

TUI ESG INVESTOR PRESENTATION

Based on FY25

TUI BLUE Isla Cristina Palace,
Spain

AGENDA

1

TUI Sustainability Agenda

2

Environment

3

Social

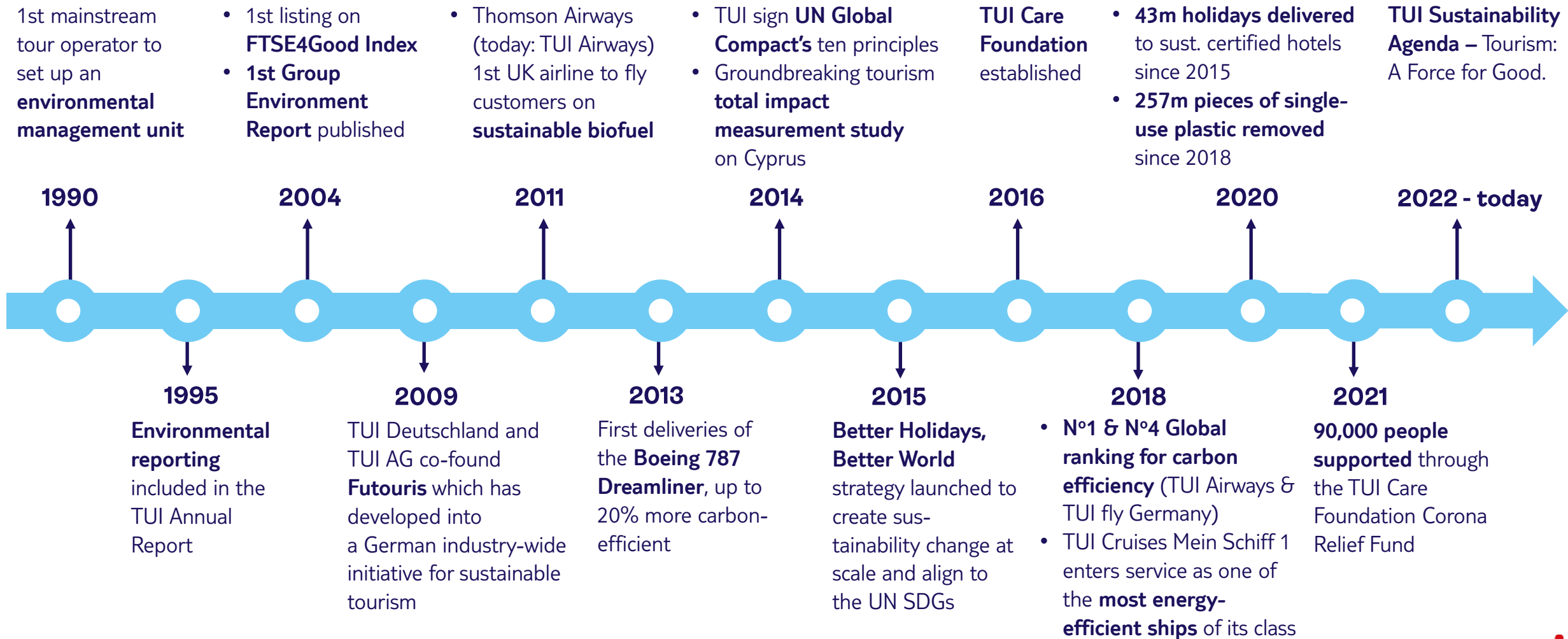
4

Governance

5

Destination Development

The TUI sustainability journey began over 30 years ago



Challenge: Strengthening positive impact and reducing environmental footprint of tourism



TUI's Sustainability Agenda



People

- Boost positive impacts of our industry
- Empower a generation of sustainability changemakers
- Ensure that tourism & local supply chains benefit local people & communities

Planet

- We will achieve net-zero emissions across our operations and supply chain by 2050 at the latest
- Our ambition: To be faster and remain leader in sustainable tourism

Progress

- Enabling 20m customers/year to make sustainable holiday choices by 2030
- Co-creating sustainable future for destinations with partners. Destination Co-Lab: Rhodes

Reduce our environmental footprint significantly & maximise the socio-economic impact of tourism

TUI's ESG Reporting has evolved since 2017

2017: TUI adopts **EU Non-Financial Reporting Directive (NFRD)**

2022: TUI Group issues its 1st **Task Force on Climate-Related Financial Disclosures (TCFD)** statement

2022: TUI Group starts reporting under **EU Taxonomy**

2023: TUI launched its **new Sustainability Agenda**

External **validation of SBTi emission reduction targets**

TUI's **TCFD for FY23 fully consistent with the recommendations:** TUI conducted its 1st **climate risk analysis** and embedded individual climate-related risks into existing **risk management processes**

2025: TUI published its 1st Sustainability Statement according to the **Corporate Sustainability Reporting Directive (CSRD)**



**TUI MAGIC LIFE,
Fuerteventura**

TUI ranks well in relevant ESG ratings



BBB
Average

- TUI's **environmental** (water stress and carbon emissions) and **governance** (corporate governance) scores above industry average



C+
Prime
status

- **Key issue performance above leisure industry average in 3 of 5 categories:** social and ethical impacts of tourism, accessible safe leisure operations, labour standards and working conditions



27.0
Medium
risk

- TUI's **overall risk exposure is medium and is moderately above subindustry average:** product governance, water use, data privacy and cybersecurity are notable material ESG issues for TUI
- Overall **management of material ESG issues is in line with the average**



53/100
High data
availability

- **Environmental, social, governance & economic** scores are **above industry** average



A
leader in
corporate
climate change
action

- TUI has been recognised as a **leader in corporate climate change action**, securing a prestigious spot on the **CDP A-List for 2025**



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60%

60% rise in port calls with on-shore power was achieved at Mein Schiff and Hapag-Lloyd Cruises.



2025 – Sustainability in Numbers



2,490

experiences, tours and activities have been verified in accordance with international sustainability criteria.



2,677

hotels offered with an independent sustainability certification in FY25.



600,000

charging points are accessible via the TUI eCharge App.



1,875m³

of Bio-LNG bunkered for 'Mein Schiff Relax'.



49

new projects launched by the TUI Care Foundation worldwide.



53,600+

hours of training on sustainability topics have been completed by TUI employees.



174,219km

were covered by busses running on HVO in FY 25 - that is around four times around the globe.



100%

electric staff vehicle fleet on Menorca.



11,262

tons of voluntary Sustainable Aviation Fuel (SAF) were used by TUI Airline.



Science-based targets initiative

- **2030 science-based targets approved** by the SBTi for our Airline, Cruise and Hotels & Resorts
- Commitment to achieve **net-zero emissions by 2050**

- 24%



Reduce airline CO₂e per revenue passenger km by 24% by 2030¹

(Baseline 2019)

- 27.5%



Reduce absolute CO₂e from our own cruise operations by 27.5% by 2030¹

(Baseline 2019)

- 46.2%



Reduce absolute CO₂e from TUI Hotels & Resorts² own operations by 46.2% by 2030³

(Baseline 2019)

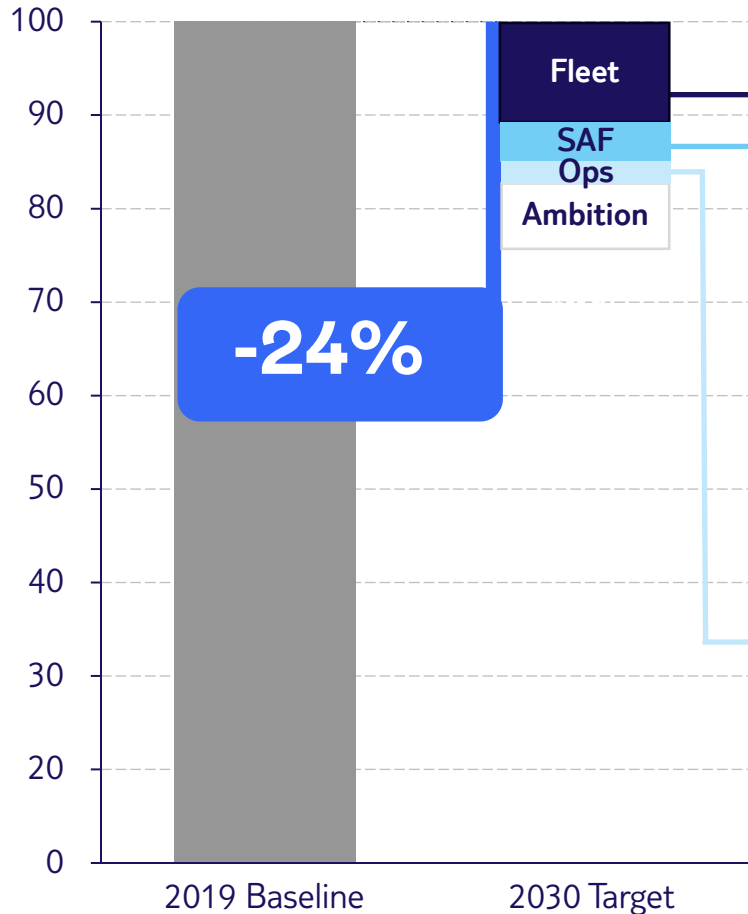
- **The world's first ocean cruise companies with science-based targets**
- **TUI Airline - The first leisure airline in the world to commit to science-based targets**
- **Among the first leisure hotel companies with science-based targets**

¹ Level of ambition well-below 2°C | ² All TUI Hotel & Resorts (inc. JV partners) that are owned, managed or leased. Concept partner hotels that are not part of the TUI Hotels & Resorts portfolio are excluded | ³ Level of ambition 1.5°C

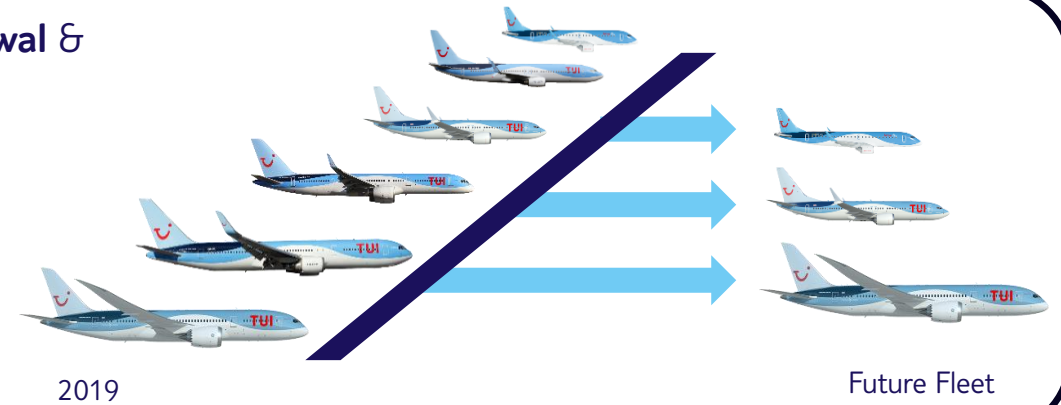
Emission Reductions: TUI Airline

Index CO₂e emissions TUI Airline

(not to scale)



- Continuous **fleet renewal** & harmonisation
- **New tech share** of TUI Airline at end of FY2025: 54%



Operational efficiency measures include:

- Weight reduction
- Advanced climb
- Cruise altitude, speed, descent
- Aircraft allocation
- Alternate planning etc.

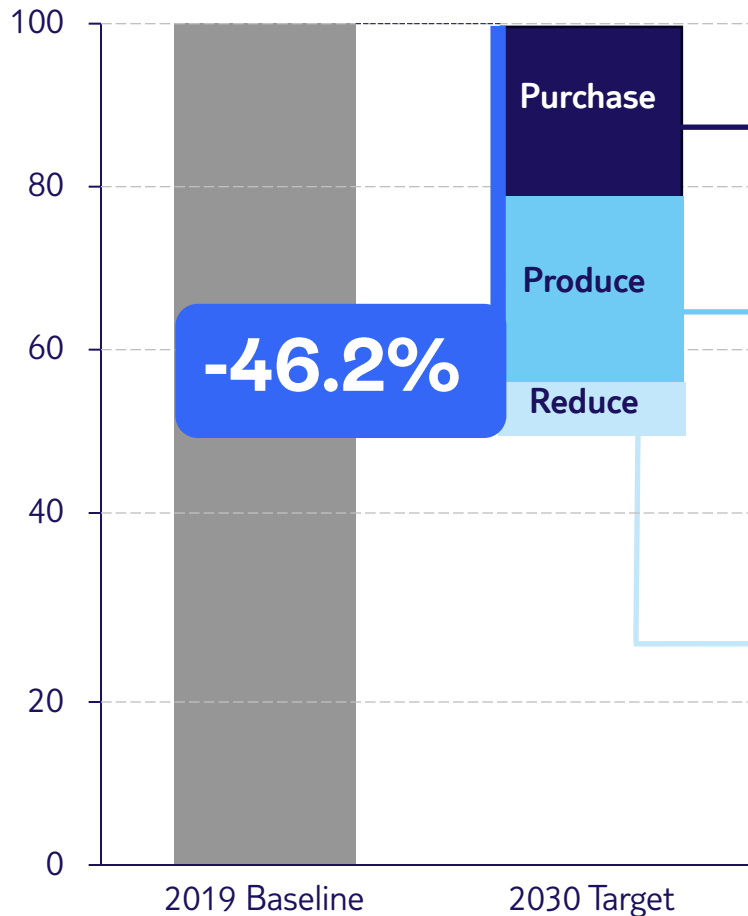
Sustainable Aviation Fuel (SAF)

- Voluntary SAF uptake since 2023
- More than 11,250 tons of voluntary SAF uplifted in FY25 on top of EU and UK SAF mandate
- MOUs with potential SAF suppliers (e.g. Cepsa)

Emission Reductions: Hotels and Resorts

Index CO₂e emissions TUI Hotels and Resorts

(not to scale)



Increase of green tariff electricity or energy attribute certificates

- Example: Hotels of ROBINSON, TUI Magic Life, RIU and Grupotel in Spain are running on green electricity

Less energy consumption through efficiency increase

- Use of highly efficient devices and appliances
- Integration of energy efficiency measures in hotel design and construction

Increase of energy from renewable energy sources

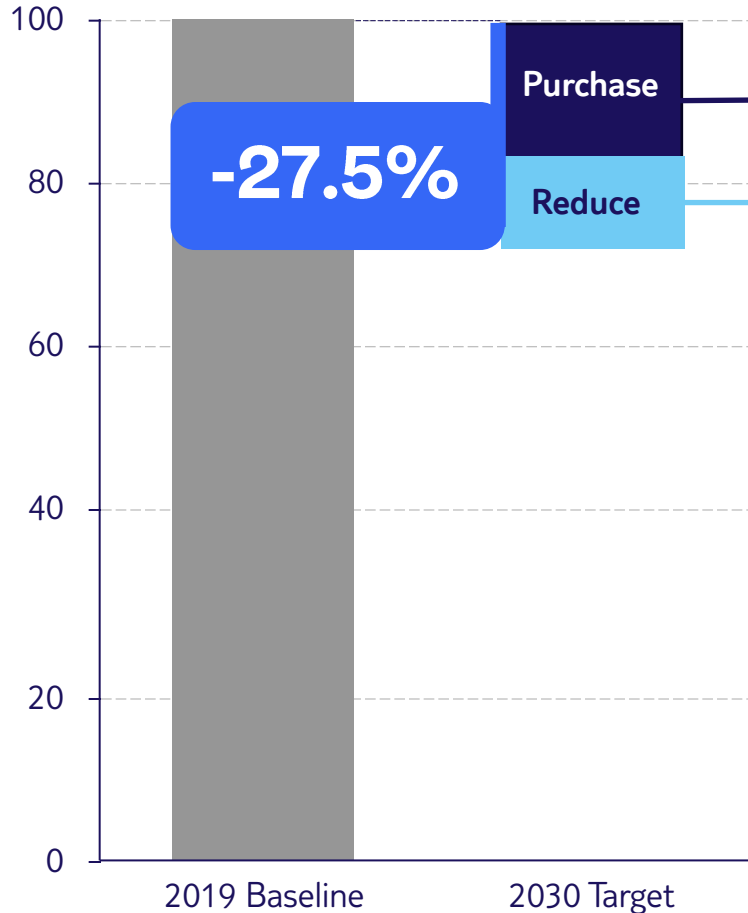
- Expansion of photovoltaic plants (PV) worldwide → Example Türkiye
- Investigation on further use of other renewable energies, e.g. geothermal, biogas or wind



Emission Reductions: TUI cruise business

Index CO₂e emissions TUI cruise business

(not to scale)



Shore Power

- Retrofit and consequent use of green shore power where available
- Increase of 38% shore power calls in 2025 compared to 2024

Operational Efficiency

- Continuous investments in energy efficiency improvements including operational and technical optimization can provide a 10% reduction (focus on existing fleet) such as new propeller caps, use of AI tools for energy performance and optimization, and hull coating upgrades

Sustainable Marine Fuels (SMF)

- Use of green low-carbon fuels such as sustainable biofuels (2nd generation), green methanol and bio/eLNG main lever for decarbonization
- Signing of MoU with SMF producers
- Biofuel and Bio-LNG are already used in both fleets
- Evaluating retrofit to use alternative fuels in the future

Itinerary Planning

- Optimization of routings



Reducing our environmental footprint in destinations



Avoiding food waste

- Use of artificial intelligence to improve use of goods and buffet planning (testing of Kitro¹ system in 12 TUI hotels and two river cruise ships)
- Goal: Reduce consumption, increase efficiency

Avoiding micro-plastics

- Capture of microfibres in laundry systems
- 36 microfibre capture filters installed covering full Marella Cruises fleet. Filters also installed at two Robinson Clubs in the Maldives to pilot use in hotels.

Saving drinking water

- Bottling plants installed at Robinson Club Cabo Verde (300,000) and TUI Blue Bahari Zanzibar (700,000), saving 1 million plastic water bottles per annum

Upcycling plastic and glass

- TUI Care Foundation project in Zanzibar
- More than 52,000 kg of plastic and 810,000 kg of glass upcycled into high-quality interior products crafted by local artisans

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FOCUS ON WHAT REALLY MATTERS

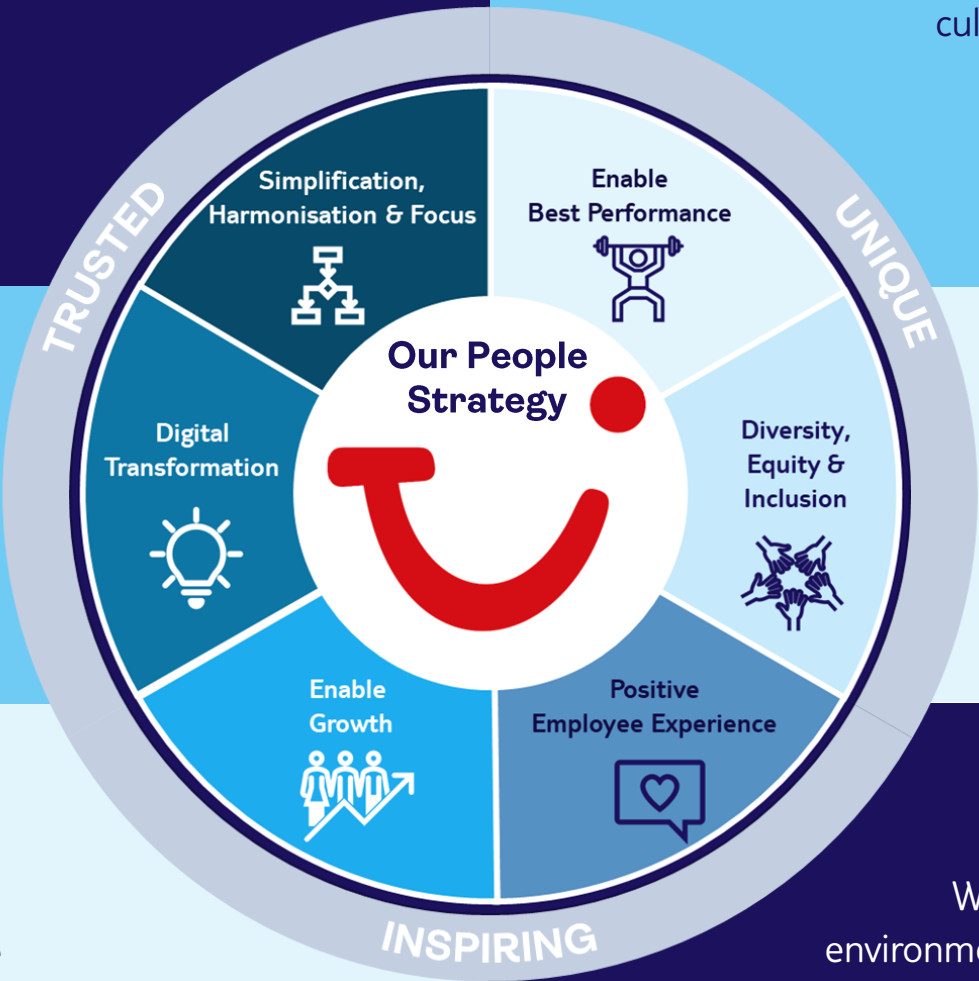
We are streamlining and harmonising our global processes and ways of working, allowing personalisation where it adds value while ensuring overall consistency

BE DATA CENTRIC

We use high-quality data and focus on simple, scalable designs that enable fast, intelligent digitisation. We advance digital transformation by empowering colleagues to adopt and leverage AI.

BE BOLD, BE CONFIDENT, STAY HUMBLE

We take courageous decisions, drive innovation, and empower our people to shape and grow our business.



SUCCEED AS A TEAM

We develop strong leaders who can thrive in a changing business environment and create a culture where employees can give their best and shine as part of a team.

COME AS YOU ARE

We aim to be truly inclusive – for our employees and our working culture. We support well-being and resilience for all employees.

LIVE THE TUI SPIRIT

We create a physical, cultural, and technological environment where people enjoy working together, feel connected, and are proud to be part of TUI.

Our Diversity, Equity and Inclusion (DE&I) ambitions

Diversity and Inclusion makes us stronger and opens a world full of possibilities, helping us to deliver excellence in leisure experiences for everyone, everywhere.



People & Culture



Internal Benchmark

We will have established our **internal benchmark** for diversity by 2026.

100%

Inclusion Training

100% of our employees will have access to **inclusion training** by 2025. (achieved in 2025)

85%

Internal DE&I Survey

TUI is recognised as an **inclusive employer**, achieving a score of 85%+ on an internal DE&I survey by 2030.

Inclusive Leadership



Internal Benchmark

We will have established our **internal benchmark** for diversity of our **leadership teams** by 2026.

35%

Women in Leadership

There will be a total of **35% women in leadership** positions by 2026. (achieved in 2025)



Equal Pay

There will be 100% transparency on **equal pay** by 2026.

Community



+5

DE&I Partnerships

We gain **5+** new accreditations for **DE&I partnerships** by 2026.



Diversity Index

We aim to be recognised as an organisation with a high ranking in a **Diversity Index** by 2030.



People Insights 2025 I/II



Colleagues of over **115 nationalities** work in TUI Group



Our colleagues have been **working** for an **average of 10 years** with TUI Group



Women are represented with **20% members in our Executive Board** and **25%¹ members in our Supervisory Board** at TUI AG



The proportion of **women in management and leadership positions** at TUI Group was **47.4%**



3,615 employees used TUI Workwide and worked on an average of 6 days from another country

¹ Further details on page 23.

the
mora

The Mora Zanzibar,
Tanzania



People Insights 2025 II/II



TUI Group had a **pay ratio of 33:1** between its highest-paid employee and the median compensation of its workforce



At TUI Group we are **paying adequate wages**



The unadjusted **gender pay gap** at TUI Group was **21.78%**



TUI Group had a **turnover rate of 39.0%**, with 19.8% turnover resulting from seasonality of the business



Our **TUI Engagement Index** is **80**, scoring highest in area of authenticity with a score of 84. ("I feel comfortable being myself at work")



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Organisational structure & legal basis

Statutory Bodies of TUI AG



Dualistic System

→ Separation of management and supervision



TUI AG Supervisory Board supervises
TUI AG Executive Board

Corporate Governance

(December 2025)

TUI AG fully complies with the recommendations & suggestions of the German Corporate Governance Code

<https://www.tuigroup.com/en/investors/corporate-governance/reports-and-declarations>

Legal Foundation:  Stock Corporation Act | German Corporate Governance Code

Executive Board & Group Executive Committee



Sebastian Ebel

Chief Executive Officer
(CEO)



Marco Ciomperlik

Member of Executive Board
Chief Operation Officer



Mathias Kiep

Member of Executive Board
Chief Financial Officer



Sybille Reiss

Member of Executive Board
Chief People Officer &
Labour Director



Thomas Ellerbeck

Member of Group
Executive Committee
Group Director
External & Corporate
Affairs & Chief
Sustainability Officer



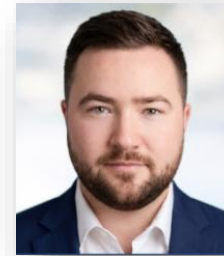
Pieter Jordaan

Member of Group
Executive Committee
Chief Information
Officer



Florian Lenser

Member of Group
Executive Committee
Group Director Legal,
Compliance & Board
Office



Mircea Tudose

Member of Group
Executive Committee
Managing Director
Regions



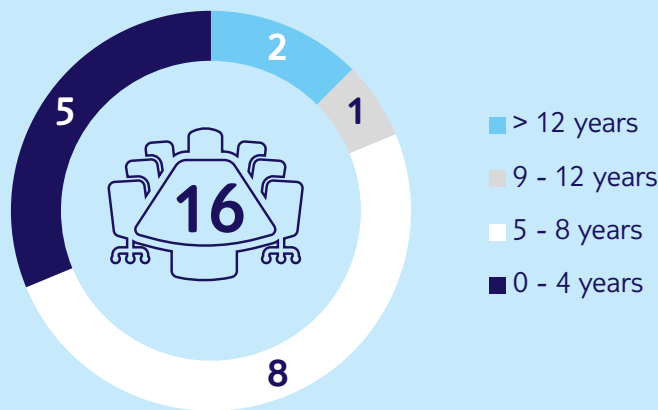
Peter Ulwahn

Member of Group
Executive Committee
Chief Executive
Officer
TUI Musement



Supervisory Board of TUI AG¹

Number of Supervisory Board Members and their term of membership



Committees of SVB

Presiding Committee
Nomination Committee



Audit Committee
Mediation Committee

Finance experts accord. to GCGC

Dr Jutta Dönges
Christian Baier

Average age of SVB Members



54.94 years

Tenure limit³

≤12 years

Gender quota of the SVB members*

	Shareholder representatives	Employee representatives	Total
Women	4/8	0/8	4/16
Men	4/8	8/8	12/16
Separate fulfilment	4/8: 50% 4/8: 50% ✓	0/8: 0% 8/8: 100% ✗	

*Separate fulfilment, according to which the gender quota must be fulfilled separately by the shareholders and the employees (section 96 (2) sentence 2 German Stock Corporation Act). The employee representative side is required to appoint women in all future elections and replacements until the quota is met.

Independent shareholder representatives accord. to GCGC²

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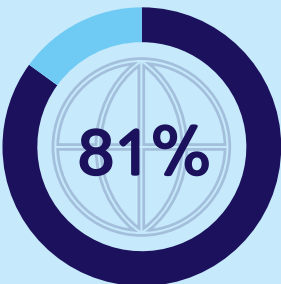
Overboarding accord. to GCGC



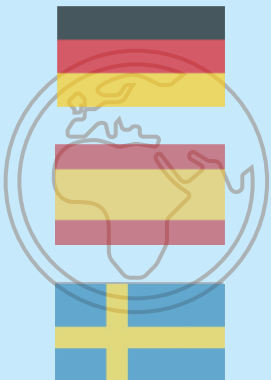
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SVB Members

SVB Members with international experience



Internationality of SVB Members



1 As of 27 April 2026 | 2 Joan Trián Riu is a strategic shareholder of TUI AG since many years and therefore is not regarded as independent.
3 The tenure limit applies solely to shareholder representatives.



Qualification matrix of the Supervisory Board I/II

	Dr. Dieter Zetsche	Frank Jakobi	Ingrid-Helen Arnold	Christian Baier	Andreas Barczewski	Dr. Jutta Dönges	Daniel Duellm	Wolfgang Flintermann
Membership								
First appointment	2018	2007	2020	2022	2006	2021	2026	2016
Current appointment until	2027	2026	2028	2027	2026	2029	2031	2026
Duration of membership	8	18	6	3	19	5	0	9
Position	Chairman	Deputy Chairman	SHR ³	SHR	ER	SHR	ER	ER
Committee membership								
Presiding Committee	yes	yes				yes		
Audit Committee	yes	yes		yes		yes		
Nomination Committee	yes					yes		
Diversity								
Gender	m	m	f	m	m	f	m	m
Birth year	5 May 1953	18 Feb 1962	5 Oct 1968	6 Nov 1976	15 Aug 1967	9 May 1973	11 Nov 1974	4 Dec 1969
Age	72	64	57	49	59	52	51	56
Nationality	German	German	German	German	German	German	German	German
International experience	yes	no	yes	yes	yes	yes	yes	yes
Personal qualification								
Independence ¹	yes	N/A	yes	yes	N/A	yes	N/A	N/A
No overboarding ²	yes	yes	yes	yes	yes	yes	yes	yes
Integrity, commitment, engagement	yes	yes	yes	yes	yes	yes	yes	yes
Professional qualification								
1. Tourism	●	●	●	●	●	●	●	●
2. Strategy, innovation	●	●	●	●	●	●	●	●
3. IT, digitalisation	●	●	●	●	●	●	●	●
4. Accounting	●	●	●	●	●	●	●	●
5. Auditing	●	●	●	●	●	●	●	●
6. Sustainability reporting	●	●	●	●	●	●	●	●
7. Capital market	●	●	●	●	●	●	●	●
8. Risk management	●	●	●	●	●	●	●	●
9. Internal control system	●	●	●	●	●	●	●	●
10. Compliance	●	●	●	●	●	●	●	●
11. Human resources	●	●	●	●	●	●	●	●
12. Sustainability, Corporate Governance	●	●	●	●	●	●	●	●



Qualification matrix of the Supervisory Board II/II

	María Garaña Corces	Stefan Heinemann	Thomas Köhler	Janina Kugel	Johan Lundgren	Mark Muratovic	Rainald Thannisch	Joan Trían Riu
Membership								
First appointment	2020	2020	2026	2021	2025	2021	2025	2019
Current appointment until	2028	2026	2031	2029	2026	2026	2026	2028
Duration of membership (in years, as of 30 Sep 2026)	6	5	0	5	1	5	1	7
Position	SHR ³	ER	ER	SHR	SHR	ER	ER	SHR
Committee membership								
Presiding Committee								yes
Audit Committee		yes				yes		
Nomination Committee								yes
Diversity								
Gender	f	m	f	f	m	m	m	m
Birth year	4 Mar 1970	14 Apr 1979	11 Mar 1971	12 Jan 1970	4 Oct 1966	29 Jun 1973	27 Jul 1973	10 Jul 1983
Age (on 30 Sep 2026)	56	47	55	56	59	52	52	42
Nationality	Spanish	German	German	German	Swedish	German	German	Spanish
International experience	yes	yes	no	yes	yes	yes	no	yes
Personal qualification								
Independence ¹	yes	N/A	yes	yes	yes	N/A	N/A	no
No overboarding ²	yes	yes	yes	yes	yes	yes	yes	yes
Integrity, commitment, engagement	yes	yes	yes	yes	yes	yes	yes	yes
Professional qualification								
1. Tourism								
2. Strategy, innovation								
3. IT, digitalisation								
4. Accounting								
5. Auditing								
6. Sustainability reporting								
7. Capital market								
8. Risk management								
9. Internal control system								
10. Compliance								
11. Human resources								
12. Sustainability, Corporate Governance								



Remuneration system of the Executive Board of TUI AG¹

Fixed remuneration	Fixed remuneration paid in twelve equal monthly instalments	
Annual variable compensation (Short-term Incentive Plan – STI)	Performance targets	$\left[\text{EBIT (75\%)} \oplus \text{Cash Flow (25\%)} \right] \otimes \text{ESG-Factor (collective, range 0.8-1.2)}$
	Cap	216% of target (EBIT and Cash Flow: 180%, ESG-Factor: 1.2)
Multi-year variable compensation (Long-Term Incentive Plan – LTI)	Plan type	Performance Share Plan (virtual)
	Performance target	EPS (absolute performance measurement)
	Performance period	Performance period of four years, forward-looking
	Cap	240% of target value
	Payment	Cash
Pension benefits	Contributions to the company pension scheme: Mr Ebel Fixed annual payout amounts for the purpose of retirement benefits: Mr Ciomperlik, Mr Kiep, Ms Reiss	
Fringe benefits	Especially: Company car / car allowance, insurances / subsidy for insurances (e.g. D&O)	
Maximum remuneration	CEO: 7,500,000 EUR; other Executive Board members : 3,500,000 EUR	



Supervisory Board remuneration at TUI AG¹

Fixed remuneration

Chairman:	270,000 EUR
Deputy Chairman:	180,000 EUR
Member:	90,000 EUR

Fixed remuneration for the committees

Presiding Committee:	Chairman: 42,000 EUR; Member: 42,000 EUR
Audit Committee:	Chairman: 126,000 EUR; Member: 42,000 EUR
Other:	No remuneration for membership of the Nomination Committee

Attendance fees

1,000 EUR per meeting

D&O

The members of the Supervisory Board are included in a pecuniary damage liability insurance policy (so-called D&O insurance) taken out by the Company in the interest of the Company at an appropriate amount. The premiums for this are paid by the Company. There is no deductible.



Provision of information to the Supervisory Board by the Executive Board¹



Regular & timely reporting

Systematic **planning and follow-up** of **key, open** and **recurring** Supervisory Board topics



Extensive scope of information

Reporting on **strategy, planning, compliance, and risk & crisis management**



Involvement in key decisions

Early information and involvement of the Supervisory Board in **decisions** of fundamental importance

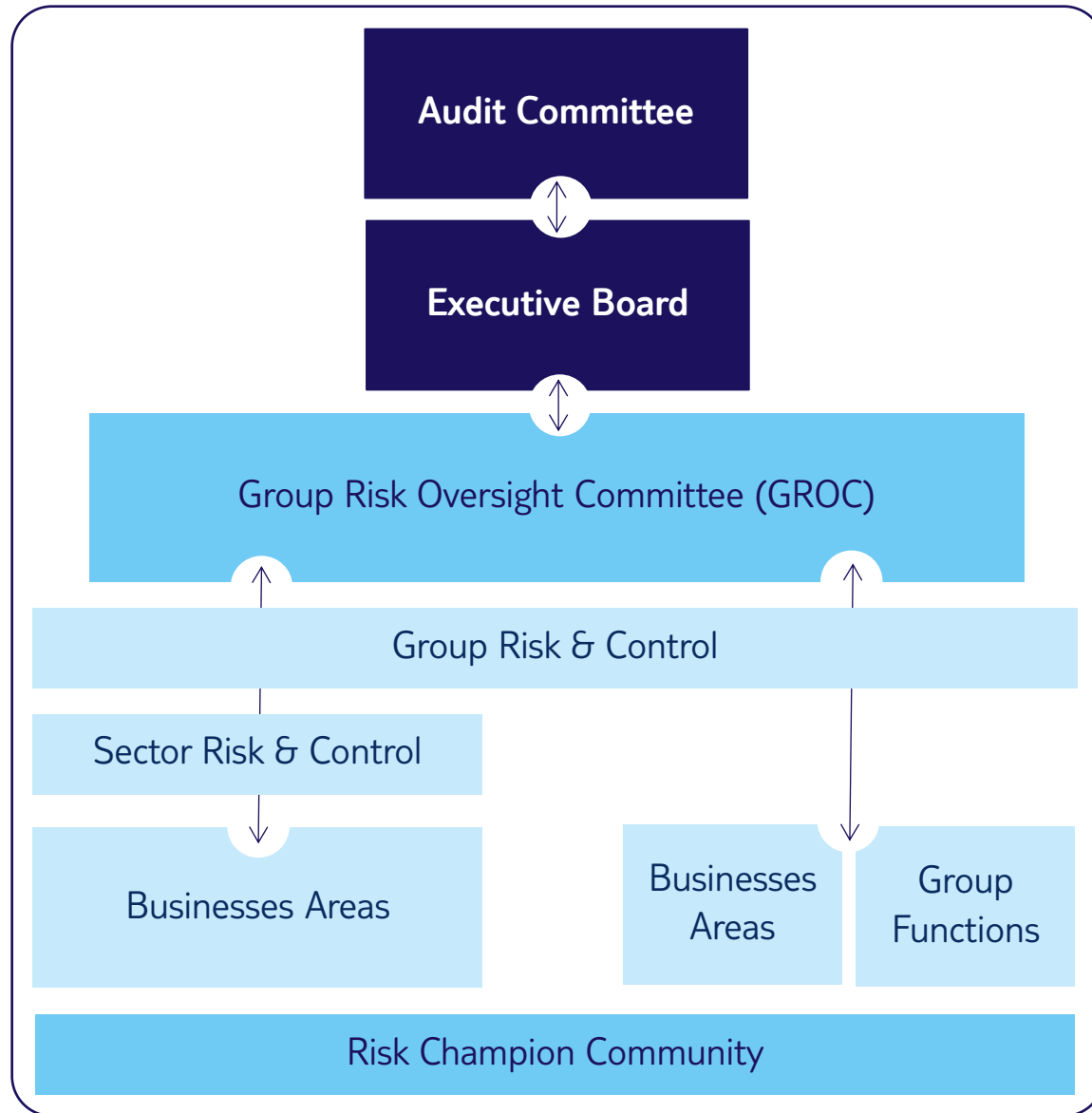


Reporting on committees

In-depth discussions at committee level with **regular & structured reporting** to the plenary

- ✓ **Full compliance with the GCGC²**
- ✓ **Transparent control & monitoring framework**
- ✓ **Reduced governance risk**

Risk management is an integral component



Scope

- **All companies and Group Functions** are directly or indirectly part of the reporting

The system is supplemented by

- **Financial risk identification** and **management** process by Group Controlling
- **Legal risk reporting**
- **Compliance Risk Reporting**

Proactive investment in cyber security to protect our customers and the business



Achievements and mid-term ambitions

Achievements:

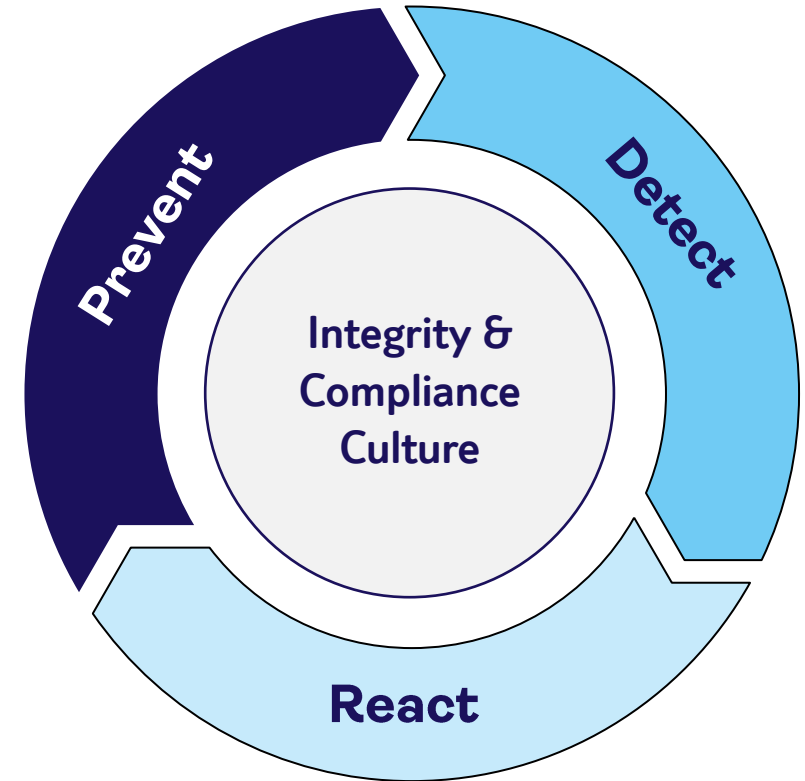
- Ongoing investment in **central TUI Security Organisation** to lead cyber initiatives across the group
- No significant loss due to cyber in FY25
- **Focussed protection** for identified high risk colleagues in Finance
- **Cyber Security Scorecard at A** (Oct 25)
- Approved **Group-wide AI Policy** and extension of **Risk Assessment** framework to cover **AI activities**

Mid-term ambitions:

- Establishment of **Zero Trust** programme
- Meet **NIS 2¹ directive**
- Stronger focus on **data driven security**

TUI's Compliance Management System (CMS)

- **TUI Group's centralised Integrity & Compliance team** is in charge for the core areas anti-corruption, fair-competition, trade sanctions and for the overall **strategical and operational management and improvement of the CMS**.
- **TUI Group's CMS is based on a risk management** approach. It is built around three pillars: **prevent, detect and react**. The program comprises a variety of measures and processes such as training and communication, policy and incident management.
- **TUI Group's SpeakUp Line gives employees and third parties the opportunity to raise concerns** regarding breaches of laws, regulations and internal policies.
- **The Integrity & Compliance Team reports to the GEC** (quarterly basis) **as well as to the Audit Committee of the Supervisory Board** (annual basis) on compliance related matters e.g., updates on legal regulations, completion rates for given trainings and material compliance cases.



Supply Chain Due Diligence Act: Key achievements

- 1 **Appointment of a Human Rights Officer, Thomas Ellerbeck**, member of the Group Executive Committee, since law came into force in 2023 
- 2 **Established Supply Chain Due Diligence Committee** to monitor the risk management of human rights and environmental due diligence obligations and decision-making 
- 3 **Implementation of a risk management tool** for conducting regular **risk analyses of the supply chain** and our own business operations, continuous monitoring of our suppliers by AI 
- 4 **Development of Group Policy on Diverse, Sustainable and Ethical Sourcing** considering the diverse, ethical and sustainable attributes of suppliers 
- 5 **Development of an industry solution for supplier trainings on human rights** and supply chain due diligence in the tourism industry within the Futouris partnership 
- 6 **Annual reporting on TUI Group's supply chain due diligence** in the **CSRD Sustainability Statement** as well as regular **Modern Slavery Statements** 



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Destination Development

The Rhodes Co-Lab: Creating the sustainable destination of the future

Pillar 1: Regenerating the Natural Environment

Pillar 2: Strengthen Social Development & Cultural Heritage

Pillar 3: Foster Inclusive Economic Development in Tourism



Projects by TUI Care Foundation

Selected Projects
from the Co-Lab
Implementation Plan



Sustainable Beach Programmes



Renewable Energy for Hotels



Improved Waste Management



Protect & promote
cultural heritage

TUI Care Foundation's Fields of Engagement

Tourism-focused

The TUI Care Foundation's activities build on the potential of tourism as global force for good

Operational

Foundation initiates strategically aligned projects with its partners and implements selected project on its own

Charitable

Registered charitable Foundation serving the common good

Independent

Governance and statutes guarantee independence from the business

Building on the positive impact of tourism, the TUI Care Foundation leads the way in protecting the natural environment and empowering lives in travel destinations.

Enabling Education



TUI ACADEMY



TUI JUNIOR ACADEMY

Offering education opportunities for disadvantaged children and young people.

Empowering Communities



TUI FUTURESAPERS
PROGRAMME



TUI COLOURFUL CULTURES
PROGRAMME

Empowering entrepreneurs and creatives to use tourism as a force for good for their local communities.

Lively Landscapes



TUI FIELD TO FORK
PROGRAMME



TUI WILDLIFE
PROGRAMME



TUI FORESTS
PROGRAMME

Protecting and restoring natural habitats and supporting sustainable local food producers.

Marine Conservation



TUI SEA THE CHANGE
PROGRAMME



DESTINATION ZERO WASTE
PROGRAMME



TUI TURTLE AID

Protecting and preserving the marine environment and endangered turtles in tourism destinations.

FURTHER INFORMATION



Links to further ESG information

- [Animal Welfare](#)
- [Corporate Governance](#)
- [Integrity & Compliance](#)
- [Public Policy](#)
- [TCFD Index \(p. 203\)](#)
- [TUI Care Foundation](#)
- [TUI Human Rights Statement](#)
- [TUI Partners \(TUI Partner Standards\)](#)



TUI MAGIC LIFE Africana,
Tunisia



ANALYST AND INVESTOR ENQUIRIES

Nicola Gehrt, Group Director Investor Relations

Adrian Bell, Senior Investor Relations Manager

Stefan Keese, Senior Investor Relations Manager

Anika Heske, Investor Relations Manager, Retail Investors & AGM

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Tel: +49 (0)511 566 2332

Tel: +49 (0)511 566 1387

Tel: +49 (0)511 566 1425

FINANCIAL CALENDAR

12 August 2026

22 September 2026

9 December 2026

FY26 Q3/9M Statement

Pre-Close Trading Update

Annual Report 2026

**TUI BLUE Isla Cristina Palace,
Spain**