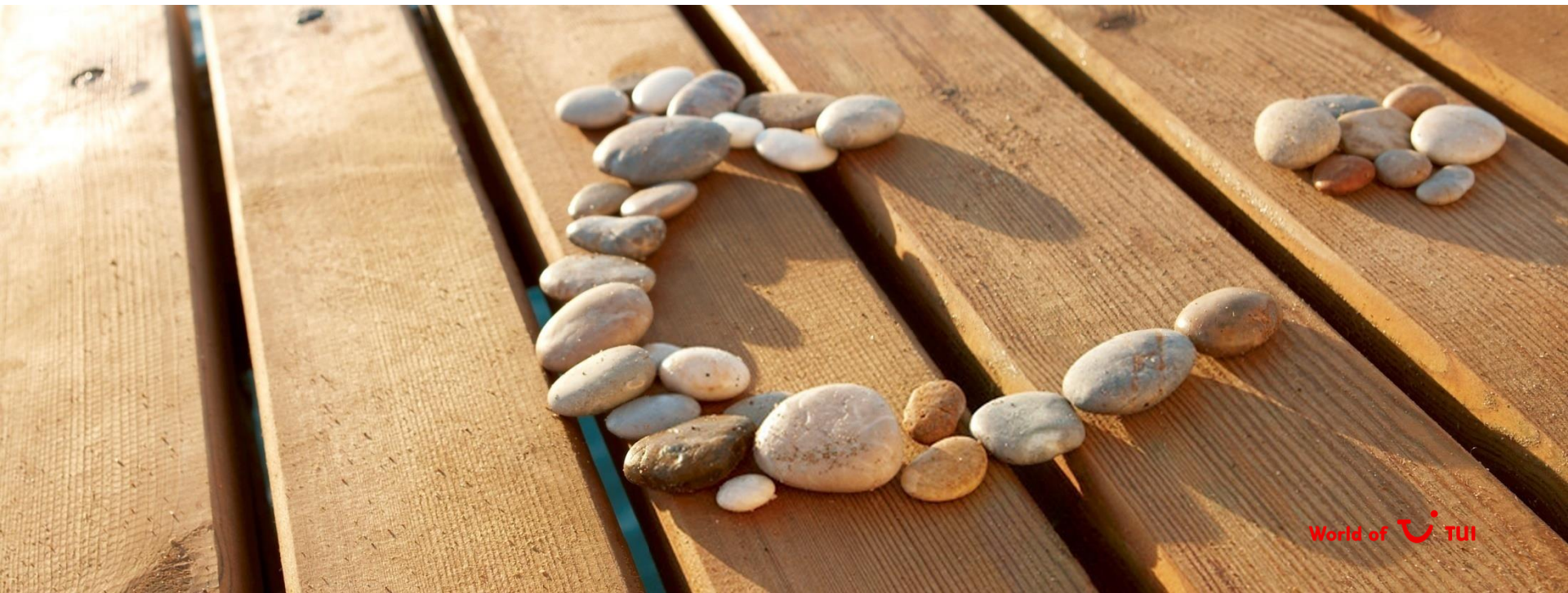


# TUI Group

- at a glance.



# TUI Group: Key figures financial year 2012/13



## TUI Group

Turnover	€18,5bn
Operating EBITA*	€762m
Reported EBITA*	€595m
Group result**	€187m
Employees worldwide	approx. 74,400

\* EBITA: Earnings Before Interest, Taxes, Amortisation

\*\* before minority interests

# From an industrial conglomerate to a global tourism group



## Transformation into a leading tourism company

**PREUSSAG**



1997



2000 – 2002



2007



2009



*Thomson  
Travel Group plc*



In 2006 TUI sold its last industrial holding. Subsequently after selling a majority shareholding in its Hapag-Lloyd container shipping business in March 2009, TUI now focusses fully on its core business of tourism.

# Group structure



# Management structure

## Supervisory Board 16 members



Chairman  
**Prof. Dr. Klaus Mangold**

## Executive Board



Chief Executive  
**Friedrich Jousen**



Chief Financial Officer &  
Chief HR Director  
**Horst Baier**



Executive Director  
Tourism  
**Peter Long**

# TUI AG Management Board

The TUI AG Management Board is responsible for the strategic and operational management of TUI AG. The Board consists of 8 members who meet under the chairmanship of Chief Executive Friedrich Jousen.



CEO  
**Friedrich Jousen**



Member of the Executive Board  
**Horst Baier**



Member of the Executive Board  
**Peter Long**



Group Director  
Corporate & External Affairs  
**Thomas Ellerbeck**



Chief Operating Officer  
**Sebastian Ebel**



Chief Marketing Officer  
**Erik Friemuth**

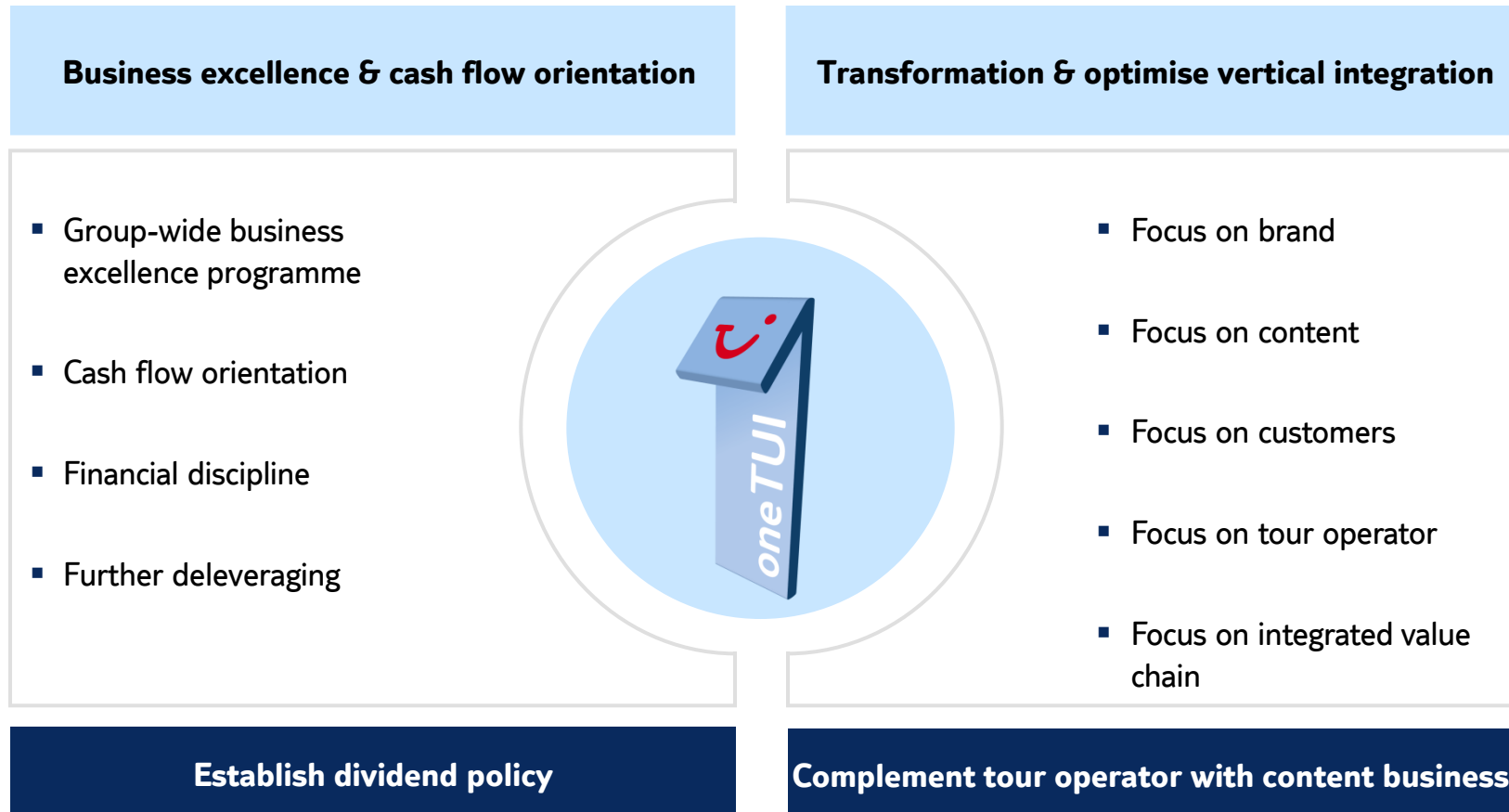


General Counsel &  
Chief Compliance Officer  
**Dr. Hilka Schneider**

# Strategy

## oneTUI – Stronger together

TUI CEO Friedrich Jousen: “We are pursuing a clear goal: we intend to increase the value of the individual business sectors while restoring our ability to pay dividends.” In order to achieve this goal, the **oneTUI** programme has been launched. The strategy project is based on two key pillars:



# Core statements of the Equity story

**oneTUI** is our programme designed to improve value creation and resume dividend payments. The cornerstones are:

- Optimising vertical integration within the Group, achieving cost efficiency and restructuring unprofitable business units
- Focussing on increasing cash flow contributions by the business units to TUI AG
- Significantly cutting interest costs by means of deleveraging
- Creating a leaner holding structure through cost cuts
- Target for 2014/15: underlying EBITA of around one billion euros
- Intended dividend policy: payout ratio of around 50% of TUI AG's net cash flow



# TUI TRAVEL



- One of the world's leading international leisure travel groups
- More than 30 million customers from over 30 source markets
- Pan-European airline group with more than 130 aircraft
- Approx. 1,800 owned retail shops in continental Europe, the UK & Ireland
- Approx. 55,000 employees

# TUI Travel – overview



## Mainstream

- Classic tour operator business offering a range of holiday experiences designed for different customer segments
- Operating in 18 source markets
- About 130 aircraft, 1,800 owned retail shops
- Leadership position in many markets



## Accommodation & Destinations

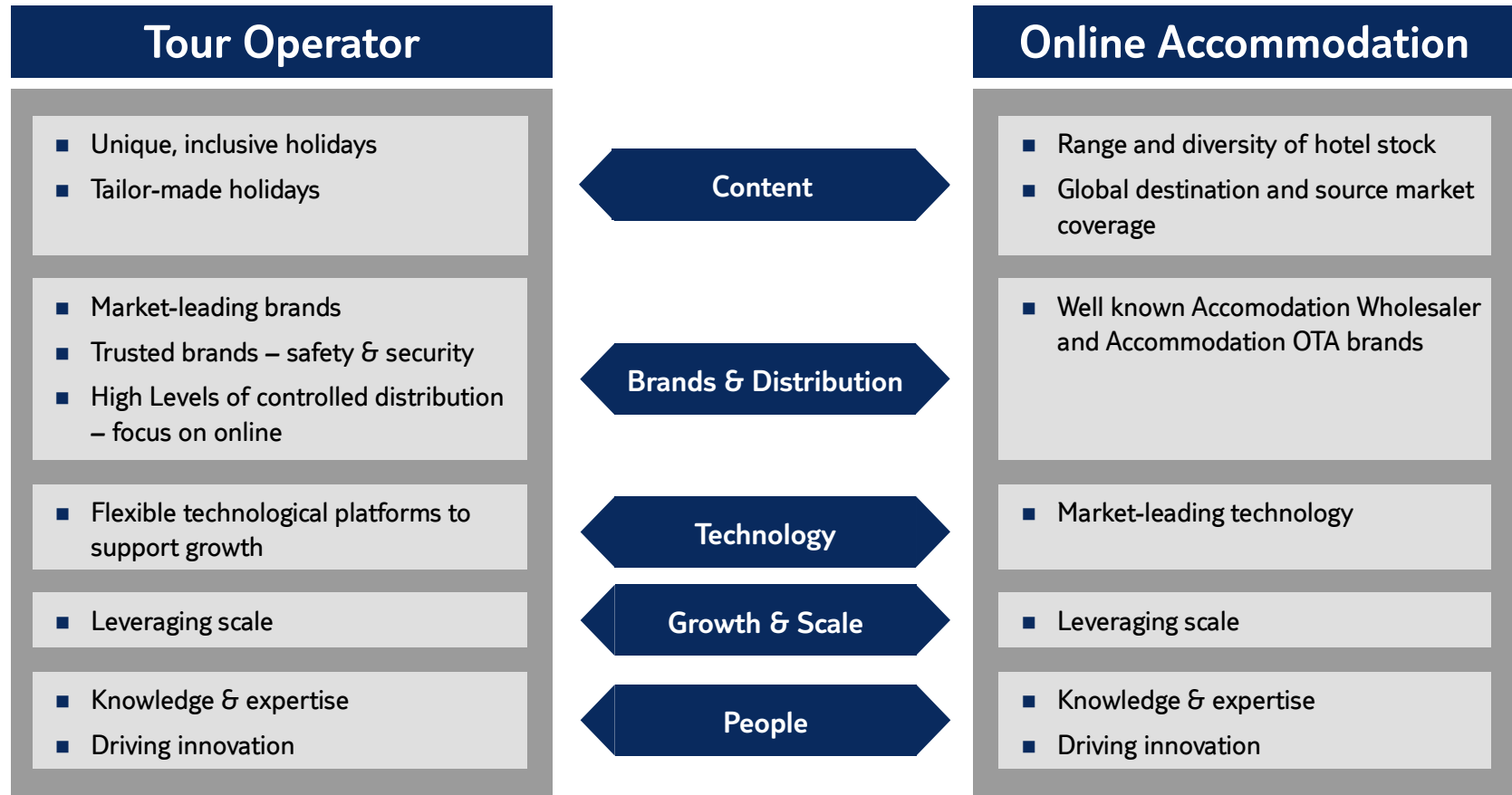
- Inbound travel services & Accommodation OTA brands
- Market leaders in cruise handling and accommodation wholesale
- 12m offline customers and 25m room nights sold



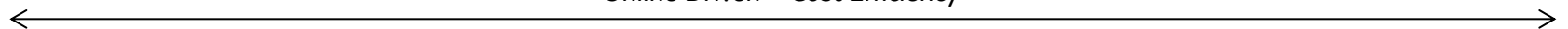
## Specialist & Activity

- World's largest provider of specialist and experiential travel
- Delivering range of unique experiences
- Over 90 brands

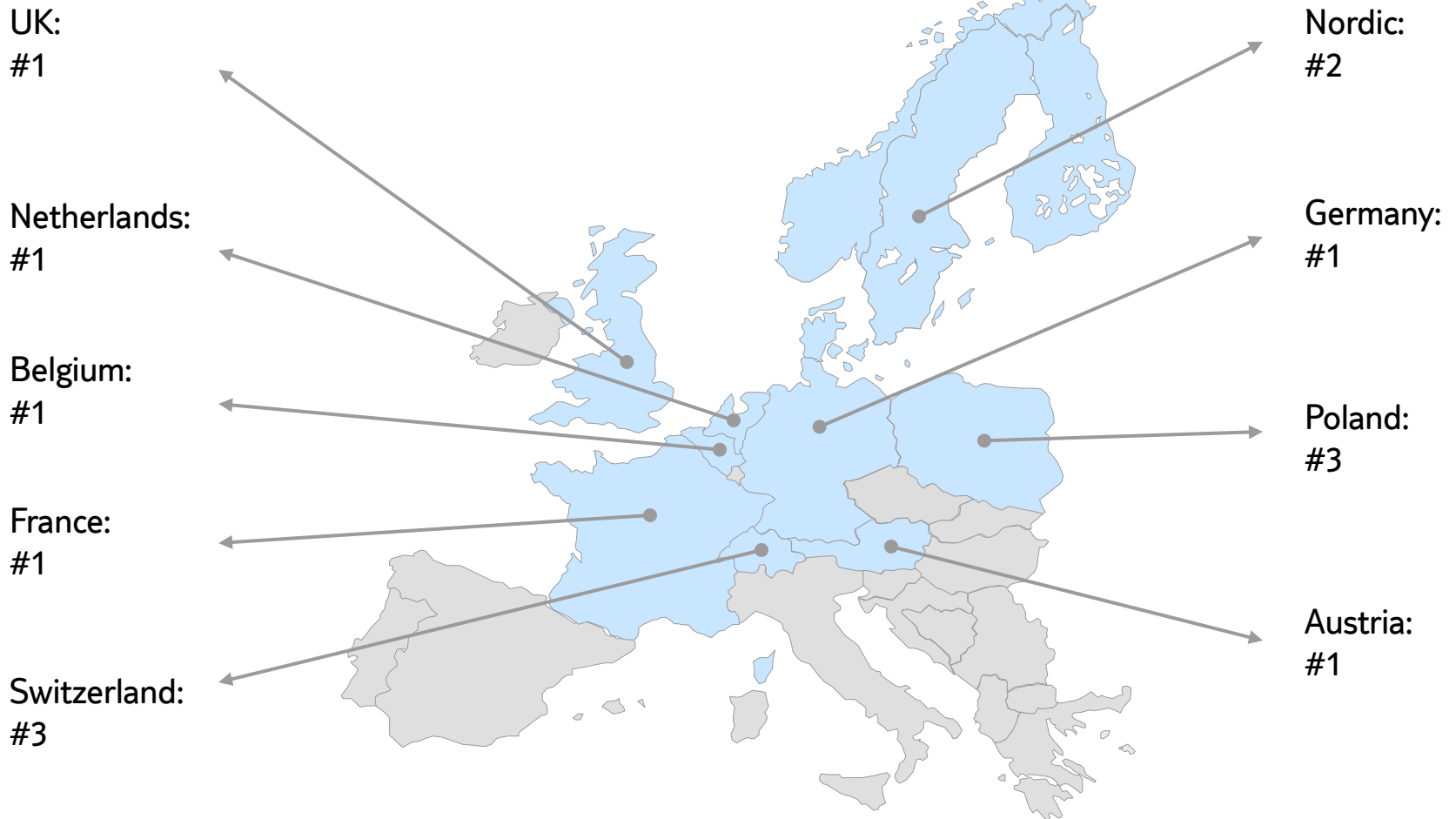
# TUI Travel – business model



Online Driven + Cost Efficiency

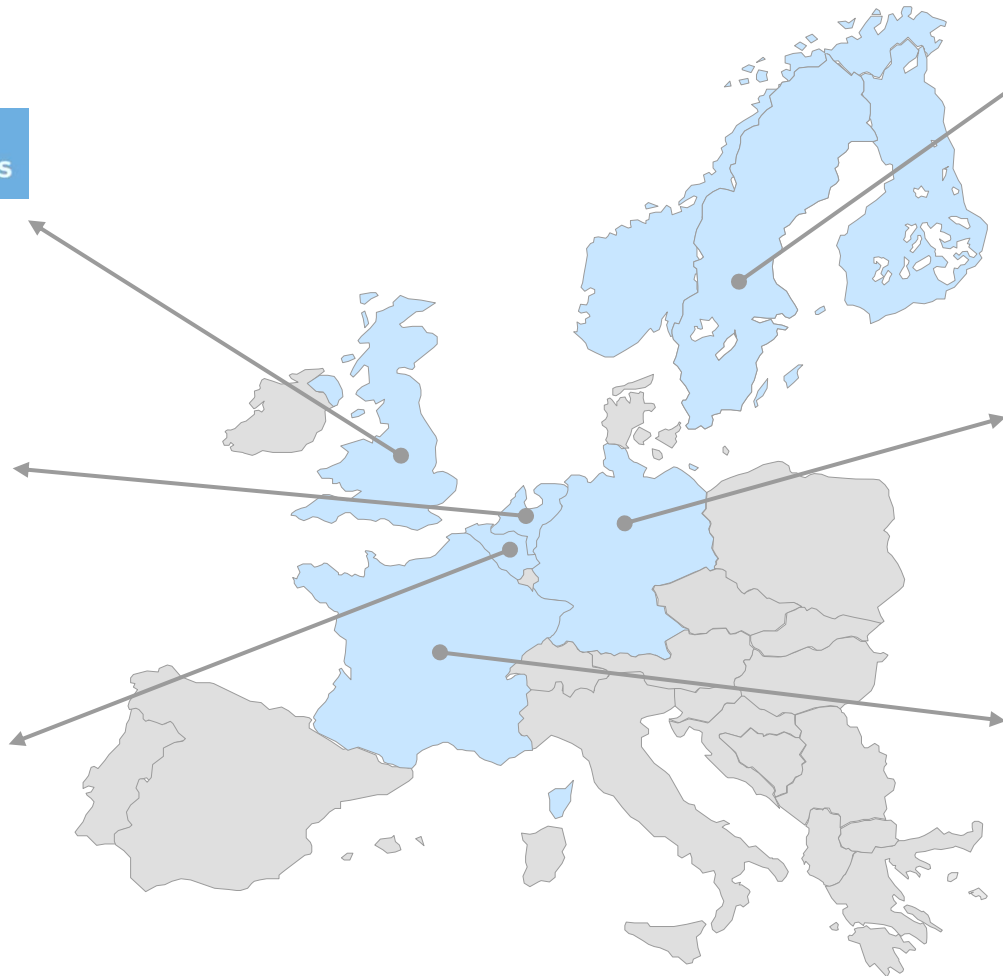


# TUI Travel – Mainstream sector Market-leader across Europe



# TUI Travel

## Airline fleet with more than 130 aircraft



# TUI HOTELS & RESORTS

# TUI Hotels & Resorts – At a glance

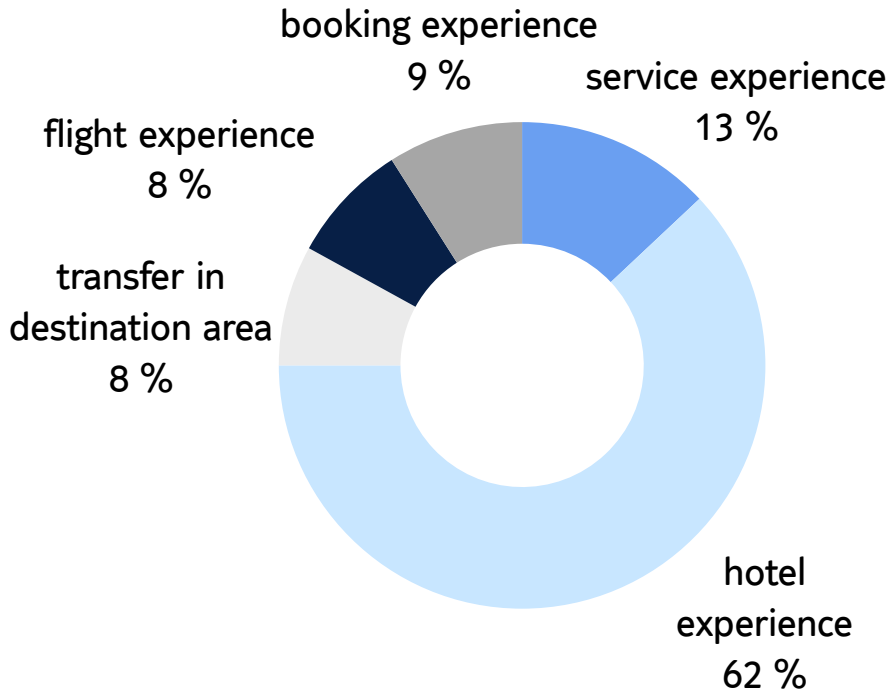


- No. 1 leisure hotelier in Europe with around 232 hotels and approximately 155,000 beds in 24 countries
- Most hotel companies with local partners
- Focus on four star category (about 60 %)
- High occupancy rates (80 %) as there is access to the customers and direct distribution of TUI Travel
- Selective organic growth



# Group owned hotel products – Key to success

## Factors affecting customers satisfaction



## Customer satisfaction with hotels Example source market Germany

Ø Average grade

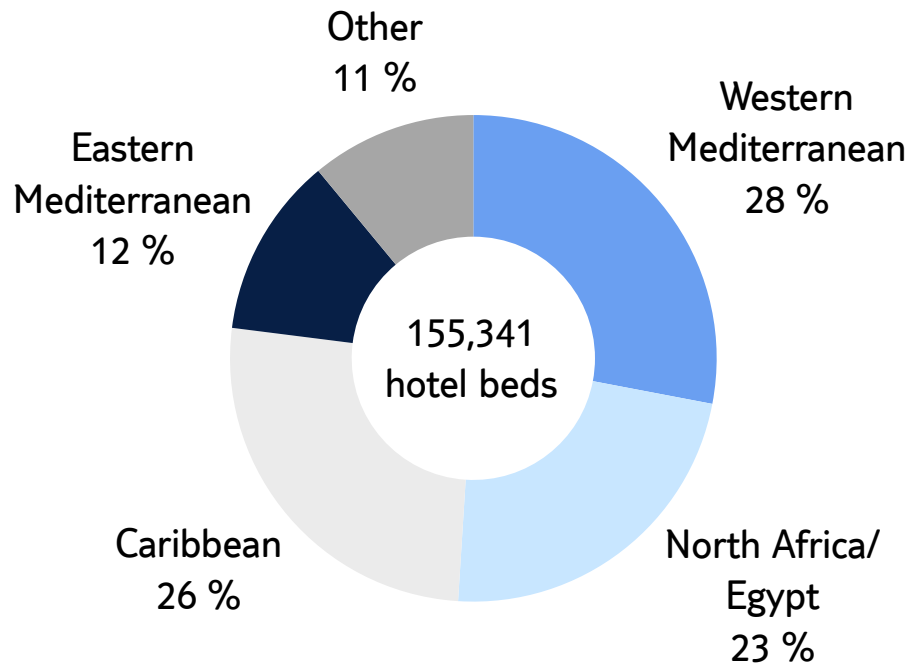


Non-TUI hotels

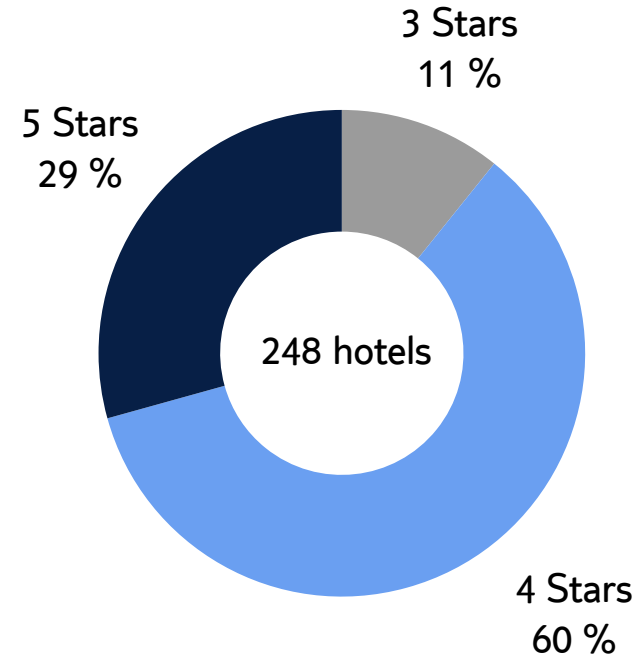
1= very good/6= unsatisfactory

# TUI Hotels & Resorts – The facts and the brands

## Hotel beds by region



## Hotels by categories



# TUI Hotels & Resorts – Core expertise

## Duties

- TUI Hotels & Resorts puts the TUI AG hotel strategy into practise.
- Provide the hotel capacities for the tour operators of the world of TUI in strategically important target areas and at prime locations, expansion of the own hotel brands and capacities in existing and potential new growth destinations
- Hotel asset management
- The central coordination ensures an optimal quality of hotel services. Above-average occupancy and guest satisfaction and creates a healthy platform for sustainable development in the destinations.

## Core expertise

- Strategic planning, hotel management
- Controlling and financial planning
- Operational support
- Realisation of acquisition and sale operations
- Technical support, development
- Marketing and sales
- Sustainable development

# TUI Hotels & Resorts

## The EcoResort seal of quality



- Without environmental quality there can be no holiday quality and no customer satisfaction.
- Innovative environmental management is a significant part of TUI Hotels & Resorts' quality strategy.
- The Group's internal "EcoResort" seal of quality honours those hotels and clubs in the TUI Hotels & Resorts portfolio which satisfy the agreed sustainability criteria.
- The environmental management systems of the "EcoResorts" are audited by independent specialists and certified in accordance with a recognised national or international environmental standard, such as ISO 14001.



# CRUISES

## Leading provider of luxury and expedition cruises in the German-speaking region



- The sister ships MS Europa and MS Europa 2 set international standards: They have successfully garnered the highest possible 5-star plus rating in the Berlitz Cruise Guide and are thereby worldwide leading in their segment.
- Learning about the world from a different angle is what attracts passengers to the expedition cruises on the MS Hanseatic (5-star\*) and MS Bremen (4-star+\*).

\* According to Berlitz Cruise Guide



TUI Cruises is a joint venture (50/50) between TUI AG and the US-shipping company Royal Caribbean Cruises.

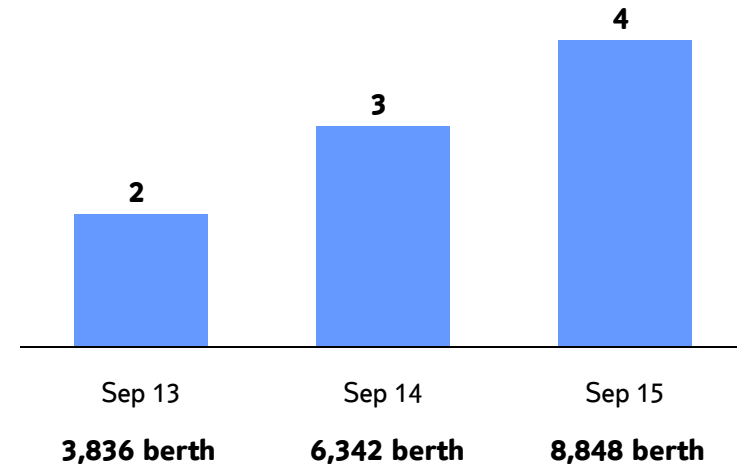
- Company aims at the premium volume segment of the market
- Company founded in spring 2008
- Christening of the first ship **“Mein Schiff”** and first cruise in May 2009
- In May 2011 **“Mein Schiff 2”** was commissioned.
- Consistent expansion of the fleet by two newly constructed vessels **„Mein Schiff 3”** (June 2014) and **„Mein Schiff 4”** (2015).

# Fleet development



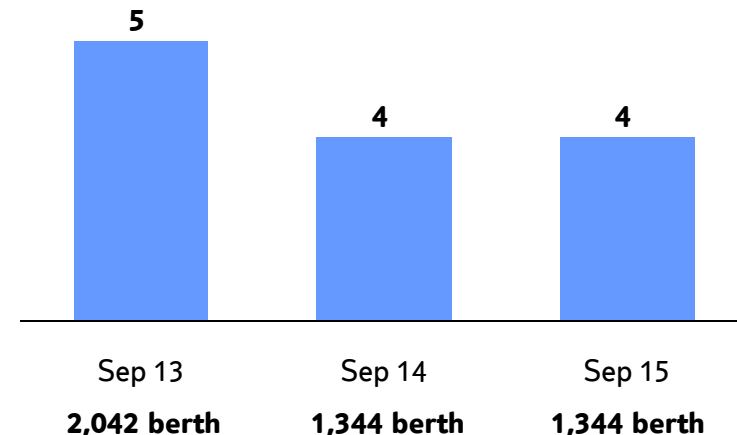
## Focus on premium

Strengthening of market position in the German speaking premium volume segment; fleet expansion with modern newbuilds



## Focus on luxury and expedition

Hapag-Lloyd Kreuzfahrten will profit from reorganisation of fleet; high-quality expedition and adventure segment as a perfect fit with the traditional luxury segment





# SUSTAINABLE DEVELOPMENT

# Sustainable development

**We are committed to economic, ecological and social development in all our business locations as well as in the tourist destinations we operate in.**

charta der vielfalt 

Unternehmen bekennen sich zu Vielfalt, Fairness und Wertschätzung



## **Employees:**

For instance the diversity charter: Diversity management within the Group

## **Environment:**

For instance renewable energy: Robinson Club Agadir runs the biggest solar plant all over the country.



## **Society:**

For instance ECPAT: TUI supports the global child protecting network ECPAT and their code of ethics for the tourism industry.



## **Education, culture & science**

For instance TUI Foundation: The foundation encourage young people for cultural education, occupational orientation and integration .

# Financial market - Membership in sustainability indices



Since 2004 TUI AG is continuously listed in different sustainability indices.

MEMBER OF  
**Dow Jones  
Sustainability Indices**  
In Collaboration with RobecoSAM

Benchmark:  
TUI AG is listed as an industry leader in the 'Hotels, Resorts & Cruise Lines' section of the Dow Jones Sustainability Index (DJSI) World and Europe 2013/14.



## Weitere Indices



# COMPLIANCE

# Compliance at TUI Group



**Compliance for TUI means the adherence to legislation, laws and bylaws, internal rules and standards and voluntary self-commitments. At TUI, compliance is the basis for our entrepreneurial action and economic activities.**

TUI is in funds with:

- **Code of Conduct** for all employees
- **Compliance structure** helps to communicate the values mentioned above and anchor them firmly in TUI Group
- **Informer system** for signaling any violation of compliance

