



# TUI GROUP HYB INVESTOR PRESENTATION

February 2024

## FORWARD-LOOKING 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.



## AGENDA

1

TUI OVERVIEW

2

KEY CREDIT HIGHLIGHTS

3

FY24 Q1 HIGHLIGHTS & TRADING UPDATE

4

LONG TERM VISION FOR TUI

# TUI Group at a glance

## TUI Group



**19m** Customers



**€21.2bn** Revenue



**€1,136m** Und. EBIT<sup>1</sup>



**2.1x** Net leverage<sup>2</sup>



**~65,400** Employees

## Holiday experiences (~80% Und. EBIT)

### Hotels & Resorts

**€569m**  
Und. EBIT

**Diversified global portfolio of leading differentiated leisure hotel and club brands**

- Includes majority-owned hotels, JVs, investments with significant influence and hotels operated under management contract

### Cruises

**€270m**  
Und. EBIT

**Leading German & UK cruise brands**

- Comprises Mein Schiff, Hapag-Lloyd Cruises and Marella Cruises
- After the HLC disposal in Jun-20, Marella is TUI's only full consolidated cruise line and offers all-inclusive cruise packages (flight & cruise)

### Musement

**€39m**  
Und. EBIT

**Tours, activities and service provider in destination**

- Leading provider of experiences, transfers and tours with strong cross-selling from "Markets & Airlines"

## Markets & Airlines (~20% Und. EBIT)

### Markets & Airlines






**€340m**  
Und. EBIT

**Market leaders in packaged distribution and fulfilment with strong market and customer knowledge**

- 6 key source markets (UK&I, Nordics, Germany, Belgium & Netherlands)



# Strong post-pandemic recovery underpins robust performance

	FY19	LTM Dec-23
Revenue <sup>1</sup> (€bn) 	18.1	21.2 ✓
Underlying EBIT <sup>2</sup> (€m) / % margin 	893 / 4.7%	1,136 / 5.4% ✓
Free Cash Flow (€bn) 	Not meaningful due to Capex program	€0.7bn <sup>3</sup> ✓
Net Leverage <sup>4</sup> 	3.5x	2.1x <sup>5</sup> ✓
Ratings (Moody's / S&P) 	Ba2 / BB	B1 / B+ <sup>6</sup>

✓ Enhanced LTM Dec-23 metrics vs FY19

5

1 External revenue | 2 FY19 Und. EBIT includes amortisation of goodwill | 3 FY23 | 4 As of Dec-19 for FY19 column | 5 LTM Dec-23 Net Leverage Ratio: Net debt of €4.0bn / Und. EBITDA of €1.9bn | 6 Upgraded ratings as per Feb-24



# TUI Hotels & Resorts with leading leisure brands & a well-diversified portfolio

## Diversified portfolio of hotel & resorts...

Luxury



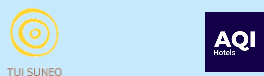
Global



Regional



Price-conscious



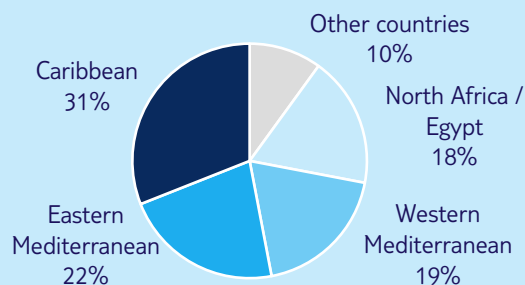
12  
Brands

360  
Hotels<sup>1</sup>

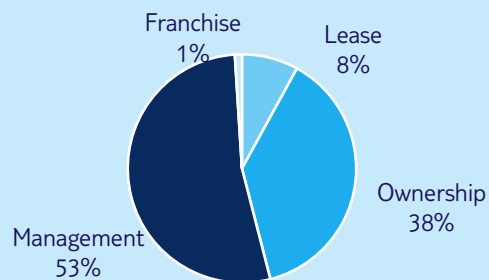
~40  
Countries

## ...operating globally under various structures

### Hotel beds per region



### Hotel financing structure



## Key facts

Total Revenue (€m)	1,073
Underlying EBIT (€m)	569
# of beds	285,127
Available bed nights <sup>2</sup>	38.5m
Average daily rate (in €) <sup>3</sup>	87

★ 92%<sup>4</sup>  
4 & 5 star

🏠 82%<sup>5</sup>  
Occupancy

🏆 8.6<sup>6</sup>  
CSAT

## Reasons for success

Global, diversified and market leading leisure hotel portfolio with strong brands, delivering premium returns

- High occupancies through vertical integration & multi-channel distribution power
- Growth driven by asset-right & JV expansion, further enhancing our differentiated brand portfolio
- Clear pathway to Zero CO2 emissions' target from own hotels by 2030



6

LTM Dec-23 figures for key financials, FY23 figures for operational KPIs | 1 FY23 number of Group hotels excludes 64 third party concept hotels | 2 Number of hotel days open multiplied by beds available | 3 Number of hotel days open multiplied by beds available (Group owned and leased hotels) | 4 Based on 360 group hotels | 5 Occupied beds divided by available beds (Group owned and leased hotels) | 6 Q4-23 CSAT of TUI hotels, Customer satisfaction score on a scale of 1-10



# Cruise brands which are well positioned to capture the market growth in Europe

Off-balance sheet: TUI Cruises JV

## Cruise brands / ownership



- Premium all-inclusive offering
- Itineraries to Central America, the Canaries, Caribbean, Asia and the Orient; additional offering to Northern Europe, the Mediterranean, and Baltic Sea in summer
- Net promoter score<sup>1</sup> of 80



- Market leader in German luxury and expedition cruises
- Itineraries to Europe, Asia, the Americas and around the world
- Net promoter score<sup>1</sup> of 89

On balance sheet



- UK cruise brand serving various segments with fully All-Inclusive fleet
- Market leader in the fly-cruise segment
- Itineraries to the Mediterranean, Canaries, Caribbean and North America
- Net promoter score<sup>1</sup> of 60

## Key facts

Total Revenue (€m)	Consolidated at equity <sup>2</sup>		708
Underlying EBIT (€m)	195	-	75
	<i>Mein Schiff</i>	HAPAG LLOYD CRUISES	MARELLA CRUISES
Fleet size	6	5	5
Occupancy % <sup>3</sup>	95%	72%	96%
Average Daily Rate	€171	€735	£181
Passenger cruise days (k's) <sup>4</sup>	6,121	589	2,789

## Reasons for success

### Market leading & awarding winning cruise brands, offering premium quality products & service

- Bespoke German and UK product
- Clear growth strategy, driven by investment into three new build ships via our TUI Cruises JV
- Expand source market distribution/broader marketing position
- Strong track record of reducing carbon emissions

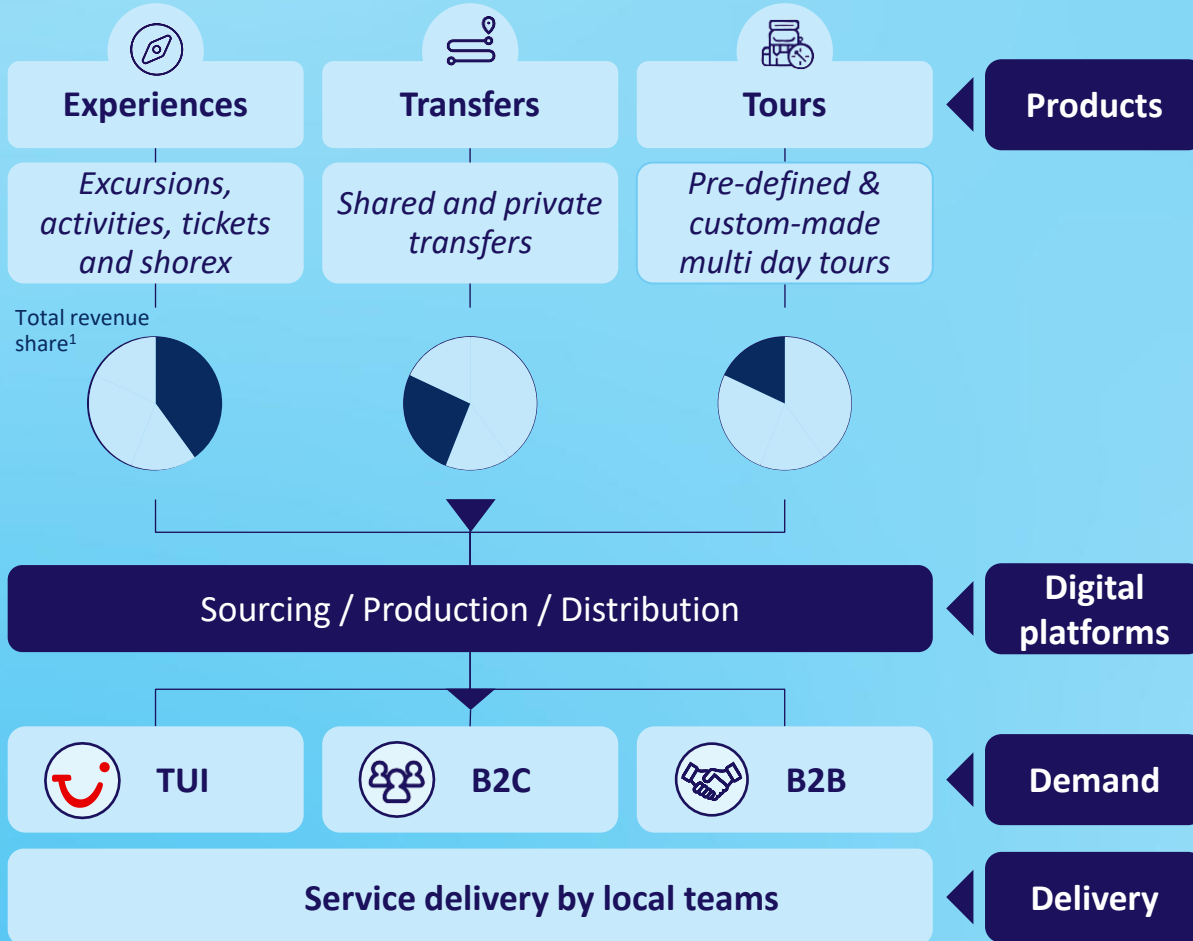


LTM Dec-23 figures for key financials, FY23 figures for operational KPIs | 1 NPS ranges from -100 to +100 and measures the likelihood of customers recommending a company, product or service; as of Oct-23 | 2 Hapag-Lloyd Cruises was sold to TUI Cruises in February 2020; Mein Schiff and Hapag-Lloyd Cruises are today consolidated at equity within the TUI Cruises JV | 3 Achieved passenger cruise days divided by available passenger cruise days | 4 Number of operating days multiplied per berths available on the operated ships



# TUI Musement – Experiences, transfers & tours segment positioned to drive future growth

## Unique business model driving digitalisation across products



## Key facts

Total Revenue (€m) <sup>2</sup>	805
Underlying EBIT (€m)	39
# of excursions sold	9.4m
# of transfers	28.2m

 **33%**  
Cross sell

 **>45k**  
Experiences offered

 **>120**  
Countries

## Reasons for success

One of the largest providers of experience, transfers & multi-day tours

- Growing & as-yet unconsolidated market
- TUI's strong positioning with scalable digital platform model, in-destination service & own differentiated content
- Approximately 1.6k experiences already certified as per international sustainability criteria





# Markets & Airlines is the distribution powerhouse of the TUI Group

## TUI offers the whole customer journey...

Wholesale package

Dynamic package

Accommodation  
Only / Tours

Flight only




- Customers appreciate **flexible, safe and unique experiences**, adapted to their needs
- High, **above average customer satisfaction** levels

## Key facts

Total Revenue (€m)	18,620
Underlying EBIT (€m)	340
# of customers	19m
# of aircrafts	126

 **76%**  
Direct distribution

 **51%**  
Online distribution

 **8.5<sup>1</sup>**  
CSAT

## ...with market leading positions across Europe



More than a dozen  
source markets deliver a  
strong customer base  
for our differentiated  
content

## Reasons for success

**Strongest brand in travel & market leader in package distribution with extensive customer knowledge**

- Differentiated and exclusive product with customer-centric approach
- Profitable growth driven by digital, scalable platform
- Significant up & cross-sell opportunity capturing customer lifetime value
- One of the world's first airlines with science-based targets



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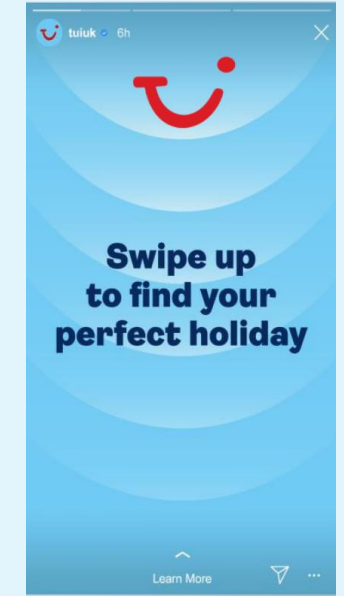
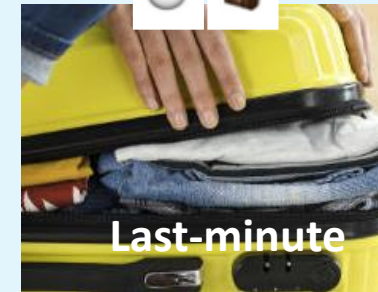
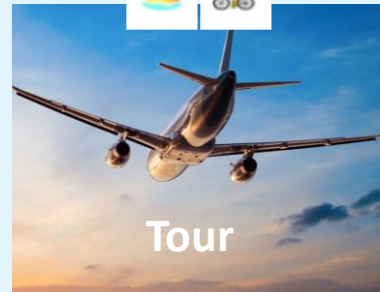
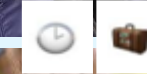
# Key credit highlights

- 1 Market leading brands with strong customer loyalty
- 2 Strategically well-positioned to benefit from the megatrend of growth in the Global Travel & Tourism market
- 3 Integrated omni channel business model with diversified source and destination target markets with a strong asset underpinning
- 4 Attractive financial profile with strong cash flow generation and significant revenue visibility from repeat customers and advance bookings
- 5 Pioneering sustainable tourism – driving positive change for people & communities
- 6 Experienced management team with proven track record of successfully transforming the business

# 1 TUI – the leading global travel brand

## LEADING GLOBAL TRAVEL BRAND

Showcasing our **flexibility and breadth of offer**; extending reach to both **existing** and **new** customers



## Market leading hotel brands...

### Luxury



### Global



### Regional



### Price-conscious



## ... and award-winning cruise brands



"Most popular cruise brand" by Kreuzfahrt Guide Awards 2023 and fww Award for "Best cruise ship brand" 2023



Winner of Kreuzfahrt Guide Award 2023 and fww Award for Luxury Cruises



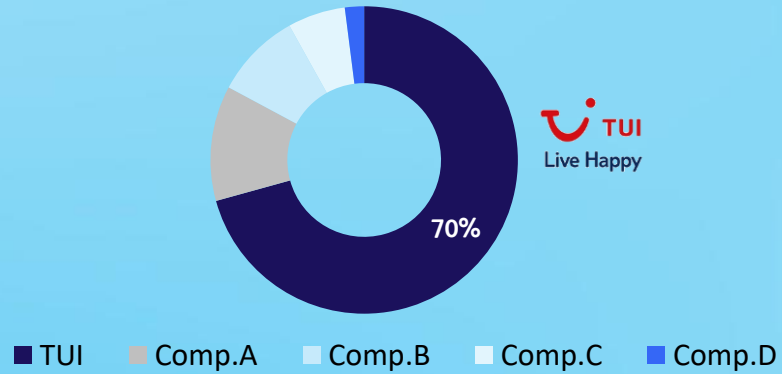
Winner of Which? Award "For Ocean Cruises February 2023" and endorsed "For onboard customer service experience" by GHK



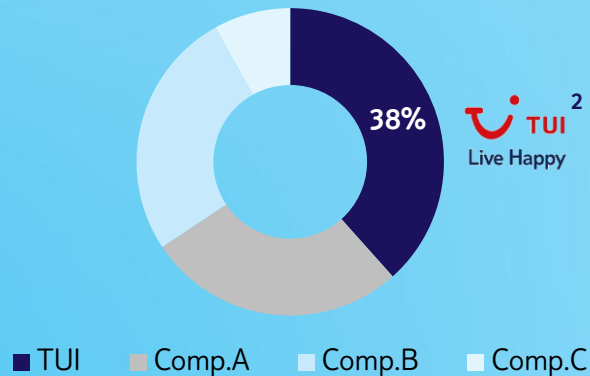
# 1 TUI is a long-established and strong brand with a market leading presence

## TUI is a #1 brand of choice in source markets

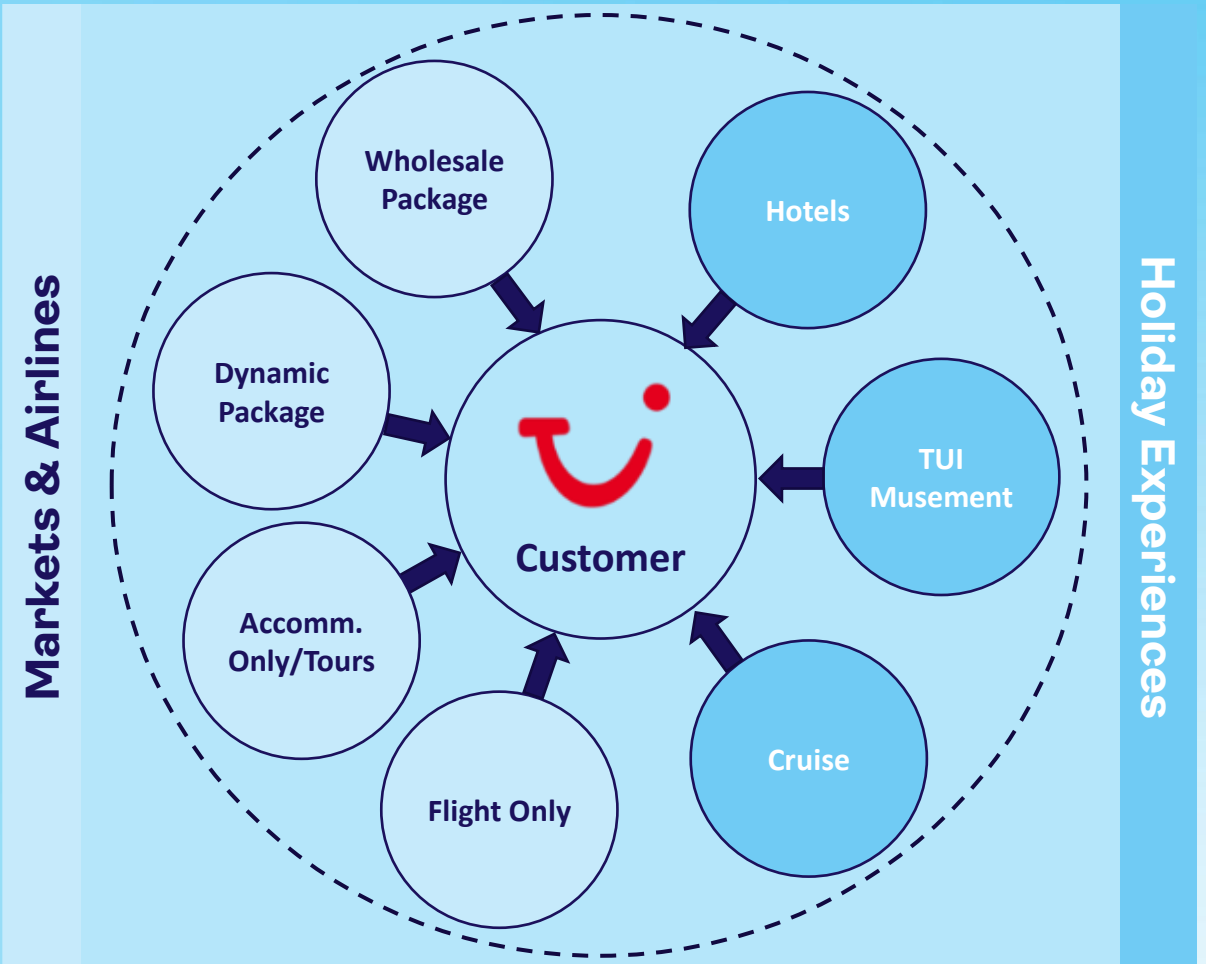
Strong brand appeal evident in German package holiday web traffic<sup>1</sup>



Most visited package holiday website in UK<sup>1</sup>



## Holistic product offering across the TUI brand



# 1 Customers associate TUI brands with high quality experiences

FY24 YTD  
vs. PY

NPS<sup>1</sup>

46 to **53**

CSAT<sup>2</sup>

8.4 to **8.5**

Retention  
Rate<sup>3</sup>

Approx.  
**40%**

- **High quality customer experiences are reflected in the strong NPS with CSAT grade, driven by our continued focus on quality**
- **Av. customer age 47 years for M&A segment & higher share of customers in middle/high income brackets**
- **High share of couples & families who continue to prioritise holidays**



Brand  
Experience



Customer  
Needs



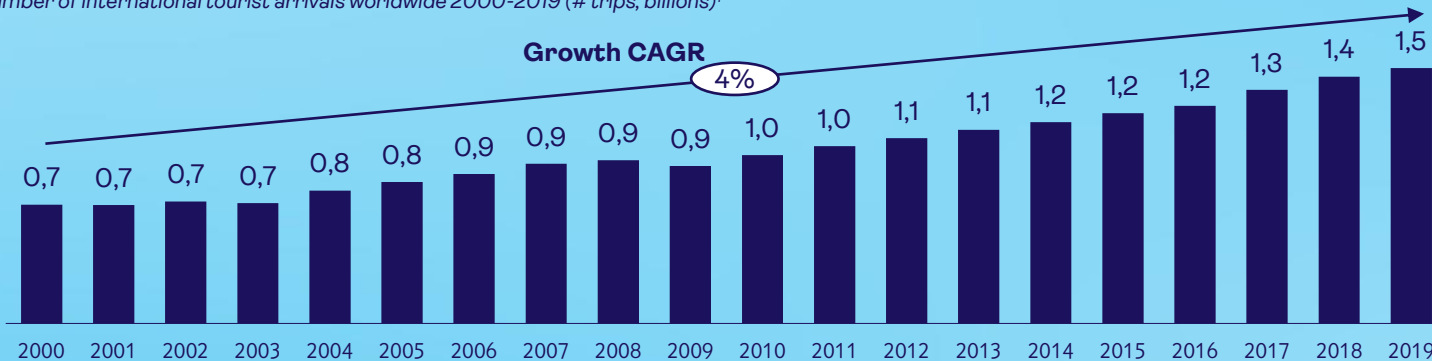
Customer  
Touchpoints



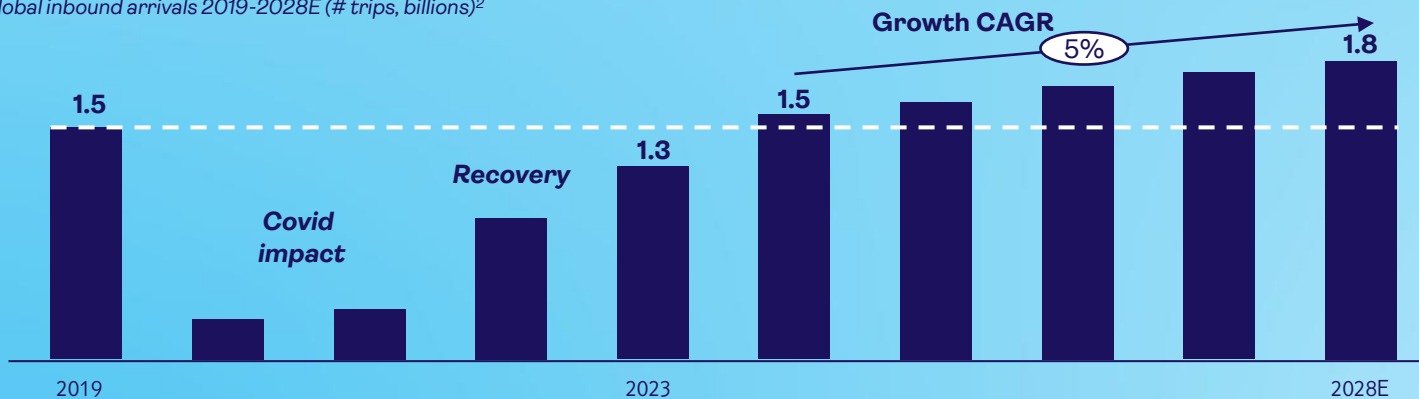
## 2 The Travel & Tourism industry is expected to grow steadily going forward, led by leisure travel

The global tourism market has historically proven resilient to economic shocks and is expected to grow at 5% CAGR

Number of international tourist arrivals worldwide 2000-2019 (# trips, billions)<sup>1</sup>



Global inbound arrivals 2019-2028E (# trips, billions)<sup>2</sup>



Leisure represents **89%** of total travel expenditure for European travelers in 2022<sup>3</sup>

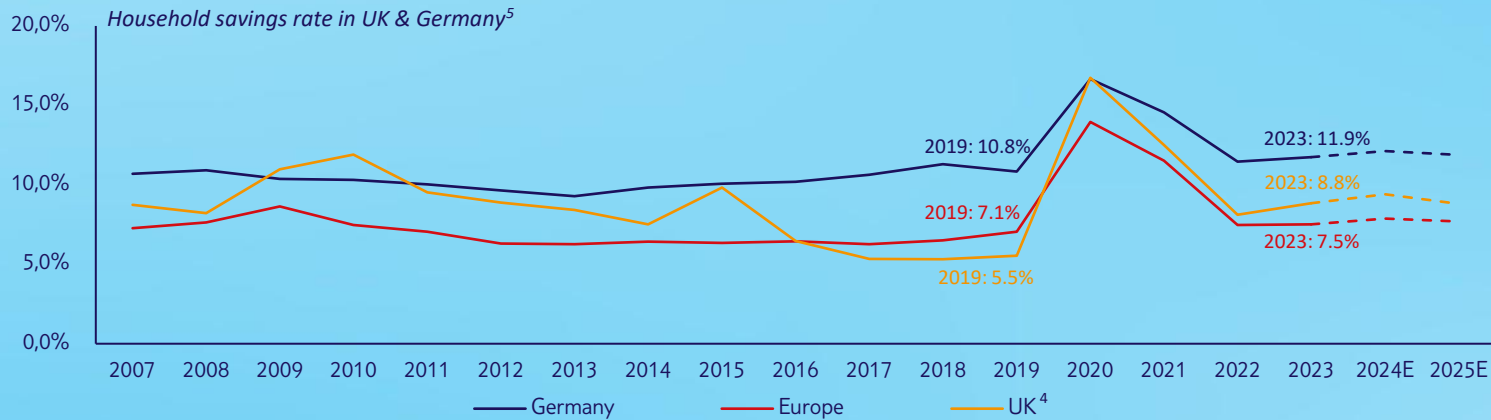
By 2033, leisure travel spending is expected to be more than **2x** the 2019 level<sup>4</sup>

The share of tourism as a percentage of GDP is expected to increase by **4%** between 2022 - 2033<sup>5</sup>



## 2 Consumer behaviour leisure and travel sector signals robust demand drivers

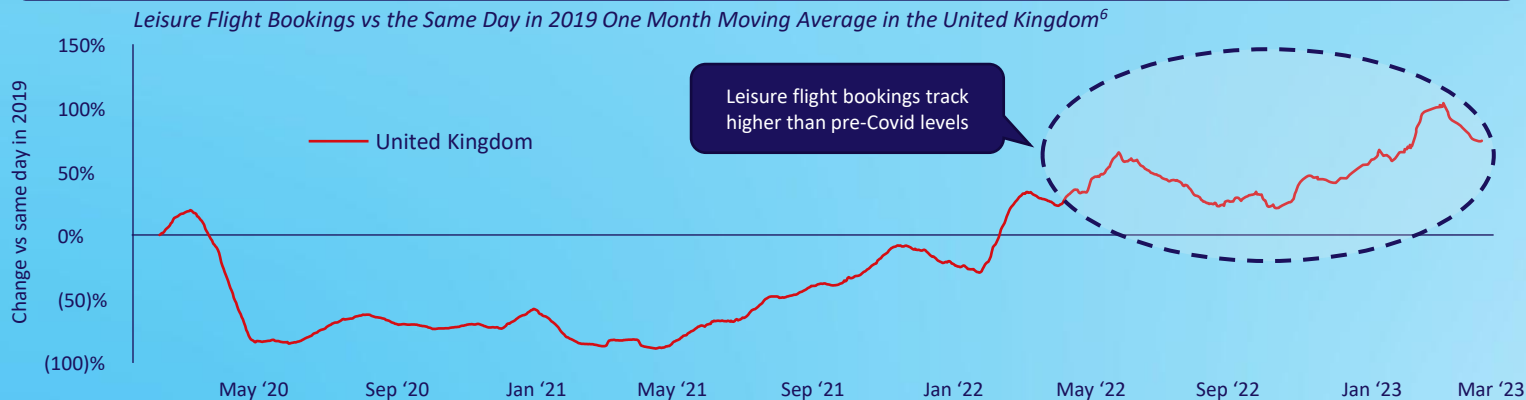
### Household savings in UK and Germany in 2023 is above pre-Covid levels...



UK consumer spending on travel increased by **15%** in 2023<sup>1</sup>

**15%** of travelers plan to take more holidays in 2024, and **11%** have been saving up so that they can afford a bigger holiday in 2024<sup>2</sup>

### ...supporting increased consumer activity on leisure travel



Global leisure flight bookings up by **31%** in March 2023 vs March 2019<sup>3</sup>





## 2 TUI's key end markets show a healthy growth outlook, supported by secular tailwinds in the tourism industry

### Travel is a Mega Trend

- Tourism growth above GDP – a multi-year growth industry
- Favourable demographic supported by high disposable income and longevity
- Experiences – the new lifestyle & global trend in travel

### Travel Remains a Priority

Consumer spend on travel outperformed all other categories, at **+14% higher** in December 2023 versus December 2022<sup>3</sup>

**78%**

of people see leisure travel as an important budget priority<sup>2</sup>

### Ongoing Shift in Spending from Goods to Services

**84%**

of Gen-Z and Millennial respondents agree that they would rather take a dream vacation than purchase a new luxury item<sup>2</sup>



**HOTELS**



**CRUISE**



**TOURS & ACTIVITIES**

**PACKAGE & COMPONENTS**



**Dynamic Packaging & Components**



**Wholesale Package**

### Market Growth<sup>1</sup>

**>5%**

**>5%**

**>5%**

**>5%**

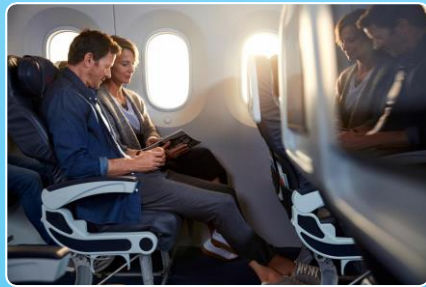
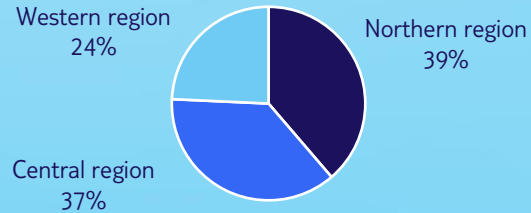
**c. 1%**



# 2 Integrated omni channel business model with diversified source and destination markets, and strong asset base...

## Markets & Airlines

Split by customer geography



**19m customers**  
o/w 13% dynamic

**13 markets**  
Leader in European tourism

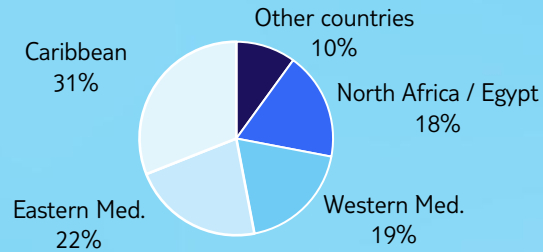


**76%**  
Direct distribution mix

**126 aircraft**  
High load factor of 91%

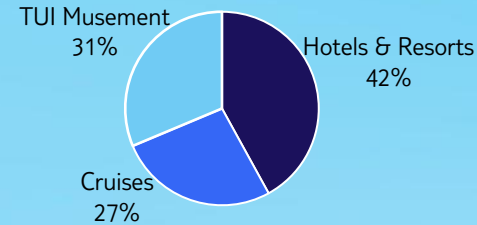
## Holiday Experiences

Split of hotels by destination



**424 hotels<sup>1</sup>**

Split by % of revenue



**16 cruise ships**

38% owned<sup>1</sup>  
53% managed<sup>1</sup>  
8% leased<sup>1</sup>  
1% Franchised<sup>1</sup>

### Ownership

Marella Cruises – 100%  
TUI Cruises<sup>2</sup> – 50%



**>45k experiences offered**

9.4m experiences sold

Differentiated product

Diversified portfolio

Scale & reach

Fulfillment capabilities

Integrated model



### 3 ...evidenced by superior KPIs across all aspects of the value chain

#### MARKETS & AIRLINES

FY23 Q4 – CSAT<sup>1</sup>



Our unique & differentiated content drives higher customer satisfaction

#### CRUISES

FY23 - ROIC

20%

Brand strength & bespoke product underpin ROIC

Driving higher customer lifetime value

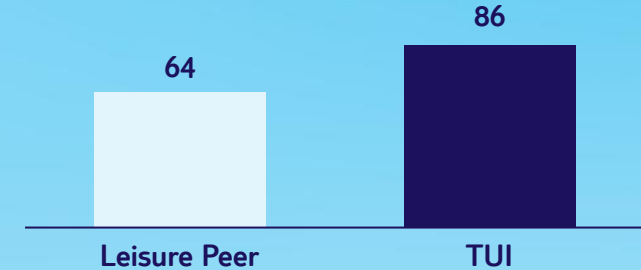


FY23 Bookings per Pax

1.2x (+3.4% YoY)

#### HOTELS & RESORTS

FY23 Q4 – ROOM OCC. %<sup>2</sup>



Integration drives higher occupancy %

#### TUI MUSEMENT

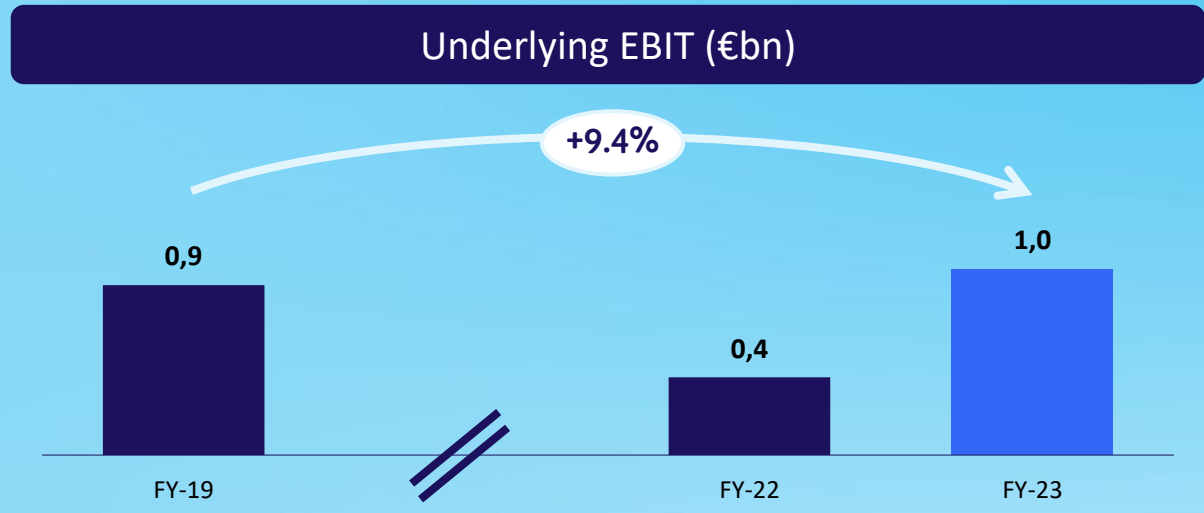
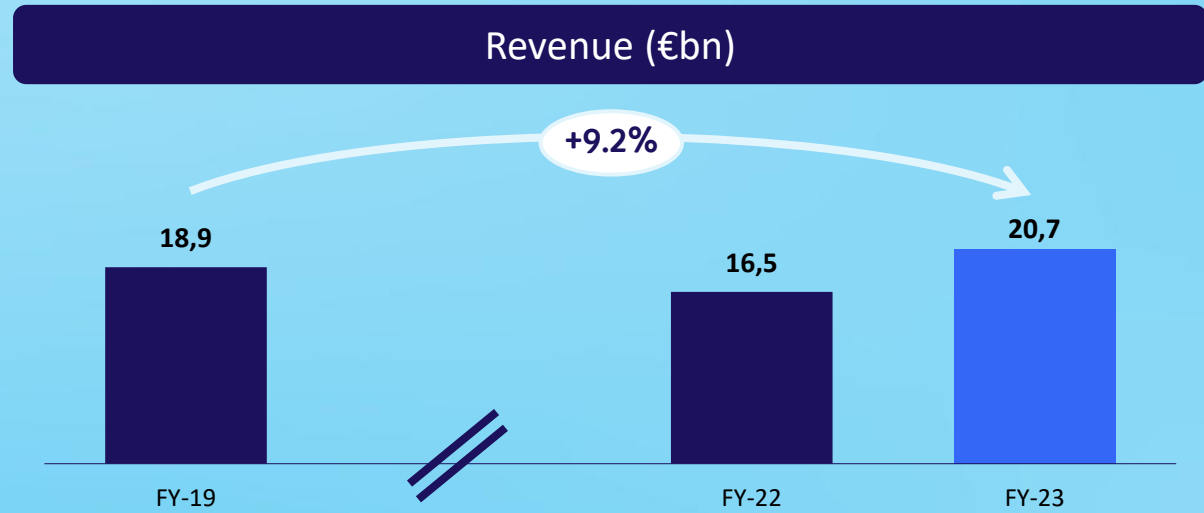
FY23 Q4 - UPTAKE % - CROSS-SELL

33%

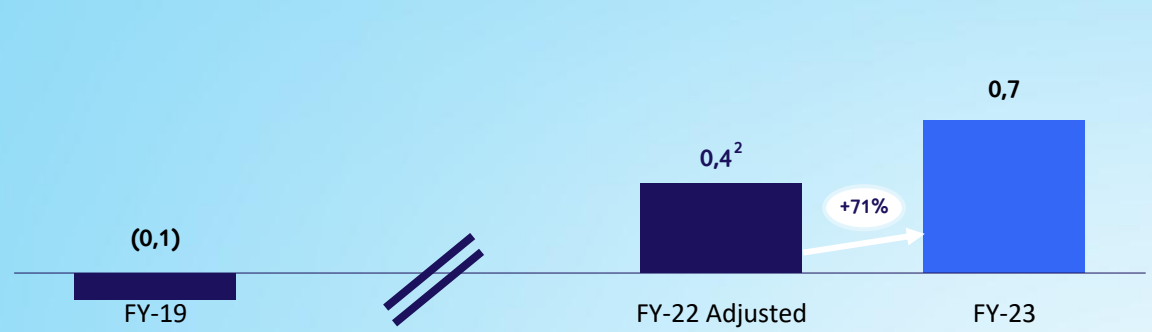
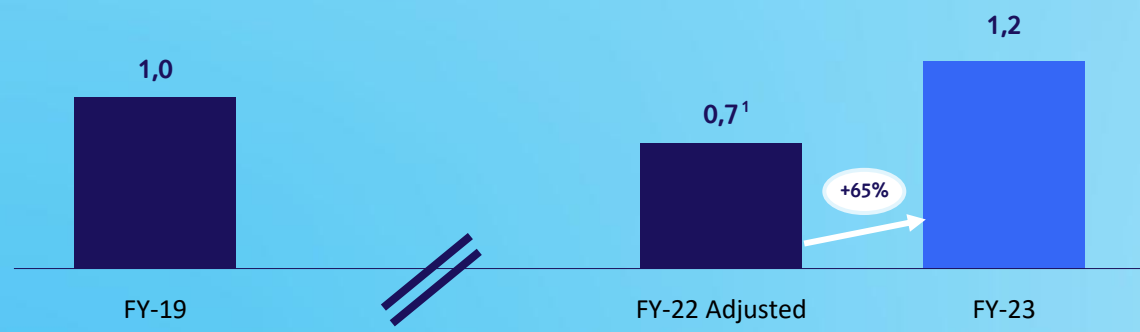
1/3 of Markets & Airlines customers purchase an experience



# 4 TUI is emerging from the pandemic stronger with strong sales and free cash flow generation



**Strong historical cash flow generation profile**



1 Reported operating cash flow of €1.7bn adjusted to €0.7bn, assuming an adjusted level of change in NWC (as 2022 figures were affected by post-COVID catch up effect), in line with FY-23 of €0.3bn, instead of the incurred change in NWC in FY-22 of €1.3bn | 2 Reported free cash flow of €1.4bn adjusted to €0.4bn, assuming an adjusted level of change in NWC (as 2022 figures were affected by post-COVID catch up effect), in line with FY-23 of €0.3bn, instead of the incurred change in NWC in FY-22 of €1.3bn





People



Planet



Progress

## 5 Sustainability as opportunity

### New Sustainability Agenda

- Commitment to achieve **net-zero emissions well before 2050**
- **2030 Science-based targets validated** by the SBTi for our Airline, Cruise and Hotel & Resorts

**-24%**



Reduce airline CO<sub>2</sub>e per revenue passenger km by 24% by 2030<sup>1</sup>

(Baseline 2019)

**-27.5%**



Reduce absolute CO<sub>2</sub>e from our own cruise operations by 27.5% by 2030<sup>1</sup>

(Baseline 2019)

**-46.2%**



Reduce absolute CO<sub>2</sub>e from TUI Hotels & Resorts<sup>2</sup> own operations by 46.2% by 2030<sup>3</sup>

(Baseline 2019)

- **The world's first ocean cruise companies with science-based targets**
- **TUI Airline – one of the world's first airlines with science-based targets**
- **Among the first leisure hotel companies with science-based targets**

(All information based on company research)





# -3.95%

is the reduction in relative carbon emissions across our airlines in 2023.

(kg/100 revenue passenger kilometer, base year 2022)



# 40

projects in 25 countries are currently run by the TUI Care Foundation.



# 7,350m<sup>2</sup>

is the size of the photovoltaic plant of our headquarter TUI Campus Hannover.



## 2023 – Sustainability in Numbers



# 90%

CO2 reduction is possible through sustainable biofuels, as tested successfully with Hanseatic Inspiration and Mein Schiff 4.



# 19

photovoltaic systems were installed over the past year in our hotels.



# 30

e-bikes and 30 cargo bikes are in use of Rhodes as part of a pilot project to make transport in destinations more sustainable.



# 1,600

experiences, tours and activities have been certified in accordance with international sustainability criteria.



# 1,000

sustainability learning hours. Contributed by our tech teams as the Tech Sustainability Awareness Program was launched.



# 10,500,000

TUI customers stayed at a hotel with a sustainability certification.



# -5.3%

less water used per guest night in our hotels (fresh water, but also for domestic, pool and irrigation purposes).

# TUI's Sustainability-Linked Finance Framework

## The Framework is aligned with the five core components of the ICMA Sustainability-Linked Bond Principles (SLBP) 2023 and LMA, LSTA, APLMA Sustainability-Linked Loan Principles (SLLP) 2023

### Key Performance Indicator (KPI):

- CO<sub>2</sub>e-Emission per Revenue Passenger Kilometre (RPK) from TUI Airline

### Methodology

- Well-to-wake emissions for airline activities (emissions from aviation fuel, scope 1 and scope 3, category 3) per revenue passenger kilometre
- Considers all flights conducted under TUI Airline's flight number<sup>1</sup>
- Target set in line with the SBTi aviation sector guidance

### Sustainability Performance Targets (SPTs)<sup>3</sup>

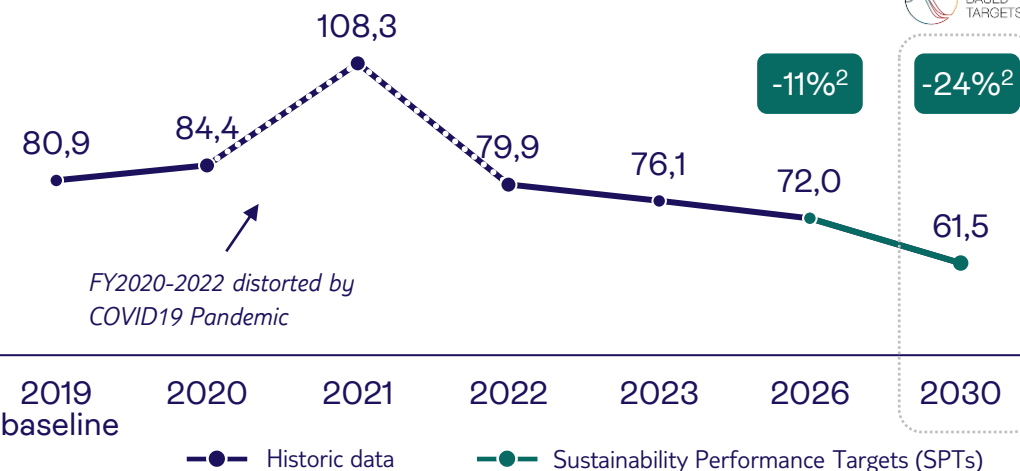
- **SPT 1.1:** Reduce CO<sub>2</sub>e-Emissions per Revenue Passenger Kilometre from TUI Airline in 2026 by 11% from a 2019 baseline
- **SPT 1.2:** Reduce CO<sub>2</sub>e-Emissions per Revenue Passenger Kilometre from TUI Airline in 2030 by 24% from a 2019 baseline
- **2019 baseline:** 80.9g CO<sub>2</sub>e/RPK
- **Target Observation Dates:** 30 September of the relevant financial year

### Reporting

- Annual reporting on KPI progress within TUI's annual report or separate sustainability-linked finance instrument report, available on its website and benefiting from auditor limited assurance.

### CO<sub>2</sub>e-Emissions per Revenue Passenger Kilometre from TUI Airline

In gCO<sub>2</sub>e/RPK



### Key measures to achieve the targets:



# TUI's Second Party Opinion (SPO) from S&P

TUI engaged S&P to conduct an SPO on their Sustainability-Linked Finance Framework which confirms alignment to the ICMA Sustainability-Linked Bond Principles (SLBP) 2023 and LMA, LSTA, APLMA Sustainability-Linked Loan Principles (SLLP) 2023.

## Selection of Key Performance Indicator (KPIs)

- **Alignment** - ✓ TUI's sustainability-linked finance framework is aligned with this component of the SLBP and SLLP.
- **KPI:** Airline CO<sub>2</sub>e-Emissions Intensity (gCO<sub>2</sub>e/rpk)

Not aligned

Aligned

**Strong**

Advanced

## Calibration of Sustainability Performance Targets (SPTs)

- **Alignment** - ✓ TUI's sustainability-linked finance framework is aligned with this component of the SLBP and SLLP.
- **SPT 1.1:** Reduce CO<sub>2</sub>e Emissions Intensity (gCO<sub>2</sub>e/rpk) from airline activities by 11% by 2026 (2019 baseline)
- **SPT 1.2:** Reduce CO<sub>2</sub>e Emissions Intensity (gCO<sub>2</sub>e/rpk) from airline activities by 24% by 2030 (2019 baseline)

Not aligned

Aligned

**Strong**

Advanced

## Instrument Characteristics

- **Alignment** - ✓ TUI's sustainability-linked finance framework is aligned with this component of the SLBP and SLLP.

## Reporting

- **Alignment** - ✓ TUI's sustainability-linked finance framework is aligned with this component of the SLBP and SLLP.

Not aligned

Aligned

**Strong**

Advanced

## Post-Issuance Review

- **Alignment** - ✓ TUI's sustainability-linked finance framework is aligned with this component of the SLBP and SLLP.





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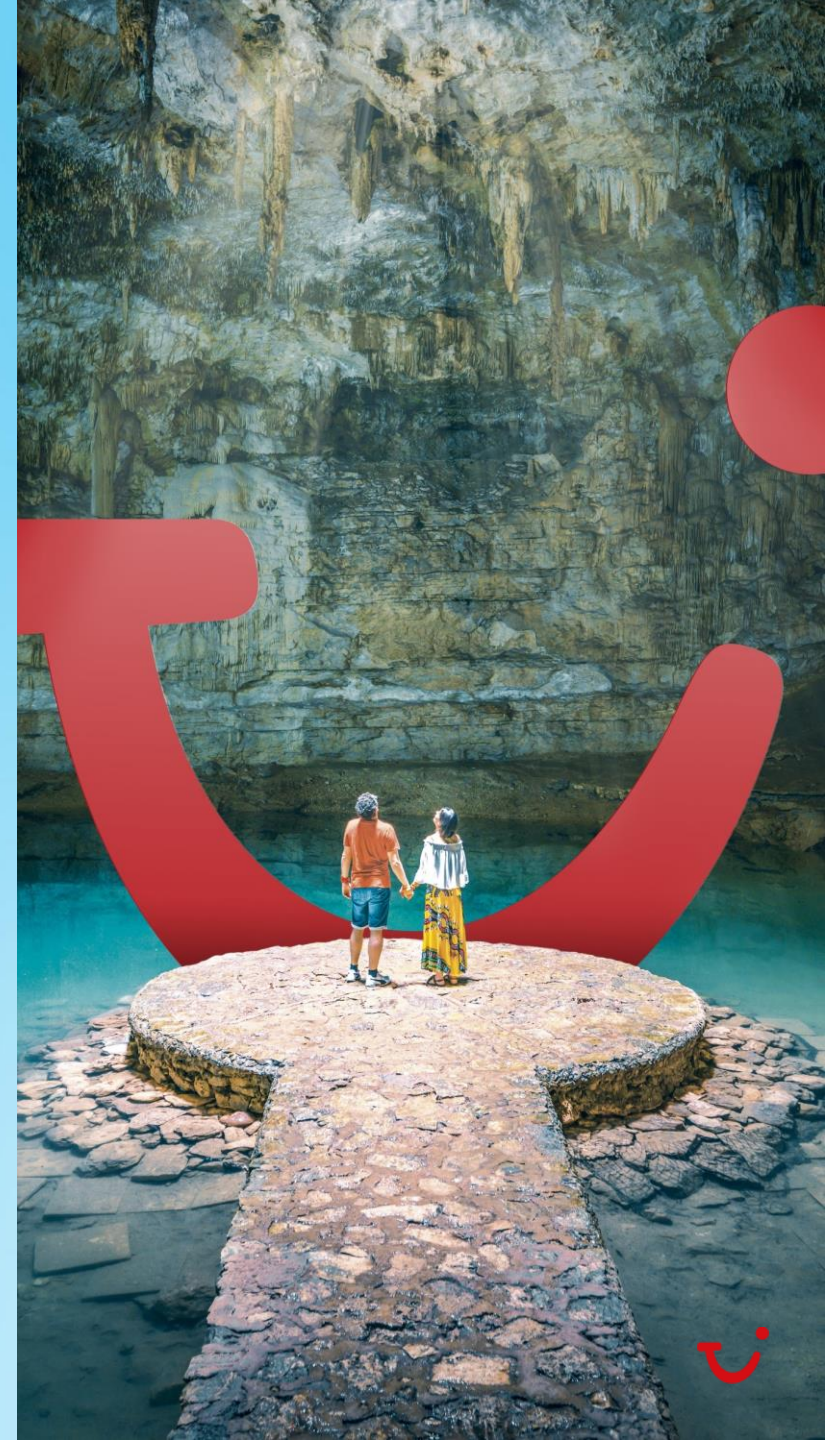
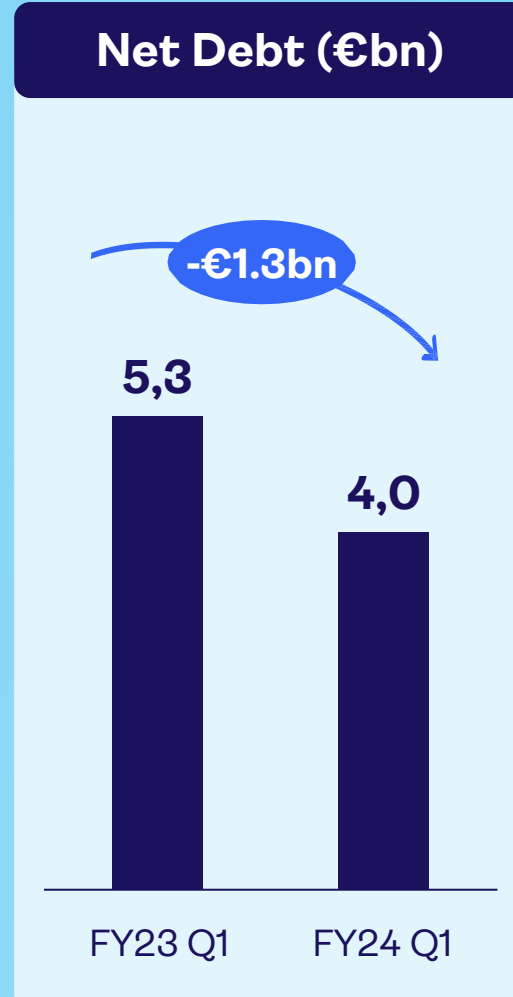
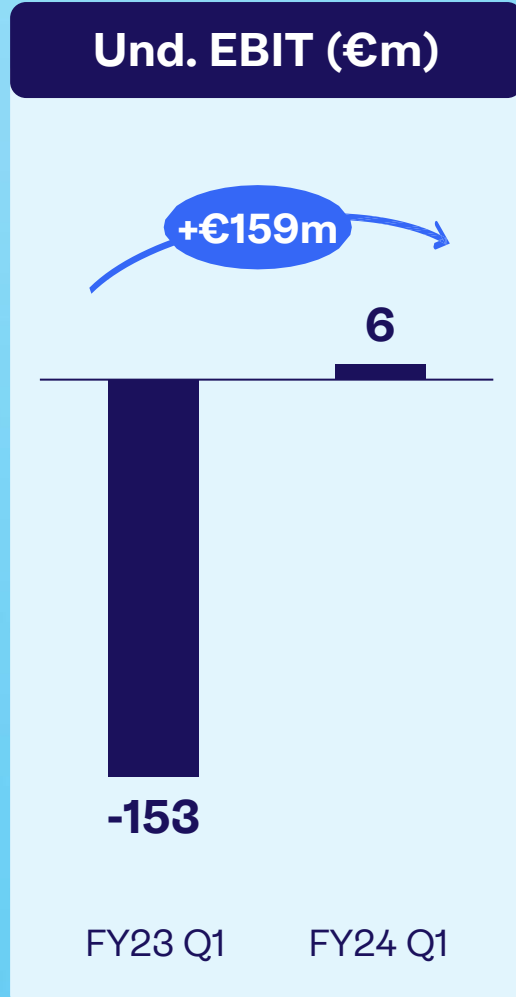
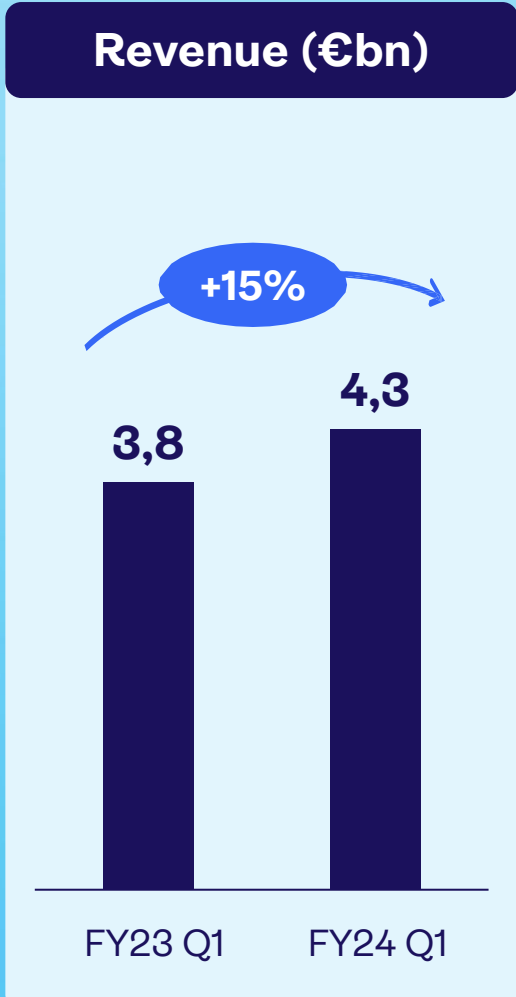
3

**FY24 Q1 HIGHLIGHTS & TRADING UPDATE**

4

LONG TERM VISION FOR TUI

# FY24 Q1 delivered record revenue of €4.3bn and Und. EBIT of +€159m vs. PY



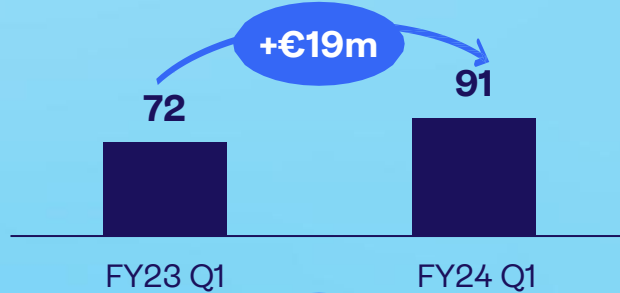
# Strong performance in Q1 with all segments contributing – strong recovery in Markets & Airlines key driver of Und. EBIT

## HOLIDAY EXPERIENCES

Und. EBIT €115m (+€56m vs. PY)



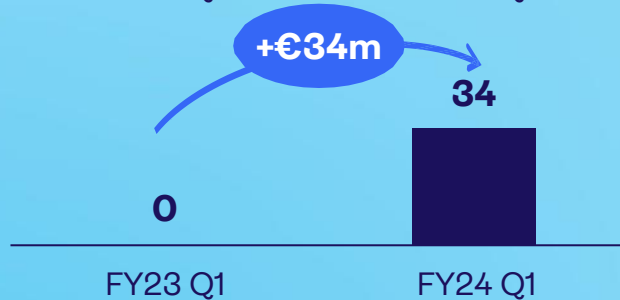
HOTELS & RESORTS



	FY24 Q1	YoY
Avail. Bed Nights	8.8m	+3%
Occupancy	78%	+3%pts
Av. Daily Rate <sup>1</sup>	€90	+5%



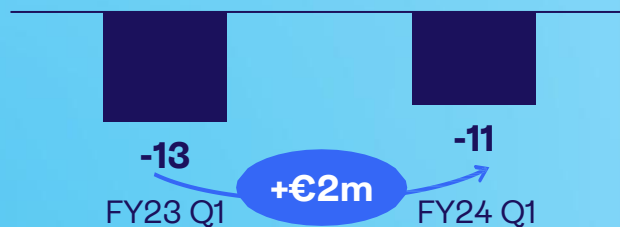
CRUISES



	FY24 Q1	YoY
Avail. Pax Days	2.3m	-2%
Occupancy	96%	+8%pts
Av. Daily Rate	204€	+17%



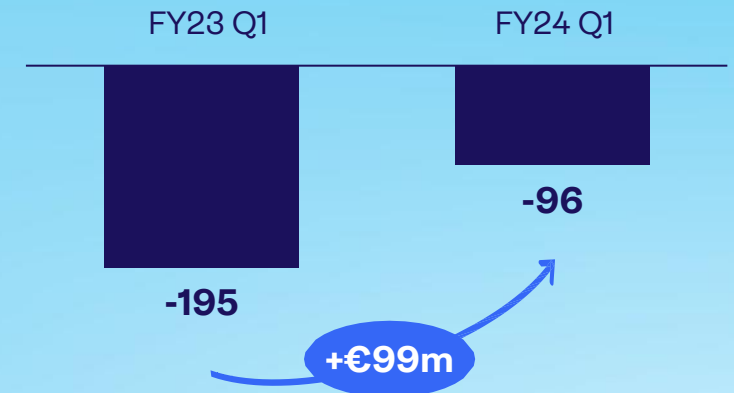
MUSEMENT



	FY24 Q1	YoY
# Experiences Sold	2.0m	+16%
# Transfers	5.4m	+9%

## MARKETS & AIRLINES

Und. EBIT -€96m (+€99m vs. PY)



	FY24 Q1	YoY
Departed Pax	3.5m	+6%
o/w Dynamic Package	0.6m	+24%
App Sales	6.6%	+36.6%
Load Factor	86%	+1%pts



# Latest progress on our strategic initiatives

## TUI Musement



**TUI Musement partnering with easyJet providing Tours & Activities**



**Relaunch of TUI Musement App further enhancing customer experience and cross- & upselling**

## Hotels & Resorts



### Further hotel portfolio growth

The Mora – New Luxury hotel brand

- Expanding TUI's brand appeal in the upper market segment
- Offering laid-back luxury combined with exceptional service, at every moment
- The Mora Zanzibar begins operations in Spring



## Sustainability



**TUI continues to pioneer the tourism industry by measuring & mitigating its Tech Carbon Footprint**



**Winner at the European SustainableIT Impact awards for "Governance"**





# Bookings well ahead +8% vs. PY supported by higher prices

## Winter Bookings

- W23/24 87% sold, in line with PY
- ASP continues to be higher across our key markets
- UK +10% YoY; 84% sold
- Germany +8% YoY; 87% sold

W23/24 vs. W22/23	
BOOKINGS <sup>1</sup>	+8%
ASP	+4%

## Summer Bookings

- Programme 32% sold, in line with PY
- UK +3% YoY; c. 41% sold
- Germany +15% YoY; c. 32% sold
- All other markets also with a promising early booking profile with strong ASP
- Flexibility to shift capacity from eastern to western Mediterranean depending on consumer demand

S24 vs. S23	
BOOKINGS <sup>1</sup>	+8%
ASP	+4%

<sup>1</sup> Bookings up to 4 February 2024. Bookings relate to all customers whether risk or non-risk and include amendments and voucher re-bookings



## AGENDA

1

TUI OVERVIEW

2

KEY CREDIT HIGHLIGHTS

3

FY24 Q1 HIGHLIGHTS & TRADING UPDATE

4

LONG TERM VISION FOR TUI

# TUI's strategy for profitable growth

## Excellence in Leisure Experiences

**Grow**  
**HOLIDAY**  
**EXPERIENCES**



**Grow**  
**MARKETS &**  
**AIRLINES**

**Leverage synergies**  
**CENTRAL CUSTOMER ECOSYSTEM**  
**Vertical integration**



# Strategic vision to continue delivering profitable, de-risked growth through operational excellence and transformation

## TUI of today

Large diversified customer base & strong Wholesale pax position

Unique & differentiated product

Consolidating several platforms

Digitally enabled

One Central Customer Eco-System

Grow component products sales & new customers

Further roll-out via asset-right growth

Rolling out common platforms in core markets

Growth via App driving unpaid traffic

Increase share of wallet – Up & Cross-sell

## TUI of tomorrow

**1** More market share, profitable growth & more resilience

**2** Drive margin & retention

**3** Deliver synergies & global roll-out

**4** Reduce distribution cost

**5** Capture Customer Lifetime Value





# TUI will continue to unlock significant value extending into untapped leisure segments with new products

## 1 Expand product offering and attract new customers

**New products:** Expand into large & high-growth leisure segments

TUI Today



Wholesale packages

TUI Future growth



**Dynamic packaging** – 2.5m PAX<sup>1</sup>



**Accommodation and Flight only**



**Tours, Ancillaries, Car Rentals**

**New customers:** Extend TUI's appeal into untapped customer segments

TUI Today



Deal-driven families & couples

TUI Future growth



**Energized Adventurers**  
Older, confident and more affluent



**Travelistas**  
Young, independent, adventurous

## 2 Asset right strategy to drive profitable growth

**No asset footprint** drives profitable growth and margin expansion



- Value investments
- RIU JV
- Hotel Fund
- Hotel platform

**41**  
Pipeline of new hotels



- JV growth
- Expand source market distribution
- Broader marketing

**3**  
Planned new cruise ships



- Direct channels
- Cross-/ Upselling
- Differentiated products
- No asset footprint

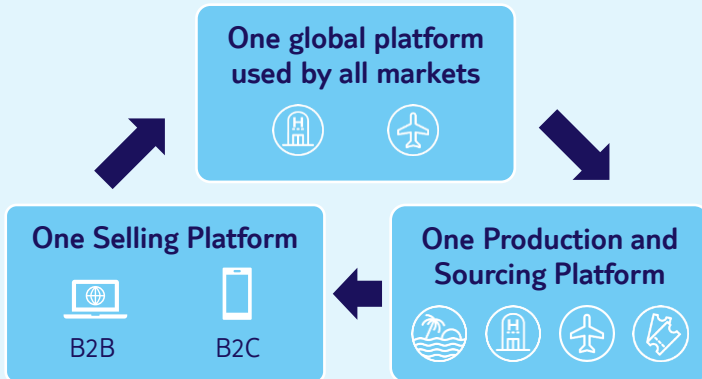
**low double-digit CAGR**  
Experiences sold



# Bringing more customers into TUI's central ecosystem improves efficiency while enhancing customer experience

## 3 Roll-out centralised global platforms

ONE global platform used by all markets



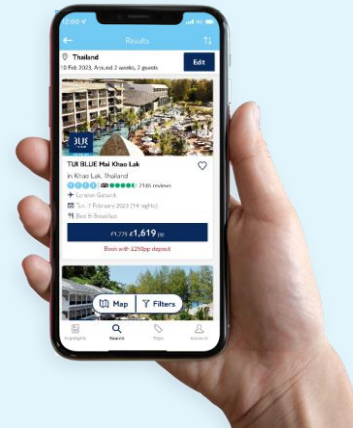
- ✓ Direct connections to providers
- ✓ New dynamic product combinations
- ✓ Cross-market inventory optimisation
- ✓ Single selling reduces cost of sales

## 4 App sales drive distribution cost savings

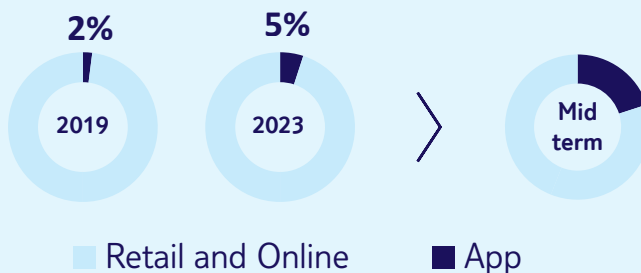
Direct app selling

**78%**  
of our departed package PAX used the App<sup>1</sup>

**4,7 ★**  
Avg. rating UK App Store

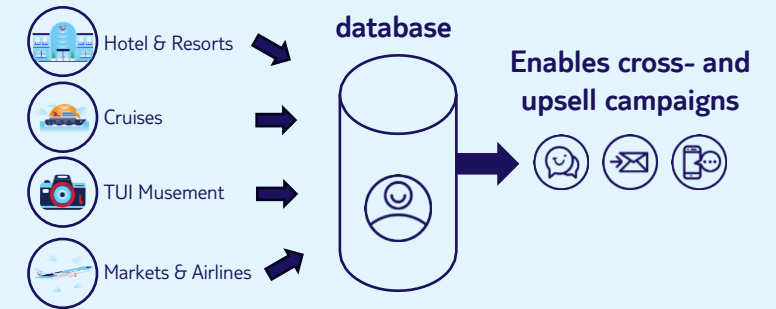


Mid-term mid-double digit CAGR for App Sales



## 5 Central database enables cross- & upselling

Customer data sharing across segments



- ✓ Leverage **synergies** across segments
- ✓ Acquire customer once via **single account**
- ✓ **Reduce** distribution costs
- ✓ Enhance **web conversion & CRM**



# Well on track to deliver in line with expectations and unlock significant value through transformation



**Improve profitability & margin**



**Accelerate profitable growth**



**Strengthen Balance Sheet**



**Focus on Cash Flow**

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## **FINANCIAL CALENDAR**

**15 May 2024**

**14 August 2024**

**11 December 2024**

**FY24 Half-Year Results**

**FY24 Q3 Results**

**FY24 Annual Report**