



TUI Group

The world's number one tourism group



The world's number one tourism group – An overview



Global group –
headquartered in **Germany**



67,000 employees in
more than **100**
countries



Turnover
€17.2bn*



More than **300**
hotels
with **214,000** beds



Underlying EBITA
€1bn*



16 cruise ships



A **FTSE 100**
company



Around **1,600** travel shops
in Europe



Market capitalisation
€8bn**

More than **20 million** customers
from **31** source markets travelling
to **180** countries worldwide

* Numbers based on FY 2015/16 ** As at January 2017



From an industrial conglomerate to a global integrated tourism group

Since the disposal of the remaining shares in Hapag-Lloyd Containerschiffahrt in 2017, TUI is now only focusing on its core business tourism. The merger between TUI AG and TUI Travel PLC in 2014 created the world's number one tourism group.

PREUSSAG



1997



2000 – 2002



2007



2014



2016

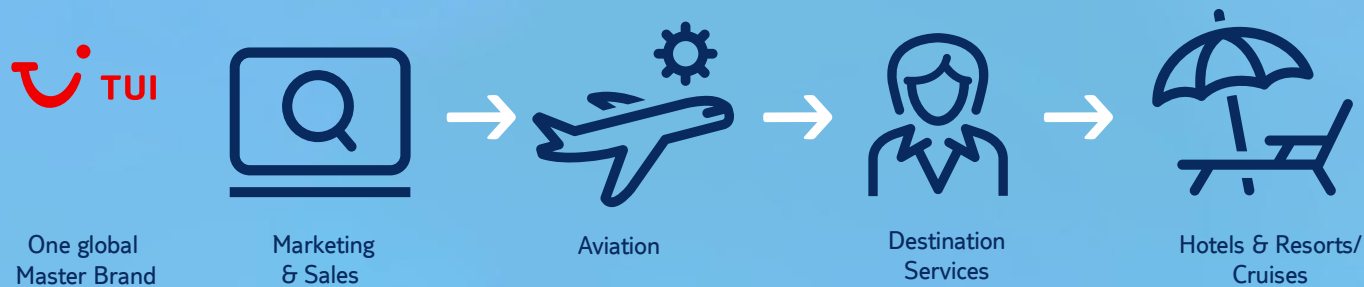
Think Travel.
Think TUI.

2017

Disposal



Our vertically integrated business model



The strength of our vertically integrated model is the monitoring and selective control of all stages in the value chain.

This allows us to

- Minimise risks through **integration of decision-making channels**
- **Respond quickly and flexibly** to market change
- **Deliver profitable growth**
- **Actively shape** overall conditions and markets
- Mitigate **capacity risks**

This model enables us to secure and further grow our leading position.

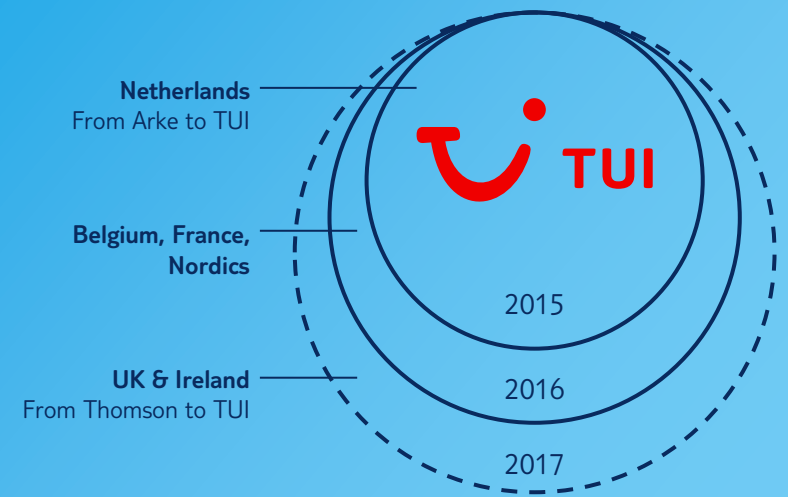


We operate throughout Europe under a single brand*



TUI brand's global strength

The Group is now operating under the single TUI brand. The oneBrand strategy has been implemented in the Netherlands, France, Belgium, the Nordics and in the UK and Ireland. All customers will now benefit from the same brand experience, wherever they are in Europe.



*Strategy implementation safeguards all interests by third parties and complies with all contractual obligations



TUI Group's management team



Friedrich Jousen

CEO



Horst Baier

Member of the Executive Board

CFO



David Burling

Member of the Executive Board

Northern Region, Airlines, Product & Purchasing



Sebastian Ebel

Member of the Executive Board

Central Region, Hotels and Resorts, TUI Destination Services, Cruises



Dr Elke Eller

Member of the Executive Board

HR, Labour Director



Frank Rosenberger

Member of the Executive Board

IT, New Markets

Executive Board



Elie Bruyninckx

Member of the Group Executive Committee

Western Region



Thomas Ellerbeck

Member of the Group Executive Committee

Group Director Corporate & External Affairs



Erik Friemuth

Member of the Group Executive Committee

Group Chief Marketing Officer



Henrik Homann

Member of the Group Executive Committee

Group Director Strategy



Kenton Jarvis

Member of the Group Executive Committee

Group Director Controlling, Financial Director Tourism



Dr Hilka Schneider

Member of the Group Executive Committee

Group Director Legal, Compliance, & Board Office

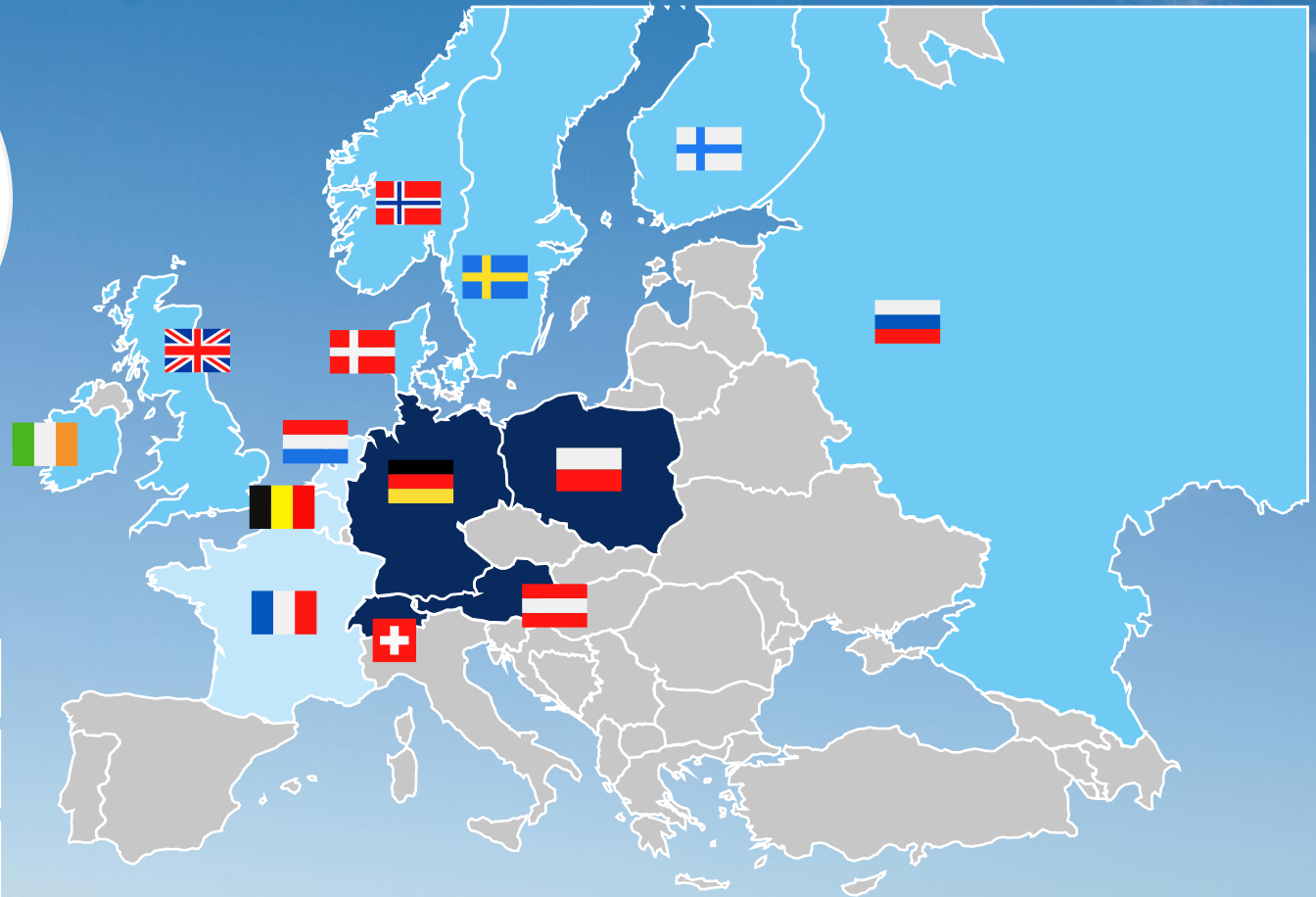
Group Executive Committee



Our six Tourism segments



Our tour operating business, sales operations and airlines are clustered into three regions



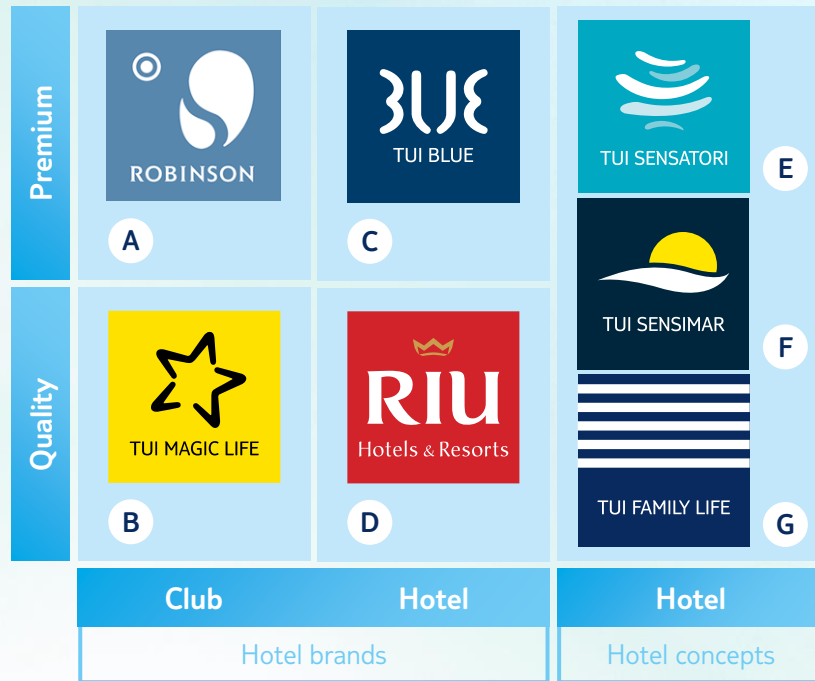
Northern Region

Central Region

Western Region



We deliver growth with our strong hotel and club brands



- A Premium clubs** in excellent locations at the beach or in the mountains. **Robinson** offers emotional entertainment and high-quality exciting sport & wellness activities with professional trainers & branded equipment as part of our WellFit® concept. Gourmet dining is prominent, from big international buffets to gourmet à la carte restaurants.
- B Ultimate all-Inclusive holidays** in top-located beachside 4-star clubs with 99% of offered services packaged in. **TUI Magic Life** offers a wide choice of entertainment programmes & sport activities.
- C TUI Blue** offers **premium hotels** in first-class locations with high-class regionally inspired F&B, cutting-edge technology features, a professional BLUEft programme and BLUEguides as experts for individual local experiences, catering for all the needs of the modern lifestyle traveller.
- D Over 100 3- to 5-star hotels** in the best beach destinations worldwide, offering holidays from family all-inclusive fun to romance and luxury. **RIU** is famous for its distinctive and excellent restaurants.
- E Modern luxury holidays** designed to fuel the senses. In **TUI Sensatori** resorts guests can unwind in **5-star surroundings**. Gourmet dining, state-of-the-art bedrooms and first-class pool scenes come as standard.
- F Stylish 4- to 5-star hotels** designed for adults with space and relaxation in mind. **TUI Sensimar** hotels are located at the seafront and are distinguished by a personal & obliged service.
- G TUI Family Life** holidays promise the ultimate environment for a family holiday to remember. Accommodation with contemporary design, big pool areas, children's clubs & hangout for teens.



We are one of Europe's leading cruise lines



- The joint venture TUI Cruises is German market leader for premium cruises.
- The feel-good fleet offers every passenger the premium all-inclusive package: most F&B and use of the spa area are included in the travel price.
- Continuing the growth roadmap: Until 2019, the *Mein Schiff 7* and *Mein Schiff 8* will follow – shortly after the *Mein Schiff 1&2* will be transferred to Thomson Cruises.

Ships

6

MARELLA
CRUISES

- The British cruise brand Marella Cruises will expand its fleet over the next few years: By 2019, the UK shipping line will add two more ships to its fleet.
- Marella Cruises' concept is based on balance and diversity and attracts a very broad audience. From full-day family activities all the way to casino and bar evenings – all passengers can fashion their cruise trip to suit their individual needs at affordable rates.

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- Hapag-Lloyd Cruises is the leading provider of expedition and luxury cruises in the German-speaking market.
- Its fleet includes the well-known 5-star luxury vessels *MS EUROPA* and *MS EUROPA 2*. The expedition segment offers exclusive routes - From the Arctic to the Amazon: the fleet's small ships are ideally fitted for travel to exceptional places.
- Hapag-Lloyd Cruises has ordered two new expedition ships scheduled for delivery by 2019.

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International teams in the destinations to greet guests from all over the world

Large variety of offerings:

- Excursions
- Service
- Transfers
- Transport
- Handling

Our fundamental principles:

- **Service from the heart**
- **Solve on the spot**

Travel reps can respond locally straight away by offering tips, helping out or resolving little problems.

Around **6,500**
employees









11m
customers



Over
100 destinations



We operate Europe's seventh largest aircraft fleet*

TUI fly Netherlands	TUI fly Deutschland	TUI fly Nordic	Thomson Airways	TUI fly Belgium	Corsair
					
9 aircraft	41 aircraft	7 aircraft	60 aircraft	25 aircraft	7 aircraft



*As at 30 September 2016 – Includes aircraft leased to third-party providers



We drive digital change

TUI aims to go more digital and expand innovative technologies and business segments. At the same time, we face tougher demands on highly efficient IT infrastructure and IT security.

- **Cooperation** with the travel platform of Asia's largest online provider **Alibaba**
- Innovative growth area: **online tourism platform LTE**
- **43%** of our customers **book online***
- Centrepiece of our vision for mobile apps: the **MyTUI App**



* Number based on Source Market Customer



We pursue a common vision and common values to deliver our goals

Our vision, our values and customer proposition form the basis for our action and our attitude – both inside and outside.

Our vision

Discovering the world's diversity, exploring new horizons, experiencing foreign countries and cultures: travel broadens the mind. At TUI, we create unforgettable moments for customers across the world and make their dreams come true. 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 to help shape their future – in a committed and sustainable manner.



Think Travel. Think TUI.

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