



TUI GROUP FACTBOOK

FY23 Q2/H1

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BUSINESS OVERVIEW & STRATEGY

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

TUI GROUP



21m Customers¹



€18.9bn Revenue



€893m Und. EBIT
€1,186m Und. EBIT excl. MAX²



15.5% ROIC / excl. MAX **~21%** ROIC²



~71,500 Employees

HOLIDAY EXPERIENCES (Und. EBIT)



€452m

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



€366m

Leading German & UK cruise brands



€56m

Tours, activities and service provider in destination

MARKETS & AIRLINES (Und. EBIT)



€425m²

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



Tourism remains a growth sector - fundamentals remain attractive

TRAVEL IS A MEGA TREND



Tourism growth above GDP –
a multi-year growth industry



Favourable demographic
supported by high disposable
income and longevity



Experiences
The new lifestyle & global
trend in travel

TUI's strategic priorities

**Grow
market share**

**New
products**

**New
customers**

Strong focus on quality

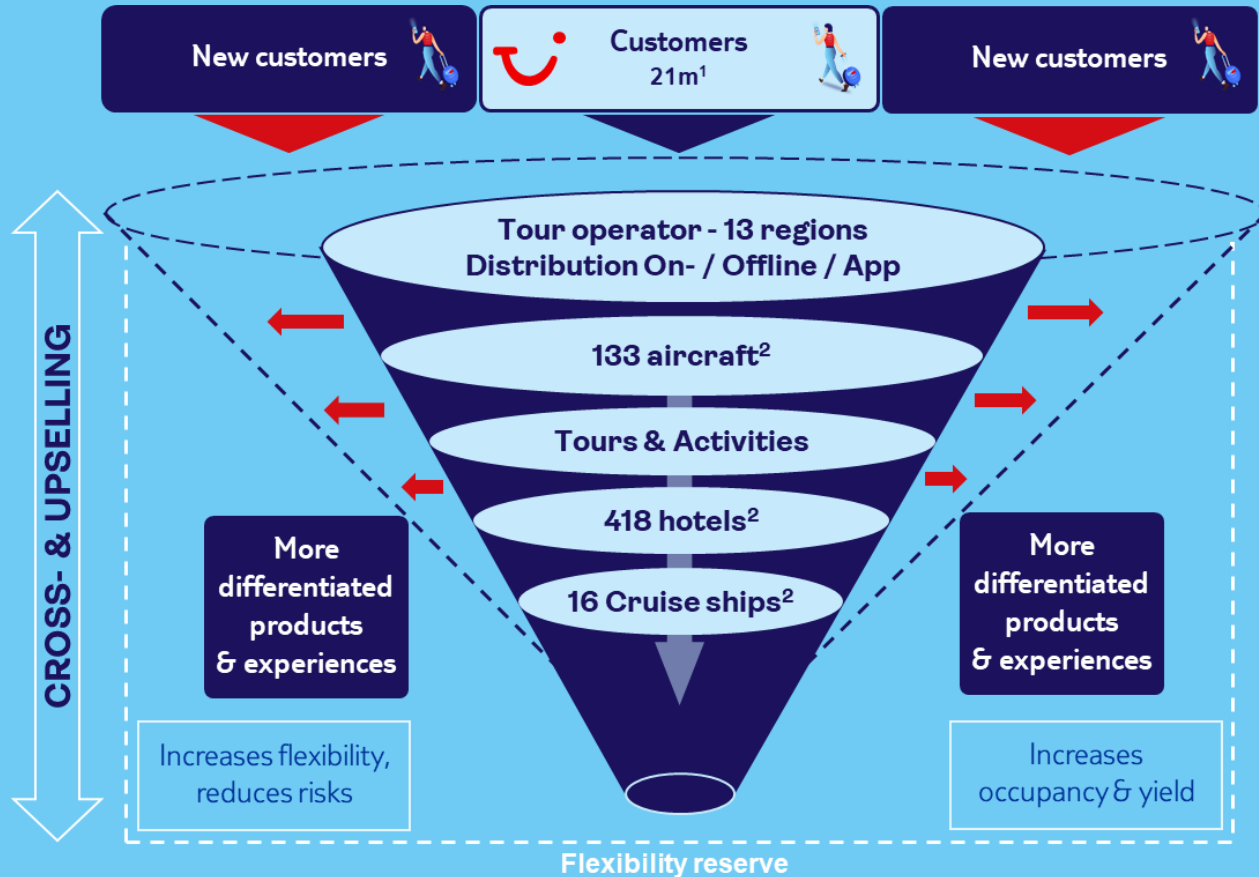
Sustainability as opportunity

Winning team



Grow market share – Broadening the TUI funnel

Attracting existing & new customers with new products...



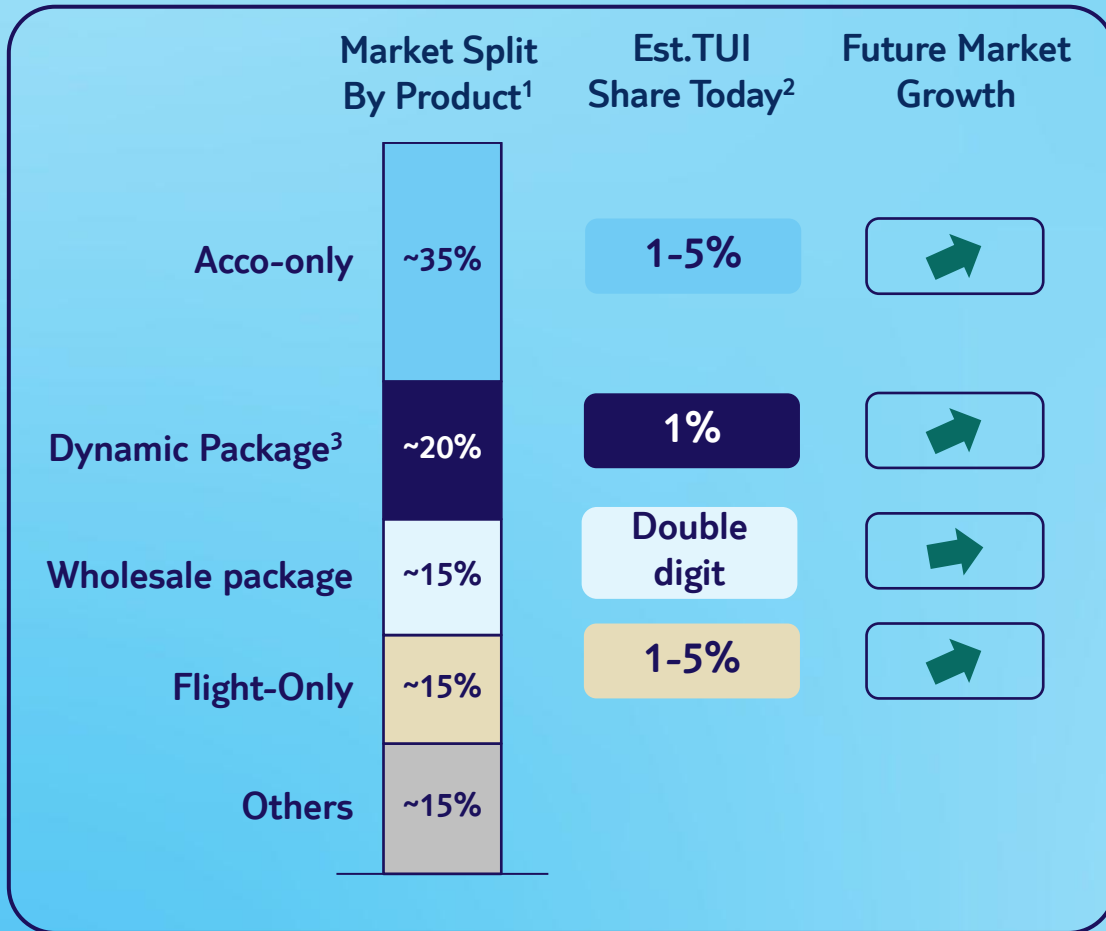
- Integrated business model with differentiated product and service offering along the whole value chain
- Strong brand reputation with double diversification across source markets and destinations
- Customer ownership: digitalised product upselling
- Strong yields and occupancies driven by access to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

... driving profitable & de-risked growth as we strengthen occupancies & yields in our assets



Grow market share – Growth opportunities in Markets & Airlines

Markets & Airlines



Our opportunities

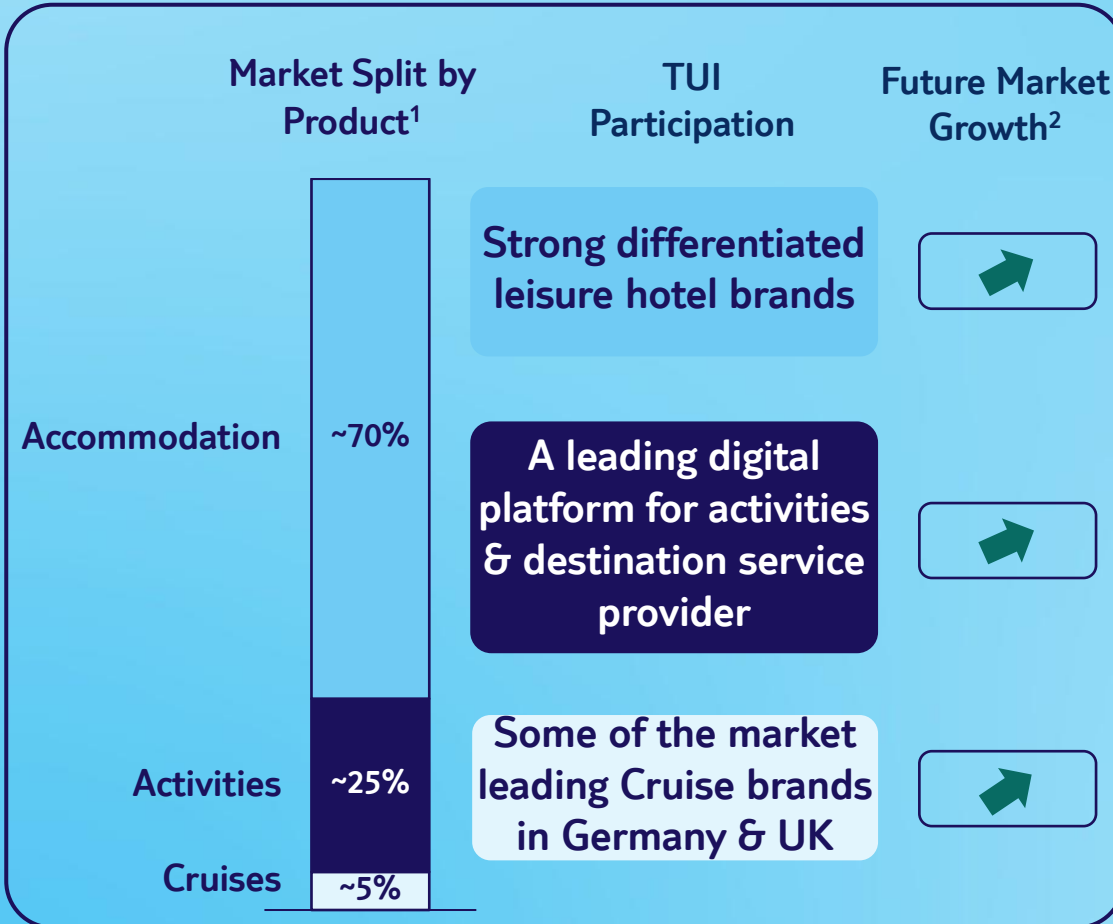
- Grow market share in our traditional Wholesale package market – be more agile & more competitive
- Leverage the TUI brand to grow in additional markets of the Leisure industry
 - Dynamic Packaging
 - Accommodation- & Flight-Only
 - Cars
 - Tours & Activities
 - Develop new markets & destinations

Target product led growth in existing & untapped customer segments



Grow market share – Growth opportunities in Holiday Experiences

Holiday Experiences



Our opportunities

- Developing our strong hotels & cruise brands
- Grow through new differentiated products
- Develop new destinations
- Enhancing the customer experience
- Increase direct distribution
- Grow in the things to do market with our scalable digital platform

Broadening the funnel by driving asset-right & JV growth to tap existing & new customer segments



New products

TUI's Heartland products & future growth to attract new customers

SUN & BEACH...

Wholesale package



...DYNAMIC PACKAGING...



...WEEKEND TRIPS...

Accommodation- & Flight-only



...HOTELS & CRUISES...



...EXPERIENCES & TICKETS...



... TOURS



■ TUI Heartland products

■ TUI Future growth



New customers – extending TUI’s appeal in existing & untapped customer segments with new products

TUI Heartland



Smart tanners

Deal-driven, families and couples mostly looking for sun&beach



Home & Away

Safety-driven, looking for familiarity and service. Often young families



Senior Service

Service and advice seeking older couples. Strong affinity to retail stores

TUI Future



Energized Adventurers

Older, confident, more affluent and adventurous. Into culture & exploration



Travelistas

Younger, independent and adventurous. Lower expenditure, higher frequency

- TUI has a **strong market share** in the traditional **Heartland** segments
- The traditional Heartland products form a smaller proportion of the total leisure market

Our ambition

- Attract **existing and new customers** with **new products** to participate in the **larger & higher growth segments** of the leisure market, e.g.
 - Dynamic Packaging
 - Accommodation- & Flight-Only
 - Cars
 - Ancillaries
 - Tours & Activities

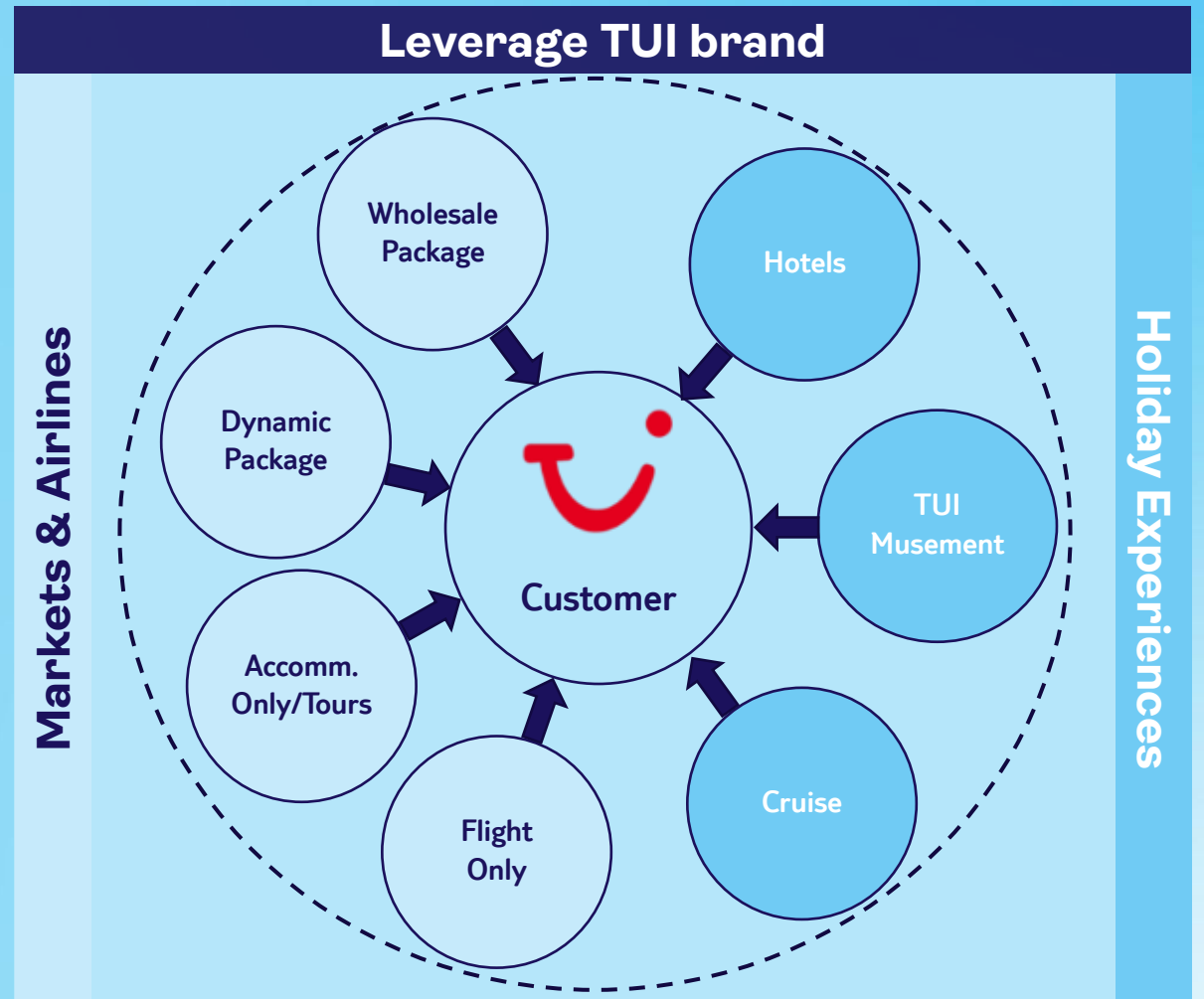
Bring more customers into TUI's central customer ecosystem



App-centric

CRM

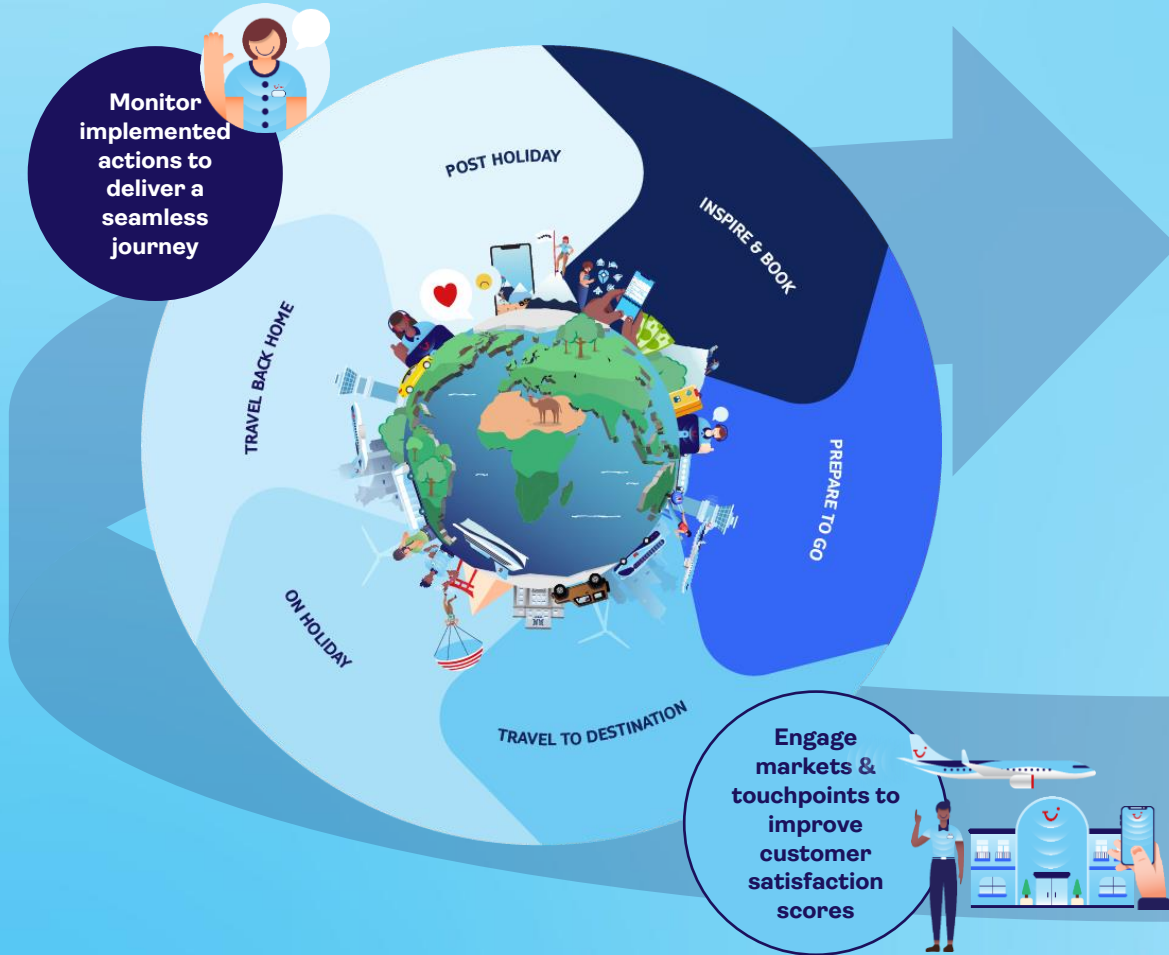
One customer account, loyalty programme
(+ further initiatives)



Strong focus on quality - Customer happiness is at our core

Our ambition is to improve NPS 46¹ & CSAT 8.4² further

TUI's continuous improvement cycle



Live Happy - Delivering on our customer promise

Measured through NPS



Makers of Happy – our people

Engaged & knowledgeable
Accountable and empowered
Effective Leadership



Process ownership
Effort in our delivery
Continuously improve

With continuous customer satisfaction monitoring

Voice of the Customer

Feedback

Contacts

Reasons

Complaints

Social Media

Topics





People



Planet



Progress



Sustainability as opportunity



New Sustainability Agenda

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

- 24%



Reduce airline CO₂e per revenue passenger km by 24% by 2030 ¹

(Baseline 2019)

-27.5%



Reduce absolute CO₂e from our own cruise operations by 27.5% by 2030 ¹

(Baseline 2019)

- 46.2%



Reduce absolute CO₂e from TUI Hotels & Resorts own operations by 46.2% by 2030 ²

(Baseline 2019)

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



Winning team: Let's TUI it – let's do it the TUI way!



Talent acquisition & talent attraction

Upskilling programmes & **irresistible** employer **brand**

Diversity, equity, inclusion strategy & wellbeing initiatives

Global **all-inclusive culture**

Leadership

Strong focus on **execution, entrepreneurship & employee engagement**

Employee experience

Continuous **employee listening** & unique **moments that matter**

CEO Priorities - Summary

- **Grow Market Share:** We will drive profitable growth by doing things better and by building on our strengths.
- **New Products:** By growing our product range – Acco-Only, Flight-Only, Tours, Dynamic Packaging, Cars, Ancillaries – and increasing choice and flexibility, our customers will buy more from us as we expand the central customer ecosystem
- **New Customers:** Our diversified product portfolio is enabling us to target existing & new customers, beyond the segments in which we are already the market leader
- **Strong Focus on Quality:** We do many things very well, but there are always opportunities for improvement, ways we can make the customer even happier
- **Sustainability as Opportunity:** We have the opportunity to lead change, leveraging cutting edge technology and making the right choices to drive our sustainability agenda. It is the right thing to do
- **Winning Team:** Crucial to our success is having winning teams in all areas of our business, colleagues that support each other's weaknesses and enable each other's strengths – *Entrepreneurial Spirit, Clear Leadership & Accountability, Fast Decision Making, Resource Support, Focus on Execution*

“We’re playing to win.”

Sebastian Ebel



Clear mid-term strategy to capture future market growth potential

- Grow market share, New products & New customers



Accelerate profitable growth

With new customer segments & more product sales

Improve profitability and margin

Focus on Cash Flow

Strengthen Balance Sheet

OUR FY23 ASSUMPTIONS

- Revenue¹ expected to further increase strongly
- Und. EBIT¹ expected to increase significantly
- With proceeds of capital increase pro-forma gross leverage ratio assumed ~3.0x³

OUR 2025/26 MID-TERM AMBITIONS

- Und. EBIT to significantly build on €1.2bn²
- Return to a gross leverage ratio of well below 3.0x³
- Return to credit rating in line with pre-pandemic rating of BB / Ba territory

CREATING SHAREHOLDER VALUE

¹ Based on constant currency; In view of the effects from the war in Ukraine, the assumptions for Revenue and Underlying EBIT are subject to considerable uncertainty. Amongst others, the greatest area of uncertainty will be the impact on consumer confidence, should there be further cost inflation volatility and/or an escalation of the war in Ukraine | ² FY19A Underlying EBIT of €893m including €293m Boeing MAX cost impact | ³ Defined as gross debt (Financial liabilities incl. lease liabilities & net pension obligation) divided by Reported EBITDA

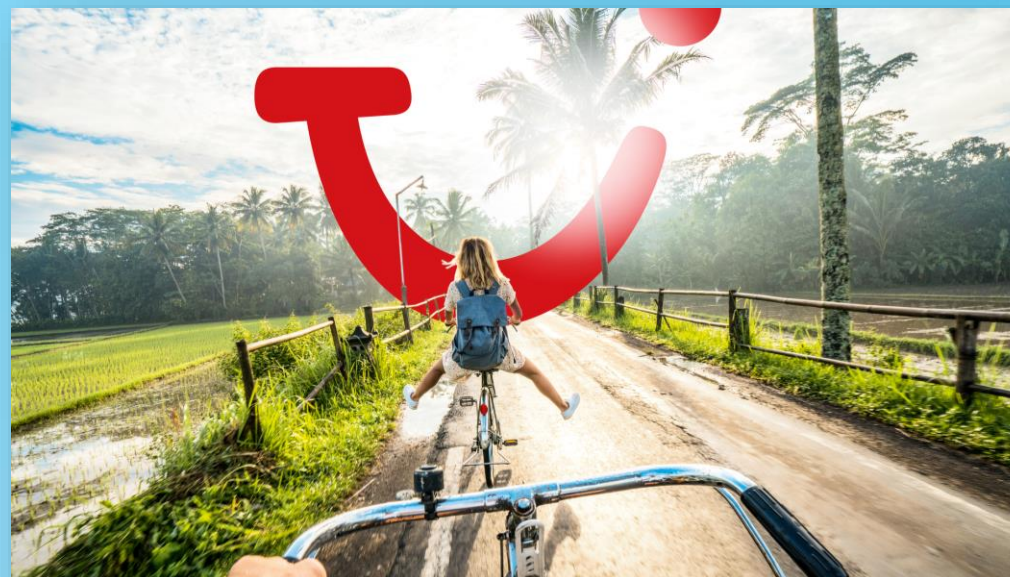


GROUP FINANCIALS

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Income Statement – Key Figures

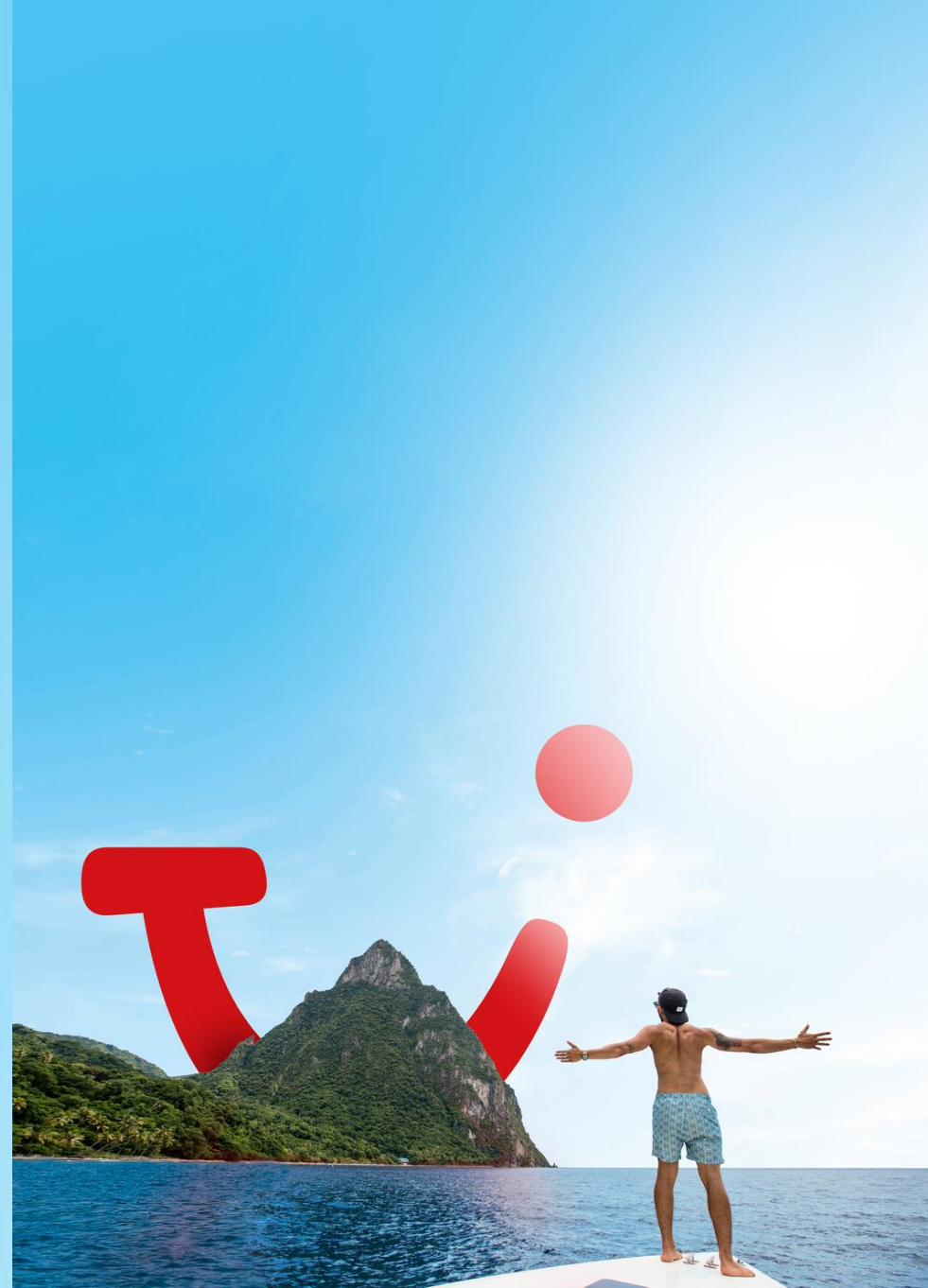
In €m (IFRS 16)	FY22 IFRS 16	FY21 IFRS 16	FY19 IAS 17
Revenue	16,545	4,732	18,928
Underlying EBITDA	1,225	-1,145	1,360
Depreciation & Amortisation	-816	-930	-466
Underlying EBIT	409	-2,075	893
Adjustments (SDI's and PPA)	Excl. disruption +€542m -89	63	Excl. Boeing MAX cost impact +€1,186m -125
EBIT	320	-2,013	768
Net interest expense*	-466	-449	-77
EBT	-146	-2,462	692
Income taxes	-67	-19	-160
Group result cont. operations	-213	-2,481	532
Minority interest	-65	14	-116
Group result after minorities	-277	-2,467	416
Basic EPS (€)¹	-0.17	-2.59	0.71
Underlying EPS (€)¹	-0.07	-2.28	0.89



- FY19 was the last normal trading year pre-pandemic. The measures to contain Covid-19 and the resulting travelling restriction, had a significant impact on our business in particular in FY20, FY21 and the first half of FY22 with a more normalised trading environment only returning in Q4 FY22.
- FY22 Und. EBIT improved by €2.5bn y-o-y, with all segments achieving significantly improved results due to increased levels of operations; result impacted by -€133m of additional flight disruption costs

Balance Sheet

In €m	30 Sep 22 IFRS 16	30 Sep 21 IFRS 16	30 Sep 19 IAS 17 adj.
Non-current assets	11,352	11,222	11,948
Current assets	3,904	2,933	4,270
Assets	15,256	14,156	16,218
Subscribed capital	1,785	1,099	1,506
Capital and revenue reserves	-2,347	-3,276	1,948
Silent Participation	420	1,091	-
Non-controlling interest	787	667	711
Equity	646	-418	4,166
Non-current provisions	1323	1,666	1,811
Current provisions	574	573	394
Provisions	1,897	2,238	2,205
Non-current financial liabilities	1,731	3,036	2,458
Current financial liabilities	320	285	225
Financial liabilities	2,051	3,321	2,682
Non-current lease liabilities	2,509	2,606	-
Current lease liabilities	699	623	-
Lease liabilities	3,208	3,229	-
Other non-current liabilities	304	403	473
Other current liabilities	7,150	5,332	6,590
Other liabilities	7,453	5,735	7,062
Liabilities related to assets held for sale	-	51	103
Liabilities	14,610	14,574	12,053
Equity and Liabilities	15,256	14,156	16,218



Cash Flow & Movement in Net Debt

In €m (IFRS 16)	FY22 IFRS 16	FY21 IFRS 16	FY19 IAS 17
Underlying EBITDA	1,225	-1,145	1,360
Adjustments	-21	145	-82
Reported EBITDA	1,203	-1,000	1,277
Working capital	1,073	823	-26
Other cash effects	202	-108	138
At equity income	-101	233	-297
Dividends received (JV's, associates)	0	14	245
Tax paid	-131	-9	-117
Interest (cash)	-373	-398	-80
Pension contribution & payments	-181	-110	-143
Operating Cash flow	1,692	-556	997
Net Investments	-316	699	-1,118
Free Cash flow	1,376	143	-122
WSF SP2 coupon payment	-51	0	-475
Free Cash flow after Dividends	1,325	143	-598
Cash flow from financing	-1,187	177	-193
<i>o/w inflow from fin. Instruments¹</i>	<i>961</i>	<i>2,599</i>	<i>39</i>
<i>o/w outflow from fin. Instruments²</i>	<i>-2,148</i>	<i>-2,423</i>	<i>-232</i>
Total Cash Flow	139	320	-791



In €m	FY22 IFRS 16	FY21 IFRS 16	FY19 IAS 17
Opening net debt as at 1 October	-4,954	-6,421	124
FCF after Dividends	1,325	143	-598
Non cash additions ³	-257	-451	-337
Capital Increase ⁴	852	1,744	-
Other	-404	13	-100
Discontinued operations - Nordotel	2	18	-
Closing Net Debt	-3,436	-4,954	-910⁵



WSF agreement successfully executed to emerge stronger in an attractive long-term growth sector

On 24 April 2023, TUI successfully completed the capital increase of ~€1.8bn & repaid state aid, strengthening the balance sheet



1

WSF SP I & Warrant bond repayment

- Repay nominal €479m Silent Participation I & Warrant Bond
- Repayment at market value incl. accrued interest of ~€750m¹



2

KfW RCF reduction

- Full repayment of current drawings under KfW RCF & partial repayment of drawings under Banks RCF
- Reduction of size of KfW RCF from €2.1bn to €1.1bn



Capital increase impact on balance sheet

Overall structure & implications

in €bn

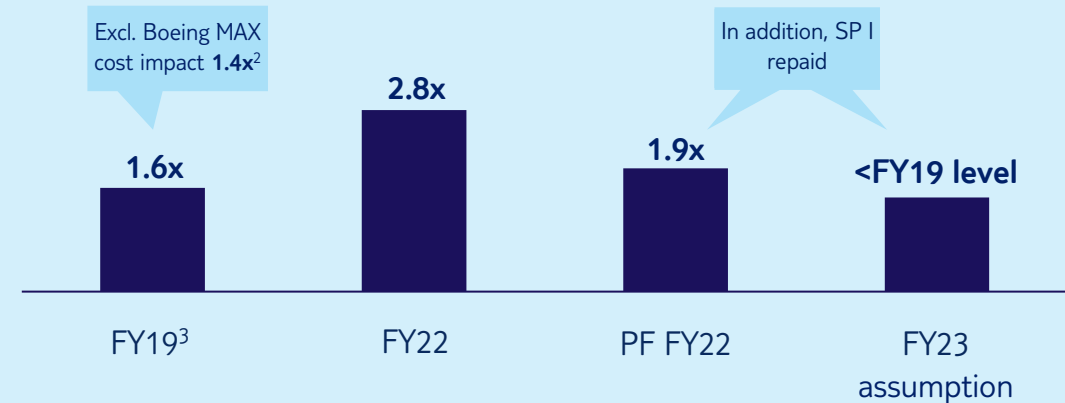
Sources & Uses

Proceeds	+1.8
Warrant Bond repayment	-0.1
RCF reduction (drawing per 31/12) ¹	-1.0
WSF SP I repayment	-0.7

Net Debt

Net Debt FY22 Q4	3.4
PF Net Debt FY22 Q4	2.4

Capital increase assumed to deliver a pro-forma Net Leverage Ratio below FY19 level



Calculation:

FY22: Net debt: €3.4bn / Und. EBITDA: €1.2bn

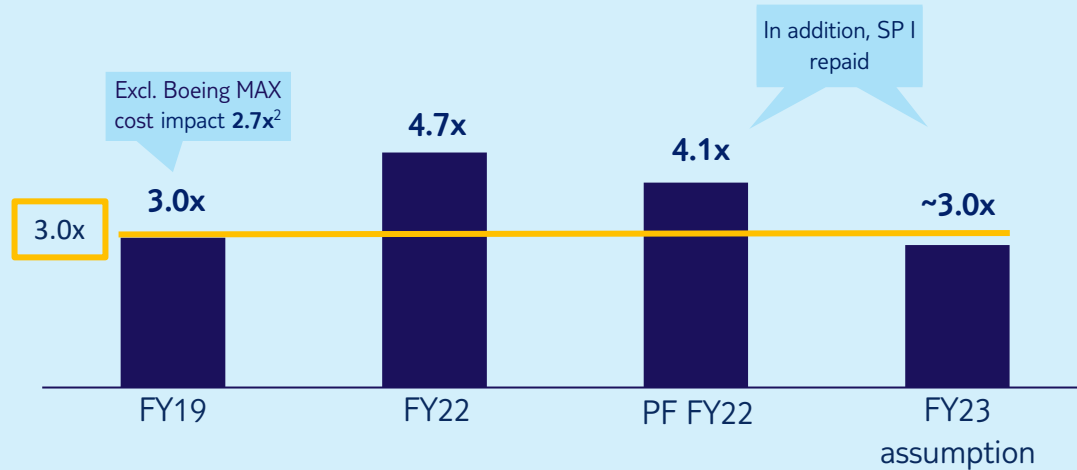
PF FY22: Net debt FY22 pro-forma / Und. EBITDA: €1.2bn

FY23 assumption: Net debt FY22 pro-forma / Und. EBITDA



Capital increase to support sustainable leverage ratio

Capital increase to accelerate Gross Leverage Ratio¹ down to ~3.0x



Calculation:

FY22: Gross debt: €5.7bn / Reported EBITDA: €1.2bn

PF FY22: Gross debt FY22 pro-forma / Reported EBITDA: €1.2bn

FY23 assumption: Gross debt FY22 pro-forma / Reported EBITDA

Mid-term ambitions

- **Leverage ratio of well below 3x** in line with 2025/26 mid-term ambitions
- **Return to credit rating** in line with pre-pandemic rating of **BB/Ba territory**



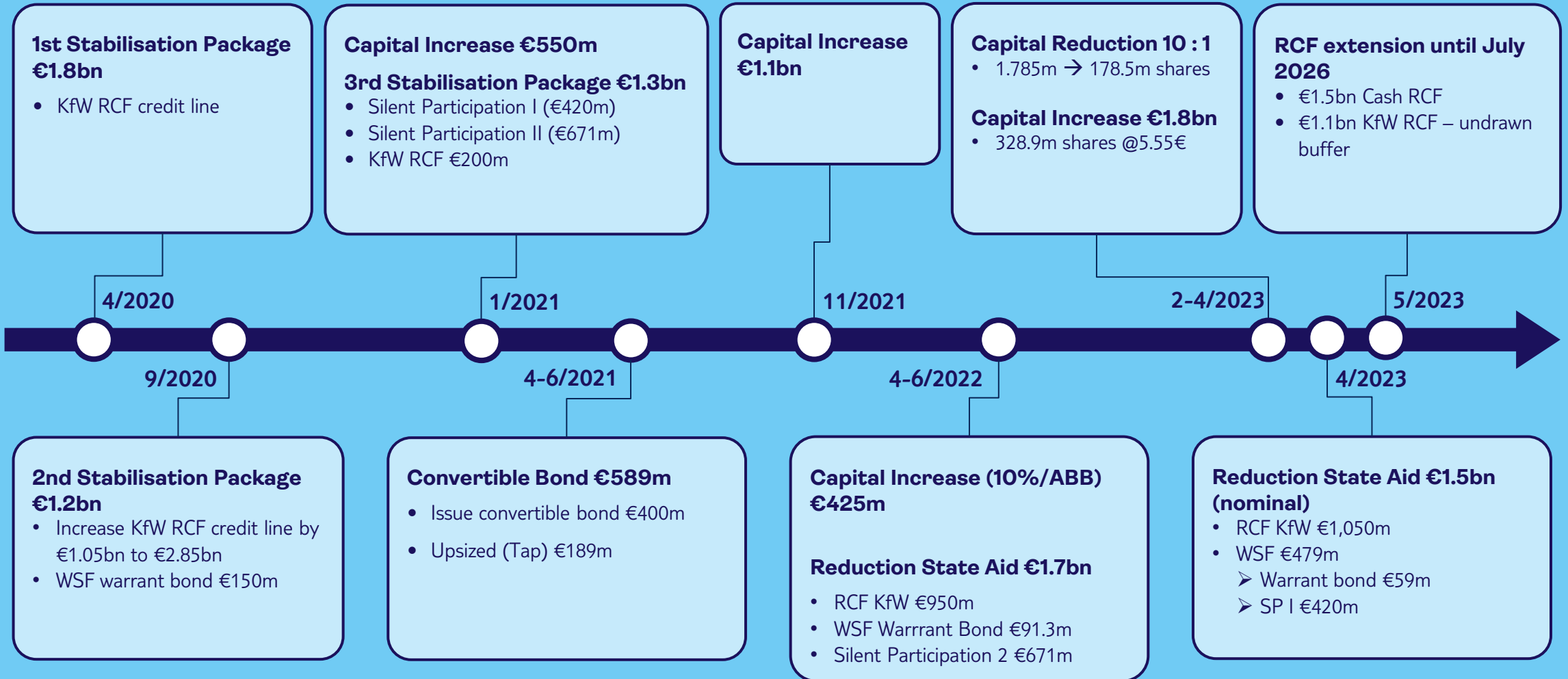
Financing facilities and support packages overview per 31 March 2023

	Instrument	Support package #	Facility €m	Utilisation €m	Debt/equity	Maturity date
Bank facilities	RCF (unsecured)	-	1,454	1,439m drawn	Debt	July 2026
		-	190	guarantee line	-	
		1 & 2	2,100 ¹	undrawn	Debt	
	Schuldschein	-	425	-	Debt	July 2023/25/28
Bonds	Bond with warrant WSF	2	59 ¹	-	Equity-Linked	Warrant-Sept 2030
	Convertible bonds (incl. tap issue)	-	590	-	Debt / Equity-Linked	April 2028
Silent participations	Silent Participation I WSF	3	420 ¹	-	Hybrid with equity credit	-
Lease liabilities	Lease liabilities	-	2,835 ²	-	Debt	Various



Recap state aid and financing measures

Chronological overview from April 2020 to May 2023



HOTELS & RESORTS

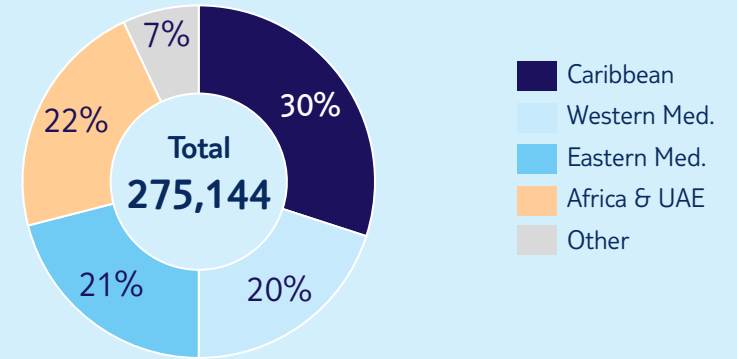
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Hotels & Resorts

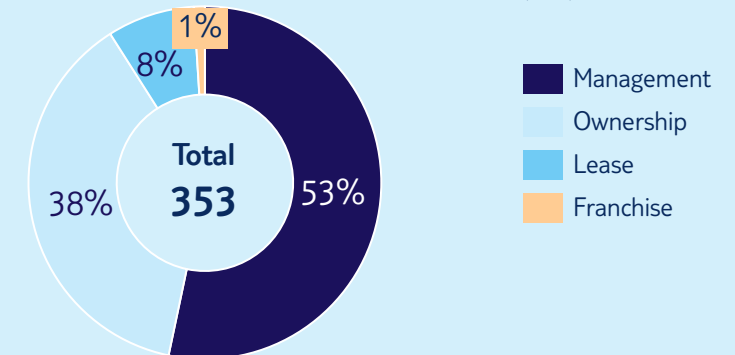
Summary

Key figures	FY22 IFRS 16 (C-19)	FY21 IFRS 16 (C-19)	FY19 IAS 17
Total Revenue (€m)	1,500	667	1,512
o/w External Revenue (€m)	806	440	660
Underlying EBITDA (€m)	651	63	563
Underlying EBIT (€m)	481	-153	452
o/w Equity result (€m)	94	-45	97
Number of hotels ¹	418	414	411
Number of beds ²	275,144	275,773	262,644
Capacity ('000) ³	37,761	27,070	42,094
Occupancy (%) ⁴	76	53	82
Revenue/bed (€) ⁵	77	70	66

HOTEL BEDS BY REGION (%)



FINANCING STRUCTURE HOTELS (%)









Plus 65 3rd party concept hotels = 418 total hotels



Hotels & Resorts

Summary by brand FY21 & FY22




Key figures FY22 IFRS 16 (C-19)				Total
External Revenue (€m) ¹	587.0	111.8	-	806.2
Underlying EBIT (€m)	304.1	54.0	49.8	480.6
Number of hotels	98	26	34	353
Number of beds	106,059	16,016	32,270	275,144
Capacity (k) ²	13,490	3,582	5,432	37,761
Average occupancy ³ %	82	66	79	76
Average revenue per bed ⁴ €	69	103	137	77

Key figures FY21 IFRS 16 (C-19)				Total
External Revenue (€m) ¹	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) ²	10,604	2,289	4,671	27,070
Average occupancy ³ %	55	58	51	53
Average revenue per bed ⁴ €	59	103	104	70



Hotels & Resorts

Summary by brand FY19

Key figures FY19 IAS 17	 RIU HOTELS & RESORTS	 ROBINSON	 BlueDiamond HOTELS & RESORTS	Total
External Revenue (€m) ¹	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) ²	18,056	3,333	4,379	42,094
Average occupancy ³ %	88	73	77	82
Average revenue per bed ⁴ €	64	93	118	66



Hotels & Resorts

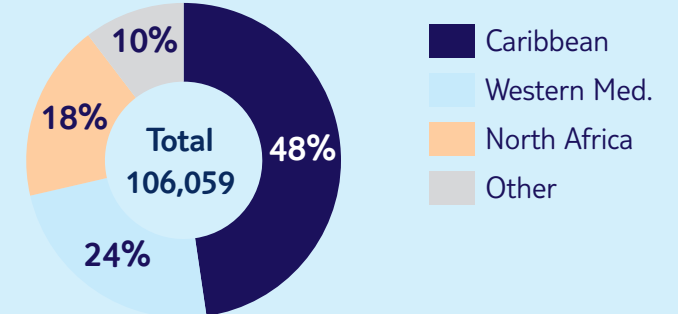
RIU – Key figures FY22 & FY21

FY22 RIU 100% view ¹ 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	916	916	-	916
Underlying EBIT	304	304	-	304
EBIT Margin	33%	33%	-	33%
EAT	128	128	-	
o/w EAT to TUI	64	64	-	64
ROIC (incl. Goodwill)	17%			
ROIC (excl. Goodwill)	21%			

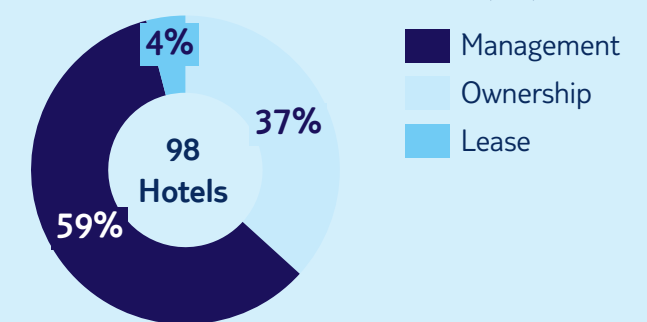
Riu Hotels disposed to RIUSA II in 2021

FY21 RIU 100% view ¹ 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	n.m	n.m	n.m	n.m
EAT²	-54	-21	-33	
o/w EAT to TUI ²	-26	-11	-16	-26
ROIC (incl. Goodwill)	n.m			
ROIC (excl. Goodwill)	n.m			

FY22 HOTEL BEDS BY REGION (%)



FY22 FINANCING STRUCTURE (%)

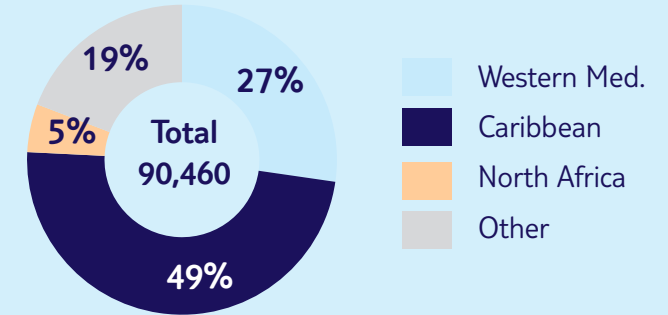


Hotels & Resorts

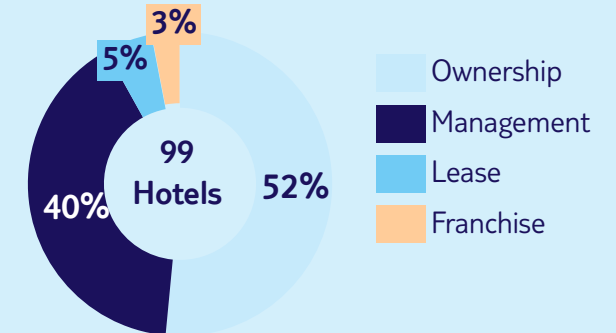
RIU – Key figures FY19

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 IAS 17
Total Revenue	1,169	850	319	850
Underlying EBIT	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 (%)

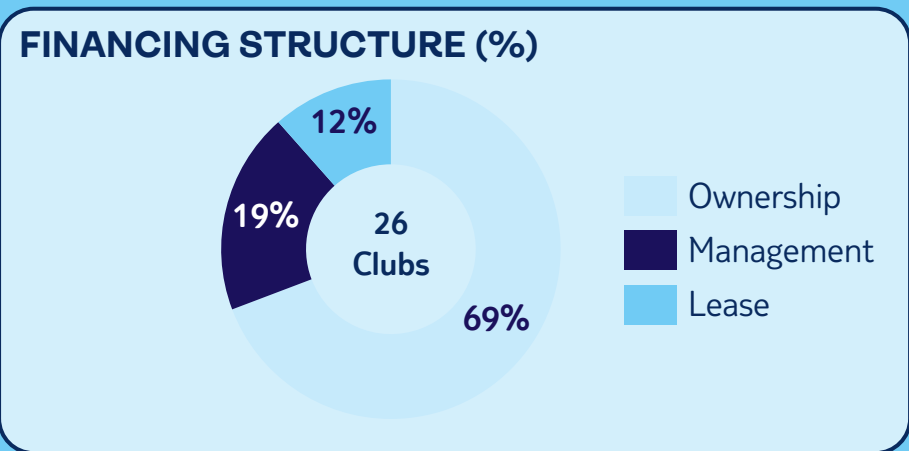
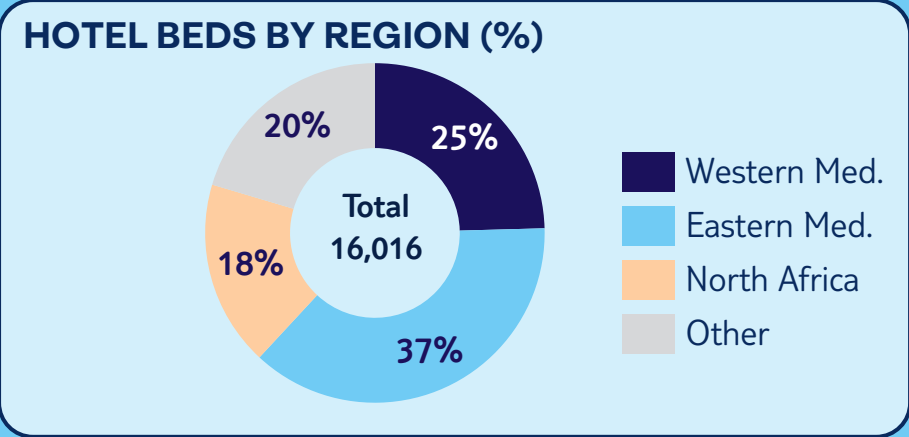


Hotels & Resorts

Robinson – Key figures



Robinson In TUI accounts ¹ In €m	FY22 IFRS 16 (C-19)	FY21 IFRS 16 (C-19)	FY19 IAS 17
Total Revenue	293	168	257
Underlying EBIT	54	-6	55
<i>EBIT Margin</i>	18%	<i>n.m</i>	21%
ROIC	9%	<i>n.m</i>	11%

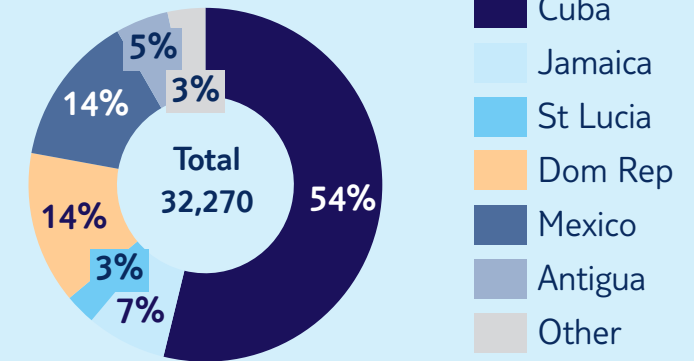


Hotels & Resorts

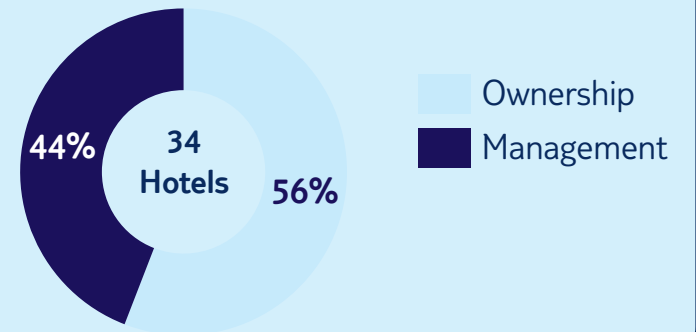
Blue Diamond – Key figures

Blue Diamond 100% view ¹ In €m	FY22 IFRS 16 (C-19)	FY21 IFRS 16 (C-19)	FY19 IAS 17
Total Revenue	644	274	456
EBIT	128	-30	73
EBIT Margin	20%	<i>n.m</i>	16%
EAT	101	-67	19
o/w EAT to TUI (49%)	50	-33	9

HOTEL BEDS BY LOCATION (%)



FINANCING STRUCTURE (%)



CRUISES

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Cruises

Summary by brand FY21 & FY22


Key figures FY22 IFRS 16 (C-19)	<i>Mein Schiff.</i>	HAPAG LLOYD CRUISES	MARELLA CRUISES
Revenue (€m) ¹	-	-	331.5
Underlying EBIT (€m)	41.4	-	-40.7
Passengers (k)	444	27	175
Fleet Size ² (Group Total 16)	7	5	4
Total Berths ³	17,780	1,614	7,410
Occupancy %	69	58	70
Av Daily Rate (€ for TC/HLC and £ for Marella)	178	653	164 ⁴

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



Cruises

Summary by brand FY19

Key figures FY19 IAS 17	<i>Mein Schiff.</i>	 HAPAG LLOYD CRUISES	MARELLA CRUISES
Revenue (€m) ¹	-	305.2	660.6
Underlying EBIT (€m)	202.6	43.0	120.5
Passengers (k)	663	25	338
Fleet Size ² (Group Total 18)	7	5	6
Total Berths ³	17,780	1,318	10,195
Occupancy %	101	79	100
Av Daily Rate (€ for TC/HP and £ for Marella)	174	641	149 ⁴



Cruises

TUI Cruises – Key figures – 100% View

TUI Cruises 100% ¹	FY22 IFRS 16 (C-19)	FY21 IFRS 16 (C-19)	FY19 IAS 17
Revenue	1,238	319	1,445
Underlying EBIT	193	-187	465
<i>EBIT Margin</i>	<i>16%</i>	<i>n.m</i>	<i>32%</i>
EAT (100% TUI)	83	-294	405
o/w TUI EAT (50%)	41	-147	203
ROIC	5%	n.m	18%
ROE	13%	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:


Mein Schiff Herz
Exit Q3 FY23

Deliveries:


FY24 FY24 FY26

Current fleet:



Current fleet:



Deliveries:


Marella Voyager
(Mein Schiff Herz)
Q3 FY23

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
Q3 FY23 SALE OR CHARTER TO MARELLA									



Cruises

Hapag-Lloyd Cruises Fleet

Europa	Europa 2	Hanseatic nature	Hanseatic inspiration	Hanseatic spirit
				
408 ¹ BERTHS	516 ¹ 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	Q3 FY23 LAUNCH



TUI MUSEMENT

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TUI Musement is a leading provider of experiences, transfers, and tours across the world

KEY FIGURES	FY22 IFRS 16 (C-19)	FY21 IFRS 16 (C-19)	FY19 IAS 17
Revenue (€m)	517	117	856
Underlying EBIT (€m)	23	-105	56
No of guest transfers	>11m	>3.7m	>16m
No of excursions sold	7.0m	1.5m	9.7m
No of operated destinations	124	124	122
Online distribution %	34	34	-

Tours & Activities market is growing & still unconsolidated, representing the next big opportunity in travel

TUI Musement is a pioneer in digitalisation in a mostly offline industry

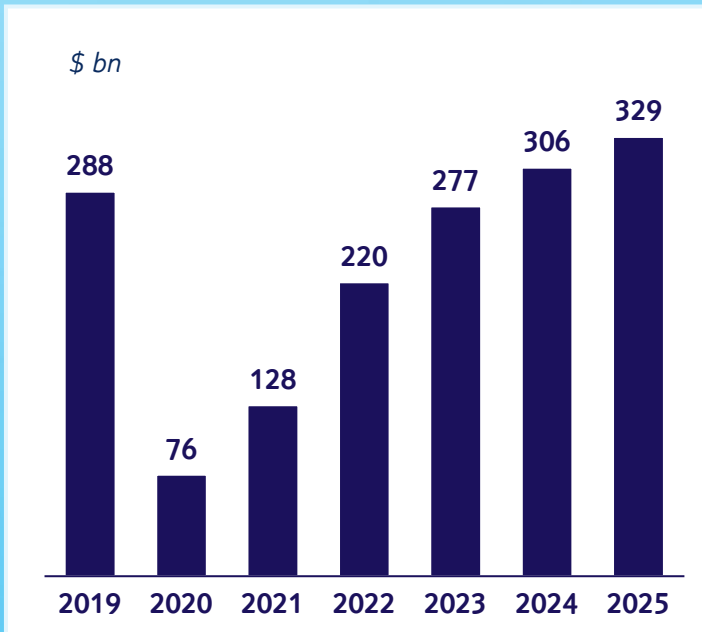
Positioned for growth with a scalable digital platform model and in-destination service



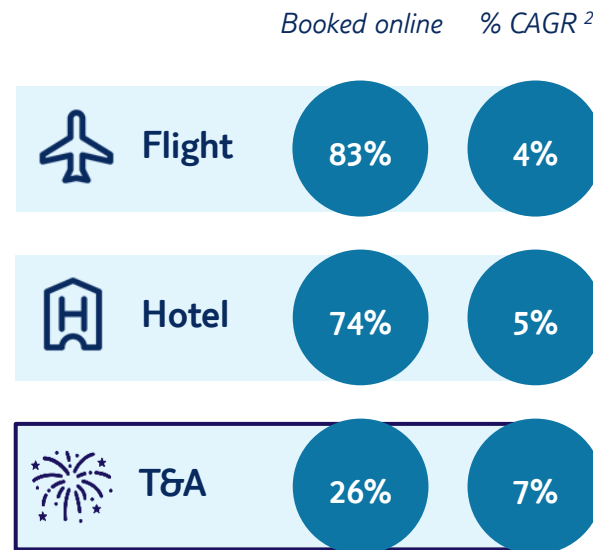
Tours & Activities market

Fastest growing market in travel fueled by digitalisation

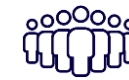
Large & growing market¹



Next big opportunity in travel



Experiences - Unique characteristics



Fragmented supply

Unstandardized sector where intermediation plays a critical role



On the spot market

In-destination presence is still very relevant as 2/3 book on holiday



Driver of leisure travel

Increasing importance of experiences as key factor for travel decision



Promoting loyalty

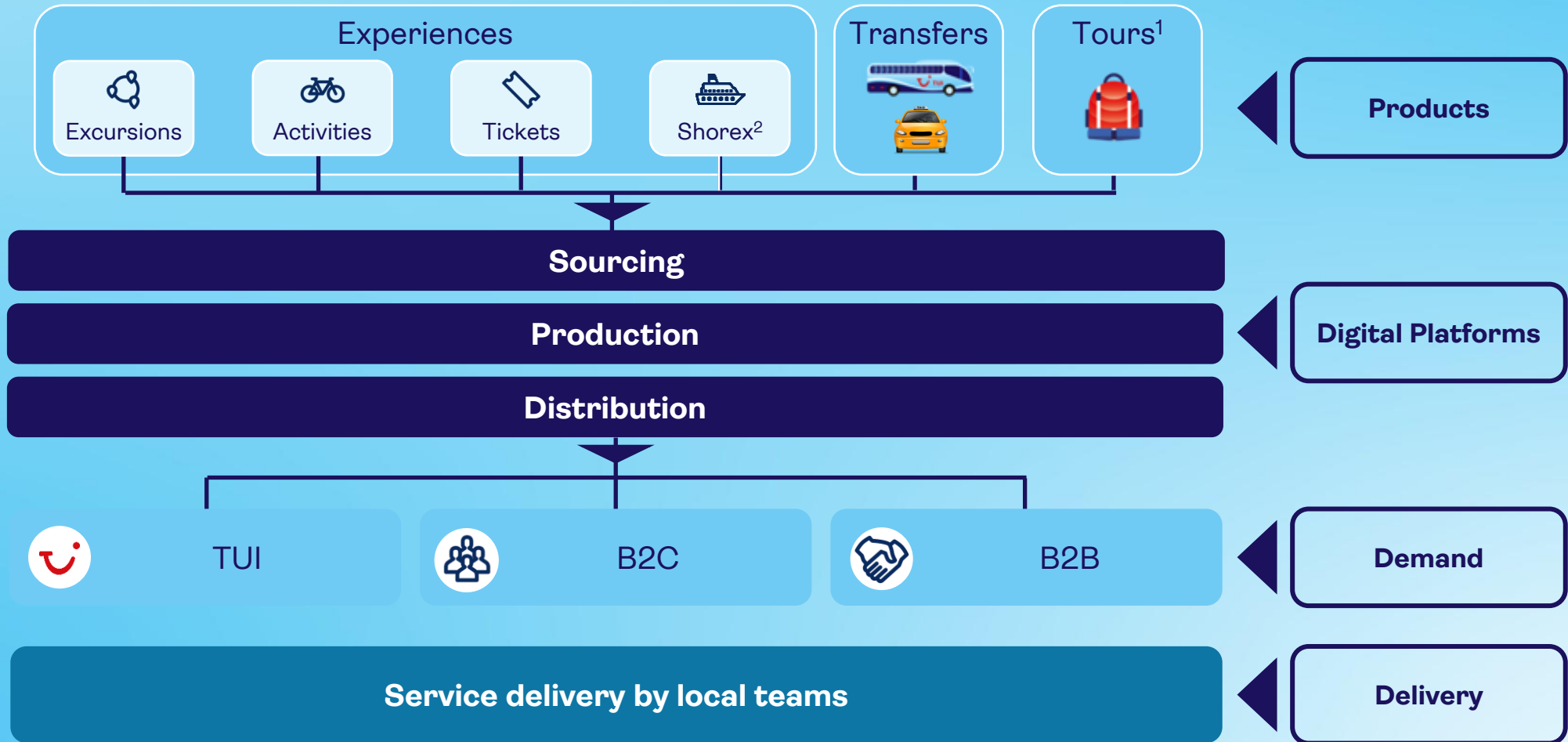
Enhance customer satisfaction metrics with higher Net Promoter Score

TUI Musement's addressable market remains sizeable and will exceed pre-Covid levels in 2024 powered by the importance of tours & activities as a driver for travel and leisure



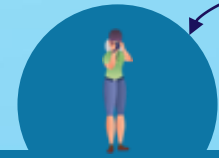
A unique business model

End-2-end model enabled by state-of-the-art digital platforms



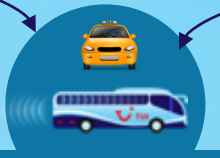
TUI Musement product categories

Driving digitalisation in our 3 complementary product categories



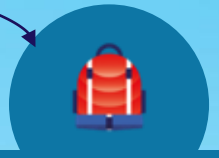
Experiences

Extensive portfolio of the **most relevant excursions, activities, attraction tickets and shore excursions** around the world



Transfers

Shared and private transfers between airports, ports & hotels

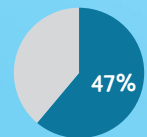


Tours

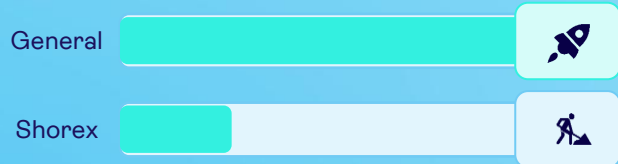
Pre-defined & custom-made multi-day itineraries encompassing accommodation, transfers, excursions and guides

Cross-selling between 3 categories

Current Total Revenue share ¹



Readiness to scale



Potential growth



TUI Musement Summary & Highlights

TUI Musement has a unique position in a high growth market, developing at c.7%¹ p.a. within the travel industry

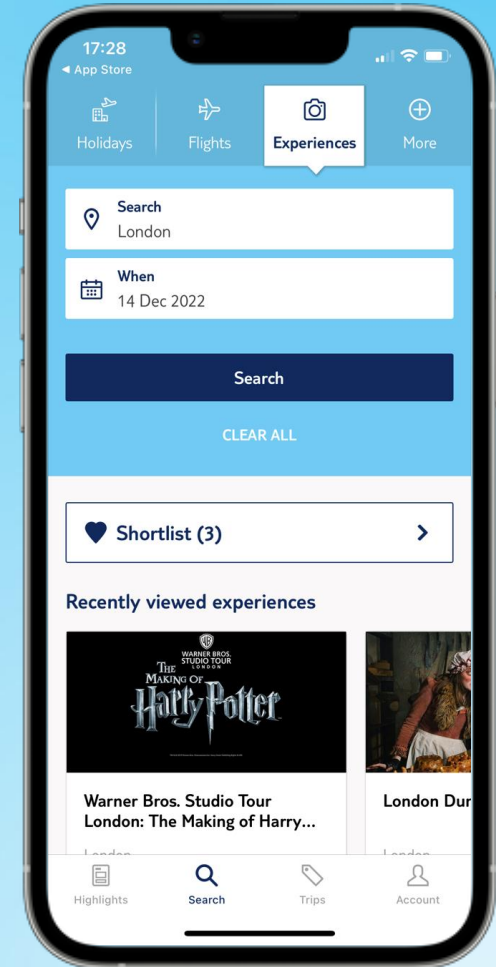
Profitable player positioned for growth combining a digital platform model with in-destination delivery

Differentiated value propositions within 3 distinct product categories: Experiences, Transfers & Tours – maximizing cross-selling between categories

Leveraging TUI Musement's attractive product portfolio to sell to TUI, B2C, and B2B customers

Growth, driven by further digitalisation, will be generated organically & through selected bolt-on M&A opportunities

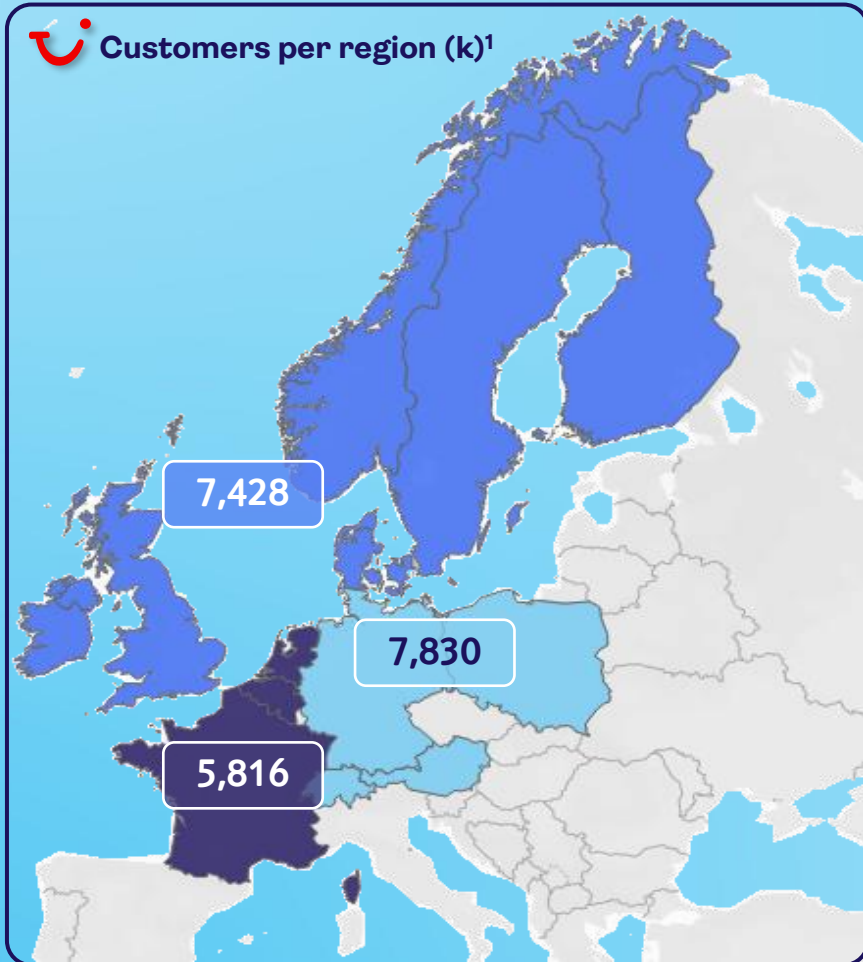
Our ambition is to outperform growth of the T&A market whilst maintaining our profitability



MARKETS & AIRLINES

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Markets & Airlines – Market leader in package distribution, fulfilment, strong market and customer knowledge



Leading brand

21m customers¹

NPS¹ of 54

Premium quality products & service

13 Markets

Leader in European tourism



Omni-channel

App, web, travel agencies distribution

One of the first airlines with SBTis



77%

Controlled distribution

Markets & Airlines

Key figures by Markets FY22 & FY21

Key figures FY22 (IFRS 16) (C-19)	Northern Region	Central Region	Western Region	Total Markets & Airlines
Customers (k) ¹	6,475	5,873	4,383	16,730
External Revenue (€m)	6,320	5,774	2,713	14,806
Underlying EBIT (€m)	-102	88	-32	-45
EBIT margin (%)	n.m.	1.5	n.m.	n.m.
Direct Distribution Mix (%)	94	57	80	77
Online Mix (%)	71	30	60	54
Number of aircraft ²	71	22	40	133

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



Markets & Airlines

Key figures by Markets FY19

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 (€m) ²	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 ³	68	37	43	148

FY19 includes impact of MAX grounding of -€293m



Aircraft Commitments by Financing Type

	Operating Lease	Finance Lease	Owned	Held for Sale	Total
As at 30 September 2022	103	27	4	-	134
Order book financing	2	-	-	-	2
External Lessor deliveries	-	-	-	-	-
External Lessor returns	(4)	-	-	-	(4)
Disposals	-	-	(1)	-	(1)
Reclassified	-	1	(1)	-	-
As at 31 March 2023	101	28	2	-	131

IRFS16 has removed the accounting distinction between Operating and Finance Leases. However, in the above table, in case of an Operating Lease the aircraft will be returned to the lessor at the end of the lease period while in case of a Finance Lease TUI would expect to take ownership of the aircraft at the end of the lease period



Aircraft order book deliveries – FY23 to FY27

	FY23	FY24	FY25	FY26	FY27
B737-MAX	2	7*	24*	9*	-

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

	FY23	FY24	FY25	FY26	FY27
B737-MAX	-	-	-	15	17





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