Europe and around the world that I mentioned before offer considerable potential here, which we will utilise with the strong TUI brand. This way TUI will become a company with an even bigger global presence.

Our strong IT platforms are the basis for this global growth of the future. This is another reason why we are not letting up on digitalisation.

Central Customer Ecosystem

As you can see, both TUI segments are on course for growth.

As already mentioned, the backbone of our sales organisation is and will remain retail. We are also strengthened by the expansion of our TUI

Central Customer Ecosystem - a centralised customer management system that brings together TUI customers from all areas of the Group. The system enables us to up-sell and cross-sell effectively and offer customers additional products and services tailored to their needs. It is also the key to utilising synergies between our business segments and reducing customer acquisition costs.

Our app is an important prerequisite for building a closer customer relationship. We are continuing to invest in our app capabilities and aim to significantly increase the share of app sales and services via our app.

We also want to introduce a Group-wide customer loyalty programme. This will also further strengthen our customers' brand loyalty and help us to make TUI the preferred leisure partner for our customers.

TUI should be the first choice for anyone thinking about holidays and leisure. On holiday on the beach and in the mountains, but also for weekend activities at home.

TUI covers all stages of a holiday like no other company. No other company can offer its customers services from a single source across all stages of a holiday. And no other company in the world combines expertise from all parts of the travel sector under one roof.

We will be able to utilise this unique vertical integration even better with the TUI Central Customer Ecosystem - in the interest of our guests, in the interest of our partners in the destinations and in the interest of TUI – and thus also in your interest, dear shareholders.

In all of this, we continue to prioritise quality and service for our guests. I mentioned at the beginning: "Diversity" is one strand of TUI's DNA. "Care" is the second strand of our DNA. We care - and we are happy to do so. Our colleagues all over the world take care of our guests every day and try to inspire them anew every day. We take care of them in times of crisis and are there when our guests need support.

We not only take care of our direct sphere of influence, but also partner with the destinations and are committed to the local destination communities.

RESPONSIBILITY

TUI's sustainable transformation is also an expression of this. With TUI's sustainability agenda, we have set ourselves very ambitious sustainability targets for all segments of the company. We want to continuously and significantly reduce TUI's environmental footprint and at the same time strengthen the social and economic participation of destination communities.

To this end, we are holding intensive talks with all partners, in particular with the destination governments and our business partners.

TUI wants to and is to become a climate pioneer in our industry. Together with the Science Based Target Initiative, we have set ourselves clear emission reduction targets for 2030: around a quarter less CO₂ emissions

from our airlines and cruises, around half less from our hotels and resorts. Net zero as quickly as possible is our most important goal in terms of sustainability.

We also communicate this to suppliers and partners. Anyone who works with TUI must be prepared to pursue ambitious goals and walk the path with us.

Our first Net Zero hotel has opened in Austria, the TUI Blue in Montafon. This is a huge step not only for TUI but for the entire hospitality industry. Over the past year, we have pushed ahead with the planning of solar parks in many places around the world. In the medium term, in many destinations we want to produce enough green energy ourselves to cover the entire consumption of our hotels. We have also invested in photovoltaics when remodelling our new TUI Campus in Hanover.

It's not just green energy that has come a long way. On the way to our 2030 reduction targets we have also made important progress in terms of fuels. The new Mein Schiff 7, which will join the TUI Cruises fleet this summer, is one of the first cruise ships to be equipped for operation with green methanol. The ship's propulsion is thus almost CO₂-neutral.

A few weeks ago, we agreed a comprehensive partnership for the supply of climate-friendly methanol. This will enable us to cover our future demand for green methanol in German ports. In the next stage, the supply can be extended to other ports. This underlines the fact that we are not waiting for further developments when it comes to climate protection - we are already fully focused on actual implementation.

For many of our destinations, social sustainability is at least as important. Where tourism is growing and expanding, the tourism industry and politics must work together to ensure that local people benefit from this positive development. The TUI Care Foundation, which the company set up and supports financially, is working on this. It is independent in its work and is currently present in more than 25 countries around the world. The Foundation is also supported by thousands of colleagues and our guests. I would like to take this opportunity to express my sincere thanks for this too! I personally am very proud of what the TUI Care Foundation is doing.

The sustainable transformation is a generational task. Nevertheless, it is important for me to emphasise: We are not waiting and we are not hesitating. We are facing up to the challenge and have now embarked on the long journey.

CONCLUSION

Dear shareholders, a lot has happened at TUI in the past year. We are on track and can look forward to profitable growth. Our CFO Mathias Kiep will present the annual figures to you in detail in a moment. He will also present details on the potential focus on our stock exchange listing in Frankfurt and the possible return to the MDax.

TUI still has huge potential. Together with the entire TUI team, my colleagues on the Group Executive Committee and I will focus all our

energy on realising this potential - for the benefit of the company, its shareholders and its employees.

We have not yet reached our goal. And we are not yet satisfied with the status quo.

For the current financial year, we have set ourselves the target of increasing our revenue by at least 10 per cent compared to the previous year. We are aiming for an increase in EBIT of at least 25 per cent.

This emphasises: We want more. We can do more. And we will deliver more.

This applies to our business, our transformation, our profitability - and very explicitly to the development of our share price.

I would like to thank you all for your trust, your support and your loyalty to TUI.

Thank you very much!