



TUI GROUP Annual General Meeting 2019

Friedrich Joussen – CEO



Audit outlook – 3 effects



Prolonged hot
summer



Capacity Shift

£/€ ↓

UK business

RECORD EARNINGS OF FY 18 WILL BE HELD

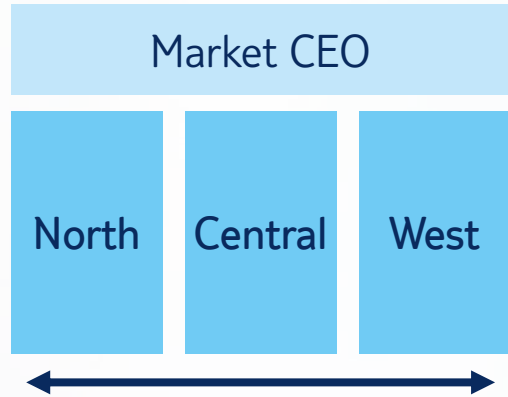
Classification and perspective for TUI



BUSINESS MODEL INTACT, DESPITE MARKET PRESSURE



Our strategy



TUI 2022

1 m customers
1bn turnover

Standardisation

Online- /
Mobile Sales

More Products:
Activities

New
Markets

TRANSFORMATION INTO A DIGITAL PLATFORM COMPANY

TUI – a strong brand with another record result in 2018

4x > 10%¹

earnings growth

6.3%¹

turnover growth

27 m

customers

800 m €

investments

2.7x

debt reduction

72€c

dividend proposal

¹ On a constant currency basis



TUI – high employee engagement and social commitment



- 70,000 employees
- attractive employer
- newWork@TUI
- oneShare
- CSR

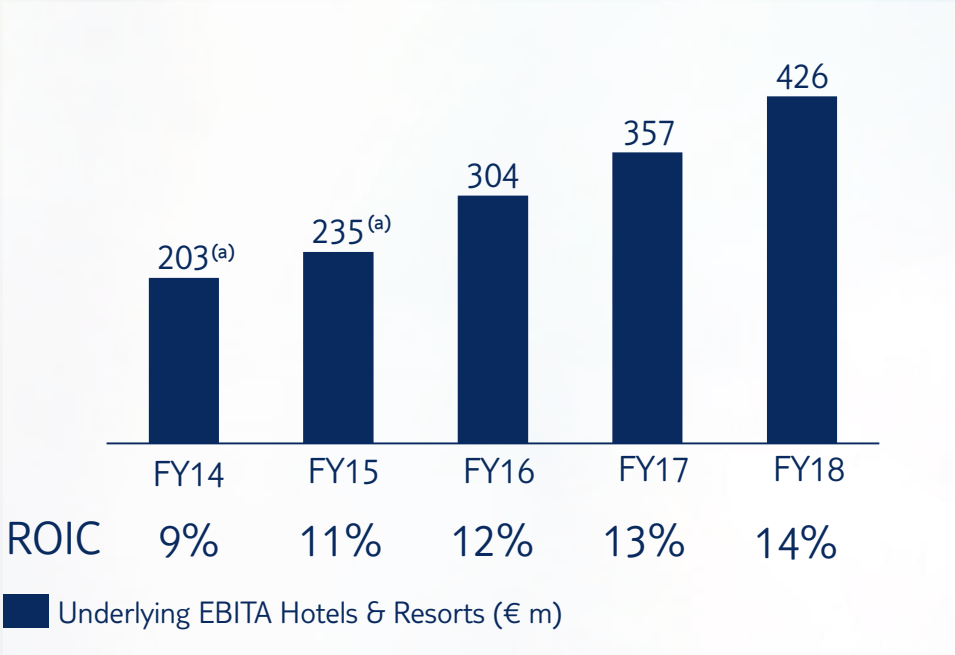


betterholidays
betterworld

 **TUI** CARE FOUNDATION



Hotels & Resorts – profitable growth and increase of return on investment



44

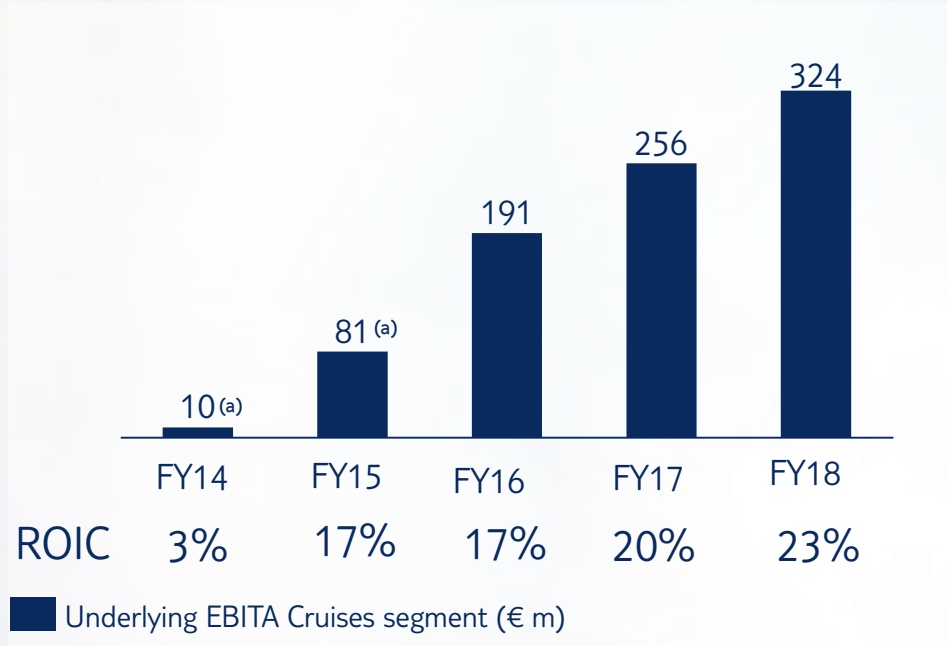
new hotels since merger

Growth

South East Asia



Cruises – Continued profitable capacity increase



Supply / Demand

intact

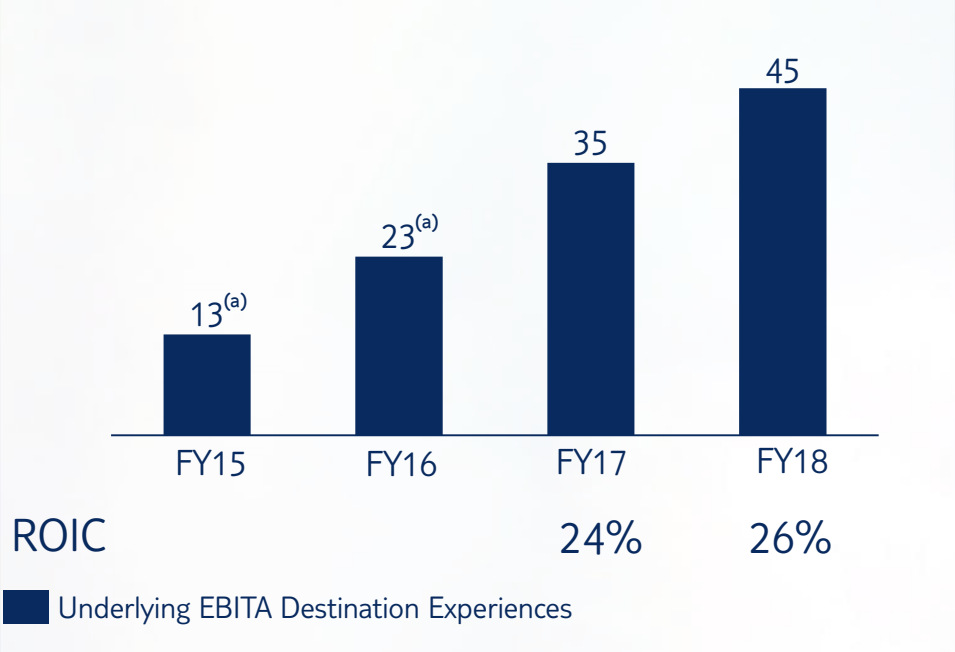
Vessels 2019

+ 3

(a) Marella Cruises not included



Destination Experiences – 150 bn € market – 7% growth – 300,000 providers



+17.4%

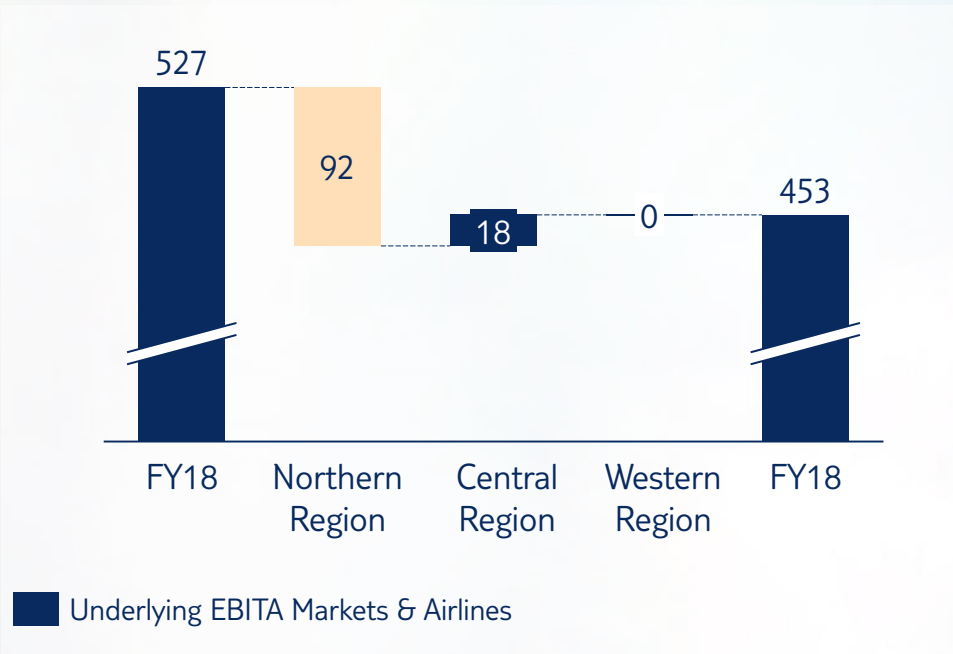
more activities

+33.6%

higher turnover



Markets & Airlines – Volume and sales growth



21 m

customers¹

+ 5.3%

turnover

- 14.0%

underlying EBITA



Strategic focus: Four initiatives for a digital future at TUI

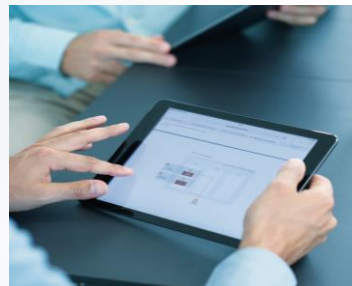


Online and Mobile Sales

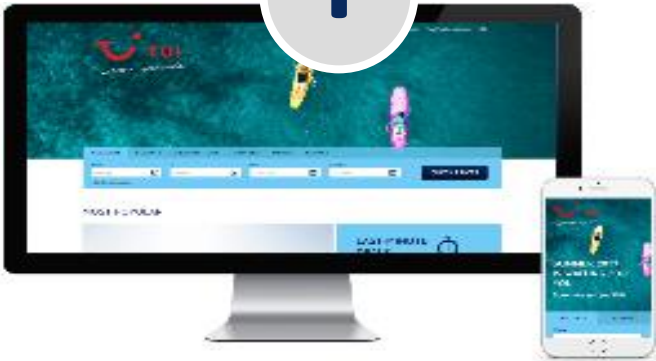
Mass Individualisation

Capacity / Purchasing

Global Market Presence

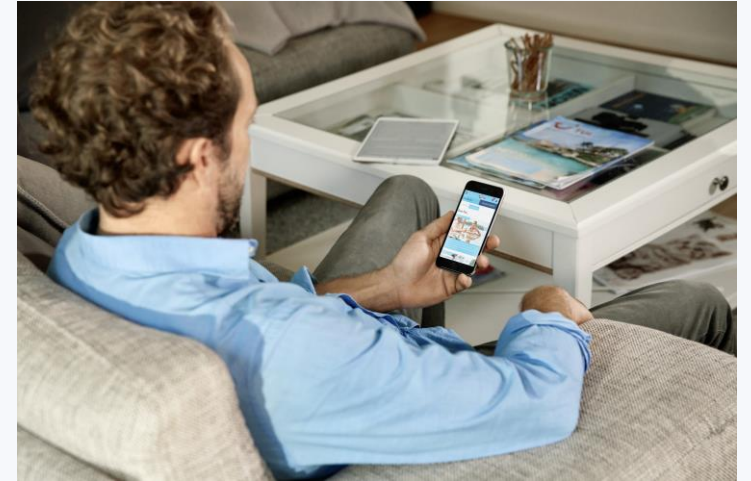


Online and Mobile Sales



~10%
distribution cost

~50%
online sales



- Distribution via app
- 200,000 app customers (2018)
- 5.5 m active app users

Digital Mass Individualisation



Cloud



Analytics



Campaigns



Research/
Bookings



Customised offers for **21 m** customers¹

¹ Core markets



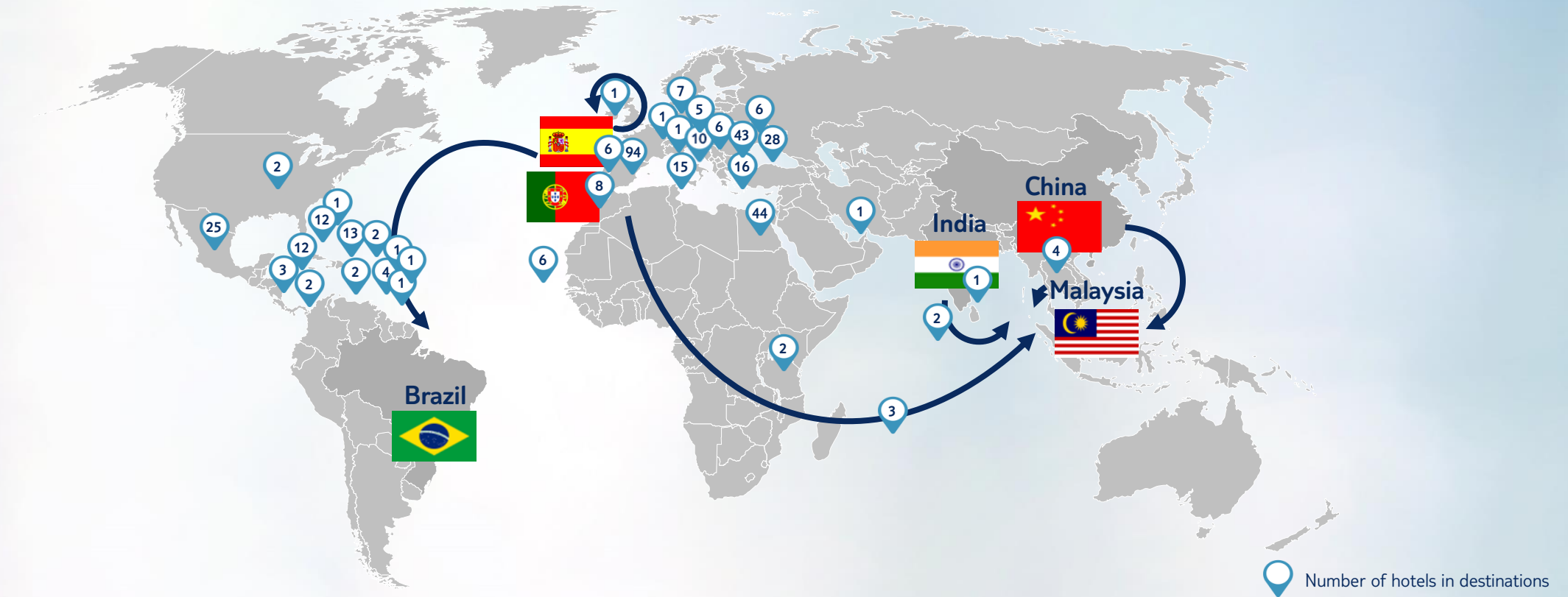


100 m bed nights¹

5 bn € Third-party purchasing volume¹



Digital global market presence: Entering new markets, make use of our risk capacities



TUI 2022: 1 m customers

1 bn€ turnover



TUI growth story



Trader



**Integrated
Tourism**



**Digital
Platform**