

TUI Group Factbook

December 2020



TUI GROUP - REASONS TO INVEST & BUSINESS OVERVIEW



Reasons to invest

1

Holidays remain a high priority

2

Integrated business model with strong customer base and distribution power

3

TUI is strategically well positioned to deliver sustainable growth

4

Fulfilment distinguishes TUI from competition - ability to take risks and shape markets

5

Leading, trusted brand with differentiated products

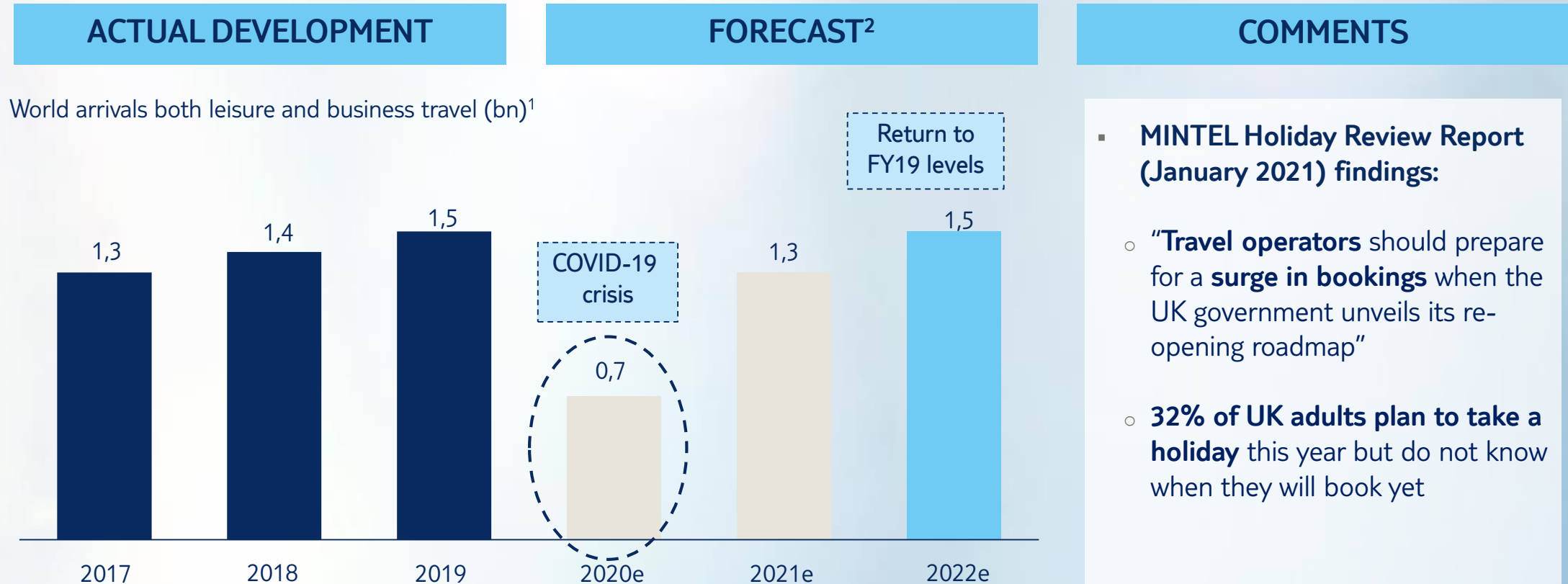
6

Accelerated digital transformation due to C-19 pandemic

TUI is well positioned to benefit from market recovery post C-19



World arrivals expected to show strong increase in 2021 & return to 2019 levels in 2022



Leisure travel expected to recover sooner than business travel in a consolidated market

Source: Euromonitor International, Travel 2021 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, 9 July 2020



Industry fundamentals from TUI's perspective

MARKETS & AIRLINES



- Leisure travel will return to previous levels with packages remaining important
- Later booking profile expected for duration of crisis
- Long-haul will recover quickly once vaccine available
- Own airline is essential in an end-to-end model

HOTELS



- Short-term overcapacities expected
- Strong hotel brands will benefit
- Best-in-class sales capabilities key for growth: Focus on brand, product and digital capability

CRUISES



- Market expected to recover strongly when vaccine available
- Old tonnage will leave the market
- Supply shortage to persist

TUI MUSEMENT



- Market will return to growth with experiences remaining important
- Consolidation and digitalisation will accelerate
- Platform strategy will drive growth



TUI strongly positioned to be a key beneficiary beyond the crisis

**INTEGRATED BUSINESS MODEL WITH
DIVERSIFIED CUSTOMER BASE &
DISTRIBUTION POWER**

STRONG BRAND PROPOSITION

**STRENGTHENED POSITION FROM
FURTHER CONSOLIDATION**

MARKETS & AIRLINES

-  21m customers
-  ~140 aircraft²
-  Own & 3rd party distribution
-  30% of profit pool³

HOLIDAY EXPERIENCES

-  433 Hotels¹
-  17 Cruise ships²
-  1m "things to do"
-  70% of profit pool³

**TOURISM SECTOR FUNDAMENTALS
REMAIN ATTRACTIVE & UNCHANGED**

**TRANSFORMATION TO LEANER &
MORE AGILE STRUCTURE**

**ACCELERATED DIGITALISATION /
GLOBAL REALIGNMENT PROGRAMME**

Transformed TUI will benefit from key market position, driving return to profitable growth

Note: All data as at Sep 2019 unless otherwise stated | 1 Includes Group hotels and 3rd party concept hotels as at Sept 2020 | 2 As at Sept 2020 | 3 Excluding cost impact of 737 MAX in Markets & Airlines segment



Summary: Drive transformation and return to profitable growth

FY20: STRONG START & C-19



- Exceptional start to S20 trading
- Swift and disciplined liquidity management
- 2.3m¹ customers departed on reopening
- Pent up demand evident
- FY20 loss solely driven by C-19 travel ban

**Customers want to resume
leisure travel**

FY21: TRANSITION



- Bookings uplift and revenue recovery to correlate with easing of travel restrictions
- Resume growth trajectory from FY19
- Deliver on Global Realignment Programme transforming cost structure
- Digital acceleration prioritised
- Rebuild a robust financial profile

**Enhance
lean and agile structure**

FY22+: PROFITABLE GROWTH



- Trusted, leading brand with differentiated products strongly positioned to benefit from expected market consolidation
- Cost base savings from Global Realignment Programme visible
- Structurally leaner and more agile
- Digital initiatives drive further profitability

**Profitable growth - stronger,
less capital intensive & more digital**

¹ Departed PAX between mid June & end of October



GLOBAL REALIGNMENT PROGRAMME



Global realignment programme drives TUI's strategic initiatives...

REDUCE COSTS



- Accelerate Transformation project
- Merge tasks and organizations across the Group
- Global consolidation of IT structures
- Targeting to permanently reduce our overhead cost base by 30% across the Group
- Impact on potentially 8,000 roles globally

REDUCE CAPITAL INTENSITY



- Asset-right strategy in Hotels & Cruises
- Reduction of investment levels
- Rightsizing of airlines & order book; restructuring
- Divest/address non-profitable activities

DRIVE DIGITALISATION



- Increase accommodation only, seat only and dynamic packaging
- Drive online strategy
- Enhance transformation of DX to a digital business
- Grow TUI ecosystem
- Save costs while enhancing quality

**Overall cost reduction target increased from ~€300m to ~€400m p.a.
with first benefits expected in FY21**



...and is on track to meet ~€400m p.a. cost reduction target

PILLARS



REDUCE COSTS



REDUCE
CAPITAL INTENSITY



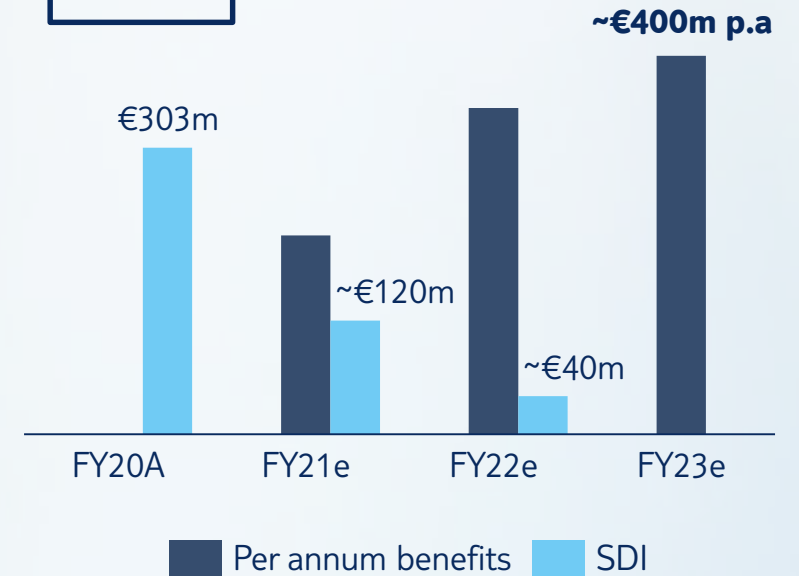
DRIVE
DIGITALISATION

RECENT PROGRESS

- **FY20 H1: Announced programme** with **potential impact on 8k roles**
- **~5k reduction in FTEs** to date
- **TUI Musement:** ~2k FTE reduction to date (~25% reduction) as part of transformation to "digital first" model
- **TUI fly Germany:** Restructuring plan ongoing to reduce number of aircraft & bases
- **Retail & core functions:** Over half of planned savings already achieved

PHASING

P&L view



Cost improvements delivering significant savings across the Group



GROUP FINANCIALS



Income Statement – Key Figures

In €m	FY20 IFRS 16	FY20 IAS 17 ¹	FY19 adjusted ²
Revenue	7,943.7	7,952.9	18,928.1
Underlying EBITDA	-1,615.0	-2,242.6	1,359.5
Depreciation	-1,382.0	-790.2	-466.0
Underlying EBIT²	-2,997.0	-3,032.8	893.5
Adjustments (SDI's and PPA)	69.6	70.1	-124.9
EBIT	-2,927.4	-2,962.7	768.6
Net interest expense	-275.9	-176.5	-77.0
EBT	-3,203.3	-3,139.2	691.6
Income taxes	64.2	61.4	-159.6
Group result continuing operations	-3,139.1	-3,077.8	532.1
Minority interest	-9.4	-9.4	-115.7
Group result after minorities	-3,148.4	-3,087.2	416.4
Basic EPS (€, continuing)	-5.34	-5.23	0.71

- FY20 results significantly affected by the COVID-19 related travel suspension in Q3 and limited restart potential in Q4

¹ FY20 financials based on a pro-forma calculation according to IAS 17 | ² FY19 figures adjusted as a result of revised classification of certain expense items as cost of sales and revisions to PPAs please refer to page 155 of the Annual Report for further details



Cash Flow & Movement in Net Cash

In €m	FY20 IFRS 16	FY20 IAS 17	FY19 adjusted ¹
EBITDA underlying	-1,615.0	-2,242.6	1,359.5
Adjustments	260.0	242.1	-82.1
EBITDA reported	-1,355.0	-2,000.5	1,277.4
Working capital	-1,351.0	-1,260.5	-25.6
Other cash effects	-234.6	-216.7	138.4
At equity income	193.3	193.3	-297.5
Dividends received from JVs and associates	7.1	7.1	244.6
Tax paid	56.1	56.1	-117.5
Interest (cash)	-226.8	-127.4	-80.2
Pension contribution & payments	-112.7	-112.7	-143.1
Operating Cash flow	-3,023.5	-3,461.3	996.6
Net capex	-518.9	-518.9	-805.9
Net financial investments	626.7	626.7	-313.4
Net pre-delivery payments	41.5	41.5	0.8
Free Cash flow	-2,874.2	-3,312.0	-121.9
Dividends	-318.6	-318.6	-475.4
Free Cash flow after Dividends	-3,192.8	-3,630.7	-597.3
Cash flow from financing	2,695.2	3,133.1	-193.4
<i>o/w Payments received²</i>	<i>3,389.0</i>	<i>3,389.0</i>	<i>39.0</i>
<i>o/w Payments made³</i>	<i>-693.8</i>	<i>-255.9</i>	<i>-232.4</i>
Total Cash Flow	-497.6	-497.6	-790.6

In €m	30 Sep 2020 IFRS 16	30 Sep 2020 IAS 17	30 Sep 2019
Opening net (debt)/cash as at 1 October	-910	-910	124
FCF after Dividends	-3,193	-3,631	-597
Asset Finance	-569	-377	-337
Other	265	16	-100
Disposal group - Hapag-Lloyd Cruises	352	345	
Total net debt before lease liabilities first time adoption	-4,055	-4,557	-910
Lease liabilities first time adoption	-2,366	-	-
Closing net (debt)/cash as per Balance Sheet	-6,421	-	-

¹ FY19 figures adjusted as a result of revised classification of certain expense items as cost of sales and revisions to PPAs please refer to page 155 of the Annual Report for further details | ² From the issue of bonds, commercial paper and drawings from other financial facilities | ³ For redemption of loans, commercial paper and other financial liabilities



Balance Sheet

In €m	30 Sep 2020	30 Sep 2019 adjusted ¹
Non-current assets	12,647.8	11,947.9
Current assets	2,693.4	4,270.2
Assets	15,341.1	16,218.1
Subscribed capital	1,509.4	1,505.8
Capital and revenue reserves	-1,957.8	1,948.3
Non-controlling interest	666.5	711.4
Equity	218.1	4,165.6
Non-current provisions	1,895.7	1,810.6
Current provisions	421.6	394.3
Provisions	2,317.3	2,204.9
Non-current financial liabilities	3,691.7	2,457.6
Current financial liabilities	577.3	224.6
Financial liabilities	4,269.0	2,682.2
Non-current lease liabilities	2,712.6	-
Current lease liabilities	687.3	-
Lease liabilities	3,399.9	-
Other non-current liabilities	503.6	472.6
Other current liabilities	4,608.6	6,589.6
Other liabilities	5,112.2	7,062.2
Liabilities related to assets held for sale	24.5	103.1
Liabilities	15,123.0	12,052.5
Equity and Liabilities	15,341.1	16,218.1

¹ 2 FY19 figures adjusted as a result of revised classification of certain expense items as cost of sales and revisions to PPAs please refer to page 155 of the Annual Report for further details

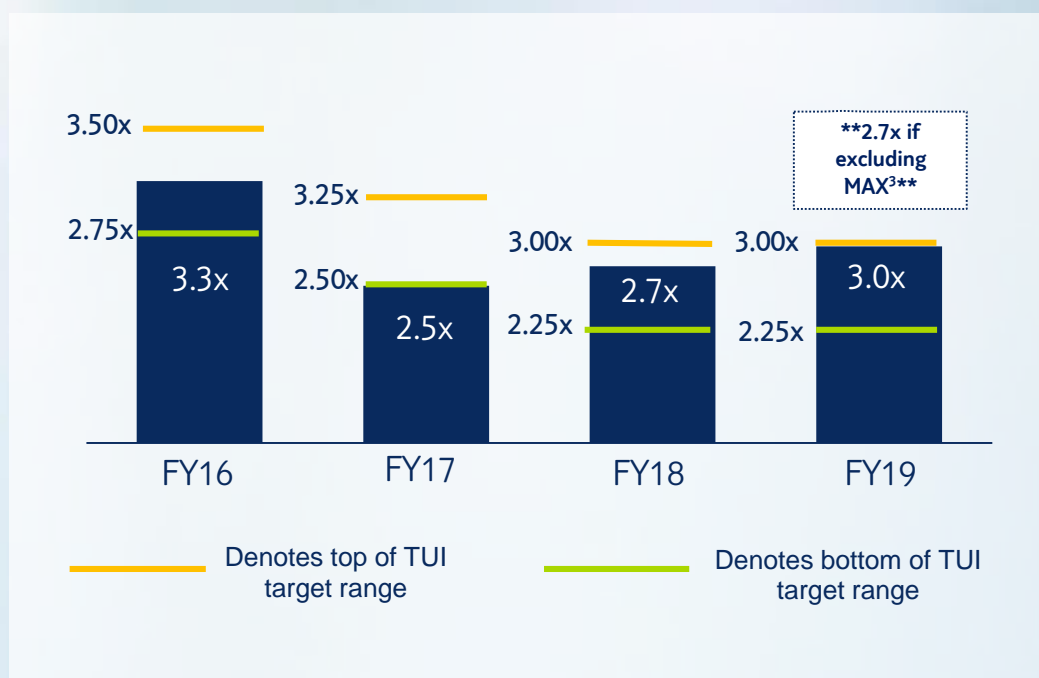


Gross Leverage Ratio

LEVERAGE RATIO

€m	FY20 IFRS 16	FY19 IAS 17
Gross debt	7,669	2,682
to Bonds	299	298
to Liabilities to banks	3,954	870
to Finance lease	-	1,495
to Lease liabilities under IFRS16 ¹	3,400	-
to Other financial liabilities	16	19
Pensions	652	758
Discounted value of operating leases ²	-	2,580
Debt	8,321	6,020
Reported EBITDA (IFRS 16) / EBITDAR (IAS 17)	-1,355	1,990
Leverage Ratio	n.m	3.0x

PAST LEVERAGE LEVEL ACHIEVED



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

¹ Including existing finance leases under IAS 17 (~€1,514m) | ² At simplified discount rate of 0.9% at 30.09.2019 | ³ Indicative pro forma calculation of gross leverage excluding MAX impact



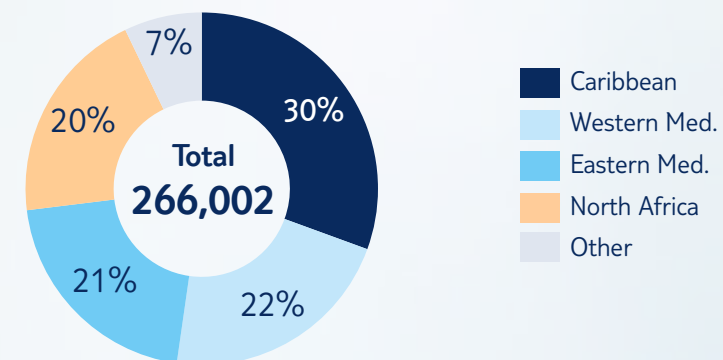
HOTELS & RESORTS



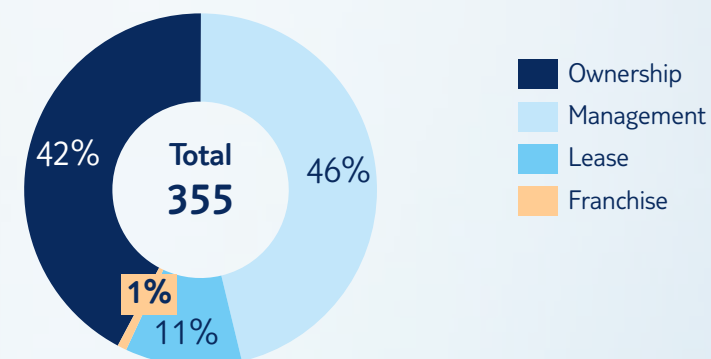
Hotels & Resorts Summary FY20

Key Facts	FY20 IFRS 16 (C-19)	FY20 IAS 17 (C-19)	FY19 IAS 17
Total Revenue (€m)	751	751	1,512
o/w External Revenue (€m)	402	402	660
Underlying EBITDA (€m)	-58	-195	563
Underlying EBIT (€m)	-395	-400	452
o/w Equity result (€m)	-79	-79	97
Number of hotels ¹	433	433	411
Number of beds ²	266,002	266,002	262,644
Capacity ('000) ³	24,013	24,013	42,094
Revenue/bed (€) ⁴	71	71	66
Occupancy (%) ⁵	66	66	82

HOTEL BEDS BY REGION (%)



FINANCING STRUCTURE (%)





Plus 78 3rd party concept hotels = 433 total hotels



¹ Includes 78 third party concept hotels (355 Group hotels reflect the Hotel & Resorts segment in FY20) For FY19, includes 57 third party concept hotels (354 Group hotels reflect the Hotel & Resorts segment) | ² Based on 355 Group hotels for FY20 and 354 Group hotels for FY19 | ³ Group owned or leased hotel beds multiplied by opening days per annum | ⁴ Board & Lodging revenue divided by occupied beds | ⁵ Occupied beds divided by capacity



Hotels & Resorts

Summary by brand

Key figures FY20 IAS 17 (C-19)	RIU HOTELS & RESORTS			Total
External Revenue (€m)	272.9	57.2	-	402.4
Underlying EBIT (€m)	49.7	-102.7	-35.4	-400.0
Number of hotels ²	99	25	33	355
Number of beds	101,528	15,321	30,610	266,002
Capacity (k) ¹	11,144	2,083	2,543	24,013
Average occupancy ³ %	72	62	70	66
Average revenue per bed ⁴ €	67.3	100.2	121.9	71.0

Key figures FY19 IAS 17	RIU HOTELS & RESORTS			Total
External Revenue (€m)	415.1	103.1	-	660.0
Underlying EBIT (€m)	326.2	54.7	9.9	451.8
Number of hotels	99	23	32	354
Number of beds	90,460	13,927	30,080	262,644
Capacity (k) ¹	18,056	3,333	4,379	42,094
Average occupancy ³ %	88	73	77	82
Average revenue per bed ⁴ €	64.2	93.5	117.9	66.1

¹ Group owned or leased hotel beds multiplied by opening days in the period | ² Group hotels count as at 30 September 2020 | ³ Occupied beds divided by capacity | ⁴ Board & Lodging revenue divided by occupied beds



Hotels & Resorts

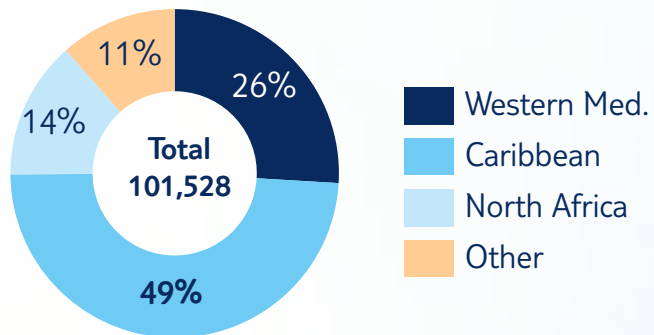
RIU – Key figures FY20



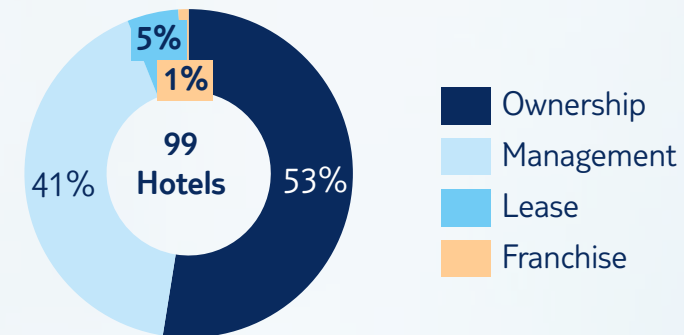
RIU 100% view ¹ In €m	Total IFRS 16	o/w RIUSA II (fully consolidated)	o/w Riu Hotels (consolidated at equity)	Riu in TUI accounts IFRS 16
Total Revenue	675	449	226	449
Underlying EBIT	73	45	28	50
<i>EBIT Margin</i>	11%	10%		
EAT		28	10	
o/w EAT to TUI	19	14	5	19
ROIC (incl. Goodwill)	2%			
ROIC (excl. Goodwill)	3%			

Total IAS 17	o/w RIUSA II (fully consolidated)	o/w Riu Hotels (consolidated at equity)	Riu in TUI accounts IAS 17
675	449	226	449
73	45	28	50
11%	10%		
40	30	10	
21	16	5	21

HOTEL BEDS BY REGION (%)



FINANCING STRUCTURE (%)



¹ Unaudited figures. FY20 includes Mauritius, Tanzania and Cape Verde hotel beds within N. Africa (previously in Other)

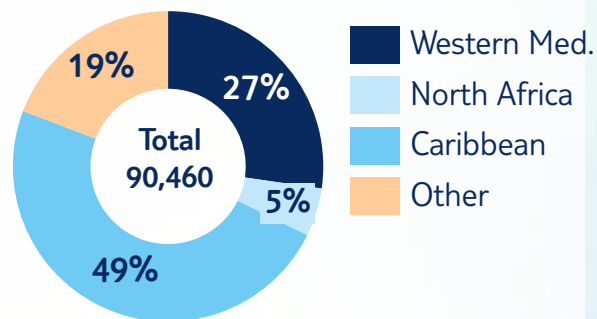


Hotels & Resorts

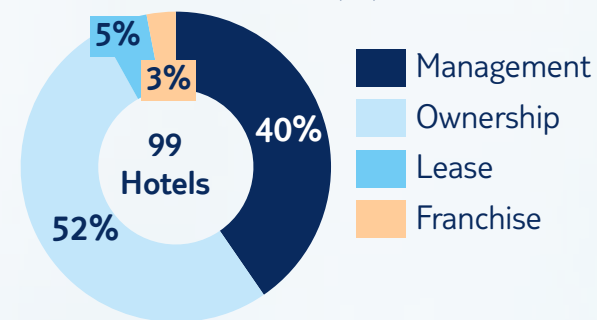
RIU – Key figures FY19

RIU 100% view ¹ In €m	Total IAS 17	o/w RIUSA II (fully consolidated)	o/w Riu Hotels (consolidated at equity)	Riu in TUI accounts
Turnover	1,169	850	319	850
Underlying EBITA	397	283	114	326
<i>EBITA Margin</i>	34%	33%		
EAT	315	226	89	
o/w EAT to TUI	156	113	43	156
ROIC (incl. Goodwill)	17%			
ROIC (excl. Goodwill)	20%			

HOTEL BEDS BY REGION (%)



FINANCING STRUCTURE (%)



¹ Unaudited figures



Hotels & Resorts

Robinson – Key figures FY20



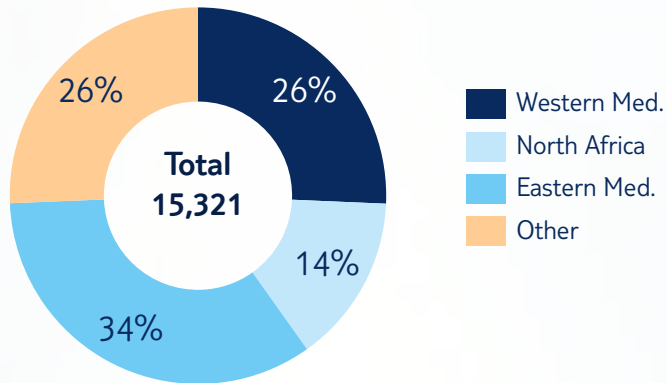
(€M)

Robinson In TUI accounts	FY20 IFRS 16 ¹ (C-19)	FY20 IAS 17 ¹ (C-19)	FY19 IAS 17 ¹
Total Revenue	147	147	257
Underlying EBIT	-99	-103	55
EBIT margin	n.m	n.m	21%
ROIC	n.m	n.m	11%

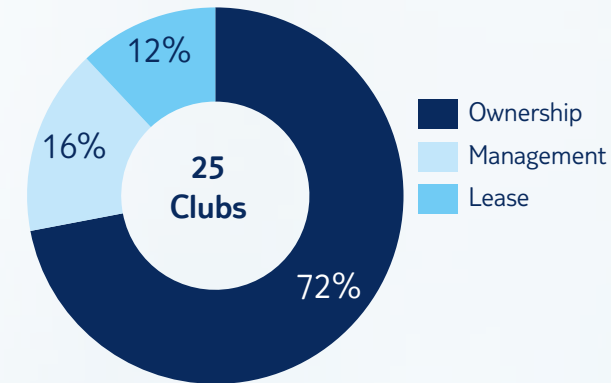


Robinson Club Sarigerme Park, Turkey

HOTEL BEDS BY REGION (%)



FINANCING STRUCTURE (%)



¹ Unaudited figures



Hotels & Resorts

Blue Diamond – Key figures FY20

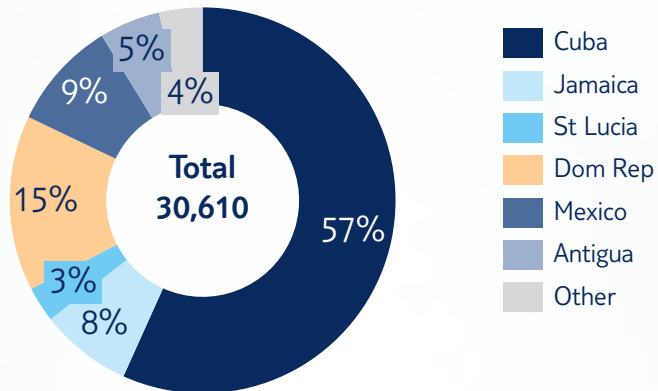
(€M)

Blue Diamond 100% view	FY20 IFRS 16 ¹ (C-19)	FY20 IAS 17 ¹ (C-19)	FY19 IAS 17 ¹
Revenue	253	253	456
EBIT	-29	-30	73
EBIT margin	n.m	n.m	16%
EAT	-73	-74	19
o/w EAT to TUI (49%)	-36	-36	9

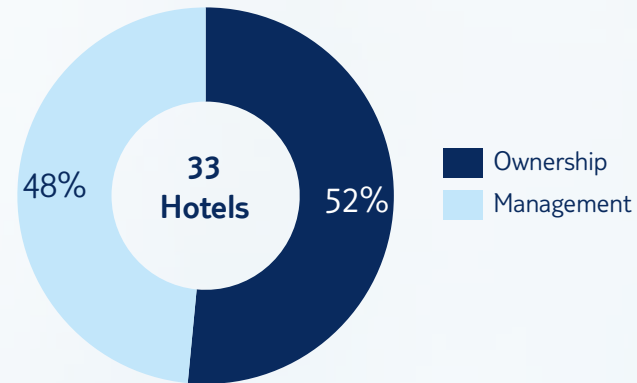


Royalton Punta Cana, Dom Rep

HOTEL BEDS BY LOCATION (%)



FINANCING STRUCTURE (%)



¹ Unaudited figures





CRUISE



Cruises

Summary by brand

Key figures FY20 IAS 17 (C-19)	 TUI CRUISES	HAPAG  LLOYD CRUISES	MARELLA CRUISES
Revenue (€m) ¹	-	184.7	287.9
Underlying EBIT (€m)	-74.2 ²	5.7	-254.2
Passengers (k)	308	15	141
Fleet Size ³ (Group Total 17)	7	5	5
Total Berths ⁴	17,780	1,548	8,943
Occupancy %	88.1%	70.2%	95.6%
Av Daily Rate (€ for TC/HP and £ for Marella)	141	601	146 ⁵

Key figures FY19 IAS 17	 TUI CRUISES	HAPAG  LLOYD CRUISES	MARELLA CRUISES
Revenue (€m)	-	305.2	660.6
Underlying EBIT (€m)	202.6 ¹	43.0	120.4
Passengers (k)	663	25	338
Fleet Size ³ (Group Total 18)	7	5	6
Total Berths ⁴	17,780	1,318	10,195
Occupancy %	100.7	78.9	100.4
Av Daily Rate (€ for TC/HP and £ for Marella)	174	641	149 ⁵

¹ TUI Cruises revenue not included in TUI accounts under equity treatment. Please refer to 100% view for TUI Cruises revenue on next slide.. | ² Equity result and inclusive of Hapag-Lloyd Cruises result from FY20 Q4 | ³ Fleet count as at 30 September 2020 | ⁴ Static count as at 30 September 2020 | ⁵ Inclusive of transfers, flights and hotel due to the integrated nature of Marella Cruises



Cruises























TUI Cruises - Key figures – 100% View

TUI Cruises 100%	FY20 IFRS 16 ¹ (C-19)	FY20 IAS 17 ¹ (C-19)	FY19 IAS 17
Revenue	647	647	1,445
Underlying EBIT	-89	-89	465
<i>EBIT Margin</i>	n.m	n.m	32%
EAT (100% TUI)	-148	-148	405
o/w TUI EAT (50%)	-74	-74	203
ROIC	n.m	n.m	18%
ROE	n.m	n.m	56%

- As of July 2020 (FY20 Q4) TUI Cruises JV entity includes the result of Hapag-Lloyd Cruises













TUI's cruise fleet development - capacity growth financed off-balance sheet (JV)

BRAND / OWNERSHIP	FLEET DEVELOPMENT	OFF-BALANCE SHEET FINANCING AS PREFERRED OPTION
<p>Off-balance sheet: JV</p>  	<p>Current fleet:        Exit FY23</p> <p>Deliveries:    FY23 FY24 FY26</p> <p>Current fleet:    </p> <p>Deliveries:  Summer FY21</p>	<ul style="list-style-type: none"> • Funded by JV • No CAPEX requirements for TUI
<p>On balance sheet</p> 	<p>Current fleet:    </p>	<ul style="list-style-type: none"> • Funded by reinvesting disposal proceeds



Cruises

TUI Cruises Fleet

Mein Schiff Herz (Prev MS2)	Mein Schiff 1	Mein Schiff 2	Mein Schiff 3	Mein Schiff 4	Mein Schiff 5	Mein Schiff 6	Mein Schiff 7	New Build 1	New Build 2
									
1,912 BERTHS	2,894 BERTHS	2,894 BERTHS	2,506 BERTHS	2,506 BERTHS	2,534 BERTHS	2,534 BERTHS	2,894 BERTHS	TBC BERTHS	TBC BERTHS
Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL
1997 CONSTRUCTION	May 2018 CONSTRUCTION	Feb 2019 CONSTRUCTION	June 2014 CONSTRUCTION	June 2015 CONSTRUCTION	July 2016 CONSTRUCTION	June 2017 CONSTRUCTION	New build 2023 CONSTRUCTION	New build 2024 CONSTRUCTION	New build 2026 CONSTRUCTION



Cruises

Hapag-Lloyd Cruises Fleet

Europa  408 ¹ BERTHS Wholly owned OPERATING MODEL 1999 CONSTRUCTION	Europa 2  516 ¹ BERTHS Wholly owned OPERATING MODEL 2013 CONSTRUCTION	Hanseatic nature  230 BERTHS Wholly owned OPERATING MODEL New build May 2019 CONSTRUCTION	Hanseatic inspiration  230 BERTHS Wholly owned OPERATING MODEL New build October 2019 CONSTRUCTION	Hanseatic spirit  230 BERTHS Wholly owned OPERATING MODEL New build 2021 CONSTRUCTION
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Fleet and pipeline as at 31 December 2020 | 1 Additional sofa-bed in most of the suites (usable for persons up to the age of 6, 10, 12 or 15 years)



Cruises

Marella Cruises Fleet

Marella Discovery	Marella Discovery 2	Marella Explorer	Marella Explorer 2
			
1,836 BERTHS	1,836 BERTHS	1,924 BERTHS	1,814 BERTHS
Finance Lease exp. 2026 OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL
1995 CONSTRUCTION	1994 CONSTRUCTION	1996 CONSTRUCTION	1995 CONSTRUCTION
		May 2018 LAUNCH	April 2019 LAUNCH

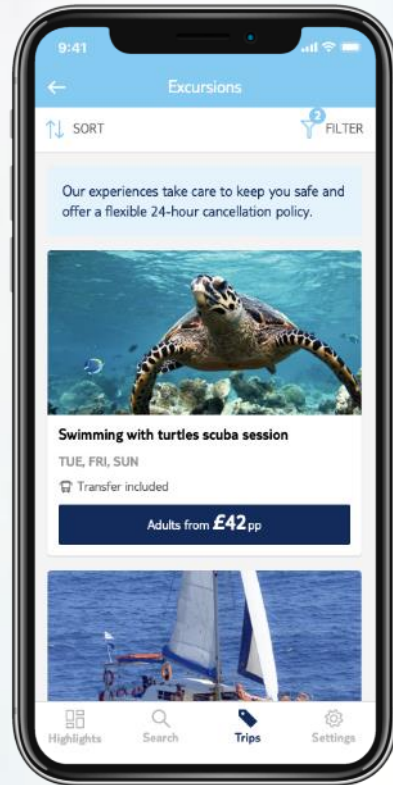


TUI MUSEMENT



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

> 170k excursions, activities, tickets and transfers available in more than 140 countries



- **Pioneer in digitalisation** of currently fragmented, largely offline **Tours & Activities** market

- **Focus of targeted investment spend during C-19**
 - Future-proofed during C-19 hiatus – enhanced integration with TUI App platform, alongside increasingly digital, contactless & user friendly interaction

- **Caters to domestic Tours & Activities demand**
 - Profit potential even when borders are closed
 - Local distribution further enhanced by Booking.com partnership; 13 new destinations in Dec

- **Set to deliver growth post C-19**
 - Poised for significant growth in 2021 and beyond
 - Scalable model aligned with and supplementary to asset light strategy

APP FEATURES	Delivery/Updates since March
Search & Book EAT ¹	✓
Geo-Location <i>'browse excursions near you'</i>	✓
Recommended Products	✓
App Exclusive Discounts	✓
Dynamic Merchandising	✓
Bookflow Messaging	✓
Share & Shortlist	Soon
Ratings & Reviews	Soon
Booking Management	Soon



TUI Musement (previously Destination Experiences)

Key figures FY20



More than
4,700
Colleagues
(FY19: 9,500)



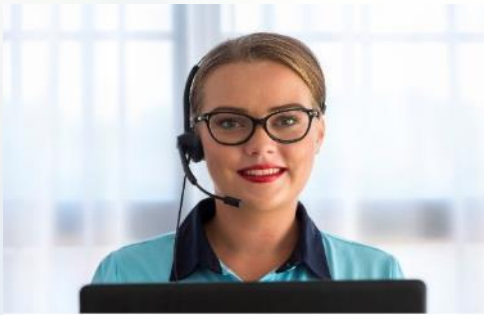
3.4
million excursions
Sold
(FY19: 9.7m)



>11
million transfers
operated
(FY19: >31m)

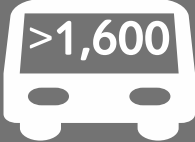


>5.5
million guests
(FY19: >16m)



Operating in
135
Destinations
(FY19: 122)



Number of
vehicles

>1,600
(FY19: 2,000)



FY19 undistorted by impact of C-19



MARKETS & AIRLINES



Markets & Airlines

Key figures by Markets

Key figures FY20 (IAS 17)	Northern Region	Central Region	Western Region	Total Markets & Airlines
Customers (k) ¹	2,438	3,230	2,388	8,057
External Revenue (€m)	2,467	2,862	1,348	6,677
Underlying EBIT ² (€m)	-975	-620	-441	-2,036
EBIT margin (%)	n.m	n.m	n.m	n.m
Direct Distribution Mix (%)	91	54	79	73
Online Mix (%)	67	26	60	49
Number of aircraft	62	35	42	139

Key figures FY19 (IAS 17)	Northern Region	Central Region	Western Region	Total Markets & Airlines
Customers (k) ¹	7,428	7,830	5,816	21,075
External Revenue (€m)	6,355	6,417	3,237	16,009
Underlying EBIT ² (€m)	59	102	-29	132
EBIT margin (%)	0.9	1.6	n/a	0.8
Direct Distribution Mix (%)	94	53	76	74
Online Mix (%)	67	23	57	48
Number of aircraft	68	37	45	150

FY19 includes impact of MAX grounding of -€293m

¹ Excludes Cruise and strategic joint ventures in Canada and Russia, this would be 24m in FY19 and 10m in FY20 if including Cruise and strategic joint ventures in Canada and Russia | ² FY20 Includes impact from net hedging ineffectiveness for Northern Region of €170m, for Central Region of €50m and for Western Region of €32m. FY19 Includes impact of MAX grounding for Northern Region of €170m, for Central Region of €27m and for Western Region of €96m



Aircraft Commitments by Financing Type

	Operating Lease	Finance Lease	Owned	Held for Sale	Total
As at 30 September 2019	120	25	5	-	150
Order book financing	-	2	-	-	2
External Lessor deliveries	2	-	-	-	2
External Lessor returns	(14)	-	-	-	(14)
Disposals	-	-	(1)	-	(1)
Reclassified	-	-1	-	1	-
As at 30 September 2020	108	26	4	1	139

Fleet split : UK - TUI Airways (56), Germany - TUI fly (35), Nordic - TUI fly Nordic (6), Netherlands - TUI fly Netherlands (8), Belgium - TUI fly Belgium (32) and externally leased (2) to Corsair



Aircraft Commitments by Financing Type

	Operating Lease	Finance Lease	Owned	Held for Sale	Total
As at 30 September 2020	108	26	4	1	139
Order book financing	-	-	-	-	-
External Lessor deliveries	1	-	-	-	1
External Lessor returns	(5)	-	-	-	(5)
Disposals	-	-	-	(1)	(1)
Corsair	-	-	(1)	-	(1)
Reclassified	-	-	-	-	-
As at 31 December 2020	104	26	3	-	133

Fleet split : UK - TUI Airways (54), Germany - TUI fly (31), Nordic - TUI fly Nordic (7), Netherlands - TUI fly Netherlands (8), Belgium - TUI fly Belgium (32) and externally leased (1) to Corsair



Aircraft order book deliveries – FY21 to FY25

	FY21	FY22	FY23	FY24	FY25
B737-MAX	9	10*	16*	13	13
B787-9	-	1	-	-	-
Firm order book deliveries 2020-2025	9	11	16	13	13

Financial Years (FY) ending 30 September; figures correct as at 31 December 2020

	FY21	FY22	FY23	FY24	FY25
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Supplementary to the above firm orders, TUI Group has further aircraft options:

B737-MAX**	-	-	-	-	3
B787-9	-	-	1	1	-
Option order book deliveries 2020-2025	-	-	1	1	3

Financial Years (FY) ending 30 September; figures correct as at 31 December 2020

* Assumed deferral of 3 x B737-MAX aircraft from FY22 to FY23 | ** There are additional Option MAX delivery positions from FY26 onwards



SUSTAINABILITY



Sustainability is at the heart of TUI - focus on further driving our sustainable business transformation

TUI GROUP SUSTAINABILITY STRATEGY

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.

- After having proven a strong performance in FY19, the final year of TUI's current strategy Better Holidays, Better World 2020 was negatively affected by the COVID-19 crisis.

The next strategy is being developed in **active dialogue** with various **external and internal** stakeholders – inclusion of all business units, group functions and committees

- Focus on **the long-term challenges** facing the global tourism sector and TUI's part of driving the **sustainable transformation** in our industry – reflecting EU Green Deal decisions and based on the UN Sustainable Development Goals
- Objective: Consolidation of our position as the **sustainability leader** in our industry

TUI CREDENTIALS (FY 20)

- TUI Group is represented in the sustainability indices **FTSE4Good, Ethibel Sustainability Index (ESI) Excellence Europe.**
- TUI participated again in the **CDP Climate Change** assessment and has been awarded a place on the prestigious CDP Climate Change A List for 2019, recognising us as corporate leaders on climate action.
- TUI signed the **International Tourism Plastic Pledge** to reduce plastic pollution and successfully **removed 250 million pieces of single-use plastics** by spring 2020.

TUI CARE FOUNDATION COVID-19 RELIEF PROGRAMME

- TUI Care Foundation set up a **Corona Relief Fund to empower 100 charitable organisations in holiday destinations** to offer emergency support to local communities.
- Together with the NGO enpact, TUI Care Foundation initiated an **emergency aid programme for tourism businesses in developing and emerging countries** - a total of 150 teams of young businesses will be supported with expert workshops, mentoring and financial support.

