



TUI Group Visit Finland

10 June 2026

ROBINSON

BLUE
TUI BLUE



TUI Group – Global leader in tourism in source markets and destinations (vertically integrated strategy)



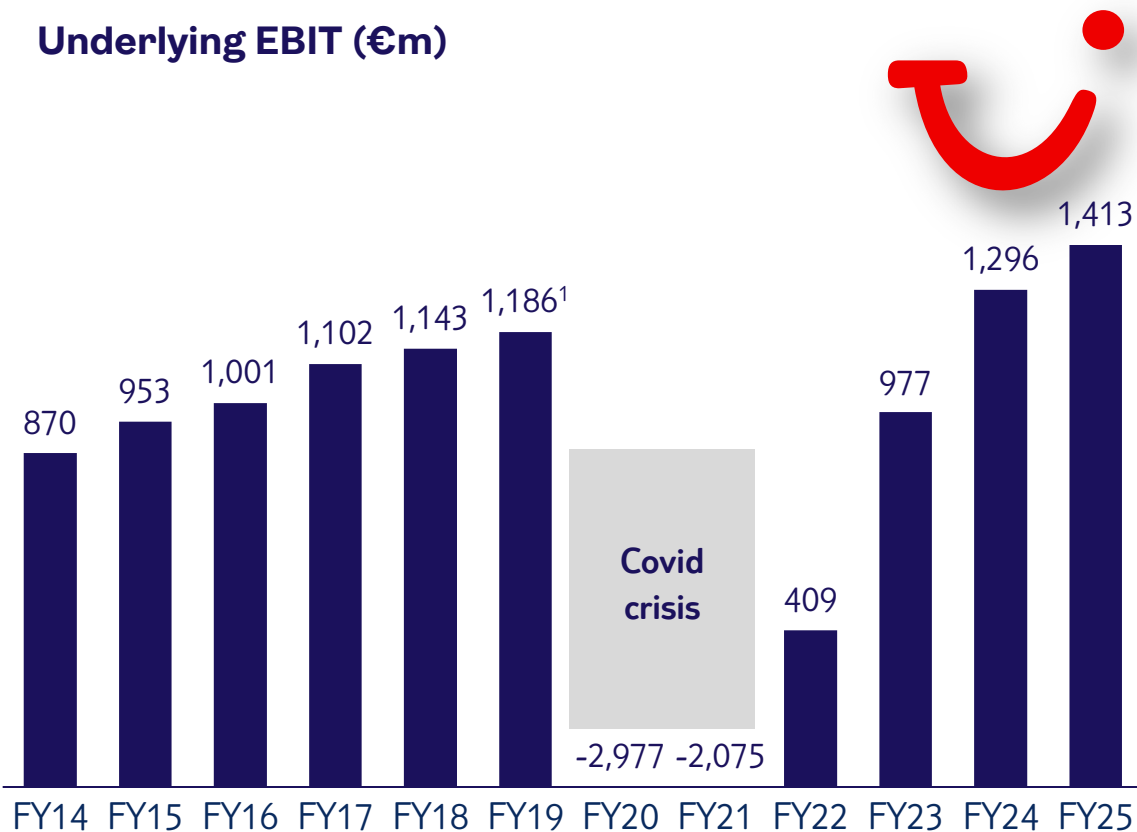
FY25 figures

35m	Customers
1,200	Travel agencies
125	Aircraft
463	Hotels
18	Cruise ships
>50k	Experiences



TUI Group – growing business, record profits

Underlying EBIT (€m)



€24bn

Turnover (FY25)

€1.4bn

EBIT (FY25)

€3.9bn

Market cap²

Public listing

Frankfurt Stock Exchange

c. 67,000

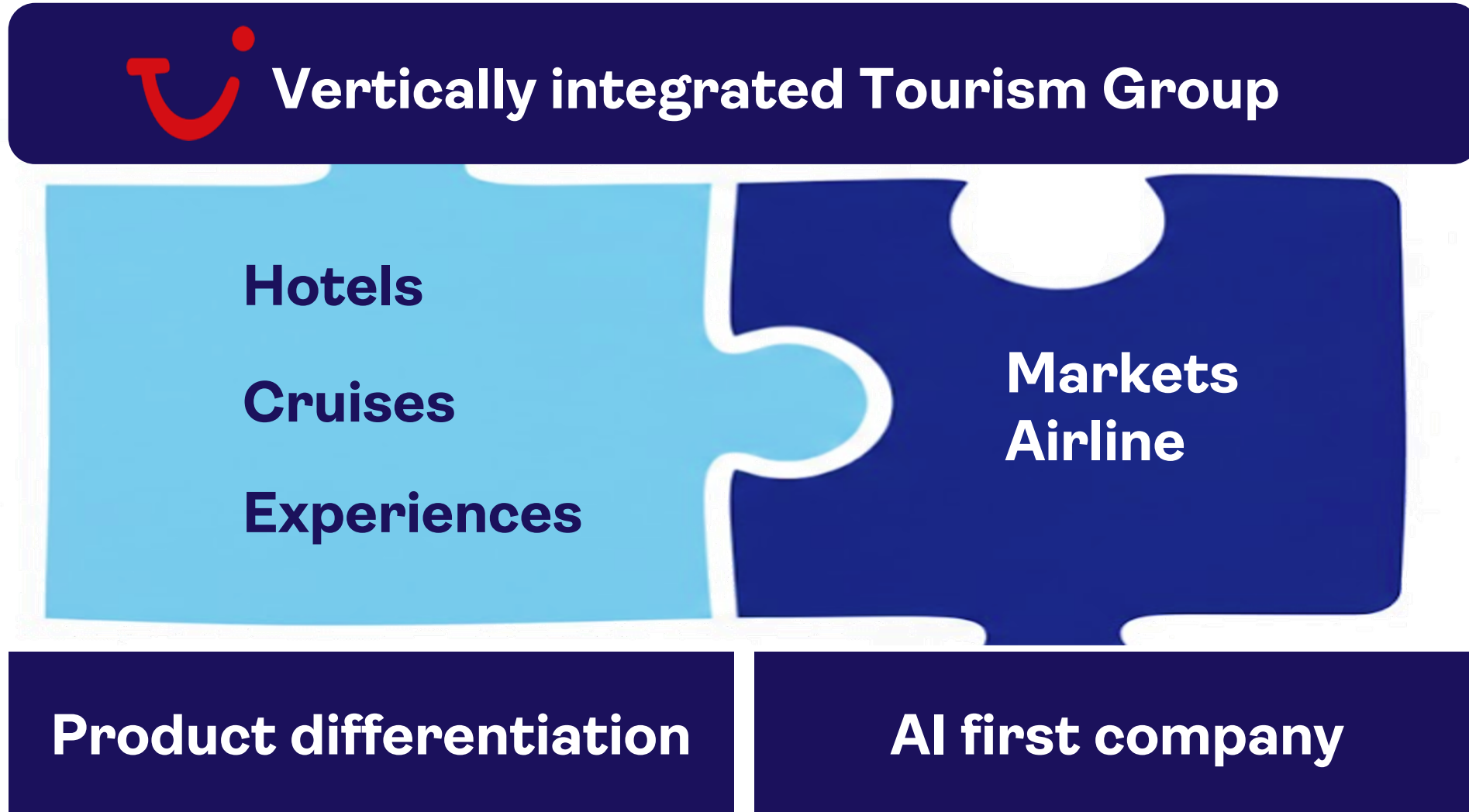
Employees²

Own

Holiday products



TUI's vertical integration – basis for our success



What a differentiated destination looks like

1 Differentiated hotel master plan

Minimum scale
(e.g. 5 TUI hotel cluster)



2 Differentiated experiences

Unique and authentic experiences



5 Holistic destination development

Local skill building and employment, sustainability and GDP contribution

3 Cruise: port calls

Port calls by TUI's cruise lines



4 Direct flights

Direct flights (incl. TUI fly) from key source markets



Example of differentiated destination – Cape Verde

1 Differentiated hotel cluster



7 Hotels | +1 pipeline

ROBINSON RIU

2 Differentiated experiences



Service | DMC Operations



3 Cruise: port calls



7 Ships | 15 Annual Port calls

TUI CRUISES MARILLINI MARELLA CRUISES

4 Direct flights



2.4k Annual Flights | 49% of total flights to C.V

5 Holistic destination development

20% of GDP linked to TUI	+300% growth in tourist arrivals over 15 years	c. 50% of tourist arrivals from TUI
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Example of differentiated destination – Zanzibar

1 Differentiated hotel cluster



6 Hotels | +3 pipeline

2 Differentiated experiences



Service | DMC Operations

TUI Zanzibar Cluster

1 Hotels
 RIU | BLUE TUI BLUE | the mora | JAZ

2 Experiences
 Stone Town Tour | Spice Farm Tour | Prison Island | Mnemba Snorkeling

3 Cruises
 Mein Schiff

4 Direct Flights

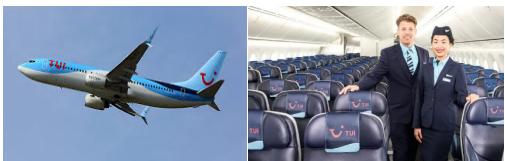
5 Holistic Ecosystem Development
TUI MUSEMENT
 ACTUAL ZANZIBAR EXPERIENCES:
 • Stone Town Heritage
 • Spice Plantation
 • Prison Island Monkeys
 • Jozani Forest Tour
 • Mnemba Snorkeling

3 Cruise: port calls



1 Ships | 2 Annual Port calls

4 Direct flights



95k Annual Flights | 29k Seats

5 Holistic destination development

30% of GDP from tourism
 TUI biggest investor in ZNZ

+600% growth in int'l tourist arrivals
 in last 10 years



The opportunity for Finland

High demand for exclusive experiences (e.g. Lapland), Year-round destination, growing markets in Europe looking for authentic/sustainable travel

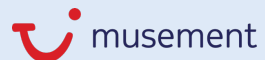
1 Build differentiated hotel cluster

4-5 hotel cluster in high demand areas (e.g. Lapland)



2 Differentiated experiences

Unique and authentic experiences & transfers



3 Increase cruise calls

Expand TUI Cruise program to Finland¹



4 Increase flight programme

Potential to expand TUI fly programme (e.g. Finnair collaboration)²



5 Holistic destination development



¹ Currently 12 calls in Helsinki ² TUI fly today has 432 flights to Finland, mainly Lapland in winter from UK, BeNE to Kitilla (Gateway to Levi and Ylas) Rovaniemi (for winter Lapland), Ivalo (for Saariselkä), and Kussamo (Ruka ski area), and Kajaani (Artic Lakeland – Vuokatti region)



Pre-requisites for successful cluster development



Strategic development 'master plan'



Year-round offering



Minimum scale of operation



Good local **infrastructure** and existing local **holiday product offering**.



Strong local **partnerships**



Brings **prosperity** to destination **region**

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





Thank you.