



TUI GROUP CAPITAL INCREASE PRESENTATION

Strengthening of balance sheet to maximise long-term opportunities

October 2021



DISCLAIMER

NOT FOR DISTRIBUTION, RELEASE OR PUBLICATION, DIRECTLY OR INDIRECTLY, IN OR INTO THE UNITED STATES

This presentation may not be published, distributed or transmitted in the United States, Australia, Canada, Hong Kong, Japan, New Zealand, Singapore, South Africa, Switzerland or the United Arab Emirates, or in any other jurisdiction in which the distribution, release or publication would be restricted or prohibited. The distribution of this presentation into jurisdictions may be restricted by law, and, therefore, persons into whose possession this presentation comes should inform themselves about and observe any such restrictions. Any failure to comply with any such restrictions may constitute a violation of the securities laws of such jurisdiction.

The following applies to this presentation, which has been prepared by TUI AG (the "Company") and is being shown to you solely for your information in relation to the Company and its subsidiaries (together, the "Group") and the proposed offering of its ordinary registered shares, to the oral presentation of the information in this presentation by members of the Company's management and to any question-and-answer session that follows the oral presentation (collectively, the "Information"), each of which should be considered together and not taken out of context. This presentation does not constitute or form part of an offer of securities for sale or a solicitation of an offer to purchase securities of the Company (the "Securities") in the United States or any other jurisdiction nor shall the fact of its presentation form the basis of, or be relied on in connection with, any contract or investment decision. This presentation is not directed at persons located in the United States other than "qualified institutional buyers" as defined in Rule 144A under the U.S. Securities Act of 1933, as amended (the "Securities Act"). The Securities are not and will not be registered under the Securities Act, and may not be offered or sold in the United States absent registration or an applicable exemption from the registration requirements of the Securities Act.

The Information is only addressed to and directed at persons in member states of the European Economic Area (each a "Relevant State") who are "qualified investors" within the meaning of the Prospectus Regulation (Regulation (EU) 2017/1129) (the "Prospectus Regulation") ("Qualified Investors"). In addition, in the United Kingdom, the Information is being distributed only to, and is addressed only to and directed only at, "qualified investors" within the meaning of the UK Prospectus Regulation (Regulation (EU) 2017/1129 as it forms part of domestic law by virtue of the European Union (Withdrawal) Act 2018) (the "UK Prospectus Regulation") who are also persons (i) having professional experience in matters relating to investments falling within Article 19(5) of the Financial Services and Markets Act 2000 (Financial Promotion) Order 2005 (the "Order") (ii) falling within Article 49(2)(a) to (d) of the Order, or (iii) to whom it may otherwise lawfully be communicated (all such persons together being referred to as "Relevant Persons"). The Information must not be acted on or relied on (i) in the United Kingdom, by persons who are not Relevant Persons, and (ii) in any Relevant State, by persons who are not Qualified Investors. Any investment or investment activity to which the Information relates is available only to or will be engaged in only with, (i) Relevant Persons in the United Kingdom, and (ii) Qualified Investors in any Relevant State.

This presentation is an advertisement and not a prospectus for the purposes of the Prospectus Regulation and the UK Prospectus Regulation. The presentation has been prepared for information and background purposes only. This document is not, and should not be construed as, a prospectus or offering document, and has not been reviewed or approved by any regulatory or supervisory authority. The public offering of the Securities in Germany and the United Kingdom will be made exclusively by means of and on the basis of the German Prospectus, when published, of the Company, when it has been approved by the BaFin in Germany, and on the basis of the UK Prospectus, when published, of the Company when it has been approved by the FCA in the United Kingdom, in each case which approval should not be understood as an endorsement of any Securities offered. Investors must not subscribe for or purchase any Securities referred to in this presentation except on the basis of information contained in the German Prospectus or UK Prospectus, as applicable, published, or the international offering circular issued, by the Company in connection with the Offering, as the case may be (together with any amendments or supplements thereto), and should read the German Prospectus, UK Prospectus or the international offering circular, as the case may be (together with any amendments or supplements thereto) before making an investment decision in order to fully understand the potential risks and rewards associated with the decision to invest in the Securities. The German Prospectus, once approved, will be available on the website of the BaFin (www.bafin.de), the website of the Company (<https://www.tuigroup.com/en-investoren/capital-increase-october-2021>) and the website of the European Securities And Markets Authority (<https://registers.esma.europa.eu/publication/>). The UK Prospectus, once approved, will be submitted to the National Storage Mechanism and will be available for inspection at <https://data.fca.org.uk/#/nsm/nationalstoragemechanism> and the website of the Company (<https://www.tuigroup.com/en-en-investoren/capital-increase-october-2021>).

The presentation does not contain nor purport to contain all information required to evaluate the Company, its group and/or its financial position and/or the Securities. The information and opinions contained in the Information are provided as at the date of this presentation and have not been independently verified and is subject to change without notice. In giving this presentation, neither the Company nor its advisers and/or agents (including the Banks (as defined below)) nor any other person undertakes any obligation to provide the recipient with access to any additional information or to update this presentation or any additional information or to correct any inaccuracies in any such information which may become apparent (unless the Company is required to supplement the approved prospectus). The Information may not be reproduced, distributed to any other person or published, in whole or in part, for any purpose.

No representation, warranty or undertaking, express or implied, is made by the Company or Barclays Bank Ireland PLC, BofA Securities Europe SA, Citigroup Global Markets Europe AG, Deutsche Bank Aktiengesellschaft, HSBC Trinkaus & Burkhardt AG, COMMERZBANK Aktiengesellschaft, Landesbank Baden-Württemberg or Natixis (collectively the "Banks") nor any of the Company's or the Banks' affiliates nor any of their respective directors, officers, employees, advisers or agents or any other person as to, and no reliance should be placed on, the fairness, accuracy, completeness or correctness of the information in or the opinions contained in this presentation or any other statement made or purported to be made in connection with the Company, its group, the Securities or any other matter referred to in this presentation for any purpose whatsoever, including but not limited to any investment considerations.

Neither the Company nor the Banks nor any of their respective affiliates nor any of its or their respective directors, officers, employees, advisers or agents or any other person accepts any responsibility or liability whatsoever and makes no representation or warranty, express or implied, for the contents of this presentation, including its accuracy, fairness, sufficiency, completeness or verification or for any other statement made or purported to be made by it, or on its behalf, in connection with the Company, its group, the Securities or any other matters referred to herein and nothing in this presentation is, or shall be relied upon as, a promise or representation in this respect, whether as to the past or future. Each of the Company and the Banks and their respective affiliates and its and their respective directors, officers, employees, advisers or agents accordingly disclaims to the fullest extent permitted by law all and any responsibility and liability whether direct or indirect, arising in tort, contract or otherwise which it might otherwise have in respect of this presentation or any such statement.

Certain financial data included in this presentation consists of "non-IFRS financial measures". These non-IFRS financial measures may not be comparable to similarly titled measures presented by other companies, nor should they be construed as an alternative to other financial measures determined in accordance with IFRS. You are cautioned not to place undue reliance on any non-IFRS financial measures and ratios included herein.

To the extent available, the industry, market and competitive position data contained in the Information come from official or third party sources. Third party industry publications, studies and surveys generally state that the data contained therein have been obtained from sources believed to be reliable, but that there is no guarantee of the accuracy or completeness of such data. While the Company believes that each of these publications, studies and surveys has been prepared by a reputable source, none of the Company, the Banks or any of their respective Representatives has independently verified the data contained therein. In addition, certain of the industry, market and competitive position data contained in the Information come from the Company's own internal research and estimates based on the knowledge and experience of the Company's management in the markets in which the Company and the other members of the Group operate. While the Company believes that such research and estimates are reasonable, they, and their underlying methodology and assumptions, have not been verified by any independent source for accuracy or completeness and are subject to change and correction without notice. Accordingly, reliance should not be placed on any of the industry, market or competitive position data contained in the Information.

The Banks are acting only for the Company and no one else and will not be responsible to anyone other than the Company for providing the protections afforded to their respective clients, and will not be responsible for providing advice to anyone in relation to any potential offering of securities of the Company or any transaction, matter or arrangement referred to in this Presentation.

Access to the Information is being given in connection with a proposed meeting with the Company and no copy of the Information will be left behind after this meeting. By attending such meeting and/or accessing or reading a copy of the Information you agree to be bound by the foregoing limitations and conditions and, in particular, will be taken to have represented, warranted and undertaken that (i) you have read, accept and agree to comply with the contents of this notice including, without limitation, the obligation to keep the Information confidential and (ii) (A) if in a Relevant State you are a Qualified Investor; (B) if in the United Kingdom you are a Relevant Person; (C) if in the United States, you are a qualified institutional buyer as defined in Rule 144A under the Securities Act, and (D) irrespective of where you are resident or incorporated, you are an institution that is permitted within your home jurisdiction and in the jurisdiction in which you are accessing the Information, under applicable law and regulation, to access the Information.

Forward-Looking Statements

Certain statements included in this announcement are forward-looking. These statements can be identified by the fact that they do not relate only to historical or current facts. By their nature, they involve risk and uncertainties because they relate to events and depend on circumstances that will occur in the future. Actual results could differ materially from those expressed or implied by such forward-looking statements. 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 this announcement. 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 this announcement.

Forward-looking statements often use words such as "expects", "may", "will", "could", "should", "intends", "plans", "predicts", "envisages" or "anticipates" or other words of similar meaning. They include, without limitation, any and all projections relating to the results of operations and financial conditions of the Company and its subsidiary undertakings from time to time (the "Group"), as well as plans and objectives for future operations, expected future revenues, financing plans, expected expenditure and divestments relating to the Group and discussions of the Group's business plan. All forward-looking statements in this announcement are based upon information known to the Group on the date of this announcement and speak as of the date of this announcement. Other than in accordance with its legal or regulatory obligations, the Group does not undertake to update or revise any forward-looking statement to reflect any changes in events, conditions or circumstances on which any such statement is based.

Actual results may differ from those expressed or implied in the forward-looking statements in this announcement as a result of any number of known and unknown risks, uncertainties and other factors, including, but not limited to, the effects of the COVID-19 pandemic and uncertainties about its impact and duration, many of which are difficult to predict and are generally beyond the control of the Group, and it is not reasonably possible to itemise each item. Accordingly, readers of this announcement are cautioned against relying on forward-looking statements. All forward-looking statements made on or after the date of this announcement and attributable to the Company are expressly qualified in their entirety by the primary risks set out in that section. Many of these risks are, and will be, exacerbated by the COVID-19 pandemic and any further disruption to the travel and leisure industry and economic environment as a result.

Agenda

- 1 Transaction overview & key highlights
- 2 A world leading tourism group
- 3 Capital structure development
- 4 Recent developments
- 5 Long term vision for TUI
- 6 Appendix



1. TRANSACTION OVERVIEW & KEY HIGHLIGHTS



€1.1bn capital increase to strengthen the balance sheet further – maximise long-term opportunities



- **Less than 12 months** since the last support package, successfully **reduced** drawings of the approx. €3bn¹ KfW facilities to **below €0.4bn**
- **Capital increase would reduce RCF KfW drawings to zero** (plus reduce RCF Banks drawings)
- Convertible tap, RIU entity disposal and offering proceeds, combined with a better than expected cash-flow in Q4, result in
 - a **pro-forma gross debt** reduction from €8.7bn² to **~€6.5bn** and
 - a **strong financial headroom of ~€4.5bn**
- All financial measures are important steps towards **returning to gross leverage ratio of around 3x**

¹ KfW facilities consisting of Unsecured RCF €2.85bn and secured RCF €170m (Reduced by €30m from €200m to €170m on 30 Sept 21) = €3.02bn | ² Financial liabilities incl. lease liabilities of €7.9bn plus €0.8bn net pension obligation



TUI's unique and integrated business model continues to be the foundation of our success



- **A market leader with a strong brand:**
 - strategically well-positioned within the **growing tourism market (>GDP)**; and
 - to benefit from **strong rebound** post pandemic crisis
- Integrated business model – **unique holiday experiences** helping to create **moments** for our **customers** that **make life richer**
- Pioneering sustainable tourism – **driving positive change for people & communities**
- **Digital transformation & Global Realignment Programme of ~€400m** – emerge leaner post C-19
- **Strong pipeline** of S21 and W21/22 bookings – demonstrate **clear appetite & pent-up demand for TUI holidays**



Reasons to invest (1/2)

1



Holidays remain a high priority –
“Experience is the new luxury”

2



Trusted brand providing great
customer experiences throughout
our integrated business model
distinguishing TUI from its
competition

3



TUI is strategically well positioned
within growing tourism market
(>GDP) & will benefit from strong
C-19 rebound

Long-term fundamentals are intact – travel remains a strong megatrend



Reasons to invest (2/2)

4



Accelerated digital transformation
& efficiency programme well
underway

5



Strengthening balance sheet &
operational recovery

6



A leading tourism group pioneering
sustainable tourism creating
positive change for people and
communities

Capital increase will be a further step towards strengthening our balance sheet structure

Summary Transaction Overview

OFFERING DETAILS

- Offering size: €1,126m gross proceeds
- Subscription price: €2.15
- Number of new shares: 523.52m

STRUCTURE

- Fully underwritten offering by banking syndicate with pre-emptive rights for existing shareholders
- Unifirm (currently interest of 32%) has irrevocably undertaken to exercise their subscription rights
- Subscription rights entitle to purchase 10 new shares for every 21 existing shares

PROCESS AND TIMING

- | | |
|--|------------------------------|
| • German subscription rights trading: | 08 October – 21 October 2021 |
| • German subscription period: | 08 October – 26 October 2021 |
| • UK DI rights trading: | 12 October – 21 October 2021 |
| • UK DI subscription period: | 12 October – 26 October 2021 |
| • Announcement of take-up and rump placement (if any): | 27 October 2021 |
| • Closing: | 02 November 2021 |

USE OF PROCEEDS

- The Company intends to use the net proceeds of the Offering to reduce interest costs and net debt by reducing current drawings (i) first, under the KfW Facility (€375m currently drawn) and (ii) second, under the Cash Facility (~€1.5bn currently drawn)

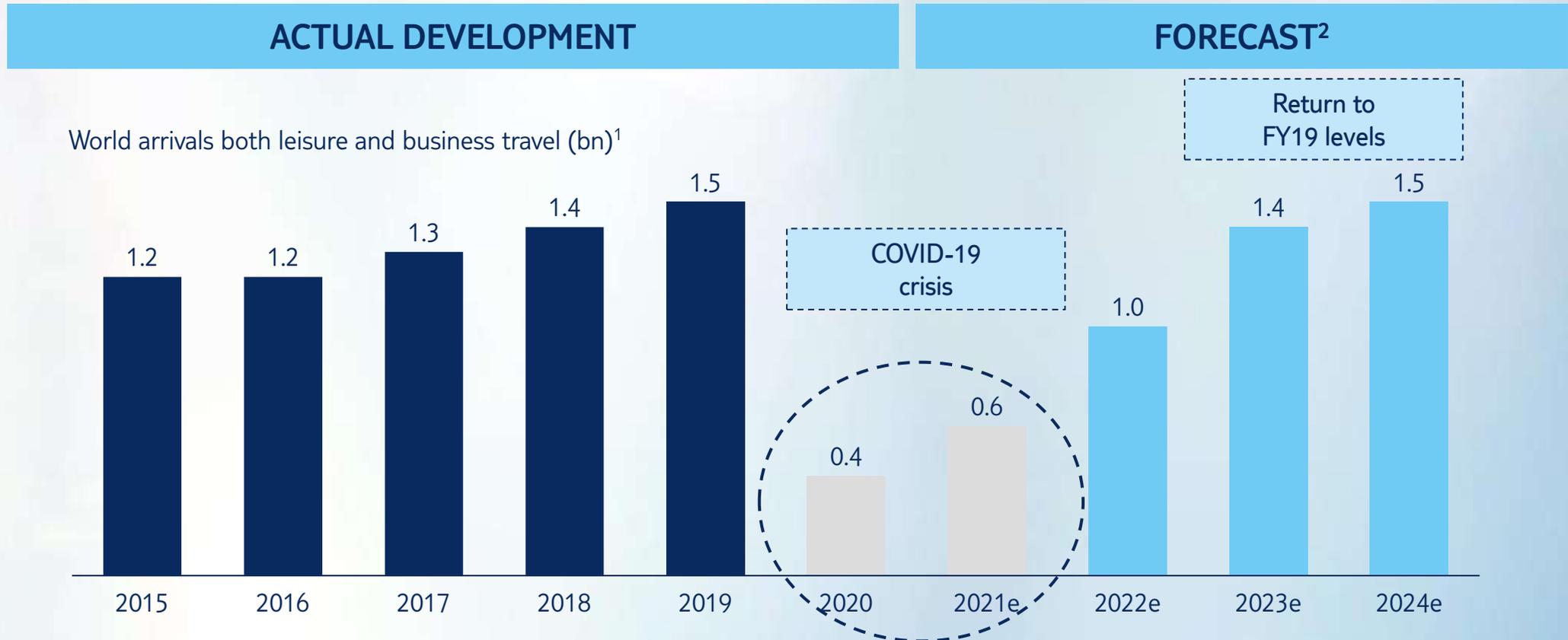
JOINT GLOBAL COORDINATORS



2. A WORLD LEADING TOURISM GROUP



World arrivals are expected to show strong increase in 2022 & return to normalisation in 2023 & 2024



Common expectation that leisure travel will recover more quickly than business travel

Source: Euromonitor International, Travel 2022 edition | 1 Arrivals refer to non-resident overnight visitors to the country of reference, travelling for business and leisure purposes, excluding same day visitors. If a person visits the same country several times each year, each trip is recorded as a separate arrival. If a person visits several countries during a single trip, their arrival in each country is recorded separately. | 2 Euromonitor baseline forecast, 27 September 2021
11 TUI GROUP | Investor Presentation | October 2021

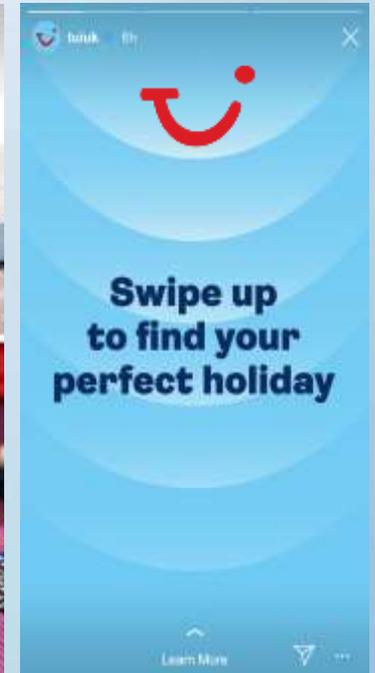
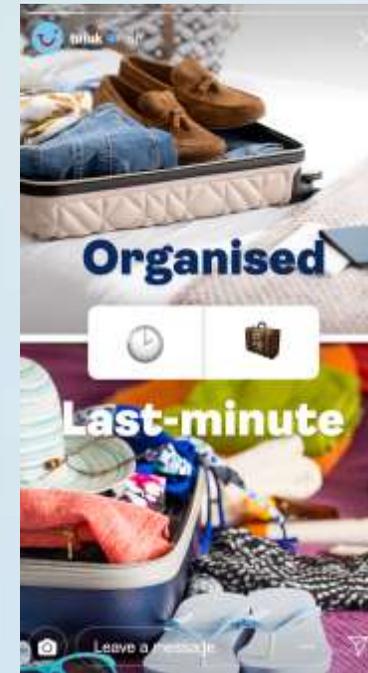


Brand Strategy – as we digitally transform to become the Travel & Experience partner for all, our purpose is: TUI creates the moments that make life richer

NEW BRAND

launching from **October 2021**

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



TUI's unique and integrated business model continues to be the foundation of our success

INTEGRATED BUSINESS MODEL

MARKETS & AIRLINES

 21m customers

 140 aircraft²

 Omni-channel own & 3rd party distribution

HOLIDAY EXPERIENCES

 433 Hotels¹

 16 Cruise ships³

 "Things to do" in 100+ countries

STRONG CUSTOMER BASE

DIFFERENTIATED CONTENT



- Integrated business model with differentiated product and service offering along the whole value chain
- Strong brand reputation with double diversification across source markets and destinations
- Customer ownership: digitalised product upselling
- Strong yields and occupancies driven by access to broad customer base
- Pioneering ESG initiatives embedded across operations - enhancing the positive impact of tourism

Integrated omni-channel business with diversified customer base and distribution power offering unique & exclusive products

All numbers as of FY19 unless otherwise stated | 1 Includes Group hotels and 3rd party concept hotels as at September 2020 | 2 As of 30 June 2021 | 3 As of August 2021

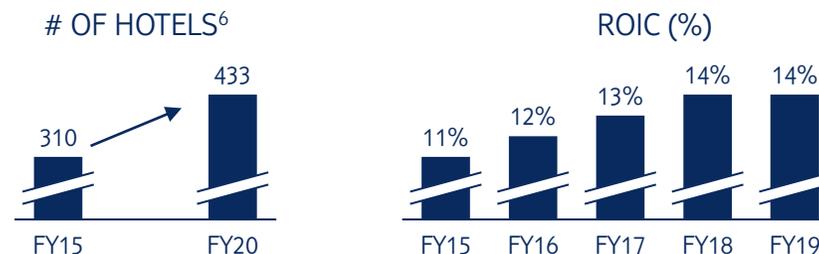


TUI Hotels & Resorts is the number one specialised leisure hotel operator worldwide



KEY FACTS	FY19
Total Turnover (€m)	1,512
Underlying EBIT (€m) ¹	452
No of hotels ²	411 (433 as of FY20)
No of beds ³	262,644
Capacity ('000) ⁴	42,094
Revenue/ bed (€) ⁵	66

STRONG HOTEL GROWTH & ROIC



REASONS FOR SUCCESS

- Sizeable leisure hotel portfolio, premium returns
 - High occupancies through vertical integration & distribution power: ~50% turnover generated by our Markets & Airlines segment
 - Growth driven by asset-right expansion
 - 83% of TUI Hotels & Resorts are sustainability certified

Our hotels deliver superior CSAT⁷ and memorable holidays for our customers

1 RIU I real estate portfolio of 21 properties sold to Riu family in July 2021 – today 21 hotels transferred to RIU II under management contracts | 2 o/w 57 are 3d party concept hotels (354 Group hotels reflect the Hotels & Resorts segment) | 3 Based on 354 Group hotels | 4 Group owned or leased hotels multiplied by opening days p.a. | 5 Arrangement revenue divided by occupied beds | 6 FY20 includes concept hotels | 7 Customer satisfaction score



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

CLEAR CUSTOMER PROPOSITION¹



- **Quality, Service, High-standard cuisine**
- 99 hotels
- Main destinations: Spain, Mexico, Caribbean



- **Fun, Premium Club, Community**
- 23 clubs
- Main destinations: Spain, Greece, Turkey



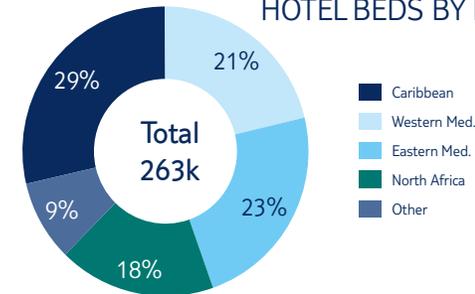
- **Relax, Modern, Authenticity**
- ~100 hotels
- Main destinations: Greece, Spain, Turkey



- **Luxury, Convenience, Entertainment**
- 32 hotels
- Main destinations: Cuba, Dom Rep, Jamaica

WELL DIVERSIFIED²

HOTEL BEDS BY REGION (%)



93%³
4 & 5 star



82%⁴
High occupancy



8.5⁵
Superior CSAT

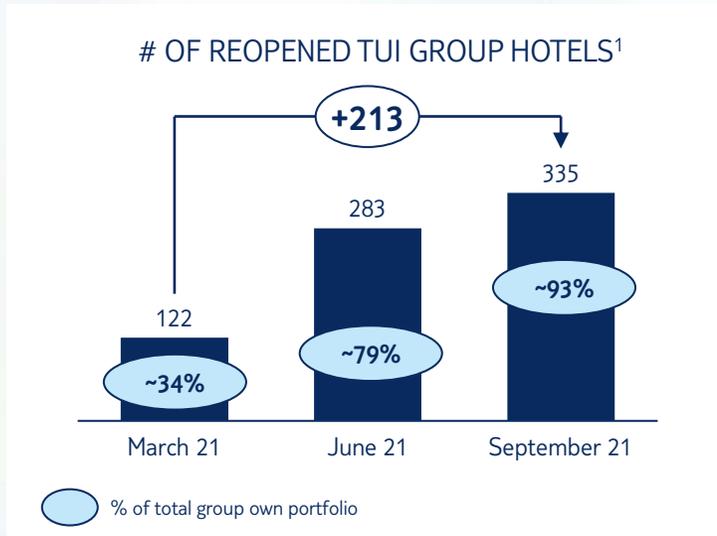
Future hotel growth will be based on asset-right approach

¹ Number of hotels per 30 June 2021: Riu: 101, Robinson: 26, Blue Diamond: 34 | ² Numbers as of FY19 | ³ Based on 354 Group hotels | ⁴ Occupied beds divided by capacity in FY19 | ⁵ Summer season 2019, customer satisfaction hotel score, scale 0-10



TUI Hotels & Resorts segment demonstrated quick restart & swift improvement in EBIT as restrictions eased, growth driven by asset-right structures

STRONG OCCUPANCIES FOR OUR HOTEL BRANDS



STRONG OCCUPANCIES (CW30)



FUTURE GROWTH

- Clear benefit from both integration and diversified distribution
- FY21 Q3 demonstrated quick improvement in earnings
- Drive & rebuild future growth through asset right structures (e.g. RIU I disposal)

Re-focus on product, brand, distribution – accelerate growth with reduced capital intensity

¹ Total number of Group hotels (excl. 3rd party concepts) as of October = 359

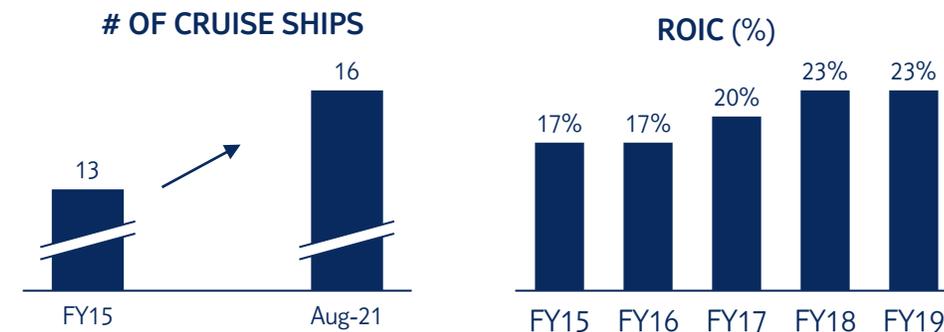


Cruise brands which are well positioned to capture European cruise market growth



KEY FACTS FY19			
Turnover (€m)	Equity cons.	305 ¹	661
Und. EBIT /EAT (€m)	203	43	120
Fleet size	7	5	6 (4 as at Aug 21)
Occupancy %	100.7	78.9	100.4
Average Daily Rate	€174	€641	£149

STRONG FLEET & ROIC GROWTH



REASONS FOR SUCCESS

- TUI Cruises & Hapag-Lloyd Cruises: designed for the German speaking market with one of the youngest fleets in the world
- Marella: a bespoke UK product
- Reduction of capital intensity, TUI Cruises JV as main investment vehicle. Rebuild of Hapag-Lloyd EBIT through synergies
- Strong track record reducing carbon emissions

All our cruise brands deliver high NPS² with increasing proportion of repeat customer

¹ Hapag-Lloyd Cruises was sold to TUI Cruises in February 2020 – today consolidated at equity | ² Net Promoter Score



Cruises: A market leading provider of cruise products in both Germany and UK



- Premium/Upper Contemporary
- Passenger space ratio of 40
- Average passenger age of 55



- A market leader in German luxury & expedition segment (5*plus)¹
- Average passenger age of 64



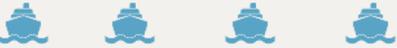
- Fully All-Inclusive fleet
- A market leader in flycruise segment
- Average passenger age of 56

Future growth will be focused on asset-right strategy and will benefit from favorable demographic development

¹ MS Europa and MS Europa 2 awarded with highest distinction level of 5* plus by Berlitz Cruise Guide 2020



TUI Cruises and Hapag-Lloyd Cruises successfully restarted operations from July 2020 with growth driven by future ship deliveries

BRAND	SHIPS IN OPERATIONS	CURRENT FLEET & FUTURE GROWTH																		
 	<table border="1"> <tr> <td data-bbox="705 344 821 412">S20</td> <td data-bbox="869 344 1054 412">W20/21</td> <td data-bbox="1102 344 1218 412">S21</td> </tr> <tr> <td data-bbox="693 433 833 467">3 out of 7</td> <td data-bbox="886 433 1025 467">3 out of 7</td> <td data-bbox="1090 433 1230 467">6 out of 7</td> </tr> <tr> <td data-bbox="753 481 797 529"></td> <td data-bbox="941 481 984 529"></td> <td data-bbox="1126 481 1194 536"></td> </tr> </table> <table border="1"> <tr> <td data-bbox="705 618 821 680">S20</td> <td data-bbox="869 618 1054 680">W20/21</td> <td data-bbox="1102 618 1218 680">S21</td> </tr> <tr> <td data-bbox="693 714 833 749">3 out of 4</td> <td data-bbox="910 714 1049 749">2 out of 4</td> <td data-bbox="1102 714 1242 749">Full fleet</td> </tr> <tr> <td data-bbox="765 762 809 810"></td> <td data-bbox="953 762 996 810"></td> <td data-bbox="1126 762 1194 817"></td> </tr> </table>	S20	W20/21	S21	3 out of 7	3 out of 7	6 out of 7				S20	W20/21	S21	3 out of 4	2 out of 4	Full fleet				<p data-bbox="1302 337 1483 406">Current fleet: 7 ships</p>  <p data-bbox="2181 378 2277 433">MS Herz Exit FY23</p> <p data-bbox="1326 447 1483 515">Deliveries: 3 ships</p>  <p data-bbox="1519 488 1796 550">FY24 FY24 (LNG) FY26 (LNG)</p> <p data-bbox="1302 584 1916 611">Divested as 100% subsidiary into TUI Cruises JV in July 2020</p> <p data-bbox="1302 680 1483 749">Current fleet: 5 ships</p>  <p data-bbox="1964 728 2073 783">Delivered June 2021</p>
S20	W20/21	S21																		
3 out of 7	3 out of 7	6 out of 7																		
S20	W20/21	S21																		
3 out of 4	2 out of 4	Full fleet																		
	<p data-bbox="929 886 1025 934">S21</p> <p data-bbox="772 961 1182 1078">3 out of 4  Phased restart from end of June 2021</p>	<p data-bbox="1302 886 1483 954">Current fleet: 4 ships</p>  <p data-bbox="1326 996 1483 1078">Deliveries: 1 ship</p>  <p data-bbox="1483 1030 1591 1085">FY23 (MS Herz)</p>																		

German and UK cruise market still underpenetrated with strong growth characteristics



TUI Musement – Tours & activities segment positioned to drive future growth



ATTRACTIVE GROWTH MARKET¹



REASONS FOR SUCCESS

- Strong market growth and significant consolidation opportunity
- TUI Musement is pioneer in digitalisation in a largely offline Tours & Activities market
- Scalable digital platform with in-destination service delivery
- Integrated model enables access to a strong customer base
- Focus of targeted investment spend during C-19

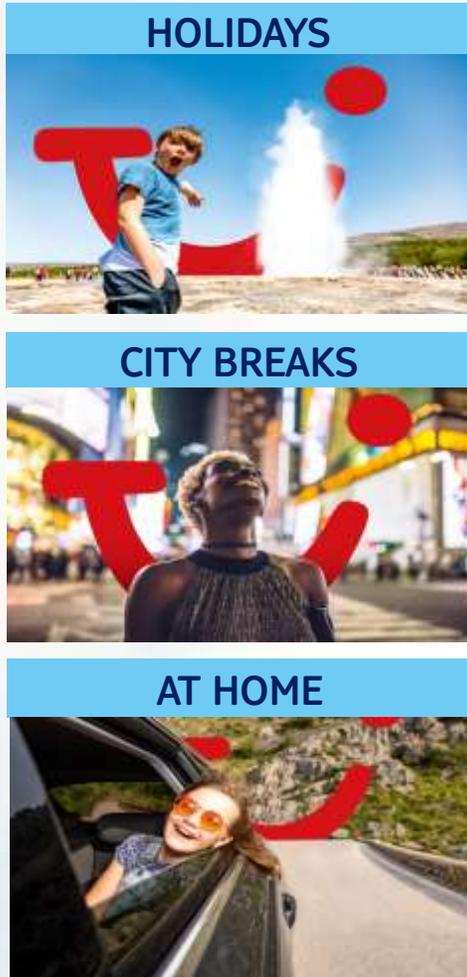
KEY FACTS	FY19
Turnover (€m)	856
Underlying EBIT (€m)	56
No of guests	>16m
No of Excursions sold	9.7m
No of operated destinations	122
Online distribution % ²	50

Leader for curation and fulfilment of experiences, tours and activities

All numbers as of FY19 unless otherwise stated | 1 Source: Arival & TUI Musement analysis | 2 FY21 H1 Online distribution rate



TUI Musement – diverse portfolio of “Things to do” in all relevant sun & beach and city destinations, whilst on holiday, during a city break, and at home



>170k EXPERIENCES OFFERED
focus on high-margin, controlled products

-  Excursions & Day Trips
-  Attractions & Guided Tours
-  Multi-Day Tours
-  Cruise Shore Excursions
-  Transfers
-  Tickets & Events
-  Activities

EXPERIENCES FOR EVERYONE
On holiday, on city breaks and at home



TUI Musement: Further strategic partnerships combined with accelerated digitalisation strengthens pathway for growth

B2B STRATEGIC PARTNERSHIPS

Since 2019



Since 2020



Announced 2021



DRIVING DIGITALISATION WITH APP



APP FEATURES	Latest Delivery/Updates
Alert Messaging	✓
Dynamic Messaging	✓
Travel Safe Wallet	✓
App Exclusive Discounts	✓
Add Ratings & Reviews	✓
Bookflow Enhancements	✓
In-Flight services & products	Soon
Browse Destination (native)	Soon
Accom Only bookflow	Soon



Markets & Airlines is the distribution powerhouse of the TUI Group



KEY FACTS	FY19
Turnover (€m)	16,009
Underlying EBIT (€m) ¹	425
No of customers	21m
No of aircraft	150 (140 as at June 2021)


73%²
Direct
distribution


49%²
Online
distribution


53
Net Promoter
Score

REASONS FOR SUCCESS

- Leisure travel will stay the most important consumer purchase of the year
- Globally recognised leading tourism brand
- Digitalisation - TRIPS will drive mass individualisation
- USP: In-resort customer service and 24/7 App support
- Transformation & cost efficiencies are part of our DNA

TUI delivers a unique blend of human and digital interaction

All numbers as of FY19 unless otherwise stated | 1 Excl. Boeing MAX impact of €293m| 2 As of FY20



Markets & Airlines enables 21 million customers to have their best time of the year

TUI OFFERS THE WHOLE CUSTOMER JOURNEY



- Customers appreciate **flexible, safe and unique experiences**, adapted to their needs
- High above average customer satisfactions levels -> **CSAT of 8.4¹**

MARKET LEADING POSITIONS



More than **14 source markets** deliver a **strong customer base** for our differentiated content

DIGITAL ACCELERATION & INNOVATION



- **TUI App** – primary touchpoint with significant opportunities of cross-selling
- **Significant progress in usage** – 68% (+21% pts) package departure penetration (FY21 Q3 versus FY19 Q3)

AIRLINE FLEET FLEXIBILITY



- **Young & flexible fleet** (average age 9.6² years) guarantees delivery of core programme
- ESG - "**A**" grade in the prestigious **CDP** (former Carbon Disclosure Project)³

Future growth enhanced by acceleration of digital initiatives

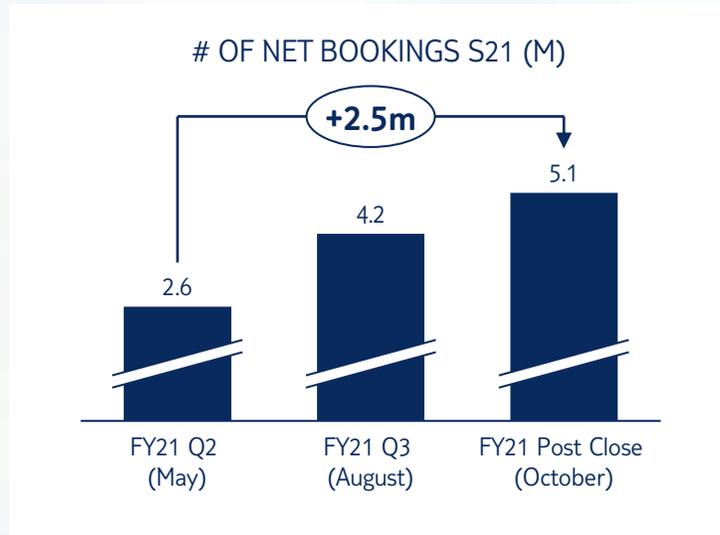
¹ From 1 October 2020 to 20 September 21 | ² per FY20 | ³ Awarded by CDP in 2019



Markets & Airlines restarted operations quickly & achieved sector leading load factors

QUICK RAMP UP OF OPERATIONS

PROVEN MODEL READY FOR GROWTH



SECTOR LEADING AIRLINE LOAD FACTORS (AUG 21) ON 48% CAPACITY



72%



79%



84%



96%

- Integrated model drives sector-leading airline load factors
- Diversified source markets de-risks restrictions
- Controlled seat capacity & long-term hotelier partnerships enable flexible destination offer
- Cost optimization (GRP) & digitalisation

Increase in bookings and strong load factors reflect customers appetite for TUI holidays



Global realignment programme on track to meet ~€400m p.a. cost reduction target – driving EBIT improvement mainly in Markets & Airlines

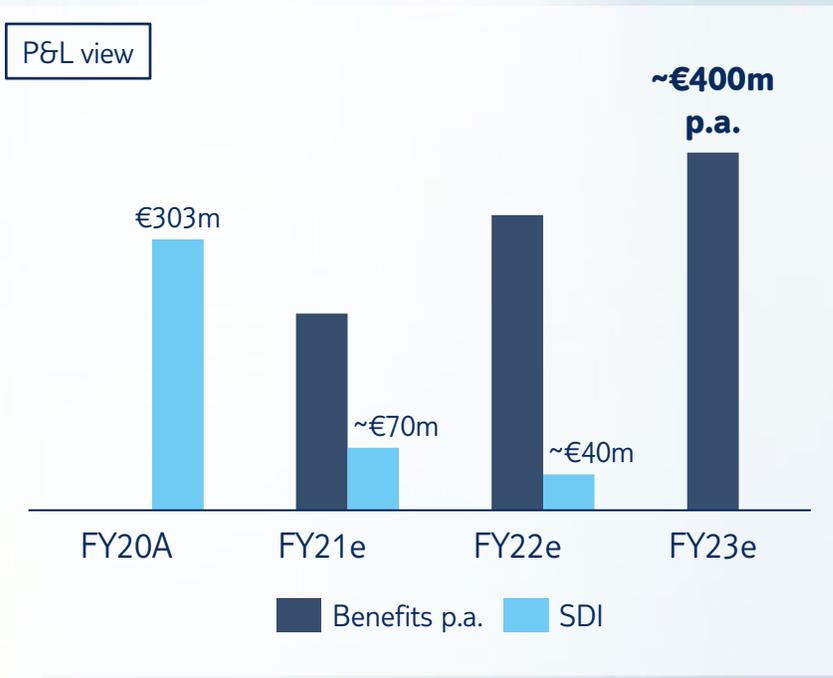
PILLARS

 **REDUCE COSTS**

 **REDUCE CAPITAL INTENSITY**

 **DRIVE DIGITALISATION**

PHASING



SPLIT BY BUSINESS SEGMENT



On track to deliver ~50% of €400m target cost savings by end of FY21



TUI Group – ESG as a solid foundation for creating value



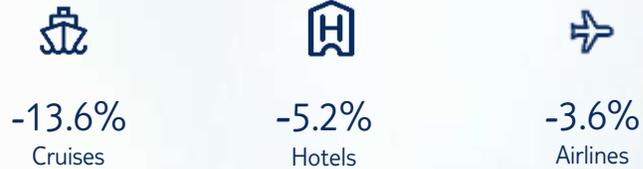

We are mindful of the importance of travel and tourism for many countries in the world and people living there.

We partner with these countries and help shape their future – in a committed and sustainable manner.

**Think Travel.
Think TUI.**

ESG ACHIEVEMENTS

CARBON EFFICIENCY IMPROVEMENTS*



GROWTH IN SUSTAINABLE HOLIDAYS*



GOVERNANCE

-  Integrity Passport
- Supplier Code of Conduct
- Global Employment Statement
- Group-wide crisis management

SOCIAL

-  Upskilling: Learning Lounge & Online Academies

-  29% women in managerial positions

We will innovate for a more sustainable future for the tourism industry and partner with others to accelerate progress



We will boost the positive impacts of our industry and empower a generation of sustainability change makers



We will achieve climate-neutrality within our own operations and become a circular business



3. CAPITAL STRUCTURE DEVELOPMENT



Capital structure development & ongoing priorities

MANAGE LIQUIDITY



- Manage working capital flow back of ~€1.5-2.0bn
- Disciplined CAPEX management
- Focus on asset-right strategy
- Continue with strict cash discipline

DRIVING OPERATING EFFECTIVENESS



- Optimise (fixed) capacity
- Deliver cost efficiency – on track to deliver ~50% by end FY21
- Drive digitalisation & enhance quality
- Return to growth

OPTIMISE FINANCING



- Manage C-19 debt and related interest costs
- Monitor capital markets options
- Improve credit rating

Solid & healthy balance sheet – target return to gross leverage ratio¹ of less than 3.0x

¹ Defined as gross debt (Financial liabilities incl. lease liabilities & net pension obligation) divided by underlying EBITDA/R



Capital increase is strengthening the balance sheet & maximising long term opportunities & provides almost ~€4.5bn Pro-Forma financial headroom

~€1.8bn Pro-Forma cash inflow

(net proceeds from ~€1.1bn capital increase, ~€190m convertible bond tap, ~€540m disposal of real-estate to RIU family)

1

Impact on credit facilities



- KfW drawings would be reduced to **zero**
- Pro-Forma further reduction of cash facility drawing
- Improve interest cost
- Cancellation of KfW lines expected mid-term

2

Impact on debt position



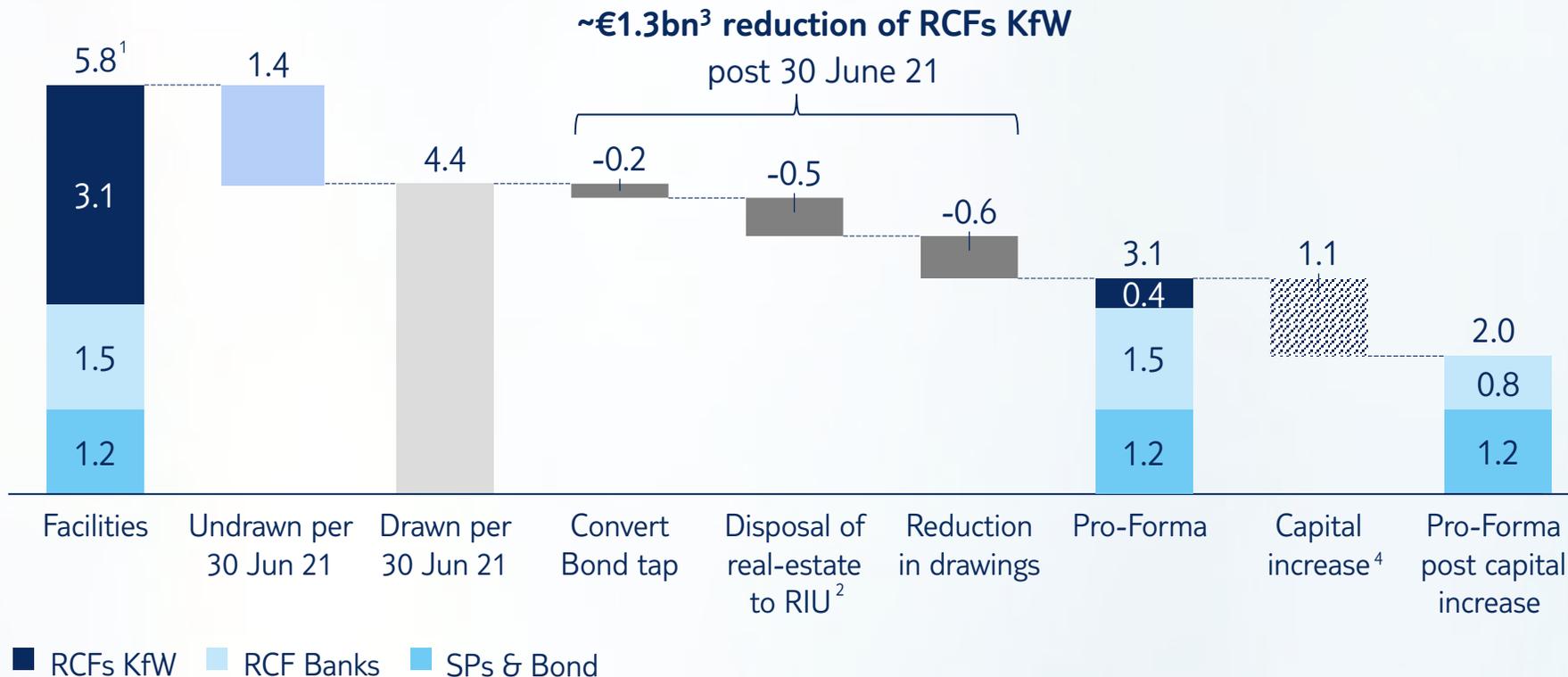
- Pro-Forma gross debt incl. net pension obligation: **€6.5bn** (from Q3 21 actual €8.7¹bn)
- Significant step towards debt reduction

¹ Financial liabilities incl. lease liabilities of €7.9bn plus €0.8bn net pension obligation



Capital increase would lead to a significant reduction in the utilisation of credit lines...

PRO-FORMA IMPACT ON RCF & GOVERNMENT FACILITIES



- Capital increase would enable us to **reduce current RCFs KfW drawings to zero**
- Possibility to further reduce current drawings under the original RCF Banks; pre seasonal swing

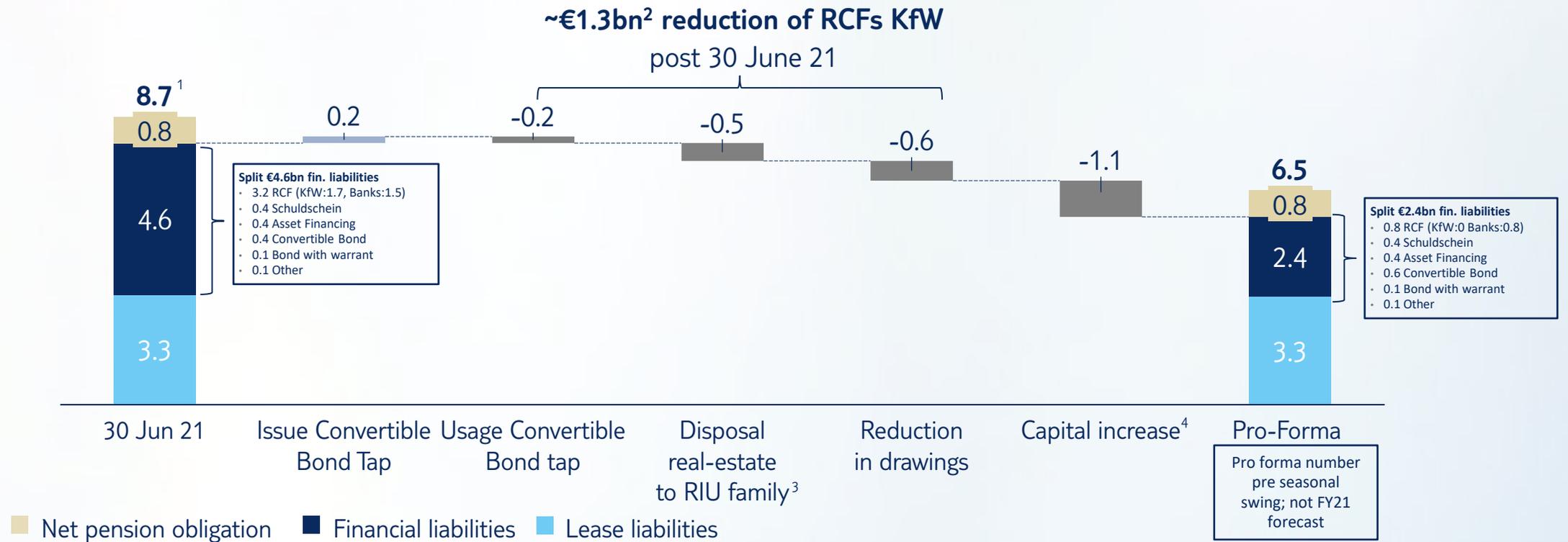
¹ Split of facilities: Bond with warrant €0.15bn, SP1 €0.4bn, SP2 €0.7bn, RCF KfW1 €1.8bn, RCF KfW2 €1.1bn, RCF KfW3 €0.2bn, RCF Banks €1.5bn | ² €541m excl. earn-out | ³ Reduction of RCF drawings post 30 June from €3.2bn to €1.9bn

– Silent Participations are fully drawn | ⁴ net proceeds



... and a significant step towards debt reduction

PRO-FORMA IMPACT ON GROSS DEBT (€BN)



Major progress towards returning to a gross leverage ratio of around 3x

1 Financial liabilities incl. lease liabilities of €7.9bn plus €0.8bn net pension obligation | 2 Reduction of RCF drawings post 30 June from €3.2bn to €1.9bn | 3 €541m excl. earn-out | 4 net proceeds



Strong Pro-Forma financial headroom of ~€4.5bn post capital increase

LATEST VIEW

MONTHLY NET CASH FLOW (INCL. NET COSTS¹, WC & NET SPECIAL ITEMS)

FY21 Q3A
(partial operations)

~+€40m p/m

- Positive monthly net cash driven by WC inflow
- Net fixed costs of ~€225m were better than assumed (€250m-€300m) due to strict cash discipline

FY21 Q4e
(latest view)

- Short-term bookings have driven **WC** & revenue
- Q4 cash development now clearly positive (vs. previous assumption: development towards net cash neutral) (excl. special items, e.g. RIU disposal)

SUMMARY

PRO-FORMA IMPACT ON LIQUIDITY

	€bn
Cash & available facilities 9 August 21	~3.1
Cash inflow Aug/Sept/Oct	~+0.3
Net proceeds from capital increase	~+1.1
Pro-Forma cash & available facilities 4 October 21	~4.5

Lower winter liquidity swing anticipated in FY22 Q1 due to lower S21 volumes vs. norm

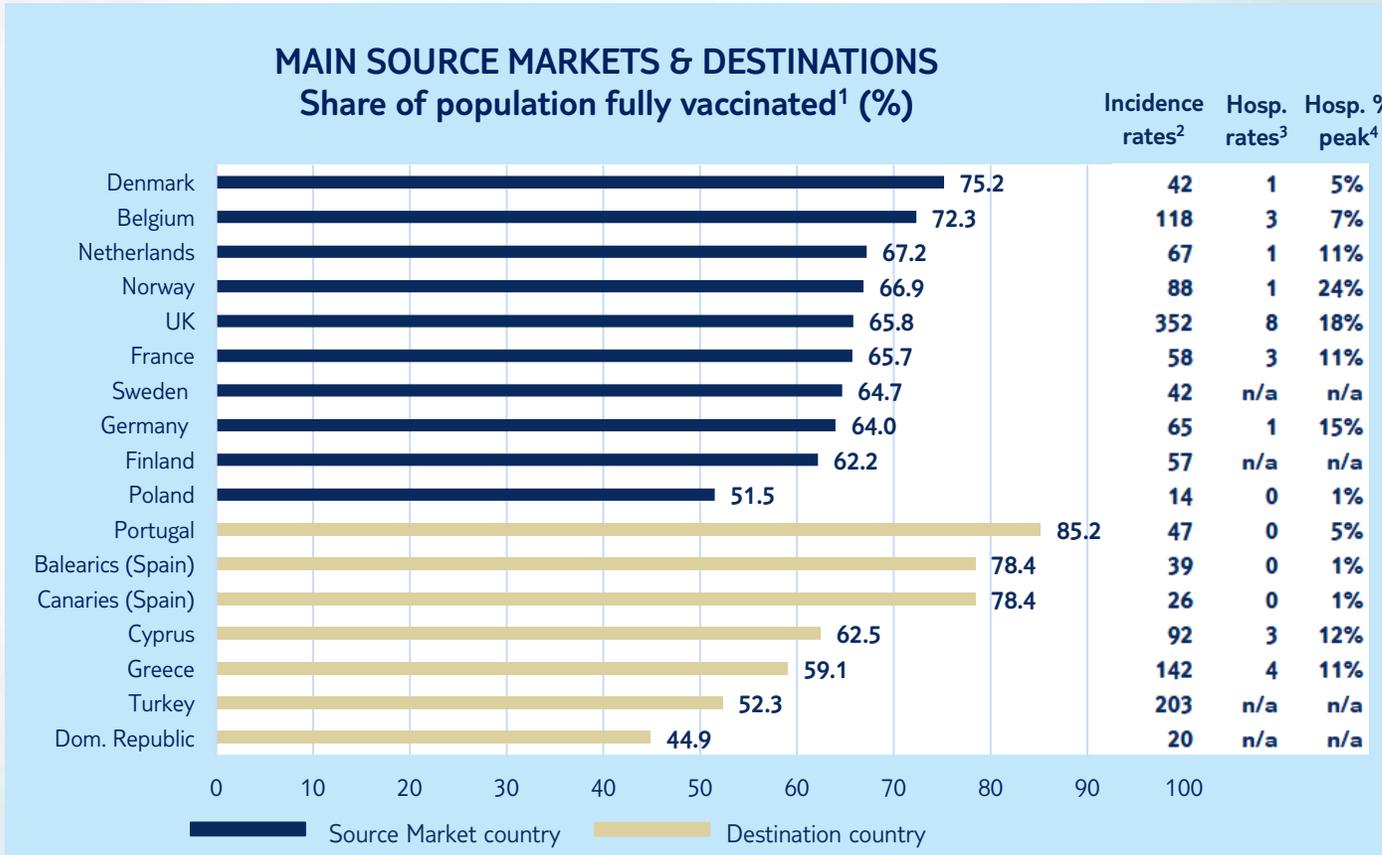
¹ All costs & cash-outs including interest & others



4. RECENT DEVELOPMENTS



Vaccination progress has significantly reduced hospitalisations, enabling international travel for future periods



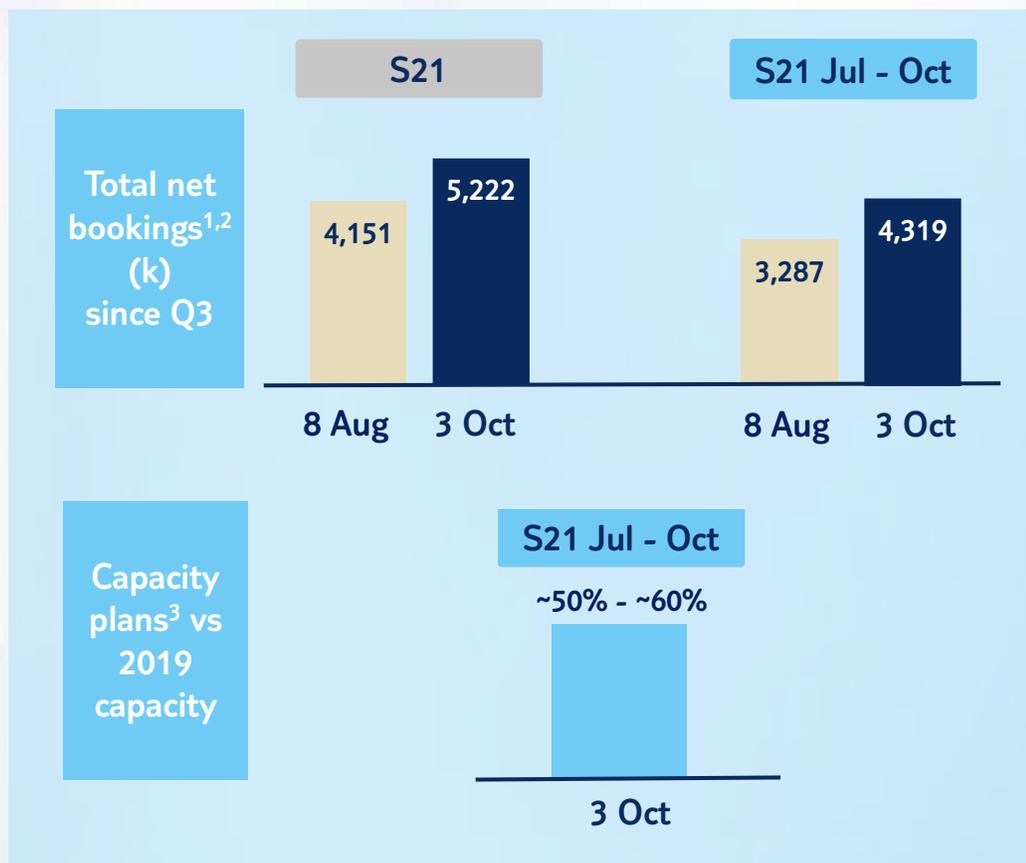
- **EU** has reached its target to **fully vaccinate 70% of the adult population by end of August** and the **UK** has **fully vaccinated 83%** of its population aged over 16 as of **28 September**
- Double-vaccination enables quarantine exemption, combined with measures such as testing aids reopening
- **Low hospitalisation rates** across markets and destinations demonstrate the **success of vaccination** enabling a wider return of international travel

¹ Figures available as of 29 & 30 Sept 2021 per Our World in Data (<https://ourworldindata.org/covid-vaccinations>) | ² As per 30 Sept 2021, Cases/100k past 7 days | ³ Figures available as of 26 Sept 2021, Hospitalisations/100k of population over past 7 days per Our World in Data (<https://ourworldindata.org/covid-vaccinations>) | ⁴ Peak hospitalisation rates/100k of population between previous covid peak period (1 Nov 20 - 11 Apr 21)



Summer 21: Strong pipeline of 5.2m bookings – 1.1m bookings added since Q3, clear appetite for holidays when certainty is provided by government

OVERALL BOOKING DEVELOPMENT



Versus 2019	S21	S21 (Jul-Oct)
Bookings ^{1,2}	(63%)	(51%)
ASP	+5%	+2%

• SUMMER 21:

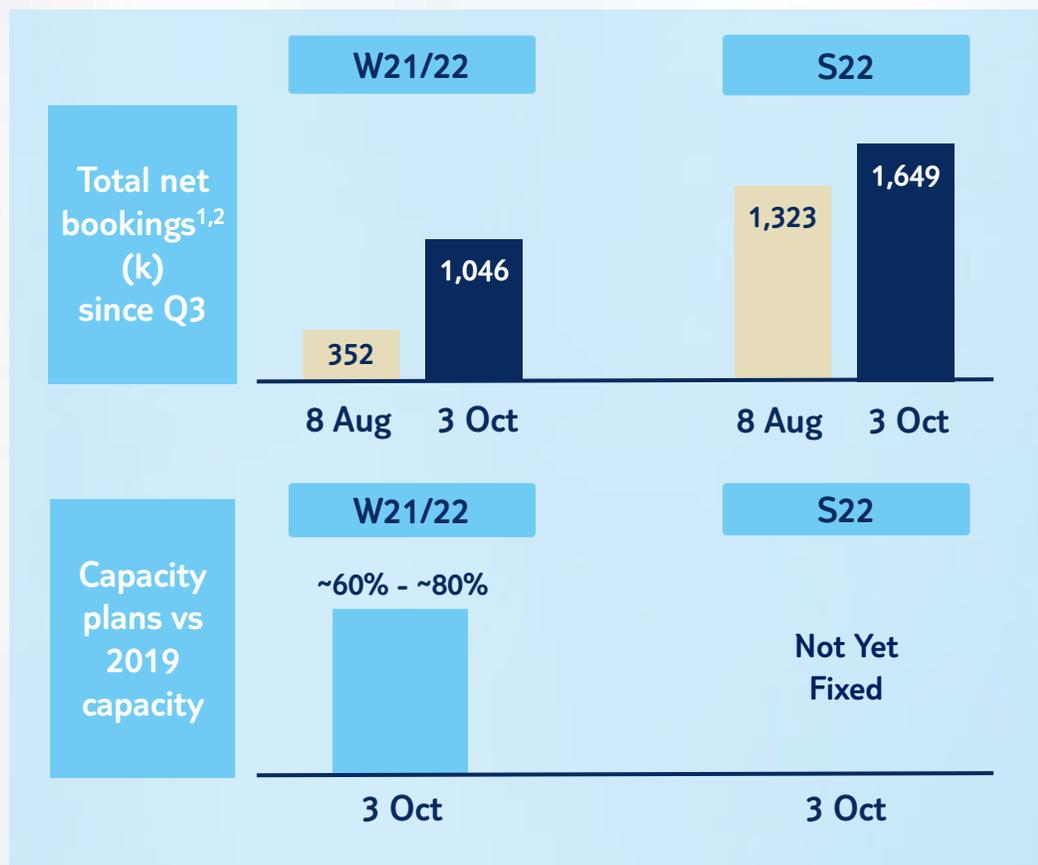
- **1.1m bookings added** since Q3 update driven by **strong momentum particularly in Germany and the Netherlands, with recent weeks well ahead of S19 levels**
- In contrast, **UK traffic light system mostly unchanged** since our last update limiting UK departures, therefore capacity flexed to between **~50% and ~60%**³
- Over **2.6 million** customers have taken a **TUI holiday** during July & August
- Confident latest **UK Travel Update** announced on 17 September will enable a **stronger return for the UK market** in the coming months

1 Bookings up to 3 October 2021 compared to 2019 programmes (undistorted by C-19) and relate to all customers whether risk or non-risk | 2 Incl. amendments and voucher re-bookings | 3 for rest of Summer July to Oct 2021



Future seasons: Very encouraging pipeline of bookings for W21/22 and S22 respectively, reflecting pent-up demand and strong intention to travel

OVERALL BOOKING DEVELOPMENT



Versus 2018/19	W21/22	S22
Bookings ^{1,2}	(46%)	+54%
ASP	+14%	+15%

• Winter 21/22:

- Bookings are **54%** of Winter 18/19 levels and **ASP up 14%**
- **Capacity expected** to be between **~60% and ~80%** of a normalised programme, reflecting travel restrictions which have been largely lifted for short and medium-haul winter destinations, supported by the near full-vaccination of the EU and UK adult population
- Long-haul destinations expected to recover more slowly, due to little change in restrictions

• Summer 22:

- **~326k bookings added** since Q3 update, **re-affirming strong intention to travel and demand for TUI holidays**
- We believe S22 volumes likely to recover close to normalised S19 levels

1 Bookings up to 3 October 2021 compared to 2018/2019 programmes (undistorted by C-19) and relate to all customers whether risk or non-risk | 2 Incl. amendments and voucher re-bookings



Summer 2021: Strong trends for our Holiday Experiences segment

POSITIVE BOOKING TRENDS AS DESTINATION AND MARKETS REOPEN



• HOTELS & RESORTS

- Reopened **335 hotels** (~93% of total group owned portfolio) as of end of September, up from 283 at the end of June, across destinations such as **Spain, Greece, Turkey and Mexico**
- Strong occupancy rates and average rates in the current trading environment
- During recent weeks, bookings at many of our reopened hotels have returned to pre-pandemic levels



• TUI CRUISES & HAPAG-LLOYD CRUISES

- Currently operating **11 out of 12 ships since restarting operations mid-July 2021**, with brand new expedition class Hanseatic spirit launching on 26 August 2021
- Bookings for **2022 and 2023 within historical ranges**, and at slightly higher rates vs FY19

- MARELLA CRUISES operating **3 out of 4 ships** and continues to see **good demand for winter long-haul itineraries**, in particular Barbados. Early S22 sales are well **positioned with strong retention levels**



• TUI MUSEMENT

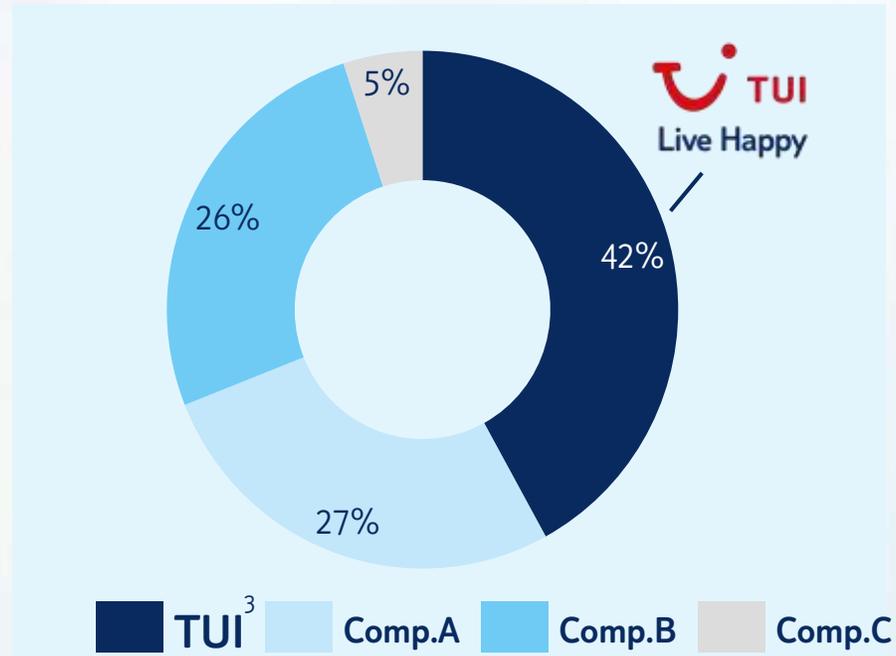
- Our excursions, tours and activities business materially recommenced from **mid-June with ~1.6m excursions sold YTD¹**, in line with operations and capacity operated by Markets & Airlines
- New strategic partnerships such as Eurostar, in addition to Mozio and Nezasa, adds further opportunity

1 Up to 19 September 2021

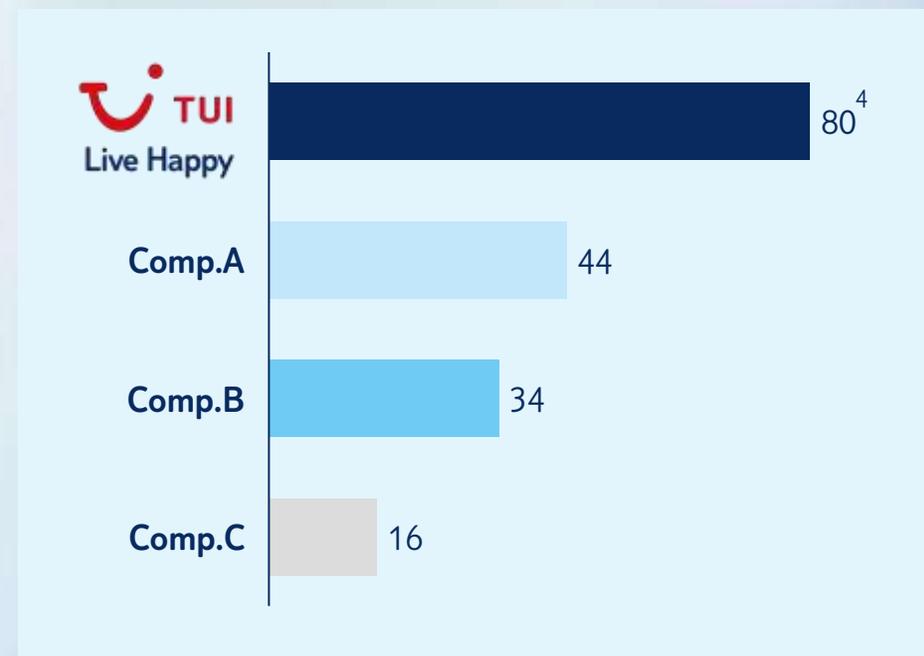


TUI UK – #1 brand of choice according to recent share of traffic and brand interest

UK WEB VISITS
JULY TO AUGUST 2021¹



UK GOOGLE TRENDS BRAND INTEREST
JULY TO AUGUST 2021²



TUI'S STRONG BRAND APPEAL IS EVIDENT IN UK WEB TRAFFIC & SEARCH

¹ Source: Similarweb web traffic panel service | ² Source: Google Trends | ³ o/w TUI.co.uk 37% and Firstchoice.co.uk 5% | ⁴ TUI and First Choice combined



5. LONG TERM VISION FOR TUI



Our priority is to transform TUI into a digital platform company

TRIPS



- Digital mass individualisation
- Accelerate innovation
- Reduce costs
- Improve differentiation

TUI MUSEMENT



- Grow in activity market
- Consolidate upstream
- Enable differentiation & digitalisation

ASSET RIGHT – GROWTH WITH REDUCED CAPITAL INTENSITY



- Accelerate growth through partnerships
- Unleash third party equity potential

GLOBAL REALIGNMENT PROGRAMME



- Deliver ~€400m cost saving target by FY 23
- Enhancing quality while driving efficiency

Solid & healthy balance sheet – target return to gross leverage ratio of less than 3.0x



TUI will be benefitting from the strong rebound in the leisure industry

TRAVEL IS A MEGA TREND



Tourism growth above GDP supported by favorable demographic development

"Experience is the new luxury"

Tourism is a force for good and an integral component for many national economies

STRONG BUSINESS MODEL



Strong brand proposition & market leading positions

Integrated model guarantees flexibility & adaption to customer needs

High level of quality & professional hygiene concepts

TRANSFORMATION PRIORITIES



Driving digital initiatives while enhancing quality

Execute Global Realignment Programme

Strengthening balance sheet structures & target gross leverage ratio of less than 3.0x

TUI is well positioned to exploit market recovery and growth opportunities

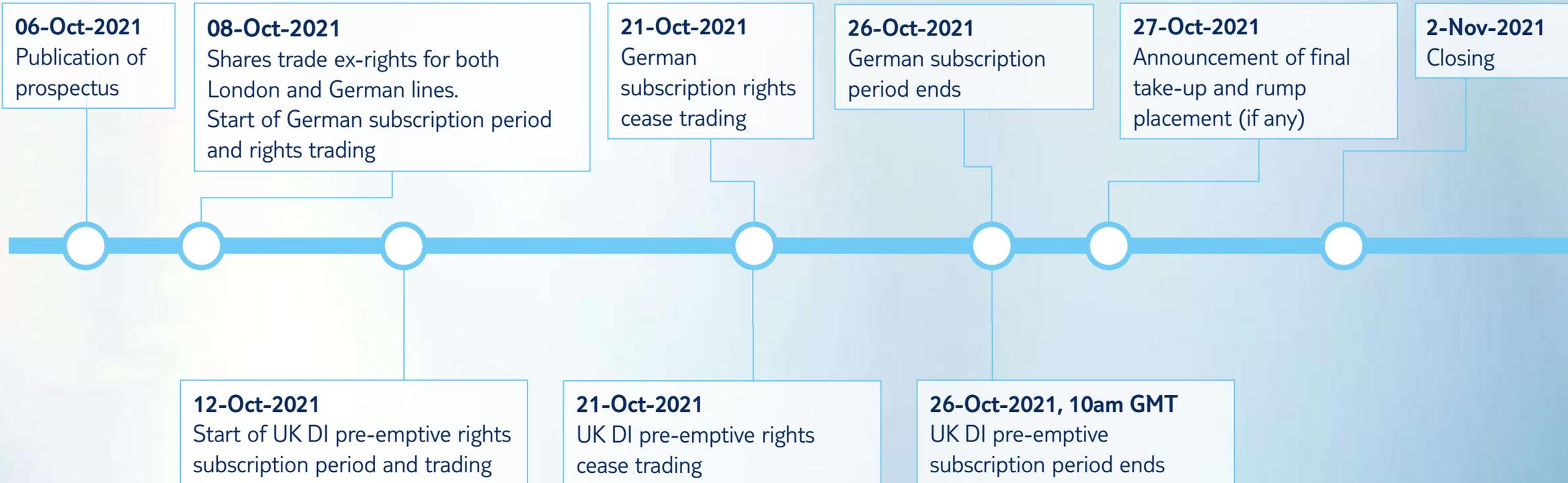


6. APPENDIX



Capital Increase: Overview of Transaction Timeline

EXPECTED TRANSACTION TIMELINE AND KEY MILESTONES



Capital increase Overview

- Capital increases are a shareholder friendly and **standard approach** for European issuers to raise equity
- Shares are issued **at a discount** to the prevailing market price but all shares are offered to existing shareholders by way of **subscription rights**
 - Existing shareholders receive rights **pro rata** to current holdings to purchase a fixed number of shares
 - These **rights allow shareholders to subscribe to new shares** at the pre-determined subscription price
- Subscription rights granted to shareholders **carry value**; discount of capital increase is therefore value neutral
 - **Rights are tradable** on exchange; shareholders can buy and sell rights during the rights trading period
- Subscription **rights can be exercised during the subscription period** by giving an instruction the custodian banks



Capital Increase Glossary and Capital Increase Terms

Capital Increase Glossary	
Subscription Price	<ul style="list-style-type: none"> ■ The price at which new shares in the capital increase are offered at
Subscription Rights	<ul style="list-style-type: none"> ■ Tradable securities issued to all existing holders pro-rata to their shareholdings at launch, which allows holders to subscribe to new shares at the pre-determined subscription price ■ Germany: Shareholders are issued 1 right for each share they hold prior to launch, i.e. X rights allow to subscribe for Y new share ■ UK: Allocation of rights are done initially per the subscription ratio, i.e. Y rights for every X shares held. One right allows to subscribe for 1 new share
Subscription Period	<ul style="list-style-type: none"> ■ The period in which holders of the subscription rights can exercise their subscription to new shares
Subscription Ratio	<ul style="list-style-type: none"> ■ Ratio of new shares issued to existing shares held (i.e. 1 for 3, implies 1 New Shares for every 3 Existing ordinary shares held in TUI)
Theoretical Ex-Rights Price ("TERP")	<ul style="list-style-type: none"> ■ Theoretical price at which the shares should trade, once the rights are detached ■ $TERP = \frac{(\text{Current Shares Outstanding} * \text{Current Share Price}) + (\text{Newly Issued Shares} * \text{Subscription Price})}{(\text{Current Shares Outstanding} + \text{Newly Issued Shares})}$
Discount To TERP	<ul style="list-style-type: none"> ■ The discount to TERP represents the difference in % between the subscription price and the TERP
Rump Placement	<ul style="list-style-type: none"> ■ Remaining unsubscribed shares will be sold to the market in a "Rump Placement" after the Subscription Period

Capital Increase Terms	
Subscription ratio	10 for 21
Subscription price	€2.15
Proposed gross proceeds	€1,126m
Closing share price on 5 October 2021	€3.86
1,099.4m current shares at €3.86	€4,247m
523.5m new shares at €2.15	€1,126m
1,622.9m total shares	€5,373m
Theoretical ex-rights price (TERP)	€3.31
Discount to TERP	35.1%
Discount to closing price on 5 October 2021	44.3%



Income Statement – Pent-up demand evident, Q3 performance limited by external factors (quarter on quarter view)

In €m (IFRS 16)	FY21 Q2	FY21 Q3	FY21 9M	FY20 9M ¹
Revenue	248	650	1,366	6,710
Underlying EBITDA	-376	-449	-1,305	-888
Depreciation & Amortisation	-235	-221	-674	-1,079
Underlying EBIT	-610	-670	-1,979	-1,967
Adjustments (SDI's and PPA)	33	-78	-68	-235
EBIT	-578	-748	-2,047	-2,202
Net interest expense	-136	-99	-344	-166
EBT	-714	-847	-2,391	-2,368
Income taxes	29	-93	-47	43
Group result cont. operations	-685	-940	-2,438	-2,325
Minority interest	13	5	28	-18
Group result after minorities	-672	-935	-2,410	-2,343
Basic EPS (€)	-0.65	-0.85	-2.66	-3.97

REVENUE

- ~€650m of revenue generated in Q3, up from ~€248m in Q2, driven by 876k Markets & Airlines passengers departing in the quarter compared to 159k in Q2, demonstrating the clear demand when restrictions are lifted

UNDERLYING EBIT(DA)

- Continued strong discipline on fixed costs, with higher operational costs from ramp-up ahead of peak summer period, with the opportunity to recover these limited by changing restrictions, particularly in the UK

ADJUSTMENTS

- Predominantly relating to Group Realignment Programme.
- **FY21 UPDATE:** We assume positive adjustments range of between +€50m - +€70m with RIU real estate portfolio book gain of ~€200m expected in Q4

NET INTEREST

- Lower Q3 costs vs Q2, reflects non-repeat of the bond modification costs in Q2 and lower RCF drawings in the period
- **FY21:** Assume net interest charge of between -€400m to -€450m²

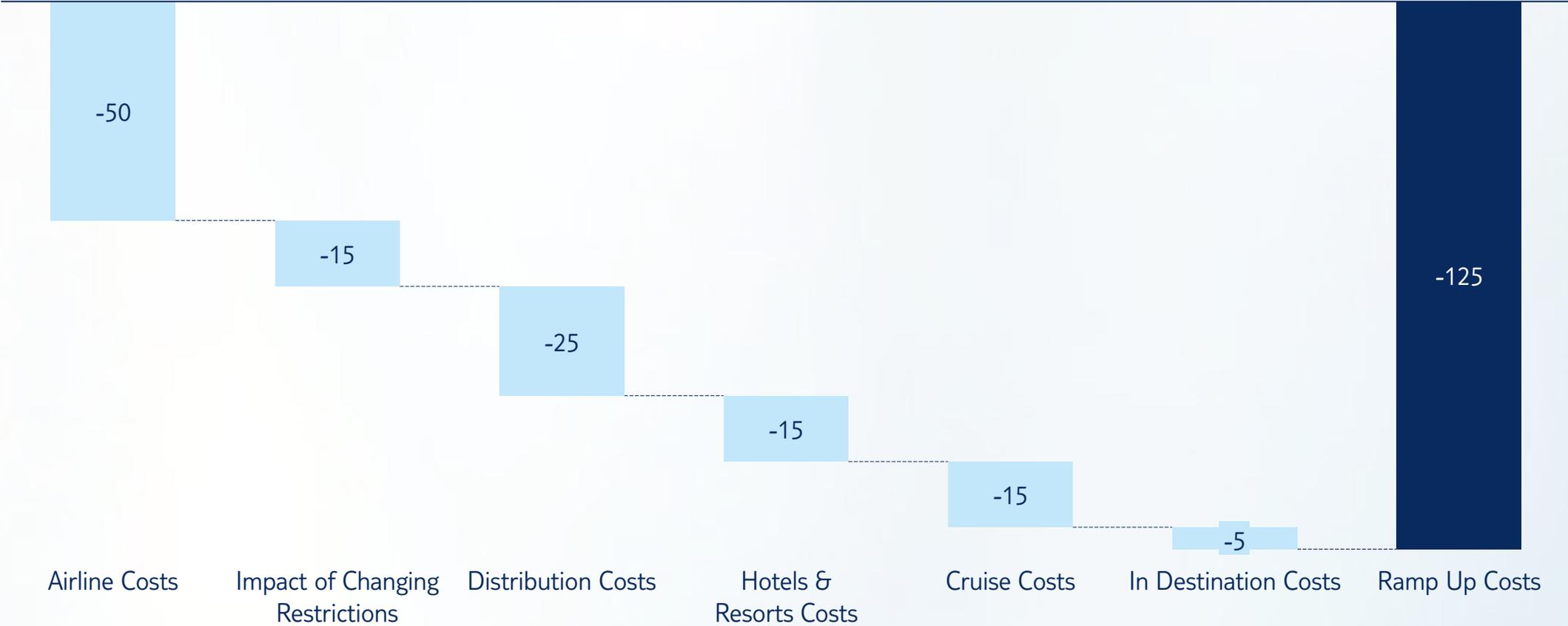
INCOME TAXES

- Q3 increase driven by a one-off effect from the future change in UK tax rate, adjusting the valuation of deferred tax balances (mainly non-cash effect)



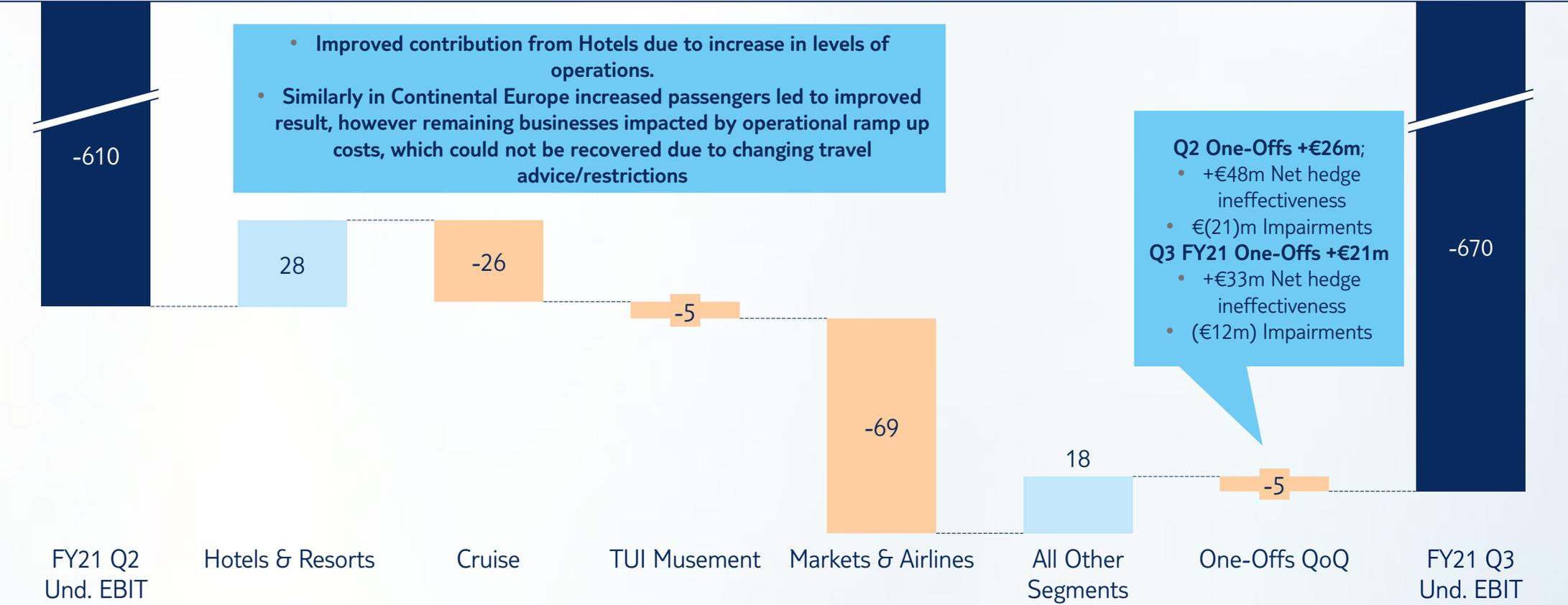
Q3 result – Result impacted by ramp up costs to facilitate restart

Q3 €M RAMP UP COSTS



Q3 result – lower result achieved in Q3 compared to Q2 as a result of changing travel advice during a period of ramp up of operations

FY21 Q2 VS Q3 UNDERLYING EBIT IN €M



Cash flow Q3 positive – driven by inflow of Working Capital (quarter on quarter view)

In €m (IFRS 16)	FY21 Q2	FY21 Q3	FY21 9M	FY20 9M ¹
Underlying EBITDA	-376	-449	-1,305	-888
Adjustments	42	-43	-18	-103
Reported EBITDA	-334	-491	-1,323	-991
Working capital	-307	793	85	-1,109
Various other cash items ²	-265	-69	-391	-139
At equity income	53	69	227	117
Dividends received (JV's, associates)	5	3	13	7
Operating Cash flow	-848	304	-1,389	-2,114
Net Investments	61	14	123	-64
Free Cash flow	-787	319	-1,266	-2,179
Dividends	0	0	0	-319
Free Cash flow after Dividends	-787	319	-1,266	-2,497
Cash flow from financing	905	-200	1,530	2,802
<i>o/w inflow from fin. instruments³</i>	<i>1,409</i>	<i>101</i>	<i>2,435</i>	<i>3,335</i>
<i>o/w outflow from fin. instruments⁴</i>	<i>-504</i>	<i>-301</i>	<i>-905</i>	<i>-533</i>
Total Cash Flow	118	119	264	305

WORKING CAPITAL

- Q3 inflow reflects:
 - Increase in customer deposits (mostly for S21, reflecting high level of short-term bookings)
 - Increase in supplier payables from operational ramp-up (June)
- **FY21:** Expect WC position to further recover during Q4 due to late summer business.

VARIOUS OTHER CASH ITEMS

- Q3 improvement driven by:
 - Lower non-cash effect of positive P&L impact from derivatives compared to Q2
 - Some reduced cash interest due to lower RCF drawing and no senior notes interest in Q3

NET INVESTMENTS

- Q3 Capex further reduced combined with lower divestment proceeds vs. Q2
- **FY21 UPDATE:** Expect overall cash inflow of between ~€600m to ~€650m, to include RIU disposal proceeds in Q4

FCF AFTER DIVIDENDS / TOTAL CASH FLOW

- Q3 positive Free Cash Flow driven by inflow from Working Capital
- Overall Q3 Cash Flow in line with Q2 – with cash flow from financing reflecting our reduction in RCF drawings

¹ Adjusted for lower depreciation on PPE from the finalisation of PPA | ² Q3 Various Other cash items of -€70m comprise of other cash effects (+€33m), tax paid (+€1m), cash interest (-€82m) as well as pension contribution & payments (-€21m) | ³ From the issue of bonds, commercial paper, equity instruments and drawings from other financial facilities | ⁴ For redemption of loans, commercial paper and other financial liabilities



Q3 positive net cash driven by WC inflow – strong liquidity position ahead of Winter

AS AT FY21 Q3

MONTHLY NET CASH FLOW (INCL. NET COSTS¹, WC & NET SPECIAL ITEMS)

FY21 Q3A
(partial operations)

~+€40m p/m

- Positive monthly net cash driven by WC inflow
- Net fixed costs of ~€225m were better than assumed (€250m-€300m) due to strict cash discipline

FY21 Q4e
(assumptions)

- Short-term bookings to drive WC and revenue
- Q4 capacity reduced given prevailing uncertainty, target towards net cash neutral (excl. special items, e.g. RIU disposal)

SUMMARY

C-19 LIQUIDITY DEVELOPMENT

	€bn
Cash & available facilities 7 May 2021	~1.7
Cash inflow May/June/July/Aug	+0.7
Proceeds from convertible bond tap	+0.2
Proceeds from RIU disposal	+0.5
Cash & available facilities 9 August 2021	~3.1

TUI fully financed throughout winter with ~€3.1bn cash & available facilities – lower winter liquidity swing anticipated due to lower volumes

¹ All costs & cash-outs including interest & others



Movement in Net Debt

H1 to 9M

In €m	FY21 H1 IFRS 16	FY21 9M IFRS 16	QoQ Δ
Opening net debt as at 1 October	-6,421	-6,421	-
FCF after Dividends	-1,585	-1,266	319
Asset Finance	-265	-410	-145
Capital Increase	1,489	1,724	234
Other	-32	25	56
Closing Net Debt	-6,813	-6,349	464

COMMENTS

- SP1¹ and SP2¹ are classified as equity & dividends will be paid on the drawn participations².
- As at 30/6/21:
 - SP1 - €420m fully drawn
 - SP2 - €671m fully drawn
 - RCF - €3.2bn of €4.6bn utilised
- Post balance sheet date 9/08/21:
 - Convertible bonds tap for the amount of €190m completed 04/07/21
 - Receipt of RIU real estate property disposal proceeds of €541m on 27/07/21
 - RCF - €2.0bn of €4.6bn utilised

In €m	FY21 H1 IFRS 16	FY21 9M IFRS 16	QoQ Δ
Financial liabilities	-8,226	-7,887	339
- Lease liabilities under IFRS16	-3,378	-3,308	70
- Bond with warrant	-117	-129	-12
- Convertible Bond	-	-335	-335
- Liabilities to banks	-4,714	-4,049	665
- Other liabilities	-16	-66	-50
Cash & Bank Deposits	1,413	1,538	125
Net debt	-6,813	-6,349	464
- Net Pension Obligation	-727	-839	-112
Memo: Lease liabilities			
- Aircraft	-2,384	-2,388	-4
- Hotels	-451	-421	30
- Ships	-174	-177	-3
- Other	-368	-321	47
Memo: Liabilities to banks			
- RCF	-3,830	-3,192	638
- SSD	-427	-429	-2
- Asset Financing	-458	-428	29

¹ WSF Silent Participation – as agreed as part of third support package | ² Timing of the payment will be at the discretion of TUI AG. Any unpaid dividend has to be paid on termination or conversion of a silent participation at the latest.
General comment: Gross debt is defined as financial liabilities plus net pension obligation



FY21 9M Revenue by Segment (excludes Intra-Group Revenue and JVs/associates)*

In €m	FY21 9M IFRS 16	FY20 9M IFRS 16	Change incl FX	IFRS 16 FX	Change ex FX
Hotels & Resorts	157.9	304.7	-146.7	-7.8	-138.9
- Riu	108.3	231.3	-123.1	-7.2	-115.8
- Robinson	28.5	36.7	-8.1	-0.5	-7.6
- Blue Diamond	-	-	-	-	-
- Other	21.1	36.7	-15.5	-0.1	-15.4
Cruises	2.7	483.6	-480.9	-0.0	-480.9
- TUI Cruises	-	-	-	-	-
- Marella Cruises	2.7	298.9	-296.2	-0.0	-296.1
- Hapag-Lloyd Cruises**	-	184.7	-184.7	-	-184.7
TUI Musement	37.5	294.2	-256.7	-1.0	-255.7
Holiday Experiences	198.2	1,082.5	-884.3	-8.9	-875.4
- Northern Region	215.1	2,202.2	-1,987.1	-3.7	-1,983.5
- Central Region	707.7	2,244.0	-1,536.2	-3.2	-1,533.0
- Western Region	222.6	1,095.5	-872.9	0.0	-872.9
Markets & Airlines	1,145.5	5,541.7	-4,396.3	-6.9	-4,389.4
All other segments	22.3	86.2	-63.9	-0.6	-63.3
TUI Group	1,365.9	6,710.4	-5,344.5	-16.4	-5,328.1

*Table contains rounding effects | ** Prior year figures include 100% result of Hapag-Lloyd Cruises which is now consolidated at equity within the TUI Cruises JV



FY21 9M Underlying EBITDA by Segment*

In €m	FY21 9M IFRS 16	FY20 9M IFRS 16 adjusted	Change incl FX	IFRS 16 FX	Change ex FX
Hotels & Resorts	-105.9	-6.1	-99.8	5.5	-105.2
- Riu	-11.7	123.3	-135.0	0.1	-135.1
- Robinson	-13.6	-6.3	-7.3	0.9	-8.2
- Blue Diamond**	-33.8	-16.3	-17.5	3.0	-20.5
- Other	-46.8	-106.8	60.0	1.5	58.6
Cruises	-187.4	6.1	-193.5	0.4	-193.9
- TUI Cruises**	-141.5	-7.8	-133.8	-	-133.8
- Marella Cruises	-45.9	-1.0	-44.9	0.4	-45.2
- Hapag-Lloyd Cruises***	-	14.9	-14.9	-	-14.9
TUI Musement	-78.3	-46.5	-31.8	1.0	-32.8
Holiday Experiences	-371.6	-46.5	-325.1	6.9	-331.9
- Northern Region	-460.2	-321.3	-139.0	-15.0	-124.0
- Central Region	-287.3	-272.1	-15.2	-3.7	-11.5
- Western Region	-144.2	-138.7	-5.5	-7.7	2.2
Markets & Airlines	-891.8	-732.1	-159.7	-26.4	-133.3
All other segments	-41.5	-109.9	68.4	-0.1	68.5
TUI Group	-1,304.8	-888.4	-416.4	-19.6	-396.8

*Table contains rounding effects | **Equity result | *** Prior year figures include 100% result of Hapag-Lloyd Cruises which is now consolidated at equity within the TUI Cruises JV | FY20 comparative adjusted to reflect adoption of Euro as functional currency in Turkish entities



FY21 9M Underlying EBIT by Segment*

In €m	FY21 9M IFRS 16	FY20 9M IFRS 16 adjusted	Change incl FX	IFRS 16 FX	Change ex FX
Hotels & Resorts	-268.6	-308.0	39.5	9.3	30.1
- Riu	-81.7	66.9	-148.5	2.6	-151.1
- Robinson	-42.1	-34.7	-7.4	1.5	-8.9
- Blue Diamond**	-33.8	-16.3	-17.5	3.0	-20.5
- Other	-111.0	-323.9	212.9	2.3	210.6
Cruises	-234.6	-197.3	-37.3	1.0	-38.2
- TUI Cruises**	-141.5	-7.8	-133.8	-	-133.8
- Marella Cruises	-93.1	-194.0	100.9	1.0	99.9
- Hapag-Lloyd Cruises***	-	4.4	-4.4	-	-4.4
TUI Musement	-96.7	-66.5	-30.2	1.2	-31.4
Holiday Experiences	-599.9	-571.9	-28.0	11.5	-39.5
- Northern Region	-708.1	-592.4	-115.7	-4.1	-111.6
- Central Region	-377.4	-398.7	21.3	-0.3	21.7
- Western Region	-247.3	-285.9	38.6	-2.4	41.0
Markets & Airlines	-1,332.8	-1,277.1	-55.8	-6.8	-48.9
All other segments	-45.9	-118.0	72.1	0.1	72.0
TUI Group	-1,978.6	-1,967.0	-11.6	4.8	-16.4

*Table contains rounding effects | **Equity result | *** Prior year figures include 100% result of Hapag-Lloyd Cruises which is now consolidated at equity within the TUI Cruises JV | FY20 comparative adjusted to reflect adoption of Euro as functional currency in Turkish entities



Movement in Net Debt

YE to Q3

In €m	FY20 YE IFRS 16	FY21 9M IFRS 16	9M Δ
Opening net debt as at 1 October	-3,276	-6,421	-3,145
FCF after Dividends	-3,193	-1,266	1,927
Asset Finance	-569	-410	159
Capital Increase and Decrease	-	1,724	1,724
Other	265	25	-241
Disposal group - Hapag-Lloyd Cruises	352	-	-352
Closing Net Debt	-6,421	-6,349	72

COMMENTS

- SP1¹ and SP2¹ are classified as equity & dividends will be paid on the drawn participations².
- As at 30/6/21:
 - SP1 - €420m fully drawn
 - SP2 - €671m fully drawn
 - RCF - €3.2bn of €4.6bn utilised
- Post balance sheet date 9/08/21:
 - Convertible bonds tap for the amount of €190m completed 04/07/21
 - Receipt of RIU real estate property disposal proceeds of €541m on 27/07/21
 - RCF - €2.0bn of €4.6bn utilised

In €m	FY20 YE IFRS 16	FY21 9M IFRS 16	9M Δ
Financial liabilities	-7,669	-7,887	-218
- Lease liabilities under IFRS16	-3,400	-3,308	92
- Senior Notes	-299	-	299
- Bond with warrant	-	-129	-129
- Convertible Bond	-	-335	-335
- Liabilities to banks	-3,954	-4,049	-95
- Other liabilities	-16	-66	-50
Cash & Bank Deposits	1,248	1,538	290
Net debt	-6,421	-6,349	72
- Net Pension Obligation	-652	-839	-187
<i>Memo: Lease liabilities</i>			
- Aircraft	-2,357	-2,388	-31
- Hotels	-476	-421	55
- Ships	-181	-177	4
- Other	-386	-321	65
<i>Memo: Liabilities to banks</i>			
- RCF	-3,316	-3,192	124
- SSD	-424	-429	-5
- Asset Financing	-214	-428	-214

¹ WSF Silent Participation – as agreed as part of third support package | ² Timing of the payment will be at the discretion of TUI AG. Any unpaid dividend has to be paid on termination or conversion of a silent participation at the latest.
General comment: Gross debt is defined as financial liabilities plus net pension obligation



Financing facilities and support packages overview (per 4 October 2021)

	Instrument	Support package #	Facility €m	Utilisation €m	Debt/equity	Maturity date
Bank facilities	RCF (unsecured)	-	1,535	1,487m drawn	Debt	July 2024
		-	215	guarantee line	-	
		1 & 2	2,850	375m drawn	Debt	
	RCF (secured)	3	170 ²	undrawn	Debt	July 2024
	Schuldschein	-	425	-	Debt	July 2023/25/28
Bonds	Bond with warrant WSF	2	150	-	Debt/ Equity-Linked	Bond-Sept 2026 Warrant-Sept 2030
	Convertible bonds (incl. tap issue)	-	590	-	Debt / Equity-Linked	April 2028
Silent participations	Silent Participation I & II WSF	3	420	fully drawn	Hybrid with equity credit	-
		3	671	fully drawn	Hybrid with equity credit	
Lease liabilities	Lease liabilities	-	3,308 ¹	-	Debt	Various

¹ As of 30 June 2021 | ² Reduced by €30m from €200m to €170m on 30 September 2021



ESG INITIATIVES



TUI Cruises

Reduction of Food Waste: As part of a pilot project, TUI Cruises carried out a waste analysis on board Mein Schiff 4 and subsequently tested measures to reduce food waste. The measures saved 17% of food waste. Proven measures were subsequently rolled out across the entire fleet.



ROBINSON Club Apulia

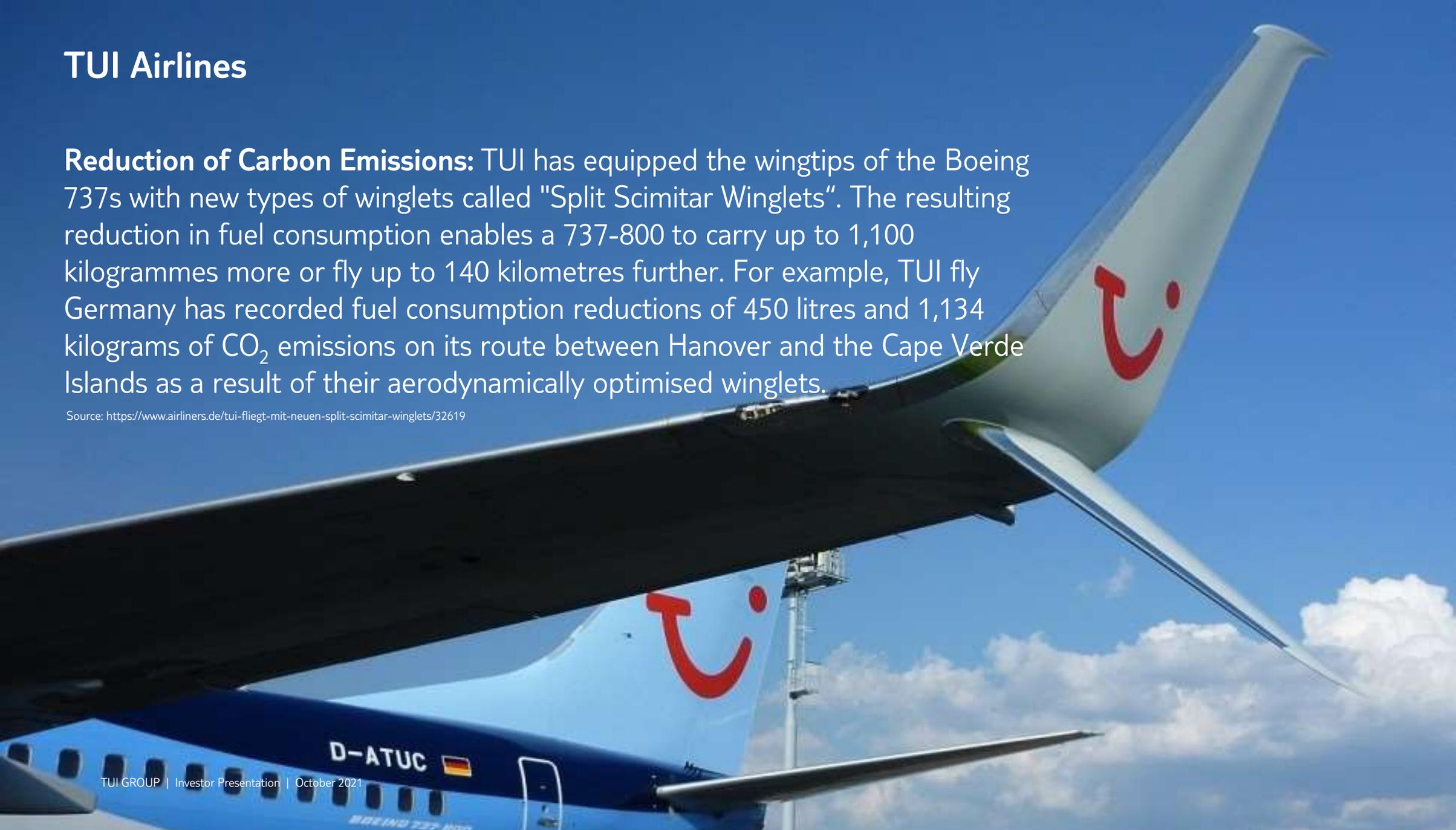
Solar Power Plant: The ROBINSON Club Apulia installed 3,280 solar modules on a total area of 5,500 square metres. This makes the system one of the largest in Europe and generates 1,438 megawatt hours of electricity per year. Around 70% of the electricity generated is used for the hotel's needs and the rest is fed into the local power grid.

See <https://www.tuigroup.com/en-en/media/press-releases/2018/2018-06-21-robinson-hotel-solar-panel-system>

TUI Airlines

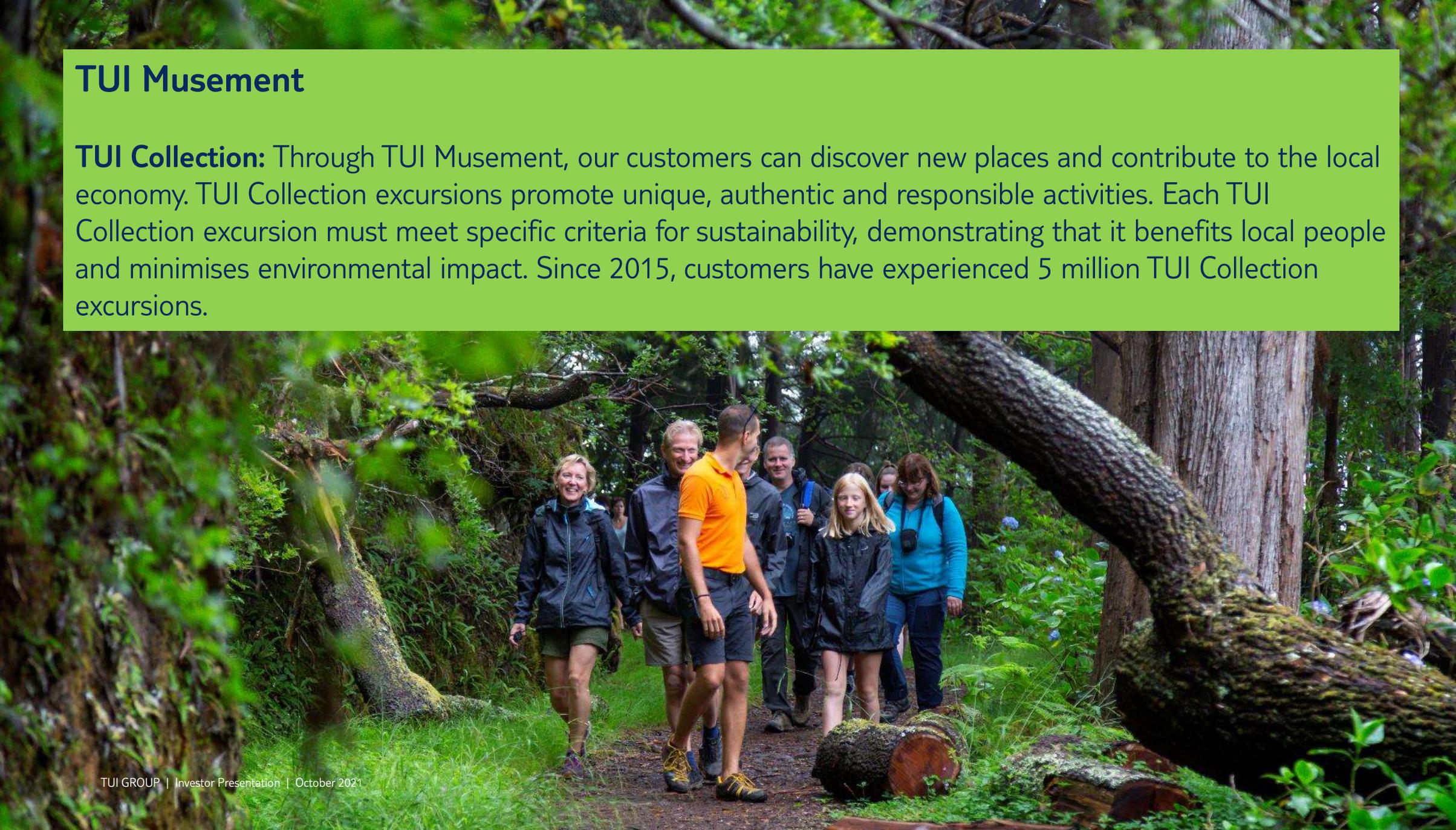
Reduction of Carbon Emissions: TUI has equipped the wingtips of the Boeing 737s with new types of winglets called "Split Scimitar Winglets". The resulting reduction in fuel consumption enables a 737-800 to carry up to 1,100 kilogrammes more or fly up to 140 kilometres further. For example, TUI fly Germany has recorded fuel consumption reductions of 450 litres and 1,134 kilograms of CO₂ emissions on its route between Hanover and the Cape Verde Islands as a result of their aerodynamically optimised winglets.

Source: <https://www.airliners.de/tui-fliegt-mit-neuen-split-scimitar-winglets/32619>



TUI Musement

TUI Collection: Through TUI Musement, our customers can discover new places and contribute to the local economy. TUI Collection excursions promote unique, authentic and responsible activities. Each TUI Collection excursion must meet specific criteria for sustainability, demonstrating that it benefits local people and minimises environmental impact. Since 2015, customers have experienced 5 million TUI Collection excursions.



Contact

ANALYST AND INVESTOR ENQUIRIES

Mathias Kiep, Group Director Controlling, Corporate Finance & Investor Relations

Tel: +44 (0)1293 645 925

+49 (0)511 566 1425

Nicola Gehrt, Director, Head of Group Investor Relations

Tel: +49 (0)511 566 1435

Contacts for Analysts and Investors in UK, Ireland and Americas

Hazel Chung, Senior Investor Relations Manager

Tel: +44 (0)1293 645 823

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

Ina Klose, Senior Investor Relations Manager

Tel: +49 (0)511 566 1318

Vera Weißwange, Junior Investor Relations Manager

Tel: +49 (0)511 566 1425

