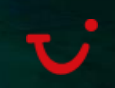
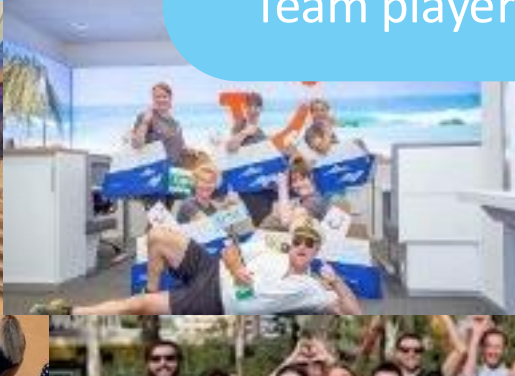


TUI Group Annual General Meeting 2025
Sebastian Ebel – CEO



Thank you for another successful year!

Team players



Let's **TUI** it



Smile givers



Impact makers



Thank you - to our shareholders, global team and partners




Europe is at the crossroads – we need a new vision and plan



To give people
confidence, energy and
trust



To promote innovation,
investment and
sustainable growth



With clear goals and
simple regulations

Successful transformation is possible if you have a clear plan and pull together in the right direction

Tourism is a force for good – the power to bring more smiles to the world



We need more smiles in the world – let's be positive and come together to win



Review FY24: A year of strong performance



Strong revenue €23bn and underlying EBIT €1.3bn based on robust customer demand

Successful progression of our strategy – HEX asset-right and M+A dynamic growth

Further strong improvement of net debt, net leverage, and rating upgrades

ESG milestones achieved & excellent employee engagement results

Full recovery from pandemic, on course for profitable growth

Looking ahead: Committed to delivering our strategy for profitable growth



Global tourism sector set to deliver growth in excess of GDP⁽¹⁾

Foundations laid to deliver our targets – clear strategy, operational improvement, balance sheet strengthening

Well positioned to deliver our FY25 guidance – revenue increase 5-10%, underlying EBIT increase 7-10%

Mid-term ambition – sustained underlying EBIT CAGR 7-10%, reduce leverage, return to pre-pandemic credit rating

Looking forward to delivering further success



TUI's transformation will unleash potential in a changing market

The holiday market is changing

To...
Flexible dynamic packages

From...
Traditional package holidays



Our transformation unleashes the potential that change creates

Customers demand choice, flexibility, convenience & trust



Global growth driven by markets outside Europe



AI as a game changer



TUI will transform to a global curated leisure marketplace



Global curated leisure marketplace
More customers, more products, more market share

Markets + Airline

Transformational growth



Holiday Experiences

Sustainable growth

Selling platform with exclusive and differentiated products & global sourcing

Hotels, Cruises, and Experiences global production and selling platform

Central Customer Ecosystem

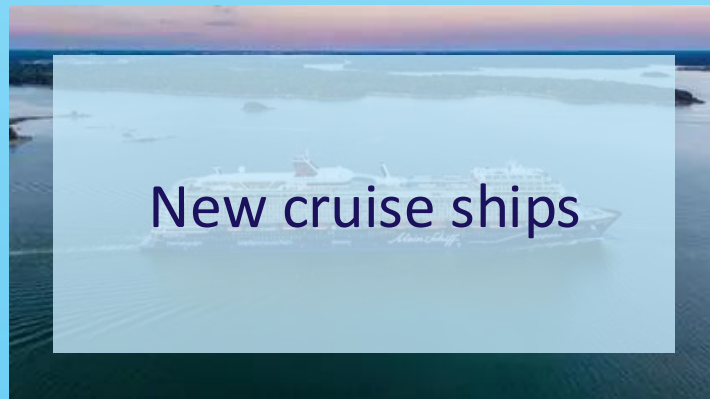
Grow customer lifetime value

Leadership & Employees

Operational Excellence & Performance

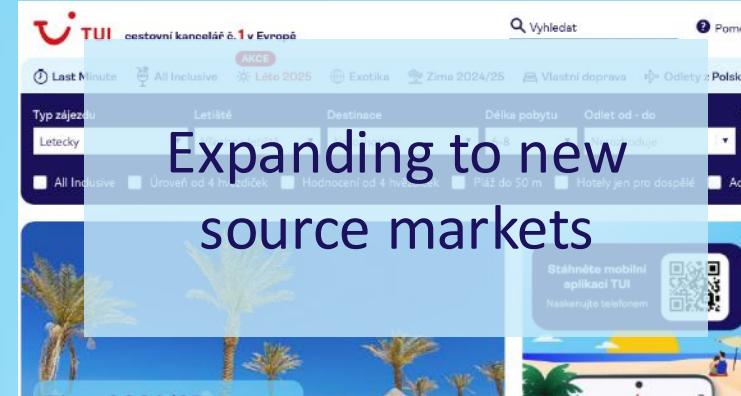


TUI is on the move!



Just a few examples of the achievements that will deliver profitable growth

Global platform to grow our TUI Smile worldwide



Bringing our TUI Smile to even more people around the world



Taking the lead on Sustainability



People



Planet



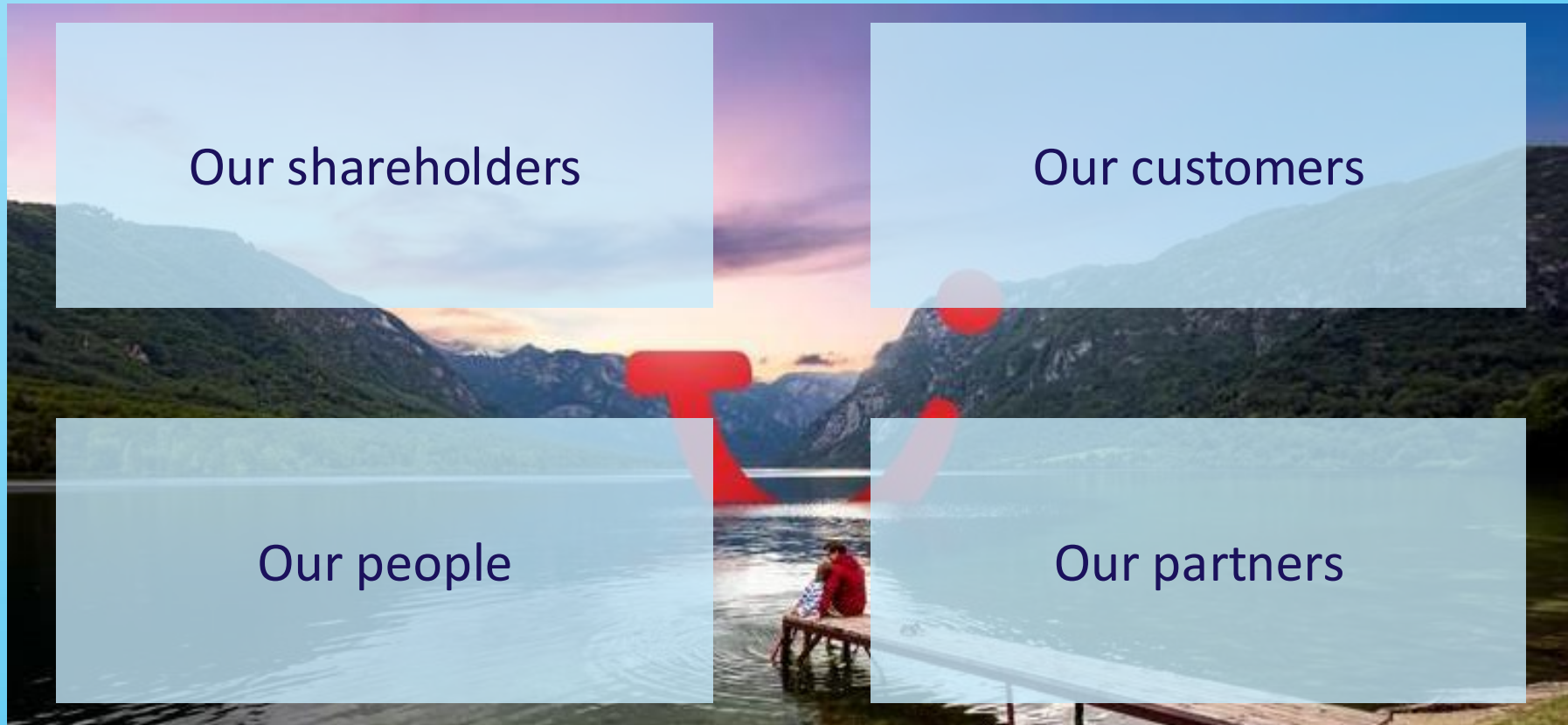
Progress



Taking the lead with ambitious goals, pioneering initiatives and a holistic approach



Delivering value for all stakeholders



**Our strategy will drive sustainable, profitable growth,
delivering value for all our stakeholders**



The path is set for sustained, profitable growth

Building on
our
successful
track record

Positive
outlook for
FY2025 and
beyond

Clear,
deliverable
strategy

Driving
sustainable
growth

Thank you.