



# TUI GROUP FACTBOOK

FY22 H1

# **REASONS TO INVEST & BUSINESS OVERVIEW**



# TUI Group at a glance – normalised levels pre C-19

## TUI GROUP



**21m** Customers<sup>1</sup>



**€18.9bn** Revenue



**€893m** EBIT / excl. MAX **€1,186m** EBIT<sup>2</sup>



**15.5%** ROIC / excl. MAX **~21%** ROIC<sup>2</sup>



**~71,500** Employees

## HOLIDAY EXPERIENCES (~70% EBIT<sup>2</sup>)



**€452m**  
EBIT

Leading leisure hotel and club brands around the world; investments, operations, ownership



**€366m**  
EBIT

Leading German & UK cruise brands



**€56m**  
EBIT

Tours, activities and service provider in destination

## MARKETS & AIRLINES (~30% EBIT<sup>2</sup>)



**€425m<sup>2</sup>**  
EBIT

Market leaders in packaged distribution, fulfilment, strong market and customer knowledge



# 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

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



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

## INTEGRATED BUSINESS MODEL



- 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**



# TUI is managing the C-19 pandemic actively and is well prepared to benefit from a strong rebound in the leisure industry

## TRAVEL AS A MEGA TREND



Tourism is a growth industry

"Experience is the new luxury"

Favourable demographic supported by high disposable income and longevity

## TOURISM IS A FORCE FOR GOOD



Sustainable transformation is an opportunity

Tourism creates jobs, provides education & improves social & environmental standards

TUI has been a pioneer in sustainable tourism & is committed to lead the transformation in the future

**TUI is strategically well positioned to exploit market recovery and growth opportunities**

# Our priorities to transform TUI into a digital platform company enables the delivery of our mid-term ambitions

## POCKETS OF FUTURE GROWTH



**Expand tours & activity segment**



**Drive digitalisation & dynamic packaging**



**Growth through asset-right financing structures**



**Execute Global Realignment Programme**

## LEADING THE WAY TO

### OUR FY22 ASSUMPTIONS

- **S22 capacity of close to normalised S19 levels**
- **After two years of turbulence, expect return to significantly positive Und. EBIT<sup>1</sup>**

### OUR MID-TERM AMBITIONS

- **Und. EBIT to significantly build on FY19<sup>2</sup>, driven by both top line growth & GRP<sup>3</sup> benefits**
- **Return to a gross leverage ratio<sup>4</sup> of less than 3.0x**





# **GLOBAL REALIGNMENT PROGRAMME**

# Global Realignment Programme on track to meet ~€400m p.a. cost reduction target

## PILLARS



**REDUCE COSTS**



**REDUCE CAPITAL INTENSITY**



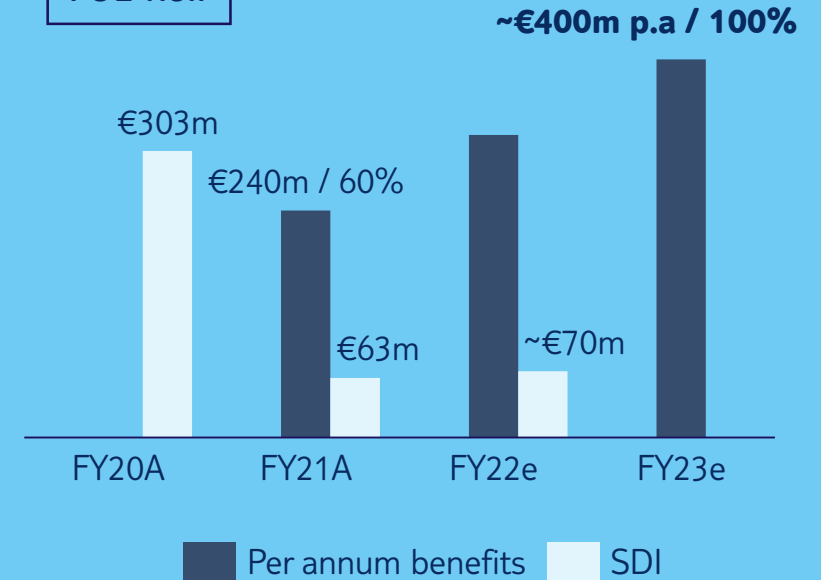
**DRIVE DIGITALISATION**

## RECENT PROGRESS

- ~7k reduction in FTEs to date already agreed driving the majority of the cost savings
- A major part of the cost reduction measures have been implemented to date with **most benefits** sitting in **Markets & Airlines**
- Restructuring of the German airline has progressed with all actions concluded to bring about a **reduction of 17 aircraft** to a fleet of 22
- Retail: **further shops closed** in Q2 FY22 bringing total to **106 net closures** (66 in Central Region 40 in Northern Region)
- During the pandemic TUI Musement successfully transformed into a **Digital Platform business**. Focus is now moving to growing this platform.

## PHASING

P&L view



**Further ~20% of ~€400m p.a. target on track to be delivered in FY22**



# **GROUP FINANCIALS**

# Income Statement – Key Figures

In €m	FY21 IFRS 16	FY19 IAS 17 adj.
Revenue	4,732	18,928
<b>Underlying EBITDA</b>	<b>-1,145</b>	<b>1,360</b>
Depreciation & Amortisation	-930	-466
<b>Underlying EBIT</b>	<b>-2,075</b>	<b>893</b>
Adjustments (SDI's and PPA)	63	-125
<b>EBIT</b>	<b>-2,013</b>	<b>768</b>
Net interest expense	-449	-77
<b>EBT</b>	<b>-2,462</b>	<b>692</b>
Income taxes	-19	-160
<b>Group result cont. operations</b>	<b>-2,481</b>	<b>532</b>
Minority interest	14	-116
<b>Group result after minorities</b>	<b>-2,467</b>	<b>416</b>
<b>Basic EPS (€)</b>	<b>-2.58</b>	<b>0.71</b>
<b>Underlying EPS (€)</b>	<b>-2.28</b>	<b>0.89</b>



- FY21 significantly affected by the COVID-19 related travel suspension: FY21 H1 impacted by a number of regional restrictions, limiting overall annual result

# Cash Flow & Movement in Net Debt

In €m	FY21 IFRS 16	FY19 IAS 17
<b>Underlying EBITDA</b>	<b>-1,145</b>	<b>1,360</b>
Adjustments	145	-82
<b>Reported EBITDA</b>	<b>-1,000</b>	<b>1,277</b>
Working capital	823	-26
Other cash effects	-108	138
At equity income	233	-297
Dividends received (JV's, associates)	14	245
Tax paid	-9	-117
Interest (cash)	-398	-80
Pension contribution & payments	-110	-143
<b>Operating Cash flow</b>	<b>-556</b>	<b>997</b>
Net Investments	699	-1,118
<b>Free Cash flow</b>	<b>143</b>	<b>-122</b>
Dividends	-	-475
<b>Free Cash flow after Dividends</b>	<b>143</b>	<b>-598</b>
Cash flow from financing	177	-193
<i>o/w inflow from fin. Instruments<sup>1</sup></i>	<i>2,599</i>	<i>39</i>
<i>o/w outflow from fin. Instruments<sup>2</sup></i>	<i>-2,423</i>	<i>-232</i>
<b>Total Cash Flow</b>	<b>320</b>	<b>-791</b>



In €m	FY22 H1 IFRS 16	FY21 IFRS 16	FY19 IAS 17
<b>Opening net debt as at 1 October</b>	<b>-4,954</b>	<b>-6,421</b>	<b>124</b>
FCF after Dividends	129	143	-598
Asset Finance	-139	-451	-337
Capital Increase	1,106	1,744	-
Other	-80	13	-100
Discontinued operations - Nordotel	2	18	-
<b>Closing Net Debt</b>	<b>-3,936</b>	<b>-4,954</b>	<b>-910</b>



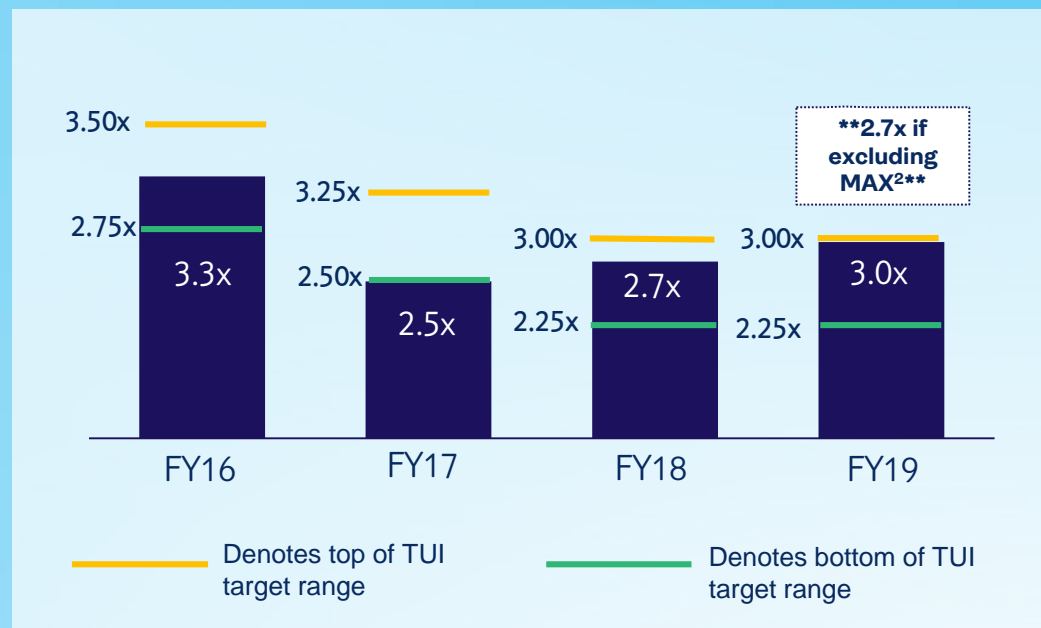


# Gross Leverage Ratio

## LEVERAGE RATIO

€m	FY21 IFRS 16	FY19 IAS 17
Gross debt	6,550	2,682
to Bonds	641	298
to Liabilities to banks	2,612	870
to Lease liabilities (IFRS16)	3,229	-
to Finance Lease	-	1,495
to Other financial liabilities	67	20
Pensions	798	758
Discounted value of operating leases <sup>1</sup>	-	2,580
Debt	7,347	6,020
Reported EBITDA (IFRS16)/ EBITDAR (IAS17)	-1,000	1,990
<b>Leverage Ratio</b>	<b>n.m</b>	<b>3.0x</b>

## PAST LEVERAGE LEVEL ACHIEVED



**Solid & healthy balance sheet – target return to gross leverage ratio<sup>3</sup> of less than 3.0x**



# Financing facilities and support packages overview per 6 May 2022

	Instrument	Support package #	Facility €m	Utilisation €m	Debt/equity	Maturity date
Bank facilities	RCF (unsecured)	-	1,535	691m drawn	Debt	July 2024
		-	215	guarantee line	-	
		1 & 2	2,436 <sup>1</sup>	Fully undrawn	Debt	
	Schuldschein	-	425	-	Debt	July 2023/25/28
Bonds	Bond with warrant WSF	2	59	-	Equity-Linked	Warrant-Sept 2030
	Convertible bonds (incl. tap issue)	-	590	-	Debt / Equity-Linked	April 2028
Silent participations	Silent Participation 1 & 2 WSF	3	420	-	Hybrid with equity credit	-
		3	671 <sup>1</sup>	-	Hybrid with equity credit	
Lease liabilities	Lease liabilities	-	3,146 <sup>2</sup>	-	Debt	Various



# Balance Sheet

In €m	31 Mar 22 IFRS 16	30 Sep 21 IFRS 16	30 Sep 19 IAS 17 adj.
Non-current assets	11,189	11,222	11,948
Current assets	3,550	2,933	4,270
<b>Assets</b>	<b>14,739</b>	<b>14,156</b>	<b>16,218</b>
Subscribed capital	1,623	1,099	1,506
Capital and revenue reserves	-3,191	-3,276	1,948
Silent Participation	1,091	1,091	-
Non-controlling interest	694	667	711
<b>Equity</b>	<b>217</b>	<b>-418</b>	<b>4,166</b>
Non-current provisions	1,418	1,666	1,811
Current provisions	586	573	394
<b>Provisions</b>	<b>2,004</b>	<b>2,238</b>	<b>2,205</b>
Non-current financial liabilities	2,114	3,036	2,458
Current financial liabilities	313	285	225
<b>Financial liabilities</b>	<b>2,426</b>	<b>3,321</b>	<b>2,682</b>
Non-current lease liabilities	2,456	2,606	-
Current lease liabilities	690	623	-
<b>Lease liabilities</b>	<b>3,146</b>	<b>3,229</b>	-
Other non-current liabilities	268	403	473
Other current liabilities	6,678	5,332	6,590
<b>Other liabilities</b>	<b>6,946</b>	<b>5,735</b>	<b>7,062</b>
Liabilities related to assets held for sale	-	51	103
<b>Liabilities</b>	<b>14,522</b>	<b>14,574</b>	<b>12,053</b>
<b>Equity and Liabilities</b>	<b>14,739</b>	<b>14,156</b>	<b>16,218</b>



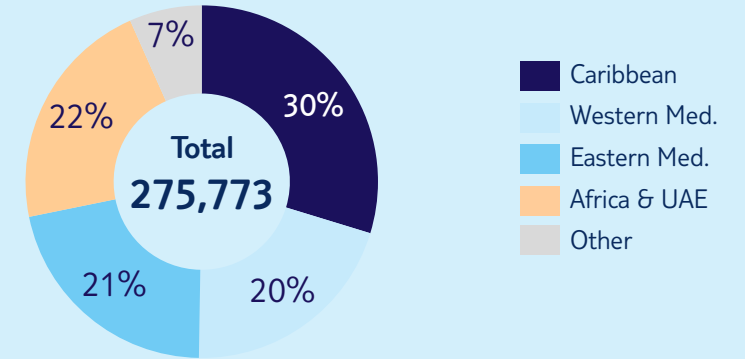
# **HOTELS & RESORTS**

# Hotels & Resorts

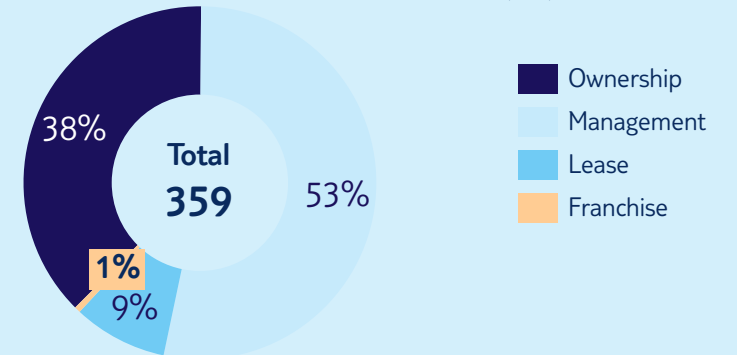
## Summary

Key figures	FY21 IFRS 16 (C-19)	FY19 IAS 17
Total Revenue (€m)	667	1,512
o/w External Revenue (€m)	440	660
Underlying EBITDA (€m)	63	563
Underlying EBIT (€m)	-153	452
o/w Equity result (€m)	-45	97
Number of hotels <sup>1</sup>	414	411
Number of beds <sup>2</sup>	275,773	262,644
Capacity ('000) <sup>3</sup>	27,070	42,094
Occupancy (%) <sup>4</sup>	53	82
Revenue/bed (€) <sup>5</sup>	70	66

HOTEL BEDS BY REGION (%)



FINANCING STRUCTURE HOTELS (%)









Plus 55 3<sup>rd</sup> party concept hotels = 414 total hotels





# Hotels & Resorts

## Summary by brand

Key figures FY21 IFRS 16 (C-19)				Total
External Revenue (€m)	286.3	67.4	-	440.5
Underlying EBIT (€m)	-42.5	-6.2	-32.6	-152.7
Number of hotels	101	26	34	359
Number of beds	105,435	16,015	32,270	275,773
Capacity (k) <sup>1</sup>	10,604	2,289	4,671	27,070
Average occupancy <sup>2</sup> %	55	58	51	53
Average revenue per bed <sup>3</sup> €	59	103	104	70
Key figures FY19 IAS 17				Total
External Revenue (€m)	415.1	103.1	-	660.0
Underlying EBIT (€m) <sup>4</sup>	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) <sup>1</sup>	18,056	3,333	4,379	42,094
Average occupancy <sup>2</sup> %	88	73	77	82
Average revenue per bed <sup>3</sup> €	64	93	118	66

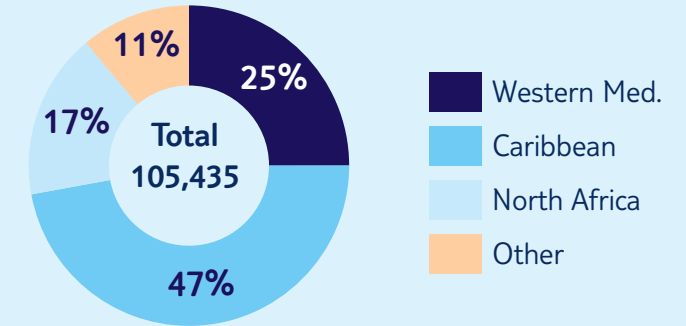


# Hotels & Resorts

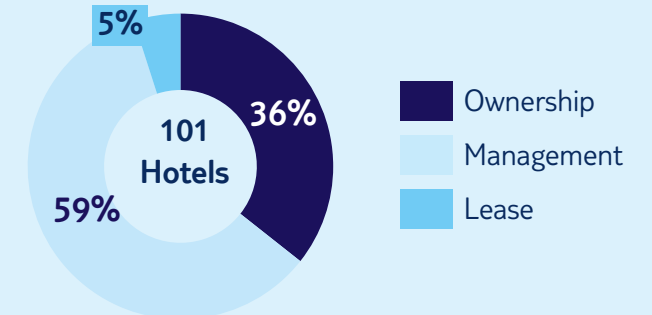
## RIU – Key figures FY21

RIU 100% view <sup>1</sup> In €m	Total IFRS 16 (C-19)	o/w RIUSA II (fully consolidated)	o/w Riu Hotels (consolidated at equity)	Riu in TUI accounts IFRS 16
Total Revenue	443	344	99	344
Underlying EBIT	-65	-27	-38	-42
EBIT Margin	<i>n.m</i>	<i>n.m</i>	<i>n.m</i>	<i>n.m</i>
<b>EAT<sup>2</sup></b>	<b>-54</b>	<b>-21</b>	<b>-33</b>	
o/w EAT to TUI <sup>2</sup>	-26	-11	-16	-26
ROIC (incl. Goodwill)	<i>n.m</i>			
ROIC (excl. Goodwill)	<i>n.m</i>			

HOTEL BEDS BY REGION (%)



FINANCING STRUCTURE (%)

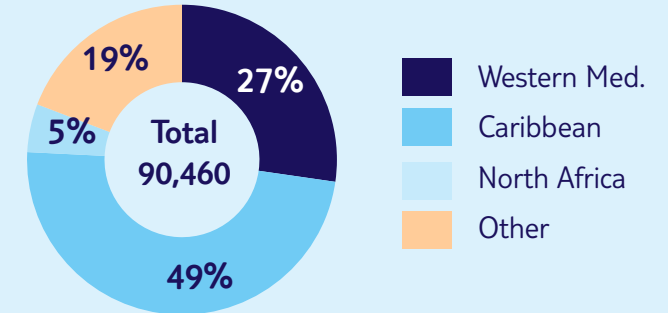


# Hotels & Resorts

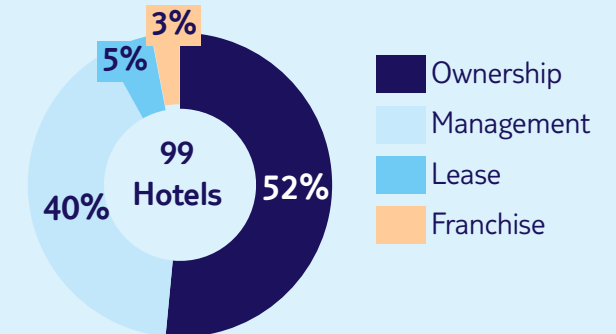
## RIU – Key figures FY19

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

HOTEL BEDS BY REGION (%)



FINANCING STRUCTURE (%)



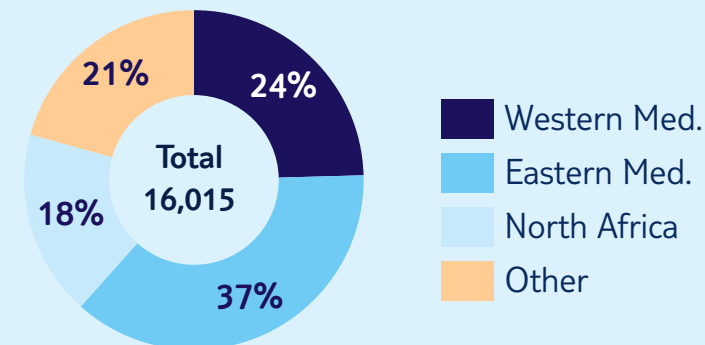
# Hotels & Resorts

## Robinson – Key figures

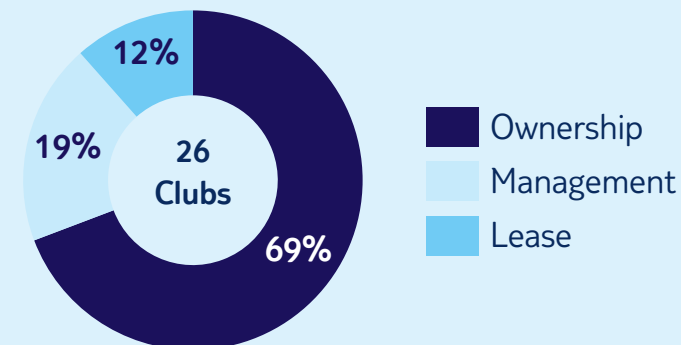


Robinson In TUI accounts <sup>1</sup> In €m	FY21 IFRS 16 (C-19)	FY19 IAS 17
Total Revenue	168	257
Underlying EBIT	-6	55
<i>EBIT Margin</i>	<i>n.m</i>	21%
ROIC	n.m	11%

HOTEL BEDS BY REGION (%)



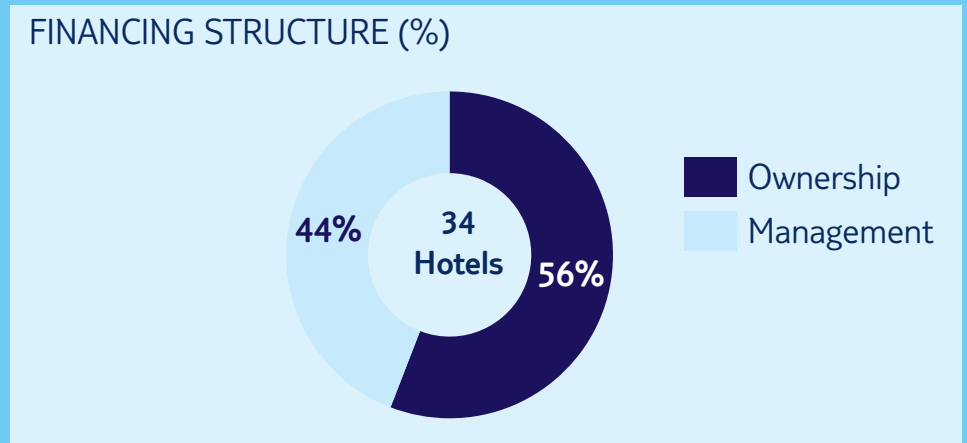
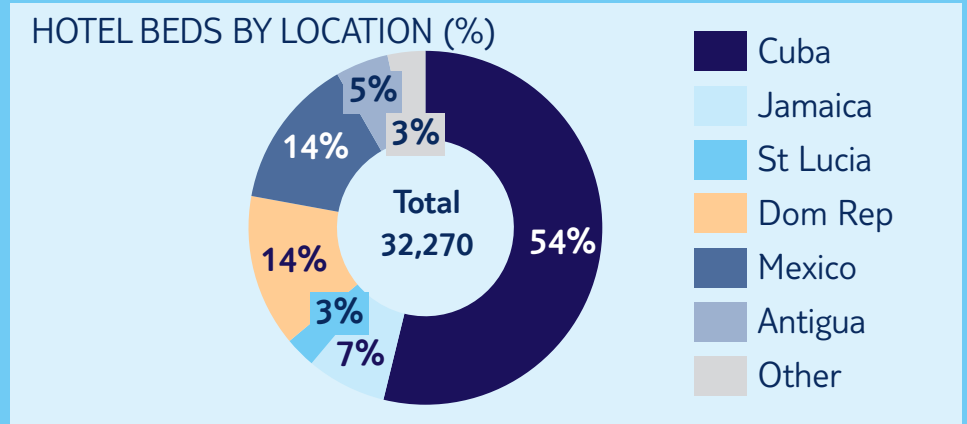
FINANCING STRUCTURE (%)



# Hotels & Resorts

## Blue Diamond – Key figures

Blue Diamond 100% view <sup>1</sup> In €m	FY21 IFRS 16 (C-19)	FY19 IAS 17
Total Revenue	274	456
EBIT	-30	73
<i>EBIT Margin</i>	<i>n.m</i>	16%
<b>EAT</b>	<b>-67</b>	<b>19</b>
o/w EAT to TUI (49%)	-33	10







**CRUISE**

# Cruises

## Summary by brand

Key figures FY21 IFRS 16 (C-19)	<i>Mein Schiff.</i>		MARELLA CRUISES
Revenue (€m) <sup>1</sup>	-	-	27.0
Underlying EBIT (€m)	-146.7	-	-130.8
Passengers (k)	177	14	23
Fleet Size <sup>2</sup> (Group Total 16)	7	5	4
Total Berths <sup>3</sup>	17,780	1,614	7,410
Occupancy %	41	45	39
Av Daily Rate (€ for TC/HLC and £ for Marella)	132	514	124 <sup>4</sup>

Key figures FY19 IAS 17	<i>Mein Schiff.</i>		MARELLA CRUISES
Revenue (€m) <sup>1</sup>	-	305.2	660.6
Underlying EBIT (€m)	202.6	43.0	120.5
Passengers (k)	663	25	338
Fleet Size <sup>2</sup> (Group Total 18)	7	4	6
Total Berths <sup>3</sup>	17,780	1,318	10,195
Occupancy %	101	79	100
Av Daily Rate (€ for TC/HP and £ for Marella)	174	641	149 <sup>4</sup>



# Cruises

## TUI Cruises – Key figures – 100% View

TUI Cruises 100% <sup>1</sup>	FY21 IFRS 16 (C-19)	FY19 IAS 17
Revenue	319	1,445
Underlying EBIT	-187	465
<i>EBIT Margin</i>	<i>n.m</i>	32%
EAT (100% TUI)	-294	405
o/w TUI EAT (50%)	-147	203
ROIC	n.m	18%
ROE	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

Off-balance sheet:  
TUI Cruises JV

*Mein Schiff.*



On balance sheet

MARELLA  
CRUISES

## FLEET DEVELOPMENT

Current fleet:



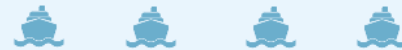
Deliveries:



Current fleet:



Current fleet:



Deliveries:



## OFF-BALANCE SHEET FINANCING AS PREFERRED OPTION

- Funded by JV
- No CAPEX requirements for TUI

- Past acquisitions funded by disposal proceeds



# Cruises

## Mein Schiff Fleet

*Mein Schiff.*

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 2	New Build 3
									
1,912 BERTHS	2,894 BERTHS	2,894 BERTHS	2,506 BERTHS	2,506 BERTHS	2,534 BERTHS	2,534 BERTHS	2,894 BERTHS	~4,000 BERTHS	~4,000 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 delivery delayed to 2024 CONSTRUCTION	New build 2024 CONSTRUCTION	New build 2026 CONSTRUCTION
FY23 SALE OR CHARTER TO MARELLA									



# Cruises

## Hapag-Lloyd Cruises Fleet

Europa	Europa 2	Hanseatic nature	Hanseatic inspiration	Hanseatic spirit
				
408 <sup>1</sup> BERTHS	516 <sup>1</sup> BERTHS	230 BERTHS	230 BERTHS	230 BERTHS
Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL
1999 CONSTRUCTION	2013 CONSTRUCTION	New build May 2019 CONSTRUCTION	New build October 2019 CONSTRUCTION	New build August 2021 CONSTRUCTION

# Cruises

## Marella Cruises Fleet

MARELLA  
CRUISES

Marella Discovery	Marella Discovery 2	Marella Explorer	Marella Explorer 2	Marella Voyager (Currently MS Herz)
				
1,836 BERTHS	1,836 BERTHS	1,924 BERTHS	1,814 BERTHS	1,912 BERTHS
Finance Lease exp. 2026 OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Wholly owned OPERATING MODEL	Finance lease or Charter - tbc OPERATING MODEL
1995 CONSTRUCTION	1994 CONSTRUCTION	1996 CONSTRUCTION	1995 CONSTRUCTION	1997 CONSTRUCTION
		May 2018 LAUNCH	April 2019 LAUNCH	Summer 2023 LAUNCH





**TUI MUSEMENT**

# TUI Musement

## Tours & activities segment positioned to drive growth in 2022

> 215k excursions, activities, tickets and transfers available in >120 countries



KEY FIGURES	FY21 IFRS 16 (C-19)	FY19 IAS 17
Revenue (€m)	117	856
Underlying EBIT (€m)	-105	56
No of guests	>3.7m	>16m
No of excursions sold	1.5m	9.7m
No of operated destinations	124	122
Online distribution %	34	-



- **Strong market growth** and significant consolidation opportunity
- **TUI Musement** is a **pioneer in digitalisation** in what is currently a highly fragmented, 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, **aligned** with and supplementary to **asset light strategy**



# 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



## HOLIDAYS



## CITY BREAKS



## AT HOME

**>215k EXPERIENCES OFFERED**  
focused on high-margin 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



Landmarks & Highlights



Active & Adventure



Shows & Concerts



Food & Drink



Museums & Art Galleries



Wellness, Sport & Sports Events



# **MARKETS & AIRLINES**

# Markets & Airlines

## Key figures by Markets

Key figures FY21 (IFRS 16) (C-19)	Northern Region	Central Region	Western Region	Total Markets & Airlines
Customers (k)	826	2,673	1,862	<b>5,361</b>
External Revenue (€m)	808	2,323	976	<b>4,107</b>
Underlying EBIT (€m)	-966	-329	-177	<b>-1,471</b>
EBIT margin (%)	n.m	n.m	n.m	<b>n.m</b>
Direct Distribution Mix (%)	94	61	81	<b>73</b>
Online Mix (%)	74	34	63	<b>50</b>
Number of aircraft	69	26	41	<b>136</b>

Key figures FY19 (IAS 17)	Northern Region	Central Region	Western Region	Total Markets & Airlines
Customers (k) <sup>1</sup>	7,428	7,830	5,816	<b>21,075</b>
External Revenue (€m)	6,355	6,417	3,237	<b>16,009</b>
Underlying EBIT <sup>2</sup> (€m)	59	102	-29	<b>132</b>
EBIT margin (%)	0.9	1.6	n/a	<b>0.8</b>
Direct Distribution Mix (%)	94	53	76	<b>74</b>
Online Mix (%)	67	23	57	<b>48</b>
Number of aircraft	68	37	43	<b>148</b>

FY19 includes impact of MAX grounding of -€293m



# Aircraft Commitments by Financing Type

	Operating Lease	Finance Lease	Owned	Held for Sale	Total
<b>As at 30 September 2021</b>	111	24	2	-	137
Order book financing	6	3	1	-	10
External Lessor deliveries	-	-	-	-	-
External Lessor returns	(13)	-	-	-	(13)
Disposals	-	-	-	-	-
Reclassified	-1	-1	2	-	-
<b>As at 30 June 2022</b>	<b>103</b>	<b>26</b>	<b>5</b>	<b>-</b>	<b>134</b>

IRFS16 has removed the accounting distinction between operating and finance leases, however, for the above table – for an operating lease the aircraft will be returned to the lessor at the end of the lease period, for a finance lease at the end of the lease period TUI would expect to take ownership of the aircraft



# Aircraft order book deliveries – FY22 to FY26

	FY22	FY23	FY24	FY25	FY26
B737-MAX	1	5	16 <sup>1</sup>	19 <sup>1</sup>	-
B787-9	-	1 <sup>2</sup>	-	-	-
<b>Firm order book deliveries 2022-2026</b>	<b>1</b>	<b>6</b>	<b>16</b>	<b>19</b>	<b>-</b>

Figures correct as at 30 June 2022

1 TUI has the flexibility to defer delivery dates subject to appropriate notice and certain other conditions

2 B787-9 Firm ac contracted for FY22 – subject to ongoing delay, uncertainty remains regarding offerable delivery, currently no earlier than Dec22

Supplementary to the above firm orders, TUI Group has further aircraft options:

	FY22	FY23	FY24	FY25	FY26
B737-MAX	-	-	-	3	16
<b>Option order book deliveries 2022-2026</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>3</b>	<b>16</b>

Figures correct as at 30 June 2022

There are additional Option MAX delivery positions in FY27 (17 Ac) and FY28 (5 Ac)





**SUSTAINABILITY**

# TUI Group – ESG as a solid foundation for creating value



... 2015

... 2020

AGENDA 2050



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 net-zero emissions within our own operations and become a circular business



# TUI leading sustainability



Ranked No.1 + No.4<sup>1</sup>  
for carbon-efficiency



83% of Hotels & Resorts  
GSTC certified<sup>2</sup>



Most modern  
fleet

Rhodes first sustainable destination in  
public private partnership



**THE RHODES CO-LAB**  
SUSTAINABLE DESTINATION  
SOUTH AEGEAN REGION & TUI GROUP

# 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.

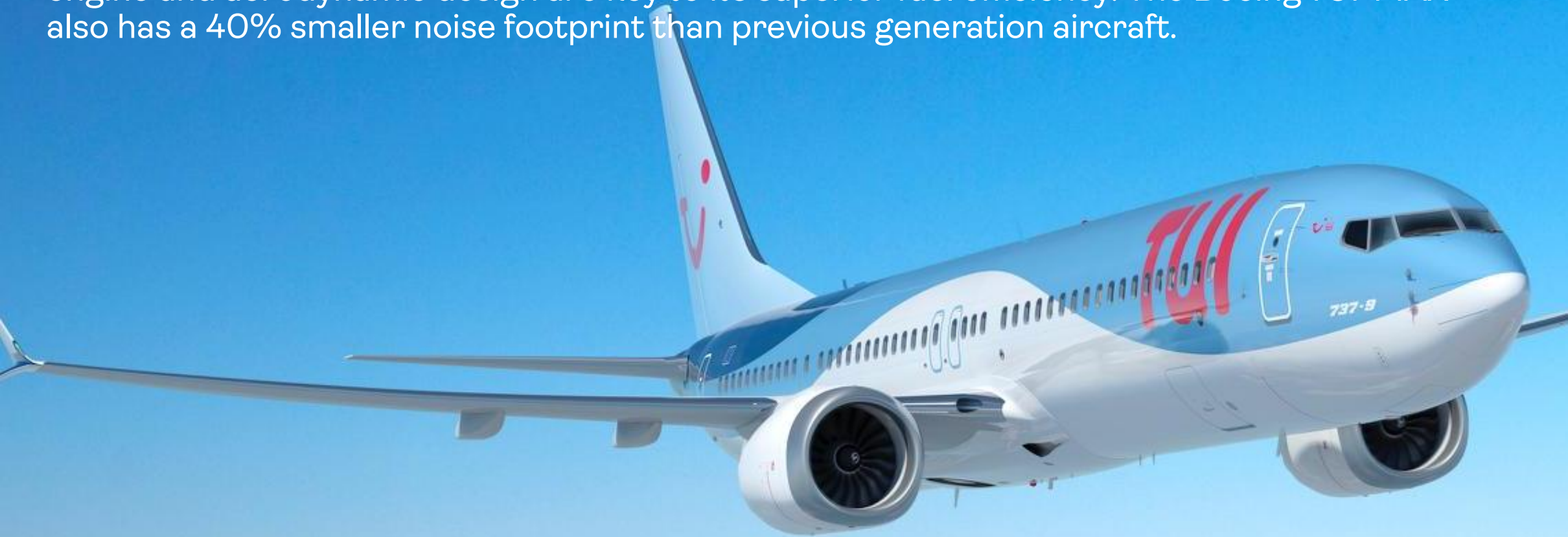
See <https://www.tuigroup.com/en-en/media/press-releases/2018/2018-06-21-robinson-hotel-solar-panel-system>





# TUI Airlines

**Reduction of Carbon Emissions:** TUI Group has invested in cutting edge aviation technology, such as the Boeing 737 MAX aircraft. On average the planes are 16% more fuel-efficient than the 737 NG aircraft they replace in the TUI Airline fleet. The aircraft's engine and aerodynamic design are key to its superior fuel efficiency. The Boeing 737 MAX also has a 40% smaller noise footprint than previous generation aircraft.





## TUI Musement

**TUI Collection:** Through TUI Musement, our customers can discover new places and contribute to the local economy. The TUI Collection excursion portfolio offers high quality, great value, more sustainable tours and activities. All experiences meet TUI's high standards for sustainability based on leading industry criteria, demonstrating that they benefit local people and minimise environmental impact. Since 2015, customers have experienced 5 million TUI Collection excursions.

