



TUI Markets + Airline - Marketplace Strategy Update

5th June 2025

Düsseldorf

TUI Group integrated business model

Markets + Airline is a fundamental part of TUI's integrated model

Hotels & Resorts



- 433 Hotels¹
- 12 Diversified brands

Cruises



- 17 Cruise ships
- 3 brands

TUI Musement



- Marketplace - tours, activities & transfers
- >45k experiences



33m Customers

13m customers - **Holiday Experiences** – (Und. EBIT) ~80%

20m customers - **Markets + Airline** - (Und. EBIT) ~20%

Marketplace



- 14 Source markets
- Multi-channel distribution

Airline



- 125 aircraft
- Serving short to long-haul destinations

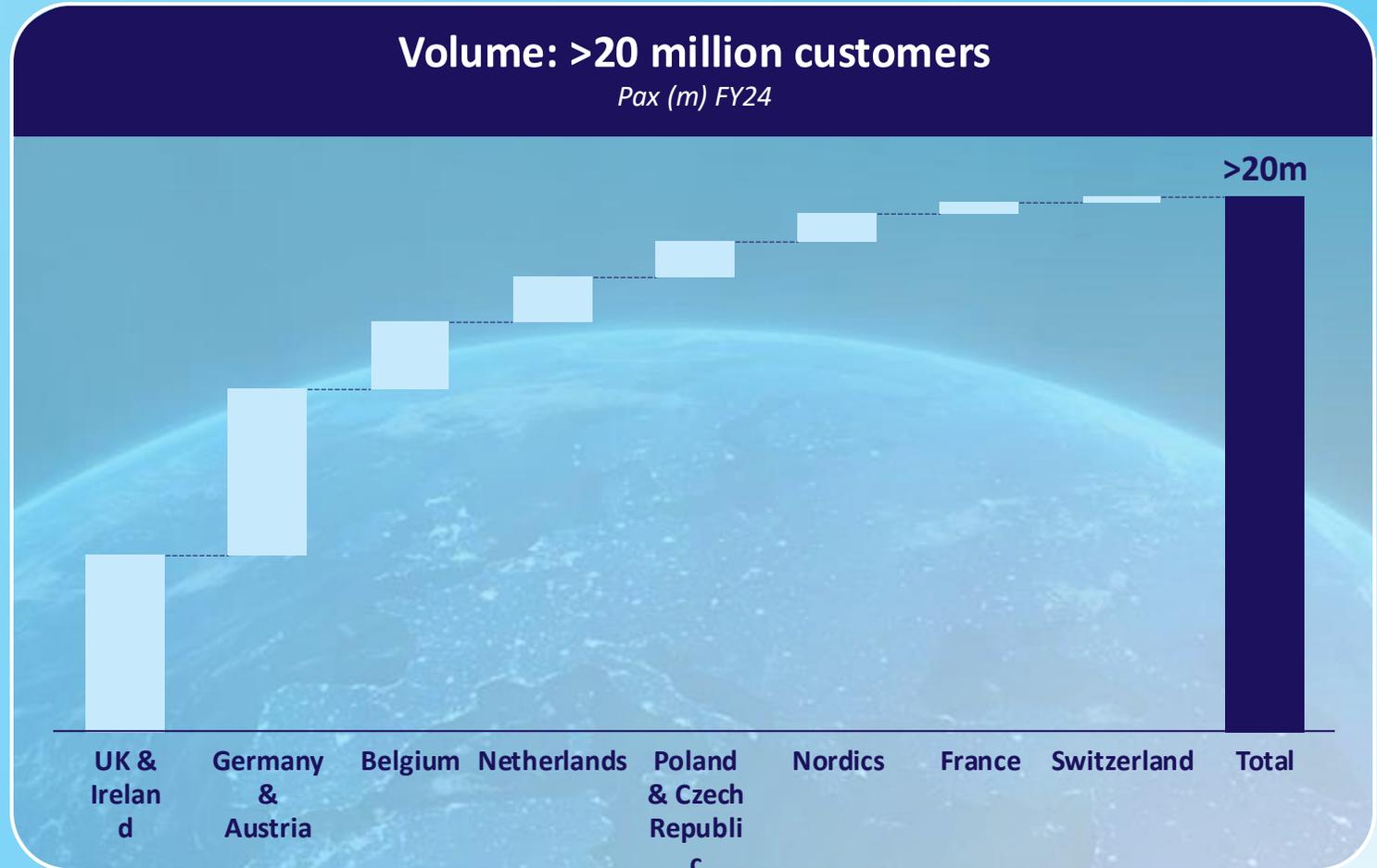
Transforming into the TUI of tomorrow – Global Curated Leisure Marketplace

Scalability through platforms
Cross & up-selling



Source markets

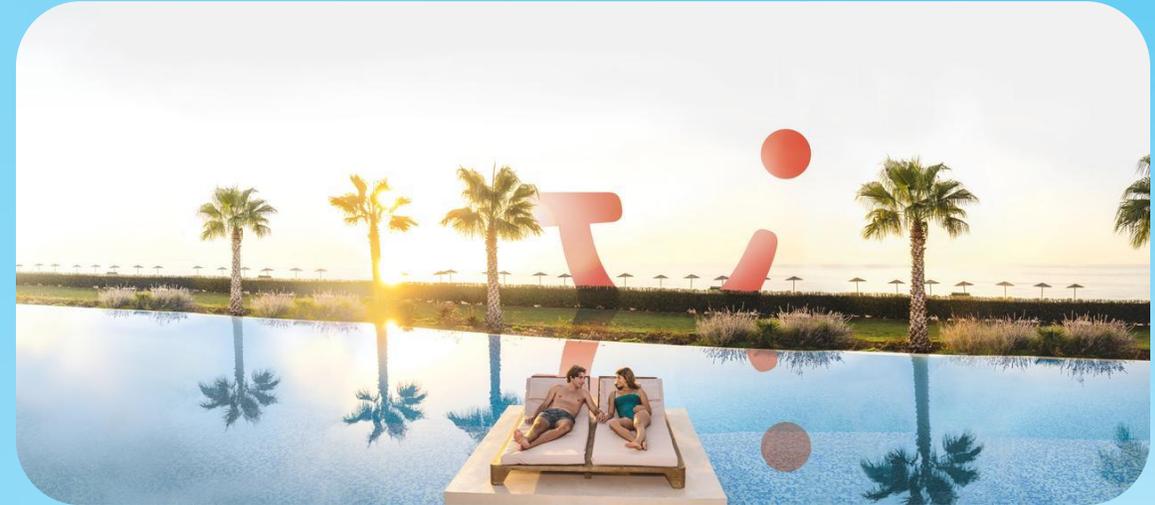
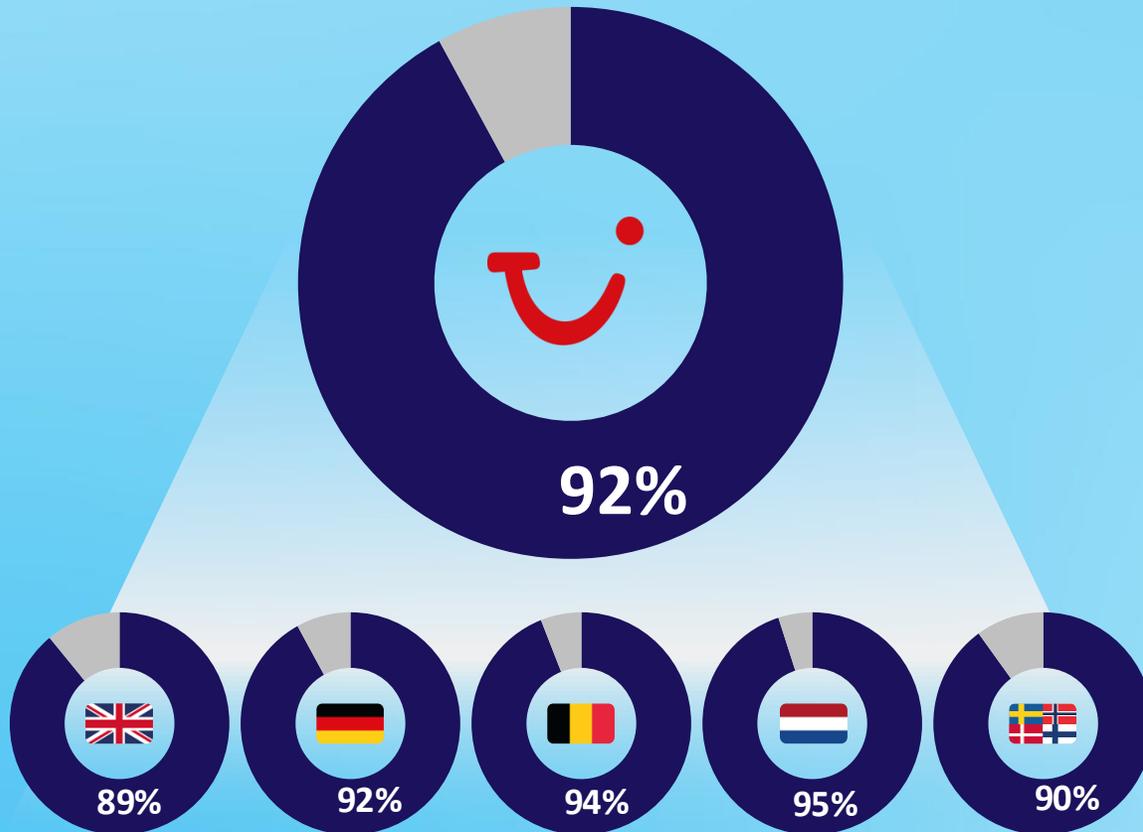
Strong presence in 14 source markets – another six new and growing



Brand

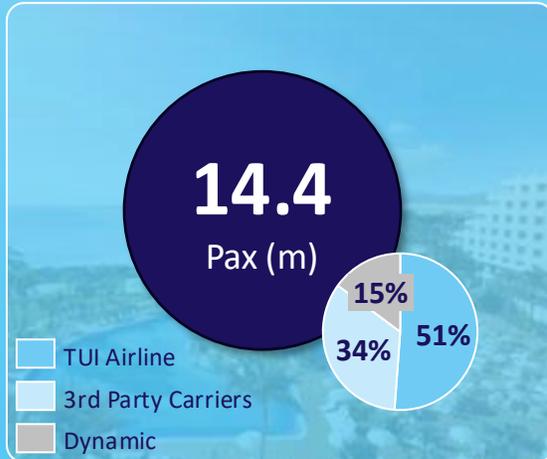
One well-recognized global master brand in all our markets

TUI Brand Awareness FY24



Products

Package at our core with a growing share of dynamic production



5 FY24 volumes and carrier split
Other: Tours, Groups & Incentives, Sports, BeNe Cruise, Nazar

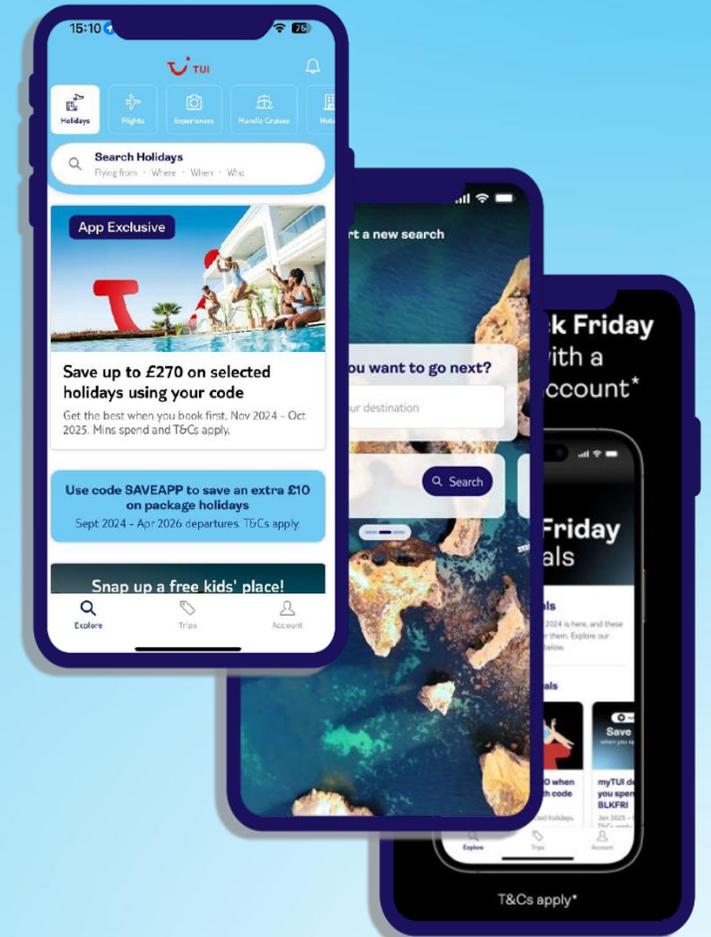
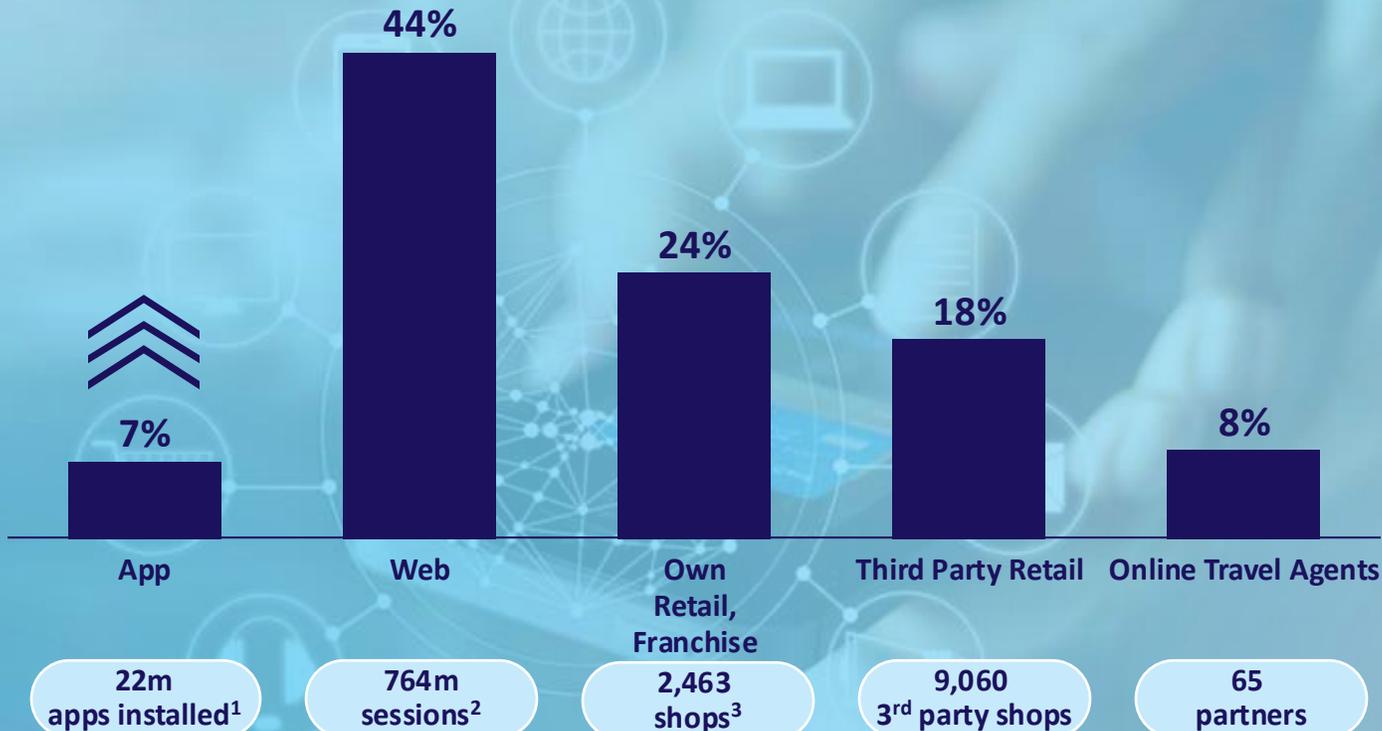


Distribution

Multi-channel distribution strategy with a focus on app growth

Distribution by channel

Pax (%) FY24

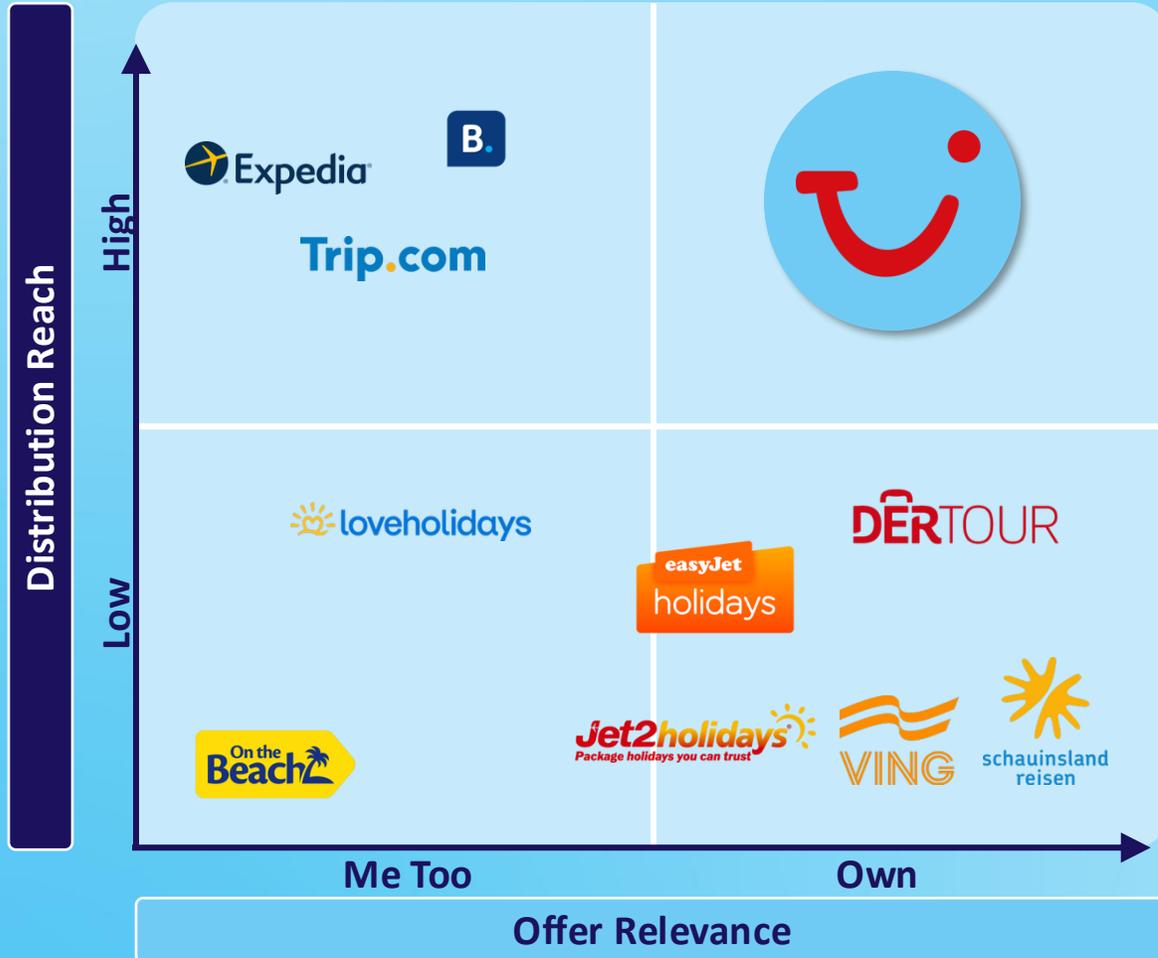


6 1) Total TUI apps installed on devices in December 2024
2) Web traffic sessions for FY24
3) 1,224 own retail shops, 1,239 franchise shops



Competition

TUI is well positioned for the future



Distribution Reach

Pan-European platform with ambition to go global

Multi-channel strategy with App and AI focus

Offer Relevance

Own products and service for differentiation

Multiple holiday and leisure product categories for choice

7 Distribution reach: combined number of markets, channels & addressable customers
Offer Relevance: Curated offering including own differentiated products



Transforming Tour Operator

Creating a scalable Global Curated Leisure Marketplace

Dynamic growth



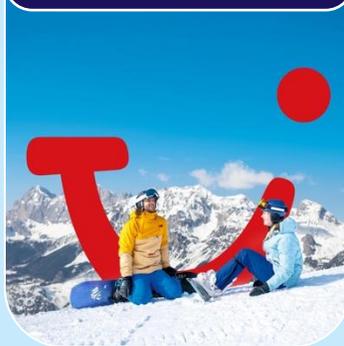
Risk-right growth

Own products



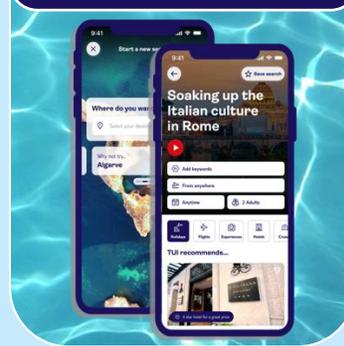
Differentiation

More product categories



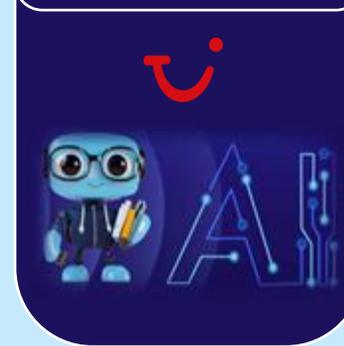
CLV

App First personalisation



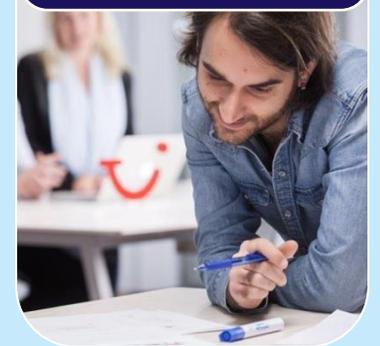
Distribution Cost

AI-powered global platforms



Global Scalability

Lean organisation



Overhead Cost

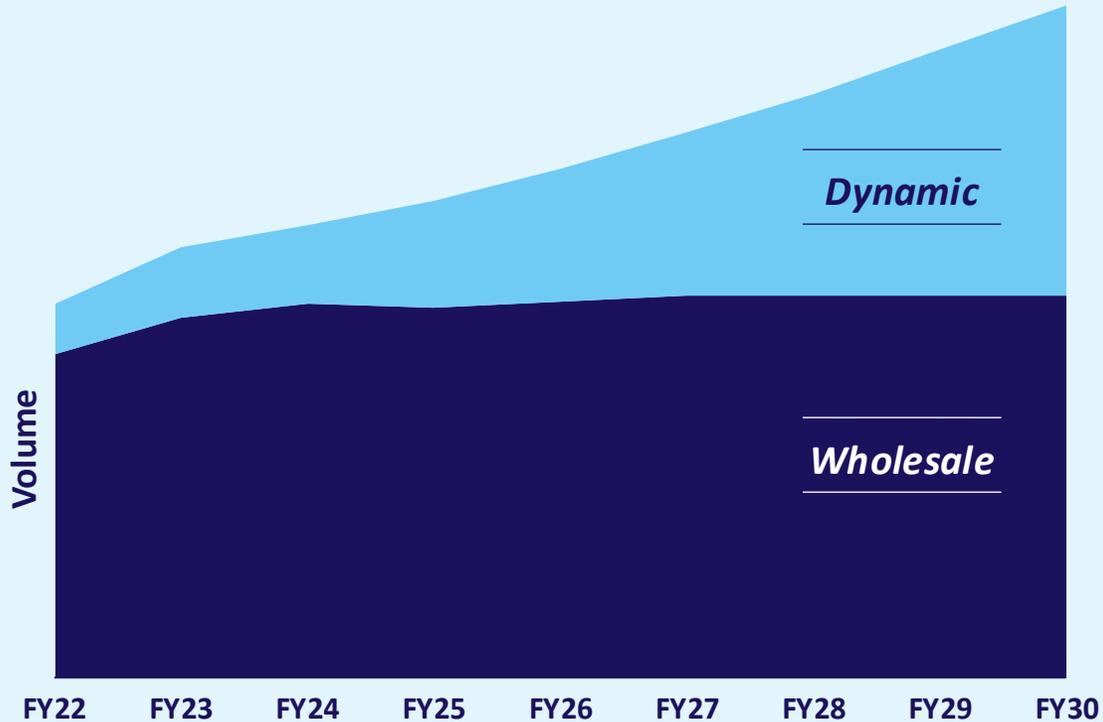
The transformation benefits the customer by improved choice, flexibility, personalisation & value for money



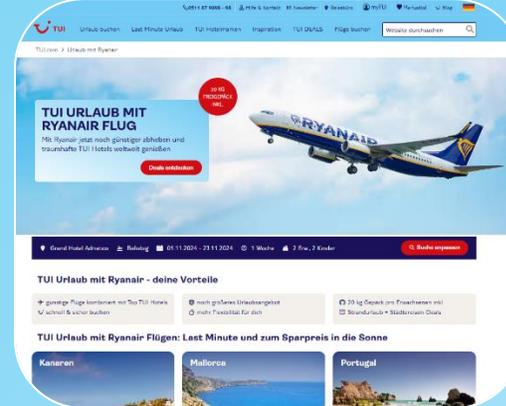
Dynamic growth

Dynamic sourcing enables risk-right growth for TUI

Overall growth driven by dynamic products



Scaling dynamic sourcing



Flight Sourcing

- Direct Connects**
- NDC**
- Amadeus NDCx**
- Amadeus GDS**

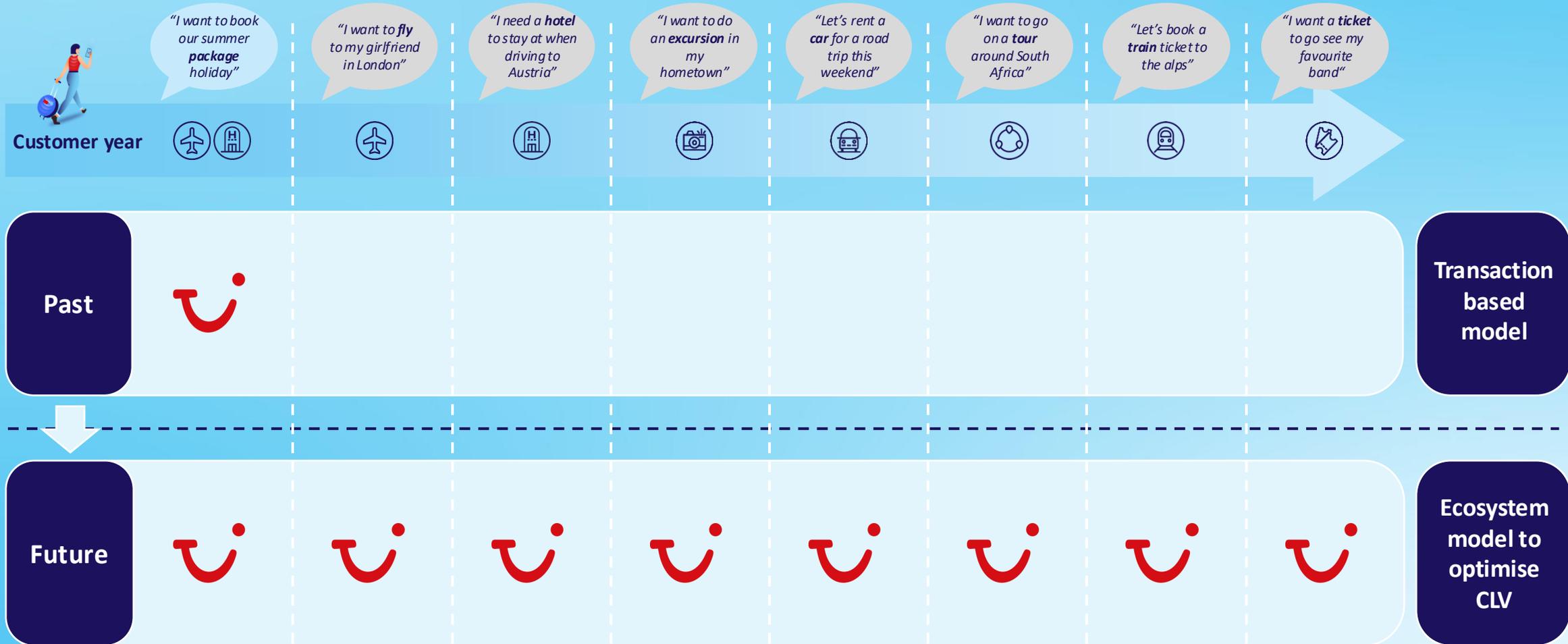
Accommodation Sourcing

- Direct Connects**
- Channel Managers**
- Aggregators**
- Bed Banks**



More product categories

Offering a wide range of product categories to increase CLV



Peakwork @TUI

Player & hub technology powering TUIs Marketplace offering

MARKET COVERAGE



5

Source Markets



OUR OFFER

1+ tn



100k

Hotels



976

Destinations



46

Dep. Airports

SEARCH PERFORMANCE



Connected Hubs

20+



Daily requests

600 Mio

up to 18,000 per second



Availability

95%



Price Accuracy

92%



Perfect Offer

86%

DATA SOURCES



20+

Flight



30+

Hotel

DAILY UPDATES



600k

Flight
Full & Delta



2.3 Mio

Hotel
Full & Delta



100 Mio

Package Price
Supplements



Thank You!

