



Speech

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Chief Executive Officer (CEO) TUI AG
on the occasion of the Annual General
Meeting

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– the spoken word prevails –

TUI AG Annual General Meeting 2025 - Speech by the CEO of TUI AG, Sebastian Ebel

Dear TUI shareholders,

Ladies and Gentlemen,

On behalf of my colleagues on the Executive Board and the Group Executive Committee, and on behalf of the entire TUI team, I would like to welcome you to our 2025 Annual General Meeting. I am delighted that so many of you have joined us today. We look forward to your contributions in the debate later on.

SLIDE 2: Thank you

I would like to start by saying thank you. Thank you for your loyalty to TUI, for your trust in our company and for your support as shareholders. Many of you have been by our side during difficult years. We appreciate this very much. Your trust in TUI, our employees and our strategy has been an important sign and has strengthened our company. This trust - your trust - is imperative for us. That is precisely why our CFO Mathias Kiep and I, along with our Investor Relations team, invest so much time in discussions with our investors.

We are pleased that we are now seeing successful years with TUI again and have been able to prove this in the last ten quarters. The transformation is in full swing, we are seeing progress step by step – and above all: there are clear global growth prospects. I will come back to this later.

2024 was a very good year for our company – we grew profitably and delivered successful results in all divisions of the Group. I will come to this in more detail in a moment.

And our outlook for 2025 is good – ambitious and realistic. We have again set ourselves ambitious goals for the current financial year and are well on the way to continuing last year's profitable growth. What's important to me is that we have delivered what we announced and promised in the ten quarters. It is my principle. To openly address challenges, seize opportunities, tackle unconventional ideas – and be reliable for the company, for you as shareholders, for our employees and for our many partners. That is what you can expect from us.

This successful development is, in no small part, thanks to the TUI team. A loyal and extremely motivated team. You can only overcome a crisis like Covid and achieve the kind of recovery that we have with a professional and strong team. So, I would like to start my speech today by saying a big thank you to our employees. They are not just the face of TUI to our customers – they are also the heart of TUI.

Our 67,000 colleagues from over 100 countries around the globe were able to provide more than 20 million guests with a dream holiday last year. With passion and enormous personal commitment. With unrivalled expertise in the holiday sector. With an internationality that is second to none. And with the unique 'Lets TUI it' spirit that defines our team and makes us strong. Our success is the result of a great team. I am very aware of this – and so is the entire TUI management team. So once again: a big thank you to all our colleagues!

I am particularly pleased that satisfaction within our team has grown significantly. The satisfaction score in our employee survey rose by seven points last year to a score of 81. We were able to increase our score in the category of 'recommending TUI as an employer' by eight points. Our 'Come as you are' approach plays an important role in this. At TUI, every employee can be themselves. Diversity, equality and inclusion are essential to our success – and promote innovation, growth and a sense of belonging. That is why diversity is firmly anchored in our People Strategy – and, by that, I mean diversity in its entirety. Because diversity is more than just gender. It is precisely for this reason that we also support the Diversity Charter. This is part of our promise to our employees.

At this point, I would also like to express my sincere thanks to the employee representatives, led by our Group Works Council Chairman and Deputy Chairman of the Supervisory Board, Frank Jakobi. Our constructive cooperation is one of the strengths of our Group and contributes decisively to our success. Thank you for the constructive dialogue and your support.

SLIDE 3: Politics

TUI's development in recent years is an impressive demonstration that positive change is possible. Successful transformation is possible. If you have a clear plan and are all moving in the same direction, you can overcome even severe and existential crises together. And you can use them as a starting block for new growth.

Without this future-proof plan and without clear orientation, it is simply not possible – and you can't move forward. At best, you remain where you are, but usually you regress.

In the European Union, and especially here in Germany, we are now at precisely this point. Will we be able to develop a new vision and implement it together – with politics, business and society working shoulder to shoulder? Implementation also means making painful cuts instead of insisting on the lowest common denominator. Can we manage to instill confidence, drive and trust in people in Germany and Europe again? Can we manage to free ourselves from the shackles of excessive bureaucracy and regulation?

In recent years, a lot of things have gone off the rails. Much of what we have always taken for granted can no longer be taken for granted. This creates uncertainty and drives people apart – and thus it also drives people to the margins – and extreme margins.

We have lived beyond our means, overestimated ourselves or painted a picture that no longer corresponded to reality. The reasons for this are probably manifold and cannot be easily pinned down to the failure of one government or one political movement. I will leave the analysis to others.

What is important to me is the way forward. We need a new vision, a new plan for the future of Germany and Europe. A plan that promotes innovation and investment. A plan that reconciles growth and sustainability. A plan that restores trust in Europe and in our democracies, in our state – and thus takes the wind out of the sails of the populists and agitators on the fringes.

This plan also involves taking people's problems seriously and not leaving parts of the population behind. This is also essential to counteract the growing division in our society.

We will not emerge from the crisis without growth. Excessive bureaucracy and regulatory mania prevent growth and innovation. We all know this – and yet in recent years we have seen more and more nonsensical regulations, frameworks and guidelines that continue to paralyse us – in both the economy and society. Whilst this does not change, the mood in our country will not change either. I therefore very much hope that the next federal government here in Germany, and also in the EU in Brussels, will create much-needed scope for investment and innovation – and thus for growth. We need a reset. We need clear goals and simple rules. We need a culture of trust instead of regulatory mania and paternalism.

And here I also send a message to Brussels. A clear commitment to cut back is needed. I am convinced of one thing: Europe is our future and that must never be up for debate. Especially in a polarised world in which traditional alliances are losing their significance, the European Union is more important to us than ever. This makes it even more important for the EU to get closer to the people and their needs again – and to be much less concerned with itself. A strong European Union protects us from despots and blackmail.

Less state paternalism and fewer state tasks mean more scope for investment. In around three years, the coalition government has created an additional 8% of new jobs for civil servants and employees at the federal level. Each additional job produces new rules and the desire to monitor them. Germany is one of the most highly regulated locations in the world. We can see the result of this today. Money must be better targeted – because investment is lacking where we need to strengthen our country: in defence and security, in the police force, in hospitals and healthcare, and in infrastructure.

In such an environment, companies will then invest again. Only companies that make a profit can invest – including in climate protection, by the way. German and European companies want to transform to a climate-friendly economy – but they need the space to be able to make the investments to achieve this.

The situation is anything but hopeless. This is impressively demonstrated by the example of Greece – one of our most important destinations worldwide. A few weeks ago, I was able to discuss the Greek tourism strategy for the coming years with Prime Minister Mitsotakis in Athens and we talked about the country's reforms over the last 15 years. They have been drastic, but Greece is on track and growing. I am impressed by how his government has put the country back on track with a clear roadmap and bold steps. It is an encouraging example, and we need more of them.

SLIDE 4: Force for Good

And Greece's example also impressively demonstrates another thing: tourism is a driver of development. Here in Europe, but especially in emerging and developing countries around the world. It is an economic driver of development, but – and this is often underestimated – it is also a social one. From environmental standards to working conditions. From education to the protection of cultural heritage. Responsible and sustainably developed tourism creates enormous value at destinations. Not to mention the immeasurable effects on international understanding and intercultural exchange. Especially in these times, we should not underestimate this positive contribution of our industry, but should confidently highlight it. Personal exchanges and encounters between people are the best protection against nationalism, prejudice and narrow-mindedness.

Therefore, it is important to me to emphasise once again at this point: the minimal attention that our industry receives from politicians here in Germany and also at the EU level is disproportionate to the immense importance of tourism for Germany, Europe and the world. In many areas, the framework conditions for our industry are not optimal – more support from politicians would enable our sector to develop even better. That is what we are working towards – in the common interest of the entire sector – in our political work here in Europe and around the world.

SLIDE 5: Review of FY2024

Despite these difficult conditions, TUI managed to achieve further growth in 2024. Let me now turn to the results of the past year. A strong year for the Group.

We continued to grow significantly in terms of revenue, to 23 billion euros, and we achieved a very good result in terms of EBIT, at 1.3 billion euros. Our Markets and Airlines segment successfully expanded its market share and grew. The Holiday Experiences segment – with our hotels, cruise lines and the activities and experiences of TUI Musement – had another record year. We made good progress in implementing our ambitious sustainability agenda. Sustainability never was, or is, just a trend for us, but a conviction – part of our DNA. However, we also know that we have a lot of work ahead of us. Significant and, above all, profitable growth; and a positive cash flow development to reduce our debt and to cover our investments.

And, most importantly for the Group, we were able to strengthen our balance sheet and further reduce debt in the past financial year. As a result, the rating agency Fitch rated TUI's creditworthiness BB with a stable outlook at the end of last week. This represents a return to the pre-pandemic level of 2018. Fitch's assessment explicitly emphasises our leading market position and strong brand recognition, and also addresses our differentiation and diversification advantages.

The rating upgrade is the result of an enormous joint effort in recent years – so I am particularly pleased about it.

All of this shows that we have finally overcome the crisis. We are clearly on track for profitable growth. And we want to maintain this course in 2025 as well.

SLIDE 6: Outlook FY2025

Despite difficult conditions, tourism is expected to grow faster than the global economy again this year. This is the basis for our growth as market leader. We are targeting revenue growth of between 5 and 10%. In terms of EBIT, we aim to increase last year's record result by 7 to 10%. The results for the first quarter presented this morning confirm the positive outlook. As mentioned earlier regarding the political environment, this environment will certainly not be an easy one. I am counting on politicians to take the warning signs seriously and to follow them up with action. We can only prepare the way for TUI; we want to achieve our goals and deliver.

SLIDE 7: Transformation

The positive outlook is based on our clear strategy and the successfully initiated transformation of our business. This will enable us to remain on a growth path in the years ahead.

The market is changing, and we have put TUI in a position to continue to succeed in this new environment. Our dynamically packaged holidays are becoming increasingly attractive and important for our customers. We offer our guests more and more flexibility, individuality and choice – without compromising on TUI's usual quality. We are also making better and better use of the opportunities offered by Artificial Intelligence to continuously improve the experience for our guests. When booking, as well as during the holiday itself.

Incidentally, the topic of AI is an excellent example of how we're working together with employee representatives. Back in March 2024, we reached an agreement that governs the use of AI at TUI and ensures that both the company and employees can benefit from the opportunities. As a result, more than 30,000 colleagues have already actively participated in AI training. This ensures that we can use AI as a game changer for TUI. There will be a lot of activity in this area in the coming years – we are not just on the ball, we are at the forefront.

SLIDE 8: Marketplace

Our goal is clear: We are consistently transforming TUI into a unique global and platform-based marketplace for carefully selected leisure experiences. We want to offer more products to even more customers – from our tour operators and our airline, as well as from our hotels and cruise lines, and with our activities and experiences.

That is the basis for further continuous expansion of our market share. Our curated – in other words - our exclusive products are of crucial importance in this.

In doing so, we do not want to limit ourselves to holidays and travel alone. In the future, we will increasingly offer the full range of leisure experiences – from safaris in Namibia to concerts in our hometown. Last year alone, our portfolio grew by over 20,000 activities and experiences. And every day, many new offers are added to our platform. This means that, to customers who already know and love TUI from their holidays, we will be able to offer attractive experiences and activities at home in the future. With all the usual TUI quality and reliability. All individually tailored to our customers and their needs - thanks to our ever more powerful TUI Central Customer Ecosystem. This ensures that the right offer also reaches the right customer.

SLIDE 9: TUI on the move

On the product side, we are therefore growing continuously. In the past year, we have made important progress in all parts of the TUI world. At this point, let me just mention a few examples. We have entered into new partnerships that allow us to offer our customers completely new products. For example, thanks to our new cooperation with Ryanair, we will be able to significantly expand our range of city breaks in the future. In the hotel sector, we have opened numerous new hotels and resorts – many of them in destinations where TUI has not been present before. In Africa, for example, new hotel clusters are being built on the east and west coasts. A lot is also happening in Asia – I will come back to that in a moment. In the cruise business, the growth of our fleet has continued with Mein Schiff 7. And in just a few weeks, it will be followed by the new Mein Schiff Relax. We are also preparing plans for Marella Cruises. And of course, a lot has happened at TUI Musement – our platform for activities and experiences. New attractive and exclusive offers are added here every day, all over the world. As you can see, TUI's product portfolio is growing steadily and in all areas.

SLIDE 10: Global expansion

And we are also expanding TUI's presence on the map and growing strongly – particularly outside Europe. We are bringing our smile to the world. We are bringing our TUI Smile to the world. Our extremely strong brand helps us to do this. It already stands for joy and adventure, for quality and uniqueness in many countries around the world. And we are very proud of the TUI Smile – as you can see from our outfits today.

The brand development strategy is clear: we want to bring the TUI Smile to even more people around the world and make the brand even better known and more popular internationally. And we want to further enhance the emotions it evokes. The new sports sponsorship projects we launched this year will play a key role in this regard. The TUI Palma Marathon launched last autumn and the TUI Marathon in Rhodes in a few weeks' time are great examples of this. We will also be heavily involved in mini-football, a new trend sport.

And, of course, our unique product experiences also play a central role in this. With TUI Blue, we are currently seeing strong growth in China and Southeast Asia. With excellent customer satisfaction and strong occupancy rates. The TUI Blue hotel experience is extremely popular with our Asian guests – which is why we are continuing to push growth here over the next few years. We are also expanding our hotel portfolio in the Caribbean, where we are welcoming more and more guests from North America.

And finally, we are in the process of opening up new source markets. TUI Poland is now being followed by the Czech Republic and other Eastern European countries. With TUI Iberia's high-performing platform, we are not only opening up Spain and Portugal, but also offering our products to the steadily growing middle classes in Latin American countries. With high growth rates and very attractive margins. So far, we have only seen many of these countries as holiday destinations. However, the brand is also well known and strong in these countries. And people want to travel – even in the parts of the world that we traditionally know as the places where we spend our holidays.

I have now mentioned examples of the global expansion of the TUI smile. As I said earlier, the global tourism market is growing steadily and faster than the economy as a whole. We want to, and are able to, benefit from this as TUI – not only in our traditional European markets, but also in Asia and the Americas. This growth will bring us great pleasure in the years to come.

SLIDE 11: Sustainability

However, we do not aim for isolated growth. We want to grow sustainably – and pay due regard to all three dimensions of sustainability: ecological, social and economic. Last year at this point, I gave you a very detailed insight into our TUI sustainability agenda ‘People. Planet. Progress.’. We have made good progress in all three areas of the agenda. Our work has also attracted attention and recognition across the industry.

Of course, consistently reducing our carbon footprint remains a key element of this – in the airline sector, but also in cruises and at our hotels and resorts. We remain committed to our ambitious goals and are working hard on them.

But of course, we’re also addressing the social dimension of sustainability in all our destinations. Our position is clear: people in holiday destinations must benefit from tourism – they are also the ones who must decide how much and what kind of tourism they want. One thing is clear: we cannot and will not develop a destination without the local people. Partnership and cooperation with the local population is of central importance to us.

That is why we are very proud of the work of the TUI Care Foundation, which is now running 90 projects in over 30 countries to support people and nature in holiday destinations. It is independent, but is supported by our guests and the company. Its work ranges from training and supporting young people and local small businesses, to marine conservation and reforestation. The Group and the entire TUI team have once again actively supported the Foundation over the past year. Not only with donations, but also with the energy and expertise of colleagues who enrich the Foundation's work in projects locally in the destinations. This approach makes the work of the Foundation very special. One of the highlights was certainly the visit by the Federal President and his wife to a project in Crete.

As you can see, sustainability is not a passing trend for us or for the TUI Care Foundation. Making our business sustainable is, and remains, of central importance for all of us at TUI and across all business areas. That was the case before the issue became the focus of public debate a few years ago. And it remains so now that other issues and challenges are once again at the centre of public discussion. I am personally convinced that tourism can only be successful and create value in the long term if it is designed to be sustainable.

SLIDE 12: Value for all

And that is precisely what we want: to create long-term value – for everyone who is part of the TUI family. For all our stakeholders. For our customers. For our colleagues. For our partners in the destinations and in our markets. And, of course, for you, our shareholders.

With this in mind, we are looking forward to hosting another Capital Markets Day at the end of March. At the event, we will provide investors, analysts and bankers with a more detailed insight into our company's strategy. The event will focus, in particular, on the progress made in transforming the Markets + Airline segment and provide an update on the development of Holiday Experiences.

With our future-proof strategy and a clear focus on profitable growth, we're consistently creating strong, mutually reinforcing value for all our stakeholders. Highly satisfied colleagues lead to satisfied customers. Highly satisfied customers become TUI fans and boost our business.

SLIDE 13: Summary

TUI is now in the midst of this upward spiral. Last year, we delivered a good performance. The new financial year has also started well. We are very well positioned in the market with our strategic alignment. We have

every opportunity to continue our profitable growth in the years ahead. In short, TUI is on a growth path. TUI is on the up!

I would like to express my warmest thanks to everyone who has played a part in this. We are continuing to pursue the path of transformation very consistently and we are convinced that we will succeed. We will continue to expand our already very successful Holiday Experiences segment with hotels, cruises and activities. The Markets & Airline segment will become stronger and more profitable as a result of the transformation, and we will grow by entering new markets in Eastern Europe and beyond Europe. I am looking forward to that.

Ladies and Gentleman, our trends, strategy and operating performance are aligned. That is encouraging and forms the basis for a successful TUI this year and in the future.

Thank you!