



FY18 Full Year Results & Strategy Update

13 DECEMBER 2018



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 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.



FY18 FULL YEAR RESULTS

FRITZ JOUSSEN



Superior strategy delivers strong results in a challenging market environment

TURNOVER

€19.5bn

+6.3%¹

UNDERLYING EBITA

€1,147m

+10.9%¹

UNDERLYING EPS

€1.17³

+10.5%¹

DIVIDEND PER SHARE

72 cents

ROIC⁴

23.0 %

WACC⁴

6.4%

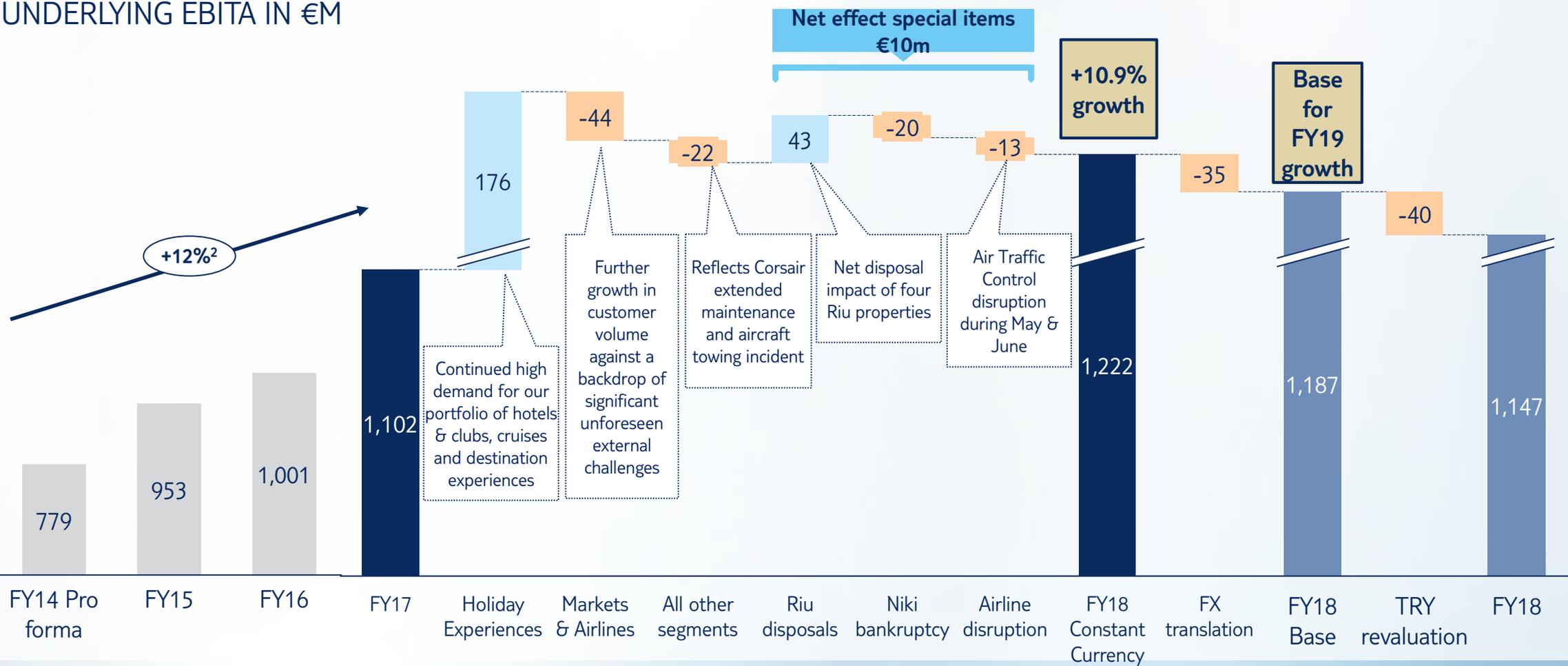
- Fourth consecutive year of double-digit earnings¹ growth post-merger
- Successful transformation; ~70% of earnings from Holiday Experiences versus 30% at merger
- Holiday Experiences businesses are outperforming
- Delivering attractive shareholder returns - dividend per share of €0.72 proposed
- Strong ROIC performance continues
- Reiterate our guidance of at least 10% CAGR in underlying EBITA for the three years to FY20^{1,2} and expect to deliver at least 10% underlying EBITA growth for FY19¹

¹ Based on constant currency growth ² Three year CAGR from FY17 Base to FY20 ³ Pro forma basis, for calculation of underlying EPS please refer to page 39 of the FY18 Annual Report ⁴ For ROIC and WACC methodology please refer to pages 36-37 of the FY18 Annual Report



TUI Group: Fourth consecutive year of double-digit earnings growth¹

UNDERLYING EBITA IN €M



¹ Based on constant currency growth ² Underlying EBITA CAGR of 12% since merger / average CAGR of 13% since merger at constant currency



Holiday Experiences: Hotels & Resorts

Another strong overall performance delivers strong earnings growth

AVERAGE OCCUPANCY %



AVERAGE REVENUE PER BED €



44 NEW HOTEL OPENINGS SINCE MERGER

of which ~60% are lower capital intensity

SEGMENTAL ROIC %

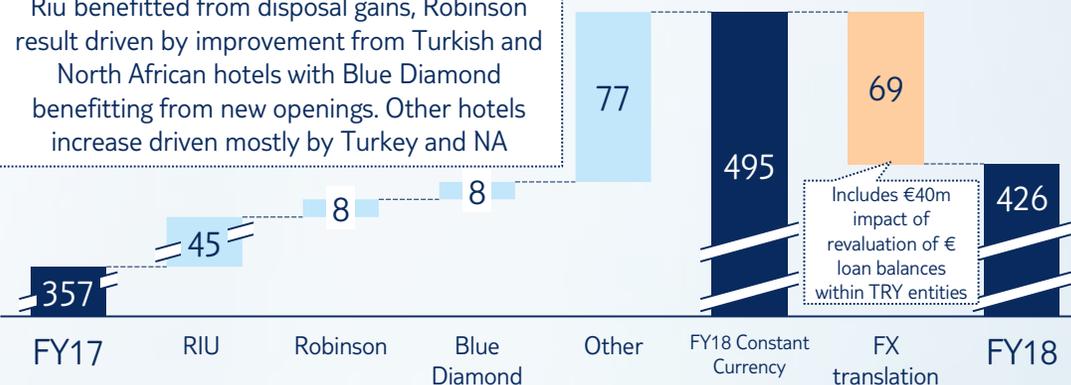


UNDERLYING EBITA (€m)

	FY18	FY17	%
Underlying EBITA	425.7	356.5	19.4
o/w fully consolidated	333.6	265.3	25.7
o/w equity result	92.1	91.2	1.0

BRIDGE UNDERLYING EBITA (€M)

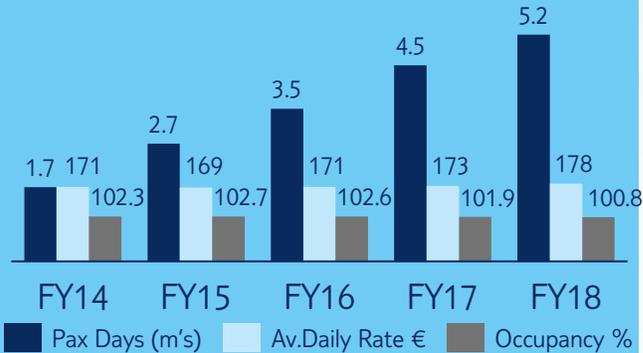
Riu benefitted from disposal gains, Robinson result driven by improvement from Turkish and North African hotels with Blue Diamond benefitting from new openings. Other hotels increase driven mostly by Turkey and NA



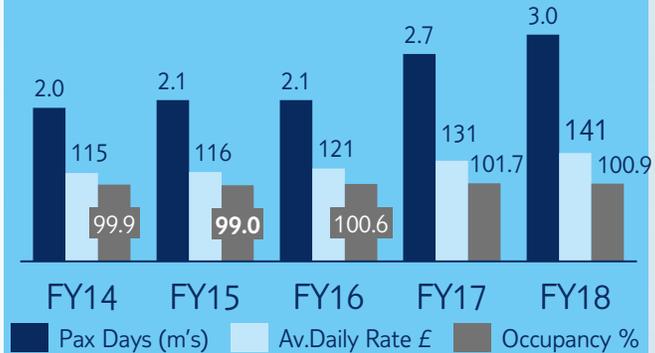
Holiday Experiences: Cruises

Investment paying off: capacity and strong earnings growth delivered

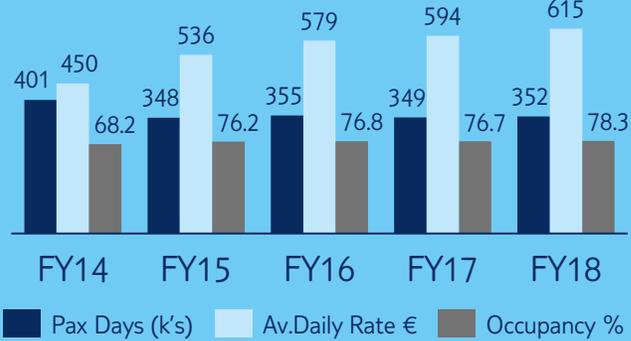
TUI CRUISES



MARELLA CRUISES



HAPAG-LLOYD CRUISES



SEGMENTAL ROIC %

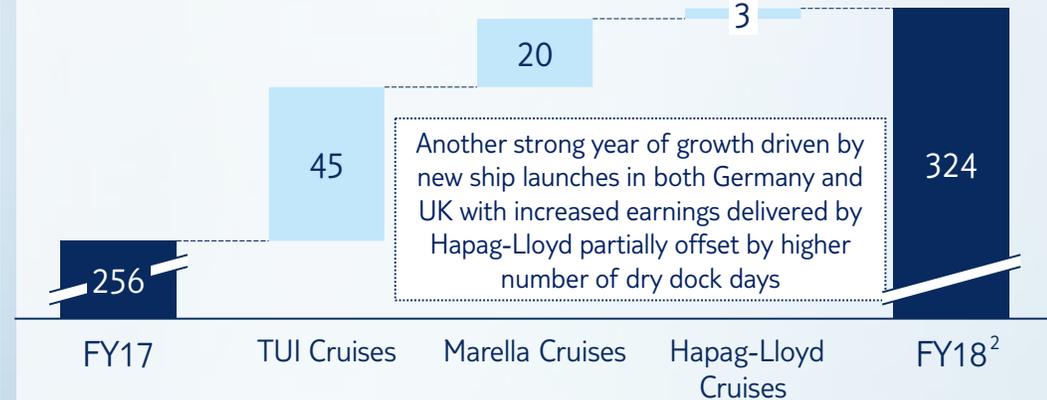


UNDERLYING EBITA (€M)

	FY18	FY17	%
Underlying EBITA	324.0	255.6	26.8
o/w fully consolidated	142.7	119.7	19.2
o/w equity result	181.3	135.9	33.4

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

BRIDGE UNDERLYING EBITA (€M)

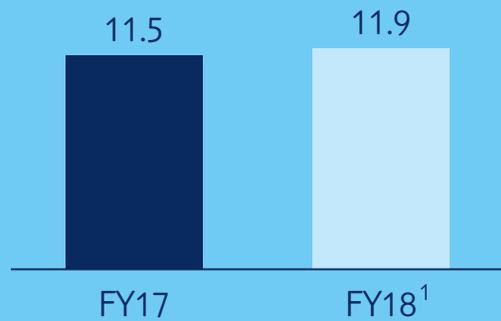


1 Excludes Marella Cruises 2 FX translation impact is less than €1m



Holiday Experiences: Destination Experiences Strengthened by strategic M&A

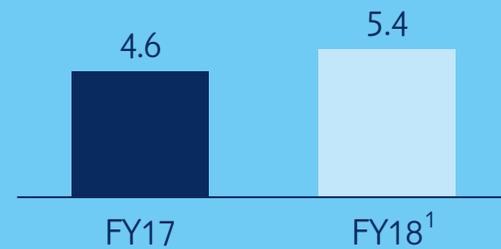
ARRIVAL GUESTS (M's)



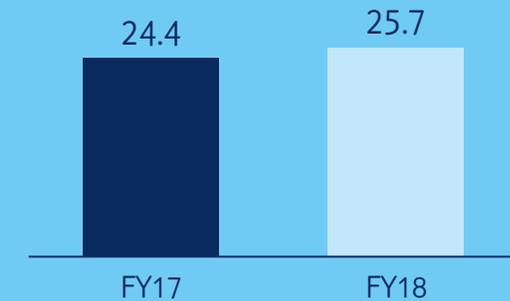
TRANSFERS OPERATED (M's)²



EXCURSIONS & ACTIVITIES SOLD (M's)²



SEGMENTAL ROIC %



TURNOVER AND EARNINGS (€M)

	FY18	FY17	%
Total Turnover	594.1	444.8	33.6
o/w Turnover 3rd Party	303.5	202.5	49.9
Underlying EBITA	44.7	35.1	27.4

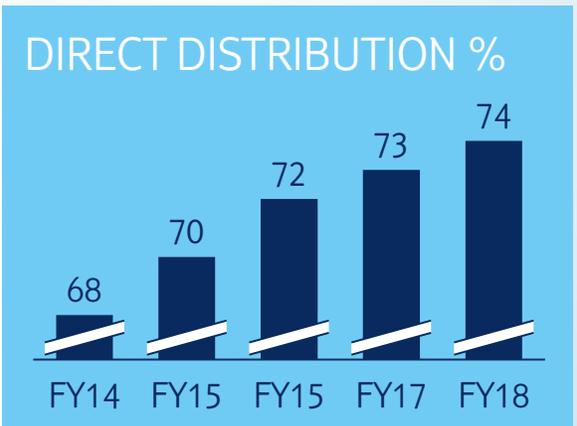
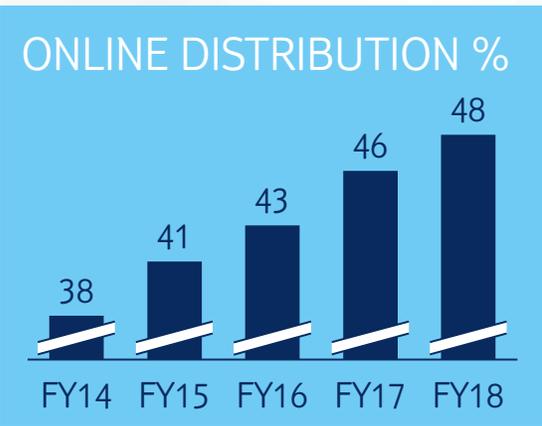
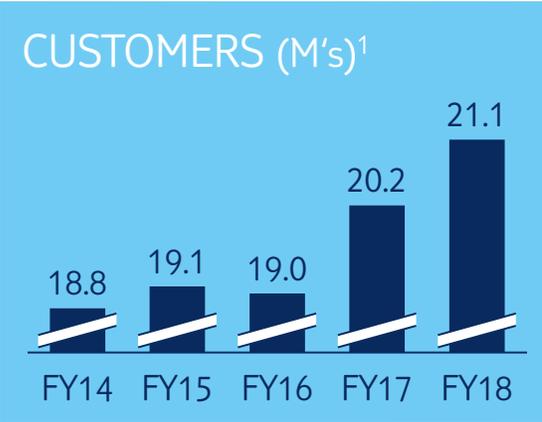
- Strong underlying result driven by higher customer volumes in Turkey, Greece and North Africa and efficiencies in Spain, Portugal and Greece
- Excluding the acquisition of Destination Management from Hotelbeds, underlying EBITA at constant currency grew 20% in the year

¹ FY18 includes Destination Management customers from acquisition in August 2018 ² Unaudited figures



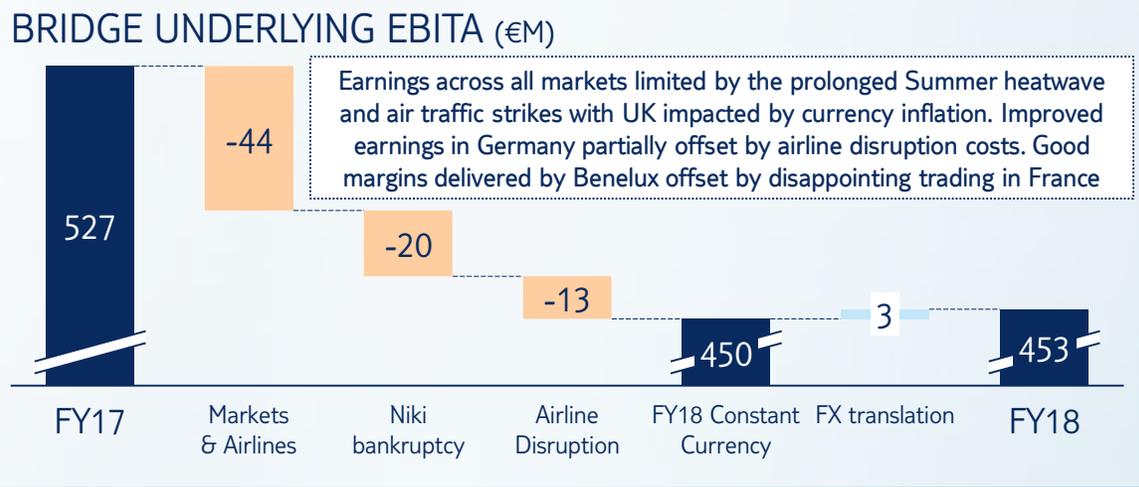
Markets & Airlines (formerly Sales & Marketing)

Strength in distribution against backdrop of external challenges



TURNOVER AND EARNINGS (€M)

	FY18	FY17	%
Turnover	16,996.2	16,143.2	5.3
Underlying EBITA	452.5	526.5	-14.1



¹ Markets & Airlines customers, excludes Cruise and strategic joint ventures in Canada and Russia, which would total 23m ² NPS is measured in customer satisfaction questionnaires completed post-holiday. It is based on the question "On a scale of 0 to 10 where 10 is extremely likely and 0 is not at all likely, how likely is it that you would recommend TUI to a friend, colleague or relative?" and is calculated by taking the percentage of promoters (9s and 10s) less the percentage of detractors (0s through 6s)



FY18 FULL YEAR RESULTS

BIRGIT CONIX



Income Statement

Strong underlying business performance

In €m	FY18	FY17	YoY	YoY at Constant Currency
Turnover	19,523.9	18,535.0	+5.3%	+6.3%
Underlying EBITA	1,147.0	1,102.1	+4.1%	+10.9%
Adjustments (SDI's and PPA)	-86.8	-75.6		
EBITA	1,060.2	1,026.5	+3.3%	+10.4%
Net interest expense	-88.7	-119.2		
Hapag-Lloyd AG	0.0	172.4		
EBT	971.5	1,079.7	-10.0%	-3.7%
Income taxes	-191.3	-168.8		
Group result continuing operations	780.2	910.9		
Discontinued operations	38.7	-149.5		
Minority interest	-86.4	-116.6		
Group result after minorities	732.5	644.8		
Basic EPS (€)	1.25	1.10		
Basic EPS (€, continuing)	1.18	1.36		
Pro forma underlying EPS (€, continuing)	1.17	1.14	+2.6%	+10.5%

ADJUSTMENTS

Includes PPA €32m and planned restructuring costs in Markets & Airlines

INTEREST

Improvement of €31m vs. €120m guidance due to release of provision attributable to prior period, adjusted in pro forma underlying EPS

EBT

Prior year included €172m gain on disposal of Hapag-Lloyd AG shares

TAX

Prior year benefitted from the tax free disposal of Hapag-Lloyd AG shares, underlying ETR remains at 20%

DISCONTINUED OPERATIONS

Expiry of volume provision relating to Hotelbeds transaction

MINORITY INTEREST

Affected by one off tax items, adjusted in pro forma underlying EPS

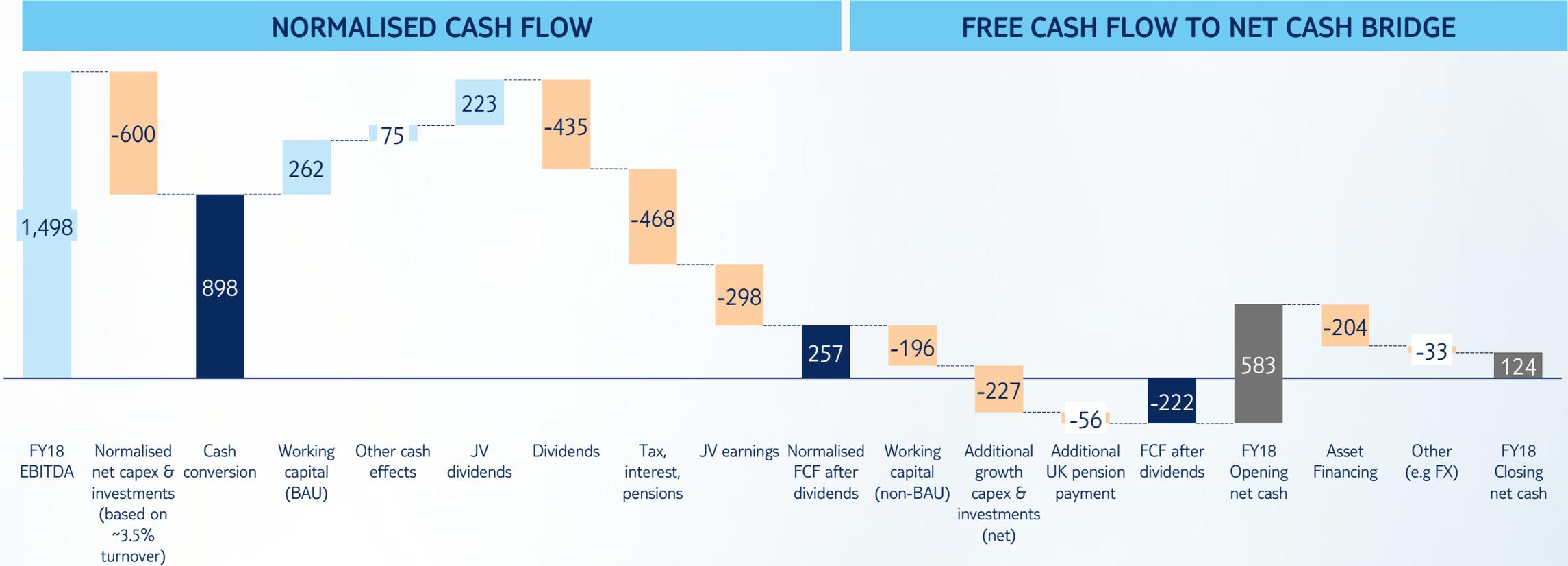
UNDERLYING EPS

Increase driven by stronger earnings, improved financing and continued low underlying ETR



FY18 cash flow still characterised by growth investments

FY18 CASH FLOW ANALYSIS IN €M

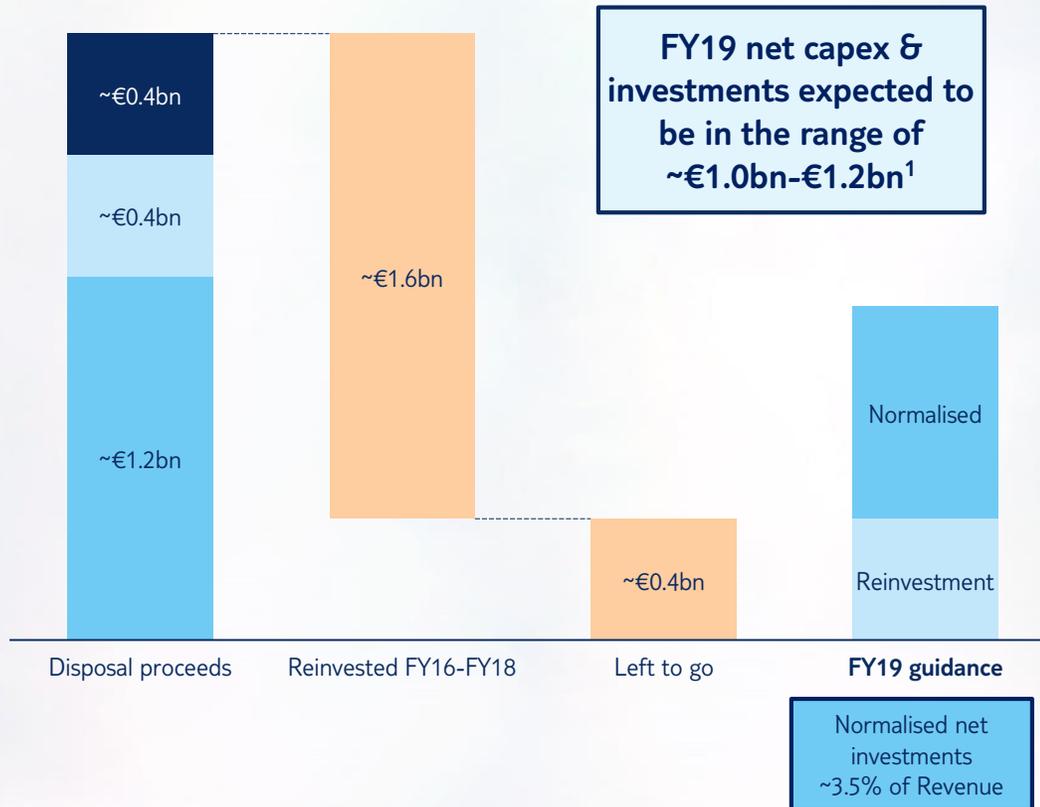


Unaudited figures – please refer to Appendix for detailed cash flow and movement in net cash reconciliation

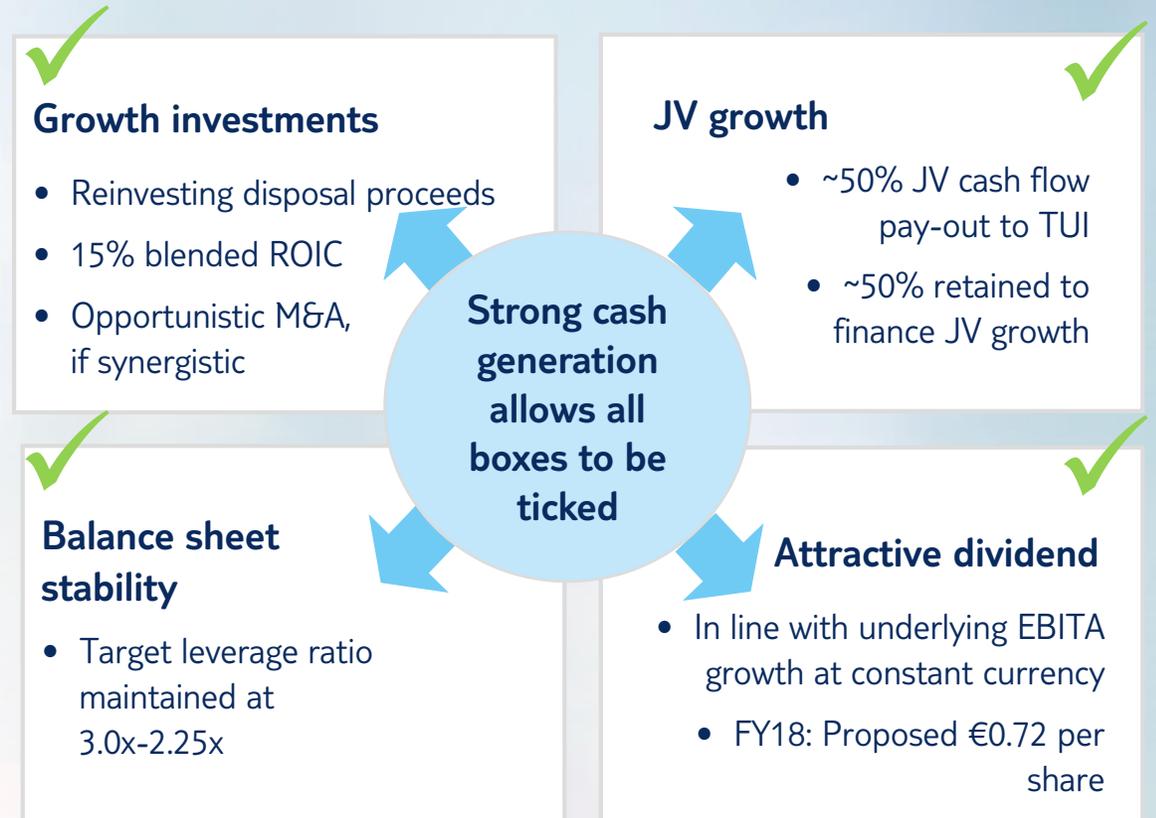


Strong cash generation allowing to invest, pay dividends and strengthen balance sheet

FY19: LAST YEAR OF DISPOSAL PROCEEDS REINVESTMENT



CAPITAL ALLOCATION FRAMEWORK



¹ Including PDPs, excluding aircraft assets financed by debt or finance leases



Leverage ratio – FY18 reflects Schuldschein, target range maintained

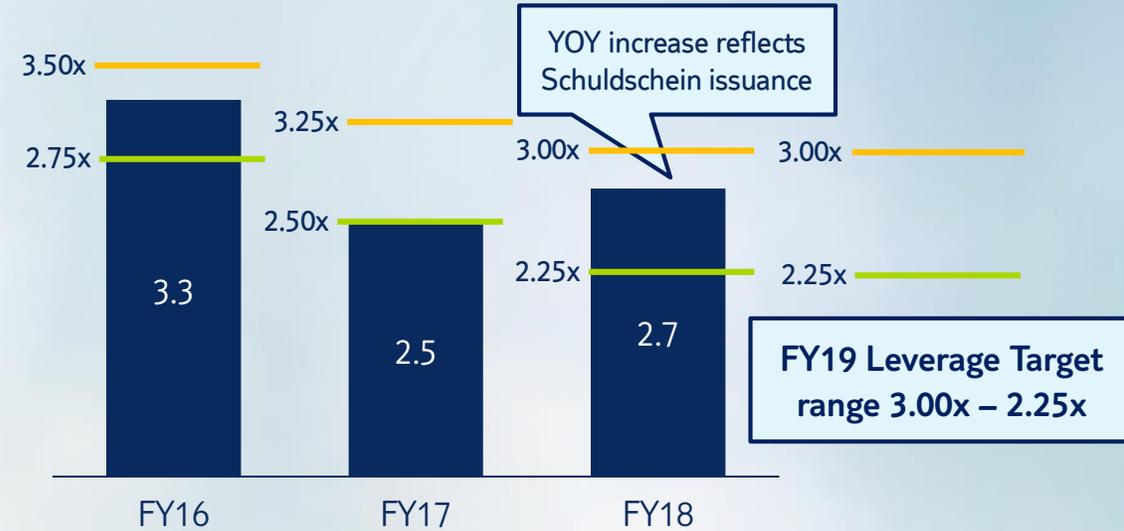
LEVERAGE RATIO FY18

€m	FY18	Guidance
Gross debt	2,443	↗
to Bonds	297	
to Liabilities to banks	780	
to Finance leases	1,343	↗
to Other financial liabilities	23	
Pensions	870	↘
Discounted value of operating leases ¹	2,654	↘
Debt	5,967	
Reported EBITDAR	2,220	
Leverage Ratio	2.7x	

SPLIT
80% Aircraft
20% Cruises & Other

- Current aircraft order book confirmed deliveries for fleet rollover consists of 70 aircraft until FY23²
- Case by case decision regarding future financing, current assumption is a mix of owned, operating and finance leases

DEVELOPMENT AND OUTLOOK



Credit Rating improvement

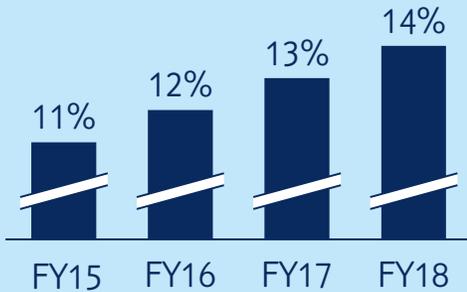
Rating agency	FY16	FY17	FY18
S&P	BB-/positive	BB/stable	BB/stable
Moody's	Ba2/stable	Ba2/stable	Ba2/positive

¹ At simplified discounted rate of 1.75% ² In addition to the firm aircraft order book deliveries of 70 aircraft, TUI has 33 aircraft options until FY23

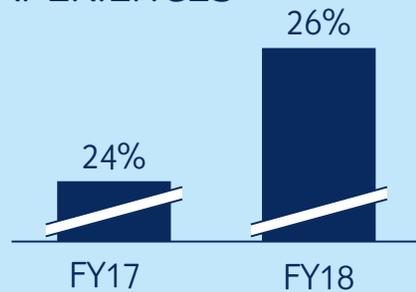


Business model strength continues to drive ROIC¹

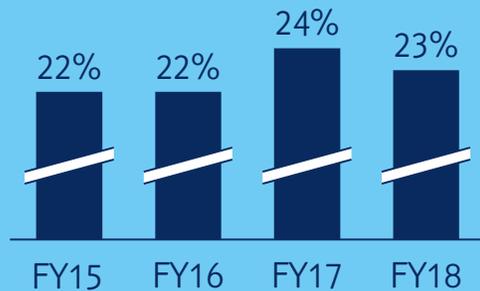
HOTELS



DESTINATION EXPERIENCES



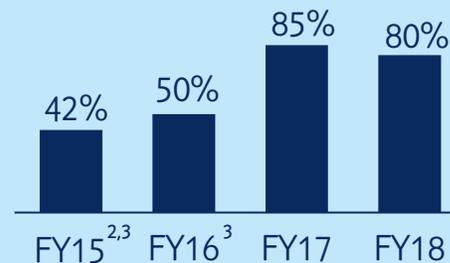
TUI GROUP



CRUISE



MARKETS & AIRLINES AND ALL OTHER



- Delivering strong ROIC for TUI shareholders
 - Hotels: predominantly lower capital intensity, JVs
 - Cruises: partially off balance sheet financing
 - Markets & Airlines: low capital intensity
- Strong earnings performance
- FY18 reflects reinvestment of disposal proceeds

¹ Pre IFRS 16 ² Based on former segmentation - Marella Cruises within Markets & Airlines ³ Based on former segmentation - Destination Experiences within Markets & Airlines



FY19 Guidance

FY19 Guidance

	FY19e ¹	FY18
Turnover ²	Around 3% growth	€19,524m
Underlying EBITA rebased ³	At least 10% growth	€1,187m ³
Adjustments	~€125m	€87m
Net capex & investments ⁴	~€1.0bn-€1.2bn	€0.8bn
Leverage ratio	3.0x to 2.25x	2.7x
Dividend per share	Growth in line with underlying EBITA rebased ³	€0.72

1 Based on constant currency growth

2 Excluding cost inflation relating to currency movements

3 Rebased to take into account €40m impact of revaluation of Euro loan balances within Turkish Lira entities in FY18

4 Including PDPs, excluding aircraft assets financed by debt or finance leases



EBITA growth FY19¹ – Headwinds and Growth Levers

MARKET HEADWINDS

Adverse trading in Q1/Q2 including continued impact from heatwave (Autumn holidays & Nordics Winter bookings)

Brexit uncertainty and final outcome may lead to weaker consumer confidence and GBP exchange rate

Market outlook for FY19 remains challenging, particularly due to dynamic packaging

Theme of capacity shifts from Western to Eastern Mediterranean destinations

Continued cost headwinds (threat of ATC further strikes, fuel, hotel rates, destination costs)

GROWTH LEVERS



- Strong brand & NPS
- Annual holiday spend is a top priority for customers
- Yielding of own risk capacity optimises hotels/cruise demand
- Double diversification across markets & destinations



- ~21 new hotel openings in FY19
- 15% blended ROIC
- Shift of capacity to Turkey



- 3 new ships to be delivered in FY19
- 15% blended ROIC



- Global, fully digitalised platform
- Upselling ancillaries to TUI and third-party customers
- >10% earnings growth in FY19



- Markets & Airlines business harmonisation
- Aircraft re-fleeting; newer fleet supporting cost position; competitors facing increasing cost pressure



- Digitalisation driving ancillary benefits across all businesses - remains a mid-term opportunity

¹ Guidance for FY19 is at least 10% underlying EBITA growth at constant currency

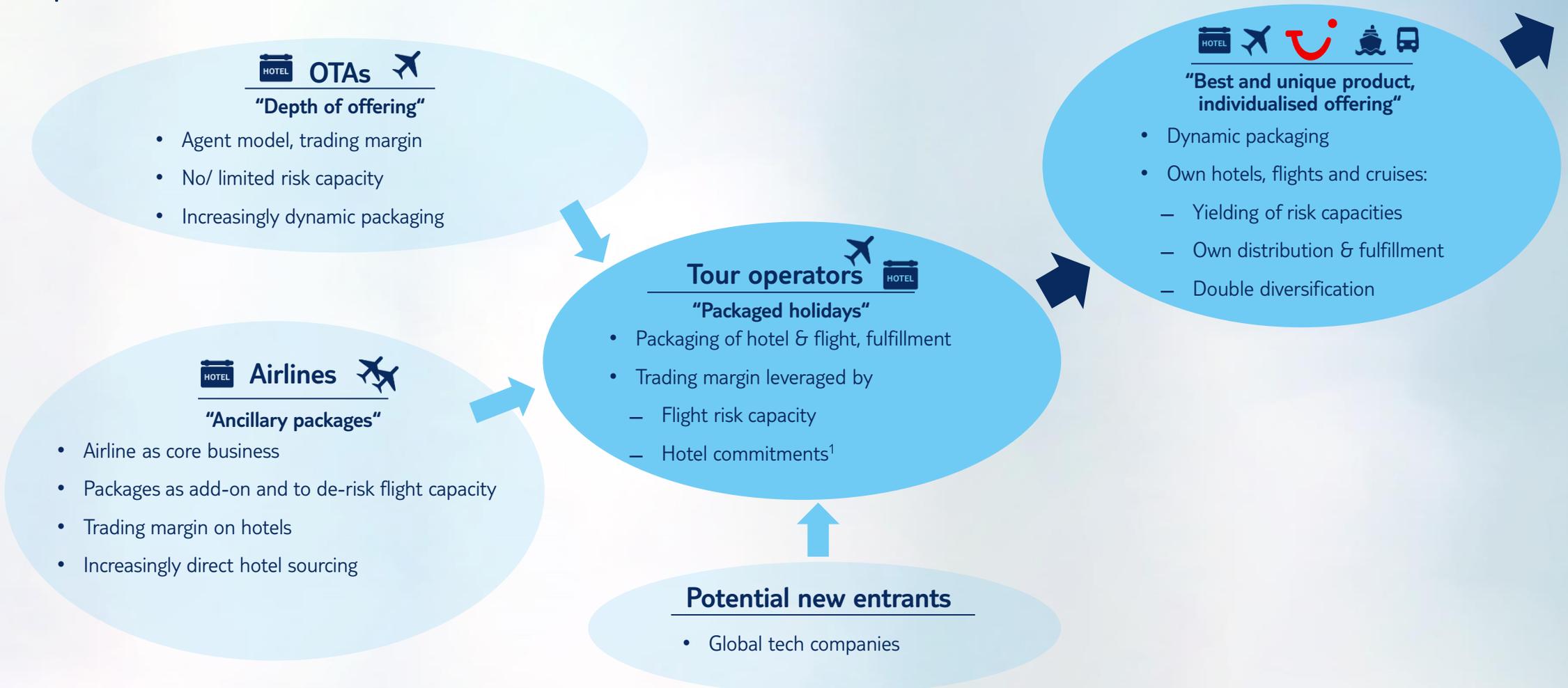


STRATEGY UPDATE

FRITZ JOUSSEN



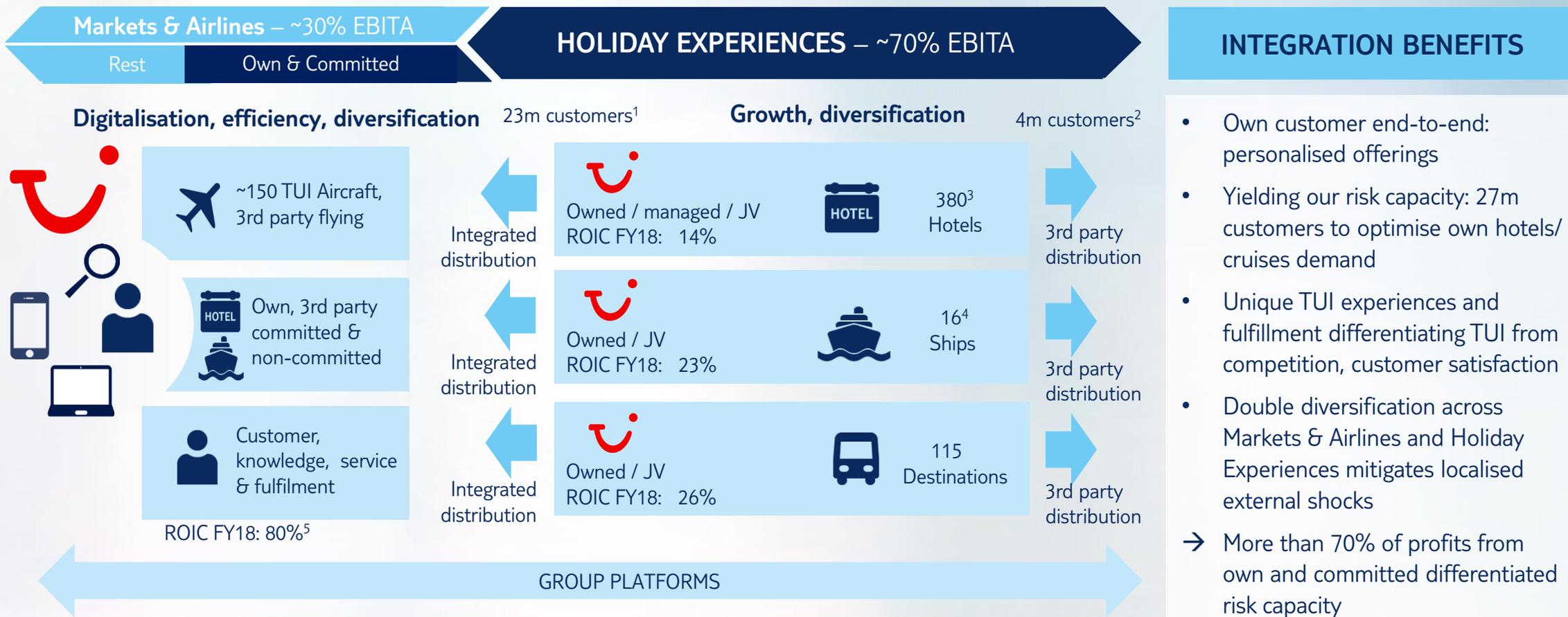
Market environment: TUI has moved on and developed into an integrated provider of Holiday Experiences



¹ Prepayments and volume guarantees



Our business model: Product-focused holiday provider with almost 70% Holiday Experience earnings



1 21m Markets & Airlines customers plus a further 2m for Cruise and from our strategic joint ventures in Canada and Russia totals 23m 2 4m customers direct and via 3rd party channels to our Hotels & Resort and Cruise brands 3 This number includes group hotels and 3rd party concept hotels as at end of FY18 4 As at end of FY18 5 This number relates to Markets & Airlines and All other segments

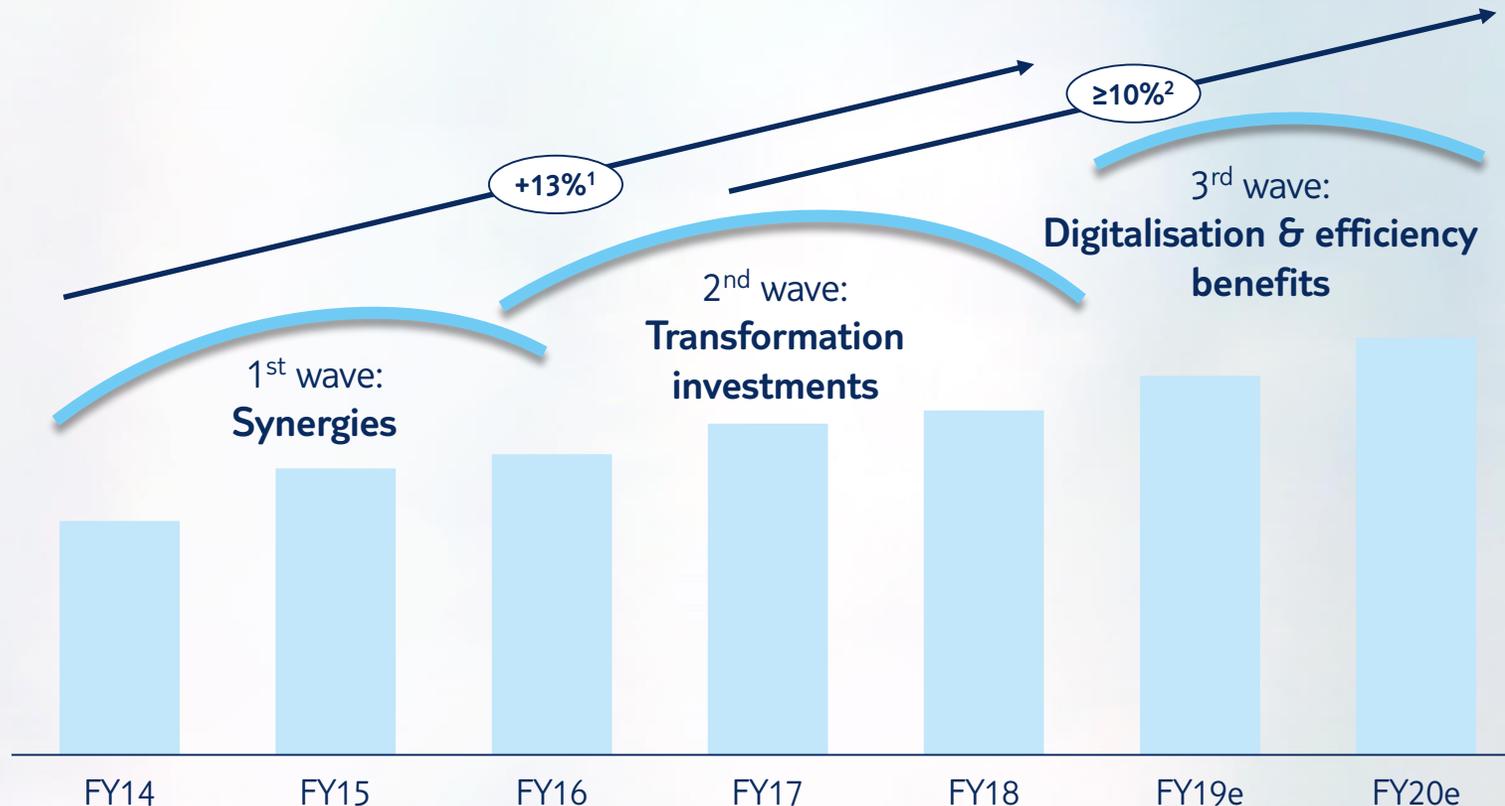


Future earnings growth driven by reinvestment of disposal proceeds, digitalisation and efficiency benefits

**STRONG GROWTH TRACK RECORD:
MERGER SYNERGIES**

**FUTURE GROWTH:
INVESTMENTS, DIGITALISATION & EFFICIENCY**

HIGHLIGHTS



- 3 earnings waves, heading towards third wave
- Mix of earnings growth changes gradually over time
 - Growth from investments
 - Digitalisation and efficiency benefits

¹ Underlying EBITA CAGR of 10% since merger / average CAGR of 13% since merger at constant currency ² Reiterate our guidance of at least 10% CAGR in underlying EBITA for the three years to FY20; three year CAGR from FY17 Base to FY20

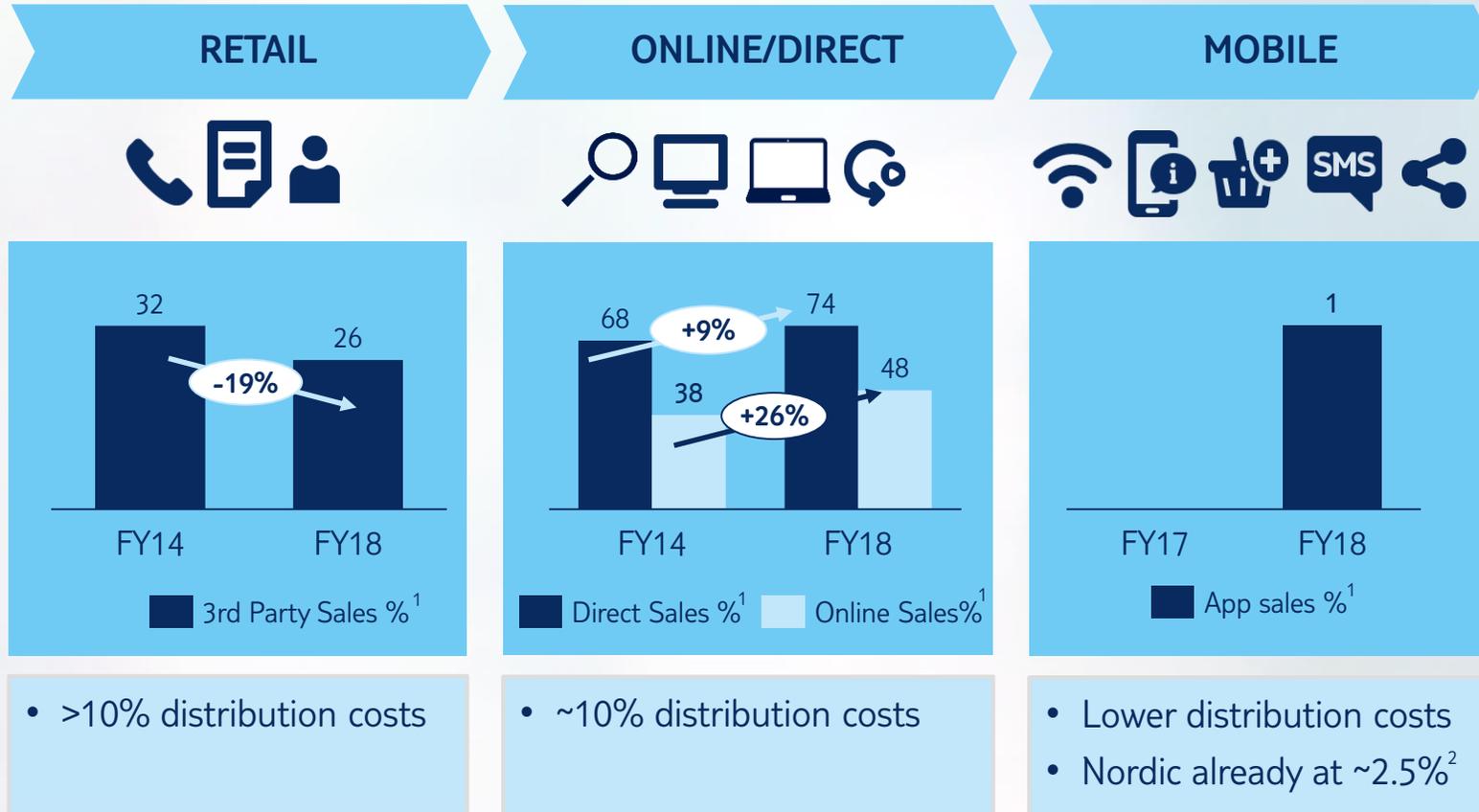


Our vision: Digitalisation and platforming of our business model

OUR DIGITAL PRIORITIES	MID-LONG TERM BENEFITS	WHAT WILL IT BRING?
<p>1  From Retail to Online to Mobile</p>	<p>>€100m Cost Saving</p>	<ul style="list-style-type: none"> • Too early to say • However, base infrastructure in place and improving every day • First pilot projects show good momentum • Limited capex • But just imagine, over a period of 5 years, couldn't we build a global reach, couldn't we sell €20/customer more through ancillary services at a 35% margin, couldn't we save €10/customer, i.e. 10% of our sales costs? • I believe we could – progress update to follow regularly
<p>2  Mass-individualisation</p>	<p>>€100m Additional Profit</p>	
<p>3  Inventory/Purchasing</p>	<p>>€100m Cost Saving / Additional Profit</p>	
<p>4  Global market presence</p>	<p>New markets: ~1m customers, ~€1bn revenues</p>	



1 From Retail to Online to Mobile



HIGHLIGHTS

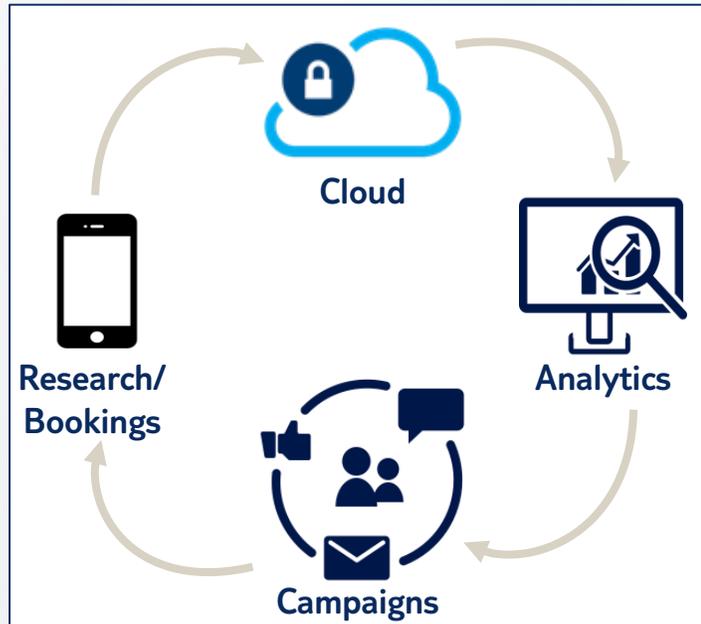
- Mobile booking technology developed
- Linked to CRM engine
- 5.5m active TUI app users as addressable base
- ~200k app customers in FY18
- Every 1% app sale yields around 5% distribution cost savings³ i.e. €10m

1 Percentages of Markets & Airlines sales by booking channel 2 Percentage of Nordic Sales 3 Indicative calculation based on Group sales (€20bn sales x 10% distribution cost = €2bn distribution costs currently. 1% app sales incurs ~5% distribution cost which equates to ~€10m distribution costs. 10% App sales at ~5% distribution costs would therefore deliver ~€100m potential cost savings



2 Digital mass-individualisation: Use customer data to create individualised holidays for 21m¹ Markets & Airlines customers

MOBILE AS AN ENABLER FOR INDIVIDUALISATION



- Customer knowledge/ segmentation

DRIVE BOOKINGS & ANCILLARIES



- Upselling: Next best activity, individualised

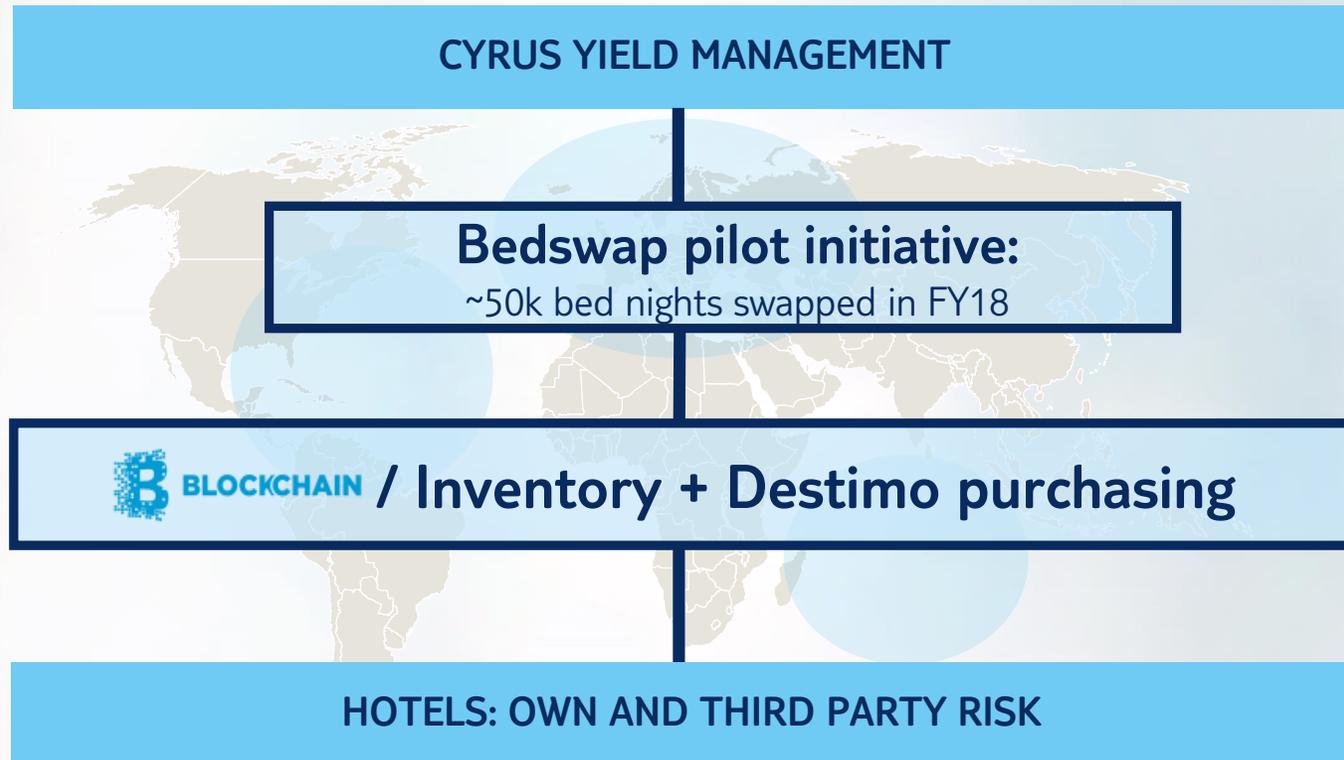
HIGHLIGHTS

- TUI's competitive advantage - own customer end to end
- Integrated model & digitalisation make it easier to sell and service the customer at multiple touchpoints
- First results promising
 - single customer view brings together 50+ systems
 - ~€20m ancillaries EBITA per year (i.e. 5 years = €100m)

¹ Markets & Airlines customers, excludes Cruise and strategic joint ventures in Canada and Russia, which would total 23m



3 Inventory/Purchasing digitalisation: Opportunity to commercialise the purchasing of our risk inventory of 100m bed nights and €5bn purchasing volume from 3rd party hoteliers



- #### OUR VISION
- Centralised & automated inventory management – applying same principles we already did with yield management
 - Cyrus: Digital system driving yields, supporting marketing of 100m bed nights to our customers
 - Destimo: Proprietary German purchasing system in global rollout
 - Every 1% higher pricing or 1% lower costs on average are equivalent to ~€50m¹
 - First results promising, benefits expected to ramp up over time

¹ Indicative calculation based on relevant purchasing volume (€5bn purchasing volume x 1% = €50m); 2% higher pricing or 2% lower costs on average would therefore yield ~€100m savings



4 Digital global market presence: Low risk and opportunistic entry into new markets and reduction of yield pressure at the same time

DIGITALISED GROWTH



HIGHLIGHTS

- New Markets¹:
 - ~100k customers out of 1m target achieved with good momentum
 - Dynamic packaging technology
 - Leverage new markets demand for risk capacity clusters, driving yields and diversification
- Brand franchising introduced

BRAND FRANCHISING



• Baltics

THIRD PARTY REACH



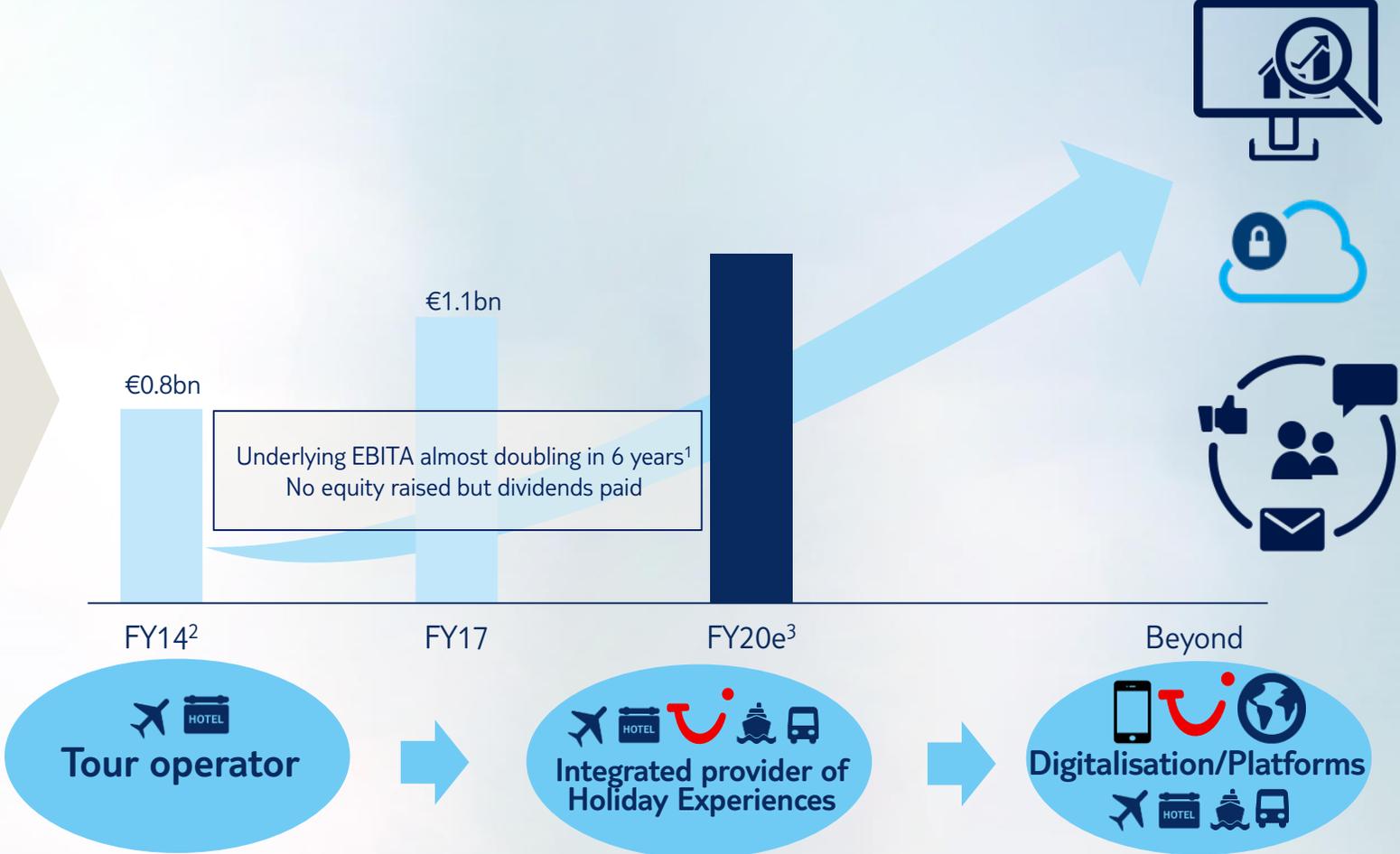
musement • Strong third party demand

¹ New Markets active: Brazil, Portugal, Spain, India, China. Malaysia planned for launch in FY19



Our ambition: Strong strategic positioning, strong earnings growth and strong cash generation with underlying EBITA almost doubling in 6 years¹

- STRONG STRATEGIC POSITION** 
- STRONG EARNINGS GROWTH** 
- STRONG CASH GENERATION** 



¹ Based on constant currency growth ² Pro Forma EBITA ³ Reiterate our guidance of at least 10% CAGR in underlying EBITA for the three years to FY20; three year CAGR from FY17 Base to FY20



Q&A



APPENDIX



FY18 Turnover by Segment (excludes Intra-Group Turnover and JVs/associates)*

In €m	FY18	FY17	Change	FX	Change ex FX
Hotels & Resorts	606.8	679.0	-72.2	-52.2	-20.0
- Riu	407.0	493.1	-86.1	-21.8	-64.3
- Robinson	89.3	82.6	6.7	-4.1	10.8
- Blue Diamond	-	-	-	-	-
- Other	110.5	103.3	7.2	-26.3	33.5
Cruises	901.9	815.0	86.9	-7.2	94.1
- TUI Cruises	-	-	-	-	-
- Marella Cruises	579.4	502.4	77.0	-7.2	84.2
- Hapag-Lloyd Cruises	322.5	312.6	9.9	-	9.9
Destination Experiences	303.5	202.5	101.0	-5.1	106.1
<i>Holiday Experiences</i>	<i>1,812.2</i>	<i>1,696.5</i>	<i>115.7</i>	<i>-64.5</i>	<i>180.2</i>
- Northern Region	6,854.9	6,601.5	253.4	-94.2	347.6
- Central Region	6,563.7	6,039.5	524.2	-16.6	540.8
- Western Region	3,577.6	3,502.2	75.4	-	75.4
<i>Markets & Airlines (formerly Sales & Marketing)</i>	<i>16,966.2</i>	<i>16,143.2</i>	<i>853.0</i>	<i>-110.8</i>	<i>963.8</i>
All other segments	715.5	695.3	20.3	-2.3	22.6
TUI Group continuing operations	19,523.9	18,535.0	989.0	-177.6	1,166.6

*Table contains unaudited figures and rounding effects; simplified to disclose Destination Experiences (previously Destination Services) from Other Tourism and remaining business segments within Other Tourism into All other segments.



FY18 Underlying EBITA by Segment*

In €m	FY18	FY17	Change	FX	Change ex FX
Hotels & Resorts	425.7	356.5	69.2	-68.8	138.0
- Riu	390.3	355.9	34.4	-10.8	45.2
- Robinson	41.8	38.5	3.3	-4.8	8.1
- Blue Diamond**	23.9	20.1	3.8	-3.8	7.6
- Other	-30.3	-58.0	27.7	-49.4	77.1
Cruises	324.0	255.6	68.4	-0.6	69.0
- TUI Cruises**	181.3	135.9	45.4	-	45.4
- Marella Cruises	106.5	86.5	20.0	-0.6	20.6
- Hapag-Lloyd Cruises	36.2	33.2	3.0	-	3.0
Destination Experiences	44.7	35.1	9.6	-2.2	11.8
<i>Holiday Experiences</i>	794.4	647.2	147.2	-71.6	218.8
- Northern Region	254.1	345.8	-91.7	3.0	-94.8
- Central Region	89.1	71.5	17.6	-0.3	17.9
- Western Region	109.3	109.2	0.1	-	0.1
<i>Markets & Airlines (formerly Sales & Marketing)</i>	452.5	526.5	-74.0	2.7	-76.7
All other segments	-99.9	-71.6	-28.3	-5.8	-22.5
TUI Group continuing operations	1,147.0	1,102.1	44.9	-74.7	119.6

*Table contains unaudited figures and rounding effects; simplified to disclose Destination Experiences (previously Destination Services) from Other Tourism and remaining business segments within Other Tourism into All other segments.

**Equity result



Cash Flow & Movement in Net Cash

In €m	FY18	FY17
EBITDA reported¹	1,498.5	1,490.9
Working capital	66.4	406.2
Other cash effects	74.6	89.9
At equity income	-297.7	-252.3
Dividends received from JVs and associates	222.7	118.2
Tax paid	-236.0	-146.1
Interest (cash)	-80.8	-57.1
Pension contribution	-207.5	-141.3
Operating Cash flow	1,040.2	1,508.4
Net capex & investments incl PDPs ²	-827.0	-1,071.9
Disposal proceeds	-	388.0
Free Cash flow	213.2	824.5
Dividends	-435.3	-456.8
Free Cash flow after Dividends	-222.1	367.7

OPERATING CASH FLOW

- Reduction due to timing of and higher hotel prepayments in the period and deconsolidation of Travelopia versus FY17

CAPEX PHASING INTO FUTURE PERIODS

- Some phasing into future periods due to delayed hotel project spend

In €m	30 Sep 2018	30 Sep 2017
Opening net cash as at 1 October including Discontinued Ops	583	350
Movement in cash net of debt	-222	368
Asset Finance	-204	-149
Other	-33	14
Closing net cash as per Balance Sheet	124	583

¹ Continuing ops basis, non-continuing adjustment in Other cash effects ² Net capex of €746.2m, net investments of €63.1m and net PDPs of €17.7m



Net Financial Position, Pensions and Operating Leases

In €m	30 Sept 2018	30 Sep 2017
Financial liabilities	-2,443	-1,933
- Finance leases	-1,343	-1,227
- Senior Notes	-297	-296
- Liabilities to banks	-780	-381
- Other liabilities	-23	-29
Cash & Bank Deposits	2,567	2,516
Net cash	124	583
- Net Pension Obligation	-995	-1,127
- Discounted value of operating leases ¹	-2,654	-2,619

FINANCIAL LIABILITIES

- Higher versus prior year as a result of aircraft financing; Schuldschein issuance and additional finance leases

¹ At simplified discounted rate of 1.7% with both years on continuing ops basis





Contact

ANALYST AND INVESTOR ENQUIRIES

Peter Krueger, Member of the Group Executive Committee,
Group Director Strategy, M&A and Investor Relations

Tel: +49 (0)511 566 1440

Contacts for Analysts and Investors in UK, Ireland and Americas

Sarah Coomes, Head of Investor Relations

Tel: +44 (0)1293 645 827

Hazel Chung, Senior Investor Relations Manager

Tel: +44 (0)1293 645 823

Contacts for Analysts and Investors in Continental Europe, Middle East and Asia

Nicola Gehrt, Head of Investor Relations

Tel: +49 (0)511 566 1435

Ina Klose, Senior Investor Relations Manager

Tel: +49 (0)511 566 1318

Jessica Blinne, Junior Investor Relations Manager

Tel: +49 (0)511 566 1425

